

NOTICE OF MEETING

Dear Councillors

You are requested to attend the following meeting of Council.

ORDINARY MEETING OF ISAAC REGIONAL COUNCIL

TO BE HELD ON
WEDNESDAY 23 JULY 2025
COMMENCING AT 10.00AM
ISAAC REGIONAL COUNCIL,
11 CARTER PLACE, MIDDLEMOUNT – BOARD
ROOM

CALE DENDLE
Chief Executive Officer

LOCAL GOVERNMENT ACT 2009

Local Government Regulation 2012

Chapter 8, Part 2 Local Government Meetings and Committees

Division 1A, Requirements for Local Government Meetings Generally

254J Closed meetings

- (1) A local government may resolve that all or part of a meeting of the local government be closed to the public.
- (2) A committee of a local government may resolve that all or part of a meeting of the committee be closed to the public
- (3) However, a local government or a committee of a local government may make a resolution about a local government meeting under subsection (1) or (2) only if its councillors or members consider it necessary to close the meeting to discuss one or more of the following matters—
 - (a) the appointment, discipline or dismissal of the chief executive officer;
 - (b) industrial matters affecting employees;
 - (c) the local government's budget;
 - (d) rating concessions;
 - (e) legal advice obtained by the local government or legal proceedings involving the local government including, for example, legal proceedings that may be taken by or against the local government;
 - (f) matters that may directly affect the health and safety of an individual or a group of individuals;
 - (g) negotiations relating to a commercial matter involving the local government for which a public discussion would be likely to prejudice the interests of the local government;
 - (h) negotiations relating to the taking of land by the local government under the [*Acquisition of Land Act 1967*](#);

- (i) a matter the local government is required to keep confidential under a law of, or formal arrangement with, the Commonwealth or a State;
 - (j) an investigation report given to the local government under chapter 5A, part 3, division 5 of the Act.
- (4) However, a local government or a committee of a local government must not resolve that a part of a local government meeting at which a decision mentioned in section [150ER](#)(2), [150ES](#)(3) or [150EU](#)(2) of the [Act](#) will be considered, discussed, voted on or made be closed.
- (5) A resolution that a local government meeting be closed must—
 - (a) state the matter mentioned in subsection (3) that is to be discussed; and
 - (b) include an overview of what is to be discussed while the meeting is closed.
- (6) A local government or a committee of a local government must not make a resolution (other than a procedural resolution) in a local government meeting, or a part of a local government meeting, that is closed.

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

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

audio link see the [Evidence Act 1977](#), [section 39C](#).

audio visual link see the [Evidence Act 1977](#), [schedule 3](#).

ORDINARY MEETING
OF ISAAC REGIONAL COUNCIL
TO BE HELD ON
WEDNESDAY 23 JULY 2025
COMMENCING AT 10.00AM
ISAAC REGIONAL COUNCIL,
11 CARTER PLACE, MIDDLEMOUNT - BOARD ROOM

AGENDA

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

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1. OPENING OF MEETING

2. APOLOGIES AND LEAVE OF ABSENCES

- Cr Vern Russell – Leave of Absence

3. CONDOLENCES

- FINGER, Catherine Jean "Cathy" late of "Glen Prairie" Clermont
- CARR, Rosemary 'Rosie' late of Moranbah
- HARRISON, Joan May late of Clermont
- LEES, Clem Danger late of Moranbah
- LOVI, John Bertram formerly of Moranbah
- MARTELL, Shannon Russ 'Goat' formerly of Dysart

4. DECLARATION OF CONFLICTS OF INTEREST

5. DEPUTATIONS

6. CONSIDERATION OF NOTICE OF MOTION

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7. CONFIRMATION OF MINUTES

- Ordinary Meeting of Isaac Regional Council held in the Council Chambers, Grosvenor Complex, 1 Batchelor Parade, Moranbah on the 30 June 2025 at 10.00am.

8. BUSINESS ARISING FROM PREVIOUS MEETING

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

EXECUTIVE SUMMARY

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

9. STANDING COMMITTEE REPORTS

9.1 ISAAC REGIONAL COUNCIL INTERIM MONTHLY FINANCIAL REPORT – AS AT 30 JUNE 2025

EXECUTIVE SUMMARY

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

9.2 SAFETY AND RESILIENCE UPDATE

EXECUTIVE SUMMARY

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

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9.3 EXCEPTION BASED CONTRACTUAL ARRANGEMENT - LOCAL GOVERNMENT REGULATIONS 2012 - LUCIDITY SOFTWARE

EXECUTIVE SUMMARY

The purpose of this report is to seek Council's approval to extend the recently expired contract arrangement with the supplier of Isaac Regional Council's Safety Management System software as an exception to the competitive bidding requirements of the Local Government Regulations 2012 for medium or large sized contractual arrangements.

9.4 PEOPLE AND CAPABILITY MONTHLY REPORT

EXECUTIVE SUMMARY

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

9.5 MINOR COMMUNITY GRANTS SUMMARY JUNE 2025

EXECUTIVE SUMMARY

This report summarises the minor community grants approved under delegation for the period 1 June to 28 June 2025.

9.6 ADDITIONAL APPROVAL - MAJOR GRANT APPLICATIONS FY2024-2025 – MORANBAH RACE CLUB

EXECUTIVE SUMMARY

The purpose of this report is to consider approval of \$5000.00 from the Major Grants Program – Round Four FY 2024/2025, in addition to 5,000.00 approved from Round Two FY2024/2025 via resolution #9000, to Moranbah Race Club for Council's Premier Sponsorship of the Moranbah Races.

9.7 MAJOR GRANT APPLICATIONS SUMMARY - ROUND FOUR FY 2024/2025

EXECUTIVE SUMMARY

The purpose of this report is to consider the Community Grants Evaluation Panel's recommendations on the applications received during round four (4) of the Community Grants Program for FY 2024/2025. A total of 17 applications were received for round four.

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9.8 REGIONAL POOL STATUS REPORT – APRIL 2025

EXECUTIVE SUMMARY

This report provides an overview of the operating and administrative status of the region's swimming pools for the period ending April 2025.

9.9 PLANNING, ENVIRONMENT AND COMMUNITY SERVICES FY2024/2025 CAPITAL PROJECTS PROGRESS REPORT AS AT 23 JUNE 2025

EXECUTIVE SUMMARY

This report is to provide an update to Council on the progress in the delivery of the Planning, Environment and Community Services 2024/2025 Capital Works Program.

9.10 PLANNING ENVIRONMENT AND COMMUNITY SERVICES QUARTERLY DEPARTMENTAL REPORT – LIVEABILITY AND SUSTAINABILITY

EXECUTIVE SUMMARY

The purpose of this report is to provide an overview and status update of the Liveability and Sustainability Department's projects and operational commitments.

9.11 ENGINEERING AND INFRASTRUCTURE 2024/2025 CAPITAL PROJECTS PROGRESS REPORT - JUNE 2025

EXECUTIVE SUMMARY

This report is to provide an update to the Engineering and Infrastructure Standing Committee and Council of the progress in delivery of the Engineering and Infrastructure 2024-2025 Capital Works Program.

9.12 INFRASTRUCTURE DEPARTMENT OPERATIONAL UPDATE – JUNE 2025

EXECUTIVE SUMMARY

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

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9.13 PARKS AND RECREATION DEPARTMENT OPERATIONAL UPDATE – JUNE 2025

EXECUTIVE SUMMARY

This report is to provide Council with an operational update on the Parks and Recreation Department.

9.14 REGISTER OF PRE-QUALIFIED SUPPLIERS ARRANGEMENT – PROVISION FOR SUPPLY OF QUARRY MATERIALS

EXECUTIVE SUMMARY

The purpose of this report is to recommend the appointment of selected tenderers to a Register of Pre-Qualified Suppliers (RPQS) Arrangement for the provision for Supply of Quarry Materials IRCT-ALL4-1222-312 to Isaac Regional Council.

9.15 GALILEE AND BOWEN BASIN DEPARTMENT OPERATIONAL UPDATE UNTIL JUNE 2025

EXECUTIVE SUMMARY

The intent of the report is to provide an update on the activities undertaken by the Galilee and Bowen Basin Operations department over the previous financial year.

9.16 QUARRY PIT ACCESS UPDATE

EXECUTIVE SUMMARY

The Minister for Local Government and Water and Minister for Fire, Disaster Recovery and Volunteers recently announced a major policy change to support access to quarry pits for crucial BAU works such as infrastructure maintenance and upgrades. The announcement made at the Queensland Disaster Management Conference held by the LGAQ in partnership with the State Government and Emergency Services Agencies, will enable councils to continue to deliver critical emergency works and BAU works while the current quarry sales permit renewal process continues.

The intent of the policy change is to give certainty to councils in accessing quarry pits, where there is no reasonably practicable alternative by utilising s143 of the *Local Government Act* to safely build and maintain community infrastructure.

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9.17 WATER AND WASTE 2024-2025 CAPITAL PROJECTS PROGRESS REPORT

EXECUTIVE SUMMARY

This report aims to update the Water and Waste Standing Committee and Council on the delivery of the Water and Waste 2024/2025 Capital Works Program.

9.18 WATER QUALITY INVESTIGATION ACTION PLAN UPDATE - JULY 2025

EXECUTIVE SUMMARY

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

9.19 BUSINESS SERVICES DEPARTMENTAL REPORT - INTEGRATED MANAGEMENT SYSTEM

EXECUTIVE SUMMARY

The purpose of this report is to provide an overview and status update on the Water and Waste (W&W) Directorate Integrated Management System (IMS).

9.20 WATER AND WASTE DEPARTMENTAL REPORT- WASTE SERVICES

EXECUTIVE SUMMARY

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

10. OFFICER REPORTS

10.1 CLERMONT PIONEER PARK – CHINESE WALL

EXECUTIVE SUMMARY

This report is to bring to the Councils attention the structural concerns and overall structural integrity of the Chinese Wall at the Pioneer Park in Clermont.

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10.2 LOCAL GOVERNMENT ASSOCIATION QUEENSLAND 2025 CONFERENCE MOTIONS

EXECUTIVE SUMMARY

The Local Government Association Queensland (LGAQ) requests member councils to bring forward for discussion at the Annual Conference any subject connected with the objects of the Association or pertaining to matters of common concern to Members. Two motions have been drafted for consideration of Council for the 2024 LGAQ Conference.

11. CONFIDENTIAL

CONFIDENTIAL REPORT

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

11.1 ISAAC RESOURCES EXCELLENCE PRECINCT – PROJECT UPDATE

EXECUTIVE SUMMARY

This report is to provide an update to Council on the Isaac Resources Excellence Precinct (IREP) as at 25 June 2025.

CONFIDENTIAL REPORT

Closed under 254J(3) (b) industrial matters affecting employees;

11.2 ADDITIONAL FULL TIME EMPLOYEE – PROCESS ENGINEER

EXECUTIVE SUMMARY

The purpose of this report is to seek approval for the conversion of an external contract resource to an additional full-time employee in the position of Process Engineer.

This position will be responsible for improvement and optimisation of the water and wastewater treatment processes (ensuring they remain compliant with regulations), training staff, trouble-shooting process issues and developing work procedures to capture critical corporate knowledge.

There is a net cost saving from the conversion of this position from contract to a permanent position.

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CONFIDENTIAL REPORT

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

11.4 QTC GUARANTEE REQUEST FOR BM ALLIANCE WATER SUPPLY AGREEMENT EXTENSION

EXECUTIVE SUMMARY

In October 2024, the Water and Waste Directorate exercised its option to extend the Water Supply Agreement (Agreement) between Isaac Regional Council (Council) and BM Alliance Coal Operations Pty Ltd until 30 June 2030. As per the conditions of the Agreement, Council must extend the Queensland Treasury Corporation (QTC) guarantee of \$1.5 million with BMA to align with the new contract end date.

CONFIDENTIAL REPORT

Closed under 254J(3) (b) industrial matters affecting employees;

11.4 PROPOSED CHANGES TO ORGANISATION STRUCTURE

EXECUTIVE SUMMARY

Chief Executive Officer proposing changes to organisation structure.

12. GENERAL BUSINESS

13. CONCLUSION

UNCONFIRMED MINUTES

ORDINARY MEETING OF ISAAC REGIONAL COUNCIL

HELD ON
MONDAY, 30 JUNE 2025
COMMENCING AT 10.00AM

ISAAC REGIONAL COUNCIL,
BATCHELOR PARADE, MORANBAH
COUNCIL CHAMBERS

UNCONFIRMED MINUTES

ISAAC REGIONAL COUNCIL

UNCONFIRMED MINUTES OF THE ORDINARY MEETING

HELD AT ISAAC REGIONAL COUNCIL CHAMBERS, MORANBAH

MONDAY 30 JUNE 2025

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• Ordinary Meeting of Isaac Regional Council held at QCWA Hall, 28 Sirius Street, Clermont on Tuesday 27 May 2025	
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ISAAC REGIONAL COUNCIL

UNCONFIRMED MINUTES OF THE ORDINARY MEETING

HELD AT ISAAC REGIONAL COUNCIL

HELD AT ISAAC REGIONAL COUNCIL CHAMBERS, MORANBAH

MONDAY 30 JUNE 2025

ATTENDANCE

Mayor Kelly Vea Vea, Chair
Deputy Mayor, Cr Jane Pickels, Division Six
Cr Terry O'Neill, Division One
Cr Vern Russell, Division Two
Cr Melissa Westcott, Division Three
Cr Alaina Earl, Division Five
Cr Rachel Anderson, Division Seven
Cr Viv Coleman, Division Eight

OFFICERS PRESENT

Mr Cale Dendle, Chief Executive Officer
Mr Darren Fettell, Director Corporate Governance and Financial Services
Ms Heidi Roberts, Director Planning, Environment and Community Services
Mr Robert Perna, Director Engineering and Infrastructure
Mr Scott Casey, Director Water and Waste
Mrs Trudi Liekefett, Manager People and Performance
Ms Peta Eyschen, Manager Governance and Corporate Services
Mr Jason Rivett, Manager Financial Services
Mrs Tricia Hughes, Coordinator Executive Support, Office of the Mayor and CEO

1. OPENING

Mayor Kelly Vea Vea declared the meeting open at 10.02am and welcomed all in attendance for the June Ordinary Meeting.

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

2. LEAVE OF ABSENCE AND APOLOGIES

No leave of absences or apologies this meeting.

3. CONDOLENCES

- BRANDENBURG, Barry “Brandy” formerly of Clermont
 - APPLETON, Peter John formerly of Clermont
 - RANKIN, Elaine Joan late of Saraji Lodge
 - SEAWRIGHT, Sharon Maree “Shaz” late of “Comet Downs” Injune
 - LESTER, Desmond John “Des” formerly of Moranbah
 - HANSEN, Neville John “Nifty” late of Clairview and formerly of Moranbah
 - McMAHON Laraine formerly of Moranbah
 - VALLIS, Lois Mary formerly of Clermont
-
- FINGER, Catherine late of Clermont
 - Princess Annie, Muster Dog formerly of Clermont (Celebratory Dog of the Isaac Region)

4. DECLARATION OF CONFLICTS OF INTEREST

DECLARABLE CONFLICT OF INTEREST

Cr Jane Pickels declared a Declarable Conflict of Interest for Report 9.12 North Queensland Sports Foundation – Three Year Resource and Performance Agreement.

Cr Jane Pickels noted the following advice:

“That by virtue of my appointment to the North Queensland Sports Foundation (NQS F) Board by resolution of Council, s150EF(2) of the Local Government Act 2009 states that you are not conflicted by such matters, I also wish to advise the Council of an additional NQS F event that they may feel gives rise to a further conflict.

I have recently received, and accepted, an invitation to the Launch of the 2025 North Queensland Sports Star Awards; the awards being a key deliverable of NQS F. The Launch event is being held in conjunction

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with a North Queensland Cowboys NRL game at the same venue, so there is a perception of a “gain” from my role as a Board Member.

I believe that this does not affect my decision making around the matter at 9.12 and choose to stay in the room for debate and decision, however I will request my fellow Councillors make the final decision on the matter of my conflict.”

Mayor Kelly Vea Vea and Cr Jane Pickels advised Council that they are Council appointed Directors of the Isaac Regional Charity Fund however, they both remained in the meeting room for the discussion and vote for Report 10.1 Isaac Regional Charity Fund – Mayor’s Ball Sponsorship for 2025, 2026 and 2027 as under Chapter 5B Councillors’ Conflicts of Interest of the *Local Government Act 2009* s150EF(2) does not apply to a Councillor if the matter to be resolved relates to a corporation or association that arises solely because of a nomination or appointment of the councillor by the local government to be a member of the board of the corporation or association.

DECLARABLE CONFLICT OF INTEREST

Cr Melissa Westcott declared a declarable conflict of interest for report 10.1 Isaac Regional Charity Fund – Mayor’s Ball Sponsorship for 2025, 2026 and 2027 as this directly relates to Cr Westcott’s Commercial Business which has been engaged as a contractor for the 2025 Mayor’s Charity Ball. Cr Westcott left the meeting room at 10.43am and did not participate in the discussions or vote for Report 10.1.

NOTE:

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

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5. DEPUTATIONS

- 1pm Vitrinite confidential briefing to Council relating to Report 11.7 CONFIDENTIAL Dealings with Vitrinite – Notifiable Road Use

Vitrinite Attendees:

Mr Mick Callan, Chief Operating Officer

Ms Alyce Nielsen, Director, Head of Corporate

6. CONSIDERATION OF NOTICE OF MOTIONS

No notice of motions for this meeting.

7. CONFIRMATION OF MINUTES

Ordinary Meeting of Isaac Regional Council held at QCWA Hall, 28 Sirius Street, Clermont on Tuesday 27 May 2025

Resolution No.: 9207

Moved: Cr Rachel Anderson

Seconded: Cr Viv Coleman

The Minutes of the Ordinary Meeting of Isaac Regional Council held at the QCWA Hall, 28 Sirius Street, Clermont on Tuesday 27 May 2025 are confirmed.

Carried

8. BUSINESS ARISING FROM PREVIOUS MEETING

8.1 Business Outstanding Table for Ordinary Meeting of Council – May 2025

EXECUTIVE SUMMARY

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

OFFICER'S RECOMMENDATION

That Council:

- Receives and Notes the Business Outstanding Table for the Ordinary Meetings of Council.*

Resolution No.: 9208

Moved: Cr Vern Russell

Seconded: Cr Terry O'Neill

That Council:

- Receives and Notes the Business Outstanding Table for the Ordinary Meetings of Council.**

Carried

9. STANDING COMMITTEE REPORTS

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

EXECUTIVE SUMMARY

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

COMMITTEE'S RECOMMENDATION

Resolution No.: CGFS0985

Moved: Cr Vern Russell

Seconded: Cr Terry O'Neill

That the Committee recommends that Council:

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

Carried

Resolution No.: 9209

Moved: Cr Jane Pickels

Seconded: Cr Simon West

That Council:

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

Carried

UNCONFIRMED MINUTES

9.2 2024/2025 Financial Statements Update

EXECUTIVE SUMMARY

To provide for the information of the committee, an update on the progress towards completion of the 2024/25 financial statements and year end audit.

COMMITTEE'S RECOMMENDATION

Resolution No.: CGFS0986

Moved: Cr Jane Pickels

Seconded: Cr Vern Russell

That the Committee recommends that Council:

1. Received and notes the status report.

Carried

Resolution No.: 9210

Moved: Cr Viv Coleman

Seconded: Cr Terry O'Neill

That Council:

1. Received and notes the 2024/2025 Financial Statements Update.

Carried

9.3 Exception Based Contractual Arrangements – Local Government Regulations 2012 – Framme Accounting

EXECUTIVE SUMMARY

The purpose of this report is to seek an exception for Framme Accounting Services to be engaged under s235 (b) of *Local Government Regulations 2012*. This section of the act covers exceptions for entering into medium or large sized contractual arrangements without first inviting written quotes or tenders, based on specific circumstances as defined with s235.

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COMMITTEE'S RECOMMENDATION

Resolution No.: CGFS0987

Moved: Cr Jane Pickels

Seconded: Cr Terry O'Neill

That the Committee recommends that Council:

1. Endorses the following exception, to enter into medium or large sized contractual arrangements as per s235 (b) of the Local Government Regulations 2012 for the financial year ending 30 June 2025 and 30 June 2026:-

<u>Company</u>	<u>Service provided/engaged for delivery of</u>
<i>Framme Accounting Services</i>	<i>Production of Annual budget statements and Annual Financial Statements</i>

Carried

Resolution No.: 9211

Moved: Cr Jane Pickels

Seconded: Cr Alaina Earl

That Council:

1. **Endorses the following exception, to enter into medium or large sized contractual arrangements as per s235 (b) of the Local Government Regulations 2012 for the financial year ending 30 June 2025 and 30 June 2026:-**

<u>Company</u>	<u>Service provided/engaged for delivery of</u>
<i>Framme Accounting Services</i>	<i>Production of Annual budget statements and Annual Financial Statements</i>

Carried

9.4 Safety and Resilience Update

EXECUTIVE SUMMARY

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

COMMITTEE'S RECOMMENDATION

Resolution No.: CGFS0988

Moved: Cr Terry O'Neill

Seconded: Cr Vern Russell

That the Committee recommends that Council:

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

Carried

Resolution No.: 9212

Moved: Cr Simon West

Seconded: Cr Rachal Anderson

That Council:

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

Carried

9.5 Updated Procurement Policy

EXECUTIVE SUMMARY

This report seeks Council's consideration to review and adopt the updated Procurement Policy CORP-POL-122.

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COMMITTEE'S RECOMMENDATION

Resolution No.: CGFS0989

Moved: Cr Terry O'Neill

Seconded: Cr Vern Russell

That the Committee recommends that Council:

1. Adopts the revised Procurement Policy (CORP-POL-122).

Carried

Resolution No.: 9213

Moved: Cr Viv Coleman

Seconded: Cr Vern Russell

That Council:

1. Adopts the revised Procurement Policy (CORP-POL-122).

Carried

9.6

Proposed Engagement of JLT Public Sector Insurance 2025-2028 - Exception Based Contractual Arrangements

EXECUTIVE SUMMARY

The purpose of this report is to recommend that Council engage JLT Public Sector to manage Council's under deductible insurance claims from 1 July 2025 to 30 June 2028, using the exception to the Default Contracting Procedures in s235(b) of the *Local Government Regulations 2012*.

COMMITTEE'S RECOMMENDATION

Resolution No.: CGFS0990

Moved: Cr Vern Russell

Seconded: Cr Terry O'Neill

That the Committee recommends that Council:

UNCONFIRMED MINUTES

1. *Resolves to enter into a contractual arrangement with JLT Public Sector for specialised insurance services from 1 July 2025 to 30 June 2028 pursuant to the exception in s235(b) of the Local Government Regulations 2012, in the approximate annual amount of \$38,500 excluding GST.*

Carried

Resolution No.: 9214

Moved: Cr Terry O'Neill

Seconded: Cr Rachel Anderson

That Council:

1. **Resolves to enter into a contractual arrangement with JLT Public Sector for specialised insurance services from 1 July 2025 to 30 June 2028 pursuant to the exception in s235(b) of the *Local Government Regulations 2012*, in the approximate annual amount of \$38,500 excluding GST.**

Carried

9.7 Audit and Risk Committee Meeting Minutes – Monday 19 May 2025

EXECUTIVE SUMMARY

The purpose of this report is to present the unconfirmed minutes of the Audit and Risk Committee meeting held on Monday, 19 May 2025 and propose that the recommendations are adopted.

COMMITTEE'S RECOMMENDATION

Resolution No.: CGFS0991

Moved: Cr Kelly Vea Vea

Seconded: Cr Vern Russell

That the Committee recommends that Council:

1. *Receives and notes the Minutes of the Audit and Risk Committee meeting held on 19 May 2025.*
2. *Adopts the recommendations of the Audit and Risk Committee on 19 May 2025, namely:*
 - a. *That the Safety and Resilience Department follow-up on overdue action items prior to the August 2025 committee meeting;*

UNCONFIRMED MINUTES

- b. That the Manager Governance and Corporate Services review the outstanding items in the Consolidated External and Internal Audit Register, to determine whether historical entries can be closed;*
- c. That the Manager Governance and Corporate Services review the Queensland Audit Office outstanding action items and due dates, to determine whether items should be included in the Consolidated External and Internal Audit Register or dates extended;*
- d. That the Manager Governance and Corporate Services review the Queensland Audit Office recommendations, to determine Council's compliance.*

Carried

Resolution No.: 9215

Moved: Cr Jane Pickels

Seconded: Cr Melissa Westcott

That Council:

- 1. Receives and notes the Minutes of the Audit and Risk Committee meeting held on 19 May 2025.**
- 2. Adopts the recommendations of the Audit and Risk Committee on 19 May 2025, namely:**
 - a. That the Safety and Resilience Department follow-up on overdue action items prior to the August 2025 committee meeting;**
 - b. That the Manager Governance and Corporate Services review the outstanding items in the Consolidated External and Internal Audit Register, to determine whether historical entries can be closed;**
 - c. That the Manager Governance and Corporate Services review the Queensland Audit Office outstanding action items and due dates, to determine whether items should be included in the Consolidated External and Internal Audit Register or dates extended;**
 - d. That the Manager Governance and Corporate Services review the Queensland Audit Office recommendations, to determine Council's compliance.**

Carried

9.8 Governance and Corporate Services Quarterly Update

EXECUTIVE SUMMARY

The purpose of this report is to provide a status update of the Governance and Corporate Services Department's key operations.

COMMITTEE'S RECOMMENDATION

Resolution No.: CGFS0992

Moved: Cr Vern Russell

Seconded: Cr Kelly Ve a Ve a

That the Committee recommends that Council:

1. *Receives and notes the Governance and Corporate Services Quarterly Report.*

Carried

Resolution No.: 9216

Moved: Cr Melissa Westcott

Seconded: Cr Simon West

That Council:

1. **Receives and notes the Governance and Corporate Services Quarterly Report.**

Carried

9.9 Contracts and Procurement Quarterly Report

EXECUTIVE SUMMARY

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

UNCONFIRMED MINUTES

COMMITTEE'S RECOMMENDATION

Resolution No.: CGFS0993

Moved: Cr Kelly Ve a Ve a

Seconded: Cr Vern Russell

That the Committee recommends that Council:

1. *Receives and notes the contents of the report which provides an overview and status update of the Contract and Procurement department's operations.*

Carried

Note:

The Committee discussed promotional material for the trade services preferred supplier panel to include details of intended use of panel arrangements and the term of the panel arrangements.

Resolution No.: 9217

Moved: Cr Rachel Anderson

Seconded: Cr Vern Russell

That Council:

1. **Receives and notes the contents of the report which provides an overview and status update of the Contract and Procurement department's operations.**

Carried

9.10 People and Capability Monthly Report – May 2025

EXECUTIVE SUMMARY

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

COMMITTEE'S RECOMMENDATION

Resolution No.: CGFS0994

Moved: Cr Vern Russell

Seconded: Cr Kelly Ve a Ve a

UNCONFIRMED MINUTES

That the Committee recommends that Council:

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

Carried

Resolution No.: 9218

Moved: Cr Viv Coleman

Seconded: Cr Alaina Earl

That Council:

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

Carried

9.11 Minor Community Grants Summary May 2025

EXECUTIVE SUMMARY

This report summarises the minor community grants approved under delegation for the period 1 May to 28 May 2025.

COMMITTEE'S RECOMMENDATION

Resolution No.: PECS1307

Moved: Cr Kelly Vea Vea

Seconded: Cr Terry O'Neill

That the Committee recommends that Council:

1. *Notes the minor community grants approved under delegation for the period 1 May to 28 May 2025.*

Carried

UNCONFIRMED MINUTES

Resolution No.: 9219

Moved: Cr Viv Coleman

Seconded: Cr Vern Russell

That the Committee recommends that Council:

- 1. Notes the minor community grants approved under delegation for the period 1 May to 28 May 2025.**

Carried

DECLARABLE CONFLICT OF INTEREST

Cr Jane Pickels declared a Declarable Conflict of Interest for Report 9.12 North Queensland Sports Foundation – Three Year Resource and Performance Agreement.

Cr Jane Pickels noted the following advice:

“That by virtue of my appointment to the North Queensland Sports Foundation (NQS F) Board by resolution of Council, s150EF(2) of the Local Government Act 2009 states that you are not conflicted by such matters, I also wish to advise the Council of an additional NQS F event that they may feel gives rise to a further conflict.

I have recently received, and accepted, an invitation to the Launch of the 2025 North Queensland Sports Star Awards; the awards being a key deliverable of NQS F. The Launch event is being held in conjunction with a North Queensland Cowboys NRL game at the same venue, so there is a perception of a “gain” from my role as a Board Member.

I believe that this does not affect my decision making around the matter for Report 9.12 and choose to stay in the room for debate and decision, however I will request my fellow Councillors make the final decision on the matter of my conflict.”

Resolution No.: 9220

Moved: Cr Viv Coleman

Seconded: Cr Melissa Westcott

That Council resolves that Cr Jane Pickels can remain in the meeting room for the debate and decision for Report 9.12 due to the following reasons:

1. Chapter 5B s150EF(2) Councillors' Conflicts of Interest of the *Local Government Act 2009* does not apply to a Councillor if the matter to be resolved relates to a corporation or association that arises solely because of a nomination or appointment of the councillor by the local government to be a member of the board of the corporation or association.
2. It is in the best interest of Council and the Community that Cr Jane Pickels remains in the meeting room for the debate and decision for Report 9.12 due to her knowledge and experience with regards to the North Queensland Sports Foundation.

Carried

9.12

North Queensland Sports Foundation – Three Year Resource and Performance Agreement

EXECUTIVE SUMMARY

The North Queensland Sports Foundation (NQSF) are seeking renewal of their three-year, non-compulsory Resource and Performance Agreement for medium and large local government partners. This report seeks Council's endorsement to accept the proposal from NSQF to commit to another three-year agreement.

COMMITTEE'S RECOMMENDATION

Resolution No.: PECS1308

Moved: Cr Melissa Westcott

Seconded: Cr Terry O'Neill

That the Committee recommends that Council:

1. Approves a three-year Resource and Performance Agreement between the North Queensland Sports Foundation and Isaac Regional Council.
2. Approves that the cash payment amounts payable in years two and three of the proposed agreement be recalculated in accordance with updated Census data of the Isaac region's population, plus 3% indexation, as per Council's Long-Term Financial Forecast.
3. Nominates the Deputy Mayor and Manager Engaged Communities as North Queensland Sports Foundation delegates.
4. Authorises the Chief Executive Officer to execute the funding agreement.

Carried

UNCONFIRMED MINUTES

Resolution No.: 9221

Moved: Cr Simon West

Seconded: Cr Alaina Earl

That Council:

- 1. Approves a three-year Resource and Performance Agreement between the North Queensland Sports Foundation and Isaac Regional Council.**
- 2. Approves that the cash payment amounts payable in years two and three of the proposed agreement be recalculated in accordance with updated Census data of the Isaac region's population, plus 3% indexation, as per Council's Long-Term Financial Forecast.**
- 3. Nominates the Deputy Mayor and Manager Engaged Communities as North Queensland Sports Foundation delegates.**
- 4. Authorises the Chief Executive Officer to execute the funding agreement.**

Carried

9.13 Small Business Friendly Program Commitment

EXECUTIVE SUMMARY

This report seeks Council's endorsement to recommit Isaac Regional Council to the Small Business Friendly (SBF) Program.

COMMITTEE'S RECOMMENDATION

Resolution No.: PECS1309

Moved: Cr Kelly Vea Vea

Seconded: Cr Melissa Westcott

That the Committee recommends that Council:

- 1. Notes the current status of the Isaac Regional Council as a member of the Small Business Friendly (SBF) Program.*
- 2. Receives yearly reports on the performance of the Small Business Friendly Program, with an expected review date of Isaac Regional Council's commitment no later than 2028/2029 Financial Year, as per the 2023-2028 Corporate Plan.*

UNCONFIRMED MINUTES

3. Approves the recommitment to the SBF program by the Mayor and Chief Executive Officer signing the SBF Commitment document (Attachment 1 – Small Business Friendly Commitment Document).

Carried

Resolution No.: 9222

Moved: Cr Vern Russell

Seconded: Cr Melissa Westcott

That Council:

1. Notes the current status of the Isaac Regional Council as a member of the Small Business Friendly (SBF) Program.
2. Receives yearly reports on the performance of the Small Business Friendly Program, with an expected review date of Isaac Regional Council's commitment no later than 2028/2029 Financial Year, as per the 2023-2028 Corporate Plan.
3. Approves the recommitment to the SBF program by the Mayor and Chief Executive Officer signing the SBF Commitment document.

Carried

9.14

Enhancing Regulatory Integrity and Economic Access: Introduction of a Two-Tiered Assessment Framework for Commercial Use of Local Government Controlled Areas and Roads Applications

EXECUTIVE SUMMARY

This report recommends the implementation of a two-tiered assessment framework for applications relating to the Commercial Use of Roads under Isaac Regional Council's Local Laws. The proposal aims to align assessment practices with legislative requirements, improve regulatory clarity, and facilitate equitable economic opportunities across the region. It also proposes repealing legacy Council resolutions that conflict with the provisions of Isaac Regional Council *Local Law No. 1 (Administration) 2011* and *Subordinate Local Law No. 1.2 (Commercial Use of Local Government Controlled Areas and Roads) 2011*. Expanding the number of pre-designated vending sites from six (6) to twenty-nine (20), enhancing access and reducing administrative burden for both applicants and Council.

COMMITTEE'S RECOMMENDATION

Resolution No.: PECS1310

Moved: Cr Kelly Ve a Ve a

Seconded: Cr Terry O'Neill

That the Committee recommends that Council:

1. *Repeals Council Resolutions 5627, 6044, 6072, 6074, and 7591 (STAT-POL-055), as they conflict with the provisions of Local Law No. 1 (Administration) 2011 and Subordinate Local Law No. 1.2 (Commercial Use of Local Government Controlled Areas and Roads) 2011.*
2. *Endorses the implementation of a two-tiered assessment framework for Commercial Use of Local Government Controlled Areas and Roads applications;*
 - (a) *Pre-designated Locations Only (Fast Track Assessment):*
 - *Adopts an initial application fee of \$240.00 for "Commercial Use of Local Government Controlled Areas and Roads Application Assessment for Pre-designated Locations Only" to be included in Council's 2025/2026 Fees and Charges Schedule; and*
 - *Adopts an annual renewal fee of \$190.00 for "Commercial Use of Local Government Controlled Areas and Roads Pre-designated Locations Only Approval Renewal" to be included in Council's 2025/2026 Fees and Charges Schedule.*
 - (b) *Standard Assessment (Other Than Pre-designated Locations):*
 - *Adopts an initial application fee of \$580.00 for "Commercial Use of Local Government Controlled Areas and Roads Standard Application Assessment (Other Than Pre-designated Locations)" to be included in Council's 2025/2026 Fees and Charges Schedule; and*
 - *Adopt an annual renewal fee of \$230.00 for "Commercial Use of Local Government Controlled Areas and Roads Standard (Other Than Pre-designated Locations) Approval Renewal" to be included in Council's 2025/2026 Fees and Charges Schedule.*
 - (c) *Adopts a fee of \$230.00 for amending approval conditions - "Commercial Use of Local Government Controlled Areas and Roads Application to Amend Approval Conditions" to be included in Council's 2025/2026 Fees and Charges Schedule.*
3. *Approves the locations specified in Schedule 1 and illustrated in "Pre-designated Commercial Use of Local Government Controlled Areas and Roads Locations" Map 2127 (ECM document reference 5372401) as Pre-designated Commercial Use of Local Government Controlled Areas and Roads Locations.*

4. *Authorises the Chief Executive Officer to annually, or as required, review and amend the list of Pre-designated Commercial Use of Local Government Controlled Areas and Roads Locations based on asset custodian, traffic management, and authorised officer recommendations.*

Carried

Resolution No.: 9223

Moved: Cr Viv Coleman

Seconded: Cr Simon West

That Council:

1. **Repeals Council Resolutions 5627, 6044, 6072, 6074, and 7591 (STAT-POL-055), as they conflict with the provisions of Local Law No. 1 (Administration) 2011 and Subordinate Local Law No. 1.2 (Commercial Use of Local Government Controlled Areas and Roads) 2011.**
2. **Endorses the implementation of a two-tiered assessment framework for Commercial Use of Local Government Controlled Areas and Roads applications;**
 - (a) **Pre-designated Locations Only (Fast Track Assessment):**
 - **Adopts an initial application fee of \$240.00 for “Commercial Use of Local Government Controlled Areas and Roads Application Assessment for Pre-designated Locations Only” to be included in Council’s 2025/2026 Fees and Charges Schedule; and**
 - **Adopts an annual renewal fee of \$190.00 for “Commercial Use of Local Government Controlled Areas and Roads Pre-designated Locations Only Approval Renewal” to be included in Council’s 2025/2026 Fees and Charges Schedule.**
 - (b) **Standard Assessment (Other Than Pre-designated Locations):**
 - **Adopts an initial application fee of \$580.00 for “Commercial Use of Local Government Controlled Areas and Roads Standard Application Assessment (Other Than Pre-designated Locations)” to be included in Council’s 2025/2026 Fees and Charges Schedule; and**
 - **Adopt an annual renewal fee of \$230.00 for “Commercial Use of Local Government Controlled Areas and Roads Standard (Other Than Pre-designated Locations) Approval Renewal” to be included in Council’s 2025/2026 Fees and Charges Schedule.**

(d) Adopts a fee of \$230.00 for amending approval conditions - “Commercial Use of Local Government Controlled Areas and Roads Application to Amend Approval Conditions” to be included in Council’s 2025/2026 Fees and Charges Schedule.

3. Approves the locations specified in Schedule 1 and illustrated in “Pre-designated Commercial Use of Local Government Controlled Areas and Roads Locations” Map 2127 (ECM document reference 5372401) as Pre-designated Commercial Use of Local Government Controlled Areas and Roads Locations.
4. Authorises the Chief Executive Officer to annually, or as required, review and amend the list of Pre-designated Commercial Use of Local Government Controlled Areas and Roads Locations based on asset custodian, traffic management, and authorised officer recommendations.

Carried

9.15 Residential Activation Fund

EXECUTIVE SUMMARY

Round 1 of the Queensland Government’s Residential Activation Fund (the Fund) opened on 7 April 2025 and closed on 23 May 2025. This report provides an overview of the assessment undertaken by council officers to determine the eligibility of council owned residential development projects for potential application under the Fund.

COMMITTEE’S RECOMMENDATION

Resolution No.: PECS1311

Moved: Cr Melissa Westcott

Seconded: Cr Terry O’Neill

That the Committee recommends that Council:

1. Notes the update regarding the Queensland Government’s Residential Activation Fund and eligibility of Council owned residential development projects.

Carried

UNCONFIRMED MINUTES

Resolution No.: 9224

Moved: Cr Jane Pickels

Seconded: Cr Melissa Westcott

That Council:

- 1. Notes the update regarding the Queensland Government's Residential Activation Fund and eligibility of Council owned residential development projects.**

Carried

9.16 Economy and Prosperity Quarterly Departmental Report

EXECUTIVE SUMMARY

The purpose of this report is to provide an overview and status update of the Economy and Prosperity Department's projects and operational commitments.

COMMITTEE'S RECOMMENDATION

Resolution No.: PECS1312

Moved: Cr Terry O'Neill

Seconded: Cr Kelly Vea Vea

That the Committee recommends that Council:

- 1. Receive and note the content of this report which provides an overview and status update of the Economy and Prosperity Department's major projects and operational commitments.*

Carried

Resolution No.: 9225

Moved: Cr Simon West

Seconded: Cr Terry O'Neill

That Council:

- 1. Receive and note the content of this report which provides an overview and status update of the Economy and Prosperity Department's major projects and operational commitments.**

Carried

9.17 Engaged Communities Quarterly Departmental Report

EXECUTIVE SUMMARY

The purpose of this report is to provide an overview of the Engaged Communities Department's current status and future direction.

COMMITTEE'S RECOMMENDATION

Resolution No.: PECS1313

Moved: Cr Melissa Westcott

Seconded: Cr Terry O'Neill

That the Committee recommends that Council:

1. Receives and notes the contents of Engaged Communities Quarterly Departmental Report.

Carried

Resolution No.: 9226

Moved: Cr Alaina Earl

Seconded: Cr Melissa Westcott

That Council:

1. Receives and notes the contents of Engaged Communities Quarterly Departmental Report.

Carried

9.18 Illegal Dumping and Community Awareness Survey Results

EXECUTIVE SUMMARY

The purpose of this report is to provide the results of the Illegal Dumping and Community Awareness Survey. This report collates and summarises the responses to the public perception survey. Additionally, this report provides a high-level analysis of the survey results and highlights, identifying key takeaways. It also provides a comparison between the *Illegal Dumping and Waste Services Community Survey* conducted in 2021 and the 2025 *Illegal Dumping and Community Awareness Survey*.

UNCONFIRMED MINUTES

COMMITTEE'S RECOMMENDATION

Resolution No.: PECS1314

Moved: Cr Melissa Westcott

Seconded: Cr Terry O'Neill

That the Committee recommends that Council:

1. Receives and notes the results of the Illegal Dumping and Community Awareness Survey 2025.

Carried

Resolution No.: 9227

Moved: Cr Viv Coleman

Seconded: Cr Rachel Anderson

That Council:

1. Receives and notes the results of the Illegal Dumping and Community Awareness Survey 2025.

Carried

NOTE:

Request for an action plan for the next Planning Environment and Community Services Standing Committee to include key actions and associated timelines.

9.19 Planning, Environment and Community Services FY2024-2025 Capital Projects Progress Report as at 29 May 2025

EXECUTIVE SUMMARY

This report is to provide an update to Council on the progress in the delivery of the Planning, Environment and Community Services 2024-2025 Capital Works Program.

COMMITTEE'S RECOMMENDATION

Resolution No.: PECS1315

Moved: Cr Kelly Vea Vea

Seconded: Cr Melissa Westcott

That the Committee recommends that Council:

UNCONFIRMED MINUTES

1. *Receives and notes the monthly Planning, Environment and Community Services 2024-2025 Capital Progress Summary Report as at 29 May 2025.*

Carried

Resolution No.: 9228

Moved: Cr Viv Coleman

Seconded: Cr Rachel Anderson

That Council:

1. **Receives and notes the monthly Planning, Environment and Community Services 2024-2025 Capital Progress Summary Report as at 29 May 2025.**

Carried

9.20 Engineering and Infrastructure 2024/2025 Capital Projects Progress Report – May 2025

EXECUTIVE SUMMARY

This report is to provide an update to the Engineering and Infrastructure Standing Committee and Council of the progress in delivery of the Engineering and Infrastructure 2024/2025 Capital Works Program.

OFFICER'S RECOMMENDATION

Resolution No.: E&I0827

Moved: Cr Rachel Anderson

Seconded: Cr Terry O'Neill

That the Committee recommends that Council:

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

Carried

UNCONFIRMED MINUTES

Resolution No.: 9229

Moved: Cr Jane Pickels

Seconded: Cr Alaina Earl

That Council:

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

Carried

9.21 Infrastructure Department Monthly Update – May 2025

EXECUTIVE SUMMARY

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

COMMITTEE'S RECOMMENDATION

Resolution No.: E&I0828

Moved: Cr Viv Coleman

Seconded: Cr Simon West

That the Committee recommends that Council:

- 1. Notes the Infrastructure Department monthly update for May 2025.*

Carried

Resolution No.: 9230

Moved: Cr Simon West

Seconded: Cr Vern Russell

That Council:

- 1. Notes the Infrastructure Department monthly update for May 2025.**

Carried

UNCONFIRMED MINUTES

9.22 Corporate Properties Department Operational Update – March 2025 to May 2025

EXECUTIVE SUMMARY

This report is to provide Council with an update on the Corporate Properties operational program.

COMMITTEE'S RECOMMENDATION

Resolution No.: E&I0829

Moved: Cr Rachel Anderson

Seconded: Cr Alaina Earl

That the Committee recommends that Council:

1. Notes the Corporate Properties Department Operational Update – March 2025 to May 2025.

Carried

Resolution No.: 9231

Moved: Cr Viv Coleman

Seconded: Cr Jane Pickels

That Council:

1. Notes the Corporate Properties Department Operational Update – March 2025 to May 2025.

Carried

9.23 Compensation Agreement ML1788

EXECUTIVE SUMMARY

The purpose of this report is for Council to consider the Compensation Agreement with GS Coal Pty Ltd, J-Power Australia Pty Ltd and J.C.D. Australia Pty Ltd.

COMMITTEE'S RECOMMENDATION

Resolution No.: E&I0830

Moved: Cr Terry O'Neill

Seconded: Cr Rachel Anderson

UNCONFIRMED MINUTES

That the Committee recommends that Council:

1. *Supports the negotiation to enter into a compensation agreement for ML1788 with GS Coal Pty Ltd, J-Power Australia Pty Ltd and J.C.D. Australia Pty Ltd in accordance with section 279 of the Mineral Resources Act 1989 (Qld) [MRA].*
2. *Delegates authority to the Chief Executive Officer to negotiate, vary and execute the proposed Compensation Agreement in relation to ML1788 in accordance with section 279 of the Mineral Resources Act 1989 (Qld) [MRA].*

Carried

Resolution No.: 9232

Moved: Cr Terry O'Neill

Seconded: Cr Jane Pickels

That Council:

1. **Supports the negotiation to enter into a compensation agreement for ML1788 with GS Coal Pty Ltd, J-Power Australia Pty Ltd and J.C.D. Australia Pty Ltd in accordance with section 279 of the *Mineral Resources Act 1989 (Qld)* [MRA].**
2. **Delegates authority to the Chief Executive Officer to negotiate, vary and execute the proposed Compensation Agreement in relation to ML1788 in accordance with section 279 of the *Mineral Resources Act 1989 (Qld)* [MRA].**

Carried

9.24 Water and Waste 2024-2025 Capital Projects Progress Report

EXECUTIVE SUMMARY

This report aims to update the Water and Waste Standing Committee and Council on the delivery of the Water and Waste 2024/25 Capital Works Program.

COMMITTEE'S RECOMMENDATION

Resolution No.: W&W0563

Moved: Cr Vern Russell

Seconded: Cr Rachel Anderson

UNCONFIRMED MINUTES

That the Committee recommends that Council:

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

Carried

Resolution No.: 9233

Moved: Cr Simon West

Seconded: Cr Alaina Earl

That Council:

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

Carried

9.25 Materials Recycling Facility Processing Exceptions and Deviations

EXECUTIVE SUMMARY

The purpose of this report is to obtain ongoing approval to procure services for Processing of Recyclables as an exception to the competitive bidding requirements under s235 (a) and (b) of the *Local Government Regulations 2012* for medium or large sized contractual arrangements.

COMMITTEE'S RECOMMENDATION

Resolution No.: W&W0564

Moved: Cr Viv Coleman

Seconded: Cr Rachel Anderson

That the Committee recommends that Council:

1. *Resolve it is satisfied that there is only one (1) supplier who is reasonably available that requires payment to supply services for processing and recycling of co-mingled recyclable waste due to the absence of other potential providers within reasonable travel distance of the Isaac Region*
2. *Resolves that, because of the unique specialised nature of work involved in operating a Materials Recovery Facility (MRF), it would be impractical or disadvantageous for the local government to invite quote or tenders for an alternative replacement.*

UNCONFIRMED MINUTES

3. *Endorse the following exception to enter into medium or large contractual arrangements as per s235 of the Local Government Regulations 2012 until 28 February 2026:*

<u>Company</u>	<u>Service provided/engaged for delivery of</u>
Re.Cycle Operations (Mackay) Pty Ltd	Supplier of Services for processing of co-mingled recyclable waste in North Queensland

Carried

Resolution No.: 9234

Moved: Cr Rachel Anderson

Seconded: Cr Simon West

That Council:

- 1. Resolve it is satisfied that there is only one (1) supplier who is reasonably available that requires payment to supply services for processing and recycling of co-mingled recyclable waste due to the absence of other potential providers within reasonable travel distance of the Isaac Region**
- 2. Resolves that, because of the unique specialised nature of work involved in operating a Materials Recovery Facility (MRF), it would be impractical or disadvantageous for the local government to invite quote or tenders for an alternative replacement.**
- 3. Endorse the following exception to enter into medium or large contractual arrangements as per s235 of the Local Government Regulations 2012 until 28 February 2026:**

<u>Company</u>	<u>Service provided/engaged for delivery of</u>
Re.Cycle Operations (Mackay) Pty Ltd	Supplier of Services for processing of co-mingled recyclable waste in North Queensland

Carried

9.26 Materials Recycling Facility Recovery Share Arrangement 2025-26

EXECUTIVE SUMMARY

This report seeks endorsement of the renewed 2025-26 Recovery Share Arrangement with the operators of the Materials Recycling Facility (MRF) currently used by Isaac Regional Council for the disposal of recyclable household waste, in order to receive a share of the Container Deposit Scheme (CDS) deposits from eligible containers which are collected via Isaac Regional Council's kerbside recycling collection service.

COMMITTEE'S RECOMMENDATION

Resolution No.: W&W0565

Moved: Cr Viv Coleman

Seconded: Cr Vern Russell

That the Committee recommends that Council:

1. Approves entering into an agreement with Re.Cycle Operations (Mackay) Pty Ltd to enable Council to receive 50 per cent of the 10-cent refund on each qualifying container under the Container Refund Scheme for a further twelve-month period.
2. Authorises the Chief Executive Officer to negotiate, execute and vary the agreement as required.

Carried

Resolution No.: 9235

Moved: Cr Viv Coleman

Seconded: Cr Simon West

That Council:

1. Approves entering into an agreement with Re.Cycle Operations (Mackay) Pty Ltd to enable Council to receive 50 per cent of the 10-cent refund on each qualifying container under the Container Refund Scheme for a further twelve-month period.
2. Authorises the Chief Executive Officer to negotiate, execute and vary the agreement as required.

Carried

9.27 Waste Services Community Services Obligations

EXECUTIVE SUMMARY

The purpose of this report is to consider the treatment of Community Service Obligations for the Waste Services Department.

COMMITTEE'S RECOMMENDATION

Resolution No.: W&W0566

Moved: Cr Vern Russell

Seconded: Cr Viv Coleman

That the Committee recommends that Council:

- 1. That the Amnesty Day be expanded with two Amnesty Days to be held each year, with one to be held on Saturday and the second day to be held on a Sunday 5 to 6 months later in the calendar year.*
- 2. That waste disposal fee waiving be introduced for Opportunity Shops.*
- 3. That Community Organisations be included as eligible for participation in the Amnesty Days.*
- 4. That support be expanded to Community Organisations by issuing four vouchers per annum per group, entitling the Community Organisation waste disposal fee waiving per transaction.*
- 5. That a report be provided to Council on Clean Up Australia Day for the August 2025 Ordinary Meeting.*

Carried

NOTE:

That a report be presented to Council outlining feedback, lessons learnt and amnesty dates for 2026 after the final amnesty day is held in December 2025.

UNCONFIRMED MINUTES

Resolution No.: 9236

Moved: Cr Terry O'Neill

Seconded: Cr Simon West

That Council resolves:

1. That the Amnesty Day be expanded with two Amnesty Days to be held each year, with one to be held on Saturday and the second day to be held on a Sunday 5 to 6 months later in the calendar year.
2. That waste disposal fee waiving be introduced for Opportunity Shops.
3. That Community Organisations be included as eligible for participation in the Amnesty Days.
4. That support be expanded to Community Organisations by issuing four vouchers per annum per group, entitling the Community Organisation waste disposal fee waiving per transaction.
5. That a report be provided to Council on Clean Up Australia Day for the August 2025 Ordinary Meeting.

Carried

9.28 Water and Waste Departmental Report – Operations and Maintenance

EXECUTIVE SUMMARY

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

COMMITTEE'S RECOMMENDATION

Resolution No.: W&W0567

Moved: Cr Kelly Veale

Seconded: Cr Vern Russell

That the Committee recommends that Council:

1. *Receives and notes the report outlining the Operations and Maintenance Department's activities within the Water and Waste Directorate.*

Carried

UNCONFIRMED MINUTES

Resolution No.: 9237

Moved: Cr Simon West

Seconded: Cr Vern Russell

That Council:

- 1. Receives and notes the report outlining the Operations and Maintenance Department's activities within the Water and Waste Directorate.**

Carried

10. OFFICER REPORTS

Mayor Kelly Vea Vea and Cr Jane Pickels advised Council that they are Council appointed Directors of the Isaac Regional Charity Fund however, they both remained in the meeting room for the discussion and vote for Report 10.1 Isaac Regional Charity Fund – Mayor's Ball Sponsorship for 2025, 2026 and 2027 as under Chapter 5B Councillors' Conflicts of Interest of the *Local Government Act 2009* s150EF(2) does not apply to a Councillor if the matter to be resolved relates to a corporation or association that arises solely because of a nomination or appointment of the councillor by the local government to be a member of the board of the corporation or association.

DECLARABLE CONFLICT OF INTEREST

Cr Melissa Westcott declared a declarable conflict of interest for report 10.1 Isaac Regional Charity Fund – Mayor's Ball Sponsorship for 2025, 2026 and 2027 as this directly relates to Cr Westcott's Commercial Business which has been engaged as a contractor for the 2025 Mayor's Charity Ball. Cr Westcott left the meeting room at 10.43am and did not participate in the discussions or vote for Report 10.1.

10.1 Isaac Regional Charity Fund – Mayor's Ball Sponsorship for 2025, 2026 and 2027

EXECUTIVE SUMMARY

This report is a request for sponsorship approval for the Isaac Regional Charity Fund 2025, 2026 and 2027 Mayor's Charity Balls.

OFFICER'S RECOMMENDATION

That Council:

- 1. Approves the sponsorship at Event Partner level (\$12,000 per year) for the Isaac Regional Charity Fund 2025, 2026 and 2027 Mayor's Charity Ball Events.*
- 2. Approves in-kind support for the hire of the Isaac Events Centre including equipment such as tables, chairs, crockery, glasses and other event related items for each year.*

Resolution No.: 9238

Moved: Cr Viv Coleman

Seconded: Cr Vern Russell

That Council:

- 1. Approves the sponsorship at Event Partner level (\$12,000 per year) for the Isaac Regional Charity Fund 2025, 2026 and 2027 Mayor's Charity Ball Events.**
- 2. Approves in-kind support for the hire of the Isaac Events Centre including equipment such as tables, chairs, crockery, glasses and other event related items for each year.**

Carried

ATTENDANCE

Cr Melissa Westcott returned to the meeting room at 10.43am.

10.2 2025-2026 Annual Operational Plan Report

EXECUTIVE SUMMARY

The purpose of this report is to request that Council consider and adopt the 2025-2026 Annual Operational Plan.

UNCONFIRMED MINUTES

OFFICER'S RECOMMENDATION

That Council:

- Adopts the 2025-2026 Annual Operational Plan and delegates authority to the Mayor and Chief Executive Officer to approve administrative and design changes to finalise the 2025-2026 Annual Operational Plan no later than 14 July 2025.*

Resolution No.: 9239

Moved: Cr Simon West

Seconded: Cr Alaina Earl

That Council:

- Adopts the 2025-2026 Annual Operational Plan and delegates authority to the Mayor and Chief Executive Officer to approve administrative and design changes to finalise the 2025-2026 Annual Operational Plan no later than 14 July 2025.**

Carried

10.3 Code of Competitive Conduct 2025/2026

EXECUTIVE SUMMARY

In accordance with the *Local Government Act 2009* (the Act) and the *Local Government Regulation 2012* (the Regulation) Council is required to make certain assessments and disclosures in relation to its 'business' activities.

OFFICER'S RECOMMENDATION

That Council:

- Pursuant to section 46 of the Local Government Act 2009, determines not to apply the competitive neutrality principle in relation to the significant business activity of Waste Management for the 2025/2026 financial year, after considering the public benefit assessment undertaken in 2022/2023 which includes the following reasons:*

UNCONFIRMED MINUTES

- a) *At this time, it is not believed to be conducted in competition, nor realistically is it conducted in potential competition with the private sector.*
 - b) *Applying the Code will add administrative expenses without improving the decision making or the financial results of the activity for Council and the community.*
 - c) *It is also noted that this activity raised approximately 40% of its 2022/2023 revenue in the form of Local Government rates and charges, which is not a charging mechanism available to private enterprise.*
- 2. *Pursuant to section 47 of the Local Government Act 2009, determines that the code of competitive conduct should not apply to the business activities of Halls, Pools, Showgrounds and Saleyards, Sporting and Camping Grounds and Aerodromes for the 2025/2026 financial year.*
 - 3. *Pursuant to section 47 of the Local Government Act 2009, determines that the code of competitive conduct should not apply to the business activity of Water and Sewerage for the 2025/2026 financial year.*
 - 4. *Pursuant to section 47 of the Local Government Act 2009, determines that Council does not conduct any other business activities or prescribed business activities.*

Resolution No.: 9240

Moved: Cr Jane Pickels

Seconded: Cr Alaina Earl

That Council:

- 1. **Pursuant to section 46 of the *Local Government Act 2009*, determines not to apply the competitive neutrality principle in relation to the significant business activity of Waste Management for the 2025/2026 financial year, after considering the public benefit assessment undertaken in 2022/2023 which includes the following reasons:**
 - a) **At this time, it is not believed to be conducted in competition, nor realistically is it conducted in potential competition with the private sector.**
 - b) **Applying the Code will add administrative expenses without improving the decision making or the financial results of the activity for Council and the community.**
 - c) **It is also noted that this activity raised approximately 40% of its 2022/2023 revenue in the form of Local Government rates and charges, which is not a charging mechanism available to private enterprise.**

2. Pursuant to section 47 of the *Local Government Act 2009*, determines that the code of competitive conduct should not apply to the business activities of Halls, Pools, Showgrounds and Saleyards, Sporting and Camping Grounds and Aerodromes for the 2025/2026 financial year.
3. Pursuant to section 47 of the *Local Government Act 2009*, determines that the code of competitive conduct should not apply to the business activity of Water and Sewerage for the 2025/2026 financial year.
4. Pursuant to section 47 of the *Local Government Act 2009*, determines that Council does not conduct any other business activities or prescribed business activities.

Carried

10.4 Statement of Estimated Financial Position 2024/2025

EXECUTIVE SUMMARY

In accordance with section 205 of the *Local Government Regulation 2012*, the Chief Executive Officer must present a statement of estimated financial position for the 2024/2025 financial year.

The statement of estimated financial position provides a comparison between the original budget, revised budget and the estimated actual results.

OFFICER'S RECOMMENDATION

That Council:

1. *Receives the Statement of Estimated Financial Position for the 2024/2025 financial year, pursuant to section 205 of the Local Government Regulation 2012.*

Resolution No.: 9241

Moved: Cr Viv Coleman

Seconded: Cr Jane Pickels

That Council:

1. **Receives the Statement of Estimated Financial Position for the 2024/2025 financial year, pursuant to section 205 of the *Local Government Regulation 2012*.**

Carried

10.5 Rates and Charges 2025/2026

EXECUTIVE SUMMARY

Pursuant to Section 94(2) of the *Local Government Act 2009*, Council must decide, by resolution at its budget meeting for the financial year, what rates and charges are to be levied for that financial year.

The Resolution proposed in this report are prepared to meet that requirement and other requirements of the *Local Government Act 2009* and *Local Government Regulation 2012*.

OFFICER'S RECOMMENDATION

That Council:

Differential General Rates

That Council, for the 2025/2026 financial year:

- Pursuant to section 81 of the Local Government Regulation 2012, decides the categories into which rateable land is categorised, the description of those categories and, pursuant to sections 81(4) and 81(5) of the Local Government Regulation 2012, the method by which land is to be identified and included in its appropriate category be as follows:*

Category Number	Category Name	Description
Category 1	PPR Urban Land – Isaac Towns (Valuation \$0 - \$58,000)	Land used for residential purposes as the owner's Principal Place of Residence were located in the town areas of the Region as described in the Town Plan and having a rateable value of between \$0 and \$58,000 other than land included in category 15 to 21.
Category 2	PPR Urban Land – Isaac Towns (Valuation \$58,001 - \$66,000)	Land used for residential purposes as the owner's Principal Place of Residence were located in the town areas of the Region as described in the Town Plan and having a rateable value between \$58,001 and \$66,000 other than land included in category 15 to 21.
Category 3	PPR Urban Land – Isaac Towns (Valuation \$66,001 - \$84,000)	Land used for residential purposes as the owner's Principal Place of Residence were

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		<i>located in the town areas of the Region as described in the Town Plan and having a rateable value between \$66,001 and \$84,000 other than land included in category 15 to 21.</i>
Category 4	<i>PPR Urban Land – Isaac Towns (Valuation > \$84,000)</i>	<i>Land used for residential purposes as the owner's Principal Place of Residence were located in the town areas of the Region as described in the Town Plan and having a rateable value greater than \$84,000 other than land included in category 15 to 21.</i>
Category 5	<i>NPPR Urban Land – Isaac Towns (Valuation \$0 - \$58,000)</i>	<i>Land used for residential purposes other than as the owner's Principal Place of Residence were located in the town areas of the Region as described in the Town Plan and having a rateable value of between \$0 and \$58,000 other than land included in category 15 to 21.</i>
Category 6	<i>NPPR Urban Land – Isaac Towns (Valuation \$58,001 - \$66,000)</i>	<i>Land used for residential purposes other than as the owner's Principal Place of Residence were located in the town areas of the Region as described in the Town Plan and having a rateable value between \$58,001 and \$66,000 other than land included in category 15 to 21.</i>
Category 7	<i>NPPR Urban Land – Isaac Towns (Valuation \$66,001 - \$84,000)</i>	<i>Land used for residential purposes other than as the owner's Principal Place of Residence were located in the town areas of the Region as described in the Town Plan and having a rateable value between \$66,001 and \$84,000 other than land included in category 15 to 21.</i>
Category 8	<i>NPPR Urban Land – Isaac Towns (Valuation > \$84,000)</i>	<i>Land used for residential purposes other than as the owner's Principal Place of Residence were located in the town areas of the Region as described in the Town Plan and having a rateable value greater than \$84,000 other than land included in category 15 to 21.</i>
Category 9	<i>Commercial / Industrial</i>	<i>Land used, or having the potential for use by virtue of improvements or activities conducted thereon, for commercial or industrial purposes.</i>

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Category 10	Rural Residential	Land used for residential purposes were located outside of the town areas of Carmila, Clairview, Clermont, Coppabella, Dysart, Glenden, Ilbilbie, Middlemount, Moranbah, Nebo and St. Lawrence as described in the Town Plan, other than land included in categories 22 to 30 or categories 52 to 58.
Category 11	Rural Land – Animal Husbandry	Land used for the purpose of animal husbandry, including land with a Department of Natural Resources and Mines, Manufacturing, and Regional and Rural Development Land Use Code between 60 and 70, other than land included in categories 22 to 30 or categories 52 to 58.
Category 12	Rural Land – Agriculture & Cropping	Land used for agricultural and cropping purposes, including land with a Department of Natural Resources and Mines, Manufacturing, and Regional and Rural Development Land Use code between 71 to 84, other than land included in category 13, categories 22 to 30 or categories 52 to 58.
Category 13	Rural Land – Cane / Timber	Land that is used for growing sugar cane, including land with a Department of Natural Resources and Mines, Manufacturing, and Regional and Rural Development Land Use Code 75 – Sugar Cane, and including land used for timber or timber related industries with a Department of Natural Resources and Mines, Manufacturing, and Regional and Rural Development Land Use Code 88 – Forestry of Logs, other than land included in categories 22 to 30 or categories 52 to 58.
Category 14	Rural Other	Rural land that does not fall within any other rural category, or within categories 22 to 30 or categories 52 to 58.
Category 15	Multi Unit (2 – 4) Land	Land used for residential purposes with between two (2) and four (4) dwellings / units,

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		<i>where located in the town areas of the Region as described in the Town Plan.</i>
Category 16	<i>Multi Unit (5 – 9) Land</i>	<i>Land used for residential purposes with between five (5) and nine (9) dwellings / units, where located in the town areas of the Region as described in the Town Plan.</i>
Category 17	<i>Multi Unit (10 – 14) Land</i>	<i>Land used for residential purposes with between ten (10) and fourteen (14) dwellings / units, where located in the town areas of the Region as described in the Town Plan.</i>
Category 18	<i>Multi Unit (15 – 19) Land</i>	<i>Land used for residential purposes with between fifteen (15) and nineteen (19) dwellings / units, where located in the town areas of the Region as described in the Town Plan.</i>
Category 19	<i>Multi Unit (20 – 25) Land</i>	<i>Land used for residential purposes with between twenty (20) and twenty-five (25) dwellings / units, where located in the town areas of the Region as described in the Town Plan.</i>
Category 20	<i>Multi Unit (26 – 50) Land</i>	<i>Land used for residential purposes with between twenty-six (26) and fifty (50) dwellings / units, where located in the town areas of the Region as described in the Town Plan other than land included in category 22.</i>
Category 21	<i>Multi Unit (> 50) Land</i>	<i>Land used for residential purposes with more than fifty (50) dwellings / units, where located in the town areas of the Region as described in the Town Plan other than land included in categories 22 to 30.</i>
Category 22	<i>Workforce Accommodation (50 – 120)</i>	<i>Land used in whole or in part, and whether predominantly or not, for Workforce Accommodation containing fifty (50) to one hundred and twenty (120) accommodation rooms, suites and / or caravan sites.</i>
Category 23	<i>Workforce Accommodation (121 – 250)</i>	<i>Land used in whole or in part, and whether predominantly or not, for Workforce Accommodation containing one hundred and</i>

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		<i>twenty-one (121) to two hundred and fifty (250) accommodation rooms, suites and / or caravan sites.</i>
Category 24	<i>Workforce Accommodation (251 – 350)</i>	<i>Land used in whole or in part, and whether predominantly or not, for Workforce Accommodation containing two hundred and fifty-one (251) to three hundred and fifty (350) accommodation rooms, suites and / or caravan sites.</i>
Category 25	<i>Workforce Accommodation (351 – 450)</i>	<i>Land used in whole or in part, and whether predominantly or not, for Workforce Accommodation containing three hundred and fifty-one (351) to four hundred and fifty (450) accommodation rooms, suites and / or caravan sites.</i>
Category 26	<i>Workforce Accommodation (451 – 650)</i>	<i>Land used in whole or in part, and whether predominantly or not, for Workforce Accommodation containing four hundred and fifty-one (451) to six hundred and fifty (650) accommodation rooms, suites and / or caravan sites.</i>
Category 27	<i>Workforce Accommodation (651 – 850)</i>	<i>Land used in whole or in part, and whether predominantly or not, for Workforce Accommodation containing six hundred and fifty-one (651) to eight hundred and fifty (850) accommodation rooms, suites and / or caravan sites.</i>
Category 28	<i>Workforce Accommodation (851 – 1,200)</i>	<i>Land used in whole or in part, and whether predominantly or not, for Workforce Accommodation containing eight hundred and fifty-one (851) to one thousand two hundred (1,200) accommodation rooms, suites and / or caravan sites.</i>
Category 29	<i>Workforce Accommodation (1,201 – 2,000)</i>	<i>Land used in whole or in part, and whether predominantly or not, for Workforce Accommodation containing one thousand two hundred and one (1,201) to two thousand</i>

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		(2,000) accommodation rooms, suites and / or caravan sites.
Category 30	Workforce Accommodation (> 2,000)	Land used in whole or in part, and whether predominantly or not, for Workforce Accommodation containing more than two thousand (2,000) accommodation rooms, suites and / or caravan sites.
Category 31	Coal Mining (30 – 100)	Land with a rateable valuation greater than \$45,000, which is:- (a) a mining lease issued pursuant to or administered under the Mineral Resources Act 1989 over an area which forms part of a Coal Mine with between thirty (30) and one hundred (100) employees and / or contractors as at 31 December 2024; or (b) land that is used, in whole or in part, and whether predominately or not, for the purpose of a Coal Mine with between thirty (30) and one hundred (100) employees and / or contractors as at 31 December 2024.
Category 32	Coal Mining (101 – 250)	Land with a rateable valuation greater than \$45,000, which is:- (a) a mining lease issued pursuant to or administered under the Mineral Resources Act 1989 over an area which forms part of a Coal Mine with between one hundred and one (101) and two hundred and fifty (250) employees and / or contractors as at 31 December 2024; or (b) land that is used, in whole or in part, and whether predominantly or not, for the purpose of a Coal Mine with between one hundred and one (101) and two hundred and fifty (250) employees and / or contractors as at 31 December 2024.

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Category 33	Coal Mining (251 – 350)	<p>Land with a rateable valuation greater than \$45,000, which is:-</p> <p>(a) a mining lease issued pursuant to or administered under the Mineral Resources Act 1989 over an area which forms part of a Coal Mine with between two hundred and fifty-one (251) and three hundred and fifty (350) employees and / or contractors as at 31 December 2024; or</p> <p>(b) land that is used, in whole or in part, and whether predominantly or not, for the purpose of a Coal Mine with between two hundred and fifty-one (251) and three hundred and fifty (350) employees and / or contractors as at 31 December 2024.</p>
Category 34	Coal Mining (351 – 450)	<p>Land with a rateable valuation greater than \$45,000, which is:-</p> <p>(a) a mining lease issued pursuant to or administered under the Mineral Resources Act 1989 over an area which forms part of a Coal Mine with between three hundred and fifty-one (351) and four hundred and fifty (450) employees and / or contractors as at 31 December 2024; or</p> <p>(b) land that is used, in whole or in part, and whether predominantly or not, for the purpose of a Coal Mine with between three hundred and fifty-one (351) and four hundred and fifty (450) employees and / or contractors as at 31 December 2024.</p>
Category 35	Coal Mining (451 – 550)	<p>Land with a rateable valuation greater than \$45,000, which is:-</p> <p>(a) a mining lease issued pursuant to or administered under the Mineral Resources Act 1989 over an area which forms part of a Coal Mine with between four hundred and fifty-one (451) and five hundred and fifty (550) employees and / or contractors as at 31 December 2024; or</p> <p>(b) land that is used, in whole or in part, and whether predominantly or not, for the</p>

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		<i>purpose of a Coal Mine with between four hundred and fifty-one (451) and five hundred and fifty (550) employees and / or contractors as at 31 December 2024.</i>
Category 36	Coal Mining (551 – 650)	<p><i>Land with a rateable valuation greater than \$45,000, which is:-</i></p> <p><i>(a) a mining lease issued pursuant to or administered under the Mineral Resources Act 1989 over an area which forms part of a Coal Mine with between five hundred and fifty-one (551) and six hundred and fifty (650) employees and / or contractors as at 31 December 2024; or</i></p> <p><i>(b) land that is used, in whole or in part, and whether predominantly or not, for the purpose of a Coal Mine with between five hundred and fifty-one (551) and six hundred and fifty (650) employees and / or contractors as at 31 December 2024.</i></p>
Category 37	Coal Mining (651 – 800)	<p><i>Land with a rateable valuation greater than \$45,000, which is:-</i></p> <p><i>(a) a mining lease issued pursuant to or administered under the Mineral Resources Act 1989 over an area which forms part of a Coal Mine with between six hundred and fifty-one (651) and eight hundred (800) employees and / or contractors as at 31 December 2024; or</i></p> <p><i>(b) land that is used, in whole or in part, and whether predominantly or not, for the purpose of a Coal Mine with between six hundred and fifty-one (651) and eight hundred (800) employees and / or contractors as at 31 December 2024.</i></p>
Category 38	Coal Mining (801 – 900)	<p><i>Land with a rateable valuation greater than \$45,000, which is:-</i></p> <p><i>(a) a mining lease issued pursuant to or administered under the Mineral Resources Act 1989 over an area which forms part of a Coal Mine with between eight hundred and one (801) and nine hundred (900)</i></p>

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		<p>employees and / or contractors as at 31 December 2024; or</p> <p>(b) land that is used, in whole or in part, and whether predominantly or not, for the purpose of a Coal Mine with between eight hundred and one (801) and nine hundred (900) employees and / or contractors as at 31 December 2024.</p>
Category 39	Coal Mining (901 – 1,000)	<p>Land with a rateable valuation greater than \$45,000, which is:-</p> <p>(a) a mining lease issued pursuant to or administered under the Mineral Resources Act 1989 over an area which forms part of a Coal Mine with between nine hundred and one (901) and one thousand (1,000) employees and / or contractors as at 31 December 2024; or</p> <p>(b) land that is used, in whole or in part, and whether predominantly or not, for the purpose of a Coal Mine with between nine hundred and one (901) and one thousand (1,000) employees and / or contractors as at 31 December 2024.</p>
Category 40	Coal Mining (1,001 – 1,400)	<p>Land with a rateable valuation greater than \$45,000, which is:-</p> <p>(a) a mining lease issued pursuant to or administered under the Mineral Resources Act 1989 over an area which forms part of a Coal Mine with between one thousand and one (1,001) and one thousand four hundred (1,400) employees and / or contractors as at 31 December 2024; or</p> <p>(b) land that is used, in whole or in part, and whether predominantly or not, for the purpose of a Coal Mine with between one thousand and one (1,001) and one thousand four hundred (1,400) employees and / or contractors as at 31 December 2024.</p>

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Category 41	Coal Mining (1,401 – 2,000)	<p>Land with a rateable valuation greater than \$45,000, which is:-</p> <p>(a) a mining lease issued pursuant to or administered under the Mineral Resources Act 1989 over an area which forms part of a Coal Mine with between one thousand four hundred and one (1,401) and two thousand (2,000) employees and / or contractors as at 31 December 2024; or</p> <p>(b) land that is used, in whole or in part, and whether predominantly or not, for the purpose of a Coal Mine with between one thousand four hundred and one (1,401) and two thousand (2,000) employees and / or contractors as at 31 December 2024.</p>
Category 42	Coal Mining (2,001 – 2,500)	<p>Land with a rateable valuation greater than \$45,000, which is:-</p> <p>(a) a mining lease issued pursuant to or administered under the Mineral Resources Act 1989 over an area which forms part of a Coal Mine with between two thousand and one (2,001) and two thousand five hundred (2,500) employees and / or contractors as at 31 December 2024; or</p> <p>(b) land that is used, in whole or in part, and whether predominantly or not, for the purpose of a Coal Mine with between two thousand and one (2,001) and two thousand five hundred (2,500) employees and / or contractors as at 31 December 2024.</p>
Category 43	Coal Mining (> 2,500)	<p>Land with a rateable valuation greater than \$45,000, which is:-</p> <p>(a) a mining lease issued pursuant to or administered under the Mineral Resources Act 1989 over an area which forms part of a Coal Mine with more than two thousand five hundred (2,500) employees and / or contractors as at 31 December 2024; or</p>

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		<i>(b) land that is used, in whole or in part, and whether predominantly or not, for the purpose of a Coal Mine with more than two thousand five hundred (2,500) employees and / or contractors as at 31 December 2024.</i>
Category 44	Other Coal	<i>Land that is used, in whole or in part, and whether predominantly or not, for or in association with Coal Mining, other than land included in Categories 31 to 43.</i>
Category 45	Quarries (< 100,000)	<i>Land used in whole or in part, and whether predominantly or not, for the purpose of conducting an industry which may involve dredging, excavating, quarrying, sluicing or other modes of winning less than one hundred thousand (100,000) tonnes of material per annum from the earth, other than land included in categories 31 to 44.</i>
Category 46	Quarries (>= 100,000)	<i>Land used in whole or in part, and whether predominantly or not, for the purpose of conducting an industry which may involve dredging, excavating, quarrying, sluicing or other modes of winning one hundred thousand (100,000) tonnes or more of material per annum from the earth, other than land included in categories 31 to 44.</i>
Category 47	Other Mines / Extractive Land	<i>Land used or having the potential for use by virtue of improvements or activities conducted thereon, for extractive or mining industries purposes, other than land included in categories 31 to 46.</i>
Category 48	Transport Terminal	<i>Land used for the purpose of a transport terminal. A terminal may be defined as any facility where passengers and freight are assembled or dispersed.</i>
Category 49	Noxious and Hazardous Industries (< 50)	<i>Land used in whole or in part, and whether predominantly or not, for the purpose of noxious, offensive and hazardous industries including concrete batching plants and</i>

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		<i>explosive industries with less than fifty (50) employees or contractors.</i>
<i>Category 50</i>	<i>Noxious and Hazardous Industries (>= 50)</i>	<i>Land used in whole or in part, and whether predominantly or not, for the purpose of noxious, offensive and hazardous industries including concrete batching plants and explosive industries with more than fifty (50) employees or contractors.</i>
<i>Category 51</i>	<i>Shopping Centres</i>	<i>Land used as a shopping centre, as defined in the Retail Shops Leases Act 1994.</i>
<i>Category 52</i>	<i>Gas Extraction / Processing (0 – 20,000)</i>	<i>Land with an area of twenty thousand (20,000) hectares or less, which is:- (a) a petroleum lease granted, continued or renewed under the Petroleum Act 1923 or Petroleum and Gas (Production and Safety) Act 2004 for the extraction of gas; or (b) used, or intended to be used, in whole or in part, and whether predominantly or not, for the extraction, processing or transportation of gas; or (c) used, or intended to be used, in whole or in part, and whether predominantly or not, for any purpose ancillary to, associated or connected with, the extraction, processing or transportation of gas, such as water storage or pipelines.</i>
<i>Category 53</i>	<i>Gas Extraction / Processing (> 20,000)</i>	<i>Land, with an area greater than twenty thousand (20,000) hectares, which is:- (a) a petroleum lease granted, continued or renewed under the Petroleum Act 1923 or Petroleum and Gas (Production and Safety) Act 2004 for the extraction of gas; or (b) used, or intended to be used, in whole or in part, and whether predominantly or not, for the extraction, processing or transportation of gas; or</i>

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		<i>(c) used, or intended to be used, in whole or in part, and whether predominantly or not, for any purpose ancillary to, associated or connected with, the extraction, processing or transportation of gas, such as water storage or pipelines.</i>
Category 54	Feedlots (4,000 – 12,000)	<i>Land used in whole or in part, and whether predominantly or not, for feedlot purposes with a licensed carrying capacity of four thousand (4,000) to twelve thousand (12,000) Standard Cattle Units (SCUs).</i>
Category 55	Feedlots (> 12,000)	<i>Land used in whole or in part, and whether predominantly or not, for feedlot purposes with a licensed carrying capacity of more than twelve thousand (12,000) Standard Cattle Units (SCUs).</i>
Category 56	Power Generation (0 – 100) Megawatts	<i>Land used in whole or in part, and whether predominantly or not, for or ancillary to the generation of electricity from a facility with an output capacity of one hundred (100) Megawatts or less (excluding transformers / substations).</i>
Category 57	Power Generation (101 – 200) Megawatts	<i>Land used in whole or in part, and whether predominantly or not, for or ancillary to the generation of electricity from a facility with an output capacity of between one hundred and one (101) and two hundred (200) Megawatts (excluding transformers / substations).</i>
Category 58	Power Generation (201 +) Megawatts	<i>Land used in whole or in part, and whether predominantly or not, for or ancillary to the generation of electricity from a facility with an output capacity equal to or greater than two hundred and one (201) Megawatts (excluding transformers / substations).</i>

2. In the preceding Table of Differential Rating Categories, the following definitions apply:

- (a) Coal Mine / Coal Mining means: land that is the subject of a coal mining lease (issued pursuant to the Mineral Resources Act 1989) or other form of tenure (including freehold) that was used, is used, or intended to be used:-
 - (i) as a coal mine (or for purposes ancillary, associated or connected with coal mining such as, for example, washing down, stockpiling, haulage, water storage and rehabilitation); or
 - (ii) in conjunction with other land (the subject of a coal mining lease) as part of an Integrated Coal Mining Operation.
- (b) Integrated Coal Mining Operation means: land contained in more than one mining lease issued pursuant to the Mineral Resources Act 1989 for the extraction of coal, or other form of tenure (including freehold), which land was used, is used, or intended to be used in an integrated manner for the purposes of coal mining or purposes ancillary, associated or connected with coal mining such as, for example, washing down, stockpiling, haulage, water storage and rehabilitation.
- (c) Land Use Codes means: the land use codes as given to Council by the Department of Natural Resources and Mines, Manufacturing, and Regional and Rural Development as set out in Appendix A to the Councils' Revenue Statement 2025/2026.
- (d) Principal Place of Residence (PPR) means: a single unit dwelling owned by one or more natural persons at least one of whom predominately resides there. For the sake of clarity PPR does not include a single unit dwelling owned by an entity other than a natural person (e.g. a company, an incorporated association or by a person as trustee of a trust).
- (e) Region means: the local government area of the Council as shown on its area map mentioned in schedule 1, column 3 of the Local Government Regulation 2012.
- (f) Town Plan means: the Isaac Regional Planning Scheme 2021 incorporating all the amendments up to and including 30 June 2025.
- (g) Workforce Accommodation means: a facility for the accommodation of persons, other than tourists and holidaymakers, who are employed or work in, or in association with, or in connection with, construction, resources and mining activities, commonly known as "workers camp", "work camp", "workers accommodation", "single persons quarters", "accommodation village", "quarters" or "barracks".

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3. Delegates to the Chief Executive Officer the power, pursuant to sections 81(4) and 81(5) of the Local Government Regulation 2012, to identify the rating category to which each parcel of rateable land belongs.
4. Pursuant to section 94 of the Local Government Act 2009 and section 80 of the Local Government Regulation 2012, decides the differential general rate to be made and levied for each differential general rate category and, pursuant to section 77 of the Local Government Regulation 2012, the minimum general rate to be made and levied for each differential general rate category, is as follows:

Category Number	Category	Cents in the dollar of Unimproved Valuation 2025/2026	Minimum Differential General Rate 2025/2026
Category 1	PPR Urban Land – Isaac Towns (Valuation \$0 - \$58,000)	1.7316	\$859.00
Category 2	PPR Urban Land – Isaac Towns (Valuation \$58,001 - \$66,000)	1.6634	\$1,007.50
Category 3	PPR Urban Land – Isaac Towns (Valuation \$66,001 - \$84,000)	1.5002	\$1,102.00
Category 4	PPR Urban Land – Isaac Towns (Valuation > \$84,000)	0.8920	\$1,312.00
Category 5	NPPR Urban Land – Isaac Towns (Valuation \$0 - \$58,000)	2.0780	\$1,030.50
Category 6	NPPR Urban Land – Isaac Towns (Valuation \$58,001 - \$66,000)	1.9961	\$1,209.00
Category 7	NPPR Urban Land – Isaac Towns (Valuation \$66,001 - \$84,000)	1.8003	\$1,322.50
Category 8	NPPR Urban Land – Isaac Towns (Valuation > \$84,000)	1.0654	\$1,559.50
Category 9	Commercial / Industrial	1.6028	\$1,242.00
Category 10	Rural Residential	0.5783	\$845.00
Category 11	Rural Land – Animal Husbandry	0.1788	\$859.00
Category 12	Rural Land – Agriculture & Cropping	0.1419	\$859.00
Category 13	Rural Land – Cane / Timber	0.4925	\$859.00
Category 14	Rural Other	0.2833	\$859.00
Category 15	Multi Unit (2 – 4) Land	1.5276	\$1,715.00
Category 16	Multi Unit (5 – 9) Land	3.1012	\$4,287.00
Category 17	Multi Unit (10 – 14) Land	3.4738	\$8,572.00
Category 18	Multi Unit (15 – 19) Land	4.2767	\$12,858.00

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Category 19	Multi Unit (20 – 25) Land	3.9093	\$17,141.50
Category 20	Multi Unit (26 – 50) Land	3.9093	\$22,290.50
Category 21	Multi Unit (> 50) Land	5.1163	\$43,705.00
Category 22	Workforce Accommodation (50 – 120)	10.6629	\$31,401.00
Category 23	Workforce Accommodation (121 – 250)	10.6629	\$75,988.50
Category 24	Workforce Accommodation (251 – 350)	18.6811	\$157,631.00
Category 25	Workforce Accommodation (351 – 450)	44.2889	\$220,431.00
Category 26	Workforce Accommodation (451 – 650)	44.2889	\$283,231.00
Category 27	Workforce Accommodation (651 – 850)	59.0658	\$408,831.50
Category 28	Workforce Accommodation (851 – 1,200)	59.0658	\$534,432.50
Category 29	Workforce Accommodation (1,201 – 2,000)	83.9600	\$754,232.00
Category 30	Workforce Accommodation (> 2,000)	83.9600	\$1,216,548.00
Category 31	Coal Mining (30 – 100)	3.4056	\$116,896.00
Category 32	Coal Mining (101 – 250)	3.4056	\$194,826.50
Category 33	Coal Mining (251 – 350)	3.4056	\$253,865.00
Category 34	Coal Mining (351 – 450)	3.4056	\$283,384.00
Category 35	Coal Mining (451 – 550)	3.4056	\$324,711.00
Category 36	Coal Mining (551 – 650)	4.4088	\$357,182.00
Category 37	Coal Mining (651 – 800)	4.4088	\$401,460.50
Category 38	Coal Mining (801 – 900)	4.4088	\$442,787.50
Category 39	Coal Mining (901 – 1,000)	4.7595	\$560,864.00
Category 40	Coal Mining (1,001 – 1,400)	4.7866	\$640,979.50
Category 41	Coal Mining (1,401 – 2,000)	5.1817	\$670,445.48
Category 42	Coal Mining (2,001 – 2,500)	6.5565	\$703,554.00
Category 43	Coal Mining (> 2,500)	7.7197	\$748,487.00
Category 44	Other Coal	3.2201	\$61,659.00
Category 45	Quarries (< 100,000)	0.2091	\$15,739.50
Category 46	Quarries (>= 100,000)	0.3065	\$33,325.00
Category 47	Other Mines / Extractive Land	3.5578	\$1,072.50
Category 48	Transport Terminal	3.3227	\$2,221.50
Category 49	Noxious and Hazardous Industries (< 50)	3.5871	\$3,701.50
Category 50	Noxious and Hazardous Industries (>= 50)	48.3084	\$130,427.50
Category 51	Shopping Centres	3.4087	\$8,155.00
Category 52	Gas Processing (0 – 20,000)	86.1870	\$39,571.50
Category 53	Gas Processing (> 20,000)	73.4536	\$241,825.50
Category 54	Feedlots (4,000 – 12,000)	0.1903	\$10,446.50
Category 55	Feedlots (> 12,000)	0.6916	\$20,894.50
Category 56	Power Generation (0 – 100 Megawatts)	3.0550	\$18,332.00
Category 57	Power Generation (101 – 200 Megawatts)	5.9907	\$42,774.00
Category 58	Power Generation (>201 Megawatts)	8.9860	\$91,658.00

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5. Pursuant to section 116 of the Local Government Regulation 2012, decides that the amount of the differential general rate to be levied for the 2025/2026 financial year on the categories of land identified in Columns 1 and 2 of the table below, be limited to an amount no more than an amount equal to the amount of the differential general rate levied on that land in the previous financial year increased by the percentage identified in column 3 of the table below:

Column 1 – Category Number	Column 2 - Category	Column 3 - Percentage Increase
Category 1	PPR Urban Land – Isaac Towns (Valuation \$0 - \$58,000)	30%
Category 2	PPR Urban Land – Isaac Towns (Valuation \$58,001 - \$66,000)	30%
Category 3	PPR Urban Land – Isaac Towns (Valuation \$66,001 - \$84,000)	30%
Category 4	PPR Urban Land – Isaac Towns (Valuation > \$84,000)	30%
Category 5	NPPR Urban Land – Isaac Towns (Valuation \$0 - \$58,000)	30%
Category 6	NPPR Urban Land – Isaac Towns (Valuation \$58,001 - \$66,000)	30%
Category 7	NPPR Urban Land – Isaac Towns (Valuation \$66,001 - \$84,000)	30%
Category 8	NPPR Urban Land – Isaac Towns (Valuation > \$84,000)	30%
Category 9	Commercial / Industrial	30%
Category 10	Rural Residential	30%
Category 11	Rural Land – Animal Husbandry	30%
Category 12	Rural Land – Agriculture & Cropping	30%
Category 13	Rural Land – Cane / Timber	30%
Category 14	Rural Other	30%
Category 48	Transport Terminal	30%
Category 49	Noxious and Hazardous Industries (< 50)	30%
Category 50	Noxious and Hazardous Industries (>= 50)	30%

Separate Charge

OFFICER'S RECOMMENDATION – DISASTER MANAGEMENT SEPARATE CHARGE

That Council, for the 2025/2026 financial year:

1. Pursuant to section 94 of the Local Government Act 2009 and section 103 of the Local Government Regulation 2012, makes and levies a disaster management separate charge (to be known as the “Disaster Management Separate Charge”), in the sum of \$30.34 per rateable assessment, to be levied equally on all rateable land in the region. The disaster management separate charge will be used solely to assist in funding the recurrent annual disaster management activities of Council, including those costs relating to the operation and maintenance of equipment used by Council in fulfilment of its disaster management obligations, and those costs relating to disaster prevention and disaster planning.

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Special Charge

OFFICER'S RECOMMENDATION – RURAL FIRE BRIGADE DISTRICTS SPECIAL CHARGE

That Council, for the 2025/2026 financial year:

1. *Pursuant to section 94 of the Local Government Act 2009 and section 94 of the Local Government Regulation 2012, makes and levies a special charge (to be known as the "Rural Fire Brigade District Special Charge") of the amounts set out in the table below, on all rateable land to which the overall plan applies, to fund the provision of firefighting services in the defined benefit areas.*
2. *The overall plan for the services, facilities and activities in respect of which the Rural Fire Special Charge is as follows:*
 - i. *The service, facility or activity for which the Rural Fire Brigade District Special Charge is made is for the provision of rural firefighting services in the defined benefit areas.*
 - ii. *The rateable land to which the Rural Fire Brigade District Special Charge applies is land within the areas separately described on a cadastral map titled 'Map Showing Rural Fire Brigades and Urban Fire Brigades in Isaac Regional Council'.*
 - iii. *The estimated cost of carrying out the overall plan is \$29,607.00.*
 - iv. *The estimated time for implementing the overall plan is one (1) year ending 30 June 2026. However, provision of firefighting services is an ongoing activity, and further special charges are expected to be made in future years.*
3. *The rateable land or its occupier specially benefits from the service, facility or activity funded by the Rural Fire Brigade District Special Charge because the rural fire brigades provide firefighting and fire prevention services under the Fire and Emergency Services Act 1990 and the provision of those services could not be adequately provided or maintained without the imposition of the special charge.*
4. *The amount of the special charge to be levied (per parcel) is:*

<i>Rural Fire Brigade District</i>	<i>Special Charge</i>
<i>Ilbilbie</i>	<i>\$20.00</i>
<i>West Hill</i>	<i>\$25.00</i>
<i>Orkobie</i>	<i>\$25.00</i>
<i>Carmila West</i>	<i>\$25.00</i>
<i>Carmila</i>	<i>\$25.00</i>

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Clairview	\$20.00
Flaggy Rock	\$25.00
Nebo	\$20.00
St Lawrence	\$20.00

Sewerage Utility Charges

OFFICER'S RECOMMENDATION – SEWERAGE UTILITY CHARGES

That Council, for the 2025/2026 financial year:

1. Pursuant to section 94 of the Local Government Act 2009 and section 99 of the Local Government Regulation 2012, will make and levy sewerage utility charges, for the supply of sewerage services by the Council, as follows:
 - a) Council will make and levy sewerage utility charges on:
 - (i) all rateable land, both vacant and occupied, to which Council's sewerage service is provided or is available; and
 - (ii) all non-rateable land where the owner or occupier has asked for Council's sewerage service to be provided and the service is available.
 - b) In order to reflect the different operating costs, different amounts (per pedestal – except for vacant land) will be levied for properties located in the townships of Dysart, Middlemount, Clermont, Moranbah, Glenden and Nebo.
 - c) The sewerage utility charge (per pedestal – except for vacant land) to be levied on each property in the relevant townships shall be based on the use made of the particular property or structure as follows:

Charge	Clermont	Dysart	Glenden	Middlemount	Moranbah	Nebo
Single Dwelling - Residential	\$862.00	\$852.00	\$816.00	\$827.00	\$814.00	\$792.00
Commercial & Other Premises	\$862.00	\$852.00	\$816.00	\$827.00	\$814.00	\$792.00
Additional Pedestals Residential –	\$493.00	\$445.00	\$511.00	\$440.00	\$461.00	\$493.00

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Additional Pedestals Commercial	–	\$647.00	\$701.00	\$664.00	\$692.00	\$604.00	\$648.00
Vacant Land		\$434.00	\$434.00	\$434.00	\$434.00	\$434.00	\$434.00
Caravan Parks & Motels		\$308.00	\$432.00	\$283.00	\$432.00	\$283.00	\$283.00
Workers Accommodation		\$185.00	\$228.00	\$206.00	\$227.00	\$173.00	\$202.00

Water Utility Charges

OFFICER'S RECOMMENDATION – WATER UTILITY CHARGES

That Council, for the 2025/2026 financial year:

1. Pursuant to section 94 of the Local Government Act 2009 and section 99 of the Local Government Regulation 2012, will make and levy water utility charges, for the supply of water services by the Council, as follows:
 - a) Council will make and levy water utility charges on:
 - (i) all rateable land, both vacant and occupied, to which Council's water service is provided or is available; and
 - (ii) all non-rateable land where the owner or occupier has asked for Council's water service to be provided and the service is available.
 - b) The basis of the water utility charge to be levied on each property is:
 - (i) a fixed Access Charge for using the infrastructure that supplies the water to persons who are liable to pay the charges; and
 - (ii) a variable Consumption Charge for using the water, based on each kilolitre of water used.
 - c) The Access Charge for each property is to be determined according to its use, as set out in the 'Chargeable Units for each land use' table contained in Council's adopted Revenue Statement for the 2025/2026 financial year. The access charge per chargeable unit per locality is \$250.10:
 - d) The Consumption Charge for each property is to be determined by applying the below three (3) tiers of charges to each kilolitre of water used, with the volumes for those tiers

adjusted by the number of Chargeable Units allocated to the property according to its use as set out in the 'Chargeable Units for each land use' table contained in Council's adopted Revenue Statement for the 2025/2026 financial year.

Tier	Consumption charges per 6 months	Charge (\$/Kl)
Tier 1	0 – 37.5Kl	\$0.85
Tier 2	37.5 – 75Kl	\$1.80
Tier 3	>75Kl	\$2.60

2. Pursuant to section 102(2) of the Local Government Regulation 2012, a water meter is taken to have been read during the period that starts 2 weeks before, and ends 2 weeks after, the day on which the meter is actually read.

Waste Management Utility Charges

OFFICER'S RECOMMENDATION – WASTE MANAGEMENT UTILITY CHARGES

That Council, for the 2025/2026 financial year:

1. Pursuant to section 94 of the Local Government Act 2009 and section 99 of the Local Government Regulation 2012, will make and levy waste management utility charges, for the supply of waste management services by the Council, as follows:

- a) Council will make and levy waste management utility charges on:
 - (i) all rateable land, to which Council's waste management service is provided or is available; and
 - (ii) all non-rateable land where the owner or occupier has asked for Council's waste management service to be provided and the service is available.
- b) The waste management utility charge to be levied on each property shall be based on the use made of the property or structure as follows:

Schedule of Waste Collection and Recycling Charges

Service

Domestic Services (per dwelling, unit or flat)

General Waste Service

Annual Charge

\$441.72

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<i>Recyclable Waste Service</i>	<i>\$110.40</i>
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<u><i>Commercial Services</i></u>	<i>Annual Charge</i>
<i>Commercial Waste Service</i>	<i>\$504.18</i>
<i>Recyclable Waste Service</i>	<i>\$110.40</i>

<u><i>Multi-Unit Dwellings (per dwelling, unit or flat)</i></u>	<i>Annual Charge</i>
<i>General Waste Service</i>	<i>\$441.72</i>
<i>Recyclable Waste Service</i>	<i>\$110.40</i>

Additional Services

Additional services may be provided on application and will be charged on a per service per lift per annum rate as listed in the schedule of waste and recycling charges above.

Discount

OFFICER'S RECOMMENDATION – DISCOUNT

That Council, for the 2025/2026 financial year:

1. *Pursuant to section 130 of the Local Government Regulation 2012, decides that the differential general rates made and levied shall be subject to a discount of ten percent (10%) if paid within the discount period of 30 days of the date of issue of the rate notice provided that:*
 - (a) *all of the aforementioned rates and charges are paid within 30 days of the date of issue of the rate notice;*
 - (b) *all other rates and charges appearing on the rate notice (that are not subject to a discount) are paid within 30 clear days after the date of issue of the rate notice; and*
 - (c) *all other overdue rates and charges relating to the rateable assessment are paid within 30 days of the date of issue of the rate notice.*

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Interest

OFFICER'S RECOMMENDATION – INTEREST

That Council, for the 2025/2026 financial year:

- 1. Pursuant to section 133 of the Local Government Regulation 2012, decides that compound interest on daily rests at the rate of 12.12 percent (12.12%) per annum is to be charged on all overdue rates or charges.*

Levy and Payment

OFFICER'S RECOMMENDATION – LEVY AND PAYMENT

That Council, for the 2025/2026 financial year:

- 1. Pursuant to section 107 of the Local Government Regulation 2012 and section 114 of the Fire and Emergency Services Act 1990, decides that Council's rates and charges, and the State Government's Emergency Management, Fire and Rescue Levy, be levied:*
 - (a) for the half year 1 July 2025 to 31 December 2025 – between July and December 2025; and*
 - (b) for the half year 1 January 2026 to 30 June 2026 – between January and June 2026.*
- 2. Pursuant to section 118 of the Local Government Regulation 2012, decides that Council's rates and charges, and the State Government's Emergency Management, Fire and Rescue Levy, be paid by a date which is at least 30 days after the date of the issue of the rate notice.*

Rates Concessions

OFFICER'S RECOMMENDATION – RATES CONCESSIONS

That Council, for the 2025/2026 financial year:

- 1. Pursuant to sections 120, 121 and 122 of the Local Government Regulation 2012, decides that a rebate of the differential general rate, water access Charge, sewerage charge and waste management charges (but not state fire levy and water consumption charges) of 30%*

per annum be granted to all ratepayers who are pensioners and who are eligible for the State Government pensioner remission and who meet the eligibility criteria specified in Council's Revenue Statement 2025/2026.

2. *Pursuant to sections 120, 121 and 122 of the Local Government Regulation 2012, decides that a rebate of the differential general rate, water access Charge, sewerage Charge and water consumption charges (but not state fire levy and waste management charges) in an amount to be determined in accordance with Council's Policy (Rates Concession – Not For Profit) be granted to land owned by an entity whose objects do not include making a profit and meet the eligibility criteria specified in the Policy (Rates Concession – Not For Profit).*
3. *Pursuant to sections 120, 121 and 122 of the Local Government Regulation 2012, decides that a rebate of water consumption charges in an amount to be determined in accordance with Council's Policy (Concealed Leak Remission) be granted to ratepayers who have incurred water consumption charges due to a concealed water leak on their property and who meet the eligibility criteria specified in Policy (Concealed Leak Remission).*

Resolution No.: 9242

Moved: Cr Jane Pickels

Seconded: Cr Alaina Earl

Differential General Rates

That Council, for the 2025/2026 financial year:

1. **Pursuant to section 81 of the *Local Government Regulation 2012*, decides the categories into which rateable land is categorised, the description of those categories and, pursuant to sections 81(4) and 81(5) of the *Local Government Regulation 2012*, the method by which land is to be identified and included in its appropriate category be as follows:**

Category Number	Category Name	Description
Category 1	PPR Urban Land – Isaac Towns (Valuation \$0 - \$58,000)	Land used for residential purposes as the owner's Principal Place of Residence were located in the town areas of the Region as described in the Town Plan and having a rateable value of between \$0 and \$58,000 other than land included in category 15 to 21.

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Category 2	PPR Urban Land – Isaac Towns (Valuation \$58,001 - \$66,000)	Land used for residential purposes as the owner's Principal Place of Residence were located in the town areas of the Region as described in the Town Plan and having a rateable value between \$58,001 and \$66,000 other than land included in category 15 to 21.
Category 3	PPR Urban Land – Isaac Towns (Valuation \$66,001 - \$84,000)	Land used for residential purposes as the owner's Principal Place of Residence were located in the town areas of the Region as described in the Town Plan and having a rateable value between \$66,001 and \$84,000 other than land included in category 15 to 21.
Category 4	PPR Urban Land – Isaac Towns (Valuation > \$84,000)	Land used for residential purposes as the owner's Principal Place of Residence were located in the town areas of the Region as described in the Town Plan and having a rateable value greater than \$84,000 other than land included in category 15 to 21.
Category 5	NPPR Urban Land – Isaac Towns (Valuation \$0 - \$58,000)	Land used for residential purposes other than as the owner's Principal Place of Residence were located in the town areas of the Region as described in the Town Plan and having a rateable value of between \$0 and \$58,000 other than land included in category 15 to 21.
Category 6	NPPR Urban Land – Isaac Towns (Valuation \$58,001 - \$66,000)	Land used for residential purposes other than as the owner's Principal Place of Residence were located in the town areas of the Region as described in the Town Plan and having a rateable value between \$58,001 and \$66,000 other than land included in category 15 to 21.
Category 7	NPPR Urban Land – Isaac Towns (Valuation \$66,001 - \$84,000)	Land used for residential purposes other than as the owner's Principal Place of Residence where located in the town areas of the Region as described in the

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		Town Plan and having a rateable value between \$66,001 and \$84,000 other than land included in category 15 to 21.
Category 8	NPPR Urban Land – Isaac Towns (Valuation > \$84,000)	Land used for residential purposes other than as the owner's Principal Place of Residence were located in the town areas of the Region as described in the Town Plan and having a rateable value greater than \$84,000 other than land included in category 15 to 21.
Category 9	Commercial / Industrial	Land used, or having the potential for use by virtue of improvements or activities conducted thereon, for commercial or industrial purposes.
Category 10	Rural Residential	Land used for residential purposes were located outside of the town areas of Carmila, Clairview, Clermont, Coppabella, Dysart, Glenden, Ilbilbie, Middlemount, Moranbah, Nebo and St. Lawrence as described in the Town Plan, other than land included in categories 22 to 30 or categories 52 to 58.
Category 11	Rural Land – Animal Husbandry	Land used for the purpose of animal husbandry, including land with a Department of Natural Resources and Mines, Manufacturing, and Regional and Rural Development Land Use Code between 60 and 70, other than land included in categories 22 to 30 or categories 52 to 58.
Category 12	Rural Land – Agriculture & Cropping	Land used for agricultural and cropping purposes, including land with a Department of Natural Resources and Mines, Manufacturing, and Regional and Rural Development Land Use code between 71 to 84, other than land included in category 13, categories 22 to 30 or categories 52 to 58.

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Category 13	Rural Land – Cane / Timber	Land that is used for growing sugar cane, including land with a Department of Natural Resources and Mines, Manufacturing, and Regional and Rural Development Land Use Code 75 – Sugar Cane, and including land used for timber or timber related industries with a Department of Natural Resources and Mines, Manufacturing, and Regional and Rural Development Land Use Code 88 – Forestry of Logs, other than land included in categories 22 to 30 or categories 52 to 58.
Category 14	Rural Other	Rural land that does not fall within any other rural category, or within categories 22 to 30 or categories 52 to 58.
Category 15	Multi Unit (2 – 4) Land	Land used for residential purposes with between two (2) and four (4) dwellings / units, where located in the town areas of the Region as described in the Town Plan.
Category 16	Multi Unit (5 – 9) Land	Land used for residential purposes with between five (5) and nine (9) dwellings / units, where located in the town areas of the Region as described in the Town Plan.
Category 17	Multi Unit (10 – 14) Land	Land used for residential purposes with between ten (10) and fourteen (14) dwellings / units, where located in the town areas of the Region as described in the Town Plan.
Category 18	Multi Unit (15 – 19) Land	Land used for residential purposes with between fifteen (15) and nineteen (19) dwellings / units, where located in the town areas of the Region as described in the Town Plan.
Category 19	Multi Unit (20 – 25) Land	Land used for residential purposes with between twenty (20) and twenty-five (25) dwellings / units, where located in the town areas of the Region as described in the Town Plan.

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Category 20	Multi Unit (26 – 50) Land	Land used for residential purposes with between twenty-six (26) and fifty (50) dwellings / units, where located in the town areas of the Region as described in the Town Plan other than land included in category 22.
Category 21	Multi Unit (> 50) Land	Land used for residential purposes with more than fifty (50) dwellings / units, where located in the town areas of the Region as described in the Town Plan other than land included in categories 22 to 30.
Category 22	Workforce Accommodation (50 – 120)	Land used in whole or in part, and whether predominantly or not, for Workforce Accommodation containing fifty (50) to one hundred and twenty (120) accommodation rooms, suites and / or caravan sites.
Category 23	Workforce Accommodation (121 – 250)	Land used in whole or in part, and whether predominantly or not, for Workforce Accommodation containing one hundred and twenty-one (121) to two hundred and fifty (250) accommodation rooms, suites and / or caravan sites.
Category 24	Workforce Accommodation (251 – 350)	Land used in whole or in part, and whether predominantly or not, for Workforce Accommodation containing two hundred and fifty-one (251) to three hundred and fifty (350) accommodation rooms, suites and / or caravan sites.
Category 25	Workforce Accommodation (351 – 450)	Land used in whole or in part, and whether predominantly or not, for Workforce Accommodation containing three hundred and fifty-one (351) to four hundred and fifty (450) accommodation rooms, suites and / or caravan sites.
Category 26	Workforce Accommodation (451 – 650)	Land used in whole or in part, and whether predominantly or not, for

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		Workforce Accommodation containing four hundred and fifty-one (451) to six hundred and fifty (650) accommodation rooms, suites and / or caravan sites.
Category 27	Workforce Accommodation (651 – 850)	Land used in whole or in part, and whether predominantly or not, for Workforce Accommodation containing six hundred and fifty-one (651) to eight hundred and fifty (850) accommodation rooms, suites and / or caravan sites.
Category 28	Workforce Accommodation (851 – 1,200)	Land used in whole or in part, and whether predominantly or not, for Workforce Accommodation containing eight hundred and fifty-one (851) to one thousand two hundred (1,200) accommodation rooms, suites and / or caravan sites.
Category 29	Workforce Accommodation (1,201 – 2,000)	Land used in whole or in part, and whether predominantly or not, for Workforce Accommodation containing one thousand two hundred and one (1,201) to two thousand (2,000) accommodation rooms, suites and / or caravan sites.
Category 30	Workforce Accommodation (> 2,000)	Land used in whole or in part, and whether predominantly or not, for Workforce Accommodation containing more than two thousand (2,000) accommodation rooms, suites and / or caravan sites.
Category 31	Coal Mining (30 – 100)	Land with a rateable valuation greater than \$45,000, which is:- (a) a mining lease issued pursuant to or administered under the <i>Mineral Resources Act 1989</i> over an area which forms part of a Coal Mine with between thirty (30) and one hundred (100) employees and / or contractors as at 31 December 2024; or

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		(b) land that is used, in whole or in part, and whether predominately or not, for the purpose of a Coal Mine with between thirty (30) and one hundred (100) employees and / or contractors as at 31 December 2024.
Category 32	Coal Mining (101 – 250)	<p>Land with a rateable valuation greater than \$45,000, which is:-</p> <p>(a) a mining lease issued pursuant to or administered under the <i>Mineral Resources Act 1989</i> over an area which forms part of a Coal Mine with between one hundred and one (101) and two hundred and fifty (250) employees and / or contractors as at 31 December 2024; or</p> <p>(b) land that is used, in whole or in part, and whether predominantly or not, for the purpose of a Coal Mine with between one hundred and one (101) and two hundred and fifty (250) employees and / or contractors as at 31 December 2024.</p>
Category 33	Coal Mining (251 – 350)	<p>Land with a rateable valuation greater than \$45,000, which is:-</p> <p>(a) a mining lease issued pursuant to or administered under the <i>Mineral Resources Act 1989</i> over an area which forms part of a Coal Mine with between two hundred and fifty-one (251) and three hundred and fifty (350) employees and / or contractors as at 31 December 2024; or</p> <p>(b) land that is used, in whole or in part, and whether predominantly or not, for the purpose of a Coal Mine with between two hundred and fifty-one (251) and three hundred and fifty (350) employees and / or contractors as at 31 December 2024.</p>

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Category 34	Coal Mining (351 – 450)	<p>Land with a rateable valuation greater than \$45,000, which is:-</p> <p>(a) a mining lease issued pursuant to or administered under the <i>Mineral Resources Act 1989</i> over an area which forms part of a Coal Mine with between three hundred and fifty-one (351) and four hundred and fifty (450) employees and / or contractors as at 31 December 2024; or</p> <p>(b) land that is used, in whole or in part, and whether predominantly or not, for the purpose of a Coal Mine with between three hundred and fifty-one (351) and four hundred and fifty (450) employees and / or contractors as at 31 December 2024.</p>
Category 35	Coal Mining (451 – 550)	<p>Land with a rateable valuation greater than \$45,000, which is:-</p> <p>(a) a mining lease issued pursuant to or administered under the <i>Mineral Resources Act 1989</i> over an area which forms part of a Coal Mine with between four hundred and fifty-one (451) and five hundred and fifty (550) employees and / or contractors as at 31 December 2024; or</p> <p>(b) land that is used, in whole or in part, and whether predominantly or not, for the purpose of a Coal Mine with between four hundred and fifty-one (451) and five hundred and fifty (550) employees and / or contractors as at 31 December 2024.</p>
Category 36	Coal Mining (551 – 650)	<p>Land with a rateable valuation greater than \$45,000, which is:-</p> <p>(a) a mining lease issued pursuant to or administered under the <i>Mineral Resources Act 1989</i> over an area which forms part of a Coal Mine with between five hundred and fifty-one</p>

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		<p>(551) and six hundred and fifty (650) employees and / or contractors as at 31 December 2024; or</p> <p>(b) land that is used, in whole or in part, and whether predominantly or not, for the purpose of a Coal Mine with between five hundred and fifty-one (551) and six hundred and fifty (650) employees and / or contractors as at 31 December 2024.</p>
Category 37	Coal Mining (651 – 800)	<p>Land with a rateable valuation greater than \$45,000, which is:-</p> <p>(a) a mining lease issued pursuant to or administered under the <i>Mineral Resources Act 1989</i> over an area which forms part of a Coal Mine with between six hundred and fifty-one (651) and eight hundred (800) employees and / or contractors as at 31 December 2024; or</p> <p>(b) land that is used, in whole or in part, and whether predominantly or not, for the purpose of a Coal Mine with between six hundred and fifty-one (651) and eight hundred (800) employees and / or contractors as at 31 December 2024.</p>
Category 38	Coal Mining (801 – 900)	<p>Land with a rateable valuation greater than \$45,000, which is:-</p> <p>(a) a mining lease issued pursuant to or administered under the <i>Mineral Resources Act 1989</i> over an area which forms part of a Coal Mine with between eight hundred and one (801) and nine hundred (900) employees and / or contractors as at 31 December 2024; or</p> <p>(b) land that is used, in whole or in part, and whether predominantly or not, for the purpose of a Coal Mine with between eight hundred and one (801)</p>

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		and nine hundred (900) employees and / or contractors as at 31 December 2024.
Category 39	Coal Mining (901 – 1,000)	<p>Land with a rateable valuation greater than \$45,000, which is:-</p> <p>(a) a mining lease issued pursuant to or administered under the <i>Mineral Resources Act 1989</i> over an area which forms part of a Coal Mine with between nine hundred and one (901) and one thousand (1,000) employees and / or contractors as at 31 December 2024; or</p> <p>(b) land that is used, in whole or in part, and whether predominantly or not, for the purpose of a Coal Mine with between nine hundred and one (901) and one thousand (1,000) employees and / or contractors as at 31 December 2024.</p>
Category 40	Coal Mining (1,001 – 1,400)	<p>Land with a rateable valuation greater than \$45,000, which is:-</p> <p>(a) a mining lease issued pursuant to or administered under the <i>Mineral Resources Act 1989</i> over an area which forms part of a Coal Mine with between one thousand and one (1,001) and one thousand four hundred (1,400) employees and / or contractors as at 31 December 2024; or</p> <p>(b) land that is used, in whole or in part, and whether predominantly or not, for the purpose of a Coal Mine with between one thousand and one (1,001) and one thousand four hundred (1,400) employees and / or contractors as at 31 December 2024.</p>
Category 41	Coal Mining (1,401 – 2,000)	<p>Land with a rateable valuation greater than \$45,000, which is:-</p> <p>(a) a mining lease issued pursuant to or administered under the <i>Mineral</i></p>

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		<p>Resources Act 1989 over an area which forms part of a Coal Mine with between one thousand four hundred and one (1,401) and two thousand (2,000) employees and / or contractors as at 31 December 2024; or</p> <p>(b) land that is used, in whole or in part, and whether predominantly or not, for the purpose of a Coal Mine with between one thousand four hundred and one (1,401) and two thousand (2,000) employees and / or contractors as at 31 December 2024.</p>
Category 42	Coal Mining (2,001 – 2,500)	<p>Land with a rateable valuation greater than \$45,000, which is:-</p> <p>(a) a mining lease issued pursuant to or administered under the <i>Mineral Resources Act 1989</i> over an area which forms part of a Coal Mine with between two thousand and one (2,001) and two thousand five hundred (2,500) employees and / or contractors as at 31 December 2024; or</p> <p>(b) land that is used, in whole or in part, and whether predominantly or not, for the purpose of a Coal Mine with between two thousand and one (2,001) and two thousand five hundred (2,500) employees and / or contractors as at 31 December 2024.</p>
Category 43	Coal Mining (> 2,500)	<p>Land with a rateable valuation greater than \$45,000, which is:-</p> <p>(a) a mining lease issued pursuant to or administered under the <i>Mineral Resources Act 1989</i> over an area which forms part of a Coal Mine with more than two thousand five hundred (2,500) employees and / or contractors as at 31 December 2024; or</p> <p>(b) land that is used, in whole or in part, and whether predominantly or not, for</p>

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		the purpose of a Coal Mine with more than two thousand five hundred (2,500) employees and / or contractors as at 31 December 2024.
Category 44	Other Coal	Land that is used, in whole or in part, and whether predominantly or not, for or in association with Coal Mining, other than land included in Categories 31 to 43.
Category 45	Quarries (< 100,000)	Land used in whole or in part, and whether predominantly or not, for the purpose of conducting an industry which may involve dredging, excavating, quarrying, sluicing or other modes of winning less than one hundred thousand (100,000) tonnes of material per annum from the earth, other than land included in categories 31 to 44.
Category 46	Quarries (>= 100,000)	Land used in whole or in part, and whether predominantly or not, for the purpose of conducting an industry which may involve dredging, excavating, quarrying, sluicing or other modes of winning one hundred thousand (100,000) tonnes or more of material per annum from the earth, other than land included in categories 31 to 44.
Category 47	Other Mines / Extractive Land	Land used or having the potential for use by virtue of improvements or activities conducted thereon, for extractive or mining industries purposes, other than land included in categories 31 to 46.
Category 48	Transport Terminal	Land used for the purpose of a transport terminal. A terminal may be defined as any facility where passengers and freight are assembled or dispersed.
Category 49	Noxious and Hazardous Industries (< 50)	Land used in whole or in part, and whether predominantly or not, for the purpose of noxious, offensive and hazardous industries including concrete

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		batching plants and explosive industries with less than fifty (50) employees or contractors.
Category 50	Noxious and Hazardous Industries (≥ 50)	Land used in whole or in part, and whether predominantly or not, for the purpose of noxious, offensive and hazardous industries including concrete batching plants and explosive industries with more than fifty (50) employees or contractors.
Category 51	Shopping Centres	Land used as a shopping centre, as defined in the Retail Shops Leases Act 1994.
Category 52	Gas Extraction / Processing (0 – 20,000)	Land with an area of twenty thousand (20,000) hectares or less, which is:- (a) a petroleum lease granted, continued or renewed under the <i>Petroleum Act 1923</i> or <i>Petroleum and Gas (Production and Safety) Act 2004</i> for the extraction of gas; or (b) used, or intended to be used, in whole or in part, and whether predominantly or not, for the extraction, processing or transportation of gas; or (c) used, or intended to be used, in whole or in part, and whether predominantly or not, for any purpose ancillary to, associated or connected with, the extraction, processing or transportation of gas, such as water storage or pipelines.
Category 53	Gas Extraction / Processing ($> 20,000$)	Land, with an area greater than twenty thousand (20,000) hectares, which is:- (a) a petroleum lease granted, continued or renewed under the <i>Petroleum Act 1923</i> or <i>Petroleum and Gas (Production and Safety) Act 2004</i> for the extraction of gas; or

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		<p>(b) used, or intended to be used, in whole or in part, and whether predominantly or not, for the extraction, processing or transportation of gas; or</p> <p>(c) used, or intended to be used, in whole or in part, and whether predominantly or not, for any purpose ancillary to, associated or connected with, the extraction, processing or transportation of gas, such as water storage or pipelines.</p>
Category 54	Feedlots (4,000 – 12,000)	Land used in whole or in part, and whether predominantly or not, for feedlot purposes with a licensed carrying capacity of four thousand (4,000) to twelve thousand (12,000) Standard Cattle Units (SCUs).
Category 55	Feedlots (> 12,000)	Land used in whole or in part, and whether predominantly or not, for feedlot purposes with a licensed carrying capacity of more than twelve thousand (12,000) Standard Cattle Units (SCUs).
Category 56	Power Generation (0 – 100) Megawatts	Land used in whole or in part, and whether predominantly or not, for or ancillary to the generation of electricity from a facility with an output capacity of one hundred (100) Megawatts or less (excluding transformers / substations).
Category 57	Power Generation (101 – 200) Megawatts	Land used in whole or in part, and whether predominantly or not, for or ancillary to the generation of electricity from a facility with an output capacity of between one hundred and one (101) and two hundred (200) Megawatts (excluding transformers / substations).
Category 58	Power Generation (201 +) Megawatts	Land used in whole or in part, and whether predominantly or not, for or ancillary to the generation of electricity from a facility with an output capacity

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		equal to or greater than two hundred and one (201) Megawatts (excluding transformers / substations).
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Carried

Resolution No.: 9243

Moved: Cr Viv Coleman

Seconded: Cr Melissa Westcott

That Council:

2. In the preceding Table of Differential Rating Categories, the following definitions apply:

- (a) **Coal Mine / Coal Mining** means: land that is the subject of a coal mining lease (issued pursuant to the *Mineral Resources Act 1989*) or other form of tenure (including freehold) that was used, is used, or intended to be used:-
 - (i) as a coal mine (or for purposes ancillary, associated or connected with coal mining such as, for example, washing down, stockpiling, haulage, water storage and rehabilitation); or
 - (ii) in conjunction with other land (the subject of a coal mining lease) as part of an Integrated Coal Mining Operation.
- (b) **Integrated Coal Mining Operation** means: land contained in more than one mining lease issued pursuant to the *Mineral Resources Act 1989* for the extraction of coal, or other form of tenure (including freehold), which land was used, is used, or intended to be used in an integrated manner for the purposes of coal mining or purposes ancillary, associated or connected with coal mining such as, for example, washing down, stockpiling, haulage, water storage and rehabilitation.
- (c) **Land Use Codes** means: the land use codes as given to Council by the Department of Natural Resources and Mines, Manufacturing, and Regional and Rural Development as set out in Appendix A to the Councils' Revenue Statement 2025/2026.
- (d) **Principal Place of Residence (PPR)** means: a single unit dwelling owned by one or more natural persons at least one of whom predominately resides there. For the sake of clarity PPR does not include a single unit dwelling owned by an entity

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other than a natural person (e.g. a company, an incorporated association or by a person as trustee of a trust).

- (e) **Region** means: the local government area of the Council as shown on its area map mentioned in schedule 1, column 3 of the *Local Government Regulation 2012*.
- (f) **Town Plan** means: the Isaac Regional Planning Scheme 2021 incorporating all the amendments up to and including 30 June 2025.
- (g) **Workforce Accommodation** means: a facility for the accommodation of persons, other than tourists and holidaymakers, who are employed or work in, or in association with, or in connection with, construction, resources and mining activities, commonly known as “workers camp”, “work camp”, “workers accommodation”, “single persons quarters”, “accommodation village”, “quarters” or “barracks”.

Carried

Resolution No.: 9244

Moved: Cr Simon West

Seconded: Cr Rachel Anderson

That Council:

3. Delegates to the Chief Executive Officer the power, pursuant to sections 81(4) and 81(5) of the *Local Government Regulation 2012*, to identify the rating category to which each parcel of rateable land belongs.

Carried

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Resolution No.: 9245

Moved: Cr Terry O Niell

Seconded: Cr Alaina Earl

That Council:

4. Pursuant to section 94 of the *Local Government Act 2009* and section 80 of the *Local Government Regulation 2012*, decides the differential general rate to be made and levied for each differential general rate category and, pursuant to section 77 of the *Local Government Regulation 2012*, the minimum general rate to be made and levied for each differential general rate category, is as follows:

Category Number	Category	Cents in the dollar of Unimproved Valuation 2025/2026	Minimum Differential General Rate 2025/2026
Category 1	PPR Urban Land – Isaac Towns (Valuation \$0 - \$58,000)	1.7316	\$859.00
Category 2	PPR Urban Land – Isaac Towns (Valuation \$58,001 - \$66,000)	1.6634	\$1,007.50
Category 3	PPR Urban Land – Isaac Towns (Valuation \$66,001 - \$84,000)	1.5002	\$1,102.00
Category 4	PPR Urban Land – Isaac Towns (Valuation > \$84,000)	0.8920	\$1,312.00
Category 5	NPPR Urban Land – Isaac Towns (Valuation \$0 - \$58,000)	2.0780	\$1,030.50
Category 6	NPPR Urban Land – Isaac Towns (Valuation \$58,001 - \$66,000)	1.9961	\$1,209.00
Category 7	NPPR Urban Land – Isaac Towns (Valuation \$66,001 - \$84,000)	1.8003	\$1,322.50
Category 8	NPPR Urban Land – Isaac Towns (Valuation > \$84,000)	1.0654	\$1,559.50
Category 9	Commercial / Industrial	1.6028	\$1,242.00
Category 10	Rural Residential	0.5783	\$845.00
Category 11	Rural Land – Animal Husbandry	0.1788	\$859.00
Category 12	Rural Land – Agriculture & Cropping	0.1419	\$859.00
Category 13	Rural Land – Cane / Timber	0.4925	\$859.00
Category 14	Rural Other	0.2833	\$859.00
Category 15	Multi Unit (2 – 4) Land	1.5276	\$1,715.00
Category 16	Multi Unit (5 – 9) Land	3.1012	\$4,287.00
Category 17	Multi Unit (10 – 14) Land	3.4738	\$8,572.00
Category 18	Multi Unit (15 – 19) Land	4.2767	\$12,858.00

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Category 19	Multi Unit (20 – 25) Land	3.9093	\$17,141.50
Category 20	Multi Unit (26 – 50) Land	3.9093	\$22,290.50
Category 21	Multi Unit (> 50) Land	5.1163	\$43,705.00
Category 22	Workforce Accommodation (50 – 120)	10.6629	\$31,401.00
Category 23	Workforce Accommodation (121 – 250)	10.6629	\$75,988.50
Category 24	Workforce Accommodation (251 – 350)	18.6811	\$157,631.00
Category 25	Workforce Accommodation (351 – 450)	44.2889	\$220,431.00
Category 26	Workforce Accommodation (451 – 650)	44.2889	\$283,231.00
Category 27	Workforce Accommodation (651 – 850)	59.0658	\$408,831.50
Category 28	Workforce Accommodation (851 – 1,200)	59.0658	\$534,432.50
Category 29	Workforce Accommodation (1,201 – 2,000)	83.9600	\$754,232.00
Category 30	Workforce Accommodation (> 2,000)	83.9600	\$1,216,548.00
Category 31	Coal Mining (30 – 100)	3.4056	\$116,896.00
Category 32	Coal Mining (101 – 250)	3.4056	\$194,826.50
Category 33	Coal Mining (251 – 350)	3.4056	\$253,865.00
Category 34	Coal Mining (351 – 450)	3.4056	\$283,384.00
Category 35	Coal Mining (451 – 550)	3.4056	\$324,711.00
Category 36	Coal Mining (551 – 650)	4.4088	\$357,182.00
Category 37	Coal Mining (651 – 800)	4.4088	\$401,460.50
Category 38	Coal Mining (801 – 900)	4.4088	\$442,787.50
Category 39	Coal Mining (901 – 1,000)	4.7595	\$560,864.00
Category 40	Coal Mining (1,001 – 1,400)	4.7866	\$640,979.50
Category 41	Coal Mining (1,401 – 2,000)	5.1817	\$670,445.48
Category 42	Coal Mining (2,001 – 2,500)	6.5565	\$703,554.00
Category 43	Coal Mining (> 2,500)	7.7197	\$748,487.00
Category 44	Other Coal	3.2201	\$61,659.00
Category 45	Quarries (< 100,000)	0.2091	\$15,739.50
Category 46	Quarries (>= 100,000)	0.3065	\$33,325.00
Category 47	Other Mines / Extractive Land	3.5578	\$1,072.50
Category 48	Transport Terminal	3.3227	\$2,221.50
Category 49	Noxious and Hazardous Industries (< 50)	3.5871	\$3,701.50
Category 50	Noxious and Hazardous Industries (>= 50)	48.3084	\$130,427.50
Category 51	Shopping Centres	3.4087	\$8,155.00
Category 52	Gas Processing (0 – 20,000)	86.1870	\$39,571.50
Category 53	Gas Processing (> 20,000)	73.4536	\$241,825.50
Category 54	Feedlots (4,000 – 12,000)	0.1903	\$10,446.50
Category 55	Feedlots (> 12,000)	0.6916	\$20,894.50
Category 56	Power Generation (0 – 100 Megawatts)	3.0550	\$18,332.00
Category 57	Power Generation (101 – 200 Megawatts)	5.9907	\$42,774.00
Category 58	Power Generation (>201 Megawatts)	8.9860	\$91,658.00
Carried			

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Resolution No.: 9246

Moved: Cr Melissa Westcott

Seconded: Cr Vern Russell

That Council:

5. Pursuant to section 116 of the *Local Government Regulation 2012*, decides that the amount of the differential general rate to be levied for the 2025/2026 financial year on the categories of land identified in Columns 1 and 2 of the table below, be limited to an amount no more than an amount equal to the amount of the differential general rate levied on that land in the previous financial year increased by the percentage identified in column 3 of the table below:

Column 1 – Category Number	Column 2 - Category	Column 3 - Percentage Increase
Category 1	PPR Urban Land – Isaac Towns (Valuation \$0 - \$58,000)	30%
Category 2	PPR Urban Land – Isaac Towns (Valuation \$58,001 - \$66,000)	30%
Category 3	PPR Urban Land – Isaac Towns (Valuation \$66,001 - \$84,000)	30%
Category 4	PPR Urban Land – Isaac Towns (Valuation > \$84,000)	30%
Category 5	NPPR Urban Land – Isaac Towns (Valuation \$0 - \$58,000)	30%
Category 6	NPPR Urban Land – Isaac Towns (Valuation \$58,001 - \$66,000)	30%
Category 7	NPPR Urban Land – Isaac Towns (Valuation \$66,001 - \$84,000)	30%
Category 8	NPPR Urban Land – Isaac Towns (Valuation > \$84,000)	30%
Category 9	Commercial / Industrial	30%
Category 10	Rural Residential	30%
Category 11	Rural Land – Animal Husbandry	30%
Category 12	Rural Land – Agriculture & Cropping	30%
Category 13	Rural Land – Cane / Timber	30%
Category 14	Rural Other	30%
Category 48	Transport Terminal	30%
Category 49	Noxious and Hazardous Industries (< 50)	30%
Category 50	Noxious and Hazardous Industries (>= 50)	30%

Carried

Resolution No.: 9247

Moved: Cr Jane Pickels

Seconded: Cr Rachel Anderson

That Council:

Separate Charge

OFFICER'S RECOMMENDATION – DISASTER MANAGEMENT SEPARATE CHARGE

That Council, for the 2025/2026 financial year:

1. Pursuant to section 94 of the *Local Government Act 2009* and section 103 of the *Local Government Regulation 2012*, makes and levies a disaster management separate charge (to be known as the “Disaster Management Separate Charge”), in the sum of \$30.34 per rateable assessment, to be levied equally on all rateable land in the region. The disaster management separate charge will be used solely to assist in funding the recurrent annual disaster management activities of Council, including those costs relating to the operation and maintenance of equipment used by Council in fulfilment of its disaster management obligations, and those costs relating to disaster prevention and disaster planning.

Carried

Resolution No.: 9248

Moved: Cr Viv Coleman

Seconded: Cr Vern Russell

That Council:

Special Charge

OFFICER'S RECOMMENDATION – RURAL FIRE BRIGADE DISTRICTS SPECIAL CHARGE

That Council, for the 2025/2026 financial year:

1. Pursuant to section 94 of the *Local Government Act 2009* and section 94 of the *Local Government Regulation 2012*, makes and levies a special charge (to be known as the “Rural Fire Brigade District Special Charge”) of the amounts set out in the table below, on all rateable land to which the overall plan applies, to fund the provision of firefighting services in the defined benefit areas.

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2. The overall plan for the services, facilities and activities in respect of which the Rural Fire Special Charge is as follows:
- The service, facility or activity for which the Rural Fire Brigade District Special Charge is made is for the provision of rural firefighting services in the defined benefit areas.
 - The rateable land to which the Rural Fire Brigade District Special Charge applies is land within the areas separately described on a cadastral map titled 'Map Showing Rural Fire Brigades and Urban Fire Brigades in Isaac Regional Council'.
 - The estimated cost of carrying out the overall plan is \$29,607.00.
 - The estimated time for implementing the overall plan is one (1) year ending 30 June 2026. However, provision of firefighting services is an ongoing activity, and further special charges are expected to be made in future years.
3. The rateable land or its occupier specially benefits from the service, facility or activity funded by the Rural Fire Brigade District Special Charge because the rural fire brigades provide firefighting and fire prevention services under the Fire and Emergency Services Act 1990 and the provision of those services could not be adequately provided or maintained without the imposition of the special charge.
4. The amount of the special charge to be levied (per parcel) is:

Rural Fire Brigade District	Special Charge
Ilbilbie	\$20.00
West Hill	\$25.00
Orkobie	\$25.00
Carmila West	\$25.00
Carmila	\$25.00
Clairview	\$20.00
Flaggy Rock	\$25.00
Nebo	\$20.00
St Lawrence	\$20.00

Carried

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Resolution No.: 9249

Moved: Cr Simon West

Seconded: Cr Terry O'Neill

That Council:

Sewerage Utility Charges

OFFICER'S RECOMMENDATION – SEWERAGE UTILITY CHARGES

That Council, for the 2025/2026 financial year:

1. Pursuant to section 94 of the *Local Government Act 2009* and section 99 of the *Local Government Regulation 2012*, will make and levy sewerage utility charges, for the supply of sewerage services by the Council, as follows:
 - a) Council will make and levy sewerage utility charges on:
 - (i) all rateable land, both vacant and occupied, to which Council's sewerage service is provided or is available; and
 - (ii) all non-rateable land where the owner or occupier has asked for Council's sewerage service to be provided and the service is available.
 - b) In order to reflect the different operating costs, different amounts (per pedestal – except for vacant land) will be levied for properties located in the townships of Dysart, Middlemount, Clermont, Moranbah, Glenden and Nebo.
 - c) The sewerage utility charge (per pedestal – except for vacant land) to be levied on each property in the relevant townships shall be based on the use made of the particular property or structure as follows:

Charge	Clermont	Dysart	Glenden	Middlemount	Moranbah	Nebo
Single Dwelling - Residential	\$862.00	\$852.00	\$816.00	\$827.00	\$814.00	\$792.00
Commercial & Other Premises	\$862.00	\$852.00	\$816.00	\$827.00	\$814.00	\$792.00
Additional Pedestals – Residential	\$493.00	\$445.00	\$511.00	\$440.00	\$461.00	\$493.00
Additional Pedestals – Commercial	\$647.00	\$701.00	\$664.00	\$692.00	\$604.00	\$648.00

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Vacant Land	\$434.00	\$434.00	\$434.00	\$434.00	\$434.00	\$434.00
Caravan Parks & Motels	\$308.00	\$432.00	\$283.00	\$432.00	\$283.00	\$283.00
Workers Accommodation	\$185.00	\$228.00	\$206.00	\$227.00	\$173.00	\$202.00

Carried

Resolution No.: 9250

Moved: Cr Simon West

Seconded: Cr Melissa Westcott

That Council:

Water Utility Charges

OFFICER'S RECOMMENDATION – WATER UTILITY CHARGES

That Council, for the 2025/2026 financial year:

1. Pursuant to section 94 of the *Local Government Act 2009* and section 99 of the *Local Government Regulation 2012*, will make and levy water utility charges, for the supply of water services by the Council, as follows:
 - a) Council will make and levy water utility charges on:
 - (i) all rateable land, both vacant and occupied, to which Council's water service is provided or is available; and
 - (ii) all non-rateable land where the owner or occupier has asked for Council's water service to be provided and the service is available.
 - b) The basis of the water utility charge to be levied on each property is:
 - (i) a fixed Access Charge for using the infrastructure that supplies the water to persons who are liable to pay the charges; and
 - (ii) a variable Consumption Charge for using the water, based on each kilolitre of water used.
 - c) The Access Charge for each property is to be determined according to its use, as set out in the 'Chargeable Units for each land use' table contained in Council's adopted Revenue Statement for the 2025/2026 financial year. The access charge per chargeable unit per locality is \$250.10.

- d) The Consumption Charge for each property is to be determined by applying the below three (3) tiers of charges to each kilolitre of water used, with the volumes for those tiers adjusted by the number of Chargeable Units allocated to the property according to its use as set out in the 'Chargeable Units for each land use' table contained in Council's adopted Revenue Statement for the 2025/2026 financial year.

Tier	Consumption charges per 6 months	Charge (\$/KI)
Tier 1	0 – 37.5KI	\$0.85
Tier 2	37.5 – 75KI	\$1.80
Tier 3	>75KI	\$2.60

2. Pursuant to section 102(2) of the *Local Government Regulation 2012*, a water meter is taken to have been read during the period that starts 2 weeks before, and ends 2 weeks after, the day on which the meter is actually read.

Carried

Resolution No.: 9251

Moved: Cr Melissa Westcott

Seconded: Cr Vern Russell

That Council:

Waste Management Utility Charges

OFFICER'S RECOMMENDATION – WASTE MANAGEMENT UTILITY CHARGES

That Council, for the 2025/2026 financial year:

1. Pursuant to section 94 of the Local Government Act 2009 and section 99 of the Local Government Regulation 2012, will make and levy waste management utility charges, for the supply of waste management services by the Council, as follows:

- a) Council will make and levy waste management utility charges on:
- (i) all rateable land, to which Council's waste management service is provided or is available; and

- (ii) all non-rateable land where the owner or occupier has asked for Council's waste management service to be provided and the service is available.

- b) The waste management utility charge to be levied on each property shall be based on the use made of the property or structure as follows:

Schedule of Waste Collection and Recycling Charges

Service

Domestic Services (per dwelling, unit or flat) **Annual Charge**

General Waste Service	\$441.72
Recyclable Waste Service	\$110.40

Commercial Services **Annual Charge**

Commercial Waste Service	\$504.18
Recyclable Waste Service	\$110.40

Multi-Unit Dwellings (per dwelling, unit or flat) **Annual Charge**

General Waste Service	\$441.72
Recyclable Waste Service	\$110.40

Additional Services

Additional services may be provided on application and will be charged on a per service per lift per annum rate as listed in the schedule of waste and recycling charges above.

Carried

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Resolution No.: 9252

Moved: Cr Viv Coleman

Seconded: Cr Jane Pickels

That Council:

Discount

OFFICER'S RECOMMENDATION – DISCOUNT

That Council, for the 2025/2026 financial year:

- 1. Pursuant to section 130 of the *Local Government Regulation 2012*, decides that the differential general rates made and levied shall be subject to a discount of ten percent (10%) if paid within the discount period of 30 days of the date of issue of the rate notice provided that:**
 - (a) all of the aforementioned rates and charges are paid within 30 days of the date of issue of the rate notice;**
 - (b) all other rates and charges appearing on the rate notice (that are not subject to a discount) are paid within 30 clear days after the date of issue of the rate notice; and**
 - (c) all other overdue rates and charges relating to the rateable assessment are paid within 30 days of the date of issue of the rate notice.**

Carried

Resolution No.: 9253

Moved: Cr Melissa Westcott

Seconded: Cr Simon West

That Council:

Interest

OFFICER'S RECOMMENDATION – INTEREST

That Council, for the 2025/2026 financial year:

- 1. Pursuant to section 133 of the *Local Government Regulation 2012*, decides that compound interest on daily rests at the rate of 12.12 percent (12.12%) per annum is to be charged on all overdue rates or charges.**

Carried

UNCONFIRMED MINUTES

Resolution No.: 9254

Moved: Cr Jane Pickels

Seconded: Cr Vern Russell

That Council:

Levy and Payment

OFFICER'S RECOMMENDATION – LEVY AND PAYMENT

That Council, for the 2025/2026 financial year:

- 1. Pursuant to section 107 of the *Local Government Regulation 2012* and section 114 of the *Fire and Emergency Services Act 1990*, decides that Council's rates and charges, and the State Government's Emergency Management, Fire and Rescue Levy, be levied:
 - (a) for the half year 1 July 2025 to 31 December 2025 – between July and December 2025; and**
 - (b) for the half year 1 January 2026 to 30 June 2026 – between January and June 2026.****
- 2. Pursuant to section 118 of the *Local Government Regulation 2012*, decides that Council's rates and charges, and the State Government's Emergency Management, Fire and Rescue Levy, be paid by a date which is at least 30 days after the date of the issue of the rate notice.**

Carried

Resolution No.: 9255

Moved: Cr Alaina Earl

Seconded: Cr Simon West

That Council:

Rates Concessions

OFFICER'S RECOMMENDATION – RATES CONCESSIONS

That Council, for the 2025/2026 financial year:

- 1. Pursuant to sections 120, 121 and 122 of the *Local Government Regulation 2012*, decides that a rebate of the differential general rate, water access Charge, sewerage charge and waste management charges (but not state fire levy and water consumption**

charges) of 30% per annum be granted to all ratepayers who are pensioners and who are eligible for the State Government pensioner remission and who meet the eligibility criteria specified in Council's Revenue Statement 2025/2026.

2. Pursuant to sections 120, 121 and 122 of the *Local Government Regulation 2012*, decides that a rebate of the differential general rate, water access Charge, sewerage Charge and water consumption charges (but not state fire levy and waste management charges) in an amount to be determined in accordance with Council's Policy (Rates Concession – Not For Profit) be granted to land owned by an entity whose objects do not include making a profit and meet the eligibility criteria specified in the Policy (Rates Concession – Not For Profit).
3. Pursuant to sections 120, 121 and 122 of the *Local Government Regulation 2012*, decides that a rebate of water consumption charges in an amount to be determined in accordance with Council's Policy (Concealed Leak Remission) be granted to ratepayers who have incurred water consumption charges due to a concealed water leak on their property and who meet the eligibility criteria specified in Policy (Concealed Leak Remission).

Carried

PROCEDURAL MOTION:

Resolution No.: 9256

Moved: Cr Melissa Westcott

Seconded: Cr Alaina Earl

That Council adjourn the meeting at 11.00am for a short break.

Carried

UNCONFIRMED MINUTES

PROCEDURAL MOTION:

Resolution No.: 9257

Moved: Cr Viv Coleman

Seconded: Cr Terry O'Neill

That Council resume the meeting the time being 11.08am.

Carried

MAYOR'S BUDGET SPEECH:

This Budget is about securing tomorrow, today.

Our communities are at the heart of everything we do. Whether you live on the coast, in the coalfields or on the land, this Budget reflects our commitment to making sure Isaac towns are strong, supported and ready for the future.

We know families and businesses are doing it tough. Council is feeling those same pressures too. This year alone, we have had to budget more than 6.5 million dollars just to cover utilities and insurance.

Despite that, we have kept the general residential rates increase to 4.95 per cent and the total rates and charges to 5.17 per cent. For 99.9% of households in Isaac, that means less than five dollars a week. On top of that, we have committed 8.57 million dollars in early payment discounts to help ease cost-of-living pressures. Because we know every dollar matters.

But just as important as holding the line on affordability is making sure we keep moving forward. That means bold investment in the things that matter.

This Budget includes 69.8 million dollars to deliver 110 infrastructure and roads projects across the region.

We are putting 14.8 million dollars into our water, waste and wastewater systems to make sure our basic services remain strong and reliable.

We are investing 10.2 million dollars into early works and trunk infrastructure for the Isaac Resources Excellence Precinct in Moranbah. This precinct will power innovation, training and jobs for the next generation and help diversify our economy.

UNCONFIRMED MINUTES

We are finishing major works like the 14.6 million dollar Phillips Creek Bridge replacement in Dysart. And we are continuing critical road upgrades, including 3.85 million dollars to resurface 119 kilometres of sealed roads and 3.46 million dollars to re-sheet more than 35 kilometres of unsealed roads.

This Budget also invests in the services and spaces that support liveability.

This year we will deliver key liveability projects like the 2.8 million dollars Stage 1 of the Nebo Showgrounds redevelopment, the 2 million dollars for new Country University Centres in Moranbah and Clermont and the 1.6 million dollars upgrade Moranbah Early Learning Centre to increase places and take pressure off local waitlists.

We are supporting the workforce that delivers early childhood education with 100,000 dollars to the Childcare Leadership Alliance. And we are continuing our 455,000 dollars in leasing support for not-for-profit childcare centres across the region.

We are also backing community through 473,000 dollars in major grants and sponsorships.

This is a forward looking, balanced and responsible Budget.

We know what matters to Isaac communities. Roads, water, housing, services, opportunity and affordability. That is what this Budget delivers.

I want to thank our Councillors and staff for their hard work, and I want to thank our community for backing the region we all believe in.

10.6

Budget 2025/2026

EXECUTIVE SUMMARY

The proposed 2025/2026 Isaac Regional Council Annual Budget and Long-Term Financial Forecast have been prepared in accordance with the *Local Government Act 2009* and the *Local Government Regulation 2012*.

OFFICER'S RECOMMENDATION

That Council:

1. Pursuant to sections 169 and 170 of the *Local Government Regulation 2012*, adopt Council's budget for the 2025/2026 financial year, incorporating:
 - i. The statements of financial position;
 - ii. The statements of cashflow;
 - iii. The statements of income and expenditure;
 - iv. The statements of changes in equity;
 - v. The long-term financial forecast;
 - vi. The revenue statement;
 - vii. The revenue policy (adopted under separate resolution 9163);
 - viii. The relevant measures of financial sustainability; and
 - ix. The total value of the change, expressed as a percentage, in the rates and utility charges levied for the financial year compared with the rates and utility charges levied in the budget for the previous financial year, as tabled, be adopted.

Resolution No.: 9258

Moved: Cr Jane Pickels

Seconded: Cr Melissa Westcott

That Council:

1. Pursuant to sections 169 and 170 of the *Local Government Regulation 2012*, adopt Council's budget for the 2025/2026 financial year, incorporating:
 - i. The statements of financial position;
 - ii. The statements of cashflow;
 - iii. The statements of income and expenditure;
 - iv. The statements of changes in equity;
 - v. The long-term financial forecast;
 - vi. The revenue statement;
 - vii. The revenue policy (adopted under separate resolution 9163);
 - viii. The relevant measures of financial sustainability; and
 - ix. The total value of the change, expressed as a percentage, in the rates and utility charges levied for the financial year compared with the rates and utility charges levied in the budget for the previous financial year, as tabled, be adopted.

Carried

UNCONFIRMED MINUTES

PROCEDURAL MOTION:

Resolution No.: 9259

Moved: Cr Jane Pickels

Seconded: Cr Viv Coleman

That Council closes the meeting to the public at 11.16am under *Local Government Regulations 2012* Section 254J(3) (g) to receive confidential updates for Confidential Report 11.1 Tenure Arrangements – Clermont and District Tennis Association Inc, Confidential Report 11.3 Clermont Water Treatment Plant Modernisation – Chemical Dosing, Confidential Report 11.5 Moranbah Waste Management Facility Rehabilitation Project - Cell #0, Confidential Report 11.6 Glenden Community Hub – Findings of Stakeholder Consultation and Site Suitability Investigations and Confidential Report 11.7 Dealings with Vitrinite – Notifiable Road Use and under *Local Government Regulations 2012* Section s275 (1)(e) to receive a confidential update for Confidential Report 11.2 Land Disposal – 39 Powerhouse Lane Clermont and under *Local Government Regulations 2012* Section 254J(3) (c) to receive a confidential update for Confidential Report 11.4 Water Rate Review.

Carried

ATTENDANCE

Mr Jason Rivett and Ms Peta Eyschen left the meeting room at 11.16am.

PROCEDURAL MOTION:

Resolution No.: 9260

Moved: Cr Pickels

Seconded: Cr Coleman

That Council open the meeting to the public at 12.21pm.

Carried

11. CONFIDENTIAL REPORTS

CONFIDENTIAL REPORT

Closed under S254J(3) (g) negotiations relating to a commercial matter involving the local government for which a public discussion would be likely to prejudice the interests of the local government

11.1 Tenure Arrangements – Clermont and District Tennis Association Inc

EXECUTIVE SUMMARY

The purpose of this report is to seek Council endorsement of an exception under the provisions of Section 236 (2) and 236 (1)(b)(ii) of the *Local Government Regulations 2012* to dispose part of Lot 1 on SP296846, located at 65 Collins Street, Clermont, by way of a three (3) year trustee lease to Clermont and District Tennis Association Inc.

OFFICER'S RECOMMENDATION

That the Committee recommends that Council:

1. *Under the provisions of Section 236 (2) of the Local Government Regulations 2012 resolves that an exception from inviting written quotes or tenders is granted for tenure over Lot 1 on SP296846, located at 65 Collins Street, Clermont.*
2. *Under the provisions of Section 236 (1)(b)(ii) of the Local Government Regulations resolves to approve to enter into a three-year trustee lease agreement with Clermont and District Tennis Association Inc.*
 - a) *Lease fees to be charged in accordance with 2024-2025 Fees & Charges – annual rent/usage fee \$730.00 ex GST, matrix attached.*
 - b) *All outgoings will be at the expense of the Trustee Lessee as detailed in the Standard Terms Documents.*
 - c) *Council to cover the cost of survey/sketch plan and registration of lease on Title as the Clermont Sporting Precinct has not previously been subject to tenure.*
 - d) *Acknowledging that the courts are a Council asset, all repairs and maintenance responsibilities will be in accordance with the Base Building Inclusions and Exclusions as detailed in the Standard Terms Documents and acknowledging that the clubhouse is owned by the Clermont and District Tennis Association Inc., therefore all repairs and maintenance responsibilities will be the responsibility of the club.*

UNCONFIRMED MINUTES

2. *Authorises the Chief Executive Officer to negotiate, vary and execute the legal instruments to action clause 2 above.*

COMMITTEE'S RECOMMENDATION

Resolution No.: PECS1319

Moved: Cr Melissa Westcott

Seconded: Cr Terry O'Neill

That the Committee recommends that Council:

1. *That a meeting with divisional councillors, sporting club and the Manager Parks and Recreation be scheduled to seek additional information and engage in further discussions to understanding the financial implications, the Council obligations and responsibilities with regards to the Courts (Base Building Costs) to proceed with this lease and the responsibilities for the Club.*

Carried

Resolution No.: 9261

Moved: Cr Jane Pickels

Seconded: Cr Melissa Westcott

That Council:

1. **Requests that a meeting with divisional Councillors, Sporting Club and the Manager Parks and Recreation be scheduled to seek additional information and engage in further discussions to understanding the financial implications, the Council obligations and responsibilities with regards to the Courts (Base Building Costs) to proceed with this lease and the responsibilities for the Club.**

Carried

CONFIDENTIAL REPORT

Closed under s275 (1)(e) A local government or committee may resolve that a meeting be closed to the public if its councillors or members consider it necessary to close the meeting to discuss - contracts proposed to be made by it.

11.2 Land Disposal – 39 Powerhouse Lane Clermont

EXECUTIVE SUMMARY

The purpose of this report is for Council to consider options including disposal of Council held vacant freehold land, described as Lot 89 SP147547, located at 39 Powerhouse Lane, Clermont.

COMMITTEE'S RECOMMENDATION

Resolution No.: PECS1320

Moved: Cr Terry O'Neill

Seconded: Cr Melissa Westcott

That the Committee recommends that Council:

1. Resolves that pursuant to Local Government Regulation 2012 apply exception clause 236 (1)(b)(i), for a sale to a government agency, for the disposal of Lot 89 SP147547 to Ergon Energy Corporation Limited; and
2. Authorises the Chief Executive Officer to undertake negotiations and enter into a sale contract on terms most favourable to Council, inclusive of the sale being subject to a special condition that the buyer to obtain all relevant statutory approvals for site operations.

Carried

Resolution No.: 9262

Moved: Cr Rachel Anderson

Seconded: Cr Jane Pickels

That Council:

1. Resolves that pursuant to Local Government Regulation 2012 apply exception clause 236 (1)(b)(i), for a sale to a government agency, for the disposal of Lot 89 SP147547 to Ergon Energy Corporation Limited; and

UNCONFIRMED MINUTES

2. Authorises the Chief Executive Officer to undertake negotiations and enter into a sale contract on terms most favourable to Council, inclusive of the sale being subject to a special condition that the buyer to obtain all relevant statutory approvals for site operations.
3. Requests a special condition to be included in the contract conditions that the property is security fenced.

Carried

CONFIDENTIAL REPORT

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

11.3 Clermont Water Treatment Plant Modernisation – Chemical Dosing

EXECUTIVE SUMMARY

The purpose of the report is to approve the transfer of additional funds from the Water and Waste Unallocated Depreciation 'Sewer' to CW233155 CLM WTP Plant Modernisation project, to provide sufficient budget funding and approve the award of the Contract to the preferred tenderer for the IRC-W&W-0924-T395 Clermont WTP Chemical Dosing Upgrade Design and Construct project.

COMMITTEE'S RECOMMENDATION

Resolution No.: W&W0569

Moved: Cr Kelly Veja Veja

Seconded: Cr Vern Russell

That the Committee recommends that Council:

1. Approves the transfer of \$450,000.00 from the Water and Waste Unallocated Depreciation 'Sewer' reserve funds to CW233155 CLM WTP Plant Modernisation project.
2. Approves the award of Contract IRC-W&W-0924-T395 Clermont WTP Chemical Dosing Upgrade Design and Construct to DOWDENS GROUP PTY LTD ABN – 87 154 375 685 for the value of \$1,448,936.00 excluding GST.
3. Delegates the authority to the Chief Executive Officer to negotiate, execute, and vary the contract.
4. The Director provides a report regarding the replenishment of the reserve funds at the earliest opportunity.

Carried

UNCONFIRMED MINUTES

Resolution No.: 9263

Moved: Cr Simon West

Seconded: Cr Terry O'Neill

That Council:

1. Approves the transfer of \$450,000.00 from the Water and Waste Unallocated Depreciation 'Sewer' reserve funds to CW233155 CLM WTP Plant Modernisation project.
2. Approves the award of Contract IRC-W&W-0924-T395 Clermont WTP Chemical Dosing Upgrade Design and Construct to DOWDENS GROUP PTY LTD ABN – 87 154 375 685 for the value of \$1,448,936.00 excluding GST.
3. Delegates the authority to the Chief Executive Officer to negotiate, execute, and vary the contract.
4. Requests that the Director provides a report regarding the replenishment of the reserve funds at the earliest opportunity.

Carried

CONFIDENTIAL REPORT

Closed under 254J(3) (c) the local government's budget

11.4 Water Rates Review

EXECUTIVE SUMMARY

The purpose of this report is to present implementation activities and seek endorsement for the proposed changes associated to the review of the Isaac Regional Council (Council) fixed and consumption water charges including the associated rates for the 2026/27 financial year.

COMMITTEE'S RECOMMENDATION

Resolution No.: W&W0570

Moved: Cr Viv Coleman

Seconded: Cr Vern Russell

UNCONFIRMED MINUTES

That the Committee recommends that Council:

1. *Endorses the proposed rates, charging methodology changes and implementation activities for the review of Isaac Regional Council's Water Access and Consumption Charges.*

Carried

Resolution No.:	9264		
Moved:	Cr Jane Pickels	Seconded:	Cr Alaina Earl
That Council:			
1. Endorses the proposed rates, charging methodology changes and implementation activities for the review of Isaac Regional Council’s Water Access and Consumption Charges.			
Carried			

CONFIDENTIAL REPORT

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

11.5 Moranbah Waste Management Facility Rehabilitation Project - Cell #0

EXECUTIVE SUMMARY

The purpose of this report is to provide Council with an early update on the procurement status of Contract IRC-W&W-0225-Q1394, relating to the Moranbah Landfill Cap Rehabilitation Project (Cell 0) at the Moranbah Waste Management Facility.

The tender for this design and construct (D&C) contract is currently open and scheduled to close on 17 June 2025. This report is presented for Council's information only and aims to provide context on the background, procurement process, and expected next steps. A full tender evaluation and contract award recommendation will be brought to Council once the assessment process is completed.

COMMITTEE'S RECOMMENDATION

Resolution No.: **W&W0571**

UNCONFIRMED MINUTES

Moved: Cr Rachel Anderson

Seconded: Cr Vern Russell

That the Committee recommends that Council:

- 1. Notes the information provided in this report regarding the Moranbah Landfill Cap Rehabilitation Project (Contract IRC-W&W-0225-Q1394)*
- 2. Notes that a further report, including a contract award recommendation, will be presented to Council following the tender evaluation process.*

Carried

Resolution No.: 9265

Moved: Cr Alaina Earl

Seconded: Cr Vern Russell

That Council:

- 1. Notes the information provided in this report regarding the Moranbah Landfill Cap Rehabilitation Project (Contract IRC-W&W-0225-Q1394).**
- 2. Notes that a further report, including a contract award recommendation, will be presented to Council following the tender evaluation process.**

Carried

CONFIDENTIAL REPORT

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

11.6 Glenden Community Hub – Findings of Stakeholder Consultation and Site Suitability Investigations

EXECUTIVE SUMMARY

This report provides the findings of the consultation process regarding the location of the proposed Glenden Community Hub. The report presents findings from stakeholder consultation, community engagement, and site investigations and recommends a preferred site for Council endorsement to enable progression of the project and execution of funding agreements.

OFFICER'S RECOMMENDATION

That Council:

- 1. Notes the outcome of the stakeholder consultation, and community engagement process on the Glenden Community Hub project.*
- 2. Endorses the former Glenden Childcare Centre located at 31-35 Dalton Place, Glenden, as the preferred site for the establishment of the Glenden Community Hub subject to the findings of a quantity surveyor report and building assessment.*
- 3. Authorises officers to proceed with detailed design, planning, and construction at the endorsed site, subject to the satisfactory outcomes of the quantity surveyor report and building assessment, in accordance with the Glenden Community Hub capital project (Project Ref: CH26-4 / GLN Hub Project).*
- 4. Authorises the Chief Executive Officer to finalise and execute any agreements or negotiations relating to the delivery of the Glenden Community Hub.*

Resolution No.: 9266

Moved: Cr Viv Coleman

Seconded: Cr Jane Pickels

That Council:

- 1. Notes the outcome of the stakeholder consultation, and community engagement process on the Glenden Community Hub project.**
- 2. Endorses the Council owned premises located at 31-35 Dalton Place, Glenden, as the preferred site for the establishment of the Glenden Community Hub subject to the findings of a quantity surveyor report and building assessment.**
- 3. Authorises officers to proceed with detailed design, planning, and construction at the endorsed site, subject to the satisfactory outcomes of the quantity surveyor report and building assessment, in accordance with the Glenden Community Hub capital project (Project Ref: CH26-4 / GLN Hub Project).**
- 4. Requests that once completed, the detailed designs be used as the basis for further public consultation to affirm (or otherwise) the preferred location.**
- 5. Authorises the Chief Executive Officer to finalise and execute any agreements or negotiations relating to the delivery of the Glenden Community Hub.**
- 6. Requests Childcare Leadership Alliance to investigate viable future childcare options for Glenden.**

Carried

UNCONFIRMED MINUTES

PROCEDURAL MOTION:

Resolution No.: 9267

Moved: Cr Simon West

Seconded: Cr Vern Russell

That Council adjourns the meeting for lunch at 12.25pm.

Carried

PROCEDURAL MOTION:

Resolution No.: 9268

Moved: Cr Viv Coleman

Seconded: Cr Simon West

That Council resumes the meeting at 1.13pm.

Carried

ATTENDANCE

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

PROCEDURAL MOTION:

Resolution No.: 9269

Moved: Cr Rachal Anderson

Seconded: Cr Alaina Earl

That Council closes the meeting to the public at 1.14pm under *Local Government Regulations 2012* Section 254J(3) (g) negotiations relating to a commercial matter involving the local government for which a public discussion would be likely to prejudice the interests of the local government to receive a Confidential Deputation from Vitrinite relating to CONFIDENTIAL Report 11.7 Dealings with Vitrinite – Notifiable Road Use.

Carried

UNCONFIRMED MINUTES

PROCEDURAL MOTION:

Resolution No.: 9270

Moved: Cr Jane Pickels

Seconded: Cr Viv Coleman

That Council suspend standing orders at 1.14pm to receive a CONFIDENTIAL briefing from Vitrinite representatives.

Carried

ATTENDANCE

Mr Mick Callan, Director, Chief Operating Officer and Ms Alyce Nielsen, Director, Head of Corporate from Vitrinite entered the meeting room at 1.15pm to provide a CONFIDENTIAL Briefing to Council in relation to CONFIDENTIAL Report 11.7 Dealings with Vitrinite – Notifiable Road Use.

Mr Mick Callan and Ms Alyce Nielsen left the meeting room at 2.15pm.

PROCEDURAL MOTION:

Resolution No.: 9271

Moved: Cr Simon West

Seconded: Cr Jane Pickels

That Council resumes standing orders at 2.47pm.

Carried

Resolution No.: 9272

Moved: Cr Simon West

Seconded: Cr Viv Coleman

That Council open the meeting at 2.47pm.

Carried

UNCONFIRMED MINUTES

CONFIDENTIAL REPORT

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

11.7 Dealings with Vitrinite – Notifiable Road Use

EXECUTIVE SUMMARY

The report seeks to provide Council the supporting information and background following a request from Vitrinite to vary the existing Notifiable Road Use Agreement to reduce the minimum spacing requirements for Coal Haulage Vehicles.

OFFICER'S RECOMMENDATION

That Council:

1. *Supports the request from Vitrinite to vary the existing Notifiable Road Use Agreements to temporarily reduce the minimum spacing requirements from 7.0 minutes to 4.0 minutes subject to the following:*
 - a) *Vitrinite must make every endeavour to re-establish and divert coal haulage vehicles back to a southern destination, this includes providing routine progress reports to council.*
 - b) *Vitrinite must make every endeavour to progress the construction of infrastructure that enables "off road" movement of coal as soon as possible, this includes providing routine progress reports to council.*
 - c) *Vitrinite must demonstrate consultation with BMA for the change on impacts to the private section of Goonyella Road owned and maintained by BMA*
 - d) *Vitrinite must demonstrate consultation with Department of Transport and Main Roads for the change on impacts to the state controlled Peak Downs Highway*
 - e) *The term of the temporary reduction and redirection of haulage vehicles shall cease at the earlier date of either the term of the current agreement or the confirmation of a southern destination. To avoid confusion, Council will not consent to an extension to the Notifiable Road Use Agreement (in either direction) beyond 30 June 2026 unless Vitrinite can demonstrate/provide evidence that their Wash Plant and Rail Loop have been demonstrably advanced (i.e. finance secured, designs finalized and/or works commenced) by 31 December 2025.*
 - f) *Within two months of execution of a revised Notifiable Road Use Agreement, Vitrinite shall undertake or fund a detailed traffic study (for a minimum of 14 consecutive days) that verifies*

the current traffic volume and composition on Goonyella Road, Moranbah Access Road and Peak Downs Mine Road including confirming the percentage impact from its Coal Haulage activities and Council reserves its right to seek road infrastructure contributions should Vitrinite's traffic movements exceed 5% of the overall total traffic volume on the nominated road, including requiring Vitrinite to construct or fund appropriate Heavy Vehicle Rest Areas should that prove necessary.

- g) *Acknowledges previous delegations conferred upon the Chief Executive Officer (Resolution 6980) authorising variation to the Notifiable Road Use Agreements with Queensland Coking Coal Pty Ltd, QLD Coal Aust No 1 (collectively Vitrinite).*

Resolution No.: 9273

Moved: Cr Melissa Westcott

Seconded: Cr Terry O'Neill

That Council:

1. **Supports the request from Vitrinite to vary the existing Notifiable Road Use Agreements to temporarily reduce the minimum spacing requirements from 7.0 minutes to 4.0 minutes subject to the following:**
 - a) **Vitrinite must make every endeavour to re-establish and divert coal haulage vehicles back to a southern destination, this includes providing routine progress reports to council.**
 - b) **Vitrinite must make every endeavour to progress the construction of infrastructure that enables "off road" movement of coal as soon as possible, this includes providing routine progress reports to council.**
 - c) **Vitrinite must demonstrate consultation with BMA for the change on impacts to the private section of Goonyella Road owned and maintained by BMA.**
 - d) **Vitrinite must demonstrate consultation with Department of Transport and Main Roads for the change on impacts to the state controlled Peak Downs Highway.**
 - e) **The term of the temporary reduction and redirection of haulage vehicles shall cease at the earlier date of either the term of the current agreement or the confirmation of a southern destination. To avoid confusion, Council will not consent to an extension to the Notifiable Road Use Agreement (in either direction) beyond 30 June 2026 unless Vitrinite can demonstrate/provide evidence that their Wash Plant and Rail Loop have**

UNCONFIRMED MINUTES

been demonstrably advanced (i.e. finance secured, designs finalized and/or works commenced) by 31 December 2025.

- f) Within two months of execution of a revised Notifiable Road Use Agreement, Vitrinite shall undertake or fund a detailed traffic study (for a minimum of 14 consecutive days) that verifies the current traffic volume and composition on Goonyella Road, Moranbah Access Road and Peak Downs Mine Road including confirming the percentage impact from its Coal Haulage activities and Council reserves its right to seek road infrastructure contributions should Vitrinite's traffic movements exceed 5% of the overall total traffic volume on the nominated road, including requiring Vitrinite to construct or fund appropriate Heavy Vehicle Rest Areas should that prove necessary.
- g) Expects that Vitrinite will:
 - a) participate actively in Road Safe Moranbah and
 - b) deliver a comprehensive communications and consultation plan about the pending changes and throughout the period of the agreement.
- h) Acknowledges previous delegations conferred upon the Chief Executive Officer (Resolution 6980) authorising variation to the Notifiable Road Use Agreements with Queensland Coking Coal Pty Ltd, QLD Coal Aust No 1 (collectively Vitrinite).

Carried

ATTENDANCE

Mr Sean Robinson left the meeting room at 2.55pm.

12. COUNCILLOR QUESTION TIME

12.1

MCU23/0006 Development Works Located at 111 Belyando Avenue, Moranbah

Cr Alaina Earl advised that trees planted on the Goonyella Road Boundary for development works which are part of MCU23/0006 located at 111 Belyando Avenue, Moranbah have died and asked if these trees would be replaced.

Cr Melissa Westcott enquired if other development work conditions associated with this development have been completed.

ACTION: MANAGER LIVEABILITY AND SUSTAINABILITY

12.2

Queensland Destination 2025 Events Program Funding

Cr Alaina Earl enquired if Council was submitting an application for the Queensland Destination 2025 Events Program funding.

The Director Planning, Environment and Community Services advised that Council was proceeding with a submission.

12.3

St Lawrence Wetlands Weekend Event and Preparatory Works

Cr Coleman thanked all Council staff and community that were involved in the preparatory and beautification works that had been completed in preparation for the St Lawrence Wetlands Weekend.

Cr Coleman acknowledged and offered a huge thank you to the Planning, Environment and Community Services Team, in particular Joel Redden for stepping up and the whole team (Scott, Dean, Jodie and Carolyn) for an amazing job for the event management for the St Lawrence Wetlands Weekend.

Cr Coleman mentioned that it was a proud moment for her as the Divisional Councillor – so happy to see the connection within the Community.

12.4

Mills Avenue, Moranbah Road Patching Works

Cr Melissa Westcott enquired about the Mills Avenue, Moranbah road patching works from the Moranbah Miners League Club to Utah Drive, Cr Westcott has received many complaints from residents regarding these works. Is it possible to put some communications out to community advising what is happening with these works.

ACTION: DIRECTOR ENGINEERING AND INFRASTRUCTURE

12.5

Country Universities Isaac - Moranbah

Cr Melissa Westcott advised Council that the keys to the CUC Isaac Moranbah facility will be officially handed over to CUC Isaac for the today or tomorrow. The Centre Manager has been on boarded and getting on with the job. A soft opening will be held in the coming week or so with an official opening to be planned for August 2025.

UNCONFIRMED MINUTES

12.6

Isaac Affordable Housing Trust

Cr Melissa Westcott advised that Isaac Affordable Housing Trust has two housing projects coming online within the next month and official openings are being planned for early August and September. Further information will be provided once planning has been completed.

12.6

Mayoral Update

The Mayor provided an update on the following matters:

1. Attendance at the Australian Local Government Association – National General Assembly held in Canberra recently:
 - a) IRC motions were all successful
 - b) Great networking opportunities
 - c) Met with likeminded Councils
 - d) Discussions with other Councils re Future Funds
2. Thank you to the Planning, Environment and Community Services team for going above and beyond to get operations and projects completed with regards to the recent changes. Thank you also to Director, Heidi Roberts leadership throughout this period.

13. CONCLUSION

There being no further business, the Mayor declared the meeting closed at 3.05pm.

These minutes will be confirmed by Council at the Ordinary Meeting to be held in Middlemount on Wednesday 23 July 2025.

.....
MAYOR

..... / /
DATE

MEETING DETAILS

Ordinary Meeting
Wednesday 23 July 2025

AUTHOR

Teika Kirkman

AUTHOR POSITION

Executive Assistant to the Office of the Mayor and CEO

8.1

BUSINESS OUTSTANDING TABLE FOR ORDINARY MEETINGS OF COUNCIL – JUNE 2025

EXECUTIVE SUMMARY

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

OFFICER'S RECOMMENDATION

That Council:

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

BACKGROUND

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

IMPLICATIONS

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

CONSULTATION

Executive Leadership Team

BASIS FOR RECOMMENDATION

Transparent reporting to Elected Members

ACTION ACCOUNTABILITY

Office of the Chief Executive Officer

KEY MESSAGES

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

Report prepared by:

TEIKA KIRKMAN
**Executive Assistant to the
Office of the Mayor and CEO**

Date: 17 July 2025

Report authorised by:

CALE DENDLE
Chief Executive Officer

Date: 17 July 2025

ATTACHMENTS

- Attachment 1 - Business Outstanding Table for Ordinary Meeting - June 2025
- Attachment 2 - Business Outstanding Table for Ordinary Meeting - May 2025
- Attachment 3 - Business Outstanding Table for Ordinary Meeting - April 2025
- Attachment 4 - Business Outstanding Table for Ordinary Meeting - March 2025
- Attachment 5 - Business Outstanding Table for Ordinary Meeting - February 2025
- Attachment 6 - Business Outstanding Table for Ordinary Meeting - January 2025

REFERENCE DOCUMENT

- Nil

Council Resolution Register - June 2025 (Business Outstanding Table)											
Meeting Type	Meeting Date	Item No.	Report Title	Executive Summary	Res No	Council Resolution	Responsible Officer/s	Action Accountability	Action Comments	Action Status	If Not Yet Complete - Expected Completion Date
Ordinary Meeting	30/06/2025	9.12	North Queensland Sports Foundation – Three Year Resource and Performance Agreement	The North Queensland Sports Foundation (NQSF) are seeking renewal of their three-year, non-compulsory Resource and Performance Agreement for medium and large local government partners. This report seeks Council's endorsement to accept the proposal from NSQF to commit to another three-year agreement.	9221	That Council: 1. Approves a three-year Resource and Performance Agreement between the North Queensland Sports Foundation and Isaac Regional Council. 2. Approves that the cash payment amounts payable in years two and three of the proposed agreement be recalculated in accordance with updated Census data of the Isaac region's population, plus 3% indexation, as per Council's Long-Term Financial Forecast. 3. Nominates the Deputy Mayor and Manager Engaged Communities as North Queensland Sports Foundation delegates. 4. Authorises the Chief Executive Officer to execute the funding agreement.	Maggi Stanley	Chief Executive Officer to execute funding agreement. Manager Engaged Communities will arrange payment of invoices relating to the agreement. Manager Engaged Communities and Community Development team to work with the NQSF on the development of programs and events to be offered to Isaac residents.	Funding agreement has been executed by CEO and awaiting invoice from NQSF. Development of programs and events is ongoing.	In Progress - On schedule	Ongoing
Ordinary Meeting	30/06/2025	9.13	Small Business Friendly Program Commitment	This report seeks Council's endorsement to recommit Isaac Regional Council to the Small Business Friendly (SBF) Program.	9222	1. Notes the current status of the Isaac Regional Council as a member of the Small Business Friendly (SBF) Program. 2. Receives yearly reports on the performance of the Small Business Friendly Program, with an expected review date of Isaac Regional Council's commitment no later than 2028/2029 Financial Year, as per the 2023-2028 Corporate Plan. 3. Approves the recommitment to the SBF program by the Mayor and Chief Executive Officer signing the SBF Commitment document.	Scott Jarvis	The Economy and Prosperity team will lead the continued engagement and interact with internal and external stakeholders in supporting and delivering the project.	SBF Commitment has been executed Incorporate into business as usual developing small business inovation and capability	In Progress - On schedule	Ongoing
Ordinary Meeting	30/06/2025	9.14	Enhancing Regulatory Integrity and Economic Access: Introduction of a Two-Tiered Assessment Framework for Commercial Use of Local Government Controlled Areas and Roads Applications	This report recommends the implementation of a two-tiered assessment framework for applications relating to the Commercial Use of Roads under Isaac Regional Council's Local Laws. The proposal aims to align assessment practices with legislative requirements, improve regulatory clarity, and facilitate equitable economic opportunities across the region. It also proposes repealing legacy Council resolutions that conflict with the provisions of Isaac Regional Council Local Law No. 1 (Administration) 2011 and Subordinate Local Law No. 1.2 (Commercial Use of Local Government Controlled Areas and Roads) 2011. Expanding the number of pre-designated vending sites from six (6) to twenty-nine (20), enhancing access and reducing administrative burden for both applicants and Council.	9223	1. Repeals Council Resolutions 5627, 6044, 6072, 6074, and 7591 (STAT-POL-055), as they conflict with the provisions of Local Law No. 1 (Administration) 2011 and Subordinate Local Law No. 1.2 (Commercial Use of Local Government Controlled Areas and Roads) 2011. 2. Endorses the implementation of a two-tiered assessment framework for Commercial Use of Local Government Controlled Areas and Roads applications; (a) Pre-designated Locations Only (Fast Track Assessment): • Adopts an initial application fee of \$240.00 for "Commercial Use of Local Government Controlled Areas and Roads Application Assessment for Pre-designated Locations Only" to be included in Council's 2025/2026 Fees and Charges Schedule; and • Adopts an annual renewal fee of \$190.00 for "Commercial Use of Local Government Controlled Areas and Roads Pre-designated Locations Only Approval Renewal" to be included in Council's 2025/2026 Fees and Charges Schedule. (b) Standard Assessment (Other Than Pre-designated Locations):	Nishu Ellawala	Manager Community Education and Compliance to ensure appropriate governance procedures and implementation of the application assessment process.	Implementing	In Progress - On schedule	Ongoing
Ordinary Meeting	30/06/2025	11.2	Land Disposal – 39 Powerhouse Lane Clermont CONFIDENTIAL REPORT	The purpose of this report is for Council to consider options including disposal of Council held vacant freehold land, described as Lot 89 SP147547, located at 39 Powerhouse Lane, Clermont.	9262	1. Resolves that pursuant to Local Government Regulation 2012 apply exception clause 236 (1)(b)(i), for a sale to a government agency, for the disposal of Lot 89 SP147547 to Ergon Energy Corporation Limited; and 2. Authorises the Chief Executive Officer to undertake negotiations and enter into a sale contract on terms most favourable to Council, inclusive of the sale being subject to a special condition that the buyer to obtain all relevant statutory approvals for site operations. 3. Requests a special condition to be included in the contract conditions that the property is security fenced.	Michael Wallace	The Coordinator Property Development is responsible to provide professional subject matter expertise and advice to a range of Council functions including land management.	Designated officer has initiated formal negotiations with Ergon Energy to progress discussions on 39 Powerhouse Lane	In Progress - On schedule	30-Nov-25

Council Resolution Register - May 2025 (Business Outstanding Table)

Meeting Type	Meeting Date	Item No	Report Title	Executive Summary	Res No	Council Resolution	Responsible Officer/s	Action Accountability	Action Comments	Action Status	If Not Yet Complete - Expected Completion Date	Completion Date
Ordinary Meeting	Tuesday 27 May 2025	9.16	ISAAC LIBRARIES REPLACEMENT OF PUBLIC ACCESS COMPUTERS – USE OF PLANNING, ENVIRONMENT AND COMMUNITY SERVICES DEPRECIATION FUNDS	This report seeks Council approval to utilise unspent Planning, Environment and Community Services depreciation funds to replace ageing public access computers across Council facilities. The current fleet of computers is now two years beyond warranty and is no longer considered fit for purpose in delivering reliable and secure digital access to the community	9176	1. Approves the allocation of a maximum of \$45,000 of unspent Planning, Environment and Community Services depreciation funds for the replacement of public access computers across council facilities. 2. Endorses the purchase of new computers and associated hardware to ensure continued, reliable digital access for the community.	Barb Franklin	The Coordinator Community Hubs and Information and Communication Technology Coordinator will coordinate procurement and installation of the new equipment. Manager Financial Services to manage financial reporting requirements	Procurement will commence pending Resolution of 2025/2026 Capital Budget	In Progress - On schedule		
Ordinary Meeting	Tuesday 27 May 2025	9.17	Moranbah Highlanders Swimming Club Incorporated – Tenure Arrangements	The purpose of this report is to seek Council endorsement of an exception under the provisions of Section 236 (2) and 236 (1)(b)(ii) of the Local Government Regulations 2012 to dispose part of Greg Cruickshank Aquatic Centre, being part of Lot 18 on SP249143, located at 20 Batchelor Parade, Moranbah, by way of a five (5) year Licence to Occupy.	9177	1. Under the provisions of Section 236 (2) of the Local Government Regulations 2012 resolve that an exception from inviting written quotes or tenders is granted for tenure over part of the Greg Cruickshank Aquatic Centre being part of Lot 18 on SP249143, located at 20 Batchelor Parade, Moranbah, by way of a five (5) year Licence to Occupy. 2. Under the provisions of Section 236 (1)(b)(ii) of the Local Government Regulations 2012 resolve to enter into a five (5) year Licence to Occupy or whilst the Greg Cruickshank Aquatic Centre is managed by Isaac Regional Council, whichever is the lesser period, with Moranbah Highlanders Swimming Club over part of the Greg Cruickshank Aquatic Centre being part of Lot 18 on SP249143, located at the 20 Batchelor Parade, Moranbah. a) Licensing fees to be charged at a peppercorn rate of \$1.00 per annum. b) Acknowledging that the building structure is owned by Isaac Regional Council therefore all repairs and maintenance responsibilities will be in accordance with the Base Building Inclusions and Exclusions over the area subject to the Licence to Occupy documentation. 3. Authorises the Chief Executive Officer to negotiate, vary and execute the legal instruments to action clause 2 above.	Ken Tucker	Preparation of tenure documentation and engagement to be completed internally by the Senior Community Leasing Officer.	• 3/6/25 Resolution received from OCEO.	In Progress - On schedule		
Ordinary Meeting	Tuesday 27 May 2025	9.18	Middlemount Community Sports Association Inc – Tenure Arrangements for Netball	The purpose of this report is to seek Council endorsement of an exception under the provisions of Section 236 (2) and 236 (1)(b)(ii) of the Local Government Regulations 2012 to dispose netball courts being part of Lot 22 on M112143, located at 1 Prince Place, Middlemount, by way of a five (5) year Licence to Occupy with a five (5) year option.	9178	1. Under the provisions of Section 236 (2) of the Local Government Regulations 2012 resolve that an exception from inviting written quotes or tenders is granted for tenure the netball courts being part of Lot 22 on M112143, located at 1 Prince Place, Middlemount, by way of a five (5) year Licence to Occupy with a five (5) year option. 2. Under the provisions of Section 236 (1)(b)(ii) of the Local Government Regulations 2012 resolve to enter into a five (5) year Licence to Occupy with a five (5) year option with Middlemount Community Sports Association Inc over the netball courts being part of Lot 22 on M112143, located at the 1 Prince Place, Middlemount. a) Tenure fees to be charged in accordance with 2024-2025 Fees & Charges – annual tenure fee \$968.00 incl GST, matrix attached. b) Acknowledging that the building structure is owned by Isaac Regional Council therefore all repairs and maintenance responsibilities will be in accordance with the Base Building Inclusions and Exclusions over the area subject to the License to Occupy. 3. Authorises the Chief Executive Officer to negotiate, vary and execute the legal instruments to action clause 2 above	Ken Tucker	Preparation of tenure documentation and engagement to be completed internally by the Senior Community Leasing Officer. Manager Community Facilities to progress tenure documentation.	• 3/6/25 Phoned President to advise resolution passed by Council in May for new LTO 5 years or while Council manages the GCAC, at peppercorn fee of \$1 per annum. I further advised that I will get the draft tenure document to them within the next week to review.			
Ordinary Meeting	Tuesday 27 May 2025	9.19	Clermont Community Housing and Other Services Inc – Residential Tenure Arrangements	The purpose of this report is to seek Council endorsement of an exception under the provisions of Section 236 (2) and 236 (1)(b)(ii) of the Local Government Regulations 2012 to dispose of Lot 2 on C95119, located at Playfair Street, Clermont, by way of a thirty (30) year Trustee Lease to Clermont Community Housing and Other Services Inc.	9179	1. Under the provisions of Section 236 (2) of the Local Government Regulations 2012 resolve that an exception from inviting written quotes or tenders is granted for tenure over Lot 2 on C95119, located at Playfair Street, Clermont, by way of a thirty (30) year Trustee Lease to Clermont Community Housing and Other Services Inc. 2. Under the provisions of Section 236 (1)(b)(ii) of the Local Government Regulations 2012 resolve to enter into tenure by way of a thirty (30) year Trustee Lease to Clermont Community Housing and Other Services Inc. c) Tenure fees to be charged in accordance with 2024-2025 Fees and Charges – annual rent/usage fee \$142.00 ex GST, matrix. d) Acknowledging that all assets have been constructed by Clermont Community Housing and Other Services Inc, repairs and maintenance responsibilities will be the responsibility of the asset owner. 3. Authorises the Chief Executive Officer to negotiate, vary and execute the legal instruments to action clause 2 above.	Ken Tucker	Preparation of tenure documentation and engagement to be completed internally by the Senior Community Leasing Officer. Manager Community Facilities to progress endorsement of tenure documentation.	• 3/6/25 Draft LTO sent to club with directions to review the document and sign and return the attached acceptance form if information is accurate.			
Ordinary Meeting	Tuesday 27 May 2025	9.2	Tenure Arrangements – Clermont and District Tennis Association Inc	The purpose of this report is to seek Council endorsement of an exception under the provisions of Section 236 (2) and 236 (1)(b)(ii) of the Local Government Regulations 2012 to dispose part of Lot 1 on SP296846, located at 65 Collins Street, Clermont, by way of a three (3) year trustee lease to Clermont and District Tennis Association Inc.	No Resolution	Under the provisions of Section 236 (2) of the Local Government Regulations 2012 resolves that an exception from inviting written quotes or tenders is granted for tenure over Lot 1 on SP296846, located at 65 Collins Street, Clermont. 2. Under the provisions of Section 236 (1)(b)(ii) of the Local Government Regulations resolves to approve to enter into a three-year trustee lease agreement with Clermont and District Tennis Association Inc. a) Lease fees to be charged in accordance with 2024-2025 Fees & Charges – annual rent/usage fee \$730.00 ex GST, matrix attached. b) All outgoing will be at the expense of the Trustee Lessee as detailed in the Standard Terms Documents. c) Council to cover the cost of survey/sketch plan and registration of lease on Title as the Clermont Sporting Precinct has not previously been subject to tenure. d) Acknowledging that the courts are a Council asset, all repairs and maintenance responsibilities will be in accordance with the Base Building Inclusions and Exclusions as detailed in the Standard Terms Documents and acknowledging that the clubhouse is owned by the Clermont and District Tennis Association Inc., therefore all repairs and maintenance responsibilities will be the responsibility of the club. 3. Authorises the Chief Executive Officer to negotiate, vary and execute the legal instruments to action clause 2 above.	Ken Tucker	Preparation of tenure to be completed internally by the Senior Community Leasing Officer. Manager Community Facilities to progress tenure documentation.	• 4/6/25 Acceptance of Draft Tenure received via email.			
Ordinary Meeting	Tuesday 27 May 2025	9.21	Planning, Environment and Community Services Fy2024 - 2025 Capital Projects Progress Report as at 28 April 2025	This report is to provide an update to Council on the progress in the delivery of the Planning, Environment and Community Services 2024-2025 Capital Works Program.	9180	Receives and notes the monthly Planning, Environment and Community Services 2024-2025 Capital Progress Summary Report as at 28 April 2025.	Mark Davey	The Program Manager – Capital Delivery in conjunction with the PECS leadership team and under the guidance of Director PECS hold responsibility for the scoping, procurement and the completion of the projects identified within the 2024-2025 Capital Program.	Ongoing Capital Delivery is progressing as per report	In Progress - On schedule		
Ordinary Meeting	Tuesday 27 May 2025	9.24	Central Queensland Helicopter Rescue Service Ltd – 3 Year Funding Agreement Renewal	Central Queensland Helicopter Rescue Service Ltd (CQ Rescue) is seeking support from Council to renew a three (3) year multiyear agreement. CQ Rescue is an aeromedical and search and rescue helicopter organisation providing vital services within the Isaac region.	9183	Approves the renewal of a three (3) year funding agreement for Central Queensland Helicopter Service Ltd (CQ Rescue) to the amount of \$55,000 per year, commencing from 2025/26 Financial Year.	Donna Wilson	Manager Engaged Communities to action.	Documents currently being drafted	In Progress - On schedule		

Ordinary Meeting	Tuesday 27 May 2025	9.25	Aveling and Porter Showcase at National Historical Machinery Association Rally – Kingsthorpe Park	This report seeks Council's approval to send Isaac Regional Council representatives and the Aveling & Porter steam traction engine from Clermont Museum to Kingsthorpe Park to participate in the 19th National Historical Machinery Association Rally in August 2025.	9184	<ol style="list-style-type: none"> 1. Loan the historic Aveling & Porter traction engine to the National Historical Machinery Association to be showcased at Kingsthorpe Park as part of the 19th NHMA National Rally in August 2025. 2. Send representatives from Isaac Regional Council to share the story of the engine as a significant part of Queensland's history. 3. Approves expenditure of up to \$5,000 from existing budget for insurance and public liability coverage while the engine is located offsite at Kingsthorpe Park for the duration of the event. 	Barb Franklin	The Manager Engaged Communities will oversee participation in the rally, coordinate with external partners, and manage all associated logistics. Brand, Media, and Communications will be responsible for developing public notices, managing social media coverage, and leveraging any additional promotional opportunities. Economy and Prosperity will provide tourism promotional materials for distribution to attendees at the event.	Engaged Communities: The Coordinator Community Hubs is overseeing Council's participation in the rally including coordination with external partners and management of all associated logistics. Planning is well underway to ensure smooth delivery and stakeholder engagement. Brand, Media and Communications are developing targeted public notices managing social media coverage before during and after the event and exploring additional promotional opportunities to maximise exposure including a brochure of the Clermont Museum. Economy and Prosperity: Tourism promotional materials are prepared for distribution to event attendees. This will support our efforts to attract visitors and promote the Isaac Region's unique offerings. Additional promotional material will be posted down prior to the event for inclusion in the exhibitor bags.	In Progress - On schedule		
Ordinary Meeting	Tuesday 27 May 2025	9.26	Community Leasing Invoicing – Engagement Strategy	The purpose of this report is to seek endorsement of an Engagement Strategy to guide Council's engagement with community groups regarding the recommencement of council invoicing for community leases.	9185	Endorses the Community Leasing Engagement Strategy related to invoicing for community leases.	Michael St Clair	Director PECS to issue formal written correspondence to lease holders. Manager Community Facilities (or delegate) to respond to any follow-up enquiries from lease holders. Manager Community Facilities (or delegate) to inform Councillors of the outcomes of any follow-up engagements with community groups as per Action 3.	Senior Community Leasing Officer in process of telephoning clubs to inform them of the future invoicing. Formal correspondence to be issued once completed in next fortnight.	In Progress - On schedule		
Ordinary Meeting	Tuesday 27 May 2025	9.27	ISAAC REGIONAL COUNCIL PROJECT PROGRESS REPORTS - CUC ISAAC	This report provides an update on the CUC Isaac Moranbah fitout and seeks Council's endorsement to investigate the potential repurposing of the old Clermont Library for the CUC Isaac Clermont campus.	9186	<ol style="list-style-type: none"> 1. Receives and notes the CUC Isaac Project progress report. 2. Endorses the repurposing of the Old Clermont Library (21 Daintree Street, Clermont) for use as the CUC Isaac Clermont centre, subject to building and suitability assessment and appropriate consultation with CUC Isaac Board. 3. Requests that an alternative option is brought back to Council for consideration if the repurposing of the Old Clermont Library is not able to proceed. 4. Delegates authority to the Mayor and Chief Executive Officer to negotiate any relevant agreements/contracts regarding the CUC Isaac Clermont Centre. <p>NOTE:</p> <p>Council has requested that an alternative functioning meeting space be investigated should the Clermont Board Room be the preferred CUC site for Clermont.</p>	Beau Jackson	Executive Manager of Advocacy and External Affairs and Director of Planning, Environment and Community Services will be responsible for any actions associated with this report. They will be supported by the Program Manager Capital Delivery.	17/07/2025: Designer has been engaged. Initial prestart meeting is going to take place on Monday 21/07/2025.			
Ordinary Meeting	Tuesday 27 May 2025	9.3	Renaming of Red Rock Road and Unnamed Road at Mackenzie River Locality	A formal request has been received for renaming of Red Rock Road and naming of a currently unnamed road at Mackenzie River locality that is currently known as 'Unnamed Road'.	9189	<ol style="list-style-type: none"> 1. Receives the report on the proposed names for the roads currently known as Red Rock Road and Unnamed Road. 2. Adopts renaming the current Red Rock Road to Fairhills Road providing consistency across council boundaries. 3. Consider and formally adopt a name, from the proposed options, for the Unnamed Road. 4. Adopt proposed road name Burngrove Road, to now be the name of the Unnamed Road. 	Guy Stevenson	Manager Infrastructure Planning and Technical Services is responsible in ensuring that implementation actions are undertaken as per council's policy 'Naming of Roads and Community Infrastructure'.	17/6/25 - IPTS progressing with the renaming of both roads.	In Progress - On schedule		
Ordinary Meeting	Tuesday 27 May 2025	9.31	Simultaneous Road Opening and Closure – Junee National Park	This report serves to recommend adoption of a non-objection by Council of the simultaneous opening of a new length of road reserve to replace an existing length of the Junee National Park access track/road reserve, and the closing of the section of the existing Junee National Park access track/road reserve which will be replaced by the proposed opening	9190	<ol style="list-style-type: none"> 1. Adopts a non-objection to the proposed simultaneous road opening and closing, however, Council will not share or contribute to the costs (survey or otherwise) of the road opening and closing, and 2. Delegates the authority to the Chief Executive Officer to sign the Authorisation of the Road Closure application. 	Guy Stevenson	Manager Infrastructure Planning and Technical Services to provide a letter of non-objection to Consolidated Pastoral Company Pty Ltd in support of the proposed simultaneous road opening and closing.	17/6/25 - Letter of no objection has been completed and ready for CEO review and signature	In Progress - On schedule		
Ordinary Meeting	Tuesday 27 May 2025	9.32	Compensation Agreement ML700073	The purpose of this report is for Council to consider the Compensation Agreement with Queensland Coking Coal Pty Ltd and QLD Coal Aust No.1 Pty Ltd.	9191	<ol style="list-style-type: none"> 1. Supports the negotiation to enter into a compensation agreement with Queensland Coking Coal Pty Ltd and QLD Coal Aust No.1 Pty Ltd in accordance with section 279 of the Mineral Resources Act 1989 (Qld) [MRA]. 2. Delegates authority to the Chief Executive Officer to negotiate, vary and execute the proposed Compensation Agreement in relation to ML700073 in accordance with section 279 of the Mineral Resources Act 1989 (Qld) [MRA]. 	Sean Robinson	Manager Galilee and Bowen Basin Operations to ensure executed copies are returned to Vitrinite and the compensation under the agreement and Council's costs are paid.	GBBO team progressing the Compensation Agreement	In Progress - On schedule		
Ordinary Meeting	Tuesday 27 May 2025	9.33	Compensation Agreement ML70109	The purpose of this report is for Council to consider the Compensation Agreement with New Lenton Coal Pty Ltd and MPC Lenton Pty Ltd.	9192	<ol style="list-style-type: none"> 1. Supports the negotiation to enter into a compensation agreement for ML70109 with New Lenton Coal Pty Ltd and MPC Lenton Pty Ltd in accordance with section 279 of the Mineral Resources Act 1989 (Qld) [MRA]. 2. Delegates authority to the Chief Executive Officer to negotiate, vary and execute the proposed Compensation Agreement in relation to ML70109 in accordance with section 279 of the Mineral Resources Act 1989 (Qld) [MRA]. 	Sean Robinson	Manager Galilee and Bowen Basin Operations to ensure executed copies are returned to Bowen Coking Coal and the compensation under the agreement and Council's costs are paid.	GBBO team progressing the Compensation Agreement	In Progress - On schedule		
Ordinary Meeting	Tuesday 27 May 2025	9.36	WATER QUALITY INVESTIGATION ACTION PLAN UPDATE	The purpose of this report is to update Council on the Water Quality Reliability Investigation Action Plan Deliverables following the 2021/22 Christmas Period water quality incidents.	9195	<ol style="list-style-type: none"> 1. Receives and notes the quarterly update report for the Water Quality Investigation Action Plan Deliverables. 2. A report to be presented to the July 2025 Standing Committee with the Water Quality Investigation Action Plan items, status of items and findings outlined. This will provide assurance to the committee and determine the proposed ceasing of monthly reporting and agree to only report on this matter unless there is a serious deviation by exception reporting. 	Scott Casey	The Director of Water and Waste will continue to lead the improvement in reliability of the water supply schemes across the Region.	Report to be submitted at the July Standing Committee Meeting for consideration	In Progress - On schedule	Not Yet Complete	23/07/2025
Ordinary Meeting	Tuesday 27 May 2025	9.37	Water and Waste Monthly Departmental Report – Waste Services	The purpose of this report is to provide an update to Council on the Waste Services department within the Water and Waste Directorate.	9196	1. Receives and notes this report outlining Waste Services Department's activities within the Water and Waste Directorate.	Jason Grandcourt	The Manager Waste Services is responsible for strategic-level delivery of Waste Management services across the region, comprising waste and recycling collection services and operation of Waste Management Facilities, and related environmental compliance within the Isaac Region.	Report to presented and re at the Ordinary Council Meeting in June	In Progress - On schedule	Not Yet Complete	30/06/2025
Ordinary Meeting	Tuesday 27 May 2025	10.01	Nebo Showgrounds Master Plan Advisory Committee Minutes – 8 April 2025	The purpose of this report is to present to Council the minutes of the Nebo Showgrounds Master Plan Advisory Committee (NSMPAC) meeting held on Tuesday, 8 April 2025.	9197	<ol style="list-style-type: none"> 1. Receives and notes the minutes of the Nebo Showgrounds Master Plan Advisory Committee held on 8 April 2025; and 2. Adopts the recommendations of the Nebo Showgrounds Master Plan Advisory Committee held on 8 April 2025, in particular, that Council: <ol style="list-style-type: none"> i. Repeals the Nebo Showgrounds Master Plan Advisory Committee Terms of Reference November 2024. ii. Receives and adopts the Nebo Showgrounds Master Plan Advisory Committee Terms of Reference April 2025, noting the changes to membership and inclusion of community members to the committee. iii. Receives and note the Nebo Showground Master Plan Advisory Committee Action List as at 8 April 2025 (Attachment 1 – Nebo Showgrounds Master Plan Advisory Committee Action List as at 8 April 2025). iv. Receive and note the Nebo Showgrounds Master Plan Stage 1 works update and convene the Nebo Showgrounds Master Plan working group to consider avenues that would enable delivery of the pending construction works and associated bookings for events to occur. v. Requests the Chief Executive Officer (or delegate) to develop a communication plan for Nebo Showgrounds booked event holders advising on Nebo Showgrounds Master Plan stage 1 works. vi. Acknowledges the amendment of scope of Stage 1 the defers delivery of associated amenities to be considered for Stage 2 for Pony Club and Polocrosse fields 	Scott Jarvis	Through the Chief Executive Officer and Planning, Environment and Community Services directorate, the Economy and Prosperity department to lead the administration of the NSMPAC and Master Plan projects delivery and reporting to Council. Economy and Prosperity team and Council's project delivery team to continue to deliver on Stage 1 works and provide reporting updates to the Committee and Council ongoing. Economy and Prosperity team with Brand, Media and Communication team to develop a communication plan for Nebo Showgrounds booked event holders advising on Stage 1 works.				

Ordinary Meeting	Tuesday 27 May 2025	10.3	Exception Based Contractual Arrangements – Local Government Regulation 2012	The purpose of this report is to seek endorsement by way of Council resolution to engage the services of Thorn Air Conditioning & Refrigeration as an exception to the Default Contracting Procedures within section 235(b) of the Local Government Regulation 2012 ('the Regulation'). This section of the Regulation allows Council to enter into a medium or large-sized contractual arrangement without first inviting written quotes or tenders, where because of the specialised or confidential nature of the services that are sought, it would be impractical or disadvantageous for Council to do so.	9199	Endorse the following exception, to enter into a medium or large-sized contractual arrangement pursuant to section 235(b) of the Local Government Regulation 2012 for a 12-month period for the specialist services of Thorn Air Conditioning & Refrigeration to complete works required under Capital Works Project CW233103, Moranbah West Wing Grosvenor Complex, Air-Conditioning Upgrade – Project budget value: \$500,000.00.	Tamara Bateman	Technical Officer Corporate Assets to ensure project is delivered as per required scope and budget. Manager Contracts and Procurement is accountable for compliance with section 235 of the Local Government Regulation 2012.				
Ordinary Meeting	Tuesday 27 May 2025	11.1	Sale of Land for Overdue Rates and Charges CONFIDENTIAL REPORT	This report has been prepared to seek Council's approval to commence Sale of Land procedures where rates and charges have been overdue for at least three years, in accordance with the Local Government Regulation 2012.	9202	1. Pursuant to section 140(2) of the Local Government Regulation 2012, Council proceed with action to sell the land described within updated Confidential Attachment 1 – Sale of Land Schedule as at 12 May 2025 to the report in accordance with Chapter 4, Part 12, Division 3 of the Local Government Regulation 2012 to recover outstanding rates and charges; and 2. Delegates to the Chief Executive Officer the power to take all further steps under Chapter 4, Part 12, Division 3 of the Local Government Regulation 2012 to effect sale of the land, including, for avoidance of doubt, the power to end sale procedures.	Zoe Behrendt	Manager Financial Services to communicate outcome to Manager Rates and Accounts.				
Ordinary Meeting	Tuesday 27 May 2025	11.3	ADDITIONAL FULL-TIME EQUIVALENT POSITION FOR A PLANNER ROLE IN THE PLANNING, ENVIRONMENT AND COMMUNITY SERVICES DIRECTORATE CONFIDENTIAL REPORT	The purpose of this report is to seek approval for a change in Council's organisational structure by creating an additional permanent full-time equivalent position for a Planner role in the Planning, Environment and Community Services Directorate	9204	Approves creation of an additional full-time equivalent position for a Planner role within the Planning, Environment and Community Services Directorate.	Michael St Clair	People and Capability to execute and oversee the recruitment processes of the Planner role.	Currently being advertised for requirement	In Progress - On schedule		
Ordinary Meeting	Tuesday 27 May 2025	11.4	Clermont Swimming Centre Funding CONFIDENTIAL REPORT	Council has received confirmation of a \$3.2 million funding commitment from the Queensland Government for the upgrade of the Clermont Swimming Centre. This report seeks Council's approval on the scope of works to be delivered through this funding commitment and proposed community engagement activities.	9205	1. Notes the \$3.2 million funding commitment from the State Government for the upgrade of the Clermont Swimming Centre and delegate authority to the Chief Executive Officer to negotiate and execute any relevant funding agreement; 2. Endorses scoping and timeframes for project development for the Clermont Swimming Centre Project for the \$3.2 million funding received. 3. Approves the consultation with targeted community stakeholders.	Michael St Clair	Chief Executive Officer to execute funding agreement when received and reviewed. Manager Community Facilities to lead delivery of public consultation activities with support from Brand, Media and Communications and Engaged Communities Department. Program Manager – Capital Delivery to coordinate the mobilisation of project management resources with support from Manager Community Facilities.	Director of PECS has been liaison with a Queensland Government representative regarding funding agreement. Scope for funding is being further refined with funding options to be presented to council at the August Ordinary Meeting.	In Progress - On schedule		
Ordinary Meeting	Tuesday 27 May 2025	11.5	Glenden Community Hub CONFIDENTIAL REPORT	This report seeks Council's endorsement to establish a Glenden Community Hub and provides an update on recent engagement with the State Government regarding funding commitments.	9206	1. Endorses the establishment of a Glenden Community Hub and notes the offer of funding from the Queensland Government for the project; 2. Requests officers provide recommendations to a future Council meeting on a preferred site selection informed by stakeholder consultation and site suitability investigations;	Michael St Clair	Chief Executive Officer to execute funding agreement when received and reviewed. Manager Engaged Communities to manage follow-up engagement with the community regarding the project following execution of a funding agreement.	Results of the community engagement and execution of funding agreement to be presented at Council at June Ordinary Meeting	In Progress - On schedule		

Council Resolution Register - April 2025 (Business Outstanding Table)												
Meeting Type	Meeting Date	Item No.	Report Title	Executive Summary	Res No	Council Resolution	Responsible Officer/s	Action Accountability	Action Comments	Action Status	If Not Yet Complete - Expected Completion Date	Completion Date
Ordinary Meeting	Wednesday 23 April 2025	9.7	Major Grant Applications Summary Round Three FY2024-2025	The purpose of this report is to consider the Community Grants Evaluation Panel's recommendations on the applications received during round three (3) of the Community Grants Program for FY2024-2025. A total of 17 applications were received for Round Three.	9116	Approves the following application 2 for the Community Grants Round Three FY2024-2025 as follows: Application 2Clermont Rodeo And Show (Auspicing For Gold Cup Campdraft) Project Clermont Rodeo and Show (auspicing for Gold Cup Campdraft) are hosting their annual Campdraft on 19-22- June 2025. They are seeking Council's support of \$5,000.00 to contribute towards the payment of the ambulance and announcer. The quote for the ambulance is \$6,393.22. The quote for the announcer is \$4,350. The overall cost of the event is \$146,450. This meets the co contribution requirements. Details Approves \$5,000.00 (excluding GST) Budget Source Division 1 and 6	Donna Wilson	Manager Engaged Communities is responsible for the administration of the Isaac Regional Council Community Grants Program.	Awaiting funding agreement to be returned by the applicant	In Progress - On schedule		
Ordinary Meeting	Wednesday 23 April 2025	9.07	Major Grant Applications Summary Round Three FY2024-2026	The purpose of this report is to consider the Community Grants Evaluation Panel's recommendations on the applications received during round three (3) of the Community Grants Program for FY2024-2025. A total of 17 applications were received for Round Three.	9117	Approves the following application 3 for the Community Grants Round Three FY2024-2025 as follows: Application 3Clermont Race Club Project Clermont Race Club are hosting their annual races on the 21 June 2025. They are seeking Councils support of \$5,000 to go towards the payment of security. The quote for the for security is \$8,000.00. The overall cost of event is \$54,400. This meets the co contribution amount. Detail Approves \$5,000.00 (excluding GST) Budget Source Division 1 and 6	Donna Wilson	Manager Engaged Communities is responsible for the administration of the Isaac Regional Council Community Grants Program.	Awaiting funding agreement to be returned by the applicant	In Progress - On schedule		
Ordinary Meeting	Wednesday 23 April 2025	9.07	Major Grant Applications Summary Round Three FY2024-2027	The purpose of this report is to consider the Community Grants Evaluation Panel's recommendations on the applications received during round three (3) of the Community Grants Program for FY2024-2025. A total of 17 applications were received for Round Three.	9118	Approves the application 4 for the Community Grants Round Three FY2024-2025 as follows: Application 4 Clermont Community Business Group (Auspicing For Motherland) Project Clermont Community Business Group (auspicing for Motherland Australia) are hosting a Mother's Day luncheon on 6 June 2025. They are seeking Councils support of \$5,000 to go towards the cost of catering and the keynote speaker. The quote for Pennys Plaza is \$2,510. The quote for Grace Brennan \$5,000. The overall cost of the event is \$19,500. This meets the co contribution amount. Details Approves \$1,000.00 (excluding GST) for a minor grant Budget Source Division 1 and 6	Donna Wilson	Manager Engaged Communities is responsible for the administration of the Isaac Regional Council Community Grants Program.	Awaiting funding agreement to be returned by the applicant	In Progress - On schedule		
Ordinary Meeting	Wednesday 23 April 2025	9.07	Major Grant Applications Summary Round Three FY2024-2028	The purpose of this report is to consider the Community Grants Evaluation Panel's recommendations on the applications received during round three (3) of the Community Grants Program for FY2024-2025. A total of 17 applications were received for Round Three.	9119	Approves the application 5 for the Community Grants Round Three FY2024-2025 as follows: Application 5 Clermont Community Business Group (Auspicing For Lily's Mission- Clermont Challenge) Project Clermont Community Business Group (auspicing for Lily's Mission- Clermont Challenge) are hosting their annual fundraiser on the 19 July 2025. This year's proceeds will go to Navicare and shop Isaac cards. They are seeking Councils support of \$5,000 to go towards the payments of Shop Isaac cards, butcher, Bidfood, Clermont signs, photography, prizes and event styling. Shop Isaac cards is \$2,000. The quote for the butcher is \$1,264. The quote for Bidfood is \$404.61. The quote for Clermont signs is \$487.74. The quote for prizes is \$370.00. The quote for event styling is \$2,000. The overall cost of the event is \$9,000. This meets the co contribution amount. Details Approves \$2,500.00 (excluding GST) Budget Source Division 6	Donna Wilson	Manager Engaged Communities is responsible for the administration of the Isaac Regional Council Community Grants Program.	Awaiting funding agreement to be returned by the applicant	In Progress - On schedule		
Ordinary Meeting	Wednesday 23 April 2025	9.07	Major Grant Applications Summary Round Three FY2024-2035	The purpose of this report is to consider the Community Grants Evaluation Panel's recommendations on the applications received during round three (3) of the Community Grants Program for FY2024-2025. A total of 17 applications were received for Round Three.	9125	Approves the application 11 for the Community Grants Round Three FY2024-2025 as follows: Application 11Moranbah Bulldogs (Australian Football Association) ProjectMoranbah Bulldogs (Australian Football Association) are celebrating their 50 years with a date to be confirmed. They are waiting for the final draw to be announced so they can make sure it coincides with their home game. They are seeking Councils support of \$5,000 to go towards the payment of their jerseys. The overall cost of event is \$13,000. The quote for the jerseys is \$10,131. This meets the co contribution amount. Details Approves \$1,000 (excluding GST) for a minor grant Budget Source Approve equally from Divisions 3, 4 and 5	Donna Wilson	Manager Engaged Communities is responsible for the administration of the Isaac Regional Council Community Grants Program.	Awaiting signed funding agreement from the applicant	In Progress - On schedule		
Ordinary Meeting	Wednesday 23 April 2025	9.07	Major Grant Applications Summary Round Three FY2024-2037	The purpose of this report is to consider the Community Grants Evaluation Panel's recommendations on the applications received during round three (3) of the Community Grants Program for FY2024-2025. A total of 17 applications were received for Round Three.	9127	Approves the application 13 for the Community Grants Round Three FY2024-2025 as follows: Application 13 Clermont Community Housing Project Clermont Community Housing are preparing renovations to the Lagoona offices. They are creating two new office spaces for visiting service providers. They are seeking Councils support of \$10,000 to contribute towards the works and materials. The quote for C-MACS Solution \$9,246.61. The quote for the builder \$4,950. The overall cost of event is \$18,000. This meets the co contribution amount. DetailsApproves \$5,000.00 (excluding GST) Budget Source Division 6	Donna Wilson	Manager Engaged Communities is responsible for the administration of the Isaac Regional Council Community Grants Program.	Awaiting funding agreement to be returned by the applicant	In Progress - On schedule		
Ordinary Meeting	Wednesday 23 April 2025	9.7	Major Grant Applications Summary Round Three FY2024-2038	The purpose of this report is to consider the Community Grants Evaluation Panel's recommendations on the applications received during round three (3) of the Community Grants Program for FY2024-2025. A total of 17 applications were received for Round Three.	9128	Approves the application 14 for the Community Grants Round Three FY2024-2025 as follows: Application 14Clermont Rodeo and Show (Auspicing For Hoch And Wilkinson) Project Clermont Rodeo and Show (auspicing for Hoch and Wilkinson) are hosting their annual Beef Expo and Trade Display. They are seeking Councils support of \$5000 for the sponsorship of the Grand Champion Exhibit of the day. Details Approves \$5,000.00 (excluding GST) Budget Source Division 6	Donna Wilson	Manager Engaged Communities is responsible for the administration of the Isaac Regional Council Community Grants Program.	Awaiting funding agreement to be returned by the applicant	In Progress - On schedule		
Ordinary Meeting	Wednesday 23 April 2025	9.7	Major Grant Applications Summary Round Three FY2024-2039	The purpose of this report is to consider the Community Grants Evaluation Panel's recommendations on the applications received during round three (3) of the Community Grants Program for FY2024-2025. A total of 17 applications were received for Round Three.	9129	Approves the application 15 for the Community Grants Round Three FY2024-2025 as follows: Application 15 Clermont Isolated Children's Parents Association ProjectClermont Isolated Children's Parents Association are hosting their annual sports camp on 24-29 August 2025. They are seeking Councils support of \$5,000 to go towards the camp shirts. The quote for the shirts is \$7,699.50. The overall cost of the event is \$77,700. This meets the co contribution amount. Details Approves \$4,600 (excluding GST) Budget Source Division 1 and 6	Donna Wilson	Manager Engaged Communities is responsible for the administration of the Isaac Regional Council Community Grants Program.	Awaiting funding agreement to be returned by the applicant	In Progress - On schedule		

Ordinary Meeting	Wednesday 23 April 2025	9.7	Major Grant Applications Summary Round Three FY2024-2041	The purpose of this report is to consider the Community Grants Evaluation Panel's recommendations on the applications received during round three (3) of the Community Grants Program for FY2024-2025. A total of 17 applications were received for Round Three.	9130	Approves the application 16 for the Community Grants Round Three FY2024-2025 as follows: Application 16 Dysart Golf Club Project Dysart Golf Club are building a mini golf attraction at the club. This will be opened to the public and attract tourists to Dysart. They are seeking Councils support of \$5,000 to pay for the giant black headed python, echidna and green frog. A plaque will be set to recognise Council. The quote for Nature works (stage 2) design is \$12,000. The overall cost of the project is \$317,450. This meets the co contribution amount. Details Approves \$5,000.00 (excluding GST) Budget Source Division 2	Donna Wilson	Manager Engaged Communities is responsible for the administration of the Isaac Regional Council Community Grants Program.	Awaiting funding agreement to be returned by the applicant	In Progress - On schedule		
Ordinary Meeting	Wednesday 23 April 2025	9.7	Major Grant Applications Summary Round Three FY2024-2043	The purpose of this report is to consider the Community Grants Evaluation Panel's recommendations on the applications received during round three (3) of the Community Grants Program for FY2024-2025. A total of 17 applications were received for Round Three.	9139	Approves the application 17 for the Community Grants Round Three FY2024-2025 as follows: Application 17 Nebo Bushman's Carnival Project Nebo Bushman's Carnival are hosting their three annual major events for 2025. Nebo Rodeo, Nebo Cutting Show and Nebo Campdraft. They are seeking Councils support of \$15,000 to contribute towards transport costs. The quote for transport is \$15,000 for each of the three events at a total of \$45,000. The overall cost of the project is \$189,000. This meets the co contribution amount. Details Approves \$15,000.00 (excluding GST) Budget Source Division 8	Donna Wilson	Manager Engaged Communities is responsible for the administration of the Isaac Regional Council Community Grants Program.	Awaiting funding agreement to be returned by the applicant	In Progress - On schedule		
Ordinary Meeting	Wednesday 23 April 2025	9.8	Clermont Community Housing and Other Services Inc. – Lagoona Tenure Arrangements	The purpose of this report is to seek Council endorsement of an exception under the provisions of Section 236 (2) and 236 (1)(b)(ii) of the Local Government Regulations 2012 to dispose of Lot 3 on C9569, located at 2 Lime Street, Clermont, by way of a three (3) year Licence to Occupy plus a three (3) year option to Clermont Community Housing and Other Services Inc.	9133	1.Under the provisions of Section 236 (2) of the Local Government Regulations 2012 resolve that an exception from inviting written quotes or tenders is granted for tenure over Lot 3 on C9569, located at 2 Lime Street, Clermont, by way of a three (3) year Licence to Occupy plus a three (3) year options to Clermont Community Housing and Other Services Inc. a.Tenure fees to be charged in accordance with 2024-2025 Fees & Charges – annual rent/usage fee \$473.00 incl GST, matrix attached.b.Acknowledging that the facility is a Council asset with additions and alterations being conducted by Clermont Community Housing and Other Services Inc, repairs and maintenance responsibilities will be in accordance with the Base Building Inclusions and Exclusions. 3.Authorises the Chief Executive Officer to negotiate, vary and execute the legal instruments to action clause 2 above.	Ken Tucker	Manager Community Facilities to progress tenure documentation.	19/05/25 Final version of LTO emailed to group for signing. 20/5/25 Small changes made to LTO and re-sent to group for signing. 21/05/25 Email received from CCHAOSI requesting that confirmation they can hire to third parties be included in LTO.	In Progress - On schedule		
Ordinary Meeting	Wednesday 23 April 2025	9.9	Moranbah Tennis Association Incorporated – Tenure Arrangements	The purpose of this report is to seek Council endorsement of an exception under the provisions of Section 236 (2) and 236 (1)(b)(ii) of the Local Government Regulations 2012 to dispose of BSP214729 being part of Lot 133 on GV265, located at the Eastern Sporting Fields via Tallon Street, Moranbah, by way of a ten (10) year trustee lease to Moranbah Tennis Association Incorporated.	9134	1.Under the provisions of Section 236 (2) of the Local Government Regulations 2012 resolve that an exception from inviting written quotes or tenders is granted for tenure over BSP214729 being part of Lot 133 on GV265, located at the Eastern Sporting Fields via Tallon Street, Moranbah, by way of a ten (10) year trustee lease to Moranbah Tennis Association Incorporated. 2. Under the provisions of Section 236 (1)(b)(ii) of the Local Government Regulations 2012 resolve to enter into a ten (10) year trustee lease over BSP214729 being part of Lot 133 on GV265, located at the Eastern Sporting Fields via Tallon Street, Moranbah, to Moranbah Tennis Association Incorporated. a. Lease fees to be charged in accordance with 2024-2025 Fees and Charges – annual rent/usage fee \$473.00 including GST per annum, matrix attached. b. All outgoings will be at the expense of the Trustee Lessee as detailed in the Standard Terms Documents.c. Acknowledging that all built assets are owned by the Moranbah Tennis Association Incorporated therefore all repairs and maintenance will be the responsibility of the club. 3. Authorises the Chief Executive Officer to negotiate, vary and execute the legal instruments to action clauses 2 and 3 above.	Ken Tucker	Manager Community Facilities to progress tenure documentation	21/05/25 Made amendment to LTO and re-issued to CCHAOSI for them to take to their meeting next week for a resolution to sign.	In Progress - On schedule		
Ordinary Meeting	Wednesday 23 April 2025	9.10	Playgroup Queensland Ltd – Tenure Arrangements	The purpose of this report is to seek Council endorsement of an exception under the provisions of Section 236 (2) and 236 (1)(b)(ii) of the Local Government Regulations 2012 to dispose of GSP214729 being part of Lot 133 on GV265, located at the Eastern Sporting Fields, via McCool Street, Moranbah, by way of a ten (10) year trustee lease to Playgroup Queensland Ltd.	9135	1. Under the provisions of Section 236 (2) of the Local Government Regulations 2012 resolve that an exception from inviting written quotes or tenders is granted for tenure over GSP214729 being part of Lot 133 on GV265, located at the Eastern Sporting Fields, via McCool Street, Moranbah, by way of a ten (10) year trustee lease to Playgroup Queensland Ltd. 2. Under the provisions of Section 236 (1)(b)(ii) of the Local Government Regulations 2012 resolve to enter into a ten (10) year trustee lease agreement with Playgroup Queensland Ltd over GSP214729 being part of Lot 133 on GV265, located at the Eastern Sporting Fields, via McCool Street, Moranbah. a. Lease fees to be charged in accordance with 2024-2025 Fees and Charges – annual tenure fee \$803.00 incl GST, matrix attached. b. All outgoings will be at the expense of the Trustee Lessee as detailed in the Standard Terms Documents. c. Acknowledging that the building structure is owned by Isaac Regional Council therefore all repairs and maintenance responsibilities will be in accordance with the Base Building Inclusions and Exclusions over the area subject to the trustee lease; and acknowledging that all play equipment is owned by Playgroup Queensland Ltd therefore repairs and maintenance responsibilities will be the remit of the organisation. 3. Authorises the Chief Executive Officer to negotiate, vary and execute the legal instruments to action clause 2 above.	Ken Tucker	Manager Community Facilities to progress tenure documentation.	14/05/25 Resolution received from DPECS. 19/05/25 Final copy of trustee lease x 3 sent via registered post to club for signing.	In Progress - On schedule		
Ordinary Meeting	Wednesday 23 April 2025	9.11	Planning, Environment and Community Services Quarterly Departmental Report – Engaged Communities	The purpose of this report is to provide an overview of the Engaged Communities Department's current status and future direction.	9136	1.Receives and notes the content of the Planning, Environment and Community Services Quarterly Departmental Report – Engaged Communities.	Maggi Stanley	The Manager Engaged Communities is responsible for strategic-level delivery of Engaged Communities functions across the region.	Ongoing operations progressing as per report	In Progress - On schedule		
Ordinary Meeting	Wednesday 23 April 2025	9.12	Planning, Environment and Community Services FY2024/2025 Capital Projects Progress Report as at 24 March 2025	This report is to provide an update to Council on the progress in the delivery of the Planning, Environment and Community Services 2024/2025 Capital Works Program.	9137	1.Receives and notes the monthly Planning, Environment and Community Services FY2024/2025 Capital Progress Summary Report as at 24 March 2025.	Mark Davey	The Program Manager – Capital Delivery in conjunction with the PECS leadership team and under the guidance of Director PECS hold responsibility for the scoping, procurement and the completion of the projects identified within the 2024-2025 Capital Program.	Ongoing Capital Delivery is progressing as per report	In Progress - On schedule		

Ordinary Meeting	Wednesday 23 April 2025	9.13	Planning Environment and Community Services Quarterly Departmental Report – Economy and Prosperity	The purpose of this report is to provide an overview and status update of the Economy and Prosperity Department's projects and operational commitments.	9138	Receives and note the content of the report which provides an overview and status update of the Economy and Prosperity Department's projects and operational commitments.	Joel Redden	The Manager Economy and Prosperity is responsible for strategic direction and operational deliverable of the of the Economy and Prosperity department, and leading delivery and reporting of its Business Plan and approved Operational and Capital works project	Ongoing operations progressing as per report Next report to considered at June Ordinary Meeting	In Progress - On schedule		
Ordinary Meeting	Wednesday 23 April 2025	9.18	2024 – 2028 Local Government Grants and Subsidies Program Stage 2 Application – Nebo Staff Housing	This report seeks Council's endorsement of the 2024-2028 Local Government Grants and Subsidies Program (LGGSP) Nebo Staff Housing Stage 2 application.	9143	1. Endorses a Stage 2 application to the Local Government Grants and Subsidies Program for the development of 5 x 2-bedroom units in Nebo. 2. Approves Councils contribution of approximately \$1,127,454 representing 40% of the total project costs. 3. Delegates Authority to the Chief Executive Officer to submit the required application to the Department of Housing, Local Government, Planning and Public Works. 4. Be provided with information that satisfies that the background work has been completed to ensure that all available Nebo Council Controlled Properties have been considered for this project including Ann Street.	Jessica Bugeja	Research and Policy Advisor to prepare Stage 2 Application package Chief Executive Officer (or delegate) to approve Stage 2 Application package for submission.	Application submitted and waiting on confirmation of funding	In Progress - On schedule		
Ordinary Meeting	Wednesday 23 April 2025	9.23	Request for Waiver of Waste Disposal Fees from a Not-For-Profit – Moranbah Op Shop	The purpose of this report is to consider a request from a Not-For-Profit, Moranbah Op Shop to waive waste disposal fees.	9150	Requests that the Waiver of Waste Disposal Fees for Registered Not-For-Profit organisations is presented to the Water and Waste Standing Committee Meeting in June 2025 for consideration following discussions held at a Councillor Workshop Day being held in May 2025. Requests that a report be presented to the June 2025 Water and Waste Standing Committee responding to the emerging issue of unlawful or inconsiderate disposal of household and other waste at places other than public waste management facilities	Jason Grandcourt	Manager Waste Services is responsible for the administration of any fee waiving of waste disposal fees on behalf of Council.	On-going	In Progress - On schedule		11/06/2025
Ordinary Meeting	Wednesday 23 April 2025	10.01	AICD Training for Elected Members 2024—2028 Term of Council	This report is provided on the request from Resolution No.: 9032 (26 February 2025) point 3 "requests that a report is presented to Council at the March Ordinary Meeting on AICD Training for Elected Members for the 2024-2028 term of Council".	9151	1. Consistent with the Councillor Professional Development Calendar (presented to Ordinary Meeting, 26 February 2025), affirms its intention to afford each councillor the opportunity to complete the Australian Institute of Company Directors' Company Directors Course, noting that some councillors have already done so. 2. Extends the same offer to remaining councillors noting that the Mayor and Chief Executive Officer are authorised to approve professional development activities in line with Councillor Support (Expenses Reimbursement) Policy within budgetary limits. 3. Acknowledges that the following Councillors have expressed their interest in attending the AICD Training: •Cr Rachel Anderson (Moranbah only for 2025) •Cr Melissa Westcott (2025) •Cr Terry O'Neill (only if held in Moranbah 2025 or 2026) •Cr Viv Coleman (2025 only if late August and September or 2026) •Cr Vern Russell (2026) •Cr Alaina Earl (2026)	Kielly Glanville	Chief Executive Officer to progress the Councillor development program.		In Progress - On schedule		
Ordinary Meeting	Wednesday 23 April 2025	10.02	St Lawrence Wetlands Weekend 2025 – Additional Fees and Charges	The purpose of this report is to seek endorsement of St Lawrence Wetlands Weekend 2025 additional event fees and charges.	9152	1. Adopts the additional fees and charges for the 2025 St Lawrence Wetlands Weekend ticket sales, inclusive of GST: Name Cost Recovery or Non Cost Recovery Head of Power GST 2024/25 FY Fee Purchase of tickets vis ticket agencies will incur transaction and merchant fees, which are charged at the discretion of the ticketing platform provider FOOD EXPERIENCES The Flakyard's 6 Course Degustation Dining Experience NCR Y \$350.00 2. Adds the additional regulated fees listed under the section 'St Lawrence Wetlands Weekend 2024' of Council's fees and charges schedule 2024/2025, adopted under Council Resolution No: 9081. 3. Provides delegation to the Chief Executive Officer to set fees and charges for the St Lawrence Wetlands Weekend event, subject to prior consultation with councillors and notification of decisions via a public notice.	Joel Redden	The Economy and Prosperity team to prepare the ticketing website for release of the tickets and work with the Brand Media and Communications team to deliver aligned marketing and communications for the event. The Finance department to add to the 2025 St Lawrence Wetlands Weekend event's Fees and Charges.				
Ordinary Meeting	Wednesday 23 April 2025	11.01	CONFIDENTIAL REPORT Nebo Pool Lease and Management Agreement Extension	The purpose of this report is to seek Council endorsement of an exception under the provisions of Section 236 (c)(iii) of the Local Government Regulations 2012 to dispose of Lot 59 on N1101, located at 20 Reynolds Street, Nebo, by way of a two (2) year extension to the current lease to Paine Industries Pty Ltd t/as Nebo Swimming Pool.	9157	1. Under the provisions of Section 236(c)(iii) of the Local Government Regulations 2012 resolve that an exception from inviting written quotes or tenders is granted for tenure over Lot 59 on N1101, located at 20 Reynolds Street, Nebo, on the basis that a lease renewal for the property is proposed for the existing tenant. 2. Resolve to vary the existing contracts with Paine Industries Pty Ltd t/as Nebo Swimming Pool to extend the lease and management agreement for the Nebo Swimming Pool for a period of two (2) years, to expire on 31 August 2027; 3. Authorises the Chief Executive Officer to negotiate, vary and execute the legal instruments to action clause 1 and 2 above.	Ken Tucker	Manager Community Facilities to progress discussions with the Pool Lessee to provide an extension in the lease to 2027.	<ul style="list-style-type: none"> •14/05/25 Resolution received from DPECS. •19/05/25 Emailed Preston Law to request they prepare a new lease for the current lessee. •20/05/25 Preston Law phoned to ask if Council is satisfied with a Form 13 Amendment to Lease, SCLO confirmed this was acceptable. •20/05/25 Preston Law emailed the Form 13 Amendment to Lease •20/05/25 SCLO emailed Program Leader Leased Council Facilities to ask if he was going to arrange the document to be signed and ask if so, to upload a new version to ECM5370968 once signed. •20/05/25 Prepared a DRA and Memorandum to accompany the Form 13 once signed by lessee to obtain CEOs signature. •20/05/25 Emailed Program Leader Leased Council Facilities to confirm he will be obtaining original signatures and once signatures obtained to ensure the original paperwork is returned to Moranbah. 	In Progress - On schedule		

Council Resolution Register - March 2025 (Business Outstanding Table)											
Meeting Type	Meeting Date	Item No.	Report Title	Executive Summary	Res No	Council Resolution	Responsible Officer/s	Action Accountability	Action Comments	Action Status	If Not Yet Complete - Expected Completion Date
Ordinary Meeting	Wednesday 26 March 2025	9.11	St Lawrence Recreation Group Incorporated – Tenure Arrangements	The purpose of this report is to seek Council endorsement of an exception under the provisions of Section 236 (2) and 236 (1)(b)(ii) of the Local Government Regulations 2012 to dispose of part of Lot 105 on MC532, located at 593 St Lawrence Connection Road, St Lawrence, by way of a three (3) year Licence to Occupy plus two (2) x three (3) year options to St Lawrence Recreation Group Incorporated.	9078	1. Under the provisions of Section 236 (2) of the Local Government Regulations 2012 resolve that an exception from inviting written quotes or tenders is granted for tenure over part of Lot 105 on MC532, located at 593 St Lawrence Connection Road, St Lawrence, by way of a three (3) year Licence to Occupy plus two (2) x three (3) year options to St Lawrence Recreation Group Incorporated. 2. Under the provisions of Section 236 (1)(b)(ii) of the Local Government Regulations 2012 resolve to enter into tenure by way of a three (3) year Licence to Occupy plus two (2) x three (3) year options to St Lawrence Recreation Group Incorporated. a.Tenure fees to be charged in accordance with 2024-2025 Fees and Charges – annual rent/usage fee \$880.00 ex GST, matrix attached. b. Acknowledging that all built assets onsite have been provided by both the St Lawrence Recreation Group Incorporated and Isaac Regional Council therefore repairs and maintenance will be the responsibility of the asset owner. 3. Authoriseste Chief Executive Officer to negotiate, vary and execute the legal instruments to action clause 2 and 3 above.	Ken Tucker	Manager Community Facilities to progress tenure documentation.	Tenure/lease is currently being finalised.	In Progress - On schedule	
Ordinary Meeting	Wednesday 26 March 2025	9.12	Dysart Lifestyle Centre Inc. – Tenure Arrangements	The purpose of this report is to seek Council endorsement of an exception under the provisions of Section 236 (2) and 236 (1)(b)(ii) of the Local Government Regulations 2012 to dispose of part of Lot 1 on SP239822, located at 29 Queen Elizabeth Drive, Dysart, being the Dysart Recreation Centre by way of a five (5) year Licence to Occupy plus a five (5) year option to Dysart Lifestyle Centre Inc.	9079	1. Under the provisions of Section 236 (2) of the Local Government Regulations 2012 resolve that an exception from inviting written quotes or tenders is granted for tenure over part of Lot 1 on SP239822, located at 29 Queen Elizabeth Drive, Dysart, being the Dysart Recreation Centre by way of a five (5) year Licence to Occupy plus a five (5) year option to Dysart Lifestyle Centre Inc. 2. Under the provisions of Section 236 (1)(b)(ii) of the Local Government Regulations 2012 resolve to enter into tenure by way of a five (5) year Licence to Occupy plus a five (5) year option to Dysart Lifestyle Centre Inc. c.Tenure fees to be charged – weekly usage fee \$575.00 ex GST based on partial cost recovery for electricity usage. d. Acknowledging that all built assets are owned by Isaac Regional Council therefore repairs and maintenance responsibilities will be in accordance with the Base Building Inclusions and Exclusions over the area subject to the Licence to Occupy. 3. Authorises the Chief Executive Officer to negotiate, vary and execute the legal instruments to action clause 2 above.	Ken Tucker	Manager Community Facilities to progress tenure documentation.	Tenure/lease is currently being finalised.	In Progress - On schedule	
Ordinary Meeting	Wednesday 26 March 2025	9.13	Expression of Interest – Lease A Being Part of Lot 10 on Sp237952, Old Southern Cross Grounds, 27 Pony Club Road, Dysart	The purpose of this report is to seek Council endorsement of the Expression of Interest lodged by Dysart Men's Shed Qld Inc. for the use of Lease A being part of Lot 10 on SP237952, Old Southern Cross Grounds, located at 27 Pony Club Road, Dysart.	9080	1. Approve to enter into a ten (10) year trustee lease agreement with the Dysart Men's Shed Qld Inc. for the use of Lease A being part of Lot 10 on SP237952, Old Southern Cross Grounds, 27 Pony Club Road, Dysart. a. Tenure fees to be charged in accordance with 2024-2025 Fees and Charges – annual rent/usage fee \$430.00 ex GST, matrix attached. b.All outgoing's will be at the expense of the Trustee Lessee as detailed in the Standard Terms Documents. c. Acknowledging that the Dysart Men's Shed Qld Inc., plans to repair and upgrade the existing facilities and as such all assets will be owned by Dysart Men's Shed Qld Inc. therefore all repairs and maintenance responsibilities will be the remit of the club. 2. Authorises the Chief Executive Officer to negotiate, vary and execute the legal instruments to action clause 1 above.	Ken Tucker	Manager Community Facilities to progress tenure documentation.	Tenure/lease is currently being finalised.	In Progress - On schedule	
Ordinary Meeting	Wednesday 26 March 2025	9.19	Asset Installation and Maintenance Licence – Waterway Crossing Off Ellensfield Road	The report seeks to delegate the authority to the Chief Executive Officer to execute a Licence for the installation, use and maintenance of an existing waterway crossing and access track within the stock route 831ISAA adjoining the Burton Dam wall.	9086	1.Delegates authority to the Chief Executive Officer to negotiate, execute and vary the Asset Installation and Maintenance Licence – Waterway Crossing off Ellensfield Road for the installation, use and maintenance of an existing waterway crossing and access track within the stock route 831ISAA adjoining the Burton Dam wall in accordance with the terms attached in the report.	Robert Perna	Galilee and Bowen Basin Operations department to lead negotiations under the guidance of Director Engineering and Infrastructure and Chief Executive Officer. Chief Executive Officer to execute the Licence. Manager Galilee and Bowen Basin Operations to ensure a copy of the executed document is provided to the proponent and obligations under the Licence are adhered to.		In Progress - On schedule	
Ordinary Meeting	Wednesday 26 March 2025	10.02	Country Roads Connect Program – Cotherstone Road	The report is seeking delegation to the Chief Executive Officer to submit a nomination under the Country Roads Connect Program for Pave and Seal Activities on Cotherstone Road.	9100	1. Delegates the Authority to the Chief Executive Officer to submit the Nomination form under the 2025 Round of the Country Roads Connect Program for Pave and Seal works on Cotherstone Road for a total project cost of \$3,000,000 inclusive of a 20% co-contribution. 2. Subject to the Nomination being successful, supports the Co-Contribution amounts to be included in future year budgets as outlined below a) \$20,000 2025-26 Financial Year. b) \$300,000 2026-27 Financial Year. c) \$280,000 2027-28 Financial Year.	Sean Robinson	Galilee and Bowen Basin Operations Department to complete the Nomination form for review by Director Engineering and Infrastructure and Chief Executive Officer	17/6/25 - Funding application has been submitted and waiting to hear back whether successful not.	In Progress - On schedule	

Council Resolution Register - February 2025 (Business Outstanding Table)													
Meeting Type	Meeting Date	Item No.	Report Title	Executive Summary	Res No	Council Resolution	Responsible Officer/s	Action Accountability	Action Comments	Action Status	If Not Yet Complete - Expected Completion Date	Completion Date	Link to minutes
Ordinary Meeting	Wednesday 26 February 2025	9.19	Compensation Agreement ML1865	The purpose of this report is for Council to consider the Compensation Agreement with Plentygold Miclere Pty Ltd.	9045	That Council: 1.Supports the negotiation to enter into a compensation agreement with Plentygold Miclere Pty Ltd in accordance with section 279 of the Mineral Resources Act 1989 (Qld). 2.Delegates authority to the Chief Executive Officer to negotiate, vary and execute the proposed Compensation Agreement in relation to ML1865 in accordance with section 279 of the Mineral Resources Act 1989 (Qld).	Sean Robinson	Manager Galilee and Bowen Basin Operations to ensure executed copies are returned to Plentygold and the compensation under the agreement and Council's costs are paid.	MGBBO completed executed documents and provided copies to the proponent and ensuring obligations are met under the licence.				

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

If Not Yet Complete - Expected Completion Date	Completion Date	Link to minutes

MEETING DETAILS

Ordinary Meeting

Wednesday 23 July 2025

AUTHOR

Jason Rivett

AUTHOR POSITION

Manager Financial Services

9.1

ISAAC REGIONAL COUNCIL INTERIM MONTHLY FINANCIAL REPORT AS AT 30 JUNE 2025

EXECUTIVE SUMMARY

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

COMMITTEE'S RECOMMENDATION

Resolution No.: CGFS0996

Moved: Cr Vern Russell

Seconded: Cr Terry O'Neill

That the Committee recommends that Council:

1. Receives the interim financial statements for the period 30 June 2025 pursuant to, and in accordance with, the *Local Government Regulation 2012 (s204)*.

Carried

BACKGROUND

Statutory Obligation Table – Isaac Regional Council

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

Requirement	Date
Budget 2024/2025	Budget adopted 26 June 2024
Financial Statements 2023/2024	Financial Statements adopted 30 October 2024

IMPLICATIONS

Financial performance is monitored to ensure that Council remains within budget and continues to deliver efficient and effective services to the community.

With 30 June 2025 representing the end of the 2024/2025 financial year, the attached financial statements provide an interim result for 2024/2025.

Over the next month, end of financial year processes will occur where adjustments for accruals, depreciation (asset capitalisation and revaluations) will be brought to account. Therefore, it should be noted that the attached Financial Statements for June are interim only and are expected to change through end of year adjustments. Further changes may also occur through the external audit process.

Operating Position:

The Interim Financial Year Statements for the year ended June 2025 show a current operating surplus of \$15,678,644 which is \$9,992,678 ahead of the revised budget position. This favourable variance is predominantly due to the early release of the Financial Assistance Grant (general and road component) for 2025/2026, in the 2024/2025 financial year, and lower than planned operating expenses.

Capital Revenue:

Capital revenue for the year ended June 2025 was \$18,756,245 compared to the full year revised budget of \$28,407,867. This figure is below budget through the timing of grant receipts which is directly related to the progress of capital projects. The operating position combined with the capital revenue equates to Council having a current net result of \$34,434,889 which gives a year end favourable variance to budget of \$341,056.

Capital Expenditure:

Capital expenditure (\$57.2M) is under annual budget (\$68.8M) excluding commitments, noting that when the \$30.8M of commitments are included, the capital expenditure is at 128% of annual budget. It should be noted that \$12.4M of commitments relate to the Phillips Creek Bridge construction with the majority of this expenditure anticipated to occur in the 25/26 financial year. Excluding this project actuals and commitments are at 107% of the annual budget.

It is noted that further changes are expected through end of year accruals and audit finalisation. Further review and reconciliation of these amounts will also be undertaken during the capital carry forward process. During the third quarter budget review it was indicated that capital projects to the value of approximately \$5.3M was likely to be requested to be carried forward into the 2025/2026 financial year.

CONSULTATION

- Financial Services.

BASIS FOR RECOMMENDATION

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

ACTION ACCOUNTABILITY

Not Applicable.

KEY MESSAGES

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

Report prepared by:	Report authorised by:
JASON RIVETT	DARREN FETTEL
Manager Financial Services	Director Corporate, Governance and Financial Services
Date: 3 July 2025	Date: 3 July 2025

ATTACHMENTS

- Attachment 1 – Interim Financial Statements 30 June 2025

REFERENCE DOCUMENT

- Nil

INTERIM FINANCIAL STATEMENTS REPORT TO COUNCIL

Current as at 30 June 2025

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



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FINANCIAL STATEMENTS FOR THE PERIOD ENDED 30 JUNE 2025

EXECUTIVE SUMMARY

With June 30 representing the end of the 2024/2025 financial year, the following figures provide an interim result for 2024/2025.

The Interim Financial Year Statements for the year ended June 2025 show a current operating surplus of \$15,678,644 which is \$9,992,678 ahead of the revised budget position. This favourable variance is predominantly due to the early release of the Financial Assistance Grant (general and road component) for 2025/2026 in the 2024/2025 financial year and operating expenses. Capital revenue for the year ended June 2025 was \$18,756,245 compared to the full year revised budget of \$28,407,867. This figure is below budget through the timing of grant receipts which is directly related to the progress of capital projects. The operating position combined with the capital revenue equates to Council having a current net result of \$34,434,889 which gives a year end favourable variance to budget of \$341,056.

Over the next month, end of financial year processes will occur where adjustments for accruals, depreciation (asset capitalisation and revaluations) will be brought to account. Therefore, it should be noted that the attached Financial Statements for June are interim only and are expected to change through end of year adjustments. Further changes may also occur through the external audit process.

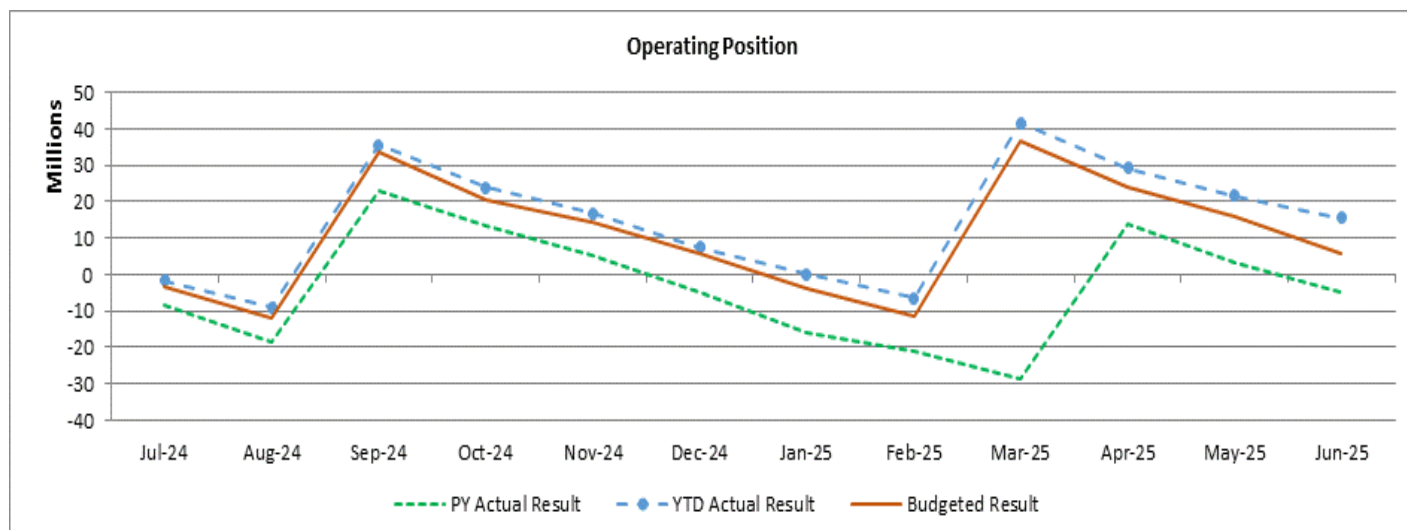
PRELIMINARY JUNE FINANCIAL STATEMENTS AT A GLANCE					
	YTD Actual	YTD Revised Budget	Variance	Full Year Revised Budget	Completion
	\$	\$	\$	\$	%
Total operating revenue	155,299,660	155,514,302	(214,642)	155,514,302	99.9%
Total operating expenses	139,621,017	149,828,336	10,207,319	149,828,336	93.2%
Operating position	15,678,644	5,685,966	9,992,678	5,685,966	275.7%
Capital revenue	18,756,245	28,407,867	(9,651,622)	28,407,867	66.0%
Net result	34,434,889	34,093,833	341,056	34,093,833	101.0%

BACKGROUND

Each month, year to date financial statements are prepared in order to monitor actual performance against the latest adopted budget. Attached are the financial statements for the period ended 30 June 2025. Actual amounts are compared against adopted Revised Budget figures. See appendix 1 for detailed financial statements.

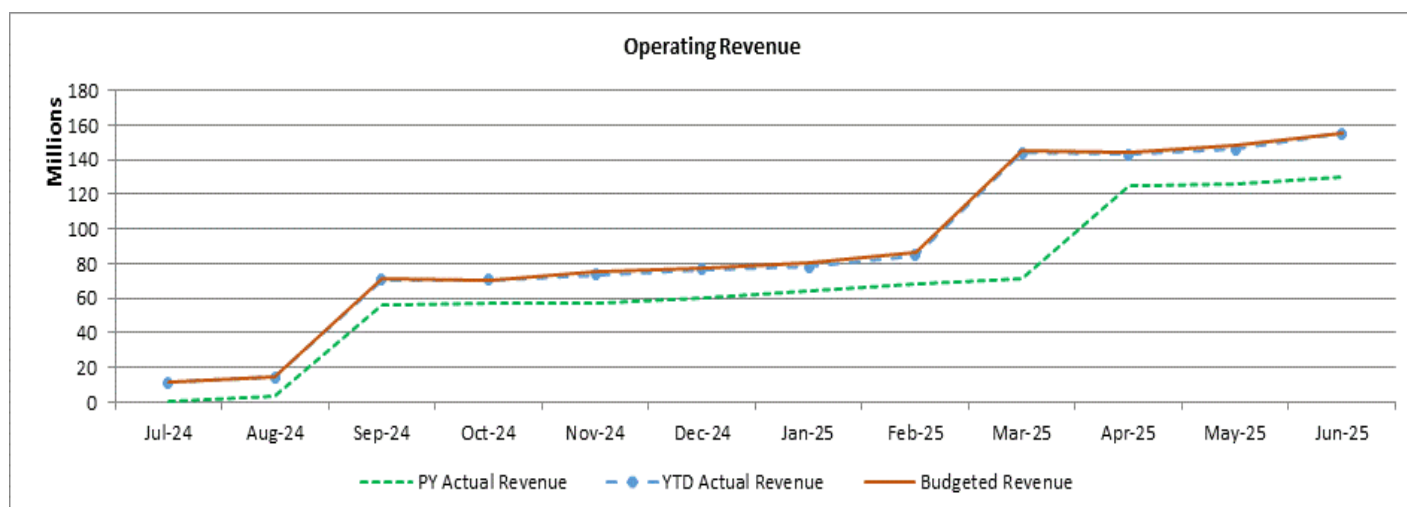
It should be noted that figures provided are accurate as at date of publication. Figures reported are cumulative year to date which may include adjustments for revenue or expenses accrued to prior accounting periods.

OPERATING POSITION



The current operating position for June 2025 has resulted in a surplus of \$15,678,644. This is favourable when compared to the annual budget by \$9,992,678. Operating Revenue is \$214,642 unfavourable compared to annual budget; however, this is offset by operating expenses, which are \$10,207,319 favourable when compared to budget.

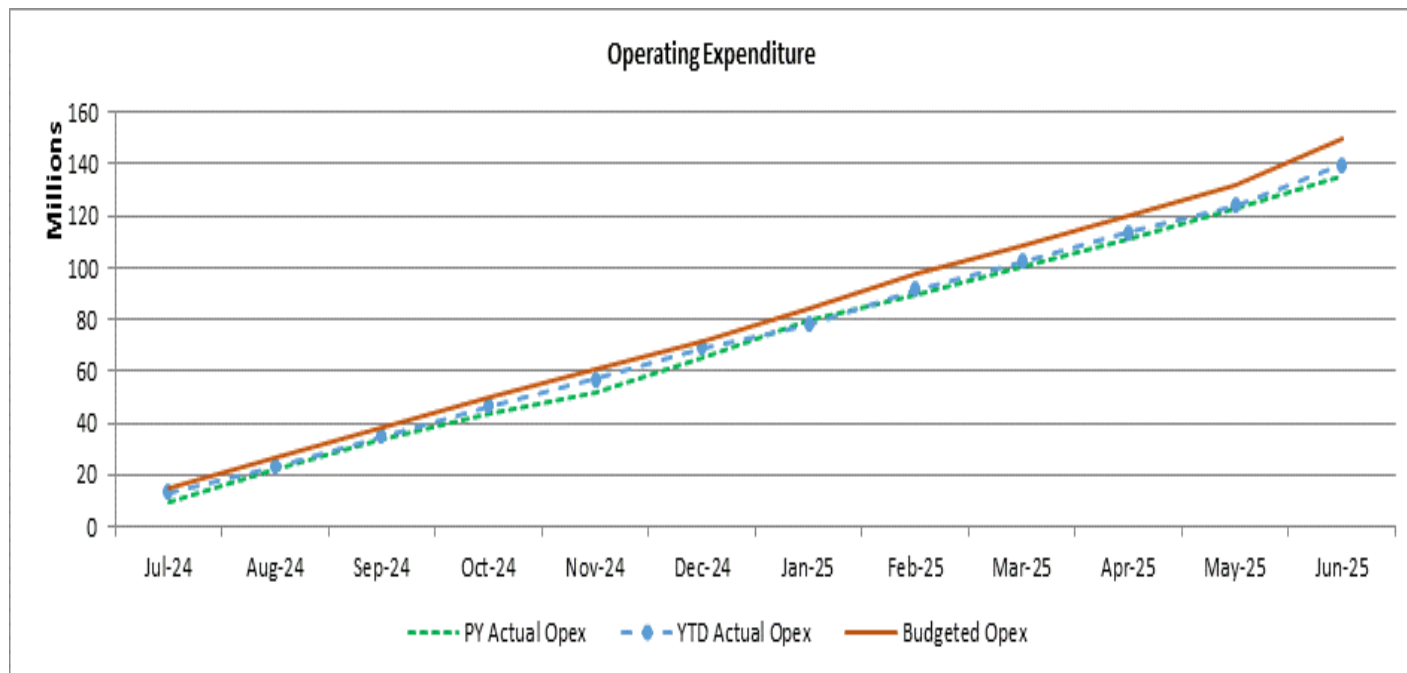
OPERATING REVENUE



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

The operating revenue for year ended June 2025 was \$155,299,660 which is unfavourable when compared to the budget by \$214,642. The unfavourable variance is primarily due to the timing of recoverable works for Galilee & Bowen Basin Operations, RMPC revenue, water consumption billing, DRFA November 21 revenue, rates valuation adjustments and landfill revenue. This unfavourable variance is partially offset by the early receipt of the 2026 Financial Assistance Grant (General & Roads) in June 2025, development fees, interest income and underutilisation of the discount on general rates. Expected changes through end of year processes are noted, which will include the accrual of the second half yearly water consumption charges, final RMPC claims, infrastructure agreement invoicing, waste, potable water and septic invoicing and allocation of contract revenue in line with AASB 15 / 1058 Revenue Recognition Standard.

OPERATING EXPENDITURE

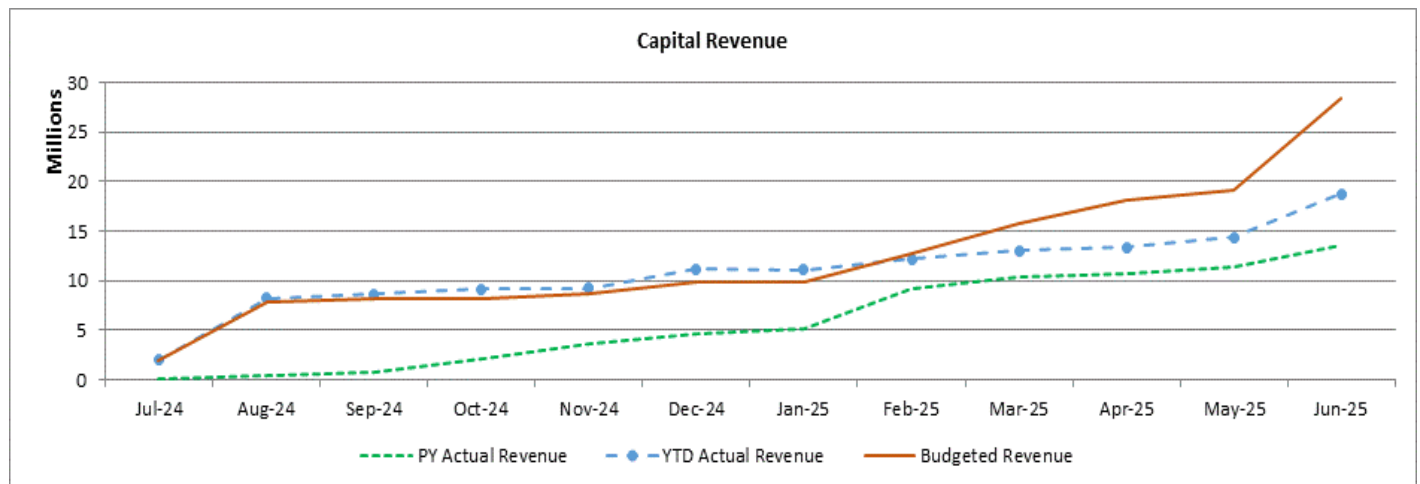


Operating expenditure consists of Employee Expenses, Materials and Services, Finance Costs and Depreciation.

Actual operating expenditure for year ended 30 June 2025 was \$139,621,017 which is favourable to budget by \$10,207,319. This favourable result is predominantly due to lower than budgeted employee expenses and materials and services expenditure.

Over the next month, end of financial year processes will occur where adjustments for accruals, depreciation (asset capitalisation and revaluations) will be brought to account.

CAPITAL REVENUE



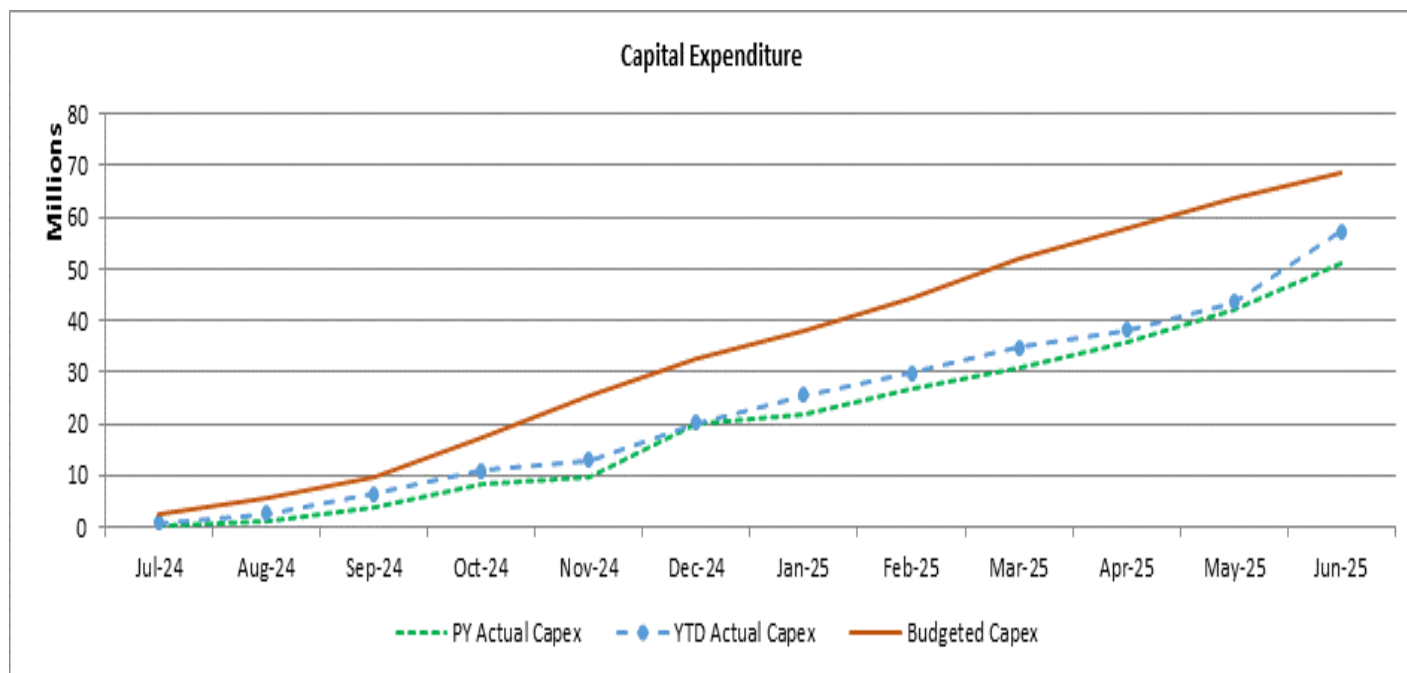
Capital Revenue to 30 June is \$18,756,245 and consists of capital revenue and the proceeds from the disposal of assets. Capital Revenue relating to grants and contributions to 30 June is \$17,903,586 which is \$9,505,583 behind budget position due primarily to timing of grants received, aligned with the delivery of capital projects. Capital Revenue relating to Proceeds from the Disposal of Assets to 30 June is currently \$852,659 which is \$146,039 unfavourable to budget.

Capital Revenue will be further examined through end of year processes to align revenue with milestones as per AASB 1058 Revenue Recognition Standard.

Budgeted capital revenue for 2024/2025 is detailed below:

Grants	Revised Budget	Actuals
Resource Community Infrastructure Fund	6,896,356	4,896,356
Philips Creek Bridge	4,995,000	4,995,000
Roads of Significant Infrastructure	2,389,793	2,009,992
Bridges Renewal Program	2,009,073	1,020,514
Roads to Recovery Program	1,823,788	1,823,788
Nebo Showgrounds Masterplan Stage 1	1,625,745	-
Transport Infrastructure Development Scheme	1,480,529	793,346
Local Roads & Community Infrastructure Grants	1,410,420	-
W4QLD 24 - 27	1,180,000	190,000
Sale of Plant and Equipment	998,698	852,659
REFF	700,000	700,000
Local Government Grants and Subsidies Program	681,589	529,422
Building our Regions	612,258	244,690
Disaster Ready	376,500	37,109
Solar Grant	344,437	158,100
HVSPP	322,729	322,729
Contribution to Mabbin Road	250,000	-
Disaster Recovery Funding Arrangements (DRFA)	105,792	-
STIP	22,609	-
Developer Contributions	182,551	182,550
Other various Minor Grants	-	9
Total	28,407,867	18,756,245

CAPITAL EXPENDITURE



Capital expenditure (\$57.2M) is under annual budget (\$68.8M) excluding commitments, noting that when the \$30.8M of commitments are included, the capital expenditure is at 128% of annual budget. It should be noted that \$12.4M of commitments relate to the Phillips Creek Bridge construction with the majority of this expenditure anticipated to occur in the 25/26 financial year. Excluding this project actuals and commitments are at 107% of the annual budget.

It is noted that further changes are expected through end of year accruals and audit finalisation. Further review and reconciliation of these amounts will also be undertaken during the capital carry forward process. During the third quarter budget review it was indicated that capital projects to the value of approximately \$5.3M was likely to be requested to be carried forward into the 2025/2026 financial year.

Major budgeted projects for 2024/2025 financial year are:

Project	Revised Budget	Actuals	Commitments
MBH Community Centre - Refurbishment	10,998,539	10,323,281	406,229
Phillips Creek Bridge Construction	5,550,000	7,880,251	12,378,396
REG Surface Renewal Program	3,908,598	3,908,707	-
Fleet / Plant replacement program	3,728,507	2,921,610	974,797
REG Resheeting Program	3,492,063	3,361,939	389,293
Cooroora Creek Bridge Replacement	2,511,342	710,858	2,419,625
Isaac Resources Excellence Precinct	2,000,000	2,463,857	3,608,706
NBO Showgrounds Masterplan Stage 1	1,683,452	164,797	2,494,773
REG Floodway Construction	1,633,994	1,631,180	-
Eaglefield Road- Pave and Seal (ROSI)	1,560,000	1,606,495	1,174
Peak Downs Mine Road Recon & Widen	1,541,058	229,146	1,779,607
Dysart-Clermont Road Upgrade- ROSI	1,427,241	1,410,325	-
ST LAW Water Storage & Raw Water Main	1,076,081	874,458	43,155
MBH WTP - roof replacement	991,177	916,557	6,790

CAPITAL FUNDING AND PROJECT COMMITTALS

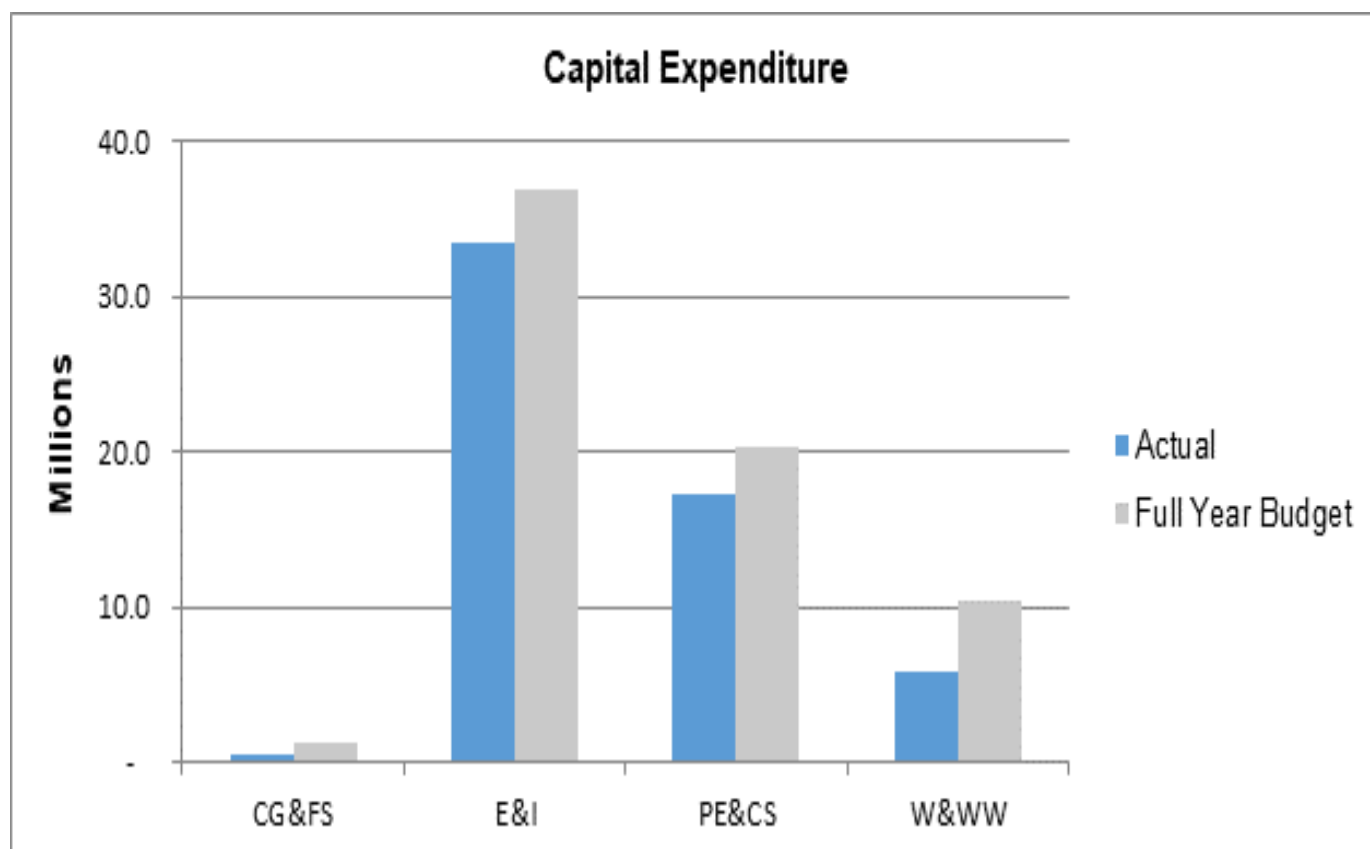
Capital expenditure is financed through loan borrowings, proceeds on disposal of assets, general reserves and the future capital sustainability reserve.

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

The following table illustrates the Council's capital project expenditure as at June 2025. Note the below table displays commitments at 30 June 2025 however it is noted that the majority of these commitments relate to multiyear projects or projects that are expected to carry forward to the 2025/2026 financial year.

Department	YTD Actual	YTD Commitment	YTD Total Expenditure	Full Year Budget	% Complete	% Complete
					(YTD Actual vs FY Budget)	(YTD Total vs FY Budget)
CG&FS	496,668	259,604	756,273	1,219,674	40.7%	62.0%
E&I	33,522,269	19,561,380	53,083,648	36,939,774	90.7%	143.7%
PE&CS	17,268,673	7,236,048	24,504,721	20,227,977	85.4%	121.1%
W&WW	5,918,844	3,726,840	9,645,683	10,410,304	56.9%	92.7%
TOTAL	57,206,454	30,783,871	87,990,325	68,797,729	83.2%	127.9%

The following graph illustrates the data above.



FINANCIAL SUSTAINABILITY RATIOS

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

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

Ratio	Overview	Target (Tier 4)	YTD Actual Result	5 Year Average Actual Result	FY Budget
Financial Capacity					
Council Controlled Revenue Ratio	Council's financial flexibility, ability to influence its operating income and capacity to respond to unexpected financial shocks.	N/A	77.99%	82.42%	85.03%
Population Growth Ratio	Key driver of a Council's operating income, service needs and infrastructure requirements into the future.	N/A	0.06%	1.25%	0.06%
Operating Performance					
Operating Surplus Ratio	Indicates operating revenues generated cover operational expenses. Any operating surplus would be available for capital funding or other purposes.	> 0%	10.22%	0.30%	0.92%
Operating Cash Ratio	Council's ability to cover its core operational expenses and generate a cash surplus excluding depreciation, amortisation and finance costs.	> 0%	32.88%	25.77%	24.13%
Liquidity					
Unrestricted Cash Expense Cover Ratio	Indicator of the unconstrained liquidity available to a Council to meet ongoing and emergent financial demands, which is a key component to solvency.	> 4 months	4.93	NA	4.31
Asset Management					
Asset Sustainability Ratio	Indicates the infrastructure assets managed by a Council are being replaced as they reach the end of their useful lives.	> 80%	95.38%	88.71%	91.78%
Asset Consumption Ratio	Council's infrastructure assets have been consumed compared to what it would cost to build a new asset with the same benefit to the community.	> 60%	64.91%	68.23%	66.48%
Debt Servicing Capacity					
Leverage Ratio	Council's ability to repay its existing debt. It measures the relative size of the Council's debt to its operating performance.	0 - 3 times	0.45	0.73	0.74

1. **Council Controlled Revenue Ratio** - Council controlled revenue is an indicator of a Council's ability to generate operating revenue without relying on external sources. A high ratio generally indicates a healthy rate base where Council is able to better respond to any unexpected financial obligations such as natural disaster recovery.

As Council controlled revenue is a contextual measure, there are no targets specified for this ratio. Currently, the ratio is 77.99%, which is lower than Council's budget (85.03%), and five-year average (82.42%).

2. **Population Growth Ratio** - Population growth is a key driver of a Council's operating income, service needs and infrastructure requirements into the future. A growing council population puts additional pressure on council to invest in new community infrastructure to support service needs.

As population growth is a contextual measure, there are no targets specified for this measure. The population estimates are sourced from Queensland Government Statistician's Office based on the official population estimate published by the Australian Bureau of Statistics.

3. **Operating Surplus Ratio** - This ratio is an indicator of the extent to which revenues raised cover the operational expenses only or are available for capital funding purposes. The target result for this ratio is greater than 0% per annum for a tier 4 local government group. With a net operating surplus of \$15,678,644 for the year, the ratio is currently positive 10.22%, which is above the benchmark range. This is primarily due to Council receiving an early release of the Financial Assistant Grant for 2025/2026.

4. **Operating Cash Ratio** - The operating cash ratio is a measure of a Council's ability to cover its core operational expenses and generate a cash surplus excluding depreciation, amortisation and finance costs. A positive operating cash ratio indicates that a council has the ability to self-fund its capital expenditure requirements.


The target result for this ratio is greater than 0% per annum for a tier 4 local government group. Currently, this ratio is positive 32.88%, which is above benchmark range (>0%) and annual budgeted 24.13%.

5. **Unrestricted Cash Expense Cover Ratio** -The unrestricted cash expense cover ratio indicates whether Council has sufficient free cash available to contribute to the cost of future planned and unplanned expenditures such as infrastructure investment or disaster recovery. An excessively high ratio may be indicative of cash hoarding, poor cash management, or large upcoming capital investment requirements.

The target result for this ratio is greater than 4 months for a tier 4 local government group. The ratio is currently 4.93 months. This ratio is expected to stay above the benchmark for the remainder of the financial year.

6. **Asset Sustainability Ratio** - This ratio is a guide as to whether infrastructure assets managed by Council are being replaced as they reach the end of their useful lives. Council's target is to have a result of greater than 80% per annum for a tier 4 local government group. The ratio is at 95.38%, higher than the 80% benchmark and the budgeted 91.78%.

7. **Asset Consumption Ratio** - The asset consumption ratio approximates the extent to which Council's infrastructure assets have been consumed compared to what it would cost to build a new asset with



the same benefit to the community. This ratio indicates whether Council assets are being maintained at a standard that will meet the needs of their communities.

The target result for this ratio is greater than 60% per annum for a tier 4 local government group. The ratio is currently positive 64.91%, which is above Council's benchmark but below the budget (66.48%) and the five-year average (68.23%).

- 8. Leverage Ratio** - The leverage ratio is an indicator of a Council's ability to repay its existing debt. It measures the relative size of the Council's debt to its operating performance.

The target result for this ratio is between 0-3 times for a tier 4 local government group. The ratio is currently 0.45 times, within Council's benchmark (0-3 times), however lower than the budget (0.74) and the five-year average (0.73).

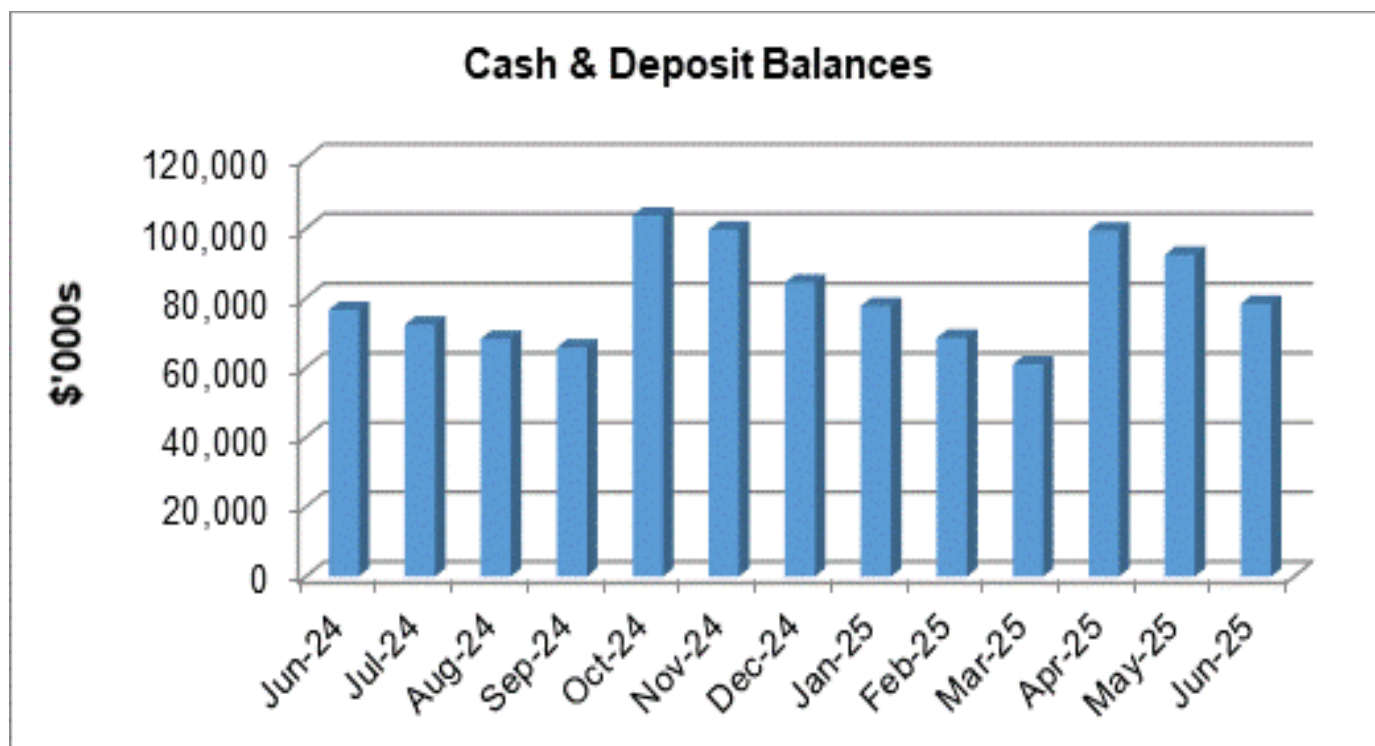
INVESTMENTS AND CASH BALANCES

The following is a list of all investments held by Council as at the period ending 30 June 2025.

ISAAC REGIONAL COUNCIL					
Investments					
For the Period Ended 30 June 2025					
Account	Description	Institution	Amount	Maturity Date	Interest Rate
6006-001-1124	Suncorp Term Deposit	SUNCORP	5,000,000	07-Aug-25	5.13%
10-000-1114	Cash at Bank NAB	NAB	271,169		3.60%
10-000-1115	NAB Savings account	NAB	5,326,160		4.25%
10-000-1116	QTC Operating Fund	QTC	62,576,458		4.52%
10-000-1118	Cash at Bank - NAB	NAB	5,172,955		
10-000-1113	Cash at Bank - ANZ	ANZ	3,362		
10-000-1131	Petty Cash		2,550		
10-000-1132	Floats		6,780		
Total Investments			78,359,434		

Bank	Credit Rating	% of Funds	Policy Total Profile
Queensland Treasury Corporation	QTC	79.86%	No Limit
National Australia Bank	AA-	13.74%	Maximum 60%
ANZ Banking Group	AA-	0.02%	Maximum 60%
Suncorp Bank	AA-	6.38%	Maximum 60%

The following chart outlines the Council's cash and deposit balances for the previous twelve months up to the period ending 30 June 2025.



LOANS

ISAAC REGIONAL COUNCIL							
Loans							
For the Period Ended 30 June 2025							
						Repayment Due 16 Sep 2025	
Loan Name	Balance as at 30 June 2025	Rate as at 30 June 2025	Approved Term	Remaining Term	Principal	Interest	Total
Land Purchase - Moranbah	\$8,455,287	5.1	20	7.47	\$233,149	\$107,784	\$340,932
Land Development Moranbah	\$6,548,014	4.37	20	7.97	\$172,041	\$71,537	\$243,578
Waste Loan	\$2,084,242	2.22	20	15.97	\$27,225	\$11,541	\$38,766
Moranbah Community Centre	\$5,826,678	5.32	20	18.97	\$44,782	\$77,568	\$122,350
Total	\$22,914,221				\$477,197	\$268,430	\$745,627

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

ACCOUNTS RECEIVABLE

The following is a breakdown of the Council's accounts receivable by age for the period ending 30 June 2025.

Accounts Receivable Ageing Analysis at 30 June 2025			
Ageing	Number of Documents	Amount Outstanding	% of Total Outstanding
Current	256	3,631,575.56	69.35%
30 Day	19	268,537.74	5.13%
60 Day	4	63,856.18	1.22%
90 Day	104	1,272,237.87	24.30%
Total	383	5,236,207.35	100.00%

The Accounts Receivable balance at 30 June 2025 is \$5,236,207.35 which has increased from 31 May 2025 balance of \$4,623,455.72.

- The 30 day balance has decreased this month due to some large waste invoices being paid or ageing to 60 Days.
- The 60 day balance has decreased due to annual Trade Waste / Backflow Prevention Device invoices being paid or ageing to 90 Days, in addition to a large mining compensation invoice ageing to 90 Days.
- Receivables aged 90 days and over have increased due a large mining compensation invoice and multiple annual Trade Waste / Backflow Prevention Device invoices ageing to 90 Days. There are 104 invoices totalling \$1,272,237.87 in 90 Days which are made up of the following charges:
 - 3 Invoices totalling \$607,282.91 relate to infrastructure access agreement invoices that are subject to a Dispute Notice issued under the agreement. A part payment has been received on the arrears, with negotiations underway to finalise the dispute. Advice to date is another part payment is expected and a credit note will be processed in line with the end of financial year reconciliation.
 - 1 Invoice totalling \$519,363.54 relates to a Capital Works Project that is currently subject to legal proceedings.
 - 1 Invoice totalling \$55,324.50 relates to historic planning/infrastructure charges which is currently being assessed by Liveability & Sustainability.
 - 46 Invoices totalling \$47,145.50 relate to annual Trade Waste & Backflow Prevention Device registration invoices in various stages of recovery.
 - 27 Invoices totalling \$25,749.17 relate to Community Education & Compliance invoices in various stages of recovery.
 - 12 Invoices totalling \$3,968.19 relate to Housing invoices. The management & recovery of Housing invoices is the responsibility of Corporate Properties & Fleet.
 - 1 Invoice totalling \$8,341.48 relates to Planning charges which is currently being assessed by Liveability & Sustainability.
 - The remaining 13 Invoices totalling \$5,062.58 relate to other charges in various stages of collection.

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

ACCOUNTS PAYABLE

The following is a breakdown of the Council's accounts payable by age for the period ending 30 June 2025.

Accounts Payable Ageing Analysis at 30-June-2025		
Ageing	Amount Outstanding	% of Total Outstanding
Current	-	0.00%
30 Days	-	0.00%
60 Days	-	0.00%
90 Days	-	0.00%
TOTAL	-	0.00%

The outstanding Accounts Payable balance as at 30 June 2025 is reported as nil. With End of Year Processes, invoices awaiting approval are not included in the above figure (taken forward to new financial year). A final payment run was also undertaken on 30 June 2025 prior to the close of the financial year resulting in no outstanding approved supplier invoices at the point in time of this report.

YEAR TO DATE RATES REPORT

The following is a breakdown of the Council's rates transactions the year to date as at 30 June 2025.

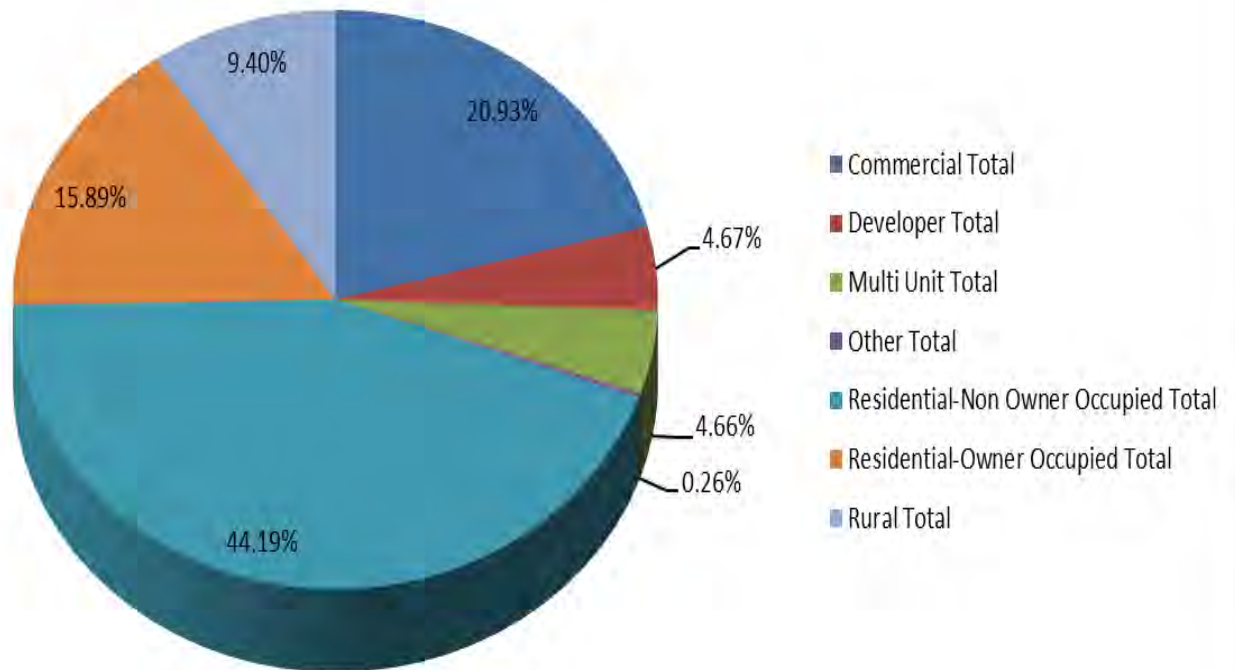
Rates Balancing Report As At 30 June 2025		
	30 Jun 2025	YTD 30 Jun 2024
Opening Balance	3,277,319	2,486,266
Rates Charges		
Rates Levied	115,012,326	108,813,004
Interest	505,524	411,596
Refunds	113,340	1,174,246
Total Rates	115,631,190	110,398,845
Discounts and Receipts		
Discounts	(7,422,532)	(7,163,673)
Receipts	(108,828,513)	(102,141,949)
Government Subsidy	(79,252)	(75,314)
Council Subsidy	(251,425)	(230,074)
Remissions	(22,965)	(48,483)
Write Offs	(81,254)	(277)
Total Discounts & Receipts	(116,685,939)	(109,659,770)
Legal	75,181	51,978
Closing Balance	2,297,750	3,277,319

Rates Breakdown	As At 30 Jun 2025
Rates in Credit	(1,293,919)
Rates Not Due Yet	10,022
Rates In Arrears	3,581,648
Total Rates Balance	2,297,750

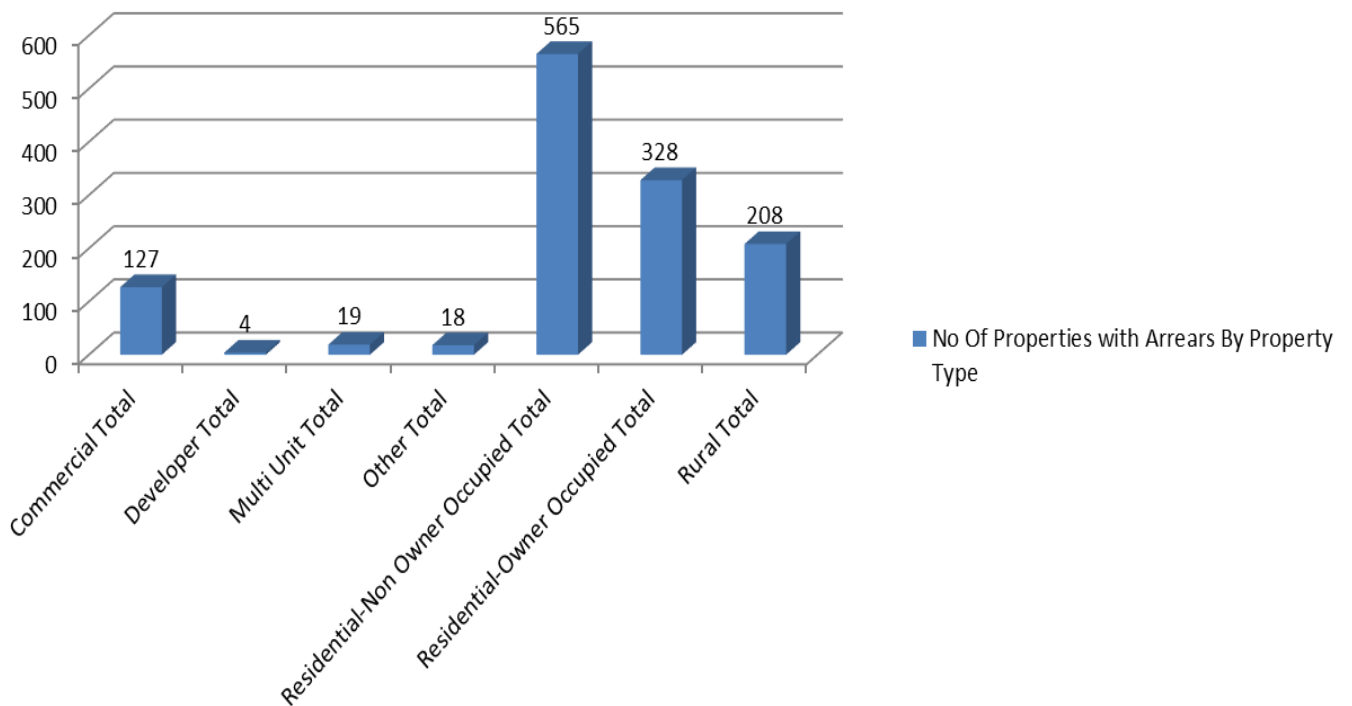
Rate Arrears – Aged by Year

Prior 2021	2021/22	2022/23	2023/24	2024/25	TOTAL
1,359,368	212,832	284,423	394,726	1,330,299	3,581,648
37.95%	5.94%	7.94%	11.02%	37.14%	100.00%

Percentage of Arrears By Property Type



No Of Properties with Arrears By Property Type



APPENDIX 1 – FINANCIAL STATEMENTS

Attached are the financial statements for the period ended 30 June 2025. Actual amounts are compared against the year to date Revised Budget.


Financial statement included:

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

ISAAC REGIONAL COUNCIL
Statement of Comprehensive Income
For the Period Ended 30 June 2025

	Notes	YTD Actual \$	Commitments \$	YTD Actual + Commitments \$	YTD Revised Budget \$	Variance \$	Full Year Revised Budget \$	Completion %
Income								
Operating Revenue								
Net Rates & Utility Charges	1	103,503,036	-	103,503,036	105,183,307	(1,680,271)	105,183,307	98.4%
Fees & Charges	2	5,286,802	-	5,286,802	4,912,645	374,157	4,912,645	107.6%
Rental Income		1,969,600	-	1,969,600	2,000,995	(31,395)	2,000,995	98.4%
Interest Received	3	4,553,204	-	4,553,204	4,323,730	229,474	4,323,730	105.3%
Sales of Contract & Recoverable Works	4	5,054,118	-	5,054,118	8,581,723	(3,527,605)	8,581,723	58.9%
Operating Grants, Subsidies & Contributions	5	21,926,861	-	21,926,861	16,933,713	4,993,148	16,933,713	129.5%
Other Recurrent Revenue	6	13,006,040	-	13,006,040	13,578,189	(572,149)	13,578,189	95.8%
		155,299,660	-	155,299,660	155,514,302	(214,642)	155,514,302	99.9%
Expenses								
Operating Expenses								
Employee Expenses	7	47,744,304	-	47,744,304	51,095,412	(3,351,108)	51,095,412	93.4%
Materials & Services	8	57,101,759	-	57,101,759	64,095,862	(6,994,103)	64,095,862	89.1%
Finance Costs		1,268,244	-	1,268,244	1,288,744	(20,500)	1,288,744	98.4%
Depreciation and Amortisation	9	33,506,709	-	33,506,709	33,348,318	158,391	33,348,318	100.5%
		139,621,017	-	139,621,017	149,828,336	(10,207,319)	149,828,336	93.2%
Operating Position Before Capital Items		15,678,644	-	15,678,644	5,685,966	9,992,678	5,685,966	275.7%
Capital Revenue								
Capital Revenue	10	17,903,586	-	17,903,586	27,409,169	(9,505,583)	27,409,169	65.3%
Proceeds from Sale of Land & PPE	11	852,659	-	852,659	998,698	(146,039)	998,698	85.4%
		18,756,245	-	18,756,245	28,407,867	(9,651,622)	28,407,867	66.0%
Net Result Attributable to Council in Period		34,434,889	-	34,434,889	34,093,833	341,056	34,093,833	101.0%
Total Comprehensive Income		34,434,889	-	34,434,889	34,093,833	341,056	34,093,833	101.0%
Council's operating position at month end is a \$15.7M surplus								

- 1. Net Rates & Utility Charges** are \$1,680,271 unfavourable when comparing actuals to revised budget. The unfavourable variance is predominantly due to the timing of the half yearly water consumption billing. When the half yearly water consumption billing is issued this will then be accrued through end of year processes. Additionally, amended valuations in the Coal Mining category have led to lower than anticipated general rates, partially offset by underutilisation of the discount on general rates.
- 2. Fees & Charges** are \$374,157 favourable when comparing actuals to annual budget. the predominant reason for this favourable variance is higher than anticipated revenue from development fees and road corridor permits. This position will change in line with AASB 15 Revenue Recognition Standard.
- 3. Interest Received** is \$229,474 favourable when compared to revised budget, primarily driven by higher interest income from investments.
- 4. Sales of Contract & Recoverable Works** are unfavourable to the budget by \$3,527,605. This unfavourable variance is due to recoverable works for Galilee & Bowen Basin Operations and RMPC revenue. Accrual for claims are expected through end of year processes for RMPC invoices and recoverable works associated with negotiating infrastructure agreements.
- 5. Operating Grants, Subsidies & Contributions** are \$4,993,148 favourable compared to the annual budget. This favourable variance is predominantly due to the early release payment of 2026 Financial Assistance Grant General and Roads component partially offset by revenue for the DRFA November 21 event. This position will change with the examination of grant revenue in line with AASB 15 Revenue Recognition Standard. Through the end of year processes, it is anticipated that the early release funds will be constrained to the Operational Sustainability Reserve to cover any potential future cash flow issues.
- 6. Other Recurrent Revenue** for the year is \$13,006,040 being \$572,149 unfavourable to budget. This unfavourable variance is predominantly due to landfill revenue (invoices only issued to 15 June) at Moranbah Waste Management Facility. This revenue is anticipated to achieve budgeted revenue when the end of year accrual occurs.
- 7. Employee Expenses** are favourable to the revised budget by \$3,351,108. This favourable variance is due to employee vacancies within Departments some of which are currently being backfilled through Agency Temp Staff (current actuals \$1.8M and commitments of \$317K). This favourable variance will reduce with the accrual of the remaining wages for the 2024/2025 financial year, superannuation, and the finalisation of employee entitlements (long service leave and annual leave).
- 8. Materials & Services** actual expenses for the year are \$57,101,759 resulting in a favourable variance to annual budget by \$6,994,103. It should be noted that commitments of \$13,434,958 have not been included in the above report with a large portion of this amount anticipated to cost into the 2025/2026 financial year. The actual position will change with the accrual of June invoices. Larger variances to note Water purchases \$1.5M – final invoice to be accrued when received, Repairs and Maintenance \$820K, Refuse Collection \$553K - delays in waste collection contract invoices and Digital Strategy \$500K. Large commitments of note are \$3.8M Galilee and Bowen Basin recoverable works, \$1.8M RMPC works, \$1.1M Water purchases, \$242K Waste Levy, \$561K of IT expenses associated with the Digital Strategy, and \$219K Contractor costs at Waste Management Facilities.
- 9. Depreciation and Amortisation** is unfavourable to the budget by \$158,391. This is primarily due to depreciation for the 'Roads, Bridges and Drainage' and 'Parks and Gardens' Asset Classes. Further adjustments are expected with the revaluation of the 'Roads, Bridges and Drainage' asset class and the finalisation of the 2025 capitalisations which will occur over the next month.



10. Capital Revenue for the financial year is \$9,505,583 unfavourable when compared to revised budget. This unfavourable variance is due to the timing of grant funds received which are budgeted to be aligned with the delivery of capital projects. Revenue will be further examined through end of year processes to align revenue with milestones as per AASB 1058 Revenue Recognition Standard.

11. Proceeds from Sale of Land & PPE is currently unfavourable compared to the revised budget by \$146,039. This unfavourable variance is due to budgeted cashflow of receipt of funds from the sale of plant.

ISAAC REGIONAL COUNCIL				
Statement of Financial Position				
For the Period Ended 30 June 2025				
	Notes	Actual YTD	30 June 2024	Variance
		\$	\$	%
Current Assets				
Cash & Cash Equivalents		78,359,434	76,337,945	2.6%
Receivables		8,139,417	9,434,248	(13.7%)
Inventories		1,000,609	1,065,249	(6.1%)
Contract assets		-	2,784,197	(100.0%)
Other assets		3,166,527	4,288,431	(26.2%)
Total Current Assets		90,665,986	93,910,070	(3.5%)
Non-Current Assets				
Receivables		5,696,070	4,000,171	42.4%
Inventories		18,406,298	18,406,298	0.0%
Contract assets		-	-	0.0%
Property, Plant and Equipment		1,242,142,469	1,219,383,744	1.9%
Intangible assets		-	501	(100.0%)
Total Non-Current Assets		1,266,244,837	1,241,790,714	2.0%
TOTAL ASSETS		1,356,910,823	1,335,700,784	1.6%
Current Liabilities				
Trade and other payables		2,626,679	11,054,970	(76.2%)
Provisions		9,765,620	9,981,009	(2.2%)
Borrowings		-	1,854,118	(100.0%)
Leases		81,007	81,007	0.0%
Contract liabilities		8,324,982	9,308,818	(10.6%)
Other liabilities		125,847	1,006,529	(87.5%)
Total Current Liabilities		20,924,135	33,286,451	(37.1%)
Non-Current Liabilities				
Trade and other payables		43,371	43,371	0.0%
Provisions		24,510,954	24,431,968	0.3%
Borrowings		22,914,221	22,914,221	0.0%
Leases		2,058,868	2,058,867	0.0%
Contract liabilities		63,250	63,250	0.0%
Other liabilities		1,698,240	1,698,240	0.0%
Total Non-Current Liabilities		51,288,904	51,209,917	0.2%
TOTAL LIABILITIES		72,213,039	84,496,368	(14.5%)
NET COMMUNITY ASSETS		1,284,697,784	1,251,204,416	2.7%
Community Equity				
Retained surplus		914,928,761	900,320,045	1.6%
Asset revaluation reserve		300,173,122	300,044,713	0.0%
Other reserves		69,595,901	50,839,658	36.9%
TOTAL COMMUNITY EQUITY		1,284,697,784	1,251,204,416	2.7%

ISAAC REGIONAL COUNCIL			
Statement of Cash Flows			
For the Period Ended 30 June 2025			
	Actual YTD	30 June 2024	Variance
	\$	\$	%
Cash Flows from Operating Activities			
Receipts from customers	156,163,815	143,372,416	108.9%
Payments to suppliers and employees	(116,654,404)	(104,097,063)	112.1%
Cash provided by / (used in) net result	39,509,411	39,275,353	100.6%
Cash Flows from Investing Activities			
Profit / (Loss) on sale of capital assets	(217,277)	(4,792,284)	4.5%
Grants, subsidies, contributions and donations	18,136,070	13,626,210	133.1%
Payments for property, plant and equipment	(53,552,598)	(49,623,835)	107.9%
Net movement in loans to Community Organisations			0.0%
Net cash provided by investing activities	(35,633,804)	(40,789,909)	87.4%
Cash Flow from Financing Activities			
Proceeds from borrowings	-	4,145,882	0.0%
Repayment of borrowings	(1,854,118)	292,497	(633.9%)
Net cash provided by financing activities	(1,854,118)	4,438,378	(41.8%)
Net Increase / (Decrease) in Cash Held	2,021,488	2,923,822	69.1%
Cash at the beginning of the period	76,337,945	73,414,123	104.0%
Cash at the end of the Reporting Period	78,359,434	76,337,945	102.6%



Appendix 2 – Preliminary Executive Level Reports

Executive Level operating statements provide information on the performance of each Directorate for the period ended 30 June.

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

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

ISAAC REGIONAL COUNCIL
Statement of Comprehensive Income
For the Period Ended 30 June 2025

Office of the CEO

	Notes	YTD Actual	Commitments	YTD Actual + Commitments	YTD Revised Budget	Variance	Full Year Revised Budget	Completion
		\$	\$	\$	\$	\$	\$	%
Income								
Operating Revenue								
Operating Grants, Subsidies & Contributions		271,875	-	271,875	281,934	(10,059)	281,934	96.4%
		271,875	-	271,875	281,934	(10,059)	281,934	96.4%
Expenses								
Operating Expenses								
Employee Expenses	1	4,333,427	-	4,333,427	4,640,626	(307,199)	4,640,626	93.4%
Materials & Services	2	1,675,929	-	1,675,929	1,783,797	(107,867)	1,783,797	94.0%
Corporate Overheads & Competitive Neutrality Costs		(5,437,102)	-	(5,437,102)	(5,437,102)	-	(5,437,102)	100.0%
		572,254	-	572,254	987,320	(415,067)	987,320	58.0%
Operating Position Before Capital Items		(300,379)	-	(300,379)	(705,386)	405,007	(705,386)	42.6%
Capital Revenue								
		-	-	-	-	-	-	0.0%
Net Result Attributable to Council in Period		(300,379)	-	(300,379)	(705,386)	405,007	(705,386)	42.6%
Total Comprehensive Income		(300,379)	-	(300,379)	(705,386)	405,007	(705,386)	42.6%

1. Employee Expenses for the financial year are favourable compared to budget by \$307,199. This favourable variance is predominately due to employee vacancies within People & Capability Department and Brand Media & Communications Department. This position will change with the accrual of the remaining wages for the 2024/2025 financial year; however, it is expected to remain favourable.

2. Materials & Services for the financial year are \$107,867 favourable with \$1,675,929 of actual expenditure against annual budget of \$1,783,797. It should be noted that commitments of \$218,155 have not been included in the above report with a large portion of this amount anticipated to cost into the 2025/2026 financial year. The actual position will change with the accrual of June invoices.

<p style="text-align: center;">ISAAC REGIONAL COUNCIL Statement of Comprehensive Income For the Period Ended 30 June 2025</p>								
Corporate, Governance & Financial Service								
	Notes	YTD Actual \$	Commitments \$	YTD Actual + Commitments \$	YTD Revised Budget \$	Variance \$	Full Year Revised Budget \$	Completion %
Income								
Operating Revenue								
Net Rates & Utility Charges	1	71,672,746	-	71,672,746	71,887,277	(214,531)	71,887,277	99.7%
Fees & Charges		140,388	-	140,388	132,000	8,388	132,000	106.4%
Rental Income		-	-	-	1,350	(1,350)	1,350	0.0%
Interest Received	2	4,297,245	-	4,297,245	4,099,530	197,715	4,099,530	104.8%
Sales of Contract & Recoverable Works		190,981	-	190,981	205,000	(14,019)	205,000	93.2%
Operating Grants, Subsidies & Contributions	3	11,055,482	-	11,055,482	7,477,938	3,577,544	7,477,938	147.8%
Other Recurrent Revenue		138,547	-	138,547	143,185	(4,638)	143,185	96.8%
		87,495,389	-	87,495,389	83,946,280	3,549,109	83,946,280	104.2%
Expenses								
Operating Expenses								
Employee Expenses	4	9,547,707	-	9,547,707	10,847,456	(1,299,750)	10,847,456	88.0%
Materials & Services	5	12,530,777	-	12,530,777	13,825,884	(1,295,108)	13,825,884	90.6%
Finance Costs		446,747	-	446,747	484,541	(37,794)	484,541	92.2%
Depreciation and Amortisation		1,295,515	-	1,295,515	1,264,561	30,954	1,264,561	102.4%
Corporate Overheads & Competitive Neutrality Costs		(16,827,852)	-	(16,827,852)	(16,827,852)	-	(16,827,852)	100.0%
		6,992,893	-	6,992,893	9,594,591	(2,601,697)	9,594,591	72.9%
Operating Position Before Capital Items		80,502,496	-	80,502,496	74,351,689	6,150,807	74,351,689	108.3%
Capital Revenue								
Capital Revenue		(9)	-	(9)	-	(9)	-	0.0%
Proceeds from Sale of Land & PPE		55	-	55	-	55	-	0.0%
		45	-	45	-	45	-	0.0%
Net Result Attributable to Council in Period		80,502,541	-	80,502,541	74,351,689	6,150,852	74,351,689	108.3%
Total Comprehensive Income		80,502,541	-	80,502,541	74,351,689	6,150,852	74,351,689	108.3%

1. **Net Rates & Utility Charges** are \$214,531 unfavourable when comparing actuals to revised budget. The unfavourable variance is primarily due to amended valuations in the Coal Mining category which led to lower than anticipated general rates, partially offset by underutilisation of the discount on general rates.
2. **Interest Received** is \$197,715 favourable when compared to revised budget. This favourable variance is due to increased interest income from investments.
3. **Operating Grants, Subsidies & Contributions** are \$3,577,544 favourable when compared to annual budget of \$7,477,938. This favourable variance is predominantly due to the early release payment of 2026 Financial Assistance Grant General component. Through the end of year processes, it is anticipated that the early release funds will be constrained to the Operational Sustainability Reserve to cover any potential future cash flow issues.
4. **Employee Expenses** for the financial year are favourable compared to budget by \$1,299,750 due to Corporate Employee expenses which are consolidated for the whole of Council in this Directorate. Excluding Corporate Employee expenses, the position would be \$358,394 favourable. This position will change with the accrual of the remaining wages for the 2024/2025 financial year. The Corporate Employee expenses is currently \$941,356 favourable however will reduce through end of year process for the accrual of superannuation and employee leave entitlements (long service leave and annual leave).
5. **Materials & Services** for the financial year are \$1,295,108 favourable with \$12,530,777 in actual expenditure against the budget of \$13,825,884. It should be noted that commitments of \$1,336,188 have not been included in the above report with a large portion of this amount anticipated to cost into the 2025/2026 financial year. The actual position will change with the accrual of June invoices. Large commitments of note are \$561K of IT expenses associated with the Digital Strategy and \$277K for computer / software licence expenses.


ISAAC REGIONAL COUNCIL
Statement of Comprehensive Income
For the Period Ended 30 June 2025

Engineering & Infrastructure Services

	Notes	YTD Actual \$	Commitments \$	YTD Actual + Commitments \$	YTD Revised Budget \$	Variance \$	Full Year Revised Budget \$	Completion %
Income								
Operating Revenue								
Fees & Charges	1	517,585	-	517,585	415,500	102,085	415,500	124.6%
Rental Income		1,696,091	-	1,696,091	1,710,668	(14,577)	1,710,668	99.1%
Interest Received		2,825	-	2,825	-	2,825	-	0.0%
Sales of Contract & Recoverable Works	2	4,784,516	-	4,784,516	8,298,103	(3,513,587)	8,298,103	57.7%
Operating Grants, Subsidies & Contributions	3	8,423,426	-	8,423,426	6,741,913	1,681,514	6,741,913	124.9%
Other Recurrent Revenue		113,030	-	113,030	92,646	20,383	92,646	122.0%
		15,537,473	-	15,537,473	17,258,830	(1,721,357)	17,258,830	90.0%
Expenses								
Operating Expenses								
Employee Expenses	4	14,719,133	-	14,719,133	15,687,266	(968,133)	15,687,266	93.8%
Materials & Services	5	16,993,004	-	16,993,004	18,832,016	(1,839,012)	18,832,016	90.2%
Depreciation and Amortisation	6	17,737,639	-	17,737,639	17,635,309	102,330	17,635,309	100.6%
Corporate Overheads & Competitive Neutrality Costs		12,803,739	-	12,803,739	12,803,739	-	12,803,739	100.0%
		62,253,514	-	62,253,514	64,958,329	(2,704,815)	64,958,329	95.8%
Operating Position Before Capital Items		(46,716,042)	-	(46,716,042)	(47,699,500)	983,458	(47,699,500)	97.9%
Capital Revenue								
Capital Revenue	7	11,497,719	-	11,497,719	15,673,398	(4,175,679)	15,673,398	73.4%
Proceeds from Sale of Land & PPE	8	852,348	-	852,348	998,698	(146,350)	998,698	85.3%
		12,350,067	-	12,350,067	16,672,096	(4,322,029)	16,672,096	74.1%
Net Result Attributable to Council in Period		(34,365,974)	-	(34,365,974)	(31,027,404)	(3,338,571)	(31,027,404)	110.8%
Total Comprehensive Income		(34,365,974)	-	(34,365,974)	(31,027,404)	(3,338,571)	(31,027,404)	110.8%

1. **Fees & Charges** is \$517,585 compared to the revised budget of \$415,500, resulting in a favourable variance of \$102,085. This favourable variance is mainly due to higher than anticipated revenue from Road Corridor Permits.
2. **Sales of Contract & Recoverable Works** are unfavourable to the budget by \$3,513,587. This unfavourable variance is due to recoverable works for Galilee & Bowen Basin Operations and RMPC revenue. Accrual for claims are expected through end of year processes for RMPC invoices and recoverable works associated with negotiating infrastructure agreements.
3. **Operating Grants, Subsidies & Contributions** are \$1,681,514 favourable compared to the annual budget. This favourable variance is predominantly due to the early release payment of 2026 Financial Assistance Grant Roads component partially offset by revenue for the DRFA November 21 event. This position will change with the examination of grant revenue in line with AASB 15 Revenue Recognition Standard. Through the end of year processes, it is anticipated that the early release funds will be constrained to the Operational Sustainability Reserve to cover any potential future cash flow issues.
4. **Employee Expenses** are favourable compared to the revised budget by \$968,133. This favourable variance is predominantly due to employee vacancies, some of which are currently being backfilled through Agency Temp Staff. This position will change with the accrual of the remaining wages for the 2024/2025 financial year, however it is expected to remain favourable.
5. **Materials & Services** for the financial year are \$1,839,012 favourable with \$16,993,004 of actual expenditure against budget of \$18,832,016. It should be noted that commitments of \$7,339,010 have not been included in the above report with a large portion of this amount anticipated to cost into the 2025/2026 financial year. The actual position will change with the accrual of June invoices. Large commitments of note are \$3.8M Galilee and Bowen Basin recoverable works and \$1.8M for RMPC works.
6. **Depreciation and Amortisation** is currently unfavourable to the annual budget by \$102,330 primarily due to depreciation for the 'Roads, Bridges and Drainage' and 'Parks and Gardens' Asset Classes. Further movement is expected over the remaining month of the financial year as capitalisation of finished works occur.
7. **Capital Revenue** for the financial year is \$4,175,679 unfavourable when compared to revised budget. This unfavourable variance is due to the timing of grant funds received which are budgeted to be aligned with the delivery of capital projects. Revenue will be further examined through end of year processes to align revenue with milestones as per AASB 1058 Revenue Recognition Standard.
8. **Proceeds from Sale of Land & PPE** is currently unfavourable compared to the revised budget by \$146,350. This unfavourable variance is due to budgeted cashflow of receipt of funds from the sale of plant.

<p style="text-align: center;">ISAAC REGIONAL COUNCIL</p> <p style="text-align: center;">Statement of Comprehensive Income</p> <p style="text-align: center;">For the Period Ended 30 June 2025</p>								
Planning, Environment & Community Service								
	Notes	YTD Actual	Commitments	YTD Actual + Commitments	YTD Revised Budget	Variance	Full Year Revised Budget	Completion
		\$	\$	\$	\$	\$	\$	%
Income								
Operating Revenue								
Fees & Charges	1	3,183,445	-	3,183,445	2,993,245	190,200	2,993,245	106.4%
Rental Income		216,789	-	216,789	236,379	(19,589)	236,379	91.7%
Sales of Contract & Recoverable Works		78,620	-	78,620	78,620	-	78,620	100.0%
Operating Grants, Subsidies & Contributions	2	1,118,308	-	1,118,308	1,374,270	(255,963)	1,374,270	81.4%
Other Recurrent Revenue		23,233	-	23,233	77,648	(54,415)	77,648	29.9%
		4,620,395	-	4,620,395	4,760,162	(139,767)	4,760,162	97.1%
Expenses								
Operating Expenses								
Employee Expenses	3	11,239,194	-	11,239,194	11,829,635	(590,442)	11,829,635	95.0%
Materials & Services	4	8,394,736	-	8,394,736	9,268,149	(873,413)	9,268,149	90.6%
Finance Costs		773,937	-	773,937	756,546	17,391	756,546	102.3%
Depreciation and Amortisation		3,010,438	-	3,010,438	3,014,592	(4,154)	3,014,592	99.9%
Corporate Overheads & Competitive Neutrality Costs		3,337,865	-	3,337,865	3,337,865	-	3,337,865	100.0%
		26,756,170	-	26,756,170	28,206,788	(1,450,618)	28,206,788	94.9%
Operating Position Before Capital Items		(22,135,775)	-	(22,135,775)	(23,446,625)	1,310,851	(23,446,625)	94.4%
Capital Revenue								
Capital Revenue	5	5,596,356	-	5,596,356	10,406,516	(4,810,160)	10,406,516	53.8%
Proceeds from Sale of Land & PPE		256	-	256	-	256	-	0.0%
		5,596,613	-	5,596,613	10,406,516	(4,809,903)	10,406,516	53.8%
Net Result Attributable to Council in Period		(16,539,162)	-	(16,539,162)	(13,040,109)	(3,499,053)	(13,040,109)	126.8%
Total Comprehensive Income		(16,539,162)	-	(16,539,162)	(13,040,109)	(3,499,053)	(13,040,109)	126.8%

- 
1. **Fees & Charges** are \$3,183,445 compared to the annual budget of \$2,993,245 resulting in a favourable variance of \$190,200. The predominant reason for this favourable variance is higher than anticipated revenue from development fees. This position will change in line with AASB 15 Revenue Recognition Standard.
 2. **Operating Grants, Subsidies & Contributions** actuals are \$1,118,308 against a revised budget of \$1,374,270 resulting in an unfavourable variance of \$255,963. This unfavourable variance is primarily due to the Illegal Dumping and RCIF grant funds both of which currently have funds held in contract liability which will be receipted as part of end of year adjustments.
 3. **Employee Expenses** are favourable compared to the annual budget by \$590,442. This favourable variance is predominately due to employee vacancies, some of which are currently being backfilled through Agency Temp Staff. This position will change with the accrual of the remaining wages for the 2024/2025 financial year, however it is expected to remain favourable.
 4. **Materials & Services** for the financial year are \$873,413 favourable, with actual expenditure of \$8,394,736 against an annual budget of \$9,268,149. It should be noted that commitments of \$1,437,190 have not been included in the above report with a large portion of this amount anticipated to cost into the 2025/2026 financial year. The actual position will change with the accrual of June invoices. Significant commitments to note include \$413K for legal expenses, \$217K for facility management, and \$175K for consultancy fees.
 5. **Capital Revenue** for the year is \$5,596,356 which is unfavourable to budget by \$4,810,160. This unfavourable variance is due to the timing of grant funds received which are budgeted to be aligned with the delivery of capital projects. Revenue will be further examined through end of year processes to align revenue with milestones as per AASB 1058 Revenue Recognition Standard.

ISAAC REGIONAL COUNCIL
Statement of Comprehensive Income
For the Period Ended 30 June 2025

Water & Waste

	Notes	YTD Actual \$	Commitments \$	YTD Actual + Commitments \$	YTD Revised Budget \$	Variance \$	Full Year Revised Budget \$	Completion %
Income								
Operating Revenue								
Net Rates & Utility Charges	1	31,830,290	-	31,830,290	33,296,030	(1,465,740)	33,296,030	95.6%
Fees & Charges		1,445,384	-	1,445,384	1,371,900	73,484	1,371,900	105.4%
Rental Income		56,720	-	56,720	52,598	4,122	52,598	107.8%
Interest Received		253,134	-	253,134	224,200	28,934	224,200	112.9%
Operating Grants, Subsidies & Contributions		1,057,771	-	1,057,771	1,057,658	113	1,057,658	100.0%
Other Recurrent Revenue	2	12,731,230	-	12,731,230	13,264,710	(533,480)	13,264,710	96.0%
		47,374,529	-	47,374,529	49,267,096	(1,892,568)	49,267,096	96.2%
Expenses								
Operating Expenses								
Employee Expenses	3	7,904,844	-	7,904,844	8,090,429	(185,585)	8,090,429	97.7%
Materials & Services	4	17,507,313	-	17,507,313	20,386,016	(2,878,703)	20,386,016	85.9%
Finance Costs		47,560	-	47,560	47,657	(97)	47,657	99.8%
Depreciation and Amortisation		11,463,118	-	11,463,118	11,433,856	29,262	11,433,856	100.3%
Corporate Overheads & Competitive Neutrality Costs		6,123,351	-	6,123,351	6,123,351	-	6,123,351	100.0%
		43,046,185	-	43,046,185	46,081,308	(3,035,123)	46,081,308	93.4%
Operating Position Before Capital Items		4,328,343	-	4,328,343	3,185,788	1,142,555	3,185,788	135.9%
Capital Revenue								
Capital Revenue	5	809,520	-	809,520	1,329,255	(519,736)	1,329,255	60.9%
		809,520	-	809,520	1,329,255	(519,736)	1,329,255	60.9%
Net Result Attributable to Council in Period		5,137,863	-	5,137,863	4,515,043	622,820	4,515,043	113.8%
Total Comprehensive Income		5,137,863	-	5,137,863	4,515,043	622,820	4,515,043	113.8%

1. **Net Rates & Utility Charges** is \$1,465,740 unfavourable, with actuals of \$31,830,290 compared to a revised budget of \$33,296,030. The unfavourable variance is due to the timing of the half yearly water consumption billing. When the half yearly water consumption billing is issued this will then be accrued through end of year processes.
2. **Other Recurrent Revenue** for the year is \$12,731,230 being \$533,480 unfavourable to budget. This unfavourable variance is predominantly due to landfill revenue (invoices only issued to 15 June) at Moranbah Waste Management Facility. This revenue is anticipated to achieve budgeted revenue when the end of year accrual occurs.
3. **Employee Expenses** are favourable compared to the revised budget by \$185,585. This favourable position will change with the accrual of the remaining wages for the 2024/2025 financial year.
4. **Materials & Services** for the financial year are \$2,878,703 favourable, with actual expenditure of \$17,507,313. It should be noted that commitments of \$3,104,415 have not been included in the above report with a large portion of this amount anticipated to cost into the 2025/2026 financial year. The actual position will change with the accrual of June invoices. Large commitments to note include \$1.1M for water purchases, \$242K for the Waste Levy, and \$219K for contractor costs at Waste Management Facilities.
5. **Capital Revenue** for the year is \$809,520 which is unfavourable to budget by \$519,736. This unfavourable variance is due to the timing of grant funds received which are budgeted to be aligned with the delivery of capital projects. Revenue will be further examined through end of year processes to align revenue with milestones as per AASB 1058 Revenue Recognition Standard.

MEETING DETAILS

Ordinary Meeting

Wednesday 23 July 2025

AUTHOR

Warren Clough

AUTHOR POSITION

Senior Safety and Resilience Partner

9.2

SAFETY AND RESILIENCE UPDATE

EXECUTIVE SUMMARY

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

COMMITTEE'S RECOMMENDATION

Resolution No.: CGFS0997

Moved: Cr Terry O'Neill

Seconded: Cr Vern Russell

That the Committee recommends that Council:

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

Carried

BACKGROUND

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

The main focus for the month has been:

- S&R Partners completed Safety and Risk Audits, at the Flaggy Rock Community facility and the Carmila library.
- Visits to the St Lawrence and Nebo depots and offices.
- Drug and Alcohol testing was completed at the Carmila Depot along with a follow up test completed at the Moranbah Depot.

IMPLICATIONS

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

CONSULTATION

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

BASIS FOR RECOMMENDATION

The updated attachments include the normal monthly update.

ACTION ACCOUNTABILITY

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

KEY MESSAGES

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

Report prepared by: MARCELLE KING Senior Safety and Resilience Partner Date: 26 June 2025	Report authorised by: DARREN FETTEL Director Corporate, Governance and Financial Services Date: 1 July 2025
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ATTACHMENTS

- Attachment 1 – Safety and Resilience Monthly Report June 2025

REFERENCE DOCUMENT

- Nil

SAFETY AND RESILIENCE MONTHLY REPORT

DATE	26 June 2025
TO	July 2025, Ordinary Council meeting
FROM	Senior Safety and Resilience Partners

1. SUMMARY

S&R Partners completed Safety and Risk Audits, at the Flaggy Rock Community facility and the Carmila library.

Visits to the St Lawrence and Nebo depots and offices.

S&R Team welcomed a Clermont local into the position of Safety and Wellbeing support, starting on 23 June 2025.

Drug and Alcohol testing was completed at the Carmila Depot along with a follow up test completed at the Moranbah Depot.

Explanatory Note:

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

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

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

2. BEST PRACTICE SYSTEM

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

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

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

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

- Review all Policies, Procedures and work instructions biennially to maintain compliance against current legislative requirements.
- Policy reviewed as required by CEO. To ensure effective procedures and ensuring they comply with legislation. That there is a master document register to track updating

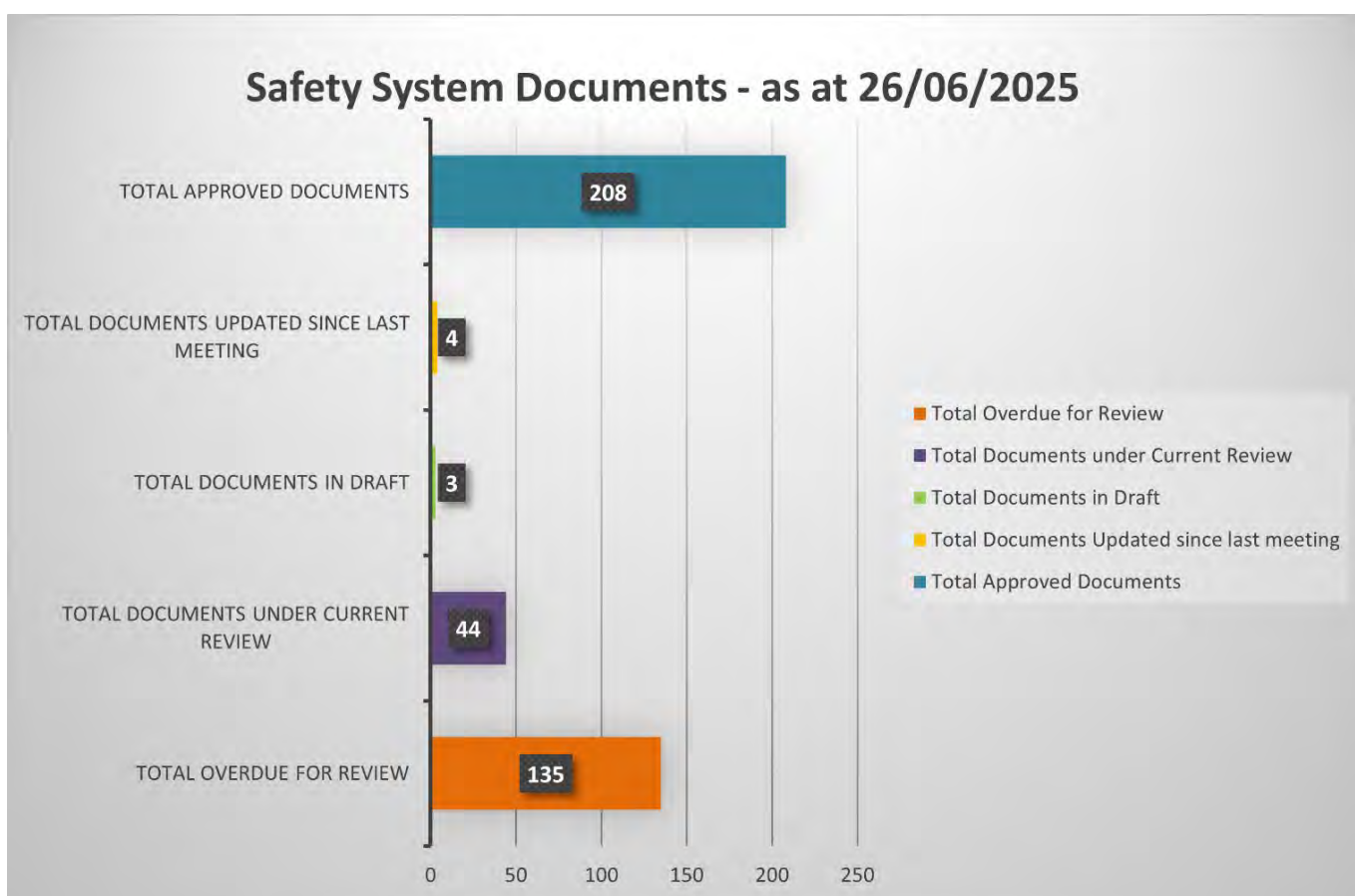
- 100% documents reviewed within timeframes

**BEST PRACTICE
SYSTEM**



SAFETY AND RESILIENCE MONTHLY REPORT

Document Type	208 Approved	135 Overdue	44 Reviewing	3 Draft	4 Updated
Checklists	5	8	1		1
Process / Flowcharts	15	11	7		
Forms	54	22	14		
Guidelines	40	55	5	1	
Miscellaneous	2	2	2	1	
Plans	10	3	1		
Policies	3	0	4		
Procedures	11	12	8		
SWMS	8	1	0		1
Templates	17	5	0		
Terms of Reference	1	1	2		
Work Instructions	42	15	0	1	2



2.1 LEGISLATIVE OR OTHER CHANGES

From 29 July 2025, important changes will commence to protect workers from the risk of hearing loss. This will require employers to arrange regular audiometric testing. This testing must be provided to workers who are required to use PPE to protect themselves from the risk of hearing loss associated with noise that exceeds the exposure standard.

SAFETY AND RESILIENCE MONTHLY REPORT

3. OBJECTIVES AND TARGETS

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

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

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

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

- Establish annual KPI's which align to the policy to ensure leaders are meeting the objectives and targets
- Ensure that the objectives are embedded into Corporate documents.
- Updating the improvement plan and reporting
- Ensuring implementation of the improvements
- Completion of Quarterly review and reporting against WHS improvement plan.
- Annual setting and review of KPI's

ESTABLISHING OBJECTIVES AND TARGETS



4. EFFECTIVE RISK MANAGEMENT

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

4.1 HAZARD HUNTER

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

TARGET: Number of hazards reported and rectified.

STATUS: 6 hazards were identified for 01/06/25-26/06/25, and 2 have been fully managed and closed.

There has been a decrease in reporting of hazards compared to last month, however it is noted this is also a shorter reporting period with early close off.

3 – Draft

1 – Approved

2 – Closed

0 – Complete

3 remain still at draft stage with no action taken within Lucidity to date. Arrangements are currently progressing for the April and May Hazard Hunter award presentations.

- To ensure that risk management activities are undertaken to support our systems, investigate incident, hazard hunter program, development of Work Instruction, maintenance of risk assessments and registers

- #incident open after 30 days
- record the # hazards per month
- Site based risk assessments to be established and revised biennially."

EFFECTIVE RISK MANAGEMENT



4.2 EVENT REVIEW

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

TARGET: 0 events in DRAFT after 7 Days (as EOM).

STATUS: 68 events are still sitting at draft stage requiring attention. The Safety and Resilience teams continuous review of "Draft" items has not revealed any high-risk items.

The concerted effort by the team in conducting a review and cleanse of historic data along with following up with responsible managers has resulted in significant improvement compared to the last monthly report of 131.

SAFETY AND RESILIENCE MONTHLY REPORT

4.3 EVENTS RECORDED DURING JUNE

There have been **43** events recorded during the month to **26 June**, of these:

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

Event by Type	Hazard	Injury	Plant	Property	Security Threats	Near Miss	Theft
E&I	2	5	8	1		1	1
PECS		8			3	2	
CGFS							
OCEO							
W&W		1	2	1			

*This table doesn't capture opportunities for improvement or non-conformance, hence the total of 35 against 43 recorded.

4.4 EMERGENCY MANAGEMENT COMMITTEE

No meeting was held during this period. The meeting schedule is currently under review.

4.5 CONTRACTOR MANAGEMENT

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

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

STATUS: APPROVED contractor companies 267

As a result of work undertaken by the team in following up with contractors, there was a noted improvement in our approved contractors compared to the last two months. The S&R team will continue to, wherever possible, archive those that have not been engaged within the last financial year.

It has been established that due to the number of variables that could render a contractor as not approved, a decision was made to not report on the actual number of not approved contractors. Rather there will be a focus on maintaining good working relationships and support of ongoing approved contractors that we regularly engage.

However, we will be capturing and reporting on where there has been any non-conformance against our contractor management processes, or contractors engaged without approved compliance. There has been no evidence of non-conformance during June.

SAFETY AND RESILIENCE MONTHLY REPORT



5. IMPROVING WORKER CONSULTATION

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

5.1 HEALTH, SAFETY, AND WELLBEING COMMITTEES

There was a HSW Committee meeting held in Dysart on the 18th of June.

At this meeting all updated HSW documentation relating to the Committee, members and HSR's was approved. Expressions of interest are now open for new Committee members, and staff have been advised of their ability to elect an HSR if a work group wishes to nominate and elect one.

OBJECTIVE: Completed schedules of meetings.

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

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

No HSW strategic meeting was held during this reporting period.

- Schedule for toolbox and WHS Committees. To ensure effective communication and consultation with worker.
- Continue to develop and evaluate the check in chat as another tool for communicating

• 95% of meetings against schedule completed

**IMPROVING
WORKER
CONSULTATION**



SAFETY AND RESILIENCE MONTHLY REPORT

6. WELLBEING & CAPACITY TO WORK

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

6.1 VACCINATIONS

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

- **22** Workers contacted to undergo work related vaccinations
- **11** In progress
- **11** Have not actioned to date

No update on the above results, same as last month.

6.2 DRUG & ALCOHOL TESTING

The Safety & Resilience Partners conducted D&A testing in Carmila and a follow up test at Moranbah Depot in the month of June.

- **6** tests were completed with **0** non-negative tests recorded.

6.3 WORKERS' COMPENSATION AND REHABILITATION

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

- **9** active (accepted) workers compensation cases.
- **17** non-work-related cases.
- **2** pending workers compensation cases awaiting a response from LGW.

6.4 FLUORIDE TESTING

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

- **0** workers overdue for fluoride testing
- **1** awaiting pathology results

All other workers within acceptable fluoride limits

- To develop a strategy that supports staff in maintain physical and mental health.
- To ensure that we are able to retain staff through appropriate programs that deal with the worker holistically.
- Establish wellbeing programs through committees
- To provide early intervention and numbers of workers support engagement

- # check in chats
- # staff engaged in worker support program

**WELLBEING AND
CAPACITY TO
WORK**



SAFETY AND RESILIENCE MONTHLY REPORT

7. AUDIT/ INSPECTIONS

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

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

TARGET: 100% of audits completed against the plan.

STATUS: 2 WHS &/OR Environmental Audits completed against the plan.

S&R Partners completed 2 safety and risk audits within the month of June. Audits were conducted at the Flaggy Rock Community Facility and the Carmila Library.

There was no major safety risks identified within the above audits.

- Develop an audit and inspection schedule which includes sites audits, system audits and procedural audits.
- To ensure our systems are effectively implemented and understood at site levels.

- 100% of audits completed against schedule
- target for audits to be above 85%

MAINTAIN AUDITS AND INSPECTIONS



8. CONTINUOUS IMPROVEMENT

This is the ongoing verification of due diligence activities.

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

OBJECTIVE: Ensure identified corrective actions followed to completion.

TARGET: 0 actions greater than >30 days overdue

STATUS: STATUS -Total 37 overdue open actions as of 26 June 2025, with 25 of these being overdue >30 days.

- There are currently 37 overdue open actions as of the end of 26 June 2025.
- Of these 37 overdue open actions, 25 are overdue by greater than 30 days.
- The Safety and Resilience teams' continuous review of assigned actions has not revealed any high-risk items, requiring immediate attention.
- The concerted effort made by the team in conducting a review of overdue actions along with following up with responsible managers has resulted in an improvement compared to the last monthly report of 83 overdue actions.

- Ensure that any identified corrective actions from incidents, hazards, audits have been entered and followed through to completion
- Ensuring that actions raised are followed through to completion.
- Establish Change Management processes
- Ensuring that change is effectively consulted and managed to gain the greatest benefit.
- # corrective actions completed and open at EOM

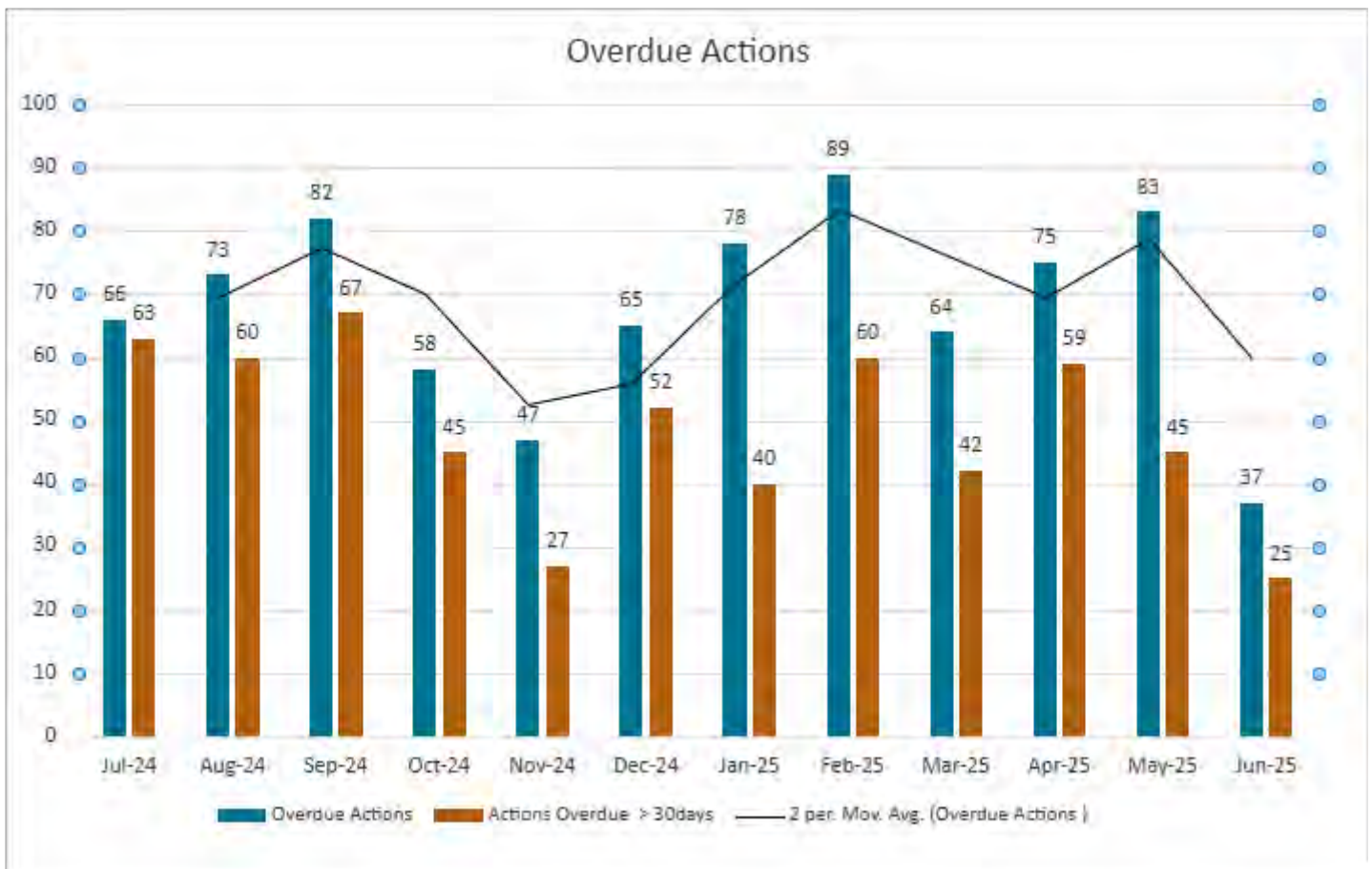
CONTINUOUS IMPROVEMENT



SAFETY AND RESILIENCE MONTHLY REPORT

Expired Actions by directorate and type:

Action by Type:	Audits and inspections	Hazards	Incidents	Regulatory Notification	Meetings	Report Only	Improvement opportunity
E&I	2	4	11				
PECS	3	10	1				
CGFS	5	1					
OCEO							
W&W							



SAFETY AND RESILIENCE MONTHLY REPORT

9. EMPOWERING AND SUPPORTING LEADERSHIP

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

OBJECTIVE: Establish LPIs for individual managers.

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

TIER 3 LPIs – ELT & SLT Members

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

The Safety and Resilience team have been collaborating and reviewing the current way in which we report LPIs and who are required to complete these. Once relevant documentation has been updated, this will be communicated to staff.

- Continuing turnover, vacancies are noted as contributing factor for a drop in LPIs being completed.
- It is acknowledged that communication and engagement with SLT has yet to occur.
- It is anticipated that by the next monthly report a review of our existing ELT and SLT membership will be undertaken. This will allow us to reset the way we capture and report on the number of LPIs that have been completed against those who are required to complete them. This should also allow us to update the graph to better reflect compliance.

- Providing leaders with knowledge and tools to effectively manage the wellbeing and risk resilience of our workers
- Support supervisors in cultural leadership

- # 95% manager attendance at Safety leadership training

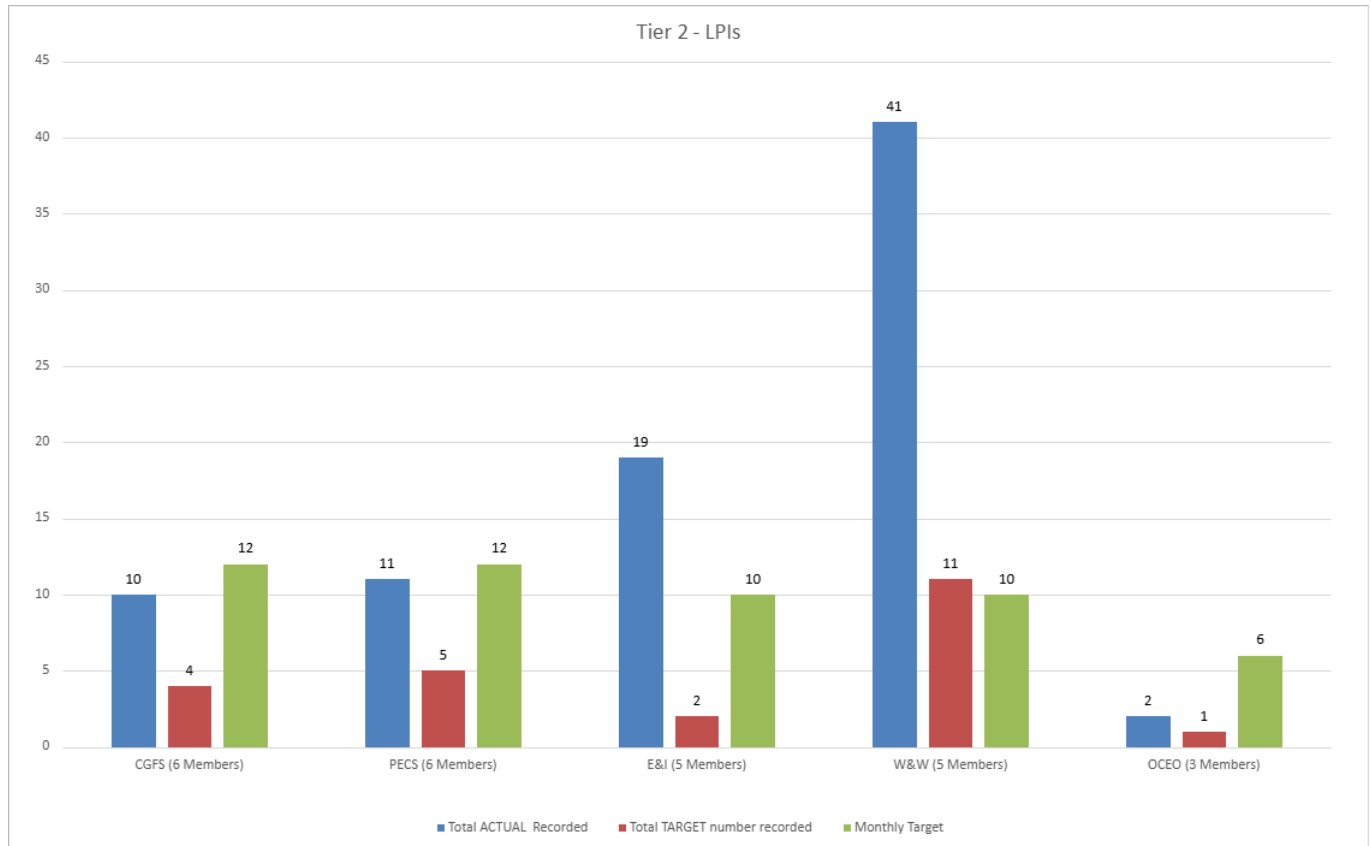
**EMPOWERING
AND
SUPPORTING
LEADERSHIP**



SAFETY AND RESILIENCE MONTHLY REPORT

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

Lead a Team Talk with your team	Lead a Prestart Talk with your team	Conduct and record a Safety Chat	Provide feedback on HSW procedure or policy	Conduct and record a Post Project Supplier Evaluation form	Conduct and record a Project Monitoring Inspection form	Conduct and record a Site Hazard Inspection	Conduct and record a Wellness Chat	Conduct a coaching session	Conduct a Leadership Activities Report
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MEETING DETAILS

Ordinary Meeting
Wednesday 23 July 2025

AUTHOR

John Squire

AUTHOR POSITION

Manager Contracts and Procurement

9.3 EXCEPTION BASED CONTRACTUAL ARRANGEMENT – LOCAL GOVERNMENT REGULATIONS 2012 – LUCIDITY SOFTWARE

EXECUTIVE SUMMARY

The purpose of this report is to seek Council's approval to extend the recently expired contract arrangement with the supplier of Isaac Regional Council's Safety Management System software as an exception to the competitive bidding requirements of the *Local Government Regulations 2012* for medium or large sized contractual arrangements.

COMMITTEE'S RECOMMENDATION

Resolution No.: CGFS0998

Moved: Cr Jane Pickels

Seconded: Cr Vern Russell

That the Committee recommends that Council:

- 1. Endorses an extension of the contract with Lucidity Software until further notice, and in so doing;**
- 2. Resolves that in accordance with section 235 (b) of the Local Government Regulations (2012), it is impractical for the Council to invite quotes, due to the specialised nature of the services arrangement; and**
- 3. Authorise the Chief Executive Officer to negotiate, execute and vary the contract as required, with Lucidity, as detailed in Clause 1 and 2 above.**

Carried

BACKGROUND

During 2018 Council's safety and procurement teams began to investigate the need for a new safety management system software, after poor service from the previous provider. We did this through a competitive RFQ process with Lucidity Software being awarded the contract (IRCQ 2082-0818-482 Lucidity Software Agreement) for the implementation and ongoing subscription to the software for 3 years.

The original contract awarded in December 2018 was for a 3-year subscription which expired in late 2021. The subscription was renewed for a further 3 years to ensure value for money for Council. This contract will expire on 1 July 2025.

The contract has a termination clause that states Council is to give written notice of non-renewal 90 days prior to the end of the contract. If a non-renewal notice is not given in the timeframe the subscription will automatically renew for the shorter of the Subscription Term, or one year. As Council has not given notice of non-renewal, we are contractually obliged to renew the subscription by a further 1 year.

Local Government Regulation 2012 s235 (b) state as follows:

A local government may enter into a medium-sized contractual arrangement or large-sized contractual arrangement without first inviting written quotes or tenders if—

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

This current situation fits within the exception provisions within section 235 (b), as the Lucidity program has become well entrenched in Council's safety management systems for the past 6 years. Further support is garnered when considered against the cost of extricating Council from the Lucidity software, only to endure additional costs for implementing and embedding an alternative solution. Returning to market for the implementation, set up and subscription for new software is neither practical nor logical. While the intellectual property sits with this supplier, any change would mean starting over with training and processes to support change.

The Digital Strategy through the upgrade to CiA may have alternate options for the safety management component to be imbedded but further investigations are required to determine the compatibility and requirements for Council.

The approval of an ongoing extension of the agreement is the best value for money currently for Council as well as mitigating additional expenses and training necessary to change.

IMPLICATIONS

Risk – If not approved, the risk is no ongoing supported software for our safety management system (i.e., reporting)

Financial – If the extension is not approved, Council will need to 'start over' again.

Service Levels – Lucidity has provided sound service to Council in the past 6 years; they have only continued to improve on their service delivery.

CONSULTATION

- Manager Contracts and Procurement
- Safety and Resilience Team

BASIS FOR RECOMMENDATION

The initial procurement of the Lucidity software was via a Request for Quotation and has been in place for 6 years. The extension of the contract until the Digital Strategy CIA implementation and possible suitability provides for a sensible approach to the management of our corporate electronic safety management system, continuation of service whilst ensuring value for Council.

ACTION ACCOUNTABILITY

Yearly Purchase Orders are to be raised by the Safety team and approved by the Contracts and Procurement team for one-year agreements as an outcome of this report.

KEY MESSAGES

- Council is committed to transparent decision making and ensuring it meets legislative requirements and procurement probity
- Council demonstrates a logical, well informed, and compliant approach to corporate electronic systems.
- Council is committed to providing a high level of service with a consistent efficient approach.

Report prepared by:

JOHN SQUIRE
Manager Contracts and Procurement

Date: 26 June 2025

Report authorised by:

DARREN FETTELL
Director Corporate Governance and Financial Services

Date: 1 July 2025

ATTACHMENTS

- Nil

REFERENCE DOCUMENT

- Nil

MEETING DETAILS

Ordinary Meeting

Wednesday 23 July 2025

AUTHOR

Trudi Liekefett

AUTHOR POSITION

Manager People and Capability

9.4

PEOPLE AND CAPABILITY MONTHLY REPORT

EXECUTIVE SUMMARY

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

COMMITTEE'S RECOMMENDATION

Resolution No.: CGFS0999

Moved: Cr Vern Russell

Seconded: Cr Terry O'Neill

That the Committee recommends that Council:

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

Carried

HIGHLIGHTS:

RHD Placement Report

The RDH Placement Report for Isaac Regional Council has been completed by a student at CQ University. This research examined factors influencing the attraction and retention of the workforce in Queensland. It focused on analysing literature and secondary data to identify key elements such as compensation, career development, work-life balance, and organisational culture that affect workforce planning. Special attention has been given to current workforce strategies and industry trends in Queensland, with the goal of providing actionable insights for long-term workforce sustainability. The People and Capability team will be analysing the results of the report and using the data to inform the Capability Development Framework, future organisational design concepts and other people strategies currently under review.

Moranbah State High School Careers Expo & Mock Interviews

Isaac Regional Council staff recently participated in the Moranbah State High School Careers Expo and Mock Interviews. The Careers Expo showcased the opportunities and pathways Council offers to young school leavers, while the Mock Interviews provided valuable, real-world interview experience for Year 12 students preparing to enter the workforce.

Learning and Development Recruitment Update

The People and Capability team have been successful in officially onboarding both the Learning and Development Officer and the Onboarding and Pathways Officer. The Learning and Development team will be focusing on Council's onboarding process and improving the learning and development functions throughout Council. Interviews have commenced with recently onboarded employees to capture valuable information regarding their positive and challenging experiences in commencing with Council, to inform business improvements and leadership capability development in this area.

Engagement Survey

All employees now have access to the Gallup engagement survey results. These results have been analysed and presented to the senior leadership team by Gallup to inform the development of Action Plans for all departments. These plans will focus on key areas for improvement, refined into practical, achievable steps for management to implement. As part of the rollout, the Chief Executive Officer will be visiting locations across the region to personally share the survey outcomes and engage with teams.

Council Job Advertising Platforms

The People and Capability Team has recently partnered with Council Direct, LG Assist, and Jobs in Council to advertise all current vacancies. This strategic move aims to broaden our reach and connect with a wider pool of candidates actively seeking opportunities in Local Government.

RECRUITMENT AND ONBOARDING UPDATE:

The People and Capability team successfully recruited and onboarded eighteen (18) new and existing employees up to 30 June 2025:

Directorate	Position Title	Work Location
CGFS	Payroll Officer	Clermont
OCEO	People & Capability Officer	Moranbah
OCEO	Learning and Development Officer	Moranbah
OCEO	Onboarding and Pathways Officer	Clermont
OCEO	Communications Advisor	Moranbah
OCEO	Communications Coordinator	Moranbah
CGFS	Business Transformation Director	Moranbah
CGFS	Payroll Officer	Moranbah

PEOPLE AND CAPABILITY

CGFS	Systems Officer	Moranbah
CGFS	Safety, Wellbeing and Resilience Support	Clermont
E&I	Team Leader - Horticulture	Moranbah
E&I	Truck Driver	Clermont
E&I	Works Admin Officer	St Lawrence
E&I	Cleaner	Clermont
PECS	Frontline Service Officer	Moranbah
PECS	Frontline Service Officer	Middlemount
PECS	Casual Community Facilities Officer	Glenden
W&WW	Team Leader - Customer Administration	Moranbah
W&WW	Trainee Business Services	Moranbah

There were eight (8) employee separations up to the 30 June 2025:

Directorate	Position Title	Work Location
E&I	Semi Water Truck Driver	Dysart
E&I	Technical Officer	Moranbah
E&I	Water Truck Operator	Nebo
E&I	LR Truck Driver	Moranbah
PECS	Director Planning, Environment & Community Service	Moranbah
PECS	Centre Operations Leader - Moranbah	Moranbah
PECS	Team Leader - Business Services PECS	Moranbah
PECS	Frontline Service Officer	Moranbah

PEOPLE AND CAPABILITY LEARNING & DEVELOPMENT UPDATE:

Over the past several months there has been a noticeable shift in the amount of desirable training being undertaken; this trend continues in June. This by no means detracts from the upkeep of mandatory training needs; it demonstrates a quiet shift to a personal development focus. This indicates that our employees are identifying that self-development is important and that equal opportunity is being given within budgets to employees who may not have mandatory training requirements.

June has seen approximately 40 hours of professional development undertaken through our online Go1 platform, with learning ranging from Dealing with Confrontational People – Emotional Intelligence – Innovative/Transformative Thinking – Active Listening – Data Protection – Leadership Styles.

Figure 1.0 Estimated Data - Employee Training June2025

Directorate	OCEO	E&I	PECS	W&W	CGFS
Number of Employees - June 2025	15	29	41	30	9

Figure 2.0 Estimated Data – Training Separated by Mandatory VS Desirable

Mandatory	Desirable
43	81

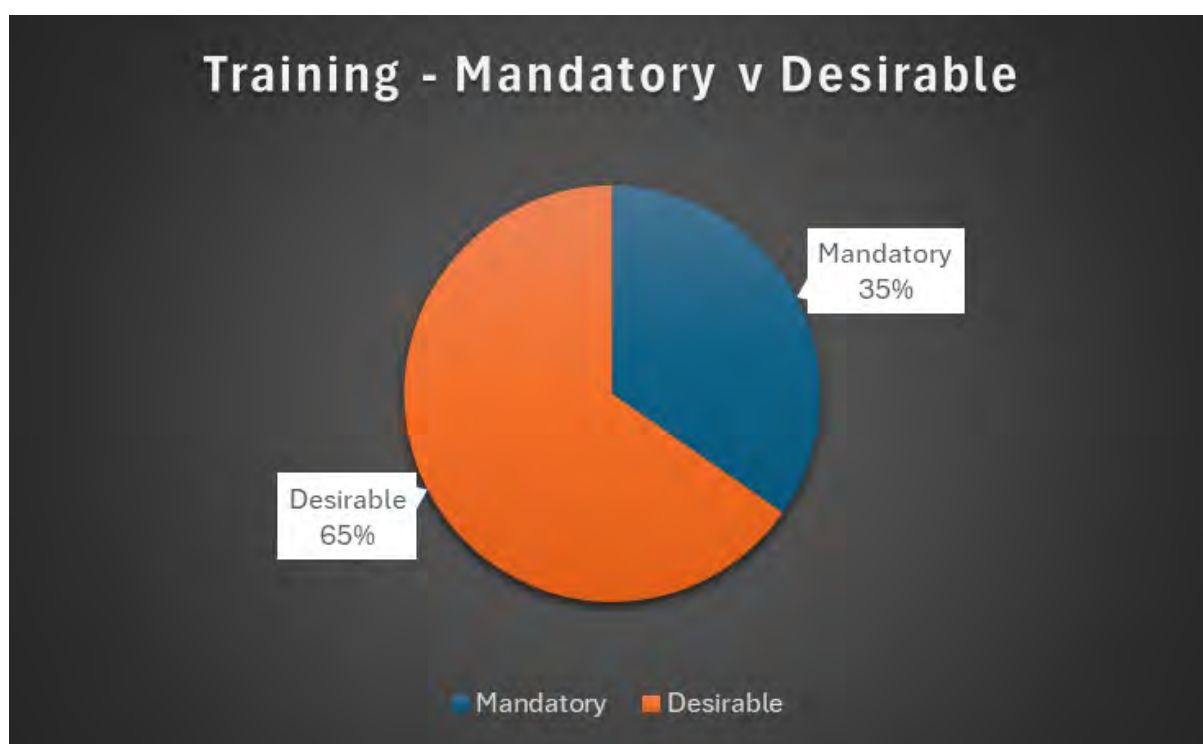
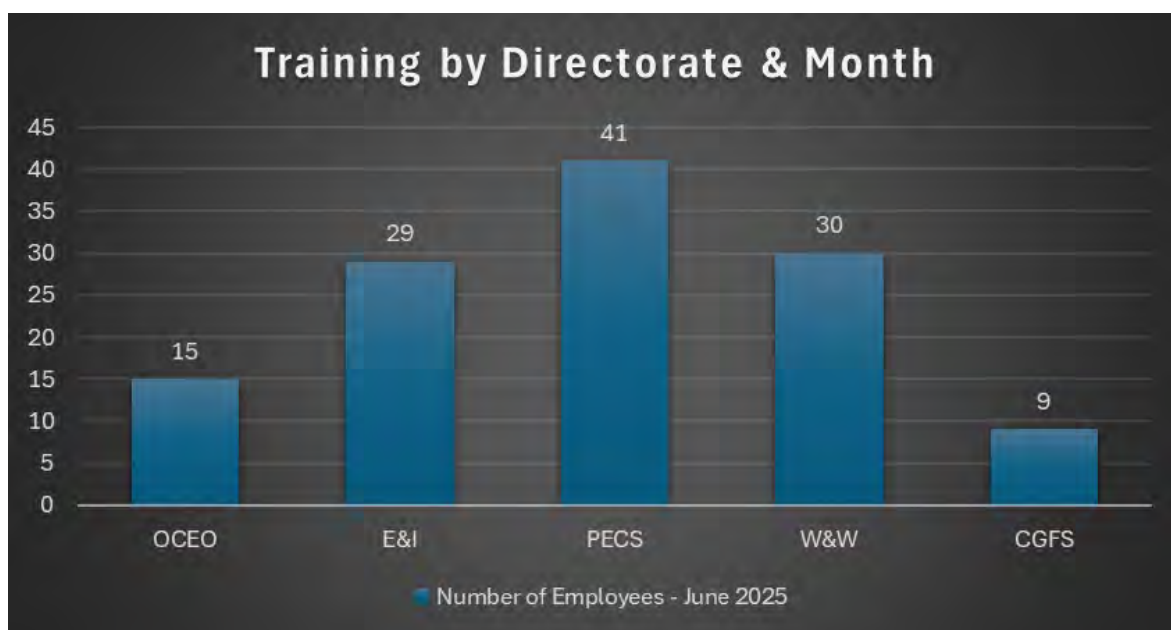


Figure 3.0 Estimated Data - Total Hours of Training – June 2025

Training Course	Hours	OCEO	E&I	PECS	W&W	CGFS
AC/DC - Chemical Handling	82.5		6		5	
Authorised Person	30				15	
Block Training	30		1			
Chainsaw	67.50		9			
Dealing with Confrontational People	120.00	1		30	7	2
Ignite Programme	7.50		1			
Inspire Conference	42.00			1		2
IPOLAQ&A	1.00	1				
LGMA: Driving a Customer Focused Culture	6.00			2		
LGMA: Master the art of Self-advocacy Webinar	2.00	2				
LGMA: Corruption & Integrity	10.35	2	1	2		4
LGMA: Learning & Development Village	1.00	1				
LGMA: Women in Government Exchange	2.00	2				
Operate Breathing Apparatus	8.00				1	
Plant Training	6.00		1			
Pole saw	67.50		9			
Propeller	45.00	1		2		
Provide CPR	9.00			2		
Provide First Aid	7.50		1			
Project Planning Breakthroughs	12.00	1				
Public Interest Disclosure	7.00	4			2	1
RMLV (Responsible Management of a Licenced Venue	19.00			2		
Total	582.85	15	29	41	30	9



FINANCIAL REPORT:

People and Capability is tracking to budget for the month of June 2025.

DEVIATION FROM BUDGET AND POLICY:

Nil

ACTION ACCOUNTABILITY

Not Applicable.

Report prepared by:	Report authorised by:
TRUDI LIEKEFETT	CALE DENDLE
Manager People and Capability	Chief Executive Officer
Date: Monday 30 June 2025	Date: Thursday 3 July 2025

ATTACHMENTS

- Attachment 1 - People and Capability Establishment Report
- Attachment 2 – RHD Report – Executive Summary
- Attachment 3 – Final IRC RHD Placement Report

REFERENCE DOCUMENT

- Nil

DATE: 30 June 2025

PEOPLE AND CAPABILITY

EXECUTIVE SUMMARY:

Highlight	Details
Workforce establishment	<ul style="list-style-type: none"> Approved FTE remained highly stable, reflecting a well-defined and consistent permanent workforce structure. All Positions FTE showed expected variability due to temporary staffing, with peaks aligning with project or leave coverage needs.
Employee demographics and tenure	<ul style="list-style-type: none"> The workforce has a strong representation of employees aged 40–60, highlighting the importance of managing an aging workforce through succession planning and retirement transitions. Tenure data shows a high proportion of early-career employees (less than 3 years), balanced by a solid base of experienced staff.
Employee turnover	<ul style="list-style-type: none"> Annual turnover rate: 21.45%, which is a decrease from 22.57 in May 2025. Turnover reasons: employees leaving the Isaac region (21%), family/personal reasons (18%) and better job opportunities (15%).
Recruitment update	<ul style="list-style-type: none"> Vacancies reduced from 73 in May 2025 to 68 in June 2025. Recruitment strategies include targeted advertising, streamlined onboarding, and close collaboration with hiring managers. 31 positions are currently on hold which is an increase from 27 positions in May 2025. Most of these positions are under review or temporarily backfilled.
Labour hire engagement	<ul style="list-style-type: none"> Labour hire continues to support operational continuity across directorates, especially in W&W and E&I. Engagements are primarily for backfilling vacancies or supporting project roles.
Workforce leave	<ul style="list-style-type: none"> Leave utilisation across directorates remained steady, with patterns reflecting operational demands and workforce composition. Core leave types such as sick leave, annual leave, and rostered days off were broadly accessed, other categories like parental leave and leave without pay were more selectively utilised.
Workforce overtime	<ul style="list-style-type: none"> Overtime usage continues to be prominent in the Water & Waste (W&W) and Engineering & Infrastructure (E&I) directorates, with notable peaks in January and November 2024. Data suggests a sustained reliance on overtime to maintain service delivery during periods of heightened activity or vacant roles.
Workforce TOIL	<ul style="list-style-type: none"> TOIL accumulation was highest in E&I directorate, with varying levels across other directorates. The P&C team continues to work

INFORMATION BULLETIN

	with department managers for effective workload management and equitable time-off allocation.
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1. WORKFORCE ESTABLISHMENT UPDATE:

1.1. Approved FTE Update

The approved budgeted Full-Time Equivalent (FTE) as at 30 June 2025 is 470.40 with no overall change during the month. However, minor adjustments have been made in Corporate Properties, with the Administrator – Trades part time position now removed from the structure. This role was removed in the separation of the Corporate Properties & Fleet departments. Liveability & Sustainability has a new full-time position approved by Council to support the increase workload in the department (resolution no #9204).

Figure 1.0 shows the approved budgeted full time equivalent (FTE) by directorate. This data excludes temporary short-term positions created for short term projects/activities and long-term leave coverage. The P&C department ensures all structural changes are carefully considered, align with operational requirements and maintain budget neutrality. New permanent positions can only be established with a Council resolution.

Figure 1.0 – Approved FTE by directorate as at 30 June 2025

APPROVED FTE									
OCEO Approved FTE 27		CGFS Approved FTE 72.7		E&I Approved FTE 189		PECS Approved FTE 104.6		W&WW Approved FTE 77.1	
Department		Department		Department		Department		Department	
Chief Executive Officer	4	Director Corporate, Governance & Financial Services	3	Director Engineering & Infrastructure	2	Director Planning, Environment & Community Service	5	Director Water & Waste	2
People & Capability	14	Financial Services	23	Bowen Basin & Galilee Operations	5	Economy & Prosperity	11	Water & Waste Operations	43
Advocacy & External Affairs	9	Information Solutions	19.7	Parks & Recreation	60.5	Liveability & Sustainability	13	Waste Management Operations	17.1
		Governance & Corporate Services	5	Infrastructure East	17	Community Education & Compliance	16	W&W Business Services	10
		Contracts & Procurement	8	Infrastructure West	57	Engaged Communities	43.5	W&W Planning & Projects	5
		Safety & Resilience	10	Corporate Properties & Fleet	30.5	Community Facilities	16.1		
		Enterprise Asset	4	Plant Fleet & Workshop	12				
				Infrastructure Planning & Technical Services	5				

APPROVED FTE	FILLED	VACANT	HEADCOUNT
470.40	408.50	61.90	419.00

Note: Permanent positions approved and endorsed by Council. Consist of full-time, part-time and casual. Headcount: Approved FTE: Number of employees sitting against an approved and endorsed position by Council.

INFORMATION BULLETIN

Month	FTE Movement		Description	OCEO	CGFS	E&I	PECS	W&WW	FTE
Jul-2024				24.00	71.70	191.70	105.50	77.10	470.00
Aug-2024				24.00	71.70	191.70	105.50	77.10	470.00
Sep-2024	1		Advocacy & External Affairs (13010)	25.00	72.70	190.70	105.50	77.10	471.00
Oct-2024		-1	Economy & Prosperity (62507)	25.00	72.70	190.70	104.50	77.10	470.00
Nov-2024				25.00	72.70	190.70	104.50	77.10	470.00
Dec-2024				25.00	72.70	190.70	104.50	77.10	470.00
Jan-2025	1	-0.40	Advocacy & External Affairs (13009) & Liveability & Sustainability (63532)	26.00	72.70	190.70	104.10	77.10	470.60
Feb-2025		-0.50	Community Facilities (67638)	26.00	72.70	190.70	103.60	77.10	470.10
Mar-2025		-1.00	Parks & Recreation (52224)	26.00	72.70	189.70	103.60	77.10	469.10
Apr-2025	1		People & Capability (11117)	27.00	72.70	189.70	103.60	77.10	470.10
May-2025				27.00	72.70	189.70	103.60	77.10	470.10
Jun-2025	1	-1	Liveability & Sustainability (63535) & Corporate Properties (57503)	27.00	72.70	189.00	104.60	77.10	470.40

The Approved FTE has continued to remain steady at 470.40 during the 12 months (July 2024 – June 2025). Minor adjustments were observed as follows:

Increases: +1 in September (Advocacy & External Affairs), +1 in January (Advocacy & External Affairs), +1 in April (People & Capability), + 1 in June (Liveability & Sustainability).

Decreases: -1 in October (Economy & Prosperity), -0.4 in January (Liveability & Sustainability), -0.5 in February (Community Facilities), -1.0 in March (Parks & Recreation), -0.7 in June (Corporate Properties).

The final count was 470.40 in June 2025, showing an increase of +0.40 FTE over the year.

Figure 2.0 Approved FTE: July 2024 – June 2025 - 12-month snapshot



1.2. All Positions (FTE)

The All Positions FTE, which includes both permanent and temporary roles, began at 502.70 in June 2024, reflecting temporary roles. Fluctuations were observed as follows:

Peaked at 508.40 in September 2024 due to multiple new temporary positions.

Notable drops: January (-2.3 FTE), March (-2.3 FTE). Recovery: Gradual increases between April and June due to new temporary roles. The final count was 503.80, an increase of +1.10 FTE over the year.

Figure 3.0 – All Positions FTE by directorate as at 30 June 2025

ALL POSITIONS (Approved & Non Approved)									
OCEO		CGFS		E&I		PECS		W&WW	
All Positions FTE		All Positions FTE		All Positions FTE		All Positions FTE		All Positions FTE	
28		77.6		193		125.9		79.3	
Department		Department		Department		Department		Department	
Chief Executive Officer	4	Director Corporate, Governance & Financial Services	3	Director Engineering & Infrastructure	2	Director Planning, Environment & Community Service	5	Director Water & Waste	2
People & Capability	15	Financial Services	24.4	Bowen Basin & Galilee Operations	7	Economy & Prosperity	14	Water & Waste Operations	43
Advocacy & External Affairs	9	Information Solutions	20.7	Parks & Recreation	61.5	Liveability & Sustainability	13.5	Waste Management Operations	17.6
		Governance & Corporate Services	5	Infrastructure East	17	Community Education & Compliance	17	W&W Business Services	11.7
		Contracts & Procurement	9	Infrastructure West	58	Engaged Communities	47.6	W&W Planning & Projects	5
		Safety & Resilience	11.5	Corporate Properties & Fleet	30.5	Community Facilities	28.8		
		Enterprise Asset	4	Plant Fleet & Workshop	12				
				Infrastructure Planning & Technical Services	5				

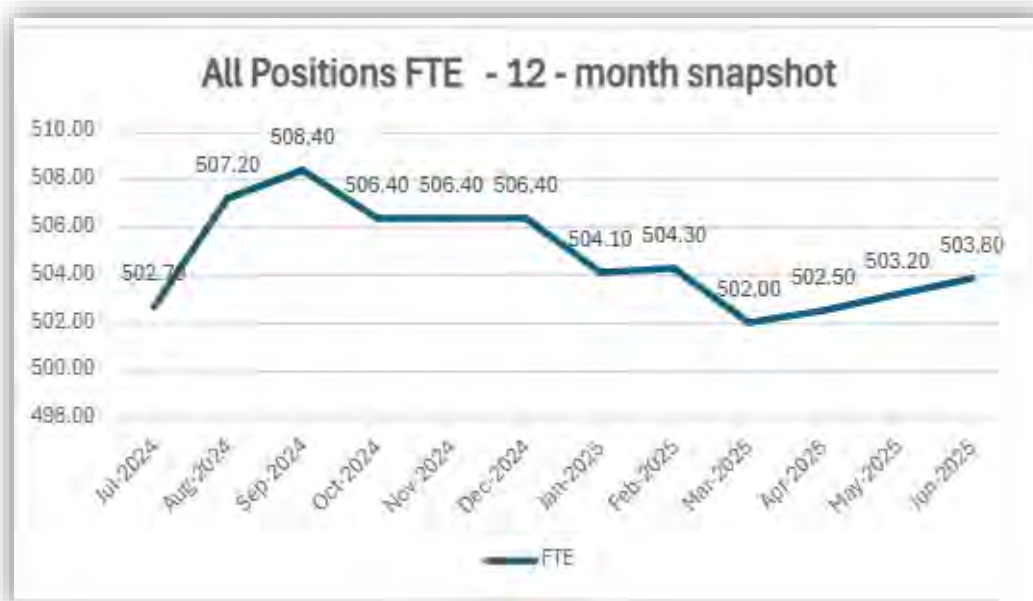
ALL POSITIONS	FILLED	VACANT	HEADCOUNT
503.80	440.40	63.40	454.00

Note: Temporary positions approved by the CEO for temporary fixed-term engagement for a specific task or period. Consist of full-time, part-time and casual. Positions will be removed from the organisation structure upon completion of term. Examples of engagement: Filling a position due to known absences like approved long term leave, parental leave, secondment. Project with a known end date, like Capital Works Projects, Community Support State Funding. Filling short-term vacancy needs before finalisation of the recruitment process. Handling unexpected short-term workload increases. Headcount: Number of employees sitting against approved and temporary positions within the organisational structure.

INFORMATION BULLETIN

Month	FTE Movement	Description	OCEO	CGFS	E&I	PECS	W&WW	FTE
Jul-2024		E&I (56064.3) & PECS (67502.3)	27.70	74.70	194.40	125.10	80.80	502.70
Aug-2024	4.5	OCEO (11001.3), CGFS (47008.2) PECS (67530.3 + 67610.3 + 67632.3) W&WW (83006.3 + 84406.2)	28.70	75.70	194.40	127.60	80.80	507.20
Sep-2024	1.2	Removed Positions (56104 + 64540 + 64553 + 65611.3 + 67632.3 + 83008.3) New Positions (11102.2 + 66753.3 + 67511.3 + 67527.3 + 83007.3)	30.70	76.70	193.40	126.30	81.30	508.40
Oct-2024	-2.0	Removed Positions (58214 + 62507 + 62508.2 + 81027) New Positions (56207 + 84411)	30.70	76.70	193.40	124.30	81.30	506.40
Nov-2024			30.70	76.70	193.40	124.30	81.30	506.40
Dec-2024			30.70	76.70	193.40	124.30	81.30	506.40
Jan-2025	-2.3	Removed Positions (11114 + 1116 + 4106.2 + 44214.3 + 46204.3 + 64530 + 66753.3 + 67502.3 + 67610.3 + 83006.3) New Positions (11103.3 + 13009 + 44212.2 + 52204.2 + 56064.2 + 58000.3 + 60004.2 + 63545 + 66723.3 + 67624.3 + 67625.3)	31.00	74.70	195.40	122.70	80.30	504.10
Feb-2025	0.2	Removed Positions (11001.3 + 52206 + 58000.3 + 67624.3 + 67625.3 + 67638) New Positions (56066 62501.2 + 66710.3 + 66743.1)	30.00	74.70	195.40	123.90	80.30	504.30
Mar-2025	-2.3	Removed Positions (11103.3 + 11113.3 + 52224 + 56065 + 67511.3 + 67530.3 + 83007.3) New Positions (41,041 + 66703.3 + 67633.2 + 84406.3)	28.00	75.40	193.70	124.60	80.30	502.00
Apr-2025	0.5	Removed Positions (11109.2 + 58203 + 58204 + 60004.2 + 66703.3 + 67527.3) New Positions (11117 + 44214.3 + 56217.3 + 57000 + 57002 + 62500.3)	28.00	76.40	194.70	123.10	80.30	502.50
May-2025	0.7	Removed Positions (41200 + 56064.2 + 66723.3) New Positions (41034 + 45050 + 47007.3)	28.00	77.60	194.70	122.60	80.30	503.20
Jun-2025	0.6	Removed Positions (44,214.3, 51,505.3, 57,503, 60,000.3, 66,743.1, 84,406.3) New Positions (46,203.3, 62,506.2, 63,535, 67,620.2, 67,632.2)	28.00	77.60	193.00	125.90	79.30	503.80

Figure 4.0 All Positions FTE: July 2024 – June 2025 - 12-month snapshot

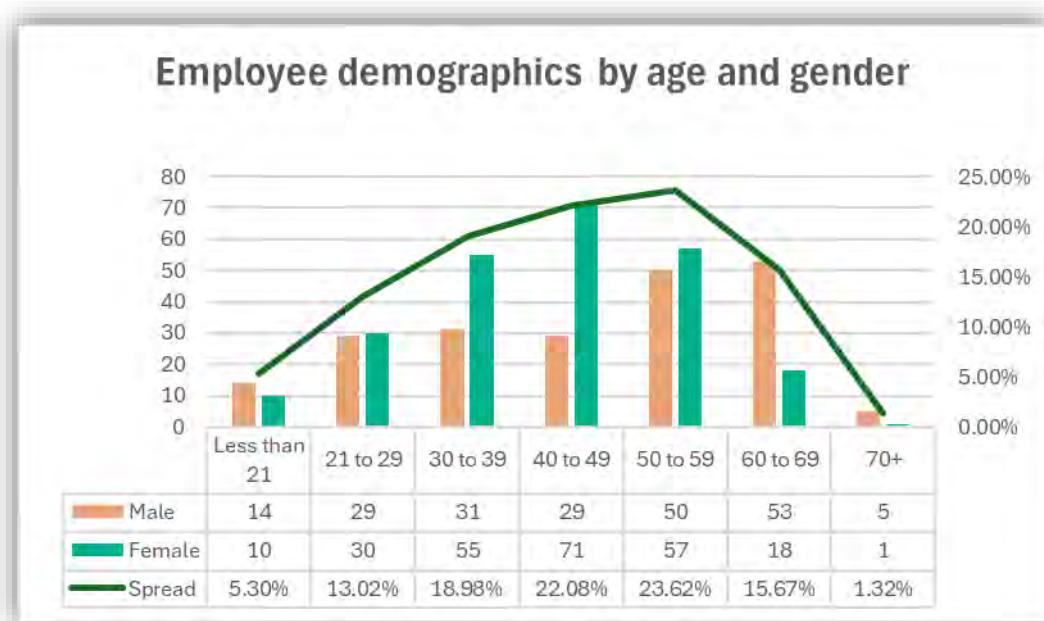


2. EMPLOYEE TRENDS UPDATE:

2.1. Employee Demographics

The current age demographics of Council employees highlight the need to effectively manage an aging workforce. We acknowledge and recognise the importance of leveraging the experience and skills of older employees while ensuring a productive and inclusive work environment. The age demographics show a strong presence of employees aged 40 to 49 and a notable portion aged 50 to 69. To manage workforce aging, the P&C department supports retirement transitions, succession planning, and knowledge transfer, ensuring continuity, inclusivity, and the retention of valuable experience and skills. Figure 5.0 shows Council's current workforce by age groups.

Figure 5.0 Employee demographics by age and gender as at 30 June 2025



2.2. Transition to Retirement

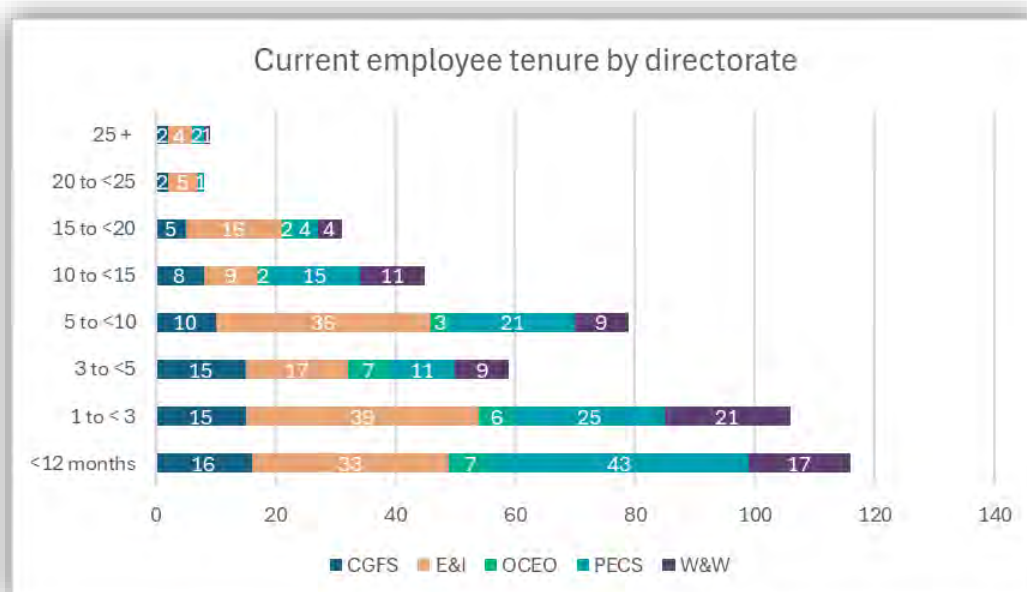
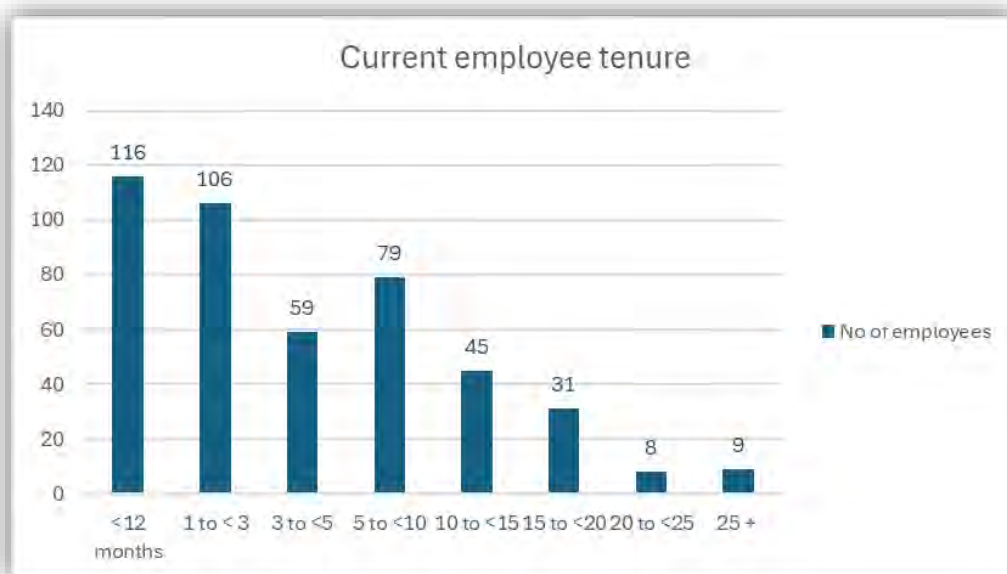
Council is currently supporting the transition to retirement for five (5) long-serving employees. These employees have collectively contributed nearly 60 years of service to the Isaac Regional Council, including their tenure within the shires prior to the 2008 amalgamation. Notably, two of these employees have each amassed close to 20 years of experience. This transition is being managed with fixed-term part-time positions to ensure knowledge transition and therefore mitigate any potential operational risks associated with their departure.

- Corporate, Governance & Financial Services | Financial Services | 19 years
- Engineering & Infrastructure | Parks & Recreation | 17 years
- Engineering & Infrastructure | Infrastructure - West | 8.5 years
- Engineering & Infrastructure | Infrastructure - West | 7.5 years
- Engineering & Infrastructure | Infrastructure - West | 7.5 years

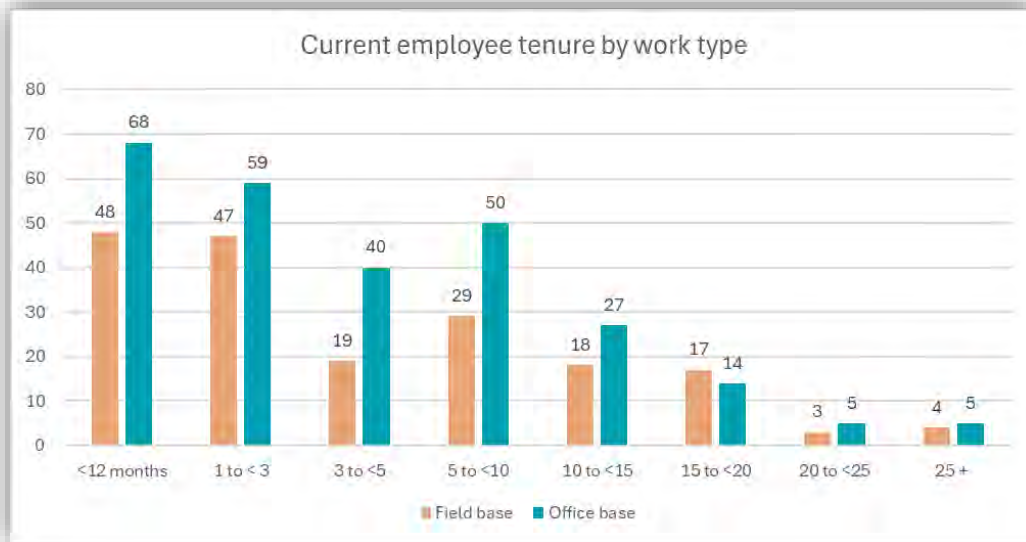
2.3. Employee Tenure

Council's workforce tenure data guides our focus on retention. We aim to enhance onboarding, career development, and recognition. Supporting wellness, flexible work, mentoring, and knowledge transfer will help sustain engagement. The tenure distribution shows the largest employee group has less than 12 months of service (116 employees), followed closely with 1 to <3 years (106) and 5 to <10 years (79). Mid-tenure groups include 3 to <5 years (59) and 10 to <15 years (45). Long-tenured employees include 15 to <20 years (31), 20 to <25 years (8), and 25+ years (9). This indicates a workforce with a strong early-career presence, particularly among very recent hires, and a solid base of experienced staff.

Figure 6.0 Employee tenure and by directorate as at 30 June 2025

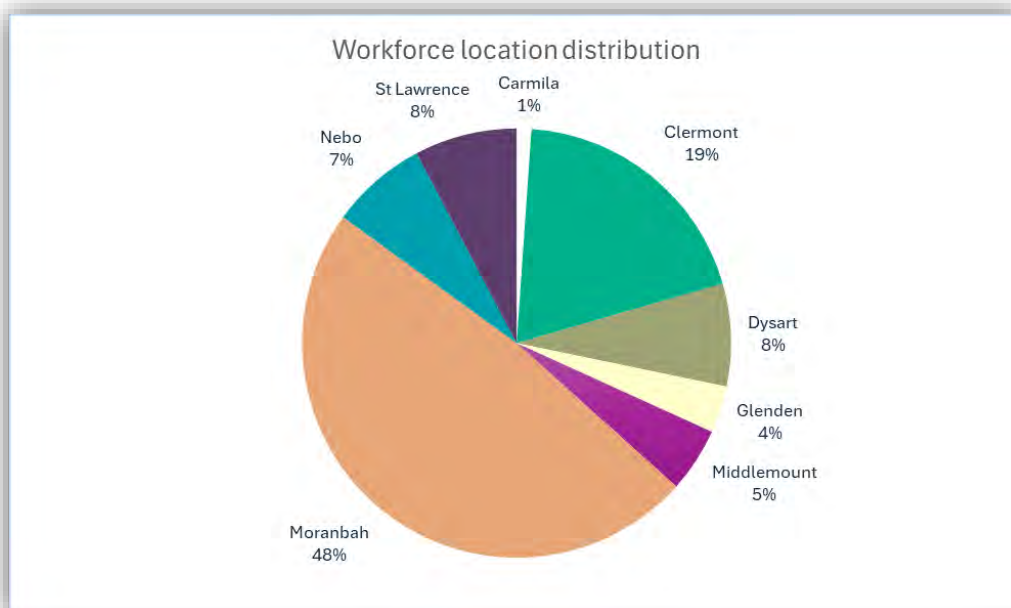


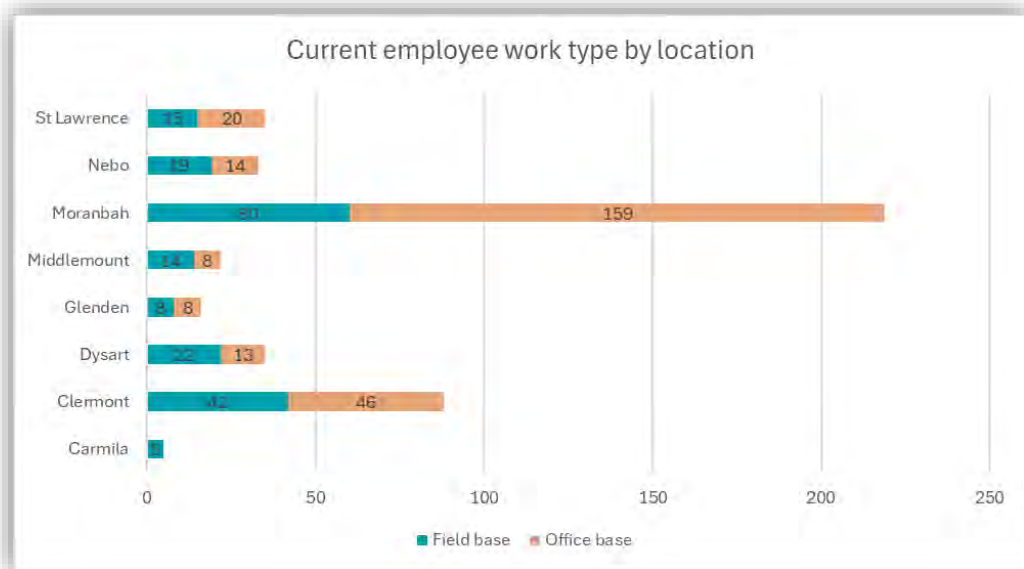
Office-based roles consistently outnumber field-based roles across all tenure brackets, particularly in the 3 to <5 and 5 to <10-year ranges.



2.4. Employee work type and location distribution

Council's workforce is distributed across eight locations, with Moranbah hosting the largest number of employees (219), comprising 60 field-based and 159 office-based staff. Clermont follows with 88 employees, evenly split between field (42) and office (46) roles. Other locations include Dysart (35), St Lawrence (35), Carmila (5) and Nebo (33). Overall, 185 employees are field-based and 268 are office-based,





2.5 Employee Turnover

The employee turnover rate for the period from July 2024 to 30 June 2025 is 21.45%. This data is based on separation notifications. The primary reasons for turnover are employees leaving the Isaac region (21%), family/personal reasons (18%) and better job opportunities (15%). The People and Capability team continue to work with employees leaving IRC as to why they have chosen to leave.

Figure 7.0: Employee turnover by Directorate for 12-month period 1 July 2024 to 30 June 2025. (Approved establishment only).

Directorate	Appointed	Turnover	Current	Percent (%)
Office of the CEO	7	4	26	15.38%
Corporate, Governance & Financial Services	13	5	68	7.35%
Engineering and Infrastructure	39	40	157	25.48%
Planning, Environment and Community Services	35	23	96	23.96%
Water and Waste	21	17	68	25.00%
TOTAL	115	89	415	21.45%

Figure 8.0: Turnover Reasons for period July 2024 to June 2025 (12 months).

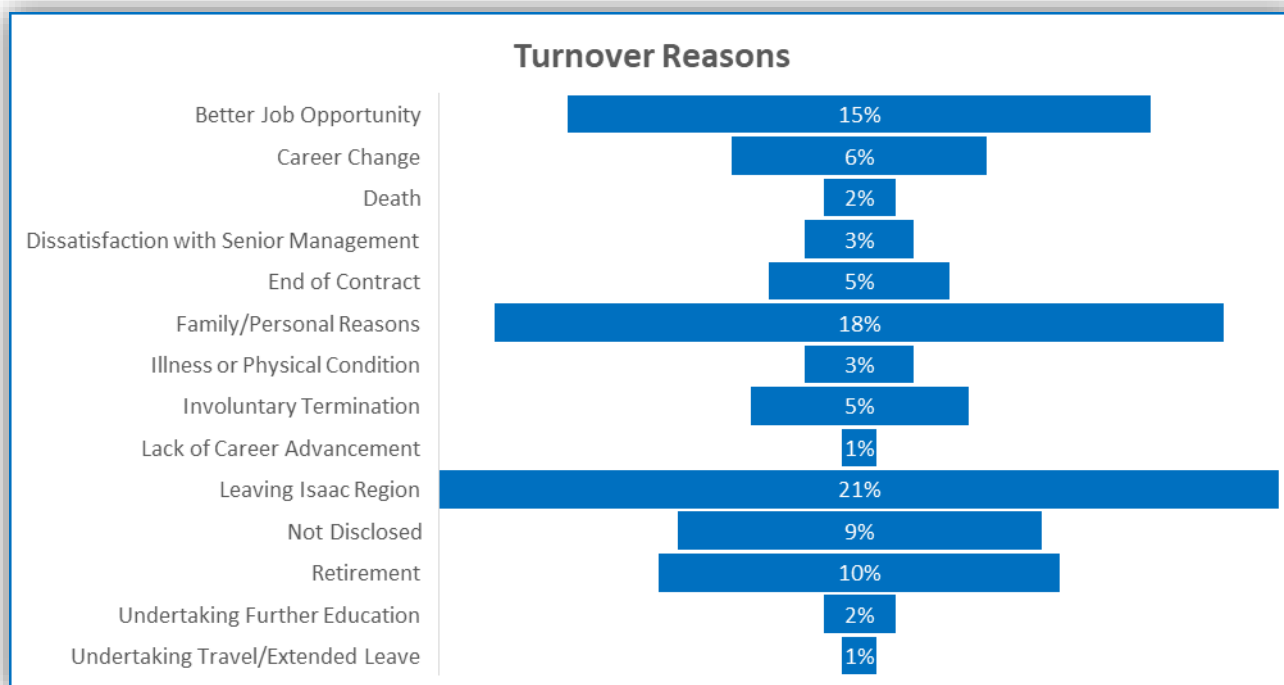
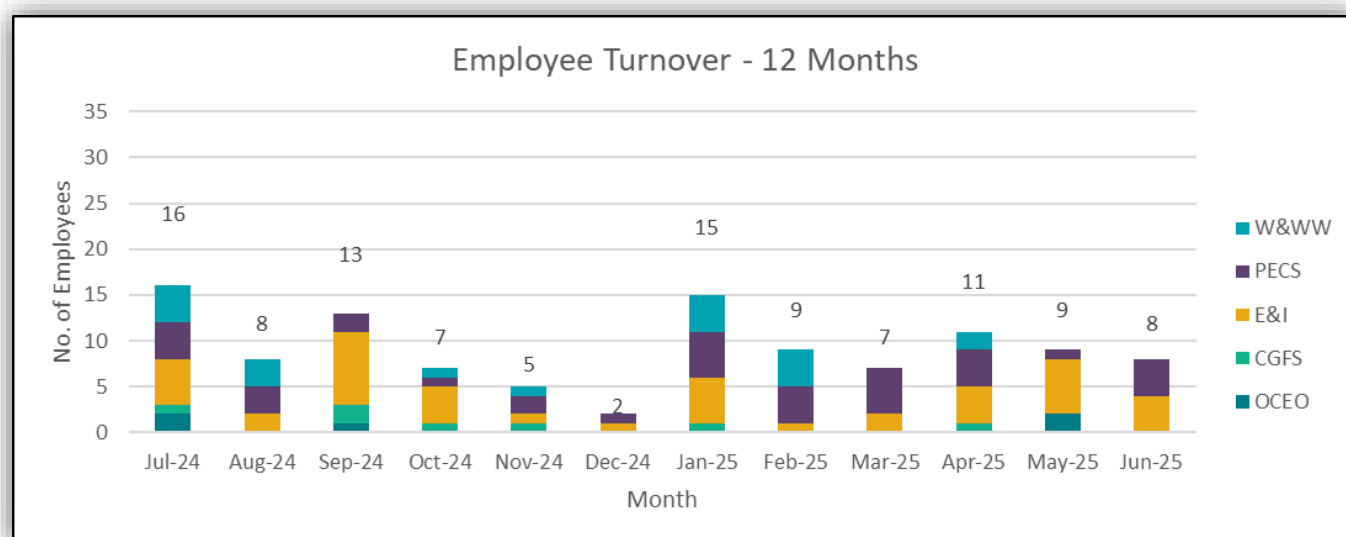


Figure 9.0: Turnover rate 5-year period

Turnover - Calendar Year	Percent (%)
1 July 2020 to 30 June 2021	20.25%
1 July 2021 to 30 June 2022	23.91%
1 July 2022 to 30 June 2023	26.94%
1 July 2023 to 30 June 2024	22.37%
1 July 2025 to 30 June 2025	21.45%

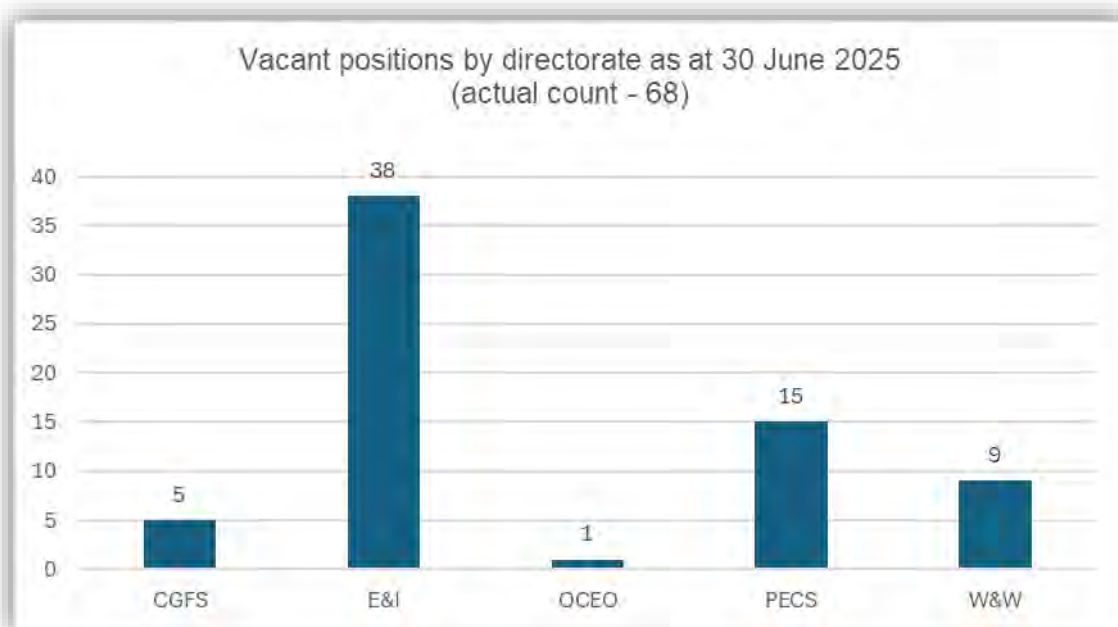
Figure 10.0 Turnover Demographics –1 July 2024 to 30 June 2025



3. Workforce recruitment

As of 30 June 2025, the number of vacant positions has decreased to 68, down from 73 in the May report, reflecting continued efforts to streamline recruitment processes. Recruitment activity remains strong across all directorates, with a focus on filling high-priority roles and reviewing long-standing vacancies. To enhance candidate attraction and broaden advertising reach, the team has implemented targeted advertising strategies and signed up with two specialised local government job platforms—Council Direct and LG Assist in June. These platforms are expected to significantly increase visibility among qualified candidates within the sector. Additional initiatives include streamlined onboarding to reduce time-to-hire, regular audits to identify and resolve process inefficiencies, enhanced outreach for hard-to-fill roles, and close collaboration with hiring managers to address recruitment challenges.

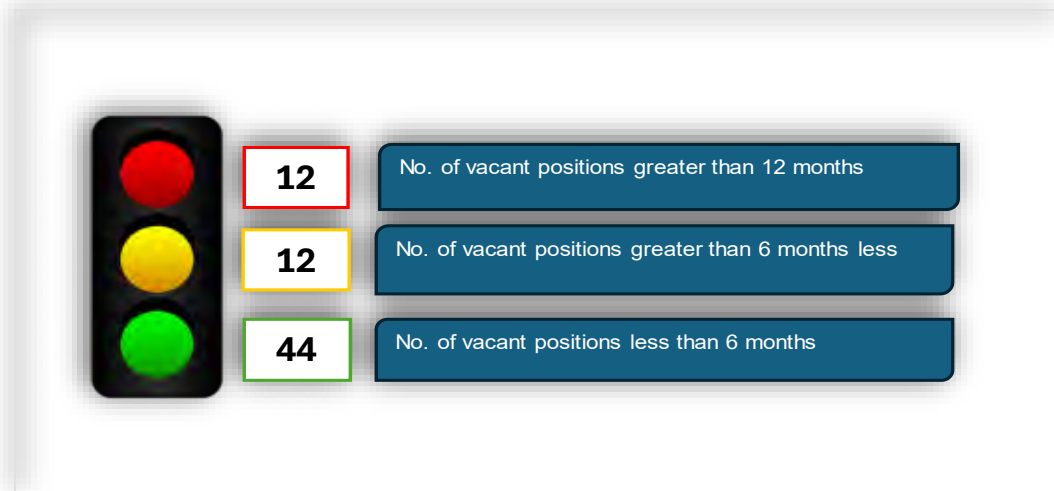
Figure 11.0 vacancies by directorate.



3.1. Vacancy Risk

The People and Capability team recognises the risks associated with prolonged vacancies and is actively working to address them. To manage vacancy risks, the team is working closely with hiring managers to prioritise the recruitment of critical roles. Where immediate coverage is needed, temporary labour hire and internal acting or higher duties are currently used to maintain service continuity and support staff development. As of 30 June 2025, the number of positions vacant for over 12 months increased from 10 to 12, while those vacant between 6 and 12 months decreased from 14 to 12. Positions vacant for less than 6 months also saw a reduction from 49 to 44. This trend suggests a growing focus on addressing long-standing vacancies, with the team placing greater emphasis on roles that have remained unfilled for 12 months to 2 years, and especially those vacant for over 2 years. This focused approach ensures that long-term vacancies are not overlooked and that any potential risks to operational performance are proactively addressed.

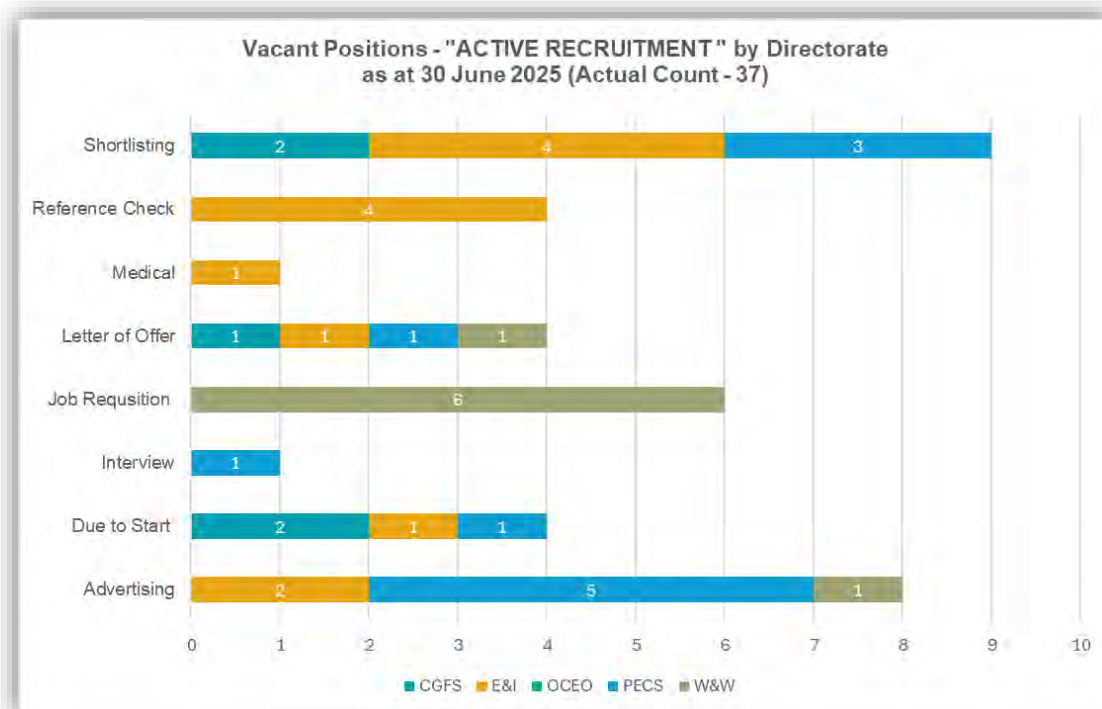
Figure 12.0 shows "length of time vacant" as of 30 June 2025 (actual count - 68).



3.2. Vacancy Active Recruitment

As of 30 June 2025, there are 37 active recruitments. Roles are progressing through various stages, including advertising, shortlisting, interviews, and pre-employment checks. CGFS and E&I have the highest activity, while W&W and PECS have candidates nearing commencement. Recruitment remains steady across all directorates.

Figure 13.0 Active recruitment, vacancies by directorate and status



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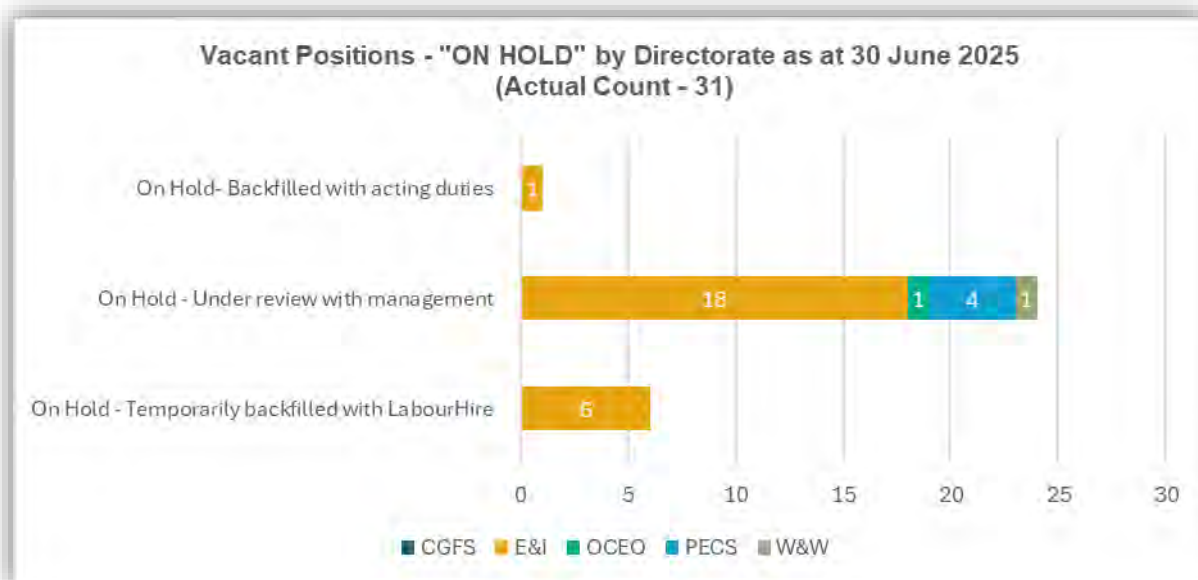
Vacant Positions “ACTIVE RECRUITMENT” as of 30 June 2025

Position No.	Position Title	No of Days Vacant	Vacancy Status
CEO Office			
Nil			
Corporate Governance and Financial Services			
41,021.00	Senior Accountant (Budgets & Statutory Reporting)	61	Shortlisting
44,000.00	Chief Information Officer	210	Due to Start
45,003.00	Senior Governance Officer	122	Due to Start
45,050.00	Insurance - Corporate	86	Shortlisting
47,000.00	Manager Safety & Resilience	107	Letter of Offer
Engineering and Infrastructure			
52,218.00	LR Truck Driver	3	Shortlisting
52,243.00	Truck Driver	51	Reference Check
52,252.00	Labourer	45	Reference Check
55,203.00	Plant Operator	21	Advertising
55,311.00	Water Truck Operator	21	Medical
56,223.00	Truck Driver	56	Reference Check
56,416.00	Labourer	53	Reference Check
56,620.00	Labourer	35	Shortlisting
57,515.00	Trade Assistant	49	Shortlisting
57,612.00	Cleaner	216	Due to Start
57,624.00	Cleaner	56	Letter of Offer
58,206.00	Technical Officer - Mechanical Planning	643	Shortlisting
59,000.00	Manager Engineering Services	212	Advertising
Planning, Environment and Community Services			
60,001.00	Team Leader - Business Services PECS	7	Advertising
63,535.00	Planner	11	Advertising
64,542.00	Community Compliance Officer	374	Advertising
65,514.00	Program Leader Social Impact	21	Shortlisting
65,605.00	Program Leader Community Events and Activation	6	Advertising
65,611.00	Moranbah Community Relations Officer	218	Shortlisting
65,612.00	Community Relations Officer	72	Shortlisting
67,600.00	Manager Council Operated Community Facilities	92	Letter of Offer
67,610.00	South & West Facilities Area Leader	23	Interview
67,630.00	Centre Operations Leader - Moranbah	12	Advertising
67,634.00	Hospitality Casual	242	Due to Start
Water and Waste			
81,013.00	Senior Water & Wastewater Operator	812	Job Requisition
81,014.00	Water & Wastewater Operator	88	Job Requisition
81,022.00	Electrician	106	Advertising
81,023.00	Water & Wastewater Operator	127	Job Requisition
81,024.00	Water & Wastewater Operator	127	Job Requisition
81,030.00	Senior Water & Wastewater Operator	468	Job Requisition
81,086.00	Water & Wastewater Operator	52	Job Requisition
84,407.00	Business Services Trainee	86	Letter of Offer

3.3. Vacancy - Recruitment on hold

As of 30 June 2025, the number of positions on hold across directorates increased slightly to 31, compared to 27 in May. Most of these roles are currently under review by management, with a significant number located within the E&I directorate. In the meantime, temporary labour hire and internal acting arrangements are being used to ensure services continue without disruption whilst decisions are made about whether these roles are still required and how they should be structured in the future.

Figure 14.0 On Hold positions (“Positions on Hold – Under Review” may reflect position changes, position description updates, or recruitment challenges.)



Vacant Positions “ON HOLD” as of 30 June 2025 (Actual count 31)

Position No.	Position Title	No of Days Vacant		Vacancy Status
CEO Office				
13,010.00	Advocacy Coordinator	200	On Hold - Under review with management	Position has been put on hold with manager and backfilling with consultant.
Corporate Governance and Financial Services				
Nil	Nil		Nil	Nil
Engineering and Infrastructure				
51,507.00	Civil Engineering Student	277	On Hold - Under review with management	Position to be advertised later in 2025 to align with university breaks
Engineering and Infrastructure				

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52,227.00	Parks Maintenance Officer	356	On Hold - Under review with management	Reviewing internal staff and potential qualifications to internally upskill
52,228.00	Apprentice Parks and Recreation	160	On Hold - Under review with management	Reviewing potential for different qualification - have not been able to successfully recruit
52,295.00	Labourer	26	On Hold - Under review with management	Advertising in October
55,205.00	Plant Operator	21	On Hold - Under review with management	
55,305.00	Loader Operator	128	On Hold - Under review with management	PAM with DE&I to change position
56,066.00	Trainee - Administration	489	On Hold - Under review with management	Position to be advertised later in 2025 to align with end of school
56,210.00	Plant Operator	71	On Hold - Temporarily backfilled with Labour Hire	Backfilled with labour hire - awaiting communication from manager
56,214.00	Grader Operator	112	On Hold - Under review with management	Awaiting JCC for consultation
56,428.00	Grader Operator	192	On Hold - Under review with management	Awaiting JCC for consultation
56,429.00	Semi Water Truck Driver	18	On Hold - Under review with management	Manager reviewing
56,610.00	Roller Plant Operator	81	On Hold - Temporarily backfilled with Labour Hire	Awaiting JCC for consultation
56,611.00	Grader Operator	341	On Hold - Temporarily backfilled with Labour Hire	Awaiting JCC for consultation
56,612.00	Labourer	678	On Hold - Temporarily backfilled with Labour Hire	Awaiting JCC for consultation
56,613.00	Truck Driver	690	On Hold - Temporarily backfilled with Labour Hire	Awaiting JCC for consultation
56,614.00	Water Truck Driver	533	On Hold - Temporarily backfilled with Labour Hire	Awaiting JCC for consultation
57,000.00	Manager Corporate Properties	61	On Hold- Backfilled with acting duties	Darrin Anderson acting
57,507.00	Apprentice Carpenter	147	On Hold - Under review with management	Potential to restructure team - awaiting confirmation
57,509.00	Electrician	271	On Hold - Under review with management	Potential to restructure team - awaiting confirmation
57,510.00	Apprentice Electrician	121	On Hold - Under review with management	Potential to restructure team - awaiting confirmation
57,513.00	Plumber - Commercial	231	On Hold - Under review with management	Potential to restructure team - awaiting confirmation
57,600.00	Program Leader Maintenance	53	On Hold - Under review with management	Position on hold pending corporate properties restructure
57,610.00	Maintenance Officer West	166	On Hold - Under review with management	Potential to restructure team - awaiting confirmation
57,622.00	Cleaner	375	On Hold - Under review with management	Reviewing advertising ways - cannot attract candidates
59,015.00	Design and Planning Engineer	77	On Hold - Under review with management	Restructure underway
Planning, Environment and Community Services				

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64,501.00	Community Education Officer	529	On Hold - Under review with management	Manager has reviewed PD, and it is currently with P&C. Advertised 8 times since it's become vacant. Offered twice however candidates withdrew.
64,551.00	Environmental Health Officer	1102	On Hold - Under review with management	Advertised position x 3 in last 2 months, no suitable applications - Manager reviewing the PD
64,552.00	Lead Environmental Health Officer	67	On Hold - Under review with management	Advertised position x 3 in last 2 months, no suitable applications - Manager reviewing the PD
67,522.00	Casual Lifeguard	57	On Hold - Under review with management	Advertising in July for summer period
Water and Waste				
86,606.00	Project Manager	337	On Hold - Under review with management	Director reviewing Position Description

3.4. Labour hire engagement

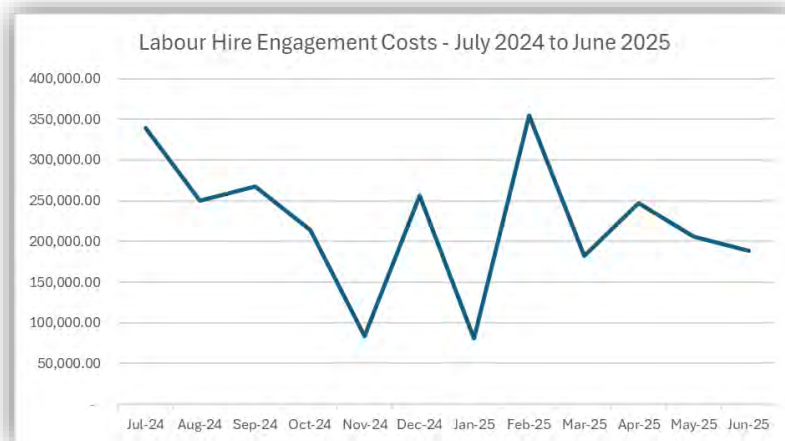
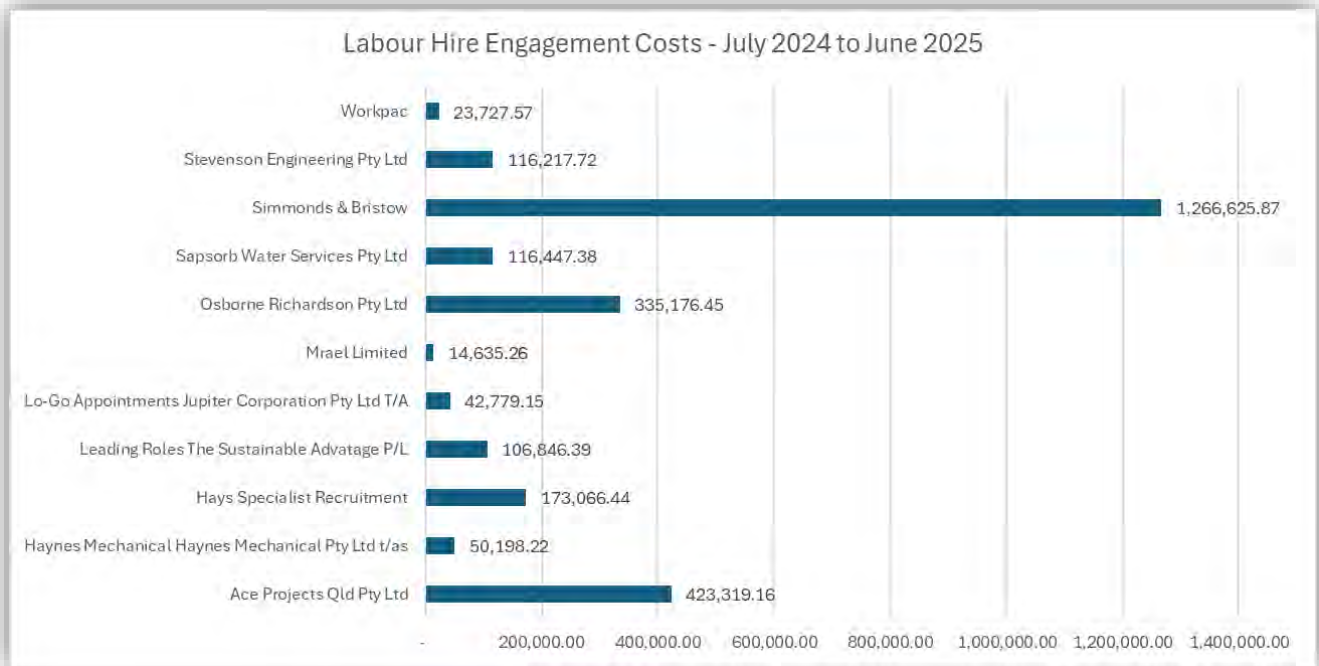
Labour hire personnel are engaged to support vacant and project-specific roles across directorates, ensuring continuity of service delivery and operational effectiveness during ongoing permanent recruitment processes or in response to short-term staffing and project requirements.

Labour hire personnel as of 30 June 2025

Directorate	Position Number	Position	Agency	Reason for Engagement	Start Date	End Date
E&I	57,610.00	Maintenance Officer - West	Osborne Richardson	Labour hire required to backfill vacancy	24/03/2025	26/09/2025
E&I	52,252.00	Labourer	Hays	Labour hire required to backfill vacancy	28/04/2025	27/06/2025
E&I	59,000.00	Manager Infrastructure Planning and Technical Services	Stevenson Engineering Pty Ltd	Labour hire required to backfill vacancy	31/03/2025	28/06/2025
E&I	52,252.00	Labourer - Parks & Recreation	Hays	Labour hire required to backfill vacancy	23/06/2025	23/08/2025
PECS	n/a	Animal Management Centre Attendant	Haynes	Labour Hire required to assist with Animal Management Duties whilst short staffed	3/08/2024	30/01/2026
PECS	n/a	Saleyard and Showgrounds Officer	Osborne Richardson	Labour hire required to assist with sales as required.	25/02/2023	26/06/2026
W&W	81,013.00	Water and Wastewater Operator	Simmonds & Bristow	Labour hire required to backfill vacancy	15/01/2024	31/07/2025
W&W	81,023.00	Water and Wastewater Operator	Simmonds & Bristow	Labour hire required to backfill vacancy	12/02/2024	31/07/2025
W&W	81,030.00	Senior Water and Wastewater Operator	Simmonds & Bristow	Labour hire required to backfill vacancy	8/06/2022	31/07/2025
W&W	84,401.00	Customer Administration Officer	MRAEL	Labour hire required to assist while Team Leader is vacant	9/05/2025	4/07/2025
W&W	81,024.00	Water and Wastewater Operator	SAPSORB	Emergent coverage post resignation	1/01/2025	20/07/2025
W&W	Projects	Process Engineer	Simmonds & Bristow	Project Work	12/01/2024	31/10/2025
W&W	Capital	Capital Works Project Manager	Chris Andersen Consultancy	Project Work	13/05/2024	1/05/2026
W&W	Capital	Project Consultant	ACE Projects	Project Work	1/01/2022	12/12/2025
W&W	Capital	Administration Officer	Osborne Richardson	Project Work	9/08/2024	30/06/2026

3.5. Labour hire expenditure

Labour hire costs across providers from July 2024 to June 2025. Payments through accounts payable.



Labour hire Agency	Jul-24	Aug-24	Sep-24	Oct-24	Nov-24	Dec-24	Jan-25	Feb-25	Mar-25	Apr-25	May-25	Jun-25	Total
Ace Projects Qld Pty Ltd	33,851.40	34,378.30	33,706.20	32,736.00	33,173.80	34,362.02	20,072.36	38,684.80	34,633.72	54,594.32	35,768.04	37,358.20	423,319.16
Haynes Mechanical Haynes Mechanical Pty Ltd t/as	5,330.62	2,049.30	2,932.98	4,786.65	2,138.40	935.55	5,741.73	5,004.45	4,207.50	4,613.40	5,314.24	7,143.40	50,198.22
Hays Specialist Recruitment	27,049.99	26,077.60	24,647.78	20,251.25	24,301.49	12,635.34	15,538.87	6,912.84	10,325.55	-	3,865.45	1,460.28	173,066.44
Leading Roles The Sustainable Advatage P/L	27,812.40	22,633.05	17,307.49	33,204.60	5,888.85	-	-	-	-	-	-	-	106,846.39
Lo-Go Appointments Jupiter Corporation Pty Ltd T/A	16,598.96	17,421.81	8,758.38	-	-	-	-	-	-	-	-	-	42,779.15
Mrael Limited	-	-	-	-	-	-	-	-	-	-	3,347.43	11,287.83	14,635.26
Osborne Richardson Pty Ltd	56,094.02	55,870.63	51,964.81	35,473.03	17,814.12	18,327.77	20,316.88	15,298.85	15,594.30	23,686.08	13,837.14	10,898.82	335,176.45
Sapsorb Water Services Pty Ltd	-	-	-	-	-	-	-	17,393.75	24,805.00	39,355.25	22,067.38	12,826.00	116,447.38
Simmonds & Bristow	172,202.50	81,150.99	128,387.03	87,468.97	-	189,656.91	19,008.45	271,736.58	91,926.81	75,038.72	121,500.06	28,548.85	1,266,625.87
Stevenson Engineering Pty Ltd	-	-	-	-	-	-	-	-	-	36,818.57	-	79,399.15	116,217.72
Workpac	-	10,074.54	-	-	-	-	-	-	459.39	13,193.64	-	-	23,727.57
Total	338,939.89	249,656.22	267,704.67	213,920.50	83,316.66	255,917.59	80,678.29	355,031.27	181,952.27	247,299.98	205,699.74	188,922.53	2,669,039.61

4. Workforce leave

4.1. All leave taken (hours)

Across all directorates, a total of 29,185.21 hours of sick leave, 44,589.90 hours of RDO, and 54,578.13 hours of annual leave were taken. E&I directorate recorded the highest leave usage overall, including the most long service leave and workers compensation hours. Parental leave was most significant in PECS and CGFS. Leave without pay was also notable in CGFS, PECS and E&I.

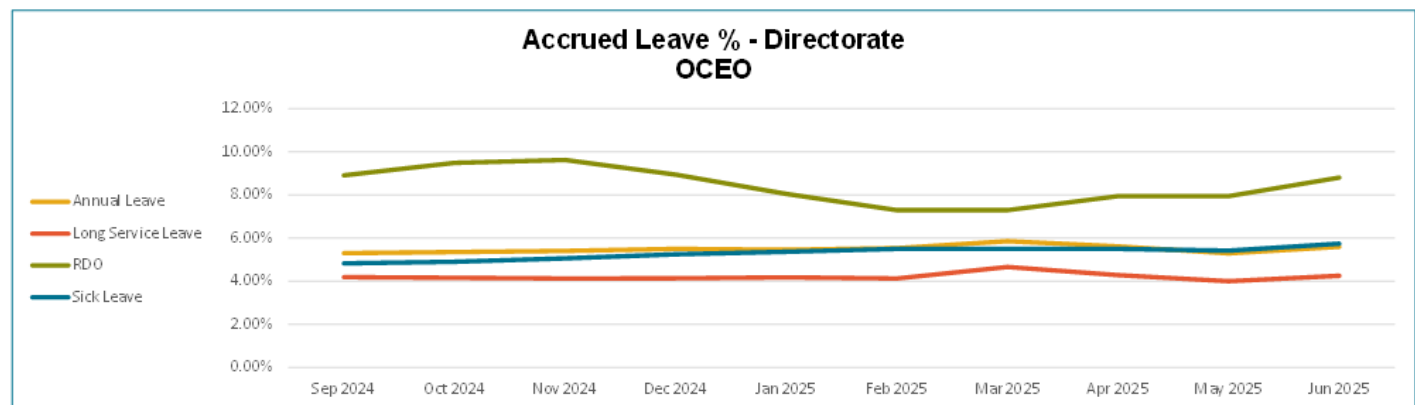
ALL LEAVE (HOURS TAKEN) - 1 July 2024 to 13 June 2025							
Directorate	Sick Leave	RDO	Annual Leave	Long Service Leave	Workers Compensation	Parental Leave	Leave With Out Pay
CGFS							
Director Corporate, Governance & Financial Service	69.24	185.38	245.13	0.00	0.00	0.00	122.93
Financial Services	1,413.20	2,937.80	2,918.10	80.00	0.00	978.75	94.98
Information Solutions	1,797.94	3,147.37	2,809.25	0.00	0.00	444.00	1,793.43
Governance & Corporate Services	225.54	161.86	427.94	0.00	0.00	0.00	11.60
Contracts & Procurement	1,026.14	956.81	968.01	129.00	0.00	0.00	2.60
Safety & Resilience	725.69	1,452.05	1,409.54	0.00	0.00	1,812.50	1,344.50
Asset Team	99.53	543.30	424.55	0.00	0.00	0.00	0.00
CGFS Total	5,357.28	9,384.57	9,202.52	209.00	0.00	3,235.25	3,370.04
E&I							
Director Engineering & Infrastructure	82.32	201.50	294.12	0.00	0.00	0.00	0.00
Galilee & Bowen Basin	183.40	596.33	727.14	145.00	0.00	0.00	0.00
Infrastructure East	1,330.57	210.50	2,560.90	890.81	54.00	0.00	8.80
Infrastructure West	3,479.02	1,239.30	5,561.43	754.10	586.50	1,236.00	439.32
Parks & Recreation	5,002.71	9,109.77	7,693.49	1,565.86	1,300.60	471.25	518.48
Corporate Properties & Fleet	1,850.13	2,017.46	2,492.27	830.00	815.39	84.00	203.70
Plant Fleet & Workshop	792.54	751.84	1,853.39	364.00	293.50	0.00	3.62
Infrastructure Planning & Technical Services	173.22	240.18	457.58	0.00	0.00	0.00	0.00
E&I Total	12,893.91	14,366.88	21,640.32	4,549.77	3,049.99	1,791.25	1,173.92
OCEO							
Chief Executive Officer	219.33	598.26	757.55	0.00	0.00	0.00	0.00
People & Capability	562.48	1,476.64	1,385.83	1.82	0.00	362.50	234.18
Advocacy & External Affairs	209.52	511.81	636.76	0.00	0.00	0.00	4.03
OCEO Total	991.33	2,586.71	2,780.14	1.82	0.00	362.50	238.21
PECS							
Director Planning Environment & Community Service	195.67	344.06	633.08	0.00	0.00	942.50	29.82
Economy & Prosperity	521.40	1,397.22	1,717.29	0.00	8.06	435.00	60.16
Liveability & Sustainability	582.37	1,333.15	1,480.37	0.00	0.00	0.00	110.75
Community Education & Compliance	993.93	1,803.38	1,584.26	0.00	0.00	1,413.75	85.96
Engaged Communities	2,525.67	4,410.27	5,077.84	659.04	219.66	2,247.50	773.90
Community Facilities	957.56	1,358.98	1,711.25	0.00	0.00	180.00	100.69
PECS Total	5,776.60	10,647.06	12,204.09	659.04	227.72	5,218.75	1,161.28
W&WW							
Director Water and Waste	0.00	40.30	159.50	0.00	0.00	0.00	48.34
Water & Waste	1,889.71	5,685.64	4,852.99	0.00	14.00	0.00	90.14
Waste Services	1,523.73	786.50	2,265.81	194.56	0.00	0.00	43.25
Business Services	554.56	971.34	1,205.80	89.00	0.00	0.00	79.90
Planning & Projects	198.09	120.90	266.96	0.00	0.00	0.00	10.20
W&WW Total	4,166.09	7,604.68	8,751.06	283.56	14.00	0.00	271.83
Grand Total	29,185.21	44,589.90	54,578.13	5,703.19	3,291.71	10,607.75	6,215.28

INFORMATION BULLETIN

Office of the CEO

OFFICE OF THE CEO											
PERCENTAGE	Month	Sep 2024	Oct 2024	Nov 2024	Dec 2024	Jan 2025	Feb 2025	Mar 2025	Apr 2025	May 2025	Jun 2025
	Annual Leave	5.30%	5.35%	5.41%	5.50%	5.46%	5.53%	5.86%	5.62%	5.29%	5.59%
	Long Service Leave	4.19%	4.16%	4.12%	4.13%	4.18%	4.13%	4.66%	4.29%	4.00%	4.25%
	RDO	8.91%	9.48%	9.62%	8.94%	8.05%	7.29%	7.29%	7.94%	7.95%	8.81%
	Sick Leave	4.83%	4.90%	5.06%	5.25%	5.37%	5.50%	5.50%	5.50%	5.42%	5.74%

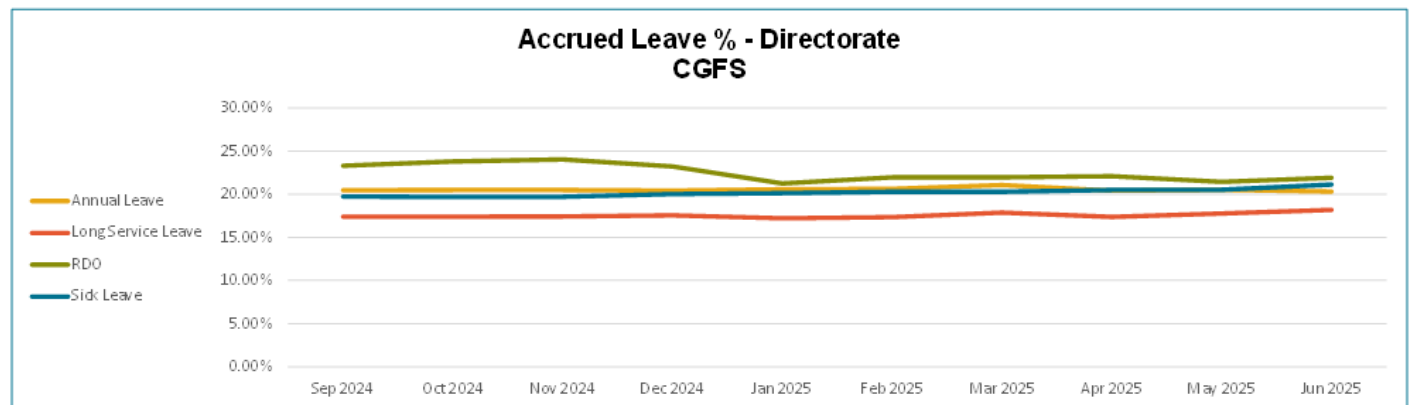
NUMBER OF WEEKS ACCRUED											
LEAVE TYPE		Sep 2024	Oct 2024	Nov 2024	Dec 2024	Jan 2025	Feb 2025	Mar 2025	Apr 2025	May 2025	Jun 2025
	Annual Leave	100.07	103.73	106.63	103.22	91.96	96.64	105.19	102.71	94.84	102.54
	Long Service Leave	108.45	108.76	109.00	109.55	110.03	109.48	123.39	113.60	104.68	110.02
	RDO	9.63	11.08	11.83	9.05	7.45	7.25	7.25	8.69	8.96	9.85
	Sick Leave	133.03	136.19	140.99	144.84	147.36	151.07	151.07	151.23	150.64	156.29



Corporate, Governance and Financial Services

CORPORATE, GOVERNANCE & FINANCIAL SERVICES											
PERCENTAGE	Month	Sep 2024	Oct 2024	Nov 2024	Dec 2024	Jan 2025	Feb 2025	Mar 2025	Apr 2025	May 2025	Jun 2025
	Annual Leave	20.47%	20.48%	20.49%	20.40%	20.56%	20.62%	21.08%	20.42%	20.51%	20.30%
	Long Service Leave	17.39%	17.39%	17.43%	17.55%	17.22%	17.33%	17.86%	17.38%	17.77%	18.18%
	RDO	23.29%	23.80%	24.03%	23.22%	21.24%	21.95%	21.95%	22.09%	21.43%	21.92%
	Sick Leave	19.72%	19.68%	19.70%	20.01%	20.12%	20.29%	20.29%	20.48%	20.52%	21.12%

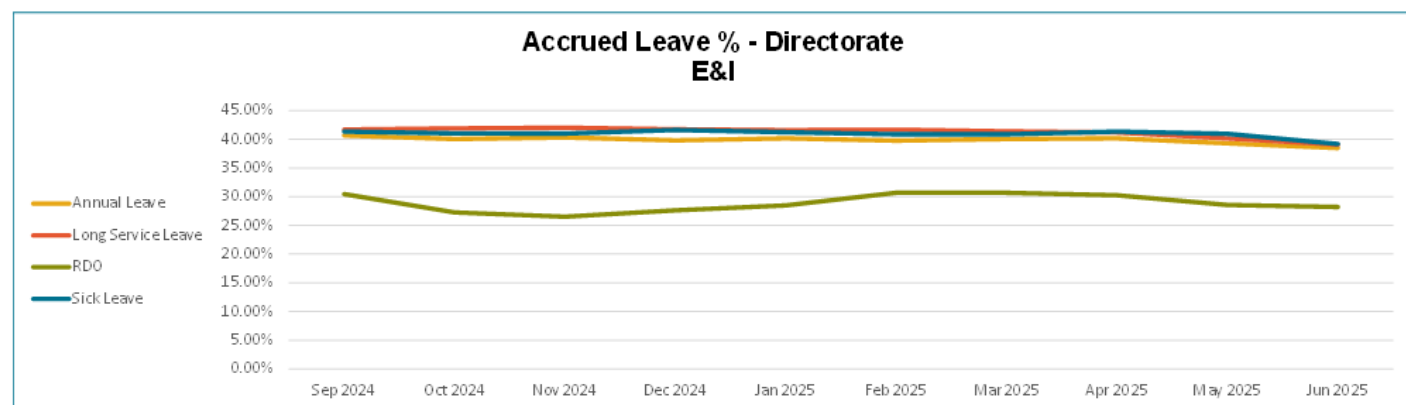
NUMBER OF WEEKS ACCRUED											
LEAVE TYPE		Sep 2024	Oct 2024	Nov 2024	Dec 2024	Jan 2025	Feb 2025	Mar 2025	Apr 2025	May 2025	Jun 2025
	Annual Leave	386.58	397.12	404.07	383.15	346.27	360.52	378.58	373.19	367.69	372.52
	Long Service Leave	450.35	454.53	460.63	465.49	453.32	459.53	472.48	460.58	465.56	471.14
	RDO	25.16	27.80	29.53	23.49	19.66	21.83	21.83	24.18	24.15	24.52
	Sick Leave	543.62	546.31	549.30	552.05	552.48	557.36	557.36	563.17	570.24	574.59



Engineering and Infrastructure

ENGINEERING & INFRASTRUCTURE											
PERCENTAGE	Month	Sep 2024	Oct 2024	Nov 2024	Dec 2024	Jan 2025	Feb 2025	Mar 2025	Apr 2025	May 2025	Jun 2025
	Annual Leave	40.68%	40.04%	40.35%	39.82%	40.16%	39.80%	40.07%	40.17%	39.31%	38.48%
	Long Service Leave	41.71%	41.91%	42.02%	41.76%	41.60%	41.69%	41.41%	41.20%	40.18%	39.06%
	RDO	30.48%	27.27%	26.51%	27.64%	28.50%	30.71%	30.71%	30.26%	28.57%	28.21%
	Sick Leave	41.35%	41.05%	41.00%	41.62%	41.22%	40.89%	40.89%	41.35%	40.95%	39.19%

NUMBER OF WEEKS ACCRUED											
LEAVE TYPE		Sep 2024	Oct 2024	Nov 2024	Dec 2024	Jan 2025	Feb 2025	Mar 2025	Apr 2025	May 2025	Jun 2025
	Annual Leave	768.23	776.48	795.81	747.80	676.32	695.78	719.82	734.35	704.80	704.80
	Long Service Leave	1080.09	1095.46	1110.75	1107.69	1095.03	1105.33	1095.42	1091.85	1052.53	1052.53
	RDO	32.93	31.85	32.57	27.96	26.37	30.54	30.54	33.12	32.20	32.20
	Sick Leave	1139.61	1139.83	1143.15	1148.49	1132.15	1123.32	1123.32	1136.92	1138.10	1138.10

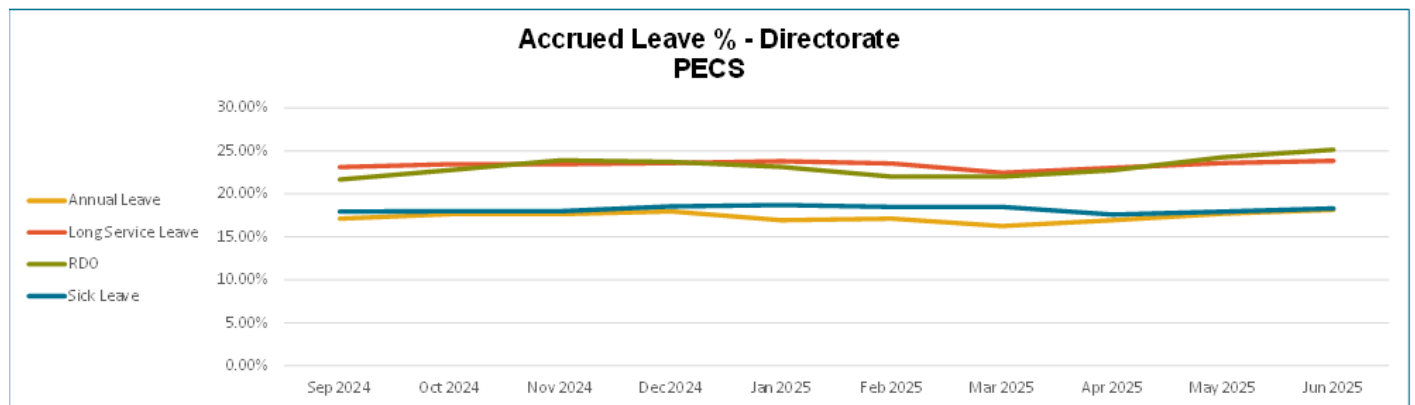


INFORMATION BULLETIN

Planning, Environment and Community Services

PLANNING, ENVIRONMENT & COMMUNITY SERVICES											
PERCENTAGE	Month	Sep 2024	Oct 2024	Nov 2024	Dec 2024	Jan 2025	Feb 2025	Mar 2025	Apr 2025	May 2025	Jun 2025
	Annual Leave	17.11%	17.66%	17.64%	17.96%	16.93%	17.13%	16.26%	16.95%	17.70%	18.15%
	Long Service Leave	23.11%	23.45%	23.45%	23.59%	23.79%	23.54%	22.45%	23.03%	23.59%	23.85%
	RDO	21.67%	22.76%	23.91%	23.73%	23.15%	22.02%	22.02%	22.76%	24.26%	25.13%
	Sick Leave	17.95%	18.00%	17.98%	18.53%	18.69%	18.48%	18.48%	17.60%	17.95%	18.31%

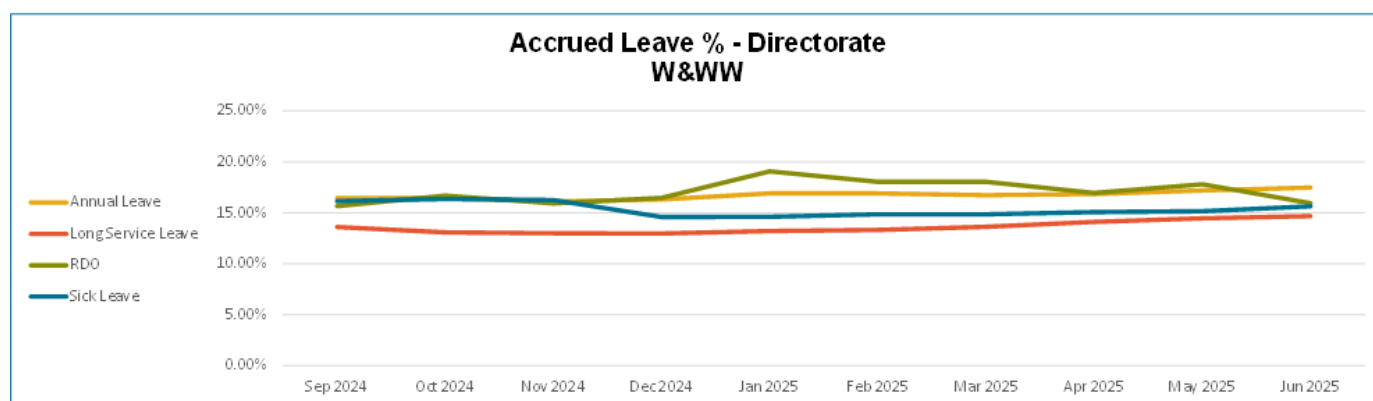
NUMBER OF WEEKS ACCRUED											
LEAVE TYPE		Sep 2024	Oct 2024	Nov 2024	Dec 2024	Jan 2025	Feb 2025	Mar 2025	Apr 2025	May 2025	Jun 2025
	Annual Leave	323.10	342.39	347.88	337.32	285.06	299.50	292.15	309.75	317.32	333.05
	Long Service Leave	598.42	612.93	619.80	625.86	626.03	624.11	593.78	610.45	617.93	1011.98
	RDO	23.42	26.59	29.38	24.01	21.42	21.89	21.89	24.91	27.35	28.12
	Sick Leave	494.69	499.85	501.44	511.34	513.36	507.63	507.63	483.96	498.85	498.07



Water and Waste

WATER & WASTE											
PERCENTAGE	Month	Sep 2024	Oct 2024	Nov 2024	Dec 2024	Jan 2025	Feb 2025	Mar 2025	Apr 2025	May 2025	Jun 2025
	Annual Leave	16.43%	16.48%	16.12%	16.32%	16.89%	16.91%	16.73%	16.84%	17.19%	17.48%
	Long Service Leave	13.61%	13.09%	12.98%	12.97%	13.21%	13.31%	13.62%	14.10%	14.46%	14.67%
	RDO	15.65%	16.68%	15.92%	16.47%	19.06%	18.03%	18.03%	16.96%	17.79%	15.93%
	Sick Leave	16.15%	16.36%	16.26%	14.59%	14.60%	14.85%	14.85%	15.07%	15.16%	15.64%

NUMBER OF WEEKS ACCRUED											
LEAVE TYPE		Sep 2024	Oct 2024	Nov 2024	Dec 2024	Jan 2025	Feb 2025	Mar 2025	Apr 2025	May 2025	Jun 2025
	Annual Leave	310.31	319.52	317.87	306.41	284.52	295.64	300.51	307.90	308.16	320.64
	Long Service Leave	352.32	342.09	343.17	344.08	347.61	352.90	360.33	373.75	378.71	380.01
	RDO	16.91	19.49	19.56	16.66	17.64	17.93	17.93	18.56	20.05	17.82
	Sick Leave	445.06	454.36	453.23	402.59	400.95	407.94	407.94	414.40	421.45	425.55

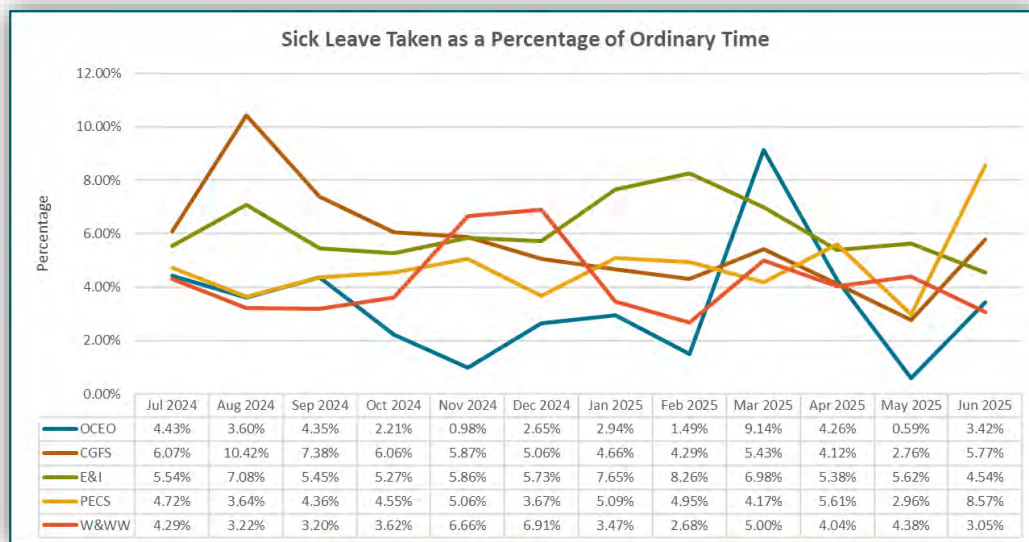


4.2. Sick leave

From July 2024 to June 2025, sick leave trends varied across directorates, with E&I consistently showing the highest rates and OCEO the lowest. March and June 2025 marked a noticeable increase in both sick leave and work hours across the board. Overall, sick leave remained steady with an average of 5% across all directorates, with moderate fluctuations during the 12 months.

Directorate level

Sick leave as a percentage of Ordinary Time - 1 June 2024 to 30 May 2025

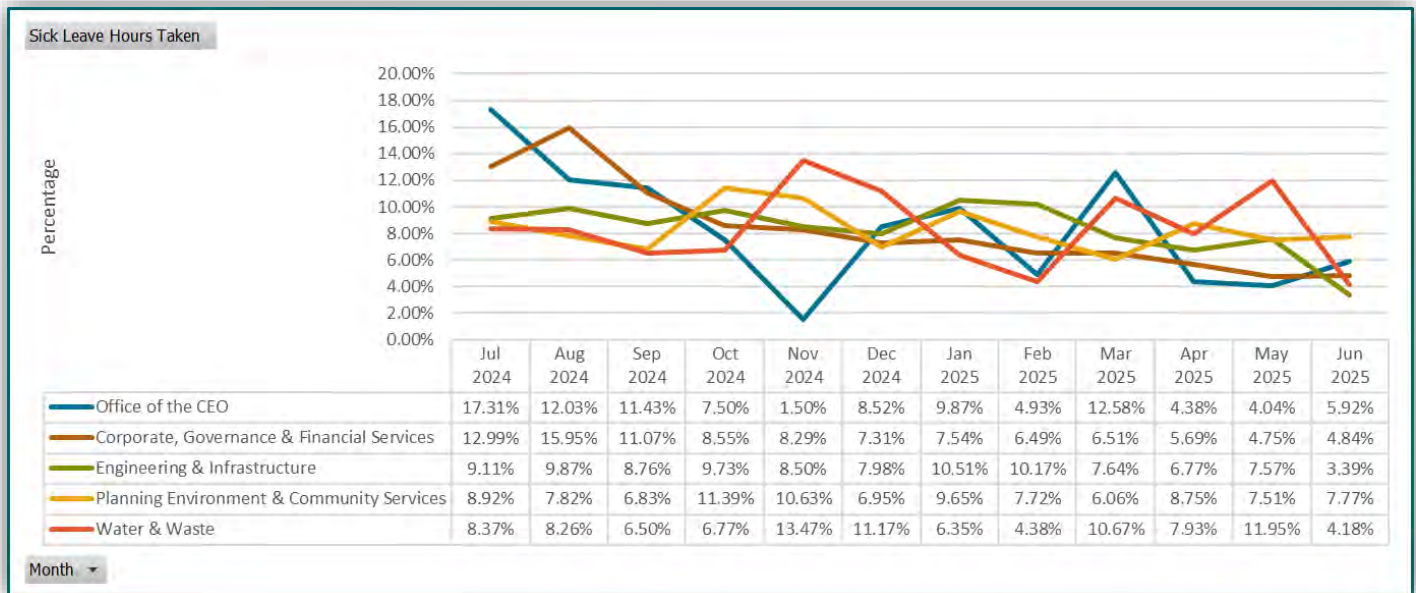


PERCENTAGE		Month	Jul 2024	Aug 2024	Sep 2024	Oct 2024	Nov 2024	Dec 2024	Jan 2025	Feb 2025	Mar 2025	Apr 2025	May 2025	Jun 2025
		OCEO	4.43%	3.60%	4.35%	2.21%	0.98%	2.65%	2.94%	1.49%	9.14%	4.26%	0.59%	3.42%
		CGFS	6.07%	10.42%	7.38%	6.06%	5.87%	5.06%	4.66%	4.29%	5.43%	4.12%	2.76%	5.77%
		E&I	5.54%	7.08%	5.45%	5.27%	5.86%	5.73%	7.65%	8.26%	6.98%	5.38%	5.62%	4.54%
		PECS	4.72%	3.64%	4.36%	4.55%	5.06%	3.67%	5.09%	4.95%	4.17%	5.61%	2.96%	8.57%
		W&WW	4.29%	3.22%	3.20%	3.62%	6.66%	6.91%	3.47%	2.68%	5.00%	4.04%	4.38%	3.05%
		ALL	5.18%	5.98%	5.10%	4.73%	5.41%	5.04%	5.46%	5.26%	5.82%	4.89%	3.80%	5.44%

SICK LEAVE		Month	Jul 2024	Aug 2024	Sep 2024	Oct 2024	Nov 2024	Dec 2024	Jan 2025	Feb 2025	Mar 2025	Apr 2025	May 2025	Jun 2025
		OCEO	\$ 6,215.99	\$ 6,026.50	\$ 7,304.62	\$ 3,954.83	\$ 2,790.79	\$ 4,229.92	\$ 3,898.20	\$ 2,763.73	\$ 16,509.71	\$ 7,926.76	\$ 1,479.99	\$ 3,352.40
		CGFS	\$ 27,048.92	\$ 44,218.99	\$ 32,135.81	\$ 24,912.13	\$ 40,218.72	\$ 17,409.93	\$ 15,826.22	\$ 19,516.86	\$ 25,717.61	\$ 18,284.59	\$ 16,092.50	\$ 13,593.98
		E&I	\$ 45,617.88	\$ 59,133.13	\$ 45,370.24	\$ 39,849.79	\$ 74,894.68	\$ 37,605.71	\$ 49,584.38	\$ 65,002.21	\$ 58,818.33	\$ 42,878.78	\$ 56,921.00	\$ 18,974.70
		PECS	\$ 26,745.73	\$ 20,590.96	\$ 24,567.37	\$ 24,494.51	\$ 45,424.81	\$ 18,494.80	\$ 22,765.52	\$ 31,351.15	\$ 27,212.09	\$ 32,431.67	\$ 26,314.36	\$ 27,701.86
		W&WW	\$ 16,316.75	\$ 12,867.91	\$ 12,372.43	\$ 13,434.55	\$ 37,773.80	\$ 22,479.58	\$ 11,409.47	\$ 10,624.18	\$ 19,891.86	\$ 16,283.72	\$ 23,766.90	\$ 6,571.04
		TOTAL	\$ 121,945.27	\$ 142,837.49	\$ 121,750.47	\$ 106,645.81	\$ 201,102.80	\$ 100,219.94	\$ 103,483.79	\$ 129,258.13	\$ 148,149.60	\$ 117,805.52	\$ 124,574.75	\$ 70,193.98

ORDINARY TIME		Month	Jul 2024	Aug 2024	Sep 2024	Oct 2024	Nov 2024	Dec 2024	Jan 2025	Feb 2025	Mar 2025	Apr 2025	May 2025	Jun 2025
		OCEO	\$ 140,321.41	\$ 167,301.30	\$ 167,812.33	\$ 178,776.66	\$ 286,086.17	\$ 159,340.23	\$ 132,518.57	\$ 185,873.95	\$ 180,704.07	\$ 186,040.79	\$ 252,231.42	\$ 98,085.44
		CGFS	\$ 445,536.45	\$ 424,218.08	\$ 435,664.61	\$ 410,981.05	\$ 685,682.55	\$ 343,981.46	\$ 339,668.85	\$ 454,451.01	\$ 473,292.67	\$ 443,525.92	\$ 582,994.24	\$ 235,620.16
		E&I	\$ 823,103.95	\$ 834,773.03	\$ 832,493.05	\$ 756,032.06	\$ 1,278,879.29	\$ 656,180.31	\$ 647,903.38	\$ 786,702.20	\$ 842,402.22	\$ 796,528.81	\$ 1,013,288.39	\$ 417,841.87
		PECS	\$ 566,181.51	\$ 564,939.18	\$ 563,713.31	\$ 538,201.28	\$ 897,115.85	\$ 503,933.05	\$ 446,923.39	\$ 633,993.00	\$ 651,867.84	\$ 578,531.30	\$ 887,906.42	\$ 323,257.23
		W&WW	\$ 379,970.94	\$ 399,133.91	\$ 386,865.74	\$ 371,585.70	\$ 567,349.71	\$ 325,307.94	\$ 329,193.60	\$ 396,430.44	\$ 397,515.72	\$ 403,024.18	\$ 542,309.18	\$ 215,463.28
		TOTAL	\$ 2,355,114.26	\$ 2,390,363.50	\$ 2,386,549.04	\$ 2,255,576.75	\$ 3,715,113.57	\$ 1,988,742.99	\$ 1,896,207.79	\$ 2,457,450.60	\$ 2,545,782.52	\$ 2,407,651.00	\$ 3,278,729.65	\$ 1,290,267.98

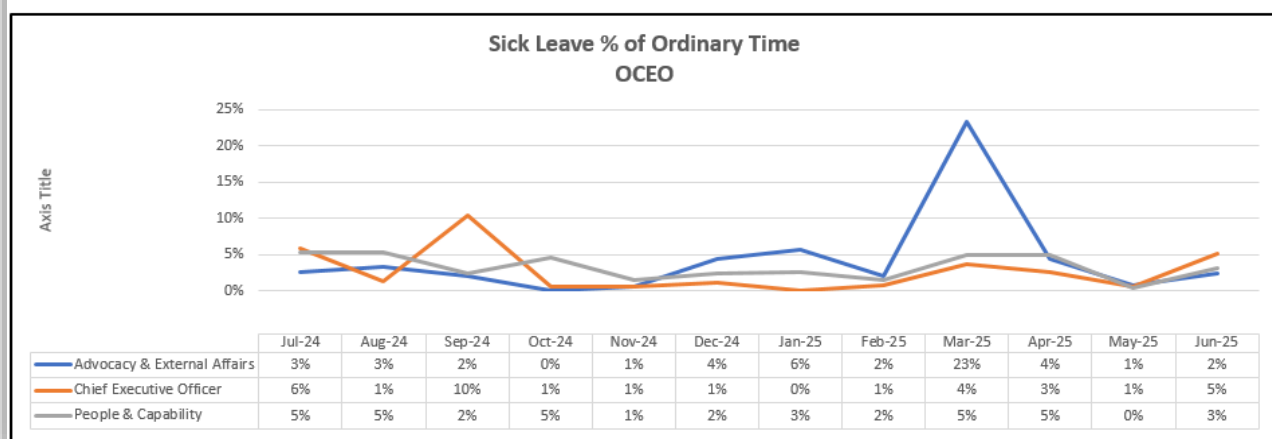
Sick Leave Taken percentage by Directorate up to Pay Period Ending (PPE) 18 April 2025.



Department level

Office of the CEO

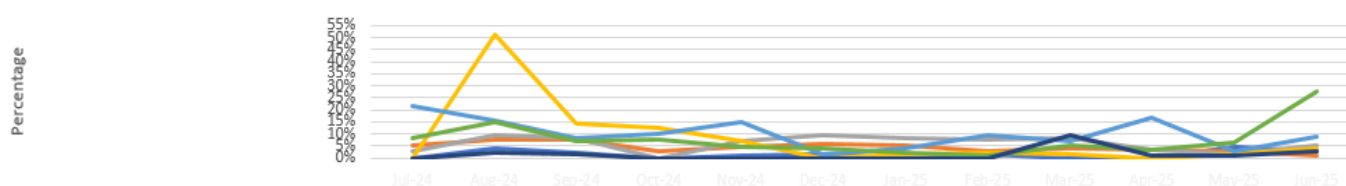
Department	Jul-24	Aug-24	Sep-24	Oct-24	Nov-24	Dec-24	Jan-25	Feb-25	Mar-25	Apr-25	May-25	Jun-25
Advocacy & External Affairs	3%	3%	2%	0%	1%	4%	6%	2%	23%	4%	1%	2%
Chief Executive Officer	6%	1%	10%	1%	1%	1%	0%	1%	4%	3%	1%	5%
People & Capability	5%	5%	2%	5%	1%	2%	3%	2%	5%	5%	0%	3%



Corporate, Governance & Financial Services

Department	Jul-24	Aug-24	Sep-24	Oct-24	Nov-24	Dec-24	Jan-25	Feb-25	Mar-25	Apr-25	May-25	Jun-25
Director Corporate, Governance & Financial Svc	0%	4%	2%	0%	1%	2%	0%	2%	0%	0%	5%	3%
Financial Services	5%	7%	8%	3%	4%	6%	5%	3%	4%	3%	3%	1%
Information Solutions	3%	9%	8%	0%	7%	9%	8%	8%	8%	3%	2%	5%
Governance & Corporate Services	0%	51%	14%	12%	7%	0%	2%	2%	2%	0%	1%	4%
Contracts & Procurement	21%	15%	8%	10%	15%	2%	4%	10%	7%	17%	3%	9%
Safety & Resilience	8%	15%	7%	7%	4%	4%	2%	1%	5%	3%	6%	28%
Enterprise Asset	0%	2%	2%	0%	0%	0%	0%	0%	9%	1%	1%	3%

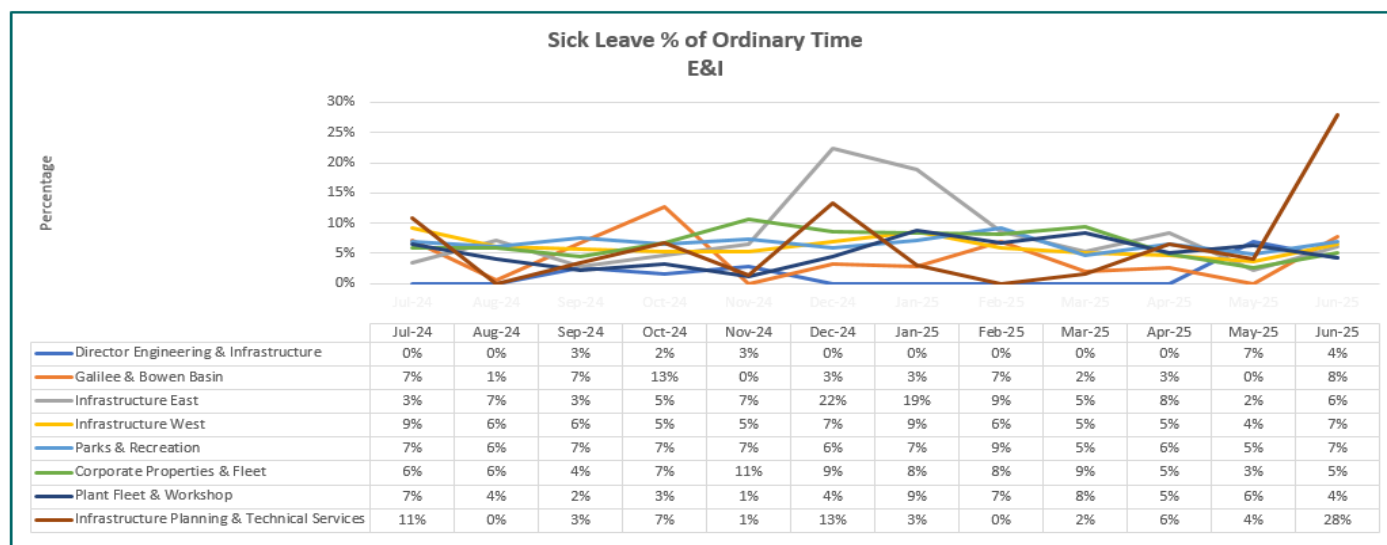
Sick Leave % of Ordinary Time
CGFS



	Jul-24	Aug-24	Sep-24	Oct-24	Nov-24	Dec-24	Jan-25	Feb-25	Mar-25	Apr-25	May-25	Jun-25
Director Corporate, Governance & Financial Svc	0%	4%	2%	0%	1%	2%	0%	2%	0%	0%	5%	3%
Financial Services	5%	7%	8%	3%	4%	6%	5%	3%	4%	3%	3%	1%
Information Solutions	3%	9%	8%	0%	7%	9%	8%	8%	8%	3%	2%	5%
Governance & Corporate Services	0%	51%	14%	12%	7%	0%	2%	2%	2%	0%	1%	4%
Contracts & Procurement	21%	15%	8%	10%	15%	2%	4%	10%	7%	17%	3%	9%
Safety & Resilience	8%	15%	7%	7%	4%	4%	2%	1%	5%	3%	6%	28%
Enterprise Asset	0%	2%	2%	0%	0%	0%	0%	0%	9%	1%	1%	3%

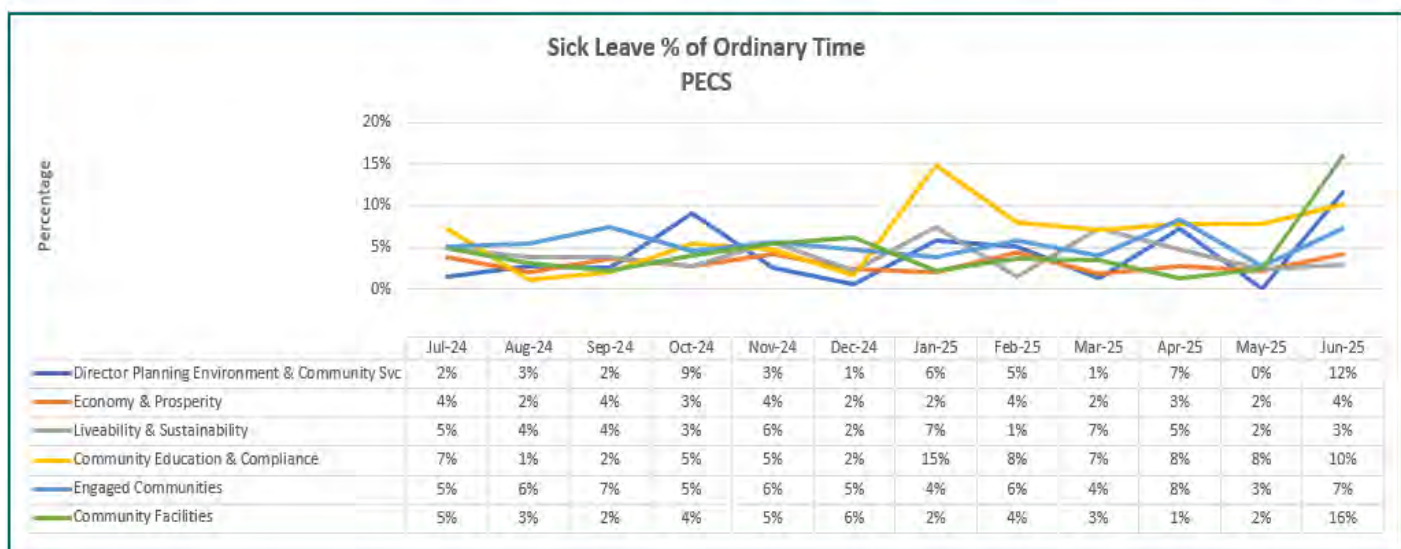
Engineering & Infrastructure

Department	Jul-24	Aug-24	Sep-24	Oct-24	Nov-24	Dec-24	Jan-25	Feb-25	Mar-25	Apr-25	May-25	Jun-25
Director Engineering & Infrastructure	0%	0%	3%	2%	3%	0%	0%	0%	0%	0%	7%	4%
Galilee & Bowen Basin	7%	1%	7%	13%	0%	3%	3%	7%	2%	3%	0%	8%
Infrastructure East	3%	7%	3%	5%	7%	22%	19%	9%	5%	8%	2%	6%
Infrastructure West	9%	6%	6%	5%	5%	7%	9%	6%	5%	5%	4%	7%
Parks & Recreation	7%	6%	7%	7%	7%	6%	7%	9%	5%	6%	5%	7%
Corporate Properties & Fleet	6%	6%	4%	7%	11%	9%	8%	8%	9%	5%	3%	5%
Plant Fleet & Workshop	7%	4%	2%	3%	1%	4%	9%	7%	8%	5%	6%	4%
Infrastructure Planning & Technical Services	11%	0%	3%	7%	1%	13%	3%	0%	2%	6%	4%	28%



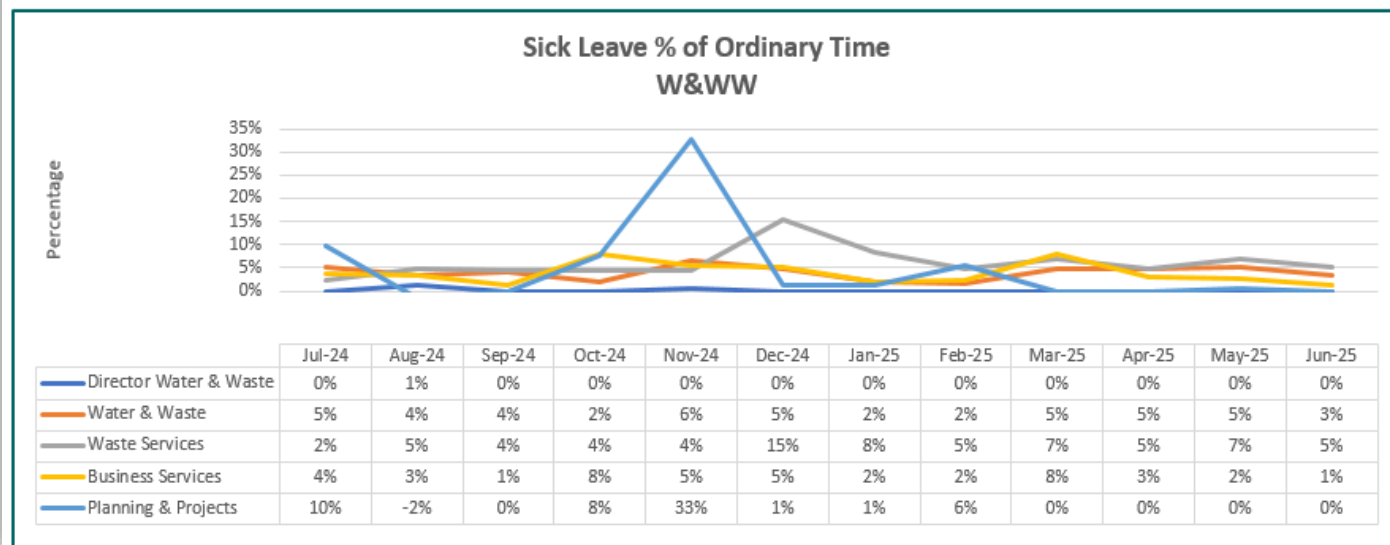
Planning, Environment & Community Services

Department	Jul-24	Aug-24	Sep-24	Oct-24	Nov-24	Dec-24	Jan-25	Feb-25	Mar-25	Apr-25	May-25	Jun-25
Director Planning Environment & Community Svc	2%	3%	2%	9%	3%	1%	6%	5%	1%	7%	0%	12%
Economy & Prosperity	4%	2%	4%	3%	4%	2%	2%	4%	2%	3%	2%	4%
Liveability & Sustainability	5%	4%	4%	3%	6%	2%	7%	1%	7%	5%	2%	3%
Community Education & Compliance	7%	1%	2%	5%	5%	2%	15%	8%	7%	8%	8%	10%
Engaged Communities	5%	6%	7%	5%	6%	5%	4%	6%	4%	8%	3%	7%
Community Facilities	5%	3%	2%	4%	5%	6%	2%	4%	3%	1%	2%	16%



Water & Waste

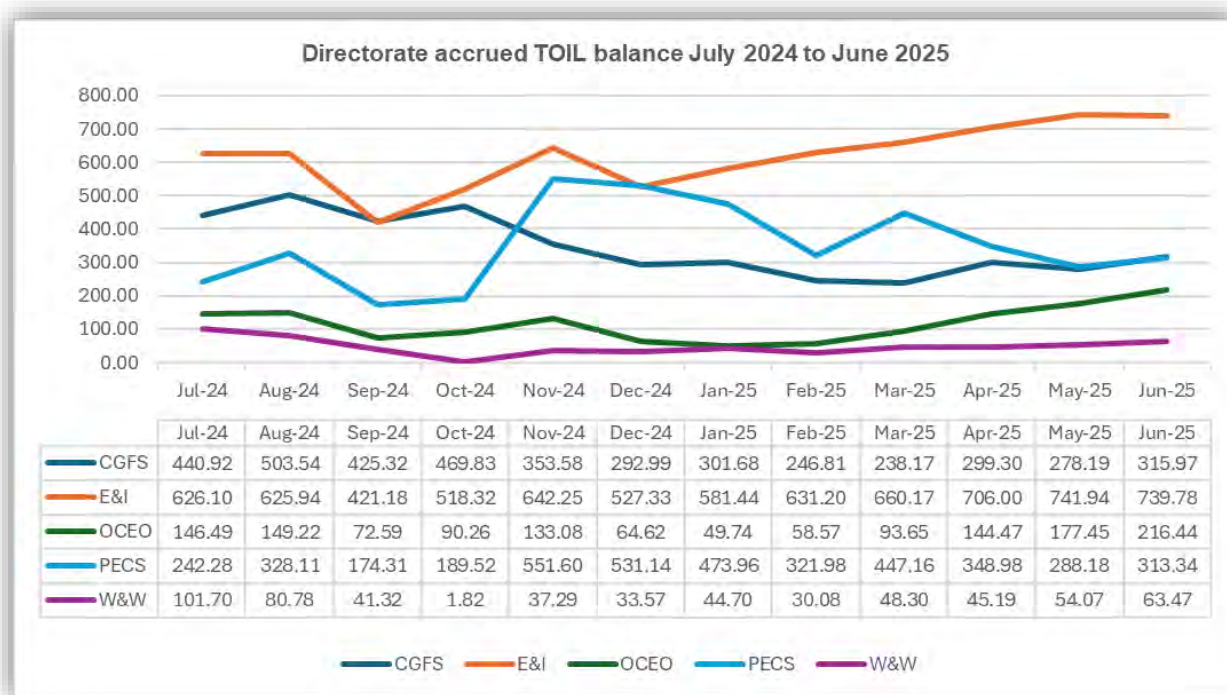
Department	Jul-24	Aug-24	Sep-24	Oct-24	Nov-24	Dec-24	Jan-25	Feb-25	Mar-25	Apr-25	May-25	Jun-25
Director Water & Waste	0%	1%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Water & Waste	5%	4%	4%	2%	6%	5%	2%	2%	5%	5%	5%	3%
Waste Services	2%	5%	4%	4%	4%	15%	8%	5%	7%	5%	7%	5%
Business Services	4%	3%	1%	8%	5%	5%	2%	2%	8%	3%	2%	1%
Planning & Projects	10%	-2%	0%	8%	33%	1%	1%	6%	0%	0%	0%	0%



4.3 TOIL

Between July 2024 and up to PPE 13 June 2025, TOIL balances varied across directorates. E&I consistently held the highest levels. CGFS and PECS fluctuated, with PECS peaking in November 2024. OCEO dipped early in 2025 but rose by May 2025. W&W maintained the lowest levels, with a sharp drop in October 2024, reflecting differing operational demands throughout the year.

Recognising the importance of managing TOIL balances effectively, the P&C team has taken proactive steps to support department managers and supervisors in addressing accrued leave. This month, P&C provided each department with TOIL balance reports, enabling leaders to engage in meaningful conversations with their team members about their current leave status.



Office of the CEO

The Office of the CEO directorate recorded relatively lower TOIL balances overall, with a noticeable dip in early 2025 followed by a gradual increase leading into May.

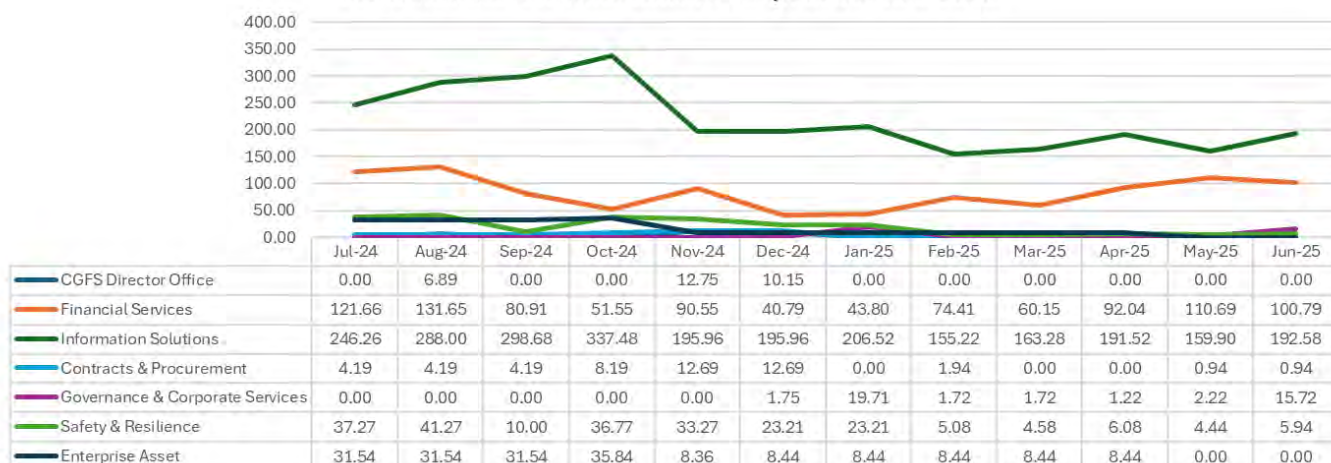
OCEO accrued TOIL leave balance - July 2024 to June 2025



Corporate, Governance and Financial Services

Between July 2024 and June 2025, TOIL balances across CGFS departments varied significantly. Information Solutions recorded the highest total at 2,631.36 hours, reflecting sustained workload and overtime. In contrast, the CGFS Director Office had the lowest at 29.79 hours, Financial Services showed moderate levels with fluctuations, Contracts & Procurement and Governance & Corporate Services maintained low balances with occasional spikes. Safety & Resilience and Enterprise Asset displayed consistent TOIL balances.

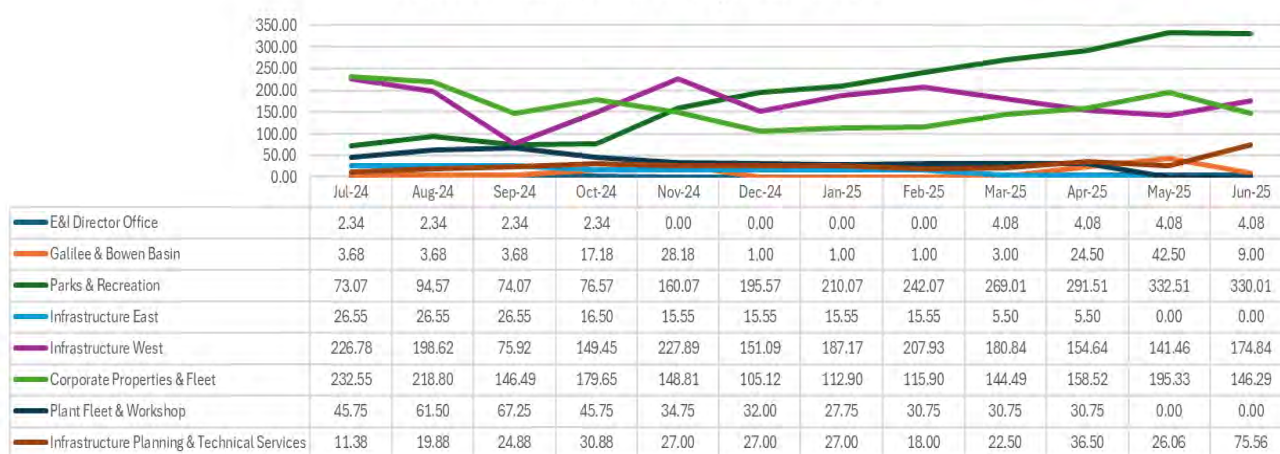
CGFS accrued TOIL leave balance - July 2024 to June 2025



Engineering & Infrastructure

Between July 2024 and June 2025, TOIL balances across E&I departments varied significantly. Parks & Recreation recorded the highest total at 2,349.10 hours, reflecting sustained operational demands. In contrast, the E&I Director Office had the lowest at 25.68 hours, Corporate Properties & Fleet and Plant Fleet & Workshop showed moderate to high balances, while Infrastructure Planning & Technical Services maintained steady but lower levels.

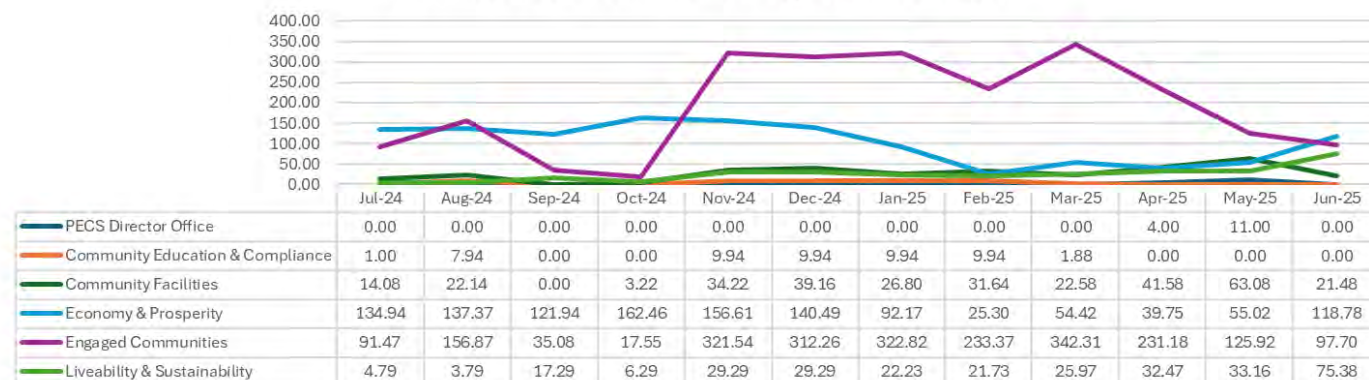
E&I accrued TOIL leave balance - July 2024 to June 2025



Planning, Environment and Community Services

Between July 2024 and June 2025, TOIL balances across PECS departments varied widely. Engaged Communities recorded the highest totals, peaking in November and March, Economy & Prosperity followed with consistently high levels, Community Facilities showed moderate but rising balances, Liveability & Sustainability maintained low to moderate levels, Community Education & Compliance and the PECS Director Office had minimal TOIL throughout the year.

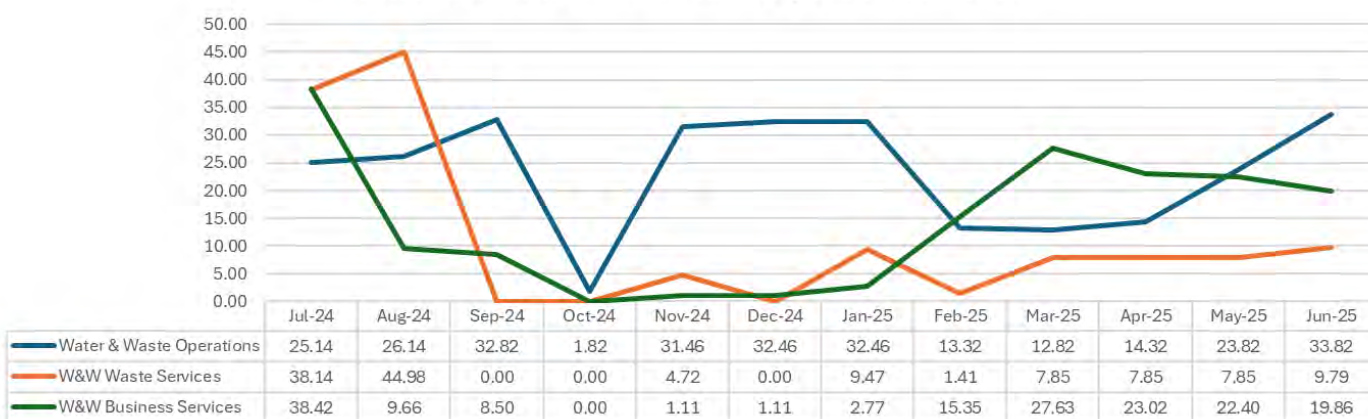
PECS accrued TOIL leave balance - July 2024 to June 2025



Water & Waste

Between July 2024 and June 2025, TOIL balances across Water & Waste departments showed varied patterns. Water & Waste Operations maintained the highest overall TOIL, peaking in September and June. W&W Waste Services had sporadic TOIL, with minimal accumulation in several months. W&W Business Services recorded low balances early in the year, rising steadily from February to April. These trends reflect differing operational demands and overtime activity. Monitoring and managing TOIL across departments remains essential to support staff wellbeing and ensure balanced workloads.

W&W accrued TOIL leave balance - July 2024 to June 2025



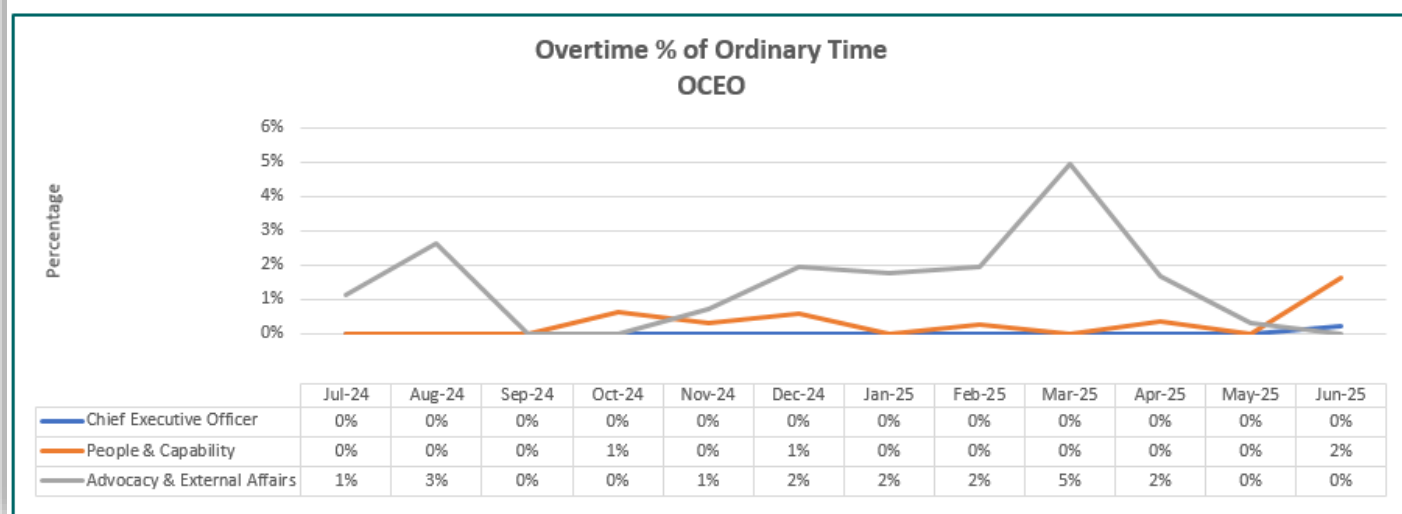
4.4 Overtime

From June 2024 to May 2025, W&W directorate consistently recorded the highest overtime percentages, peaking in January 2025. E&I directorate also showed elevated overtime, particularly in the same month. Overtime costs were highest in W&W, with a significant spike in November 2024, which also marked a peak in ordinary time costs, especially for E&I.

Office of the CEO

Overtime as a percentage of Ordinary Time - 1 July 2024 to 30 June 2025

Department	Jul-24	Aug-24	Sep-24	Oct-24	Nov-24	Dec-24	Jan-25	Feb-25	Mar-25	Apr-25	May-25	Jun-25
Chief Executive Officer	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
People & Capability	0%	0%	0%	1%	0%	1%	0%	0%	0%	0%	0%	2%
Advocacy & External Affairs	1%	3%	0%	0%	1%	2%	2%	2%	5%	2%	0%	0%

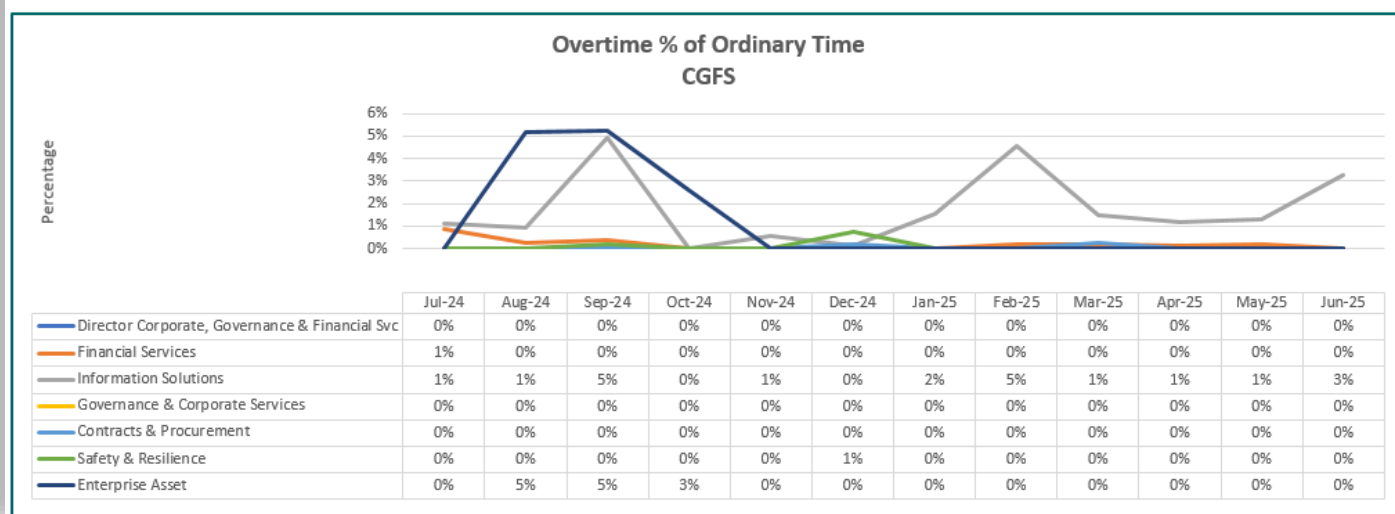


OCEO - OVERTIME % OF ORDINARY TIME

OCEO - Department	Ordinary Time	Overtime
Chief Executive Officer	\$ 481,150.13	\$ -
Jul 2024	\$ 20,569.89	\$ -
Aug 2024	\$ 47,156.66	\$ -
Sep 2024	\$ 42,641.48	\$ -
Oct 2024	\$ 44,414.47	\$ -
Nov 2024	\$ 66,828.80	\$ -
Dec 2024	\$ 36,505.63	\$ -
Jan 2025	\$ 28,282.90	\$ -
Feb 2025	\$ 44,675.28	\$ -
Mar 2025	\$ 47,302.77	\$ -
Apr 2025	\$ 42,587.45	\$ -
May 2025	\$ 60,184.80	\$ -
People & Capability	\$ 1,020,959.17	\$ 2,309.53
Jul 2024	\$ 69,910.18	\$ 156.09
Aug 2024	\$ 67,414.25	\$ -
Sep 2024	\$ 80,314.13	\$ -
Oct 2024	\$ 81,363.63	\$ -
Nov 2024	\$ 140,018.28	\$ 852.13
Dec 2024	\$ 79,424.10	\$ 237.43
Jan 2025	\$ 65,737.51	\$ 375.47
Feb 2025	\$ 90,619.78	\$ -
Mar 2025	\$ 88,750.46	\$ 237.43
Apr 2025	\$ 87,241.66	\$ -
May 2025	\$ 120,913.07	\$ 450.98
Jun 2025	\$ 49,252.12	\$ -
Advocacy & External Affairs	\$ 612,559.47	\$ 9,865.44
Jul 2024	\$ 49,841.34	\$ -
Aug 2024	\$ 52,730.39	\$ 605.86
Sep 2024	\$ 44,856.72	\$ 1,181.72
Oct 2024	\$ 52,998.56	\$ -
Nov 2024	\$ 79,239.09	\$ 1,201.02
Dec 2024	\$ 43,410.50	\$ 302.93
Jan 2025	\$ 38,498.16	\$ 753.46
Feb 2025	\$ 50,578.89	\$ 898.97
Mar 2025	\$ 44,650.84	\$ 861.28
Apr 2025	\$ 56,007.78	\$ 2,768.84
May 2025	\$ 71,133.55	\$ 1,205.00
Jun 2025	\$ 28,613.65	\$ 86.36
CEO	\$ 21,887.66	\$ -
Jun 2025	\$ 21,887.66	\$ -
Grand Total	\$ 2,136,556.43	\$ 12,174.97

Corporate, Governance & Financial Services

Department	Jul-24	Aug-24	Sep-24	Oct-24	Nov-24	Dec-24	Jan-25	Feb-25	Mar-25	Apr-25	May-25	Jun-25
Director Corporate, Governance & Financial Svc	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Financial Services	1%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Information Solutions	1%	1%	5%	0%	1%	0%	2%	5%	1%	1%	1%	3%
Governance & Corporate Services	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Contracts & Procurement	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Safety & Resilience	0%	0%	0%	0%	0%	1%	0%	0%	0%	0%	0%	0%
Enterprise Asset	0%	5%	5%	3%	0%	0%	0%	0%	0%	0%	0%	0%



CGFS - OVERTIME % OF ORDINARY TIME

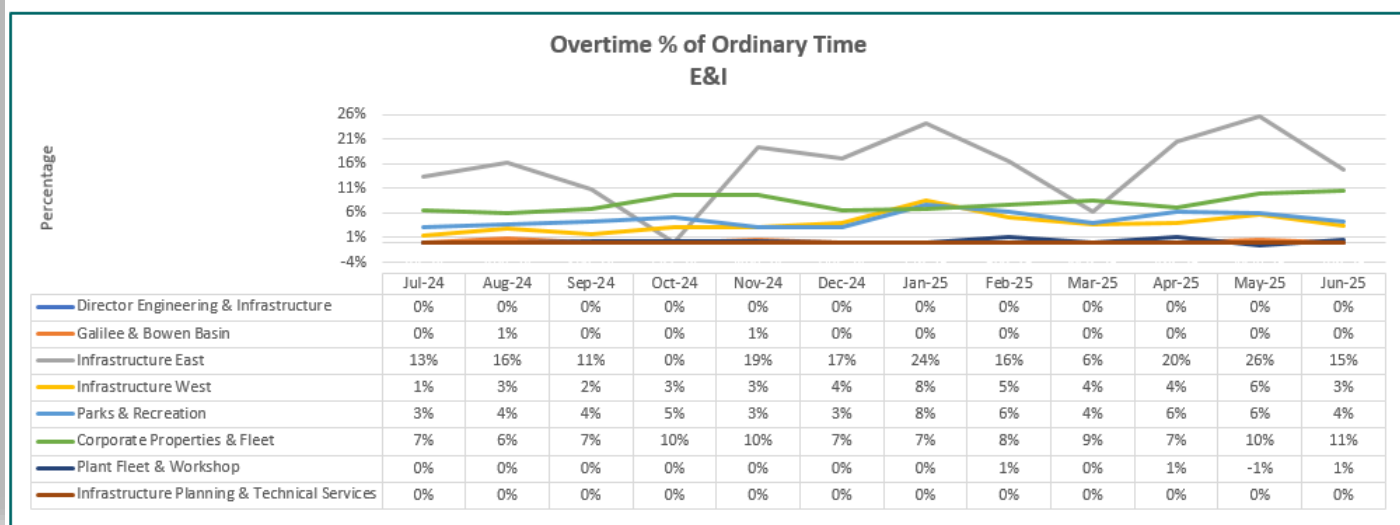
CGFS - Department	Ordinary time	Overtime
Dec 2024	\$ 21,974.21	\$ -
Jan 2025	\$ 13,077.93	\$ -
Feb 2025	\$ 22,227.09	\$ -
Mar 2025	\$ 27,708.12	\$ -
Apr 2025	\$ 26,907.44	\$ -
May 2025	\$ 33,528.19	\$ -
Jun 2025	\$ 21,377.97	\$ -
Financial Services	\$ 1,826,582.94	\$ 3,665.55
Jul 2024	\$ 159,877.96	\$ 1,421.90
Aug 2024	\$ 148,431.01	\$ 377.00
Sep 2024	\$ 146,577.59	\$ 600.51
Oct 2024	\$ 135,901.99	\$ -
Nov 2024	\$ 236,531.65	\$ -
Dec 2024	\$ 125,962.18	\$ -
Jan 2025	\$ 110,584.91	\$ -
Feb 2025	\$ 160,270.86	\$ 270.42
Mar 2025	\$ 171,764.92	\$ 358.35
Apr 2025	\$ 154,711.02	\$ 231.74
May 2025	\$ 198,593.16	\$ 405.63
Jun 2025	\$ 77,375.69	\$ -
Information Solutions	\$ 1,319,460.93	\$ 22,771.84
Jul 2024	\$ 126,390.86	\$ 1,396.53
Aug 2024	\$ 113,261.51	\$ 1,057.75
Sep 2024	\$ 111,354.38	\$ 5,480.64
Oct 2024	\$ 100,364.09	\$ 638.61
Nov 2024	\$ 172,337.96	\$ 981.65
Dec 2024	\$ 72,458.87	\$ 99.28
Jan 2025	\$ 88,985.32	\$ 1,371.13
Feb 2025	\$ 111,055.45	\$ 5,089.98
Mar 2025	\$ 103,737.83	\$ 1,512.69
Apr 2025	\$ 106,696.40	\$ 1,238.66
May 2025	\$ 152,769.33	\$ 1,946.86
Jun 2025	\$ 60,048.93	\$ 1,958.06
Governance & Corporate Services	\$ 229,232.48	\$ -
Jul 2024	\$ 13,431.55	\$ -
Aug 2024	\$ 12,078.67	\$ -
Sep 2024	\$ 19,374.73	\$ -
Oct 2024	\$ 19,704.10	\$ -
Nov 2024	\$ 23,390.31	\$ -
Dec 2024	\$ 10,449.54	\$ -
Jan 2025	\$ 15,051.74	\$ -
Feb 2025	\$ 18,922.86	\$ -
Mar 2025	\$ 26,264.74	\$ -
Apr 2025	\$ 24,445.67	\$ -
May 2025	\$ 33,049.93	\$ -
Jun 2025	\$ 13,068.64	\$ -

INFORMATION BULLETIN

CGFS - Department	Ordinary time	Overtime
Contracts & Procurement	\$ 606,534.53	\$ 227.15
Jul 2024	\$ 47,375.69	\$ -
Aug 2024	\$ 48,302.95	\$ -
Sep 2024	\$ 50,338.43	\$ -
Oct 2024	\$ 51,631.94	\$ -
Nov 2024	\$ 80,011.40	\$ -
Dec 2024	\$ 47,850.15	\$ 97.35
Jan 2025	\$ 43,571.58	\$ -
Feb 2025	\$ 50,080.25	\$ -
Mar 2025	\$ 52,326.12	\$ 129.80
Apr 2025	\$ 45,639.66	\$ -
May 2025	\$ 61,230.42	\$ -
Jun 2025	\$ 28,175.94	\$ -
Safety & Resilience	\$ 657,751.23	\$ 436.60
Jul 2024	\$ 58,344.26	\$ -
Aug 2024	\$ 51,671.93	\$ -
Sep 2024	\$ 59,938.36	\$ 105.66
Oct 2024	\$ 53,542.58	\$ -
Nov 2024	\$ 90,744.08	\$ -
Dec 2024	\$ 45,290.90	\$ 330.94
Jan 2025	\$ 43,334.07	\$ -
Feb 2025	\$ 58,481.22	\$ -
Mar 2025	\$ 58,230.18	\$ -
Apr 2025	\$ 55,133.96	\$ -
May 2025	\$ 61,338.12	\$ -
Jun 2025	\$ 21,701.57	\$ -
Enterprise Asset	\$ 332,345.34	\$ 2,945.50
Jul 2024	\$ 20,423.83	\$ -
Aug 2024	\$ 22,761.88	\$ 1,178.20
Sep 2024	\$ 22,404.09	\$ 1,178.20
Oct 2024	\$ 22,528.57	\$ 589.10
Nov 2024	\$ 39,886.40	\$ -
Dec 2024	\$ 19,995.61	\$ -
Jan 2025	\$ 25,063.30	\$ -
Feb 2025	\$ 33,413.28	\$ -
Mar 2025	\$ 33,260.76	\$ -
Apr 2025	\$ 33,019.95	\$ -
May 2025	\$ 45,716.25	\$ -
Jun 2025	\$ 13,871.42	\$ -
Grand Total	\$ 5,281,874.39	\$ 30,046.64

Engineering & Infrastructure

Department	Jul-24	Aug-24	Sep-24	Oct-24	Nov-24	Dec-24	Jan-25	Feb-25	Mar-25	Apr-25	May-25	Jun-25
Director Engineering & Infrastructure	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Galilee & Bowen Basin	0%	1%	0%	0%	1%	0%	0%	0%	0%	0%	0%	0%
Infrastructure East	13%	16%	11%	0%	19%	17%	24%	16%	6%	20%	26%	15%
Infrastructure West	1%	3%	2%	3%	3%	4%	8%	5%	4%	4%	6%	3%
Parks & Recreation	3%	4%	4%	5%	3%	3%	8%	6%	4%	6%	6%	4%
Corporate Properties & Fleet	7%	6%	7%	10%	10%	7%	7%	8%	9%	7%	10%	11%
Plant Fleet & Workshop	0%	0%	0%	0%	0%	0%	0%	1%	0%	1%	-1%	1%
Infrastructure Planning & Technical Services	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%



E&I - OVERTIME % OF ORDINARY TIME

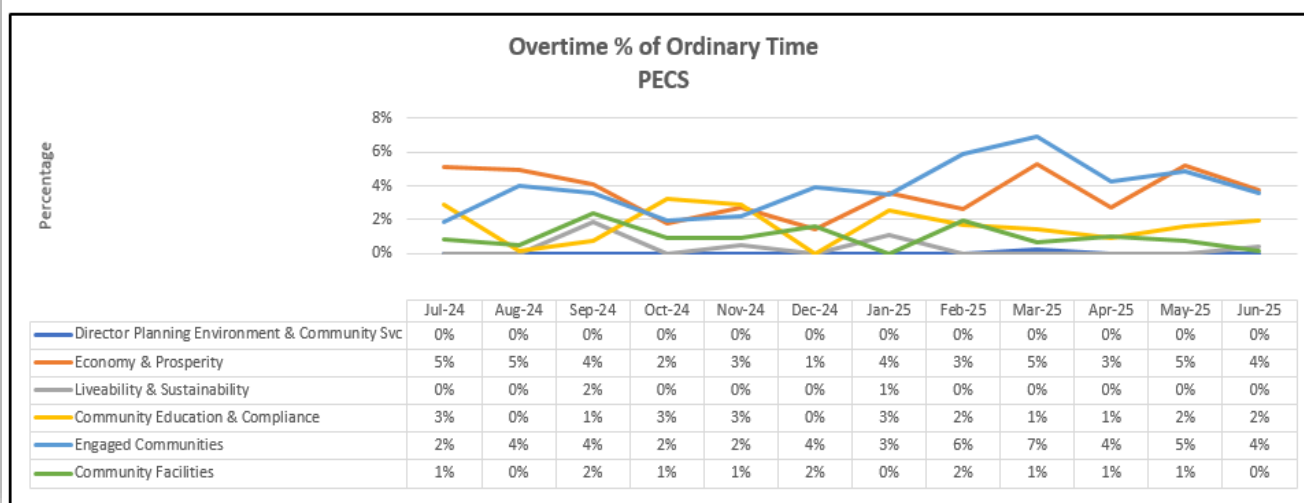
E&I - Department	Ordinary Time	Overtime
Director Engineering & Infrastructure	\$ 317,570.40	\$ -
Jul 2024	\$ 29,202.39	\$ -
Aug 2024	\$ 30,255.31	\$ -
Sep 2024	\$ 28,542.89	\$ -
Oct 2024	\$ 27,291.57	\$ -
Nov 2024	\$ 39,573.61	\$ -
Dec 2024	\$ 23,427.19	\$ -
Jan 2025	\$ 16,674.00	\$ -
Feb 2025	\$ 27,291.57	\$ -
Mar 2025	\$ 29,728.86	\$ -
Apr 2025	\$ 28,196.92	\$ -
May 2025	\$ 25,759.64	\$ -
Jun 2025	\$ 11,626.65	\$ -
Galilee & Bowen Basin	\$ 426,006.11	\$ 876.66
Jul 2024	\$ 37,826.61	\$ -
Aug 2024	\$ 32,935.92	\$ 270.03
Sep 2024	\$ 34,478.87	\$ -
Oct 2024	\$ 30,193.36	\$ -
Nov 2024	\$ 48,888.09	\$ 308.61
Dec 2024	\$ 23,589.68	\$ -
Jan 2025	\$ 20,542.80	\$ -
Feb 2025	\$ 29,861.92	\$ -
Mar 2025	\$ 36,475.81	\$ -
Apr 2025	\$ 41,997.85	\$ -
May 2025	\$ 62,460.36	\$ 298.02
Jun 2025	\$ 26,754.84	\$ -
Infrastructure East	\$ 900,718.42	\$ 151,406.45
Jul 2024	\$ 82,450.75	\$ 10,916.06
Aug 2024	\$ 80,986.32	\$ 13,122.24
Sep 2024	\$ 78,426.51	\$ 8,552.06
Oct 2024	\$ 71,424.02	\$ 11,036.26
Nov 2024	\$ 137,769.23	\$ 26,776.78
Dec 2024	\$ 63,855.02	\$ 10,846.54
Jan 2025	\$ 44,701.43	\$ 10,834.11
Feb 2025	\$ 66,377.23	\$ 10,942.54
Mar 2025	\$ 74,982.96	\$ 4,891.33
Apr 2025	\$ 69,559.37	\$ 14,242.98
May 2025	\$ 94,892.34	\$ 24,200.85
Jun 2025	\$ 35,293.24	\$ 5,244.70
Infrastructure West	\$ 2,910,934.85	\$ 112,535.98
Jul 2024	\$ 245,390.77	\$ 3,856.56
Aug 2024	\$ 247,477.37	\$ 6,714.39
Sep 2024	\$ 242,636.04	\$ 4,181.40
Oct 2024	\$ 219,517.02	\$ 6,544.23
Nov 2024	\$ 388,309.51	\$ 12,629.73
Dec 2024	\$ 206,395.19	\$ 8,480.73
Jan 2025	\$ 211,869.61	\$ 17,831.46
Feb 2025	\$ 234,894.30	\$ 12,272.87
Mar 2025	\$ 250,606.82	\$ 9,292.64
Apr 2025	\$ 239,307.93	\$ 9,598.00
May 2025	\$ 300,776.90	\$ 17,267.02
Jun 2025	\$ 123,753.39	\$ 4,066.95

E&I - OVERTIME % OF ORDINARY TIME

E&I - Department	Ordinary Time	Overtime
Parks & Recreation	\$ 2,774,803.75	\$ 130,223.07
Jul 2024	\$ 217,432.10	\$ 6,598.63
Aug 2024	\$ 228,658.94	\$ 8,219.14
Sep 2024	\$ 229,961.52	\$ 9,687.57
Oct 2024	\$ 209,774.38	\$ 10,629.70
Nov 2024	\$ 346,933.42	\$ 10,714.01
Dec 2024	\$ 185,123.44	\$ 5,823.78
Jan 2025	\$ 207,698.71	\$ 15,988.29
Feb 2025	\$ 236,688.98	\$ 14,899.26
Mar 2025	\$ 243,525.02	\$ 9,422.39
Apr 2025	\$ 233,379.89	\$ 14,412.49
May 2025	\$ 308,211.62	\$ 18,371.36
Jun 2025	\$ 127,415.73	\$ 5,456.45
Corporate Properties & Fleet	\$ 1,275,209.05	\$ 102,240.67
Jul 2024	\$ 115,058.20	\$ 7,516.76
Aug 2024	\$ 111,531.32	\$ 6,635.12
Sep 2024	\$ 119,926.59	\$ 8,254.51
Oct 2024	\$ 109,991.56	\$ 10,593.02
Nov 2024	\$ 166,692.44	\$ 15,896.93
Dec 2024	\$ 78,708.71	\$ 5,141.57
Jan 2025	\$ 76,250.97	\$ 5,276.15
Feb 2025	\$ 96,922.88	\$ 7,538.68
Mar 2025	\$ 105,824.19	\$ 9,076.15
Apr 2025	\$ 118,751.01	\$ 8,569.35
May 2025	\$ 128,073.81	\$ 12,705.74
Jun 2025	\$ 47,477.37	\$ 5,036.69
Plant Fleet & Workshop	\$ 755,181.48	\$ 1,467.52
Jul 2024	\$ 67,031.17	\$ 75.49
Aug 2024	\$ 71,316.38	\$ 25.16
Sep 2024	\$ 69,714.76	\$ 100.86
Oct 2024	\$ 66,510.54	\$ 251.65
Nov 2024	\$ 98,447.62	\$ 184.54
Dec 2024	\$ 49,877.86	\$ -
Jan 2025	\$ 45,983.73	\$ -
Feb 2025	\$ 59,626.82	\$ 606.05
Mar 2025	\$ 69,039.25	\$ -
Apr 2025	\$ 47,010.00	\$ 524.34
May 2025	\$ 77,321.36	\$ 501.69
Jun 2025	\$ 33,301.99	\$ 201.32
Infrastructure Planning & Technical Services	\$ 327,444.73	\$ -
Jul 2024	\$ 28,711.96	\$ -
Aug 2024	\$ 31,611.47	\$ -
Sep 2024	\$ 28,806.07	\$ -
Oct 2024	\$ 21,329.61	\$ -
Nov 2024	\$ 52,265.37	\$ -
Dec 2024	\$ 25,203.22	\$ -
Jan 2025	\$ 24,182.13	\$ -
Feb 2025	\$ 35,038.50	\$ -
Mar 2025	\$ 32,219.31	\$ -
Apr 2025	\$ 17,721.34	\$ -
May 2025	\$ 17,850.74	\$ -
Jun 2025	\$ 12,505.01	\$ -
Grand Total	\$ 9,687,868.79	\$ 498,750.35

Planning, Environment & Community Services

Department	Jul-24	Aug-24	Sep-24	Oct-24	Nov-24	Dec-24	Jan-25	Feb-25	Mar-25	Apr-25	May-25	Jun-25
Director Planning Environment & Community Svc	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Economy & Prosperity	5%	5%	4%	2%	3%	1%	4%	3%	5%	3%	5%	4%
Liveability & Sustainability	0%	0%	2%	0%	0%	0%	1%	0%	0%	0%	0%	0%
Community Education & Compliance	3%	0%	1%	3%	3%	0%	3%	2%	1%	1%	2%	2%
Engaged Communities	2%	4%	4%	2%	2%	4%	3%	6%	7%	4%	5%	4%
Community Facilities	1%	0%	2%	1%	1%	2%	0%	2%	1%	1%	1%	0%



PECS - OVERTIME % OF ORDINARY TIME

PECS - Department	Ordinary Time	Overtime
Director Planning Environment & Community Svc	\$ 494,593.64	\$ 123.68
Jul 2024	\$ 39,306.86	\$ -
Aug 2024	\$ 42,708.90	\$ -
Sep 2024	\$ 37,266.37	\$ -
Oct 2024	\$ 39,148.02	\$ -
Nov 2024	\$ 64,580.67	\$ -
Dec 2024	\$ 40,686.19	\$ -
Jan 2025	\$ 31,248.29	\$ -
Feb 2025	\$ 41,146.61	\$ -
Mar 2025	\$ 45,201.65	\$ 123.68
Apr 2025	\$ 30,583.02	\$ -
May 2025	\$ 59,796.91	\$ -
Jun 2025	\$ 22,920.15	\$ -
Economy & Prosperity	\$ 870,791.94	\$ 32,311.40
Jul 2024	\$ 73,316.77	\$ 3,752.05
Aug 2024	\$ 65,440.12	\$ 3,256.29
Sep 2024	\$ 65,886.47	\$ 2,668.23
Oct 2024	\$ 59,885.20	\$ 1,047.86
Nov 2024	\$ 105,441.39	\$ 2,828.12
Dec 2024	\$ 60,190.58	\$ 878.86
Jan 2025	\$ 56,623.46	\$ 2,006.50
Feb 2025	\$ 77,974.43	\$ 2,077.25
Mar 2025	\$ 85,897.71	\$ 4,556.07
Apr 2025	\$ 63,723.70	\$ 1,757.71
May 2025	\$ 110,105.24	\$ 5,754.49
Jun 2025	\$ 46,306.87	\$ 1,727.97
Liveability & Sustainability	\$ 814,789.23	\$ 2,231.86
Jul 2024	\$ 66,252.76	\$ -
Aug 2024	\$ 65,640.69	\$ -
Sep 2024	\$ 60,357.45	\$ 1,128.49
Oct 2024	\$ 50,670.11	\$ -
Nov 2024	\$ 90,350.21	\$ 403.91
Dec 2024	\$ 56,862.34	\$ -
Jan 2025	\$ 44,063.55	\$ 486.52
Feb 2025	\$ 74,690.06	\$ -
Mar 2025	\$ 72,106.91	\$ -
Apr 2025	\$ 78,399.89	\$ -
May 2025	\$ 107,656.02	\$ -
Jun 2025	\$ 47,739.24	\$ 212.94
Community Education & Compliance	\$ 868,244.77	\$ 14,696.23
Jul 2024	\$ 67,792.99	\$ 1,974.67
Aug 2024	\$ 69,795.41	\$ 127.04
Sep 2024	\$ 72,084.80	\$ 514.39
Oct 2024	\$ 64,657.01	\$ 2,075.89
Nov 2024	\$ 108,133.58	\$ 3,099.42
Dec 2024	\$ 59,885.06	\$ -
Jan 2025	\$ 55,139.41	\$ 1,408.83
Feb 2025	\$ 79,753.08	\$ 1,314.90
Mar 2025	\$ 78,702.28	\$ 1,127.06
Apr 2025	\$ 66,298.14	\$ 810.50
May 2025	\$ 106,747.40	\$ 1,667.11
Jun 2025	\$ 39,275.61	\$ 776.42

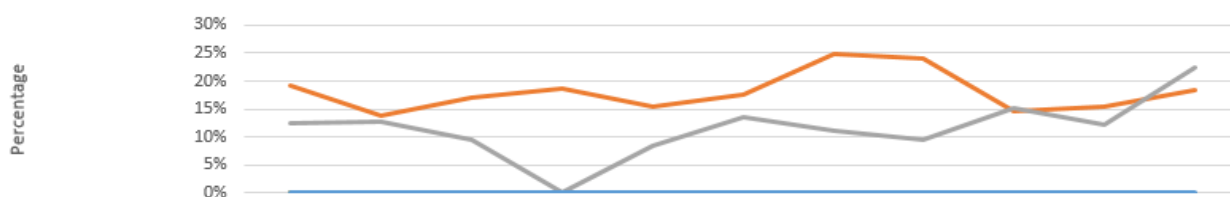
INFORMATION BULLETIN

PECS - Department	Ordinary Time	Overtime
Engaged Communities	\$ 2,628,131.82	\$ 102,993.27
Jul 2024	\$ 210,139.05	\$ 3,873.44
Aug 2024	\$ 213,519.00	\$ 8,570.02
Sep 2024	\$ 208,296.70	\$ 7,368.78
Oct 2024	\$ 202,434.89	\$ 3,998.98
Nov 2024	\$ 328,406.92	\$ 7,235.45
Dec 2024	\$ 176,879.71	\$ 6,944.94
Jan 2025	\$ 167,439.01	\$ 5,791.64
Feb 2025	\$ 233,107.40	\$ 13,640.61
Mar 2025	\$ 245,660.31	\$ 17,081.49
Apr 2025	\$ 214,613.61	\$ 9,180.78
May 2025	\$ 316,312.86	\$ 15,361.13
Jun 2025	\$ 111,322.36	\$ 3,946.01
Community Facilities	\$ 1,481,483.65	\$ 15,025.66
Jul 2024	\$ 109,373.08	\$ 906.91
Aug 2024	\$ 107,835.06	\$ 491.77
Sep 2024	\$ 119,821.52	\$ 2,818.40
Oct 2024	\$ 121,406.05	\$ 1,112.47
Nov 2024	\$ 200,203.08	\$ 1,832.13
Dec 2024	\$ 109,449.17	\$ 1,758.59
Jan 2025	\$ 92,409.67	\$ -
Feb 2025	\$ 127,321.42	\$ 2,444.68
Mar 2025	\$ 124,298.98	\$ 794.89
Apr 2025	\$ 132,315.12	\$ 1,376.81
May 2025	\$ 181,946.10	\$ 1,399.97
Jun 2025	\$ 55,104.40	\$ 89.04
Grand Total	\$ 7,158,035.05	\$ 167,382.10

Water & Waste

Department	Jul-24	Aug-24	Sep-24	Oct-24	Nov-24	Dec-24	Jan-25	Feb-25	Mar-25	Apr-25	May-25	Jun-25
Director Water & Waste	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Water & Waste	19%	14%	17%	19%	15%	18%	25%	24%	15%	15%	18%	16%
Waste Services	12%	13%	9%	0%	8%	14%	11%	9%	15%	12%	22%	10%
Business Services	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Planning & Projects	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%

Overtime % of Ordinary Time
W&WW



	Jul-24	Aug-24	Sep-24	Oct-24	Nov-24	Dec-24	Jan-25	Feb-25	Mar-25	Apr-25	May-25
Director Water & Waste	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Water & Waste	19%	14%	17%	19%	15%	18%	25%	24%	15%	15%	18%
Waste Services	12%	13%	9%	0%	8%	14%	11%	9%	15%	12%	22%
Business Services	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Planning & Projects	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%

INFORMATION BULLETIN

W&WW - OVERTIME % OF ORDINARY TIME		
W&WW - Department	Ordinary Time	Overtime
Director Water & Waste	\$ 307,626.44	\$ 5.96
Jul 2024	\$ 22,996.23	\$ 5.96
Aug 2024	\$ 28,381.56	\$ -
Sep 2024	\$ 28,247.75	\$ -
Oct 2024	\$ 27,307.78	\$ -
Nov 2024	\$ 41,809.03	\$ -
Dec 2024	\$ 19,723.44	\$ -
Jan 2025	\$ 22,288.90	\$ -
Feb 2025	\$ 24,980.20	\$ -
Mar 2025	\$ 28,906.00	\$ -
Apr 2025	\$ 15,643.36	\$ -
May 2025	\$ 33,144.92	\$ -
Jun 2025	\$ 14,197.27	\$ -
Water & Waste	\$ 2,213,009.83	\$ 393,259.76
Jul 2024	\$ 182,903.56	\$ 35,172.10
Aug 2024	\$ 186,885.41	\$ 25,827.09
Sep 2024	\$ 183,668.00	\$ 31,461.87
Oct 2024	\$ 179,318.80	\$ 33,273.47
Nov 2024	\$ 256,652.35	\$ 39,639.41
Dec 2024	\$ 146,509.20	\$ 25,686.62
Jan 2025	\$ 147,230.56	\$ 36,618.52
Feb 2025	\$ 177,864.22	\$ 42,762.41
Mar 2025	\$ 190,184.81	\$ 27,998.49
Apr 2025	\$ 208,445.43	\$ 32,300.36
May 2025	\$ 251,636.46	\$ 46,476.50
Jun 2025	\$ 101,711.03	\$ 16,042.92
Waste Services	\$ 1,132,063.14	\$ 147,290.56
Jul 2024	\$ 94,272.90	\$ 11,673.44
Aug 2024	\$ 95,738.73	\$ 12,255.60
Sep 2024	\$ 91,592.79	\$ 8,701.09
Oct 2024	\$ 86,366.63	\$ 15,683.05
Nov 2024	\$ 149,546.38	\$ 12,654.60
Dec 2024	\$ 83,147.25	\$ 11,266.46
Jan 2025	\$ 85,591.55	\$ 9,578.08
Feb 2025	\$ 95,371.04	\$ 8,974.79
Mar 2025	\$ 88,719.87	\$ 13,391.13
Apr 2025	\$ 91,902.65	\$ 11,205.74
May 2025	\$ 121,020.21	\$ 27,140.88
Jun 2025	\$ 48,793.14	\$ 4,765.70
Business Services	\$ 721,237.85	\$ 52.90
Jul 2024	\$ 51,180.63	\$ 52.90
Aug 2024	\$ 54,451.57	\$ -
Sep 2024	\$ 60,766.45	\$ -
Oct 2024	\$ 58,095.18	\$ -
Nov 2024	\$ 90,395.81	\$ -
Dec 2024	\$ 52,388.58	\$ -
Jan 2025	\$ 51,337.59	\$ -
Feb 2025	\$ 71,069.58	\$ -
Mar 2025	\$ 59,281.02	\$ -
Apr 2025	\$ 50,168.19	\$ -
May 2025	\$ 88,129.93	\$ -
Jun 2025	\$ 33,983.32	\$ -
Planning & Projects	\$ 329,316.55	\$ -
Jul 2024	\$ 28,617.62	\$ -
Aug 2024	\$ 33,676.64	\$ -
Sep 2024	\$ 22,600.75	\$ -
Oct 2024	\$ 20,497.31	\$ -
Nov 2024	\$ 28,948.14	\$ -
Dec 2024	\$ 23,539.47	\$ -
Jan 2025	\$ 22,745.00	\$ -
Feb 2025	\$ 27,145.40	\$ -
Mar 2025	\$ 30,424.02	\$ -
Apr 2025	\$ 27,242.59	\$ -
May 2025	\$ 48,468.83	\$ -
Jun 2025	\$ 15,412.78	\$ -
Grand Total	\$ 4,703,253.81	\$ 540,609.18

Report authorised by:

CALE DENDLE

Chief Executive Officer

Date 3 June 2025

EXECUTIVE SUMMARY

This report, commissioned by Central Queensland University and conducted in partnership with the Isaac Regional Council (IRC), explores the key factors influencing employee attraction, retention, job satisfaction, and community integration within the IRC workforce. The study has a basis in the survey responses from 54 employees and has seen several findings that align with our recent employee engagement survey.

Key Findings

1. **Aging Workforce:** The IRC workforce is dominated by employees aged 50–59, with limited representation from younger age groups, posing succession planning challenges.
2. **Local and Vocationally Skilled:** Most employees are Queensland-based with vocational qualifications and middle-to-high incomes, indicating a skilled but demographically narrow workforce.
3. **High Autonomy, Inconsistent Feedback:** Employees report strong autonomy and task variety, but feedback mechanisms are inconsistent, affecting motivation and development.
4. **Strong Organisational Pride, Moderate Community Engagement:** While employees feel valued and aligned with IRC's values, community engagement is less robust.
5. **Mixed Job Fulfillment:** Although 70% report job satisfaction, 26% are neutral or dissatisfied, suggesting gaps in role alignment and fulfillment.
6. **Community Engagement as a Partial Motivator:** Community involvement positively influences motivation for some, but not all, indicating the need for diverse engagement strategies.

Recommendations

- **Enhance Recognition and Feedback:** Implement structured recognition and regular performance feedback systems.
- **Support Work-Life Balance:** Introduce flexible work arrangements and family-friendly policies.
- **Invest in Career Development:** Provide clear career pathways, leadership training, and mentoring.
- **Strengthen Community Integration:** Promote local engagement through team-building and community initiatives.
- **Improve Onboarding:** Align new hires with IRC's culture and values from the outset.

Conclusion

The IRC has a committed and experienced workforce, but faces challenges in generational diversity, feedback consistency, and community integration. Addressing these areas through targeted strategies will enhance employee satisfaction, retention, and organisational resilience.

Analysing Workforce status through the Lens of Attraction and Retention Factors- A case of Isaac Regional Council

Mallika Roy, Delwar Akbar, Huong Le, Prikshat Varma

Central Queensland University, Australia



Prepared for

**School of Business and Law
Central Queensland University
March, 2025**

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KEY FINDINGS

1. Experienced but Aging Workforce with Limited Younger Representation

The workforce at Isaac Regional Council is characterized by a significant number of long-term and older employees, with the largest age group being 50–59 years and 39 employees having more than 10 years of job experience. While this indicates strong institutional knowledge and stability, the lower representation of younger employees (especially in the 25–29 years group) and mid-career staff (7–10 years of experience) may pose future succession planning and knowledge transfer challenges.

2. Predominantly Local, Vocationally Trained, and Middle-to-High Income Workforce

Most employees (42 of 54) are from Queensland, mainly with vocational qualifications (24 with Certificate I–IV) and middle-to-high incomes (\$80,000+). This indicates a skilled local workforce but limited regional and higher-education diversity suggests opportunities to diversify recruitment and development.

3. High Empowerment and Autonomy but Inconsistent Feedback

The majority of Isaac Regional Council employees report high levels of **task diversity, autonomy, and a clear sense of contribution**, with 83% feeling empowered in how they perform tasks and 82% recognizing that their job makes a positive difference. However, inconsistencies in the **frequency and structure of feedback** suggest a need to enhance regular performance evaluations to sustain motivation and recognition.

4. Strong Employee Belonging with Moderate Community Engagement

Most employees feel they belong and are valued, with 75% agreeing their values match the organization's and 74% feeling appreciated. However, weaker agreement on community engagement shows a need to improve workplace connection and involvement.

5. Strong Organizational Pride but Mixed Job Fulfillment

A majority of employees (82%) express pride in their organization and community, indicating a strong sense of belonging and positive affiliation. However, while more than 70% feel fulfilled in their job roles, a notable 26% of employees are either neutral or dissatisfied, signalling potential gaps in how job roles align with employee expectations and fulfillment.

6. Community Engagement Influences Motivation but Not Universally

Over half of the employees (59%) agree that community commitment motivates them and positively impacts job satisfaction, highlighting the importance of community engagement initiatives. Nevertheless, a significant portion (around 31%) remain neutral or disagree,

suggesting that community efforts alone may not fully drive motivation and job satisfaction for all employees, pointing to a need for diverse motivational strategies.

1. INTRODUCTION

Employee retention and job satisfaction are critical components of organizational success, particularly within regional and remote local government bodies, where attracting and retaining skilled workers can be especially challenging (Haslam-McKenzie, 2007; Lehmann et al., 2008). In such settings, the integration of employees into both their work environment and the surrounding community becomes a vital factor in long-term workforce stability. This study focuses on the Isaac Regional Council (IRC), a local government authority in Queensland, Australia, which plays a significant role in managing community services, infrastructure, and economic development across a geographically dispersed region.

Workforce sustainability within regional councils like IRC is essential to ensure the delivery of quality public services. However, challenges such as geographical isolation, limited access to professional development opportunities, and the difficulty of balancing personal and professional life can negatively affect employee morale, job satisfaction, and retention—especially for those in leadership or managerial roles in specialized sectors like horticulture. Understanding what motivates employees to stay or leave, and how well they integrate into their communities, is therefore crucial for effective workforce planning and organizational resilience.

1.1 Project Overview and Scope

This study is focused on exploring the factors that influence job satisfaction, retention, and community integration among employees at the Isaac Regional Council (IRC), particularly those in managerial positions within the horticultural sector. The project aims to assess how job characteristics (such as autonomy, responsibility, and growth opportunities) and community place integration (such as personal values alignment and community engagement) impact the decision to remain employed and the overall job satisfaction of IRC workers. The study collected data through an online survey with 54 participants from IRC to gather qualitative insights. By focusing on these aspects, the research aims to identify the key factors that contribute to employee retention and satisfaction, ultimately providing insights for improving retention strategies and workplace satisfaction.

1.2 Definition of Job Characteristics

The Job Characteristics proposes that employees are more likely to be satisfied and motivated in their roles if the work is meaningful, involves skill variety, offers autonomy, provides feedback, and allows employees to take responsibility for their tasks (Ali et al., 2014; Chiu & Chen, 2005; Zhao et al., 2016). These elements directly influence retention rates and the quality of job satisfaction.

1.3 Definition of Community Place Integration

The Community Place Integration emphasizes the importance of an employee's alignment with the values of the organization and their sense of connection to the broader community (Boyd et al., 2018; Jones, 2010). This integration plays a significant role in the retention of employees, as it affects how they perceive their role in the community, the significance of their work, and their long-term commitment to their employer.

1.4 Project Aim

The aim of this project is to explore and analyse the key factors influencing employee retention, job satisfaction, and community integration within the Isaac Regional Council (IRC). This research seeks to understand how job characteristics and the integration of employees within the community impact their decision to remain with the organization, particularly for workers in managerial and leadership roles. By examining aspects such as autonomy, responsibility, career development, work-life balance, and community involvement, the project aims to identify strategies that can enhance job satisfaction, improve workforce stability, and contribute to the overall success of the IRC in retaining skilled employees. Ultimately, the project intends to provide actionable insights that can inform policy development, workforce management practices, and community engagement initiatives within the Council.

1.5 Expected outcomes of the project

The expected outcome of this research is to provide the IRC with valuable insights into factors that contribute to employee retention and satisfaction, leading to targeted strategies for improving employee experiences and engagement.

2. BACKGROUND OF THE STUDY

2.1 Isaac Regional Council (IRC)

The Isaac Regional Council (IRC) is located in Central Queensland, Australia, and serves a diverse and geographically expansive area. The workforce of the IRC is central to the functioning of the local government and its ability to deliver services to the community. The Council employs a wide range of workers across various sectors, including administration, community development, infrastructure, environmental management, tourism, and horticulture.

Key Features of Isaac Regional Council's Workforce:

1. **Diverse Roles:** The IRC's workforce includes employees in managerial, administrative, technical, and field roles (Isaac Regional Council, 2025a). Managers oversee operations and ensure smooth functioning, while other employees are involved in public services, maintenance, and local development (Isaac Regional Council, 2025).
2. **Horticultural Sector:** Isaac Regional Council is located in a region with a strong focus on agricultural activities, which means the workforce includes agricultural and horticultural workers in addition to local government employees (Isaac Regional Council, 2018). These workers are involved in various tasks ranging from farm management to harvest, packing, and distribution of produce.
3. **Local Communities and Regional Employment:** The IRC employs a mix of local residents and migrated workers (Isaac Regional Council, 2016).
4. **Workforce Challenges:** The IRC faces challenges typical of rural and regional areas, such as employee retention, access to skilled workers, and the availability of training programs to upskill the workforce (Becker & Soosay, 2013; Isaac Regional Council, 2023a). These issues are often exacerbated by the regional location and the need to balance work-life integration in areas with fewer amenities.
5. **Focus on Employee Satisfaction:** The IRC places significant emphasis on improving job satisfaction, work-life balance, and career development opportunities (Isaac Regional Council, 2025b). It aims to retain skilled employees, particularly those in leadership and specialized positions, through initiatives that align personal and

professional values and provide opportunities for community engagement and growth (Isaac Regional Council, 2025b).

6. **Workforce Development and Training:** Training and professional development are important components of workforce management in IRC (Isaac Regional Council, 2025b). The Council encourages the development of employees' skills through internal programs, collaboration with external training providers, and career progression pathways (Isaac Regional Council, 2025b).
7. **Community-Centric Values:** The IRC's workforce plays an important role in fostering community engagement and contributing to local development (Isaac Regional Council, 2025c). Employees often work closely with local organizations, businesses, and residents to create a connected and thriving community.

Overall, the workforce of Isaac Regional Council is integral to both the local government's operations and the region's economic activities. Ensuring job satisfaction and employee retention remains a priority, especially as the region navigates challenges related to its geographic isolation and resources industry competition.

2.2 Workforce Overview of Isaac Regional Council (2019–2024)

This section presents an analysis of key workforce data collected from the Isaac Regional Council spanning a five-year period from 1 April 2019 to 31 March 2024 (Glanville, 2025). The data provides insights into age demographics, employee location distribution, tenure trends, and turnover rates. By examining these aspects, the analysis aims to highlight emerging workforce patterns, identify potential challenges in recruitment and retention, and inform future workforce planning strategies. The information reflects internal records maintained by the Council, offering a comprehensive view of the workforce landscape across the region's diverse communities and service areas.

Age Demographics of Employees

Over the past five years (from 1 April 2019 to 31 March 2024), the age demographics of the Isaac Regional Council have demonstrated a consistent pattern dominated by an ageing workforce. The largest proportion of the population consistently falls within the 50 to 59 age group, increasing from 25% in 2019–20 to 27% in both 2020–21 and 2021–22, and remaining stable through to 2023–24. This trend highlights a significant segment of experienced, late-career workers. The 40 to 49 age group also remains stable at around 21–24%, supporting the

dominance of older age brackets. The 30 to 39 age group fluctuated modestly, from 18% in 2019–20 to 22% in 2021–22, then slightly declined to 20% in 2023–24, indicating a steady presence of mid-career workers. In contrast, younger age groups are underrepresented, with the under-21 category remaining low at 3–4%, and the 21 to 29 group declining from 16% to 11% over the five-year period. The population aged over 60 has gradually increased from 15% to 19%, reinforcing the region’s ageing demographic. These patterns suggest that Isaac Regional Council is experiencing a maturing population with a potential future challenge in workforce renewal and youth engagement.

Employee Location Distribution Across the Region

Over the five-year period from 1 April 2019 to 31 March 2024, the workforce distribution across various locations within the Isaac Regional Council has remained relatively stable, with Moranbah consistently employing the highest number of staff. Moranbah’s workforce slightly fluctuated, ranging from 167 in 2021–22 to a high of 180 in both 2019–20 and 2022–23, and reaching 177 in 2023–24, indicating its role as the administrative and operational hub of the region. Clermont consistently held the second-highest number of employees, with staffing levels hovering between 78 and 83 throughout the period, reflecting its importance within the council’s service delivery. Nebo and Dysart showed moderate workforce numbers, with Nebo maintaining between 37 and 39 staff, and Dysart experiencing a gradual decline from 38 in 2019–20 to 34 in 2023–24. Middlemount remained steady with 21 to 24 employees, while Glenden saw a slight decline from 16 to 11 before increasing again to 14. St Lawrence demonstrated gradual growth, increasing from 29 to 33 employees over the five years. Carmila consistently maintained the smallest workforce, with only 2 employees annually. Overall, while minor fluctuations occurred, the data indicates a stable workforce distribution aligned with the functional and geographic needs of each community within the Isaac region.

Employee Tenure Trends Over Five Years

Over the five-year period from 1 April 2019 to 31 March 2024, the Isaac Regional Council's workforce tenure data reveals a strong presence of relatively new employees, with those having less than 5 years of service consistently forming the majority. Although this group declined from 248 in 2019–20 to a low of 208 in 2021–22, it gradually increased to 219 in 2023–24, indicating ongoing recruitment and workforce renewal. Staff with 5 to less than 10 years of service remained steady, fluctuating between 79 and 99, suggesting a stable

mid-term retention rate. The number of employees with longer tenures—10 to less than 15 years and beyond—showed minor variations, with a slight rise in the 15 to 20-year group, increasing from 15 to 25 over the five years, reflecting a growing core of experienced staff. Employees with more than 20 years of service remained consistently low, indicating limited long-term retention or an ageing cohort nearing retirement. Overall, the data suggests a balanced workforce with a healthy influx of new employees and a stable base of experienced staff contributing to organizational continuity.

Employee Turnover Rates Over Five Years

Over the five-year period from 1 April 2019 to 31 March 2024, the employee turnover rate within Isaac Regional Council has shown a fluctuating trend, indicating varying levels of workforce movement and retention challenges. The turnover rate began at 19.21% in 2019–20 and rose to 20% the following year. A notable increase occurred in 2021–22, reaching a peak of 23.62%, followed by a slight decrease to 22.64% in 2022–23. The highest turnover rate during this period was observed in 2023–24, at 25.76%, which may suggest factors such as increased job mobility, retirements, or changing workforce expectations. However, a positive sign is the decline in 2024–25 to 21.95%, indicating potential improvements in retention strategies or stabilisation of the workforce. Despite the fluctuations, the consistently high turnover rates suggest an ongoing need for focused efforts on employee engagement, satisfaction, and long-term retention planning.

2.3 Theoretical Domain and Conceptual Framework

The focus of this research is grounded in two key theories: Job Characteristics Theory and Community Place Integration Theory.

Job Characteristics Theory (JCT), developed by Hackman and Oldham, suggests that employees experience higher job satisfaction and motivation when their roles contain five core job dimensions: skill variety, task identity, task significance, autonomy, and feedback (Demirkol & Nalla, 2018; Kannan, 2022; Zampetakis, 2023). These elements create meaningful work and intrinsic motivation, thus influencing retention and satisfaction. For example, when employees feel their work is significant, and they have the autonomy to make decisions, they are more likely to remain committed to their roles (Thompson & Prottas, 2006).

Community Place Integration Theory, on the other hand, highlights the impact of social and community connections on job satisfaction and retention. This theory posits that when employees feel aligned with their organization's values and integrated into their local community, their sense of belonging increases, enhancing their commitment to the organization (Calvard, 2015; Inalhan & Finch, 2004; McCunn & Gifford, 2014). Factors like access to community services, engagement in local activities, and proximity to family and social networks all contribute to an employee's decision to remain in their role (Terry & Townley, 2019; Townley et al., 2009; Voydanoff, 2014).

2.4 Job Attraction, Retention, And Satisfaction

In this context, **job attraction**, **retention**, and **satisfaction** are deeply influenced by both the work environment and the employee's connection to the community. Job attraction can be impacted by the intrinsic rewards of work, such as autonomy and meaningful tasks (Schlechter et al., 2014; Wong et al., 2017). Meanwhile, retention is more likely when employees feel a strong connection to the organizational culture and the community in which they work (Almerri, 2023; Inabinett & Ballaro, 2014). Job satisfaction is closely related to both these elements, as well as to factors such as work-life balance, career development opportunities, and recognition (Aruldoss et al., 2022; Manoharan & Ashtikar, 2022).

3. METHODOLOGY

The structured online survey was disseminated to employees of the Isaac Regional Council via a link from 20th February to 26th March. A total of 61 employees responded to the survey, out of which 54 provided complete and valid responses, as the remaining participants did not complete the questionnaire. The survey included a 5-point Likert scale to assess the following key areas:

- **Job Characteristics:** Respondents rated their perceptions of autonomy, responsibility, and opportunities for growth in their roles.
- **Community Place Integration:** This section assessed how connected participants feel to their community and the Isaac Regional Council.
- **Job Satisfaction:** Participants evaluated their overall job satisfaction, including factors such as work-life balance, feedback, and support.
- **Job Retention:** The survey examined factors that influence respondents' intentions to remain in their current roles at the Council.

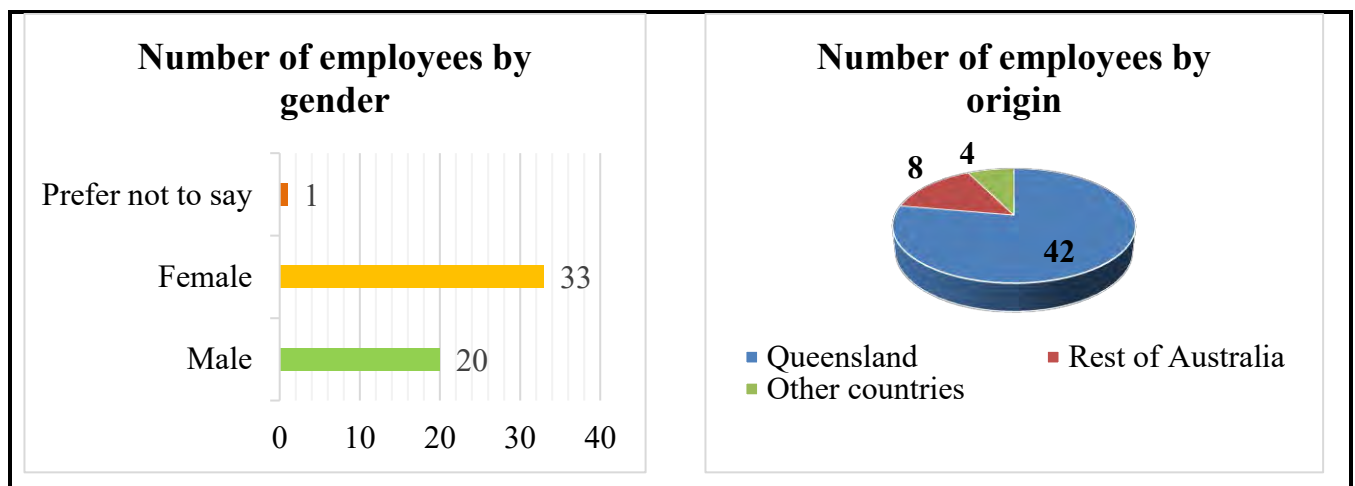
This study contributes valuable insights into the dynamics of employee retention, satisfaction, and community integration within the Isaac Regional Council. By focusing on job characteristics, community integration, job satisfaction, and retention, the survey provides a detailed understanding of the factors influencing employee engagement. The results guide the development of strategies to improve employee retention and satisfaction, aligning with the Council's broader community development and workforce management goals. Additionally, the study contributes to the academic literature on employee motivation and organizational behaviour in regional settings.

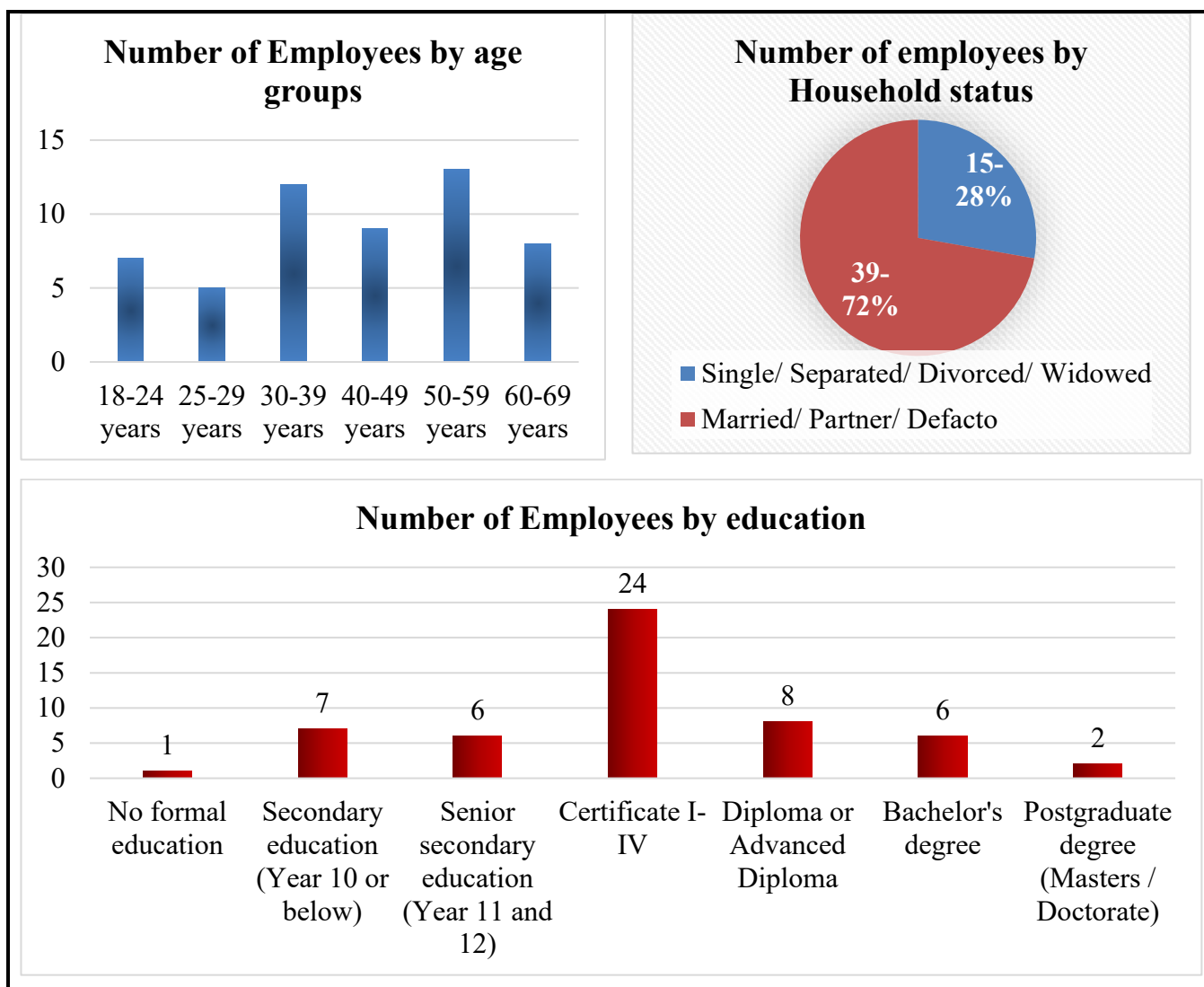
4. SURVEY FINDINGS

4.1 Socio-demographic Factors

Socio-demographic factors such as age, education, gender, origin, and household status can significantly influence job retention and satisfaction by shaping employees' expectations, workplace adaptability, and career growth opportunities. Understanding these factors helps organizations develop targeted strategies to improve employee engagement, reduce turnover, and enhance overall job satisfaction. The socio-demographic characteristics of the 54 respondents, identified through the survey, are presented in Figure 1.

Figure 1: Socio-demographic factors of the respondents





Gender

The bar chart illustrates the number of employees at Isaac Regional Council based on gender categories. It shows that the majority of employees are female, accounting for 33 individuals. Male employees make up a smaller proportion, with 20 individuals. Additionally, one employee chose not to disclose their gender. The data suggests a higher representation of female employees in the council's workforce compared to males.

Age Group

The age distribution of employees at Isaac Regional Council shows a diverse workforce across different age groups. The largest group falls within the 50-59 years category, with 13 employees, followed closely by the 30-39 years group with 12 employees. The 60-69 years

and 18-24 years age groups have 8 and 7 employees, respectively, while the 40-49 years group includes 9 employees. The smallest representation is in the 25-29 years category, with only 5 employees. This distribution indicates that the workforce is relatively balanced, with a strong presence of mid-career and experienced employees, while younger employees (18-29 years) have comparatively lower representation.

Origin

The origin data of employees at Isaac Regional Council indicates that the vast majority (42 employees) are from Queensland, suggesting a strong local workforce presence. A smaller portion (8 employees) come from other parts of Australia, while 4 employees are from other countries, highlighting some level of international representation. This distribution suggests that the council primarily employs local individuals, which may contribute to community engagement and regional workforce stability. However, the relatively low number of employees from outside Queensland and overseas indicates limited workforce mobility or recruitment from broader talent pools.

Household status

The household status data of employees at Isaac Regional Council indicates that the majority (39 employees- 72%) are married, in a partnership, or in a de facto relationship, while 15 employees (28%) are single, separated, divorced, or widowed. This suggests that a significant portion of the workforce has family commitments, which may influence work-life balance considerations, workplace policies, and support systems. The lower number of single employees could also reflect the demographic characteristics of the region or the nature of employment at the council.

Education

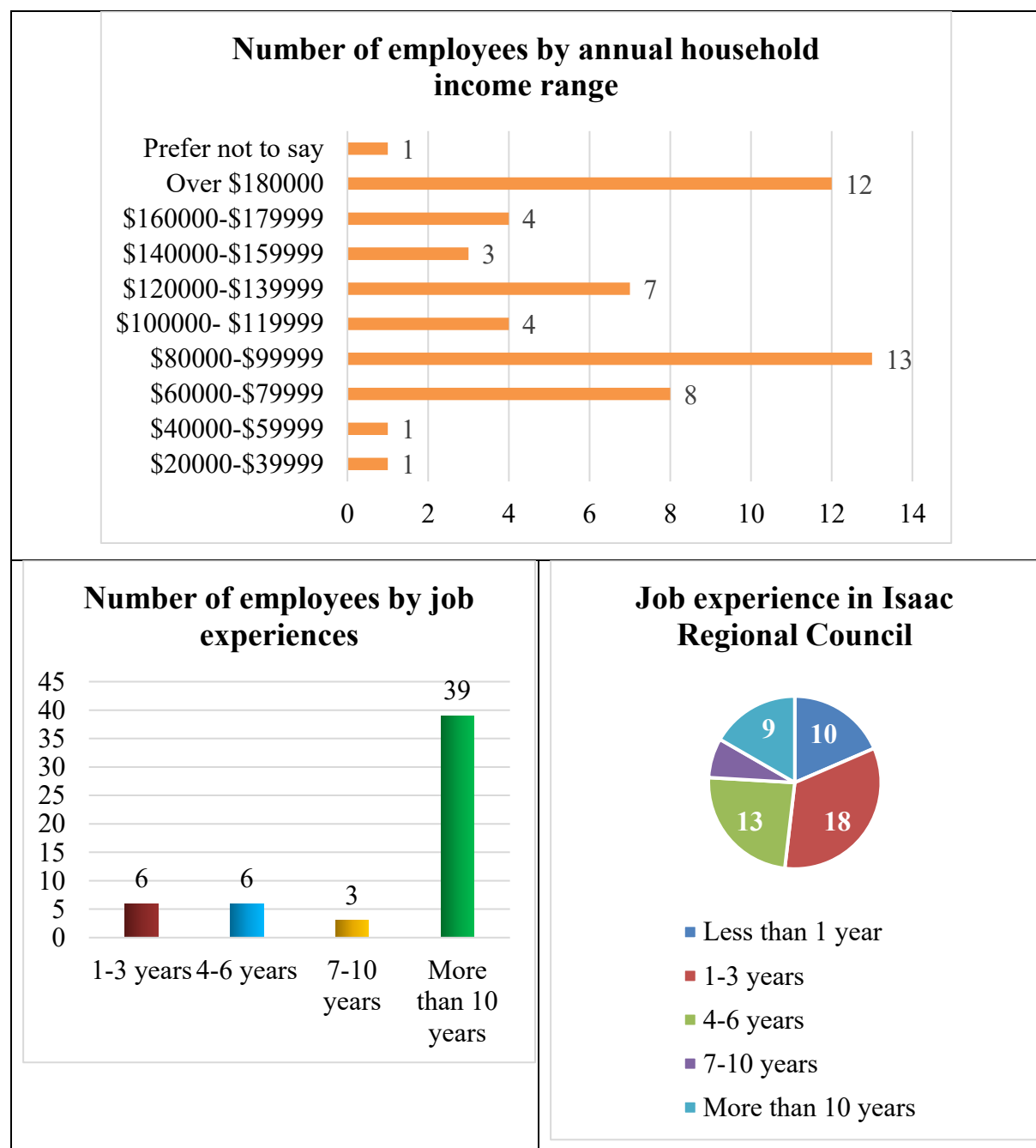
The education level of employees at Isaac Regional Council highlights a workforce with diverse qualifications. The majority of employees (24) hold a Certificate I-IV, indicating a strong presence of vocational education. Diploma or Advanced Diploma holders make up the second-largest group with 8 employees, followed by Senior Secondary (6) and Bachelor's degree (6) holders. Secondary education (Year 10 or below) is the highest qualification for 7 employees, while 2 employees have completed a postgraduate degree (Master's or Doctorate). Only one employee has no formal education. This distribution suggests a

workforce primarily skilled through vocational training, with fewer employees holding higher academic qualifications.

4.2 Economic factors

Economic factors play a crucial role in job retention by influencing both employer and employee decisions. Factors such as wages, job stability, inflation, and economic growth directly affect employees' financial security and career choices. Figure 2 presents the income level, total job experience, and job experience (years) in IRC.

Figure 2: Economic factors of the respondents



Annual Household income

The annual household income distribution of employees at Isaac Regional Council shows significant variation across different income groups. The highest proportion of employees falls within the \$80,000-\$99,999 range (13 employees), followed by those earning over \$180,000 (12 employees). The \$60,000-\$79,999 bracket also has a notable representation with 8 employees, while 7 employees fall within the \$120,000-\$139,999 range. Lower income categories (\$20,000-\$59,999) have minimal representation, with only one employee each in the \$20,000-\$39,999 and \$40,000-\$59,999 brackets. A small number of employees (1 employee) preferred not to disclose their income. The data suggests that most employees belong to middle to high-income households, with relatively few in the lower-income ranges.

Job experience

The job experience data of employees at Isaac Regional Council indicates a workforce with a strong presence of long-term work experiences. The majority (39 employees) have more than 10 years of job experience, suggesting an experienced workforce. In contrast, 6 employees each have 1-3 years and 4-6 years of experience, while only 3 employees fall within the 7-10 years category. This distribution highlights a potential gap in mid-career employees, with a relatively small number of newer hires. The high number of experienced employees may contribute to institutional knowledge retention but could also indicate future workforce transition challenges as experienced staff approach retirement.

Job experience in Isaac Regional Council

The job experience data within Isaac Regional Council reveals a workforce with a mix of both newer and long-term employees. The highest proportion (18 employees) have been with the council for 1-3 years, indicating a relatively recent influx of staff. 13 employees have worked for 4-6 years, while 10 employees have been with the council for less than a year, highlighting ongoing recruitment. In contrast, only 4 employees have served 7-10 years, and 9 employees have been with the council for more than 10 years. This distribution suggests a dynamic workforce with a balance of fresh talent and experienced staff, though the lower number of mid-career employees (7-10 years) could indicate challenges in long-term retention.

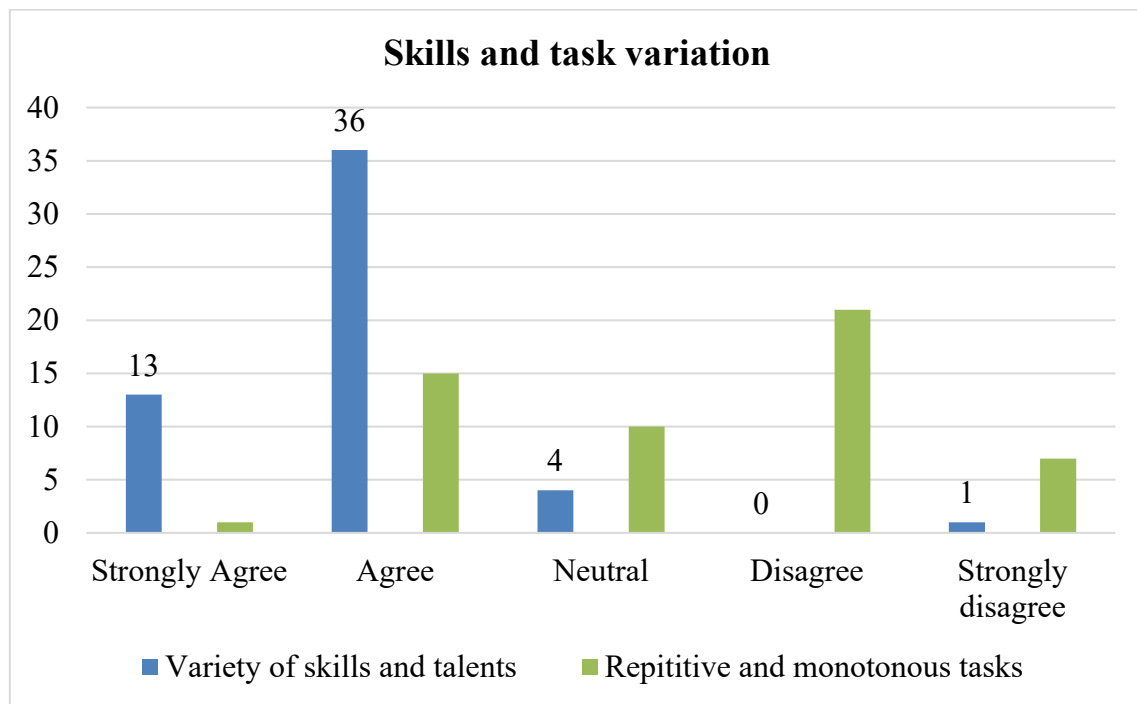
4.3 Employees Responses to Job Characteristics

Job characteristics play a crucial role in influencing employee satisfaction, motivation, and overall performance. Key elements such as skills and task variation, feedback, contribution and responsibility, and employee autonomy and task control significantly impact how employees perceive their roles and interact with their work environment. When employees are exposed to varied tasks that challenge their skills, receive constructive feedback, and are given the responsibility to contribute meaningfully to the organization's goals, they tend to feel more engaged and committed. Additionally, the ability to exercise autonomy and control over their tasks fosters a sense of ownership and accountability, further enhancing job satisfaction. Together, these characteristics form the foundation for a motivating and rewarding work experience, leading to higher productivity, greater job retention, and an overall positive workplace culture.

Skills and task variation

The bar chart titled "Skills and task variation" presents a comparison between perceptions of job variety using two different colours. The blue bars represent responses related to the variety of skills and talents, while the green bars indicate opinions about repetitive and monotonous tasks. The data reveals that a significant majority (36 respondents) agree that their work involves a variety of skills and talents, with 13 strongly agreeing (both shown in blue). In contrast, only a negligible number strongly agree that their work is repetitive (shown in green). Additionally, 20 respondents disagree that their tasks are repetitive, while 15 remain neutral. The predominance of blue bars over green ones suggests that most individuals perceive their work as diverse and skill-enriching rather than monotonous. Figure 3 illustrates respondents' opinions on skill and task variation factors, including (1) the diversity of skills and talents and (2) the repetition and monotony of tasks.

Figure 3: Skills and task variation



Feedback

The survey results from employees of Isaac Regional Council provide key insights into the role of feedback and recognition in job performance (Table 1). For the statement "I regularly receive constructive feedback about my performance," responses indicate a varied experience, with 8 employees (14.5%) strongly agreeing and 20 (36.4%) agreeing. However, 17 employees (30.9%) remain neutral, while 8 (14.5%) disagree and 1 (1.8%) strongly disagrees, suggesting that structured feedback may not be consistently provided. In contrast, the statement "Feedback from my supervisor helps me improve my job performance" received stronger positive responses, with 16 employees (29.1%) strongly agreeing and 31 (56.4%) agreeing, indicating that when feedback is given, it is largely perceived as beneficial. Only a small percentage of employees (5.4%) found the feedback ineffective, highlighting the need for more regular and structured feedback mechanisms.

Additionally, employees were asked whether "The work I do is valued within my team or organization," with 14 employees (25.5%) strongly agreeing and 30 (54.5%) agreeing. This suggests that a majority of employees feel recognized for their contributions. However, 7 employees (12.7%) remain neutral, while 2 (3.6%) disagree and 1 (1.8%) strongly disagrees, indicating that a small portion of employees may feel undervalued. When combined with the

feedback-related findings, the results suggest that while employees generally feel that their contributions are appreciated and that feedback is useful, there are opportunities to improve the consistency of feedback and recognition to enhance employee engagement and motivation further.

Table 1: Responses to statements a) I regularly receive constructive feedback about my performance and b) Feedback from my supervisor helps me improve my job performance

Statement (a)		Statement (b)		Statement (c)	
Regular Evaluation Through Constructive Feedback	Number of Employees	Impact of Supervisor Feedback on Job Performance	Number of Employees	Perceived Value of Work Within the Team or Organization	Number of Employees
Strongly Agree	8	Strongly Agree	16	Strongly Agree	14
Agree	20	Agree	31	Agree	30
Neutral	17	Neutral	4	Neutral	7
Disagree	8	Disagree	2	Disagree	2
Strongly disagree	1	Strongly disagree	1	Strongly disagree	1

Contribution and responsibility

Employee contribution and responsibility are essential elements that shape an individual's sense of ownership and accountability within the organization, driving motivation, fostering a proactive work culture, and encouraging personal investment in the success of the team and the organization as a whole. The responses were considered to assess their perspectives on three key aspects of their work (Table 2). The survey used a 5-point Likert scale and received 54 complete responses. The three statements evaluated were: (1) "I have a clear understanding of how my work contributes to the organization," (2) "I am involved in tasks that require end-to-end responsibility," and (3) "My job makes a positive difference to others (e.g., customers, community, organizations)." The responses indicate that most employees have a strong understanding of their role within the organization, with 16 respondents strongly agreeing and 30 agreeing with the first statement. However, 6 remained neutral,

while only 2 disagreed, highlighting that while organizational clarity is high, a small portion of employees may benefit from further role clarification.

For the second statement on end-to-end responsibility, 19 employees strongly agreed, and 24 agreed, reflecting that a majority feel accountable for complete tasks. However, 7 respondents disagreed, and 1 strongly disagreed, indicating that some employees might not have full ownership of their tasks or perceive gaps in their responsibilities. Additionally, 3 respondents remained neutral, suggesting that not all employees consistently experience end-to-end responsibility in their roles. These findings suggest that while most employees feel a sense of accountability, there may be opportunities to enhance task ownership further. Regarding the third statement on making a positive difference, responses were overwhelmingly positive, with 18 employees strongly agreeing and 26 agreeing. While no respondents disagreed, 1 strongly disagreed, and 9 remained neutral, indicating that while most employees recognize the impact of their work, some may not directly see or feel their contributions. These results highlight a strong sense of purpose among Isaac Regional Council employees while also suggesting areas for improvement in reinforcing task ownership and organizational impact.

Table 2: Responses to statements a) I have a clear understanding of how my work contributes to the organization, b) I am involved in tasks that require end-to-end responsibility, and c) My job makes a positive difference to others (e.g., customers, community, organizations).

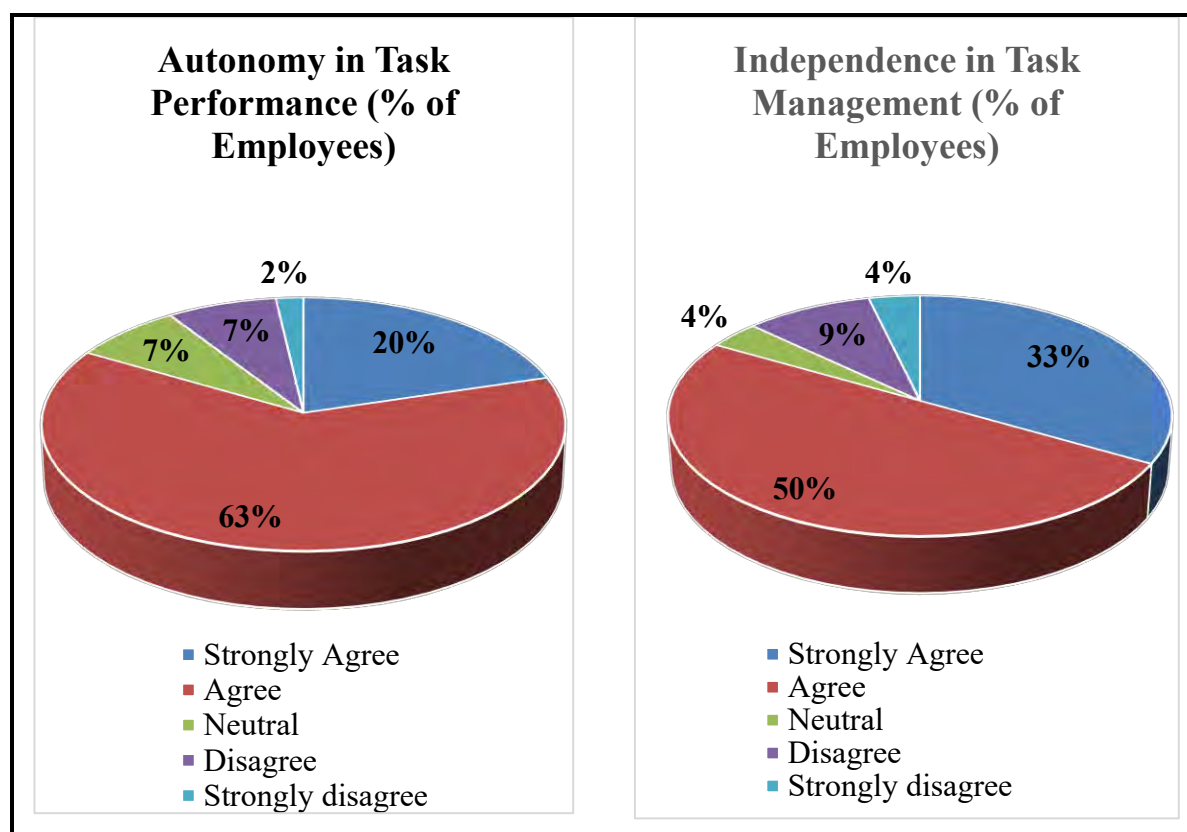
Clarity on Work Contribution to Organizational Goals	Number of Employees	Involvement in End-to-End Responsibility Tasks	Number of Employees	Making a Positive Difference Through Work	Number of Employees
Strongly Agree	16	Strongly Agree	19	Strongly Agree	18
Agree	30	Agree	24	Agree	26
Neutral	6	Neutral	3	Neutral	9
Disagree	1	Disagree	7	Disagree	0
Strongly disagree	1	Strongly disagree	1	Strongly disagree	1

Employee Autonomy and Task Control in the Workplace

Employee autonomy and task control in the workplace are critical factors that influence job satisfaction and motivation, as they empower individuals to take ownership of their roles, make decisions, and manage their work processes in a way that aligns with their strengths and preferences. When employees have the freedom to exercise discretion over how they complete their tasks, it fosters a sense of responsibility, creativity, and accountability, ultimately enhancing their engagement and performance. The results illustrate employee perceptions of autonomy in task performance through two pie charts, based on a five-point Likert scale, assessing two key statements: **"I have control over how I perform my work tasks."** and **"I can decide the order in which I complete tasks without supervision."**

Figure 4 shows the results assessing these two key statements. The findings indicate a strong sense of autonomy among employees, with the majority expressing confidence in their ability to manage their work independently.

Figure 4: Responses to statements a) I have control over how I perform my work tasks, b) I can decide the order in which I complete tasks without supervision



For the first statement, **"I have control over how I perform my work tasks,"** a significant 63% (34 employees) agree, while another 20% (11 employees) strongly agree, showing that most employees feel empowered in their approach to work. Only 9% (5 employees in total, with 4 disagreeing and 1 strongly disagreeing) feel they lack control over their tasks, while 7% (4 employees) remain neutral. The high percentage of agreement (83% combined) suggests that employees generally experience flexibility in deciding how to perform their tasks.

For the second statement, **"I can decide the order in which I complete tasks without supervision,"** an even stronger sense of independence is observed. A notable 33% (18 employees) strongly agree, and 50% (27 employees) agree, meaning a total of 83% (45 employees) feel independent in structuring their workflow. In contrast, only 13% (7 employees in total, with 5 disagreeing and 2 strongly disagreeing) feel constrained in their ability to decide task order, while 4% (2 employees) remain neutral.

Overall, these findings suggest that employees perceive a high level of autonomy and trust within their organization. The low percentage of disagreement indicates that only a small portion of employees may experience limitations in task flexibility. Organizations can further support autonomy by addressing concerns of those who feel restricted and reinforcing a culture that promotes independence in task management. A workplace that fosters autonomy often leads to higher job satisfaction, engagement, and productivity.

4.4 Employees Responses to Community Place Integration

Community place integration significantly impacts their engagement, motivation, and overall job satisfaction. A strong sense of belonging and inclusion within the organization fosters an environment where employees feel valued and supported. Alignment between personal values and organizational goals enhances motivation and commitment, while recognition of contributions reinforces employees' sense of purpose. Additionally, employee integration and community engagement play a pivotal role in fostering a positive workplace culture, as employees who feel connected to their colleagues and the community are more likely to stay motivated and engaged. Professional growth and support are also vital components, as opportunities for development empower employees to advance in their careers while contributing to the organization's long-term success. Together, these elements

of community place integration enhance both individual and organizational well-being, leading to improved retention and overall performance.

Workplace Culture and Employee Experience

Workplace culture and employee experience are fundamental elements that influence employee engagement, satisfaction, and retention, contributing significantly to the overall success and sustainability of an organization. Table 3 presents survey results on two key aspects of workplace experience: Sense of Belonging and Inclusion and Alignment, Motivation, and Recognition. The responses are categorized under different sub-themes, with percentages reflecting the distribution of agreement levels among employees.

Sense of Belonging and Inclusion

The responses indicate that most employees feel a strong sense of belonging, inclusion, and connectivity within their workplace. A majority (56%) agree that they experience a sense of belonging, while 19% strongly agree. Similarly, 52% agree and 15% strongly agree that they feel included, while 48% agree and 17% strongly agree that they experience connectivity within the organization. However, a small percentage of employees expressed disagreement, with 11% feeling excluded and 7% disagreeing with the statement on connectivity. These results suggest that while most employees feel connected and included, there is room for improvement in ensuring inclusivity for all.

Alignment, Motivation, and Recognition

This section assesses whether employees' personal values align with organizational goals, whether they feel inspired by the company's mission, and whether they feel valued in the workplace (Table 3). A majority (59%) agree that their personal values align with organizational goals, while 15% strongly agree. However, only 43% agree and 9% strongly agree that the organization's mission inspires them, indicating that motivation levels could be enhanced. Regarding recognition, 63% agree and 11% strongly agree that they feel valued as employees, showing a generally positive perception of recognition in the workplace. However, 6% strongly disagree with the statements on mission inspiration and recognition, highlighting areas where improvements in motivation and acknowledgment efforts may be needed.

Table 3: Workplace Culture and Employee experiences

Sense of Belonging and Inclusion						
	Sense of belonging	%	Inclusion	%	Connectivity	%
Strongly Agree	10	19%	8	15%	9	17%
Agree	30	56%	28	52%	26	48%
Neutral	12	22%	11	20%	11	20%
Disagree	1	2%	6	11%	4	7%
Strongly disagree	1	2%	1	2%	4	7%
Alignment, Motivation, and Recognition						
	Alignment of Personal Values and Organizational Goals	%	Inspiration from Organizational Mission	%	Employee Value and Recognition	%
Strongly Agree	8	15%	5	9%	6	11%
Agree	32	59%	23	43%	34	63%
Neutral	12	22%	21	39%	10	19%
Disagree	1	2%	2	4%	1	2%
Strongly disagree	1	2%	3	6%	3	6%

Overall, the data suggests that while most employees experience a sense of belonging, alignment with organizational goals, and recognition, there are opportunities to strengthen inclusivity, motivation, and appreciation efforts within the organization.

Workplace Integration and Development

The key aspects of workplace experience, including Employee Integration and Community Engagement, as well as Professional Growth and Support, play a vital role in

shaping employee satisfaction, motivation, and overall retention within an organization. Table 4 presents survey responses on two key aspects of workplace experience: **Employee Integration and Community Engagement** and **Professional Growth and Support**. The data highlights employee perceptions regarding their integration within the organization, engagement with the community, access to professional development resources, and the availability of mentorship or peer support.

Employee Integration and Community Engagement

The responses indicate a mixed perception of employee integration within the organization and engagement in the broader community. While 30% of employees agree that they feel integrated into their workplace, only 11% strongly agree, suggesting that while many feel included, there is still room for improvement. Similarly, 33% agree and 9% strongly agree that they are engaged with the community, but a significant portion (30%) remains neutral, indicating uncertainty or a lack of strong connection. A notable concern is the percentage of employees who feel disengaged—24% disagree with the statement on employee integration, and 20% disagree with community engagement. Additionally, 7% strongly disagree with both, highlighting potential gaps in fostering a more inclusive and community-oriented work environment.

Professional Growth and Support

The responses in this section suggest that employees generally feel supported in their professional growth, but with some areas for improvement (Table 4). Nearly half (46%) agree and 17% strongly agree that their organization provides adequate resources for their professional development. However, 30% remain neutral, indicating that some employees may not be fully aware of or satisfied with the available resources.

Mentorship and peer support appear to be a stronger aspect of professional growth, with 61% agreeing and 13% strongly agreeing that they have access to such support in their workplace. This suggests that the organization has effective mentoring structures in place. However, 7% disagree and 4% strongly disagree, indicating that mentorship opportunities may not be equally accessible to all employees.

Table 4: Workplace Integration and Development

	Employee Integration and Community Engagement		Professional Growth and Support	
	Employee Integration (%)	Community Engagement (%)	Adequate resources for Professional Growth (%)	Workplace Mentorship and Peer Support (%)
Strongly Agree	11%	9%	17%	13%
Agree	30%	33%	46%	61%
Neutral	28%	30%	30%	15%
Disagree	24%	20%	6%	7%
Strongly disagree	7%	7%	2%	4%

The data suggests that while many employees feel integrated into their workplace and supported in their professional growth, there are notable areas that require attention. Employee integration and community engagement show relatively lower strong agreement levels, with significant percentages of neutral and disagreeing responses. Similarly, while professional growth resources and mentorship are positively received by most employees, there is a need to ensure that all employees have equal access to development opportunities. Addressing these gaps could lead to a more inclusive and growth-oriented work environment.

4.5 Employees Responses to Job Satisfaction

Job satisfaction is a critical indicator of employee well-being, motivation, and performance, influencing retention rates and organizational success. By analysing these responses, organizations can identify areas for improvement to enhance employee engagement and reduce turnover. Figure 5 illustrates employee responses to job satisfaction, segmented into four key aspects: organizational pride, job fulfillment, motivation due to community commitment, and the influence of community efforts on job satisfaction. It highlights the importance of understanding factors that contribute to their overall work experience.

Figure 5: Employees responses to job satisfaction



Each segment is color-coded to represent these categories, with responses ranging from strongly agree to strongly disagree. A significant portion of employees express agreement or strong agreement across all categories, particularly in feeling proud to be part of the organization and recognizing the positive influence of community efforts on job satisfaction. However, there are notable neutral and disagree responses, especially regarding job fulfillment and motivation linked to community commitment, suggesting that while many

employees feel satisfied, some perceive gaps in alignment between their role and the organization's broader initiatives. Addressing these areas could enhance overall employee engagement and satisfaction.

The results are categorized into two main themes: Employee Satisfaction and Commitment, which includes (a) Pride in Organization and Community and (b) Job Fulfillment and Satisfaction; and Community Influence on Motivation, which covers (a) Motivation Through Community Commitment and (b) Impact of Community Efforts on Job Satisfaction. This breakdown provides a clearer understanding of how employees perceive their connection to the organization, their level of fulfillment, and the role of community engagement in shaping their motivation and job satisfaction.

Employee satisfaction and commitment

Employee satisfaction and commitment are critical factors that influence an organization's success and longevity. When employees are satisfied with their work environment, job roles, and relationships within the organization, they are more likely to remain committed, exhibit higher levels of performance, and contribute to the overall goals of the company. Satisfaction arises from various elements, such as job characteristics, work-life balance, recognition, and growth opportunities, while commitment is fostered through a strong sense of belonging, alignment with organizational values, and meaningful work. Together, employee satisfaction and commitment not only enhance individual well-being but also strengthen organizational culture, reduce turnover, and drive long-term success. Table 5 presents employee responses regarding their **Pride in Organization and Community** and **Job Fulfillment and Satisfaction**, measured across five levels: Strongly Agree, Agree, Neutral, Disagree, and Strongly Disagree (Table 5).

A majority of employees express a strong sense of pride in their organization and community, with 54% agreeing and 28% strongly agreeing with this statement. This indicates that most employees feel a strong connection and positive affiliation with their workplace and the community it serves. However, a small percentage (4% in total) disagreed or strongly disagreed, suggesting that some employees may not feel the same level of pride or connection.

Regarding Job Fulfillment and Satisfaction, 52% of employees agreed, and 22% strongly agreed, indicating that a significant portion of employees feel fulfilled in their roles.

However, 17% remained neutral, and 9% (7% disagreed, 2% strongly disagreed) expressed dissatisfaction, suggesting that while many employees are content, there is room for improvement in addressing concerns related to job satisfaction.

Table 5: Employee satisfaction and commitment

Level of Responses	Pride in Organization and Community	%	Job Fulfillment and Satisfaction	%
Strongly Agree	15	28%	12	22%
Agree	29	54%	28	52%
Neutral	8	15%	9	17%
Disagree	1	2%	4	7%
Strongly disagree	1	2%	1	2%

Overall, the responses indicate a generally positive outlook among employees regarding their pride in the organization and job satisfaction. However, the presence of neutral and negative responses highlights areas where the organization could focus on improving employee engagement, role satisfaction, and professional fulfillment.

Community Influence on Motivation

Community influence plays a significant role in shaping an employee's motivation by fostering a sense of belonging and social connection. When employees feel connected to their community, whether within the workplace or the broader local area, it can increase their sense of purpose and commitment to their roles. Additionally, community engagement often provides employees with external support networks, which can enhance motivation, encourage professional growth, and create a more fulfilling work environment. Table 6 presents employee responses regarding **Motivation Through Community Commitment** and the **Impact of Community Efforts on Job Satisfaction**, categorized across five response levels: Strongly Agree, Agree, Neutral, Disagree, and Strongly Disagree.

For Motivation Through Community Commitment, a majority of employees (39% Agree, 20% Strongly Agree) feel that their organization's commitment to community engagement positively influences their motivation to stay in their roles. However, 20% remained neutral, indicating that a segment of employees may not feel strongly impacted by this factor. Additionally, 21% (17% Disagree, 4% Strongly Disagree) do not perceive community

commitment as a key motivator, suggesting that while many employees find value in this aspect, some may require other forms of motivation beyond community engagement.

Regarding the Impact of Community Efforts on Job Satisfaction, 33% Agreed and 19% Strongly Agreed, demonstrating that over half of the employees acknowledge a positive correlation between the organization's community focus and their job satisfaction. However, a relatively high 31% of employees remained Neutral, suggesting that while community engagement is beneficial, it may not be a primary factor influencing their job satisfaction. Meanwhile, 17% expressed disagreement (11% Disagree, 6% Strongly Disagree), indicating that a portion of employees do not find community-focused efforts relevant to their job satisfaction.

Table 6: Community influence on motivation

Level of Responses	Motivation Through Community Commitment	%	Impact of Community Efforts on Job Satisfaction	%
Strongly Agree	11	20%	10	19%
Agree	21	39%	18	33%
Neutral	11	20%	17	31%
Disagree	9	17%	6	11%
Strongly disagree	2	4%	3	6%

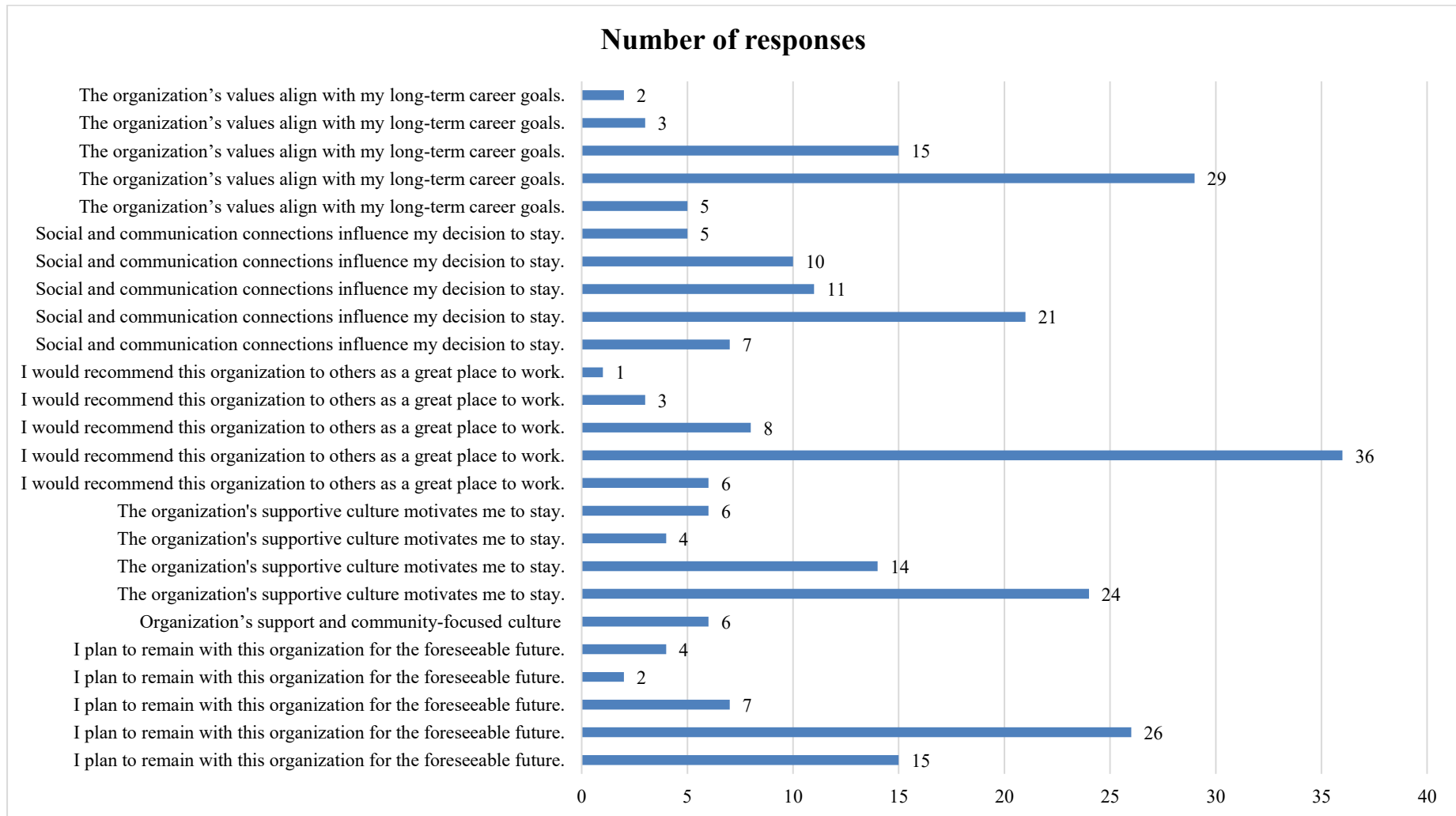
Overall, these findings highlight that while community engagement plays a significant role in motivating employees and enhancing their job satisfaction, there is a notable group of employees who either remain neutral or do not perceive a strong connection. This insight presents an opportunity for the organization to explore initiatives such as offering paid volunteer leave—an approach adopted by some organizations that provide employees with dedicated days off to participate in community service activities. This not only strengthens community impact but also boosts employee engagement and satisfaction.

4.6 Employees Responses to Job Retention

The data provides insights into employee retention factors, examining their perceptions of job stability, workplace culture, communication, and alignment with the organization's values (Figure 6). A majority of employees (41 out of 54) express a positive intent to remain with the organization, with 15 strongly agreeing and 26 agreeing. However, 7 employees remain neutral, while a small yet notable portion (6 employees) express a lack of commitment, either

disagreeing or strongly disagreeing. This suggests a largely satisfied workforce but highlights a small group that may be at risk of turnover.

Figure 6: Employees responses to job retention



Organizational Support and Culture

The organization's culture appears to be a motivating factor, but the responses are mixed. While 30 employees (6 strongly agree, 24 agree) feel supported by the culture, 14 remain neutral. Additionally, 10 employees (4 disagree, 6 strongly disagree) do not feel the organization's culture is a compelling reason to stay. This suggests that while most employees appreciate the supportive environment, there is room for improvement in ensuring inclusivity and engagement.

Recommendation as a Workplace

A significant portion of employees would recommend the organization as a great workplace. With 42 employees (6 strongly agree, 36 agree) supporting this notion, it indicates strong employer branding. However, 8 employees remain neutral, and 4 employees (3 disagree, 1 strongly disagree) would not recommend the organization. While overall sentiment is positive, addressing concerns from the dissenting group could further improve advocacy.

Social and Communication Influences

Social and communication factors appear to play a moderate role in retention. While 28 employees (7 strongly agree, 21 agree) find these aspects influential, a notable 11 remain neutral, and 15 employees (10 disagree, 5 strongly disagree) do not see communication and social connections as retention drivers. This suggests a need to enhance workplace relationships and communication strategies to better engage all employees.

Alignment with Career Goals

The organization's values align with the long-term career goals of a majority (34 employees), with 5 strongly agreeing and 29 agreeing. However, 15 employees remain uncertain, and 5 (3 disagree, 2 strongly disagree) feel that their career goals do not align with the organization's direction. This indicates a generally positive outlook but suggests that the organization could improve career development opportunities to better align with employees' aspirations. While overall employee retention sentiment is positive, there are clear opportunities to strengthen workplace culture, improve communication, and better align career development with employee aspirations. Implementing targeted strategies—such as

communication training for leaders and establishing a dedicated talent management framework—can address disengagement concerns and support long-term retention.

Comparison and Insights on Job Retention Factors

The comparison and analysis of job retention factors provide valuable insights into the key drivers of employee loyalty and long-term commitment within an organization. By understanding these factors, organizations can develop targeted strategies to improve employee satisfaction, reduce turnover, and create a more stable and engaged workforce. Table 7 highlights different aspects of job retention, showing varying levels of agreement across different factors. Below is a comparative analysis of each factor and key insights that emerge from the responses.

Table 7: Comparison and Insights on job retention factors

Retention Factor	Strongly Agree + Agree	Neutral	Disagree + Strongly Disagree
Intention to Stay	41 (76%)	7 (13%)	6 (11%)
Supportive Culture	30 (56%)	14 (26%)	10 (18%)
Recommend as Workplace	42 (78%)	8 (15%)	4 (7%)
Social & Communication Influence	28 (52%)	11 (20%)	15 (28%)
Alignment with Career Goals	34 (63%)	15 (28%)	5 (9%)

Key Comparisons and Insights

1. Strongest Retention Factors

Workplace Recommendation (78%): Employees are most likely to recommend the organization as a great place to work. This indicates strong overall satisfaction, which can contribute to positive employer branding and attract talent.

Intention to Stay (76%): A high percentage of employees express a commitment to staying, suggesting general contentment with their roles. However, the presence of 11% who disagree or strongly disagree signals a need to address underlying concerns.

2. Moderate Factors

Career Alignment (63%): While most employees feel the organization aligns with their long-term goals, 28% are uncertain. This suggests that career development opportunities could be further emphasized to ensure stronger alignment.

Supportive Culture (56%): Just over half of the employees feel that the organization's culture motivates them to stay, but a significant 26% remain neutral, and 18% express dissatisfaction. This indicates that while cultural support exists, it may not be effectively reaching or resonating with all employees.

3. Weakest Retention Factor

Social & Communication Influence (52%): This factor has the lowest positive response, with 28% of employees outright disagreeing that social connections influence their decision to stay. This suggests that improving team cohesion, communication, and engagement initiatives could be beneficial.

Key Takeaways

- ***Employer Branding is Strong:*** The high recommendation rate (78%) suggests that most employees view the company positively, which can help with recruitment and retention.

- ***Retention Risk Exists:*** While 76% plan to stay, a portion (11%) does not, and 13% are undecided. Addressing their concerns could improve long-term stability.
- ***Cultural & Social Gaps:*** The lower ratings in supportive culture (56%) and social/communication influence (52%) highlight potential engagement issues. Leadership could focus on team-building efforts, internal communication, and fostering an inclusive environment. The implementation of Gallup programs is a promising step toward supporting these efforts and reinforcing a positive, connected workplace culture.
- ***Career Growth Matters:*** The 28% neutral responses in career alignment suggest that while values are generally aligned, more transparent career development opportunities could help improve employee retention. The introduction of an Onboarding & Pathways Officer can be a positive first step toward addressing this, by helping employees better understand growth opportunities and navigate their career paths within the organization.

Recommendations for Improvement

- ***Enhance Communication & Social Engagement:*** Introduce mentorship programs, team-building activities, and open communication forums to strengthen workplace relationships.
- ***Invest in Career Growth:*** Provide clearer career paths, training, and mentorship opportunities to align employee goals with organizational direction.
- ***Strengthen Supportive Culture:*** Recognize employee contributions, encourage feedback, and create initiatives that reinforce a positive work environment.

By addressing these areas, the organization can further improve retention, engagement, and overall job satisfaction.

5. RECOMMENDATIONS

Based on the insights gathered from the interview and survey responses, several key recommendations can be made to enhance employee satisfaction, retention, and community integration within the Isaac Regional Council (IRC). These recommendations are grounded in the findings related to job characteristics, work-life balance, career development, recognition, and community engagement, which emerged as significant factors influencing the

workforce's overall experience. By implementing these recommendations, IRC can not only improve employee morale and productivity but also foster a more supportive and inclusive organizational culture, contributing to long-term workforce stability and community well-being.

1. **Enhance Employee Engagement and Recognition:** Based on findings about the importance of feedback and recognition, the IRC should implement more structured recognition programs, both formal and informal, that celebrate employee achievements. This can improve employee morale and foster a sense of value and belonging within the organization.
2. **Support Work-Life Balance Initiatives:** Addressing work-life balance factors, such as the provision of flexible working hours or family-friendly services, can improve employee retention. Considering the challenges of work-life integration, IRC can explore options such as on-site childcare services or more flexible working arrangements for employees with families.
3. **Invest in Career Development and Growth Opportunities:** Providing continuous professional development opportunities and clear career advancement pathways can help IRC retain top talent. Leadership training, mentoring programs, and internal promotions should be prioritized to keep employees motivated and engaged.
4. **Strengthen Community Integration:** Strengthening employees' connection to the IRC community through team-building activities, community-based initiatives, and support for local engagement can foster a deeper sense of belonging. This can be particularly beneficial in rural or regional areas, where community ties play a crucial role in employee satisfaction.
5. **Improve Onboarding and Induction Processes:** IRC could enhance its recruitment processes by focusing on better aligning new employees' personal and professional values with the organization's culture. A clear onboarding process that communicates the organization's values, goals, and employee expectations would increase job satisfaction from the outset.

6. CONCLUSIONS AND FUTURE STUDY

This study has provided valuable insights into the key factors influencing job satisfaction, retention, and community integration within the Isaac Regional Council (IRC). The findings underscore the importance of job characteristics such as autonomy, responsibility, career

development opportunities, and the alignment of personal and organizational values. Additionally, the role of community integration and the impact of work-life balance have emerged as crucial elements in maintaining a motivated and satisfied workforce. Implementing the recommendations arising from this research can help IRC create a more supportive environment that nurtures employee well-being, leading to improved job retention and overall satisfaction.

While this study provides a foundation for understanding the dynamics of job satisfaction and retention in IRC, there are several avenues for future research that could expand upon these findings. Future studies could explore how specific interventions, such as training programs or policy changes, directly impact employee retention and performance in the region. Additionally, research could be extended to examine how other regional councils in similar contexts are managing workforce challenges, providing broader comparative insights. Further investigation into the effects of emerging technologies, such as automation or AI, on employee satisfaction and work environments could also yield valuable information for shaping future workforce strategies. Lastly, longitudinal studies could provide deeper insights into how job satisfaction and retention factors evolve over time and their long-term impact on organizational success.

Following research directions can contribute to this field more effectively:

- 1. Evaluating the Efficacy of Retention Strategies:**

Future research should aim to assess the effectiveness of targeted retention strategies within regional councils, such as career development programs, mentorship initiatives, and leadership training. Investigating the impact of these interventions on employee satisfaction and retention rates will provide empirical evidence to guide best practices for workforce management in similar organizations.

- 2. Cross-Council Comparative Analysis:**

Expanding the scope of research to include a comparative analysis between various regional councils or similar organizational entities would offer valuable insights into the generalizability of workforce management strategies. This approach could identify transferable practices that contribute to enhanced job satisfaction and retention, thereby offering broader applicability across diverse regional contexts.

- 3. Impact of Technological Advancements on Workforce Dynamics:**

As technological advancements, such as automation and artificial intelligence,

continue to shape workplace environments, future studies should examine the effects of these innovations on employee roles, organizational culture, and overall job satisfaction. Understanding the interplay between technological integration and employee well-being will be crucial for organizations in preparing a workforce that is both efficient and satisfied.

4. Longitudinal Studies on Job Satisfaction and Employee Retention:

Longitudinal research would provide valuable insights into the long-term trends affecting job satisfaction and retention within regional councils. Tracking changes over time would help identify emerging patterns, shifts in employee expectations, and the evolving nature of organizational practices, which could be used to inform strategic planning and policy development.

5. Work-Life Balance and Employee Demographics:

Although work-life balance has been recognized as a significant determinant of job satisfaction, future studies should delve deeper into understanding how different demographic groups (e.g., managerial versus operational employees) perceive and are affected by work-life balance initiatives. Investigating the differential impact of such initiatives will allow for the development of more tailored strategies to address specific employee needs.

6. Socioeconomic and Cultural Influences on Job Satisfaction:

Future research should consider the role of socioeconomic and cultural factors in shaping employee satisfaction and retention within the horticultural sector. By exploring how these external variables influence workers' connection to their roles and their organizations, researchers can contribute to a more nuanced understanding of job satisfaction, facilitating the creation of more inclusive and supportive workplace environments.

By addressing these areas in future research, a more holistic understanding of the factors contributing to workforce satisfaction and retention in regional councils could be developed.

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MEETING DETAILS

Ordinary Meeting

Wednesday 23 July 2025

AUTHOR

Donna Wilson

AUTHOR POSITION

Engaged Communities Grants Officer

9.5

MINOR COMMUNITY GRANTS SUMMARY JUNE 2025

EXECUTIVE SUMMARY

This report summarises the minor community grants approved under delegation for the period 1 June to 28 June 2025.

COMMITTEE'S RECOMMENDATION

Resolution No.: PECS1325

Moved: Cr Terry O'Neill

Seconded: Cr Alaina Earl

That the Committee recommends that Council:

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

Carried

BACKGROUND

As per Council's Community Grants Policy, as adopted on 25 August 2021, a monthly report is to be prepared for Council regarding the administrative approval of minor grants, up to the value of \$1,000 (excluding GST), under delegation to the Manager Engaged Communities. Three (3) minor grant applications (inclusive of individual, school bursaries and team development grants, Australia day grants and Glenden activation) were received and approved for the month of *June 2025* summarised.

The following table summarises the minor grant applications received for the month of June 2025:

Division	Applicant	Value	Purpose	Breakdown
3, 4, 5	Holly Matthews (Mother of Harper Matthews)	\$750.00	For Harper to represent Australia at BMX in Copenhagen Denmark.	Funds will be used towards the cost of travel and accommodation. The total cost is \$11,750.00
6	Clermont Golf Club	\$1,000.00	For the 2025 JET Pro Am golf tournament in June 2025.	Funds will be used towards the cost of prize money, PGA professionals and catering. The total cost is

				\$42,000.00
8	Isolated Children's Parents Association	\$1,000.00	For the Slouch Hat Competitors BBQ on 26 June 2025.	Funds will be used towards the cost of consumables to cater for the BBQ. The total cost is \$1,200.00

IMPLICATIONS

The table below summarises implications to Community Grants divisional budgets which were consolidated at the Ordinary meeting of Council, 29 January 2025, via resolution number #8997.

Division	Allocation	Total Actual Spend/Commitments (pending approval/ executed Funding Agreement)	Remaining Budget
1	\$42,000.00	\$36,410.00	\$5,590.00
2	\$42,000.00	\$18,171.00	\$23,829.00
3	\$42,000.00	\$37,146.00	\$4,854.00
4	\$42,000.00	\$37,146.00	\$4,854.00
5	\$42,000.00	\$37,146.00	\$4,854.00
6	\$42,000.00	\$72,067.00	-\$30,067.00
7	\$42,000.00	\$51,953.00	-\$9,953.00
8	\$42,000.00	\$63,750.00	-\$21,750.00
Plus transfer of \$20,000 in additional funds from cost centre 1134-7634, resolution #9114			\$20,000.00
Total	\$356,000.00	\$353,789.00	\$2,211.00

Additional Notes:

Further review of Community Grants financial data for FY 2024/2025 identified a minor grant of \$1,000.00 previously approved for Moranbah State School, allocated over divisions 3,4 and 5, did not proceed. This has resulted in \$1,000.00 being reallocated to divisions 3,4 and 5 increasing the final balance for FY 2024/2025 to \$2,211.00.

CONSULTATION

- Director Planning, Environment and Community Services
- Divisional Councillors
- Engaged Communities Departmental Administration Officer
- Engaged Communities Grants Officer
- Manager Engaged Communities

BASIS FOR RECOMMENDATION

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

ACTION ACCOUNTABILITY

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

KEY MESSAGES

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

Report prepared by:

DONNA WILSON
Engaged Communities Grants

Date: 24 June 2025

Report authorised by:

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

Date: 24 June 2025

ATTACHMENTS

- Nil

REFERENCE DOCUMENT

- Isaac Regional Council Community Grant Guidelines

MEETING DETAILS	Ordinary Meeting Wednesday 23 July 2025
AUTHOR	Donna Wilson
AUTHOR POSITION	Engaged Communities Grants Officer

9.6 ADDITIONAL APPROVAL - MAJOR GRANT APPLICATIONS
FY2024-2025 – MORANBAH RACE CLUB

EXECUTIVE SUMMARY

The purpose of this report is to consider approval of \$5,000 from the Major Grants Program – Round Four FY 2024/2025, in addition to \$5,000 approved from Round Two FY2024/2025 via resolution number 8999, to Moranbah Race Club for Council’s Premier Sponsorship of the Moranbah Races.

COMMITTEE’S RECOMMENDATION

Resolution No.: PECS1326	
Moved: Cr Melissa Westcott Seconded: Cr Terry O’Neill	
That the Committee recommends that Council:	
1. Approves \$5,000 (excluding GST) in addition to the \$5,000 (excluding GST) approved by Council resolution number 8999, totalling \$10,000 (excluding GST) for the Moranbah Race Club as follows:	
Project	Moranbah Race Club are hosting their annual November Races in 2025 at the Moranbah Racecourse. They are seeking Council’s support of \$10,000 for the Premier sponsorship package which includes naming rights. Total funds requested is \$10,000. Premier sponsorship includes naming rights, 24 general admission tickets for 4 designated tables, 3 catering platters, drink tickets, presentation opportunity for winning horse, Mayoral opening, flyers, radio, social media, display of promotional material, logo on photo backdrop. The total cost of the event is \$70,000. This meets co contribution requirements.
<u>Committee Recommendation</u>	

Details	<i>Approves \$5,000 (excluding GST) in addition to \$5,000 (excluding GST) approved by Council resolution number 8999, totalling \$10,000 (excluding GST)</i>
Budget Source	<i>Divisional split between 3, 4 and 5</i>
<p>2. Advises the applicant the grant constitutes sponsorship of the project and Isaac Regional Council is to be recognised in the same manner as equivalent corporate sponsors in addition to any acknowledgement requirements within the Community Grants Guidelines.</p> <p style="text-align: right;">Carried</p>	

BACKGROUND

Moranbah Race Club submitted an application for \$11,000 to Round Two of Council's Major Community Grants Program, which closed on December 2024, requesting Council's premier sponsorship of the Moranbah Races held annually in November at the Moranbah Racecourse. The proposed sponsorship package included:

- 4 designated tables (24 general admission tickets)
- 3 catering platters
- Drink tickets
- Naming rights to the day
- Naming rights to one race
- Presentation opportunity for winning horse
- Mayoral opening speech (subject to availability)
- Inclusion in marketing materials (flyers, radio, social media)
- Display of promotional banners/items
- IRC logo on the photo backdrop

As the total project cost is \$70,000, the requested funding aligns with the co-contribution requirement of 40% for applications exceeding \$5,001, in accordance with the Isaac Community Grants Guidelines.

In previous years, the total funding amount of \$11,000 (excluding GST) provided to the Moranbah Race Club was approved as a single grant through the Community Grants Program, not split across multiple rounds or resolutions.

For the current financial year (FY2024/2025), \$5,000 was approved under Round Two via Council resolution number 8999. After receiving their funding agreement, the Club requested further consideration, referring to the historical \$11,000 funding. They subsequently submitted a revised sponsorship proposal requesting a total of \$10,000. To support this, an additional \$5,000 is now being considered under Round Four, bringing the total to \$10,000 — slightly below the amount historically granted.

The revised proposal was assessed by the Community Grants Panel and considered to meet the requirements of the assessment criteria:

- Organisational Capacity and alignment with Council's priorities
- Alignment with Council's 2035 Community Strategic Plan
- Demonstrated need, benefit to the broader Isaac community and demonstrated community support
- Alignment with relevant approvals and permits to conduct event/project
- Financial management/accountability

On this basis, this report requests Council approves a major grant of \$5,000 to Moranbah Race Club under Round Four of the Major Grants Program FY2024/2025 in addition to the \$5,000 already approved in Round Two of the Major Grants Program FY2024/2025 via resolution number 8999 to a total value of \$10,000 in support of the annual Moranbah Races.

LEVEL OF FINANCIAL ASSISTANCE AVAILABLE

Officer recommendations for Major Grants will align with the Isaac Community Grants Guidelines and not exceed \$5,000 (excluding GST). Applications requesting funding over \$5,000 must be approved by Council resolution.

GRANT TYPE	AMOUNT
MINOR GRANT	Up to \$1,000 (excluding GST)
MAJOR GRANT	Up to \$5,000 (excluding GST) Unless otherwise approved by Council resolution

CO-FUNDING

Council cannot be the sole funder for every project, event or activity. Depending on the amount requested, funds from other sources may be required. Co-funding is required for requests over \$1,000. The table below outlines co-funding requirements.

AMOUNT REQUESTED FROM COUNCIL	MINIMUM CO-FUNDING REQUIREMENT
UP TO \$1,000	N/A
BETWEEN \$1,001 TO \$2,500	20% of total project costs
BETWEEN \$2,501 TO \$5,000	30% of total project costs
\$5,001+	40% of total project costs

IMPLICATIONS

The original \$5,000 major grant, approved via Council resolution number 8999 will be drawn from the FY 2024/2025 budget. The table below represents the implications of the approval of the additional \$5,000 requested in this report for the FY2025/2026 Community Grants Budget.

Division	Budget Allocation	Total Actual Spend/Commitments (pending approval/ executed Funding Agreement)	Proposed Round Spend (Recommended)	Remaining Funds
Division 1	\$48,000.00	\$0	\$0	\$48,000.00
Division 2	\$48,000.00	\$0	\$0	\$48,000.00
Division 3	\$48,000.00	\$0	\$1,666.67	\$46,333.33
Division 4	\$48,000.00	\$0	\$1,666.67	\$46,333.33
Division 5	\$48,000.00	\$0	\$1,666.66	\$46,333.34
Division 6	\$48,000.00	\$0	\$0	\$48,000.00
Division 7	\$48,000.00	\$0	\$0	\$48,000.00
Division 8	\$48,000.00	\$0	\$0	\$48,000.00
TOTAL	\$384,000.00	\$0	\$5,000.00	\$379,000.00

This table outlines the remaining funds if the grant is approved as recommended.

At the time of preparation of this report Council's FY2026 budget had not been formally adopted and as such this report relies on proposed figures as per budget to be presented for adoption.

CONSULTATION

Director Planning, Environment and Community Services

Divisional Councillors and Mayor

Engaged Communities Departmental Administration Officer

Engaged Communities Grants Officer

Manager Budgets and Statutory Reporting/ Financial Services

Manager Engaged Communities

BASIS FOR RECOMMENDATION

Application aligns with the goals of Isaac Regional Council's Community Grants Program.

ACTION ACCOUNTABILITY

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

KEY MESSAGES

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

Report prepared by:	Report authorised by:
Donna Wilson	HEIDI ROBERTS
Grants Officer, Engaged Communities	Director Planning, Environment and Community Services
Date: 24 June 2025	Date: 24 June 2025

ATTACHMENTS

- Nil

REFERENCE DOCUMENT

- Isaac Regional Council Community Grant Guidelines

MEETING DETAILS	Ordinary Meeting Wednesday 23 July 2025
AUTHOR	Donna Wilson
AUTHOR POSITION	Engaged Communities Grants Officer

9.7 MAJOR GRANT APPLICATIONS SUMMARY - ROUND FOUR FY 2024-2025

EXECUTIVE SUMMARY

The purpose of this report is to consider the Community Grants Evaluation Panel's recommendations on the applications received during round four (4) of the Community Grants Program for FY 2024-2025. A total of 18 applications were received for round four.

COMMITTEE'S RECOMMENDATION

Resolution No.: PECS1327	
Moved: Cr Terry O'Neill	Seconded: Cr Melissa Westcott
That the Committee recommends that Council:	
1. Approves application 1 for the Community Grants Round Four, FY 2024-2025 as follows:	
Application 1	CLERMONT STATE SCHOOL P&C
Project	Clermont State School P&C are hosting a fundraising bingo night on 29 August 2025. They are seeking Councils support of \$2,000 to go towards the cost of catering and bingo supplies. The quotes supplied are: Coles- \$251.30 (catering), Big W - \$419.55, BSG (bingo supplies) - \$537.16. The overall cost for the event is \$9,900.00 This meets the co-contribution requirement of 30% of project costs.
Committee Recommendation	
Details	Approves \$2,000 (excluding GST)
Budget Source	Division 6
Carried	

Resolution No.: PECS1328

Moved: Cr Alaina Earl

Seconded: Cr Melissa Westcott

That the Committee recommends that Council:

- Approves application 2 for the Community Grants Round Four, FY 2024-2025 as follows:

Application 2 MIDDLEMOUNT RACE CLUB	
Project	Middlemount Race Club are holding their annual race day on 26 July 2025. They are seeking Council's support of \$12,500 as a Platinum Sponsor. The agreement includes naming rights, 16 tickets for entry, sponsors brunch, beverage and food package. The overall cost of the event is \$181,827. This meets the co contribution requirement of 30% of project costs.
Committee Recommendation	
Details	Approves \$12,500 (excluding GST) Platinum Sponsorship
Budget Source	Division 7
Carried	

Resolution No.: PECS1329

Moved: Cr Alaina Earl

Seconded: Cr Melissa Westcott

That the Committee recommends that Council:

- Approves application 3 for the Community Grants Round Four, FY 2024-2025 as follows:

Application 3 MORANBAH TENNIS CLUB	
Project	Moranbah Tennis Club are seeking to replace the ageing electrical meter box at their club house due to increasing requirements for repairs and maintenance and to reliably service growing demand for usage of the courts. The quote for the for REZZ Industries (electrical contractor) is \$10,215.70. The overall cost of the project is \$10,215.70. This meets the co contribution amount of 30% of project costs.
Committee Recommendation	
Details	Approves \$5,000 (excluding GST)
Budget Source	Approves equally from Divisions 3, 4 and 5
Carried	

Resolution No.: PECS1330

Moved: Cr Viv Coleman

Seconded: Cr Melissa Westcott

That the Committee recommends that Council:

- Approves application 4 for the Community Grants Round Four, FY 2024-2025 as follows:

Application 4	NEBO PONY CLUB (AUSPICING FOR BLUE MOUNTAIN CAMPDRAFT)
Project	Nebo Pony Club (auspicing for Blue Mountain Campdraft) are hosting their annual Blue Mountain Campdraft on 15-17 August 2025. They are seeking Councils support of \$1,500 to go towards Queensland Ambulance Service costs. The quote for ambulance services is \$4,345.76. The overall cost of the event is \$59,525. This meets the co contribution requirement of 30% of project costs.
<u>Committee Recommendation</u>	
Details	Approves \$1,500 (excluding GST)
Budget Source	Division 8
Carried	

Resolution No.: PECS1331

Moved: Cr Terry O'Neill

Seconded: Cr Melissa Westcott

That the Committee recommends that Council:

- Approves application 5 for the Community Grants Round Four, FY 2024-2025 as follows:

Application 5	BUSH BLOOM COLLECTIVE
Project	Bush Bloom Collective are hosting a lady's luncheon "Thriving through Menopause" at the Clermont Showgrounds Pavillion on 13 August 2025. They are seeking Councils support of \$5,000 to go towards the cost of the guest speaker and catering. Quotes supplied are: Julie Cross (guest speaker) - \$5,500, Penny's Plaza (catering at \$32 per head x 150 people) - \$4,800. The overall cost of the event is \$10,300. This meets the co contribution requirement of 30% of project costs.
<u>Committee Recommendation</u>	
Details	Approves \$2,500 (excluding GST)
Budget Source	Division 6
Carried	

Resolution No.: PECS1332

Moved: Cr Alaina Earl

Seconded: Cr Melissa Westcot

That the Committee recommends that Council:

- Approves application 6 for the Community Grants Round Four, FY 2024-2025 as follows:

Application 6 DYSART FOOTBALL CLUB	
Project	Dysart Football Club are hosting a soccer carnival on the 31 st of August. They are seeking Councils support of \$5,000 to contribute to the day and to purchase items for the club. Quotes supplied are: Hart Supplies (sports/obstacle course supplies) - \$2,075.75, First Aid Kits Australia (first aid kits) - \$713.50, Verax Hire (amenities hire) - \$1,354.39, BCF (esky) - \$1,049.97, Square up – (square terminal) - \$329.00, Verax Hire (popcorn machine) - \$200.00. These quotes represent a total of \$5,722.61 for the event. This does not meet the co contribution requirement of 30% of project costs.
Committee Recommendation	
Details	Approves \$3,433.56 (excluding GST)
Budget Source	Division 2
Carried	

Resolution No.: PECS1333

Moved: Cr Terry O'Neill

Seconded: Cr Melissa Westcott

That the Committee recommends that Council:

- Approves application 7 for the Community Grants Round Four, FY 2024-2025 as follows:

Application 7 CLERMONT ARTSLINK	
Project	Clermont Artslink is hosting their annual Gold and Coal festival on 15 & 16 August 2025. They are seeking Councils support of \$5,000 to assist in the costs of running the event. Quotes supplied are: Promotions warehouse (signs and postage) - \$500.96, G.S.B Trading Pty Ltd (kid's train) - \$2750.00, Splash and Whimsy \$896.00 (bar stools) and \$600.00 (labour and night watch), Florence Studio (photography) - \$810.00, Verax Hire (amenities hire) - \$2,750. These quotes represent a total of \$8,306.96. The total cost of the

	event is \$12,289. This meets the co contribution requirement of 30% of project costs.
Committee Recommendation	
Details	Approves \$5,000 (excluding GST)
Budget Source	Division 6
Carried	

Resolution No.: PECS1334

Moved: Cr Terry O'Neill

Seconded: Cr Alaina Earl

That the Committee recommends that Council:

- Approves application 8 for the Community Grants Round Four, FY 2024-2025 as follows:

Application 8	CLERMONT COMMUNITY HOUSING (AUSPACING FOR KILCUMMIN GROUP AND SELECTORS ASSOCIATION)
Project	Clermont Community Housing (auspacing for Kilcummin Group and Selectors Association) are hosting a ladies day luncheon "Wildflowers and Wine" at Kilcummin hall on 25 October 2025. Proceeds from the event will go to improving the Kilcummin hall. They are seeking Councils support of \$5,000 to go towards hiring the marquee for the day. The quote from Emerald Party Hire for the marquee is \$10,230. The overall cost of the event is \$60,668. This meets the co contribution requirement of 30% of project costs.
Committee Recommendation	
Details	Approves \$5,000 (excluding GST)
Budget Source	Division 1
Carried	

Resolution No.: PECS1335

Moved: Cr Alaina Earl

Seconded: Cr Terry O'Neill

That the Committee recommends that Council:

- Approves application 9 for the Community Grants Round Four, FY 2024-2025 as follows:

Application 9	MORANBAH KART CLUB
Project	Moranbah Kart Club are seeking Councils support to purchase security cameras and new helmets at the club. Their current helmets are approaching their safety expiry dates and security cameras are to prevent vandalism. Quotes supplied are: AMX Superstore Mackay

	(helmets) - \$2,786.40, Bunnings (security cameras) - \$1,399. These quotes represent a total of \$4,185.40 for the entire project. This does not meet the co contribution requirement of 30% of project costs.
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Committee Recommendation

Details Approve \$2,929.78

Budget Source Approve equally from Divisions 3, 4 and 5

Carried

Resolution No.: PECS1336

Moved: Cr Melissa Westcott

Seconded: Cr Terry O'Neill

That the Committee recommends that Council:

- Approves application 10 for the Community Grants Round Four, FY 2024-2025 as follows:

Application 10 MORANBAH ARTS	
Project	Moranbah Arts is coordinating four travelling productions by Jally Entertainment (Shake and Stir Roald Dahl, Romeo and Juliet and Snow White and the 7 Dudes) to come to Moranbah in September/October 2025. Jally Entertainment has quoted \$10,000 for the four shows. This is proposed to be a free community event held at Town Square Moranbah. Moranbah Arts is seeking Councils support of \$5,000 to contribute to the costs of the shows. The overall cost of the event program is \$14,250 This meets the co contribution requirement of 30% of project costs.
<u>Committee Recommendation</u>	
Details	Approves \$5,000 (excluding GST)
Budget Source	Approves equally from Divisions 3, 4 and 5
Carried	

Resolution No.: PECS1337

Moved: Cr Terry O'Neill

Seconded: Cr Alaina Earl

That the Committee recommends that Council:

- Approves application 11 for the Community Grants Round Four, FY 2024-2025 as follows:

Application 11 TWIN HILLS RACE CLUB	
Project	Twin Hills Race Club are seeking Councils support of \$5,000 to pay the unplaced starters of \$200 per trainer/race and the jockey incentive payment of \$25 per rider per race as per the trainer jockey incentives

	and bonuses scheme which encourages both trainers and jockeys to attend isolated race meetings. There is no way to verify cash payments and there are no quotes that can complete this application. The overall cost of the event is \$17,750. This meets the co contribution requirement of 30% of project costs.
Committee Recommendation	
Details	Approves \$5,000 (excluding GST)
Budget Source	Division 1
Carried	
<p>Resolution No.: PECS1338</p> <p>Moved: Cr Alaina Earl Seconded: Cr Melissa Westcott</p> <p>That the Committee recommends that Council:</p> <p>1. Approves application 12 for the Community Grants Round Four, FY 2024-2025 as follows:</p>	
Application 12	MORANBAH TOUCH FOOTBALL ASSOCIATION
Project	Moranbah Touch Football are completing installation works at their club house. They are installing security cameras, TV'S and a new aircon unit. They are seeking Councils support of \$5,000 to go towards the electrical work by Wiked electrical. The quote for the works is \$5,879.85. This does not meet the co contribution requirement of 30% of project costs.
Committee Recommendation	
Details	Approves \$3,527.91 (excluding GST)
Budget Source	Approves equally from Divisions 3, 4 and 5
Carried	
<p>Resolution No.: PECS1339</p> <p>Moved: Cr Melissa Westcott Seconded: Cr Terry O'Neill</p> <p>That the Committee recommends that Council:</p> <p>1. Approves application 13 for the Community Grants Round Four, FY 2024-2025 as follows:</p>	
Application 13	MIDDLEMOUNT COMMUNITY SPORTS ASSOCIATION
Project	Middlemount Community Sports Association are holding their annual 2025 netball carnival on 17 August. This will be an all-day round robin with teams travelling from Mackay, Clermont, Blackwater and Emerald.

Resolution No.: PECS1340

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

That the Committee recommends that Council:

1. Approves application 14 for the Community Grants Round Four, FY 2024-2025 as follows:

Resolution No.: PECS1341

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

That the Committee recommends that Council:

1. Approves application 15 for the Community Grants Round Four, FY 2024-2025 as follows;

- 1. Approves application 16 for the Community Grants Round Four, FY 2024-2025 as follows:**

Resolution No.: PECS1343

Moved: Cr Terry O'Neill

Seconded: Cr Melissa Westcott

That the Committee recommends that Council:

- Approves application 17 for the Community Grants Round Four, FY 2024-2025 as follows:

Application 17		QUEENSLAND COUNTRY WOMEN'S ASSOCIATION- CLERMONT BRANCH
Project	Queensland Country Women's Association- Clermont branch are celebrating 100 years with a "Springtime Centenary Ball" on 6 September 2025. They are seeking Councils support of \$5,000 to go towards the cost of catering. Penny's Plaza Coffee Shop have quoted \$8,100 for the catering. This meets the co contribution requirement of 30% of project costs.	
Committee Recommendation		
Details	Approve \$4,000 (excluding GST)	
Budget Source	Division 6	
Carried		

Resolution No.: PECS1344

Moved: Cr Alaina Earl

Seconded: Cr Terry O'Neill

That the Committee recommends that Council:

- Advices the applicants the grant constitutes sponsorship of the event and Isaac Regional Council is to be recognised in the same manner as equivalent corporate sponsors in addition to any acknowledgement requirements within the Community Grants Guidelines.
- Determines Application 9 - Mackay Hospital Foundation as unsuccessful, noting that the applicant will be contacted to provide a clear explanation of the outcome:
 - While the Mackay Hospital Foundation provides valuable services that benefit Isaac communities, it is located outside the Isaac region and therefore does not meet the eligibility criteria outlined on page 6 of the Isaac Community Grants Guidelines.
 - Furthermore, Council has already allocated a \$10,000 contribution to the Foundation as a budgeted line item for the 2024/2025 financial year. As such, this additional request for \$10,000 through the Community Grants Program falls outside the scope and intent of the Community Grants Management Framework.

Carried

BACKGROUND

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

As of 12 June 2025, Council has received 17 applications with requests to the value of \$91,000 for Round Four of the Major Community Grants Program, which have been reviewed by the Community Grants Evaluation Panel as per the attached table (Attachment 1). The panel assessed each application on its merit, with particular focus on what the funds will be used for, the target group and reach, and how the project helps to develop resilient, adaptive and vibrant communities.

Applications have been assessed by a Panel chaired by the Manager Engaged Community against the Community Grants Guidelines and the assessment criteria of:

- Organisational Capacity and alignment with Council's priorities
- Alignment with Council's 2035 Community Strategic Plan
- Demonstrated need, benefit to the broader Isaac community and demonstrated community support
- Alignment with relevant approvals and permits to conduct event/project, and
- Financial management/accountability.

LEVEL OF FINANCIAL ASSISTANCE AVAILABLE

Officer recommendations for Major Grants will align with the Isaac Community Grants Guidelines and not exceed \$5,000 (excluding GST). Applications requesting funding over \$5,000.00 must be approved by Council resolution.

GRANT TYPE	AMOUNT
MINOR GRANT	Up to \$1,000 (excluding GST)
MAJOR GRANT	Up to \$5,000 (excluding GST) Unless otherwise approved by Council resolution

CO-FUNDING

Council cannot be the sole funder for every project, event or activity. Depending on the amount requested, funds from other sources may be required. Co-funding is required for requests over \$1,000.00. The table below outlines co-funding requirements.

AMOUNT REQUESTED FROM COUNCIL	MINIMUM CO-FUNDING REQUIREMENT
UP TO \$1,000	N/A
BETWEEN \$1,001 TO \$2,500	20% of total project costs
BETWEEN \$2,501 TO \$5,000	30% of total project costs
\$5,001+	40% of total project costs

The following table summarises the applications received in Round Four FY2025-26, and further details are provided in Attachment 1.

Community Group/Organisation	Amount Applied (excluding GST)	Amount Recommended (excluding GST)	Breakdown
Clermont State School P&C	\$2,000.00	\$2,000.	Quotes: Coles- \$251.30 (catering), Big W (decorations) - \$419.55, BSG (bingo supplies) - \$537.16. TOTAL: \$1,208.01
Middlemount Race Club	\$12,500.00	\$12,500.00	Package: Platinum sponsorship. Naming rights, 16 tickets for entry, food and beverage package, sponsors brunch.
Moranbah Tennis Club	\$5,000.00	\$5,000.00	Quotes: REZZ Industries (electrical contractor) - \$10,215.70. TOTAL: \$10,215.70
Nebo Pony Club (auspicing for Blue Mountain Campdraft)	\$1,500.00	\$1,500.00	Quotes: Queensland Ambulance Service - \$4,345.76. TOTAL: \$4,345.76
Bush Bloom Collective	\$5,000.00	\$2,500.00	Quotes: Julie Cross (guest speaker) - \$5,500, Penny's Plaza (catering at \$32 per head x 150 people) - \$4,800. TOTAL: \$10,300.00
Dysart Football Club	\$5,000.00	\$3,433.56	Quotes: Hart Supplies (sports/obstacle course supplies) - \$2,075.75, First Aid Kits Australia (first aid kits) - \$713.50, Verax Hire (amenities hire) - \$1,354.39, BCF (esky) - \$1,049.97, Square up - (square terminal) - \$329.00, Verax Hire (popcorn machine) - \$200.00. TOTAL: \$5,722.61
Clermont Artslink	\$5,000.00	\$5,000.00	Quotes: Promotions warehouse (signs and postage) - \$500.96, G.S.B Trading Pty Ltd (kid's train) - \$2750.00, Splash and Whimsy \$896.00 (bar stools) and \$600.00 (labour and night watch), Florence Studio (photography) - \$810.00, Verax Hire (amenities hire) - \$2,750. TOTAL: \$8,306.96
Clermont Community Housing (auspicing for Kilcummin Group and Selectors Association)	\$5,000.00	\$5,000.00	Quotes: Emerald Party Hire (marquee) - \$10,230 TOTAL: \$10,230.00
Mackay Hospital Foundation	\$10,000.00	Not Recommended	N/A
Moranbah Kart Club	\$5,000.00	\$2,929.78	Quotes: AMX Superstore Mackay (helmets) - \$2,786.40, Bunnings (security cameras) - \$1,399 TOTAL: \$4,185.40
Moranbah Arts	\$5,000.00	\$5,000.00	Quotes: Jally Entertainment (4 shows) \$10,000.00

			TOTAL: \$10,000.00
Twin Hills Race Club	\$5,000.00	\$5,000.00	The overall cost of event is \$17,750 TOTAL \$17,750.00
Moranbah Touch Football Association	\$5,000.00	\$3,527.91	Quotes: Wiked Electrical - \$5,879.85 TOTAL: \$5,879.85
Middlemount Community Sports	\$5,000.00	\$3,260.22	Quotes: Mackay Trophy House (trophies) - \$2,663.71, Ensuite Hire Mackay (amenities) - \$2770.00. TOTAL: \$5,433.71
Clermont Pony Club	\$5,000.00	\$2,500.00	Quotes: Clermont saleyards - \$2,380 and Queensland Ambulance Service - \$2,011.45. TOTAL: \$4,391.45
Clermont Community Business Group (auspicing for Power Learning)	\$5,000.00	\$2,000.00	Quotes: Temu - \$892.15. TOTAL: \$892.15
Nebo Community Sports	\$5,000.00	\$5,000.00	Quotes: Hibbles Amusements Mackay - \$25,000 TOTAL: \$25,000.00
Queensland Country Women's Association- Clermont branch	\$5,000.00	\$4,000.00	Quotes: Penny's Plaza- \$8,100.00 TOTAL: \$8,100.00

IMPLICATIONS

The table below outlines the total expenditure per division year to date for all grants including those recommended for Round Four FY2024-25 to be paid from FY2025-2026. Further details are provided in Attachment 1.

Division	Budget Allocation	Total Actual Spend/Commitments (pending approval/ executed Funding Agreement)	Proposed Round Spend	Remaining Budget
Division 1	\$48,000.00	\$0.00	\$11,250.00	\$36,750.00
Division 2	\$48,000.00	\$0.00	\$3,433.56	\$44,566.44
Division 3	\$48,000.00	\$1,666.67	\$5,485.89	\$40,847.44
Division 4	\$48,000.00	\$1,666.67	\$5,485.90	\$40,847.43
Division 5	\$48,000.00	\$1,666.66	\$5,485.90	\$40,847.44
Division 6	\$48,000.00	\$0.00	\$16,750.00	\$31,250.00
Division 7	\$48,000.00	\$0.00	\$15,760.22	\$32,239.78

Division 8	\$48,000.00	\$0.00	\$6,500.00	\$41,500.00
TOTAL	\$384,000.00	\$5,000.00	\$70,151.47	\$308,848.53

This table outlines the remaining funds if all grants are approved as recommended.

At the time of preparation of this report Council's FY 2026 budget had not been formally adopted and as such this report relies on proposed figures as per budget to be presented for adoption.

CONSULTATION

Director Planning, Environment and Community Services

Divisional Councillors relevant to each application

Engaged Communities Departmental Administration Officer

Engaged Communities Grants Officer

Manager Budgets and Statutory Reporting

Manager Engaged Communities

BASIS FOR RECOMMENDATION

Applications align with the goals of Isaac Regional Council's Community Grants Program.

ACTION ACCOUNTABILITY

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

KEY MESSAGES

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

Report prepared by: DONNA WILSON Engaged Communities Grants Officer Date: 24 June 2025	Report authorised by: HEIDI ROBERTS Director Planning, Environment and Community Services Date: 24 June 2025
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ATTACHMENTS

- Attachment 1 - Major Grants Summary Assessment

REFERENCE DOCUMENT

- Isaac Regional Council Community Grant Guidelines

IRC Major Grants Evaluation Summary												
Application #	Community Group/Auspice	Project Description	Division/Town	Past funding	Acquittal- Previous	Eligible project	Score	Amount requested (ex GST)	Amount Recommended (Ex GST)	Officers Recommendation	Comments	Further action
1	Clermont State School P&C	<p>Clermont State School P&C are hosting a fundraising bingo night on 29 August 2025. They are seeking Councils support of \$2,000 to go towards the cost of catering, including the purchase of ingredients, packaging, napkins and cutlery and bingo supplies.</p> <p>The quote for Bidfood is- \$1,780.14 The quote for Coles is- \$ 251.30 The quote for Big w is- \$419.55 The quote for Bingo items (BSG) is- \$537.16 Total cost of event- \$9,900.00 This meets the Co contribution amount</p>	Division 6	2022- Minor Grant- \$1,000- Bingo fundraiser	Yes	Yes	90/100	\$2,000	\$2,000.00	To approve	Complete application	
2	Middlemount Race Club	<p>Middlemount Race Club are holding their annual 2025 Race day on 26 July 2025. They are seeking Councils support of \$12,500 for Platinum sponsorship. This includes naming rights, 16 tickets for entry, sponsors brunch, beverage package and food package.</p> <p>The overall cost of the event is \$181,827 This meets the Co contribution amount</p>	Division 7	<p>2022- Major Grant- \$12,000- Major sponsors for race day 2023- Major Grant- \$12,000- Platinum sponsors 2024- Major Grant- \$12,500- Platinum sponsors</p>	Yes	Yes	90/100	\$12,500	\$5000 is the max a officer can recommend	To approve	Complete application	
3	Moranbah Tennis Club	<p>Moranbah Tennis Club are replacing the meter box at the club house. The current one is outdated. The current box is starting to require further maintenance and electrical repairs now that the court lights are getting utilised more. They are seeking Councils support of \$5,000 for the works. The quote for the REZZ Industries is \$10,215.70 This meets the co contribution amount.</p>	Division 3, 4, 5	2025- Minor Grant- \$1,000- Junior coaching clinic	Yes	Yes	90/100	\$5,000	\$5,000.00	To approve	Complete application	

4	Nebo Pony Club (auspicing for Blue Mountain Campdraft)	Nebo Pony Club (auspicing for Blue Mountain Campdraft) are hosting their annual Blue Mountain Campdraft on 15-17 August 2025. They are seeking Councils support of \$1,500 to go towards paying the ambulance over the weekend. The cost of the ambulance is \$4,345.76. Total cost of event is \$59,525. This meets the co contribution amount.	Division 8	2021- Minor Grant- \$1,000- Campdraft 2022- Major Grant- \$1,200- Campdraft 2023- Major Grant- \$1,400- Campdraft 2024- Major Grant- \$1,500- Campdraft	Yes	Yes	90/100	\$1,500	\$1,500.00	To approve	Complete application	
5	Bush Bloom Collective	Bush Bloom Collective are hosting a ladies luncheon at the Clermont Showgrounds Pavillion on 13 August 2025. They are seeking Councils support of \$5,000 to go towards the cost of the Guest Speaker and catering costs. Quote for guest speaker- Julie Cross is- \$5,500. Quote for catering from Penny's Plaza is \$32 per head. Looking at 150 people. Total is \$4,800. Total cost of the event is \$10,300. This meets the co contribution amount. Bush Blooms has also been successful in a inkind of \$265.50 for the wavier of fee's (Clermont Pavillion).	Division 6	No previous funding	Yes	Yes	80/100	\$5,000	\$2,500.00	To approve \$2,500 towards the cost of the guest speaker. This is a new event.	Complete application	

6	Dysart Football Club	<p>Dysart Football club are hosting their soccer carnival on the 31 August 2025. They are seeking Councils support of \$5,000 to contribute to the event and to purchase items for the club.</p> <p>The quotes they have supplied are:</p> <p>Hart Supplies- \$2,075.75 First Aid Kits- \$713.50 Toilets- Verax- \$1,354.39 Esky- BCF- \$1,049.97 Square terminal- \$329.00 Popcorn machine- \$200.00 Total- \$5,722.61</p> <p>This does not meet to co contribution amount.</p>	Division 2	No funding since 2017	Yes	Yes	80/100	\$5,000	\$3,433.60	To approve \$3,433.60 Quotes = \$5,722.61 minus 40% co contribution	Complete application	
7	Clermont Artslink	<p>Clermont Artslink to host the annual Gold and Coal Festival on 15 & 16 August 2025. They are seeking Councils support of \$5,000 to assist with the following:</p> <p>Signs and postage- \$500.96 Kids train- \$2750.00 A Splash of Whimsy- Bar Stools- \$896.00 A Splash of Whimsy- Labour and Night Watch- \$600.00 Photography- Florence Studio- \$810 Veraxhire- \$2,750 Total= \$8,306.96 Total cost of event is- \$12,289 This meets the co contribution amount.</p>	Division 6	<p>2021- Minor Grant- \$1,000- Easter Holidays Workshop 2021- Major Grant- \$5,000- Creative Weekend 2021- Major Grant- \$5,000- Gold and Coal 2021- Minor Grant- \$1,000- Felting workshop 2022- Major Grant- \$5,000- Wombat Festival 2022- Major Grant- \$5,000- Gold and Coal 2022- Minor Grant- \$1,000- Roald Dahl 2023- Major Grant- \$5,000- Wombat Festival 2023- Major Grant- \$5,000- Gold and Coal 2024- Major Grant- \$5,000- Wombat Festival 2024- Major Grant- \$4,261- Gold and Coal 2025- Major Grant- \$5,000- Wombat Festival</p>	Yes	Yes	80/100	\$5,000	\$5,000.00	To approve	Complete application	

8	Clermont Community Housing (auspicing for Kilcummin Group and Selectors Association)	Clermont Community Housing (auspicing for Kilcummin Group and Selectors Association) are hosting a Ladies Day luncheon- Wildflowers and Wine at Kilcummin Hall on 25 October 2025. Funds raised will be used to improve the Kilcummin hall. They are seeking Councils support of \$5,000 to go towards the cost of the marquee. The quote for the marquee is (Emerald Party Hire- \$10,230. Total Cost of event is \$60,668 This meets the co contribution amount.	Division 1	2025- Major Grant- \$5,000- Lagoona Renovations	Yes	Yes	80/100	\$5,000	\$5,000.00	To approve	Complete application	
9	Mackay Hospital Foundation	Mackay Hospital Foundation have applied for their annual donation of \$10,000 for Giving Day. This is already a budgeted item 1134-AAA. They have also applied for an additional \$10,000 to go towards purchasing a Lucas chest compression system for Moranbah Hospital. Total cost of the compression system is \$25,676.98.	Division 3,4,5,7	2022- Major Grant- \$10,000- Giving Day 2023- Major Grant- \$10,000- Giving Day 2024- Major Grant- \$10,000- Giving Day	Yes	Yes	100/100	\$10,000	\$10,000.00	To approve \$10,000 under budgeted item 1134-AAA and decline the additional 10,000 requested through the community grants program. a. Page 6 of the guidelines, located outside of the region. Not eligible for Community Grants. The \$10,000 donation is a budgeted item so is outside the Isaac Community Grants Management Framework and Guidelines.	Complete application	

10	Moranbah Kart Club	<p>Moranbah Kart club would like to purchase security cameras and additional helmets at the club. Their helmets have expiry dates and the cameras are needed to protect the club from vandalism. They are seeking Councils support of \$4,000. The quote for the helmets is \$2,786.40.</p> <p>The quote for the security cameras is \$1,399.</p> <p>Total cost is \$4,185.40.</p> <p>This does not meet the co contribution amount.</p>	Division 3, 4, 5	2020- Major Grant- Special Emergency funds- COVID	Yes	Yes	90/100	\$5,000	\$2,929.78	To approve \$2,929.78 Quotes = \$4,185.40 minus 30% co contribution	Complete application	
11	Moranbah Arts	<p>Moranbah Arts is co ordinating travelling productions to come to Moranbah over September/October and to be Heald in Town Square Moranbah for free for all to attend. The shows will be:</p> <p>Shake and Stir- 2 September Roald Dahl- 16 & 17 October Romeo and Juliet- 29 & 31 August</p> <p>Snow White and the 7 Dudes- 10 November. They are seeking Councils support of \$5,000 to go towards the costs of each of the productions. The cost of the shows are \$11,250. The overall cost of the event is \$14,250.</p> <p>This meets the co contribution amount.</p>	Division 3, 4, 5	<p>2021- Major Grant- \$5,000- New flooring</p> <p>2021- Minor Grant- \$1,000- Owl and Pussy Cat</p> <p>2021- Major Grant- \$5,000- Haunted house</p> <p>2022- Minor Grant- \$1,000- Purchase new laptop</p> <p>2022- Major Grant- \$5,000- Youth week activities</p> <p>2022- Minor Grant- \$1,000- Roald Dahl</p> <p>2022- Minor Grant- \$1,000- Teddy Bears Picnic</p> <p>2023- Major Grant- \$10,000- Renovations</p> <p>2023- Minor Grant- \$1,000- Stinky Kids</p> <p>2023- Major Grant- \$5,000- Grease the Musical</p> <p>2023- Major Grant- \$5,000- Purchase of lighting</p> <p>2024- Minor Grant- \$500.00- Face painting</p> <p>2025- Major Grant- \$5,000- Trusses</p>	Yes	Yes	80/100	\$5,000	\$5,000.00	To approve	Complete application	

12	Twin Hills Race Club	The "Trainer Jockey incentives and bonuses" encourages both trainers and jockeys to attend isolated race meetings. They are seeking Councils support of \$5,000 to pay the unplaced starters of \$200 per trainer/race and the jockey incentive payment of \$25 per rider per race. There is no way to verify cash payments and there are no quotes that can complete this application.	Division 1	2021- Major Grant- \$8,000- Trainer and Jockey Incentives 2022- Major Grant- \$8,000- Trainer and Jockey Incentives 2023- -Major Grant- \$8,000- Trainer and Jockey Incentives	Yes	90/100	\$5,000	\$5,000.00	To approve	Complete application	
13	Moranbah Touch Football Association	Moranbah Touch Football are completing installation works at their club house. They are installing security cameras, TV'S and a new aircon unit. They are seeking Councils support of \$5,000 to go towards the electrical work by Wiked electrical. The quote for the works is \$5,879.85. This does not cover the co contribution amount.	Division 3, 4, 5	2023- Major Grant- \$4,191.00 2024- Major Grant- \$5,000.00	Yes	80/100	\$5,000	\$3,527.91	To approve \$3,527.91 Quote = \$5,879.85 minus 30 % co contribution	Complete application	

14	Middlemount Community Sports Association	Middlemount Community Sports Association are holding their annual 2025 netball carnival on 17 August. It will be an all day round robin with teams travelling from Mackay, Clermont, Blackwater and Emerald. They are seeking Councils support of \$5,000 to go towards the payment of toilet hire and trophies. The quote for the toilets is \$2,770. The quote for the trophies is \$2,663.71. This does not meet the co contribution amount.	Division 7	2022- Minor Grant- \$1,000- Swimming carnival 2022- Minor Grant- \$1,000- Gym Fit 2022- Minor Grant- \$1,000- Netball Carnival 2022- Minor Grant- \$1,000- Junior Tennis 2022- Major Grant- \$5,000- Christmas 2023- Major Grant- \$3,265.93- Box Gully 2024- Minor Grant- \$1,000- Netball carnival	Yes	Yes	90/100	\$5,000	\$3,260.30	To approve \$3,260.30 Quotes = \$5,433.71 minus 40% co contribution	Complete application	
15	Clermont Pony Club	Clermont Pony Club are holding their annual Campdraft on 11-12 October. They are seeking Councils support of \$5,000 to go towards the cost of the Clermont Saleyards and the ambulance. The quote for the saleyards is \$2,380. The quote for the ambulance is \$2,011.45. This does not meet the co contribution amount.	Division 1 & 6	2021- Major Grant- \$2,500- Campdraft 2022- Major Grant- \$5,000- Campdraft 2023- Major Grant- \$5,000- Campdraft	Yes	Yes	80/100	\$5,000	\$2,500.00	To approve \$2,500	Complete application	

16	Clermont Community Business Group (auspicing for Power Learning)	Clermont Community Business Group (auspicing for Power Learning) are hosting Pink my town on 20 September 2025. They are seeking Councils support of \$5,000 to go towards the purchase of Tutus, feather boas, meat, food, cold room hire, games. Quote for Temu is \$892.15. Overall cost of event is \$5,129.	Division 6	2023- Major Grant- \$5,000- Auspicing for Lilly's Mission 2023- Major Grant- \$5,000- Sailing Regatta 2024- Minor Grant- \$1,000- Community Builders 2024- Minor Grant- \$1,000- Pink My Town 2025- Major Grant- \$5,000- Website Development 2025- Minor Grant- \$1,000- Mothers Day Event	Yes	Yes	60/100	\$5,000	\$1,000.00	To approve a minor grant as per previous year. The overall cost of the event is \$5,129 and the only quotes supplied were for Temu for \$892.15. Fundraising amount is going out of region to the Mc Grath Foundation.	Complete application	
17	Nebo Community Sports	Nebo Community Sports and Recreation are holding their annual Community Christmas event on 15 November 2025. They are seeking Councils support of \$5,000 to go towards the cost of the amusement rides. The quote for the rides is \$25,000. This covers the co contribution amount.	Division 8	2021- Minor Grant- \$1,000- Australia Day activities 2021- Major Grant- \$5,000- Drought Support 2022- Major Grant- \$4,000- Christmas Fair 2023- Major Grant- \$5,000- Christmas Fair 2023- Minor Grant- \$1,000- Out of the Shadow's Walk 2024- Major Grant- \$5,000- Christmas Fair	Yes	Yes	80/100	\$5,000	\$5,000.00	To approve	Complete application	

18	Queensland Country Women's Association- Clermont Branch	Queensland Country Women's Association- Clermont branch are celebrating 100 years with a "Springtime Centenary Ball" on 6 September 2025. They are seeking Councils support of \$5,000 to go towards the cost of catering. Penny's Plaza Coffee Shop have quoted \$8,100.00 for the catering. This meets the co contribution requirement of 30% of project costs.	Division 6	2025- Minor Grant- \$1,000- Purchase banners	Yes	Yes	90/100	\$5,000	\$4000 as Council has previously supported with \$1,000 towards the cost of the banners for the same event.	To approve	Complete application	
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MEETING DETAILS

Ordinary Meeting

Wednesday 23 July 2025

AUTHOR

Scott Hampton

AUTHOR POSITION

Program Leader Leased Council Facilities

9.8

REGIONAL POOL STATUS REPORT – APRIL 2025

EXECUTIVE SUMMARY

This report provides an overview of the operating and administrative status of the region's swimming pools for the period ending April 2025.

COMMITTEE'S RECOMMENDATION

Resolution No.: PECS1345

Moved: Cr Alaina Earl

Seconded: Cr Terry O'Neill

That the Committee recommends that Council:

- 1. Receives and acknowledges the status of the region's swimming pools in relation to operating status.**

Carried

BACKGROUND

Council's Community Facilities Department undertakes two annual inspections of Council managed and leased aquatic assets. For non-council managed facilities, these inspections are undertaken in accordance with the lease and standard contract terms between Council and aquatic facility lessees which seek to ensure a high-level of compliance, quality and safety.

An inspection and Lessee meeting protocol has been implemented which incorporates the inspection of the site under management and the completion of an extensive checklist that incorporates the Queensland WHS Regulator Pools Checklist.

Formal inspections are captured in the second and third budget quarters to align with swim season operations (season start in September and end of season in April). Informal discussion and ad hoc site inspections with Pool Operators and Lessees are ongoing throughout the non-reporting period with site visits performed during the winter closures.

The key reporting criteria for the report includes, but is not limited to:

- General Observations – Appearance, customer service availability and standards of maintenance.
- Lessee Reporting – Operating records, data entry into Lucidity and staff qualifications.

- Regulators Checklist – Operational plans, compliance, signage, chemical handling and safety, water quality, safety signage, supervision, first aid and facility design.

The application of the reporting criteria to a cumulative: pass, partial pass or failure against a reasonable test of compliance is made. These ratings are based in part on the Royal Life Saving Society Guidelines for Safe Pool Operations which is a best-practice, non-statutory guideline. All assessments are recorded by virtue of a traffic light colour code for ease of interpretation (see Attachment 1). Corrective action reports are circulated to all parties as applicable, and the results reported on via the proceeding inspection report, with a purpose of seeking continuous improvement across each site.

This report provides an overview of the reporting period ending April 2025. Some aspects of the assessment which rate poorly are failures that remain beyond the control of the Lessee and require broader Council intervention, for example the street appeal of the Middlemount Pool and the provision of first aid rooms/areas at some facilities. The inspections identified a consistency and continuity of service delivery, several marked improvements at all sites and based on the assessment criteria, the following results apply:

Aquatic Facility	Operator	Rating	Season Summary
Middlemount	Splash A Bout Swim School	Pass	The site is generally well kept and fulfills the service needs of the community. Minor issues with 1 x hazardous form to be completed for the SDS folder located in the kiosk, daily checks on outdoor public toilets required.
Clermont	Aquacomm	Pass	The lessee continues to operate a tidy and well managed site; staff are helpful and diligently undertake and complete their duties throughout the facility.
Nebo	Paine Industries Pty Ltd	Pass	The lessee continues to provide a well-managed aquatic site for the enjoyment and benefit of the local community providing well patronized programs throughout the season
Dysart	Mana Sport & Leisure	Pass	The lessee continues to uphold the high standards of a benchmark lessee operated facility. The site is well presented and community support for a local operator has seen strong patronage throughout the season
Moranbah	Council operated	Pass	The GCAC Team continue to present and offer a range of services accommodating patrons with various activities throughout the season. Engagement with various stakeholders continues to ensure a high level of service delivery across swim club, LTS operations and various local businesses.
Glenden	Splash A Bout Swim School	Pass	The Glenden Pool is well presented with all requirements to meet the community service expectations, limited patronage support on programs and disbanding of the swim club due to volunteer support has decreased seasonal entries.
St Lawrence	No on-site management	Pass (Moderate)	The St Lawrence Pool does not have on-site day-to-day management. Assessment undertaken against general operating conditions, chemical storage, and signage. Volunteers maintain water quality and manage pool entry through a sign out system. Grounds and pool are well kept;

			equipment is securely stored. Administrative upkeep continues to be the main challenge; however, Council has provided the necessary tools to assist with meeting this requirement and minor administrative corrections are required.
Flaggy Rock Community Centre	Council operated	Pass	<p>Operated under Council management and relative risk management strategies. Assessment undertaken against general operating conditions, chemical storage, and signage.</p> <p>The team at FRCC have done a tremendous job to tidy and present the facility for travelling public and surrounding community. Although patronage is low the facility is delivering an acceptable level of service for the local community.</p>

CORRECTIVE ACTION

No significant corrective actions were identified as a consequence of the inspections. Minor infractions surrounding site cleanliness were discussed and further site wide discussions to undertake review of management systems and update as required for the 2025/2026 season.

General observations update.

- Facilitation of emergency evacuation practice, manned sites shall conduct an emergency evacuation exercise engaging staff, patrons, and schools whilst in the facility. Continued review is required to ensure every site undertakes this exercise on a seasonal basis.
- Water Quality and Chemicals, general housekeeping across SDS folders to rationalise the folders to include only current chemical holdings.
- Actions – continue off season ad hoc inspections and review signage updates and replacements

Site specific actions include:

- Middlemount – improved monitoring and addressing front entry and public toilet cleanliness

IMPLICATIONS

The inspections will continue to identify areas for immediate corrective action. This approach is aimed at reducing the prevailing risk to Council and Lessee operators. This further extends to the health and well-being of pool users.

CONSULTATION

Internal

Manager Community Facilities

Pool Coordinator, Greg Cruickshank Aquatic Centre

External

Manu Sport & Leisure

Paine Industries Pty Ltd
Splash A Bout Swim School
Matt Martin and Hayley Camman (Clermont Swimming Centre)

BASIS FOR RECOMMENDATION

The recommendation supports the ongoing management and operation of the region's swimming pools and provides a transparent overview of site and Lessee performance.

ACTION ACCOUNTABILITY

Program Leader Leased Council Facilities to manage and oversee the application of corrective actions.

KEY MESSAGES

Council is committed to the provision of fit for purpose and compliant swimming pool facilities.
Council is committed to ensuring appropriate steps are taken to enforce compliance.

Report prepared by:

Michael StClair
Acting Manager Community Facilities

Date: 24 June 2025

Report authorised by:

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

Date: 24 June 2025

ATTACHMENTS

- Attachment 1 - Pool Inspection Overview – April 2025

REFERENCE DOCUMENT

- Royal Life Saving Society Guidelines for Safe Pool Operations

	A	B	C	D	E	F	G	H	I	J	K	L	M
1	Site Inspection and Lessee Meeting Summary												
2	Category	#	Item	CLM	MMT	NBO	DYS	GLN	MBH	Notes - Inspection period	<div>Criteria Reporting</div> <div><div></div>Failure of reasonable compliance</div> <div><div></div>Partial Pass Improvement Required</div> <div><div></div>Pass Meets with Compliance</div>		
3	General Observations	1	Street appeal - does the facility present as being welcoming, neat and presentable?							Middlemount - Minor housekeeping around entrance and public toilets to remove ongoing leaves and debris throughout the day			
4		4	Presentation - Do the pool, grounds and surrounds present well?										
5		5	Customer Support - Does the facility offer minimum service support to customers?										
6		6	Swimming - Does the facility offer swimming lessons and/or other swimming support?										
7		7	Are the male and female amenities clean and serviceable?										
8		8	Is Council owned and furnished equipment functional, safely stored and well maintained?										
9		9	Are maintenance requirements being adequately attended to and/or reported to Council?										
10		10	Is the facility adequately equipped with rubbish receptacles?										
11	Lessee Reporting	1	Lessee issues - includes concerns & complaints across all aspects of site operations	N/A	N/A	N/A	N/A	N/A	N/A				
12		2	Complaints reported to the Lessee	N/A	N/A	N/A	N/A	N/A	N/A				
13		3	Incidents reported and/or observed by the Lessee				N/A	N/A	N/A				
14		4	Does the Lessee maintain a register of patron warnings, behaviour reporting and other violations of pool rules?										
15		5	Is the Lessee reporting daily information into SMART in accordance with the Lease reporting requirements?							revised reporting format has proven to be successful with a higher rate of reporting compliance and significant capture of improved entry data			
16		6	Are the qualifications, certificates, working with children and other relevant documents relating to Lessee employees registered on SMART in accordance with the Lease reporting requirements?										
17	Regulators Checklist	1	Is there a current copy of the Guidelines to Water Safety in hard copy at the facility?										
18		2	Is there a current Pool Safety Certificate or Pool Safety Management Plan in hard copy at the facility?							All sites advised to undertake full off season review of various management plans in preparation for new season			
19		3	Is there a system of regular checks to ensure that the pool barrier/s meet pool safety standards?										
20		4	Has an Emergency Action Plan (EAP) been developed for the facility?										
21		5	Is the EAP regularly reviewed?										
22		6	Has there been a practice full centre evacuation during operational hours within the last 12 months?							completed in last 12 months, one per season to be monitored			
23		7	Are all facility staff trained in the EAP?										
24		8	Do all staff hold appropriate and current qualifications?										
25		9	Do staff undertake regular internal training within the facility?										
26		10	Are reports made for every incident within the facility, and are they kept for an appropriate timeframe?										
27		11	Has a risk management study been done for the deployment of pool supervision?										
28		12	has a risk management study been done for OHS at the facility?										
29		13	Has a risk management study been done for the storage and use of Hazardous Chemicals/Dangerous Goods at the facility?										
30		14	Is there effective communication strategies in place for the facility users?										
31	Site Inspection and Lessee Meeting Summary												
32	Category	#	Item	CLM	MMT	NBO	DYS	GLN	MBH	Notes - Inspection period	<div>Criteria Reporting</div> <div><div></div>Failure of reasonable compliance</div> <div><div></div>Partial Pass Improvement Required</div> <div><div></div>Pass Meets with Compliance</div>		
33	Water Quality & Chemicals	15	Is all pool water monitored and maintained within regulations?										
34		16	Is there plant operations logbooks/diary and are adjustments										
35		17	At the time of inspections, is the facility open for use and the										
36		18	Is the chemical storage area clean and tidy?										
37		19	Are dry chemicals stored off the floor?										
38		20	Are dry chemicals stored to prevent mixing?										
39		21	Can liquids spill onto dry chemicals?										
40		22	Are chemicals separated by the appropriate distance?										
41		23	Are SDS (Safety Data Sheets) available for each stored chemical, including those for cleaning?										
42		24	Have all SDS's been prepared by the manufacturer or importer?										
43		25	Are all SDS's current?							General review all sites to remove out dated SDS			
44		26	Are SDS's located within the chemical storage area, as well as one other location in the aquatic facility?										
45		27	Has a Hazardous Substance register been prepared?										
46		28	Is there appropriate bunding of liquid chemicals?										
47		29	Is appropriate PPE (Personal Protective Equipment) provided in plant and chemical areas?										
48		30	Is PPE stored and maintained for immediate and correct operation?										
49		31	Are carbon dioxide gas cylinders secured to prevent their falling and sustaining damage to tanks or fittings?	N/A	N/A		N/A	N/A	N/A				
50			32	Are all chemical storage areas clearly labelled?									

Pass Meets with Compliance

	A	B	C	D	E	F	G	H	I	J	K	L	M
51	Safety Signage	33	Is signage displayed in plant rooms and chemical handling areas promoting the use of the required PPE?								Criteria Reporting		
52		34	Are all pipes, valves and pumps controlling water and chemical feeds, clearly labelled?							Additional stickers provided to lessee to apply as required			
53		35	Do pipe markers have the correct colour?										
54		36	Is there signage prohibiting smoking and indicating restricted										
55		37	Are there visual indications of changes in gradient, particularly in pools of depths of 1.6 metres or less?										
56		38	Are there sufficient depth markers?										
57		39	Are depth markers clearly visible from within the pool?										
58		40	Are depth markers clearly visible from the concourse?										
59		41	Is there sufficient signage identifying deep water, shallow water, particularly at entry points?										
60		42	Is deep water/shallow water signage compliant with the National Aquatic & Recreation Signage Style Manual?										
61		43	In water less than 1.8 metres in depth, is Do Not Dive signage displayed?										
62		44	Is Do Not Dive signage compliant with the National Aquatic &										
63		45	Is there signage at the pool entrance which specifies the conditions of use of the facility?										
64		46	Is there signage that encourages responsible behaviour?										
65		47	Is there signage that encourages parental/guardian										
66		48	Are advisory signs, other than those associated with depth markings used, when and where appropriate?										
67		49	Is the First Aid room or area easily identified?										
68		50	Are change rooms clearly identified with signage?										
69	Site Inspection and Lessee Meeting Summary												
70	Category	#	Item	CLM	MMT	NBO	DYS	GLN	MBH	Notes - Inspection period			
71	Supervision & First Aid	51	Is the pool adequately supervised at the time of assessment?										
72		52	Is swimming permitted with any pool covers still in place?										
73		53	Are supervision positions sufficient to observe any part of the pool/s without excessive reflection from the waters surface or line of sight										
74		54	Is the pool supervisor's uniform suited to the performance of supervision duties?										
75		55	Are change rooms and other isolated areas sufficiently supervised?										
76		56	Is the rule that children under a certain (under 12) be actively supervised by guardians over a specified age (16 or older) enforced?										
77		57	Are effective and sufficient emergency methods of communication available?										
78		58	Is sufficient attention given to protecting staff from excessive exposure to environmental factors and disease?										
79		59	Is there rescue equipment located on the concourse in reasonable reach of staff or patrons?										
80		60	Does the first aid report cover the following items?										
81		61	Is there a designated First Aid room or area?								space available for minor treatments		
82		62	Does the main first aid room have the following?	NA	N/A	NA	NA	NA					
83		63	Is there sufficient stock of appropriate First Aid equipment?										
84		64	Is there at least one portable first aid kit?										
85	Facility Design	65	Are exits from the facility clearly marked in any lighting conditions?										
86		66	Are the rooms or compounds in which the pools are located secure										
87		67	Are the pool and its surrounds sufficiently lit?										
88		68	If the pool is outdoor, is shading (sun protection) available?										
89		69	Is the nature of the surfaces in water depth of 1.6mt or less inteded to be slip-resistant?										
90		70	Are fittings and fixtures flush with pool walls and floor?										
91		71	Are gutters, whether wet-deck or intergrated with the pool wall, sufficiently protected to prevent injury through obstruction, entrapment or tripping?										
92		72	Are toddlers and learners pools located away from deep-water pools, or are there sufficient and appropriate barriers between adjacent shallow and deep-water areas?										
93													
94	Summary		Does this inspection meet a reasonable level of compliance?										

Criteria Reporting	
	Failure of reasonable compliance
	Partial Pass Improvement Required
	Pass Meets with Compliance

MEETING DETAILS

Ordinary Meeting

Wednesday 23 July 2025

AUTHOR

Mark Davey

AUTHOR POSITION

Program Manager – Capital Delivery

9.9 PLANNING, ENVIRONMENT AND COMMUNITY SERVICES FY2024-2025 CAPITAL PROJECTS PROGRESS REPORT AS AT 23 JUNE 2025

EXECUTIVE SUMMARY

This report is to provide an update to Council on the progress in the delivery of the Planning, Environment and Community Services 2024-2025 Capital Works Program.

COMMITTEE'S RECOMMENDATION

Resolution No.: PECS1346

Moved: Cr Alaina Earl

Seconded: Cr Melissa Westcott

That the Committee recommends that Council:

1. Receives and notes the monthly Planning, Environment and Community Services 2024-2025 Capital Progress Summary Report as at 23 June 2025.

Carried

NOTE:

Cr Melissa Westcott advised the Committee that there are approved variations for the Moranbah Early Learning Centre (MELC) Project which are being funded by MELC.

BACKGROUND

Progressive updates of the financial and physical position of projects in the 2024-2025 PECS Capital Works program have been identified as a requirement to ensure that Council is aware of the progress of and risk to the delivery of the program.

Officers have previously reported an estimated carry-forward and multi-year budget commitment of circa \$6 million from 2023-24 financial year capital works budget.

An additional budget of circa \$14.6 million has been allocated to new works for the 2024-2025 financial year.

Major works for the current year include:

- Completion of the Moranbah Community Centre Revitalisation Project

Practical Completion achieved – Defect Liability Period in place

- Completion of the Clermont Civic Centre roof replacement
Project awarded. Revised completion date 30 June 2025
- Completion of the Flaggy Rock Community Centre septic tank replacement
Project Complete
- Commencement of preliminary works for the Nebo Showgrounds Revitalisation Project Stage 1 awarded with contract being finalised and agreement from funding partner for new program of works.
- Commencement of solar installations funded under the Reef Guardian Councils program
Clermont project to commence 14 July 2025
- Commencement of planning and design for the Moranbah and Clermont Country University Centres
Moranbah Centre construction commenced, with completion date of 30 June 2025. Clermont design out to market, closing 4 July 2025

IMPLICATIONS

The attached PECS 2024-2025 Capital Projects Progress Summary (Attachment 1) identifies the financial and physical position of all projects. Commentary is provided to briefly explain the position of projects. Where the risk is considered low or of insignificant impact to Council or the community, no additional commentary is provided. Where risks are significant, a separate commentary is provided in the Identified Issues section of this report.

IDENTIFIED ISSUES

Moranbah Community Centre

At practical completion, Isaac Regional Council have received the Certificate of Completion from the certifier with minor conditions attached. Contractor and Council are now working diligently through these items for timely rectification.

Isaac Country Universities

Moranbah centre construction has commenced. Project will require a variation to the funding agreement milestones as it is currently behind schedule.

CONSULTATION

Internal

Director Planning, Environment and Community Services

Planning, Environment and Community Services Leadership Team

External

Aurecon

BASIS FOR RECOMMENDATION

To improve business within the Planning, Environment and Community Services Directorate by providing more appropriate and relevant reporting, transparency, and a clear monitoring tool for Council. This report will help identify and communicate any project delays or possible project failures.

ACTION ACCOUNTABILITY

The Program Manager – Capital Delivery in conjunction with the PECS leadership team and under the guidance of Director PECS hold responsibility for the scoping, procurement and the completion of the projects identified within the 2024-2025 Capital Program.

KEY MESSAGES

Council's continued investment, oversight, and engagement in the delivery of the Planning, Environment and Community Services Capital Works Program will ensure Isaac region communities continue to enjoy access to high quality facilities and services that improve community liveability, wellbeing, and visitor satisfaction.

Report prepared by: MARK DAVEY Program Manager – Capital Delivery Date: 24 June 2025	Report authorised by: HEIDI ROBERTS Director Planning, Environment and Community Services Date: 24 June 2025
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ATTACHMENTS

- Attachment 1 – PECS 2024-2025 Capital Projects Progress Summary as at 23 June 2025.

REFERENCE DOCUMENT

- Nil

PECS 2024/2025 CAPITAL PROJECTS PROGRESS SUMMARY AS AT 23 JUNE 2025

2024/25 PECS Capital Budget Status and Completion Rate as at 23 June 2025

Carry Forward Budget	\$ 5,988,755.00
Adopted Budget	\$ 14,654,712.00
FY 2024/25 PECS Capital Budget	\$ 20,643,467.00
Actual Expenditure	15,216,562.58
Remaining Budget (Actual)	5,426,904.42
Commitments	9,222,172.92
Remaining Budget (uncommitted)	-3,795,268.50

73.71 Percent of Budget Spent - June (Excluding Commitments)



\$5,426,904 of YTD Budget Remaining - June (Excluding Commitments)

118.38 Percent of Budget Spent - June (Including Commitments)



-\$3,795,269 of YTD Budget Remaining - June (Including Commitments)

PLANNING, ENVIRONMENT AND COMMUNITY SERVICES

2024/2025 CAPITAL PROJECTS PROGRESS SUMMARY AS AT 23 JUNE 2025



HELPING TO ENERGISE THE WORLD

ABN 39 274 142 600

Code	Project Name	Approved Budget	YTD Actual expenditure	YTD Commitments	Remaining Uncommitted Budget	Current stage	Scheduled completion date	Status Commentary	Risk	Completion
CW212906	Equipotential bonding	83,441	83,440.65	0	0.35	Complete	2/09/2024	Project Complete	N/A	100%
CW222965	DYS Community Hub	384,415	327,710.02	55,632.20	1,072.78	Construction	30/06/2025	Externally funded project. Please note that these works are being combined with CW253318 DYS Library External Works. Construction nearing completion with final elements being undertaken.	Low	80%
CW222966	STLAW Community Hub	131,154	0	29,500.00	101,654.00	Planning/ Design	30/06/2026	Project has been deferred to allow an assessment of requirements	N/A	0%
CW223013	MBH Community Centre - Refurbishment	10,998,539	10,321.623.81	287,653.58	389,261.61	Construction	31/12/2025	Practical completion reached, with defects being rectified under the defect liability period. Contractor claims on variations are still being assessed by the superintendent and Council. Further internal works for lighting and stage are currently being assessed for RFT. Note - expecting that funds will be expended this FY but works will continue in 26 FY (funded from Halls proactive budget).	N/A	90%
CW233122	CLM Aerodrome Refuelling Tank	75,110	75,109.90	0	0.10	Complete	30/10/2024	Project Complete.	N/A	100%

PLANNING, ENVIRONMENT AND COMMUNITY SERVICES

2024/2025 CAPITAL PROJECTS PROGRESS SUMMARY AS AT 23 JUNE 2025



HELPING TO ENERGISE THE WORLD

ABN 39 274 142 600

Code	Project Name	Approved Budget	YTD Actual expenditure	YTD Commitments	Remaining Uncommitted Budget	Current stage	Scheduled completion date	Status Commentary	Risk	Completion
CW233123	CLM Caravan Park Emergent Electrical Work	219,378	170,302.25	29,629.97	19,445.78	Construction	30/06/2026	Main body of works completed, caravan park is functional again, minor labelling and as-con development on-going	Low	90%
CW233125	NBO Truck Wash Renewal	25,333	11,240.40	0	14,092.60	Construction	30/06/2025	Primary scope of works complete, remaining budget is for fabrication repairs with works awaiting	Low	90%
CW243164	MBH Animal Management Centre Renewal	117,686	60,595.09	63,470.64	-6,379.72	Construction	30/06/2025	Airconditioning units being finalised. CCTV component of project awarded with installation commencing 10 June 2025	Low	90%
CW243165	CLM Museum Drainage Rectification	97,932	97,931.80	0	0.20	Construction	7/01/2025	Project Complete.	N/A	100%
CW243166	Flaggy Rock Septic - Partial replacement	214,315	214,315.09	0	-0.09	Complete	2/09/2024	Project Complete	N/A	100%
CW243170	CORP Pools Emergent and/or Prog Renewals	19,980	19,980.00	0	0	Complete	30/08/2024	Project Complete	N/A	100%
CW243171	CLM Swim Pool design and emergent works	4,750	4,750.00	0	0	Complete	30/09/2024	Project Complete	N/A	100%

PLANNING, ENVIRONMENT AND COMMUNITY SERVICES

2024/2025 CAPITAL PROJECTS PROGRESS SUMMARY AS AT 23 JUNE 2025



HELPING TO ENERGISE THE WORLD

ABN 39 274 142 600

Code	Project Name	Approved Budget	YTD Actual expenditure	YTD Commitments	Remaining Uncommitted Budget	Current stage	Scheduled completion date	Status Commentary	Risk	Completion
CW243172	CLM Civic Centre Roof replacement	611,382	89,525.55	363,329.37	158,527.08	Construction	30/06/2025	Construction being finalised	Low	90%
CW243175	CORP Halls/Centres Emergent and/or Prog	79,376	71,601.40	0	7,774.60	Complete	30/09/2024	Project Complete	N/A	100%
CW243176	CLM Caravan Park Utilities Renewal	11,554	10,753.73	0	800.27	Complete	31/03/2025	Project Complete	N/A	100%
CW243227	DYS Miners Memorial	150,000	11,100.00	6,100.00	132,800.00	Planning/ Design	30/06/2026	Preliminary design received and being internally assessed. Project team has reached out to suitable parties for a cost analysis on the supplied design.	Medium	20%
CW243241	NBO Showgrounds Stage 1	1,683,452	164,797.22	2,494,772.95	-976,118.17	Procurement	30/04/2026	Externally funded project Project has been awarded with contract being finalised. Project to commence 1 August 2025. Funding partner has agreed to a variation to funding agreement, allowing the construction start date to be pushed out to August 2025, with an amended completion date of March 2026	Medium	30%
CW243246	Isaac Solar	415,490	101,236.78	63,264.54	250,988.68	Construction	30/06/2026	Externally funded project	Medium	20%

PLANNING, ENVIRONMENT AND COMMUNITY SERVICES

2024/2025 CAPITAL PROJECTS PROGRESS SUMMARY AS AT 23 JUNE 2025



HELPING TO ENERGISE THE WORLD

ABN 39 274 142 600

Code	Project Name	Approved Budget	YTD Actual expenditure	YTD Commitments	Remaining Uncommitted Budget	Current stage	Scheduled completion date	Status Commentary	Risk	Completion
								Clermont Solar has been awarded and working with contractor for commencement date to be 14 July 2025. Moranbah Solar is being delivered by Corporate Properties.		
CW243250	CLM Showgrounds Main Arena Renewal	6,906	6,747.75	0	158.25	Complete	31/03/2025	Project Complete	N/A	100%
CW253316	Isaac Country University Centres	700,000	451,605.71	271,737.27	-23,342.98	Construction	2/12/2025	Full budget expenditure by 30 June will be unachievable. Moranbah Centre construction in final stages and due to be completed by 30 June 2025. Clermont Centre out to market for design, closing 4 July 2025. Revised completion date aligns with the executed funding agreement.	Medium	50%
CW253317	CORP Town Christmas Trees	88,776	88,776.40	0	-0.40	Complete	21/11/2024	Project Complete	N/A	100%
CW253319	CLM Saleyards pens renewal	185,000	176,946.69	0	8,053.31	Construction	13/06/2025	Primary project complete, minor works to be completed by mid-June	Low	90%

PLANNING, ENVIRONMENT AND COMMUNITY SERVICES

2024/2025 CAPITAL PROJECTS PROGRESS SUMMARY AS AT 23 JUNE 2025



HELPING TO ENERGISE THE WORLD

ABN 39 274 142 600

Code	Project Name	Approved Budget	YTD Actual expenditure	YTD Commitments	Remaining Uncommitted Budget	Current stage	Scheduled completion date	Status Commentary	Risk	Completion
CW253320	CLM Showgrounds Electrical renewals	185,000	6,940.00	0	178,060.00	Procurement	31/12/2025	Tender prepared and finalized for release to market end May 2025.	Medium	20%
CW253321	MBH - GCAC 25m Thermal cover renewal	125,000	0	147,490.50	-22,490.50	Construction	11/07/2025	Site works to commence 25/06/25. Forecasted completion of works remain early to mid-July 2025.	Medium	50%
CW253322	GLN - Pool amenity and grandstand area	180,417	0	0	180,417.00	Procurement	29/08/2025	Projected to award works week starting 16/06/25. The expected completion date is pushed back to late August. Carry over works.	High	20%
CW253323	MBH - GCAC Plant room rectification	348,380	1,519.00	264,225.00	82,636.00	Construction	31/07/2025	Shed order delayed, supplier has been requested to provide an eta on shed arrival and program schedule. Delivery of project now expected late July. Expected carry over.	Medium	30%
CW253324	CORP - Pools Emergent Renewals	118,733	93,522.53	21,569.00	3,641.47	Construction	20/06/2025	Awaiting completion of final works to outstanding order. Completion date expected 20/06/25.	Low	90%
CW253325	MBH - 50m pool expansion joint renewal	195,000	106,904.43	0	88,095.57	Complete	6/06/2025	Contract works completed early June with only minor delays experienced due to weather. Balance of funds may cover shortfalls on other CF budget items	N/A	100%
CW253326	DYS - Pool Light Pole replacement	30,000	22,077.70	0	7,922.30	Complete	28/02/2025	Project Complete	N/A	100%

PLANNING, ENVIRONMENT AND COMMUNITY SERVICES

2024/2025 CAPITAL PROJECTS PROGRESS SUMMARY AS AT 23 JUNE 2025



HELPING TO ENERGISE THE WORLD

ABN 39 274 142 600

Code	Project Name	Approved Budget	YTD Actual expenditure	YTD Commitments	Remaining Uncommitted Budget	Current stage	Scheduled completion date	Status Commentary	Risk	Completion
CW253327	GLN Rec Centre - Toilets Stump renewal	31,968	0	0	31,968.00	Planning/ Design	30/01/2026	Majority of funds deferred at Q2 to 25/26 FY. Scope of works was removed from tender, reissue to market in 25/26 FY	High	10%
CW253329	STL Hall - Kitchen upgrade	65,000	4,999.00	0	60,001.00	Procurement	31/07/2025	RFQ released and closed 21/05/25, one response received exceeding budget, submission value (241K) also exceeded procurement guidelines. Discussions with key stakeholders to review way forward. Probable carry forward.	High	20%
CW253330	CORP Halls Emergent and /or Prog renewal	120,000	110,291.18	229.60	9,479.22	Complete	15/04/2025	Flaggy Rock - 100% works completed at Flaggy Rock by contractor. Camila Hall works are 100% completed. Remaining funds for Softfall that has been costed to Parks & Rec (to journal).	N/A	100%
CW253331	Isaac Resources Excellence Precinct	2,000,000	1,454,031.98	4,389,616.83	-3,843,648.81	Construction	25/06/2027	Externally funded project. Multi-stage project. Project Management has been awarded. Design tender has been awarded. Road tender awarded. Advice received from the consulting engineer's states that the road infrastructure will expend a high portion of the 25FY nominated budget, and these works will be completed by 30	Medium	20%

PLANNING, ENVIRONMENT AND COMMUNITY SERVICES

2024/2025 CAPITAL PROJECTS PROGRESS SUMMARY AS AT 23 JUNE 2025



HELPING TO ENERGISE THE WORLD

ABN 39 274 142 600

Code	Project Name	Approved Budget	YTD Actual expenditure	YTD Commitments	Remaining Uncommitted Budget	Current stage	Scheduled completion date	Status Commentary	Risk	Completion
								June 2025 – weather dependant. Water and sewer investigation ongoing.		
CW253334	MELC Expansion & Renovation Works	800,000	866,048.53	733,951.47	-800,000	Planning	30/06/2026	Works are being managed by MELC with payments made on actual expenditure. Estimate of budget entered for the 2025 FY. Total project budget of \$2.166M - \$1.6M funded from LRCI / \$300k Federal Gov grant / \$266k MELC cash reserves	Low	20%
CW253337	MBH Childcare Sewer Mains Replacement	140,000	0	0	140,000	Planning	31/12/25	Site visit to Simply Sunshine to look at existing issue and interact with Key Stakeholder for planning of best time frame to undertake works. Probable carry forward project	Medium	10%
OVERALL		20,643,467	15,216,562.58	9,222,172.92	-3,795,268.50					

MEETING DETAILS	Ordinary Meeting Wednesday 23 July 2025
AUTHOR	Kent Worsley
AUTHOR POSITION	Acting Manager Liveability and Sustainability

9.10 PLANNING ENVIRONMENT AND COMMUNITY SERVICES QUARTERLY DEPARTMENTAL REPORT – LIVEABILITY AND SUSTAINABILITY

EXECUTIVE SUMMARY

The purpose of this report is to provide an overview and status update of the Liveability and Sustainability Department's projects and operational commitments.

COMMITTEE'S RECOMMENDATION

Resolution No.:	PECS1347		
Moved:	Cr Melissa Westcott	Seconded:	Cr Terry O’Neill
That the Committee recommends that Council:			
1. Receives and notes the report, providing an overview and status update on the projects and operational commitments of the Liveability and Sustainability Department.			
Carried			
NOTE:			
Cr Melissa Westcott enquired about the rehabilitation/clean-up of Brian Coughlan Park to enable the community to utilise this area again.			

BACKGROUND

The Liveability and Sustainability department is responsible for delivering a range of Council statutory and non-statutory services under the following programs:

- Land Use Planning
 - Development Assessment and Major Projects
 - Land Use and Infrastructure Planning
- Environment and Biodiversity
 - Biosecurity
 - Natural Resource Management

- Sustainability and Partnerships
- Stock routes

Attachment 1 – Liveability and Sustainability Department Quarterly Update July 2025 is attached to provide Council with an overview and status update of the Liveability and Sustainability Department's key projects and operational commitments.

IMPLICATIONS

The provision of departmental reports will provide Council visibility of the operational aspects of the Liveability and Sustainability department.

CONSULTATION

Director Planning Environment and Community Services

Liveability and Sustainability Department

BASIS FOR RECOMMENDATION

The recommendation is to receive and note the content of this report which provides an accurate overview and status update of the Liveability and Sustainability Department's projects and operational commitments.

ACTION ACCOUNTABILITY

The Manager Liveability and Sustainability is responsible for the strategic direction and operational deliverables of the Liveability and Sustainability Department, including reporting on delivery of its Business Plan and approved operational projects.

KEY MESSAGES

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

Report prepared by:

KENT WORSLEY

Acting Manager Liveability and Sustainability

Date: 24 June 2025

Report authorised by:

HEIDI ROBERTS

**Director Planning, Environment and
Community Services**

Date: 24 June 2025

ATTACHMENTS

- Attachment 1 – Liveability and Sustainability Department Quarterly Update July 2025
- Attachment 2 – Liveability and Sustainability Departmental Business Plan 2024/25

REFERENCE DOCUMENT

- Nil

LIVEABILITY AND SUSTAINABILITY DEPARTMENT

QUARTERLY UPDATE JULY 2025

Current as at 24.02.2025

Presented by Acting **Manager Liveability and Sustainability**



EXECUTIVE SUMMARY

This report is a quarterly update for the Liveability and Sustainability Department presented in July 2025.

HIGHLIGHTS

LAND USE PLANNING

- Council have been successful in securing \$100,000 grant funding from the State Government under the Scheme Supply Fund, which will assist council in undertaking a review and amendment to the Planning Scheme to identify and increase opportunities for infill residential development and housing within Moranbah.
- Public consultation for the Ministerial Infrastructure Designation application for the Isaac Resources Excellence Precinct was completed in mid-May 2025 and the application is currently awaiting a decision by the Minister.
- The Development Assessment team has decided or are currently assessing several complex and exciting projects, including the first Battery Energy Storage System for our region, a new training facility for Queensland Mines Rescue Service, residential unit developments, Gas fire power station and sporting and recreational upgrades for the Dysart Golf Club.

ENVIRONMENT AND SUSTAINABILITY

- The Restoring Coastal Habitat for Threatened Species project was a finalist at the LGMA excellence awards for collaboration.
- Team has attained full staffing complement
- Application submitted for rooftop solar installation at Moranbah treatment plants under the Community Energy Upgrade Fund.

3-MONTH OUTLOOK

LAND USE PLANNING

- Decision to be issued for the Ministerial Infrastructure Designation for the Isaac Resources Excellence Precinct
- Commencement of statutory consultation on the Flood Study Amendment to the Isaac Regional Planning Scheme.
- Recruitment of a Town Planner to fill a new full-time equivalent position that has been created in the Development Assessment team.

ENVIRONMENT AND SUSTAINABILITY

- Delivery of the next milestones for the Reef Guardian funded projects.
- Council's Stock route Strategy is currently being drafted with Councillor Workshops to be scheduled in coming months for sharing and input.

EMERGING ISSUES

- None considered at the moment

LAND USE PLANNING

1. APPLICATION HIGHLIGHTS

NOTABLE APPLICATIONS RECEIVED

Material Change of Use – Educational Establishment (Mines Rescue Training Facility)

Applicant – Queensland Mines Rescue Service

Location – 186 Long Pocket Road, Moranbah

Lodgement Date – 17 April 2025

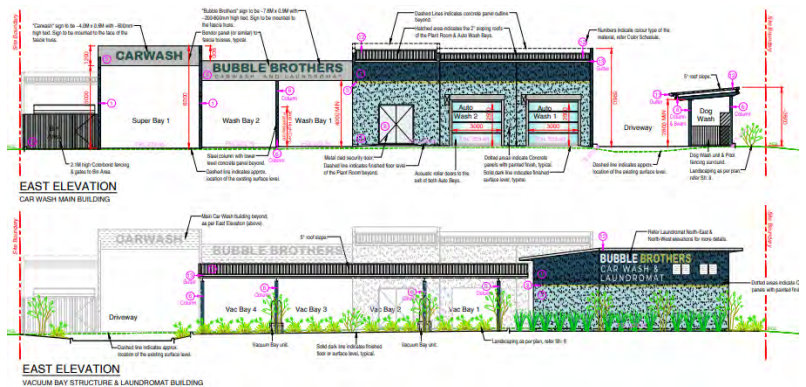


Material Change of Use and Operational Works – Car Wash and Service Industry (Laundromat)

Applicant – TMC Building Design Group

Location – 17 Meninga Crescent, Moranbah

Lodgement Date – 29 May 2025



Material Change of Use – Multiple Dwelling (3 Dwellings)

Applicant – Stanmore Resources Limited

Location – 1 Macpherson Street, Moranbah

Lodgement Date – 7 May 2025



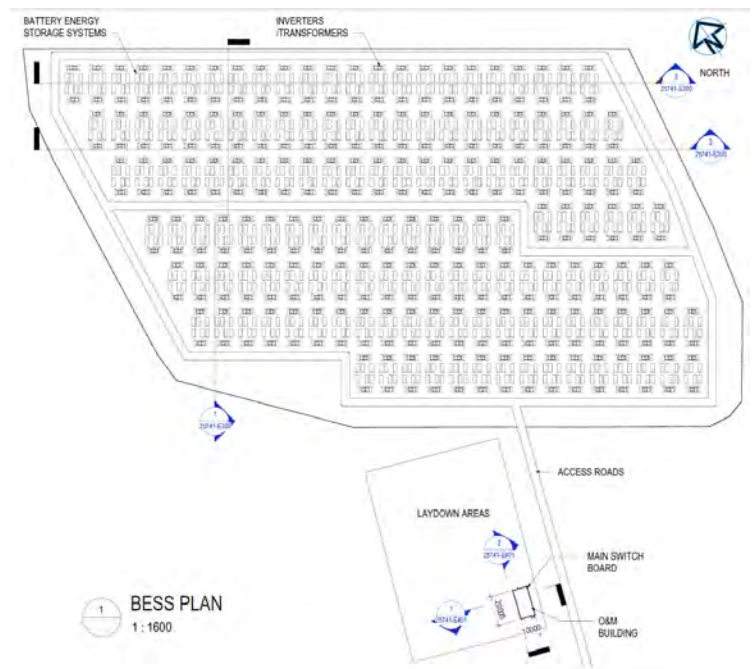
NOTABLE APPLICATIONS APPROVED

Material Change of Use – Battery Energy Storage Facility

Applicant – Nebo BESS Pty Ltd

Location – 178 Suttor Development Road, Nebo

Approval Date – 27 May 2025



Material Change of Use – Outdoor Sport and Recreation & Function Facility

Applicant – Rhiannon Rowe

Location – Dysart Golf Club, 180 Fisher Street, Dysart

Approval Date – 4 March 2025

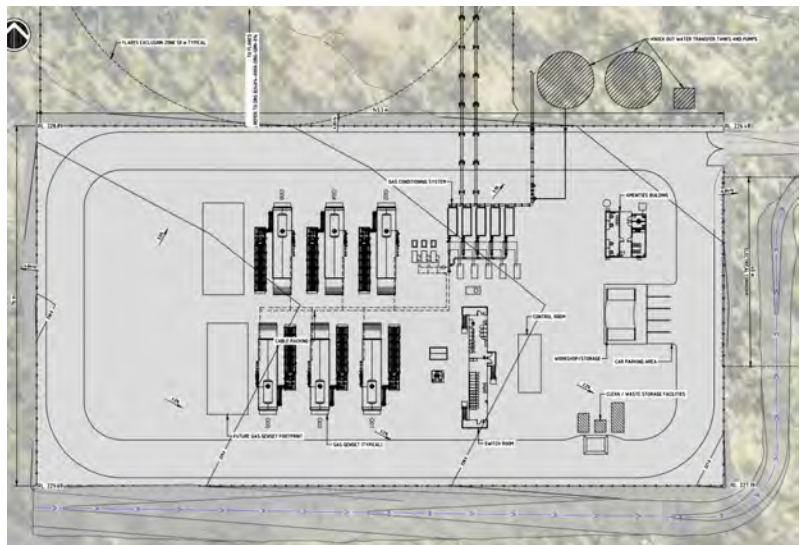


Material Change of Use – Special Industry (20MW Gas Fire Power Station)

Applicant – Stanmore SMC Pty Ltd

Location – 14579 Peak Downs Highway, Strathfield

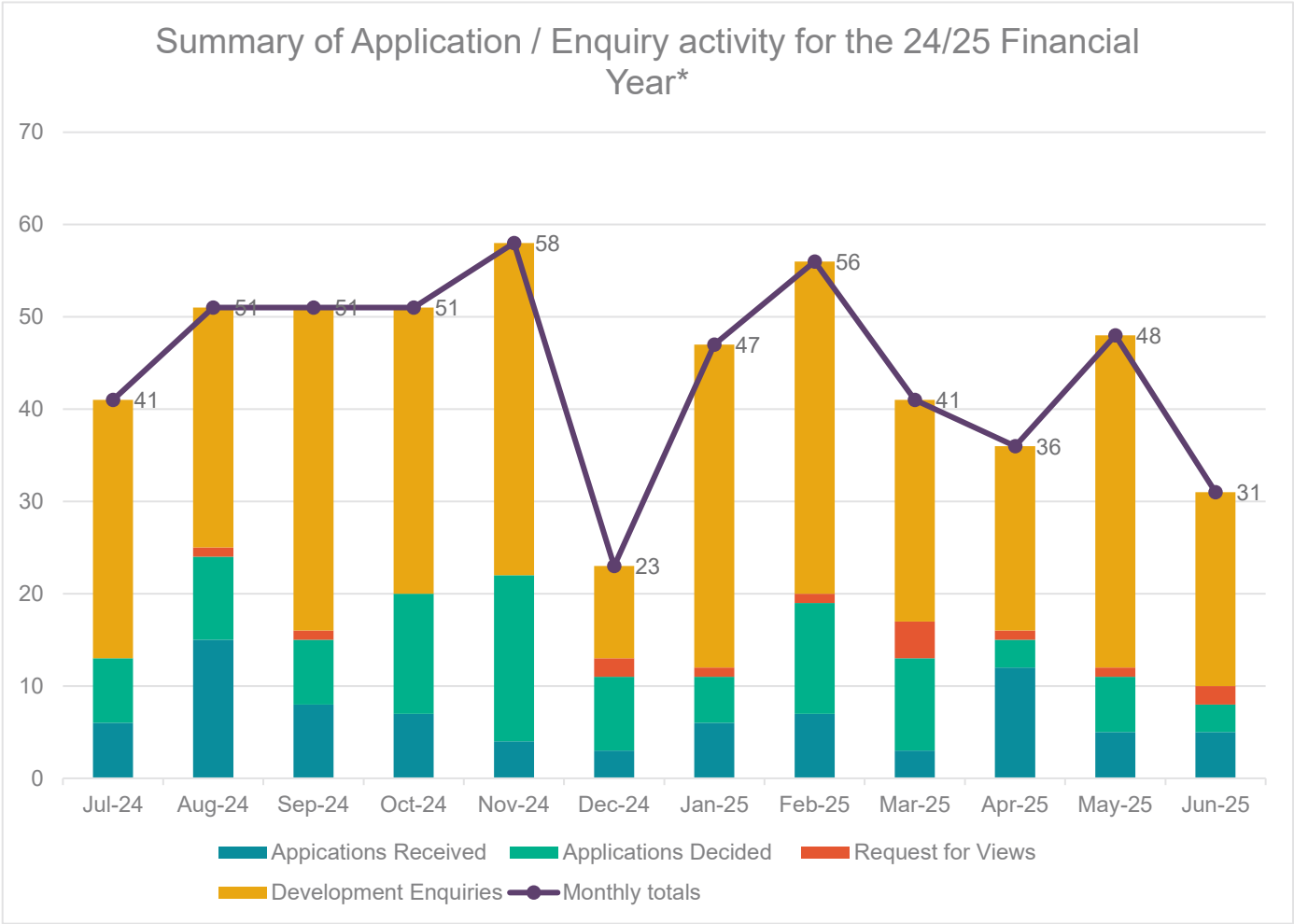
Approval Date – 7 April 2025



2. VOLUME OF DEVELOPMENT ACTIVITY

	June 25	May 25	April 25	March 25	Feb 25	Jan 25	Dec 24	Nov 24	Oct 24	Sep 24	Aug 24	July 24	YTD 24/25	FY 23/24	FY 22/23
Applications Received															
Development applications (MCU / ROL / OPW)	3	2	3	2	1	3	1	2	4	0	7	2	30	39	19
Building works siting concessions	0	1	2	1	1	1	1	1	2	5	2	1	18	13	13
Survey plans	0	0	2	0	2	1	0	0	0	1	0	0	6	5	8
Change Requests, Extensions, Exemption Certificates	2	2	5	0	3	1	1	1	1	2	6	3	27	14	8
Applications Decided															
Developments Permits (MCU / ROL / OPW)	2	1	2	4	3	2	5	6	3	1	3	2	34	13	14
Building works siting concessions	0	2	0	2	1	1	0	3	4	1	3	2	19	6	14
Survey plans	0	0	0	1	2	1	0	0	1	0	0	0	5	7	7
Change Requests, Extensions, Exemption Certificates	1	0	1	2	0	1	1	4	4	4	2	1	21	11	3
Planning Certificates	0	3	0	1	6	0	2	5	1	1	1	2	22	8	33
State Land Applications															
State Land Applications	2	1	1	4	1	1	2	0	0	1	1	0	14	13	10
Customer Requests															

Customer Request Module (CRM)	21	36	20	24	36	35	10	36	31	35	26	28	338	267	258
Total	31	48	36	41	56	47	23	58	51	51	51	41	534	396	129



* Data up until 19 June 2025.

3. PRE-LODGE MEETING DETAILS*

Date	Proposal	Locality
05/02/2025	Gas Fired Power Station	Moranbah
19/02/2025	Battery Energy Storage System	Nebo
20/02/2025	Renewable Energy Facility (Solar Farm)	Lotus Creek
25/02/2025	Chemical Storage Facility	Moranbah
25/02/2025	Residential development – multiple sites	Moranbah
27/02/2025	Battery Energy Storage System	Coppabella
05/03/2025	Battery Energy Storage System	Mount Britton
07/03/2025	Educational Establishment (Training Facility)	Moranbah
17/03/2025	Hybrid Energy Project (Wind, Solar and Battery storage)	Gemini Mountains
19/03/2025	Workforce Accommodation	Burton
26/03/2025	Accommodation upgrades and improvements	Coppabella
01/04/2025	Renewable Energy Facility	Clermont
09/04/2025	Transport Depot	Moranbah
23/04/2025	Subdivision of Land in commercial area	Moranbah
20/05/2025	Dust Monitoring Station upgrades	Moranbah
02/06/2025	Major Electricity Infrastructure	Moranbah / Coppabella
03/06/2025	Renewable Energy Facility (Wind farm)	Clarke Creek
17/06/2025	Pipeline upgrade works (water supply)	Middlemount
18/06/2025	Mine Office upgrades	Middlemount

*from 1 February 2025 – 18 June 2025

4. STRATEGIC PLANNING UPDATE

P&E Court Appeal – Civeo

- Matter was last reviewed in P&E Court on 17 April 2025.
- Court orders related to the updating of timeframes for the development of a joint expert report and a 'meeting of experts' between Council's and Civeo's nominated economic need experts, visual amenity experts, and social planning experts. The order required the parties and legal representatives to participate in without prejudice conference on/before 20 June 2025.
- L&S Team will continue to prepare information as requested by solicitors for the purpose of responding to the court orders.
- L&S Team have received a copy of draft Joint Expert Reports from Council's economic need, social planning and town planning experts.
- The appeal is listed for a Review on 27 June 2025.

Next Steps:

L&S team to continue to assist council's legal representatives, pending any outcomes from without prejudice conferences and the Review scheduled for 27 June 2025.

Priority Development Area (PDA) Revocation

- Revocation of the Moranbah Priority Development Area has been completed with the revocation taking effect from 14 February 2025.
- All new development applications lodged in the former PDA area are now assessable against the Isaac Regional Planning Scheme.
- L&S Team supported Brand Media and Communications Team with media release, public notice and website updates.
- L&S Team wrote to all applicants and approval holders in the former PDA to advise them of the change. No feedback has been received from these stakeholders.

Next Steps:

L&S to continue to respond to any further requests for information.

The next amendment to the Isaac Planning Scheme will include Administrative Amendments to remove obsolete references to the Moranbah Priority Development Area

Isaac Resource Excellence Precinct – Ministerial Infrastructure Designation

- The Ministerial Infrastructure Designation application for the Isaac Resources Excellence Precinct was submitted the State Government on 18 February 2025.
- Statutory consultation was undertaken between 31 March 2025 and 15 May 2025.

Next Steps:

Council is awaiting a decision from the Minister on the outcome of the application.

Flood Study Program

Clermont Flood Study Update

- GHD have been engaged to update the Clermont Flood Study to extend the boundaries of the flood study area to include the rural residential zoned land on the south-western extents of the Clermont township. This land was incorrectly excluded from the original flood study and is being added to ensure flood risk is better understood in these areas.
- Project completed in March 2025. QRA cover 100% of study cost.

Next Steps:

Completed - This will be input material for upcoming Minor Amendment to the Isaac Planning Scheme to update the Flood Hazard Overlay.

Upper Nogoa and Mackenzie River Flood Study

L&S to commence procurement of consultant to

- \$230,000 grant funding received from Queensland Reconstruction Authority to deliver a Flood Study for the Upper Nogoa and Mackenzie River catchment.
- Procurement of consultant to deliver project to commence in coming months.

Public Access to Information

- L&S Department is continuing to work with GIS Program on establishing online access to flood information and flood reports to support development activity and flood awareness.

deliver Upper Nogoa and Mackenzie River Flood Study by January 2026.

Flood Report template and processes to be established to align with timing of adoption of Planning Scheme Flood Amendment.

Isaac Region Planning Scheme - Flood Amendment

- Council adopted resolution to commence amendment to the Isaac Regional Planning Scheme (the Planning Scheme) to amend the Flood hazard overlay code to reflect updated Flood Studies in October 2024.
- Proposed amendments to the text of the Isaac Planning Scheme and draft Flood Hazard Overlay mapping will be finalised in June 2025. The communication programme will be developed in July 2025
- Statutory consultation is anticipated to occur in August 2025 with adoption of the amendment to the Planning Scheme expected to be executed by the end of the Financial Year.

Next Steps:

L&S is preparing to commence statutory consultation for the amendment to the Planning Scheme.

Grant Application – Scheme Supply Fund

- Funding application submitted to the State Government's Scheme Supply Fund Project which is non-competitive grant funding intended to be used to support increased residential development and removal of regulatory barriers. Council is eligible to receive \$100,000 in funding which requires no co-contribution.
- Council's application seeks to utilize the funding to undertake a review of the assessment benchmarks and zoning in the Isaac Regional Planning Scheme to seek opportunities to increase the housing capacity within the urban footprint.
- On 12 June 2025, Council received correspondence from the Deputy Premier that the grant application has been approved and Council has been successfully awarded \$100,000.

Next Steps:

Awaiting receipt of operational requirements for execution of funding arrangement.

Once executed, project planning, scoping and procurement will be undertaken to commence the project.

Submission – Planning (Social Impact and Community Benefit) and Other Legislation Amendment Bill 2025

- In May, the State Government introduced a Bill to parliament which seeks to amend the Planning Act 2016 to introduce a Community Benefit System into the QLD Planning Framework. The Bill also seeks to ensure that large-scale renewable energy developments are planned and implemented in a way that maximises benefits for the community and avoids or compensates for any negative social impacts.
- The L&S team undertook a significant review of the Bill and supplementary material, working closely with the Policy and Advocacy team to prepare comprehensive submission on behalf of Council.
- If passed in parliament, the Bill may result in future amendments to the planning scheme being required and changes to internal processes during pre-lodgement stages for projects.

Next Steps:

L&S continue to assist Policy and Advocacy team to respond to any amendments or further opportunities for consultation with the State Government and LGAQ.

If / when the amendments to the Planning Act 2016 come into effect, the L&S team will review the changes and update council accordingly.

5. INFRASTRUCTURE PLANNING UPDATE

Interim Amendment to Local Government Infrastructure Plan (LGIP) and Infrastructure Charging Resolution

- This is an amendment to part 4 and schedule 3 of the Isaac Planning Scheme
- Schedule of Works (SOW) is being finalised with support from internal network owners (roads, park, water, sewerage). The preparation of the SOW is an integral component of the LGIP as it must demonstrate financial sustainability and alignment with Council's capital works planning, asset planning and long-term financial forecasts.
- Integran (consultant) have been engaged to support delivery of the Interim Amendment to the LGIP. It is expected that the Interim Amendment will be adopted by Council by the end of the financial year.

Next Steps:

Schedule of Works and Extrinsic Material to be completed June 2025.

After preparation of Interim amendment materials and State Government consultation, it is anticipated that the draft Adopted Infrastructure Charges Resolution the draft Interim Local Government Infrastructure Plan will be publicly notified in October 2025

Infrastructure Charges Audit and Register

- Infrastructure Charges Audit is currently being finalised. Once finalised a revised Infrastructure Charges Register will be made available on website for public view.
- Following finalisation of Infrastructure Charge Register, a pathway for recovery of any outstanding charges will be presented to Council for consideration. Officers are currently investigating outstanding invoices through historic records audit.
- L&S has sought legal advice to identify recovery pathways, risks, opportunities and different legal mechanisms for recovering both historical headworks charges and infrastructure charges.

Next Steps:

L&S to present findings of Infrastructure Audit and legal advice to Council via departmental briefing.

ENVIRONMENT AND BIODIVERSITY

6. BIOSECURITY AND STOCKROUTE UPDATE

Biosecurity Plan 2024-2027

- Biosecurity Plan 2024-2027 (Biosecurity Plan) was adopted by Council in 2024 and is currently being implemented through business-as-usual Council deliverables.
- Biosecurity Delivery Plan (Delivery Plan) is currently being drafted and due to be presented to ELT for consideration in July/Aug 2025. Delivery Plan is internal document used to guide Council's obligations and commitments to achieve successful delivery of Biosecurity Plan. Delivery Plan is based on the regional prioritisation identified in the Biosecurity Plan and will be reviewed and updated annually.
- Officers have identified an opportunity to generate focus on re-invigorating core tenancies of Council's obligations around biosecurity management, starting with first-principle review. Expected that this action (if supported by ELT) will be included in Delivery Plan and will be delivered across next Financial Year.

Next Steps:

Biosecurity Delivery Plan to be presented to ELT in July/Aug 2025.

Pest Management

Feral Cats

- Feral cat removal in Moranbah Town Square is currently being investigated. A removal program is nearing finalisation for Councilor consideration of associated costs, risks and opportunities. Officers have engaged with the asset owners to consider options.

Next Steps:

Feral cats

Removal program to be finalised in July and provided to Council for consideration.

1080 Baiting

- Round 1 of Council's 1080 baiting typically held in March / April has been cancelled due to recent resignations and lack of internal staff who hold the necessary qualification and experience to deliver the service. Training has been delivered from a certified training provider in April in with several council officers will be trained to hold the necessary qualifications to deliver the service in the future. Baiting have been arranged where neighbouring Local Governments have agreed to supply services

1080 Baiting

Accreditation received by Queensland Health

Next round of baiting advertised

Continue to engage with property owners regarding this and alternative sources where they can obtain similar baits from commercial providers in the interim.

Aerial Shooting

- This project is funded by the Federal Government under the Reef Guardian Councils Program - Activating Local Councils' Reef Action Plans
- Round 2 of the Aerial Shooting Program was undertaken from 1 – 3 November 2024 across properties in the vicinity of Lotus and Clarke Creek.
- The round was very successful with 1,666 pigs, 12 wild dogs and 13 deer eradicated. Efforts were concentrated on locations of larger numbers from the first round and intel from landholders to maximize efficiency.
- Project costs exceeded those budgeted due to the volume of animals removed. Budget has been proposed to continue project presented to Council at Budget Workshop.

Aerial Shooting

Round three proposed for Aug/Sept.

Future possible external funding sources to be presented to Council for consideration at future Biosecurity Workshop.

Salvinia

- Salvinia growth has returned Hoods Lagoon with changing water levels
- Meetings with Parks and Recreation Team have been reestablished to coordinate the ongoing management of Hood's Lagoon

Salvinia

Ongoing proactive inspection of Hoods Lagoon and proactive engagement with Parks and Recreation Team.

Bellyache Bush

- On ground support provided to Waste Department for treatment of Bellyache Bush on Sarchedon Drive, Moranbah.

Bellyache Bush

Ongoing technical advice to be provided to asset owners regarding management.

Wild Dog Scalps

Council continues to offer a Wild Dog Bounty where landholders are eligible to receive \$30.00 per scalp presented to Council. Scalp numbers are presented below.

	YTD 24/25	FY 23/24	FY 22/23	FY 21/22	FY 20/21	FY 19/20	FY 18/19	FY 17/18
TOTAL SCALPS	905	1055	499	475	762	572	509	361

Stock Routes

Next Steps:

Permits

- Permit was issued for stock travelling to the Wagyu Crown Campdraft at Clark Ck. Fees were waived for the permit.

Management Plan

Stock Route Management Plan

- In accordance with *Stock Route Management Act 2002*, Council is required to have a stock route network management plan. Council's current Stock Route Management Plan 2011-2015 (Management Plan) is out of date.
- The delivery of an updated Management Plan has been on hold in recent years due to amendments to stock route legislation by the State and more recently due to resourcing constraints and competing priorities.
- Officers are now commencing the drafting of a revised Stock Route Management Plan which will have a currency period of 5 years.
- The Queensland Government is reviewing their Strategy

Progress drafting of a Stock Route Management Plan, with consideration to consultation activities to support development. Council to be engaged through future Council Workshop following drafting of early-stage Plan.

Network Management

- Works to renew water point facilities at Wolf Peak Water Point (approx. 30km from Clermont on Peak Downs Highway) and Mines Water Point (approx. 25 km from Clermont on Gregory Development Road) completed.
 - The works are undertaken by Council and refunded by the State Government who are the asset owner.
 - Upgrades include:
 - Wolf Peak - replacing water tanks, new taps and delivery lines.
 - Mines Water Point - new trough and foundations, float and taps.
-

Network Management

Officers to complete refund.

Stock Route asset
assessment to inform future
renewal and disposal of assets

7. ENVIRONMENT AND SUSTAINABILITY UPDATE

Notch Point Reserve Management Project

- This project is funded by the Federal Government under the Reef Guardian Councils Program - Activating Local Councils' Reef Action Plans
- Sarina Landcare has commenced planting to revegetate the vine thicket and foreshore. Plaques have been attached to bollards with information regarding turtles to encourage behaviour change of attitudes towards beach driving and to reduce structural damage to the bollards.
- Educational signage was also placed at the entrance gate, the boat ramp and eastern beach frontage providing information about turtle nesting, the endangered coastal thicket, campsite rules and other relevant information.

Next Steps:

Sarina Landcare continue planting and maintenance. Temporary fencing to protect the planting erected by Environment and Sustainability.

St Lawrence Wetland Restoration Project

- This project is funded by the Federal Government under the Reef Guardian Councils Program - Activating Local Councils' Reef Action Plans.
- Next round of work being developed with a focus on the treatment of removed hymenachne
- A decision on future rounds of mechanical Hymenachne removal will be considered in collaboration with the project team and funding partner, following a review of the success of current remediation efforts.

Next Steps:

The next milestones achieved
Review of funding agreement to ensure compliance and possible variation
Next milestone report completed.

Solar Installation

- This project is funded by the Federal Government under the Reef Guardian Councils Program - Activating Local Councils' Reef Action Plans
- Works to install at Clermont Civic Centre scheduled for delivery after current roof replacement is completed.
- L&S Team is working in collaboration with E&I Property Team regarding the installation of solar at the Moranbah Administration Building. Investigations are currently ongoing by external consultants regarding this install.

Next Steps:

Continue to engage with and support capital work delivery partners.

Emission Reduction Strategy

- Department of State Development support engaged to develop application under the Commonwealth Community Energy Upgrade Fund
- Application to install rooftop solar at the Moranbah Water and Treatment Plants submitted
- Staff attended Power Purchasing Agreement (PPA) Training to consider the possibilities in purchasing renewable power for IRC and potential partnership with other councils

Next Steps:

Awaiting outcome of funding application
Look for other funding opportunities

Flying Fox Management

- The Hood's Lagoon Flying Fox Management Project which was funded by the State Government has been completed and grant acquittal finalised and accepted.
- Officers commenced Flying Fox monitoring in late August of flying fox camps identified in Moranbah, Clermont and Middlemount. Fortnightly briefings continue to be distributed to all relevant internal stakeholders.
- Officers have drafted a 12-month social media schedule for 2025 to be distributed starting January regarding flying fox education and empowering residents to undergo early management on properties.
- Letters have been developed to target landholders at known and potential roost locations to encourage vegetation management at these locations

Next Steps:

Officers are to continue monitoring Flying-foxes until the end of the migratory season

Officers to distribute letters to residents that may be potentially affected in future Flying-fox seasons following departure of flying foxes this season.

Customer Service

Environment and Biodiversity enquiries received through CRM:

YTD 24/25	FY 23/24	FY 22/23	FY 21/22
115	83	114	121

CORPORATE REPORTING

8. ANNUAL OPERATIONAL PLAN 2024/25

Item	Service area	Description	Measure of success	Measure of success (date)	Status	Comments
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AOP14	Environmental Land Management	Finalise the Biosecurity Strategy 2024 – 2027	Biosecurity Strategy and Implementation Plan is adopted.	Q4	Monitor	Biosecurity Plan adopted in February 2024. Biosecurity Implementation Plan currently awaiting presentation to ELT for endorsement.
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9. DEPARTMENTAL BUSINESS PLAN 2024/25

Corporate Plan Link	Project of BAU PRIORITY	Op or Cap Budget	Measure of Success	Status
LAND USE PLANNING				
Development Assessment and Major Project				
Liveability through Design and Infrastructure	Delivery of Council's statutory development assessment responsibilities under the Planning Act and Economic Development Act (including development assessment, plan sealing, town planning certificates, exemption certificates etc)	Operational	100% of decisions issued within statutory timeframes (or extended timeframe with applicant agreement)	Completed
Liveability through Design and Infrastructure Vibrant Natural Assets	Coordination of Council's responses to State Land Applications (i.e. tenure renewals and conversions)	Operational	100% of responses provided within the requested timeframe.	Completed
Liveability through Design and Infrastructure	Administration and response to land use planning enquiries in CRM.	Operational	100% of customers contacted within 5 business days.	Completed
Liveability through Design and Infrastructure	Provision of input into Council's responses to Major Project Assessment (i.e. Mining Lease Applications, Terms of Reference, EIS Assessment, Social Impact Assessments)	Operational	Technical response provided to 100% of projects.	Completed
Liveability through Design and Infrastructure	Provide planning advice to internal Council stakeholders, including other Departments, ELT and Councillors	Operational	100% of enquiries responded to within 5 business days.	Completed
Governance for Accountability	Review of planning delegations.	Operational	Review completed and recommendations implemented	Monitor

Governance for Accountability	Delivery of Online Planning Module (RAMS)	Operational	Online Planning Module finalised and live.	Below Target
Governance for Accountability	Procedure Guide completed for development assessment functions and workflows.	Operational	Procedure guide completed.	Completed
Liveability through Design and Infrastructure Leading and Enabling a Changing World	Obtain Ministerial Infrastructure Designation approval for the Isaac Resources Excellence Precinct	Operational	Ministerial Infrastructure Designation approved	On Target
Strategic Planning				
Liveability through Design and Infrastructure	Delivery of continual improvements to the Isaac Regional Planning Scheme through the progression of Planning Scheme Amendments that respond to council, community, economic and environmental needs. Amendments to include: <ul style="list-style-type: none"> • Adoption of Minor Amendment (Flood overlay) • Adoption of Interim Amendment to Local Government Infrastructure Plan • Commencement of Major Amendment • Commencement of Qualified State Interest Amendment (non-resident workforce accommodation) 	Operational	Planning Scheme amendment process ongoing.	Monitor
Liveability through Design and Infrastructure	Finalisation of the Revocation of the Moranbah Priority Development Area.	Operational	Moranbah PDA revoked.	Completed
Liveability through Design and Infrastructure	Adoption of Flood Studies (Isaac River, Plane Creek South to Styx River, Moranbah, Clermont and Nebo)	Operational	Flood Studies adopted	Completed
Liveability through Design and Infrastructure	Partner with Barada Barna Group to support the development of a Master Plan for Curtin Street sites (BHP site and former Curtin House site)	Operational	Master Plan completed.	Completed
Liveability through	Development of Structure Plan for Grosvenor Estate, Belyando Estate and Railway Station Road Precinct and	Operational	Structure Plan commenced.	Below Target

Design and Infrastructure				
Liveability through Design and Infrastructure	Delivery of an Industrial Land Audit.	Operational	Industrial Land Audit completed.	Below Target
Inclusive Growth for a Progressive Economy	Delivery of a development incentivisation policy to facilitate the delivery of targeted development (i.e. multiple dwellings, subdivisions, aged care)	Operational	Development of Incentive Policy commenced.	Below Target
Liveability through Design and Infrastructure	Implementation of the Coastal Hazard Adaptation Strategy in accordance with Implementation Plan and available funding opportunities.	Operational	Funding successfully received for Implementation Plan delivery.	Below Target
ENVIRONMENT AND BIODIVERSITY				
Biosecurity				
Vibrant Natural Assets	Delivery of the 1080 Baiting Program	Operational	2 rounds per year; and 50 properties baited per round	Below Target
Vibrant Natural Assets	Delivery of the Dingo Bounty Program	Operational	12 bounty claim days per year	On Target
Vibrant Natural Assets	Undertake review of the Dingo Bounty Program with regards to future ongoing delivery and/or amendments to Program.	Operational	Review completed	On Target
Vibrant Natural Assets	Deliver aerial shooting in accordance with the funding agreement with the State Government through the Reef Guardian Council funding program.	Operational	3 shoots delivered.	Below Target
Vibrant Natural Assets	Implementation of the Isaac Region Biosecurity Plan 2024-2027 and Biosecurity Implementation Strategy	Operational	Plan delivered in accordance with Biosecurity Implementation Strategy actions and timeframes.	Below Target
Vibrant Natural Assets	Provide biosecurity advice to external and internal customers, including members of the community and Council stakeholders such as other Departments, ELT and Councillors	Operational	100% of enquiries responded to within 5 business days.	On Target
Natural Resource Management				
Vibrant Natural Assets	Deliver the first-year actions for coastal restoration works at Notch Point and St Lawrence Wetlands in accordance with the funding agreement with the State	Operational	100% of restoration works delivered in accordance with Funding Agreement.	On Target

	Government through the Reef Guardian Council funding program.			
Vibrant Natural Assets	Finalise review of the Flying Fox Statement of Management Intent	Operational	Review completed and adopted by Council	Completed
Vibrant Natural Assets	Flying fox management – provide advice, education and actions in-line with the Statement of Management Intent	Operational	100% of enquiries responded to within 2 business days.	On Target
Vibrant Natural Assets	Deliver actions of the Hoods Lagoon Flying Fox Management Plan funded by the State Government through the Flying-Fox Roost Management in Queensland Program.	Operational	Actions delivered in accordance with Funding Agreement.	On Target
Vibrant Natural Assets	Undertake fortnightly flying monitoring during flying fox season for internal reporting.	Operational	Fortnightly flying fox reports.	On Target
Vibrant Natural Assets	Undertake water sampling of Hoods Lagoon	Operational	Two water samples tested per year.	On Target
Vibrant Natural Assets	Provide natural resource management related advice to external and internal customers, including members of the community and Council stakeholders such as other Departments, ELT and Councillors	Operational	100% of enquiries responded to within 5 business days.	On Target
Environment and Sustainability				
Vibrant Natural Assets Governance for Accountability	Adoption of Council's Emission Reduction Strategy	Operational	Emission Reduction Strategy adopted.	On Target
Vibrant Natural Assets	Support delivery of the solar installation at Moranbah Administration Office and Clermont Administration Building in accordance with the funding agreement with the State Government through the Reef Guardian Council funding program.	Capital	Clermont Administration Building installation complete.	On Target
Vibrant Natural Assets	Deliver education programs to internal stakeholders.	Operational	Minimum 2 town talks and/or similar engagement methods per year	On Target
Vibrant Natural Assets	Facilitate and support Council's sustainability focused programs such as	Operational	Maintain existing program and explore opportunities for the	On Target

	Mobile Muster Program and Battery Recycling.		delivery of one new program per year.	
Vibrant Natural Assets	Support the delivery of environment / sustainability focused messaging at community events.	Operational	Attend and support the St Lawrence Wetland Weekend.	On Target
Vibrant Natural Assets	Engage with external stakeholders to progress initiatives and programs.	Operational	6 partnership meetings attended per year	On Target
Stock Routes				
Vibrant Natural Assets	Deliver the day-to-day administration and management (travel/agistment permits, including pasture assessment/compliance) of the region's Stock Route Network in accordance with the <i>Stock Route Management Act 2002</i> .	Operational	Permits issued within 14 days after receipt	On Target
Vibrant Natural Assets	Delivery of the Isaac Region Stock Route Management Plan	Operational	Management Plan commenced.	Monitor
Vibrant Natural Assets	Maintain stock route network facilities and identify capital projects in the Stock Route Management System	Operational	Stock route network assets inspected every 3 months; and Stock route network assets bids submitted into SRMS.	On Target
Vibrant Natural Assets	Ongoing provision of water agreement on stock routes water facilities	Operational	Permits forwarded to Department of Resources within 14 days after receipt	On Target

PLANNING, ENVIRONMENT AND COMMUNITY SERVICES

LIVEABILITY AND SUSTAINABILITY

BUSINESS PLAN FINANCIAL YEAR – 2024/2025

Prepared by: Michael St Clair
Current as at: 31 May 2024



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PURPOSE

The purpose of this Business Plan is to ensure the implementation of Isaac Regional Council's Community-Corporate Plan 2023-2028 (the Corporate Plan) through the programs, functions and services provided of the Liveability and Sustainability department.

Business plans will inform the development of the annual operations plan of council, as well as operational and capital budgets, to identify projects that require concept briefs for approval, for new or unique capital and operational projects.

The Business Plan influences the development of the Annual Operational Plan and Budgeting, identifying the performance measures that will determine how the Corporate Plan's outcomes are being achieved.

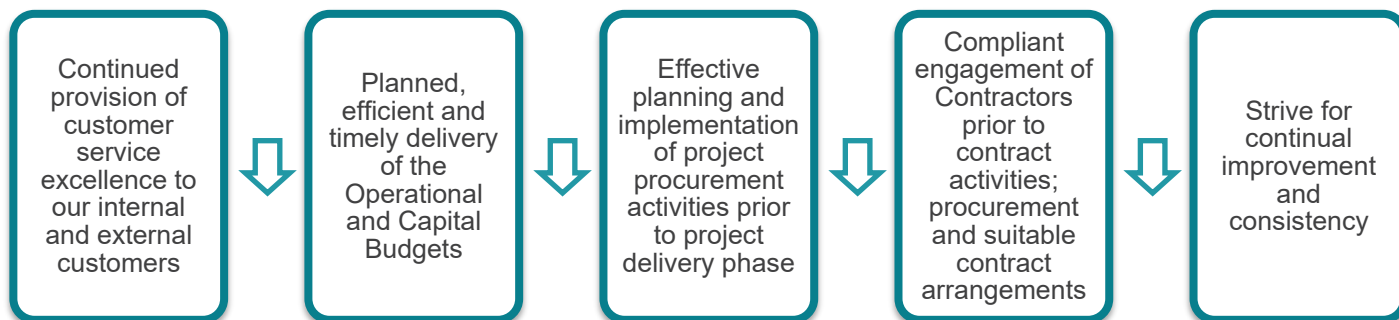
Business plans will inform the development of the annual operations plan of council, as well as operational and capital budgets, to identify projects that require concept briefs for approval, for new or unique capital and operational projects.

SCOPE

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

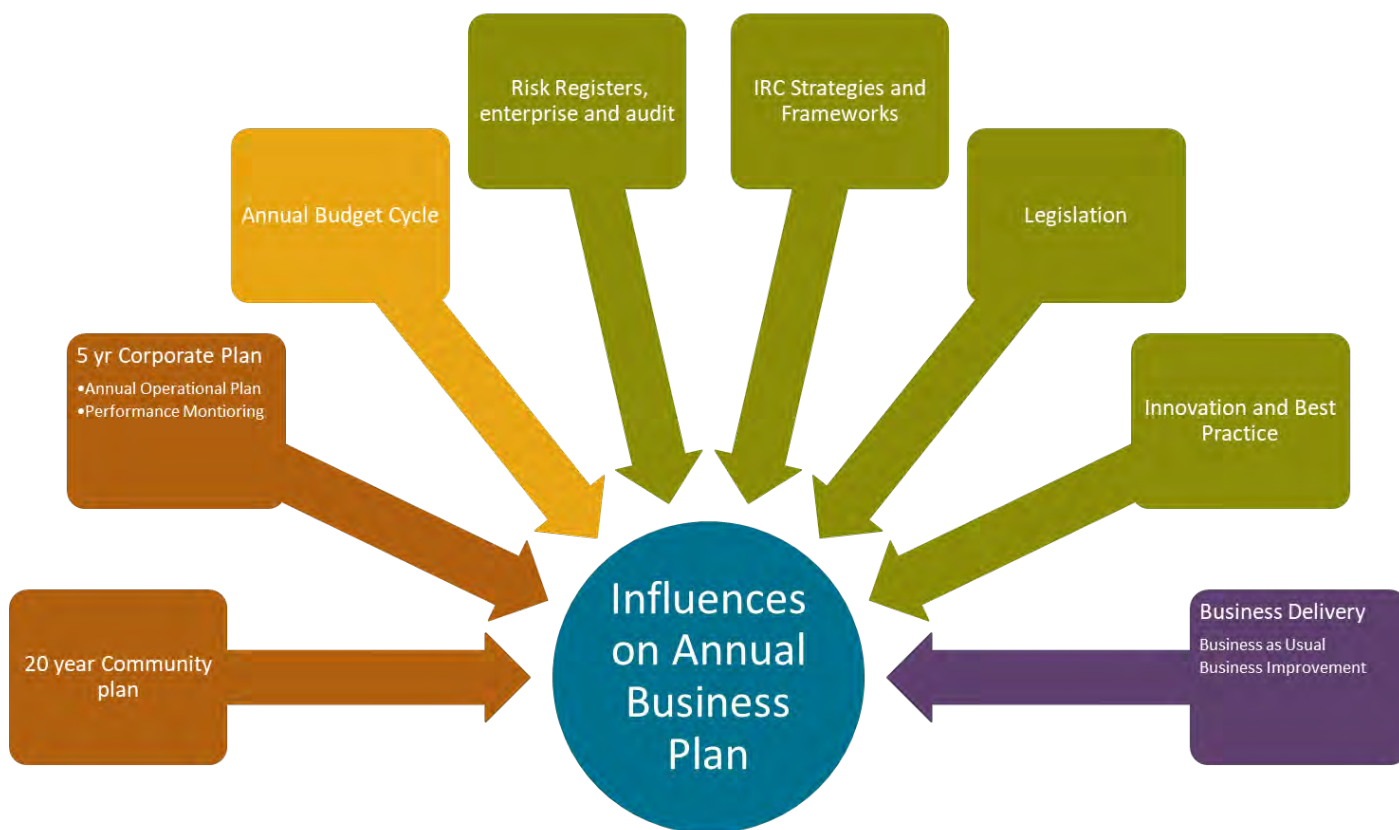
KEY FOCUS AREAS

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



BUSINESS PLAN INFLUENCES

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



LIVEABILITY AND SUSTAINABILITY - PLAN ON A PAGE

DEPARTMENT NAME

Liveability and Sustainability

DEPARTMENT OBJECTIVES

To support the delivery of a sustainable future for the Isaac Region, its communities and environment by providing consistent and reliable technical advice, decision-making and stewardship.

KEY FUNCTIONS

Development Assessment
Major Projects
State Land Applications
Land Use and Infrastructure Planning
Biosecurity
Natural Resource Management
Sustainability and Partnerships
Stock Routes

KEY STAKEHOLDERS

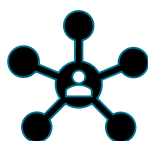
Elected members
ELT
PECS Directorate
IRC Directorates
IRC Communities
Developers and multinational corporations
Queensland and Federal Government
Peak bodies and advocacy networks

RESOURCES

Unit	Staff	Tenure
Manager	1	Contract
Land Use Planning	2 2	Full time Contract - Part time
Student Planner	1	Contract
Environment and Biodiversity	4 1	Full-time Contract
Department Administration	2	Fulltime

KEY STRATEGIES

Isaac Regional Planning Scheme
Isaac Region Biosecurity Plan 2024-2027



OVERVIEW



STRATEGY

KEY LEGISLATION

Coastal Hazard Adaptation Strategy
Flying Fox Statement of Management Intent
Isaac Regional Council Stock Route Management Plan

Planning Act 2016
Economic Development Act 2012
Nature Conservation Act 1992
Biosecurity Act 2014
Stock Route Management Act 2002
Land Act 1994



INFLUENCES AND RISKS

KEY INFLUENCES

Development assessment trends
Social and economic drivers and demographic change
Environmental and climate impacts and changes
Legislative changes at a regional, state and federal level

KEY RISKS

Aging and resource-intensive systems
Skills shortage and staffing (recruitment) challenges
Legislative changes at a state and federal level leading to impacts on resources and budgets



PRIORITIES & PROJECTS

KEY BUSINESS AS USUAL (TOP 5)

1. Development assessment and administration of land use customer service enquiries;
2. Strategic land use planning, infrastructure planning and policy development, including development and implementation of the Isaac Region Planning Scheme and supporting technical studies;
3. Invasive species control programs including feral animal eradication, weeds management, and implementation of the Isaac Region Biosecurity Plan 2020-2023.
4. Increasing environmental resilience and education within Council and its communities, including implementation and maintenance of the Flying Fox Statement of Management Intent (SoMI), conservation and revegetation projects.
5. Strategic environmental, sustainability and natural resource projects, partnerships, programs, and planning.

KEY OPERATIONAL PROJECTS

- Revocation of the Moranbah Priority Development Area
- Planning Scheme Amendments:
 - Adoption of Minor Amendment (flood overlay)
 - Adoption of Interim Amendment to the Local Government Infrastructure Plan
 - Commencement of Major Amendment
 - Commencement of Qualified State Interest Amendment (non-resident workforce accommodation)
- Finalisation of Emission Reduction Strategy

-
- Delivery of Year 1 projects of the Reef Guardian Council funded projects including Notch Point and St Lawrence Wetlands land management projects and aerial shooting program)
 - Approval of Ministerial Infrastructure Designation for the Isaac Resources Excellence Precinct
 - Delivery of Industrial Land Audit
-

**KEY CAPITAL
PROJECTS**

Nil

DEPARTMENT OVERVIEW

OUR OBJECTIVES

To support the delivery of a sustainable future for the Isaac Region, its communities and environment by providing consistent and reliable technical advice, decision-making and stewardship.

OUR FUNCTIONS AND SERVICES

The Liveability and Sustainability Department delivers a range of services under the following programs:

Land Use Planning

- Development Assessment and Major Projects
 - Development assessment and administration of land use customer service inquiries.
 - Leading Isaac Regional Council's operational review and response to environmental and social impact assessment processes for major projects.
- Land Use and Infrastructure Planning
 - Strategic land use planning and policy, including development and implementation of the Isaac Region Planning Scheme and supporting technical studies (i.e. flood studies), Urban Design Frameworks, precinct, neighbourhood, and cultural heritage planning activities.
 - Strategic infrastructure planning and administration of the Isaac Regional Planning Scheme's Local Government Infrastructure Plan and infrastructure charging framework for development contributions.
 - Reflection of Indigenous heritage and Native Title considerations in our land-use planning processes.
 - Regional community sustainability initiatives and planning, including the Isaac Coastal Hazard Adaptation Strategy.
 - Land and resource management activities, including coordination of Council's responses to State Government land development applications.

Environment and Biodiversity

- Biosecurity
 - Invasive species control programs including feral animal eradication, weeds management, and implementation of the Isaac Region Biosecurity Plan 2020-2023.
- Natural Resource Management
 - Increasing environmental resilience within council and its communities, including implementation and maintenance of the Flying Fox Statement of Management Intent (SoMI), conservation and revegetation projects.
- Sustainability and Partnerships
 - Strategic environmental and natural resources sustainability partnerships, programs, and planning.
 - Administration of the Isaac Regional Council Emission Reduction Strategy
- Stock Routes
 - Administration of the Isaac Stock Route network and development of a Stock Route Management Plan.

DEPARTMENT OUTPUTS

OUTPUT	FREQUENCY	INTERNAL/EXTERNAL
Development Assessment	Ongoing	Both
Duty Planner Helpdesk	Ongoing	Both
Development Advisory to Internal Clients	Ad-hoc	Internal
Strategic Planning	Ongoing	Both
Development Compliance Support	Ongoing	Both
Assistance to Legal Advisors	Ongoing	External
Native Title Administration	Ongoing	Both
Social Impact Advice	Ongoing	Both
Coordination and Input into Major Project Assessment	Ongoing	Both
Strategic Environmental and Biodiversity Management	Ongoing	Both
Land and Pest Management Activities	Ongoing	Both
Integrated Planning Projects and Strategies	Ongoing	Both
Social Development Advocacy	Ongoing	Both

PEOPLE RESOURCES (AS AT FEBRUARY 2023):

UNIT	NUMBER OF STAFF	TENURE TYPE
Manager	1	Contract
Land Use Planning	2	Full time
	2	Contract - Part time
Student Planner	1	Contract
Environment and Biodiversity	4	Full-time
	1	Part-time
Department Administration	2	Fulltime

KEY CUSTOMERS/STAKEHOLDERS

INTERNAL	EXTERNAL
<p>Elected Members:</p> <ul style="list-style-type: none"> - Mayor - Chair Planning, Environment, and Community Services Standing Committee 	<p>Community:</p> <ul style="list-style-type: none"> - Isaac Regional Council Communities - Community groups - Landowners - Small business owners

<ul style="list-style-type: none"> - Planning, Environment, and Community Services Standing Committee Members - Councillors 	
Chief Executive Officer and Office of the CEO	<p>Developers and Multinational Corporations:</p> <ul style="list-style-type: none"> - Resource sector companies - Social impact consultants - Non-resident workforce accommodation providers - Civil construction companies and land developers - Isaac Affordable Housing Trust - Development and planning consultancies - Major regional employers - Emerging industry proponents <ul style="list-style-type: none"> o Renewable energy o Value-adding industries o Agribusiness industries
Director PECS and Office of Director PECS	<p>Queensland Government:</p> <ul style="list-style-type: none"> - Department of State Development, Infrastructure, Local Government and Planning - Economic Development Queensland - Office of the Coordinator-General - Department of Resources - Department of Environment and Science - Department of Agriculture and Fisheries - Department of Transport and Main Roads - Department of Seniors, Disability Services and Aboriginal and Torres Strait Islander Partnerships - Department of Communities, Housing, and Digital Economy - Queensland Health - Department of Education - Queensland Fire and Emergency Services
PECS Directorate	<p>Local Government:</p> <ul style="list-style-type: none"> - Local Government Association of Queensland - Adjoining Local Governments <ul style="list-style-type: none"> o Charters Towers o Barcaldine o Central Highlands o Livingstone o Mackay o Whitsunday
Other Council Directorates as technical experts and development advisors and asset custodians	<p>Peak bodies and advocacy networks:</p> <ul style="list-style-type: none"> - Planning Institute of Australia - Urban Development Institute of Australia - Reef Catchments, Fitzroy Basin Association, North Queensland Dry Tropics - North Queensland Pest Management Group, Mackay-Whitsunday Pest Management Group - Great Barrier Reef Marine Park Authority

	<ul style="list-style-type: none"> - Healthy Rivers to Reef Partnership - Reef Guardian Councils Program - Greater Whitsunday Communities - Smart Transformation Advisory Council
Consultant town planners and technical experts	
Legal representation	

STRATEGIES, POLICIES AND INFLUENCES ON DEPARTMENT

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

ORGANISATIONAL INFLUENCES TO DEPARTMENT

REFERENCE PLANS	DEPARTMENTAL LINKS
Vision & values	We're delivering and in changing world. At Isaac, the how matters.
2023 – 2028 Community-Corporate Plan	Leading and enabling a changing world, Engaged communities, Inclusive growth for a progressive economy, Liveability through design and infrastructure, Vibrant natural assets, Governance for accountability
Annual operational plan	Includes the themes and strategies of the corporate plan and items in this business plan as to identifying priorities of projects and services
Asset management plans	Asset plans for assets
Project management framework	How the project will deliver on projects
Enterprise risk management framework	How we identify and manage risks

COUNCIL STRATEGY INFLUENCING DEPARTMENT

REFERENCE PLANS	DEPARTMENTAL LINKS
Isaac Regional Planning Scheme	Local government planning legislation
Isaac Regional Council Charges Resolution (No.3) 2021	Legislative charging mechanism for the recovery of infrastructure chargers
Isaac Region Biosecurity Plan 2020-2024	Local government legislation for biosecurity management
Coastal Hazard Adaptation Strategy	Strategy for the adaptation of coastal hazards
Stock route Management Plan	Local government legislative management plan for stock routes
Statement of Flying Fox Management Intent	Statement of Management Intent for management of flying foxes in urban areas.
Hoods Lagoon Flying Fox Roost Management Plan	Management Plan for Hoods Lagoon Flying Fox Roost

COUNCIL POLICY INFLUENCING DEPARTMENT

REFERENCE PLANS	DEPARTMENTAL LINKS
Climate Change Response Policy	Policy objectives to promote and apply Council's commitment to improve its knowledge and capability to appropriately respond to climate change risks and opportunities through meaningful and inclusive actions which simultaneously foster the conditions which create positive and socially sustainable futures for our communities.
Environment Policy	Policy objective to outline Council's commitment to the protection, preservation and enhancement of our natural assets and environments for future generations, and commitment to the avoidance, minimisation and management of environmental impacts as part of Council's operations and activities.
Social Sustainability Policy	Policy objective to promote and apply a contemporary position on social sustainability in Council's dealings on major projects, regional investment and forward planning and delivery of works, services and infrastructure.

LEGISLATIVE INFLUENCES ON DEPARTMENT

REGULATION	RELATED POLICIES
Local Government Act 2009 (LGA 2009)	Quality Management Policy
Local Government Regulation 2012	
Information Privacy Act 2009 (& IP Regulation 2009)	
Public Records Act 2002	
Right to Information Act 2009 (& RTI Regulation 2009)	
Work Health and Safety Act Queensland 2011	WHS Policy Statement and Health and Wellbeing Policy Statement
Environmental	Environmental Management Policy
Planning Act 2016 (and subordinate legislation/policy)	
Economic Development Act 2012	
Biosecurity Act 2014 (and subordinate legislation/policy)	
Stock Route Management Act 2002 (and subordinate legislation/policy)	
Environmental Protection Act 1994 (and subordinate legislation/policy)	
Nature Conservation Act 1992	
Vegetation Management Act 1999	
Water Act 2000	
Environmental Protection and Biodiversity Conservation Act 1999	



Land Act 1994

Native Title Act 1993 (Cth)

Aboriginal Cultural Heritage Act 2003

State Development and Public Works Organisation Act 1971

Strong and Sustainable Resource Communities Act 2017

Transport Infrastructure Act 1994

DEPARTMENTAL INFLUENCES AND RISKS

DEPARTMENT INFLUENCES/IMPACTS

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

INTERNAL/ EXTERNAL	POTENTIAL IMPACT	RISK OR OPPORTUNITY
INTERNAL	Elected member and ELT support for initiatives and expectations of deliverables	RISK & OPPORTUNITY
INTERNAL	Succession Planning and staff turnover	RISK
INTERNAL	Skills shortage and challenges to recruit and retain key positions and skill sets	RISK
INTERNAL	Aging and resource-intensive systems	RISK
INTERNAL	Challenges in maintaining inter-directorate and interdepartmental engagement	RISK & OPPORTUNITY
EXTERNAL	Social and economic drivers and demographic change	RISK & OPPORTUNITY
EXTERNAL	State and Federal Government Policy and/or legislative change	RISK & OPPORTUNITY
EXTERNAL	Environmental and climate impacts and changes	RISK
EXTERNAL	Community sentiments, values, and drivers	RISK & OPPORTUNITY
EXTERNAL	Development assessment activity trends	RISK
EXTERNAL	Unforeseen biosecurity risks	RISK
EXTERNAL	Development assessment legal challenges and associated budgeting and reputational risks	RISK

DEPARTMENT IDENTIFIED RISKS

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

REGISTER REFERENCE	DESCRIPTION OF RISK	RISK REGISTER REF #	MITIGATION ACTIVITIES REQUIRED
Operational risk register	Non-compliance with LG Act and Regulation	PECS0009	<ul style="list-style-type: none">• Authorised Officers training and register• Training• Application of Council delegated authorities• Declaration of conflicts of interest process

		<ul style="list-style-type: none"> • PECS Noble Purpose and corresponding Do's and Don'ts behaviours. • Code of Conduct
IT challenges including connectivity, interruptions and service access	PECS0015	Several controls are being investigated to improve communications and system contingency.
Council lacks established standards, procedures and best practice guidelines for delivery of Council's regulatory and enforcement functional areas such as food safety, environmental standards, local laws, building, plumbing and development	PECS0020	<ul style="list-style-type: none"> • Delivery of initiatives in accordance with the Development Assessment Improvement Roadmap. Actions include: <ul style="list-style-type: none"> - Standard conditions - Standards report templates and correspondence - Delegation review - Preferred supplier arrangements for technical suppliers - Use of TechOne for management of planning workflows.
Internal audit risk register	Nil	
External audit risk register	Nil	

DEPARTMENT PRIORITIES AND PROJECTS

KEY PRIORITIES OF DEPARTMENT OUTPUTS

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

Current Year

CORPORATE PLAN LINK	PROJECT OR BAU PRIORITY	OP OR CAP BUDGET	MEASURE OF SUCCESS (KPI)
LAND USE PLANNING			
Development Assessment and Major Project			
Liveability through Design and Infrastructure	Delivery of Council's statutory development assessment responsibilities under the Planning Act and Economic Development Act (including development assessment, plan sealing, town planning certificates, exemption certificates etc)	Operational	100% of decisions issued within statutory timeframes (or extended timeframe with applicant agreement)
Liveability through Design and Infrastructure Vibrant Natural Assets	Coordination of Council's responses to State Land Applications (i.e. tenure renewals and conversions)	Operational	100% of responses provided within the requested timeframe.
Liveability through Design and Infrastructure	Administration and response to land use planning enquiries in CRM.	Operational	100% of customers contacted within 5 business days.
Liveability through Design and Infrastructure Leading and Enabling a Changing World	Provision of input into Council's responses to Major Project Assessment (i.e. Mining Lease Applications, Terms of Reference, EIS Assessment, Social Impact Assessments)	Operational	Technical response provided to 100% of projects.
Liveability through Design and Infrastructure	Provide planning advice to internal Council stakeholders, including other Departments, ELT and Councillors	Operational	100% of enquiries responded to within 5 business days.
Governance for Accountability	Review of planning delegations.	Operational	Review completed and recommendations implemented

Governance for Accountability	Delivery of Online Planning Module (RAMS)	Operational	Online Planning Module finalised and live.
Governance for Accountability	Procedure Guide completed for development assessment functions and workflows.	Operational	Procedure guide completed.
Liveability through Design and Infrastructure Leading and Enabling a Changing World	Obtain Ministerial Infrastructure Designation approval for the Isaac Resources Excellence Precinct	Operational	Ministerial Infrastructure Designation approved
Strategic Planning			
Liveability through Design and Infrastructure	<p>Delivery of continual improvements to the Isaac Regional Planning Scheme through the progression of Planning Scheme Amendments that respond to council, community, economic and environmental needs. Amendments to include:</p> <ul style="list-style-type: none"> • Adoption of Minor Amendment (Flood overlay) • Adoption of Interim Amendment to Local Government Infrastructure Plan • Commencement of Major Amendment • Commencement of Qualified State Interest Amendment (non-resident workforce accommodation) 	Operational	Planning Scheme amendment process ongoing.
Liveability through Design and Infrastructure	Finalisation of the Revocation of the Moranbah Priority Development Area.	Operational	Moranbah PDA revoked.
Liveability through Design and Infrastructure	Adoption of Flood Studies (Isaac River, Plane Creek South to Styx River, Moranbah, Clermont and Nebo)	Operational	Flood Studies adopted
Liveability through Design and Infrastructure	Partner with Barada Barna Group to support the development of a Master Plan for Curtin Street sites (BHP site and former Curtin House site)	Operational	Master Plan completed.
Liveability through Design and Infrastructure	Development of Structure Plan for Grosvenor Estate, Belyando Estate and Railway Station Road Precinct and	Operational	Structure Plan commenced.
Liveability through Design and Infrastructure	Delivery of an Industrial Land Audit.	Operational	Industrial Land Audit completed.

Inclusive Growth for a Progressive Economy	Delivery of a development incentivisation policy to facilitate the delivery of targeted development (i.e. multiple dwellings, subdivisions, aged care)	Operational	Development of Incentive Policy commenced.
Liveability through Design and Infrastructure	Implementation of the Coastal Hazard Adaptation Strategy in accordance with Implementation Plan and available funding opportunities.	Operational	Funding successfully received for Implementation Plan delivery.
ENVIRONMENT AND BIODIVERSITY			
Biosecurity			
Vibrant Natural Assets	Delivery of the 1080 Baiting Program	Operational	2 rounds per year; and 50 properties baited per round
Vibrant Natural Assets	Delivery of the Dingo Bounty Program	Operational	12 bounty claim days per year
Vibrant Natural Assets	Undertake review of the Dingo Bounty Program with regards to future ongoing delivery and/or amendments to Program.	Operational	Review completed
Vibrant Natural Assets	Deliver aerial shooting in accordance with the funding agreement with the State Government through the Reef Guardian Council funding program.	Operational	3 shoots delivered.
Vibrant Natural Assets	Implementation of the Isaac Region Biosecurity Plan 2024-2027 and Biosecurity Implementation Strategy	Operational	Plan delivered in accordance with Biosecurity Implementation Strategy actions and timeframes.
Vibrant Natural Assets	Provide biosecurity advice to external and internal customers, including members of the community and Council stakeholders such as other Departments, ELT and Councillors	Operational	100% of enquiries responded to within 5 business days.
Natural Resource Management			
Vibrant Natural Assets	Deliver the first-year actions for coastal restoration works at Notch Point and St Lawrence Wetlands in accordance with the funding agreement with the State Government through the Reef Guardian Council funding program.	Operational	100% of restoration works delivered in accordance with Funding Agreement.
Vibrant Natural Assets	Finalise review of the Flying Fox Statement of Management Intent	Operational	Review completed and adopted by Council
Vibrant Natural Assets	Flying fox management – provide advice, education and actions in-line with the Statement of Management Intent	Operational	100% of enquiries responded to within 2 business days.

Vibrant Natural Assets	Deliver actions of the Hoods Lagoon Flying Fox Management Plan funded by the State Government through the Flying-Fox Roost Management in Queensland Program.	Operational	Actions delivered in accordance with Funding Agreement.
Vibrant Natural Assets	Undertake fortnightly flying monitoring during flying fox season for internal reporting.	Operational	Fortnightly flying fox reports.
Vibrant Natural Assets	Undertake water sampling of Hoods Lagoon	Operational	Two water samples tested per year.
Vibrant Natural Assets	Provide natural resource management related advice to external and internal customers, including members of the community and Council stakeholders such as other Departments, ELT and Councillors	Operational	100% of enquiries responded to within 5 business days.
Sustainability and Partnerships			
Vibrant Natural Assets Governance for Accountability	Adoption of Council's Emission Reduction Strategy	Operational	Emission Reduction Strategy adopted.
Vibrant Natural Assets	Support delivery of the solar installation at Moranbah Administration Office and Clermont Administration Building in accordance with the funding agreement with the State Government through the Reef Guardian Council funding program.	Capital	Clermont Administration Building installation complete.
Vibrant Natural Assets	Deliver education programs to internal stakeholders.	Operational	Minimum 2 town talks and/or similar engagement methods per year
Vibrant Natural Assets	Facilitate and support Council's sustainability focused programs such as Mobile Muster Program and Battery Recycling.	Operational	Maintain existing program and explore opportunities for the delivery of one new program per year.
Vibrant Natural Assets	Support the delivery of environment / sustainability focused messaging at community events.	Operational	Attend and support the St Lawrence Wetland Weekend.
Vibrant Natural Assets	Engage with external stakeholders to progress initiatives and programs.	Operational	6 partnership meetings attended per year
Stock Routes			

Vibrant Natural Assets	Deliver the day-to-day administration and management (travel/agistment permits, including pasture assessment/compliance) of the region's Stock Route Network in accordance with the <i>Stock Route Management Act 2002</i> .	Operational	Permits issued within 14 days after receipt
Vibrant Natural Assets	Delivery of the Isaac Region Stock Route Management Plan	Operational	Management Plan commenced.
Vibrant Natural Assets	Maintain stock route network facilities and identify capital projects in the Stock Route Management System	Operational	Stock route network assets inspected every 3 months; and Stock route network assets bids submitted into SRMS.
Vibrant Natural Assets	Ongoing provision of water agreement on stock routes water facilities	Operational	Permits forwarded to Department of Resources within 14 days after receipt

Ongoing or Future Years

PROPOSED FY	CORPORATE PLAN LINK	PROJECT OR BAU PRIORITY	OP OR CAP BUDGET
25-26	Governance for Accountability	Upskilling and training opportunities for social impact assessment to be undertaken by the Department.	Operational
25-26	Liveability through Design and Infrastructure	Review of Urban Design Frameworks and incorporation into the Isaac Regional Planning Scheme.	Operational
25-26	Liveability through Design and Infrastructure	Delivery of Structure Planning for further industrial precincts.	Operational
25-26	Liveability through Design and Infrastructure	Review of Planning Scheme (Assessment Benchmarks and Mapping) to explore opportunities for increased infill development.	Operational
25-26	Vibrant Natural Assets	Implementation of Council Emissions Reduction Strategy with cross-organisational input	Operational
25-26	Liveability through Design and Infrastructure	Commence statutory 5-year review of Local Government Infrastructure Plan	Operational
26-27	Liveability through Design and Infrastructure	Review of Local Government Heritage Register.	Operational
Ongoing	Governance for Accountability	Maintenance of the non-resident workforce accommodation register, and catchment mapping related to major project workforce accommodation.	Operational
Ongoing	Governance for Accountability	Maintenance of the renewable energy facilities register.	Operational
Ongoing	Governance for Accountability	Review and enhancement of Council's development assessment program and systems to generate corporate efficiencies and improve customer outcomes.	Operational
Ongoing	Liveability through Design and Infrastructure	Delivery of continual improvements to the Isaac Regional Planning Scheme through the progression of Planning Scheme Amendments that respond to council, community, economic and environmental needs.	Operational



MEETING DETAILS

Ordinary Meeting

Wednesday 23 July 2025

AUTHOR

Robert Perna

AUTHOR POSITION

Director Engineering and Infrastructure

9.11

ENGINEERING AND INFRASTRUCTURE 2024/2025 CAPITAL PROJECTS PROGRESS REPORT – JUNE 2025

EXECUTIVE SUMMARY

This report is to provide an update to the Engineering and Infrastructure Standing Committee and Council of the progress in delivery of the Engineering and Infrastructure 2024/2025 Capital Works Program.

COMMITTEE'S RECOMMENDATION

Resolution No.: E&I0833

Moved: Cr Viv Coleman

Seconded: Cr Alaina Earl

That the Committee recommends that Council:

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

Carried

BACKGROUND

Progressive updates of the financial and physical position of projects in the 2024/2025 Engineering and Infrastructure Capital Works Program are required to ensure that Council is aware of the progress of and risk to the delivery of the program.

IMPLICATIONS

The attached Engineering and Infrastructure 2024/2025 Capital Projects Progress Summary spreadsheet identifies the financial and physical position of all projects.

Compliance

To ensure that the Engineering and Infrastructure 2024/2025 Capital Works Program is achieved within the identified timeframes of the 2024/2025 financial year.

Benefits

Council can see a monthly progress report detailing progress of the projects. This report communicates risks/failures/delays that have been identified in the Engineering and Infrastructure 2024/2025 Capital Works Program.

Project Highlights

Progress on the Phillips creek bridge replacement remains on track.

The month saw the commencement of the 3km rehabilitation project on the Peak Downs Mine road and the Corroora creek bridge replacement and the Drought resistant tree planting project.

Overall, the team have achieved a high percentage delivery of all projects across all departments.

CONSULTATION

- Manager Infrastructure
- Manager Galilee and Bowen Basin Operations
- Manager Parks and Recreation
- Manager Fleet
- Acting Manager Corporate Properties
- Department Coordinators

BASIS FOR RECOMMENDATION

To improve business within Engineering and Infrastructure Directorate by providing more appropriate and relevant reporting, transparency and a clear monitoring tool for Council. This report will help identify and communicate any project delays or possible project failures.

ACTION ACCOUNTABILITY

That the Managers and the Director Engineering and Infrastructure oversee the scoping, procurement and the completion of the projects identified within the 2024/2025 Capital Projects Progress Summary spreadsheet. Furthermore, that the appropriate Managers and the Director Engineering and Infrastructure are held accountable for the delivery of the project stages and are completed within the identified timeframes.

KEY MESSAGES

That Council has open communication, oversight and transparency of the Engineering and Infrastructure 2024/2025 Capital Works Program, to ensure Isaac will have effective and sustainable infrastructure that supports the needs of the region's communities and economic sectors.

Report prepared by:

ROBERT PERNA
Director Engineering and Infrastructure

Date: 27 June 2025

Report authorised by:

CALE DENDLE
Chief Executive Officer

Date: 3 July 2025

ATTACHMENTS

- CONFIDENTIAL Attachment 1 – E&I Capital Projects Progress Summary - June 2025

REFERENCE DOCUMENT

- Nil

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MEETING DETAILS

Ordinary Meeting

Wednesday 23 July 2025

AUTHOR

Michael Buckley

AUTHOR POSITION

Manager Parks and Recreation

9.12

INFRASTRUCTURE DEPARTMENT MONTHLY UPDATE – JUNE 2025

EXECUTIVE SUMMARY

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

COMMITTEE'S RECOMMENDATION

Resolution No.: E&I0834

Moved: Cr Terry O'Neill

Seconded: Cr Alaina Earl

That the Committee recommends that Council:

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

Carried

BACKGROUND

The below information highlights the monthly activities of the Infrastructure Department.

INFRASTRUCTURE

ACHIEVEMENTS COMPLETED – JUNE 2025:

Clermont and surrounding area

Craven Rd 100% Wynyard Rd 70%,
Frankfield Rd 100%

Programmed maintenance grading

Various around town and Rural Roads

Signage installation & replacement

27B, 27C, 98A, Kilcummin Rd, Kilcummin
school Rd, Diamond downs Rd. Mt McLaren
Rd 25%

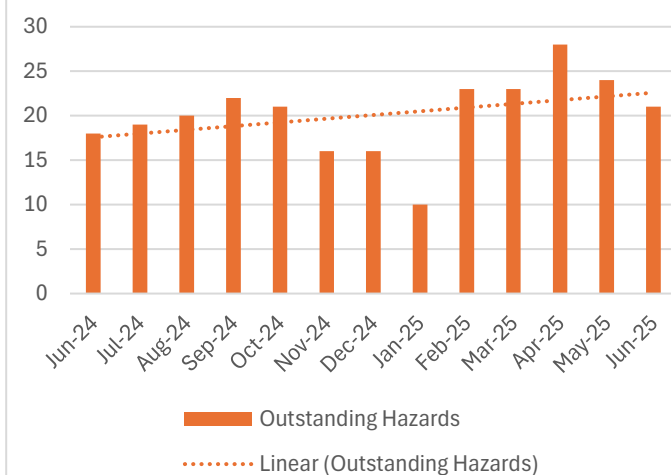
Slashing

27B, 98A, 33A, Clermont – Alpha Rd, Kilcummin- Diamond downs Rd, Golden downs Rd, Peakvale Rd, Rubyvale Rd Russel Park Rd, Various roads around Clermont.	Pothole patching
Cycle way traffic island reduction	Other works
Dysart and surrounding area	
Golden Mile Rd, Valkyrie Rd,	Pothole patching
Grasstree Rd, Valkyrie Rd	Slashing
Saraji Rd, Golden Mile Rd, Dysart/Clermont Rd	Roadside Signage
Saraji Rd, Golden Mile Rd	Guideposts
Middlemount and surrounding area	
Middlemount Town Streets	Pothole Patching
Moranbah and surrounding area	
Sarchedon Drive	Maintenance grading
Moranbah Town Streets	Herbicide Spraying
Moranbah town streets, Soccer club and Rugby union fields	Foot paths
Retrieving Water Barriers Grasstree Rd	Other works
Nebo and surrounding area	
Turrawulla Road	Resheeting 5km
Kemmis Creek Road	Maintenance grading
Town streets and reserves, Airstrip Road	Slashing
Coast and surrounding area	
Hindles Road, Notch Point Road, Howlands Road, Browns Road complete. Collaroy Tierawoomba Road 50% complete	Maintenance grading

Cape Palmerston Road	Drainage clearing
State Controlled Network	
Dysart Middlemount Rd, Fitzroy Development Rd	Pothole patching
Dysart Middlemount Road	Slashing

Local Road Hazards and Defects Update

Outstanding Hazards Local Roads



Outstanding Hazards local roads

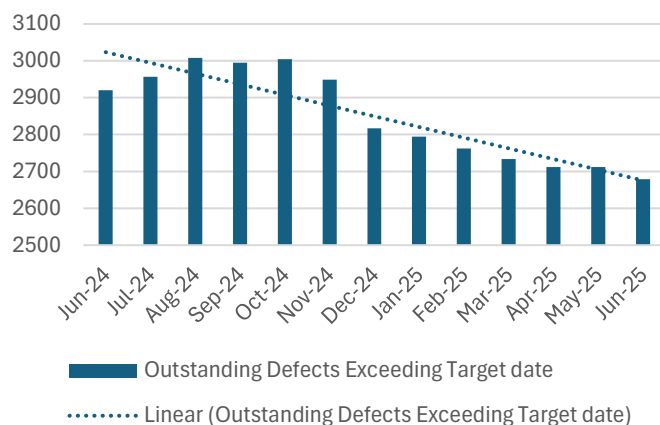
This graph shows the number of defects each month for the past year that have been raised as higher than intervention level and identified as being a hazard.

In the last three months the number of outstanding defects has reduced.

Upon review of the data there are some defects that have been completed and not closed out in the system. This will be addressed in the next month.

There are planned works in the procurement phase to address some defects. Temporary measures such as signage have been put in place to reduce the risk until the works are completed.

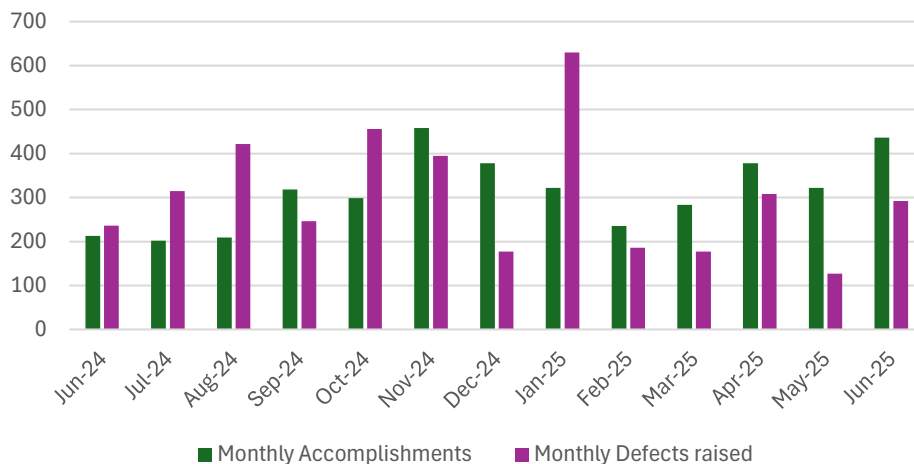
Outstanding Defects Exceeding
Target date Local Roads



Outstanding Defect Exceeding Target Date Local Roads

This graph shows number of defects each month for the past year that have been raised and are past the response time (based on the Main Roads requirements) This graph includes all defects. Some defects are raised at a lower intervention level. Whilst these defects have a response time for TMR on the local road network they are monitored and used to predict future workload and help to inform some of the capital program development. This is being reviewed to be able to separate out the different types of defects for future reports

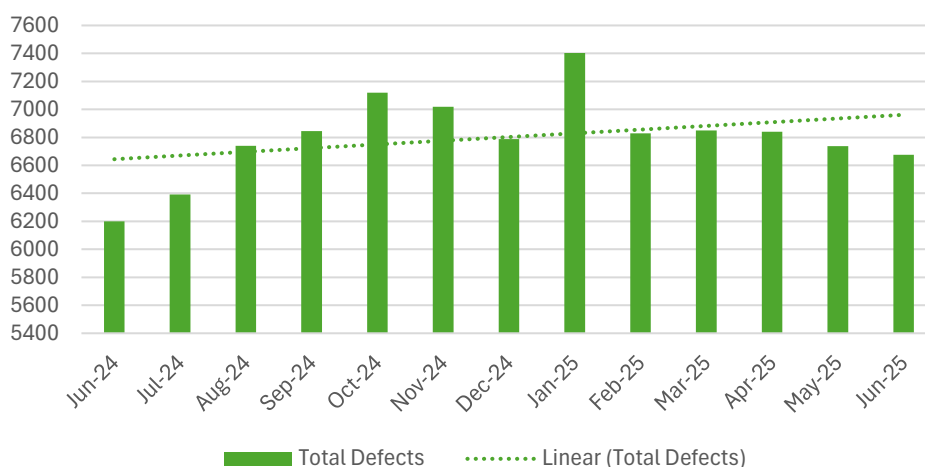
Defect raised and Accomplished Local Roads



Defect Raised and Accomplished Local Roads

This graph shows number of defects and accomplishments each month for the past year that have been raised and completed

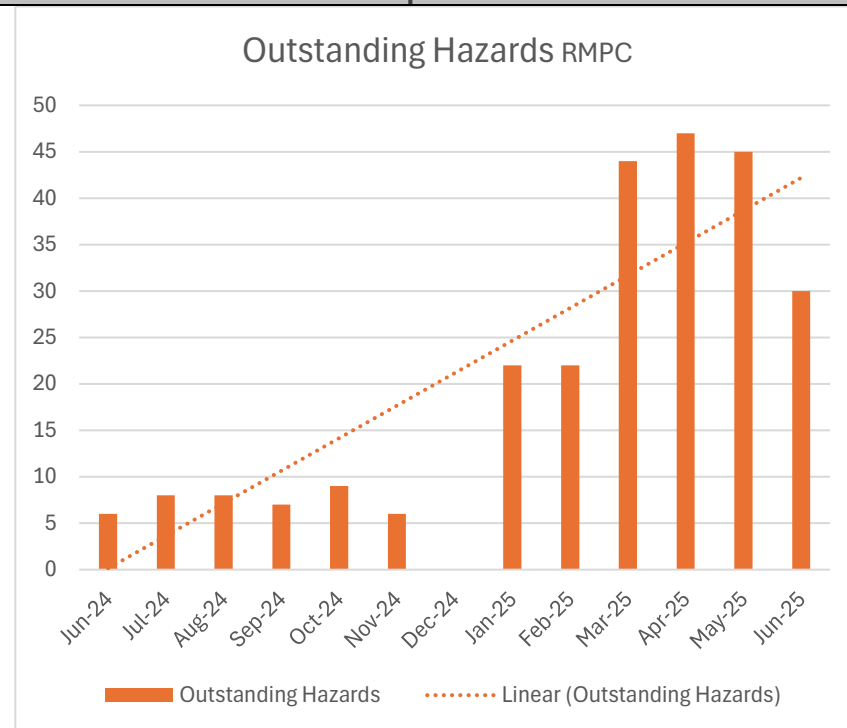
Total Defects Local Roads



Total Defects Local Roads

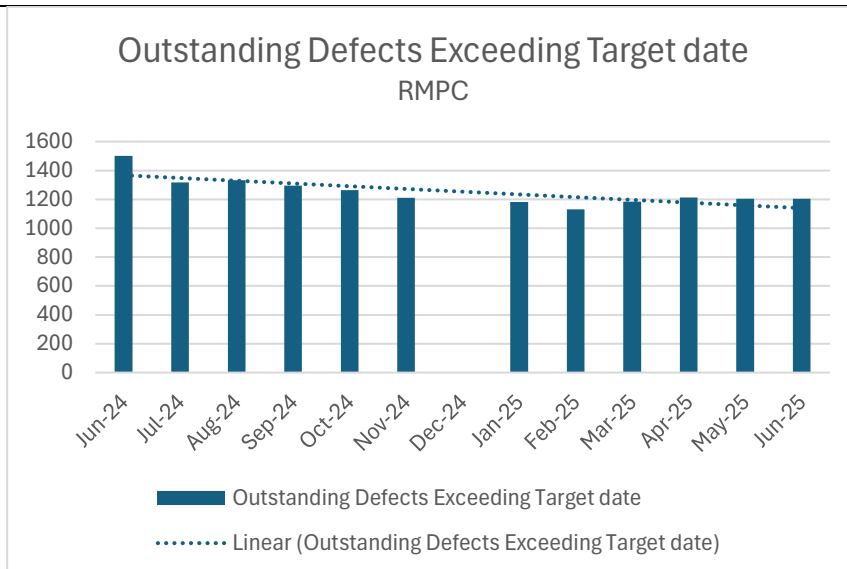
This graph shows the total number of defects each month for the past year that have been raised and have not been completed

RMPC Hazards and Defects Update - June



Outstanding Hazards RMPC

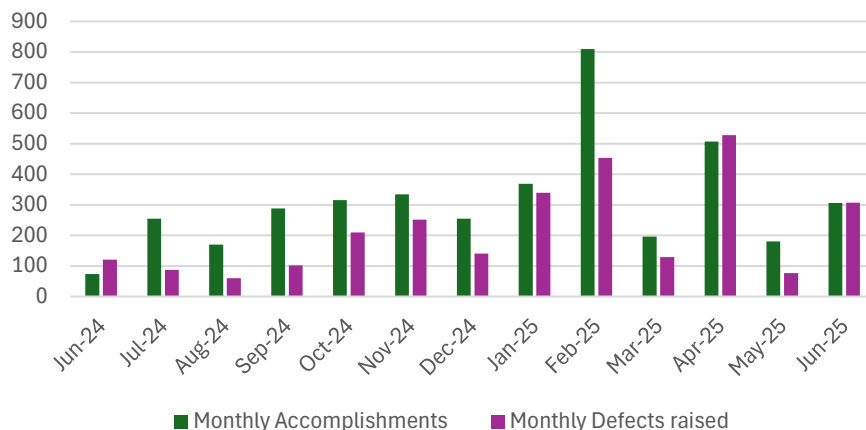
This graph shows number of defects each month for the past year that have been raised as higher than intervention level and identified as being a hazard.



Outstanding Defect Exceeding Target Date RMPC

This graph shows number of defects each month for the past year that have been raised and are past the response time as per Main Roads Standard

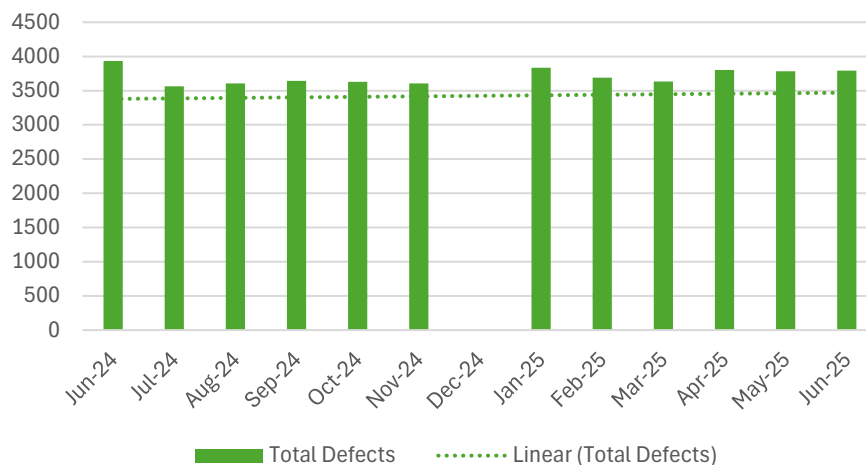
Defect raised and Accomplished RMPC



Defects Raised and Accomplished RMPC

This graph shows number of defects and accomplishments each month for the past year that have been raised and completed

Total Defects RMPC



Total Defects RMPC

This graph shows the total number of defects each month for the past year that have been raised and have not been completed

RMPC Hazards and Defects Update - June	
Rutt correction Bruce Hwy - Asphalt	100%
St Lawrence Croydon Storm Damage scour repair Grading	100%
Edge repair Oxford downs Sarina Rd	70%
Vegetation Clearing Multiple Roads incl additional funds	100%

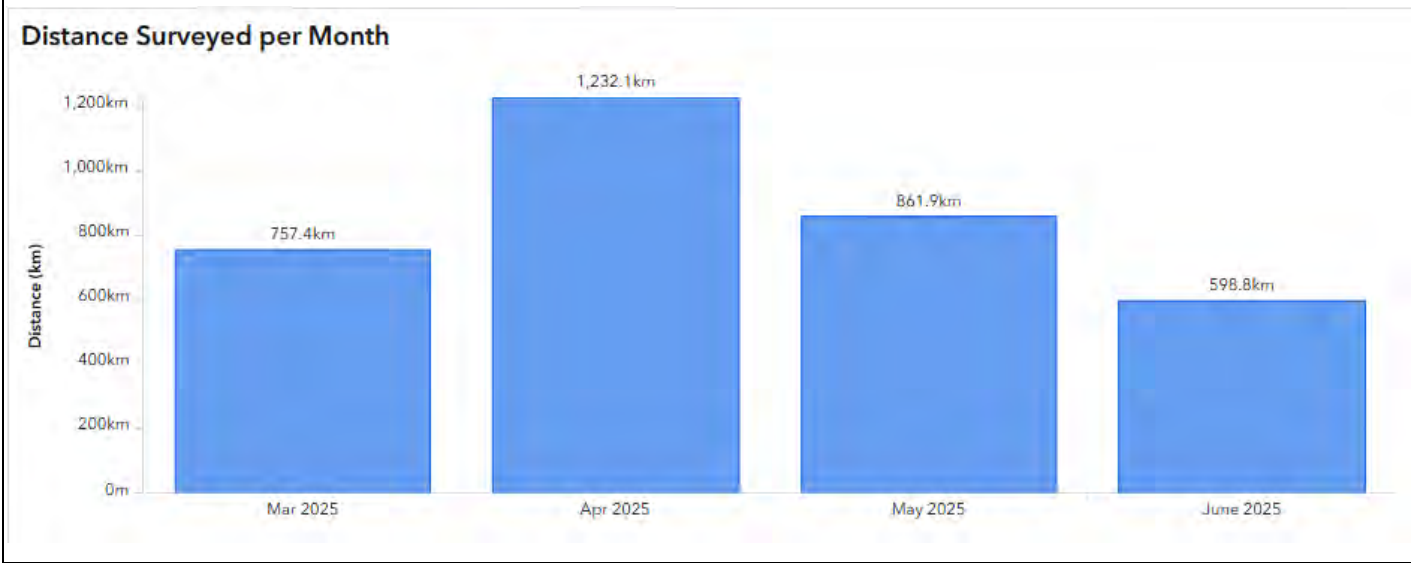
RMPC Programmed Works - June	
Noxious weed spray	100%
Road furniture spray	80%
Slashing	20%
Pothole patching Bruce Hwy	100%
Pothole patching Peak downs Hwy 33A & 33B	100%
Pothole patching M-Sarina	100%
Pothole patching Greg Hwy 27B/C	90%
Pothole patching Clermont Alpha	100%
Pothole patching Gregory Development Rd 98A	90%
Waverly Creek plumbing works	90%

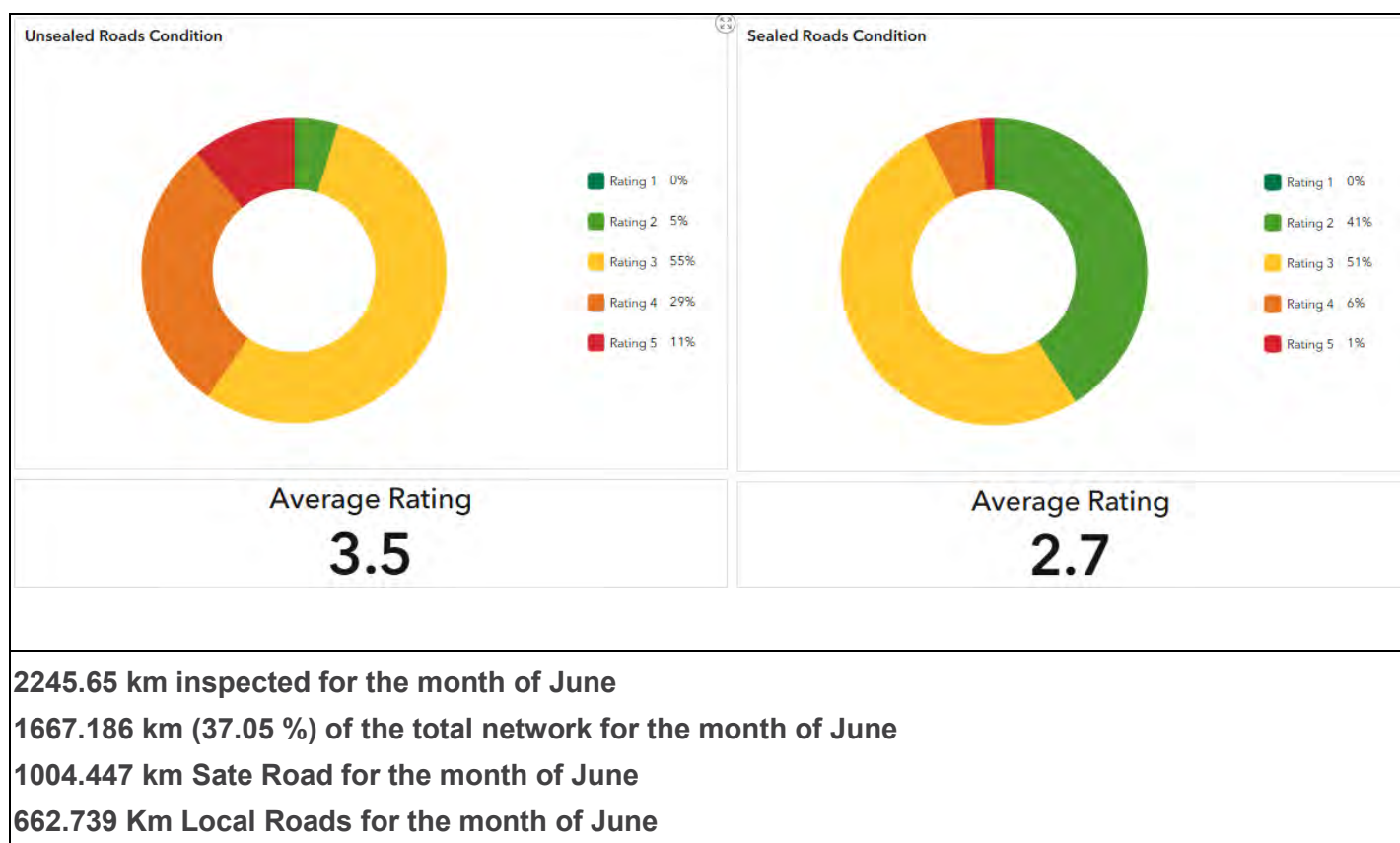
ROAD INSPECTORS UPDATE

The below survey graphs are based on the data collected using the RACAS camera for the previous 3 months. The team undertake 2 types of inspections depending on the road hierarchy: weekly inspections on the Bruce Highway (3 monthly RACAS), fortnightly inspections on the State Highways (6 monthly RACAS), monthly and bimonthly inspections on the developmental roads (6 monthly RACAS) and 6 monthly inspections on all other roads with RACAS.

The ratings are a measurement of roughness with rating 1 to 3 being within intervention level and 4 being at intervention level with 5 being above intervention level.

Survey Distance 3,450.2km





PLANNED WORKS FOR JULY 2025: THIS PROGRAM IS SUBJECT TO CHANGE DEPENDING ON WEATHER CONDITIONS AND EMERGENT WORKS

Clermont and surrounding area	
Dooruna Rd resheet, Wynyard Rd 100%	Maintenance program (%)
As required	Signage installation & replacement
Pothole patching as required	Other works
Dysart and surrounding area	
Saraji Rd, Dysart/Clermont Rd	Pothole Patching
Bedford Weir Rd, Mackenzie River Road, Rolfe Creek Road	Slashing
Cotherstone Road	maintenance grading

Middlemount and surrounding area	
Nil	Slashing
Moranbah and surrounding area	
Moranbah town Streets	Pothole patching
Goonyella Rd, Moranbah access Rd, Peak Downs Mine access Rd	Slashing
Nebo and surrounding area	
Turrawulla Road	Programmed maintenance grading
Coast and surrounding area	
Collaroy Tierawoomba Road, Mount Scott Road, Browns Road, Loadsman Road, Palms Road, Gillinbin Creek Road, Jackson Crossing Road (patrol grade only), Hindles Road, Jacksons Road, Majors Road, Marrs Road, Streeters Road	Programmed maintenance grading
Camerons Road, Majors Road	Drainage
State Controlled Network	
Middlemount Rd, Fit Dev Rd	Pothole patching

CLERMONT WORK CAMP

CLERMONT WORK CAMP – CURRENT ROTATION
<ul style="list-style-type: none"> Work camp has been busy finishing up the show circuit pack ups, with a trip to Emerald to assist them. The set up of the Gold cup camp draft as well as the assisting the race club and finally the line marking with the small schools for their annual athletics carnival. Final preparations for the regional CEC in Blackall are underway, and we hope to see a great turnout from the regional councils involved.

ACTION ACCOUNTABILITY

Not applicable.

KEY MESSAGES

Isaac Regional Council is committed to transparent decision making, identifying and managing its risks and continuous improvement.

Report prepared by:	Report authorised by:
JASON FROST	ROBERT PERNA
Manager Infrastructure	Director Engineering and Infrastructure
Date: 3 July 2025	Date: 3 July 2025

ATTACHMENTS

- Nil

REFERENCE DOCUMENT

- Nil

MEETING DETAILS

Ordinary Meeting
Wednesday 23 July 2025

AUTHOR

Michael Buckley

AUTHOR POSITION

Manager Parks and Recreation

9.13

PARKS AND RECREATION DEPARTMENT OPERATIONAL UPDATE – JUNE 2025

EXECUTIVE SUMMARY

This report is to provide Council with an operational update on the Parks and Recreation Department.

COMMITTEE'S RECOMMENDATION

Resolution No.: E&I0835

Moved: Cr Alaina Earl

Seconded: Cr Terry O'Neill

That the Committee recommends that Council:

- 1. Notes the Parks and Recreation Departments Operational update as of June 2025.**

Carried

ACHIEVEMENTS COMPLETED:

Clermont and surrounding area

Clermont Bulls Junior Cricket Club Grant Funding	Council was recently successful in their grant application with the ACIF to assist in the delivery of the travelling irrigators at the Clermont Junior Cricket Ovals, with a grant contribution of \$37,000.
Drought Resistant Tree's	Works have been completed.
Chinese Wall	A structural engineer has visited the site compiling a report and the team are reviewing the recommendations received in the report.
Rugby league Field Lights	Temporary lights were sourced due to ergon electrical fault. Fault has been identified and repaired.

Netball and Tennis Club	Meeting held with a structural engineer on site seeking advice regarding evaluating soil conditions and recommended structural design including future redevelopment costs of cracking courts.
Dysart and surrounding area	
Soccer and BMX Club	Mains Power Supply Dysart BMX and Soccer Club has been completed. Potentially ongoing investigation now that power has been reinstated.
Southern Cross Association/ Old Country Music Club	Quote has been received for plumbing installation. Works to be completed in FY25/26.
Feedback	<p>Winter works to clean up the gardens surrounding the recreation centre including trimming and pruning. Feedback received from Senior Sports & Recreation Officer for IRC.</p> <p>"I just wanted to pop in and say a huge thank you to the Dysart Parks and Gardens Team for the amazing clean up around the recreation centre. Trimmed, pruned and looking smick as for the winter. A wonderful team who are helpful and willing to give it a go."</p>
Middlemount and surrounding area	
Playground Building – Mulligrubs	Purchase order has been raised for works identified by the building certifier in accordance with the usage and occupier statement developed.
Rugby League Club	Temporary softfall repairs to surrounding playground.
Moranbah and surrounding area	
Tree Replacement Program	Internal staff tree removal has been undertaken with external contractor assistance removing larger trees and stump grinding in high traffic areas. Due to the project being delivered internally has allowed for additional work to be included in both Moranbah and Clermont with the ongoing care of the tree's sitting with the parks team.

Irrigation Repairs	Mills Avenue and Town Square as part of the seasonal works. Including sprinklers being vandalised, annual battery replacement, computer update to improve connectivity that ensures the irrigation system is remotely scheduling watering at the appropriate times.
Red Bucket	On site meeting held in June for the painting of the red bucket project.
Talon Street Hockey Club	The team has recently delivered a new footpath at the Hockey Club.
Nebo and surrounding area	
Preparation Works	A lot of general maintenance and preparation completed for the rodeo, street party and sportsgrounds for school events.
Coast and surrounding area	
Carmlia Sports Stadium	Project to scope repairs, project to replace 5 roller doors is scheduled to start in the next month with completion prior to June 30.
Wetlands Weekend Preparation	In the lead up to the Wetlands Weekend the team has cleaned up the recreation grounds and sportsgrounds, lending a hand to the PECS team where needed.
Glenden and surrounding area	
Lake Elphinstone Dump Point	Project completed.
Maddern Oval Western Field Irrigation	Works to commence next week and due for completion July 2026. Project was carried forward.

**PLANNED WORKS FOR JULY/AUGUST 2025: THIS PROGRAM IS SUBJECT TO CHANGE
DEPENDING ON WEATHER CONDITIONS AND EMERGENT WORKS**

Clermont and surrounding area
Replacement of the Hoods Lagoon Lights.
IRC admin building gardens landscaping revamp.
Dysart and surrounding area

Sporting field turf improvement scheduled getting ready for when winter sports season completed.
The Dysart Old Country Music Club site septic design completed, seeking quotation.
Investigation of effluent water use in Centenary Park.
Investigation of the CCTV at Centenary Park.
Middlemount and surrounding area
Nolan Park softfall replacement around swing set.
MCSA have organised upgrade to facilities at Middlemount Tennis Courts. Council to undertake painting.
Moranbah and surrounding area
Repairs to the turf at the soccer fields.
Re-mulch selected garden beds in Moranbah.
Nebo and surrounding area
Bougainvillea hedge maintenance.
Seasonal horse events which require preparation and logistics.
Coast and surrounding area
Top dressing wheel ruts at the Carmila sports field for soccer.
Completion of the Carmila Stadium roller door replacements.
Glenden and surrounding area
Lake Elphinstone – removal of old bollards and additional signage for dump point.
Pothole patching.
Irrigation maintenance.
Inclusive of all towns
Maintenance of parks assets, cleaning playgrounds, shelters, seats and tables. Bin rationalisation program. Irrigation maintenance and repairs as drier conditions arise. Maintenance and improvement of priority landscaping across region, pruning, mulching, mowing/slashing and aesthetic improvements.

HIGHLIGHTS:

Hockey Club Footpath



Plant training with Kubota



LRCI drought trees - Clermont



ACTION ACCOUNTABILITY

Not applicable.

KEY MESSAGES

Isaac Regional Council is committed to transparent decision making, identifying and managing its risks and continuous improvement.

Report prepared by:

MICHAEL BUCKLEY
Manager Parks and Recreation

Date: 25 June 2025

Report authorised by:

ROBERT PERNA
Director Engineering and Infrastructure

Date: 27 June 2025

ATTACHMENTS

- Nil

REFERENCE DOCUMENT

- Nil

MEETING DETAILS

Ordinary Meeting

Wednesday 23 July 2025

AUTHOR

Robert Perna

AUTHOR POSITION

Director Engineering and Infrastructure

9.14

REGISTER OF PRE-QUALIFIED SUPPLIERS' ARRANGEMENT – PROVISION FOR SUPPLY OF QUARRY MATERIALS

EXECUTIVE SUMMARY

The purpose of this report is to recommend the appointment of selected tenderers to a Register of Pre-Qualified Suppliers (RPQS) Arrangement for the provision for Supply of Quarry Materials IRCT-ALL4-1222-312 to Isaac Regional Council.

COMMITTEE'S RECOMMENDATION

Resolution No.: E&I0836

Moved: Cr Alaina Earl

Seconded: Cr Rachel Anderson

That the Committee recommends that Council:

1. Endorses the award of tender IRCT-ALL4-1222-312, for the creation of a panel of Register of Pre-Qualified Suppliers for the Supply of Quarry Materials, for an initial term of one year from 1 August 2025 with 2 (two) additional twelve months extension options.
2. Endorses the list of Pre-Qualified suppliers detailed in the report.
3. Authorises the Chief Executive Officer to negotiate, execute and vary the Pre-Qualified Suppliers Agreements as required.

Carried

BACKGROUND

The RPQS Supply of Quarry Materials IRCT-ALL4-1222-312 panel was initiated to provide continued access to Council of an accessible directory of approved Suppliers, complete with their corresponding hire rates for the provision of quarry materials, including delivery.

IMPLICATIONS

In accordance with the requirements of the *Local Government Regulation 2019*, Default Contracting Procedure, a tender exercise was performed for the purpose of establishing the RPQS panel arrangement.

A total of 11 submissions were made in response to the Request for Tender, 9 of which were considered conforming.

This panel arrangement ensures a comprehensive and flexible provision of resources, facilitating the delivery of both operational and capital projects within the Isaac Region. It has been determined that the optimal approach for Council is to award the contract to multiple Suppliers.

The list of suppliers to be appointed is as follows:

RESPONDENTS
BRW Transport & Quarries
CNN Resources Pty Ltd
Quarrico Products Pty Ltd
Quarries of Queensland Pty Ltd
R & E Crushing and Plant Hire
Regional Quarries Australia Pty Ltd
Summit Construction Materials Pty Ltd
W.O. Wall & WC Wall Transport PL
Wagners Quarries Pty Ltd

As this is an RPQS panel arrangement, appointment to the panel does not provide any guarantee to the Respondents of any quantum of work.

CONSULTATION

An evaluation of the submitted tender responses was performed by a panel of qualified IRC personnel consisting of the Coordinator Recoverable Work, Coordinator – East, Overseer – Infrastructure East and Graduate Engineer, as the key users of this panel arrangement.

BASIS FOR RECOMMENDATION

The evaluation was performed on a range of mandatory requirements and a balanced scorecard according to the following weighted criteria;

Criteria	Weighting	Reasoning
Local Preference	10%	As per Local Preference Policy STAT-POL-086 (Resolution 8736)
Price	50%	Value for Money
Relevant Experience	20%	Business' experience in the required fields

Resources	20%	Provision of plant and equipment and/or appropriately licensed operators.
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ACTION ACCOUNTABILITY

The Manager - Contracts and Procurement is responsible for ensuring that the tender process has been performed in compliance with the requirements of the *Local Government Regulation 2012*.

KEY MESSAGES

This RPQS panel arrangement shall provide support to IRC through the provision of quarry materials, underscoring Council's commitment to leveraging a diverse range of expertise and resources to achieve the best possible outcomes.

Report prepared by: ROBERT PERNA Director Engineering and Infrastructure Date: 25 June 2025	Report authorised by: CALE DENDLE Chief Executive Officer Date: 3 July 2025
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ATTACHMENTS

- Nil

REFERENCE DOCUMENT

- IRCT-ALL2-1222-312 Supply of Quarry Materials - Tender Documentation
- CONFIDENTIAL - IRCT-ALL2-1222-312 Supply of Quarry Materials - Evaluation Scorecard
- CONFIDENTIAL - IRCT-ALL4-1222-312 Supply of Quarry Materials - Recommendation Report

MEETING DETAILS

Ordinary Meeting

Wednesday 23 July 2025

AUTHOR

Sean Robinson

AUTHOR POSITION

Manager Galilee and Bowen Basin Operations

9.15

GALILEE AND BOWEN BASIN DEPARTMENT OPERATIONAL UPDATE UNTIL JUNE 2025

EXECUTIVE SUMMARY

The intent of the report is to provide an update on the activities undertaken by the Galilee and Bowen Basin Operations department over the previous financial year.

COMMITTEE'S RECOMMENDATION

Resolution No.: E&I0837

Moved: Cr Viv Coleman

Seconded: Cr Rachel Anderson

That the Committee recommends that Council:

1. Notes the operational update provided for the Galilee and Bowen Basin Operations Department – 2024-25 Financial Year.

Carried

BACKGROUND

Quality and Compliance

As part of the documentation required to support the effective and efficient delivery of works by our internal crews, the Galilee and Bowen Basin Operation (GBBO) team administers the internal Quality system. This system aims to ensure that our works are compliant to current standards, focusing on road maintenance and resheeting works, however consultation is extending across to supporting other departments within engineering and infrastructure. Key activities include

- Reviewing existing documentation to ensure compliance with current standards and operational requirements.
- Auditing of completed project Quality documentation.
- Administering Non-Conformance Reports (NCR) where activities undertaken by our internal crews do not comply with the required standards
 - A total of 26 NCR's were raised during the 2024/25 FY
 - 9 remain outstanding and are with the applicable Infrastructure Coordinator/Manager

Heavy Vehicle National Law

The below image is intended to provide a comparison to the number of permits processed across financial years. There is a trend demonstrating a reduction in permits issued, however it is unable to determine reasons why.

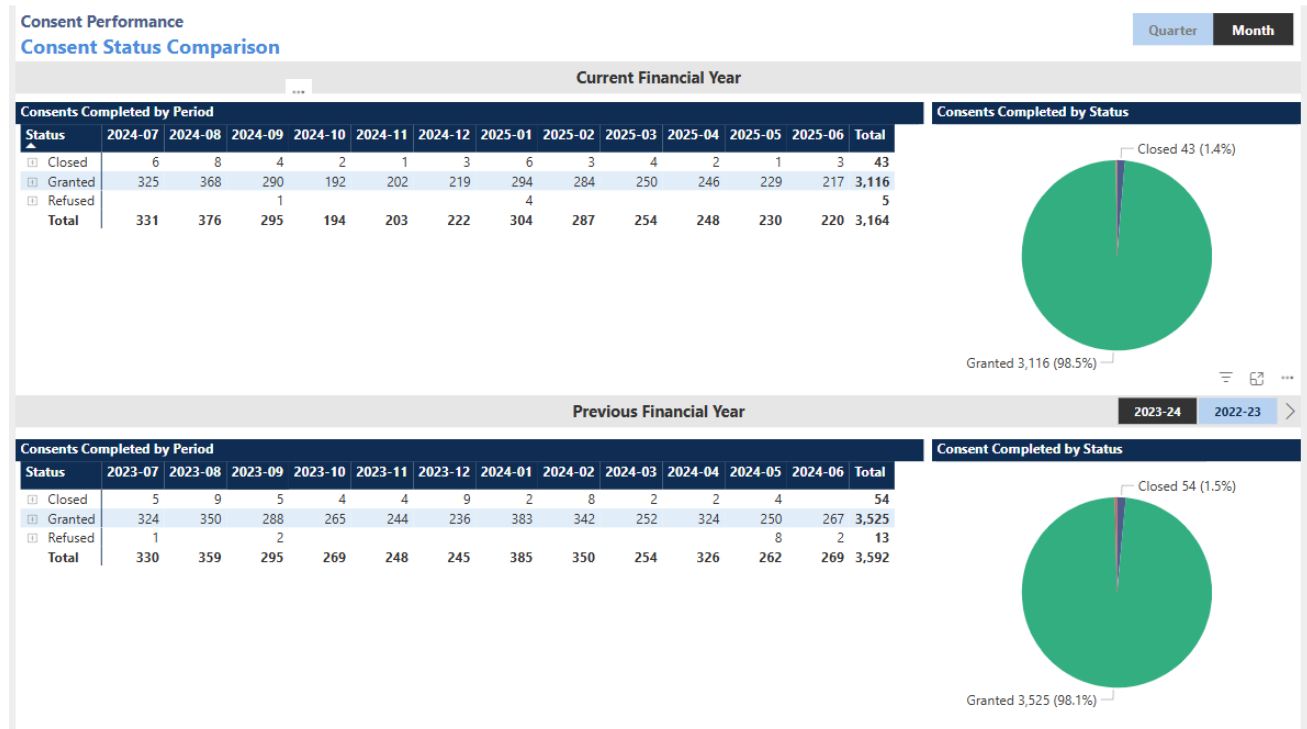


Figure 1: Financial Year comparison for permits issued

In addition to the total number of permits issued, the team continues to maintain an average processing time of well within the statutory 21 days in which we have for route assessments. This is facilitated through effective understanding of the network from our permit officers and collaboration with industry to establish effective pre-approved routes. These pre-approvals improve efficiency for industry while reducing the day-to-day workload for internal permit officers.

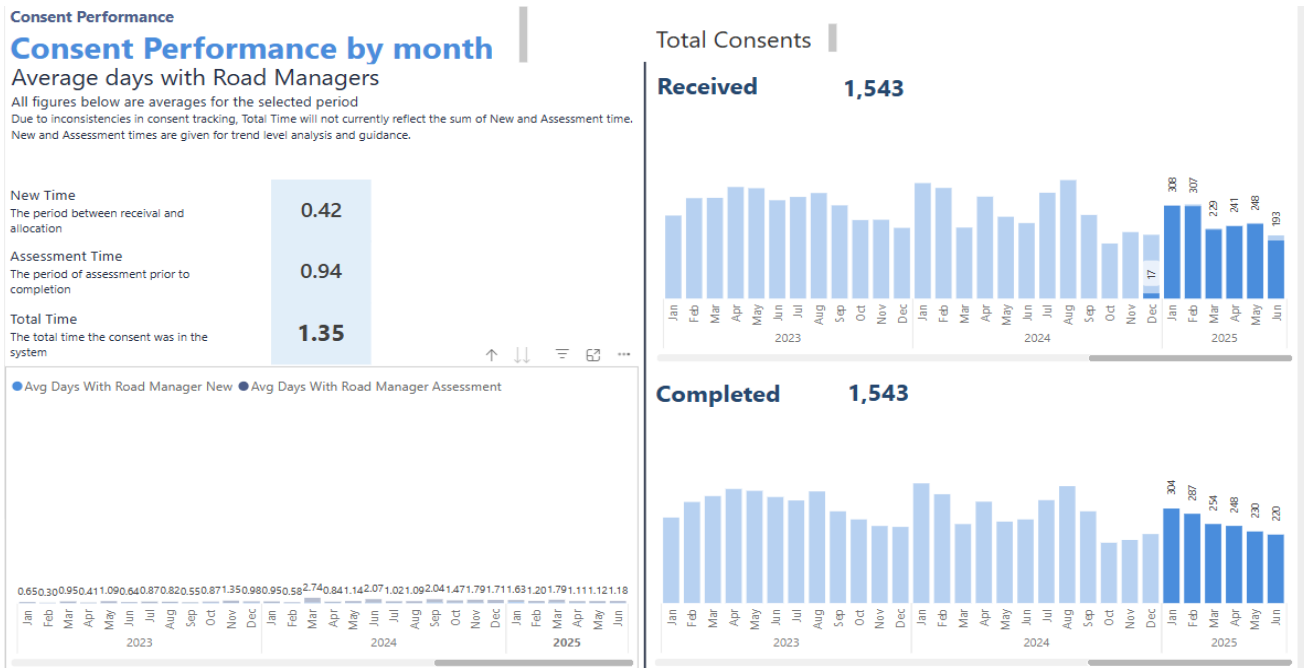


Figure 2: Permit performance including average processing time

Over the past financial year, the below heat map demonstrates the distribution of permits issued against each council road

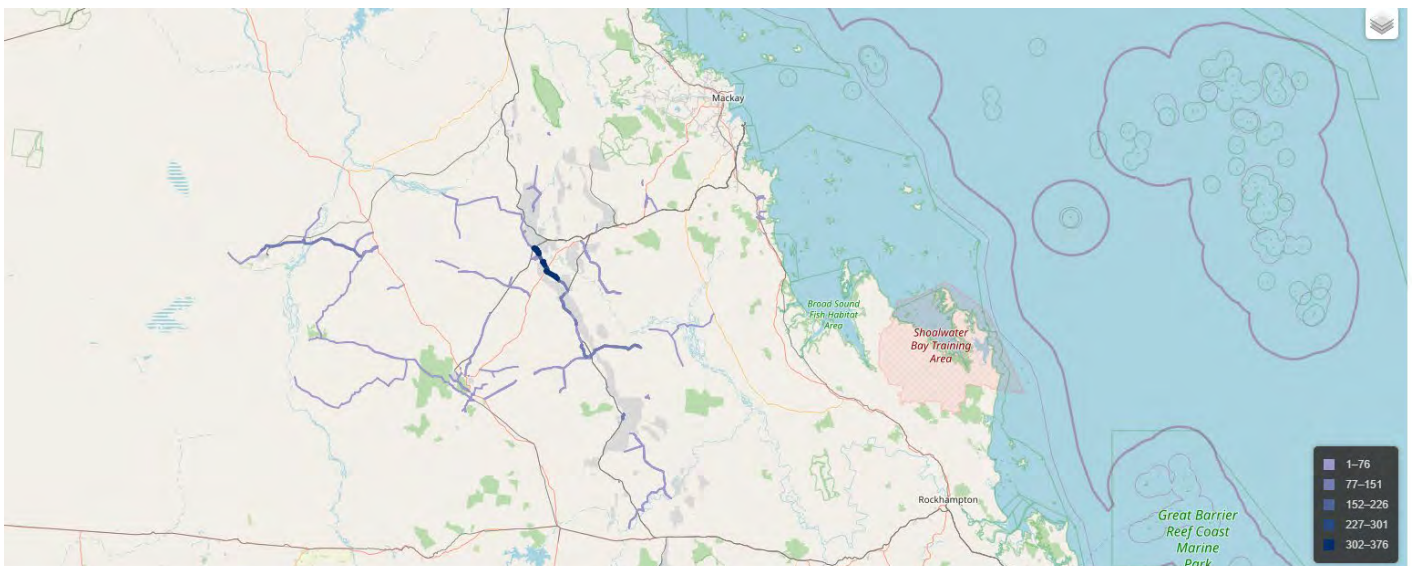


Figure 3: OSOM Permit Heat map

Other areas of activity under the Heavy Vehicle National Law

- As part of delivering Council's capital program, there has been a risk identified with Council contractors requesting to work roster arrangements without accreditation for fatigue management under HVNL. While this risk predominately lies with the Contractor, Council has an obligation under Chain of Responsibility obligations.

- Council's Permit Officer has been working with the National Heavy Vehicle Regulator to publish improved mapping to B-Double Notice. This extends and improves the clarity in which B-Doubles are able to access Council's Road network without the requirement to apply for a permit.
- Council's permit officer has been undergoing an internal engagement process to inform developing improved mapping for Type 1 and 2 Road Train Notice's.

Impact Assessment and Advocacy

In addition to supporting Liveability and Sustainability Team and Brand Media Communications team, throughout the last quarter, the following proponents have been engaged:

- Lotus Creek Windfarm
 - Ongoing mitigation measures
 - Opportunity for private works to maintain St Lawrence Croyden Road – Expected to hand over to Infrastructure in next quarter for implementation
- Queensland Pacific Metals – Gas Pipeline and power station
- Foxleigh Mining
 - Relocating Mine Access from through lake Lindsey to off Barwon Park Middlemount Road
 - Including Road Upgrades
 - Reinvigorating negotiations for maintenance contributions
- BHP
 - Relocation of Red Hill Road
 - Peak Downs Continuation Project
 - Broadmeadow Southern Access Road
- Vitrinite
 - Early engagement for Callan Coking Coal Project

Project Delivery

Key highlights for the previous quarter include

- Floodway renewal and construction completed
- Completion of Dysart Clermont Road widening project
- Reseals completed
- Rehab completed across Local and State controlled roads
- Peak Downs Mine Road Rehabilitation Construction commenced (Multi Year project)
- Commencement of works at Phillips Creek Bridge began in February.
- Completion of Moranbah Soccer Light Replacement
- Goonyella Road Intersection Projhect is currently out to tender

Key issues for the previous quarter include:

- Peak Downs Intersection continues to see delays, however, is expected to be completed early July

Overall, from a physical construction perspective, the capital works are on track for completion of the 2024-25 Capital Budget (within the target 90%). There is a lag financially as contractors are slow in submitting progress claims. This has been addressed with active contracts.

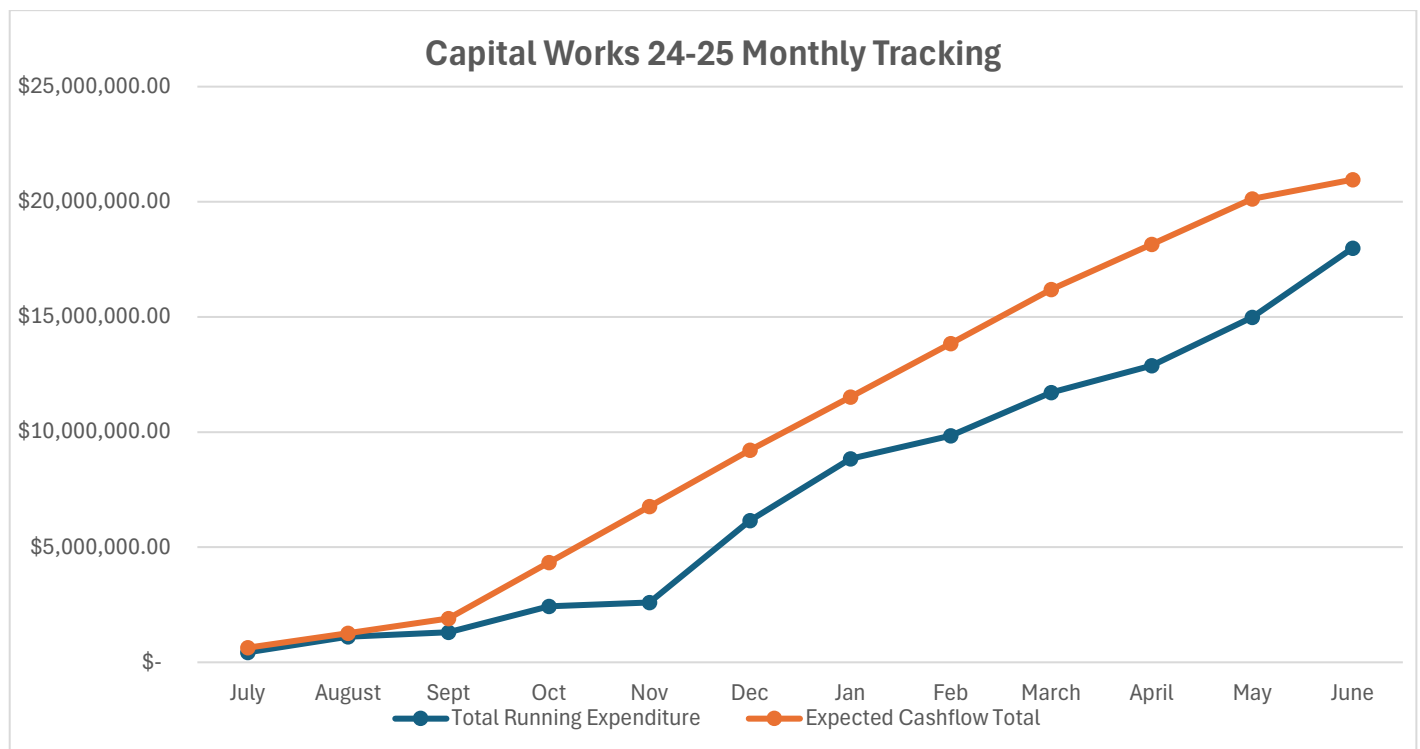


Figure 4: GBBO Capital Expenditure vs Forecast

Note: The above does not include end of month contract claims for current works (Approx. \$3.0M)

Agreement Negotiation and Management

Adani

- Invoice Dispute ongoing
- Road width litigation ongoing
- Ongoing concerns with level of maintenance activities

Pembroke

- Completion of Culvert Works
- Progression of Environmental constraints
 - Likely outcome of facilitating early construction
- Effective resourcing for maintenance

BHP

- Mabbin Road Contribution received – Capital works (Rehab and reseal)
 - Deed of Variation currently under negotiation
- Golden Mile Road cross over compliance review

Vitrinite

- Deed of variation for coal haulage locations

IMPLICATIONS

Galilee and Bowen Basin Operations shall continue to operate to maintain and improve service levels for internal and external customers.

Identified risk associated with fatigue management.

CONSULTATION

Galilee and Bowen Basin Operations Team

BASIS FOR RECOMMENDATION

We lead by example and epitomise our organisational values.

ACTION ACCOUNTABILITY

Manager Galilee and Bowen Basin Operations to continue to lead and develop team members to ensure continued service delivery for internal and external customers.

KEY MESSAGES

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

Report prepared by:	Report authorised by:
SEAN ROBINSON	ROBERT PERNA
Manager Galilee and Bowen Basin Operations	Director Engineering and Infrastructure
Date: 26 June 2025	Date: 27 June 2025

ATTACHMENTS

- Nil

REFERENCE DOCUMENT

- Nil

MEETING DETAILS

Ordinary Meeting

Wednesday 23 July 2025

AUTHOR

Lila Fry

AUTHOR POSITION

Coordinator Natural Resources

9.16

QUARRY PIT ACCESS UPDATE

EXECUTIVE SUMMARY

The Minister for Local Government and Water and Minister for Fire, Disaster Recovery and Volunteers recently announced a major policy change to support access to quarry pits for crucial BAU works such as infrastructure maintenance and upgrades. The announcement made at the Queensland Disaster Management Conference held by the LGAQ in partnership with the State Government and Emergency Services Agencies will enable councils to continue to deliver critical emergency works and BAU works while the current quarry sales permit renewal process continues.

The intent of the policy change is to give certainty to councils in accessing quarry pits, where there is no reasonably practicable alternative by utilising s143 of the *Local Government Act* to safely build and maintain community infrastructure.

COMMITTEE'S RECOMMENDATION

Resolution No.: E&I0838

Moved: Cr Terry O'Neill

Seconded: Cr Rachel Anderson

That the Committee recommends that Council:

- 1. Notes the update on the policy change to support access to quarry pits.**

Carried

BACKGROUND

In 2023 the state government changed its interpretation of the federal *Native Title Act 1993* requiring councils to form Indigenous Land Use Agreements (ILUAs) with native title holders for each individual gravel pit which allowed for the issue/renewal of permits and extraction of materials. The change was due to native title interests conflicting with the *Forestry Act 1959* and resulted in many councils experiencing challenges in accessing gravel due to the new renewal process of sales permits for state-owned quarry material. With some ILUAs taking more than 12 months to establish, many council's sales permits expired resulting in delays to planned works and major increases in costs for road construction and maintenance due to the increased cartage costs and labour required to access available pits.

In addressing the matter, the Department of Primary Industries (formerly Department of Agriculture and Fisheries) continues to work with traditional owners and councils to seek future act consent to the grant, renewal or variation of quarry permits.

The announced policy change, supported by information released by the Qld Government, now allows councils to access private or public land to remove materials like soil, gravel and rock under section 143 of the *Local Government Act 2009* (Act) when there is no other reasonably practicable way to source the material and when the material is needed for council to undertake its responsibilities.

Up until recently, section 143 was predominantly used by councils for disaster-related repairs, however the new approach allows for councils to rely on the Act for day-to-day works as well when:

- there are no reasonable alternatives for sourcing the material;
- it is needed for activities the local government is responsible for, such as repairs to roads or public infrastructure;
- proper notice (7 days) is given to the landowner or occupier;
- and the land is not within:
 - 50 metres of homes or structures (including a house, bridge, dam or wharf); or
 - a court, lawn, gardens, parks, planted walk or avenue or yard or cultivated land (including a garden, nursery or plantation); or
 - protected areas, such as national parks; or
 - state forests and timber reserves under the *Forestry Act 1959*; or
 - a protected area under the *Nature Conservation Act 1992*; or
 - a wet tropics area under the *Wet Tropics World Heritage Protection and Management Act 1993*; and
 - another council area.

Before applying section 143, Council is required to demonstrate that there is no other reasonably practicable way to get the materials by considering and documenting the factors that have informed the decision including:

- whether another source is available (e.g. a sales permit);
- demonstratable differences in cost or time and the logistics between sourcing the material from the land and any alternative sources;
- urgency of the works;
- impact on the landowner or occupier;
- ability to give proper notice; and
- likely compensation costs (including costs relating to cultural value).

When enacting section 143, Council will be required to provide a reasonable entry notice in accordance with section 138AA(3) to the owner and occupier of the land, at least 7 days prior to entering the land, and persons entering will be required to be authorised Local Government Workers under section 138(3)(b) of the Act. Further, the owner (or any other affected person) is entitled under section 147 to an agreed amount of compensation for the material that is removed.

While this information seems very straight forward, Council must also consider any requirements for a sales permit under the *Forestry Act* and addressing future act consent for native title.

With respect to the sales permit, the following information was provided:

“Should the criteria of section 143 be met, there is no requirement for the land being accessed to be the subject of a Forestry Act 1959 sales permit.”

Discussions with the Department of Primary Industry’s Operations Manager for Quarry Material has identified that they are aware of the information that has been distributed but cannot say whether this exempts the requirement for a sales permit and that compensation may still be payable by Council and suggest that Council seek legal advice on the matter.

In relation to the compensation, it is noted that section 147(2) of the Local Government Act states:

*If a **person** incurs damage or loss because of the exercise, or purported exercise, of a power under this division (including the loss of the value of materials removed from a property, or the reduction in the value of the property, for example), the local government must pay the person compensation.*

As the Act refers to a ‘person’ there is some question as to whether the royalties would still be payable to the department if section 143 were enacted.

Additionally the policy change makes the following reference to native title:

“Land where native title has been determined is not considered protected land and access to the land to obtain the materials under section 143 can occur, provided there is no other reasonably practicable way of obtaining the materials.”

With no further information available at this time it can only be assumed that this refers only to the fact that it is not a protected area for the purposes of determining the land that is exempt from use and does not remove the requirement to negotiate Future Act Consent under the Native Title Act.

Council’s ongoing relationship with the Department of Primary Industries is such that when required, department staff actively work with Council to identify parcels of land where native title is extinguished and where sales permits are not required to assist with providing solutions that provide continuity of service. When considering Council’s current stock of gravel pits under sales permits, environmental authorities and on land where native title is already extinguished or covered by an ILUA, the need to enact section 143 is not an emergent issue. That is not to say that it may not be required in the future.

The onus for demonstrating that there is no reasonably practicable alternative and ensuring that all legislative requirement are met sits with Council in particular, to navigate the sales permit and native title obligations.

IMPLICATIONS

Service Levels

This approach aligns with the following IRC 2024-2025 Operational Plan key strategies:

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

- Strategically operate, maintain and utilise and review the delivery of Council assets to ensure the efficient and cost-effective services to the community are met and continuously improved.
- Ensure that the assets maintained and constructed are appropriate to the current and future needs of the region's industries.
- Develop policies, strategic plans and processes to address local and regional issues, guide service provision and ensure operational effectiveness.
- Pursue financial sustainability through effective use of Council's resources and assets and prudent management of risk.

Risks

This approach faces the following risks:

- Legal and compliance - failure to adequately document and demonstrate that there is no other reasonably practicable way of obtaining the materials may result in an unlawful action being carried out by Council.
- Financial/operational – Cultural Heritage party clearances in combination with the provisions for compensation costs in relation to cultural value may result in further financial burdens and operational delays.
- Financial/operational – landholders may not agree with compensation offers made in accordance with the Extractive Materials Quotation Consideration Plan (Resolution No. 8722) resulting in further financial burdens and operational delays.
- Reputation – serving landholders with entry notices may result in damage to Council's relationships with local landholders.

Compliance and benefits

The approach aims to permit the delivery of critical emergency works and BAU works by utilising existing legislation and also has the potential to deliver cost-savings to Council through the use of local materials that were not previously available. Where Council decides to implement this approach, staff entering land will be required to undertake training, be authorised as Local Government Workers, and have ID cards issued.

CONSULTATION

Department of Primary Industries (Forestry)

BASIS FOR RECOMMENDATION

Extractive and quarrying activities play a critical role in Council's ability to provide effective service to the unsealed road network for the Isaac community. This report outlines the required activities and risk mitigation strategies to enable compliant extraction of materials under section 143 of the Act.

ACTION ACCOUNTABILITY

Coordinator Natural Resources – lead the coordination and strategy for extractive site access and ensure that land access for extractive activities is compliant.

KEY MESSAGES

Ongoing efficient and strategic operation of Council's pits/quarries is necessary for the effective and economic servicing of the Isaac region's unsealed road network. All material extraction is required to comply with relevant State legislation, permits and authorities.

Where required, Council may utilise section 143 of the *Local Government Act 2009*, in accordance with the prescribed criteria, to extract materials when there is no other reasonably practicable way to source the material and when the material is needed for council to undertake its responsibilities.

Report prepared by:	Report authorised by:
LILA FRY	ROBERT PERNA
Coordinator Natural Resources	Director Engineering and Infrastructure
Date: 27 June 2025	Date: 27 June 2025

ATTACHMENTS

- Nil

REFERENCE DOCUMENT

- Nil

MEETING DETAILS

Ordinary Meeting

Wednesday 23 July 2025

AUTHOR

Amal Meegahawattage

AUTHOR POSITION

Manager Planning and Projects

9.17

WATER AND WASTE 2024-25 CAPITAL PROJECTS PROGRESS REPORT

EXECUTIVE SUMMARY

This report aims to update the Water and Waste Standing Committee and Council on the delivery of the Water and Waste 2024/25 Capital Works Program.

COMMITTEE'S RECOMMENDATION

Resolution No.:

W&W0575

Moved:

Cr Vern Russell

Seconded:

Cr Viv Coleman

That the Committee recommends that Council:

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

Carried

BACKGROUND

Regular updates on the financial and physical status of projects within the 2024/25 Water and Waste Capital Works program are crucial to keep Council informed about the program's progress and associated risks.

IMPLICATIONS

The attached Water and Waste 2024/25 Capital Projects Progress Summary provides an overview of the financial and physical status of all projects, with red indicating a projected cost overrun of over 10% or completion after June 2025, yellow indicating a cost overrun of 0-10%, and green indicating no issues. Brief commentary is provided to explain the status of each project. Larger and more complex projects are sometimes delivered over multiple financial years and the exact expenditure in each year may deviate from the annual budget due to variations in the delivery schedule. This can affect expenditure in each year without exceeding the total budgeted amount for the project.

COMPLIANCE

Compliance with the Water and Waste 2024/25 Capital Works Program is essential to meet the identified timeframes of the 2024/25 financial year.

KEY CAPITAL PROJECTS

1. CW222983 – Moranbah Water Treatment Plant Roof Replacement

This project involves replacing the roof of the 5.7ML water reservoir to protect the structure and extend its service life. The installation of the expansion seal gasket was completed in early May. During partial filling of the remediated reservoir, a couple of minor leaks and several other defects were identified. The contractor has rectified outstanding items, however the leaks continue. They will return to site once Bobby WTP is operating as water needs to drain through reservoir until it meets drinking water standards. The project is nearing completion; however, practical completion will not be issued until all defects have been resolved to Council's satisfaction.

2. CW233155 – Clermont Water Treatment Plant Modernisation

This upgrade is essential to ensure the water supply continues to meet safe drinking water standards. In September 2024, the turbidity monitoring equipment was replaced with new analysers that meet current national testing requirements. The associated control panel upgrade has also been completed.

The next stage involves upgrading the chemical dosing system through a Design and Construct contract. Tender evaluation has been completed, and while the preferred contractor has revised their offer to reduce costs by approximately \$200,000, the total project cost still exceeds the available budget.

To proceed, an additional \$1 million in funding is required. Of this amount, \$500,000 has already been included in the ongoing PAG process across the next two financial years and the remaining \$500,000 has been approved by Council under a separate Council resolution.

A meeting with the funding agency was held on 14 May to discuss delivery options. The agency confirmed that the completion deadline cannot be extended, but has suggested dividing the project to allow a portion of the works to be completed under the funding agreement to achieve the \$700,000 forecast project spend. The remaining works will need to be funded by Council, with full project completion now expected by mid-2026.

3. CW243181 – Moranbah Sewer Pump Station Upgrades

This project aimed to improve the capacity and operational efficiency of the Moranbah Sewer Pump Station. The construction contract was awarded in July 2024, and a new non-return valve (NRV) was successfully installed in early April 2025. The project has now reached completion.

Separately, the condition of another existing NRV at the site is currently being assessed to determine whether remediation is feasible. Any associated costs will be covered under the CORP emergent works program.

4. CW243205 – Moranbah Rectification of Landfill Cell

This project aims to stabilise and rectify the Moranbah landfill cell to ensure ongoing compliance with environmental regulations. Geotechnical options were delivered by a specialist consultant in January 2025. Following consultation with the Director of Water and Waste, the Waste Management Department, and Governance, the Planning and Projects team proceeded to close out the geotechnical engagement. The Project Management Consultant has since been engaged to assist with the tendering process for a Design and Construct contract. The tender was released in late May and is scheduled to close on 8 July 2025, with evaluation to commence shortly thereafter.

5. CW243185 – Moranbah Recycled Water Network

This multi-stage, multi-year project aims to improve recycled water management through the construction of new mains, staged irrigation infrastructure, and the installation of portable evaporators. Design works along Sarchedon Drive and Tallon Street are progressing.

Community consultation was undertaken in late April with local businesses, residents, and Councillors with good engagement with representatives from the local sporting clubs.

Design work by the appointed consultant commenced in February 2025. Site surveys were delayed due to wet weather but were completed in March. These delays affected resource planning, contributing to setbacks in finalising the design. The final design is now expected by July 2025, with Stage 1 construction scheduled for completion by January 2026.

Procurement planning for portable evaporators is ongoing, with unit costs ranging between \$300,000 and \$1.1 million. Initial site inspections in Mt Morgan raised concerns about noise levels associated with some models. Further evaluations, including a planned visit to Biloela, are being undertaken to assess alternative options.

6. CW243239/CW243240 – Carmila and Greenhill Landfill Capping

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

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

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

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

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

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

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

9. CW253275 – CORP Sewer Relining 2025

This project involves CCTV inspection and relining of targeted segments of the sewer network. The contract was awarded in January 2025. CCTV surveying commenced in late March and is currently underway, with 27km completed out of the targeted 35km. The footage is now with the Operations Team for review to confirm the final scope for relining works.

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

To ensure that the relining work is targeted to provide best value for money a three-month review period was included into the tender documents to allow the Operations Team to undertake a comprehensive review of the CCTV footage provided.

10. CW253282 – CORP Water Network Water Meters

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

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

This project involves installing turbidity analysers on the filters at the Glenden Water Treatment Plant to enhance water quality monitoring and ensure regulatory compliance. The contract was awarded in February 2025. Installation of the Turbidity Analysers is complete and practical completion was achieved in late June.

12. CW253290 – Middlemount Water Network Augmentation

This project involves installing a new water main in Middlemount, with a drainage component along Nolan Drive included as a separable portion. The contractor has completed water main location activities and has cleared the alignment. All drainage construction works has been completed. Water Main installation is underway, adjacent to MMT WTP. Works are scheduled to conclude in the 2025/26 financial year.

13. CW253283 – CORP Switchboards

This project targets the replacement of ageing switchboards to improve operational reliability and ensure compliance. All works have been completed and practical completion has been achieved.

14. CW253277 – Moranbah Water Treatment Plant West & East High Lift Pumps

This project addresses the poor condition of existing pumps at the Moranbah Water Treatment Plant by remediating the pump station and associated infrastructure. The works aim to improve the resilience of the water supply system and reduce the risk of service interruptions.

Overnight works were successfully carried out on 21 May 2025 as part of the West High Lift Pump Station remediation. Key components, including a split case pump, gate valves, and a non-return valve, were removed and replaced using a crane through the pump station roof. The diesel pump motor was also relocated to enable on site remediation. Comprehensive planning and coordination ensured all operators, plumbers, and contractors were properly briefed, risk controls were in place, and contingency materials were available. Water supply was restored from the West Tower Pump Station by 11:00 pm with no public complaints, and the works were completed well within the scheduled timeframe. The skill of the crane operator and effective collaboration between Council staff and contractors were critical to the successful outcome.

Following completion of these works, preparation will commence for the remediation of the East Tower diesel pump.

15. CW253278 – Moranbah WTP Drinking Water Compliance

This project involves installing Turbidity Analysers to the filters on the Bobby Plant and Main Plant at Moranbah Water Treatment Plant to enable automatic backwashing as part of the filter upgrade project. This aims to improve performance at the Moranbah Water Treatment Plant.

All Turbidity Analysers have been installed at both the Bobby Plant & the Main Plant now, and commissioning is complete on both plants. Operator training has also been completed on Main Plant. Awaiting operations to run Bobby Plant which is pre-commissioned so training can be conducted. As-constructed drawings & manuals to be provided by supplier prior to practical completion of project.

PROGRESS PHOTOS







Image 1: Moranbah WTP Drinking Water Compliance – Installed Turbidity Analysers on Main Plant



Image 2: Moranbah WTP Drinking Water Compliance –Installed Turbidity Analysers on Bobby Plant



Image 3: Middlemount WN Augmentation – Plinths for above-ground water mains DICL



Image 4: Moranbah Pump Station 01 – Pump 1 replacement & transfer to Mackay to repair; tape jammed in impeller



Image 5: Moranbah Water Treatment Plant East Tower Pump Station – diesel motor & pump removal
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Image 6: St Lawrence Water Storage & Raw Water Main – remediation on Raw Water Main pipe at pump station

BENEFITS

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

CONSULTATION

- Director Water and Waste
- Manager Operations and Maintenance
- Manager Waste Services
- Planning and Projects Capital Works Project Managers

BASIS FOR RECOMMENDATION

To provide Council with a clear monitoring tool to track capital works delivery for the Water and Waste Directorate by providing transparent and relevant reporting. This report will help identify and communicate any project delays, overspends and project risks.

ACTION ACCOUNTABILITY

The Managers and the Director of Water and Waste oversee the scoping, procurement, and completion of the projects identified within the 2024/25 Capital Projects Progress Summary spreadsheet. Furthermore, the appropriate Managers and the Director Water and Waste are held accountable for the delivery of the project stages which are completed within the identified timeframes.

KEY MESSAGES

That Council has open communication, oversight, and transparency of the Water and Waste 2024/25 Capital Works Program, to ensure Isaac will have effective and sustainable water and waste infrastructure that supports the needs of the region's communities and economic sectors.

Report prepared by:

AMAL MEEGAHAWATTAGE
Manager Planning and Projects

Date: 25 June 2025

Report authorised by:

SCOTT CASEY
Director Water and Waste

Date: 1 July 2025

ATTACHMENTS

- CONFIDENTIAL Attachment 1 – W&W Capital Projects Progress Summary Spreadsheet June 2025

REFERENCE DOCUMENT

- Nil

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MEETING DETAILS

Ordinary Meeting

Wednesday 23 July 2025

AUTHOR

Scott Casey

AUTHOR POSITION

Director Water and Waste

9.18

WATER QUALITY INVESTIGATION ACTION PLAN UPDATE - JULY 2025

EXECUTIVE SUMMARY

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

COMMITTEE'S RECOMMENDATION

Resolution No.: **W&W0576**

Moved: **Cr Viv Coleman**

Seconded: **Cr Vern Russell**

That the Committee recommends that Council:

1. **Receives and notes the update report for the Water Quality Investigation Action Plan Deliverables**
2. **Receives future updates through exception reporting.**
3. **Notes an additional recommendation to develop and implement a technical standard for capital works projects is to be added to the Action Plan Deliverables.**

Carried

BACKGROUND

Over the Christmas/New Year period 2021/2022 there were water quality incidents in four (4) townships across the Isaac Region: Clermont, St Lawrence, Middlemount and Moranbah. Each of these caused disruption, and impacted the water supply service levels experienced by those communities. Each incident had a separate timeline, and each was found to have multiple interconnected contributing factors, with some being systemic and having the potential to impact the delivery of services across the region.

The Chief Executive Officer (CEO) of Isaac Regional Council (IRC) at the time committed to a thorough investigation into the incidents. The terms of reference (TOR) for the investigation were approved by Council and an internal investigation was conducted which was peer reviewed by an independent third-party consultant.

The report used a robust methodology which included mind maps and the PEEPO (People, Environment, Equipment, Procedure, Organisation) data collection tool. An independent consultant was then engaged to conduct a peer review to validate the methodology and review and expand upon the investigation's findings.

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

Since that resolution (8126) officers have provided quarterly reports to Council on the progress against the action plan. Many of the interventions included in the action plan have either been completed or have now been incorporated into the normal operations of water service provision.

This current report evaluates the impact of the water quality action plan over the past 30 months and the current risk to water quality across the region.

IMPLICATIONS

After the water quality incidents in 2021/22 had been resolved there remained a residual risk of a reoccurrence, and it was clear from the subsequent investigation that there was no single solution which would entirely remove the risk of such water supply interruptions. The investigation report gave rise to a plan which set out a suite of actions to address the root causes of the water quality events (see Attachment 1).

The action plan contained both short term interventions and actions that formed part of a longer-term strategy. Some of the short-term interventions such as the replacement of failed equipment have already had an impact on the likelihood of a reoccurrence but will not eliminate it entirely. Expected delivery dates were identified in the action plan so that progress could be tracked and effectively managed. It should be noted that implementation of the recommended actions has taken a significant commitment from the Water and Waste management team and Isaac Regional Council. Some of the identified actions have concluded and some have become business as usual (BAU) activities and as such are also considered complete.

Current Status of the Action Plan Implementation:

To May 2025 the progress in delivery of the Water Quality Action Plan can be summarised as follows:

STATUS	APRIL 2024	JULY 2024	OCTOBER 2024	JANUARY 2025	MAY 2025
Actions Complete	20*	22*	23*	26*	30*
Previously Completed Actions removed from PLAN	-	-	21	23	23
Action On - Track	17**	15**	14**	10**	7**
Action Needs Improvement	0	0	0	0	0
Action Yet to Commence	0	0	0	0	0
Ongoing	0	0	0	1	0

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

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

A more detailed breakdown of the progress of the action plan is shown in detail in Attachment 1 - Water Quality Investigations Action Plan - Update – May 2025.

Overview of Contributing Factors:

In total there were 37 identified factors that contributed to the water quality events that occurred in 2021/2022 but these individual factors were also grouped into 10 broad categories requiring attention:

- System Documentation / Knowledge Management
- SCADA
- Escalation Processes
- Ineffective alarms
- Loss of long-term knowledge – staff turnover
- Process robustness
- Review plant bench monitoring equipment
- Asset management
- Workplace Culture
- Drinking Water Quality Management Plan

Since the action plan was adopted by Council in November 2022 significant progress has been made in all of these categories, to the point where the root causes of the 2021/22 water quality events have been resolved, or have been integrated into normal operating practice.

To demonstrate this position, each category will be evaluated in turn and the completed actions and improvements shown.

SYSTEM DOCUMENTATION / KNOWLEDGE MANAGEMENT

In this category there were seven (7) action items:

- Review existing operational documentation to identify gaps.
- Develop specific SOPs for lab testing procedures (specific to the instrumentation that is at the sites).
- Document procedure for how to respond to changing raw water quality etc.
- Review processes, identify gaps or processes that would provide more robust response to variability in raw water quality. Consider what additional monitoring (including on-line) to provide early warning or automated process changes.
- Ensure one updated operation and maintenance manual exists for each plant with the manuals all being consistent in format to enable operators from other plants to easily find information.
- Ensure manuals are electronic enabling search mechanisms to quickly find relevant information.
- Review processes, identify gaps or processes that would provide more robust response to variability in raw water quality.

Status:

The documentation of operational process at our WTPs has been significantly improved through the update of site-specific operations manuals.

Coupled with process audits at all sites and a review of the Drinking Water Quality Management Plan (DWQMP), the system documentation and knowledge capture is much more robust. These improvements have then been incorporated as part of the Water and Waste (W&W) Integrated Management System (IMS) which was recertified in May 2025 against the current ISO standards for health and safety, quality and environmental international standards.

Risk level - LOW

- The introduction of enhanced documentation has improved consistency and allows for formal review and continuous improvement to work procedures.
- Improvements and standardisation of the laboratory equipment has improved the ability of the operators to monitor water quality.
- Process audits have identified gaps which have been included in the budgeting process.
- DWQMP has been reviewed.
- Improvements have been captured as part of the IMS.

Specific Improvements:

- Operational checklists have been developed for use at all WTPs.
- Documentation requirements integrated into individual Capital Project specification. Ongoing integration into IMS procedures and capital project framework.
- Operators are using new Hach Laboratory testing equipment and new Work instructions have been written to assist operators in achieving accurate and repeatable laboratory testing.
- IMS standard operating procedure (SOP) for "Response to Changing Raw Water Quality" has been approved and available through Iris. SOP was presented at Operators monthly meeting. Going forward the SOP shall be reviewed periodically as per IMS processes.
- A review of the DWQMP including process audits was completed in 2023 and refreshed the Risk Management Improvement Program (RMIP) identifying gaps and improvements prioritised on a risk minimisation basis which have been progressed through the budgetary process.
- Site specific process audits have been conducted for all sites.
- Process audit template developed and included in BAU.
- Operations team included in development of user requirements specification (URS) as part of BAU.
- Chemical dosing requirements developed for Clermont WTP which form the basis of a general technical specification for Isaac chemical dosing requirements.
- Updated operations manuals water treatment plants (WTP) at MMT, DYS, MBH and NBO have been developed. CAR and STL manuals will be prepared as part of the WTP upgrade projects in FY2526.
- Capture of operations manuals has been incorporated into BAU processes as part of the Integrated Management System (IMS).

Further Recommendations:

- Recommend a Technical Standard for documentation is produced, that is released with all capital project tenders.

SCADA

In this category there were eight (8) action items:

- Complete SCADA strategy.
- Consider having a “Head Office” SCADA that receives alarms for all important operation sites.
- Ensure the SCADA system can be remotely accessed by authorised personnel.
- Review who our authorised personnel will be.
- For sites that do not have SCADA – how do we get those sites accessible.
- Ensure the SCADA system has the capability to put logic to alert discrepancies when variance between actual and recorded information is detected.
- As part of the SCADA strategy development review systems and processes to identify gaps in monitoring and control. Ensure there is sufficient on-line instrumentation for monitoring key water quality parameters including Critical Control Points (CCPs). Related to this, there is a need to ensure there is sufficient control of the plant, such as plant shutdowns on breaches of CCP limits.
- The strategy should consider installing instrumentation to monitor raw and treated water quality.

Status:

The roll out of the SCADA project across all WTPs is now well underway. The SCADA standard has been developed in conjunction with Mackay and Whitsunday Regional Councils as part of the WIM Regional Water and Waste Alliance. This will provide not just a standardised “look and feel” across all Isaac sites but across the complete Greater Whitsunday area.

The upgrade of hardware and software including transition to the ClearSCADA system has been completed at CLM WTP and is underway at GLN and NBO with CAR and STL to follow in FY2526 as part of the WTP upgrades in those towns.

Risk level – MED / LOW

The progressive upgrade to SCADA infrastructure across the Isaac region will improve the visibility of our treatment plants and enhance the ability to remotely control our assets. The improved alarming capability and greater data availability will also reduce our risk of both future water quality incidents or water service interruptions.

Specific Improvements:

- Council endorsed the SCADA strategy for W&W.
- A centralised SCADA viewing station has been included as part of the overall SCADA capital project.
- Remote access to the SCADA system has been reviewed and access levels refreshed.
- Annual reviews of authorised personnel are embedded as BAU with reminders through Lucidity.
- A multi-year capital program is underway to upgrade Council’s SCADA capability. CLM WTP has received an upgrade and contracts have been awarded for NBO WTP and GLN WTP. CAR and STL will be upgraded in FY25/26 with projects already budgeted for and upgrades at the remaining sites are included in the 10-year capital program.
- Monitoring and control gaps have been identified as part of the treatment process reviews, resulting in equipment lists being compiled.
- External process audits have been completed and Critical Control Points (CCPs) have been reviewed. Subsequent site-specific risk assessments have been completed and findings included in the DWQMP Risk Management Improvement Program (RIMP).

- A general technical specification for chemical dosing requirements has been developed which have then been used to inform WTP upgrade projects such as CAR WTP and STL WTP. Specification for CAR, STL, CLM, GLN, NBO, MBH are complete with only MMT and DYS outstanding. The remaining two sites will be completed as part of the WTP upgrade projects in those townships.
- Process audits have now been included as a source of “need” in the identification of capital investment requirements. This approach is now part of BAU.

ESCALATION PROCESSES

In this category there were five (5) action items:

- Ensure staff receive CCP response refresher training.
- Consider undertaking the Water Industry Training Package Unit of Competency NWPGEN017.
- Display the CCP limits and response plans in each plant in poster form so levels are clearly understood by any operator working in the plant. Council should review these CCP responses and limits to ensure they are in line with ADWG guidelines.
- Review emergency response/escalation procedures. Review existing procedures and identify gaps (e.g. Business Continuity Plans, Raw Water Quality Changes due to rain/drought/fires/etc).
- Conduct mock incident response to these incidents, including significant incidents that require escalation and potentially need the formation of an incident response team such as boil water alert or involvement of emergency services, etc as a means of training staff.

Status:

A significant amount of work has gone into the overhaul of the CCPs for the treatment plants. This has been aligned with the process audits to confirm what CCPs are required and has been supported by regular training sessions with the operators. The revised CCP information has also been record in the DWQMP for each site which was reviewed and approved by DLGWV in 2023.

Risk level – LOW

Specific Improvements:

- Critical Control Point (CCP) review completed.
- CCP A3 signage on each site laboratory wall and training carried out at Dec 2022 Treatment Plant Operators Meeting.
- CCPs set up on traffic light charts with actions and reporting clearly defined.
- Operator training completed on CCPs on an annual basis including the need to escalate issues to supervisory staff.
- Department of Resource Development Manufacturing and Water (DRDMW) presented to Operations and Maintenance team meeting on events and incident reporting.
- Transition to SWIMS (Statewide Information Management System) has been completed and triggers SMS alerts for out of spec inputs.
- Automation changes are ongoing to minimise nuisance alarms to ensure shutdown interlocks are reinstated for CCPs.
- A flow chart has been produced to guide operators in requirements related to a breach in target or critical limits.
- A work instruction has been drafted that outlines responsibility and response during drinking water quality incidents.

- Mock trial schedule is in place as part of BAU. Mock trials were carried out at Monthly Operator meetings in November and December 2022 to prepare for incidents relating to water quality. Annual process reviews are conducted with operators on how to manage and respond to water quality identified issues.
- IMS surveillance audits are scheduled at multiple sites each year.

INEFFECTIVE ALARMS

In this category there were three (3) action items:

- Implement Critical Operating Point (COP) limits in the water supply network, covering low and high limits for free chlorine.
- Consolidate results from on-line instruments, on-site tests and external NATA lab into one database with results alarmed if discrepancies are identified.
- Automatically calculate trends and alert before critical levels are reached.
- Consider the inclusion of regular reservoir inspections to check integrity. Develop a program of inspection/cleaning.

Status:

The completion of the duplicate water main in MMT will address the main cause of the low chlorine event in 2021/22. More broadly the implementation of the SWIMS system across all treatment plants will allow better data analysis by the operators and provide alarms as measured parameters go outside of their normal operating range.

Risk level – MED / LOW *

**On completion of the capital works project in MMT the risk level should be reduced to LOW.*

Specific improvements

- Construction of the duplicate water trunk main in MMT to address the low free chlorine issues experienced in 2021/22 is underway.
- A specific work instruction is in use for managing network chlorine levels in Middelmount until the water truck main is completed.
- Review of CCP's within the DWQMP review and training of staff of these CCP's has uplifted the knowledge of the team to identify a non-compliance CCP.
- The development of online SWMS reporting through Qld Water Directorate dashboard has the capability to alarm to supervisors if a CCP has been entered that is out of scope. This is currently being rolled out and training provided to the operators.
- Reservoir cleaning and inspection program has been included in the preventive maintenance program and is considered part of BAU.

LOSS OF LONG-TERM KNOWLEDGE – STAFF TURNOVER

In this category there were five (5) action items:

- Review existing operator worksheets to ensure all relevant tasks are included. Also review the frequencies of those tasks to ensure that changes are identified to ensure responses to changes are actioned before they become a problem.

- Ensure there is sufficient information available for staff who are not fully conversant with the plant to be able to effectively complete the tasks on the worksheets.
- Competency review/audit – to ensure the employee understands the process.
- Ensure one updated operation and maintenance manual exists for each plant with the manuals all being consistent in format to enable operators from other plants to easily find information.
- Ensure manuals are electronic enabling search mechanisms to quickly find relevant information.

Status

The ongoing improvements to documentation and knowledge capture coupled with recording and training through the IMS have gone a long way to address the loss of knowledge. Through the recent IMS recertification audit it was noted that all staff were engaged. This engagement and the IMS framework act to retain corporate and operational knowledge.

Risk level – MED / LOW

Specific improvements

- Daily log sheets have been improved for CLM WTP and STL WTP.
- Operational monitoring revised within the DWQMP Review.
- WTP checklists improved by Integrated Management System (IMS).
- Transition to the Statewide Water Information Management System (SWIMS).
- Blue Green Algae (BGA) Management Plan updated.
- WTP log sheets updated to align with 2023 DWQMP.
- Resource allocated in organisational structure to facilitate move to Statewide Information Management System (SWIMS).
- Training of staff in the capture and recording of water data is ongoing.
- Operations and Maintenance team have developed an onboarding checklist for new staff. This has been shared across the directorate.
- Recruitment and retention strategy has been developed in concert with P&C.
- Recruitment and retention strategy is progressing with IRC setting up as a sponsorship organisation for operators and exploration of alternative recruitment avenues.
- Regular IMS audits are being delivered and validated with quarterly management reviews and annual external audits.
- Operator training continues in operator team meetings along with quarterly IMS audits and process reviews checking competency.
- Regular training as part of operational meeting, site support for operators and routine IMS audits all support operators understanding of the treatment processes.
- Operating procedures are integrated into the IMS.
- After discussion with Governance, document control for operational documents has been taken on by W&W.

PROCESS ROBUSTNESS

In this category there were two (2) action items:

- Review plant bench monitoring equipment

- Need better bench-scale lab equipment for operators to overcome the issue of operators using Palin test kits with the incorrect range

Status

An audit of laboratory equipment was undertaken after the events of 2021/22 and identified gaps have been addressed. Staff training is ongoing and further evaluation of the best analytical techniques will continue as BAU.

Risk level –LOW

Specific improvements

- Purchase of improved and standardisation of lab equipment has occurred.

ASSET MANAGEMENT

In this category there were three (3) action items:

- An asset management system needs to be implemented to identify asset condition and replacement schedules.
- Amend the draft AMPs with focus on the improvement plan
- To ensure preventative maintenance is carried out on a scheduled basis. Develop a system to enable breakdowns to be recorded and actioned appropriately to ensure critical equipment and instrumentation is working correctly with minimal downtime.

Status

With the recruitment of an asset management resource into W&W, the draft asset management plans will be finalised and presented to Council. Asset condition still needs to be assessed for many assets and it is proposed to include this as part of the scope of the revaluation project to be commissioned by Finance in 2026. In the meantime, asset condition data is acquired through the preventative maintenance reports.

Risk level – MED / LOW**

***The risk level will reduce once the asset condition survey has been completed and the asset management plans have been reviewed and endorsed by Council.*

Specific improvements

- Draft asset management plan is complete.
- Preparation of the 10-year capital programs has been done.
- All sources of recommended investment have been collated into a comprehensive list of identified need.
- Work continues with the asset management team to consolidate and rationalise the asset registers.
- An Asset Management and Investment Program Leader has been recruited and commenced with W&W in June 2025.
- The Asset Management role will work with the Maintenance Planner and Strategic Asset Management team to obtain asset condition data.

- Positive progress is being made and the Asset Class Asset Management Plan (ACAMP) review will run parallel to the Enterprise Asset Management module rollout in Tech 1.
- Preventative maintenance program is being delivered.
- Asset failure and repair data capture and work request management will likely be included as a module in the Tech1 rollout.

Workplace Culture

In this category there were two (2) action items:

- Continue the workplace cultural reforms that have currently been initiated.
- Emphasise the approach/philosophy of continuous improvement.

Status

Culture and behavioural change has been a focus with the W&W Directorate for the past 3-4 years. The manifestation of these efforts takes many forms from team building and development activities, reward and recognition and regular training and information sharing. The Directorate strives to provide a safe and enjoyable working environment for staff and encourages continuous improvement from all staff. These efforts were recently recognised by Local Government Managers Australia (LGMA) with the W&W Influencers and Leadership Team (WWILT) winning the LGMA Excellence Award for Teamwork.

Risk level – LOW

Specific improvements

- This is a continuous long-term initiative to improve the working environment and team effectiveness. It involves engagement of the OLT in culture regeneration and business improvement initiatives. Culture leadership is also translated into operational team meetings.
- IRC Cultural Guidelines circulated to staff and discussed with OLT members.
- Reward and recognition initiative has been implemented and reinforces IRC values and outstanding performance within the Directorate.
- Cultural development is discussed monthly at the W&W Influencers and Leadership Team (WWILT) meetings and future initiatives are proposed.
- Departmental meetings include value shares and highlights which promotes a more positive and engaged approach and culture.
- Team development activities are delivered through WWILT in collaboration with P&C.
- Cultural development and improvement is embedded in BAU across the Directorate.
- Continuous improvement is prosecuted through Leadership team and WWILT meetings as well as regular team meetings.
- The WWILT group continues to meet and thrive and has identified multiple projects to provide business improvements to the W&W directorate.
- The initiatives identified are complimented by the structured approach of the IMS, the external audits and certification.
- The WWILT initiative won LGMA Excellence Award for Teamwork.

Drinking Water Quality Management Plan

In this category there were two (2) action items:

- Review and audit of existing DWQMP.
- Risk assessment of water supply schemes.

Status

The comprehensive review of the DWQMP and associated Risk Improvement Management Program have led to a more realistic understanding of water quality risk and a targeted program of investment to reduce that risk. The combination of this primary management document (DWQMP) with the structured quality management framework presented by the IMS and the continuous improvement focus of the WWILT means that the residual risk to water services and quality continues to reduce, that improvements are always sought, documented and proceduralised. This integrated approach not only reduces risk but also retains institutional knowledge and allows for improvements despite ongoing staff turnover.

Risk level – LOW

Specific improvements

- DWQMP audit completed October 2022, next due in 2026.
- Risk assessment of plant through the DWQMP review completed in 2023.
- We are undergoing another review of the DWQMP and RMIP as this is required by the Regulator on a 2 yearly basis.
- We have develop a positive working relationship with the regulator to improve our DWQMP and reporting quality.
- This will be a long-term cyclical process where we review process at one plant each year and integrate this with reviews of the DWQMP and the continued expansion of the IMS.
- IMS processes will also reinforce the management of risk in the water treatment processes.

CONSULTATION

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

BASIS FOR RECOMMENDATION

Following the water service incidents of 2021/22 a significant body of work was undertaken in the investigation and identification of the root causes (Attachment 1). This resulted in an action plan listing 37 measures that were recommended to eliminate or reduce the likelihood of similar water quality events occurring in the future. Over the subsequent 30 months, the majority of these actions (30) have been either completed or incorporated into every day operating practice. The remaining incomplete actions are all on track for delivery in line with their implementation timelines.

After considering the current status of the action plan and the residual risk to water service provision (above) the assessment is that risk of an event reoccurrence has been reduced to an acceptable level and that reporting could be made to Council by exception.

It should also be noted that the items that were contained in the action plan do not represent the only improvements made to water security and water quality over the past three (3) years. The action plan contained specific interventions targeted at resolving the root causes of the water quality events of 2021/22.

When looking at the specific improvements listed in this report, four common themes re-occur through multiple intervention categories:

1. Use of the IMS to embed improvements made into normal operating procedures.
2. Effective review and update of documentation.
3. A focus on continuous improvement and audits of existing processes.
4. Using training to support changes.

These four items are foundational behaviours which underpin an evolving culture of continuous improvement and systemisation of operational activities. The implementation of these practices preserves institutional knowledge and allows for regular management and external reviews securing incremental improvements, independently from the challenges of staff turnover.

It is impossible to say that any single intervention has “fixed” the issues that led to the water quality events of 2021/22 but in combination and coupled with the foundational behaviours listed above they have reduced the risk of a re-occurrence.

ACTION ACCOUNTABILITY

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

KEY MESSAGES

The Water and Waste team remain committed to improving performance and implementing change to minimise the risk of water supply incidents. This will be achieved both in a focused response to specifically identified risks and more systematically through continuous process improvement mechanisms.

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

There are several inter-related initiatives encompassed by the action plan and in complimentary business improvement frameworks. The ultimate success in preventing future water quality events will be dependent upon delivering them all, so that they complement each other. The experience and responses arising from the events of 2021/22 have not only resulted in an improvements to the resilience of the water service in those community but all across the Isaac region.

Report prepared by:

SCOTT CASEY
Director Water and Waste

Date: 20 June 2025

Report authorised by:

CALE DENDLE
Chief Executive Officer

Date: 3 July 2025

ATTACHMENTS

- Attachment 1 – Root Cause and Contributing Factors to Water Quality Events 2021-2022
- Attachment 2 - Water Quality Investigations Action Plan – Update – April 2025

REFERENCE DOCUMENT

- Drinking Water Quality Management Plan [Drinking Water Quality Management Plan](#)
- WWILT Terms of Reference [water-and-waste-influencers-and-leadership-team-wwilt-terms-of-reference-ww-tor-033](#)
- What is IMS? Knowledge Share [issue-1-ims](#)

Attachment 1 – Root Cause and Contributing Factors to Water Quality Events 2021 / 2022

Clermont

Root Cause – Responses to changes in raw water quality (increase manganese and iron) were not effective.

Contributing Factors:

- Over topping event at Theresa Creek Dam 26 November 2021
- Raw water quality - higher levels of manganese and iron along with increased variability
- Operator knowledge of manganese testing and the accuracy of results
- Lack of process understanding – e.g., increasing chlorine dosing drops out the manganese in the network – (this is a complex water quality issue)
- The need to change the type of chemicals employed to achieve improved treatment performance
- Asset failure – communications between the raw water pumps and balance tank failed causing raw the water pipe and raw water reservoirs to be emptied. This led to heightened levels of sludge being fed through the water treatment plant, impacting on the treatment process
- Lack of communication between staff – i.e., escalation of issues on the plant
- Cultural attitudes and behaviours on the plant not aligned with organisational values
- Lack of equipment maintenance – e.g., analysers not working on the treated water going to supply
- Chemical dosing systems not working effectively which further delaying detection and rectification
- Dosing systems not maintained or updated / modernised to ensure accurate measurement and knowledge of performance

St. Lawrence

Root Cause – exceedance in manganese with ineffective response at plant.

Contributing factors:

- Low level of raw water in the weir pond
- Lack of rainfall events which would otherwise result in flushing of the weir pond over recent years
- Raw water quality experienced was difficult to treat – process engineer commented “it was the worst raw water quality he had seen across Australia”
- A lack of inhouse expertise to run the plant with the raw water quality parameters experienced
- The treatment process was inadequate for the raw water quality envelope being experienced
- After the event analysis and inspection of weir pond by Council’s Environmental team identified the potential impact of weeds on the surface
- Lack of SCADA – very manual operations of plant and limited external visibility

Middlemount

Root Cause - Decision to increase operating level of the water reservoir.

Contributing Factors:

- The process for making changes to plant and operational control points
- Historical knowledge of the constraints of assets was not effectively passed on or documented in Operations and Maintenance manuals, work instructions etc.
- The physical configuration of the plant, reservoir and network was not well designed and if augmented could reduce the detention time in the reservoir
- Higher than normal ambient temperatures

Moranbah

Root Cause – increased algae in raw water leading to taste and odour complaints

Contributing Factors:

- Plant filters not working appropriately, requiring manual interventions, discovered an airlock in the system.
- Poor water quality coming into the plant, which was not identified at the intake due to a lack of sampling at the intake.
- Laboratory sampling of water quality at the plant is insufficiently detailed.
- Assets renewal – filter valves leaking air
- Lack of knowledge of operational changes needed and their subsequent implications
- Data available in SCADA (trends for flow meter) not fully utilized to identify a problem
- No alarm for low flow from filter banks – could have identified the problem earlier
- Lack of ground truthing what was going on with the filters – visual inspection quickly identified things were not operating as intended

WATER QUALITY INVESTIGATIONS – ACTION PLAN

Q4 UPDATE – APRIL 2025

Key

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

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

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

BAU – Business as Usual

CAPEX – Capital Expenditure

DWQMP – Drinking Water Quality Management Plan

IMS – Integrated Management System

OPEX – Operational Expenditure

RMIP - Risk Management Improvement Program

SWIMS – Statewide Information Management System

WWILT – Water and Waste Influencers and Leadership Team

WTP – Water Treatment Plant

WWTP – Wastewater Treatment Plant

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

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

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

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

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

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

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

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

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

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

MEETING DETAILS

Ordinary Meeting

Wednesday 23 July 2025

AUTHOR

Angela Elliott

AUTHOR POSITION

Compliance and IMS Officer

9.19

BUSINESS SERVICES DEPARTMENTAL REPORT – INTEGRATED MANAGEMENT SYSTEM

SUMMARY

The purpose of this report is to provide an overview and status update on the Water and Waste (W&W) Directorate Integrated Management System (IMS).

COMMITTEE'S RECOMMENDATION

Resolution No.: W&W0577

Moved: Cr Vern Russell

Seconded: Cr Viv Coleman

That the Committee recommends that Council:

1. **Receives and notes this report outlining the Integrated Management System related activities in the Water and Waste Directorate.**

Carried

BACKGROUND

In 2019, W&W achieved IMS certification to the global standards for safety, quality, and environment. In 2022, re-certification was maintained successfully, and in June 2025, re-certification was again achieved through external auditor, Compliance Australia Certification Services (CACS).



The Integrated Management System (IMS) was established to enhance the delivery of essential services to the community, to minimise environmental impact, and to promote continual business improvement in quality, all while maintaining a safe working environment. This was achieved through:

- Increased consultation and communication at all levels
- Reduced duplication of documentation
- Systematic processes and ongoing monitoring of targets
- A significant change in culture
- Reduced incidents and non-conformances
- Eliminating “fix when broken” philosophies
- Improved planning and risk management

The Compliance and IMS Team within the Business Services Department of Water and Waste plays a vital role in enhancing the efficiency of our operational water, wastewater, and waste departments. The IMS is not just a tool; it is an essential cornerstone of everyone’s operational and strategic responsibilities, empowering each team member to make a meaningful impact. The Water and Waste IMS Roles and Responsibilities Guideline (WW-GDS-108) provides a comprehensive list of responsibilities for each role within W&W.

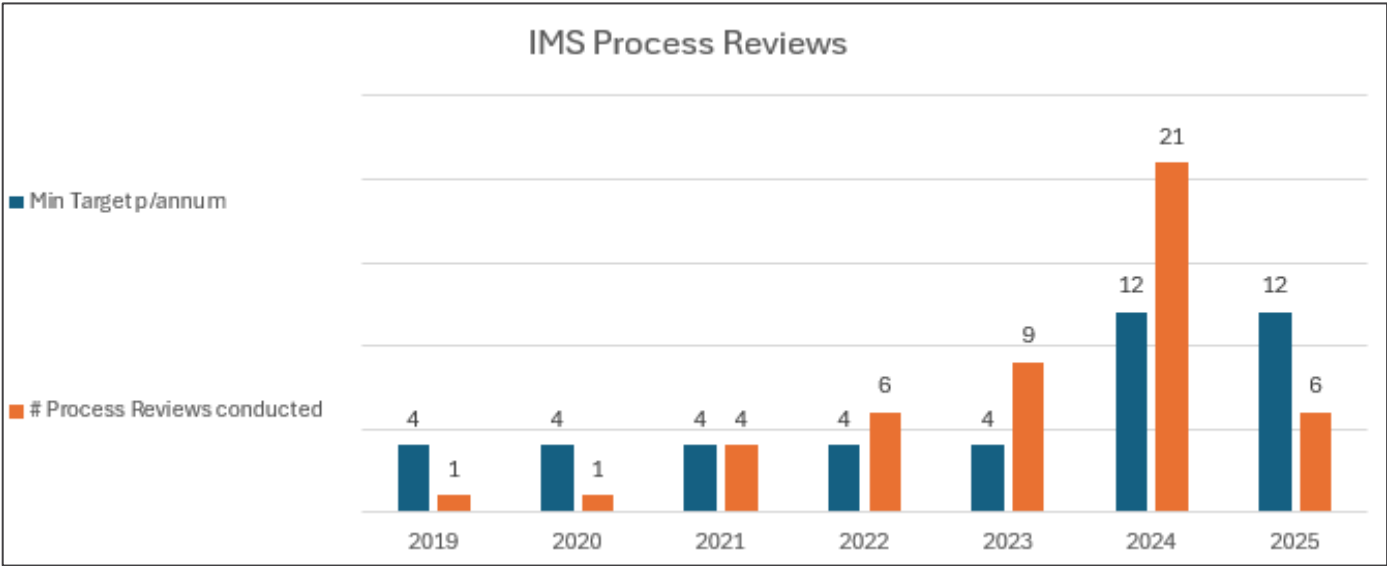
For example, responsibilities may mean:

- Participation in audits and reviews to support continuous improvement
- Following IMS policies and procedures
- Contributing to achieving IMS objectives
- Ensuring compliance and adherence with regulatory requirements
- Helping to identify, report, and address incidents, hazards, non-conformances and near misses
- Implementing corrective action plans
- Establish IMS objectives and key performance indicators for the directorate.
- Ensure that necessary resources and training are in place to foster ongoing commitment and performance.

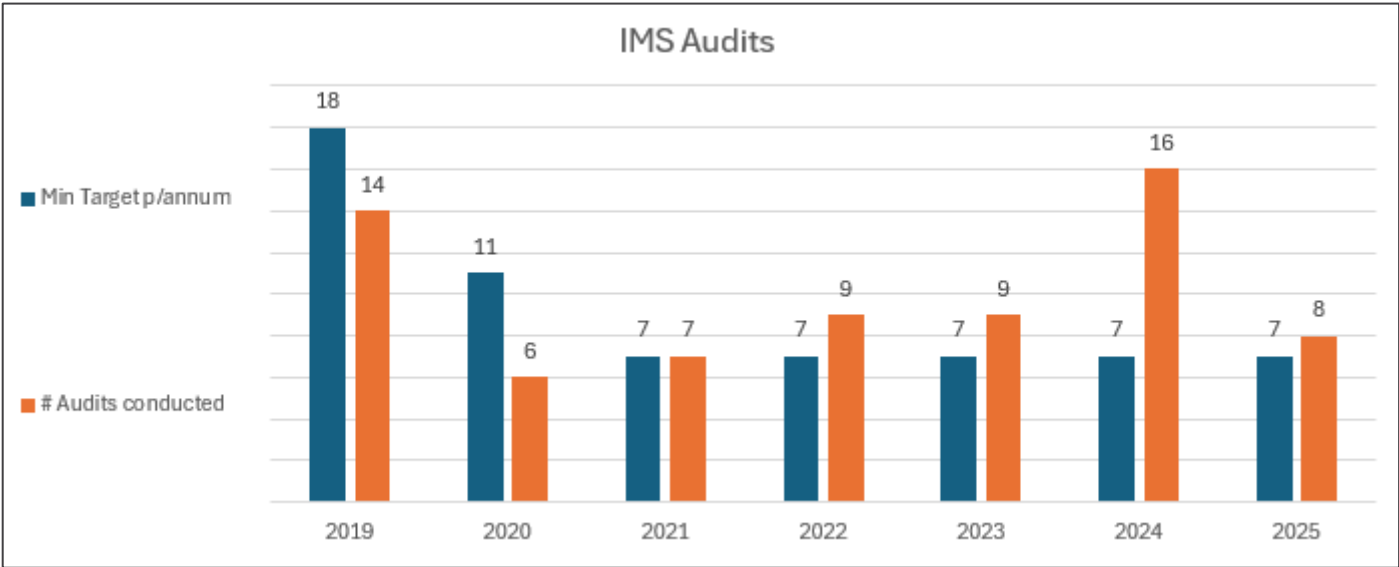
The W&W Consultation & Performance Evaluation Plan (WW-PLN-002) is reviewed annually to ensure the IMS remains effective and to nurture a proactive organisational culture. The plan outlines a structured approach which includes various forums including meetings, management and process reviews, internal and external audits, and gap analyses. It also highlights the importance of risk management practices including site hazard inspections and emergency evacuation drills, as well as the distribution of educational materials. All these elements work together to promote a culture of continuous improvement and learning.

Reports, associated findings and publications are captured through Council systems Lucidity and IRIS for awareness, planning and oversight and ensure accountability, accessibility, workflow management and timeframes are met.

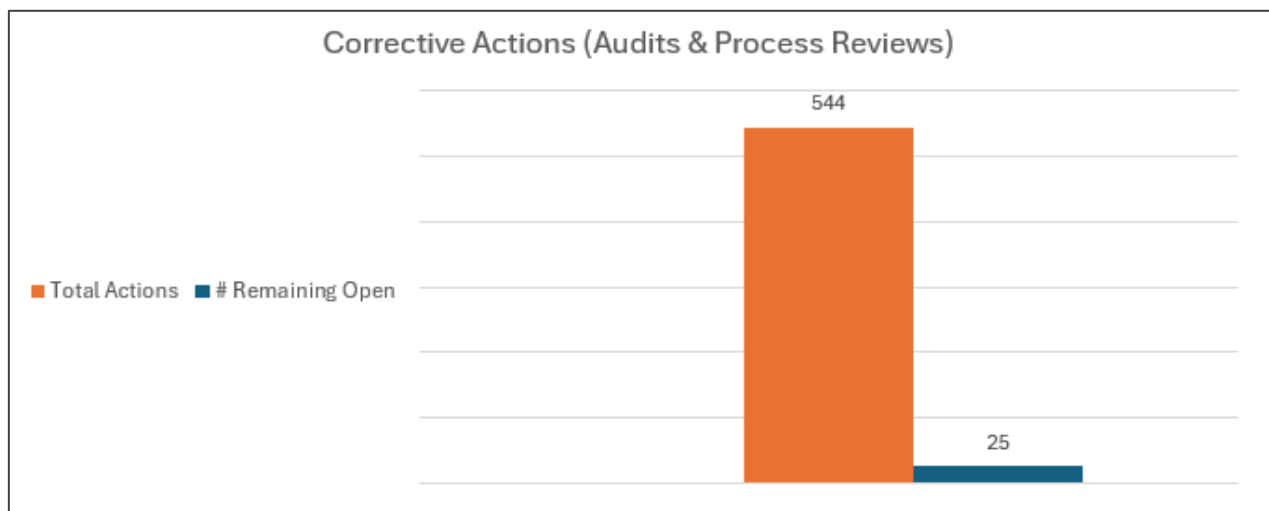
The data below demonstrates the significant growth and development of the IMS since first achieving certification in 2019. Key elements such as IMS Audits, Corrective Actions, Gap Analysis, and Process and Management Reviews, play a crucial role in identifying areas for improvement as well as adoption of new initiatives. These efforts enable the IMS to continuously enhance the services and delivery performance of W&W for both internal and external interested parties.



Note – records are for the calendar year so 2025 is only up to June (6 months).



Note – records are for the calendar year so 2025 is only up to June (6 months).



2024-2025 HIGHLIGHTS

- W&W developed its own internal SDS Library (available on IRIS) to support operational teams with accessing up to date Safety Data Sheets. This initiative was introduced to assist staff accessing safety, quality and environmental information for site chemicals, and to maintain chemical register compliance.
- IMS Audit findings uncovered a knowledge gap. In response, a bi-monthly internal knowledge-sharing initiative was designed to empower our workforce with valuable insights. This resource is intended to support all W&W staff and Business Partners.
- A Site Hazard Inspection Program has been established and is conducted annually by members of the Water and Waste Influencers and Leadership Team (WWILT). The program encompasses all W&W sites as well as W&W Administration areas and W&W Capital Projects. Each member is assigned a site which may be unfamiliar to them, allowing for a 'fresh eyes' approach during the inspection.
- A noticeable increase in worker participation to reduce or create documentation to support their operational needs.
- During the 2024/2025 period, a total of forty-four (44) W&W documents have been repealed. This decision can stem from several factors, such as the consolidation of information from similar documents, including checklists, work instructions, and registers. Effective document review processes positively influence operational readiness and performance by improving the quality of information, thereby enhancing safe work practices, and clarifying environmental obligations.
- An opportunity was identified to enhance the W&W Site Specific Induction category within the training matrix for each W&W role. After several months of collaboration with the Learning and Development team, a more risk-based approach to the site-specific induction requirements for each worker was developed.
- All findings from the 2024 External Surveillance Audit were reviewed during the 2025 Re-Certification Audit and closed by the auditor.
- Only seven (7) new observations were identified during the 2025 Re-Certification Audit. No major or minor non-conformances identified.
- All 2025 schedules are on target to meet 100% completion.

KEY MESSAGES

The Compliance and IMS Team serves as a vital link between operational units, providing an additional layer of focus on both internal and external obligations. This team is dedicated to ensuring that W&W upholds its commitment to excellence, delivers high-quality services to the community, and adheres to, develops, and maintains certification for the three International Standards: Safety, Quality, and Environment.

By implementing this robust support structure, the directorate enhances its focus and reliability in IMS activities, paving the way for sustained improvements in the Council's performance. This proactive approach not only strengthens our commitment to excellence but also inspires confidence in our ability to serve the community effectively.

Report prepared by:

ANGELA ELLIOTT
Compliance and IMS Officer

Date: 20 June 2025

Report authorised by:

SCOTT CASEY
Director Water and Waste

Date: 1 July 2025

ATTACHMENTS

- Attachment 1 – 2025 Re-certification Audit Report

REFERENCE DOCUMENT

- Nil



Compliance Australia
certification services

Management System AUDIT REPORT

Company Name: Isaac Regional Council
Date of Assessment: 22-Apr-25 and 24-Apr-25 to 27-Apr-25 and 28-Apr-25 to 2-May-25
Type of Assessment: Recertification
Standard/s:
☒ ISO 9001:2015
☒ ISO 14001:2015
☒ ISO 45001:2018

Audit Method:

- ☒ On Site
☐ Remote Audit – IAF MD (during extenuating circumstances)

Stage 2 audit report Rev E - Effective 15/02/2022

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Introduction

Execution of this assessment/Scope

The purpose of this audit report is to summarise the degree of compliance with relevant criteria, as defined in this report, based on the evidence obtained during the audit of your organisation. We may also comment regarding the measurable progress you have made in reaching these targets for improvement. Compliance Australia certification Services (CACS) audits are carried out within the requirements of CACS procedures that also reflect the requirements and guidance provided in the international standards relating to audit practice such as ISO/IEC 17021, ISO 19011 and other normative criteria.

Auditing is based on a sampling process of the available information. CACS Auditors are assigned to audits according to industry, standard or technical competencies appropriate to the organisation being audited. Details of such experience and competency are maintained in our records. In addition to the information contained in this audit report, CACS maintains files for each client. These files contain details of organisation size and personnel as well as evidence collected during preliminary and subsequent audit activities (Documentation Review and Scope) relevant to the application for initial and continuing certification of your organisation. Please take care to advise us of any change that may affect the application/certification or may assist us to keep your contact information up to date, as required by CACS Terms and Conditions.

The Organisation was Assessed for

- Information / evidence about conformity to all requirements of the applicable management sys std or another normative document.
- Performance monitoring, measuring, reporting and reviewing against key performance objectives and targets.
- The company's management system and performance as regards legal compliance.
- Operational control of the company's processes.
- Internal auditing and management review.
- Management responsibility for the company's policies.
- Links between the normative requirements, policy, performance objectives and targets (consistent with the expectations in the applicable management system standard or other normative document), any applicable legal requirements, responsibilities, competence of personnel, operations, procedures, performance data and internal audit findings and conclusions.

Process Based Audit

Compliance Australia Certification Services conducted a process-based audit focusing on significant aspects/objectives required by the stds.

This assessment was carried out against the criteria contained within the relevant & consisted of 4 elements:

- Discussions with management,
- Discussions with staff,
- Documentation Review, and
- Physical site Assessment.

Confidentiality

Information seen or recorded during the audit, including actual results of the audit, will not be disclosed to other parties without the agreement of the company undergoing the audit. The audit report, including any associated non-compliances, may be seen by JAS-ANZ during their periodic audits of CACS. However, they are covered by the same pledge of confidentiality.

Disclaimer

This report has been prepared by Compliance Australia Certification Services Pty Ltd for the purpose of determining the std of implementation of the organisations management systems within the scope of approval to the relevant standard at the nominated sites. Due to the sampling nature of auditing, some deficiencies may exist that were not detected at the time of the audit and does not necessarily mean that none exist.

The contents of this report are intended only for use in determining whether the organisation meets the above standards. Whilst every effort has been made to ensure the accuracy of this report, Compliance Australia Certification Services Pty Ltd will not be held responsible and extends no warranties as to the suitability of such information or for the consequences of its use. Likewise, Compliance Australia Certification Services Pty Ltd nor the auditor will be held responsible for actions taken by third parties as a result of information contained in this report.

Record of Audit

This report contains a summary of all audit findings. Details of documentation reviewed, people interviewed and other observations which may have been noted on the day of the assessment will be contained within the auditor's notes. These notes if retained will be on file at Compliance Australia Certification Services.

Compliance Statement

The assessment was conducted by sampling the activities related to the audit standard(s) and scope of approval. Absence of a finding against a particular requirement of the assessment standard(s) or area of the company assessed does not necessarily mean that none exist. The Assessment Details contain a brief description of how the audit was conducted for review of various elements of the quality system. Additionally, please be advised that any changes to CACS regulations and or processes will be notified on our web site.

You will be notified either by post or e-mail when these changes occur.

Complaints and Disputes

The contents of this report were discussed with the company at the time of assessment. Any disagreement with findings from the assessment, complaints or feedback in regard to the assessment process can be referred to by the CACS Certification Manager.

We look forward to meeting with you again and seeing the changes that will have been implemented. If you require any additional information, please do not hesitate to contact our office.

Notification of the occurrence of a serious incident or breach of regulation to Compliance Australia Certification Services without delay:

The certified client is required to inform Compliance Australia Certification Services, without delay, of the occurrence of a serious incident or breach of regulation necessitating the involvement of the competent regulatory authority.

Information on incidents such as a serious accident, or a serious breach of regulation necessitating the involvement of the competent regulatory authority, provided by the certified client or directly gathered by the audit team during the audit, shall provide grounds for Compliance Australia Certification Services to decide on the actions to be taken, including a suspension or withdrawal of certification, in cases where it can be demonstrated that the system seriously failed to meet the OH&S certification requirements.

Client Specific Audit Details

Scope of Certification:

Address	Visited During Assessment	Yes	No
	Grosvenor Complex, 1 Batchelor Parade, Moranbah QLD 4744, Australia	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Scope of Activities	Provision, construction, operation, management and maintenance of systems and services for water, wastewater and recycled water, and provision of waste management, in the Isaac Region in the capacity of a local government authority.		
ANZSIC Code/s	3701, 3702, 8113, 9364		
Non-Applicable Clauses	None		
Number of Employees	83		
Audit Frequency	12 monthly		
Virtual Sites	if yes, list below		
		<input type="checkbox"/>	<input checked="" type="checkbox"/>
Additional Location/s	Visited During Assessment		
	153 Carmila West Road, Carmila QLD 4739	<input type="checkbox"/>	<input checked="" type="checkbox"/>
	38 Turrarna Road, Clermont QLD 4721	<input checked="" type="checkbox"/>	<input type="checkbox"/>
	7145 Dysart Clermont Road, Dysart QLD 4745	<input type="checkbox"/>	<input checked="" type="checkbox"/>
	412 Ewan Drive, Glenden QLD 4743	<input type="checkbox"/>	<input checked="" type="checkbox"/>
	1026 Greenhill Road, Green Hill QLD 4865	<input type="checkbox"/>	<input checked="" type="checkbox"/>
	60 Nolan Drive, Middlemount QLD 4746	<input type="checkbox"/>	<input checked="" type="checkbox"/>
	1 Thorpe Street, Moranbah QLD 4744	<input type="checkbox"/>	<input checked="" type="checkbox"/>
	17914 Peak Downs Highway, Nebo QLD 4742	<input checked="" type="checkbox"/>	<input type="checkbox"/>
	402 St Lawrence Connection Road, St Lawrence QLD 4707	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Scope of Activities	Waste Management Facility.		
	10 Carmila West Road, Carmila QLD 4739	<input type="checkbox"/>	<input checked="" type="checkbox"/>
	30 Jeffrey Street, Clermont QLD 4721	<input checked="" type="checkbox"/>	<input type="checkbox"/>
	10 Bradford Street, Dysart QLD 4745	<input type="checkbox"/>	<input checked="" type="checkbox"/>
	99 Usher Terrace, Glenden QLD 4743	<input type="checkbox"/>	<input checked="" type="checkbox"/>
	29 Nolan Drive, Middlemount QLD 4746	<input type="checkbox"/>	<input checked="" type="checkbox"/>
	141 Goonyella Road, Moranbah QLD 4744	<input type="checkbox"/>	<input checked="" type="checkbox"/>
	531 Airstrip Road, Nebo QLD 4742	<input checked="" type="checkbox"/>	<input type="checkbox"/>
	60 St Lawrence Road, North, St Lawrence QLD 4707	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Scope of Activities	Water Treatment Plant		
	106 Cheeseborough Road, Clermont QLD 4721	<input checked="" type="checkbox"/>	<input type="checkbox"/>
	50 Garnham Drive, Dysart QLD 4745	<input type="checkbox"/>	<input checked="" type="checkbox"/>
	106 Kurrajong Street Glenden QLD 4743	<input type="checkbox"/>	<input checked="" type="checkbox"/>
	50 Fairway Drive, Middlemount QLD 4746	<input type="checkbox"/>	<input checked="" type="checkbox"/>
	100 Forrest Drive, Moranbah QLD 4744	<input type="checkbox"/>	<input checked="" type="checkbox"/>
	17917 Peak Downs Highway, Nebo QLD 4742	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Scope of Activities	Wastewater Treatment Plant		
Review of any changes since the last assessment, has there been any changes to the following:			
The Scope of Certification	None		
Management Representative	None		
Address(es)	None		
Employee Numbers	None		

Entry and Exit Meeting Attendance:

Name	Position	Entry	Exit	Name	Position	Entry	Exit
Clayton Lawrence	Lead Auditor	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	Angela Elliott 2,3,4,5,6	Compliance and IMS Officer Business Services	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
William 'Bill' Chance	Team Auditor	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	Tait Suridge 2,6	Program Leader - Compliance and IMS Business Services	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Kirstie Matthews	Program Leader Customer	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	Scott Casey 1	Director Water and Waste	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Lisa Tonkin	Manager Business Services	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Amal Meegahawattage	Manager Planning and Projects	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Jason Grandcourt	Manager Waste Services	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Konny Okumura	Project Coordination Officer	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Anthony Waller	Treatment Plant Operator, Nebo	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Faisal Shah	Treatment Plant Operator, Nebo	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Eva Syminton	Governance Administration Officer	<input checked="" type="checkbox"/>	<input type="checkbox"/>	James Kingston	Treatment Plant Supervisor South	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Stephen Wagner	Manager Operations and Maintenance, Water and Wastewater	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	Trudi Liefekett 3,4	Manager, People and Capability	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Nicole Sharrock	Environmental & Sustainability Officer	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Kielly Glanville 3,4	Senior People and Capability Business Partner - Learning and Development	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Norman Caldwell	Supervisor Waste Services	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	Peta Eyschen	Manager Governance	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Shelley-Ann Cottam	Treatment Plant Supervisor North	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	Melissa Thompson	Team Leader Clermont and Moranbah, Waste Services	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Kylie Kavanagh	Strategic Sourcing Officer	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	Seungchan Bang	W&W Maintenance Planner	<input type="checkbox"/>	<input checked="" type="checkbox"/>

OHSMS 45001 - Audits Only - The audit team interviewed the following personnel:
Delete if not applicable
Legend:
Number

- The management with legal responsibility for Occupational Health and Safety - **1**
- Employees' representative(s) with responsibility for Occupational Health and Safety - **2**
- Personnel responsible for monitoring employees' health, for example, doctors and nurses - **3**
- Managers and permanent and temporary employees - **4**
- Managers and employees performing activities related to the prevention of OHS risks - **5**
- Contractors' management and employees - **6**
- **MD4 Audits only** - Justifications in case of interviews conducted remotely shall be recorded –
 - Refer MD4 list of Risk and opportunities associated with this ICT audit.

Logo Use

A review of the use and application of the CACS and JAS-ANZ Accreditation Symbol and Logos respectively was undertaken and reemphasized with management during this audit. The terms of use are supplied during your initial application and can be subsequently downloaded at: www.cacs.net.au/downloads/Logo_Usage.pdf. This review confirmed the correct and proper use of Logos and Accreditation symbol for both marketing, administrative and product delivery purposes is **fully compliant with the terms of use**.

Audit Specific Information:	Yes	No
Is the management system integrated	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Does the operation of the management system contribute to the achievement of the organisation's policy & objectives?	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Planning ensures that the client management system is effective during and after the changes	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Appeals, complaints & disputes process was reviewed as part of the audit	<input checked="" type="checkbox"/>	<input type="checkbox"/>
The management system ensures its continued suitability	<input checked="" type="checkbox"/>	<input type="checkbox"/>
The management system determines if any changes are needed and if opportunities for improvement exist	<input checked="" type="checkbox"/>	<input type="checkbox"/>
The requirements of audit STDs were met	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Is senior management committed	<input checked="" type="checkbox"/>	<input type="checkbox"/>
All processes have been considered	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Is there an auditor conflict with the client?	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Significant issues impacting on the audit program.	<input type="checkbox"/>	<input checked="" type="checkbox"/>
The current audit plan was followed with variances only due to the order in which planned areas were audited	<input type="checkbox"/>	<input checked="" type="checkbox"/>

Legal Compliance ISO 45001 - Clause 6.1.3 - Determination of legal and other requirements. *ISO 45001 only Delete if not applicable***The organization has established, implemented and maintained processes to:**

	Yes	No
Determine and have access to up-to-date legal requirements & other requirements that are applicable to its hazards, OHS risks & MS;	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Determine how these legal requirements and other requirements apply to the organization and what needs to be communicated	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Take these legal & other requirements into account when establishing, implementing, maintaining & continually improving its OHS MS	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Maintain & retain documented information on its legal requirements & other requirements & shall ensure that it is updated to reflect any changes.	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Conformity with the requirements of an OH&SMS standard as they relate to legal compliance has been achieved and maintained.	<input checked="" type="checkbox"/>	<input type="checkbox"/>

Audit Findings Summary

This report has been prepared by Compliance Australia certification Services (CACS) in respect of a Client's application for assessment by CACS. The purpose of the report is to comment upon evidence of the Client's compliance with the standards or other criteria specified. The content of this report applies only to matters which were evident to CACS at the time of the audit within the audit scope. CACS does not warrant or otherwise comment upon the suitability of the contents of the report or the certificate for any particular purpose or use. Please note that this report is subject to independent review and approval. Should changes to the outcomes of this report be necessary as a result of the review, a revised report will be issued and will supersede this report.

Management and staff were extremely open and friendly throughout the audit, which in turn made the assessment extremely effective.

The obvious commitment demonstrated by staff and management was well evident on the day of the audit.

The audit team believe that the Management System will only grow in maturity and value from here.

It is important to note that this report and its findings have been independently reviewed & assessed.

This audit was the recertification and transition of Isaac Regional Council Water and Waste Directorate (In this report referenced as IRC). This is made up of the Council's Water and Waste Directorate 24 sites (1x Head Office, 8 Water Treatment Plants ((WTP)), 6 Wastewater Treatment Plants ((WWTP)) and 9 Landfill/Transfer Stations).

The scope of certification was reviewed and remains as:

Provision, construction, operation, management and maintenance of systems and services for water, wastewater and recycled water, and provision of waste management, in the Isaac Region in the capacity of a local government authority.

The method of review for this audit, one auditor worked remotely whilst the other worked at the IRC premises and visited the sites. (Refer to the photographic section of this report for the sites visited)

Certification expires on 11 June 2025.

As noted above in the report and for further clarity the following locations are included as listed premises of operation:

Head office –

Moranbah - Grosvenor Complex. Batchelor Parade, Moranbah QLD 4744

Carmila:

1. Waste Management Facility. 153 Carmila West Road, Carmila QLD 4739
2. Water Treatment Plant. 10 Carmila West Road, Carmila QLD 4739

Clermont:

1. Waste Management Facility. 38 Turruma Road, Clermont QLD 4721
2. Water Treatment Plant. 30 Jeffrey Street, Clermont QLD 4721
3. Wastewater Treatment Plant. 106 Cheeseborough Road, Clermont QLD 4721

Dysart:

1. Waste Management Facility. 7145 Dysart Clermont Road, Dysart QLD 4745
2. Water Treatment Plant. 10 Bradford Street, Dysart QLD 4745
3. Wastewater Treatment Plant. 50 Garnham Drive, Dysart QLD 4745

Glenden:

1. Waste Management Facility. 412 Ewan Drive, Glenden QLD 4743
2. Waste Management Facility. 1026 Greenhill Road, Green Hill QLD 4865
3. Water Treatment Plant. 99 Usher Terrace, Glenden QLD 4743
4. Wastewater Treatment Plant. 106 Kurrajong Street, Glenden QLD 4743

Middlemount:

1. Waste Management Facility. 60 Nolan Drive, Middlemount QLD 4746
2. Water Treatment Plant. 29 Nolan Drive, Middlemount QLD 4746
3. Wastewater Treatment Plant. 50 Fairway Drive, Middlemount QLD 4746

Moranbah:

1. Waste Management Facility. 1 Thorpe Street, Moranbah QLD 4744
2. Water Treatment Plant. 141 Goonyella Road, Moranbah QLD 4744
3. Wastewater Treatment Plant. 100 Forrest Drive, Moranbah QLD 4744

Nebo:

- | | |
|--------------------------------|---|
| 1. Waste Management Facility. | 17914 Peak Downs Highway, Nebo QLD 4742 |
| 2. Water Treatment Plant. | 531 Airstrip Road, Nebo QLD 4742 |
| 3. Wastewater Treatment Plant. | 17917 Peak Downs Highway, Nebo QLD 4742 |

St Lawrence:

- | | |
|-------------------------------|---|
| 1. Waste Management Facility. | 402 St Lawrence Connection Road, St Lawrence QLD 4707 |
| 2. Water Treatment Plant. | 60 St Lawrence Road, North, St Lawrence QLD 4707 |

At this audit there were zero (0) NCR raised with seven (7) Observations.

Site specific interactions:

Relevant to the standards applied, were sighted as specified under the scope of certification.

Quality Interactions observed:

- Interaction between clients. - Phone
- Reviewed client program.
- Reviewed client specification checklists.
- Reviewed various client contracts.
- Drawing control
- ITPs Various
- Meeting Various
- Subcontractor Management

Safety Interaction observed:

- Public interaction.
- Vehicle (travelling to and from jobs)
- Ergonomic setup in office.
- Good Housekeeping
- SWMS
- Toolbox meeting
- Site inspections being conducted
- Working at Height's

Environmental Interactions observed:

- Storage of various chemicals.
- Waste management.
- Sedimentation control.
- Inspections.
- Vehicles clean down area
- Rumble traps
- Refilling station
- Green office Guide implemented.

The audit team concludes that the organisation has established and maintains its management system in line with the requirements of the standards and demonstrated the ability of the system to systematically achieve agreed requirements for products or services within the scope and the organisation's policy and objectives. The organisation's management system clearly shows the capability to meet all applicable requirements and expected outcomes as demonstrated throughout this audit report.

Audit Result Classifications

Surveillance / Scope Expansion Assessments

Major Non-Conformity - Major NCR

The absence of, or the failure to implement & maintain, one or more management system elements, or a situation which, on the basis of available evidence:

- would raise significant doubt as to the capability of the system to achieve the policy and objectives of the organisation and satisfy legal and regulatory requirements,
- Additionally, for:
 - o QMS, would raise significant doubt as to the quality of what the organisation is supplying
 - o OHS, would raise concerns as to the ability for the system to maintain a safe working environment
 - o EMS, would raise concerns for the maintenance of an environmental system sufficient to prevent environmental harm.

Note: A Major Non-Conformity requires the certified entity to address and have closeout the identified Major NCR within a maximum timeframe of 3 months. As the follow-up report can take 2 weeks to process. The certified entity must submit all evidence to support compliance within a 2 ½ months' timeframe from the date raised.

Minor Non-Conformity – Minor NCR

A finding, indicative of a weakness in the system, a process, records or in the management of a particular activity. Or a situation which, if left without corrective action or attention by the organisation, would raise significant doubt as to the future capability of the Management System to:

- o QMS, could inhibit the quality of what the organisation is supplying
- o OHS, could inhibit the ability of the system to maintain a safe working environment
- o EMS, could inhibit the ability of the system to maintain an environmental system sufficient to prevent environmental harm.

Note: A number of Minor Non-Conformities raised against the same provision of the assessment standard or the organisation's Management System can effectively demonstrate a breakdown of the system and can therefore result in a Major Non-Conformity.

Observation - OBS

Finding warranting attention by the organisation although not necessarily requiring remedial action. CACS reserves the right to follow-up these findings at subsequent visits. **Important:** It would be expected that all the above improvements would be processed via the company's own internal improvement system (internal NCR), these internal NCRs will form part of the review process.

Stage 1 Assessment including Management System Certification Upgrades e.g. ISO 45001:2018 Audits only

Area of Concern – AOC

The potential absence of, or the potential failure to implement & maintain, one or more management system elements, or a situation which, on the basis of available evidence, may become an identifiable issue at a

- stage 2 Audit or
- upgrade assessment, for example a new standard such as ISO 45001:2018.

Note: These Areas of concern must be rectified prior to a positive certification recommendation can be made, additionally areas of concern are reviewed either at a stage 2 audit or follow-up report.

Stage 2 Certification Assessment / Initial and Recertification Assessment

Non-Conformance - NC

The absence of, or the failure to implement & maintain, one or more management system elements, or a situation which, on the basis of available evidence:

- would raise significant doubt as to the capability of the system to achieve the policy and objectives of the organisation and satisfy legal and regulatory requirements,
- Additionally, for:
 - o QMS, would raise significant doubt as to the quality of what the organisation is supplying
 - o OHS, would raise concerns as to the ability for the system to maintain a safe working environment
 - o EMS, would raise concerns for the maintenance of an environmental system sufficient to prevent environmental harm.

Note: Non-Conformity necessitates the need for the client to address and close out the issue raised prior to a certification / recertification recommendation being made.




Observation - OBS



Finding warranting attention by the organisation although not necessarily requiring remedial action. CACS reserves the right to follow-up these findings at subsequent visits. **Important:** It would be expected that all the above improvements would be processed via the company's own internal improvement system (internal NCR), these internal NCRs will form part of the review process.



Previous Audit Findings


Deficiencies Detected During the Previous Audit Have:	Yes	No	N/A
been raised internally within the client's own improvement system	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Multisite certification only – been satisfactory applied across all sites	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
been satisfactorily closed out	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

If no is recorded above for any of the responses, the outstanding item/s "dependent upon severity" may be brought forward into the current findings matrix and may be either escalated and or reworded.

Standard Reference	Details	Finding Type - Number	Corrective Action by Client	Issue Closed YES NO	
9001 8.1 Operational planning and control	Projects – Risk Rating 2 Sighted the draft Project Process Guideline that is currently used by the project managers; however, this document is still in draft. Noted the plan of Amal Megawattage to complete the revision and implementation of this document in the next few months. This will be examined during the recertification audit.	Observation 01	Audit Finding 014 – Completed Capital Project Delivery Guideline attached.  Capital Project Delivery Guideline_WV	Yes <input type="checkbox"/>	<input type="checkbox"/>
9001 8.3 Design and development of products and services	Projects – Risk Rating 2 There is still a need for work to be undertaken here. Staff and management acknowledged the need to develop design and project management guidance material. A commitment has been made to have this issue resolved by the next surveillance audit.	Observation 02	Audit Finding 025 – Complete - This action was combined with the above audit finding with a Capital Project Delivery Guideline being preferred over 2 separate documents. The Guideline is attached, as above.	Yes <input type="checkbox"/>	<input type="checkbox"/>
45001 6.1 Actions to address risks and opportunities	Moranbah Water Treatment Plant Facility – Risk Rating 2 To ensure the wrong lifting device is not unintentionally used to lift chlorine gas cylinders, WWD could consider attaching an 'Out of Service' tag on the forklift lifting attachment in Chlorine Gas storage C1.	Observation 03	Audit Finding 033 – Lifting Register attached. Service reports can be provided if required. All lifting equipment not appropriate for use was tagged out and where possible removed from site.  Lifting Register 2024.xlsx	Yes <input type="checkbox"/>	<input type="checkbox"/>
9001 5.1 Leadership and commitment 14001 5.1 Leadership and commitment 45001 5.1 Leadership and commitment	Head Office - Risk Rating 2 There is an opportunity for improvement in implementing a process for ensuring continuity of IMS tasks and functions when staff leave. Link to HR backfilling arrangements - and prompts to ensure minimum IMS coaching and mentoring is provided to staff performing backfilling roles.	Observation 04	Audit Finding 035 – The roles and responsibilities guideline has been updated and includes responsibility to managers and supervisors to "Factor the needs and resources required during staffing transitions" and "Ensure sufficient handover and knowledge transfers are established prior to and during staffing transitions". A new starter checklist has been developed and is in use with the Water and Wastewater Treatment Plants. This checklist is attached.  IMS_Roles_and_Responsibilities_Guideline_	Yes <input type="checkbox"/>	<input type="checkbox"/>
14001 8.1 Operational planning and control	Head Office – Risk Rating 2 IRC could consider transferring the significant amount of waste metal from its waste facilities for recycling.	Observation 05	Audit Finding 036 – Following the assessment, this was not financially viable for the Manager of Operations and Maintenance (MOM) to complete this. Scrap metal is stored neatly on plants and does	Yes <input type="checkbox"/>	<input type="checkbox"/>

Standard Reference	Details	Finding Type - Number	Corrective Action by Client	Issue Closed YES NO	
			not pose any risk. The Manager of Waste (MWS) is working with MOM to have the scrap metal contractor attend any of the WTP/WWTP sites with larger amounts of scrap metal to collect when they are in the town attending the Waste Management Facility. This is the more cost-effective option.		
45001 6.1 Actions to address risks and opportunities	Glenden Water Treatment Plant Facility – Risk rating 2 IRC could consider installing suitable latches on each of the swing gate points above the filter tanks.	Observation 06	Audit Finding 037 – Photo attached. 	Yes <input type="checkbox"/>	Completed
45001 6.1 Actions to address risks and opportunities	Moranbah Water Treatment Plant Facility – risk Rating 3. IRC could consider locking switchboard doors in the control room at the Moranbah Water Treatment Facility to prevent inadvertent access by staff.	Observation 07	Audit Finding 038 – Switch board upgrades and operational modifications will permanently remove the requirement for the operators to enter the rear panel of the switchboard. An interim measure is implemented until the switchboard is upgraded to remove access by operators with only electrical personnel having access.	Yes <input type="checkbox"/>	Completed
45001 6.1 Actions to address risks and opportunities	Moranbah Water Treatment Plant Facility – Risk rating 2. IRC could consider including the chlorine gas lifting devices - Moranbah Water and Wastewater Facilities - in the preventative maintenance register.	Observation 08	Audit Finding 039 – Same as audit finding 33 - Complete – Lifting Register attached. Service reports can be provided if required. All lifting equipment not appropriate for use was tagged out and where possible removed from site.	Yes <input type="checkbox"/>	Completed
45001 8.1 Operational planning and control	Glenden Waste Management Facility – Risk Rating 2. IRC could consider including the oil drum lifters at Glenden and Moranbah Waste Management Facilities in the preventative maintenance register.	Observation 09	Audit Finding 041 – All Oil drum lifters have been tagged out as do not use. Customers only bring in small amounts of oil and do not warrant the use of these lifters. As budget is available, these will be removed from sites.	Yes <input type="checkbox"/>	Completed
45001 7.2 Competence	Head Office – Risk Rating 2. IRC could consider ensuring training for dealing with difficult customers is included in the TNA for frontline roles such as Waste Management Officers.	Observation 10	Audit Finding 042 – This video has been added to the training matrix for all WW Customer Service facing roles. Waste Officers, Customer Administration Officers and Plumbers. Matrix attached.  Difficult People Training.xlsx	Yes <input type="checkbox"/>	Completed
45001 6.1 Actions to address risks and opportunities	Moranbah Waste Management Facility – Risk Rating 2. IRC could consider disposing of the dilapidated spill kit at the Moranbah Waste Management Facility and replacing it.	Observation 11	Audit Finding 043 – Completed. The checking contents are on a Weekly checklist. Checklist example attached.	Yes <input type="checkbox"/>	Completed

Standard Reference	Details	Finding Type - Number	Corrective Action by Client	Issue Closed YES NO	
			 Water_and_Wastewater_New_Starter_Check		
45001 6.1 Actions to address risks and opportunities	Moranbah Waste Management Facility – Risk rating 3. IRC could consider repairing the defective chain edge protection provided above the waste transfer bins at Moranbah Waste Management Facility.	Observation 12	Audit Finding 044 – Photo attached. 	Yes <input type="checkbox"/>	Completed
45001 6.1 Actions to address risks and opportunities	Head Office – Risk rating 2. IRC could consider reviewing its 'optional' first aid policy and ensuring that the basis for determining how many first aiders is trained and where they are deployed is grounded firmly in the results of a first aid risk assessment for all facilities.	Observation 13	Audit Finding 046 – S&R are working through conducting risk assessments of all IRC sites. Action progress is being captured in HSW Committee Meeting minutes. Discussion included with People and Capability through Learning and Development Department as first aider policy remains 'optional'.	Yes <input type="checkbox"/>	Completed
9001 8.1 Operational planning and control 14001 8.1 Operational planning and control 45001 8.1 Operational planning and control	Head Office – Risk Rating 2. IRC could consider ensuring all light vehicles used by WWD staff are stocked with appropriate first aid kits - which are to be checked during vehicle pre-start inspections.	Observation 14	Audit Finding 047 – Process has been implemented with kits being ordered and delivered through Safety and Resilience. W&W has a tracking spreadsheet to determine which sites and vehicles are still outstanding. (spreadsheet attached).  ECM_5326389_v14_W&W Light Vehicles & S	Yes <input type="checkbox"/>	Completed
14001 8.1 Operational planning and control	E-waste storage – Risk Rating 2 At the time of the 2024 surveillance audit there was no evidence of the E-waste considerations being included in the waste facility specific management plans. Noted the plans to include E-waste hazards and required controls in the facility specific management plans.	Observation 15	Audit Finding 028 – Due to the amount of E-Waste and no specific collectors for this waste in the region, E-Waste is stockpiled in the scrap metal pile at each of the Waste facilities and is banned and recycled as part of the scrap metal contract. SBMP's are under review with the Manager of Waste Services to reflect the storage of E-Waste.	Yes <input type="checkbox"/>	Completed
9001 8.1 Operational planning and control 14001 8.1 Operational planning and control 45001 8.1 Operational planning and control	Moranbah Water Treatment Plant Facility - Risk Rating 2 WWD could consider delivering IMS roles, responsibilities and obligations training to leadership staff.	Observation 16	Audit Finding 034 – An IMS induction video is currently in its final review before going to the Director for Approval. A voice over will then be added and become part of the Training Matrix for all W&W staff. Additionally, the roles and responsibilities guidelines have been updated and an internal knowledge share to the directorate was released and is available on IRIS to use as a training tool for all new starters. Induction Slideshow, Knowledge share and Roles and Responsibilities	Yes <input type="checkbox"/>	Completed

Standard Reference	Details	Finding Type - Number	Corrective Action by Client	Issue Closed YES NO	
			Guideline attached.  Water and Waste IMS Induction Video a		
45001 6.1 Actions to address risks and opportunities	Moranbah Wastewater Treatment Plant Facility – Risk Rating 3. IRC could consider installing a pit safety access covering over the overflow return well at the Moranbah Wastewater Treatment Facility that includes fall prevention. Please consider safety access covers or equivalent as provided by a company called McBerns.	Observation 17	Audit Finding 040 – Various options are being investigated. The personnel in charge of this action have been unwell and as such have extended the date for this to be completed. W&W will engage the safety team to assess this recommendation. The WWTP operators are currently creating a WI on operating the OSD which includes the use of this pit, and the safety requirements involved for this. There is a chain on the step access and signage on this pit.	Yes <input type="checkbox"/>	Completed
9001 8.1 Operational planning and control 14001 8.1 Operational planning and control 45001 8.1 Operational planning and control	Head Office – Risk Rating 2. IRC could consider including landfill site rehabilitation and after care management strategies in the Environmental Management Plans governing these sites.	Observation 18	Audit Finding 045 – The Manager of Waste Services had addressed is in the management plan having noting aftercare strategies I hi documentation .	Yes <input type="checkbox"/>	Completed

Current Audit Findings

Identified finding - All findings MUST be documented via the organisations own internal Improvement / NCR process.

If multisite certification - Clarification of compliance against identified deficiencies as listed below across all certified locations must be covered within client response as applicable.

Standard Reference	Details	Finding Type - Number	Finding Classification
ISO 9001:2015 Clause 8.5.1 ISO 14001:2015 Clause 6.1.2 ISO 45001:2018 Clause 7.4	<p>Uncontrolled Flammable Liquids: The Nebo Waste Management Facility has failed to implement adequate containment and control measures in the shed marked Flammable Liquid, leading to an uncontained spillage of an unidentified substance. Additionally, poor housekeeping within the shed presents an increased risk of slips, trips, and falls, compromising workplace safety and potentially contributing to secondary hazards related to improper material storage.</p> <p>References:</p> <ul style="list-style-type: none"> ISO 9001:2015 Clause 8.5.1, as controlled conditions for operations have not been maintained. ISO 14001:2015 Clause 6.1.2, as environmental hazards have not been identified or managed effectively. ISO 45001:2018 Clause 7.4, as safety hazards have not been properly communicated or addressed. 	Observation 01	Observation: This issue, while not "non conformant", requires review prior to the next audit and is to be recorded via the company's internal NCR process to prevent becoming a Minor NCR.
ISO 9001:2015 Clause 8.5.1 ISO 14001:2015 Clause 6.1.2 ISO 45001:2018 Clause 7.2 & 7.4	<p>Uncontrolled First Aid Boxes: The Nebo and Clermont sites (WMF, WWTP, WTP) have failed to maintain effective control over first aid provisions, leading to the presence of expired medical supplies and unmarked first aid kits across locations. The council has initiated a systematic rollout of replacement kits, demonstrating corrective actions toward resolving the issue. At the next surveillance audit, the completion status of the rollout will be evaluated to determine whether full compliance has been achieved.</p> <p>References:</p> <ul style="list-style-type: none"> ISO 9001:2015 Clause 8.5.1, as service provision lacks proper oversight. ISO 14001:2015 Clause 6.1.2, as expired supplies require responsible disposal practices. ISO 45001:2018 Clause 7.2 & 7.4, due to deficiencies in safety communication and emergency readiness. 	Observation 02	Observation: This issue, while not "non conformant", requires review prior to the next audit and is to be recorded via the company's internal NCR process to prevent becoming a Minor NCR.
ISO 9001:2015 Clause 7.1.5 ISO 14001:2015 Clause 6.1.2 ISO 45001:2018 Clause 8.1.2	<p>Tag and testing: The Nebo and Clermont facilities have not ensured that all electrical leads are systematically tested and tagged, resulting in potential electrical hazards and lack of control with requirements. While main switchboards have been tested and tagged, it is necessary to conduct a formal review of its testing and tagging process to ensure consistency across all locations. At the next surveillance audit, the effectiveness of the updated process and compliance status will be assessed.</p> <p>References:</p> <ul style="list-style-type: none"> ISO 9001:2015 Clause 7.1.5, as monitoring and measuring controls for operational quality are incomplete. ISO 14001:2015 Clause 6.1.2, due to the risk of environmental hazards linked to improper electrical equipment safety. ISO 45001:2018 Clause 8.1.2, as hazard identification and reduction measures require further review. 	Observation 03	Observation: This issue, while not "non conformant", requires review prior to the next audit and is to be recorded via the company's internal NCR process to prevent becoming a Minor NCR.
ISO 9001:2015 Clause 7.5.3 ISO 14001:2015 Clause 6.1.3 ISO 45001:2018 Clause 9.3	<p>Documentation Control: The directorate of Water and Waste is to maintain and review documentation in accordance with the review cycle (two years) is required. A comprehensive review of process and documentation is required to establish a realistic and achievable document review system, ensuring compliance with mandated timelines. The effectiveness of this corrective action will be assessed at the next surveillance audit.</p> <p>References:</p> <ul style="list-style-type: none"> ISO 9001:2015 Clause 7.5.3, as document control measures have not been systematically enforced. ISO 14001:2015 Clause 6.1.3, due to compliance obligations not being reassessed. ISO 45001:2018 Clause 9.3, as scheduled management reviews have not been conducted appropriately. 	Observation 04	Observation: This issue, while not "non conformant", requires review prior to the next audit and is to be recorded via the company's internal NCR process to prevent becoming a Minor NCR.

Standard Reference	Details	Finding Type - Number	Finding Classification
ISO 9001:2015 Clause 7.5.3 ISO 14001:2015 Clause 6.1.3 ISO 45001:2018 Clause 7.4 ISO 9001:2015 Clause 5.2 ISO 14001:2015 Clause 5.2 ISO 45001:2018 Clause 5.2	<p>Policies Displayed: The Nebo WMF was found to have displayed outdated OH&S policy on its safety notice board, which was corrected during the audit. However, a comprehensive review of document control processes must be undertaken to prevent recurrence and to ensure similar inconsistencies are identified across all locations.</p> <p>Additionally, the communication of the quality and environmental policies made apparent within the directorate and interested parties at these various locations. At the next surveillance audit, the status of document verification processes across all locations will be reviewed to confirm compliance and to validate the effectiveness of implemented corrective actions.</p> <p>References:</p> <ul style="list-style-type: none"> • ISO 9001:2015 Clause 7.5.3, as document control measures need strengthening. • ISO 14001:2015 Clause 6.1.3, due to potential misalignment with compliance obligations. • ISO 45001:2018 Clause 7.4, as effective communication of safety information must be maintained. • Each standard clause 5.2 where policies are to be communicated and understood and applied throughout the council. Then be available to interested parties, as appropriate. 	Observation 05	Observation: This issue, while not “non conformant”, requires review prior to the next audit and is to be recorded via the company’s internal NCR process to prevent becoming a Minor NCR.
ISO 9001:2015 Clause 7.5.3 ISO 14001:2015 Clause 6.1.3 ISO 45001:2018 Clause 7.4	<p>Signage: The entry signage at various locations has not undergone an appropriate review to ensure that legislation references, and entry conditions remain updated in alignment with compliance obligation reviews.</p> <p>A formalized signage review process is required to verify legislation references, regulatory obligations, and the clarity of displayed entry conditions. The effectiveness of corrective actions will be evaluated in the next surveillance audit to confirm compliance.</p> <p>References:</p> <ul style="list-style-type: none"> • ISO 9001:2015 Clause 7.5.3, due to outdated documented information being publicly displayed. • ISO 14001:2015 Clause 6.1.3, as environmental and operational compliance details must be accurately communicated. • ISO 45001:2018 Clause 7.4, given that proper communication of health, safety, and operational conditions must be maintained. 	Observation 06	Observation: This issue, while not “non conformant”, requires review prior to the next audit and is to be recorded via the company’s internal NCR process to prevent becoming a Minor NCR.
9001 9.3 Management review 14001 9.3 Management review 45001 9.3 Management review	<p>Management Review: While management reviews are conducted and documented, they do not explicitly clarify where each mandatory agenda input and output are discussed across all meetings.</p> <p>A formal review of the management review process is required to implement agenda tracking mechanisms and structured documentation practices that ensure clear identification of where each topic is discussed. The effectiveness of corrective actions will be assessed at the next surveillance audit.</p> <p>References:</p> <ul style="list-style-type: none"> • ISO 9001:2015 Clause 9.3, due to incomplete identification of required discussion topics. • ISO 14001:2015 Clause 9.3, as environmental compliance topics may not be systematically tracked. • ISO 45001:2018 Clause 9.3, as occupational health and safety discussions need clear agenda mapping. 	Observation 07	Observation: This issue, while not “non conformant”, requires review prior to the next audit and is to be recorded via the company’s internal NCR process to prevent becoming a Minor NCR.

Element Guide

All elements to be assessed at least once every 3year cycle.		Environment ISO 14001:2015	Quality ISO 9001:2015	Safety ISO 45001:2018
1, 2, 3	Mandatory Every Audit	1 - Scope Changes 2 - Use Logo / JAS-ANZ Mark 3 - Previous NCRs / Observations	1 - Scope Changes 2 - Use Logo / JAS-ANZ Mark 3 - Previous NCRs / Observations	1 - Scope Changes 2 - Use Logo / JAS-ANZ Mark 3 - Previous NCRs / Observations
4.0	Context of the Organisation	4.1 Understanding organization 4.2 Understanding needs expectations 4.3 Determining the scope of the EMS 4.4 Environmental management system	4.1 Understanding organization context. 4.2 Understanding needs expectations 4.3 Determining the scope of quality sys 4.4 QA management system its processes	4.1 Understanding organization context 4.2 Understanding needs expectations 4.3 Determining scope of safety sys 4.4 Safety management systems
5.0	Leadership	5.1 Leadership and commitment 5.2 Environmental policy 5.3 Organizational roles, responsibilities	5.1 Leadership and commitment 5.2 Quality Policy 5.3 Organisational Roles, Response	5.1 Leadership and commitment 5.2 Safety Policy 5.3 Organisational Roles, response 5.4 Participation & Consultation
6.0	Planning and Risk	6.1 Actions address risks opportunities 6.2 Environmental objectives	6.1 Actions address risks opportunities 6.2 Quality objectives planning achieve 6.3 Planning changes	6.1 Actions address risks opportunity 6.2 Safety objectives planning
7.0 (part 1)	Support	7.1 Resources 7.2 Competence 7.3 Awareness	7.1 Resources / Monitoring measuring 7.2 Competence 7.3 Awareness	7.1 Resources 7.2 Competence 7.3 Awareness
7.0 (part 2)	Support	7.4 Communication 7.5 Documented information	7.4 Communication 7.5 Documented information	7.4 Communication 7.5 Documented information
8.0 (part 1)	Operations	8.1 Operational planning and control 8.2 Emergency preparedness response	8.1 Operational planning and control 8.2 Requirements for products services	8.1 Operational planning and control 8.2 Emergency preparedness response
8.0 (part 2)	Operations	Not Applicable Environmental	8.3 Design development products 8.4 Control External proc, prod, serv	Not Applicable Safety
8.0 (part 3)	Operations	Not Applicable Environmental	8.5 Production and service provision 8.6 Release of products and services 8.7 Control of nonconforming outputs	Not Applicable Safety
9.0	Performance Mandatory	9.1 Monitoring, measurement, analysis 9.2 Internal audit 9.3 Management review	9.1 Monitor. Measure, Analysis Evaluation 9.2 Internal audit 9.3 Management review	9.1 Monitor, Measure, Analysis Evaluation 9.2 Internal audit 9.3 Management review
10.0	Improvement Mandatory	10.1 General 10.2 Nonconformity & corrective action 10.3 Continual Improvement	10.1 Improvement General 10.2 Nonconformity & corrective action 10.3 Continual improvement	10.1 General 10.2 Incident, nonconformity corrective action 10.3 Continual improvement

Management System Status against the Core Elements of the Standards

4.0 Context of the Organisation:

- Understanding the Context of the Organisation
- As the flagstone of a management system, clause 4 determines why the organization is here.
- The org is required to identify internal & external issues that can impact on its intended outcomes, as well as all interested parties & their requirements.
- It is also a requirement to document its scope & set the boundaries of the management sys – all in line with the business objectives.

Annexure SL Clause:	4.1 Understanding the organization and its context
	4.2 Understanding the needs and expectations of interested parties
	4.3 Determining the scope of the quality management system
	4.4 Quality management system and its processes

Comments:

IRC understands and has determined the external and internal issues that are relevant to the purpose and strategic direction and that can affect, either positively or negatively:

- Its ability to achieve the intended results of its management system.
- To identify all relevant internal and external issues including conditions, characteristics or changing circumstances that can affect its Quality, Safety and Environmental management system and then address those that require further attention.

IRC are also aware that external and internal issues can change, and therefore, are monitored and reviewed.

Information about external and internal issues was demonstrated from many sources through internal documented information and meetings, with meetings, customers and relevant interested parties, and professional associations.

IRC was able to demonstrate their maintenance of the internal and external issues via the risk assessments presented as well as the minutes to various meetings. It is further noted when detailing the Context of the Organization – Clause 4.1 and 4.2 (ISO 45001:2018 / ISO 9001:2015 / ISO 14001:2015 as applicable) IRC has acknowledged the need to consider evidence to demonstrate that climate change, a critical external factor, has been appropriately integrated into the context of the organization.

IRC management system is reviewed at planned intervals and through activities such as management review and at multiple meetings. The evidence provided details this review process which will further enhance external and internal issues relevant to IRC context. This included, but not limited to:

1. External issues related to:

- Economic factors, economic situation.
- The size and complexity of the organization and the nature of the activities carried out therein.
- Organizational governance and structure, roles and accountabilities.
- Social factors such as unemployment rates, safety perception, education levels, public holidays and working days.
- Political factors such as political stability, public investments, local infrastructure, international trade agreements.
- Key drivers and trends of relevance to the industry or sector in which the organization operates.
- The form and extent of contractual relationships, including, for example, outsourced activities.
- The capability and capacity of the organization in terms of resources, knowledge and competence (e.g. capital, employee competencies, processes, systems and technologies).
- Technological factors such as new technology, materials and equipment, professional code of ethics.
- Market factors such as competition, including market share, similar products or services, market leader trends.
- Relationship with contractors, suppliers, partners and other externally interested parties.
- Statutory and regulatory factors which affect the work environment such as regulations related to an industry.

2. Internal issues related to:

- Overall performance of the organisation.
- Resource factors, such as infrastructure, environment for the operation of the processes, organizational knowledge.
- Human aspects such as competence of people, organizational behavior and culture.
- Operational factors such as process or production and service provision capabilities, performance of the management system, monitoring customer satisfaction.
- Factors in the governance of the organization, such as rules and procedures for decision making or organizational structure.

IRC considers the relevant requirements of interested parties, beyond just those of its direct customers. IRC focuses on those relevant interested parties which can have an impact on its ability to provide products and services that meet requirements. While not directly stated in the standard, IRC also considers external and internal issues before, and to assist in, determining their relevant interested parties. The list of relevant interested parties and are unique to the organisation.

Annexure SL Clause:	4.1 Understanding the organization and its context 4.2 Understanding the needs and expectations of interested parties 4.3 Determining the scope of the quality management system 4.4 Quality management system and its processes
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IRC has developed criteria for determining relevant interested parties by considering for example, yet not limited to their:

- Possible influence or impact on IRC performance.
- Decisions.
- Ability to create risks and opportunities.
- Possible influences or impact on the market.
- Ability to affect the organisation through their decisions or activities.
- Legal and regulatory authorities such as the Health and Safety Authority HSA/Health and Safety Executive HSE.
- Owners, shareholders, parent company.
- Suppliers, contractors and subcontractors.
- Workers' representatives such as safety representatives/safety councils/health and safety committee.
- Clients.
- Visitors.
- Environmental Objectives.
- The general public.
- Medical and emergency services; and/or
- Occupational safety and health-care professionals

The scope of the IRC management system includes the organisation's control or influence that could impact its performance.

The scope is a factual statement of IRC operations and business processes included within its management system boundaries. IRC maintain the scope of the management system as documented information and make it available to interested parties when appropriate.

IRC determines the boundaries of the management system so that it is defined in a manner that helps the organisation meet requirements and the intended results of the system. The scope of the management system has been established based on:

- The external and internal issues as determined by the requirements of.
- The relevant requirements of relevant interested parties.
- The products and services provided by the organisation.

In determining scope, IRC has also established the boundaries of the management system by considering such issues as:

- The infrastructure of the organisation.
- IRC activities.
- Commercial policies and strategies.
- Centralized or externally provided functions, activities, processes, products and services.

All requirements of the standards have been considered. The scope is maintained as documented information. The scope includes details of the products and services covered. This documented information is maintained within manuals and websites and so forth.

IRC has determined the processes needed for the management system in accordance with the applicable standards. This includes not only the processes for production and service provision, but also the processes that are needed for the effective implementation of the quality, safety and environment management detailed within IRC documentation. IRC has further detailed processes for monitoring and measuring resources.

IRC documented quality, safety and environmental management system is aligned with business processes to ensure performance is not compromised in order that other business objectives can be achieved at the expense of achieving productivity objectives, not sacrificing:

- Quality of product and or service.
- Health and safety; and
- Environmental Compliance

IRC quality, safety and environmental requirements are aligned and integrated with IRC management practices and business processes. Issues can be evaluated in light of IRC strategy, and management system initiatives with other business imperatives.

IRC have considered and implemented the application of a PDCA approach towards its management system as follows:

- **Plan** – decide what the organization wants to achieve (considering internal and external issues, the needs of interested parties, and risks and opportunities), and put in place the necessary processes and resources.
- **Do** – put the plans into action.
- **Check** – monitor and measure processes and performance against requirements and what you want to achieve.
- **Act** – take actions to deal with nonconformities and to improve performance.

The management representative reviews what information is used for the process to perform consistently to deliver the intended output. For information (e.g. procedures, work instructions, visual aids, information and communication systems, drawings, specifications, metrics, reports, key performance indicators [KPIs], meeting minutes, representative samples, verbal conversations) that is used, an analysis/review of the value to support the process is carried out.

Annexure SL Clause:	4.1 Understanding the organization and its context 4.2 Understanding the needs and expectations of interested parties 4.3 Determining the scope of the quality management system 4.4 Quality management system and its processes
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IRC have developed objectives, risk and opportunities, strategies, among other relevant elements as documented information. IRC specify the different types of documented information needed to support the operation of its processes and its management system. In determining the type and extent of documented information needed, IRC evaluate its own needs and apply risk-based thinking. IRC also gives consideration to its size, activities, types of products or services, complexity of its processes, resources, etc., as well as the potential consequences of nonconformities.

Evidence:

Discussion with:

- Angela Elliott - Compliance and IMS Officer | Business Services
- Tait Surridge - Program Leader - Compliance and IMS | Business Services
- Refer to the photographic section of this report.

Documents presented include:

- ECM_4525413_v4_IMS Framework for Water and Waste (3) makes reference to the context of the IRC water and waste directorate.
- Integrated Environmental Management System IRC Water and Waste.pdf refers.
- Nebo WWTP Irrigation Management Plan.pdf refers
- Site Based Management Plan - Clermont.pdf refers
- Site Based Management Plan - Nebo.pdf refers
- Clermont WWTP Irrigation Management Plan.pdf refers
- Clermont WWTP Receiving Environmental Monitoring Program.pdf refers
- In relation to the determination of climate changes with its various external and internal influences and, where necessary the impact of interested parties that affect the operations of IRC water and Waste.
- Various meetings that review context occur:
 - Minutes - Quarterly IMS Management Review - Jan 2025. This documented information presents the necessary review of content that includes the internal and external issues also including the review of needs and expectations of interested parties that affect the management system.
 - Minutes - Annual IMS Management Review - June 2024.pdf further includes the reference to context with its ongoing maintenance and review.
 - Audit & Risk Committee Meeting Agenda – 17.03.2025.docx
 - Compliance & IMS Team Meeting - 31.01.2025.pdf
 - Monthly Managers Meeting Agenda April 2025 Confirmed.pdf
 - Planning & Projects Team Meeting - 15.04.2025.pdf
 - Planning and Projects Team Meeting Minutes - 11.03.2025.pdf
 - Projects & Planning Team Meeting - 11.03.2025.pdf
 - Standing Committee Meeting - 5.2 Water and Wastewater Preventative Maintenance Program Update.pdf
 - Water & Wastewater Operations Meeting - 20.02.2025.pdf
 - Whole Waste Services Team Meeting - 26.02.2025.pdf

5.0 Leadership:

- Leadership is established and defined
- The high-level structure places particular emphasis on leadership, not just management.
- Management has a high level of accountability and involvement in the organization's management system.
- Integration of requirements of the management system into the organisations core business process, ensure the management system achieves its outcomes
- Top management is responsible for communicating the importance of the management system and heightening employee awareness & involvement.

Annexure SL Clause: 5.1 Leadership and commitment

Comments:

The IRC executive leadership team are focused on ensuring that they maintain quality, safety and environment embedded in council operations and business to benefit from rather than a form just adhering to compliance. The current management system demonstrated that they include regular monitoring, and ongoing management of all activities needed to ensure the management system's effectiveness and continual improvement by:

- Setting expectations relative to the organisation context.
- Understanding the specific requirements of each ISO Standards,
- Understanding the ongoing work activities needs to be risk-based and focused.
- Providing genuine ongoing leadership and commitment specific to HSEQ ongoing activities to comply with its obligations.
- Taking accountability of the effectiveness of the Management System.
- Identifying the required policies, objectives and implementing procedures to align the management system with the strategic direction and the organisation context.
- Developing and maintaining a suitable change management process.
- Identifying the required resources to ensure that the MS is maintained effectively.
- Ensuring that the resources needed for the MS system are competent to carry out the work and are available.
- Promoting awareness of ISOC activities.
- Communicating the importance of team members conducting their work activities in line with what is documented.
- Monitoring the MS to ensure it achieves its intended results.
- Engaging, directing and supporting people to contribute to the effectiveness of the management system.
- Fostering a business culture that maintained a continual improvement focus; and
- Supporting other relevant management roles to demonstrate their leadership as it applies to their areas of responsibility.

IRC relies on past experience and overall capabilities. They have been able to grow their directorate to what it is today, based on a delivery of a consistent professional service in a safe and environmentally conscious manner with a focus on the risk-based approach and direct consideration for customer feedback and delivering a service to customer satisfaction.

IRC value customer feedback, given their size, complexity and service to the community and ensuring they conduct customer satisfaction activities in a consistent approach. Currently this is carried out in an informal manner by monitoring and managing customer feedback via:

- Framework of Client Feedback management framework
- Client Emails, Phone calls
- Customers information sharing meetings
- Project Discussions, general discussions
- Management of customer complaints

Customer complaints are handled by management with relevant details recorded, issues investigated and communicated as needed. No customer complaints have been identified at the point of the audit

Evidence:

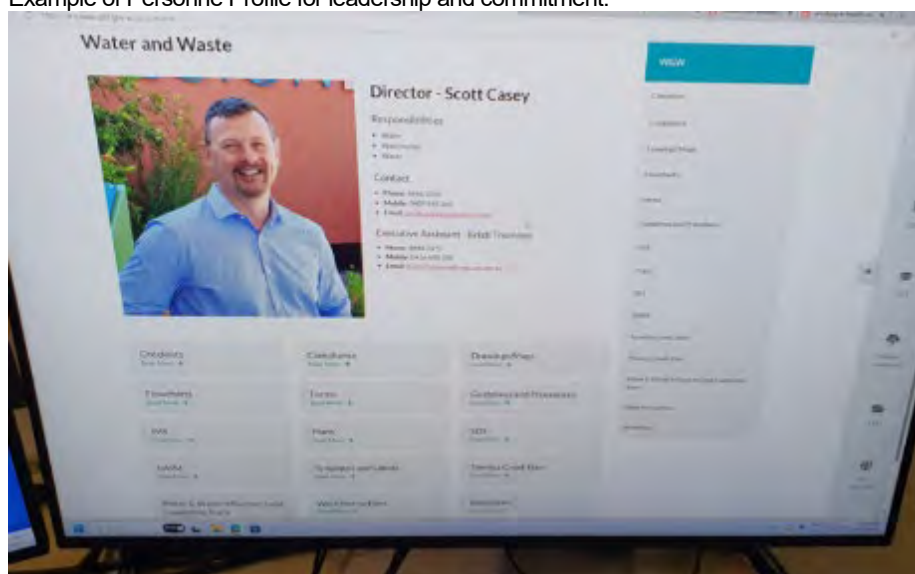
Discussion with:

- Angela Elliott - Compliance and IMS Officer | Business Services
- Tait Suridge - Program Leader - Compliance and IMS | Business Services

Documents presented include:

- ECM_4525413_v4_IMS Framework for Water and Waste (3) makes reference for the IRC water and waste directorate.
- Integrated Environmental Management System IRC Water and Waste.pdf refers.
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- Site Based Management Plan - Nebo.pdf refers
- Clermont WWTP Irrigation Management Plan.pdf refers
- Clermont WWTP Receiving Environmental Monitoring Program.pdf refers
- In relation to the determination of climate changes with its various external and internal influences and, where necessary the impact of interested parties that affect the operations of IRC water and Waste.
- Various meetings displaying the engaging, directing and supporting workers occur:
 - Minutes - Quarterly IMS Management Review - Jan 2025. This documented information presents the necessary review of content that includes the internal and external issues also including the review of needs and expectations of interested parties that affect the management system.

- Minutes - Annual IMS Management Review - June 2024.pdf further includes the reference to context with its ongoing maintenance and review.
- Audit & Risk Committee Meeting Agenda – 17.03.2025.docx
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- Standing Committee Meeting - 5.2 Water and Wastewater Preventative Maintenance Program Update.pdf
- Water & Wastewater Operations Meeting - 20.02.2025.pdf
- Whole Waste Services Team Meeting - 26.02.2025.pdf
- Leadership further in the following positions and people representatives.
 - Angela Elliott - Compliance and IMS Officer | Business Services
 - Tait Suridge - Program Leader - Compliance and IMS | Business Services
 - Kirstie Matthews - Program Leader - Customer Administration & Business
 - Scott Casey - Director of Water and Waste
 - Lisa Tonkin - Manager Business Services
 - Amal Meegahawattage - Manager Planning and Projects
 - Jason Grandcourt - Manager Waste Services
 - Konny Okumura - Project Coordination Officer
 - Anthony Waller - Treatment Plant Operator, Nebo
 - Faisal Shah - Treatment Plant Operator, Nebo
 - Eva Syminton - Governance Administration Officer
 - James Kingston - Treatment Plant Supervisor South
 - Stephen Wagner - Manager – Operations & Maintenance
 - Trudi Liekefett - Manager, People and Capability
 - Nicole Sharrock - Environmental & Sustainability Officer
 - Kielly Glanville - Senior People and Capability Business Partner - Learning and Development
 - Norman Caldwell - Supervisor Waste Services
 - Peta Eyschen - Manager Governance
 - Shelley-Ann Cottam - Treatment Plant Supervisor North
 - Melissa Thompson - Team Leader Clermont and Moranbah, Waste Services
 - Kylie Kavanagh - Strategic Sourcing Officer
 - Seungchan Bang - W&W Maintenance Planner
- Example of Personne Profile for leadership and commitment:



Comments:

IRC has documented suitable Health and Safety, Environmental and Quality (HSEQ) Policy statement that complies with the requirements of each standard.

The policy statements are displayed in the open office area of the administration office and are made available to interested parties (in PDF form) upon request, in particular the OH&S Policy.

IRC is committed to reviewing (on a regular basis) and maintaining a suitable set of policy statements specific to that:

- Are appropriate (fit for purpose) as identified within the current organisational context.
- They support its strategic direction, safety and environmental regulations, the nature, sale and environmental impacts of its activities, product and services.
- Provides a framework for setting suitable objectives.
- Includes a commitment to satisfy applicable requirements.
- Includes a commitment to health and safety, the protection of the environment.
- Includes a commitment to fulfill its general, regulatory and legal compliance obligations.
- Includes a commitment to continual improvement of the quality and environmental management system to enhance performance.
- It is appropriate to the nature and scale of the organisation's risks.
- Includes the commitment to establish measurable objectives and targets to ensure continued improvement aimed at elimination of work-related injury and illness.
- Includes a commitment to comply with relevant OHS legislation and with other requirements identified.
- They are documented, implemented, maintained and communicated to all interested parties.
- It is reviewed periodically to ensure it remains relevant and appropriate to the organisation.

It was determined during the audit that a number of additional policies were identified that management feel is essential to maintain a level of professionalism.

IRC have also demonstrated that they have reviewed and will continue to review (on a regular basis) the OHS, Environment and Quality policy, which are:

- Available and maintained as Documented Information (DI).
- Communicated, understood and applied within the organisation; and
- Available to relevant interested parties, as appropriate.

IRC has demonstrated that they communicate the Policies in a suitable manner which include but are not limited to:

- Policies available in staff induction manuals
- Policies available in tender responses
- Within Project work (if and when needed as part of the project file submission)
- Policies available upon request by interested parties
- SharePoint
- Can not locate it on the website, it will be completed once it is completed

Evidence:

Discussion with:

- Angela Elliott - Compliance and IMS Officer | Business Services
- Tait Suridge - Program Leader - Compliance and IMS | Business Services
- Refer to the photographic section of this report

Documents presented include:

- ECM_4525413_v4_IMS Framework for Water and Waste (3) makes reference for the IRC water and waste directorate.
- Integrated Environmental Management System IRC Water and Waste.pdf refers.
- Nebo WWTP Irrigation Management Plan.pdf refers
- Site Based Management Plan - Clermont.pdf refers
- Site Based Management Plan - Nebo.pdf refers
- Clermont WWTP Irrigation Management Plan.pdf refers
- Clermont WWTP Receiving Environmental Monitoring Program.pdf refers
- Policies include the following files presented:

POLICIES & POLICY STATEMENTS

IDI	NAME
PECS-POL-034	Complaints Management Process Policy
CORP-POL-113	Disposal Policy
STAT-POL-045	Enterprise Risk Management Policy
ADM-POL-002	Environmental Policy
CORP-POL-122	Procurement Policy
ADM-POL-003	Quality Policy
CORP-POL-026	Record Keeping Policy
ADM-POL-001	WHS Policy
	Environmental Policy Statement
Statements	Quality Policy Statement
	WHS Policy Statement

- Files presented of these listed policies were:
 - ECM_3567345_v5_Environmental Policy CORP-POL-002
 - ECM_3567346_v8_Quality Policy CORP-POL-003
 - ECM_3579291_v11_Workplace Health and Safety Policy CORP-POL-001
- Communication of the policies via:
 - Notice boards
 - Induction training
 - Toolbox Talks
- Review as part of the following meetings:
 - Minutes - Quarterly IMS Management Review - Jan 2025. This documented information presents the necessary review of content that includes the internal and external issues also including the review of needs and expectations of interested parties that affect the management system.
 - Minutes - Annual IMS Management Review - June 2024.pdf further includes the reference to context with its ongoing maintenance and review.
 - Audit & Risk Committee Meeting Agenda – 17.03.2025.docx
 - Compliance & IMS Team Meeting - 31.01.2025.pdf

Comments:

IRC maintains a suitable (and visually unique) organisation chart and a list of detailed position descriptions for each of the identified types of roles. The IRC organisational chart documents the structure and open discussion model of lines of communications encompassing all teams' members. The organisation chart was discussed and the relevant reference to the organisation chart was documented.

It was evident that IRC working culture encourages that all team members have the understanding of and competence to identify and record any issues relating to:

- The delivery of the product or service as per job specifications.
- issues with variations to delivery of the given service for a specified job.
- To the team members overall health and safety.
- Working activities leave a minimalistic environmental footprint.
- To the overall monitoring and maintenance of the Management System; and
- Embedding a genuine focus on continual improvement.

IRC management are responsible for ensuring that policies, procedures, and relevant work instructions are monitored and adhered to ensuring that suitable systems are in place to manage both of their business process, also identify and resolve issues relevant to their Management Systems. It was evident that IRC has assigned responsibility and authority to:

- Ensuring the MS content and practical activities conform to the requirements of the relevant standard(s).
- Ensuring that the policies are communicated, made available and monitored to ensure that they are adhered to.
- Ensuring that the processes are delivering their intended outputs.
- Reporting on the performance of the MS and on opportunities for improvement, in particular to top management.
- Ensuring the promotion of customer focus throughout; and
- Ensuring that the integrity of the management system is maintained when changes to the management system are identified, planned for and implemented.

It was also evident that IRC management ensure that the responsibilities and authorities for relevant roles are assigned and communicated to interested parties, as appropriate and as needed by the various interested parties.

Evidence:

Discussion with:

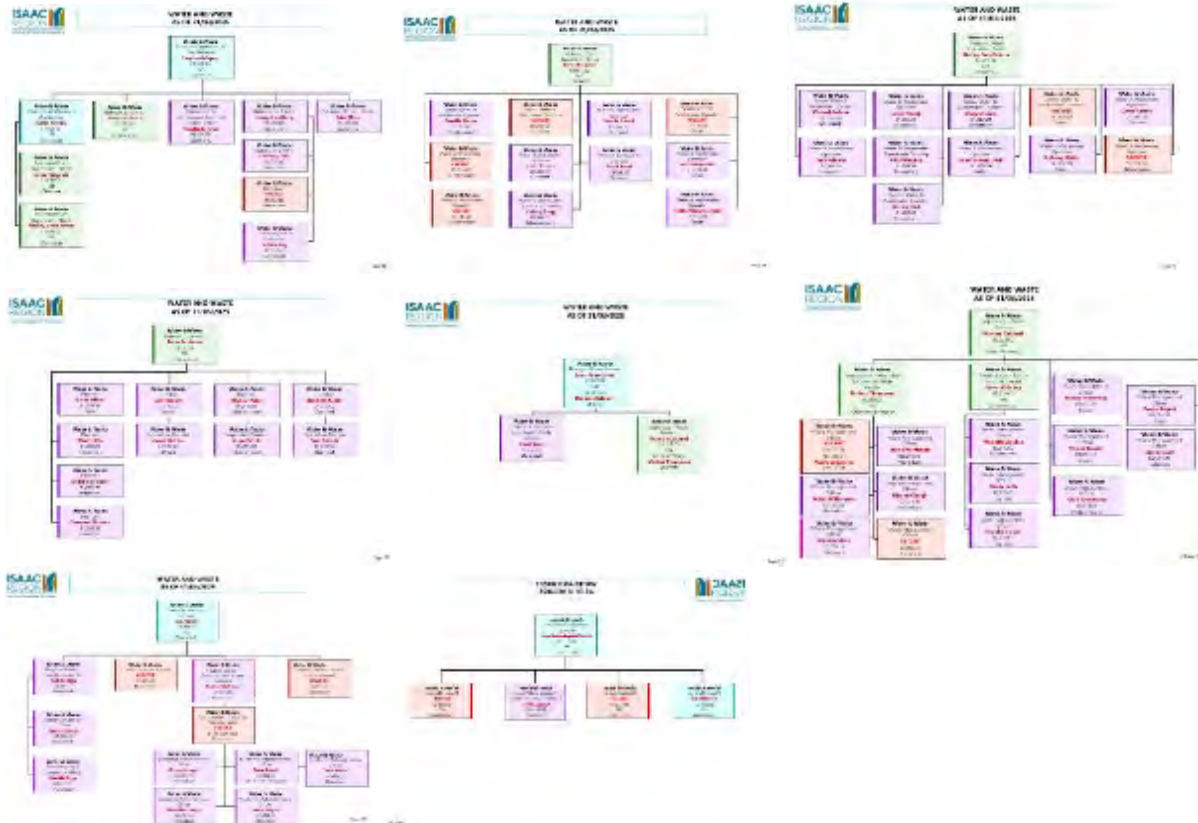
- Angela Elliott - Compliance and IMS Officer | Business Services
- Tait Suridge - Program Leader - Compliance and IMS | Business Services
- Refer to section 5.1 of this report as to the representatives both at the opening and closing meeting along with those interviewed during this audit.

Documents presented include:

- ECM_4525413_v4 IMS Framework for Water and Waste (3) makes reference for the IRC water and waste directorate.
- Integrated Environmental Management System IRC Water and Waste.pdf refers.
- Nebo WWTP Irrigation Management Plan.pdf refers
- Site Based Management Plan - Clermont.pdf refers
- Site Based Management Plan - Nebo.pdf refers
- Clermont WWTP Irrigation Management Plan.pdf refers
- Clermont WWTP Receiving Environmental Monitoring Program.pdf refers
- IMS roles, responsibilities and authorities are defined within the W&W IMS Roles and Responsibilities Guideline (WW-GDS-108), position descriptions, procedures, and other documentation. For the purposes of this section, IRC Organisational leadership roles have been defined as they apply to the scope as follows:

- **Executive Leadership Team (ELT):** The ELT is comprised of the CEO, Directors, and Executive Management. They hold the responsibility and authority for overseeing IRC operations and are tasked with establishing and ensuring the fulfillment of policies and objectives. The ELT plays a central role in the Integrated Management System (IMS), including managing resources and financing to ensure the successful achievement of organisational goals.
- Additionally, the ELT ensures that IMS objectives and key performance indicators are achieved, support management in compliance, regulatory and non-conformance reporting, and provide adequate resources and training to foster ongoing commitment and performance of the IMS.
- **Managers:** have responsibility and authority for the conduct and control of IRC operations relevant to their area, and to ensure resources are available and directed as appropriate to meet the objectives of the IMS.
- **Workers:** Everyone working for and on behalf of IRC is responsible for ensuring adherence to Workplace Health and Safety, Environment, and Quality standards.
- Examples of the following samples of IRC Organisational Charts such as:





-
- IMS_Roles_and_Responsibilities_Guideline__WW_GDS_108
- IRC_Organisational_Chart_31_March_2025
- Review of the following Position Descriptions include:
 - 47001 Senior Wellbeing and Resilience Partner - Position Description.docx
 - 86600 Manager Planning Projects - Position Description.docx

Comments:

The safety requirements and or level of risk associated to IRC are predominately office and site based. However, sites visit occur. These site visits have rules and expectations are based on the principle and or client site related induction and safety requirements. Under this model all IRC staff activities are managed and dictated by the rules and expectations of the site.

IRC leadership is committed to gaining the relevant understanding specific to ISO 45001 and involving all interested parties to ensure that it is correctly embedded within the general working environment.

IRC leadership have demonstrated that an effective flow of communication of information between all levels of management and employees is one of the most important elements in effective identification, implementation and the management of Health and Safety.

IRC has identified first aid staff, and fire wardens (over and above others identified within the building floor and the building itself). To assist in achieving this goal, IRC make use of meetings on one or more of the following in both formal and informal manner, including but not limited to:

- Safety moment listed at a weekly team meeting.
- Safety is an agenda item at the Operations meetings, plus any client meetings.
- Health and Safety discussions at the Operations.
- Regular meetings agenda within ops meetings.
- General discussions are as and when needed.
- Toolbox talks, and Safety alerts when visiting on site.
- Site introduction for visitors.
- Being considered and being developed as part of a digital dashboard for internal interested parted.

The effective flow of clear, concise, Up-To-Date information via consistent communication (relating to working environments) between all levels of management, employees and or contractors located in the field across multiple working sites is one of the most important elements in effective identification and management of all Health and Safety aspects.

While consultation is about seeking workers' views, and considering them, before making a decision, participation is about joint decision-making, e.g. jointly undertaking a risk assessment and agreeing actions or being involved in deciding the organisation's OH&S policy and objectives.

At the time of the audit, it was evident that management was very open with the field workers to ensure that the team are involved in participation, consultation and work as a united force.

It was evident via the operations meeting and the ongoing commitment to maintaining a clear transparent framework for communications and participation, where IRC involves workers in ensuring their activities are in line with the expectation of the OH&S management system and the processes that it supports.

IRC considers the need for worker consultation and participation in the following scenarios or activities, to ensure that the staff are aware of the relevant safety issues that are potentially issues on site:

- New processes, policies and procedures.
- New or unfamiliar hazards.
- Construction, modification or change of use of buildings and facilities.
- Introduction of new or modified equipment and new or amended controls.
- Changes in legal and/or other requirements.
- Investigating incidents and nonconformities and determining corrective actions.
- Determining applicable controls for outsourcing, procurement and contractors.
- Ensuring continual improvement.
- Changes in emergency arrangements; and
- Developing new or improved OH&S arrangements and procedures.

Any Incident/Accident are reported to senior management and investigated as required. Other issues are reported appropriately and escalated to Management for suitable investigation are undertaken.

Evidence:

Discussion with:

- Angela Elliott - Compliance and IMS Officer | Business Services
- Tait Surridge - Program Leader - Compliance and IMS | Business Services
- Refer to section 5.1 of this report as to the representatives both at the opening and closing meeting along with those interviewed during this audit.

Documents presented include:

- ECM_4525413_v4_IMS Framework for Water and Waste (3) makes reference for the IRC water and waste directorate.
- Integrated Environmental Management System IRC Water and Waste.pdf refers.
- Nebo WWTP Irrigation Management Plan.pdf refers
- Site Based Management Plan - Clermont.pdf refers
- Site Based Management Plan - Nebo.pdf refers
- Clermont WWTP Irrigation Management Plan.pdf refers
- Clermont WWTP Receiving Environmental Monitoring Program.pdf refers
- WW IMS Consultation and Performance Evaluation Plan.pdf refers
- WWILT_Terms_of_Reference_WW_TOR_033.pdf refers
- Various meetings displaying communication, consultation and participation in the following:
 - Minutes - Quarterly IMS Management Review - Jan 2025. This documented information presents the necessary review of content that includes the internal and external issues also including the review of needs and expectations of interested parties that affect the management system.
 - Minutes - Annual IMS Management Review - June 2024.pdf further includes the reference to context with its ongoing maintenance and review.
 - Audit & Risk Committee Meeting Agenda – 17.03.2025.docx
 - Compliance & IMS Team Meeting - 31.01.2025.pdf
 - Monthly Managers Meeting Agenda April 2025 Confirmed.pdf
 - Planning & Projects Team Meeting - 15.04.2025.pdf
 - Planning and Projects Team Meeting Minutes - 11.03.2025.pdf
 - Projects & Planning Team Meeting - 11.03.2025.pdf
 - Standing Committee Meeting - 5.2 Water and Wastewater Preventative Maintenance Program Update.pdf
 - Water & Wastewater Operations Meeting - 20.02.2025.pdf
 - Whole Waste Services Team Meeting - 26.02.2025.pdf
 - HSW Operational Committee Meeting - 18.02.2025.pdf

6.0 Planning and Risk:

- Actions to address risks opportunities Including Legal requirements
- Clause 6 brings risk-based thinking to the front.
- The organization has highlighted risks and opportunities in clause 4, it needs to stipulate how these will be addressed through planning.
- The planning phase looks at what, who, how and when these risks must be addressed.
- This proactive approach replaces preventative action and reduces the need for corrective actions later on.
- Particular focus is also placed on the objectives of the management system.
- These should be measurable, monitored, communicated, aligned to the policy of the management system and updated when needed

Annexure SL Clause: 6.1 Actions to address risks / opportunities / Identification and Legal Requirements

Comments:

IRC demonstrated that they were aware of, they understand and accept that compliance with the three standards (Health and Safety, Environment and Quality - HSEQ) are based on a risk management approach. After detailed discussions it was evident that at that time that effort had been invested to review the concepts of a risk approach. The defined risk management framework, assessment tool is mature, which demonstrates that IRC are aware of and understand the needed purpose of risk management methodology.

A number of documents were reviewed specifically regarding risk management framework and assessment process. The auditing team has confidence that the level of risk management is suitable for the content of the organisation which demonstrate compliance against the requirements of each given standard(s) and also forms the base to support potential growth as outlined within the corporate strategy.

IRC have integrated a risk management approach which has taken into account their business context relevant to the scope, corporate strategy, understanding the needs and expectations of interested parties and determining the risks and opportunities that need to be addressed :

- Set the framework to optimise the management system ability to achieve its intended result(s).
- Record and manage activities through the project lifecycle and improve on their efficiency.
- Prevent, or reduce, undesired effects; and
- Identify and implement suitable improvements.

IRC also have plans to address these risks and opportunities, specifically on how to:

- Integrate and implement the actions into its management system processes.
- Update risk identified risks for optimal output; and
- Evaluate the effectiveness of these actions.

IRC have demonstrated that they have a clear and repeatable manner on how they identify and manage risk within their working environment and project-based activities. It is also recognised that the base risk management framework is used, to also identify and manage project-based risk

An internal risk assessment has been completed regarding the nature of the work conducted at IRC. As a result, it was decided that IRC maintain a list of SWMSS and ITP's and are aware of the importance of SWMS and ITP's and as such, at times relevant site-specific safety documentation needs to be completed and adhered to.

Evidence:

Discussion with:

- Angela Elliott - Compliance and IMS Officer | Business Services
- Tait Suridge - Program Leader - Compliance and IMS | Business Services

Documents presented include:

- ECM_4525413_v4_IMS Framework for Water and Waste (3) makes reference for the IRC water and waste directorate.
- Integrated Environmental Management System IRC Water and Waste.pdf refers.
- Nebo WWTP Irrigation Management Plan.pdf refers
- Site Based Management Plan - Clermont.pdf refers
- Site Based Management Plan - Nebo.pdf refers
- Clermont WWTP Irrigation Management Plan.pdf refers
- Clermont WWTP Receiving Environmental Monitoring Program.pdf refers
- Further files presented include:
 - Site_Based_Risk_Register__Water_and_Wastewater__01_April_2025.pdf
 - WW IRC Risk Register - as of 31 March 2025.xlsx
 - Emergency and Business Continuity Management Plan.pdf
 - WW IMS Consultation and Performance Evaluation Plan.pdf
 - SPS Risk and Management Plan.pdf
- Various meetings, for example the following that review, discuss, determine and monitor risk and opportunity in the following:
 - Minutes - Quarterly IMS Management Review - Jan 2025. This documented information presents the necessary review of content that includes the internal and external issues also including the review of needs and expectations of interested parties that affect the management system.
 - Minutes - Annual IMS Management Review - June 2024.pdf further includes the reference to context with its ongoing maintenance and review.
 - Audit & Risk Committee Meeting Agenda – 17.03.2025.docx
 - Compliance & IMS Team Meeting - 31.01.2025.pdf

Comments:

IRC have demonstrated that in planning for the activities in identifying, creating, and monitoring how to achieve the objectives, the following were undertaken:

- What will be done.
- What resources will be required.
- Who will be responsible.
- When it will be completed; and
- How the results will be evaluated.

IRC developed a framework to identify and list suitable objectives based on the policies and corporate strategy. At the time of the audit the identified objectives were still under final review to ensure that the identified objectives are:

- Consistent with the policy.
- Are measurable.
- Take into account applicable requirements.
- Are relevant to the conformity of products and services and to enhancement of customer satisfaction.
- Are monitored.
- Are communicated and
- Are updated as appropriate.

IRC has demonstrated commitment to review, monitor, update and manage documented information specific to the identified objectives. The monitoring, measuring, analysis and evaluation program (as outlined in clause 9.1) lists the items that need to be assessed for how the objectives are being implemented, measured as part of the measurement of the management system's effectiveness.

It is also noted that the Internal Audit process creates a snapshot of the status at the given time (specific to the management system and project-based activities), which will also take into account the identified objectives. The output of the effectiveness of the objectives being implemented is reported within the management review, and relevant resources identified to ensure the objectives are being achieved effectively. IRC has demonstrated that they are aware of the importance of identifying realistic and relevant objectives, as a result the list of objectives will be finalised in a timely manner.

Evidence:

Discussion with:

- Angela Elliott - Compliance and IMS Officer | Business Services
- Tait Suridge - Program Leader - Compliance and IMS | Business Services

Documents presented include:

- ECM_4525413_v4_IRC Framework for Water and Waste (3) makes reference for the IRC water and waste directorate.
- Integrated Environmental Management System IRC Water and Waste.pdf refers.
- Nebo WWTP Irrigation Management Plan.pdf refers
- Site Based Management Plan - Clermont.pdf refers
- Site Based Management Plan - Nebo.pdf refers
- Clermont WWTP Irrigation Management Plan.pdf refers
- Clermont WWTP Receiving Environmental Monitoring Program.pdf refers
- Files presented included:
 - isaac_revised-2023-2028-corporateplan_res-no-8957_27nov2024_low-res.pdf
 - isaac-annual-operational-plan-2024-2025.pdf
 - Capital Project Delivery Guideline.pdf
 - 24_25_Business_Plan__Operations_and_Maintenance.pdf
- Each Business Unit within the Water and Waste Directorates have a business plan development by team leaders where this is reported 'upstream' to inform the executive team of Waste and Water for both monthly and quarterly reporting that is then summarized internally for the annual reporting.
- Objectives are discussed in the following meetings:
 - Minutes - Quarterly IMS Management Review - Jan 2025. This documented information presents the necessary review of content that includes the internal and external issues also including the review of needs and expectations of interested parties that affect the management system.
 - Minutes - Annual IMS Management Review - June 2024.pdf further includes the reference to context with its ongoing maintenance and review.
 - Audit & Risk Committee Meeting Agenda – 17.03.2025.docx
 - Compliance & IMS Team Meeting - 31.01.2025.pdf
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 - Whole Waste Services Team Meeting - 26.02.2025.pdf
 - HSW Operational Committee Meeting - 18.02.2025.pdf

Comments:

IRC, via discussions and demonstration of their documented information, have documented the need for a change within the management system can be initiated by many different ways, as listed below:

- Regulatory and or Legislative change
- Management review.
- Audit results.
- Reviews of nonconformities.
- Complaints analysis.
- Analysis of process performance.
- Changes in context or from the changing needs of customers and other relevant interested parties.
- Change in Technology.
- Change in product or service delivery.
- Changes within industry.
- Request from a client.
- Changes in supply lines.
- Staff changes.
- Etc.

Before a change is planned for implementation within the management system, IRC is aware of and considers:

- The purpose of the changes and their potential consequences.
- The integrity of the management system.
- The availability of resources.
- The allocation or reallocation of responsibilities and authorities.

IRC demonstrated a high level of ethos on how they conduct and manage their business activities inclusively on how they consider and work with their team. On multiple occasions it was demonstrated that management considers upstream and downstream effects of the potential of implementing a system change within the current management system and or the business itself.

Evidence:

Discussion with:

- Angela Elliott - Compliance and IMS Officer | Business Services
- Tait Surridge - Program Leader - Compliance and IMS | Business Services

Documents presented include:

- ECM_4525413_v4_IMS Framework for Water and Waste (3) makes reference for the IRC water and waste directorate.
- Integrated Environmental Management System IRC Water and Waste.pdf refers.
- Emergency and Business Continuity Management Plan.pdf
- Planning for change occurs at both the strategic level and tactical level within the council via the following files presented:
 - Isaac-annual-operational-plan-2024-2025.pdf
 - isaac_revised-2023-2028-corporateplan_res-no-8957_27nov2024_low-res.pdf
- Planning for change further involved in the following meetings:
 - Minutes - Quarterly IMS Management Review - Jan 2025. This documented information presents the necessary review of content that includes the internal and external issues also including the review of needs and expectations of interested parties that affect the management system.
 - Minutes - Annual IMS Management Review - June 2024.pdf further includes the reference to context with its ongoing maintenance and review.
 - Audit & Risk Committee Meeting Agenda – 17.03.2025.docx
 - Compliance & IMS Team Meeting - 31.01.2025.pdf
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 - HSW Operational Committee Meeting - 18.02.2025.pdf

7.0(Part 1 of 2) Support:

- After addressing the context, commitment, planning, organizations have to look at the support needed to meet their goals / objectives.
- Includes allocation of resources, Identification and delivery of Competency and awareness

Annexure SL Clause: 7.1 Resources

Comments:

Resources:

IRC has identified the allocation of resources to maintain the management system, and all relevant activities required within, which includes consideration of but not limited to the following:

- Identify the requirements (within each of the standards).
- Establishment of a base project plan for implementation,
- The Implementation (roll out and embedding the management system within the business culture).
- Developing a management system with the maintenance schedule.
- Develop a Monitoring, Measuring, Analysis, and Evaluation program.
- Maintain the:
 - Policies and Procedures.
 - Risk Management Framework, Risk Assessment and Risk Register.
 - Management System Objectives.
 - Selection of suitable and capable team members.
 - Asset and Asset Maintenance Register.
 - Team Competence, Awareness and Training Register.
 - Regular consultation and reviews to ensure customer satisfaction, review of compliance with safety and environmental expectations.
 - Issues and Incidents Register.
 - NC, Continual Improvement register; and
 - Internal Audit and Management Review schedule.

IRC has demonstrated that they have and will continue to consider:

- The capabilities of, and constraints on, existing internal resources.
- What needs to be obtained from external providers to be able to maintain their level of service.

People:

At the time of the audit, IRC demonstrated consistent commitment to the management of people. They further demonstrated that they manage their team activities in a consistent and respectful manner. It was evident that IRC have identified the skills needed for the type of work needed to service their client base, and such required skills have been identified within the current list of position descriptions. Efforts have been made to ensure that the relevant skills needed to perform a task/role are clearly identified and fit for purpose, and that staff allocated to a role review their position descriptions and sign them as acceptance.

Infrastructure:

IRC has identified suitable infrastructure that is used and maintained to assist their team members in being able to plan for and deliver their list of products and services. To demonstrate compliance with the standard the following three categories have been identified with high level items identified within:

- Key Facilities:
- Key Plant and Equipment (general vehicles) etc.:
- Key ICT Equipment (Hardware / Software):

Environment for the operation of processes –

IRC understand that a suitable working environment (physical, social and psychological) is the foundation of physical and mental comfort for their team while undertaking work activities. IRC have a suitable office environment to conduct their administrative activities.

The work conducted in the field is based on the requirement set out by the principal contractor or the client directly.

All relevant work items, attributes, and considerations needed for the given job are identified and included as part of the project plan and are implemented as part of the project.

When attending a site, the PPE needed for a given project (on site) are identified, and staff adhere to the relevant site needs to comply with the requirements.

It was evident that the IRC team are provided with a suitable working environment, and the individuals are aware of the importance of maintaining safe working activities when attending project work (field).

Monitoring and measuring resources:

IRC determines and provides the resources needed to ensure valid and reliable results when monitoring or measuring is used to verify the conformity of products and services to requirements. IRC identified resources (devices, equipment, hardware, tools etc. used to monitor and measure):

- Are suitable for the specific type of monitoring and measurement activities being undertaken.
- Are maintained to ensure they are able to correctly measure what is needed.

It is expected that the identified individuals undertaking the monitoring will be trained accordingly to ensure that they will be able to use the resources to accurately take relevant monitoring and measurement records

IRC demonstrated had monitoring and measuring resources, where IRC have the measurement traceability ability to clearly document the process of how such identified resources (devices, equipment, hardware, tools etc. used to monitor and measure) are calibrated and tested to be true and accurate. When measurement traceability is a requirement, it becomes an essential part of providing confidence in the validity of measurement results, and therefore measuring equipment is:

- Calibrated or verified, or both, at specified intervals, or prior to use, against measurement standards traceable to international or national measurement standards; when no such standard exists, the basis used for calibration or verification shall be retained as documented information.
- Identified in order to determine their status.

- Safeguarded from adjustments, damage or deterioration that would invalidate the calibration status / subsequent measurement

Organisational knowledge:

It was evident that the IRC management team has a solid understanding of the organisational knowledge and skills that they currently hold. IRC has demonstrated that they are open and flexible in their management style to address changing needs and trends, in how they consider their current knowledge and determine how to acquire or access any necessary additional knowledge to ensure they are able to deliver services in an efficient manner.

IRC organisation knowledge is gained by experience and exposure to good practices within the industry, and given the IRC management style, the information is used and shared to achieve the organisation objectives.

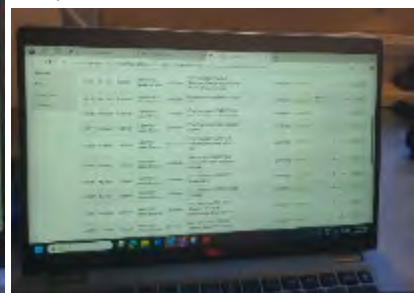
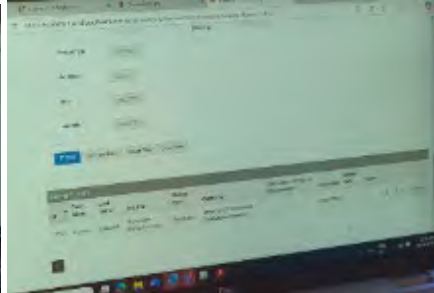
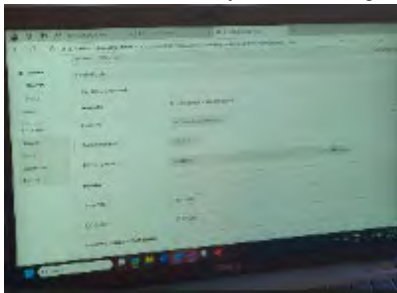
Evidence:

Discussion with:

- Angela Elliott - Compliance and IMS Officer | Business Services
- Tait Suridge - Program Leader - Compliance and IMS | Business Services
- Refer to the photographic section of this report.

Documents presented include:

- ECM_4525413_v4_IMS Framework for Water and Waste (3) makes reference for the IRC water and waste directorate.
- Integrated Environmental Management System IRC Water and Waste.pdf refers.
- Files presented that assist with the management people include:
 - ECM_4546502_v13_2021-2022 Management Performance Agreement Plan CORP-FRM-288 (7).docx
 - First Probation Review.pdf
 - Individual Development Plan.docx
 - Initial Probation Performance Discussion.pdf
 - Performance Improvement Plan.docx
 - Project Brief Template - Recruitment Retention Plan - Final (In draft).pdf
 - Second Probation Review.pdf
 - Third & Final Probation.pdf
- Process Review - example of knowledge sharing and consultation to obtain an improved outcome.msg
- Water and Waste Internal Knowledge Share TEMPLATE.docx. Knowledge Share performed weekly
- Example of training module such as Procurement_Training_Information; Difficult People Training
- The utilisation of Lucidity software as to the various assets and the management thereon for example tools, equipment, light and heavy equipment.
- ECM_5326389_v14_W&W Light Vehicles & Sites - First Aid Kit Tracking – 2025
- Lifting Register 2024
- Chemical Registers at the various locations visited
- Calibration of equipment registers as noted from the laboratory reviews of measuring devices
- IRCQ-ALL3-1222-1200 Sewage Treatment Plant Inlet Screen Maintenance
- The utilisation of Lucidity for the management of workers capacity to undertake tasks for example:



- Further examples of the following personnel competencies as kept via Lucidity include:
 - Norman Cadwell
 - Faisal Shah
 - Anthony Waller
 - Rosie Scharf
 - James Kingston
 - Melissa Thompson
 - Tait Suridge

Comments:

IRC uses software to record the required skills and the relevant identified skills assessment. The list of identified required awareness is reviewed to ensure that the required content specific to team members, their identified qualifications and memberships to governing bodies are up to date.

As a result, detailed discussions within the audit process, it was evident that IRC has:

- Determined the necessary competence of individual(s) doing work under its control that affects the performance and Effectiveness of the management system.
- Ensured that these individuals are competent on the basis of appropriate education, training, experience and or the actual ability to be able to do their work.
- Where applicable, take actions to acquire the necessary competence, and evaluate the effectiveness of the actions taken.
- Retained appropriate documented information as evidence of competence.

IRC does maintain a well-structured process to manage the staff competence, appropriate documented information retained as evidence of compliance includes:

- Employment (confidential) records
- Copies of qualifications, certifications and registrations
- Reference checks and verified currency of certificates.

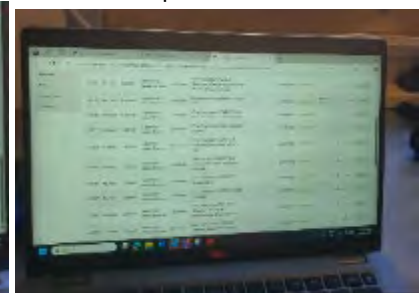
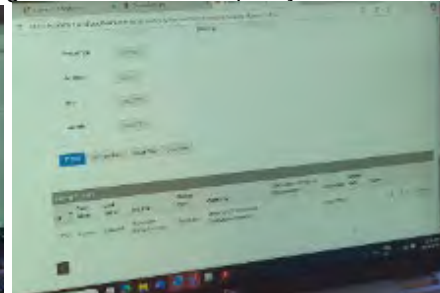
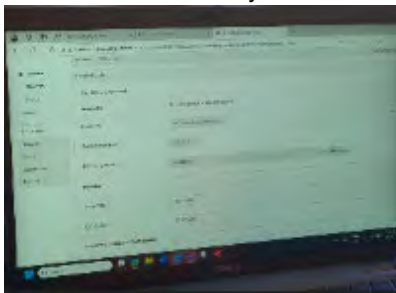
Evidence:

Discussion with:

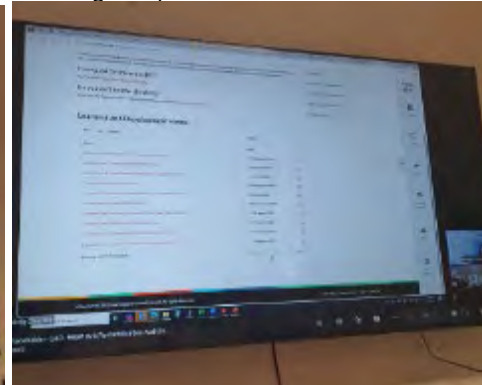
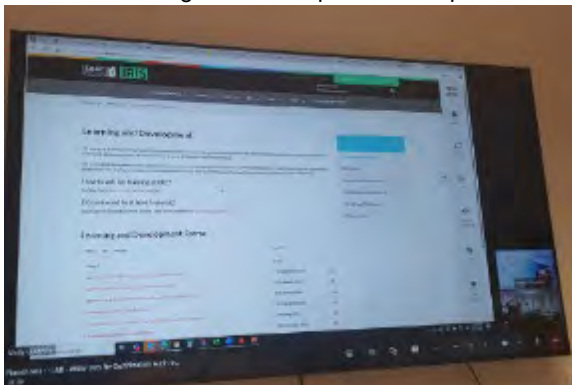
- Angela Elliott - Compliance and IMS Officer | Business Services
- Tait Suridge - Program Leader - Compliance and IMS | Business Services
- Refer to the photographic section of this report.

Documents presented include:

- ECM_4525413_v4_IMS Framework for Water and Waste (3) makes reference competency.
- Integrated Environmental Management System IRC Water and Waste.pdf refers.
- The utilisation of Lucidity for the management of workers capacity to undertake tasks for example:



- Further examples of the following personnel competencies as kept via Lucidity include:
 - Norman Cadwell
 - Faisal Shah
 - Anthony Waller
 - Rosie Scharf
 - James Kingston
 - Melissa Thompson
 - Tait Suridge
- Access to learning and development example from the following sample dashboard:



Comments:

It was evident that IRC were aware of the two different perspectives of awareness as outlined within this clause (7.3 Awareness) of all three of the standards as listed below:

1. Work specific awareness and training

The work-related training is focused on ensuring that the identified team members are:

- suitably trained and assessed to perform their work.
- assess to training is available on a regular basis.
- awareness and training ensure that they maintain relevant qualifications and operating tickets; and
- training is recorded, listed as part of their competency.

2. ISO certification related awareness and training.

The ISO specific awareness is focused on ensuring that all interested parties have been provided with the necessary awareness and training to ensure awareness of:

- Relevant certification specific policies.
- Relevant certification specific objectives.
- Their contribution to the effectiveness of the certification MS, including the benefits of improved performance.
- The implications of not conforming with the management system requirements.

IRC provides or makes available awareness and training in many alternative ways, to their team members.

Communication of all kinds is important to ensure awareness and can include regular review meetings, customer and external provider meetings, gathering feedback and ensuring this feedback is made known to relevant persons.

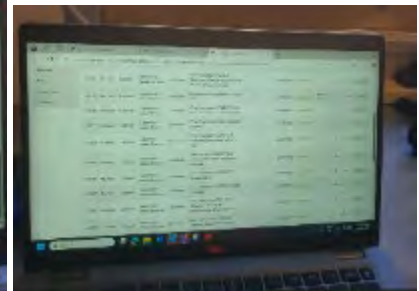
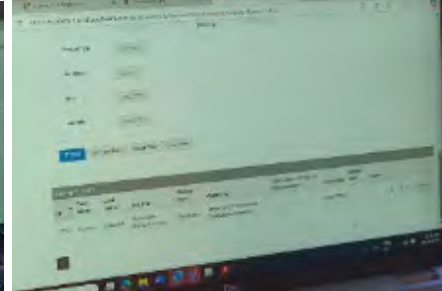
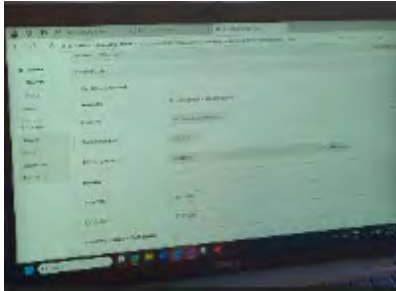
Evidence:

Discussion with:

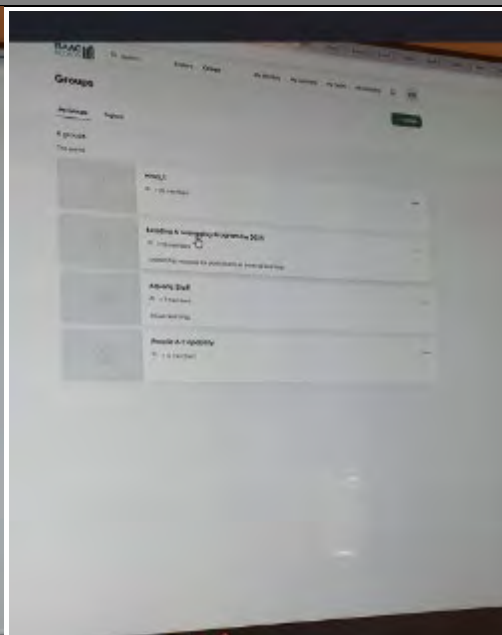
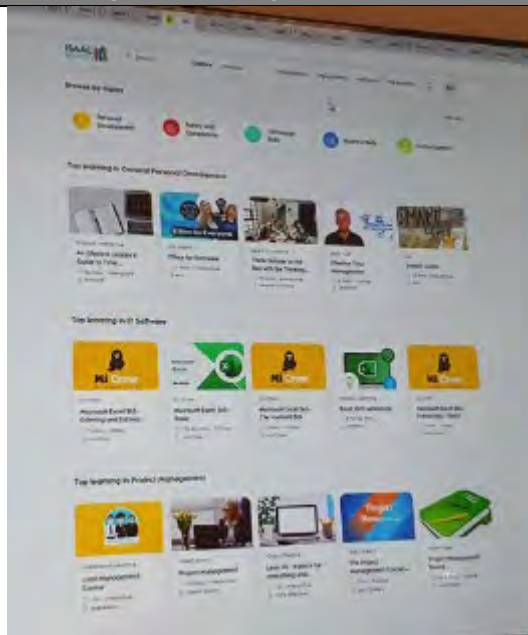
- Angela Elliott - Compliance and IMS Officer | Business Services
- Tait Suridge - Program Leader - Compliance and IMS | Business Services
- Refer to the photographic section of this report.

Documents presented include:

- ECM_4525413_v4_IMS Framework for Water and Waste (3) makes reference awareness.
- Integrated Environmental Management System IRC Water and Waste.pdf refers.
- The utilisation of Lucidity for the management of workers capacity to undertake tasks for example:



- Further examples of the following personnel competencies as kept via Lucidity include:
 - Norman Cadwell
 - Faisal Shah
 - Anthony Waller
 - Rosie Scharf
 - James Kingston
 - Melissa Thompson
 - Tait Suridge
- Various meetings provide system awareness occurring at:
 - Minutes - Quarterly IMS Management Review - Jan 2025. This documented information presents the necessary review of content that includes the internal and external issues also including the review of needs and expectations of interested parties that affect the management system.
 - Minutes - Annual IMS Management Review - June 2024.pdf further includes the reference to context with its ongoing maintenance and review.
 - Audit & Risk Committee Meeting Agenda – 17.03.2025.docx
 - Compliance & IMS Team Meeting - 31.01.2025.pdf
 - Monthly Managers Meeting Agenda April 2025 Confirmed.pdf
 - Planning & Projects Team Meeting - 15.04.2025.pdf
 - Planning and Projects Team Meeting Minutes - 11.03.2025.pdf
 - Projects & Planning Team Meeting - 11.03.2025.pdf
 - Standing Committee Meeting - 5.2 Water and Wastewater Preventative Maintenance Program Update.pdf
 - Water & Wastewater Operations Meeting - 20.02.2025.pdf
 - Whole Waste Services Team Meeting - 26.02.2025.pdf
- Mechanisms built within the system via Lucidity Software provide updates and accessibility for all to understand and gain further awareness for workers.
- Internal Learning and Management System (LMS) with the following dashboard demonstrating the building awareness amongst IRC workers:



7.0(Part 2 of 2) Support:

- After addressing the context, commitment, planning, organizations have to look at the support needed to meet their goals / objectives.
- Includes internal & external communications, as well as documented information that replaces previously used terms such as documents & records

Annexure SL Clause: 7.4 Communication

Comments:

It was evident during this audit that IRC determines the internal and external communication relevant to the management system including:

- On what it will communicate
- When to communicate.
- With whom to communicate.
- Internally among the various levels and functions of the organization.
- Among contractors and visitors to the workplace.
- Among other interesting parties
- How to communicate; and
- Who communicates

IRC demonstrated that it retains documented information as evidence of its communications, as appropriate. IRC consider diversity aspects (e.g. gender, language, culture, literacy, disability) when considering its communication needs. IRC ensure that the views of external interested parties are considered in establishing its communication process(es). When establishing its communication process(es), the organization shall:

- Take into account its legal requirements and other requirements.
- Ensure that OH&S information to be communicated is consistent with information generated within the OH&S management system and is reliable.

IRC has a policy and practices relevant communications on its OH&S management system. IRC ensure:

- Internally communicate information relevant to the management system among the various levels and functions of the organization, including changes to the management system, as appropriate.
- Ensure its communication process(es) enables workers to contribute to continual improvement.

IRC externally communicates information relevant to the management system, as established by the organization's communication process(es) and taking into account its legal requirements and other requirements

Evidence:

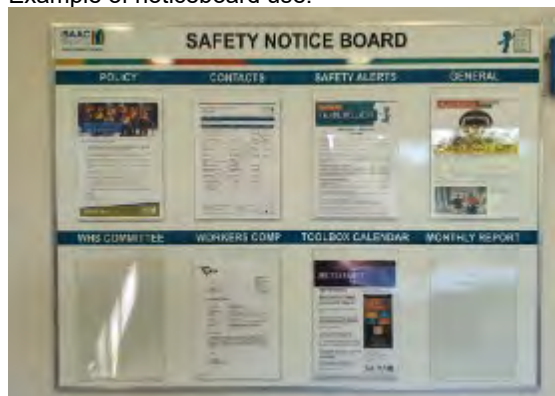
Discussion with:

- Angela Elliott - Compliance and IMS Officer | Business Services
- Tait Suridge - Program Leader - Compliance and IMS | Business Services
- Refer to the photographic section of this report

Documents presented include:

- ECM_4525413_v4_IMS Framework for Water and Waste (3) makes reference to documented information control.
- Integrated Environmental Management System IRC Water and Waste.pdf refers.
- Nebo WWTP Irrigation Management Plan.pdf refers
- Site Based Management Plan - Clermont.pdf refers
- Site Based Management Plan - Nebo.pdf refers
- Clermont WWTP Irrigation Management Plan.pdf refers
- Clermont WWTP Receiving Environmental Monitoring Program.pdf refers

- Example of noticeboard use:



- Various meetings occur to demonstrate communication occur:
 - Minutes - Quarterly IMS Management Review - Jan 2025. This documented information presents the necessary review of content that includes the internal and external issues also including the review of needs and expectations of interested parties that affect the management system.
 - Minutes - Annual IMS Management Review - June 2024.pdf further includes the reference to context with its ongoing maintenance and review.

Annexure SL Clause: 7.4 Communication

- Audit & Risk Committee Meeting Agenda – 17.03.2025.docx
- Compliance & IMS Team Meeting - 31.01.2025.pdf
- Monthly Managers Meeting Agenda April 2025 Confirmed.pdf
- Planning & Projects Team Meeting - 15.04.2025.pdf
- Planning and Projects Team Meeting Minutes - 11.03.2025.pdf
- Projects & Planning Team Meeting - 11.03.2025.pdf
- Standing Committee Meeting - 5.2 Water and Wastewater Preventative Maintenance Program Update.pdf
- Water & Wastewater Operations Meeting - 20.02.2025.pdf
- Whole Waste Services Team Meeting - 26.02.2025.pdf
- Utilisation of MST Teams, MS Office and other software interfaces provide the mechanisms for communication
- Phones, txt messaging and email for both internal and external communication to various workers and stakeholders occur.

Annexure SL Clause: 7.5 Documented information

Comments:

When considering the documented information IRC management system address:

- Documented information required by these international Standards.
- Documented information determined by the organisation as being necessary for the effectiveness of the management system.

IRC ensure appropriate:

- Identification and description (e.g. a title, date, author, or reference number).
- Format (e.g. language, software version, graphics) and media (e.g. paper, electronic); and
- Review and approval of suitability and adequacy.

In the control of this documented information that Projex Partners generates documented information to ensure:

- It is available and suitable for use, where and when it is needed; and
- It is adequately protected (e.g. from loss of confidentiality, improper use, or loss of integrity).

For the control of this documented information Projex Partners is to ensure the following activities, as applicable:

- Distribution, access, retrieval and use.
- Storage and preservation, including preservation of legibility.
- Control of changes (e.g. version control); and
- Retention and disposition.

IRC has demonstrated that it ensures that documented information of external origin determined by the organisation to be necessary for the planning and operation of the management system is identified as appropriate and is controlled. Documented information of IRC retained evidence of conformity and is protected from unintended alternations.

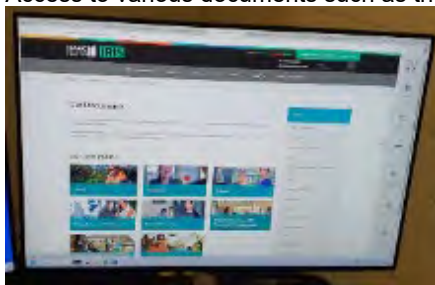
Evidence:

Discussion with:

- Angela Elliott - Compliance and IMS Officer | Business Services
- Tait Suridge - Program Leader - Compliance and IMS | Business Services
- Refer to the photographic section of this report
- Refer to other sections of this report that demonstrate the documented information generated.

Documents presented include:

- ECM_4525413_v4_IMS Framework for Water and Waste (3) makes reference documented information control.
- Integrated Environmental Management System IRC Water and Waste.pdf refers.
- Nebo WWTP Irrigation Management Plan.pdf refers
- Site Based Management Plan - Clermont.pdf refers
- Site Based Management Plan - Nebo.pdf refers
- Clermont WWTP Irrigation Management Plan.pdf refers
- Clermont WWTP Receiving Environmental Monitoring Program.pdf refers
- Access to various documents such as the following example:



- Example to which documents are retained via the Lucidity software, SharePoint, TechOne, MS Project, IRIS and ECM.
- Printed documents exist where these become uncontrolled documents at various locations (refer to photographic section)

8.0(Part 1 of 3) Operations:

- The bulk of the management system requirements lies within this single clause 8 Operations.
- Clause 8 addresses both in-house and outsourced processes.
- While the overall process management includes adequate criteria to control these processes, as well as ways to manage planned and unintended change.

Annexure SL Clause: 8.1 Operational planning and control

Comments:

IRC confirmed how the company plans and controls the processes needed to meet the requirements for the provision of products and services. The results from this planning actions for operational control are based on factors as:

- Determining the requirements for the products and services.
- Establishing criteria for processes; and the acceptance of products and services.
- Determining the resources needed to achieve conformity to the product and service requirements.
- Implementing controls of the processes in accordance with the project requirements.
- Determining, maintaining and retaining documented information to the extent necessary:

IRC controls planned changes and reviews the consequences of unintended changes, taking action to mitigate any adverse effects, as necessary. IRC ensure that outsourced processes are controlled. Other key factors considered with operational planning are personnel expertise and workload availability. Based on the nature and complexity of the project's workload IRC determine effectively what resources are needed and if the current resources and workload are sufficient. IRC has implemented procedures and related processes, registers, procedures, forms and reports to manage the elimination of hazards and reduction of safety risks by using the hierarchy of control. Refer to Section 6.1 above for details on how IRC manage the elimination of Hazards and Risks.

Evidence:

Discussion with:

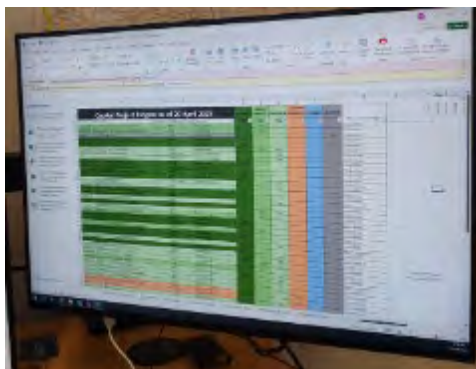
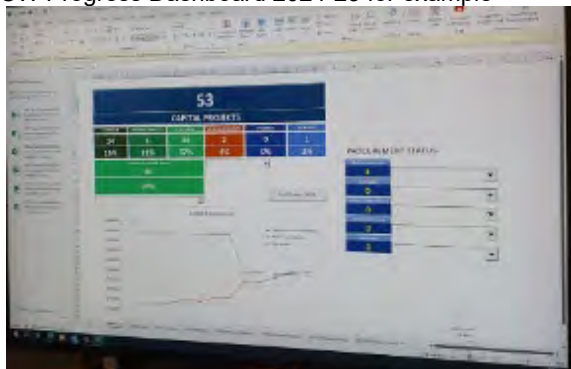
- Angela Elliott - Compliance and IMS Officer | Business Services
- Tait Suridge - Program Leader - Compliance and IMS | Business Services
- Refer to other sections of this report that demonstrate operational planning occur

Documents presented include:

- ECM_4525413_v4_IMS Framework for Water and Waste (3) makes reference planning and control.
- Integrated Environmental Management System IRC Water and Waste.pdf refers.
- Nebo WWTP Irrigation Management Plan.pdf refers
- Site Based Management Plan - Clermont.pdf refers
- Site Based Management Plan - Nebo.pdf refers
- Clermont WWTP Irrigation Management Plan.pdf refers
- Clermont WWTP Receiving Environmental Monitoring Program.pdf refers
- Locations visited as noted in the photographic section of this report, planning occurs across the various meetings where the Work In Progress (WIP) is covered for various work groups for that asset maintained whether the waste and water treatment plant.
- Each laboratory there is a planned schedule for example:



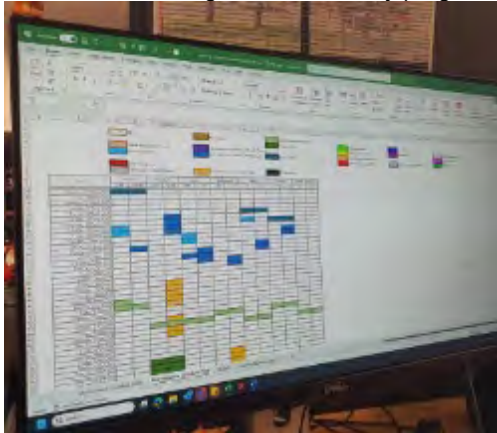
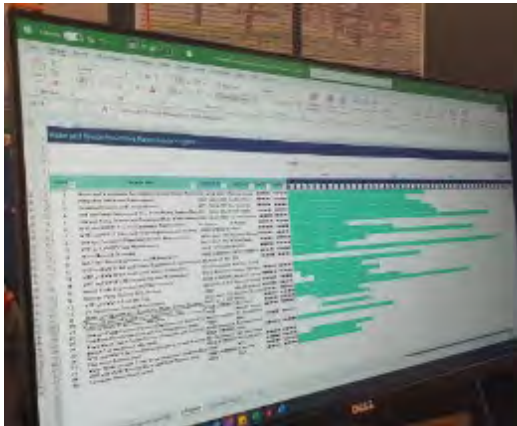
- Capital Project Delivery Guideline.pdf
- CW Progress Dashboard 2024-25 for example



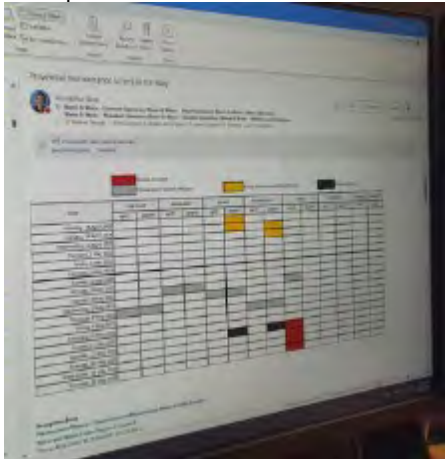
- Project reviewed:
 - Clermont WTP Chemical Upgrade

Annexure SL Clause: 8.1 Operational planning and control

- Approx Cost: \$700K
- Team of 4
- Project Manager: Chris Andersen
- The use of MS Project is used for the planning of design and construction.
- Planning can further occur from the software in use, for example, yet not included: MS Teams, MS Project, TechOne, MS Excell and the like.
- Demonstration of the Water and Waste Preventive Maintenance Program and monthly program:



-
- Example of the Preventative Maintenance Schedule for May:



Annexure SL Clause: 8.2 Requirements for products and services

QMS Only Delete if not relevant

Comments:

The auditing team sought evidence of processes for communicating with customers to provide information relating to products and services inquiries and/or order handling, including changes and obtaining customer feedback relating to product and services including customer complaints; handling or controlling customer property, and establishing specific requirements for contingency actions, when relevant.

When considering the requirements for products and services at IRC, they consider and ensure that when there is customer communication that:

- Providing information relating to products and services of the business.
- Handling inquiries, contacts including changes.
- Obtaining customer feedback relating to their products and services, including customer complaints.
- Handling or controlling customer property; and
- Establishing specific requirements for contingency actions when relevant.

In determining the requirements for the products and services to be offered to customers, IRC ensures that:

- The requirements for the products and services are defined, including:
 - Any applicable statutory and regulatory requirements.
 - Those considered necessary by the Organisation; and
- The Organisation can meet the demands for the products and services it offers.

When reviewing the requirements related to the products and services IRC ensure that it has the ability to meet the requirements for products and services to be offered to its customers, Further, to conduct a review before committing to supply products and services to their customer to include in the following:

- Requirements specified by the customer, including the requirements for delivery and post-delivery activities.
- Requirements not stated by the customer, but necessary for the specified or intended use when known.
- Requirements specified by IRC.
- Statutory and regulatory requirements applicable to the products and services; and

- Contract or order requirements differ from those previously expressed.

IRC ensure that contract or order requirements differing from those previously defined are resolved. IRC ensure that customer's requirements are confirmed by the organisation before acceptance, when the customer does not provide a documented statement of their requirements.

It is important for IRC to retain documented information, as applicable on the results of the review and on any requirements for the products and services they provide.

IRC ensure that relevant documented information is amended, and that relevant people are made aware of the changes, when the requirements for products and services are changed.

Evidence:

Discussion with:

- Angela Elliott - Compliance and IMS Officer | Business Services
- Tait Surridge - Program Leader - Compliance and IMS | Business Services
- Refer to other sections of this report that demonstrate operational planning occur

Documents presented include:

- ECM_4525413_v4_IMS Framework for Water and Waste (3) makes reference requirements for products and services.
- Integrated Environmental Management System IRC Water and Waste.pdf refers.
- Nebo WWTP Irrigation Management Plan.pdf refers
- Site Based Management Plan - Clermont.pdf refers
- Site Based Management Plan - Nebo.pdf refers
- Clermont WWTP Irrigation Management Plan.pdf refers
- Clermont WWTP Receiving Environmental Monitoring Program.pdf refers
- Locations visited as noted in the photographic section of this report, planning occurs across the various meetings where the Work In Progress (WIP) is covered for various work groups for that asset maintained whether the waste and water treatment plant.
- Monitoring and performance of various checklists and samples taken from various locations for testing to ensure that biological reporting falls within certain tolerances and tests verify water and waste management achieves the necessary outcomes for the consumption. And waste management processes for the end-of-life monitoring of waste generated.
- Capital Project Delivery Guideline.pdf
- Project reviewed:
 - Clermont WTP Chemical Upgrade
 - Approx Cost: \$700K
 - Team of 4
 - Project Manager: Chris Andersen

Comments:

IRC documented information details the implementation and maintains the processes needed for how it will prepare for and respond to potential emergency situations as identified with actions to address risk and opportunities. IRC ensure that it:

- Prepare to respond by planning actions to prevent or mitigate adverse environmental impacts and safety incidents, injury and ill health circumstances with emergency situations.
- Respond to actual emergency situations.
- Take action to prevent or mitigate the consequences of emergency situations, appropriate to the magnitude of the emergency.
- Periodically the planned response actions where practicable.
- Periodically review and revise the processes and planned response, in particular after the occurrence of an emergency situation or tests.
- Provide relevant information and training related to emergency preparedness and response, as appropriately, to relevant interested parties, including people working under their control.

It was apparent during this review that IRC maintain documented information to the extent necessary to have confidence that the process(es) is (are) carried out as planned. IRC, in collaboration with workers at the respective of their geographic location, review, then revise, where necessary, its emergency preparedness and response procedures after the occurrence of incidents or emergency situations. IRC periodically tests such procedures. It may not be practicable to test some procedures, in which training and efficacy are tested by other means such as training.

Evidence:

Discussion with:

- Angela Elliott - Compliance and IMS Officer | Business Services
- Tait Suridge - Program Leader - Compliance and IMS | Business Services
- Refer to the photographic section of this report for the emergency readiness and response of equipment, for example yet not limited to:
 - Firefighting equipment
 - First Aid Kits – First Aid checklist
 - Defibrillators
 - Signage
 - Personal Protective Equipment (PPE) issued and worn
 - Emergency Contacts with those competent
 - Emergency evacuation diagrams
 - Emergency Horns and Signage
 - Emergency indicator for substances and chemicals such as the direction of wind from the wind vane.
 - Storage of substances with necessary signage
 - Signage for the conditions of entry
 - HAZCHEM Manifest Site Plan

Documents presented include:

- ECM_4525413_v4_IMS Framework for Water and Waste (3) makes reference requirements for products and services.
- Integrated Environmental Management System IRC Water and Waste.pdf refers.
- Nebo WWTP Irrigation Management Plan.pdf refers
- Site Based Management Plan - Clermont.pdf refers
- Site Based Management Plan - Nebo.pdf refers
- Clermont WWTP Irrigation Management Plan.pdf refers
- Emergency Response Guide – for example includes processes in the event of:
 - Bushfire
 - Cyclone / Storm
 - Discovery of a deceased person
 - Exposure to live electricity
 - Flood
 - Chemical Management – Hazardous Chemical Spill
- Clermont WWTP Receiving Environmental Monitoring Program.pdf refers
- Vaccination_Process_Flowchart__CORP_FLW_032
- Review of conditions and ensuring emergency readiness and response via the following checklists:
 - NEBO Waste Management Facility - Monthly Dams Inspection.pdf
 - NEBO Wastewater Treatment Plant - Monthly Dams Inspection.pdf
 - NEBO Waste Management Facility - Monthly Dams Inspection.pdf
 - CLERMONT Waste Management Facility - Monthly Dams Inspection.pdf
 - CLERMONT Wastewater Treatment - Monthly Dams Inspection.pdf
 - CLERMONT Waste Management Facility - Monthly Dams Inspection.pdf
- Safety Alerts presented for knowledge and readiness of workers in the case of emergencies readiness and response
- Evacuation and Debrief Reports carried out for example:
 - 2/10/24 at NEBO Waste Center
 - 23/07/24 at NEBO Waste Management Facility
 - 16/10/24 at NEBO Water Treatment Plant
 - 2/10/24 at CLERMONT Waste Management Facility
 - 26/08/24 at CLERMONT Waste Management Facility

8.0(Part 2 of 3) Operations:

- The bulk of the management system requirements lies within this single clause 8 Operations.
- Clause 8 addresses both in-house and outsourced processes.
- While the overall process management includes adequate criteria to control these processes, as well as ways to manage planned and unintended change.

Annexure SL Clause: 8.3 Design and Development

QMS Only Delete if not relevant

Comments:

The standard requires an organisation to establish, implement and maintain a design and development process that basically ensures delivery and integrity (as well as integrity of provision) of a product or service. The key elements of planning, inputs, controls, outputs and changes are required to be stated, controlled, managed, maintained and adhered to.

The auditing team sought evidence that documented information was in place to demonstrate integrity of design and development planning, testing, verification, review, corrective action and client reporting to meet compliance requirements. IRC could demonstrate they retain documented information, as applicable on the results of the review and on any requirements for the products and services they provide. IRC ensure that they establish, implement and maintain design and development process that is appropriate to ensure the subsequent provision of products and services. In determining the stages and controls for design and development IRC ensure that it considers:

- The nature, duration and complexity of the design and development activities.
- The required process stages, including applicable design and development reviews.
- The required design and development verification and validation activities.
- The responsibilities and authorities involved in the design and development process.
- The internal and external resource needs for the design and development of products and services.
- The need to control interfaces between persons involved in the design and development process.
- The need for involvement of customers and users in the design and development process.
- The requirements for subsequent provision of products and services.
- The level of control expected for the design and development process by customers and other relevant interested parties.
- The documented information needed to demonstrate that design and development requirements have been met.

IRC ensures the requirements essential for the specific types of products and services to be design and developed, in that IRC considers:

- Functional and performance requirements.
- Information derived from previous similar design and development activities.
- Statutory and regulatory requirements.
- Standards or codes of practice that the organisation has commitment to implement.
- Potential consequences of failure of the nature of the products and services.

IRC, demonstrate they ensure that adequate for design and development processes inputs are complete and unambiguous. That conflicting design and development shall be resolved, and that IRC retains documented information on these design and development inputs and outputs relevant to the scope and size of work they perform.

IRC apply controls to the design and development processes to ensure that there is:

- The results to be achieved are defined.
- Reviews are conducted to evaluation the ability of the results of designs and development to meet requirements
- Verification activities are conducted to ensure that the design and development outputs meet the input requirements.
- Validation activities are conducted to ensure that the resulting products and services meet the requirements for the specified application or intended use
- Any necessary actions are taken on problems determined during the reviews, or verification and validation activities.
- Documented information of these activities is retained.

It is noted that design and development reviews, verification and validation have distinct purposes. They can be conducted separately or in any combination, as is suitable for the product and services that IRC provides.

For that of design and development outputs IRC ensure that:

- Meet the input requirements.
- Are adequate for the subsequent processes for the provision of products and services.
- Include or reference monitoring and measuring requirements, as appropriate, and acceptance criteria.
- Specify the characteristics of the products and services that are essential for their intended purpose and their safe and proper provision.

IRC ensure that they retain documented information on the design and development outputs. When considering design and development changes, IRC identifies, review and control changes made during, or subsequent to, the design and development of products and services, to the extent necessary to ensure there is no adverse impact on conformity to requirements.

IRC ensure that they retain documented information on:

- Design and development changes.
- The results of reviews.
- The authorisation of the changes.

- The actions taken to prevent adverse impacts.

Evidence:

Discussion with:

- Angela Elliott - Compliance and IMS Officer | Business Services
- Tait Suridge - Program Leader - Compliance and IMS | Business Services

Documents presented include:

- ECM_4525413_v4_IMS Framework for Water and Waste (3) makes reference requirements for products and services.
- Integrated Environmental Management System IRC Water and Waste.pdf refers.
- Capital Project Delivery Guideline.pdf
- Project reviewed:
 - Clermont WTP Chemical Upgrade
 - Approx Cost: \$700K
 - Team of 4
 - Project Manager: Chris Andersen
 - Documents presented include
 - Request for Tenders (Design and Construct (Long Form)) document
 - Project Ghant Chart for the design and construction phases
 - Design and for construction drawings presented with drawing transmittals
 - Pre-project Commencement Planning meeting occurring on the 20/03/24
 - WTP and WWTP & Safety Equipment Inspection and Maintenance document
 - Single Response Recommendation Report dated 21/03/24

Comments:

Under the requirements of this element, IRC identify and control all operational processes showing the interaction of these processes with other processes especially with that of external providers with the conforming to requirements of their products and services. IRC is to ensure that they communicate to external providers its requirements for:

- Products and services from external providers are intended for incorporation into the organization's own products and services.
- Products and services are provided directly to the customer(s) by external providers on behalf of the organization.
- A process, or part of a process, is provided by an external provider as a result of a decision by the organization.

IRC is to ensure they have determined and applied criteria for the evaluation, selection, monitoring of performance, and re-evaluation of external providers, based on their ability to provide processes or products and services in accordance with requirements. The organization shall retain documented information about these activities and any necessary actions arising from the evaluations.

When IRC considers the control of production and services provision for its business it is to implement production and services procession under controlled conditions. These controlled conditions include, as applicable, the following:

- Ensure that externally provided processes remain within the control of its quality management system.
- Define both the controls that it intends to apply to an external provider and those it intends to apply to the resulting output.
- Take into consideration:1) the potential impact of the externally provided processes, products and services on the Organization's ability to consistently meet customer and applicable statutory and regulatory Requirements;2] the effectiveness of the controls applied by the external provider.
- Determine the verification, or other activities, necessary to ensure that the externally provided processes, products and services meet requirements.

IRC ensure the adequacy of requirements prior to their communication to the external provider. It is then and after IRC communicate to external providers its requirements for:

- The processes, products and services to be provided
- The approval of:
 - Products and services.
 - Methods, processes and equipment.
 - The release of products and services.
- Competence, including any required qualification of people.
- The external providers' interactions with the organization.
- Control and monitoring of the external providers' performance to be applied by the organization.
- Verification or validation activities that the organization, or its customer, intends to perform at the external providers' premises.

Evidence:

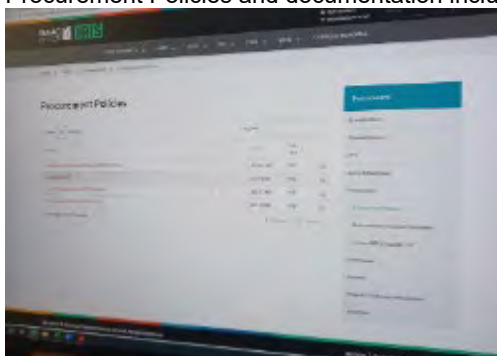
Discussion with:

- Angela Elliott - Compliance and IMS Officer | Business Services
- Tait Suridge - Program Leader - Compliance and IMS | Business Services

Documents presented include:

- ECM_4525413_v4_IMS Framework for Water and Waste (3) makes reference requirements for products and services.
- Integrated Environmental Management System IRC Water and Waste.pdf refers.

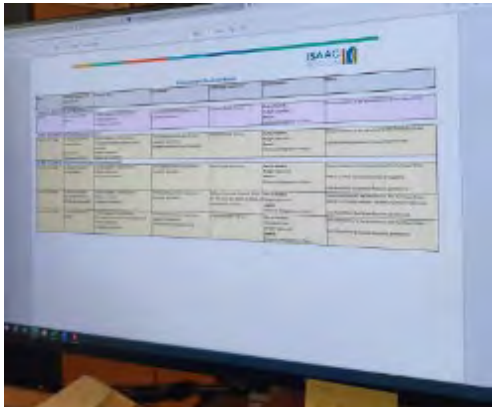
- Procurement Policies and documentation include:



- Procurement Policy CORP-POL-12 Approved 28/05/24
- Vendor Panel dashboard:



-
- Procurement Decision Matrix



-
- Example of comparison against a select criterion:



-

8.0(Part 3 of 3) Operations:

- The bulk of the management system requirements lies within this single clause 8 Operations.
- Clause 8 addresses both in-house and outsourced processes.
- While the overall process management includes adequate criteria to control these processes, as well as ways to manage planned and unintended change.

Annexure SL Clause: 8.5 Production and service provision

QMS Only Delete if not relevant

Comments:

Under the requirements of this element, IRC identify and control all operational processes; Show the interaction of these processes with other processes; Use product, project or contract quality plan to control operational activities; Schedule operations taking into consideration customer requirements, production capacity and capability, material availability and usage, personnel availability and usage; storage etc.

Verification of a product / service requires that a form of record is kept that delivery was a level of quality that was specified and expected. The auditing team sought evidence that IRC had solid processes in place to ensure high quality delivery of products / services. IRC had in place a comprehensive set of processes, procedures, forms, registers and communications in place to demonstrate commitment to quality delivery of services and of product.

IRC ensure that the adequacy of requirements prior to the external provider. IRC ensure that they communicate to external providers its requirements for:

- The processes, products and services to be provided.
- The approval of:
 - Products and services
 - Methods, processes and equipment
 - The release of products and services.
- Competence, including any required qualification of persons.
- The external providers' interactions with IRC.
- Control and monitoring of the external providers' performance to be applied by the organisation; and verification or validation activities that IRC, or its customer, intends to perform at the external providers' premises.

When IRC considers the control of production and services provision for its business it is to implement production and services procession under controlled conditions. These controlled conditions include, as applicable, the following:

- The availability for documented information that defines.
 - The characterises of the products to be produced, the services to be provided, or the activities to be performed.
 - The results to be achieved.
- The availability and use of the suitable monitoring and measuring resources.
- The implementation of monitoring and measurement activities at appropriate stags to verify that criteria for control of processes or outputs, and acceptance criteria for products and services have been met.
- The use of suitable infrastructures and environment for the operations of process.
- The appointment of competent persons; including any required qualification.
- The validation and periodic revalidation of the ability to achieve planned results of the process for production and services provision, where the resulting output cannot be verified by subsequent monitoring and measurement.
- The implementation of actions to prevent human error; and
- The implementation of release, delivery and post-delivery activities.

IRC ensure suitable means to identify outputs when it is necessary to ensure the conformity of products and services.

IRC, ensure they identify the status of outputs with respect to monitoring and measurement requirements throughout production and service provision.

IRC control the unique identification of the outputs when traceability is required and retains the documented information necessary to enable this traceability.

When considering the property belonging to customers or external providers, IRC exercise care with proprietary belonging to customers or external providers while it is under the care of IRC control or being used by IRC. IRC identify, verify, protect and safeguard customers' or external providers' property provided for use or incorporation into the products and services. When the property of the customer or external provider is lost, damaged or otherwise found to be unsuitable for use, IRC report this to the customer or the external provider and retain documented information on what has occurred. This includes any property that can include material, components, tools and equipment, premises, intellectual property and personal data.

IRC ensure that it preserves the outputs and during the production and services provisions to the extent necessary to ensure conformity to requirements. This perseverance includes the identification, handling, contamination control, packaging, storage, transmission or transportation and protection. IRC ensure that it meets requirements for the post-delivery activities associated with the business products and services it provides in accordance it the Scope of Certification. That is, in determining the extent of post-delivery activities that are required by IRC to consider:

- Statutory and regulatory requirements.
- The potential undesired consequences associated with its products and services.
- The nature, use and intended lifetime of its products and services.
- Customer requirements; and
- Customer feedback.

IRC review and control changes for production and service provision, to the extent necessary to ensure continuing conformity with requirements. IRC demonstrated that its retinas documented information describing the results of the review of changes, the person(s) authorising the change, and any necessary actions arising from the review

Evidence:

Discussion with:

- Angela Elliott - Compliance and IMS Officer | Business Services
- Tait Suridge - Program Leader - Compliance and IMS | Business Services
- Refer to the photographic section of this report for the demonstration of sample photos for production and service provision of:
 - Waste Management Facility
 - Wastewater Treatment Plant
 - Water Treatment Plant

Documents presented include:

- ECM_4525413_v4_IMS Framework for Water and Waste (3) makes reference requirements for products and services.
- Integrated Environmental Management System IRC Water and Waste.pdf refers.
- Various checklists and testing are carried out in accordance with compliance obligations, for example, yet not limited to:
 - Collection records ate the Waste Management Facilities
 - Worker Instructions completed
 - Setpoint Change Log whether for Water Treatment Plant and Wastewater Treatment Planty
 - Weekly Tasks Checklists
 - Monthly Tasks Checklists
 - Entry of logging instrumentation and operational data readings into SWIMLOCAL Operations
 - Monitoring of the various Pump Station readings
 - Plant Log Sheets
 - Plant Walk around log sheets
 - Permit to work records
 - Entries into diary of events at various locations
 - drumMUSTER Collection of Forms
- Monthly Meetings and reporting are taking place as to the status of delivery with the quality through testing mechanisms

Comments:

IRC undertake a number of crucial tasks in order to comply with this standard element; A solid consideration of what characteristics are required for a product or service to be deemed 'verified to be conforming'. The entire process and all resources involved as part of that process are planned, implemented and then verified as having been carried out to plan. The auditor team sought evidence that there were documented processes and records in place to demonstrate compliance with this element, this included – but was not limited to – customer satisfaction (client approvals documents, completion and associated records of product / service delivery being successfully undertaken.

IRC ensures implementation of planned arrangements, at appropriate stages, to verify that their product and service requirements have been met. This release of products and services to the customer shall not proceed until the planned arrangements have been satisfactorily completed, unless otherwise approved by a relevant authority and, as applicable, by the customer. As such, IRC demonstrated they retain documented information on the release of their products and services. The documented information includes:

- Evidence of conformity with the acceptance criteria; and
- Traceability to the person(s) authorising the release.

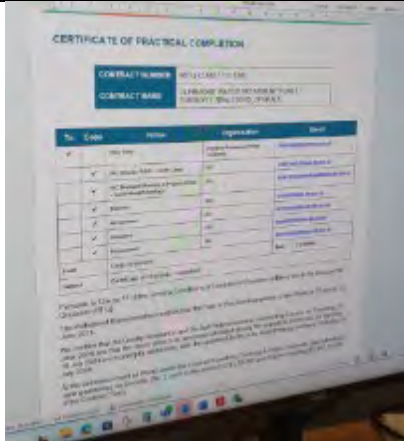
Evidence:

Discussion with:

- Angela Elliott - Compliance and IMS Officer | Business Services
- Tait Suridge - Program Leader - Compliance and IMS | Business Services
- Referring to the above sections where in certain circumstances there is the release of work completed.

Documents presented include:

- ECM_4525413_v4_IMS Framework for Water and Waste (3) makes reference requirements for products and services.
- Integrated Environmental Management System IRC Water and Waste.pdf refers
- In the example of Capital Project Delivery Guideline when Projects are finalised the following are examples:
- Certification of Practical Completion:

**Comments:**

IRC ensures that outputs that do not conform to their requirements are identified and controlled to prevent their unintended use or delivery. And it is IRC appropriate action based on the nature of the nonconformity products and services detected after delivery of the outputs, during or after the provision of services.

If substandard products or services are detected, then controls are in place that consist of the following - correction; segregation, containment, return, or suspension of provision of products and services; and informing the customer.

IRC retains documented information that describes the nonconformity, action taken, concessions obtained and identifies the person or authority that made decision regarding dealing with nonconformity. The auditing team sought evidence that demonstrated a commitment to consideration and control of non-conforming product or service via systems documentation and records.

Evidence:

Discussion with:

- Angela Elliott - Compliance and IMS Officer | Business Services
- Tait Suridge - Program Leader - Compliance and IMS | Business Services
- Refer to the photographic section of this report

Documents presented include:

- ECM_4525413_v4_IMS Framework for Water and Waste (3) makes reference requirements for products and services.
- Integrated Environmental Management System IRC Water and Waste.pdf refers
- ECM_5211513 v100 W&W - Non-Compliance Register - All Years - Working Document.xlsx

9.0 Performance - Monitoring, Measuring, Analysis Evaluation Operations: *Mandatory Every Audit*

- Here organizations need to determine what, how and when things are to be monitored, measured, analysed and evaluated.
- An internal audit is also part of this process to ensure the management system conforms to the requirements of the organization.
- As well as the standard and is successfully implemented and maintained.
- The final step, management review, looks at whether the management system is suitable, adequate and effective

Annexure SL Clause: 9.1 Monitoring and measuring, Analysis Evaluation and Reporting

Comments:

Monitoring, Measurement, Analysis and Evaluation

IRC has established an initial program that determines:

- What needs to be monitored and measured.
- The methods for monitoring, measurement, analysis and evaluation are needed to ensure valid results.
- When the monitoring and measuring shall be performed.
- When the results from monitoring and measurement shall be analysed and evaluated.

IRC demonstrated that they will further develop a list of items to be included within their program which will further mature the way that IRC will measure the effectiveness of their Management System.

Customer satisfaction

IRC has completed a number of customer reviews and satisfaction activities to ensure that they are performing as claimed and that the customers receive what was agreed to. At this point no customer complaint has been identified

IRC does do repeat business, and have their invoices paid on time without being withheld, which supports the fact that they are delivering and that the clients are happy.

Analysis and evaluation

IRC demonstrated commitment to analyse and evaluate appropriate data and information arising from their program.

The results of analysis, IRC evaluate:

- Conformity of products and services.
- The degree of customer satisfaction.
- The performance and effectiveness of the management system.
- If planning has been implemented effectively.
- The effectiveness of actions taken to address risks and opportunities.
- The performance of external providers.
- The need for improvements to the management system.

Evidence:

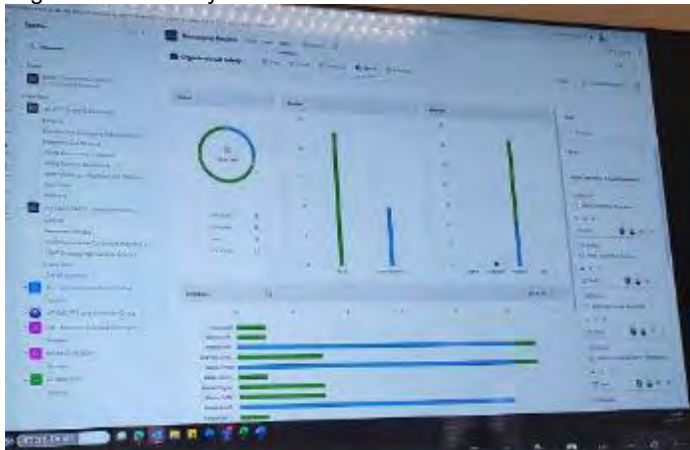
Discussion with:

- Angela Elliott - Compliance and IMS Officer | Business Services
- Tait Suridge - Program Leader - Compliance and IMS | Business Services

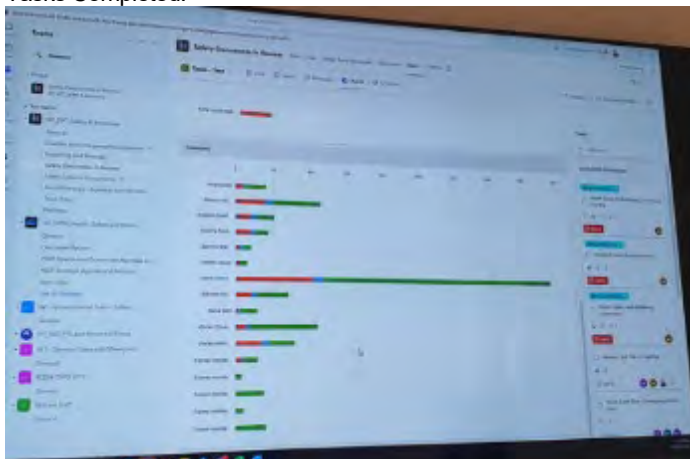
Documents presented include:

- ECM_4525413_v4_IMS Framework for Water and Waste (3) makes reference performance and measurement.
- Integrated Environmental Management System IRC Water and Waste.pdf refers.
- Nebo WWTP Irrigation Management Plan.pdf refers
- Site Based Management Plan - Clermont.pdf refers
- Site Based Management Plan - Nebo.pdf refers
- Clermont WWTP Irrigation Management Plan.pdf refers
- Clermont WWTP Receiving Environmental Monitoring Program.pdf refers
- In relation to the determination of climate changes with its various external and internal influences and, where necessary the impact of interested parties that affect the operations of IRC water and Waste.
- Various meetings where performances are:
 - Minutes - Quarterly IMS Management Review - Jan 2025. This documented information presents the necessary review of content that includes the internal and external issues also including the review of needs and expectations of interested parties that affect the management system.
 - Minutes - Annual IMS Management Review - June 2024.pdf further includes the reference to context with its ongoing maintenance and review.
 - Audit & Risk Committee Meeting Agenda – 17.03.2025.docx
 - Compliance & IMS Team Meeting - 31.01.2025.pdf
 - Monthly Managers Meeting Agenda April 2025 Confirmed.pdf
 - Planning & Projects Team Meeting - 15.04.2025.pdf
 - Planning and Projects Team Meeting Minutes - 11.03.2025.pdf
 - Projects & Planning Team Meeting - 11.03.2025.pdf
 - Standing Committee Meeting - 5.2 Water and Wastewater Preventative Maintenance Program Update.pdf
 - Water & Wastewater Operations Meeting - 20.02.2025.pdf
 - Whole Waste Services Team Meeting - 26.02.2025.pdf
- Inspections for monitoring and reporting:
 - CLERMONT Waste Management Facility - Monthly Dams Inspection.pdf
 - CLERMONT Wastewater Treatment - Monthly Dams Inspection.pdf
 - NEBO Wastewater Treatment Plant - Monthly Dams Inspection.pdf

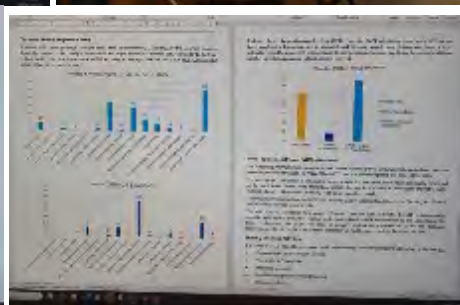
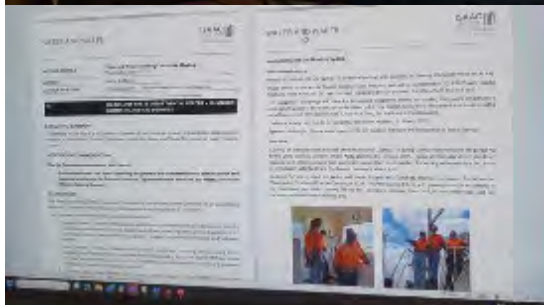
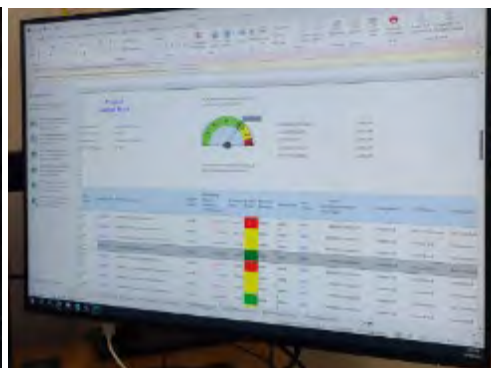
- The use of Statistical techniques includes for example:
- Organisational Safety



- Tasks Completed:



- Capital Projects



- Further performance records are generated for example, yet not limited to:
 - ECM_5363310_v1_Clermont - Waste Management Facility - Weekly Count Form - Week Commencing 31 March 2025.pdf
 - ECM_5363324_v1_Clermont - Waste Management Facility - Weekly Report - Commencing 31 March 2025.pdf
 - ECM_5363336_v1_Clermont - Waste Facility Weekly Task Checklist - Commencing 31 March 2025.pdf
 - ECM_5363339_v1_Clermont - Waste Management Facility Monthly Task Checklist - Week beginning 24 March 2025.pdf
 - ECM_5363379_v1_Clermont - Waste Pest Sighting Register Form - March 2025.pdf

Comments:

The internal audit process is both documented, structured and planned for quality, OH&S and environmental requirements. Further, work has been completed, and items actioned from the internal audit process. However, IRC demonstrated that they are aware that the expected output of the Internal audit provides information on whether the management system:

- Conforms to:
 - The organisation has met the requirements for its management system.
 - The requirements of this International Standard.
- It is effectively implemented and maintained.

During the audit, it was made evident that IRC understood the importance of and committed to:

- Plan, establish, implement and maintain an audit program(s) including the frequency, methods, responsibilities, planning requirements and reporting, which shall take into consideration the importance of the processes concerned, changes affecting the organisation and the results of previous audits.
- Define the audit criteria and scope for each audit.
- Select auditors and conduct audits to ensure objectivity and the impartiality of the audit process.
- Ensure that the results of the audits are reported to relevant management.
- Take appropriate correction and corrective actions without undue delay.
- Retain documented information as evidence of the implementation of the audit program and the audit results.
- IRC acknowledge planning for audits includes, but is not limited to:
 - Importance of the processes.
 - Managerial priorities.
 - Performance of the processes.
 - Changes affecting the organisation.
 - Results from previous audits (e.g. history of problems).
 - Trends in customer complaints.
 - Statutory and regulatory issues.

IRC accepts that the internal systems audit performed generated a number of findings that are in the process of being closed out. They are aware that the output information about the performance and effectiveness of the management system is from an impartial point of view, to ensure that planned arrangements have been completed and that the management system is effectively implemented and maintained.

IRC acknowledges that the output of the Internal audits is used to determine if the management system conforms to the requirements of the quality, OH&S and environmental standards.

IRC is aware that the Internal Audit methods include direct observation of the process, interviews with relevant people, and the examination of documented information (such as internal procedures, drawings, specifications, standards; customer requirements; statutory and regulatory requirements; and in enterprise management systems). While the organisation always tries to ensure that the management system complies with all the applicable requirements of the standard/s, there is no requirement for every clause of standard/s, or process in the management system, to be evaluated during every audit.

Evidence:

Discussion with:

- Angela Elliott - Compliance and IMS Officer | Business Services
- Tait Surridge - Program Leader - Compliance and IMS | Business Services

Documents presented include:

- ECM_4525413_v4_IMS Framework for Water and Waste (3) makes reference performance and measurement.
- Integrated Environmental Management System IRC Water and Waste.pdf refers.
- Minutes - Quarterly IMS Management Review - Jan 2025 & Minutes - Annual IMS Management Review - June 2024. where the results of internal audits are presented and reviewed.
- Inspections for monitoring and reporting:
 - CLERMONT Waste Management Facility - Monthly Dams Inspection.pdf
 - CLERMONT Wastewater Treatment - Monthly Dams Inspection.pdf
 - NEBO Wastewater Treatment Plant - Monthly Dams Inspection.pdf
- IMS Internal Audit Schedule that includes the following audits completed with their reports:
 - Gap Analysis - ISO9001 - 18.04.2024.pdf
 - IMS Internal Audit - CLM WMF - 02.12.2024.pdf
 - IMS Internal Audit - Nebo WTP - 29.10.2024.pdf
 - Process Review - Nebo WTP - 22.07.2024.pdf
 - Process Review - Water Mains Break - 18.04.2024.pdf

Comments:

IRC has identified and performed several meetings on a regular basis; these meetings have several agenda items that cover all the requirements as outlined within the three standards. Further work is to ensure that the various meetings along with the quarterly and annual management review address the listed inputs and outputs of all three standards.

IRC are aware that a Management Review is an activity that is conducted in alignment with the IRC strategic direction, and that the focus is to review information on the performance of the business activities specific to the management in order to determine if it is:

- Suitable – is it still fit for purpose.
- Adequate – is it still sufficient, and does it cover the items needed.
- Effectively does it still achieve the intended outcome as outlined by the MS objectives.

The identified number of internal meetings (as listed) is scheduled and conducted, and the relevant output is monitored on a regular basis.

Management review inputs are directly related to the requirements of other clauses within the standards; this includes the analysis and evaluation of data. The inputs are used to determine trends in order to make decisions and take actions related to the organisations management system. The necessary outputs are to ensure that the management system is achieved and are identified to ensure that the management system is effective.

Evidence:

Discussion with:

- Angela Elliott - Compliance and IMS Officer | Business Services
- Tait Surridge - Program Leader - Compliance and IMS | Business Services

Documents presented include:

- ECM_4525413_v4_IMS Framework for Water and Waste (3) makes reference performance and measurement.
- Integrated Environmental Management System IRC Water and Waste.pdf refers.
- Minutes - Quarterly IMS Management Review - Jan 2025.
- Minutes - Annual IMS Management Review - June 2024.pdf
- Various meetings where performance is reviewed include the following:
 - .Audit & Risk Committee Meeting Agenda – 17.03.2025.docx
 - Compliance & IMS Team Meeting - 31.01.2025.pdf
 - Monthly Managers Meeting Agenda April 2025 Confirmed.pdf
 - Planning & Projects Team Meeting - 15.04.2025.pdf
 - Planning and Projects Team Meeting Minutes - 11.03.2025.pdf
 - Projects & Planning Team Meeting - 11.03.2025.pdf
 - Standing Committee Meeting - 5.2 Water and Wastewater Preventative Maintenance Program Update.pdf
 - Water & Wastewater Operations Meeting - 20.02.2025.pdf
 - Whole of Waste Services Team Meeting - 26.02.2025.pdf

10.0 Improvement: *Mandatory Every Audit*

- In an ever-changing business world, not everything always goes according to plan.
- Clause 10 looks at ways to address non-conformities & corrective action, as well as strategies for improvement on a continual basis.

Annexure SL Clause: 10.1 Improvement General
10.2 Nonconformity and Corrective Actions
10.3 Continual improvement

Comments:

Comments –

IRC have demonstrated they have implemented an operational 'improvement'. IRC demonstrated that they ensure that documented information describes the improvement process by detailing specifically the channeling the information through a centralised point. Both corrective and continuous demonstrated as necessary considerations in an improvement system. IRC has demonstrated this process. This review of the information supplied, and the subsequent discussions (evidence) suggests IRC has demonstrated they have established, implemented and maintained procedures within the following:

- Investigating, responding to, and acting to minimize any harm caused from, incidents.
- Investigating and responding to system failures; and
- Initiating and completing appropriate corrective and preventive action.

IRC has demonstrated that they have implemented and recorded any changes in the OHSMS procedures resulting from incident investigations and corrective and preventive action. This review of the information supplied, and the subsequent discussions (evidence) suggests IRC ensure that they establish, implement and maintain procedures for dealing with actual and potential nonconformity and for taking corrective action and preventive action for environmental controls. The review of the procedure suggests IRC met the requirements adequately defined for:

- Identifying and correcting nonconformity and acting to mitigate their environmental impacts,
- Investigating nonconformity, determining their cause and taking actions to avoid their recurrence,
- Evaluating the need for action to prevent nonconformity and implementing appropriate actions designed to avoid their occurrence,
- Recording the results of corrective action(s) and preventive action(s) taken, and
- Reviewing the effectiveness of corrective action(s) and preventive action(s) taken.

This review of the information supplied, and the subsequent discussions (evidence) suggests IRC are able to demonstrate that it has continually improved the effectiveness of the management system using the policy, objectives, audit results, analysis of data, corrective and preventive actions and management review.

IRC ensures that it acts to eliminate the causes of nonconformities in order to prevent recurrence.

IRC Pty Ltd was reminded during this Audit to ensure the integration of those NCR's raised by 3rd party audits, such as the CACS audits, are included within the corrective and consequently the preventive action process, to show the continued improvement of their quality, safety and environment management system.

During this audit, the review suggests IRC demonstrated corrective actions are appropriate to the effects of the nonconformities encountered. Further, IRC ensures that a documented procedure is maintained to follow requirements for:

- Reviewing nonconformities (including customer complaints),
- Determining the causes of nonconformities,
- Evaluating the need for action to ensure that nonconformities do not recur,
- Determining and implementing action needed,
- Records of the results of action taken and
- Reviewing the effectiveness of the corrective action taken.

Evidence:

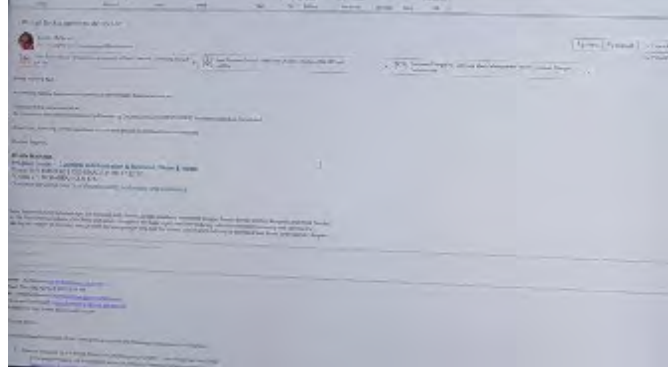
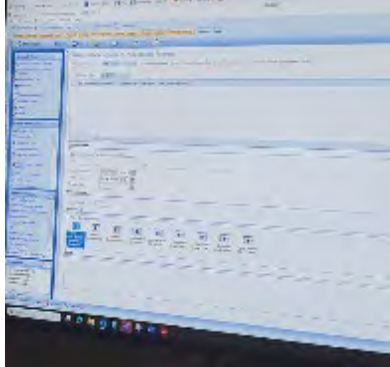
Discussion with:

- Angela Elliott - Compliance and IMS Officer | Business Services
- Tait Suridge - Program Leader - Compliance and IMS | Business Services

Documents presented include:

- ECM_4525413_v4_IMS Framework for Water and Waste (3) makes reference performance and measurement.
- Integrated Environmental Management System IRC Water and Waste.pdf refers.
- isaac-annual-operational-plan-2024-2025.pdf
- WW IMS Consultation and Performance Evaluation Plan.pdf
- Incident_Incident_Management_Procedure__CORP_PRO_038 (1)
- ECM_4525710_v103_IMS Master Register Water & Waste IMS Master Register Includes Improvement Register, Legislative R.xlsx
- Minutes - Quarterly IMS Management Review - Jan 2025.
- Minutes - Annual IMS Management Review - June 2024.pdf
- Various meetings where performance is reviewed include the following:
 - .Audit & Risk Committee Meeting Agenda – 17.03.2025.docx
 - Compliance & IMS Team Meeting - 31.01.2025.pdf
 - Monthly Managers Meeting Agenda April 2025 Confirmed.pdf
 - Planning & Projects Team Meeting - 15.04.2025.pdf
 - Planning and Projects Team Meeting Minutes - 11.03.2025.pdf

- Projects & Planning Team Meeting - 11.03.2025.pdf
- Standing Committee Meeting - 5.2 Water and Wastewater Preventative Maintenance Program Update.pdf
- Water & Wastewater Operations Meeting - 20.02.2025.pdf
- Whole Waste Services Team Meeting - 26.02.2025.pdf
- Customer satisfaction example:
 - Water and Waste Service Complaints Policy Approved 28/05/24
 - Request Enquiry Data collected via the Isaac Property Portal – TechnologyOne
 - Example RQC25/0621 date requested 31/03/25 with target date 2/04/25 with correspondence logged:



- Regular Meetings in the Customer Administration Office Meeting for example 30/04/25

Photographical Supplemental

Address	Moranbah Grosvenor Complex, 1 Batchelor Parade, Moranbah QLD
Description	Head office

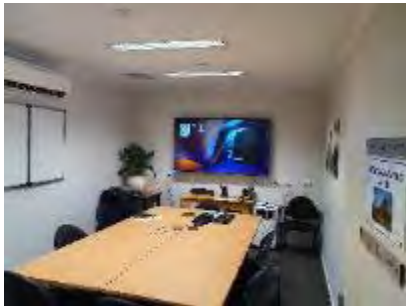
<input type="checkbox"/>	A site visit was not able to be undertaken at this time: However photographic evidence was able to be supplied by the client as evidence of compliance.
<input checked="" type="checkbox"/>	A site visit was able to be undertaken



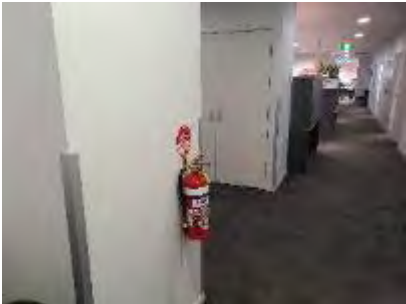
Example of the entrance to Council



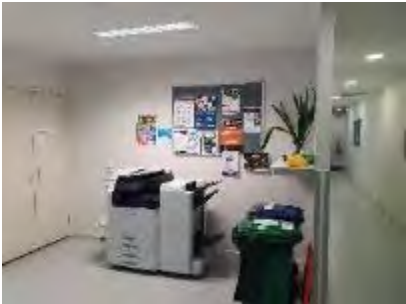
Map indicating the scope geographically



Example of meeting room



Example of emergency readiness and response



Example of communication board and office equipment



First Aid Kit access and waste segregation bins



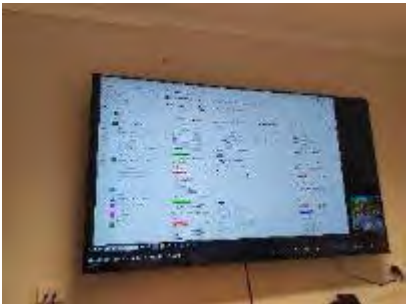
Communication board with OH&S Policy on display only.



Board with emergency readiness and response



Emergency plan



Demonstration of communication



Noticeboards



Visitor Sign in Sheet

Address	17914 Peak Downs Highway, Nebo QLD 4742
Description	Waste Management Facility

<input type="checkbox"/>	A site visit was not able to be undertaken at this time: However photographic evidence was able to be supplied by the client as evidence of compliance.
<input checked="" type="checkbox"/>	A site visit was able to be undertaken



Entrance signage



Conditions of entry



Segregation of waste



Eyewash station



Testing and tagging of firefighting equipment



Segregation of waste practiced



Segregation of waste practiced



On site office with signage



Storage container



Storage container with unknown spill



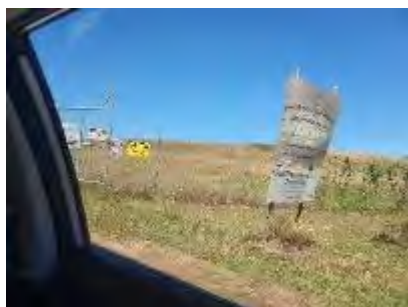
Communication board



Available first aid kit on site

Address	17917 Peak Downs Highway, Nebo QLD 4742
Description	Wastewater Treatment Plant

<input type="checkbox"/>	A site visit was not able to be undertaken at this time: However photographic evidence was able to be supplied by the client as evidence of compliance.
<input checked="" type="checkbox"/>	A site visit was able to be undertaken



Entrance with signage



Waste water treatment



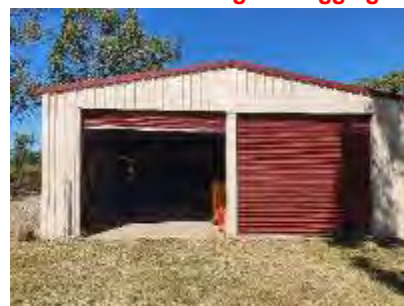
Leads for testing and tagging



Waste water treatment



Substance to be used with wastewater treatment



Plumbers shed



Plumber's shed



Available first aid kit



Diagram of location



Noticeboard for the communication



Noticeboard for communication, especially the OH&S Policy



Available first aid kit and snake bit kit



Calibration of equipment



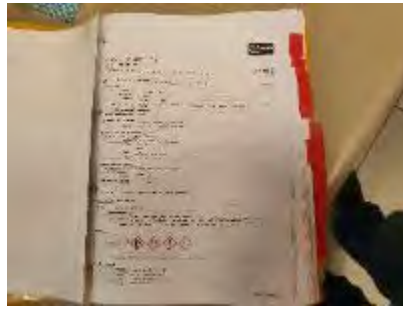
Calibration of equipment



Demonstration of document control



Waste Management plan documentation



Further documentation for the management of the waste treatment plant



Demonstration of access to online documentation



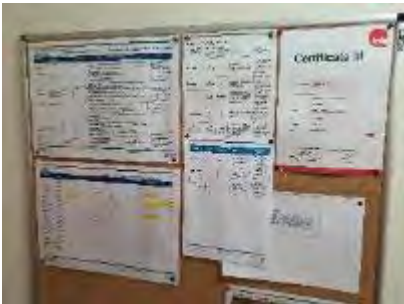
Stored documentation



Workspace and workstation



Fuse box tested and tagged



Communication board



Emergency readiness and response plan / diagram



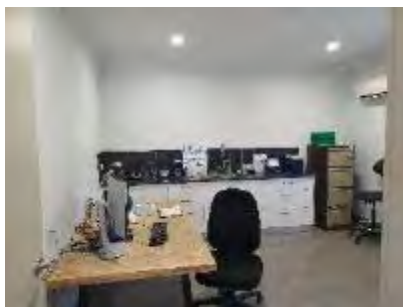
Workstation

Address	531 Airstrip Road, Nebo QLD 4742
Description	Water Treatment Plant

<input type="checkbox"/>	A site visit was not able to be undertaken at this time: However photographic evidence was able to be supplied by the client as evidence of compliance.
<input checked="" type="checkbox"/>	A site visit was able to be undertaken



Entrance



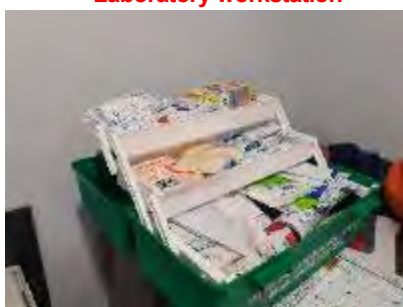
Laboratory workstation



Example Calibration of equipment



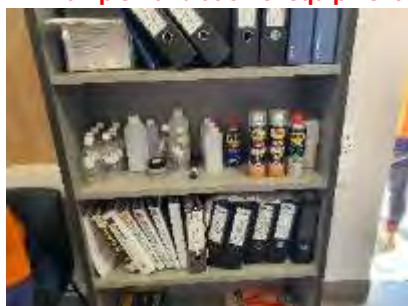
Example Calibration of equipment



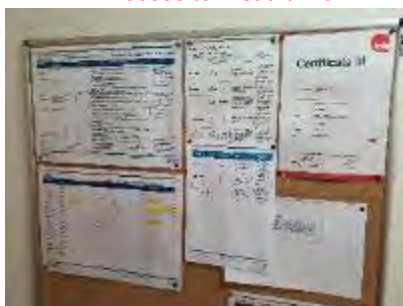
Access to first aid kit



Example of documentation available



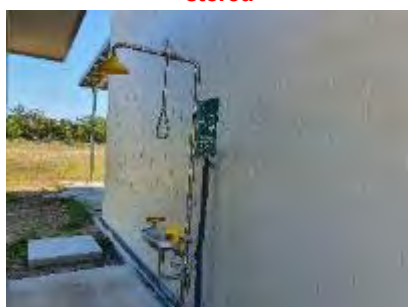
Documentation and sample containers stored



Example of communication board



Example of testing and tagging of fire equipment



Available eyewash station



General accessibility in mechanical water treatment area



Available forklift on site



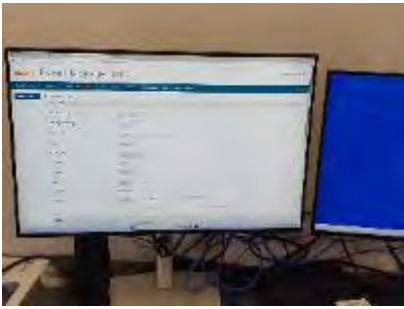
Forklift prestart booklet



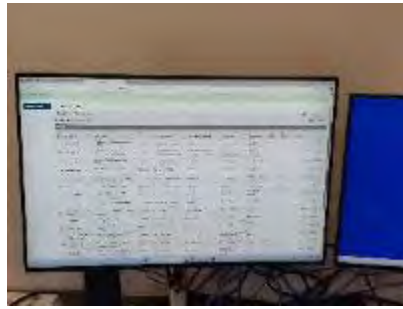
Instrumentation



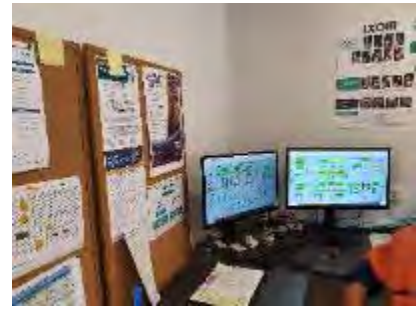
Noticeboard with OH&S Policy display



Demonstration of worker access to position details



Example of worker competence



Example of workstation

Address	38 Turrama Road, Clermont QLD 4721
Description	Wastewater Treatment Plant

<input type="checkbox"/>	A site visit was not able to be undertaken at this time: However photographic evidence was able to be supplied by the client as evidence of compliance.
<input checked="" type="checkbox"/>	A site visit was able to be undertaken



Entry with signage



Waste Treatment area



Waste Treatment area



Waste Treatment area



Substation and equipment storage and signage



Access to eye wash station



Demonstration of test and tag for firefighting equipment with signage



Example of workstation with access to documentation and first aid kit



Storage and hazard substance storage



Stored fuel



Stored and locked substance with signage



Lab area with calibrated equipment



Calibrated equipment



Noticeboard with OH&S Policy on display



Instrumentation for the treatment plant



Example of documentation available



Example of competence



Documentation storage and workstation

Address	106 Cheeseborough Road, Clermont QLD 4721
Description	Water Treatment Plant

<input type="checkbox"/>	A site visit was not able to be undertaken at this time: However photographic evidence was able to be supplied by the client as evidence of compliance.
<input checked="" type="checkbox"/>	A site visit was able to be undertaken



Entrance with signage



Access to HAZCEM and building fencing



Signage



First Aid kit replacement



First Aid kit replacement



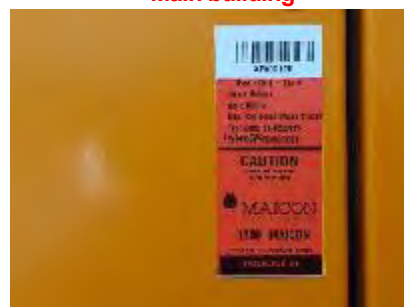
Main building



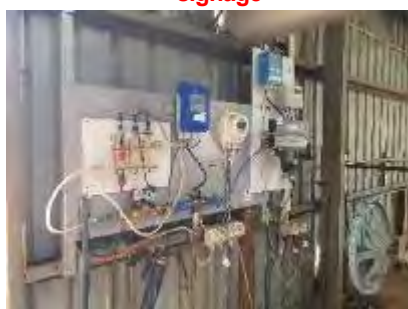
Treatment area with storage and signage



Treatment area with storage and signage



Testig and tagging of main switchboard



Treatment area instrumentation



Treatment area instrumentation



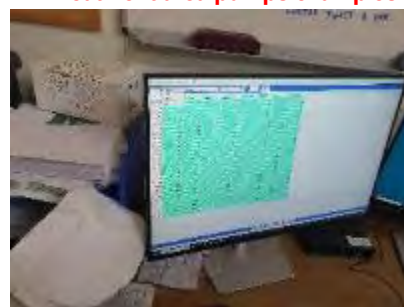
Treatment area pumps examples



Communication signage



Instrumentation monitoring



Instrument database for analysis and reporting



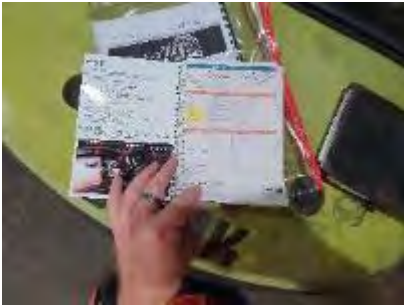
Chemical Storage area with signage



Substances storage and processes area



Forklift use



Forklift prestart booklet



Storage area with signage and access to firefighting equipment



Storage and access to substances



Substance storage



Access to spill kit



Laboratory area with calibration of equipment

Address	30 Jeffrey Street, Clermont QLD 4721
Description	Waste Management Facility

<input type="checkbox"/>	A site visit was not able to be undertaken at this time: However photographic evidence was able to be supplied by the client as evidence of compliance.
<input checked="" type="checkbox"/>	A site visit was able to be undertaken



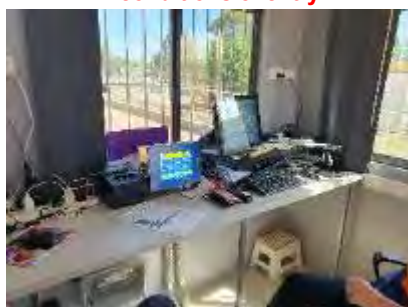
Access point with signage and conditions of entry



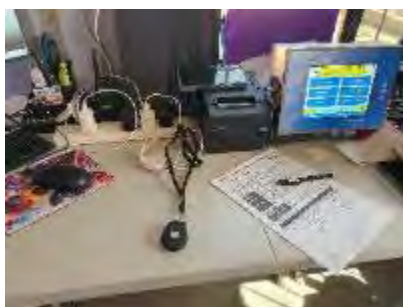
Emergency evacuation points and bin



Weigh bridge with office



Weigh bridge workstation



Processing of vehicles with entry via the software and coms



Workstation



Signage, communication and access to firefighting equipment



Signage, communication and access to firefighting equipment



Testing and tagging of main switchboard



Workstation with documentation



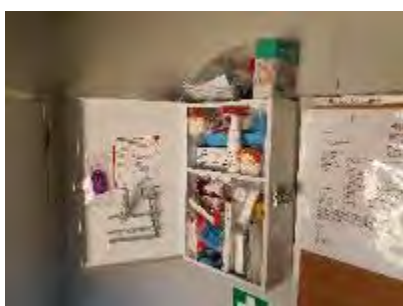
Example of documentation



Access to tagging and eyewash



Access to first aid kit



First Aid kit contents



Signage



Demonstration of documentation
accessed online



Demonstration of documentation
accessed online



General storage area

Three Year Audit Plan

Visit Number	Date	Man Days	Review Company Changes 1.0	Use of Logos 2.0	Previous NCRs Observations 3.0	Context of the Organisation 4.0	Leadership 5.0	Planning and Risk 6.0	Support (Part 1 of 2) 7.0	Support (Part 2 of 2) 7.0	Operations (Part 1 of 3) 8.0	Operations (Part 2 of 3) <i>QMS Only</i> 8.0	Operations (Part 3 of 3) <i>QMS Only</i> 8.0	Performance 9.0	Improvement 10.0
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12 monthly Audit Program															
Recertification	April 2025	12	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
1 st	April 2026	6	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
2 nd	April 2027	6	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Recertification	2 months prior to expiry date	TBC	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>


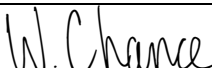
Approvals / Signoff

CERTIFICATION DETAILS CONFIRMED:

Company Name:	Confirmed Via ASIC register
Scope of Certification:	<ul style="list-style-type: none"> Agreed to in consultation with Client. Web site reviewed for anomalies and or Contradictions. Goods or services supplied under the control of the management system constitute the applicant's scope of certification.
Non-Applicable Clauses:	Non-applicable elements have been justified fully.
ANZSIC Codes Allocated:	Are correct and reflect the scope accurately.
Applicable Clauses satisfactorily documented:	<p>During the audit, information relevant to the audit objectives, scope and criteria (including information relating to interfaces between functions, activities and processes) have been obtained by appropriate sampling and verified to become audit evidence. Methods to obtain information included, but are not limited to:</p> <ul style="list-style-type: none"> interviews. observation of processes and activities review of documentation and records.


AUDITOR STATEMENT: TO BE COMPLETED BY THE AUDITOR

I confirm that the organisation has been assessed in accordance with Compliance Australia Certification Services policies and procedures for compliance with the nominated standard(s). The report covers satisfactorily all elements of the applicable standard and provides sufficient detail to enable a certification recommendation to be made. I therefore recommend that registration **recommended**.

Auditor Name	Signature	Date
Clayton Lawrene		2/05/2025
William Chance		2/05/2025

NON-TECHNICAL REVIEW: TO BE COMPLETED BY THE GENERAL MANAGER

I confirm that all processes have been followed, and records retained.

Reviewers Name	Signature	Date
James Alister		8/05/2025

RECOMMENDATION AND DECLARATION: TO BE COMPLETED BY RELEVANT COMPETENT CACS EMPLOYEE

I confirm that the organisation has been assessed in accordance with Compliance Australia Certification Services policies and procedures for compliance with the nominated standard(s). The report has been reviewed and covers satisfactorily all elements of the applicable standard and provides sufficient detail to enable a certification recommendation to be made. I declare that I, and so far, as I am aware, the audit team, have no conflict of interest nor have I or they acted as a consultant for this client in the last two years. I therefore recommend that registration **recommended**

Reviewers Name	Signature	Date
Hermann Taufale		8/05/2025

Next Audit Plan

Assessment Type	Surveillance			
Date of Next Assessment	May 2026			
Auditor/s Name/s	Clayton Lawrence			
Reference Documents	ISO 9001:2015	ISO 14001:2015	ISO 45001:2018	
	Client Manuals, Work Instructions, Legal Register, Risk Registers			

Audit Planning.	Start Time is 0900hrs - Lunch will be approximately between 1200Hrs & 1300Hrs - Closeout Meeting Last Day is set for 1600Hrs. Summary closeout at the conclusion of each day around 1700.	Audit Objectives.	The objective of this assessment is to determine whether the above organisation has satisfied the requirements laid down in the applicable STD/s pertaining to the below criteria within the scope defined.
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Process and Documentation to Review	Management sys policies, responsibility, authority, planning, customer requirements/contract, documentation requirements, resource infrastructure/work environment, competence, awareness & training, internal/customer communications, process/product realization, analysis of data, documentation control, design & development, purchasing, control of records, control of measure devices, monitor measure production service.		
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Confidentiality	The auditor, as is CACS, is bound by strict confidentiality with all that is discussed, and any information taken from site shall be treated with utmost confidentiality.	Follow – Up Actions	Any critical findings from both the previous audit.
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Acceptance by the Client	This plan must be reviewed and accepted by the client, and presented to the auditee, before the on-site audit activities begin	Objections	Any objections by the auditee should be resolved between the audit team leader, the auditee & the audit client. Any revised audit plan should be agreed among the parties concerned.
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Verification of outsourced Processes or Functions (OHS only Delete if not applicable)		
	YES	NO
Are any of the OH&SMS Management System processes or Functions outsourced to external providers	<input type="checkbox"/>	<input checked="" type="checkbox"/>
if yes, the above makes a comment - None		

Entry and Exit Meeting Agenda

ENTRY MEETING –	EXIT MEETING –
Approx. timing. 15-20 mins and will cover the following	Approx. timing. 15-20 mins and covers the following
<ul style="list-style-type: none"> • Introduction • Purpose & type of Assessment • Business Structure • Scope of business / certificate and changes • Audit Plan – Are there any changes • Findings Categories Major, Minor & observations • Talking to workers – Are there any special situations? • Confirm availability of special Interviewees. (if applicable) • Viewing work activities –Is there anything confidential? • Confirm confidentiality requirements • Escort arrangements / Use of Quiet Area. (if applicable) • Confirm the time for the exit interview. (approx. time only) 	<ul style="list-style-type: none"> • Introduction • Review of Findings - overview & Issue Summary Report • Discuss findings close out arrangements • Discuss timeframe for delivery of formal final report. • Use of Logos and Accreditation Symbols • Discuss areas to be addressed at the next assessment. • Any other issues or questions.

METHODOLOGIES to determine Sampling requirements: As applicable - Delete if not applicable

Selection does not have to be made at the start of the audit process. It can also be done once the audit of the central function has been completed. In any case, central function should be informed of the sites to be included in the sample. This can be at relatively short notice but shall allow adequate time for preparation.

The sample shall be partly selective based on the factors set out below and partly random and shall result in a representative range of different sites being selected, ensuring all processes covered by the scope of certification will be audited.

- At least 25% of the samples shall be selected at random.
- Taking into account the provisions mentioned below, the remainder shall be selected so that the differences among the sites selected over the period of validity of the certificate is as large as possible.
- Results of internal site audits and management reviews or previous certification audits.
- Records of complaints and other relevant aspects of corrective and preventive action
- Significant variations in the size of the sites
- Variations in shift patterns and work procedures
- Complexity of the management system and processes conducted at the sites.
- Modifications since the last certification audit.
- Maturity of the management system and knowledge of the organization.
- Environmental issues and extent of aspects and associated impacts for environmental management systems.
- Differences in culture, language and regulatory requirements.
- Geographical dispersion; and
- Whether the sites are permanent, temporary or virtual.

Comments: None

Functional area to be audited Guide	A – Administration	AP – Applicable Person	SM – Snr Management
	S – Supervisor	HR – Human Resources	MR – Management Representative

Next Audit Plan	Day 1 Clayton Lawrence Moranbah	Day 2 Clayton Lawrence Moranbah	Day 3 Clayton Lawrence TBA	Day 4 Clayton Lawrence TBA	Day 5 Clayton Lawrence Moranbah	Day 6 Clayton Lawrence Moranbah
Entry Meeting	0900 – SM+AP+MR	0900 – AP+MR	0900 – AP+MR	0900 – AP+MR	0900 – AP+MR	0900 – AP+MR
1, 2, 3 Mandatory Every Audit	1000 – SM+AP+MR		Site Visits - TBA	Site Visits - TBA		
4.0 Context of the Organisation						
5.0 Leadership						0930 – AP+MR+HR
6.0 Planning and Risk						
7.0 (Part 1) Support		0930 – AP+MR+HR				
7.0 (Part 2) Support						
8.0 (Part 1) Operations		1300 – AP+MR+SM				
8.0 (Part 2) Operations <i>Quality ONLY</i>						
8.0 (Part 3) Operations <i>Quality ONLY</i>					0930 – AP+MR+SM	
9.0 Performance <i>Mandatory Every Audit</i>	1130 – AP+MR					
10.0 Improvement <i>Mandatory Every Audit</i>	1330 – AP+MR					
Exit Meeting	1700 – AP+MR	1700 – AP+MR	1700 – AP+MR	1700 – AP+MR	1700 – SM+AP+MR	1700 – SM+AP+MR

MEETING DETAILS

Ordinary Meeting
Wednesday 23 July 2025

AUTHOR

Jason Grandcourt

AUTHOR POSITION

Manager Waste Services

9.20

WATER AND WASTE MONTHLY DEPARTMENTAL REPORT – WASTE SERVICES

EXECUTIVE SUMMARY

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

COMMITTEE'S RECOMMENDATION

Resolution No.: W&W0578

Moved: Cr Viv Coleman

Seconded: Cr Vern Russell

That the Committee recommends that Council:

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

Carried

BACKGROUND

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

Highlights

The following highlights occurred since the previous Waste Services Departmental Report was received by Council in April 2025.

Amnesty Day

Amnesty Day was held across the region on Saturday, 14 June 2025, offering residents the opportunity to dispose of problematic waste free of charge, subject to specific terms and conditions.

All sites experienced high activity, with Moranbah, Clermont, and Dysart being particularly busy. Clermont had a queue lasting over an hour, and Moranbah's line extended back toward Goonyella Road. Despite the volume, residents were generally very well-behaved. While three individuals were disruptive and challenged

the conditions of the day, they represented a very small minority. Overall, the majority of attendees were patient and courteous to our team.

Key outcomes were:

- 554 Amnesty Day tickets processed.
- \$18,228.37 in fees waived (up from \$12,000 in 2024).
- Waste types received:
 - 456 tyres
 - 161 gassed whitegoods
 - 90 mattresses
 - 20 gas bottles/fire extinguishers
 - 2 solar panels
 - 8 tonnes of construction & demolition waste
 - 1.5 tonnes of scrap metal
 - 10 tonnes of greenwaste
 - 21 tonnes of general household waste

Following Council's recent review of community support through Waste Services, Amnesty Day was expanded to include access for community groups. Four groups took advantage of this opportunity. However, some groups were unable to participate due to scheduling conflicts or insufficient time to coordinate resources.

In addition to the waived revenue of \$18,228.37, the event incurred \$2,915.06 in additional resourcing costs.

Learnings from this Amnesty Day are:

- Increase staffing at Clermont and Moranbah Waste Management Facilities to improve traffic flow and reduce wait times.
- Involve Waste Management Operators in the development of communications to ensure clarity and operational practicality.
- Simplify the language used in flyers outlining conditions of use, while maintaining the original terms.
- Promote the newly adopted Council initiative offering four waste vouchers per year to community groups, which may better suit their needs.

Planning for the next Amnesty Day, scheduled for Sunday, 7 December 2025, will commence in the near future. Insights and learnings from the June event will inform improvements to ensure an even more efficient and accessible experience for the community.

Mining Waste Disposal Project

With ongoing challenges related to high volumes of mining-generated waste being landfilled, there is growing concern about the disposal of unsafe, hard to handle and potentially recoverable materials at Council facilities. Examples include gas bottles, flares, metal rods, long lengths of pipe, and hydraulic hoses.

Waste Services has been actively engaging with its commercial customers to address individual issues, with those customers liaising with their clients to resolve concerns. However, due to the increasing frequency of these incidents, a more proactive approach is now being implemented.

Where possible, onsite meetings will be held at the Moranbah Landfill involving both the waste transporter and the mining waste generator.

The first of these meetings took place on Wednesday, 25 June 2025, with seven representatives from Veolia and Anglo American, alongside Waste Services officers and landfill contract representatives from Wanless. The meeting was productive, with Council representatives outlining the challenges and historical issues associated with managing mine-generated waste. They also provided an overview of landfill operations to give mine representatives context on the constraints and risks involved.

The discussion focused on identifying opportunities for improvement and sharing information that could help mining companies educate their personnel to reduce both risk and cost.

Key Outcomes from the Meeting

- Improved communication regarding safety incidents
- A review to clarify the definition of "hard-to-handle" wastes
- Provision of photographic examples of problematic waste types to assist mine site education

All parties agreed that reducing these issues would benefit all stakeholders and committed to working collaboratively to mitigate risks. Similar meetings are planned with other waste transporters and mining companies in the near future.

Waste Services Performance

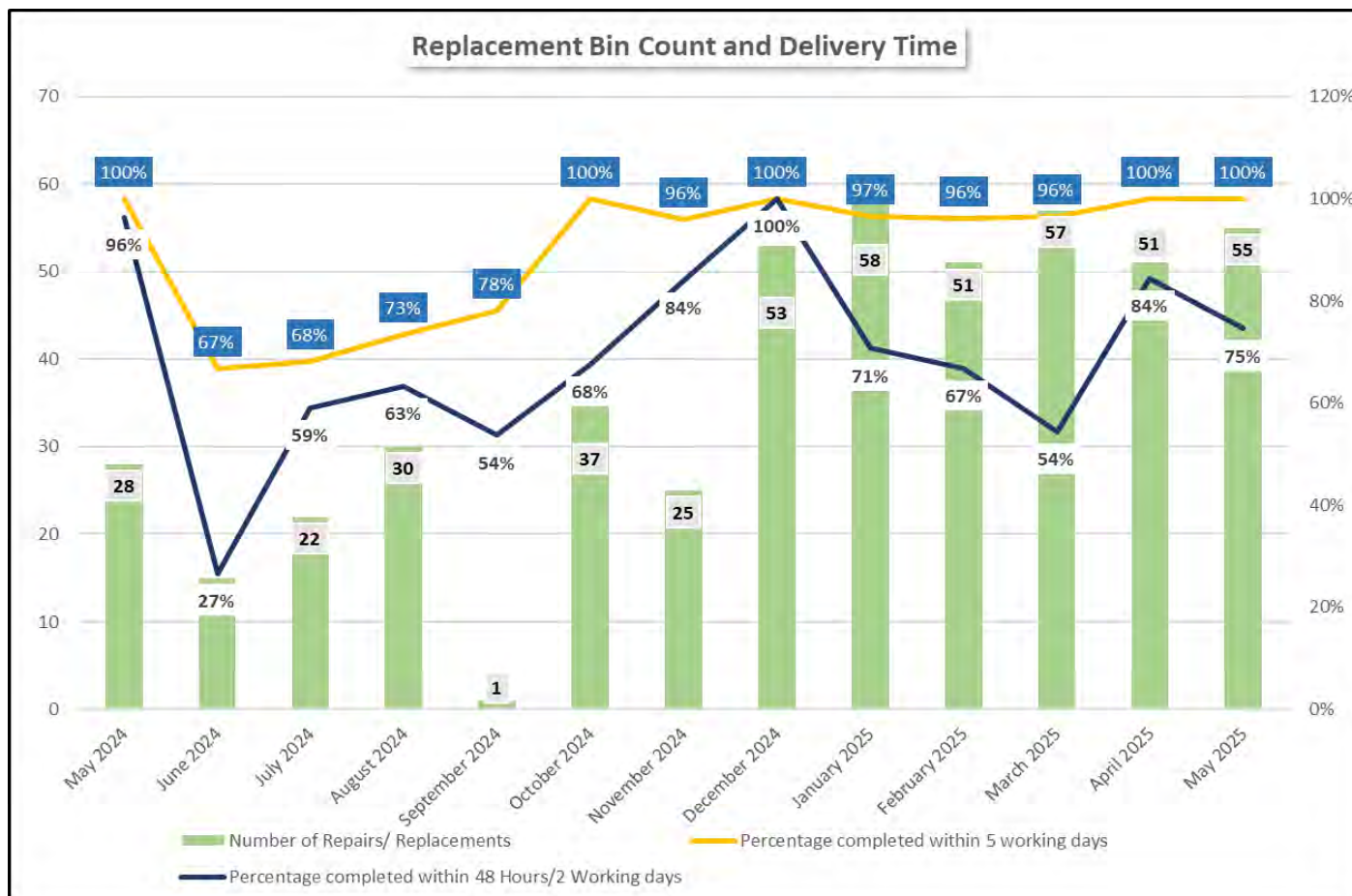


Figure 1 - Kerbside waste and recycling collection services performance – Customer Requests

Commentary – The higher number of bins requiring repairs or replacement continues, but there has been an improvement over the past two months in meeting performance timeframes for repairing and replacing wheelie bins. The higher number of replacements / repairs required has impacted the contractor's ability to undertake repairs and replacements. Discussions with the contractor have occurred and the improvement is a reflection of those discussions.

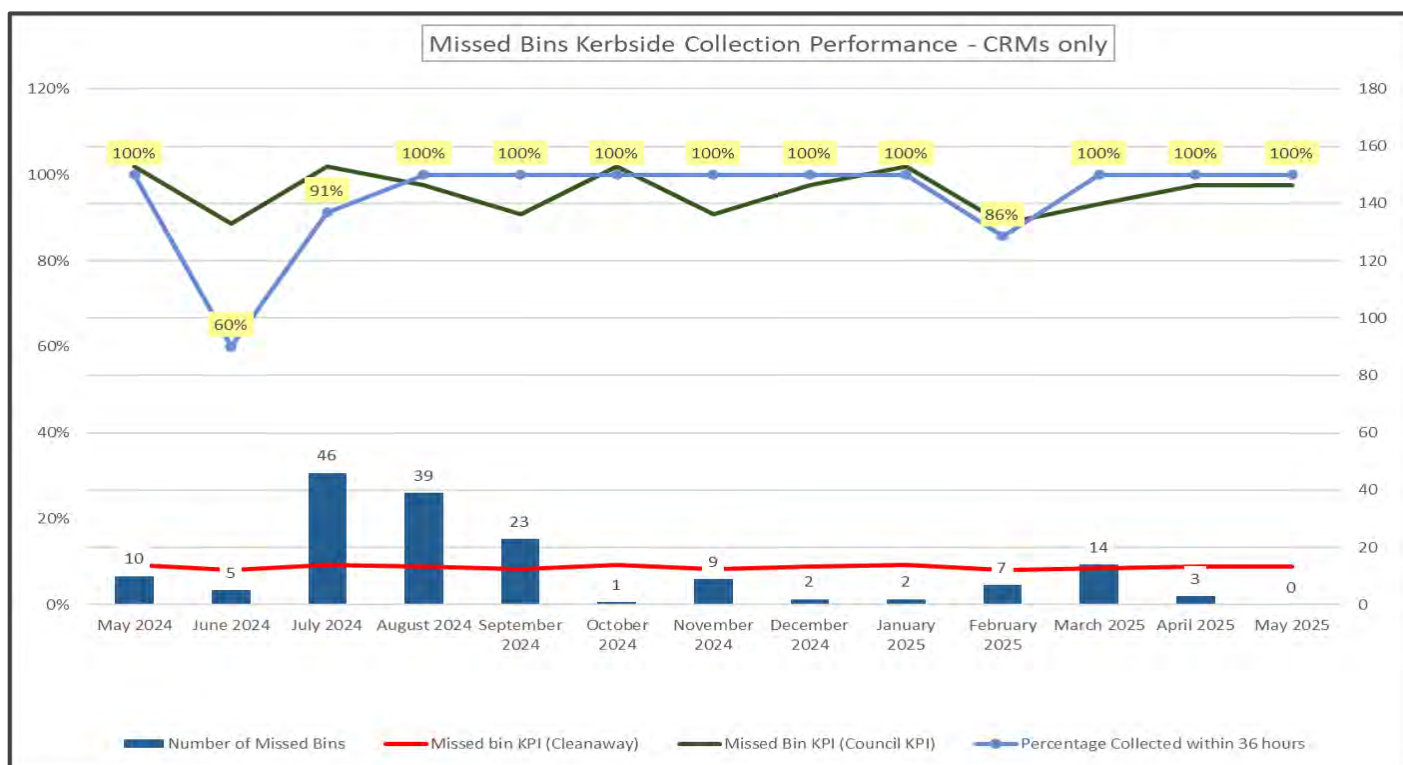


Figure 2 - Kerbside waste and recycling collection services performance – Missed Bins

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

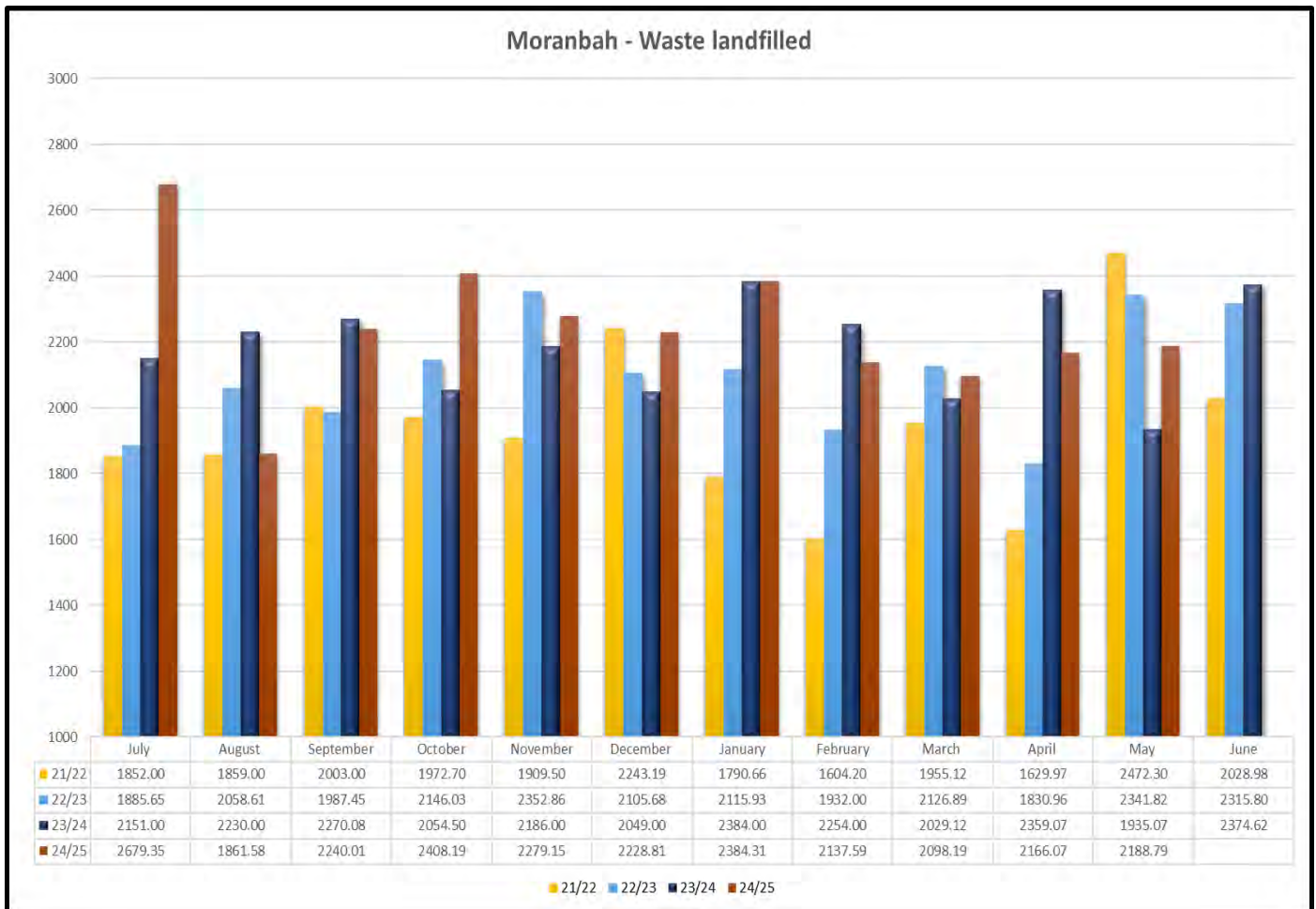


Figure 3 - Moranbah landfill – Tonnes of waste landfilled

Commentary – This graph shows the tonnes of waste landfilled at Moranbah Landfill. The tonnes of waste landfill have been relatively stable in the past three months. Future Waste Services Departmental reports will present information on the performance of Clermont and Dysart landfills.

Operational Projects

Project Name / Description	Scheduled End Date	Comments / Exceptions
Marine flare bins	June 2025	<p>Completed.</p> <p>The new service to accept the receipt of expired and problematic marine flares at the Moranbah waste management facility, commenced in early June 2024. Working in partnership with Marine Safety Queensland, planning and training was completed for relevant team members.</p> <p>Initially bins will be placed at the Moranbah Waste Management Facility. Other locations will be assessed for suitability, once the initial service has commenced.</p> <p>Public notices were issued to highlight to the community this free service.</p>
Waste Audit	August 2025	<p>This project has been delayed due to other competing priorities. The procurement proposal to be finalised in June 2025 for August 2025 delivery.</p>
Internal boundary realignment for Dysart Landfill	June 2025	<p>The internal boundary between the landfill and the Resource Recovery Area (RRA) is to be realigned for operational purposes. The survey was completed in May 2025.</p> <p>Currently completing the supporting application to the Department of Environment, Science, Tourism and Innovation (DETSI).</p>
Procurement for Annual Volumetric Surveys	July 2025	<p>Following the procurement process the contract was awarded. In June, the surveyors have surveyed the landfill sites at Clermont, Dysart, Glenden and Moranbah, and it is expected the required information provided to Waste Services by mid-July.</p>
Expressions of Interest – Landfill Gas Management	December 2025	<p>This project has been delayed due to competing operational priorities. Procurement documentation review to occur in July 2025.</p>
Waste Collection Tender	December 2025	<p>Work commenced on tender for collection services has commenced. Initial discussions with Central Highlands Regional Council have occurred relating to potential joint procurement.</p> <p>Current discussions with potential consultants have commenced, with the aim to engage in July 2025.</p>

Landfill Operations Tender	December 2025	Review of current agreement is to be undertaken, so that the next tender considers improvements to the service.
Waste Management Strategy Review	December 2025	<p>A presentation was provided at the Council Water and Waste Day, held in May 2025 on the planned review.</p> <p>An initial review of the current strategy by officers, was undertaken in early June.</p> <p>An initial workshop will be provided to Council on the current Strategy actions and outcomes, along with suggestions on what should be included into the review.</p>
Site Based Management Plan review	June 2026	All Site Based Management Plans for all sites are requiring a review. Initial review to be completed by August 2025.



Figure 4 – Flare Bins at Moranbah Waste Management Facility – June 2025

Operations Update

- The leachate tank pump at Dysart Landfill has been successfully repaired and is now fully operational. During the downtime, leachate levels remained within acceptable limits, and there was no risk of spillage.
- Following the temporary closure of public access to the green waste, metal, and mattress stockpiles at Moranbah Landfill (Cell 0), a temporary storage area was established near the Resource Recovery Area. This closure was necessary to facilitate environmental monitoring activities. Normal operations resumed after one week, and arrangements are now in place to relocate the temporary stockpiles to their designated permanent areas.
- A member of the Moranbah Waste Team was awarded the Hazard Hunter Award for April, and Wanless contractor at Moranbah WMF received the Hazard Hunter Award for June, recognising their commitment to safety and hazard identification.

Developing Initiatives

- An industry Register Training Organisation (RTO) has been identified as a potential provider of waste related courses for Waste Services Staff. There has been an absence in Queensland for many years of an RTO that can provide further education for waste industry workers. Staff are currently in contact with the provider.
- A workshop with the waste team on improving chronic issues that impact operations will be held in the near future. An example is to improve the Waste Acceptance Criteria and extend it to non – residential waste. This will now be planned to be delivered by August 2025.
- On the 21 May 2025, a Water and Waste Council Briefing Day was held. Items discussed with Council included Not-for-profit Concessions, clean-up days, amnesty days, Waste Strategy review and Greater Whitsunday Council of Mayors (GWCoM) Regional Waste Plan.

Following the briefing day separate reports will be provided to Council to seek formal resolution for formalise any new initiatives.

Strategic Waste Matters

- During the reporting period the Queensland Government announced public consultation on the Queensland Waste Strategy 2025 – 2030. The Queensland Government is seeking submissions up until 26 June 2025.

Council Manager Waste Services has participated in workshops hosted by DETSI and contributed to submissions by the LGAQ Inc (Circular Economy and Waste Advisory Working group), LAWMAC Inc and the Waste Management Resource Recovery Association (WMRR) Inc.

A submission has been drafted for Council's consideration to represent council's views.

- Greater Whitsunday Council of Mayors (GWCoM) have been informed that their submission for a Regional Waste Management Coordinator has been successful.

IMPLICATIONS

Provision of the Waste Services Departmental report ensures Council has visibility over the operational performance and challenges faced by the Waste Services team.

During the reporting period, maintaining regular site operational hours and days proved challenging due to staff illness and urgent family leave. Despite these disruptions, team members demonstrated strong commitment by stepping up and taking on additional shifts to minimise community impact wherever possible.

There is currently a staffing risk associated with the kerbside bin collection contractor, following the recent departure of a team member based in Moranbah. This has affected the contractor's ability to complete scheduled services. The contractor is actively recruiting and has advised that improvements are expected in the very near future.

CONSULTATION

- Director Water and Waste
- Waste Services Department

BASIS FOR RECOMMENDATION

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

ACTION ACCOUNTABILITY

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

KEY MESSAGES

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

Report prepared by:
JASON GRANDCOURT
Manager Waste Services
Date: 24 June 2025

Report authorised by:
SCOTT CASEY
Director Water and Waste
Date: 1 July 2025

ATTACHMENTS

- Nil

REFERENCE DOCUMENT

- Nil

MEETING DETAILS

Ordinary Meeting

Wednesday 23 July 2025

AUTHOR

Michael Buckley

AUTHOR POSITION

Manager Parks and Recreation

10.1

CLERMONT PIONEER PARK – CHINESE WALL

EXECUTIVE SUMMARY

This report is to bring to the Councils attention the structural concerns and overall structural integrity of the Chinese Wall at the Pioneer Park in Clermont.

OFFICER'S RECOMMENDATION

That Council:

1. Approves the demolition of the Chinese Wall based on the findings and recommendations provided by Steve McKenzie Consultant Engineer Pty Ltd (SMCE) in their structural inspection report:

a. Cracking of the Chinese Wall

- i. Due to the extent of the cracking in and around the arch of the wall along with poor construction methods, the structure is deemed unsafe to the public.**

b. Soil Conditions

- i. The poor soil conditions adjacent to the drain have exasperated the problem and the wall should not be rebuilt in the same location unless extensive testing of the soil profiles are done and certified engineering plans are made available for both the foundations and the wall itself.**

BACKGROUND

The Chinese Wall was constructed in 1997 as a historical monument to honour the Chinese pioneers in the early 1800's. It is located on the edge of the Pioneer Park which is adjacent to Hoods Lagoon in Clermont. The wall was built from layers of concrete and mesh/reo and was rendered to give the external finish.

Due to safety concerns surrounding the structure, SMCE were engaged to conduct a structural inspection to assess the safety of the structural integrity of the wall and has provided a detailed report identifying their findings and recommendations (see attachment). It was found that the wall had cracking widths varying from approximately 1.0mm – 10mm and depths up to 100mm with the most serious cracking occurring at the main entry arch.



It is evident that the location of the Chinese Wall is a highly reactive soil site. Additional to this, it is noted that the structure is located extremely close to a water filled drain which leads to the lagoon. It appears that all the soil underneath the structure is sinking towards the drain as all walls are leaning to that area.



The cracking and deterioration of the structure was likely caused by poor construction methods using layers of sprayed concrete and reinforcements along with undersized footings. Being built so close to the adjacent drain has exacerbated the problem with wetting and drying of the expansive clay soil throughout the seasons. With no evidence of the construction of the footings without excavation around the walls, it is unknown if the footings are suitable for the soil type or to maintain the structural integrity of the walls.

IMPLICATIONS

Financial

Given the current state of the Chinese Wall, it is not feasible to repair the structure to a safe standard and it will not comply to obtain certification based on the wall's location.

Risk

The Chinese Wall poses a safety risk to the community as the integrity of the structure is not deemed safe, it is currently fenced off and not accessible.

A public notice will be issued to the community notifying them of the demolition of the site.

The Planning, Environment and Community Services team have taken photographs of the site to capture the wall for historical data as well as have a clear imagery if it was to be replicated in another location.

Project Delivery

The Parks and Recreation outdoor crew will undertake the necessary removals over the cooler months prior to the growth season.

Benefits

Should demolition of the wall be granted it will provide the community with a safe space which aligns with Councils Recreation and Open Space Strategy.

CONSULTATION

- Director Engineering and Infrastructure
- Steve McKenzie Consultant Engineer
- Coordinator of Community Development
- Councillor Pickels

BASIS FOR RECOMMENDATION

To ensure the safety of the community is adhered to.

ACTION ACCOUNTABILITY

Manager of Parks and Recreation to oversee completion of works.

KEY MESSAGES

Isaac Regional Council is committed to the health and safety of the Clermont community and providing an outdoor space that aligns with those values.

Report prepared by:

MICHAEL BUCKLEY
Manager Parks and Recreation

Date: 12 July 2025

Report authorised by:

ROBERT PERNA
Director Engineering and Infrastructure

Date: 12 July 2025

ATTACHMENTS

- CONFIDENTIAL Attachment 1 - SMCE – Clermont Pioneer Park Chinese Wall Inspection

REFERENCE DOCUMENT

- NIL

PAGES 550 TO 568 HAVE INTENTIONALLY BEEN REMOVED DUE TO CONFIDENTIAL REASONS

MEETING DETAILS

Ordinary Meeting
Wednesday 23 July 2025

AUTHOR

Beau Jackson

AUTHOR POSITION

Executive Manager Advocacy and External Affairs

NOTE:

This is a place holder with the final report to be provided
to Councillors in advance of the Ordinary Meeting.

10.2

**LOCAL GOVERNMENT ASSOCIATION QUEENSLAND
2025 CONFERENCE MOTIONS**

EXECUTIVE SUMMARY

The Local Government Association Queensland (LGAQ) requests member councils to bring forward for discussion at the Annual Conference any subject connected with the objects of the Association or pertaining to matters of common concern to Members. Two motions have been drafted for consideration of Council for the 2025 LGAQ Conference.

OFFICER'S RECOMMENDATION

That Council:

- Authorises the Mayor and Chief Executive Officer to finalise and submit the following motions to the 2025 Local Government Association Queensland (LGAQ) Annual Conference by the closing date of 29 July 2025, requesting that Conference call on the LGAQ to:***

Motion 1:

TBC

Motion 2:

TBC

BACKGROUND

Local Government Association Queensland (LGAQ) is the peak body for local government in Queensland set up to serve the state's 77 councils and their individual needs. The LGAQ provides a voice for local government at the state and federal level. While the LGAQ seeks to identify issues of state-wide concern to local government and arrive at a consensus view as to local government's position on the issues identified, there is provision for minority views to be represented.

The LGAQ Conference provides a forum for local governments voice to be heard and motions to be supported to take forward in lobbying to the State and Federal Government.

The 2025 Conference is scheduled from 20-22 October 2025.

The following motions are put forward for consideration for submission to the LGAQ 2025 Annual Conference:
Motion 1 XXXXXX Motion 2 XXXXXX

IMPLICATIONS

LGAQ is the peak body for local government in Queensland set up to serve the state's 77 councils and their individual needs. The LGAQ provides a voice for local government at the state and federal level. While the LGAQ seeks to identify issues of state-wide concern to local government and arrive at a consensus view as to local government's position on the issues identified, there is provision for minority views to be represented.

The LGAQ Conference provides a forum for local governments voice to be heard and motions to be supported to take forward in lobbying to the State and Federal Government. This opportunity provides an additional forum to Council's own advocacy platform.

CONSULTATION

Motions to conference were circulated to all Councillors in June 2025 for consideration ahead of the Ordinary Meeting, with feedback considered and incorporated into the revised motion options which will be distributed under separate cover.

BASIS FOR RECOMMENDATION

The Officer Recommendation sets out motions for consideration for finalisation for conference. The Background is provided for consideration, discussion and decision by Council for motions to submit to LGAQ for 2025 Conference.

ACTION ACCOUNTABILITY

The Chief Executive Officer has accountability, with assistance of relevant officers, for liaison with the Mayor to finalise the intent of, and submit, the motions to LGAQ by 29 July 2025.

KEY MESSAGES

Council is being proactive and consistent in its advocacy. Council is taking the opportunity this year to raise priority advocacy matters with the LGAQ and other local governments to advocate for change and to ensure Isaac and its communities are sustainable, liveable communities for future generations.

Report prepared by:

BEAU JACKSON

Executive Manager Advocacy and External Affairs

Date: 17 July 2025

Report authorised by:

CALE DENDELL

Chief Executive Officer

Date: 17 July 2025

ATTACHMENTS

- Attachment 1 – IRC Motion 1 – to be provided to Council by separate cover
- Attachment 2 – IRC Motion 2 – to be provided to Council by separate cover

REFERENCE DOCUMENT

- Nil

PAGES 527 TO 687 HAVE INTENTIONALLY BEEN REMOVED DUE TO CONFIDENTIAL REASONS