

# NOTICE OF MEETING

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Dear Committee Members

You are requested to attend the following meeting of Council.

**CORPORATE, GOVERNANCE AND FINANCIAL SERVICES  
STANDING COMMITTEE MEETING OF  
ISAAC REGIONAL COUNCIL**

TO BE HELD ON  
**TUESDAY 8 APRIL 2025**  
COMMENCING AT 9.30AM  
COUNCIL CHAMBERS, MORANBAH

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**CALE DENDLE**

Chief Executive Officer

**DARREN FETTELL**

Committee Officer

Director Corporate Governance  
and Financial Services

**Committee Members:**

Cr Melissa Westcott (Chair)

Mayor Kelly Vea Vea

Cr Jane Pickels

Cr Vern Russell

Cr Terry O'Neill

# LOCAL GOVERNMENT ACT 2009

## Local Government Regulation 2012

### Chapter 8, Part 2 Local Government Meetings and Committees

#### Division 1A, Requirements for Local Government Meetings Generally

##### 254J Closed meetings

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

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

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

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

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

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

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**CORPORATE, GOVERNANCE AND FINANCIAL SERVICES**

**STANDING COMMITTEE MEETING**

**OF ISAAC REGIONAL COUNCIL**

**TO BE HELD ON**

**TUESDAY 8 APRIL 2025**

**COUNCIL CHAMBERS, MORANBAH**

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

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## 1. OPENING OF MEETING

## 2. APOLOGIES

## 3. DECLARATION OF CONFLICTS OF INTEREST

## 4. CONFIRMATION OF MINUTES

Corporate, Governance and Financial Services Standing Committee Meeting of Isaac Regional Council held in Council Chambers, Moranbah, commencing 9:30am on Tuesday 11 March 2025.

## 5. OFFICER REPORTS

### 5.1 ISAAC REGIONAL COUNCIL MONTHLY FINANCIAL REPORT AS AT 31 MARCH 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.

### 5.2 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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## **5.3 AUDIT AND RISK COMMITTEE CHAIR AND MEMBERSHIP**

### **EXECUTIVE SUMMARY**

The purpose of this report is for Council to consider commencing an expression of interest process to replace an external member of the Audit and Risk Committee and resolve to appoint a chair.

## **5.4 STRATEGIC ASSETS QUARTERLY REPORT**

### **EXECUTIVE SUMMARY**

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

## **5.5 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.

## **6. GENERAL BUSINESS**

## **7. CONCLUSION**



# UNCONFIRMED MINUTES

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CORPORATE, GOVERNANCE AND FINANCIAL SERVICES STANDING  
COMMITTEE MEETING OF  
**ISAAC REGIONAL COUNCIL**

HELD ON  
**TUESDAY, 11 MARCH 2025**  
**COMMENCING AT 9.30AM**

**ISAAC REGIONAL COUNCIL**  
**UNCONFIRMED MINUTES OF THE**  
**CORPORATE, GOVERNANCE AND FINANCIAL SERVICES**  
**STANDING COMMITTEE MEETING**  
**HELD IN COUNCIL CHAMBERS, MORANBAH**  
**ON TUESDAY 11 MARCH 2025**

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**ISAAC REGIONAL COUNCIL**  
**UNCONFIRMED MINUTES OF THE**  
**CORPORATE, GOVERNANCE AND FINANCIAL SERVICES**  
**STANDING COMMITTEE MEETING**  
**HELD IN COUNCIL CHAMBERS, MORANBAH**  
**ON TUESDAY 11 MARCH 2025**

|                            |  |
|----------------------------|--|
| <b>ATTENDANCE</b>          | Cr Melissa Westcott, Division Three ( <i>Chair</i> ) ( <i>by Video Conference</i> )<br>Cr Jane Pickels, Deputy Mayor, Division Six<br>Cr Terry O'Neill, Division One ( <i>by Video Conference</i> )<br>Cr Vern Russell, Division Two   |
| <b>COMMITTEE APOLOGIES</b> | Mayor Kelly Vea Vea  |
| <b>OBSERVERS</b>           | Nil  |
| <b>OFFICERS PRESENT</b>    | Mr Darren Fettell, Director Corporate Governance and Financial Services<br>Mr Beau Jackson, Executive Manager Advocacy and External Affairs ( <i>by Video Conference</i> )<br>Mr Jason Rivett, Manager Financial Services<br>Ms Peta Eyschen, Manager Governance and Corporate Services<br>Mr Graham Bebington, Strategic Asset Manager<br>Mrs Trudi Liekefett, Manager People and Capability<br>Ms Kielly Glanville, Senior Business Partner - Learning and Development ( <i>by Video Conference</i> )<br>Ms Maria Borg, Senior Disaster and Emergency Resilience Partner<br>Mrs Tricia Hughes, Coordinator Executive Support, Office of the Mayor and CEO<br>Ms Gemma Hayes, Executive Assistant, Corporate, Governance and Financial Services |

## 1. OPENING

The Chair welcomed all in attendance and declared the meeting open at 9:31am and acknowledged the traditional custodians of the land on which we meet today and paid her respects to their Elders past, present and emerging.

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

## 2. APOLOGIES AND LEAVE OF ABSENCES

A request for a leave of absence has been received for Mayor Kelly Ve a Ve a as she is travelling to Brisbane to attend a ministerial deputation for Queensland Beef Corridors and to attend the LGAQ Civic Leaders Summit.

**Resolution No.: CGFS0939**

**Moved: Cr Jane Pickels**

**Seconded: Cr Terry O'Neill**

**That the Corporate, Governance and Financial Services Standing Committee grants a leave of absence for Mayor Kelly Ve a Ve a.**

**Carried**

## 3. DECLARATION OF CONFLICTS OF INTEREST

No conflicts of interests declared at this meeting.

### NOTE:

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

## 4. CONFIRMATION OF MINUTES

Corporate, Governance and Financial Services Standing Committee Meeting of Isaac Regional Council held at Council Chambers, Moranbah, commencing at 9.30am on Tuesday 11 February 2025.

**Resolution No.: CGFS0940**

**Moved: Cr Jane Pickels**

**Seconded: Cr Terry O'Neill**

**That the minutes from the Corporate, Governance and Financial Services Standing Committee meeting held at Council Chambers, Moranbah, commencing at 9.30am on Tuesday 11 February 2025 are confirmed.**

**Carried**

## ATTENDANCE

Cr Vern Russell entered the meeting room at 9.34am.

## 5. OFFICERS REPORTS

### 5.1

### Isaac Regional Council Monthly Financial Report as at 28 February 2025

#### EXECUTIVE SUMMARY

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

#### OFFICER'S RECOMMENDATION

*That the Committee recommends that Council:*

- 1. Receives the financial statements for the period ended 28 February 2025 pursuant to, and in accordance with, the Local Government Regulation 2012 (s204).**

**Resolution No.:** CGFS0941

**Moved:** Cr Jane Pickels

**Seconded:** Cr Terry O'Neill

**That the Committee recommends that Council:**

1. **Receives the financial statements for the period ended 28 February 2025 pursuant to, and in accordance with, the *Local Government Regulation 2012 (s204)*.**

**Carried**

## **5.2 Safety and Resilience Update**

### **EXECUTIVE SUMMARY**

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

### **OFFICER'S RECOMMENDATION**

*That the Committee recommends that Council:*

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

**Resolution No.:** CGFS0942

**Moved:** Cr Vern Russell

**Seconded:** Cr Terry O'Neill

**That the Committee recommends that Council:**

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

**Carried**

## 5.3 Digital Strategy Update

### EXECUTIVE SUMMARY

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

### OFFICER'S RECOMMENDATION

*That the Committee recommends that Council:*

1. **Receives and notes the Digital Strategy Program update.**

Resolution No.: CGFS0943

Moved: Cr Vern Russell

Seconded: Cr Jane Pickels

That the Committee recommends that Council:

1. **Receives and notes the Digital Strategy Program update.**

Carried

### ATTENDANCE

Ms Jessica Bugeja, Research and Policy Advisor video conferenced into the meeting at 10.37am.

## 5.4 Governance and Corporate Service Quarterly Update

### EXECUTIVE SUMMARY

The purpose of this report is to provide an overview and status update of the Governance and Corporate Services department's operations and key functions.

### OFFICER'S RECOMMENDATION

*That the Committee recommends that Council:*

1. **Receives and notes the content of the report which provides an overview and status update of the Governance and Corporate Services department's operations and key functions.**

**Resolution No.: CGFS0944**

**Moved: Cr Terry O'Neill**

**Seconded: Cr Vern Russell**

**That the Committee recommends that Council:**

- 1. Receives and notes the content of the report which provides an overview and status update of the Governance and Corporate Services department's operations and key functions.**

**Carried**

## **5.5 People and Capability Monthly Report**

### **EXECUTIVE SUMMARY**

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

### **OFFICER'S RECOMMENDATION**

*That the Committee recommends that Council:*

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

**Resolution No.: CGFS0945**

**Moved: Cr Jane Pickels**

**Seconded: Cr Vern Russell**

**That the Committee recommends that Council:**

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

**Carried**



## 5.6

## Onboarding and Pathways Officer

### EXECUTIVE SUMMARY

The People and Capability department is seeking endorsement to create a permanent full-time position of Onboarding and Pathways Officer. This position will be responsible for ensuring smooth employee transitions, coordinating inductions, scheduling training, and improving onboarding processes. Additionally, the role will support the apprentices, trainees, and graduates' programs, and focus on improving processes for efficient management of employee development initiatives. There is nil impact to budget.

### OFFICER'S RECOMMENDATION

*That the Committee recommends that Council:*

- 1. Endorses the creation of a new permanent, full-time position of Onboarding and Pathways Officer within the People and Capability department.***

**Resolution No.: CGFS0946**

**Moved: Cr Terry O'Neill**

**Seconded: Cr Vern Russell**

**That the Committee recommends that Council:**

- 1. Endorses the creation of a new permanent, full-time position of Onboarding and Pathways Officer within the People and Capability department.**

**Carried**

### ATTENDANCE

Mr Cale Dendle, Chief Executive Officer video conferenced into the meeting at 10.52am.

Ms Kielly Glanville ended her video conference with the meeting at 10.53am.

## 5.7

### Quarterly Report – Isaac Affordable Housing Trust

#### EXECUTIVE SUMMARY

Chief Executive Officer presenting Isaac Affordable Housing Trust's Quarterly Report required by Shareholder Agreement.

#### OFFICER'S RECOMMENDATION

*That the Committee recommends that the Quarterly Report by Isaac Affordable Housing Trust be 'received' by Council.*

Resolution No.: CGFS0947

Moved: Cr Vern Russell

Seconded: Cr Jane Pickels

That the Committee recommends that the Quarterly Report by Isaac Affordable Housing Trust be 'received' by Council.

Carried

## 5.8

### 2025 Australian Local Government Association National General Assembly - Isaac Regional Council Motions

#### EXECUTIVE SUMMARY

The Australian Local Government Association (ALGA) National General Assembly (NGA) is Australia's largest and most influential gathering of Local Government Councillors, Mayors, Chairs and Officials.

The 2025 (NGA) will be held on 24-27 June 2025 in Canberra.

Two core issues have been identified for consideration by Council. A resolution is sought from Council for in-principle support of the issues and delegate authority so they can be developed into motions and submitted to the ALGA NGA by 31 March 2025.

## OFFICER'S RECOMMENDATION

*That the Committee recommends that Council:*

1. ***Provide in-principle support for the following two issues to be developed into motions in preparation for the 2025 Australian Local Government Association National General Assembly:***
  - i. ***To (a) expand the remit of the Net Zero Economy Authority (NZEA) so it assists all local governments impacted by the energy transition and (b) appoint a local government voice to the NZEA board to champion locally led solutions.***
  - ii. ***For the Australian Government to enact the collection of nationwide data on full-time equivalent populations in regions to improve community planning and distribution of funding allocations.***
2. ***Delegate authority to the Mayor and CEO to finalise the motion submission in consultation with Councillors.***

**Resolution No.: CGFS0948**

**Moved: Cr Terry O'Neill**

**Seconded: Cr Jane Pickels**

**That the Committee recommends that Council:**

1. **Provides in-principle support for the following two issues to be developed into motions in preparation for the 2025 Australian Local Government Association National General Assembly:**
  - i. **To (a) expand the remit of the Net Zero Economy Authority (NZEA) so it assists all local governments impacted by the energy transition and (b) appoint a local government voice to the NZEA board to champion locally led solutions.**
  - ii. **For the Australian Government to enact the collection of nationwide data on full-time equivalent populations in regions to improve community planning and distribution of funding allocations.**
2. **Delegates authority to the Mayor and Chief Executive Officer to finalise the motion submission in consultation with Councillors.**

**Carried**

Resolution No.: CGFS0949

Moved: Cr Jane Pickels

Seconded: Cr Terry O'Neill

That Council closes the meeting to the public at 11.12am under *Local Government Regulations 2012* Section 254J (3) (g) to deliberate on Confidential Report 5.9 Major Projects Update Report.

Carried

Resolution No.: CGFS0950

Moved: Cr Terry O'Neill

Seconded: Cr Jane Pickels

That Council open the meeting at 11.27am.

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

### 5.9

### Major Projects Update Report

#### EXECUTIVE SUMMARY

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

#### OFFICER'S RECOMMENDATION

*That the Committee recommends that Council:*

- Notes the updates to major projects across Isaac*
- Receives the in-progress Major Projects Spreadsheet on the status of all known projects in the region.*



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|                        |  |
|------------------------|--|
| <b>MEETING DETAILS</b> | <b>Corporate, Governance and Financial Services</b><br><b>Standing Committee Meeting</b><br>Tuesday 8 April 2025 |
| <b>AUTHOR</b>          | Jason Rivett   |
| <b>AUTHOR POSITION</b> | Manager Financial Services   |

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## 5.1 ISAAC REGIONAL COUNCIL MONTHLY FINANCIAL REPORT AS AT 31 MARCH 2025

### EXECUTIVE SUMMARY

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

### OFFICER'S RECOMMENDATION

*That Council:*

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

### 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

The operating result for March show Council is ahead of the budgeted operating position by approximately \$6.97M. The positive outcome is due to the timing of operational expenditure and lower than budgeted employee expenses.

The March YTD result shows Council operating within budget overall and any budget variances are anticipated to come in line with budget over the remainder of the financial year. Note - actual amounts are compared against year to date adopted Revised Budget figures.

Capital expenditure of \$34.6M is under YTD budget excluding commitments, noting that when the \$37.5M of commitments are included, capital expenditure is \$72.1M or 105.3% of the full year program. It should be noted that \$19.1M of commitments relate to the Phillips Creek Bridge construction with most of this expenditure anticipated to occur in the 25/26 financial year. Excluding this project YTD actuals and commitments are at \$51.9M or 82.4% of the annual budget, leaving \$11.1M unspent and uncommitted YTD.



Year to date actual figures represent the position as at 26 March 2025 to meet the reporting timelines for the March Standing Committee Meeting.

## 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.

|  |  |
|--|--|
| <b>Report prepared by:</b><br>JASON RIVETT<br><b>Manager Financial Services</b><br><br>Date: 30 March 2025 | <b>Report authorised by:</b><br>DARREN FETTELL<br><b>Director Corporate, Governance and Financial Services</b><br><br>Date: 1 April 2025 |
|--|--|

## ATTACHMENTS

- Attachment 1 – Monthly Financial Statements 31 March 2025

## REFERENCE DOCUMENT

- Nil

# FINANCIAL STATEMENTS REPORT TO COUNCIL

Current as at 31 March 2025

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



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# FINANCIAL STATEMENTS FOR THE PERIOD ENDED 31 MARCH 2025

## EXECUTIVE SUMMARY

At the end of March, the operating result is \$6,966,406 ahead of the budgeted position. This positive outcome is predominantly due to the timing of operational expenditure and lower than budgeted employee expenses

Capital revenue for March amounted to \$13,009,234 and when combined with the operating position, results in a net surplus of \$54,741,038, which is \$4,093,016 ahead of the YTD budgeted net result.

| PRELIMINARY MARCH FINANCIAL STATEMENTS AT A GLANCE |                   |                    |                  |                          |                |
|--|-------------------|--------------------|------------------|--------------------------|----------------|
|  | YTD Actual        | YTD Revised Budget | Variance         | Full Year Revised Budget | Completion     |
|  | \$                | \$                 | \$               | \$                       | %              |
| Total operating revenue                            | 144,002,113       | 143,588,674        | 413,439          | 153,801,913              | 93.6%          |
| Total operating expenses                           | 102,270,309       | 108,823,276        | 6,552,967        | 150,412,807              | 68.0%          |
| <b>Operating position</b>                          | <b>41,731,804</b> | <b>34,765,398</b>  | <b>6,966,406</b> | <b>3,389,106</b>         | <b>1231.4%</b> |
| Capital revenue                                    | 13,009,234        | 15,882,624         | (2,873,390)      | 28,360,604               | 45.9%          |
| <b>Net result</b>                                  | <b>54,741,038</b> | <b>50,648,022</b>  | <b>4,093,016</b> | <b>31,749,710</b>        | <b>172.4%</b>  |

## BACKGROUND

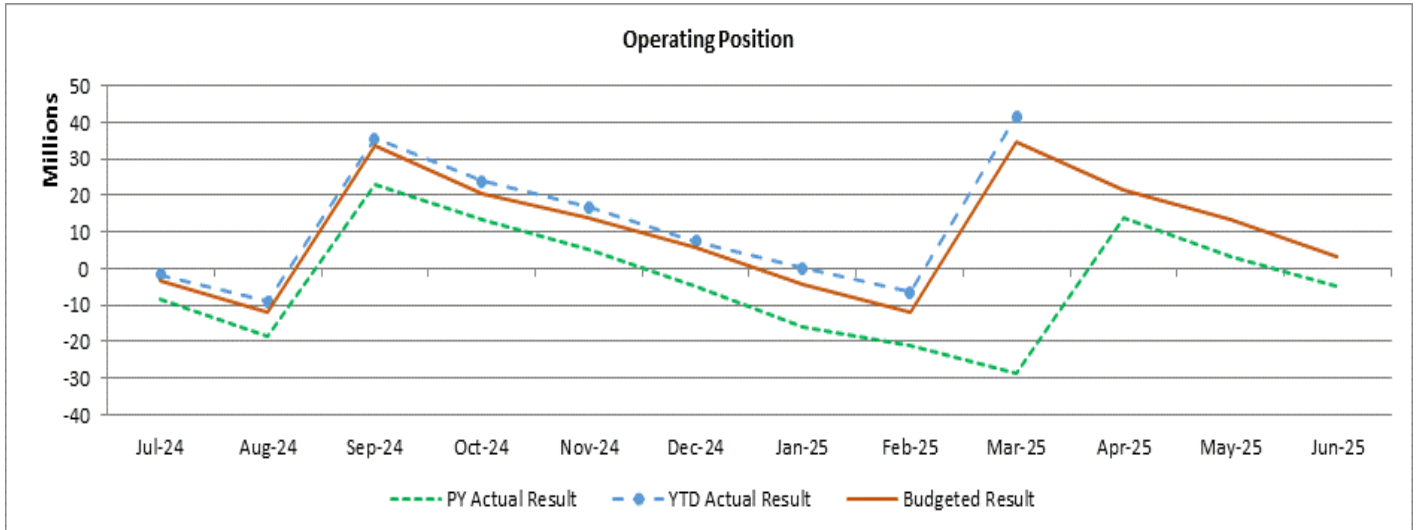
Each month, year to date financial statements are prepared in order to monitor actual performance against the latest adopted budget. Attached are the financial statements for the period ended 31 March 2025. Actual amounts are compared against year to date adopted Revised Budget figures. See appendix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

It is noted that to meet earlier reporting timelines for statutory meetings that this reporting period has been closed earlier than normal (26 March 2025) which impacts on YTD actual results throughout the report.

Council is cognisant of the current economic climate and will be paying particular attention to how the various revenue streams are tracking throughout the year. Expenditure items will also be monitored to ensure that Council remains within budget and delivers efficient and effective services to the community. It is also noted that revenue and expenditure items will be reassessed through the Quarter 3 Budget Review and monitored to ensure that Council remains within budget and delivers efficient and effective services to the community.

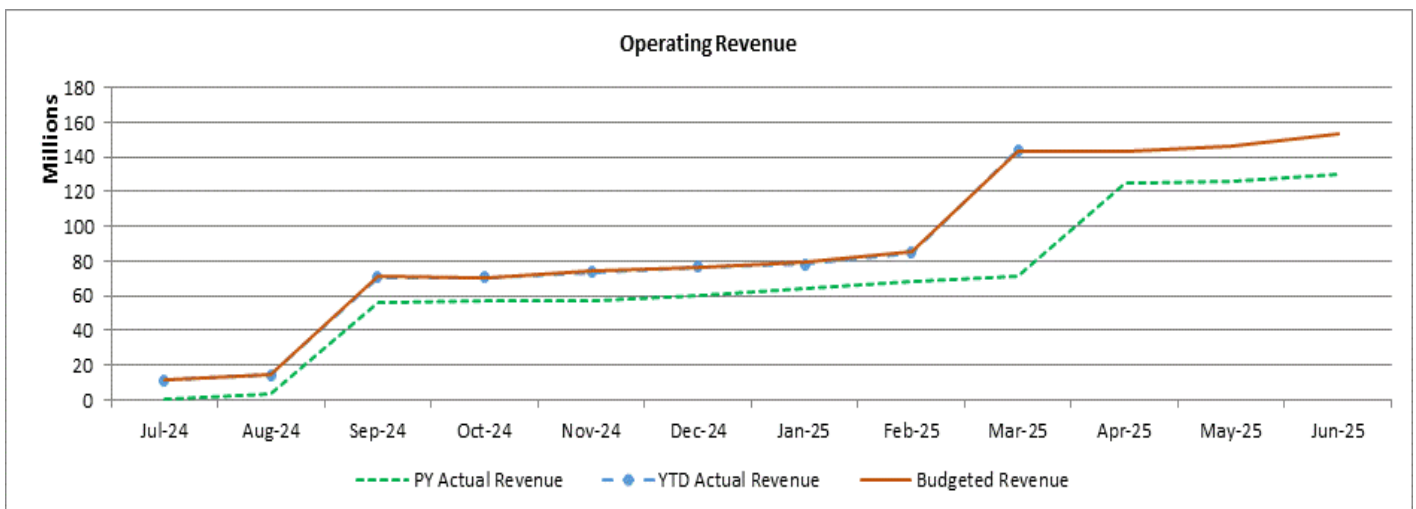
It should be noted that figures provided are accurate as at date of publication. Figures reported are cumulative year to date which may include adjustments for revenue or expenses accrued to prior accounting periods.

## OPERATING POSITION



The current operating position for March has resulted in a surplus of \$41,731,804. This is favourable when compared to the YTD budget by \$6,966,406. Operating Revenue is \$413,439 favourable compared to YTD budget complemented by Operating Expenses which are \$6,552,967 favourable when compared to YTD budget. Note, the operating surplus YTD is due to the planned second rates instalment.

## OPERATING REVENUE

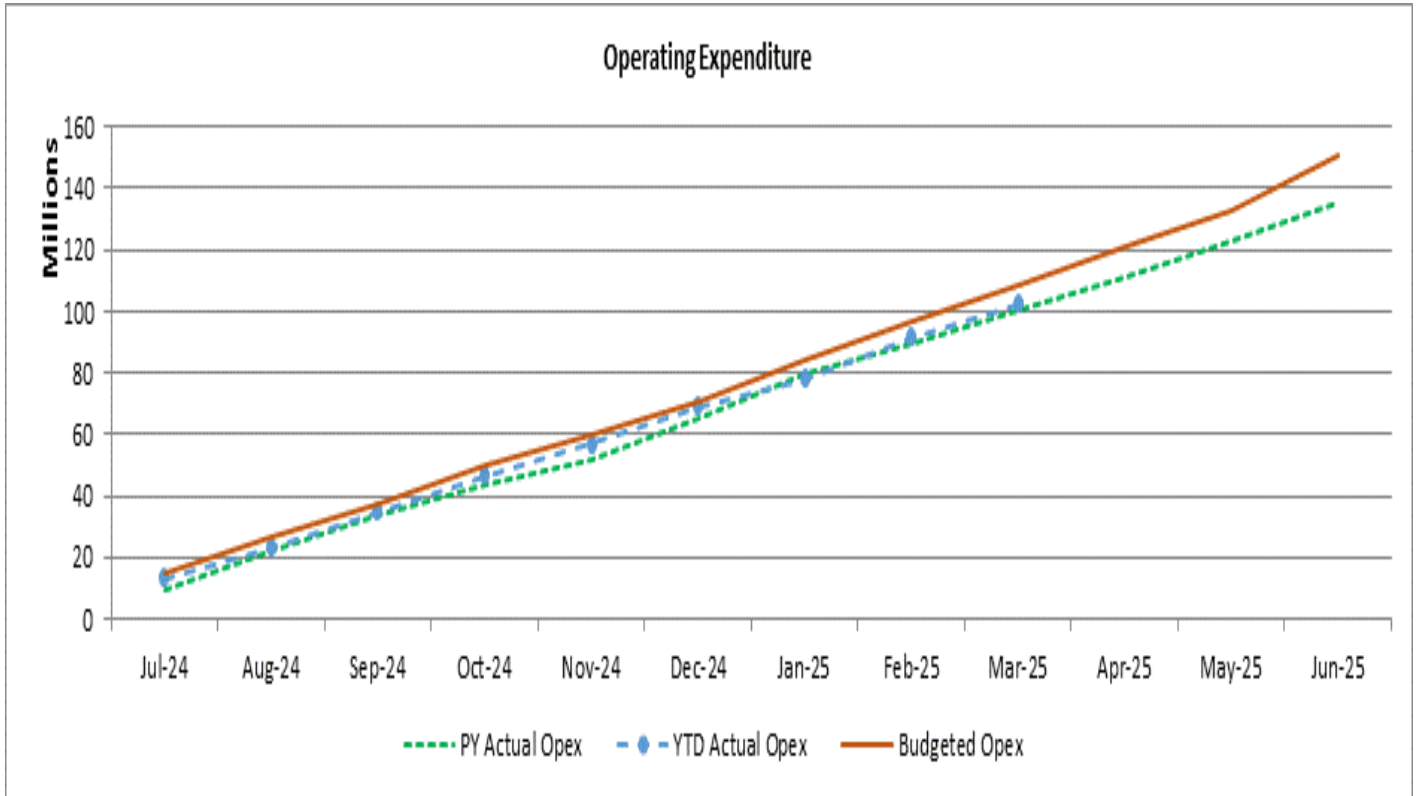


Operating Revenue comprises the following items – Rates and Utility Charges, Fees and Charges, Rental Income, Interest Received, Sale of Contract and Recoverable Works, Operating Grants, Subsidies and Contributions, Other Recurrent Revenue.

Operating revenue for March YTD was \$144,002,113 which is favourable when compared to budget by \$413,439. This positive outcome is primarily due to higher than expected revenue from general rates, a contribution for water purchases in Moranbah, increased potable water sales, recoverable works revenue and investment income partially offset by the cash flowing of grant revenue for the DRFA November 2021 event.

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

# OPERATING EXPENDITURE



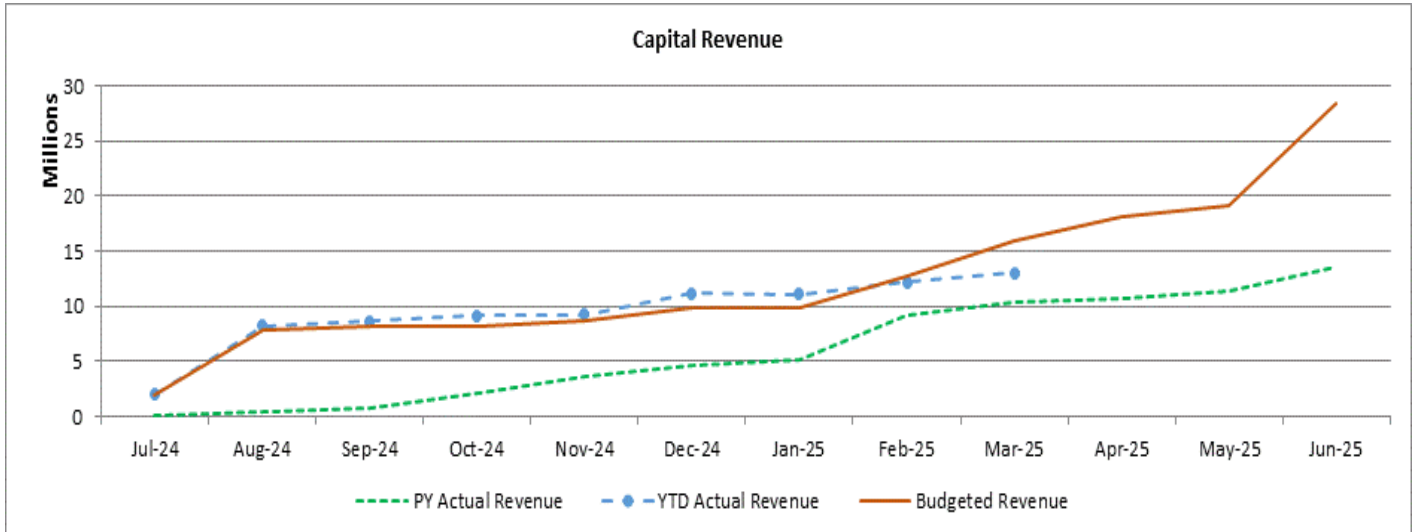
Operating expenditure consists of Employee Expenses, Materials and Services, Finance Costs and Depreciation.

Actual operating expenditure for March YTD was \$102,270,309 which is favourable to budget by \$6,552,967. This favourable result is predominantly due to lower than budgeted employee expenses and allocated cashflow for materials and services expenditure.

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



# CAPITAL REVENUE

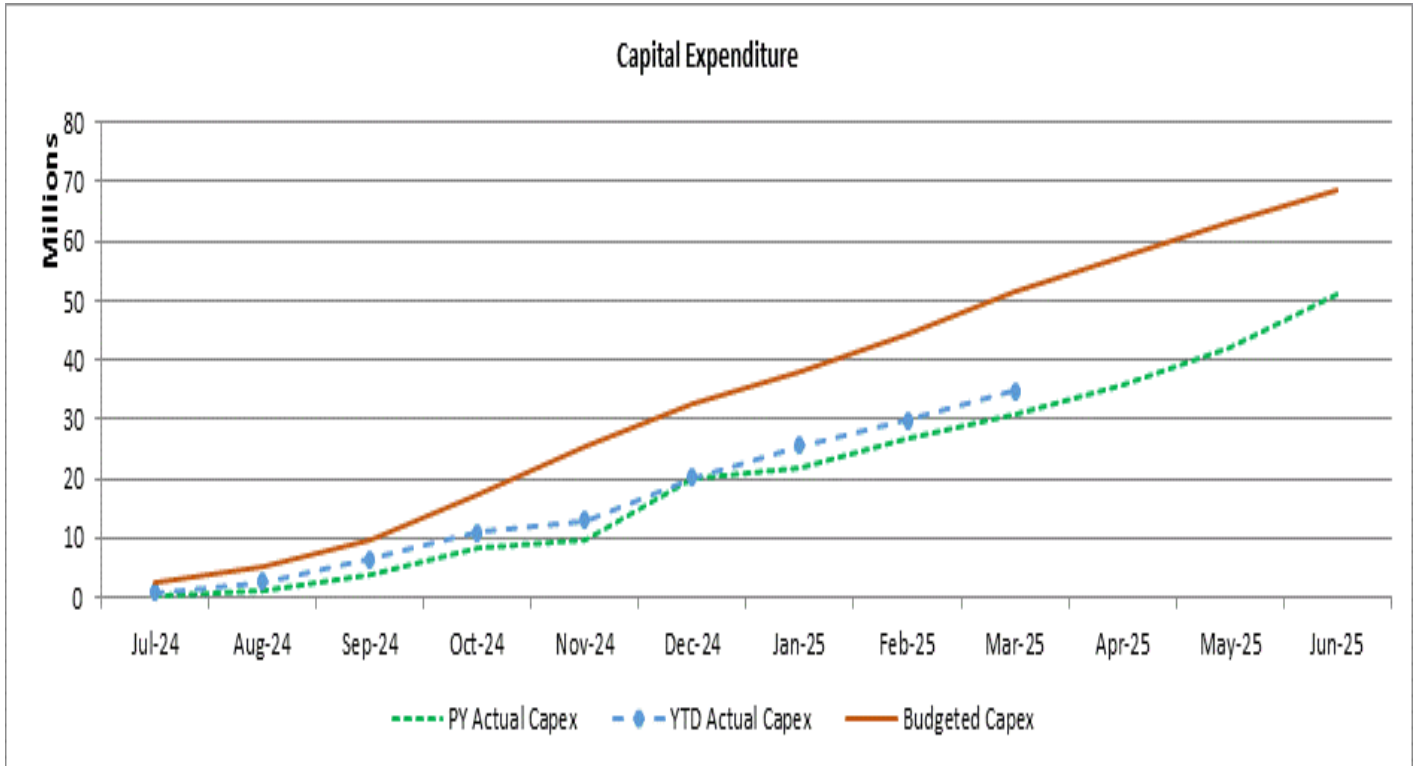


Capital Revenue for March YTD is \$13,009,234 which consists of grants, contributions and proceeds from the disposal of assets. This revenue is unfavourable to year to date budget by \$2,873,390. This unfavourable variance is predominately due to the cash flowing of grant funding for the Isaac Events Centre, Nebo Showgrounds Masterplan Stage 1, a contribution to Mabbin Road works and proceeds from the disposal of assets which were timed in line with the expected delivery of works. Revenue will undergo further examination during end-of-year processes to ensure alignment with milestones as per AASB 1058 Revenue Recognition Standard.

Budgeted capital revenue for 2024/2025 is detailed below:

| Grants  | Revised Budget    | YTD Actuals       |
|---|-------------------|-------------------|
| Resource Community Infrastructure Fund        | 6,896,356         | 2,000,000         |
| Philips Creek Bridge                          | 4,995,000         | 4,995,000         |
| Roads of Significant Infrastructure           | 2,410,273         | 1,136,392         |
| Bridges Renewal Program                       | 2,009,073         | -                 |
| Roads to Recovery Program                     | 1,879,103         | 1,560,000         |
| Nebo Showgrounds Masterplan Stage 1           | 1,625,745         | -                 |
| Transport Infrastructure Development Scheme   | 1,477,707         | 522,914           |
| Local Roads & Community Infrastructure Grants | 1,455,754         | -                 |
| W4QLD 24 - 27                                 | 1,180,000         | 190,000           |
| Sale of Plant and Equipment                   | 998,698           | 747,800           |
| REFF  | 700,000           | 700,000           |
| Local Government Grants and Subsidies Program | 681,589           | 427,422           |
| Building our Regions                          | 612,258           | 244,690           |
| Disaster Ready                                | 376,500           | -                 |
| Solar Grant                                   | 344,437           | 39,525            |
| HVSPP   | 322,729           | 322,729           |
| Contribution to Mabbin Road                   | 250,000           | -                 |
| STIP  | 22,609            | -                 |
| Developer Contributions                       | 122,773           | 122,773           |
| Other various Minor Grants                    | -                 | 9                 |
| <b>Total</b>                                  | <b>28,360,604</b> | <b>13,009,234</b> |

# CAPITAL EXPENDITURE



Capital expenditure (\$34.6M) is under YTD budget (\$51.7M) excluding commitments, noting that when the \$37.5M of commitments are included, the capital expenditure is at 105.3% of annual budget. It should be noted that \$19.1M 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 YTD actuals and commitments are at (\$51.9M) or 82.4% of the annual budget, leaving \$11.1M unspent and uncommitted YTD.

Major budgeted projects for 2024/2025 financial year are:

| Project                               | Revised Budget | YTD Actuals | YTD Commitments |
|---------------------------------------|----------------|-------------|-----------------|
| MBH Community Centre - Refurbishment  | 10,998,539     | 9,114,512   | 991,734         |
| Phillips Creek Bridge Construction    | 5,550,000      | 1,129,903   | 19,127,772      |
| REG Surface Renewal Program           | 3,781,500      | 3,692,402   | 78,216          |
| Fleet / Plant replacement program     | 3,774,264      | 2,634,101   | 1,011,751       |
| REG Resheeting Program                | 3,492,063      | 2,321,102   | 718,193         |
| Cooroora Creek Bridge Replacement     | 2,511,342      | 143,703     | 2,561,545       |
| Isaac Resources Excellence Precinct   | 2,000,000      | 427,067     | 1,927,591       |
| NBO Showgrounds Masterplan Stage 1    | 1,683,452      | 162,916     | 7,229           |
| REG Floodway Construction             | 1,676,000      | 1,633,448   | 1,818           |
| Eaglefield Road- Pave and Seal (ROSI) | 1,560,000      | 101,952     | 1,592,515       |
| Peak Downs Mine Road Recon & Widen    | 1,535,414      | 205,684     | 296,001         |
| Dysart-Clermont Road Upgrade- ROSI    | 1,452,841      | 1,410,325   | 16,917          |
| ST LAW Water Storage & Raw Water Main | 1,090,371      | 876,041     | 167,037         |
| MBH WTP - roof replacement            | 991,177        | 700,855     | 193,574         |

# CAPITAL FUNDING AND PROJECT COMMITTALS

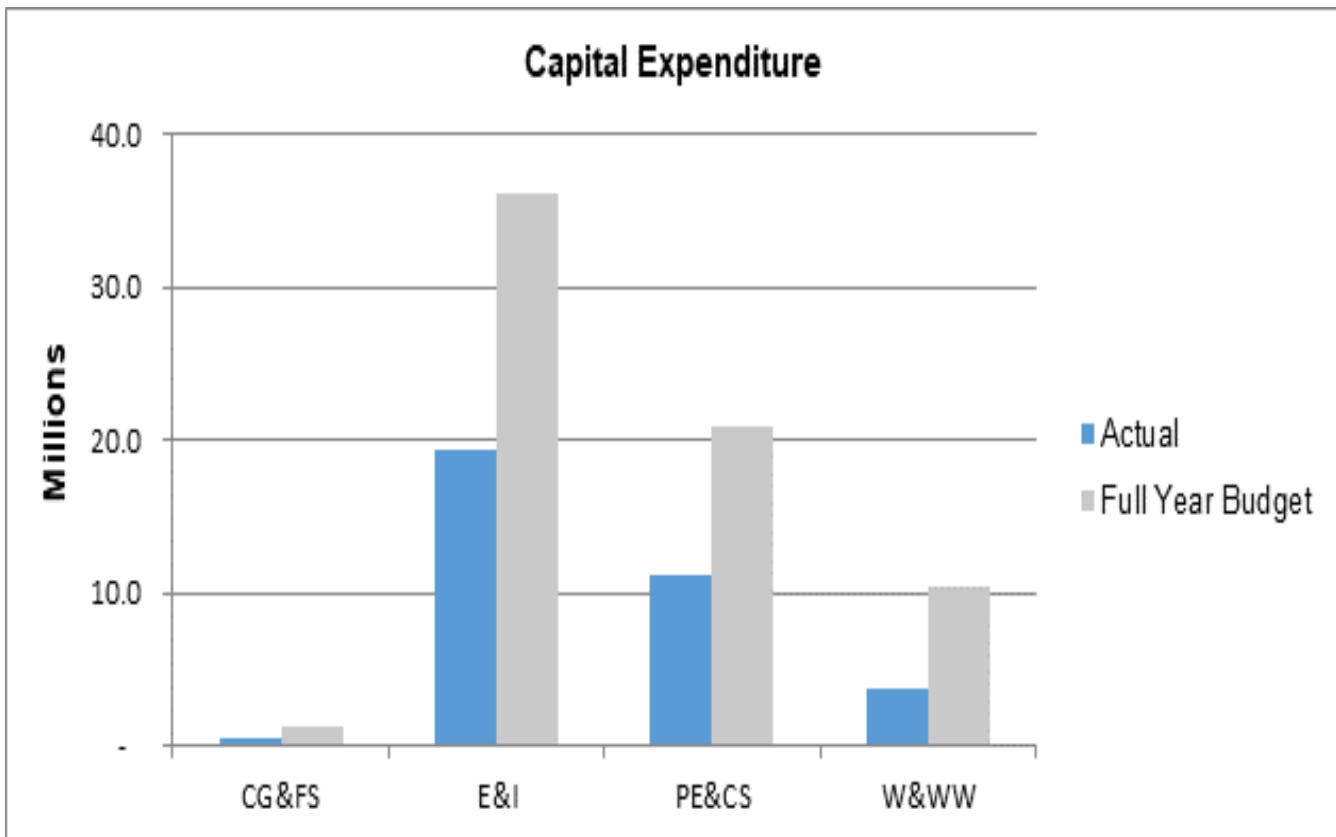
Capital expenditure is financed through loan borrowings, proceeds on disposal of assets, general reserves and the future capital sustainability reserve.

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 March 2025.

| 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        | 477,096           | 187,235           | 664,331               | 1,219,674         | 39.1%                     | 54.5%                    |
| E&I          | 19,321,235        | 28,611,575        | 47,932,810            | 36,181,235        | 53.4%                     | 132.5%                   |
| PE&CS        | 11,070,735        | 3,751,477         | 14,822,212            | 20,817,818        | 53.2%                     | 71.2%                    |
| W&WW         | 3,778,351         | 4,939,202         | 8,717,553             | 10,317,304        | 36.6%                     | 84.5%                    |
| <b>TOTAL</b> | <b>34,647,418</b> | <b>37,489,488</b> | <b>72,136,906</b>     | <b>68,536,031</b> | <b>50.6%</b>              | <b>105.3%</b>            |

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 |
|--|---|-----------------|-------------------|------------------------------|-----------|
| <b>Financial Capacity</b>                    |   |                 |                   |                              |           |
| <b>Council Controlled Revenue Ratio</b>      | Council's financial flexibility, ability to influence its operating income and capacity to respond to unexpected financial shocks.                    | N/A             | 83.54%            | 82.42%                       | 85.03%    |
| <b>Population Growth Ratio</b>               | Key driver of a Council's operating income, service needs and infrastructure requirements into the future.  | N/A             | 0.06%             | 1.25%                        | 0.06%     |
| <b>Operating Performance</b>                 |   |                 |                   |                              |           |
| <b>Operating Surplus Ratio</b>               | Indicates operating revenues generated cover operational expenses. Any operating surplus would be available for capital funding or other purposes.    | > 0%            | 29.24%            | 0.30%                        | 0.92%     |
| <b>Operating Cash Ratio</b>                  | Council's ability to cover its core operational expenses and generate a cash surplus excluding depreciation, amortisation and finance costs.          | > 0%            | 47.00%            | 25.77%                       | 24.13%    |
| <b>Liquidity</b>                             |   |                 |                   |                              |           |
| <b>Unrestricted Cash Expense Cover Ratio</b> | 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      | 2.72              | NA                           | 4.31      |
| <b>Asset Management</b>                      |   |                 |                   |                              |           |
| <b>Asset Sustainability Ratio</b>            | Indicates the infrastructure assets managed by a Council are being replaced as they reach the end of their useful lives.                              | > 80%           | 98.49%            | 88.71%                       | 91.78%    |
| <b>Asset Consumption Ratio</b>               | 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%           | 65.24%            | 68.23%                       | 66.48%    |
| <b>Debt Servicing Capacity</b>               |   |                 |                   |                              |           |
| <b>Leverage Ratio</b>                        | 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     | 0.26              | 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 83.54%, which is lower than Council's budget (85.03%), but higher than 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 \$6,966,406 year to date, the ratio is currently positive 29.24%, which is above the benchmark range. This ratio is above benchmark targets due to the half yearly rates being issued in March and is expected to return to benchmark range over the remainder of the financial year.

- 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 47%, 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 2.72 months. This ratio is expected to improve with the receipt of the second run rates revenue in April and 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. At March the ratio is at 98.49%, 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 65.24%, 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 0.26 times, within Council's benchmark (0-3 times), and lower than the budget (0.74) and the five-year average (0.73).



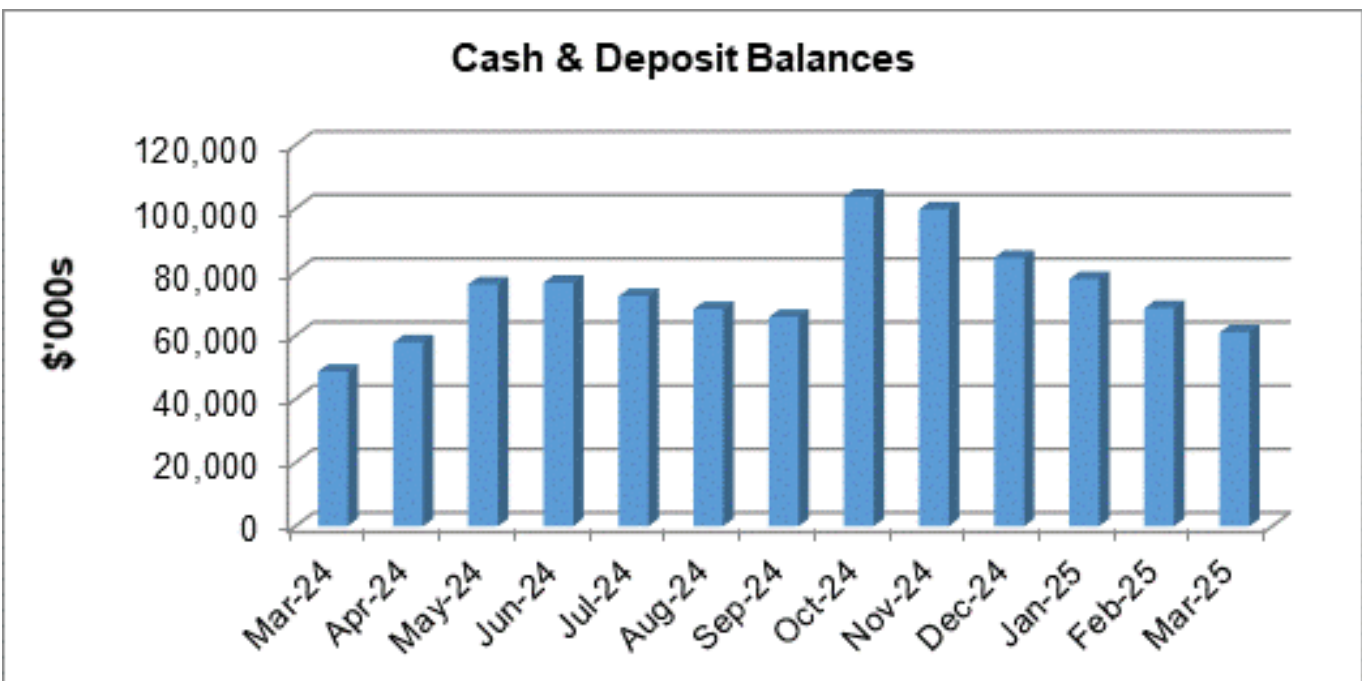
# INVESTMENTS AND CASH BALANCES

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

| ISAAC REGIONAL COUNCIL             |                                  |             |            |               |               |
|------------------------------------|----------------------------------|-------------|------------|---------------|---------------|
| Investments                        |                                  |             |            |               |               |
| For the Period Ended 31 March 2025 |                                  |             |            |               |               |
| Account                            | Description                      | Institution | Amount     | Maturity Date | Interest Rate |
| 5014-001-1124                      | NAB Term Deposit                 | NAB         | 5,000,000  | 17-Jun-25     | 5.10%         |
| 5016-001-1124                      | Police & Nurses Ltd Term Deposit | PNU         | 2,000,000  | 10-Jun-25     | 5.16%         |
| 6006-001-1124                      | Suncorp Term Deposit             | SUNCORP     | 5,000,000  | 07-Aug-25     | 5.13%         |
| 10-000-1113                        | Cash at Bank - ANZ               | ANZ         | 310,410    |               |               |
| 10-000-1114                        | Cash at Bank NAB                 | NAB         | 330,473    |               | 3.60%         |
| 10-000-1115                        | NAB Savings account              | NAB         | 365,162    |               | 4.25%         |
| 10-000-1116                        | QTC Operating Fund               | QTC         | 42,833,387 |               | 4.99%         |
| 10-000-1117                        | ANZ Business Premium Saver       | ANZ         | 0          |               |               |
| 10-000-1118                        | Cash at Bank - NAB               | NAB         | 5,112,571  |               | 3.60%         |
| 10-000-1131                        | Petty Cash                       |             | 2,550      |               |               |
| 10-000-1132                        | Floats                           |             | 4,280      |               |               |
| Total Investments                  |                                  |             | 60,958,834 |               |               |

| Bank                            | Credit Rating | % of Funds | Policy Total Profile |
|---------------------------------|---------------|------------|----------------------|
| Queensland Treasury Corporation | QTC           | 70.27%     | No Limit             |
| National Australia Bank         | AA-           | 17.73%     | Maximum 60%          |
| ANZ Banking Group               | AA-           | 0.52%      | Maximum 60%          |
| Suncorp Bank                    | AA-           | 8.20%      | Maximum 60%          |
| Police & Nurses Ltd (P&N Bank)  | A2            | 3.28%      | Maximum 30%          |

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



# LOANS

| ISAAC REGIONAL COUNCIL             |                                |                             |                  |                   |                  |                  |                           |
|------------------------------------|--------------------------------|-----------------------------|------------------|-------------------|------------------|------------------|---------------------------|
| Loans                              |                                |                             |                  |                   |                  |                  |                           |
| For the Period Ended 31 March 2025 |                                |                             |                  |                   |                  |                  |                           |
|                                    |                                |                             |                  |                   |                  |                  | Repayment Due 15 Jun 2025 |
| Loan Name                          | Balance as at<br>31 March 2025 | Rate as at<br>31 March 2025 | Approved<br>Term | Remaining<br>Term | Principal        | Interest         | Total                     |
| Land Purchase - Moranbah           | \$8,685,501                    | 5.1                         | 20               | 7.72              | \$230,214        | \$110,718        | \$340,932                 |
| Land Development Moranbah          | \$6,718,196                    | 4.37                        | 20               | 8.21              | \$170,182        | \$73,396         | \$243,578                 |
| Waste Loan                         | \$2,111,317                    | 2.22                        | 20               | 16.22             | \$27,075         | \$11,691         | \$38,766                  |
| Moranbah Community Centre          | \$5,870,872                    | 5.32                        | 20               | 19.22             | \$44,194         | \$78,156         | \$122,350                 |
| <b>Total</b>                       | <b>\$23,385,886</b>            |                             |                  |                   | <b>\$471,665</b> | <b>\$273,962</b> | <b>\$745,627</b>          |

Debt service repayments are made quarterly. The third repayment for 2024/2025 financial year was made on 15 March 2025. The next repayment for the 2024/2025 financial year is due on 15 June 2025.

## ACCOUNTS RECEIVABLE

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

| Accounts Receivable Ageing Analysis at 31 March 2025 |                     |                     |                        |
|--|---------------------|---------------------|------------------------|
| Ageing   | Number of Documents | Amount Outstanding  | % of Total Outstanding |
| Current  | 561                 | 4,839,715.29        | 57.17%                 |
| 30 Day   | 23                  | 363,593.33          | 4.30%                  |
| 60 Day   | 4                   | 11,217.54           | 0.13%                  |
| 90 Day   | 113                 | 3,250,946.08        | 38.40%                 |
| <b>Total</b>   | <b>701</b>          | <b>8,465,472.24</b> | <b>100.00%</b>         |

The Accounts Receivable balance at 31 March 2025 is \$8,465,472.24, which has increased from the 28 February 2025 balance of \$5,785,891.55.

- 30-day balance has increased this month due to a large progress claim invoice aging to 30 days.
- 60-day balance has increased due to an annual rent invoice and a Water & Waste connection invoice aging to 60 days.
- 90 days and over receivables have decreased due to the payment of large waste invoices. There are 113 invoices totalling \$3,250,946.08 in the 90-day category, comprising the following charges:
  - 1 Invoice totalling \$2,000,000.00 pertains to a large infrastructure grant. This invoice was previously awaiting approval for a variation to the funding agreement from the grant body. The variation approval has now been received, and the invoice was uploaded to the grant portal. However, due to departmental name changes within the grant body, the invoice details must be amended before re-uploading to the grant portal, further delaying payment.
  - 2 Invoices totalling \$591,900.72 relate to infrastructure access agreement invoices that are subject to a Dispute Notice issued under the agreement. Involved parties are working towards fully resolving the dispute. Part payment is expected within the next month.
  - 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 are currently being assessed by Liveability & Sustainability.
  - 2 Invoices totalling \$29,616.32 relate to Waste Management Facility invoices in various stages of recovery. The debtor account is on stop credit.
  - 31 Invoices totalling \$26,992.67 relate to Community Education & Compliance invoices in various stages of recovery.
  - 63 Invoices totalling \$17,703.95 relate to Housing invoices. The management and recovery of Housing invoices is the responsibility of Corporate Properties & Fleet.
  - 1 Invoice totalling \$8,341.48 relates to planning charges, which are currently being assessed by Liveability & Sustainability.
  - The remaining 11 invoices totalling \$1,702.90 relate to other charges in various stages of collection.

A review will be conducted by Account Receivable team with relevant departmental managers to determine if outstanding balances are deemed recoverable as part of the end of financial year process.

## ACCOUNTS PAYABLE

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

| Accounts Payable Ageing Analysis at 31 March 2025 |                     |                     |                        |
|---|---------------------|---------------------|------------------------|
| Ageing  | Number of Documents | Amount Outstanding  | % of Total Outstanding |
| Current   | 127                 | 834,748.47          | 78.88%                 |
| 30 Day  | 14                  | 211,768.39          | 20.01%                 |
| 60 Day  | 5                   | -2,230.26           | -0.21%                 |
| 90 Day  | 18                  | 14,018.60           | 1.32%                  |
| <b>TOTAL</b>                                      | <b>164</b>          | <b>1,058,305.20</b> | <b>100.00%</b>         |

The outstanding Accounts Payable balance as at 31 March 2025 was \$1,058,305.20. The 30, 60 and 90-day aging accounts total \$223,556.73 which compares to \$518,815.00 as at 28 February 2025. At the date this report was prepared, the following invoices remain unpaid.

- 30-day balance – \$211,768.39 (13 invoices / 1 credit) remain unpaid 1 invoice (\$471.26) requiring further information, 9 invoices (\$208,836.56) awaiting approval, 3 invoices (\$2,587.51) received late from the supplier (March) and 1 credit (-\$126.94) to be allocated to future invoices or refunded.
- 60-day balance – \$2,230.26 credit (1 invoice / 4 credits) remain unpaid with 1 invoice (\$234.30) awaiting approval (note internal invoice) and 4 credits (-\$2,464.56) to be allocated to future invoices or refunded.
- 90-day balance – \$14,018.60 (9 invoices / 9 credits) remain unpaid with 1 invoice (\$148.50) relating to a supplier within the IRC region. The 90-day balance consists of 1 invoice (\$2,898.50) awaiting approval, 1 invoice (\$148.50) received late from the supplier (March), 7 invoices (\$14,083.81) under discussion with the supplier and 9 credits (-\$3,112.21) to be allocated to future invoices or refunded.

## YEAR TO DATE RATES REPORT

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

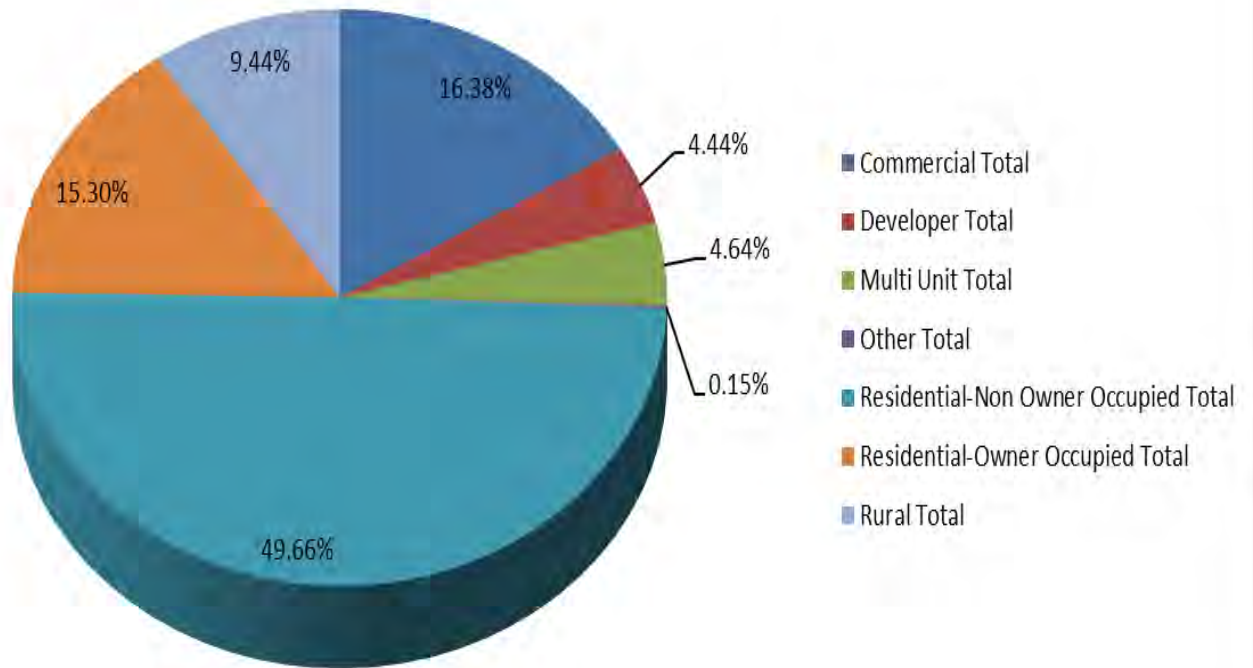
| <b>Rates Balancing Report As At 26 March 2025</b> |                     |                            |
|---|---------------------|----------------------------|
|   | <b>26 Mar 2025</b>  | <b>YTD<br/>26 Mar 2024</b> |
| Opening Balance                                   | 3,277,319           | 2,486,266                  |
| <b>Rates Charges</b>                              |                     |                            |
| Rates Levied                                      | 115,373,296         | 57,035,170                 |
| Interest  | 350,204             | 283,515                    |
| Refunds   | 86,389              | 1,157,789                  |
| <b>Total Rates</b>                                | <b>115,809,889</b>  | <b>58,476,474</b>          |
| <b>Discounts and Receipts</b>                     |                     |                            |
| Discounts   | (3,753,260)         | (3,672,012)                |
| Receipts  | (58,147,534)        | (54,988,580)               |
| Government Subsidy                                | (78,282)            | (37,334)                   |
| Council Subsidy                                   | (248,269)           | (114,143)                  |
| Remissions  | (22,965)            | (43,429)                   |
| Write Offs  | (106)               | (180)                      |
| <b>Total Discounts &amp; Receipts</b>             | <b>(62,250,415)</b> | <b>(58,855,679)</b>        |
| Legal   | 66,968              | 49,854                     |
| <b>Closing Balance</b>                            | <b>56,903,762</b>   | <b>2,156,914</b>           |

| <b>Rates Breakdown</b>     | <b>As At<br/>26 Mar 2025</b> |
|----------------------------|------------------------------|
| Rates in Credit            | (383,868)                    |
| Rates Not Due Yet          | 53,738,122                   |
| Rates In Arrears           | 3,549,507                    |
| <b>Total Rates Balance</b> | <b>56,903,762</b>            |

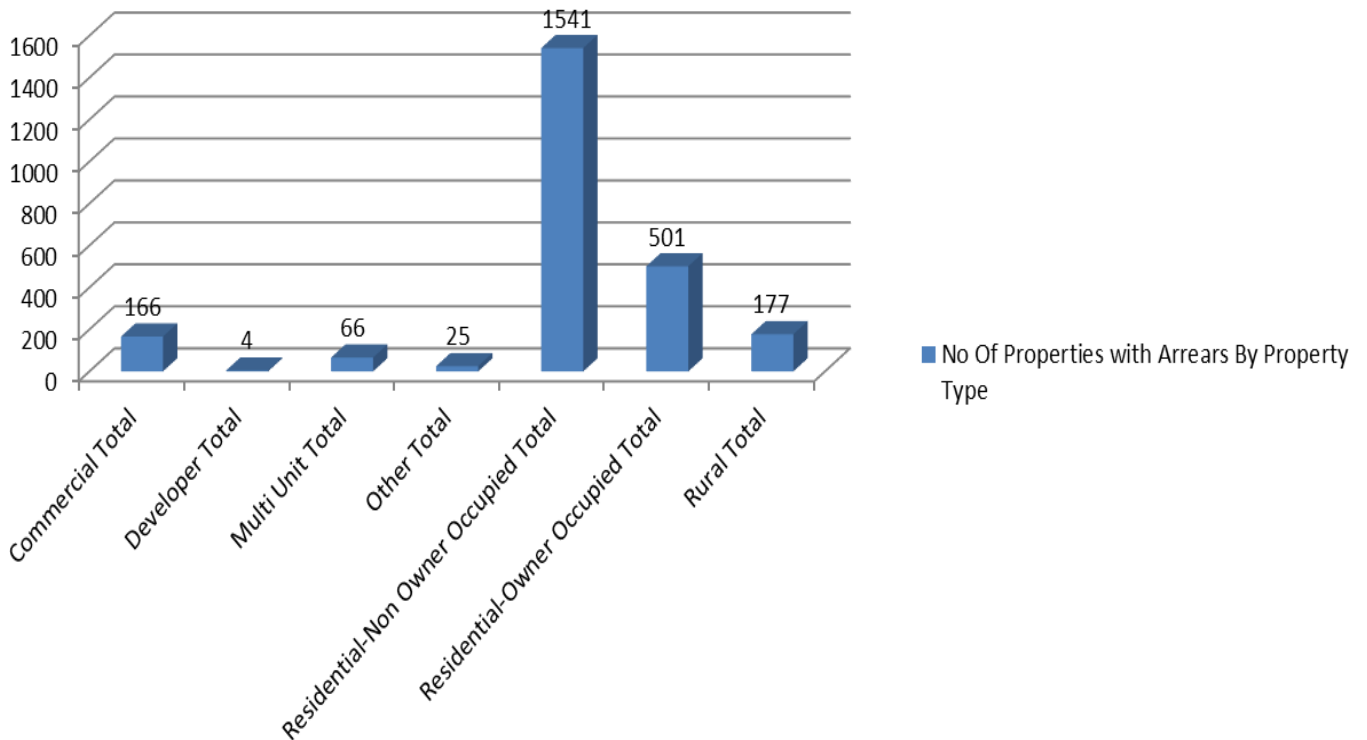
Variances in prior year comparisons can relate to the timing of rates processing and subsequent due dates.

| <b>Prior 2021</b> | <b>2021/22</b> | <b>2022/23</b> | <b>2023/24</b> | <b>2024/25</b> | <b>TOTAL</b>     |
|-------------------|----------------|----------------|----------------|----------------|------------------|
| <b>1,559,552</b>  | <b>241,421</b> | <b>328,661</b> | <b>447,192</b> | <b>972,681</b> | <b>3,549,507</b> |
| <b>43.94%</b>     | <b>6.80%</b>   | <b>9.26%</b>   | <b>12.60%</b>  | <b>27.40%</b>  | <b>100.00%</b>   |

## 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 31 March 2025. Actual amounts are compared against the year to date Revised Budget.

Financial statement included:

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

**ISAAC REGIONAL COUNCIL**  
**Statement of Comprehensive Income**  
**For the Period Ended 31 March 2025**

|  | Notes | YTD Actual<br>\$   | Commitments<br>\$   | YTD Actual +<br>Commitments<br>\$ | YTD Revised<br>Budget<br>\$ | Variance<br>\$      | Full Year<br>Revised<br>Budget<br>\$ | Completion<br>% |
|--|-------|--------------------|---------------------|-----------------------------------|-----------------------------|---------------------|--------------------------------------|-----------------|
| <b>Income</b>  |       |                    |                     |                                   |                             |                     |                                      |                 |
| <b>Operating Revenue</b>                                       |       |                    |                     |                                   |                             |                     |                                      |                 |
| Net Rates & Utility Charges                                    | 1     | 107,589,079        | -                   | 107,589,079                       | 107,281,000                 | 308,079             | 105,042,315                          | 102.4%          |
| Fees & Charges   | 2     | 4,010,775          | -                   | 4,010,775                         | 3,789,666                   | 221,109             | 4,688,603                            | 85.5%           |
| Rental Income  |       | 1,455,034          | -                   | 1,455,034                         | 1,478,146                   | (23,112)            | 2,000,995                            | 72.7%           |
| Interest Received  | 3     | 3,318,764          | -                   | 3,318,764                         | 3,180,297                   | 138,466             | 4,323,730                            | 76.8%           |
| Sales of Contract & Recoverable Works                          | 4     | 3,914,659          | -                   | 3,914,659                         | 3,747,087                   | 167,573             | 7,799,723                            | 50.2%           |
| Operating Grants, Subsidies & Contributions                    | 5     | 14,577,774         | -                   | 14,577,774                        | 14,933,351                  | (355,577)           | 16,886,836                           | 86.3%           |
| Other Recurrent Revenue  |       | 9,136,029          | -                   | 9,136,029                         | 9,179,128                   | (43,099)            | 13,059,711                           | 70.0%           |
|  |       | <b>144,002,113</b> | <b>-</b>            | <b>144,002,113</b>                | <b>143,588,674</b>          | <b>413,439</b>      | <b>153,801,913</b>                   | <b>93.6%</b>    |
| <b>Expenses</b>  |       |                    |                     |                                   |                             |                     |                                      |                 |
| <b>Operating Expenses</b>                                      |       |                    |                     |                                   |                             |                     |                                      |                 |
| Employee Expenses  | 6     | 35,581,933         | -                   | 35,581,933                        | 37,384,354                  | (1,802,421)         | 51,874,153                           | 68.6%           |
| Materials & Services   | 7     | 41,355,484         | 17,231,074          | 58,586,558                        | 46,189,068                  | 12,397,490          | 63,871,591                           | 91.7%           |
| Finance Costs  |       | 908,294            | -                   | 908,294                           | 929,062                     | (20,767)            | 1,318,744                            | 68.9%           |
| Depreciation and Amortisation                                  | 8     | 24,424,598         | -                   | 24,424,598                        | 24,320,793                  | 103,805             | 33,348,319                           | 73.2%           |
|  |       | <b>102,270,309</b> | <b>17,231,074</b>   | <b>119,501,383</b>                | <b>108,823,276</b>          | <b>10,678,107</b>   | <b>150,412,807</b>                   | <b>79.4%</b>    |
| <b>Operating Position Before Capital Items</b>                 |       | <b>41,731,804</b>  | <b>(17,231,074)</b> | <b>24,500,730</b>                 | <b>34,765,398</b>           | <b>(10,264,668)</b> | <b>3,389,106</b>                     | <b>722.9%</b>   |
| <b>Capital Revenue</b>   |       |                    |                     |                                   |                             |                     |                                      |                 |
| Capital Revenue  | 9     | 12,261,435         | -                   | 12,261,435                        | 14,982,624                  | (2,721,189)         | 27,361,906                           | 44.8%           |
| Proceeds from Sale of Land & PPE                               | 10    | 747,800            | -                   | 747,800                           | 900,000                     | (152,200)           | 998,698                              | 74.9%           |
|  |       | <b>13,009,234</b>  | <b>-</b>            | <b>13,009,234</b>                 | <b>15,882,624</b>           | <b>(2,873,390)</b>  | <b>28,360,604</b>                    | <b>45.9%</b>    |
| <b>Net Result Attributable to Council in Period</b>            |       | <b>54,741,038</b>  | <b>(17,231,074)</b> | <b>37,509,964</b>                 | <b>50,648,022</b>           | <b>(13,138,058)</b> | <b>31,749,710</b>                    | <b>118.1%</b>   |
| <b>Total Comprehensive Income</b>                              |       | <b>54,741,038</b>  | <b>(17,231,074)</b> | <b>37,509,964</b>                 | <b>50,648,022</b>           | <b>(13,138,058)</b> | <b>31,749,710</b>                    | <b>118.1%</b>   |
| Council's operating position at month end is a \$41.7M surplus |       |                    |                     |                                   |                             |                     |                                      |                 |

1. **Net Rates & Utility Charges** are \$308,079 favourable when comparing actuals to revised budget. This favourable variance is due to an increase in the general rates revenue. A notable increase was for a category movement of a single workers accommodation property during the rating period. This revenue will be examined as part of the Quarter 3 Budget Review.
2. **Fees & Charges** are \$221,109 favourable when comparing actuals to YTD budget. This favourable variance is primarily attributed to higher-than-expected revenue from potable water sales, resource sector building and plumbing fees, Moranbah swimming pool charges and works on roads corridors permits. The budgeted amount for this revenue will be reviewed as part of the Quarter 3 Budget Review.
3. **Interest Received** is \$138,466 favourable when compared to revised budget. This favourable variance arises from increased interest income from investments. The budgeted amount for this revenue will be reviewed during the Quarter 3 Budget Review.
4. **Sales of Contract & Recoverable Works** are favourable to the budget by \$167,573. This favourable variance is due to cash flowing of recoverable works for Galilee and Bowen Basin. It should be noted that majority of Galilee and Bowen Basin income is cash flowed to be received over the remaining months of the financial year (\$1.3M) and will be closely examined at the Quarter 3 Budget Review to see if recovery will occur in the 2024/2025 financial year.
5. **Operating Grants, Subsidies & Contributions** are \$355,577 unfavourable compared to the YTD budget. This unfavourable variance is primarily due to the cash flowing of revenue for the DRFA November 2021 event, a contribution for guardrail replacement works, maintenance contributions generated from infrastructure agreements and the illegal dumping grant, partially offset by a contribution for water purchases in Moranbah.
6. **Employee Expenses** are favourable to the revised budget by \$1,802,421. This favourable variance is due to employee vacancies within Departments some of which are currently being backfilled through Agency Temp Staff (current actuals \$1.4M and commitments of \$658K).
7. **Materials & Services** actual expenses for the year to date are \$41,355,484 with \$17,231,074 being recorded in commitments, resulting in an unfavourable variance to YTD budget by \$12,397,490. Excluding commitments, YTD expenditure would be approximately \$4.8M below the YTD budget. This unfavourable variance is due to the inclusion of commitments. Significant commitments include \$4.4M for Galilee and Bowen Basin recoverable works, \$1.2M for RMPC works, \$1.2M for the Waste Levy, \$1.2M for water purchases, \$802K for IT expenses associated with the Digital Strategy, and \$696K for contractor costs at Waste Management Facilities.
8. **Depreciation and Amortisation** is unfavourable to the budget by \$103,805. This is primarily due to depreciation for the Roads, Bridge and Drainage, and Parks asset classes.
9. **Capital Revenue** for the financial year is \$2,721,189 unfavourable when compared to revised budget. This unfavourable variance is predominately due to the cash flowing of grant funding for the Isaac Events Centre, Nebo Showgrounds Masterplan Stage 1, a contribution to Mabbins Road works partially offset by the Roads to Recovery program which were timed in line with the expected delivery of works. Revenue will undergo further examination during end-of-year processes to ensure alignment with milestones as per AASB 1058 Revenue Recognition Standard.
10. **Proceeds from Sale of Land & PPE** is currently unfavourable compared to the revised budget by \$152,200. This unfavourable variance is due to the budgeted cash flow of funds expected from plant sales.

| <b>ISAAC REGIONAL COUNCIL</b>             |              |                      |                      |                 |
|---|--------------|----------------------|----------------------|-----------------|
| <b>Statement of Financial Position</b>    |              |                      |                      |                 |
| <b>For the Period Ended 31 March 2025</b> |              |                      |                      |                 |
|   | <b>Notes</b> | <b>Actual YTD</b>    | <b>30 June 2024</b>  | <b>Variance</b> |
|   |              | <b>\$</b>            | <b>\$</b>            | <b>%</b>        |
| <b>Current Assets</b>                     |              |                      |                      |                 |
| Cash & Cash Equivalents                   |              | 60,958,834           | 76,337,945           | (20.1%)         |
| Receivables                               |              | 64,703,292           | 9,434,248            | 585.8%          |
| Inventories                               |              | 1,033,071            | 1,065,249            | (3.0%)          |
| Contract assets                           |              | 63,216               | 2,784,197            | (97.7%)         |
| Other assets                              |              | 1,219,313            | 4,288,431            | (71.6%)         |
| <b>Total Current Assets</b>               |              | <b>127,977,725</b>   | <b>93,910,070</b>    | <b>36.3%</b>    |
| <b>Non-Current Assets</b>                 |              |                      |                      |                 |
| Receivables                               |              | 5,619,619            | 4,000,171            | 40.5%           |
| Inventories                               |              | 18,406,298           | 18,406,298           | 0.0%            |
| Property, Plant and Equipment             |              | 1,229,100,881        | 1,219,383,744        | 0.8%            |
| Intangible assets                         |              | -                    | 501                  | (100.0%)        |
| <b>Total Non-Current Assets</b>           |              | <b>1,253,126,799</b> | <b>1,241,790,714</b> | <b>0.9%</b>     |
| <b>TOTAL ASSETS</b>                       |              | <b>1,381,104,524</b> | <b>1,335,700,784</b> | <b>3.4%</b>     |
| <b>Current Liabilities</b>                |              |                      |                      |                 |
| Trade and other payables                  |              | 3,991,522            | 11,054,970           | (63.9%)         |
| Provisions                                |              | 9,638,741            | 9,981,009            | (3.4%)          |
| Borrowings                                |              | 471,665              | 1,854,118            | (74.6%)         |
| Leases                                    |              | 81,007               | 81,007               | 0.0%            |
| Contract liabilities                      |              | 10,161,338           | 9,308,818            | 9.2%            |
| Other liabilities                         |              | 354,398              | 1,006,529            | (64.8%)         |
| <b>Total Current Liabilities</b>          |              | <b>24,698,672</b>    | <b>33,286,451</b>    | <b>(25.8%)</b>  |
| <b>Non-Current Liabilities</b>            |              |                      |                      |                 |
| Trade and other payables                  |              | 43,371               | 43,371               | 0.0%            |
| Provisions                                |              | 24,346,250           | 24,431,968           | (0.4%)          |
| 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%            |
| <b>Total Non-Current Liabilities</b>      |              | <b>51,124,200</b>    | <b>51,209,917</b>    | <b>(0.2%)</b>   |
| <b>TOTAL LIABILITIES</b>                  |              | <b>75,822,872</b>    | <b>84,496,368</b>    | <b>(10.3%)</b>  |
| <b>NET COMMUNITY ASSETS</b>               |              | <b>1,305,281,652</b> | <b>1,251,204,416</b> | <b>4.3%</b>     |
| <b>Community Equity</b>                   |              |                      |                      |                 |
| Retained surplus                          |              | 941,259,639          | 900,320,045          | 4.5%            |
| Asset revaluation reserve                 |              | 300,173,122          | 300,044,713          | 0.0%            |
| Other reserves                            |              | 63,848,891           | 50,839,658           | 25.6%           |
| <b>TOTAL COMMUNITY EQUITY</b>             |              | <b>1,305,281,652</b> | <b>1,251,204,416</b> | <b>4.3%</b>     |

**ISAAC REGIONAL COUNCIL**

**Statement of Cash Flows**

**For the Period Ended 31 March 2025**

|  | Actual YTD          | 30 June 2024      | Variance        |
|--|---------------------|-------------------|-----------------|
|  | \$                  | \$                | %               |
| <b>Cash Flows from Operating Activities</b>      |                     |                   |                 |
| Receipts from customers                          | 90,338,112          | 143,372,416       | 63.0%           |
| Payments to suppliers and employees              | (85,142,858)        | (104,097,063)     | 81.8%           |
| Cash provided by / (used in) net result          | 5,195,254           | 39,275,353        | 13.2%           |
| <b>Cash Flows from Investing Activities</b>      |                     |                   |                 |
| Profit / (Loss) on sale of capital assets        | (44,417)            | (4,792,284)       | 0.9%            |
| Grants, subsidies, contributions and donations   | 12,268,168          | 13,626,210        | 90.0%           |
| Payments for property, plant and equipment       | (31,415,663)        | (49,623,835)      | 63.3%           |
| Net movement in loans to Community Organisations |                     |                   | 0.0%            |
| Net cash provided by investing activities        | (19,191,912)        | (40,789,909)      | 47.1%           |
| <b>Cash Flow from Financing Activities</b>       |                     |                   |                 |
| Proceeds from borrowings                         | -                   | 4,145,882         | 0.0%            |
| Repayment of borrowings                          | (1,382,453)         | 292,497           | (472.6%)        |
| Net cash provided by financing activities        | (1,382,453)         | 4,438,378         | (31.1%)         |
| <b>Net Increase / (Decrease) in Cash Held</b>    | <b>(15,379,112)</b> | <b>2,923,822</b>  | <b>(526.0%)</b> |
| Cash at the beginning of the period              | 76,337,945          | 73,414,123        | 104.0%          |
| <b>Cash at the end of the Reporting Period</b>   | <b>60,958,834</b>   | <b>76,337,945</b> | <b>79.9%</b>    |

## Appendix 2 – Preliminary Executive Level Reports

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

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

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

**ISAAC REGIONAL COUNCIL**  
**Statement of Comprehensive Income**  
**For the Period Ended 31 March 2025**

**Office of the CEO**

|   | Notes | YTD Actual       | Commitments      | YTD Actual +<br>Commitments | YTD Revised<br>Budget | Variance         | Full Year<br>Revised<br>Budget | Completion   |
|---|-------|------------------|------------------|-----------------------------|-----------------------|------------------|--------------------------------|--------------|
|   |       | \$               | \$               | \$                          | \$                    | \$               | \$                             | %            |
| <b>Income</b>                                       |       |                  |                  |                             |                       |                  |                                |              |
| <b>Operating Revenue</b>                            |       |                  |                  |                             |                       |                  |                                |              |
| Operating Grants, Subsidies & Contributions         |       | 263,968          | -                | 263,968                     | 275,201               | (11,233)         | 311,934                        | 84.6%        |
|   |       | <b>263,968</b>   | <b>-</b>         | <b>263,968</b>              | <b>275,201</b>        | <b>(11,233)</b>  | <b>311,934</b>                 | <b>84.6%</b> |
| <b>Expenses</b>                                     |       |                  |                  |                             |                       |                  |                                |              |
| <b>Operating Expenses</b>                           |       |                  |                  |                             |                       |                  |                                |              |
| Employee Expenses                                   | 1     | 3,306,291        | -                | 3,306,291                   | 3,479,644             | (173,354)        | 4,800,626                      | 68.9%        |
| Materials & Services                                |       | 1,324,330        | 388,403          | 1,712,733                   | 1,704,787             | 7,946            | 2,101,852                      | 81.5%        |
| Corporate Overheads & Competitive Neutrality Costs  |       | (4,077,827)      | -                | (4,077,827)                 | (4,077,827)           | -                | (5,437,102)                    | 75.0%        |
|   |       | <b>552,794</b>   | <b>388,403</b>   | <b>941,197</b>              | <b>1,106,604</b>      | <b>(165,408)</b> | <b>1,465,376</b>               | <b>64.2%</b> |
| <b>Operating Position Before Capital Items</b>      |       | <b>(288,826)</b> | <b>(388,403)</b> | <b>(677,229)</b>            | <b>(831,404)</b>      | <b>154,175</b>   | <b>(1,153,442)</b>             | <b>58.7%</b> |
| <b>Capital Revenue</b>                              |       | <b>-</b>         | <b>-</b>         | <b>-</b>                    | <b>-</b>              | <b>-</b>         | <b>-</b>                       | <b>0.0%</b>  |
| <b>Net Result Attributable to Council in Period</b> |       | <b>(288,826)</b> | <b>(388,403)</b> | <b>(677,229)</b>            | <b>(831,404)</b>      | <b>154,175</b>   | <b>(1,153,442)</b>             | <b>58.7%</b> |
| <b>Total Comprehensive Income</b>                   |       | <b>(288,826)</b> | <b>(388,403)</b> | <b>(677,229)</b>            | <b>(831,404)</b>      | <b>154,175</b>   | <b>(1,153,442)</b>             | <b>58.7%</b> |

**1. Employee Expenses** for the financial year are favourable compared to budget by \$173,354. This favourable variance is primarily attributed to employee vacancies within People & Capability and Brand, Media, & Communications Departments.



**ISAAC REGIONAL COUNCIL**  
**Statement of Comprehensive Income**  
**For the Period Ended 31 March 2025**

Corporate, Governance & Financial  
Service

|   | Notes | YTD Actual<br>\$  | Commitments<br>\$  | YTD Actual +<br>Commitments<br>\$ | YTD Revised<br>Budget<br>\$ | Variance<br>\$ | Full Year<br>Revised<br>Budget<br>\$ | Completion<br>% |
|---|-------|-------------------|--------------------|-----------------------------------|-----------------------------|----------------|--------------------------------------|-----------------|
| <b>Income</b>                                       |       |                   |                    |                                   |                             |                |                                      |                 |
| <b>Operating Revenue</b>                            |       |                   |                    |                                   |                             |                |                                      |                 |
| Net Rates & Utility Charges                         | 1     | 75,737,512        | -                  | 75,737,512                        | 75,410,861                  | 326,651        | 71,587,176                           | 105.8%          |
| Fees & Charges                                      |       | 106,686           | -                  | 106,686                           | 91,500                      | 15,186         | 122,000                              | 87.4%           |
| Rental Income                                       |       | -                 | -                  | -                                 | 1,013                       | (1,013)        | 1,350                                | 0.0%            |
| Interest Received                                   | 2     | 3,145,184         | -                  | 3,145,184                         | 3,012,148                   | 133,036        | 4,099,530                            | 76.7%           |
| Sales of Contract & Recoverable Works               |       | 182,110           | -                  | 182,110                           | 160,000                     | 22,110         | 160,000                              | 113.8%          |
| Operating Grants, Subsidies & Contributions         |       | 7,140,328         | -                  | 7,140,328                         | 7,142,445                   | (2,117)        | 7,478,601                            | 95.5%           |
| Other Recurrent Revenue                             |       | 109,708           | -                  | 109,708                           | 117,389                     | (7,681)        | 143,185                              | 76.6%           |
|   |       | <b>86,421,527</b> | <b>-</b>           | <b>86,421,527</b>                 | <b>85,935,355</b>           | <b>486,172</b> | <b>83,591,842</b>                    | <b>103.4%</b>   |
| <b>Expenses</b>                                     |       |                   |                    |                                   |                             |                |                                      |                 |
| <b>Operating Expenses</b>                           |       |                   |                    |                                   |                             |                |                                      |                 |
| Employee Expenses                                   | 3     | 6,629,390         | -                  | 6,629,390                         | 7,098,008                   | (468,618)      | 10,581,198                           | 62.7%           |
| Materials & Services                                | 4     | 10,511,816        | 1,611,167          | 12,122,983                        | 11,502,261                  | 620,722        | 14,174,242                           | 85.5%           |
| Finance Costs                                       |       | 319,465           | -                  | 319,465                           | 355,206                     | (35,741)       | 514,541                              | 62.1%           |
| Depreciation and Amortisation                       |       | 600,094           | -                  | 600,094                           | 574,009                     | 26,084         | 1,264,562                            | 47.5%           |
| Corporate Overheads & Competitive Neutrality Costs  |       | (12,620,889)      | -                  | (12,620,889)                      | (12,620,889)                | -              | (16,827,852)                         | 75.0%           |
|   |       | <b>5,439,875</b>  | <b>1,611,167</b>   | <b>7,051,042</b>                  | <b>6,908,595</b>            | <b>142,448</b> | <b>9,706,690</b>                     | <b>72.6%</b>    |
| <b>Operating Position Before Capital Items</b>      |       | <b>80,981,651</b> | <b>(1,611,167)</b> | <b>79,370,484</b>                 | <b>79,026,760</b>           | <b>343,725</b> | <b>73,885,152</b>                    | <b>107.4%</b>   |
| <b>Capital Revenue</b>                              |       |                   |                    |                                   |                             |                |                                      |                 |
| Capital Revenue                                     |       | (9)               | -                  | (9)                               | -                           | (9)            | -                                    | 0.0%            |
| Proceeds from Sale of Land & PPE                    |       | 55                | -                  | 55                                | -                           | 55             | -                                    | 0.0%            |
|   |       | <b>45</b>         | <b>-</b>           | <b>45</b>                         | <b>-</b>                    | <b>45</b>      | <b>-</b>                             | <b>0.0%</b>     |
| <b>Net Result Attributable to Council in Period</b> |       | <b>80,981,697</b> | <b>(1,611,167)</b> | <b>79,370,530</b>                 | <b>79,026,760</b>           | <b>343,770</b> | <b>73,885,152</b>                    | <b>107.4%</b>   |
| <b>Total Comprehensive Income</b>                   |       | <b>80,981,697</b> | <b>(1,611,167)</b> | <b>79,370,530</b>                 | <b>79,026,760</b>           | <b>343,770</b> | <b>73,885,152</b>                    | <b>107.4%</b>   |

- 1. Net Rates & Utility Charges** are \$326,651 favourable when comparing actuals to the revised budget. This favourable variance is due to an increase in the general rates revenue. A notable increase was for a category movement of a single workers accommodation property during the rating period. This revenue will be examined as part of the quarter 3 Budget Review.
- 2. Interest Received** is \$133,036 favourable when compared to revised budget. This favourable variance results from increased interest income from investments. The budgeted amount for this revenue will be reviewed as part of the Quarter 3 Budget Review.
- 3. Employee Expenses** for the financial year are favourable compared to budget by \$468,618. Of this favourable variance \$140,201 is due to Corporate Employee expenses, which are consolidated across the Council in this Directorate. Excluding Corporate Employee expenses, the position would be \$328,416 favourable due to various vacancies within this Directorate, noting that if agency temp staff YTD actuals of \$117,213 and YTD budget \$13,500 are included in the calculations there would be a \$224,703 favourable variance.
- 4. Materials & Services** for the financial year to date are \$620,722 unfavourable with \$10,511,816 in actual expenditure and \$1,611,167 in commitments against the YTD budget of \$11,502,261. Excluding commitments YTD expenditure would be \$990,445 below YTD budget. Large commitments to note are \$802K of IT expenses associated with the Digital Strategy and \$236K for computer / software licence expenses.

**ISAAC REGIONAL COUNCIL**  
**Statement of Comprehensive Income**  
**For the Period Ended 31 March 2025**

**Engineering & Infrastructure Services**

|   | Notes | YTD Actual<br>\$    | Commitments<br>\$  | YTD Actual +<br>Commitments<br>\$ | YTD Revised<br>Budget<br>\$ | Variance<br>\$     | Full Year<br>Revised<br>Budget<br>\$ | Completion<br>% |
|---|-------|---------------------|--------------------|-----------------------------------|-----------------------------|--------------------|--------------------------------------|-----------------|
| <b>Income</b>                                       |       |                     |                    |                                   |                             |                    |                                      |                 |
| <b>Operating Revenue</b>                            |       |                     |                    |                                   |                             |                    |                                      |                 |
| Fees & Charges                                      |       | 331,822             | -                  | 331,822                           | 323,125                     | 8,697              | 407,500                              | 81.4%           |
| Rental Income                                       |       | 1,245,624           | -                  | 1,245,624                         | 1,253,001                   | (7,377)            | 1,710,668                            | 72.8%           |
| Sales of Contract & Recoverable Works               | 1     | 3,732,549           | -                  | 3,732,549                         | 3,587,087                   | 145,463            | 7,561,103                            | 49.4%           |
| Operating Grants, Subsidies & Contributions         | 2     | 5,243,692           | -                  | 5,243,692                         | 6,015,632                   | (771,941)          | 7,160,349                            | 73.2%           |
| Other Recurrent Revenue                             |       | 91,287              | -                  | 91,287                            | 63,717                      | 27,570             | 64,269                               | 142.0%          |
|   |       | <b>10,644,975</b>   | <b>-</b>           | <b>10,644,975</b>                 | <b>11,242,561</b>           | <b>(597,587)</b>   | <b>16,903,888</b>                    | <b>63.0%</b>    |
| <b>Expenses</b>                                     |       |                     |                    |                                   |                             |                    |                                      |                 |
| <b>Operating Expenses</b>                           |       |                     |                    |                                   |                             |                    |                                      |                 |
| Employee Expenses                                   | 3     | 11,301,497          | -                  | 11,301,497                        | 11,855,021                  | (553,524)          | 16,157,266                           | 69.9%           |
| Materials & Services                                | 4     | 11,893,913          | 8,025,394          | 19,919,308                        | 12,858,299                  | 7,061,009          | 17,759,507                           | 112.2%          |
| Depreciation and Amortisation                       |       | 13,307,932          | -                  | 13,307,932                        | 13,238,476                  | 69,456             | 17,635,309                           | 75.5%           |
| Corporate Overheads & Competitive Neutrality Costs  |       | 9,602,804           | -                  | 9,602,804                         | 9,602,804                   | -                  | 12,803,739                           | 75.0%           |
|   |       | <b>46,106,146</b>   | <b>8,025,394</b>   | <b>54,131,541</b>                 | <b>47,554,599</b>           | <b>6,576,942</b>   | <b>64,355,821</b>                    | <b>84.1%</b>    |
| <b>Operating Position Before Capital Items</b>      |       | <b>(35,461,172)</b> | <b>(8,025,394)</b> | <b>(43,486,566)</b>               | <b>(36,312,038)</b>         | <b>(7,174,528)</b> | <b>(47,451,932)</b>                  | <b>91.6%</b>    |
| <b>Capital Revenue</b>                              |       |                     |                    |                                   |                             |                    |                                      |                 |
| Capital Revenue                                     | 5     | 8,814,399           | -                  | 8,814,399                         | 8,945,004                   | (130,605)          | 15,282,347                           | 57.7%           |
| Proceeds from Sale of Land & PPE                    | 6     | 747,489             | -                  | 747,489                           | 900,000                     | (152,511)          | 998,698                              | 74.8%           |
|   |       | <b>9,561,888</b>    | <b>-</b>           | <b>9,561,888</b>                  | <b>9,845,004</b>            | <b>(283,116)</b>   | <b>16,281,045</b>                    | <b>58.7%</b>    |
| <b>Net Result Attributable to Council in Period</b> |       | <b>(25,899,284)</b> | <b>(8,025,394)</b> | <b>(33,924,678)</b>               | <b>(26,467,034)</b>         | <b>(7,457,644)</b> | <b>(31,170,887)</b>                  | <b>108.8%</b>   |
| <b>Total Comprehensive Income</b>                   |       | <b>(25,899,284)</b> | <b>(8,025,394)</b> | <b>(33,924,678)</b>               | <b>(26,467,034)</b>         | <b>(7,457,644)</b> | <b>(31,170,887)</b>                  | <b>108.8%</b>   |

- 1. Sales of Contract & Recoverable Works** are favourable to the budget by \$145,463. This favourable variance is due to cash flowing of recoverable works for Galilee and Bowen Basin. It should be noted that majority of Galilee and Bowen Basin income is cash flowed to be received over the remaining months of the financial year (\$1.3M) and will be closely examined at the Quarter 3 Budget Review to see if recovery will occur in the 2024/2025 financial year.
- 2. Operating Grants, Subsidies & Contributions** are \$771,941 unfavourable compared to the YTD budget. This unfavourable variance is primarily due to the cash flowing of revenue for the DRFA November 2021 event, a contribution for guardrail replacement works and maintenance contributions generated from infrastructure agreements.
- 3. Employee Expenses** are favourable compared to the revised budget by \$553,524. This favourable variance is predominantly due to employee vacancies, some of which are currently being backfilled through Agency Temp Staff (current actuals \$116K and commitments of \$53K).
- 4. Materials & Services** for the financial year to date are unfavourable by \$7,061,009, with \$11,893,913 in actual expenditure and \$8,025,394 in commitments against a YTD budget of \$12,858,299. Excluding commitments, YTD expenditure would be \$964,386 below the YTD budget. Significant commitments include \$4.4M for Galilee and Bowen Basin recoverable works and \$1.2M for RMPC works.
- 5. Capital Revenue** for the financial year is \$130,605 unfavourable compared to the revised budget. This unfavourable variance is due to cash flowing of a contribution for Mabbin Road works partially offset by the Roads to Recovery program.
- 6. Proceeds from Sale of Land & PPE** is currently unfavourable compared to the revised budget by \$152,511. This unfavourable variance is due to the budgeted cash flow of funds expected from plant sales.

**ISAAC REGIONAL COUNCIL**  
**Statement of Comprehensive Income**  
**For the Period Ended 31 March 2025**

Planning, Environment & Community  
Service

|   | Notes | YTD Actual<br>\$    | Commitments<br>\$  | YTD Actual +<br>Commitments<br>\$ | YTD Revised<br>Budget<br>\$ | Variance<br>\$     | Full Year<br>Revised<br>Budget<br>\$ | Completion<br>% |
|---|-------|---------------------|--------------------|-----------------------------------|-----------------------------|--------------------|--------------------------------------|-----------------|
| <b>Income</b>                                       |       |                     |                    |                                   |                             |                    |                                      |                 |
| <b>Operating Revenue</b>                            |       |                     |                    |                                   |                             |                    |                                      |                 |
| Fees & Charges                                      |       | 2,599,756           | -                  | 2,599,756                         | 2,525,474                   | 74,281             | 2,896,903                            | 89.7%           |
| Rental Income                                       |       | 155,378             | -                  | 155,378                           | 177,284                     | (21,906)           | 236,379                              | 65.7%           |
| Sales of Contract & Recoverable Works               |       | -                   | -                  | -                                 | -                           | -                  | 78,620                               | 0.0%            |
| Operating Grants, Subsidies & Contributions         |       | 872,129             | -                  | 872,129                           | 942,641                     | (70,512)           | 1,378,520                            | 63.3%           |
| Other Recurrent Revenue                             |       | 17,551              | -                  | 17,551                            | 11,234                      | 6,317              | 54,979                               | 31.9%           |
|   |       | <b>3,644,814</b>    | <b>-</b>           | <b>3,644,814</b>                  | <b>3,656,633</b>            | <b>(11,819)</b>    | <b>4,645,401</b>                     | <b>78.5%</b>    |
| <b>Expenses</b>                                     |       |                     |                    |                                   |                             |                    |                                      |                 |
| <b>Operating Expenses</b>                           |       |                     |                    |                                   |                             |                    |                                      |                 |
| Employee Expenses                                   | 1     | 8,396,106           | -                  | 8,396,106                         | 8,956,459                   | (560,352)          | 12,244,635                           | 68.6%           |
| Materials & Services                                | 2     | 5,905,083           | 1,981,676          | 7,886,759                         | 6,957,781                   | 928,978            | 9,312,033                            | 84.7%           |
| Finance Costs                                       |       | 554,843             | -                  | 554,843                           | 540,018                     | 14,825             | 756,546                              | 73.3%           |
| Depreciation and Amortisation                       |       | 2,261,030           | -                  | 2,261,030                         | 2,262,901                   | (1,871)            | 3,014,592                            | 75.0%           |
| Corporate Overheads & Competitive Neutrality Costs  |       | 2,503,399           | -                  | 2,503,399                         | 2,503,399                   | -                  | 3,337,865                            | 75.0%           |
|   |       | <b>19,620,461</b>   | <b>1,981,676</b>   | <b>21,602,137</b>                 | <b>21,220,558</b>           | <b>381,580</b>     | <b>28,665,671</b>                    | <b>75.4%</b>    |
| <b>Operating Position Before Capital Items</b>      |       | <b>(15,975,647)</b> | <b>(1,981,676)</b> | <b>(17,957,324)</b>               | <b>(17,563,925)</b>         | <b>(393,399)</b>   | <b>(24,020,270)</b>                  | <b>74.8%</b>    |
| <b>Capital Revenue</b>                              |       |                     |                    |                                   |                             |                    |                                      |                 |
| Capital Revenue                                     | 3     | 2,739,525           | -                  | 2,739,525                         | 5,330,101                   | (2,590,576)        | 10,750,304                           | 25.5%           |
| Proceeds from Sale of Land & PPE                    |       | 256                 | -                  | 256                               | -                           | 256                | -                                    | 0.0%            |
|   |       | <b>2,739,781</b>    | <b>-</b>           | <b>2,739,781</b>                  | <b>5,330,101</b>            | <b>(2,590,320)</b> | <b>10,750,304</b>                    | <b>25.5%</b>    |
| <b>Net Result Attributable to Council in Period</b> |       | <b>(13,235,866)</b> | <b>(1,981,676)</b> | <b>(15,217,542)</b>               | <b>(12,233,824)</b>         | <b>(2,983,719)</b> | <b>(13,269,966)</b>                  | <b>114.7%</b>   |
| <b>Total Comprehensive Income</b>                   |       | <b>(13,235,866)</b> | <b>(1,981,676)</b> | <b>(15,217,542)</b>               | <b>(12,233,824)</b>         | <b>(2,983,719)</b> | <b>(13,269,966)</b>                  | <b>114.7%</b>   |

- 1. Employee Expenses** are favourable compared to the YTD budget by \$560,352. This favourable variance is primarily due to employee vacancies, some of which are currently being backfilled through Agency Temp Staff (current actuals \$191K and commitments of \$64K).
- 2. Materials & Services** for the financial year to date are unfavourable by \$928,978, with \$5,905,083 of actual expenditure and \$1,981,676 in commitments against the YTD budget of \$6,957,781. Excluding commitments, YTD expenditure would be \$1,052,698 below the YTD budget. Notable commitments include \$493K for legal expenses, \$482K for facilities management, and \$189K for consultancy fees.
- 3. Capital Revenue** for the year to date is \$2,739,525 which is unfavourable compared to the budget by \$2,590,576. This unfavourable variance is predominately due to the cash flowing of grant funding for the Isaac Events Centre and the Nebo Showgrounds Masterplan Stage 1 which were timed in line with the expected delivery of works. Revenue will undergo further examination during end-of-year processes to ensure alignment with milestones as per AASB 1058 Revenue Recognition Standard.

**ISAAC REGIONAL COUNCIL**  
**Statement of Comprehensive Income**  
**For the Period Ended 31 March 2025**

**Water & Waste**

|   | Notes | YTD Actual        | Commitments        | YTD Actual +<br>Commitments | YTD Revised<br>Budget | Variance           | Full Year<br>Revised<br>Budget | Completion    |
|---|-------|-------------------|--------------------|-----------------------------|-----------------------|--------------------|--------------------------------|---------------|
|   |       | \$                | \$                 | \$                          | \$                    | \$                 | \$                             | %             |
| <b>Income</b>                                       |       |                   |                    |                             |                       |                    |                                |               |
| <b>Operating Revenue</b>                            |       |                   |                    |                             |                       |                    |                                |               |
| Net Rates & Utility Charges                         |       | 31,851,567        | -                  | 31,851,567                  | 31,870,139            | (18,573)           | 33,455,139                     | 95.2%         |
| Fees & Charges                                      | 1     | 972,511           | -                  | 972,511                     | 849,567               | 122,944            | 1,262,200                      | 77.0%         |
| Rental Income                                       |       | 54,032            | -                  | 54,032                      | 46,848                | 7,184              | 52,598                         | 102.7%        |
| Interest Received                                   |       | 173,580           | -                  | 173,580                     | 168,150               | 5,430              | 224,200                        | 77.4%         |
| Operating Grants, Subsidies & Contributions         | 2     | 1,057,658         | -                  | 1,057,658                   | 557,433               | 500,225            | 557,433                        | 189.7%        |
| Other Recurrent Revenue                             |       | 8,917,483         | -                  | 8,917,483                   | 8,986,788             | (69,306)           | 12,797,278                     | 69.7%         |
|   |       | <b>43,026,830</b> | <b>-</b>           | <b>43,026,830</b>           | <b>42,478,925</b>     | <b>547,906</b>     | <b>48,348,848</b>              | <b>89.0%</b>  |
| <b>Expenses</b>                                     |       |                   |                    |                             |                       |                    |                                |               |
| <b>Operating Expenses</b>                           |       |                   |                    |                             |                       |                    |                                |               |
| Employee Expenses                                   | 3     | 5,948,649         | -                  | 5,948,649                   | 5,995,222             | (46,573)           | 8,090,429                      | 73.5%         |
| Materials & Services                                | 4     | 11,720,342        | 5,224,433          | 16,944,775                  | 13,165,940            | 3,778,836          | 20,523,957                     | 82.6%         |
| Finance Costs                                       |       | 33,987            | -                  | 33,987                      | 33,838                | 149                | 47,657                         | 71.3%         |
| Depreciation and Amortisation                       |       | 8,255,542         | -                  | 8,255,542                   | 8,245,407             | 10,135             | 11,433,856                     | 72.2%         |
| Corporate Overheads & Competitive Neutrality Costs  |       | 4,592,513         | -                  | 4,592,513                   | 4,592,513             | -                  | 6,123,351                      | 75.0%         |
|   |       | <b>30,551,033</b> | <b>5,224,433</b>   | <b>35,775,466</b>           | <b>32,032,920</b>     | <b>3,742,546</b>   | <b>46,219,250</b>              | <b>77.4%</b>  |
| <b>Operating Position Before Capital Items</b>      |       | <b>12,475,797</b> | <b>(5,224,433)</b> | <b>7,251,364</b>            | <b>10,446,005</b>     | <b>(3,194,640)</b> | <b>2,129,598</b>               | <b>340.5%</b> |
| <b>Capital Revenue</b>                              |       |                   |                    |                             |                       |                    |                                |               |
| Capital Revenue                                     |       | 707,520           | -                  | 707,520                     | 707,519               | 1                  | 1,329,255                      | 53.2%         |
|   |       | <b>707,520</b>    | <b>-</b>           | <b>707,520</b>              | <b>707,519</b>        | <b>1</b>           | <b>1,329,255</b>               | <b>53.2%</b>  |
| <b>Net Result Attributable to Council in Period</b> |       | <b>13,183,317</b> | <b>(5,224,433)</b> | <b>7,958,884</b>            | <b>11,153,524</b>     | <b>(3,194,640)</b> | <b>3,458,853</b>               | <b>230.1%</b> |
| <b>Total Comprehensive Income</b>                   |       | <b>13,183,317</b> | <b>(5,224,433)</b> | <b>7,958,884</b>            | <b>11,153,524</b>     | <b>(3,194,640)</b> | <b>3,458,853</b>               | <b>230.1%</b> |



1. **Fees & Charges** are \$972,511 compared to YTD budget of \$849,567 resulting in a favourable variance of \$122,944. This positive variance is primarily due to higher-than-expected revenue from potable water sales. The budgeted amount for this revenue will be reviewed as part of the Quarter 3 Budget Review.
2. **Operating Grants, Subsidies & Contributions** is favourable compared to budget by \$500,225. This favourable outcome arises from the invoicing of a contribution for water purchases in Moranbah, previously billed in arrears. This line item will be updated during the Quarter 3 Budget Review.
3. **Employee Expenses** for the financial year to date show a favourable variance of \$46,573, noting that if agency temp staff YTD actuals of \$978,771 and YTD budget \$786,698 are included in the calculations there would be a \$145,500 unfavourable variance.
4. **Materials & Services** for the financial year to date show an unfavourable variance of \$3,778,836, with \$11,720,342 in actual expenditure and \$5,224,433 in commitments. Excluding commitments, YTD expenditure would be \$1,445,598 below the YTD budget. Significant commitments include \$1.2M for water purchases, \$1.2M for the Waste Levy, and \$696K for contractor costs at Waste Management Facilities.

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## MEETING DETAILS

**Corporate, Governance and Financial Services Standing  
Committee Meeting**  
Tuesday 8 April 2025

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## AUTHOR

Warren Clough

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## AUTHOR POSITION

Senior Safety and Resilience Partner

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## 5.2

## SAFETY AND RESILIENCE UPDATE

### EXECUTIVE SUMMARY

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

### OFFICER'S RECOMMENDATION

*That the Committee recommends that Council:*

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

### 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:

- Review of all Health, Safety and Wellness documentation;
- Facilitating voting for the overall Hazard Hunter Winner for 2024; and
- Fire inspections to identify priority mitigation areas in the region.

### 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

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## 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.

|   |  |
|---|--|
| <b>Report prepared by:</b>                  | <b>Report authorised by:</b>                                 |
| WARREN CLOUGH                               | DARREN FETTELL   |
| <b>Senior Safety and Resilience Partner</b> | <b>Director Corporate, Governance and Financial Services</b> |
| Date: 1 April 2025                          | Date: 1 April 2025   |

## ATTACHMENTS

- Attachment 1 – Safety and Resilience Monthly Report March 2025

## REFERENCE DOCUMENT

- Nil

# SAFETY AND RESILIENCE MONTHLY REPORT

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|      |                                       |
|------|---------------------------------------|
| DATE | 27 March 2025                         |
| TO   | April 2025, Ordinary Council meeting  |
| FROM | Senior Safety and Resilience Partners |

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## 1. SUMMARY

Snr Safety Partner has been attending ongoing meetings, assisting Water and Waste with their gap analysis of 45001, as part of their IMS.

S&R team facilitated voting for the overall Hazard Hunter Winner for 2024, with preparations now underway to conduct a BBQ and award presentation.

S&R team are currently reviewing all Health, Safety and Wellness documentation prior to seeking expressions of interest for new committee members from all staff.

The team, together with Director CGFS, reviewed the Safety and Resilience Business Plan for 2024/25 and the draft for 2025/26.

Fire inspections underway to identify priority mitigation areas in the region.

First meeting of the Local Disaster Management Group for 2025 took place on 27 March 2025.

### 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

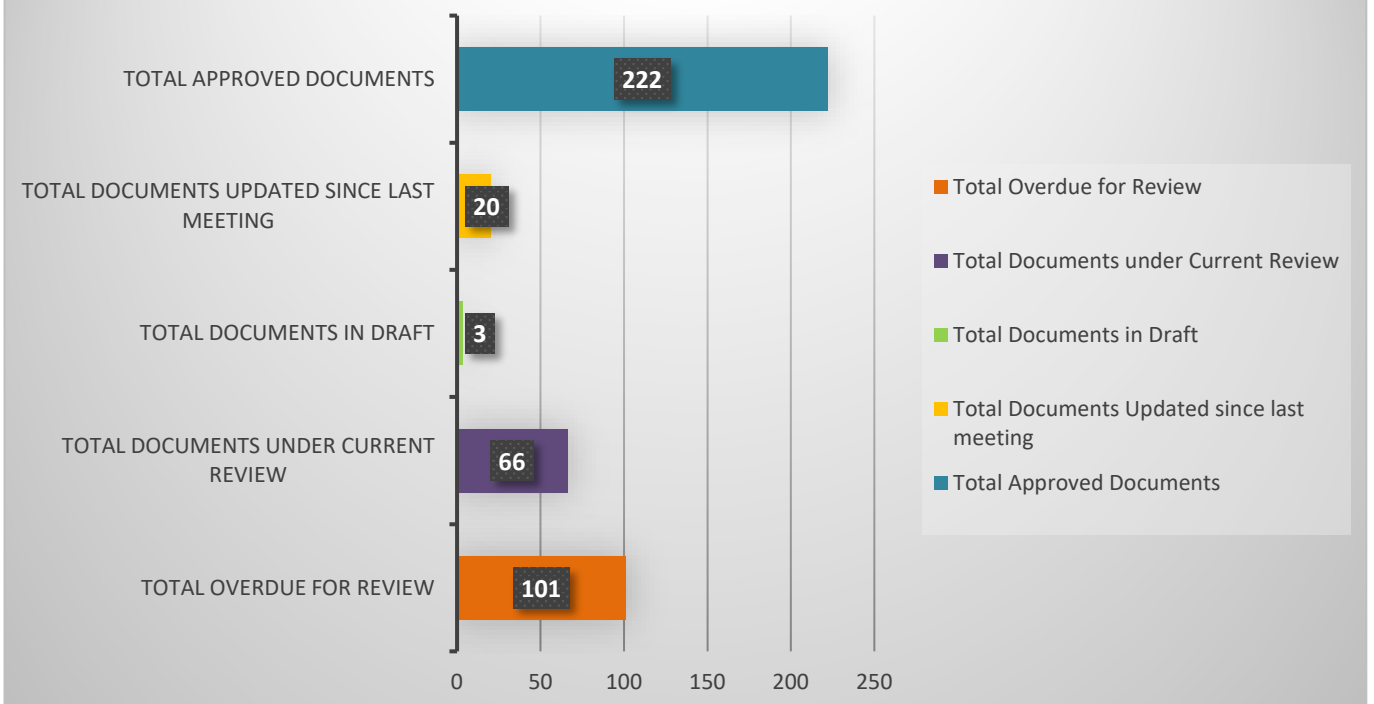
**BEST PRACTICE  
SYSTEM**



# SAFETY AND RESILIENCE MONTHLY REPORT

| Document Type        | 222<br>Approved | 101<br>Overdue | 66<br>Reviewing | 3<br>Draft | 20<br>Updated |
|----------------------|-----------------|----------------|-----------------|------------|---------------|
| Checklists           | 5               | 7              | 2               |            | 0             |
| Process / Flowcharts | 15              | 9              | 9               |            | 3             |
| Forms                | 51              | 23             | 17              |            | 5             |
| Guidelines           | 63              | 33             | 6               | 1          | 7             |
| Miscellaneous        | 2               | 3              | 1               | 1          |               |
| Plans                | 12              | 1              | 1               |            |               |
| Policies             | 3               | 0              | 4               |            |               |
| Procedures           | 7               | 11             | 13              |            | 2             |
| SWMS                 | 6               | 1              | 2               |            |               |
| Templates            | 11              | 10             | 1               |            |               |
| Terms of Reference   | 1               | 1              | 2               |            |               |
| Work Instructions    | 46              | 2              | 8               | 1          | 3             |

## Safety System Documents - as at 31/03/2025



\*It is noted that all documents remain in place until reviewed and updated as required. A number of documents are reviewed and updated as legislation/regulation or processes change rather than waiting for scheduled review time.

# SAFETY AND RESILIENCE MONTHLY REPORT

## 2.1 LEGISLATIVE OR OTHER CHANGES

Nil

## 3. OBJECTIVES AND TARGETS

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

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

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

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

## 4. EFFECTIVE RISK MANAGEMENT

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

### 4.1 HAZARD HUNTER

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

**TARGET:** Number of hazards reported and rectified.

**STATUS:** 11 hazards were identified for 01/03/25-27/03/25, and 0 have been fully managed and closed.

Good reporting of hazards for the reporting period:

6 – Draft

4 – Approved

0 – Closed

1 – Complete

6 remain still at draft stage with no action taken within Lucidity. There was no Hazard Hunter presentation held during this reporting period. Voting has been completed for the overall Hazard Hunter winner for 2024, with preparations currently underway to arrange a BBQ and award presentation.

### 4.2 EVENT REVIEW

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

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

**STATUS:** 119 events still sitting at draft stage requiring attention. The Safety and Resilience teams continuous review of “Draft” items have not revealed any high-risk items.

- 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



- 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



# SAFETY AND RESILIENCE MONTHLY REPORT

## 4.3 EVENTS RECORDED DURING MARCH

The focus this month was on overdue actions. There have been **44** events recorded during the month to **27 March**, of these:

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

## 4.4 EMERGENCY MANAGEMENT COMMITTEE

No meeting held during this period

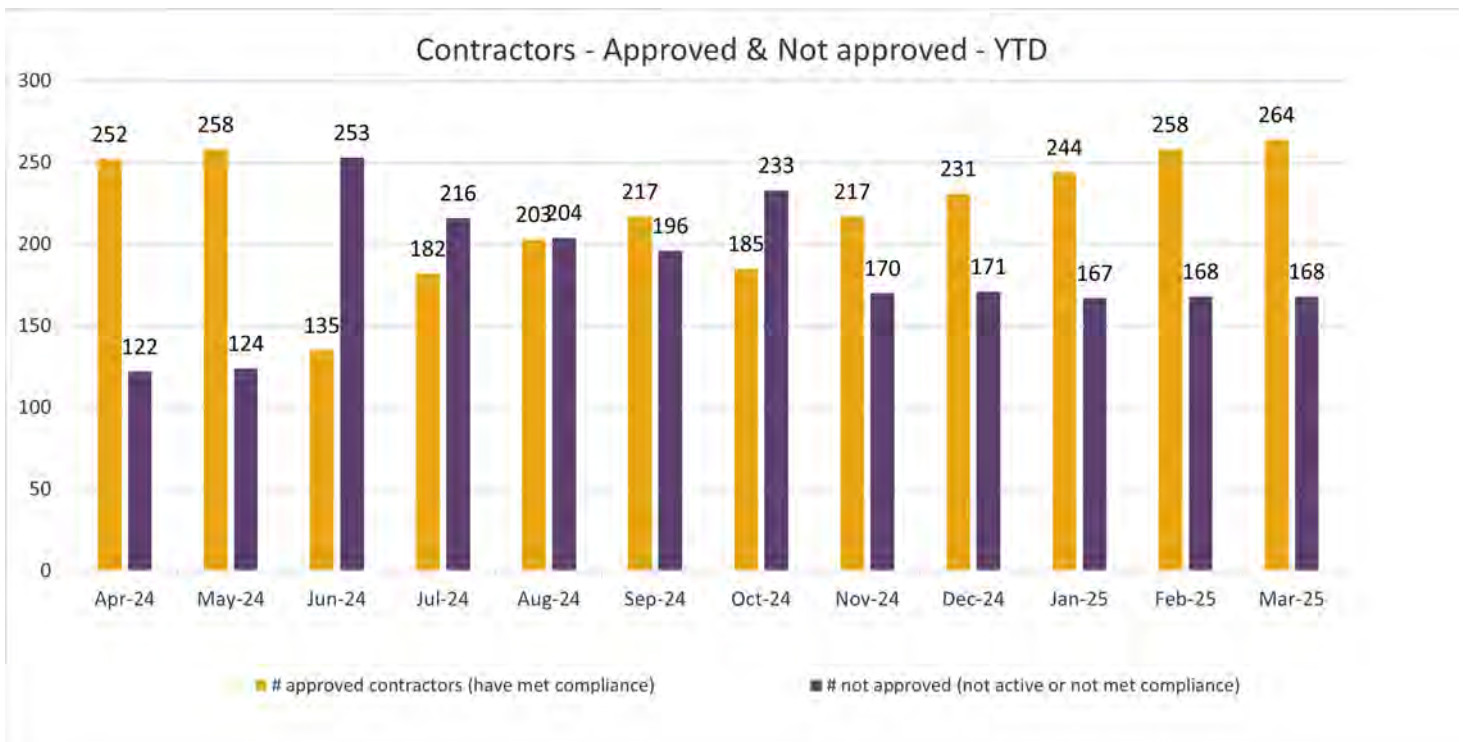
## 4.5 CONTRACTOR MANAGEMENT

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

TARGET report on # approved contractors, # of not approved contractors.

**STATUS: APPROVED contractor companies – 264**

**NOT APPROVED – 168**



Noted a consistent ongoing improvement in the amount of approved contractors. The team will again be reviewing our current Not-Approved contractors wherever possible and archive those that haven't been engaged within the last financial year.

This will be done in collaboration with Finance to determine which of the Not-Approved contractors can be archived due to them not being engaged by council within the last financial year.



## 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 no HSW committee meeting held during this period.

A review of our HSW documentation is underway, with the intention of seeking expressions of interest for new Committee members along with advising staff of their ability to elect an HSR if a work group wishes to nominate and elect one. The next meeting is scheduled for the 15<sup>th</sup> of April.

**OBJECTIVE** Completed schedules of meetings.

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

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

- 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



## 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.

**18** – Workers contacted to undergo work related vaccinations

**10** - In progress

**8** - Have not actioned

### 6.2 DRUG & ALCOHOL TESTING

The Safety & Resilience Partners conducted D&A testing at the Moranbah Depot on the 17<sup>th</sup> of March and the Nebo Parks & Recs team on the 20<sup>th</sup> of March.

**20** tests were completed with **1** non-negative test recorded, requiring third party confirmatory analysis.

### 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.

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

- 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

## 6.4 Fluoride Testing

10 – Workers contacted to complete Fluoride testing

1 – Actioned to date

## 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. Dysart Depot and Clermont Historical Centre.

## 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:** Total 64 overdue open actions as of 27 March 2025, with 42 of these being overdue >30 days.

- There are currently 64 overdue open actions as of the end of 27 March 2025.
- Of these 64 overdue open actions, 42 are overdue by greater than 30 days.
- These actions are aligned to incident (14), hazard (16), audit/inspections (22), improvement opportunity reports only (1), meetings and other (5), regulatory notification (2), non-conformity (2), blanks (2).
- The Safety and Resilience teams continuous review of assigned actions has not revealed any high-risk items, requiring immediate attention.
- There has been a reduction in both the number of overdue actions and overdue actions greater than 30 days, since the last report. Previously we had 89 overdue actions of which 60 were greater than 30 days.
- This has been the focus this month, with further improvement expected in April.

• 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**



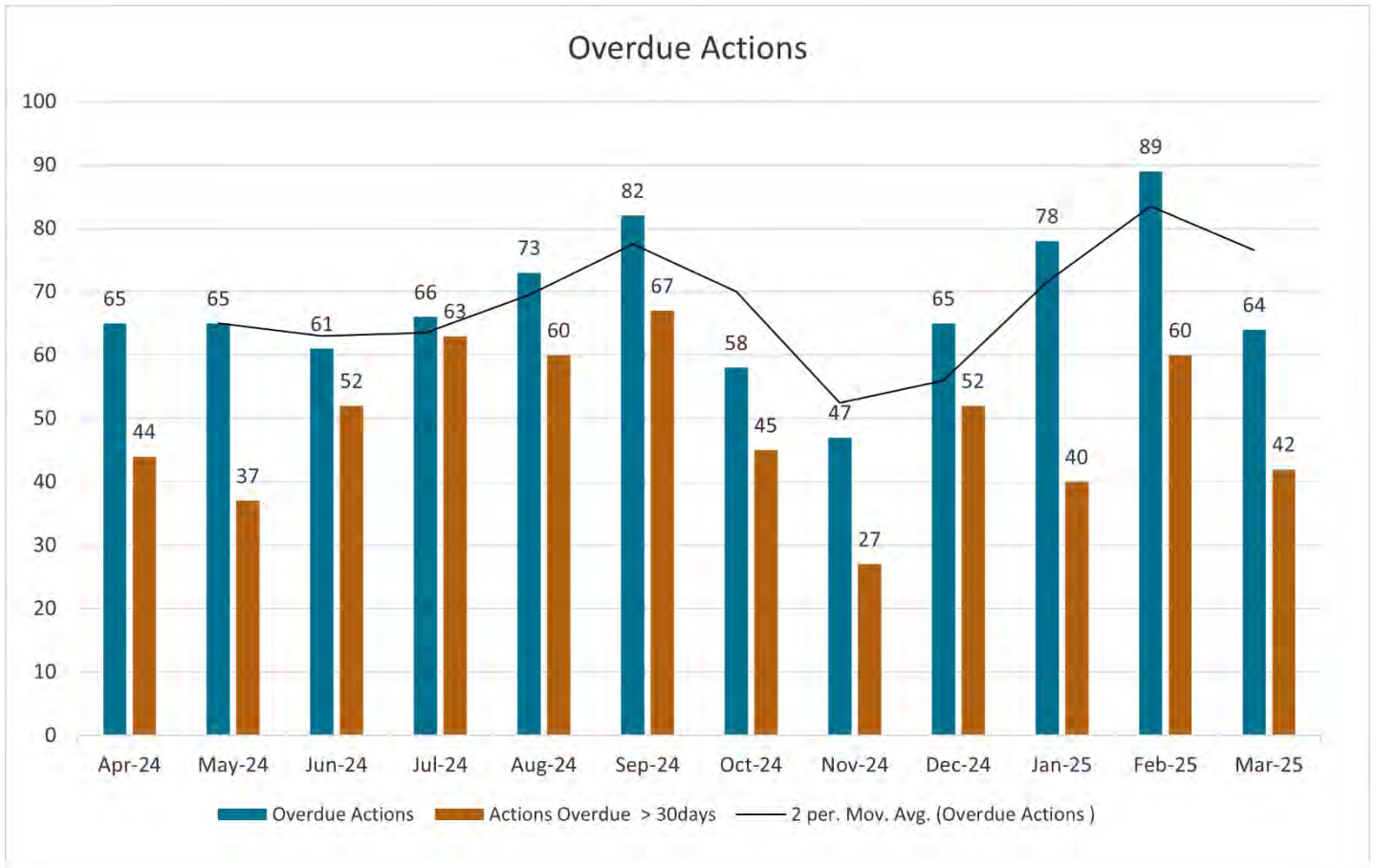
• Ensure that any identified corrective actions from incidents, hazards, audits have been entered and followed through to completion

• 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



## 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 & OLT Members

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

- 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

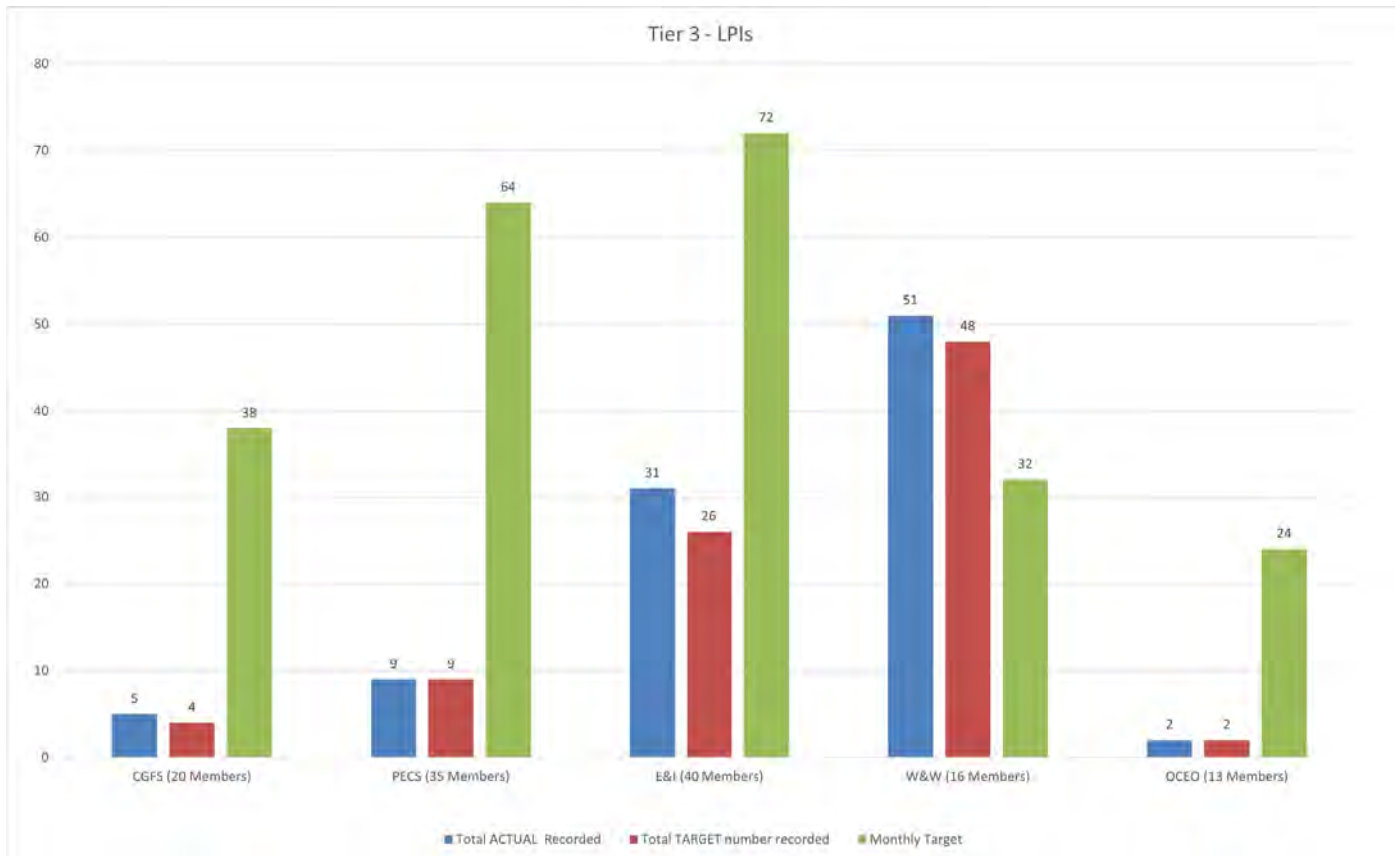
**EMPOWERING  
AND  
SUPPORTING  
LEADERSHIP**



# SAFETY AND RESILIENCE MONTHLY REPORT

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

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



- 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 and training for new staff on LPIs are noted as contributing factor for a drop in LPIs being completed.

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## MEETING DETAILS

**Corporate, Governance and Financial Services  
Standing Committee Meeting**  
Tuesday 8 April 2025

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## AUTHOR

Peta Eyschen

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## AUTHOR POSITION

Manager Governance and Corporate Services

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## 5.3

## AUDIT AND RISK COMMITTEE CHAIR AND MEMBERSHIP

### EXECUTIVE SUMMARY

The purpose of this report is for Council to consider commencing an expression of interest process to replace an external member of the Audit and Risk Committee and resolve to appoint a chair.

### OFFICER'S RECOMMENDATION

*That the Committee recommends that Council:*

- 1. Acknowledges that Mr Stephen Coates, Independent Chair and external member's term of office on the Audit and Risk Committee concludes in May 2025 having achieved six consecutive years;**
- 2. Notes that the Audit & Risk Committee endorses the commencement of an Expression of Interest process to fill the pending vacant external member position of the Audit and Risk Committee, to be effective July 2025;**
- 3. Resolves to appoint Ms Kerry Phillips as Chair of the Audit and Risk Committee commencing July 2025, following the undertaking of an internal expression of interest process.**

### BACKGROUND

At their meeting held 17 March 2025, the Audit and Risk Committee (the **Committee**) discussed the pending conclusion of Mr Coates' six (6) year (maximum) tenure as a committee member in May 2025. This vacancy leaves one of the three external member positions vacant, and the role of Chair.

The Audit and Risk Committee Charter (the **Charter**) outlines that the Chair, and suitably qualified external members, are sourced through an expression of interest (**EOI**) process. The Charter is silent on the EOI process requirements, i.e., there is no mandatory external recruitment process.

Council has not previously delegated authority to appoint an external member or Chair, and a resolution is required.

An available course of action for these vacancies is outlined below, with the officer's recommendation in bold.



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## External Member Vacancy

**Council can commence an EOI recruitment process** as required under the Charter. It is desirable, but not essential, that the applicant observe the May 2025 meeting noting the timeframes, the existing membership of the Committee, and the nature of the role and expected experience of the successful applicant.

An internal EOI process is not available for this vacancy as a new external member is required.

## Chair Vacancy

1. Include the chair position as part of the EOI recruitment process for the external member vacancy; or
2. Appoint a current and ongoing external member to fill this position, noting that an existing external committee member, Ms Kerry Phillips, expressed an interest in filling the Chair role at the Committee meeting on 17 March 2025.

**The appointment of Ms Phillips as Chair is recommended as the preferred option for Council.** Recruitment of an existing external committee member as Chair provides consistency of relevant corporate knowledge on the Committee while the new external member is familiarised with Isaac Regional Council. This is consistent with previous appointments, where an existing member has transitioned to this position.

Ms Phillip's tenure commencing July 2025 would be reviewed as per the contract terms and, pending any change, would continue as Chair in the third and final term.

## **IMPLICATIONS**

The recommendations ensure compliance with the *Local Government Act 2009*, *Local Government Regulations 2012*, and the Charter.

## **CONSULTATION**

Audit and Risk Committee

Chief Executive Officer

Director Corporate, Governance and Financial Services

## **BASIS FOR RECOMMENDATION**

Maintain membership as per the Audit and Risk Committee Charter.

## **ACTION ACCOUNTABILITY**

Chief Executive Officer with assistance of the Manager Governance and Corporate Services to progress actions.

## **KEY MESSAGES**

Council is committed to being transparent and accountable in its activities and decision making.

---

|  |  |
|--|--|
| <b>Report prepared by:</b><br>PETA EYSCHEN<br><b>Manager Governance and Corporate Services</b><br><br>Date: 8 April 2025 | <b>Report authorised by:</b><br>DARREN FETTELL<br><b>Director Corporate, Governance and Financial Services</b><br><br>Date: 8 April 2025 |
|--|--|

## ATTACHMENTS

- Nil

## REFERENCE DOCUMENT

- Audit and Risk Committee Charter



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|                        |  |
|------------------------|--|
| <b>MEETING DETAILS</b> | <b>Corporate, Governance and Financial Services<br/>Standing Committee Meeting</b><br>Tuesday 8 April 2025 |
| <b>AUTHOR</b>          | Graham Bebington   |
| <b>AUTHOR POSITION</b> | Manager Strategic Assets   |

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## 5.4

## STRATEGIC ASSETS QUARTERLY REPORT

### EXECUTIVE SUMMARY

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

### OFFICER'S RECOMMENDATION

*That the Committee recommend that Council:*

- 1. Receives and notes the contents of the report which provides an overview and status update of the Strategic Assets Department's operations.***

### BACKGROUND

The Strategic Assets department is responsible for:

- Asset Management Framework implementation and review.
- Asset Management Policies and strategic planning documents.
- Project Accountability Gateway (PAG) – Capital Works Program facilitation of planning and decision making.
- Coordinate asset class management plans with the asset owners.
- Ensure compliance of the Asset Management functions, including the Strategic Asset Management Plan with legislative requirements.

### IMPLICATIONS

The attached documents:

- FY25 Strategic Assets Business Plan, and;
- Strategic Assets Quarterly Report – April 2025

are available to provide Council visibility into the operational aspects of the Strategic Assets department.

## CONSULTATION

Director Corporate Governance and Financial Services  
Strategic Assets 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 Strategic Assets Department's operations.

## ACTION ACCOUNTABILITY

The Manager Strategic Assets is responsible for the strategic direction and operational deliverables of the Strategic Assets Department, including reporting on delivery of its Business Plan and approved operational projects.

## KEY MESSAGES

The Manager Strategic Assets will provide information on a quarterly basis to keep Council well informed of the performance and developing initiatives within the departments area of operations.

|  |  |
|--|--|
| <b>Report prepared by:</b>                             | <b>Report authorised by:</b>   |
| GRAHAM BEBINGTON<br>Manager Strategic Asset Management | DARREN FETTELL<br>Director Corporate Governance and Financial Services |
| Date: 1 April 2025                                     | Date: 1 April 2024   |

## ATTACHMENTS

- Attachment 1 – Strategic Asset Management Business Plan 2024/2025
- Attachment 2 – Strategic Asset Management Quarterly Report – April 2025
- Attachment 3 – ACAMP 2022

## REFERENCE DOCUMENT

- Nil

# CORPORATE, GOVERNANCE AND FINANCIAL SERVICES

## Strategic Asset Management

BUSINESS PLAN  
FINANCIAL YEAR – 2024/2025

Prepared by: Graham Bebington  
Current as at: 31/03/2025

**ISAAC**  
REGION   
HELPING TO ENERGISE THE WORLD

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## PURPOSE

The purpose of this Business Plan is to ensure the implementation of Isaac Regional Council's Corporate Plan through the programs, functions and services provided of the Strategic Asset Management (SAM) department.

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

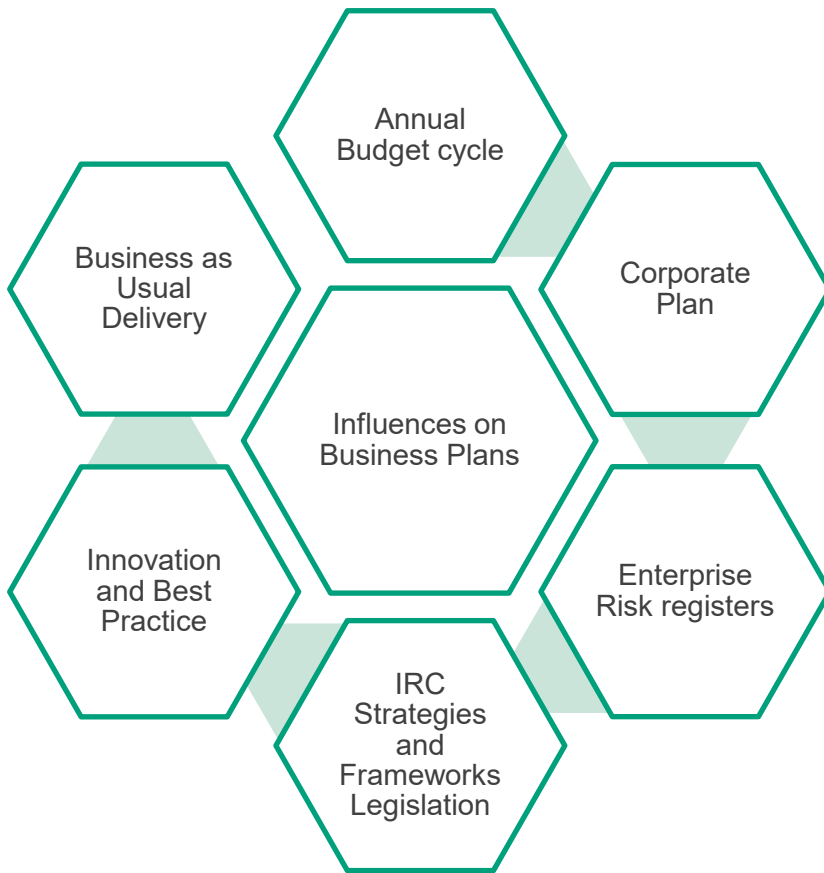
We're delivering and in changing world. At Isaac, the how matters



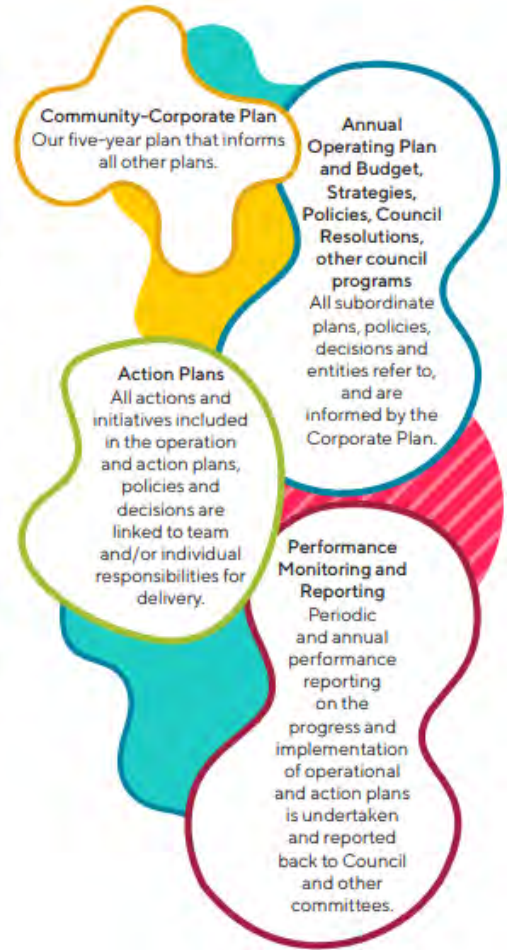


# BUSINESS PLAN INFLUENCES

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



## OUR STRATEGIC PLANNING FRAMEWORK



## HOW WILL WE MEASURE OUR SUCCESS?

**Annual Operational Plan**  
Each year, Council adopts an operational plan. It captures key deliverables in that year based on the Community-Corporate Plan's goals and short-term priorities. The annual operational plan supports our annual budget process.

**Annual Report**  
At the conclusion of each financial year, we produce a detailed annual report that reviews our performance and achievements. The annual report provides our community with concise operational and financial information about our performance against the priorities and service delivery commitments set out in the corporate and operational plans.

**Quarterly Performance Report**  
Every three months, a quarterly performance report is prepared and presented to Council by the Chief Executive Officer. This report outlines performance and progress on priorities identified in the Community-Corporate Plan as well as organisational performance.

**Council Reports**  
Over the life of the plan, additional progress reports may be submitted to Council detailing specific achievements against the Community-Corporate Plan.

**Isaac Community Satisfaction Survey**  
We conduct the Isaac Community Satisfaction Survey every two years to gauge our community's satisfaction with the services we are delivering. The information gathered from the survey helps us maintain or review priorities and service delivery commitments.

**Other**  
There will be instances where Council will not have primary responsibility or control over delivery and outcomes. Instead, Council may have shared responsibility or may influence outcomes. These may be reflected within other reporting mechanisms.

# STRATEGIC ASSET MANAGEMENT ON A PAGE

**DEPARTMENT NAME** Strategic Asset Management

**DEPARTMENT OBJECTIVES**

To ensure an integrated approach to internal organisational services across IRC. The department is responsible for the strategic asset management functions across council, including overseeing Council’s Project Accountability Gateway (PAG) function.

**KEY FUNCTIONS**

Strategic and Operational Asset Management  
 Asset Management Framework implementation and review  
 Asset Management Policies and strategic planning documents  
 PAG – Capital Works Program facilitation of planning and decision making  
 Establish and assist with and monitoring of Asset Management systems and practices  
 Coordinate asset class asset management plans with the asset owners  
 Ensure compliance with the Asset Management functions, including the Strategic Asset Management Plan with legislative requirements.  
 Reports to Council on Asset Management Activities as per the SAMP – AM Improvement Activity Plan

**KEY STAKEHOLDERS**

Elected members  
 All IRC departments  
 Community  
 Internal and external auditors

**RESOURCES**

4 full time positions

**KEY STRATEGIES**

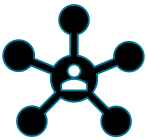
Corporate Plan  
 Annual Operational Plan  
 Local Government Infrastructure Plan  
 IRC Planning Scheme  
 Strategic Asset Management Plan Framework

**KEY LEGISLATION**

*Local Government Act 2009 (Qld)*  
*Local Government Regulations 2012 (Qld)*

**KEY INFLUENCES**

Policy review and redevelopment



OVERVIEW



STRATEGY





## INFLUENCES AND RISKS

### KEY RISKS

Inter-Directorate support for the PAG and asset management

Audit findings and recommendations

State and Federal Government Policy and/or legislative amendments

Regulators and Auditors – requirements, expectation changes and notices

Staff Turnover

Corporate knowledge capture

Corporate memory and information

Resistance to change

Resistance to adopt asset management practices

Inter-Directorate Teamwork/Awareness

Small team – knowledge/backup and timing of results

### KEY BUSINESS AS USUAL

(TOP 5)

Strategic Asset Management Framework

Project Accountability Gateway process

Strategic Asset Management Plan

Input into Asset Class Plans

Performance Reporting

- SAMP-AM Improvement
- Assistance with Asset Class Plans
- Assistance with Operational and Maintenance Plans
- Annual Report



## PRIORITIES & PROJECTS

### KEY OPERATIONAL PROJECTS

PAG (Project Accountability Gateway)

Asset Class Asset Management Plans (ACAMPs)

Maintenance of Operational Asset Register and alignment with Financial Asset Register

Assistance with asset recalculations and asset data capture/condition ratings

### KEY CAPITAL PROJECTS

Nil

## DEPARTMENT OVERVIEW

### OUR OBJECTIVES

Strategic Asset Management is committed to the following:

- Assist with development of Asset Management Plans per Asset Class.
- Monitor and revise endorsed ACAMPs with Asset Owners.
- Facilitate the PAG process to develop Capital Works Program for 2025-26 budget and beyond.
- Implement and monitor the SAMP - Asset Management Improvement Plan.
- Assist with Asset Class Risk Management and Criticality Framework.
- Assist with development of Asset Management Plans per Asset Class.
- Continue to refine the Asset Operational Register (OAR) through data update, verification and collection.
- Advise on the development of asset condition assessments for asset classes.
- Major periodic maintenance and renewal schedules using the OAR developed through Tech-One.
- Review and continue with the PAG process to develop Capital Works Program for 2021-22 budget.
- Ensure current and desired levels of service are driving each Asset Class Plan – workshop with relevant stakeholders.
- Ensure the Asset Management Steering Committee is functioning as intended and the Asset Management Working Group is fulfilling its role and is being supported.

### OUR FUNCTIONS AND SERVICES

The Strategic Asset Management team delivers a range of services under the following programs:

### DEPARTMENT OUTPUTS

| OUTPUT  | FREQUENCY                      | INTERNAL/EXTERNAL |
|---|--------------------------------|-------------------|
| Strategic Asset Management Framework                | Annual review                  | Internal          |
| PAG process   | Ongoing BAU/Annual             | Internal          |
| Strategic Asset Management Plan                     | 10 year plan. 5 yearly review. | Internal          |
| Input into Asset Class Plans                        | Annual review                  | Internal          |
| Performance reporting                               |                                |                   |
| • SAMP-AM Improvement Plan                          | Quarterly                      | Internal          |
| • Assistance with Asset Class Plans                 | Quarterly                      | Internal          |
| • Assistance with Operational and Maintenance Plans | Quarterly                      | Internal          |
| Annual Report                                       | Input Annually                 | Both              |
| Corporate Plan                                      | Input Annually                 | Internal          |

|  |  |          |
|--|--|----------|
| Internal Audit compliance                                | As scheduled in Internal Audit Plan - Annually | Internal |
| Asset management advice                                  | Ongoing  | Both     |
| Develop & implement project management framework         | Ongoing  | Internal |
| Asset Management Working Group facilitation              | Monthly as necessary                           | Internal |
| Asset Management Steering Committee advice and reporting | Quarterly as necessary                         | Internal |
| Operational Asset Registers                              | Ongoing  | Internal |

#### PEOPLE RESOURCES (AS AT MARCH):

| UNIT                         | NUMBER OF STAFF | TENURE TYPE |
|------------------------------|-----------------|-------------|
| Manager                      | 1               | Full Time   |
| Asset Coordinator            | 1               | Full Time   |
| Asset Officer                | 1               | Full Time   |
| Project Coordination Officer | 1               | Full time   |

#### KEY CUSTOMERS/STAKEHOLDERS

| INTERNAL                            | EXTERNAL  |
|-------------------------------------|---|
| Elected members                     | Queensland State Government                                 |
| Chief executive officer             | Federal Government  |
| Directors                           | Department of Infrastructure, Local Government and Planning |
| AM Steering Committee               | Department of Finance                                       |
| SLT Managers                        | Queensland Treasury and Trade                               |
| Asset Custodians and Operators      | Ratepayers / Community groups                               |
| Staff utilising or modifying assets | Local businesses and commercial operators                   |
|                                     | Contractors / Developers                                    |
|                                     | Queensland Audit Office                                     |
|                                     | Other Regional Councils                                     |
|                                     | Internal / External Auditors                                |

## STRATEGIES INFLUENCING DEPARTMENT

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

## STRATEGIES INFLUENCING DEPARTMENT

| REFERENCE PLANS                                 | DEPARTMENTAL LINKS  |
|---|---|
| <b>Vision &amp; values</b>                      | We're delivering and in changing world. At Isaac, the how matters.  |
| <b>2023-2028 Corporate Plan</b>                 | Community Engagement strategic objective – themes.<br>Leading and enabling a changing world<br>Engaged communities.<br>Inclusive growth for a progressive economy<br>Liveability through design and infrastructure<br>Vibrant natural assets<br>Governance for accountability |
| <b>Annual operational plan</b>                  | Includes the themes and strategies of the corporate plan and items in this business plan as to identifying priorities of projects and services  |
| <b>Asset management plan</b>                    | Asset class asset management plans  |
| <b>Project management framework</b>             | How we will project manager the delivery of projects  |
| <b>Enterprise risk management Framework</b>     | How we identify and manage risks  |
| <b>Management Plan and Objectives Procedure</b> | How the business planning process is managed at Isaac.  |

## LEGISLATIVE INFLUENCES ON DEPARTMENT

| REGULATION   | RELATED POLICIES   |
|--|--|
| <i>Local Government Act 2009</i> (Qld) (LGA 2009)            | Quality Management Policy  |
| <i>Local Government Regulation 2012</i> (Qld)                |  |
| <i>Information Privacy Act 2009</i> (& IP Regulation 2009)   |  |
| <i>Public Records Act 2002</i>                               |  |
| <i>Right to Information Act 2009</i> (& RTI Regulation 2009) |  |
| <i>Work Health and Safety Act 2011</i> (Qld)                 | WHS Policy Statement and Health and Wellbeing Policy Statement             |
| Environmental  | Environmental Management Policy  |
|  | Queensland Financial Accountability Framework                              |
|  | Financial Reporting Requirements   |
|  | Financial Reporting Requirements for Queensland Government Agencies (FRRs) |

## 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/<br>EXTERNAL | POTENTIAL IMPACT   | RISK OR OPPORTUNITY |
|-----------------------|--|---------------------|
| Internal              | Policy review and redevelopment  | Opportunity         |
| Internal              | Inter-Directorate support for the PAG  |                     |
| Internal              | Active participation by stakeholders in implementing recommendations/business improvement activities |                     |
| Internal              | Acceptance of asset management principles by the Directorates  | Opportunity         |
| Internal              | Preparedness and willingness to change   | Opportunity         |
| Internal              | Council priorities change  | Risk                |
| Internal              | Audit findings and recommendations   | Opportunity         |
| External              | State and Federal Government Policy and/or legislative amendments                                    | Risk                |
| External              | Strong relationships with asset management experts   | Opportunity         |
| External              | Local Government networking and inter-council best practice workshops                                | Opportunity         |
| External              | Relationships with State Agencies – DILGP, Treasury, Queensland Audit Office                         | Opportunity         |
| External              | Relationships with neighbouring councils and service providers                                       | Opportunity         |
| External              | Industry common agreements on process  |                     |
| External              | Regulators and Auditors – requirements, expectation changes and notices                              |                     |
| External              | Customer survey results  |                     |

### 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    |                     |                     |                                |
| Internal audit risk register |                     |                     |                                |
| External audit risk register |                     |                     |                                |

## DEPARTMENT PRIORITIES AND PROJECTS

### KEY PRIORITIES OF DEPARTMENT OUTPUTS

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

#### Current Year

| CORPORATE PLAN LINK | PROJECT OR BAU PRIORITY   | OPS OR CAP BUDGET | MEASURE OF SUCCESS (KPI)                    |
|---------------------|---|-------------------|---|
|                     | Develop and endorse Asset Class Asset Management Plans.   | OPS               | Endorsement of ACAMPs                       |
|                     | Coordinate and develop Capital Works Program for 2025/26 through the PAG process.   | OPS               | Adoption of Capital Works program           |
|                     | Continually improve and document the processes used to identify   | OPS               | Acceptance by asset owners                  |
|                     | Investigate the integration of FAR & OAR into one register and the resourcing of same during the implementation of TechOne.           | OPS               | Seemliest integration into Tech1            |
|                     | Audit directorates and report on the adoption of the OAR for capture of maintenance task and condition assessment of relevant assets. | OPS               | Incorporated into ACAMPs                    |
|                     | Integrate GIS and OAR, with FAR, to best advantage users of the systems.  | OPS               | User start using and have confidence in GIS |

#### Ongoing or Future Years

| PROPOSED FY | CORPORATE PLAN LINK | PROJECT OR BAU PRIORITY  | OPS OR CAP BUDGET |
|-------------|---------------------|--|-------------------|
| 26/27       |                     | Review and assess TechOne as the integrated solution for IRC and ensure the optimum usage of system capabilities. Assessment of the use of Assetic Predictor | OPS               |

|       |  |     |
|-------|--|-----|
|       | as the main long-term asset renewal and financial modelling tool.  |     |
| 26/27 | Coordinate and develop Capital Works Program for 26/27 through PAG process.  | OPS |
| 26/27 | Review the SAMP as further information from AMPs becomes available on risk/criticality and levels of service provision.                              | OPS |
| 26/27 | Review TechOne capabilities and assess if a long-term asset renewal and financial modelling tool would be beneficial and cost effective for Council. | OPS |
| 26/27 | Review and Monitor ACAMPs  | OPS |
| 26/27 | Assist the Finance department in the development of long term financial plans (10 and 30 years)  | OPS |
| 27/28 | Assess any benefits to IRC of obtaining accreditation under ISO 55000:2104 Asset Management  | OPS |



# STRATEGIC ASSETS

## QUARTERLY UPDATE APRIL 2025

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Current as at 31.03.2025

Presented by **Manager Strategic Assets**

**ISAAC**  
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## EXECUTIVE SUMMARY

This report is a quarterly update for the Strategic Assets Department presented in April 2025 for the period 01/01/2025 to 31/03/2025.

### HIGHLIGHTS

- Completion of Gateway 0 to 3 of the Project Accountability Gateway (PAG) process.
- Continual update of Operation Asset Register (OAR) as projects are completed, and alignment of the OAR to the Financial Asset Register (FAR).
- Review and update of asset data for all of the Asset Class Asset Management Plans (ACAMP).
- TechnologyOne CiA Implementation – review existing OAR data and checking it is compatible for implementation.

### 3-MONTH OUTLOOK

- Revision and update of all ACAMPs for endorsement by Standing Committees by December 2025.
- Continual update of Operation Asset Register (OAR) as projects are completed, and alignment of the OAR to the Financial Asset Register (FAR).
- Finalise 2025/26 Capital Works program through PAG system.
- CiA Implementation – review of all existing OAR data's compatibility.

### EMERGING ISSUES

- Confidence levels and gaps in historical and condition data for all assets.

### FINANCES

- Actual expenditure remains within budget.

### RESOURCES

- Team is fully staffed with no vacancies. Staff level remains appropriate for workload.



# CURRENT STATUS

# 1 CURRENT STATUS

## 1.1 PROJECT ACCOUNTABILITY GATEWAY (PAG) PROCESS

### OVERVIEW OF STAGE 0

During January and February, the team collated all the projects proposed by managers for the Directors to review. After the Directors review the Stage 0 gateway spreadsheet was shared with all Councillors and the Directors consulted with Divisional Councillors for their responses to the proposed budget refer to Figure 1 for summary of PAG0.

### OVERVIEW GATE 1 & 2

Following the initial review Gate0, the managers submitted their Capital Access Proposal Forms for each project. The team has checked these forms to ensure that their is sufficient details in these forms for a project brief. Below is a summary of these stages.

Mid February 2025 – PAG submissions closed. Resulting in 246 proposals totaling \$85.6M

|                       |       |                |
|-----------------------|-------|----------------|
| CGFS – 6 Proposals    | Total | \$ 1.3M        |
| E & I – 128 Proposals | Total | \$56.1M        |
| PECS – 34 Proposals   | Total | \$16.9M        |
| W & W – 78 Proposals  | Total | \$11.3M        |
| <b>TOTAL</b>          |       | <b>\$85.6M</b> |

From all these proposals and at the end of Gate 2 the total for committed/new projects is as follows:

|                            |                 |
|----------------------------|-----------------|
| Total of committed / new - | \$64.3M         |
| Less Philip Creek Bridge - | \$14.05M        |
| Less IREP -                | \$10.2M         |
| <b>TOTAL</b>               | <b>\$40.05M</b> |

By removing the two major projects from the total shows the overall budget of \$40.05 million.

### OVERVIEW GATE 3 & 4

During April ELT and Strategic Assets Unit will review, prioritise and moderate proposal submitted. Gate 4 will review and approve Capital Project listing by ELT, Standing Committees and Council workshop for inclusion in Budget papers.

## 1.2 ASSET CLASS ASSET MANAGEMENT PLANS (ACAMP)

The Strategic Assets Unit commenced writing the 13 ACAMPs in 2022/3. The ACAMPs are based on the [insert word] template and were collated with the respective asset owners. The Asset Classes are as follows:

1. Wastewater Services - Asset Class Asset Management Plan
2. Water Services - Asset Class Asset Management Plan
3. Plant and Fleet - Asset Class Asset Management Plan
4. Waste Services - Asset Class Asset Management Plan
5. Transport - Asset Class Asset Management Plan

- 
6. Safety and Resilience - Asset Class Asset Management Plan
  7. Aquatic Recreational Services- Asset Class Asset Management Plan
  8. ICT- Asset Class Asset Management Plan
  9. Economy & Prosperity- Asset Class Asset Management Plan
  10. Park and Recreation- Asset Class Asset Management Plan
  11. Corporate Properties Buildings Asset Class Asset Management Plan
  12. Cemeteries - Asset Class Asset Management Plan
  13. Community Facilities Buildings- Asset Class Asset Management Plan

The Unit has started to review and update the data for each ACAMP.

All plans were completed to draft stage around 2023. With the passing of time, it is now intended to review the plans to recognise the new corporate plan and update with latest asset data available.



# TWO MONTH OUTLOOK

## **2 TWO MONTH OUTLOOK**

### **2.1 FINALISE PAG**

The unit will complete Gateway 3 & 4 to finalise the Capital Project listings for inclusion in the Budget papers, we will also hold a Project Wrap up meeting with the Finance to review the process.

### **2.2 ACAMPS**

Complete review of all asset data for the ACAMPS and start finalising them with the most up to date data.  
Recommence the Asset Management Working Group in May

### **2.3 CIA IMPLEMENTATION**

Continue to update data and work with the implementation team to provide asset data and OAR hierarchies.

### **2.4 OAR**

Continual update of the OAR with new projects been capitalised and review of historical asset data to improve both the OAR and FAR.

# REPORTING



### 3 REPORTING

#### 3.1 PAG

PAG Gateways are on track to be completed by April.

#### 3.2 ACAMPS

All ACAMPS are approximately 70% complete and will be brought to the Standing Committees when completed. Deadline to have all ACAMPS endorsed by the Standing Committees is December 2025. The Unit is on schedule to achieve this deadline.

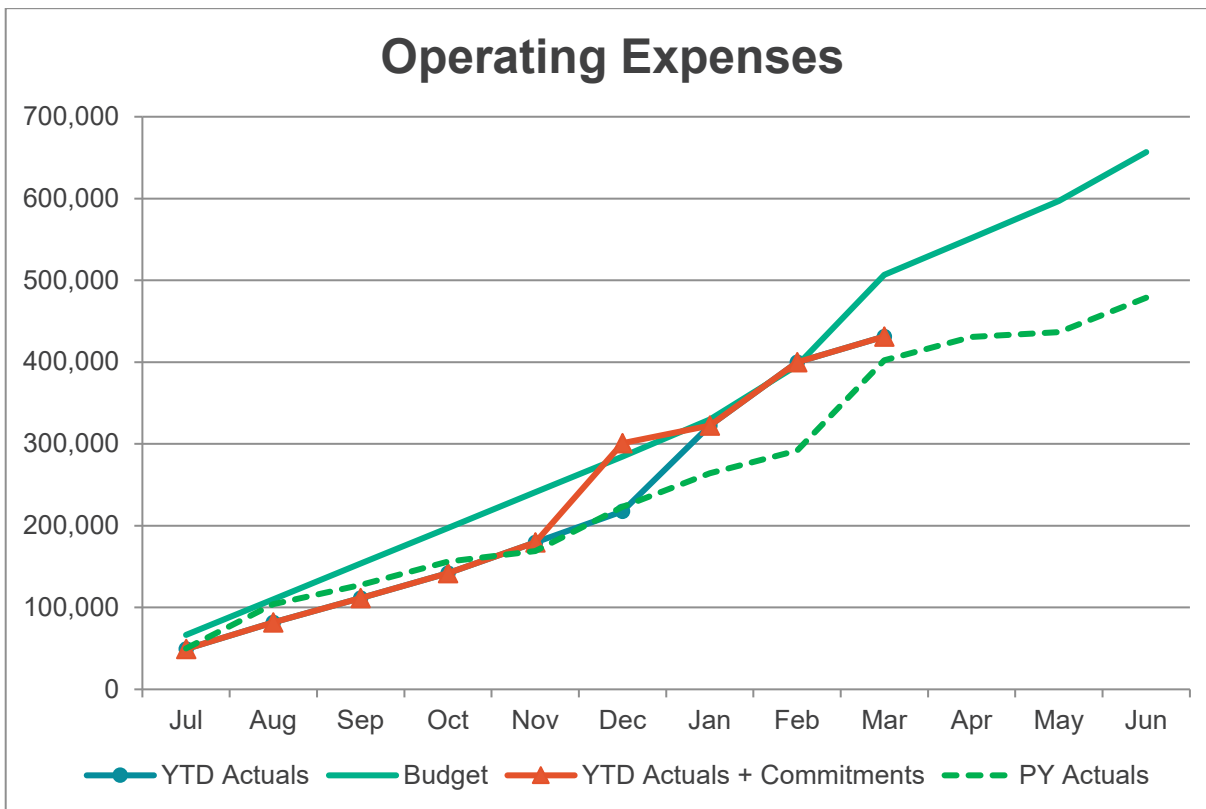
#### 3.3 CIA IMPLEMENTATION

Continual updating of data and working with the team.

#### 3.4 OAR

Continuous update of new data and working on the Stormwater existing assets to identify the data.

#### 3.5 FINACIAL (BUDGET)



## ACAMP EXECUTIVE SUMMARY – TRANSPORT

### ASSETS COVERED BY THIS PLAN



|                                  |            |                 |
|----------------------------------|------------|-----------------|
| • Roads – Rural                  | 3,075km    | \$420.4M        |
| • Roads – Urban                  | 243km      | \$ 82.6M        |
| • Bridges                        | 26 Bridges | \$ 31.5M        |
| • Culverts & Open Drains – Major | 176        | \$ 14.3M        |
| • Culverts & Open Drains – Minor | 1,849      | \$ 24.4M        |
| • Floodways                      | 165,297m2  | \$ 28.3M        |
| • Carparks, Kerb & Channel       | Total      | \$ 38.6M        |
| • Footpaths & Cycleways          | Total      | \$ 16.9M        |
| • Stormwater                     | Total      | \$ 79.5M        |
| <b>TOTAL TRANSPORT</b>           |            | <b>\$736.5M</b> |

### COSTS



|  | Per Year              | 10 Years          |
|--|-----------------------|-------------------|
| <b>Depreciation Expense (as at June 2022)</b>    | <b>(\$11,150,000)</b> | <b>(\$111.5M)</b> |
| <b>Represented by:</b>                           |                       |                   |
| • Floodways – Renewals                           | \$ 80,000             | \$ 0.8M           |
| • Footpaths – Renewals                           | \$ 100,000            | \$ 1.0M           |
| • Urban Drainage – Renewals                      | \$ 50,000             | \$ 0.5M           |
| • Culverts – Renewals                            | \$ 200,000            | \$ 2.0M           |
| • Bridges – Renewals                             | \$ 500,000            | \$ 5.0M           |
| • Unsealed Roads (Gravel Resheeting) – Renewals  | \$ 3,500,000          | \$ 35.0M          |
| • Sealed Roads (Rehabilitation) – Renewals       | \$ 250,000            | \$ 2.5M           |
| • Sealed Roads (Asphalt Overlay) – Renewals      | \$ 300,000            | \$ 3.0M           |
| • Sealed Roads (Reseals) – Renewals              | \$ 3,500,000          | \$ 35.0M          |
| • Upgrade Infrastructure – Renewals              | \$ 1,860,000          | \$ 18.6M          |
| • Transfer to Reserves                           | \$ 810,000            | \$ 8.1M           |
| <b>TOTAL RENEWALS</b>                            | <b>\$11,150,000</b>   | <b>\$111.5M</b>   |
| <b>Operational &amp; Maintenance Expenditure</b> | <b>\$11,950,000</b>   | <b>\$119.5M</b>   |
| <b>Represented by:</b>                           |                       |                   |
| • Roads – Grading                                | \$ 1,950,000          | \$ 19.50M         |
| • Roads – Slashing / Herbicide                   | \$ 245,000            | \$ 2.45M          |
| • Roads – Pothole Patching & Repairs             | \$ 415,000            | \$ 4.15M          |
| • Roads – Inspections & Reactive Maintenance     | \$ 295,000            | \$ 2.95M          |
| • Roads – Plant Hire                             | \$ 1,185,000          | \$ 11.85M         |
| • Roads – Sundry                                 | \$ 4,760,000          | \$ 47.60M         |
| • Boat Ramps                                     | \$ 5,000              | \$ 0.05M          |
| • Administration & Corporate Expenses            | \$ 2,345,000          | \$ 23.45M         |
| • Footpaths                                      | \$ 540,000            | \$ 5.40M          |
| • Recoverable Works                              | \$ 210,000            | \$ 2.10M          |
| <b>TOTAL OPERATION &amp; MAINTENANCE EXPENSE</b> | <b>\$11,950,000</b>   | <b>\$119.50M</b>  |

## LEVELS OF SERVICE



- Council's current level of service is driven by its Depreciation Budget. Budgeted depreciation allocated on assessment of the required works to be undertaken.
- Council is still developing the detailed knowledge required to sufficiently define the trade-offs between different services standards and the required funding levels necessary. Future revisions of this Asset Management Plan will incorporate defined / revised service levels, costs of providing the service and available resources.

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## FUTURE DEMANDS



- Changes in population, age profile of the population, community's service expectation, resource sectors and ISAAC Local Government Infrastructure Plan may lead to changes in demand.
- Demands will be approached using a combination of managing existing assets, service level reviews, upgrading existing assets and new assets to meet demand.

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## RISK MANAGEMENT



- Implementing regular condition assessments in line with remedial works programs.
- Planned maintenance programs to address areas of concern.

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## IMPROVEMENT PLAN



- Maintain customer and technical levels of service to enable the management of community expectations within funding availability.
- Establish enhanced condition assessment practices in line with industry guidelines.

# ACAMP EXECUTIVE SUMMARY – WATER SERVICES

## ASSETS COVERED BY THIS PLAN



|  | 2022 estimate* | June 2023**   |
|--|----------------|---------------|
| <b>Water source assets:</b><br>borefields, weirs, pump stations, pipelines, flowmetres, reservoirs, buildings, dosing systems, Supervisory Control and Data Acquisition (SCADA), electrical and mechanical equipment etc | \$65 million   | \$78 million  |
| <b>Water treatment assets:</b><br>clarifiers, filtration systems, dosing systems, pumps, flowmeters, buildings, SCADA, electrical and mechanical equipment etc   | \$69 million   | \$77 million  |
| <b>Water distribution assets:</b><br>pipelines, valves, hydrants, pump stations, reservoirs, buildings, dosing systems, flowmetres, customer metres, SCADA, electrical and mechanical equipment etc                      | \$152 million  | \$177million  |
| <b>Total Replacement Value</b> assets in Carmila, Clermont, Dysart, Glenden, Middlemount, Moranbah, Nebo and St Lawrence   | \$286 million  | \$332 million |

\*Valuation based on 2019 report \*\*Revaluation report 30 June 2023

## WHAT IT WILL COST OVER THE 10-YEAR PLANNING PERIOD



|                                  |                        |
|----------------------------------|------------------------|
| Renewal                          | \$58.6 million         |
| Acquisition                      | \$3.9 million          |
| <u>Operation and Maintenance</u> | <u>\$108.5 million</u> |
| <b>Total</b>                     | <b>\$171.0 million</b> |

## LEVELS OF SERVICE



- All council owned assets are monitored, and maintenance undertaken as required
- Meets customer requirements and Australian Drinking Water Guidelines
- Meets utility market requirements
- Planned budget over the next 10 years is sufficient to fund the required capital works

## FUTURE DEMANDS



- Possible demand management measures include treated wastewater recycling, education and public awareness, water loss management, pricing, drought management, and water restrictions.

## RISK MANAGEMENT



- Our present budget levels are adequate to continue to manage risks in the medium term.

## IMPROVEMENT PLAN



- Review the asset hierarchy framework that outlines asset classification, service classification, financial classification and the mandatory attributes of each asset type.
- Continually update & review OAR for all asset classes, and links to FAR & GIS.
- Conduct periodic analysis to calculate volume consumed and volume produced to determine unaccounted water.



# ACAMP EXECUTIVE SUMMARY – WASTEWATER SERVICES

## ASSETS COVERED BY THIS PLAN



|   | 2022 estimate* | June 2023**   |
|---|----------------|---------------|
| <b>Wastewater collection assets:</b><br>pipelines, maintenance holes, pump stations, flowmetres, SCADA, backup power generation etc   | \$119 million  | \$144 million |
| <b>Wastewater treatment plant assets:</b><br>inlet works, primary treatment, secondary treatment, tertiary treatment, buildings, storage dams/tanks, electrical and mechanical equipment, SCADA, biosolids disposal, disinfection etc | \$58 million   | \$72 million  |
| <b>Treated wastewater discharge assets:</b><br>pipelines, valves, hydrants, pump stations, reservoirs, buildings, dosing systems, flowmetres, customer metres, SCADA, electrical and mechanical equipment etc                         | \$6 million    | \$8 million   |
| <b>Total Replacement Value</b> assets in Clermont, Dysart, Glenden, Middlemount, Moranbah and Nebo  | \$184 million  | \$224 million |

\*Valuation based on 2019 report \*\*Revaluation report 30 June 2023

## WHAT IT WILL COST OVER THE 10-YEAR PLANNING PERIOD



|                           |                       |
|---------------------------|-----------------------|
| Renewal                   | \$32.6 million        |
| Acquisition               | \$3.7 million         |
| Operation and Maintenance | \$47.2 million        |
| <b>Total</b>              | <b>\$83.5 million</b> |

## LEVELS OF SERVICE



- All council owned assets are monitored, and maintenance undertaken as required
- Meets customer requirements and Australian Guidelines for Water Recycling
- Meets wastewater market requirements
- Planned budget over the next 10 years is **sufficient** to fund the required capital works

## FUTURE DEMANDS



- Population fluctuations in towns and growth in demand in both residential and commercial would be the factors of impact on service delivery.

## RISK MANAGEMENT

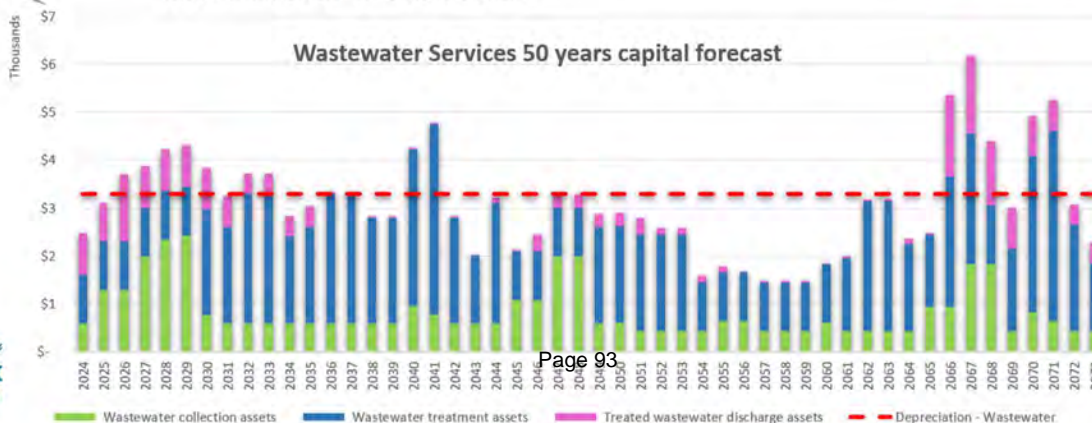


- Our present budget levels are adequate to continue to manage risks in the medium term.
- Potential vulnerability to flood inundation in extreme weather.

## IMPROVEMENT PLAN



- Continually update & review OAR for all asset classes, and links to FAR & GIS
- Identify additional wastewater recycling opportunities
- Conduct periodic analysis to calculate volume collected and volume treated to determine loss /infiltration of wastewater.



## ACAMP EXECUTIVE SUMMARY – WASTE SERVICES

### ASSETS COVERED BY THIS PLAN



| Asset Category       | Dimension                    | Annual maximum limit of tonnage | Replacement Value (\$'000) |
|----------------------|------------------------------|---------------------------------|----------------------------|
| Landfill             | Moranbah – 49 Ha             | 50,000 tonnes                   | \$10,044*                  |
|                      | Clermont – 112 Ha            | 5,000 tonnes                    | \$1,412*                   |
|                      | Dysart – 88 Ha               | 2,000 tonnes                    | \$3,453*                   |
|                      | Glenden – 60 Ha              | 5,000 tonnes                    | \$1,294*                   |
| Transfer Station     | Carmila – 1.94 Ha            | N/A                             | \$175*                     |
|                      | Greenhill – 1.06 Ha          |                                 | \$315*                     |
|                      | Middlemount – 13 Ha          |                                 | \$914*                     |
|                      | Nebo (Within WWTP Footprint) |                                 | \$526*                     |
|                      | St Lawrence – 69 Ha          |                                 | \$852*                     |
| Landfill restoration | N/A                          | N/A                             | \$11,900**                 |
| <b>TOTAL</b>         |                              |                                 | <b>\$31,200**</b>          |

\*Financial Asset Register April 2022

\*\*30 June 2021 Financial Statements

### WHAT IT WILL COST OVER THE 10-YEAR PLANNING PERIOD (2023-2032)



|                                  |                       |                                   |                       |
|----------------------------------|-----------------------|-----------------------------------|-----------------------|
| Acquisition                      | \$8.5 million         |                                   |                       |
| Renewal                          | \$0.2 million         |                                   |                       |
| Rehabilitation                   | \$4.3 million         | 10 years planned budget           | \$92.9 million        |
| <u>Operation and Maintenance</u> | <u>\$84.0 million</u> | <u>10 years funding required</u>  | <u>\$97.1 million</u> |
| Total funding required           | \$97.1 million        | 10 years funding <b>shortfall</b> | <b>\$4.2 million</b>  |

### LEVELS OF SERVICE



- Meets customer and legislative requirements.
- All council owned assets are monitored, serious defects are corrected.
- Planned budget is **insufficient** to continue providing existing services at current levels.

### FUTURE DEMANDS



- Growth in population (+0.5% p.a.) might lead to increased tonnage (5% over 10 years).
- Changes in State Government legislation and/or policy (e.g. mandated waste target)
- Potential increased regulation of carbon emissions and landfill gas (LFG)
- Increased costs of recycling.

### RISK MANAGEMENT



- Operation, maintenance, renewal and upgrade of existing infrastructure to meet service levels set by Council in annual budgets.
- Management of demand and supply to rationalise provision of services.
- Consideration of commercial opportunities (e.g. cost recovery and fee for service) in all aspects of our service delivery.
- Regulatory and safety compliance works will take precedence over other planned works.

#### What we cannot do

- Acceptance of hazardous waste
- Acceptance of more waste than the amounts limited by the EA
- Acceptance of waste without charging sufficient amount to cover Council costs and State government Waste Levy

### IMPROVEMENT PLAN



- Council will need to continue to seek external funding support from State and Federal Government Grants
- Document customer and technical levels of service to enable the management of community expectations within funding availability
- Maintain landfill security for the region



## ACAMP EXECUTIVE SUMMARY – INFORMATION AND COMMUNICATION TECHNOLOGY ASSETS COVERED BY THIS PLAN



| Asset Category               | Dimension   | Replacement Value (\$'000) |
|------------------------------|---|----------------------------|
| WAN                          | Antenna, Monopole, Power supply(batteries), Tower, Radio base station, Concrete pad, Microwave radio links, Enclosure, Aircon, GPS Tracker, Ethernet switches | \$3,222                    |
| Radio equipment              | 2-way radio systems, TV/radio transmitter, Satellite receiver, Mobile booster, Antennas   | \$693                      |
| Buildings and Structure      | Donga, Storage, Cabinet, Rack, Fence, Aircon, Fire alarm  | \$1,490                    |
| Server and Arrays            | Servers   | \$1,553                    |
| On-premises software         | On-premises software  | \$1,012                    |
| Office Computers and Devices | Printer, Specialised laptop, Scanner  | \$457                      |
| Structured Cabling           | LAN, Wireless LAN, Switches   | \$293                      |
| Generators and UPSs          | Generator, UPS, TVSS, Transfer Switch   | \$232                      |
| Audio-Visual Equipment       | Conference System, PA system, etc   | \$169                      |
| Phone System                 | Phone system  | \$120                      |
| Specialised equipment        | Theodolite, Survey Gear, Weighbridge System   | \$69                       |
| <b>TOTAL</b>                 |   | <b>\$9.3 million</b>       |

### WHAT IT WILL COST OVER THE 10-YEAR PLANNING PERIOD (2023-2032)



|                                  |  |
|----------------------------------|--|
| Acquisition                      | \$0.08 million   |
| Renewal                          | \$4.3 million  |
| <u>Operation and Maintenance</u> | <u>\$64.6 million</u> *Note approximately 25% of O&M is related to assets. |
| Total funding required           | \$97.1 million   |

### LEVELS OF SERVICE



- Reliable services with appropriate system speed
- Availability of ICT hardware and software to meet various functional requirements (e.g. accounting, engineering, records etc).
- Planned budget is **sufficient** to continue providing existing services at current levels.

### FUTURE DEMANDS



- Move towards cloud-hosted systems from on-premises.
- Requirement for Artificial Intelligence (AI), big data analysis and Internet of Things (IoT).
- Getting close to the end of economic life (Radio, 2 way radio)

### RISK MANAGEMENT



- Maintain the remote access capabilities.
- System/network design with built-in redundancy e.g. virtual servers, generator back up.
- Ability to move staff to multiple office locations.

### IMPROVEMENT PLAN



- Review the need to centralise ICT function across the organisation. (For Business efficiency and better cost tracking).
- Streamlining of IT Business Continuity plan (BCP) with corporate wide BCP. This plan will be reviewed annually instead of standard 3 years.



# ACAMP EXECUTIVE SUMMARY – SAFETY AND RESILIENCE

## ASSETS COVERED BY THIS PLAN



| Asset Category        | Dimension  | Replacement Value (\$'000) |
|-----------------------|--|----------------------------|
| Flood warning systems | 30 flood warning systems which includes Cameras, road signs, sensors and modems  | \$1,630                    |
| SES buildings         | Carmila, Clermont, Clairview, Dysart, Glenden, Moranbah (including Local Disaster Coordination Centre), Middlemount, Nebo, St Lawrence | \$2,120                    |
| <b>TOTAL</b>          |  | <b>\$3.75 million</b>      |

## WHAT IT WILL COST OVER THE 10-YEAR PLANNING PERIOD



|                                  |                       |
|----------------------------------|-----------------------|
| Renewal                          | \$1.09 million        |
| <u>Operation and Maintenance</u> | <u>\$7.66 million</u> |
| <b>Total</b>                     | <b>\$8.75 million</b> |

\*excluding acquisition projects which are funded by external grants and no certainty to proceed.

## LEVELS OF SERVICE



- Flood warning systems and road signs satisfy guidelines and specifications set by relevant authorities (e.g. BOM, TMR and CMDG).
- Council owned assets are monitored, and maintenance undertaken as required.
- No plan to increase current level of services unless commercially viable.

## FUTURE DEMANDS



- Changes in legislations and organisational arrangements set by state and federal governments
- Flood studies outcomes, changes in planning scheme or utilisation of systems may result in relocation of flood warning systems assets.

## RISK MANAGEMENT



- The utilisation of safety and resilience assets continue to be monitored to assist with the decision making for the acquisition of new assets, relocation of existing assets, or the disposal of assets to suit a change in demand.
- Continue to seek funding assistance from the Federal and State Governments

## IMPROVEMENT PLAN



- Document specific condition assessment guidelines for each asset category with a rating method of 1-5.
- External condition assessments of SES assets to be undertaken.
- Undertake investigations with regard to future viability or disposal of underutilised SES buildings assets.
- Review utilisation of inherited flood warning systems assets

## ACAMP EXECUTIVE SUMMARY – PARK AND RECREATION

### ASSETS COVERED BY THIS PLAN



| Asset Category               | Dimension   | Replacement Value     |
|------------------------------|---|-----------------------|
| Sportsgrounds and courts     | Sporting ovals, Tennis courts, Netball courts, skate parks, pistol club etc | \$5.4 million         |
| Play equipment and fixtures  | Park furniture, exercise equipment, kids' playgrounds etc                   | \$4.8 million         |
| Landscaping                  | Turfed areas, garden beds, irrigation etc                                   | \$3.7 million         |
| Buildings and structures     | Buildings, shades, boat ramps, pedestrian bridges, fences, utilities etc    | \$27.0 million        |
| Roads, pathways and carparks | Access roads, parking areas, footpaths etc                                  | \$2.1 million         |
| Security and lighting        | Poles, lights etc   | \$3.6 million         |
| Signage                      | Access roads, parking areas, footpaths etc                                  | \$0.3 million         |
| <b>TOTAL</b>                 |   | <b>\$46.9 million</b> |

### WHAT IT WILL COST OVER THE 10-YEAR PLANNING PERIOD



|                                  |                       |
|----------------------------------|-----------------------|
| Renewal                          | \$5.1 million         |
| <u>Operation and Maintenance</u> | <u>\$59.0 million</u> |
| Total                            | \$64.1 million        |

- Projected renewal budget for the next 10 years is \$4.3 million. The **shortfall of \$0.8 million** is expected to be funded by state and federal government grant.

### LEVELS OF SERVICE



- All council owned assets are monitored, and maintenance undertaken as required.
- Value for money.
- The open space allocation benchmark Ha/1000 is considered. ROSS 2020 identified 10.70Ha/1,000 people across the region and above benchmark of 4Ha.
- Planned budget is **insufficient** to continue providing existing services at current levels.

### FUTURE DEMANDS



- Demand for more/different services and upgrade of existing infrastructure.
- Demand for services will alter due to the transient workforce nature.
- Monitor utilisation and demand for assets.

### RISK MANAGEMENT



- Regular condition monitoring, servicing and/or remedial works to reduce risks
- Management of demand and supply to rationalise provision of services

#### What we cannot do

- Upgrade of all identified functional deficiencies in relation to non-essential infrastructure.
- Provision of services on behalf of state and federal government departments (e.g. Policing, CCTV operations) without commercial considerations.
- Upgrade or replacement of assets with a 'customer interest life-span' less than the planned asset lifespan.

### IMPROVEMENT PLAN



- Identify and seek external funding grants to supplement renewal funding.
- Develop internal service levels in consultation with relevant cross functional teams (e.g. roads, water, community facilities).

# ACAMP EXECUTIVE SUMMARY – CORPORATE PROPERTIES BUILDINGS

## ASSETS COVERED BY THIS PLAN



| Asset Category   | Replacement value     |
|--|-----------------------|
| Employee housing (approximately 153 properties)                      | \$35.6 million        |
| Fatigue accommodation (approximately 15 properties)                  | \$5.6 million         |
| Social Housing (approximately 9 properties)                          | \$2.1 million         |
| Rental- Isaac Affordable Housing Trust (approximately 19 properties) | \$5.4 million *       |
| Rental- other (approximately 37 properties)                          | \$8.0 million         |
| Library (approximately 5 properties)                                 | \$2.0 million         |
| Museum (approximately 9 properties)                                  | \$2.7 million         |
| Office (approximately 6 properties)                                  | \$18.7 million        |
| <b>Replacement Value Total</b>                                       | <b>\$80.2 million</b> |

\*Valuation 2015

## WHAT IT WILL COST OVER THE 10-YEAR PLANNING PERIOD



|                           |                |
|---------------------------|----------------|
| Renewal                   | \$19.8 million |
| Operation and Maintenance | \$30.8 million |
| Total                     | \$50.6 million |

\*Disposal (\$7.5 million) is proposed.

## LEVELS OF SERVICE



- Assets are monitored and repairs are undertaken to keep assets in good health.
- Value for money. (Cost recovery for rental investment buildings is 36%).
- Adequate utilisation.
- Planned budget levels are considered to be **adequate** to meet projected service levels.

## FUTURE DEMANDS



- Demand for building services (especially housings) varies in each town due to fluctuations in market conditions.

## RISK MANAGEMENT



- The utilisation rates of corporate properties buildings will continue to be monitored to assist with the decision making for the acquisition of new assets or the disposal of assets to suit a change in demand.
- Fees and charges are likely to increase to improve financial viability and focus on cost recovery.

### What we cannot do

- Upgrade or addition of new buildings without considering impact on operational costs or commercial merits
- Upgrade or addition of new buildings without considering an 'exit strategy'.
- Unplanned increase(s) in service levels without commercial considerations;
- Provision of housing services on behalf of state and / or federal governments without commercial considerations

## IMPROVEMENT PLAN



- Investigations on underdeveloped or underutilised sites for further development.
- Investigations on oversupply of residential buildings which could be potentially salvaged / sold to reduce capital and operational expenses.
- Review of staff housing policies and practices and identify alternative options (diversification through rental market, employee contracts, mortgage subsidies, etc).

## ACAMP EXECUTIVE SUMMARY – PLANT AND FLEET SERVICES

### ASSETS COVERED BY THIS PLAN

#### Plant

|                |    |             |
|----------------|----|-------------|
| • Trucks       | 36 | \$5,211,655 |
| • Forklift     | 8  | \$ 240,876  |
| • Graders      | 7  | \$2,600,435 |
| • Backhoes     | 4  | \$ 833,098  |
| • Loader       | 5  | \$1,072,253 |
| • Excavator    | 1  | \$ 185,690  |
| • Attachments  | 14 | \$ 209,545  |
| • Generators   | 5  | \$ 200,896  |
| • Grasscutters | 47 | \$2,172,431 |
| • Marine       | 4  | \$ 82,460   |
| • Minor Plant  | 13 | \$ 911,014  |
| • Rollers      | 4  | \$ 284,365  |
| • Sprayers     |    |             |
| • Trailers     |    |             |

#### Fleet

|                      |     |             |
|----------------------|-----|-------------|
| • Passenger Vehicles | 199 | \$7,653,003 |
| •                    |     |             |



| Asset Category   | Dimension  | Asset costs           |
|--|--|-----------------------|
| Plant  | Earth moving, forklift, grass cutting, light commercial, Minor plants, rollers, sprayers, trailers, truck, attachments, generators | \$17.5 million*       |
| Fleet  | Passenger vehicles   | \$8.0 million*        |
| Buildings<br>Carmila, Clermont, Dysart, Middlemount, Glenden, Moranbah, Nebo, St Lawrence Clarke Creek, May Downs, Mackenzie River | Depots and camps including specialised equipment on sites  | \$10.1 million        |
| <b>Asset Cost Total</b>  |  | <b>\$37.3 million</b> |

\* Original cost based on financial asset register 30 June 2022

### WHAT IT WILL COST OVER THE 10-YEAR PLANNING PERIOD



|                                  |                       |
|----------------------------------|-----------------------|
| Renewal                          | \$48.2 million        |
| Sale of assets                   | -\$14.1 million       |
| <u>Operation and Maintenance</u> | <u>\$51.9 million</u> |
| Total                            | \$86.0 million        |

\*Sales of assets and renewal estimate of plant and fleet assets refer to 10 Year Fleet and Plant Replacement Program (resolution: 8162)

### LEVELS OF SERVICE



- Prioritize cost-effectiveness while also taking sustainability into consideration.
- Compliance with Federal and State legislation and local government by-laws.
- Compliance with WH&S legislation, IRC policy and sound management principles.

- Compliance with council's contractual obligations with internal and external customers.
- Council owned assets are monitored, and maintenance undertaken as required.

### **FUTURE DEMANDS**



- Changes in population, community expectations, and council operations
- Changes in technologies
- Changes in legislation

### **RISK MANAGEMENT**



- Continual review and implementation of renewal program which optimise 10 years renewal program and which minimise life-cycle cost.
- Continual review and update internal hire rate to recover cost.
- Implement maintenance procedure.

### **IMPROVEMENT PLAN**



- Continual utilisation monitoring of plant and fleet assets.
- Undertake condition assessment of buildings assets.
- Continual monitoring of incidents report and pre-start check report on WH&S system (Lucidity) to ensure safe and effective operations of assets.

## ACAMP EXECUTIVE SUMMARY – ECONOMY & PROSPERITY

### ASSETS COVERED BY THIS PLAN



| Asset Category                             | Dimension  | Replacement Value (\$'000) |
|--|--|----------------------------|
| Aerodrome and Aeroplane Landing Area (ALA) | Clermont Aerodrome (Sealed runway, Unsealed runway, Buildings)         | \$9,186                    |
|  | Nebo Aeroplane Landing Area (Shelter, Sealed runway, Concrete Helipad) | \$870                      |
|  | St Lawrence Aeroplane Landing Area (Unsealed runway)                   | \$797                      |
| Saleyard and Show ground                   | Nebo Showground  | \$3,331                    |
|  | Clermont Showground  | \$4,086                    |
|  | Clermont Saleyard  | \$1,381                    |
| Monash Lodge (excluding units)             | Aged care facility (Lot plan 3SP237968)                                | \$3,611                    |
| Animal Management Facilities               | Moranbah and Middlemount   | \$221                      |
| Caravan Park                               | Theresa Creek Dam camping ground                                       | \$1,089                    |
|  | Clermont Caravan Park  | \$2,132                    |
| Washdown Facility                          | Clermont   | \$143                      |
|  | Nebo   | \$703                      |
| <b>TOTAL</b>                               |  | <b>\$27.5 million</b>      |

### WHAT IT WILL COST OVER THE 10-YEAR PLANNING PERIOD



|                                  |                       |
|----------------------------------|-----------------------|
| Renewal                          | \$4.6 million         |
| <u>Operation and Maintenance</u> | <u>\$25.1 million</u> |
| <b>Total</b>                     | <b>\$29.7 million</b> |

\*excluding acquisition projects which is funded by external grants and no certainty to proceed.

### LEVELS OF SERVICE



- Aerodrome and ALA assets meet CASA guidelines and customer requirements.
- All council owned assets are monitored, and maintenance undertaken as required.
- No plans to change current level of services unless commercially viable.

### FUTURE DEMANDS



- There will be a change in demand for increased services across Council and additional assets will be required to provide and maintain those services.

### RISK MANAGEMENT



- The utilisation rates of economy and prosperity assets continue to be monitored to assist with the decision making for the acquisition of new assets or the disposal of assets to suit a change in demand.
- Ongoing maintenance requirements are to be considered during the planning stages of projects to consider whether or not the current availability of resources is deemed sufficient.

### IMPROVEMENT PLAN



- Commercial viability of services needs to be reviewed including washdown facilities in Clermont and Nebo which are getting close to end of economic life
- Document specific condition assessment guidelines for each asset category with a rating method of 1-5. The guidelines must be asset category specific.

# ACAMP EXECUTIVE SUMMARY – COMMUNITY FACILITIES BUILDINGS

## ASSETS COVERED BY THIS PLAN



| Asset Category                 | Dimension                | Replacement value at June 2022 |
|--------------------------------|--------------------------|--------------------------------|
| Community Use                  | Community hall / centre  | \$25.7 million                 |
| Daycare and kindergarten       | Daycare and kindergarten | \$9.3 million                  |
| Sports and club facilities     | Arts, crafts, gymnasium  | \$15.3 million                 |
| <b>Replacement Value Total</b> |                          | <b>\$50.3 million</b>          |

## WHAT IT WILL COST OVER THE 10-YEAR PLANNING PERIOD



|                                  |   |
|----------------------------------|---|
| Acquisition                      | \$9.5 million (including \$7.5 million RCIF* grant) |
| Renewal                          | \$8.4 million                                       |
| <u>Operation and Maintenance</u> | <u>\$23.7 million</u>                               |
| <b>Total</b>                     | <b>\$41.5 million</b>                               |

\*Resources Community Infrastructure Fund

## LEVELS OF SERVICE



- Assets are monitored and repairs are undertaken to keep assets in good health.
- Fit for purpose
- Adequate utilisation and availability
- Planned budget levels are considered to be **adequate** to meet projected service levels.

## FUTURE DEMANDS



- Changes in population, age profile of the population, community's service expectation, resource sectors and ISAAC Local Government Infrastructure Plan may lead to changes in demand.
- Demands will be approached using a combination of managing existing assets, service level reviews, upgrading existing assets and new assets to meet demand.

## RISK MANAGEMENT



- The utilisation rates of corporate properties buildings will continue to be monitored to assist with the decision making for the acquisition of new assets or the disposal of assets to suit a change in demand.
- Fees and charges are likely to increase to improve financial viability and focus on cost recovery.

### What we cannot do

- Upgrade or addition of new buildings without considering impact on operational costs or commercial merits
- Upgrade or addition of new buildings without considering an 'exit strategy'.
- Unplanned increase(s) in service levels without commercial considerations
- Provision of public services (e.g. health, childcare) on behalf of state and / or federal governments without commercial considerations

## IMPROVEMENT PLAN




- Undertake periodic checks for leased facilities (eg daycare and kindergarten) to ensure assets are in good health in accordance with the lease condition.
- Improved focus will be required on cost recovery and seeking additional funding grants from state and federal governments as childcare is a shared responsibility.
- Undertake annual review of fees and charges to implement cost recovery initiatives and / or to rationalise services.



## ACAMP EXECUTIVE SUMMARY – AQUATIC RECREATIONAL SERVICES

### ASSETS COVERED BY THIS PLAN (\$'000)

|   |  |         |  |                       |
|---|--|---------|--|-----------------------|
|  | Clermont Swimming Centre               | \$1,966 | Middlemount Swimming Pool                | \$2,118               |
|   | Dysart Swimming Pool                   | \$3,299 | Moranbah Greg Cruickshank Aquatic Centre | \$6,386               |
|   | Flaggy Rock Swimming Pool              | \$70    | Nebo Swimming Pool                       | \$1,260               |
|   | Glenden Swimming Pool                  | \$2,261 | St Lawrence Swimming Pool                | \$132                 |
|   | <b>8 pools Replacement value Total</b> |         |  | <b>\$18.0 million</b> |

### WHAT IT WILL COST OVER THE 10-YEAR PLANNING PERIOD (\$'000)



|                           |                       |
|---------------------------|-----------------------|
| Renewal                   | \$12.1 million        |
| Operation and Maintenance | \$17.6 million        |
| <b>Total</b>              | <b>\$29.7 million</b> |

| Asset categories   | 10 years renewal estimate (\$'000)         |
|--|--|
| <b>Pools</b> 50m, less than 50m, toddler pool  | \$2,450                                    |
| <b>Dosing systems</b>  | \$2,850                                    |
| <b>Filtration systems</b> Filtration equipment and media                               | \$1,475                                    |
| <b>Underground utilities:</b> Pipelines, valves, balance tanks etc                     | \$1,150                                    |
| <b>Electrical and mechanical equipment:</b> Lights, pumps, vacuum etc                  | \$1,720                                    |
| <b>Buildings:</b> Reception, kiosk, amenities, storage, plant rooms, fences, gates etc | \$1,200                                    |
| <b>Landscaping:</b> Lawns, plants, irrigation, play equipment, outdoor furniture etc   | \$500                                      |
| <b>General structures:</b> Shades, grandstand etc                                      | \$450                                      |
| <b>Carparks:</b> Parking bays, driveways, line marking etc                             | \$150                                      |
| <b>Signage</b>   | \$160                                      |
| <b>Total renewal funding required</b>  | <b>\$12.1 million</b>                      |
| <b>10 years planned budget</b>   | <b>\$4 million (\$8 million shortfall)</b> |

### LEVELS OF SERVICE



- All council owned assets are monitored, and maintenance undertaken as required
- Meets customer requirements
- Planned budget is **insufficient** to continue providing existing services at current levels

### FUTURE DEMANDS



- Communication with community on what is affordable is a key to respond changes in the community's service expectations.

### RISK MANAGEMENT



- Electrical and mechanical equipment (e.g. pumps), underground utilities, filtration and dosing equipment are identified as critical assets.
- Regular condition monitoring, servicing and/or remedial works to reduce risks

### IMPROVEMENT PLAN



- Identify and seek external funding grants to supplement renewal funding
- Undertake a review of commercial (e.g. management / lease agreements) arrangements for aquatic recreational facilities
- Conduct periodic analysis to calculate water volume consumed at each pool

## ACAMP EXECUTIVE SUMMARY – CEMETERIES

### ASSETS COVERED BY THIS PLAN



| Cemetery                               | Utilised (March 2022) |              | Available Capacity                   |      | Dimension  | Replacement Value       |
|--|-----------------------|--------------|--------------------------------------|------|--|-------------------------|
|  | Burial Total*         | Wall Total * | Burial                               | Wall |  |                         |
| Clermont Cemetery                      | 4131                  | 44           | 124                                  | 124  | carparks, pathways, landscaping, fencing, furniture, irrigation system etc | \$601,000               |
| Moranbah Cemetery                      | 158                   | 4            | 24                                   | 24   |  |                         |
| Dysart Cemetery                        | 54                    | 0            | 21                                   | 21   |  |                         |
| Nebo Cemetery                          | 21                    | 6            | > 20                                 | > 20 |  |                         |
| Glenden Cemetery                       | 11                    | N/A          | > 20                                 | > 20 |  |                         |
| St Lawrence Cemetery                   | 155                   | 7            | > 20                                 | > 20 |  |                         |
| Middlemount Cemetery                   | 2                     | N/A          | > 20                                 | > 20 |  |                         |
| Blair Athol Cemetery (closed) Clermont | 121                   | N/A          | No further interments are permitted. |      | Various redundant assets   | Note: Closed cemeteries |
| Copperfield Cemetery (closed) Clermont | 303                   | N/A          |                                      |      |  |                         |

\* including reserved

**TOTAL \$601,000**  
(Financial Asset Register June 2021)

### WHAT IT WILL COST OVER THE 10-YEAR PLANNING PERIOD (2023-2032)



|                           |                    |
|---------------------------|--------------------|
| Renewal                   | \$13,000           |
| Acquisition               | \$175,000          |
| Operation and Maintenance | \$982,000          |
| <b>Total</b>              | <b>\$1,170,000</b> |

### LEVELS OF SERVICE



- All council owned assets are monitored, and maintenance undertaken as required
- Available spaces for Burials/Columbarium wall
- Planned budget over the next 10 years is **sufficient** to fund the required capital works

### FUTURE DEMANDS



- Changes in population, age profile of the population, community's service expectation and distribution of mines across towns may lead to changes in demand.
- Utilisation rates and remaining capacity of Cemeteries will continue to be monitored.
- Continue to work with community and stakeholders to understand expectations and needs and develop expansion plans of cemeteries to address requirements.

### RISK MANAGEMENT



- Our present budget levels are adequate to continue to manage risks in the medium term

### IMPROVEMENT PLAN



- Determine Council's current performance against each measure (Current Levels of Service) and put in place systems-based processes to track changes in levels of service.
- Develop simple methods for total cost tracking of Cemetery Services.
- Cemetery register to be updated based on a topographic survey.

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## MEETING DETAILS

### Corporate Governance and Financial Services Standing Committee

Tuesday 8 April 2025

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## AUTHOR

Trudi Liekefett

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## AUTHOR POSITION

Manager People and Capability

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5.5

## PEOPLE AND CAPABILITY MONTHLY REPORT

### EXECUTIVE SUMMARY

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

### OFFICER'S RECOMMENDATION

*The Committee recommends that Council:*

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

### HIGHLIGHTS:

#### Leading and Managing Programme

The Isaac Regional Council's internal Leading and Managing Programme facilitated by LGMA commenced in March with twelve (12) participants enrolled. This programme is designed to develop leadership skills over the course of six (6) workshops. The first two (2) workshops focused on learning and communication styles, active listening, managing conflict and values. Participants were paired up with a team member who profiled differently to themselves, and this pairing will continue throughout the programme.

#### Confrontational People Workshop

The second Confrontational People Workshop occurred in March with fifteen (15) staff members enrolling and completing the training. The intent of this training is to gain skills on dealing with people/customers and differing personalities, as well as difficult situations in the workplace.

#### Parks and Recreation Restructure

The Moranbah Parks and Recreation Team has undergone a restructure, resulting in the formation of two (2) distinct teams, Horticulture and Open Space and Assets. This change supports operational efficiency, provides clear leadership pathways, and ensures the team receives the necessary guidance and support to perform at their best.

## Duke of Edinburgh Award Student Placement

Isaac Regional Council is supporting three (3) Moranbah State High School students with their voluntary placements for the Duke of Edinburgh Awards. These students will be hosted in our Community Hubs, Governance and People and Capability teams. The hosting is for 13 weeks, with each student participating for 1 hour per week to meet the award requirements.

## LGMA Learning and Development Village Exchange

The Learning and Development team co-hosted the LGMA Learning and Development Exchange with presentation from Local Government Association of Queensland Ltd on First Start Funding and Qld Water on training funds and water industry training.

## LGMA People and Culture Forum

The People and Capability Team recently sent three (3) staff members to the People and Culture Forum, hosted by LGMA in Brisbane. This forum is designed to equip HR and People and Culture teams with proactive strategies to effectively manage workplace conflicts while minimising liability reducing risk.

## Employee Engagement Survey

Gallup has won the tender to conduct the latest Employee Engagement Survey tender and for two years following. In addition to the survey and analysis, Gallup will provide workshops aimed at developing leaders from Executive to Supervisor level in how to improve engagement with their teams. The 2025 survey is proposed to commence on Tuesday 6 May 2025.

## Joint Consultative Committee

The Joint Consultative Committee (JCC) met in March with discussions ranging from staff amenities, equal work equal pay, requests for medical information, silica monitoring and controls and heat stress management. Update provided on Fleet, Digital Strategy and Positive Duty Plan.

## RECRUITMENT AND ONBOARDING UPDATE:

The People and Capability team successfully recruited and onboarded eighteen (18) new and existing employees up to 31 March 2025:

| Directorate | Position Title                                   | Work Location |
|-------------|--|---------------|
| CGFS        | Payroll Officer                                  | St Lawrence   |
| CGFS        | Finance Officer                                  | Clermont      |
| CGFS        | Senior Systems Officer                           | Moranbah      |
| E&I         | Coordinator Capital Projects                     | Moranbah      |
| E&I         | Labourer   | Glenden       |
| E&I         | Senior Project & Administration Services Officer | Moranbah      |
| E&I         | Plant Operator                                   | Clermont      |
| E&I         | Mobile Mechanical Fitter                         | Moranbah      |

# PEOPLE AND CAPABILITY

| Directorate | Position Title                          | Work Location |
|-------------|---|---------------|
| PECS        | Children's Programs Officer             | Dysart        |
| PECS        | Casual Pool Lifeguard                   | Moranbah      |
| PECS        | Casual Lifeguard                        | Moranbah      |
| PECS        | Centre Operations Leader - Moranbah     | Moranbah      |
| PECS        | Hospitality Officer                     | Moranbah      |
| PECS        | Hospitality Casual                      | Moranbah      |
| W&W         | Water & Wastewater Operator In Training | Middlemount   |
| W&W         | Plumber                                 | Moranbah      |
| W&W         | Waste Management Officer                | Moranbah      |
| W&W         | Customer Administration Officer         | Moranbah      |

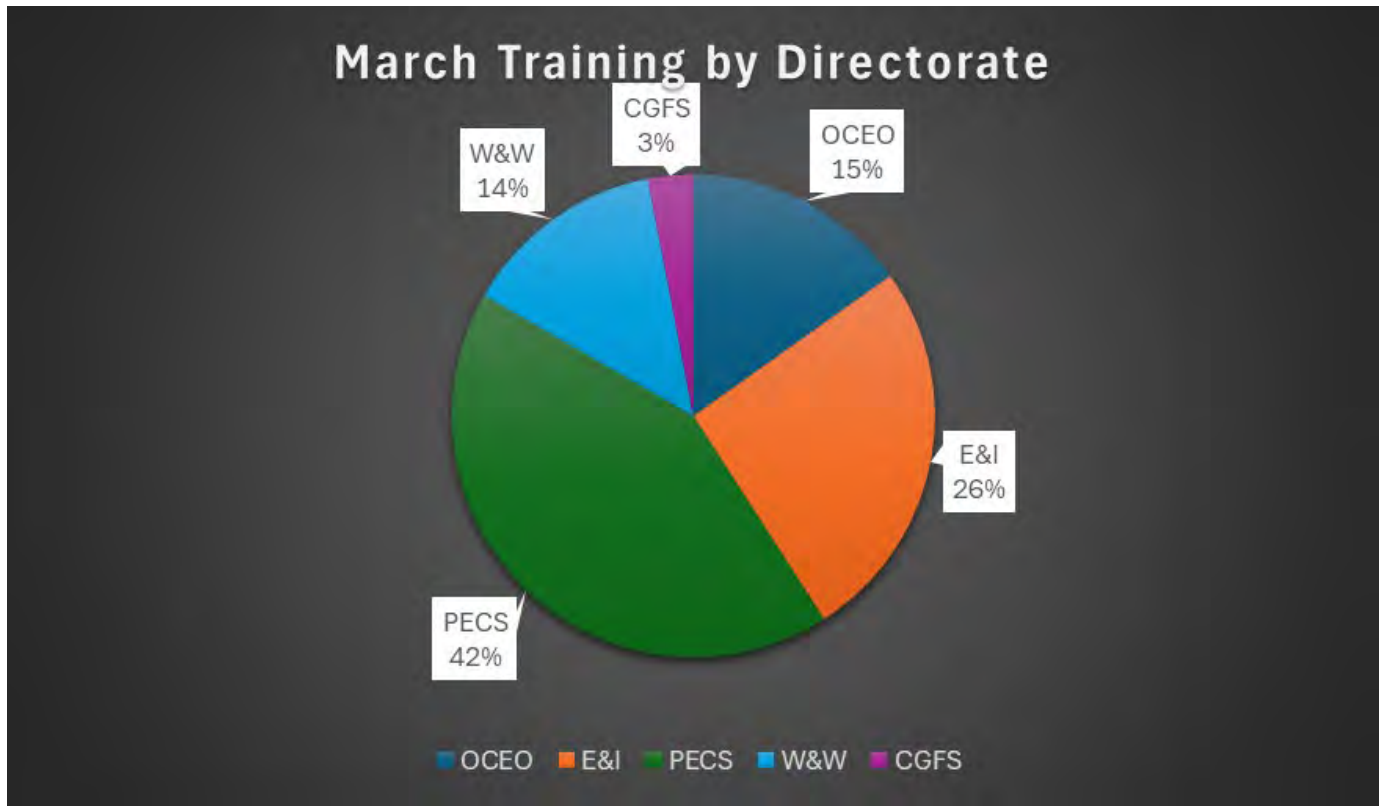
There were eight (8) employee separations up to the 31 March 2025:

| Directorate | Position Title                    | Work Location |
|-------------|-----------------------------------|---------------|
| CGFS        | Payroll Officer                   | Clermont      |
| E&I         | Roller Plant Operator             | Dysart        |
| E&I         | Design and Planning Engineer      | Moranbah      |
| PECS        | Hospitality Casual                | Dysart        |
| PECS        | Casual Pool Lifeguard             | Moranbah      |
| PECS        | Community Relations Officer       | Nebo          |
| PECS        | Casual Pool Lifeguard             | Moranbah      |
| PECS        | Lead Environmental Health Officer | Moranbah      |

## PEOPLE AND CAPABILITY LEARNING & DEVELOPMENT UPDATE:

Figure 1.0 Estimated Data - Employee Training March 2025

| Directorate                             | OCEO | E&I | PECS | W&W | CGFS |
|---|------|-----|------|-----|------|
| <b>Number of Employees - March 2025</b> | 10   | 17  | 28   | 9   | 2    |



**Figure 2.0 Estimated Data – Training Separated by Gender**

| Women | Men |
|-------|-----|
| 43    | 23  |

**Figure 3.0 Estimated Data – Training Separated by Mandatory VS Desirable**

| Mandatory | Desirable |
|-----------|-----------|
| 17        | 49        |

**Figure 4.0 Estimated Data - Total Hours of Training – March 2025**

| Training Course  | TOTAL HOURS | OCEO (TOTAL EMPLOYEES) | E&I (TOTAL EMPLOYEES) | PECS (TOTAL EMPLOYEES) | W&W (TOTAL EMPLOYEES) | CGFS (TOTAL EMPLOYEES) |
|--|-------------|------------------------|-----------------------|------------------------|-----------------------|------------------------|
| Apprentice Block Training  | 105         |                        | 2                     |                        | 1                     |                        |
| Apprentice - Training site visit                                 | 3           |                        | 1                     |                        |                       |                        |
| Authorised Persons & Local Govt Worker                           | 8           |                        |                       | 2                      |                       | 2                      |
| Back to Basics - Transitioning to Planning Practice (4 sessions) | 4           |                        |                       | 1                      |                       |                        |
| Dealing with Confrontational People                              | 45          |                        |                       | 15                     |                       |                        |
| Forklift   | 39          |                        | 3                     |                        |                       |                        |
| Ignite Programme   | 7.5         |                        | 1                     |                        |                       |                        |

# PEOPLE AND CAPABILITY

| <b>Training Course</b>  | <b>TOTAL HOURS</b> | <b>OCEO (TOTAL EMPLOYEES)</b> | <b>E&amp;I (TOTAL EMPLOYEES)</b> | <b>PECS (TOTAL EMPLOYEES)</b> | <b>W&amp;W (TOTAL EMPLOYEES)</b> | <b>CGFS (TOTAL EMPLOYEES)</b> |
|---|--------------------|-------------------------------|----------------------------------|-------------------------------|----------------------------------|-------------------------------|
| Influential Communicator (2 sessions)                                       | 6                  |                               | 1                                |                               |                                  |                               |
| Leading & Managing Programme  | 180                |                               | 5                                | 3                             | 4                                |                               |
| LGMA - Enhancing your emotional intelligence for growth webinar             | 6                  | 5                             |                                  | 1                             |                                  |                               |
| People & Culture Forum  | 39                 | 3                             |                                  |                               |                                  |                               |
| Propellor   | 22.5               | 1                             |                                  | 2                             |                                  |                               |
| Provide CPR   | 37.5               | 1                             | 4                                | 1                             | 3                                |                               |
| Provide CPR/LVR   | 5                  |                               | 1                                |                               |                                  |                               |
| 2025 QLD Legal Series - How do the Building Act and Planning Act intersect? | 1                  |                               |                                  | 1                             |                                  |                               |
| <b>Total</b>  | <b>508.50</b>      | <b>10</b>                     | <b>18</b>                        | <b>26</b>                     | <b>8</b>                         | <b>2</b>                      |

*NB: Employee numbers will vary between March 2025 figure and Training Course employee figure due to the same person going to four different sessions*

## FINANCIAL REPORT:

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

## DEVIATION FROM BUDGET AND POLICY:

Nil

## ACTION ACCOUNTABILITY:

Not Applicable.

|  |   |
|--|---|
| <p><b>Report prepared by:</b><br/>TRUDI LIEKEFETT<br/><b>Manager People and Capability</b><br/>Date: Monday 1 April 2025</p> | <p><b>Report authorised by:</b><br/>CALE DENDLE<br/><b>Chief Executive Officer</b><br/>Date: Tuesday 2 April 2025</p> |
|--|---|

## ATTACHMENTS

- Attachment 1 - People and Capability Establishment Report – April 2025

## REFERENCE DOCUMENT

- Nil



**DATE:** 4 April 2025

## PEOPLE AND CAPABILITY

### ESTABLISHMENT REPORT:

#### Establishment Report Notes:

|                           |  |
|---------------------------|--|
| <b>Approved FTE:</b>      | Permanent positions approved and endorsed by Council. Consist of full-time, part-time and casual.  |
| <b>All Positions FTE:</b> | 1. Positions approved and endorsed by Council. Consist of full-time, part-time and casual.   |
|                           | <p>2. 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.</p> <ul style="list-style-type: none"> <li>• Examples of engagement:             <ul style="list-style-type: none"> <li>○ Filling a position due to known absences like approved long term leave, parental leave, secondment.</li> <li>○ Project with a known end date, like Capital Works Projects, Community Support State Funding.</li> <li>○ Filling short-term vacancy needs before finalisation of the recruitment process.</li> <li>○ Handling unexpected short-term workload increases.</li> </ul> </li> </ul> |
| <b>Headcount:</b>         | <p>1. Approved FTE: Number of employees sitting against an approved and endorsed position by Council.</p> <p>2. All Positions FTE: Number of employees sitting against approved and temporary positions within the organisational structure.</p>   |

## APPROVED FTE

|                                   |
|-----------------------------------|
| <b>OCEO</b><br>Approved FTE<br>26 |
|-----------------------------------|

| Department                  |    |
|-----------------------------|----|
| Chief Executive Officer     | 4  |
| People & Capability         | 13 |
| Advocacy & External Affairs | 9  |
|                             |    |
|                             |    |
|                             |    |
|                             |    |

|                                     |
|-------------------------------------|
| <b>CGFS</b><br>Approved FTE<br>72.7 |
|-------------------------------------|

| Department  |      |
|---|------|
| Director Corporate, Governance & Financial Services | 3    |
| Financial Services                                  | 24   |
| Information Solutions                               | 19.7 |
| Governance & Corporate Services                     | 4    |
| Contracts & Procurement                             | 8    |
| Safety & Resilience                                 | 10   |
| Enterprise Asset                                    | 4    |
|   |      |

|   |
|---|
| <b>E&amp;I</b><br>Approved FTE<br>189.7 |
|---|

| Department                                   |      |
|--|------|
| Director Engineering & Infrastructure        | 2    |
| Bowen Basin and Galilee Operations           | 5    |
| Parks & Recreation                           | 60.5 |
| Infrastructure East                          | 17   |
| Infrastructure West                          | 57   |
| Corporate Properties & Fleet                 | 29.2 |
| Plant, Fleet & Workshop                      | 14   |
| Infrastructure Planning & Technical Services | 5    |

|                                      |
|--------------------------------------|
| <b>PECS</b><br>Approved FTE<br>103.6 |
|--------------------------------------|

| Department  |      |
|---|------|
| Director Planning, Environment & Community Services | 6    |
| Economy & Prosperity                                | 11   |
| Liveability & Sustainability                        | 12   |
| Community Education & Compliance                    | 16   |
| Engaged Communities                                 | 11.7 |
| Community Hubs                                      | 30.8 |
| Community Facilities                                | 16.1 |
|   |      |

|  |
|--|
| <b>W&amp;W</b><br>Approved FTE<br>77.1 |
|--|

| Department                    |      |
|-------------------------------|------|
| Director Water & Waste        | 2    |
| Water & Wastewater Operations | 43   |
| Waste Management Operations   | 17.1 |
| W&W Business Services         | 10   |
| W&W Planning & Projects       | 5    |
|                               |      |
|                               |      |

|                     |               |
|---------------------|---------------|
| <b>APPROVED FTE</b> | <b>469.10</b> |
| <b>FILLED</b>       | <b>395.30</b> |
| <b>VACANT</b>       | <b>73.80</b>  |
| <b>HEADCOUNT</b>    | <b>404.00</b> |

## ALL POSITIONS (FTE)

|  |
|--|
| <b>OCEO</b><br>All Positions FTE<br>28 |
|--|

| Department                   |    |
|------------------------------|----|
| Chief Executive Officer      | 4  |
| People & Capability          | 15 |
| Brand Media & Communications | 9  |
|                              |    |
|                              |    |
|                              |    |
|                              |    |

|                      |               |
|----------------------|---------------|
| <b>ALL POSITIONS</b> | <b>502.00</b> |
| <b>FILLED</b>        | <b>425.70</b> |
| <b>VACANT</b>        | <b>76.30</b>  |
| <b>HEADCOUNT</b>     | <b>442.00</b> |

|  |
|--|
| <b>CGFS</b><br>All Positions FTE<br>75.4 |
|--|

| Department  |      |
|---|------|
| Director Corporate, Governance & Financial Services | 3    |
| Financial Services                                  | 25   |
| Information Solutions                               | 20.7 |
| Governance & Corporate Services                     | 4    |
| Contracts & Procurement                             | 8    |
| Safety & Resilience                                 | 11   |
| Enterprise Asset                                    | 4    |
|   |      |

|  |
|--|
| <b>E&amp;I</b><br>All Positions FTE<br>193.7 |
|--|

| Department                                   |      |
|--|------|
| Director Engineering & Infrastructure        | 2    |
| Bowen Basin and Galilee Operations           | 7    |
| Parks & Recreation                           | 61.5 |
| Infrastructure East                          | 17   |
| Infrastructure West                          | 58   |
| Corporate Properties & Fleet                 | 29.2 |
| Plant, Fleet & Workshop                      | 14   |
| Infrastructure Planning & Technical Services | 5    |

|   |
|---|
| <b>PECS</b><br>All Positions FTE<br>124.6 |
|---|

| Department  |      |
|---|------|
| Director Planning, Environment & Community Services | 7    |
| Economy & Prosperity                                | 12   |
| Liveability & Sustainability                        | 12.5 |
| Community Education & Compliance                    | 17   |
| Engaged Communities                                 | 12.7 |
| Community Hubs                                      | 36.1 |
| Community Facilities                                | 27.3 |
|   |      |

|   |
|---|
| <b>W&amp;W</b><br>All Positions FTE<br>80.3 |
|---|

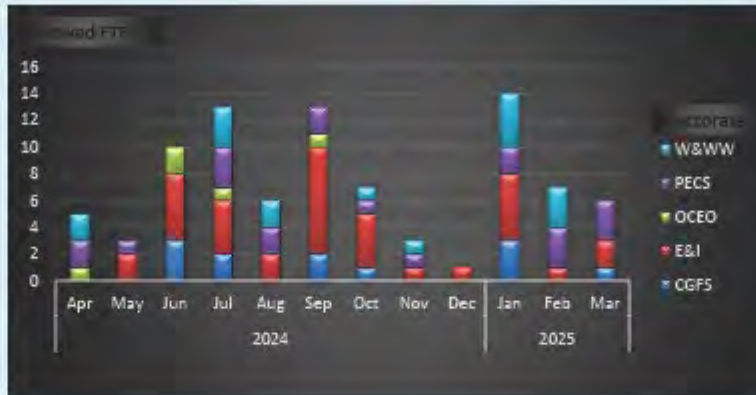
| Department                    |      |
|-------------------------------|------|
| Director Water & Waste        | 2    |
| Water & Wastewater Operations | 43   |
| Waste Management Operations   | 17.6 |
| W&W Business Services         | 12.7 |
| W&W Planning & Projects       | 5    |
|                               |      |
|                               |      |

## APPROVED FTE DASHBOARD - APRIL 2024 TO MARCH 2025

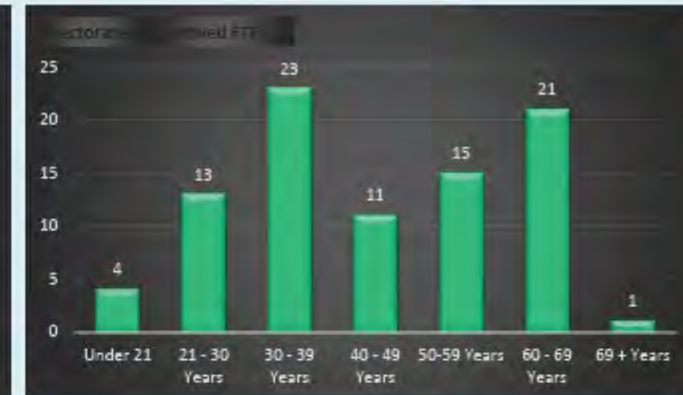
### TURNOVER REASON



### TURNOVER - 12 MONTHS



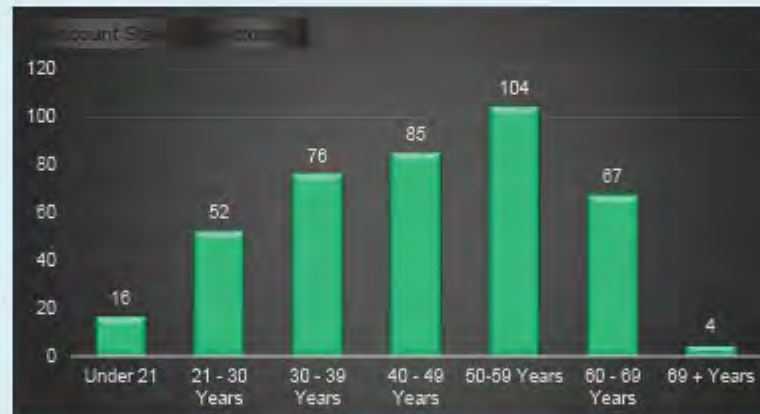
### TURNOVER AGE DEMOGRAPHICS



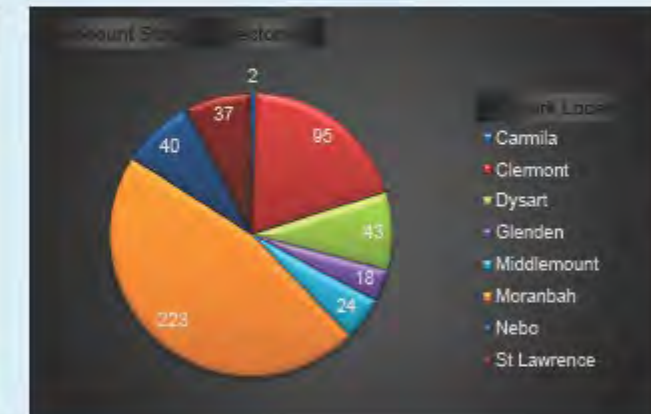
### EMPLOYEE LENGTH OF SERVICE



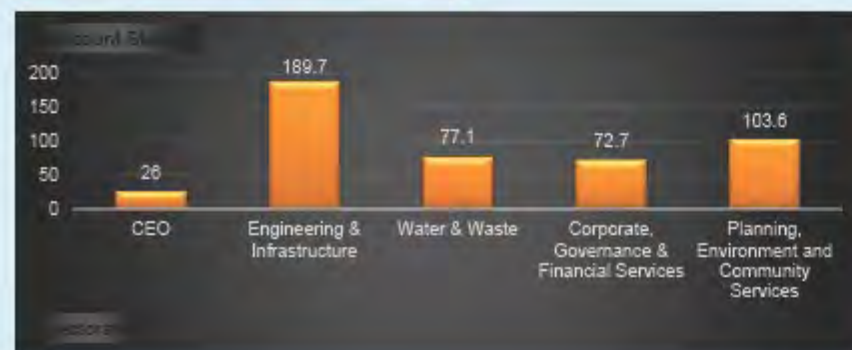
### EMPLOYEE AGE DEMOGRAPHICS



### POSITION LOCATION



### APPROVED FTE BY DIRECTORATE



### CURRENT EMPLOYEE DEMOGRAPHICS

| No. OF EMPLOYEES | HIRING | TURNOVER |
|------------------|--------|----------|
| 404              | 93     | 88       |



### ANNUAL TURNOVER %

21.95%

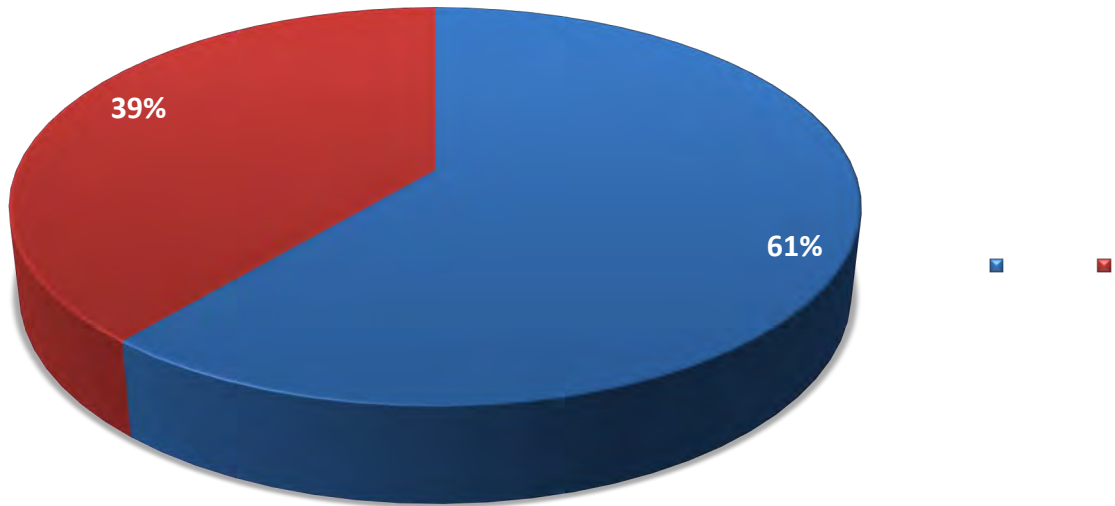
## RECRUITMENT UPDATE

Positions Filled up to 31 March 2025.

| Position No.  | Position Title                                   | Location    | FTE  | Effective  |
|---|--|-------------|------|------------|
| <b>CEO Office</b>                                   |  |             |      |            |
| No positions filled for OCEO in March 2025.         |  |             |      |            |
| <b>Corporate Governance and Financial Services</b>  |  |             |      |            |
| 41,039.00   | Payroll Officer                                  | St Lawrence | 1.00 | 3/03/2025  |
| 41,041.00   | Finance Officer                                  | Clermont    | 1.00 | 3/03/2025  |
| 44,221.00   | Senior Systems Officer                           | Moranbah    | 1.00 | 17/03/2025 |
| <b>Engineering and Infrastructure</b>               |  |             |      |            |
| 51,506.00   | Coordinator Capital Projects                     | Moranbah    | 1.00 | 17/03/2025 |
| 52,264.00   | Labourer   | Glenden     | 1.00 | 31/03/2025 |
| 56,060.00   | Senior Project & Administration Services Officer | Moranbah    | 1.00 | 31/03/2025 |
| 56,204.00   | Plant Operator                                   | Clermont    | 1.00 | 24/03/2025 |
| 58,213.00   | Mobile Mechanical Fitter                         | Moranbah    | 1.00 | 10/03/2025 |
| <b>Planning, Environment and Community Services</b> |  |             |      |            |
| 66,703.30   | Children's Programs Officer                      | Dysart      | 1.00 | 31/03/2025 |
| 67,517.00   | Casual Pool Lifeguard                            | Moranbah    | 0.50 | 17/03/2025 |
| 67,521.00   | Casual Lifeguard                                 | Moranbah    | 0.50 | 10/03/2025 |
| 67,630.00   | Centre Operations Leader - Moranbah              | Moranbah    | 1.00 | 3/03/2025  |
| 67,633.20   | Hospitality Officer                              | Moranbah    | 0.70 | 10/03/2025 |
| 67,636.00   | Hospitality Casual                               | Moranbah    | 0.50 | 10/03/2025 |
| <b>Water and Wastewater</b>                         |  |             |      |            |
| 81,044.00   | Water & Wastewater Operator In Training          | Middlemount | 1.00 | 3/03/2025  |
| 81,063.00   | Plumber  | Moranbah    | 1.00 | 3/03/2025  |
| 83,007.00   | Waste Management Officer                         | Moranbah    | 1.00 | 29/03/2025 |
| 84,406.30   | Customer Administration Officer                  | Moranbah    | 1.00 | 3/03/2025  |



Internal & External Recruitment for the Month



## CURRENT VACANCIES

### Recruitment Report – Current Vacancies as at 26 February 2025 – 76 (FTE) Vacant Positions.

| Position No.                                       | Position Title                            | No of Days Vacant | Vacancy Status                                   |
|--|---|-------------------|--|
| <b>CEO Office</b>                                  |   |                   |  |
| 13,005.00  | Brand, Media & Communications Coordinator | 126               | On Hold- Backfilled with acting duties           |
| 13,010.00  | Advocacy Coordinator                      | 129               | On Hold - Under review with management           |
| <b>Corporate Governance and Financial Services</b> |   |                   |  |
| 40,003.00  | Business Transformation Manager           | 165               | On Hold - Under review with management           |
| 41,200.00  | Insurance and Finance Officer             | 5                 | On Hold - Under review with management           |
| 44,000.00  | Chief Information Officer                 | 118               | Advertising                                      |
| 44,223.00  | Systems Officer                           | 5                 | Advertising                                      |
| 45,003.00  | Senior Governance Officer                 | 51                | Advertising                                      |
| 47,000.00  | Manager Safety & Resilience               | 36                | Advertising                                      |
| 47,004.00  | Safety and Resilience Partner             | 111               | Advertising                                      |
| <b>Engineering and Infrastructure</b>              |   |                   |  |
| 51,507.00  | Civil Engineering Student                 | 185               | Advertising                                      |
| 51,508.00  | Project Support Officer                   | 75                | Shortlisting                                     |
| 52,211.00  | Leading Hand                              | 345               | On Hold - Under review with management           |
| 52,214.00  | Labourer                                  | 296               | Shortlisting                                     |
| 52,227.00  | Parks Maintenance Officer                 | 285               | On Hold - Under review with management           |
| 52,228.00  | Apprentice Parks and Recreation           | 89                | On Hold - Under review with management           |
| 52,242.00  | Truck Driver                              | 191               | Advertising                                      |
| 52,264.00  | Labourer                                  | 292               | Medical  |
| 55,204.00  | Plant Operator                            | 52                | Medical  |
| 55,305.00  | Loader Operator                           | 35                | On Hold - Under review with management           |
| 56,066.00  | Trainee - Administration                  | 418               | Advertising                                      |
| 56,210.00  | Water Truck (Truck Crew)                  | 4                 | On Hold - Under review with management           |
| 56,214.00  | Grader Operator                           | 41                | On Hold - Under review with management           |
| 56,428.00  | Grader Operator                           | 248               | On Hold - Under review with management           |
| 56,513.00  | MR Truck Driver                           | 105               | Medical  |
| 56,610.00  | Roller Plant Operator                     | 10                | On Hold - Temporarily backfilled with LabourHire |
| 56,611.00  | Grader Operator                           | 122               | On Hold - Temporarily backfilled with LabourHire |
| 57,507.00  | Apprentice Carpenter                      | 203               | On Hold - Under review with management           |
| 57,509.00  | Electrician                               | 200               | On Hold - Under review with management           |
| 57,510.00  | Apprentice Electrician                    | 50                | On Hold - Under review with management           |
| 57,513.00  | Plumber - Commercial                      | 96                | On Hold - Under review with management           |
| 57,610.00  | Maintenance Officer West                  | 116               | On Hold - Under review with management           |
| 57,612.00  | Cleaner                                   | 291               | Medical  |
| 57,622.00  | Cleaner                                   | 304               | On Hold - Under review with management           |
| 57,634.00  | Cleaner                                   | 248               | Medical  |
| 58,000.00  | Manager Corporate Properties & Fleet      | 530               | On Hold- Backfilled with acting duties           |
| 58,204.00  | Overseer Maintenance                      | 155               | On Hold - Under review with management           |
| 58,210.00  | Trade Assistant                           | 45                | Letter of Offer                                  |



# INFORMATION BULLETIN

| Position No.  | Position Title                                     | No of Days Vacant | Vacancy Status                         |
|---|--|-------------------|--|
| 59,000.00   | Manager Infrastructure Planning and Technical Serv | 205               | On Hold - Under review with management |
| 59,015.00   | Design and Planning Engineer                       | 6                 | On Hold - Under review with management |
| <b>Planning, Environment and Community Services</b> |  |                   |  |
| 60,001.00   | Team Leader - Business Services PECS               | 141               | On Hold- Backfilled with acting duties |
| 60,100.00   | Manager Strategic Policy & Projects                | 40                | On Hold - Under review with management |
| 63,522.00   | Land Protection Officer                            | 45                | Due to Start                           |
| 63,523.00   | Environment and Sustainability Officer             | 55                | Letter of Offer                        |
| 64,542.00   | Community Compliance Officer                       | 303               | On Hold - Under review with management |
| 64,544.00   | Cadet Community Compliance Officer                 | 487               | Reference Check                        |
| 64,551.00   | Environmental Health Officer                       | 925               | Advertising                            |
| 65,510.00   | Departmental Administration Officer - EC           | 91                | Interview                              |
| 65,611.00   | Moranbah Community Relations Officer               | 147               | On Hold - Under review with management |
| 65,612.00   | Community Relations Officer                        | 1                 | On Hold - Under review with management |
| 66,701.00   | Program Leader - Library Services                  | 131               | Interview                              |
| 66,713.00   | Frontline Service Officer                          | 44                | Interview                              |
| 66,732.00   | Frontline Service Officer                          | 34                | Interview                              |
| 66,748.00   | Frontline Service Officer                          | -2                | Advertising                            |
| 66,754.00   | Frontline Service Officer                          | 20                | Interview                              |
| 66,756.00   | Frontline Service Officer                          | 208               | Interview                              |
| 67,502.00   | Departmental Administration Officer - CF           | 56                | Letter of Offer                        |
| 67,511.00   | Casual Pool Lifeguard                              | 16                | On Hold - Under review with management |
| 67,517.00   | Casual Pool Lifeguard                              | 4                 | Due to Start                           |
| 67,527.30   | Casual Pool Lifeguard                              | 40                | Due to Start                           |
| 67,530.00   | Casual Pool Lifeguard                              | 4                 | Due to Start                           |
| 67,600.00   | Manager Council Operated Community Facilities      | 21                | On Hold - Under review with management |
| 67,613.00   | Hospitality Casual                                 | 6                 | Reference Check                        |
| 67,631.00   | Team Leader - Catering                             | 1176              | Reference Check                        |
| 67,634.00   | Hospitality Casual                                 | 171               | Advertising                            |
| <b>Water and Waste</b>                              |  |                   |  |
| 81,013.00   | Senior Water & Wastewater Operator                 | 741               | Advertising                            |
| 81,014.00   | Water & Wastewater Operator                        | 21                | Reference Check                        |
| 81,022.00   | Electrician  | 35                | Advertising                            |
| 81,023.00   | Water & Wastewater Operator                        | 56                | Advertising                            |
| 81,024.00   | Water & Wastewater Operator                        | 56                | Advertising                            |
| 81,030.00   | Senior Water & Wastewater Operator                 | 397               | Advertising                            |
| 81,057.00   | Senior Water & Wastewater Operator                 | 93                | Advertising                            |
| 83,008.00   | Waste Management Officer                           | 29                | Advertising                            |
| 84,401.00   | Team Leader - Customer Administration              | 21                | Advertising                            |
| 84,407.00   | Business Services Trainee                          | 15                | Advertising                            |
| 84,411.00   | Program Leader - Assets and Investment             | 105               | Due to Start                           |
| 86,602.00   | Planning Engineer                                  | 151               | Letter of Offer                        |

# INFORMATION BULLETIN

| Position No. | Position Title  | No of Days Vacant | Vacancy Status                         |
|--------------|-----------------|-------------------|--|
| 86,606.00    | Project Manager | 309               | On Hold - Under review with management |

## **Vacant Positions – ON HOLD UNDER REVIEW WITH MANAGEMENT > 350 DAYS**

| Position No. | Position Title              | No of Days Vacant | Vacancy Status                         | Comments  |
|--------------|-----------------------------|-------------------|--|---|
| 56,612.00    | Labourer                    | 607               | On Hold - Under review with management | With Manager for review - RPMC positions have been advertised multiple times but have not been able to source suitable candidates. Manager is currently looking at changes for this team. |
| 56,613.00    | Truck Driver                | 682               | On Hold - Under review with management | With Manager for review - RPMC positions have been advertised multiple times but have not been able to source suitable candidates. Manager is currently looking at changes for this team. |
| 56,614.00    | Water Truck Driver          | 462               | On Hold - Under review with management | With Manager for review - RPMC positions have been advertised multiple times but have not been able to source suitable candidates. Manager is currently looking at changes for this team. |
| 58,205.00    | Team Leader - West          | 452               | On Hold - Under review with management | Position will no longer be required in org structure - Restructure of department underway.  |
| 64,501.00    | Community Education Officer | 458               | On Hold - Under review with management | Under review with Manager, P&C have followed up multiple times, currently are reviewing the PD, this role has been advertised 5+ times in the last 12 months.                             |

## VACANT POSITIONS – LABOUR HIRE ENGAGEMENT

| Position No.  | Position Title                       | Vacancy Status   |
|---|--------------------------------------|--|
| <b>Corporate Governance and Financial Services</b>  |                                      |  |
| 46,201.00   | Stores Officer                       | Long term leave coverage - Temporarily backfilled with Labour Hire |
| <b>Engineering and Infrastructure</b>               |                                      |  |
| 56,065.00   | Works Admin Officer                  | On Hold - Temporarily backfilled with Labour Hire                  |
| 55,204.00   | Plant Operator                       | On Hold - Temporarily backfilled with Labour Hire                  |
| 57,610.00   | Maintenance Officer - West           | Labour hire required to backfill vacancy                           |
| <b>Planning, Environment and Community Services</b> |                                      |  |
| 64,511.00   | CEC Administration Officer           | On Hold - Temporarily backfilled with Labour Hire                  |
| <b>Water and Waste</b>                              |                                      |  |
| 84,401.00   | Administration Officer               | On Hold - Temporarily backfilled with Labour Hire                  |
| 81,013.00   | Water and Wastewater Operator        | On Hold - Temporarily backfilled with Labour Hire                  |
| 81,057.00   | Water and Wastewater Operator        | On Hold - Temporarily backfilled with Labour Hire                  |
| 81,023.00   | Water and Wastewater Operator        | On Hold - Temporarily backfilled with Labour Hire                  |
| 81,030.00   | Senior Water and Wastewater Operator | On Hold - Temporarily backfilled with Labour Hire                  |
| 81,024.00   | Water and Wastewater Operator        | On Hold - Temporarily backfilled with Labour Hire                  |

## TURNOVER DEMOGRAPHICS

Figure 1.0 Turnover Demographics – Reason for Turnover up to 31 March 2025

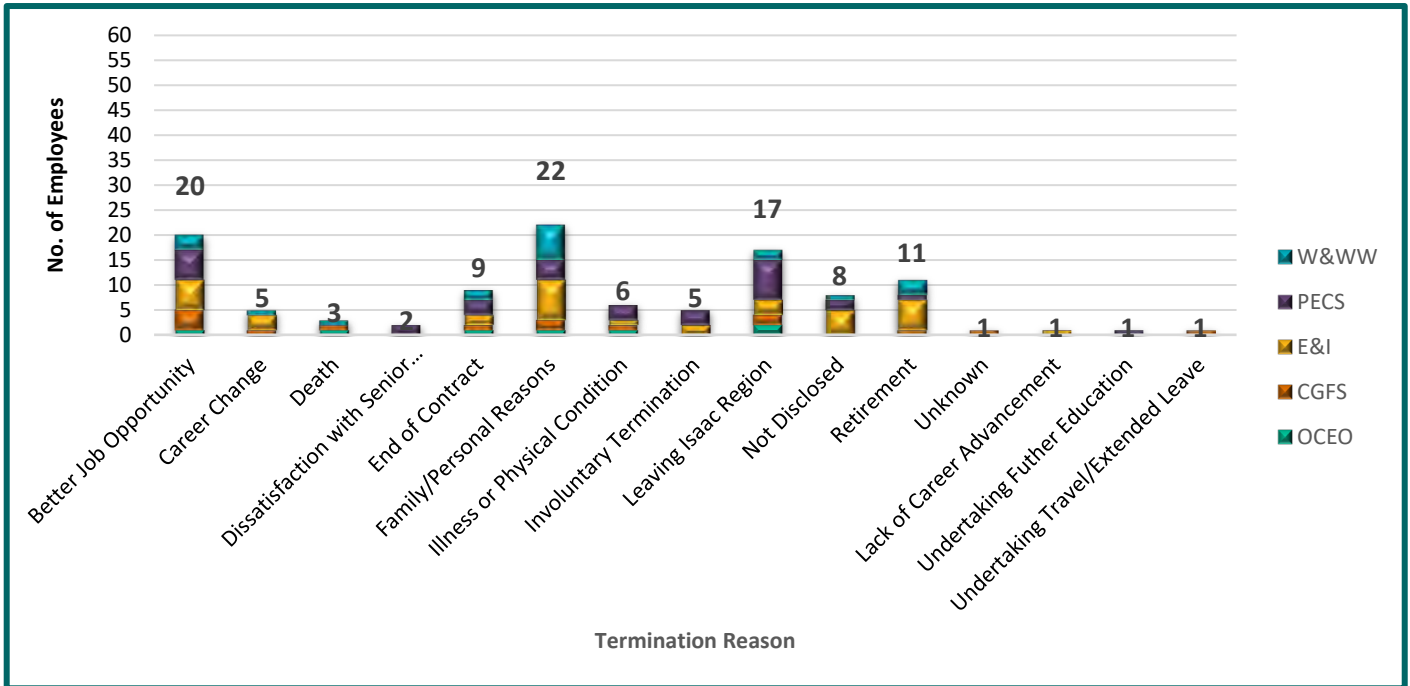


Figure 2.0 Turnover Demographics –Turnover by Months 12 months –1 April 2024 to 31 March 2025.

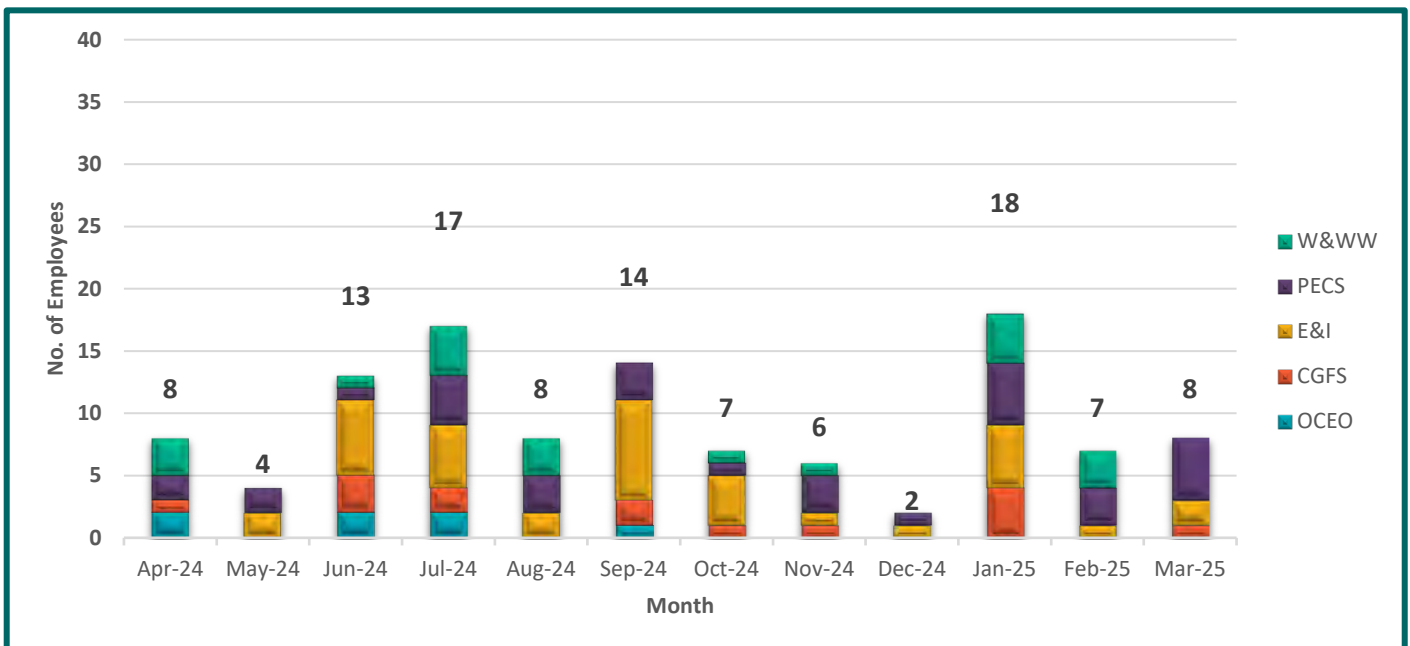


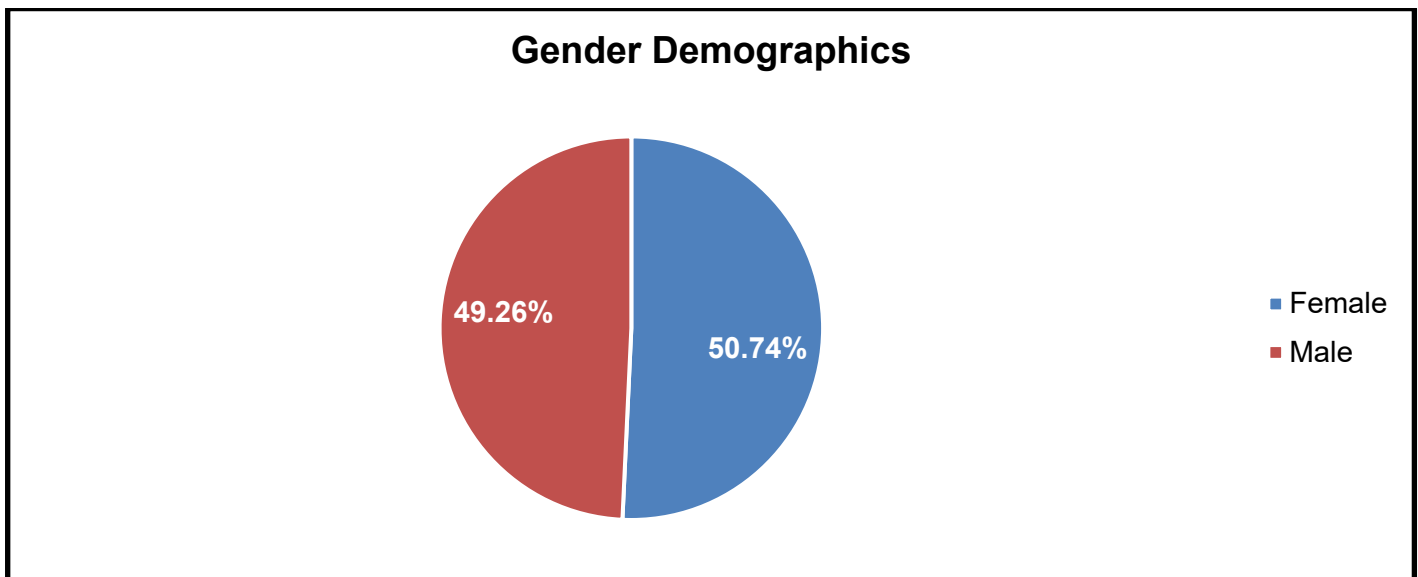
Figure 3.0 Turnover Demographics –Turnover by Directorate 12 months – 1 April 2024 to 31 March 2025.

| Employee Turnover by Directorate Established Positions |           | From date | 1/04/2024  | To date       | 31/03/2025 |
|--|-----------|-----------|------------|---------------|------------|
| Directorate  | Appointed | Turnover  | Current    | Percent (%)   |            |
| Office of the CEO                                      | 6         | 5         | 23         | 26.09%        |            |
| Corporate, Governance & Financial Services             | 10        | 11        | 66         | 16.42%        |            |
| Engineering and Infrastructure                         | 37        | 35        | 162        | 23.13%        |            |
| Planning, Environment and Community Services           | 22        | 20        | 88         | 21.11%        |            |
| Water and Waste  | 18        | 17        | 65         | 25.00%        |            |
| <b>TOTALS</b>  | <b>93</b> | <b>88</b> | <b>404</b> | <b>22.03%</b> |            |



## WORKFORCE – DEMOGRAPHICS

Figure 1.0 Workforce Demographics – Male vs Female employees



## WORKFORCE - LEAVE

Figure 1.0 Workforce Demographics – Excess **Annual Leave** by Directorate up to Pay Period Ending (PPE) 21 March 2025.

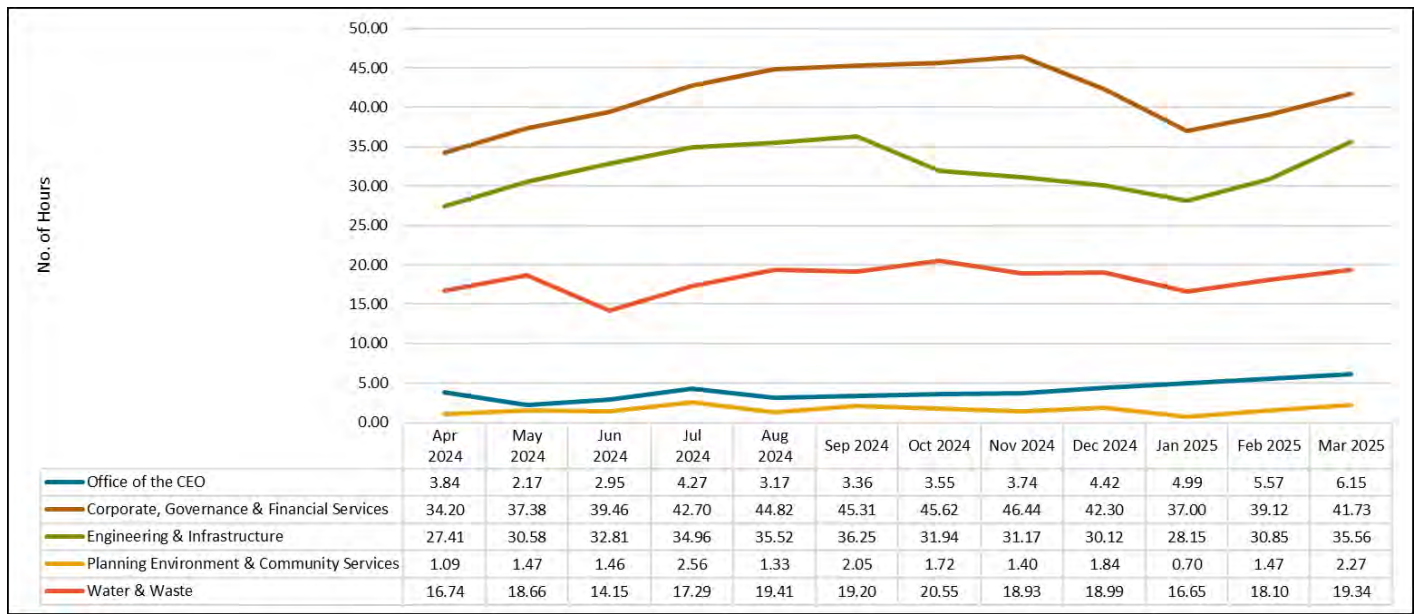
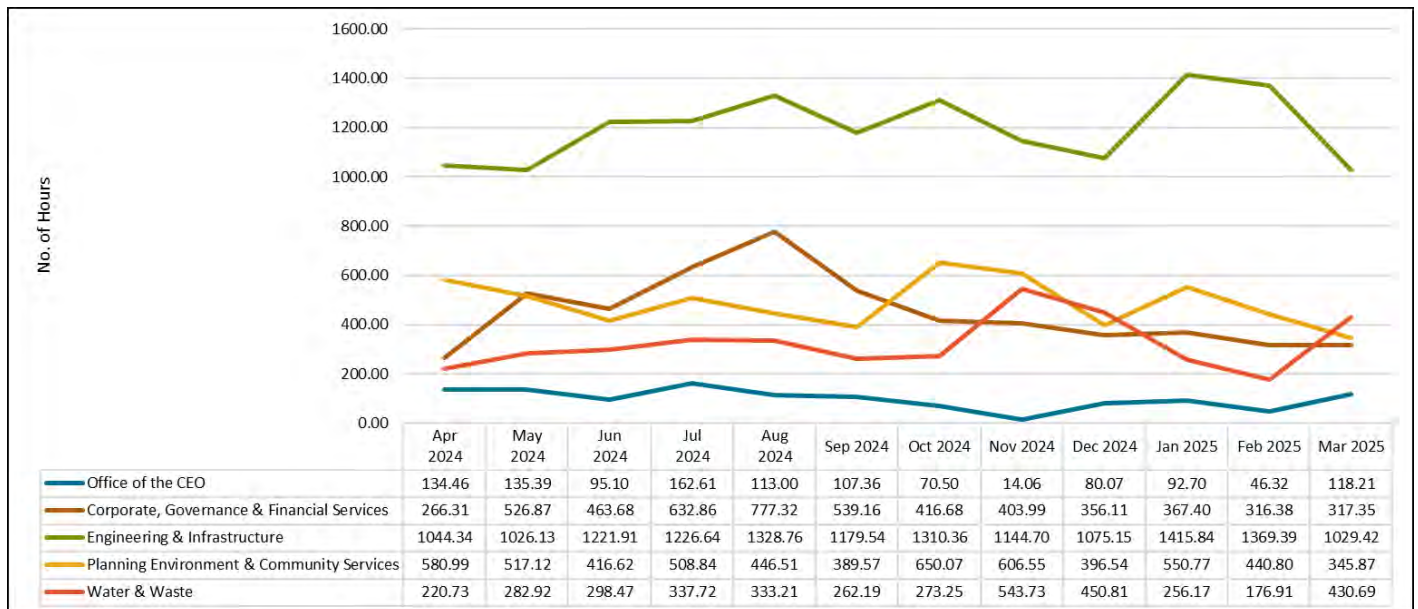
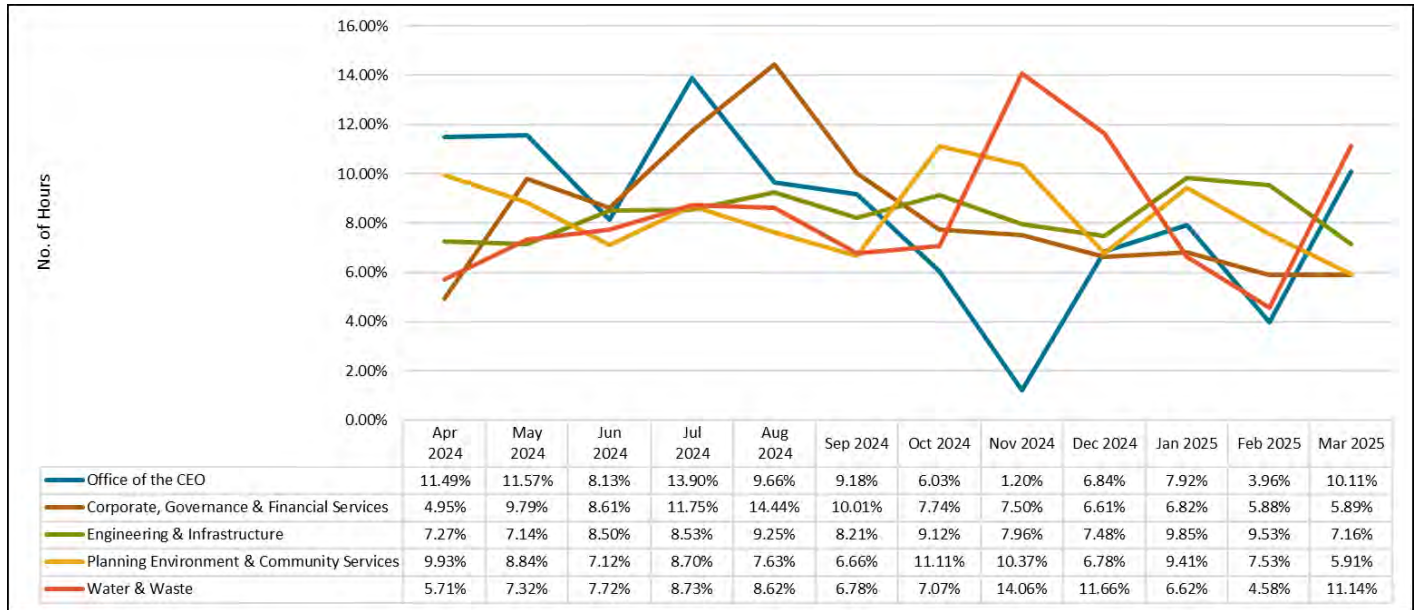


Figure 2.0 Workforce Demographics – **Sick Leave Taken** by Directorate up to Pay Period Ending (PPE) 21 March 2025.



Hours taken





## Absenteeism percentage

### Report authorised by:

CALE DENDLE

Chief Executive Officer

Date 4 April 2025