

# NOTICE OF MEETING

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Dear Councillors

You are requested to attend the following meeting of Council.

ORDINARY MEETING OF  
**ISAAC REGIONAL COUNCIL**

TO BE HELD ON  
**WEDNESDAY, 28 AUGUST 2024**  
**COMMENCING AT 9.00AM**  
**ISAAC REGIONAL COUNCIL CHAMBERS, MORANBAH**

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**CALE DENDLE**  
Chief Executive Officer

## LOCAL GOVERNMENT ACT 2009

### Local Government Regulation 2012

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

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

#### Section 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.
- (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.

#### Conflict of Interest Obligations

Reference is made to Section 150EL of the Local Government Act 2009. Specifically, the obligation of Councillors when they first become aware they have a conflict of interest to make the Chief Executive Officer aware in writing or if in a meeting, ensure they declare immediately.

**ORDINARY MEETING**  
**OF ISAAC REGIONAL COUNCIL**  
**TO BE HELD ON**  
**WEDNESDAY 28 AUGUST 2024**  
**COMMENCING AT 9.00AM**  
**ISAAC REGIONAL COUNCIL CHAMBERS, MORANBAH**

**AGENDA**

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

# TABLE OF CONTENTS

## 1. OPENING OF MEETING

## 2. APOLOGIES AND LEAVE OF ABSENCES

## 3. CONDOLENCES

- BAKER, Frank late of Moranbah
- McFAUL, Clinton Andrew later of Moranbah
- GRAINGER, William Stanley (Billy) formerly of Moranbah
- DITTON, Lorraine Eugene (Robyn) formerly of Moranbah
- SMITH, Darryl formerly of Moranbah
- TROTMAN, Frederick John Desmond (Des) formerly of Moranbah
- TAYLOR, Steven formerly of Moranbah

## 4. DECLARATION OF CONFLICTS OF INTEREST

## 5. DEPUTATIONS

## 5. CONSIDERATION OF NOTICE OF MOTION

# TABLE OF CONTENTS

## 7. CONFIRMATION OF MINUTES

- Ordinary Meeting of Isaac Regional Council held at Isaac Regional Council Board Room, Nebo on Wednesday 24 July 2024 at 10.00am.

## 8. BUSINESS ARISING FROM PREVIOUS MEETING

## 9. STANDING COMMITTEE REPORTS

### 9.1 ISAAC REGIONAL COUNCIL MONTHLY FINANCIAL REPORT - AS AT 31 JULY 2024

#### EXECUTIVE SUMMARY

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

### 9.2 SAFETY AND RESILIENCE UPDATE

#### EXECUTIVE SUMMARY

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

### 9.3 FOURTH QUARTER PERFORMANCE REPORT – 2023-2024 ANNUAL OPERATIONAL PLAN

#### EXECUTIVE SUMMARY

The purpose of this report is to provide Council with the fourth and final Quarter Performance Report, for period ending 30 June 2024, on the progress towards implementing the 2023-2024 Annual Operational Plan.

# TABLE OF CONTENTS

## **9.4 ISAAC REGIONAL COUNCIL 2024 ANNUAL CHRISTMAS AND NEW YEAR CLOSURE**

### **EXECUTIVE SUMMARY**

Isaac Regional Council proposes to close for the annual shut down over the Christmas and New Year Period from close of business, Friday 20 December 2024 to Friday 3 January 2025, reopening for business on Monday 6 January 2025.

## **9.5 LOCAL GOVERNMENT ASSOCIATION QUEENSLAND 2024 CONFERENCE ADDITIONAL MOTION**

### **EXECUTIVE SUMMARY**

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

## **9.6 MINOR COMMUNITY GRANTS SUMMARY JULY 2024**

### **EXECUTIVE SUMMARY**

This report summarises the minor community grants approved under delegation for the period 1 July to 31 July 2024.

## **9.7 2023-2024 ISAAC REGIONAL COUNCIL SMALL BUSINESS FRIENDLY PROGRAM PERFORMANCE REPORT**

### **EXECUTIVE SUMMARY**

This report seeks Council's endorsement to publish the 2023-2024 Isaac Regional Council Small Business Friendly Program Performance Report as part of the Small Business Friendly Program charter reporting obligations.

# TABLE OF CONTENTS

## 9.8 2025 ST LAWRENCE WETLANDS WEEKEND - EVENT SAVE THE DATE

### EXECUTIVE SUMMARY

The purpose of this report is to seek endorsement of the proposed date for the 2025 St Lawrence Wetlands Weekend Event.

## 9.9 SOCIAL SUSTAINABILITY POLICY REVIEW

### EXECUTIVE SUMMARY

Isaac's Social Sustainability Policy is due for review. This report requests Council consideration of re-endorsement of the Policy.

## 9.10 CUSTOMER SATISFACTION SURVEY REDESIGN

### EXECUTIVE SUMMARY

This report considers the merits of redesigning Council's biennial Customer Satisfaction Survey to better inform social infrastructure planning community facing implementation of the Social Sustainability Policy and Climate Change Response Policy Frameworks and advocacy efforts which align with community values and aspirations for the future.

## 9.11 AMENDMENT OF TERMS OF REFERENCE OF THE CLERMONT HISTORICAL CENTRE WORKING GROUP TO THE ISAAC MUSEUM WORKING GROUP

### EXECUTIVE SUMMARY

The purpose of this report is to seek Council's approval to expand the scope of the Clermont Historical Centre Working Group to include Historic Nebo Museum, St Lawrence Centenary Pavilion, Copperfield Store and Copperfield Chimney in addition to Clermont Historical Centre, and to change the working group's name to Isaac Museums Working Group (IMWG), in order to better serve the communities of Isaac's historic towns and maximise tourism potential. Council's approval is also requested for the revised Terms of Reference for the Isaac Museum Working Group.

# TABLE OF CONTENTS

## **9.12 PLANNING, ENVIRONMENT AND COMMUNITY SERVICES FY2024/2025 CAPITAL PROJECTS PROGRESS REPORT AS AT 1 JULY 2024**

### **EXECUTIVE SUMMARY**

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

## **9.13 ENGINEERING AND INFRASTRUCTURE 2023/2024 CAPITAL PROJECTS PROGRESS REPORT – JULY 2024**

### **EXECUTIVE SUMMARY**

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

## **9.14 WATER AND WASTE 2023-2024 CAPITAL PROJECTS PROGRESS REPORT**

### **EXECUTIVE SUMMARY**

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

## **9.15 WATER QUALITY INVESTIGATION ACTION PLAN UPDATE**

### **EXECUTIVE SUMMARY**

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



# TABLE OF CONTENTS

**9.16**

## **MATERIALS RECYCLING FACILITY PROCESSING EXEPTIONS AND DEVIATIONS**

### **EXECUTIVE SUMMARY**

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

**9.17**

## **MORANBAH RECYCLED WATER IRRIGATION SCHEME**

### **EXECUTIVE SUMMARY**

Council's Environmental Authority (EA) requires that there be no discharge to the environment from Wastewater Treatment Plants (WWTPs) except in Moranbah, under specific circumstances. The failure to prevent unauthorised discharges of recycled water could result in Council facing substantial financial penalties.

In Moranbah, demand for recycled water is currently insufficient to prevent unauthorised discharges of recycled effluent to the environment. The Effluent Reuse Strategy prepared by Bligh Tanner in 2023 recommended the construction of additional irrigation and the use of mechanical evaporators as a hybrid solution to meet the dual objectives of providing community benefit and preventing unauthorised discharges to the environment.

This report recommends extension of the recycled water network in Moranbah, construction of additional irrigation and purchase of a mechanical evaporator to help control the effluent level in Council's Effluent Storage Dams and prevent release of recycled water to the environment.

## **10. OFFICER REPORTS**

**10.1**

## **AUSTRALIA DAY AWARDS PROPOSED CHANGES**

### **EXECUTIVE SUMMARY**

The Corporate, Governance and Financial Services Directorate Information Bulletin for August 2024 is provided for Council review.

# TABLE OF CONTENTS

## 11. CONFIDENTIAL

No confidential reports this meeting.

## 12. INFORMATION BULLETIN

12.1

### OFFICE OF THE CHIEF EXECUTIVE OFFICER INFORMATION BULLETIN – AUGUST 2024

#### EXECUTIVE SUMMARY

The Office of the Chief Executive Officer Information Bulletin for August 2024 is provided for Council review.

## 7. GENERAL BUSINESS

## 8. CONCLUSION

# UNCONFIRMED MINUTES

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**ORDINARY MEETING OF  
ISAAC REGIONAL COUNCIL**

HELD ON  
**WEDNESDAY, 24 JULY 2024  
COMMENCING AT 10.00AM  
ISAAC REGIONAL COUNCIL  
BOARD ROOM, NEBO**

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# UNCONFIRMED MINUTES

## ISAAC REGIONAL COUNCIL

### UNCONFIRMED MINUTES OF THE ORDINARY MEETING

#### HELD AT ISAAC REGIONAL COUNCIL

#### BOARD ROOM, NEBO

WEDNESDAY 24 JULY 2024

<b>Table of Contents</b>	<b>Page</b>
1. Opening	3
2. Leave of Absence and Apologies	4
3. Condolences	4
4. Declaration of Conflicts of Interest	4
5. Deputations	5
6. Consideration of Notice of Motion	5
7. Confirmation of Minutes: -	5
• Ordinary Meeting of Isaac Regional Council held at Isaac Regional Council, Council Chambers, Moranbah on Wednesday 26 June 2024	
8. Business Arising from Previous Meeting	6
9. Standing Committee Reports	6
10. Officer Reports	31
11. Confidential Reports	36
12. Information Bulletin	36
13. Councillor Question Time	36
14. Conclusion	38

# UNCONFIRMED MINUTES

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## ISAAC REGIONAL COUNCIL

### UNCONFIRMED MINUTES OF THE ORDINARY MEETING

#### HELD AT ISAAC REGIONAL COUNCIL

#### BOARD ROOM, NEBO

#### WEDNESDAY 24 JULY 2024 COMMENCING AT 10.00AM

#### **ATTENDANCE**

Mayor Kelly Veve, Chair  
Deputy Mayor, Cr Jane Pickels, Division Six  
Cr Terry O'Neill, Division One  
Cr Melissa Westcott, Division Three  
Cr Simon West, Division Four (*by Video Conference*)  
Cr Alaina Earl, Division Five  
Cr Rachel Anderson, Division Seven  
Cr Viv Coleman, Division Eight

#### **OFFICERS PRESENT**

Mr Darren Fettell, Acting Chief Executive Office  
Mr Michael Krulic, Acting Director Corporate Governance and Financial Services  
Mr Dan Wagner, Director Planning, Environment and Community Services  
Mr Robert Perna, Director Engineering and Infrastructure  
Mr Scott Casey, Director Water and Waste  
Mr Beau Jackson, Executive Manager Advocacy and External Affairs  
Mrs Tricia Hughes, Coordinator Executive Support, Office of the Mayor and CEO

# UNCONFIRMED MINUTES

## 1. OPENING

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

The Mayor acknowledged the traditional custodians of the land, the Widi People, on which we meet today and paid her respects to their Elders past, present and emerging.

## 2. LEAVE OF ABSENCE AND APOLOGIES

Cr Vern Russell has requested a leave of absence for the August Ordinary Meeting due to personal leave commitments.

**Resolution No.: 8808**

**Moved: Cr Melissa Westcott**

**Seconded: Cr Rachel Anderson**

**That Council accepts the leave of absence received from Cr Vern Russell.**

**Carried**

## 3. CONDOLENCES

- NIELSON, Elaine late of Annandale Station, Nebo
- GORDON, Alison formerly of Moranbah
- OTAGO, Sheena Michele formerly of Moranbah
- HOFFMAN, Kevin Joseph formerly of Moranbah
- ARNOLD, John William late of Moranbah
- CATTELL, Barbara Fay formerly of Clermont
- HALL, Marcel late of Clermont (former Belyando Shire Councillor)
- DUNCAN, Beverley late of Clermont
- BALDWIN, David late of St Lawrence
- CLEARY, Jennifer Susan late of Clermont

# UNCONFIRMED MINUTES

## 4. DECLARATION OF CONFLICTS OF INTEREST

No declaration of conflicts of interest 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.*

## 5. DEPUTATIONS

No deputations this meeting.

## 6. CONSIDERATION OF NOTICE OF MOTIONS

No notice of motions for this meeting.

## 7. CONFIRMATION OF MINUTES

**Ordinary Meeting of Isaac Regional Council held at Isaac Regional Council, Council Chambers, Moranbah on Wednesday 26 June 2024**

# UNCONFIRMED MINUTES

**Resolution No.: 8809**

**Moved: Cr Terry O'Neill**

**Seconded: Cr Alaina Earl**

**The Minutes of the Ordinary Meeting of Isaac Regional Council held at Isaac Regional Council, Council Chambers, Moranbah on Wednesday 26 June 2024 are confirmed.**

**Carried**

## 8. BUSINESS ARISING FROM PREVIOUS MEETING

No business arising from previous meeting.

## 9. STANDING COMMITTEE REPORTS

### 9.1 Isaac Regional Council Monthly Financial Report as at 30 June 2024

#### EXECUTIVE SUMMARY

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

#### COMMITTEE'S RECOMMENDATION

*Resolution No.: CGFS0888*

*Moved: Cr Vern Russell*

*Seconded: Cr Terry O'Neill*

*That the Committee recommends that Council:*



# UNCONFIRMED MINUTES

1. *Receive the financial statements for the period ended 30 June 2024 pursuant to, and in accordance with, the Local Government Regulation 2012 (s204).*

*Carried*

**Resolution No.: 8810**

**Moved: Cr Melissa Westcott**

**Seconded: Cr Rachel Anderson**

**That Council:**

1. **Receive the financial statements for the period ended 30 June 2024 pursuant to, and in accordance with, the *Local Government Regulation 2012 (s204).***

**Carried**

## **9.2 Safety and Resilience Update**

### **EXECUTIVE SUMMARY**

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

### **COMMITTEE'S RECOMMENDATION**

*Resolution No.: CGFS0889*

*Moved: Cr Jane Pickels*

*Seconded: Cr Vern Russell*

*That the Committee recommends that Council:*

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

*Carried*

<b>Resolution No.:</b>	<b>8811</b>		
<b>Moved:</b>	<b>Cr Viv Coleman</b>	<b>Seconded:</b>	<b>Cr Jane Pickels</b>
<b>That Council:</b>			
1. <b>Notes the Safety and Resilience Report provided on the current status of the Health, Safety and Wellbeing Management System.</b>			
<b>Carried</b>			

## 9.3 Local Government Association Queensland - 2024 Conference Motions

### EXECUTIVE SUMMARY

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

### COMMITTEE'S RECOMMENDATION

*Resolution No.:* CGFS0890

*Moved:* Cr Vern Russell

*Seconded:* Cr Terry O'Neill

*That the Committee recommends that Council:*

1. *Authorises the Mayor and Chief Executive Officer to finalise and submit the following motions to the 2024 Local Government Association Queensland (LGAQ) Annual Conference by the closing date of 29 July 2024, requesting that Conference call on the LGAQ to:*

*Motion 1:*

*Funded dedicated council resources to support local governments in managing the workload associated with renewable, critical minerals, and mining projects.*

*The LGAQ calls on the State and Federal Government to Fund positions for councils to support local government to manage the financial and resource impact of large renewable, critical minerals and mining projects.*

*Motion 2:*

*Adjusted values for medium-sized and large-sized contract arrangements.*

*The LGAQ calls on the State Government to conduct a review of the value-based thresholds currently in place that are used to determine medium-sized and large-sized contract arrangements of the Default Contracting Procedure within the Local Government Regulation 2012 and increase the contract values for each category to reflect current market reality.*

*Carried*

**Resolution No.: 8812**

**Moved: Cr Jane Pickels**

**Seconded: Cr Melissa Westcott**

**That Council:**

- 1. Authorises the Mayor and Chief Executive Officer to finalise and submit the following motions to the 2024 Local Government Association Queensland (LGAQ) Annual Conference by the closing date of 29 July 2024, requesting that Conference call on the LGAQ to:**

**Motion 1:**

**Funded dedicated Council resources to support local governments in managing the workload associated with renewable, critical minerals, and mining projects.**

**The LGAQ calls on the State and Federal Government to Fund positions for councils to support local government to manage the financial and resource impact of large renewable, critical minerals and mining projects.**

**Motion 2:**

**Adjusted values for medium-sized and large-sized contract arrangements.**

**The LGAQ calls on the State Government to conduct a review of the value-based thresholds currently in place that are used to determine medium-sized and large-sized contract arrangements of the Default Contracting Procedure within the *Local Government***













# UNCONFIRMED MINUTES

Resolution No.: PECS1155

Moved: Cr Alaina Earl

Seconded: Cr Melissa Westcott

That the Committee recommends that Council:

- Approves the Application 8 for the Community Grants Round One FY2024-2025 as follows:

Application 8	Middlemount Race Club Incorporated
Project	Middlemount Race Club are holding their annual Middlemount Races on the 17 August 2024. The club requested Isaac Regional Council to be Platinum Sponsors and are seeking \$12,500 to cover the costs of the hire of a marquee, decorations and security. Overall cost of event is \$167,500 meeting all Community Grant Guideline requirements.
<u>Committee Recommendation</u>	
Details	Approves \$12,500 (excluding GST) per year
Budget Source	Division 7
Carried	

Resolution No.: PECS1156

Moved: Cr Terry O'Neill

Seconded: Cr Alaina Earl

That the Committee recommends that Council:

- Approves the Application 9 for the Community Grants Round One FY2024-2025 as follows:

Application 9	Middlemount Rugby League Football Club Incorporated
Project	Middlemount Rugby League Club are requesting \$5,000 to substitute the scoreboard for Norm Blanche Oval Middlemount as the current has electrical issues and urgently needs to be replaced. The club has requested \$5,000 from Council. The overall project cost is \$21,367.50 meeting all Community Grant Guideline requirements. The Council application of works is currently awaiting approval, therefore distribution of funds is conditional upon receiving required approvals.
<u>Committee Recommendation</u>	
Details	Approves \$5,000 (excluding GST)



# UNCONFIRMED MINUTES

	Overall cost of event is \$24,995 meeting all Community Grant Guideline requirements.
<u>Committee Recommendation</u>	
Details	Approves \$5,000 (excluding GST)
Budget Source	Division 8
Carried	

Resolution No.: PECS1159

Moved: Cr Viv Coleman

Seconded: Cr Alaina Earl

That the Committee recommends that Council:

- Approves the Application 12 for the Community Grants Round One FY2024-2025 as follows:

<b>Application 12</b>	<b>Nebo State School Parents and Citizens Association</b>
Project	Nebo State School are hosting their 150-year celebration on 14 September 2024. They are hosting a reunion dinner, walk down memory lane, formalities and a fun fair. This event expects to bring, present and future students, staff members and community to Nebo and the region. They are seeking Councils support of \$5,000 to go towards the payment of amusement rides and hire of stage for the band. Overall cost of event is \$42,000 meeting all Community Grant Guideline requirements.
<u>Committee Recommendation</u>	
Details	Approves \$5,000 (excluding GST)
Budget Source	Division 8
Carried	

Resolution No.: PECS1160

Moved: Cr Alaina Earl

Seconded: Cr Terry O'Neill

That the Committee recommends that Council:

# UNCONFIRMED MINUTES

1. *Advises the applicants the grant constitutes sponsorship of the event and Isaac Regional Council is to be recognised in the same manner as equivalent corporate sponsors in addition to any acknowledgement requirements within the Community Grants Guidelines.*

Carried

<b>Resolution No.:</b>	<b>8813</b>		
<b>Moved:</b>	<b>Cr Jane Pickels</b>	<b>Seconded:</b>	<b>Cr Terry O'Neill</b>
<b>That Council:</b>			
1. Approves Application 1 for the Community Grants Round One FY2024-2025 as follows:			
<b>Application 1</b>	<b>Life Church Brisbane (Clermont)</b>		
<b>Project</b>	The group are hosting Christmas in the park which provides a free, safe, drug and alcohol-free event for community members to enjoy. This year's event will be held at Centenary Park Clermont on 6 December 2024. The event includes attractions free of charge to the community such as jumping castles, amusements, face painting as well as musical performances and Christmas carols. They are seeking Councils support of \$5,000 to go towards the payment of amusement rides which meets the minimum co-funding requirement of 30% of the total project cost. Total cost of the event is \$10,211.30.		
<b>Council Resolution</b>			
<b>Details</b>	<b>Approves \$5,000 (excluding GST)</b>		
<b>Budget Source</b>	<b>Funded equally from Division 1 and 6</b>		
<b>Carried</b>			
<b>Resolution No.:</b>	<b>8814</b>		
<b>Moved:</b>	<b>Cr Viv Coleman</b>	<b>Seconded:</b>	<b>Cr Melissa Westcott</b>
<b>That Council:</b>			
1. Approves Application 2 for the Community Grants Round One FY2024-2025 as follows:			

<b>Application 2 Isolated Children's Parents' Association (ICPA) - Queensland Incorporated (Clermont)</b>	
<b>Project</b>	Clermont ICPA are hosting their annual Sports Camp on 25 to 30 August 2024. The camp is for Rural and Isolated children from years 4 to 7. Children attending this Sports Camp are from distance education schooling or from one of the 8 schools in the large catchment area. It is estimated to have approximately 100 children, 50 volunteers and 8 coaches attending. They are seeking Councils support of \$5,000 to go towards the cost of accommodation which meets the minimum co-funding requirement of 30% of the total project cost. Total cost of event is \$68,800
<b>Council Resolution</b>	
<b>Details</b>	Approves \$5,000 (excluding GST)
<b>Budget Source</b>	Funded equally from Divisions 1, 6, 7 and 8
<b>Carried</b>	

**Resolution No.:** 8815

**Moved:** Cr Jane Pickels

**Seconded:** Cr Terry O'Neill

**That Council:**

- Approves Application 3 for the Community Grants Round One FY2024-2025 as follows:

<b>Application 3 Clermont Artslink Incorporated</b>	
<b>Project</b>	Clermont Artslink are hosting their annual Gold and Coal Festival on 16 and 17 August 2024. This is a free community event with local performers, light events and activities. They are seeking Councils support of \$5,000 to go towards the hire of equipment, the lighting event, children's activities. Total quoted provided by applicant is \$6,087.83.  The calculations are based on the provided quotes which amount to \$6,087.83. This does not meet the minimum 30% co-contribution requirement, resulting in a recommended amount of \$4,261.48.
<b>Council Resolution</b>	

# UNCONFIRMED MINUTES

<b>Details</b>	<b>Approves \$4,261 (excluding GST)</b>		
<b>Budget Source</b>	<b>Funded equally from Division 1 and 6</b>		
			<b>Carried</b>
<b>Resolution No.:</b>	<b>8816</b>		
<b>Moved:</b>	<b>Cr Melissa Westcott</b>	<b>Seconded:</b>	<b>Cr Simon West</b>
<b>That Council:</b>			
<b>1. Approves Application 4 for the Community Grants Round One FY2024-2025 as follows:</b>			
<b>Application 4</b>	<b>Moranbah Touch Football Association Incorporated</b>		
<b>Project</b>	<p>Moranbah Touch football is seeking Councils support to purchase two new marquees to provide shelter for the junior players, officials and spectators. Their junior skills program starts on 26 August and Junior summer season runs from 30 September to 30 November. They are seeking Councils support of \$5,000, however, the quote provided for the marquees is \$7,309.19.</p> <p>The calculations are based on the provided quotes which amount to \$7,309.19. This meets the minimum 30% co-contribution requirement, resulting in a recommended amount of \$5,000.</p>		
<b>Council Resolution</b>			
<b>Details</b>	<b>Approves \$5,000 (excluding GST)</b>		
<b>Budget Source</b>	<b>Funded equally from Division 3, 4 and 5</b>		
			<b>Carried</b>
<b>NOTE: Officers to enquire if Council's Logo can be added to the Marquee.</b>			

# UNCONFIRMED MINUTES

<b>Resolution No.:</b>	<b>8817</b>		
<b>Moved:</b>	<b>Cr Melissa Westcott</b>	<b>Seconded:</b>	<b>Cr Rachel Anderson</b>
<b>That Council:</b>			
1. Approves Application 5 for the Community Grants Round One FY2024-2025 as follows:			
<b>Application 5 Moranbah and District Support Services (MDSS) (Auspicing for Moranbah NAIDOC)</b>			
<b>Project</b>	Barada Barna and Moranbah NAIDOC committee are holding their annual celebrations in July at the Moranbah Town Square. This celebration continues over 3 days with kindy and school visits. The celebration brings the community together with traditional dancers and a celebration of NAIDOC within the community. They have requested Councils support of \$5,000 that will cover costs of the Road closures carried out by an external company and merchandise to be distributed at the event. The overall cost of event is \$35,000 meeting all Community Grant Guideline requirements.		
<b>Council Resolution</b>			
<b>Details</b>	Approve \$5,000 (excluding GST)		
<b>Budget Source</b>	Funded equally from Division 3, 4 and 5		
			<b>Carried</b>
<b>Resolution No.:</b>	<b>8818</b>		
<b>Moved:</b>	<b>Cr Alaina Earl</b>	<b>Seconded:</b>	<b>Cr Melissa Westcott</b>
<b>That Council:</b>			
1. Approves Application 6 for the Community Grants Round One FY2024-2025 as follows:			
<b>Application 6 Play Matters (Auspicing for Moranbah Playgroup)</b>			
<b>Project</b>	Play matters auspicing for Moranbah Playgroup are seeking Councils support of \$3,798 to purchase required items for the local playgroup, including lockable outdoor boxes and security cameras. Total cost of the project is \$10,238.98 meeting all Community Grant Guideline requirements.		





<b>Application 8 Middlemount Race Club Incorporated</b>	
<b>Project</b>	Middlemount Race Club are holding their annual Middlemount Races on the 17 August 2024. The club requested Isaac Regional Council to be Platinum Sponsors and are seeking \$12,500 to cover the costs of the hire of a marquee, decorations and security. Overall cost of event is \$167,500 meeting all Community Grant Guideline requirements.
<b>Council Resolution</b>	
<b>Details</b>	Approves \$12,500 (excluding GST) per year
<b>Budget Source</b>	Division 7
<b>Carried</b>	

Resolution No.: 8821

Moved: Cr Terry O'Neill

Seconded: Cr Jane Pickels

That Council:

- Approves Application 9 for the Community Grants Round One FY2024-2025 as follows:

<b>Application 9 Middlemount Rugby League Football Club Incorporated</b>	
<b>Project</b>	Middlemount Rugby League Club are requesting \$5,000 to substitute the scoreboard for Norm Blanche Oval Middlemount as the current has electrical issues and urgently needs to be replaced. The club has requested \$5,000 from Council. The overall project cost is \$21,367.50 meeting all Community Grant Guideline requirements. The Council application of works is currently awaiting approval, therefore distribution of funds is conditional upon receiving required approvals.
<b>Council Resolution</b>	
<b>Details</b>	Approves \$5,000 (excluding GST)
<b>Budget Source</b>	Division 7
<b>Carried</b>	

# UNCONFIRMED MINUTES

<b>Resolution No.:</b>	<b>8822</b>		
<b>Moved:</b>	<b>Cr Rachel Anderson</b>	<b>Seconded:</b>	<b>Cr Alaina Earl</b>
<b>That Council:</b>			
1. Approves Application 10 for the Community Grants Round One FY2024-2025 as follows:			
<b>Application 10</b>	<b>Middlemount Junior Rugby League Incorporated</b>		
<b>Project</b>	The Middlemount Junior Rugby League Club are looking at purchasing items for their club including coolers, silos and six portable bench seats for the team player's use. The club requested council's support for the total cost of the project being \$ 4,343.32. This does not meet the minimum 30% co-contribution requirement, resulting in a recommended amount of \$3,040.32.		
<b>Council Resolution</b>			
<b>Details</b>	Approves \$3,040 (excluding GST)		
<b>Budget Source</b>	Division 7		
<b>Carried</b>			

<b>Resolution No.:</b>	<b>8823</b>		
<b>Moved:</b>	<b>Cr Viv Coleman</b>	<b>Seconded:</b>	<b>Cr Terry O'Neill</b>
<b>That Council:</b>			
1. Approves the Application 11 for the Community Grants Round One FY2024-2025 as follows:			
<b>Application 11</b>	<b>Australian Stock Horse Society Mackay Branch</b>		
<b>Project</b>	Australian Stock Horse Society will be holding their Campdraft and Challenge on 30 August to 1 September at Nebo Showgrounds. The funds raised from this event will be donated to Nebo State Emergency Service (SES), Central Queensland (CQ) Rescue and Nebo Ambulance. They are seeking Councils support of \$5,000 to cover some costs of cattle freight. Overall cost of event is \$24,995 meeting all Community Grant Guideline requirements.		
<b>Council Resolution</b>			

# UNCONFIRMED MINUTES

<b>Details</b>	<b>Approves \$5,000 (excluding GST)</b>
<b>Budget Source</b>	<b>Division 8</b>
<b>Carried</b>	

**Resolution No.:** 8824

**Moved:** Cr Viv Coleman

**Seconded:** Cr Jane Pickels

**That Council:**

- Approves the Application 12 for the Community Grants Round One FY2024-2025 as follows:

<b>Application 12</b>	<b>Nebo State School Parents and Citizens Association</b>
<b>Project</b>	Nebo State School are hosting their 150-year celebration on 14 September 2024. They are hosting a reunion dinner, walk down memory lane, formalities and a fun fair. This event expects to bring, present and future students, staff members and community to Nebo and the region. They are seeking Councils support of \$5,000 to go towards the payment of amusement rides and hire of stage for the band. Overall cost of event is \$42,000 meeting all Community Grant Guideline requirements.
<b>Council Resolution</b>	
<b>Details</b>	<b>Approves \$5,000 (excluding GST)</b>
<b>Budget Source</b>	<b>Division 8</b>
<b>Carried</b>	

**Resolution No.:** 8825

**Moved:** Cr Rachel Anderson

**Seconded:** Cr Melissa Westcott

**That Council:**

- Advises the applicants the grant constitutes sponsorship of the event and Isaac Regional Council is to be recognised in the same manner as equivalent corporate sponsors in addition to any acknowledgement requirements within the Community Grants Guidelines.

**Carried**

## 9.5 Isaac Tourism Trails Strategy

### EXECUTIVE SUMMARY

The purpose of this report is to seek endorsement of the Isaac Tourism Trails Strategy.

### COMMITTEE'S RECOMMENDATION

Resolution No.: PECS1161

Moved: Cr Alain Earl

Seconded: Cr Melissa Westcott

*That the Committee recommends that Council:*

- 1. Receives and notes Isaac Tourism Trails Strategy – Consultation Report.*
- 2. Adopts the final Isaac Tourism Trails Strategy, noting that minor editorial or graphic design changes may still occur prior to publication, and implementation of the strategy is subject to budget considerations and grant funding availability.*
- 3. Requests the Chief Executive Officer (or Delegate) to prepare communication informing the community of the outcomes of consultation and endorsement of the Isaac Tourism Trails Strategy.*

*Carried*

**Resolution No.: 8826**

**Moved: Cr Jane Pickels**

**Seconded: Cr Viv Coleman**

**That Council:**

- 1. Receives and notes Isaac Tourism Trails Strategy – Consultation Report.**
- 2. Adopts the final Isaac Tourism Trails Strategy, noting that minor editorial or graphic design changes may still occur prior to publication, and implementation of the strategy is subject to budget considerations and grant funding availability.**
- 3. Requests the Chief Executive Officer (or Delegate) to prepare communication informing the community of the outcomes of consultation and endorsement of the Isaac Tourism Trails Strategy.**
- 4. Receives six monthly reports on the implementation of the Isaac Tourism Trails Strategy, with an expected review date of the Strategy no later than 2027/2028 Financial Year.**

**Carried**



# UNCONFIRMED MINUTES

## **PROCEDURAL MOTION:**

Resolution No.: 8827

Moved: Cr Alaina Earl

Seconded: Cr Terry O'Neill

That Council closes the meeting to the public at 10.45am under *Local Government Regulations 2012 Section 254J (3) (g)* to deliberate on Commercial in Confidence relating to Report 9.7 Planning, Environment and Community Services FY2023/24 Capital Projects Progress Report as at 30 June 2024 and Report 10.1 2024-28 Local Government Grants and Subsidies Program Grant Application.

Carried

## ATTENDANCE

Mr Beau Jackson left the meeting room at 11.12am and returned to the meeting room at 11.15am.

## **PROCEDURAL MOTION:**

Resolution No.: 8828

Moved: Cr Rachel Anderson

Seconded: Cr Jane Pickels

That Council open the meeting at 11.49am.

Carried

9.7

**Planning, Environment and Community Services FY2023/24 Capital Projects Progress Report as at 30 June 2024**

## EXECUTIVE SUMMARY

This report is to provide an update to Council on the progress in the delivery of the Planning, Environment and Community Services 2023-2024 Capital Works Program.

# UNCONFIRMED MINUTES

## COMMITTEE'S RECOMMENDATION

Resolution No.: PECS1163

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

That the Committee recommends that Council:

1. Receives and notes the monthly Planning, Environment and Community Services 2023/2024 Capital Progress Summary Report as at 30 June 2024.

Carried

Resolution No.: 8829

Moved: Cr Melissa Westcott      Seconded: Cr Simon West

That Council:

1. Receives and notes the monthly Planning, Environment and Community Services 2023/2024 Capital Progress Summary Report as at 30 June 2024.

Carried

9.8

**Engineering and Infrastructure 2024/2025 Capital Projects Progress Report – July 2024**

## EXECUTIVE SUMMARY

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

## COMMITTEE'S RECOMMENDATION

Resolution No.: E&I0757

Moved: Cr Alaina Earl      Seconded: Cr Rachel Anderson

# UNCONFIRMED MINUTES

*That the Committee recommends that Council:*

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

*Carried*

<b>Resolution No.:</b>	<b>8830</b>		
<b>Moved:</b>	<b>Cr Jane Pickels</b>	<b>Seconded:</b>	<b>Cr Viv Coleman</b>
<b>That Council:</b>			
1. <b>Receives and notes the monthly Engineering and Infrastructure 2024/2025 Capital Projects Progress Summary Report.</b>			
<b>Carried</b>			

## 9.9

## Water and Waste 2023/2024 Capital Projects Progress Report

### EXECUTIVE SUMMARY

This report aims to update the Water and Waste Standing Committee and Council on the delivery of the Water and Waste 2023/24 Capital Works Program.

### COMMITTEE'S RECOMMENDATION

*Resolution No.:* W&W0508

*Moved:* Cr Alaina Earl

*Seconded:* Cr Vern Russell

*That the Committee recommends that Council:*

1. *Receives and notes the monthly Water and Waste 2023/2024 Capital Projects Progress Summary Report.*

*Carried*



**Resolution No.: 8831**

**Moved: Cr Terry O'Neill**

**Seconded: Cr Alaina Earl**

**That Council:**

- 1. Receives and notes the monthly Water and Waste 2023/2024 Capital Projects Progress Summary Report.**

**Carried**

## 10. OFFICER REPORTS

### 10.1

### 2024-28 Local Government Grants and Subsidies Program Grant Application

#### EXECUTIVE SUMMARY

The Local Government Grants and Subsidies Program (LGGSP) supports councils to deliver priority projects that improve the infrastructure and services local communities need. The funding supports Councils to deliver infrastructure projects that enhance community quality of life, foster economic growth, and facilitate job creation in local communities. This report seeks approval from Council to nominate projects for this funding which closes on 9 August 2024.

#### OFFICERS'S RECOMMENDATION

*That Council:*

- Supports the nominations of the following projects for submission under the Local Government Grants and Subsidies Program (LGSSP) on a 60/40 (60% LGSSP / 40% Council) funding arrangement:*
  - Construction of 5 x 2 bedroom units at Nebo for staff housing – total cost \$2,500,000*
  - Construction of Recycled Water main for Sarchedon Drive and Tallon Street Moranbah – total cost \$4,000,000*

## UNCONFIRMED MINUTES

- III. *Tourism Infrastructure Deficiency Review Report to commence implementation of recommendations from the approved Isaac Tourism Strategy – total cost \$150,000*
  2. *Authorises the allocation of Council’s contribution for the relevant projects as follows:*
    - I. *Construction of 5 x 2 bedroom units for staff housing - \$1,000,000 via unallocated depreciation within the 2024/25 financial year or future years as required.*
    - II. *Construction of Recycled Water main for Sarchedon Drive and Tallon Street Moranbah - \$1,600,000 via unallocated depreciation within the 2024/25 financial year or future years as required*
    - III. *Tourism Infrastructure Deficiency Review report to commence implementation of recommendations from the approved Isaac Tourism Strategy - \$60,000 via a quarterly budget review.*
  3. *Delegates the Authority to the Chief Executive Officer to submit the required application to the Department of Housing, Local Government, Planning and Public Works.*

**Resolution No.:** 8832

**Moved:** Cr Rachel Anderson

**Seconded:** Cr Viv Coleman

**That Council:**

1. **Supports the nominations of the following projects for submission under the Local Government Grants and Subsidies Program (LGSSP) on a 60/40 (60% LGSSP / 40% Council) funding arrangement:**
  - I. **Construction of Recycled Water Infrastructure for Sarchedon Drive and Tallon Street Moranbah – total cost \$4,000,000 (Infrastructure Project Priority 1).**
  - II. **Construction of 5 x 2 bedroom units at Nebo for staff housing – total cost \$2,500,000 (Infrastructure Project Priority 2).**
  - III. **Tourism Infrastructure Deficiency Review Report to commence implementation of recommendations from the approved Isaac Tourism Trails Strategy – total cost \$150,000 (Planning Project Priority 1).**
2. **Authorises the allocation of Council’s contribution for the relevant projects as follows:**
  - I. **Construction of Recycled Water Infrastructure for Sarchedon Drive and Tallon Street Moranbah - \$1,600,000 via unallocated depreciation within the 2024/25 financial year or future years as required (Infrastructure Project Priority 1).**

- II. Construction of 5 x 2 bedroom units for staff housing - \$1,000,000 via unallocated depreciation within the 2024/25 financial year or future years as required (Infrastructure Project Priority 2).
- III. Tourism Infrastructure Deficiency Review report to commence implementation of recommendations from the approved Isaac Tourism Trails Strategy - \$60,000 via a quarterly budget review (Planning Project Priority 1).
- 3. Delegates the Authority to the Chief Executive Officer to submit the required application to The Department of Housing, Local Government, Planning and Public Works.

Carried

## ATTENDANCE

Cr Simon West ended his video conference with the meeting at 12.00pm.

### 10.2

### Local Government Association of Queensland 128<sup>th</sup> Annual Conference and Annual General Meeting

## EXECUTIVE SUMMARY

Correspondence has been received from the Local Government Association of Queensland (LGAQ) advising that the 128th Annual Conference and Annual General Meeting will be held on 21 to 23 October 2024 at the Brisbane Convention and Exhibition Centre.

## OFFICERS'S RECOMMENDATION

*That Council:*

1. Authorise the attendance of the Mayor and \_\_\_\_\_ to the 128<sup>th</sup> Annual Local Government Association of Queensland (LGAQ) Conference to be held at the Brisbane Convention and Exhibition Centre from Monday 21 to Wednesday 23 October 2024.
2. Delegate to the Mayor and \_\_\_\_\_ voting rights on behalf of Isaac Regional Council at the 128<sup>th</sup> LGAQ Annual Conference.

Resolution No.: 8833

Moved: Cr Melissa Westcott

Seconded: Cr Rachel Anderson

That Council:

1. Authorise the attendance of the Mayor Kelly Vea Vea, Deputy Mayor Cr Jane Pickels, Cr Alaina Earl, Cr Rachel Anderson, Cr Viv Coleman, Cr Vern Russell and Cr Simon West to the 128<sup>th</sup> Annual Local Government Association of Queensland (LGAQ) Conference to be held at the Brisbane Convention and Exhibition Centre from Monday 21 to Wednesday 23 October 2024.
2. Delegate to the Mayor and Deputy Mayor voting rights on behalf of Isaac Regional Council at the 128<sup>th</sup> LGAQ Annual Conference.

Carried

## 10.3

## 2025 Special and Show Holiday's Nominations

### EXECUTIVE SUMMARY

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

### OFFICERS'S RECOMMENDATION

*That Council:*

1. *Authorises the Chief Executive Officer (or delegate) to complete the on-line form, nominating Wednesday 28 May 2025 as a special agricultural show holiday for Moranbah, Clermont, Middlemount, Dysart, Kilcummin and rural areas for the purpose of Isaac Regional Council's Annual Clermont Agricultural Show Day*
2. *Authorises the Chief Executive Officer (or delegate) to complete the on-line form, nominating Thursday 12 June 2025 as a special agricultural show holiday for St Lawrence, south of Clairview and rural areas for the purpose of the annual Rockhampton Agricultural Show Day*

3. *Authorises the Chief Executive Officer (or delegate) to complete the on-line form, nominating Thursday 19 June 2025 as a special agricultural show holiday for Nebo, Glenden, Coppabella, Coastal Region, Clairview and Clairview North for the purpose of the annual Mackay Agricultural Show Day.*

**Resolution No.: 8834**

**Moved: Cr Viv Coleman**

**Seconded: Cr Terry O'Neill**

**That Council:**

- 1. Authorises the Chief Executive Officer (or delegate) to complete the on-line form, nominating Wednesday 28 May 2025 as a special agricultural show holiday for Moranbah, Clermont, Middlemount, Dysart, Kilcummin and rural areas for the purpose of Isaac Regional Council's Annual Clermont Agricultural Show Day.**
- 2. Authorises the Chief Executive Officer (or delegate) to complete the on-line form, nominating Thursday 12 June 2025 as a special agricultural show holiday for St Lawrence, south of Clairview and rural areas for the purpose of the annual Rockhampton Agricultural Show Day.**
- 3. Authorises the Chief Executive Officer (or delegate) to complete the on-line form, nominating Thursday 19 June 2025 as a special agricultural show holiday for Nebo, Glenden, Coppabella, Coastal Region, Clairview and Clairview North for the purpose of the annual Mackay Agricultural Show Day.**

**Carried**

**NOTE:**

**Council has requested that any changes to the status quo of Agricultural Show Day's for the Isaac Region in Future years is subject to community consultation.**

## 11. CONFIDENTIAL REPORTS

No Confidential Reports this meeting.

## 12. INFORMATION BULLETIN

### 12.1 Office of the Chief Executive Officer Information Bulletin – July 2024

#### EXECUTIVE SUMMARY

The Office of the Chief Executive Officer Information Bulletin for July 2024 is provided for Council review.

Resolution No.: 8835

Moved: Cr Viv Coleman

Seconded: Cr Melissa Westcott

That Council:

1. Notes the Office of the Chief Executive Officer Information Bulletin for July 2024.

Carried

## 13. COUNCILLOR QUESTION TIME

### 13.1 Snap Send Solve Response Timeframe

Cr Alaina Earl has asked what the reasonable timeframe for a response is to be provided from Snap Send Solve enquiry/complaint.

# UNCONFIRMED MINUTES

The Executive Manager Advocacy and External Affairs provided a response to the Council on the current integration of the Snap Send Solve with our Customer Response Management process, and this should be completed within the next three to four months.

## **ACTION: EXECUTIVE MANAGER ADVOCACY AND EXTERNAL AFFAIRS**

### 13.2

#### Mayoral Update

Mayor Kelly Vea Vea provided an update to Council on the following:

- Australian Clean Energy Summit Attendance Update
- State Election Advocacy
- New Chief Executive Officer commencing Monday 29 July 2024
- Meeting held with Queensland Fire and Emergency Services re Youth Pilot Initiative being led by the Queensland Fire Department in Moranbah
- Upcoming Community Events

### 13.3

#### Thank you to Acting CEO, Acting Director Corporate, Governance and Financial Services and Executive Leadership Team

Mayor Kelly Vea Vea thanked Acting Chief Executive Officer Darren Fettell, Acting Director Corporate, Governance and Financial Services, Mr Michael Krulic and the Executive Leadership Team for stepping up over the last two months. The effort by all is appreciated.

### 13.4

#### Vandalism and Motor Bike Issues in our Isaac Communities

Cr Jane Pickels has asked if there an opportunity to hold a workshop with Council, Police and other relevant stakeholders (emergency services etc) to work together to look at opportunities and messaging that can be collectively used for vandalism and use of motor bikes in and around our communities.

## **ACTION: DIRECTOR ENGINEERING AND INFRASTRUCTURE**

# UNCONFIRMED MINUTES

---

## 14. CONCLUSION

There being no further business, the Mayor declared the meeting closed at 12.26pm.

These minutes will be confirmed by Council at the Ordinary Meeting to be held in Moranbah on Wednesday 28 August 2024.

.....  
MAYOR

..... / ..... / .....  
DATE



**MEETING DETAILS** **Ordinary Meeting**  
Wednesday 28 August 2024

**AUTHOR** Michael Krulic

**AUTHOR POSITION** Manager Financial Services

## 9.1 ISAAC REGIONAL COUNCIL MONTHLY FINANCIAL REPORT AS AT 31 JULY 2024

### EXECUTIVE SUMMARY

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

### OFFICER'S RECOMMENDATION

*That the Committee recommends that Council:*

- 1. Receives the financial statements for the period ended 31 July 2024 pursuant to, and in accordance with, the *Local Government Regulation 2021(s204)*.**

<b>Resolution No.:</b>	<b>CGFS0893</b>
<b>Moved:</b>	<b>Cr Vern Russell</b>
<b>Seconded:</b>	<b>Cr Terry O'Neill</b>
<b>That the Committee recommends that Council:</b>	
<ol style="list-style-type: none"> <li><b>1. Receive the financial statements for the period ended 31 July 2024 pursuant to, and in accordance with, the <i>Local Government Regulation 2012 (s204)</i>.</b></li> </ol>	
<b>Carried</b>	

### BACKGROUND

#### Statutory Obligation Table – Isaac Regional Council

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

<b>Requirement</b>	<b>Date</b>
Budget 2024/2025	Budget adopted 26 June 2024
Financial Statements 2023/2024	

### IMPLICATIONS

Being early in the current financial year any budget variances are anticipated to come in line with budget over the remainder of the financial year.

---

## CONSULTATION

Financial Services.

## BASIS FOR RECOMMENDATION

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

## ACTION ACCOUNTABILITY

Not Applicable.

## KEY MESSAGES

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

<b>Report prepared by:</b>	<b>Report authorised by:</b>
MICHAEL KRULIC	DARREN FETTELL
<b>Manager Financial Services</b>	<b>Director Corporate, Governance and Financial Services</b>
Date: 6 August 2024	Date: 8 August 2024

## ATTACHMENTS

- Attachment 1 Monthly Financial Statements 31 July 2024

## REFERENCE DOCUMENT

- Nil

# FINANCIAL STATEMENTS REPORT TO COUNCIL

Current as at 31 July 2024

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



# TABLE OF CONTENTS

---

<b>EXECUTIVE SUMMARY</b>	<b>3</b>
<b>BACKGROUND</b>	<b>3</b>
<b>OPERATING POSITION</b>	<b>4</b>
<b>OPERATING REVENUE</b>	<b>4</b>
<b>OPERATING EXPENDITURE</b>	<b>5</b>
<b>CAPITAL REVENUE</b>	<b>6</b>
<b>CAPITAL EXPENDITURE</b>	<b>7</b>
<b>CAPITAL FUNDING AND PROJECT COMMITMENTS</b>	<b>8</b>
<b>FINANCIAL SUSTAINABILITY RATIOS</b>	<b>9</b>
<b>INVESTMENTS AND CASH BALANCES</b>	<b>11</b>
<b>LOANS</b>	<b>12</b>
<b>ACCOUNTS RECEIVABLE</b>	<b>13</b>
<b>ACCOUNTS PAYABLE</b>	<b>14</b>
<b>YEAR TO DATE RATES REPORT</b>	<b>15</b>
<b>APPENDIX 1 – FINANCIAL STATEMENTS</b>	<b>17</b>
<b>APPENDIX 2 – PRELIMINARY EXECUTIVE LEVEL REPORTS</b>	<b>21</b>

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# FINANCIAL STATEMENTS FOR THE PERIOD ENDED 31 JULY 2024

## EXECUTIVE SUMMARY

At the end of July, the operating result is \$1,062,444 ahead of budgeted operating position, noting the actual result is a loss of \$1,666,338. Council's operating result will be budgeted as a loss until the rates are issued during the October period.

Capital Revenue for July is \$2,004,543 which combined with the Operating Position leads to a net surplus of \$338,204.

PRELIMINARY JULY FINANCIAL STATEMENTS AT A GLANCE					
	YTD Actual	YTD Original Budget	Variance	Full Year Original Budget	Completion
	\$	\$	\$	\$	%
Total operating revenue	11,596,357	11,548,662	47,695	144,057,618	8.0%
Total operating expenses	13,262,696	14,277,445	1,014,749	142,753,275	9.3%
<b>Operating position</b>	<b>(1,666,338)</b>	<b>(2,728,783)</b>	<b>1,062,444</b>	<b>1,304,343</b>	<b>(127.8%)</b>
Capital revenue	2,004,543	2,000,000	4,543	21,944,756	9.1%
<b>Net result</b>	<b>338,204</b>	<b>(728,783)</b>	<b>1,066,987</b>	<b>23,249,099</b>	<b>1.5%</b>

## BACKGROUND

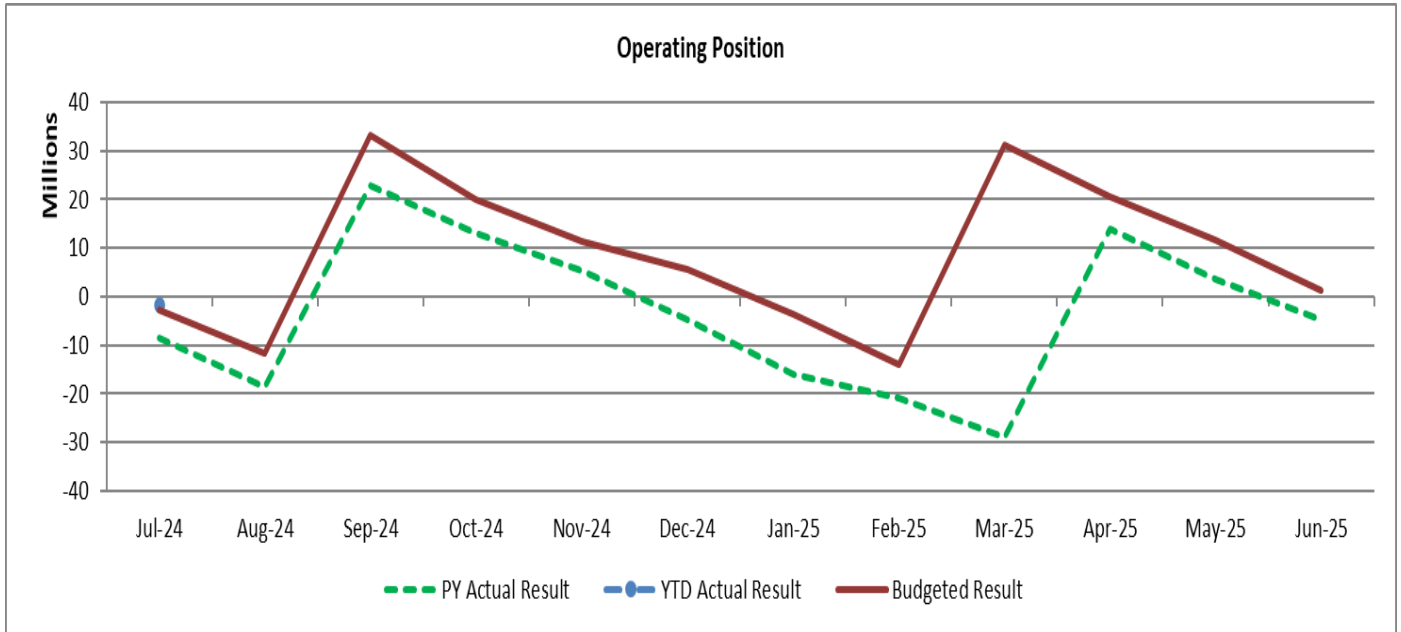
Each month, year to date financial statements are prepared in order to monitor actual performance against the latest adopted budget. Attached are the financial statements for the period ended 31 July 2024. Actual amounts are compared against year to date adopted Budget figures. (See appendix 1 for detailed financial statements).

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

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

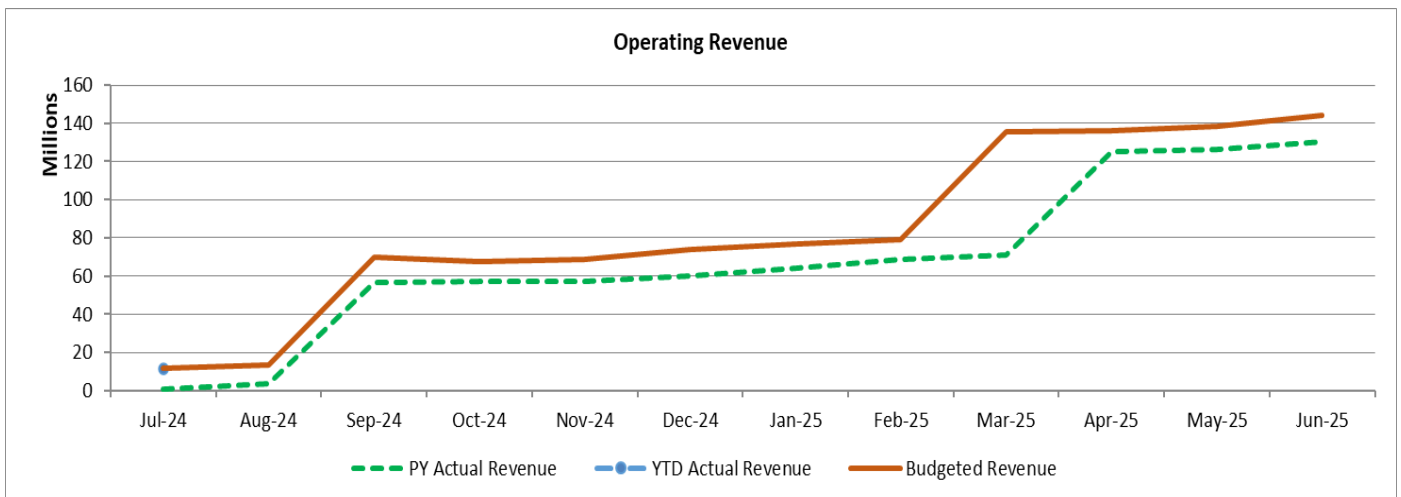
It should be noted that figures provided are accurate as at date of publication. Figures reported are cumulative year to date which may include adjustments for revenue or expenses accrued to prior accounting periods.

## OPERATING POSITION



The current operating position for July has resulted in a deficit of \$1,666,338. This is favourable when compared to the YTD budget by \$1,062,444. Operating Revenue is \$47,695 favourable compared to YTD budget complemented by Operating Expenses which are \$1,014,749 favourable when compared to YTD budget.

## OPERATING REVENUE

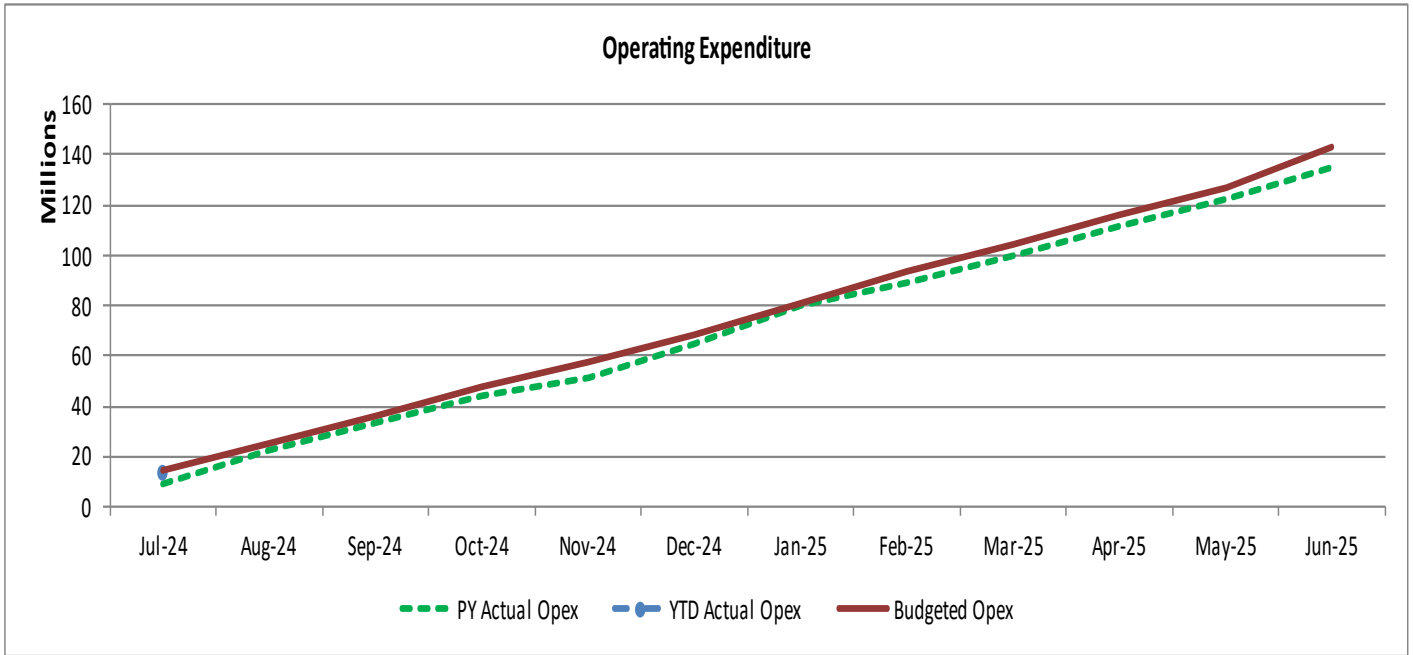


Operating Revenue comprises the following items – Rates and Utility Charges, Fees and Charges, Rental Income, Interest Received, Sale of Contract and Recoverable Works, Operating Grants, Subsidies and Contributions, Other Recurrent Revenue.

The operating revenue for July was \$11,596,357 which is favourable when compared to the budget by \$47,695.

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

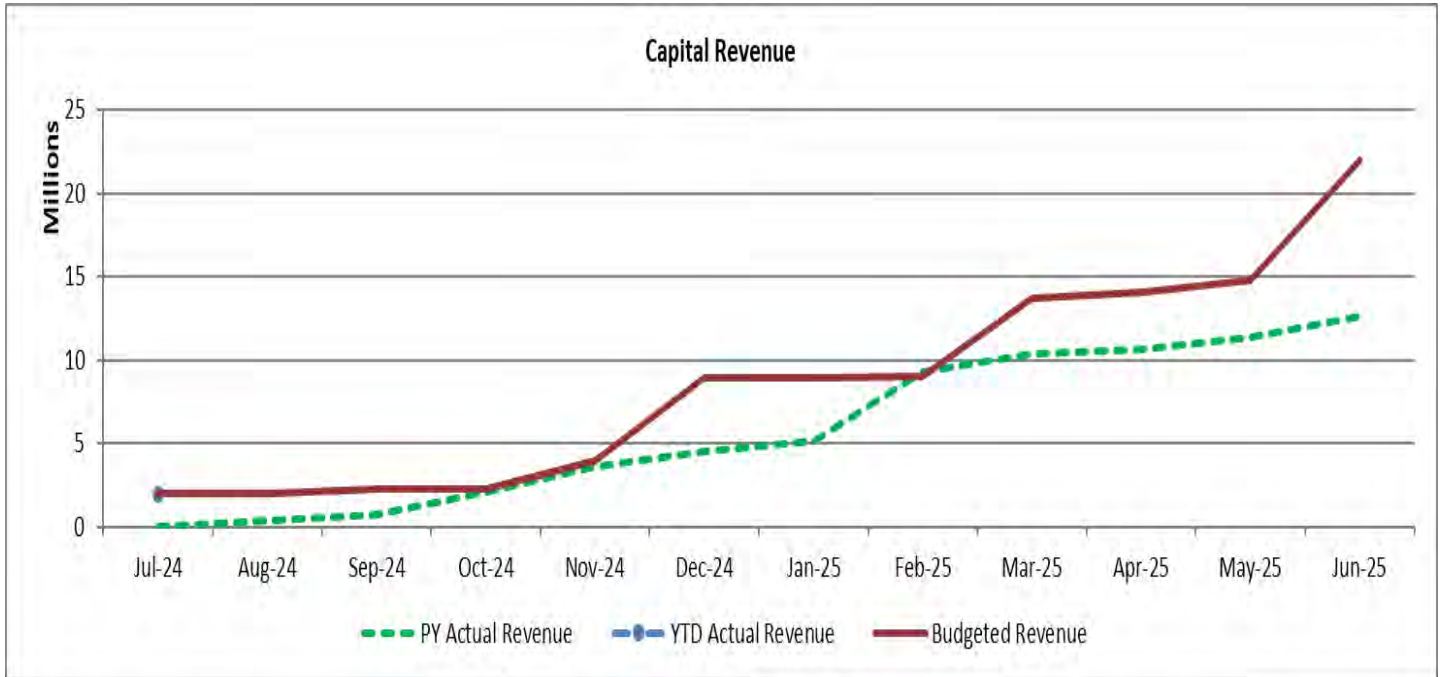


Operating expenditure consists of Employee Expenses, Materials and Services, Finance Costs and Depreciation.

Actual operating expenditure for July was \$13,262,696 which is favourable to budget by \$1,014,749. This favourable result is due to the allocation of budgeted cashflow.

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

## CAPITAL REVENUE



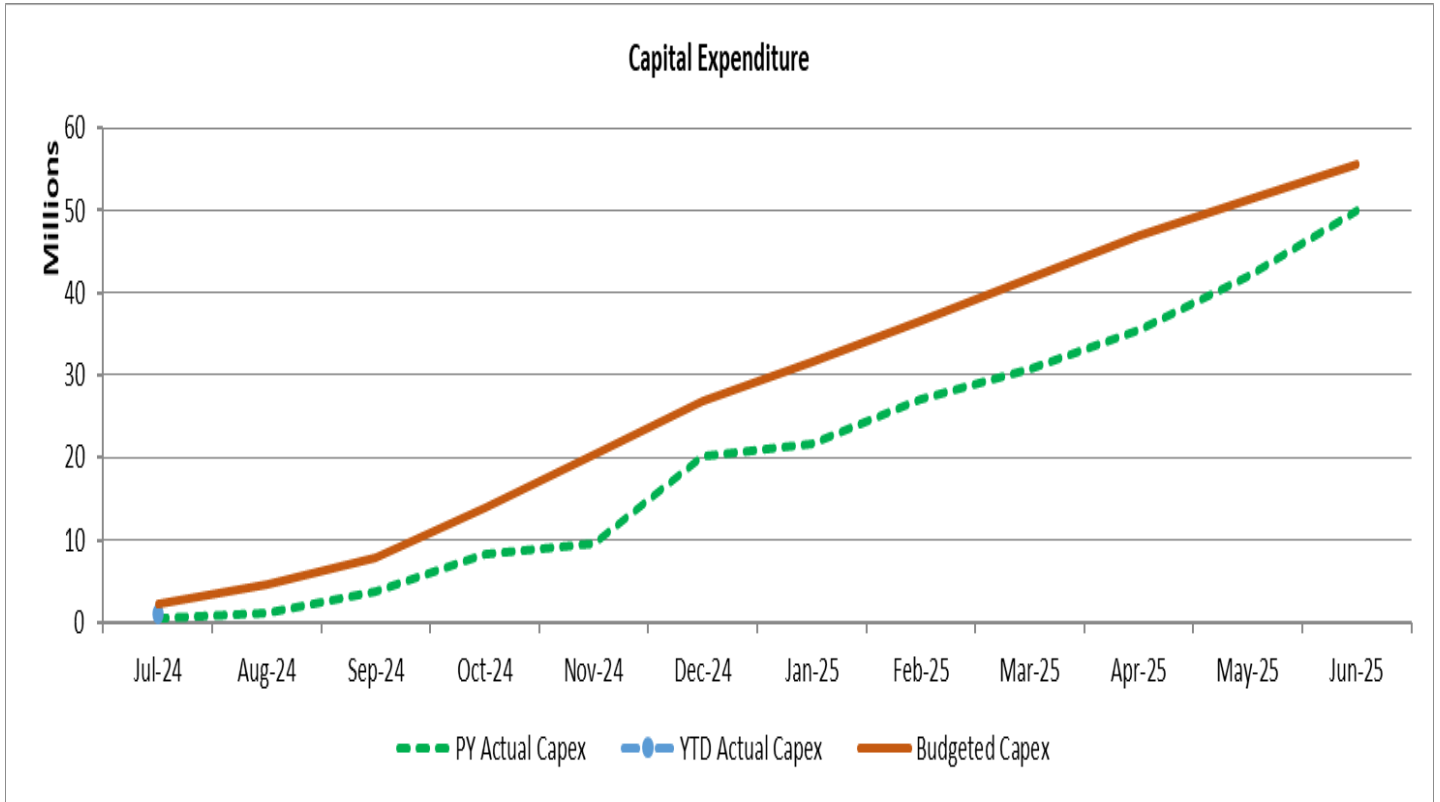
Capital Revenue for July YTD is \$2,004,543 which consists of grants and proceeds from the disposal of assets. This favourable variance is due to income from sale of plant.

Budgeted capital revenue for 2024/2025 is detailed below:

Grants	Original Budget	YTD Actuals
Philips Creek Bridge	5,500,000	-
Roads of Strategic Importance	2,472,000	-
Resource Community Infrastructure Fund	2,300,000	2,000,000
Bridges Renewal Program	2,032,289	-
Roads to Recovery Program	1,890,000	-
Nebo Showgrounds Masterplan Stage 1	1,700,000	-
Transport Infrastructure Development Scheme	1,440,000	-
Sale of Plant and Equipment	1,229,698	4,543
Local Roads & Community Infrastructure Grants	1,220,778	-
REFF	700,000	-
Building our Regions	421,485	-
Disaster Ready	366,500	-
Solar Grant	332,006	-
Local Government Grants and Subsidies Program	210,000	-
STIP	130,000	-
<b>Total</b>	<b>21,944,756</b>	<b>2,004,543</b>



## CAPITAL EXPENDITURE



Capital expenditure (\$892K) is under YTD budget (\$2.2M) excluding commitments, noting that it is early in the financial year. A portion of the actuals (\$259K) and commitments (\$4.4M) relate to 2024 financial year capital works, which are yet to have their budget carried forward. It is noted that the majority of expenditure in July were payments for works undertaken in the prior financial year which were accrued back through end of year processes. It is anticipated that expenditure will come in line throughout the financial year.

Major budgeted projects for 2024/2025 financial year are:

Project	Original Budget	YTD Actuals	YTD Commitment
Phillips Creek Bridge Construction	5,500,000	103,500	1,289,819
MBH Community Centre - Refurbishment	4,111,383	37,561	7,117,758
MBH Rectification of Landfill Cell	3,700,000	9,736	437,649
REG Resheeting Program	3,500,000	4,804	1,450,015
REG Surface Renewal Program	3,500,000	-	-
Fleet / Plant replacement program	3,438,585	18,318	3,120,521
Cooroora Creek Bridge Replacement	2,540,362	884	74,638
NBO Showgrounds Masterplan Stage 1	1,700,000	1,620	136,420
Eaglefield Road- Pave and Seal (ROSI)	1,560,000	-	175,978
Dysart-Clermont Road Upgrade- ROSI	1,530,000	-	1,273,863
Peak Downs Mine Road Recon & Widen	1,460,000	-	263,759
REG Floodway Construction	1,340,000	29,555	299,596
CORP Residential Renewals 2025	1,250,000	19,191	2,379

# CAPITAL FUNDING AND PROJECT COMMITTALS

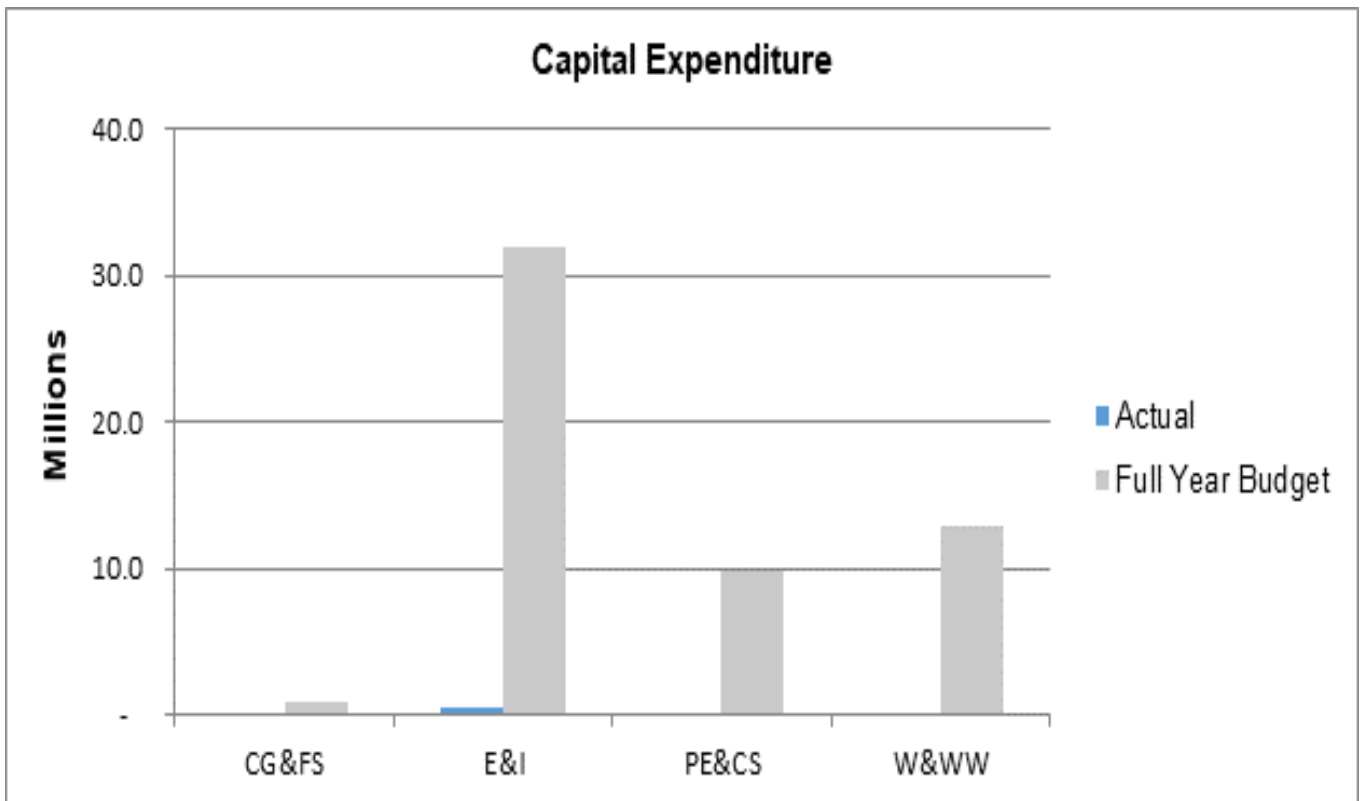
Capital expenditure is financed through loan borrowings, proceeds on disposal of assets, general reserves and the future capital sustainability reserve.

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 July 2024.

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	0	13,506	13,506	860,000	0.0%	1.6%
E&I	488,893	10,159,033	10,647,926	32,006,439	1.5%	33.3%
PE&CS	201,375	8,042,851	8,244,226	9,771,873	2.1%	84.4%
W&WW	202,021	3,337,886	3,539,907	12,880,000	1.6%	27.5%
<b>TOTAL</b>	<b>892,289</b>	<b>21,553,275</b>	<b>22,445,564</b>	<b>55,518,312</b>	<b>1.6%</b>	<b>40.4%</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	9.49%	83.96%	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%	1.36%	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%	-14.37%	0.51%	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%	8.61%	24.29%	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	3.57	4.77	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%	14.58%	72.66%	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%	66.00%	68.24%	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	2.23	0.82	0.74

1. **Council Controlled Revenue Ratio** – Council controlled revenue is an indicator of a Council's financial flexibility, the ability to influence its operating income and capacity to respond to unexpected financial shocks. As Council controlled revenue is a contextual measure, there are no targets specified for this ratio. The ratio is currently positive 9.49%, which is lower than Council's budget (85.03%) and average five year actuals (83.96%). This ratio is expected to improve with the issuing of the first rates notice in October.
2. **Population Growth Ratio** - Population growth is a key driver of a Council's operating income, service needs and infrastructure requirements into the future. As population growth is a contextual measure, there are no targets specified for this measure. The population estimates are sourced from Queensland Government Statistician's Office based on the official population estimate published by the Australian Bureau of Statistics.
3. **Operating Surplus Ratio** - This ratio is an indicator of the extent to which revenues raised cover the operational expenses only or are available for capital funding purposes. The target result for this ratio is greater than 0% per annum for a tier 4 local government group. With the net operating profit year to date a deficit of \$1,666,338 the ratio is currently negative 14.37%, which is outside of Council's budget and benchmark range. This is not uncommon for the first few months of the financial year considering the main income source (Rates Revenue) will be generated in October 2024 and March 2025 for Council.
4. **Operating Cash Ratio** - The operating cash ratio is a measure of a Council's ability to cover its core operational expenses and generate a cash surplus excluding depreciation, amortisation and finance costs. The target result for this ratio is greater than 0% per annum for a tier 4 local government group. The ratio is currently positive 8.61%, which is greater than Council's benchmark range, but lower than Council's budget (24.13%) and average five year actuals (24.29%).
5. **Unrestricted Cash Expense Cover Ratio** - The unrestricted cash expense cover ratio is an indicator of the unconstrained liquidity available to a Council to meet ongoing and emergent financial demands, which is a key component to solvency. It represents the number of months a Council can continue operating based on current monthly expenses. The target result for this ratio is greater than 4 months for a tier 4 local government group. The ratio is currently 3.57 months, which is lower than Council's budget and average five year actuals.
6. **Asset Sustainability Ratio** - This ratio is a guide as to whether infrastructure assets managed by Council are being replaced as they reach the end of their useful lives. Council's target is to have a result of greater than 80% per annum for a tier 4 local government group. With capital expenditure just commencing in July the ratio is low at 14.58%, which is below the 80% benchmark and the 91.78% budgeted. This ratio is expected to improve throughout the financial year.
7. **Asset Consumption Ratio** - The asset consumption ratio approximates the extent to which Council's infrastructure assets have been consumed compared to what it would cost to build a new asset with the same benefit to the community. The target result for this ratio is greater than 60% per annum for a tier 4 local government group. The ratio is currently positive 66%, which is greater than Council's benchmark, but lower than Council's budget (66.48%) and average five year actuals (68.24%).
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 at 2.23 times which is greater than Council's benchmark, Council's budget (0.74) and average five year actuals (0.82).

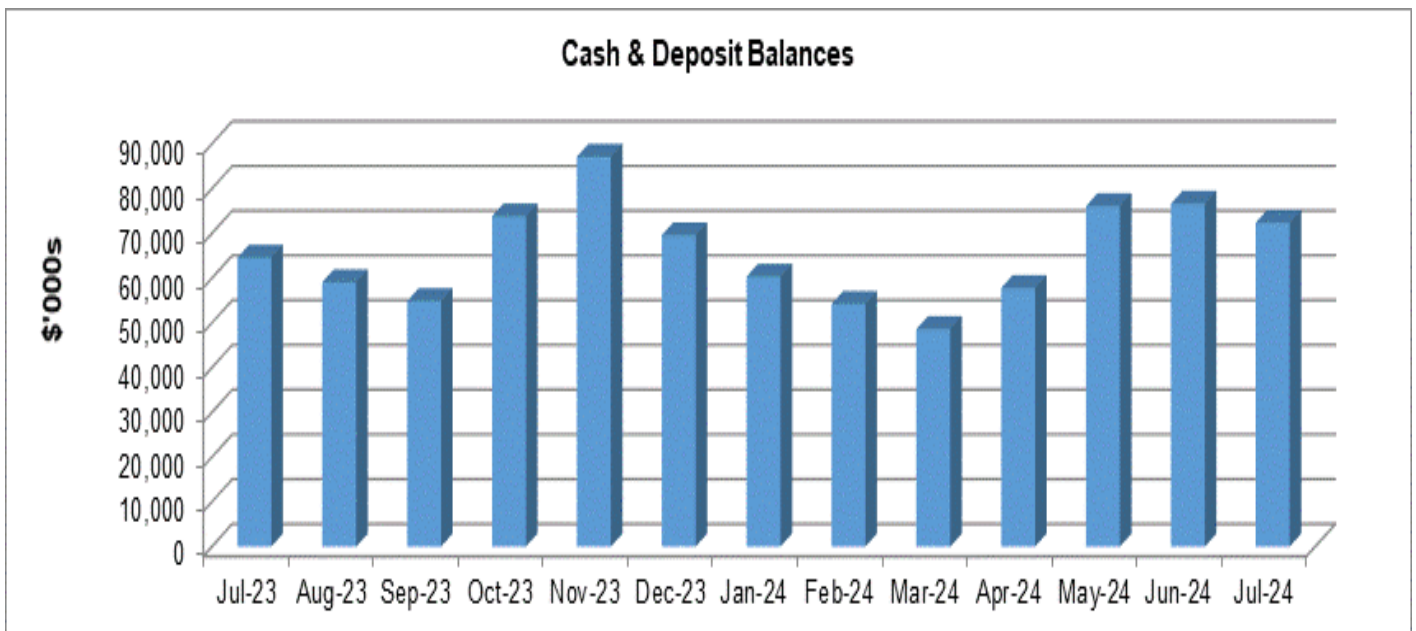
# INVESTMENTS AND CASH BALANCES

The following is a list of all investments held by Council as at the period ending 31 July 2024.

ISAAC REGIONAL COUNCIL					
Investments					
For the Period Ended 31 July 2024					
Account	Description	Institution	Amount	Maturity Date	Interest Rate
10-000-1113	Cash at Bank - ANZ		1,105,063		
10-000-1114	Cash at Bank NAB		1,265,103		
10-000-1116	QTC Operating Fund		64,940,437		5.41%
10-000-1117	ANZ Business Premium Saver		70,226		4.30%
10-000-1118	Cash at Bank - NAB		5,000,000		
10-000-1131	Petty Cash		2,570		
10-000-1132	Floats		4,280		
Total Investments			72,387,679		

Bank	Credit Rating	% of Funds	Policy Total Profile
ANZ Banking Group	AA-	1.64%	Maximum 60%
National Australia Bank	AA-	8.65%	Maximum 60%
Queensland Treasury Corporation	QTC	89.71%	No Limit

The following chart outlines the Council's cash and deposit balances for the previous twelve months up to the period ending 31 July 2024.



# LOANS

ISAAC REGIONAL COUNCIL							
Loans							
For the Period Ended 31 July 2024							
							Repayment Due 13 Sep 2024
Loan Name	Balance as at 31 July 2024	Rate as at 31 July 2024	Approved Term	Remaining Term	Principal	Interest	Total
Land Development Moranbah	\$7,217,787	4.37	20	8.88	\$164,724	\$78,854	\$243,578
Land Purchase - Moranbah	\$9,358,902	5.1	20	8.38	\$221,630	\$119,303	\$340,932
Moranbah Community Centre	\$6,000,000	5.33	20	19.89	\$42,475	\$77,270	\$119,745
Waste Loan	\$2,191,650	2.22	20	16.88	\$26,630	\$12,136	\$38,766
<b>Total</b>	<b>\$24,768,339</b>				<b>\$455,459</b>	<b>\$287,564</b>	<b>\$743,022</b>

Debt service repayments are made quarterly. The fourth quarter repayment for 2023/2024 financial year was made on 14 June 2024. The first repayment for the 2024/2025 financial year is due on 13 September 2024.

## ACCOUNTS RECEIVABLE

The following is a breakdown of the Council's accounts receivable by age for the period ending 31 July 2024.

Accounts Receivable Ageing Analysis at 31 July 2024			
Ageing	Number of Documents	Amount Outstanding	% of Total Outstanding
Current	213	3,654,723.89	68.38%
30 Day	71	456,565.69	8.54%
60 Day	33	6,285.72	0.12%
90 Day	104	1,227,322.37	22.96%
<b>Total</b>	<b>421</b>	<b>5,344,897.67</b>	<b>100.00%</b>

The Accounts Receivable balance at 31 July 2024 is \$5,344,897.67 which has increased from 30 June 2024 balance of \$4,666,254.29.

- 30 day balances have increased this month due to large waste invoices, a water invoice and a grant invoice becoming overdue.
- 60 day balances have increased due to housing invoices ageing to 60 Days.
- 90 days and over receivables have increased due to housing invoices ageing to 90 Days. There are 104 invoices totalling \$1,227,322.37 in 90 Days which are made up of the following charges:
  - 2 Invoices totalling \$591,900.72 relate to infrastructure access agreement invoices that are subject to a dispute resolution process including additional legal advice.
  - 1 Invoice totalling \$519,363.54 relates to a Capital Works Project that is currently subject to legal proceedings.
  - 1 Invoice totalling \$55,324.50 relates to historic planning/infrastructure charges which is currently being assessed by Liveability & Sustainability.
  - 39 Invoices totalling \$33,461.22 relate to Compliance invoices in various stages of recovery.
  - 56 Invoices totalling \$17,947.08 relate to Housing invoices. The management & recovery of Housing invoices is the responsibility of Corporate Properties.
  - 1 Invoice totalling \$8,341.48 relates to Planning charges which is currently subject to a Payment arrangement.
  - The remaining 4 Invoices totalling \$983.83 relate to other charges in various stages of collection.

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

## ACCOUNTS PAYABLE

The following is a breakdown of the Council's accounts payable by age for the period ending 31 July 2024.

Accounts Payable Ageing Analysis at 31 July 2024			
Ageing	Number of Documents	Amount Outstanding	% of Total Outstanding
Current	200	1,109,144.44	-151.28%
30 Day	10	39,980.22	247.82%
60 Day	3	2,546.50	1.19%
90 Day	3	26,342.47	2.26%
<b>TOTAL</b>	<b>216</b>	<b>1,178,013.63</b>	<b>100.00%</b>

The outstanding Accounts Payable balance as at 31 July 2024 was \$1,178,013.63 The 30, 60 & 90 day aging accounts total \$68,869.19.

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

- 30 day balances – \$39,980.22 (10 invoices) remain unpaid of which (4 invoices) \$10,552.20 are for suppliers who reside in the IRC region. The 30 day balances of \$39,980.22 (10 Invoices) are awaiting approval.
- 60 day balances – \$2,546.50 (3 invoices) remain unpaid of which 2 of these invoices totalling \$1,402.50 relate to suppliers within the IRC region. The 60 day balance consists of 1 invoice (\$976.80) awaiting approval after being received in July from the supplier, 1 invoice (\$1,144.00) under discussion with the supplier and 1 Invoice (\$425.70) delayed due to an internal issue with the purchase order.
- 90 day balances – \$26,342.47 (3 invoices) remain unpaid with \$5,041.96 (1 invoice) relating to a supplier within the IRC region. The 90 day balance consists of 2 invoices (\$21,300.51) in dispute with discussions being held with the suppliers and 1 invoice (\$5,041.96) received late from the supplier.



# YEAR TO DATE RATES REPORT

The following is a breakdown of the Council's rates transactions the year to date as at 31 July 2024.

<b>Rates Balancing Report As At 31 Jul 2024</b>		
	<b>31 Jul 2024</b>	<b>YTD 31 Jul 2023</b>
Opening Balance	3,277,319	2,486,266
<b>Rates Charges</b>		
Rates Levied	560	(2,801)
Interest	29,940	25,514
Refunds	0	5,500
<b>Total Rates</b>	<b>30,500</b>	<b>28,213</b>
<b>Discounts and Receipts</b>		
Discounts	(128)	318
Receipts	(675,835)	(562,501)
Government Subsidy	74	-
Council Subsidy	321	-
Remissions	(609)	-
Write Offs	-	-
<b>Total Discounts &amp; Receipts</b>	<b>(676,177)</b>	<b>(562,184)</b>
Legal	-	1,020
<b>Closing Balance</b>	<b>2,631,643</b>	<b>1,953,315</b>

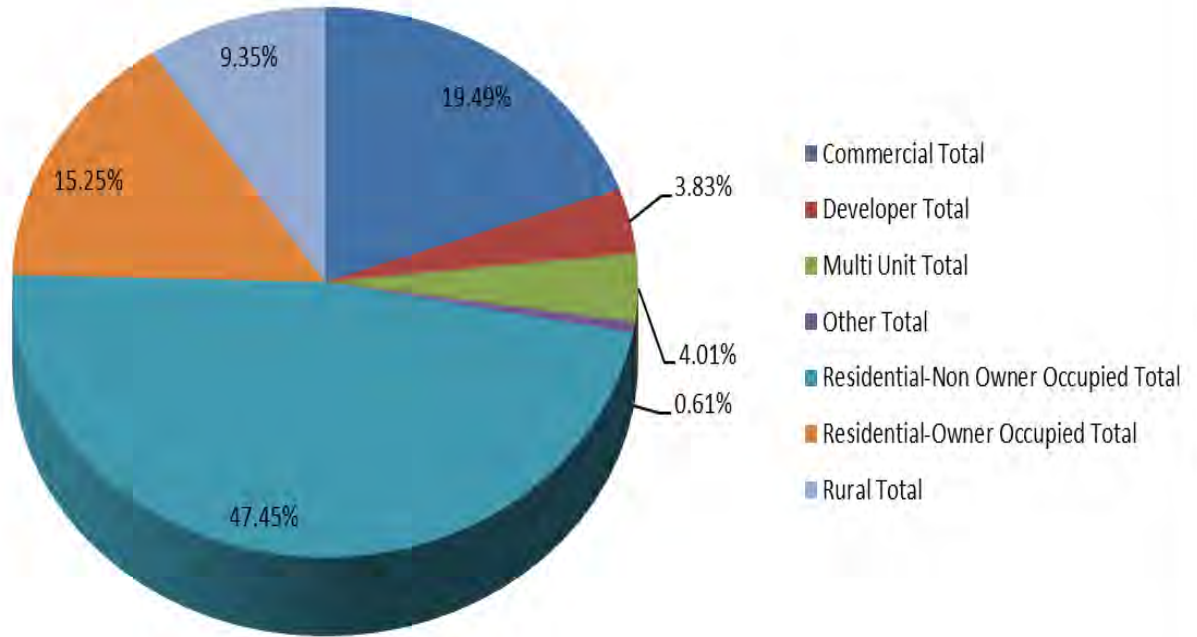
<b>Rates Breakdown</b>	<b>As At 31 Jul 2024</b>
Rates in Credit	(1,065,052)
Rates Not Due Yet	1,469
Rates In Arrears	3,695,226
<b>Total Rates Balance</b>	<b>2,631,643</b>

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

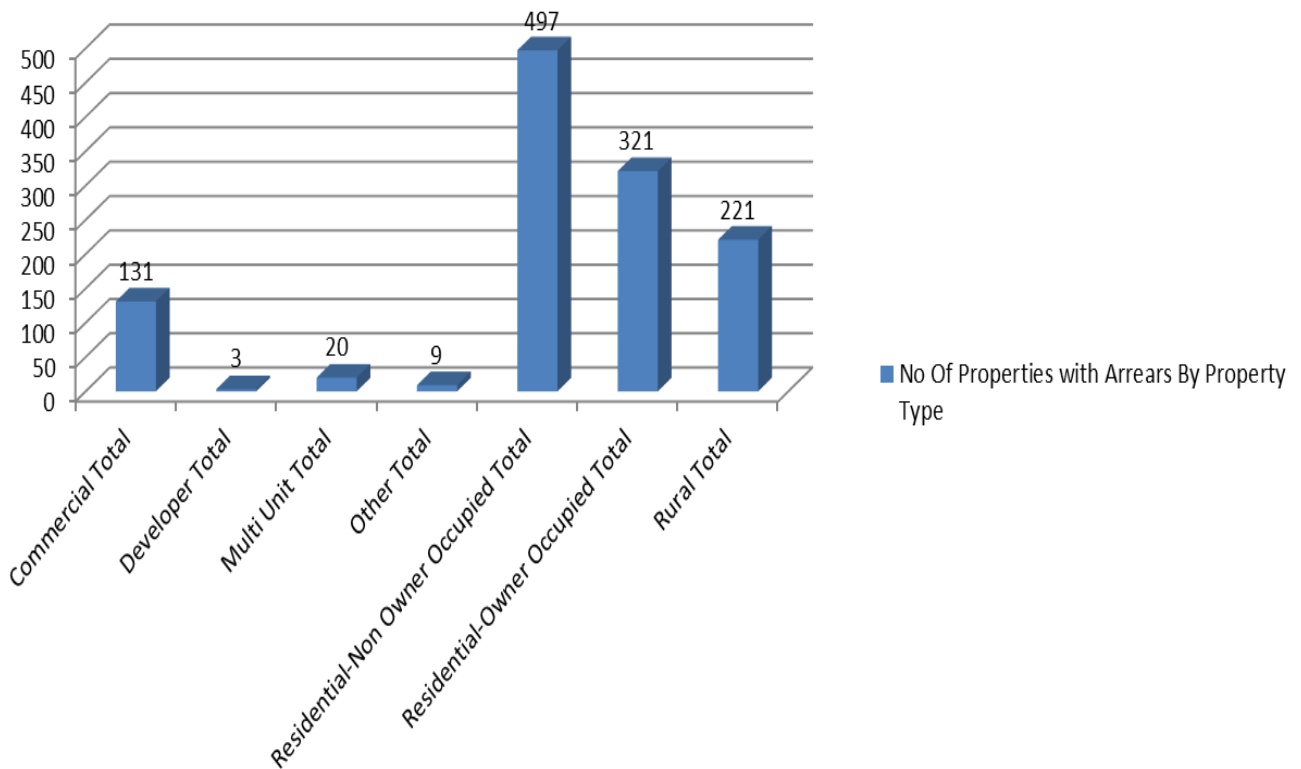
## Rate Arrears – Aged by Year

<b>Prior 2020</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>2023/24</b>	<b>TOTAL</b>
<b>1,452,452</b>	<b>261,822</b>	<b>296,786</b>	<b>385,275</b>	<b>1,298,891</b>	<b>3,695,226</b>
<b>39.31%</b>	<b>7.09%</b>	<b>8.03%</b>	<b>10.43%</b>	<b>35.15%</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 July 2024. Actual amounts are compared against the year to date Original 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 July 2024								
Notes	YTD Actual	Commitments	YTD Actual + Commitments	YTD Original Budget	Variance	Full Year Original Budget	Completion	
	\$	\$	\$	\$	\$	\$	%	
<b>Income</b>								
<b>Operating Revenue</b>								
Net Rates & Utility Charges	106	-	106	-	106	105,042,315	0.0%	
Fees & Charges	400,172	-	400,172	337,338	62,835	3,794,550	10.5%	
Rental Income	192,198	-	192,198	140,950	51,249	1,726,801	11.1%	
Interest Received	396,338	-	396,338	392,455	3,883	2,759,466	14.4%	
Sales of Contract & Recoverable Works	-	-	-	7,500	(7,500)	6,290,000	0.0%	
Operating Grants, Subsidies & Contributions	10,099,846	-	10,099,846	10,161,100	(61,254)	12,075,236	83.6%	
Other Recurrent Revenue	507,697	-	507,697	509,320	(1,623)	12,369,250	4.1%	
	<b>11,596,357</b>	<b>-</b>	<b>11,596,357</b>	<b>11,548,662</b>	<b>47,695</b>	<b>144,057,618</b>	<b>8.0%</b>	
<b>Expenses</b>								
<b>Operating Expenses</b>								
Employee Expenses	3,746,788	-	3,746,788	3,822,344	(75,557)	51,965,905	7.2%	
Materials & Services	1 6,842,664	16,727,535	23,570,199	7,733,499	15,836,700	57,608,198	40.9%	
Finance Costs	59,917	-	59,917	66,566	(6,649)	1,318,744	4.5%	
Depreciation and Amortisation	2,613,327	-	2,613,327	2,655,036	(41,708)	31,860,428	8.2%	
	<b>13,262,696</b>	<b>16,727,535</b>	<b>29,990,230</b>	<b>14,277,445</b>	<b>15,712,786</b>	<b>142,753,275</b>	<b>21.0%</b>	
<b>Operating Position Before Capital Items</b>	<b>(1,666,338)</b>	<b>(16,727,535)</b>	<b>(18,393,873)</b>	<b>(2,728,783)</b>	<b>(15,665,091)</b>	<b>1,304,343</b>	<b>(1410.2%)</b>	
<b>Capital Revenue</b>								
Capital Revenue	2,000,000	-	2,000,000	2,000,000	-	20,715,058	9.7%	
Proceeds from Sale of Land & PPE	4,543	-	4,543	-	4,543	1,229,698	0.4%	
	<b>2,004,543</b>	<b>-</b>	<b>2,004,543</b>	<b>2,000,000</b>	<b>4,543</b>	<b>21,944,756</b>	<b>9.1%</b>	
<b>Net Result Attributable to Council in Period</b>	<b>338,204</b>	<b>(16,727,535)</b>	<b>(16,389,330)</b>	<b>(728,783)</b>	<b>(15,660,548)</b>	<b>23,249,099</b>	<b>(70.5%)</b>	
<b>Total Comprehensive Income</b>	<b>338,204</b>	<b>(16,727,535)</b>	<b>(16,389,330)</b>	<b>(728,783)</b>	<b>(15,660,548)</b>	<b>23,249,099</b>	<b>(70.5%)</b>	

Council's operating position at month end is a \$1.7M deficit

**1. Materials & Services** actual expenses for the year to date are \$6,842,664 with \$16,727,535 being recorded in commitments, resulting in an unfavourable variance to adopted budget by \$7,733,499. This unfavourable variance is due to the inclusion of commitments which relate to future reporting periods. Excluding commitments YTD expenditure would be approximately \$891K below YTD budget. Large commitments of note are \$4.9M Galilee and Bowen Basin recoverable works, \$2.5M RMPC works, \$1.6M IT equipment/software purchases, \$1M Digital Strategy and \$1M Agency Temp Staff.

**ISAAC REGIONAL COUNCIL**  
**Statement of Financial Position**  
**For the Period Ended 31 July 2024**

Notes	Actual YTD \$	30 June 2024 \$	Variance %
<b>Current Assets</b>			
Cash & Cash Equivalents	72,387,679	76,337,965	(5.2%)
Trade & Other Receivables	8,760,018	8,536,698	2.6%
Inventories	1,065,068	1,065,248	(0.0%)
Contract assets	25,890	25,890	0.0%
Other assets	980,046	3,930,971	(75.1%)
<b>Total Current Assets</b>	<b>83,218,701</b>	<b>89,896,773</b>	<b>(7.4%)</b>
<b>Non-Current Assets</b>			
Receivables	4,228,976	4,212,841	0.4%
Contract assets	2,446,467	2,707,875	(9.7%)
Inventories	18,437,891	18,437,891	0.0%
Property, Plant and Equipment	1,221,507,250	1,222,849,000	(0.1%)
Intangible assets	595	595	0.0%
<b>Total Non-Current Assets</b>	<b>1,246,621,180</b>	<b>1,248,208,203</b>	<b>(0.1%)</b>
<b>TOTAL ASSETS</b>	<b>1,329,839,881</b>	<b>1,338,104,976</b>	<b>(0.6%)</b>
<b>Current Liabilities</b>			
Trade and other payables	10,996,366	19,452,985	(43.5%)
Provisions	9,669,975	9,986,434	(3.2%)
Borrowings	1,949,973	1,854,118	5.2%
Contract liabilities	1,446,018	1,512,532	(4.4%)
Other liabilities	176,575	195,501	(9.7%)
	24,238,906	33,001,571	(26.6%)
<b>Non-Current Liabilities</b>			
Trade and other payables	(649,571)	(649,571)	0.0%
Provisions	22,329,791	22,341,058	(0.1%)
Borrowings	24,706,486	24,706,486	0.0%
Contract liabilities	180,041	180,041	0.0%
Other liabilities	2,391,182	2,391,182	0.0%
<b>Total Non-Current Liabilities</b>	<b>48,957,930</b>	<b>48,969,197</b>	<b>(0.0%)</b>
<b>TOTAL LIABILITIES</b>	<b>73,196,836</b>	<b>81,970,768</b>	<b>(10.7%)</b>
<b>NET COMMUNITY ASSETS</b>	<b>1,256,643,045</b>	<b>1,256,134,208</b>	<b>0.0%</b>
<b>Community Equity</b>			
Retained surplus	878,271,747	879,767,454	(0.2%)
Asset revaluation reserve	301,559,959	301,559,959	0.0%
Other reserves	76,811,339	74,806,797	2.7%
<b>TOTAL COMMUNITY EQUITY</b>	<b>1,256,643,045</b>	<b>1,256,134,208</b>	<b>0.0%</b>

**ISAAC REGIONAL COUNCIL**

**Statement of Cash Flows**

**For the Period Ended 31 July 2024**

	Actual YTD	30 June 2024	Variance
	\$	\$	%
<b>Cash Flows from Operating Activities</b>			
Receipts from customers	14,546,755	142,442,229	10.2%
Payments to suppliers and employees	(19,749,505)	(104,815,067)	18.8%
Cash provided by / (used in) net result	(5,202,751)	37,627,162	(13.8%)
<b>Cash Flows from Investing Activities</b>			
Profit / (Loss) on sale of capital assets	4,543	(1,553,495)	(0.3%)
Grants, subsidies, contributions and donations	2,000,000	11,396,879	17.5%
Payments for property, plant and equipment	(847,933)	(48,904,076)	1.7%
Net movement in loans to Community Organisations	-	-	0.0%
Net cash provided by investing activities	1,156,610	(39,060,692)	(3.0%)
<b>Cash Flow from Financing Activities</b>			
Proceeds from borrowings	-	4,145,882	0.0%
Repayment of borrowings	95,855	211,490	45.3%
Net cash provided by financing activities	95,855	4,357,371	2.2%
<b>Net Increase / (Decrease) in Cash Held</b>	<b>(3,950,286)</b>	<b>2,923,842</b>	<b>(135.1%)</b>
Cash at the beginning of the period	76,337,965	73,414,123	104.0%
<b>Cash at the end of the Reporting Period</b>	<b>72,387,679</b>	<b>76,337,965</b>	<b>94.8%</b>



## Appendix 2 – Preliminary Executive Level Reports

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

Actual amounts and commitments are compared against the year to date Original 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 July 2024								
Office of the CEO								
	Notes	YTD Actual	Commitments	YTD Actual + Commitments	YTD Original Budget	Variance	Full Year Original Budget	Completion
		\$	\$	\$	\$	\$	\$	%
<b>Income</b>								
<b>Operating Revenue</b>								
Operating Grants, Subsidies & Contributions		7,355	-	7,355	15,417	(8,062)	185,000	4.0%
		<b>7,355</b>	<b>-</b>	<b>7,355</b>	<b>15,417</b>	<b>(8,062)</b>	<b>185,000</b>	<b>4.0%</b>
<b>Expenses</b>								
<b>Operating Expenses</b>								
Employee Expenses		464,676	-	464,676	422,236	42,440	5,010,838	9.3%
Materials & Services	1.	136,586	408,196	544,782	274,787	269,995	2,110,822	25.8%
Corporate Overheads & Competitive Neutrality Costs		(453,092)	-	(453,092)	(453,092)	-	(5,437,102)	8.3%
		<b>148,170</b>	<b>408,196</b>	<b>556,366</b>	<b>243,931</b>	<b>312,435</b>	<b>1,684,558</b>	<b>33.0%</b>
<b>Operating Position Before Capital Items</b>		<b>(140,815)</b>	<b>(408,196)</b>	<b>(549,011)</b>	<b>(228,515)</b>	<b>(320,497)</b>	<b>(1,499,558)</b>	<b>36.6%</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>(140,815)</b>	<b>(408,196)</b>	<b>(549,011)</b>	<b>(228,515)</b>	<b>(320,497)</b>	<b>(1,499,558)</b>	<b>36.6%</b>
<b>Total Comprehensive Income</b>		<b>(140,815)</b>	<b>(408,196)</b>	<b>(549,011)</b>	<b>(228,515)</b>	<b>(320,497)</b>	<b>(1,499,558)</b>	<b>36.6%</b>

1. **Materials & Services** for the financial year to date are \$269,995 unfavourable with \$136,586 of actual expenditure and \$408,196 in commitments against YTD budget of \$274,787. This unfavourable variance is due the inclusion of commitments which relate to future reporting periods.



**ISAAC REGIONAL COUNCIL**  
**Statement of Comprehensive Income**  
**For the Period Ended 31 July 2024**

Corporate, Governance & Financial  
Service

	Notes	YTD Actual	Commitments	YTD Actual + Commitments	YTD Original Budget	Variance	Full Year Original Budget	Completion
		\$	\$	\$	\$	\$	\$	%
<b>Income</b>								
<b>Operating Revenue</b>								
Net Rates & Utility Charges		113	-	113	-	113	71,587,176	0.0%
Fees & Charges		11,557	-	11,557	7,667	3,891	92,000	12.6%
Rental Income		-	-	-	113	(113)	1,350	0.0%
Interest Received		380,772	-	380,772	375,939	4,834	2,561,266	14.9%
Sales of Contract & Recoverable Works		-	-	-	7,500	(7,500)	90,000	0.0%
Operating Grants, Subsidies & Contributions		6,239,703	-	6,239,703	6,209,237	30,466	6,310,840	98.9%
Other Recurrent Revenue		-	-	-	7,500	(7,500)	90,000	0.0%
		<b>6,632,146</b>	<b>-</b>	<b>6,632,146</b>	<b>6,607,955</b>	<b>24,191</b>	<b>80,732,632</b>	<b>8.2%</b>
<b>Expenses</b>								
<b>Operating Expenses</b>								
Employee Expenses		118,822	-	118,822	133,864	(15,042)	9,628,537	1.2%
Materials & Services	1	5,485,993	3,508,261	8,994,254	5,522,025	3,472,229	13,912,668	64.6%
Finance Costs		22,196	-	22,196	28,845	(6,649)	514,541	4.3%
Depreciation and Amortisation		80,128	-	80,128	121,836	(41,708)	1,462,032	5.5%
Corporate Overheads & Competitive Neutrality Costs		(1,402,321)	-	(1,402,321)	(1,402,321)	-	(16,827,852)	8.3%
		<b>4,304,817</b>	<b>3,508,261</b>	<b>7,813,078</b>	<b>4,404,249</b>	<b>3,408,830</b>	<b>8,689,926</b>	<b>89.9%</b>
<b>Operating Position Before Capital Items</b>		<b>2,327,329</b>	<b>(3,508,261)</b>	<b>(1,180,932)</b>	<b>2,203,706</b>	<b>(3,384,638)</b>	<b>72,042,706</b>	<b>(1.6%)</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>2,327,329</b>	<b>(3,508,261)</b>	<b>(1,180,932)</b>	<b>2,203,706</b>	<b>(3,384,638)</b>	<b>72,042,706</b>	<b>(1.6%)</b>
<b>Total Comprehensive Income</b>		<b>2,327,329</b>	<b>(3,508,261)</b>	<b>(1,180,932)</b>	<b>2,203,706</b>	<b>(3,384,638)</b>	<b>72,042,706</b>	<b>(1.6%)</b>

**1. Materials & Services** for the financial year to date are \$3,472,229 unfavourable with \$5,485,993 in actual expenditure and \$3,508,261 in commitments against the YTD budget of \$5,522,025. This unfavourable variance is due to inclusion of commitments which relate to future reporting periods.

ISAAC REGIONAL COUNCIL								
Statement of Comprehensive Income								
For the Period Ended 31 July 2024								
Engineering & Infrastructure Services								
Notes	YTD Actual	Commitments	YTD Actual + Commitments	YTD Original Budget	Variance	Full Year Original Budget	Completion	
	\$	\$	\$	\$	\$	\$	%	
<b>Income</b>								
<b>Operating Revenue</b>								
Fees & Charges	77,921	-	77,921	60,750	17,171	263,000	29.6%	
Rental Income	152,248	-	152,248	121,754	30,494	1,461,045	10.4%	
Sales of Contract & Recoverable Works	-	-	-	-	-	6,200,000	0.0%	
Operating Grants, Subsidies & Contributions	3,759,845	-	3,759,845	3,818,333	(58,488)	4,170,000	90.2%	
	<b>3,990,014</b>	<b>-</b>	<b>3,990,014</b>	<b>4,000,837</b>	<b>(10,823)</b>	<b>12,094,045</b>	<b>33.0%</b>	
<b>Expenses</b>								
<b>Operating Expenses</b>								
Employee Expenses	1,449,146	-	1,449,146	1,448,451	695	16,553,465	8.8%	
Materials & Services	442,843	9,025,264	9,468,107	577,453	8,890,654	13,335,268	71.0%	
Depreciation and Amortisation	1,423,032	-	1,423,032	1,423,032	-	17,076,387	8.3%	
Corporate Overheads & Competitive Neutrality Costs	1,066,978	-	1,066,978	1,066,978	-	12,803,739	8.3%	
	<b>4,381,999</b>	<b>9,025,264</b>	<b>13,407,263</b>	<b>4,515,915</b>	<b>8,891,349</b>	<b>59,768,859</b>	<b>22.4%</b>	
<b>Operating Position Before Capital Items</b>	<b>(391,985)</b>	<b>(9,025,264)</b>	<b>(9,417,249)</b>	<b>(515,078)</b>	<b>(8,902,172)</b>	<b>(47,674,814)</b>	<b>19.8%</b>	
<b>Capital Revenue</b>								
Capital Revenue	-	-	-	-	-	14,737,067	0.0%	
Proceeds from Sale of Land & PPE	4,543	-	4,543	-	4,543	1,229,698	0.4%	
	<b>4,543</b>	<b>-</b>	<b>4,543</b>	<b>-</b>	<b>4,543</b>	<b>15,966,765</b>	<b>0.0%</b>	
<b>Net Result Attributable to Council in Period</b>	<b>(387,442)</b>	<b>(9,025,264)</b>	<b>(9,412,706)</b>	<b>(515,078)</b>	<b>(8,897,629)</b>	<b>(31,708,049)</b>	<b>29.7%</b>	
<b>Total Comprehensive Income</b>	<b>(387,442)</b>	<b>(9,025,264)</b>	<b>(9,412,706)</b>	<b>(515,078)</b>	<b>(8,897,629)</b>	<b>(31,708,049)</b>	<b>29.7%</b>	

1. **Materials & Services** for the financial year to date are \$8,890,654 unfavourable with \$442,843 of actual expenditure and \$9,025,264 in commitments against YTD budget of \$577,453. This unfavourable variance is due to the inclusion of commitments which relate to future reporting periods. Large commitments of note are \$4.8M Galilee and Bowen Basin recoverable works and \$2.5M for RMPC works.

ISAAC REGIONAL COUNCIL								
Statement of Comprehensive Income								
For the Period Ended 31 July 2024								
Planning, Environment & Community Service								
Notes	YTD Actual	Commitments	YTD Actual + Commitments	YTD Original Budget	Variance	Full Year Original Budget	Completion	
	\$	\$	\$	\$	\$	\$	\$	%
<b>Income</b>								
<b>Operating Revenue</b>								
	Fees & Charges	300,705	-	300,705	253,629	47,076	2,353,550	12.8%
	Rental Income	30,701	-	30,701	17,833	12,868	214,000	14.3%
	Operating Grants, Subsidies & Contributions	92,943	-	92,943	118,113	(25,170)	851,966	10.9%
	Other Recurrent Revenue	49	-	49	417	(368)	45,000	0.1%
		<b>424,398</b>	<b>-</b>	<b>424,398</b>	<b>389,993</b>	<b>34,405</b>	<b>3,464,516</b>	<b>12.2%</b>
<b>Expenses</b>								
<b>Operating Expenses</b>								
1	Employee Expenses	997,830	-	997,830	1,116,505	(118,675)	12,724,635	7.8%
2	Materials & Services	430,257	1,870,199	2,300,456	688,119	1,612,337	8,242,767	27.9%
	Finance Costs	35,654	-	35,654	35,654	-	756,546	4.7%
	Depreciation and Amortisation	182,030	-	182,030	182,030	-	2,184,365	8.3%
	Corporate Overheads & Competitive Neutrality Costs	278,155	-	278,155	278,155	-	3,337,865	8.3%
		<b>1,923,926</b>	<b>1,870,199</b>	<b>3,794,126</b>	<b>2,300,463</b>	<b>1,493,662</b>	<b>27,246,178</b>	<b>13.9%</b>
<b>Operating Position Before Capital Items</b>								
		<b>(1,499,529)</b>	<b>(1,870,199)</b>	<b>(3,369,728)</b>	<b>(1,910,471)</b>	<b>(1,459,257)</b>	<b>(23,781,662)</b>	<b>14.2%</b>
<b>Capital Revenue</b>								
	Capital Revenue	2,000,000	-	2,000,000	2,000,000	-	5,346,506	37.4%
		<b>2,000,000</b>	<b>-</b>	<b>2,000,000</b>	<b>2,000,000</b>	<b>-</b>	<b>5,346,506</b>	<b>37.4%</b>
<b>Net Result Attributable to Council in Period</b>								
		<b>500,471</b>	<b>(1,870,199)</b>	<b>(1,369,728)</b>	<b>89,529</b>	<b>(1,459,257)</b>	<b>(18,435,156)</b>	<b>7.4%</b>
<b>Total Comprehensive Income</b>								
		<b>500,471</b>	<b>(1,870,199)</b>	<b>(1,369,728)</b>	<b>89,529</b>	<b>(1,459,257)</b>	<b>(18,435,156)</b>	<b>7.4%</b>

1. **Employee Expenses** are favourable compared to the annual budget by \$118,675. This favourable variance is predominately due to employee vacancies, some of which are currently being backfilled through Agency Temp Staff.

2. **Materials & Services** for the financial year to date are \$1,612,337 unfavourable with \$430,257 of actual expenditure and \$1,870,199 in commitments against YTD budget of \$688,119. This unfavourable variance is due to the inclusion of commitments which relate to future reporting periods.

**ISAAC REGIONAL COUNCIL**  
**Statement of Comprehensive Income**  
**For the Period Ended 31 July 2024**

**Water & Waste**

	Notes	YTD Actual	Commitments	YTD Actual + Commitments	YTD Original Budget	Variance	Full Year Original Budget	Completion
		\$	\$	\$	\$	\$	\$	%
<b>Income</b>								
<b>Operating Revenue</b>								
Net Rates & Utility Charges		(8)	-	(8)	-	(8)	33,455,139	(0.0%)
Fees & Charges		9,988	-	9,988	15,292	(5,304)	1,086,000	0.9%
Rental Income		9,250	-	9,250	1,250	8,000	50,406	18.4%
Interest Received		15,566	-	15,566	16,517	(951)	198,200	7.9%
Operating Grants, Subsidies & Contributions		-	-	-	-	-	557,430	0.0%
Other Recurrent Revenue		507,648	-	507,648	501,403	6,245	12,234,250	4.1%
		<b>542,444</b>	<b>-</b>	<b>542,444</b>	<b>534,461</b>	<b>7,983</b>	<b>47,581,425</b>	<b>1.1%</b>
<b>Expenses</b>								
<b>Operating Expenses</b>								
Employee Expenses		716,314	-	716,314	701,288	15,026	8,048,429	8.9%
Materials & Services	1	346,986	1,915,614	2,262,600	671,116	1,591,484	20,006,673	11.3%
Finance Costs		2,067	-	2,067	2,067	-	47,657	4.3%
Depreciation and Amortisation		928,137	-	928,137	928,137	-	11,137,644	8.3%
Corporate Overheads & Competitive Neutrality Costs		510,279	-	510,279	510,279	-	6,123,351	8.3%
		<b>2,503,783</b>	<b>1,915,614</b>	<b>4,419,397</b>	<b>2,812,887</b>	<b>1,606,510</b>	<b>45,363,754</b>	<b>9.7%</b>
<b>Operating Position Before Capital Items</b>		<b>(1,961,339)</b>	<b>(1,915,614)</b>	<b>(3,876,953)</b>	<b>(2,278,426)</b>	<b>(1,598,527)</b>	<b>2,217,671</b>	<b>(174.8%)</b>
<b>Capital Revenue</b>								
Capital Revenue		-	-	-	-	-	631,485	0.0%
		<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>631,485</b>	<b>0.0%</b>
<b>Net Result Attributable to Council in Period</b>		<b>(1,961,339)</b>	<b>(1,915,614)</b>	<b>(3,876,953)</b>	<b>(2,278,426)</b>	<b>(1,598,527)</b>	<b>2,849,156</b>	<b>(136.1%)</b>
<b>Total Comprehensive Income</b>		<b>(1,961,339)</b>	<b>(1,915,614)</b>	<b>(3,876,953)</b>	<b>(2,278,426)</b>	<b>(1,598,527)</b>	<b>2,849,156</b>	<b>(136.1%)</b>

**1. Materials & Services** for the financial year to date are \$1,591,484 unfavourable, with \$346,986 in actual expenditure and \$1,915,614 in commitments. The unfavourable variance is due to the inclusion of commitments which relate to future reporting periods.

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<b>MEETING DETAILS</b>	<b>Ordinary Meeting</b> Wednesday, 28 August 2024
<b>AUTHOR</b>	Rodney Stewart
<b>AUTHOR POSITION</b>	Interim Manager Safety and Resilience

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## 9.2

## SAFETY AND RESILIENCE UPDATE

### EXECUTIVE SUMMARY

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

### OFFICER'S RECOMMENDATION

*That the Committee recommends that Council:*

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

**Resolution No.: CGFS0894**

**Moved: Cr Vern Russell**

**Seconded: Cr Jane Pickels**

**That the Committee recommends that Council:**

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

**Carried**

### BACKGROUND

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

### 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

The following consultation as relevant to the attachment reports:

- Executive Leadership Team
- HSW Operational and Strategic Safety Committee (bi-monthly)

- Joint consultative Committee (as required)
- Safety and Resilience Team

## **BASIS FOR RECOMMENDATION**

The updated attachments include the normal monthly update.

## **ACTION ACCOUNTABILITY**

Manager Safety and Resilience

## **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>
RODNEY STEWART	DARREN FETTELL
<b>Interim Manager Safety and Resilience</b>	<b>Director Corporate, Governance and Financial Services</b>
Date: 7 August 2024	Date: 8 August 2024

## **ATTACHMENTS**

- Attachment 1 – Safety and Resilience Monthly Report July 2024

## **REFERENCE DOCUMENT**

- Nil

# SAFETY AND RESILIENCE MONTHLY REPORT

<b>DATE</b>	July 2024
<b>TO</b>	August 2024, Ordinary Council meeting
<b>FROM</b>	Interim Manager Safety and Resilience

## 1. SUMMARY

During the month of July, HSW Operational Committee Meeting was held at Clermont Boardroom with 23 attending. Belinda Driscoll presented a case study – Bins and Wasp Liability.

Completion of the self-assessment checklist and forwarding of this onto LGW, as part of our (MRO) Audit requirements.

Drug and Alcohol testing was conducted within Moranbah Grosvenor Complex, ground floor, library, and ELT with 57 blanket tests completed with nil non-negative as part of an ongoing program of testing across the region.

### 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

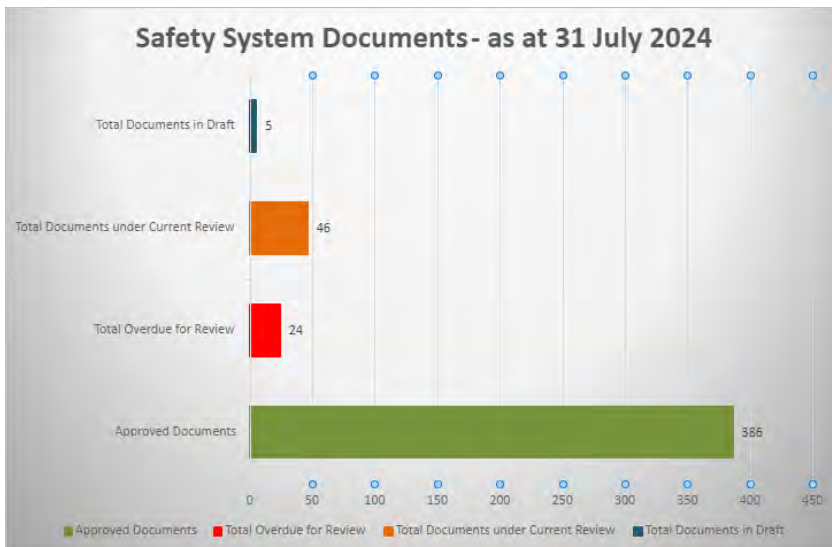
## 2. BEST PRACTICE SYSTEM

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.



# SAFETY AND RESILIENCE MONTHLY REPORT

A continuous process of reviewing documents as they become due or there are changes to legislation or recommendations are made through employee consultation S & R are reviewing and updating.

Safety and Resilience team meeting held in Clermont to discuss process for reviewing our current risk assessments utilising the new templates for site based, and task-based risk.

## 2.1 LEGISLATIVE OR OTHER CHANGES

Nil updates.

## 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** 34 hazards were identified for July, and 5 have been fully managed and closed.

Consistent reporting of hazards for July, whilst this reflects a good result for the reporting of hazards:

24 – DRAFT

4 – Approved

5 – Closed

1 - Completed

14 remain still at draft stage with no action taken within Lucidity. The Safety and Resilience Partners are continuing to promote the importance of managing hazards at the source and ensuring reports are followed through Lucidity until closure.

- Hazard Hunter for this month is awarded to Murray Tyler. Murray reported a non-compliant gas installation at St Lawrence recreation grounds. Investigation revealed that the Gas heating system had been previously replaced by an electrical system. The gas bottle has now been removed.

### 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** 122 events still sitting at draft stage, since July 1<sup>st</sup>, 2023, needing attention.



# SAFETY AND RESILIENCE MONTHLY REPORT

**NOTE:** 5 of these items are Mandatory reporting for WW

## 4.3 EVENTS RECORDED DURING JULY.

There have been **71** events recorded during the month of **July**, of these:

- **34** events still within draft waiting for action from the responsible manager;
- 13 at approved stage with actions assigned;
- 20 closed out with actions assigned, then completed and event finalized; and
- 4 events at complete stage with actions closed out waiting for final review and closeout.

## 4.4 EMERGENCY MANAGEMENT COMMITTEE

- During recent safety audits, it was identified that several of our building emergency evacuation diagrams are not compliant with the current requirements, or the diagram floorplan doesn't reflect the layout of the building after alterations or upgrades have been completed.

Action: A project needs to be established to identify all Councils buildings that require an evacuation plan, facilitate the design and printing of updated versions and have installed.

## 4.5 CONTRACTOR MANAGEMENT

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

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

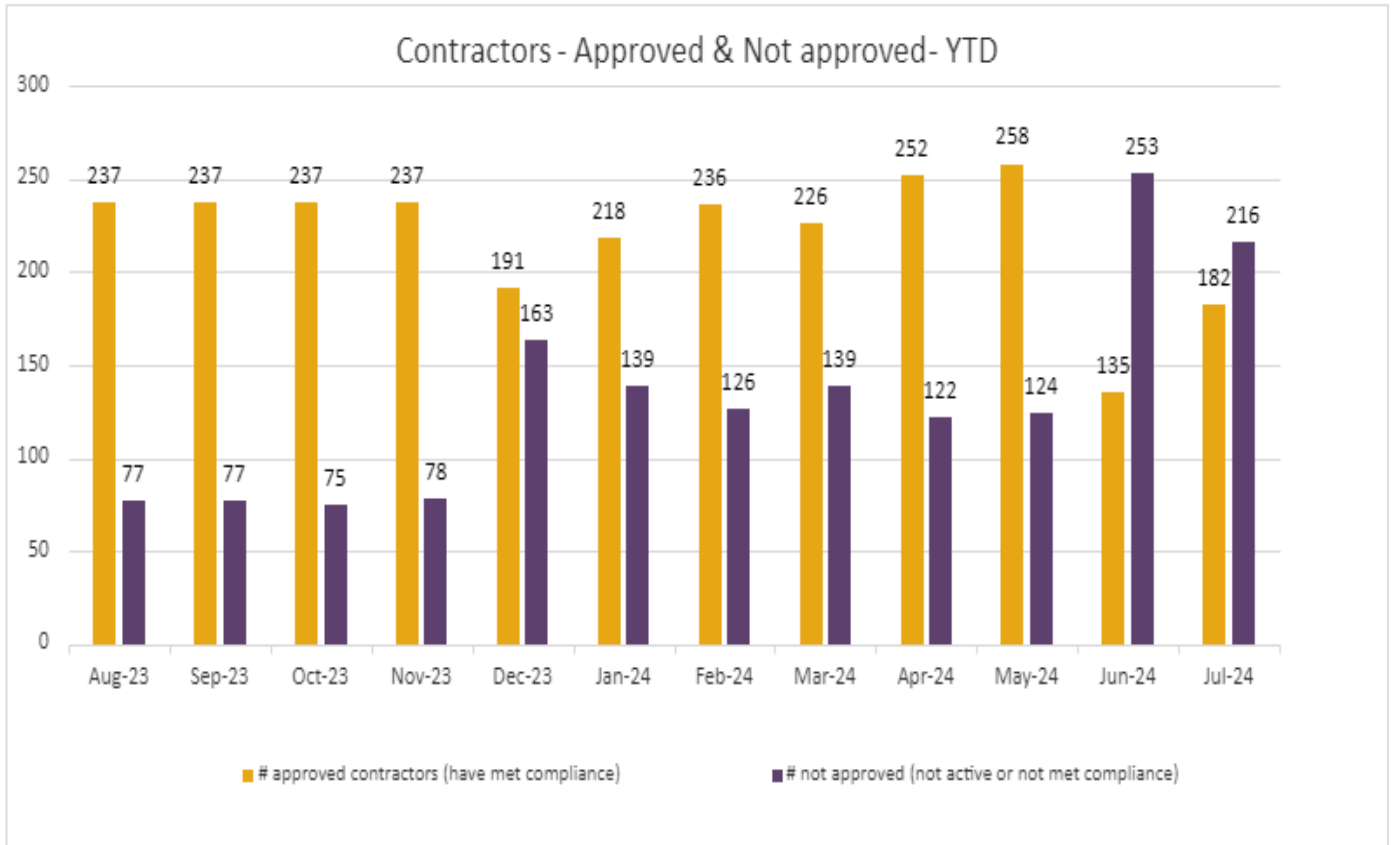
**STATUS: # APPROVED contractor companies – 182 # NOT APPROVED – 216**

The S&R team is continuously working with our internal departments and contractors to assist them in maintaining compliance. Note at time of reporting all currently engaged contractors are believed to be approved.

- There is a marked increase with contractors not being approved in June compared to the May monthly report. This is because all Workcover Insurance, renewals fall within June and whilst our contractors might have updated and paid their premiums, they haven't uploaded these within Lucidity.
- Risk around contractor compliance would be considered low, if the below action is undertaken by departments before engaging contractors, ensuring all documentation is up to date within the contractor module of Lucidity.

Action: Our team will be working with contractors to have this rectified and require departments to ensure they check the contractor module within Lucidity to ensure contractors they are wanting to engage are approved by having all their documentation updated and their employees have a current IRC contractors' induction.

# SAFETY AND RESILIENCE MONTHLY REPORT



## 5. IMPROVING WORKER CONSULTATION

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

### 5.1 HEALTH, SAFETY, AND WELLBEING COMMITTEES

There was a WHS committee meeting held in Clermont during July.

Concerns raised:

- Excess noise coming from ICT data cabinets located within lunchrooms at the Dysart and Middlemount offices.
- The current size and layout of the Nebo office kitchen doesn't allow for staff to eat with this area in air-condition, hence they are utilizing the boardroom as a lunchroom.
- TMP's for our depots, Emergency Management Plans, Test & Tag Management and "Ownership" of facility (Point of Contact)

**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.

## 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.

**3** employees attended medical centers to update their vaccinations.

### 6.2 DRUG & ALCOHOL TESTING

The Safety and Resilience team conducted blanket drug and alcohol testing for the ground floor, library and ELT sections of the Grosvenor Complex, Moranbah during July.

**57** tests were completed with **Nil** non-negative test recorded.

### 6.3 WORKERS' COMPENSATION AND REHABILITATION

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

- 10 active(accepted) workers compensation cases.
- 19 active non-work-related cases.
- 6 pending workers compensation cases awaiting a response from LGW.

# SAFETY AND RESILIENCE MONTHLY REPORT

## 7. AUDIT/ INSPECTIONS

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

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

TARGET 100% of audits completed against the plan.

**STATUS:** Nil WHS &/OR Environmental Audits planned or completed for July against the plan.

- Clermont Depot, Office, Library and Sale Yards scheduled during August.

## 8. CONTINUOUS IMPROVEMENT

This is the ongoing verification of due diligence activities.

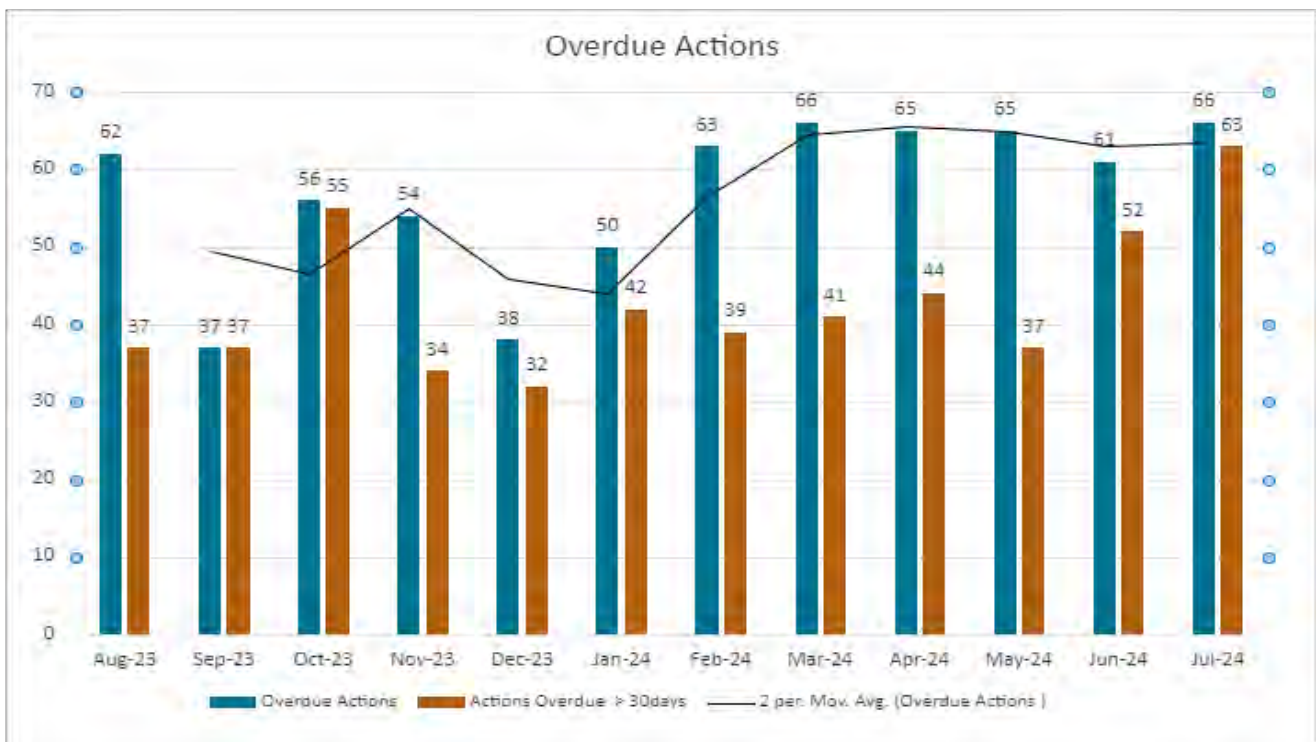
Expired actions from Event Management and Forms modules, as well as the number of actions overdue >30 days. A focus on training and email reminders will continue.

**OBJECTIVE** Ensure identified corrective actions followed to completion.

TARGET 0 actions greater than >30 days overdue

**STATUS** Total 66 overdue actions as of July, with 63 of these being overdue >30 days.

- There are currently 66 overdue actions as of the end of July looking back over a twelve-month period.
- Of these 66 overdue actions, 63 are overdue by greater than 30 days.
- These actions are aligned to incident, hazard, audit/inspections and improvement opportunity reports only.



# 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.

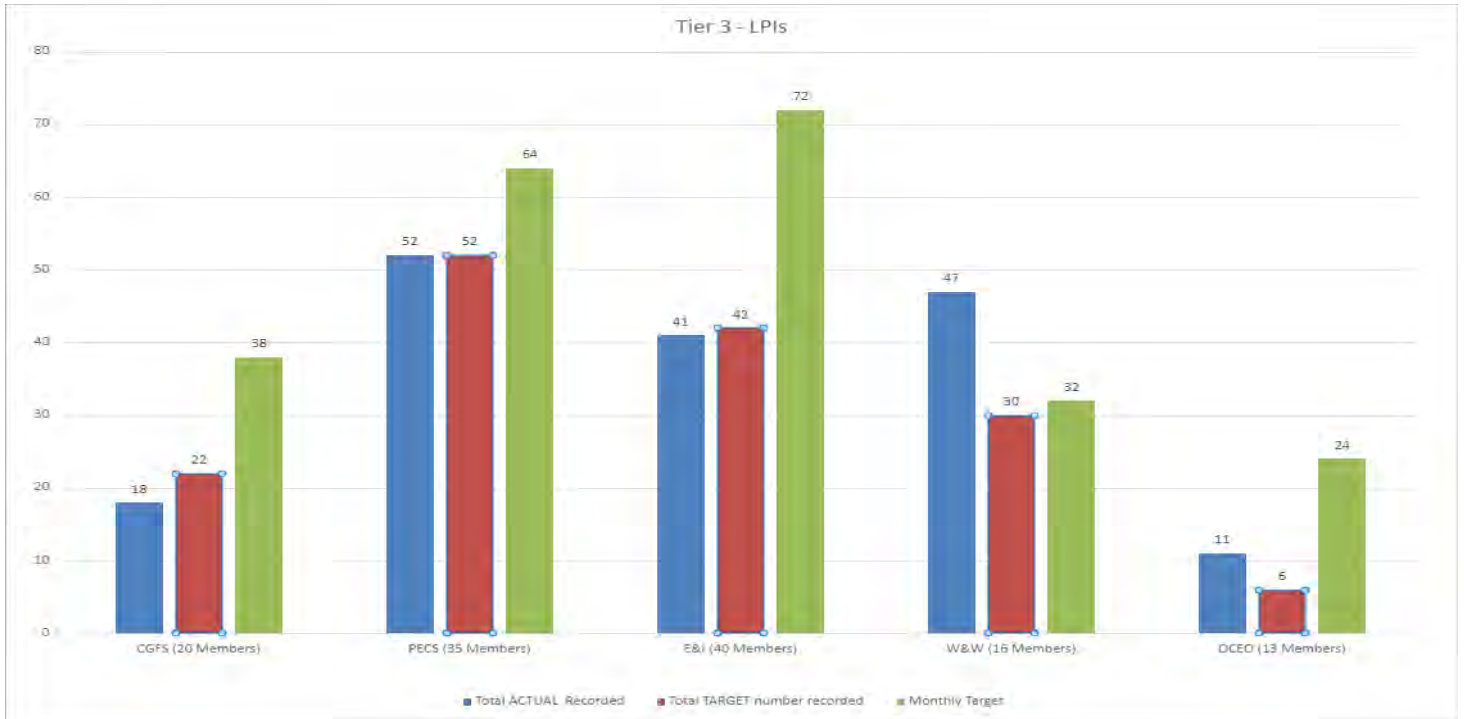
### TIER 3 LPIs – ELT, SLT & OLT Members

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

### TIER 3 LEAD PERFORMANCE INDICATORS

ELT, SLT and OLT members - 2 per month - 24 per year

Lead a Team Talk with your team	Lead a Prestart Talk with your team	Conduct and record a Safety Chat	Provide feedback on HSW procedure or policy	Conduct and record a Post Project Supplier Evaluation form	Conduct and record a Project Monitoring Inspection form	Conduct and record a Site Hazard Inspection	Conduct and record a Wellness Chat	Conduct a coaching session	Conduct a Leadership Activities Report
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The Safety and Resilience team will be working with Directors to review the current way in which we report LPIs and who are required to complete these.

# CORPORATE, GOVERNANCE AND FINANCIAL SERVICES

## MEETING DETAILS

Ordinary Meeting

Wednesday, 28 August 2024

## AUTHOR

Tamara Bateman

## AUTHOR POSITION

Acting Manager Governance and Corporate Services

### 9.3

## FOURTH QUARTER PERFORMANCE REPORT – 2023-2024 ANNUAL OPERATIONAL PLAN

### EXECUTIVE SUMMARY

The purpose of this report is to provide Council with the fourth and final Quarter Performance Report, for period ending 30 June 2024, on the progress towards implementing the 2023-2024 Annual Operational Plan.

### OFFICER'S RECOMMENDATION

*That the Committee recommends that Council:*

- 1. Receive and note the Fourth Quarter Performance Report on the 2023-2024 Annual Operational Plan, for the period ending 30 June 2024.*
- 2. To delegate authority to the Mayor and Chief Executive Officer to approve administrative changes and finalise the Fourth Quarter Performance Report on the 2023-2024 Annual Operational Plan, by no later than 31 August 2024.*

Resolution No.: CGFS0895

Moved: Cr Jane Pickels

Seconded: Cr Terry O'Neill

That the Committee recommends that Council:

1. Receive and note the Fourth Quarter Performance Report on the 2023/2024 Annual Operational Plan, for the period ending 30 June 2024.
2. To delegate authority to the Mayor and Chief Executive Officer to approve administrative changes and finalise the Fourth Quarter Performance Report on the 2023/2024 Annual Operational Plan, by no later than 31 August 2024.

Carried

### BACKGROUND

Section 174(1) of the *Local Government Regulation 2012* requires Council to prepare and adopt an Annual Operational Plan for each financial year. Council adopted the 2023-2024 Annual Operational Plan at its meeting held 28 June 2023 (resolution number 8381).

The Annual Operational Plan outlines programs, activities and targets that Council will deliver within the 2023-2024 financial year. These programs and activities are aligned to the priority areas in Council's draft 5-year

# CORPORATE, GOVERNANCE AND FINANCIAL SERVICES

Community Corporate Plan – Isaac 2024-2029. The Annual Operational Plan is also the foundation of Council's 2023-2024 Budget which provides resourcing for the identified programs and activities.

Each quarter, the Chief Executive Officer provides Council with an assessment of the organisation's progress towards implementing the priorities and projects identified in the Annual Operational Plan via the Performance Report (section 174(3) of the *Local Government Regulation 2012*).

The attached Performance Report provides Council with the fourth and final quarter review of Council's implementation of the programs and activities outlined in the 2023-2024 Annual Operational Plan. This Performance Report reflects Council's position as at 30 June 2024, taking into account vacancies, resources external influences (e.g. access to and cost of material) and other unforeseen influences being experienced.

Following its adoption, the Fourth Quarter Performance Report for the period ending 30 June 2024, will be made available on Council's website.

## IMPLICATIONS

Legal – The Annual Operational Plan and associated quarterly reporting is a legislative requirement of Council pursuant to *Local Government Act 2009* and *Local Government Regulation 2012*.

## CONSULTATION

- Executive Leadership Team
- Managers

## BASIS FOR RECOMMENDATION

In accordance with section 174(3) of the *Local Government Regulation 2012*, Council must be presented with a written assessment of Council's progress towards implementing the Annual Operational Plan on a quarterly basis.

## ACTION ACCOUNTABILITY

Upon approval, the Manager Governance and Corporate Services will arrange for the 4<sup>th</sup> Quarter Performance Report for the period ending 30 June 2024, to be published on Council's website.

## KEY MESSAGES

Council is demonstrating transparency on how it is performing against the Annual Operational Plan.

<b>Report prepared by:</b>	<b>Report authorised by:</b>
TAMARA BATEMAN	DARREN FETTELL
<b>Acting Manager Governance and Corporate Services</b>	<b>Director Corporate, Governance and Financial Services</b>
Date: 5 August 2024	Date: 8 August 2024

## ATTACHMENTS

- Attachment 1 – Fourth Quarter Performance Report – 2023-2024 Annual Operational Plan

## REFERENCE DOCUMENT

- 2023-2024 Annual Operational Plan



# TABLE OF CONTENTS

ANNUAL OPERATIONAL PLAN PERFORMANCE REPORTING OVERVIEW	1
HIGHLIGHTS FROM THE 4 <sup>TH</sup> QUARTER – APRIL TO JUNE 2024	2
4 <sup>TH</sup> QUARTER PERFORMANCE REPORT – APRIL TO JUNE 2024	3

## ANNUAL OPERATIONAL PLAN PERFORMANCE REPORTING OVERVIEW

Council adopted its 2023-2024 Annual Operational Plan on 28 June 2023 (resolution number 8381). The Annual Operational Plan provides an activity and program-based plan on how and what Council will do during the financial year to respond to the priorities in Council’s and the Communities long term planning documents.

The Annual Operational Plan is structured against six key strategic themes of Council’s Interim Corporate Plan:

- Leading and enabling a changing world,
- Engaged communities,
- Liveability through design and Infrastructure
- Vibrant natural assets,
- Inclusive growth for a progressive economy, and
- Governance for accountability.

The following provides an overview of council’s progress towards implementing the 2023-2024 Annual Operational Plan for the period ending 30 June 2024.

Each Program/Activity has been given a status on how each is progressing, identifying where targets are being met or highlighting where exceptions are occurring or expected in future quarters. The following legend provides an overview on the actions and their status.

LEGEND	TOTAL ACTIONS
On Target	3
Monitor	0
Below Target	13
Not Required	0
Completed	22
<b>TOTAL</b>	<b>38</b>

*Carry over actions/projects from 2022-2023 have been identified with an Asterix \**

## HIGHLIGHTS FROM THE 4<sup>TH</sup> QUARTER – APRIL TO JUNE 2024

Key strategic highlights for the quarter were:

- Action plan endorsed by Executive Leadership Team for the implementation of Climate Change Response Policy Framework;
- Development and delivery of the unsealed roads gravel re-sheeting program was completed in the 4<sup>th</sup> quarter;
- Development and delivery of the sealed roads reseal program was completed in the 4<sup>th</sup> quarter;
- Improvement of the regions roads by constructing floodways through the Queensland Governments Transport Infrastructure Development Scheme was finalised in May 2024.

The absolute highlights for the quarter were:

- Recruitment for Council's CEO finalised with the new CEO due to start at the end of July;
- Induction program completed for newly appointed Council.

## 4<sup>TH</sup> QUARTER PERFORMANCE REPORT – APRIL TO JUNE 2024

AOP Reference	Service Area	Description	Measure of success	Community Corporate Plan Link	Measure of Success Due	4 <sup>th</sup> Quarter Commentary - as at June 2024	Measure Tracking to Date	
AOP01	Social Infrastructure	*Adopt a Social Infrastructure Strategy Guideline, Procedure and Processes	Social investment Strategy, Guideline, Procedure and Prospectus is developed, and implementation has begun across the organisation.	Leading & Enabling in a Changing World	LW6	Q4	Community engagement to finalise draft social infrastructure framework. Deferred to enable further consultation with internal stakeholders. Scheduled to be presented to Council in July with council report to be tabled at the August Ordinary Meeting. Review of Sub-plans required to update naming of state departments (e.g. QFES is now QFS).	Below Target
AOP02	Sustainability Framework	Implement Climate Change Response Policy Framework	Develop and implement a climate change response policy framework	Leading & Enabling in a Changing World	LW7	Q4	Action plan endorsed by the Executive Leadership Team (ELT) and in progress. White paper adopted by Resolution 8594.	Completed
AOP03	Emergency Management Exercise	Engage a consultant to facilitate an emergency exercise to address internal and disaster management arrangements	An emergency exercise is facilitated to address internal and disaster management arrangements.	Leading & Enabling in a Changing World	LW8	Q4	Exercise effectively undertaken through preparation and testing for cyclone Jasper and Kirrily. Thus, meeting intent of measure.	Completed
AOP04	Human Resources Policies	*Develop and implement key organizational policies to support our people	The workplace trends and attraction and retention strategy are completed.	Leading & Enabling in a Changing World	LW8	Q4	On going work and review. Turnover of senior staff is noted as impacts on delivery.	Below Target
			A range of supporting policies and frameworks have commenced development to support Council's workforce.			Q4	On going work and review. Turnover of senior staff is noted as impacts on delivery	Below Target
AOP05	Local Disaster Management Plans (LDMP)	Review, update and implement Disaster Management Plans and Sub-plans	Disaster Management Plans are under review by Q2.	Engaged Communities	EC2	Q2	Review undertaken in line with timeline, note further review of Sub plans required to update naming of state departments (QFES now QFS, etc)	Completed
			Disaster Management plans are adopted by the LDMG			Q4	Review completed and signed off by LDMG, DDMG and adopted by Council.	Completed

AOP06	IRC Aquatic Centres	Undertake regular audits to ensure an efficiently run and customer service focused environment	Inspections undertaken quarterly at all facilities to ensure a high standard of delivery.	Engaged Communities	EC3	Q1 - Q4	Inspections completed at each aquatic centre.	Completed
			Audit results provide feedback for improvement.			Q1 - Q4	Corrective actions list provided to lessee, identifying responsibility.	Completed
AOP07	IRC Community Hubs	Completion of detailed site designs for new Community Hubs in Dysart and ST Lawrence to support integrated service delivery of library and customer service functions	Site designs are developed, consulted, and endorsed by community and Council	Engaged Communities	EC3	Q4	Options analysis completed. Initial concept for Dysart under review pending community & internal consultation.	Below Target
AOP08	Community Grants Program	Provide a range of community arts and cultural support initiatives which empower our communities to celebrate their stories, cultures and identities	Our Community Grants and Donations Program and the Regional Arts Development Fund are administered in accordance with their respective guidelines to the benefit of the community.	Engaged Communities	EC7	Q4	<p><b>Major Community Grants:</b> 13 Major Applications were received and approved for \$78,141.00 (data to be confirmed on release of resolutions from 24 July 2024 Ordinary Council Meeting).</p> <p><b>Minor Community Grants:</b> 4 Minor grants applications were received and 3 approved for \$2,350.00. Total of \$80,491.00.</p> <p><b>RADF Grants</b> Round One is for events, programs and activities must happen after Saturday, 1 June 2024 and be completed by Saturday, 31 May 2025. 5 Applications were received and approved for \$24,886.00.</p> <p>Round Two is for the events, programs and activities must happen after Thursday, 1 August 2024 and be completed by Thursday, 31 July 2025. 6 Applications were received and approved for \$20,114.00.</p> <p>The two RADF Grant Rounds exhausted the Grant Budget allocation of</p>	Completed

							\$45,000.00.	
AOP09	Nebo Showgrounds Revitalisation Project Stage 1	Deliver Stage 1 projects of the Nebo Showgrounds Master Plan in accordance with the Commonwealth funding agreement	Funding is secured.	Engaged Communities	EC7	Q4	Funds have been secured.	Completed
			Stage 1 is delivered in line with funding agreement's key deliverables and timeframes.				Continued scoping of the project for stage 1 tender package. The funding is a multiyear agreement and project will continue into 2024/25.	On Target
AOP10	Theresa Creek Dam Masterplan	*Develop the master plan for Theresa Creek Dam (TCD)	The Theresa Creek Dam master plan is adopted.	Engaged Communities	EC7	Q2	Project endorsed, implementation to commence on funding securement.	Completed
AOP11	Youth Services	*Identify, understand, and respond to youth unmet needs report	Youth Unmet Needs engagement framework and summit to be held by Q3.	Engaged Communities	EC8	Q3	The project has previously been challenged by resourcing constraints within the Engaged Communities Team. Project planning and delivery has now resumed, and it is expected that significant progress will be made in the next quarter.	Below Target
			Commence the development of a youth services roadmap (as informed by the Youth Summit)			Q4	This step is dependent on the delivery of a Youth Summit. Piloted by the now recommenced project planning and delivery the output of Roadmap may be re-imagined into a Youth Action Group.	Below Target
AOP12	Regional Mature tree risk audit	Develop and implement an audit process for the assessment of Mature trees in urban centres	Completion of tree audits for major urban centres in the region	Liveability through design and Infrastructure	LI5	Q4	Periodic inspections occurring. Long term strategy to be developed as part of Asset Class Asset Management Plan (ACAMP) review.	On Target
AOP13	Unsealed roads gravel and re-sheeting program	Development and delivery of the unsealed roads gravel re-sheeting program	Delivery of 90% 23/24 unsealed roads gravel re-sheeting works	Liveability through design and Infrastructure	LI2	Q4	Completed.	Completed

			Development of the 24/25 unsealed roads gravel re-sheeting program and five-year indicative program.				Completed.	Completed
AOP14	Sealed roads reseal program	Development and delivery of the sealed roads reseal program	Delivery of the 23/24 reseal works	Liveability through design and Infrastructure	LI2	Q4	Completed.	Completed
			Development of the 24/25 sealed roads reseal program and 10-year indicative program				Completed.	Completed
AOP15	Road maintenance and performance contract (RMPC) for Transport and Main Roads	Enter into and successfully complete the RMPC contract for Transport and Main Roads	Maintain the state-controlled road network within budget and KPIs	Liveability through design and Infrastructure	LI2	Q4	Standard schedules completed. Additional funding provided late in the financial year and some of this is carried over.	Completed
AOP16	Upgrade lighting in regional parks, sports fields and precincts	Development of a prioritised works program and upgrade of lighting infrastructure in regional parks, sporting fields and precincts	Delivery of the 23/24 planned lighting upgrade	Liveability through design and Infrastructure	LI5	Q4	As at June 2024, there was an identified risk for delays to the project due to supplier issues, however works were completed July 2024.	Completed
AOP17	Regional roads floodways	Improve the regions roads by constructing floodways through the Queensland Governments Transport Infrastructure Development Scheme	Delivery of the 23/24 planned Floodway upgrade works	Liveability through design and Infrastructure	LI2 / LI6	Q4	Works completed in May 2024.	Completed
AOP18	Glenden Water & Wastewater Treatment Optimisation Studies	*Undertake a Water & Wastewater Treatment Optimisation Study for Glenden	2 x studies completed	Liveability through design and Infrastructure	LI7	Q4	WWTP study is near complete with only the analytics on the NATA Lab results to be finalised with final recommendations to follow.	Below Target
AOP19	Meter Reading Strategic Plan	*Finalise the 3-Year Meter Reading Strategic Plan	Actions completed.	Liveability through design and Infrastructure	LI7	Q4	This 3-Year Plan, contained 26 actions which focused on Council's ability to effectively read and charge for water consumption. All actions have been completed and/or amended throughout the last 3 years as our system matured. Although this Plan is considered complete, it is important to note that W&W continue to prioritise water meter reading and have the current initiatives in place for continuous improvement in this area: <ul style="list-style-type: none"> <li>• 3-year CAPEX water meter and taggle replacement program</li> <li>• Water Fund Review (rates, charging</li> </ul>	Completed

							methodology, reading dates, system suitability and management) <ul style="list-style-type: none"> <li>Whitsunday, Isaac and Mackay (WIM) Smart Meters Working Group</li> </ul>	
AOP20	Environmental Land Management	*Finalise the Biosecurity Strategy 2024-2027	The Biosecurity Strategy and implementation plan is adopted.	Vibrant Natural Assets	VA2	Q4	The Biosecurity Plan 2024-2027 was adopted by Council in January 2024. The Implementation Plan has been drafted with endorsement to be sought in the 1 <sup>st</sup> quarter of 2024/25.	Below Target
AOP21	Tourism Trail	Develop the Isaac Tourism Trail's Strategic Plan Initiative	Strategic Plan is developed and endorsed by Council.	Vibrant Natural Assets	VA9	Q4	Final briefing to the Executive Leadership Team (ELT) and Council occurred. Final adoption expected in the 1 <sup>st</sup> quarter of 2024/25.	On Target
AOP22	Enterprise Asset Management	*Implement the Strategic Asset Management Plan and supporting Asset Class Asset Management Plans	Asset Class Asset Management Plans are endorsed by ELT.	Governance for Accountability	GA2	Q3	Asset team to work with relevant asset owners to progress draft ACAMP's from draft for use in preparation of asset modelling and the 2025/26 Budget.	Below Target
AOP23	W&W Telecommunications Leasing Program	*Execute W&W Telecommunications Leases	Leases are in place for+B3:Y87 all current facilities and opportunities for new leases have been promoted.	Governance for Accountability	GA2	Q4	Resourcing continues to be a constraint on this initiative due to the fixed term nature of the role. The current position and associated budget is due to expire in December 2024. A proposal is under development for beyond this date.	Below Target
AOP24	Asset Management - Fleet, Plant	*Maintain long-term capital replacement program for facilities, fleet, and plant	A replacement fleet is ordered.	Governance for Accountability	GA4	Q2	The 2024/25 fleet has been ordered.	Completed
			70% of fleet replacement is delivered.			Q4	The 2023/24 fleet was delivered with the exception of 2 trucks.	Completed
AOP25	Council Website	*Enhance Council's Corporate website	New corporate website is launched.	Governance for Accountability	GA6	Q1	This is completed and launched in the 1 <sup>st</sup> quarter of 2023/24. Further enhancements will be made to accommodate easier reporting of enquiries and issues for customers.	Completed

AOP26	Risk Management	Review and update the master corporate-wide Business Continuity Plan including the ICT Business Continuity Plan	Business Continuity Procedures are up to date and endorsed by the EMC.	Governance for Accountability	GA8	Q4	ICT BCP was reviewed, Governance has made some formatting changes and the updated document is now ready for the endorsement process which will commence in early August.	Completed
AOP27	Risk Management	Review and update Risk Management Framework and Processes	Council adopts a risk appetite statement.	Governance for Accountability	GA8	Q2	ELT review of Risk Appetite Statements undertaken ready for workshopping and adoption with Council. Turnover in senior staff. Delayed until second quarter of FY24/25.	Below Target
			Risk Registers to be updated against the risk appetite.			Q4	Risk Registers reviewed and updated with management and presented to Audit and Risk Committee. Further review to be undertaken on completion of Risk Appetite Statement. Delayed until second quarter of FY24/25.	Below Target
AOP28	TechOne SaaS	Transition and rebuild of existing TechOne platform to cloud based system including review and reengineering of business processes and reporting	Phase 1 of the TechOne platform uplift of data to the cloud completed.	Governance for Accountability	GA10	Q2	Completed.	Completed
			Commencement of module implementation.			Q4	Phasing of module implementation reviewed and revised planning underway following engagement with TechOne, GWI and Council. Existing effort and progress retained.	Below Target



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<b>MEETING DETAILS</b>	<b>Ordinary Meeting</b> Wednesday 28 August 2024
<b>AUTHOR</b>	Cale Dendle
<b>AUTHOR POSITION</b>	Chief Executive Officer

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**9.4 ISAAC REGIONAL COUNCIL 2024 ANNUAL CHRISTMAS AND NEW YEAR CLOSURE**

**EXECUTIVE SUMMARY**

Isaac Regional Council proposes to close for the annual shut down over the Christmas and New Year Period from close of business, Friday 20 December 2024 to Friday 3 January 2025, reopening for business on Monday 6 January 2025.

**OFFICER’S RECOMMENDATION**

*That the Committee recommends that Council:*

- 1. Approves the annual closure of Isaac Regional Council for the Christmas and New Year period from close of business, Friday 20 December 2024 to Friday 3 January 2025, reopening for business on Monday 6 January 2025.**

<b>Resolution No.:</b>	<b>CGFS0896</b>		
<b>Moved:</b>	<b>Mayor Kelly Vea Vea</b>	<b>Seconded:</b>	<b>Cr Jane Pickels</b>
<b>That the Committee recommends that Council:</b>			
<b>1. Approves the annual closure of Isaac Regional Council for the Christmas and New Year period from close of business, Friday 20 December 2024 to Friday 3 January 2025, reopening for business on Monday 6 January 2025.</b>			
<b>Carried</b>			

**BACKGROUND**

It is proposed that Isaac Regional Council close for an annual shut down over the Christmas and New Year Period from close of business, Friday 20 December 2024 to Friday 3 January 2025, reopening for business on Monday 6 January 2025.

The gazetted public holidays for this period are as follows: -

- Christmas Day Public Holiday – Wednesday 25 December 2024
- Boxing Day Public Holiday – Thursday 26 December 2024
- New Year’s Day Public Holiday – Wednesday 1 January 2025

Staff will be required to utilise their annual leave and/or rostered days off (RDO's) to cover the seven (7) business days Council will be closed between Christmas and New Year.

Council will still operate essential services over the closure period with skeleton staff. Emergency contacts for each town will be advertised to the public along with closure details. After hours/emergency contacts and after hours process for this closure period will be provided to Elected Members.

## IMPLICATIONS

The Isaac Regional Council Certified Agreement 2023 Part 8 Miscellaneous states:

### 8.1 DEPOT CLOSURE

*The existing arrangements with respect to the annual Christmas closedown of the majority of Council's outside Clermont workforce are to continue for the purpose of annual maintenance of the majority of infrastructure delivery, heavy plant and vehicles. Similar arrangements will continue in regard to infrastructure crews in Nebo and St Lawrence in reference to shutdown maintenance and heavy plant. Land Care and Open Space staff will be rostered as agreed during the Christmas closedown period.*

### 8.2 CHRISTMAS SHUT DOWN PERIOD

- (i) *Where employees do not have a balance in excess of five (5) weeks' annual leave, employees will be able to bank RDOs to cover the Christmas shut down period.*
- (ii) *Written notification will be provided at least 90 days before the Christmas shutdown period.*

## Budget:

There will be no additional costs as the closure period will be covered by Annual Leave, RDO's and Statutory Holidays.

## Risks:

No significant risks are associated with the Annual Christmas Closure. Council will provide skeleton staff for essential services and after hours/emergency contacts/services during the closure period.

## CONSULTATION

Executive Leadership Team

## BASIS FOR RECOMMENDATION

Council is required under the certified agreement to provide written notification to staff at least 90 days before the Christmas shutdown period.

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## **ACTION ACCOUNTABILITY**

The Chief Executive Officer will delegate responsibility to relevant Directors and other key officers to make the necessary arrangements for essential services operations, skeleton staff and emergency and afterhours contacts throughout the closure period.

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## KEY MESSAGES

Closure of Council facilities during the Christmas and New Year Period.

<b>Report prepared by:</b> CALE DENDLE <b>Chief Executive Officer</b> Date: 9 August 2024	<b>Report authorised by:</b> CALE DENDLE <b>Chief Executive Officer</b> Date: 9 August 2024
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## ATTACHMENTS

- Nil

## REFERENCE DOCUMENT

- Isaac Regional Council Certified Agreement 2023
- [Public holidays | Recreation, sport and arts | Queensland Government \(www.qld.gov.au\)](http://www.qld.gov.au)

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<b>MEETING DETAILS</b>	<b>Ordinary Meeting</b> Wednesday 28 August 2024
<b>AUTHOR</b>	Beau Jackson
<b>AUTHOR POSITION</b>	Executive Manager Advocacy and External Affairs

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## 9.5 LOCAL GOVERNMENT ASSOCIATION QUEENSLAND 2024 CONFERENCE ADDITIONAL MOTION

### EXECUTIVE SUMMARY

The Local Government Association Queensland (LGAQ) requests member councils to bring forward for discussion at the Annual Conference any subject connected with the objects of the Association or pertaining to matters of common concern to Members. Council has previously endorsed three motions for submission and a fourth motions has been drafted for Council's consideration.

### OFFICER'S RECOMMENDATION

*That the Committee recommends that Council:*

- 1. Authorises the Mayor and Chief Effective Officer to finalise and submit a fourth motion to the 2024 Local Government Association Queensland (LGAQ) Annual Conference, requesting that Conference call on the LGAQ to:**

***Motion 4: Local Government representation on the Net Zero Economy Agency  
The LGAQ calls on the Federal Government to appoint Local Government to the Net Zero Economy Agency board.***

**Resolution No.: CGFS0897**

**Moved: Cr Jane Pickels**

**Seconded: Cr Terry O'Neill**

**That the Committee recommends that Council:**

- 1. Authorises the Mayor and Chief Effective Officer to finalise and submit a fourth motion to the 2024 Local Government Association Queensland (LGAQ) Annual Conference, requesting that Conference call on the LGAQ to:  
Motion 4: Local Government representation on the Net Zero Economy Agency. The LGAQ calls on the Federal Government to appoint Local Government to the Net Zero Economy Agency board.**

**Carried**

### BACKGROUND

Local Government Association Queensland (LGAQ) is the peak body for local government in Queensland set up to serve the state's 77 councils and their individual needs. The LGAQ provides a voice for local government at the state and federal level. While the LGAQ seeks to identify issues of state-wide concern to local

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government and arrive at a consensus view as to local government's position on the issues identified, there is provision for minority views to be represented.

The LGAQ Conference provides a forum for local governments voice to be heard and motions to be supported to take forward in lobbying to the State and Federal Government.

The 2024 Conference is scheduled from 21-23 October 2023 at the Brisbane Entertainment Convention Centre.

The following motions were put forward for consideration and endorsed at the July 2024 Ordinary Meeting:

Motion 1:

Funded dedicated Council resources to support local governments in managing the workload associated with renewable, critical minerals, and mining projects.

The LGAQ calls on the State and Federal Government to Fund positions for councils to support local government to manage the financial and resource impact of large renewable, critical minerals and mining projects.

Motion 2:

Adjusted values for medium-sized and large-sized contract arrangements.

The LGAQ calls on the State Government to conduct a review of the value-based thresholds currently in place that are used to determine medium-sized and large-sized contract arrangements of the Default Contracting Procedure within the *Local Government Regulation 2012* and increase the contract values for each category to reflect current market reality.

Motion 3:

Energy Opportunities in and around decommissioned mine sites

The LGAQ calls on the State Government to explore new energy project opportunities for existing and decommissioned mine sites.

Following consultation with Councillors a fourth Motion is provided for Council consideration – please refer to Attachment 1 for additional background information:

Motion 4: Local Government representation on the Net Zero Economy Agency

The LGAQ calls on the Federal Government to appoint Local Government to the Net Zero Economy Agency board.

## IMPLICATIONS

LGAQ is the peak body for local government in Queensland set up to serve the state's 77 councils and their individual needs. The LGAQ provides a voice for local government at the state and federal level. While the LGAQ seeks to identify issues of state-wide concern to local government and arrive at a consensus view as to local government's position on the issues identified, there is provision for minority views to be represented.

# ADVOCACY AND EXTERNAL AFFAIRS

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The LGAQ Conference provides a forum for local governments voice to be heard and motions to be supported to take forward in lobbying to the State and Federal Government. This opportunity provides an additional forum to Council's own advocacy platform.

## **CONSULTATION**

Motions to conference were circulated to all Councillors and Executive Leadership for consideration ahead of the August Meeting process, with feedback considered and incorporated into the fourth motion.

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## **BASIS FOR RECOMMENDATION**

The Officer Recommendation sets out an additional fourth motion for consideration for finalisation for conference. The Background is provided for consideration, discussion and decision by Council for motions to submit to LGAQ for 2024 Conference.

## **ACTION ACCOUNTABILITY**

The Chief Executive Officer has accountability, with assistance of relevant Officers, for liaison with the Advocacy Group to finalise the intent of, and submit, the motions to LGAQ.

## **KEY MESSAGES**

Council is being proactive and consistent in its advocacy. Council is taking the opportunity this year to raise priority advocacy matters with the LGAQ and other local governments to advocate for change and to ensure Isaac and its communities are sustainable, liveable communities for future generations.

<b>Report prepared by:</b>	<b>Report authorised by:</b>
BEAU JACKSON	DARREN FETTELL
<b>Executive Manager Advocacy and External Affairs</b>	<b>Chief Executive Officer</b>
Date: 10 August 2024	Date: 10 August 2024

## **ATTACHMENTS**

- Attachment 1 – IRC Motion 4: Local Government representation on the Net Zero Economy Agency

## **REFERENCE DOCUMENT**

- Nil



## 2024 LGAQ Annual Conference – Motions template

<b>Who is the key contact for this motion?</b> (required)	Beau Jackson – Executive Manager Advocacy and External Affairs
<b>Submitting council</b> (required)	Isaac Regional Council
<b>Supporting organisation</b> (if applicable)	NA
<b>Council resolution #</b> (required)	TBA
<b>Date of council resolution</b> (required)	21/08/2024
0 Does this motion have state-wide relevance? (This is a required field)	
Yes – This has application across Queensland.	
<b>Title of motion</b> (required)	Local Government representation on the Net Zero Economy Agency
<b>Motion</b> (required)	The LGAQ calls on the Federal Government to appoint Local Government representation to the Net Zero Economy Agency board.
<b>What is the desired outcome sought?</b> (required) 200 word limit (195 words)	The desired outcome of this motion is to secure formal representation for local governments on the Net Zero Economy Agency. This would ensure that the perspectives and experiences of local communities are incorporated into national policy-making, promoting more effective, equitable, and regionally sensitive solutions as Australia advances towards its net zero goals.
<b>Background</b> (required) 350 word	Local government representation on the Net Zero Economy Agency (NZEA) is crucial for effectively managing the transition to a sustainable economy. Local governments are on the front lines of implementing decarbonisation strategies and managing the socio-economic impacts of this transition. Their intimate knowledge of regional needs and challenges makes their input invaluable in shaping policies that directly affect their communities. Including local government

	<p>representatives on the NZEA board ensures that the unique perspectives and experiences of these communities are considered, promoting more effective and equitable solutions as Australia moves towards its net zero goals.</p>
<p><b>Case study/ Example (optional) 350 word limit (348 words)</b></p> <p><b>Please include any relevant local case studies or examples to support this motion that effectively demonstrate and communicate the importance of the matter.</b></p>	<p>Glenden, a small community in the Isaac Region, exemplifies the challenges and opportunities local governments face in the transition to a net zero economy. Established to support the Newlands coal mine, Glenden thrived as a mining town. However, the decline in global coal demand and the shift towards renewable energy have put Glenden at a crossroads. The anticipated closure of the Newlands coal mine by 2025 poses significant socio-economic challenges for Glenden. The town's economy and employment are heavily reliant on the mine, with a substantial portion of the population employed directly or indirectly by the mining industry. The closure threatens to result in job losses, reduced economic activity, and potential population decline, leading to broader community impacts. Recognizing these challenges, the Isaac Regional Council has been proactive in seeking solutions. The council has advocated for the inclusion of local governments in the Net Zero Economy Agency, emphasizing the importance of localized transition planning. By having a voice in the agency, local governments can ensure that community-specific needs and insights are considered in national policy-making.</p> <p>Glenden's experience highlights the complexity and localised nuances associated with transition. Without formal local government representation on the Net Zero Economy Agency to act as a conduit and provide critical grass roots insights, the effectiveness and policy created by the NZEA would be hamstringing, resulting in significant delays in Australia's transition to a sustainable future.</p>

<b>MEETING DETAILS</b>	<b>Ordinary Meeting</b> Wednesday 28 August 2024
<b>AUTHOR</b>	Lindsay Woodland
<b>AUTHOR POSITION</b>	Manager Engaged Communities

## 9.6

## MINOR COMMUNITY GRANTS SUMMARY JULY 2024

### EXECUTIVE SUMMARY

This report summarises the minor community grants approved under delegation for the period 1 July to 31 July 2024.

### OFFICER'S RECOMMENDATION

*The committee recommends that council:*

- Notes the minor community grants approved under delegation for the period 1 July to 31 July 2024.**

**Resolution No.: PECS1168**

**Moved: Mayor Kelly Vea Vea                      Seconded: Cr Terry O'Neill**

**That the Committee recommends that Council:**

- Notes the minor community grants approved under delegation for the period 1 July to 31 July 2024.**

**Carried**

### BACKGROUND

As per Council's Community Grants Policy, as adopted on 25 August 2021, a monthly report is to be prepared for Council regarding the administrative approval of minor grants, up to the value of \$1,000 (excluding GST), under delegation to the Manager Engaged Communities. 13 minor grant applications (inclusive of individual and team development grants) were received and approved for the period 1 July to 31 July 2024, summarised in the following table.

### IMPLICATIONS

The table below outlines minor grants approved and funded from Community Grants operational budget/s for the applicable division/s for the period 1 July to 31 July 2024.

DIVISION	APPLICANT	VALUE	PURPOSE	BREAKDOWN
----------	-----------	-------	---------	-----------

2	Blayne Iker	\$750.00	Blyne Iker applied for an individual grant to represent Australia in the World Championship Mini Bull Riding Finals in Texas. This event will be held between 30 September to 5 October 2024.	To cover part of the costs associated with travel and accommodation.
2	Dysart Men's Shed Qld Incorporated	\$1,000.00	The club has applied for funds to purchase office equipment such as laptop and printer to enable the Men's shed to operate.	To cover costs associated with purchasing the electronic devices required.
3, 4 and 5	Moranbah Race Club Incorporated	\$1,000.00	The club is aiming to enhance the security measurements by installing two additional security cameras and CCTV signage, due to recent break-ins the club has experienced.	To cover costs associated with purchasing security cameras and CCTV signage.
3, 4 and 5	Rock FM Association Incorporated (4RFM)	\$1,000.00	The aim is to continue providing a free monthly community magazine to the Moranbah Community that enables more affordable printing prices for local businesses.	To purchase A3 paper for the in-house production of the 48-page publication.
3, 4 and 5	Simply Sunshine Early Education	\$1,000.00	Simply Sunshine Early Education applied for funds to host a movie fundraiser on the 12 October at the Sunshine Park in Moranbah. The fund raised will be used to purchase new equipment for the centre.	To cover costs associated with movie screen rental fee, drinks and food for the sizzle.
3, 4 and 5	Michelle Ross	\$750.00	Michelle Ross has secured a position to compete in the open National Barrel Horse Association World Championship in Georgia, Unites States in October 27 to 2 November 2024.	To cover part of the costs associated with travel, accommodation and registration fees.
3, 4 and 5	Oasis Life Church (Youth)	\$1,000.00	The aim is to attend a Youth Conference in Mackay on 18 September to 21 September 2024. This conference is inclusive, and it is based on building relationships for youth in the region.	Transportation and other costs associated with the conference.

# PLANNING, ENVIRONMENT AND COMMUNITY SERVICES

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<b>6</b>	Clermont State School P&C Association	\$1,000.00	The group requested funds to support celebrate NAIDOC at the school in August 2024.	To cover costs associated with holding the event including to cover Torres Strait dancers' fees.
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6	Clermont State High School P&C Association	\$1,000.00	The school is hosting the Clermont Interschool Agricultural Competition which will be held on 5 and 6 September 2024. The goal of this activity is to introduce students to agricultural tasks, connect them with industry professionals, and engage them with other students who are also studying agriculture.	To cover catering costs
6	Clermont Clay Target Club Incorporated	\$1,000.00	The club is hosting their Annual Two-Day Shoot Carnival which will be held on 26 and 27 October 2024.	The funding will be used to purchase trophies and contribute to the prize money awarded to the event winners.
6	Clermont Netball Association	\$787.00	The club is hosting the Clermont Junior Netball Carnival, which has received around 100 junior enters and a total of 20 teams competing in the carnival.	To cover costs of trophies and medallions for the winners and runners.
7	Capella Tieri Middlemount Community Support Network Incorporated (CTM)	\$1,000.00	The group is participating in the NAIDOC celebrations in July 2024 in Middlemount in collaboration with the Elders and Board members of Barada Barna Aboriginal Corporation.	To cover costs of complimentary bags given to participants at the event.
8	Ilbilbie Hall Management Association Incorporation	\$1,000.00	The group will be hosting Christmas in July with a morning tea for Ilbilbie community and surrounding areas.	The funds will cover the cost of food, raffles, lucky doors prizes and decorations.

## CONSULTATION

Director Planning, Environment and Community Services

Manager Engaged Communities

Engaged Communities Grants Officer

Engaged Communities Departmental Administration Officer

Divisional Councillors

## BASIS FOR RECOMMENDATION

To update Council on the approval of minor community grants as per the Community Grants Policy.

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## ACTION ACCOUNTABILITY

Manager Engaged Communities is responsible for the administration of the Isaac Regional Council Community Grants Program.

## KEY MESSAGES

Isaac Regional Council's Community Grants budget funds local projects and activities which help develop resilient, adaptive and vibrant communities while contributing to the social wellbeing of its residents, workers and visitors.

<b>Report prepared by:</b>	<b>Report authorised by:</b>
LINDSAY WOODLAND <b>Manager Engaged Communities</b>	DAN WAGNER <b>Director Planning, Environment and Community Services</b>
Date: 1 August 2024	Date: 1 August 2024

## ATTACHMENTS

- NIL

## REFERENCE DOCUMENT

- Isaac Regional Council Community Grant Guidelines





4. **Receives and notes the 2023-2024 Isaac Regional Council Small Business Friendly Program Showcase.**
5. **Endorses the publication of the 2023-2024 Isaac Regional Council – Small Business Friendly Program Performance Report in accordance with Small Business Friendly program charter reporting obligations.**

**Carried**

## BACKGROUND

The Queensland Small Business Commissioner (QSBC) has established a Small Business Friendly (SBF) Program initiative to recognise and support councils that actively assist small businesses in their Local Government Area. Councils can be recognised as being SBF by becoming a signatory to the SBF Program charter.

At Isaac Regional Council's (IRC) Ordinary Meeting of Council on Wednesday 24 March 2021 (Resolution no: 7171), Council provided endorsement to make an application to the Office of the QSBC to become a member of the SBF Program. Council then endorsed and signed the SBF Program charter at its Ordinary Meeting on Tuesday 25 May 2021 (Resolution no: 7272).

Being a signatory of the charter provides Council with several benefits, including access to tools and resources to assist with small business resilience and recovery, participation in regular forums, branding and marketing material, and access to a dedicated point of contact within QSBC to seek advice and information.

Membership also has specified obligations in which Council is required to measure and report on its performance. Council is obliged to publish a performance report in relation to the SBF Program charter within six months of signing the charter, and once every financial year thereafter.

IRC SBF Program Performance reports for 2021-2022 and 2022-2023 have previously been endorsed at the Ordinary Meeting of Council (Resolution No: 7988, and Resolution No: 8488 respectively).

### QSBC Feedback

Following the 2022-2023 IRC SBF Program Performance Report being published on IRC's external website through confirmed minutes, the Economy and Prosperity (E&P) department informed the QSBC for their perusal and review. The QSBC was particularly interested in:

- The 'Shop Isaac Program' that's seen over \$720,000 loaded onto gifts cards and accessible to over 110 locally owned small businesses.
- Working in partnership with Business Chamber Queensland (BCQ) to establish a local business chamber supporting small businesses in the Isaac region to help with 'advocacy, collaboration and education'.
- Facilitating the 'Home Brewed Series' after research identified that two-thirds of Isaac's businesses were home-based, micro, or sole traders with limited support to grow their businesses.

The QSBC also encouraged that IRC continue to find new and innovative ways to support your local small business such as:

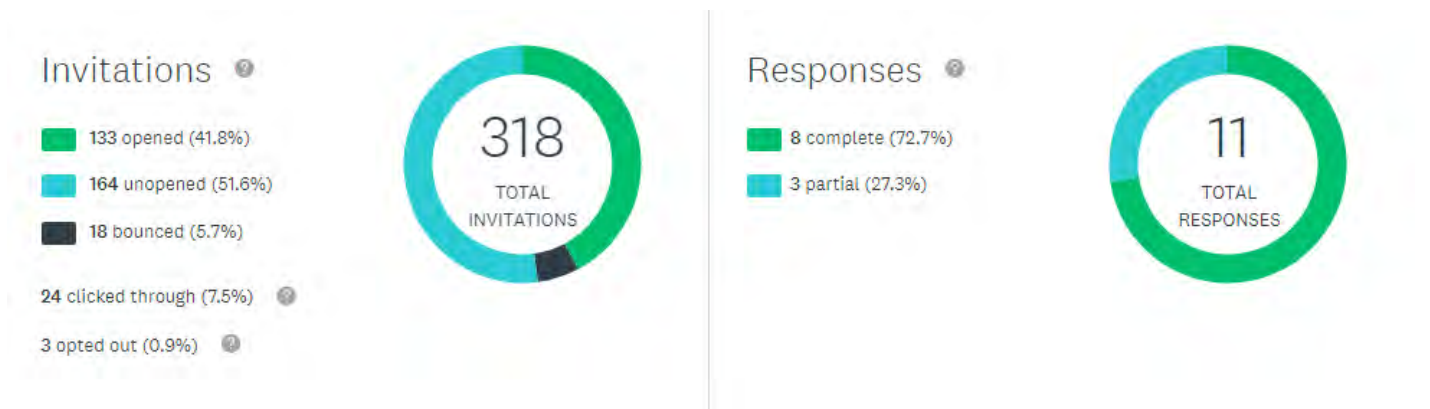
- Implementing the SBF Accelerator self-support tools that will help you to put a simple, yet powerful strategy in place to help your organisation be more small business friendly.
- Ongoing promotion of government, business and industry programs and resources that are relevant to small business through the 'Doing Business with Council' web page.

Further details and advice in *Attachment 1 – Queensland Small Business Commissioner Reply to 2022-2023 Isaac Regional Council Small Business Friendly Program Report*.

## IRC SBF Program Survey Feedback and Results

At the end of the 2023-2024 reporting period, the Economy and Prosperity department conducted a Small Business Friendly Survey (Wednesday 17 July – Monday 29 July 2024). The survey's intent was to gain a comprehensive snapshot of Isaac region business sentiment and provide insight into the opinions of business owners. Subsections of the survey included and considered were Dealing with Council, Constraints on your Business, and Business Development Assistance.

This survey was conducted via Survey Monkey electronically distributed mail and reached 300 recipients, where 133 invitations were opened. Although the Economic and Prosperity department only received 11 responses, corresponding to an 8.27% conversion rate, there were 24 recipients who 'clicked through' the survey and an additional 164 who have not opened the email. Meaning a loss of a potential 188 (62.6%) additional survey responses.



Survey responses varied across the industry sectors with most representation coming from Retail Trade, Accommodation and Food Services, and Public Administration and Safety or Administration and Support Services. Most respondents had a Neutral to Very Satisfied (90.9%) satisfaction rating towards Councils services.

Respondents noted that their main constraining regulatory (from all levels of government) factors on their business were compliance and complexity of Council planning, building and other environmental regulations, and whilst IR Laws (Awards, Agreements, Unfair dismissal) were noted as major constraints. Other responses were ranked as either minor or no constraints to their business at the moment. However, respondents noted that attracting, retaining staff, and Insurance premium costs were their critical operating factors constraining their businesses. Additionally, Wages and cost of doing business, Communication and marketing/advertising costs, and Standard of infrastructure were seen as major and minor constraints to their operating at the moment.

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77.78% of businesses were interested in skills development or other business training workshops. Key areas of interest include Growing and Changing your business, Business Planning, Workplace Health and Safety, and Digital and IT. Supplementary comments comprised of township and services advertising and support to local business. Full results and details of the 2023-2024 SBF Program Survey can be found in *Attachment 2 – 2023-2024 Isaac Regional Council Small Business Program Survey Findings*.

Anecdotal information collected during small business engagements through routine operations, business reported a series of compounding micro and macro-economic impacts on their operations and their confidence in the economy including:

- Inflation
- Interest rates
- Global conditions and world oil prices
- State and Federal Elections
- Skills shortages and productivity
- Economic confidence

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## 2023-2024 IRC SBF Program Performance Report

The feedback and results provided in the previous sections, coupled with baseline performance data from previous reporting periods provided the ability to draft the self-assessed 2023-2024 IRC SBF Program Performance Report (see *Attachment 3 – 2023-2024 Isaac Regional Council Small Business Program Performance Report*).

The performance report is a self-assessment tool that appraises Council's continuous business improvements and monitors its performance against the charter to ensure it is meeting its commitments to being SBF. The SBF Program performance is recorded against eight (8) categories:

- Actively communicate and engage with small businesses;
- Raise the profile and capability of small businesses;
- Promote and showcase small businesses;
- Develop and promote place-based programs for small businesses;
- Simplify administration and regulation for small businesses (red tape reduction);
- Ensure fair procurement and prompt payment terms for small businesses;
- Support small business resilience and recovery;
- Measure and report on our performance.

These performance indicators are then measured against a scale of Not Yet, in progress, Achieved and Very well achieved. The respective elements then provide a summary of key activities and achievements with input from other internal departments where their area of responsibility is affected.

The performance report is then enhanced by presenting additional information and opportunities which Council can further highlight and showcase its small business-friendly activities and achievements (see *Attachment 4 – 2023-2024 Isaac Regional Council Small Business Friendly Program Showcase*).

## **IMPLICATIONS**

### Financial

There are no cost implications involved in membership of the SBF Program. Any ancillary costs will be minimal and delivered using Economy and Prosperity's existing operational budget.

### Reputational

SBF Program membership demonstrates Council's ongoing commitment to local small businesses. Annual reporting measures the successes of the Economy and Prosperity department and Council's reputation in relation to clients, industry, and local businesses.

### Resourcing

IRC's Economy and Prosperity department's business support functions have been significantly affected this reporting period due to long-term vacancies in key staffing positions.

There are no immediate resource implications for the delivery of the above commitments as Council is currently fulfilling most of these through existing programs and operational budgets.

## CONSULTATION

Director Planning, Environment and Community Services

Executive Manager Advocacy and External Affairs

Manager Economy and Prosperity

Manager Contracts and Procurement

Manager Community Education & Compliance

Senior Disaster & Emergency Resilience Partner

## BASIS FOR RECOMMENDATION

Being part of the SBF Program initiative provides an opportunity to formalise and promote Council's commitment to small businesses within the region. Being a member also aligns with the principles of Council's Business Support Strategy 2019-2024. This charter also provides access to additional tools and resources to assist with business resilience and recovery.

## ACTION ACCOUNTABILITY

The Economy and Prosperity team will lead the continued engagement and interact with internal and external stakeholders in supporting and delivering the project.

## KEY MESSAGES

Continued delivery and promotion of small business recovery and resilience initiatives will support local business and have a positive impact on the community and the organisation's reputation.

<b>Report prepared by:</b> SHANE BRANDENBURG <b>Manager Economy and Prosperity</b>  Date: 1 August 2024	<b>Report authorised by:</b> DAN WAGNER <b>Director Planning Environment and Community Services</b>  Date: 1 August 2024
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## ATTACHMENTS

- Attachment 1 – Queensland Small Business Commissioner Reply to 2022-2023 Isaac Regional Council Small Business Friendly Program Performance Report
- Attachment 2 – 2023-2024 Isaac Regional Council Small Business Program Friendly Survey Findings
- Attachment 3 – 2023-2024 Isaac Regional Council Small Business Program Performance Report
- Attachment 4 – 2023-2024 Isaac Regional Council Small Business Friendly Program Showcase

## REFERENCE DOCUMENT

- Isaac Regional Council Small Business Friendly Program Charter



Queensland  
Small Business  
Commissioner



Small  
Business  
Friendly

Level 18, 53 Albert Street, Brisbane, Qld. 4000  
PO Box 15483, City East, Brisbane, Qld. 4002  
[commissioner@qsbq.qld.gov.au](mailto:commissioner@qsbq.qld.gov.au)  
61 7 3334 2300

16 October 2023

Our ref: QSBC-8061

Councillor Anne Baker  
Mayor  
Isaac Regional Council  
1 Batchelor Parade  
MORANBAH QLD 4744

Dear Anne

### Re: Small Business Friendly Program Annual Report 2022-23

Thank you for your correspondence dated 29 June 2023, providing my office with your council's Small Business Friendly (SBF) Program Annual Report for 2022-23.

We enjoyed reading your report and were impressed by your efforts to be more small business friendly, especially:

- The 'Shop Isaac Program' that's seen over \$720,000 loaded onto gifts cards and accessible to over 110 locally owned small businesses. It would be great to see this program continue.
- Working in partnership with Business Chamber Queensland (BSQ) to establish a local business chamber supporting small businesses in the Isaac region to help with 'advocacy, collaboration and education'. It would be great to hear more about this project and the initiatives you collaborate on to boost small business opportunities.
- I was particularly excited to read how council has begun facilitating the 'Home Brewed Series' after research identified that two-thirds of Isaac's businesses were home-based, micro, or sole traders with limited support to grow their businesses. I note workshops have been held across the region on a range of topics. We encourage you to share this program with other SBF members.

I encourage you to continue to find new and innovative ways to support your local small business such as:

- Implementing the SBF Accelerator self-support tools that will help you to put a simple, yet powerful strategy in place to help your organisation be more small business friendly.
- Ongoing promotion of government, business and industry programs and resources that are relevant to small business through the 'Doing Business with Council' web page.



Our Engagement team is committed to ensuring the SBF Program supports your efforts and builds a strong network across Queensland that focuses on improving the operating environment for small businesses. We invite you to share your achievements throughout the year and we are happy to showcase them through our communication channels. We look forward to continuing our collaboration!

If you have any further questions, please contact Sharon Ible, Senior Engagement Officer, on 07 3334 2310 or via email at [sharon.ible@qsbc.qld.gov.au](mailto:sharon.ible@qsbc.qld.gov.au).

Yours sincerely

A handwritten signature in black ink, appearing to read 'Dominique Lamb', written in a cursive style.

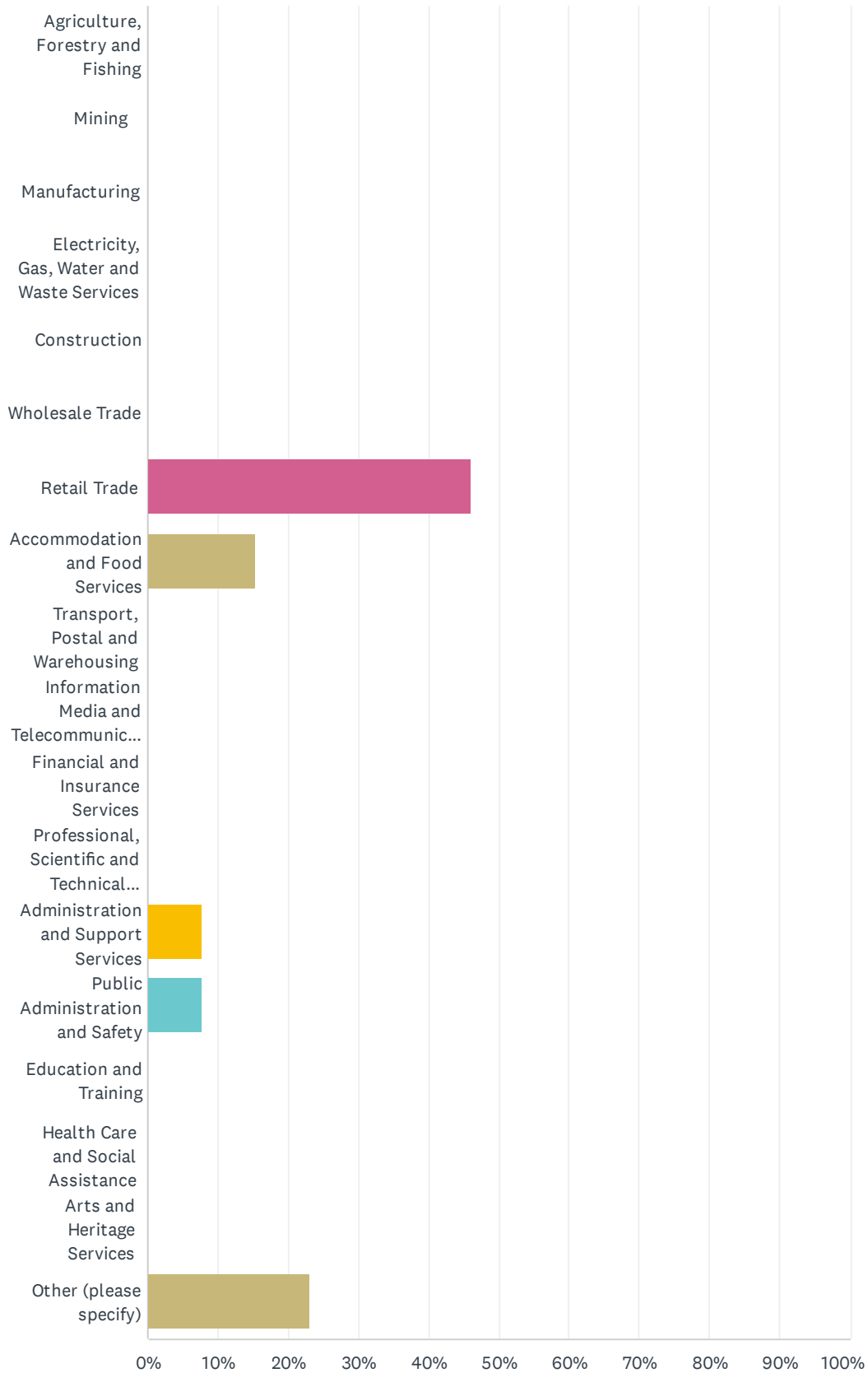
Dominique Lamb  
**Small Business Commissioner**

## Q4 What industry is your business involved in?

Answered: 13 Skipped: 0



# Small Business Friendly Survey 2024

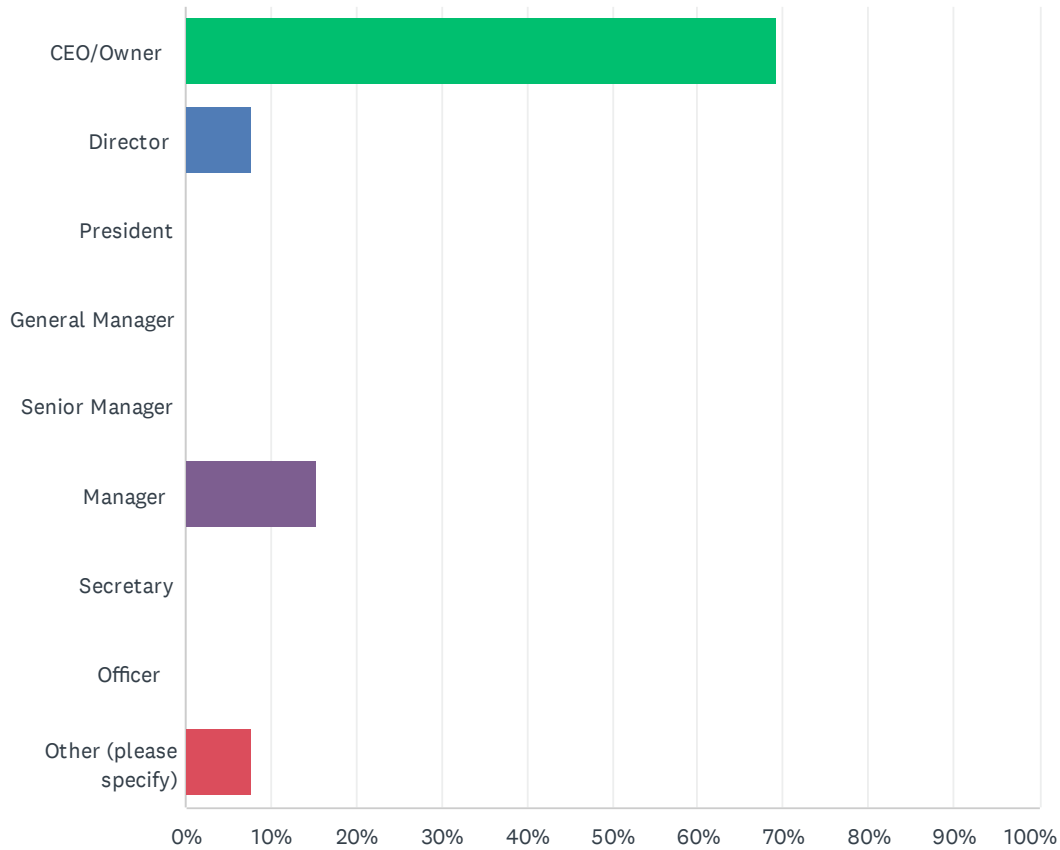


## Small Business Friendly Survey 2024

ANSWER CHOICES	RESPONSES	
Agriculture, Forestry and Fishing	0.00%	0
Mining	0.00%	0
Manufacturing	0.00%	0
Electricity, Gas, Water and Waste Services	0.00%	0
Construction	0.00%	0
Wholesale Trade	0.00%	0
Retail Trade	46.15%	6
Accommodation and Food Services	15.38%	2
Transport, Postal and Warehousing	0.00%	0
Information Media and Telecommunications	0.00%	0
Financial and Insurance Services	0.00%	0
Professional, Scientific and Technical Services	0.00%	0
Administration and Support Services	7.69%	1
Public Administration and Safety	7.69%	1
Education and Training	0.00%	0
Health Care and Social Assistance	0.00%	0
Arts and Heritage Services	0.00%	0
Other (please specify)	23.08%	3
<b>TOTAL</b>		<b>13</b>

## Q7 What is your position in the business?

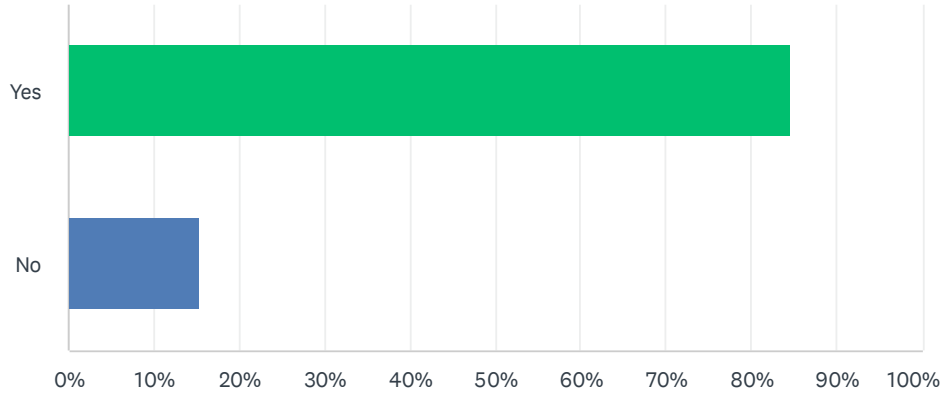
Answered: 13 Skipped: 0



ANSWER CHOICES	RESPONSES	
CEO/Owner	69.23%	9
Director	7.69%	1
President	0.00%	0
General Manager	0.00%	0
Senior Manager	0.00%	0
Manager	15.38%	2
Secretary	0.00%	0
Officer	0.00%	0
Other (please specify)	7.69%	1
<b>TOTAL</b>		<b>13</b>

Q8 Do you have 20 or less employees? (please note, this survey is specifically designed to gain important information from small businesses, which are defined as having up to 20 full-time employees).

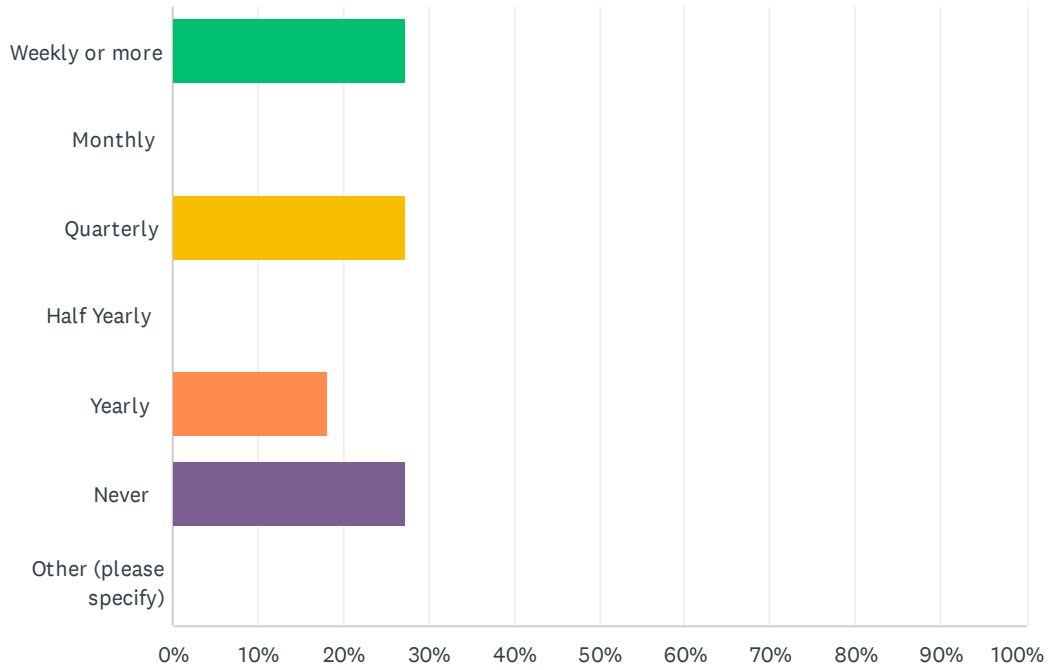
Answered: 13 Skipped: 0



ANSWER CHOICES	RESPONSES	
Yes	84.62%	11
No	15.38%	2
TOTAL		13

## Q10 How often do you deal with these departments?

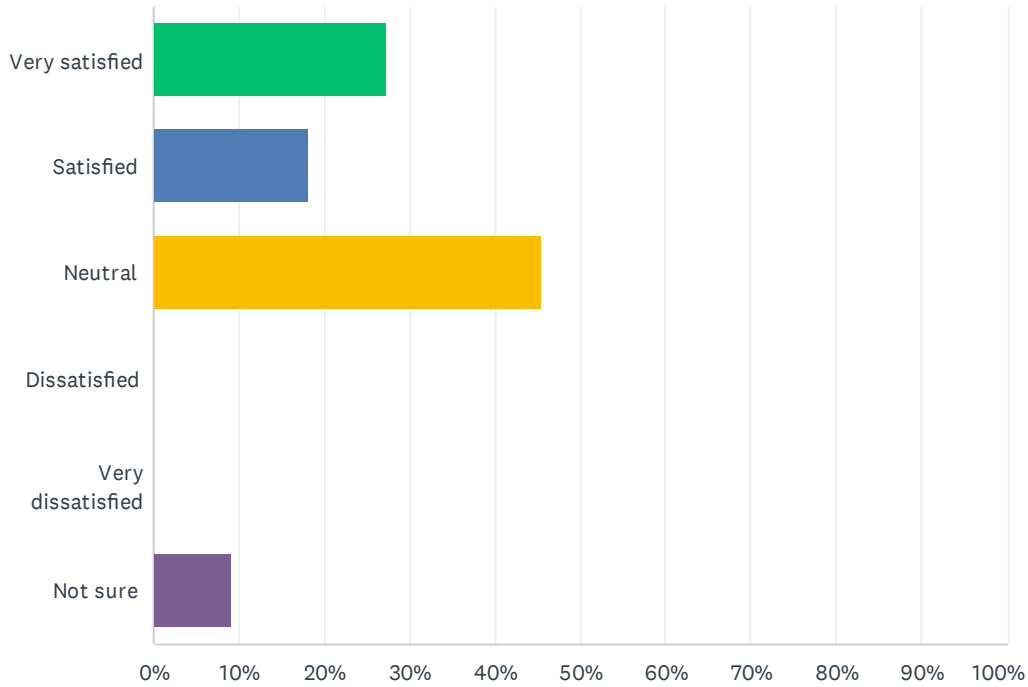
Answered: 11 Skipped: 2



ANSWER CHOICES	RESPONSES	
Weekly or more	27.27%	3
Monthly	0.00%	0
Quarterly	27.27%	3
Half Yearly	0.00%	0
Yearly	18.18%	2
Never	27.27%	3
Other (please specify)	0.00%	0
<b>TOTAL</b>		<b>11</b>

## Q11 Overall, how satisfied are you with Councils services?

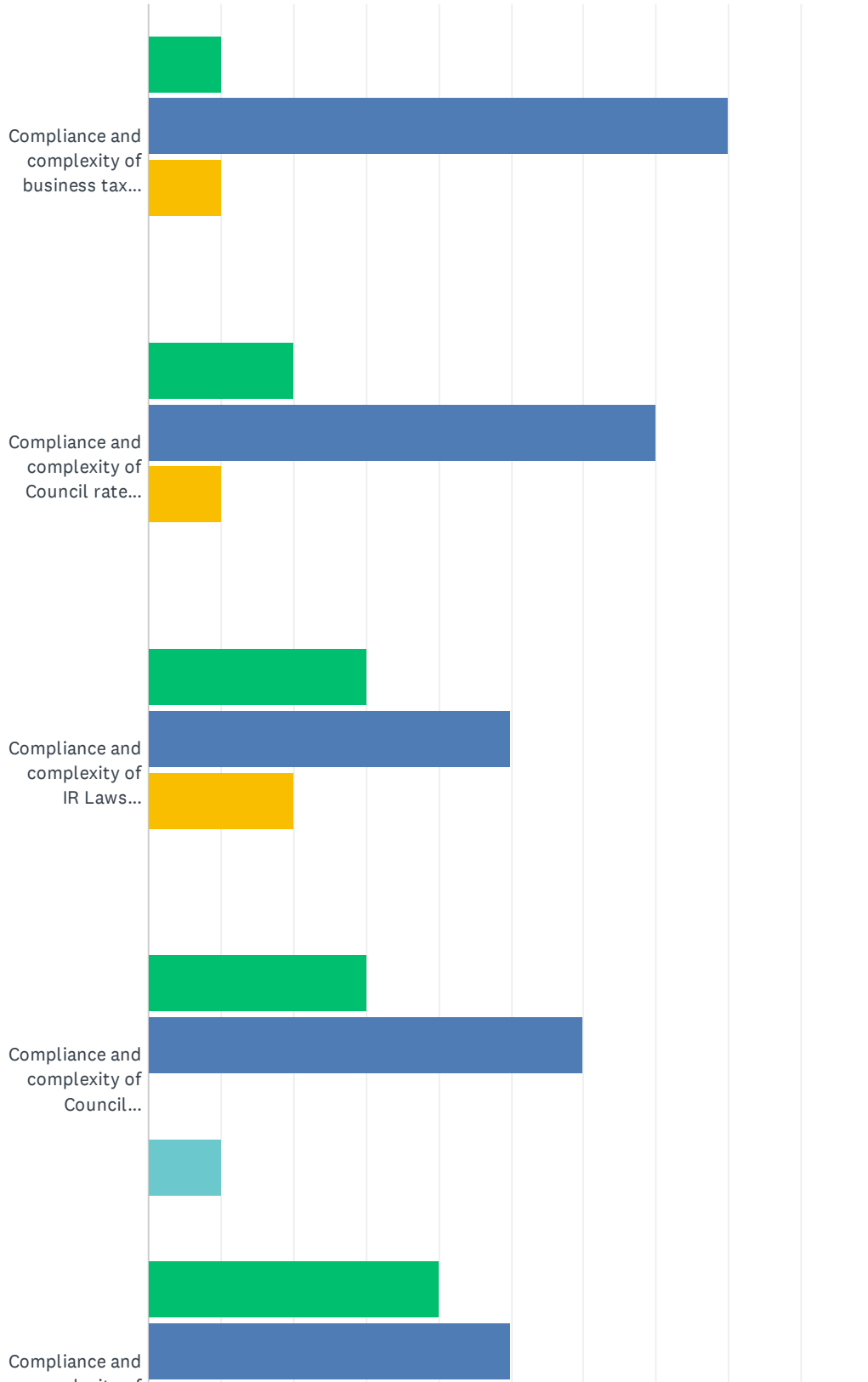
Answered: 11 Skipped: 2



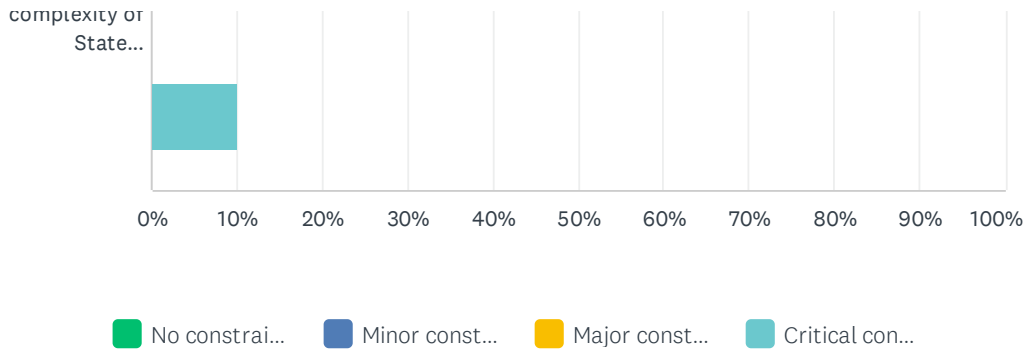
ANSWER CHOICES	RESPONSES	
Very satisfied	27.27%	3
Satisfied	18.18%	2
Neutral	45.45%	5
Dissatisfied	0.00%	0
Very dissatisfied	0.00%	0
Not sure	9.09%	1
<b>TOTAL</b>		<b>11</b>

# Q13 How much do these regulatory factors (from all levels of government) constrain your business at the moment?

Answered: 10 Skipped: 3



## Small Business Friendly Survey 2024

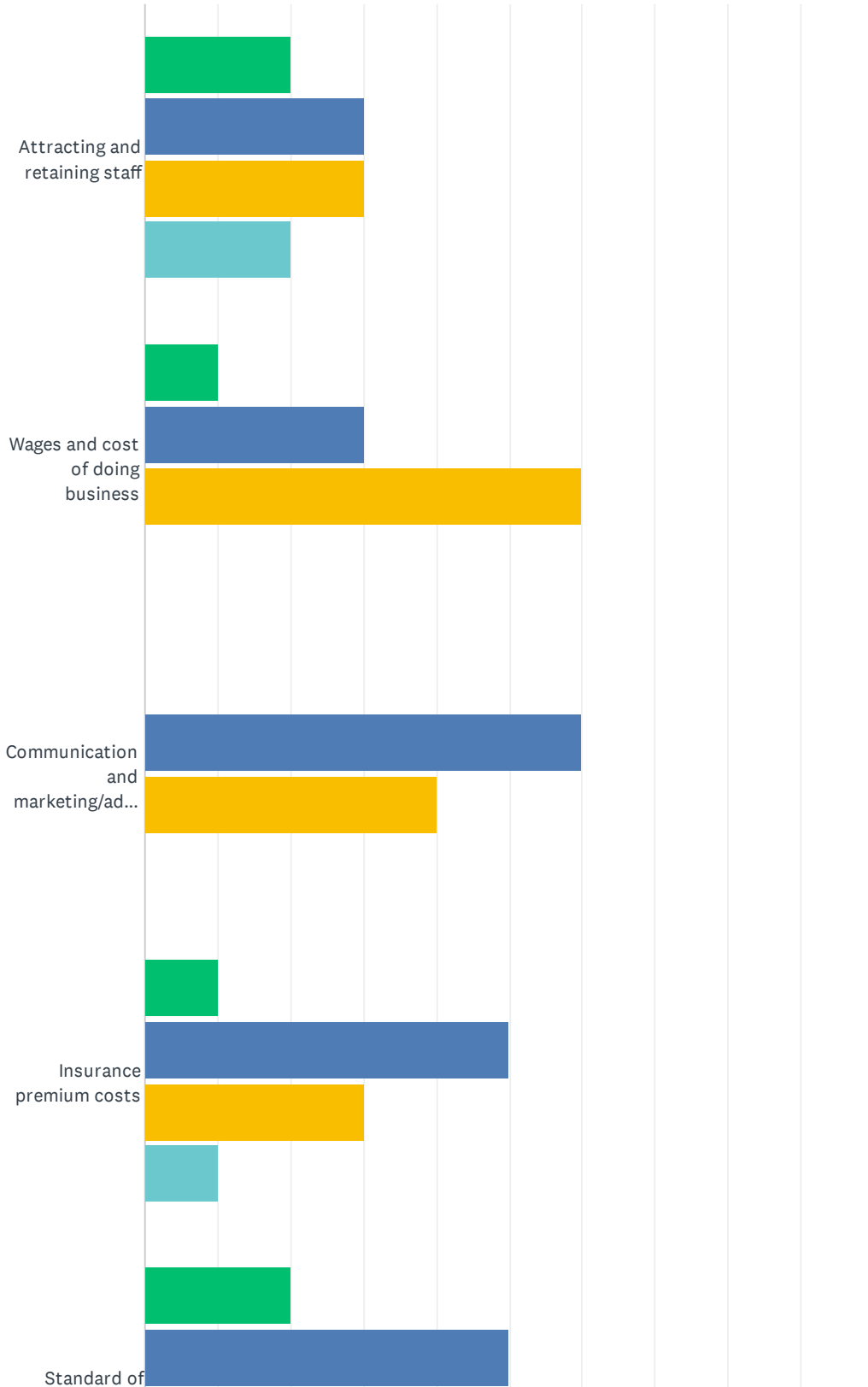


	NO CONSTRAINT	MINOR CONSTRAINT	MAJOR CONSTRAINT	CRITICAL CONSTRAINT	TOTAL	WEIGHTED AVERAGE
Compliance and complexity of business taxes and government charges (excluding Council rates, fees and other charges)	10.00% 1	80.00% 8	10.00% 1	0.00% 0	10	0.00
Compliance and complexity of Council rates, fees and other charges	20.00% 2	70.00% 7	10.00% 1	0.00% 0	10	0.00
Compliance and complexity of IR Laws (Awards, Agreements, Unfair dismissal)	30.00% 3	50.00% 5	20.00% 2	0.00% 0	10	0.00
Compliance and complexity of Council planning, building and other environmental regulations	30.00% 3	60.00% 6	0.00% 0	10.00% 1	10	0.00
Compliance and complexity of State environmental regulations	40.00% 4	50.00% 5	0.00% 0	10.00% 1	10	0.00

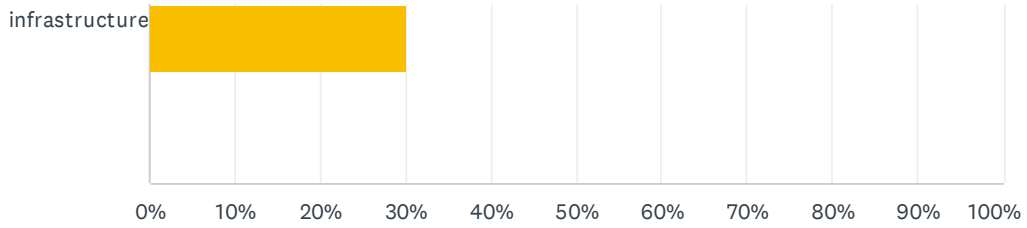


# Q14 How much do these operation factors constraint your business at the moment?

Answered: 10 Skipped: 3



## Small Business Friendly Survey 2024

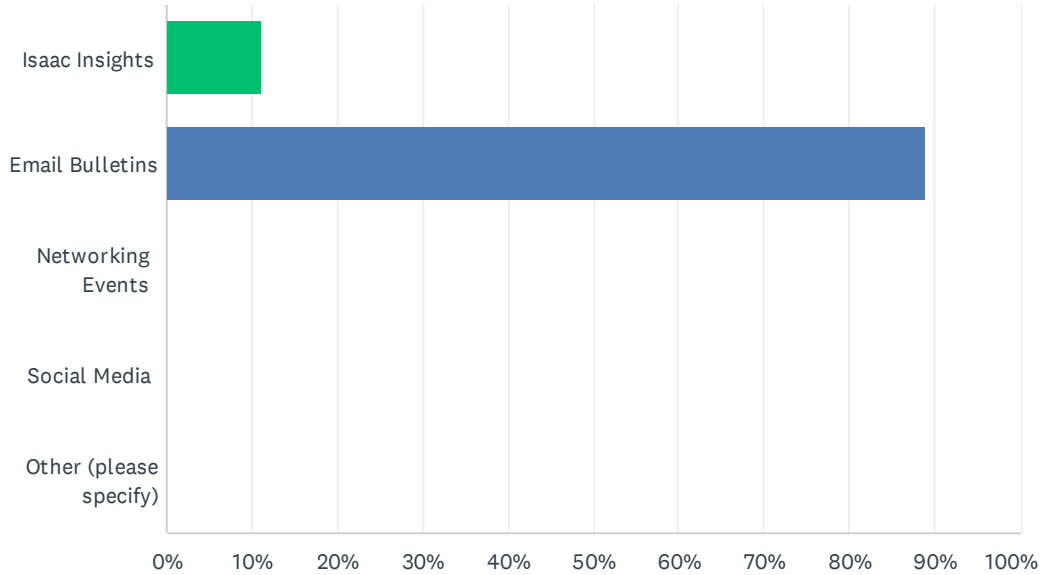


■ No constrai... 
 ■ Minor const... 
 ■ Major const... 
 ■ Critical con...

	NO CONSTRAINT	MINOR CONSTRAINT	MAJOR CONSTRAINT	CRITICAL CONSTRAINT	TOTAL	WEIGHTED AVERAGE
Attracting and retaining staff	20.00% 2	30.00% 3	30.00% 3	20.00% 2	10	0.00
Wages and cost of doing business	10.00% 1	30.00% 3	60.00% 6	0.00% 0	10	0.00
Communication and marketing/advertising cost	0.00% 0	60.00% 6	40.00% 4	0.00% 0	10	0.00
Insurance premium costs	10.00% 1	50.00% 5	30.00% 3	10.00% 1	10	0.00
Standard of infrastructure	20.00% 2	50.00% 5	30.00% 3	0.00% 0	10	0.00

## Q15 How would you prefer Isaac Regional Council to inform you about business support programs?

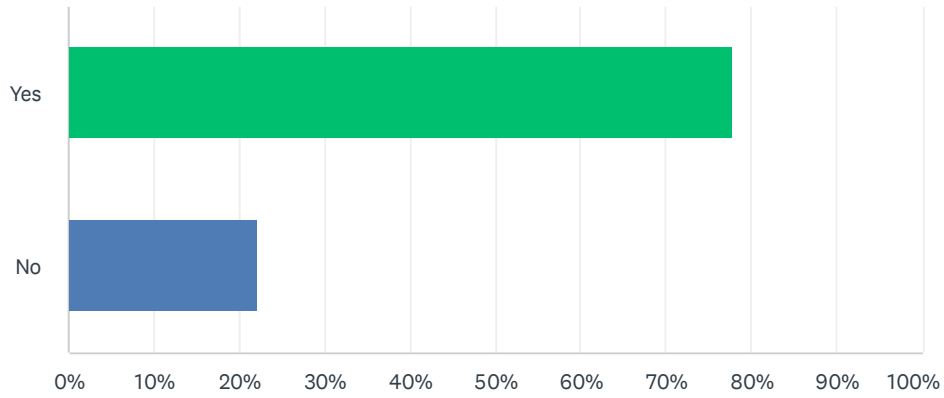
Answered: 9 Skipped: 4



ANSWER CHOICES	RESPONSES
Isaac Insights	11.11% 1
Email Bulletins	88.89% 8
Networking Events	0.00% 0
Social Media	0.00% 0
Other (please specify)	0.00% 0
<b>TOTAL</b>	<b>9</b>

## Q16 Would you be interested in skills development or other business training workshops?

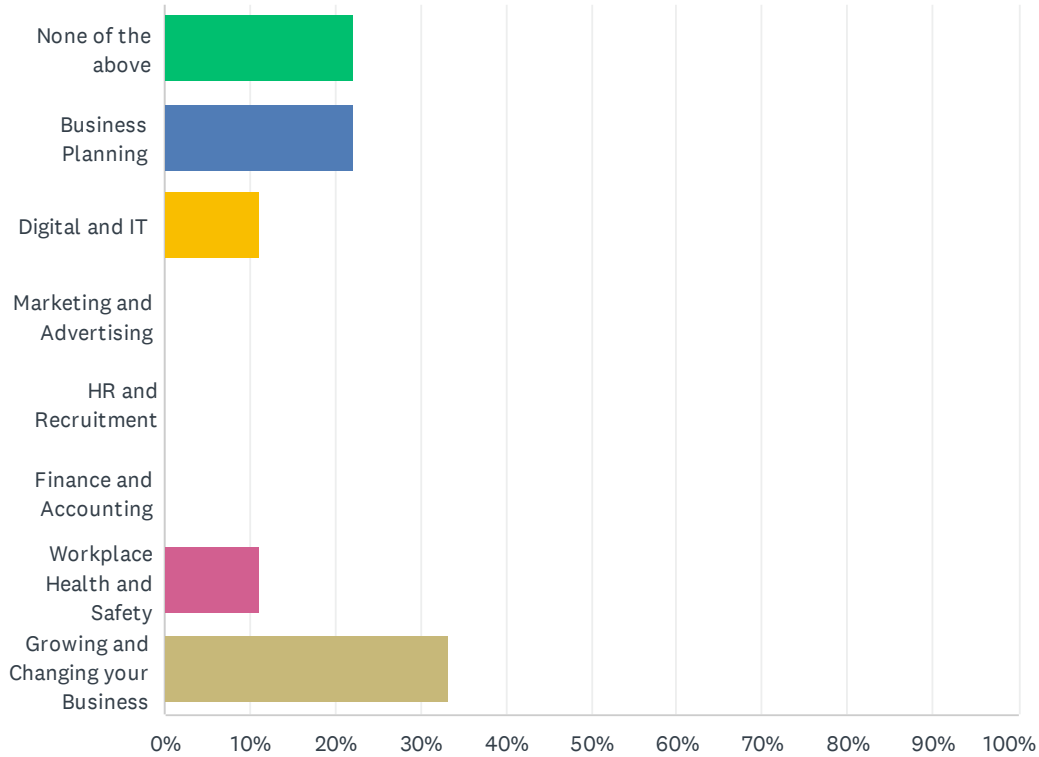
Answered: 9 Skipped: 4



ANSWER CHOICES	RESPONSES	
Yes	77.78%	7
No	22.22%	2
TOTAL		9

## Q17 What skill development or Business training workshops would you be interested in?

Answered: 9 Skipped: 4



ANSWER CHOICES	RESPONSES	
None of the above	22.22%	2
Business Planning	22.22%	2
Digital and IT	11.11%	1
Marketing and Advertising	0.00%	0
HR and Recruitment	0.00%	0
Finance and Accounting	0.00%	0
Workplace Health and Safety	11.11%	1
Growing and Changing your Business	33.33%	3
<b>TOTAL</b>		<b>9</b>

# Isaac Regional Council

## Annual Report 2023-24

### Member information

Details	
Organisation name:	Isaac Regional Council
Main address:	1 Batchelor Parade, Moranbah 4744 QLD (PO Box 97 Moranbah, 4744 Queensland)
Main email:	<a href="mailto:records@isaac.qld.gov.au">records@isaac.qld.gov.au</a>
Main phone:	1300 ISAAC
Main website URL:	<a href="#">Isaac Regional Council Homepage - Isaac Regional Council</a>
ABN:	39 274 142 600
Charter signing date:	25/05/2021

### Authorised representatives

Authorised representative details	
Full name:	Dan Wagner
Position:	Director Planning, Environment and Community Services
Email:	<a href="mailto:Daniel.wagner@isaac.qld.gov.au">Daniel.wagner@isaac.qld.gov.au</a>
Phone:	07 4846 3526
Proxy details	
Full name:	Shane Brandenburg
Position:	Manager Economy and Prosperity
Email:	<a href="mailto:Shane.brandenburg@isaac.qld.gov.au">Shane.brandenburg@isaac.qld.gov.au</a>
Phone:	07 4846 3520

## Report information

Details	
Report date:	31/07/2024
Prepared by:	Joel Redden – Economic and Business Resilience Coordinator
Stakeholders consulted:	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
Report published:	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
Report URL (if online):	

## Charter performance

### Actively communicate and engage with small businesses

Commitments	Performance self-assessment			
	● Not yet	● In progress	● Achieved	● Very well achieved
a) Actively engage and be mindful of small businesses, their issues and priorities when making decisions. (e.g., create a business advisory group).	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b) Communicate clearly in a timely manner both formally and informally. (e.g., working at all levels to exceed your customers' expectations).	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c) Engage with statewide partners where appropriate on matters affecting small businesses.	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
d) Publish clear service standards stating what small businesses can expect from us. (e.g., in service charter, economic strategy, annual plan, etc.).	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Summary of key activities and achievements in relation to this element:

- Engagements, attendance, assistance and contributions with State and Federal Government Departments and regional programs (e.g. LGMA, MIW, DESE, DESBT, RDA GW) to address local issues, with a structured approach of holding formal meetings every three months.
- In partnership with MIW Indigenous Business Working Group and Trading Tracks, council hosted the Isaac region's first Black Coffee event. Success with over 30 businesses, industry and government representatives attending.

## Raise the profile and capability of small business

Commitments	Performance self-assessment			
	● Not yet	● In progress	● Achieved	● Very well achieved
a) Publicly recognise and value the importance of small businesses to our community and local economy.	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b) Encourage campaigns to promote small business and local spending (e.g., buy local).	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
c) Help small businesses develop networks, access education, and increase their capabilities.	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
d) Assist small businesses to access government, business and industry programs and resources.	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

### Summary of key activities and achievements in relation to this element:

- The Shop Isaac program has had over \$130,000 contributed in the 2023/2024 reporting period, and over \$850,000 loaded onto local gift cards since the program began (2020). These gift cards were purchased by a combination of our major supporters, local community groups/clubs, Isaac residence and larger organisations. These funds are accessible by over 110 locally owned small businesses. Strategic planning underway for the Shop Isaac program to grow the buy local program aiming for \$1million milestone within the next 12months to aid in local spendings and supporting small businesses.
- Council is supportive and proactive in capturing the local spend with regards to government grant funding received across several departments.
- Recruitment of an Isaac Tourism Development Officer will bring essential additional resources to support projects and activities in this domain, including the Isaac Tourism Trails strategies.
- Sitting member on the Local Buying Foundation board which plays an important role in activation and funding of economic development and business support in MIW and Isaac. Particular highlights in recent times is the funding of the Decarbonation Accelerated program, Trading Track Indigenous Business support program and the Isaac tourism development officer.





## Promote and showcase small businesses

Commitments	Performance self-assessment			
	● Not yet	● In progress	● Achieved	● Very well achieved
a) Encourage and promote small business engagement via marketing and communication channels (e.g., engaging with local small businesses, collaborating with local chambers of commerce, industry groups etc.).	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b) Create awareness by promoting the Small Business Friendly Councils (SBFC) program (e.g., using the SBFC identifier online, in marketing collateral and in communication materials).	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c) Sharing successes, ideas and learnings with other Small Business Friendly Councils and other stakeholders.	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
d) Allow the Queensland Small Business Commissioner to promote our Small Business Friendly Council activities and achievements. <b>Yes</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Summary of key activities and achievements in relation to this element:

- Successful launch of the Isaac Business Chamber marks the beginning of a collaborative journey aimed at fostering economic growth, innovation, and networking opportunities within the Isaac region. Further details in Showcase document attached.
- The Council promotes business success through the Isaac Insights e-Bulletin. The e-bulletin is intended to provide key information on significant business articles, opportunities, programs, events and training, and information on current and future grant opportunities.
- Active participation in SBF roundtables.

## Develop and promote place-based programs for small business

Commitments	Performance self-assessment			
	● Not yet	● In progress	● Achieved	● Very well achieved
a) Identify, develop, promote and deliver at least two existing or new place-based programs to support businesses to start, grow and become more resilient.	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Summary of key activities and achievements in relation to this element:

- Although council has not yet progressed new place-based programs, it is intended to deliver workshops to potential tourism business start-ups and help grow existing offerings to become more resilient.

## Simplify administration and regulation for small business (red tape reduction)

Commitments	Performance self-assessment			
	● Not yet	● In progress	● Achieved	● Very well achieved
a) Limit unnecessary administration and take steps to ensure continuous business improvement.	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b) Make it easier for small businesses to comply with administrative and/or regulatory requirements.	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c) Administer requirements in a consistent manner in collaboration with key stakeholders.	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
d) Regularly review and streamline administrative and/or regulatory arrangements to reduce red tape. (e.g., digitisation projects, process improvement).	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
e) Maintain a simple, timely and cost-effective internal review and complaints management system. (e.g., actioning feedback, reviewing practices).	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

Summary of key activities and achievements in relation to this element:

- Council actively seeks to streamline processes through amendments and community engagement in planning schemes, and by advocating for reduced red tape across various government levels.
- The process for handling Complaints, Feedback, and Requests involves submission through a designated email address. The Records team is responsible for distributing these items across the organisation to the appropriate parties for action. The council's policy mandates a response within 7 days. While this goal is generally met, exceptions occur with complex issues that necessitate the involvement of multiple staff members or teams.

## Ensure fair procurement and prompt payment terms for small businesses

Commitments	Performance self-assessment			
	● Not yet	● In progress	● Achieved	● Very well achieved
a) Implement a procurement policy that gives small businesses a 'fair go' to supply goods and services.	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
b) Help small businesses find local procurement opportunities and make tendering quick and easy.	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c) Pay all valid invoices from small business suppliers within a stated reasonable period (e.g., 20 calendar days from receipt of invoice).	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

Summary of key activities and achievements in relation to this element:

- Successfully conducted a Greater Whitsunday Regional Councils Meet the Buyer program as part of Small Business Month, which saw regional small businesses participate and provide positive feedback.
- Completion of the “Doing Business with Council” webpage as part of IRCs external website. The Economy and Prosperity team worked with various Council departments to obtain relevant information and documentation for the webpage. The purpose of the “Doing Business with Council” webpage was to provide a primary page of information for suppliers interested in conducting business with IRC. The webpage also provides information on business opportunities such as current tenders, available grants, and assistance available from other government entities. Department encourages potential suppliers to register with VendorPanel and to seek LocalBuy pre-qualification, so that they open more quotation opportunities, not just with IRC but other council organisations
- In Council’s procurement policy it is stipulated that all valid invoices are paid within 14 days of submission. The Accounts team has had a tremendous success in keeping to this KPI despite the high level of invoicing and limitation in staff numbers.
- Qld Local Content Leaders Network meeting bringing together members from regional economic development sectors to foster networking and further advance the promotion of the "Keeping it in Regions – Local Content".
- Recognition that lower levels of expenditure and risk call for a more simplified process that is less onerous than an RFT or RFQ process and have established a simplified quote process.

## Support small business resilience and recovery

Commitments	Performance self-assessment			
	● Not yet	● In progress	● Achieved	● Very well achieved
a) With support from statewide partners, deliver short, medium, and long-term activities to support small business recovery and resilience following significant business disruption and disasters.	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b) Implement policies and practices for managing business disruption (e.g., supporting and working with small businesses to minimise disruption during capital works projects, transformational change etc).	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Summary of key activities and achievements in relation to this element:

- Demonstrated a strong commitment to supporting local businesses and agribusinesses through various challenges, including natural disasters and the aftermath of COVID-19. With a dedicated disaster recovery steering committee, the council has been proactive in identifying community needs, leading funding initiatives, and facilitating access to financial support.
- Collaboration with key agencies like DAF and QRIDA has been crucial in assisting eligible businesses in obtaining necessary funds. Moreover, the council's active participation in



multi-agency pop-up events exemplifies their hands-on approach to ensuring affected parties have direct engagement with relevant agencies for support and recovery for example, ongoing facilitation of Department of Agriculture and Fisheries Farm Business Resilience program workshops.

## Measure and report on our performance

Commitments	Performance self-assessment			
	● Not yet	● In progress	● Achieved	● Very well achieved
a) Seek regular feedback from small businesses to help drive continuous business improvement (e.g., surveys, engagements, councillor walks etc.).	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b) Monitor our performance against this charter and ensure we are meeting our commitments.	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c) Publish a report about our performance in relation to this charter once every financial year.	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
d) Complete the SBF Accelerator Pack within 6 months of signing the charter. (for new members after 28 April 2023). <b>Not Applicable</b>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Summary of key activities and achievements in relation to this element:

- At the end of the 2023/2024 financial year a Small Business Friendly Survey was conducted with our Isaac businesses. The survey was intended to gauge our performance and seek feedback how we can better support our small-medium businesses.
- Ongoing quarterly business engagements occur to understand our regions' business needs and drives continuous business improvement.
- Participation in the Small Business-Friendly Council engagement with other regions remains ongoing. Isaac's Small Business-Friendly Council annual report, which includes the results of the survey conducted among Isaac businesses, is awaiting Council endorsement at the August statutory meetings.
- Proposal for the Council to engage in the SBF Accelerator is a strategic move to enhance future planning and support small business initiatives. This will begin in the third quarter of the 2024/ 2025 financial year and will align in the creation of an updated business support strategy.
- Council is currently not publishing SBF reports or collateral on our website. Business support section of our website to be redeveloped in second quarter of the 2024/ 2025 financial year.



# Member requirements

Requirements	Performance self-assessment			
1. Authorised representative and proxy nominated and current.	Yes <input checked="" type="checkbox"/>	No <input type="checkbox"/>		
2. For new members - Submitted Accelerator Action Plan to the QSBC within 6 months of joining the program.	Yes <input type="checkbox"/>	No <input type="checkbox"/>	N/A <input checked="" type="checkbox"/>	
3. Actively participated in at least four Roundtable meetings in the previous F.Y	0 <input type="checkbox"/>	1-2 <input type="checkbox"/>	3-4 <input type="checkbox"/>	>4 <input checked="" type="checkbox"/>
4. Actively participated in at least two online Community of Practice meetings in the previous FY.	0 <input type="checkbox"/>	1-2 <input checked="" type="checkbox"/>	3-4 <input type="checkbox"/>	>4 <input type="checkbox"/>
5. Provided at least one Showcase submission to the QSBC in the previous FY.	0 <input checked="" type="checkbox"/>	1-2 <input type="checkbox"/>	3-4 <input type="checkbox"/>	>4 <input type="checkbox"/>
6. Attended the Annual Conference in the previous FY.	Yes <input type="checkbox"/>	No <input checked="" type="checkbox"/>		
7. Submitted Annual Report to the QSBC by 30 September for the previous FY.	Yes <input checked="" type="checkbox"/>	No <input type="checkbox"/>		

## Additional information

- 2023-2024 Isaac Regional Council Small Business Friendly Survey Findings
- Showcase - Isaac Business Chamber project

# SBF Program Showcase

## Isaac Regional Council - Isaac Business Chamber



Photo: Isaac Business Chamber Launch, Moranbah

### Showcase snapshot

*Australia's richest coal-mining region operated without a region-wide chamber to help small and medium-sized businesses grow in the mineral-rich Isaac region until now. The Isaac region, in Central Queensland, is a diverse area with 17 unique communities and about 1,990 registered businesses. Despite their resilience in a geographically challenging area that is the size of Tasmania, these businesses have faced growth limitations due to a lack of access to organisational infrastructure or support services.*

*This challenge has underscored the need for a fresh approach to business connection and collaboration and Isaac Regional Council swung into action. The Isaac Business Chamber Project was*



*born. It is, a strategic initiative identified by several peak bodies, aiming to establish a business chamber that represents all businesses across the region.*

*In 2021, a scoping study found a gap in collective business representation in the region and a lack of support for micro and small businesses. A survey revealed strong support for a regional business group, with 93% of respondents rating the services of a Business Chamber as valuable and 80% indicating they would join one. The establishment of a regional business chamber required a concerted commitment and substantial resourcing.*

*The return on this investment is expected to significantly enhance the operating environment for businesses in the Isaac region, marking a new chapter in the region's economic development.*

Key search words: Isaac Regional Council, Isaac Business Chamber, Isaac LGA, Business Support Program, advocate, collaborate, educate.

## Introduction

Located in Central Queensland, 1,000 kilometres north-west of Brisbane, the Isaac region, which encompasses a total land area of approximately 58,700 square kilometres, lies in the heart of Australia's richest coal-mining region, the Bowen Basin. The region has 17 unique communities, including the modern mining towns of Moranbah, Middlemount, Dysart and Glenden; the historical communities of Nebo, Clermont and St Lawrence; and a number of smaller coastal villages and rural localities.

With a population of 22,746 and gross regional product of \$26.768 billion, the Isaac region, spanning the coast to the coalfields, is home to around 1,990 registered businesses and around 24,888 jobs. According to the Australian Bureau of Statistics (as of June 2022), around two-thirds of the Isaac region's businesses or 1,249 (63%) are non-employing businesses. Another 693 businesses (35%) employ between 1 and 19 staff while the remainder (just 2% of the total) employ between 20 and 199 staff. There are seven business groups in the region, some of which are incorporated associations, while others are informal groups, all led by volunteers.

Despite their sustained resilience, by and large, the Isaac region's businesses, including home-based businesses, micro-enterprises and small-to-medium sized enterprises (SMEs) have arguably been constrained in their capacity to develop further. This is in large part because they do not have information on or ready access to the organisational infrastructure or support services to enable them to connect, communicate and collaborate for the benefit of their businesses (including owners, management and staff), their industries and the region more broadly.

This highlighted the need for a renewed approach to business connection and collaboration, to determine an approach which is particular to the collective needs and aspirations of all communities across the Isaac region, and which empowers the region's business community with a collective voice to collaborate, co-ordinate, communicate and advocate for the betterment of the community at large.

This Isaac Business Chamber project has been a long identified required strategy initiative by several peak bodies including Isaac Regional Council, is particularly prevalent for regional businesses. Driven by a recognised need within the Isaac region for the formation of a business



chamber that is representative of all businesses across all communities of the region and Council's 2019-2024 Business Support Strategy, Council has been working with key stakeholders to develop an Isaac Business Chamber.

During 2021, Council engaged Greater Whitsunday Alliance (GW3) with SC Lennon and Associates conducted an Isaac Region Business connection Scoping study to engage the business community. This report acknowledged the need, challenges and recommendations towards developing a regional business group.

With key business and industry stakeholder meetings / focus groups / workshops conducted over a concentrated period of six (6) days across four (4) townships and two (2) virtual settings, consultations of over 60 businesses confirmed that:

- There has always been a gap for collective business representation in the Isaac region.
- There is nowhere for micro and small businesses to go to within the region for support.
- There is currently no voice for the whole of the Isaac region (apart from Isaac Regional Council).
- Businesses are losing out on opportunities because of this gap in representation.
- Towns in the Isaac region is facing significant economic and social sustainability challenges.
- It is considered that it is easier for governments to respond to issues raised and to provide funding and other
- support when there is a collective body to deal with (i.e. a regional business association).

Since that report, survey of the regions business community by GW3 was conducted to inform support for joining a regional business group with 93% of respondents rating the services of a Business Chamber valuable and 80% indicating they would join one (with greater than 60 respondents). Further engagement was conducted with Business Chamber Queensland (BCQ) throughout FY2022/2023 over two (2) three (3) day visits to region meeting with approximately 50 businesses. Consideration toward developing an organisation that would be incorporated under their umbrella and a proposal to GW3 was received to lead the business engagement, governance development, membership model, implementation support and engagement strategy launched in May 2024.

## Outcomes

The successful establishment and sustainability of a regional business chamber in the Isaac region has required a concerted commitment. The regional business chamber will be providing the structures and supporting tools and resources needed to provide it with the strongest prospects for making a meaningful and sustained contribution to business connection and collaboration throughout the Isaac region.

A full commitment to business connection and collaboration in the Isaac region will require substantial resourcing. While the costs of establishing a business chamber to represent and





advance the interests of businesses across the Isaac region are significant, requiring a substantial up-front investment, the return on this investment, in a broader economic development sense, would be far greater.

To the extent that the Isaac region's businesses are enabled with the necessary support network and infrastructure to prosper and grow, there will be significant benefits to the regional economy and the community. These can be realised in the form of business investment and growth, employment creation, income generation, expenditure and the long-term economic development this generates through production and consumption multipliers, leading to long-term regional economic growth and development. This is the 'return on investment' in formal business connection and collaboration that significantly enhances the operating environment for small businesses in the Isaac region.

## Insights

While there is generally good alignment between the expressed needs and desires for an Isaac business collaboration model and the normative structures and functions of business associations, consultation in the Isaac region has highlighted several potential challenges and tension points.

While there appears to be general support for a business association that focuses on the Isaac region as a whole, there was also strong sentiments expressed in some communities for the business association to be represented in each town, including through physical shopfronts. This is unrealistic given the resource implications and, particularly given that communities across the Isaac region have struggled to maintain their own local business associations over the years.

Similarly, the concept of an 'umbrella' organisation that intentionally helps establish and support each town to have its own business group, is equally unviable. Local business associations vary greatly in their performance, with many still struggling to form management committees and be financially sustainable.

This does not preclude towns and communities throughout the Isaac region establishing local business groups, if the demand and motivation exists to do so. In such cases, it will be important for any regional entity to establish functional working relationships with such groups and to be clear on delineation of purpose and scope, and for each organisation to be clear on expectations around the nature of support for both regional and local issues and priorities.

Using memorandums of understanding (MOUs), or more formal contractual arrangements to link independent associations when they need to work together, as well as joint planning exercises, are examples of tools that could support such working relationships.

Those consulted throughout the Isaac region have collectively expressed a broad range of potential services and functions they would ultimately like to see delivered by a regional business association. This list should be treated as aspirational. A new association, like any, will need time to establish and become functionally operational. It will also be limited in its resources, and therefore need to be very targeted in the services it offers. Further engagement



with the communities across the Isaac region will be necessary to prioritise the list of expressed needs.

It is apparent from the consultations undertaken that some towns in the Isaac region are experiencing acute local issues that require broader community and economic development responses, particularly towns that are highly exposed to a single mining operation. Some of these issues are nonetheless regional in nature, including housing affordability and access to childcare services.

Some of these issues are macro in their nature and scale and may be beyond the means of a regional business association to advocate for but may be achievable to address through lending support to and partnering with other organisations, such as Greater Whitsunday Alliance (GW3).

Some of the initial areas of focus of the prospective regional business association seems obvious. For example, a continuation of the training offered through GW3's Bridging the Boundaries Program, and a return to regular networking events, both of which were strongly supported in the workshops.

Similarly, greater local procurement opportunities, also strongly supported during the workshop consultations, could be part of a longer-term development plan for a regional business association. Importantly, the organisation will need to demonstrate its ability to effectively deliver early in its existence if it is to attract membership and develop into a sustainable business association representing the interests of the Isaac region.

Having a clear mission will be important in guiding the scope and focus of the regional business association.

## Further information

To learn more about this showcase, please contact:

- Organisation: Isaac Business Chamber
- Website: <https://www.isaacbusinesschamber.com/>
- Full name: Leann Priestly
- Position: Business Support and Facilitation Officer
- Phone: 0438 731 633
- Email: [admin@isaacbusinesschamber.com](mailto:admin@isaacbusinesschamber.com)

For more information about the Small Business Friendly Program visit [qsbc.qld.gov.au](https://qsbc.qld.gov.au)

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<b>MEETING DETAILS</b>	<b>Ordinary Meeting</b> Wednesday 28 August 2024
<b>AUTHOR</b>	Shane Brandenburg
<b>AUTHOR POSITION</b>	Manager Economy and Prosperity

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## 9.8 2025 ST LAWRENCE WETLANDS WEEKEND EVENT SAVE THE DATE

### EXECUTIVE SUMMARY

The purpose of this report is to seek endorsement of the proposed date for the 2025 St Lawrence Wetlands Weekend Event.

### OFFICER'S RECOMMENDATION

*That the Committee recommends that Council:*

- 1. Endorses the default date for the St Lawrence Wetlands Weekend event to be the first weekend of the Queensland winter (June/July) school holidays (i.e. 27 - 29 June 2025).**
- 2. Authorises the CEO to alter the default date should circumstances warrant, but only after consulting with councillors and other relevant stakeholders.**

**Resolution No.:** PECS1170

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

**That the Committee recommends that Council:**

- 1. Endorses the default date for the St Lawrence Wetlands Weekend event to be the first weekend of the Queensland winter (June/July) school holidays (i.e. 27 to 29 June 2025).**
- 2. Authorises the Chief Executive Officer to alter the default date should circumstances warrant, but only after consulting with Councillors and other relevant stakeholders.**

**Carried**

### BACKGROUND

St Lawrence Wetlands Weekend (SLWW) event is a multi-award-winning tourism event delivering an immersive three-day nature, culinary, and cultural experience set against the backdrop of St Lawrence's world-class wetlands. Held by Council since 2008, it raises awareness and showcases the importance and natural beauty of the wetland environment. The event provides one of Queensland's most unique experiences with visitors from around Australia travelling to the Isaac Coast.

A strategic planning process commenced in 2018 to guide future efforts grow the event to its full potential over the short-term (five year) and ensure ongoing benefits to the St Lawrence and Coastal area of the Isaac region. The event has continued to achieve its goals of developing a profile as a renowned tourism event that

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attracts visitation from Isaac and the broader regions and celebrates the key event themes of tourism, cultural heritage, environment, arts and cuisine with a local produce focus.

The SLWW event is delivered by Isaac Regional Council in collaboration with key theme stakeholders and the local St Lawrence community in support from its event partners.

## **Save the Date**

The SLWW event was held on the second weekend in June, but in 2022, it was moved to the first weekend of the Queensland Term 2 (winter) School holidays due to conflicts with multiple other regional events. Despite some overlap, it is proposed to continue with the same timing as 2024 into 2025.

The proposed 2025 date has been selected to facilitate higher visitation from families with children (a strategic event target market), aligning with the Queensland School holiday period from 28 June to 13 July 2025. This choice also aims to minimize the potential impact of other events and show public holidays in the Central Queensland region.

Endorsing a "Save the Date" early provides confidence and security for planning and preparatory activities. This includes effective marketing and engagement with event patrons, volunteers, sponsors, partners, performers, artisans, special guests, and other key stakeholders to ensure the event's success. Early endorsement also allows for seeking grant funding opportunities and creating strategic partnerships that deliver both financial and in-kind support for the event's sustainability. Additionally, an early "Save the Date" facilitates the planning team's ability to secure essential infrastructure and entertainment critical to the event's success.

## **Future event dates**

Council have historically decided by resolution the dates for the St Lawrence Wetlands Weekend. In order to expedite decision making on dates for the event in future, it is recommended that the Chief Executive Officer be provided delegation to decide the event dates, following consultation with Councillors.

## **2024 Event Evaluation**

A robust post-event review process for the 2024 event is currently underway, analysing both qualitative and quantitative data to inform the reporting and review of the event's objectives and assess its success in meeting those objectives. Various feedback strategies have been employed to gather diverse data points for the review. The review covers areas such as administration and governance, program, operations and logistics, finance, marketing, responsible event practices, and measures of success. The 2024 event evaluation report is intended to be presented in September 2024.

## **IMPLICATIONS**

### Media and Reputation

The event has shown to deliver reputational benefit to the organisation and region through the event's unique offerings, growth and its Regional, State and National recognition and profile and as part of Isaac's signature events calendar, being its singular premier Arts, Cultural, Environment and Culinary festival. It is also acknowledged similarly the risk and challenges presented through the delivery of the event annually and need to continue to build on the regional benefits that it can deliver for Isaac residents.

### Financial

Whilst no direct financial risk or other implications are associated with this report, the event itself comes with a significant reputational, financial, and resourcing risk and impact to Council, key external stakeholders and the St Lawrence community.

The event resourcing and budget impact to Council is a key focus that continued business planning and improvement to the governance and delivery structure will aid to reduce the impact as per the actions detailed in the report.

## CONSULTATION

St Lawrence Wetlands Weekend Strategic Planning Steering Group

Director Planning Environment and Community Services

Economy and Prosperity Department

Manager Brand, Media and Communications

## BASIS FOR RECOMMENDATION

The basis for this recommendation supports SLWW event delivery, planning, development, and governance, while increasing opportunities and reducing the bottom-line impact on the Council.

## ACTION ACCOUNTABILITY

The Economy and Prosperity team to work with the Brand Media and Communications team deliver “Save the Date” communications to broader stakeholders, community and event target audience and continue to provide updates to Council on the 2025 SLWW event as required.

## KEY MESSAGES

Endorsing a “Save the Date” for the 2025 SLWW will assist continuous improvement through ongoing strategic planning and review, enhancing delivery outcomes by maximising benefits and minimising impacts.

<b>Report prepared by:</b>	<b>Report authorised by:</b>
SHANE BRANDENBURG	DAN WAGNER
<b>Manager Economy and Prosperity</b>	<b>Director Planning, Environment and Community Services</b>
Date: 1 August 2024	Date: 1 August 2024

## ATTACHMENTS

- NIL

## REFERENCE DOCUMENT

- NIL

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<b>MEETING DETAILS</b>	<b>Ordinary Meeting</b> Wednesday 28 August 2024
<b>AUTHOR</b>	Maggi Stanley
<b>AUTHOR POSITION</b>	Manager Strategic Policy and Projects

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## 9.9

## SOCIAL SUSTAINABILITY POLICY REVIEW

### EXECUTIVE SUMMARY

Isaac's Social Sustainability Policy is due for review. This report requests Council consideration of re-endorsement of the Policy.

### OFFICER'S RECOMMENDATION

*That the Committee recommends that Council*

- 1. Re-endorses PECS-POL-116 Social Sustainability Policy without amendment to support continuity of implementation.**

**Resolution No.:** PECS1171

**Moved:** Cr Melissa Westcott

**Seconded:** Cr Terry O'Neill

**That the Committee recommends that Council:**

- 1. Re-endorses PECS-POL-116 Social Sustainability Policy without amendment to support continuity of implementation.**

**Carried**

### BACKGROUND

Council's Social Sustainability Policy was adopted in 2021 to promote and apply a contemporary position in Council's dealings on major projects, regional investment and forward planning and delivery of works services and infrastructure. Particularly it confirms Council's commitment to ensure implementation of standards of positive, sustainable social development which promote increased wellbeing for the Isaac Region's communities. The Policy recognises the significant influence the resource sector has over social development within the Isaac region and seeks to address and overcome limitations within the current regulatory social impact assessment framework in addition to applying the provisions of the policy within its own business. The policy continues to be implemented in an organisational sense, however with the adoption of the Climate Change Response Policy, as the missing piece of the puzzle, in December 2023 focus is now turning towards outward facing community implementation to lead and enable positive and sustainable community futures.

#### Implementation journey to date:

- Major Projects Approvals Management Process

The policy principles serve as the required standard for doing business in the Isaac region and form a core component of the assessment methodology. Numerous projects have now been assessed against

this standard including Blue Energy Environmental Authority (EA) application for Coal Seam Gas (CSG) activity, Carborough Downs Extension Project – mining lease application (MLA), Isaac River Project MLA, Lake Vermont Meadowbrook Extension Project – environmental impact statement (EIS), Lotus Creek Wind Farm - development application (DA), Peak Downs Mine Continuation Project – Terms of Reference (ToR), Saraji East Mining Lease Project – EIS, Valeria Coal Project ToR and Winchester South EIS.

Notably three applicants, who were not required to conduct a social impact analysis (SIA) under the triggers and thresholds of current legislation, chose to undertake this process on a voluntary basis with one entering into a social infrastructure agreement with Council to give certainty to their proposed commitments, following Council’s submissions.

- **Advocacy**

The intent of the -policy is a core fundamental of current advocacy efforts and has informed submissions to government policy and Local Government Association Queensland (LGAQ). The policy has also been presented at the Developing Northern Australia conference.

- **Corporate Frameworks**

A social impact assessment is now part of the Project Access Gateway (PAG) framework meaning all projects progressing through the budget planning cycle consider social impacts at concept stage. A guideline to assist operational staff to undertake SIA for their nominated projects has been provided with assistance from Council’s Manager Strategic Policy and Projects as required.

The provisions of the Social Sustainability policy have been enacted within the Climate Change Response Policy Framework which places people at the heart of our climate change response efforts.

Where relevant, our approach to community surveys and data collection have been revised to capture the social impact of Council’s services, particularly how they align with community aspirations for their futures such as the recent Clermont Pool Survey.

## **Next steps**

- **Building Tomorrow Together: A Greenprint for Energising Communities (B2G) Project (*working title*).**

The fundamental purpose of the proposed Building Tomorrow Together: A Greenprint for Energising Community Futures (B2G) project is to deliver cohesive and comprehensible outward facing social (political, cultural, economic and ecological) development. Initiatives of the project are intended to not only respond to immediate concerns but collaborate with the community to build a future which aligns with their aspirations for themselves and for their children.

This project scope guides the first tranche building blocks of our outward social sustainability journey from which positive social value can grow, going beyond notions of sustainability as maintaining the status quo in the most minimal sense to articulating and moving towards a desirable future. The project will draw the provisions of the Social Sustainability Policy, Climate Change Response Policy and Draft Social Infrastructure Framework (when endorsed) into a centralised platform for cohesive and comprehensible community program delivery and forward planning of works and services.

The overarching objectives of phase 1 of the B2G project are to:

- Develop comprehensive social baselines (quality of life, social adaptive capacity, local cultural heritage, community fears and aspirations, hard and soft social infrastructure) to serve as a robust evidence base for advocacy and social development strategy and measurement of social outcomes.
- Build organisational social capital and collaboration to support cohesive community program development
- Map Isaac's Customer Experience (CX) ecosystem to inform development of CX strategy which goes beyond 'front desk' transactions to build trust and engagement between Council and community.
- Explicitly connect and align interdependent strategies with policy frameworks for greater understanding and collaboration.

Key outcomes include:

- Finalisation draft Social Infrastructure Framework (needs analysis, social investment prospectus, social infrastructure agreements)
- Social Baselines (Social Infrastructure, Social Capital, local cultural heritage, social adaptive capacity, social values, fears and aspirations for the future)
- CX Strategy (CX ecosystem Mapping)
- Community Development Strategy (economic, cultural, political and ecological interdependencies)

The re-endorsement of the Social Sustainability Policy in its current form will permit ongoing rollout of the policy without disruption and avoid the need to revise work undertaken to date.

## IMPLICATIONS

### Financial

No significant financial implications are identified. As the project matures, identified initiatives will be presented on a case-by-case basis for budget consideration.

### Risks

No significant risks are identified. While the policy represents a new approach in Queensland local government it is based on extensive peer reviewed research, consultation and the lived experience of Isaac communities. Any changes in organisational reputation are expected to be positive.

### Compliance

No compliance implications are identified. The policy is consistent with the Local Government Act and Community engagement undertaken in relation to this policy and outputs is subject to Council's statutory Community Engagement Policy.

### Benefits

The benefits of the policy include:

- Achievement of socially sustainable outcomes for the region's communities.
- Enhanced capacity for Council to leverage sustainable social development outcomes from major projects and Council works and services.



- Robust methodology supporting coherent whole of organisation approach to the analysis and formulation of responses to EIS/SIA material received from resource sector proponents.
- Potential for increased collaboration between and with mining companies as an opportunity to deliver value beyond compliance in accordance with industry trends to appeal to the socially conscious investor.
- Enhanced organisational reputation through thought-leadership and delivery of improved social standards and services.

## CONSULTATION

Mayor and Councillors – Planning, Environment and Community Services (PECS) Councillor workshop day 31 July 2024

Executive Leadership Team - PECS Councillor workshop day 31 July 2024

PECS Leadership team on next steps for policy frameworks and social capital assessment.

Engaged Communities team - Social Sustainability workshop 17 July 2024

## BASIS FOR RECOMMENDATION

The basis for recommendation is to seamlessly continue the implementation of the policy framework without disruption.

## ACTION ACCOUNTABILITY

Office of Director PECS (Strategic Policy and Projects) – Provide subject matter expertise on the policy framework, deliver education program on the policy framework across relevant Council areas, implement policy framework in development of relevant plans, strategies and guidelines and monitor policy implementation and effectiveness across Council.

Manager Governance and Corporate Services – Ensure policy framework abides by corporate governance standards and protocols.

## KEY MESSAGES

The provisions of the Social Sustainability Policy remain current and relevant to contemporary social development in the Isaac region.

Reinforcing the Social Sustainability Policy in its current form will permit continued implementation of the policy framework without disruption.

**Report prepared by:**

MAGGI STANLEY  
**Manager Strategic Policy and Projects**

Date: 1 August 2024

**Report authorised by:**

DAN WAGNER  
**Director Planning, Environment and Community Services**

Date: 1 August 2024

## **ATTACHMENTS**

- Attachment 1 - PECS-POL-116 Social Sustainability Policy
- Attachment 2 - Council Report 5.10 – Draft Social Sustainability Policy – December 2020
- Attachment 3- Draft B2G Project Scope
- Attachment 4 - PECS Councillor Workshop Day Presentation Slides

## **REFERENCE DOCUMENT**

- NIL

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## SOCIAL SUSTAINABILITY POLICY

### APPROVALS

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<b>POLICY NUMBER</b>	PECS-POL-116	<b>DOC.ID</b>	4697346
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<b>CATEGORY</b>	Community
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<b>POLICY OWNER</b>	Liveability and Sustainability
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<b>APPROVAL DATE</b>	16 December 2020	<b>RESOLUTION NUMBER</b>	7019
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## OBJECTIVE

To promote and apply a contemporary position on social sustainability in Council's dealings on major projects, regional investment and forward planning and delivery of works, services and infrastructure.

## SCOPE

This policy applies to all IRC activities and services including elected members, employees, volunteers, contractors, departments, business units and service delivery units.

## DEFINITIONS

### TERM / ACRONYM

### MEANING

Social Sustainability

The capacity and capability of communities to develop intergenerational net-positive social change and achieve social development objectives that are informed and underpinned by the broad and diverse premises of social equity and capital, wellbeing, and public participation.

This concerns how the region's individuals and communities live with each other and set out to achieve the objectives of development models which they have chosen for themselves, also taking into account the physical boundaries of their places and planet earth as a whole. At a more operational level, social sustainability stems from actions in key thematic areas, encompassing the social realm of individuals and societies, which ranges from capacity building and skills development to environmental and spatial inequalities. In this sense, social sustainability blends traditional social policy areas and principles, such as equity and health, with emerging issues concerning participation, needs, social capital, the economy, the environment, and more recently, with the notions of happiness, wellbeing and quality of life.

Social Equity

Social equity is the economic, legal, environmental, and developmental rights of access to the collective resources of society with an all-encompassing effort by means of equal say and insight of all members of society to ensure the longevity of the collective resources and to enrich the individual lives of community members as indivisible, equal inter-respectively, and as mutually comparable pinnacles to the direction of

	the community and individual members in respect of need and right to access and recognition.
Social Capital	The networks and reciprocal relationships which help people gain access to resources, information and support.
Public Participation (Community Engagement)	Any process that involves the community in problem-solving or decision-making and uses community input to make better decisions and refers to a broad range of practices characterised by two-way communication between council and the community affected by the issue.
Environmental Impact Statement (EIS)	<p>An EIS is a tool used by government and regulatory authorities to assess and understand:</p> <ul style="list-style-type: none"> <li>• the current environment in the area of a major project</li> <li>• potential environmental, economic and social impacts of a major project</li> <li>• proponent proposals to avoid, minimise, mitigate and/or offset those potential impacts.</li> </ul> <p>An EIS is also used to consider alternative ways to carry out a major project in order to limit its impact. There are two types of EIS assessment processes in Queensland for major projects:</p> <ul style="list-style-type: none"> <li>• EIS under the <a href="#">Environmental Protection Act 1994</a></li> <li>• EIS under the <a href="#">State Development and Public Works Organisation Act 1971</a>.</li> </ul>
Social Impact Assessment (SIA)	The process of analysing, (predicting, evaluating, reflecting, monitoring) and managing the intended and unintended social consequences, both positive and negative, of planned interventions (policies, programs, plans, projects) and any social change processes invoked by those interventions so as to bring about a more sustainable and equitable biophysical and human environment.
Social Impacts	Any and all issues associated with a planned intervention which affect and are valued by people, directly or indirectly, including, but not limited to, people's way of life, their culture, their community, their political systems, their environment, their

	health and wellbeing, their personal and property rights and fears and aspirations.
Social Infrastructure	The physical conditions, assets and attributes (built, natural and service based) which enable social capital development within communities and society.
Positive Sustainable Development	Sustainable development which projects a vibrant and living future and supports the ongoing probability of natural and social flourishing, vibrancy, resilience and adaptation.
Negative Sustainable Development	Sustainable development which seeks to just keep things going through negation; reducing the bad effects of previous rounds of development and enabling urban life to continue in a minimal sense.
Community Wellbeing	The combination of social, economic, environmental, cultural, and political conditions identified by individuals and their communities as essential for them to flourish and fulfil their potential.
Normative need	A definition of need postulated by experts, professionals and administrators. Here a desirable standard is laid down and compared with the standard that exists. If an individual or group falls short of this standard they are identified as being in need.
Felt need	Here need is equated with want. When assessing a service, the population is asked if they feel the need for it and the answer used to identify need.
Expressed need	Expressed need or demand is defined as the need of those people who demand a service.
Comparative need	By this definition a measure of need is obtained by studying the characteristics of a population in receipt of a service. If there are people with similar characteristics not in receipt of a service, they are identified as being in need.

## POLICY STATEMENT

This policy confirms the commitment of Council to ensure implementation of standards of positive sustainable social development which promote increased wellbeing for the Isaac Region's communities.

Council seeks to address and overcome limitations within the current regulatory social impact assessment framework and apply the provisions of this policy within its own business and in engagement with major

project proponents and regional investors to promote genuine sustainable social development within the Isaac Region.

## GUIDING PRINCIPLES

The following principles apply to both Council's own operations and third-party actions influencing social sustainability within the Isaac Region including, but not limited to, those of major project proponents by way of the Queensland and Commonwealth government's environmental approvals process.

Council seeks to improve social sustainability outcomes for Isaac communities through:

- Adopting best practice definitions, goals and principles of social impact assessment as described by the International Association for Impact Assessment as the global leader in this field.
- Recognising the determinants of social sustainability and community wellbeing extend far beyond the narrow set of concerns prescribed by legislation.
- Prioritising positive sustainable development measures which align with a desired future in preference to negative sustainable development which seeks to just keep things going through negation; reducing the bad effects of previous rounds of development and enabling urban life to continue in a minimal sense.
- Avoiding narrow definitions of social infrastructure which lead to missed opportunities in developing social capital as a determinant of social sustainability.
- Enhancing planning approaches based on demographics and population projections with demand driven principled approaches tailored to the unique characteristics and circumstances of communities.
- Considering normative, felt, expressed and comparative definitions of need in prioritising and forward planning for infrastructure.
- Prioritising measures which address barriers that impact genuine choice for people to permanently reside in the Isaac Region.
- Supporting measures which add value or expand existing local collaborative programs improving social sustainability within the Isaac region in preference to multiple in-silo initiatives.
- Where possible countering political rhetoric which promotes the economic weight of the resource sector and justifies the negative social impacts which arise from the development of major projects.

## Actions required to ensure compliance

- Development and delivery of an organisational education program on contemporary social development and sustainability, highlighting its broad-reaching effects on Council's activities
- Bi-yearly reporting to Council on operational implementation of the policy framework.
- Social Sustainability impacts considered in Council strategic planning and decision making.

STAKEHOLDER	ACTION
<b>COUNCILLORS</b>	<ul style="list-style-type: none"> <li>Promote the policy framework and advocate for improved understanding of contemporary social sustainability concepts and practice when engaging with major project proponents, government representatives, social development organisations and peak bodies.</li> </ul>
<b>ELT</b>	<ul style="list-style-type: none"> <li>Provide leadership and support to deliver policy outcomes across Council's services and works.</li> </ul>
<b>LIVEABILITY AND SUSTAINABILITY DEPARTMENT</b>	<ul style="list-style-type: none"> <li>Subject matter expertise on the policy framework.</li> <li>Delivery of subsequent plans, strategies and guidelines that deliver policy outcomes in major project assessment (for example – social infrastructure plans, social impact assessment guidelines, land use strategies, biodiversity strategies).</li> <li>Lead internal engagement on policy framework and implementation pathways.</li> <li>Implementation and monitoring of policy effectiveness within Council's assessment processes for major projects.</li> <li>Monitoring and reporting on Council-wide implementation and effectiveness of the policy.</li> </ul>
<b>COUNCIL OFFICERS</b>	<ul style="list-style-type: none"> <li>Consider provisions of the policy in operational and capital works planning and delivery.</li> <li>Consider social sustainability impacts in development of Council recommendations and decisions.</li> <li>Contribute with an informed perspective in assessment processes for major projects.</li> </ul>

## LEGISLATIONS AND RELATED GUIDELINES

- Strong and Sustainable Resource Communities Act 2017*
- Environmental Protection Act 1994*
- State Development and Public Works Organisation Act 1971*
- Environmental Protection and Biodiversity Conservation Act 1999 (Cwth.)*
- Local Government Act 2009*



- Queensland Government's Social Impact Assessment Guideline 2018
- Queensland Government's EIS Assessment Process Guideline
- IRC Planning Scheme

## REFERENCES

ID	NAME
STAT-POL-058	Community Engagement Policy
DRAFT FRAMEWORK	Social Impact Assessment Framework
DRAFT STRATEGY	Isaac Regional Social Infrastructure Strategy
Definitions	Social Sustainability, adapted from: Calontonio, A., (2008) <i>Measuring Social Sustainability: Best Practice from Urban Renewal in the EU. Traditional and Emerging Prospects in Social Sustainability</i> Oxford Institute for Sustainable Development – International Land Markets Group.
Definitions	Social Equity, adapted from: Rhule, J., (2017) <i>What is social equity?</i> Project Human City, <a href="https://projecthumancity.com/2017/02/02/what-is-social-equity/">https://projecthumancity.com/2017/02/02/what-is-social-equity/</a>
Definitions	Social Capital, adapted from: Klinenberg, E., (2002) <i>Heat Wave: A Social Autopsy of Disaster in Chicago</i> .
Definitions	Public Participation, adapted from: International Association for Public Participation (IAP2) <a href="https://iap2.org.au/">https://iap2.org.au/</a>
Definitions	Environmental Impact Assessment, adapted from: Queensland Government (2019) <i>About the EIS Process</i> . <a href="https://www.qld.gov.au/environment/pollution/management/eis-process/about-the-eis-process/types-of-eis">https://www.qld.gov.au/environment/pollution/management/eis-process/about-the-eis-process/types-of-eis</a> (accessed 23 November 2020).
Definitions	Social Impact Assessment, adapted from: Vanclay, F., (2003) <i>SIA Principles – International Principles for Social Impact Assessment</i> Impact Assessment and Project Appraisal Vol 21, number 1.
Definitions	Social Impacts, adapted from: Vanclay, F., Esteves, A.M., Aucamp, I., & Franks D. (2015) <i>Social Impact Assessment: Guidance for assessing and managing the social impacts of projects</i> . International Association for Impact Assessment.
Definitions	Social Infrastructure, adapted from:

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	<i>Klinenberg, E., (2018) Palaces for the people – How Social Infrastructure can help fight inequality, polarisation and the decline of civil life.</i>
Definitions	Positive and negative sustainable development, adapted from: James, P., (2015) <i>Advances in Urban Sustainability: Urban Sustainability in Theory and Practice – Circles of Sustainability.</i>
Definitions	Community Wellbeing, adapted from: Wiseman, J. & Brasher, K., (2008) <i>Community Wellbeing in an Unwell World: Trends, Challenges and Possibilities</i> Journal of Public Health Policy, 29.
Definitions	Normative, felt, expressed and comparative need, adapted from: Bradshaw, J., (1972) <i>A Taxonomy of Social Need</i> in Cookson, R., Sainsbury, R., and Glendinning, C. <i>Jonathon Bradshaw on Social Policy: Selected writings 1972 – 2011.</i>

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<b>MEETING DETAILS</b>	<b>Planning Environment and Community Services Standing Committee</b> Tuesday 1 December 2020
<b>AUTHOR</b>	Maggi Stanley
<b>AUTHOR POSITION</b>	Principal Social Planner

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## 5.10

## DRAFT SOCIAL SUSTAINABILITY POLICY

### EXECUTIVE SUMMARY

This report presents the Social Sustainability Policy for Council's consideration and endorsement. The objective of the policy is to promote and apply a contemporary position on social sustainability in Isaac Regional Council's dealings on major projects approvals processes, works and services and forward planning for infrastructure.

### OFFICER'S RECOMMENDATION

*That the Committee recommends that Council:*

- 1. Adopt the Social Sustainability Policy (PECS-POL-116).**

### BACKGROUND

Isaac is a region rich in resources punching well above its weight in terms of economic value delivered to the State and national economies. The resources sector has significant influence over the regional economy and brings with it the promise of social development and prosperity through local employment and business opportunities, and piecemeal investment in services and infrastructure. Social impact management plans developed by new proponents as part of the project approvals process, as well as community development initiatives funded by longer-standing operations are the roadmaps and hallmarks of the social development framework as we currently know it.

However, in the face of a range of social challenges and negative social outcomes being experienced by Isaac communities, it has become clear that economic success has not led to sustainable social outcomes. Review and analysis of the shortcomings of the 'business as usual' approach to social development is vital to informing future decision making in the next generation of major project approvals and seeking to genuinely fulfil policy and regulatory goals of social sustainability.

Recognising operational constraints at the organisational level have at times led to somewhat ad hoc or inconsistent responses to SIAs and Social Impact Management Plans (SIMPs) potentially resulting in missed opportunities to leverage SIA for positive sustainable social development, Council has identified the need for a standardised framework and robust methodology to guide the analysis and formulation of the response. Council has also identified a need to establish a more strategic approach to forecasting and planning for trends in demand for services and facilities as desirable and the development of a regional social infrastructure strategy is identified as an output of Council's Annual Operational Plan 2021. Both projects are closely related,

not least because social infrastructure investments are frequently favoured by resource sector operators as a means of achieving compliance, but also in relation to their potential to deliver sustainable social development and improved community wellbeing outcomes for Isaac communities.

Extensive research considering why economic success has not translated to social progress reveals many of the structures, narratives and rhetoric of the regulatory context in which Social Impact Assessments (SIA)s are conducted undermines the potential value of the process. When combined with an industry focus on compliance rather than value and the persistence of outmoded forward planning approaches and simplistic definitions of social infrastructure within local government this sets the scene for unsustainable as opposed to sustainable social development. This policy seeks to establish a position for Council which recognises the limitations of current circumstances and promotes a contemporary position on social sustainability including:

- Adopting best practice definitions, goals and principles of social impact assessment as described by the International Association for Impact Assessment as the global leader in this field.
- Recognising the determinants of social sustainability and community wellbeing extend far beyond the narrow set of concerns prescribed by legislation.
- Prioritising positive sustainable development measures which align with a desired future in preference to negative sustainable development which seeks to just keep things going through negation; reducing the bad effects of previous rounds of development and enabling urban life to continue in a minimal sense.
- Avoiding narrow definitions of social infrastructure which lead to missed opportunities in developing social capital as a determinant of social sustainability.
- Enhancing planning approaches based on demographics and population projections with demand driven principled approaches tailored to the unique characteristics and circumstances of communities.
- Considering normative, felt, expressed and comparative definitions of need in prioritising and forward planning for infrastructure.
- Prioritising measures which address barriers that impact genuine choice for people to permanently reside in the Isaac Region.
- Supporting measures which add value or expand existing local collaborative programs improving social sustainability within the Isaac region in preference to multiple in-silo initiatives.
- Where possible countering political rhetoric which promotes the economic weight of the resource sector and justifies the negative social impacts which arise from the development of major projects.

The policy is also intended to appeal to resource sector proponents as a means to engage in adding value beyond compliance in accordance with industry commentary and trends and align with the needs of the socially conscious investor.

## **IMPLICATIONS**

### Financial

No significant financial implications are identified. Incidental costs which may be incurred for printing and promoting the policy if required will be met through existing departmental budget allocation.

### Service Levels

The key focus of this policy is to inform the development of Councils SIA Framework and Social Infrastructure strategy however there may be implications for other Council services particularly in relation to needs analysis outcomes and enhanced forward planning approaches.

## Risks

No significant risks are identified. While the policy represents a new approach in Queensland local government it is based on extensive peer reviewed research, consultation and the lived experience of Isaac communities. Any changes in organisational reputation are expected to be positive.

## Compliance

No compliance implications are identified. The policy is consistent with the Local Government Act and Community engagement undertaken in relation to this policy and outputs is subject to Council's statutory Community Engagement Policy.

## Benefits

The benefits of the policy include:

- Achievement of socially sustainable outcomes for the region's communities.
- Enhanced capacity for Council to leverage sustainable social development outcomes from major projects and Council works and services.
- Robust methodology supporting coherent whole of organisation approach to the analysis and formulation of responses to EIS/SIA material received from resource sector proponents.
- Potential for increased collaboration between and with mining companies as an opportunity to deliver value beyond compliance in accordance with industry trends to appeal to the socially conscious investor.
- Enhanced organisational reputation through thought-leadership and delivery of improved social standards and services.

## **CONSULTATION**

Attendance at policy presentation 18 November 2020 (**CONFIDENTIAL - Attachment 2**):

Mayor and Divisional Councillors

Chief Executive Officer

Director Planning Environment and Community Services

Director Corporate Governance and Financial Services

Acting Director Water and Waste

Senior Advisor

Manager Liveability and Sustainability

Manager Strategic and Business Development

Other:

PECS Leadership Team (PECSLT) and PECS Operational Leadership Team (PECSOLT) – on the concepts and inputs to contemporary social planning

Management Leadership Team (MLT) – on contents of the draft report and policy

## **BASIS FOR RECOMMENDATION**

The basis for recommendation is to ensure council's dealings on major project approvals, works and services and forward planning for infrastructure promote and apply a contemporary position on social sustainability to leverage maximum value for the community. The policy will also form the basis of a methodology for the analysis and management of SIAs received from major project proponents for Council's review.

## **ACTION ACCOUNTABILITY**

Liveability and Sustainability Department – Provide subject matter expertise on the policy framework, deliver education program on the policy framework across relevant Council areas, implement policy framework in development of relevant plans, strategies and guidelines and, monitor policy implementation and effectiveness across Council.

Manager Governance and Corporate Services – Ensure policy framework abides by corporate governance standards and protocols.

## **KEY MESSAGES**

The current structures, narratives and rhetoric regarding social sustainability can lead to unsustainable development outcomes, particularly within the legislative and rhetorical context of state and federal government major projects approvals process.

This policy provides the basis of a contemporary and best practice lens through which Council can promote and apply an understanding of social sustainability beyond the narrow set of concerns prescribed by other levels of government.

The definition of social infrastructure in the policy does not disregard forward planning based on demographics and population projections, nor does it seek to exclude traditional definitions of social infrastructure. It seeks to expand traditional definitions and approaches to facilitate innovative service delivery, tailored to the needs of unique community characteristics.

The policy provides a mechanism for resource sector proponents to engage in adding value beyond compliance in accordance with industry commentary and trends.

### **Report prepared by:**

DAN WAGNER  
**Manager Liveability and Sustainability**

Date: 24 November 2020

### **Report authorised by:**

JEFF STEWART-HARRIS  
**Director Planning, Environment and  
Community Services**

Date: 25 November 2020

## **ATTACHMENTS**

- Attachment 1 – Draft Social Sustainability Policy

- CONFIDENTIAL Attachment 2 – Presentation to Councillors 18 November 2020

## REFERENCE DOCUMENTS

Legislation and associated guidelines:

- Strong and Sustainable Resource Communities Act 2017
- Environmental Protection Act 1994
- State Development and Public Works Organisation Act 1971
- Environmental Protection and Biodiversity Conservation Act 1999 (Cwth.)
- Local Government Act 2009
- Queensland Government's Social Impact Assessment Guideline 2018
- Queensland Government's EIS Assessment Process Guideline

Research

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- Herrman, T. and Lewis, R., (2017) *What is Livability?* University of Oregon, Sustainable Cities Initiative
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- John Elkington (2018) *25 years ago I coined the phrase triple bottom line. Here's why I'm giving up on it* accessed at <https://hbr.org/2018/06/25-years-ago-i-coined-the-phrase-triple-bottom-line-heres-why-im-giving-up-on-it>.
- Klinenberg, E., (2002) *Heat Wave: A Social Autopsy of Disaster in Chicago*
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# BUILDING TOMORROW TOGETHER

A GREENPRINT FOR ENERGISING COMMUNITY FUTURES

## Phase One Project Scope

**Presented by:** Maggi Stanley | Manager Strategic Policy & Projects

**Status:** Draft

**Current as at:** August 2024



## **ACKNOWLEDGEMENT OF COUNTRY**

We acknowledge the Traditional Custodians of the lands and waters throughout the Isaac region and their enduring cultural connection to country and community. We pay our respect to the Elders past, present and emerging for they hold the stories, culture and traditions of Aboriginal and Torres Strait Islander Peoples.

# INTRODUCTION

## BACKGROUND

Isaac Regional Council is committed to leading and enabling in a changing world and has developed a Social Sustainability Policy Framework, Climate Change Response Policy Framework and draft Social Infrastructure Framework to guide forward planning which intentionally seeks to facilitate positive futures across peoples cultural, political, ecological and economic conditions while recognising the inherent dependencies and linkages between these domains. Given the breadth of the subject matter the successful of these initiatives can rely to a large extent on a highly cohesive approach to delivery involving numerous multi-disciplinary stakeholders, drawn from across the organisation and community and often with competing operational objectives.

Implementation of provisions and priorities of these frameworks has commenced in an organisational sense such as the inclusion of Social Impact Assessment (SIA) within budget processes and initial investigations into emissions reduction however this appears to be occurring in a somewhat ad hoc manner without intentional consideration of the dependencies and associations within and between initiatives.

Insofar as implementation of the policy frameworks relies on a highly cohesive multi-disciplinary approach involving multiple actors across different domains, organisational drivers and barriers to delivery have considerable influence over outcomes. An organisational disconnect can result in a fragmented approach to community programming which can become magnified at the grass roots level promoting confusion and disconnect for residents and communities.

## PURPOSE

The fundamental purpose of the Building Tomorrow Together: A Greenprint for Energising Community Futures (B2G) project is to deliver cohesive and comprehensible outward facing social (political, cultural, economic and ecological) development. Initiatives of the project are intended to not only respond to immediate concerns but collaborate with the community to build a future which aligns with their aspirations for themselves and for their children.

This project scope guides the first tranche building blocks of our outward social sustainability journey from which positive social value can grow, going beyond notions of sustainability as maintaining the status quo in the most minimal sense to articulating and moving towards a desirable future.

## APPROACH

The first phase of the B2G unapologetically 'seeks to understand' before proposing solutions. While some project deliverables are to an extent 'set' by formal adoption of the policy frameworks, this project scope is informed by an initial 'problem scoping' exercise (focussing on the Planning, Environment & Community Services directorate as a starting point) which sought to identify immediate roadblocks to implementation of the Social Sustainability Policy, Climate Change Policy and draft Social Infrastructure Framework in a cohesive manner.

### Problem scoping summary:

The initial scoping exercise revealed the following high level concerns which may potentially service as operational headwinds to implementation of the B2G project.

- **Skills and knowledge** - A high level of skill and knowledge across all social sustainability domains (cultural, political, ecological and economic) is evident within the PECS directorate and the broader organisation has some exposure to at least SIA principles via the PAG process. However, with staff turnover, manager and officer understanding of and connection to strategic objectives appears to be weakening. Different approaches to community development where it exists may lead to confused delivery.
- **Strategy** - While PECS is the custodian of solid and supported policy frameworks not all strategies have been explicitly linked to these frameworks to enhance greater understanding. This disconnected strategy appears to

an extent to be resulting in the pursuit of departmental goals isolated from the collective goals and purpose of the directorate.

There is a clear absence of community development strategy which has led to community programming which largely focusses on events and brand promotion while often creating further dependence in the community.

- **Community Programming** - Multiple departments deliver multiple projects in silo which can lead to confusion, overwhelm and disconnect in the community. Social impacts are not adequately assessed nor does ongoing measurement of social outcomes typically occur. Consensus regarding a social baseline against which measurements could occur is also absent. This is compounded by an apparent lack of genuine understanding of community need.
- **Resourcing** - Some departments report they are under-resourced. This has implications for the directorate in pursuing opportunities provided by funding programs for example, given the lack of availability of resources to both apply for funding and implement funded programs.
- **Social Capital** - A straw poll type survey conducted with PECSLT members indicated an overall perception of the level of social capital within the directorate as in the 'medium' range for the three surveyed measures of relational social capital. This was measured on a five point scale with 1 being very low and 5 being very high:

Social capital measure	Mean
Bonding	3.3
Bridging	2.8
Linking	2.8

Greater levels of trust and collaboration between departments and directorates would assist in cohesive and meaningful delivery of the B2G project.

\* *Bonding* - measured as trust within teams, *bridging* measured as trust between teams (inter and intra-directorate), *linking* measured as trust between teams and ELT/Council and trust between teams and community organisations.

## OBJECTIVES

The overarching objectives of phase 1 of the B2G project are to:

- Develop comprehensive social baselines (quality of life, social adaptive capacity, local cultural heritage, community fears and aspirations, hard and soft social infrastructure) to serve as a robust evidence base for advocacy and social development strategy and measurement of social outcomes.
- Build organisational social capital and collaboration to support cohesive community program development
- Map Isaac's Customer Experience (CX) ecosystem to inform development of CX strategy which goes beyond 'front desk' transactions to build trust and engagement between Council and community.
- Explicitly connect and align interdependent strategies with policy frameworks.

## KEY OUTCOMES

- Social Infrastructure Framework (needs analysis, social investment prospectus, social infrastructure agreements)
- Social Baselines (Social Infrastructure, Social Capital, local cultural heritage, social adaptive capacity, social values, fears and aspirations for the future)
- CX Strategy (CX ecosystem Mapping)
- Community Development Strategy (economic, cultural, political and ecological interdependencies)

## STRATEGIC OBJECTIVES

The following are drawn from Isaac's Community-Corporate Plan 2023-2028, Social Sustainability Policy and Climate Change Response Policy. Together they form the strategic basis of the B2G project as the cohesive platform for delivery.

### CORPORATE PLAN THEME GOALS

**Leading and Enabling in a Changing World** - Through meaningful community engagement, strategic relationships, and impactful advocacy, we will enable our communities to harness opportunity, and lead boldly amongst change and adversity.

**Engaged Communities** - We are committed to creating socially adaptive, connected and diverse communities whose public spaces are valued and activated; whose lifestyles and wellbeing are prioritised; and whose individual and collective identities are celebrated.

**Inclusive growth for a progressive economy** - We have a responsive local economy that responsibly and innovatively feeds, powers and builds communities.

**Liveability through design and infrastructure** - The unique character and liveability of our communities are enhanced through coordinated planning, placemaking, urban design, and hard and soft infrastructure.

**Vibrant Natural Assets** - The region's natural assets are preserved and enhanced in partnership with our communities, local industries, and government.

**Governance and Accountability** – Our organisation will embrace and embody a contemporary governance framework aligned with environmental, social and governance (ESG) principles to drive daily excellence, accountability, transparency, fiscal responsibility, and integrity.

### SOCIAL SUSTAINABILITY POLICY

Embedded Council resources for assessment of major projects, with clear guidelines on how Council will engage in the major project assessment process

Development of a social infrastructure assessment prospectus to guide conversations with major project proponents on sustainable social investment in parallel with their project lifecycle.

Improvements in Council reporting and evaluation processes to directly consider the social impacts and benefits of projects and changes to service delivery.

### CLIMATE CHANGE RESPONSE POLICY

Investigate developing social adaptive capacity baseline indicators to inform strategic intervention proposals which can be embedded within existing community development efforts.

Develop community development strategy and programs which incorporate fostering bridging and linking social capital and social adaptive capacity.

Explore how Social Impact Assessment and Social Impact Management Plans developed by the resource sector as part of the major project approvals process might be leveraged to foster enhanced social adaptive capacity

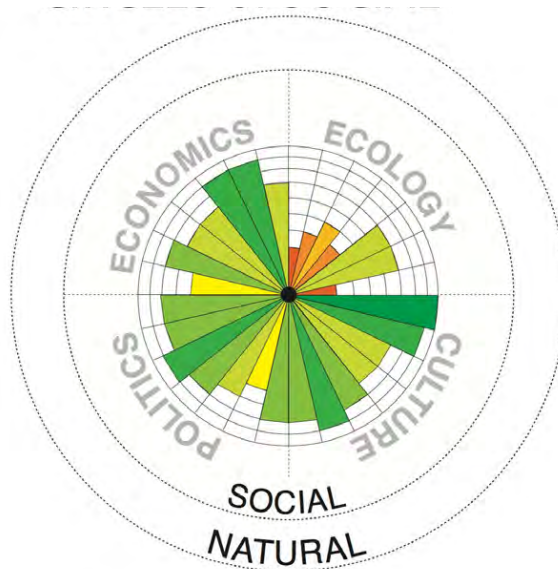
## B2G PROJECT SCOPE

The first phase of the B2G project will seek to gain understanding across the following focus areas to inform further strategy and program development in subsequent phases.

### SOCIAL ADAPTIVE CAPACITY

Understanding and assessing the determinants of adaptive capacity at both the community and social levels in the Isaac region will be central to the development of strategies which deliver positive social outcomes and enable confident transformations in the face of climate change and other stressors. Communities with greater adaptive capacity are better able to transform.

Social adaptive capacity has a potent relationship to sustainability to the extent it has been suggested that it effectively becomes the new sustainability. As such it makes sense to assess social adaptive capacity as an extension of Council's earlier Social Sustainability Policy (SSP) development, effectively applying a social adaptive capacity overlay to the Circles of Sustainability model which underpins the Social Sustainability Policy.



Luers et al define adaptive capacity as 'the extent to which a system can modify its circumstances to move to a less vulnerable state' and suggest a set of indicators grouped into four broad categories to assess social adaptive capacity within communities:

Category	Indicators
Diversity and Flexibility	<ul style="list-style-type: none"> <li>• Livelihood and income diversity</li> <li>• Economic Opportunities</li> <li>• Level of dependence on natural resources</li> <li>• Occupational Mobility</li> <li>• Place attachment</li> <li>• Migration Patterns</li> <li>• Willingness to change</li> </ul>
Access to assets	<ul style="list-style-type: none"> <li>• Household material assets</li> <li>• Community infrastructure</li> <li>• Levels of education</li> <li>• Financial status and access to sources of credit</li> <li>• Access to markets</li> </ul>

	<ul style="list-style-type: none"> <li>• Bridging social capital and institutional supports</li> <li>• Natural Capital</li> <li>• Equity, rights and access to resources</li> <li>• Cultural memory traditions and assets</li> </ul>
<b>Learning and knowledge</b>	<ul style="list-style-type: none"> <li>• Resource monitoring and feedback mechanisms</li> <li>• Knowledge of disturbance (e.g. Climate change)</li> <li>• Perceptions of risk</li> <li>• Spaces and platforms for learning</li> <li>• Diversity of knowledge and information sources</li> <li>• Ability to anticipate change</li> <li>• Recognition of causality and human agency</li> <li>• Intergenerational learning capacity</li> </ul>
<b>Governance and institutions</b>	<ul style="list-style-type: none"> <li>• Levels of trust, social capital and networks</li> <li>• Gender and race relations</li> <li>• Levels of participation and quality of decision-making processes</li> <li>• Planning capacity</li> <li>• Presence of local environmental institutions and strength of social norms</li> <li>• Quality of governance and leadership in environmental policies and agencies</li> <li>• Accountability of managers and governance bodies</li> <li>• Active risk management and adaptive governance processes.</li> </ul>

## ORGANISATIONAL SOCIAL CAPITAL

Council’s Social Sustainability Policy Framework, Climate Change Response Policy Framework and draft Social Infrastructure Framework have been designed to work in harmony to deliver positive experiences across peoples cultural, political, ecological and economic conditions, intentionally considering the interdependencies between and within these domains. As such the implementation of the community facing aspects of these frameworks are necessarily multi-dimensional and multi-disciplinary, relying on a highly collaborative approach between departments within the PECS directorate, and ultimately broader organisation to ensure cohesive and comprehensible community program development.

Social capital refers to the structure and quality of social relationships, from which individuals, social groups and society may benefit. Although the literature on social capital has grown significantly, there is no consensus regarding its conceptualisation and operationalisation. However, there is agreement social capital is a multi-dimensional resource generated through interpersonal interactions including both network ties and shared values, such as trust and reciprocity, which may facilitate cooperation and collective action. The main theoretical approaches to social capital as a resource are the individual and the collective from which numerous distinctions stem. For the purposes of the scope of an investigation into organisational social capital the following dimensions are considered to have the most practical applicability:

1. Bonding, Bridging and Linking
2. Structural, Cognitive & Relational



While any investigation would remain in alignment with consensus and theoretical frameworks as far as feasible, the following understandings of the dimensions of social capital are proposed in an organisational context:

Social Capital Concept	Theoretical Basis	Practical Interpretation
<b>Dimension 1</b>		
<b>Bonding</b>	Close network connections within homogeneous groups with inward direction.	Networks within departmental teams
<b>Bridging</b>	More distant network connections amongst heterogeneous groups with outward direction	Networks between department and departments in other directorates.
<b>Linking</b>	Network connections across different authority/hierarchical levels with outward direction	Networks between departments and ELT/Council, Community groups and Peak bodies.
<b>Dimension 2</b>		
<b>Structural</b>	Social network connections	Organisational chart, formal teams & working groups and systems, procedures, processes and decision-making which support and/or reflect organisational structure.
<b>Cognitive</b>	Social norms and values	Perceptions attributable to workplace culture 'how we do things around here'
<b>Relational</b>	Nature and quality of social relationships	Perceptions of trust and reciprocity within networks.

Measuring and building social capital within the organisation is fundamental to delivering multi-disciplinary positive social development outcomes.

## CUSTOMER EXPERIENCE (CX)

Council's Community-Corporate Plan 2023-2028 calls for the development of a Customer Experience Strategy over the next 5 years. While definitions vary, customer experience is generally understood to extend beyond customer service as a single event within the customer journey, such as a community member reporting a nuisance animal, to include all the interactions a customer has with an organisation's brand. In a commercial context this often encompasses every aspect of a company's offering including the quality of customer care, advertising, packaging, product and service features, ease of use and reliability.

Local governments do not 'compete' for customer loyalty in the same way commercial operations do however good CX is critical to promoting trust between Council and community and therefore represents a key driver of increased linking social capital within communities. Research suggests great customer experience leads to a higher degree of trust, which in turn leads to a higher degree of engagement leading to a greater diversity of thought in forward planning for communities and generally better outcomes.

CX is generally understood in terms of an 'ecosystem' which includes customers, employees, partners and operating environment. As such delivering great CX extends well beyond 'front desk' type transactions to include most, if not all, of the organisation. Mapping Isaac's CX ecosystem is an essential precursor to development of any CX strategy.

## COMMUNITY DEVELOPMENT

In the local government context, community development often aims to generate outcomes which enable the community to come together to be active, to participate, to engage, to be supportive and sustainable and to develop active environments in which people live, live, work, play and invest. Community development is concerned with taking the journey from private concern (in the community) to public action (with the community) to build a more creative and localised solution, with active participation central to this process.

In Isaac an absence of clear strategy with agreed objectives appears to have resulted in an ad hoc approach and a tendency to create community dependency as opposed to intentionally building capacity and capability. Initial review of programs reveals an emphasis on events, with officers having little remaining capacity to undertake development work outside this space. Where other programs do exist, they appear to promote bonding social capital which can conversely unintentionally serve to promote social exclusion and deepen division and inequality.

Further, multiple departments deliver multiple projects in silo which can lead to confusion, overwhelm and disconnect in the community. Social impacts are not adequately assessed nor does ongoing measurement of social outcomes typically occur. Consensus regarding a social baseline against which measurements could occur is also absent. This may be compounded by variable or conflicting understanding of community need across the organisation.

With recent adjustments to organisational structure intended to lessen the operational burden of events on Community Relations Officers, there exists an operational imperative to develop clear strategy to guide community development efforts in a manner which recognises people's cultural, political, ecological and economic conditions as part of a social whole and promote bridging and linking social capital in our communities as key tenets of social adaptive capacity.

A highly collaborative approach between different departments and business units in developing this strategy is likely to yield more favourable results which increase social value.

## **CONNECTED STRATEGY**

While strategy and accountability is frequently aligned with organisational structure, intentionally connecting strategies and recognising the interdependencies can improve outcomes. While solid and supported policy frameworks have been endorsed by Council not all strategies have been explicitly linked to these frameworks to enhance greater understanding. This disconnected strategy can increase the risk of pursuit of departmental goals isolated from the collective goals and purpose of the organisation and translate to fragmented outward facing programs resulting in community overwhelm and confusion.

Clear alignment between policy and strategy and intentionally connecting strategies with interdependencies would be expected to promote increased collaboration between organisational business units and greater cohesion in community programming.

## B2G PROJECT KEY ACTIONS

Action	Related outputs
Quality of life survey	<ul style="list-style-type: none"> <li>Finalises draft social infrastructure framework (needs analysis, staff guideline, social investment prospectus as social infrastructure agreement process).</li> <li>Community Social Baselines (Community values, social capital, governance and quality of life indicators)</li> </ul>
Staff Social Capital/Customer Service survey	<ul style="list-style-type: none"> <li>CX Strategy (CX ecosystem mapping)</li> <li>B2B Phase 2 (social capital development for implementation)</li> </ul>
Social Adaptive Capacity Research project	<ul style="list-style-type: none"> <li>Community Social baselines (access to assets, diversity and flexibility, learning and knowledge &amp; governance and institutions indicators)</li> <li>Community Development strategy (strengths and gaps analysis)</li> </ul>
Connected Strategy Review	<ul style="list-style-type: none"> <li>Alignment with strategic objectives</li> </ul>

A photograph of a park scene with people exercising. In the foreground, a woman in a pink tank top and black shorts runs towards the camera, followed by a man in a blue t-shirt and black shorts. In the background, a man in a red and white plaid shirt rides a bicycle away from the camera, and a woman in a light blue shirt also rides a bicycle. To the right, a woman in a pink shirt and grey leggings pushes a stroller, while another woman in a black top leans over it. The scene is set on a paved path with green grass and trees in the background, suggesting a sunny day.

MAGGI STANLEY  
MANAGER STRATEGIC POLICY AND PROJECTS  
ISAAC REGIONAL COUNCIL

# SOCIAL SUSTAINABILITY: FROM POLICY TO PROGRAMS

# Today...

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- **Social Sustainability Policy Refresher**

**Decision:** re-endorse policy in current format

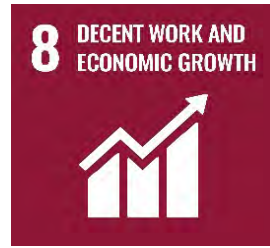
- **Draft Social Infrastructure Framework & Proposed Engagement Plan**

**Decision:** Endorse redesign of customer satisfaction survey to support strategic objectives



# The Really Big Picture...

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## United Nations Sustainable Development Goals

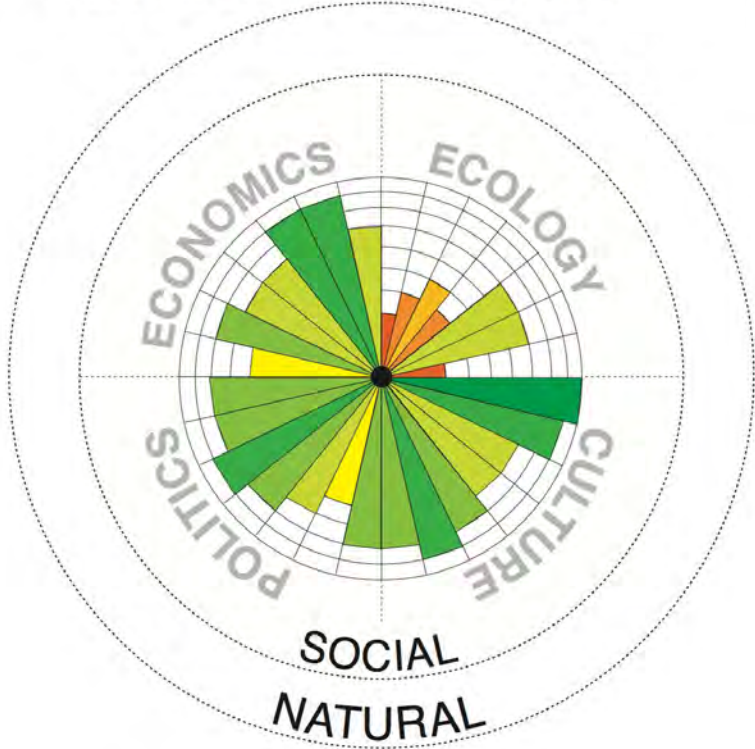
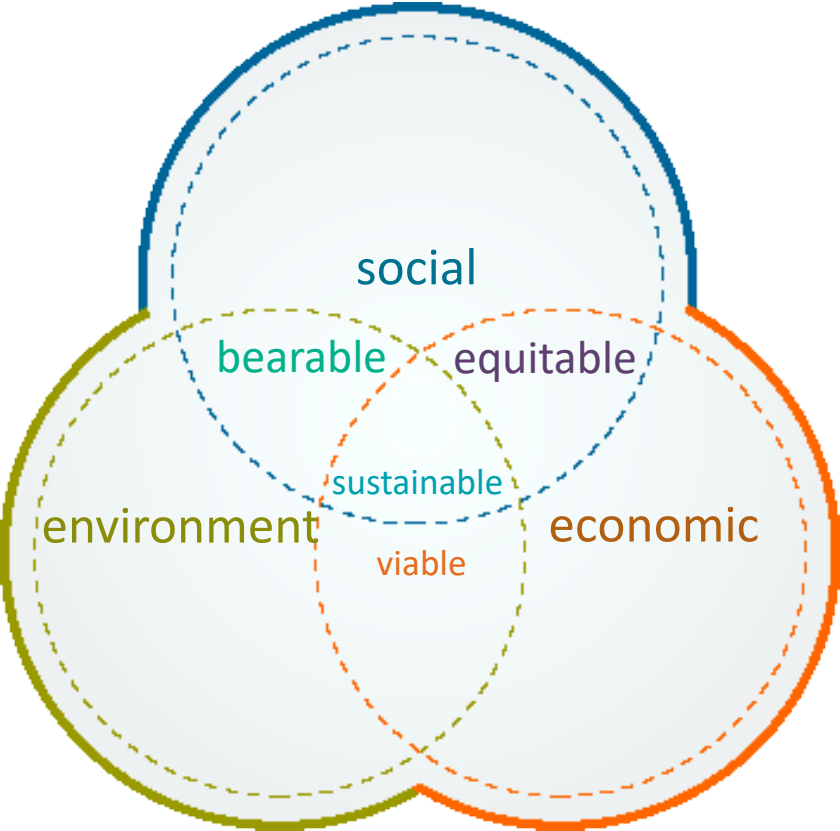
# Social Sustainability...

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‘Concerning how individuals, communities and societies live with each other and set out to achieve the objectives of development models which they have chosen for themselves, also taking into account the physical boundaries of their places and planet earth as a whole. At a more operational level, social sustainability stems from actions in key thematic areas, encompassing the social realm of individuals and societies, which ranges from capacity building and skills development to environmental and spatial inequalities. In this sense, social sustainability blends traditional social policy areas and principles, such as equity and health, with emerging issues concerning participation, needs, social capital, the economy, the environment, and more recently, with the notions of happiness, wellbeing and quality of life.’



# Conceptual models...





# Social Sustainability Policy...

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- Confirms the commitment of Council to ensure implementation of standards of positive sustainable social development which promote increased wellbeing for the Isaac region's communities
  - Social Impact Assessment (SIA)
  - Positive socially sustainable development
  - Social Infrastructure
  - Forward Planning approaches
  - Definitions of need
  - Communication



# Social Impact Assessment (SIA)...

-  **Way of life** – live, work, play & interact with each other on a daily basis
-  **Culture** – shared beliefs, customs, values & language or dialect
-  **Community** – cohesion, stability, character services & facilities
-  **Political systems** – participation, democratisation & the resources provided for this purpose.
-  **Health & wellbeing** - complete physical, mental, social & spiritual wellbeing – not just absence of disease
-  **Personal & property rights** – economic or personal disadvantage including violation of civil liberties
-  **Environment** – air, water, noise, dust, quality/availability of food, sanitation, physical safety
-  **Fears and aspirations** – perceptions of safety, fears about future of community & aspirations for future & future of children



# Impact Management...

Avoid

Reduce

Repair

Compensate in kind

Compensate by other means

Positive vs Negative Sustainability



# Social Infrastructure...

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The physical conditions, assets and attributes (built, natural and service based) which enable social capital development within communities and society.



# Determining need...

Type of need	Expressed by	Looks like	In short
Normative	Experts, professionals, administrators, social scientists	Desirable standards	'Here's what we think you should have'
Felt	The population	Wants	'What do you want?'
Expressed	People who demand a service	Demands	'Here's what we want'
Comparative	Experts, professionals, administrators, social scientists	In reference to others/benchmarks	'Here's what you should have in considering your specific characteristics and comparing with similar populations'



# Demand Driven, principled approach...

- Enhancing place-making approaches with needs of communities of attachment
- Adaptive reuse of existing soft and hard social infrastructure assets
- Access, equity and inclusion
- Integration of community facilities and spaces with recreation and leisure (indoor and outdoor) where complementary
- Active engagement in partnerships with the public and private sector and the community to deliver social Infrastructure.
- Aged-friendly, child-friendly and culturally appropriate
- Use of social procurement where possible to maximise social outcomes (and other shared value approaches)
- Technologically responsive and environmentally sustainable
- Supporting innovation
- Improving wellbeing

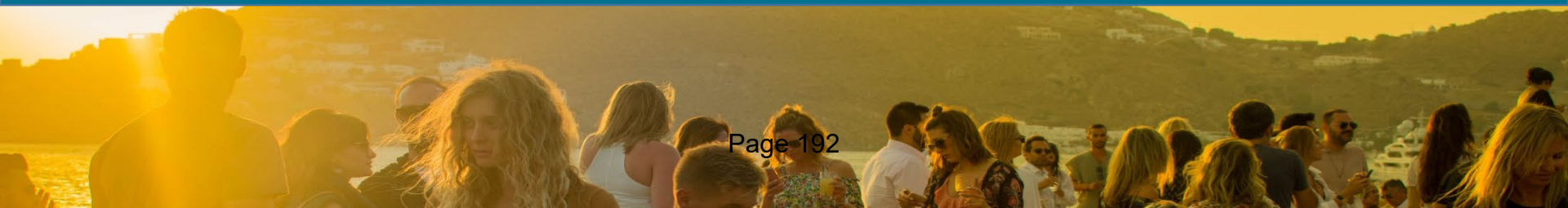




# Climate Change Response Policy...

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- Recognises climate change presents both risks & opportunities for the Isaac region. Confirms Council's commitment to placing people at the heart of climate change responses through managing risks, building knowledge & capability as an organisation, reducing organisational carbon footprint & fostering the social & transformative adaptive capacity which will enable our communities to thrive in a changing world.
- Institutional dimensions
- Social dimensions
- Transformative dimensions





# Social...

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Building the social adaptive capacity for residents and communities to thrive in a changing world

Focus areas:

- **Conceptualising social resilience** – definitions, scale, relationship to vulnerability & sustainability
- **Social Adaptive Capacity** – Fostering social adaptive capacity through strategy & programs
- **Social Capital** – role of bonding, bridging & linking social capital
- **Social Infrastructure** – Role of social infrastructure in climate change responses



# Social adaptive capacity...

## Diversity & Flexibility

Livelihood & income diversity, economic opportunities, level of dependence on natural resources, occupational mobility, place attachment, migration patterns, willingness to change

## Access to Assets

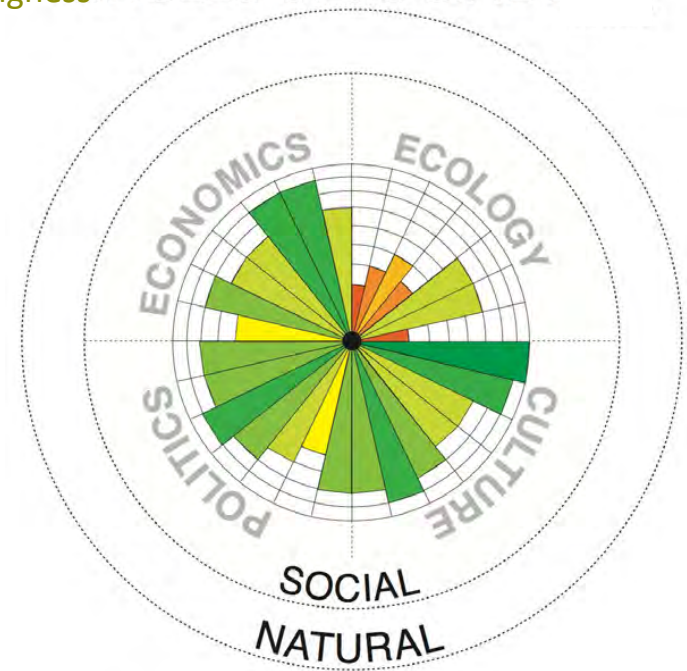
Household assets, community infrastructure, education, financial status, social capital, natural capital, equity & access, cultural memory

## Learning & Knowledge

Resource monitoring & feedback mechanisms, knowledge of disturbance, perception of risk, spaces for learning, diversity of knowledge, ability to anticipate change, recognition of human agency, intergenerational learning

## Governance & Institutions

Trust & social capital, gender & race relations, Participation & decision-making processes, planning capacity, presence of environmental institutions, governance and leadership, accountability, active risk management and adaptive governance processes



# Social Capital...

- **Bonding Social Capital** - The relationships between people with a common social background, often associated with local communities where many people know many people within the social group (network closure).
- **Bridging Social Capital** - The social ties between individuals which cross social divides or between social groups. From a network perspective bridging social capital places the actors at structural holes where each is able to tap into the social network resources of each other's social group. Bridging Social capital may not involve many shared norms but is likely to be associated with reciprocity and 'thin trust'.
- **Linking Social Capital** - The relationships between communities and institutions. It can be viewed as an extension of bridging social capital, however in this case involves the norms of respect and networks of trusting relationships between people who are interacting across explicit, formal or institutionalised power or authority gradients in society.



# Next steps...

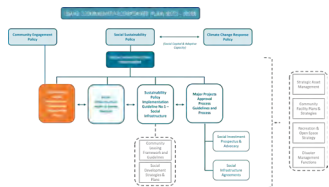


## B2G Project – *Building Tomorrow Together: A Greenprint for Energised Community Futures*

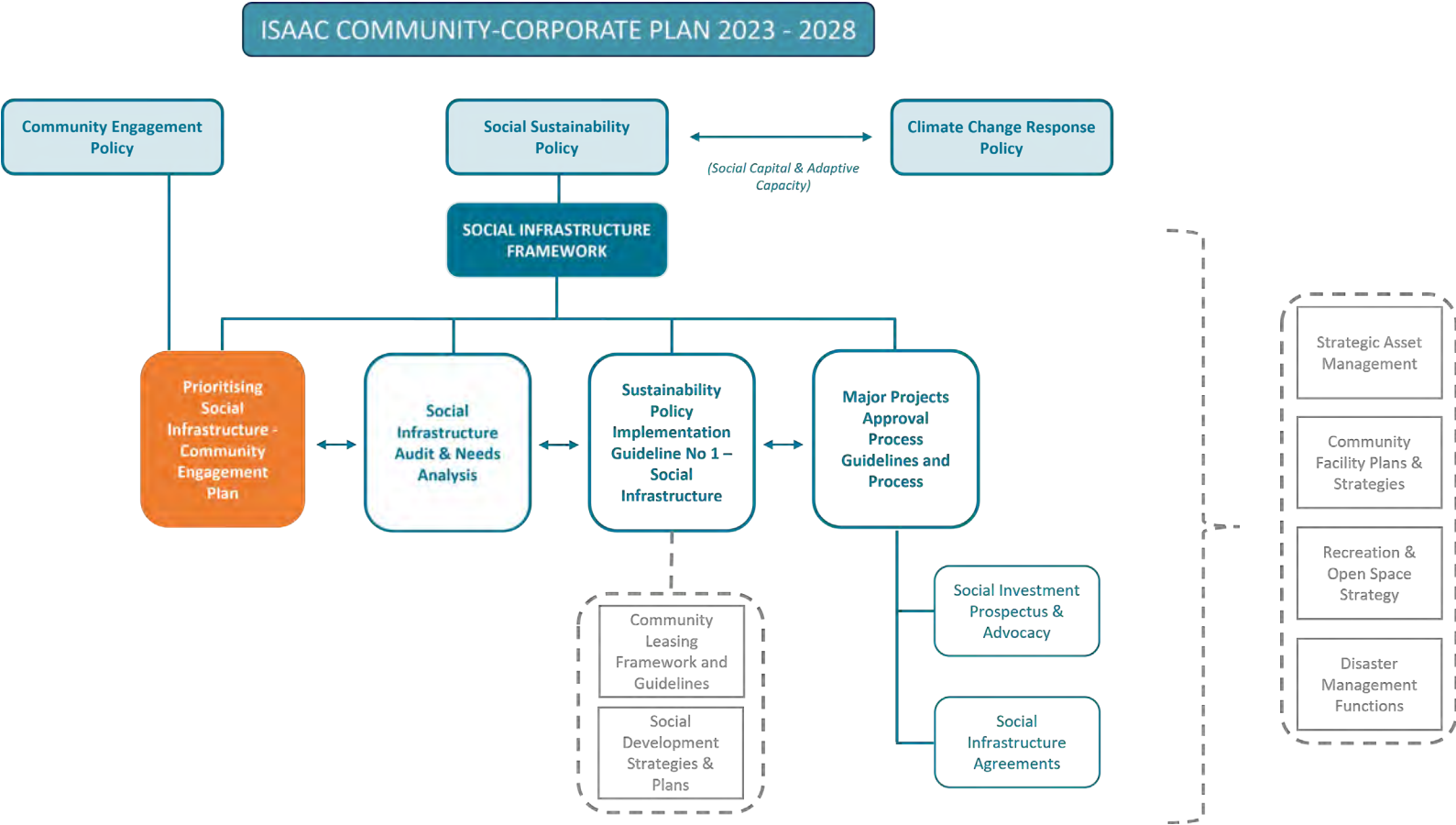
### Phase 1 – First steps towards social value

- Laying the foundations to implement social sustainability & climate change response frameworks
- Focus on moving from negative to positive sustainability.

### Draft Social Infrastructure Framework



# Social Infrastructure Framework...



# Current Customer Satisfaction Survey

- High margin of error – increased risk of misalignment of infrastructure & services
- No mechanism to understand any contributing factors to change in satisfaction ratings
- Scope of survey inconsistent with IRC adopted definition of social infrastructure
- Does not capture community aspirations for the future
- Satisfaction with services can potentially be derived from other sources e.g. complaints/service requests/evaluation forms
- Compressed timeframe to enact meaningful change prior to next survey

Locality	Margin of Error
Carmila/Flaggy Rock	27%
Clairview	43%
Clermont	9%
Coppabella	49%
Dysart	13%
Glenden	28%
Ilbilbie/Greenhill	20%
Middlemount	17%
Moranbah	7%
Nebo	17%
St Lawrence	32%

# Quality of Life Survey

Provides indication of key drivers of population attraction and retention

Better understand the 'whys' of people's values and aspirations

More likely to yield data which can inform Council's strategic objectives

Greater understanding of the value of non-council social infrastructure

Moves from negative sustainability to positive sustainability

Can enable more sophisticated solutions

## QoL Domains

- **Material Living Conditions**
- **Employment & Economy**
- **Health (physical, social, mental)**
- **Natural Environment**
- **Social Capital (bonding, bridging & linking)**
- **Governance (Council type questions)**



# Options...

## BAU

Continue as customer satisfaction survey in existing format

## Quality of life survey

Redesign survey to capture Quality of Life baseline data and community aspirations for the future

## Hybrid

Reduce number of questions in current customer satisfaction survey and replace with some quality of life indicators

## **Alternate surveys (recommended option)**

**Alternate between existing customer satisfaction survey and redesigned Quality of Life surveys**





# Thank you...

Maggi Stanley | Manager Strategic Policy & projects

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<b>MEETING DETAILS</b>	<b>Ordinary Meeting</b> Wednesday 28 August 2024
<b>AUTHOR</b>	Maggi Stanley
<b>AUTHOR POSITION</b>	Manager Strategic Policy and Projects

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## 9.10

## CUSTOMER SATISFACTION SURVEY REDESIGN

### EXECUTIVE SUMMARY

This report considers the merits of redesigning Council's biennial Customer Satisfaction Survey to better inform social infrastructure planning community facing implementation of the Social Sustainability Policy and Climate Change Response Policy Frameworks and advocacy efforts which align with community values and aspirations for the future.

### OFFICER'S RECOMMENDATION

*That the Committee recommends that Council*

- 1. Resolves to alternate between the Customer Satisfaction Survey in its current form and a redesigned survey based upon Quality of Life Indicators to better inform Council's strategic objectives.***

**Resolution No.: PECS1172**

**Moved: Cr Melissa Westcott**

**Seconded: Cr Terry O'Neill**

**That the Committee recommends that Council:**

- 1. Resolves to alternate between the Customer Satisfaction Survey in its current form and are designed survey based upon Quality of Life Indicators to better inform Council's strategic objectives.**

**Carried**

### BACKGROUND

Council has entered into a contractual agreement, valued at approximately \$90,000 with Taverner Research to conduct three biennial customer satisfaction surveys. The first survey under this arrangement was conducted in 2021, with results being presented in 2022. The second survey was initially scheduled to be conducted in 2023 with results presented in 2024, however was deferred due to the 2024 Queensland Local Government Elections and associated 'caretaker period'.

The first Customer Satisfaction Survey was conducted 2015 to determine residents' satisfaction with Council services and overall satisfaction with Council. External consultants have historically been engaged to design and administer the survey using computer aided telephone interviews (CATI). Respondents have been requested to rate their satisfaction with 34 services and facilities across five service categories using a five-point scale where 1 = 'very dissatisfied' and 5 = 'very satisfied'.

Following the 2021 survey results senior executive requested the results of the survey be used to inform forward planning of Council's works and services, however through further in house analysis a number of limitations on the value of the survey data as a basis for planning efforts were identified including:

- While at the regional level the survey results had a margin of error (essentially an indicator of how well the sample surveyed represents the view of the broader community) of +/- 4.3% at 95% confidence (meaning if the survey was repeated 100 times in 95 times the results would be within 4.3% of the population value) when the data is disaggregated at the subregional level it becomes significantly less reliable with the calculated margin of error at 95% confidence being unacceptably high (above 8%) in many areas:

Locality	Margin of Error
Carmila/Flaggy Rock	27%
Clairview	43%
Clermont	9%
Coppabella	49%
Dysart	13%
Glenden	28%
Ilbilbie/Greenhill	20%
Middlemount	17%
Moranbah	7%
Nebo	17%
St Lawrence	32%

- Given the Isaac Region's communities can vary quite substantially in terms of demographic composition culture and aspirations for the future, using regional data to inform localised planning may pose an increased risk of misaligned service and infrastructure provision.
- Where average ratings change between surveys there is no clear mechanism to understand contributing factors to the change. While in some cases variances can be anecdotally linked to known events this again makes a poor basis for accurately pinpointing service gaps and any necessary improvements.
- The survey focusses only on Council provided infrastructure – this is inconsistent with definition of social infrastructure in the social sustainability policy.
- The time between surveys (two years) means Council has little capacity to respond insofar as the survey results are published in year one and proposals to respond must then proceed through budget planning cycles, with only one year to implement before further measurement occurs.

IRC's draft Social Infrastructure Framework is approximately 80% complete, including analysis of normative, comparative and expressed need, however community engagement would be required to determine felt need and finalise some elements of the framework including a social investment prospectus for industry highlighting the region's social infrastructure priorities.

A Social Infrastructure Community Engagement Plan has been drafted, which proposes three phases of engagement activities: an initial region-wide survey (telephone and online), place based face-to-face (F2F) engagement to ground-truth and further explore survey results and social infrastructure priorities and ongoing reference groups to collaborate with Council in implementing identified initiatives.

While the current form of the Customer Satisfaction Survey does have the benefit of providing a time series and doesn't attract any operational burden to redesign its usefulness as a forward planning tool is severely limited. On this basis it is proposed the survey be redesigned to capture more qualitative data with increased focus on determining the factors with the most influence on wellbeing and liveability and in turn quality of life and most importantly why these factors are valued. This, in turn, can facilitate the development of social infrastructure responses (both soft and hard) which maximise social value. Anticipated benefits include:

- More likely to yield data which can be used to inform Council's strategic objectives including implementation of the Social Infrastructure Framework and facilitate appropriate social development responses.
- Survey questions can be designed to capture data relating to community aspirations for the future in preference to current format which captures a point in time and can be influenced by mood.
- Collects more meaningful qualitative data which can provide a richer narrative that is, understanding the 'whys' of peoples values and aspirations and provides a better basis for forward planning.
- Understanding gaps and deficiencies in peoples wellbeing provides a deeper understanding of the perceived issues facing Isaac communities and enable more sophisticated solutions.
- Greater understanding of the value of non-Council provided social infrastructure including private sector and natural third places.

There is a risk that the proposed redesigned survey methodology could retain some of the statistical limitations of the original format however the anticipated qualitative data provided provides a much richer basis to inform ongoing F2F engagement activities which ground-truth and further explore community concerns, values and aspirations. It is also important to note that the results of the survey only represent 'felt' need. Final decision making will include consideration of normative, expressed and comparative need to build an overall needs scenario. While the final format of the redesigned survey will require input from Taverner Research as Council's contracted provider to finalise it is anticipated residents would be asked to rate their current satisfaction (quantitative) then asked what might improve.

Five options have been considered:

1. Business as usual

Council can continue to run the existing Customer Satisfaction Survey every two years. While this option retains the limitations to practical use described above it does preserve time series data.

2. Redesign current Customer Satisfaction Survey to a Quality of Life Survey

Redesigning to a Quality of Life survey is anticipated to collect data which can better inform Council's strategic objectives, however indicators in the original survey will be discontinued, leading to a loss of time series data.

### 3. Hybrid Survey

It is possible to reduce the number of indicators in the existing Customer Satisfaction Survey and replace with Quality of life indicators, however it is considered there will be a high risk of the resulting data set providing insufficient insight to inform planning in either realm.

### 4. **Alternate between the existing Customer Satisfaction Survey and redesigned Quality of Life survey on a biennial basis (recommended).**

**Alternating between the two proposals will permit retention of the time series data collected since 2015 via the Customer Satisfaction Survey while retaining the benefits of the proposed Quality of Life survey. A longer period between types of survey will better align with measurement of any social change processes which, other than in the case of major disruptions, tend to occur incrementally and over time.**

## IMPLICATIONS

### Financial

No significant financial implications are identified. As the project matures, identified initiatives will be presented on a case-by-case basis for budget consideration.

### Risks

No significant risks are identified. Any changes in organisational reputation are expected to be positive.

### Compliance

No compliance implications are identified. The engagement plan is consistent with the Local Government Act and Community engagement undertaken in relation to this policy and outputs is subject to Council's statutory Community Engagement Policy.

## CONSULTATION

Mayor and Councillors – Planning, Environment and Community Services (PECS) Councillor workshop day 31 July 2024

Executive Leadership Team (ELT) – Formal ELT Presentation 3 July 2024

Executive Manager Advocacy and External Affairs on the customer service elements of the Customer Satisfaction Survey

Senior Contracts and Procurement Advisor on the existing contract between Council and Taverner Research (formerly IRIS Research) - October 2022

Engaged Communities Team - Social Sustainability workshop 17 July 2024

## BASIS FOR RECOMMENDATION

The basis for recommendation is to derive greater value from Council's Customer Satisfaction Survey which has limited practical use in its current form.

## ACTION ACCOUNTABILITY

# PLANNING, ENVIRONMENT AND COMMUNITY SERVICES

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Manager Strategic Policy and Projects – manage project implementation, provide results for Council's consideration and incorporate into forward planning as appropriate.

Engaged Communities Team – engagement partners

Advocacy and External Affairs – promote survey and engagement activities

Executive Leadership Team – encourage uptake of survey amongst Council staff as members of the community.

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## KEY MESSAGES

The existing Customer Satisfaction Survey has limited practical use in isolation. Alternating the current survey with a Quality of Life survey will better inform Council's strategic objectives while retaining historical time series data.

<b>Report prepared by:</b>	<b>Report authorised by:</b>
MAGGI STANLEY	DAN WAGNER
<b>Manager Strategic Policy and Projects</b>	<b>Director Planning, Environment and Community Services</b>
Date: 1 August 2024	Date: 1 August 2024

## ATTACHMENTS

- Attachment 1 - Draft Social Infrastructure Framework – Community Engagement Plan
- Attachment 2 - Draft Social Infrastructure Framework – Engagement Plan Briefing Note
- Attachment 3 - ELT Presentation Slides - Formal ELT Meeting 3 July 2024

## REFERENCE DOCUMENT

- NIL

# ISAAC SOCIAL INFRASTRUCTURE FRAMEWORK

## Part I – Prioritising Social Infrastructure - Community Engagement Plan

**Presented by:** Maggi Stanley  
**Adopted:** xx/xx/xxxx  
**Resolution No:** xxxx  
**Current as at:** xx/xx/xxxx

**ISAAC**  
**REGION**   
HELPING TO ENERGISE THE WORLD



## INTRODUCTION

Meaningful community engagement, or public participation, is key to planning and delivering social infrastructure which responds to not only immediate needs but also supports Isaac residents and communities to achieve their aspirations for their future and the future of their children. Community Engagement is defined by the International Association for Public Participation (IAP2) as

*‘any process that involves the public in problem-solving or decision-making, and that uses public input to make better decisions’*

Council’s Community Engagement Framework and Toolkit highlights some of the benefits of community engagement as

- Improved decision making and community outcomes
- Increased community awareness and understanding of Council’s services, planning and program delivery
- Increased awareness by Council of the needs and diversity of the local community
- Increased awareness by Council of community views and issues which should be considered as part of the decision-making process
- The development of solutions and outcomes which are broadly supported by the community
- Increased satisfaction with Council and the strengthening of trust between Council and community
- Increased understanding, community ownership and acceptance of decisions

### The social infrastructure context

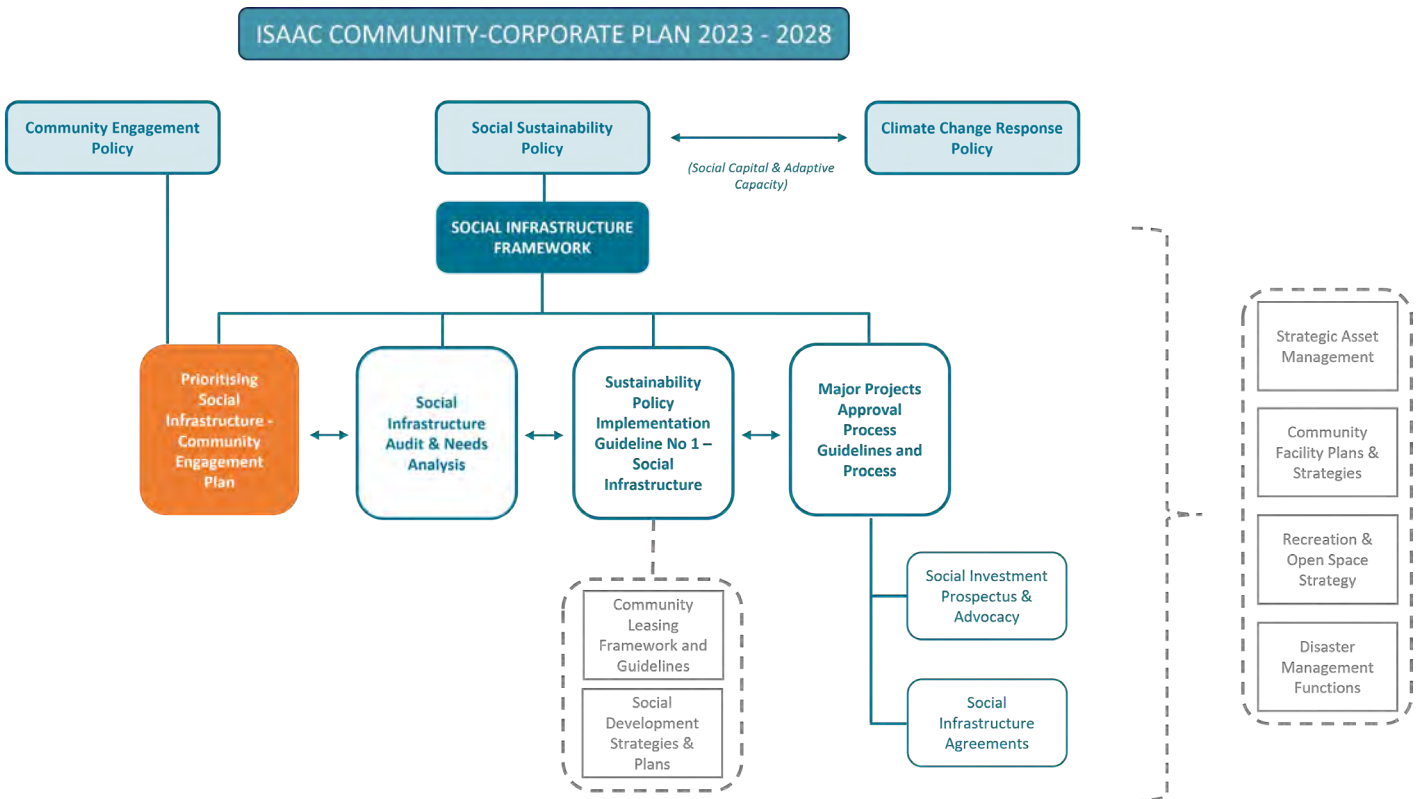
Ultimately social infrastructure is about liveability which in turn is about quality of life and community wellbeing, both in psychosocial and material terms.

Insofar as social infrastructure is a key determinant in the liveability of a community and ultimately the quality of life of residents it is critical to move beyond quantitative benchmarks for social infrastructure provision and genuinely understand the community narrative around a positive and socially sustainable future across their cultural, political, ecological and economic conditions.

It is important to note the anticipated outcomes from the proposed engagement activities only relate to ‘felt’ need. Normative, expressed and comparative need must also be considered to fully inform decision making for social infrastructure provision:

Type of need	Expressed by	Looks like	In short
<b>Normative</b>	Experts, professionals, administrators, social scientists	Desirable standards	‘Here’s what we think you should have’
<b>Felt</b>	The population	Wants	‘What do you want?’
<b>Expressed</b>	People who demand a service	Demands	‘Here’s what we want’
<b>Comparative</b>	Experts, professionals, administrators, social scientists	In reference to others/benchmarks	‘Here’s what you should have considering your specific characteristics and comparing with similar populations’

This plan has been developed to assist with planning and implementing community engagement processes and analysing results specifically within the social infrastructure context. It aims to go beyond ‘what’ the issues or opportunities are, or ‘how’ important they are to ‘why’ they are important to the communities aspirations for their future and the future of their children. It forms part of Council’s overarching social infrastructure framework and relates to all engagement undertaken as part of the development and delivery of the framework:



## PURPOSE

The purpose of this plan is to guide community engagement activities which enable the collection of qualitative and quantitative data required to inform the finalisation the Social Infrastructure framework and identify social infrastructure priorities which consider community perceptions of current Quality of life and aspirations for future quality of life. Particularly, the results of the engagement activities outlined in this plan will be used to:

- Determine the ‘felt’ need of the community to complete the framework’s needs analysis alongside comparative, normative and expressed definitions of need.
- Go beyond the ‘here and now’ to capture community aspirations for their future and the future of their children to which social infrastructure planning and delivery can be aligned in preference to dictating the future through what could be social infrastructure provision which is inappropriate to particular communities. Eg this is not a decide announce defend (DAD) approach
- Assist with identifying social infrastructure priorities which can guide both Council’s own and third party investment, including government funding and social investments made by industry as part of the regulatory approvals process.

The following key outputs are anticipated:

- Community Quality of Life Perceptions/Aspirations Baseline report

- Social Infrastructure Felt needs analysis report.

The information and data collected during the engagement activities will be used to inform community priorities identified in the social infrastructure framework and finalise the following elements:

- Social Sustainability Policy Implementation Guideline – Social Infrastructure (felt needs analysis section)
- Social Infrastructure Audit and Needs scenarios (felt need analysis)
- Major Projects Approvals Guideline (Social Investment Prospectus Priorities)

## SCOPE

This guideline applies to all community engagement activities undertaken by Council to ensure the needs and visions of Isaac communities and residents are meaningfully considered and incorporated in Council’s strategic planning for appropriate Social Infrastructure provision which builds the social capital and adaptive capacity necessary for a positive and socially sustainable future for the region.


Since Council has adopted the definition of Social Infrastructure as *‘the physical conditions, assets and attributes (built, natural and service based) which enable social capital development within communities and society’*, there are no limits placed on data collection in terms of specified asset or service classes, particularly given the intent is to align social infrastructure provision with community aspirations for quality of life.

While analysis will focus on data which relates to strategic planning objectives, any more operational concerns, such as maintenance issues, which are identified will be collated and passed on to relevant asset managers.

While the face-to-face elements of the engagement plan will necessarily be delivered on a place basis effort will also be made to engage other types of communities, such as those of practice, interest and circumstance where they occur.

## IAP2 SPECTRUM

Council’s community engagement framework aligns with the spectrum of participation designed by IAP2. The spectrum describes five general modes of participation which fall on a progressive continuum of increasing public influence over decision-making in a civic engagement process:

		INCREASING IMPACT ON THE DECISION 				
		INFORM	CONSULT	INVOLVE	COLLABORATE	EMPOWER
PUBLIC PARTICIPATION GOAL		To provide the public with balanced and objective information to assist them in understanding the problem, alternatives, opportunities and/or solutions.	To obtain public feedback on analysis, alternatives and/or decisions.	To work directly with the public throughout the process to ensure that public concerns and aspirations are consistently understood and considered.	To partner with the public in each aspect of the decision including the development of alternatives and the identification of the preferred solution.	To place final decision making in the hands of the public.
	PROMISE TO THE PUBLIC	We will keep you informed.	We will keep you informed, listen to and acknowledge concerns and aspirations, and provide feedback on how public input influenced the decision.	We will work with you to ensure that your concerns and aspirations are directly reflected in the alternatives developed and provide feedback on how public input influenced the decision.	We will look to you for advice and innovation in formulating solutions and incorporate your advice and recommendations into the decisions to the maximum extent possible.	We will implement what you decide.

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(Source: IAP2)

## COMMUNITY ENGAGEMENT POLICY GUIDING PRINCIPLES

Council's Community Engagement Policy provides guiding principles which steer all engagement activities undertaken by Council:

- **Commitment**

Community engagement will be conducted in a way which demonstrates a genuine commitment and a desire to hear community views

- **Timely**

Council commits to engaging the community at the earliest stage possible and keep them informed throughout the process

- **Respectful**

Our approach treats all participants in the community engagement process with dignity and respect. Opportunities for the diverse communities of the Isaac region to participate need to be created with special consideration given to those communities which are traditionally difficult to engage

- **Open and accountable**

Council will adopt open and accountable processes and actions which draw on the wisdom of citizens in order to add value to decision-making processes. It should however be emphasised the ultimate responsibility for decision-making rests with Council

- **Privacy and confidentiality**

Participants in any engagement process will have their privacy respected at all times during and after the engagement activities have taken place.

In addition to the guiding principles the Community Engagement Policy provides further guidance on criteria for when engagement activities are required, as per the following criteria:

- **Issues or projects which are likely to generate strong interest or concern from the community**
- **Planning or proposals which are anticipated to have significant impact on the lifestyle, environment or economy of the region and/or residents**
- **The future use of a significant area of land is being decided**
- **Planning or proposals may require a significant redirection of rate payer revenue**
- **Information is needed by Council staff or Councillors regarding community priorities, needs and concerns to ensure planning is appropriate and responsive**
- **Where Council is required to undertake statutory engagement activities**
- **Where Council believes there is genuine need**

Council's draft First Peoples Engagement Protocols also apply to engagement activities where appropriate.

## RISKS

All engagement activities involve a level of risk. The following are noted for the *Prioritising Social Infrastructure – Community Engagement Plan*:

Risk	Rating	Treatment	Residual Risk
<b>Operational/Technical</b>			
Low participation rates	High	Multi-channel communication plan and engagement platforms	Med
Insufficient capacity of consultants to complete field survey and analysis within timeframes	Med	Agreed targets	Low
Poor quality responses	Med	Survey design and community appropriate engagement techniques	Low
Non-representative sample	Med	Statistical methodology e.g. data weighting	Low
Required human resourcing not available	High	Mutually agreed timeframes and outputs	Med
Cost blow outs	Med	Budget managed within existing Council frameworks and protocols	Low
<b>Strategic/Reputational</b>			
Inconsistent understanding of objectives of engagement	Med	Information sharing within and beyond project teams to ensure mutual agreement on objectives	Low
Consultation Fatigue within the community	Med	Techniques which differ from previous rounds of engagement, new subject matter, emotional content, regular feedback loops	Med
Community cynicism regarding perceptions Council's commitment to implementing agreed outcomes	High	Regular feedback, realistic timeframes, ongoing engagement	Med

## SOCIAL INFRASTRUCTURE COMMUNITY ENGAGEMENT PLAN

### OBJECTIVES

The key objectives of this plan are to design and implement community engagement activities which:

- Ensure the provisions of Council’s Community Engagement Policy and associated Community Engagement Framework and Toolkit are applied in community engagement processes related to social infrastructure in the Isaac region.
- Go beyond the ‘here and now’ to capture community aspirations for their future and the future of their children.
- Determine ‘felt need’ for social infrastructure at the community level, aligned with community perceptions of quality of life to complement normative, comparative and expressed measures of need.
- Identify potential positive and negative social impacts associated with social infrastructure delivery.
- Collect data which provides a robust evidence base to support negotiations regarding social investments made as part of the major projects approvals process.

### LEVEL OF IMPACT

Given the significant influence social infrastructure has over the liveability of a community and therefore the quality of life of residents, the level of community impact of decision-making is considered to align with level 3 (high) as described in the community engagement framework and toolkit:

- *There is a high level of perceived or real impact, interest, or risk on a large section of the community or the town as a whole.*
- *There is potential for any decision that is made to create controversy and have varying levels of acceptance within the community.*

### IAP2 SPECTRUM – LEVEL OF ENGAGEMENT

The proposed three stages of the engagement activities align with different levels of engagement on the IAP2 Spectrum:

Phase	IAP2 Level
1 – Regional Survey (telephone, online)	Consult   Involve
2 – Place Based Engagement (F2F)	Involve   Collaborate
3 – Ongoing Implementation of agreed solutions	Inform   Collaborate   Empower

### STAKEHOLDER IDENTIFICATION

The following section outlines key types of stakeholders who will be targeted in engagement activities. Specific stakeholders and groups will be identified on a place basis as the engagement plan is implemented. It is also expected the interest level of some stakeholders will vary depending on the nature of any social infrastructure development activities identified during the engagement process:

Stakeholder	Interest	Influence
<b>Internal</b>		
Executive Leadership Team	Medium	High
Senior Leadership Team (Asset Managers)	Low	Medium
Engaged Communities Team	High	Medium
<b>External</b>		
Mayor and Councillors	High	High
Isaac residents	Medium	Medium
Community Groups	High	Medium
Business Groups	Medium	Medium
Local businesses	Medium	Low
Peak bodies (eg GWC)	High	Low
Visitors (tourism/business)	Medium	Low
Youth	Low	Medium
Traditional Owners	Medium	Medium

## ENGAGEMENT ACTIVITIES

The engagement plan proposes three distinct phases which rely on different approaches:

Phase	Activities	Key outcomes
1	<ul style="list-style-type: none"> <li>• Whole of region telephone/online survey</li> <li>• Quantitative and qualitative data analysis</li> </ul>	<ul style="list-style-type: none"> <li>• Regional quality of life and aspirations social baseline (quantitative)</li> <li>• De facto SIA to align with industry social investment</li> </ul>
2	<ul style="list-style-type: none"> <li>• Focus groups</li> <li>• Speak up Isaac (have your say)</li> <li>• Pop ups</li> <li>• Quantitative and qualitative data analysis</li> </ul> <p><i>*engagement activities will be tailored to each community addressing known preferences and any identified barriers to participation</i></p>	<ul style="list-style-type: none"> <li>• Ground truth survey results</li> <li>• Collaboratively develop social infrastructure solutions which align with the community's aspirations for their quality of life (qualitative)</li> <li>• Social investment prospectus</li> <li>• Industry social infrastructure agreements</li> </ul>

3	<ul style="list-style-type: none"> <li>• Ongoing engagement on an 'as required' basis for example project by project</li> <li>• Formation of ongoing reference groups if/where appropriate</li> <li>• Outcomes reported to Council and engagement participants</li> </ul>	<ul style="list-style-type: none"> <li>• Continue to engage and collaborate with community on the provision of social infrastructure in the Isaac region</li> </ul>
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### TIMEFRAMES & RESOURCES

The project management function of the engagement process will be undertaken by the Manager Strategic Policy and Projects on a 0.25 FTE basis for a period of 6 months. Additional operational support will be required on an ad hoc basis from the following:

- Engaged Communities, Community Engagement Programs and Events Team – F2F engagement activities
- Advocacy and External Affairs, Brand, Media and Communications Team – Promotional activities
- DPECS – review and approvals

Timing	Action
1 month	Survey design and rollout
2 months	Preliminary survey results – quantitative data analysis
3 months	F2F engagement activities and initial reporting (social infrastructure priorities aligned with quality of life aspirations) – qualitative data analysis
4 months	Development of comprehensive needs scenarios identifying strategic social infrastructure priorities to be integrated within planning and advocacy frameworks once approved.
5 months	Reporting and evaluation

### REPORTING & EVALUATION

- Participants in the engagement process will be provided with feedback regarding any outcomes
- Reports relating to findings and evaluation of the engagement process itself will be submitted to DPECS and Council as required



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**DATE** 30/04/2024

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**TO** Dan Wagner

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**FROM** Maggi Stanley – Manager Strategic Policy and Projects

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**SUBJECT** Isaac Social Infrastructure Framework – Community Engagement Plan

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This briefing paper is provided to facilitate discussion and consideration of the draft Social Infrastructure Community Engagement plan, particularly the merits of redesigning Council’s biennial Customer Satisfaction Survey to better inform social infrastructure planning and advocacy which aligns with community values and aspirations for the future.

The proposed engagement methodology aligns with the provisions of IRC’s adopted Social Sustainability Policy which includes the consideration of normative, expressed, comparative and felt definitions of need in forward planning for works and services. It also provides an imperative to undertake planning activities based the notion of ‘positive sustainability’, that is seeking to improve people’s cultural, ecological, political and economic conditions in preference to a ‘negative sustainability’ approach which mitigates impacts from a standpoint of not making a bad situation any worse.

IRC has adopted a definition of social infrastructure as *‘the physical conditions, assets and attributes (physical, natural and service based) which enable social capital development within communities and society’*. This definition recognises the importance of non-council provided social infrastructure and accessible natural assets as important contributors to overall liveability and quality of life for residents and communities.

## KEY POINTS

- IRC’s draft Social Infrastructure Framework is approximately 80% complete, including analysis of normative, comparative and expressed need, however community engagement would be required to determine felt need and finalise some elements of the framework including a social investment prospectus for industry highlighting the region’s social infrastructure priorities.
- A Social Infrastructure Community Engagement Plan has been drafted, which proposes three phases of engagement activities: an initial region-wide survey (telephone and online), place based F2F engagement to ground-truth and further explore survey results and social infrastructure priorities and ongoing reference groups to collaborate with Council in implementing identified initiatives.
- Council’s biennial regional Customer Satisfaction Survey has proven to be a poor basis for forward planning of works and services given constraints on statistical reliability when data is disaggregated to the subregional level. It is proposed the survey component of the Social Infrastructure Community Engagement Plan be resourced through revising the format and methodology of the current survey methodology to collect data which can be used to inform social infrastructure planning and delivery which goes beyond service gaps and shortfalls in the here and now (negative sustainability) to align with community values and aspirations for their future (positive sustainability).

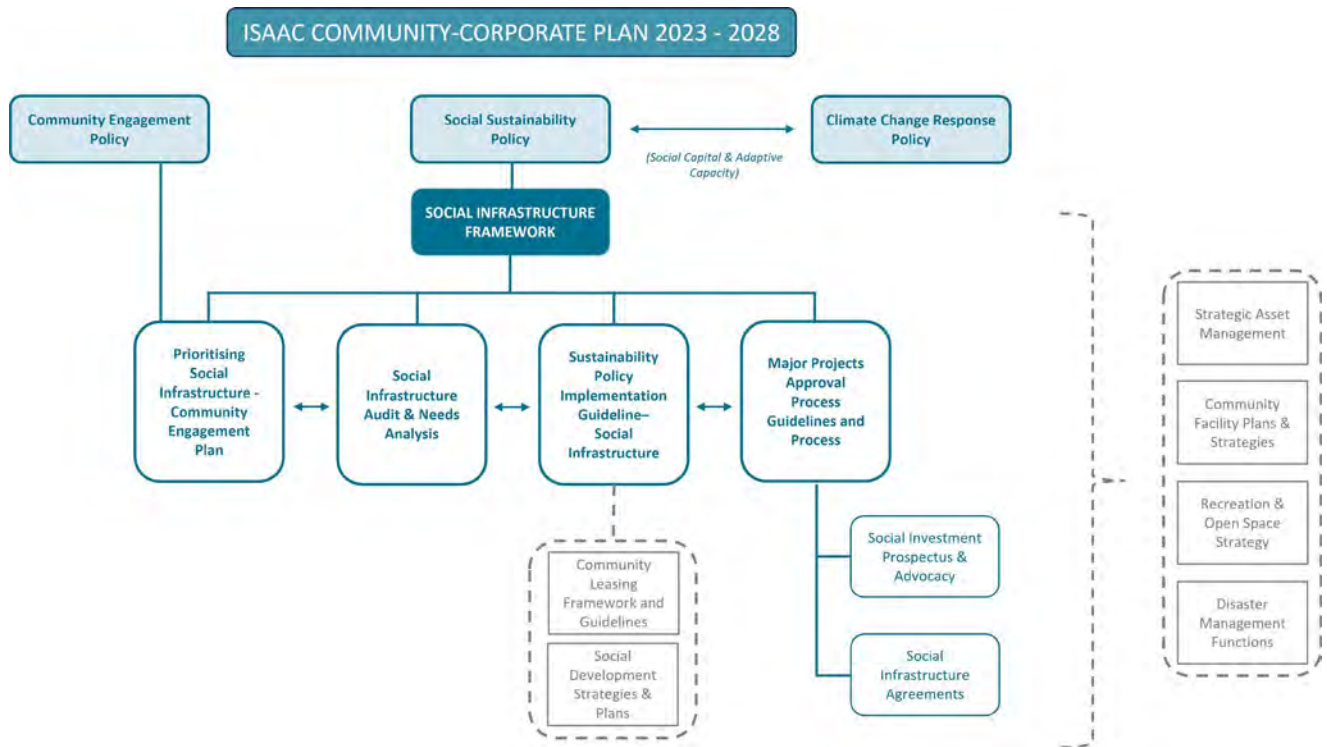
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## BACKGROUND

The objectives of the draft Social Infrastructure Framework are to:

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- Apply social sustainability principles to our forward planning, works and services
- Guide social investment which aligns with ‘positive sustainability’, that is seeking to improve people’s cultural, ecological, political and economic conditions in preference to the current ‘negative sustainability’ approach which mitigate impacts from a standpoint of not making a bad situation any worse.
- Respond to EIS/SIA materials in a manner which contributes to cohesive social development and avoids ad hoc planning based on short term wants, minimises duplication of effort and provides proponents with clear and consistent expectations.
- Consider need and prioritise social infrastructure through normative, expressed, comparative and felt lenses.
- Establish guiding principles for social infrastructure delivery - more cohesive approach across the organisation.
- Engage meaningfully with the community to deliver social infrastructure which aligns with their values aspirations for the future (positive sustainability) in addition to capturing service gaps and shortfalls in the here and now.



The Framework draws on multiple measures of need to reliably inform forward planning for social infrastructure:

Type of need	Expressed by	Looks like	In short
<b>Normative</b>	Experts, professionals, administrators, social scientists	Desirable standards	‘Here’s what we think you should have’

<b>Felt</b>	The population	Wants	‘What do you want?’
<b>Expressed</b>	People who demand a service	Demands	‘Here’s what we want’
<b>Comparative</b>	Experts, professionals, administrators, social scientists	In reference to others/benchmarks	‘Here’s what you should have considering your specific characteristics and comparing with similar populations’

## SOCIAL INFRASTRUCTURE COMMUNITY ENGAGEMENT PLAN SUMMARY

The purpose of this plan is to guide community engagement activities which enable the collection of qualitative and quantitative data required to inform the finalisation the Social Infrastructure framework and identify social infrastructure priorities which consider community perceptions of current Quality of life and aspirations for future quality of life. Particularly, the results of the engagement activities outlined in this plan will be used to:

- Determine the ‘felt’ need of the community to complete the framework’s needs analysis alongside comparative, normative and expressed definitions of need.
- Go beyond the ‘here and now’ to capture community aspirations for their future and the future of their children to which social infrastructure planning and delivery can be aligned in preference to dictating the future through what could be social infrastructure provision which is inappropriate to particular communities. This represents an alternative approach to the commonly used ‘decide, announce, defend’ approach towards an ‘engage, deliberate, decide’ model of engagement.
- Assist with identifying social infrastructure priorities which can guide both Council’s own and third party investment, including government funding and social investments made by industry as part of the regulatory approvals process. Questions can be aligned with the eight categories of Social Impact to readily translate to this process (way of life, culture, community, politics, environment, health and wellbeing, personal and property rights, and future aspirations).

The following key outputs from the engagement process are anticipated:

- Community Quality of Life Perceptions/Aspirations Baseline report
- Social Infrastructure Felt needs analysis report.

The information and data collected during the engagement activities will be used to inform community priorities identified in the social infrastructure framework and finalise the following elements:

- Social Sustainability Policy Implementation Guideline – Social Infrastructure (felt needs analysis section)
- Social Infrastructure Audit and Needs scenarios (felt need analysis)
- Major Projects Approvals Guideline (Social Investment Prospectus Priorities)

## Approach

The plan proposes three distinct phases which rely on different engagement activities:

1. Regional telephone/online survey (re-designed customer satisfaction survey with increased focus on qualitative data collection).
2. Place-based F2F engagement (engagement activities will be tailored to each community, addressing known preferences and any identified barriers to participation) to ground-truth survey responses.
3. Ongoing engagement on an as required basis for example project by project.

## THE CASE FOR REDESIGNING THE CUSTOMER SATISFACTION SURVEY

Council has entered into a contractual agreement, valued at approximately \$90,000 with Taverner Research to conduct three biennial customer satisfaction surveys. The first survey under this arrangement was conducted in 2021, with results being presented in 2022. The second survey was initially scheduled to be conducted in 2023 with results presented in 2024, however was deferred due to the 2024 Queensland Local Government Elections and associated 'caretaker period'.

The first Customer Satisfaction Survey was conducted 2015 to determine residents' satisfaction with Council services and overall satisfaction with Council. External consultants have historically been engaged to design and administer the survey using computer aided telephone interviews (CATI). Respondents have been requested to rate their satisfaction with 34 services and facilities across five service categories using a five point scale where 1 = 'very dissatisfied' and 5 = 'very satisfied':

- Basic Services & Infrastructure
- Community Lifestyle Services
- Customer Services and Communication
- Managing the locality
- Leadership
- Top priorities for Council - next five years
- Quality of life (introduced 2021)
- Customer Services
- Council Communication and Consultation

The survey also permitted general commentary from respondents.

The survey report provided by the consultants includes results for overall satisfaction with Council, survey results on a regional and sub-regional basis, quadrant analysis illustrating the importance of a service in terms of driving overall satisfaction and the performance of services in terms of resident satisfaction.

Following the 2021 survey results senior executive requested the results of the survey be used to inform forward planning of Council's works and services, however through further in house analysis a number of limitations on the value of the survey data as a basis for planning efforts were identified:

- While at the regional level the survey results had a margin of error of +/- 4.3% at 95% confidence (meaning if the survey was repeated 100 times in 95 times the results would be within 4.3% of the population value) when the data is disaggregated at the subregional level it becomes significantly less reliable with the calculated margin of error at 95% confidence being unacceptably high (above 8%) in many areas:

Locality	Margin of Error
Carmila/Flaggy Rock	27%
Clairview	43%
Clermont	9%
Coppabella	49%
Dysart	13%
Glenden	28%
Ilbilbie/Greenhill	20%
Middlemount	17%
Moranbah	7%
Nebo	17%
St Lawrence	32%

- Given the Isaac Region's communities can vary quite substantially in terms of demographic composition culture and aspirations for the future, using regional data to inform localised planning may pose an increased risk of misaligned service and infrastructure provision.
- Where average ratings change between surveys there is no clear mechanism to understand contributing factors to the change. While in some cases variances can be anecdotally linked to known events this again makes a poor basis for accurately pinpointing service gaps and any necessary improvements.
- The survey focusses only on Council provided infrastructure – this is inconsistent with definition of social infrastructure in the social sustainability policy.
- The survey captures a 'point in time' satisfaction rating but does not facilitate insights into future requirements for service and infrastructure provision which align with the communities aspirations for their futures.
- The survey report provides a benchmark of Isaac's performance against other Councils. However, these Councils (Whitsunday, Sunshine Coast, Mackay, Bundaberg, Toowoomba and Logan) often vary substantially from Isaac across many indicators limiting the usefulness of the benchmarking results. It is also problematic to

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determine whether variances between surveys can be attributable to another Council's services improving or Isaac's services deteriorating or vice versa.

- The results of this type of survey are inevitably influenced by hedonic adaptation, a phenomenon which suggests despite experiencing positive events people's happiness levels tend to return to a stable baseline overtime. As such where people who have moved to the Isaac region more recently (and assuming this has been as positive experience) tend to have a higher satisfaction rating across the board. Correspondingly those who have been in the region longer report lower satisfaction with Council infrastructure and services. Again, this can make a poor basis for forward planning.
- Satisfaction ratings can potentially be derived from other sources, for example service requests and compliments and complaints data.

While the survey does have the benefit of providing a time series and doesn't attract any operational burden to redesign its usefulness as a forward planning tool is severely limited. On this basis it is proposed the survey be redesigned to capture more qualitative data with increased focus on determining the factors with the most influence on wellbeing and liveability and in turn quality of life and most importantly why these factors are valued. This, in turn, can facilitate the development of social infrastructure responses (both soft and hard) which maximise social value.

- More likely to yield data which can be used to inform Council's strategic objectives including implementation of the Social Infrastructure Framework and facilitate appropriate social development responses.
- Survey questions can be designed to capture data relating to community aspirations for the future in preference to current format which captures a point in time and can be influenced by mood.
- Collects more meaningful qualitative data which can provide a richer narrative that is, understanding the 'whys' of peoples values and aspirations and provides a better basis for forward planning.
- Understanding gaps and deficiencies in peoples wellbeing provides a deeper understanding of the perceived issues facing Isaac communities and enable more sophisticated solutions.
- Greater understanding of the value of non-Council provided social infrastructure including private sector and natural third places.

There is a risk that the proposed redesigned survey methodology could retain some of the statistical limitations of the original format however the anticipated qualitative data provided provides a much richer basis to inform ongoing F2F engagement activities which ground-truth and further explore community concerns, values and aspirations. It is also important to note that the results of the survey only represent 'felt' need. Final decision making will include consideration of normative, expressed and comparative need to build an overall needs scenario. While the final format of the redesigned survey will require input from Taverner Research as Council's contracted provider to finalise it is anticipated residents would be asked to rate their current satisfaction (quantitative) then asked what might improve

# INTERNAL BRIEFING PAPER

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their rating (qualitative) across wellbeing domains in accordance with their aspirations for their future and the future of their communities.

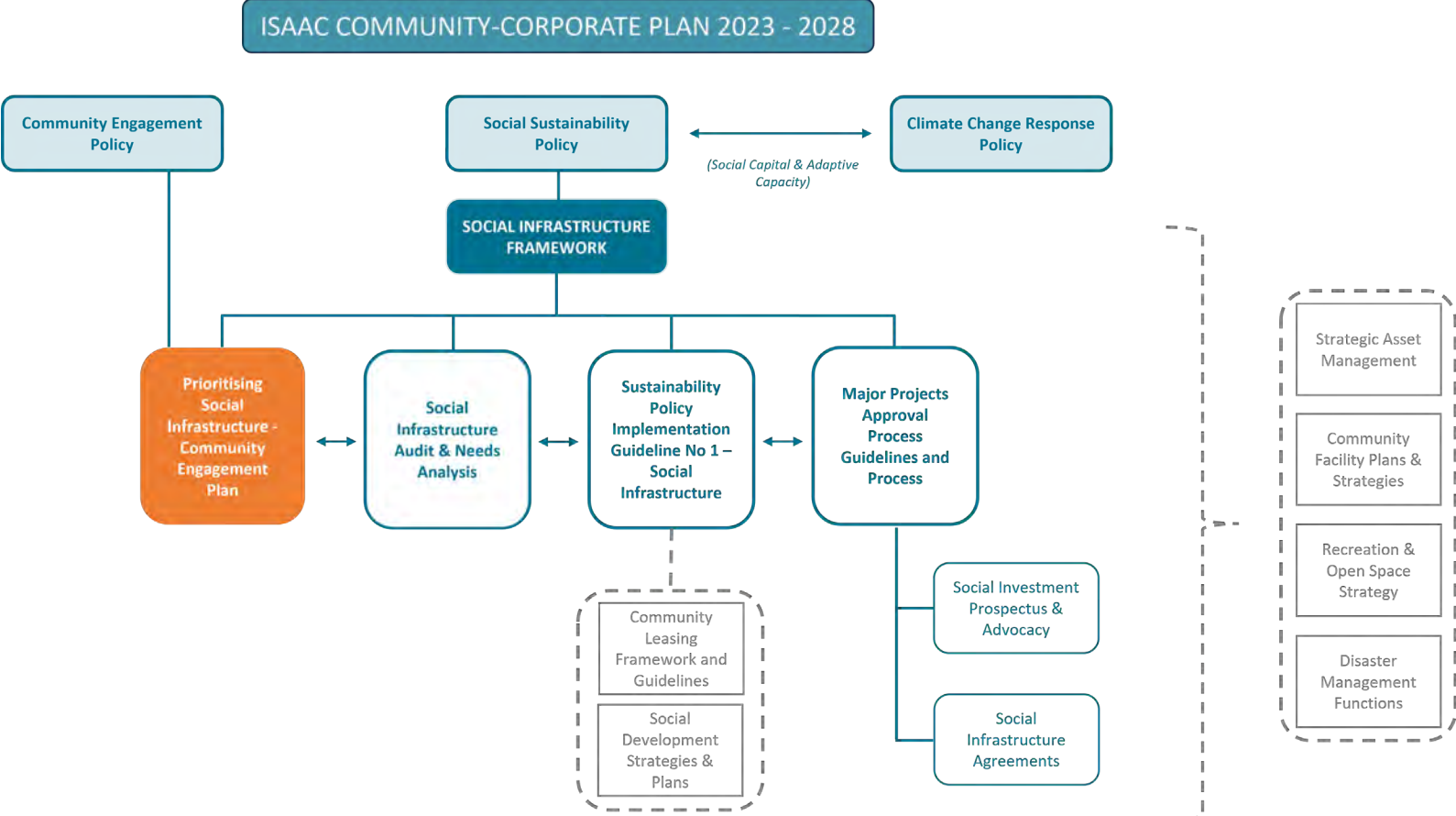


MAGGI STANLEY  
MANAGER STRATEGIC POLICY AND PROJECTS  
ISAAC REGIONAL COUNCIL

# DRAFT SOCIAL INFRASTRUCTURE FRAMEWORK: COMMUNITY ENGAGEMENT PLAN



# Social Infrastructure Framework



# Current Customer Satisfaction Survey

- High margin of error – increased risk of misalignment of infrastructure & services
- No mechanism to understand any contributing factors to change in satisfaction ratings
- Scope of survey inconsistent with IRC adopted definition of social infrastructure
- Does not capture community aspirations for the future
- Satisfaction with services can potentially be derived from other sources e.g. complaints/service requests/evaluation forms
- Compressed timeframe to enact meaningful change prior to next survey

Locality	Margin of Error
Carmila/Flaggy Rock	27%
Clairview	43%
Clermont	9%
Coppabella	49%
Dysart	13%
Glenden	28%
Ilbilbie/Greenhill	20%
Middlemount	17%
Moranbah	7%
Nebo	17%
St Lawrence	32%

# Quality of Life Survey

Provides indication of key drivers of population attraction and retention

Better understand the 'whys' of people's values and aspirations

More likely to yield data which can inform Council's strategic objectives

Greater understanding of the value of non-council social infrastructure

Moves from negative sustainability to positive sustainability

Can enable more sophisticated solutions

## QoL Domains

- **Material Living Conditions**
- **Employment & Economy**
- **Health (physical, social, mental)**
- **Natural Environment**
- **Social Capital (bonding, bridging & linking)**
- **Governance (Council type questions)**



# Options...

## BAU

Continue as customer satisfaction survey in existing format

## Quality of life survey

Redesign survey to capture Quality of Life baseline data and community aspirations for the future

## Hybrid

Reduce number of questions in current customer satisfaction survey and replace with some quality of life indicators

## **Alternate surveys (recommended option)**

**Alternate between existing customer satisfaction survey and redesigned Quality of Life surveys**



# Thank you...Questions?

A serene sunset scene over a body of water. The sky is a gradient of orange and yellow, with the sun low on the horizon. Silhouettes of trees and hills are visible against the bright sky. The water reflects the colors of the sunset, and there are some reeds or grasses in the foreground.

Maggi Stanley | Manager Strategic Policy & projects

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<b>MEETING DETAILS</b>	<b>Ordinary Meeting</b> Wednesday 28 August 2024
<b>AUTHOR</b>	Claire Griffiths
<b>AUTHOR POSITION</b>	Frontline Coordinator - Museums

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**9.11**

## **AMENDMENT OF TERMS OF REFERENCE OF THE CLERMONT HISTORICAL CENTRE WORKING GROUP TO THE ISAAC MUSEUM WORKING GROUP**

### **EXECUTIVE SUMMARY**

The purpose of this report is to seek Council's approval to expand the scope of the Clermont Historical Centre Working Group to include Historic Nebo Museum, St Lawrence Centenary Pavilion, Copperfield Store and Copperfield Chimney in addition to Clermont Historical Centre, and to change the working group's name to Isaac Museums Working Group (IMWG), in order to better serve the communities of Isaac's historic towns and maximise tourism potential. Council's approval is also requested for the revised Terms of Reference for the Isaac Museum Working Group.

### **OFFICER'S RECOMMENDATION**

*That the Committee recommends that Council:*

- 1. Adopts the amended Terms of Reference for the Isaac Museums Working Group noting the following major amendments:**
  - a. Change the scope of the working group to incorporate Clermont Historical Centre, Nebo Museum, Copperfield Store, Copperfield Chimney, and St Lawrence Centenary Pavilion.**
  - b. Change the name of the working group from Clermont Historical Centre Working Group to Isaac Museums Working Group.**
  - c. Change the group membership to include:**
    - i. Frontline Service Officer – Nebo to represent Historic Nebo Museum**
    - ii. Isaac Tourism Development Officer to represent Mackay Isaac Tourism**
    - iii. Three (3) Community Representatives from anywhere in the Isaac Region.**
- 2. Re-confirms the appointment of Councillor Pickels (Chair) and Councillor Coleman as its representatives on the Isaac Museum Working Group, and Councillor O'Neill as proxy.**

**Resolution No.:** PECS1173

**Moved:** Cr Melissa Westcott

**Seconded:** Cr Terry O'Neill

**That the Committee recommends that Council:**

- 1. Adopts the amended Terms of Reference for the Isaac Museums Working Group noting the following major amendments:**

- a. **Change the scope of the working group to incorporate Clermont Historical Centre, Nebo Museum, Copperfield Store, Copperfield Chimney, and St Lawrence Centenary Pavilion.**
  - b. **Change the name of the working group from Clermont Historical Centre Working Group to Isaac Museums Working Group.**
  - c. **Change the group membership to include:**
    - i. **Frontline Service Officer – Nebo to represent Historic Nebo Museum**
    - ii. **Isaac Tourism Development Officer to represent Mackay Isaac Tourism**
    - iii. **Three (3) Community Representatives from anywhere in the Isaac Region.**
2. **Re-confirms the appointment of Councillor Pickels (Chair) and Councillor Coleman as its representatives on the Isaac Museum Working Group, and Councillor O'Neill as proxy.**

**Carried**

## BACKGROUND

*“Heritage provides an important sense of place and connection and can contribute to individual and community wellbeing. Historic heritage can also generate economic benefits through tourism and re-use, although such use requires a well-managed and sustainable approach.”* (Australia State of the Environment 2021)

The Clermont Historical Centre working group was established to provide a forum in which council policies, strategies and initiatives could be communicated and discussed with a view to ensuring staff remain well-informed and actively engaged with the development of the centre in line with council’s wider strategies.

No similar group exists to meet these needs for the Historic Nebo Museum, St Lawrence Centenary Pavilion, or Copperfield Store and Copperfield Chimney.

Operationally, all five sites are managed together, and Council’s policies, strategies, and initiatives impact all of the sites in similar ways. Changing the name and expanding the scope of the group to include all five sites will ensure that opportunities and synergies across Isaac’s Museums can be better leveraged. This will ensure that the needs of the smaller sites are included in strategic planning; and the communities of the historic towns in the Isaac Region will be represented and included in the development of their historic assets.

Changing the name and expanding the scope of the group necessitates the inclusion of the Frontline Service Officer – Nebo to represent Historic Nebo Museum; and means that three (3) Community Representatives will be required to represent the interests of the Isaac community. The Community Representatives will be chosen via an Expression of Interest process and can be from anywhere in the Isaac Region, as both the Clermont Historical Centre and Historic Nebo Museum hold material relating to other towns in the region (eg: Middlemount, Moranbah, Glenden) as well as the three historic towns of Nebo, Clermont, and St Lawrence.

All five of the Isaac Museum sites are heritage tourism assets that hold untapped potential to be developed in line with Council’s tourism strategy and partnership with Mackay Isaac Tourism. Therefore, the inclusion of the Isaac Tourism Development Officer will ensure that tourism opportunities relating to or utilising the collective potential of these heritage assets can be leveraged for greater impact and coherence across the region.

## IMPLICATIONS

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## Financial

If adopted, there are no negative financial implications from the proposed changes. Viewing the museum sites holistically will help identify connections and synergies that will be more cost effective when addressed together.

## Service Levels

If adopted, the proposed changes will improve the provision of services across the Isaac Museum sites. By including all sites, the Isaac Museums Working Group will be more effective at identifying strategic opportunities that can be enacted through the sites and maximise the tourism potential of Council's heritage assets.

If adopted, the proposed changes will streamline and expand strategic opportunities around heritage and tourism in the Isaac Region.

## Risks

If adopted, these changes reduce reputational risk to Council by eliminating the potential for the communities of Nebo and St Lawrence to feel that Council considers their heritage to be less valuable than that of Clermont.

If adopted, these changes reduce the risk of missing out on tourism opportunities that could benefit the Isaac Region.

## Benefits

If adopted, these changes will benefit Council; the communities of Clermont, Nebo, St Lawrence and the wider Isaac community; and Isaac Region stakeholders such as tourism operators by adopting a more holistic approach to strategy around Council's heritage tourism assets; and ensuring that community interests are included in planning.

## Social Sustainability

If adopted, these changes will improve the ability of communities to participate in decisions that affect them regarding their cultural heritage.

## **CONSULTATION:**

### Internal

Councillor Division One

Councillor Division Six

Councillor Division Eight

Manager Engaged Communities

Manager Economy and Prosperity

Coordinator Community Hubs

Frontline Service Officer – Museums (Nebo)

Clermont Historical Centre Working Group (discussed at meetings: 07 December 2023, and 18 April 2024)

## **BASIS FOR RECOMMENDATION**



Identified opportunity to improve strategy and community representation in the development and management of heritage assets in the Isaac Region.

## **ACTION ACCOUNTABILITY**

Manager Engaged Communities will be responsible for:

Development of an operational budget to support the operations of the Isaac heritage assets.

Formal reporting activities of Isaac heritage assets.

Ensure the amended Terms of Reference are document controlled once endorsed by Council and made available as required.

Call for Expression of Interest nominations for community membership of the Working Group, determine appointments and convene the first and subsequent meetings of the Working Group.

Frontline Coordinator – Museums will be responsible for:

Ensuring Minutes and/or Working Group information are stored in corporate memory and actions recorded and registered for follow-up.

## **KEY MESSAGES**

Council values the interconnected and diverse heritage of the communities in the Isaac Region.

Council is committed to providing strategic support for cultural heritage in the region to enhance community wellbeing and maximise tourism opportunities.

Council is committed to engaging with communities around decision making that affects them.

Council is taking a considered approach to the preservation of local heritage collections and buildings.

<b>Report prepared by:</b>	<b>Report authorised by:</b>
CLAIRE GRIFFITHS	LINDSAY WOODLAND
<b>Frontline Coordinator - Museums</b>	<b>Manager Engaged Communities</b>
Date: 1 August 2024	Date: 1 August 2024

## **ATTACHMENTS**

- Attachment 1 – Draft Terms of Reference Isaac Museums Working Group
- Attachment 2 – Current Terms of Reference of the Clermont Historical Centre Working Group

## **ADDENDUM**

- ADDENDUM 1 - Amendment of Terms of Reference of The Clermont Historical Centre Working Group to The Isaac Museum Working Group
  - Attachment 3 – Version 2 - Draft Terms of Reference Isaac Museums Working Group PECS-TOR-039

## REFERENCE DOCUMENT

- Clermont Historical Centre Working Group Terms of Reference

# ISAAC MUSEUMS WORKING GROUP - TERMS OF REFERENCE (TOR)

## PURPOSE

The purpose of the Isaac Museums Working Group (IMWG) is to provide a forum for key stakeholders and community representatives to share information, provide perspectives and advice, and to support the sustainable management of Isaac Museums and the collections they hold. The facilities and sites within the remit of the IMWG include:

- The Clermont Historical Centre
- Historic Nebo Museum
- Copperfield Store and Chimney, and
- St Lawrence Centenary Pavilion

These facilities are owned and operated by Isaac Regional Council on behalf of the communities of the Isaac Region.

The Isaac Museums are guided by the National Standards for Australian Museums and Galleries, the Strategic Business Plan for the Isaac Museums, and the Isaac Museums Collection Development Policy.

## SCOPE AND OBJECTIVES

The Isaac Museums function as custodians of local history, catalysts for storytelling and identity building, and as tourism assets. The IMWG provides a forum in which connections between museum collection policies, community needs, and Council's tourism strategies can be considered and explored.



The Isaac Museums Working Group provides a forum in which:

- a. Council policies, strategies, projects and initiatives relevant to Isaac Museums can be shared, reviewed and discussed.
- b. The Isaac Museums Strategic Business Plan and Collection Development Policy can be considered and discussed by the IMWG with a view to identifying development needs and recommending future initiatives and projects related to the Museums for Council's consideration.
- c. Members consider officer's reports on the performance of Museum Sites in order to provide advice and recommend a course of action that Council may use to determine matters related to Isaac Museums.
- d. A collegial approach to identifying, reporting and managing concerns and risks contributes to the safety and well-being of staff, volunteers and visitors to the Isaac Region's museum sites.

## AUTHORITY/ DELEGATION

The IMWG reports directly to the ELT and operates in line with this TOR and approvals given by the ELT.

The IMWG has the authority to propose recommendations relating to Isaac Museums to Council. The IMWG is not a decision-making body.

The Chair of the IMWG will submit at least quarterly reports to ELT on progress against workplans.

*The Chair may determine relevant analytical, monitoring, implementation and exception reports relating to the Scope of this TOR to be provided to ELT on a more frequent basis.*

## COMMITTEE MEMBERSHIP

The Isaac Museums Working Group will comprise of the following:

Two (2) Councillors	A proxy will represent the Council and community. One of the Councillors will represent tourism interests
Manager Engaged Communities (or delegate)	Who will provide updates on Council initiatives, strategies, policies and budgets, and be responsible for reporting.
Manager Economy & Prosperity (or delegate)	Who will provide updates on Council initiatives, strategies, policies and budgets related to tourism and economic development.
Coordinator Community Hubs (or delegate)	Who will provide updates on Council initiatives, strategies, policies and budgets related to Community Hubs and Museums.
Frontline Coordinator – Museums	Who will provide updates on the implementation of the Strategic Business Plan for the Isaac Museums and the Collection Development Policy, as well as updates on the Clermont Historical Centre.
Clermont Historical Centre Caretaker	Who will provide updates on the grounds of the Clermont Historical Centre, Copperfield Store and Copperfield Chimney.
Maximum three (3) Community Representatives	Selected from anywhere within the Isaac region, who will provide feedback on community interests and promote an understanding of and engagement with Isaac museums in the community.
Frontline Service Officer – Museums (Nebo)	To provide updates on the Historic Nebo Museum.
Isaac Tourism Development Officer	Who will represent Mackay Isaac Tourism.

IMWG may invite suitably skilled persons to attend meetings in an advisory capacity for a specified purpose and for a specified period of time.

## MEMBERS RESPONSIBILITIES

All members will be required to conduct themselves in an appropriate manner.

- Promote the Vision, Mission, and Values of the Isaac Regional Council. comply with Isaac Regional Council's Code of Conduct, Workplace Health and Safety Systems, management directives, policies and procedures.

- Have an understanding of the Isaac Museums Strategic Business Plan, Collection Development Policy, Tourism Strategies, and other relevant documents.
- Contribute to the development and renewal of the Isaac Museums Strategic Business Plan.
- Attend and actively participate in scheduled meetings of the Working Group.
- Attend at least two working group meetings in person each year.

## **TERM OF OFFICE**

- IRC staff are appointed for the term of their employment in the relevant role at Isaac Regional Council.
- Councillors are appointed by council resolution.
- Community Representatives are appointed via an Expression of Interest process, for a period of two years.
- A chair will be appointed by council resolution.

## **MEETINGS AND ATTENDANCE**

- The Working Group will meet 4 times per year.
- All members are required to attend in person at least twice per year.
- Additional meetings may be scheduled as required.
- Meetings may take place anywhere in the Isaac Region.
- Notice of meetings will be given at least 10 working days prior to each meeting.
- Agenda items are to be emailed to the Frontline Coordinator - Museums at least 7 days prior to the scheduled meeting.
- The Agenda and any relevant documents will be forwarded to members at least 5 working days prior to a meeting.
- Minutes will be recorded at each meeting.
- The Manager Engaged Communities will report to Council via the monthly Information Bulletin.
- Working Group members may be compensated for extraordinary expenses incurred as a result of their membership, on the basis that the expenditure was approved in advance by the Manager Engaged Communities.

## **PUBLIC RELATIONS AND COMMUNICATIONS**

Members of the Working Group are not permitted to make public statements on behalf of Council without the prior approval of the Mayor and/or CEO. As such media releases, public statements and advertising must be vetted by the Mayor and/or CEO and be issued under the name of the Mayor and/or CEO.

## **REVIEWS**

The Isaac Museums Working Group will be reviewed a minimum of every three years. Additional reviews can be undertaken by request.

# CLERMONT HISTORICAL CENTRE WORKING GROUP (CHCWG)

## TERMS OF REFERENCE

The Clermont Historical Centre is owned and managed by Isaac Regional Council on behalf of the Clermont community.

It is being developed in line with the National Standards for Australian Museums and Galleries, the Strategic Business Plan for the Clermont Historical Centre and the Clermont Historical Centre Collection Development Policy.

## PURPOSE

The Clermont Historical Centre Working Group has been established to provide a forum in which:

- a. Council policies, strategies and initiatives can be communicated and discussed.
- b. Progress on the implementation of the Strategic Business Plan for the Clermont Historical Centre and the Clermont Historical Centre Collection Development Policy can be documented and discussed with a view to identifying further development and future projects.
- c. A collegial approach to identifying, reporting and managing concerns and risks contributes to the safety and well-being of staff, volunteers and visitors to the centre.

## OBJECTIVES

The CHCWG has been established to ensure all staff and volunteers working at the Clermont Historical Centre are well informed and proactively engaged in the operation and development of the centre.

## MEMBERSHIP

The Clermont Historical Centre Working Group will comprise of the following:

1. The Councillor for Division Six (6) will represent the Council and the Clermont community.
2. The Manager Library and Cultural Services who will provide updates on Council initiatives, strategies, policies and budgets, and be responsible for formal reporting.
3. The Clermont Historical Centre Coordinator, who will provide operational reports on the implementation of the Strategic Business Plan for the Clermont Historical Centre and the Clermont Historical Centre Collection Development Policy.
4. The Clermont Historical Centre Caretaker who will provide operational reports on the grounds of the Clermont Historical Centre, Copperfield Store and Copperfield Chimney.
5. Clermont Historical Centre Volunteers who will provide reports/information on any issues affecting the Clermont Historical Centre, the collection, operations, or projects.
6. The working group may invite suitably skilled persons to attend meetings in an advisory capacity for a specified purpose and for a specified period of time.

## MEMBERS RESPONSIBILITIES

- All members are expected to promote the Vision, Mission, and Values of the Isaac Regional Council.
- All members are expected comply with Isaac Regional Council's Code of Conduct, Workplace Health and Safety Systems, management directives, policies and procedures.

- All members are expected to have a working knowledge of the Clermont Historical Centre Strategic Business Plan and Collection Development Policy.
- All committee members are expected to attend and actively participate in scheduled meetings of the CHCWG.

## TERMS OF OFFICE

- Committee members are appointed for the term of their employment at the Clermont Historical Centre.

## MEETINGS AND ATTENDANCE

- The working group will meet each month.
- Notice of meetings will be given at least 10 working days prior to each meeting.
- Agenda items are to be emailed to the Clermont Historical Centre Coordinator at least 7 days prior to the scheduled meeting.
- The Agenda and any relevant documents will be forwarded to members at least 5 working days prior to a meeting.
- Minutes will be recorded at each meeting.
- The Manager Library and Cultural Services will report to Council via the monthly Library and Cultural Services Information Bulletin.
- Committee members may be compensated for extraordinary expenses incurred as a result of their membership, on the basis that the expenditure was approved in advance by the Manager Library and Cultural Services.

## PUBLIC RELATIONS

Members of the CHCWG are not permitted to make public statements on behalf of Council without the prior approval of the Mayor and/or CEO. As such media releases, public statements and advertising must be vetted by the Mayor and/or CEO and be issued under the name of the Mayor and/or CEO.

# REPORT ADDENDUM

Planning, Environment and Community Services Standing Committee Meeting

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<b>DATE</b>	22 August 2024
<b>TO</b>	All Councillors
<b>FROM</b>	Barb Franklin, Acting Manager Engaged Communities
<b>REPORT</b>	Amendment of Terms of Reference of The Clermont Historical Centre Working Group to The Isaac Museum Working Group

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Dear Councillors

This addendum outlines further information in relation to the Amendment of Terms of Reference of The Clermont Historical Centre Working Group to The Isaac Museum Working Group presented to the Planning, Environment and Community Services Standing Committee at the meeting held on Wednesday 21 August 2023.

Changes have been made to the draft Terms of Reference following the discussion at the Standing Committee to better reflect conversations held at the last Clermont Historical Centre Working Group meeting. The changes better reflect the purpose and intent of the working group, incorporate revisions to the Authority and Delegation to align with Council processes.

An updated officer's recommendation is drafted below for consideration:

## OFFICER'S RECOMMENDATION

***That Council:***

1. ***Adopts Version 2 of the Terms of Reference for the Isaac Museums Working Group noting the following major amendments:***
  - a. ***Amend the name of the working group from Clermont Historical Centre Working Group to Isaac Museums Working Group.***
  - b. ***An expanded scope of the working group to incorporate Clermont Historical Centre, Nebo Museum, Copperfield Store, Copperfield Chimney, and St Lawrence Centenary Pavilion.***
  - c. ***Endorse the Isaac Museums Working Group membership as follows:***
    - i. ***Three Councillors - one of whom will represent tourism interests***
    - ii. ***Manager Engaged Communities (or delegate) to provide updates on Council initiatives, strategies, policies and budgets.***



# REPORT ADDENDUM

Planning, Environment and Community Services Standing Committee Meeting

- 
- iii. Manager Economy & Prosperity (or delegate) for contributions related to tourism and economic development.*
  - iv. Coordinator Community Hubs (or delegate) to provide information on matters relating to Community Hubs and Museums.*
  - v. Frontline Coordinator – Museums to provide technical knowledge on museums and historical assets.*
  - vi. Clermont Historical Centre Caretaker for information related to the grounds of Clermont Historical Centre, Copperfield Store and Copperfield Chimney.*
  - vii. Frontline Service Officer – Nebo to represent Historic Nebo Museum.*
  - viii. Isaac Tourism Development Officer to represent Mackay Isaac Tourism.*
  - ix. Community Representatives selected by an Expression of Interest process endorsed by Council.*
- 2. Endorses appointment of Councillor Pickels (Chair), Councillor Coleman and Councillor O'Neill as its representatives on the Isaac Museum Working Group.*
  - 3. Authorises the advertising of an Expressions of Interest process for community representatives to participate in the Isaac Museums Working Group.*
  - 4. Authorises the Chief Executive Officer to negotiate, vary and execute the legal instruments to action clause 3 above.*

## ADDITIONAL ATTACHMENT

- Attachment 3 – Version 2 - Draft Terms of Reference Isaac Museums Working Group PECS-TOR-039

Yours faithfully,

**Barb Franklin**  
**Acting Manager Engaged Communities**

# ISAAC MUSEUMS WORKING GROUP - TERMS OF REFERENCE (TOR)

## PURPOSE

The purpose of the Isaac Museums Working Group (IMWG) is to create a platform where council officers can liaise with key stakeholders and community representatives to ensure the effective and sustainable management of Isaac Museums and the collections they hold. The facilities and sites within the remit of the IMWG include:

- The Clermont Historical Centre
- Historic Nebo Museum
- Copperfield Store and Chimney, and
- St Lawrence Centenary Pavilion

These facilities are owned and operated by Isaac Regional Council on behalf of the communities of the Isaac Region.

The Isaac Museums are guided by the National Standards for Australian Museums and Galleries, the Strategic Business Plan for the Isaac Museums, and the Isaac Museums Collection Development Policy.

## SCOPE AND OBJECTIVES

The Isaac Museums function as custodians of local history, catalysts for storytelling and identity building, and as tourism assets. The IMWG exists to facilitate the alignment of museum collection policies with community needs and Council's broader tourism strategies.



The IMWG is not a decision making body. It operates to:

- **Council policies, strategies, projects, and initiatives** relevant to the Isaac Museums are shared, reviewed, and discussed with community input.
- **The Isaac Museums Strategic Business Plan and Collection Development Policy** are examined by the IMWG to identify development needs and suggest potential future initiatives for Council's consideration.
- **Members review officers' reports** on the performance of museum sites, offering advice and suggestions that Council may consider when making decisions related to Isaac Museums.
- **A collaborative approach** is fostered for identifying, reporting, and managing concerns and risks, thereby contributing to the safety and well-being of staff, volunteers, and visitors to the museum sites.

It is important to note that while the IMWG provides valuable perspectives and advice, the final decisions regarding the management and direction of the Isaac Museums rest with the Isaac Regional Council.

## AUTHORITY/ DELEGATION

The IMWG has the power only to recommend a course of action to Council. This must be submitted via Council Officers in a format that is in accordance with Council's general meeting requirements and be submitted as a report to Council.

Council may, by resolution, seek advice from the IMWG to decide matters. Advice may be specific to an individual matter or in general terms to determine nominated issues. Such advice is submitted back to Council.

## COMMITTEE MEMBERSHIP

The Isaac Museums Working Group will comprise of the following:

Three (3) Councillors	One of the Councillors will represent tourism interests
Manager Engaged Communities (or delegate)	Who will provide updates on Council initiatives, strategies, policies and budgets, and be responsible for reporting.
Manager Economy & Prosperity (or delegate)	Who will provide updates on Council initiatives, strategies, policies and budgets related to tourism and economic development.
Coordinator Community Hubs (or delegate)	Who will provide updates on Council initiatives, strategies, policies and budgets related to Community Hubs and Museums.
Frontline Coordinator – Museums	Who will provide updates on the implementation of the Strategic Business Plan for the Isaac Museums and the Collection Development Policy, as well as updates on the Clermont Historical Centre.
Clermont Historical Centre Caretaker	Who will provide updates on the grounds of the Clermont Historical Centre, Copperfield Store and Copperfield Chimney.
Frontline Service Officer – Museums (Nebo)	To provide updates on the Historic Nebo Museum.
Isaac Tourism Development Officer	Who will represent Mackay Isaac Tourism.
Community Representatives (selected from an EOI process)	Selected from anywhere within the Isaac region, who will provide feedback on community interests and promote an understanding of and engagement with Isaac museums in the community. Maximum number of community members to be decided by Council resolution.

IMWG may invite suitably skilled persons to attend meetings in an advisory capacity for a specified purpose and for a specified period of time.

## MEMBERS RESPONSIBILITIES

All members will be required to conduct themselves in an appropriate manner.

- Promote the Vision, Mission, and Values of the Isaac Regional Council. comply with Isaac Regional Council's Code of Conduct, Workplace Health and Safety Systems, management directives, policies and procedures.
- Have an understanding of the Isaac Museums Strategic Business Plan, Collection Development Policy, Tourism Strategies, and other relevant documents.

- Participate in consultation process for forward business plans.
- Attend and actively participate in scheduled meetings of the Working Group.
- Attend at least two working group meetings in person each year.

## **TERM OF OFFICE**

- IRC staff are appointed for the term of their employment in the relevant role at Isaac Regional Council.
- Councillors are appointed by council resolution.
- Community Representatives are appointed via an Expression of Interest process, for a period of two years.
- A chair will be appointed by council resolution.

## **MEETINGS AND ATTENDANCE**

- The Working Group will meet 4 times per year.
- All members are required to attend in person at least twice per year.
- Additional meetings may be scheduled as required.
- Meetings may take place anywhere in the Isaac Region.
- Notice of meetings will be given at least 10 working days prior to each meeting.
- Agenda items are to be emailed to the Frontline Coordinator - Museums at least 7 days prior to the scheduled meeting.
- The Agenda and any relevant documents will be forwarded to members at least 5 working days prior to a meeting.
- Minutes will be recorded at each meeting.
- The Manager Engaged Communities will report to Council via the monthly Information Bulletin.
- Working Group members may be compensated for extraordinary expenses incurred as a result of their membership, on the basis that the expenditure was approved in advance by the Manager Engaged Communities.

## **PUBLIC RELATIONS AND COMMUNICATIONS**

Members of the Working Group are not authorised to make public statements on behalf of Council without the prior approval of the Mayor and/or CEO. All media releases, public statements and advertising must be reviewed and approved by the Mayor and/or CEO and be issued in their name.

## **REVIEWS**

The Isaac Museums Working Group will be reviewed a minimum of every three years. Additional reviews can be undertaken by request.

<b>MEETING DETAILS</b>	<b>Ordinary Meeting</b> Wednesday 28 August 2024
<b>AUTHOR</b>	Mark Davey
<b>AUTHOR POSITION</b>	Program Manager – Capital Delivery

## 9.12 PLANNING, ENVIRONMENT AND COMMUNITY SERVICES FY2024\_2025 CAPITAL PROJECTS PROGRESS REPORT AS AT 31 JULY 2024

### EXECUTIVE SUMMARY

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

### OFFICER'S RECOMMENDATION

*That the Committee recommends that Council:*

- Receives and notes the monthly Planning, Environment and Community Services 2024-2025 Capital Progress Summary Report as at 31 July 2024.**

<b>Resolution No.:</b>	<b>PECS1174</b>
<b>Moved:</b>	<b>Cr Terry O'Neill</b>
<b>Seconded:</b>	<b>Cr Melissa Westcott</b>
<b>That the Committee recommends that Council:</b>	
<b>1. Receives and notes the monthly Planning, Environment and Community Services 2023/2024 Capital Progress Summary Report as at 31 July 2024.</b>	
<b>Carried</b>	

### BACKGROUND

Progressive updates of the financial and physical position of projects in the 2024-2025 PECS Capital Works program have been identified as a requirement to ensure that Council is aware of the progress of and risk to the delivery of the program.

The completion position of the 2023/24 PECS Capital program has been included in this report below.

2024 Actual Expenditure	Budget	Remaining Budget as at 30/06/2024
\$7,002,852	\$12,906,498	\$5,903,646
54.25 % of Budget Expended		45.75 % of total Budget Remaining

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A full list of remaining projects is included in Attachment 1 noting the project are dependent on Council adoption of the Carry Forward Review.

## **IMPLICATIONS**

The attached PECS 2024-2025 Capital Projects Progress Summary (Attachment 1) identifies the financial and physical position of all projects. Commentary is provided to briefly explain the position of projects. Where the risk is considered low or of insignificant impact to Council or the community no additional commentary is provided. Where risks are significant separate commentary is provided in the Identified Issues section of this report.

## **IDENTIFIED ISSUES**

Moranbah Community Centre.

There are delays being realised in this project due to two compounding factors:

- A large amount of latent (unknown) conditions have been discovered during the demolition and early construction phases. The majority of these are yet to be formally costed. As the consultants provide amended designs to alleviate the latent conditions, works will return to the new projected schedule, which identifies a delayed practical completion date of 14 February 2025.
- Project schedule and delivery impacts.

## **CONSULTATION**

Director Planning, Environment and Community Services

Planning, Environment and Community Services Leadership Team

Aurecon

## **BASIS FOR RECOMMENDATION**

To improve business within the Planning, Environment and Community Services Directorate by providing more appropriate and relevant reporting, transparency, and a clear monitoring tool for Council. This report will help identify and communicate any project delays or possible project failures.

## **ACTION ACCOUNTABILITY**

The Program Manager – Capital Delivery in conjunction with the PECS leadership team and under the guidance of Director PECS hold responsibility for the scoping, procurement and the completion of the projects identified within the 2024-2025 Capital Program.

## **KEY MESSAGES**

Council's continued investment, oversight, and engagement in the delivery of the Planning, Environment and Community Services Capital Works Program will ensure Isaac region communities continue to enjoy access to high quality facilities and services that improve community liveability, wellbeing, and visitor satisfaction.

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**Report prepared by:**

MARK DAVEY  
Program Manager – Capital Delivery

Date: 1 August 2024

**Report authorised by:**

DAN WAGNER  
Director Planning, Environment and  
Community Services

Date: 1 August 2024

## ATTACHMENTS

- CONFIDENTIAL Attachment 1 - PECS 2024\_2025 Capital Projects Progress Summary as at 1 July 2024

## REFERENCE DOCUMENT

- NIL

PAGES 248 - 253 HAVE INTENTIONALLY BEEN REMOVED DUE TO CONFIDENTIAL REASONS



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<b>MEETING DETAILS</b>	<b>Ordinary Meeting</b> Wednesday 28 August 2024
<b>AUTHOR</b>	Robert Perna
<b>AUTHOR POSITION</b>	Director Engineering and Infrastructure

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**9.13 ENGINEERING AND INFRASTRUCTURE 2024/2025 CAPITAL PROJECTS PROGRESS REPORT – JULY 2024**

## EXECUTIVE SUMMARY

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

## OFFICER'S RECOMMENDATION

*That the Committee recommends that Council:*

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

<b>Resolution No.:</b>	<b>E&amp;I0761</b>		
<b>Moved:</b>	<b>Cr Alaina Earl</b>	<b>Seconded:</b>	<b>Cr Simon West</b>
<b>That the Committee recommends that Council:</b>			
<b>1. Receives and notes the monthly Engineering and Infrastructure 2024/2025 Capital Projects Progress Summary Report.</b>			
			<b>Carried</b>

## BACKGROUND

Progressive updates of the financial and physical position of projects in the 2024/2025 Engineering and Infrastructure Capital Works program are required to ensure that Council is aware of the progress of and risk to the delivery of the program.

## IMPLICATIONS

The attached Engineering and Infrastructure 2024/2025 Capital Projects Progress Summary spreadsheet identifies the financial and physical position of all projects. A red flag indicates either a time or budget issues, yellow indicates the project is of concern and green indicates no issues.

## Compliance

To ensure that the Engineering and Infrastructure 2024/2025 Capital Works Program is achieved within the identified timeframes of the 2024/2025 financial year.

## Benefits

Council can see a monthly progress report detailing progress of projects in the Engineering and Infrastructure 2024/2025 Capital Program. This report communicates risks/failures/delays that have been identified within the Engineering and Infrastructure 2024/2025 Capital Works program.

## Project Highlights

The new financial year has seen the commencement of 24/25 capital works projects along with continuation of our multi-year projects. The teams are busy finalising quotations and tenders for the capital works program.

The month saw the commencement of the much-anticipated Peak Downs Mine Road / Saraji Roads intersection and the Dysart Clermont Road widening.

## CONSULTATION

- Director Engineering and Infrastructure
- Manager Infrastructure Planning and Technical Services
- Acting Manager Fleet
- Acting Manager Corporate Properties
- Manager Galilee and Bowen Basin Operations
- Manager Infrastructure
- Manager Parks and Recreation
- Department Coordinators

## BASIS FOR RECOMMENDATION

To improve business within Engineering and Infrastructure Directorate by providing more appropriate and relevant reporting, transparency and a clear monitoring tool for Council. This report will help identify and communicate any project delays or possible project failures.

## ACTION ACCOUNTABILITY

That the Managers and the Director of Engineering and Infrastructure oversee the scoping, procurement and the completion of the projects identified within the 2024/2025 Capital Projects Progress Summary spreadsheet. Furthermore, that the appropriate Managers and the Director Engineering and Infrastructure are held accountable for the delivery of the project stages are completed within the identified timeframes.

## KEY MESSAGES

That Council has open communication, oversight and transparency of the Engineering and Infrastructure 2024/2025 Capital Works Program, to ensure Isaac will have effective and sustainable infrastructure that supports the needs of the region's communities and economic sectors.

**Report prepared by:**

ROBERT PERNA  
**Director Engineering and Infrastructure**

Date: 9 August 2024

**Report authorised by:**

CALE DENDLE  
**Chief Executive Officer**

Date: 9 August 2024

## **ATTACHMENTS**

- CONFIDENTIAL Attachment 1 - EI Capital Project Progress Summary Spreadsheet Jul-24

## **REFERENCE DOCUMENT**

- Nil

PAGES257 -258 HAVE INTENTIONALLY BEEN REMOVED DUE TO CONFIDENTIAL REASONS

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<b>MEETING DETAILS</b>	<b>Ordinary Meeting</b> Wednesday 28 August 2024
<b>AUTHOR</b>	Amal Meegahawattage
<b>AUTHOR POSITION</b>	Manager Planning and Projects

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9.14

## WATER AND WASTE 2024-25 CAPITAL PROJECTS PROGRESS REPORT

### EXECUTIVE SUMMARY

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

### OFFICER'S RECOMMENDATION

*That the Committee recommends that Council:*

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

**Resolution No.: W&W0512**

**Moved: Cr Vern Russell**

**Seconded: Cr Rachel Anderson**

**That the Committee recommends that Council:**

- 1. Receives and notes the monthly Water and Waste 2023/2024 Capital Projects Progress Summary Report.**

**Carried**

### BACKGROUND

Regular updates on the financial and physical status of projects within the 2024/25 Water and Waste Capital Works program are crucial to keep Council informed about the program's progress and associated risks.

### IMPLICATIONS

The attached Water and Waste 2024/25 Capital Projects Progress Summary provides an overview of the financial and physical status of all projects, with red indicating a projected cost overrun of over 10% or completion after July 2024, yellow indicating a cost overrun of 0-10%, and green indicating no issues. Brief commentary is provided to explain the status of each project. Larger and more complex projects are sometimes delivered over multiple financial years and the exact expenditure in each year may deviate from the annual budget due to variations in the delivery schedule. This can affect expenditure in each year without exceeding the total budgeted amount for the project.

Most of the carried forward projects from the 2023/2024 financial year show a negative “remaining budget including commitments” as the carry forward review had not been adopted by Council at the time this report was created.

## COMPLIANCE

Compliance with the Water and Waste 2024/25 Capital Works Program is essential to meet the identified timeframes of the 2024/25 financial year.

## KEY CAPITAL PROJECTS

### 1. CW222983 – Moranbah Water Treatment Plant Roof Replacement

This project includes constructing a new roof for the 5.7ML water reservoir at the Moranbah Water Treatment Plant to protect and extend the lifespan of the reservoir. These improvements ensure the water reservoir remains protected and functional for years to come. Construction began in March, and key structural elements such as cleats, columns, and abrasive blasting have been completed. The project is targeted for completion by the end of September 2024, with an additional \$300,000 required due to steel price increases and the need for epoxy coating to prevent corrosion.

### 2. CW233141 – Nebo Water Network Augmentation

This project involves constructing a new water main in Nebo to enhance the town's water supply infrastructure. The upgrade will significantly improve water delivery reliability and capacity, addressing current and future demands. On-site work continued throughout May, with the water main upgrade at the truck-fill point successfully completed and commissioned. Pressure testing of the new network components progressed in late July, and the final site inspection is scheduled for 6 August 2024, aiming for handover and commissioning.

### 3. CW233150 – Clermont Water Treatment Plant Filter Media Replacement and Plant Modernisation

This project aims to modernise the plant to improve the drinking water process, including installing turbidity analysers, upgrading the switchgear, and enhancing the chemical dosing system. These upgrades are essential to meet the Isaac Regional Council (IRC) Drinking Water Quality Management Plan (DWQMP) standards and ensure safe drinking water for the community. The tender for turbidity analysers was completed in June, with some operational issues still being resolved. The switchgear upgrade contract was awarded in May, with site work commencing in July, while the chemical dosing upgrade will be re-evaluated and retendered due to dependencies in the original scope of work.

### 4. CW233151 – St Lawrence Raw Water Storage and Raw Water Main

This project includes constructing a new water main and water storage facility to enhance the raw water storage capacity and distribution efficiency in St Lawrence, ensuring a more reliable water supply. The new raw water main was completed and commissioned in November 2023, and the contract for the water storage component was awarded in late April. Construction is ongoing, with site clearing, environmental and cultural heritage assessments, and pipe installation in progress as of late July.

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## 5. CW233156 – Clermont Waste Management Facility Weighbridge Installation

This project involves designing and constructing a weighbridge, gatehouse, and access road, and integrating a waste data recording system at the Clermont landfill. These enhancements will improve accuracy and efficiency in waste management operations, enabling better tracking and reporting of waste data for more effective landfill management. The Design & Construct contract was awarded in January 2024, with installation and associated works completed by 28 June 2024, and the new weighbridge began operations on 1 July 2024.

## 6. CW243181 – Moranbah Sewer Pump Station (SPS) Upgrades

The contract for the Moranbah SPS upgrades was awarded in June. These upgrades will enhance the sewer pumping station's efficiency and capacity, improving wastewater management infrastructure in Moranbah. Potholing was completed, and materials have been ordered by the contractor. The project is expected to be completed by the end of September.

## 7. CW243204 – Glenden Landfill to Transfer Station

This project involves constructing a ramp, retaining walls, and handrails to convert the Glenden landfill into a transfer station, providing a safer and more efficient waste disposal solution for the community. All works, including a concrete platform for dumping waste, concrete pads, retaining wall, fence, guard rail, compacted gravel road, and traffic signage, were completed, with practical completion achieved on 30 June 2024. The site is now operational, improving waste management practices in Glenden.

## 8. CW243205 – Moranbah Rectification of Landfill Cell

This project aims to rectify and stabilise the landfill cell, addressing environmental concerns and ensuring compliance with regulatory standards. A budget allocation of \$4.2 million was made for this project in the 2023/24 financial year, with completion expected in the 2024/25 financial year, carrying forward \$3.7 million. The geotechnical specialist contract was awarded in late April, with work progressing on rectification options. The project management consultant's revised program indicates the award of the construction tender in February 2025.

## 9. CW243239/CW243240 – Carmila and Greenhill Landfill Capping

These design-only projects focus on landfill capping for regulatory compliance in Carmila and Greenhill. The capping will address environmental concerns and ensure compliance with regulatory standards. Design and scope of work are still in progress, with no updates from Aurecon since 20 June 2024. The matter has been escalated with the consultancy package coordinator from Engineering and Infrastructure.

## 10. CW253266 – Dysart WMF Repurpose to Transfer Station

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This project involves converting the Dysart landfill site into a transfer station, including the design and construction of access ramps, concrete platforms, retaining walls, and handrails. This project will enhance waste management in Dysart, providing a more efficient and user-friendly transfer station for residents. The concept layout has been completed, with the construction tender scope of work being prepared.

## **11. CW253273 – Carmila Water Treatment Plant Upgrade**

This project includes various upgrade works to enhance the plant's services, improving operational efficiency and reliability to ensure better water quality and service delivery to the community. Project planning commenced in July 2024, with initial site investigation and scope development underway. Supervisory Control and Data Acquisition (SCADA) mimics and chemical dosing system requirements are to be confirmed by Operations prior to procurement Request for Tender (RFT).

## **12. CW253274 – St Lawrence Water Treatment Plant Upgrade**

This project includes various upgrade works to enhance plant services, modernising the plant's infrastructure to improve its ability to provide clean and safe water. Project planning commenced in July, with initial site investigation and scope development underway. SCADA mimics and chemical dosing system requirements are to be confirmed by Operations prior to procurement RFT.

## **13. CW253275 – Corp Sewer Relining 2025**

This project includes capturing CCTV footage and subsequent sewer relining for identified sections as part of a three-year sewer network upgrade. The scope of work for the current and next two years is being prepared, and the contract will cover remaining CCTV in Moranbah and Dysart, prioritising the completion of Moranbah sewer relining based on budget availability.

## **14. CW253282 – Corp WN Water Meters**

This project will replace water meters as part of a long-term upgrade. Upgrading water meters is vital for accurate water usage measurement and billing, contributing to better water resource management. A Request for Quotation (RFQ) is being prepared, with the scope of work for meter replacement provided by Business Services and Water Operations.

## **15. CW253287 – GLN – WTP Turbidity Analyser on Filters**

This project involves installing turbidity analysers on filters to enhance plant services. These enhancements will improve the plant's operational efficiency and water quality monitoring. The scope of works has been prepared and forwarded to Operations for review.

## **16. CW253290 – Middlemount Water Network Augmentation**



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This project involves constructing a new water main within the Middlemount water network to improve water distribution efficiency and capacity, ensuring a reliable water supply for the community. Operations are being consulted for the scope of works, and tender documentation preparation is in progress.

## BENEFITS

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

## CONSULTATION

- Director Water and Waste
- Manager Operations and Maintenance
- Manager Waste Services
- Planning & Project Department Project Managers

## BASIS FOR RECOMMENDATION

To improve business within the Water and Waste Directorate by providing more appropriate and relevant reporting, transparency, and a clear monitoring tool for Council. This report will help identify and communicate any project delays or possible project failures.

## ACTION ACCOUNTABILITY

The Managers and the Director of Water and Waste oversee the scoping, procurement, and completion of the projects identified within the 2024/25 Capital Projects Progress Summary spreadsheet. Furthermore, the appropriate Managers and the Director Water and Waste are held accountable for the delivery of the project stages which are completed within the identified timeframes.

## KEY MESSAGES

That Council has open communication, oversight, and transparency of the Water and Waste 2024/25 Capital Works Program, to ensure Isaac will have effective and sustainable Water and Waste infrastructure that supports the needs of the region's communities and economic sectors.

<b>Report prepared by:</b> AMAL MEEGAHAWATTAGE <b>Manager Planning and Projects</b> Date: 05 August 2024	<b>Report authorised by:</b> SCOTT CASEY <b>Director Water and Waste</b> Date: 7 August 2024
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## **ATTACHMENTS**

- CONFIDENTIAL Attachment 1 – Water and Waste Capital Projects Progress Summary Spreadsheet July 24

## **REFERENCE DOCUMENT**

- Nil.

PAGES 265 - 266 HAVE INTENTIONALLY BEEN REMOVED DUE TO CONFIDENTIAL REASONS



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

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

In the period from April 2024 to July 2024 continued progress has been made on delivery of the Water Quality Action Plan. Progress to date is shown in detail in Attachment 1 - Water Quality Investigations Action Plan - Update – July 2024 but can be summarised as follows:

Status	June 2023	October 2023	January 2024	April 2024	July 2024
Action Complete	5	12*	16*	20*	22*
Action On - Track	28	23**	16**	17**	15**
Action Needs Improvement	3	1	2	0	0
Action Yet to Commence	0	0	0	0	0
Ongoing	1	1	3	0	0

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

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

## CONSULTATION

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

## BASIS FOR RECOMMENDATION

The Action Plan in Attachment 1 forms the basis of future risk mitigation measures, and its implementation significantly reduces the likelihood of similar water quality incidents occurring in the future. This report shows that progress has been made against all actions; 22 actions are now complete and 15 are on track for successful delivery. The continuing implementation of this action plan will further reduce the risk of future water quality events occurring.

The scope and nature of many of the actions in the plan are multi-year initiatives which will embed a culture of continuous improvement in the Water and Waste directorate. These continuous improvement actions are incorporated into the Water and Waste Integrated Management System where appropriate, to secure the improvements in future operations. Funding relating to some of the actions has been included in the budget submissions for the 2024/25 Financial Year.

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

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

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

## **ACTION ACCOUNTABILITY**

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

## **KEY MESSAGES**

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

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

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

<b>Report prepared by:</b>	<b>Report authorised by:</b>
LISA TONKIN	SCOTT CASEY
<b>Manager Business Services</b>	<b>Director Water and Waste</b>
Date: 5 August 2024	Date: 5 August 2024

## **ATTACHMENTS**

- Attachment 1 - Water Quality Investigations Action Plan - Update – July 2024

## REFERENCE DOCUMENT

- Drinking Water Quality Management Plan

# WATER QUALITY INVESTIGATIONS – ACTION PLAN

## Q1 UPDATE – JULY 2024

### Key

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

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

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

BAU – Business as Usual

CAPEX – Capital Expenditure

DWQMP – Drinking Water Quality Management Plan

IMS – Integrated Management System

OPEX – Operational Expenditure

RMIP - Risk Management Improvement Program

SWIMS – Statewide Information Management System

WWILT – Water and Waste Influencers and Leadership Team

WTP – Water Treatment Plant

WWTP – Wastewater Treatment Plant



NO	FACTORS	ACTION	TIMELINE	PROGRESS JUNE 2023	PROGRESS OCTOBER 2023	PROGRESS JANUARY 2024	PROGRESS APRIL 2024	PROGRESS JULY 2024
1.	System Documentation / Knowledge Management	Review existing operational documentation to identify gaps.	4 months per site (across all 8 water treatment plants) Start Jan 2023 End Dec 2024	<p>There are significant gaps in engineering documentation across both WTP and WWTP.</p> <p>The majority of engineering documentation are saved in Capital Projects folders in I: drive rather than O&amp;M folders.</p> <p>Strategic decisions are required to address existing gaps and prevent future gaps.</p> <p>Recommend a Technical Standard for documentation is produced, that is released with all capital project tenders.</p> <p><b>ON TRACK</b></p>	<p>A strategy using IMS procedures and capital projects to manage and resolve engineering documentation gaps and inaccuracies has been recommended.</p> <p>There is a cost to this approach so needs to be well defined and endorsed.</p> <p><b>ON TRACK</b></p>	<p>Ongoing with no significant change in the preceding period.</p> <p><b>ON TRACK</b></p>	<p>Technical Standard for documentation partially completed. This shall be presented to the Capital Projects team to obtain feedback and improve.</p> <p>Investigate utilising the IMS document Management protocols to ensure Engineering documentation is relevant and remains current. Integration of operational documentation into the IMS is ongoing and will eventually form a complete operating system.</p> <p><b>ON TRACK</b></p>	<p>This is an ongoing issue.</p> <p>Ideally suitable documentation for all plants will encompass historical assets and the project delivery process will require contractors to update engineer documentation when providing improvements or replacements on treatment facilities.</p> <p>Project delivery guidelines are currently being drafted.</p> <p><b>ON TRACK</b></p>
1A	System Documentation / Knowledge Management	Develop specific SOPs for lab testing procedures (specific to the instrumentation)	2 months per site (across all 8 water treatment plants following on from action 1A)	<p>Four work instructions have been submitted for safety consultation.</p> <p>Six work instructions are in-</p>	Existing work instructions (WI) pending endorsement and publishing on Iris.	<p>Ongoing with no significant change in the preceding period.</p> <p><b>ON TRACK</b></p>	<p>Waiting for draft work instructions to be finalised in IMS.</p> <p><b>ON TRACK</b></p>	Operators using new Hach equipment, using the Hach test methods until the

NO	FACTORS	ACTION	TIMELINE	PROGRESS JUNE 2023	PROGRESS OCTOBER 2023	PROGRESS JANUARY 2024	PROGRESS APRIL 2024	PROGRESS JULY 2024
		that is at the sites).	Start Jan 2023 End April 2024	draft waiting for submission to safety consultation.  Progress continues to be affected by access to I and U drive, which are currently unavailable. <b>ON TRACK</b>	Second phase WIs identified and awaiting commencement.  <b>ON TRACK</b>			new IRC WIs are approved. <b>ON TRACK</b>
1B	System Documentation / Knowledge Management	Document procedure for how to respond to changing raw water quality etc.	5 months (across all 8 water treatment plants following on from action 1B)  May need to prioritise in high-risk sites.  Start Jan 2023 End December 2026	Progress continues to be affected by access to I and U drive, which are currently unavailable.  <b>ON TRACK</b>	A procedure has been generated as part of the St Lawrence turbidity event. This procedure has been circulated.  Development of the procedure has continued for raw water changes due to seasonal impacts. This will be circulated to the Supervisor North and IMS Officer once complete.  <b>ON TRACK</b>	Ongoing with no significant change in the preceding period.  <b>ON TRACK</b>	Ongoing with no significant change in the preceding period.  Document will be within the IMS.  <b>ON TRACK</b>	IMS procedure for "Response to Changing Raw Water Quality" is complete but awaiting final review and approval.  <b>ON TRACK</b>
1C	Process Robustness (previously action 19)	Review processes, identify gaps or processes that	5 months (across all 8 water treatment plants	OPEX Project bid submitted for the review of the DWQMP and report	DWQMP review has been conducted by external consultant which will inform	The DWQMP review and process audits have identified areas for improvement, and	DWQMP and RMIP COMPLETE	Draft for WTP Process Audit template nearing completion.

NO	FACTORS	ACTION	TIMELINE	PROGRESS JUNE 2023	PROGRESS OCTOBER 2023	PROGRESS JANUARY 2024	PROGRESS APRIL 2024	PROGRESS JULY 2024
		would provide more robust response to variability in raw water quality (e.g. the use of a coated media processes rather than potassium permanganate). Consider what additional monitoring (including on-line) to provide early warning or automated process changes. For example, pH and DO monitoring to provide early warning that coated media manganese removal might be compromised. Also, raw water turbidity monitoring with automated step change to the coagulant dose rate. Consider	following on from action 1B) May need to prioritise in high-risk sites.  Start Jan 2023 End December 2026	preparation within the FY2324 budget.  <b>ON TRACK</b>	and refresh the RMIP (Risk Management Improvement Program). These audits identify gaps and improvements prioritised on a risk basis including changes in raw water quality.  Additional process audits conducted by the process engineer for all sites which will feed into the investment decision process.  Project scoping underway for process improvement opportunities for Carmila WTP.  Some of the RMIP actions are to investigate options for improvement and this work will be assessed in the investment decision making process.	these have been input into the FY2425 budget preparation process for future investment.  <b>ON TRACK</b>	Next step to produce a WTP Process Standard against which each treatment plant is audited to identify improvements.  <b>ON TRACK</b>	General technical specification for Isaac Chemical Dosing Requirements is underway with an expected delivery date of August 2024.  <b>ON TRACK</b>

NO	FACTORS	ACTION	TIMELINE	PROGRESS JUNE 2023	PROGRESS OCTOBER 2023	PROGRESS JANUARY 2024	PROGRESS APRIL 2024	PROGRESS JULY 2024
		using on-line manages analyser results with alarms and also feed forward change to the potassium permanganate dose rate. The changes to dose rates would be based on information gathered from previous events and jar testing.			<b>ON TRACK</b>			
2.	System Documentation / Knowledge Management	Ensure one updated operation and maintenance manual exists for each plant with the manuals all being consistent in format to enable operators from other plants to easily find information.	3-year project (average 4 months per site)  Start 1 July 2023  End June 2026	Funding for this action has been submitted as a PAG bid for the FY2324 financial year.  <b>ON TRACK</b>	Data acquisition for water treatment sites has commenced to update the Operations and Maintenance Manuals.  <b>ON TRACK</b>	Lucidity action 6978. Contractor has been engaged to complete the manuals.  MMT and DYS water treatment plants and wastewater treatment plants will be completed this year.  <b>ON TRACK</b>	Contractor has been engaged to complete the manuals.  <b>ON TRACK</b>	Middlemount and Dysart Water Treatment Plant Manuals have been drafted and awaiting checking with operational team. Once this has been completed these documents will be registered. Moranbah and Nebo Water Treatment Plants are the next sites to have these documents developed.

NO	FACTORS	ACTION	TIMELINE	PROGRESS JUNE 2023	PROGRESS OCTOBER 2023	PROGRESS JANUARY 2024	PROGRESS APRIL 2024	PROGRESS JULY 2024
								<b>ON TRACK</b>
3.	System Documentation / Knowledge Management	Ensure manuals are electronic enabling search mechanisms to quickly find relevant information.	No timeframe – as documents are created	<p>IMS recertification was undertaken in May 23.</p> <p>Documents will be integrated into the IMS system as they are completed.</p> <p><b>ON TRACK</b></p>	<p>IMS surveillance audit completed in June 2023.</p> <p>Separate report to Council submitted to November Council meeting.</p> <p><b>ON TRACK</b></p>	<p>Capture of new documentation in IMS is routine part of the document and process control.</p> <p>Now considered BAU.</p> <p><b>COMPLETE - ACTION CLOSED</b></p>	<p>Capture of new documentation in IMS is a routine part of the document and process control.</p> <p>Now considered BAU.</p> <p><b>COMPLETE - ACTION CLOSED</b></p> <p>Remove from future reports.</p>	<p><b>COMPLETE - ACTION CLOSED</b></p> <p>Remove from future reports.</p>
4.	SCADA	The reviewers understand that a SCADA strategy is currently being prepared. It is important that this strategy addresses the lack of a centralised system, ensures all sites have similar screen layouts to facilitate operators moving from	<p>Start Jan 2023</p> <p>End June 24</p>	<p>SCADA projects for Glenden and Nebo have been out to tender and together without the general refresh of the SCADA platform are ready for award subject to approved by the W&amp;W Standing Committee.</p> <p><b>COMPLETE</b></p>	<b>COMPLETE - ACTION CLOSED</b>	<p>The award of the SCADA implementation project failed to conclude due to issue with the preferred contractor. Project has been reviewed, the scope adjusted and has been re-issued to the market.</p> <p><b>UPDATE</b></p>	<p>The SCADA strategy is complete.</p> <p><b>COMPLETE - ACTION CLOSED</b></p> <p>Remove from future reports.</p>	<p><b>COMPLETE - ACTION CLOSED</b></p> <p>Remove from future reports.</p>

NO	FACTORS	ACTION	TIMELINE	PROGRESS JUNE 2023	PROGRESS OCTOBER 2023	PROGRESS JANUARY 2024	PROGRESS APRIL 2024	PROGRESS JULY 2024
		one plant to another.						
5.	SCADA	Consider having a "Head Office" SCADA that receives alarms for all important operation sites (raw water sources pump stations, key water treatment processes and monitoring results etc). These alarms should be monitored/auto matically escalated to key personnel via SMS and/or voice dialling system (eg SCADA phone) to message or call people. If no answer, call goes to the next person until acknowledged.	Start Jan 2023  End June 24  Deadline extended in line with SCADA Strategy.  End Dec 2025	This item will be encompassed as one element of the Service Delivery Model Review.  <b>ON TRACK</b>	The development of the new service delivery model is likely to take longer to implement than June 2024.  However, the SCADA development projects will continue despite this.  Discussions are underway through the WIM Alliance on the feasibility of regional control room options.  <b>ON TRACK</b>	No significant development on the subject of a regional SCADA control centre in the last quarter.  <b>ONGOING</b>	No significant development on the subject of a regional SCADA control centre in the last quarter.  This opportunity has been considered and is not viable at this time.  It will be reconsidered at the end of the SCADA implementation currently underway.  <b>COMPLETE ACTION CLOSED</b>  Remove from future reports.	<b>COMPLETE - ACTION CLOSED</b>  Remove from future reports.
6.	SCADA	Ensure the SCADA system can be remotely accessed by authorised	Completed for sites that have SCADA installed.	As more sites are SCADA enabled the visibility and	<b>COMPLETE - ACTION CLOSED</b>	<b>COMPLETE – ACTION CLOSED</b>	<b>COMPLETE – ACTION CLOSED</b>	<b>COMPLETE - ACTION CLOSED</b>

NO	FACTORS	ACTION	TIMELINE	PROGRESS JUNE 2023	PROGRESS OCTOBER 2023	PROGRESS JANUARY 2024	PROGRESS APRIL 2024	PROGRESS JULY 2024
		personnel. Those authorised personnel should only be authorised to change set points or operate remotely within their area of expertise.	Start Jan 2023  End March 23	access will be expanded.  <b>COMPLETE</b>			<b>Remove from future reports.</b>	<b>Remove from future reports.</b>
		Review who our authorised personnel will be	12 months (guideline?)  Annual review to be undertaken each year	<b>ON TRACK</b>	This is embedded in BAU processes.  <b>COMPLETE - ACTION CLOSED</b>	<b>COMPLETE – ACTION CLOSED</b>	<b>COMPLETE – ACTION CLOSED</b>  <b>Remove from future reports.</b>	<b>COMPLETE - ACTION CLOSED</b>  <b>Remove from future reports.</b>
		For sites that do not have SCADA – how do we get those sites accessible	2.5 years  Start Jan 2023  End July 25	SCADA projects for Glenden and Nebo have been out to tender and together without the general refresh of the SCADA platform are ready for award subject to approved by the W&W Standing Committee.  <b>ON TRACK</b>	SCADA project was offered to preferred supplier but not accepted.  Price escalation prompted a redefinition of the project scope and a return to the market for re-tender.  <b>ON TRACK</b>	The first element of the revised SCADA project has been to the market and is in the evaluation stage. Award to technical advisor expected February 2024.  <b>NEEDS IMPROVEMENT</b>	SCADA Technical Advisor contract has been awarded and initial meetings have been held at Glenden and Nebo.  <b>ON TRACK</b>	The initial contractor has not fulfilled their obligations and developed the documentation as required. A second contractor is being engaged to start this process with Clermont WTP.  <b>ON TRACK</b>
7.	SCADA	Ensure the SCADA system has the capability to put	3.5 years  Start	Capital projects continue to be delivered in line	Delays experienced in tender process for SCADA projects due to disruption to	The first element of the revised SCADA project has been to the market and is in	SCADA Technical Advisor contract has been awarded and initial meetings	The initial contractor has not fulfilled their obligations and

NO	FACTORS	ACTION	TIMELINE	PROGRESS JUNE 2023	PROGRESS OCTOBER 2023	PROGRESS JANUARY 2024	PROGRESS APRIL 2024	PROGRESS JULY 2024
		logic to alert discrepancies when variance between actual and recorded information is detected. (eg if X filters on-line then expected flow is Y ML, have a discrepancy alarm)	July 2022  End Dec 25	with the SCADA Strategy  <b>ON TRACK</b>	the preferred supplier however the project has been re-scoped and will return to market.  <b>ON TRACK</b>	the evaluation stage. Award to technical advisor expected February 2024.  <b>NEEDS IMPROVEMENT</b>	have been held at Glenden and Nebo.  <b>ON TRACK</b>	developed the documentation as required. A second contractor is being engaged to start this process with Clermont WTP.  <b>ON TRACK</b>
8.	SCADA	As part of the strategy development review systems and processes to identify gaps in monitoring and control. Ensure there is sufficient on-line instrumentation for monitoring key water quality parameters including Critical Control Points (CCPs). Related to this, there is a need to ensure there is sufficient control of the plant, such as plant	3.5 years  Start July 2022  End Dec 25	PAG submission for upgrades to Carmilla WTP has been submitted for FY2324.  <b>ON TRACK</b>	DWQMP review has been completed, report is being written.  Process visits with Bligh Tanner have been undertaken; results are being collated.  CCP's have been reviewed.  From these activities monitoring and control requirement will be identified.  <b>ON TRACK</b>	Risk assessments completed for 8x WTPs.  2023 Risk management improvement program (RMIP) produced as an output of the DWQMP review. <b>ON TRACK</b>	DWQMP Review and RMIP complete.  Next step to produce a WTP Process Standard against which each treatment plant is audited to identify improvements.  <b>ON TRACK</b>	Draft for WTP Process Audit template nearing completion.  General technical spec for Chemical dosing requirements is underway.  <b>ON TRACK</b>



NO	FACTORS	ACTION	TIMELINE	PROGRESS JUNE 2023	PROGRESS OCTOBER 2023	PROGRESS JANUARY 2024	PROGRESS APRIL 2024	PROGRESS JULY 2024
		shutdowns on breaches of CCP limits.						
9.	SCADA	The strategy should consider installing instrumentation to monitor raw and treated water quality, production and delivery with trends being monitored to alert operators in advance of the need to start adjusting their plant operation.	3.5 years  Start July 2022  End Dec 25	Capital projects continue to be delivered in line with the SCADA Strategy  <b>ON TRACK</b>	DWQMP review and process audits have assessed requirements for additional online instrumentation to monitor water quality.  <b>ON TRACK</b>	Risk assessments completed for 8x WTPs.  2023 Risk management improvement program (RMIP) produced as an output of the DWQMP review. <b>ON TRACK</b>	DWQMP Review and RMIP complete.  Next step to produce a WTP Process Standard against which each treatment plant is audited to identify improvements.  <b>ON TRACK</b>	Draft for WTP Process Audit template nearing completion.  <b>ON TRACK</b>
10.	Escalation Processes are not Working to Raise all the Critical Issues	Ensure staff receive CCP response refresher training (Apply the risk management principles of the water industry standards, guidelines and legislation) as a refresher which covers the 12 elements of the Australian Drinking Water Guidelines as	Ongoing program  Start Oct 2022  End Ongoing	Operator training completed on CCP and the need to escalate issues to supervisory staff.  <b>ON TRACK</b>	The review of the DWQMP has reduced the number of CCPs (critical control points), (no longer includes treated water turbidity or treated water pH).  The CCP online analysers are within the capital plan.  Department of Resource Development	2023 Review of DWQMP complete and submitted to RDMW – awaiting approval.  CCPs now on traffic light charts with actions and reporting.  Operator awareness training of CCPs once DWQMP has been approved.	RDMW requested clarification and amendments on four points within DWQMP.  Training of CCP charts during June 2024 Operators meeting.  <b>ON TRACK</b>	CCPs presented during June 2024 Operators meeting.  RDMW have verbally accepted the DWQMP 2023.  <b>COMPLETE</b>

NO	FACTORS	ACTION	TIMELINE	PROGRESS JUNE 2023	PROGRESS OCTOBER 2023	PROGRESS JANUARY 2024	PROGRESS APRIL 2024	PROGRESS JULY 2024
		well as critical control points, critical limits and response plans.			Manufacturing and Water (DRDMW) presented to operators team meeting on events and incident reporting.  The importance of escalation reinforced along with advice to contact - RDMW in an event for timely reporting.  <b>ON TRACK</b>	<b>ON TRACK</b>		
		Consider undertaking the Water Industry Training Package Unit of Competency NWPGEN017	Stephen to confirm the training package is equivalent to Cert 3 – review the qualification.  Start March 2023  End Dec 2023	<b>ON GOING</b>	<b>ON GOING</b>	<b>ON GOING</b>	This is covered in the Water Industry Worker Cert III  <b>COMPLETE – ACTION CLOSED</b>  Remove from future reports.	<b>COMPLETE – ACTION CLOSED</b>  Remove from future reports.
11.	Escalation Processes are not Working to Raise all the	Display the CCP limits and response plans in each plant in poster form so levels are	Reviewed yearly. New CPP will be installed at plants by end January 2023	Initial CCP review and visibility complete.  <b>COMPLETE</b>	<b>COMPLETE - ACTION CLOSED</b>	<b>COMPLETE – ACTION CLOSED</b>	<b>COMPLETE – ACTION CLOSED</b>  Remove from future reports.	<b>COMPLETE – ACTION CLOSED</b>  Remove from future reports.

NO	FACTORS	ACTION	TIMELINE	PROGRESS JUNE 2023	PROGRESS OCTOBER 2023	PROGRESS JANUARY 2024	PROGRESS APRIL 2024	PROGRESS JULY 2024
	Critical Issues	clearly understood by any operator working in the plant. Council should review these CCP responses and limits to ensure they are in line with ADWG guidelines	Start Oct 2022  End Jan 23	Further updates to CCP will be completed as part of annual reviews.				
	Ineffective Alarms to Identify Problems and then Escalation (H2O action item 15)	Implement Critical Operating Point (COP) limits in the water supply network, covering low and high limits for free chlorine.	3.5 years – phased implementation based on risk  Start July 2022  End Dec 25	Capital project for MMT Cleanwater Reservoir included in PAG submissions for FY2324.  <b>ON TRACK</b>	MMT Cleanwater Reservoir project sent to market and prices returned were many times over budget.  Operational control measures remain in place whilst alternatives options are considered for the project.  <b>NEEDS IMPROVEMENT</b>	Evaluation of drinking water quality at MMT as part of the DWQMP review highlighted elevated risk around Chlorine contact time. This is being managed operationally but has prompted the re-submission of the capital project for the MMT reservoir main for FY2425 budget consideration.  <b>ON TRACK</b>	PAG submission has been included for the MMT reservoir main for FY2425 budget consideration.  <b>ON TRACK</b>	Middlemount Reservoir Main duplication SOW has been completed and tender being released to market in August 2024. \$1.4M committed in the FY24/25 budget.  <b>ON TRACK</b>
12.	Escalation Processes are not Working to Raise all the	Review emergency response/escalation procedures. Review existing procedures and	4 months across all 8 water treatment plants to complete the	OPEX Project bid submitted for the review of the DWQMP and report	Raw water quality changes due to rain/drought/fires is covered in action 1B.	Incident and emergency management section updated in the DWQMP and is	RDMW requested clarification and amendments on four points within DWQMP.	RDMW have verbally accepted the DWQMP 2023  <b>COMPLETE</b>

NO	FACTORS	ACTION	TIMELINE	PROGRESS JUNE 2023	PROGRESS OCTOBER 2023	PROGRESS JANUARY 2024	PROGRESS APRIL 2024	PROGRESS JULY 2024
	Critical Issues	identify gaps (eg Business Continuity Plans, Raw Water Quality Changes due to rain/drought/fire s/etc).	review (aligns with 1A)  5 months across all 8 water treatment plants to write the documents (aligns with 1C)  Start Jan 2023  End Dec 25	preparation within the FY2324 budget.  Progress continues to be affected by access to I and U drive, which are currently unavailable.  <b>ON TRACK</b>	DWQMP review has been completed, and the final report is being prepared by external consultant.  <b>ON TRACK</b>	currently awaiting review by RDMW.  <b>COMPLETE – ACTION CLOSED</b>	<b>COMPLETE – ACTION CLOSED</b>  Remove from future reports.	
		Conduct mock incident response to these incidents, including significant incidents that require escalation and potentially need the formation of an incident response team such as boil water alert or involvement of emergency services, etc as a means of training staff.	Already have a mock trial schedule  Start July 2022  End On going	An actual boil water notice was implemented in Moranbah and involved standing up the Emergency Management Committee.  Additional mock trials will be conducted during the year to prepare for future events.  <b>ON TRACK</b>	IMS surveillance audits are scheduled at multiple sites each year.  <b>ON TRACK</b>	Preparatory meetings were held in the lead up to the Christmas period to prepare staff for possible incidents building on previous mock trials and incident debriefs.  IMS surveillance audits are schedule for May 2024 at 6 sites including Glenden and Moranbah water treatment plants.	<b>COMPLETE – ACTION CLOSED</b>  Remove from future reports.	<b>COMPLETE – ACTION CLOSED</b>  Remove from future reports.

NO	FACTORS	ACTION	TIMELINE	PROGRESS JUNE 2023	PROGRESS OCTOBER 2023	PROGRESS JANUARY 2024	PROGRESS APRIL 2024	PROGRESS JULY 2024
						These activities are now considered part of BAU.  <b>COMPLETE – ACTION CLOSED</b>		
13.	Ineffective Alarms to Identify Problems and then Escalation	Ideally results from on-line instruments, on-site tests and external NATA lab need to be consolidated into one database with results alarmed if discrepancies are identified. The results should be regularly and promptly reviewed and acted on where necessary.	3.5 years - SWIMS Project NOTE - SWIMS will become the daily data log. NOTE – links to SCADA implementation.  Start July 2022  End Dec 25	Service Delivery Model Review will consider the best resource to complete the SWIMS data capture and submission.  Discussions with Mackay Laboratory and QWD continue regarding the automatic upload of lab results.  <b>ON TRACK</b>	Discussions with Mackay Laboratory and QWD continue regarding the automatic upload of lab results.  Consideration of the best resource to complete the SWIMS data capture and submission is ongoing as part of organisational changes.  <b>ON TRACK</b>	Operational monitoring updated within the 2023 DWQMP.  Log sheets to be updated to align with 2023 DWQMP.  <b>ON TRACK</b>	Operational monitoring accepted by RDMW.  Operators and Supervisors checking that testing aligns with new Operational Monitoring program.  <b>COMPLETE – ACTION CLOSED</b>  Remove from future reports.	<b>COMPLETE – ACTION CLOSED</b>  Remove from future reports.
14.	Ineffective Alarms to Identify Problems and then Escalation	Trends should also be automatically calculated to alert before critical levels are reached.	3.5 years - SWIMS Project NOTE - SWIMS will become the daily data log	SCADA projects for Glenden and Nebo have been out to tender and together without the general refresh of the SCADA platform are ready for award	Delays experienced in tender process for SCADA projects due to disruption to the preferred supplier.	The award of the SCADA project failed to conclude due to issue with the preferred contractor. Project has been reviewed, the scope adjusted	SCADA Technical Advisor contract has been awarded and initial meetings have been held at Glenden and Nebo.	The initial contractor has not fulfilled their obligations and developed the documentation as required. A second contractor is being

NO	FACTORS	ACTION	TIMELINE	PROGRESS JUNE 2023	PROGRESS OCTOBER 2023	PROGRESS JANUARY 2024	PROGRESS APRIL 2024	PROGRESS JULY 2024
			NOTE – links to SCADA implementation.  Start July 2022  End Dec 25	subject to approved by the W&W Standing Committee.  <b>ON TRACK</b>	<b>ON TRACK</b>	and has been re-issued to the market.  The first element of he revised SCADA project has been to the market and is in the evaluation stage. Award to technical advisor expected February 2024.  <b>ON TRACK</b>	<b>ON TRACK</b>	engaged to start this process with Clermont WTP.  <b>ON TRACK</b>
15.	Ineffective Alarms to Identify Problems and then Escalation	Consider the inclusion of regular reservoir inspections to check integrity. (e.g. roof intact and prevents rainwater entering, suitable bird proofing, no vandalism breaches, etc) ACTION - Development of the program – inspection/cleaning	12 months  Start Jan 2023  End Dec 23	Preventative Maintenance Program is being rolled out with initial tenders being released.  OPEX project included in FY2324 budget submission. Speed of roll out is dependent upon levels of funding.  <b>ON TRACK</b>	Additional Preventative Maintenance contracts have been let in line with the FY23/24 program.  <b>ON TRACK</b>	Reservoir cleaning program is now released as a preventative maintenance program and is considered part of BAU.  <b>COMPLETE – ACTION CLOSED</b>	<b>COMPLETE – ACTION CLOSED</b>  Remove from future reports.	<b>COMPLETE – ACTION CLOSED</b>  Remove from future reports.
16.	Loss of Long-Term Historical	Review existing operator worksheets to	Copy details from 1A & 1C	Daily log sheets have been improved for CLM	Aeration of raw water dams is	Log sheets to be updated to align with 2023 DWQMP.	Resource allocated in organisational structure to	Data Integrity & Compliance Officer

NO	FACTORS	ACTION	TIMELINE	PROGRESS JUNE 2023	PROGRESS OCTOBER 2023	PROGRESS JANUARY 2024	PROGRESS APRIL 2024	PROGRESS JULY 2024
	Knowledge – Staff Turnover	ensure all relevant tasks are included. Also review the frequencies of those tasks to ensure that changes are identified (e.g. algal levels) to ensure responses to changes are actioned before they become a problem.	Start Jan 2023 End BAU	<p>WTP and STL WTP.</p> <p>Water quality testing at MMT WTP has increased due to the transition to potassium permanganate.</p> <p>The current focus is on improvements in testing and monitoring at MMT WWTP due to 4 consecutive months of breaches.</p> <p><b>ON TRACK</b></p>	<p>contained in Capital Plan.</p> <p>Operational monitoring revised within the DWQMP Review.</p> <p>WTP checklists being improved by Integrated Management System (IMS).</p> <p>Transition to the Statewide Water Information Management System (SWIMS) in 6 to 8 weeks (so no requirement for updating log sheets)</p> <p>BGA Management Plan scheduled to be updated in 2024-25.</p> <p><b>ON TRACK</b></p>	<p>Transition to SWIMS is ongoing.</p> <p><b>ON TRACK</b></p>	<p>facilitate move to Statewide Information Management System (SWIMS). Recruitment has commenced.</p> <p><b>ON TRACK</b></p>	<p>Role currently advertising.</p> <p><b>COMPLETE</b></p>
		Ensure there is sufficient information available for	Ongoing action  Start	Additional work needs to be undertaken in conjunction with	Training of staff in the capture and	All activities commenced in the previous quarter are ongoing an yet	Workshop between W&W and P&C occurred to investigate options	Recruitment and retention strategy is being developed.

NO	FACTORS	ACTION	TIMELINE	PROGRESS JUNE 2023	PROGRESS OCTOBER 2023	PROGRESS JANUARY 2024	PROGRESS APRIL 2024	PROGRESS JULY 2024
		staff who are not fully conversant with the plant to be able to effectively complete the tasks on the worksheets.	Jan 2023  End BAU	P&C Training on boarding and on-site training.  <b>NEEDS IMPROVEMENT</b>	recording of water data is ongoing.  Discussions about improving onboarding of new staff continues with P&C.  Recruitment and retention activities continue along with discussions with P&C on how this might be improved.  <b>ON TRACK</b>	to reach a conclusion.  <b>ON TRACK</b>	for recruitment and retention.  Operations and Maintenance team have developed an onboarding pack for new staff. This has been shared across the directorate.  <b>ON TRACK</b>	<b>ON TRACK</b>
		Competency review/audit – to ensure the employee understands the process	Ongoing action  Start Jan 2023  End BAU	Regular IMS audits are being delivered and validated with a quarterly management reviews and annual external audits.  <b>ON TRACK</b>	Operator training continues in operator team meetings along with quarterly IMS audits checking competency. Recent annual IMS surveillance audit and DWQMP audits have also interviewed operational staff to check their understanding of	This activity will continue as BAU.  Regular training as part of operational meeting, site support for operators and routine IMS audits all support operators understanding of the treatment processes.	<b>COMPLETE – ACTION CLOSED</b>  Remove from future reports.	<b>COMPLETE – ACTION CLOSED</b>  Remove from future reports.



NO	FACTORS	ACTION	TIMELINE	PROGRESS JUNE 2023	PROGRESS OCTOBER 2023	PROGRESS JANUARY 2024	PROGRESS APRIL 2024	PROGRESS JULY 2024
					operational processes.  <b>COMPLETE</b>	<b>COMPLETE – ACTION CLOSED</b>		
17.	Loss of Long-Term Historical Knowledge – Staff Turnover	Ensure one updated operation and maintenance manual exists for each plant with the manuals all being consistent in format to enable operators from other plants to easily find information.	3-year project (average 4 months per site)  Start Jan 2023  End June 24	Funding for an OPEX Project been submitted for the FY2324 financial year.  <b>ON TRACK</b>	Recruitment of Process Engineer will be presented to Council in Q4.  <b>ON TRACK</b>	The presentation of the Process Engineer to Council was suspended prior to Christmas but will be reinitiated.  An operational project to prepare operation and maintenance manuals is underway.  <b>ON TRACK</b>	An operational project to prepare operation and maintenance manuals is underway.  <b>ON TRACK</b>	An operational project to prepare operation and maintenance manuals is underway.  <b>ON TRACK</b>
18.	Loss of Long-Term Historical Knowledge – Staff Turnover	Ensure manuals are electronic enabling search mechanisms to quickly find relevant information.	No18 timeframe – as documents are created  Start Jan 2023  End BAU	Documents will be integrated into the IMS system as they are completed.  <b>ON TRACK</b>	Operating procedures continue to be integrated into the IMS.  Discussions with Governance team are seeking to streamline the document control process.  <b>COMPLETE</b>	<b>COMPLETE – ACTION CLOSED</b>	<b>COMPLETE – ACTION CLOSED</b>  Remove from future reports.	<b>COMPLETE – ACTION CLOSED</b>  Remove from future reports.

NO	FACTORS	ACTION	TIMELINE	PROGRESS JUNE 2023	PROGRESS OCTOBER 2023	PROGRESS JANUARY 2024	PROGRESS APRIL 2024	PROGRESS JULY 2024
19.	Process Robustness (renumbered to action 1d)	Review processes, identify gaps or processes that would provide more robust response to variability in raw water quality (e.g. the use of a coated media processes rather than potassium permanganate). Consider what additional monitoring (including on-line) to provide early warning or automated process changes. For example, pH and DO monitoring to provide early warning that coated media manganese removal might be compromised. Also, raw water turbidity monitoring with		COMPLETE	COMPLETE	COMPLETE – ACTION CLOSED	COMPLETE – ACTION CLOSED  Remove from future reports.	COMPLETE – ACTION CLOSED  Remove from future reports.

NO	FACTORS	ACTION	TIMELINE	PROGRESS JUNE 2023	PROGRESS OCTOBER 2023	PROGRESS JANUARY 2024	PROGRESS APRIL 2024	PROGRESS JULY 2024
		automated step change to the coagulant dose rate. Consider using on-line manages analyser results with alarms and also feed forward change to the potassium permanganate dose rate. The changes to dose rates would be based on information gathered from previous events and jar testing.						
20.	Review Plant Bench Monitoring Equipment	Need better bench-scale lab equipment for operators to overcome the issue of operators using Palin test kits with the incorrect range.	Completed  Start Jan 2023  End Jully 24	Lab equipment purchases have commenced, and additional funding has been included into the FY2324 budget.  <b>COMPLETE</b>	<b>COMPLETE</b>	<b>COMPLETE – ACTION CLOSED</b>	<b>COMPLETE – ACTION CLOSED</b>  Remove from future reports.	<b>COMPLETE – ACTION CLOSED</b>  Remove from future reports.
21.	Asset Management	An asset management system needs to be implemented to identify asset condition and	2 years  Start July 2023?  End	Revaluation scope does not include asset condition assessment.  No resource currently available	Asset revaluation is complete.  Asset management plan currently being updated.	The draft asset management plan has been reviewed.  Work on the water and waste	A position description has been prepared for a new asset management position within W&W. Recruitment	Work continues with the development of this asset management position.

NO	FACTORS	ACTION	TIMELINE	PROGRESS JUNE 2023	PROGRESS OCTOBER 2023	PROGRESS JANUARY 2024	PROGRESS APRIL 2024	PROGRESS JULY 2024
		replacement schedules.	July 25?	to develop asset management plans and integrate with preventative maintenance program. This constraint will be considered as part of the Service Delivery Model Review.  <b>NEEDS IMPROVEMENT</b>	Resources reallocated to work on asset management and long-term capital investment programs.  IRC Assets team invited to work with W&W in development of investment programs.  <b>ON TRACK</b>	investment strategy has commenced.  Preparation of the 10-year capital programs has been done.  All sources of recommended investment have been collated into a comprehensive list of identified need.  <b>ON TRACK</b>	for this position will be progressed.  Work continues with the asset management team to consolidate and rationalise the asset registers.  <b>ON TRACK</b>	Condition assessments are being collated at the end of each preventative maintenance program. These condition assessments are being uploaded into the Asset Management System.  Draft asset management plans have been reviewed and updated.  <b>ON TRACK</b>
	Asset Management	Amend the draft AMPs with focus on the improvement plan	12 months from engagement of resource  Start June 23  End June 24	Will be considered as part of the Service Delivery Model Review.  <b>NEEDS IMPROVEMENT</b>	Asset management plan currently being updated.  Resource allocation reviewed and existing resources reallocated to work on asset management and long-term capital investment programs.	The review of the asset management plan is complete and is just awaiting approval.  Dedicated asset management resources have been identified and will be implemented over the coming periods if approved. In the meantime, existing resources	10-year investment programs are now complete in draft for water wastewater and waste functions  <b>ON TRACK</b>	Finalisation of the AMP's and the update of the 10-year investment program is near completion. Once completed this will be submitted for approval.  <b>ON TRACK</b>

NO	FACTORS	ACTION	TIMELINE	PROGRESS JUNE 2023	PROGRESS OCTOBER 2023	PROGRESS JANUARY 2024	PROGRESS APRIL 2024	PROGRESS JULY 2024
					<b>ON TRACK</b>	are focusing on the continued development of the asset register and 10 year investment programs.		
						<b>ON TRACK</b>		
	Asset Management	To ensure preventative maintenance is carried out on a scheduled basis. Develop a system to enable breakdowns to be recorded and actioned appropriately to ensure critical equipment and instrumentation is working correctly with minimal downtime.	Initial development of program – 12 months Ongoing program  Start Jan 23  End BAU	Preventative maintenance program is being delivered. Additional funding has been requested in the FY2324 budget.  Asset failure and repair data capture and work request management will likely be included as a module in the Tech1 rollout.  Initial program development complete.  <b>ON TRACK</b>	Funding of \$750k budget for FY23/24.  Tech 1 roll out for maintenance management not scheduled for a couple of years.  Preventative maintenance program continues to be rolled out in line with the delivery schedule.  <b>ON TRACK</b>	This activity will continue as BAU.  Additional preventative maintenance funding will be requested in the FY2425 budget to consolidate and complete the roll out of the preventative maintenance program.  Tech 1 Maintenance Management Module is part of the Digital Transformation Strategy.  <b>COMPLETE – ACTION CLOSED</b>	This activity will continue as BAU.  Additional preventative maintenance funding will be requested in the FY2425 budget to consolidate and complete the roll out of the preventative maintenance program.  Tech 1 Maintenance Management Module is part of the Digital Transformation Strategy.  <b>COMPLETE – ACTION CLOSED</b>	<b>COMPLETE – ACTION CLOSED</b>  Remove from future reports.

NO	FACTORS	ACTION	TIMELINE	PROGRESS JUNE 2023	PROGRESS OCTOBER 2023	PROGRESS JANUARY 2024	PROGRESS APRIL 2024	PROGRESS JULY 2024
							Remove from future reports.	
22.	Workplace Culture	Continue the workplace cultural reforms that have currently been initiated.	Ongoing  Start July 22  End BAU	Continuation of BAU activities and development of a Directorate staff survey.  IRC Cultural Guidelines circulated to staff and discuss with OLT members.  <b>ON TRACK</b>	Reward and recognition initiative has been implemented and reinforces IRC values and outstanding performance within the Directorate.  Cultural development is discussed monthly at the WWILT meetings and future initiatives are proposed.  Team development activities are delivered through WWILT in collaboration with P&C.  Cultural development and improvement is embedded in BAU across the Directorate.	This activity will continue as BAU.  <b>COMPLETE – ACTION CLOSED</b>	This activity will continue as BAU.  <b>COMPLETE – ACTION CLOSED</b>  Remove from future reports.	<b>COMPLETE – ACTION CLOSED</b>  Remove from future reports.

NO	FACTORS	ACTION	TIMELINE	PROGRESS JUNE 2023	PROGRESS OCTOBER 2023	PROGRESS JANUARY 2024	PROGRESS APRIL 2024	PROGRESS JULY 2024
					<b>COMPLETE</b>			
23.	Workplace Culture	Emphasise the approach/philosophy of continuous improvement.	Ongoing  Start July 22  End BAU	The WWILT group continues to meet and thrive and has identified multiple projects to provide business improvements to the W&W directorate.  These activities are complimented by the structured approach of the IMS and external audits and certification.  <b>ON TRACK</b>	The WWILT group continues to meet and thrive and has identified multiple projects to provide business improvements to the W&W directorate.  These activities are complimented by the structured approach of the IMS and external audits and certification.  This is complimented by ongoing training and information session at Operational team meetings.  These activities are now embedded in BAU.  <b>COMPLETE</b>	This activity will continue as BAU.  <b>COMPLETE – ACTION CLOSED</b>	This activity will continue as BAU.  <b>COMPLETE – ACTION CLOSED</b>  Remove from future reports.	<b>COMPLETE – ACTION CLOSED</b>  Remove from future reports.
24.	Drinking Water Quality	Review and audit of existing DWQMP	November 2022  Start	Budget included for DWQMP review in FY2324.	DWQMP audit is complete and final	This activity will continue as BAU.	The DWQMP will be reviewed on a 2 year cycle as per	<b>COMPLETE – ACTION CLOSED</b>

NO	FACTORS	ACTION	TIMELINE	PROGRESS JUNE 2023	PROGRESS OCTOBER 2023	PROGRESS JANUARY 2024	PROGRESS APRIL 2024	PROGRESS JULY 2024
	Management Plan		July 22  End BAU	<b>COMPLETE and ONGOING</b>	report is being prepared.  <b>COMPLETE</b>	The DWQMP will be reviewed on a 3-year cycle.  <b>COMPLETE – ACTION CLOSED</b>	Regulator requirements.  <b>COMPLETE – ACTION CLOSED</b>  Remove from future reports.	Remove from future reports.
	Drinking Water Quality Management Plan	Risk assessment of water supply schemes	6 years (one identified plant per year)  Start July 22  End June 28	This will be a long-term cycling process where we review process at one plant each year and integrate this with reviews of the DWQMP and the continuation of the IMS.  <b>ON TRACK</b>	Risk assessment of plant through the DWQMP review have been completed for FY23/24.  <b>COMPLETE</b>	This activity will continue as BAU.  The DWQMP will be reviewed on a 2-year cycle.  <b>COMPLETE – ACTION CLOSED</b>	The DWQMP will be reviewed on a 2-year cycle as per Regulatory requirements.  <b>COMPLETE – ACTION CLOSED</b>  Remove from future reports.	<b>COMPLETE – ACTION CLOSED</b>  Remove from future reports.



<b>MEETING DETAILS</b>	<b>Ordinary Meeting</b> Wednesday 28 August 2024
<b>AUTHOR</b>	Jason Grandcourt
<b>AUTHOR POSITION</b>	Manager Waste Services

**9.16 MATERIALS RECYCLING FACILITY PROCESSING EXCEPTIONS AND DEVIATIONS**

**EXECUTIVE SUMMARY**

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

**OFFICER'S RECOMMENDATION**

*That the Committee recommends that Council:*

- Resolves it is satisfied that there is only one (1) supplier who is reasonably available that requires payment to supply services for processing and recycling of co-mingled recyclable waste due to the absence of other potential providers within reasonable travel distance of the Isaac Region.***
- Resolves that, because of the unique specialised nature of the work involved in operating a Materials Recycling Facility (MRF), it would be impractical or disadvantageous for the local government to invite quotes or tenders for an alternative replacement.***
- Endorses the following exception to enter into medium or large sized contractual arrangements as per s235 of the Local Government Regulations (2012) until 30 June 2024:***

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



The four MRFs at Townsville, Mackay, Rockhampton and Bundaberg are the only facilities within the surrounding regions, and between them they accept the recyclables from all Councils in the area including Cassowary Coast, Townsville, Charters Towers, Burdekin, Whitsunday, Mackay, Isaac, Central Highlands, Livingstone, Banana, Rockhampton, Gladstone and Bundaberg.

The current cost of processing the recyclables is \$169.35 per tonne, making a total annual cost of approximately \$127,000. The cost of transporting the material to the MRF in Mackay is included in the collection cost within the waste collection contract IRC/CHRC 2083-0119-138.

As stated above, historically Rockhampton was a destination for IRC recyclables, but those arrangements have ended, with the ending of the CQ arrangements. However, Rockhampton was considered as an alternative destination as part of the 2019 waste collection contract tender process. Council's waste collection contract includes a clause which enables Council to choose an alternative site for recyclables to be taken to Rockhampton. Rockhampton was considered as a viable option, however the tender process revealed that this alternative would cost an additional \$45,000 per annum. In 2021, The Rockhampton MRF ceased operations as it was destroyed by fire. The MRF has not been replaced to date and cannot be considered as an alternative, at this time.

Officers have made similar enquiries to the other MRFs within the surrounding regions including the Re.Group MRF in Townsville (520 km from Moranbah) and Bundaberg (700 km from Moranbah). The Townsville MRF would charge the same gate fee for IRC recyclables as currently prevails at Mackay; however Council would have to factor-in an additional \$100 per tonne, adding another \$75,000 per year to the cost.

The Bundaberg MRF, owned and operated by Bundaberg Regional Council, has stated that it does not have sufficient capacity to accept any more material for processing without adding additional shifts to its operation which is likely to result in a gate fee in excess of \$300 per tonne, not including transport costs over the 700 km between Moranbah and Bundaberg. Therefore, this alternative is too expensive to consider as a practical cost-effective option.

Under section 235 of *Local Government Regulation 2012*, a local government may enter into a medium-sized contractual arrangement or large-sized contractual arrangement without first inviting written quotes or tenders if:

*(a) the local government resolves it is satisfied that there is only (one) 1 supplier who is reasonably available;*

It is proposed that Council considers the requirement to procure as grounds to endorse the proposed exception.

## IMPLICATIONS

### Risk

A risk within the Isaac Regional Council Risk Register, WW0042 has been identified with a Medium 9 residual risk rating. The causes of the risk include "service already impacted following the introduction of the Container Refund Scheme (20% reduction in tonnage), overspend on budget." The impacts / consequences of the risk are identified as: "potential need to seek alternative MRF, potential for need to review collection system / frequency, service disruption, potential negative reputational impact, potential contractual claim from collection contractor." The existing controls are: "Budget monitoring, limited alternative MRFs, contract management" and the treatment has been identified as "monitor tonnage, costs and developments in Australian processing capacity".

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This report is therefore important to the work of mitigating this risk.

## CONSULTATION

- Projects and Contracts Coordinator,
- Manager Waste Services
- Manager Contracts and Procurement
- Director Water and Waste

## BASIS FOR RECOMMENDATION

Having investigated the alternatives, officers are confident that, because of the unique specialised nature of the work involved in operating a Materials Recycling Facility (MRF), it would be impractical or disadvantageous for the local government to invite quotes or tenders for an alternative replacement for the next 2 years.

## ACTION ACCOUNTABILITY

- Manager Contracts and Procurement is accountable for compliance with s235 of the *Local Government Regulations (2012)*.
- Manager Waste Services is accountable for provision of waste recycling services.

## KEY MESSAGES

The exceptions to the *Local Government Regulations 2012* under s235 (a) and (b) require Council resolution to ensure compliance.

<b>Report prepared by:</b> JASON GRANDCOURT <b>Manager Waste Services</b> Date: 5 August 2024	<b>Report authorised by:</b> SCOTT CASEY <b>Director Waste and Waste</b> Date: 6 August 2024
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## ATTACHMENTS

- Nil

## REFERENCE DOCUMENT

- Local Government Regulations 2012
- Register of Delegations – Exercise of Statutory Powers Council to Chief Executive Officer
- Environmental Protection Act 1994
- Contract IRC/CHRC 2083-0119-138 – Waste & Recycling Collection

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<b>MEETING DETAILS</b>	<b>Ordinary Meeting</b> Wednesday 28 August 2024
<b>AUTHOR</b>	Gary Carlyle
<b>AUTHOR POSITION</b>	Planning Engineer

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## 9.17

## MORANBAH RECYCLED WATER IRRIGATION SCHEME

### EXECUTIVE SUMMARY

Council's Environmental Authority (EA) requires that there be no discharge to the environment from Wastewater Treatment Plants (WWTPs) except in Moranbah, under specific circumstances. The failure to prevent unauthorised discharges of recycled water could result in Council facing substantial financial penalties.

In Moranbah, demand for recycled water is currently insufficient to prevent unauthorised discharges of recycled effluent to the environment. The Effluent Reuse Strategy prepared by Bligh Tanner in 2023 recommended the construction of additional irrigation and the use of mechanical evaporators as a hybrid solution to meet the dual objectives of providing community benefit and preventing unauthorised discharges to the environment.

This report recommends extension of the recycled water network in Moranbah, construction of additional irrigation and purchase of a mechanical evaporator to help control the effluent level in Council's Effluent Storage Dams and prevent release of recycled water to the environment.

### OFFICER'S RECOMMENDATION

*That the Committee recommends that Council:*

- 1. Endorses the construction of an extension to the Moranbah Recycled Water Network including:**
  - a. Separable Portion 1 (SP1) – Sarchedon Drive Recycled Water Main.**
  - b. Separable Portion 1a (SP1a) – Stage 1a Irrigation Scheme.**
- 2. Endorses the purchase of a mechanical evaporator.**

**Resolution No.:** W&W0515

**Moved:** Cr Vern Russell

**Seconded:** Cr Rachel Anderson

**That the Committee recommends that Council:**

- 1. Endorses the construction of an extension to the Moranbah Recycled Water Network including:**
  - a. Separable Portion 1 (SP1) – Sarchedon Drive Recycled Water Main.**
  - b. Separable Portion 1a (SP1a) – Stage 1a Irrigation Scheme.**
- 2. Endorses the purchase of a mechanical evaporator.**

Carried

## BACKGROUND

Isaac Regional Council operates WWTP's in Clermont, Dysart, Glenden, Middlemount, Moranbah and Nebo. Council's EA provides the conditions under which it must operate to comply with the Environmental Protection Act 1994. The EA requires that there be no discharge of sewage effluent to the environment from any WWTP, except in Moranbah when specific discharge conditions are met. Council is at risk of financial penalties if it breaches the conditions of its EA.

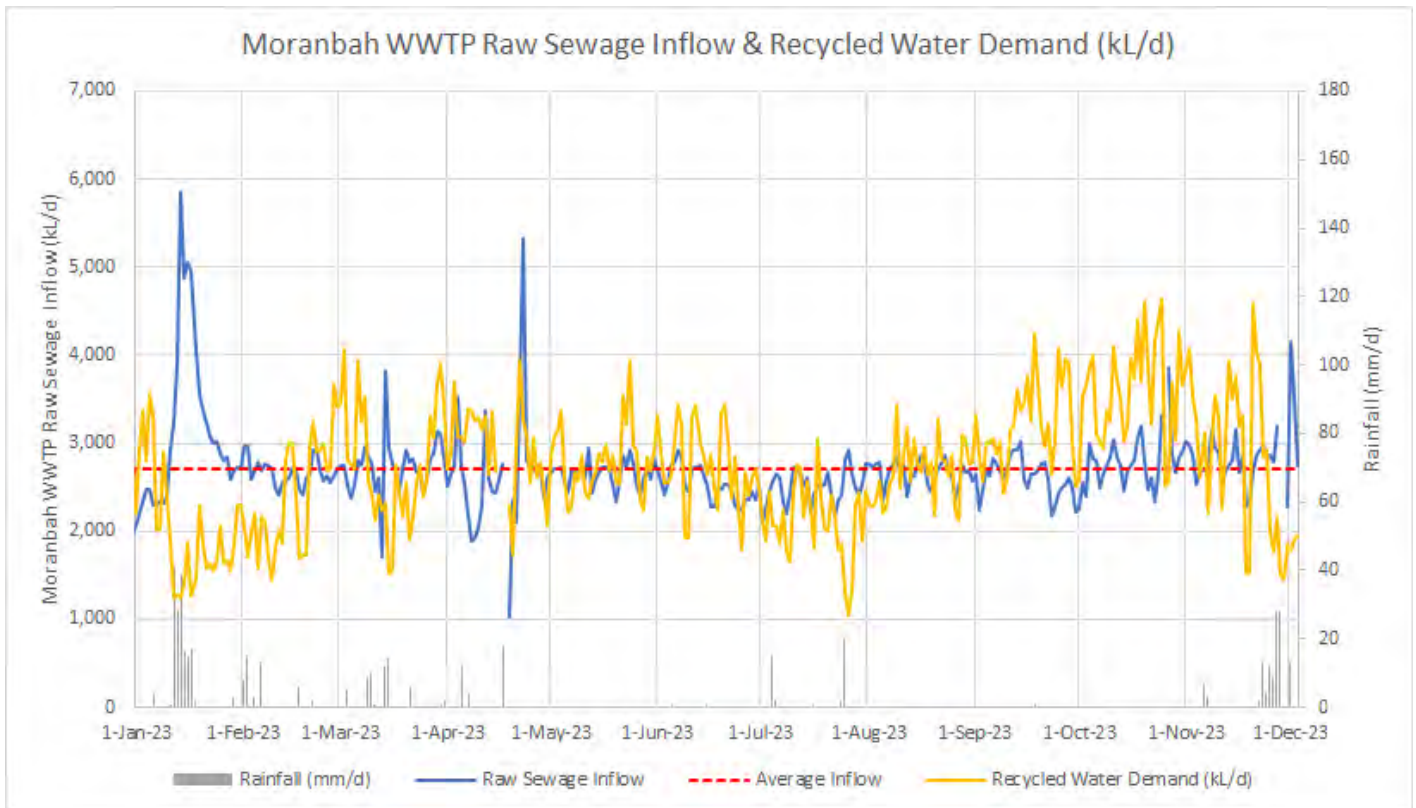
Isaac Regional Council operates a WWTP and recycled water scheme in Moranbah to allow the recycled water to be used for the benefit of the community to provide additional public amenity. Recycled water is used by Council for irrigation of median strips and parks around Moranbah. In addition, Council supplies recycled water to twelve private customers in Moranbah who use the recycled water for irrigation purposes on their properties. Customers that use significant volumes of recycled water include the Moranbah Golf Course, Rugby League ground and the Moranbah schools.

Water use for irrigation is not consistent throughout the year or between years. In wet periods there is low demand for recycled water, but inflow to the plant may increase due to inflow/infiltration of rainfall to the sewer network. When the demand for recycled water is less than the sewage inflow to the WWTP, there is a surplus of recycled water that must be stored. This excess effluent is retained in the Effluent Storage Dam (ESD).

During extended periods of wet weather, the volume of recycled water that must be stored can exceed the capacity of the ESD, and the ESD will overflow to the environment in an uncontrolled way. The ESD at Moranbah WWTP has been overflowing intermittently since May 2022.

As an example, the graph below shows the impact of the rainfall event at Moranbah in January 2023. The rain (grey bars) causes a large increase in inflow to the plant (blue line) and a reduction in recycled water demand (orange line). The excess of inflow over demand must be stored in the ESD, and if there is insufficient storage, the ESD will overflow.

The graph shows that for one month after the rainfall, demand was much less than inflow and then until September 2023 the inflow and recycled water demand were roughly equal, so there was no drawdown in the ESD storage level. Then there was a two-month period when the demand exceeded inflow, until it rained in December 2023 and the demand once again dropped below the level of inflow.



To prevent overflow of the Moranbah ESD, Council needs to be able to dispose of recycled water when there is low irrigation demand and limited storage is available for the surplus effluent.

The Effluent Reuse Strategy completed by consulting firm Bligh Tanner in 2023 recommended a hybrid solution to address this matter comprising of additional irrigation coupled with mechanical evaporators to dispose of the surplus recycled water that is not immediately needed by customers and cannot be stored in the ESD.

This report looks at the hybrid solution proposed in the Effluent Reuse Strategy. A scheme to extend and enhance the recycled water network in Moranbah including irrigation of land at Sarchedon Drive, Moranbah and the purchase of a mechanical evaporator that can be used in Moranbah and other population centres such Dysart and Middlemount as needed.

The proposed new infrastructure along Sarchedon Drive will also meet the objective to increase public amenity and use the recycled water for beneficial reuse in the community, providing the ability for the sports clubs along Sarchedon Drive (including the racecourse) to have a reliable recycled water supply.

## Demand

Demand for recycled water comes from four sources:

- Third party customers (e.g. Golf Course, Schools etc.)
- Council’s parks and gardens – irrigation of parks, sports fields and median strips.
- Council’s WWTP –irrigation of Council’s WWTP grounds.
- Effluent standpipe – for use in roadworks and dust suppression.

# WATER AND WASTE



The location of these demand sources is shown on the figure below:



# WATER AND WASTE

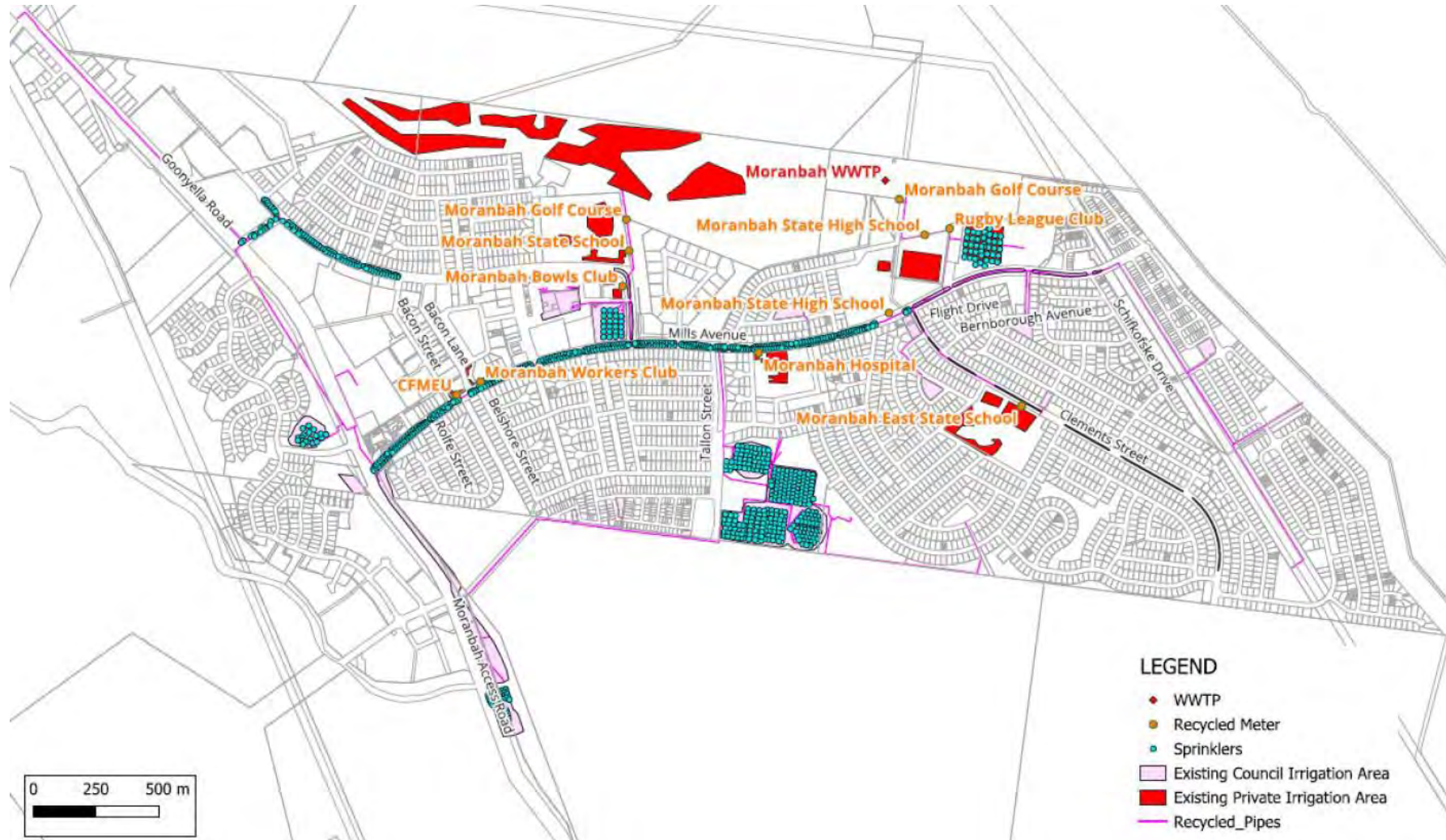


Figure 1: Existing Recycled Water Customers

Demand for irrigation is not constant and varies during the day. Peak demand usually occurs around midnight. Irrigation is undertaken at night to reduce the likelihood of the public coming into contact with the recycled water.

Hydraulic modelling was undertaken on the system and the graph below shows the modelled pressure at Mills Avenue and Tallon Street and the flow at the Effluent Pump Station in red and actual pressure and flow readings are shown as blue dots.

The graph shows that the pressure drops significantly during peak demand which restricts the ability to irrigate. Demand for recycled water is low during the day.

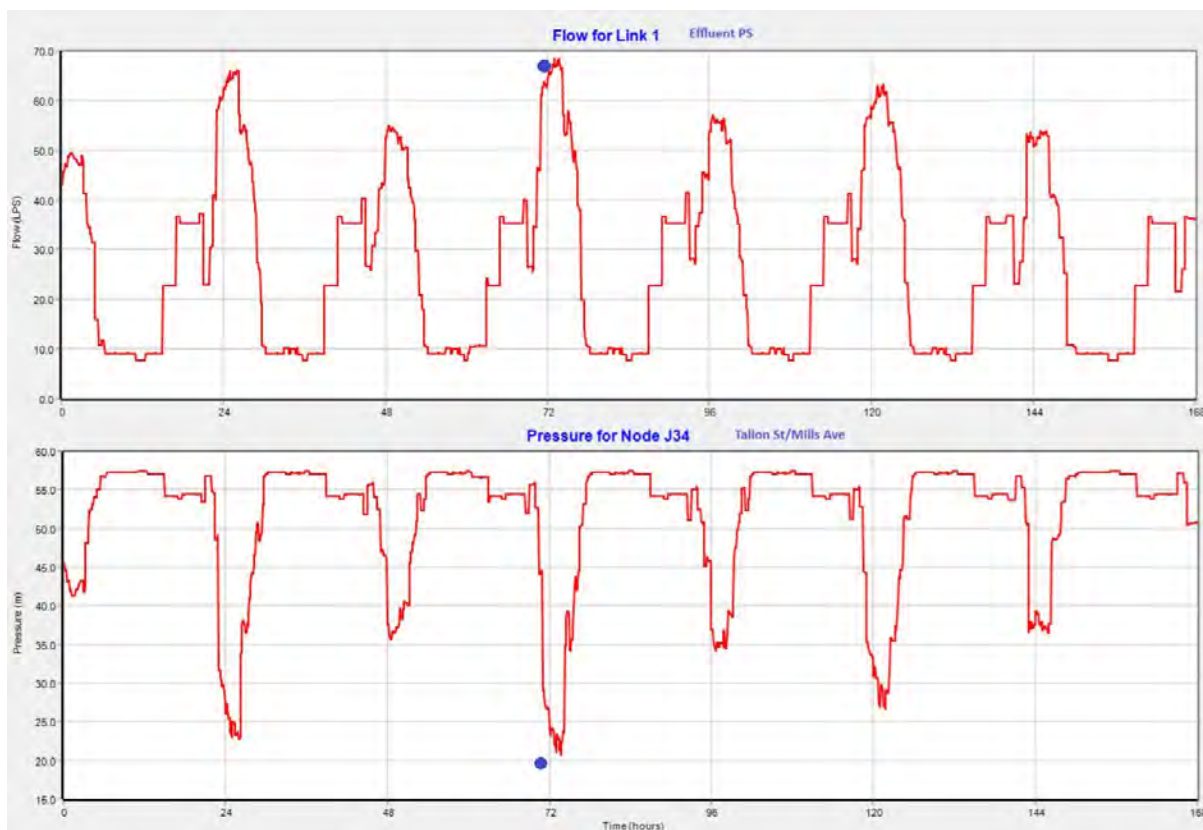


Figure 2: Modelled Pressure (at Tallon and Mills Ave, Moranbah) and Flow (at the Effluent Pump Station at the Moranbah Polishing Plant)

## Proposed Scheme

The irrigation scheme proposed is on vacant Reserve land (Recreation Reserve) at Sarchedon Drive, Moranbah of which Council is the trustee. The scope of the irrigation scheme in this report includes two separable portions described below:

### SP 1 - Sarchedon Drive Recycled Water Main

This recycled water main will supply the proposed irrigation scheme (SP1a) and allow all sporting clubs along Sarchedon Drive to be provided with a recycled water connection. The system has been designed to provide a minimum 30m pressure at the Sarchedon Drive boundary for each property. This main is proposed for 2024-25.

The works to be constructed are:

- 2,000 linear meters of 200mm diameter recycled water main along Sarchedon Drive from the existing main at the intersection of Goonyella Road and Sarchedon Drive, Moranbah to the proposed irrigation area.

The estimated cost of SP1 is shown in the table below:

<b>SP 1 - Sarchedon Drive Main</b>					
<b>Item</b>	<b>Length/Number</b>	<b>Unit Cost</b>	<b>Capital Cost</b>	<b>2024-25</b>	<b>2025-26</b>
2,000m of 200mm diameter main	2,000	500	1,000,000	1,000,000	
Preparation of Tender Documents		10,000	10,000	10,000	
Project Management		120,000	120,000	120,000	
Contingency 20%			226,000	226,000	
<b>Total Capital - Sarchedon Drive Main</b>			<b>1,356,000</b>	<b>1,356,000</b>	

## SP 1a - Irrigation System – Stage 1a

Stage 1a of the Moranbah Irrigation Scheme is proposed for 2024-25 and will create a maximum daily demand of 930kL/d of which 897kL/d which can be supplied with the existing system. Construction of the Sarchedon Drive main is required to supply the Irrigation Scheme.

The works to be constructed are:

- It is proposed to have 76 high flow/high pressure sprinklers capable of 8.8L/s flow at an average pressure of 50m. These sprinklers have a 35m irrigation radius. It is proposed to have the sprinklers elevated to reduce the risk of vandalism and theft (approximately 2.5m).
- A total of 2,700m of 75mm diameter and 690m of 100mm diameter pipeline is required to service the proposed irrigation scheme. The 50mm diameter pipe is sized to provide the flow to one sprinkler at a time. Three sprinklers are proposed to operate at the same time, so each sprinkler operating concurrently will need to be on a separate 50mm lateral. This will need to be confirmed in detailed design.
- A Pressure Sustaining Valve is proposed for the upstream of the tank to maintain a minimum 30m pressure at the corner of Sarchedon Drive and Goonyella Road. This will prevent recycled water demand at the Irrigation Scheme from causing low pressures in the rest of the Moranbah Recycled Water Network.
- Flow meters are proposed at the inlet to the recycled water tank.
- A control system is required to enable automatic operation and control of the system.
- Operation and maintenance of the system will be carried out by Water and Waste’s Operations and Maintenance department.

The estimated cost of SP1a is shown in the table below:

SP 1a - Irrigation Scheme – Stage 1a					
Item	Length/ Number	Unit Cost	Capital Cost	2024-25	2025-26
Pressure Sustaining Valve	1	41,667	41,667	41,667	
200mm Diameter Flow Meter	1	41,667	41,667	41,667	
Sprinkler	76	333	25,333	25,333	
Sprinkler Installation	76	500	38,000	38,000	
2700m of 75mm diameter main	2,700	125	337,500	337,500	
690m of 100mm diameter main	690	250	172,500	172,500	
Control System	1	60,000	60,000	60,000	
Planning/Environmental Approvals		40,000	40,000	40,000	
Preparation of Tender Documents		10,000	10,000	10,000	
Project Management		100,000	100,000	100,000	
Contingency 20%			173,333	173,333	
<b>Total Capital – SP1 – Irrigation Scheme – Stage 1a</b>			<b>1,040,000</b>	<b>1,040,000</b>	

## Evaporation Unit

In addition to the proposed network extension and irrigation, it is also proposed to use mechanical evaporators to supplement the effluent disposal capacity in Moranbah and also in other townships as required.

Mechanical evaporators are available for purchase as complete turnkey units with the claimed capacity to evaporate 1.6ML/d (see attached brochure as example). It is proposed to purchase one mechanical evaporator of this size to provide Council the opportunity to rapidly reduce the effluent level in an ESD to prevent overtopping in multiple townships.

Modelling shows that if Council had access to this unit in 2024, the effluent level of Dysart, Middlemount and Moranbah ESD's could have been reduced resulting in no overflow of these ESD's in 2024.

For context, Dysart ESD is 51ML, with net zero inflow to the ESD, the proposed evaporator could empty the ESD in 32 days at 1.6ML/d. The average inflow to the Dysart WWTP in 2024 is 1.2ML/d, so the proposed evaporator could theoretically dispose of all inflow to the plant.

Similarly, the Middlemount ESD is 75ML, so it can be emptied in 47 days (with net zero inflow). The average inflow to the Middlemount WWTP in 2024 is 0.7ML/d, so the proposed evaporator could dispose of all inflow to the plant.

Moranbah ESD is 176ML, so it can be emptied in 94 days (with net zero inflow). The average inflow to the Moranbah WWTP in 2024 is 2.8ML/d, so the proposed evaporator could dispose of more than half of the inflow to the plant.

The proposed mechanical evaporator will be a mobile unit (skid or trailer mounted) and be moved from plant to plant as required to reduce effluent levels in an ESD to prevent overtopping. Purchase of the evaporator will also be a trial to see if mechanical evaporators can have a greater role to help Council prevent overflow of its Effluent Storage Dams should this be needed.

## Cost

Delivery of a mechanical evaporator is estimated at 3 months from when the supplier receives a purchase order. The estimated cost of a mechanical evaporator is \$340,000 comprising the purchase cost of the evaporator (\$150,000), weather station and ancillaries (\$60,000) together with impact studies (\$40,000), project management costs (\$30,000), site preparation (\$20,000) and electrical works at each plant (\$40,000).

The Effluent Reuse Strategy recommended evaporators at each WWTP; therefore, this one evaporator is not expected to solve all problems, but if it was available in 2024, calculations show it would have prevented the overflow of all ESD's.

The cost of the evaporator includes a weather station and automation to allow for automatic operation, and all cables etc for operation of the evaporator. Council will be responsible for preparing the site and any electrical or other capital works.

## **Estimated Irrigation Demand**

Within the proposed irrigation area, the irrigation rate is a critical parameter for determining the Irrigation Demand for the Irrigation Scheme.

For the proposed disposal area, a maximum irrigation rate of 5mm/d has been adopted, which equates to an average irrigation rate of 2.25mm/d. Based on the maximum irrigation rate the maximum daily flow to the 45Ha disposal area will be 2,250kL/d. The average flow rate (allowing for no irrigation during dry periods and wet periods) will be 1,012kL/d (369ML/yr.).

Council's records show that the Moranbah ESD has overflowed a total volume of 167ML in 2024.

For context it is noted that Council's EA for irrigation of recycled water at Council's WWTP sites nominates that a maximum daily irrigation of 5mm/day, and an average irrigation of 2.8mm/day are allowed (note that the EA does not govern irrigation by private customers or Council's Parks and Gardens department).

## **Irrigation Area - Stage 2**

There is additional Council owned land that can be irrigated in the Sarchedon Drive area if required, and this land is identified as Stage 2 on the attached plan. To allow for the irrigation of additional areas, the Moranbah Polishing Plant and Effluent Pump Station will need to be upgraded. These projects may be required at a future date but are not included within this (Stage 1) scope of works. Future works are dependent upon additional funding being available and will be considered through the standard Project Accountability Gateway (PAG) process.

## **Existing Recycled Water Network**

It has also been identified through the efforts of the Beneficial Reuse Working Group that to optimise the beneficial reuse of recycled water to existing customers (including Council) in Moranbah there would need to be an upgrade to the existing recycled water main in Tallon Street. This work is not included within this (Stage 1) scope of works and would also be dependent upon additional funding being available and will be considered through the standard Project Accountability Gateway (PAG) process. The Tallon Street upgrade has been included as part of the Local Government Grants and Subsidies Program (LGGSP) funding application submitted in August '24 and may be able to be brought forward if the funding application is successful.

## IMPLICATIONS

The implication of completing this work is that there will be additional irrigation capacity to help prevent the Moranbah ESD from overflowing, except in very wet periods (e.g. 2011) and the sporting clubs in the Western Sporting Precinct will have access to a reliable source of recycled water.

The addition of the evaporator will also provide increased flexibility in Moranbah to manage the recycled effluent disposal and will also provide a method to tackle effluent disposal in Middlemount and Dysart as well.

The purchase of a mechanical evaporator will demonstrate to the regulators that Council is taking action to prevent unauthorised discharge of effluent and will be a trial to determine if evaporators have a role in assisting Council to prevent overflow of its ESD's, compliment the extension of effluent reuse schemes.

It is proposed that the new irrigation system and evaporator should be operated for a period of time to gauge their performance and confirm operating parameters, before a decision is made to invest in additional capital works (Stage 2).

The implications for pressure in the existing network are that Stage 1 can be accommodated but there will remain pressure issues in some parts the existing network. Additional capital works (Tallon Street upgrade) will be required to address this.

## RISK

The land identified for the irrigation area is Reserve for Recreation Purposes in which Council is the Trustee. It is believed that the proposed irrigation project will fit within the acceptable uses for this land, but this will be investigated as part of the planning phase of the project. Addressing the status of the land will also include considering matter relating to Native Title.

## FINANCIAL IMPLICATIONS

Council has approved a budget \$1,950,000 for the Moranbah Recycled Network across 2024-25 (\$350K) and 2025-26 (\$1.6M) capital programs from depreciation funding. It is noted that as per PAG 2025 FY, there remained \$2,531,577 in unallocated sewerage depreciation.

The total cost for this proposed recommendation is \$2,736,000. It is proposed that an additional \$786,000 be drawn from unallocated depreciation to enable the purchase of an evaporation unit and commence construction of the first phase of this project, SP1 and SP1a in FY24/25 with completion in the 2025/26 financial year. Adjustments to the budget will be made at the September (Q1) Quarterly Review.

Components of Stage 1:

- SP1 - Sarchedon Drive Main - construction of 2000 lm of 200mm diameter recycled water main along Sarchedon Drive
- SP1a - Irrigation System Stage 1a - Installation of 76 high flow/high pressure sprinklers and 2700m of pipeline
- Purchase of evaporation unit.

It should be noted that an application for LGGSP funding has been submitted in August for \$4M for a scope of works that includes SP1, SP1a, preliminaries for a booster pump station to support future stages and the Tallon Street upgrade. Should this application be successful Council would potentially receive 60% grant funding (or \$2.4M). This would mean that in addition to the proposed recommendation in this report, Council

would also be able to progress the Tallon Street upgrade and no longer require utilisation of the additional \$786,000 unallocated depreciation. The project to be delivered over the 24/25 and 25/26 financial years. Notification of the LGGSP grants is anticipated to potentially occur in September.

## CONSULTATION

- Manager Operations and Maintenance
- Manager Planning and Projects
- Director Water and Waste
- Beneficial Reuse of Recycled Water Working Group
- Manager Budgets and Statutory Reporting
- Manager Liveability and Sustainability
- Manager Business Services
- Director Corporate, Governance and Financial Services

## BASIS FOR RECOMMENDATION

The basis for the recommendation is the Effluent Reuse Strategy prepared by consulting engineers Bligh Tanner in 2023 and discussion within the Beneficial Reuse of Recycled Water Working Group.

## ACTION ACCOUNTABILITY

Manager Planning and Projects to action Design and Construction of the proposed Moranbah Irrigation Scheme.

Manager Operations and Maintenance to be responsible for operating and maintaining the scheme.

## KEY MESSAGES

Council's Environmental Authority does not authorise Council to release sewage effluent from the Moranbah WWTP except under specific circumstances. Significant financial penalties can be imposed on Council if it breaches the conditions of its EA.

Recycled water is also a valuable community resource and Council seeks to use it in the provision of Increased public amenity.

To reduce the risk of unauthorised release of sewage effluent and provide recycled water to the Western Sporting Precinct it is proposed to extend the recycled water network along Sarchedon Drive and construct an irrigation system to reduce the risk of the Moranbah ESD overflowing.

The proposal in this report satisfies the objectives of the Beneficial Reuse Working Group.

**Report prepared by:**

GARY CARLYLE  
**Planning Engineer**

Date: 17 July 2024

**Report authorised by:**

SCOTT CASEY  
**Director Water and Waste**

Date: 13 August 2024

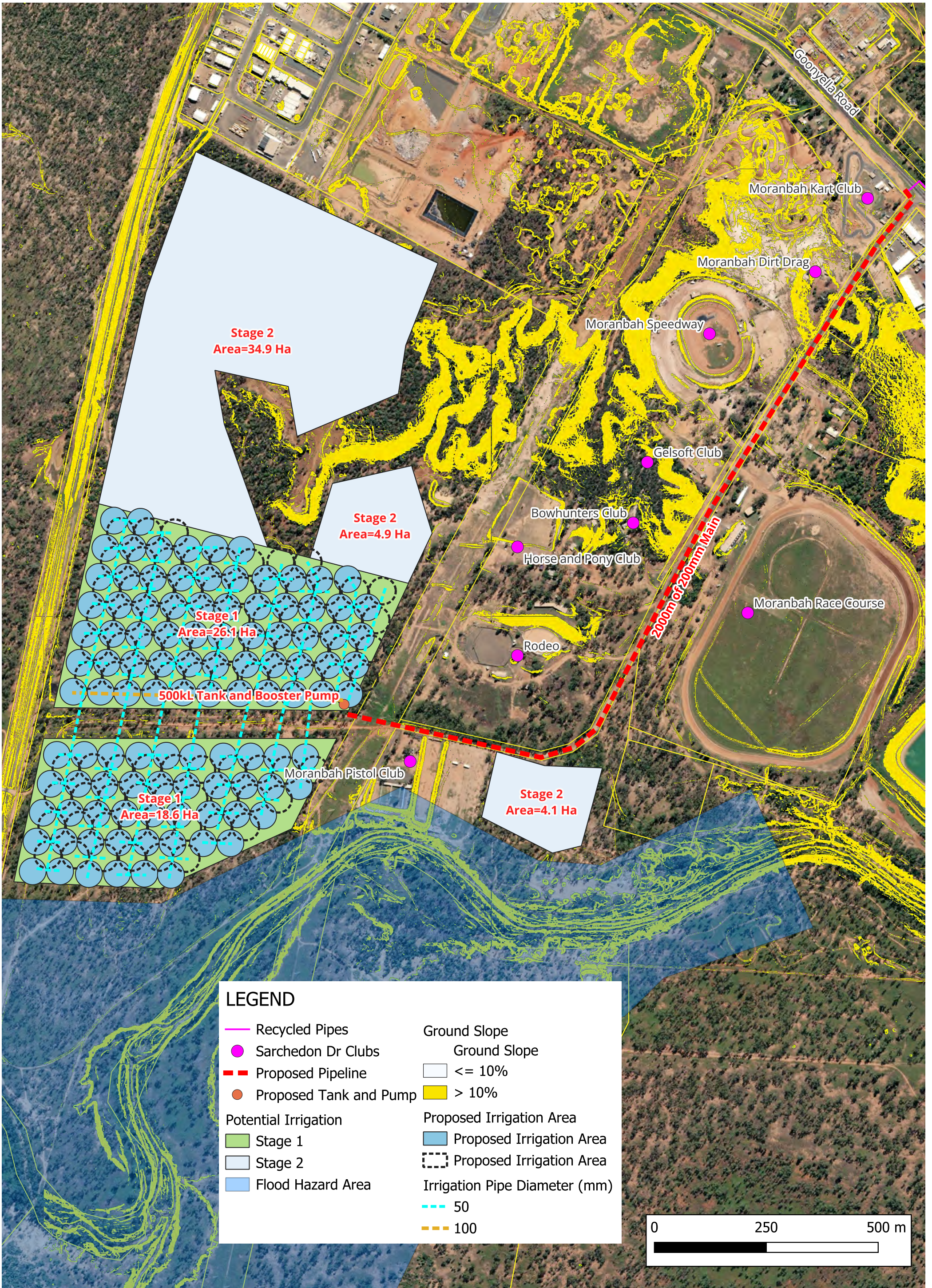
## **ATTACHMENTS**

- Attachment 1 – Sarchedon Drive Irrigation
- Attachment 2 – Sarchedon Tallon – Recycled Network Reinforcement
- Attachment 3 – Moranbah Recycled Water System – Upgrade Options 2024

## **REFERENCE DOCUMENT**

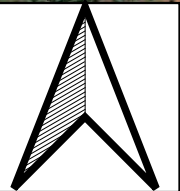
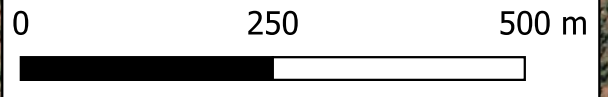
- Effluent Reuse Strategy. Bligh Tanner. 2023
- Moranbah Recycled Water System – Upgrade Options 2024





**LEGEND**

Recycled Pipes	Ground Slope <= 10%
Sarchedon Dr Clubs	Ground Slope > 10%
Proposed Pipeline	Potential Irrigation Stage 1
Proposed Tank and Pump	Potential Irrigation Stage 2
Potential Irrigation Stage 1	Flood Hazard Area
Potential Irrigation Stage 2	Proposed Irrigation Area
Flood Hazard Area	Proposed Irrigation Area
Irrigation Pipe Diameter (mm) 50	Irrigation Pipe Diameter (mm) 100



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# Moranbah Recycled Water Irrigation Scheme

Created: July 11, 2024

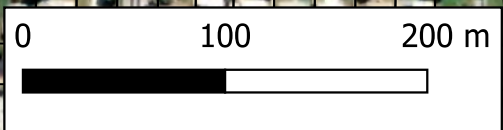


Moranbah WWTP

1600m of 300mm Dia

**LEGEND**

- - - Proposed Main
- Existing Effluent Mains



Tallon Street

Elliott Street

Koala Terrace

Kangaroo Drive

Mills Avenue

Bradman Street

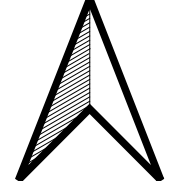
Flight Drive

Bemborough Avenue



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## Proposed Recycled Water Main from Moranbah WWTP to Tallon St



# MORANBAH RECYCLED WATER SYSTEM – UPGRADE OPTIONS

ISAAC REGIONAL COUNCIL

Current as at 01.08.2024

Presented by **Water & Waste Directorate**

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# TABLE OF CONTENTS

<b>1</b>	<b>INTRODUCTION</b>	<b>4</b>
1.1	Performance of the Existing System	4
<b>2</b>	<b>EXISTING RECYCLED WATER DEMAND</b>	<b>7</b>
2.1	Third Party Customers	7
2.2	Council's Parks and Gardens	8
2.3	Moranbah WWTP	9
2.4	Effluent Standpipe	9
<b>3</b>	<b>HYDRAULIC MODELLING</b>	<b>9</b>
<b>4</b>	<b>OPTIONS</b>	<b>11</b>
4.1	Option 1 – Business As Usual (BAU).	11
4.2	Option 2 – Construct a Recycled Water Scheme at Sarchedon Dr, Moranbah.	11
4.3	Option 3 – Purchase a Mobile Mechanical Evaporator.	17
4.4	Option 4 – Upgrade the Moranbah Recycled Water network and Polishing Plant.	19
4.5	Summary of Options' Cost	21
<b>5</b>	<b>CONCLUSIONS</b>	<b>21</b>
<b>6</b>	<b>RECOMMENDATIONS</b>	<b>22</b>
<b>7</b>	<b>REFERENCES AND RELATED DOCUMENTS</b>	<b>23</b>
	<b>APPENDIX 1 RECYCLED WATER ALLOCATIONS - MORANBAH</b>	<b>24</b>
	<b>APPENDIX 2 SPRINKLER PERFORMANCE – HUNTER I20</b>	<b>28</b>

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<b>APPENDIX 3 SPRINKLER PERFORMANCE – TORO T5</b>	<b>30</b>
<b>APPENDIX 4 SPRINKLER PERFORMANCE – TORO 800 FLX55 (TED ROLFE OVAL)</b>	<b>33</b>
<b>APPENDIX 5 EXAMPLE PAGE FROM COUNCIL’S IRRIGATION CONTROL PROGRAM</b>	<b>35</b>
<b>APPENDIX 6 EXTRACT FROM EFFLUENT REUSE STRATEGY</b>	<b>38</b>
<b>APPENDIX 7 MECHANICAL EVAPORATORS</b>	<b>41</b>

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# 1 INTRODUCTION

Isaac Regional Council's Environmental Authority (EA) requires that there be no discharge of sewage effluent to the environment from the Moranbah Wastewater Treatment Plant except under specific circumstances.

Council operates a Recycled Water Scheme in Moranbah to treat the sewage effluent and distribute the treated recycled water so it can be used for the benefit of the community.

Recycled water is used by Council's Parks and Gardens department for irrigation of median strips and parks around Moranbah. In addition, Council supplies recycled water to private customers in Moranbah for irrigation purposes.

Demand for recycled water is insufficient to prevent overflow of Council's Effluent Storage Dam (ESD) at Moranbah and unauthorised discharges of sewage effluent to the environment have been occurring. These overflows place Council at risk of incurring significant financial penalties for breaching its EA.

The following three options have been identified to increase the demand for recycled water and assist Council in managing its recycled water system to prevent overflow of sewage effluent to the environment:

1. An irrigation system has been proposed to provide sufficient irrigation demand (maximum 2,250kL/d) to significantly reduce the risk of the Moranbah ESD overflowing, and hence significantly reduce the risk of Council breaching its EA.
2. Purchase of a mechanical evaporator.
3. Upgrade of the Moranbah Polishing Plant and effluent pump station.

## 1.1 PERFORMANCE OF THE EXISTING SYSTEM

Recycled water is used by Council for irrigation of median strips and parks around Moranbah. In addition, Council supplies recycled water to twelve customers in Moranbah who use the recycled water for irrigation purposes on their properties. Customers that use significant volumes of recycled water include the Golf Course, the Rugby League ground and the schools.

Water use for irrigation is not consistent throughout the year or between years. In wet periods there is low demand for recycled water, but inflow to the plant may increase due to inflow/infiltration of rainfall to the sewer network. When the demand for recycled water is less than the sewage inflow to the WWTP, there is a surplus of recycled water that must be stored in the Effluent Storage Dam (ESD).

During extended periods of wet weather, the volume of recycled water that must be stored can exceed the ESD capacity, and the ESD will overflow to the environment. Council's Environmental Authority (EA) prohibits the discharge of recycled water to the environment except under specific conditions. Council is liable for a substantial fine if it breaches the conditions of its EA. The ESD at Moranbah WWTP has been overflowing intermittently since May 2022.

As an example, Figure 1-1 below shows the impact of the rainfall event at Moranbah in January 2023. The rain (grey bars) causes a large increase in inflow to the plant (blue line) and a reduction in recycled water demand (orange line). The excess of inflow over demand must be stored in the ESD, and if there is insufficient storage, the ESD will overflow.

The graph shows that for one month after the rainfall, demand was much less than inflow and then until September 2023 the inflow and recycled water demand were roughly equal, so there was no drawdown in the ESD storage level. Then there was a two month period when the demand exceeded inflow, until it rained in December 2023 and the demand once again dropped below the level of inflow.

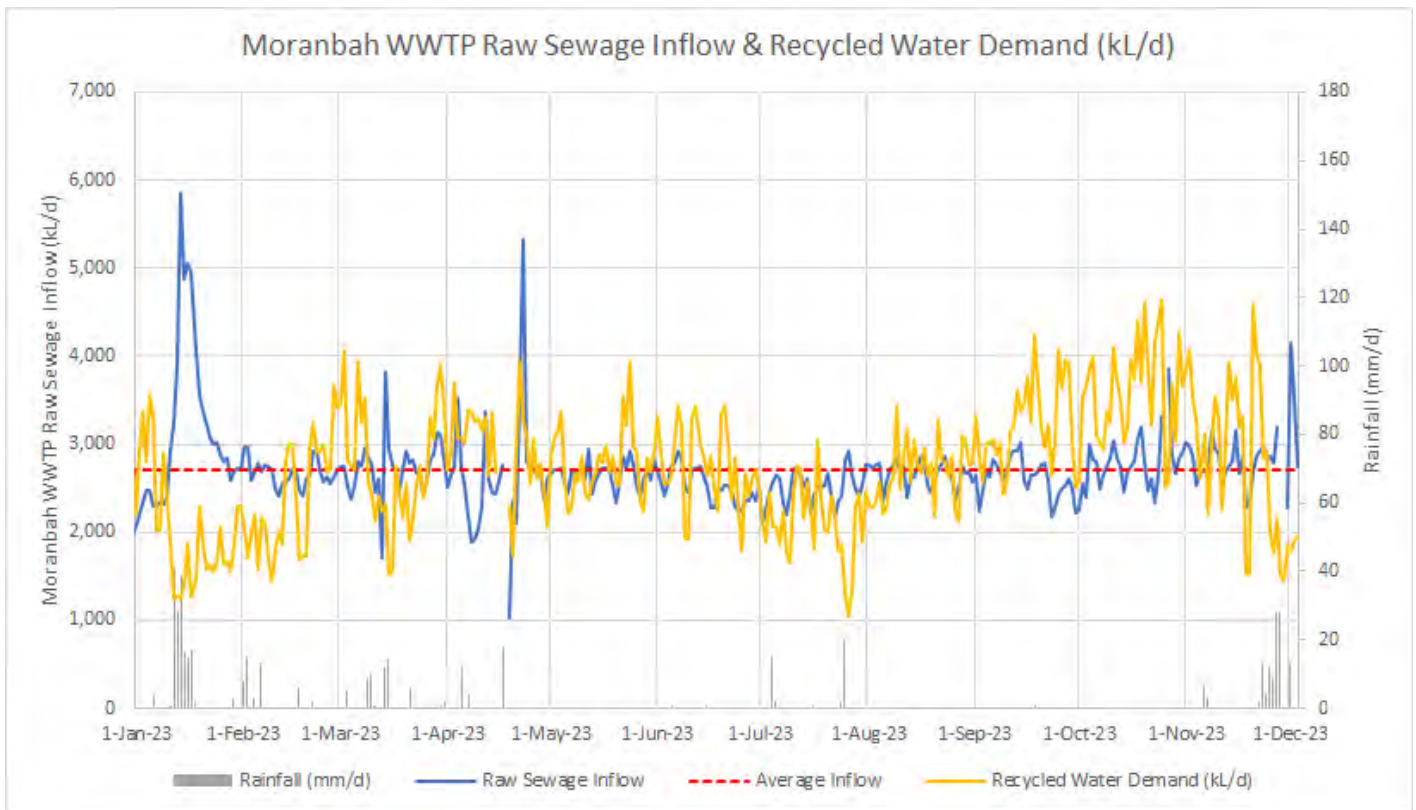


Figure 1-1 Moranbah WWTP Flows

There are two problems inhibiting the management of Council’s recycled water system:

1. There is insufficient overall average demand to use the effluent produced by the Moranbah WWTP, and
2. There is a variation in demand between periods when the weather is wet and dry, and Council needs a demand for recycled water that it can control and dispose of the surplus recycled water that is not immediately needed by customers, and there is insufficient storage to keep the effluent for use when demand is high.

To prevent overflow of the Moranbah ESD, Council needs to be able to dispose of recycled water when there is low irrigation demand and limited storage is available for the surplus effluent.

The Effluent Reuse Strategy completed by consulting firm Bligh Tanner in 2023 recommended a hybrid solution of additional irrigation and mechanical evaporators to dispose of the surplus recycled water.

This report looks at the following options to increase recycled water demand in Moranbah:

1. Do nothing.
2. Install irrigation at Council owned land at Sarchedon Dr, Moranbah.
3. Purchase a mechanical evaporator.
4. Upgrade the Moranbah Recycled Water Network and the Moranbah Polishing Plant.

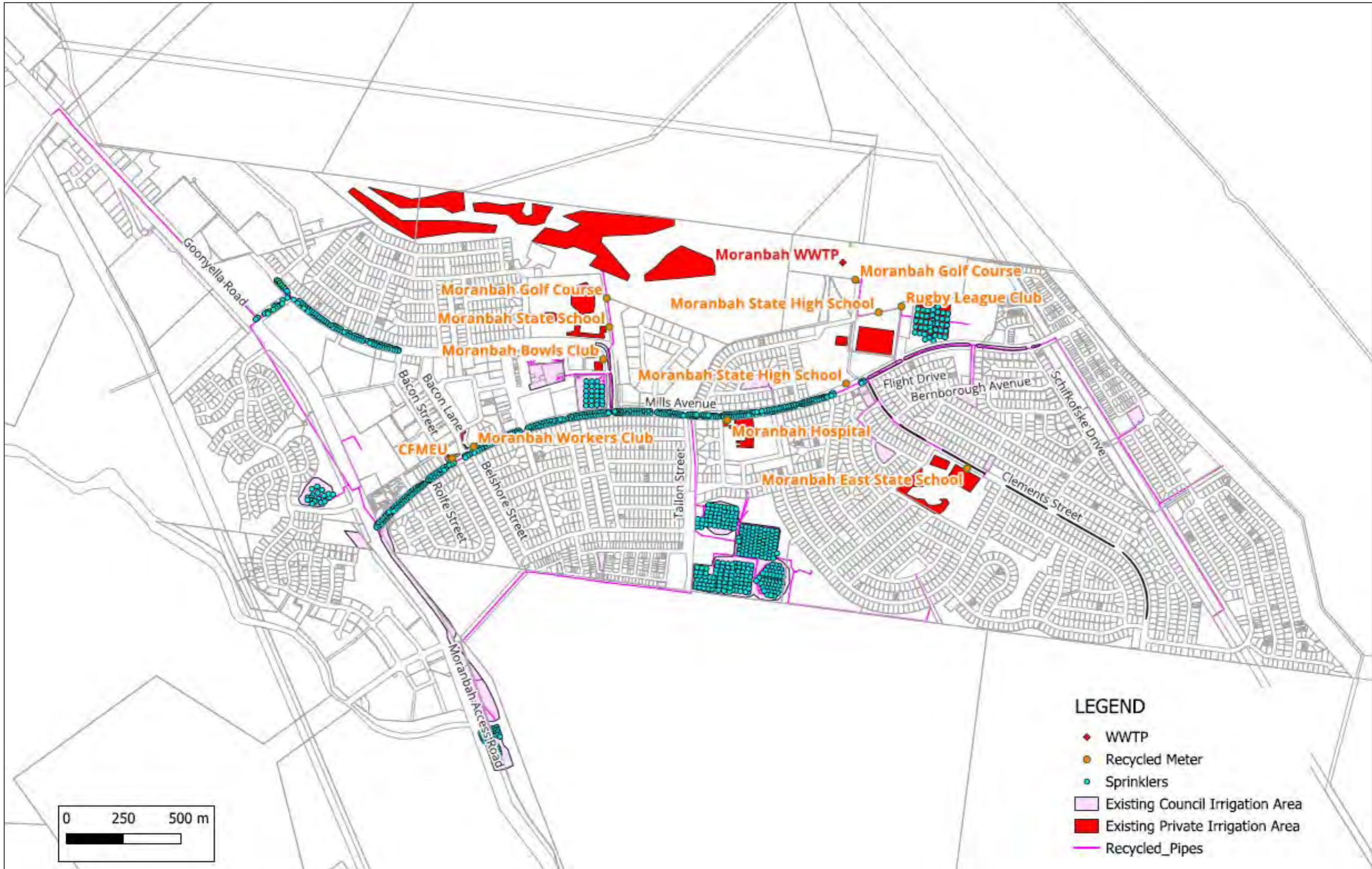


Figure 1-2 Moranbah Water Recycling Network



## 2 EXISTING RECYCLED WATER DEMAND

Demand for recycled water comes from four sources:

1. Third party customers (e.g. Golf Course, Schools etc.).
2. Council's Parks and Gardens – sprinkler use in parks and gardens, including sports fields.
3. Council's WWTP.
4. Effluent Standpipe.

### 2.1 THIRD PARTY CUSTOMERS

Third party customers in Moranbah are listed below and shown on Figure 1-2.

- Moranbah Golf Course.
- Moranbah Bowls Club.
- Moranbah Workers Club.
- CFMEU.
- Moranbah State School.
- Moranbah East State School.
- Moranbah High School.
- Rugby League Club.
- Moranbah Hospital.

Each third-party customer is allocated a specified volume of water they can take during specified times. Appendix 1 show the allocations for each customer.

There are five categories of allocations depending on the availability of recycled water:

- Low Low.
- Low.
- Normal.
- High.
- High High.

Council informs customers which level of allocations are currently in force. The level of allocations are typically based on the level of the ESD, with the lowest allocations in force when the ESD is at a low level, and the highest allocations when the ESD is at a high level.

The allocations are a maximum amount the customer can take, but the customers are not required to take any of their allocation.

Figure 2-1 shows the maximum demand for the Normal allocation in Moranbah assuming the customer takes the water at a flat rate during their allocation period.

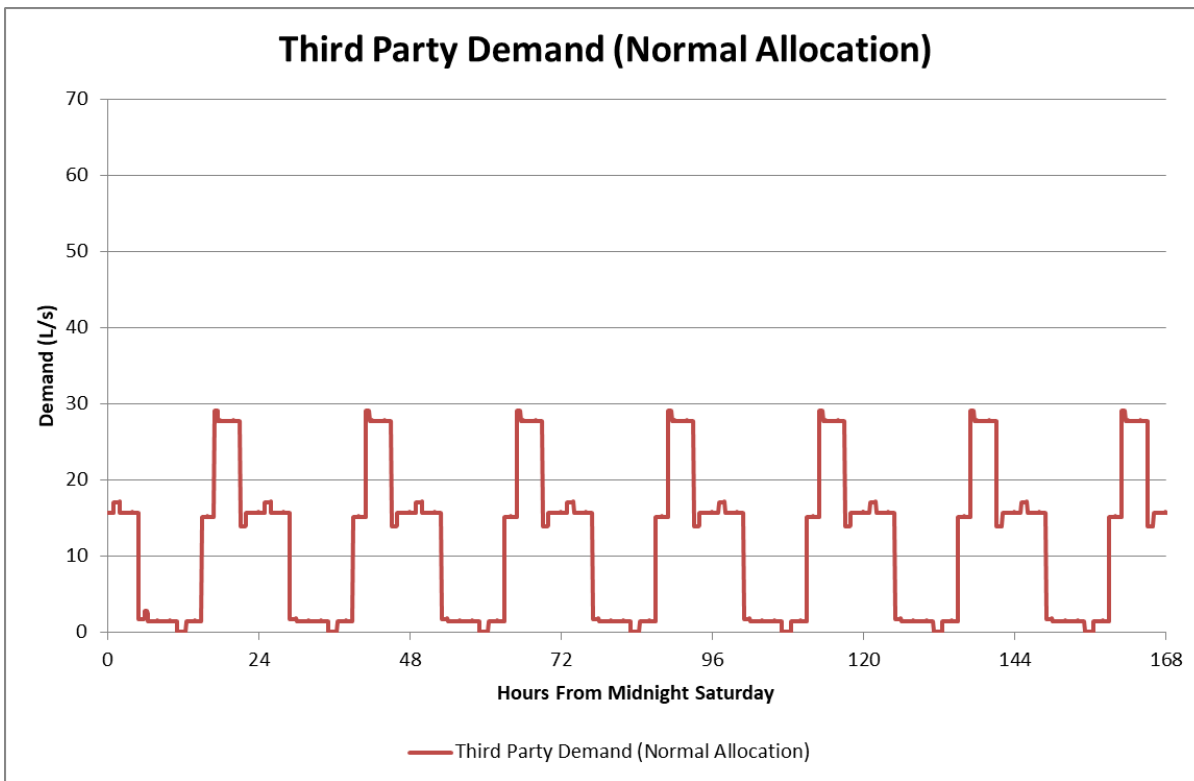


Figure 2-1 Third Party Demand Normal Allocations

## 2.2 COUNCIL'S PARKS AND GARDENS

Council's Parks and Gardens department uses recycled water to irrigate median strips, parks, gardens and sports fields.

Council is the largest user of recycled water in Moranbah. Council's irrigation system is automatically operated. An example of the control available for Council's irrigation system is shown in Appendix 5. The demand at the sprinkler is a function of the pressure according to the relationship below:

$$Q = \text{sqrt}(P) * C_v$$

Where Q = Flow in L/s

P = Pressure in metres

C<sub>v</sub> = coefficient specific to each sprinkler

Manufacturers publish the C<sub>v</sub> values for their sprinklers.

Sprinklers Council currently uses include:

- Hunter i20 (see Appendix 2)
- Toro T5 (see Appendix 3)
- Toro FLX55 (Ted Rolfe Oval) (see Appendix 4)

The Hunter i20 and Toro T5 have similar performance with an operating range of 17m to 45m and a typical flow of 8 to 13 Litres per minute depending on pressure.

The Toro FLX55 has a minimum pressure requirement of 55m (550kPa). Council's existing network cannot meet this minimum pressure requirement in most of the network except during periods of no or very low

demand. The sprinklers at Ted Rolfe Oval are therefore not suitable for their intended purpose and should be replaced. Each augmentation option considered in this report recommends replacing these sprinklers.

Sprinklers do not have a set demand, because the demand according to the pressure. Hydraulic analysis of the system undertaken at maximum demands calculated the demand for the Council irrigation shown in Figure 2-2. Council irrigation shows a peak during a 6 to 8 hour period at night. Night time irrigation is undertaken to reduce the risk of people coming into contact with recycled water.

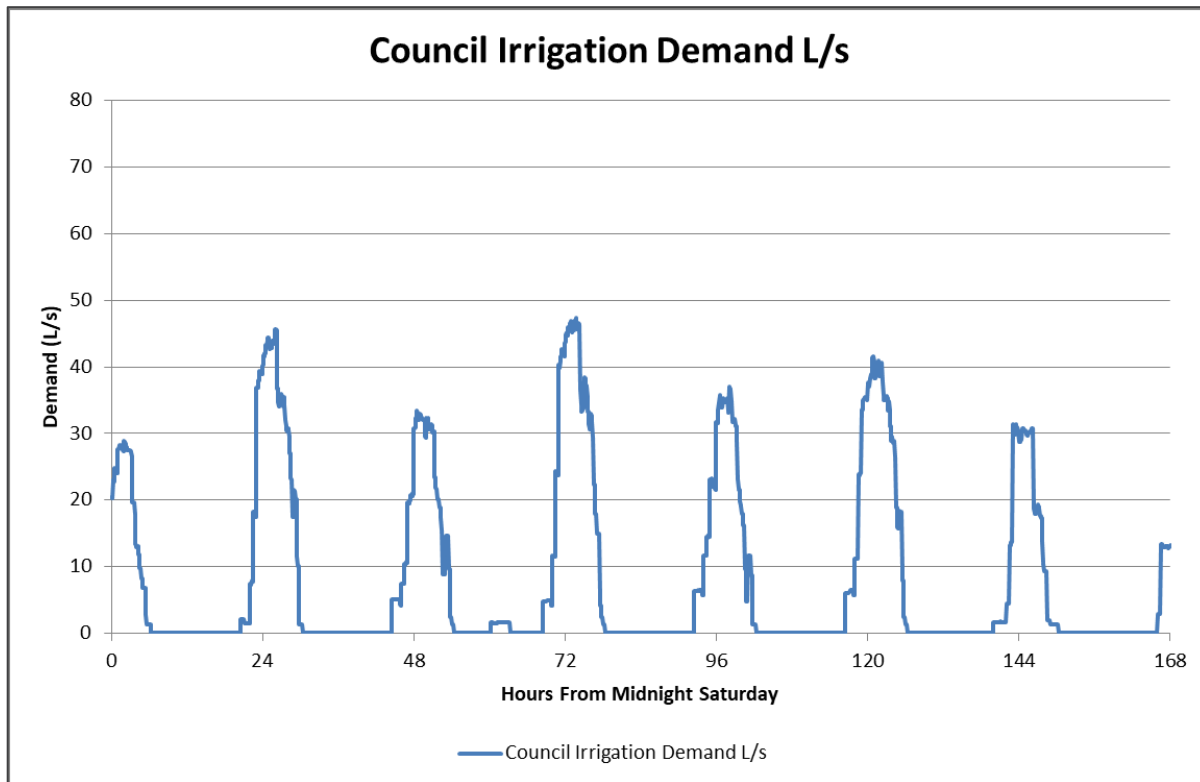


Figure 2-2 Council Irrigation Demand

### 2.3 MORANBAH WWTP

Council's Moranbah WWTP uses approximately 200kL/d a day for irrigation and process water. Process water is not consumed in the treatment process but is typically recycled in the wastewater process, however it provides an increased load on the Effluent Pump Station and Effluent Polishing Plant.

### 2.4 EFFLUENT STANDPIPE

A standpipe is located at the entrance to the Moranbah WWTP. Water tankers can take recycled water from this location and the recycled water is typically used for dust suppression on roadworks.

## 3 HYDRAULIC MODELLING

Hydraulic modelling was undertaken to determine the capacity of the recycled water network.

The maximum theoretical demand in the system from the timetable of irrigation and the maximum "Normal" allocation is shown in Figure 3-1 (in red). The Measured Flow in August 2023 is also shown (in blue). The measured flow shows a good correlation between the modelled flow and the measured flow, except at peak periods.

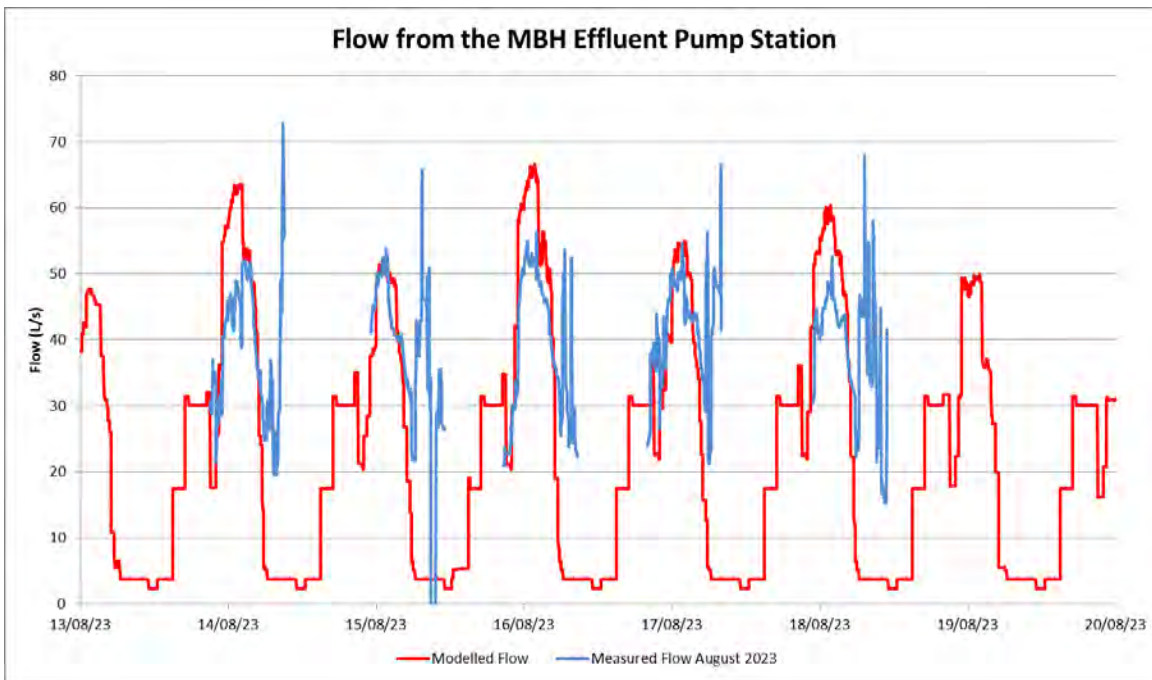


Figure 3-1 System Demand

The residual pressure at the corner of Tallon St/Mills Avenue Moranbah is shown in Figure 3-2 (bottom graph) and the theoretical maximum flow from the Effluent PS is shown in the top graph. Actual recorded flow is shown at hour 72 and the recorded pressure at Mills/Tallon St is seen to be accurately modelled.

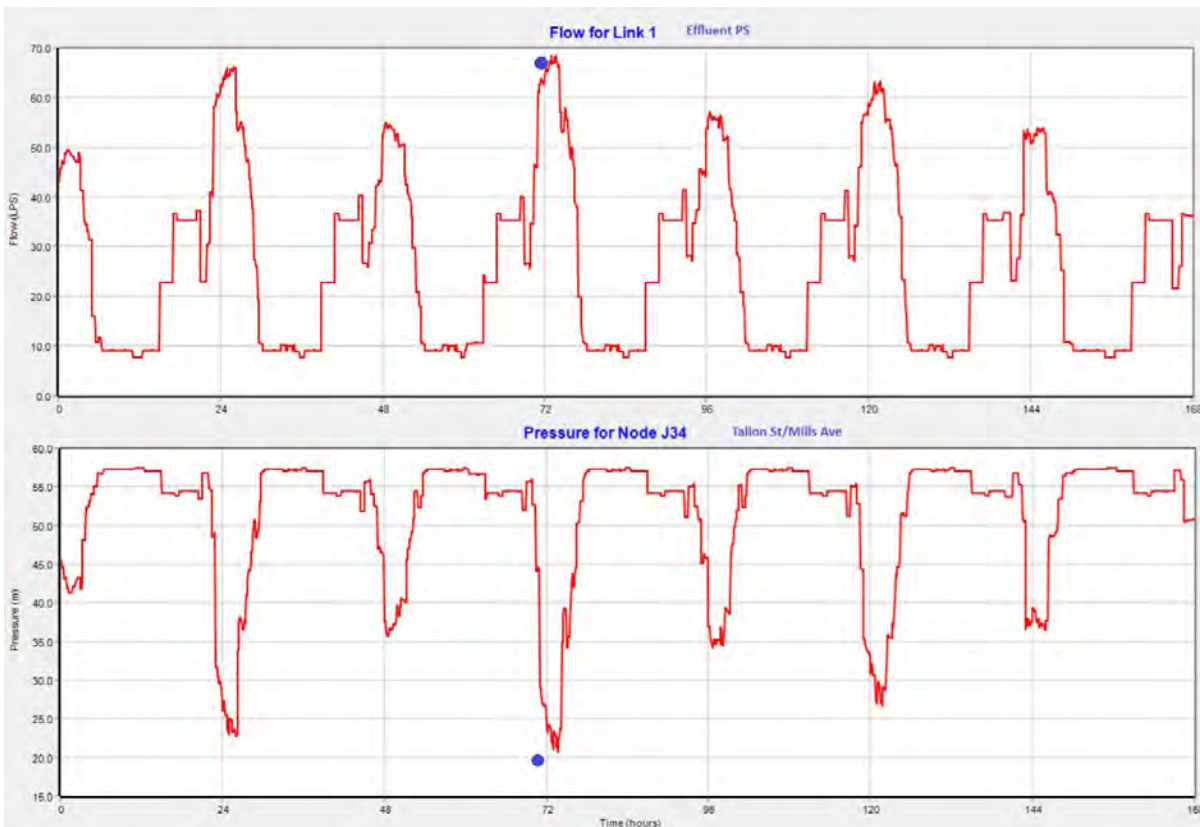


Figure 3-2 Modelled Residual Pressure and Flow – Moranbah Recycled Water Network.

Tallon St/Mills Ave was chosen as a location to compare residual pressure between options. This location is an elevated location far enough into the system to observe the headloss, and at the offtake to the sports

fields where the flow in the main along Mills Avenue is substantially reduced because of the flow to the sports fields.

## 4 OPTIONS

The following options were considered to provide increased recycled water demand in the Moranbah Recycled Water Network.

### 4.1 OPTION 1 – BUSINESS AS USUAL (BAU).

This option retains the existing system and system performance.

This option is considered unsuitable because pressure in the system is insufficient to operate sprinklers during peak times.

This option has zero capital cost and zero additional Operation and Maintenance (O&M) cost.

Table 4-1 Advantages and Disadvantages– Option 1

Advantages	Disadvantages
Zero capital and zero additional O&M Cost.	Performance of the Recycled Water System does not meet Council's requirements. Pressure is too low to irrigate during peak times at high demand.

### 4.2 OPTION 2 – CONSTRUCT A RECYCLED WATER SCHEME AT SARCHEDON DR, MORANBAH.

The irrigation scheme has been proposed for vacant Council owned land at Sarchedon Dr Moranbah. The scheme consists of a main along Sarchedon Dr, a 500kL tank, a pump station and 193 sprinklers with connecting mains. The scheme is based on the Effluent Reuse Strategy prepared by consulting firm Bligh Tanner that recommended an additional 45Ha of irrigation land for Moranbah.

The proposed scheme is shown in the attached plan and consists of the following items.

#### Sarchedon Dr Main

1. 2,000 linear meters of 200mm diameter recycled water main along Sarchedon Dr from the existing main at the intersection of Goonyella Rd and Sarchedon Dr, Moranbah to the proposed irrigation area.

This main will allow all sporting clubs along Sarchedon Dr to be provided with a recycled water connection. The system has been designed to provide a minimum 30m pressure at the Sarchedon Dr boundary for each property.

#### Irrigation System

1. A 500kL reservoir is proposed to store recycled water at the irrigation site. This will allow high flow/high pressure sprinklers to be operated at a consistent and reliable pressure and flow. This will allow simple and consistent operation of the irrigation. Without the tank, the flow to the sprinklers will vary depending on the upstream demand in the system and reduce the reliability of the system and make management of the system complex.
2. A booster pump station that will pump from the tank to the irrigation network. A connection to the electricity system will be required to service the pumps, and a building will be required to house the pumps to prevent vandalism.

3. A Pressure Sustaining Valve is proposed for the upstream of the tank to maintain a minimum 30m pressure at the corner of Sarchedon Dr and Goonyella Rd. This will prevent recycled water demand at the Irrigation Scheme from causing low pressures in the rest of the Moranbah Recycled Water Network.
4. Flow meters are proposed at the inlet and outlet of the Recycled Water Tank.
5. The concept design is based on 193 high flow/high pressure sprinklers capable of 8.8L/s flow at a pressure of 50m. These sprinklers have a 35m irrigation radius. It is proposed to have the sprinklers elevated to reduce the risk of vandalism and theft (approximately 2.5m). This will be confirmed in detailed design.
6. A total of 8000m of 75mm diameter and 900m of 100mm diameter pipeline is required to service the proposed irrigation scheme. The 50mm diameter pipe is sized to provide the flow to one sprinkler at a time. Three sprinklers are proposed to operate at the same time, so each sprinkler operating concurrently will need to be on a separate 50mm lateral. This will need to be confirmed in detailed design.
7. A control system is required to enable automatic operation and control of the system.
8. Operation and Maintenance of the System will be carried out by Water and Waste's Maintenance and Operation section.

## **Tallon St**

1. A total of 1,600m of 300mm diameter main from the Moranbah Polishing Plant to the corner of Mills Avenue and Tallon St, Moranbah.

Hydraulic modelling estimates that the existing recycled water network can supply 1,250kL/d to the Sarchedon Dr area, without adversely impacting pressure to existing customers. The maximum irrigation demand to the irrigation area on a peak day is 2,250kL/d. Augmentation of the recycled water main between Moranbah WWTP and Tallon St is required to meet the maximum recycled water demand at the Irrigation area.

## **Stage 2**

There is additional Council owned land that can be irrigated in the Sarchedon Dr area if required, and this land is identified as Stage 2 in Figure 4-2. To allow for the irrigation of additional areas, the Moranbah Polishing Plant and Effluent Pump Station will need to be upgraded.

## **Cost Estimate**

The estimated cost of these items is summarised in the table below.

Table 4-2 Capital Cost of Option 2

<b>Sarchedon Dr Main</b>			
<b>Item</b>	<b>Length/Number</b>	<b>Unit Cost</b>	<b>Cost</b>
1. 2,000m of 200mm diameter main	2,000	500	1,000,000
2. Preparation of Tender Documents			10,000
3. Project Management			120,000
4. Contingency			226,000
<b>SUB-TOTAL - Sarchedon Dr Main</b>			<b>1,356,000</b>
<b>Irrigation Scheme – Stage 1</b>			
<b>Item</b>	<b>Length/Number</b>	<b>Unit Cost</b>	<b>Cost</b>
5. 500kL Tank (including installation and fittings)	1	125,000	125,000
6. Pump Station (45L/s vs 60m)	1	320,000	320,000
7. Pressure Sustaining Valve	1	41,667	41,667
8. 200mm Diameter Flow Meter	2	41,667	83,333
9. Sprinkler	193	333	64,333
10. Sprinkler Installation	193	500	96,500
11. 8,000m of 75mm diameter main	8,000	83	1,000,000
12. 900m of 100mm diameter main	900	250	225,000
13. Control System	1	125,000	125,000
14. Planning/Environmental Approvals			40,000
15. Preparation of Tender Documents			10,000
16. Project Management			200,000
17. Contingency 20%			466,167
<b>SUB-TOTAL – Irrigation Scheme – Stage 1</b>			<b>2,797,000</b>
<b>Tallon St Main</b>			
<b>Item</b>	<b>Length/Number</b>	<b>Unit Cost</b>	<b>Cost</b>
18. 1,600m of 300mm main	1,600	625	1,000,000
19.			10,000
20.			120,000
21. Contingency 20%			226,000
<b>SUB-TOTAL – Tallon St Main</b>			<b>1,356,000</b>
<b>TOTAL</b>			<b>5,509,000</b>

## O&M Costs

Ongoing O&M will be funded from Council's operational budget. Table 4-3 shows the estimated O&M costs for this option.

Table 4-3 Additional O&M Cost of Option 2

Item	Cost (\$ ,000/yr)
1. Electricity costs at Moranbah WWTP	30
2. Electricity Costs at the Proposed PS	30
3. Pump Station Maintenance	10
4. Sprinkler O&M	25
5. Control System O&M	5
6. Management	15
<b>TOTAL</b>	<b>115</b>

## Estimated Irrigation Demand

The irrigation rate is a critical parameter for determining the irrigation demand for the irrigation scheme.

For the existing customers a maximum irrigation rate of 3.16mm/d has been adopted, which results in an average irrigation rate of 2.1mm/d.

For the proposed disposal area, a maximum irrigation rate of 5mm/d has been adopted, which results in an average irrigation rate of 2.25mm/d. Based on the maximum irrigation rate the maximum daily flow to the 45Ha disposal area will be 2,250kL/d and the average flow rate will be 1,012kL/d (369ML/yr).

Council's records show that the Moranbah ESD has overflowed a total volume of 167ML in 2024.

For context it is noted that Council's Environmental Authority for irrigation of recycled water at Council's WWTP sites nominates that a maximum daily irrigation of 5mm/day, and an average irrigation of 2.8mm/day are allowed (note that the EA does not govern irrigation by private customers or Council's Parks and Gardens department).

## Implications

The implication of completing this work is that for the current design capacity of the Moranbah WWTP (2,800kL/d), there will be sufficient irrigation capacity to ensure the Moranbah ESD does not overflow, except in very wet periods (e.g. 2011).

The graph below shows modelling of the Moranbah ESD level including the increased demand from the proposed Irrigation Scheme taken from a spreadsheet model prepared by Bligh Tanner for the Effluent Reuse Strategy and adapted for this report.



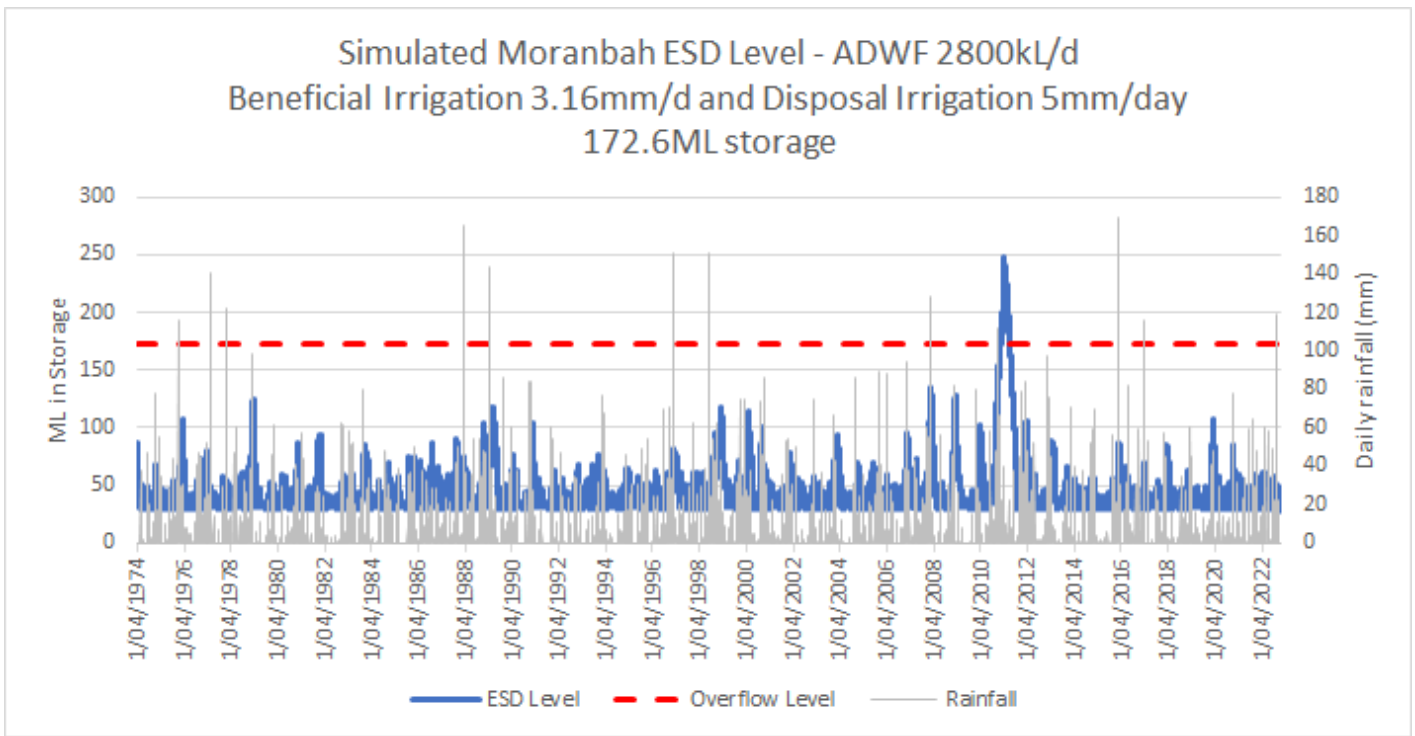


Figure 4-1 Residue on the inside of a Recycled Water Pipe at Middlemount.

The graph shows that the ESD does not overflow during the 48 year study period, except for a brief period of 158 days during 2011, which was exceptionally wet for several months. This is considered acceptable due to the accuracy of the model and the uncertainty of how the system will perform in practice and the infrequent return period of the wet weather experienced in 2011.

To prevent overflow of the ESD in even the wettest periods, the options are:

- construct an additional 176ML of storage at an estimated cost of \$8,700,000 as recommended by the Effluent Reuse Strategy, or
- operate a mechanical evaporator when the level in the Moranbah ESD rises above 60%.

It is NOT recommended that additional capital works be implemented immediately to prevent overflow in the wettest periods, and instead the proposed system should be operated to gauge its performance and confirm operating parameters.

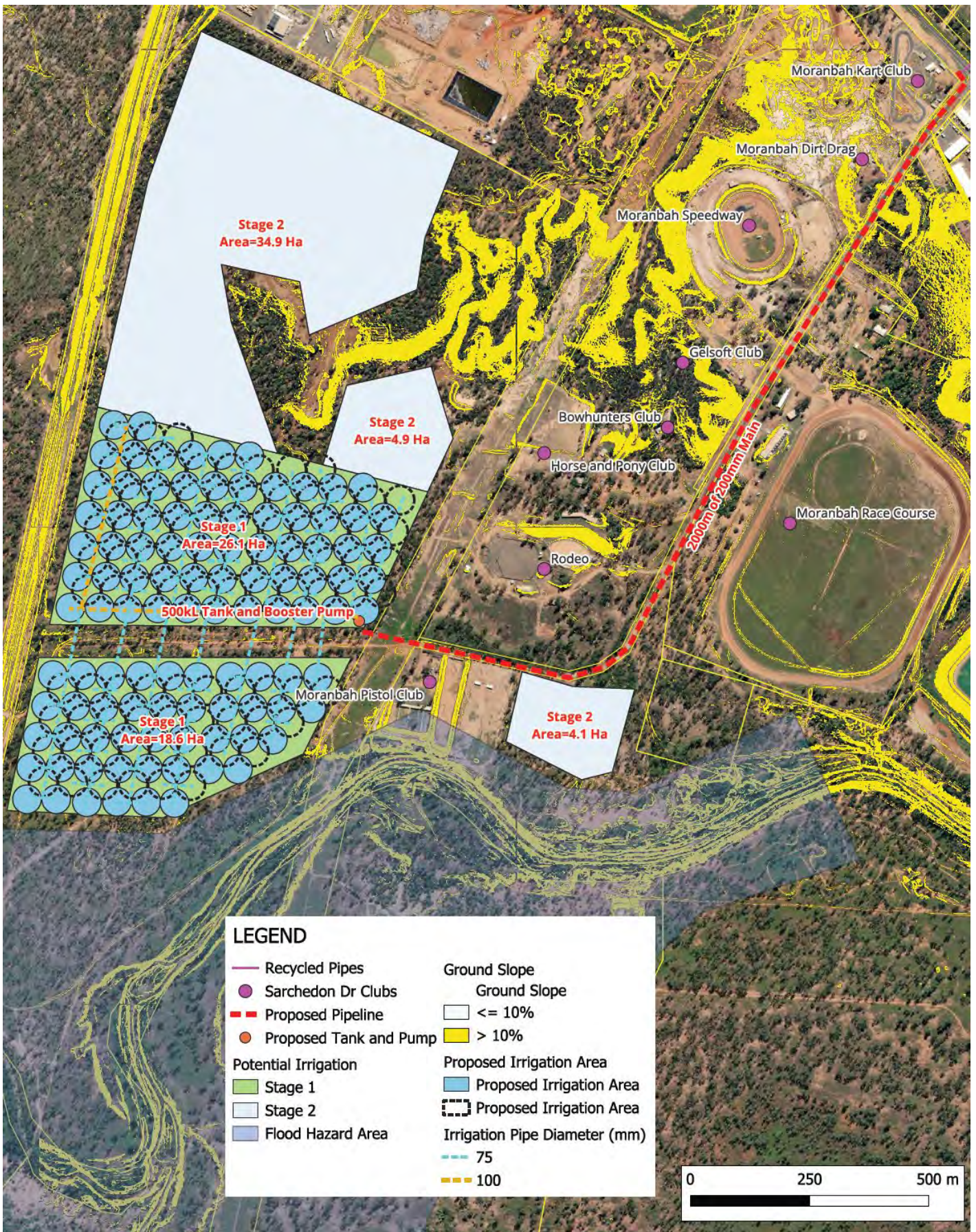


Figure 4-2 Proposed Moranbah Irrigation Scheme – Option 2.

### 4.3 OPTION 3 – PURCHASE A MOBILE MECHANICAL EVAPORATOR.

The Effluent Reuse Strategy completed by consulting firm Bligh Tanner in 2023 identified that additional sources of demand were needed to prevent overflow of the ESD's, and recommended a hybrid solution of additional irrigation and mechanical evaporators to dispose of the surplus Recycled Water that is not needed by existing customers.

Mechanical evaporators are available for purchase as complete turnkey units with the claimed capacity to evaporate 1.6ML/d (see attached brochure). It is proposed to purchase one mechanical evaporator of this size to provide Council the opportunity to rapidly reduce the effluent level in an ESD to prevent overtopping.

Modelling shows that if Council had access to this unit in 2024, the effluent level of Dysart, Middlemount and Moranbah ESD's could have been reduced such that there would have been no overflow of these ESD's in 2024.

For context, Dysart ESD is 51ML, with net zero inflow to the ESD the proposed evaporator could empty the ESD in 32 days at 1.6ML/d. The average inflow to the Dysart WWTP in 2024 is 1.2ML/d, so the proposed evaporator could theoretically dispose of all inflow to the plant.

Similarly, the Middlemount ESD is 75ML, so it can be emptied in 47 days (with net zero inflow). The average inflow to the Middlemount WWTP in 2024 is 0.7ML/d, so the proposed evaporator could dispose of all inflow to the plant.

Moranbah ESD is 176ML, so it can be emptied in 94 days (with net zero inflow). The average inflow to the Moranbah WWTP in 2024 is 2.8ML/d, so the proposed evaporator could dispose of more than half of the inflow to the plant.

The proposed mechanical evaporator will be a mobile unit (skid or trailer mounted) and be moved from plant to plant as required to reduce effluent levels in an ESD to prevent overtopping. Purchase of the evaporator will also be a trial to see if mechanical evaporators can have a greater role to help Council prevent overflow of its Effluent Storage Dams.

#### **Cost**

Delivery of a mechanical evaporator is estimated at 3 months from when the supplier receives a purchase order, therefore a mechanical evaporator could be delivered by January 2025 if the procurement process commences in September 2024. The estimated cost of the mechanical evaporator is shown in Table 4-4.

Table 4-4 Capital Cost of Option 3

<b>Mechanical Evaporator</b>			
<b>Item</b>	<b>Length/Number</b>	<b>Unit Cost</b>	<b>Cost</b>
1. Minetek 600/300 Mechanical Evaporator (or similar). Capacity to evaporate 1.6ML/d.	1	125,000	125,000
2. Weather station and ancillaries	1	50,000	50,000
3. Impact Assessment Studies	1	33,333	33,333
4. Project Management	1	25,000	25,000
5. Site Preparation.	1	16,667	16,667

6. Electrical Works	1	33,333	33,333
7. Contingency 20%			56,667
<b>SUB-TOTAL – Irrigation Scheme – Stage 1</b>			<b>340,000</b>

The Effluent Reuse Strategy recommended evaporators at each WWTP therefore, this one evaporator is not expected to solve all problems, but if it was available in 2024, calculations show it would have prevented the overflow of all ESD's.

The cost of the evaporator includes a weather station and automation to allow for automatic operation, and all cables etc for operation of the evaporator. Council will be responsible for preparing the site and any electrical or other capital works.

### O&M Costs

Ongoing O&M will be funded from Council's operational budget. Table 4-5 shows the estimated O&M costs for this option.

Table 4-5 Additional O&M Cost of Option 3 – Mechanical Evaporators

Item	Cost (\$ ,000/yr)
1. Electricity costs (2169kWh/d * 50% operation @ 20c/kWh)	31
2. Management (10%)	15
<b>TOTAL</b>	<b>46</b>

### Implications

The implication of purchasing a mechanical evaporator is that Council will have the ability to reduce the effluent level in its ESD's to help prevent overtopping. This will reduce the risk that an overflow occurs at one of Council's ESD's.

The evaporator has a claimed capacity of 1.6ML/d.

The purchase of a mechanical evaporator will demonstrate to the regulators that Council is taking action to prevent unauthorised discharge of effluent.

The purchase and operation of a mechanical evaporator will be a trial to determine if evaporators have a role in assisting Council to prevent overflow of its ESD's.

#### 4.4 OPTION 4 – UPGRADE THE MORANBAH RECYCLED WATER NETWORK AND POLISHING PLANT.

To maximise irrigation of green spaces the upgrades proposed in Table 4-6 are recommended as they will ensure that adequate pressure for irrigation is available during peak demand periods.

Table 4-6 Capital Cost of Option 4

<b>Tallon St Main and Upgrade of Moranbah Polishing Plant</b>			
<b>Item</b>	<b>Length/Number</b>	<b>Unit Cost</b>	<b>Cost</b>
1. 1. A total of 1,600m of 300mm diameter main from the Moranbah Polishing Plant to the corner of Mills Avenue and Tallon St, Moranbah. This main is also required to meet demand for the proposed Moranbah Recycled Water Irrigation Scheme	1	1,000,000	1,000,000
2. 2. Replace the Moranbah Polishing Plant. The plant essentially consists of Amiad Disc Filters and UV disinfection contained with a steel structure. The plant is in poor condition with the following identified problems: a. the filters have been leaking for more than 2 years, b. the polishing plant roof has rust damage, and c. the UV disinfection units are not operational. Photos of the polishing plant are attached to this report. It is proposed to install a polishing plant of a similar design to those installed at Dysart and Middlemount in 2018. This will allow for consistency of equipment and operations across the Isaac Region. The capacity of the proposed plant is 89L/s (7,690kL/d), the same as the existing plant.	1	833,333	833,333
3. 3. Install a 300kL balance tank at the Moranbah Polishing Plant. This will allow the system to meet peak demand without having to construct a Polishing Plant to treat peak instantaneous flow.	1	83,333	83,333
4. 4. Construct a new pump station to pump from the proposed balance tank to the recycled water network. The pumps are proposed to have a capacity of 170L/s to allow for peak demand and growth. Relocate existing pumps to this new pump station.	1	208,333	208,333
5. 5. Demolish the existing Polishing Plant.	1	25,000	25,000
6. Contingency 20%			430,000
<b>SUB-TOTAL – Tallon St Main and Upgrade of Moranbah Polishing Plant</b>			<b>2,580,000</b>

#### O&M Costs

Ongoing O&M will be funded from Council's operational budget. Table 4-7 shows the estimated O&M costs for this option.

Table 4-7 Additional O&M Cost of Option 4 – Tallon St Main and Polishing Plant Upgrade

Item	Cost (\$ ,000/yr)
1. Reservoir O&M at 5%of Capital Cost	5
<b>TOTAL</b>	<b>5</b>

**Implications**

The implication of completing this work is that the system will have sufficient pressure to meet peak irrigation demand in Moranbah. The graph below shows the difference in residual pressure for the existing system and the proposed upgraded system.

The green line shows the pressure in the system after the system is augmented, and there is very little headloss in the system compared to the existing system (yellow line).

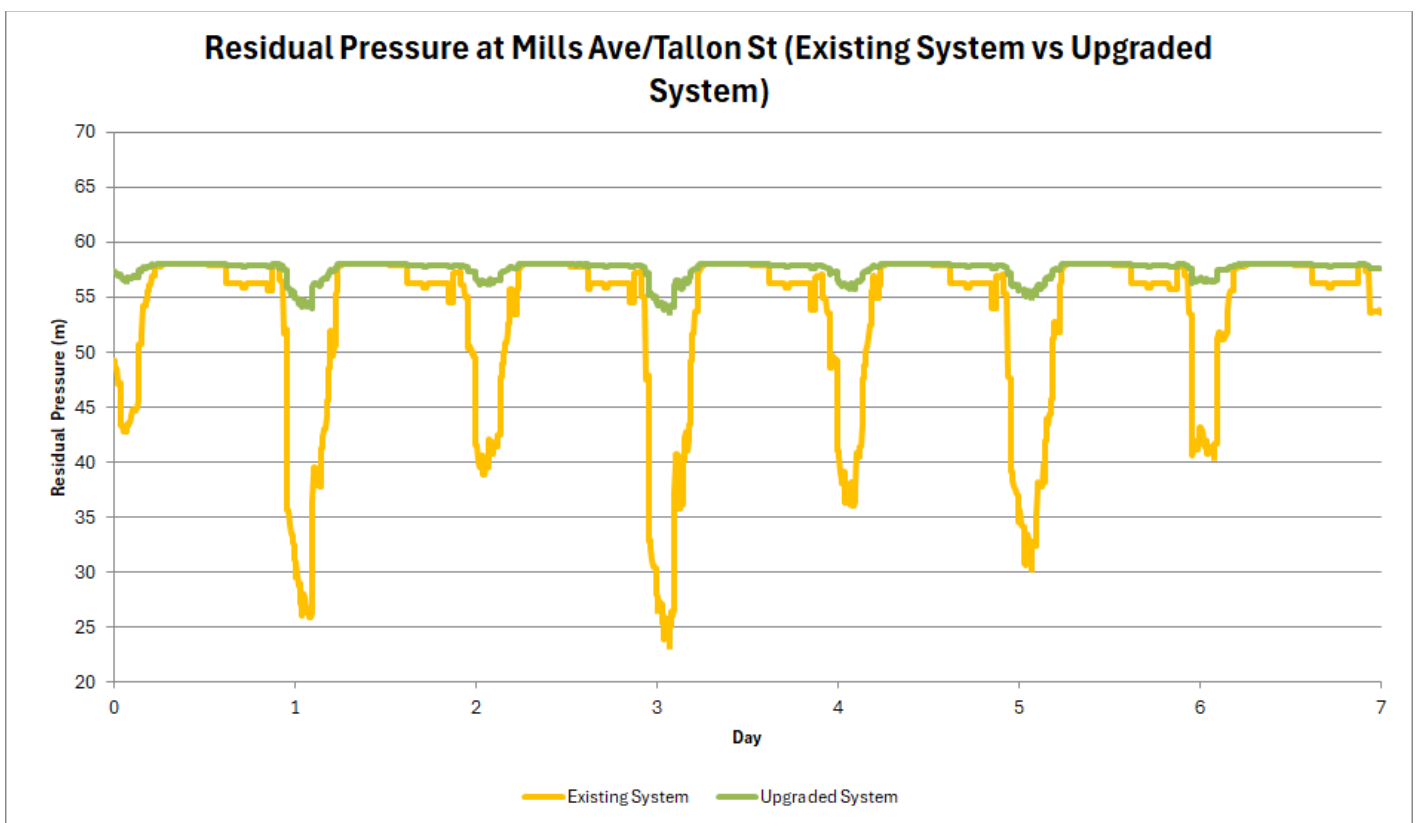


Figure 4-3 Modelled Pressure and Flow – Existing System and Upgraded System.

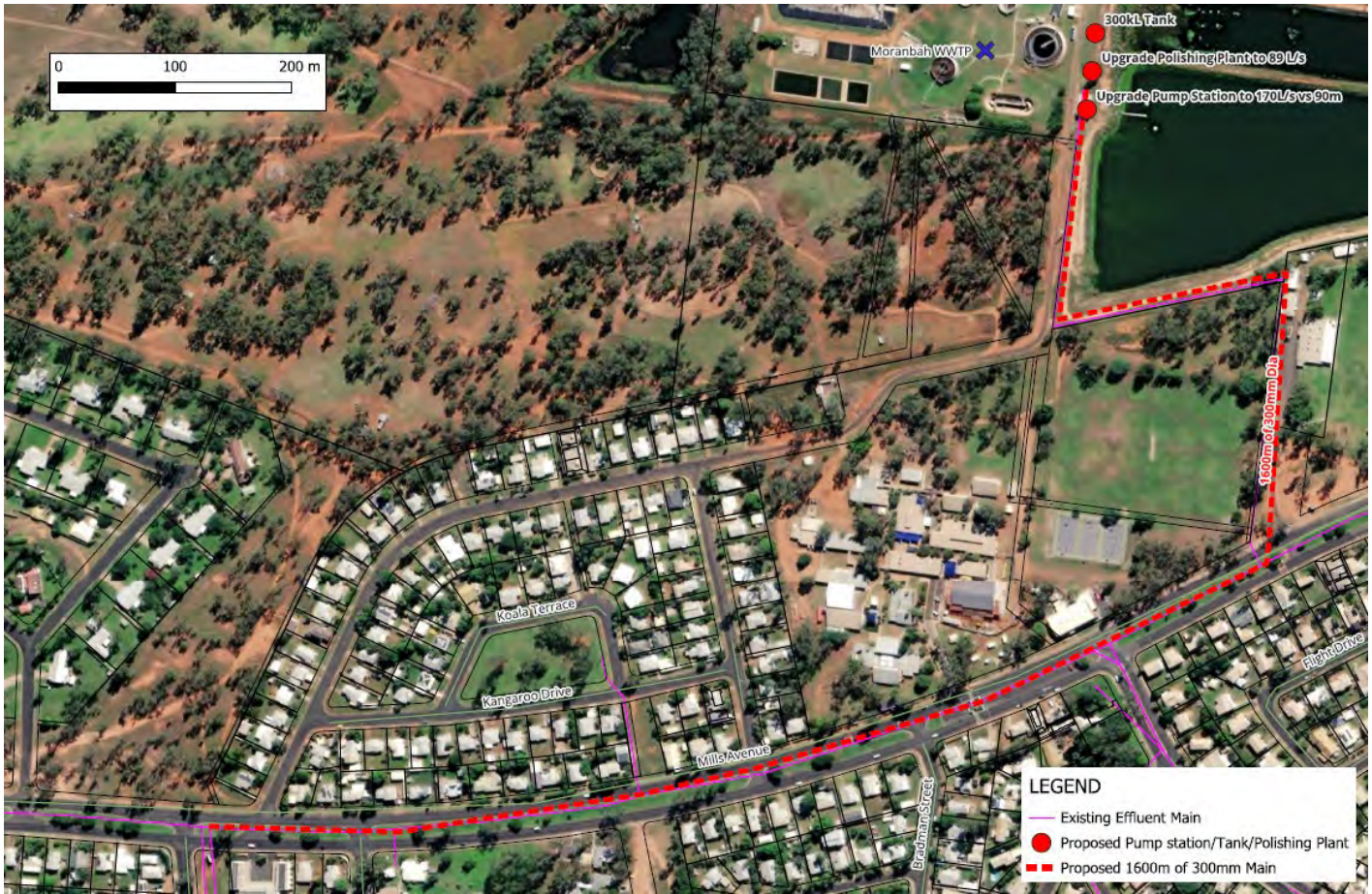


Figure 4-4 Proposed Works – Option 4.

#### 4.5 SUMMARY OF OPTIONS' COST

The cost of each option is summarised in Table 4-8. The mechanical evaporator has a substantially lower cost

Table 4-8 Summary of Costs

Option	Capital Cost (\$000)
Option 1	0
Option 2	5,509
Option 3	340
Option 4	2,580 (includes the Tallon St main which is also included in Option 2). 1,380 (Excluding the Tallon St Main.)

### 5 CONCLUSIONS

The following conclusions of this report:

1. Implementation of Option 2 – The proposed Moranbah Irrigation Scheme will increase the demand on the system and help Council to manage the level in its Effluent Storage Dams.

2. Implementation of Option 3 – The purchase of a Mechanical Evaporator will enable Council to quickly reduce the level in an Effluent Storage Dam to prevent overflow of the Dam.
3. Implementation of Option 4 – Irrigation demand is clustered in a small period around 11pm to 4am and the existing system cannot meet the peak demands in the system. Construction of Option 4 will enable the recycled water system to meet peak demand in Moranbah, increasing the use of Recycled Water.

## 6 RECOMMENDATIONS

This report makes the following recommendations:

1. Implement Option 2 of this report (Moranbah Irrigation Scheme) to augment the recycled water network to meet current demand and prevent overflow of the Moranbah ESD.
2. Implement Option 3 of this report (purchase a mechanical evaporator) to help prevent overflow of ESD's throughout Council's Recycled Water Systems.
3. Implement Option 4 of this report (upgrade the Moranbah Recycled Water Network and Moranbah Polishing Plant) to maximise the irrigation of recycled water in the Moranbah Recycled Water system. If Option 2 is constructed, exclude the Tallon St main from Option 4 as this is included in Option 2.



## 7 REFERENCES AND RELATED DOCUMENTS

DOCUMENT NAME	LOCATION LINK
Effluent Reuse Strategy.	ECM 5085019

# Appendix 1 Recycled Water Allocations - Moranbah

## RECYCLED WATER ALLOCATION – MORANBAH

### LOW LOW ALLOCATIONS – PLANT FLOW 2200KL/DAY

END USER	WATERING TIMES	MON	TUE	WED	THUR	FRI	SAT	SUN	TOTAL ALLOCATION
Parks and Rec	10.00pm – 7.00am	800KL/day	800KL/day	800KL/day	800KL/day	800KL/day	500KL/day	500KL/day	5000KL
Golf Club	6.00pm – 6.00am	400KL/day	400KL/day	400KL/day	400KL/day	400KL/day	100KL/day	400KL/day	2500KL
Golf Club	11.00am – 3.00pm	Dam fill		Dam fill		Dam fill			
Bowls Club	7.00am – 11.00am	20KL/day	20KL/day	20KL/day	20KL/day	20KL/day	20KL/day	20KL/day	140KL
Football Club	7.00am – 11.00am	20KL/day	20KL/day	20KL/day	20KL/day	20KL/day	20KL/day	20KL/day	140KL
Workers Club	6.00am – 2.30am	5KL/day	5KL/day	5KL/day	5KL/day	5KL/day	5KL/day		30KL
Hospital	1.00am – 2.00am	50KL/day	50KL/day	50KL/day	50KL/day	50KL/day	50KL/day		300KL
State School	4.00pm – 10.00pm	100KL/day	100KL/day	100KL/day	100KL/day	100KL/day	100KL/day	100KL/day	700KL
East School	4.00pm – 10.00pm	100KL/day	100KL/day	100KL/day	100KL/day	100KL/day	100KL/day	100KL/day	700KL
High School	4.00pm – 10.00pm	100KL/day	100KL/day	100KL/day	100KL/day	100KL/day	100KL/day	100KL/day	700KL
IRC Standpipe	N/A	Monitoring required	Monitoring required	Monitoring required	Monitoring required	Monitoring required	Monitoring required	Monitoring required	
Union Office	1.00am – 2.00am	5KL/day	5KL/day	5KL/day	5KL/day	5KL/day	5KL/day		30KL/day

Total allocation 15400KL. Usage per week 10240KL. Retained in ESD 5160KL. Above figures are in Kilolitres

### LOW ALLOCATIONS – PLANT FLOW 2200KL/DAY

END USER	WATERING TIMES	MON	TUE	WED	THUR	FRI	SAT	SUN	TOTAL ALLOCATION
Parks and Rec	10.00pm – 7.00am	1000KL/day	1000KL/day	1000KL/day	1000KL/day	1000KL/day	1000KL/day	1000KL/day	7000KL
Golf Club	6.00pm – 6.00am	500KL/day	500KL/day	500KL/day	500KL/day	500KL/day	500KL/day	500KL/day	3500KL
Golf Club	11.00am – 3.00pm	Dam fill		Dam fill		Dam fill			
Bowls Club	7.00am – 11.00am	20KL/day	20KL/day	20KL/day	20KL/day	20KL/day	20KL/day	20KL/day	140KL
Football Club	7.00am – 11.00am	20KL/day	20KL/day	20KL/day	20KL/day	20KL/day	20KL/day	20KL/day	140KL
Workers Club	6.00am – 2.30am	5KL/day	5KL/day	5KL/day	5KL/day	5KL/day	5KL/day		30KL
Hospital	1.00am – 2.00am	50KL/day	50KL/day	50KL/day	50KL/day	50KL/day	50KL/day		300KL
State School	4.00pm – 10.00pm	100KL/day	100KL/day	100KL/day	100KL/day	100KL/day	100KL/day	100KL/day	700KL
East School	4.00pm – 10.00pm	100KL/day	100KL/day	100KL/day	100KL/day	100KL/day	100KL/day	100KL/day	700KL
High School	4.00pm – 10.00pm	100KL/day	100KL/day	100KL/day	100KL/day	100KL/day	100KL/day	100KL/day	700KL
IRC Standpipe	N/A	Monitoring required	Monitoring required	Monitoring required	Monitoring required	Monitoring required	Monitoring required	Monitoring required	
Union Office	1.00am – 2.00am	5KL/day	5KL/day	5KL/day	5KL/day	5KL/day	5KL/day		30KL/day

Total allocation 15400KL. Usage per week 13240KL. Retained in ESD 2160KL. Above figures are in Kilolitres

## NORMAL ALLOCATIONS – PLANT FLOW 2200KL/DAY

END USER	WATERING TIMES	MON	TUE	WED	THUR	FRI	SAT	SUN	TOTAL ALLOCATION
Parks and Rec	10.00pm – 7.00am	1200KL/day	1200KL/day	1200KL/day	1200KL/day	1200KL/day	1200KL/day	1200KL/day	8400KL
Golf Club	6.00pm – 6.00am	600KL/day	600KL/day	600KL/day	600KL/day	600KL/day	600KL/day	600KL/day	4200KL
Golf Club	11.00am – 3.00pm	Dam fill		Dam fill		Dam fill			
Bowls Club	7.00am – 11.00am	20KL/day	20KL/day	20KL/day	20KL/day	20KL/day	20KL/day	20KL/day	140KL
Football Club	7.00am – 11.00am	20KL/day	20KL/day	20KL/day	20KL/day	20KL/day	20KL/day	20KL/day	140KL
Workers Club	6.00am – 2.30am	5KL/day	5KL/day	5KL/day	5KL/day	5KL/day	5KL/day		30KL
Hospital	1.00am – 2.00am	50KI/day	50KI/day	50KI/day	50KI/day	50KI/day	50KI/day		300KL
State School	4.00pm – 10.00pm	100KL/day	100KL/day	100KL/day	100KL/day	100KL/day	100KL/day	100KL/day	700KL
East School	4.00pm – 10.00pm	100KL/day	100KL/day	100KL/day	100KL/day	100KL/day	100KL/day	100KL/day	700KL
High School	4.00pm – 10.00pm	100KL/day	100KL/day	100KL/day	100KL/day	100KL/day	100KL/day	100KL/day	700KL
IRC Standpipe	N/A	Monitoring required	Monitoring required	Monitoring required	Monitoring required	Monitoring required	Monitoring required	Monitoring required	
Union Office	1.00am – 2.00am	5KL/day	5KL/day	5KL/day	5KL/day	5KL/day	5KL/day		30KL/day

Total allocation 15400KL. Usage per week 15340KL. Retained in ESD 60KL. Above figures are in Kilolitres

## HIGH ALLOCATIONS – PLANT FLOW 2200KL/DAY

END USER	WATERING TIMES	MON	TUE	WED	THUR	FRI	SAT	SUN	TOTAL ALLOCATION
Parks and Rec	10.00pm – 7.00am	1300KL/day	1300KL/day	1300KL/day	1300KL/day	1300KL/day	1300KL/day	1300KL/day	9100KL
Golf Club	6.00pm – 6.00am	700KL/day	700KL/day	700KL/day	700KL/day	700KL/day	700KL/day	700KL/day	4900KL
Golf Club	11.00am – 3.00pm	Dam fill		Dam fill		Dam fill			
Bowls Club	7.00am – 11.00am	20KL/day	20KL/day	20KL/day	20KL/day	20KL/day	20KL/day	20KL/day	140KL
Football Club	7.00am – 11.00am	20KL/day	20KL/day	20KL/day	20KL/day	20KL/day	20KL/day	20KL/day	140KL
Workers Club	6.00am – 2.30am	5KL/day	5KL/day	5KL/day	5KL/day	5KL/day	5KL/day		30KL
Hospital	1.00am – 2.00am	50KI/day	50KI/day	50KI/day	50KI/day	50KI/day	50KI/day		300KL
State School	4.00pm – 10.00pm	120KL/day	120KL/day	120KL/day	120KL/day	120KL/day	120KL/day	120KL/day	840KL
East School	4.00pm – 10.00pm	120KL/day	120KL/day	120KL/day	120KL/day	120KL/day	120KL/day	120KL/day	840KL
High School	4.00pm – 10.00pm	120KL/day	120KL/day	120KL/day	120KL/day	120KL/day	120KL/day	120KL/day	840KL
IRC Standpipe		Monitoring required	Monitoring required	Monitoring required	Monitoring required	Monitoring required	Monitoring required	Monitoring required	
Union Office	1.00am – 2.00am	5KL/day	5KL/day	5KL/day	5KL/day	5KL/day	5KL/day		30KL/day

Total allocation 15400KL. Usage per week 17160KL. Removed from ESD 1760KL. Above figures are in Kilolitres

## HIGH HIGH ALLOCATIONS – PLANT FLOW 2200KL/DAY

\*\*No restriction on amount of water used. Please note restrictions on times are still applicable.

END USER	WATERING TIMES	MON	TUE	WED	THUR	FRI	SAT	SUN	TOTAL ALLOCATION
Parks and Rec	10.00pm – 7.00am	No restriction but watering times must be adhered to	No restriction but watering times must be adhered to	No restriction but watering times must be adhered to	No restriction but watering times must be adhered to	No restriction but watering times must be adhered to	No restriction but watering times must be adhered to	No restriction but watering times must be adhered to	No restriction but watering times must be adhered to
Golf Club	6.00pm – 6.00am	No restriction but watering times must be adhered to	No restriction but watering times must be adhered to	No restriction but watering times must be adhered to	No restriction but watering times must be adhered to	No restriction but watering times must be adhered to	No restriction but watering times must be adhered to	No restriction but watering times must be adhered to	No restriction but watering times must be adhered to
Golf Club	11.00am – 3.00pm	No restriction but watering times must be adhered to	No restriction but watering times must be adhered to	No restriction but watering times must be adhered to	No restriction but watering times must be adhered to	No restriction but watering times must be adhered to	No restriction but watering times must be adhered to	No restriction but watering times must be adhered to	No restriction but watering times must be adhered to
Bowls Club	7.00am – 11.00am	No restriction but watering times must be adhered to	No restriction but watering times must be adhered to	No restriction but watering times must be adhered to	No restriction but watering times must be adhered to	No restriction but watering times must be adhered to	No restriction but watering times must be adhered to	No restriction but watering times must be adhered to	No restriction but watering times must be adhered to
Football Club	7.00am – 11.00am	No restriction but watering times must be adhered to	No restriction but watering times must be adhered to	No restriction but watering times must be adhered to	No restriction but watering times must be adhered to	No restriction but watering times must be adhered to	No restriction but watering times must be adhered to	No restriction but watering times must be adhered to	No restriction but watering times must be adhered to
Workers Club	6.00am – 2.30am	No restriction but watering times must be adhered to	No restriction but watering times must be adhered to	No restriction but watering times must be adhered to	No restriction but watering times must be adhered to	No restriction but watering times must be adhered to	No restriction but watering times must be adhered to	No restriction but watering times must be adhered to	No restriction but watering times must be adhered to

Hospital	1.00am – 2.00am	No restriction but watering times must be adhered to	No restriction but watering times must be adhered to	No restriction but watering times must be adhered to	No restriction but watering times must be adhered to	No restriction but watering times must be adhered to	No restriction but watering times must be adhered to	No restriction but watering times must be adhered to	No restriction but watering times must be adhered to
State School	4.00pm – 10.00pm	No restriction but watering times must be adhered to	No restriction but watering times must be adhered to	No restriction but watering times must be adhered to	No restriction but watering times must be adhered to	No restriction but watering times must be adhered to	No restriction but watering times must be adhered to	No restriction but watering times must be adhered to	No restriction but watering times must be adhered to
East School	4.00pm – 10.00pm	No restriction but watering times must be adhered to	No restriction but watering times must be adhered to	No restriction but watering times must be adhered to	No restriction but watering times must be adhered to	No restriction but watering times must be adhered to	No restriction but watering times must be adhered to	No restriction but watering times must be adhered to	No restriction but watering times must be adhered to
High School	4.00pm – 10.00pm	No restriction but watering times must be adhered to	No restriction but watering times must be adhered to	No restriction but watering times must be adhered to	No restriction but watering times must be adhered to	No restriction but watering times must be adhered to	No restriction but watering times must be adhered to	No restriction but watering times must be adhered to	No restriction but watering times must be adhered to
IRC Standpipe	N/A	No restriction but watering times must be adhered to	No restriction but watering times must be adhered to	No restriction but watering times must be adhered to	No restriction but watering times must be adhered to	No restriction but watering times must be adhered to	No restriction but watering times must be adhered to	No restriction but watering times must be adhered to	No restriction but watering times must be adhered to
Union Office	1.00am – 2.00am	No restriction but watering times must be adhered to	No restriction but watering times must be adhered to	No restriction but watering times must be adhered to	No restriction but watering times must be adhered to	No restriction but watering times must be adhered to	No restriction but watering times must be adhered to	No restriction but watering times must be adhered to	No restriction but watering times must be adhered to

Total allocation 15400KL. Usage per week as much as possible Removed from ESD as much as possible.

## Appendix 2 Sprinkler Performance – Hunter i20

# I-20

The I-20 is loaded with upgraded features such as FloStop™ control, check valves, and efficient nozzles that make it the perfect choice in a range of applications.

## KEY BENEFITS

- Patented automatic arc return feature returns the turret back to the original arc pattern if vandalised; adjustable arc from 50° to 360°
- Non-strippable drive mechanism is protected from damage if turned in the opposite direction of travel
- Part-and full-circle in one model is flexible for all landscapes and decreases inventory
- Headed and slotted setscrew allows radius adjustment with a Hunter Wrench or flat-blade screwdriver
- FloStop™ closes the flow of water from individual sprinklers for nozzle changes or repairs
- Flat-top nozzles allow fast, easy insertion
- QuickCheck™ Arc Mechanism for fast arc adjustment
- Available stainless steel riser for extra durability
- Drain Check Valve prevents low-head drainage (up to 3 m of elevation)



## Operating Specifications

- Nozzle choices: 34
- Radius: 4.9 to 14.0 m
- Flow: 0.07 to 3.23 m<sup>3</sup>/hr; 1.2 to 53.8 l/min
- Recommended pressure range: 1.7 to 4.5 bar; 170 to 450 kPa
- Operating pressure range: 1.4 to 7.0 bar; 140 to 700 kPa
- Precipitation rate: 10 mm/hr approximately
- Nozzle trajectory: standard = 25°, low-angle = 13°
- Nozzle racks: 1.5 to 8.0 blue, 2.0 to 4.5 low-angle grey, 0.50 to 3.0 black, 6.0 to 13.0 green, MPR-25, MPR-30, MPR-35
- Warranty period: 5 years

## Factory-Installed Options

- No Drain Check Valve (NCV models)
- Reclaimed water ID
- Blue 1.5–4.0 nozzles

## Appendix 3 Sprinkler Performance – Toro T5





The Toro T5 RapidSet rotor can be set in seconds. Engineered to use the slip clutch to adjust the arc, the T5 RapidSet rotor requires NO TOOLS for arc adjustments. This multi purpose rotor features a full 125 mm pop up height and Toro's exclusive Airfoil™ nozzles that deliver unmatched distribution uniformity. For installations where convenience and reliability are key, the T5 RapidSet is the only rotor you'll need.



## Features & Benefits:

### RapidSet Arc Adjustment

Arc adjustments from 40° to 360° can be made quickly with a few twists of the turret – no tools required. The RapidSet slip clutch also provides protection against gear damage from vandalism or abuse.

### 125 mm Pop-Up Height

Easily replaces many competitive units with the same footprint but delivers an extra 25mm of pop-up.

### Airfoil Technology Nozzles

The T5 RapidSet comes with a full set of 8 standard nozzles (25°) and 4 low angle (10°) that utilize proprietary Airfoil technology, which creates a zone of low pressure just below the main stream to gently guide water downward for unmatched uniformity, without forcefully washing out seeds.

### Stainless Steel

The stainless steel riser and nozzle base provide strength and protect the rotor from wear due to vandalism or sandy soil conditions, resulting in fewer replacements over time.

### Check Valve

An optional check valve is available with a hold back strength of 2.1m of elevation change.

### Design Flexibility

Designed to suit a variety of applications T5 RapidSet rotors are available in Effluent, Shrub and High Pop models.



RapidSet™ arc adjustment requires **NO TOOLS!**



Effluent Options Available



Check Valve Options



## Appendix 4 Sprinkler Performance – Toro 800 FLX55 (Ted Rolfe Oval)



# FLX800™ SERIES GOLF ROTORS FLX35/FLX55

## FLX35 Performance Data—25° – (Metric)

Front Nozzle Positions	Nozzle Set 30		Nozzle Set 31		Nozzle Set 32		Nozzle Set 33		Nozzle Set 34		Nozzle Set 35		Nozzle Set 36		Nozzle Set 37		
	(White Plug)		(Yellow)		(Blue)		(Brown)		(Orange)		(Green)		(Gray)		(Black)		
	102-2208		102-6906		102-0726		102-6907		102-0728		102-6955		102-6935		102-6936		
	102-5670	102-6942	102-5670	102-5671	102-5670	102-6884	102-5670	102-6884	102-5670	102-6884	102-5670	102-6885	102-6531	102-6885	102-6531	102-6885	
Back Nozzle Positions	 Red Plug 102-4335																
Psi	kPa	Radius	LPM	Radius	LPM	Radius	LPM	Radius	LPM	Radius	LPM	Radius	LPM	Radius	LPM	Radius	LPM
50	340	13.1	31.0	16.2	52.2	17.1	69.3	18.6	82.1	—	—	—	—	—	—	—	—
65	450	13.7	37.9	16.2	58.7	18.0	77.6	19.5	92.4	20.7	106.7	22.0	129.1	—	—	—	—
80	550	14.0	43.5	17.4	65.5	18.9	85.9	20.4	102.6	21.7	117.7	22.9	143.1	23.8	152.5	24.4	166.5
100	690	14.3	50.7	18.0	72.3	19.8	94.2	21.4	112.8	22.6	129.1	24.1	154.8	24.7	165.8	25.3	179.0
Stator		102-1939 Yellow						102-1940 White									
Conversions		FLX35-3134						FLX35-3537									

## FLX55 Performance Data—25° – (Metric)

Front Nozzle Positions	Nozzle Set 51		Nozzle Set 52		Nozzle Set 53		Nozzle Set 54		Nozzle Set 55		Nozzle Set 56		Nozzle Set 57		Nozzle Set 58		Nozzle Set 59	
	(Yellow)		(Blue)		(Brown)		(Orange)		(Green)		(Gray)		(Black)		(Red)		(Beige)	
	102-6906		102-0726		102-6907		102-0728		102-6955		102-6935		102-6936		102-6909		102-4259	
	102-5670	102-5671	102-5670	102-6884	102-5670	102-6884	102-5670	102-6884	102-5670	102-6885	102-6531	102-6885	102-6531	102-6885	102-6531	102-6885	102-6531	102-6885
Back Nozzle Positions	 Red Plug 102-4335																	
Psi	kPa	Radius	LPM	Radius	LPM	Radius	LPM	Radius	LPM	Radius	LPM	Radius	LPM	Radius	LPM	Radius	LPM	
50	340	16.7	53.4	17.3	70.0	18.9	84.4	20.1	97.6	—	—	—	—	—	—	—	—	
65	450	17.4	59.8	18.2	79.1	19.8	95.0	21.0	108.6	22.3	135.8	—	—	—	—	—	—	
80	550	18.0	66.2	18.5	87.4	20.7	105.2	21.9	119.9	23.1	150.3	24.4	163.2	25.2	182.5	25.9	189.3	
100	690	18.6	73	19.2	95.7	21.7	114.7	22.8	130.6	24.4	164.6	25.2	185.5	26.8	194.9	27.4	204.0	
Stator		102-1939 Yellow						102-1940 White						102-1941 White				
Conversions		FLX55-5154						FLX55-5558						FLX55-59				

Not recommended at these pressures. Radius shown in meters.  
Toro recommends the use of a 30mm swing joint at flows over 95 LPM. Sprinkler radius of throw per ASAE standard S398.1.  
All sprinklers are equipped with the fixed pilot valve at pressure settings 65 or 80 psi

## FLX35 Nozzle Apex—(Metric)

Pressure	Nozzle	Apex at 15°	Apex at 25°
450 kPa	31	1.8m @ 15.5m	4m @ 16.4m
	32	1.8m @ 15.5m	3.4m @ 19.5m
	33	2.1m @ 18m	4m @ 20.7m
	34	2.4m @ 19m	4.6m @ 22.6m
550 kPa	35	2.7m @ 20m	4.6m @ 23m
	36	2.4m @ 22.9m	5.5m @ 25.3m
	37	2.7m @ 22.5m	5.8m @ 25m

## FLX55 Nozzle Apex—(Metric)

Pressure	Nozzle	Apex at 15°	Apex at 25°
450 kPa	51	1.8m @ 15.5m	4m @ 16.4m
	52	1.8m @ 15.5m	3.4m @ 19.5m
	53	2.1m @ 18m	4m @ 20.7m
	54	2.4m @ 19m	4.6m @ 22.6m
	55	2.7m @ 20m	4.6m @ 23m
550 kPa	56	2.4m @ 22.9m	5.5m @ 25.3m
	57	2.7m @ 22.5m	5.8m @ 25m
	58	3m @ 25m	5.5m @ 26.5m
	59	3.4m @ 24.6m	6.4m @ 27.7m

## Appendix 5 Example Page from Council's Irrigation Control Program

The image on the next page shows a screen shot of Council's Irrigation Control System.

On the left is a list of all available Stations numbered sequentially from 001 [Town Square Shop Fronts] to 019 [Ted Rolfe – Skate Park]

Detail is currently shown for Station 006- [Hockey].

The middle window shows the 11 sub stations available in Station 006.

The right most window shows the schedule data for the Station.

The program is set to start at 11:00PM, and Station 1 (Hockey Box 10) will run for 40minutes. After Station 1 runs for 40 minutes, then Station 2 (Hockey Box 8 & 14) will run for 40 minutes. The program will continue running each station for the specified time as shown in the timetable.

Sentinel WMS - Isaac Regional Council

Main Menu Window Communications

Setup User Manager Manage Scheduler Log Receive All Send All Close All Help Exit

Unit: 006

Satellites Systems Weather Sources

System Global

- 001- [Town Square Shop Fronts]
- 002- [Town Square Park]
- 003- [Athletics / AFL]
- 004- [Soccer]
- 005- [Touch]
- 006- [Hockey]

Setup

- Satellite Settings
- Time & Day
- Station Settings

Programming

- Scheduled Watering
- Synchronize

Reports

- Graph
- Hydro Report

Operations & Status

- Activity/Alarm Monitor
- Rain Days
- Percent Adjust

- 007- [Binda Park]
- 008- [Red Bucket Park]
- 009- [Federation Walk]
- 010- [Cemetery]
- 011- [Civic Centre]
- 012- [Lions Park]
- 013- [Gilchrist Park]
- 014- [Sunshine Park]
- 015- [Nolan Park]
- 016- [Bernborough Park]
- 017- [Coughlan Park]
- 018- [Belyando Ave/Curtin St]
- 019- [Ted Rolfe - Skate Park]

Station Settings 006- [Hockey]

Receive Send Save Refresh Print

Hide/Show Editor Quick Setup Learn Current

Excel Close

Show/Hide Column Groups -> Descriptions Flow

Str. Mapping Current All Columns

Drag a column header here to group by that column.

Str.	Str. Desc.	Str. Type Desc.	In Programs
1	Hockey	Box 10	1
2	Hockey	Box 8 & 14	1
3	Hockey	Box 4 & 5 & 11	1
4	Hockey	Box 6 & 12	1
5	Hockey	Box 7 & 9	1
6	Hockey	Box 15	1
7	Hockey	Spare	
8	Hockey	Box 1	1
9	Hockey	Box 3	1
10	Hockey	Box 13	1
11	Hockey	Box 2	1
12			

Unit 006- [Hockey] - Program 1 [ ]

Checkup Receive Send Save Refresh Description Erase Help Print Close

1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16

Start Times

11:00 PM

Percent Adjust: 100

Cycle Delay: 0

Repeats: 0

Water Window

From:

To:

Selected Schedule: 11

6 Week | Calendar | Schedule Type |

Schedule 11

Summer

	S	M	T	W	T	F	S
wk 1	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
wk 2	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
wk 3	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
wk 4	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
wk 5	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
wk 6	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Click to Apply Pattern

program ok

water window duration is entire day

start duration 06:40

water usage per run day = 0 (liters)

Volumetric Shutdown  Irrigation Program

Moisture Control  DMPL Dates

Sensor 1 alarm: Stop

Sensor 2 alarm: Stop

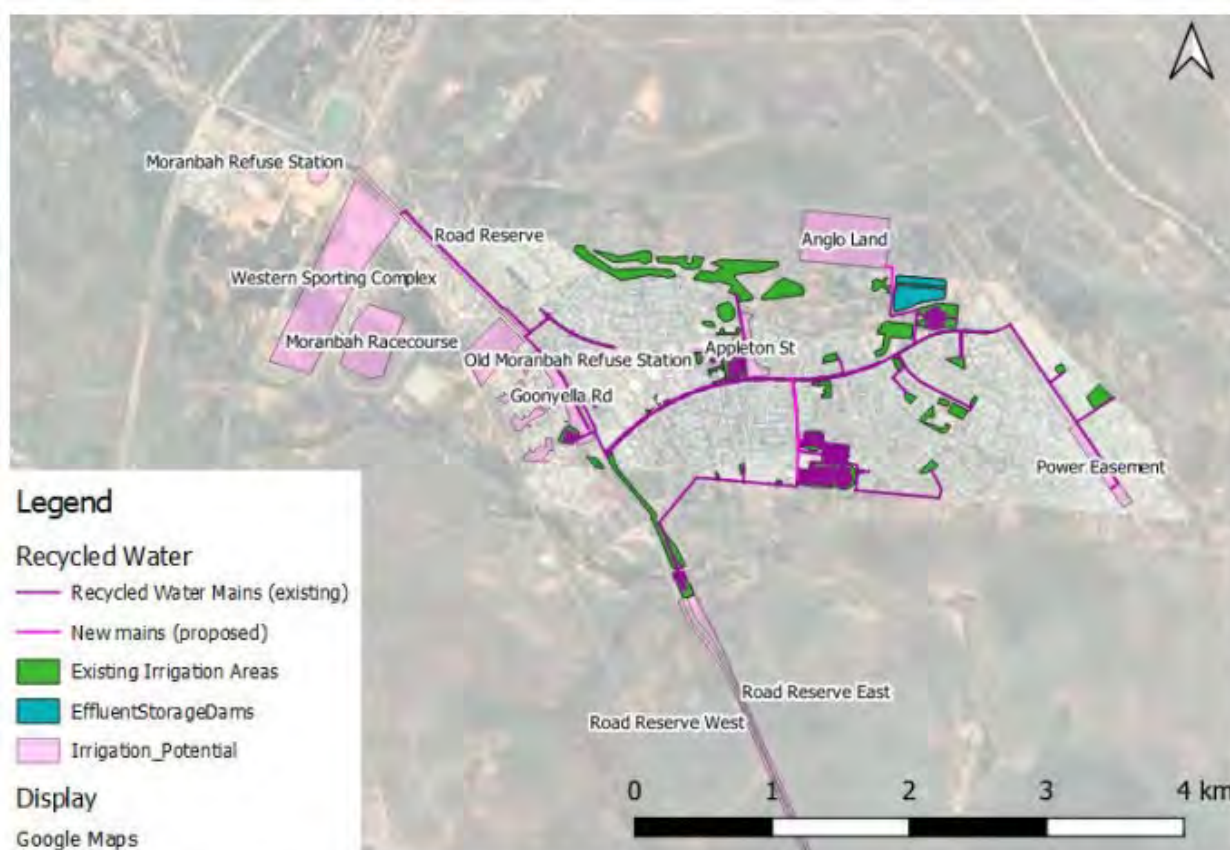
Slots - Station order and run times for one cycle.

Station Search Clear Slots Compact Slot Editor Start Now Stop Now

1	40	2	40	3	40	4	40	5	40	6	40	11	40	8	40	9	40	10	40	0		0	
0		0		0		0		0		0		0		0		0		0		0		0	
0		0		0		0		0		0		0		0		0		0		0		0	
0		0		0		0		0		0		0		0		0		0		0		0	

## Appendix 6 Extract from Effluent Reuse Strategy





**Figure 87** New recycled water irrigation opportunities - Moranbah

**Table 21** Moranbah recycled water opportunities – Irrigable areas and assessment of community benefit

Potential site	Category	Total Site Area (ha)	Assumed Irrigable Area	Community benefit
Western Sporting Complex	Council irrigation	47	2.5 (small areas onsite)	Moderate-High
Anglo Land	Private irrigation/ Disposal	21	21	Low
Moranbah Racecourse	Private irrigation	16	16	Moderate-High
Goonyella Rd	Council irrigation	14	7 (significant area lost to buffer distances)	Moderate-High
Road Reserve East	Disposal	13	12	Low-moderate
Road Reserve West	Disposal	11	10	Low-moderate
Old Moranbah Refuse Station	Disposal	10	10	Low
Power Easement	Council irrigation	5	4	Low
Road Reserve	Disposal	4.6	4	Low-moderate
Appleton St	Council irrigation	3.8	1.9 (buffer distances limit area)	Moderate-High
Moranbah Refuse Station	Disposal	1.9	1.9	Low

For the 22ha of community benefit recycled water irrigation, the following sites were determined to be optimal:

- + **Goonyella Road** – reasonable area, moderate to high community benefit, irrigation under Council control, existing recycled water infrastructure in close proximity
- + **Appleton St** - moderate to high community benefit, irrigation under Council control, existing recycled water infrastructure in close proximity
- + **Western Sporting Complex** - moderate to high community benefit, irrigation under Council control, existing recycled water infrastructure in close proximity
- + **Moranbah Racecourse** - moderate to high community benefit, large area, however recycled water supply may need to be limited to avoid over-allocation (i.e. 10ha of 16ha total area could be irrigated at the typical rate, or a lower irrigation rate applied to the entire area).

For the 23ha of effluent disposal area, the following sites were determined to be optimal:

- + **Anglo Land** – large site, capable of taking almost all required effluent for disposal, very close proximity to ESD
- + **Road reserve** – only ~2ha of area required, pipeline already in place to service road reserve along Goonyella Road

Costs were estimated using unit rates compiled by Bligh Tanner through work on similar projects, some of which were confirmed and/or further refined with IRC to better reflect local market conditions. The up front capital costs, annual operational costs, and 20-year Net Present Costs are summarised in Table 22. Additional information is provided in Appendix A3.

**Table 22 Moranbah recycled water scheme expansion – cost estimates**

Item	Basis	Costs
<b>ESD Expansion</b>		
Earthworks – excavation	Excavate 173,000m <sup>3</sup>	\$2,400,000
Earthworks – disposal	Dispose of 173,000m <sup>3</sup>	\$3,500,000
ESD lining	Re-lining at 78,000m <sup>2</sup>	\$780,000
<b>Pipes and Pumps</b>		
Effluent pump station augmentation	Additional 90L/s capacity	\$300,000
New main to Anglo Land	220m at 150mm diameter	\$66,000
New main to Western Sport Complex	800m at 200mm diameter	\$320,000
Disposal pipework augmentation	800m at 200mm diameter	\$320,000
Irrigation systems	35ha total area, assumed Racecourse would fund their own	\$1,300,000
<b>Additional</b>		
Survey, investigation, design	At 20% of subtotal	\$1,800,000
Contingency	At 30% of subtotal	\$2,700,000
<b>Total Capital Cost</b>		<b>\$13,500,000</b>
<b>Annual Operating Costs (additional)</b>		<b>\$150,000</b>
<b>Net Present Cost (20-year)</b>		<b>\$15,900,000</b>

## Appendix 7 Mechanical Evaporators



## 200E Floating Evaporator.

Water flow rate	190 gallons / minute
	12 litres / second
	43.2 m <sup>3</sup> / hour
	1.04 megalitres / day

Evaporator power	15 kW
	20 HP

Submersible pump	18.5 kW
	25 HP





## Water management solutions.



Water

For over 35 years, Minetek has provided innovative water management solutions to many mining, industrial, utility and oil and gas clients. We offer the world's most extensive and cost-effective range of water evaporation technology, designed to reduce risks associated with excess water and ensure environmental compliance.

Minetek's evaporation technology has been engineered from the ground up using the first principles of fan engineering and airflow. This patented water management technology was designed to evaporate wastewater efficiently, cost-effectively, and sustainably, enabling operators to focus on production and profitability.

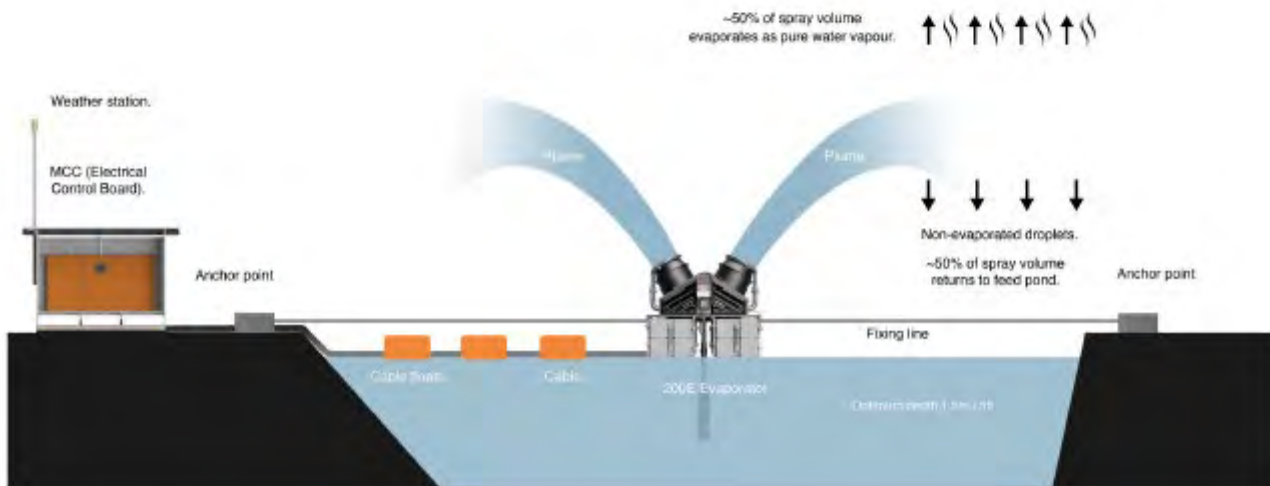
Our mobile, flexible solutions have been scientifically proven in the most challenging industrial landscapes, with over 500+ projects successfully delivered across 25+ countries in varying climates worldwide. Minetek's global team stands behind its reputation as the leader in mechanical enhanced evaporation technology, enabling environmentally sustainable water management outcomes.





## Diverse range of applications.

- Pit dewatering.
- Tailings dams.
- Process and produced water disposal.
- Legacy and mine closure.
- Emergency response management.
- Acid water management.
- Brine and saline water disposal.
- Coal ash pond dewatering.
- Landfill and leachate management.
- Zero liquid discharge.
- Dam risk mitigation.
- Any industry or organisation who manages water.
- Implement across a range of industries & applications.

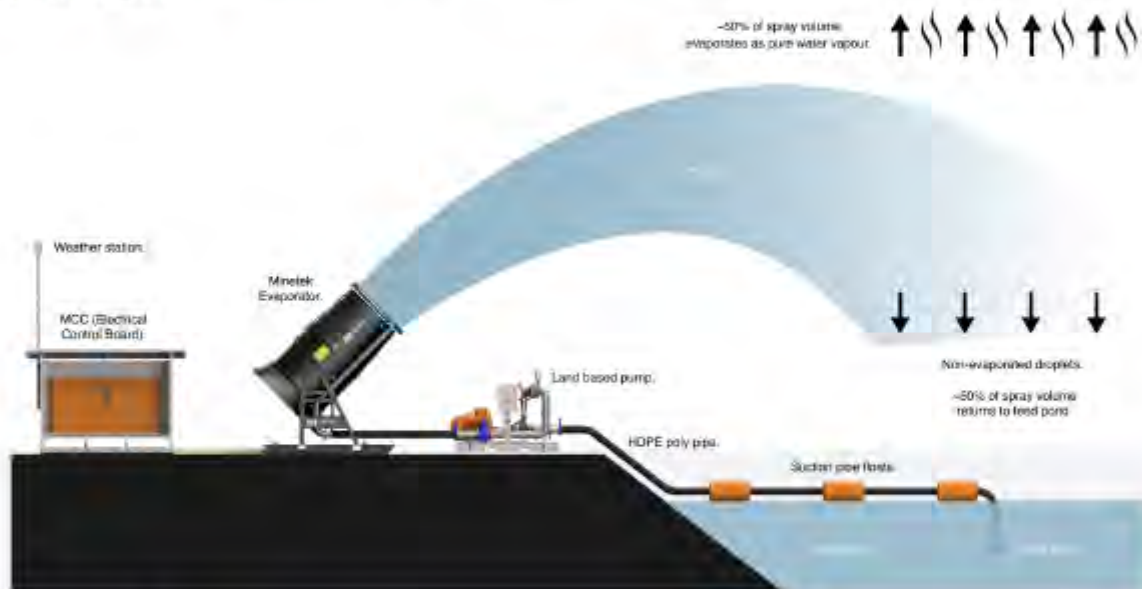


# Evaporation technology.

Minetek's Water Evaporators were engineered to process a vast range of varying water qualities, delivering an efficient, cost-effective and sustainable water management solution. Our units can process up to 4.0mm in diameter solids and evaporate water with a pH level ranging from 1.8 to 14+.

Minetek mechanical Evaporation systems work by pumping a high volume of water at high pressure through specially configured nozzles. The nozzles atomize the water into tiny droplets, and these atomized water droplets are forced up into the atmosphere to evaporate. During this process, a percentage of the water will evaporate, and a percentage will fall back into the water source. Any solids, salts, heavy metals or contaminants that are contained within this water will typically not evaporate; they will fall out along with the non-evaporated droplets.

Minetek's innovative technology has revolutionised the way industries deal with their wastewater. With over 500+ systems installed worldwide, Minetek Water is the industry leader in sustainable wastewater management solutions.



## Evaporator applications.

- Pit dewatering.
- Tailings dams.
- Process & produced water disposal.
- Legacy & mine closure.
- Emergency response management.
- Acid water management.
- Brine & saline water disposal.
- Coal ash pond dewatering.
- Landfill & leachate management.
- Zero liquid discharge.
- Dam risk mitigation.
- Any industry or organisation who manages water.
- Implement across a range of industries & applications.



## Evaporation efficiency.

Minetek can model the results and/or overall predicted efficiency of our evaporators in your specific operating climate. Minetek's world-class proprietary evaporation efficiency modeling program enables us to provide a site-specific analysis. Our detailed modeling is based on specific data inputs such as humidity, rainfall, elevation, pan evaporation, Total Dissolved Solids (TDS), and temperature. This model enables us to understand the evaporation rates we will be able to achieve over 12 months in any specific climate. Get in touch with a Minetek Water technical specialist to determine the efficiency of our units with a site-specific analysis.

### 600/300 Evaporator

Water flow rate	37.5 litres / second 135 m <sup>3</sup> / hour 3.2 megalitres / day
-----------------	---

Unit power consumption	90kW / 120 HP
------------------------	---------------

### 400/200 Evaporator

Water flow rate	25 litres / second 90 m <sup>3</sup> / hour 2.16 megalitres / day
-----------------	---

Unit power consumption	75kW / 100 HP
------------------------	---------------

### 200/100 Evaporator

Water flow rate	12.5 litres / second 45 m <sup>3</sup> / hour 1.08 megalitres / day
-----------------	---

Unit power consumption	37kW / 50 HP
------------------------	--------------

### 200E Floating Evaporator

Water flow rate	12 litres / second 43.2 m <sup>3</sup> / hour 1.04 megalitres / day
-----------------	---

Evaporator power	15kW / 20 HP
------------------	--------------

Submersible pump	18.5 kW / 25 HP
------------------	-----------------



## Advantages & capabilities.

- Broad range of volume capacity. Systems operating in excess of 2,160 m<sup>3</sup>/hour.
- Low maintenance units.
- 24/7 automated operation.
- Automatic & manual unit angle adjuster.
- Low-fouling, high-pressure atomizing stainless steel nozzles.
- Unique ability to process water with high TDS & high TSS.
- Not susceptible to changes in feed water quality.
- Environmentally sustainable solution.
- Rapid deployment.
- Process & evaporate large volumes of water.
- Ability to process all water qualities.
- Proudly Australian made.
- Mobile & modular systems.
- Minimal footprint & power required.
- Proven performance in all climates.
- Land-based, floating & skid-mounted evaporation units.
- Epoxy, stainless and/or galvanised steel construction materials.
- Fully integrated Environmental Management System (EMS).
- Cost effective solution – 5 x more cost effective when compared to traditional methods.

“

**We found the Minetek Water team listened and supported our situation with helpful guidance and advice to layout the evaporator pipework maximising their efficiency. I would highly recommend the units to others needing a cost-effective solution to excess water.**

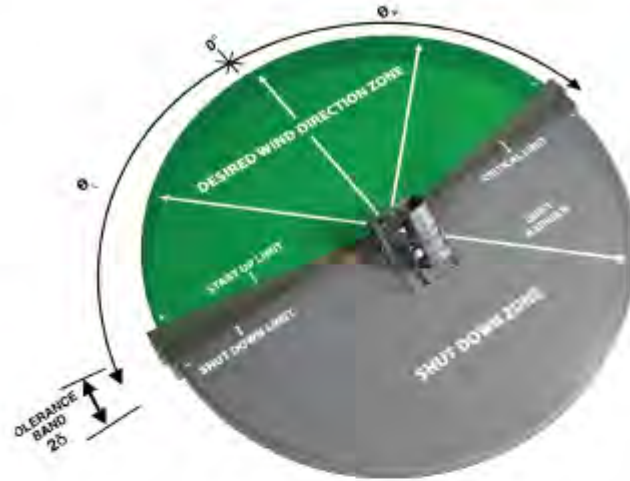
- Daborna Gold Mine



IN | Vision. Innovation. Results

## Environmental Management System (EMS).

Monitor and respond to changes in environmental conditions in real-time with Minetek's Environment Management System (EMS). Communicating wirelessly via a remote PLC, our adaptable EMS solution provides our clients with flexibility and peace of mind. When switched to fully automatic mode, the system is governed by a weather station that optimises operation according to a broad range of adjustable parameters, including optimum sun-up/ downtimes, relative wind speed, and direction, humidity and temperature, system water flow, and pressure. The EMS logs all operating times and condition data for further optimisation to deliver improved operating efficiency. This automated technology enables operators to stay ahead of the curve with an automated response to changes in environmental conditions such as humidity, rain, and wind.



## Automatic Angle Adjuster (AAA).

Minetek's Water Evaporation units have advanced capabilities of our proprietary Environmental Management System (EMS) to optimise performance in prevailing weather conditions. The Automatic Angle Adjuster (AAA) works by automatically adjusting the angle of the evaporation unit based on different wind speeds. This feature works in conjunction with the EMS system, providing flexibility for the operation in various weather conditions.

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## MEETING DETAILS

**Ordinary Meeting**  
Wednesday 28 August 2024

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## AUTHOR

Emily Kennedy

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## AUTHOR POSITION

Acting Manager Engaged Communities

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## 10.1

## AUSTRALIA DAY AWARDS PROPOSED CHANGES

### EXECUTIVE SUMMARY

This report seeks Council's endorsement of the consolidation of the Isaac Regional Council Australia Day award categories and the centralisation of a singular regional Australia Day Awards Ceremony. This report also seeks Council's support of a provisional grant pool of \$13,000.00 (excluding GST) to be established to support community groups or organisations to host events in conjunction with existing Australia Day activities across the region.

### OFFICER'S RECOMMENDATION

#### *That Council:*

- 1. Endorses the consolidation of the Isaac Regional Council Australia Day award categories;***
- 2. Endorses the centralisation of a singular regional Australia Day Awards Ceremony, with the ceremony to be located in the local community of the previous years' Citizen of the Year award winner; and***
- 3. Supports a provisional sponsorship pool of \$13,000.00 (excluding GST) to be established to support community groups or organisations to host events in conjunction with existing Australia Day events across the region.***

### BACKGROUND

This report seeks the support of Council for the consolidation of the Isaac Regional Council Australia Day award categories and the centralisation of a regional Australia Day Awards Ceremony. The consolidation of award categories is proposed to help reduce community nomination fatigue and renew the pursuit of excellence in receiving an Australia Day award. The centralisation of a regional Australia Day Award ceremony will maximise operational efficiencies, whilst fostering regional unity and continuing to support individual community celebrations.

Australia Day is one of the most significant civic events in the Isaac Region. It is a celebration of what it means to be an Australian and what that means to residents of the Isaac Region. For the scope of the report, the Isaac Region Australia Day celebrations can be categorised in three key components:

- Australia Day award ceremony and nominations;
- Australia Day community event delivery; and
- Citizenship Ceremony.

This report does not propose any changes to the Council's contributions to community celebrations. The Community Engagement, Programs and Events team will continue to collaborate with community and key stakeholders in event delivery and capacity building.

Over 25 January through 26 January, there are currently 10 separate events held across the Isaac Region that are coordinated and delivered by the Engaged Communities team, with heavy support from the Brand, Media and Communications team, the Engineering and Infrastructure directorate and the Office of the Mayor and Chief Executive Officer (CEO).

## Current Award Categories

The Isaac Regional Council Australia Day Award nominations fall into two categories. There are regional awards and community awards. There are five (5) Regional Award categories and eight (8) Local Award categories. Regional Awards are only distributed once throughout the whole region whereas local awards are awarded per community.

### Regional Awards

- Citizen of the Year (age 27+)
- Young Citizen of the Year (aged 16-26)
- Community Event of the Year
- Corporate Community Contribution of the Year
- Spirit of Isaac Award

### Local Awards

- Individual Achievement Medallion
- Individual Arts and Culture Medallion
- Individual Sports Medallion
- Group Achievement Medallion
- Group Arts and Culture Medallion
- Group Sports Medallion
- Community Business Medallion
- Mayors Award

## Nomination Statistics

Speak Up Isaac tracks the site visitation and engagement for the Australia Day nominations every year. It shows how many people "check out" the nominations site, and then those who continue on to engage in the site and how many times they do that.

### Site Visitors

Visitors are the number of people visiting the Speak Up Page. It uses cookies, therefore may be some limited double ups, but for the most part it is indicative of the number of site visitors.

2022 – 299

2023 – 176

2024 – 152

These statistics show us that we do attract people to our site, however annually this is tracking downwards.

### Contributors

Contributors are the numbers of people who have actually conducted Nominations out of the Visitor Numbers.

2022 – 101 (33.78% of Visitors)

2023 – 46 (26.14% of Visitors)

2024 – 38 ((25% of Visitors)

---

These statistics show us that less and less people who visit the nominations page engage with it and contribute a nomination. This may be an indicator that the nomination process has barriers stopping people from nominating (e.g. length of nomination, depth of information required).

## **Responses**

Responses are the number of Nominations received.

2022 – 189 nominations from 101 people.

2023 – 123 from 46 people.

2024 – 86 from 38 people (18 of which are site admins).

These statistics show us that that the people contributing to the nominations are doing more than one. Site admins contributed to at least 20% of nominations in 2024.

## **Current Events**

### **Moranbah**

#### *Moranbah Triathlon*

Annual triathlon event held on Australia Day (not the public holiday) with categories for Women, Men, Juniors and Teams. Breakfast is served at the conclusion of the race. Free Pool Entry all day is also provided. Council engages events company Tri-Activate to manage the event. This is considered to be a signature event for the Isaac Region.

#### *Moranbah Australia Day Awards Ceremony and Citizenship Ceremony*

Usually held on January 25<sup>th</sup> the night before Australia Day to manage staffing and availability of Councillors and Community Engagement Programs and Events (CEPE) for the remainder of events on Australia Day. Canapes and entertainment upon entry, cake upon exit. Citizenship ceremony is included in the event and is spearheaded by the OCEO.

### **Clermont**

#### *Clermont Australia Day Parade*

All festivities will take place at the Clermont Showgrounds. The afternoon celebrations kick off with the parade around the Clermont Showgrounds. Starting at the council depot the parade will make its way around to the pavilion area. Attendees are encouraged to line the street and cheer on all of those involved. This is followed by family fun evening with rides, live music and food vendors. This is a Clermont signature event and has been supported by sponsorship from Glencore Open Cut – Clermont and Terracom.

#### *Clermont Australia Day Awards Ceremony*

Australia Day Awards ceremony is also held annually at the showground pavilion after the parade and prior to the community events and activities.

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## **Dysart**

### *Dysart Australia Day Awards Ceremony*

Australia Day Awards and Celebrations are held at the pool. A BBQ lunch is served. This event is organized by a planning committee and has Community Partners: Theiss and Lake Vermont (supplies food for BBQ at the pool), Dysart Bakery, BMA Saraji Mine (sponsors of morning tea). Free Pool Entry all day is provided.

### *Dysart Raft Race*

This is a new community driven (Council support and organised) signature Australia Day event for Dysart. It calls on the community to build teams and rafts (in accordance with relevant safety regulations) to compete in a race on Australia Day at the Dysart Pool.

## **Middlemount**

Breakfast, followed by Australia Day Awards ceremony, followed by games and activities at the Pool. Free pool entry is provided all day.

## **Nebo**

Awards Ceremony, followed by morning tea and games/activities for the community at the Nebo Pool. Free pool entry is provided all day.

## **Carmila**

Australia Day Awards ceremony followed BBQ lunch and activities. Free Pool Entry all day.

## **Glenden**

Australia Day Awards ceremony indoors followed by cricket match, sports activities and water games. Free Pool Entry all day.

## **St Lawrence**

Australia Day Awards ceremony followed by family games and activities. BBQ dinner served. Strong community presence and support for events.

## **What do our Neighbours Do?**

### **Mackay Regional Council**

Mackay Regional Council hold an annual Australia Day Award Gala at the MECC to acknowledge their local heroes. They sell tickets to attend the annual event.

### *Categories of Awards:*

- Citizen of The Year
- Young Citizen of The Year
- Arts And Culture Award
- Community Group Award
- Environmental Achievement Award
- Lori Burgess Community Volunteer Award

- Senior Sports Award
- Young Sports Award

## **Whitsunday Regional Council**

Whitsunday Regional Council stages one inclusive and united community celebration after consolidating their separate events in 2022. The venue for their ceremony rotates across the region each year while the community organized traditions remain in place.

### *Categories of Awards:*

- Citizen of the Year sponsored by at Hotel Group
- Young Citizen of the Year sponsored by Whitsunday Triathlon Club
- Art and Cultural Award sponsored by Whitsunday Regional Council
- Community Event Award sponsored by Whitsunday Triathlon Club and Environmental Award sponsored by Whitsunday Regional Council
- Senior Sports Award sponsored by Whitsunday Triathlon Club
- Junior Sports Award sponsored by Whitsunday Triathlon Club
- Wally Hinschen Volunteer of the Year Award sponsored by at Hotel Group

## **Central Highlands Regional Council**

Central Highlands hosts free festivities annually in Emerald, Blackwater, Springsure or Rolleston and Capella or Tieri.

### *Categories of Awards:*

- Citizen of the Year
- Young Citizen of the Year
- Community Event of the Year
- Senior Sports Person / Sports Administrator
- Junior Sports Person
- Cultural Award

## **PROPOSED AWARD CATEGORIES**

A reduction in nomination categories will alleviate the nomination pressures of finding multiple nominees across multiple prescriptive categories and reduce the reputation risk of having empty categories in our smaller communities. A reduction in nomination categories fosters the pursuit of excellence in receiving an Australia Day award, with a competitive edge to received nominations. All awards are proposed to be announced at the Regional Awards Ceremony, with the Local Champions being honoured at their respective community events and activities.

## **Regional Awards**

- **Citizen of the Year (age 27+)**  
Aged 27 years or over as at 26 January 2024. Recognises outstanding members of the community for their personal endeavours, achievements and community input.
- **Young Citizen of the Year (aged 16-26)**

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Aged 16–26 years as at 26 January 2024. Recognises young citizens for their personal endeavours, achievements and community input.

- **Community Event of the Year**

To be presented to the individual or group who has staged the most outstanding community event during the year. The event must have made a significant contribution to the Isaac Region’s community and could be staged physically or online.

- **Corporate Community Contribution of the Year**

Recognises both large corporations operating in Isaac Region and/or small to medium enterprises (SMEs) for significant events and/or initiatives which better the community.

- **Spirit of Isaac Award (selected not nominated)**

This award cannot be nominated for, it is selected from nominees. In 2020, Council instituted the Spirit of Isaac award which recognised those who embody the spirit of our region.

## Local Awards

- **Community Champion Award**

Recognises individuals or groups who demonstrate genuine passion, selflessness and undertake significant endeavours to better their community. This may be in arts, culture or sports.

- **Mayors Award (selected not nominated)**

This award cannot be nominated for, it may be selected from nominees. This award is for our unsung heroes and quiet achievers who vastly contribute to our communities but can sometimes go unnoticed.

## PROPOSED CENTRALISED REGIONAL EVENT

The proposed format change for the Australia Day Awards Ceremony/Citizenship Ceremony is to centralise the 8 award ceremonies into a single regional event. It is proposed that this event be rotational in location, annually changing throughout the region, with the event hosted in the community that the previous year’s Citizen of the Year resides. For example, the 2025 Australia Day Regional Award Ceremony and Citizenship Ceremony would be hosted in Moranbah, as Amanda Raymond was the 2024 Citizen of the Year. This proposal will further increase the prestige and significance of an award recipient and help to further drive community pride, with the incentive of hosting the regional event. A regional award ceremony also allows for ceremonial duties to be offered to past regional winners, including but not limited to having the past Citizen of the Year co-present the award to the next winner. To minimise travel constraints and travel safety risks, it is proposed that Council would supply buses to transport nominees and community members to and from the venue. The date and time of each event will remain flexible, as the day on which Australia Day falls and the corresponding public holiday impacts the likelihood of attendance.

## PROPOSED PROVISIONAL SPONSORSHIP FUND

To further show Council’s commitment to community capacity building and community identity this report proposes to introduce a provisional Australia Day Sponsorship Fund of \$13,000.00 (excluding GST) for events, programs or activities undertaken on Australia Day.



It is proposed that the Australia Day Sponsorship Fund would allow for community groups or organisations to apply for a sponsorship of an Australia Day event, program or activity to amplify the celebrations on the day. Each group or organisation would be able to apply for up to a maximum of \$1,000.00 (excluding GST) with the opportunity for multiple groups or organisations to apply for the same community.

<b>Proposed Sponsorship Fund Guideline Distribution</b>	
Moranbah	\$ 2,000.00
Dysart	\$ 2,000.00
Clermont	\$ 2,000.00
Middlemount	\$ 2,000.00
Nebo	\$ 2,000.00
Glenden	\$ 2,000.00
Coast	\$ 1,000.00

The above table lists a guide to the anticipated distribution of funding; however, it is proposed that all sponsorship applications will be judged on individual merit and there is no pre-determined limit on the number of sponsorships available per locality. It is noted that the expected amount allocated to the Isaac Coast is less than the rest of the region, this is due to the Broadsound Neighbourhood Centre providing funding for community events.

To encourage applications and reduce administrative red tape it is proposed that successful applicants will be required to recognise Isaac Regional Council at its event, program or activity as a sponsor, but will not be required to provide an acquittal report.

It is proposed that applicants would be required to demonstrate that:

- Their event, activity or program does not detract from established Australia Day activities;
- That they have the capacity to spend the entirety of the money requested;
- That they have public liability insurance or capacity to obtain public liability insurance;
- Their anticipated number of attendees; and
- Other legislatively required information.

The application form and guidelines for the proposed provision Australia Day Sponsorship Fund will be presented to Council for approval at a later date.

## **IMPLICATIONS**

### Financial

To establish a provision Australia Day Sponsorship Fund, it is estimated that an additional \$9,500.00 (excluding GST) would be required to the Engaged Communities 2024/25FY Australia Day budget. Council will also be seeking a grant from the National Australia Day Committee comprising \$10,000 (exc. GST) to support the delivery of Australia Day activities. Council has previously been successful in receiving this funding for the past two years. If this grant application is not successful, it is estimated that an additional \$19,500.00 (excluding GST) would be required to the Engaged Communities 2024/25FY Australia Day budget.

Table One: Australia Day Budget 24/25

Australia Day	Outgoing	Details
<b>Current Opex Budget 24/25</b>	<b>\$ 79,500.00</b>	
Australia Day Award Costs	\$ 6,000.00	Certificates, medallions, frames etc.
<b>CEPE Community Events</b>		
Moranbah	\$ 1,000.00	Free pool entry and activities
Dysart	\$ 3,000.00	Free pool entry, activities and Ratbag Raft Race
Clermont	\$ 7,000.00	Free pool entry, street parade, road closures
Middlemount	\$ 2,000.00	Free pool entry and activities
Nebo	\$ 1,500.00	Free pool entry and activities
Glenden	\$ 1,500.00	Free pool entry and activities
Coast	\$ 3,000.00	Family fun day
<b>Regional Event</b>	<b>\$ 6,000.00</b>	<b>Entertainment, photography, catering etc</b>
<b>Cross Regional Buses</b>	<b>\$ 8,000.00</b>	
<b>Proposed Sponsorship Fund</b>		
Moranbah	\$ 2,000.00	
Dysart	\$ 2,000.00	
Clermont	\$ 2,000.00	
Middlemount	\$ 2,000.00	
Nebo	\$ 2,000.00	
Glenden	\$ 2,000.00	
Coast	\$ 1,000.00	Neighbourhood Centre funding
<b>Other Costs</b>		
Isaac Triathlon (Moranbah)	\$ 30,000.00	Outsourced through contractors
Staff Overtime/Wages	\$ 15,000.00	
Ambassador/s Costs	\$ 2,000.00	Pending application to Australia Day Council to host
<b>Grant Funding</b>		
Australia Day Community Event Grant	-\$ 10,000.00	Pending successful application, applications open September.
Total Estimated Costs	<b>\$ 89,000.00</b>	
Total Varied Costs	-\$ 9,500.00	

## Service Levels

This proposal will increase service levels, significantly reducing unnecessary travel times and allowing staff event staff to concentrate on the community celebrations rather than individual award services. The reduction in nomination categories will reduce the administrative burden of processing nomination categories, voting and manufacturing nominations.

## Safety

These proposals reduce organisation risk of reducing staff travel across large distances.

## Social Sustainability

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This proposal is mindful of the impact that changes to significant events can have to communities, their identify and their ability to participate in them. The proposal of buses to attend award ceremonies has considered the accessibility of communities and the commitment to maintain and amplify the regional celebration events to not detract away from community identity.

Conflict of Interest

Nil

Compliance

Nil

**CONSULTATION**

Director Planning, Environment and Community Services

Acting Manager Engaged Communities

Coordinator Executive Support Office of the Mayor and CEO

**BASIS FOR RECOMMENDATION**

This report seeks Council's support of the consolidation of the Isaac Regional Council Australia Day award categories and the centralisation of a singular regional Australia Day Awards Ceremony.

**ACTION ACCOUNTABILITY**

Acting Manager Engaged Communities.

**KEY MESSAGES**

Council's Community Events Program continues to build communities in line with the Isaac Vision.

<b>Report prepared by:</b> EMILY KENNEDY <b>Acting Manager Engaged Communities</b>  Date: 21 August 2024	<b>Report authorised by:</b> DAN WAGER <b>Director Planning, Environment and Community Services</b>  Date: 21 August 2024
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**ATTACHMENTS**

- Nil

**REFERENCE DOCUMENT**

- 2024 Australia Day Nomination Form

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<b>MEETING DETAILS</b>	<b>Ordinary Meeting</b> Wednesday 28 August 2024
<b>AUTHOR</b>	Cale Dendle
<b>AUTHOR POSITION</b>	Chief Executive Officer

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12.1

## OFFICE OF THE CHIEF EXECUTIVE OFFICER INFORMATION BULLETIN – AUGUST 2024

### EXECUTIVE SUMMARY

The Office of the Chief Executive Officer Information Bulletin for August 2024 is provided for Council review.

### OFFICER'S RECOMMENDATION

*That Council:*

1. *Notes the Office of the Chief Executive Officer Information Bulletin for August 2024.*

### BACKGROUND

The attached Information Bulletin for August 2024 provides an operational update for Council review on the Office of the Chief Executive Officer including Executive Manager Advocacy and External Affairs and Manager People and Capability.

### IMPLICATIONS

Any specific implications or risks will be outlined in the Information Bulletin.

### CONSULTATION

Office of the Chief Executive Officer  
Advocacy and External Affairs  
Brand Media and Communications  
People and Capability

### BASIS FOR RECOMMENDATION

This is an information only report.

### ACTION ACCOUNTABILITY

Information only report.

### KEY MESSAGES

Operational update to Elected Members.

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<b>Report prepared by:</b> CALE DENDLE <b>Chief Executive Officer</b> Date: 23 August 2024	<b>Report authorised by:</b> CALE DENDLE <b>Chief Executive Officer</b> Date: 23 August 2024
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## ATTACHMENTS

- CONFIDENTIAL Attachment 1 – Office of the CEO Information Bulletin – August 2024

## REFERENCE DOCUMENT

- Nil

PAGES 373 - 410 HAVE INTENTIONALLY BEEN REMOVED DUE TO CONFIDENTIAL REASONS