NOTICE OF MEETING

Dear Committee Members

You are requested to attend the following meeting of Council.

PLANNING, ENVIRONMENT AND COMMUNITY SERVICES STANDING COMMITTEE MEETING OF ISAAC REGIONAL COUNCIL

TO BE HELD ON
**WEDNESDAY, 21 AUGUST 2024
COMMENCING AT 9.00AM**

**ISAAC REGIONAL COUNCIL
MORANBAH COUNCIL CHAMBERS**

CALE DENDLE
Chief Executive Officer

DAN WAGNER
Committee Officer

Director Planning, Environment and Community Services

Committee Members:
Cr Viv Coleman (Chair)
Mayor Kelly Vea Vea
Cr Melissa Westcott
Cr Alaina Earl
Cr Terry O'Neill

ISAAC REGION

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.

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

(1)   A local government may allow a person to take part in a meeting of the local government by audio link or audio visual link.

(2)   A committee of a local government may allow a person to take part in a meeting of the committee by audio link or audio visual link.

(3)   A councillor or committee member who takes part in a local government meeting under subsection (1) or (2) is taken to be present at the meeting if the councillor or member was simultaneously in audio contact with each other person at the meeting.

(4)   In this section—
    audio link see the *Evidence Act 1977*, section 39C.
    audio visual link see the *Evidence Act 1977*, schedule 3.

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.

AGENDA

PLANNING, ENVIRONMENT AND COMMUNITY SERVICES

STANDING COMMITTEE MEETING

OF ISAAC REGIONAL COUNCIL

TO BE HELD ON

WEDNESDAY 21 AUGUST 2024

COUNCIL CHAMBERS, MORANBAH

1.   OPENING OF THE MEETING

2.   APOLOGIES

3.   DECLARATION OF CONFLICTS OF INTEREST

4.   CONFIRMATION OF MINUTES

5.   OFFICER REPORTS

6.   INFORMATION BULLETIN REPORT

7.   GENERAL BUSINESS

8.   CONCLUSION

UNCONFIRMED MINUTES

PLANNING, ENVIRONMENT AND COMMUNITY SERVICES
STANDING COMMITTEE MEETING OF
ISAAC REGIONAL COUNCIL

HELD ON
WEDNESDAY, 17 JULY 2024

COMMENCING AT 9.00AM

ISAAC REGION

UNCONFIRMED MINUTES

ISAAC REGIONAL COUNCIL

UNCONFIRMED MINUTES OF THE

PLANNING, ENVIRONMENT AND COMMUNITY SERVICES

STANDING COMMITTEE MEETING

HELD IN COUNCIL CHAMBERS, MORANBAH

ON WEDNESDAY 17 JULY 2024

UNCONFIRMED MINUTES

ISAAC REGION
HELPING TO ENERGISE THE WORLD

ISAAC REGIONAL COUNCIL

UNCONFIRMED MINUTES OF THE

PLANNING, ENVIRONMENT AND COMMUNITY SERVICES

STANDING COMMITTEE MEETING

HELD IN COUNCIL CHAMBERS, MORANBAH

ON WEDNESDAY 17 JULY 2024 COMMENCING AT 9.00AM

ATTENDEES	Cr Viv Coleman, Division Eight *(Chair) (by Video Conference)* Cr Terry O'Neill, Division One Cr Melissa Westcott, Division Three Cr Alaina Earl, Division Five
COMMITTEE APOLOGIES	Mayor Kelly Vea Vea
OBSERVERS	Cr Jane Pickels, Deputy Mayor, Division Seven Cr Vern Russell, Division Two
OFFICERS PRESENT	Mr Dan Wagner, Director Planning, Environment and Community Services *(by Video Conference)* Ms Barbara Franklin, Coordinator Community Hubs *(by Video Conference)* Mrs Tricia Hughes, Coordinator Executive Support, Office of the Mayor and Chief Executive Officer Mrs Vicki Hoey, Acting Executive Coordinator, Planning, Environment and Community Services *(by Video Conference)* Mrs Katie Marsham, Executive Assistant *(by Video Conference)*

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1. OPENING

The Chair welcomed all in attendance and declared the meeting open at 10.17am and acknowledged the traditional custodians of the land on which we meet today and paid her respects to their Elders past, present and emerging.

2. APOLOGIES AND LEAVE OF ABSENCES

A Leave of Absence has been requested from Mayor Kelly Vea Vea due to attendance at the Australian Clean Energy Summit.

Resolution No.:	**PECS1146**
Moved: Cr Alaina Earl	**Seconded:** Cr Terry O'Neill

That the Planning, Environment and Community Services Standing Committee grants a leave of absence for Mayor Kelly Vea Vea.

Carried

3. DECLARATION OF CONFLICTS OF INTEREST

No conflicts of interest declared this meeting.

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

4. CONFIRMATION OF MINUTES

Confirmation of minutes from Planning, Environment and Community Services Standing Committee Meeting of Isaac Regional Council held in Council Chambers, Moranbah, at 9.00am on Wednesday 19 June 2024.

Resolution No.:	**PECS1147**
Moved: Cr Terry O'Neill	**Seconded:** Cr Alaina Earl

That the Minutes of the Planning, Environment and Community Services Standing Committee Meeting held at Council Chambers, Moranbah commencing at 9.00am on Wednesday 19 June 2024 are confirmed.

Carried

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5. OFFICERS REPORTS

5.1 Major Grant Applications Summary Round One FY2024-2025

EXECUTIVE SUMMARY

The purpose of this report is to consider the Community Grants Evaluation Panel's recommendations on the applications received during round one (1) of the Community Grants Program for FY2024-2025. A total of 12 applications were received for Round One.

OFFICER'S RECOMMENDATION

That the Committee recommends that Council:

1. *Approves the following applications for the Community Grants Round One FY2024-2025 as follows:*

Application 1	**Life Church Brisbane (Clermont)**
Project	*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.*

Officer Recommendation	
Details	**Approve $5,000 (excluding GST)**
Proposed Budget Source	**Funded equally from Division 1 and 6**

Application 2	Isolated Children's Parents' Association (ICPA) - Queensland Incorporated (Clermont)
Project	*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*
Officer Recommendation	
Details	**Approve $5,000 (excluding GST)**
Proposed Budget Source	**Funded equally from Divisions 1 and 6**

Application 3	Clermont Artslink Incorporated
Project	*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.*
Officer Recommendation	
Details	**Approve $4,261 (excluding GST)**
Proposed Budget Source	**Funded equally from Division 1 and 6**

Application 4	Moranbah Touch Football Association Incorporated
Project	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. 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.
Officer Recommendation	
Details	Approve $5,000 (excluding GST)
Proposed Budget Source	Funded equally from Division 3, 4 and 5

Application 5	Moranbah and District Support Services (MDSS) (Auspicing for Moranbah NAIDOC)
Project	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.
Officer Recommendation	
Details	Approve $5,000 (excluding GST)
Proposed Budget Source	Funded equally from Division 3, 4 and 5

Application 6	Play Matters (Auspicing for Moranbah Playgroup)
Project	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.
Officer Recommendation	
Details	Approve $3,798 (excluding GST)

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Proposed Budget Source	Funded equally from Division 3, 4 and 5

Application 7	Moranbah State High School P&C Association
Project	The Moranbah State High School P&C are hosting a comedy night at the school hall in October 2024. They have approached the Brisbane Comedy Festival to provide three stand-up comedians to perform on the night. (Kat Davidson, Troy Kinne, Anisa Nandaula) All high-profile artist for the event. They are expecting to have up to 700 attendees. The funds raised will be donated to the High school to provide seating areas on the school grounds. The recommendation is for $10,000 in line with similar community events such as Christmas Carols and Rainbow Collective. The overall cost of the event is $27,050 meeting all Community Grant Guideline requirements.
Officer Recommendation	
Details	Approve $10,000 (excluding GST)
Proposed Budget Source	Funded equally from Division 3, 4, 5 and 7

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.
Officer Recommendation	
Details	Approve $12,500 (excluding GST) per year
Proposed Budget Source	Division 7

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.

Officer Recommendation	
Details	**Approve $5,000 (excluding GST)**
Proposed Budget Source	*Division 7*

Application 10	Middlemount Junior Rugby League Incorporated
Project	*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.*
Officer Recommendation	
Details	**Approve $3,040 (excluding GST)**
Proposed Budget Source	*Division 7*

Application 11	Australian Stock Horse Society Mackay Branch
Project	*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.*
Officer Recommendation	
Details	**Approve $5,000 (excluding GST)**
Proposed Budget Source	*Division 8*

Application 12	Nebo State School Parents and Citizens Association
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.
	Officer Recommendation
Details	*Approve $5,000 (excluding GST)*
Proposed Budget Source	*Division 8*

2. 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.

Resolution No.:	**PECS1148**		
Moved:	**Cr Alaina Earl**	**Seconded:**	**Cr Terry O'Neill**

That the Committee recommends that Council:

1. Approves the Application 1 for the Community Grants Round One FY2024-2025 as follows:

Application 1	Life Church Brisbane (Clermont)
Project	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.
Committee Recommendation	
Details	Approves $5,000 (excluding GST)
Budget Source	Funded equally from Division 1 and 6
	Carried

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Resolution No.:	PECS1149		
Moved:	Cr Alaina Earl	Seconded:	Cr Melissa Westcott

That the Committee recommends that Council:

1. Approves the Application 2 for the Community Grants Round One FY2024-2025 as follows:

Application 2	Isolated Children's Parents' Association (ICPA) - Queensland Incorporated (Clermont)
Project	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
Committee Recommendation	
Details	Approves $5,000 (excluding GST)
Budget Source	Funded equally from Divisions 1, 6, 7 and 8
	Carried

Resolution No.:	PECS1150		
Moved:	Cr Melissa Westcott	Seconded:	Cr Terry O'Neill

That the Committee recommends that Council:

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

Application 3	Clermont Artslink Incorporated
Project	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.
Committee Recommendation	
Details	**Approves $4,261 (excluding GST)**
Budget Source	**Funded equally from Division 1 and 6**
	Carried

Resolution No.:   **PECS1151**

Moved: **Cr Alaina Earl**   **Seconded:**   **Cr Melissa Westcott**

That the Committee recommends that Council:

1.   Approves the Application 4 for the Community Grants Round One FY2024-2025 as follows:

Application 4	Moranbah Touch Football Association Incorporated
Project	**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.** **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.**
Committee Recommendation	
Details	**Approves $5,000 (excluding GST)**
Budget Source	**Funded equally from Division 3, 4 and 5**
	Carried
NOTE: Officers to enquire if Council's Logo can be added to the Marquee.	

UNCONFIRMED MINUTES

Resolution No.:	PECS1152

Moved: Cr Melissa Westcott   **Seconded:** Cr Alaina Earl

That the Committee recommends that Council:

1.   Approves the Application 5 for the Community Grants Round One FY2024-2025 as follows:

Application 5	Moranbah and District Support Services (MDSS) (Auspicing for Moranbah NAIDOC)
Project	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.
Committee Recommendation	
Details	Approve $5,000 (excluding GST)
Budget Source	Funded equally from Division 3, 4 and 5
	Carried

Resolution No.:	PECS1153

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

That the Committee recommends that Council:

1.   Approves the Application 6 for the Community Grants Round One FY2024-2025 as follows:

Application 6	Play Matters (Auspicing for Moranbah Playgroup)
Project	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.
Committee Recommendation	
Details	Approves $3,798 (excluding GST

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Budget Source	Funded equally from Division 3, 4 and 5
	Carried

Resolution No.:   **PECS1154**

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

That the Committee recommends that Council:

1.   Approves the Application 7 for the Community Grants Round One FY2024-2025 as follows:

Application 7	Moranbah State High School P&C Association
Project	The Moranbah State High School P&C are hosting a comedy night at the school hall in October 2024. They have approached the Brisbane Comedy Festival to provide three stand-up comedians to perform on the night. (Kat Davidson, Troy Kinne, Anisa Nandaula) All high-profile artist for the event. They are expecting to have up to 700 attendees. The funds raised will be donated to the High school to provide seating areas on the school grounds. The recommendation is for $10,000 in line with similar community events such as Christmas Carols and Rainbow Collective. The overall cost of the event is $27,050 meeting all Community Grant Guideline requirements.
Committee Recommendation	
Details	Approves $10,000 (excluding GST)
Budget Source	Funded equally from Division 3, 4, 5 and 7
	Carried

Resolution No.:   **PECS1155**

Moved: Cr Alaina Earl   **Seconded:**   Cr Melissa Westcott

That the Committee recommends that Council:

1.   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

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	the hire of a marquee, decorations and security. Overall cost of event is $167,500 meeting all Community Grant Guideline requirements.
Committee Recommendation	
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:

1.   **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.
Committee Recommendation	
Details	Approves $5,000 (excluding GST)
Budget Source	Division 7
	Carried

Resolution No.:   **PECS1157**

Moved: Cr Melissa Westcott   **Seconded:**   Cr Alaina Earl

That the Committee recommends that Council:

1.   **Approves the Application 10 for the Community Grants Round One FY2024-2025 as follows:**

Application 10	Middlemount Junior Rugby League Incorporated
Project	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.
Committee Recommendation	
Details	Approves $3,040 (excluding GST)
Budget Source	Division 7
	Carried

Resolution No.: PECS1158

Moved: Cr Alaina Earl   **Seconded:** Cr Viv Coleman

That the Committee recommends that Council:

1.   Approves the Application 11 for the Community Grants Round One FY2024-2025 as follows:

Application 11	Australian Stock Horse Society Mackay Branch
Project	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.
Committee Recommendation	
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:

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

Application 12	Nebo State School Parents and Citizens Association
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.
Committee Recommendation	
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:

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

ATTENDANCE

Ms Barbara Franklin ended her video conference with the meeting.

5.2	Isaac Tourism Trails Strategy

EXECUTIVE SUMMARY

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

OFFICER'S RECOMMENDATION

That the Committee recommend 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.*

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

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HELPING TO ENERGISE THE WORLD

| 5.3 | Reef Guardian Council Program - Memorandum of Understanding 2024 - 2028 |

EXECUTIVE SUMMARY

This report seeks the committee's endorsement to execute the Reef Guardian Council Program – Memorandum of Understanding 2024 – 2028.

OFFICER'S RECOMMENDATION

That the Committee recommends that Council:

1. Authorises the Chief Executive Officer to execute the Reef Guardian Council Program – Memorandum of Understanding 2024 – 2028.

Resolution No.:	**PECS1162**
Moved: Cr Alaina Earl	**Seconded:** Cr Terry O'Neill

That the Committee recommends that Council:

1. **Authorises the Chief Executive Officer to execute the Reef Guardian Council Program – Memorandum of Understanding 2024 – 2028.**

Carried

| 5.4 | 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.

OFFICER'S RECOMMENDATION

That the Committee recommend that Council:

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

HELPING TO ENERGISE THE WORLD

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

6. INFORMATION BULLETIN REPORTS

6.1 Planning, Environment and Community Services Information Bulletin – July 2024

EXECUTIVE SUMMARY

The Planning, Environment and Community Services Directorate Information Bulletin for July 2024 is provided for Committee review.

OFFICER'S RECOMMENDATION

That the Committee recommends that Council:

1. Notes the Planning, Environment and Community Services Directorate Information Bulletin for July 2024.

Resolution No.:	PECS1164		
Moved: Cr Melissa Westcott		**Seconded:** Cr Alaina Earl	

That the Committee:

1. Notes the Planning, Environment and Community Services Directorate Information Bulletin for July 2024.

Carried

7. GENERAL BUSINESS

7.1 Thank you to Engaged Communities Team

Cr Coleman on behalf of the Planning, Environment and Community Services Committee thanked the Engaged Communities Team for the support they provide to Community and Councillors in their roles. They have started off the first half of the year with many Community and Civic Events and their efforts are appreciated.

7.2 St Lawrence Wetlands Weekend

Cr Viv Coleman thanked all staff across many departments of Council involved in the St Lawrence Wetlands Weekend Event. It was wonderful event and the staff did an amazing job.

8. CONCLUSION

There being no further business, the Chair declared the meeting closed at 11.10am.

These minutes will be confirmed by the Committee at the Planning, Environment and Community Services Standing Committee Meeting to be held on Wednesday 21 August 2024 in Moranbah.

……………………….....
CHAIR

….. / ….. / ……..
DATE

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1. OPENING OF MEETING

2. APOLOGIES

3. DECLARATION OF CONFLICTS OF INTEREST

4. CONFIRMATION OF MINUTES

Planning, Environment and Community Services Standing Committee Meeting of Isaac Regional Council held in the Council Chambers, Moranbah, commencing 9.00am on Wednesday 17 July 2024.

5. OFFICER REPORTS

5.1 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.

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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.

EXECUTIVE SUMMARY

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

EXECUTIVE SUMMARY

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

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.

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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.

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.

6. INFORMATION BULLETINS

EXECUTIVE SUMMARY

The Planning, Environment and Community Services Directorate Information Bulletin for August 2024 is provided for Committee review.

7. GENERAL BUSINESS

8. CONCLUSION

PLANNING, ENVIRONMENT AND COMMUNITY SERVICES

ISAAC REGION
HELPING TO ENERGISE THE WORLD
ABN 39 274 142 600

MEETING DETAILS	**Planning Environment and Community Services Standing Committee** Wednesday 21 August 2024
AUTHOR	Lindsay Woodland
AUTHOR POSITION	Manager Engaged Communities

5.1	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

That the committee recommends that council:

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

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.
6	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.

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.

ACTION ACCOUNTABILITY

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

KEY MESSAGES

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

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

ATTACHMENTS

- NIL

REFERENCE DOCUMENT

- Isaac Regional Council Community Grant Guidelines

MEETING DETAILS	**Planning Environment and Community Services Standing Committee** Wednesday 21 August 2024
AUTHOR	Shane Brandenburg
AUTHOR POSITION	Manager Economy and Prosperity

5.2	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.

OFFICER'S RECOMMENDATION

That the Committee recommends that Council:

1. *Receives and notes the Queensland Small Business Commissioner's reply to 2022-2023 Isaac Regional Council Small Business Friendly Program Performance Report.*

2. *Receives and notes the findings of the 2023-2024 Isaac Regional Council Small Business Friendly Survey.*

3. *Receives and notes the 2023-2024 Isaac Regional Council Small Business Friendly Program Performance Report.*

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.*

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:
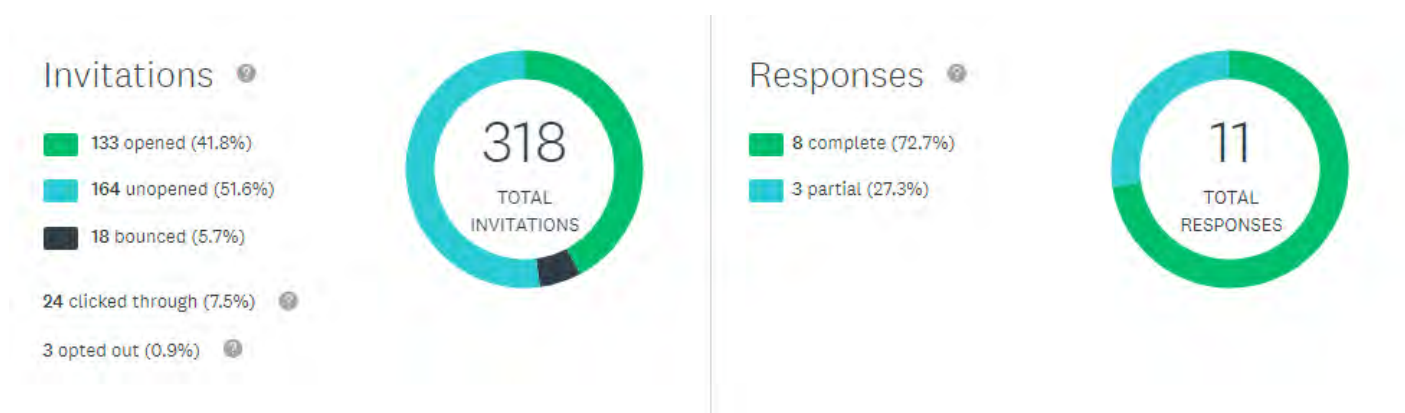
- Implementing the SBF Accelerator self-support tools that will help you to put a simple, yet powerful strategy in place to help your organisation be more small business friendly.

- 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.

Invitations ⊙

- 133 opened (41.8%)
- 164 unopened (51.6%)
- 18 bounced (5.7%)

24 clicked through (7.5%) ⊙
3 opted out (0.9%) ⊙

318 TOTAL INVITATIONS

Responses ⊙

- 8 complete (72.7%)
- 3 partial (27.3%)

11 TOTAL 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.

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

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.

Report prepared by:	Report authorised by:
SHANE BRANDENBURG **Manager Economy and Prosperity**	DAN WAGNER **Director Planning Environment and Community Services**
Date: 1 August 2024	Date: 1 August 2024

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

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.

Yours sincerely

Dominique Lamb
Small Business Commissioner

Q4 What industry is your business involved in?

Answered: 13   Skipped: 0

Small Business Friendly Survey 2024

Industry	%
Agriculture, Forestry and Fishing	
Mining	
Manufacturing	
Electricity, Gas, Water and Waste Services	
Construction	
Wholesale Trade	
Retail Trade	46%
Accommodation and Food Services	15%
Transport, Postal and Warehousing	
Information Media and Telecommunic...	
Financial and Insurance Services	
Professional, Scientific and Technical...	
Administration and Support Services	8%
Public Administration and Safety	8%
Education and Training	
Health Care and Social Assistance	
Arts and Heritage Services	
Other (please specify)	23%

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
TOTAL		13

Q7 What is your position in the business?

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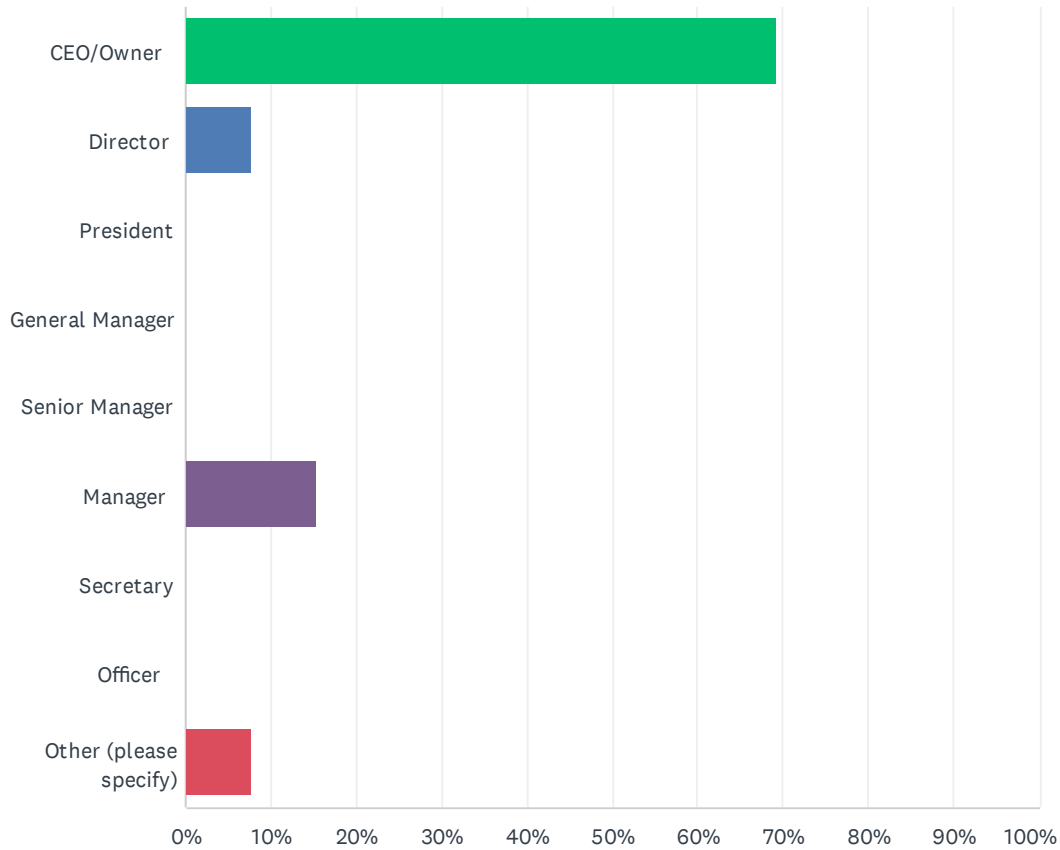
ANSWER CHOICES	RESPONSES	
CEO/Owner	69.23%	9
Director	7.69%	1
President	0.00%	0
General Manager	0.00%	0
Senior Manager	0.00%	0
Manager	15.38%	2
Secretary	0.00%	0
Officer	0.00%	0
Other (please specify)	7.69%	1
TOTAL		13

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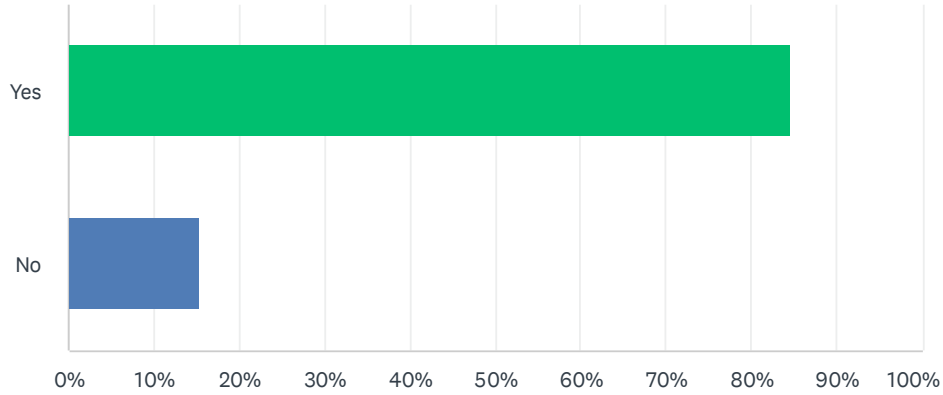
ANSWER CHOICES	RESPONSES	
Yes	84.62%	11
No	15.38%	2
TOTAL		13

Q10 How often do you deal with these departments?

Answered: 11   Skipped: 2
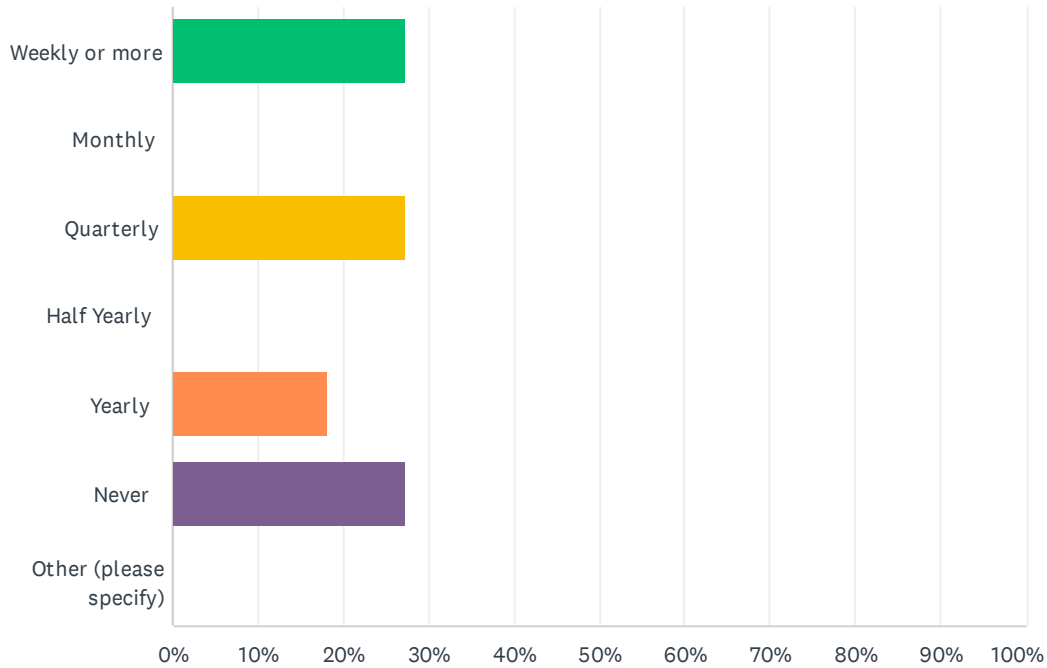
ANSWER CHOICES	RESPONSES	
Weekly or more	27.27%	3
Monthly	0.00%	0
Quarterly	27.27%	3
Half Yearly	0.00%	0
Yearly	18.18%	2
Never	27.27%	3
Other (please specify)	0.00%	0
TOTAL		11

Q11 Overall, how satisfied are you with Councils services?

Answered: 11   Skipped: 2
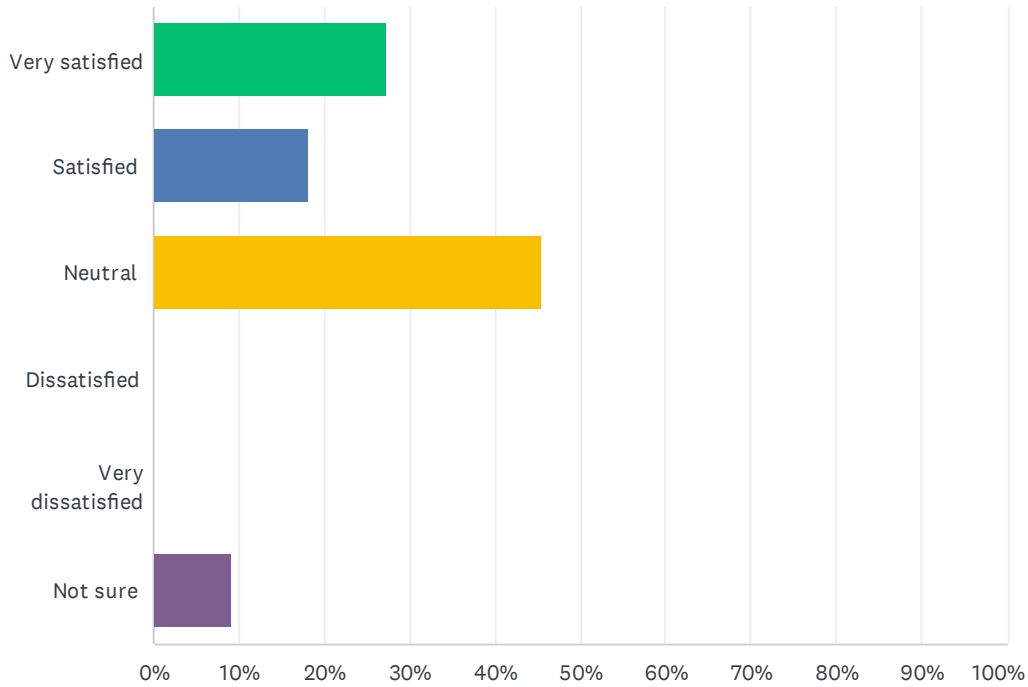
ANSWER CHOICES	RESPONSES	
Very satisfied	27.27%	3
Satisfied	18.18%	2
Neutral	45.45%	5
Dissatisfied	0.00%	0
Very dissatisfied	0.00%	0
Not sure	9.09%	1
TOTAL		11

Q13 How much do these regulatory factors (from all levels of government) constrain your business at the moment?
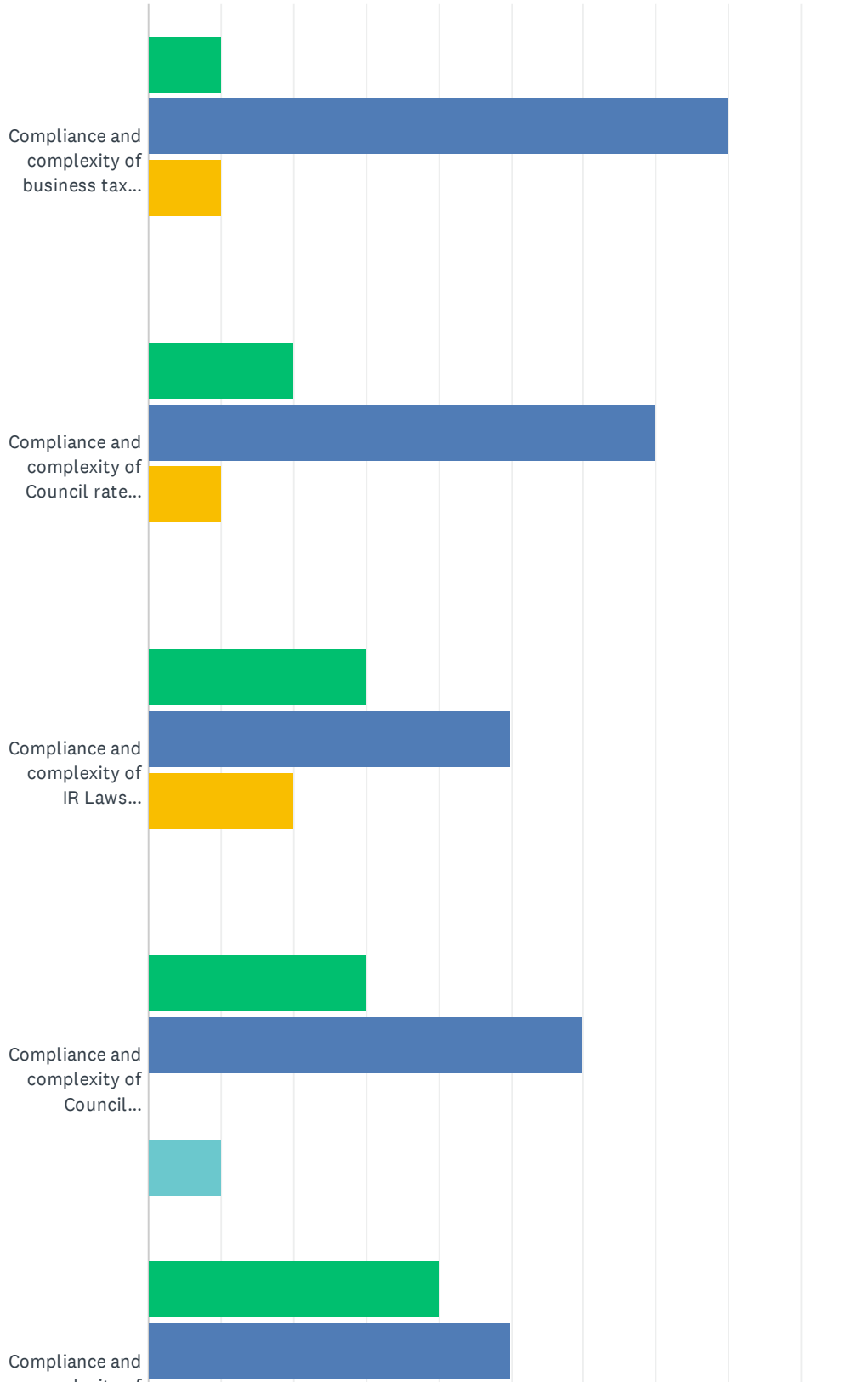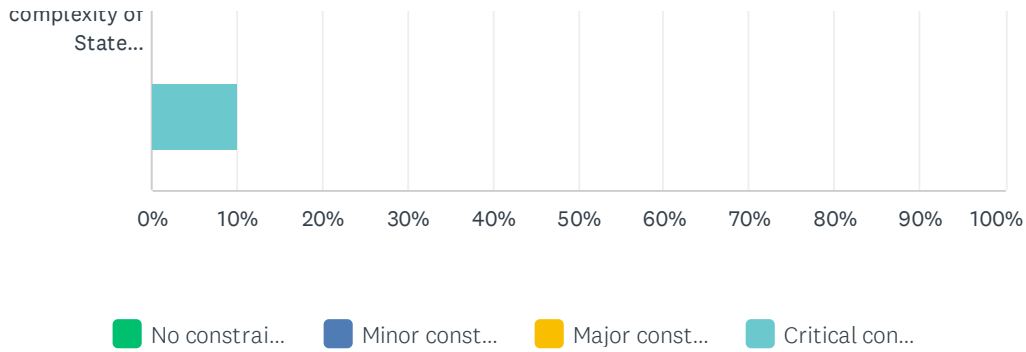
Answered: 10   Skipped: 3

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?
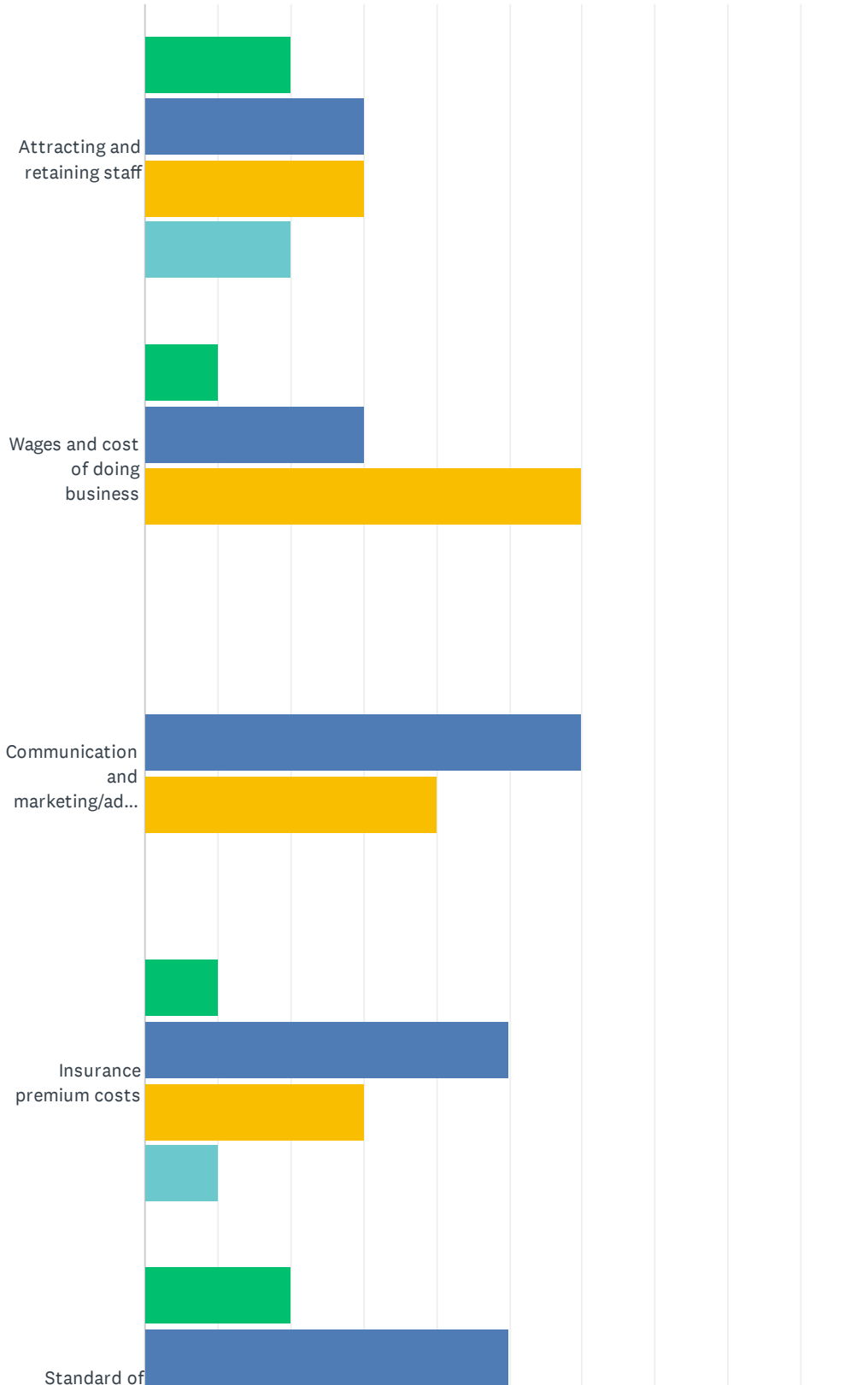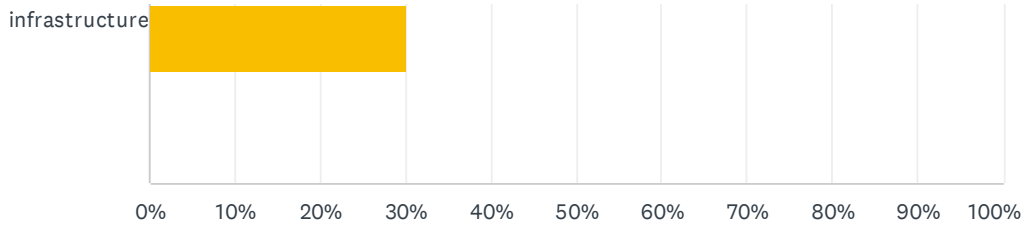
Answered: 10   Skipped: 3

Small Business Friendly Survey 2024

	NO 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
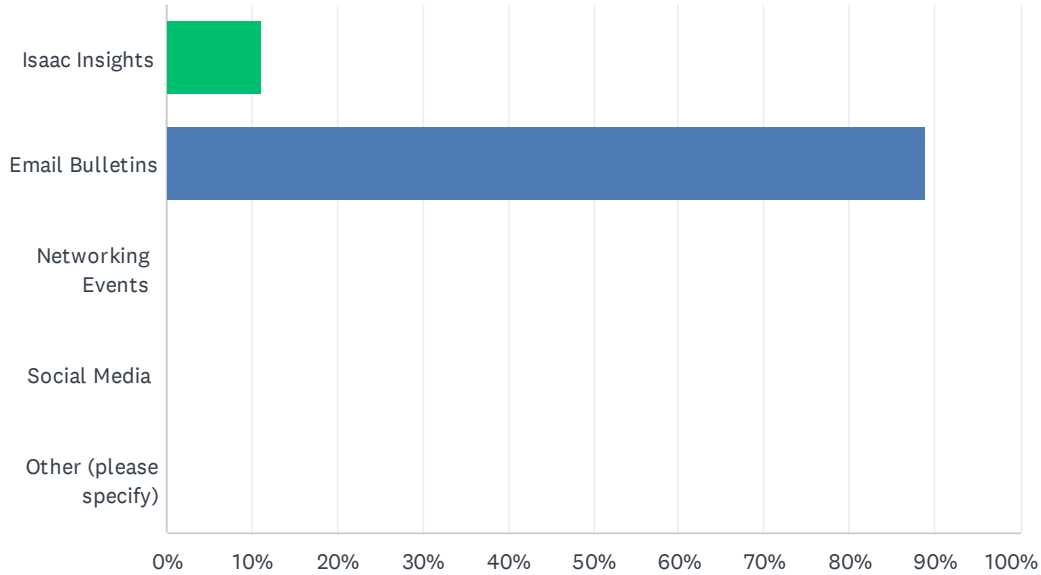
ANSWER CHOICES	RESPONSES	
Isaac Insights	11.11%	1
Email Bulletins	88.89%	8
Networking Events	0.00%	0
Social Media	0.00%	0
Other (please specify)	0.00%	0
TOTAL		9

Q16 Would you be interested in skills development or other business training workshops?
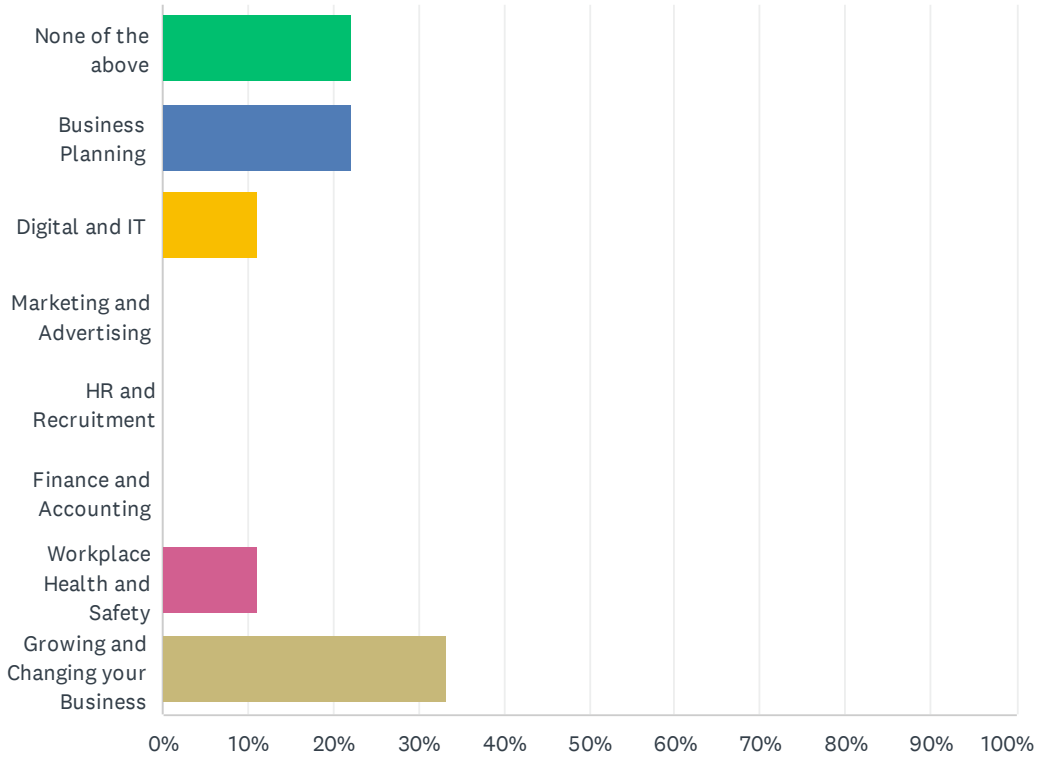
Answered: 9   Skipped: 4
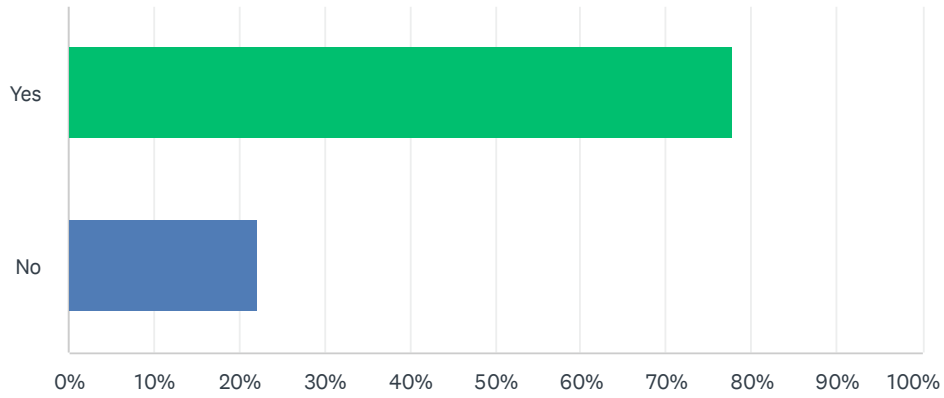
ANSWER CHOICES	RESPONSES	
Yes	77.78%	7
No	22.22%	2
TOTAL		9

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
TOTAL		9

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:	records@isaac.qld.gov.au
Main phone:	1300 ISAAC
Main website URL:	Isaac Regional Council Homepage – Isaac Regional Council
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:	Daniel.wagner@isaac.qld.gov.au
Phone:	07 4846 3526
Proxy details	
Full name:	Shane Brandenburg
Position:	Manager Economy and Prosperity
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Phone:	07 4846 3520

Report information

Details	
Report date:	31/07/2024
Prepared by:	Joel Redden – Economic and Business Resilience Coordinator
Stakeholders consulted:	Yes ☒ No ☐
Report published:	Yes ☐ No ☒
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).	☐	☒	☐	☐
b) Communicate clearly in a timely manner both formally and informally. (e.g., working at all levels to exceed your customers' expectations).	☐	☒	☐	☐
c) Engage with statewide partners where appropriate on matters affecting small businesses.	☐	☒	☐	☐
d) Publish clear service standards stating what small businesses can expect from us. (e.g., in service charter, economic strategy, annual plan, etc.).	☐	☒	☐	☐

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.	☐	☒	☐	☐
b) Encourage campaigns to promote small business and local spending (e.g., buy local).	☐	☐	☒	☐
c) Help small businesses develop networks, access education, and increase their capabilities.	☐	☐	☒	☐
d) Assist small businesses to access government, business and industry programs and resources.	☐	☐	☒	☐

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.).	☐	☒	☐	☐
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).	☒	☐	☐	☐
c)	Sharing successes, ideas and learnings with other Small Business Friendly Councils and other stakeholders.	☐	☐	☒	☐
d)	Allow the Queensland Small Business Commissioner to promote our Small Business Friendly Council activities and achievements. **Yes**	☐	☐	☐	☐

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 placed-based programs to support businesses to start, grow and become more resilient.	☒	☐	☐	☐

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.	☐	☒	☐	☐
b)	Make it easier for small businesses to comply with administrative and/or regulatory requirements.	☐	☒	☐	☐
c)	Administer requirements in a consistent manner in collaboration with key stakeholders.	☐	☒	☐	☐
d)	Regularly review and streamline administrative and/or regulatory arrangements to reduce red tape. (e.g., digitisation projects, process improvement).	☒	☐	☐	☐
e)	Maintain a simple, timely and cost-effective internal review and complaints management system. (e.g., actioning feedback, reviewing practices).	☐	☐	☒	☐

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.	☐	☐	☒	☐
b)	Help small businesses find local procurement opportunities and make tendering quick and easy.	☐	☒	☐	☐
c)	Pay all valid invoices from small business suppliers within a stated reasonable period (e.g., 20 calendar days from receipt of invoice).	☐	☐	☒	☐

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.	☐	☒	☐	☐
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).	☒	☐	☐	☐

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.).	☐	☒	☐	☐
b)	Monitor our performance against this charter and ensure we are meeting our commitments.	☐	☒	☐	☐
c)	Publish a report about our performance in relation to this charter once every financial year.	☐	☐	☒	☐
d)	Complete the SBF Accelerator Pack within 6 months of signing the charter. (for new members after 28 April 2023). **Not Applicable**	☒	☐	☐	☐

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 ☒	No ☐		
2. For new members - Submitted Accelerator Action Plan to the QSBC within 6 months of joining the program.	Yes ☐	No ☐	N/A ☒	
3. Actively participated in at least four Roundtable meetings in the previous F.Y	0 ☐	1-2 ☐	3-4 ☐	>4 ☒
4. Actively participated in at least two online Community of Practice meetings in the previous FY.	0 ☐	1-2 ☒	3-4 ☐	>4 ☐
5. Provided at least one Showcase submission to the QSBC in the previous FY.	0 ☒	1-2 ☐	3-4 ☐	>4 ☐
6. Attended the Annual Conference in the previous FY.	Yes ☐	No ☒		
7. Submitted Annual Report to the QSBC by 30 September for the previous FY.	Yes ☒	No ☐		

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

For more information about the Small Business Friendly Program visit qsbc.qld.gov.au

PLANNING, ENVIRONMENT AND COMMUNITY SERVICES

ISAAC REGION
HELPING TO ENERGISE THE WORLD
ABN 39 274 142 600

MEETING DETAILS	**Planning, Environment and Community Services Standing Committee Meeting** Wednesday 21 August 2024
AUTHOR	Shane Brandenburg
AUTHOR POSITION	Manager Economy and Prosperity

5.3	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*

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 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.

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

ATTACHMENTS

- NIL

REFERENCE DOCUMENT

- NIL

PLANNING, ENVIRONMENT AND COMMUNITY SERVICES

ISAAC REGION
HELPING TO ENERGISE THE WORLD
ABN 39 274 142 600

MEETING DETAILS	**Planning, Environment and Community Services Standing Committee** Wednesday 21 August 2024
AUTHOR	Maggi Stanley
AUTHOR POSITION	Manager Strategic Policy and Projects

5.4	SOCIAL SUSTAINBILITY 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.*

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 comprehendible 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 comprehendible community program delivery and forward planning of works and services.

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

o 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.

o Build organisational social capital and collaboration to support cohesive community program development

- o 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.

- o Explicitly connect and align interdependent strategies with policy frameworks for greater understanding and collaboration.

Key outcomes include:

- o Finalisation draft Social Infrastructure Framework (needs analysis, social investment prospectus, social infrastructure agreements)

- o Social Baselines (Social Infrastructure, Social Capital, local cultural heritage, social adaptive capacity, social values, fears and aspirations for the future)

- o CX Strategy (CX ecosystem Mapping)

- o 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 for will permit continued implementation of the policy framework without disruption.

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

POLICY

ISAAC REGION
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SOCIAL SUSTAINABILITY POLICY

APPROVALS

POLICY NUMBER	PECS-POL-116	**DOC.ID**	4697346
CATEGORY	Community		
POLICY OWNER	Liveability and Sustainability		
APPROVAL DATE	16 December 2020	**RESOLUTION NUMBER**	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

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	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)	An EIS is a tool used by government and regulatory authorities to assess and understand: • the current environment in the area of a major project • potential environmental, economic and social impacts of a major project • proponent proposals to avoid, minimise, mitigate and/or offset those potential impacts. 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: • EIS under the *Environmental Protection Act 1994* • EIS under the *State Development and Public Works Organisation Act 1971*.
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

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	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

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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.

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STAKEHOLDER	ACTION
COUNCILLORS	• 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.
ELT	• Provide leadership and support to deliver policy outcomes across Council's services and works.
LIVEABILITY AND SUSTAINABILITY DEPARTMENT	• Subject matter expertise on the policy framework. • 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). • Lead internal engagement on policy framework and implementation pathways. • Implementation and monitoring of policy effectiveness within Council's assessment processes for major projects. • Monitoring and reporting on Council-wide implementation and effectiveness of the policy.
COUNCIL OFFICERS	• Consider provisions of the policy in operational and capital works planning and delivery. • Consider social sustainability impacts in development of Council recommendations and decisions. • Contribute with an informed perspective in assessment processes for major projects.

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*

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

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

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PLANNING ENVIRONMENT AND COMMUNITY SERVICES

ISAAC REGION
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MEETING DETAILS	**Planning Environment and Community Services Standing Committee** Tuesday 1 December 2020
AUTHOR	Maggi Stanley
AUTHOR POSITION	Principal Social Planner

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 (SIAs) 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:	Report authorised by:
DAN WAGNER **Manager Liveability and Sustainability**	JEFF STEWART-HARRIS **Director Planning, Environment and Community Services**
Date: 24 November 2020	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

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BUILDING TOMORROW TOGETHER

A GREENPRINT FOR ENERGISING COMMUNITY FUTURES

B2G

Phase One Project Scope

Presented by: Maggi Stanley | Manager Strategic Policy & Projects
Status: Draft
Current as at: August 2024

ISAAC REGION

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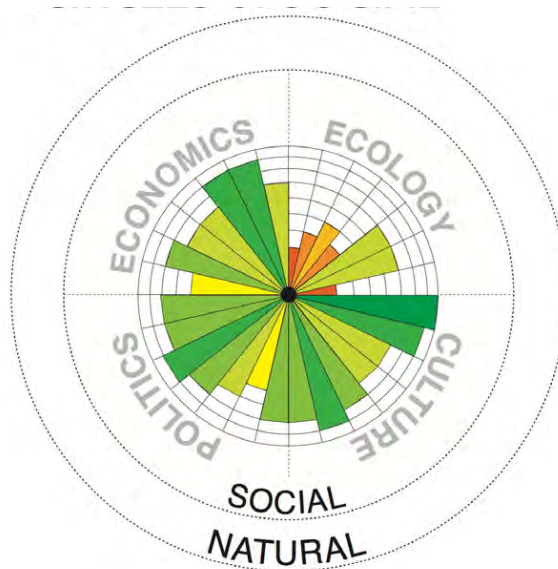
Luers et al define adaptive capacity as 'the extent to which a system can modify its circumstances to move to a less vulnerable state' and suggest a set of indicators grouped into four broad categories to assess social adaptive capacity within communities:

Category	Indicators
Diversity and Flexibility	- Livelihood and income diversity - Economic Opportunities - Level of dependence on natural resources - Occupational Mobility - Place attachment - Migration Patterns - Willingness to change
Access to assets	- Household material assets - Community infrastructure - Levels of education - Financial status and access to sources of credit - Access to markets

	- Bridging social capital and institutional supports - Natural Capital - Equity, rights and access to resources - Cultural memory traditions and assets
Learning and knowledge	- Resource monitoring and feedback mechanisms - Knowledge of disturbance (e.g. Climate change) - Perceptions of risk - Spaces and platforms for learning - Diversity of knowledge and information sources - Ability to anticipate change - Recognition of causality and human agency - Intergenerational learning capacity
Governance and institutions	- Levels of trust, social capital and networks - Gender and race relations - Levels of participation and quality of decision-making processes - Planning capacity - Presence of local environmental institutions and strength of social norms - Quality of governance and leadership in environmental policies and agencies - Accountability of managers and governance bodies - Active risk management and adaptive governance processes.

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 comprehendible 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
Dimension 1		
Bonding	Close network connections within homogeneous groups with inward direction.	Networks within departmental teams
Bridging	More distant network connections amongst heterogeneous groups with outward direction	Networks between department and departments in other directorates.
Linking	Network connections across different authority/hierarchical levels with outward direction	Networks between departments and ELT/Council, Community groups and Peak bodies.
Dimension 2		
Structural	Social network connections	Organisational chart, formal teams & working groups and systems, procedures, processes and decision-making which support and/or reflect organisational structure.
Cognitive	Social norms and values	Perceptions attributable to workplace culture 'how we do things around here'
Relational	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 and 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	• Finalises draft social infrastructure framework (needs analysis, staff guideline, social investment prospectus as social infrastructure agreement process). • Community Social Baselines (Community values, social capital, governance and quality of life indicators)
Staff Social Capital/Customer Service survey	• CX Strategy (CX ecosystem mapping) • B2B Phase 2 (social capital development for implementation)
Social Adaptive Capacity Research project	• Community Social baselines (access to assets, diversity and flexibility, learning and knowledge & governance and institutions indicators) • Community Development strategy (strengths and gaps analysis)
Connected Strategy Review	• Alignment with strategic objectives

MAGGI STANLEY
MANAGER STRATEGIC POLICY AND PROJECTS
ISAAC REGIONAL COUNCIL

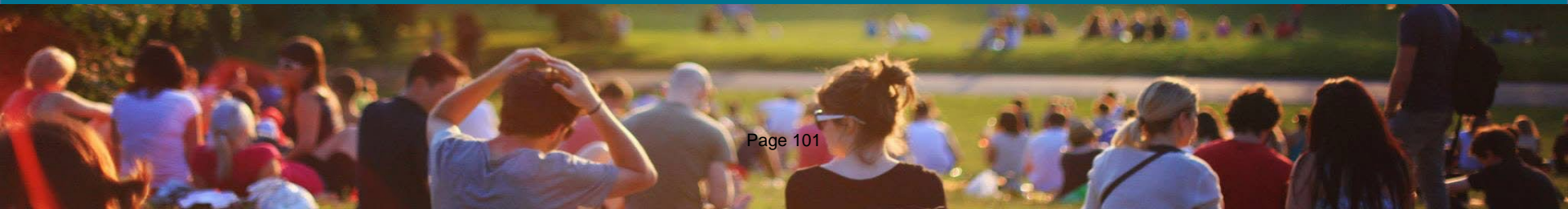# SOCIAL SUSTAINABILITY: FROM POLICY TO PROGRAMS

Today…

- **Social Sustainability Policy Refresher**

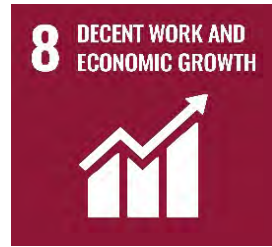   **Decision:** re-endorse policy in current format

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

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

The Really Big Picture…

United Nations
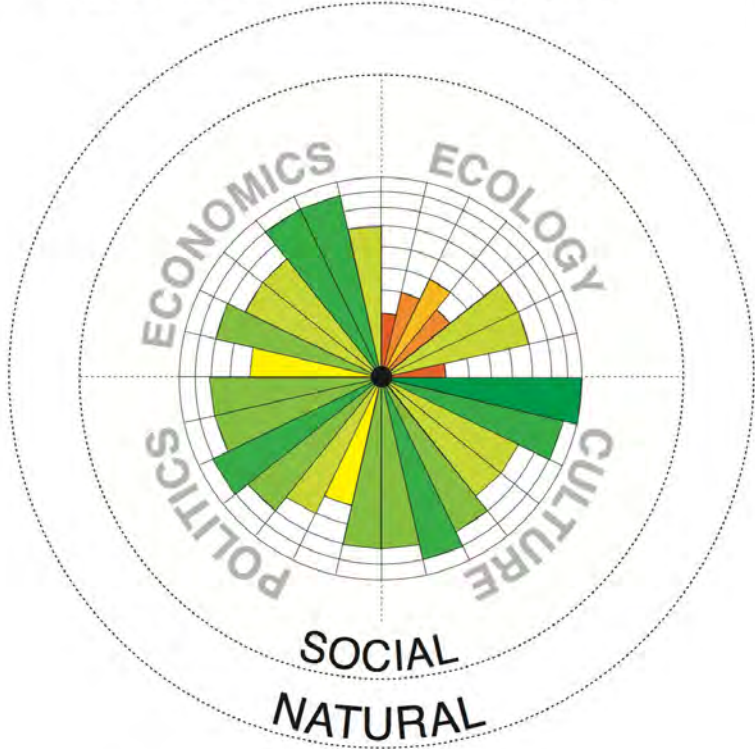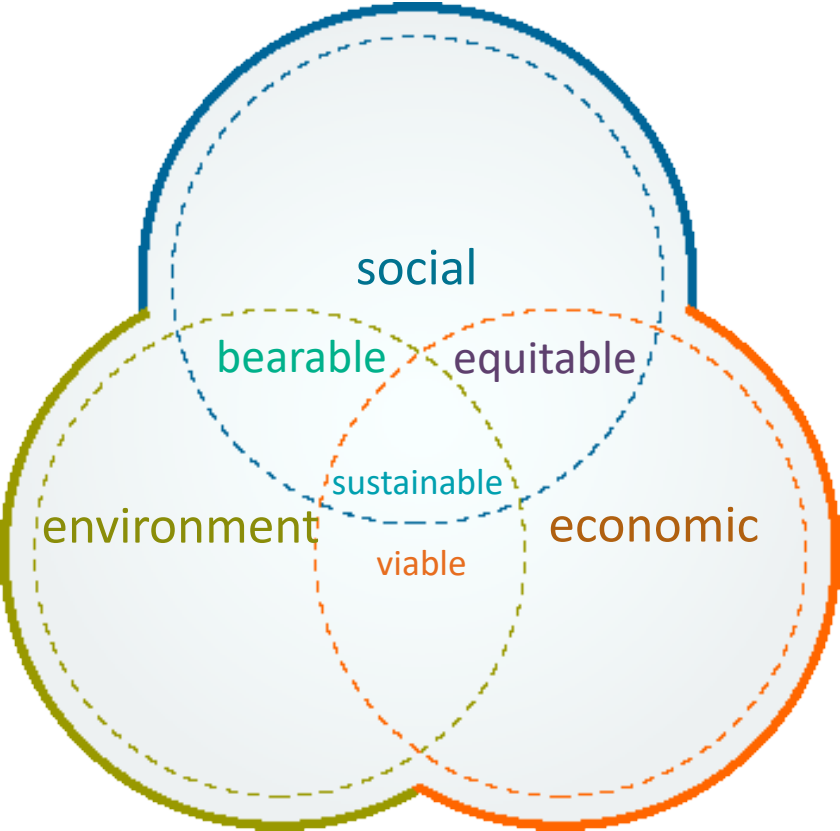Sustainable Development Goals

Social Sustainability…

'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…

- 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…

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

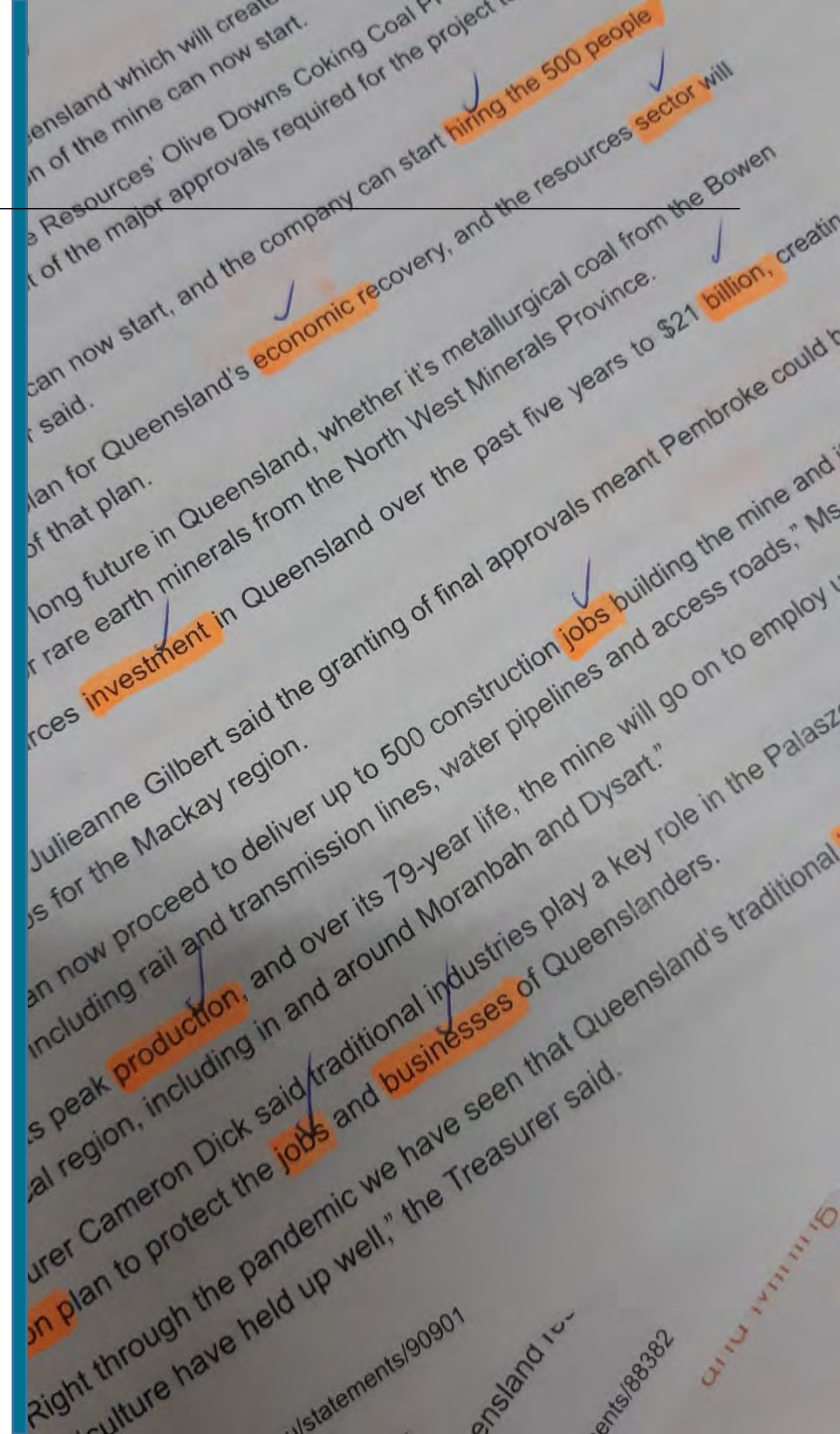- Supporting innovation

- Improving wellbeing

Rhetoric

$ 85%

👤 **15%**

'And of course this means not just jobs now and into the future, but also royalties that help fund our teachers and nurses and police officers'

Climate Change Response Policy…

- 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
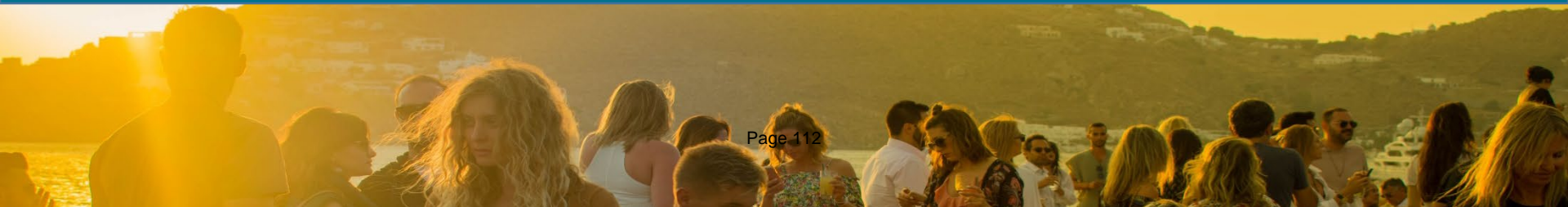
Social…

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
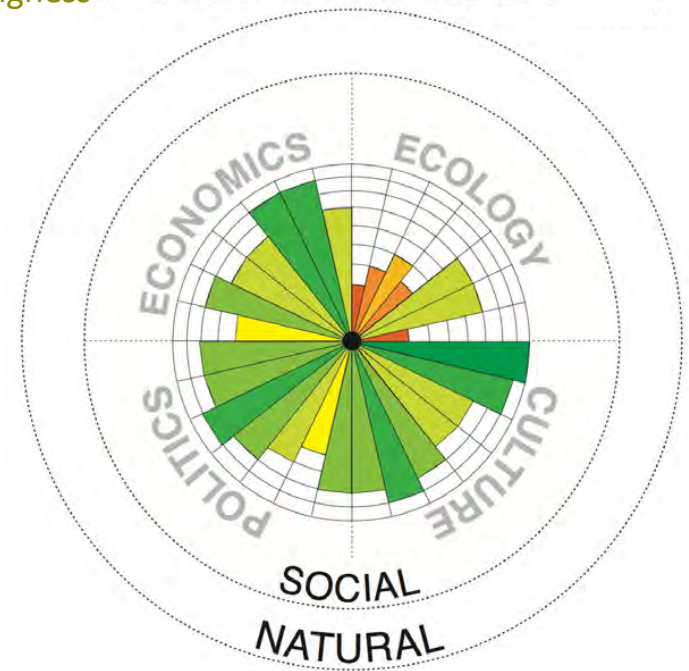
Social Capital...

- 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…

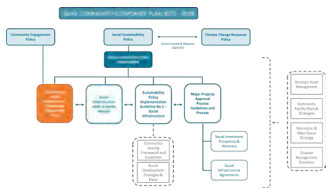**B2G Project** – *Building Tomorrow Together: A Greenprint for Energised Community Futures*

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

PLANNING, ENVIRONMENT AND COMMUNITY SERVICES

ISAAC REGION
HELPING TO ENERGISE THE WORLD
ABN 39 274 142 600

MEETING DETAILS	**Planning, Environment and Community Services Standing Committee** Wednesday 21 August 2024
AUTHOR	Maggi Stanley
AUTHOR POSITION	Manager Strategic Policy and Projects

5.5	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.

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 provided 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 form Council's Customer Satisfaction Survey which has limited practical use in its current form.

ACTION ACCOUNTABILITY

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.

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.

Report prepared by:	Report authorised by:
MAGGI STANLEY **Manager Strategic Policy and Projects**	DAN WAGNER **Director Planning, Environment and Community Services**
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
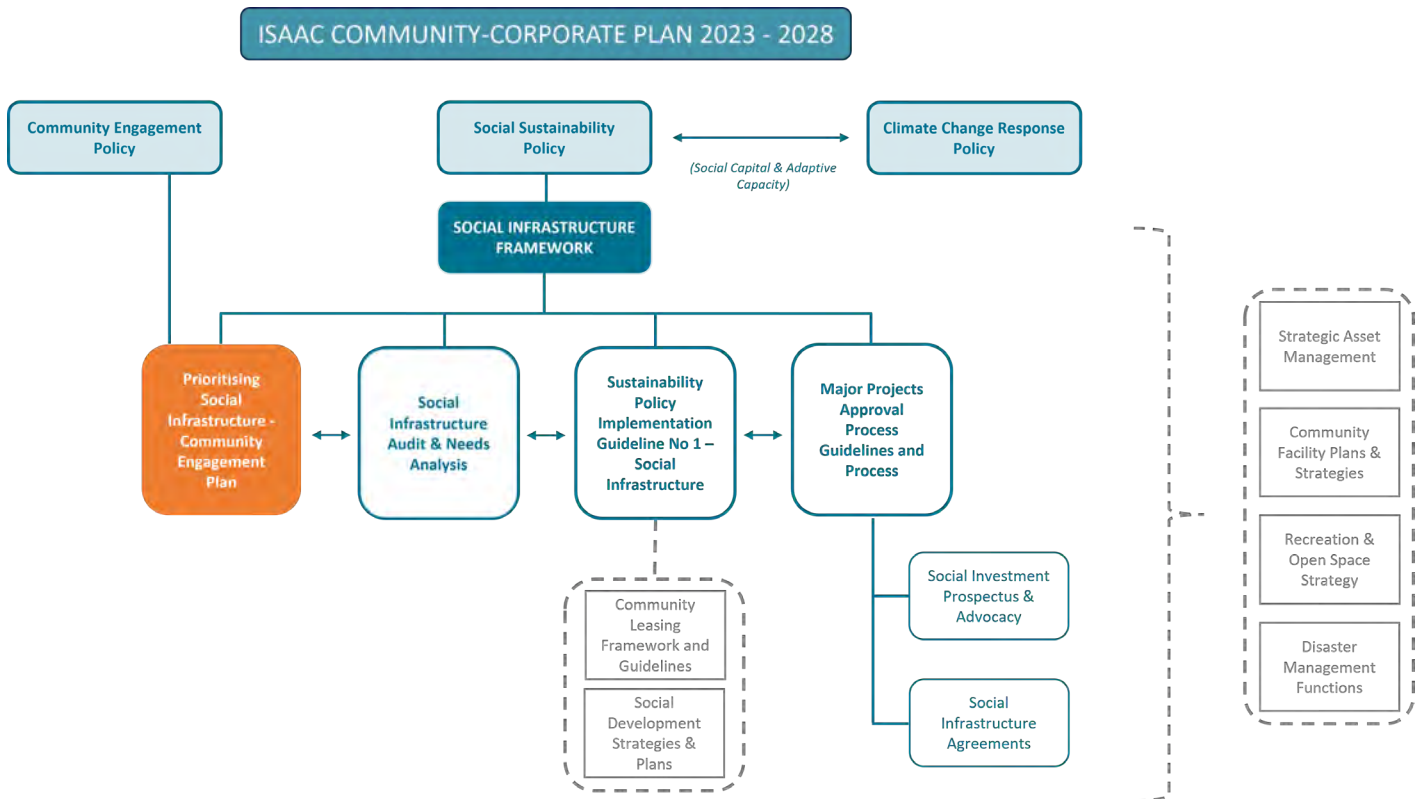
The social infrastructure context

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
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 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:

(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
Operational/Technical			
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
Strategic/Reputational			
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
Internal		
Executive Leadership Team	Medium	High
Senior Leadership Team (Asset Managers)	Low	Medium
Engaged Communities Team	High	Medium
External		
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	• Whole of region telephone/online survey • Quantitative and qualitative data analysis	• Regional quality of life and aspirations social baseline (quantitative) • De facto SIA to align with industry social investment
2	• Focus groups • Speak up Isaac (have your say) • Pop ups • Quantitative and qualitative data analysis *engagement activities will be tailored to each community addressing known preferences and any identified barriers to participation*	• Ground truth survey results • Collaboratively develop social infrastructure solutions which align with the community's aspirations for their quality of life (qualitative) • Social investment prospectus • Industry social infrastructure agreements

3	• Ongoing engagement on an 'as required' basis for example project by project	• Continue to engage and collaborate with community on the provision of social infrastructure in the Isaac region
	• Formation of ongoing reference groups if/where appropriate	
	• Outcomes reported to Council and engagement participants	

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

INTERNAL BRIEFING PAPER

ISAAC REGION
HELPING TO ENERGISE THE WORLD

DATE	30/04/2024
TO	Dan Wagner
FROM	Maggi Stanley – Manager Strategic Policy and Projects
SUBJECT	Isaac Social Infrastructure Framework – Community Engagement Plan

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).

BACKGROUND

The objectives of the draft Social Infrastructure Framework are to:

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ISAAC REGIONAL COUNCIL   ABN 39 274 142 600

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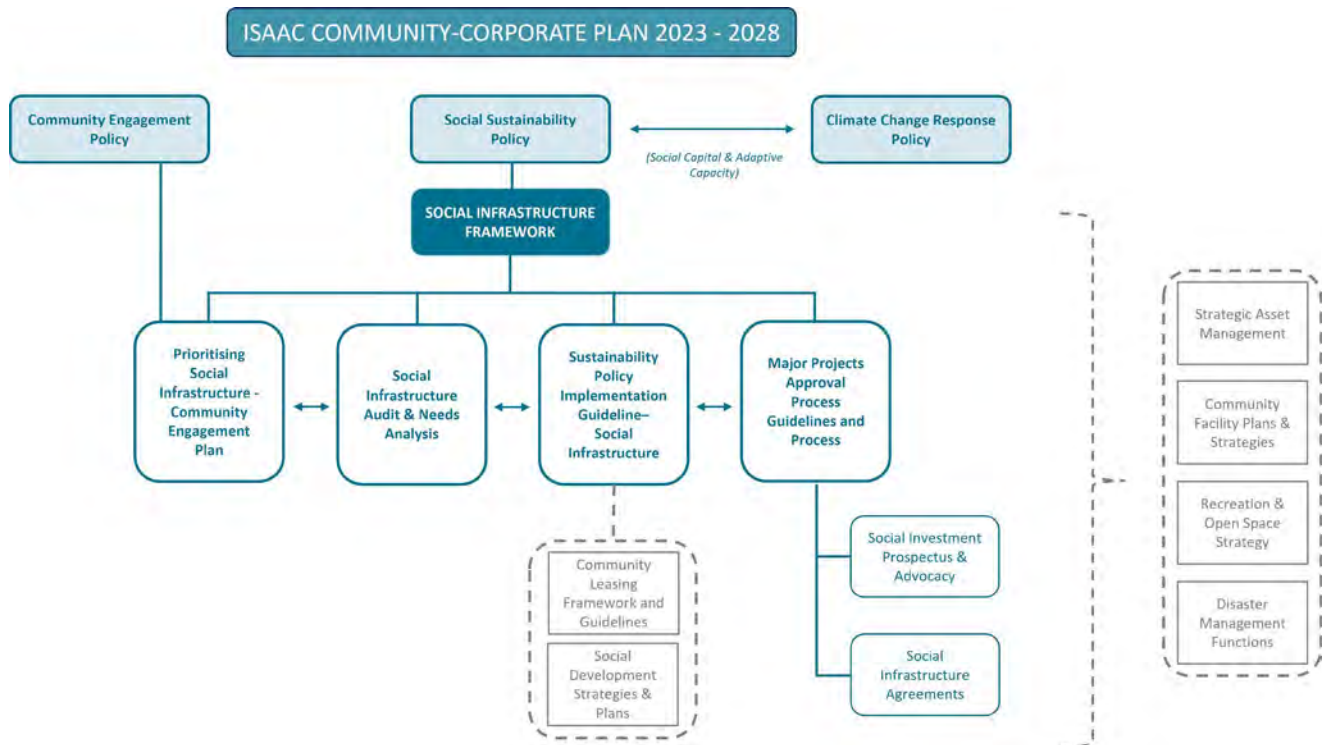
The Framework draws on multiple measures of need to reliably inform forward planning for social infrastructure:

Type of need	Expressed by	Looks like	In short
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 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.

INTERNAL BRIEFING PAPER

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

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 provided to finalise it is anticipated residents would be asked to rate their current satisfaction (quantitative) then asked what might improve

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?

Maggi Stanley | Manager Strategic Policy & projects

PLANNING, ENVIRONMENT AND COMMUNITY SERVICES

ISAAC REGION
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ABN 39 274 142 600

MEETING DETAILS	**Planning Environment and Community Services Standing Committee** Wednesday 21 August 2024
AUTHOR	Claire Griffiths
AUTHOR POSITION	Frontline Coordinator - Museums

5.6	**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.*

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

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

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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.

Report prepared by:	Report authorised by:
CLAIRE GRIFFITHS **Frontline Coordinator - Museums**	LINDSAY WOODLAND **Manager Engaged Communities**
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

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.

Custodians of local history collections → Catalysts for storytelling and identity building → Can be leveraged as tourism assets

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.

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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.

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- 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.

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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.

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- 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.

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PLANNING, ENVIRONMENT AND COMMUNITY SERVICES

MEETING DETAILS	**Planning, Environment and Community Services Standing Committee** Wednesday 21 August 2024
AUTHOR	Mark Davey
AUTHOR POSITION	Program Manager – Capital Delivery

5.7	**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:

1.   Receives and notes the monthly Planning, Environment and Community Services 2024-2025 Capital Progress Summary Report as at 31 July 2024.

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

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.

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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.

Report prepared by:	Report authorised by:
MARK DAVEY **Program Manager – Capital Delivery**	DAN WAGNER **Director Planning, Environment and Community Services**
Date: 1 August 2024	Date: 1 August 2024

ATTACHMENTS

- CONFIDENTIAL Attachment 1 - PECS 2024_2025 Capital Projects Progress Summary as at 1 July 2024

REFERENCE DOCUMENT

- NIL

PAGES 160 - 164 HAVE INTENTIONALLY BEEN REMOVED DUE TO CONFIDENTIAL REASONS

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MEETING DETAILS	**Planning, Environment and Community Services Standing Committee Meeting** Wednesday 21 August 2024
AUTHOR	Dan Wagner
AUTHOR POSITION	Director Planning, Environment and Community Services

6.1	PLANNING, ENVIRONMENT AND COMMUNITY SERVICES INFORMATION BULLETIN – AUGUST 2024

EXECUTIVE SUMMARY

The Planning, Environment and Community Services Directorate Information Bulletin for August 2024 is provided for Committee review.

OFFICER'S RECOMMENDATION

That the Committee recommends that Council:

1. *Notes the Planning, Environment and Community Services Directorate Information Bulletin for August 2024.*

BACKGROUND

The attached Information Bulletin for August 2024 provides an operational update for Committee review on the Planning, Environment and Community Services Directorate.

IMPLICATIONS

Any specific implications or risks will be outlined in the Information Bulletin.

CONSULTATION

Planning, Environment and Community Services Directorate, Managers and Staff.

BASIS FOR RECOMMENDATION

This is an information only report.

ACTION ACCOUNTABILITY

Information only report.

KEY MESSAGES

Operational update to Elected Members.

Report prepared by:	Report authorised by:
DAN WAGNER **Director Planning, Environment and Community Services**	CALE DENDLE **Chief Executive Officer**
Date: 1 August 2024	Date: 1 August 2024

CONFIDENTIAL ATTACHMENTS

- Attachment 1 – Planning, Environment and Community Services Information Bulletin – August 2024

REFERENCE DOCUMENT

- NIL

PAGES 168 - 214 HAVE INTENTIONALLY BEEN REMOVED DUE TO CONFIDENTIAL REASONS