

**2020-2021**

helping to energise the world

# Annual Report

Isaac Regional Council



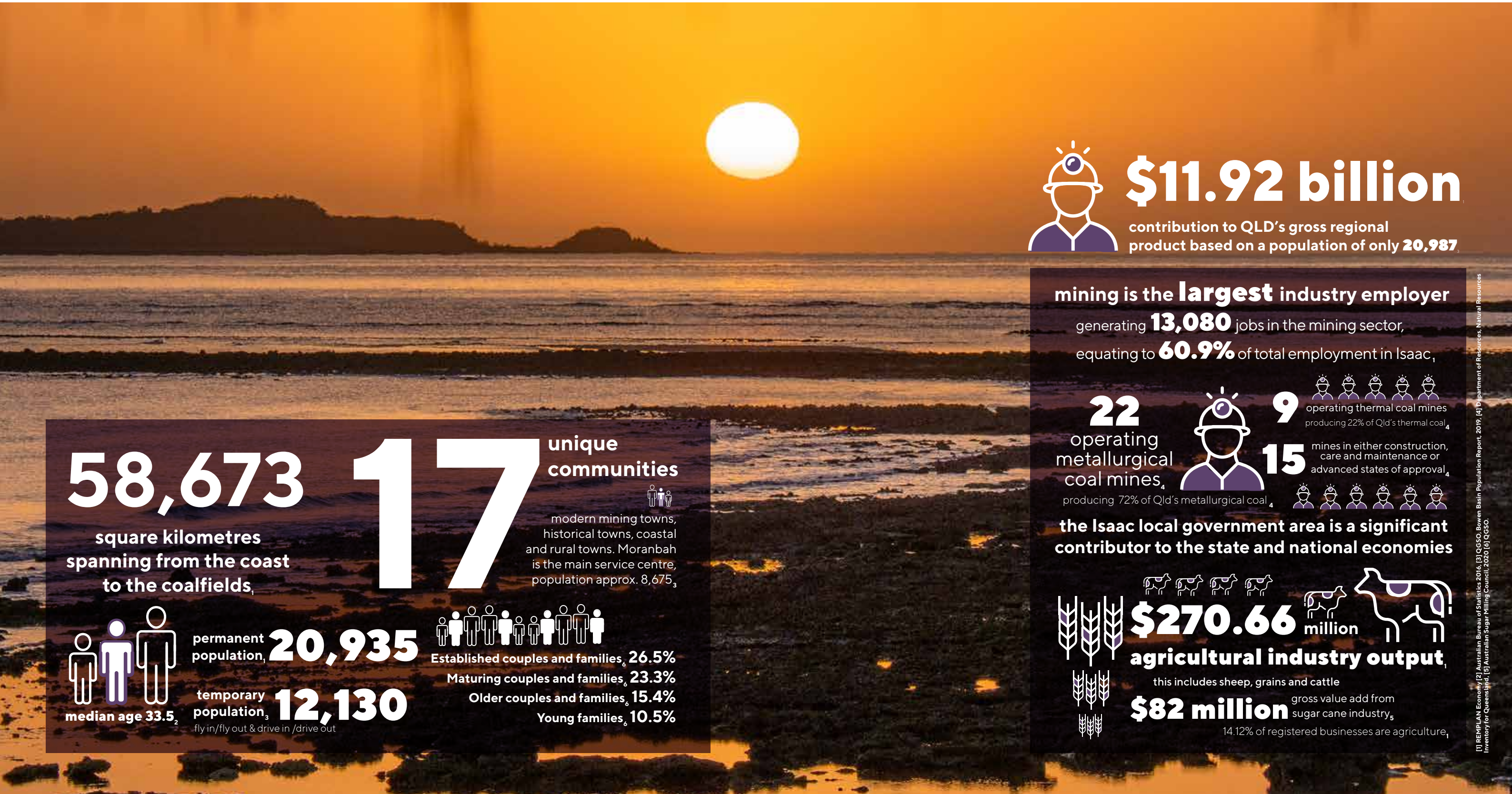
**ISAAC**  
REGION





# Isaac at a glance

ISAAC REGIONAL COUNCIL ACKNOWLEDGES THE **TRADITIONAL CUSTODIANS OF THE LAND** WITHIN THE ISAAC REGION, AND WE RECOGNISE THEIR CONNECTION TO LAND, SEA AND COMMUNITY. COUNCIL ALSO RECOGNISES THOSE WHOSE ONGOING EFFORTS TO PROTECT AND PROMOTE ABORIGINAL AND TORRES STRAIT ISLANDER CULTURES WILL **LEAVE A LASTING LEGACY** FOR FUTURE ELDERS AND LEADERS.



**58,673**

square kilometres spanning from the coast to the coalfields,

**17**

unique communities

modern mining towns, historical towns, coastal and rural towns. Moranbah is the main service centre, population approx. 8,675,



permanent population, **20,935**

temporary population, **12,130**

median age **33.5**

fly in/fly out & drive in /drive out



Established couples and families, **26.5%**

Maturing couples and families, **23.3%**

Older couples and families, **15.4%**

Young families, **10.5%**



**\$11.92 billion**

contribution to QLD's gross regional product based on a population of only **20,987**

mining is the **largest** industry employer

generating **13,080** jobs in the mining sector, equating to **60.9%** of total employment in Isaac,

**22** operating metallurgical coal mines,



**9**

operating thermal coal mines producing 22% of Qld's thermal coal,

**15** mines in either construction, care and maintenance or advanced states of approval,

producing 72% of Qld's metallurgical coal,



the Isaac local government area is a significant contributor to the state and national economies

**\$270.66 million** agricultural industry output,



this includes sheep, grains and cattle

**\$82 million** gross value add from sugar cane industry,

14.12% of registered businesses are agriculture,



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# Introduction

## “Innovative, responsive and compassionate leadership”

Welcome to the 2020-21 Annual Report of Isaac Regional Council (Council).

This report details our performance in meeting the strategic priorities outlined in our Corporate Plan Isaac 2017-2022 and provides an analysis of our financial performance. The 2020-21 budget was focused on being responsive to the communities’ needs in extraordinary times.

The budget demonstrates our commitment to supporting our region with infrastructure, services and active, attractive communities and to reflect the priorities expressed to us by families, farmers, small business operators and other ratepayers throughout the region. This report details our successes and challenges faced over the 2020-21 period whilst ensuring we remained open and accountable to our stakeholders.

Much of 2020-21 was focused on guiding and supporting our communities through COVID-19 and implementing our Recovery Plan.

In addition, Council took every opportunity to advocate for our region for improved funding and services from both our state and federal governments. Opportunities were also actively taken to enable new opportunities such as renewable projects, evolving tourism and innovation in industries of Isaac, with a focus to ensure social sustainability and resilience.

Council has taken many opportunities to participate and contribute to regional solutions

and identify the longer term strategic focus required to ensure a sustainable and resilient Isaac community.

This information is relevant to:

- Isaac residents and ratepayers
- Local business owners
- Potential investors
- Community groups
- Government agencies
- Funding bodies
- Current and potential staff

The objectives of this Annual Report include:

- Communicating our vision and commitments to the community
- Reporting on our performance in delivering the Corporate Plan
- Instilling community confidence in our ability to show strong leadership and deliver on our promises
- Illustrating our commitment to accountable and transparent government
- Promoting to local, state, national and international stakeholders our vibrant region as a great place to live, work, play and invest
- Creating sustainability and stimulating the economy by building state and federal partnerships, or obtaining grants or funding for projects
- Marketing Council as an employer of choice for potential recruits
- Meeting statutory requirements under the *Local Government Act 2009* (the Act)



# Helping to energise the world

**“We recognise the unprecedented pace of change across the globe.”**

The sustainable management of our finite resources is increasingly becoming a key priority for Council.

The Isaac region is transitioning from an unprecedented mining investment boom, to a community evolving with challenging economic and social conditions.

There is an increasing demand on Council services and resources, yet there is not a corresponding increase in our rate-base to support the cost of services, nor increases in funding from the state or federal governments.

The financial year of 2020-21 reinforced our continued focus on the fundamentals of good local government; delivering critical infrastructure, services and active and attractive communities.

This approach reinforces our ability to continually move forward with resilience to deliver quality services to our community, and continue our aim to feed, power and build communities.







# Provide your feedback

For details on any of the content or to obtain a copy of the report, please email [records@isaac.qld.gov.au](mailto:records@isaac.qld.gov.au) or contact Council on 1300 ISAACS (1300 47 22 27).

Hard copies of the report are available for viewing at all Council administration centres and libraries.

The report can be viewed online on Council's website: [www.isaac.qld.gov.au](http://www.isaac.qld.gov.au).

**Clermont Office**  
21 Daintree Street  
CLERMONT QLD 4721

**Dysart Office**  
18 Shannon Crescent  
DYSART QLD 4745

**Glenden Office**  
Town Shopping Centre  
17-27 Perry Drive  
GLENDEEN QLD 4743

**Middlemount Office**  
11 Carter Place  
MIDDLEMOUNT QLD 4746

**Moranbah Office**  
Grosvenor Complex  
1 Batchelor Parade  
MORANBAH QLD 4744

**Nebo Office**  
14 Reynolds Street  
NEBO QLD 4742

**St Lawrence Office**  
36 Macartney Street  
ST LAWRENCE QLD 4707



who we are

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**Our Vision:** To energise the world.

**Our Mission:** To feed, power and build communities.

**Our Vision Statement:** Helping to energise the world. A region that feeds, powers and builds communities.

**Our Values:**

**Professionalism:** We will display accountability, openness, transparency and integrity.

**Continuous Improvement:** All aspects of the organisation's operations are encouraged through a progressive and creative approach.

**Excellence:** The manner in which we approach all aspects of the business for Isaac region, the highest possible outcome will be achieved.

**Procedural Consistency:** There is a consistent approach to the way in which Council conducts its business across the region.

**Customer Focus:** We identify and meet the needs of all customers in a responsive and equitable manner.

**Teamwork and Coordination:** We work together to achieve a common goal.

**Safety and Wellbeing:** We are all committed to working safely and caring for each other's wellbeing.





# Customer Service

**Our service commitment to you, our customer: Our customers are any person or any organisation that has any form of dealing with Council. This includes residents, ratepayers, businesses, contractors, elected members and Council staff.**



## When you contact us, we will:

- Greet and identify ourselves
- Listen to you with respect, courtesy and understanding
- Respond to your enquiry in a professional and timely manner
- Respect your privacy with confidentiality
- Work in an environment of continuous improvement
- Track outcomes to ensure "we will do what we say we do"

## When receiving your complaint, we will:

- Listen carefully to your situation and clarify your needs
- Provide you with a reference number for any further enquiry or follow up
- Have the matter investigated thoroughly and objectively
- Work with you so that the matter can be resolved
- Communicate the progress to you in writing within seven days
- Take responsibility for ensuring an outcome has been finalised within an agreed timeframe

## What we ask from you:

- Provide accurate and complete information in your dealings with us
- Work with us to solve problems
- Treat our staff with mutual respect
- Respect the community we live in

## Your feedback is important to us:

We invite written feedback from you about our operation and services. Your comments provide us with valuable information to allow for continuous customer service improvement.

Address any correspondence to the Chief Executive Officer, via:

Mail: Isaac Regional Council  
PO Box 97  
Moranbah QLD 4744

Email: [records@isaac.qld.gov.au](mailto:records@isaac.qld.gov.au)

Website: [isaac.qld.gov.au](http://isaac.qld.gov.au)

The Council General Complaints Process is made under the Local Government Act 2009 and includes the elements required in Chapter 7, part 6, section 268 of the Act.

## Top Four Customer Service Enquiries





# Mayor's Message

CR ANNE BAKER



**“Together we have been working hard to keep each other safe as we manage our way through the ever-present pandemic.”**

Together we have been working hard to keep each other safe as we manage our way through the ever-present pandemic.

Since the COVID-19 outbreak, Council has played a huge role in reactivating events in the Isaac.

Between July 2020 and June 2021, 298 events led and supported by Council have been reactivated. We have given a total of \$166,713.16 in COVID-related grant funding through a range of Council initiatives.

This is an incredible achievement given the amount of times we've watched millions of people in cities be locked down due to a COVID-19 outbreak.

As a community, we need to follow the Queensland Health directives to protect our Isaac lifestyle. Real change happens when we come together as a community.

This has been even more evident as we stand together, resilient and strong, making our way through a pandemic.

More than 2,000 people attended the St Lawrence Wetlands Weekend, producing a 65% increase from the award-winning 2019 event and generated \$308,523 in economic benefit.

This also led to the re-naming of a regional tourism organisation. Mackay Isaac Tourism Ltd changed their consumer business name to include "Isaac" in recognition of the region's growing tourism profile.

It is our community being chosen among only eight locations Queensland-wide to host the National Reconciliation Week – a virtual event live streamed from Queensland Parliament.

It is the work that has gone into developing the Reconciliation Action Plan that is important.

It is the passion that created the Social Sustainability Policy to bring about positive social change to the region.

While we reactivate our communities, it is what we do to improve the lives of our people that matters most.

And it is the constant and unfailing advocacy for better services to our region that is important.

Council continues to advocate federal and state government on behalf of the community, highlighting key issues our communities face.

Our advocacy priorities for 2020-21 were regional health services, investment in roads, better funding allocation, and affordable housing. Health services in our region have been at the forefront of much of our advocacy work this year.

We continue to push for better access to primary healthcare in each of our towns and upgrades to our hospital staffing and services in Clermont, Dysart and Moranbah. Through meetings with the Ministers at both levels of government, state and federal government standing committee submissions and motions to the Australian Local Government Association and Local Government Association Queensland, we are continuing to advocate towards achieving better health outcomes for the Isaac region.

Our advocacy on housing affordability has been ongoing, with work carried out to draw attention to the lack of affordable housing across our region.

This remains a key component of the social sustainability for our communities in to the future.

Government funding for our communities is still unbalanced and limits the ability of Council to deliver critical projects and infrastructure for our residents. Currently, the way federal and state government allocate funding sees smaller councils, and councils that host non-resident populations, receive less than they need to deliver more significant projects.

The existing model often forces our communities to forgo the benefits afforded to our metro counterparts. Our advocacy work has been focused on a fairer allocation of funding for our communities. Roads across our region are an ongoing challenge, and without solid investment, our residents will continue to travel on roads that are in dire need of repair or upgrade.

We will continue to fight for better roads in our region and push for critical repairs to the road network across the Isaac. We also said farewell to our

Chief Executive Officer of the past five years, Gary Stevenson PSM, after an illustrious 40-year local government career. Gary guided the organisation through significant challenges and milestones during his time with us, including helping navigate through the impacts of the COVID-19 pandemic across our communities.

His high level of professionalism in the role and his trusted advice has been instrumental in shaping the future direction of our Council and our region.

While we were reluctant to see him go, I will forever be grateful to Gary's family for sharing him while he was with us, and I wish him all the best for his future.

Gary's farewell has allowed Council to appoint one of our own, former director Jeff Stewart-Harris, to the CEO mantle.

Council has every confidence that Jeff will bring with him his decades of experience in executive roles and his passion for the region to build upon the great work of his predecessor.

We had an extremely heartbreaking time with the passing of our dear colleague and friend Councillor Lyn Jones of Clermont. Wherever she went in the Isaac region, her cheeky grin lit up every space. She was a well-respected and valued member of our team and our community and is desperately missed by us all.

Cr Jones was one-of-a-kind and for many, she was the light in our darkness, and her legacy will continue to burn bright in the hearts of the many she had touched. Straw, Sara and Axel – thank you for sharing Linnie with us. May she rest in peace.

In closing, thank you to the passionate, dedicated and skillful Council staff serving the Isaac region, and our proud, hard-working families and businesses. I am confident our communities will continue to thrive. This resilience is the reason I come to work each day, doing my best to represent the industrious families that are the true backbone of Isaac.

And thank you to my fellow Councillors for their continuing hard work and ongoing support throughout the year. Your drive and focus on working as a team to serve our communities is a constant inspiration and support throughout the year.



# CEO's Message

JEFF STEWART-HARRIS



**“Your voice is important to us and remains the key to making our region one that is helping to underwrite the prosperity of the nation and energise the world.”**

The 2020-21 year has been one that has tested the resilience of our region both economically and socially.

Although new to the CEO position, I am not new to Isaac, having been a member of the Executive Leadership Team for four years.

I am grateful for the guidance and leadership of our outgoing CEO, Gary Stevenson PSM, who was at the helm for the past five years.

Gary oversaw some incredible projects and steered the organisation through unprecedented times during the COVID-19 pandemic.

In response to the pandemic's acute social and economic impacts, Council was proactive in implementing a range of financial support measures to assist the most vulnerable sectors and individuals in the Isaac region to safeguard the local economy.

We achieved this through a frugal budget approach, allowing Council to ease cost-of-living

pressures on our residents and businesses, freezing rates and levies in 2020-21 at 2019-20 levels and implementing a broad range of concessions.

To further stimulate the local economy and steer the region through the COVID-19 community recovery, Council increased the weighting in our procurement applications, so local companies are weighted higher than non-local businesses.

Council also brought forward the Shop Isaac program, endorsing local businesses through cards loaded with money and spent in our Isaac businesses.

These initiatives complemented a \$1 million investment in the COVID-19 Strategic Recovery Plan, a two-year plan to help re-activate our Isaac communities that the pandemic impacted.

The 2020-21 capital works program totalled \$54.9 million. This significant investment saw Council maintain critical infrastructure, bolster economic activity, and support active and attractive communities across the Isaac region.

The 2020-21 capital works program included:

- \$28.3 million for roads and drainage;
- \$5.9 million for water;
- \$4.1 million for wastewater;
- \$5.2 million for waste management;
- \$5.8 million for Council properties, plant, fleet and workshops;
- \$708,000 for services and support;
- \$1.7 million for parks and recreation; and
- \$3.2 million for community facilities.

Improving the quality and reliability of the water supply in Clermont remains one of Council's top priorities.

More than three-quarters of Council's total budget spent on water projects, went to Clermont in 2020-21.

As part of Clermont's Water Quality Response Plan to improve the quality of the town's drinking water:

- \$1.39 million was allocated for a water mains replacement program;
- \$1 million for de-silting the area around the raw water offtake structure at Theresa Creek Dam, and;
- \$2.4 million to finish Clermont's five-megalitre treated water reservoir.

I am proud to say all of these major projects have been completed, and this upcoming financial year will see additional investment into improving the water quality of Clermont.

Isaac has an extensive road network that connects our people and helps pave the way to economic prosperity in the future.

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

Of the \$28 million spent on roads and drainage:  
- \$12.1 million was for restoration works for

damage due to Ex-Cyclone Trevor in 2019, under the Disaster Recovery Funding Arrangements;  
- \$1.44 million upgrades to the Moranbah Access Road Quarrico Intersection have improved safety, visibility and road conditions and was funded through the Australian Government's Black Spot Program, and;  
- \$1.58 million pavement rehabilitation project for the Dysart side of Saraji Road was jointly funded through the Queensland Government's Transport Infrastructure Development Scheme.

A total of \$4.9 million was invested in enhancing the liveability of Isaac in 2020-21, with projects across the whole region to recognise the importance of sport, recreation and public amenities for our residents.

Council saw two changes to the Executive Leadership Team this year. Senior Advisor Mary-Anne Uren was a new addition, and Dan Wagner took on the role of Director of Planning, Environment and Community Services.

I am grateful and honoured that Isaac Regional Council has placed their trust in me to lead the organisation.

I would like to thank Mayor Anne Baker, as she presents her 10th annual report, and elected members for their continued support and express my appreciation to our staff for their ongoing efforts and passion.

I would also like to take this time to thank the community for all your feedback and collaboration these past 12 months.

Your voice is important to us and remains the key to making our region one that is helping to underwrite the prosperity of the nation and energise the world.



# Elected Representatives

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Mayor Anne Baker

**“Working towards delivering diversity, promoting economic prosperity together with social prosperity to ensure a sustainable future.”**

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Mayor Anne Baker is a passionate advocate for the region and has served in local government for more than a decade. She was elected Mayor in 2012 and returned unopposed in both 2016 and March 2020. She served as a divisional councillor in the first term of Isaac Regional Council from 2008.

Mayor Baker has lived in the Bowen Basin with her family for 34 years; the last 24 years spent in Moranbah.

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

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

Her priority for the region is to work towards delivering diversity, promoting economic prosperity

together with social prosperity to ensure a sustainable future. Improved liveability is also a key goal, and she strives towards this, both as Mayor and a passionate member of her community.

Mayor Baker sits on each of Council’s Standing Committees. She is also chair of the Local Disaster Management Group, Isaac Affordable Housing Trust and the Moranbah Early Learning Centre, Women in Local Government Advisory Committee and the Special Community Grants Standing Committee.

She is a member of the Advocacy Advisory Committee, Bowen Basin Regional Roads and Transport Committee and Mackay District Disaster Management Group. She has been the chair of the Greater Whitsunday Council of Mayors and she has represented the Isaac, Mackay and Whitsunday regions on the Policy Executive of the Local Government Association of Queensland up until the 2020 Elections, at which time the baton changed hands as per their constitution.



Cr Greg Austen  
Division 1

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

Cr Austen was first elected to represent Division 1 following a by-election on 18 November 2017. He was later elected unopposed at the March 2020 elections.

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

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

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

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



Cr Sandy Moffat  
Division 2

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When Cr Sandy Moffat first moved to Dysart for work 10 years ago, she immediately fell in love with the Isaac lifestyle. So much so, she even married long-time resident Jason whom between them have six daughters and nine grandchildren.

She was first elected as an Isaac Regional Councillor to represent Division 2 in March 2020. For the past eight years, Cr Moffat has owned and operated Java Joes and JJ’s Pizza, thanks to her 18 years’ experience in hospitality and management following her early childhood teaching days working in rural and remote areas.

Cr Moffat has been a member of the Dysart Business Group since its early inception and prior to its rebirth in 2018. Cr Moffat sits on Council’s Corporate, Governance and Financial Services and Engineering and Infrastructure Standing Committees. She is also a member of the Domestic Dog, Isaac Arts and Cultural and Women in Local Government Advisory Committees, Isaac Affordable Housing Trust and Dysart Interagency Network. She is a member of the Dysart Community Support Group, Dysart Business Group and an active member of her community. She was also active on the Dysart’s Smart Transformation Advisory Committee working in conjunction with BHP to highlight Dysart community’s future needs.





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## Cr Gina Lacey Divison 3

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Cr Gina Lacey is a proud advocate for the long-term liveability and sustainability of Isaac communities. She is dedicated to the Isaac region being valued for its enormous contribution to state and federal economies. Cr Lacey was re-elected unopposed to represent Division 3 in 2020, her fifth term in local government. She served on the Belyando Shire Council and was a foundation councillor of Isaac Regional Council in 2008. She has lived in Moranbah for 45 years, is married to Clint and they have two children. Cr Lacey spent 15 years as CFMEU's office manager and also coordinated many regional events during this time and also owned businesses in Moranbah for 15 years.

Cr Lacey is a member of Council's Audit and Risk Committee, Engineering and Infrastructure, Planning, Environment and Community Services, and Special Community Grants Standing Committees. She is also chair of the Land Development Advisory Committee and the Community Tenure and Facilities Advisory Committee. She is a member of the Barada Barna ILUA Consultative Committee, Greater Whitsunday Communities, Council's Advocacy Committee and the Mackay Mayor's Taskforce for Suicide Prevention. She is also a Director on the Isaac Affordable Housing Trust and Moranbah Early Learning Centre and Regional Development Australia boards.



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## Cr Simon West Divison 4

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

Elected as an executive member of the CFMEU in 2008, Cr West is currently the President of the Goonyella Riverside CFMEU. He has represented CFMEU members around Moranbah as a former elected member of the Queensland Board of Management of the CFMEU Mining and Energy Division. With his wife Fiona and son Oliver, Cr West has lived in Moranbah since 2001 and is an active community member and leader. Simon is a director of the Moranbah Community Scholarship Fund and a founding member and Treasurer of the Moranbah Miners' Memorial Committee also assisting in multiple fundraising events such as the May Day Festival and mental health projects. Cr West is the chair of the Water and Waste Standing Committee and is a member of the Engineering and Infrastructure Standing Committee and an alternate member for Council's Audit and Risk Committee. He is also a member of the Domestic Dog Advisory Committee, Isaac Arts and Cultural Advisory Committee, Land Development Advisory Committee and Local Authority Waste Management Advisory Committee.



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## Deputy Mayor Kelly Veava Divison 5

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Deputy Mayor Kelly Veava is a strong advocate for the Isaac region on the key issues of population balance, fair funding methodologies for resource communities, liveability and infrastructure investment. She is passionate about lobbying for policy change and a strong future for our region. As former chairperson of the Moranbah Action Group and president of Queensland Mining Communities, Cr Veava was first elected to Council in 2012 and re-elected in 2016 and 2020. In May 2018 she was appointed as Deputy Mayor and was re-elected by her peers unopposed following the March 2020 elections. She has spent most of her life in Central Queensland mining towns, growing up in Collinsville and moving to Moranbah with her young family in 2007. She is Deputy Chair of the Local Disaster Management Group, Chair of the Planning, Environment and Community Services Standing Committee, member of the Water and Waste Standing Committee and Community Tenure and Facilities Advisory Committee and alternate for the Women in Local Government Advisory Committee. She is also a Board Director of Moranbah Early Learning Centre and Isaac Regional Charity Trust, and Council representative on the Moranbah Miners' Memorial Committee.



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## Cr Lynette Jones Divison 6

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Cr Jones was elected to Council in 2016 to represent Division 6 and was re-elected unopposed in 2020. A long-term Clermont resident, Cr Jones played an active role in the community for the past 46 years. She and her husband have owned a cattle carting business located in Clermont for the past 15 years and have one daughter and two grandchildren. She spent 26 years in the Clermont Department of Primary Industries as an honorary Stock Inspector and is a past member (30 years) of the Clermont Hospital Auxiliary.

Cr Jones was a member of Council's Corporate, Governance and Financial Services Standing Committee and Water and Waste Standing Committee. She was also a member of the Clermont Historical Centre Working Group, Clermont Saleyards Committee, Clermont Saleyards and Showgrounds Revitalisation Advisory Committee, Community Tenure and Facilities Advisory Committee, Isaac Affordable Housing Trust, Clermont Community Consultative Committee and Clermont Community Housing and Other Services Committee, Clermont Health Advisory Network Team and the Chair of the Clermont Work Camp Committee.

**- Cr Jones passed away on 4 July 2021.**





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## Cr Jane Pickels Divison 7

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Moving to Queensland in 1984, Cr Jane Pickels quickly became involved through committee work and volunteering. She is married to Greg and they have four children, and two grandchildren. A self-confessed 'sports nut', she loves to play and watch sport and is also involved at an administrative level. She is a member of the Middlemount Community Sports Association, and volunteers for the Middlemount Rugby League Club. Cr Pickels was re-elected unopposed to represent Division 7 in both 2016 and 2020, having been first elected in 2012. Prior to her election, Cr Pickels had eight years' customer service experience with Isaac Regional Council and the former Broadsound Shire. Cr Pickels chairs Council's Corporate, Governance and Financial Services Standing Committee and Engineering and Infrastructure Standing Committee. She is also a member of the Planning, Environment and Community Services Standing Committee and Audit and Risk Committee and Special Community Grants Standing Committee. Cr Pickels is a member of the Isaac Arts and Cultural Advisory Committee, Land Development Advisory Committee, Bowen Basin Regional Roads and Transport Committee, Great Inland Way Promotions Group and Management Committee and Anglo American Community Reference Forum. She also sits on the North Queensland Sports Foundation and Mackay Isaac Tourism Limited boards.



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## Cr Viv Coleman Divison 8

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Living and working in St Lawrence, having property in the Isaac area for over 20 years, Cr Viv Coleman has a long term personal connection to the region. Cr Coleman has a local business, construction, agriculture, tourism and real estate background. Her wide knowledge of industries and previous experiences have assisted in her role as Division 8 Councillor.

Being in the role now since April 2020, Cr Coleman has a passion to connect community with Council, volunteering and engaging with local not-for-profit organisations. She actively supports and assists in community events to encourage growth opportunities in the community. Cr Coleman also has a continued commitment to charity organisations such as Variety Queensland and the Cancer Council. Married to Craig, they have two children. She enjoys camping, travelling, boating, gardening, photography, learning about local history and spending time with her family. Cr Coleman is a member of Council's Corporate, Governance and Financial Services, Planning, Environment and Community Services and Special Community Grants Standing Committees. She is also a member of the Women in Local Government Advisory Committee, Clarke Creek Wind Farm Community Consultative Committee, Road Accident Action Group, River to Reef, Great Barrier Reef Marine Park Authority and Local Marine Activity Group.



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## Vale Cr Lyn Jones Divison 6 2016 - July 2021

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There are few words that can express our Council family's devastation at Lyn's passing, such a vibrant straight shooter taken so suddenly and way before her time. Lyn was elected by the people to be the voice of the people for Division 6 in Clermont.

And for that, we are extremely proud and humbled. When Lyn was first elected to Isaac Regional Council in 2016, she came roaring into the Isaac car park in her beamer then strutted into the Moranbah chambers with her sleeves well and truly rolled up for business.

What a burst of energy, passion and good humour, we welcomed into the board room. Council knew from the moment she signed her name with that smile on her face, she was going to be a champion councillor and a strong, respected and valued member of the team. Being a Councillor was more than a job to Lyn, all the stuff that comes with being in public life was at every corner very personal for her.

Lyn sat on many community committees as a Council representative as well as statutory standing committees such as Engineering and Infrastructure and Corporate Governance and Financial Services.

She was a strong advocate for the Clermont Showground and Saleyards Revitalisation project, Hoods Lagoon boardwalk replacement, enhanced water quality through multi-million-dollar projects at the Clermont Water Treatment Plant and Theresa Creek Dam from Council and the Queensland Government, and upgrades at the Clermont Civic Centre.

She would always carry her notebook and keep records of inquiries and community questions. Sure enough at the closure of most meetings, Councillors would go around the room for questions for the operational team and in typical Lyn style, she would pop on her glasses and read her questions from her notebook and put her community's point of view across. She would be heard, and we all knew it was coming, Lyn never stopped representing her community. None of us ever second guessed ourselves with Lynnie, she always called things as she saw it.

In 2020, Lyn was elected unopposed which was an obvious reflection and testament of the outstanding work she had done. Every concern Lyn took on from the community and it needs to be said how incredibly personally she received those. She always wanted to do right by the community across all issues. Every issue which did not have an easy solution, it weighed heavy, extremely heavy on her heart. She soulfully looked for answers and solutions to all concerns. She constantly discussed and debated with the Council team, always keen to understand and appreciate all views. In saying that, Lynnie wasn't one to take no for an answer from anyone. It didn't matter if you were the Mayor, fellow Councillors, CEO or senior officers when it came to her community. At all times, she wore her Clermont and Isaac Councillor role with pride and dignity.

Lyn was a Councillor who strived hard to attend as many events and functions on top of meetings as she could - she did her absolute best to be there. She was someone who you could count on professionally and personally.





our  
communities

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## CARMILA

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



## CLAIRVIEW

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

## CLARKE CREEK

The small, rural township of Clarke Creek is approximately halfway between Mackay and Rockhampton on the Old Bruce Highway. Clarke Creek, known for its annual campdraft, draws people from near and far.



## CLERMONT

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

## FLAGGY ROCK

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



## GLENDEN

Glenden was first introduced to the Isaac region as a mining town. Mount Isa Mines Limited proposed a town be built for their workers and decided to name it Glenden after the Queensland Place Name Board advised this is what the area was called in the ballot in 1918.

## COPPABELLA

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



## DYSART

Dysart is a friendly community established in 1973. The town caters to the coal mines of Saraji and Norwich Park as well as the many surrounding cattle and grain properties. Although built specifically to service the nearby mining operations, Dysart is a vibrant and unique community.



## GREENHILL/ILBILBIE

An idyllic location approximately an hour drive south of Mackay. Anglers at Greenhill and Ilbilbie enjoy shore, estuary and offshore fishing near local reefs and islands, whilst bushwalkers can take advantage of the magnificent views and beautiful bushland of Cape Palmerston National Park.



## MIDDLEMOUNT/ MACKENZIE RIVER

Middlemount, established in the early 1980s, is a purpose-built coal mining town with breathtaking panoramic views from the iconic Blue Mountain. Mackenzie River, about 35 km south of Middlemount, is a small rural community and cattle grazing area.



## MORANBAH

Referred to as the 'new kid on the block', Moranbah is one of the youngest towns in Queensland. Specifically created for miners and their families, Moranbah has grown into a town rich in charm and warmth. Moranbah is the largest community in the Isaac region offering cultural and recreational experiences.



## ST LAWRENCE

St Lawrence, which celebrated its centenary in 1979, was originally built to service the Customs Office for the Port of St Lawrence. Scattered with historical landmarks, buildings and relics, other attractions offered by St Lawrence include the wetlands, freshwater fish habitats and abundant birdlife.



## KILCUMMIN

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



## MISTAKE CREEK

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



## NEBO

Nebo was officially known as Fort Cooper, however in 1923 the name was changed by popular demand to Nebo, derived from Nebo Creek. Home to the renowned Nebo Rodeo, Nebo is also a great place to visit with its heritage listed hotel boasting great charm and character.



## VALKYRIE

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



# Our People



## Citizenship Ceremonies

In many respects, the Isaac region's story is reflective of the Australian story, with people coming from all corners of the globe for an opportunity and finding a reason to stay. During the 2020-21 financial year, we welcomed 38 new Australian citizens into the Isaac region. Our citizenship ceremonies are a testament to the diversity of the region with participants hailing from 11 different countries. The region's 2021 Australia Day Citizenship Ceremony acknowledged 72 years since Australian citizenship was introduced into law, with thirteen residents completing their journey from migrant to citizen at the event.

## Australia Day Awards January 2021

Australia Day celebrations across our communities are an opportunity to celebrate and acknowledge each person's contribution to the pure people power of our dynamic region. It is an occasion to recognise those individuals, groups and organisations who have contributed to social, civic, sporting and cultural life locally, nationally and internationally. The efforts of our unsung heroes and quiet achievers were recognised across the region in four major regionwide categories, six local award categories and two special awards.

In 2021, there were 70 nominations across all categories, with 46 awards given to inspiring people, groups and businesses across the region. The Citizen of the Year, Young Citizen of the Year, Event of the Year and Corporate Community Contribution were awarded regionally.

Local award winners took out Individual Medallions for achievement in sport and arts and culture across every community. The Mayor's Award was awarded to recognise some of the best community advocates in Isaac. The Spirit of Isaac award was presented for the second time only to those who represent Isaac's best.

## Citizen of the Year: Kim Lennane, Middlemount

Kim is the driving force behind netball in Middlemount and the Isaac region. She works with surrounding clubs to provide as many junior and senior players opportunities as possible, often combining with other smaller clubs to ensure teams can play. Kim advocates for an inclusive environment for all, especially for the opportunity for boys to play in junior carnivals, including school carnivals.

Kim umpires for interschool competitions and trials, organises the canteen for these events and has helped run NetSetGo programs with the students. Kim has a long list of achievements with netball, including being a finalist for the Netball Queensland Spirit of Netball Award for 2019. The year 2020 was a challenging year for everyone, but Kim never gave up on the netball season. As soon as restrictions were lifted she ensured the club was COVIDSafe and was ready to train within the week. She has also led the development of the Be Your Best Self Teen fitness program in term four.



## Community Event of the Year: Moranbah Miners' Memorial and Driveways at Dusk

The Moranbah Miners' Memorial Committee did not let COVID-19 restrictions stop them from honouring the lives of those who went to work in Moranbah mines and never came home. To ensure this important Moranbah event would continue to be inclusive of the whole community, the small, invite only Moranbah Miners' Memorial ceremony was professionally live-streamed for those taking part in Driveways at Dusk.

Whether at home, at work or at camp, people from across Moranbah, the coalfields and the world watched or listened online, showing their respect for the workers that have been lost and support the families, mates and loved ones left behind. The ceremony was hugely successful #putyourlampsout campaign, encouraging the community to get involved by getting creative and making their own lamps or purchasing corflute lamps for outdoor fences and spaces.

## Young Citizen of the Year: Crystal-Rose Madelene Paul, Dysart

Crystal-Rose is a community and academic high achiever. She has completed Year 11 and half of Year 12. Her dedication and hard work in completing two-year levels in one is all paying off.

Crystal-Rose received the Caltex Best All Rounder Award - presented in recognition of a student's excellence in Academics, Leadership, Sporting and Community Service activities.

A school captain for 2021, Crystal-Rose received the Academic Excellence most outstanding year 11 student, including a number of other awards in recognition of her dedication and hard work.

She was selected as QMEA Student Ambassador 2021, one of only 20 ambassadors selected throughout Queensland.





**Corporate Contribution of the Year:  
The Isaac Community Chest Fund**

The Isaac Community Chest Fund was made possible through the financial contributions of Anglo American, BHP, Civeo and Aquila Resources/South32.

It was established in response to the COVID-19 pandemic.

The financial contributions provided by these corporate supporters delivered much-needed assistance and relief for small to medium sized businesses in Isaac which were significantly impacted by restrictions to business activities caused by COVID-19.

The Community Chest Fund distributed almost \$500,000 to 72 small to medium businesses across Isaac.

This support has helped affected businesses to weather the storm.

Collectively, the Community Chest Fund contributors have played an important role in supporting the region's business community.





# Event Highlights

**July | ISAAC COMPUTER CHOIR**



**October | DIG IT, ISAAC!**



**January | AUSTRALIA DAY**



**May | NEBO RODEO**



**August | SENIORS WEEK**



**November | MORANBAH MINERS' MEMORIAL AND DRIVeways AT DUSK**



**March | INSPIRING WOMEN IN ISAAC**



**May | THE ISAAC REGION'S SHOW**



**October | NAIDOC WEEK**



**December | CHRISTMAS LIGHTS COMPETITION**



**April | MORANBAH'S 50TH**



**June | ST LAWRENCE WETLANDS WEEKEND**







our council



# Corporate Plan

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Council's performance against the Corporate Plan is highlighted in Annual Reports. This Annual Report documents the achievements and outcomes delivered during the 2020-21 period of the Corporate Plan Isaac 2022. The Corporate Plan Isaac 2022 was refreshed during 2020-21, drawing on previous work which saw the document developed through a series of internal workshops, external stakeholder sessions across the region and a community leadership forum. The Corporate Plan outlines a shared vision and covers five priority areas including:

<b>Communities</b>	Isaac will have resilient, connected and diverse communities whose lifestyles and wellbeing are supported and whose regional identity is cherished.
<b>Economy</b>	Isaac will continue to be Queensland's number one performing regional economy based on a thriving, diverse and resilient mix of industry sectors.
<b>Infrastructure</b>	Isaac will have effective and sustainable infrastructure that supports the needs of the region's communities and economic sectors.
<b>Governance</b>	Council will be a strong, ethical and effective advocate for the Isaac region, providing transparent and quality decision making, and efficient and cost-effective service delivery.
<b>Environment</b>	Isaac will have an appropriate and sustainable balance between environment, economy and community to ensure our natural resources are sustainably managed and protected.

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

During the 2020-21 year Council produced quarterly Operational Plan performance reports (available on our website), which provide a more detailed analysis of our performance and identifies progress on projects and performance against set measures during the financial year.

A majority of the set priorities and activities for the 2020-21 Annual Operational Plan were met. There were outside factors that influenced those that did not reach their performance targets which were re-prioritised during the year.

Council is constantly enhancing the manner in which it prepares, monitors and reports on its Annual Operational Plan, and is committed to presenting improved transparent and accountable progress in achieving its, and the communities'

priorities into the future. Another key focus, aligning with our 2020-21 Budget, has been Council's commitment to focusing on our key infrastructure and improving the sustainability and viability of our assets to connect and service our community, business and industry sectors.

This is a time for innovative, responsive and compassionate leadership. Those qualities were reflected in the 2020-21 budget.

We have focused on supporting our small-medium businesses and community groups during these extraordinary times. In addition we have completed many projects across the region aimed at revitalising community facilities, strengthening infrastructure and ensuring our public spaces are vibrant, green and clean. This focus continues our aim to diversify our economy and build a secure, sustainable region for future generations. Please refer to page 58 for a more detailed account of our performance for 2020-21.





# Legislation

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**Local government plays an important role in community governance and is a forum for local decision-making, charged with ensuring good rule and government of its local government area. As a local government, Council must be accountable, effective, efficient and sustainable and consistent with the local government principles contained in the Act.**

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These five principles are founded on the following:

1. Transparent and effective processes and decision-making in the public interest
2. Sustainable development and management of assets and infrastructure, and delivery of services
3. Democratic representation, social inclusion and meaningful community engagement
4. Good governance of, and by, local government
5. Ethical and legal behaviour of local government employees and advisors

The Act clearly distinguishes between the roles and responsibilities of the executive and administrative/operational arms of local governments:

- The executive arm, the Mayor and Councillors make local laws and determine policy and other matters at a strategic level
- The administrative/operational arm consists of the Chief Executive Officer, who manages the day-to-day operations in accordance with the plans and policies determined by the executive arm

Council represents the largest mining region in Queensland and governs 17 unique communities, from our agricultural areas, the coalfields to the coast.

One of our highest priorities is advocating at state and federal levels for solutions to issues impacting Isaac communities.

Due to Council's vast area, there are seven administration offices throughout the region, located at Clermont, Dysart, Glenden, Middlemount, Moranbah, Nebo and St Lawrence.



## Strategic and Operational Framework

In April 2015, Council adopted the new 20 Year Community Strategic Plan Isaac 2035 and Council in May 2021, adopted the refreshed 2017-2022 5-Year Corporate Plan. Isaac 2035 forms a blueprint for the future of the Isaac region, outlining our strategies towards enabling strong, vibrant, diverse and sustainable communities for our people.

The 5-Year Corporate Plan uses the key themes from Isaac 2035 to identify clear goals, strategies and performance indicators to show how we will achieve our vision for the future. Our Annual Operational Plan is a short-term strategy outlining how our organisation will work towards achieving the goals set out in our 5-Year Corporate Plan.

Each year we also adopt a Budget which is carefully aligned to the above key planning documents, to ensure we continue to meet the needs of our communities.



# Organisational Structure

The organisational structure aligns Council's four directorates with Corporate Plan goals and objectives.

The Executive Leadership Team (ELT) is led by the Chief Executive Officer.

ELT is charged with the responsibility of ensuring the delivery of the strategic intent of Council and to provide leadership to all employees.

The ELT comprises of four directors in addition to the Senior Advisor and Chief Executive Officer.

The most valued resource of Council is its staff.

Council, as at 30 June 2021, had approximately 443 full-time equivalent staff who are located across the region.

**Isaac Regional Council**



**Mayor**



**Chief Executive Officer**



**Directorates**

Corporate, Governance and  
Financial Services

Planning, Environment and  
Community Services

Engineering and  
Infrastructure

Water and Waste





# Executive Leadership Team

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## **JEFF STEWART-HARRIS** Chief Executive Officer

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Jeff commenced his role as Chief Executive Officer on 29 April 2021 and has been with Council since February 2017, with 37 years' experience in a variety of organisations.

Jeff has held positions such as CEO, Chief Operating Officer, Senior Executive and Board roles in Local Government, Regional Development, the Port, Logistics, Airport and Infrastructure sectors.

He has qualifications in Local Government Law and Finance, Human Resource Management, Strategy and Leadership, Services Marketing and Environmental Health.

Jeff is a Fellow of Local Government Management Australia and Graduate of Australian Institute of Company Directors.

Aside from being responsible for the administration arm of Council, Jeff's responsibilities also include organisational leadership, administration and strategic management, cultural leadership, advocacy, elected member support, Council meeting management and administration and strategic people, performance, capacity and organisational development.



## **ROBERT PERNA** Director Engineering and Infrastructure

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Robert, who commenced with Council on 20 April 2020, is an experienced engineer with significant management experience.

Robert is a Registered Professional Engineer Queensland (RPEQ) member.

Robert has worked for the private sector then 13 years at the Department of Transport and Main Roads (DTMR) and most recently nine years at Mackay Regional Council in various engineering, construction and management roles.

Robert's major project achievement was as project manager for the \$42 million hospital bridge replacement in Mackay from 2006-2009.

Robert has been involved with Isaac Regional Council through his previous roles in DTMR and has a good knowledge of our local region and its opportunities.

Robert has great leadership and communication skills and has lived most of his life in the broader region.



## **GARY MURPHY** Director Water and Waste

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Gary is a Registered Professional Engineer Queensland (RPEQ) member and he was appointed Director Water and Waste on 28 October 2019.

Gary has held directorship at five councils in New South Wales and Queensland encompassing all aspects of infrastructure stewardship with over 30 years in public works engineering in rural, city, inland and coastal councils.

Gary has served as an Institute of Public Works Engineering Australasia (IPWEA) Board Member and Committee Chair in New South Wales and Queensland, and is a member of the Local Government Managers Association.

Gary has overseen the construction of several major water and sewer treatment plants as well as provided sewer services to several previously unsewered towns.

Gary has also constructed several new landfill cells and managed regional materials recovery facilities, composting operations and resource recovery centres.





## DARREN FETTEL

Director Corporate,  
Governance and Financial  
Services

Before being appointed into the Director's role in October 2019, Darren had joined Isaac Regional Council as Chief Financial Officer in May 2015.

He has had a successful career since joining local government in 2003 including senior roles with Mackay Regional Council, Mirani Shire Council and Roma Town Council. Prior to local government Darren worked in a Native Title Representative Body and private enterprise.

Darren has a Bachelor of Business Degree from Central Queensland University, is a member of Local Government Managers Australia and a Commissioner for Declarations. Darren is married with four children and he and his family have been heavily involved in sport and surf lifesaving in the region. In addition to being appointed the Local Disaster Coordinator, Darren's Directorate responsibilities include:

- Financial Services
- Brand, Media & Communications
- Information Solutions
- Governance & Corporate Services
- Contracts & Procurement
- Organisational Safety
- Strategic Asset Management.



## DAN WAGNER

Director Planning,  
Environment and Community  
Services

Dan is a qualified town planner and holds over 15 years' experience in delivery of land use planning, economic development and community engagement programs in the State and Local Government sectors.

Dan's most recent role prior to his appointment as Director in May 2021 was as Council's Manager of Liveability and Sustainability, where he led Council's development assessment, strategic planning, environmental management, biosecurity and social planning functions as well as major policy initiatives such as the development of Council's new Planning Scheme, Local Government Infrastructure Plan, Social Sustainability Policy, and the Isaac Region Coastal Hazard Adaptation Strategy.

Prior to commencing with Council in 2019, Dan's diverse and extensive career encompassed work in leading a range of regional development and planning initiatives with the Queensland and New South Wales governments, as well as work in quality assurance within the construction and sugar industries. Dan holds a Bachelor of Urban Development from the Queensland University of Technology, accreditations in project management and public participation, as well as professional memberships with the Planning Institute of Australia, Local Government Managers Australia (Queensland) and the Australasian Institute of Mining and Metallurgy.



## MARY-ANNE UREN

Senior Advisor,  
Office of the CEO

Mary-Anne has broad-ranging experience in business, education and training and law, having worked with an international diversified resources company, educational institutions, legal firms and local governments.

Mary-Anne has worked for TAFE NSW, Central Queensland University and TAFE Queensland and is a published author with Pearson Education Australia.

Working in the resources industry in NSW and Queensland in Human Resources Advisory and Training Advisory roles, Mary-Anne provided advice on all human resource related issues, court attendances, recruitment selection and induction, assisted in negotiation on enterprise agreement issues and performance management issues.

Mary-Anne also has experience in matters concerning family law, criminal, personal injury, wills, contracts and Fair Work Commission work through her time in a Central Queensland legal practice.

Holding a Bachelor of Laws, a Bachelor of Business and a Diploma in Human Resource Management, Mary-Anne brings a diversity of academic and practical experience to the Executive Leadership Team, with 11 years of local government experience and a previous executive leadership role at another Central Queensland regional council.

GARY STEVENSON PSM  
Outgoing CEO  
July 2016 - April 2021



Gary Stevenson PSM commenced with Isaac Regional Council in July 2016 and his career spans over three states and over 40 years with local government.

Gary's experience extends from rural community councils through to large city councils with over 25 years of experience at the helm as Chief Executive Officer.

Gary previously served as the CEO for the City of Perth, Redland City Council, Rockhampton City Council and Corangamite Shire Council.

Listed among Gary's achievements is being awarded the Public Service Medal in the 2008 Queensland Birthday Honours List for leadership in local government at local, regional and state levels.

Gary announced a transition to semi-retirement in 2020, allowing Council to recruit and to ensure a smooth handover to his successor, Jeff Stewart-Harris.





MURRAY

ISAAC  
REGION

ISAAC  
REGIONAL  
COUNCIL

our staff

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# People and Performance



## Recognition of Service

Council is committed to recognising the long and valued service of its staff. Council celebrated with employees who reached milestones of 5, 10, 15, 20 and 30 years of service, with Council's longest serving employees, who between them shared 50 years of dedicated service towards building a better Isaac.

- 30 years of service: Alan Horton
- 20 years of service: Esma Ashwin

## Work Experience Program

Isaac Regional Council hosted six work experience students across the region during the 2020-21 financial year in the libraries, customer service, information and communication technologies and mechanical areas.

## Local Government Professionals Australia Australasian Challenge

In July 2020, team All Eyes on Isaac took part in the the Australasian Management Challenge - a virtual event which made it more challenging.

While there were some initial technical challenges, the team performed admirably and undertook tasks including report writing, recorded presentations, radio sound bites and so much more.

Prior to challenge day the team completed a task which involved engagement with the community and developing a community-based project.

## Leadership Platform transition to Cultural Leadership Program

The leadership platform continues to provide resources for council employees to access helpful materials targeted at personal development and growth. In 2020 the work conducted in the Planning Environment and Community Services directorate in their Cultural Leadership Program was adopted by whole of Council.

This is an internal training program for Council employees to ensure we equip our employees with the tools to make a difference within our organisation and within the community. The program sets out clear values and standards directly influenced by each directorate of Council. To date this program has been rolled-out to the Water and Wastewater directorate, with initial workshops being held with Office of the CEO and Engineering and Infrastructure directorates.

## Graduate Program

We welcomed two new graduates in planning and engineering who benefitted from their experience at Council. They learnt a range of useful tools and information to integrate into their working life at Isaac and in future workplaces.

## Regional Skills Development Program

This program, developed in collaboration between three Central Queensland councils, encourages young professionals to work in regional communities and will see civil engineering students receive on-the-job work experience in local government.

The program was developed with Bowen Basin Regional Roads and Transport Group committee members, Isaac Regional Council, Central Highlands Regional Council and Banana Shire Council and involves each council hosting three vacation students over three years while they study. This a unique program to Central Queensland. It exposes students studying civil engineering to a vast range of skills and training, which is a requirement for their degree, while allowing them to tap into the knowledge of local government across three regional councils.







### Trainee and Apprenticeship Program

Council is dedicated to helping people in our communities develop industry skills and knowledge which contributes not only to the success of their individual futures, but to the long-term future of Isaac.

Providing a career path in local government by supporting apprentices and trainees to complete their qualifications is a key priority for the organisation.

Council successfully recruited eight new apprentices and trainees in the 2020-21 financial year, enrolled in the following qualifications:

- Certificate IV in Work Health & Safety
- Certificate III in Business
- Certificate III in Library and Information
- Certificate III in Plumbing
- Certificate III in Carpentry
- Certificate III in Local Government (Regulatory Services)
- Certificate IV in Human Resources
- Certificate III in Library & Information Services (School-based)

Council is privileged to have the support of supervisors and staff who devote their time and pass on their knowledge to these students. The 2020-21 year saw 10 complete their traineeships and apprenticeships from previous intakes, all of whom we are proud to say now hold a nationally recognised qualification.



Council submitted nominations for the 2021 Queensland Training Awards to recognise the great work of our people in vocational education and training:

- Large Employer of the Year
- Aboriginal and Torres Strait Islander of the Year

The winners will be announced in July 2021.

Congratulations to Esther Olney who was named the winner of the Central Queensland 2020 Trainee of the Year for Central Queensland at the Queensland Training Awards held in September. This is awarded for outstanding achievement by a trainee who has recently completed or is due to complete a traineeship. Esther completed a Certificate III in Local Government (Regulatory Services) with the Compliance Team.

### Women in Local Government Advisory Committee

The Women in Local Government Advisory Committee (WILGAC) was established in 2018 to provide advice to Council in implementing the 13 recommendations of the Women in Local Government Working Group. During 2020-21, the committee continued to progress the recommendations, noting that many were completed or identified as ongoing business as usual activities. This is a great achievement and one that has seen improvements in accessibility and opportunities across the organisation.

In April 2021, the WILGAC identified that there was still more to do and reviewed its Terms of Reference, with the overall purpose of the WILGAC being to continue to identify and provide advice on recommendations to council to implement improved gender balance initiatives and organisational environment that embraces diversity. Following an expression of interest to participate on the working group, a renewed committee was formed to progress opportunities for a new work plan, which includes, but is not limited to, improving the constraints related to gender issues or bias and the gender balance in leadership.

The work plan will also consider actions and activities that will be identified in the LG Professionals Australia's Gender Balance Target Toolkit, scheduled for release in 2021-22. To date, WILGAC has played a significant role in improving not only in gender issues, but also ensuring fair and equitable access to parental leave for men and women, flexible working arrangements and increased promotion of training opportunities for women.



### LGMA Rural Management Challenge

Isaac Regional Council hosted the LGMA Rural Management Challenge in November 2020.

This was a great opportunity to showcase the Isaac region and open our doors to Councils from across the north and central Queensland regions.

Team WISAACS were joint winners alongside Cassowary Coast Council - Sugar Bananas. The annual challenge is designed to provide rural Councils with a unique opportunity for staff development, with an emphasis on exploring the challenges facing the region and developing innovative initiatives in a networking environment.

The challenge supports developing our staff to be the best that they can be, through learning and collaboration with other local Councils, and encouraging out-of-the box thinking.





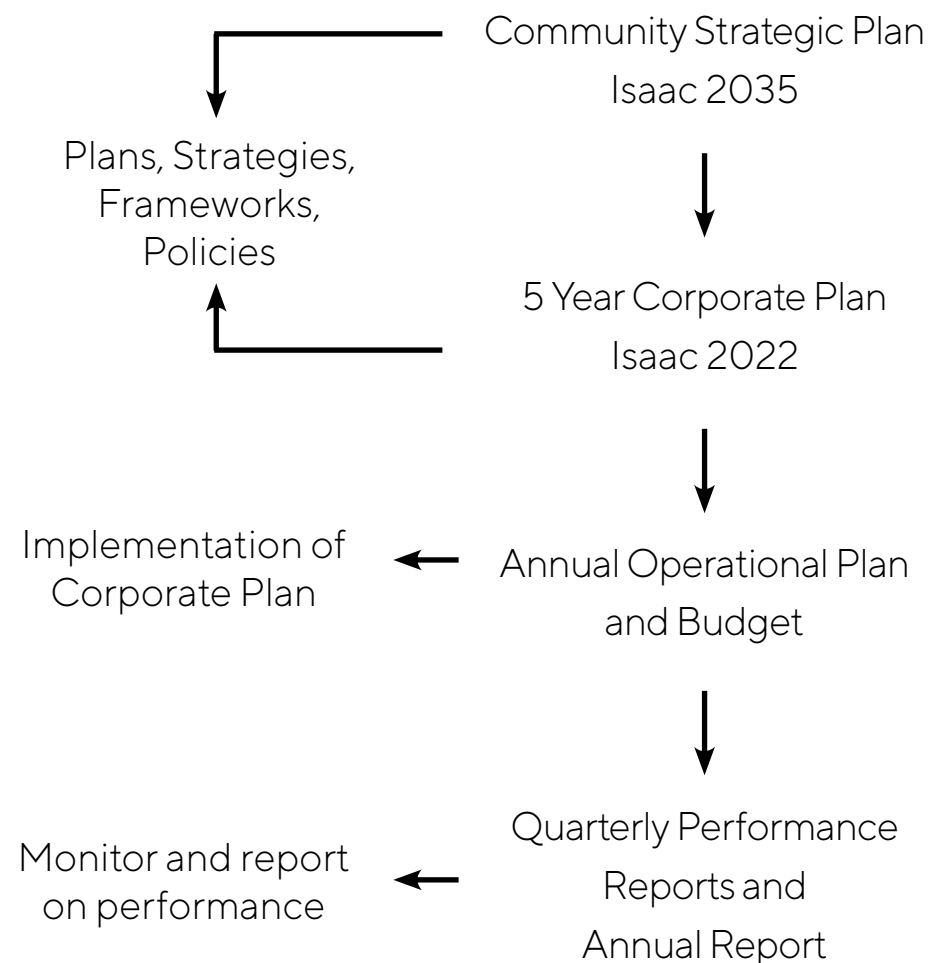
# CEO Assessment

Council is committed to performance and accountability. We use governance arrangements to contribute to our overall performance in achieving our strategic priorities.

The strategic planning and performance management framework (below) sets the context for our reporting requirements, highlighting the link with the long term planning documents and the (operational) implementation documents.

The following framework demonstrates the relationships of our key strategic guiding documents and those that Council draws from in developing its priorities – namely the Community Strategic Plan - Isaac 2035 and 5 Year Corporate Plan.

Both of these documents are driven and influenced by the community.



## Reporting Framework

The following section provides a summary of Council’s progress towards the implementation of our 5 Year Corporate Plan and the 2020–21 Annual Operational Plan. Council’s 5 Year Corporate Plan and Annual Operational Plan report against five key strategic themes:

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

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

**Infrastructure:** Isaac will have effective and sustainable infrastructure that supports the needs of the region’s communities and economic sectors.

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

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

For more information, please visit Council’s website: [isaac.qld.gov.au](http://isaac.qld.gov.au) to view the quarterly performance reports.

## 2020-21 Snapshot

The following provides a snapshot of how we performed in our projected projects and activities in 2020–21: For more information, please visit Council’s website: [isaac.qld.gov.au](http://isaac.qld.gov.au) to view the quarterly performance reports.

	Completed	On Target*	Monitor	Not Met/ Below Target	Did Not Proceed	Total
<b>Communities</b>	24	1	1	7	2	35
<b>Economy</b>	14	1	1	3	0	19
<b>Infrastructure</b>	31	1	4	4	0	40
<b>Environment</b>	11	0	5	3	0	19
<b>Governance</b>	33	5	9	0	0	47
<b>Total of Corporate Plan/Operational Plan Links</b>	113	8	20	17	2	160
	71%	6%	12%	10%	1%	100%

\*includes actions on target to meet project planning post 30 June 2021.

For more information, please visit Council’s website: [isaac.qld.gov.au](http://isaac.qld.gov.au) to view the quarterly performance reports.





highlights

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# Communities



## On Target / Completed

- Finalised Unmet Needs of Isaac Youth Study
- Social Sustainability Policy adopted
- First Nations Peoples Policy adopted
- Grosvenor Complex - Library Wall - Artwork Barada Barna Corporation Stage 2
- Strategic Recovery Plan adopted
- Regular audits of IRC aquatic centres
- Community Grants Program 36 Minor Grants, 27 Major Grants and 12 School Bursaries approved (refer to page 92 for more information)
- Special Emergency Community Grants - 22 applications approved
- Regional Arts Development Fund - 4 approved applications
- St Lawrence Wetlands Weekend

## Not on target

- Delivery of 2020-21 Capital Works Program for Halls, Centres and Gyms (carried over to Quarter One 2021-22)
- Delivery of 2020-21 Capital Works Program for Aquatic Centres (partially deferred to 2021-22)
- Implementation of Community Education and Compliance Regime
- Approved inspection program (deferred to 2021-22)
- Queensland Music Festival (deferred to 2021-22)





## Social Sustainability Policy

Isaac Regional Council adopted its first social sustainability policy representing Council's contemporary position on social sustainability in our dealings with major project approvals processes, works and services, in forward planning for infrastructure, and in Council's own activities and services.

The policy will assist Council in its goal of achieving the greatest possible social benefit from development in the Isaac region.

The policy will be applied in Council's dealings with industry and government.

The implementation of the policy in Council's decision-making for the next generation of major project approvals will lead to far greater social outcomes for our communities, improved economic outcomes and enhanced community wellbeing and quality of life.



## Isaac Youth Month

Cricket, art, dive-in movie nights at the pool and scary film trailer making were among a bunch of activities organised for the inaugural Isaac region Youth Month.

Council presented the special month-long's worth of free activities and events in Clermont, Dysart, Glenden, Middlemount, Moranbah, Nebo and the Isaac Coast from March to April 2021.

A first for the Isaac region, Isaac Youth Month is about supporting and involving young people and encouraging them to build social connections and engage in fun activities to support their health and wellbeing.

The activities which ranged from movie making to macramé, social sport to scooter comps and career development to craft workshops, gave the youth of Isaac a chance to get involved, learn new skills, connect and celebrate what is great about being in the thriving Isaac region.

## Unveiling of Barada Barna Library Wall Artwork

The NAIDOC 2020 "Always Was, Always Will Be" celebrations set the stage for the official plaque unveiling of the Barada Barna Library Wall Artwork on 25 October 2020.

Council worked with the Barada Barna and artist Elaine Chambers from Cultural Edge Designs to erect the mural which complements and extends the theme and motifs from the Barada Barna Garden. Together, these form a striking entrance-way to the Moranbah Library and backdrop to Town Square Stage. The mural begins at the head of the river and shows the Barada Barna people as the start of this region's story, then follows through under the river to signify that the culture of our first people underpins the land we all share.

The artwork presents an unmissable acknowledgement of the continuing, important involvement of the Barada Barna People in the life and culture of our region and helps share the history of the Barada Barna People with locals and visitors to our community.

## First Nations Peoples Policy and Reconciliation Action Plan

Council endorsed its First Nations Peoples Policy in March 2021 committing to a range of outcomes in Isaac communities. The intent of the policy commitments is to respectfully acknowledge the Traditional Custodians of the lands across the Isaac region including:

- acknowledging the values, history and culture of our First Nations Peoples
- developing stronger relationships with First Nations Peoples of the Isaac region, relationships that are firmly anchored by mutual respect
- working with First Nations Peoples to protect and promote the Isaac region and celebrate its histories

To foster the commitments of the Policy, Council will continue to work with First Nations Peoples of the Isaac region to collaborate on development of a Reconciliation Action Plan (RAP).



Through this work Council aims to establish and commit to a program of continual improvement and engagement of relations with all First Nations Peoples in the Isaac region.

Council's commitment to relationships with First Nations Peoples will contribute to the Isaac region's economic, social and cultural empowerment and is consistent with our vision, mission, corporate plan and our corporate values, that together underpin everything we do.



# Economy



## On Target / Completed

- Investment Attraction Framework adopted
- Completion of 2020-21 projects for Clermont Saleyards and Showgrounds Revitalisation Stage 1
- Draft scopes for delivery of the Isaac Regional Transformational Project
- Develop the Isaac region business alliance network
- Implementation of Economic Development Strategy Framework
- Delivery of Small Business Month activities
- Business development planning for Clermont Saleyards

## Not on target

- Investment and Attraction Framework and Prospectus (deferred to 2021-22)
- Master planning for Nebo Showgrounds
- Master planning for Theresa Creek Dam



## Shop Isaac

As part of Council's Business Support Strategy, Pandemic and Recession Strategic and Tactical Response Framework, Council unveiled Shop Isaac, a region-wide campaign designed to support local businesses and encourage residents to shop in their own town.

More than just your average 'Buy Local' campaign, it incorporated a loyalty gift card program which could only be redeemed at local businesses, tourist destinations and events who were part of Shop Isaac.

The principal motivation of the campaign was to see money being spent in local businesses who are the

backbone of our communities and who reinvest back in our regional communities.

Once launched, the momentum of the campaign quickly began to build, with Shop Isaac gift cards being used as employee incentives, employee rewards or as a means of community sponsorship, with over \$120,000 being loaded onto cards during the year.

During December the Shop Isaac Christmas Mega Prize Draw saw 10 lucky shoppers share in over \$2,000 in prizes with each receiving a Shop Isaac Gift card, to spend locally. To enter, shoppers submitted their receipts from shopping locally into the prize draw.



## Advocacy

In a bid to partner with the incoming Queensland Government post elections, Council distributed two advocacy documents to all candidates prior to the October 2020 poll to seek commitments on a number of infrastructure projects. The documents detailed information on critical pieces of infrastructure and issues that are a priority for Council and for residents of the region who have joined Council in advocating to Ministers and the department.

Council sought commitments from candidates to ensure planning for essential services and infrastructure in resource communities is based on the data collected by the Queensland Government Statistician's Office, inclusive of the non-permanent-resident population. Exclusion of the non-permanent-resident populations in current funding methodologies used by the Queensland and Australian governments is resulting in drastic deficiencies in funding for critical health services, emergency services and infrastructure requirements.

Given our ability to increase the billions of dollars in royalties Queensland already receives every year from Isaac, State Government funding for projects in our region can represent an unrivalled return on investment.

Investment in Isaac communities further boosts the productivity of our mining, agriculture and tourism assets, and in turn further boosts the dollar return to households throughout the State from royalties and economic activity. Top-priority projects and issues included in the advocacy documents included:

- upgrading the Moranbah Community Centre;
- sealing and other critical work on the May Downs Road;
- replacing the Phillips Creek Bridge on the Saraji Road, connecting Moranbah and Dysart;
- boosting health services in the Isaac Region, currently inadequate to service the true population residing there at any one time;
- a review of funding methodology for services and infrastructure;
- reducing the cost of water purchased for Isaac communities; and
- funding projects to further improve water quality and security for the Clermont community.

## Economic Development

The Economy and Prosperity department focused on delivery of strategy actions from the initial Pandemic and Tactical Response Framework in 2020-21. Following its completion and adoption of the COVID-19 Strategic Recovery Plan in October 2020, delivery of those strategy actions remained a priority.

In addition to the recovery plan, the Economy and Prosperity department conducted management of some of Council's direct stimulus assets which experienced record numbers with Clermont Saleyards (over 96,000 cattle throughput), Theresa Creek Dam (over 20,000 visitors) and regional aerodromes.

The department also delivered:

- The Isaac region business alliance project
- A closer partnership with Mackay Isaac Tourism Ltd with the region now recognised as part of Isaac's growing tourism profile
- The Weekender television show piece on the Isaac region and the #ourisaac campaigns
- Experience Isaac tourism brochure
- #ourisaac tourism marketing campaign which attracted 526 entries showcasing images of the region's tourism destinations
- St Lawrence Wetlands Weekend which attracted 2,094 people, a 65% rise from 2019 and generating \$308,523 in economic benefit
- Progression of the Nebo Showgrounds and Theresa Creek Dam master plans
- Updated and provided economic data to support investment through the Economic Indicators Reports







### Clermont Saleyards and Showgrounds Revitalisation Master Plan

The adopted Clermont Saleyards and Showgrounds Revitalisation Master Plan has continued to provide the vision, principles and projects for the precinct to guide development and use of the facilities over the next 20-plus years.

The plan articulates adaptive pathways for economic, social and community development for Clermont, its surrounding districts and the region and state as a whole and identifies signature projects for development.

The plan has driven the delivery of multi-functional and sustainable facilities that include spaces that are adaptable, flexible, embrace technology, are low maintenance and durable.

In 2020-21, Stage 1 projects of the Clermont Saleyards and Showgrounds Revitalisation Master Plan was completed and Stage 2 funding was secured through the Regional Recovery Partnerships fund

of \$3.2 million for five signature projects which are in late design phase for delivery in 2021-22. This platform of continued investment has delivered a strong year for throughput of stock with over 96,000 head of cattle going through the Clermont Saleyards with 17,729 of those being sale cattle in 2020-21.

Throughout the year Council continued to deliver services through the Clermont Saleyards, providing and maintaining an effective facility for the community.

The services that the Saleyards provides includes:

- Bi-Monthly sales
- Bi-weekly cattle trains
- Road/rail interchange
- Vital rail loading facility
- Selling centre for the Isaac region
- European Union (EU) Certification
- Cattle Tick Certification

### St Lawrence Wetlands Weekend

Nearly 2000 revellers turned out to enjoy the foodie and nature adventure at the award-winning three-day St Lawrence Wetlands Weekend on 11-13 June 2021 that celebrated St Lawrence's exquisite food produce and the breath-taking backdrop.

Popular television personality Costa Georgiadis and Queensland's food ambassador and professional chef Matt Golinski were the biggest drawcard delighting the record crowd. During the event St Lawrence's population swelled to more than six times its usual size as visitors were drawn from across the central Queensland region.

The festival highlights included the Welcome to Wetlands wine and cheese evening, the historic Clydesdale horse drawn rides and the Greater Whitsunday Food Network Farm to Plate Dining Experience which attracted foodies from the Mackay, Isaac and Whitsunday regions.

Attracting 504 campers and 65 glampers with 78 stall holders showcasing an array of food, art, educational and uniquely sustainable trinkets, the festival features on the It's Live! in Queensland events calendar.

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

### COVID-19 Strategic Recovery Plan

Following the declaration of the COVID-19 pandemic in March 2020, Council adopted its Pandemic and Tactical Response Framework which contained three stimulus packages being:

- Business Support and Stimulus Package;
- Community Support and Wellbeing Package;
- Community Compliance Response Package.

A total of 49 of the 50 action items were completed and following this in October 2020, Council adopted

the COVID-19 Strategic Recovery Plan which had five strategic themes in:

1. Business Resilience,
2. Council Sustainability,
3. Disaster Recovery,
4. Community Resilience; and
5. Strategic Advocacy.

The highlights delivered during 2020-21 include:

- Delivery of the Community Chest program with over 70 businesses receiving almost \$500,000 in financial support
- Onboarding of the Economic and Business Resilience - Coordinator and Community Resilience Officer to lead project delivery and business recovery and community reactivation
- Business health check program with 14 business events reaching over 280 businesses and 55 individual business consulted
- Reassessment of the Local Preference Policy and weightings was conducted with an increase of local weighting from 10% to 20%
- Adopted an Investment Attraction Framework and supporting communication collateral
- Supported the reactivation of community through events with Nebo Rodeo, the Clermont Show, St Lawrence Wetlands Weekend, Australia Day, Anzac Day and Moranbah 50th celebrations being some of the key supported activities
- Shop Isaac, buy local program with over 6,500 gift cards purchased, 3,794 loaded with over \$120,000 to be redeemed at local businesses
- Progression of the Centre of Excellence for Mines Safety and Rescue and Mines Visitor Interpretative Centre with site options analysis occurring and applications seeking funding for concept development submitted
- Engagement continuing with the Cooperative Research Centre for Transformation in Mining Economies and other research partners to progress the transformational project of sustainable resource communities through open-cut mining rehabilitation

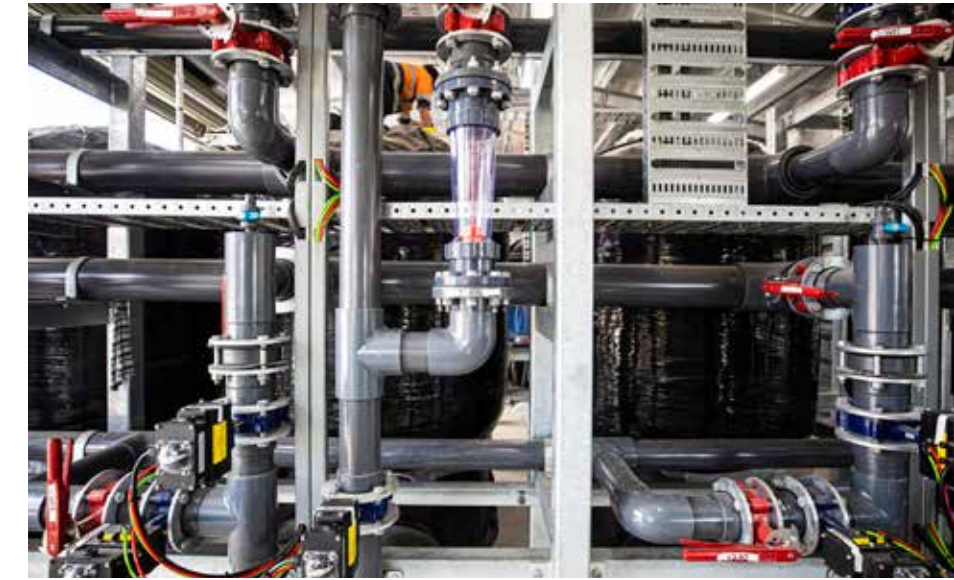


# Infrastructure



## On Target / Completed

- Maintain Integrated Management System certification for Water and Waste
- Completion of footpath inspections, renewal and extension works
- Road infrastructure maintained across the region, including adoption of Roads Hierarchy
- Disaster Recovery Funding Arrangements (DRFA) Reconstruction Programs
- Adoption of Strategic Asset Management Plan
- Bridge Renewal/Replacement Program
- Disaster Management – preparedness activities, and update of Local Disaster Management Plan and sub plans
- Maintained open spaces and public conveniences across the region to a high standard
- Effective maintenance of residential assets
- Progression of Recreation and Open Space Strategy
- Provide effective and sustainable water supply and wastewater infrastructure



## Not on target

- Develop a TV/Radio service transition strategy (deferred to 2021-22)
- Delivery of Roads Maintenance Performance Contract (RMPC)
- Delivery of Road Transport Infrastructure Program
- Adoption of Roadside Vegetation Management Strategy
- Water and Waste Asset Management Plans







### Clermont Water Projects

Council continues to invest in water infrastructure for the Clermont community with a number of projects completed.

The construction of the new Clermont \$2-million, five-megalitre reservoir designed to further improve the quality of drinking water in Clermont was officially opened in April 2021.

The reservoir is a key component in the broader Clermont Water Quality Response Plan, an ongoing program to improve the

quality and security of the town's drinking water.

Along with the existing three megalitre reservoir on the same site, and refurbishment of the 1.4-megalitre Capricorn Street reservoir, this new reservoir took the total secure water in the Clermont network to almost 10 megalitres equating to a minimum of three days' supply of clean, clear drinking water stored at any one time.

The Clermont project also included replacement of water mains in Lime Street

and East Street, creating a ring main thereby improving the performance of the water network.

The completion of extracting 15,000 cubic metres of silt from around the offtake structure at Theresa Creek Dam has returned full functionality to the different offtake levels.

The Queensland Government, under its Local Government Grants Subsidy Program, allocated \$900,000 to the Theresa Creek Dam Water Storage project, with Isaac Regional Council's contribution of \$600,000.

### Roads & Bridges Infrastructure Upgrades

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

A total of \$28 million was allocated for roads and drainage, major components and included:

- \$4.37 million rural re-sheeting program, which included the following roads:
  - > Booroondarra-Capaella
  - > Bulliwallah
  - > Burrenbring
  - > Frankfield
  - > Glenavon
  - > Nimmitabel
  - > Peakvale
  - > Turrawulla
  - > Valkyrie
  - > Waltham
  - > Wuthung
- \$1.52 million rural rehabilitation program which included works along various sections of the following roads:
  - > Greenhill
  - > Kenlogan
  - > Mt Stuart Bedford Weir
  - > Grasstree
  - > Huntley
  - > Valkyrie
  - > Golden Mile
- Other major projects included:
  - > \$1.06 million region-wide surfacing renewal program
  - > \$891,362 to upgrade the Moranbah Access Road-Quarrico intersection to improve safety, visibility and road conditions, funded through the Australian Government's Black Spot Program, which aims to reduce high-risk crash zones
  - > \$1.37 million spent on Saraji Road for pavement rehabilitation. This project was jointly funded through the Queensland Government's Transport Infrastructure Development Scheme and the Federal Government Roads to Recovery Program
  - > Town entry signage at Dysart was funded by Works for Queensland

> \$1.3 million footpaths constructed in Clermont, Dysart, Moranbah, Nebo, Middlemount, St Lawrence and Carmila were funded by Local Roads and Community Infrastructure Program and School Transport Infrastructure Program

> Replacement works on the Collaroy-Tierawoomba Road were provided for in accordance with the Queensland Resilience and Risk Reduction Fund

In terms of forward planning, Council has invested funds for the engineering designs to pave and seal Valkyrie Road. Funding for the engineering design to replace Bully Creek Bridge was also provided under the Bridges to Renewal Program.

### Disaster Recovery Funding Arrangements

Following the 2019 Ex Severe Tropical Cyclone Trevor and associated low pressure system, 19-27 March 2019, Council received government funding across its Road and Transport infrastructure network. Following the completion of works, it was determined that the final cost of restoration was over \$10 million. These works are jointly funded by Australian and Queensland governments under the Disaster Recovery Funding Arrangements (DRFA).

The works included restoration of unsealed roads, reconstruction of sealed roads and reconstruction of drainage structures around areas such as Clermont, Elgin, Frankfield, Belyando, Kilcummin, Moranbah, Eaglefield, Strathfield, Lotus Creek and Collaroy. The completed works across the western region can be summarised as 78 roads with:

- 964km of formation grading works
- 7.44km of shoulder grading
- 2,300 square metres of insitu stabilisation with two coat bitumen seal
- Other ancillary works such as drainage structures, concrete works

The completed works across the eastern region can be summarised as 65 roads with:

- 16.55km of formation grading works
- 4km of shoulder grading
- 20,875 square metres of insitu stabilisation with two coat bitumen seal
- Other ancillary works such as drainage structures, concrete works



# Environment



## On Target / Completed

- Adoption of a new Regional Planning Scheme (refer to page 79)
- Adoption of Local Government Infrastructure Plan (consolidated) (refer to page 79)
- Continued advocacy activities with State and Federal Government
- Community Education and Compliance Policy adopted
- Development of programs for community educations and wildlife management
- Chip N Check program delivered
- Pilot illegal dumping education program including Domestic Waste Amnesty Days
- Development Assessment applications all actioned and assessed within prescribed timeframes
- Environmental procedures and field audits completed

## Not on target

- Finalisation of the Biosecurity Strategy (carried over to 2021-22)
- Develop Social Sustainability Action Plan
- Implement the QCoast 2100 Coastal Hazards Adaptation Strategy actions
- Adopt a Climate Change Policy and Strategy





## Waste Services

Council operates nine Waste Management Facilities across the region and collects waste and recyclables from approximately 9,400 domestic and 900 commercial customers. Projects carried out in 2020-21 include:

- Moranbah Waste Management Facility Stormwater Management and Rehabilitation Works – due for completion in late 2021
- Carmila and Greenhill Waste Management

Facilities – replacement Transfer Station retaining walls – due for completion in 2021

- New five-year landfill management contracts awarded
- New contract awarded for processing of green waste and certain other wastes
- Approximately 7,000 tonnes of legacy concrete crushed at Dysart Waste Facility
- Opening of subcell B at Moranbah Waste Facility



## Free Microchip Pop Up Clinics

A joint venture to help dogs be reunited with their owners swiftly, was rolled out through free pop up microchipping clinics in Isaac's open spaces across the region.

The Chip N Check program, powered by Isaac Regional Council's Paws-itive Blueprint for Responsible Dog Ownership, was a great opportunity for pet owners to save money on something that is compulsory by law. Dogs from 12

weeks of age were microchipped for free in proud partnership with Clermont Veterinary Surgery and Moranbah Veterinary Clinic. Those who registered through Council's engagement platform Speak Up received a free leash and waste dispenser and unregistered dogs also received free registration for the remainder of current registration period.

The successful program was rolled out to eligible Isaac regional residents living in the Isaac coast through a voucher system entitling them to microchipping by supporting veterinary practices in Sarina and Rockhampton.

## Our Resilient Coast: Isaac Coastal Hazard Adaptation Strategy

Our Resilient Coast is a long-term strategy to manage coastal changes and build our resilience to the coastal hazards of erosion, storm tide inundation and permanent sea level rise over the next 80 years.

A resilient future for the Isaac Coast depends on the community and Council taking strategic actions now to identify the multi-generational impact of coastal hazards on our valued places and assets, and development of management strategies that preserve these places and assets and build community resilience.

Council is working with BMT and Ethos Urban to deliver this project under the Queensland Governments QCoast program.

The project looks at coastal hazard risks between now and 2100 and will result in a coastal hazard adaptation strategy for our region.

Phases 3, 4 and 5 of the project have now been completed. These phases identified areas exposed to current and future coastal hazards, identified key assets potentially impacted and quantified the risks for those key assets.

The 2020 – 2021 year will see the completion of phases 6, 7 and 8 of the projects which identify and undertake a socio-economic appraisal of potential adaptation options and develop and implement the final strategy.

## Isaac Regional Planning Scheme 2021

Isaac Regional Planning Scheme was proudly adopted by Council in February 2021.

The planning scheme includes a Local Government Infrastructure Plan and a number of planning scheme policies relating to development works, bushfire hazards coastal hazards, dust, floods and landslides.

The five years in development and innovative approaches undertaken to deliver a modern, robust and equitable planning scheme which is responsive to current and future community needs was rewarded as Council was awarded Queensland's top planning award.

Council was honoured to be announced the overall winner of the 2020 Queensland Awards for Planning Excellence and winner of the 'Hard Won Victory Category' for the 'Isaac Regional Planning Scheme and Coastal Planning Provisions' project.

The judges particularly congratulated Council for overcoming public perceptions of reduced development rights and gaining public support from multiple rounds of face-to-face public consultation communicating risk, hazard mitigation and protection measures.

The Planning Scheme is now being implemented to deliver a bright, socially sustainable and prosperous future for Isaac communities.





# Governance



## On Target / Completed

- Publish the 2021-22 Annual Operational Plan
- Develop new interim 5-year Corporate Plan
- Maintain and implement Workplace Health and Safety programs and activities
- Continued advocacy program across all areas of Council
- Food Act Strategy adopted
- Continued development and implementation of key human resource organisational policies and frameworks
- Develop a whole of Council Environment and Social Impact Assessment Guideline
- Business Continuity Plan adopted
- Adoption of a three-year rolling Internal Audit Annual Program
- Budget and statutory reporting documents delivered in accordance with approved timeframes and legislative requirements

## Not on target

- Undertake a Community Satisfaction Survey
- Review of local laws
- Establish an Integrated Planning Framework
- Water and Wastewater five-year Price Plan

## Corporate Plan

On 25 May 2021 Council adopted its 5 Year Corporate Plan. This was an interim Corporate Plan to allow time to undertake a robust analysis and community engagement to develop a new five-year Corporate Plan, envisaged to be the 2022-2027 Corporate Plan.

The Corporate Plan is Council's key planning document that guides the allocation of resources and the delivery of services within our Annual Operational Plans and Budgets. It is a tool used to guide all activities in order to respond to local and regional needs and to deliver best outcomes.

The Interim Corporate Plan was aimed at maintaining the current priorities and themes from the 2015-2020 Corporate Plan to ensure stability for the community.

Council invited all stakeholders to provide their feedback prior to the final review, amendment and ultimate adoption.

In adopting the plan Council also committed to a concurrent review of the longer term 20-year Strategic Community Plan to ensure alignment of these documents, community expectations and new opportunities for the Region. This review and rigorous community consultation process will build the new informed and responsive 2022-2027 Corporate Plan.

The approach taken by Council in adopting an interim plan was determined in conjunction with the consideration of the 2015-2020 Corporate Plan Report Card which documents Council's performance against the goals and identified performance indicators.

Copies are available online at [www.isaac.qld.gov.au/publications-and-policies](http://www.isaac.qld.gov.au/publications-and-policies).





## Communication and Media

Council continues to be a trusted source of information, with the community turning to Council's information channels for news and updates that are relevant to them.

Council's corporate website plays an essential function in Council communications, from providing an all-in-one place for the community to engage with Council and fulfil statutory requirements.

There was an increase in the number of pageviews on the website in 2020-21.

The number of people visiting the homepage decreased by 8% (62,077 in 2019-20), but the overall number of page views increased 0.7%, 448,598 in 2020-21.

The biggest page jumps were on the employment page and the St Lawrence Wetlands Weekend page. Tourism related pages also saw an increase in page views.

Council is undertaking a functional review of internal and external communications. This is to discover the gaps and opportunities for improved communications to our communities.

The functional review has identified a need to redevelop the corporate website. An improved corporate website will improve customer engagement and information sharing and will be launching in the 2021-22 year.

The diverse and unique makeup of the people across the Isaac region makes communication channels from Council an important part of getting the message out to the community. Methods of communication are a mix of traditional



media and new media. There was also a reduction in more traditional communication, with many local newspapers reducing or removing their local circulation in the Isaac region. This led to Council spending a significant amount less on printed advertising in local papers than in the past.

Facebook continues to be Council's main source of social media communication with the community. The Facebook page reach was up 19.7% compared to the same period in 2019-20.

LinkedIn growth over the past 12 months has been consistent, with an engagement rate of over 6%, a higher engagement rate than our surrounding local government areas.

There is improved engagement on all social media channels.



305  
Public  
Notices



448,598  
website  
page views



193  
media  
inquiries



109  
media  
releases



Facebook  
reach has  
increased by  
19.7%



5% of  
comms  
relate to  
COVID-19

## Organisational Development Plan

On the 13 December 2016, Council adopted the Organisational Development Plan (ODP). Along with the Annual Operational Plan, this document sets the direction for the organisation and significant operational strategies/priorities for the next few years and beyond.

Fundamentally it sets out the direction and operational focus for organisational continual improvement.

To achieve the vision and to develop the organisation to attain its desired future state, there were many issues that needed to be addressed. The plan for action was structured with three key themes, with a fourth added in 2018-19:

- G - Governance and Planning
- P - People
- O - Organisation and Operations
- W - Women in Local Government

During 2017-18, the Organisational Development Plan was expanded to include the outcomes/recommendations from two significant initiatives.

These were the Executive Leadership Team's Re-Set and Women in Local Government Working Group.

These were then embedded into the Organisational Development Plan.

There were approximately 300 actions split across several years, commencing 2016-17 through to 2020-21 financial years.

A significant number of these actions were completed and where necessary became business as usual activities and included in department Business Plans.

On 24 March 2021 the final close out report was presented to Council to outline the status of all actions as priorities identified in the ODP. A copy of the final report is available on Council's website [www.isaac.qld.gov.au/publications-and-policies](http://www.isaac.qld.gov.au/publications-and-policies).



## Project Accountability Gateway

The Project Accountability Gateway (PAG) has been the key driver of the 2021-22 capital works program to ensure a consistent, rigorous approach to assessing projects to ensure they meet Council's long term plan, assess and prioritise the actual need, likelihood of success and benefit to the community.

The PAG has been embedded into the annual budget planning calendar. It identifies the critical stages in a project's lifecycle, from the initial assessment of the service required, through to delivery and then ongoing operation.

This assists decision makers in identifying priorities and the adoption of a budget that provides sustainable and long term planning for the region.





## Organisational Safety

As part of the Local Government Workcare self-insurance scheme license, Council participated in the February 2021 mid-term audit.

The audit was to determine Council's compliance against the National Self-Insurer Occupational Health and Safety Management System Audit Tool.

Council must demonstrate compliance with the system at a benchmark of 70%, Council achieved above benchmark with a result of 86%, a significant improvement on previous audits.

The findings of this audit were embedded in the Workplace Health and Safety Improvement Plan for ongoing action and improvement.

The COVID-19 pandemic triggered the activation of Council's Emergency Management Committee who meet regularly to ensure a swift and effective response, managing the safety of staff and business continuity activities.



## Disaster Management

The Isaac Local Disaster Management Group (LDMG) is continuing to improve the Local Disaster Management Plan through regular review.

Flood resilience activities continue for the Fitzroy Basin and the Burdekin/Haughton flood resilience strategy, through the coordination of the Queensland Reconstruction Authority.

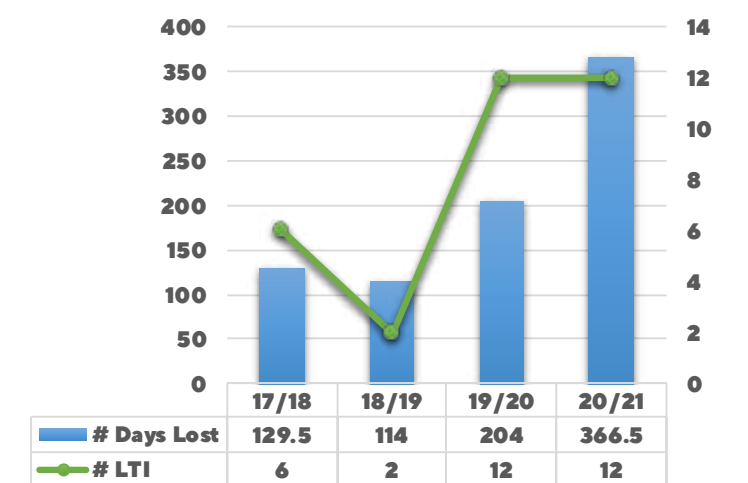
Isaac's Fire Management Group, facilitated by Queensland Rural Fire Service met biannually with relevant stakeholders and state agencies to identify high risk areas and undertake hazard mitigation activities in Isaac communities.

The LDMG was activated in response to the COVID-19 pandemic since March 2020.

The LDMG response is in support of the lead agencies for the pandemic Queensland Health and Queensland Police Service, and this support has been ongoing throughout 2020 and 2021.

Year	Lost Time Injuries (LTI)	Days Lost
2017-18	6	129.5
2018-19	2	114
2019-20	12	204
2020-21	12	366.5

Isaac Lost Time Injuries (LTI) Days Per Month Comparison





# Other Highlights



## Moranbah's 50th Birthday (belated)

With the planned celebrations in 2020 put on hold due to COVID-19, Moranbah utilised the May Day long weekend to commemorate its 50th anniversary 12-months on. The golden jubilee celebrations focused on celebrating what makes Moranbah so unique and everyone who, at one time or another, called Moranbah home, was invited to come and join in on the four-day party. Community events ran from Friday, 30 April 2021 to Monday, 3 May 2021, culminating in the Labour Day march on the Monday morning. The party was a way to acknowledge and say thank you to the community and people who have made the last 50 years of Moranbah so great. It was great to see so many people, groups and organisations support the community they are involved in.

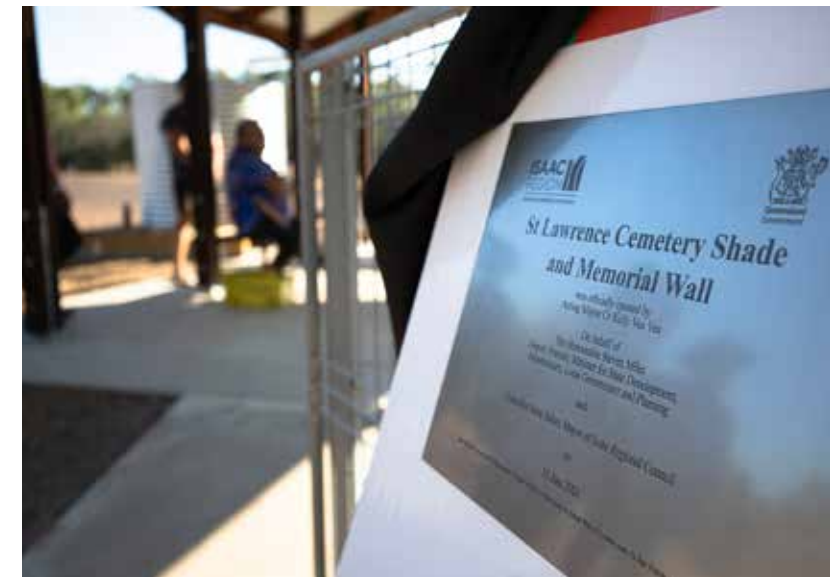


## Lost graves immortalised on St Lawrence Memorial Wall

More than 100 lost graves at the St Lawrence cemetery were respectfully honoured in a way that will forever be immortalised in the community with the unveiling of a stylish but respectful memorial within the cemetery grounds on 12 June 2021.

The intention of the memorial wall is that it will face the easterly direction, ensuring those names immortalised will always face the morning sun. The graves had intrigued many locals over the years and Judy Baldwin with the assistance of Norm Hannan, spent more than five years researching the unmarked graves that were difficult to identify on the ground surface, either because they were never marked, or the grave markers have decayed, been removed, or been destroyed. Some of the lost graves date back to the 1860s when St Lawrence was known as Queensland's most northerly port which served as an access route to mines in the Clermont and Peak Downs district.

The St Lawrence Cemetery Shade and Memorial Wall project was made possible by a joint initiative between Isaac Regional Council and almost \$75,000 funding received from the Queensland Government 2020-2021 COVID Works for Queensland grant.







### Water and Waste deliver multiple awards

During the year our water and waste team experienced some proud moments being recognised in two State Excellence Awards. The Institute of Public Works Engineering Australasia (IPWEAQ) Award of Excellence for Environment and Sustainability was presented in recognition of the Integrated Management System (IMS) established by the Water and Waste Directorate.

The IMS was again successful in winning the Local Government Managers Australia (LGMA) Queensland Award for Excellence in Sustainability, a prestigious award open to local councils throughout Queensland generating strong competition.

One of 10 awards presented during the COVID safe “virtual” ceremony live-streamed across the State. The IMS provides a roadmap for improvement and efficiency and was implemented to drive business performance, deliver continual improvement

and maximise efficiency across our water, wastewater and waste services.

The initiative has led to enhanced long-term sustainability in delivering essential services, and enabled the thinking of doing more with the same, while maintaining the highest safety, quality and environment standards. Driving a committed focus to environmental sustainability, the IMS has resulted in the adoption of Isaac Regional Council’s first Environmental Policy and Guidelines to minimise the impact delivery of essential services has on the environment.

The LGMA award win opened the door for entry into the National Federation Awards, which recognised Australia-wide outstanding achievements in local government, and where we placed as a finalist.

### Driveways at Dusk

Hundreds of viewers watched the Driveways at Dusk livestream in November 2020 from their homes, mine sites and local

neighbourhoods from four corners of the globe. The multi-camera livestream from the Moranbah Miners’ Memorial in Town Square reached viewers tuning in from the USA, United Kingdom, New Zealand and every state in Australia as well as a 15,000 reach from the official memorial Facebook page.

Since the official opening of the memorial in 2019, a Friday early in November as the yellow blossoms fall, has become our day to remember the miners who went to work in mines round Moranbah and never came home.

The tight-knit invitation only event at the memorial was attended by Isaac Regional Councillors, Senator for Queensland Murray Watt and State Member for Burdekin Dale Last with delegates from the CFMEU, AMWU, ETU, mines rescue teams and health and emergency service representatives.

The event was delivered by the Moranbah Miners’ Memorial committee.

### Inspiring women recognised during Isaac-wide awards

The spotlight shone bright on 13 incredible women and young women as they were recognised at Inspiring Women in Isaac events across the region. The celebrations were held during Queensland Women’s Week and

are an extension of International Women’s Day, recognising and celebrating the achievements of Queensland’s women and girls. The 2021 Inspiring Women in Isaac awards paid tribute to women of all ages who inspire, encourage and

make a positive difference to the lives of those around them. In total 65 nominations were received for females who made daily contributions, making the lives of many in the regional communities brighter.

### National Framework Update for Women in Local Government

On 26 June 2018, Council adopted the National Framework for Women in Local Government (Framework) and the following Statement of Commitment:

“We will work towards increasing the representation of women in Local Government, both as elected members and as senior managers and professionals.

“We will undertake ongoing reviews of policies and practices

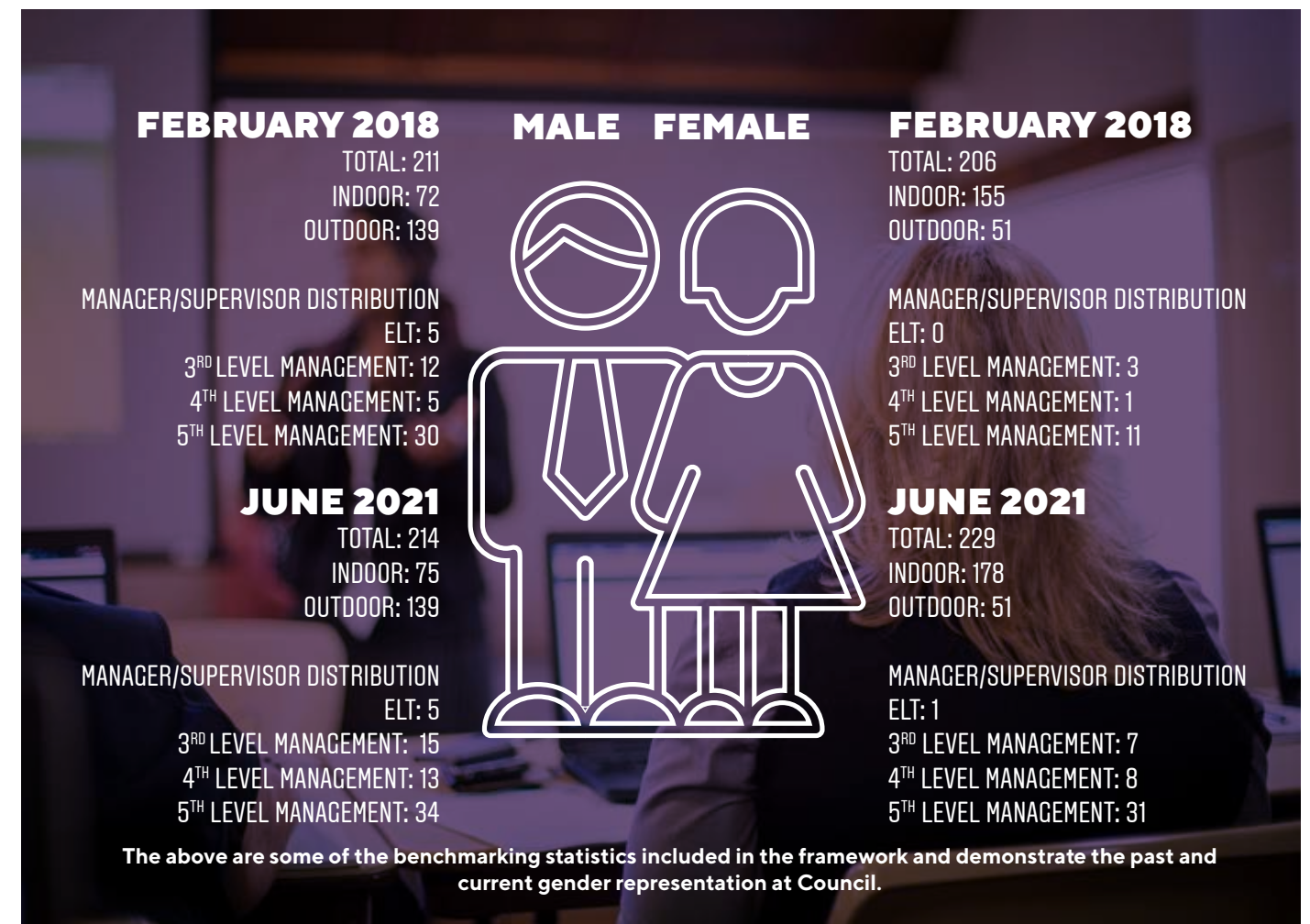
to remove barriers to women’s participation and engender safe, supporting working and decision-making environments that encourage and value a wide range of views”.

The framework was developed as a result of a report by the Women in Local Government Working Group, who were established by Council with the aim of helping to attract and retain women in senior leadership roles within the

organisation. Refer to page 57 for information on the Working Group.

The five main pillars of the framework are based on the following issues:

1. Job selection and promotion
2. Need for acknowledgement of family responsibilities
3. Cultural change
4. Training and development
5. Regional requirements







### Communities

- Finalisation of the Youth Unmet Needs Study will influence further strategy development in responding to findings. Council is committed to focus on our youth and implement actions of the strategy
- Development of a Corporate Sustainability and Regional Resilience Framework is continuing to evolve which will influence future planning strategies and engagement with our communities



### Economy

- Recognition of Isaac Region's contribution to tourism with the renaming of the regional tourism organisation with Mackay Isaac Tourism Ltd changing their consumer business name to include Isaac
- Considerable and ongoing strategic involvement with regional industry bodies, which included the organisational restructure of the Greater Whitsunday Communities to support a strong cross regional social development focus



### Environment

- Completion of a genuine and strategic assessment of the value of regional organisations, with a view to strengthen our involvement and participation for greater community and environmental outcomes



### Infrastructure

- Continued commitment to planning and managing our assets, in particular ensuring every effort to source funding and make investment into our critical infrastructure for our communities.



### Governance

- Advocacy to all levels of government, industry and community leaders continues to be a commitment of Council in looking for opportunities to proactively lobby for the benefit of our economic, social and infrastructure needs.



### Isaac awarded top Queensland planning award

Isaac Regional Council was announced as the overall winner of the 2020 Queensland Award for Planning Excellence at a ceremony conducted by the Planning Institute of Australia in Brisbane during November 2020.

The prestigious award was presented for our Planning Scheme and Coastal Planning Provisions which were under development for more than five years.

The project involved planning to ensure the sustainability and resilience of our coastal communities and to accommodate natural hazards along a hundred kilometres of coastline – including such challenges as tidal surges, tropical cyclones and coastal erosion – for the communities of Greenhill, Carmila Beach, Clairview and St Lawrence.

The judges described the project as “a great piece of work that involved a natural hazard planning policy review, community consultation and detailed investigation to develop a new planning

scheme that embodied a development assessment framework that provides for sustainable outcomes on the Isaac Coast”.

As well as the overall award, Council also won the category award for “Hard Won Victory”. In announcing this award, the Planning Institute of Australia judges said in part: “A true hard-won victory requires challenges that seem insurmountable and treacherous when attempting to navigate towards great governance and community outcomes. This project will create a pivotal shift in natural disaster and storm inundation perception from the public and it will communicate better planning outcomes to the public and developers for years to come. For a regional council with limited resources, this was a huge achievement and truly a hard-won victory.”

Receiving this award recognises the talents of our outstanding planners, community engagement officers and Council, especially as it relates to our approach to sustainable coastal planning scheme development.

Planning experts Ethos Urban and coastal engineers from Cardno also worked on the project with Council and similarly share in the credit.



### Queensland Governor visits Moranbah

Community representatives from a wide range of Isaac organisations met Queensland Governor His Excellency the Honourable Paul de Jersey AC during his visit to Moranbah in September 2020.

During a busy afternoon in Moranbah, His Excellency received a briefing at Isaac Regional Council from Mayor Anne Baker and Councillors, met students at Moranbah State School, laid a wreath at the Moranbah Miners’ Memorial and hosted a community afternoon tea.



# Community Grants

## Special Emergency Community Grants

In response to the impact of the COVID-19 pandemic on Isaac Region residents and, by extension, the numerous community, cultural and sporting organisations which form the social fabric of the region.

Community groups experiencing financial hardship or those wishing to provide additional community support through resilience and recovery programs were paid grants totaling \$85,725.14 under a Special Emergency Community Grants program. In addition to these grants, \$8,150 was paid to community groups in the form of Shop Isaac cards to stimulate the reactivation of local events.

A further \$38,500 was funded from COVID recovery reserves to assist with the reactivation of major regional events in accordance with COVIDSafe requirements and public health directives, inclusive of \$20,000 to support the Clermont Show - the Isaac Region's Show, and \$18,500 for the 2021 Nebo Rodeo.

## Regionally Funded Major Grants

During the 2020-21 financial year, Council approved grants totaling \$80,995.37 which were regionally funded.

Grant Recipient	Description	Amount
Heart of Australia	Contribution to offset monthly travel expenses for the Heart of Australia service	\$15,000.00
Capricorn Rescue Helicopter	Contribution to the operations of Capricorn Rescue Helicopter	\$11,000.00
CQ Rescue	Contribution to the operations of CQ Rescue Helicopter	\$50,000.00
Feros Care	2021 Isaac Job Fair	\$4,995.37
Clermont Rodeo and Show Society	2021 Clermont Show - the Isaac Region's Show	\$20,000.00





### Division 1 (Rural Clermont and Glenden)

A total of \$21,250.00 was given in Major Grants to Division 1 community groups during the financial year, excluding \$1,900.00 in Minor Grants, Individual or Team Development Grants, School Bursaries and Emergency Grants.

Grant Recipient	Description	Amount
Life Church Clermont	Christmas in the Park co-contribution	\$2,500.00
Mistake Creek State School P&C	Annual Fun Run	\$5,000.00
Clermont Rodeo and Show Society (auspiced for Hoch & Wilkinson)	Clermont Beef Expo co-contribution	\$2,500.00
AGILE Inc	Remote Rural Education	\$2,500.00
Clermont Race Club	Clermont Race Day co-contribution	\$5,000.00
Queensland Food Future Inc.	Rural Women's Long Lunch	\$1,000.00
Clermont Pony Club	Annual Campdraft co-contribution	\$1,250.00
Clermont Race Club	Shade Pavillion co-contribution	\$2,500.00
Glenden State School	School Bursary	\$900.00



### Division 2 (Dysart)

A total of \$17,392.81 was given in Major Grants to Division 2 community groups during the financial year, excluding \$7,250.00 in Minor Grants, Individual or Team Development Grants, School Bursaries and Emergency Grants.

Grant Recipient	Description	Amount
Dysart Boxing	Fight Night	\$5,000.00
Middlemount Junior Rugby League	Ice Machine co-contribution	\$1,500.00
Dysart Pony Club	Re-establishment of canteen	\$10,892.81
Dysart Pony Club	Gymkhana and Open Bush Weekend	\$1,000.00
Dysart Lions Club	Healthy Conversations Workshop	\$1,000.00
Dysart Pony Club	Opening of Competition	\$1,000.00
Dysart Swimming Club	Come and Try Triathlon	\$1,000.00
Dysart State High School P&C	Year 12 Graduation	\$1,000.00
Dysart State School	School Bursary	\$250.00
Dysart Boxing Club	Training courses	\$1,000.00
Dysart State High School	School Bursary	\$1,000.00



### Division 3, 4 & 5 (Moranbah)

Division 3 – A total of \$20,946.60 was given in Major Grants to Division 3 community groups during the financial year excluding \$4,477.33 in Minor Grants, Individual or Team Development Grants, School Bursaries and Emergency Grants.

Division 4 – A total of \$20,946.60 was given in Major Grants to Division 4 community groups during the financial year excluding \$4,477.33 in Minor Grants, Individual or Team Development Grants, School Bursaries and Emergency Grants.

Division 5 – A total of \$20,946.60 was given in Major Grants to Division 5 community groups during the financial year excluding \$4,477.33 in Minor Grants, Individual or Team Development Grants, School Bursaries and Emergency Grants.



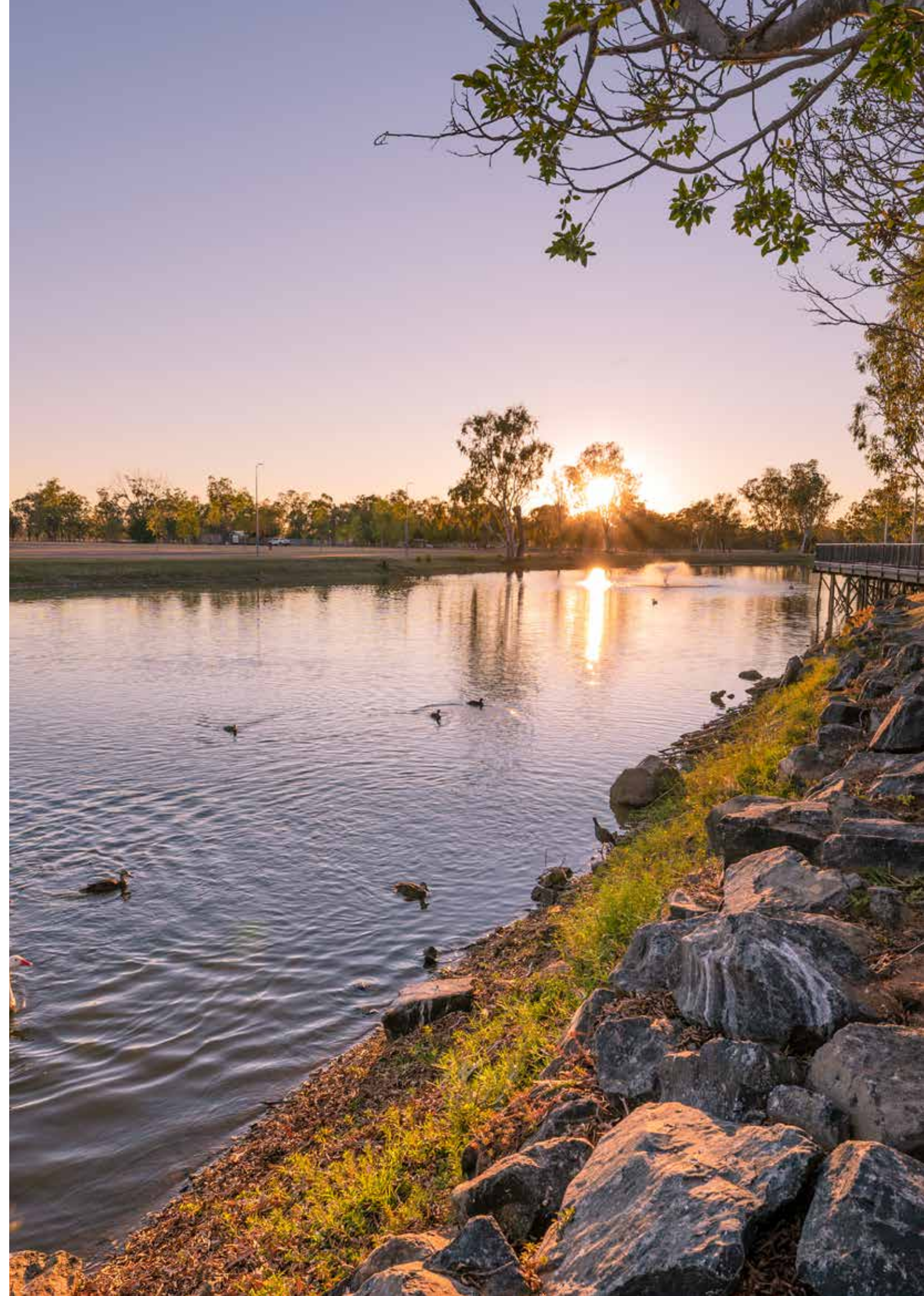
Grant Recipient	Description	Amount
ELAM	Moranbah Debutante Ball	\$2,300
Moranbah Bulldogs	Julie Anne Smith Ladies Day	\$4,500
Moranbah State High School P&C	High School Musical	\$5,000
Moranbah Arts Council	Moranbah Arts Flooring	\$3,019.00
Moranbah Miners Junior Rugby League	New equipment	\$3,520.80
Moranbah Campdraft	Bronze titles	\$1,000.00
Oasis Life Church	Movie Night	\$1,000.00
Moranbah Arts	Owl and the Pussy Cat	\$1,000.00
Moranbah Netball	Cooler Packs	\$1,000.00
Alana Kerr - Individual Grant	Interstate Competition	\$250.00
Moranbah BMX	New equipment	\$907.00
Oasis Life Church	Water War	\$1,000.00
Moranbah Miners Junior Rugby League	Movie Night	\$275.00
Moranbah State School P&C	Moranbah High Tea	\$1,000.00
Moranbah Community Workers Club	John Allen Memorial	\$1,000.00
ELAM	Holiday Fun	\$1,000.00
Moranbah Bowls Club	Bowls Carnival	\$1,000.00
Moranbah State School	School Bursary	\$250.00
Moranbah State High School	School Bursary	\$500.00
4RFM	Moranbah 50th Birthday Celebrations	\$1,000.00
Clermont Artslink	We're Sewing Outback	\$5,000.00
Moranbah Freemasons	Re-establishment of Markets	\$1,000.00
Moranbah Arts Council	Multi-year agreement	\$5,000.00
Moranbah Race Club	Spring Racing Carnival	\$10,000.00
Moranbah Community Scholarship	Annual scholarship co-contribution	\$7,000.00
Moranbah Miners' Memorial	Annual memorial observance co-contribution	\$7,500.00
Moranbah NAIDOC Committee	In-kind assistance	\$5,000.00
4RFM (auspicing for Moranbah off-road)	Off-road event	\$5,000.00
Moranbah East State School	School Bursary	\$250.00



## Division 6 (Clermont)

A total of \$18,250.00 was given in Major Grants to Division 6 community groups during the financial year, excluding \$8,950.00 in Minor Grants, Individual or Team Development Grants, School Bursaries and Emergency Grants.

Grant Recipient	Description	Amount
Life Church Clermont	Christmas in the Park co-contribution	\$2,500.00
Clermont Race Club	Clermont Race Day co-contribution	\$5,000.00
Queensland Blue Light Disco - Clermont	Blue Light Disco	\$1,000.00
Clermont Artslink	Easter Holiday Workshop	\$1,000.00
Clermont Golf Club	Fun Day	\$1,000.00
Clermont State School	School Bursary	\$250.00
Isaac Performing Arts	Small Arts Festival	\$1,000.00
Clermont State High School P&C	150 Years Celebration	\$700.00
Clermont Clay Target Club	2 Day Shoot Out	\$1,000.00
Life Church Clermont	Kids Club Xtreme	\$1,000.00
Clermont Bowls Club	Annual Carnival	\$3,000.00
Clermont Pony Club	Annual Campdraft co-contribution	\$1,250.00
Clermont Race Club	Shade pavillion co-contribution	\$2,500.00
Middlemount Junior Rugby Leage	Ice machine co-contribution	\$1,500.00
Clermont Rodeo and Show Society (auspice for Hoch and Wilkinson)	Clermont Beef Expo	\$2,500.00
Life Church Clermont	COVID-19 assistance	\$2,500.00
Clermont State High School	School Bursary	\$1,000.00





### Division 7 (Middlemount and Rural Areas)

A total of \$36,044.55 was given in Major Grants to Division 7 community groups during the financial year, excluding \$6,484.50 in Minor Grants, Individual or Team Development Grants, School Bursaries and Emergency Grants.

Grant Recipient	Description	Amount
Mackay Off-Road Racing	Moranbah-Newman Excavations Off-Road Short Course Race	\$1,000.00
Middlemount Community Sports	Tennis Clubhouse improvements	\$5,000.00
Middlemount Junior Rugby League	Ice machine co-contribution	\$2,000.00
Middlemount Community School P&C	40th Anniversary Celebration	\$6,455.00
Middlemount Junior Rugby League	State of Origin Game Two event	\$350.00
Middlemount Community Sports	Fundraising Gala	\$3,813.70
Middlemount Junior Rugby League	State of Origin Game Three event	\$700.00
Middlemount Community Sports	Dive in Movie Night	\$1,000.00
CTM Links	Laughing Kookaburra visit	\$480.50
Mulligrubs Playgroup	New equipment	\$954.00
Moranbah Community Scholarship	Scholarship co-contribution	\$1,500.00
Middlemount Golf and Country Club	Community Christmas Party	\$10,000.00
Moranbah Miners' Memorial	Annual memorial observance co-contribution	\$2,500.00
CTM Links	NAIDOC community event	\$4,775.85
Middlemount Community School	Bursary	\$1,000.00
Middlemount Community Sports	Dive in Movie Night	\$1,000.00

### Division 8 (Coppabella, Nebo and Coastal Communities)

A total of \$12,657.00 was given in Major Grants to Division 8 community groups during the financial year, excluding \$10,650.00 in Minor Grants, Individual or Team Development Grants, School Bursaries and Emergency Grants.

Grant Recipient	Description	Amount
St Lawrence State School P&C	150-Year Anniversary	\$5,000.00
Ilbilbie Hall Management	Replacement awning	\$2,657.00
Nebo Community Sport and Recreation	Christmas party	\$5,000.00
Nebo Pony Club	Blue Mountain Campdraft	\$1,000.00
Isolated Children's Parents - Nebo	Slouch Hat Campdraft	\$1,000.00
Valkyrie State School P&C	Brigalow Combined Schools Athletics	\$500.00
Clarke Creek Community Reference Group	Community Connect Art Workshop	\$1,000.00
Nebo Community Sport and Recreation	Halloween event	\$1,000.00
St Lawrence State School	School Bursary	\$250.00
Clarke Creek State School	School Bursary	\$250.00
Carmila State School	School Bursary	\$250.00
Nebo Community Sport and Recreation	Australia Day Activities	\$1,000.00
Carmila State School	School Bursary	\$250.00
Nebo Community Sport and Recreation	Australia Day Activities	\$1,000.00
St Lawrence Recreation Group	Christmas Fair	\$500.00
Valkyrie State School P&C	Christmas Concert	\$1,000.00
Central Queensland Rodeo Association	Nebo Rodeo event	\$1,000.00
Clarke Creek State School P&C	Carols by Candlelight	\$1,000.00
Carmila State School P&C	Christmas Carols	\$1,000.00
Nebo State School	School Bursary	\$100.00

*Council does not facilitate a Councillor discretionary fund (s189) policy. Grants listed in Division 1 to 8 may include grants approved in the 2019-20 financial year and dispersed in the 2020-21 financial year.*





legislative  
information

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# Policies

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

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## Revenue Policy

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

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

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



## Investment Policy

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

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

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

## Debt Policy

Loans are used to fund major capital and infrastructure works so that repayments are spread over a number of years, as they have extended used lives.

Our Debt Policy details new borrowings, the purpose of the borrowings and repayment terms.





# Council Meetings

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

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

Ordinary meetings are open to the public and are attended by members of the media, interested

*\* Due to restrictions to comply with social distancing measures for COVID-19, Council meetings were temporarily closed to the public (effective April 2020). Public meetings were reinstated in June 2020, ensuring social distancing protocols were met. In June 2021, Council resolved to reinstate the meeting rotation schedule.*

## Special Meetings

During 2020-21, Council held five Special Meetings:

### Wednesday 5 August 2020

- 2021 Special and Show Holidays Nominations
- Local Government Association Queensland (LGAQ) 2020 Conference Motions
- 2020 State Government Election Advocacy
- Major Grant – Moranbah Miners’ Memorial Inc
- Chief Executive Officer’s Annual Performance Appraisal
- Proposed Isaac Region Planning Scheme – Submission to Queensland Government Seeking Endorsement to Adopt

### Wednesday 16 September 2020

- Works for Queensland Alternate Project

### Thursday 3 December 2020

- Clermont Aerodrome Regional Airports Program – Round 2 Funding Submission

ratepayers/electors and community members. Generally, Council’s meetings are held in the fourth week of the month.

\*Council resolved in July 2018 to rotate the location of Council’s ordinary monthly meeting around the communities of the region every second month. The rotational schedule of meetings has been an opportunity for residents across the Isaac region to see the process of local government. Scheduled Ordinary Council Meetings are available on the website at <https://isaac.qld.gov.au/meetings-and-minutes>

- Adani Infrastructure Access Agreement Road Drainage Design Standards – Dispute

### Monday 29 March 2021

- Isaac Regional Council Community Grant Guidelines
- COVID Recovery Assistance Guidelines
- Major Grant Application – Middlemount Junior Rugby League Football Club
- Updated Fees and Charges for Development Assessment Activities
- 2021-2024 Works for Queensland Program – Application Authority
- MCU20-0005 – Material Change of Use – Development Permit – Works Camp – Goldston Street Coppabella – Lot 14 on SP236280

### Tuesday 27 April 2021

- Adani Infrastructure Access Agreement – Mediation





**During 2020-21, Council held 12 Council Meetings:**

DIVISION	COUNCILLOR	ORDINARY MEETINGS	SPECIAL MEETINGS	STANDING COMMITTEE MEETINGS					SPECIAL GRANTS
				CG&FS	E&I	PECS	W&W		
Mayor	Cr Anne Baker	11	5	8	9	7	6	10	
Division 1	Cr Greg Austin	12	4	0	10	0	10	10	
Division 2	Cr Sandy Moffat	12	5	10	10	10	1	9	
Division 3	Cr Gina Lacey	12	4	1	9	1	1	0	
Division 4	Cr Simon West	12	5	0	7	0	8	0	
Division 5	Cr Kelly Veava	12	5	1	0	1	8	1	
Division 6	Cr Lynette Jones	9	4	7	1	7	8	0	
Division 7	Cr Jane Pickels	12	5	11	11	11	2	11	
Division 8	Cr Viv Coleman	12	4	10	8	10	6	11	





## Standing Committees

Council has four standing committees:

- Corporate, Governance and Financial Services Standing Committee (CG&FS)
- Engineering and Infrastructure Standing Committee (E&I)
- Planning, Environment and Community Services Standing Committee (PECS)
- Water and Waste Standing Committee (W&W)

A temporary Special Community Grants Standing Committee was established to consider applications relating to The Road to COVID-19 Recovery Stimulus Packages.

### Standing Committee Membership:

	CG&FS	E&I	PECS	W&W	SPECIAL GRANTS
	Cr Pickels (Chair)	Cr Pickels (Chair)	Cr Vea Ve (Chair)	Cr West (Chair)	Mayor Baker (Chair)
<b>July 2020 to June 2021</b>	Mayor Baker	Mayor Baker	Mayor Baker	Mayor Baker	Cr Austen
	Cr Moffat	Cr Lacey	Cr Lacey	Cr Austen	Cr Lacey
	Cr Coleman	Cr West	Cr Pickels	Cr Jones	Cr Pickels
	Cr Jones	Cr Austen	Cr Coleman	Cr Vea Ve	Cr Coleman
		Cr Moffat			



## Councillor Conduct

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

Updates to the legislation over the years introduced a mandatory Code of Conduct for Councillors and new processes for complaint handling, including the introduction of the Office of the Independent Assessor to investigate complaints against Councillors. The subsequent amendments to the *Local Government Act 2009* and *Local Government Regulation 2012* have resulted in a change in reporting requirements in relation to Councillor Conduct matters.

Under s186(1)(d), (e) and (f) of the Local Government Regulation 2012 (LGR), council's annual report must contain details of any orders and complaints about councillors during the financial year. Details for 2020-21 are as follows:

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



# Remuneration

## Executive Remuneration

The following summary shows the range of total remuneration packages payable for the 12-month period to 30 June 2021, for Council's senior executive employees.

Senior executive employees (the CEO, and senior employees reporting directly to the CEO) are engaged under fixed-term, performance-based contracts.

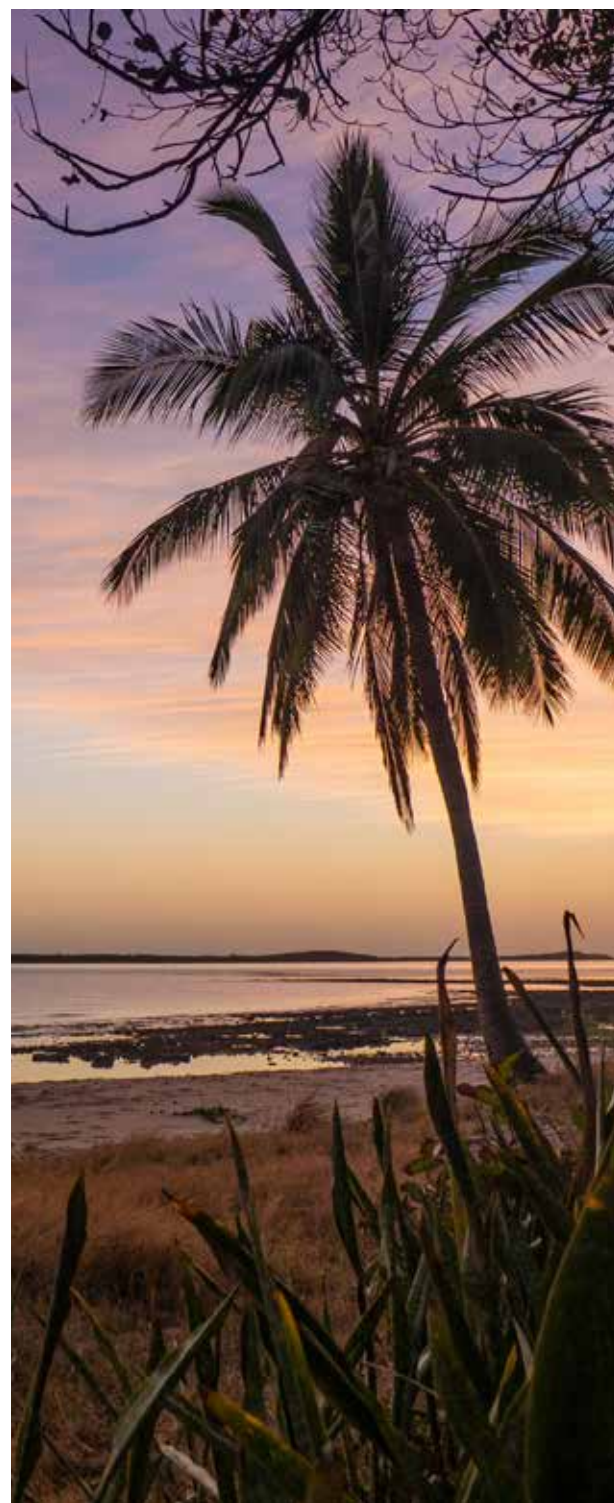
The remuneration packages include base salary, superannuation, allowances and non-monetary benefits, for example housing, vehicle and professional memberships.

**Total of all Remuneration Packages Payable\*** \$ 2,330,531.64

Band \$200,000 - \$300,000	1
Band \$300,000 - \$400,000	4
Band \$400,000 - \$500,000	2

\*The above table identifies two additional positions from the previous year.

This is a result of a previously existing position now being included in Council's Executive Leadership Team effective May 2021 and the temporary two-month appointment of the transitioning/outgoing Chief Executive Officer who concluded his tenure on 30 June 2021.



## Councillor Remuneration and Expenses

This table reflects total Councillor remuneration including superannuation, and total expenses including mobile phone and vehicle allowances for the financial year.

Division	Councillor	Total Remuneration*	Total Expenses**
Mayor	Cr Anne Baker	\$146,253	\$35,572
Division 1	Cr Greg Austen	\$75,962	\$3,898
Division 2	Cr Sandy Moffat	\$75,962	\$5,297
Division 3	Cr Gina Lacey	\$75,962	\$9,834
Division 4	Cr Simon West	\$75,962	\$1,447
Division 5	Cr Kelly Vea Vea^	\$89,368	\$7,286
Division 6	Cr Lynette Jones	\$75,962	\$6,302
Division 7	Cr Jane Pickels	\$75,962	\$8,196
Division 8	Cr Viv Coleman	\$75,962	\$29,698
		\$767,355	\$107,530

\* Includes superannuation.

\*\* Expenses cover mileage, mobile phone and representation at conferences and forums on behalf of Council, e.g. Local Government Association of Queensland Annual Conference, Greater Whitsunday Council of Mayor's, Northern Alliance of Councils meetings, Northern Australia conference, LGAQ memberships, Australian Local Government Conference, Mackay Tourism meetings, Regional Social Development Coalition Socio-Economic Forum.

^ Deputy Mayor

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



# Audits

## Internal Audit

Council manages its risk via its Audit and Risk Committee.

The Committee oversees audit and risk assessment functions within Council.

The main responsibility of the Audit and Risk Committee is to ensure:

- Key areas of risk within Council are determined and controls are established to reduce or manage these risks
- Appropriate internal controls exist within Council's policies, processes and procedures
- The internal and external audit functions are effective
- The audit programs are sufficiently comprehensive
- Council's Annual Financial Statements are endorsed

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

The members of the Audit and Risk Committee as at 30 June 2021 are:

- Mr Hayden Wright (Independent Chair)
- Mr Stephen Coates (Independent Member)
- Cr Gina Lacey
- Cr Jane Pickels

Alternative Members:

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

Independent Chair Hayden Wright joined the Audit and Risk Committee being the successful applicant following an expression of interest process in early 2017.

Mr Wright joined the Committee at its meeting on 24 July 2017, at which time he also assumed the role of Chair.

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

Following an expression of interest and interview process, in July 2019 a new independent member Stephen Coates joined the Committee.

Mr Coates has been a Director of a number of private and not-for-profit organisations, as well as having a lengthy career in governance, risk & compliance, particularly as it relates to technology.

Mr Coates is involved with numerous Audit and Risk Management Committees in the public sector, both from a membership perspective and advisor.

Council, in May 2021, endorsed the extension of Mr Wright and Mr Coates' tenure on the Audit and Risk Committee for a further two years.

This will be the final two year term for Mr Wright, concluding in July 2023.

All other Councillors are invited guests to all meetings, as is the CEO and senior management who are required to report on matters of interest.

The Committee meets bimonthly, or as required for urgent matters.

## Reviews

During the 2020-21 financial year the following reviews were undertaken across Council.

- Implementation of Resolutions by Council
- Internal audit report - Induction and Onboarding
- Probity Audit - Administration of the Community Chest Fund and Special Emergency Grants
- Procurement - Computer Analytics and Computer-assisted Audit Techniques
- Records Management
- Fraud and Conflict of Interest
- Internal Audit Register review on previous findings

Of these reviews, findings and recommendations arising are being actioned to facilitate business improvement and enhance Council's internal control environment. Up until May 2021, Crowe were Council's internal auditors, having been successful in a tender process early 2018. The contract expired on 30 April 2021. Early 2021, Council released a tender for the Provision of Internal Audit.

As a result a panel of pre-qualified providers was endorsed by Council in May 2021, these are:

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

Each have entered into a two-year contract, with an option to extend for 12 months at Council's sole discretion.

## Non-Reportable Items

During the reportable financial period, Isaac Regional Council did not have any activity in the following areas:

- Invitations to change tenders; and
- Competitive neutrality complaints.

Council did not conduct any significant business activities during 2020-21. Council conducts a review annually of the threshold amounts for significant business activities being undertaken for the preceding financial year that may meet the

thresholds to report on a new significant business activity. In accordance with the Act and the *Local Government Regulation 2012* (the Regulation) Council is required to make certain assessments and disclosures in relation to its 'business' activities. There were no Commercial Business Units operated by Council for the reportable period.

## Registers

The following is a list of registers Council maintains. Some of these registers are open for inspection and they are available on Council's website - [isaac.qld.gov.au](http://isaac.qld.gov.au)

- Asbestos Register;
- Authorised Persons;
- Cemetery Burial Record Register;
- Complaints about the conduct or performance of Councillors Register;
- Contact with Lobbyists Register;
- Contaminated Land Register;
- Councillor Conduct Register;
- Delegations by CEO Register;
- Delegations by Council Register;
- Development Applications Register;
- Disclosure Log;
- Dog Register;
- Fees and Charges Register;
- Forms Register;
- Gifts and Benefits Register;
- Impoundment of Animals Register;
- Local Laws Register;
- Policy Register;
- Mining Agreement Register
- Roads Hierarchy Register and Maps; and
- Tenders and Contracts Register.



# Expenditure, Rates and Charges

## Service Facility or Activity Expenditure

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

## Business Activities

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

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

Council did not conduct any significant business activities during 2020-21. Council reported in its 2015-16 Annual Report that the Water and Wastewater Business would commence as a significant business activity on 1 July 2017, however on 31 January 2017 (resolution #4780) Council adopted to amend its "target date for implementation of commercialisation of the water and wastewater business activity from 1 July 2017 to 1 July 2018". This was to prepare the business and establish an appropriate model to transition effectively.

On 26 June 2018 (#5449) Council adopted "that it's Water and Wastewater business activity is not at this time a Significant Business Activity as defined by Section 43(4) of *Local Government Act 2009*" and "Acknowledges that its previous decision to apply reform (commercialisation) full cost pricing and full cost recovery are therefore superseded by this annual resolution."



# Concessions

## Rates, Rebates and Concessions

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

### Summary of Concessions for Rates and Charges

Concession Total*	Financial Cost
Discount	\$5,841,402
Pensioner concession	\$222,209
Economic or social incentives	\$431,577

*\*no concessions were granted under the natural hardship clause*

## Discount

In accordance with the provisions of Section 130 of the Regulation, discount at the rate of 10 per cent shall be allowed on general rates, excluding all special rates and charges, provided payment of the full amount of outstanding and overdue rates and interest is paid by the due date.

If Council is satisfied that a person liable to pay a rate has been prevented, by circumstances beyond the person's control, from paying the rate in time to benefit from a discount under Section 130 of the Regulation, then Council under Section 130(10) of the Regulation, may still allow the discount following written application by the ratepayer.

## Pensioner Concessions

To alleviate the impact of rates and charges on approved pensioners, Council shall provide concessions of 30 per cent on general rates, water, sewerage and cleaning charges (excluding state fire levy and excess water charges) in addition to the State Pensioner Subsidy.

## Natural Hardship

Council may, at its discretion allow other concessions or remissions if it is of the opinion that some unusual and serious circumstances exist which may prevent payment within the appointed time or otherwise delay the payment of rates and charges as they fall due.

Applications for concession or remission should be able to demonstrate unusual and severe difficulty rather than the usual frustration and trial to which everyone is subjected from time to time.

## Economic or Social Incentives

Council may allow rating concessions as an incentive to attract business to the region in an industrial estate development or in a project with similar economic benefit to the region.

At Council's discretion, it may remit some or all of the rates and charges that would otherwise be payable by certain clubs or organisations that, in the opinion of the Chief Executive Officer, fulfil useful social and/or charitable community needs, as identified in Council's 5 Year Corporate Plan.



# Customer Service

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

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

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

Complaints can be made in a number of ways:

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

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



## Administrative Action Complaints Summary 2020-21

### General Complaints

**Number**

Complaints resolved by the local government under the complaints management process	4
Complaints not resolved by the local government under the complaints management process that were made in the previous financial year	5

### Administrative Action Complaints

**Number**

Complaints made to the local government	6
Complaints resolved by the local government under the administrative action complaints process	5





financials

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# Financial Reporting

**This section outlines our financial performance and position during 2020-21, including a summary in plain language and financial statements that have been prepared in accordance with relevant legislation and accounting standards.**

## Community Financial Report

The community financial report provides a plain English explanation of our financial statements so they can be easily understood by our community and others who wish to read the annual report.

Financial statements are often difficult to understand when prepared in accordance with accounting standards. The following provides a summary and an analysis of Isaac Regional Council's financial performance and position for the 2020-21 financial year.

It is important that Council remains financially sustainable. The Regulation states that the relevant measures of financial sustainability are the following measures:

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

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

The Community Financial Report is a simplified version of the information contained in Council's Financial Statements (*page 128 and on USB*).

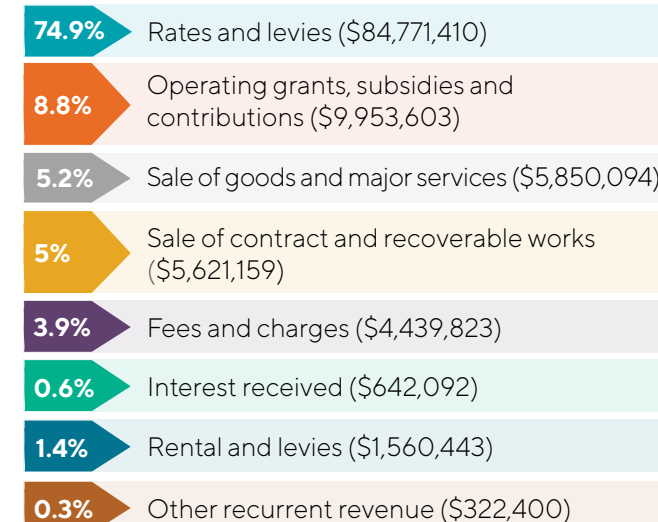
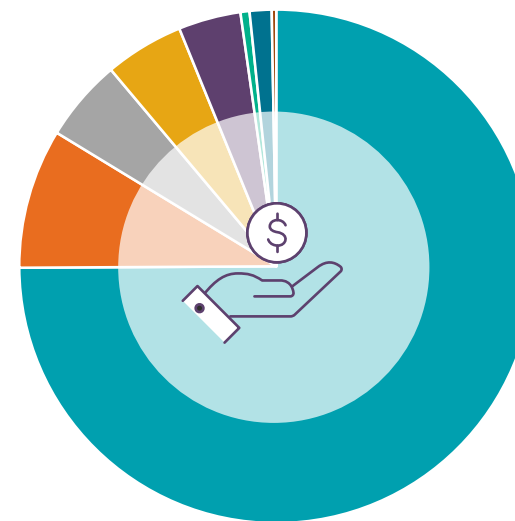
# Financial Position

## Income

The total income for the financial year was approximately \$129.6 million.

This included operating revenue of \$113.2 million and capital revenue of \$16.4 million.

The graph below shows the breakup of operating revenue, which is predominantly derived from rates and levies.



## Expenses

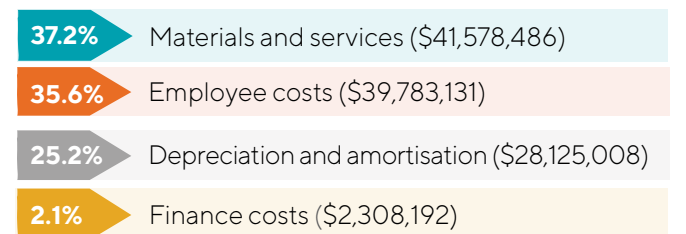
The total expenditure incurred for the year in providing services to the community was approximately \$127.3 million.

Council undertook regular reviews of expenditure levels to ensure that funds were expended in the most efficient and effective way possible.

Council operating expenses as shown in the graph below totalled \$111.8 million.

Capital expenses, typically the costs of replaced assets that were written off and re-valuation adjustments totalled \$15.5 million.

Council also invested over \$42.4 million on capital projects over the year.





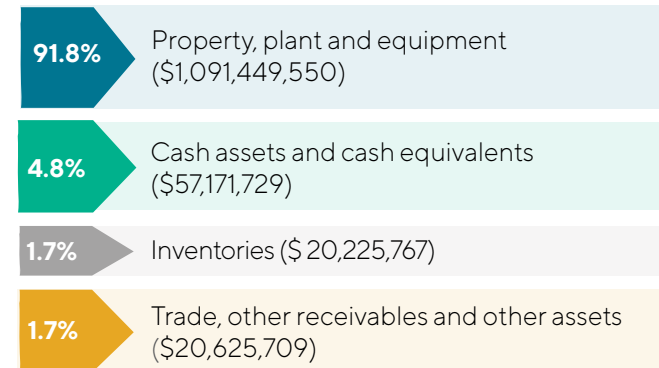
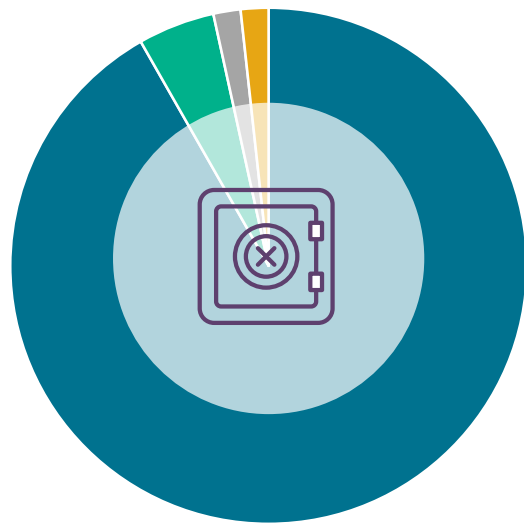
# Assets

## Assets - What We Own

Council owns a variety of assets which are a significant investment for the community.

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

As at 30 June 2021 the total value of assets held by Council was around \$1.2 billion, which has been broken up into the respective components in the graph below.



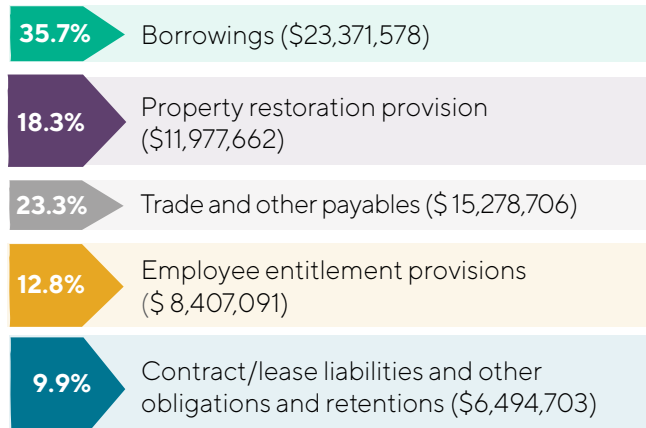
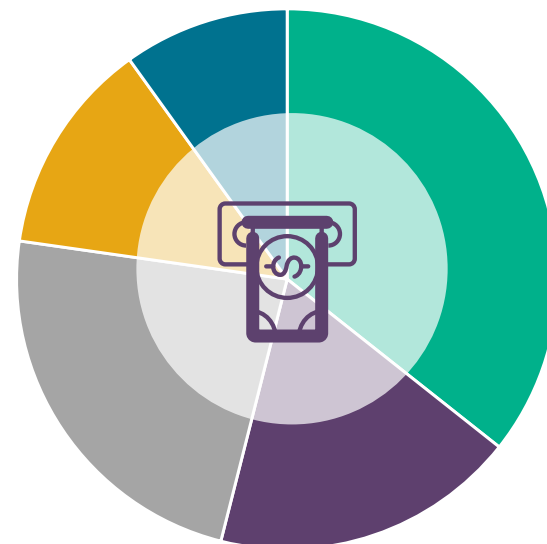
## Liabilities - What We Owe

Our liabilities are reviewed regularly as part of our long term financial strategy.

As at 30 June 2021 the value of total liabilities of Council was approximately \$65.5 million.

The largest part of liabilities is borrowings, which have been used to fund investment in long life infrastructure.

Using borrowed funds is a way of spreading the cost of assets across the generations who will receive the associated benefits.



## Our Net Worth

Our community's net worth (what we own less what we owe) at the end of the financial year was approximately \$1.1 billion.

In the Statement of Financial Position, this represents the Total Community Equity.

## Resolutions

In July 2015, under resolution number 4186, Council resolved to appropriately identify Commonwealth grant funding in Council publications, including annual reports.

In accordance with this resolution, Council received \$5,435,777 in federal funding through the Financial Assistance Grants program for 2020- 21.

This funding makes a valuable contribution towards Council's continued delivery of important community services and infrastructure.

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

On 28 April 2020, under resolution number 6595, Council resolved to adopt the amended Councillor Support (Expenses Reimbursement) Policy (STAT-POL-057) under section 250(1) of the *Local Government Regulation 2012*.

This policy provides for the payment of reasonable expenses incurred, or to be incurred, by Councillors for discharging their duties and responsibilities as Councillors; and provision of facilities to the Councillors for that purpose.

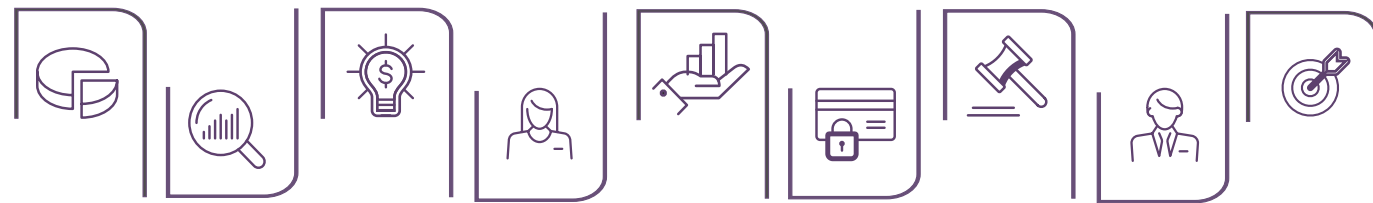
A copy of the agenda and minutes can be viewed at: <https://www.isaac.qld.gov.au/about-council/meetings-and-minutes>.



# Financial Health

## Financial Sustainability Ratios

Financial Ratios assist in determining the current and future financial health of Isaac Regional Council. These ratios provide a snap shot of the financial performance without having to read the complete Financial Statements (as at 30 June 2021).



Ratio Type	Description	Performance
Asset sustainability ratio	Capital expenditure on the replacement of assets divided by depreciation expense	103.9%
Operating surplus ratio	Operating surplus divided by total operating revenue	1.2%
Net financial liability	Total liabilities less current assets divided by total operating revenue	-7.2%
Change in community equity ratio	The percentage change in the net wealth of the Council	-0.9%
Interest cover ratio	Net interest expense divided by total operating revenue	0.3%
Debt servicing ratio	The percentage that the Council's total recurrent revenue that is used to service loan interest and principal repayments	2.2%
General rate revenue ratio	The Council's dependence on general rate revenue as a percentage of total recurrent revenue	54.5%
Revenue ratio	The Council's dependence on net rates and utility charges as a percentage of total recurrent revenue	74.9%
Debt exposure ratio	The percentage of Council's capital debt to total community equity	2.2%
Working capital ratio	Unrestricted current assets available to meet current liabilities	1.82:1
Rate arrears ratio	The percentage of rates and charges receivable to net rate and charges revenue	5.1%

## Controlled Entities

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

Isaac Affordable Housing Trust is a company limited by guarantee and does not have any share capital. Council is the sole shareholder however the board operates autonomously to Council. Of the seven directors, four positions are allocated to Council representatives, with remaining members being the Company Secretary, 1 x external Corporate (Vacant) and 1 x Community (Vacant). Control is able to be exercised by Council by determining the composition of the Board as well as the capacity to appoint and remove directors and approve grant funding.

Moranbah Early Learning Centre is a company limited by guarantee and does not have any share capital. Council is the sole shareholder however the board operates autonomously to Council. Of the five directors, three positions are allocated to Council representatives (the five members includes the Company Secretary). Control is able to be exercised by Council by determining the composition of the Board as well as the capacity to appoint and remove directors and approve grant funding.

As a controlled entity of a local government, IAHT and MELC are classified as a public-sector entity under the *Auditor-General Act 2009*. As such IAHT and MELC will be audited annually by the Auditor-General of Queensland.

For a summary of these entities, their net assets and results ending 30 June 2021, refer to note 26 in Council's financial statements.

## Financial Statements

This section contains a copy of the following financial documents:

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

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





ISAAC REGIONAL COUNCIL

FINANCIAL STATEMENTS  
For the year ended 30 June 2021

MANAGEMENT CERTIFICATE  
For the year ended 30 June 2021

These general purpose financial statements have been prepared pursuant to sections 176 and 177 of the *Local Government Regulation 2012* (the Regulation) and other prescribed requirements.

In accordance with section 212(5) of the Regulation we certify that

- (i) the prescribed requirements of the *Local Government Act 2009* and *Local Government Regulation 2012* for the establishment and keeping of accounts have been complied with in all material respects; and
- (ii) the general purpose financial statements, as set out on pages 1 to 30, present a true and fair view, in accordance with Australian Accounting Standards, of the Council's transactions for the financial year and financial position at the end of the year.

  
\_\_\_\_\_  
Mayor

Name: Cr Anne Baker

Date: 26, 10, 2021

  
\_\_\_\_\_  
Chief Executive Officer

Name: Mr Jeff Stewart-Harris

Date: 26, 10, 2021





## INDEPENDENT AUDITOR'S REPORT

To the councillors of Isaac Regional Council

### Report on the audit of the financial report

#### Opinion

I have audited the financial report of Isaac Regional Council.

In my opinion, the financial report:

- a) gives a true and fair view of the council's financial position as at 30 June 2021, and of its financial performance and cash flows for the year then ended
- b) complies with the *Local Government Act 2009*, the Local Government Regulation 2012 and Australian Accounting Standards.

The financial report comprises the statement of financial position as at 30 June 2021, the statement of comprehensive income, statement of changes in equity and statement of cash flows for the year then ended, notes to the financial statements including significant accounting policies and other explanatory information, and the certificate given by the Mayor and Chief Executive Officer.

#### Basis for opinion

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

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

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

#### Other information

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

At the date of this auditor's report, the available other information in Isaac Regional Council's annual report for the year ended 30 June 2021 was the current year financial sustainability statement, long-term financial sustainability statement and annual report.

The councillors are responsible for the other information.

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

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

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

#### Responsibilities of the councillors for the financial report

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

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

#### Auditor's responsibilities for the audit of the financial report

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

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

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



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

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

#### Report on other legal and regulatory requirements

In accordance with s.40 of the *Auditor-General Act 2009*, for the year ended 30 June 2021:

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

#### Prescribed requirements scope

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



Michael Claydon  
as delegate of the Auditor-General

28 October 2021

Queensland Audit Office  
Brisbane

#### ISAAC REGIONAL COUNCIL

Current-year Financial Sustainability Statement  
For the year ended 30 June 2021

##### Measures of financial sustainability

###### (i) Operating surplus ratio

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

###### (ii) Asset sustainability ratio

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

###### (iii) Net financial liabilities ratio

Total liabilities less current assets divided by total operating revenue.

Council's performance at 30 June 2021 against key financial ratios:

	Operating surplus ratio	Asset sustainability ratio	Net financial liabilities ratio
Target	between 0% and 10%	greater than 90%	not greater than 60%
Actual	1.21%	103.90%	-7.17%

##### Note 1 - Information about these financial statements

The current year financial sustainability statement is a special purpose statement prepared in accordance with the requirements of the *Local Government Regulation 2012* and the *Financial Management (Sustainability) Guideline 2013*. The amounts used to calculate the three reported measures are prepared on an accrual basis and are drawn from the Council's audited general purpose financial statements for the year ended 30 June 2021.

#### Certificate of Accuracy

For the year ended 30 June 2021

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

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



Mayor

Name: Cr Anne Baker

Date: 26/10/21



Chief Executive Officer

Name: Mr Jeff Stewart-Harris

Date: 26/10/2021





## INDEPENDENT AUDITOR'S REPORT

To the councillors of Isaac Regional Council

### Report on the current-year financial sustainability statement

#### Opinion

I have audited the accompanying current-year financial sustainability statement of Isaac Regional Council for the year ended 30 June 2021, comprising the statement, explanatory notes, and the certificate of accuracy given by the Mayor and the Chief Executive Officer.

In accordance with s.212 of the Local Government Regulation 2012, in my opinion, in all material respects, the current-year financial sustainability statement of Isaac Regional Council for the year ended 30 June 2021 has been accurately calculated.

#### Basis of opinion

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

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

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

#### Emphasis of matter – basis of accounting

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

#### Other Information

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

At the date of this auditor's report, the available other information in Isaac Regional Council's annual report for the year ended 30 June 2021 was the general purpose financial statements, long-term financial sustainability statement and annual report.

The councillors are responsible for the other information.

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



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

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

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

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

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

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

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

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

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

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

- Evaluate the overall presentation, structure and content of the statement, including the disclosures, and whether the statement represents the underlying transactions and events in a manner that achieves fair presentation.

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

Michael Claydon  
as delegate of the Auditor-General

28 October 2021

Queensland Audit Office  
Brisbane



**ISAAC REGIONAL COUNCIL**

**Long-Term Financial Sustainability Statement  
Prepared as at 30 June 2021**

**Measures of financial sustainability**

- (i) **Operating surplus ratio**  
Operating surplus (Net result excluding all capital items) divided by total operating revenue (excludes capital revenue).
- (ii) **Asset sustainability ratio**  
Capital expenditure on the replacement of infrastructure assets (renewals) divided by depreciation expense on infrastructure assets.
- (iii) **Net financial liabilities ratio**  
Total liabilities less current assets divided by total operating revenue.

Council's performance at 30 June 2021 against key financial ratios:

	Operating surplus ratio	Asset sustainability ratio	Net financial liabilities ratio
<b>Target</b>	between 0% and 10%	greater than 90%	not greater than 60%
<b>Actuals at 30 June 2021</b>	1.21%	103.90%	-7.17%
<b>Projected for the years ended</b>			
30 June 2022	1.20%	93.50%	-2.88%
30 June 2023	1.66%	104.83%	-0.18%
30 June 2024	1.79%	104.80%	-2.79%
30 June 2025	1.90%	104.39%	-5.45%
30 June 2026	2.02%	102.76%	-8.16%
30 June 2027	2.13%	102.71%	-10.93%
30 June 2028	2.27%	102.67%	-13.77%
30 June 2029	2.40%	102.62%	-16.69%
30 June 2030	2.55%	102.58%	-19.68%

**Financial Management Strategy**

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

**Certificate of Accuracy**

For the long-term financial sustainability statement prepared as at 30 June 2021

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

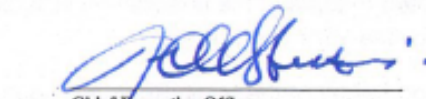
In accordance with Section 212(5) of the Regulation we certify that this long-term financial sustainability statement has been accurately calculated.



Mayor

Name: Cr Anne Baker

Date: 26/10/21



Chief Executive Officer

Name: Mr Jeff Stewart-Harris

Date: 26/10/2021



SCAN ME

for a digital copy of the annual report or manually input into your desktop browser the below

<https://www.isaac.qld.gov.au/about-council/annual-report>




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**ISAAC**  
REGION

The logo graphic consists of three vertical elements: a solid brown bar, a blue silhouette of a person's head and shoulders, and a green silhouette of a person's head and shoulders. The blue and green silhouettes are positioned to the right of the brown bar, with the blue one slightly overlapping the green one.

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*HELPING TO ENERGISE THE WORLD*