



AGENDA

Ordinary Council Meeting Wednesday, 15 December 2021

**I hereby give notice that an Ordinary Meeting of Council will be held
on:**

Date: Wednesday, 15 December 2021

Time: 9am

**Location: Council Chambers
23 West Street
Mount Isa**

**David Keenan
Chief Executive Officer**

Order Of Business

1	Opening of the Meeting/Acknowledgement of Country	5
2	Prayer	5
3	Apologies/Leave of Absence	5
4	Public Participation	5
5	Confirmation of Previous Meeting Minutes.....	6
5.1	Minutes of the Ordinary Meeting held on 17 November 2021	6
6	Actions from Previous Council Meetings	22
	Nil	
7	Declarations of Conflicts of Interest.....	22
8	Mayoral Minute.....	22
	Nil	
9	Reading and Consideration of Correspondence	23
9.1	Correspondence Report - November 2021	23
10	Executive Services Reports	42
10.1	Update of Code of Conduct for Councillors V5	42
10.2	Update of Councillor Acceptable Request Guidelines V5	50
10.3	2021-2022 Annual Operational Plan First Quarter Update	56
10.4	Endorsement of Proposed Local Law No.8 (Control of intoxicating liquor) 2021	70
11	Corporate and Community Services Reports	80
11.1	Economic and Community Development Overview Report -October and November 2021.....	80
11.2	Corporate Services Overview Report - October and November 2021.....	88
11.3	Library Overview Report - October and November 2021	96
11.4	Splasherz Overview Report - November 2021.....	99
11.5	Finance Overview Report - November 2021.....	103
11.6	Sponsorship request - ZONTA Club of Mount Isa.....	110
11.7	Budget Process June 2023	154
11.8	11 November 2021 Miners Memorial Advisory Committee Meeting Minutes - Unconfirmed.....	156
11.9	Local Government Sustainability Framework Submission	170
11.10	Management Fee for Campsite Management Agreement Camooweal Town Common (Western Severance).....	208
12	Infrastructure Services Reports.....	210
12.1	Water and Sewerage Overview Report	210
12.2	Major Projects Overview Report.....	217
12.3	Business Continuity Plan.....	220
12.4	Local Disaster Management Plan.....	263
13	Notices of Motion.....	317

Nil

14	Consideration of Confidential Business Items	318
14.1	Request for Waiver of Rates & Charges due to Financial Hardship Assessment 04337-00005-000.....	318
14.2	Design and Construction of Materials Recovery Facility	318
14.3	Appointment of Preferred Tenderer for the supply of an ERP System	318
14.4	PROPOSAL TO USE COUNCIL RESERVE LAND FOR TRIAL GROWTH OF SPINIFEX AND OTHER PLANTS	318

1 OPENING OF THE MEETING/ACKNOWLEDGEMENT OF COUNTRYAcknowledgement of Country

Mount Isa City Council acknowledges the Kalkadoon and the Indjilandji people, Traditional Custodians of the land on which we meet today and pay our respects to their Elders past, present and emerging.

We extend that respect to Aboriginal and Torres Strait Islander peoples here today.

Recording of Council Meeting

Please note this Ordinary Meeting of Mount Isa City Council may be live streamed and recorded in accordance with Council's 'Recording of Council Meetings Policy'.

As a visitor in the public gallery, your presence may be recorded.

By remaining in Chambers, it is assumed your consent is given if your image is inadvertently broadcast.

2 PRAYER**3 APOLOGIES/LEAVE OF ABSENCE****4 PUBLIC PARTICIPATION**

5 CONFIRMATION OF PREVIOUS MEETING MINUTES**5.1 MINUTES OF THE ORDINARY MEETING HELD ON 17 NOVEMBER 2021**

Document Number: 754242

Author: Senior Executive Assistant

Authoriser: Chief Executive Officer

RECOMMENDATION

THAT the Minutes of the Ordinary Meeting held on 17 November 2021 be amended to correct the GST in Item 12.5 Buchanan Park – Ablutions Block to \$940,148 (ex GST) as reflected in the body of the report.

ATTACHMENTS

1. Minutes of the Ordinary Meeting held on 17 November 2021



MINUTES

**Ordinary Council Meeting
Wednesday, 17 November 2021**

Order Of Business

1	Opening of the Meeting/Acknowledgement of Country	4
2	Prayer	4
3	Apologies/Leave of Absence	4
4	Public Participation	5
5	Confirmation of Previous Meeting Minutes.....	6
5.1	Minutes of the Ordinary Meeting held on 20 October 2021.....	6
6	Actions from Previous Council Meetings	6
	Nil	
7	Declarations of Conflicts of Interest.....	6
8	Mayoral Minute.....	6
	Nil	
9	Reading and Consideration of Correspondence	6
9.1	Correspondence Report - October 2021	6
10	Executive Services Reports	7
10.1	Update of Administrative Action Complaints Policy V4	7
10.2	Update of Advisory Committees Policy V2	7
10.3	Submission to the Parliamentary Inquiry into the functions of the Independent Assessor and performance of those functions.....	7
10.4	Submission to the proposed Local Government Sustainability Framework.....	7
10.5	Media and Communications Report September & October 2021	7
10.6	Renewal Of Special Lease 13/53019 Described as Lots 12, 13 & 19 on Crown Plan C3932- 48-52 Cronin and 47 Beaumont Street Camooweal	8
11	Corporate and Community Services Reports	8
11.1	Waste Management Overview Report - September & October 2021	8
11.2	Local Laws Overview Report - September and October 2021	8
11.3	Finance Overview Report - October 2021	9
11.4	Splasherz Overview Report - October 2021	9
11.5	Environmental & Biosecurity Overview Report - September and October 2021	9
11.6	Principal Pedestrian Network	9
11.7	In-Kind Request - Yallambie Reserve.....	10
11.8	In-kind Request - Mount Isa Pistol Club	10
11.9	Cities Power Partnership.....	10
11.10	Lake Moondarra Advisory Committee	10
12	Infrastructure Services Reports.....	10
12.1	Major Projects Overview Report.....	10
12.2	Works and Operations Overview Report	11
12.3	Contract for the provision of bitumen resurfacing	11
12.4	BUILDING OUR REGIONS PROJECTS - WATER AND SEWER	11

12.5	Buchanan Park - Ablutions Block	12
12.6	Principal Cycle Network Prioritisation	12
13	Notices of Motion.....	12
	Nil	
14	Consideration of Confidential Business Items	12
14.1	Audit and Risk Management Committee Meeting Minutes dated 28 October 2021 -Unconfirmed.....	13
14.2	Smart Water Meter Installation	14
14.3	Urgent Stormwater Repair Carbine Avenue	14
14.4	Buchanan Park Entertainment Centre Awning	14
14.5	Notification of Insurance Claim.....	14

**MINUTES OF MOUNT ISA CITY COUNCIL
ORDINARY COUNCIL MEETING
HELD AT THE COUNCIL CHAMBERS, 23 WEST STREET, MOUNT ISA
ON WEDNESDAY, 17 NOVEMBER 2021 AT 9AM**

PRESENT: Crs Slade, Barwick, Fortune, MacRae, Stretton, Tully, Coghlan

IN ATTENDANCE: David Keenan (Chief Executive Officer), Renee Wallace (Director Infrastructure Services), Chiley Luangala (Director Corporate and Community).

1 OPENING OF THE MEETING/ACKNOWLEDGEMENT OF COUNTRY

Her Worship Mayor Cr Slade opened the meeting and welcomed all those present. Mayor Cr Slade provided the meeting with an acknowledgement of country. Mayor Cr Slade advised this Ordinary Meeting is being recorded in accordance with Council's 'Recording of Council Meeting' Policy.

RESOLUTION OM01/ 11/21

Moved: Cr Danielle Slade

Seconded: Cr Phil Barwick

THAT in accordance with Section 277 of the *Local Government Regulation 2012*, the following participants will be taking part in this meeting via teleconference and will be noted as in attendance:

- Cr Peta MacRae

CARRIED

2 PRAYER

Pastor David Quilty from Isa Community Church provided the meeting with a prayer.

3 APOLOGIES/LEAVE OF ABSENCE

RESOLUTION OM02/ 11/21

Moved: Cr George Fortune

Seconded: Cr Mick Tully

THAT in accordance with Section 162 of the *Local Government Act 2009* Council receive and accept the leave application from Deputy Mayor Phil Barwick.

CARRIED

4 PUBLIC PARTICIPATION

Presentation of Community Grants Round 1, 2021/22

Recipients	Amt	Project / Event
Mount Isa Pistol Club	\$2,500	Purchase of Defibrillator Project is to purchase and install a fully automatic defibrillator at the club grounds.
Mount Isa Golf Club	\$3,201 + GST	Appy Golfers Purchase of a golfing App MiGolf Golfing Management Software
Mount Isa Amateur Netball Club	\$5,000 + GST	Canteen Upgrades Purchase of a commercial deep fryer for the Netball Club Canteen
Parkside United Junior Football Club	\$5,000	Sheet Walls to make an Office Erect walls in the existing shed to create an office space for the coaches, trainers etc.
Stack City MTB Inc. (Mountain bikers)	\$5,000	Purchase of Club Trailer Purchase a Club trailer to enable bikes and equipment to be easily transported to sites for track maintenance and events.

Presentation of Casual for a Cause

- Presentation of money raised by Council Staff for the Rotary Club of Mount Isa as part of the Casual for a Cause Initiative.

5 CONFIRMATION OF PREVIOUS MEETING MINUTES**5.1 MINUTES OF THE ORDINARY MEETING HELD ON 20 OCTOBER 2021****RESOLUTION OM03/ 11/21**

Moved: Cr Phil Barwick

Seconded: Cr Mick Tully

THAT the Minutes of the Ordinary Meeting held on 20 October 2021 be received and the recommendations therein be adopted.

CARRIED

6 ACTIONS FROM PREVIOUS COUNCIL MEETINGS

Nil

7 DECLARATIONS OF CONFLICTS OF INTEREST

Deputy Mayor Cr Phil Barwick declared a declarable conflict of interest in Item 9.1 as he is the Chair of the North West Regional Health and the group is a member of CheckUp. Deputy Mayor Phil Barwick advised his intent to leave the meeting chamber and any area set aside for the public for the duration of the discussion, debate and vote in relation to the agenda item.

Cr Peta MacRae declared a declarable conflict of interest in Item 12.3 Contract for the provision of bitumen resurfacing as her business adjoins the carpark at Turanga Shops mentioned in the report. Cr Peta MacRae advised her intent to leave the meeting chamber and any area set aside for the public for the duration of the discussion, debate and vote in relation to the agenda item.

8 MAYORAL MINUTE

Nil

9 READING AND CONSIDERATION OF CORRESPONDENCE

At 9:20am Cr Phil Barwick left the meeting due to a declared declarable conflict of interest in Item 9.1 Correspondence Report - October 2021.

9.1 CORRESPONDENCE REPORT - OCTOBER 2021**RESOLUTION OM04/ 11/21**

Moved: Cr George Fortune

Seconded: Cr Mick Tully

THAT Council receives and accepts the October 2021 Correspondence Report.

CARRIED

At 9:22am Cr Phil Barwick returned to the meeting.

10 EXECUTIVE SERVICES REPORTS**10.1 UPDATE OF ADMINISTRATIVE ACTION COMPLAINTS POLICY V4****RESOLUTION OM05/ 11/21**

Moved: Cr Phil Barwick

Seconded: Cr Peta MacRae

THAT Council adopt the Administrative Action Complaints Policy V4**CARRIED**

10.2 UPDATE OF ADVISORY COMMITTEES POLICY V2**RESOLUTION OM06/ 11/21**

Moved: Cr George Fortune

Seconded: Cr Paul Stretton

THAT Council adopt the Advisory Committees Policy V2**CARRIED**

10.3 SUBMISSION TO THE PARLIAMENTARY INQUIRY INTO THE FUNCTIONS OF THE INDEPENDENT ASSESSOR AND PERFORMANCE OF THOSE FUNCTIONS**RESOLUTION OM07/ 11/21**

Moved: Cr Phil Barwick

Seconded: Cr Peta MacRae

THAT Council endorse the submission to the Parliamentary Inquiry into the functions of the Independent Assessor and Performance of the functions.**CARRIED**

10.4 SUBMISSION TO THE PROPOSED LOCAL GOVERNMENT SUSTAINABILITY FRAMEWORK**RESOLUTION OM08/ 11/21**

Moved: Cr Paul Stretton

Seconded: Cr Phil Barwick

THAT Council endorse the submission to the proposed Local Government Sustainability Framework**CARRIED**

10.5 MEDIA AND COMMUNICATIONS REPORT SEPTEMBER & OCTOBER 2021**RESOLUTION OM09/ 11/21**

Moved: Cr Phil Barwick

Seconded: Cr Mick Tully

THAT Council receives and accepts the September and October 2021 Media and Communications Report.

CARRIED

10.6 RENEWAL OF SPECIAL LEASE 13/53019 DESCRIBED AS LOTS 12, 13 & 19 ON CROWN PLAN C3932- 48-52 CRONIN AND 47 BEAUMONT STREET CAMOOWEAL

RESOLUTION OM10/ 11/21

Moved: Cr Peta MacRae

Seconded: Cr Paul Stretton

THAT Council advise the Department of Resources that Council supports the renewal of Special Lease 13/53019 or conversion to freehold for lands described as Lots 12, 13 & 19 on Crown Plan C3932, and Council confirms that the lots are not listed on Council's Heritage Register.

AND

THAT Council advise the Department of Resources that in the event Lots 12, 13 & 19 on Crown Plan C3932 are on-sold or used for a purpose other than public housing, all dwellings must obtain a Form 21 (*Final Certificate*).

CARRIED

11 CORPORATE AND COMMUNITY SERVICES REPORTS

11.1 WASTE MANAGEMENT OVERVIEW REPORT - SEPTEMBER & OCTOBER 2021

RESOLUTION OM11/ 11/21

Moved: Cr Paul Stretton

Seconded: Cr George Fortune

THAT Council receives and accepts the September and October 2021 Waste Management Overview Report.

CARRIED

11.2 LOCAL LAWS OVERVIEW REPORT - SEPTEMBER AND OCTOBER 2021

RESOLUTION OM12/ 11/21

Moved: Cr Paul Stretton

Seconded: Cr George Fortune

THAT Council receives and accepts September and October 2021 Local Laws Overview Report.

CARRIED

11.3 FINANCE OVERVIEW REPORT - OCTOBER 2021**RESOLUTION OM13/ 11/21**

Moved: Cr Phil Barwick

Seconded: Cr Paul Stretton

THAT Council receives and accepts the October 2021 Finance Overview Report.**CARRIED**

11.4 SPLASHEZ OVERVIEW REPORT - OCTOBER 2021**RESOLUTION OM14/ 11/21**

Moved: Cr Kim Coghlan

Seconded: Cr Mick Tully

THAT Council receives and accepts the October 2021 Splashez Overview Report.**CARRIED**

11.5 ENVIRONMENTAL & BIOSECURITY OVERVIEW REPORT - SEPTEMBER AND OCTOBER 2021**RESOLUTION OM15/ 11/21**

Moved: Cr Paul Stretton

Seconded: Cr George Fortune

THAT Council receives and accepts the September and October 2021 Environmental and Biosecurity Overview Report.**CARRIED**

11.6 PRINCIPAL PEDESTRIAN NETWORK**RESOLUTION OM16/ 11/21**

Moved: Cr Peta MacRae

Seconded: Cr Paul Stretton

THAT Council adopts the Principal Pedestrian Network Plan document as presented.**AND****THAT** Council integrates the adopted Principal Pedestrian Network Plan into the next City of Mount Isa Planning Scheme 2020, Part 4 Local Government Infrastructure Plan Amendment.**AND****THAT** Council presents the works program (including options, high level cost estimates and priorities) for the identified Walking Network Plan, in line with, the priorities of the Principal Cycle Network Action Plan for adoption in the 10-year Capital Works Program.**CARRIED**

11.7 IN-KIND REQUEST - YALLAMBIE RESERVE**RESOLUTION OM17/ 11/21**

Moved: Cr George Fortune

Seconded: Cr Mick Tully

THAT Council provide a one-off bulk rubbish collection and disposal of waste from Yallambie Reserve, at an estimated cost of \$5,000.00, through in-kind support.

CARRIED

11.8 IN-KIND REQUEST - MOUNT ISA PISTOL CLUB**RESOLUTION OM18/ 11/21**

Moved: Cr Phil Barwick

Seconded: Cr Paul Stretton

THAT Council provide in-kind support to provide labour and plant to deliver approximately 228m3 of unusable fill to the Mount Isa Pistol Club to create a new shooting area, at a maximum cost of \$10,000.

CARRIED

11.9 CITIES POWER PARTNERSHIP**RESOLUTION OM19/ 11/21**

Moved: Cr Phil Barwick

Seconded: Cr Peta MacRae

THAT Council supports Mount Isa City Council in becoming a member of the Cities Power Partnership.

CARRIED

11.10 LAKE MOONDARRA ADVISORY COMMITTEE**RESOLUTION OM20/ 11/21**

Moved: Cr Peta MacRae

Seconded: Cr Mick Tully

THAT Council accepts the Lake Moondarra Advisory Committee Terms of Reference as presented.

CARRIED

12 INFRASTRUCTURE SERVICES REPORTS**12.1 MAJOR PROJECTS OVERVIEW REPORT****RESOLUTION OM21/ 11/21**

Moved: Cr Mick Tully
Seconded: Cr George Fortune

THAT Council receives and accepts the October 2021 Major Projects Overview Report as presented.

CARRIED

12.2 WORKS AND OPERATIONS OVERVIEW REPORT

RESOLUTION OM22/ 11/21

Moved: Cr Mick Tully
Seconded: Cr Paul Stretton

THAT Council receives and accepts the October 2021 Works and Operations Overview Report.

CARRIED

At 10:00 am, Cr Peta MacRae disconnected from the video conference and left the meeting due to a declared declarable conflict of interest in Item 12.3 Contract for the provision of bitumen resurfacing

12.3 CONTRACT FOR THE PROVISION OF BITUMEN RESURFACING

RESOLUTION OM23/ 11/21

Moved: Cr Mick Tully
Seconded: Cr George Fortune

THAT Council award contract 2021-14 to RPQ Spray Seal Pty Ltd for the sum of \$304,209.50 excl GST for Council's annual road resealing program of approximately 60,000 sq meters.

CARRIED

At 10:04 am, Cr Peta MacRae reconnected to the video conference and returned to the meeting.

12.4 BUILDING OUR REGIONS PROJECTS - WATER AND SEWER

RESOLUTION OM24/ 11/21

Moved: Cr Mick Tully
Seconded: Cr Paul Stretton

THAT Council review and approve the potential projects listed to gain possible funding from round 6 of the Building Our Regions program.

- Reservoir 4 refurbishment
 - Camooweal water treatment
 - Remove network cross connections
 - Gliderport planning and design (P)
 - Hydraulic model update (P)
 - DMA creation
 - TaKaDu participation
 - Odour treatment
-

- SPS upgrades/replacement
- SPS generator provision
- Sewer system to industrial area
- Hydraulic model preparation (P)
- Buchanan Park recycled water irrigation
- CBD recycled water connection

CARRIED

12.5 BUCHANAN PARK - ABLUTIONS BLOCK

RESOLUTION OM25/ 11/21

Moved: Cr Phil Barwick

Seconded: Cr Peta MacRae

THAT Council award the Buchanan Park ablutions block contract to Ausco for \$940,148 (inc. GST).
CARRIED

12.6 PRINCIPAL CYCLE NETWORK PRIORITISATION

RESOLUTION OM26/ 11/21

Moved: Cr Peta MacRae

Seconded: Cr Mick Tully

THAT Council endorse the drafting of a funding application to Department of Transport and Main Roads (TMR) 2022-23 Cycle Network Local Government Grants Program (CNLGG) for design and construction of new bicycle pathways.

CARRIED

13 NOTICES OF MOTION

Nil

Council Adjourned: 10:14am

Council Reconvened: 10:30am

14 CONSIDERATION OF CONFIDENTIAL BUSINESS ITEMS

RESOLUTION OM27/ 11/21

Moved: Cr George Fortune

Seconded: Cr Paul Stretton

THAT Council considers the confidential report(s) listed below in a meeting closed to the public in accordance with Section 254J of the Local Government Regulation 2012:

14.1 Audit and Risk Management Committee Meeting Minutes dated 28 October 2021 - Unconfirmed

This matter is considered to be confidential under Section 275 - h of the Local Government Regulation, and the Council is satisfied that discussion of this matter in an open meeting would, on balance, be contrary to the public interest as it deals with other business for which a public discussion would be likely to prejudice the interests of the local government or someone else, or enable a person to gain a financial advantage.

14.2 Smart Water Meter Installation

This matter is considered to be confidential under Section 254J - c of the Local Government Regulation, and the Council is satisfied that discussion of this matter in an open meeting would, on balance, be contrary to the public interest as it deals with the local government's budget.

14.3 Urgent Stormwater Repair Carbine Avenue

This matter is considered to be confidential under Section 254J - c of the Local Government Regulation, and the Council is satisfied that discussion of this matter in an open meeting would, on balance, be contrary to the public interest as it deals with the local government's budget.

14.4 Buchanan Park Entertainment Centre Awning

This matter is considered to be confidential under Section 254J - c of the Local Government Regulation, and the Council is satisfied that discussion of this matter in an open meeting would, on balance, be contrary to the public interest as it deals with the local government's budget.

14.5 Notification of Insurance Claim

This matter is considered to be confidential under Section 254J - f of the Local Government Regulation, and the Council is satisfied that discussion of this matter in an open meeting would, on balance, be contrary to the public interest as it deals with starting or defending legal proceedings involving the local government.

CARRIED

At 11:16 am, Cr Kim Coghlan left the meeting.

At 11:19 am, Cr Kim Coghlan returned to the meeting.

RECOMMENDATION

THAT Council moves out of Closed Council into Open Council.

14.1 AUDIT AND RISK MANAGEMENT COMMITTEE MEETING MINUTES DATED 28 OCTOBER 2021 - UNCONFIRMED**RESOLUTION OM28/ 11/21**

Moved: Cr Phil Barwick

Seconded: Cr Mick Tully

THAT Council receives and accepts the unconfirmed Audit and Risk Management Committee Meeting Minutes dated 28 October 2021 as presented.

CARRIED

14.2 SMART WATER METER INSTALLATION**RESOLUTION OM29/ 11/21**

Moved: Cr George Fortune

Seconded: Cr Paul Stretton

THAT Council notes the increase in cost and allow a further \$800,000 (ex.GST). for meter changeovers in the 2022-23 budget.

And

THAT Council receives a report at its January meeting, after the first portion of the meter replacement contract is completed, in order to review progress and to inform the remaining install.

CARRIED

14.3 URGENT STORMWATER REPAIR CARBINE AVENUE**MOTION**

Moved: Cr Mick Tully

Seconded: Cr Paul Stretton

THAT Council engage Interflow to urgently reline collapsing stormwater pipes in Carbine Avenue under *Chapter 6 Section 235 (c) a genuine emergency exists* of the Local Government Regulation.

14.4 BUCHANAN PARK ENTERTAINMENT CENTRE AWNING**RESOLUTION OM30/ 11/21**

Moved: Cr George Fortune

Seconded: Cr Paul Stretton

THAT Council approve \$30,000 capital budget item to complete rectification works to Buchanan Park Entertainment Centre Awning.

CARRIED

14.5 NOTIFICATION OF INSURANCE CLAIM**RECOMMENDATION**

THAT Council receive and accept the update regarding Insurance Claim 15 November 2021 as presented

There being no further business the Meeting closed at 11:27am.

The minutes of this meeting were confirmed at the Council Meeting held on 15 December 2021.

.....

CHAIRPERSON

6 ACTIONS FROM PREVIOUS COUNCIL MEETINGS

Nil

7 DECLARATIONS OF CONFLICTS OF INTEREST

8 MAYORAL MINUTE

Nil

9 READING AND CONSIDERATION OF CORRESPONDENCE**9.1 CORRESPONDENCE REPORT - NOVEMBER 2021**

Document Number: 754308

Author: Executive Assistant

Authoriser: Chief Executive Officer

Directorate: Executive Services

Portfolio: Finance, Customer Services, Economic Development, Promotion & Community Development, Arts

EXECUTIVE SUMMARY

Report outlining the Office of the Mayor and Chief Executive Officer incoming and outgoing correspondence.

RECOMMENDATION

THAT Council receives and accepts the October 2021 Correspondence Report.

BACKGROUND**Correspondence Received:**

1. **Deputy Premier, The Hon Steven Miles MP** letter of response to Council's request seeking an extension of time to finalise the audit of the Mount Isa City Council's 2020-21 financial statements.
2. **Queensland Reconstruction Authority** DRFA Grant Assistance – Ref QRATF/21/6800.
3. **Department of Agriculture and Fisheries** Regional Drought Resilience Planning Program.
4. **Bufs Club Mount Isa** Carpentaria Buffalo Club mandate position.
5. **Department of Education - Office of Industrial Relations** special holidays for 2022.
6. **Climate Council** certificate of membership – Cities Power Partnership.
7. **Department of Transport and Main Roads** letter of response re: requesting details on the process to establish public passenger transport services in Mount Isa.
8. **Department of Resources** letter re: Annual valuation effective 30 June 2022.
9. **Queensland Local Government Grants Commission** information about the new financial assistance grant allocation methodology for Queensland local governments.
10. **Senator Susan McDonald** letter regarding Northern Australia Small and Medium Enterprises Roundtable

Correspondence Sent:

1. **Mayor Danielle Slade** to Amanda McKenzie, CEO Climate Council regarding joining the Cities Power Partnership.

BUDGET AND RESOURCE IMPLICATIONS

Nil

LINK TO CORPORATE PLAN

Theme:	1.	People & Communities
Strategy:	1.1	Continue to monitor and stay informed about matters that affect the community

CONSULTATION (INTERNAL AND EXTERNAL)

Nil

LEGAL CONSIDERATIONS

Nil

POLICY IMPLICATIONS

Nil

RISK IMPLICATIONS

Nil

HUMAN RIGHTS CONSIDERATIONS

Consideration has been given to the protected human rights as per Council's Human Rights Policy.

RECOMMENDATION OPTIONS

THAT Council receives and accepts the November 2021 Correspondence Report.

OR

THAT Council does not receive and accept the November 2021 Correspondence Report.

ATTACHMENTS

1. Correspondence Received and Sent - November 2021 [!\[\]\(0f0f508d296bff693b2b34288b8d91ee_img.jpg\)](#) 



Hon Steven Miles MP
Deputy Premier
Minister for State Development, Infrastructure,
Local Government and Planning
Minister Assisting the Premier on Olympics Infrastructure

Our ref: MC21/4718

Your ref: Financial Management MagiQ Folder Ref#4959_DK:CL

1 William Street
Brisbane Queensland 4000
PO Box 15009
City East Queensland 4002
Telephone + 61 3719 7100
Email deputy.premier@ministerial.qld.gov.au
Website www.statedevelopment.qld.gov.au

ABN 65 959 415 158

-2 NOV 2021

Mr David Keenan
Chief Executive Officer
Mount Isa City Council
David.keenan@mountisa.qld.gov.au

Dear Mr Keenan

Thank you for your letter of 5 October 2021 seeking an extension of time until 31 December 2021 to finalise the audit of the Mount Isa City Council's 2020-21 financial statements.

I have determined the reasons for the council's request are within the meaning of extraordinary circumstances as required by the Local Government Regulation 2012.

I have decided to approve an extension of time until 31 December 2021 for the council to finalise its 2020-21 financial statements and audit. As you would be aware, the council is required to adopt the annual report within one month of audit certification.

I have asked for Ms Deanne Stewart, Acting Director, Local Government Division in the Department of State Development, Infrastructure, Local Government and Planning to assist you with any further queries. You may wish to contact Ms Stewart on (07) 3452 7875 or by email at Deanne.stewart@dsdilgp.qld.gov.au

Yours sincerely


STEVEN MILES MP
DEPUTY PREMIER
Minister for State Development,
Infrastructure, Local Government and Planning
Minister Assisting the Premier on Olympics Infrastructure

cc Mr Brendan Worrall
Auditor-General
Queensland Audit Office
brendan.worrall@qao.qld.gov.au

Queensland Reconstruction Authority

For reply please quote: QRATF/21/6800

5 November 2021

David Keenan
Chief Executive Officer
Mount Isa City Council
PO Box 815
MOUNT ISA QLD 4825

Dear David

I refer to Council's progress report dated 14 October 2021 for Disaster Recovery Funding Arrangements (DRFA) grant assistance under Council's 2020 Reconstruction of Essential Public Assets program.

This progress report advised a total expenditure to date of \$2,097,158.70 (excluding GST). As a result of Council's expenditure and the payments made to date, the Queensland Reconstruction Authority (QRA) has authorised a payment of \$1,135,527.15 (excluding GST) as a recipient created tax invoice (RCTI) inclusive of an RCTI agreement. The use of RCTIs ensures compliance with GST legislation.

Please refer to the attached progress payment certificate for a detailed breakdown of this progress payment in relation to Council's approved submissions.

All DRFA payments are subject to ongoing compliance and value for money reviews in accordance with the Queensland Disaster Relief and Recovery Guidelines. Payments may also be subject to sampling and further assessment by QRA or the Commonwealth.

If you require further information about this progress payment please contact Jason Flenley, General Manager, Operations on (07) 3008 7200.

Yours sincerely



Brendan Moon
Chief Executive Officer
Encl.

Level 11, 400 George Street Brisbane
PO Box 15428 City East
Queensland 4002 Australia
Telephone **+61 7 3008 7200**
Facsimile **+61 7 3008 7299**
www.qra.qld.gov.au

Queensland Reconstruction Authority

Progress Payment Certificate

Recipient Mount Isa City Council
Date 20/10/2021
Event 2019-2020
Year

QRA submission number	Description	Project funding amount (inc trigger point)	Estimated final cost	Maximum progress payment amount	Total payments to date	Trigger point	Total expenditure to date	Total expenditure recommended to date	Expenditure not recommended	Payment for milestone 2		
										Drawdown on grant advance	RCTI payment	Total payment amount
MICC 0007.192 0E REC	Reconstruction of Essential Public Assets - Queensland Monsoonal Flooding, 23 January - 3 February 2020 - - MICC 2020 DRFA	\$2,964,409.84	\$2,545,180.09	\$2,290,662.08	\$858,333.55	\$103,298.00	\$2,097,158.70	\$1,993,860.70			\$1,135,527.15	\$1,135,527.15
TOTAL		\$2,964,409.84	\$2,545,180.09	\$2,290,662.08	\$858,333.55	\$103,298.00	\$2,097,158.70	\$1,993,860.70			\$1,135,527.15	\$1,135,527.15

NOTES

1. All amounts in the body of the above table are GST exclusive
2. Payments will be grossed up for GST



Department of
Agriculture and Fisheries

Our ref: CTS 20876/21

8 November 2021

Councillor Danielle Slade
Mayor
Mount Isa City Council

Mr David Keenan
Chief Executive Officer
Mount Isa City Council
city@mountisa.qld.gov.au

Dear Councillor Slade

Regional Drought Resilience Planning Program

I am writing to inform you about the pilot year of the Regional Drought Resilience Planning program in Queensland. This program is jointly funded through the Queensland Government and Federal Government's Future Drought Fund (FDF).

The Queensland Department of Agriculture and Fisheries has partnered with the Rural Economies Centre of Excellence (RECoE) who will lead the consultation to work with regional communities to develop regional drought resilience plans to prepare for and manage future drought risks.

The program acknowledges the work already completed under the Queensland Strategy for Disaster Resilience and its implementation plan *Resilient Queensland* led by the Queensland Reconstruction Authority, in which you may have been involved.

There are five pilot regions identified to develop Regional Drought Resilience Plans by 30 June 2022. The **North West** region will be targeted in the next phase of plan development commencing after 30 June 2022. We understand drought might be impacting you now and encourage your region to think about how you would like to approach this long-term drought planning in 2022. In the meantime, RECoE will be sharing the findings and learnings from the pilot regions to help inform the development of Regional Drought Resilience Plans in your region in the future.

1 William Street Brisbane
GPO Box 46 Brisbane
Queensland 4001 Australia
Business Centre 13 25 23
Website www.daf.qld.gov.au
ABN 66 934 348 189

Next steps

While there is no action required from your region at present, as part of the RDRP Program, we encourage you to continue any resilience planning currently underway, with a view to applying a focus on drought resilience priorities and actions in the future.

If you require any further information, please contact Mr Vern Rudwick, Director, Drought Policy and Response on 0472 863 899 or by email at vern.rudwick@daf.qld.gov.au or Associate Professor Ben Lyons, Director, RECoE on 0428 230 031 or via email at Ben.Lyons@usq.edu.au.

Information on the Queensland Regional Drought Resilience Program can be found at www.ruraleconomies.org.au and information on the FDF can be found at www.agriculture.gov.au.

Yours sincerely



Robert Gee
Director-General
Department of Agriculture and Fisheries



19th November 2021

Mayor Slade & Fellow Councillors,

I am writing to outline the position of the Carpentaria Buffalo Club Mount Isa Inc T/A Buffs Club following the announcement on the 9th of November 2021 by the Premier regarding mandatory vaccinations.

The Buffs Club has been a significant employer and community focus centre in Mount Isa for over 60 years. We have always chosen the option to put our community and employees at the forefront of everything we do and operating our venue to not cause discrimination to anyone is paramount.

We do not feel that it is our legal right nor moral responsibility to force upon our employees, to make the choice between working at our club or fear of losing their employment. We have struggled with having enough staff to operate in full potential since our return from lockdown in June 2020. We closed our doors with 130 staff members on the 23rd of March 2020 and to date we have 110 staff members. Now we are being asked to put those staff under further duress of making a choice of being double vaccinated by the 17th of December or they can't work. We will not be doing this; we will be letting our staff make their own choices. They can decide what is right for them, for their health and wellbeing.

We have staff members that have built a 25+ year career serving our community through the love of our hospitality industry tell us that we will not be pushed by the government to have the vaccine and will not be giving up their freedom of choice.

We as a company feel that we do not hold the right to put this ultimatum on our employees and will be choosing not to. The Carpentaria Buffalo club is Pro Choice and will not medically discriminate to who we serve or employ.

Furthermore, we now move onto our valuable customers, we have had lifelong members tell us that it looks to be that we will not be able to see them past the 17th of December. They will no longer have the freedom to enjoy our facilities and spend time with their family and friends in the comfort of a venue that they have been frequenting for so many years.

We are and will always be the centre of the Community in Mount Isa we have given back and supported many events, causes and natural disaster aftermaths and helped wherever possible for Mount Isa and surrounds and this is a call for help from



our community that we will not shy away from for the sake of our members, guests, and employees.

The Government is quoted saying "This is to Unite Queenslanders" in our opinion this would have to go down in history of the greatest divide of humanity.

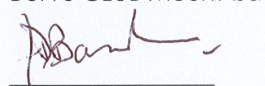
I urge you all as Mount Isa City Council members to listen to the supporting response to community from the Livingstone Shire Council and allow Mount Isa Shire to share in the same freedoms.

Our Board of Directors and myself look forward to your response on this very urgent matter at hand.

Kindest Regards,



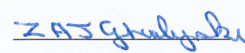
Karen Graham
Executive Manager
BUFFS CLUB Mount Isa



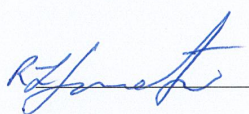
J. Bowden
PRESIDENT



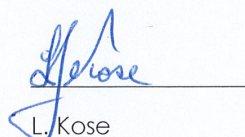
G. Apps
VICE PRESIDENT



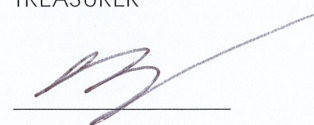
Z. Grubczynski
TREASURER



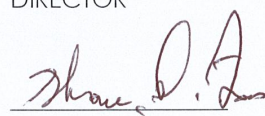
R. Janetzki
DIRECTOR



L. Kose
DIRECTOR



D. Dyer
DIRECTOR



S. Fox
DIRECTOR



Office of
Industrial Relations

Department of Education

26 November 2021

Mr David Keenan
Chief Executive Officer
Mount Isa City Council
Via Email: city@mountisa.qld.gov.au
carrieb@mountisa.qld.gov.au

Dear Mr David Keenan

I refer to your request for special holidays for 2022.

Pursuant to Section 4 of the *Holidays Act 1983*, the Minister for Education and Minister for Industrial Relations has appointed:

- 17 June 2022 a holiday for the City of Mount Isa for the purpose of the Mount Isa Agricultural Show

Please note that it is only special holidays appointed in respect of an annual agricultural, horticultural or industrial show (show holidays) which are public holidays. On a public holiday, employees will be entitled to refuse to work in reasonable circumstances without loss of pay and to be paid penalty rates for work performed.

Should there be a need to request repeal of one or more of the above special holidays (whether or not appointment of a replacement special holiday is also requested) or appointment of an additional special holiday, 30 days prior notice of the requested repeal or appointment is to be given to the Minister. This will allow time for the Minister to decide the request, notify any repeals and/or appointments in the Queensland Government Gazette and for the requesting local government to give notice of holiday changes to its community.

Replacement of a show holiday with a special holiday on another date should be carefully considered as the replacement show holiday will only be a public holiday if it continues to be in respect of an annual agricultural, horticultural or industrial show.

1 William Street Brisbane
Queensland 4000 Australia
GPO Box 69 Brisbane
Queensland 4001 Australia
Telephone 13 QGOV (13 74 68)
WorkSafe +61 7 3247 4711
Website www.worksafe.qld.gov.au
www.business.qld.gov.au
ABN 94 496 188 983

2

Notification of the appointment of the 2022 special holidays was published in the Queensland Government Gazette on 26 November 2021. A copy of the gazette can be accessed on the [Queensland Government's publications website](#), the special holidays notifications commence on page 396 of the gazette.

Should you require further information, please contact Ms Jacqui McGuire, Senior Industrial Officer on telephone (07) 3406 9854.

Yours sincerely

A handwritten signature in blue ink, appearing to be 'A J (Tony) James', with a large, stylized initial 'A' and 'J'.

A J (Tony) James

Executive Director – Industrial Relations
Office of Industrial Relations



**CITIES POWER
PARTNERSHIP**

Certificate of Membership

This is to certify that

Mount Isa City Council

is a member of the Cities Power Partnership from 29 November
2021

Congratulations on being a part of the Cities Power Partnership, Australia's
largest network of cities and towns working together to tackle climate change.

As a member, your council has committed to achieving pledges
that reduce emissions and accelerate climate action.

Amanda McKenzie
CEO Climate Council

29.11.2021





Our ref: GSR21/2375

Department of
Transport and Main Roads

6 December 2021

Mr David Keenan
Chief Executive Officer
Mount Isa City Council
PO Box 815
MOUNT ISA QLD 4825

Dear Mr Keenan

Thank you for your email of 3 November 2021 requesting details on the process to establish public passenger transport services in Mount Isa.

The Department of Transport and Main Roads (TMR) is committed to providing fair and equitable access to public passenger services. As you would appreciate TMR receive many requests for new or uplifted services across Queensland. Investment in new services is dependent on several considerations including; population density, suitability of local road links and road structure within the community whilst ensuring resource efficiency, funding availability and competing priorities across the state.

As you will be aware, whilst the Queensland Government's economic plan focuses on uniting and recovering post-COVID pandemic, there are many competing investment pressures across Queensland. At this stage, there is no funding currently available to provide public passenger services in Mount Isa.

As part of the process to introduce new services, should funding be available to provide public passenger services in Mount Isa, then a declaration for a service contract is required. The declaration process is described under Section 42 of Transport Operations (Passenger Transport) Act 1994. This process enables Government to fund a service contract to provide a public passenger service in an area.

TMR is in the process of trialling on demand transport to test its suitability on the Gold Coast. TMR will assess the results of its trial in the coming year to determine any future potential application for other parts of the State.

I trust this information is of assistance.

Yours sincerely

Peter Milward
General Manager (Passenger Transport Integration)
Department of Transport and Main Roads

TransLink Division
61 Mary Street
Brisbane Qld 4000
GPO Box 50, Brisbane
Queensland 4001 Australia
Telephone 13 12 30
Email: translink@translink.com.au
Website www.translink.com.au
ABN 39 407 690 291

Ref CTS 25106/21



Department of Resources

6 December 2021

Mr David Keenan
Chief Executive Officer
Mount Isa City Council
PO Box 815
MOUNT ISA QLD 4825

Dear Mr Keenan

RE: Annual valuation effective 30 June 2022

Thank you for your email of 16/09/2021 advising the Department of Resources that a new valuation should be undertaken in the Mount Isa City Council local government area.

Queensland's land valuation system is an open and transparent process carried out in line with the *Land Valuation Act 2010*. As always, valuations aim to reflect market value and how the market has performed since the last valuation.

After reviewing detailed intelligence in relation to the local government area of Mount Isa, I have decided that a new valuation will not be undertaken in 2022. As a new valuation will not be issued, the most recent assessment will remain in effect.

As a result of my decision, I have asked that Brett Bowen, Area Manager, State Valuation Service of the department contact your council with an invitation to explain further.

Should you wish to discuss the particulars of this letter or the process undertaken, please contact Suzanne Stone on telephone 0439 539 862.

Yours sincerely

A handwritten signature in blue ink, appearing to read "WJ Kearnan".

WJ Kearnan

**Valuer-General
Department of Resources**

Level 8, 1 William Street, Brisbane
PO Box 15216, City East
Queensland 4002 Australia
Telephone: +61 7 3199 7770
Email: valuer-general@resources.qld.gov.au
www.resources.qld.gov.au

**Queensland Local Government
Grants Commission**



6 December 2021

Councillor Danielle Slade
Mayor
Mount Isa City Council
mayor@mountisa.qld.gov.au

Dear Councillor Slade

As you would be aware, the Queensland Local Government Grants Commission (the Commission) has recently undertaken a review of the Financial Assistance Grant (FA Grant) allocation methodology.

The purpose of this letter is to provide information about the new FA Grant allocation methodology for Queensland local governments and advise you of the indicative funding allocation outcome for your council as a result of the review.

It's been approximately 10 years since the FA Grant allocation methodology was last reviewed. During this time, the environment councils operate in has changed significantly. However, the Commission acknowledges that financial sustainability remains a significant challenge for Queensland local governments.

In this regard, the review has provided an important opportunity to ensure the FA Grant allocation methodology remains fit for purpose. It has focused on ensuring a simple, stable, transparent, reliable and equitable distribution approach for the FA Grant in Queensland, in accordance with the Commonwealth National Principles and seeks to address the relative need of all Queensland councils in an equitable way.

Consultation with councils has been an important part of the review process. Feedback has been received across a number of areas, including:

- the desire for an approach that is stable, equitable and transparent
- ensuring the methodology focusses on a wide range of factors that impact a council's ability to raise revenue and provide services
- making more councils only eligible for the minimum grant.

About the new FA Grant allocation methodology

The new FA Grant allocation methodology considers the sustainability challenge facing councils and takes into account feedback from councils received during the review.

L12, 1 William Street, Brisbane
PO Box 15009
Queensland 4002 Australia

Telephone +61 7 3452 6735
Website www.dlgrma.qld.gov.au

**Queensland Local Government
Grants Commission**



It seeks to achieve a more equitable funding distribution by:

- focusing on the difference between a council's potential to raise revenue and its actual capacity to raise revenue in acknowledgement of the revenue raising challenge faced by many councils
- allowing for the difference in costs in providing services (on a per capita basis)
- including cost factors that better reflect an individual council's operating environment (remoteness, dispersion and socio-economic conditions)
- reducing the sensitivity of the model to road network input data, which means road length and related information is not as influential in determining grant allocations.
- establishing four more councils as minimum grant councils given their higher revenue raising capacity when compared to other Queensland councils.

It is important to note that the allocation methodology review is based on the distribution of Queensland's existing share of the Commonwealth Government's FA Grant funding pool. However, the Commission is confident that to the extent possible, the new FA Grant allocation methodology achieves a more equitable outcome.

More information about the new allocation methodology is available on the Commission's webpage at <https://www.statedevelopment.qld.gov.au/local-government/governance/queensland-local-government-grants-commission/2021-methodology-review>.

Indicative Allocation

For your council the indicative allocation is increasing. However, some councils are receiving decreasing allocations.

The Commission understands the new allocation methodology represents a change from the past and acknowledges councils need time to take this into account in their budget. Therefore, the change to the new FA Grant allocation method will be implemented over a three-year period, commencing from the 2022-23 financial year.

As an example, when applying the new allocation methodology to the 2021-22 FA Grant distributions, your council's allocation is expected to increase by approximately 2% for the 2022-23 year. Subject to the size of the pool allocated by the Commonwealth Government, similar increases will occur for the 2023-24 and 2024-25 years.

**Queensland Local Government
Grants Commission**



It is important to note that the total annual funding pool received from the Commonwealth Government, for distribution by the Commission, varies year on year and impacts the amount of FA Grant received by councils each year. For example, Queensland's 2021-22 total funding allocation was \$532 million, which is 5.8 per cent higher than the 2020-21 allocation and one of the largest increases we have seen. Should Queensland's FA Grant allocation decrease in future years, this will result in changes to all council allocations.

Implementation

The Grants Commission hopes to be in a position to confirm your council's 2022-23 allocation in May 2022, once Queensland's 2022-23 allocation from the Commonwealth Government has been confirmed. This is consistent with the standard timeframes for allocation advice.

Should you want to obtain further information regarding the model outcome for your Council I have asked for Mr Mark Askins, Commission Executive Officer, to assist you with any further queries. You may wish to contact Mr Askins on 07 3452 7957 or by email at QLGGC.Enquiries@dsdlgp.qld.gov.au.

Yours sincerely

A handwritten signature in black ink, appearing to read 'Paul Bell', with a stylized flourish at the end.

Paul Bell AM
Chairperson
Queensland Local Government Grants Commission

**SENATOR SUSAN McDONALD**

Senator for Queensland

29 November 2021

Cr Danielle Slade
Mayor
Mt Isa City Council
PO Box 815
MOUNT ISA QLD 4825

Dear Cr Slade

A handwritten signature in blue ink that reads "Danielle".

Re: Northern Australia Small and Medium Enterprises Roundtable

Thank you for attending the roundtable held in Mount Isa with the Minister for Agriculture and Northern Australia, the Hon David Littleproud MP. It was inspiring to hear from local and regional businesses in North West Queensland.

As the Special Envoy for Northern Australia, it was important to get an understanding of your organisation and the issues in your sector, to better serve in this role. I greatly appreciated the effort taken to attend and thank you for your contribution.

I wish to bring your attention to the recently released \$111.9 million Northern Australia Development Program designed to help businesses grow in Northern Australia. The grant guidelines are available at www.infrastructure.gov.au/territories-regions-cities/regions/northern-australia.

As always, I am more than happy to discuss issues personally should you wish.

Please feel free to contact my Northern Australia Adviser, Patrick Murphy if you need anything further. Patrick can be contacted on email patrick.g.murphy@aph.gov.au or on mobile 0437 863 172.

I look forward to working with you in the term of Government ahead.

Yours sincerely

A handwritten signature in blue ink that reads "Susan McDonald".

SENATOR SUSAN MCDONALD

LNP Senator for Queensland

Special Envoy for Northern Australia

SM:PGM2911

Level 1, 131 Denham Street, Townsville QLD 4810 Phone 07 4771 3066
Email senator.mcdonald@aph.gov.au Web susanmcdonald.com.au Facebook [SusanMcDonaldQLD](https://www.facebook.com/SusanMcDonaldQLD)

From the Office of the Mayor
Cr Danielle Slade



Our Ref: Folder ID: 8202 DS:CG

24 November 2021

Amanda McKenzie
Chief Executive Officer
Climate Council

cpp@climatecouncil.org.au

Dear Ms McKenzie,

RE: Joining the Cities Power Partnership

I'm writing to confirm Mount Isa City's participation in the Cities Power Partnership.

As a member of Cities Power Partnership, Council agrees to complete the following actions;

1. Within six months of joining the program, nominate five actions from the Cities Power Partnership Pledge list that Council will strive to achieve;
2. Complete an annual online survey to provide the Cities Power Partnership with basic information on steps Council has taken to meet the five pledge actions;
3. Nominate a point of contact within Council for liaison with the Cities Power Partnership; and
4. Agree to share information and learnings with other local Councils undertaking similar projects.

With reference to Item 3 above, Environmental Officer, Natasha French will liaise with the Cities Power Partnership during our membership. Natasha can be reached on 07 4747 3200 or natashafr@mountisa.qld.gov.au.

Yours faithfully

Cr Danielle Slade
Her Worship Mayor of Mount Isa

10 EXECUTIVE SERVICES REPORTS**10.1 UPDATE OF CODE OF CONDUCT FOR COUNCILLORS V5****Document Number:** 752288**Author:** Coordinator Corporate Governance**Authoriser:** Chief Executive Officer**Directorate:** Executive Services**Portfolio:** Executive Services**EXECUTIVE SUMMARY**

Review and update of Council's Code of Conduct for Councillors.

RECOMMENDATION

THAT Council adopt the Code of Conduct for Councillors V5

BACKGROUND

The Code of Conduct for Councillors was made by the Minister, pursuant to s150D of the *Local Government Act 2009* and s239A of the *Local Government Regulation 2012*, on 4 August 2020.

OVERVIEW

The Code of Conduct for Councillors is made by the Minister, there are no proposed changes to the content of this Code of Conduct.

BUDGET AND RESOURCE IMPLICATIONS

N/A

LINK TO CORPORATE PLAN

Theme:	5.	Ethical & Inclusive Governance
Strategy:	5.3	Develop and implement customer focused policies and processes in keeping with Council's commitment to customer service

CONSULTATION (INTERNAL AND EXTERNAL)

Internal consultation was conducted with all councillors and senior executive council employees.

LEGAL CONSIDERATIONS

N/A

POLICY IMPLICATIONS

N/A

RISK IMPLICATIONS

N/A

HUMAN RIGHTS CONSIDERATIONS

This policy does not infringe on protected human rights.

RECOMMENDATION OPTIONS

THAT Council adopt the Code of Conduct for Councillors V5

OR

THAT Council do not adopt the Code of Conduct for Councillors V5

ATTACHMENTS

1. Draft Code of Conduct for Councillors V5 [!\[\]\(564903337f30b845a5f6979939a95fe6_img.jpg\)](#) 



STATUTORY POLICY
MOUNT ISA CITY COUNCIL
Code of Conduct for Councillors

RESOLUTION NO. OM07/12/20 VERSION V4

APPLIES TO STATUTORY POLICIES ONLY

This an official copy of the **Code of Conduct for Councillors**, made in accordance with the provisions of the *Local Government Act 2009*.

Statutory Policies comply with a legislative requirement; the **Code of Conduct for Councillors** is approved by the Mount Isa City Council for the operations and procedures of Council.

David Keenan
Chief Executive Officer

DOCUMENT VERSION CONTROL

Governance/Policies/Statutory Doc ID# 8291			POLICY TYPE	Statutory (Council)
VERSION	DATE	RESOLUTION NO.	DETAILS	
V1	25.05.2016	OM32/05/16	Responsible Officer - Chief Executive Officer	
V2	30.05.2018	OM34/03/18	Responsible Officer - Chief Executive Officer	
V3	15.11.2018	OM08/12/18	Responsible Officer - Chief Executive Officer	
V4	09.12.2020	OM07/12/20	Responsible Officer - Interim Chief Executive Officer	
V5			Responsible Officer – Chief Executive Officer	
			REVIEW DUE	11.2022

DISTRIBUTION AND DISSEMINATION

Internal email to all employees	X	Section meetings / Toolbox talks	
Internal email to all councillors	X	Included in employee inductions	
Employee noticeboards		Uploaded to Council website	X
Internal training to be provided	X	External training to be provided	
Registered in magiQ	X		

MOUNT ISA CITY COUNCIL STATUTORY POLICY

Page 1 of 6



STATUTORY POLICY
MOUNT ISA CITY COUNCIL
Code of Conduct for Councillors

RESOLUTION NO. OM07/12/20 VERSION V4

1. PURPOSE

The Code of Conduct sets out the principles and standards of behaviour expected of councillors and mayors when carrying out their roles, responsibilities and obligations as elected representatives for their communities. By adhering to the behaviours set out below, councillors will increase public confidence in Local Government and Council decisions.

2. COMMENCEMENT

This policy will commence on and from new date. It replaces all other policies or arrangements governing Codes of Conduct for councillors (whether written or not).

3. APPLICATION

This policy applies to all Mount Isa City Council ("Council") councillors.

4. BACKGROUND

4.1 Under section 150D of the *Local Government Act 2009* ("LG Act"), the Minister for Local Government must make a Code of Conduct stating the standards of behaviour for councillors in the performance of their responsibilities as councillors. In addition to this, the Code of Conduct may contain anything the Minister considers necessary for, or incidental to, the standards of behaviour.

4.2 Before assuming public office, councillors must understand and commit to complying with the Local Government principles and obligations of councillors in accordance with section 169 of the LG Act, as well as the standards of behaviour set out in this Code of Conduct. All councillors are required to make a declaration of office under section 169 of the LG Act. As part of that declaration, councillors must declare that they will abide by this Code of Conduct.

5. LOCAL GOVERNMENT PRINCIPLES AND VALUES

5.1 The LG Act is founded on five local government principles with which councillors must comply while performing their roles as elected representatives. These principles are listed below:

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

5.2 This Code of Conduct provides a set of values that describe the types of conduct councillors should demonstrate to ensure their compliance with the local government principles. These values are listed below:

1. In making decisions in the public interest, councillors will:
 - a) make decisions in open Council meetings
 - b) properly inform relevant personnel of all relevant information
 - c) make decisions in accordance with law and policy and
 - d) commit to exercising proper diligence, care and attention
2. To ensure the effective and economical delivery of services, councillors will:
 - a) manage Council resources effectively, efficiently and economically and
 - b) foster a culture of excellence in service delivery
3. In representing and meaningfully engaging with the community, councillors will:



STATUTORY POLICY
MOUNT ISA CITY COUNCIL
Code of Conduct for Councillors

RESOLUTION NO. OM07/12/20 VERSION V4

- a) show respect to all persons
 - b) clearly and accurately explain Council's decisions and
 - c) accept and value differences of opinion
4. In exercising good governance, councillors are committed to:
- a) the development of open and transparent processes and procedures and
 - b) keeping clear, concise and accessible records of decisions
5. To meet the community's expectations for high level leadership, councillors will:
- a) be committed to the highest ethical standards and
 - b) uphold the system of Local Government and relevant laws applicable

- 5.3 This Code of Conduct also sets out standards of behaviour aimed at helping councillors understand how the principles and values are put into practice while performing their official duties as elected representatives.

Each standard of behaviour is not intended to cover every possible scenario. However, they provide general guidance about the manner in which councillors are expected to conduct themselves.

It is important to note that the principles, values and standards set out in the Code of Conduct are of equal importance.

6. STANDARDS OF BEHAVIOUR

- 6.1 This Code of Conduct sets out the standards of behaviour applying to all councillors in Queensland. The behavioural standards relate to, and are consistent with, the local government principles and their associated values.

The standards of behaviour are summarised as the three R's, being:

- a) RESPONSIBILITIES
- b) RESPECT
- c) REPUTATION

Each standard of behaviour includes, but is not limited to, several examples to guide councillors in complying with the Code of Conduct when carrying out their role as elected officials. Councillors are to understand and comply with the following standards of behaviour as set out in the Code of Conduct listed below.

- 6.2 Carry out RESPONSIBILITIES conscientiously and in the best interests of the Council and the community.

For example, councillors will, at a minimum have the following responsibilities:

- a) Attend and participate meaningfully in all Council meetings, committee meetings, informal meetings, briefings, relevant workshops and training opportunities to assist them in fulfilling their roles other than in exceptional circumstances and/or where prior leave is given.
- b) Respect and comply with all policies, procedures and resolutions of Council.
- c) Use only official Council electronic communication accounts (eg email accounts) when conducting Council business.
- d) Report any suspected wrongdoing to the appropriate entity in a timely manner.
- e) Ensure that their behaviour or capacity to perform their responsibilities as a councillor is not impaired by the use of substances that may put them or others at risk while performing their duties (for example, alcohol, illegal drugs or prescribed/non-prescribed and/or restricted substances).



STATUTORY POLICY
MOUNT ISA CITY COUNCIL
Code of Conduct for Councillors

RESOLUTION NO. OM07/12/20 VERSION V4

- f) Cooperate with any investigation being undertaken by the local government or other entity.
- 6.3 Treat people in a reasonable, just, RESPECTFUL and non-discriminatory way.
For example, councillors will, at a minimum, act in the following ways:
 - a) Treat fellow councillors, Council employees and members of the public with courtesy, honesty and fairness.
 - b) Not use abusive, obscene or threatening language (either oral or written) or behaviour towards other councillors, Council employees or members of the public.
 - c) Have proper regard for other people's rights, obligations, cultural differences, safety, health and welfare.
- 6.4 Ensure conduct does not reflect adversely on the REPUTATION of Council.
For example, councillors will, at a minimum, conduct themselves in the following manner:
 - a) When expressing an opinion dissenting with the majority decision of Council, respect the democratic process by acknowledging that the Council decision represents the majority view of the Council.
 - b) When making public comment, clearly state whether they are speaking on behalf of Council or expressing their personal views.
 - c) At all times strive to maintain and strengthen the public's trust and confidence in the integrity of Council and avoid any action which may diminish its standing, authority or dignity.

7. BREACH OF THIS CODE OF CONDUCT

- 7.1 Failure to comply with the standards of behaviour in this Code of Conduct, or other conduct prescribed in this Code of Conduct may give rise to a complaint against a councillor's conduct and subsequent disciplinary action under the legislation.
- 7.2 A complaint about the conduct of a councillor must be submitted to the Office of the Independent Assessor ("OIA") who will assess the complaint and determine the category of the allegation. In order of least to most serious, the categories of complaint are unsuitable meeting conduct, inappropriate conduct, misconduct and then corrupt conduct.

8. UNSUITABLE MEETING CONDUCT

- 8.1 Under the legislation, any conduct by a councillor that is contrary to the standards of behaviour in the Code of Conduct that occurs within a meeting of Council (including standing committee meetings), is dealt with as unsuitable meeting conduct.
- 8.2 Unsuitable meeting conduct by a councillor is dealt by the chairperson of the meeting. It is important that the chairperson deal with matters of unsuitable meeting conduct locally, and as efficiently and effectively as possible so that Council can continue with their business of making effective decisions in the public interest.

Note: Chairpersons of meetings are carrying out a statutory responsibility under the legislation to manage and lead the meeting. As such, where a chairperson behaves inappropriately in a meeting this involves a serious breach of the trust placed in them as the chairperson of the meeting and may be dealt with as misconduct (see clause 10 below).

9. INAPPROPRIATE CONDUCT

- 9.1 Under the legislation, any conduct by a councillor that is contrary to the standards of behaviour in the Code of Conduct or a policy, procedure or resolution of a Council, and is not unsuitable meeting conduct, misconduct or corrupt conduct is dealt with as inappropriate conduct.
- 9.2 The conduct of a councillor is also inappropriate conduct if the conduct contravenes an order by the chairperson of a meeting of Council for the councillor to leave the meeting or is a series of conduct at Council meetings that leads to orders for the councillor's unsuitable meeting conduct



STATUTORY POLICY
MOUNT ISA CITY COUNCIL
Code of Conduct for Councillors

RESOLUTION NO. OM07/12/20 VERSION V4

being made on three occasions within a period of one year. The local government is not required to notify the OIA and may deal with the conduct under section 150AG of the LG Act.

- 9.3 The OIA is responsible for assessing allegations of suspected inappropriate conduct other than those arising from unsuitable conduct. If the OIA chooses to refer the matter to the Council to deal with, the Council must deal with the matter as quickly and effectively as possible.

10. MISCONDUCT

- 10.1 Councillors are required to comply with all laws that apply to local governments, this includes refraining from engaging in misconduct.

- 10.2 The OIA is responsible for assessing and investigating instances of suspected misconduct. The OIA may make an application to the Councillor Conduct Tribunal to be heard and determined.

The conduct of a councillor is misconduct if the conduct:

- a) adversely affects, directly or indirectly, the honest and impartial performance of the councillor's functions or exercise of powers, or
- b) is, or involves
 - i. a breach of trust placed in the councillor, either knowingly or recklessly
 - ii. misuse of information or material acquired by the councillor, whether the misuse is for the benefit of the councillor or for the benefit or to the detriment of another person
 - iii. a councillor giving a direction to any Council employee (other than the mayor giving direction to the Chief Executive Officer)
 - iv. a release of confidential information outside of the Council
 - v. failure to declare a conflict of interest or appropriately deal with a conflict of interest in a meeting
 - vi. attempting to influence a decision maker about a matter in which the councillor has a conflict of interest
 - vii. failure by a councillor to report a suspected prescribed conflict of interest of another councillor
 - viii. failure to submit, update or review your registers of interests, or
- c) is a failure by the councillor to comply with:
 - i. an order made by the Council or Councillor Conduct Tribunal
 - ii. any acceptable request guidelines of the Council made under the legislation
 - iii. the reimbursement of expenses policy of the Council

The conduct of a councillor is also misconduct if the conduct leads to the councillor being disciplined for inappropriate conduct on three occasions within a period of one year (from first occasion) or is conduct that is identified in an order of Council that will be dealt with as misconduct if the councillor engages in the conduct again.

11. CORRUPT CONDUCT

- 11.1 Corrupt conduct is defined by, and dealt with, under the *Crime and Corruption Act 2001* and must be referred to the Crime and Corruption Commission ("CCC"). For a councillor, corrupt conduct involves behaviour that:

- a) adversely affects or could adversely affect the performance of the councillor's responsibilities and
- b) involves the performance of the councillor's responsibilities in a way that:
 - i. is not honest or impartial, or



STATUTORY POLICY
MOUNT ISA CITY COUNCIL
Code of Conduct for Councillors

RESOLUTION NO. OM07/12/20 VERSION V4

- ii. involves a breach of the trust placed in the councillor, or
- iii. involves the misuse of information acquired by the councillor, and
- c) is engaged in for the purpose of providing a benefit or a detriment to a person, and
- d) if proven would be a criminal offence

11.2 Councillors are reminded of their obligations under section 38 of the *Crime and Corruption Act 2001* to report suspected corrupt conduct.

11.23 The OIA has entered into a section 40 arrangement with the CCC which allows the OIA to commence investigation into some allegations of corrupt conduct and report the matters to the CCC on a monthly basis, to provide the CCC with the opportunity to assume responsibility for or monitor an investigation, should the CCC consider that appropriate.

12. VARIATIONS

Council reserves the right to vary, replace this policy from time to time.

13. COMMUNICATION AND DISTRIBUTION

13.1 Council will make available to the public, the Code of Conduct for Councillors on our website at www.mountisa.qld.gov.au.

ASSOCIATED LEGISLATION AND POLICIES

- *Local Government Act 2009*
- *Crime and Corruption Act 2001*
- *Public Sector Ethics Act 1994*
- Councillor Investigation Policy
- Standing Orders Policy
- Model Meeting Procedures
- Councillor Acceptable Request Guidelines

10.2 UPDATE OF COUNCILLOR ACCEPTABLE REQUEST GUIDELINES V5

Document Number: 752480

Author: Coordinator Corporate Governance

Authoriser: Chief Executive Officer

Directorate: Executive Services

Portfolio: Executive Services

EXECUTIVE SUMMARY

Review and update of Council's Councillor Acceptable Request Guidelines, as required under section 170A(7)(a) and (b).

RECOMMENDATION

THAT Council adopt the Councillor Acceptable Request Guidelines V5

BACKGROUND

The Councillor Acceptable Request Guidelines are a statutory document required under section 170A(7)(a) and (b) of the *Local Government Act 2009*.

OVERVIEW

Council's conducts an annual review of the Councillor Acceptable Request Guidelines.

BUDGET AND RESOURCE IMPLICATIONS

There are no expected budget or resource implications.

LINK TO CORPORATE PLAN

Theme:	5.	Ethical & Inclusive Governance
Strategy:	5.3	Develop and implement customer focused policies and processes in keeping with Council's commitment to customer service

CONSULTATION (INTERNAL AND EXTERNAL)

Internal Consultation was conducted with councillors and the executive management team.

LEGAL CONSIDERATIONS

N/A

POLICY IMPLICATIONS

N/A

RISK IMPLICATIONS

N/A

HUMAN RIGHTS CONSIDERATIONS

This policy does not infringe on any protected human rights.

RECOMMENDATION OPTIONS

THAT Council adopt the Councillor Acceptable Request Guidelines V5

OR

THAT Council does not adopt the Councillor Acceptable Request Guidelines V5

ATTACHMENTS

1. **DRAFT Councillor Acceptable Request Guidelines V5** [!\[\]\(2cbb40928a34ecf5ce700a63c52aa374_img.jpg\) !\[\]\(ce05ba64c497267b6ad2e23c0c6ca4e1_img.jpg\)](#)



STATUTORY POLICY

MOUNT ISA CITY COUNCIL**Councillor Acceptable Request Guidelines**

RESOLUTION NO. OM18/10/20 VERSION V4

APPLIES TO STATUTORY POLICIES ONLY

This an official copy of the **Councillor Acceptable Request Guidelines**, made in accordance with the provisions of the *Local Government Act 2009, Local Government Regulations 2012*.

Statutory Policies comply with a legislative requirement; the **Councillor Acceptable Request Guidelines** is approved by the Mount Isa City Council for the operations and procedures of Council.

.....
David Keenan
Chief Executive Officer

DOCUMENT VERSION CONTROL

Governance/Policies/Statutory Doc ID# 8293			POLICY TYPE	Statutory (Council)
VERSION	DATE	RESOLUTION NO.	DETAILS	
V1	25.05.2016	OM32/05/16	Responsible Officer - Chief Executive Officer	
V2	30.05.2018	OM34/03/18	Responsible Officer - Chief Executive Officer	
V3	29.01.2020	OM25/01/20	Responsible Officer - Chief Executive Officer	
V4	14.10.2020	OM18/10/20	Responsible Officer - Chief Executive Officer	
V5			Responsible Officer – Chief Executive Officer	
			REVIEW DUE	12.2022

DISTRIBUTION AND DISSEMINATION

Internal email to all employees	X	Section meetings / Toolbox talks	X
Internal email to all councillors	X	Included in employee inductions	X
Employee noticeboards	X	Uploaded to Council website	X
Internal training to be provided		External training to be provided	
Registered in magiQ	X		

1. PURPOSE

Pursuant to the *Local Government Act 2009* ("LG Act"), section 170A(7), a local government is required to adopt by resolution, guidelines covering:

MOUNT ISA CITY COUNCIL STATUTORY POLICY

Page 1 of 4



STATUTORY POLICY

MOUNT ISA CITY COUNCIL**Councillor Acceptable Request Guidelines**

RESOLUTION NO. OM18/10/20 VERSION V4

- a) the way in which a councillor may ask a local government employee for advice to help the councillor carry out his or her responsibilities under the LG Act and
- b) reasonable limits on requests that a councillor may make.

2. COMMENCEMENT

This Policy will commence on and from 1 December 2021. It replaces all other policies or arrangements governing acceptable request guidelines (whether written or not).

3. APPLICATION

This policy applies to all councillors, including the mayor, of Mount Isa City Council ("Council").

4. GIVING DIRECTION TO LOCAL GOVERNMENT EMPLOYEES

4.1 Section 170 of the LG Act prescribes The mayor may give a direction to the chief executive officer ("CEO") However, a direction must not be given if-

- a) inconsistent with a resolution, or a document adopted by resolution, of the local government or
- b) it relates to the appointment of a local government employee under s196(3) of the LG Act or
- c) it relates to disciplinary action by the CEO in relation to a local government employee under s197 of the LG Act or
- d) it would result in the CEO contravening a provision of an Act.

4.2 No councillor, including the mayor, may give a direction to any other local government employee, except in accordance with clause 7 of this policy.

5. COMMUNICATION BETWEEN COUNCILLORS AND COUNCIL EMPLOYEES

5.2 Councillors may request Council employees to provide advice to assist the councillor to carry out his or her responsibilities under the LG Act. All requests for advice must be directed to the relevant director or the Senior Executive Assistant only.

~~5.3 Where a councillor is a member of a Council advisory committee, all requests for advice relating to the advisory committee must be directed to the relevant director.~~

~~5.4 Where a councillor is a member of a Council advisory committee, the councillor may request administrative support relating to the advisory committee from the assigned Executive Assistant.~~

5.5 Councillors may request the CEO to provide information that the local government has access to, relating to the local government, subject to limits outlined in clause 6 of this policy.

5.6 The CEO must comply with these requests within 10 business days, where the CEO believes this is not practicable, the CEO must advise the councillor of the reason they will not meet this timeframe within 10 business days. The CEO must then comply with the councillor's request within 20 business days of receiving the request.

5.7 Additionally, if the information requested of the CEO relates to a document, a copy of the document is required to be provided.

5.5

5.6

5.8 Where a councillor is unsure about whom to approach, they should seek advice from the CEO.

5.9 Any conflicts arising between councillors and local government employees resulting from their interactions are to be brought to the attention of the CEO immediately.



STATUTORY POLICY

MOUNT ISA CITY COUNCIL**Councillor Acceptable Request Guidelines**

RESOLUTION NO. OM18/10/20 VERSION V4

6. LIMITS ON REQUESTS FOR INFORMATION

- 6.1 Requests by councillors to the CEO for information are limited by the LG Act as follows:
- a) any limit prescribed under a regulation (pursuant to s170A(2) of the LG Act, for example a regulation may prescribe the maximum cost to a local government of providing information to a councillor or
 - b) Where the information or document requested is a record relating to the conduct tribunal or
 - c) that was a record of a former conduct review body (see Clause 11, Definitions) or
 - d) if disclosure of the information or document to the councillor would be contrary to an order of a court or tribunal or
 - e) that would be privileged from production in a legal proceeding on the ground of legal professional privilege

7. ADMINISTRATIVE SUPPORT

- 7.1 The CEO nominates the Senior Executive Assistant and Executive Assistants to provide day to day administrative support to the councillors relating to their official duties including:
- a) Managing their calendars and appointments
 - b) Answering phone calls and emails
 - c) Drafting correspondence
 - d) Record keeping
 - e) Assistance in preparing for Council meetings
 - f) Travel arrangements
- 7.2 All requests for administrative support shall be made during ordinary business hours.
- 7.3 The employees providing administrative support will continue to report to and follow directions from their existing manager/director/CEO.
- 7.4 Any concerns regarding a local government employee's performance is to be raised by the councillor directly with the CEO.

8. CONFIDENTIALITY

- 8.1 Councillors are in a position of trust and the legislation is clear that this trust must not be abused by misusing information obtained as a councillor.
- 8.2 Councillors must ensure that information which is confidential to Council remains confidential. Any person who is, or has been, a councillor must not use information acquired as a councillor to directly or indirectly gain financial advantage for themselves or anyone else, or to cause detriment to the Council.

9. VARIATIONS

- 9.1 Council reserves the right to vary, replace or terminate this policy from time to time.

10. BREACH OF POLICY

- 10.1 An allegation of a breach of this policy by a councillor should be made to the CEO and will be dealt with in accordance with s176-s182 of the LG Act.



STATUTORY POLICY

MOUNT ISA CITY COUNCIL**Councillor Acceptable Request Guidelines**

RESOLUTION NO. OM18/10/20 VERSION V4

- 10.2 Contravention of clause 4.1(c) of this policy is misconduct that could result in disciplinary action being taken against the councillor in accordance with sections 150L(1)(c)(iv), 150AQ and 150AR of the LG Act.

11. COMMUNICATION AND DISTRIBUTION

11.1 Council will make available to the public, the Councillor Acceptable Request Guidelines Policy on our website at www.mountisa.qld.gov.au.

11.2 Supervisors will ensure the policy is distributed as per the Distribution and Dissemination table on this policy.

12. DEFINITIONS

- a) **Former Conduct Review body** – a regional conduct review panel or the Local Government Remuneration and Discipline Tribunal under the LG Act as in force before the commencement of the *Local Government (Councillor Complaints) and Other Legislation Act 2018*, section 18.
- b) **Local government employee** – includes employees, volunteers, contractors and sub-contractors, work experience placements, apprentices, trainees and labour hire placements.
- c) **Ordinary business hours** – 8:45am to 5pm, Monday to Friday excluding public holidays and office closures.

Associated Legislation and Policies

- *Local Government Act 2009*
- *Local Government Regulation 2012*
- *Local Government (Councillor Complaints) and Other Legislation Act 2018*

10.3 2021-2022 ANNUAL OPERATIONAL PLAN FIRST QUARTER UPDATE**Document Number:** 754384**Author:** Coordinator Corporate Governance**Authoriser:** Chief Executive Officer**Directorate:** Executive Services**Portfolio:** Executive Services**EXECUTIVE SUMMARY**

It is a requirement of the *Local Government Regulation 2012*, section 174(3), that the Chief Executive Officer must present a written assessment to Council, on a quarterly basis, of Council's progress towards implementing the Annual Operational Plan.

RECOMMENDATION

THAT Council adopt the 2021-2022 Annual Operational Plan – First Quarter Review

BACKGROUND

It is a requirement of the *Local Government Regulation 2012*, section 174, that the next step in the Corporate Planning Process is for officers to translate the goals and objectives set by Council in their Corporate Plan into an Operational Plan.

A Local Government Operational Plan is:

- Prepared on an annual basis by officers
- Based on the corporate plan
- Designed to provide more details on how each of the objectives/goals are going to be achieved
- Used to assess and monitor performance against targets
- Able to be amended at any time
- Adopted in sufficient time for the budget

OVERVIEW

First quarter review of Council's Annual Operational Plan 2021-2022.

BUDGET AND RESOURCE IMPLICATIONS

All actions are budgeted for.

LINK TO CORPORATE PLAN

Theme:	5.	Ethical & Inclusive Governance
Strategy:	5.1	Continually monitor and evaluate all Council operations and conduct independent surveys of client/customer satisfaction levels

CONSULTATION (INTERNAL AND EXTERNAL)

Internal consultation and feedback was sought from all employees identified on the Operational Plan.

LEGAL CONSIDERATIONS

It is a requirement under the *Local Government Regulation 2012*, s174, that the Chief Executive Officer presents a written assessment to Council, on a quarterly basis, of progress towards implementing the Annual Operational Plan.

POLICY IMPLICATIONS

Nil

RISK IMPLICATIONS

Minimal Risk - projects, goals and activities that Council has identified to undertake in the 2021-2022 financial year may possibly not be accomplished due to conditions outside of Council's direct control (eg grant funding not being obtained).

HUMAN RIGHTS CONSIDERATIONS


Human rights have been considered and will not be affected.

RECOMMENDATION OPTIONS

That Council adopt the 2021-2022 Annual Operational Plan – First Quarter Review

That Council not adopt the the 2021-2022 Annual Operational Plan – First Quarter Review.

ATTACHMENTS

1. Operational Plan 2021-2022 - First Quarter Review [↓](#) 



2021-2022 MOUNT ISA CITY COUNCIL ANNUAL OPERATIONAL PLAN

People and Communities						
VISION: To establish safe and healthy communities with a strong sense of identity which supports the people and groups who work, live, play and visit here.						
1.1 Continue to monitor and stay informed about matters that affect the community						
ACTION	DIRECTORATE	RESPONSIBILITY	PERFORMANCE MEASUREMENT	TARGET DATE	1st Quarter Comments	1st Quarter Status
Distribute a Community Newsletter	Executive Services	Chief Executive Officer	Fortnightly Community Newsletters to be distributed	30-Jun-22	Fortnightly newsletters commenced in July 2021 and is ongoing	
Introduce regular Cuppas with the Councillors	Corporate and Community Services	Director Corporate and Community Services	At least four Cuppas with the Councillors to be held	30-Jun-22	Cuppa with councillors has been ongoing since May 21	
Livestream Council meetings and community consultation	Executive Services	Chief Executive Officer	Wherever possible Livestreaming to be undertaken	30-Jun-22	Live streaming is ongoing for all Council meetings and community consultation sessions	
1.2 Review the Mount Isa Community Plan and Community Engagement Strategy in consultation with other key stakeholders including other levels of Governments						
ACTION	DIRECTORATE	RESPONSIBILITY	PERFORMANCE MEASUREMENT	TARGET DATE	1st Quarter Comments	1st Quarter Status
Establish the frameworks and terms of reference for the review	Corporate and Community Services	Director Corporate and Community Services	Completion of the Community Plan	Dec-21	To commence Jan 2022.	
Undertake the review of the Community Plan and the Engagement Strategy	Corporate and Community Services	Manager Economic and Community Development	Completion of the Engagement Strategy	Dec-21	Commence once Community Plan draft completed	
1.3 Assist community groups to increase their sustainability and build social capacity						
ACTION	DIRECTORATE	RESPONSIBILITY	PERFORMANCE MEASUREMENT	TARGET DATE	1st Quarter Comments	1st Quarter Status
Provide training to community and sporting groups, especially in relation to good governance	Corporate and Community Services	Manager Economic and Community Development	Number of briefings held for community and sporting groups	Jun-22	On task with plans, partner with North Qld Sports Foundation to develop a sporting hub to assist with governance	
Assist where possible with funding applications	Corporate and Community Services	Manager Economic and Community Development	Number of briefings held for community and sporting groups	Jun-22	Regular Assistance provided on a needs basis	
1.4 Continue to develop and extend Council's public consultation processes, including the reporting of outcomes and the development of charters which clarify expectations for the provision of information for Council staff and the community						
ACTION	DIRECTORATE	RESPONSIBILITY	PERFORMANCE MEASUREMENT	TARGET DATE	1st Quarter Comments	1st Quarter Status
Undertake a public consultation process with the budget	Executive Services	Chief Executive Officer	Facilitation of at least 2 budget consultation sessions	Jun-22	The budget timetable will be presented to Council	
Examine new methods of interacting with the community, including the use of new technology	Corporate and Community Services	Director Corporate and Community Services	Seek to engage communities effectively on line and seek to have on site meetings that relate to specific issues	May-22	On track, resourcing currently in place	
Effectively utilise Advisory Committees	Executive Services	Chief Executive Officer	Review the effectiveness of the Advisory Committees (100 years of Mount Isa, the Miners Memorial)	May-22	Conduct a review of the Committees after 12 months	
1.5 Develop and promote our unique artistic and cultural diversity						
ACTION	DIRECTORATE	RESPONSIBILITY	PERFORMANCE MEASUREMENT	TARGET DATE	1st Quarter Comments	1st Quarter Status
Engage with the different communities of Mount Isa	Corporate and Community Services	Director Corporate and Community Services	Partner with other agencies in relation to the annual Multicultural Festival	Mar-22	On track, resourcing currently in place	
Support initiatives that recognise cultural diversity	Corporate and Community Services	Manager Economic and Community Development	Incorporate Harmony Day into the calendar of events	Mar-22	Library are planning 2022 Harmony Day, P&D planning to assist with Council support	
Where possible facilitate the installation of public art and unique urban design	Corporate and Community Services	Manager Economic and Community Development	Deliver public art in the Central Business District	Jun-22	Subject to CBD Masterplan and RADF projects currently planned	
1.6 Advocate for Councillor, staff and community representation on Government committees and taskforces relevant to the region						
ACTION	DIRECTORATE	RESPONSIBILITY	PERFORMANCE MEASUREMENT	TARGET DATE	1st Quarter Comments	1st Quarter Status
Councillors and staff to pursue opportunities that allow for Mount Isa to be represented in local partnerships, regional bodies and State organisations, as well as peak bodies.	Executive Services	Chief Executive Officer	Number of boards, taskforces, partnerships or peak bodies where Mount Isa City Council is represented.	Jun-22	Mining Cities Alliance, MEITZ, NWQROC, Outback Queensland Tourism	



2021-2022 MOUNT ISA CITY COUNCIL ANNUAL OPERATIONAL PLAN

ACTION	DIRECTORATE	RESPONSIBILITY	PERFORMANCE MEASUREMENT	TARGET DATE	1st Quarter Comments	1st Quarter Status
Develop a Youth Strategy for the City of Mount Isa	Corporate and Community Services	Director Corporate and Community Services	Completion of the Youth Strategy	Jun-22	Draft scope document prepared working with National Indigenous Australia Agency on grant application for a youth strategy	
1.8 Coordinate and review sport and recreation opportunities to encourage a healthier lifestyle in the region						
ACTION	DIRECTORATE	RESPONSIBILITY	PERFORMANCE MEASUREMENT	TARGET DATE	1st Quarter Comments	1st Quarter Status
Review the Mount Isa City Council Sport and Recreation Strategy 2018-2027	Corporate and Community Services	Director Corporate and Community Services	Complete the review of the Strategy	May-22	On track, early review process being entered into	
Retain involvement in Move It Program	Corporate and Community Services	Manager Economic and Community Development	Secure funding for the Move It program	May-22	Currently applying for 2022 funding	
1.9 Develop a Memorandum of Understanding with local Indigenous groups						
ACTION	DIRECTORATE	RESPONSIBILITY	PERFORMANCE MEASUREMENT	TARGET DATE	1st Quarter Comments	1st Quarter Status
Undertake training "Living Under the Act"	Executive Services	Chief Executive Officer	Complete training	Nov-22	There have been at least 5 training sessions for "Living under the Act" for staff and elected members	
Develop a reconciliation plan	Executive Services	Manager People, Culture and Safety	Finalize Plan	Nov-22	The Reconciliation Action plan is drafted an on target to submit to Reconciliation Australia in early 2022 for endorsement	
Support indigenous employment at Mount Isa City Council	Executive Services	Manager People, Culture and Safety	Establish a program that supports indigenous employment	Nov-22	This is a key deliverable within the Reconciliation Action Plan	
1.10 Investigate opportunities for additional tertiary education in the region						
ACTION	DIRECTORATE	RESPONSIBILITY	PERFORMANCE MEASUREMENT	TARGET DATE	1st Quarter Comments	1st Quarter Status
Consult with Queensland tertiary education providers to establish a presence in Mount Isa	Executive Services	Chief Executive Officer	Finalise a Memorandum of Understanding with a University	Mar-22	Discussions have taken place with a number of Universities, Council also put forward a motion at the LGAQ conference to support the further establishment of regional universities	
	Corporate and Community Services	Director Corporate and Community Services	Council representatives have met with representatives from University of Queensland and James Cook University. Council also supported a motion at the Mackay QLGA Conference supporting the funding of regional Universities	Jun-22	No Dates entered, ongoing engagement with stakeholders entered into	
	Corporate and Community Services	Manager Economic and Community Development	Officers continue to engage with TAFE and the Department	Jun-22	Ongoing	
1.11 Further develop libraries to become active community hubs of learning and social inclusion						
ACTION	DIRECTORATE	RESPONSIBILITY	PERFORMANCE MEASUREMENT	TARGET DATE	1st Quarter Comments	1st Quarter Status
Finalise the Library Master Plan	Corporate and Community Services	Manager Economic and Community Development	Adopt the Mount Isa City Council Library Master Plan	Aug-22	Masterplan is received, presentation to EMT underway	
1.12 Continue to work with external agencies to deliver learning opportunities (e.g. U3A, Men's Shed)						
ACTION	DIRECTORATE	RESPONSIBILITY	PERFORMANCE MEASUREMENT	TARGET DATE	1st Quarter Comments	1st Quarter Status
Facilitate partnerships that build community capacity	Corporate and Community Services	Manager Economic and Community Development	The number of partnerships entered into.	Jun-22	Ongoing	
Continue to engage with PCYC	Corporate and Community Services	Manager Economic and Community Development	Officers remain in discussions with PCYC in relation to youth issues and programs	Jun-22	Working with PCYC on Move it NQ, Carols and future programs	
1.13 Lobby state government for improved state secondary educational opportunities and/ or facilities in the Mount Isa						
ACTION	DIRECTORATE	RESPONSIBILITY	PERFORMANCE MEASUREMENT	TARGET DATE	1st Quarter Comments	1st Quarter Status
Work with schools to advocate for infrastructure	Executive Services	Chief Executive Officer	Funding for school related infrastructure	Jun-22	Where applicable Council will assist with advocacy	



2021-2022 MOUNT ISA CITY COUNCIL ANNUAL OPERATIONAL PLAN

Support schools to achieve higher level of attendance	Corporate and Community Services	Manager Economic and Community Development	Increased levels of attendance at schools	Jun-22	Early draft youth strategy scope completed	
1.14 Advocate to higher education institutions and health facilities to provide upskilling opportunities for residents living in Mount Isa						
ACTION	DIRECTORATE	RESPONSIBILITY	PERFORMANCE MEASUREMENT	TARGET DATE	1st Quarter Comments	1st Quarter Status
Advocate for the funding of a business case for the redevelopment of the Mount Isa Hospital	Executive Services	Chief Executive Officer	Funding allocated to the business case for the redevelopment of the Mount Isa Hospital	Jun-22	State and Federal politicians have been made aware of the importance of the funding for a business case for a revised or relocated Mount Isa Hospital	
	Corporate and Community Services	Manager Economic and Community Development	Officers will continue to work with the hospital to ensure adequate services are provided to Mount Isa and surrounds	Jun-22	No actions as yet	
1.15 Maximise private and government funding opportunities to provide access to all training and mentoring programs that promote employment						
ACTION	DIRECTORATE	RESPONSIBILITY	PERFORMANCE MEASUREMENT	TARGET DATE	1st Quarter Comments	1st Quarter Status
Work with employment agencies, TAFE Queensland (Mount Isa Campus) and schools to establish relationships and partnerships that lead to employment	Corporate and Community Services	Manager Economic and Community Development	Additional funded training	Jun-22	Initial engagement made with youth justice, DESBT, DSD and CNW	
	Executive Services	Manager People, Culture and Safety	The establishment of formal and informal mentoring opportunities	Jun-22	Council is partnering with schools, TAFE Queensland, WorkWays and Youth Justice to create pathways to employment including work experience, traineeships, internships and apprenticeships	
1.16 Continue the established strategic alliances with the Australian Mining Cities Alliance and North West Regional Organisation of Councils						
ACTION	DIRECTORATE	RESPONSIBILITY	PERFORMANCE MEASUREMENT	TARGET DATE	1st Quarter Comments	1st Quarter Status
Support the Australian Mining Cities Alliance	Executive Services	Chief Executive Officer	Attend meetings where possible	Jun-22	At least three meetings have been attended	
North West Regional Organisation of Councils	Executive Services	Chief Executive Officer	Councillors and staff to take on office bearing positions where possible	Jun-22	The Mayor, Deputy Mayor and CEO have attended meetings	
1.17 Develop the action plan for Council's role in Major Events and Tourism						
ACTION	DIRECTORATE	RESPONSIBILITY	PERFORMANCE MEASUREMENT	TARGET DATE	1st Quarter Comments	1st Quarter Status
Review of the Tourism Strategy 2020-2025	Corporate and Community Services	Manager Economic and Community Development	Completed review of the Tourism Strategy	Jan-22	Quotes received for review and initial status update has been undertaken internally	
Continue to investigate the establishment of a Local Tourism Organisation	Corporate and Community Services	Manager Economic and Community Development	Prepare a report to Council	Feb-22	On task	
1.18 Provide 100 years Community Celebrations and community infrastructure for year 2023						
ACTION	DIRECTORATE	RESPONSIBILITY	PERFORMANCE MEASUREMENT	TARGET DATE	1st Quarter Comments	1st Quarter Status
Service and Support an Advisory Committee to oversee aspects of the 100 Years of Mount Isa	Executive Services	Chief Executive Officer	Identify and endorse events and projects for the 100 year celebration	Jun-22	Funding has been sourced to support the Committee	
Identify appropriate infrastructure to be delivered as part of 100 Years of Mount Isa	Corporate and Community Services	Director Corporate and Community Services	Deliver infrastructure projects as part of the 100 Years of Mount Isa celebration	Jun-22	Centennial Place planning commenced	
1.19 Develop tourism opportunities for the 100 Years commemorations that will promote Mount Isa as a destination to visit for generations.						
ACTION	DIRECTORATE	RESPONSIBILITY	PERFORMANCE MEASUREMENT	TARGET DATE	1st Quarter Comments	1st Quarter Status
Develop a range of activities that will acknowledge 100 Years of Mount Isa	Executive Services	Chief Executive Officer	Create a calendar of events for 2023	Jun-22	The events calendar will recognise 100 years of Mount Isa	
Work with local tourism operators to increase visitor expenditure in the region	Corporate and Community Services	Director Corporate and Community Services	Establish a Memorandum of Understanding with local tourism operators	Jun-22	Engagement with Mount Isa Tourism and CNW entered into	
Develop infrastructure and public art that will support repeat visitation	Corporate and Community Services	Manager Corporate and Community Services	Deliver items such as memorials and statues to celebrate 100 Years of Mount Isa	Jun-22	Committee for Miners Memorial is established and Terms of reference adopted	
Prosperous and Supportive Economy						



2021-2022 MOUNT ISA CITY COUNCIL ANNUAL OPERATIONAL PLAN

VISION: To develop a prosperous and diverse local economy which supports existing industry and encourages new and innovative business and practices.						
2.1 Continue to upgrade and use the most effective technology to provide best delivery of services to the region						
ACTION	DIRECTORATE	RESPONSIBILITY	PERFORMANCE MEASUREMENT	TARGET DATE	1st Quarter Comments	1st Quarter Status
Utilise Blackspot funding to manage mobile blackspots	Corporate and Community Services	Director Corporate and Community Services	Submit at least two Black Spot applications per year	Jun-22	Awaiting the advertising of next round	
Ensure that Camooweal has access to high levels of connectivity	Corporate and Community Services	Manager Finance and Information Technology	Work with Telstra to service the needs of Camooweal	Jun-22	Working with Testra	
2.2 Lobby for the improved delivery of NBN services to Mount Isa Region						
ACTION	DIRECTORATE	RESPONSIBILITY	PERFORMANCE MEASUREMENT	TARGET DATE	1st Quarter Comments	1st Quarter Status
Advocate on behalf of the region for better access to the NBN	Corporate and Community Services	Director Corporate and Community Services	Feedback from the community of access to the NBN	May-22	Officers are working with Nbn on a total solution for Cammoeweal	
2.3 Contribute to a Regional Transport Strategy encompassing - Road, Air and Rail						
ACTION	DIRECTORATE	RESPONSIBILITY	PERFORMANCE MEASUREMENT	TARGET DATE	1st Quarter Comments	1st Quarter Status
Work to be undertaken to develop the Transport and Logistics Centre	Executive Services	Chief Executive Officer	Review of the Strategy	Mar-22	The Strategy does not require a review at this stage	
	Corporate and Community Services	Manager Economic and Community Development	Discussion with freight operators	Jun-22	Project remains a part of the North West Mining Province Plan Funding needs to be identified	
	Executive Services	Manager Development and Land Use	Negotiations around lease agreements	Jun-22	Lease agreement has been completed. Further land and leases to be determined	
2.4 Lobby State and National Governments to enhance and develop key transport gateways, freight links including public transport and rail services to adjacent regions						
ACTION	DIRECTORATE	RESPONSIBILITY	PERFORMANCE MEASUREMENT	TARGET DATE	1st Quarter Comments	1st Quarter Status
Work to be undertaken to develop the Transport and Logistics Centre	Executive Services	Chief Executive Officer	Review of the Economic Development Strategy	Mar-22	Awaiting funding to review the Economic Development Strategy	
	Corporate and Community Services	Manager Economic and Community Development	Preparation of submissions to Parliamentary Inquiries	Jun-22	Not yet commenced 3rd quarter works	
	Executive Services	Manager Development and Land Use	To review development application once lodged.	Jun-22	Waiting to review Development Application	
2.5 Lobby the State and Federal Governments for safety improvement upgrades on the Federal, State and Local Road Networks						
ACTION	DIRECTORATE	RESPONSIBILITY	PERFORMANCE MEASUREMENT	TARGET DATE	1st Quarter Comments	1st Quarter Status
Continue to seek funding from Federal Government for Blackspots and Roads to Recovery	Infrastructure Services	Director Infrastructure Services	Levels of funding and completion of projects	Jun-22	2022-23 Black spot application submitted. Roads to Recovery projects identified and scheduled	
Continue to seek funding from State Government for TIDS and other funding programs	Infrastructure Services	Manager Works and Operations	Levels of funding and completion of projects	Jun-22	2021 TIDS projects identified. Comprehensive 5 year plan 70% completed based on data collected by consultants. Council developing project bid and development process to have shovel ready projects, ready for applications	
2.6 Develop and enhance key strategic alliances with the Department of Transport and Main Roads and other key partners						
ACTION	DIRECTORATE	RESPONSIBILITY	PERFORMANCE MEASUREMENT	TARGET DATE	1st Quarter Comments	1st Quarter Status
Undertake planning with all key stakeholders in relation to transport planning	Infrastructure Services	Director Infrastructure Services	Submissions to the State Infrastructure Plan	Jun-22	Submission has been made to the North West Qld priority Infrastructure Plan	
	Infrastructure Services	Manager Major Projects	Participation in the Regional Roads Alliance	Jun-22	Regular meetings have been conducted with Regional Roads Alliance	
2.7 Assist with the facilitation of region wide accessibility for all residents to essential services in relation to health, education, social and recreational activities						



2021-2022 MOUNT ISA CITY COUNCIL ANNUAL OPERATIONAL PLAN

ACTION	DIRECTORATE	RESPONSIBILITY	PERFORMANCE MEASUREMENT	TARGET DATE	1st Quarter Comments	1st Quarter Status
Undertake effective and successful advocacy with all levels of Government to meet the needs of Mount Isa and Camooweal	Executive Services	Chief Executive Officer	Number of submissions developed by Council	Jun-22	The following submissions have been made, Sustainability Framework, Office of the Independent Assessor, Allowable Hours Act, Youth Justice and other Legislation, the post implementation review of the Strong and Sustainable Resources Community Act, as well as the Housing Affordability Review and the Future of Australia's aviation sector	
	Infrastructure Services	Director Infrastructure Services	Number of productive partnerships established by Council with key stakeholders	Jun-22	Council has had a Camooweal community meeting and cuppa with the Councillors this year along with individual meetings with representatives from Indjalandji-Dhidhanu Aboriginal Corporation	
	Corporate and Community Services	Director Corporate and Community Services	Number of Meetings with State and Federal Government representatives	Jun-22	There have been over 20 meeting with State and Federal Government representatives.	
2.8 Apply and review the Planning Scheme in accordance with State legislation to ensure consistent and balanced decisions are made in relation to lifestyle and growth opportunities						
ACTION	DIRECTORATE	RESPONSIBILITY	PERFORMANCE MEASUREMENT	TARGET DATE	1st Quarter Comments	1st Quarter Status
Oversee the orderly and strategic development of the Mount Isa Region	Executive Services	Chief Executive Officer	Number of policy reviews	Jun-22	There have been at least 10 Policy Reviews presented to Council	
	Executive Services	Manager Development and Land Use	Number of development applications	Jun-22	Number of Development Applications include Material Change of Use / Reconfiguration of a Lot / Operation Work, 8 - DA decided	
	Executive Services	Manager Development and Land Use	Number of re-zonings	Jun-22	Rezoning are only undertaken on new schemes or amendments	
2.9 Continue to undertake strategic Urban Design projects						
ACTION	DIRECTORATE	RESPONSIBILITY	PERFORMANCE MEASUREMENT	TARGET DATE	1st Quarter Comments	1st Quarter Status
Undertake a review of the Central Business District Master Plan	Executive Services	Manager Development and Land Use	Complete the Master Plan for the Central Business District	Feb-22	Engaged stakeholders for discussions	
Oversee the development of the Centennial Place through a detailed Urban Design framework	Executive Services	Manager Development and Land Use	Complete the Urban Design framework for Centennial Place	Feb-22	Public Consultation has been undertaken including concept plans pending Council approval	
Facilitate the development of a Civic Precinct Urban Design framework	Executive Services	Manager Development and Land Use	Complete the Urban Design framework for Centennial Place	Dec-21	Design Framework completion extended to 28 January 2022 due to four (4) week public consultation period ending 3 December 2021	
2.10 Lobby telecommunication and technology providers to continue to improve the quality and depth of services which will assist with the attraction and retention of sustainable businesses within the region						
ACTION	DIRECTORATE	RESPONSIBILITY	PERFORMANCE MEASUREMENT	TARGET DATE	1st Quarter Comments	1st Quarter Status
Work with NBN and Telstra to secure connectivity for residents and businesses	Corporate and Community Services	Manager Economic and Community Development	Feedback from businesses and residents	Jun-22	Regular meetings with Telstra and Nbn	
	Corporate and Community Services	Manager Finance and Information Technology	Improved services to Camooweal	May-22	Working with Testra	
2.11 Following review, continue to implement the Mount Isa Economic Development and Tourism Strategies with a focus on promoting the national and international attractions of the region, which will provide tourism, economic, social and cultural benefits						
ACTION	DIRECTORATE	RESPONSIBILITY	PERFORMANCE MEASUREMENT	TARGET DATE	1st Quarter Comments	1st Quarter Status
The Economic Development Strategy is due for review	Corporate and Community Services	Manager Economic and Community Development	Reviewed Tourism Strategy presented to Council	Jan-22	RFQ Developed, expected completion date June 2022	
The Tourism Strategy is due for review	Corporate and Community Services	Manager Economic and Community Development	Reviewed Tourism Strategy presented to Council	Jan-22	On task	



2021-2022 MOUNT ISA CITY COUNCIL ANNUAL OPERATIONAL PLAN

2.12 Enhance relationships with larger employers in the region to ensure the proper future planning of infrastructure and the promotion of Mount Isa						
ACTION	DIRECTORATE	RESPONSIBILITY	PERFORMANCE MEASUREMENT	TARGET DATE	1st Quarter Comments	1st Quarter Status
Mount Isa Mines is the major employer in the region. Council needs to maintain a close relationship with Mount Isa Mines	Executive Services	Chief Executive Officer	Quarterly meetings	Jun-22	Quarterly meetings are held	
The Mount Isa Hospital is the second largest employer in the region. Council needs to maintain a close relationship with the Hospital and the allied medical services	Executive Services	Chief Executive Officer	Quarterly meetings	Jun-22	Quarterly meetings are held	
2.13 Advocate for childcare services that support shift work hours, including night shift						
ACTION	DIRECTORATE	RESPONSIBILITY	PERFORMANCE MEASUREMENT	TARGET DATE	1st Quarter Comments	1st Quarter Status
There is the opportunity for Council to advocate for more childcare places in the region	Corporate and Community Services	Manager Economic and Community Development	Submission to other levels of Government	May-22	Not yet actioned	
2.14 Investigate incentives to encourage upgrading old housing stock in the Mount Isa area						
ACTION	DIRECTORATE	RESPONSIBILITY	PERFORMANCE MEASUREMENT	TARGET DATE	1st Quarter Comments	1st Quarter Status
There is the opportunity for Council to work with the Department of Housing and other providers to develop the quality and quantity of housing stock	Executive Services	Chief Executive Officer	Development of an Urban Renewal program	Mar-22	This project has been agreed to by the Department of Housing	
	Corporate and Community Services	Director Corporate and Community Services	Development of a Master Plan for the Gliderport	Apr-22	The subdivision for the Gliderport is currently under review	
	Corporate and Community Services	Manager Economic and Community Development	Development of a draft subdivision plan	Jun-22	Early works entered into with identifying current and future demands	
	Executive Services	Manager Development and Land Use	Submission to the Housing Affordability Review being undertaken by the Federal Government	Aug-22	Discussions held with stakeholder regarding housing stock	
Services and Infrastructure						
VISION: To establish innovative and efficient infrastructure networks that services the local communities and industry.						
3.1 Undertake a review of Council's Services						
ACTION	DIRECTORATE	RESPONSIBILITY	PERFORMANCE MEASUREMENT	TARGET DATE	1st Quarter Comments	1st Quarter Status
Council is developing a comprehensive Asset Management Plan that will identify new infrastructure requirements and renewals.	Infrastructure Services	Coordinator Asset Management	Review of Asset Management Plan to be presented to Council	Jun-22	Asset Management Plan drafts on track. Council to engage Consultants for financial modelling	
Council is reviewing the road hierarchy	Infrastructure Services	Coordinator Asset Management	Review of Road Hierarchy to be presented to Council	Jun-22	The hierarchy is to be reviewed and adopted under the Local Government Infrastructure Plan	
Council is reviewing the Water and Sewer network	Infrastructure Services	Manager Water and Sewerage	The review of the Water and Sewer network to be presented to Council	Jun-22	Council is investigating onsite chlorine production plants to obtain a fresh chlorine product. Council has engaged Cardno to complete a hydraulic model review and recommend network improvements. Council engaged Grenof to complete an ordr mitigation review and provide recommendations	
Council officers are reviewing the role of Technical Services	Infrastructure Services	Manager Major Projects	Review of Technical Services to be presented to Council	Jun-22	Under review	
3.2 Review all cemetery services including cremation services, determining the viability of above ground vault construction and identify land for future expansion						
ACTION	DIRECTORATE	RESPONSIBILITY	PERFORMANCE MEASUREMENT	TARGET DATE	1st Quarter Comments	1st Quarter Status
Council manages two cemeteries and it is important that the appropriate strategic planning is undertaken.	Infrastructure Services	Coordinator Asset Management	Council to receive a review of the Cemetery Strategy	Mar-22	Council has completed onsite works to expand the Camooweal cemetery and provide shade, seating and improved landscaping. The raised section of the Mount Isa cemetery is being reviewed to improve the structural integrity of this area	



2021-2022 MOUNT ISA CITY COUNCIL ANNUAL OPERATIONAL PLAN

	Corporate and Community Services	Manager Finance and Information Technology	Officers to identify suitable software to manage records at the cemeteries	Aug-22	Part of ERP	
3.3 Clarify community expectations prior to establishing community service obligations in relation to water, waste water, roads etc						
ACTION	DIRECTORATE	RESPONSIBILITY	PERFORMANCE MEASUREMENT	TARGET DATE	1st Quarter Comments	1st Quarter Status
As Council prepares different plans and strategies the community will be engaged	Infrastructure Services	Coordinator Asset Management	Number of public community consultation meetings	Jun-22	Council has completed community consultations online for Lookout upgrades, Gallipoli Park pump track, basketball court location, and family fun park upgrades. Group consultation has been completed for Healy Heights Connector road, 23rd Ave PCNP, and Gallipoli Park test rides. This consultation will continue	
	Corporate and Community Services	Manager Economic and Community Development	Participation levels in on line forums	Jun-22	Online surveys are developed and applied on a as needed basis (Lookout, CBD Matster Plan, Pump Track, Library)	
	Corporate and Community Services	Manager Economic and Community Development	Submissions received from the local community	Jun-22	Community consultation continually held on a project basis via online surveys and face to face information evenings	
3.4 Develop a proactive approach to safety within town areas						
ACTION	DIRECTORATE	RESPONSIBILITY	PERFORMANCE MEASUREMENT	TARGET DATE	1st Quarter Comments	1st Quarter Status
There is the opportunity for Council to work closely with Queensland Police to increase safety levels	Executive Services	Chief Executive Officer	Number of meetings with Queensland Police	Jun-22	Regular meetings take place with QPS	
Council to install and update the CCTV network	Corporate and Community Services	Manager Economic and Community Development	Number of new CCTV cameras installed	Dec-22	No cameras installed first quarter, CCTV installed as required on projects	
	Corporate and Community Services	Manager Finance and Information Technology	Number of new CCTV cameras installed	Ongoing until Jun-22	16 public cameras in 4 locations installed	
3.5 Undertake a Resident Attraction project including strategic research and data analysis alongside a strategic marketing and communications plan which focuses on the liveability of the region and encourages a diverse range of new residents to the region including families, youth and migrants						
ACTION	DIRECTORATE	RESPONSIBILITY	PERFORMANCE MEASUREMENT	TARGET DATE	1st Quarter Comments	1st Quarter Status
That Council seeks to attract more residents to the region	Corporate and Community Services	Manager Economic and Community Development	Population increase or the number of people attending new residences functions	Jun-22	Considerations being made for welcome packs to new residents be available, consistent liveability campaign managed by P&D	
That Council develops a strong marketing and communications plan	Corporate and Community Services	Manager Economic and Community Development	Population increase or the number of people attending new residences functions	Jun-22	Draft Marketing and Communications Plan under way	
3.6 Continue to implement the recommendations from Council's Buildings Asset and Services Management Plan in relation to the development and maintenance of the region's community facilities						
ACTION	DIRECTORATE	RESPONSIBILITY	PERFORMANCE MEASUREMENT	TARGET DATE	1st Quarter Comments	1st Quarter Status
An asset management committee to be established to ensure the development and maintenance of existing	Infrastructure Services	Director Corporate and Community Services	Number of meetings held by the asset management steering committee	May-22	The Steering Committee has met four times this year in the lead up and after the Capital Works Program was adopted. Will need to schedule a Committee Meeting in December prior to Christmas Closure to focus on the new year plan	



2021-2022 MOUNT ISA CITY COUNCIL ANNUAL OPERATIONAL PLAN

infrastructure and future renewal infrastructure	Corporate and Community Services	Director Corporate and Community Services	Appropriate capital budget developed for a ten year period	May-22	Council is developing a Project Decision Framework which will encourage staff to submit project proposals for evaluation and lead to a 5-10 year capital budget	
3.7 Continue to develop accurate flood mapping studies and a storm water management plan						
ACTION	DIRECTORATE	RESPONSIBILITY	PERFORMANCE MEASUREMENT	TARGET DATE	1st Quarter Comments	1st Quarter Status
Council will develop the appropriate flood mapping studies and appropriate storm water management plans	Infrastructure Services	Manager Water and Sewerage	Plans presented to Council for adoption	Jun-22	Will review with appropriate Managers to ensure this management is done in the timeframe or extend the completion date	
3.8 Develop and implement Council land management strategies including its reserves						
ACTION	DIRECTORATE	RESPONSIBILITY	PERFORMANCE MEASUREMENT	TARGET DATE	1st Quarter Comments	1st Quarter Status
Council has a responsibility to manage invasive pests, plants and animals	Corporate and Community Services	Manager Waste and Compliance	Estimated area of land managed effectively by Council	May-22	Vector Control and Rural Lands Officers cover approx. 43,188 km2	
3.9 Proceed with a feasibility study for the development of a multisport complex to replace various sporting facilities						
ACTION	DIRECTORATE	RESPONSIBILITY	PERFORMANCE MEASUREMENT	TARGET DATE	1st Quarter Comments	1st Quarter Status
Council will review the sporting and recreation strategy to identify sporting infrastructure to be upgraded	Corporate and Community Services	Manager Economic and Community Development	Reviewed strategy will be presented to Council	Apr-22	Undertaken initial costs for feasibility studies	
3.10 Review plant strategy (own or lease)						
ACTION	DIRECTORATE	RESPONSIBILITY	PERFORMANCE MEASUREMENT	TARGET DATE	1st Quarter Comments	1st Quarter Status
Council has received an internal audit report in relation to plant and fleet management	Infrastructure Services	Manager Works and Operations	Implementation of the internal audit report	Mar-22	Fleet hire and maintenance has been centralised. Council is implementing improvements highlighted in the audit	
3.11 Continue to review and expand Asset Management Plans						
ACTION	DIRECTORATE	RESPONSIBILITY	PERFORMANCE MEASUREMENT	TARGET DATE	1st Quarter Comments	1st Quarter Status
Council will utilise the asset management steering committee to ensure that proper planning is undertaken in relation to asset management	Corporate and Community Services	Coordinator Asset Management	the asset management committee will meet at least four times per year	Jun-22	The Steering Committee has met four times this year in the lead up and after the Capital Works Program was adopted. Will need to schedule a Committee Meeting in December prior to Christmas Closure to focus on the new year plan	
3.12 Analyse current roads and other associated infrastructure to determine priorities						
ACTION	DIRECTORATE	RESPONSIBILITY	PERFORMANCE MEASUREMENT	TARGET DATE	1st Quarter Comments	1st Quarter Status
Council has a responsibility to manage the road network	Infrastructure Services	Manager Works and Operations	Review of the road network	Jun-22	Council has collated a regional road Betterment list and is planning to complete an audit of the town roads	
Council will continue to make submissions and funding applications to deal with blackspots, roads to recovery and TIDS	Infrastructure Services	Manager Works and Operations	The number of applications made for funding	Jun-22	2021 TIDS projects identified. Comprehensive 5 year plan 70% based on data collected by consultants. Council developing project bid and development process to have shovel ready projects, ready for applications	
3.13 Determine strategic levels of service within Council's Asset Management Plans to provide well maintained bridges, sealed and unsealed roads, including footpaths and stormwater drainage throughout urban, industrial and rural areas						
ACTION	DIRECTORATE	RESPONSIBILITY	PERFORMANCE MEASUREMENT	TARGET DATE	1st Quarter Comments	1st Quarter Status
	Infrastructure Services	Manager Major Projects	The asset management committee will meet at least four times per year	Jun-22	Asset Management Committee has met this quarter	



2021-2022 MOUNT ISA CITY COUNCIL ANNUAL OPERATIONAL PLAN

Council will continue to utilise the asset management steering committee to oversee the management of assets	Corporate and Community Services	Coordinator Asset Management	The asset management committee will meet at least four times per year	Jun-22	Asset Management Committee has met this quarter	
	Corporate and Community Services	Coordinator Asset Management	The asset management committee will meet at least four times per year	Jun-22	The Steering Committee contains the members associated with the management of Council's assets. There is a need to formally introduce new managers to the Committee and also extend to WHS as identified in their audit	
3.14 Deliver suitable signage and directional indicators for open space, walkways and cycle paths that are user friendly for all demographics						
ACTION	DIRECTORATE	RESPONSIBILITY	PERFORMANCE MEASUREMENT	TARGET DATE	1st Quarter Comments	1st Quarter Status
Suitable signage and directional indicators will be included as part of the capital works program.	Infrastructure Services	Manager Major Projects	Completion of walkways, cycle paths and park upgrades	Jun-22	All new or upgraded projects receive the latest signage	
3.15 Identify new external revenue sources, including grants, to fund City infrastructure and services						
ACTION	DIRECTORATE	RESPONSIBILITY	PERFORMANCE MEASUREMENT	TARGET DATE	1st Quarter Comments	1st Quarter Status
There is the opportunity for Council to undertake private works and provide services to the mining sector	Infrastructure Services	Manager Works and Operations	The level of income from private works being delivered by Council	Jun-22	Council has improved the batch plant operations and delivery capacity successfully delivering concrete to regional areas. Other opportunities are sort including upgrades at the airport	
3.16 Determine and review levels of service to the parks and gardens network and flora reserves						
ACTION	DIRECTORATE	RESPONSIBILITY	PERFORMANCE MEASUREMENT	TARGET DATE	1st Quarter Comments	1st Quarter Status
It is envisaged that Council will complete a parks, recreation and open spaces hierarchy	Infrastructure Services	Coordinator Asset Management	Delivery of a parks, recreation and open spaces hierarchy	Aug-21	Council has produced a draft for review alongside LGIP	
3.17 Investigate opportunities to fund and implement streetscape plans for beautification, safety and accessibility						
ACTION	DIRECTORATE	RESPONSIBILITY	PERFORMANCE MEASUREMENT	TARGET DATE	1st Quarter Comments	1st Quarter Status
A masterplan for the central business district will be developed to ensure high levels of amenity and vitality	Executive Services	Manager Development and Land Use	Production of a masterplan that is presented to Council	Apr-22	Council has engaged a consultant to complete the master plan and a speed limited review	
Healthy Environment						
VISION: To recognise, protect, manage and promote our unique natural environment to ensure the economic, environmental, social and cultural values are developed for long term sustainability.						
4.1 Develop and implement a Water Security Strategy that secure a sustainable, reliable water supply for the region						
ACTION	DIRECTORATE	RESPONSIBILITY	PERFORMANCE MEASUREMENT	TARGET DATE	1st Quarter Comments	1st Quarter Status
Consideration is being given to participation in a group to develop the North West Water concept	Infrastructure Services	Director Infrastructure Services	Development of a business plan to determine the viability of the North West Water concept	Jun-22	Council completed an internal review and is working with State government and MIWB to progress	
	Infrastructure Services	Manager Water and Sewerage	Development of a business plan to determine the viability of the North West Water concept	Jun-22	Council completed an internal review and is working with State government and MIWB to progress	
4.2 Continue to record and protect all significant heritage and cultural sites and structures.						
ACTION	DIRECTORATE	RESPONSIBILITY	PERFORMANCE MEASUREMENT	TARGET DATE	1st Quarter Comments	1st Quarter Status
Under the planning scheme Council has an obligation to ensure that heritage and cultural sites are preserved	Executive Services	Manager Development and Land Use	Number of heritage permits processed	Jun-22	No permits recorded	
4.3 Manage and develop MICC's disaster management and recovery responsibilities						
ACTION	DIRECTORATE	RESPONSIBILITY	PERFORMANCE MEASUREMENT	TARGET DATE	1st Quarter Comments	1st Quarter Status
A review will be undertaken of the Local Disaster Management Plan	Infrastructure Services	Coordinator Facilities, Disaster Management and Cemeteries	Presentation of the revised plan to Council and LDMG	Jan-22	Review complete and submitted to EMT for MICC res and LDMG adoption	
4.4 Investigate options for the implementation of alternative transport modes that align with contemporary environmental and socially sustainable practices						
ACTION	DIRECTORATE	RESPONSIBILITY	PERFORMANCE MEASUREMENT	TARGET DATE	1st Quarter Comments	1st Quarter Status



2021-2022 MOUNT ISA CITY COUNCIL ANNUAL OPERATIONAL PLAN

Provision needs to be made to accommodate electric vehicles	Infrastructure Services	Manager Major Projects	Electric vehicle charges installed within CBD	May-22	Points and locations for an electric charge point have been submitted to the government	
4.5 Promote education and environmental awareness programs in relation to water conservation and wastewater recycling for both industry and residents						
ACTION	DIRECTORATE	RESPONSIBILITY	PERFORMANCE MEASUREMENT	TARGET DATE	1st Quarter Comments	1st Quarter Status
The management and conservation of water is important to Council and the community	Infrastructure Services	Manager Water and Sewerage	Successful community education and awareness	Jun-22	Water Efficiency education has been planned as part of the roll out of Smart Water Meters. The customer portal app will allow these type of messages to be pushed through	
It may be that there is an extension to the recycled water network	Infrastructure Services	Manager Water and Sewerage	Length of pipes transporting recycled water	Jun-22	Council has approved submission to BOR R6 to extend the recycled network to Buchanan Park	
4.6 Investigate appropriate wastewater services and systems						
ACTION	DIRECTORATE	RESPONSIBILITY	PERFORMANCE MEASUREMENT	TARGET DATE	1st Quarter Comments	1st Quarter Status
The organisation will continue to investigate best practice in waste water services	Infrastructure Services	Manager Water and Sewerage	Recommendations to Council about bespoke waste water services and systems	May-22	Council has commenced investigations for improvements to WW system including odor control options by Grend	
4.7 Utilise 'best practice' waste management practices and further develop City facilities in accordance with the Waste Management and Recycling Plan						
ACTION	DIRECTORATE	RESPONSIBILITY	PERFORMANCE MEASUREMENT	TARGET DATE	1st Quarter Comments	1st Quarter Status
The construction of the Materials Recovery Facility is underway	Corporate and Community Services	Manager Regulatory Services	Construction of the Materials Recovery Facility	Jun-22	Completion date under review	
Implementation of recycling services	Corporate and Community Services	Manager Regulatory Services	Implementation of recycling services	Jun-22	Completion date under review	
4.8 Implement innovative measures to reduce Council's energy use and carbon emissions and seek grant funding for alternate energy systems						
ACTION	DIRECTORATE	RESPONSIBILITY	PERFORMANCE MEASUREMENT	TARGET DATE	1st Quarter Comments	1st Quarter Status
As part of the Capital Works Program funds have been identified to undertake an energy audit	Corporate and Community Services	Manager Regulatory Services	Presentation of audit to Council	May-22	Environmental Services to begin this project in second quarter	
4.9 Protect the natural environment of reserves under Council control via strategic natural resource management						
ACTION	DIRECTORATE	RESPONSIBILITY	PERFORMANCE MEASUREMENT	TARGET DATE	1st Quarter Comments	1st Quarter Status
Council will ensure that its responsibilities in relation to land management are fulfilled	Corporate and Community Services	Manager Regulatory Services	Report to Council	Jun-22	Rural Land Officer provides a monthly/bi monthly report	
4.10 Continue to develop and maintain the urban stormwater system						
ACTION	DIRECTORATE	RESPONSIBILITY	PERFORMANCE MEASUREMENT	TARGET DATE	1st Quarter Comments	1st Quarter Status
As part of asset management officers will monitor and maintain the urban stormwater system	Corporate and Community Services	Coordinator Asset Management	Report to the audit and risk management committee	May-22	Will review with appropriate managers to ensure this management is done in the timeframe or extend the completion date	
4.11 Continue to promote, educate and implement awareness and best practice waste collection, recycling, environmental health and environmental protection strategies						
ACTION	DIRECTORATE	RESPONSIBILITY	PERFORMANCE MEASUREMENT	TARGET DATE	1st Quarter Comments	1st Quarter Status
The organisation has legislative responsibilities in relation to waste collection, recycling, environmental health and environmental protection strategies	Corporate and Community Services	Manager Regulatory Services	Reports to Council where necessary	Jun-22	Reports given every 2 months.	
4.12 Encourage the use of renewable energy sources, such as solar power, to protect the environment						
ACTION	DIRECTORATE	RESPONSIBILITY	PERFORMANCE MEASUREMENT	TARGET DATE	1st Quarter Comments	1st Quarter Status
Where possible Council will seek to utilise renewable energy	Infrastructure Services	Manager Major Projects	Install solar panels as part of the upgrade of the Family Fun Park Precinct	Jun-22	Solar Panels have been installed - waiting for connection	
4.13 Manage invasive animals, pests and plants throughout the region to ensure the continued protection of valuable agricultural land						
ACTION	DIRECTORATE	RESPONSIBILITY	PERFORMANCE MEASUREMENT	TARGET DATE	1st Quarter Comments	1st Quarter Status



2021-2022 MOUNT ISA CITY COUNCIL ANNUAL OPERATIONAL PLAN

The organisation has responsibilities to bio security and will continue to resource officers to ensure that appropriate land management is undertaken	Corporate and Community Services	Manager Regulatory Services	The number of education sessions provided to the rural community in relation to invasive animals, pests and plants	Jun-22	Biosecurity Mount Isa City Council hosted Biosecurity QLD in October 21. Joint community information regarding obnoxious plants growing on properties	
Ethical and Inclusive Governance						
VISION: To practice inclusive and ethical governance through proactive engagement with all sectors of the community, council and all levels of						
5.1 Continually monitor and evaluate all Council operations and conduct independent surveys of client/customer satisfaction levels						
ACTION	DIRECTORATE	RESPONSIBILITY	PERFORMANCE MEASUREMENT	TARGET DATE	1st Quarter Comments	1st Quarter Status
It is important that Council receives feedback on its services	Executive Services	Coordinator Governance	The community will be engaged through various feedback mechanisms	Mar-22	Feedback is sought through the complaints process	
It is important that Council undertakes advocacy with the other levels of government to raise issues that are important to Mount Isa and the region	Executive Services	Media Officer Executive Assistant	A list of key advocacy items or issues will be presented to Council on a quarterly basis	Sep-21 Dec-21 April-22	Working on list with CEO for advocacy issues	
5.2 Develop a procedure to ensure all lobbying processes are reported and completed						
ACTION	DIRECTORATE	RESPONSIBILITY	PERFORMANCE MEASUREMENT	TARGET DATE	1st Quarter Comments	1st Quarter Status
A lobbying policy will be developed	Executive Services	Coordinator Governance	Report to be presented to Council	Aug-21	Contact with Lobbyists, Developer and Submitters Policy was adopted by Council on 21/07/2021	
5.3 Develop and implement customer focused policies and processes in keeping with Council's commitment to customer service						
ACTION	DIRECTORATE	RESPONSIBILITY	PERFORMANCE MEASUREMENT	TARGET DATE	1st Quarter Comments	1st Quarter Status
Reviews will be undertaken in relation to community consultation and incorporating feedback from the community on customer service	Corporate and Community Services	Manager Finance and Information Technology	The results of the reviews will be submitted to Council	May-22	A customer service charter will be developed.	
5.4 Become an employer of choice by providing appropriate training, innovative leadership and improved career pathways						
ACTION	DIRECTORATE	RESPONSIBILITY	PERFORMANCE MEASUREMENT	TARGET DATE	1st Quarter Comments	1st Quarter Status
The organisation will seek to become a workplace recognised as an employer of choice	Executive Services	Manager People, Culture and Safety	Feedback will be obtained from staff exiting the organisation	Jun-22	Feedback regarding workplace culture is obtained from exiting employees who accept an exit interview invitation	
	Executive Services	Manager People, Culture and Safety	Employee satisfaction surveys will be developed	Feb-22	The 2021 Employee Satisfaction survey has been completed with results expected to be delivered by mid December 2021	
5.5 Review depot/workshop operations including development of master plan						
ACTION	DIRECTORATE	RESPONSIBILITY	PERFORMANCE MEASUREMENT	TARGET DATE	1st Quarter Comments	1st Quarter Status
A scheduled review of the depot and workshop operations is required to ensure and promote high levels of productivity	Infrastructure Services	Manager Works and Operations	Presentation of a report to Council	Apr-22	Council is tendering for the master plan of the depot	
5.6 Implement an ongoing review of the rating system encompassing benefited rate areas						
ACTION	DIRECTORATE	RESPONSIBILITY	PERFORMANCE MEASUREMENT	TARGET DATE	1st Quarter Comments	1st Quarter Status
A rating strategy has recently been completed as part of the budget process and is likely to ensure the financial sustainability of the organisation	Corporate and Community Services	Manager of Finance and Information Technology	Presentation of a report to Council	May-22	Completed in February 2021	
5.7 Promote a proactive approach to risk management, including business continuity						
ACTION	DIRECTORATE	RESPONSIBILITY	PERFORMANCE MEASUREMENT	TARGET DATE	1st Quarter Comments	1st Quarter Status
A comprehensive review of risk management is required to be undertaken	Corporate and Community Services	Manager Finance and Information Technology	Presentation of a report to the Audit and Risk Management Committee	Jun-22	Not yet started	
5.8 Provide and maintain appropriate security measures to protect Council's assets (buildings, plants, sites etc)						



2021-2022 MOUNT ISA CITY COUNCIL ANNUAL OPERATIONAL PLAN

ACTION	DIRECTORATE	RESPONSIBILITY	PERFORMANCE MEASUREMENT	TARGET DATE	1st Quarter Comments	1st Quarter Status
A review is likely to be undertaken in relation to the security of each of Council's buildings	Infrastructure Services	Coordinator Facilities, Disaster Management and Cemeteries	Installation of a swipe card security system	Jun-22	Procurement process complete with install /implementation due mid December 2021	
5.9 Provide and maintain WIFI functionality within Council's administrative buildings, with some free access for the public where feasible						
ACTION	DIRECTORATE	RESPONSIBILITY	PERFORMANCE MEASUREMENT	TARGET DATE	1st Quarter Comments	1st Quarter Status
The provision of Wi-Fi is a service delivered by Council which meets the needs of employees, residences and visitors	Corporate and Community Services	Manager Finance and Information Technology	Number of people accessing the network	May-22	Available in Library	
5.10 Investigate upgrades to Council's Information and Communication technology network structure						
ACTION	DIRECTORATE	RESPONSIBILITY	PERFORMANCE MEASUREMENT	TARGET DATE	1st Quarter Comments	1st Quarter Status
Over the next twelve months Council will further investigate the implementation of an ERP to support the organisation	Corporate and Community Services	Director Corporate and Community Services	Report to Council will be presented	Jun-22	Ongoing	
5.11 Provide and maintain strategies to ensure Council's long-term financial sustainability.						
ACTION	DIRECTORATE	RESPONSIBILITY	PERFORMANCE MEASUREMENT	TARGET DATE	1st Quarter Comments	1st Quarter Status
The organisation will continue to work closely with QTC to ensure local term financial sustainability	Corporate and Community Services	Director Corporate and Community Services	Presentation of the long term financial sustainability plan to Council	Jun-22	Ongoing	
5.12 Explore/review potential efficiencies and opportunities for Council's operations, infrastructure and assets						
ACTION	DIRECTORATE	RESPONSIBILITY	PERFORMANCE MEASUREMENT	TARGET DATE	1st Quarter Comments	1st Quarter Status
	Executive Services	Chief Executive Officer	Service reviews will be presented to Council and the Audit and Risk Management Committee	Jun-22	Each service of Council will be reviewed over the next 12 months. This may occur through internal audit	

10.4 ENDORSEMENT OF PROPOSED LOCAL LAW NO.8 (CONTROL OF INTOXICATING LIQUOR) 2021

Document Number: 754630

Author: Coordinator Corporate Governance

Authoriser: Chief Executive Officer

Directorate: Executive Services

Portfolio: Executive Services

EXECUTIVE SUMMARY

Draft Local Law No.8 (Control of intoxicating liquor) 2021 requires Council's endorsement to be progressed to state interest checks before being made.

RECOMMENDATION

THAT Council endorse proposed Local Law No.8 (Control of intoxicating liquor) 2021 being progressed to state interest checks

BACKGROUND

This draft local law has been drafted to support Council's commitment to provide safe public areas to all community members.

It is proposed that possession and consumption of intoxicating liquor will be prohibited from all local government controlled areas (unless declared by Council otherwise).

Local government controlled areas include parks, roads, reserves, camping grounds, cemeteries and any other area owned or controlled by Council.

OVERVIEW

Section 29A of the *Local Government Act 2009*, prescribes that a local government must consult with relevant government entities about the overall state interest in a proposed local law before making the local law.

This proposed local law will prohibit the possession and consumption of intoxicating liquor in any local government controlled area of Mount Isa (unless Council declares the area as a place where intoxicating liquor can be possessed or consumed).

Proposed enforcement of this local law includes issuing a compliance notice and/or confiscating the intoxicating liquor by an appropriately trained authorised person.

BUDGET AND RESOURCE IMPLICATIONS

There are no budget and resource implications to sending proposed local law to relevant state agencies.

LINK TO CORPORATE PLAN

Theme:	3. Services & Infrastructure
Strategy:	3.4 Develop a proactive approach to safety within town areas

CONSULTATION (INTERNAL AND EXTERNAL)

Internal consultation has been conducted with the executive management team and Senior Coordinator Regulatory Services.

Consultation was also conducted with both Cairns Regional Council and Townsville City Council who have a similar local law.

LEGAL CONSIDERATIONS

Legal advice has been provided by King and Company Solicitors.

POLICY IMPLICATIONS

Nil

RISK IMPLICATIONS

Council is required by the *Local Government Act 2009* to consult with relevant state entities before making a local law (other than a model local law).

HUMAN RIGHTS CONSIDERATIONS

All protected human rights have been considered.

RECOMMENDATION OPTIONS

THAT Council endorse proposed Local Law No.8 (Control of intoxicating liquor) 2021 being progressed to state interest checks

Or

THAT Council not endorse proposed Local Law No.8 (Control of intoxicating liquor) 2021 being progressed to state interest checks.

ATTACHMENTS

1. **DRAFT Local Law No.8 (Control of intoxicating liquor) 2021**  
2. **King and Company Legal Advice on Proposed Local Law No.8**  

Mount Isa City Council

Local Law No.8 (Control of Intoxicating Liquor) 2021

Contents

Part 1	Preliminary	2
1	Short title	2
2	Purpose and how it is to be achieved	2
3	Definitions – the dictionary	2
4	Relationship with other laws	2
Part 2	Regulation of Activities in Local Government controlled areas	3
5	Consumption of intoxicating liquor	3
6	Possession of intoxicating liquor	3
Part 3	Enforcement.....	6
7	Compliance notice	6
8	Power to secure compliance with compliance notice	6
Part 4	Confiscated Intoxicating liquor	6
9	Disposal of confiscated intoxicating liquor	6
Schedule 1	Dictionary.....	8

Part 1 Preliminary

1 Short title

This local law may be cited as *Local Law No.8 (Control of Intoxicating Liquor) 2021*.

2 Purpose and how it is to be achieved

The purpose of this local law is to—

- (a) protect the health and safety of persons using or accessing local government controlled areas; and
- (b) regulate the consumption and carrying of intoxicating liquor in local government controlled areas.

3 Definitions – the dictionary

The dictionary in the schedule defines particular words used in this local law.

4 Relationship with other laws¹

This local law is—

- (a) in addition to and does not derogate from which regulate the use of trust land and roads; and
- (b) to be read in conjunction with *Local Law No.1 (Administration) 2013*.

Part 2 Regulation of activities in local government controlled areas

5 Consumption of intoxicating liquor

- (1) A person must not consume intoxicating liquor in a public place that is a local government controlled area² unless the local government has, by subordinate local law, declared the local government controlled area as a place (a *designated public place*) where intoxicating liquor may be consumed.

Maximum penalty for subsection (1) – 1 penalty unit.

- (2) For a designated public place, the local government may, by subordinate local law, specify the period or times during which the designation of the public place as a designated public place is to have effect.
- (3) If the local government has, under subsection (2), specified a period or times during which the designation of the public place as a designated public place is to have effect, a person must not consume intoxicating liquor in the public place unless the person complies with each restriction prescribed by subordinate local law under subsection (2).

Maximum penalty for subsection (3) – 1 penalty unit.

¹ This local law and any subordinate local law made under it do not apply to the extent of any inconsistency with a law of the State or the Commonwealth. See *Local Government Act 2009*, section 27.

² See definition of **local government controlled area** in *Local Law No. (Administration) 2013*.

- (4) Subsection (5) applies where the local government has, by subordinate local law-
 - (a) Under subsection (1), declared a local government controlled area as a designated public place where intoxicating liquor may be consumed; or
 - (b) Under subsection (2), specified a period or times during which the designation for a designated public place is to have effect.
- (5) The local government must, for each designated public place-
 - (a) Advertise, or cause someone else to erect, signs that sufficiently identify the local government controlled area as a designated public place in compliance with each requirement of the *Liquor Act 1992*, section 173D; and
 - (b) Erect, or cause someone else to erect, signs that sufficiently identify the local government controlled area as a designated public place in compliance with each requirement of the *Liquor Act 1992*, section 173D; and
 - (c) If a period or times during which the designation for the designated public place is to have effect, are prescribed by subordinate local law-
 - i. Advertise, or cause someone else to advertise, the period or times during which the local government controlled area is a designated public place in compliance with each requirement of the *Liquor Act 1992*, section 173D; and
 - ii. Erect, or cause someone else to erect, signs that specify the period or times during which the local government controlled area is a designated public place in compliance with each requirement of the *Liquor Act 1992*, section 173D.

6 Possession of intoxicating liquor

- (1) A person must not take intoxicating liquor into a local government controlled area or be in possession of intoxicating liquor in a local government controlled area, unless the local government has, by subordinate local law, declared the local government controlled area as a place where intoxicating liquor may be taken or be possessed.

Maximum penalty for subsection (1) – 1 penalty unit.
- (2) If a person is charged with an offence involving a contravention of subsection (1), it is a defence to prove that the person-
 - (a) is transporting the intoxicating liquor directly through the local government controlled area for legal consumption or use at some other place; and
 - (b) did not carry in the local government controlled area for any purpose other than access while in possession of the intoxicating liquor.

Part 3 Enforcement

7 Compliance notice

- (1) This section applies if an authorised person is satisfied on reasonable grounds that a person-
 - (a) is contravening a provision of this local law; or
 - (b) has contravened a provision of this local law in circumstances that make it likely the contravention will continue or be repeated.

- (2) The authorised person may, by compliance notice³ require the person (the **recipient**) to take specified action to remedy the contravention.

8 Power to secure compliance with a compliance notice

- (1) If the recipient does not comply with a requirement of the compliance notice, the authorised person may take reasonable steps to remedy the contravention or avoid further contravention including the use of necessary and reasonable help and force.
- (2) If the recipient does not comply with a requirement of the compliance notice and consumes or possess intoxicating liquor in contravention of a requirement of the compliance notice, an authorised person may confiscate the intoxicating liquor from the recipient.
- (3) An authorised person, when confiscating intoxicating liquor in accordance with subsection (2) must confiscate the intoxicating liquor being drunk by the recipient together with all other intoxicating liquor in the possession of the recipient at the time of the contravention.

Part 4 Confiscated intoxicating liquor

9 Disposal of confiscated intoxicating liquor

- (1) This section applies where an authorised person has exercised a power under this local law to confiscate intoxicating liquor.
- (2) Property in the confiscated intoxicating liquor vests in the local government upon confiscation.
- (3) Intoxicating liquor which is confiscated by an authorised person may be immediately disposed of as the chief executive officer directs.

Schedule 1 Dictionary

authorised person – see *Local Government Act 2009*, schedule 4.

compliance notice – see *Local Law No. 1 (Administration) 2013*, schedule 1.

designated public place – see section 5(1).

intoxicating liquor –

- (a) is a spirituous or fermented fluid or another substance –
- i. in which the level of ethyl alcohol (ethanol) is more than 0.5% by volume at 20°C; and
- ii. that is intended for human consumption.

Examples of spirituous or fermented fluids - alcoholic cocktails, beers, liqueurs, pre-mixed alcoholic drinks, spirits and wines.

Examples of other substances - aerosol sprays, ice confections, jellies and powders.

- (b) Liquor also includes any other substance containing ethyl alcohol (ethanol) that is prescribed by regulation as liquor

local government controlled area – see *Local Law No.1 (Administration) 2013*, schedule 1.

³ See *Local Law No. 1 (Administration) 2013*, section 27, regarding the requirements for compliance notices and the offence for not complying with a compliance notice.

recipient – see section 7(2)

DRAFT



Our ref: JHN:kb:AA25357

Your ref: Andrea Lee

Date: 8 November 2021

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REVIEW OF PROPOSED LOCAL LAW – CONTROL OF INTOXICATING LIQUOR

1. The purpose of this email is to record in writing, at least briefly, our concerns about whether Council's proposed local law is likely to be the subject of adverse comment at the State interest check stage of the local law making process and, indeed, the enforceability of the proposed local law generally.

The interaction with State laws issue

2. Relevantly, under the *Local Government Act 2009* ("LGA"), section 27 (Interaction with State laws), if there is any inconsistency between a local law and a law made by the State, the law made by the State prevails to the extent of the inconsistency.
3. The law recognises 2 types of inconsistency which could trigger the application of section 27 and lead to a local law being inoperative or overridden by a State law on the same subject matter, in this case, the *Liquor Act 1992*.
4. The first type is direct inconsistency where it is impossible for both laws to coexist. For example, in circumstances where a local law purports to permit a certain activity subject to conditions or controls while a State law prohibits the same activity, the State law operates and prevails and it is not legal to carry out the activity.
5. The other type of inconsistency occurs where there are 2 laws dealing with the same subject matter which prescribe different requirements, but do so in a way so that it is physically possible to comply with both laws. In these circumstances, the local law may be inconsistent with the State law if it appears that the State law is intended to constitute a complete code of conduct with respect to the activity or to "cover the field" in respect of that activity. Where a State law is intended to be a complete code, local laws on the same subject matter are inconsistent and therefore inoperative even though it is technically or physically possible to comply with both.
6. Under the relevant State law, that is, the *Liquor Act 1992*:
 - (a) a person must not consume liquor in a public place that is a road or land owned by, or under the control of, Council and the relevant maximum penalty is 1 penalty unit;
 - (b) a person does not commit an offence in relation to paragraph (a) if the consumption of liquor in the place is authorised or permitted under a licence or permit, or if the place is, at the relevant time, a designated public place;

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Chief Executive Officer
Mount Isa City Council

8 November 2021
Page 2

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- (c) Council may designate a public place mentioned in paragraph (a) that is in its local government area as a public place where liquor may be consumed;
 - (d) if Council designates a public place then Council must advertise, and erect signs about, the designation of the public place as a place where liquor may be consumed.
7. Under Council's proposed local law:-
- (a) a person must not consume intoxicating liquor in a local government controlled area unless Council has, by resolution, authorised the local government controlled area as a place where intoxicating liquor may be consumed; and
 - (b) if Council authorises the consumption of liquor at a particular local government controlled area, an authorised person must cause to be erected signage identifying the area and specifying the period during which the local government controlled area is a designated place; and
 - (c) an authorised person of Council may take enforcement action in the event of a contravention of a requirement of the local law.
8. In our opinion, there is substantial merit in the argument that:-
- (a) the relevant provisions within the *Liquor Act 1992* (see paragraph 6), to the extent that those provisions prescribe requirements about the consumption of liquor in a public place that is a road or a local government controlled area, together with, importantly, the associated enforcement provisions, are intended to constitute a complete code of conduct with respect to that activity, or cover the field in respect of that particular activity; and
 - (b) against that background, Council's proposed local law, to the extent that it deals with the same subject matter, is inoperative even though it is technically or physically possible to comply with both.
9. We find support for the opinions noted in paragraph 8 in the following:
- (a) under the *Liquor Act 1992*, section 42, the Commissioner (responsible for the administration of the *Liquor Act 1992*) may delegate the Commissioner's powers under the Act to an appropriately qualified public service employee, police officer or person employed by a local government; and
 - (b) under the *Liquor Act 1992*, section 174, the Commissioner may authorise a person, or a class of persons, to exercise the powers of an investigator; and
 - (c) under the *Liquor Act 1992*, part 7, division 2, powers of seizure of property (including liquor) may be exercised by an investigator, (not a local government employee) subject to compliance with prescribed requirements; and
 - (d) under, collectively, the *Liquor Act 1992*, part 7, division 2 and the *Police Powers and Responsibilities Act 2000*, powers of seizure of property (including liquor) may be exercised by a police officer, (not a local government employee) subject to compliance with prescribed requirements; and
 - (e) we cannot identify in the *Liquor Act 1992* any provision which contemplates that Council may take prosecution action for the offence of the unauthorised consumption of liquor in a public place.
10. Given the opinion expressed in paragraph 8(a), it is likely that at the State interest check stage of the local law making process, the proposed local law will be the subject of adverse comment on the basis

1134398_1

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8 November 2021
Page 3

that there is an inconsistency between the proposed local law and a law made by the State, and in particular, the *Liquor Act 1992*.

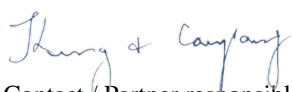
11. Also, in the context of a prosecution by Council for an offence under the local law, the offender would be entitled to raise arguments, analogous to the arguments detailed above, in support of a defence to the effect that there is an inconsistency between the proposed local law and a law made by the State, and in particular, the *Liquor Act 1992*, and as such the local law is inoperative, and Council's prosecution, potentially, fundamentally flawed.

Drafting issues

12. The proposed local law contemplates that Council may, by resolution, authorise the consumption of liquor at a place which is a local government controlled area.
13. There are a limited number of provisions within the *Local Government Act 2009* about Council's power to make local laws. A local law made contrary to the requirements of those provisions is invalid. The provisions do not contemplate that Council may, for practical purposes, implement changes to a local law simply by passing a resolution. Accordingly, we have omitted the references to the making of a resolution about local government controlled areas where a person is authorised to consume liquor, and instead inserted references to achieving that objective by subordinate local law.
14. The references in the proposed local law to the provisions of the *Liquor Act 1992* have been clarified.
15. The proposed local law, section 8, to the extent that it contemplates the giving of a compliance order to an offender has been amended. Council's *Local Law No. 1 (Administration) 2013* specifically contemplates that enforcement action in respect of non-compliance with a requirement of a local law may be taken by way of compliance notice. Importantly, the enforcement provisions in the proposed local law (sections 7 to 9) seem to be directly inconsistent with the analogous enforcement provisions in the *Liquor Act 1992*.
16. Please contact the writer if you have any queries, or alternatively, wish to discuss the content of the revised draft of the proposed local law. For completeness, note that all amendments to the draft of the proposed local law provided to us by Council officers have been tracked on the document for ease of reference.

Yours faithfully

KING & COMPANY



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1134398_1

11 CORPORATE AND COMMUNITY SERVICES REPORTS**11.1 ECONOMIC AND COMMUNITY DEVELOPMENT OVERVIEW REPORT -OCTOBER AND NOVEMBER 2021**

Document Number: 754171

Author: Manager Economic and Community Development

Authoriser: Director Corporate and Community

Directorate: Corporate and CommunityCorporate and Community

Portfolio: Finance, Customer Services, Economic Development, Promotion & Community Development, Arts

EXECUTIVE SUMMARY

The combined October and November 2021 Economic and Community Development Overview Report presented to Council for information and consideration.

RECOMMENDATION

THAT Council receives and accepts the combined October and November 2021 Economic and Community Development Overview Report.

EVENTS**IN PROGRESS:****CHRISTMAS IN THE CITY – 4 December 2021**

This is a new event format for Christmas Carols (trialled in 2019 in a similar format) and was developed in response to heat wave conditions in 2020 and La Nina condition in Spring 2021. Christmas Carols in the Civic Centre will have the benefit of air-conditioning and can go ahead even if it rains. In addition to the Carols inside, a Christmas Picnic with Food and Market Stalls in the Civic Gardens is being promoted and a live broadcast of the Carols inside will be projected outside for everyone to enjoy. Roving entertainment will be provided outside by Rompin Stompin and an expected a visit from Santa. FREE tickets to the inside seating area are filling quickly and expected to be at 100% capacity before the event date.

SENIORS CHRISTMAS HIGH TEA – 6 December 2021

This year Council have outsourced the event to Terrace Gardens who provide beautiful High Teas. FREE tickets have been filling steadily with 104 seats provided.

AUSTRALIA DAY EVENTS – 26 January 2022

This year Council will issue a record 60 conferee invitations for Citizenship on Australia Day. Council has also successfully received Great Australian Bites funding and is planning several activities for Australia Day for the community to enjoy.

ISA FESTIVAL 2022 – 10 August 2022

Planning has commenced and talent options are being explored for the 2022 Isa Festival. Corporate Sponsorship will be invited, and many great things planned for this major free community event for Mount Isa during Rodeo Week.

COMPLETED:**REMEMBRANCE DAY 2021 – 11 November 2021**

Mount Isa experienced heavy rain in the lead up to Remembrance Day and set up occurred during the rain. Despite the uncomfortable work conditions our efforts were rewarded as the weather cleared just in time for the Ceremony. The Remembrance Day Ceremony was well attended by the community with several schools represented.

TOURISM STRATEGY:**Strategic Priority One: Getting the Foundations Right**

Council gained access to our Neural Digital dashboard courtesy of Outback Queensland Tourism Association (OQTA) in November however it was for the whole NW not Mount Isa. Working on getting a Mount Isa centric database that can be shared with Outback at Isa. As mentioned in previous reports this data will assist in monitoring tourism demographics, profiles, and trends.

Strategic Priority Two: Make it Easy

Arrival Signage on way to City Centre: Labelled signs of the mine and Southern view of the lookout have been submitted to consultants but waiting on information on Buchanan Park and Race Club to get final signs installed in early 2022. Update has been sent to Department of State Development.

Big Birds have had concrete footings poured and birds will be installed on December 7.

The Economic and Development Team met with Camooweal Drivers Camp who is chasing up feedback on Camooweal Map and destination planner content for Camooweal for 2022.

Strategic Priority Three: Meet Mount Isa

Pat Callinan filmed in October for 3 days in Mount Isa, the trailer has been shared on social media and the air date for the one-hour episode is 19 December 2022

Strategic Priority Four: Stay One More Night

Develop Mount Isa trails network: Bird Watching trail map is being developed for 2022 tourism season.

Tourism & Marketing Activities:

TV Commercials will resume in 2022 for cricket and tennis. The Economic and Development Team is working on securing an annual price for advertising with Southern Cross Austero for TV and radio. This will be used for annual advertisements and local events as required.

Marketing for Christmas Carols, Australia Day and Sign On Expo is scheduled for November and December.

Logo development for the 100 years celebrations has been underway in October and November with a final logo due to be approved by the committee.

Work on the 2022 Destination Planner has commenced on behalf of MICCOE and will be due to print in March 2022 ahead of the 2022 tourism season.

Stakeholder Activities:

Attended CNW AGM

Attended Destination Q and QTIC Tourism Awards:

- Discussed regional opportunities for 2032 Olympics
- Met with Deputy Tourism Minister and CEO of OQTA
- Reviewed Tourism Recovery Plans and opportunities
- Discussed packaging opportunities with small business operators and educators.

Attended Northern Outback Business Awards

COMMUNITY DEVELOPMENT**Move It NQ:**

October and November 2021 saw 6 activities running across the Move It Program with an average attendance of 459 people per month over the 5 months of the financial year to date.

October 2021	# of Sessions	Total Month Attendance	November 2021	# of Sessions	Total Month Attendance
Activity			Activity		
Boxercise	4	37	Boxercise	4	32
Seniors Up and Go	9	109	Seniors Up and Go	8	115
Tai Chi	8	56	Tai Chi	9	56
Yoga	4	70	Yoga	4	95
Aqua Aerobics	20	599	Aqua Aerobics	16	375
Aqua Fun for Kids	1	4	Aqua Fun for Kids	3	31

Community Grants and Sponsorship:

The Mount Isa City Council Community Grants and Sponsorship 2021/22 Round 1 opened on 1 August and closed on 31 August with Council receiving a total of 11 applications. The grants section was resolved on 20 October 2021, with a total of \$20,701.00 awarded. These recipients were presented with their certificates and cheques during the ordinary meeting of 17th November 2021.

2021 NQ Sportstar Awards

The North Queensland Sportstar Awards Gala Evening was hosted by the Charters Towers Regional Council. Council nominated one person from the nominations received for each of the categories except in the category of athlete with a disability, where no nominations were received. Three (3) of the nominees attended the Gala Evening on 30 October 2021 in Charters Towers where Sunny Raitava (boxing) received the NQ runner up for the Master's Sportstar of the Year category. A local presentation of all nominees was held in council chambers on 12 November with the Junior Sportstar Nomination certificate and award presented separately on 17 November 2021.

Councils Sportstar Award Nominees

Category	Nominees	Sport	Council Selection
Junior Sportstar	Kyle Bartolo	Hockey	Kyle Bartolo
Senior Sportstar	Jason Corradi	Running	Jason Corradi (Attended Awards)
Service to NQ Sport	Merilyn "Mez" Harding	Netball	Merilyn Harding (Attended Awards)

Sport Team of the Year	Mount Isa Women's Masters	Hockey	Mount Isa Women's Masters
Masters Sportstar of the Year	Sunia "Sunny" Raitava	Boxing	Sunia "Sunny" Raitava (Attended Awards)
Athlete With a Disability	Nil	Nil	Nil

Regional Arts Development Fund:

Round 1 of the Mount Isa City Council RADF community grants opened Monday 18 October 2021 and closed 17 November 2021 for projects starting after 1 December 2021. One application was received and has been forwarded to the RADF committee for assessment.

Youth Strategy

Council is currently working in conjunction with NIAA (National Indigenous Aboriginals Agency) for funding to develop the scope for the engagement of a consultant to formulate a Youth Strategy for the City of Mount Isa.

Community Advisory Committee's

Motor Sports Advisory Committee

Council is in the process of reviewing past nominations for committee member positions and will look to advise of members in January 2022, the first meeting is envisaged for February 2022. The Advisory Committee Chairperson is Cr Phil Barwick (by Council Resolution PEM08/04/20).

Miners Memorial Advisory Committee

The Committee held their first meeting (inception meeting) on 11 November 2021. Hon. Tony McGrady AM was elected as Chairperson (unopposed). General introductions were completed. It was requested of Council that a procurement process be undertaken to attract a consultant/firm to complete design and concept works for the memorial. Procurement process has been entered into and concludes on December 10. Next meeting has been scheduled for 13 January 2022 (Thursday).

100 Year Celebrations Committee

Meeting held on Tuesday, November 23, 2021. 100 Year Logo options were presented for decision, due to lack of community stakeholders present it was decided to approach members online for their decision. The Manager for Community and Economic Development provided an update to the committee on Centennial Place and also informed them that the recruitment process for an Events Coordinator as part of the BBRF was underway and due for completion early December.

Lake Moondarra Advisory Committee

No activities or actions have been undertaken for formulation of this committee yet and will be further advanced in January 2022.

Sign On Expo

Planning is underway for the 2022 Sign On Expo to be held at Buchanan Park on Saturday 5th February 2022. Registrations have been set up in Survey Monkey and will be opened in December 2021.

Networking

Discussions with Bunnings AO around the community assistance program that they will be running in the future

Networking at the Northern Outback Business Awards to further build relationships with community organisations.

ECONOMIC DEVELOPMENT:**Reports**

Hon. Scott Stewart MP, Minister for Resources- Queensland Resources Draft Plan.

MICC received a late invitation to attend in Cloncurry on 26 November 2021 to provide feedback on the Queensland Resources Draft Plan. Feedback was positive with key comments made on not to overlook the key issues of Power, Water, Rail and Roads

127 businesses in Central Business District (CBD) Business have been consulted face to-face and provided their feedback (ongoing and estimated another 80 to go). Further consultation with businesses ongoing with regular updates and meetings resulting with the CEO regarding CBD Master Plan updates.

Grant Submissions**Great Australian Bites**

Councils' submission was successful for a new Australia Day event (\$16k) to add to existing Australia Day celebrations. Relaxed food, live music, local food produce competitions, and bar facility planned for the forecourt of the Civic Centre, will add to the welcome of the record newly naturalised, new people to town and existing resident back from the break for the first Council event of the year, best regional sausage, lamington, and pie competition will be judged by Australia Day recipients and Council. The event will also feature the upstairs areas of the Civic Centre to help promote this space for functions and the event will have its own professional videographer an advertising campaign with Southern Cross Austereo starts in December 2021.

Queensland Rural and Industry Development Authority (QRIDA) - Rural Economic Development

Grants up to \$200k- EOI due December 13- New funding stream to Mount Isa City Council.

- Lake Moondarra weed waste from the weed cutter to be used as live trail for red claw feeding. Project to partner with the Mount Isa Fish Stocking Group (MIFSG) and utilise the Hatchery for MIFSG growth and enhance Outback at Isa tourism product. Collaborative approach partners include MIFSG, Southern Gulf Catchments, Department of State Development, Infrastructure, Local Government and Planning (DSDLGIP), Mount Isa Water Board.
- Lake Moondarra weed waste from the weed cutter to be lab tested as a potential fertiliser like Seasol and other high value fully organic commercial products.
- Lake Moondarra weed waste from the weed cutter to trial as a potential cattle fodder. Cattle and horses regularly graze the lake with seemingly no ill effects it would be good to understand the nutrient value of this waste product for future resource development. See Report.

Key Stakeholder Meetings

October-November 2021 – Centennial Place- assisting with contact and feedback from CBD businesses -Ongoing.

October-November 2021- CBD Masterplan - Centennial Place- assisting with contact and feedback from CBD businesses-Ongoing.

29 October 2021 - Jo Obji Grand Central Holdings, proposed Cloncurry Loadout Facility.

- Cloncurry Facility funded due for construction Q1 2021
- Jo Obji would like to meet with Mount Isa City Council to discuss the Mount Isa Intermodal
- Facility as a possible financier, next project for Grand Central investors.

18 November 2021 -Energy Estate and Solar Bay - Paul Rasmussen meetings

- Revyre Tyre Recycling project for DSDLGIP Industrial Estate Land purchase. Potential for 30 employees to use pressurised water to destroy/recycle industrial tyres from all regional mines. Project slideshow available.
- Insufficient power supply available for this area and Revyre would like to put a proposal to the Mount Isa City Council for the use/purchase/lease ex-Meatworks land for a solar power plant up to 10 meg. tyre recycling plant requires 3 meg, currently only 1 meg available.
- With insufficient/expensive water supply Revyre would like to put a proposal to the Mount Isa City Council for the use/purchase wastewater from the sewerage treatment plant. This project could set an industry precedent for use of solar energy and wastewater.
- Mount Isa City Council assets including, Civic Centre, Library, Council Administration building, Outback at Isa, the Xstrata Entertainment Centre at Buchanan Park, and possible Buchan Park/Rodeo arena roof space and harbours could be utilised for solar power production to reduce Mount Isa City Council power costs/potential income., A company, Solar Bay have made initial enquiry regarding the opportunities with these works. Further report to be supplied.

05 November 2021 - Regional Development Australia (RDA) Wayde Chelsea

- Rising Regions Funding and Business Roadshow business information session benefits.
- Mount Isa City Council to present a priority list of projects to RDA for identification of future funding.

18 November 2021 – Mining Equipment Technology and Services (METS)

Business Breakfast.

- Regional clustering initiatives were discussed from the mining industry and how they keep engagement going to tackle the issues holding back regional growth.
- Emerging technologies and their presented.
- Key regional issues were discussed with housing shortages identified. Opportunity for cluster group to be formed

25 November 2021 – Cloncurry Rising Regions Funding and Business Roadshow

- 100 people attended from local businesses to meet with an array of small business help organisations, Aus Industry, NBN, Australian Taxation, Dept State Development, Local Government, Infrastructure and Planning, Premier and Cabinet Dept.
- Keynote speakers were Jonathon Thurston (Cowboys legend and part owner of Skytrans) and Natalie Cook (Five-time Olympian, including gold and bronze for Australia).
- Natalie Cook was an excellent choice of speaker for small business, strong messages, crowd interactive, funny and would be recommended as a speaker.
- Jonathon Thurston was a good speaker however would be preferred at a kid's level where he is idolised, and key messages are simpler.

06 November 2021- Jemena Outback Business Awards

- Opportunity to network and continue to build the relationship with the business community and receive feedback.
- Moselle Meats (Richmond) are onboard for the GAB best regional sausage competition.

10 November 2021 North West Practitioners Meeting- DSDLGIP

- Teams meeting with all regional council economic development offices to share ideas and promote cross regional projects and information.
- Key outcome- identified an economic development training initiative that regional council officers had recommended.

11 November 2021- Department of Housing and Homeless Meeting

- Mount Isa City Council met with Housing regarding future planning for Pioneer and Sunset.
- Key message was Housing has a 5-10 year plan for development; Mount Isa City Council would prefer a 12–18-month plan. Draft of report available.

21 November 2021- 7 Day Trading Inquiry

- Opportunity to network and continue to build the relationship with the business community and receive feedback.
- Assisted with the Mount Isa City Council Submission in favour of the move to 7-day trading. Public hearing completed on 21 Nov 2021.

23 November 2021 -Anthony Duggan- Woolworths

- Woolworths Regional Manager advised lease is in place until 2030 but will be making decisions by 2025 about the existing ageing infrastructure. Interested in talking to developers for any potential new site.
- CBD Masterplan engagement completed.

24 November 2021 - Cloncurry meetings

- Jessica Christens QRIDA regarding Rural Economic Development Grants, potential contacts, assistance, budget considerations.
- MMG (Mining Company)- Adam Barton and Rob James- regarding possibility of housing and office space Mount Isa. Update on Mount Isa as the growing base for Drive-In Drive-Out (DIDO)
- Sam Daniels Deputy Major Cloncurry Shire- Spoke on Cloncurry projects including housing, Evolution purchase of EHM (Glencore Mine), Trial Cropping precinct update, Cloncurry Racecourse wastewater management including track turf conversion.

30 November 2021 - Emma Harman, President of Commerce North West and members

- Provided a brief on the Small Business Friendly Charter and Business Breakfast.
- Emphasised the importance of utilising Ministerial/Commissioner visitation to push strong collaborative messages and to realise the visitation of Ministers is not a privilege many of the smaller towns receive so be prepared and use it wisely.

10 December 2021-Small Business Friendly (SBF) Charter Business Breakfast to be held in the Civic Centre Foyer, Mount Isa City Council to sign the SBF Charter with Commerce North West, the Small Business Commissioner, and Minister for Employment Small Business, Training and Skills Development – Di Farmer

RECOMMENDATION OPTIONS

THAT Council receives and accepts the combined October and November 2021 Economic and Community Development Overview Report.

Or

THAT Council do not receive and accept the combined October and November 2021 Economic and Community Development Overview Report.

ATTACHMENTS

Nil

11.2 CORPORATE SERVICES OVERVIEW REPORT - OCTOBER AND NOVEMBER 2021**Document Number:** 754374**Author:** Manager Finance and Information Technology**Authoriser:** Director Corporate and Community**Directorate:** Corporate and CommunityCorporate and Community**Portfolio:** Finance, Customer Services, Economic Development, Promotion & Community Development, Arts**EXECUTIVE SUMMARY**

October and November 2021 Corporate Services Overview Report presented to Council for information and consideration.

RECOMMENDATION

THAT Council receives and accepts the October and November 2021 Corporate Services Overview Report as presented.

OVERVIEW

The Customer Services Department responded to queries raised in person, over the phone, via email and via letter. Majority of requests pertained to matters such as Rates and Water queries and payments, missed bin collections, damaged bins, Animal Management matters (missing or roaming animals) and Water and Sewerage issues (such as water leaks).

STATISTICS**October and November Communications Summary:**

	October 2021	November 2021
Calls received	2195	2190
Emails received	1186	1462
Letters received	203	218

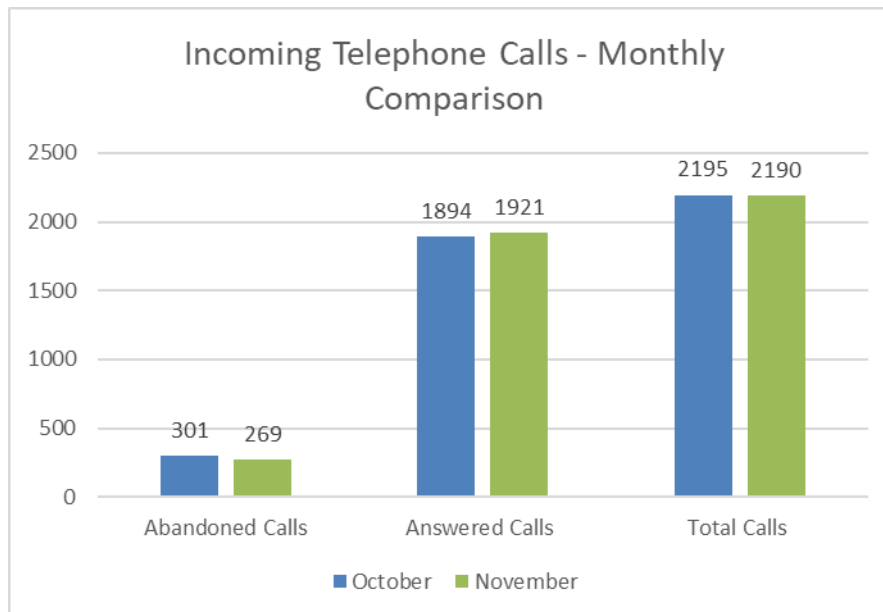
October and November Summary:

- October 2021 – 499 total cases
- November 2021 – 500 total cases

Top 4 Departments:

	October 2021	November 2021
Water & Sewerage	114	98
Local Laws	79	88
Revenue	86	145
Waste Management	91	57

Telephone Activity- Total Incoming Calls



Note: Abandoned calls refer to calls that have ended before any conversation occurs, e.g., public have either dialled the wrong number, called during a busier period, or have not wanted to be placed into the queue.

Telephone Call Response Time

In October, 85.9% of the 1894 answered calls were responded to within 60 seconds, in comparison to November where 89% of 1921 calls were responded to in 60 seconds.

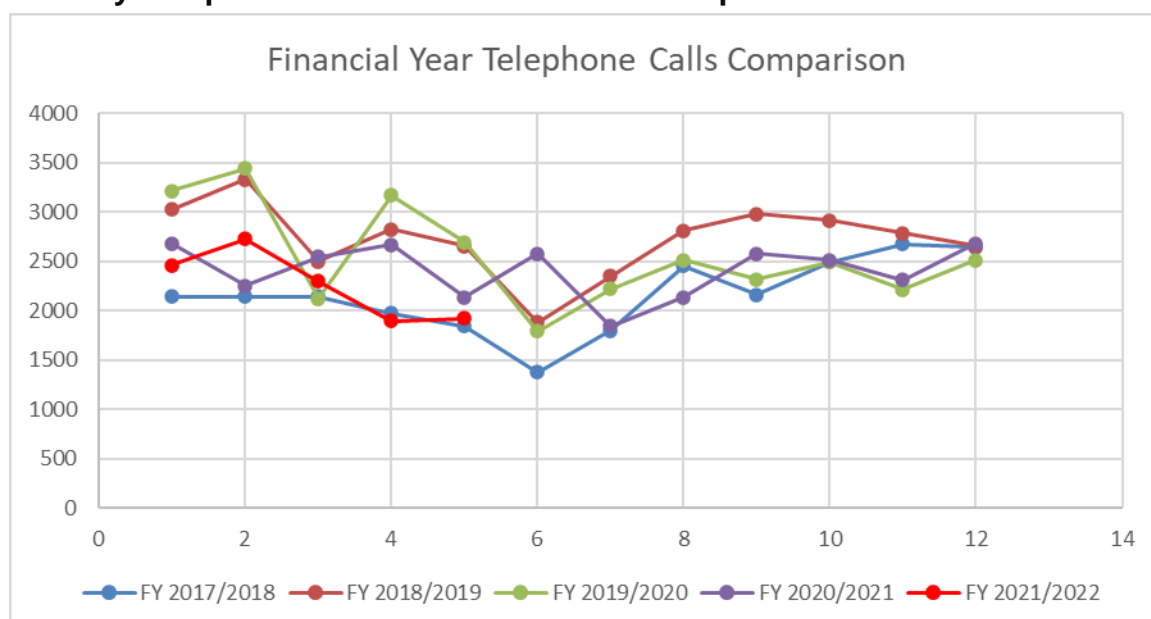
Across both months, the most frequent transfers of calls were to Local Laws Administration, Development and Land Use Administration and People, Culture and Safety.

Calls not transferred were either resolved in the first instance with the Customer Services team, entered into iCasework for further action, or sent to the relevant department to contact the customer back.

Telephone calls averaged 99 per day (22 business days during October), and in November calls averaged 99 per day (22 business days).

***Calls not answered in the 60 second time frame, refer to either calls placed into the queue during high call traffic where all available staff are already engaged in phone calls and / or customer service.*

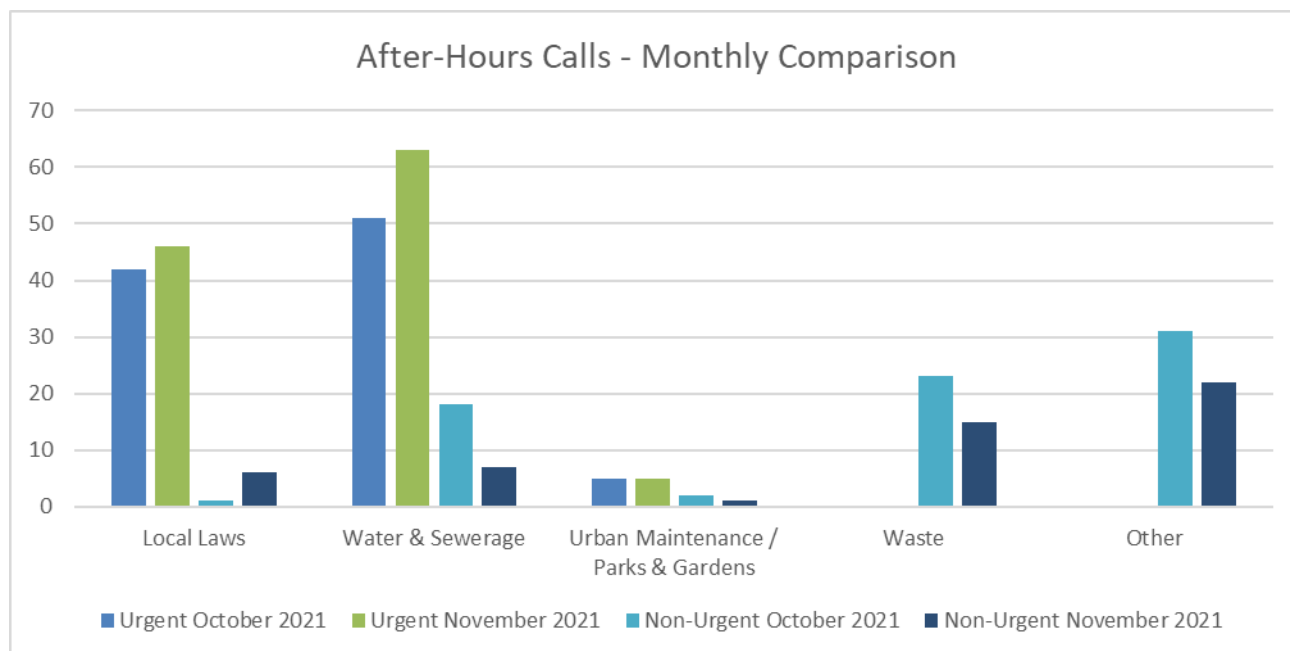
Monthly Telephone Calls – Financial Year Comparison 2017- 2021



Vodafone After-Hours Summary Report – By Department

The Vodafone After-Hours Service allows customers to contact the Council number ((07) 4747 3200) and speak to an operator, who records and escalates all calls made outside of business hours, including on weekends and public holidays.

A total of 173 calls were received by the after-hours service in August, and a total of 165 calls in November, across both months, the most common urgent requests were pertaining to water leaks, roaming dogs, or animal attacks.

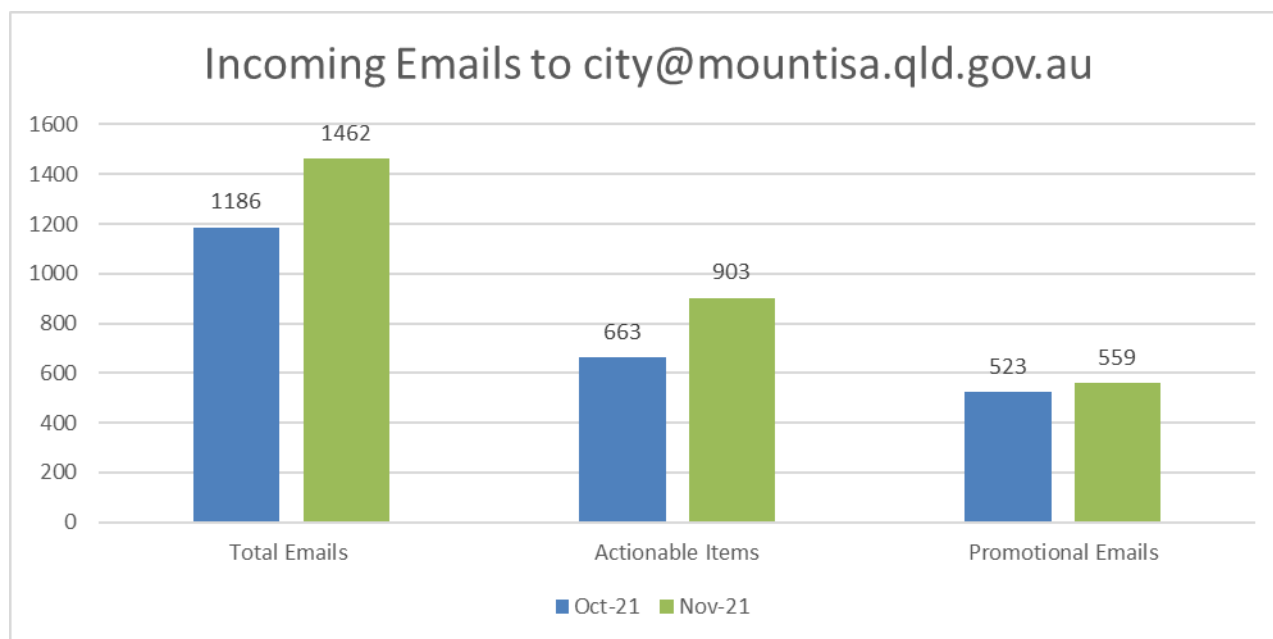


Incoming Written Communication

The city@mountisa.qld.gov.au email address receives emails from customers and organisations external to Council. Customer Services monitors this address, and emails requiring action are either responded to in the first instance, entered as an iCasework or forwarded to the relevant department.

Across both months, frequent emails included requests for the Revenue department (change of postal address; payment commitment requests; queries regarding notices and accounts), invoices and remittance advices for the Finance department, search request applications for Revenue and/or Development and Land Use and enquires for other departments.

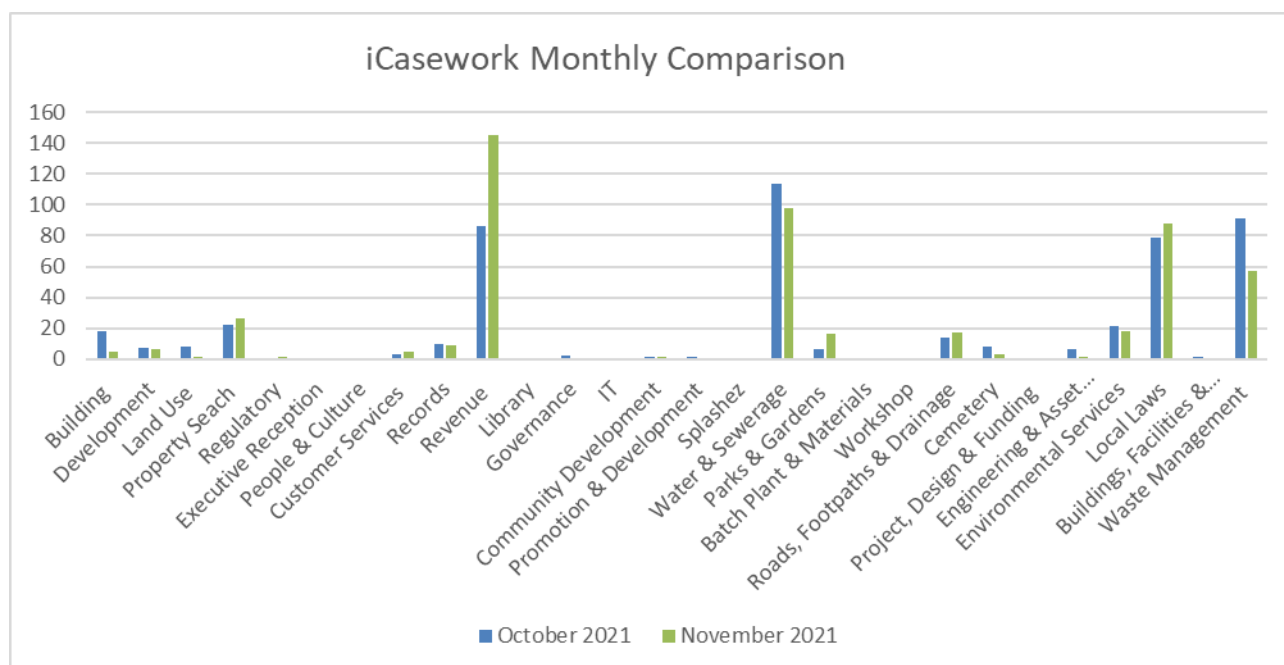
Emails in October averaged 54 per day (22 business days), and emails in November averaged 66 per day (22 business days).



In October 2021, 203 letters were received by Council, and 218 letters were received in November 2021. Letters were sorted and were either given to the relevant department or tasked through iCaseworks. Recurrent items included financial statements, invoices, cheques, payment commitments and items returned to sender, particularly animal registration notices.

Letters averaged 9 per day (22 business days) in October 2021 and averaged 10 in November 2021 (22 business days).

iCasework Summary Comparison October and November 2021



***Note: iCasework cases are created by all departments of the Mount Isa City Council and assigned to the relevant department for response.

RECOMMENDATION OPTIONS

THAT Council receives and accepts the October and November 2021 Corporate Services Overview Report as presented.

Or

THAT Council do not receive and accept the October and November 2021 Corporate Services Overview Report as presented.

ATTACHMENTS

1. **Corporate Services Monthly Report - iCasework All Departments Oct. and Nov 2021 Comparison** [!\[\]\(a9a7cf821bf949be41db724492f295be_img.jpg\)](#) 

CORPORATE SERVICES MONTHLY REPORT - OCTOBER & NOVEMBER 2021

iCasework Summary October and November 2021

iCasework is used to assign enquiries, applications, service requests and complaints through to the relevant departments within Mount Isa City Council. During October, 499 cases were created, with 213 remaining open at the end of the month; and 500 cases were created during November, with 84 remaining open at the end of the month.

**** Note:** iCasework cases detailed in this report are as per first point of contact request. Each case is investigated on a Departmental level and may be re categorised, as appropriate.

iCasework All Departments Summary: October & November Comparison

Department	Service Team	Case Type	October	Open Cases October	November	Open Cases November
Chief Executive Officer						
Development, Land Use & Planning	Building	Applications	17	15	5	1
		Enquiries	0	0	0	0
		Service Requests	1	1	0	0
		Total	18	16	5	1
	Development	Applications	1	1	3	1
		Enquiry	2	2	1	1
		Service Requests	4	3	2	0
		Total	7	6	6	2
	Land Use	Service Requests	2	2	1	0
		Enquiries	6	4	0	0
		Total	8	6	1	0
	Property Search	Applications	22	17	26	9
		Total	22	17	26	9
	Regulatory	Service Requests	0	0	1	0
		Total	0	0	1	0
Executive Services	Governance	Complaints	1	0	0	0
		Enquiries	1	0	0	0
		Total	2	0	0	0
	Executive Reception	Service Requests	0	0	0	0
		Enquiries	0	0	0	0
		Complaint	0	0	0	0
		Total	0	0	0	0
People & Culture	People & Culture	Enquiries	0	0	0	0
		Total	0	0	0	0
Department	Service Team	Case Type	October	Open Cases October	November	Open Cases November
Corporate & Community						
Corporate Services	Customer Service	Enquiries	0	0	0	0
		Service Requests	3	0	5	0
		Total	3	0	5	0
	Records	Service Requests	10	2	3	0
		Total	10	0	9	5

CORPORATE SERVICES MONTHLY REPORT - OCTOBER & NOVEMBER 2021

	Revenue	Complaints	2	2	0	0
		Service Requests	84	43	145	5
		Total	86	45	145	5
Environmental & Regulatory Services	Environmental Services	Service Requests	17	10	18	1
		Applications	4	4	0	0
		Total	21	14	18	1
	Local Laws	Service Requests	73	28	84	34
		Applications	4	2	1	0
		Enquiries	2	0	3	1
		Total	79	30	88	35
Library	Library	Service request	0	0	0	0
		Total	0	0	0	0
Information Technology	IT	Service request	0	0	0	0
		Total	0	0	0	0
Community Development	Community Development	Application	2	2	2	2
		Enquiries/ Service Requests	0	0	1	0
		Total	2	2	3	2
	Promotion & Development	Service Requests	1	1	0	0
		Complaints	0	0	1	0
		Total	1	1	1	0
	Splashez	Service Requests	0	0	0	0
		Total	0	0	0	0
Department	Service Team	Case Type	October	Open Cases October	November	Open Cases November
Infrastructure Services						
Water & Sewer	Water and Sewer	Service Requests	110	3	95	2
		Applications	1	0	1	0
		Complaints	3	0	0	0
		Enquiries	0	0	2	0
		Total	114	3	98	2
Works & Operations	Parks & Gardens	Service Requests	5	2	16	1
		Complaints	0	0	0	0
		Enquiries	1	0	0	0
		Total	6	2	16	1
	Batch Plant & Materials	Enquiry/Service Requests	0	0	0	0
		Total	0	0	0	0
	Workshop	Service Requests	0	0	0	0
		Total	0	0	0	0
	Road Footpath & Drainage	Service Requests	14	5	17	2
		Complaints	0	0	0	0
		Total	14	5	17	2
	Cemetery	Service Requests	4	1	3	1

CORPORATE SERVICES MONTHLY REPORT - OCTOBER & NOVEMBER 2021

		Enquiries	4	0	0	0
		Total	8	1	3	1
Technical Services & Major Projects	Project, Design & Funding	Service Request	0	0	0	0
		Enquiries	0	0	0	0
		Total	0	0	0	0
	Engineering & Compliance	Service Request	4	3	1	0
		Applications	2	2	0	0
		Enquiries	0	0	0	0
		Total	6	5	1	0
Building, Facilities & Insurance	Building, Facilities & Insurance	Service request	1	1	0	0
		Total	1	1	0	0
Department	Service Team	Case Type	October	Open Cases October	November	Open Cases November
Executive Services						
Waste Management	Waste Management	Service Requests	86	57	55	16
		Complaint	2	2	2	2
		Enquiries	3	0	0	0
		Total	91	59	57	18
iCaseworks Case Totals			499	213	500	84

11.3 LIBRARY OVERVIEW REPORT - OCTOBER AND NOVEMBER 2021

Document Number: 754377

Author: Coordinator Library Services

Authoriser: Director Corporate and Community

Directorate: Corporate and Community Corporate and Community

Portfolio: Tourism, Events, Sports and Recreation, Library

EXECUTIVE SUMMARY

The October and November 2021 Library Overview Report presented to Council for information and consideration.

RECOMMENDATION

THAT Council receives and accepts the October and November 2021 Library Overview Report as presented.

OVERVIEW OF LIBRARY ACTIVITIES:**Community Heritage Grant**

Mount Isa City Library has recently been awarded a Community Heritage Grant from the National Library of Australia (\$6,000). This will be used to obtain a Significance Assessment of the Mount Isa City Library Historical Collection. Once the Significance Assessment is completed, we will be able to apply for other funding from the National Library for our collection.

Sixteen Legs Photographic Exhibition

The Library hosted the Sixteen Legs Photographic Exhibition during the month of November. The exhibition was a travelling showcase of caves, cave biology and giant prehistoric spiders. It consisted of 48 giant back-lit panels representing a photographic journey into the science and conservation management of caves and groundwater, including the biology of the ancient Tasmanian cave spider. Library customers were awed by the beauty of the photographs and amazed at the 3-metre-wide fibreglass spiders that hung from the Library's ceiling.

Flying Scientists event

In early October, the Library was visited by the Flying Scientists. This is an initiative provided in partnership with the Office of the Queensland Chief Scientist (OQCS). The Flying Scientists are early-mid career researchers who accompany Young Scientist Ambassadors into regional Queensland centres for community Science, Technology, Engineering and Mathematics (STEM) awareness events. The scientists visiting Mount Isa Library were Dr Anita Milroy, Palaeobotanist, Dr Mariel Familiar Lopez, Terrestrial Ecologist and Sachini Fonseka, PhD Candidate and Chronobiologist. The community presentation and workshop were held in the Library on 08 October 2021 and was attended by over 50 members of the public.

School Visits

Two schools visited the Library during October – November. Mount Isa Central School came for a Library tour and robotics workshop, and Mount Isa Special School visited during the Sixteen Legs spider exhibition for a personalized tour and talk.

Speechy Library Talk

Members of Speech Pathology Australia visited Mount Isa City Library to help parents and carers build their children's language and literacy skills. Two sessions were held, and the events proved very popular with families.

Community Events growing

The number of community events hosted by Mount Isa City Library. In this two-month period, the Library offered to customers a Cyber Resilience Outreach Clinic, an Adult Mindfulness colouring-in session, a Chess Tournament, a Yu-Gi-Oh Tournament, the Book Club and a health information session. Future events proposed are a demonstration by Guide Dogs Australia about living with blindness, and a four-week workshop on how to scan and digitize old photos and slides.

Library Staff

The Library welcomed 3 staff to new roles.

STATISTICS:**VISITORS**

- October 2021 - **24** days open with **2274** visitors.
- November 2021 - **24** days open with **2439** visitors.

TRANSACTIONS (*issues, returns, reservations, renewals*)

- October 2021 - **5393** transactions
- November 2021 - **5741** transactions

COMPUTER USAGE

- October 2021 - **560** customers for a total time of **439.53** hours
- November 2021 - **620** customers for a total time of **434.16** hours

NEW MEMBERS

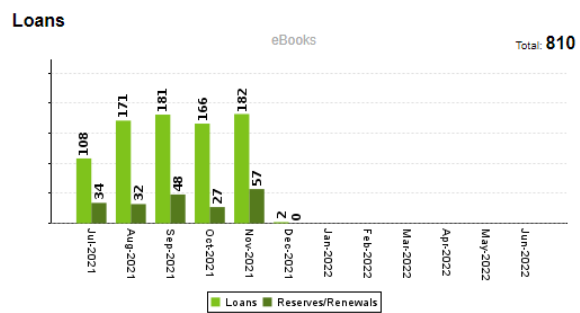
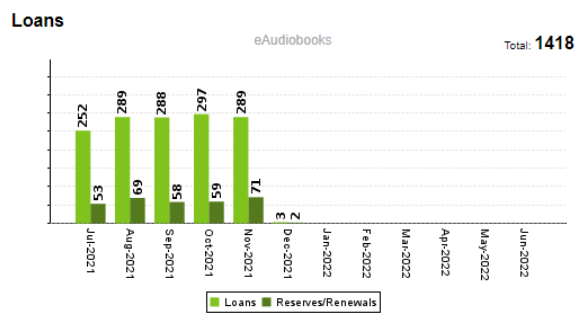
- October 2021 - **131** new members
- November 2021 - **138** new members

E-book and E-audiobook statistics - (From 1 October 2021 – 30 November 2021)**eAudiobooks by Title**

586 Loans
130 Reserves/Renewals
1087 eAudiobooks (1084 Titles and 3 Concurrent Copies)
62 Newly Added

eBooks by Title

348 Loans
84 Reserves/Renewals
1405 eBooks (1376 Titles and 29 Concurrent Copies)
107 Newly Added

E-Book and E-Audiobook statistics for this financial year.**RECOMMENDATION OPTIONS**

THAT Council receives and accepts the October and November 2021 Library Overview Report.

Or

THAT Council do not receive and accept the October and November 2021 Library Overview Report.

ATTACHMENTS

Nil

11.4 SPLASHEZ OVERVIEW REPORT - NOVEMBER 2021**Document Number:** 754381**Author:** Manager Economic and Community Development**Authoriser:** Director Corporate and Community**Directorate:** Corporate and Community Corporate and Community**Portfolio:** Finance, Customer Services, Economic Development, Promotion & Community Development, Arts**EXECUTIVE SUMMARY**

The November 2021 Splashez Monthly Report presented to Council for information and consideration.

RECOMMENDATION

THAT Council receives and accepts the November 2021 Splashez Overview Report as presented.

OPERATIONAL OVERVIEW

Splashez Aquatic Centre has been extremely busy with school swimming programs and carnivals throughout November. There have been consistent numbers through for Move-It NQ funded programs (Aqua Aerobics and Aqua Play for Kids), and some new participants each week. The new banana lounge seating arrived and has been well received by the community.

FINANCIAL SUMMARY

	\$ Month of November 2020 Actual	\$ Month of November 2021 Actual	\$ Month of November 2021 Budget	\$ 2021/2022 YTD Actual	\$ 2020/2022 YTD Budget	\$ 2021/2022 Full Year Budget
Revenue						
Admission*	31,137	25,987	37,000	71,667	96,250	239,000
Kiosk*	21,199	21,516	25,500	50,576	66,500	161,000
TOTAL SALES	52,336	47,502	62,500	122,242	162,750	400,000
Expenses						
Kiosk Cost of Sales (COS)**	12,325	23,394	-	35,495	-	-
Wages***	33,439	61,979	50,000	183,688	150,214	438,214
Electricity****	12,288	-	12,500	27,074	62,500	150,000
Chlorine/Chemical*****	8,311	24,315	10,000	41,681	41,500	90,000
Maintenance & Running Cost*****	6,152	13,140	9,400	31,784	50,050	95,000
Rates & Charges	-	11,039	-	11,039	19,000	80,000
Depreciation	16,870	17,778	17,766	90,667	53,297	213,186
TOTAL EXPENSES	89,384	151,645	99,666	421,428	376,561	1,066,400
NET DEFICIT	(37,048)	(104,143)	(37,166)	(299,186)	(213,811)	(666,400)
CAFÉ MARGIN	42%	-9%	100%	30%	100%	100%

*Admission & Kiosk Revenue – is slightly lower by \$4k compared to same month last year and lower by \$15k from the budget.

**Kiosk Cost of Sales – will be included in the December 2021 budget review as no amount reflected as budgeted. Actual expenses for November include Bidfood \$10.2k, PFD \$5.1k; Coca Cola \$3.7k and VICI swimming accessories \$3.7k, Woolworths \$363.

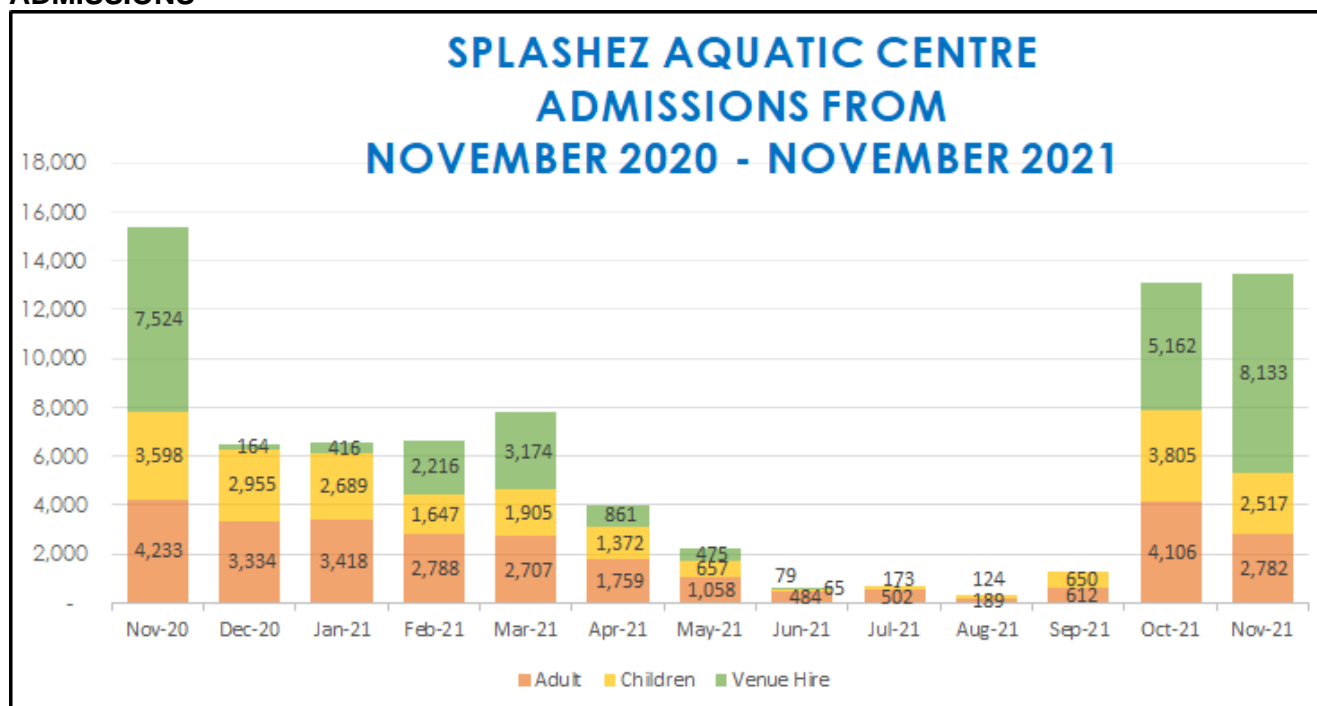
***Wages – was high this month as total pool staff increased with the addition of 7 casual lifeguards (from 6 staff in October to 16 staff in November).

****Chlorine/Chemical – Coogee (Sodium Hypochlorite) \$21k (Oct \$140 & Nov \$7k) & Far Northern Pool (Chlorine, remover, and hydro acid) \$3.2k. Chlorine pump was down for 10 days, additional chlorine was purchased from local supplier.

*****Maintenance and Running Cost –included cost to purchase another slushie machine \$3.7k, pool lounges \$2.4k, Reece for pump supplies \$1.4k, Carland Security for monitoring alarm \$174; Isa Sheet Metals for Colour bond splashing, core drill and cutting of zincalume \$184, BOC Oxygen \$51, Kmart for first aid supplies \$50.

*****Rates and Charges - MICC Rates 01 July -31 Dec 2021 \$11k.

ADMISSIONS



*Venue Hire include school Learn-to-Swim, school carnivals, aqua aerobics, Isa Heat, Army Reserve Trainings, physiotherapy, and pool hire.

ACTIVITIES

Swim Fit Classes have continued to increase in patronage. Five (5) classes per week are being held, and will continue on through the Christmas period and into the New Year.

Aqua Aerobics Classes remain a popular source of exercise with a total of 375 participants over the duration of November. There was some classes that were not run due to swimming carnival bookings, instructor availability and electrical storms. This is a good number for having six (6) of the classes cancelled through the month.

Miss Julie's Mobile Swim School has been extremely busy with learn to swim lessons both with school programs and private classes through the month. The classes have been booked out each week and increased their time in the pool to accommodate for extra sessions.

The Mount Isa Heat Swim Team (Swimming Club), had a massive month. Their weekly training sessions were well supported by their members. The club held their first swimming carnival on Saturday the 27 November 2021. Queensland Swimming came out to assist with the running of the carnival, and also provide some training sessions for North West Queensland swimmers who attended the carnival. This was a brilliant weekend and a lot of great results from the 3 days of swimming.

The Aqua Play for Kids session is a new Move-It NQ program held at Splashez, however run through Gecko Outdoor Sports. This class runs at the same time as one of the aqua sessions so that parents can enjoy the aqua aerobics class, and have their child in a program at the same time promoting healthy families. The children that have attended these classes don't want to go home, they enjoy it so much which is great to see the community enjoying the programs on offer.

A Pool Lifeguard Course was run on the 13 -14 November 2021 to provide the necessary training for new staff opportunities. The candidates need to complete some more training before becoming a qualified lifeguard, however they are well on their way.

Banana lounges arrived and are extremely popular for patrons to relax and enjoy the facility.

A large inflatable for the 50m pool has been purchased and due to arrive in December. This will be a big draw card to the centre through the holidays for entertainment.

EVENTS (*Pre-bookings from November to December 2021*)

Dates	Details
1, 2, 4, 5, 6, 8, 9, 11 November	Aqua Aerobics Move-It NQ Program
1, 2, 3, 4 November	Sunset State School Swimming Lessons
1, 2, 3, 4, 5 November	Townview State School Swimming Lessons
1, 4, 8, 11, 15 November	Isa Heat Swim Club Training
1, 2, 4, 5 November	Spinifex State College PE Lessons
2, 16, 23, 30 November	Fun with Splashez Kids Move-It NQ Program
2, 9, 16, 23, 30 November	Flexible Learning School Swimming Lessons
3, 10, 17, 24 November	Isa Swim Club Nights
8, 9, 10, 11 November	Sunset State School Swimming Lessons
7 November	NWR Soccer Break Up Party
9 November	St. Joseph's Swimming Carnival
10 November	Healy State School Swimming Carnival
8, 9, 11, 12 November	Spinifex State College PE Lessons
12, 13, 15, 16, 18, 19 November	Aqua Aerobics Move-It NQ Program
11, 18, 25 November	Mount Isa Special School Swimming Lessons
15 November	School Of the Air Swimming Lessons
15, 16, 17, 18 November	Happy Valley School Swimming Lessons
15, 16, 18, 19 November	Spinifex State College PE Lessons
16 November	Good Shepherd Year 12 Day
18, 22, 25, 29 November	Isa Heat Swim Club Training
18 November	Happy Valley School Swimming Carnival
20, 22, 23, 25, 26, 27 November	Aqua Aerobics Move-It NQ Program
22, 23, 24, 25 November	Central School Swimming Lessons
22, 23, 24, 25 November	Urandangi School Swimming Lessons
24 November	Good Shepherd Junior School Day at the Pool
26 November	Central State School Swimming Carnival
27 November	Isa Heat Inter Club NWQ Regional Swimming Carnival
22, 23, 25, 26 November	Spinifex State College PE Lessons
30 November 1, 2, 3 December	Sport for Bush Kids Swimming Lessons

29, 30 November	Aqua Aerobics Move-It NQ Program
2, 3, 4, 6, 7, 9, 10, 11, 13 December	Aqua Aerobics Move-It NQ Program
14, 16, 17, 18, 19, 20 December	Aqua Aerobics Move-It NQ Program

MAINTENANCE

As the first aid room has not been completed yet, we have commenced putting in place temporary measures to ensure we have a first aid area. The bed and freezer have arrived, we are still waiting on delivery of the cupboard to ensure we are compliant with standards.

Mount Isa City Council Plumbers have been in a couple of times this month. The pump station needed pumping out. A couple of leaking taps were repaired, toilets were fixed, and flick mixers in the sinks.

New furniture has been ordered for the facility. This will be a huge asset since the recent upgrades with increased shades for people to sit under.

ISSUES/IDENTIFIED RISKS

Seven (7) new staff completed the Pool Lifesaving Course and now waiting for the completion of their Blue Card and First Aid Training to make them official lifeguards. Staffing is still limited until this comes to fruition.

RECOMMENDATION OPTIONS

THAT Council receives and accepts the November 2021 Splashez Overview Report as presented.

Or

THAT Council do not receive and accept the November 2021 Splashez Overview Report as presented.

ATTACHMENTS

Nil

11.5 FINANCE OVERVIEW REPORT - NOVEMBER 2021**Document Number: 754548****Author: Manager Finance and Information Technology****Authoriser: Director Corporate and Community****Directorate: Corporate and Community****Portfolio: Finance, Customer Services, Economic Development, Promotion & Community Development, Arts****EXECUTIVE SUMMARY**

The November 2021 Finance Overview Report presented to Council for information and consideration.

RECOMMENDATION

THAT Council receives and accepts the November 2021 Finance Overview Report.

OVERVIEW

In accordance with the requirements of the Local Government Regulation, Council presents a report on the financial operations for the year to date.

MICC has continued to accrue revenue, major costs, and wages for November 2021 to present a more accurate result for Council. The capital expenditure activity remains relatively high due to the carryover of committed expenditure from the previous financial year and is substantially ahead of the same time last year. The November 2021 year to date financial result is an operating deficit of \$690 K compared to a budgeted operating deficit of \$612 K.

VARIANCES AND ITEMS OF SIGNIFICANCE

In accordance with Section 204 of the *Local Government Regulation 2012*, a financial report summarising Council's actual performance against budgeted performance must be provided to Council.

Revenue and Expenditure Summary as at 29 November 2021

	YTD Actual	YTD Actual	YTD Budget	Q1 Budget Review	Original Budget	YTD Actual/ YTD Budget
	27-Nov-20	29-Nov-21	29-Nov-21	Full Year	Full Year	
	\$'000	\$'000	\$'000	\$'000	\$'000	%
Operating Revenues	27,831	27,048	28,089	67,414	67,729	101%
Operating Expenses	27,324	27,739	28,701	68,884	66,880	97%
OPERATING RESULT	507	(690)	(612)	(1,470)	849	
Capital Grants Subsidies	4,791	3,757	8,136	19,527	11,175	46%
TOTAL	5,298	3,066	7,524	18,057	12,024	

Note – November 2020 results have been included as a comparative.

Operating Revenue At the end of November 2021 MICC is behind in its operating revenue largely due to timing of receipt for the MIWB dividend (\$5 Million) normally received in March. The budget formula in PCS by default allocated this amount evenly

across the months, rather than for March, this will be corrected in the December report.

Capital Revenue The capital receipts are behind budget on a year-to-date basis largely due to the delays in meeting milestones for specific grants and this is expected to reverse itself in December.

Capital Expenditure Capital commitments remain high due largely to the carryover of capex from the June 2021 to June 2022 financial year.

Operating Expenses MICC continues to keep a tight control over expenses, which are slightly below budget. Employment expenses are down on budget as the current vacancy rate is slightly higher than budgeted.

Capital Summary as at 29 November 2021

	YTD Actual 27-Nov-20 \$'000	YTD Actual 29-Nov-21 \$'000	Q1 Budget Review Full Year \$'000	Original Budget Full Year \$'000	YTD Actual / Q1 Budget Review %
Roads and Drainage	731	2,547	9,158	8,463	28%
Water	637	1,078	5,475	5,355	20%
Sewer	17	594	2,489	1,740	24%
Parks & Gardens	190	1,680	9,724	8,177	17%
Environment & Regulatory	26	939	5,361	4,480	18%
Community Facilities	507	1,067	5,639	6,049	19%
Corporate Equipment	57	112	863	736	13%
Mobile Plant	19	1,057	3,500	3,500	30%
TOTAL	2,183	9,074	42,208	38,500	21%

Note – November 2020 results have been included as a comparative.

Rates

Outstanding Aged Rates Balance as at 29 November 2021

Month	FY20/21	366 Days Arrears \$'000	181 - 365 Days Arrears \$'000	31 - 180 Days Arrears \$'000	1 - 30 Days Arrears \$'000	Current Not Yet Due \$'000	Total \$'000
Sept 2021		3,260	919	1,171	752	10	6,112
Oct 2021		3,817	243	1,688	28	18,838	24,614
Nov 2021		3,769	1,013	652	4,790	4	10,228

Note: excludes prepayments of \$793k

- Rates Notices for the Period 01 July 2021 to 31 December 2021 were issued 22 October 2021 and were due for payment in full by 4.30pm on the 22 November 2021.

- Tip Tokens were issued to all Residential Rate Payers with the Rates Notices. The tip tokens are valid from 01 November 2021 and expire 30 June 2022.
- Quarter 1 Water Consumption Notices for Non-Residential properties for the Period 01 July 2021 to 30 September 2021 are due to be issued 10 December 2021 with a due date of 10 January 2022.
- Water meter readings will commence all on water meters from 17 December 2021 to 14 January 2022. This will be for the billing periods as follows:
 - Quarter 2 Water Consumption Notices for Non-Residential properties for period 01 October 21 to 31 December 21
 - 1st Half Yearly Water Consumption Notices for Residential properties for period 01 July 2021 to 31 December 2021 (including all Camooweal properties).

Other Debtors

Aged Debtors Report as at 29 November 2021

Month FY20/21	90 Days \$'000	60 Days \$'000	30 Days \$'000	Current \$'000	TOTAL \$'000
Sept 2021	8	7	61	129	205
Oct 2021	11	8	27	485	531
Nov 2021	14	2	31	177	224

- Debtors of \$80k for treatment plant liquid waste
- Batch plant concrete charges total to \$40k
- Refuse Waste Charges for Commercial customer approximately \$16k
- Horse Paddocks and Reserve Leases Fees issued and due December 2021

30 DAY CASH ANALYSIS	\$'000
Cash at Bank – 29 Nov 2021	61,802
Total Cash Restrictions	(47,416)
TOTAL UNRESTRICTED CASH	14,386

MICC expects to maintain minimum cash balance of \$50M for the next 6 months to 30 June, given the current outlook for capital expenditure, collection of rates and achievement of milestones for capital grants.

COMING UP

- Audit and Risk Management Committee Meeting on 13 December 2021.

RECOMMENDATION OPTIONS

THAT Council receives and accepts the November 2021 Finance Overview Report.

Or

THAT Council does not receive and accept the November 2021 Finance Overview Report.

ATTACHMENTS

1. November 2021 Statement of Income Expenditure , Balance Sheet and Cash Flow [!\[\]\(756219e9389f679d57027482aa5cf5fc_img.jpg\)](#) 

MOUNT ISA CITY COUNCIL
Statement of Income and Expenses
For the year ended 30 June 2022

	Actuals 29 November 2021	Amended Budget (Sept 2021 Review)	YTD %
Operating Revenue			
Rates and Charges			
General Rates	8,344,506	16,600,000	50%
Water Access Charge	5,182,406	10,400,000	50%
Water Consumption Charges	436,490	6,330,000	7%
Sewerage Rates	3,738,767	7,400,000	51%
Garbage Rates	2,026,135	3,910,000	52%
Environment Charge	221,647	500,000	44%
Less: Concessions	-53,418	-122,000	44%
	19,896,533	45,018,000	44%
Fees and Charges	1,326,283	2,408,200	55%
Contract Works	1,908,550	2,550,000	75%
Interest	365,533	784,750	47%
Grants and Subsidies	2,028,967	7,897,000	26%
Other	1,522,474	8,756,000	17%
Total Operating Revenues	27,048,339	67,413,950	40%
Operating Expenditure			
Corporate Governance	834,601	1,932,866	43%
Administration Expenses	3,196,382	7,929,790	40%
Community Services Costs	3,221,883	8,487,836	38%
Technical Services/Roads	1,683,203	5,276,137	32%
Water	5,928,212	13,725,963	43%
Sewerage	657,591	1,394,914	47%
Recoverable Works Costs	1,128,874	1,700,000	66%
Environmental Costs	2,861,735	7,786,104	37%
Batch Plant	601,382	1,844,600	33%
Finance Costs	398,676	1,310,800	30%
Other Expenses	152,205	846,900	18%
Depreciation	7,074,037	16,647,661	42%
Total Operating Expenditure	27,738,781	68,883,571	40%
OPERATING CAPABILITY BEFORE CAPITAL	-690,442	-1,469,621	47%
Capital Items			
Capital Grants, and Subsidies	3,756,623	19,527,000	19%
NET SURPLUS(DEFICIT)	3,066,182	18,057,379	

3/12/2021

3. November 2021 Statement of Income Expenditurev2

MOUNT ISA CITY COUNCIL
Balance Sheet
For the year ended 30 June 2022

	Actuals 29 November 2021	Amended Budget (Sept 2021 Reviewed)	Full Year Budget
Current Assets			
Cash and cash equivalents	61,801,558	51,019,887	51,019,887
Rates Receivable	9,726,461	8,000,000	8,000,000
Trade and other receivables	338,367	2,652,945	2,652,945
Inventories	230,956	149,182	149,182
	72,097,343	61,822,014	61,822,014
Non-current assets classified as held for sale	2,245,140	1,973,434	1,973,434
Total current assets	74,342,482	63,795,448	63,795,448
Non-Current Assets			
Property, plant and equipment	454,579,345	424,976,269	424,976,269
Intangible Assets	258,950	300,000	300,000
Investments	1	1	1
Capital works in progress	15,999,658	5,000,000	5,000,000
Total Non-Current Assets	470,837,953	430,276,270	430,276,270
TOTAL ASSETS	545,180,435	494,071,718	494,071,718
Current Liabilities			
Trade and other payables	7,822,445	5,200,000	5,200,000
Annual Leave Payable	1,543,295	1,600,000	1,600,000
Interest bearing liabilities	1,697,884	1,744,214	1,744,214
Provisions - Long Service Leave	697,436	850,000	850,000
Total Current Liabilities	11,761,060	9,394,214	9,394,214
Non-current Liabilities			
Interest bearing liabilities	18,607,329	17,171,456	17,171,456
Landfill Rehabilitation Provision	373,737	415,547	415,547
Provisions - Long Service Leave	10,127,240	13,667,611	13,667,611
Total non-current liabilities	29,108,306	31,254,614	31,254,614
TOTAL LIABILITIES	40,869,366	40,648,828	40,648,828
NET COMMUNITY ASSETS	504,311,070	453,422,890	453,422,890
Community Equity			
City Capital	201,425,409	201,425,409	201,425,409
Asset Revaluation Reserve	282,709,169	219,461,687	219,461,687
Accumulated Surplus/(Deficiency)	8,664,101	27,056,738	21,023,403
Other Reserves	11,512,391	11,512,391	11,512,391
TOTAL COMMUNITY EQUITY	504,311,070	459,456,225	453,422,890

MOUNT ISA CITY COUNCIL
Cash Flows Statement
For the year ended 30 June 2022

	Actuals 29 November 2021	Full Year Budget
Cash flows from operating activities:		
Receipts from customers	6,883,975	20,534,012
Net Rates & Charges	16,477,685	41,301,019
Contract Works - Receipts	579,568	2,000,000
Contract Works- Payments to suppliers & employees	-672,750	-1,919,600
Payments to suppliers and employees	-22,139,801	-48,962,991
	1,128,677	12,952,440
Dividends received	0	5,081,000
Interest received	365,533	964,750
Non capital grants and contributions	2,028,917	7,897,000
Flood Damage Recoveries	3,158,727	2,400,000
Flood Damage Expenditure	-1,083,366	-1,600,000
Borrowing costs	-398,676	-1,310,800
Net cash inflow (outflow) from operating activities	5,199,811	26,384,390
Cash flows from investing activities:		
Payments for property, plant and equipment	-9,452,384	104,121
Proceeds from sale of property, plant and equipment	502,896	0
Grants, subsidies, contributions and donations	3,756,623	11,175,066
Net cash inflow (outflow) from investing activities	-5,192,145	11,279,187
Cash flows from financing activities		
Proceeds from borrowings	-360,155	-3,387,228
Repayment of borrowings	57,878	196,369
Net cash inflow (outflow) from financing activities	-302,277	-3,190,859
Net increase (decrease) in cash held	-1,130,118	34,472,718
Cash at beginning of reporting period	62,931,676	49,539,014
Cash at end of reporting period	61,801,558	51,019,887

3/12/2021

2. November 2021 Cash Flowsv2

11.6 SPONSORSHIP REQUEST - ZONTA CLUB OF MOUNT ISA**Document Number:** 754348**Author:** Manager Economic and Community Development**Authoriser:** Director Corporate and Community**Directorate:** Corporate and Community Corporate and Community**Portfolio:** Finance, Customer Services, Economic Development, Promotion & Community Development, Arts**EXECUTIVE SUMMARY**

An application for sponsorship has been received out of rounds from the Zonta Club of Mount Isa for the 2022 International Women's Day Dinner scheduled to be held on 06 March 2022.

RECOMMENDATION

THAT Council Approves Sponsorship in the amount of \$5,000.00 (incl GST) to be Diamond Sponsor of the 2022 International Women's Day Dinner, subject to the following conditions:

NUMBER	CONDITION	TIMING
<u>Pre-Event</u>		
1.	Provision of latest audited financials	<i>Within one (1) month of Council approval</i>
2.	Provision of the organisation's Incorporation Certificate	<i>Within one (1) month of Council approval</i>
3.	Provision of the organisation's Public Liability Certificate of Currency (\$20 million value is compulsory)	<i>Within one (1) month of Council approval</i>
4.	Site Plan setting out the existing infrastructure and the potential location of the event components	<i>Within one (1) month of Council approval</i>
5.	Permits or Landowner's permission e.g. venue hire permission, fireworks permits etc.	<i>Within one (1) month of Council approval</i>
<u>Post Event</u>		
6.	Completion and submission of Council's Sponsorship Program Acquittal Report	<i>Submitted no later than six (6) weeks after the completion of the event</i>

BACKGROUND

Zonta Club of Mount Isa have submitted an application for Sponsorship from Mount Isa City Council, outside of the scheduled rounds in February and August.

OVERVIEW

Council has 2 rounds of Community Grants and Sponsorship per financial year, round 1 in August and round 2 in August. Organisations are encouraged to apply for grants or sponsorships for their event or projects during these funding rounds.

Occasionally, organisations miss the funding rounds and apply to Council outside of the rounds. Due to the timing of their event, Zonta can't be directed to the next round of Community Grants in February as the round closes on 1 March 2022 and the funding would be retrospective and therefore ineligible. This year due to a change of the Zonta committee and confusion with RADF funding, Zonta did not put in an application to the Round 1 Community Grants and Sponsorship funding program.

The Zonta Club of Mount Isa is a long-standing Mount Isa community organisation with a focus on mentoring and educating women through the club and to support vulnerable women. Zonta annually host the International Women's Day dinner in March each year, with Council being a regular sponsor of the event.

BUDGET AND RESOURCE IMPLICATIONS

Council has sufficient funds under the Community Grants and Sponsorship budget to cover the requested amount of \$5000 without impacting what is anticipated to be submitted in Round 2 in February 2022.

LINK TO CORPORATE PLAN

Theme:	1.	People & Communities
Strategy:	1.3	Assist community groups to increase their sustainability and build social capacity

CONSULTATION (INTERNAL AND EXTERNAL)

Internal consultation has occurred with the Executive Management Team and Revenue.

External consultation has occurred with MICCOE confirming the event booking.

LEGAL CONSIDERATIONS

Not Applicable

POLICY IMPLICATIONS

Community Grants Policy

RISK IMPLICATIONS

There is a low risk that other organisations will send in applications outside of rounds.

HUMAN RIGHTS CONSIDERATIONS

Consideration has been given to all 23 protected human rights and it is believed that it does not unreasonably infringe on these human rights.

RECOMMENDATION OPTIONS

THAT Council Approves Sponsorship in the amount of \$5,000.00 (incl GST) to be Diamond Sponsor of the 2022 International Women's Day Dinner, subject to the following conditions:

NUMBER	CONDITION	TIMING
Pre-Event		
1.	Provision of latest audited financials	<i>Within one (1) month of Council approval</i>

2.	Provision of the organisation's Incorporation Certificate	<i>Within one (1) month of Council approval</i>
3.	Provision of the organisation's Public Liability Certificate of Currency (\$20 million value is compulsory)	<i>Within one (1) month of Council approval</i>
4.	Site Plan setting out the existing infrastructure and the potential location of the event components	<i>Within one (1) month of Council approval</i>
5.	Permits or Landowner's permission e.g. venue hire permission, fireworks permits etc.	<i>Within one (1) month of Council approval</i>
<u>Post Event</u>		
6.	Completion and submission of Council's Sponsorship Program Acquittal Report	<i>Submitted no later than six (6) weeks after the completion of the event</i>

OR THAT Council do not sponsor Zonta for the 2022 International Womens Day Dinner.

ATTACHMENTS

1. Application for Sponsorship - Zonta Club of Mount Isa [↓](#) 
2. Community Grants Policy [↓](#) 

Office Use

File: 3200 Community Grants/Sponsorship Round 1 & 2
to:

Organisation:

Funding:



SPONSORSHIP PROGRAM

Application



Correspondence: Chief Executive Officer
PO Box 815 MOUNT ISA QLD 4825
Street Address: 23 West Street, Mount Isa

Website: www.mountisa.qld.gov.au
E-mail: city@mountisa.qld.gov.au









ABN: 48 701 425 059
Phone: (07) 4747 3200
Fax: (07) 4747 3209

Sponsorship Program
APPLICATION FORM

OFFICE USE	
Organisation	
Project/Event	
Amount	
Year/Round #	
Doc ID #	

Check List

Where indicated by an image of a red paperclip documents **MUST** be attached to the application. Please refer to the [Community Grants & Sponsorship Guidelines](#) for further explanation.

- ☐ All questions have been answered in full.
- ☐  The appropriate person/s has signed the application certification. Unsigned applications will not be considered.
- ☐  Incorporation Certificate or Australian Taxation Office Endorsement as a charity, tax exempt fund or deductible gift recipient.
- ☐  Public Liability Certificate of Currency (\$20 million value is **compulsory**)
- ☐  Latest audited financial statements (including balance sheet, income and expenditure statements, and profit and loss statement)
- ☐  Site plan setting out the existing infrastructure and the potential work to be carried out **must** be attach if holding a large event, extending a building or renovating.
- ☐  Letters of support from stakeholders as evidence of community consultation.
- ☐  Permits or Landowners permission eg. fireworks, park hire, use of land etc.
- ☐  Risk management plan – **must** be attach if holding a large event, extending a building or renovating.
- ☐ You have kept a copy of your application

PRIVACY STATEMENT - The information collected on this Form will be used by the Mount Isa City Council Finance Department in accordance with the processing or assessment of your application. Your personal details will not be disclosed for a purpose outside of Council protocol, except where required by legislation (including the Information Privacy Act 2009). This information may be stored in the Council database. The information collected will be retained by the Public Records Act 2002.

Sponsorship Program
APPLICATION FORM

IMPORTANT INFORMATION FOR APPLICANTS: Please note this application should not be completed without reference to the Mount Isa City Council Community Grants & Sponsorship Program Guidelines. This application process is also available online at www.mountisa.qld.gov.au

Section A

Information about the applicant

Q1 Name of Organisation

Zonta Club of Mount Isa Inc

Q2 Briefly outline the nature of your organisation and its primary purpose.

Zonta's Mission - Zonta International is a leading global organization of professionals empowering women worldwide through service and advocacy. Originally included in District 16 (now located in New Zealand), Australia has been part of Zonta International since 1966 and has grown to be home to three Zonta International Districts. Together they incorporate Zonta Clubs in all Australian States and Territories. Zonta International has 30,000 members in 66 countries working together to improve the lives of women and girls. The Zonta Club of Mount Isa activities include members volunteering their time and talents to address women's issues in our local community and worldwide; a strong organisation which focuses on sustainable changes; developing members talents while developing our society. Our members volunteer their time for many projects, including making breast care pillows and bags for women who have breast surgery, making packs of hygiene products for women who seek safety and refuge in local women's shelters, mentoring and educating young women through the Club, fundraise to support vulnerable women in the Mount Isa community and support women in Women's Shelters.

Q3 Please select

- ☒ **Accountable Officer** (e.g. President, CEO, Management Committee Member – all correspondence will be sent to this person)

Name	Loretta Gladstone	Address	PO Box 2442
Position	President	Suburb	Mount Isa
E-mail	officeadmin@smmteam.com.au	Postcode	4825
Mobile	Click here to enter text.	Phone	4743 0347

- ☐ **Private Consultant** (please fill in your details in the box below and the Accountable Officer above – correspondence will go to both the Accountable Officer and Private Consultant)

Business Name	Click here to enter text.	Address	Click here to enter text.
Name	Click here to enter text.	Suburb	Click here to enter text.
Position	Click here to enter text.	Postcode	Click here to enter text.

Sponsorship Program
APPLICATION FORM

E-mail	Click here to enter text.	Contact No	Click here to enter text.
--------	---------------------------	------------	---------------------------

- ☐ **Project Sponsor** (A project sponsor is required when the applicant organisation is not incorporated, but the Project Sponsor must be incorporated – all correspondence will be sent to this person only)


Name	Click here to enter text.	Address	Click here to enter text.
Position	Click here to enter text.	Suburb	Click here to enter text.
E-mail	Click here to enter text.	Postcode	Click here to enter text.
Mobile	Click here to enter text.	Phone	Click here to enter text.

Q4 Organisation's address

Street Address	Click here to enter text.	PO Box	PO Box 2442
Suburb	Click here to enter text.	Suburb	Mount Isa
State	Click here to enter text.	State	Qld
Postcode	Click here to enter text.	Postcode	4825

- Q6 Is your organisation registered for GST?** ☐ Yes ☒ No

- Q7 Is your organisation an incorporated 'not for profit' organisation or a company limited by guarantee that has been endorsed by the Australian Taxation Office as a charity, tax exempt fund or deductible gift recipient?**

☒ Yes  (please attach a copy of your Incorporation Certificate of Australian Taxation Office Endorsement as a charity tax exempt fund or deductible gift recipient)

☐ No (ineligible application)

- Q8 Does your organisation hold public liability insurance of \$20 million?**

☒ Yes  (please attach a copy)

☐ No (ineligible application. Public liability insurance to the value of \$20 million is compulsory)

- Q9 Does your organisation have any debts (e.g. general rates, excess water) owing to Council? If so, are payments up to date?**

☐ Yes (please provide details below) ☒ No (go to Q10)

Click here to enter text.

Sponsorship Program
APPLICATION FORM

Q10 Has your organisation received previous Council Sponsorship?

☒ Yes Date of grant: sponsorship 2021 ☐ No *(go to Q11)*

Description: International Women's Day Sponsorship

Sponsorship Program
APPLICATION FORM

Section B

Project/Event Details

Q11 What is your event name?

Zonta International Women's Day Dinner 2022

Q12 Where is the event being held?

Buchanan Park Entertainment Centre

Q13 Brief description of the event.



(Please attach any relevant supporting documentation or further information as required.)

The Zonta Club of Mount Isa International Women's Day (IWD) Dinner is an annual event that celebrates the social, economic, cultural and political achievement of women in the Mount Isa community. The IWD dinner is a fully catered, sit-down meal with entertainment throughout the night. Each year a different inspiring guest speaker addresses attendees sharing their story about overcoming adversity or achieving in their own field. Nominated local women are recognized for their individual achievements through the annual Women of Achievement Awards.

Q14 Event budget *(please fill in budget form attached to the application)*

Total Event Budget	\$ \$55,000
Sponsorship Amount Request	\$ \$5,000

Q15 Level of sponsorship your organisation is offering *(eg. Gold, Silver, Bronze, Naming Rights etc)*



(Please attach brochure or relevant supporting documentation.)

Platinum – as per sponsorship levels attached

Q16 Expected event date

From	5/03/2022
To	5/03/2022

Q17 Event details

Estimated total attendance	400
Estimated volunteers	40

Sponsorship Program APPLICATION FORM

Type of event (tick relevant boxes)

- ☐ Education ☐ Entertainment ☐ Arts/Culture ☒ Community ☐ Sports
☐ Charity ☐ Environment ☐ Business ☐ Other [Click here to enter text.](#)

Q18 How will the event benefit Mount Isa City Council residents and have a positive impact on the community?

Zonta Mount Isa's goal is to improve the wellbeing of vulnerable women and children in the local area by raising awareness about issues affecting women in our local communities. The IWD event recognises the achievements of women in our community with Women of Achievement Awards. More and more people everywhere are aware of the long reaching damage domestic violence causes. Supporting victims of domestic and family violence helps to bring about cultural and attitudinal change by increasing awareness, reinforcing intolerance of domestic and family violence and supporting victims/survivors of domestic and family violence

Q19 What will the sponsorship funds be used for?

The sponsorship funds being sought will be used toward service charges and technical/special equipment charges associated with the facilitation of the International Women's Day dinner at the Buchanan Park Entertainment Centre – which in 2021 cost of \$9,000.

Q20 Have you applied for funding other than Mount Isa City Council or received funding from any other sources?

- ☒ Yes (please list the sources and amounts below) ☐ No (go to Q21)

Funding Name	\$ Amount	Has the Funding Been Accepted?		
		Yes	No	Waiting on reply
Local Business and community group sponsorship is in process of being requested	\$20,000	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Q21 How will Mount Isa City Council be recognised for providing Sponsorship if the application is successful?

- ☒ Media release ☒ Signage ☒ Social Media ☒ Event Announcement
☐ Website ☒ Advertising ☒ Other – Event Program, placemats and tickets

Sponsorship Program APPLICATION FORM

Q22 How do you plan to measure the success of your event?

The initiative will be measure by the number of people who attend the event who receive the International Women's Day message about improving the wellbeing of women locally and also internationally

Q23 How does your organisation give back to the community?

Zonta Club of Mount Isa has three working groups - Service, Advocacy and Education: Advocacy - At the local level, Zonta clubs monitor laws and policies and their impact on women, participate in hearings and public meetings with local politicians and administrators, and host speakers and panels to raise awareness about issues affecting women in their local communities. The Mount Isa Zonta International Women's Dinner and the Domestic and Family Violence Prevention Month Breakfast are two local events held to raise awareness in the Mount Isa community. Previous guest speakers include Rosie Battie, Former Australian of the Year, and Turia Pitt, a burns survivor and motivational speaker. Zonta International, districts and clubs advocate at the international, national and local levels on issues related to human rights and gender equality. At the international level, Zonta International advocates on global issues primarily through the United Nations (UN) and Council of Europe. At the national level, Zonta districts, areas and clubs take action in support of, or in opposition to, legislation on issues affecting women and girls. Service - Zonta International improves women's lives by increasing their access to education, health care, legal services and economic opportunities while supporting efforts to prevent and end violence against women and girls in all its forms. Education - Zonta Club of Mount Isa mentors and educates local young women through the Zonta Club. To fulfill our mission of empowering women worldwide, we must focus on gender equality in education, an essential human right, critical to development for all. For women and girls, education provides the tools and resources to empower them to make decisions about their lives and the future of their families. Educated women can break the cycle of poverty; they can choose when to marry and if and when to have children; they can access quality health care to safeguard themselves and their children; they can educate their own children and ensure greater opportunities for future generations. More and more people everywhere are aware of the damage and the wrongs of domestic violence. Supporting victims of domestic and family violence helps to bring about cultural and attitudinal change by increasing awareness, reinforcing intolerance of domestic and family violence and supporting victims/survivors of domestic and family violence. One of Zonta Mount Isa's initiatives is about improving the wellbeing of vulnerable women and children in the local community who are escaping domestic and family violence. Zonta Mount Isa distribute bed linen and hygiene packs to women exiting the Women's Shelters where they have to restart their lives in a new residence due to being displaced from their home due to violence. Zonta Club of Mount Isa also conduct the Enlighten Education program for local girls every year to improve their self-esteem. Zonta Club of Mount Isa are involved in and support many local events through volunteer work and financial support. The group hand-make breast care pillows and bags for women who are having breast cancer treatment. There are many causes throughout the year where Zonta Club members quietly support local women and families who are experiencing hardship. Support is through both through service and financial support.

Sponsorship Program APPLICATION FORM

Please provide the budget for the sponsorship your organisation has requested.

Note: All figures are to be calculated on ex GST. (You may attach a separate project budget if insufficient space below)

Expenditure (Expenditure is the total cost of the project)	Total	Amount of Sponsorship Request	
A. Materials			
decorations	3,000		
catering	25,000		
printing	2,000		
Subtotal A	\$30,000	\$	
B. Equipment			
Set up and stage hire	3,000		
Subtotal B	\$3,000	\$	
C. Labour Hire			
Entertainment	2,000		
Subtotal C	\$2,000	\$	
D. Other Expenses			
Guest speaker, flights and accom	12,000		
Hire Buchanan Park	10,000	5,000	
Subtotal D	\$22,000	\$	
E Total Community Small Grant Request (transfer this figure to Subtotal K)		\$5,000	
TOTAL EXPENSES (A+B+C+D) Not E ((Must equal Total Income)			
		\$57,000	

Income (Money generating to cover the total cost of the project. This includes in-kind contribution and the total CSG grant you are seeking)			
F. Cash in Hand			
Tickets sales	30,000		
Subtotal F	\$30,000		
G. Donated Materials & Equipment			
Stage hire	2,000		
Subtotal G	\$2,000		
H. Labour in Kind			
Subtotal H	\$		
I. Other Income (sponsorship, donations, fundraisings)			
Local community sponsorship	20,000		
Subtotal I	\$20,000		
J. Subtotal (F+G+H+I)			
K. Sponsorship Grant Requested (transferred from E)		\$5,000	
TOTAL INCOME (J+K) (Must equal Total Expenses)			
		\$57,000	

Sponsorship Program
APPLICATION FORM

**Sponsorship Program
APPLICATION FORM****Section C****Certification by Organisation**


The certification must be signed by two (2) officers of the organisation, e.g. the president/chairperson and another officer.

I certify that:

1. To the best of my knowledge the information given in this document is true and accurate
2. If funding is allocated to our program, project or event:
 - a. I will be required to accept the funding in accordance with the Mount Isa City Council's conditions of funding (refer to Guidelines.)
 - b. The project report and acquittal form accompanied with receipts and invoices will be completed and returned to Council within six (6) weeks from the end of the program, project or event.
 - c. I understand that if the conditions of funding are not complied with:
 - i. Council will recover the funds allocated
 - ii. Future applications for funding from Council will not be considered.

Name

Position

Signature 

Date 15/11/2021

Name

Position

Signature 

Date 15/11/2021

PRIVACY STATEMENT - The information collected on this Form will be used by the Mount Isa City Council Finance Department in accordance with the processing or assessment of your application. Your personal details will not be disclosed for a purpose outside of Council protocol, except where required by legislation (including the Information Privacy Act 2009). This information may be stored in the Council database. The information collected will be retained by the Public Records Act 2002.

Sponsorship Program
APPLICATION FORM



ABN: 48 701 425 059
P O Box 815
Mount Isa Q 4825
Phone: (07) 4747 3200
Fax: (07) 4747 3209
Email:
city@mountisa.qld.gov.au

Creditor Details Form

Please complete the details below, and email to merlitap@mountisa.qld.gov.au as soon as possible to enable purchase orders and payments to be processed. If you are required to submit an invoice forward the invoice to the email address above for authorisation and payment. Thank you.

Please Note: Mount Isa City Council payment terms are strictly 30 days.

Business Name	Zonta Club of Mount Isa		
Trading Name	Zonta Club of Mount Isa Inc.		
Business Address	Click here to enter text.		
Postal Address	PO Box 2442		
Email Address	officeadmin@smmteam.com.au		
Phone	Click here to enter text.	Fax	Click here to enter text.
ABN Number	61 570 434 477	Mobile	Click here to enter text.

Public Liability	YES	NO	Certificate of Currency must be attached	yes
-------------------------	-----	----	--	-----

Electronic Fund Transfer Payment Details (ALL PAYMENTS WILL BE MADE BY EFT)

Account Name	Zonta IWD		
Bank/Institution	QCCU	Branch	Mount Isa
BSB No.	704640	Account No.	41490149
Email for Remittance Advice	officeadmin@smmteam.com.au		

Company Authority	PRINT NAME OF AUTHORISED OFFICER Loretta Gladstone	SIGNATURE
--------------------------	---	---------------


Office Use Only:

Finance Officer		(SIGN & PRINT NAME OF AUTHORISED OFFICER)
Creditors Code		Date

PRIVACY STATEMENT - The information collected on this Form will be used by the Mount Isa City Council Finance Department in accordance with the processing or assessment of your application. Your personal details will not be disclosed for a purpose outside of Council protocol, except where required by legislation (including the Information Privacy Act 2009). This information may be stored in the Council database. The information collected will be retained by the Public Records Act 2002.

ZONTA CLUB OF MOUNT ISA – SPONSORSHIP OF INTERNATIONAL WOMENS DAY 2022

We would be delighted if you could offer your support to our 2022 International Women's Day Gala. Please see below levels of support and agreement forms.

Select Level	Level	Newspaper, Radio, Media Advertising – power point presentation on the night	Company Logo on Tickets and Programs	Banners at Dinner (pull up only)	Drinks with Guest Speaker and dinner	Pre-Purchase of additional tickets
<input type="checkbox"/>	DIAMOND \$5,000 cash and up	✓ Logo, photo, social media and extra acknowledgement at dinner	✓	4 Includes front door, main stage, foyer and dinner floor	6 guests	✓
<input type="checkbox"/>	PLATINUM \$2,000 cash and up	✓ Logo, photo, social media and extra acknowledgement at dinner	✓	3 Includes main stage, foyer and dinner floor	4 guests	✓
<input type="checkbox"/>	GOLD \$1,000 cash and up to \$2,000	✓ Company Logo	✓	2 Includes foyer and dinner floor	2 guests	✓
<input type="checkbox"/>	SILVER \$500 cash and up to \$1,000	✓ Company Name	✓	1	1 guest (dinner only)	
<input type="checkbox"/>	BRONZE Any cash donation up to \$500	✓ Company Name				
<input type="checkbox"/>	Non-monetary sponsorship	<p>We are so grateful for any sponsorship your business may be able to provide. Aside from monetary sponsorship we welcome: <i>*in kind sponsorship – if we are able to utilise your goods or services at our event; and *donations or raffle prizes are acknowledged and appreciated.</i> If one of these options is more appropriate for your business, please tick this option and return the form with your details. I will then be in contact with you.</p>				
			<p>For queries, please contact</p> <p>Sue Wicks, Treasurer</p> <p>Zonta Club of Mount Isa</p> <p>Mob: 0417 743 668 sue.wicks@gmail.com</p>			

Address:

Floor 21 State Law Building
Cnr George and Ann Streets
Brisbane Q 4000
Postal:
GPO Box 3111
Brisbane Q 4001



Business Names Ph: (07) 3240 1381
Business Names Facsimile: (07) 3220 0076
Associations Ph: (07) 3246 1551
Associations Facsimile: (07) 3239 6894

DIANNE HAKFOORT
52 MILES ST
MOUNT ISA QLD 4825

remove this top section if desired

**QUEENSLAND**

Associations Incorporation Act 1981
Section 17

Form 15

Incorporation Number: **IA17952**



Certificate of Incorporation

This is to certify that

ZONTA CLUB OF MOUNT ISA INC.

is, on and from the second day of May 1997
incorporated under the Associations Incorporation Act 1981.

Dated this second day of May 1997

A handwritten signature in black ink, appearing to read "D. Hantone".

Delegate of Director-General

CERTIFICATE

Businesswise Certificate of Currency

QBE Insurance (Australia) Ltd
Head Office
Level 5, 2 Park Street
Sydney NSW 2000
ABN: 78 003 191 035
AFS Licence No: 239545



Policy Number GQU188336BPK

Issued By
QBE Insurance (Australia) Ltd

Period of Insurance
From 01/07/2021
To 01/07/2022 at 4pm

This certificate acknowledges that the policy referred to is in force for the period shown.
Details of the cover are listed below.

The Insured

ZONTA INTERNATIONAL DISTRICT 22 LTD

ACN 612 963 194

ABN Number Not Provided

Cover Details

Location AUSTRALIA WIDE, BRISBANE CITY QLD 4000

Risk Number 1

Business WELFARE FUND RAISING

Interested Party None Noted

Broadform Liability Section

Particulars	Total Sum Insured	Limit
Limit of liability, any one occurrence		\$20,000,000
Property in Your physical and legal control	\$100,000	
Excess	\$500 for property damage claims only \$0 for personal injury claims	

Clauses

- **AJG**
APPLICABLE WORDING
Arthur J Gallagher SmartProtect Business Insurance Policy Wording
QM7474-0521 applies.
- **Y41**
PARTICIPANTS ENDORSEMENT
Section 'Legal Liability' does not cover liability for claims in respect of Personal Injury or Property Damage of any person caused by or arising out of the participation of such person or his/her property in any game, match, race, practice, trial or other sporting activity (including but not limited to swimming, gymnastics, health and fitness activities), amusement involving bodily contact with persons, machines

**Businesswise
Certificate of Currency**

QBE Insurance (Australia) Ltd
Head Office
Level 5, 2 Park Street
Sydney NSW 2000
ABN: 78 003 191 035
AFS Licence No: 239545



Policy Number GQU188336BPK

Cover Details *continued*

Location AUSTRALIA WIDE, BRISBANE CITY QLD 4000

Risk Number 1

Business WELFARE FUND RAISING

Clauses *continued*

or devices.

Amusement includes but is not limited to sumo wrestling, bar flying, arm wrestling and mud wrestling. Machines or devices means machines or devices designed to challenge the user to contests of strength and/or other physical skills.

- **B64**

Your Business

Your Business specified in the Schedule is more fully described as:

Not for Profit Organisation running fund raising events and awareness including birthing kit and breast cushion assembly days. All events over 150 people where food and alcohol is served must be agreed to by QBE, except as above.

- **TPE**

ENDORSEMENT NOTING ATTENDANCE AT A THIRD PARTY EVENT

We hereby agree to indemnify:

Sunshine Coast Regional Council

in respect of liability arising from your business, and only in relation to your attendance of the event described below:

Event	Period
Fun Run	26th May 2021

End of Certificate

ABN: 26 053 335 952
AFS Licence No: 238261
Email: ahi@ahiinsurance.com.au
Website: www.ahiinsurance.com.au
Freecall: 1800 618 700
Freefax: 1800 618 755



CERTIFICATE OF CURRENCY

As at 05/07/2021, the following cover is in place:

Policy Type:	Voluntary Workers
Policy Number:	5571292
Insured:	Zonta International District 22 Ltd
Insured Persons:	All Voluntary Workers of the Insured
Period of Insurance:	Inception: 01/07/2021 at 4:00 pm (local standard time in Brisbane) Expiry: 01/07/2022 at 4:00 pm (local standard time in Brisbane)
Arrangement Date:	01/07/2021
Broker:	Arthur J Gallagher - Brisbane (QLD)
Policy Wording:	AJG SmartProtect VW 102019
Scope of Cover:	The coverage afforded by this policy shall only apply whilst an Insured Person is engaged in voluntary work authorised by and under the control of the Insured including direct uninterrupted travel to and from such voluntary work.
Territorial Limits:	Australia Wide

Sydney

Melbourne

Brisbane

Perth

ABN: 26 053 335 952
 AFS Licence No: 238261
 Email: ahi@ahiinsurance.com.au
 Website: www.ahiinsurance.com.au
 Freecall: 1800 618 700
 Freefax: 1800 618 755



SCHEDULE OF BENEFITS

Maximum Age Limit (sub-limits may apply)	90
Aggregate Limit of Liability	\$1,000,000
Aggregate Limit of Liability per Event for Charter Flights / Non-Scheduled Flights	\$1,000,000
Policy Currency	AUD

Section	Maximum Benefits Payable Each Insured Person
Death and Capital Benefits	\$50,000
Maximum payable for Insured Persons aged over 80	\$10,000
Weekly Injury Benefit	\$500
Income Limitation	100%
Deferral Period	7 Days
Benefit Period	104 Weeks
Benefit Period (Insured Persons aged 60 - 64)	52 Weeks
Benefit Period (Insured Persons aged 65 - 69)	26 Weeks
Benefit Period (Insured Persons aged 70 - 74)	6 Weeks
Benefit Period (Insured Persons aged 75 and over)	Nil
Broken / Fractured Bones Benefits	\$2,000
Non-Medicare Medical Expenses	\$5,000
Expense Limitation	75%
Excess	\$50
Accidental HIV Infection Lump Sum Benefit	\$10,000
Childcare Benefit	\$5,000
Coma Benefit	\$3,000
Daily Benefit	\$100
Benefit Period	30 Days
Domestic Help Benefit	\$500
Expense Limitation	75%
Deferral Period	7 Days
Benefit Period	26 Weeks
Driver Services Benefit	\$1,000
Family Accommodation and Transport Expenses Benefit	\$2,000
Financial Advice Benefit	\$2,500
Home and Vehicle Modification Benefit	\$5,000
Expense Limitation	85%
Injury Assistance Expenses Benefit	\$500
Partner Employment Training Benefit	\$5,000
Retraining and Rehabilitation Expenses Benefit	\$6,000

Sydney

Melbourne

Brisbane

Perth

ABN: 26 053 335 952
 AFS Licence No: 238261
 Email: ahi@ahiinsurance.com.au
 Website: www.ahiinsurance.com.au
 Freecall: 1800 618 700
 Freefax: 1800 618 755



Student Tutorial Benefit	\$500
Expense Limitation	85%
Deferral Period	7 Days
Benefit Period	26 Weeks
Unexpired Membership Benefit	\$500
Bed Care Benefit	\$7,000
Daily Benefit	\$500
Benefit Period	14 Days
Funeral Expenses Benefit	\$5,000
Loss of Teeth or Dental Procedures	\$1,000
Maximum payable per Tooth	\$250
Out of Pocket Expenses Benefit	\$500
Terrorism Injury Benefit	\$2,500

If there is no amount shown against any one or more of the above Sections, no cover is provided in respect of them.

Sydney

Melbourne

Brisbane

Perth



ZONTA CLUB OF MOUNT ISA INC.

31 MARCH 2021

ZONTA CLUB OF MOUNT ISA INC.**CONTENTS**

Committee's Report	3
Statement of Comprehensive Income	4
Divisional Statement of Comprehensive Income	5
Statement of Financial Position	6
Notes to Financial Statements	7 - 9
Statement by Members of the Committee	10
Independent Auditor's Report	11
Depreciation Schedule	12

ZONTA CLUB OF MOUNT ISA INC.**COMMITTEE'S REPORT****Committee's Report**

Your committee members submit the financial report of Zonta Club of Mount Isa Inc. for the financial year ended 31st March 2021.

Principal Activities

The principal activities of the Association during the financial year were the organization and management of the Zonta Club of Mount Isa Inc. and its related activities.

Significant Changes

No significant changes in the nature of these activities occurred during the year.

Operating Result

The deficit for the Association for the year was \$3109 (2020 : surplus of \$874).

Signed in accordance with a resolution of the Members of the Committee as follows :

President :

Name :

Signature :

Dated :

Treasurer :

Name :

Signature :

Dated :

ZONTA CLUB OF MOUNT ISA INC.

COMPREHENSIVE INCOME STATEMENT

FOR THE PERIOD 1 APRIL 2020 TO 31 MARCH 2021

Account	Notes	2021	2020
INCOME :			
Dinners and Meeting Income		4430.00	3968.00
Donations - General	2	2491.00	3215.00
Fundraising & Raffles	3	2364.00	19449.85
Membership Fees		7015.00	5770.00
International Women's Day Dinner	4	64749.40	56399.70
Other Income		0.00	50.00
Bank Interest		411.33	692.26
TOTAL INCOME		81460.73	89544.81
EXPENDITURE :			
Audit Fees		460.00	957.00
Badges & Engraving		185.01	300.00
Bush Poets Expenses		1217.98	2317.00
Coffee Purchases		648.54	849.99
Depreciation		1055.70	1055.70
Dinner & Meeting Expenses		4191.82	3189.88
Donations, Awards & Community Projects	5	13424.23	19490.82
Fundraising & Raffles		1837.91	1178.77
Gifts		719.46	485.00
High Tea Workshop - Function		880.00	0.00
Insurance		0.00	562.57
International Women's Day Expenses	6	55209.12	47157.37
Membership Fees		4162.17	3778.90
Printing, Stationery & Postage		0.00	169.82
Permits, Licences & Fees		0.00	55.35
Promotional Expenses		0.00	175.00
Rent - Board Meeting Expenses		0.00	120.00
Subscriptions		462.39	425.00
Sundry Expenses		115.00	0.00
Trailer Expenses		0.00	112.40
Travel & Accommodation		0.00	1483.00
Zonta - 100th Showcase		0.00	4807.37
TOTAL EXPENSES		84569.33	88670.94
Profit / (Loss) from All Activities		(3,108.60)	873.87

The accompanying notes form part of these financial statements. These statements should be read in conjunction with the attached compilation report.

ZONTA CLUB OF MOUNT ISA INC.

DIVISIONAL STATEMENT OF COMPREHENSIVE INCOME

FOR THE PERIOD 1 APRIL 2020 TO 31 MARCH 2021

Account	Ordinary Activities	International Women's Day	Total
INCOME :			
Dinners and Meeting Income	4430.00	0.00	4430.00
Domestic Violence - Breakfast Tickets	0.00	0.00	0.00
Donations - General	2491.00	0.00	2491.00
Fundraising & Raffles	2364.00	0.00	2364.00
Membership Fees	7015.00	0.00	7015.00
International Women's Day	0.00	64749.40	64749.40
Bank Interest	409.67	1.66	411.33
TOTAL INCOME	16709.67	64751.06	81460.73
EXPENDITURE :			
Audit Fees	460.00	0.00	460.00
Badges & Engraving	185.01	0.00	185.01
Birthday Expenses	880.00	0.00	880.00
Bush Poets Expenses	1217.98	0.00	1217.98
Coffee Purchases	648.54	0.00	648.54
Depreciation	1055.70	0.00	1055.70
Dinner & Meeting Expenses	4191.82	0.00	4191.82
Donations, Awards & Community Projects	13424.23	0.00	13424.23
Fundraising & Raffles	1837.91	0.00	1837.91
Gifts	719.46	0.00	719.46
Insurance	0.00	0.00	0.00
International Women's Day Expenses	0.00	55209.12	55209.12
Membership Fees	4162.17	0.00	4162.17
Printing, Stationery & Postage	0.00	0.00	0.00
Permits, Licences & Fees	0.00	0.00	0.00
Promotional Expenses	0.00	0.00	0.00
Rent - Board Meeting Expenses	0.00	0.00	0.00
Subscriptions	462.39	0.00	462.39
Sundry Expenses	115.00	0.00	115.00
Trailer Expenses	0.00	0.00	0.00
Travel & Accommodation	0.00	0.00	0.00
Zonta - 100th Showcase	0.00	0.00	0.00
TOTAL EXPENSES	29360.21	55209.12	84569.33
Profit / (Loss) from Divisional Activities	(12,650.54)	9541.94	(3,108.60)

The accompanying notes form part of these financial statements. These statements should be read in conjunction with the attached compilation report.

ZONTA CLUB OF MOUNT ISA INC.

BALANCE SHEET

AS AT 31st MARCH 2021

Note	2021 \$	2020 \$
ASSETS :		
CURRENT ASSETS :		
Cash On Hand	250.00	250.00
QCCU - IWD Bank Account	18314.14	14718.05
QCCU - IWD Term Deposit	12113.38	11977.88
QCCU - Main Bank Account	24116.29	38073.78
QCCU - Main Term Deposit	24226.75	23955.75
QCCU - Shares	10.00	10.00
Misc Receivables	10000.00	0.00
Accounts Receivable	0.00	8538.00
TOTAL CURRENT ASSETS	<u>89030.56</u>	<u>97523.46</u>
NON-CURRENT ASSETS :		
Office Equipment - At Cost	14305.25	14305.25
Less : Accumulated Depreciation	10467.00	9411.30
TOTAL NON-CURRENT ASSETS	<u>3838.25</u>	<u>4893.95</u>
TOTAL ASSETS	92868.81	102417.41
LIABILITIES :		
CURRENT LIABILITIES :		
Payments Received In Advance - Memberships	0.00	6440.00
TOTAL CURRENT LIABILITIES	<u>0.00</u>	<u>6440.00</u>
NET ASSETS	<u>92868.81</u>	<u>95977.41</u>
MEMBERS' FUNDS		
Opening Balance Equity	95977.41	95103.55
Current Year Earnings	(3,108.60)	873.86
TOTAL MEMBERS' FUNDS	<u>92868.81</u>	<u>95977.41</u>

The accompanying notes form part of the financial statements.
 These statements should be read in conjunction with the attached compilation report.

Notes to the Financial Statements

Zonta Club Of Mount Isa Inc.

For the year ended 31st March 2021

1. Summary of Significant Accounting Policies

Basis of Preparation :

This financial report is a special purpose financial report prepared in order to satisfy the financial reporting requirements of the Associations Incorporation Act QLD. The committee has determined that the association is not a reporting entity.

The financial report has been prepared on an accruals basis and is based on historical costs and does not take into account changing money values or, except where specifically stated, current valuations of non-current assets.

The following specific accounting policies which are consistent with the previous period unless otherwise stated, have been adopted in the preparation of this financial report.

Income Tax :

The body is a non-profit organization and exempt from Income Tax under Division 50 of the Income Tax Assessment Act 1997.

Revenue and Other Income :

Revenue (ie Income) is recognized when it is probable that the economic benefit will flow to the entity and the revenue can be reliably measured. Revenue (ie Income) is measured at the fair value of the consideration received or receivable.

Fees and Levies :

Fees and Levies are recognized as revenue in the year in which the service is provided.

Contributions :

Grants, contributions, donations and gifts in general that are non-reciprocal in nature are recognized as revenue in the year in which the Entity obtains control over them. Where grants are received that are reciprocal in nature, revenue is accrued over the term of the funding arrangements.

Interest :

Interest income is generally recorded on receipt from the relevant financial institution.

Cash and Cash Equivalents :

Cash and Cash Equivalents include cash on hand, deposits held at-call with banks convertible to known amount of cash and which are subject to an insignificant risk of changes in value. Bank Overdrafts are shown within borrowings in current liabilities on the statement of financial position.

Accounts Receivable and Other Debtors :

All Trade Debtors are recognized at the amounts receivable as they are due for settlement at no more than 30 days from date of invoice.

Collectability of trade debtors is reviewed on an ongoing and consistent basis. Bad Debts which are known to be uncollectible are written off during the year in which they are identified. A provision for doubtful debts is established where there is objective evidence that the entity will not be able to collect all amounts due according to the original terms on the receivables. The movement in provision is recognized in the income statement.

These notes should be read in conjunction with the attached compilation report.

Notes to the Financial Statements**1. Summary of Significant Accounting Policies****Property, Plant and Equipment (PPE) :**

Each class of property, plant and equipment is carried at cost or fair value as indicated less, where applicable any balance of accumulated depreciation and impairment losses.

The depreciation method and useful life used for items of property, plant and equipment (excluding freehold land) reflects the pattern in which their future economic benefits are expected to be consumed by the entity. Depreciation commences from the time the asset is held ready for use. The depreciation method and useful life of assets is reviewed annually to ensure they are still appropriate.

Accounts Payable and Other Payables :

Accounts payable and other payables represent the liabilities at the end of the reporting period for goods and services received by the Entity that remain unpaid.

Accounts payable are recognized at their transaction price. Accounts payable are monetary obligations and stated on the basis of normal and reasonable credit terms.

Account :	2021	2020
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2. Donations :

Bush Poets Breakfast	1251.00	3015.00
Domestic Violence Breakfast Tickets	1240.00	0.00
Donations	0.00	200.00
Total Donations	2491.00	3215.00

Account :	2021	2020
-----------	------	------

3. Fundraising :

Fundraising - Coffee Machine	1050.00	4552.85
Fundraising - Casa Grande	0.00	5400.00
Fundraising - Events	800.00	0.00
Fundraising - Fairy Floss & Snow Cones	0.00	4324.30
Fundraising - Miscellaneous	0.00	3018.90
Fundraising - Raffles	514.00	1153.80
Fundraising - Rodeo VIP Lounge	0.00	1000.00
Total Fundraising	2364.00	19449.85

Account :	2021	2020
-----------	------	------

4. International Women's Day Income :

IWD - Dinner Tickets	31835.00	28080.00
IWD - Fundraising Multi Draw & Main Raffle	6870.00	2619.70
IWD - Book Sales	889.40	0.00
IWD - Fundraising Travel Prize Raffle Tickets	2655.00	3400.00
IWD - Fundraising Silent Auction	0.00	1250.00
IWD - Sponsorship	22500.00	21050.00
Total International Women's Day Income	64749.40	56399.70

Account :	2021	2020
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5. Donation Expenses, Awards & Community Projects

Donations - Christmas	2500.00	2979.00
Donations - Cost Of Care Packs	2805.30	0.00
Donations - Linen Shelters	1498.00	1341.00
Donations - Other	2278.91	4670.00
Donations - Schools from Fete Takings	0.00	1800.00
Donations - Zonta International Programs	1518.17	5409.82
Domestic Violence Breakfast Expenses	1573.85	0.00
Donation - North West Breast Cancer Support Group	0.00	2000.00
School Awards	1250.00	1291.00
Total Fundraising	13424.23	19490.82

These notes should be read in conjunction with the attached compilation report.

Notes to the Financial Statements

Account :	2021	2020
6. International Women's Day Expenses		
IWD - Awards & Gifts	370.00	1727.47
IWD - Catering	24081.60	22783.00
IWD - Decorations	1691.41	1785.10
IWD - Band & Entertainment	1000.00	1200.00
IWD - Book Purchases	3300.00	0.00
IWD - Fundraising Expenses	516.79	873.90
IWD - Photographer	250.00	600.00
IWD - Speaker Fee	14656.32	6187.00
IWD - Venue Hire	9343.00	12000.90
Total Fundraising	55209.12	47157.37

These notes should be read in conjunction with the attached compilation report.

Financial Report - Zonta Club of Mount Isa Inc.

Page 9 of 12

ZONTA CLUB OF MOUNT ISA INC.**STATEMENT BY MEMBERS OF THE COMMITTEE**

The Committee has determined that the Association is not a reporting entity and that this special purpose financial report should be prepared in accordance with the accounting policies outlined in Note 1 to the financial statements.

In the opinion of the Committee the financial statements as set out on pages 1 to 9 :

1. Presents a true and fair view of the financial position of Zonta Club of Mount Isa Inc. as at 31st March 2021 and its performance for the year ended on that date,
2. At the date of this statement, there are reasonable grounds to believe that Zonta Club of Mount Isa Inc. will be able to pay its debts as and when they fall due.

This statement is made in accordance with a resolution of the Committee and is signed for and on behalf of the Committee by :

President :

Name :

Signature :

Dated :

Treasurer :

Name :

Signature :

Dated :

**INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF THE
ZONTA CLUB OF MOUNT ISA INC.**

SCOPE

I HAVE AUDITED THE FINANCIAL STATEMENTS OF THE ZONTA CLUB OF MOUNT ISA INC. FOR THE YEAR ENDED 31st MARCH 2021, CONSISTING OF THE BALANCE SHEET, INCOME AND EXPENDITURE ACCOUNTS AND ACCOMPANYING NOTES AS SET OUT ON THE ATTACHED PAGES. THE ASSOCIATION'S COMMITTEE ARE RESPONSIBLE FOR THE PREPARATION AND PRESENTATION OF THE FINANCIAL STATEMENTS AND THE INFORMATION THEY CONTAIN. I HAVE CONDUCTED AN INDEPENDENT AUDIT OF THESE FINANCIAL STATEMENTS IN ORDER TO EXPRESS AN OPINION ON THEM TO THE MEMBERS OF THE ASSOCIATION.

THE FINANCIAL STATEMENTS HAVE BEEN PREPARED FOR THE PURPOSE OF FULFILLING THE REQUIREMENTS OF THE ASSOCIATIONS INCORPORATION ACT (QLD). I DISCLAIM ANY ASSUMPTION OF RESPONSIBILITY FOR ANY RELIANCE ON THIS REPORT OR ON THE FINANCIAL STATEMENTS TO WHICH IT RELATES TO ANY PERSON OTHER THAN THE MEMBERS, OR FOR ANY PURPOSE OTHER THAN THAT FOR WHICH IT WAS PREPARED.

MY AUDIT HAS BEEN CONDUCTED IN ACCORDANCE WITH AUSTRALIAN AUDITING STANDARDS TO PROVIDE REASONABLE ASSURANCE AS TO WHETHER THE FINANCIAL STATEMENTS ARE FREE OF MATERIAL MISSTATEMENT. MY PROCEDURES INCLUDED EXAMINATION, ON A TEST BASIS, OF EVIDENCE SUPPORTING THE AMOUNTS AND OTHER DISCLOSURES IN THE FINANCIAL STATEMENTS AND THE EVALUATION OF ACCOUNTING ESTIMATES. THESE PROCEDURES HAVE BEEN UNDERTAKEN TO FORM AN OPINION WHETHER, IN ALL MATERIAL RESPECT, THE FINANCIAL STATEMENTS ARE PRESENTED FAIRLY IN ACCORDANCE WITH THE APPLICABLE ACCOUNTING STANDARDS AND OTHER MANDATORY PROFESSIONAL REPORTING REQUIREMENTS SO AS TO PRESENT A VIEW OF THE CLUB WHICH IS CONSISTENT WITH OUR UNDERSTANDING OF THE ASSOCIATION'S FINANCIAL POSITION AND THE RESULTS OF ITS OPERATIONS.

THE AUDIT OPINION EXPRESSED IN THIS REPORT HAS BEEN FORMED ON THE ABOVE BASIS.

QUALIFICATION

IT IS NOT PRACTICABLE FOR THE ASSOCIATION TO ESTABLISH ACCOUNTING CONTROL OVER ALL SOURCES OF INCOME PRIOR TO ITS RECEIPT AND ACCORDINGLY IT IS NOT POSSIBLE FOR MY EXAMINATION TO INCLUDE AUDIT PROCEDURES TO EXTEND BEYOND THE AMOUNTS OF INCOME RECORDED IN THE ACCOUNTING RECORDS OF THE ASSOCIATION.

QUALIFIED AUDIT OPINION

IN MY OPINION, EXCEPT FOR THE LIMITATIONS IMPOSED BY THE FOREGOING, THE FINANCIAL STATEMENTS PRESENT FAIRLY THE FINANCIAL POSITION OF THE ZONTA CLUB OF MOUNT ISA INC. AS AT 31st MARCH 2021 AND THE RESULTS OF ITS OPERATIONS FOR THE YEAR THEN ENDED IN ACCORDANCE WITH APPLICABLE AUSTRALIAN ACCOUNTING STANDARDS AND OTHER MANDATORY PROFESSIONAL REPORTING REQUIREMENTS.

TOWNSVILLE, 12th May 2021

M S LONG (CPA)

MGL ACCOUNTING & TAXATION SERVICES

Financial Report Zonta Club of Mount Isa Inc.

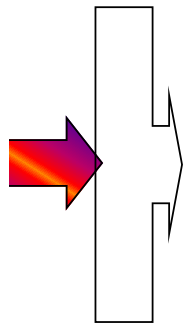
Page 11 of 12

ZONTA CLUB OF MOUNT ISA INC.

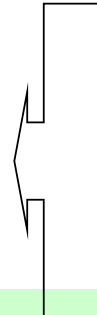
DEPRECIATION SCHEDULE

FOR THE YEAR ENDED 31st March 2020

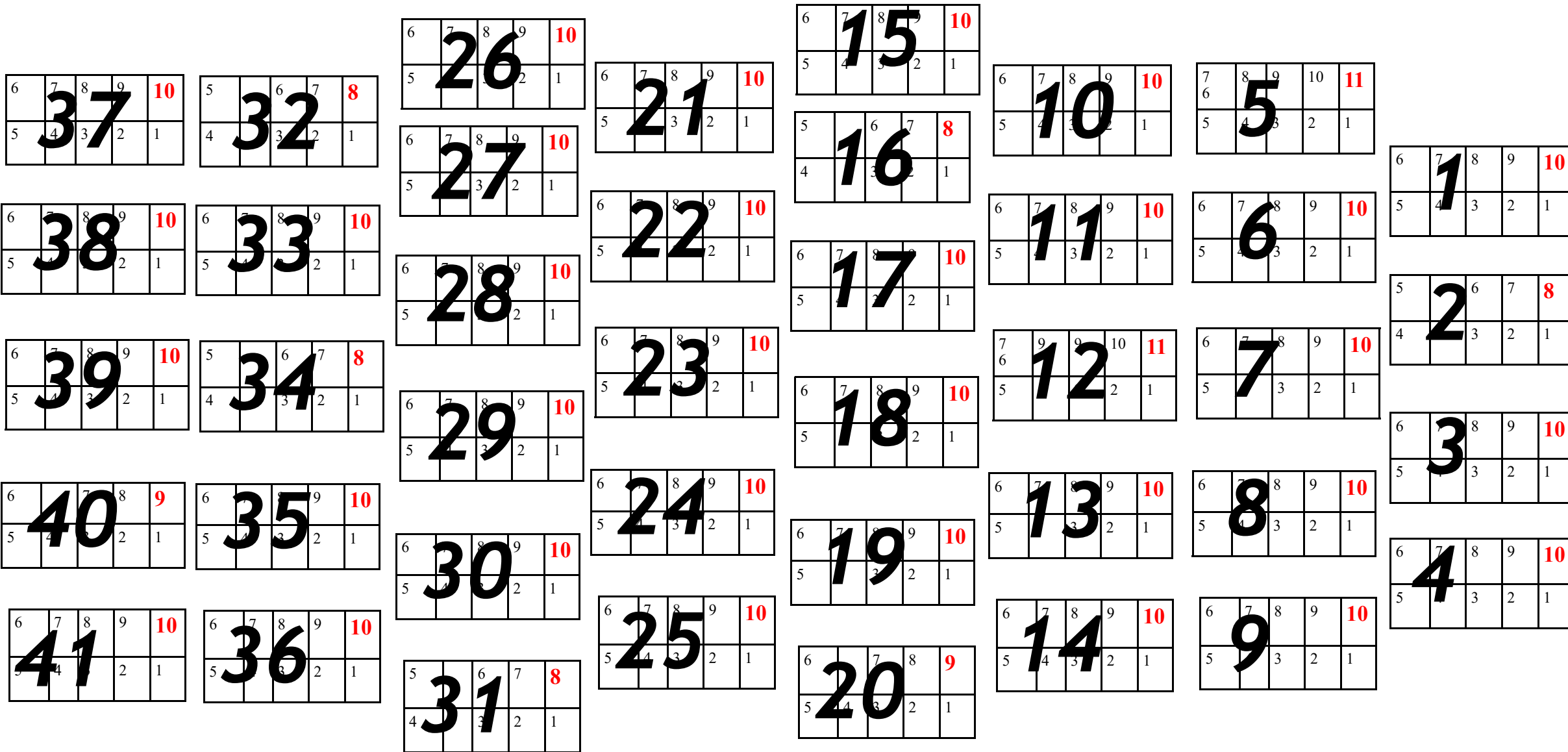
Item	Purch Cost	% P/Use	Opening WDV	DISPOSALS			ADDITIONS			Total Value For Dep'n	DEPRECIATION					Closing WDV
				Date	Consideration	Assessable Adj	Deductible Adj	P/Use Adj	Date	Cost	Rate %	Sec'n s 387	Prime Cost Method	Diminishing Value Method	Private Use Portion	
Plant & Equipment																
Snow Cone Machine & Accessories	2350.00		0.00													0.00
Computer	962		0.00													0.00
Cooking Equipment	436.00		0.00													0.00
Bounce Coffee Machine	6579.00		1863.10								10.00		658			1205.20
New Event Marquee For Club	2851.00		2086.90								10.00		285			1801.80
Marquee & Banners	1127.00		944.30								10.00		113			831.60
Totals	14305.00		4894.30							0.00			1055.70	0.00		3838.60



International Women's Day 2022



DATA SERVICE AREA



Stage

Room Plan Not Drawn To Scale



Buchanan Park Entertainment
Centre
Saturday 5/3/2022



STATUTORY POLICY
MOUNT ISA CITY COUNCIL
Community Grants Policy

RESOLUTION NO. OM25/05/20 VERSION V3

APPLIES TO STATUTORY POLICIES ONLY

This is an official copy of the **Community Grants Policy**, made in accordance with the provisions of *Local Government Act 2009*, *Local Government Regulation 2012*, *Public Records Act*, *Mount Isa City Council's Local Laws*, *Subordinate Local Laws*, and current Council Policies.

Statutory Policies comply with a legislative requirement; the **Community Grants Policy** is approved by the Mount Isa City Council for the operations and procedures of Council.

.....
 Sharon Ibardolaza
Chief Executive Officer

DOCUMENT VERSION CONTROL

Governance/Policies/Statutory Doc ID# 26630			POLICY TYPE	Statutory (Council)
VERSION	DATE	RESOLUTION NO.	DETAILS	
V1	30.07.2014	OM50/07/14	Responsible Officer - Sports and Recreation Officer	
V2	26.06.2019	OM35/06/19	Responsible Officer - Community Development Officer	
V3	27.05.2020	OM25/05/20	Responsible Officer - Community Development Officer	
			REVIEW DUE	06.2021

DISTRIBUTION AND DISSEMINATION

Internal email to all employees	X	Section meetings / Toolbox talks	
Internal email to all councillors	X	Included in employee inductions	
Employee noticeboards		Uploaded to Council website	X
Internal training to be provided		External training to be provided	
Registered in magiQ	X		

MOUNT ISA CITY COUNCIL STATUTORY POLICY

Page 1 of 9



STATUTORY POLICY
MOUNT ISA CITY COUNCIL
Community Grants Policy

RESOLUTION NO. OM25/05/20 VERSION V3

1. PURPOSE

- 1.1 Under the *Local Government Regulation 2012* Part 5 Section 195, "A local government must prepare and adopt a policy about local government grants to community organisations (a *community grants policy*), which includes the criteria for a community organisation to be eligible for a grant from the local government".

The purpose of this policy is to:

- a) Detail how Mount Isa City Council ("Council") will provide community assistance payments in times of exceptional circumstance from a declared disaster or health pandemic; and
 - b) Detail how Council will provide local community and sporting groups/organisations seeking sponsorship, donations, or in-kind Council assistance; and
 - c) Outline the circumstances under which Council will provide small value in-kind support to local non-profit community and sporting organisations; and
 - d) To authorise Council reimbursement of some of the costs of the Waste Service Charge to local non-profit community and sporting organisations and educational facilities.
- 1.2 Council has the following funding programmes available to community groups, clubs, organisations and educational facilities:
- a) Community Grants Programme;
 - b) Major Events Sponsorship Programme;
 - c) Small and In-kind Donations Programme;
 - d) Waste Service Charge Donations Programme; and
 - e) From time to time, as determined by a declared disaster or health pandemic, provide community assistance payments as resolved by Council.

2. COMMENCEMENT

This policy will commence on and from 27 May 2020. It replaces all other policies or arrangements governing sponsorship, donations, in-kind support, funding and grants (whether written or not).

COMMUNITY GRANTS PROGRAMME and MAJOR EVENTS SPONSORSHIP PROGRAMME

3. APPLICATION

- 3.1 For the Community Grants and Major Events Sponsorship funding programmes, this policy applies to applicants based within the Mount Isa local government area, or associated with a membership base within the Mount Isa local government area, and/or be delivering a service/event/project that will be in the public interest of the community of the Mount Isa local government area.
- 3.2 The applicant must be an incorporated not-for-profit organisation. If an organisation is not incorporated but feels it has a service/event/project that satisfies all other eligibility criteria for one of the streams of this funding programme, then a sponsor may be used. The sponsor organisation must be incorporated and satisfy all the same eligibility criteria. The sponsor organisation then becomes legally liable for the service/event/project.

4. INFORMATION ABOUT ALL COUNCIL SUPPORT

- 4.1 The level of assistance and sponsorship available is limited by Council's annual budget and its priorities. No applicant can be guaranteed to either receive funding or to receive the full amount requested.



STATUTORY POLICY
MOUNT ISA CITY COUNCIL
Community Grants Policy

RESOLUTION NO. OM25/05/20 VERSION V3

4.2 The advertisement for each funding round shall contain the funding pool amount for the Community Grants Programme only. There is to be no advertisement of the funding pool for the Major Events Sponsorship Programme. Funding amounts will be determined by Council with regard to the budget and Council's financial position at the time.

4.3 There are two funding rounds each year and all applications must be received by the due date. Late submissions or applications may not be considered and are subject to Council's discretion. A schedule of funding rounds is contained within this policy. Should applications be received outside open funding periods, the applicant may be asked to re-apply within an appropriate funding round.

The decision of Council on applications is final. Financial support may require compliance with specific conditions before payment. Should these conditions not be met by the specified date, Council reserves the right to revoke the offer of support.

4.4 Where relevant and agreed upon, Council expects agreed acknowledgement of support (for example: inclusion and display of the Council logo, invitation of Council staff and/or elected members to events, openings or ceremonies, and acknowledgement of Council support in media and promotional efforts).

4.5 Applicants may only submit one application per funding round.

4.6 Any organisation wishing to apply for a waiver of Council fees, charges, rates or bills (e.g. Excess Water Bills, Development Fees etc) must not apply under this programme but submit a separate request in writing to Council.

4.7 GST: where applicable, all applications are to be GST inclusive.

4.8 Council's Chief Executive Officer ("CEO"), or their delegate, may approve departure from the procedure by Council where:

- a) It is within the limits of their financial delegation; and
- b) The departure would be in the public interest; and
- c) Where the departure is reasonable and necessary having regard to the community wellbeing that is to be promoted.

5. ELIGIBLE CRITERIA

5.1 Applications may seek to address some of the following priorities:

- a) Promotion of economic development in the area;
- b) Enhanced economic / cultural / social opportunities for residents;
- c) Enhanced health and safety for residents;
- d) Research and development projects relevant to the region;
- e) Capital improvement to create a community asset;
- f) Meet a demonstrated need within the community;
- g) Promote a healthy and active lifestyle;
- h) Enhanced environmental sustainability;
- i) Innovation and technology.

5.2 Applicants shall have no overdue debt (including leases, infringements, rates and water bills) to Council at the time the application is submitted to Council.

5.3 The applicant shall show that they have the financial capacity to carry out the project or event. If financial statements do not reflect this, then the organisation must show a proactive approach to fundraising and other funding sources.



STATUTORY POLICY
MOUNT ISA CITY COUNCIL
Community Grants Policy

RESOLUTION NO. OM25/05/20 VERSION V3

6. INELIGIBLE CRITERIA

6.1 The following will NOT be considered for funding:

- a) General operating costs (e.g. electricity, phone, rent, meals, salaries/wages, accommodation and hire charges. A position created for the length of a project is considered eligible);
- b) Private and commercial ventures;
- c) Political or for-profit groups;
- d) Projects under litigation;
- e) Retrospective funding;
- f) Purchase of land;
- g) Support of an individual pursuit;
- h) Projects that do not involve the Council regional community.

7. LETTERS OF SUPPORT

- 7.1 Applicants are encouraged to attach relevant letters of support to show community, business and financial support for their application.
- 7.2 Council may not supply letters of support from the CEO, Mayor or Councillors for any application to the Mount Isa City Council Community Grants Programme or the Major Events Sponsorship Programme.

8. APPROXIMATE FUNDING TIMELINES (subject to change at Council's discretion)

	Round Two	Round One
Applications Open	First Council business day in February each year	First Council business day in August each year
Applications Close	First Council business day in March each year	Last Council business day in August each year
Submitted to Ordinary Meeting	Second Wednesday in April	Second Wednesday in October
Official Advice of Funding	Third week of April	Third week of October
Final Acquittal must be received by Mount Isa City Council	Within six weeks of the event or project occurring	Within six weeks of the event or project occurring

9. NOTIFICATION

- 9.1 All applicants will receive a generic email to state their application has been received by Council, including a reference number.
- 9.2 Successful Applicants will receive an approval letter and, if applicable, a funding agreement and the Assistance Acquittal Form. The funding agreement will include the terms and conditions of the funding and any special conditions that may have been attached to the funding.



STATUTORY POLICY
MOUNT ISA CITY COUNCIL
Community Grants Policy

RESOLUTION NO. OM25/05/20 VERSION V3

9.3 Successful applicants will need to complete and sign the funding agreement and supply a tax invoice before any funding will be released.

9.4 Unsuccessful applicants will receive a letter advising that their application has been unsuccessful.

10. COMMUNITY GRANTS PROGRAMME ADDITIONAL INFORMATION

Funding requests are to be financial only. If an applicant wishes to utilise Council services, they must first contact Council for a quote and include the dollar amount in their application.

11. MAJOR EVENTS SPONSORSHIP PROGRAMME ADDITIONAL INFORMATION

In addition to the above eligibility criteria, to be eligible for the Major Events Sponsorship Programme, the event must:

- a) Be recurring regularly within the Mount Isa local government area i.e. be an annual or bi-annual event (if the event is a new event, it should aim to be annual or bi-annual); or
- b) Be a significant one-off event of benefit to the community within the Mount Isa local government area; and
- c) Have a total event budget of \$20,000 or more.

Sponsorship requests are to be financial only, if an applicant wishes to apply for Council services, they must contact Council for a quote and include the dollar amount in their application.

12. CHANGE OF SCOPE

If an organisation is successful with a community grant or sponsorship application, but the project or event must be altered from that as outlined in the original application, a request must be made in writing to Council's Director of Corporate and Financial Services and be approved before the event / project commences.

13. ACQUITTAL

In providing financial assistance, Council requires all applicants to provide Council with an acquittal, lodged on the relevant Council acquittal form within 6 weeks of the end of the event/project, showing that the financial assistance has:

- a) Been used for the approved purposes including proof of expenditure e.g. invoices, receipts, photos etc.; and
- b) Produced a community benefit; and
- c) Evidence of the appropriate acknowledgement to Council

14. RESPONSIBILITIES

14.1 Applicants are required to submit all the requested documents with the application as outlined in the application form check list. Failure to provide these documents by the due date may make the application ineligible.

14.2 Council is required to comply, to the best of its ability, with the dates as per the schedule of funding rounds contained within this document.

15. FAILURE TO COMPLY

If an organisation that has received funding fails to comply with any requirement of this policy, Council has the right to refuse future applications for grants or sponsorship.

16. IN-KIND (Non-Cash) DONATIONS

16.1 It is recognised that Council plays a significant role in the Mount Isa and Camooweal communities and has a role to play in developing and supporting the social fabric that makes the community a



STATUTORY POLICY
MOUNT ISA CITY COUNCIL
Community Grants Policy

RESOLUTION NO. OM25/05/20 VERSION V3

desirable place to live. Council also recognises that we are the sole or primary supplier of a number of services that community, educational, and sporting groups require in order to be able to function effectively.

- 16.2 In-kind support is available to not-for-profit community and sporting groups in the form of free goods or services that Council provides, such as waste services, bin hire, road signage etc. Small value items, not exceeding \$1000, that are commonly procured by Council may also be considered at discretion of the CEO.
- 16.3 Applications will be reviewed and assessed on the following criteria:
1. Applicants are incorporated Not for Profit community or sporting groups, or educational facilities; or
 2. Other unincorporated applicants who can demonstrate that all proceeds from the activity are for a not-for-profit cause or charity; and
 3. That the support is for a purpose that is deemed to be in the public interest; and
 4. That applications are received on the approved "In-Kind Donation Form" and with sufficient time before the service is required and appropriate detail to allow assessment of the request and preparation of the service; and
 5. That the total value of support requested is not greater than \$1,000.00; and
 6. That the requesting organisation meets the definition of an eligible Community Organisation; and
 7. That proof the support was used for the stated purpose is provided on request; and
 8. That there are still funds remaining in the small grants budget.
- 16.4 Approval of the grant or support is at the discretion of Council's CEO or their delegate.
- 16.5 The support provided cannot be cash.
- 16.6 In-kind support for goods or services from MICCOE will not be considered under this policy.

17. WASTE SERVICE CHARGE DONATIONS

- 17.1 In March 2018, the Queensland Government announced the introduction of a waste disposal levy to underpin a new Waste Management and Resource Recovery Strategy. Commencing on the 1st July 2019, the levy will be implemented within the Mount Isa local government area.
- 17.2 The Waste Levy will apply to all types of waste, with some exemptions, and will consist of an increase in waste disposal costs. This will directly affect both non-residential rate payers and businesses and will mean that a Waste Service Charge will be applied for any commercial garbage services provided to organisations.
- 17.3 Council recognises that this charge can impose a significant impost on many of the small community and sporting groups within the Mount Isa local government area, which may impact on the organisations viability to provide their community service.
- 17.4 As such, within each financial year, Council may provide a donation to an eligible organisation to cover up to 100% of the costs of the Waste Service Charge only, which is applicable to all commercial services provided by Council, and paid for, on Rates Notices. In addition, the Waste Service Charge from the hire of commercial and industrial bins may also be applied for. The total value of the donation will be up to a maximum annual value of \$7,500.00 per organisation.
- 17.5 Applications will be reviewed and assessed on the following criteria:
1. Applicants are a not-for-profit sporting club or a not-for-profit community organisation or a not-for-profit early or primary educational facility; and



STATUTORY POLICY
MOUNT ISA CITY COUNCIL
Community Grants Policy

RESOLUTION NO. OM25/05/20 VERSION V3

2. That applications are received on the approved "Waste Service Charge Donations Form"; and
 3. The organisation is either head-quartered or primarily based in the Mount Isa local government area; and
 4. The organisation is actively providing services to the community that are in the public interest; and
 5. Have available, for Council review, systems in place to ensure donations claimed are only for waste service charges paid by the organisations purposes (not private).
- 17.6 The donation will be made quarterly, in arrears, on the provision of a completed 'Waste Service Charge Donations Form' with the appropriate support documentation for costs incurred.
- 17.7 The payment applies to the amount of Waste Service Charge included in the Rates Notices and also the Waste Service Charge on the hire of commercial and industrial bins provided by Council. It does not include other waste and cleansing charges such as the other commercial garbage rates or tip gate fees.
- 17.8 The payment is a donation and will not be subject to GST.
- 17.9 Any organisation provided a donation must afford, and evidence, appropriate recognition to Council for the donation.

18. COMMUNITY ASSISTANCE PAYMENTS

- 18.1 Council recognises that not-for-profit, community and sporting organisations within the Mount Isa local government area make an important contribution to enhancing the region's lifestyle and liveability, and assist in creating strong and inclusive communities.

In response to an exceptional circumstance from a declared disaster or health pandemic, Council can provide quick response community assistance payments to individual or defined classes of eligible, rateable not-for-profit community and sporting organisations, via a Council resolution.

- 18.2 Council's resolution may provide for these not-for-profit community and sporting organisations, known to Council, and which meet Council's defined eligibility criteria being paid community assistance payment without being required to submit an application.

18.3 Eligible Criteria

- a) Not-for-profit community and sporting organisations must meet the criteria of Not-For-Profit as determined by Council's rateable reported primary and secondary land use, and in some instances, visual inspection.; and
- b) Be based in the Mount Isa local government area; and
- c) Be an active organisation, providing evidenced current programmes to the community; and
- d) Be a current rate paying organisation.

18.4 Ineligible criteria

- a) For-profit organisations
- b) State and federal government departments and agencies
- c) Political parties
- d) Trade Unions
- e) Individuals
- f) Properties with the following differential rating categories:

2 - Residential – Owner Occupied <4,000m²



STATUTORY POLICY
MOUNT ISA CITY COUNCIL
Community Grants Policy

RESOLUTION NO. OM25/05/20 VERSION V3

- 6 – Multi Residential: 2-4 Dwelling or Units
- 8 – Multi Residential: 10-24 Dwellings or Units
- 12 – Retail, Commercial Business <1,000m²
- 13 – Retail, Commercial Business <2,000m²
- 34 – Hotel/Licensed Clubs < 20 Accommodation Units
- 36 – Intensive Accommodation 5-24 Rooms, Units or Sites
- 39 – Intensive Accommodation 100-199 Rooms, Units or Sites
- 53 – Transport, Storage Warehouse <4,000m²

- 18.5 Organisations that are deemed to be ineligible by Council, but believe they meet the eligible criteria may make a separate application in writing to Council's CEO for consideration. If approved by the CEO, the applications will also require a separate Council resolution.
- 18.6 Organisations that are deemed eligible by Council, but do not wish to receive the assistance, may submit a request in writing to Council's CEO to be excluded from the automatic distribution process.
- 18.7 All decisions for approval of a Community Assistance Payment are subject to budget availability and at the absolute discretion of the Council, determined by Council resolution.

19. OTHER EXTERNAL FUNDING PROGRAMMES

- 19.1 Organisations requesting a letter of support from the Council for other funding programmes, should email city@mountisa.qld.gov.au with a document containing a "draft version" of the text required in the letter of support. This ensures that any letter from Council will address all pertinent issues.
- 19.2 This "draft version" will be considered by the appropriate elected member of Council, alteration to the text may be made if required. If approved, the applicant will be advised, and an official copy will be forwarded on Council letterhead.
- 19.3 Where Council agrees to provide a letter of support, the letter shall be provided no later than five days after the request is received by Council.
- 19.4 Letters of support in-principle are only for the purposes of funding/application processes only and do not constitute automatic Council approval for the project as a whole. Any applicant requesting a letter of in-principle support must contact Council to ensure notification of and compliance with any necessary approval requirements or costs that their project/event may incur.

20. VARIATIONS

Council reserves the right to vary, replace, or terminate this policy from time to time.

21. COMMUNICATION AND DISTRIBUTION

- 21.1 Council will make available to the public, the Community Grants Policy on our website at www.mountisa.qld.gov.au.
- 21.2 Supervisors will ensure the policy is distributed as per the Distribution and Dissemination table on this policy.

22. DEFINITIONS

- a) **Acquittal** – the accurate reporting on the funded activities and the expenditure of funding.
- b) **Applicant** – the person or organisation who makes a formal application for financial assistance from Mount Isa City Council.
- c) **Application** – a formal request to be considered by Mount Isa City Council.



STATUTORY POLICY
MOUNT ISA CITY COUNCIL
Community Grants Policy

RESOLUTION NO. OM25/05/20 VERSION V3

- d) **Community Wellbeing** – is a concept concerned with the common good of all people and includes dimensions such as economic vitality, celebration of place, access to services and facilities, community harmony, a healthy community, participation in community life, a safer community and cultural development.
- e) **Community Organisation** -
- a) an entity that carries on activities for a public purpose; or
 - b) another entity whose primary objective is not directed at making a profit.
- f) **Declared disaster** – as defined in s64 and s69 of the *Disaster Management Act 2003*
- g) **Financial Assistance / Support** - means any grant, sponsorship, service or funding provided by Mount Isa City Council.
- h) **Grant** – are contributions for projects or events, usually tangible, and tied to specific eligibility criteria for the applicant or project/event, with specified application, acknowledgement and acquittal requirements.
- i) **Health Pandemic** – means a critical health issue, as identified by a declaration of a public health emergency made under section 319 of the *Public Health Act 2005* with respect to an actual or potential health pandemic.
- j) **In-Kind**- Non-cash support such as the provision of goods or services.
- k) **Incorporated** – (of a company or other organisation) formed into a legal corporation.
- l) **Not-for-profit** - not making or conducted primarily to make a profit.
- m) **Sponsorship** – is a mutually beneficial contract involving the purchase of usually intangible, exploitable potential, associated with an event, organisation or project, which results in tangible benefits for the sponsoring organisation.

ASSOCIATED LEGISLATION, POLICIES AND DOCUMENTS

- *Local Government Regulation 2012*
- *Local Government Act 2009*
- Mount Isa City Council Revenue Statement
- *Disaster Management Act 2003*

11.7**BUDGET PROCESS JUNE 2023****Document Number:** 754474**Author:** Manager Finance and Information Technology**Authoriser:** Director Corporate and Community**Directorate:** Corporate and Community**Portfolio:** Finance, Customer Services, Economic Development, Promotion & Community Development, Arts**EXECUTIVE SUMMARY**

This report outlines the methodology employed to develop the Mount Isa City Council (MICC) budget for the year ending 30 June 2023

RECOMMENDATION

THAT Council accept and received the budget process and timetable presented for Mount Isa City Council for the year ending 30 June 2023.

BACKGROUND

MICC is proposing a flexible timetable for the budget preparation process. It allows for a four (4) week period for managers to formulate their submissions and a two-stage consultative process with councillors.

OVERVIEW

First quarter budget review	15 October 2021 (done)
Second quarter budget review	28 January 2022
Budget templates distributed to cost centres	07 February 2022
Capital project proposals received from managers	25 February 2022
Budget discussed at EMT	10 March 2022
Budget discussed at Council meeting	16 March 2022
Feedback received and decisions prioritised	25 March 2022
Revised budget discussed at EMT	07 April 2022
Revised budget discussed at Council meeting	27 April 2022
Budget open for public consultation process	28 April 2022
Third quarter budget review	06 May 2022
Information meeting with Council	08 June 2022
Formal adoption of budget at Council meeting	15 June 2022

BUDGET AND RESOURCE IMPLICATIONS

The process is similar to last with two notable exceptions. The financial model does not have to be written from basic principles and work has already started on the capital budgeting process for June 2023. The plan above allows for six (6) weeks of public discussion and consultation. It is running at the same time as the implementation of the new Enterprise Resource Planning (ERP) system.

LINK TO CORPORATE PLAN

Theme:	3.	Services & Infrastructure
Strategy:	3.1	Undertake a review of Council's Services

Consultation (Internal and External)

There are six (6) weeks allocated for consultation with the wider public. Councillors will have a slightly longer period than last year and there will be a quicker turnaround in proposals submitted.

LEGAL CONSIDERATIONS

There are no specific legal issues regarding the budget timetable.

POLICY IMPLICATIONS

There are no policy implications in the budget timetable.

RISK IMPLICATIONS

There are no specific risk implications in the budget timetable.

HUMAN RIGHTS CONSIDERATIONS

Consideration has been given to all human rights as per Council's Human Rights Policy.

RECOMMENDATION OPTIONS

THAT Council accept and received the budget process and timetable presented for Mount Isa City Council for the year ending 30 June 2023.

OR

THAT Council accept and received the budget process and timetable presented for Mount Isa City Council for the year ending 30 June 2023.

ATTACHMENTS

Nil

11.8 11 NOVEMBER 2021 MINERS MEMORIAL ADVISORY COMMITTEE MEETING MINUTES - UNCONFIRMED

Document Number: 754549

Author: Manager Economic and Community Development

Authoriser: Director Corporate and Community

Directorate: Corporate and CommunityCorporate and Community

Portfolio: Tourism, Events, Sports and Recreation, Library

EXECUTIVE SUMMARY

The 11 November 2021 Miners Memorial Advisory Committee Meeting is presented to the Council for information and consideration.

RECOMMENDATION

THAT Council receives and accepts the minutes of 11 November 2021 Miners Memorial Advisory Committee Meeting as presented.

OVERVIEW

The inception meeting for the Miner's Memorial Advisory Committee was held at the Council Chambers on 11 November 2021. Some of the members of the Committee travelled to be able to attend this meeting. Hon. Tony McGrady AM was elected as to Chair the Committee.

As of this date, the next meeting is now scheduled on 13 January 2022 to be able to provide more time for the review of quotes receive from consultants regarding the concept and design of the memorial.

RECOMMENDATION OPTIONS

THAT Council receives and accepts the minutes of 11 November 2021 Miners Memorial Advisory Committee Meeting as presented.

OR

THAT Council do not receive and accept the minutes of 11 November 2021 Miners Memorial Advisory Committee Meeting as presented.

ATTACHMENTS

1. 11.11.2021 Miners Memorial Advisory Committee Meeting Minutes - UNCONFIRMED [↓](#)





MINUTES

**Miners Memorial Advisory Committee
Thursday, 11 November 2021**

MINERS MEMORIAL ADVISORY COMMITTEE MINUTES**11 NOVEMBER 2021****Order Of Business**

1	Opening of the Meeting/Acknowledgement of Country	3
2	Apologies/Leave of Absence	3
3	Declarations of Conflicts of Interest.....	3
	Georgie Lucas informed the Committee of a perceived conflict of interest as Georgie is the Manager, Mineral Exploration Mineral and Coal Operations (QLD).	3
4	Business of the Meeting.....	4
4.1	Terms of Reference (<i>information only</i>)	4
4.2	Council Presentation on Works	4
4.3	Election of Chairperson.....	5
4.4	Schedule of Future Meetings.....	5
4.5	Miners Memorial Advisory Committee contact list	6
5	Next Meeting	7
6	Closure	7

MINERS MEMORIAL ADVISORY COMMITTEE MINUTES11 NOVEMBER 2021

**MINUTES OF MOUNT ISA CITY COUNCIL
MINERS MEMORIAL ADVISORY COMMITTEE
HELD AT THE COUNCIL CHAMBERS, 23 WEST STREET, MOUNT ISA
ON THURSDAY, 11 NOVEMBER 2021 AT 1:00PM**

PRESENT: Mayor Danielle Slade, Cr. Kim Coghlan, Hon. Tony McGrady AM, Robbie Katter MP, John Moran, Steve Trevor Mick Bakhsh, Michael Maschke, Luke Mandaran, Georgie Lucas, Erwin Raffetseder, Craig Clewes, Adrian Cameron (via Microsoft Teams), Nadia Cowperthwaite on behalf of Hon. Bob Katter MP, Maryann Wipaki (Glencore General Manager Health, Safety, Environment and Community (HSEC))

IN ATTENDANCE: David Keenan (MICC CEO), Chileya Luangala (Director, Corporate & Community Services), Brian Atherinos (Manager, Economic & Community Development), Petra Osinski (Community Development Officer), Carleigh Butcher (Project Officer), Edith Reyes-McKeown, (Executive Assistant, Corporate & Community Services & Minute Taker),

1 OPENING OF THE MEETING/ACKNOWLEDGEMENT OF COUNTRY

Mayor Slade opened and welcomed the attendees and provided the meeting with an acknowledgement of country.

All attendees of the meeting were requested to briefly introduce themselves and their interest in joining the Miners Memorial Advisory Committee.

Mayor Slade thank John Moran, Steve Trevor and Georgie Lucas who have travelled to attend this meeting.

Mayor Slade acknowledged and congratulated John Moran and Steve Trevor for putting forward their idea for the creation of Miners Memorial Advisory Committee.

2 APOLOGIES/LEAVE OF ABSENCE

Hon. Bob Katter MP, Luke Johnson, Clint Brennan, Renee Wallace (Director, Infrastructure Services), Carleigh Butcher (Project Officer)

3 DECLARATIONS OF CONFLICTS OF INTEREST

Georgie Lucas informed the Committee of a perceived conflict of interest as Georgie is the Manager, Mineral Exploration Mineral and Coal Operations (QLD).

MINERS MEMORIAL ADVISORY COMMITTEE MINUTES11 NOVEMBER 2021

4 BUSINESS OF THE MEETING**4.1 TERMS OF REFERENCE (INFORMATION ONLY)**

Brian Atherinos (Manager, Community and Economic Development) went through the Terms of Reference with the Committee members and noted the following discussions:

David Keenan (MICC CEO) confirmed that a creation of a sub-committee do not need Council approval and the minutes of the meetings will be reported to Council for endorsement.

Clarification requested by Luke Moran on Item 5.4 that the wording "Advisory Group" should be "Advisory Committee". The change is confirmed by CEO.

The Committee can recommend to the Council on how future budget can be used for the Miners Memorial project. Any funding applications can be requested through to the Council to be looked at.

David added that it will be beneficial for the Committee to decide on establishing Miners Memorial as a Not-for-Profit organisation specifically on doing fundraising, receiving funds from private sector, Council State and Federal government. The public will respond better when they know that their donations will go directly to the Miners Memorial. Council can assist the Committee on .

Nadia Cowperthwaite (attending on behalf of Hon. Bob Katter) provided a reference of various funding and grants program available for application (see attachment).

The inclusion of the names of the fallen miners and mine workers in the Miners Memorial will be subject the consultation process with respective family's permission. Maryann Wipaki (Glencore-MIM, General Manager HSEC) informed that Glencore-MIM supports that the recognition be given to people who have lost their lives (by accident, sickness or by other cause). Glencore-MIM would like to be heavily involve but would also like to ensure the Committee that this is not a Glencore-MIM memorial. The list held by Glencore which have been provided to Department of Mines and Resources is a reliable source of information.

The Committee has yet to reach a decision on whether to include Mount Isa Mines fallen workers or include other mine areas which is part of the Carpenteria, Mount Isa Minerals Province.

A request for change of Committee name to "Mines Workers Memorial" will be formalised with resolution on next Committee meeting and will be presented to Council EMT for consideration.

4.2 COUNCIL PRESENTATION ON WORKS

Presentation of various examples of Miners Memorial from different parts of Australia, Greymouth in New Zealand and West Virginia in USA were presented to the members of the Committee and Mount Isa City Council Executives for their reference.

The Committee members were given the task to find a suitable location for the memorial. Potential location are George McCoy Park, The Lookout and Isa Big Bridge.

CEO David provided some insights and ideas that the Committee should take into considerations when choosing the location:

1. Names to be included or not
 2. Maintenance of the memorial – the simpler, the better
 3. Provisions for poppies and decorations
 4. How much time a person will spend at the memorial;
 5. How the memorial will look like at different time of day – Sunrise; sunset and night (lights)
 6. Access – disable access and easy access for elderly people
-

Page 4

MINERS MEMORIAL ADVISORY COMMITTEE MINUTES**11 NOVEMBER 2021**

CEO David also informed that George McCoy Park has a sewer close to it but if cordoned off properly, this area could be a great spot.

Tony McGrady and Georgie Lucas recommended to the Committee that this memorial should be a destination for visitors. Georgie mentioned that it is also an opportunity with current technology that a laser print outline of the North West Minerals Province. To also consider the materials to be used and maintenance not borne by ratepayers.

Chileya recommended the Committee to take into consideration using a consultant to help with the design and concept so as not to waste time while waiting for the next meeting.

David informed that Council's capital works for this project has a \$30k budget for the 2021/22 financial year which can be used for getting a consultant. A request for 3 quotations for the design and concept work can be initiated as a start and that consultant can identify and articulate the ideas. The request for quote will be a 3-week turn-around.

The Committee has to decide when it sees fit for this memorial to be launched. Mayor Slade informed that 19 September 2023 was the date provided to the Minister, but this can change to 2024.

Adrian Cameron left the meeting 3:10pm

4.3 ELECTION OF CHAIRPERSON

THAT MINERS Memorial Advisory Committee approve the election of Hon. Tony McGrady AM as chairperson for the committee.

Moved: Member Mick Bakhsh

Seconded: Member John Moran

In Favour: Cr. Danielle Slade, Cr. Kim Coghlan, Robbie Katter, Mick Bakhsh, Michael Maschke, MaryAnn Wipaki, Luke Mandaran, John Moran, Georgie Lucas, Steve Trevor, Erwin Raffetseder and Craig Clewes

Against: Nil

Absent: Clint Brennan and Luke Johnson

CARRIED 13/0

Mick Bakhsh nominated Hon. Tony McGrady AM and was seconded by John Moran. Hon. Tony McGrady AM accepted the nomination and all in favour. Tony also expressed his intention to form an Executive Committee.

At this stage, the Committee is happy to run the meeting as it is and will look at forming the Executive Committee when deemed necessary. Brian Atherinos will be the Council's direct contract person for the Chair and will be working through the agenda and other matters of the Committee.

David Keenan left the meeting 2:57pm

4.4 SCHEDULE OF FUTURE MEETINGS**RECOMMENDATION (MWMAC02/11/2021)**

THAT the Mines Memorial Advisory Committee approve the next scheduled meeting date to be on 09 December 2021 (1:00pm) at Council Chambers.

Moved: Councillor Kim Coghlan

Page 5

MINERS MEMORIAL ADVISORY COMMITTEE MINUTES**11 NOVEMBER 2021**

Seconded: Member Georgie Lucas

In Favour: Cr.Danielle Slade, Cr. Kim Coghlan, Hon. Robbie Katter, Tony McGrady, Mick Bakhsh, Michael Maschke, MaryAnn Wipaki, Luke Mandaran, John Moran, Georgie Lucas, Steve Trevor, Craig Clewes, Nadia Cowperthwaite on behalf of Hon. Bob Katter MP

Against: Erwin Raffetseder

Absent: Clint Brennan, Luke Johnson and Adrian Cameron

CARRIED

The next meeting is scheduled on the 09 December 2021 at 1:00pm to discussed the quotes received for the design and concept of the Miners Memorial.

The 09 December 2021 will be a quick meeting. Members who live outside of Mount Isa can join via teleconference or Teams Meeting. The next big meeting will be in January 2022. This will include reports for Council submission pertaining to the financial structure and recommendation as to the chosen consultant that will be engaged for the concept and design of the Miners Workers Memorial.

Future meeting dates will be discussed in the next meeting.

Petra Osinski left the meeting 3:10pm

4.5 MINERS MEMORIAL ADVISORY COMMITTEE CONTACT LIST**RECOMMENDATION**

THAT the Miners Memorial Advisory Committee approve the creation and distribution of the Committee members contact list.

Moved: Member John Moran

Seconded: Member Robbie Katter

In Favour: Crs Danielle Slade, Cr. Kim Coghlan, Robbie Katter, Hon. Tony McGrady AM, Mick Bakhsh, Michael Maschke, , MaryAnn Wipaki, Luke Mandaran, John Moran, Georgie Lucas, Steve Trevor, Erwin Raffetseder, Craig Clewes and Nadia Cowperthwaite on behalf of Hon. Bob Katter MP

Against: Nil

Absent: Clint Brennan, Luke Johnson and Adrian Cameron

CARRIED

Actions that arise from this meeting:

Item#	Action Items	Responsible Person	Due date
1	To identify financial controls and funding	All Committee Members	January 2022
2	Find a Council free hold area for the location	All Committee Members	January 2022
3	To request for quotes for the concept and design of the Miners Memorial	Petra Osinski/Carleigh Butcher	17 November 2021

Page 6

MINERS MEMORIAL ADVISORY COMMITTEE MINUTES11 NOVEMBER 2021

5 NEXT MEETING

The minutes of this meeting will be confirmed at the Miners Memorial Advisory Committee Meeting to be held on 13 January 2022 (*suggested date that is up for discussion if required*), 1:00pm at Council Chambers.

6 CLOSURE

There being no further business the Meeting closed at 3:59pm.

.....
CHAIRPERSON

ATTACHMENT 1 Available Funding/Grants:

MINERS MEMORIAL ADVISORY COMMITTEE MINUTES

11 NOVEMBER 2021

- **Safe and Diverse Communities DFV Prevention Grants** program is open now or community organisations to respond to domestic and family violence - go to <https://www.justice.qld.gov.au/initiatives/safe-diverse-communities-grants> for more information - grants close on 12 November
- Small to medium businesses in North and FNQ impacted by the 2019 Monsoon Trough can access support to help operations grow – go to <https://www.business.qld.gov.au/starting-business/advice-support/support/small-business/concierge> for more information
- **Foundation for Rural & Regional Renewal Grants — Strengthening Rural Communities** - Closes Tuesday 23 November – go to https://frrr.org.au/funding/place/strengthening-rural-communities/?mc_cid=9925b2090b&mc_eid=4d1b7657bb for more information
The Strengthening Rural Communities program gives rural, regional and remote communities an opportunity to access funding to support broad community needs. Grants are available for a broad range of grassroots, community-led initiatives that directly and clearly benefit local communities. This round, grants up to \$10,000 are available through the Small & Vital Stream.
- **The Stronger Communities Programme (SCP7) Round 7** has been launched providing the electorate of Kennedy with \$150,000 to fund small capital projects. The program intends to encourage and support participation in local projects, improve local community participation and contribute to vibrant and viable communities. Round 7 of the program will continue to support Australia's economic recovery from the COVID-19 pandemic. For this special round, grant funding will be up to 100 per cent of eligible project costs except for local governing bodies where grant funding will be up to 50 per cent of eligible project costs. Up to \$20,000 of funding for small capital projects will be funded.

There is a two-step process for applicants;

Firstly, an **Expression of Interest (EOI)** form must be completed and returned to Mr Katter's office before Monday 29th November 2021

To request a copy of the EOI form and factsheet, applicants should contact Mr Katter's office on 07 4061 6066 or email sarah.johnson@aph.gov.au

Secondly, Mr Katter will partner with a Community Consultative Committee which has been supporting local organisations through small grants and sustainable revenue streams for many years. This committee will independently assess the Expressions of Interest against the program's criteria and prioritise projects. The shortlisted projects, up to 20, totalling up to \$150,000, will then be invited by Mr Katter to complete a formal online application.

For further information and to check eligibility please go to: <https://business.gov.au/grants-and-programs/stronger-communities-programme-round-7#key-documents>

ATTACHMENT 2: Presentation of various Miners Memorial (Australia, New Zealand, and USA)



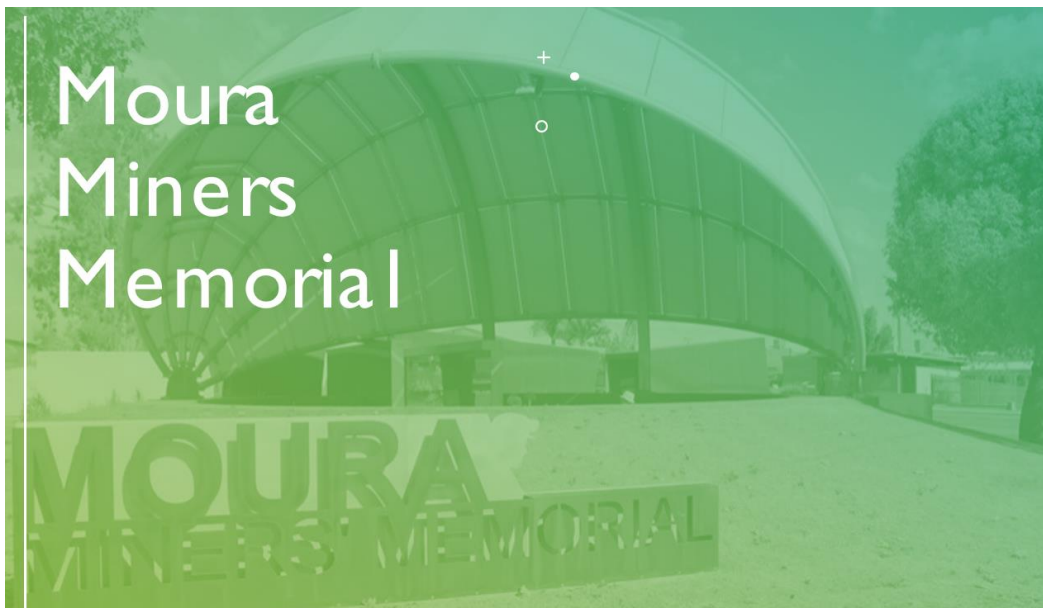
MINERS MEMORIAL ADVISORY COMMITTEE MINUTES

11 NOVEMBER 2021



MINERS MEMORIAL ADVISORY COMMITTEE MINUTES

11 NOVEMBER 2021



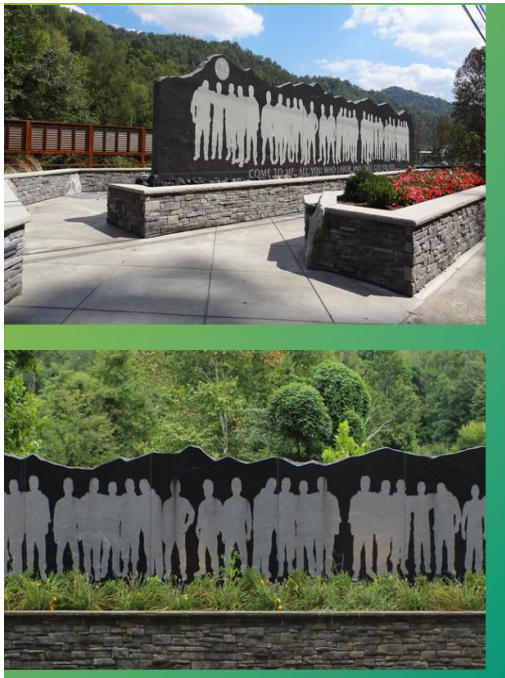
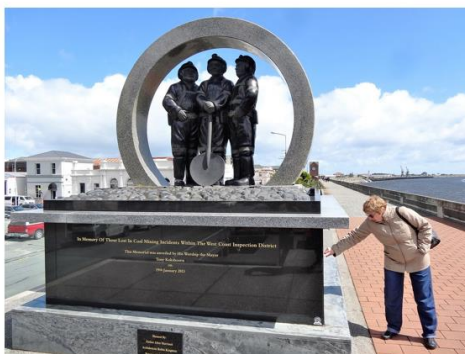
MINERS MEMORIAL ADVISORY COMMITTEE MINUTES

11 NOVEMBER 2021



MINERS MEMORIAL ADVISORY COMMITTEE MINUTES

11 NOVEMBER 2021

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11.9 LOCAL GOVERNMENT SUSTAINABILITY FRAMEWORK SUBMISSION

Document Number: 754636

Author: Director Corporate and Community

Authoriser: Director Corporate and Community

Directorate: Corporate and Community

Portfolio: Finance, Customer Services, Economic Development, Promotion & Community Development, Arts

EXECUTIVE SUMMARY

The discussion papers on a new Local Government Sustainability Framework is submitted for Council's information and consideration.

RECOMMENDATION

THAT Council receives and accepts Western Queensland Alliance of Council's (WQAC) Local Government Sustainability Framework Submission as presented.

BACKGROUND

Western Queensland Alliance of Councils (WQAC) has engaged Australian Economic Consultants (AEC) Group Ltd to develop the submission with input from a Working Group drawn from across the 22 WQAC councils.

The report includes the following:

- Recommendations regarding the proposed sustainability framework,
- A summary document (pdf) outlining the proposed framework, changes from the current framework and implications for WQAC Councils to provide background for Councils to respond to questions,
- Potential ratio calculations and outcomes for each region as well as for individual Councils so that Councils can see how the ratios will likely impact their performance,

A survey document with targeted questions was sent to the working group and feedback received were used to prepare for the submission (noting that many of these questions will differ from the generic questions asked of Councils by Local Government Association of Queensland (LGAQ) and Local Government Finance Professionals (LGFP) already).

BUDGET AND RESOURCE IMPLICATIONS

NIL

LINK TO CORPORATE PLAN

Theme:	5.	Ethical & Inclusive Governance
Strategy:	5.11	Provide and maintain strategies to ensure Council's long-term financial sustainability.

CONSULTATION (INTERNAL AND EXTERNAL)

Consultations conducted with Mount Isa City Council EMT and North West Queensland Regional Organisations of Councils (NQWROC) working group.

LEGAL CONSIDERATIONS

NIL

POLICY IMPLICATIONS

NIL

RISK IMPLICATIONS

Risk is minimal

HUMAN RIGHTS CONSIDERATIONS

All relevant human rights considerations have been given as per Council's Human Rights Policy.

RECOMMENDATION OPTIONS

THAT Council receives and accepts Western Queensland Alliance of Councils (WQAC) Local Government Sustainability Framework Submission as presented.

OR

THAT Council do receive and accept Western Queensland Alliance of Councils (WQAC) Local Government Sustainability Framework Submission as presented.

ATTACHMENTS

1. **WQAC - Local Government Sustainability Framework Submission - FINAL 29Nov21**  



A united voice for all of Western Queensland



Western Queensland Alliance of Councils

Local Government Sustainability Framework

Submission to the Discussion Paper



wqac.com.au

Contents

RECOMMENDATIONS	2
EXECUTIVE SUMMARY	5
INTRODUCTION	7
GENERAL COMMENT	9
SUSTAINABILITY FRAMEWORK PRINCIPLES	9
SUSTAINABILITY FRAMEWORK ELEMENTS	10
PROPOSED COUNCIL GROUPINGS	14
PROPOSED FINANCIAL AND ASSET RATIOS.....	17
Operating Surplus Ratio	18
Operating Cash (EBIDA) Ratio	19
Unrestricted Cash Expense Cover Ratio.....	21
Asset Renewal Ratio	22
Asset Sustainability Ratio	24
Asset Consumption Ratio	25
Leverage Ratio	27
Debt per Capita Ratio	27
OTHER CONSIDERATIONS	33
Financial Sustainability Risk Assessment Criteria	33
Monthly Financial Reporting	33
The Financial Sustainability of WQAC Councils.....	34



RECOMMENDATIONS

1. Regarding the proposed sustainability framework:
 - a. That WQAC councils be consulted on the other sustainability framework elements of operating environment, governance and compliance when additional information becomes available.
 - b. That WQAC councils be informed on what assessment criteria will be used for the QAO to determine the relative sustainability risk ratings assigned to councils on an annual basis.
 - c. That recognition be given to the existing reporting and compliance burden placed on WQAC councils and increasing this burden through additional requirements will only work to further deteriorate the financial sustainability of WQAC councils, most of which have very limited funding and very limited resources (if they are able to attract them).
 - d. That future assessment and reporting requirements be tailored to the different council sustainability groupings rather than the current one size fits all approach to minimise the reporting and compliance burden for smaller councils.
 - e. That all the sustainability elements be considered of equal importance.
2. Regarding the proposed council groupings:
 - a. That population be adopted as one consideration in grouping councils for comparative reporting purposes, supplemented by other measures relating to infrastructure and service delivery such as geographical area, road length and/or the number of distinct townships serviced.
 - b. That the <10,000 grouping (or its adjusted variant) be split into two groupings of 2,000-10,000 and <2,000 given the significant differences in the sustainability challenges faced by councils with very low resident populations.
 - c. That consideration be given to consolidating the council groupings used by all relevant agencies to ensure sector comparative monitoring and reporting is simplified and standardised to the extent practicable.
3. That no additional or alternative financial and asset sustainability measures to those proposed in the discussed paper are required.
4. Regarding the proposed operating surplus and operating cash (EBIDA) ratios:
 - a. That the softening of the proposed target for the operating surplus ratio for smaller councils be adopted as it is more appropriate than the current target on the basis that major renewal works are undertaken by these councils with the assistance of grant funding.
 - b. That the proposed target for the operating cash ratio of 0% be adopted.
 - c. That a five-year rolling average be included for the operating surplus and operating cash ratios.
 - d. That recognition be given to the general lack of relevance of the operating surplus ratio for very small and indigenous councils, and greater importance be placed on the operating cash (EBIDA) ratio for these councils.
5. Regarding the proposed unrestricted cash expense cover ratio:
 - a. That the unrestricted cash expense cover ratio be adopted, noting that the department will need to provide a clear definition of restricted cash to ensure consistency in the application and interpretation of the ratio.
 - b. That the proposed differential targets for the unrestricted cash expense cover ratio be replaced by a single target of 3 months to 12 months on the basis that smaller councils should not be subject to more stringent requirements.
6. Regarding the proposed asset ratios:
 - a. That the asset renewal ratio and the associated proposed target range of 90% to 110% only be adopted for the small to very large council groupings.
 - b. That the discount rate underlying the calculation of the asset renewal ratio be set and published by the department on an annual basis to ensure consistency in the application and interpretation of the ratio.

- c. That any asset management capacity building supported by departmental resources be rolled out across the sector inclusive of very small and indigenous councils, despite these councils not having to report on the asset renewal ratio.
 - d. That the asset sustainability and asset consumption ratios be adopted for the very small and indigenous council groupings.
 - e. That the proposed targets for the asset sustainability and asset consumption ratios of >90% and >60%, respectively, be adopted, on the basis that performance against the asset sustainability ratio target is assessed using a 5-year average given the lumpiness of renewal projects.
 - f. That the benefits vs costs of reporting the asset sustainability and asset consumption ratios by asset class be appropriately considered, and if reporting by asset class is adopted then the asset classes and relevant information reported in the property, plant and equipment note in council financial statements (excluding assets under construction) be used as the basis for ratio calculations.
 - g. That asset sustainability ratio performance against benchmark be assessed at an aggregate level for QAO assessment purposes, with ratios by asset class (if required) reported for information purposes only.
7. Regarding the proposed leverage and debt per capita ratios:
 - a. That the leverage ratio and associated proposed targets be adopted in place of the current net financial liabilities ratio, noting that the numerator should be debt less unrestricted cash, cash equivalents and investments rather than (gross) debt alone.
 - b. That the debt per capita ratio be removed altogether from the sustainability assessment framework as it does not add any value nor insight in assessing a council's financial sustainability nor does it accurately reflect a council's ability to repay debt.
 8. Regarding the potential expansion of a 5-year rolling average to other financial and asset ratios:
 - a. That a 5-year rolling average be applied to the asset sustainability ratio.
 - b. That while an argument exists for the remaining ratios to be reported on both a single year and 5-year rolling average basis for consistency purposes, some ratios suit reporting at a single year only (e.g., unrestricted cash expense cover ratio, asset renewal ratio, asset consumption ratio) and as such an assessment of the benefits vs costs of the additional reporting and audit effort must be considered.
 9. Regarding the proposed implementation timeframes:
 - a. That reporting on the new ratios cannot happen in time for the 2022-23 budget, with the earliest reporting date being for the 2022-23 annual report and financial statements – it may be more appropriate for reporting to occur from 2023-24.
 - b. That the transition towards the reporting of the asset renewal ratio for WQAC small grouping councils (Maranoa and Mount Isa) by 2027-28 appears appropriate, pending provision of appropriate assistance by the department to these councils.
 10. Regarding the assistance required for councils to effectively transition to the new sustainability framework:
 - a. That comment can only be made on the implementation of the new financial and asset ratios, given a lack of information on the operating environment, governance and compliance elements of the sustainability framework.
 - b. That clear templates and guidelines be produced for the new suite of asset and financial ratios as early as possible to allow for effective transition and to minimise the compliance and administrative burden on councils and auditors.
 - c. That training be staged and specifically delivered separately for councillors and staff to achieve the required outcomes, including general initial overview sessions/papers, technical overview sessions/paper/calculation templates/FAQs, further overview sessions/papers, and specific technical training and support models.
 - d. That the department work with the QAO to establish an audit process that minimises resourcing effort and associated costs, with the training program to also include contract auditors and audit committees.
 - e. That the quantitative and qualitative criteria underpinning council sustainability (risk) assessments against each element be incorporated into the revised sustainability guideline and training.

- f. That appropriate asset management capacity building be facilitated by departmental resources to all councils irrespective of whether they are required to report on the asset renewal ratio.
11. Regarding the assistance required to improve the sustainability of WQAC councils:
- a. That increased operational grant funding be made available to WQAC councils.
 - b. That there be a commitment to long-term, steady state grant funding to avoid the 'boom' and 'bust' cycle of grant programs.
 - c. That allocative funding models be adopted to provide funding certainty and simple administrative arrangements.
 - d. That support be provided to council planning, budgeting and project delivery processes by not requiring 'shovel ready' projects.
 - e. That grant funding programs not preclude replacement and renewal projects, given that the addition of new assets will only work to deteriorate financial sustainability for councils with stagnant or declining populations.



EXECUTIVE SUMMARY

The North West Queensland Regional Organisation of Councils (NWQROC), the Remote Area Planning and Development Board (RAPAD) and the South West Queensland Regional Organisation of Councils (SWQROC) collectively forms the Western Queensland Alliance of Councils (WQAC) which represents 22 councils.

The WQAC has prepared a joint submission on behalf of these 22 councils to the Queensland Department of State Development, Infrastructure, Local Government and Planning's review of the local government sustainability framework. The WQAC believes the current financial sustainability framework is inappropriate and does not appropriately reflect the unique nature of, and the challenges faced by, WQAC councils.

The sustainability of WQAC councils is significantly impacted by remoteness (vast distances); declining populations and low to nil rateable property bases; social disadvantage; workforce attraction and retention problems; inadequate infrastructure and deficient funding support from other levels of government.

A significant proportion of WQAC councils are considered by the QAO as being at higher risk of having sustainability issues. It is important to highlight that the adoption of the proposed sustainability framework will do nothing to improve the sustainability of WQAC councils. Additional financial assistance and support is required from the Queensland and Federal governments through higher levels of operational and capital funding, with the latter targeted at replacement and renewal projects. Despite this extremely pertinent point, feedback on the proposed sustainability framework and a series of recommendations have been prepared to assist the department in refining and targeting the framework to better meet the needs of WQAC councils.

The sustainability framework elements appear appropriate at face value given the limited information provided, and most WQAC councils indicated that all of the proposed sustainability elements are of equal importance. The sustainability challenges facing WQAC councils are certainly more acute than in other Queensland regions, and the development of a rigorous, tailored, holistic framework to measure ongoing sustainability across the range of elements (and to assist in identifying and addressing specific local, regional and industry factors) would be appropriate and warranted for council and state government planning and review purposes.

However, the reporting compliance burden on councils must be recognised – increasing compliance and administration costs will only work to further deteriorate the financial sustainability of Western Queensland councils, most of which have very limited funding and very limited resources. As such, it is recommended that the operational, governance and compliance requirements placed on councils be tailored to the council sustainability grouping rather than the current one size fits all approach.

Regarding the grouping of councils for sustainability assessment purposes based on population, WQAC councils agreed that population should be one consideration in grouping councils but that other measures such as geographical area (i.e. population density), road length and/or the number of distinct townships serviced also be considered to ensure the councils contained within each grouping are more comparable.

Further, there is a significant difference in the sustainability challenges faced by councils with say 5,000 persons and councils with say 1,000 persons, and an additional grouping is definitely required such that the proposed very small grouping be split into very small (2,000-10,000 persons) and very, very small (<2,000 persons), or similar, if the preceding recommendation on considering other aspects outside of population alone is implemented by the department. WQAC councils also questioned the need for so many different mechanisms to group councils across different agencies and question whether there is an opportunity for alignment.

It is noted that feedback is sought specifically on the proposed ratios underpinning the financial and asset sustainability elements of the sustainability framework. It is difficult to comment on the appropriateness of select aspects of the framework without knowing the details underpinning all of the elements and how they inform an assessment of sustainability in totality.

Regarding the proposed ratios, the following key points were noted:

- The proposed operating surplus and operating cash (EBIDA) ratios and associated targets appear appropriate, with both ratios reported on a single year basis and a five-year rolling average basis. However, the operating surplus ratio was indicated to be of less relevance to WQAC councils given their heavy

reliance on operational and capital grant funding rather than own source revenues to ensure sustainability (including appropriate asset renewals).

- The proposed unrestricted cash expense cover ratio appears appropriate, but the more stringent targets assigned to smaller councils are inappropriate. A consistent target of 3-12 months should be adopted irrespective of the council grouping. Further, the department will need to explicitly define what is restricted vs unrestricted cash to ensure consistency in ratio calculations across councils.
- The proposed asset ratios and associated targets appear appropriate, subject to the department setting and publishing the discount rate on an annual basis for councils to apply within the asset renewal ratio, the department providing asset management capacity building support to all councils to further enhance asset sustainability, and the asset sustainability ratio being reported on a single year basis and a five-yearly rolling average basis. The benefits vs costs of mandating the reporting of the asset sustainability and asset consumption ratios by asset class should be further considered, although using the property, plant and equipment note in the financial statements as the basis for the ratio calculations would limit the resourcing and audit effort required.
- The proposed leverage ratio and associated targets appear appropriate, subject to the numerator being adjusted from gross debt to debt net of unrestricted cash, cash equivalents and investments. The proposed debt per capita ratio is considered inappropriate and should be removed from the framework altogether.

The department will need to provide appropriate training and support to ensure an effective transition to the new framework, including the provision of clear templates and guidelines, and staged and separate training for councillors and staff. The department should also work with the QAO to establish an audit process for the new framework that minimises audit effort and associated direct and indirect costs, with the training program to also include contract auditors and audit committees.

The department will also need to incorporate the quantitative and qualitative criteria underpinning council sustainability (risk) assessments against each element into the revised sustainability guideline and training program. The department should also provide resources and support to facilitate asset management capacity building across all councils irrespective of whether they are required to report on the asset renewal ratio.

The timeframe for implementation of the new asset and financial ratios should be no earlier than 2022/23 financial statements. The new ratios cannot be included within the 2022/23 budget, given that councils are beginning budget discussions already.



INTRODUCTION

The North West Queensland Regional Organisation of Councils (NWQROC), the Remote Area Planning and Development Board (RAPAD) and the South West Queensland Regional Organisation of Councils (SWQROC) collectively forms the Western Queensland Alliance of Councils (WQAC) which represents the 22 councils highlighted in the table below.

List of WQAC Councils

NWQROC	RAPAD	SWQROC
Burke Shire Council	Barcaldine Regional Council	Balonne Shire Council
Carpentaria Shire Council	Barcoo Shire Council	Bulloo Shire Council
Cloncurry Shire Council	Blackall Tambo Regional Council	Maranoa Regional Council
Doomadgee Aboriginal Shire Council	Boulia Shire Council	Murweh Shire Council
Etheridge Shire Council	Diamantina Shire Council	Paroo Shire Council
Flinders Shire Council	Longreach Regional Council	Quilpie Shire Council
McKinlay Shire Council	Winton Shire Council	
Mount Isa City Council		
Richmond Shire Council		

Financial sustainability in Queensland has been a key focus for state and local governments for over a decade, with financial sustainability risk considered a key driver for the 2008 local government amalgamations. The latest Queensland Audit Office (QAO) Auditor-General's 2021 report to parliament continues to raise concerns about local government financial sustainability, rating 24 out of 77 councils as having a higher risk of sustainability issues in the short to medium term. Of these 24 councils, 10 (or 42%) were WQAC councils, with a further 8 WQAC councils considered as having a moderate financial sustainability risk, and just 4 considered as having a lower financial sustainability risk.

How council sustainability is measured has until now been restricted to the definitions contained in the *Local Government Act 1993* and *Local Government Regulation 2012*, which specifically relate to financial sustainability. Section 104(2) of *Local Government Act 2009* considers a council as financially sustainable if it can 'maintain its financial capital and infrastructure capital over the long-term'. The *Local Government Regulation 2012* currently prescribes three financial sustainability measures – being the asset sustainability ratio, the net financial liabilities ratio and the operating surplus ratio – with specific requirements regarding how the measures are to be reported (i.e. within the budget, annual financial statements and annual report).

The state government has acknowledged that ongoing feedback received from councils and other key industry stakeholders has identified challenges with the selection and/or application of the current three financial ratios to assess financial sustainability. Many councils have failed for a number of years to meet the required benchmarks for all three measures (as outlined in the last Auditor-General's report), and questions remain as to whether these indicators provide a true picture of a council's or the sector's ongoing sustainability, with the Auditor-General recommending that the state government broaden its view of sustainability to include other elements such as governance, compliance, and asset management, in addition to developing new financial sustainability measures (i.e. ratios) that consider the different sizes, services, and circumstances of the various local governments.

Queensland councils are impacted by a range of factors that affect their long-term sustainability including size and location, population, ability to raise or increase own source revenue, governance frameworks, and an increasing requirement to meet community expectation regarding levels of service. These factors are considered more acute for WQAC councils given challenges that are typically more extreme than other parts of Queensland due to remoteness (vast distances); declining populations and low to nil rateable property bases; social disadvantage; workforce attraction and retention problems; inadequate infrastructure and deficient funding support from other levels of government – a summary profile of the WQAC region can be located here:

<https://wqac.com.au/s/WQAC-Economic-Profile-2021.pdf>

Recognising the consistency in factors impacting ongoing financial sustainability for Western Queensland councils (reflected in the proportion of Western Queensland councils considered by the QAO as higher risk of having sustainability issues), WQAC has prepared a joint submission responding to the questions included in the

local government sustainability framework discussion paper provided by the Department of State Development, Infrastructure, Local Government and Planning.

AEC Group was commissioned to assist the WQAC in preparing a submission responding to the questions posed in the discussion paper, including facilitation of input and responses from WQAC councils on the discussion paper questions, and more specifically any other potential improvements/alternatives that may enhance the proper assessment of ongoing financial sustainability of WQAC councils.

The process underlying the development of the draft submission content was as follows:

- Establishment of a Working Group for the project, including the executive officers of NWQROC and SWQROC and the CEO of RAPAD, 1 Mayor plus 10 x CEOs plus 5 x managers from WQAC Councils, and the AEC Group.
- Initial meeting of the Working Group (3rd November) to discuss project strategy, points of contact and initial thoughts.
- Preparation and distribution of a survey instrument detailing the content of the discussion paper and issues for consideration and comment.
- Workshops with WQAC (25th October), NWQROC (5th November), SWQROC (19th November), and RAPAD (24th November).
- Receipt of surveys from WQAC Council respondents.
- Distribution of initial draft submission to the Working Group (18th November).
- Second meeting of the Working Group (19th November) to discuss initial draft submission.
- Completion of second draft submission and distribution to all WQAC Councils for review and comment (22nd November).
- Completion of final draft submission and distribution to the Working Group for approval (29th November).
- Completion and lodgement of final submission (30th November).

Should you have any queries in relation to this submission, please do not hesitate to contact:

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GENERAL COMMENT

It is noted that feedback is being sought specifically on the financial and asset ratios underpinning the financial and asset sustainability components of the proposed sustainability framework. WQAC councils have provided feedback on these aspects but would like to mention that it is difficult to agree on the appropriateness of the ratios in the context of the overall sustainability framework without insight on the detail underpinning the other aspects of the framework.

As such, it may be appropriate to reconsider and review the appropriateness of the asset and financial ratios once the full framework is known, including the criteria used to formally assess the sustainability of councils by the department and/or the QAO.

SUSTAINABILITY FRAMEWORK PRINCIPLES

The proposed approach to defining and measuring local government sustainability is driven by the vision of having business ready councils (today and into the future) that enable liveable communities to grow and prosper by focusing on the principles of:

- (1) Foundations – doing the basics well across finance, governance, and service delivery.
- (2) Infrastructure – delivering infrastructure the community needs, wants, and can afford.
- (3) Outlook – investing in ideas that are right for the future community.

WQAC councils agree with the 3 identified sustainability framework principles, subject to the following comments:

1. The basic council foundations revolve around **responsible** financial management, **ensuring compliance** with established governance frameworks, and delivering on service levels whilst managing increasing **community expectations**.
2. Infrastructure needs to be both delivered **and maintained** based on community need and affordability.
3. Investment in ideas need to be both right **and affordable** for future communities.



SUSTAINABILITY FRAMEWORK ELEMENTS

A more holistic approach to defining council sustainability is proposed which includes five broad elements of council sustainability:

- (1) **Operating environment** – the impact of the external environment on councils and their capacity to respond effectively.
- (2) **Finances** – performance of councils in managing their finances over the long term.
- (3) **Assets** – performance of councils in managing assets over the long term.
- (4) **Governance** – performance of councils in understanding and managing risks and embedding effective governance practices.
- (5) **Compliance** – performance of councils in meeting legislative requirements.

Q1 (a): Do the proposed framework elements capture the core areas impacting council sustainability?

The framework elements appear to capture the core sustainability elements at face value, although no detailed information is provided in the discussion paper regarding the operating environment, governance and compliance elements upon which to make an informed commentary on their appropriateness and how they will be integrated to form an overall assessment of sustainability. It is acknowledged that the discussion paper notes that the department will be undertaking future work on the operating environment, governance and compliance sustainability elements. These elements are of particular interest to WQAC councils and further information by the department on these elements is welcomed.

WQAC councils agree with the comments in the discussion paper that a more holistic approach to defining council sustainability is required, particularly given the current narrow definitions of sustainability contained in the *Local Government Act 2009*, *Local Government Regulation 2012* and the state government *Financial Management (Sustainability) Guideline 2013*.

The definitions and audit parameters set for the QAO in undertaking its annual financial sustainability risk assessments has not necessarily resulted in any face value improvement in the reported sustainability position of Queensland councils since 2013, evidenced by the continuing concerning trend of deteriorating reported council financial sustainability throughout Western Queensland (noting that of the 20 WQAC Councils in deficit in 2019/20, 4 require increases in total operating revenue of in excess of 30%, 5 require increases of 20-30%, 6 require increases of 10-20% and 5 require increases of up to 10%).

The sustainability challenges facing WQAC councils are certainly more acute than other regions in Queensland, and the development of a rigorous, tailored, holistic framework to measure ongoing sustainability across the range of elements (and to assist in identifying and addressing specific local, regional and industry factors) would be appropriate and warranted for council and state government planning and review purposes.

However, the reporting compliance burden on councils must be recognised and it is important to note that increasing compliance and administration costs will only work to further deteriorate the financial sustainability of Western Queensland councils, most of which have very limited funding and very limited resources (if they are able to attract them).

Q1 (b): Do the proposed framework elements appropriately reflect the varied nature and circumstances of Queensland Councils?

The framework elements at face value appear to broadly align to the triple / quadruple bottom line sustainability approaches adopted in council corporate and community plans and appear to provide greater context surrounding the varied nature and circumstances of Queensland councils, although without further detail being provided regarding the operating environment, governance and compliance sustainability elements WQAC councils are unable to comment on whether those elements will truly reflect the varied nature and circumstances of councils.

The common infrastructure and service provision challenges faced by WQAC Councils include limited revenue raising capacity, small and declining rate bases, issues with the attraction and retention of staff, severe climatic conditions, increasing contractor costs (when they are available), substantial travel costs, housing shortages, above award wages, ageing infrastructure and infrastructure renewal backlogs, huge road networks and very high freight costs, etc.

In considering the concept of sustainability for the other elements of the framework not yet considered, it is hoped that consideration will be given to the extent of operational, governance and compliance requirements (e.g. internal audit committee, lack of resources for grant acquittal management) placed on councils from a regulatory perspective with future requirements tailored to the council sustainability grouping rather than the current one size fits all approach.

Other Council Specific Comments

Throughout this submission, tables of other Council specific comments are included. The initial commentary preceding these tables reflect the consensus view on each identified issue. The tables provide additional insight from individual councils that either had a differing perspective or provided additional context. The tables do not include all of the comments made by individual councils in their survey responses where views were generally aligned.

Council	Response
Barcaldine	The number of communities serviced by a small council is not recognised. Major development can have a material effect on a small council.
Barcoo	Further expansion on the following items would be of assistance: <ul style="list-style-type: none"> Operating environment – policy and planning decisions by other levels of government is one of the largest factors – this is out of the control of council to manage and is not mentioned. Finances – the paper mentions the words “to minimise the need for external financial support” and it would be good to see the word “additional” included in this sentence. Governance – regarding community satisfaction, it is questioned as to how will this be measured and is there any mechanism for consistency – this also touches on the concept of minimum service levels across the state and the base funding required to deliver this. Compliance – agree with this as an element, noting that the concern to be raised in relation to this item is the state wide legislation (one size fits all) – the cost of compliance in percentage terms of overall costs or a reference such as population can be much higher.
Boulia	A measure of reliance on grant funding against own source revenue could be considered.
Bulloo	With respect to Finances, the framework says that councils should spend within their means, however, often times it is the council in the smaller communities which ends up delivering state government services (health care programs, aged care, childcare, library or IKC programs, financial support to schools for additional teachers, QGAP functions, etc.) which are regularly underfunded, and council ends up subsidising state government operations. Unspent funds from the programs generally has to be returned to the state government, but council usually has to bear the cost of overspends and is not reimbursed for the actual costs of running the programs. With respect to Governance, the framework says that councils should be effective managers of their regulatory obligations, however most remote councils find that remoteness and isolation has the effect of making it difficult to attract and retain suitably qualified and experienced staff, particularly at senior levels of management, capable of implementing, monitoring and complying with the endless stream of governance and compliance issues required by the state government. Councils are basically service provider organisations, providing services which are, by their nature, not profit-making enterprises (otherwise the private sector would be providing these services). Thus, whilst the introduction of “sustainability” ratios may highlight where council is doing well or not, the ratios do not address the issue that councils are usually providing “non-profit making” services. Councils in more remote regions usually have a small population base on which to levy rates, fees and charges, and few have a large local industry or mining industry to rely on for support. Many of these populations are employed in lower paying jobs (retail and small business) but have higher living costs on essentials such as food, fuel and homeware items, and therefore have a limited ability to pay for the services provided by council. The geography of these regions may leave communities prone to isolation due to severe weather events and other natural disasters, which affects the social fabric of the communities. How are the proposed additional ratios intended to address the issues of remoteness, isolation, ability to attract relevant staff, State Government underfunding of its programs, etc., that contribute to the levels and costs of the services councils provide (and hence, their “sustainability”)?

Burke	<p>The new elements around governance risk management and operating environment are welcomed and, in particular, a higher focus on local laws and local community support and compliance should be considered as part of these changes.</p> <p>There is always a strong drive to maintain cash reserves and assets into the future from the department and regulators, however, councils can overly focus on these areas and forget about the community and ratepayers as a whole. It would be good to see what the department is suggesting around providing more equity to review these areas of service and functionality moving into the future to ensure future generations of council officers are required to focus on each area with an equal level of importance as opposed to just picking a couple of meta elements to focus on.</p>
Cloncurry	<p>The variety of services offered by different councils and the impact on councils of providing varying services do not appear to be appropriately captured.</p> <p>With respect to Finances, service level is not sufficiently identified which is a key feature of council decision making (e.g., overservicing vs underservicing). It would be good to see a comparison of what services smaller councils provide and how much community support is given.</p> <p>With respect to Assets, it is critical for there to be some way to measure the accuracy of the condition ratings of small council assets.</p>
Diamantina	<p>The reality is that each council is currently providing a different level of service to their communities across all functions. This is as much a result of circumstances beyond council control and management. Without additional sustained cash flows, some councils will always have a lower standard of service.</p>
Mount Isa	<p>Consideration of the sustainability implications of councils serving highly transient populations such as FIFO workers must be included within the sustainability assessment framework.</p> <p>An alternative method is the rates base or number of rateable properties, reflecting a local government's ability to raise own source revenue. There is a stronger argument for grouping by population because it is a more accurate reflection of the number of recipients of Council services.</p>
Murweh	<p>With respect to Assets, could maintenance on infrastructure assets be looked at as well from a sustainability perspective rather than focusing on renewals?</p>

Q2: Are some elements more important than others and should they be given a higher priority?

As the framework elements are interdependent, it is difficult to comment on the importance of one element over another and whether an individual element has higher priority than another (on the assumption that the discussion paper is asking if a higher priority will influence the timing of the investigation and implementation of a particular element). Most WQAC councils indicated that all of the elements are of equal importance.

Other Council Specific Comments

Council	Response
Balonne	<p>The operating environment and compliance could fit under Governance.</p> <p>While not wanting to have additional elements, there is no reference to human or social or environmental factors which would add context to the operating environment. Many councils already have similar groupings in their corporate plans however they are closer to the quadruple balanced scorecard.</p> <p>If risk is given higher priority across the organisation then we can avoid the risk of missing something across our complex organisations with a framework such as provided by Committee of Sponsoring Organizations of the Treadway Commission (COSO) https://www.coso.org/Documents/2017-COSO-ERM-Integrating-with-Strategy-and-Performance-Executive-Summary.pdf. It will also cover off on all the elements they have provided but with flexibility and touch points at each part of Council's business and governance, without the need to specifically mention finance or assets.</p> <p>Results can be achieved where there is a focus on integrating enterprise risk management across the organisation aligned with the goals and strategies in the Corporate Plan, including better information that leads to defensible and optimal decision-making and enhanced performance.</p>
Barcaldine	Assets, Finance and Governance are the high priority elements.
Barcoo	There should be some sort of priority system to guide improvement opportunities.
Burke	<p>Each of the elements should be reviewed equally across the board with no specific focus being place in one above any other. If a focus is placed on a selection of the elements, this can lead to a biased approach to resource council operations which can result in drop offs or inequality for certain functions. Each of the areas noted should be sufficiently resourced and work hand in hand to meeting sustainable outcomes. We do not consider council to be sustainable in the instance that council succeeds in one or two areas but fails in the other three as a result of management bias.</p> <p>Sustainability is not simply just having enough cash to last the forward 10 years or being able to keep all roads maintained. It also needs to focus on how we foster community growth, engagement, local compliance and laws and respond to the service needs of ratepayers.</p>
Carpentaria	It would be good to start with Finances (financial management) and Assets (asset management) and allow councils sufficient time to implement those two aspects well before introducing the additional elements (Operating Environment, Governance and Compliance).
Doomadgee	Council's Operating Environment is the biggest factor. For example, insurance is unaffordable, utilising the entire SGFA grant. Staff retention is another challenge due to the location of council.

Council	Response
Flinders	The operating cash ratio and the asset sustainability ratio are considered the most important ratios as they provide an indication of council capability to deliver services that meet community expectations with adequate financial resources.
Richmond	Without council methodologies behind budgeting decisions, the framework elements do not tell an accurate picture.
Winton	The elements of Operating Environment, Finances and Assets should have a higher priority for rural and remote Councils than the elements of Governance and Compliance.

Recommendation**1. Regarding the proposed sustainability framework:**

- a. That WQAC councils be consulted on the other sustainability framework elements of operating environment, governance and compliance when additional information becomes available.
- b. That WQAC councils be informed on what assessment criteria will be used for the QAO to determine the relative sustainability risk ratings assigned to councils on an annual basis.
- c. That recognition be given to the existing reporting and compliance burden placed on WQAC councils and increasing this burden through additional requirements will only work to further deteriorate the financial sustainability of WQAC councils, most of which have very limited funding and very limited resources (if they are able to attract them).
- d. That future assessment and reporting requirements be tailored to the different council sustainability groupings rather than the current one size fits all approach to minimise the reporting and compliance burden for smaller councils.
- e. That all the sustainability elements be considered of equal importance.



PROPOSED COUNCIL GROUPINGS

Grouping local governments within the sustainability framework according to common attributes is proposed as a mechanism to acknowledge the significant diversity across the sector.

Alternative approaches for grouping councils were considered including grouping by population, population density, council-controlled revenue, Australian Bureau of Statistics Disadvantage Index and borrowings.

Grouping by population is considered the most reasonable approach because it is a key driver of a councils' ability to fund the delivery of services to the community. Council groups proposed are *very large*, *large*, *medium*, *small*, *very small* and *indigenous* based on populations bands.

Q3: Do you support the proposed grouping of councils by population under the sustainability framework?

Q4: Is population a sound basis for grouping councils for sustainability monitoring and reporting?

Q5: Is there another way to group councils that you consider more appropriate for the purpose of sustainability monitoring and reporting that will stand the test of time and evolving nature of Queensland councils

The discussion paper proposes population as the most reasonable approach to group councils because it is a key driver of a council's ability to fund the delivery of services to the community and the size of the population often drives the types of services provided (e.g., councils with small populations often provide services as the provider of last resort such as aged care and childcare).

WQAC councils generally support, in principle, the use of population as *one consideration* in grouping councils for comparative reporting purposes under the proposed sustainability framework. However, most WQAC councils indicated that, in addition to population, other measures relating to infrastructure and service delivery should also be considered in grouping councils for sustainability assessment purposes, with these measures including geographical area (i.e. a measure of population density), road length and/or the number of distinct townships serviced. Roads in particular have a dominant influence on a council's sustainability, particularly for small and very small councils. Example insights provided by WQAC councils include:

- A council with several townships has considerably higher costs than a council that has one township, despite the 2 councils having comparable population levels.
- Burke uniquely has a small population but holds a very large road network with much more complex maintenance requirements when compared to other very small councils.
- Indigenous Councils have population levels <10,000, but usually comprise one community township with associated infrastructure and a small road infrastructure network, whereas Councils such as Barcoo, Bulloo and Diamantina also have population levels <10,000 but have several communities with associated infrastructure and thousands of kilometres of road infrastructure networks to maintain.
- Douglas is included in the same grouping as Maranoa, but there is a vast difference between these two councils: Douglas has a population of around 12,000 residents, manages 443km of local roads and has a geographical area of 2,428km², while Maranoa has a population of around 12,500 residents, manages 5,800km of local roads and has a geographical area of 58,705km².

Of the proposed population groupings, the very small group contains the largest number of councils, with the WQAC accounting for the majority (19/22) of these councils. The WQAC also has 2 small councils (Maranoa and Mount Isa) and 1 indigenous council (Doomadgee). The very small group ranges considerably in terms of population, area, location, number of population centres, etc., and there are instances within that grouping where councils are significantly different and cannot be accurately compared. There is a significant difference in the sustainability challenges faced by councils with say 5,000 persons and councils with say 1,000 persons, with the latter facing the most significant challenges as provider of last resort for many services not required to be

provided by other councils and being extremely reliant on operating and capital grants. A number of WQAC councils indicated that the very small group should be broken down into 2 separate groupings, being very small (2,000-10,000 persons) and very, very small (<2,000 persons).

A possible alternative to population could also be to utilise rateable properties as *one consideration* for determining council groupings, given that the number of rateable properties directly corresponds with revenue raising capacity, albeit noting the differences between high value and low value rateable properties from a revenue generation perspective.

A number of different groupings are used by government agencies for council comparative reporting and other purposes in Queensland (i.e. the Local Government Remuneration Commission uses council categories and the QAO uses council segments) which creates an element of confusion and inconsistency across the sector. There is an opportunity for simplification and standardisation of groupings across the sector.

Other Council Specific Comments

Council	Response												
Balonne	The big unknown is what councils will be required to report and what KPIs or metrics will be sought. There is already a significant amount of reporting and scrutiny of councils and additional reporting requirements will increase the administrative burden on smaller rural councils to comply. A traffic light system is not considered useful. A maturity model is preferred so that you can see how you are continuously improving and if you cannot get to optimal then maybe that's ok with the size of your organisation. QAO has a financial statement maturity model by way of example.												
Barcaldine	The number of groups is too high, why not have three: small, medium and large.												
Barcoo	Population does not consider transient population trends and also the infrastructure and costs associated with providing services to the travelling public. What about the possibility of 3-5 criteria with a weighting attached to each similar to a multi-criteria analysis?												
Boulia	Socio-economic factors should be factored into the equation for determining groupings.												
Doomadgee	In addition to population, the size of the unrestricted revenue streams available to council should also be considered.												
Maranoa	Maranoa modelled a number of alternative methods to establish whether there may be a more appropriate method of grouping councils, with the two methods tested being: <ul style="list-style-type: none"> Road Length / Population. (Road Length + Geographical Area) / Population. One of the main issues identified with Road Length / Population was the fact that Toowoomba goes from large to medium, influenced by Toowoomba having the longest road network of any Queensland council. (Road Length + Geographical Area) / Population was believed to be more appropriate in providing a broader consideration of a number of key factors typically influencing a council's sustainability – population, road length and geographical area. Based on this methodology, the following groups could be considered by the Queensland government. <table border="1"> <thead> <tr> <th>Grouping</th><th>Factor</th></tr> </thead> <tbody> <tr> <td>Very Large</td><td><0.01</td></tr> <tr> <td>Large</td><td>>0.01, <0.15</td></tr> <tr> <td>Medium</td><td>>0.15, <1.0</td></tr> <tr> <td>Small</td><td>>1.0, <10</td></tr> <tr> <td>Very Small</td><td>>10</td></tr> </tbody> </table> The overall impact of the grouping methodology is as follows: <ul style="list-style-type: none"> No changes from the original proposal to the councils grouped as very small. Elevates smaller area councils with small road networks (i.e. Hinchinbrook and Douglas) to medium. Maintains Toowoomba as large. 	Grouping	Factor	Very Large	<0.01	Large	>0.01, <0.15	Medium	>0.15, <1.0	Small	>1.0, <10	Very Small	>10
Grouping	Factor												
Very Large	<0.01												
Large	>0.01, <0.15												
Medium	>0.15, <1.0												
Small	>1.0, <10												
Very Small	>10												
Richmond	The best approach may be to combine all the essential services together versus the income derived from those services (rates and charges) and develop ratios based on those considerations. Only then will it be truly understood as to what it actually costs councils to deliver core business activities and only then will the funding gaps and the need for additional Queensland or Federal government funding be known.												

Recommendation

2. Regarding the proposed council groupings:

- a. That population be adopted as one consideration in grouping councils for comparative reporting purposes, supplemented by other measures relating to infrastructure and service delivery such as geographical area, road length and/or the number of distinct townships serviced.

- b. That the <10,000 grouping (or its adjusted variant) be split into two groupings of 2,000-10,000 and <2,000 given the significant differences in the sustainability challenges faced by councils with very low resident populations.
- c. That consideration be given to consolidating the council groupings used by all relevant agencies to ensure sector comparative monitoring and reporting is simplified and standardised to the extent practicable.



PROPOSED FINANCIAL AND ASSET RATIOS

The number of financial and asset ratios is proposed to increase from 3 to 8, and target benchmarks are set for different groups of councils as follows:

- **Operating Surplus Ratio:** A progressive reduction in the minimum benchmark to >-10% from >0% to acknowledge the revenue generation constraints in smaller councils and the role of grant funding in supplementing these councils' capital programs. It is proposed that this ratio be reported as both a single year result and on a historical five-year rolling average.
- **Operating Cash (EBIDA) Ratio:** The benchmark for all council groups is set at a minimum of 0% as all councils (even those with a high reliance on external funding) should be operating core business at least at break-even. It is proposed that this ratio be reported as both a single year result and on a historical five-year rolling average.
- **Unrestricted Cash Expense Cover Ratio:** The benchmarks for different council groups ranges from 2 months to 12 months given the different capacities council groups have to generate cash and the base cost of running a council regardless of size.
- **Asset Sustainability Ratio:** The benchmark for this ratio is >90% for all councils required to report on it. It is proposed that this ratio be calculated for individual infrastructure asset types so that results are not skewed by significant investment in certain asset types to the detriment of others.
- **Asset Consumption Ratio:** The benchmark for this ratio is >60% for all councils required to report on it.
- **Asset Renewal Ratio:** The benchmark for this ratio is 90-110% for all councils required to report on it. Reporting on this ratio initially will only be required for very large and large councils, with small and medium councils required to transition to reporting on this ratio over time.
- **Leverage Ratio:** The benchmark for this ratio is >3 for medium, small, very small and indigenous councils.
- **Debt per Capita:** The benchmark for this ratio is <\$4,000 per person.

Q6: Are there other financial and asset sustainability measures that should be required to be reported on by councils?

Q11: Do you agree with the proposed target benchmarks for the different groups of councils?

Under the proposed categories, very large and large councils will report on 6 ratios, medium and small councils will report on 7 ratios during the transition period and ultimately 6 ratios, with very small and indigenous councils will report on 7 ratios.

The new financial and asset ratios appear to broadly cover the major council financial sustainability components (operating performance, liquidity, asset management and debt servicing capacity) with sufficient flexibility contained in the asset management reporting measures to reflect current levels of asset management maturity across Queensland councils (and in particular asset management challenges for WQAC councils).

The majority of WQAC Councils do not believe that additional or alternative financial and asset sustainability measures are required.

Other Council Specific Comments

Council	Response
Balonne	An operating efficiency ratio (e.g., operating revenue divided by operating expenditure) may be useful.
Barcardine	Net result should be considered instead of operating result.

Council	Response
Burke	<p>One additional metric to determine sustainability is ratepayer debt recovery as one of the biggest issues faced by smaller councils is the ability to collect amounts owed. It is not a simple process to recover land to redeem debt in many circumstances due to political climate, community backlash, community standing of ratepayers, etc.</p> <p>Unfortunately, the budgeting and financial reporting process can be somewhat simplistic in the approach to revenue estimation as it is focused more so on accrual-based estimates than on cash and cash collection and recovery.</p> <p>The cash to current liability ratio should also be considered to assess direct cash holdings against liabilities due. It is not realistic for councils to sell their debt receivable to external factoring companies and/or call on current assets similar to what a private or commercial business might be able to do.</p> <p>We also noted an example during the 2021FY audit where an audit partner solely focused on the current ratio of council without fully understanding the impacts of contract assets and liability changes on the organisation.</p>
Cloncurry	Service level is a key indicator of how efficiently a council operates, and a ratio involving key services (e.g., water, sewerage, waste) may provide some good insight – say compared to total operating expenses.
Mount Isa	Council is supportive of the additional ratios and does not propose alternative ratios in place of, or in addition to, the 8 ratios proposed. A visual symbol (red mark or green tick or other) would be a good idea for residents who are interested in their local government's performance but do not have a finance background to fully comprehend the calculation of the proposed ratios.
Richmond	<p>The proposed ratios don't show the added cost of doing business in the bush (e.g., higher wages to attract staff, providing staff housing, higher transport costs), nor the extra responsibilities that are pushed onto councils by the State (e.g., maintaining stock routes, providing childcare).</p> <p>The proposed ratios also don't show that what it costs councils to maintain essential services (e.g., roads, water, sewerage and waste) against the revenue received through rates and charges. That sort of ratio would show that nearly all rural councils can't recover enough to cover costs and are thus required to supplement with other income.</p>
Winton	Consideration could also be given to the percentage of council rates which remain uncollected.

Recommendation

3. That no additional or alternative financial and asset sustainability measures to those proposed in the discussed paper are required.

WQAC councils provided considerable input into the appropriateness of the proposed financial and asset ratios, including their calculation and application.

Operating Surplus Ratio

Calculation

$$\frac{\text{Operating Result}}{\text{Total Operating Revenue}}$$

WQAC councils generally perform poorly when reporting against the current operating surplus ratio benchmark of >0%, with only 3 out of 22 Councils having a positive 5-year average (based on 2015/16 to 2019/20 financial statements). With the proposed changes to the targets, WQAC councils will perform better with 12 out of 22 Councils having a 5-year average better than their respective proposed targets. Softening of the operating surplus ratio targets for smaller councils is a proxy of the fact that many asset renewals are undertaken using external capital funding but is still not an accurate reflection of reality.

WQAC councils were split regarding the continued use of the operating surplus ratio as an operating performance indicator, with some councils believing that the ratio should be retained with the proposed revisions to the targets and other councils believing that the ratio should be removed for very small and indigenous councils given it is largely irrelevant for these councils who are more focused on managing day to day cash flows to sustain operations rather than balancing accruals. For these councils, the operating cash ratio is considered to be far more applicable in any assessment of financial sustainability.

Further, it was indicated that elected members currently struggle to find relevance in the operating surplus ratio when their council is reporting a negative operating surplus ratio across multiple financial years. The lack of relevance of the measure for elected members is likely to remain under the proposed targets given most WQAC councils will be reporting that they are complying with a benchmark that is negative.

Group	Operating Surplus Ratio
Very Large	0% to 10%
Large	0% to 10%
Medium	-2% to 10%
Small	-5% to 10%
Very Small	-10% to 10%
Indigenous	-10% to 10%

- Should the operating surplus ratio remain as a required ratio, WQAC councils support the softening of the ratio targets for smaller councils given that the infrastructure renewal programs for these councils are consistently reliant on, and supported by, external capital funding.

Other Council Specific Comments

Council	Response
Balonne	Reducing the minimum targets for smaller councils maybe doesn't reflect reality as they should still demonstrate the true financial position. Council is keen to continue working on the revenue recognition standard and how grant income impacts the bottom line from year to year (and not always a true reflection of our true financial position should non-current grants be reduced). Rather than a traffic light system, maybe a sliding scale would alert councils that they are at increasing risk.
Barcaldine	Why have a negative target? Targets should always be greater than zero. The operating surplus ratio should be calculated with net cash flow from operating activities as the numerator instead of the operating result.
Barcoo	Council s supportive of a multi-year rolling average for this ratio, possibly 3 years to commence instead of 5 years.
Carpentaria	While it is an appropriate ratio to have, depreciation expense is likely to show council as unsustainable even with the softened target. It is expected that council will continue to look at depreciation for roads and other classes of assets and whether it accurately reflects the consumption of assets.
Cloncurry	Depreciation expense is the biggest influence on the operating result for most small councils, and it would be interesting to see the ratio net of roads depreciation.
Richmond	This ratio means nothing to councils. Councils adjust their spending depending on the amount of money in the bank and the amount of future road works required. Coastal councils can rely on their rates to cover their services and provide a profit, but this is not the case for non-mining, rural councils. This ratio will only ever be positive if a council receives sufficient external funding through grants and/or TMR contracts. If the State could guarantee a certain level of funding for TMR contracts each year to councils this ratio would cease to be an issue. Without TMR contracts most small Councils have no way of supplementing their income. Council recognises that without this income it is ultimately unsustainable. Councils also used to be able to generate an income from flood damage works but since the changes in brought in through the QRA that source of revenue has dried up.

Operating Cash (EBIDA) Ratio

Calculation

Operating Result add Depreciation and Amortisation
add Finance Costs charged by QTC

Operating Revenue

WQAC councils generally strongly support the introduction of the operating cash ratio, considering the ratio to be far more applicable in assessing operating financial sustainability than the operating surplus ratio. This new ratio will provide a clearer insight for elected members and council financial report readers of council operating performance and into whether a council is recovering base labour, materials and services costs or are relying on cash reserves to fund day-to-day operations. As the ratio excludes capital funding costs (i.e. depreciation and interest) from the operating surplus it allows a simpler assessment of whether councils are able to cover core operational expenses (including asset maintenance costs). Depreciation is a significant distorter for true assessments of operating costs and sustainability and has no immediate cash impact on councils. A negative value will highlight whether a council is going backwards.

WQAC councils perform well under the operating cash ratio when assessing historical financial performance, with all WQAC councils achieving the minimum benchmark target of greater than 0% in 2019/20, and 21 out the 22

Councils achieving at least break-even using a 5-year average. This suggests that WQAC councils are able to fund core operations (at existing service levels) provided that sufficient ongoing capital funding support is provided by the state and federal governments for infrastructure renewal programs.

Group	Operating Cash Ratio (EBIDA)
Very Large	> 0%
Large	> 0%
Medium	> 0%
Small	> 0%
Very Small	> 0%
Indigenous	> 0%

- WQAC Councils generally broadly agree with the proposed ratio target of >0%.

Other Council Specific Comments

Council	Response
Balonne	The target of 0% is too low and instead the minimum should be equivalent to 1 month's operating cash.
Barcoo	Council is supportive of a multi-year rolling average for this ratio, possibly 3 years to commence instead of 5 years.
Bulloo	Council is unsure of the effectiveness of this ratio.
Cloncurry	The ratio does not consider bad debts or slow recovery of debts. A positive target should exist, possibly set at +5%.
Doomadgee	It is very appropriate having both ratios rather than just the operating surplus ratio. Together, the two ratios give a better indication of council's position, and this ratio aids in identifying any correlations between other ratios and can help to identify any patterns that will improve council's position.
Mount Isa	Clarity is required on this ratio, as debt finance is a high risk and a financial commitment for councils. As a real cost, interest should not be grouped with notional costs such as depreciation and amortisation. A better ratio would only exclude these notional costs. Further, the name of the ratio should be reconsidered, as the variables included in the calculation (operating revenue and operating expenditure) have a very remote relationship to "cash" (e.g., accrued revenue and expenses, new standard for revenue recognition). A better name would be the EBIDA ratio. The targets should match the operating surplus ratio targets as that takes into consideration the revenue earning capacity of unique local governments.
Richmond	Operating cash is an important consideration as it can show where a council is heading – most councils will aim for a positive operating cash. Generally, it is the need to fund capital items that depletes a council's cash flow. Introducing this ratio will see most councils meeting targets, but this doesn't show the stress that many councils are actually under – as such, it is not considered to be an appropriate indicator and it should not be introduced. This ratio will constantly change with funding and TMR contracts. If you want to make the ratio interesting, remove those two features and it will give you a totally different picture.

Recommendation

4. Regarding the proposed operating surplus and operating cash (EBIDA) ratios:
 - a. That the softening of the proposed target for the operating surplus ratio for smaller councils be adopted as it is more appropriate than the current target on the basis that major renewal works are undertaken by these councils with the assistance of grant funding.
 - b. That the proposed target for the operating cash ratio of 0% be adopted.
 - c. That a five-year rolling average be included for the operating surplus and operating cash ratios.
 - d. That recognition be given to the general lack of relevance of the operating surplus ratio for very small and indigenous councils, and greater importance be placed on the operating cash (EBIDA) ratio for these councils.

Unrestricted Cash Expense Cover Ratio

Calculation

$$\frac{\begin{array}{l} \text{(Total Cash and Equivalents add Current} \\ \text{Investments add Available Ongoing QTC} \\ \text{Working Capital Facility Limit less} \\ \text{Externally Restricted Cash)} \end{array}}{\begin{array}{l} \text{(Total Operating Expenses less} \\ \text{Depreciation and Amortisation less} \\ \text{Finance Costs charged by QTC)} \end{array}} \times 12$$

WQAC councils generally broadly support the introduction of the unrestricted cash expense cover ratio as it is considered an essential measure of liquidity for small, very small and indigenous councils to identify any short-term or systematic cash flow problems. It is also believed that this ratio will be easily understood by elected members and council financial report readers.

The proposed formula excludes a council's externally restricted cash balance from total cash and cash equivalents, which is supported. However, to ensure consistent application, the department will need to provide a clear definition of what is deemed to be restricted vs unrestricted cash to provide guidance for councils in calculating the ratio properly and for auditors in reviewing ratio inputs and calculations.

Regarding the inclusion of QTC working capital facilities in the numerator, WQAC councils were mixed on whether this is appropriate or not with a slight preference in terms of relative numbers for them to be included.

A number of councils indicated that reporting on the unrestricted cash ratio will definitely add to end of year timeframes and resourcing pressures. In order to effectively implement the ratio, councils will require a template and clear guidelines. Additional support will be required for councils that may struggle with the calculations and new ratios should be included in training packages for councillors and audit committee members.

Group	Unrestricted Cash Expense Cover Ratio
Very Large	2 to 4 months
Large	3 to 6 months
Medium	3 to 12 months
Small	6 to 12 months
Very Small	6 to 12 months
Indigenous	6 to 12 months

- The unrestricted cash cover benchmark ranges from 2-12 months, with small, very small and indigenous councils having the most restrictive target range of 6-12 months due to *"the different capacities councils have to generate cash and the base cost of running a council regardless of size"*.
- WQAC questions why smaller councils have more stringent targets given they have the same relative capacity to deal with external shocks as larger councils. For example, smaller councils dealt better with recent pandemic financial shocks than larger councils given impacts on fees and charges revenue for those councils.
- WQAC strongly recommends a single target of 3-12 months for all councils irrespective of size, aligning with minimum current 3 month commercial and government benchmarks and the minimum benchmark used by QTC as part of

Other Council Specific Comments

Council	Response
Barcoo	Should there be a reference to borrowing payments within the next 12 months as these would need to be funded or would this be included in the externally restricted cash component?
Burke	This ratio should be reported annually. It would be difficult and borderline meaningless to assess over long periods of time due to the way restricted cashflows behaves; it is generally dependent on available funding projects and grants at a point in time.
Cloncurry	The ratio calculation should also include known risks that would result in a cash payment, e.g. legal and compensation issues, ongoing projects with overruns.
Doomadgee	For smaller or indigenous council the target would be more appropriate at <2 times.
Mount Isa	As a real cost, interest should not be grouped with notional costs such as depreciation and amortisation in being removed from the denominator.

Council	Response
Richmond	<p>This ratio is not supported. It shows Richmond as being “in the red” for the last five years which was a choice by council. If things get to a point where they are really tight, council is able to change its spending to suit.</p> <p>Unrestricted cash expense doesn't mean a lot as a council can change its costing to meet its budget. If it knows there will be short times ahead, then service levels can be changed to save money.</p> <p>Richmond has two different budgets, the one set each year and one that represents what it costs to operate its core business only. Council can sacrifice things like two garbage runs a week back to a single run, mowing half as regularly, stop spending on capital projects until a positive cash flow returns, holding off on all the nice to haves, etc. The extent of TMR contracts undertaken and associated revenue can significantly influence the level of service delivery provided.</p> <p>This ratio is a policy driven ratio and can be taken out of context.</p>

Recommendation

5. Regarding the proposed unrestricted cash expense cover ratio:

- a. That the unrestricted cash expense cover ratio be adopted, noting that the department will need to provide a clear definition of restricted cash to ensure consistency in the application and interpretation of the ratio.
- b. That the proposed differential targets for the unrestricted cash expense cover ratio be replaced by a single target of 3 months to 12 months on the basis that smaller councils should not be subject to more stringent requirements.

Asset Renewal Ratio

Calculation

Net Present Value of **Planned** Capital Expenditure
on Asset Renewals over 10 years

Net Present Value of **Required** Capital Expenditure
on Asset Renewals over 10 years

Many WQAC councils believe that ideally the asset renewal ratio should be the preferred ratio for all councils to assess whether required infrastructure renewal spending is incorporated into financial projections. Such a ratio would enhance the information base for managers and elected members and achieve better asset management outcomes.

However, very small and indigenous councils simply do not have the resources to effectively establish and maintain appropriate asset management plans to inform a robust calculation of the ratio to the point where they are able to be signed off as part of the annual financial statement audit process. Facilitating this outcome for smaller councils would require the provision of additional, dedicated resources and funding from the department not only for its implementation but also for ongoing management and resourcing. Otherwise, the requirement will lead to significantly increased annual operating costs and a further deterioration in financial sustainability. Further, many major asset renewal projects for smaller councils will only proceed with the assistance of capital grants, the availability of which are not known sufficiently well in advance to incorporate into long-term financial forecasts.

With the exception of a minority of WQAC councils, in general WQAC councils support the proposed approach to not mandate the introduction of the asset renewal ratio for very small and indigenous councils. Despite this, WQAC welcomes the comments in the discussion paper regarding the need to work with councils to better understand the condition and renewal required for critical infrastructure requirements and recommends that all councils including very small and indigenous councils be included in this process.

Regarding the net present value basis for the asset renewal ratio calculation, WQAC recommends for consistency purposes that the department sets and publishes the required discount rate to be used by councils for budget and annual reporting purposes on an annual basis (either via a local government bulletin or other similar publication).

There were mixed responses from WQAC councils regarding whether the asset renewal ratio should be reported on an aggregate basis or by infrastructure type.

Group	Asset Renewal Ratio
Very Large	90% to 110%*
Large	90% to 110%*
Medium	**
Small	**
Very Small	N/A
Indigenous	N/A

- WQAC considers that the asset renewal benchmark target range of 90% to 110% appears reasonable as a measure of asset sustainability.

* Very Large and Large group councils are required to publish the Asset Renewal Ratio

** Medium and Small group councils have the option of either publishing the Asset Renewal Ratio or publishing both the Asset Sustainability Ratio and Asset Consumption Ratio during the transition period. If a council does not to publish the Asset Renewal Ratio, it must include an explanation of why it is unable to report on this ratio.

Other

Council Specific Comments

Council	Response
Balonne	The target of 90-110% is too high, especially for very small councils and a target of around 70% would likely be more applicable for such councils.
Bulloo	It may be more appropriate to consider whether annual maintenance expenditure on infrastructure assets is keeping the assets in the required condition to continue providing designed levels of service (e.g., is the annual maintenance expenditure on the water treatment plant sufficient to ensure it continues to deliver potable water on demand to the community). The formula for such a ratio could be annual maintenance expenditure => depreciation for that asset. Asset renewal is a capital expenditure which is considered annually when putting together a budget, and these considerations usually take in to account the condition of the assets and the costs of restoration to acceptable levels. Whenever council has sufficient funds (either its own or externally generated), renewals are scheduled into works programs. These budgeted renewals may not necessarily reach the 90%-110% mark but are all council can afford at the time.
Burke	The asset renewal ratio should apply to all councils equally (e.g., if stormwater culverts are not replaced, this could lead to death). There is no discrimination between types of asset between a small/indigenous council or any other type of council. Renewals should be the priority focus for council over building new assets so that there is not long-term under-funding of assets.
Cloncurry	The ratio should apply to all councils even though it requires some forward asset management to be undertaken. For very small and indigenous councils, the requirements should be less rigorous. Targets should be by asset class and weighted for criticality (e.g., roads the lowest).
Mount Isa	This is a good ratio for all local governments, including small and indigenous councils. Additional support with financial modelling and asset management planning should be offered to councils. Forecasts for the first 5 years would be the most reliable compared to the later 5 years. Consideration must be given to assets that council has decided to classify as "manage to fail".
Murweh	Why include a limit of 110%?
Richmond	Applying this ratio to small councils would be a waste of time as most large asset renewals will require grant funding. Asset management plans might indicate when assets should be replaced but without certainty surrounding the cash to fund replacement then they will not be undertaken (e.g., Richmond airstrip needs to be completely redone and the project can only proceed with grant funding as council doesn't have a spare \$6 million sitting around). Rural councils cannot plan too far in the future without certainty of TMR contracts as rate income will never be enough to survive on. A better ratio would be to assess what percentage of annual capital spend is on existing assets versus new assets to highlight councils that are looking to properly maintain their assets and not increase their asset base to a size that it becomes unsustainable.
Winton	The ratio could be applied to all councils as it provides another measure of performance which can only assist councils in their decision making.

Asset Sustainability Ratio

Calculation

$$\frac{\text{Capital Expenditure on Replacement of Assets (Renewals)}}{\text{Depreciation Expenditure}}$$

Retaining the asset sustainability ratio is necessary to give some insight into asset management for very small and indigenous councils, but it must be realised that the ratio does not provide an accurate indication of sustainability when looking at single year estimates. Further, the nature of works projects in rural and remote areas often necessitates the bundling of renewal projects into lumpy investments so as to attract a greater number of tenderers, achieve economies of scale, and share mobilisation costs over a larger schedule of works. As such, there is much more value in assessing the ratio based on a 5-year rolling average.

Reporting the asset sustainability ratio by asset class would provide greater insight into the relative renewal spend on each infrastructure class, however, this would significantly increase the number of ratios required to be reported and audited. Further, the issue raised above about the lumpiness of renewal expenditures by asset class needs to be appropriately considered as it is likely a number of asset classes will not consistently achieve the 90% benchmark. Careful consideration will need to be given on the criteria guiding QAO assessment of sustainability each year. It is suggested that performance against the benchmark only be assessed at an aggregate level, with ratios by asset class (if required) reported for information purposes only.

While the majority of WQAC councils were in favour of reporting the asset sustainability ratio by asset class, the responses were definitely not unanimous with many councils indicating that such a requirement would significantly add to the administrative and compliance burden.

If the ratio is to be reported by asset class, WQAC councils support the use of the asset classes and relevant financial information reported in the property, plant and equipment (PPE) note in the financial statements (excluding assets under construction) as the basis for ratio calculations, as this will simplify the process to calculate the ratios during financial statement preparation when timeframes are already tight. It is, however, important to understand that the asset classes currently included within the PPE note differ by council.

There will likely be additional work required for councils when calculating the asset sustainability ratio by asset class as part of the annual budget adoption process, with most councils currently not providing a level of detail in budget papers required in the annual financial statements. Based on the timing of the reporting cycle, it is likely that estimates will be used for ratio calculation purposes in budget documents.

Consideration may need to be given to including the plant and equipment asset class in the calculation of the asset sustainability ratio, given many WQAC councils rely on fit for purpose operational fleet and yellow plant to deliver services to the community in addition to contract works.

Group	Asset Sustainability Ratio
Very Large	N/A*
Large	N/A*
Medium	> 90%**
Small	> 90%**
Very Small	> 90%**
Indigenous	> 90%**

- WQAC supports the retention of the current >90% minimum target benchmark for very small and indigenous councils not reporting against the asset renewal ratio.
- It is suggested that asset sustainability ratio performance against benchmark be assessed at an aggregate level for QAO assessment purposes, with ratios by asset class (if required) reported for information purposes only.

* Very Large and Large group councils are required to publish the Asset Renewal Ratio

** Medium and Small group councils have the option of either publishing the Asset Renewal Ratio or publishing both the Asset Sustainability Ratio and Asset Consumption Ratio during the transition period. If a council does not to publish the Asset Renewal Ratio, it must include an explanation of why it is unable to report on this ratio.

Other Council Specific Comments

Council	Response
Balonne	Council disagrees with the premise of the asset sustainability ratio that it is required to spend 90% of its depreciation expense (~\$6.5 million) on asset renewal per annum, as this does not take into consideration the long life of some assets and required renewal programs.
Barcoo	This ratio does not consider decisions made by council in relation to assets which are not intended to be replaced at the end of their useful life.
Bulloo	Breaking down into asset classes may be useful for decision making within council, but irrelevant when discussing overall sustainability.
Burke	Reporting this ratio for each class would be overly complex and would work against the aim to simplify council reporting. Councils should also be capable of internally reviewing the breakdown in accordance with their asset management programs.
Carpentaria	It will take some time for councils to be able to best report this for individual asset classes until robust asset management plans have been developed. Council has undertaken a condition assessment for some of its assets that it can build individual asset plans for the various classes of assets so the initial ratio calculations will largely be based on the current financial information. Some assets also may not wish to be replaced by council.
Cloncurry	For consistency, flood damage costs should be excluded. NDRRA works are a mixed bag, with some councils expensing these costs and others capitalising these costs. What method is used can have a significant impact on the asset sustainability ratio.
Maranoa	Maranoa has concerns with asset sustainability ratios per asset class being assessed on an annual basis. With regional and remote councils, it is sometimes more appropriate to "bank" asset renewals by class into a single major project (e.g., sewer relining, stormwater relining, bitumen resealing). Rather than complete small projects every single year, councils may group works into a larger package and complete this work every few years. One of the main reasons for this is trying to achieve greater value for money via a large offer of work given the considerable mobilisation costs associated with undertaking works in rural and remote Queensland. It would not be uncommon to pay in the order of \$30,000 to mobilise an asphalt crew from South-East Queensland to the Maranoa Region. To avoid having to pay this on an annual basis, by grouping into a large work package you can drive down unit rates to complete works through both economies of scale and shared apportioning of the cost of mobilisation over a larger works project.
Mount Isa	Clarification is required on why there is a focus on infrastructure assets only. It would be better to get an aggregate across all asset classes and a breakdown by asset class (all classes). However, reporting for each infrastructure class should be optional.
Richmond	The asset sustainability ratios mean very little as councils will only spend money on assets when they break or they get funding. Councils don't make enough money to set aside constrained cash reserves for future capital but rather plan for the major works a few years ahead at best. It is important that this ratio be taken in context when assessing a council's sustainability. Councils should be able to explain the significant variances from year to year to the government if/when required.

Asset Consumption Ratio**Calculation**

Written Down Replacement
Cost of Depreciable Assets

Current Replacement Cost of
Depreciable Assets

WQAC councils support the introduction of the asset consumption ratio as it is a simple to understand ratio that can be used to assess renewal funding pressures and asset condition for council infrastructure assets (less so for plant and equipment). WQAC councils perform satisfactorily against the proposed ratio, with 21 out of 22 councils achieving a result greater than 60% when comparing historical financial performance (2019/20 financial year and 5 year average).

Should the asset sustainability ratio be reported by infrastructure asset class, most WQAC councils believed that it would also be appropriate to report the asset consumption ratio by asset class. Should this occur, WQAC councils also recommend the relevant information reported in the PPE note in the financial statements be used as the basis for calculation. There will also be additional work required for councils when calculating the asset consumption ratio by infrastructure asset class as part of the annual budget adoption process.

Group	Asset Consumption Ratio
Very Large	N/A*
Large	N/A*
Medium	> 60%**
Small	> 60%**
Very Small	> 60%**
Indigenous	> 60%**

* Very Large and Large group councils are required to publish the Asset Renewal Ratio

** Medium and Small group councils have the option of either publishing the Asset Renewal Ratio or publishing both the Asset Sustainability Ratio and Asset Consumption Ratio during the transition period. If a council does not to publish the Asset Renewal Ratio, it must include an explanation of why it is unable to report on this ratio.

- WQAC councils consider the minimum ratio benchmark of 60% to be reasonable.
- It is suggested that asset consumption ratio performance against benchmark be assessed at an aggregate level for QAO assessment purposes, with ratios by asset class (if required) reported for information purposes only.

Other Council Specific Comments

Council	Response
Barcoo	There should be a reference to assets that are not intended to be replaced at the completion of their useful life.
Bulloo	While a ratio <60% may suggest a council is unable to renew/upgrade infrastructure as it ages, good maintenance may keep these assets functioning at required service levels.
Burke	Reporting this ratio for each class would be overly complex and would work against the aim to simplify council reporting. Councils should be capable of internally reviewing the breakdown in accordance with their asset management programs. For smaller councils, 60% will be difficult to achieve due to the constraints placed on council from available grant funding and own sourced funds.
Cloncurry	The ratio is a bit meaningless given that new assets in each class will impact the ratio and individual assets that are near end of life at not disclosed. Overall, the ratio does not provide key information except in extreme circumstances.
Flinders	Target of 40% is more realistic due to the long useful life of infrastructure assets and the level of maintenance of assets.

Recommendation

6. Regarding the proposed asset ratios:

- That the asset renewal ratio and the associated proposed target range of 90% to 110% only be adopted for the small to very large council groupings.
- That the discount rate underlying the calculation of the asset renewal ratio be set and published by the department on an annual basis to ensure consistency in the application and interpretation of the ratio.
- That any asset management capacity building supported by departmental resources be rolled out across the sector inclusive of the very small and indigenous councils, despite these councils not having to report on the asset renewal ratio.
- That the asset sustainability and asset consumption ratios be adopted for the very small and indigenous council groupings.
- That the proposed targets for the asset sustainability and asset consumption ratios of >90% and >60%, respectively, be adopted, on the basis that performance against the asset sustainability ratio target is assessed using a 5-year average given the lumpiness of renewal projects.
- That the benefits vs costs of reporting the asset sustainability and asset consumption ratios by asset class be appropriately considered, and if reporting by asset class is adopted then the asset classes and relevant information reported in the property, plant and equipment note in council financial statements (excluding assets under construction) be used as the basis for ratio calculations.
- That asset sustainability ratio performance against benchmark be assessed at an aggregate level for QAO assessment purposes, with ratios by asset class (if required) reported for information purposes only.

Leverage Ratio

Calculation

Book Value of Debt

Operating Cash (EBIDA)

WQAC councils support the introduction of the leverage ratio which appears an appropriate replacement for the net financial liabilities ratio and is a more easily understood debt servicing capacity measure for elected members and readers of council financial reports.

Most WQAC councils perform well under the new ratio, with 19 out of 22 councils having a 5-year average lower than the upper threshold of 3 times.

Many WQAC councils did not support the proposed ratio calculation in its current form, instead recommending that the numerator should deduct unrestricted cash, cash equivalents and investments which should be considered when assessing a council's debt servicing capacity.

Group	Leverage Ratio
Very Large	< 4 times
Large	< 4 times
Medium	< 3 times
Small	< 3 times
Very Small	< 3 times
Indigenous	< 3 times

- WQAC considers that the leverage ratio benchmark of less than 3 times appears reasonable as a measure of debt servicing capability for WQAC councils and indicates the lower operating cash (EBIDA) performance of smaller councils when compared with large and very large councils.

Other Council Specific Comments

Council	Response
Bulloo	What is the relevance of this ratio to a council with no QTC borrowings, as it excludes all other liabilities?
Burke	Having a ratio that is centred on cash itself as a comparison to liabilities is a more realistic and conservative ratio to assess performance against, particularly given that rates receivable are not easily callable like general debtors.
Carpentaria	Externally restricted cash should be excluded from the denominator.
Flinders	Do not agree that the net financial liabilities ratio should be replaced by the leverage ratio as councils need to be in a position to service all of their liabilities by its operating revenues, of which the QTC debt is only a part. Externally restricted cash should be deducted from the denominator as operational grant funding cannot be used to service QTC debt.
Richmond	Current interest rates need to be considered as the risk is low under current low interest rates. If the interest rate is looking like increasing significantly, council would look to change its restricted cash components and pay loans out instead. This ratio also needs to be looked at with what future funding is available too. If there are no TMR contracts forthcoming in the Q-Trip modelling then council's ability to repay debt could be questioned. Debt should always be measured by the ability to pay (as done by the banks). The cash that a council has should be measured against its debt. Richmond for example could repay its loan tomorrow and still operate efficiently. It is a choice not to pay but rather manage cash supplies in case there is an emergency and funds are needed.

Debt per Capita Ratio

Calculation

Book Value of Debt

Estimated Population

WQAC councils definitely do not support the introduction of the debt per capita ratio. It should be removed from the sustainability assessment framework altogether as it does not add any value nor insight in assessing a council's financial sustainability nor does it (i.e. resident population) accurately reflect a council's ability to repay debt. Small, very small and indigenous councils with limited resident population bases will find it extremely difficult to borrow without breaching the proposed ratio benchmark. Further, no details are provided within the

discussion paper regarding the basis for the \$4,000 per person benchmark which appears to be an arbitrary figure.

Should debt per capita be introduced as a ratio, WQAC councils do not support the proposed ratio calculation in its current form. It is recommended that the numerator should deduct cash and cash equivalents and investments which should be considered when assessing a council's debt servicing capacity (with externally restricted cash not deducted). The ratio also ignores any debt raised to fund revenue generating and other non-council assets and infrastructure that have revenue streams to service interest and redemption payments that have no correlation with population numbers.

Group	Debt Per Capita
Very Large	< \$4,000
Large	< \$4,000
Medium	< \$4,000
Small	< \$4,000
Very Small	< \$4,000
Indigenous	< \$4,000

- WQAC cannot comment on the appropriateness of the debt per capita benchmark of less than \$4,000 per person as no supporting information for the basis of the benchmark was provided – at face value, it appears arbitrary and inappropriate.

Other Council Specific Comments

Council	Response
Barcaldine	The number of rateable properties is a better indicator than resident population.
Boulia	The ratio could have a negative impact on those councils who have a small population but generate significant dollars from non-residential rateable properties such as mining.
Burke	Assessing debt per rateable property would be a more realistic approach to looking at assessing council debt management performance than debt per capita. Ultimately debt should be used for the growth of rateable returns with few other reasons for small councils to take on debt.
Mount Isa	Such a ratio may add value to consideration prior to borrowing, but there is little value in reporting it after the fact.
Winton	If introduced, the book value of the debt should be reduced by the amount of any loans taken out which are being repaid to councils by individuals or groups.

Recommendation

7. Regarding the proposed leverage and debt per capita ratios:

- That the leverage ratio and associated proposed targets be adopted in place of the current net financial liabilities ratio, noting that the numerator should be debt less unrestricted cash, cash equivalents and investments rather than (gross) debt alone.
- That the debt per capita ratio be removed altogether from the sustainability assessment framework as it does not add any value nor insight in assessing a council's financial sustainability nor does it accurately reflect a council's ability to repay debt.

Q7: Do you support a five-year rolling average for the operating surplus ratio and operating cash ratio? Should this be expanded to other financial and asset sustainability ratios?

WQAC councils generally broadly support the reporting of the 5-year rolling average for both the operating surplus ratio (should it remain for very small and indigenous councils) and the operating cash ratio. Reporting on these ratios on both a single year basis and 5-year rolling average basis would help to smooth out anomalies and appropriately provides greater insight for councils, their communities and the department / QAO to understand short-term and broader recent council performance, which will assist in identifying performance trends and developing responses where required.

Regarding the expansion of the 5-year rolling average to other ratios, an argument exists that for consistency purposes all ratios should be reported on both a single year and 5-year rolling average basis to allow consideration of trends across all financial ratio components. However, WQAC councils were mixed in their

responses regarding this aspect. Some ratios suit reporting at a single year only (e.g., unrestricted cash expense cover ratio, asset renewal ratio, asset consumption ratio). The asset sustainability ratio, however, must be reported on a 5-year rolling average basis.

Recommendation

- 8. Regarding the potential expansion of a 5-year rolling average to other financial and asset ratios:**
 - a. That a 5-year rolling average be applied to the asset sustainability ratio.
 - b. That while an argument exists for the remaining ratios to be reported on both a single year and 5-year rolling average basis for consistency purposes, but there are definitely some ratios that suit reporting at a single year only (e.g., unrestricted cash expense cover ratio, asset renewal ratio, asset consumption ratio) and as such an assessment of the benefits vs costs of the additional reporting and audit effort must be considered.

Q8: Do you foresee any difficulties for your council reporting on the asset sustainability ratio by infrastructure asset class?

As outlined earlier in this submission, WQAC councils generally do not consider that reporting the asset sustainability ratio by infrastructure class will be particularly onerous provided that the PPE note incorporated in the annual financial statements is the basis of the calculations, as this information is already prepared on an annual basis. There will, however, be additional work for councils when calculating the asset sustainability ratio by infrastructure asset class as part of the annual budget adoption process, with most councils currently not providing this level of detail in budget papers.

The discussion paper does not provide detail regarding how an overall assessment of performance against the asset sustainability ratio will be made if ratios per asset class are required to be calculated. This will need to be clarified and discussed to understand the likely implications for asset sustainability risk assessment. Reporting of performance against the benchmarks should only be assessed at an aggregate level, with ratios by asset class (if required) reported for information purposes only.

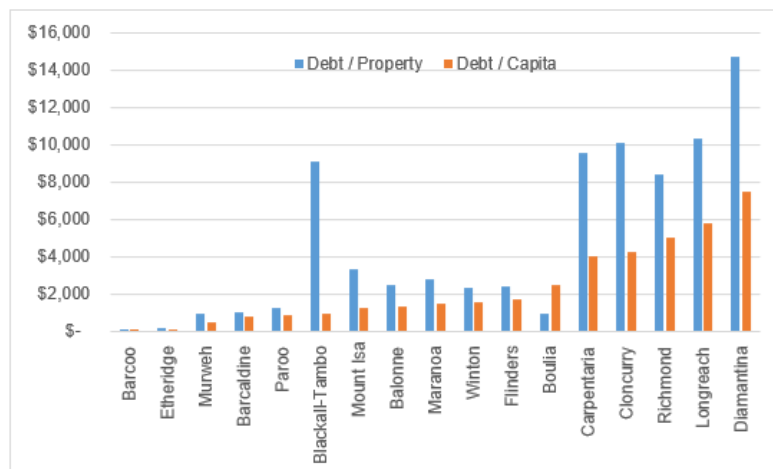
Q9: Do you have any feedback on the proposed transition timeframe to implement the asset renewal ratio?

Regarding the proposed transition timeframe to implement the asset renewal ratio, at face value the transition for the two small WQAC councils to which the ratio applies appears appropriate. Common sense would suggest that as the department rolls out asset management capacity building support to all councils to develop asset management maturity, there may need to be some degree of flexibility in the proposed timeframe if required.

Q10: Do you think a debt per capita or debt per rateable property ratio provides insight into a council's financial sustainability?

As outlined earlier, the debt per capita ratio is deemed inappropriate. While a debt per rateable property ratio is more appropriate, it is still deemed to be inappropriate and not reflective of debt a WQAC council's ability to repay debt given that individual properties contribute different amounts of rates depending on their size and value (e.g. a large mine vs a normal residential household) and an array of other considerations. The figure below (based on 2019/20 performance for WQAC councils holding debt) provides an indication of the challenges of reporting this measure on either a per capita or per property basis.





Q12: Do you think implementing the new ratios for the 2022-2023 reporting period is appropriate?

WQAC councils understand the need to implement the new sustainability framework, including the revised financial and asset ratios in 2022-23, however the discussion paper is unclear on whether the reporting period requirement also includes reporting of the ratios for the 2022-23 budget (with section 169 of the *Local Government Regulation 2012* currently requiring the three ratios to be reported for the budget year and following 9 financial years).

If the expectation is that councils will be required to report on the revised ratios in both the next budget and annual financial statements, WQAC does not support this timeframe given most if not all councils will be beginning their 2022-23 budget processes well before the finalisation and publication of a new financial management guideline. Further, the department will need to develop training and guidance materials to support the implementation of the agreed financial and asset sustainability ratios to inform councillors and key staff of the changes.

The agreed framework, supporting ratios and issues identified from the responses to the discussion paper will need to be finalised, bedded down (with changes required to the *Local Government Regulation 2012*) and then communicated with enough lead time to ensure key ratio influenced budget decisions are informed by appropriately educated staff and elected officials, which would be unlikely to occur before the second quarter of 2022.

WQAC recommends that for consistency and transparency purposes it would be more appropriate for Councils to begin to report on the new ratios for the 2023-24 budget, annual report and financial statements. It may be possible for the new ratios to be reported as part of the 2022-23 annual report and financial statements, but definitely not the 2022/23 budget.

Clarity will also be required regarding the asset renewal ratio transition period and implications regarding the reporting of the ratio in the budget and long-term financial plan from 2027-28.

Recommendation

9. Regarding the proposed implementation timeframes:

- That reporting on the new measures cannot happen in time for the 2022-23 budget, with the earliest reporting date being for the 2022-23 annual report and financial statements – it may be more appropriate for reporting to occur from 2023-24.
- That the transition towards the reporting of the asset renewal ratio for WQAC small grouping councils (Maranoa and Mount Isa) by 2027-28 appears appropriate, pending provision of appropriate assistance by the department to these councils.

Q13: What training and guidance material would assist your council to implement the proposed financial and asset ratios?

WQAC recommends that the provision of timely and ongoing education, training and guidance materials will be essential to ensure that key staff and councillors are effectively communicated regarding the new framework and revised financial and asset ratios. How this training will be delivered will likely be dictated by the current pandemic with a risk-based approach taken regarding any potential face to face sessions.

WQAC recommends that training will need to be staged and specifically delivered separately for councillors and staff to achieve the required outcomes, with sessions to occur as follows:

- *General initial overview sessions / papers* for councillors and senior executives of the final adopted framework, including further specifics and timeframes regarding the implementation of the remaining elements of the sustainability framework (governance, compliance, and operating environment).
- *Technical overview sessions / papers / calculation templates / FAQs* for key finance and other council staff regarding the financial and asset ratios (calculations, application, etc.).
- *Further overview sessions / papers* for councillors and senior executives once specific additional elements of the sustainability framework have been developed (expected to include any potential regulatory changes, reporting requirements, financial implications and so on).
- *Specific technical training and support models* provided to key staff to enhance the asset management capability in identified councils to ensure that sufficient capacity is created to support the need to move towards asset ratio compliance moving forward.
- *Preparation of a streamlined audit process for the sustainability framework* including financial and asset ratios, with training programs targeted at contract auditors and audit committees to ensure that the proposed framework does not result in increased audit effort and associated costs.

One council indicated that involving QTC in the process would be useful to ensure that the ratios are effectively included within the forecasting tool used by the majority of councils, but also a stand-alone option be produced within a spreadsheet for those not using the forecasting tool.

A number of councils indicated that reporting on selected ratios will definitely add to end of year timeframes and resourcing pressures. In order to effectively implement the ratios, councils will require a template and clear guidelines. Additional support will be required for councils that may struggle with the calculations and new ratios should be included in training packages for councillors and audit committee members. Possible courses of action for councils when targets are not met and benchmarking would also be of assistance to councils.

WQAC councils were uncertain over the implications of the framework as a whole on audit effort, time and costs, and it is clear that a streamlined approach that required the least effort would be most beneficial to all parties involved. The department should work with the QAO to establish an audit process that minimises this effort and associated costs, with the training program also including contract auditors and audit committees.

Recommendation

10. Regarding the assistance required for councils to effectively transition to the new sustainability framework:

- a. That comment can only be made on the implementation of the new financial and asset ratios, given a lack of information on the operating environment, governance and compliance elements of the sustainability framework.
- b. That clear templates and guidelines be produced for the new suite of asset and financial ratios as early as possible to allow for effective transition and to minimise the compliance and administrative burden on councils and auditors.
- c. That training be staged and specifically delivered separately for councillors and staff to achieve the required outcomes, including general initial overview sessions/papers, technical overview sessions/paper/calculation templates/FAQs, further overview sessions/papers, and specific technical training and support models.

- d. That the department work with the QAO to establish an audit process that minimises resourcing effort and associated costs, with the training program to also include contract auditors and audit committees.
- e. That the quantitative and qualitative criteria underpinning council sustainability (risk) assessments against each element be incorporated into the revised sustainability guideline and training.
- f. That appropriate asset management capacity building be facilitated by departmental resources to all councils irrespective of whether they are required to report on the asset renewal ratio.



OTHER CONSIDERATIONS

WQAC councils raised additional issues that should be considered by the Department, as outlined below.

Financial Sustainability Risk Assessment Criteria

The current 2013 financial management guideline provides no specific criteria regarding how an overall assessment of financial sustainability is made for councils. As a result, the QAO set its own criteria to assess overall financial sustainability risk assessment per council as part of its annual audit process, which is subsequently reported by the auditor general to the Queensland parliament. The current criteria is outlined below:

Figure 12
Our risk assessment criteria for financial sustainability measures

Relative risk rating measure	Operating surplus ratio	Net financial liabilities ratio	Asset sustainability ratio
Higher	Less than negative 10% (i.e. losses) ●	More than 80% ●	Less than 50% ●
	Insufficient revenue being generated to fund operations and asset renewal	Potential long-term concern over ability to repay debt levels from operating revenue	Insufficient spending on asset replacement or renewal, resulting in reduced service levels and increased burden on future ratepayers
Moderate	Negative 10% to zero (i.e. losses) ●	60% to 80% ●	50% to 90% ●
	A risk of long-term reduction in cash reserves and inability to fund asset renewals	Some concern over the ability to repay debt from operating revenue	Irregular spending or insufficient asset management practices, creating a backlog of maintenance/renewal work
Lower	More than zero (i.e. surpluses) ●	Less than 60% ●	More than 90% ●
	Generating surpluses consistently	No concern over the ability to repay debt from operating revenue	Likely to be sufficiently replacing or renewing assets as they reach the end of their useful lives

Source: Queensland Audit Office.

Source: QAO

Once finalised, the sustainability framework will need to incorporate specific criteria to ensure that sustainability risk for councils is appropriately calculated and reported. The department will need to develop this criteria in consultation with key stakeholders and agencies and it should be adopted with the new guideline once adopted. The criteria will likely require both qualitative and quantitative measures to ensure that all elements of the proposed framework are appropriately incorporated in an overall risk assessment of a council's sustainability.

Monthly Financial Reporting

Section 204 of the *Local Government Regulation 2012* requires a council to prepare a financial report which must be presented monthly to state progress made against the adopted budget. Currently, the regulation is not prescriptive regarding the content to be included in a financial report, and it is left to each council to decide on the content to be included in the report.

While it is recommended that the regulation not be amended to mandate monthly financial reporting requirements, there is an opportunity for the department to provide best practice guidance surrounding monthly financial reporting for councils to aspire to. For example, best practice may include appropriate reporting against a number of key ratios to ensure councillors are appropriately informed during the course of a financial year on a council's financial position.

The Financial Sustainability of WQAC Councils

It should be noted here that changing the sustainability framework will do nothing to assist in ensuring the sustainability of WQAC councils and sustainability challenges will remain following implementation of the framework. As such, it is extremely important that further progress be made on the following aspects:

- Provision of increased operational grant funding to WQAC councils.
- Commitment to long-term, steady state grant funding to avoid the 'boom' and 'bust' cycle of grant programs.
- Adoption of allocative funding models that provide funding certainty and simple administrative arrangements.
- Provision of support to council planning, budgeting and project delivery processes by not requiring 'shovel ready' projects.
- Not precluding grant funding on replacement and renewal projects for councils, given that new assets may work to deteriorate financial sustainability for councils with stagnant or declining populations.

Recommendation

11. Regarding the assistance required to improve the sustainability of WQAC councils:

- a. That increased operational grant funding be made available to WQAC councils.
- b. That there be a commitment to long-term, steady state grant funding to avoid the 'boom' and 'bust' cycle of grant programs.
- c. That allocative funding models be adopted to provide funding certainty and simple administrative arrangements.
- d. That support be provided to council planning, budgeting and project delivery processes by not requiring 'shovel ready' projects.
- e. That grant funding programs not preclude replacement and renewal projects, given that the addition of new assets will only work to deteriorate financial sustainability for councils with stagnant or declining populations.





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11.10 MANAGEMENT FEE FOR CAMPSITE MANAGEMENT AGREEMENT CAMOOWEAL TOWN COMMON (WESTERN SEVERANCE)

Document Number: 755142

Author: Manager Finance and Information Technology

Authoriser: Director Corporate and Community

Directorate: Corporate and CommunityCorporate and Community

Portfolio: Finance, Customer Services, Economic Development, Promotion & Community Development, Arts

EXECUTIVE SUMMARY

The Campsite Management Agreement has been prepared for the Georgina River, Lakes Francis and Canellan camping areas. Council's consideration is required on the proposed Management Fee for this agreement.

RECOMMENDATION

THAT Council approves the Campsite Management Agreement's Management Fee be set at a peppercorn rent of \$1.00, if requested.

OVERVIEW

Subject to Council resolution OM19/09/21 (below) a Campsite Management Agreement for the Georgina River, Lakes Francis and Canellan camping areas over land described as part of Lot 21 on Survey Plan 135293 has been prepared; to complete this document and to ensure that due process has been undertaken in regard to setting the fee, a resolution is required for the proposed Management Fee.

Given the Campsite Management area sits within an existing lease area which rent is paid over, it is proposed that the management fee paid to Council be reflected by way of a peppercorn rent. A peppercorn rent is a token rent.

Resolution**14.3 PROPOSED CAMPSITE MANAGEMENT AGREEMENT CAMOOWEAL TOWN COMMON (WESTERN SEVERANCE)****RESOLUTION OM19/ 09/21**

Moved: Cr Phil Barwick

Seconded: Cr George Fortune

THAT Council agree to enter into a Campsite Management Agreement for the management of the Georgina River, Lakes Francis and Canellan camping areas with the new lessees over land described as part of Lot 21 on Survey Plan 135293.

CARRIED

Conclusion

In order to complete the Campsite Management Agreement, a Management Fee is required. It is recommended that Council agree to a peppercorn rent of \$1.00, if requested.

BUDGET AND RESOURCE IMPLICATIONS

- Ongoing costs to Council for maintenance of the areas where the Campsite Management Agreement is not undertaken
- Possible environmental impact fine and restitution costs
- Preparation of the Campsite Management Agreement

LINK TO CORPORATE PLAN

Theme:	4.	Healthy Environment
Strategy:	4.9	Protect the natural environment of reserves under Council control via strategic natural resource management

CONSULTATION (INTERNAL AND EXTERNAL)

Consultation with MICC Chief Executive Officer, Revenue Department, Development and Land Use and Manager, Finance and Information Technology.

LEGAL CONSIDERATIONS

Not applicable

POLICY IMPLICATIONS

Not applicable

RISK IMPLICATIONS

Obligation as trustees to ensure environmental compliance with the *Environmental Protection Act 1994*.

HUMAN RIGHTS CONSIDERATIONS

Consideration has been given to protect human rights in accordance with Council's Human rights Policy.

RECOMMENDATION OPTIONS

THAT Council approves the Campsite Management Agreement's Management Fee be set at a peppercorn rent of \$1.00, if requested.

OR

THAT Council do not approve the Campsite Management Agreement's Management Fee be set at a peppercorn rent of \$1.00, if requested.

ATTACHMENTS

Nil

12 INFRASTRUCTURE SERVICES REPORTS

12.1 WATER AND SEWERAGE OVERVIEW REPORT

Document Number: 754123

Author: Administration Officer

Authoriser: Director Infrastructure Services

Directorate: Infrastructure ServicesInfrastructure Services

Portfolio: Environmental Management, Waste Management, Environmental Health, Water and Sewerage, Local Laws, Camooweal

EXECUTIVE SUMMARY

October/November 2021 Water and Sewerage Overview Report presented to Council for information and consideration.

RECOMMENDATION

THAT Council receives and accepts the October/November 2021 Water and Sewerage Overview Report.

OVERVIEW

Water Network

Work continued on the main replacement program in October. The water main in Milne Bay Road was replaced, as was 170 metres on Sunset Drive. The budget for mains replacements has been expended and attention will turn to other areas. Valve replacement works resumed in November. Over 20 sluice valves in the Sunset area have been replaced so far.

Drinking Water Quality Management Plan

An audit of Council's Drinking Water Management Plan was undertaken in October. The audit is due every four years. Nothing untoward was turned up by the auditor. The final version (yet to be received) will contain a few Opportunities for Improvement, but no surprises.

Smart Water Meters

The long-awaited Smart Water Meter Program commenced in November, starting with the installation of commercial meters. The first batch of 183 20mm residential meters arrived in Mount Isa on 25 November and installation began on Monday, 29 November. The first 500 residential meters will be installed prior to 17 December, when the next meter read is due to kick off.

Sewer Main Relining

Interflow completed the relining work in early October. The only items outstanding are the sealing off of property connections. This is nearing completion as well. The Contract should be completely finished by 31 December.

Visit by Regulator

Officers from the Queensland Water Supply Regulator visited Mount Isa on 25-26 October. They wanted to see firsthand how Council was implementing the actions in its Improvement Plan submitted to them in April and to verify the claimed progress reported in October.

The officers were very pleased with progress and glowing in their praise of Council's efforts.

KEY PERFORMANCE INDICATORS – WATER AND SEWER

NPR ¹ Code	Parameter	Annual ² Target	October 2021	November 2021	
WATER					
IA8	Number of water main breaks	95	8	6	●
A8	Water main breaks per 100km of water main ³	52	3.91	2.39	●
IH3	Microbiological compliance ⁴	98%	100%	100%	●
IA14	Number of sewer mains breaks and chokes	42	1	3	●
A14	Sewer main breaks and chokes per 100 km of sewer main ⁵	25	0.53	1.59	●
CUSTOMER					
IC9	Number of water quality complaints	10	1	0	●
C9	Number of water quality complaints per 1,000 properties	0.7	0.14	0	●
IC10	Number of water service complaints	10	0	0	●
CS10	Water service complaints per 1,000 properties	0.7	0	0	●
IC11	Number of sewerage service complaints	5	0	0	●
CS11	Sewerage service complaints per 1,000 properties	0.4	0	0	●
SEWER					
	Reportable sewage overflows ⁶	15	0	0	●
	Sewage treatment plant compliance ⁷	>80%	100%	100%	●

¹ NPR = National Performance Reporting Code

² Targets based on 2019/20 actuals

³ Based on 204.7 kilometres of water main in Mount Isa & Camooweal.

⁴ The %-age of the total population served where compliance with the microbiological requirements are met.

⁵ Based on 189.1 kilometres of sewer main in Mount Isa & Camooweal.

⁶ Sewage overflows reported to environmental regulator.

⁷ Based on overall plant compliance

WATER NETWORK RELIABILITY

Unplanned interruptions

Table 1 – Unplanned interruptions

Parameter	Jul	Aug	Sep	Oct	Nov	Dec	YTD
Number of unplanned interruptions	16	11	12	12	7		58
Number due to breaks/leaks	9	7	6	8	6		36
Number restored within 5 hours	11	7	10	6	5		39
Average number of properties affected	11	16	19	19	14		16
Average response time (h:mm) ⁸	3:12	4:44	15:08	21:29	0:28		9:25
Average hours to rectify (h:mm)	2:07	1:58	1:43	1:33	2:51		1:59

Planned interruptions

Table 2 - Planned interruptions

Parameter	Jul	Aug	Sep	Oct	Nov	Dec	YTD
Number of planned interruptions	4	6	4	1	4		19
No. restored within 5 hours	0	2	3	1	3		9
Average time to rectify (h:mm)	7:00	6:20	4:45	4:30	3:30		5:13
Average number of properties affected	38	110	19	150	92		82

Notable incidents⁹

Two jobs in October significantly skewed the average response time. The response time is measured from the time that a call is received regarding an issue, to the time someone shows up on site to assess or respond to the issue.

The first occurred in Opal Street on 18 October. The job was reported on Friday afternoon and was attended to 65 hours later on Monday morning. The subsequent shutdown and replacement of a ferrule took 45 minutes.

The second, was a water leak reported in Camooweal on 19 October. As the leaks were minor, crews were not mobilised until the following week, 187 hours after being reported. Two water main leaks were repaired on Nowranie Street. The crew overnighted in Camooweal and additional water leaks and other maintenance issues were also addressed during the same trip.

Valve replacements in Sunset resulted in widespread outages. Customers were notified in advance of these shutdowns. The high average number of properties affected is a result of the valve replacement project.

⁸ This information is not consistently recorded. This will be addressed by the new Maintenance Management System.

⁹ Breaks not rectified within 5 hours, interruptions affecting > 30 customers.

WATER QUALITY COMPLIANCE

Mount Isa City Council is a registered water service provider under the *Water Supply (Safety & Reliability) Act 2008* and is therefore required to operate under an approved Drinking Water Quality Management Plan.

Non-compliances are summarised below.

Microbiological

Table 3 – Microbiological (*E.coli*) non-compliances

Date of incident	Sample location	E.coli (MPN/100mL)	Cause of problem	Corrective actions undertaken
Nil				

Turbidity

Table 4 – Turbidity non-compliances

Date of incident	Sample location	Turbidity (NTU)	Cause of problem	Corrective actions undertaken
Nil				

Trihalomethanes

Table 5 – Trihalomethane (THM) non-compliances

Date of incident	Sample location	THM (µg/L)	Cause of problem	Corrective actions undertaken
Nil				

Notable incidents

An incident occurred in the Duchess/Old Mica Creek Road area on 12 October. The chlorinator at SPS12 was out of calibration and was overdosing. The levels down Old Mica Creek Road were as high as 4 mg/L. This is not a health issue but prompted further monitoring.

The additional monitoring showed more issues. The root cause was finally traced to a piece of plastic swarf jamming the chlorine injector. The swarf came from drilling holes in the dosing tank during the installation of the chlorinator.

The area was flushed to return chlorine levels to normal. The chlorinator was left off-line until the cause had been verified. An alarm and an interlock are now in place to ensure that if there is a similar issue, it is caught earlier.

COMPLAINTS

Table 6 – Complaints¹⁰ by category for 2020-21, based on customer requests

Category	Jul	Aug	Sep	Oct	Nov	Dec	YTD
Water							
Quality	0	0	0	1	0		1
Pressure	0	0	0	0	0		0
Taste/odour	0	0	0	0	0		0
Service	0	0	0	0	0		0
Other	0	0	1	2	0		3
Sewer							
Sewage odours	0	0	0	0	0		0
Other	0	0	1	0	1		2
Total	0	0	2	3	1		6

Notable incidents¹¹

Council doesn't have a uniform system for recording and reporting complaints. By default, 'complaints' are taken to be Administrative Action Complaints, which doesn't represent very well the day-to-day concerns raised by customers. A better system of capturing and recording water and sewer complaints is being investigated.

A complaint was received in October regarding water quality on Old Mica Creek Road. This incident is discussed in the preceding section.

Council also received a complaint regarding its clean-up efforts following a sewer overflow at Fornax Street. This is discussed in the following section.

The additional two complaints were regarding behaviour of Council staff.

¹⁰ 'complaint' means a written or verbal expression of dissatisfaction about an action, proposed action or failure to act by the water business unit, including a failure of the water business unit to observe its published policies, practices or procedures. Definition provided by Victorian Essential Services Commission.

¹¹ Significant incidents related to complaints.

OUR ENVIRONMENT**Sewerage Network Reliability****Blockages and Overflows***Table 7 – Sewer blockages and breaks*

Parameter	Jul	Aug	Sep	Oct	Nov	Dec	Total
Number of sewer blockages/breaks	4	9	4	1	3		21
Number restored within 5 hours	4	6	2	1	2		15
Average outage duration (h:mm)	0:28	2:20	1:58	3:39	0:23		1:41

Table 8 - Sewer overflows

Parameter	Jul	Aug	Sep	Oct	Nov	Dec	Total
Number of sewer overflows	0	2	0	0	1		2
Number contained within 5 hours	0	2	0	0	1		2
Spills impacting properties	0	0	0	0	0		0
Reportable overflows ¹²	0	0	0	0	0		0

Notable incidents¹³

Council attended a sewer blockage and associated sewer spill at 37 Fornax Street on Sunday, 28 November. The blockage was cleared, the sewage in the immediate vicinity of the spill cleaned up and the area thoroughly disinfected.

Council staff attended the site again to review the work. The residents were very unhappy, as the raw sewage had flowed under the house. The spill point was the house drainage overflow relief gully, which unfortunately is under the house. Council has no means of cleaning up under a house.

The residents were advised that, as this is an insurable event, they should contact their insurer for advice. The residents were even more unhappy at this point as they believed that Council 'owned' the sewage. They did eventually contact a suitable contractor to carry out the work.

¹² Overflows are reportable if the spill reaches a waterway, or if it exceeds 10 kL in volume.

¹³ Blockages not cleared within 5 hours, spills not contained within 5 hours, reportable overflows.

SEWAGE TREATMENT PLANT COMPLIANCE

Council provides sewerage collection and treatment services to Mount Isa and Camooweal.

Council operates under an Environmental Authority for its two sewage treatment plants. The following table summarises compliance with all licence parameters.

Non-compliant parameters for the most recent month are detailed in the footnotes.

Table 9 - Sewage treatment plant compliance

Sewage Treatment Plant	Jul	Aug	Sep	Oct	Nov	Dec	Compliance (%)
Mount Isa	✓	✓	✓	✓	✓		100
Camooweal	✓	✓	✓	✓	✓		100
Overall Compliance							100

Legend

✓	Compliant with licence limits
✗	Exceeded one or more licence limits

Notable incidents¹⁴

No notable incidents occurred during August and September.

RECOMMENDATION OPTIONS

THAT Council receives and accepts the October/November 2021 Water and Sewerage Overview Report.

Or

THAT Council does not receive and accept the October/November 2021 Water and Sewerage Overview Report.

ATTACHMENTS

Nil

¹⁴ Non-compliant parameters, major issues at STP.

12.2 MAJOR PROJECTS OVERVIEW REPORT

Document Number: 754420

Author: Manager Major Projects

Authoriser: Director Infrastructure Services

Directorate: Infrastructure Services Infrastructure Services

Portfolio: Engineering, Roads, Rural Works, Concrete Batch Plant

EXECUTIVE SUMMARY

November 2021 Major Projects Overview Report presented to Council for information and consideration.

RECOMMENDATION

THAT Council receives and accepts the November 2021 Major Projects Overview Report as presented.

OVERVIEW

Gallipoli Park pump track sealing has been completed and landscaping is scheduled in December. Due to delays in the delivery of steel for the toilet block and shade cover for the ninja park these two components will not be installed before the school holidays. A soft opening of the pump track is planned for the school holidays.

Splashiez Aquatic Centre is highly anticipating the arrival of the new 16.4 m long inflatable pool obstacle course scheduled for delivery mid-December. Council has ordered new table and benches, which are scheduled before Christmas.

Buchanan Park ablution facility, and Camooweal toilet block located at the rest area has been awarded and preliminary site investigation will commence in December.

Family Fun Park concept designs will go out for public consultation early in December and close late January to cater for the public been away for the holidays.



MAJOR PROJECTS STATUS

The attached table is a summary of the project phase and status for projects greater than \$300,000.

RECOMMENDATION OPTIONS

THAT Council receives and accepts the November 2021 Major Projects Overview Report.

Or

THAT Council does not receive and accept the November 2021 Major Projects Overview Report.

ATTACHMENTS

1. 2021-12-01 Major Projects Summary  



On Schedule/Budget	Green
Behind Schedule/Budget	Yellow
Significantly Behind Schedule/Budget	Red
Phase complete	Blue

FINANCE TO FILL FINANCE TO FILL

Project	Project Phase					1st Qtr Budget Review	Expenditure as at 1-12-2021		
	Planning	Design	Procurement	Delivery	Close-out		Actual Expenditure YTD	Committed Expenditure YTD	Total Expenditure YTD
						\$	\$	\$	\$
R1 Lake Julius Rd Causeway - DRFA	✓	✓	✓			2,280,000	1,419,578	227,764	1,647,342
R2 Pamela/Deighton/Isa Street - Blackspot 2020/21	✓					1,000,000	8,416	242,281	250,698
R3 Pamela/Trainer Street - Blackspot 2020/21	✓					390,000	2,975	62,072	65,047
R4 PCNP - Thomson Road - Construction	✓	✓	✓	✓		200,000	84,930	30,450	115,380
R6 PCNP Transfield Av - D&C	✓	✓	✓	✓		310,000	198,889	104,447	303,336
R7 PCNP Twenty Third Ave - Construction	✓					450,000	419	175,323	175,741
R9 Traders Way/Sunset Drive - 21/22 R2R proposed	✓					800,000	45,409	82,831	128,240
R13 Moondarra Dr - R2R 2020-21	✓	✓	✓	✓	✓	389,000	385,687	947	386,634
R21 R2R						290,000	0	0	0
R22 Riversleigh Road Floodways - TIDS	✓	✓				1,260,000	0	194,390	194,390
R25 City Street Reseal program	✓	✓	✓			440,000	12,285	5,949	18,233
R26 Ancillary Drainage Works	✓	✓	✓			300,000	7,462	0	7,462
R33 Flood Crossing Resilience - QRRRF	✓	✓				560,758	2,272	168	2,440
total Roads and Drainage						9,378,460	2,494,542	1,159,729	3,654,271
W7 Smart Water Meters	✓	✓	✓			3,750,000	7,124	506,988	514,111
W8 Reservoir chlorine dosing						300,000	135,170	21,206	156,376
W9 Reconfigure network						200,000	9,311	3,681	12,991
W11 Reconfigure pipework at each reservoir						300,000	125	9,695	9,820
W17 Water main replacements	✓	✓	✓			500,000	451,140	36,982	488,122
W18 Valve replacements	✓	✓	✓			350,000	142,838	21,421	164,259
total Water						6,274,508	1,020,360	655,288	1,675,648
S5 Sewer main replacement program - W4Q COVID	✓	✓	✓			581,989	556,419	624,716	1,181,135
S7 Sewer relining	✓	✓	✓			600,000	0	0	0
S12 Clarifier 2 and 3 repairs/replacements	✓	N/A				500,000	0	22,116	22,116
total Sewerage						2,488,989	590,555	1,135,916	1,726,471
P5 Gallipoli Park Pump Track	✓	✓	✓			1,750,000	531,933	750,428	1,282,361
P7 Family Fun Precinct						5,717,000	748,481	1,672,892	2,421,373
P12 Median, East and Miles St						200,000	8,815	2,470	11,286
P13 Parks and Streetscapes upgrades	✓	N/A				500,000	73,741	135,178	208,919
P16 B'way Ck/Argylla/Telstra Hill Shared Pth						200,000	1,171	312	1,484
P18 Covered Public Basketball Court	✓					300,000	3,795	1,262	5,057
total Parks & Gardens						9,723,539	1,460,939	2,721,645	4,182,583
E1 WMF - Transfer Station - W4Q 2019-21	✓	✓	✓			876,508	823,693	60,779	884,472
E2 Materials Recovery Facility (MRF) - W4Q						4,000,000	95,885	238,654	334,539
E8 Environment General						300,000	0	0	0
total Environment & Regulatory						5,360,508	939,381	311,173	1,250,554
F8 Camooweal Hall Floor Refurbishment	✓	✓	✓			767,368	618,689	94,898	713,587
F11 Buchanan Park Shed Construction (Poultry Pavilion) - LRCI	✓					590,000	0	0	0
F12 Buchanan Park Ablution Facility - LRCI	✓					760,000	2,040	0	2,040
F18 Workshop Upgrade	✓	N/A				200,000	1,935	0	1,935
F21 Camooweal Toilet Block						275,000	3,280	125	3,404
F24 Civic Precinct Fire Upgrade	✓	✓				600,000	0	0	0
F34 Purchase house Camooweal						200,000	0	0	0
F40 Camooweal Aerodrome Upgrades						300,000	0	0	0
total Community Facilities						5,639,239	991,163	657,355	1,648,518
C7 Enterprise Resource Plan (IT)						650,000	43,673	7,421	51,094
total Corporate - Equipment						863,004	84,818	7,421	92,239
MP1 Fleet		N/A				3,500,000	1,056,893	1,408,387	2,465,280
total Mobile Plant						3,500,000	1,056,893	1,408,387	2,465,280
total Major Projects						43,228,246	8,638,651	8,056,913	16,695,564
GRAND TOTAL MAJOR PROJECTS						43,228,246	8,716,833	8,114,501	16,831,334

12.3 BUSINESS CONTINUITY PLAN

Document Number: 754351

Author: Executive Assistant

Authoriser: Director Infrastructure Services

Directorate: Infrastructure Services

Portfolio: Engineering, Roads, Rural Works, Concrete Batch Plant

EXECUTIVE SUMMARY

Business Continuity Management is a management led responsibility designed to minimise the impact of any unplanned disruption or adverse event affecting Mount Isa City Council's ability to deliver services.

RECOMMENDATION

THAT Council approve the updated Business Continuity Plan.

BACKGROUND

The Business Continuity Plan (BCP) is drafted in accordance with the provisions of the Local Government Act 2009 and the Local Government Regulation 2012, Public Records Act 2002, Mount Isa City Council's Local Laws, Subordinate Local Laws and current Council Policies.

The BCP is approved by the Chief Executive Officer of Mount Isa City Council as a Strategic Plan for the operations and procedures of Council.

The BCP operates in tandem with the Disaster Recovery Plan for Mount Isa City Council's Information Communication Technology System and Local Disaster Management Plan.

The current BCP was created in December 2017, updated in March 2020 and attached BCP updated in August 2021.

OVERVIEW

The BCP has undergone a full review with oversight by People Culture and Safety and Governance Officers, and Director Infrastructure Services informing amendments.

Individual meetings with internal stakeholders supporting critical Council activities were conducted to review activities, recovery priorities, risks and likely scenarios and the subsequent actions and strategies required for continuity of critical and essential services.

The BCP Strategic Plan is presented to EMT for consideration and approval to be signed off for distribution by Chief Executive Officer.

BUDGET AND RESOURCE IMPLICATIONS

NIL

LINK TO CORPORATE PLAN

Theme:	3.	Services & Infrastructure
Strategy:	3.1	Undertake a review of Council's Services

RECOMMENDATION OPTIONS

THAT Council approve the updated draft Business Continuity Plan.

Or

THAT Council **Do not** approve the updated draft Business Continuity Plan.

ATTACHMENTS

1. Updated Business Continuity Plan [↓](#) 

This is an official copy of the **Business Continuity Plan**, made in accordance with the provisions of the *Local Government Act 2009* and the *Local Government Regulation 2012*, *Public Records Act 2002*, Mount Isa City Council's Local Laws, Subordinate Local Laws and other current Council Policies. The **Business Continuity Plan** is approved by the Chief Executive Officer of Mount Isa City Council as a Strategic Plan for the operations and procedures of Council. The Business Continuity Plan operates in tandem with the **Disaster Recovery Plan for Mount Isa City Council's Information Communication Technology System**.

.....
David Keenan

Chief Executive Officer

DOCUMENT VERSION CONTROL					
I/R		FILE		PLAN TYPE	Strategic (Council)
VERSION	DATE	RESOLUTION NO.	DETAILS		
V1	13.12.2017		Responsible Officer Chief Executive Officer Description Document Creation		
V2	11.03.2020				
V3	23.08.2021		Document Review		
				REVIEW DUE	01/09/2022 Review by Council

Introduction

Business Continuity Management ("BCM") is a management led responsibility designed to minimise the impact of any unplanned disruption or adverse event affecting Mount Isa City Council's ("Council") ability to deliver services. Planning will enable critical services to be restored or maintained. It will also facilitate the recovery of other services with a subsequent return to normal operations in a controlled manner.

BCM is good business practice and an integral component of effective risk management. Important components that informed the Business Continuity Plan ("BCP") are the Enterprise Risk Management Framework, Policy, Procedures and Business Impact Analyses.

Development of the Business Continuity Plan

The BCP incorporates the four key elements of the Prevention, Preparedness, Response and Recovery ("PPRR") Framework. Each of the four key elements are represented in the Business Continuity Planning process.



Figure 1 – Business Continuity Planning Process

Prevention - Risk Management Planning

Identifies and manages the likelihood and/or effects of any risks associated with an incident.

Preparedness - Business Impact Analyses

Identifies and prioritises the key activities of the business that may be adversely affected by any unplanned disruption or adverse event.

Response – Incident Response Planning

Outlines immediate actions taken to respond to an incident in terms of containment, control and impact minimisation.

Recovery - Recovery Planning

Outlines actions taken to recover from an incident in order to minimise disruption and recovery times.

To be responsive and to ensure effectiveness, Council should to "rehearse, maintain and review", to ensure employees are familiar with the actions outlined in the BCP. The BCP should be reviewed and updated, annually to ensure it reflects current business needs.

The Chief Executive Officer is responsible for:

- a. Ensuring the plan remains up to date
- b. The content of the plan is relevant and that it is understood and adhered to by all employees
- c. Ensuring the resources required to implement the plan are made available

Objectives

The objectives of this plan are to:

- a. Define and prioritise Council's critical business functions
- b. Detail Council's immediate response to a critical incident

- c. Detail strategies and actions to be taken to enable Council to operate during an adverse event
- d. Maintain or recover in a timely manner Council's critical service activities
- e. Ensure availability of resources to continue to deliver critical activities
- f. Limit the impact to services, employees, the community and other stakeholders
- g. Return to normal operations in a controlled manner
- h. Protect Mount Isa City Council's reputation

Development process of the Business Continuity Plan (BCP)

The development of the BCP involved a review of enterprise and operational risks as well as departmental Business Impact Analysis. The ultimate objective of risk management is the minimisation of harm from identified risks, to our employees, the public and the environment. The expertise of key Council employees is utilised to identify risks and mitigating treatments. The outcomes are the basis for developing enterprise and departmental risk registers. Council adopted versions of these registers are located in the following file path [..\Governance - Employees\Enterprise Risk Management](#)

The likelihood and consequences of identified risks are classified in accordance with the risk calculator below.

RISK CALCULATOR					
Likelihood	Consequence				
	Insignificant No injury, no-low \$ cost	Minor First aid treatment, low- medium \$ cost	Moderate Medical treatment, medium-high \$ cost	Major Serious injuries, major \$ cost	Catastrophic Death, huge \$ cost
Almost Certain Expected to occur at most times	M	H	E	E	E
Likely Will probably occur at most times	M	M	H	H	E
Possible Might occur at some time	L	M	M	H	E
Unlikely Could occur at some time	L	L	M	M	H
Rare May occur in rare conditions	L	L	M	M	H

Table 1 – Risk Calculator

The types of adverse events considered in developing the risk registers are set out below and are instrumental in developing strategies to manage business continuity.

- a. Natural disasters, such as floods, storms, bushfires and drought
- b. Legal matters e.g., insurance related matters, contractual breaches, non-compliance with regulations
- c. Technology, such as computer network failures
- d. Regulatory and policy changes, such as mining restrictions, taxation
- e. Environmental e.g., chemical spills and pollution
- f. Workplace health and safety: accidents caused by materials, equipment, or working conditions
- g. Property and equipment, such as damage from natural disasters, infrastructure failure, fire and vandalism

- h. Security, such as theft, fraud, loss of intellectual property and online security and fraud
- i. Economic and financial, such as global financial events, interest rate increases, cash flow shortages, customers defaulting and rising costs
- j. , Employee issues, such as industrial relations, pandemic and difficulty filling vacancies
- k. Suppliers, failure or interruptions to the supply chain of products or raw materials
- l. Utilities and services-failure or interruptions to the delivery of power, water and telecommunications

Business Impact Analysis (BIA)

A business impact analysis exercise was conducted with input from Council departmental representatives. The key deliverables of each team were identified in order to assess the impact on community service delivery should critical activities be interrupted. Critical activities have been defined as our primary business functions that must continue in order to support operations, deliver basic services and satisfy legal requirements.

Council identified critical business activities, key deliverables, minimum employeesing levels and an estimate of how long services may be disrupted without a major impact on the community.

A number of critical business activities cannot fail or cannot fail for any length of time e.g. water supply, sewerage pumping network, as prolonged failure could result in potentially catastrophic outcomes.

The flow on effect to council's operations, reputation and finances were also assessed and recovery timeframes and key resources for each activity were determined. The overall impact of service failure for one day, one week and one month was considered. The results of each process were used to inform the BCP.

As part of our Business Impact Analysis Council assigned Recovery Time Objectives ("RTO") to each function. The RTO is the time elapsed between an adverse event or disruption occurring to the time the critical business activity must be operational.

It was identified that a one-day failure would generally have minimal impact on community service delivery and operations. However, a one-day failure could be significant in certain circumstances. For example, the failure of vital infrastructure such as telecommunications equipment, could in the event of a disaster, pose a significant risk where warnings or other critical information must be widely and rapidly disseminated.

A one-week failure would have a moderate impact across all council operations. In some situations, such as loss of water supply, the situation would quickly worsen, and immediate action would be required to avoid a catastrophic outcome. It was determined a number of alternative strategies are required to maintain critical infrastructure such as water supply, sewerage and waste services.

A one-month failure will in most cases result in moderate to severe operational, financial and community impact; with the potential to seriously damage Council's reputation. A number of impacts could be managed by the use of alternative delivery providers e.g. contractors and off site service centres, or strategies such as regular communication with key stakeholders.

A review of the Business Impact Analysis is conducted annually as the basis for the update of the BCP.

A summary of identified Critical Activities, estimated Recovery Timeframes and the responsible department is included in Table 2 below.

Critical Activities and Recovery Timeframes

No.	Activity	Recovery Timescale	Responsibility
1	Provide first point of contact for all front line and telephone requests.	Cannot fail	Customer Service
2	Manage customer service requests and complaints	Cannot fail	Customer Service
3	Water Supply	Cannot fail	Water and Sewerage Services
4	Sewerage Services	Cannot fail	Water and Sewerage Services
5	Waste Services	Within 48 hours	Waste Services
6	Prepare plots for burials	Within 48 hours	Parks and Gardens
7	Distribute facility keys as necessary	Within 48 hours	Infrastructure Services
8	Provide administrative support backfill for the organisation	Within 48 hours	People, Culture and Safety
9	Regulatory services - dog registrations, animal attack, wandering animals and release of impounded animals	Within 12-24 hours	Local Laws
10	Receipting, Payroll and Creditor Payment Transactions on Behalf of Council	Less than 1 week	Customer Services/Finance
11	Undertake food premises inspections-event dependent	Less than 1 week	Environmental Health
12	Process Land and Development Applications; Property search and compliance	5-28 days dependent on service	Development and Land Use
13	Land Use Applications (DRMN, Liquor Licences, Leases, Horse Paddocks)	2-4 weeks	Development and Land Use
14	Process Building Applications	Less than 1 month	Development and Land Use
15	Provide First Point of Contact for Incoming email and mail handling	5 Business Days	Customer Services
16	Reserve a plot for burial	2-4 weeks	Infrastructure Services
17	Undertake external banking for key Council facilities	Less than 1 week or > \$10,000 cash per site	Customer Services
18	Process applications for monuments on graves	Longer than 1 month	Parks and Gardens / Infrastructure Services
19	Revenue generation	1-2 weeks	Revenue / Finance

Table 2 - Critical Activities and Recovery Timeframes

Business Continuity Risks

Five key types of business continuity risks were identified during business continuity planning:

1. Building and Facility e.g. loss of access to a key site or building

2. Employees and Skills e.g. loss of key employees or skills
3. Information Communications Technology (ICT) e.g. network, data, communications loss
4. Critical supplier and partner e.g. water supply provider
5. Service specific e.g. water network, sewerage and waste services

Building and Facility Risks

Council delivers services from several facilities:

Location	Street Address	Evacuation Assembly Point
Administration Building	23 West Street	ANZAC Square - front of Civic Centre
Works Depot	183 Duchess Road	Car Park adjacent Caretakers Residence
Fleet Workshop	183 Duchess Road	Southern car park area
Water and Sewerage Plant	End of Treatment Plant Road	Front gate Inlet Road
Land Fill Site/ Sanitation Depot Station	End of Jessop Drive	Base of caretakers' driveway
Library	23 West Street	ANZAC Square - front of Civic Centre
Civic Centre	23 West Street	ANZAC Square - front of Civic Centre
Camooweal Hall	32 Barkly Highway (Camooweal)	Park area north of hall
Camooweal Depot	8 Barkly Highway (Camooweal)	Area outside compound and north of depot

Table 3 - Building Locations and Evacuation Points

Council's Work Health and Safety team have developed a procedure on emergency preparedness to assist employees when dealing with a range of emergencies. Evacuation procedures are on display at all Council worksites, together with floor plans and directions. All employees are familiarised with these on commencement of employment and regular evacuation drills are conducted. Council facilitates training for employees as Fire Wardens employees and First Aid officers to assist in an event.

In the event of an evacuation or significant disaster, where Council's workplace or resources may not be utilised in a timely manner, the Chief Executive Officer may enact the BCP. In identified circumstances, employees may be able to work remotely from another location or their home.

If an incident occurs outside of working hours, procedures are in place to contact key personnel 24 hours a day. Once they have been notified of an incident, they are responsible for cascading instructions to their employees. People, Culture and Safety Department are responsible for ensuring that employees contact details are maintained.

Key Council employees contact details are included as **Appendix D**.

Council's organisational structure is included as **Appendix E**.

Employees and Skill Risks

There are many scenarios that may lead to a reduction in employees e.g. disaster operations, strike action, difficulty in filling vacancies, pandemic and illness. These scenarios are key operational risks and

in order to build resilience; Council identifies the following relief positions to cover absences of key personnel.

Key Personnel Positions	Relief Positions
Chief Executive Officer	Council Director(s)
Director Infrastructure Services	Manager Major Projects
Director Corporate and Community Services	Manager Economic and Community Development
Manager Development and Land Use	Land Use Coordinator
Manager Major Projects	Technical Officer / Project Officer
Manager People, Culture and Safety	Senior Human Resources Officer
Manager Water and Sewerage	Team Leader Water and Sewerage
Manager Works Operations	Team Leaders
Revenue and Customer Services Co-ordinator	Senior Customer Service Officer / Revenue Specialist
Safety Coordinator	Safety Committee / Representatives
Team Leader - Workshop	Leading Hand
Team Leader Urban Maintenance	Leading Hand
Team Leader Urban Construction	Leading hand
Library Co-ordinator	Library Officer – 2IC
Senior Regulatory Services Coordinator	Local Laws Officers
Co-ordinator Batch Plant	Leading Hand
Team Leader Parks and Gardens	Leading Hand
Team Leader Waste Management	Leading Hand
Environmental Services Co-ordinator	EHO Officer
Information Technology Co-ordinator	Senior IT Officer

Table 4 – Key Personnel and Relief Postions

A number of Council services may continue to be provided; by appropriately skilled employees being redeployed, the use of external contractors or via a shared service arrangement utilising employees from other Councils. Local knowledge and particular expertise are often necessary for critical services therefore up-skilling of current employees or use of local contractors are the preferred options. However, in some cases such as a widespread natural disaster, this could result in a significant reduction in the quality of service and might mean only critical functions would be maintained.

Information Communication Technology Risks

Information Communication Technology ("ICT") risks can arise as a result of network loss, virus, loss of data and failure of critical infrastructure. There is a system of virus protection, secure firewalls, passwords and secure networks in place. All Council data is regularly backed-up in accordance with the **ICT Data Backup and Recovery Policy**.

The Disaster Recovery Plan for Mount Isa City Council Information Communication Technology system and ICT Data Backup and Recovery Policy are included as **Appendix A**.

Group Notification Protocols (24 Hours a Day)

Council has developed standard notification protocols in the event that this plan is activated ensuring appropriate employees and key stakeholders are notified. The following flow chart details the notification protocol.

Key Contact Details for both Council employees and external agencies are included in **Appendix D**.

DRAFT

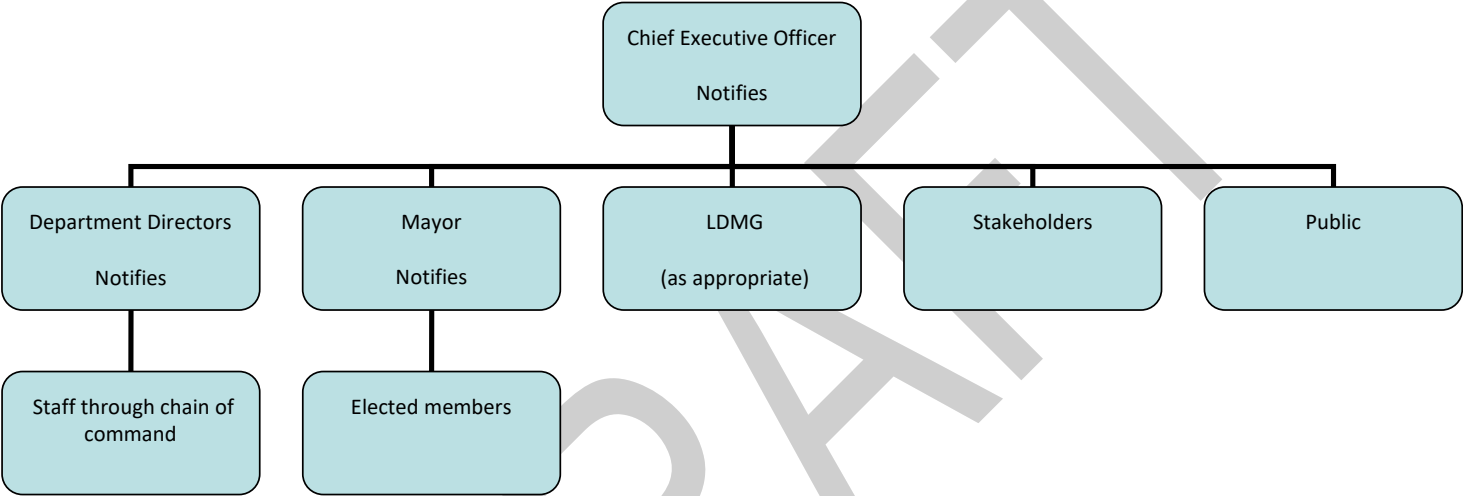


Table 5 - Group Notification Protocols

Responsibility for Activation of the BCP

The BCP shall be activated when a significant service level disruption or adverse event is either threatened or experienced. The BCP may only be activated by the Chief Executive Officer (or nominated Deputy) or in their absence, a Council Director.

A significant service level disruption is defined as a widespread or serious disruption to services; or an adverse event that puts at risk, the delivery of critical activities or the achievement of corporate goals. It is likely this would cause a significant impact on one or more of the following:

- a. Council employees
- b. Council customers
- c. the community
- d. the Council's reputation
- e. the Council's financial reserves

A business continuity event may be sudden or 'creeping'. The notification of an event can either be from the top of the organisation down in the case of 'threatened' events, or can be from anywhere in the organisation upwards for other events. However, once the criteria to activate the BCP has been met and the decision made to activate the plan, then notification will be cascaded through the Group Notification Protocol to key internal and external stakeholders via available communication methods.

BCP Activation Criteria

Incidents that threaten the continuity of service delivery come in many guises and can be disruptive or catastrophic in nature.

Disruptive incidents/events

Events that have the potential to interrupt the delivery of services on a short-term basis and often only require short-term responses before being adequately resolved.

Catastrophic events

High impact, high intensity events which without adequate planning may lead to the complete failure of one or more council services. Catastrophic incidents may require a long-term recovery process and may result in significant consequences for the community and stakeholders. An example of a catastrophic event may include a major fire event, extreme weather event or flood leading to the loss of one or more critical facilities or service delivery mechanisms.

If there is any doubt about whether an event will result in an activation of the business continuity plan, the potential or actual impacts of the event should be discussed with the Executive Management Team as a matter of urgency.

Examples of events likely to lead to the activation of this plan could include but is not restricted to:

- a. Impacts of severe weather e.g., cyclones, storms, floods, etc.
- b. Medium to large-scale loss of employees through industrial action or pandemic
- c. Significant or prolonged loss of ICT - voice and / or data
- d. Significant or prolonged loss of electricity supply
- e. Access to a key building(s) is lost due to factors such as fires, structural failure, police cordons, utility works, bomb threats etc.
- f. An incident that may affect multiple sites and employees welfare including those resulting in evacuation or requiring a community shelter

- g. Any other significant incident or event including loss of critical infrastructure e.g. major failure of the power and or water supply network.
- h.

BCP Activation

Levels of Activation

The plan will be invoked in accordance with the following activation levels.

1. Alert

Alert requires a heightened level of vigilance due to the possibility of an adverse event or a threat to normal service delivery. No particular action is required; however, someone capable of assessing the potential of the threat should monitor the situation and advise their senior manager, without delay.

2. Lean Forward

Lean forward is the activation level immediately prior to 'stand up' and is characterised by a state of operational readiness. It requires a heightened level of situational awareness of a current or impending disaster or adverse event.

3. Stand Up

Stand up is the operational state following 'lean forward' whereby resources are mobilised, personnel activated and operational resources to manage an event are readied.

The main priorities in the initial stages will be to ascertain:

- a. What has happened?
- b. The likely impact on services
- c. The likely impact on resources
- d. Any conflicts needing resolution
- Actions to be prioritised

4. Stand Down

Stand down signals the resumption of normal core business and/or the commencement of recovery operations. There is no longer a requirement to respond to an event.

Operational Response Teams

The nature and scale of the incident will dictate the command structure that will be required to effectively manage the disruption. Operational response teams comprise the Managers, Coordinators and Team Leaders from within each section of Council.

Each service provider within Council is responsible for contributing to the BCP. This will identify critical activities for each service and the recovery / continuity resources required to support them. In some instances, more detailed recovery procedures will need to sit alongside the BCP in order to set out the key actions required to enable critical activities to continue at some level. At the operational level the structure is generally already in place to manage day-to-day business continuity incidents that may arise.

Specialist support employees representing Departments such as Safety, Insurance, Environmental, Disaster Management may be invited to attend meetings to provide professional advice as required.

Operational response teams will convene in Meeting Room 1. If the Meeting Room is unavailable, the Council Chambers, unless the Local Disaster Coordination Centre ("LDCC") has been activated. If the event itself precludes the use of either room, alternative accommodation will be sourced.

There are several Council-owned and controlled locations where Council has the capacity to re-establish on a temporary basis, in the event of disablement of its principal facilities. Council has an established network of agencies and businesses that can provide assistance at short notice. Planning includes the capacity to respond 24/7 including at weekends and during holiday periods.

A successful response to adverse incidents depends on the attitudes and skills of the key participants. It has been recognised that training and rehearsals maximises outcomes during adverse incidents. Council undertakes fire drills and emergency evacuations testing; the ability of fire wardens and Council employees to respond in the event of an emergency. Council has a series of communications and IT back-ups in place.

Wider Consequence Management – Links with Local Disaster Management Plan

If an incident or event that causes serious disruption to services is declared as a disaster, then the Mount Isa Local Disaster Management Plan ("LDMP") may be invoked. The LDMP supersedes the BCP. The LDMP enables the Local Disaster Management Group ("LDMG") to mobilise a response utilising all available resources dependant on the incident and in line with statutory responsibilities.

If the LDMP is activated; and officers are required to attend in an emergency response capacity, then it is incumbent on the Chief Executive Officer to ensure that there is a sufficient level of resilience to cover the disaster and ensure the continuity of critical activities.

Decision Making and Reporting

It is vital that a record of decisions and actions are compiled throughout the event. Accurate reporting will be required on a regular basis so that decisions are based on the best available information at the time. Reporting will include information pertaining to the situation and record any actual and potential impact(s). **Appendix B:** Business Continuity Notification Log and **Appendix C:** Immediate Response Checklist are provided for this purpose.

Records Management

Vital records are any records that are essential to the functions of an organisation during and after an event. The loss of vital records during an incident could result in the disruption of essential services, loss of revenue, increased vulnerability to litigation, and decreased productivity due to gaps in information. Identification and protection of vital records will save valuable time and resources after an incident and will allow recovery employees to concentrate on restoring operations.

The following strategies should be considered in order to ensure the business keeps operating after a disruption:

- a. employees training and knowledge of information management system
- b. having vital records and forms stored off-site
- c. off-site computer back-ups
- d. copies of insurance policies, contracts and other important documents kept off-site
- e. physical files - move to a centralised, flood and fire proof location

Communications and Media

Strategies for communicating with customers, employees, the media and the wider community, in the event of a disruptive event, will need to be developed. Council's customer service centre is a critical business function and will be resourced to maintain a point of contact for public enquiries. Information to employees will be managed through the existing chain of command structures.

Council's Communication Officer will support the Operational Response Teams and manage the media to ensure a consistent, accurate and up to date message is delivered. The Mayor, Chief Executive Officer and Communication Officer are the only officers authorised to brief the media and communicate on behalf of Council. Council's web page and Facebook site will be updated regularly.

If the LDMP has been activated, all media releases will be coordinated via the LDMG Chairperson.

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Insurance Policy Details

Insurance Type	Policy Coverage	Policy Exclusions	Insurance Company and Contact	Last Review Date	Coverage Expiry Date
Public Liability, Products Liability and Professional Indemnity	Worldwide excluding USA and Canada. Legal liability to third parties:	Deductibles \$7,500 (10% of loss, subject to a minimum of \$7,500 and a maximum of \$25,000) Limit of Indemnity: Public Liability - \$600,000,000 Products Liability - \$600,000,000 in the aggregate Professional Indemnity - \$600,000,000 in the aggregate	Jardine Lloyd Thomson P/L (JLT) Qld Local Government Mutual Liability Pool MTISA000074 Jenny Dooley Ph. 3000 5519 Jenny.Dooley@jlta.com.au		30 June 2022
Broadform Liability	Anywhere In Australia.	Public Liability Limit Of indemnity – \$600,000,000 Products Liability Aggregate Limit of indemnity- \$600,000,000 Professional Indemnity Aggregate Limit of Indemnity - \$600,000,000 Deductible \$7,500	Jardine Lloyd Thomson P/L Chubb Insurance Australia Ltd arranged by LGM Assets MTISA000074A Aileen McNeil Ph. 3000 5519 Aileen.McNeil@jlta.com.au		30 June 2022
Councillors & Officers Liability	Anywhere in Australia	Aggregate Limit of Indemnity - \$10,000,000 Deductible \$15,000 In the process of increasing it to \$20,000,000 Application in progress	Jardine Lloyd Thomson P/L Chubb Insurance Australia Ltd arranged by LGM Assets MTISA000074A Aileen McNeil Ph. 3000 5519 Aileen.McNeil@jlta.com.au		30 June 2022
Employment Practices Liability	Anywhere in Australia	Aggregate Limit of Indemnity - \$2,000,000 Deductible 10% of Loss subject to minimum \$15,000 and maximum \$25,000	Jardine Lloyd Thomson P/L (JLT) Qld Local Government Mutual Liability Pool MTISA000074 Jenny Dooley Ph. 3000 5519 Jenny.Dooley@jlta.com.au		30 June 2022
Cyber Liability	Anywhere in Australia	Aggregate Limit of Indemnity - \$2,000,000 Automatic Reinstatement – Yes Deductible for business interruption 12 Hours Deductible as per schedule for all other	Jardine Lloyd Thomson P/L (JLT) Qld Local Government Mutual Liability Pool MTISA000074		30 June 2022

Insurance Type	Policy Coverage	Policy Exclusions	Insurance Company and Contact	Last Review Date	Coverage Expiry Date
			Jenny Dooley Ph. 3000 5519 Jenny.Dooley@ilta.com.au		
Casual Hirers Liability	Anywhere in Australia Employees	Public Liability Limit Of indemnity – \$10,000,000 Products Liability Limit of Indemnity (per occurrence) - \$10,000,000 Deductible \$2,000	Jardine Lloyd Thomson P/L (JLT) Qld Local Government Mutual Liability Pool MTISA000074 Jenny Dooley Ph. 3000 5519 Jenny.Dooley@ilta.com.au		30 June 2022

Table 6 – Insurance Policy Details

Recovery

Recovery signifies the return to Council's pre-event condition. Performing critical activities as after an adverse event or incident are prioritised by the recovery time objectives and will be Council's primary focus. Depending on the severity of the incident or event, strategies available to resume normal operations include:

- a. contracting with third parties
- b. employees redeployment to Council training rooms, chambers etc.
- c. employees redeployment to alternative Council work sites such as the depot
- d. employees redeployment to non-Council work sites
- e. shared service arrangements with other Councils

Rehearse, Maintain and Review

It is critical that the BCP is rehearsed to ensure that it remains relevant and useful. This will be done as part of a training exercise and is a key factor in the successful implementation of the plan during an emergency. After an event, it is important to review the performance of the plan, highlighting what was handled well and what could be improved upon next time. The plan will be regularly reviewed on at least an annual basis.

Distribution List

All employees will have access to the plan via **H:\GOVERNANCE - EMPLOYEES\BUSINESS CONTINUITY PLAN**

A hard copy of the plan will be available at each of the following council worksites.

Copy Number	Name	Location
001	Chief Executive Officer	West St Administration Building
002	Director Infrastructure Services	West St Administration Building
003	Safety Coordinator	Duchess Road Depot
004	Project Officer – Information Technology	West St Administration Building
005	Director Corporate and Community Services	West Street Administration Building

Table 7 – Distribution List

Related Documents

Document Title
Strategic and Corporate Risk Register
Operational Risk Register
Local Disaster Management Plan (LDMP)
Disaster Recovery Plan (DRP) for Mount Isa City Council ICT Systems

Table 8 – Related Documents

Appendix A

Disaster Recovery Plan for Mount Isa City Council's Information Communication Technology System.

ICT Data Backup and Recovery Policy – review underway by IT

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Appendix B: Business Continuity Notification Log

Your name:	
Your job title:	
Your appointed role in the plan:	

Notification Details		
A	Who notified you of the event?	
B	What is his/her telephone number?	
C	What is his/her Service / Organisation?	
D	Where is he/she located?	
E	What time were you notified?	
F	What is the date?	

Event Details		
A	What is the nature of the event?	
B	What is the location/s of the event?	
C	Further Details (if applicable)	

Appendix C- Immediate Response Checklist

Incident Response		Actions Taken
1. Have you:		
2. Assessed the severity of the incident?		
3. Evacuated the site if necessary?		
4. Accounted for everyone?		
5. Identified any injuries to persons?		
6. Contacted Emergency Services?		
7. Implemented your Incident Response Plan?		
8. Started a Business Continuity Notification Log?		
9. Activated employees members and resources?		
10. Appointed a spokesperson?		
11. Gained more information as a priority?		
12. Briefed team members on the incident?		
13. Allocated specific roles and responsibilities?		
14. Identified any damage?		
15. Identified critical activities that have been disrupted?		
16. Kept employees informed?		
17. Contacted key stakeholders?		
18. Understood and complied with any regulatory / compliance requirements?		
19. Initiated media/public relations response?		

Appendix D: Key Contact Details

Mount Isa City Council

23 West St

PO BOX 815

Mount Isa Qld 4825

Phone: 07 4747 3200

Fax: 07 4747 3209

Email: city@mountisa.qld.gov.au

Contact List – Internal

Employees emergency contact details. Each department/business is identified in the contact list.

Person	Contact Numbers	Email	Role
Cr Danielle Slade	0417 172 068	mayor@mountisa.qld.gov.au	Mayor
Cr Phil Barwick	0403 404 469	crbarwick@mountisa.qld.gov.au	Deputy Mayor
David Keenan	0437 933 869	ceoCouncil@mountisa.qld.gov.au	Chief Executive Officer
Renee Wallace	0456 211 884	renee.wallace@mountisa.qld.gov.au	Director Infrastructure Services
Chileya Luangala	0438 147 009	chileya.luangala@mountisa.qld.gov.au	Director Corporate and Community Services
Ross Pitt	0447 134 326	ross.pitt@mountisa.qld.gov.au	Manager Capital Works and Operations
Stephen Jewell	0439 211 455	Stephen.jewell@mountisa.qld.gov.au	Manager Water and Sewer
Greg Huth	0437 742 528	greg.huth@mountisa.qld.gov.au	Team Leader Urban Maintenance

Steven Thompson	0439 661 756	stevent@mountisa.qld.gov.au	Team Leader Urban Construction
Tony Connolly	0437 118 005	Tonym2@mountisa.qld.gov.au	Team Leader Parks and Gardens
Adam Kleier	0437 831 106	adamk@mountisa.qld.gov.au	Team Leader Water and Sewer
Elliott Smith-Nancarrow	0418 951 502	ellietten@mountisa.qld.gov.au	Interim Team Leader Waste Management
Donna Olivero	0437 900 675	donnao@mountisa.qld.gov.au	Coordinator Facilities, Cemeteries and Disaster Management
Tina Munoka	4747 3299	tinam@mountisa.qld.gov.au	Revenue and Customer Services Co-ordinator
Samuel Marshke	4747 3262	samm@mountisa.qld.gov.au	IT Co-Ordinator
Lois Huston	0409 310 864	Loish@mountisa.qld.gov.au	Library Services Co-Ordinator
Kylie Balnaves	0428 660 737	Kylie.balnaves@mountisa.qld.gov.au	Safety Coordinator
Lani Vincent	0408 955 109	laniv@mountisa.qld.gov.au	Senior Regulatory Services Coordinator
Environmental Services Coordinator	tba	tba	Environmental Services Coordinator

Contact List – External

External services (including Emergency Services) contact details.

Each Council facility or commercial business unit may have different external suppliers and stakeholders.

Key Contacts	Contact Number/s	Local Number/s
Police (QPS)	000 or Police link 131 444	Local 4744 1111
Emergency Services (QFES)	000	Local 4747 2398
Ambulance (QAS)	137 468	Local 4747 2347
Medical (Hospital)	4744 4444	Local 4744 4444
Security (Phoenix Security)	0416 087 776	Local 4743 3151

Insurance Company	Jenny Dooley (JLT)	Local 3000 5519
	Stephen Richardson (COUNCIL)	Local 4747 3243
Mount Isa Water Board	4740 1000	Local 4740 1000
Gas	000 Gas Leak 1800 427 532 Origin 1800 808 526	
Electricity	000 or 131670	Faults 132296
Telephone (Telstra)	132 999	
SES	132 500	Local 4743 2601

LDMG Core

Name	LDMG Position	Title	Organisation	Work Address	Phone	Email
Mayor Danielle Slade	Chairperson	Mayor of Mount Isa	Mount Isa City Council	23 West Street Mount Isa QLD 4825	BH 07 4747 3200 Mobile 0417 172 068	mayor@mountisa.qld.gov.au
Cr Phil Barwick	Deputy Chairperson	Deputy Mayor of Mount Isa	Mount Isa City Council	23 West Street Mount Isa QLD 4825	BH 07 4747 3200 Mobile 0403 404 469	philb@mountisa.qld.gov.au
David Keenan	Local Disaster Coordinator	Interim Chief Executive Officer	Mount Isa City Council	23 West Street Mount Isa QLD 4825	BH 07 4747 3200 Mobile 0437 933 869	david.keenan@mountisa.qld.gov.au
Renee Wallace	Deputy Local Disaster Coordinator	Director Infrastructure Services	Mount Isa City Council	23 West Street Mount Isa QLD 4825	BH 07 4747 3200 Mobile 0456 211 884	renee.wallace@mountisa.qld.gov.au
Corrie Benson	QFES Representative	Inspector	Queensland Fire and Emergency Service	Crn West and Helen St Mount Isa QLD 4825	BH 07 4747 2354 Mobile 0429 369 935	corrie.benson@qfes.qld.gov.au
Renee Hanrahan	COUNCIL LDMG Police Liaison Officer	Senior Sergeant	Mount Isa District Queensland Police Service	7 Isa Street Mount Isa QLD 4825	BH 07 4744 1134 Mobile 0417 622 163	Hanrahan.ReneeL@police.qld.gov.au
Elliott Dunn	QFES Representative	Emergency Management Coordinator	Northern Region, Mount Isa - Queensland Fire Emergency Services	Po Box 1295 Mount Isa QLD 4825	BH 07 4747 2353 Mobile 0419 445 069	Elliott.Dunn@qfes.qld.gov.au
Carrie Baxter	Minute Clerk (not core group member)	Senior Executive Assistant	Mount Isa City Council	23 West Street Mount Isa QLD 4825	BH 07 4747 3215 Mobile 0436 481 824	carrieb@mountisa.qld.gov.au


LDMG Advisors

Name	Position	Organisation	Work Address	Phone	Email
Gordon Graham	Area Controller	State Emergency Services (QFES)	Crn West and Helen St Mount Isa QLD 4825	Mobile 0418 781 676 SES Activation 132 500	gordon.graham@qfes.qld.gov.au
David Muston	Acting Local Controller	State Emergency Services (QFES)	Crn West and Helen St Mount Isa QLD 4825	Mobile 0403 679 504 SES Activation 132 500	david.muston@ses.qfes.qld.gov.au
Craig	Officer in Charge	Queensland Ambulance	1 Church Street Mount Isa QLD	Mobile 0447 756 249	QASOICMountIsa@ambulance.qld.gov.au

Hansen		Service	4825		
Andy Everest	Officer in Charge Camooweal Police	Sergeant Qld Police	Nowranic Street Camooweal QLD 4828	BH 07 4748 2148 Mobile 0474 471 213	Everest.AndyG@police.qld.gov.au
Gaven Bunker Kimberleigh Smith	First Officer Officer	Rural Fire Services (QFES)	Cm West and Helen St Mount Isa QLD 4825	Phone 07 4747 2355 Mobile 0447 835 000	gaven.bunker@RFS.qld.gov.au ksmith@cnw.com.au
Troy Lane	Director of Nursing	North West Hospital and Health Service	30 Camooweal Street Mount Isa QLD 4825	BH 07 4764 0210 Mobile 0436 611 311	troy.lane@health.qld.gov.au
Ali Reeves	A/Emergency Planning Manager (Advisor/ Proxy)	North West Hospital and Health Service	30 Camooweal Street Mount Isa QLD 4825	Mobile 0436 389 398	Ali.reeves@health.qld.gov.au
Lyndsay Jameson	Media Officer	Mount Isa City Council	23 West Street Mount Isa QLD 4825	BH 07 4747 3203	lyndsaj@mountisa.qld.gov.au
Rodney Reith	Senior Emergency and Protective Services	Queensland Metals	Railway Avenue Mount Isa QLD 4825	BH 07 4744 2119 Mobile 0402 576 207	rodney.reith@glencore.com.au
Stephen Farrelly	Chief Executive	Mount Isa Water Board	Cm Barkly Hwy and Carbonate St Mount Isa QLD 4825	BH 07 4740 1000 Mobile 0413 637 723	sfarrelly@mountisawater.qld.gov.au
Fiona Quirk	Area Director	Northern Region – Rural Fire Service Queensland Fire and Emergency Service	Cm West and Helen St Mount Isa QLD 4825	Mobile 0408 077 088	fiona.quirk@qfes.qld.gov.au

LDMG Specialist Advisors

Name	Position	Organisation	Work Address	Phone	Email
Kieren Vonhoff	Work Group Leader	Ergon Energy	1 Transmission Street Mount Isa QLD 4825	BH 07 4747 3000 Mobile 0418 757 598	kieren.vonhoff@ergon.com.au
Neil Atwell	Senior Account Executive	Telstra	131 Anderson Street Cairns QLD 4870	BH 07 4047 5025 Mobile 0427 443 560	neil.atwell@team.telstra.com
Maddie Bradford	President QCWA	Qld Country Women's Association	5 Isa Street Mount Isa QLD 4825	Mobile 0406 917 797	gcwamountisapresident@gmail.com
Zoe Douglas	Acting Manager	Dept. of Aboriginal and Torres Strait Islander Multicultural Affairs	Po Box 309 Mount Isa QLD 4825	BH 07 4744 9789 Mobile 0472 809 103 Mobile 0436 691 512	zoe.douglas@datsip.qld.gov.au
Tracey Board	Manager	Dept. Communities and Child Safety	Po Box 617 Mount Isa QLD 4825	BH 07 4749 7505 Mobile 0412 553 919	tracey.board@communities.qld.gov.au

Phil MacMahon	Operations Establishment Manager	APA Group – Power 	121 Wharf Street Spring Hill QLD 4000	Mobile 0418 361 377	philip.macmahon@apa.com.au
Nikki Row	Area Manager	Department of Housing and Public Works	19 West St Mount Isa QLD 4825	BH 07 4437 2701 Mobile 0419 882 853	Nikki.row@hpw.qld.gov.au
Brad Hardy	Superintendent	Queensland Ambulance Service	1 Church Street Mount Isa QLD 4825	Mobile: 0427 573 427	Brad.Hardy@ambulance.qld.gov.au

Appendix E: COUNCIL Organisational Structure



Appendix F: Record of Insurance Claims

Insurance Company	Date	Details Of Claim	Follow-Up Actions
JLT Insurance	00/00/00	Enter details of claim and contact person.	Actions required by the insurer to process claim, e.g. photos, damage estimates

Appendix G: Critical Activities

Critical Activity 1: First point of contact for all front line and telephone enquiries	
Description of activity	Provide first point of contact for service requests via front counter and call centre
Mitigation	Call centre service provider e.g. Vodafone call centre, LGAQ
Recovery priority	Cannot fail
Risks / likely scenarios	Employees shortages Loss of access to facilities ICT failure / power failure
Actions / alternative strategies	<ul style="list-style-type: none"> • Relocating to another building in the event that the council office was unavailable • utilising employees from other departments to assist in the event that customer services was short employees • manual receipting • Call centre service provider e.g. Vodafone call centre, LGAQ
Critical activity delivered from	Administration building, Depot, Animal Management Facility
Employeeing requirements	3 CSO and 1 Co-ordinator
Support services / stakeholders	Internal and external customers
Resources (minimum)	Can operate with two employees members in the worst case scenario
Divisional responsibility	Corporate and Community Services
Critical Activity 2: Manage Customer service requests and complaints	
Description of activity	Manage customer service requests and complaints
Mitigation	Call centre service provider e.g. Vodafone call centre, LGAQ
Recovery priority	Cannot fail
Risks / likely scenarios	<ul style="list-style-type: none"> • Employees shortages • ICT failure / power failure

	<ul style="list-style-type: none"> • Loss of access to facilities
Actions / alternative strategies	<ul style="list-style-type: none"> • Portable phone systems to enquire about progress on service requests • Obtaining hard copy documents in records if necessary
Critical activity delivered from	Administration building
Employeeing requirements	Can operate with two employees members in the worst case scenario
Support services / stakeholders	External customers
Resources (minimum)	3 CSO's and one Coordinator
Divisional responsibility	Corporate and Community Services and all departments as required
Critical Activity 3: Manage Water Supply	
Description of activity	Manage water supply
Mitigation	Contractor for out of hours emergencies
Recovery priority	Cannot fail
Risks / likely scenarios	Power failure, employees availability, due to potential lead contamination no rainwater tanks at houses as backup, major leaks, ecoli
Actions / alternative strategies	Multiple water storage reservoirs which can gravity feed city-minimal pressure levels to conserve water supply; multiple trunk mains crossing river; public health protocols, boil water notice
Critical activity delivered from	Mount Isa water board into COUNCIL terminal pumping station
Employeeing requirements	14 Water and Sewerage competent employees
Support services / stakeholders	Mount Isa Waterboard power loss mitigation strategies. Contractors. Queensland Health, Sunwater (Lake Julius back up water supply)
Resources (minimum)	Power supply to Mount Isa waterboard; 6 Water and Sewerage competent employees
Divisional responsibility	Manager Water and Sewer
Critical Activity 4: Manage Sewerage Services	
Description of activity	Manage sewerage services
Mitigation	Contractor for out of hours emergencies
Recovery priority	Cannot fail

Risks / likely scenarios	Loss of power is biggest risk causing sewerage to overflow causing health and environmental risks.
Actions / alternative strategies	Sewerage pump stations have generator plug in points; council portable generators available; Sewer Pump Station (SPS) 1 and 18 have generators on site. Treatment plant is above flood level but needs power-has a generator plug in. Low mode operations possible for max 30 days
Critical activity delivered from	Sewerage pump stations and treatment plant
Employeeing requirements	10 to meet timeframes before SPS overflow and attend to major leak issues
Support services / stakeholders	Generator hire firms, contractors, power provider; DEHP, Qld Health
Resources (minimum)	4 to meet timeframes before SPS overflow, power supply
Divisional responsibility	Manager Water and Sewer
Critical Activity 5: Manage Waste Services	
Description of activity	Manage waste services
Mitigation	Contractors
Recovery priority	Within 48 hours
Risks / likely scenarios	Truck breakdown, Landfill fires, inaccessibility to the tip face due to wet season, no access to council landfill site, employees shortages
Actions / alternative strategies	Garbage collection Contractors-there is one contractor on each side of river. Mount Isa mines dump utilised if unable to access council tip
Critical activity delivered from	Landfill
Employeeing requirements	20 over two shifts
Support services / stakeholders	Contractors-JJ Richards, Cleanaway. Glencore, DES
Resources (minimum)	6 at landfill and 3 drivers for refuse trucks
Divisional responsibility	Team Leader Regulatory Services
Critical Activity 6: Prepare Plots for Burials	
Description of activity	Prepare plots for burial services
Mitigation	Contractor for out of hours emergencies
Recovery priority	Within 48 hours
Risks / likely scenarios	Employees shortages

	Plant or equipment failure
Actions / alternative strategies	Contractor/outsourcing
Critical activity delivered from	Parks and Gardens
Employeeing requirements	Sexton, backhoe operator and 1 x truck driver, cemetery officer
Support services / stakeholders	Parks and gardens
Resources (minimum)	Backhoe and medium sized body truck
Divisional responsibility	Parks and Gardens
Critical Activity 7: Distribute facility keys as necessary	
Description of activity	Manage the key distribution system on behalf of all council services
Mitigation	Other sections to manage
Recovery priority	Within 48 hours
Risks / likely scenarios	Employees shortages Loss of access to facility
Actions / alternative strategies	Locksmith to provide keys
Critical activity delivered from	Infrastructure Services / Facilities Maintenance
Employeeing requirements	1 officer
Support services / stakeholders	Internal and external clients
Resources (minimum)	Nil
Divisional responsibility	Infrastructure Services
Critical Activity 8: Provide Administrative Backfill	
Description of activity	Provide administrative support backfill for the organisation
Mitigation	Casual employees, labour hire firms, internal redeployment of employees
Recovery priority	Within 48 hours
Risks / likely scenarios	Employees shortages / illness
Actions / alternative	Telephones switched through to officer mobiles, casual employees,

strategies	labour hire firms, redeploy employees (short term)
Critical activity delivered from	Utilising administrative support officers in the event that a department became short employees
Employeeing requirements	Administration building, library, works depot, landfill, animal management
Support services / stakeholders	12 x CSO officers
Resources (minimum)	employees 8 x CSO officers
Divisional responsibility	HR/People, Culture and Safety
Critical Activity 9: Regulatory Services – Dog/Cat Registrations and Impoundments	
Description of activity	Manage cat and dog registrations and impoundments, animal attacks and wandering animals
Mitigation	Neighbouring Council local laws employees, Qld Police Service, qualified contractors, private pound facilities, temporary pound facilities at an alternate site
Recovery priority	Within 12-24 hours
Risks / likely scenarios	loss of employees, loss of Animal Management facility
Actions / alternative strategies	Alternative kennel provider; suspend all but critical services, redeploy employees, utilise volunteers
Critical activity delivered from	Private kennel provider, temporary pound facilities at an alternate site
Employeeing requirements	3
Support services / stakeholders	Kennel provider, Qld Police Service, neighbouring Councils
Resources (minimum)	2
Divisional responsibility	Senior Regulatory Services Co-Ordinator
Critical Activity 10: Receipting, Payroll and Creditor Payment Transactions on Behalf of Council	
Description of activity	Receipting, payroll and creditor payment on behalf of Council
Mitigation	<p>Customer services - Receipting monies for external customers for council accounts and services provided to the community</p> <p>Finance-</p> <ul style="list-style-type: none"> • ensure that employees are available for authorising withdrawal from QTC for payments – payroll, creditors. • should be able to communicate to QTC/Westpac for payments if online services not available.

Recovery priority	Less than 1 week
Risks / likely scenarios	<ul style="list-style-type: none"> • Employees shortages • Loss of access to online payment facilities • ICT failure • Relevant employees not available to authorise payments
Actions / alternative strategies	<ul style="list-style-type: none"> • Utilising employees from other departments to assist in the event that customer services was short employees • Manual receipting in the event that systems go down / payments arranged manually at the branch
Critical activity delivered from	Administration building, library, works depot, landfill, animal management facility, Splashez
Employeeing requirements	4x CSO – for Customer Services CEO, Directors, Finance Officer and Manager – for authorisation of payments
Support services / stakeholders	Finance department / ICT
Resources (minimum)	3 – 1 x front counter and 2 in finance
Divisional responsibility	Corporate and Community services
Critical Activity 11: Undertake food licencing and inspections	
Description of activity	Undertake food licencing and premises inspections (Caravan Parks / Camping Grounds with Permits, Higher Risk Personal Appearance Services (PAS) with Licenses, Licensed Swimming Pools, Environmental Authority Permits for Environmentally relevant Activities (ERA)
Mitigation	Environmental health officers from neighbouring councils, state government or qualified contractors
Recovery priority	Less than 1 week
Risks / likely scenarios	Employees shortages
Actions / alternative strategies	Use of contractors
Critical activity delivered from	Council administration building / Animal Management Facility
Employeeing requirements	2-3 EHO's

Support services / stakeholders	Queensland Health, DES, neighbouring Councils.
Resources (minimum)	1-2
Divisional responsibility	Director Corporate and Community Services
Critical Activity 12 Process Land and Development Applications	
Description of activity	<p>Process Land and Development Applications; Property Search</p> <p>Compliance</p> <p>Preliminary meeting or advice provided prior to lodgement</p> <p>Review files (Maggi and Data works, property and building file, neighbouring files). Noting majority of files are hard copy only</p>
Recovery priority	5-28 days dependent on the service
Risks / likely scenarios	<p>Employees shortages</p> <p>Loss of hard copy historical files (no electronic records prior to 1999) and unrecovered lost records in 2011 due to H drive and Dataworks failure</p> <p>ICT failure</p> <p>Limited timeframes (due to Legislation)</p> <p>Applications, which are not consistent with Planning Scheme</p> <p>Legal advice required</p> <p>Incorrect legal advice from previous searches (being carried forward in more recent searches)</p> <p>Previous Searches containing incorrect data.</p> <p>Deemed to Comply permits.</p> <p>Property files incorrect – information not filed correctly. Historical information not copied to new property file and building permit not moved to correct property file.</p> <p>Persons being injured at a result of an unlawful structure or unsafe pool.</p>
Actions / alternative strategies	<p>Extensions may be required (excepting Property searches)</p> <p>RFI's issued – longer time periods</p> <p>Records Section – Review files prior to providing them to Property Search Officer</p> <p>Employ Regulatory Compliance Officer to focus on Compliance for the betterment and safety of the community.</p>
Critical activity delivered	Uninformed / Misinformed applicants

from	<p>Legislation / Planning Scheme requirements</p> <p>Officer's Workload</p> <p>Information provided from Sections</p> <p>Lack of Compliance follow up.</p> <p>Structures built without permit / approval</p>
Employeeing requirements	<p>Manager</p> <p>Town Planner</p> <p>Property Search Officer</p> <p>Records Management Officer</p> <p>Regulatory Compliance Officer</p> <p>Land Officer</p> <p>Administration Support</p>
Support services / stakeholders	<p>King and Co</p> <p>GMA Building Certification Group (if applicable)</p> <p>Harrison Grierson / Andrews Planning (if applicable)</p> <p>Each section to provide comments</p> <p>Mount Isa residents / community</p>
Resources (minimum)	<p>IT systems and Support</p> <p>Data Works / Magiq / icaseworks</p> <p>Property and Building Files – hard and soft copy records</p> <p>Internal Systems (Templates, Procedures and Policies)</p> <p>Employees Awareness of Legislative requirements</p> <p>Planning Scheme</p> <p>Council Sections input (Infrastructure Services, Local Laws, Plumbing, Environmental Health, Records and Finance).</p>
Divisional responsibility	Manager Development and Land Use
Critical Activity 13: Process Land Use Applications	
Description of activity	Land Use Applications (DNRME, Liquor Licences, Leases, Horse Paddocks)
Risks / likely scenarios	<p>Preliminary meeting or advice provided prior to lodgement</p> <p>Thoroughly review files (Data works, Magiq, icaseworks, property and</p>

	building files, neighbouring files).
Recovery priority	Less than 2-4 weeks dependant of the application type
	<p>Employees shortages</p> <p>ICT failure</p> <p>Considering Council's interests, as well at the applicant – can be a balancing act if not dealt with carefully – Council could be to blame.</p>
Actions / alternative strategies	Qualified Contractors
Critical activity delivered from	Administration building
Employeeing requirements	<p>Manager</p> <p>Senior Land Use Officer</p> <p>Administration Support</p>
Support services / stakeholders	<p>DNRME</p> <p>Liquor Licencing Queensland</p> <p>King and Co</p> <p>The Applicant (Clubs, Businesses, Mount Isa Residents)</p>
Resources (minimum)	<p>IT systems and Support</p> <p>Council Sections input (Tech Services, Engineering, Local Laws, Plumbing, Environmental Health, Records and Finance).</p> <p>Clear direction from higher management</p>
Divisional responsibility	Delegated to Senior Land Use Officer
Critical Activity 14: Process Buildings Applications	
Description of activity	Building Applications
Mitigation	Contract Building Certifiers
Recovery priority	Less than 1 Month
Risks / likely scenarios	<p>Employees shortages</p> <p>ICT failure</p> <p>Loss of historical hard copy records</p>
Actions / alternative strategies	Admin officer to review information submitted through Building Certifiers.
Critical activity delivered from	Risk if incorrect information. – later relayed incorrect and

	Risk of lapsed permits, later leading to compliance matters
Employeeing requirements	Town Planner Administration Support Officer
Support services / stakeholders	Property Search Officer GMA Building Certification Group
Resources (minimum)	Legislation IT systems and Support Data Works, Magiq, icaseworks Property Files / Building Files
Divisional responsibility	Manager Development and Land Use
Critical Activity 15. Provide First Point of Contact for Incoming email and mail handling	
Description of activity	Receiving emails from city@mountisa.qld.gov.au ; mail handling; assistance with vital document retrieval.
Mitigation	Internal employees redeployment, council emails redirected to a contractor e.g. LGAQ
Recovery priority	5 business days
Risks / likely scenarios	Employees shortages ICT and power failure
Actions / alternative strategies	Internal employees redeployment, council emails redirected to a contractor e.g. LQAG
Critical activity delivered from	Administration building – customer service
Employeeing requirements	1
Support services / stakeholders	IT Magiq, icaseworks software providers
Resources (minimum)	1
Divisional responsibility	Manager Corporate and Community Services
Critical Activity 16: Reserve a Plot for Burial	
Description of activity	Reserve a plot for burials
Mitigation	Sexton
Recovery priority	2-4 weeks

Risks / likely scenarios	Employees shortages ICT Failure Loss of access to facilities
Actions / alternative strategies	Sexton to arrange and coordinate with Cemeteries Officer , Infrastructure services Manual recording and filing of paper documents
Critical activity delivered from	Infrastructure services - Administration Building
Employeeing requirements	Sexton/Cemetery officer
Support services / stakeholders	Parks and Gardens/Customer Services / Centenary Park Funerals / Community members and other Funeral Parlours
Resources (minimum)	Sexton/ and Cemetery Officer
Divisional responsibility	Infrastructure Services – Parks and Gardens
Critical Activity 17: Undertake External Banking for Key Council Facilities	
Description of activity	Undertake external banking for key Council Facilities
Mitigation	Security service provider, redeploy employees, manual receipting
Recovery priority	Less than 1 week or > \$10,000 cash on hand per site
Risks / likely scenarios	Employees Shortages; ICT failure, vehicle availability
Actions / alternative strategies	Security service provider
Critical activity delivered from	Administration building, Animal Management Facility, Library, Waste Station, Works Depot, Splashez
Employeeing requirements	1-2
Support services / stakeholders	Administration Building, Animal Management Facility, Library, Waste Station, Works Depot, Splashez
Resources (minimum)	2 x CSO's – for Customer Services
Divisional responsibility	Customer service – Corporate and Community Services
Critical Activity 18: Process Applications for Monuments on Graves	
Description of activity	Receive and process applications for monuments on graves
Mitigation	Service requests to be submitted if customers wish to erect

	monuments onto graves
Recovery priority	Longer than 1 month
Risks / likely scenarios	<p>Employees shortages</p> <p>ICT failure</p> <p>Incorrect details on application</p> <p>Paper based system</p>
Actions / alternative strategies	Centenary Park Funerals
Critical activity delivered from	Infrastructure Services
Employeeing requirements	Cemetery Officer
Support services / stakeholders	Parks and Gardens/Infrastructure Services
Resources (minimum)	Cemetery Officer
Divisional responsibility	Infrastructure Services/Parks and Gardens
Critical Activity 19: Revenue Generation	
Description of activity	Revenue generation
Mitigation	<p>Revenue</p> <ul style="list-style-type: none"> • Invoice generation undertaken by a service provider • Use facilities of an external site if necessary to issue invoices • if rates are to be issued, software provider contracted to issue (PCS)
Recovery priority	1-2 weeks
Risks / likely scenarios	<ul style="list-style-type: none"> • employees shortage – resulting in invoices not being processed and revenue to council delayed – also resulting in customers receiving numerous invoices at once, which may lead to the inability to pay all charges on time • PCS systems down – unable to process invoicing and rates • Cash flow shortage if significant adverse event that drains cash reserves as council undertakes restoration and recovery works.
Actions / alternative strategies	<p>Prioritise resources to issue rates</p> <p>Overdraft authorised with QTC</p>
Critical activity delivered	Corporate and Community Services

from	
Employee requirements	1 x Revenue officer, signing authorities as per department
Support services / stakeholders	IT, PCS software provider, QTC
Resources (minimum)	2
Divisional responsibility	Corporate and Community Services

Appendix H: Business Impact Analysis Forms

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DRAFT

12.4 LOCAL DISASTER MANAGEMENT PLAN

Document Number: 754352

Author: Executive Assistant

Authoriser: Director Infrastructure Services

Directorate: Infrastructure Services

Portfolio: Engineering, Roads, Rural Works, Concrete Batch Plant

EXECUTIVE SUMMARY

Mount Isa City Council is primarily responsible for managing natural disaster events on behalf of its community. It is Council's key role to identify and understand the credible hazards and risks that could impact the safety and sustainability of its community and to put in place mitigation, preparation, response and recovery strategies within its capabilities and resources.

RECOMMENDATION

THAT Council approve the updated Local Disaster Management Plan.

BACKGROUND

Managing natural disaster events is achieved through the development of Local Disaster Management Plans. This Local Disaster Management Plan sets out Council's strategies and practices towards enhancing our community's preparedness for and managing the consequences of a disaster. It also provides information on the links to the Local Disaster Management Group, individuals, advisors, voluntary organisations and community organisations, that are integral to the execution of our Disaster Management Strategy.

The preparation of this Local Disaster Management Plan (LDMP) has been undertaken in accordance with the Disaster Management Act 2003 and Disaster Management Regulation 2014, to provide for effective disaster management in the local government area.

The current LDMP was created in June 2013, updated in 2014, 2016, 2020 and attached LDMP updated in August 2021.

OVERVIEW

The LDMP has undergone a full review with oversight by QFES Emergency Management Coordinator, Elliott Dunn and Director Infrastructure Services informing amendments.

The LDMP Strategic Plan has been presented to the Local Disaster Management Group. The updated by must be and endorsed by the Mount Isa City Council for distribution.

BUDGET AND RESOURCE IMPLICATIONS

NI

LINK TO CORPORATE PLAN

Theme:	3.	Services & Infrastructure
Strategy:	3.1	Undertake a review of Council's Services

RECOMMENDATION OPTIONS

THAT Council review and approve the attached draft local disaster management plan.

Or

THAT Council **Do Not** approve the attached draft local disaster management plan.

ATTACHMENTS

1. Local Disaster Managment Plan [↓](#) 

plan



MOUNT ISA CITY LOCAL DISASTER MANAGEMENT PLAN



Mount Isa City Area

Local Disaster Management Group

FOI REF ID: 440040

Foreword

The ability of a community to cope with the impact of disasters, is largely dependent upon its preparedness.

As a community, it is essential to be aware of the types of hazards and potential disasters that are likely to occur within the Mount Isa City Area and to understand the risks associated with such hazards and precautions that should be taken to minimise the effects.

Mount Isa City Council is primarily responsible for managing natural disaster events on behalf of its community. It is Council's key role to identify and understand the credible hazards and risks that could impact the safety and sustainability of its community and to put in place mitigation, preparation, response and recovery strategies within its capabilities and resources.

This is achieved through the development of Local Disaster Management Plans. This Local Disaster Management Plan sets out Council's strategies and practices towards enhancing our community's preparedness for and managing the consequences of a disaster. It also provides information on the links to the Local Disaster Management Group, individuals, advisors, voluntary organisations and community organisations, that are integral to the execution of our Disaster Management Strategy.

The community is encouraged to be aware of this plan, the process and strategies contained herein, as the more knowledge an individual has, the better equipped that individual is during emergency situations.

Endorsement

This plan was approved by the Mount Isa City Council on #####

This plan is endorsed by the Chair of the Local Disaster Management Group.

.....
Her Worship the Mayor

Cr Danielle Slade

Chair, Mount Isa Local Disaster Management Group

This plan has been agreed to and accepted by the Mount Isa City Council through resolution.

Resolution No. OM#####

Date #####

The preparation of this Local Disaster Management Plan has been undertaken in accordance with the *Disaster Management Act 2003* and Disaster Management Regulation 2014, to provide for effective disaster management in the local government area.

The plan is endorsed for distribution by the Mount Isa City Council.

Mount Isa City Council

Date #####

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Mount Isa City Local Disaster Management Plan

FOLDER ID: 119042

CONTENTS

Foreword	2
Endorsement	3
A Amendment Register and Version Control	5
B Emergency Management Assurance Framework	7
1. Administration and Governance	9
1.1 Introduction	9
1.2 Statement of Establishment / Authority to Plan / Purposes and Objectives	9
1.3 LDMG Terms of Reference	12
1.4 Roles and Responsibilities	14
1.5 Public Health	22
1.6 Coordination of Disaster Operations	22
1.7 Statement of Compliance with Legislation, Guidelines and Strategic Policy Statement	23
2. Local Disaster Management Group	23
2.1 Agency Roles and Responsibilities	23
2.2 Administrative Responsibilities	24
2.3 Processes and Timeframes – Internal and External Assessment	24
2.4 Authority to Activate the Group	24
2.5 Reporting Requirements	25
3. Disaster Risk Assessment	25
3.1 Community Context	25
3.2 Hazards	30
3.3 Risk Assessment	38
3.4 Risk Treatment	39
3.5 Management of Residual Risks	39
4. Capacity Building	39
4.1 Capacity Building	39
4.2 Community Awareness	40
4.3 Exercises	40
4.4 Post Disaster Assessment	41
5. Response Strategy	41
5.1 Operational Planning	42
5.2 Warning Notification and Dissemination	42
5.3 Activation of Response Arrangements	42
5.4 Role of the Local Disaster Coordination Centre Operation and Management	43
5.5 State Emergency Services – Partnerships	43
5.6 Declaration of a Disaster Situation	43
5.7 Operational Reporting	44
5.8 Financial Management	44
5.9 Disaster Financial Assistance Arrangements	45
6. Recovery Strategy	45
7. Evacuation and Evacuation Centre Management	46
7.1 Evacuation Centres	46
7.2 Evacuation Centre Managers	46
8. Impact Assessment	47
9. LDMG Sub-Plans and Reference Documents	47
10. Definitions	49
11. Acronyms	52

MOUNT ISA CITY COUNCIL

Page 4 of 52

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Mount Isa City Local Disaster Management Plan

FOLDER ID: 119042

A AMENDMENT REGISTER AND VERSION CONTROL

This plan must reflect the changes in the Mount Isa community; as such it will undergo changes as the community and City develops over time.

The Local Disaster Management Plan (LDMP) is a controlled document. The controller of the document is the Mount Isa City Local Disaster Coordinator (LDC). Any proposed amendments to this plan should be forwarded in writing to:

Attn: Local Disaster Coordinator

23 West Street Mount Isa Qld 4825

The LDC may approve inconsequential amendments to this document. Any changes to the intent of the document must be approved and endorsed by Mount Isa City Council (MICC).

A copy of each amendment is to be forwarded to those identified in the distribution list. On receipt, the amendment is to be inserted into the document and the Amendment Register updated and dated when approved by Council, as appropriate.

i) Version Control Amendment Register

Version	Date	Approved by Council
1.0	6 June 2013	12 July 2013
1.1	6 June 2014	
1.2	3 August 2014	
1.3	15 July 2016	
1.4	6 April 2020	13 May 2020
1.5	August 2021	####

ii) Distribution and Availability of Plan

Description of Location of Copy	Contract Person	Contact Details	Controlled Copy (Y/N)
Hard Copy Council Chief Executive Officer's Office	Chief Executive Officer	07 4747 3200	Y
Mount Isa City Council Website	Promotions and Development Coordinator	07 4747 3200	Y
Original Digital Copy	Records Management Officer	07 4747 3200	Y
LDMG Core Members – Digital Copy	Various as per Core Member list		N

This plan has been distributed in accordance with the distribution list at Annexure G.

Electronic copies of this plan are available on Mount Isa City Council's website www.mountisa.qld.gov.au under Community/Disaster Management.

Hard copies are available, to the public, on request to Council's Customer Service Department for viewing or for purchase, according to Council's current fees and charges copying rates.

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Mount Isa City Local Disaster Management Plan

FOLDER ID: 119042

iii) Details of Amendments to Mount Isa City Local Disaster Management Plan

Version	Date	Section Number	Details of Amendment	Officer
1.0	6 June 2014			Emilio Cianetti
1.1	3 August 2014	3.2.9	Inclusion of link to member organisation mitigation strategies (Dam Owner's EMP)	Emilio Cianetti
		5.4 (Table 5.4)	Updating action outline for "Alert Stage", "Lean Forward Stage", "Stand Up Stage" and "Stand Down Stage"	Emilio Cianetti
		6	Explanation re Sub Plan requirements	Emilio Cianetti
1.2	3 August 2014	Contents Page	Updated referencing	Emilio Cianetti
1.3	15 July 2016	1.7	Approval by Chair of LDMG	Emilio Cianetti
		1.8.1	Remove section and replace with amendment table on this page	Emilio Cianetti
		1.8.2	Reindex section to 1.8.1	Emilio Cianetti
		1.8.1	Version Control updated	Emilio Cianetti
		1.9	Distribution List updated	Emilio Cianetti
		11	Attachment of updated distribution List	Emilio Cianetti
1.4	10 December 2019		Plan Review	Emilio Cianetti
1.5	August 2021	1.3, 1.4, 2.1, 5.9, 6.4	Plan Review and inclusion of Annexures	Donna Olivero

B EMERGENCY MANAGEMENT ASSURANCE FRAMEWORK

Objectives

The objectives of the Framework are to:

- direct, guide and focus the work of all entities working within Queensland's disaster management arrangements to achieve positive outcomes for the community
- support continuous improvement in disaster management
- provide consistency, and reinforce cultural interoperability and cooperation between entities within the sector
- promote excellence in disaster management and facilitate resilience-building within communities.



Principles

The Principles provide the 'why' for the Emergency Management Assurance Framework

Leadership	Leadership is demonstrated through a commitment to building a shared culture of excellence across the disaster management sector. Strategic planning, within the context of resources and risk, underpins clear decision-making and priorities to achieve positive outcomes for, and to enable, the community
Public Safety	Keeping the community safe is the primary driver for the continuous improvement of Queensland's disaster management arrangements. The arrangements are delivered through disaster management groups with a focus on the safety of the community, engaging stakeholders and sharing the responsibility for disaster management.
Partnership	Every Queenslanders has a role to ensure our State is resilient, risks are managed, and identified opportunities lead to improvement. Strong partnerships across the sector improve disaster management outcomes. Partnerships work well when they are well governed, have clear roles and responsibilities, and promote true collaboration.

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Mount Isa City Local Disaster Management Plan

FOLDER ID: 119042

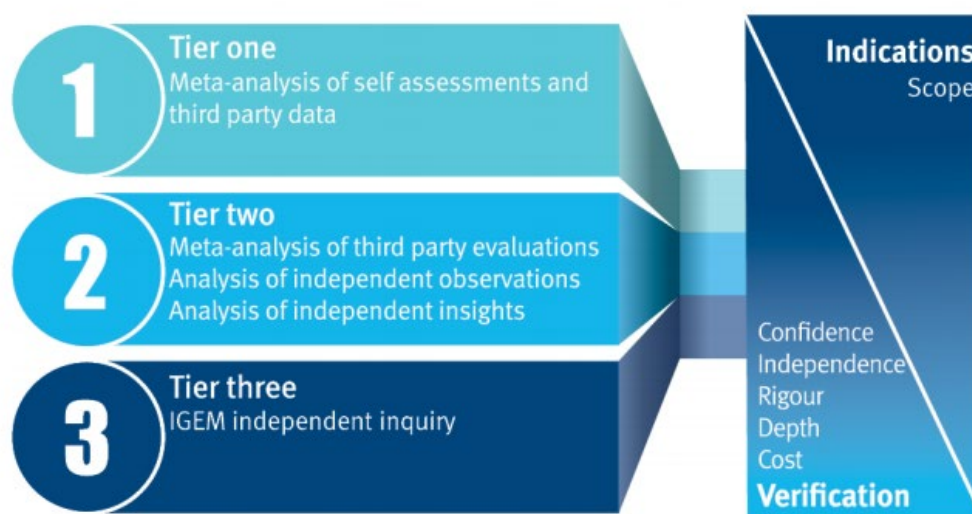
Performance	A culture of performance drives the productivity and effectiveness of disaster management. Productivity and effectiveness are measured by a combination of quality, quantity, cost, time and human relationships. Performance and continuous improvement are monitored and analysed against Standards.
--------------------	--

Good Practice Attributes

Scalable	Arrangements can be applied to any size or type of event and across all levels of Queensland's disaster management arrangements
Comprehensive	Considers all phases of disaster management, all hazards and risks, and a targeted all agencies approach
Interoperable	Promotes linkages and partnerships between systems, programs and people, to enable sharing of information and coordinated activities across the sector
Value Driven	Ensures that the value of services and systems is considered in terms of cost, fit for purpose, quality, and the advancing of broader economic, environmental and social objectives
Adaptable	Arrangements can adapt to a changing climate and environment, remaining flexible to the needs of the community

Assurance Activities

Assurance Activities collectively contribute to the assessment of the overall effectiveness of disaster management in Queensland. Each assurance activity type differs in the level of independence, scope, depth and rigour, to provide insight into the performance of the sector



1. ADMINISTRATION AND GOVERNANCE

1.1 Introduction

Mount Isa City is not immune to natural disasters, whilst these types of events are not common, we cannot afford to become complacent. The key to effective disaster response and recovery is the resilience of the community and the willingness of people to work together for the benefit of the community.

Mount Isa City Council, through the work of the Local Disaster Management Group (LDMG) will maintain their commitment to effective disaster management for the City. To be effective, our disaster management planning must be fluid and adaptable. We learn from events within the Local Government Area and examine the actions of other Local Governments in response to their events to ensure that we improve and adapt to changes such as the expectations of the community, situational demands, and climate change.

This is a community plan and to be truly effective we must draw on the collective knowledge of the community to develop a plan that is suitable and effective.

The purpose of the Mount Isa City Disaster Management Plan is to address the disaster management needs of the Mount Isa City and wider Local Government Area.

The plan ensures that community risks relating to disaster events, or events that affect the wellbeing of the community are identified and effectively managed.

The plan details the arrangements and responsibilities between response agencies, supporting government and non-government organisations.

The objective of the plan is to ensure that risks requiring District level support are identified and communicated to District level.

The Plan identifies Disaster Management priorities for Mount Isa City as:

- Build community resilience
- Protect and preserve life
- Protect infrastructure
- Manage information
- Coordinate recovery

1.2 Statement of Establishment / Authority to Plan / Purposes and Objectives

The *Disaster Management Act 2003* (the Act) requires comprehensive disaster management plans to be developed. Mount Isa City Council has complied with this since the introduction of the *State Disaster Management Organisation Act 1975*, for the provision of emergency planning and response for the local community.

This plan is prepared for the Mount Isa City Council under the provision of Section 57 of the *Disaster Management Act 2003* and replaces any former Local Government Disaster Management Plan.

- 1 A local government must prepare a plan (a "local disaster management plan") for disaster management in the local government's area.
- 2 The plan must include provision for the following —
 - a) the State group's strategic policy framework for disaster management for the State, and the local government's policies for disaster management
 - b) the roles and responsibilities of entities involved in disaster operations and disaster management in the area

- c) the coordination of disaster operations and activities relating to disaster management performed by the entities mentioned in paragraph (b)
- d) events that are likely to happen in the area
- e) strategies and priorities for disaster management for the area
- f) the matters stated in the disaster management guidelines as matters to be included in the plan
- g) other matters about disaster management in the area the local government considers appropriate

1.2.1 Purpose

This plan details the arrangements within the Mount Isa City Council local government area to plan and coordinate capability in disaster management and disaster operations.

The purpose of the Mount Isa City Local Disaster Management Plan is to address the disaster management needs of Mount Isa City. This will be achieved by:

- a) Ensuring that community risks related to events are effectively managed
- b) Ensuring that risks requiring District level support are identified and communicated to the District Level
- c) Ensuring that Local Government and Local Groups comply with their disaster management obligations under the *Disaster Management Act 2003*; and other purposes related to disaster management the Local Government determines

1.2.2 Objectives

The objective of the Mount Isa City Council Local Disaster Management Plan is to facilitate the implementation of effective and efficient disaster management strategies and arrangements including:

- a) the development, review and assessment of effective disaster management for the local government area including arrangements for mitigating, preventing, preparing for, responding to and recovering from a disaster
- b) compliance with the State Disaster Management Group's (SDMG) Strategic Policy Framework; the State Disaster Management Plan; the Local Disaster Management Guidelines; and any other Guidelines relevant to local level disaster management and disaster operations
- c) the development, implementation, and monitoring of priorities for disaster management for the local government area
- d) commitment to maintain and promote cooperation between these Councils in the event of a disaster which affects one or more of these Council areas

1.2.3 Prevention

Address and provide prevention strategies for disaster management of the Mount Isa City Local Government Area through mitigation and education.

1.2.4 Preparedness

Address and provide preparedness strategies for disaster management of the Mount Isa City Local Government Area through mitigation and education.

The plan aims to identify community awareness programs that will assist the community in preparing for a disaster event.

The Mount Isa City LDMG meets a minimum of twice per year and undertakes regular training as per the Queensland Disaster Management Training framework. Exercises are conducted on at least an annual basis.

1.2.5 Response

Address and provide response strategies for disaster management of the Mount Isa City Local Government Area.

The following identified natural and non-natural hazards:

- Earthquakes
- Exotic Animal and Plant Diseases
- Flood

- Fire
- Hazardous Materials Incidents
- Pandemics and Epidemics
- Transport Accidents
- Storms
- Water Contamination

In general Mount Isa City LDMG may activate due to flooding, chemical spill and has well-established procedures for managing this type of disaster. Other types of disasters are regularly exercised to ensure a suitable response is provided as required. During activations a tasking log will be completed through the Council's electronic system for data management.

1.2.6 Recovery

Address and provide recovery strategies for disaster management of the Mount Isa City Local Government Area.

The plan ensures that community risks relating to disaster events or events that affect the wellbeing of the community are identified and effectively managed.

The plan is to detail the arrangements and responsibilities between response agencies, supporting government and non-government organisations.

The objective of the plan is to ensure that risks requiring District level support are identified and communicated to District and State level.

1.2.7 Strategic Policy Statement

Disaster management and disaster operations in the Mount Isa City Council local government area are consistent with the Disaster Management Strategic Policy Statement. This is achieved by applying the elements of the Strategic Policy Statement.

1.2.8 Research

Mount Isa City Council has a strong history undertaking studies into disaster risks within our Local Government Area.

Studies previously undertaken by Council under the Natural Disaster Mitigation Program (NDMP) and the Natural Disaster Risk Management Studies Program (NDRMSP) is detailed as Annexure D of this Plan.

1.2.9 Policy and Governance

The Mount Isa City Local Disaster Management Group will ensure that the Council's responsibilities under the *Disaster Management Act 2003* are executed in full. The Council is committed to the values of the disaster management strategic framework, and has developed WHS Procedure – Natural Disaster Guide (Annexure E) and prioritised community safety through inclusion in Councils Corporate Plan 20120-2025 – Strategy 4.3

1.2.10 Risk Assessment

Mount Isa City Council will continue to implement best practice risk assessment and management practices within the district and will comply with current risk management standards (ISO 31000:2018) and the Queensland Risk Management Framework in order to achieve:

- A rigorous basis for decision making and planning
- Identification of threats
- Value from uncertainty and variability
- Pro-active rather than re-active management
- Effective allocation of resources
- Incident management and reduction in loss and cost of risk
- Improved community confidence and trust
- Compliance with relevant legislation
- Corporate governance

1.2.11 Mitigation

A detailed Mitigation Plan has been developed as an outcome of the Natural Disaster Mitigation Program (NDMP) and the Natural Disaster Risk Management Studies Program including the Mitigation Plan (NDRMSP) is detailed as Annexure D of this Plan.

1.2.12 Relief and Recovery

The Mount Isa City LDMG has developed a Community Recovery Sub Plan (Annexure C), which is based on the four pillars of economic, human and social, infrastructure and environment.

Successful recovery is responsive and flexible, engaging and empowering communities to move forward positively, requires a coordinated and adaptive approach, is built on effective communication with affected communities and other stakeholders and recognises, supports and builds on community and organisational capacity.

1.2.13 Post-Disaster Assessment

The Mount Isa City LDMG is developing its Post-Disaster Assessment capabilities. The assessment may include using QFES Rapid Damage Assessment Teams, Council, and other local agency staff as early as is possible immediate post event, assessments will be forwarded to the District Disaster Coordinator (DDC).

Post-activity debriefs will be conducted, debrief reports will be produced, and the recommendations from debriefs will be tabled at the next LDMG meeting for action, and if appropriate included in future LDMG Plan reviews.

The Mount Isa City Council and the Local Disaster Management Group will ensure that the Council's responsibilities under the *Disaster Management Act 2003* are executed in full. The Mount Isa City Council is committed to the values of the disaster management strategic framework:

- Protecting health, safety, quality of life and economic vitality
- Building and maintaining partnerships and collaboration across all levels of government, community and industry, in all aspects of disaster management
- Protecting our natural and built environment
- Respecting the diversity of Queensland communities
- Ensuring accountability and transparency of the Queensland disaster management arrangements

1.2.14 Review and Renew Plan

Under the *Disaster Management Act 2003*, Local Governments are required to 'review the effectiveness of the plan at least once a year'. 'Review' will be taken to mean a process that incorporates:

- Assessment of changes in hazards
- Progress on the mitigation strategy (and therefore changes to exposure/risk)
- Changes in community context (population, demography, socio-economic indicators)
- Lessons identified from exercises, training or previous events

This annual review process will be conducted in conjunction with LDMG. Changes to the plan shall be endorsed by the Mount Isa LDMG and approved by Mount Isa City Council.

This plan will also be reviewed under the following circumstances:

- Following activation of the LDMG in response to an event
- Following significant changes to the planning environment including changes in threats or the community
- In response to changes in the planning guidelines
- In any other circumstance where the Chairperson believes a review is warranted

1.3 LDMG Terms of Reference

1.3.1 Role s. 4A

The local government, through the LDMG, retains primary responsibility for managing disaster events contained within the local government area.

1.3.2 Functions**s. 30**

The LDMG has the following functions:

- a) To ensure that disaster management and disaster operations in the area are consistent with the State group's strategic policy framework for disaster management for the State
- b) To develop effective disaster management, and regularly review and assess the disaster management
- c) To help the local government for its area to prepare a local disaster management plan
- d) To identify, and provide advice to the relevant district group about, support services required by the local group to facilitate disaster management and disaster operations in the area
- e) To ensure the community is aware of ways of mitigating the adverse effects of an event, and preparing for, responding to and recovering from a disaster
- f) To manage disaster operations in the area under policies and procedures decided by the State group
- g) To provide reports and make recommendations to the relevant district group about matters relating to disaster operations
- h) To identify, and coordinate the use of, resources that may be used for disaster operations in the area
- i) To establish and review communications systems in the group, and with the relevant district group and other local groups in the disaster district of the relevant district group, for use when a disaster happens
- j) To ensure information about a disaster in the area is promptly given to the relevant district group
- k) To perform other functions given to the group under the Act
- l) To perform a function incidental to any of the previous functions mentioned

1.3.3 Membership**s. 33**

1 For section 33(1) of the Act, the following persons are members of a local group:

- a) the persons appointed as the chairperson and deputy chairperson of the group under section 10
- b) the other persons appointed as members of the group by the relevant local government for the group

2 At least 1 person appointed under subsection (1)(b) must be a person nominated by the chief executive of the department

3 At least 1 person appointed under subsection (1)(b) must be a councillor of a local government

4 The relevant local government for a local group may appoint a person as a member only if satisfied the person has the necessary expertise or experience to be a member

s. 34

The LDMG must appoint a member of the group as a Chairperson and a member of the group as a Deputy Chairperson. The member appointed as the Chairperson must be a Councillor of a local government.

s. 35

The Chairperson must, after consulting with the Chief Executive, appoint in writing the Chief Executive Officer or an employee of the relevant local government as Local Disaster Coordinator.

s. 37

At least once a year written notice of the members of the group must be given to the Chief Executive and the relevant District Disaster Coordinator (DDC).

1.3.4 Meetings**s. 39**

LDMG meetings must be held at least once in every 6 months at the times and places decided by the Chair; or when asked in writing by the relevant DDC or at least one-half of its members.

s. 40

A quorum for a LDMG meeting is the number equal to one-half of the members plus 1, or, if one-half of the members is not a whole number, the next highest whole number.

s. 40A

A member of a LDMG may, with the approval of the Chairperson, appoint by signed notice another person as his or her deputy. The deputy may attend a meeting in the member's absence and exercise the member's functions and powers under the Act. Deputy members are to be counted in deciding if there is a quorum for a meeting.

s. 41

The Chairperson is to preside at all LDMG meetings, or in their absence the Deputy Chairperson. If both are absent the meeting must be chaired by a person nominated by the Chairperson, a member nominated by the Deputy Chairperson, or if those offices are vacant, a member of the group chosen by the members present.

s. 42

Meetings may be held using any technology that reasonably allows members to hear and take part in discussions as they happen. Members who participate in meetings using this technology are taken to be present at the meeting.

s. 43

Minutes must be taken of LDMG meetings.

1.3.5 Local Disaster Management Plan (LDMP)

s. 57

A local government must prepare a LDMP which must include provision for:

- a) The State group's strategic policy framework for disaster management for the State, and the local government's policies for disaster management
- b) The roles and responsibilities of entities involved in disaster operations and disaster management in the area
- c) The coordination of disaster operations and activities relating to disaster management performed by the entities
- d) Events that are likely to happen in the area
- e) Strategies and priorities for disaster management for the area
- f) The matters stated in the disaster management guidelines as matters to be included in the plan
- g) Other matters about disaster management in the area the local government considers appropriate

s. 58

The LDMP must be consistent with the disaster management guidelines.

s. 59

The LDMG may review or renew the LDMP when it considers appropriate, however must review the effectiveness of the plan at least once a year.

s. 60

The LDMP must be available for inspection, free of charge, by members of the public.

1.4 Roles and Responsibilities

The following tables outline the roles and responsibilities of the various agencies who have accepted responsibility as lead agencies for operations in the disaster management system, whilst not all these agencies will be available at a local level these can be accessed through the disaster management system by requesting support to the district level.

Hazard	Lead Agency
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Mount Isa City Local Disaster Management Plan**FOLDER ID: 119042**

Accidents – Rail	Queensland Rail
Accidents – Road/Aircraft/Boating	Queensland Police Service
Earthquake	Mount Isa City Council
Exotic Animal and Plant Disease	Biosecurity Queensland
Fires – Urban / Rural	Queensland Fire and Emergency Services
Flood	Mount Isa City Council
Hazardous Material Incident	Queensland Fire and Emergency Services / Queensland Police Service
Medical Pandemics and Epidemics	Queensland Health
Oil/Chemical Spill (Marine Environment)	Maritime Safety Queensland
Water Contamination	Mount Isa Water Board

Department of Education (DoE)	Roles	Capacity	
		Local	District
Lead, manage and coordinate the department's planning, preparation, response and recovery from disasters and emergencies.	Maintain the safety and wellbeing of students, staff and volunteers who work or participate in DoE schools, institutions, and workplaces.	Y	Y
	Ensure that all state schools, regional offices and other workplaces have a documented emergency response plan.	Y	Y
	Ensure that all DoE regional offices and key workplaces have a tested business continuity plan.	Y	Y
	Ensure that DoE is prepared to respond to and recover from, disasters and emergencies.	Y	Y
	Facilitate the return of affected state schools to normal operations as soon as safe and practicable following an event.	Y	Y
	Facilitate the transition of DoE facilities to cyclone shelters, places of refuge and evacuation centres as required or directed.	Y	Y
	Provide workplace health and safety advice, information and awareness about electrical, chemical, asbestos and general safety matters in the lead up to, during and following cyclones, storms, floods and other disasters.	Y	Y
Department of Environment and Science (DES)	Roles	Local	District
Provide technical advice to response activities, regulatory support to affected stakeholders, coordination of environmental recovery initiatives, and the conservation park, state forest users and manage impacts from natural disasters on these community assets. development of climate change adaptation strategies as well as ensure the safety of national park.	Liaise with key stakeholders regarding an imminent disaster event and the status of their operations to understand pressing issues.	N	Y
	Provide expert assessment and advice on: <ul style="list-style-type: none"> impacts and potential harm of incidents on environmental values priorities for protection of environmental values contaminant containment and treatment measures environmental harm mitigation measures clean up measures for environments and wildlife 	N	Y
	Provide environmental risk assessment of events and incidents affecting infrastructure, mining and industrial sites and, where necessary, authorise emergency actions and releases.	N	Y
	Provide situational monitoring of local government infrastructure including landfills, sewage treatment plants and sewage pump stations, and the provision of expert advice.	N	Y
	Monitor and coordinate any actions relating to heritage buildings pursuant to the Queensland Heritage Act 1992.	N	Y
	Monitor and advise on management of impacted native wildlife outside the national park estate and reduce conflict and risks to the community due to their displacement.	N	Y
	Provide environmental management advice, assistance and direction during incident response and recovery	N	Y

MOUNT ISA CITY COUNCIL

Page 15 of 52

Error! Reference source not found. 1.5

Mount Isa City Local Disaster Management Plan

FOLDER ID: 119042

	phases as required under the State Disaster Contingency Action Plan, National Plan for Maritime Emergencies, related MoUs and agreements. Management Plan, State Chemical, Biological and Radiological Plans, Queensland Coastal		
	Establish mechanisms for industry, landowners and local governments to receive necessary environmental approvals for recovery (e.g., temporary landfills, port nature refuge holders). facility dredge spoil disposal, retrieval of hazardous materials, repairs to heritage listed places and dispensation to beach replenishment, replacement of coastal infrastructure, fill extraction for road repairs.	N	Y
	Conduct investigations pursuant to the Environmental Protection Act 1994 and other environment and conservation legislation.	N	Y
	Provide reports under the water catchments target of the National Impact Assessment Model (NIAM) measure # 46 – km of polluted flood water.	N	Y
	Maintain plans, skills, preparedness and response capability for disasters through structured training, exercises and review of readiness across all levels of the department	N	Y
	Maintain relationships and cooperative arrangements with other relevant state and Commonwealth departments and entities through regular review of agreed roles and responsibilities.	N	Y
	Closing affected national parks, conservation parks, and state forests.	N	Y
	Coordinating evacuations of national parks, conservation parks, state forests and department owned areas with the QPS.	N	Y
	Lead firefighting on national parks, conservation parks and state forests where there is no threat to life or property.	N	Y
	Manage impacts on national parks, conservation parks, and state forests, and reopen facilities to the public.	N	Y
	Provide storm tide and wave information, expertise, and advice in accordance with the 12th edition of the Tropical Cyclone Storm Tide Warning Response System Handbook (2016).	N	Y
	Undertake post event coastal field investigations to assess coastal impacts and storm tide inundation levels following a significant storm tide event.	N	Y
	Provide assistance with satellite imagery processing and distribution activities from cross-agency coordination with Department of Natural Resources Mines and Assistance Team. Energy, Land and Spatial Unit, and Geoscience Australia's Disaster	N	Y
	Provide information about land use mapping and supporting services and activities to key government agencies and industry groups.	N	Y
	Provide water quality monitoring through Catchment Monitoring Programs including the Great Barrier Reef catchment and other monthly grab sampling of water suspended sediments and selected pesticides that may impact the natural environment. catchments to provide data on nitrogenous and phosphorous contaminants	N	Y
	Deliver hydrodynamic / biogeochemical modelling, through the eReefs data portal providing near real time river plume footprints.	N	Y
Department of Communities, Housing and Digital Economy	Roles	Local	District
Functional lead agency for planning, coordination and implementation of human and social recovery in Queensland.	Coordinate and/or provide human and social recovery information and/or resources to support Local and District Disaster Management Groups.	N	Y

MOUNT ISA CITY COUNCIL

Page 16 of 52

Error! Reference source not found. 1.5

Mount Isa City Local Disaster Management Plan**FOLDER ID: 119042**

	Enable access to information and/or coordinated government and non-government human and social recovery services through a range of service delivery channels which may include:	N	Y
	— promotion and/or referral to local community services	N	Y
	— 1800 recovery hotline	N	Y
	— grants portal	N	Y
	— multi-agency recovery hubs	N	Y
	— community recovery information & referral centres	N	Y
	— case coordination of vulnerable persons	N	Y
	— outreach teams.	N	Y
	Purchase extraordinary human and social recovery services when local capacity is exhausted.	N	Y
	Facilitate matching and enabling of EV CREW registered volunteers.	N	Y
	Enable the matching of donated goods and offers of assistance.	N	Y
	Enable access to emergency and temporary accommodation assistance.	N	Y
	Administer SDRA & DRFA financial relief measures for eligible individuals	N	Y
	Manage the Queensland Government's Community Recovery "Ready Reserve".	N	Y
Department of Innovation, Tourism Industry Development and the Commonwealth Games (DITIDCG)	Roles	Local	District
Assist the Queensland Government to help Queensland prepare for, respond to and recover from an emergency through the DITID Emergency Management Plan (EMP). The EMP complements the Queensland State Disaster Management Plan and is enacted in line with the Disaster Management Act 2003, Disaster Management Strategic Policy Statement and Queensland Recovery Guidelines.	Compile and provide situation reports on impacts to tourism zones and tourism infrastructure.	N	N
Operate in partnership with other Queensland Government departments.	Resilience and recovery strategies for the tourism industry	N	N
Coordinate activities following a disaster to support tourism throughout Queensland through the Economic Recovery Group and actively engage with key partners to ensure a coordinated approach to economic recovery efforts, including:			
<ul style="list-style-type: none"> Regional Services, DSDMIP Tourism and Events Queensland (TEQ) Queensland Tourism Industry Council. 			
Department of State Development, Infrastructure, Local Government and Planning	Roles	Local	District
Support disaster mitigation considerations in development planning, built environment and infrastructure design. Manage some funding programs to local governments for disaster resilience and preparedness.	Manage the development and implementation of funding programs that provide funding for works that protect existing essential public infrastructure and/or build resilience to future natural disaster events.	N	N
	Multicultural Affairs Queensland to advise emergency management and recovery agents on the best ways to reach multicultural and ethnic community organisations and groups.	N	N
Department of Natural Resources Mines and Energy	Roles	Local	District
Establish and communicate arrangements for an emergency event that impacts or has the potential to impact on security of water, electricity, gas, or liquid fuel supply or pose a	ENERGY		
	Act as a conduit of information between all relevant parties, including advice on, action and implement the use of any emergency powers.	N	N

MOUNT ISA CITY COUNCIL

Page 17 of 52

Error! Reference source not found. 1.5

Mount Isa City Local Disaster Management Plan**FOLDER ID: 119042**

<p>risk to dam safety. Develop and maintain DNRME emergency management procedures that provide guidance in the response to an energy or water supply emergency, regardless of the hazard. Deliver innovative policy, planning and regulatory solutions in partnership with stakeholders to support reliable energy and water supply.</p> <p>Contribute to disaster management responses across those areas where the department has responsibilities or special expertise that include:</p> <ul style="list-style-type: none"> • Manage impacts on unallocated state land and other land managed by the department. • Maintain DNRME stream gauges that provide stream height, flow and rainfall data used by the Bureau of Meteorology. • Provide assistance during a disaster to QFES, the Public Safety Business Agency (PSBA) in the capture of spatial imagery and spatial information analysis and product production as necessary. • Manage impacts on and from Queensland abandoned mines. • Provide updates on the closure and opening status of current mining operations. 	Develop capability to facilitate emergency actions and responses to an actual or potential energy supply emergency event.	N	N
	Maintain a watching brief and facilitate information transfer in an emergency that may impact at the local, district, state or national level for an electricity, reticulated gas supply and liquid fuels.	N	N
	Advise the Minister if emergency powers are required to maintain supply security.	N	N
	Where appropriate, undertake process to enable the Minister to invoke emergency powers.	N	N
	WATER		
	Provide information and advice on the issues of dam safety and drinking water supply (continuity and/or safety) as required.	N	Y
	DAM SAFETY		
	Ensure emergency action plans are in place for referable dams to ensure appropriate action is taken in the event of incidents or failures of the dams.	N	Y
	Collate information from dam owners on event impacts.	N	Y
	Exercise dam safety emergency powers if needed to minimise the risk of failure or consequences of a dam failure.	N	Y
	DRINKING WATER		
	Ensure drinking water quality management plans are in place by registered drinking water service providers (this does not include private or unregistered providers).	N	Y
	Collate information from service providers and operators of drinking water supply schemes.	N	Y
	Work in partnership with Public Health Units (Queensland Health) regarding drinking water quality issues.	N	Y
	Act as a conduit of information between all relevant parties, including the support and enactment of emergency powers.	N	Y
Department of State Development, Infrastructure Local Government and Planning	Roles	Local	District
Lead agency for economic recovery during a disaster event, playing a key role in assisting local government, business and industry in resilience and recovery strategies. During a disaster, DSDILGP chairs the Economic Recovery Group (ERG) which provides strategic advice to the Queensland Government and relevant stakeholders on economic impacts, and develops and implements immediate response actions. The ERG also coordinates input from relevant departments, local government and industry bodies to develop a longer-term economic recovery plan.	Initial situation report on economic impacts on jobs, business and industry in disaster affected areas.	N	Y
	Initial situation reporting on economic impacts of local government areas (LGAs).	N	Y
	Provide support to relevant authorities restoring power, water and communications in the affected communities for the resumption of economic activity.	N	Y
	Ongoing coordination and reporting on the economic recovery tasks for the life of the recovery plan.	N	Y
	Prepare and implement regional plans that identify and interpret relevant matters of state interests for a particular region, including natural hazards, risk and resilience, to achieve desired outcomes.	N	Y
Department of Transport and Main Roads (DTMR)	Roles	Local	District
Coordinate the effective and efficient delivery of state-controlled road and transport recovery and reconstruction activities. DTMR also engages directly with industry and the community on the recovery and reconstruction phases following the natural disaster and leads the planning and implementation of the roads and transport functional line of recovery activities.	Provide information and advice regarding the impact of event on road, rail, aviation and maritime infrastructure.	N	Y
	Assist with the safe movement of people resulting from mass evacuation.	N	Y
	Enable an accessible transport system through reinstating road, rail and maritime infrastructure.	N	Y
	Ensure the capability of logistics-related industries is appropriately applied to disaster response and recovery activities.	N	Y

MOUNT ISA CITY COUNCIL

Page 18 of 52

Error! Reference source not found. 1.5

Mount Isa City Local Disaster Management Plan**FOLDER ID: 119042**

Queensland Corrective Services (QCS)	Roles	Local	District
Lead role for deploying and coordinating low risk prisoners and offenders to assist response and recovery operations.	Deployment and coordination of low risk prisoners and offenders to assist response and recovery operations.	N	N
Queensland Fire and Emergency Services (QFES)	Roles	Local	District
Ensure the safety of people and property in Queensland through the provision of effective prevention, preparation, response and recovery activities across a range of emergency situations through the capabilities of Fire & Rescue, Rural Fire Service and State Emergency Service.	Primary response agency for structural incidents.	N	Y
	Primary response agency for bushfire incidents.	Y	Y
	Primary response agency for chemical / hazmat incidents.	N	Y
	Provide advice, chemical analysis and atmospheric monitoring at relevant incidents.	N	Y
	Provide mass and technical decontamination capability.	N	Y
	Provide rescue and search functions and perform other operations to help and protect injured persons from danger or potential danger.	Y	Y
	Distribute and develop (where primary agency) warnings to disaster management stakeholders and communities.	N	Y
	Ensure that persons performing functions under the Disaster Management Act 2003 in relation to disaster operations are appropriately trained.	Y	Y
	Provide advice and support to the state group and local and district groups in relation to disaster management and disaster operations.	Y	Y
	Emergency supply acquisition and management of supplies and services in support of disaster operations.	N	Y
	Resupply of essential goods (food and basic commodities) to temporarily isolated communities, properties and individuals.	Y	Y
	Ensure the capability and capacity of Disaster Assistance Response Teams (DART) to assist communities affected by disasters or emergency situations.	N	Y
	Undertake damage assessment function (residential and commercial structures) as soon as practical post disaster / emergency situation and provide findings to disaster management stakeholders.	N	Y
Queensland Health	Roles	Local	District
Coordinate and manage the health aspects of a disaster or emergency incident across the full spectrum of prevention, preparedness, response and recovery including health advice to the community, public health, clinical care, forensic support and mental health.	Provide health disaster and emergency incident information to the public and disaster management stakeholders.	Y	Y
	Health services – clinical and forensic.	Y	Y
	Clinically coordinate aeromedical transport and emergency medical retrieval (with QAS) and provide membership to the SDCC aviation cell when activated.	Y	Y
	Clinical response to mass casualty management (with QAS).	Y	Y
	Forensic and scientific health services to mass fatality management and terrorism (with QPS).	Y	Y
	Recovery mental health support to affected communities (with DCDSS).	Y	Y
	Public health and environmental health advice and support to local governments and affected communities and industries.	Y	Y
	Environmental health risk assessment advice to other agencies, local government and industries.	Y	Y
	Messaging on public health risks to affected communities.	Y	Y
	Communicable disease surveillance and response arrangements.	Y	Y
Queensland Police Service (QPS)	Roles	Local	District

MOUNT ISA CITY COUNCIL

Page 19 of 52

Error! Reference source not found. 1.5

Mount Isa City Local Disaster Management Plan**FOLDER ID: 119042**

To enhance the safety of the community by assisting them to prepare for, respond to and recover from disaster events by providing support and guidance to disaster management groups at all levels.	Preserve peace and good order.	Y	Y
	Operational responsibility for first response to terrorism.	Y	Y
	Provide the Chair (DDC) and executive support to District Disaster Management Groups.	Y	Y
	Managing and coordinating the business of District Disaster Management Groups.	Y	Y
	Develop and facilitate a program of disaster management themed exercises.	Y	Y
	State Search and Rescue authority and responsible for the coordination of search and rescue operations.	Y	Y
	Provide support to Local Disaster Management Groups.	Y	Y
	Manage the registration of evacuees and inquiries in partnership with Red Cross.	Y	Y
	Provide traffic management, including assistance with road closures and maintenance of roadblocks.	Y	Y
	Conduct coronial investigations.	Y	Y
	Provide a Disaster Victim Identification capability.	N	N
Queensland Reconstruction Authority (QRA)		Local	District
Manage and coordinate the state government's program of infrastructure reconstruction within disaster-affected communities. QRA focuses on working with state and local government partners to deliver value for money and best practice expenditure and acquittal of public reconstruction funds. QRA is also the lead agency responsible for disaster recovery, resilience and mitigation policy.	Roles		
	Drive and coordinate enhancement of resilience throughout Queensland.	Y	Y
	Plan and coordinate Queensland and Australian Government assistance under the Disaster Relief and Funding Arrangements (DRFA).	Y	Y
	Develop and maintain the Queensland Recovery Plan and event-specific plans.	Y	Y
	Monitor damage of public infrastructure and private properties.	Y	Y
	Administer DRFA and State Disaster Relief Arrangements.	Y	Y
	Manage the service agreement with GIVIT for the coordination of offers of goods and services following a relevant disaster on behalf of the Queensland Government.	Y	Y
	Monitor reconstruction activities in affected communities.	Y	Y
	Drive and coordinate enhancement of resilience throughout Queensland.	Y	Y
	Plan and coordinate Queensland and Australian Government assistance under the Disaster Relief and Funding Arrangements (DRFA).	Y	Y
	Develop and maintain the Queensland Recovery Plan and event-specific plans.	Y	Y
Royal Society for the Prevention of Cruelty to Animals (Qld) Ltd (RSPCA)		Local	District
Provide situational awareness and operational intelligence in relation to animal welfare.	Monitor the responsible care of animals, provide standards of care for animals and protect animals from unjustifiable, unnecessary or unreasonable pain.	N	N
	Collaborate with stakeholders with shared responsibilities to ensure effective prevention, preparedness, response and recovery strategies and priorities for disaster management within a community.	N	N
	Assist in identifying and addressing immediate, medium and long term animal welfare recovery needs to enhance the capacity of the local community to recover from a disaster.	N	N
Bureau of Meteorology (BOM)		Local	District
Provide forecasts, weather warnings and long term outlooks on environmental phenomena that affect the safety, prosperity and resilience of Australians.	Roles		
	Collect, coordinate and distribute environmental observation data in support of advices, warnings and briefings.	N	Y
	Provide seasonal climate outlooks for forward planning.	N	Y

Error! Reference source not found. 1.5

Mount Isa City Local Disaster Management Plan**FOLDER ID: 119042**

Department of Agriculture and Fisheries (DAF)	Roles	Local	District
Lead agency for containment and eradication of emergency animal and plant diseases and pests. DAF also provides advice on agriculture, fisheries and forestry in a disaster event.	Coordinate efforts to prevent, respond to, and recover from plant and animal pests and diseases and invasive plants and animals.	N	Y
	Provide advice on livestock welfare.	N	Y
	Collaborate with stakeholders with shared responsibilities and other organisations to facilitate prevention, preparedness, response and recovery strategies and priorities for animal welfare management within a community.	N	Y
	Provide advice in relation to agriculture, fisheries and forestry disaster impacts.	N	Y
	Coordinate destruction of stock or crops in an emergency pest / disease situation.	N	Y
	Administer DRFA relief measures including agriculture industry recovery operations as required.	N	Y
	Lead the reporting on the disaster impact assessments on the agricultural sector, including economic losses and expected recovery.	N	Y
	Report on the possible impact seasonal conditions and climate events will have on the agricultural sector.	N	Y
	Coordinate the Agriculture Coordination Group with agricultural industry groups to provide information about the effect that a disaster event has on the are facing in responding to and recovering from a disaster event. agriculture, fisheries and forestry industries and the issues that individuals and businesses	N	Y
	Engage with industry on preparedness for climate risks and aid with economic recovery.	N	Y
	Assist agriculture and fishery industries in prevention and preparedness though normal business operations and service provision to industry and the communities.	N	Y
Queensland Ambulance Service (QAS)	Roles	Local	District
Provide, operate and maintain ambulance services and service delivery during rescue and other related activities. This includes protecting persons from injury or death, whether or not the individuals are sick or injured.	Provide, operate and maintain ambulance services.	N	Y
	Access, assess, treat and transport sick and injured persons.	N	Y
	Protect persons from injury or death, during rescue and other related activities.	N	Y
	Coordinate all volunteer first aid groups during major emergencies and disasters.	N	Y
	Provide and support temporary health infrastructure where required.	N	Y
	Collaborate with Retrieval Services Queensland in the provision of paramedics for rotary wing operations.	N	Y
	Participate in search and rescue, evacuation and victim reception operations.	N	Y
	Participate in health facility evacuations.	N	Y
	Collaborate with Queensland Health in mass casualty management systems.	N	Y
	Provide disaster, urban search & rescue (USAR), chemical hazard (Hazmat), biological and radiological operations support with specialist logistics and specialist paramedics.	N	Y
	Provide, operate and maintain ambulance services.	N	Y
	Access, assess, treat and transport sick and injured persons.	N	Y
	Protect persons from injury or death, during rescue and other related activities.	N	Y
	Coordinate all volunteer first aid groups during major emergencies and disasters.	N	Y
	Provide and support temporary health infrastructure where required.	N	Y
	Collaborate with Retrieval Services Queensland in the provision of paramedics for rotary wing operations.	N	Y

MOUNT ISA CITY COUNCIL**Page 21 of 52**

Error! Reference source not found. 1.5

Mount Isa City Local Disaster Management Plan

FOLDER ID: 119042

	Participate in search and rescue, evacuation and victim reception operations.	N	Y
	Participate in health facility evacuations.	N	Y
	Collaborate with Queensland Health in mass casualty management systems.	N	Y
	Provide disaster, urban search & rescue (USAR), chemical hazard (Hazmat), biological and radiological operations support with specialist logistics and specialist paramedics.	N	Y

1.5 Public Health

Throughout the year, Mount Isa City Council is responsible for public health. During emergencies, the managers of each Council Department ensure that the following functions are provided:

- Safe and adequate water supply – emergency power backup is provided at all Council facilities. Testing of water supplies is undertaken to ensure that no contamination has occurred. Residents are advised to conserve water
- Safe and adequate food supply – Environmental Health Officers inspect food premises to ensure compliance with food safety standards
- Emergency ablution facilities – emergency power backup is provided at all Council sewerage treatment facilities. In the event of treatment plant failure, the LDMG would seek assistance from the District Disaster Management Group (DDMG) for provision of emergency ablution facilities
- Refuse and waste disposal – transfer stations are located in Mount Isa and Camooweal. Normal refuse disposal services continue until prevented by loss of access. Services are resumed as soon as access is reinstated. Council provides industrial waste bins to isolated communities after an event, as required
- Vermin and vector control – Council monitors vector breeding areas prior to and during events and undertakes control where necessary as soon as waters recede, and access is available. Vermin control is addressed on an 'as needed' basis
- Infectious disease control – Council works with Queensland Health as incidents occur. Queensland Health is a specialist advisor to the LDMG
- Guidance on personal hygiene requirements – Council has prepared fact sheets on personal hygiene that are distributed to the community as required. Supplies of detergent and hand sanitiser are supplied for distribution at evacuation centres, or as required
- Disposal of dead stock and animals – Council organises burial of dead animals on site, if possible, or at the landfill, depending on the type of event
- Disinfection of buildings and premises – Supplies of disinfectant is available for use and distribution, as required
- Public Health Sub Plan (Annexure B)

1.6 Coordination of Disaster Operations

Coordination underpins the entire disaster management system. It is defined in the State Disaster Management Plan as:

'The bringing together of organisations to ensure effective disaster management before, during and after an event. It is primarily concerned with systematic acquisition and application of resources (people, material, equipment etc) in accordance with priorities set by disaster management groups. Coordination operates horizontally across organisations and agencies.'

Coordination in disaster management is about the effective management of different agencies with a diverse range of expertise, resources and skills by ensuring that they work together to a common goal and resources are best used for the benefit of the community.

One of the supplementary principles of disaster management is 'coordination, collaboration and consultation'. Effective management of any disaster relies on strong coordination arrangements, consultative decision making, collaboration and shared responsibility achieved through supporting relationships, trust and teamwork between individuals, agencies and the community.

1.7 Statement of Compliance with Legislation, Guidelines and Strategic Policy Statement

Mount Isa City Council and the Local Disaster Management Group will ensure that the City's responsibilities in its Terms of Reference as detailed in section 1.3 of this plan are executed within the available resources of both the group and the district. The City is committed to the values of the disaster management strategic Statement:

- Protecting health, safety, quality of life and economic vitality
- Building and maintaining partnerships and collaboration across all levels of government, community and industry, in all aspects of disaster management
- Protecting our natural and built environment
- Respecting the diversity of Queensland communities
- Ensuring accountability and transparency of the Queensland disaster management arrangements

2. LOCAL DISASTER MANAGEMENT GROUP

Under the *Disaster Management Act 2003* (section 57) a Local Government must establish a Local Disaster Management Group for the local government area. The roles and responsibilities for the core group are detailed in the Terms of Reference in section 1.3 of this plan.

State government agencies and organisations have designated responsibilities in disasters which reflect their legislated and/or technical capability and authority with respect to hazards, functions and/or activities of disaster management.

This Agency Roles and Responsibilities of the State Disaster Plan is not exhaustive; it focuses on the roles and responsibilities of agencies at the State level only. Importantly, this list aims to ensure, from a whole-of-government perspective, that all accountabilities of the State government with respect to disaster management have been addressed.

2.1 Agency Roles and Responsibilities

2.1.1 LDMG Core Group

Agency	Position
Mount Isa City Council	Chair (Mayor)
Mount Isa City Council	Deputy Chair (Deputy Mayor)
Mount Isa City Council	LDC (Chief Executive Officer)/Local Disaster Coordinator
Mount Isa City Council	Director of Engineering Services
Queensland Police Service	OIC Mount Isa Police
Queensland Fire and Emergency Service	Emergency Management Coordinator

2.1.2 Advisors

Agency	Position
SES	SES Local Controller
QAS	OIC Queensland Ambulance
Queensland Health	Queensland Health Representative
QPS	OIC Camooweal Police
QFES	Area Commander
Rural Fire Service	Rural Fire Inspector
Ergon	Ergon
APA Group	APA Group
Telstra	Telstra
Mount Isa City Council	MICC Media Officer
Glencore	Nominated Glencore Representative

Membership of the Committee shall mean and include the person acting in the capacity of any of the above members or the delegate of the member as the case maybe. The delegate must have the authority to commit resources from its parent body.

2.1.3 Specialist Advisors

The LDMG may call upon any organisation to provide specialist advice in the management of an event.

2.1.4 Appointment of Representative to District Group

The Mount Isa City Chief Executive Officer and Mayor are appointed as members of the District Disaster Management Group.

2.1.5 Notification of Membership to State Group

The LDC shall notify the State Disaster Management Group and District Group of the Local Groups membership once per annum. Changes to the executive membership will be forwarded to the state and district groups as they occur.

2.1.6 Meeting Schedule

The Mount Isa LDMG has an obligation under the Disaster Management Act to meet twice per year. Traditionally these meetings have been held prior to the traditional wet season and post season. The XO of the Mount Isa group will schedule these meetings and notify the members. All meetings will be minuted, and a copy of these minutes will be sent to the district group.

2.2 Administrative Responsibilities

The LDC of the local group is responsible for the administrative responsibilities of the group. The following administrative tasks are to be undertaken by the group:

- Keeping of meeting minutes
- Maintenance of contact list
- Maintenance of membership lists
- Update local disaster management plan
- Registration of correspondence
- Reporting (as listed)
- Conduct of meetings

2.3 Processes and Timeframes – Internal and External Assessment

This Local Disaster Management Plan will be reviewed every 12 months by the members of the LDMG, that plan will also be reviewed under the following circumstances:

- Following activation of the LDMG in response to an event
- Following significant changes to the planning environment including changes in threats or the community
- In response to changes in the planning guidelines
- In any other circumstance that the Chair believes a review is warranted

2.4 Authority to Activate the Group

The group may be activated by the Chair of the local group should the Chair believe that the activation in response to a threat is significant to warrant activation. The level of activation will be determined by the chair considering the likelihood and possible impact of the threat.

The group may be activated by the District Disaster Coordinator (DDC).

Activation of the group will occur independently of activation of DRFA, the decision to activate will be based on threat rather than financial implications.

Once the group is activated situation reports will be compiled and submitted to the DDMG at a frequency determined by the district group.

Whilst there may be no requirement for the entire group to attend a coordination centre the chair is to ensure that the entire group is kept informed of the situation and actions of the group.

The group will stand down only after the decision to cease activity has been made from the chair and the DDC.

Once the group has stood down a final situation report will be compiled and sent to the district group.

2.5 Reporting Requirements

The LDC of the Mount Isa Group is responsible for the administrative and reporting obligations of the group. The following reporting must be undertaken by the group:

Report	Submitted to	Frequency	Format
Meeting minutes	DDMG/SDMG	Following every meeting	Council minutes
LDMG Report	DDMG/SDMG	Annually	Issued by SDMG
LDMG Membership	DDMG/SDMG	Annually	Issued by SDMG
Situation reports	DDMG	As negotiated	SDMG Template
Activation report	DDMG	As required	Issued by DDMG

3. DISASTER RISK ASSESSMENT

3.1 Community Context

3.1.1 Geography

Mount Isa is bounded by the Northern Territory to the west, Cloncurry Shire to the east, Boulia Shire to the south and Burke Shire to the north. The City Council covers an area of 42,904 km² making it the largest city in Australia (by area covered).

The two populated areas of the city are Mount Isa (Long 139.50001 Lat -20.73332) located in the southeast of the boundary and Camooweal (Long 138.11667 Lat -19.91665) located on the Northern Territory boarder North West of Mount Isa.

The geography of the area is predominantly open savannah and woodlands with sparsely vegetated areas of Spinifex. The mineral rich Selwyn Ranges run from South to North through the east of the shire.

Mount Isa City is nestled in the Selwyn Ranges while to the west Camooweal is situated on the flat Barkley Tablelands.

The predominant river systems in the local government area are the Flinders and Georgina Rivers.

3.1.2 Climate and Weather

The climate of Mount Isa is governed by three main criteria: Tropical location (latitude), elevation and distance from the coast. With the Gulf of Carpentaria approximately 340km to the north, and the Coral Sea 740km to the east-northeast, the climate of Mount Isa is suitably described as 'Tropical Continental'.

Three main seasons are experienced in Mount Isa:

- Mild temperatures with low humidity (May to August)
- Hot temperatures with low humidity (September to December)
- Hot temperatures with high humidity (January to April)

Although maximum temperatures can reach well into the 40-degree scale in Summer (45.9 degrees, 29 January 1990 the highest temperature recorded for Mount Isa), the higher elevation of the Northwest uplands from the surrounding area (150m higher) has a significant moderating effect on temperatures. This can be shown by the temperature differences experienced in Mount Isa as compared to neighbouring townships such as Cloncurry, Boulia, Winton and Urandangie on the Western Plains.

Night-time temperatures in Mount Isa can often be much cooler than those of nearby centres. Mount Isa is located in a valley between two spurs of the Selwyn ranges. On clear nights, the moderate south-easterly winds experienced on the Western Plains and Barkly Tablelands keep the temperature higher. The calm conditions experienced in Mount Isa due to the sheltering effect of the ranges leads to lower temperatures being recorded (this can be up to ten degrees lower in extreme cases).

Due to the continental climate of Mount Isa, the diurnal (daily) temperature range is approximately 10 to 15 degrees throughout the year, although can be as high as 20 to 25 degrees at times. Except for the months of June, July and August, temperatures for the area are described as warm to hot. However, very low minimum temperatures can occur (lowest ever minus 2.9 degrees, 7 July 1984) due to the often-clear skies experienced in the winter months. Negative temperatures have occurred during the months of June, July and August. Although Mount Isa is just south of the limits of frosts, the area rarely experiences frost conditions to the same degree as continental areas further south.

Variability of rainfall in the Mount Isa district is in the order of 20 - 25%. This is verified by annual rainfall amounts that may be less than 250mm in one year and greater than 500mm the following (161mm in 1970 being the lowest yearly rainfall recorded, and 864mm in 1974 the highest). A district wet season usually occurs from December to March, with over 75% of the annual rainfall occurring during these months.

A failure of the wet season causes severe strain on the pastures and available surface water supplies. The onset of drought is greatly enhanced by the high evaporation rates during the summer months, although the loss during the dry season is less due to the lower temperatures.

The districts rainfall usually comes from thunderstorms that form due to the intense heating experienced during the summer months, and from the passage of the inland trough system prevalent during the Spring and summer months.

Occasionally, quite heavy and prolonged rain can occur with the passage of ex tropical cyclones, which can lead to an extension south west of the monsoon trough from the north western areas of Australia. With it can come flooding of local river and stream systems, with its associated dislocation of local infrastructure.

3.1.3 Population

The population of Mount Isa City is difficult to ascertain, the 2011 census placed the population at 21,237 and 32,588 in 2016. Difficulty in ascertaining the true population is attributed to fly in fly out workers.

The population distribution in 2020:

Mount Isa: 18,578
Camooweal: 208
Other (rural properties): 85

The City area is 43,713 km² giving it a population density of 0.42 persons per Km².

The City has a very high level of visitors travelling to the area for work throughout the year or as tourists during the cooler months of the year – March to October.

3.1.4 Vulnerable People

The 2011 census reported 446 persons who required assistance for core activity. There are a number of agencies in the Mount Isa City to service 'at needs' persons. Mount Isa has a number of transient persons 'sleeping rough' at any given time, some overcrowding of social housing is also present in the city.

3.1.5 Community Preparedness

Residents of the Mount Isa Region are resilient and accustomed to the regular isolation that accompanies the wet season in the area. LDMG participates in Queensland Get Ready initiatives with the view to educating the public and raising awareness of potential events within the Local Government Area.

3.1.6 Industry

Error! Reference source not found. 1.5

Mount Isa City Local Disaster Management Plan

FOLDER ID: 119042

Industry in the Mount Isa Region is predominately mining and mining support services.

3.1.7 Critical Infrastructure

Critical infrastructure includes power, water, sewage, roads and essential services buildings. There are two major dams in the Mount Isa Regional area.

Electricity Supply

Mount Isa City is powered by local power generators managed by APA Group using a mixture of natural gas and diesel.

Water Supply

Water supply across the City varies from treated dam water supply to treated artesian water supply.

Sewerage

Across the City area there is a mixture of sewage and septic systems.

Roads

From	To	Road	Distance (km)
Mount Isa	Camooweal	Barkly Hwy	190
Mount Isa	Cloncurry	Barkly Hwy	121
Mount Isa	Boulia	Diamantina Development Rd	304

Airport/Airstrips

Mount Isa is serviced by several carriers with regular flights to Townsville and Brisbane. Regular flights to the Gulf and South are also available. In the October 2018 to October 2019 period 230,408 passengers used the airport.

Mount Isa

Airport codes: ISA YBMA

Type: regional airport

Scheduled airline service: yes

Serves: Mount Isa, Queensland, Australia

Latitude: -20.663900 | 20 39.834023 S | S20 39 50

Longitude: 139.488998 | 139 29.339905 E | E139 29 20

Field elevation: 1,121 ft/342 m MSL

Magnetic variation: 6.1°E

16/34

8,399 x 148 ft (2,560 x 45 m) — paved — lighted

Camooweal

Airport codes: CML YCMW

Type: local airport (light traffic)

Scheduled airline service: no

Latitude: -19.911699 | 19 54.701958 S | S19 54 42

Longitude: 138.125000 | 138 7.500000 E | E138 07 30

Field elevation: 241 ft/73 m MSL

13/31

3,500 ft (1,067 m) — paved — lighted

3.1.8 Emergency Services

Mount Isa

Queensland Ambulance – Mount Isa Station

Queensland Police – Mount Isa Station

Queensland Health (Hospital - inpatient and surgical facility)

SES – Operations Depot – Mount Isa Station

Queensland Fire and Emergency Service – Mount Isa Station

Rural Fire Service – Operations Depot – Mount Isa Station

MOUNT ISA CITY COUNCIL

Page 27 of 52

Camooweal

SES – Operations Depot
 Rural Fire Service – Operations Depot
 Queensland Police – Camooweal Station
 Queensland Health (Clinic)

3.1.9 Hazardous Sites

Due to the number of mine sites located in the Mount Isa City chemical storage and transport within the region is common.

Large quantities of potentially dangerous chemicals are stored at various locations within the City. These are monitored by the Department of Environment and Science (DES). Council's City of Mount Isa Planning Scheme 2015(1) restricts the quantities of chemicals that can be stored near the populated areas of the City.

Chemical spills have occurred in the past due to mine overtopping and vehicle accidents.

The highways running east to west are the most likely areas for a spill to occur. The rail corridor runs to the South then East through the City is also a transport route for hazardous materials.

3.1.10 Public Buildings, Spaces and Events

Mount Isa City contains the following Government buildings, facilities and services:

Agency	Facilities	Services
Council	Chambers and Offices, 23 West St	Local Government
Council	Works Depot, Duchess Rd	Local Government
State Government	Court House, Isa St	Legal
State Government	Police Station, Isa St	Police
State Government	Police Station, Camooweal	Police
State Government	Ambulance,	Ambulance
State Government	Ambulance,	Ambulance
State Government	Fire Station, Helen St	Fire and Rescue
State Government	Rural Fire Station, Camooweal	Fire and Rescue
State Government	Mount Isa Hospital, Camooweal St	Health

Mount Isa City has no areas that would be considered high density. Areas where the density of people would be increased on occasion, include:

- Mount Isa Show (Buchanan Park Facility)
- Rodeo Events (Buchanan Park Facility)
- Night Club Facilities (Various Locations incl. Buff's Club, Irish Club and Overlander Hotel)
- Sporting Events (Various Sporting Facilities)
- Cinema (CBD)
- Shopping Complexes (Kmart and Woolworths)
- Theatres (Civic Centre and Mount Isa Cinemas)

3.1.11 Proposed Future Development

Future opportunities include several new mines including uranium, phosphate and rare earth elements that will be mined, processed and transported to markets from Mount Isa. With an abundance of mineral resources, electricity generation and water supply as well as a gas pipeline to the city, there is tremendous capacity for industries to grow and provide a secure future for the city. In consideration of this future and ongoing development in the region Mount Isa City is expected to experience moderate growth in infrastructure and housing over the next five years.

3.1.12 Neighbour Relationships

The Mount Isa City has good working relationships with all neighbouring Local Government areas.

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Mount Isa City Local Disaster Management Plan**FOLDER ID: 119042**

- Cloncurry Shire Council
- Boulia Shire Council
- Burke Shire Council

Council is also part of the North West Queensland Regional Organisation of Councils which include Cloncurry, Burke, Carpentaria, McKinlay, Richmond, Doomadgee and Flinders Shire Councils.

Council also has a good relationship with the Barkly Regional Council through the Mount Isa to Tennant Creek Cross Border Commission Alliance.



Map of Local Government Areas of Queensland

MOUNT ISA CITY COUNCIL

Page 29 of 52

3.2 Hazards

A hazard analysis was undertaken by Dr Douglas Goudie, Centre for Disaster Studies, JCU in 2003. This report is considered current. Additional studies are conducted in relation to the flood threat of proposed new estates and building projects, as required. The Risk assessment was recently reviewed under the Queensland Emergency Risk Management Framework.

Description of Natural Environment

Open savannah woodland and spinifex. An ancient, highly weathered landscape, landlocked and tropical. Subject to variable monsoonal rain, high day temperatures and cool nights - inland continental climate.

Description of Social Environment

Economically the region is mainly dependent on the mining and service industries, with some economic diversity provided by the beef industry.

Mount Isa became a separate shire in 1962, largely superseding the Barkly Shire. There is a relatively high portion of indigenous residents in the city with many itinerants from the region at large. There are some issues of public drunkenness and unruly behavior.

Mount Isa has an above Australian average per capita income. The mines bring great prosperity, although there has been downsizing in recent years. As the key regional centre of a vast area, Mount Isa has a wide spectrum of state government offices, radio and television stations and a functional CBD. There are banks, a wide variety of shops, hotels and a cinema. There are many forms of short-term accommodation, both for tourists and people on short term, private or government business.

3.2.1 - Flooding

3.2.1.2 Vulnerability of Local Economic Production and Employment

During flood there is little movement, except by air. Stock movement usually stops. Mail and food deliveries by road or rail may cease. There is little work residents on properties can do during floods. At Mount Gordon mine, the 40Km of soft unsealed road means their product cannot be moved, resulting in suspension of production. Winds may disrupt communications and power, causing lost work-time in the region. Low visitor numbers reduce retail trade.

3.2.1.3 Vulnerability of People

Rural stations are flooded-in from a couple of days to a couple of months during most wet seasons. Station residents may find medical evacuations and resupply of basic needs difficult during flood events due to the isolation of the remote stations and gravel road accesses.

The most vulnerable people are the 'riverbed people', the seemingly homeless indigenous people. During flood periods, many of these people are forced from the Leichhardt River system.

Groups like the Mount Isa Riverbed Action Group are trying to address some of the most damaging aspects of this kind of vulnerability.

There are also a few residences identified as mildly flood prone and these sites can be identified through the flood inundation mapping available through the Mount Isa City Council's Town Planning Scheme 2015 (1).

Travelers are vulnerable to drowning or exposure if isolated by floodwaters.

The following agencies are considered vulnerable and shall be briefed if needs arise:

- The Laura Johnson Home – Aged Care
- Blue Care Mount Isa Community Care – Nursing Agency
- Mount Isa Memorial Garden – Aged Care
- Injilinj Aged Care Unit

3.2.1.4 Vulnerability of Social Structures

Neither the population centres for Mount Isa or Camooweal areas have a history of direct flooding. Caravan parks located along Break-Away Creek and the Leichardt River may be prone to a minor level of flooding, however many of these visitors are mobile and with due notice are able to relocate as required. However, without sound links to the wider community, these van park residents are a particularly vulnerable social group.

3.2.1.5 Vulnerability of Buildings

Station homesteads all appear above flood levels, although some sheds may be submerged. Older infrastructure may be relatively vulnerable to extreme winds.

3.2.1.6 Vulnerability of Lifelines

Mount Isa and Camooweal have all-weather air strips, however link roads are severed in many places during a flood event. Of particular wider importance is the flooding of the Flinders Highway. The Townsville/Mount Isa rail link is also vulnerable to flooding. Electricity supply and telecommunications may be vulnerable during heavy electrical storm events however historically these systems have proven to be robust with short duration power failure in extreme weather conditions. Property owners and operators have reported that Telstra communications are reliable with backup UHF and School of the Air equipment available.

3.2.1.7 Vulnerability of Critical Facilities

Both public air strips and hospitals are accessible to the two population centres (Mount Isa City and Camooweal Township) during flood. Alternative power generation is available to key facilities.

Camooweal water supply is pumped from limestone bores. It is unlikely these will become contaminated. This may not be true for the Mount Isa City water supply. Both supplies are tested regularly for potability and safe use.

The Leichardt River feeds the downstream Mount Isa water supply. This river is fed by numerous tributary systems along its length. Stormwater runoff is contained within the mining lease that adjoins the Leichardt River system and is controlled by stringent environmental operating conditions. Drawing water downstream from an urban area of about 7,000 buildings, industrial, heavy industry, automotive and machinery works has potential risks however regular monitoring and testing of the City's water supply coupled with water management procedures compliant to the current Water Acts mitigates much of the risk levels.

3.2.1.8 Vulnerability of Other Elements

Road damage from flooding is often extensive and costly.

3.2.2 Fire

3.2.2.1 Vulnerability of Local Economic Production and Employment

Potential evacuation of extreme perimeter business' particularly along the Leichardt River may be required due to a bush fire event. Fire breaks and controlled burning undertaken by Mount Isa City Council mitigates much of the risk. Annexure H details Councils Leichardt River Prescribed Burn Procedure. City geographical layout is of low density with hydrant water supply available throughout the watered areas of the city to aid fire fighting.

Regional bush fires pose a potential risk to stock loss, potential loss of life, loss of feed and fencing. The harsh geographical terrain is normally hard on people and machines fighting fires.

Annexure H details the Leichardt River Prescribed Burn Procedure, the purpose of which aims to mitigate the risks associated with uncontrolled fires in this area by reducing fuel load and implementing fire breaks.

3.2.2.2 Vulnerability of People

Most vulnerable areas are those of the outer perimeter of the City residential and industrial areas which adjoin onto bush land. Fire breaks and controlled burning undertaken by Mount Isa City Council mitigates much of the risk. City geographical layout is of low density with hydrant water supply available throughout the watered areas of the city to aid fire fighting.

The most vulnerable people are the 'riverbed people', the seemingly homeless indigenous people. During fire events in the riverbed, many of these people are forced from the Leichardt River system.

Groups like the Mount Isa Riverbed Action Group assist to address some of the most damaging aspects of this kind of vulnerability.

3.2.2.3 Vulnerability of Social Structures

Not applicable.

3.2.2.4 Vulnerability of Buildings

Outer perimeter businesses and residences may possibly be exposed to bush fire threats. These threats are generally mitigated by a yearly fire break and back burning program operated by the Mount Isa City Council.

3.2.2.5 Vulnerability of Lifelines

Not applicable

3.2.2.6 Vulnerability of Critical Facilities

Not Applicable

3.2.2.7 Vulnerability of Other Elements

Not Applicable

3.2.3 Severe Wind (Land Gayle/Dust Storms)

3.2.3.1 Vulnerability of Local Economic Production and Employment

Severe winds described locally as land gales may cause some damage in built areas including industrial sites and in the rural areas. Generally, buildings are constructed to regulated wind loading standards and damage sustained will have little impact on business operation.

3.2.3.2 Vulnerability of People

Severe winds may cause power loss and downed power lines as a result of fallen trees and flying debris which could expose people to electrocution or to be struck by flying debris. Ongoing tree pruning programs by Ergon Energy throughout the city reduces the risk of damage to power services from trees.

3.2.3.3 Vulnerability of Social Structures

Not applicable.

3.2.3.4 Vulnerability of Buildings

Damage to properties may be, to an extent, limited to the older residential buildings in the city. Severe winds may cause power loss and downed power lines as a result of fallen trees and flying debris. Additional damage to buildings may occur from similar causes. Historically damage from severe wind has been minimal with Council and SES crews attending to damage quickly. Ongoing tree pruning programs by Ergon Energy throughout the city reduces the risk of damage to power services from trees.

3.2.3.5 Vulnerability of Lifelines

Not applicable

3.2.3.6 Vulnerability of Critical Facilities

Generally, not applicable except for possible grid power loss to facility. Most essential facilities have alternative power generation.

3.2.3.7 Vulnerability of Other Elements

Not Applicable

3.2.4 Toxic Spill and Emissions

3.2.4.1 Vulnerability of Local Economic Production and Employment

Plant closure as a result of the spillage or emission event may occur in loss of production.

3.2.4.2 Vulnerability of People

Damage to sight, lungs and skin for people on site and in adjoining residential area to the Acid Plant and the smelting and processing plant on the western side of the City. Both Glencore and the Acid Plant Facility have rigid environmental monitoring systems distributed throughout the city with shutdown procedures for the processing plant executed immediately upon detection of emissions over the City.

Asthmatics and people with other respiratory conditions are particularly at risk when emissions drift over the City.

Contamination is generally short lived and prevailing winds blow the contaminating emissions away from the populated areas.

3.2.4.3 Vulnerability of Social Structures

Not applicable.

3.2.4.4 Vulnerability of Buildings

Minor damage to building surfacing may occur.

3.2.4.5 Vulnerability of Lifelines

Not applicable

3.2.4.6 Vulnerability of Critical Facilities

Not Applicable

3.2.4.7 Vulnerability of Other Elements

Not Applicable

3.2.5 Major Mine Disaster

3.2.5.1 Vulnerability of Local Economic Production and Employment

Plant closure as a result of the spillage or emission event may occur in loss of production.

3.2.5.2 Vulnerability of People

Major loss of life may occur with onsite workers. Emergency response systems' capacity extended to the extreme with access to disaster area limited due to collapse of access in underground structure or site debris from large scale building collapse. Social and logistical stress. The mine operations undertake regular mine rescue drills and practice emergency response to several possible site disaster scenarios. Immediate capacity to attend to a disaster may be an issue with availability of resources depending on the scale of the event.

3.2.5.3 Vulnerability of Social Structures

Not applicable.

3.2.5.4 Vulnerability of Buildings

Significant damage to onsite buildings and services may occur.

3.2.5.5 Vulnerability of Lifelines

Onsite emergency response efforts and resources may be impacted by nature of event with land-based services such as water and communications being disrupted by the event. Backup systems would be deployed during such an event.

3.2.5.6 Vulnerability of Critical Facilities

Not Applicable

3.2.5.7 Vulnerability of Other Elements

Not Applicable

3.2.6 Pandemic Disease

3.2.6.1 Identification and Description of Natural Hazard – Pandemic Disease (Human)

Hazard Description (extracted from the Queensland interim pandemic plan).

Influenza pandemics are severe outbreaks that rapidly progress to all parts of the world, associated with the emergence of a new influenza A virus and Covid 19 subtype to which the overall population has no immunity. Characteristics of a pandemic include:

- outbreaks occur concurrently throughout the world

- disease may occur outside the usual season, including during summer
- a high attack rate in all age groups
- waves of disease before and after the main pandemic

Influenza pandemics occur at irregular intervals. Table 1 provides a summary of influenza pandemics during the 20th century.

Table 1: Summary of influenza pandemics during the 20th century

Year	Name of pandemic	Attack rate	Estimated mortality	Highest mortality risk group
1918-1919	Spanish flu	28 – 90%	20 – 40 million	20-45 year olds especially males
1957-1958	Asian flu	20-70%	1/2,000 to 1/10,000 infections	Those aged over 65 years
1968	Hong Kong flu	25-30%	1/2,000 to 1/10,000 infections	Those aged over 65 years

Source - https://eswi.org/knowledge-center/wp-content/uploads/sites/11/2014/07/Pandemics_of_the_20th_century.pdf

Table 2 provides a summary of influenza pandemics during the 21st century.

Year	Name of Pandemic	Estimated Mortality	Highest Mortality Risk Group
2003	SARS	774,000,000	Those aged over 65
2009-2010	Swine Flu Influenza A (H1N1)	100,000 – 4000,000	Children and young adults
2019-present	COVID-19	3.3M reported (6.9M estimated)	Those aged over 65

Source - <https://www.euro.who.int/en/health-topics/communicable-diseases/influenza/pandemic-influenza/past-pandemics>

In 2020, the World Health Organisation has declared a Covid19 pandemic. This is still evolving and there have been a number of State and Federal restrictions put in place. As a Local Disaster Management Group we act as a support stakeholder as Queensland Health has been nominated as the lead agency during these times.

Mount Isa City Council will identify key actions via the Business Continuity Plan and Workforce Resource Plan.

3.2.6.2 Vulnerability of People

The population of Mount Isa and Camooweal is no less susceptible to pandemic disease than any other area of Queensland. The spread of disease would be higher in the town areas than the rural properties due to the density of population and the reduced social distancing.

3.2.6.3 Vulnerability of Social Structures

The impact of widespread disease on the social structure of the local government area would be dependent on the strain of virus prevalent in the community. This may range from short term illness to widespread deaths from the disease.

At a minimum it is expected that the community would experience hardship from social distancing measures including:

- Absenteeism from workplace due to illness
- Requirement to care for unwell family members
- Closure of schools requiring parents to care for children
- Reduction in social events and gatherings
- Care for those quarantined at home unable to access normal facilities

In the worst case of a disease with a high morbidity rate the impacts on the social structure would be significantly higher. In addition to the items listed above these would include:

- Significant increase in death rate within the local government area
- Higher admission rates to the health facilities
- Losses of key staff
- Periods of grieving from family and friends of deceased
- General fear in the community
- Significant reduction in industry due to staff shortages

3.2.6.4 Vulnerability of Buildings

Whilst building will not be directly affected there may be a requirement to allocate some facilities to assist the health services in managing the disease. The Civic Centre and Buchanan Park Entertainment Centre have been identified as potential Emergency Evacuation Centres.

3.2.6.5 Vulnerability of Lifelines

The reduction in the available workforce within the local government area would lead to a reduction in the services available to the community. Whilst the disease would not directly impact on the physical lifelines, reduced staff may lead to maintenance issues and reduced operating capacity of these lifelines.

Business continuity planning would necessitate that reallocation of staff to maintain these essential lifelines.

3.2.6.6 Vulnerability of Critical Facilities

As per vulnerability of critical lifelines

3.2.6.7 Vulnerability of Local Economic Production and Employment

The effect of pandemic disease on the local economy is dependant on the virulence and type of virus. In the case of a milder strain of a virus the shire could expect:

- Increase absenteeism from normal workplaces through illness
- Parents absent from work due to need to care for children
- Closure of schools
- Need to reduce non-essential services

The effects of a disease with a high morbidity rate may include:

- Closure of businesses due to staff unavailability
- Significant decrease in staff attendances at work
- Re allocation of staff to maintain essential services
- Loss of key staff and skills
- Reluctance of staff to attend work areas due to fear of infection

3.2.7 Exotic Disease in Animals

3.2.7.1 Identification and Description of Natural Hazard – Exotic Disease in Animals

Hazard Description

According to the Australian Veterinary Emergency Plan (AUSVETPLAN) (10) Australian agriculture benefits enormously from its freedom from the more devastating disease epidemics that plague livestock industries in other parts of the world. An exotic disease incursion or a serious outbreak of an emerging or endemic disease could cause serious production losses to livestock industries in this country, jeopardise exports of livestock and livestock products and/or have serious public health implications. It is therefore essential that effective contingency plans and competency-assessed, trained personnel are available to counter such diseases.

AUSVETPLAN is a coordinated national response plan for the management and wherever possible, eradication of exotic disease incursions and outbreaks of certain emerging or endemic animal diseases. The term 'emergency animal disease' (EAD) is used in this manual to collectively describe all these disease categories.

In most cases, where this is applicable and is considered to be cost-effective, the policy for control and eradication of an EAD will be stamping out. This would involve:

- quarantine and/or movement controls
- destruction and disposal of infected and exposed animals

- decontamination of infected premises
- surveillance of susceptible animals
- restriction of the activities of certain enterprises

These measures may be supplemented where necessary (or replaced when stamping out is not appropriate) by one or more of the following options:

- vaccination
- vector or wild animal control
- animal treatment

Infected and disease-free zones may be established to contain the disease agent and to protect Australia's export trade.

3.2.7.2 Vulnerability of People

In general individuals are not affected by exotic diseases that effect animals. Restriction on movement of people would be expected but unless the disease develops the ability to pass from animal to human there would be little direct effect on people.

3.2.7.3 Vulnerability of Social Structures

Mount Isa is a large agricultural area with the main product being beef. Any outbreak of exotic disease in animal with the shire would have a direct and significant impact on the social structure of the shire. Experiences drawn from the foot and mouth outbreak in the United Kingdom show:

- Isolation of property owners and staff unable to leave the infected property
- 100% stock loss on some properties resulting in unrecoverable losses
- Individuals being targeted with blame for introduction or spread of disease
- Loss of market confidence

3.2.7.4 Vulnerability of Buildings

No effect

3.2.7.5 Vulnerability of Lifelines

No effect

3.2.7.6 Vulnerability of Critical Facilities

No effect

3.2.7.7 Vulnerability of Local Economic Production and Employment

The effect of exotic disease in animals on the Mount Isa economy would be Major. The impact on the economy will be dependant on the nature of the disease and the control measures required to contain it.

Economic losses may extend for some time if there is an embargo on beef from the region as a result of disease.

The following is an extract from the World Bank on animal disease

"The consequences of animal diseases in domesticated birds and livestock can be complex and generally go well beyond the immediate effects on affected producers." These diseases have numerous impacts, including:

- productivity losses for the livestock sector (e.g. production losses, cost of treatment, market disturbances)
- loss of income from activities using animal resources (in such sectors as agriculture; energy; transportation; tourism)
- loss of well-being of human beings (morbidity and even mortality rates; food safety and quality)
- prevention or control costs (production costs; public expenditure)
- suboptimal use of production potential (animal species, genetics, livestock practices)

3.2.8 Terrorism / Major Crime

3.2.8.1 Identification and Description of Natural Hazard – Terrorism/Major Crime Hazard Description (extract from the National Counter Terrorism Plan)(11)

A 'terrorist act' is defined under Australian law as an act or threat, intended to advance a political, ideological or religious cause by coercing or intimidating an Australian or foreign government or the public, by causing serious harm to people or property, creating a serious risk to the health and safety to the public, or seriously disrupting trade, critical infrastructure or electronic systems. *Criminal Code Act 1995* (Cwth)

A 'terrorist incident' is a combination of circumstances or conditions which may lead to or result from a terrorist act, and which require preventative and/or responsive action.

The nature of terrorism means that its implications may cross jurisdictional boundaries. This and the range of preventive measures and capabilities that may be required, necessitates that Australia maintain a national, cooperative approach to counter terrorism. Coordination and consultation between jurisdictions is formalised by the Inter-governmental Agreement on Australia's National Counter-Terrorism Arrangements of 24 October 2002 and is managed through the mechanisms outlined in this chapter.

The National Counter-Terrorism Alert System consists of four levels:

- low terrorist attack is not expected
- medium terrorist attack could occur
- high terrorist attack is likely
- extreme terrorist attack is imminent or has occurred

A change to a counter-terrorism alert level may be considered when:

- the situation is such that it is necessary to adjust community or business/industry sector vigilance or preparedness or
- there may be sufficient grounds for declaration of a National Terrorist Situation.

The threat from terrorist activity in the Mount Isa is considered low. The role of the LDMG is to deal with the effects of a terrorism event as it would with any other event affecting the shire, the role of investigating and preventing a terrorism incident is the role of the Queensland Police Service.

3.2.8.2 Vulnerability of People

There are very few circumstances or areas in the Mount Isa that require the gathering of many people. One of the intents of a terrorist act is to create fear in the public, the residents of the shire are no more immune from this than any other area of Queensland.

3.2.8.3 Vulnerability of Social Structures

Recovery will be planned for and managed in a structured manner. The broad needs created by the impact of a terrorist incident on a community will only be met through a range of services. These may be provided by a variety of both government and non-government organisations.

The focus of recovery planning and management is on community input. Emergency planning must cater for local conditions and incorporate localised recovery planning to address the aspects of recovery. Local government has responsibilities to provide and maintain physical services relevant to recovery. Most local government authorities also provide a range of human and community services to individuals and the community.

3.2.8.4 Vulnerability of Buildings

There are few buildings in the shire that would meet the criteria detailed in the Local Government Counter Terrorism Risk Management Kit (2).

3.2.8.5 Vulnerability of Lifelines

The lifeline of Mount Isa City is considered to be at low risk of terrorist activity.

3.2.8.6 Vulnerability of Critical Facilities

The critical facilities are considered to be at low risk of terrorist activity.

3.2.8.7 Vulnerability of Local Economic Production and Employment

Whilst there is potential for a terrorist act to disable one of the significant mines in the area thus leading to major job losses the likelihood of this is considered low. Should the nations alert level increase there would be some delays and increased expense involved to the mining sector in the production and transport of explosives.

3.2.9 Dam Failure or Supply Threat

3.2.9.1 - Identification and Description of Hazard – Wall failure/Flood due to Overflow / Terrorism / Supply Integrity Threat

Hazard Description

Hazard may arise from excessive inflows into the two water supply dams causing possible dam wall failure and/or flooding downstream. Additional hazards may arise from terrorist action whereby the integrity of the dam wall or water supply is affected. Two reservoirs are described in this section being – Lake Julius and Lake Moondarra which are both in the Mount Isa Shire area along with MIM tailings dams Leichhardt River Dam and Rifle Creek Dam.

3.2.9.2 Vulnerability

At immediate risk from a dam wall failure or overflow are the downstream properties. Local and district industries including communities will be affected in the longer term by a dam wall failure resulting in loss of water supply.

At immediate risk in the event of water supply contamination are the entire water supply customers for that distribution system.

3.2.9.3 Management of Hazard

For the management and delegated responsibilities for each of the Water Reservoirs mentioned above please refer to:

- a) **Lake Julius** - Infrastructure Owner – SunWater. Emergency Action Plan (EAP) – Julius Dam (3). Controlled copies are supplied by SunWater. A Controlled Copy of the EAP is also held by the Chair of the LDMG, the Local Disaster Coordinator and the OIC of the QPS.

Due to the location of the dam and the lack of populated areas downstream from the dam it is deemed to be a low risk

- b) **Lake Moondarra** - Infrastructure Owner – Mount Isa Mines Limited. EAP – Leichhardt River Dam (4). Controlled copies are supplied by Mount Isa Mines. A Controlled Copy of the EAP is also held by the Chair of the LDMG, the Local Disaster Coordinator and the OIC of the QPS.

Due to the location of the dam and the lack of populated areas downstream from the dam it is deemed to be a low risk

- c) **Rifle Creek Dam** - Infrastructure Owner – Mount Isa Mines Limited. EAP – Rifle Creek Dam (5). Controlled copies are supplied by Mount Isa Mines. A Controlled Copy of the EAP is also held by the Chair of the LDMG, the Local Disaster Coordinator and the OIC of the QPS.

Due to the location of the dam being upstream of the Mount Isa City Area and therefore upstream of populated areas the dam it is deemed to be of significant risk.

3.3 Risk Assessment

Risk assessments were undertaken for all hazards identified to have any relevance to the area covered by the plan. The likelihood of each hazard was considered on a monthly basis and as supported by the Bureau of Meteorology records.

The Mount Isa City Disaster Risk Management Study found that wet season flooding, and possible urban fires are considered as the two main natural disaster hazards. Neither of these are likely to be grossly disruptive or destructive, except in the extreme event, where indicators of threat should pre-mobilise the community and trigger precautionary evacuation responses.

A community fear of mine or toxic transport related mishap exists. There is potential however considered a minor threat of release of ammonia gases associated with air cooling into the mine. This unit is approximately 500m from the Barkly Highway and any released ammonia is likely to disperse harmlessly. Apart from terrorist activities, the only other mine related hazardous incident that could occur to affect the public is from a failure of the acid plant. In the event that sulphuric acid escapes in liquid form from the site, containment bunding will contain any spillage. In the event where fracturing of the high-pressure acid transporting pipes occurred the plant would automatically close

MOUNT ISA CITY COUNCIL

down. There are practiced standing procedures with QFES in each case to initiate evacuations should the normal prevailing easterly winds happen to blow from the west, dispersing vapor overpopulated areas. The probability of this occurrence considered to be minor.

Transport spills have a slightly higher probability than in other areas of the country because of the quantity of toxic substances used in mining within the Mount Isa region. The counter disaster plan has detailed responses to toxic spills and QFES have specialised response gear.

Monsoonal rains are a normal part of the inland tropical climate. Loss of communications has not been significant in the past however the threat of urban fires was a cause for public concern. Destructive winds are usually localised and dust storms rarely occur and are not considered a significant threat.

Floods are the most troublesome natural extreme. Isolation by saturated or flooded roads usually only lasts for a couple of days in many instances, except during severe or prolonged flooding events, which occur, on average approximately at eight yearly intervals. Floods are of special concern during medical evacuations and when travelers are stranded.

3.4 Risk Treatment

The risk assessment identified existing controls for each hazard and possible future treatments to further reduce the identified residual risk. Possible further treatments will only be moved into the existing control category after funding and implementation has occurred.

3.5 Management of Residual Risks

Throughout the risk management process there will be residual risks. These are the risks to the Shire that cannot be reduced within the capacity of the Shire.

For Mount Isa City there will be two main residual risks:

- Staffing - it is recognised that the shire may lack the personnel or specialised skill sets that may be required during an event in the initial stages. These identified residual risks have been referred to the Townsville DDMG for inclusion in the District Disaster Management Plan.
- Engineering - in order to remove or significantly reduce certain risks, modification of assets through engineering will be required. As an example, in order to floodproof the highway to nearby communities, all bridges and roads must be constructed above Q100 flood levels. Residual risk will remain where these engineering modifications are not cost effective for the risk posed. This residual risk will be accepted by the shire.

4. CAPACITY BUILDING

4.1 Capacity Building

The capacity of the Mount Isa based LDMG shall be determined through the combination of the resources and capability available to the local group to reduce the level of risk or effects of a disaster. Capacity is built through the combination of scheduled training and exercise programs that are targeted to specific local requirements.

The Local Disaster Management Group shall undertake continuous improvement through the regular evaluation and improvement of processes and arrangements used by the LDMG to respond to an emergency to ensure their relevance, efficiency, effectiveness and readiness.

The process of continuous improvement can be portrayed graphically by Figure 4.1



Figure 4.1

4.2 Community Awareness

MICC has an existing community engagement policy that is efficient and tested, this will be utilised in the event of threats to the community.

This programme comprises the following elements:

- (a) Publications explaining flooding and emergency procedures
- (b) Preparation of media releases explaining flooding preparedness and emergency procedures
- (c) Publications prepared by statutory services detailing the measures that should be taken to prevent, minimise and deal with the effects of emergency situations
- (d) Ongoing media campaign to encourage the public to "be aware"

These publications will be made available to the public by Mount Isa City Council.

Disaster Management information will be passed to radio and television media for communication to the public of as directed by the Controlling Authority. However, where there is insufficient time for this means of communication, it will be necessary to inform the public directly and this will become a task for the LDMG.

To ensure consistency and relevance of information, all outside media enquiries shall be directed to the Chairperson of the LDMG or their delegate.

Mount Isa City Council will ensure that public education material in relation to natural hazard events is available on the Council website.

Prior to the onset of the traditional wet season additional public education will be undertaken by the State Emergency Service and Queensland Fire and Emergency Service. During flood events the City will work closely with media to ensure that the condition of roads within the City is widely communicated as this will assist in reducing the number of persons becoming stranded in the city and on roads throughout the district.

4.3 Exercises

The LDMG has the responsibility to conduct disaster management exercises with each individual agency to ensure they have exercised and practiced procedures. QFES will be utilised to facilitate exercises conducted for groups in the disaster management arrangements.

A hot debrief will be conducted immediately following the exercise with the debrief being conducted in the format of SWOT analysis where:

- Strengths - characteristics of the team that give it an advantage over others
- Weaknesses - are characteristics that place the team at a disadvantage relative to others
- Opportunities - external chances to improve performance in the environment
- Threats - external elements in the environment that could cause issues for the team

Issues identified should be noted and recorded against one or more of the POSTE categories, depending on the perception of the reason behind the issue identified.

People	Roles, responsibilities and accountabilities, skills
Process	Includes plans, policies, procedure, processes
Organisation	Structure and jurisdiction
Support	Infrastructure, facilities, maintenance
Technology	Equipment, systems, standards, interoperability, security
Training	Capability qualifications/skill levels, identify courses required
Exercise Management	Exercise development, structure, management, conduct

4.4 Post Disaster Assessment

Following any operational activity, the LDMG will meet to identify and adopt any lessons that can be learnt from the actions taken during the response to continuously improve the Local Disaster Management Plan (LDMP). The LDMP is to be continually reviewed and the effectiveness of disaster management process assessed and updates as necessary. Immediately following an event, a 'hot' debrief will be conducted as detailed in Section 4.4 of this plan. A post full post event review shall be conducted with the outcome including corrective actions required to be communicated to LDMG members and the XO of the District Group.

5. RESPONSE STRATEGY

Mount Isa City Council has access to staff and equipment to respond to most events that may threaten the City. Widespread damage or multiple events would require the resources of the City to be supplemented by the DDMG.

Historically, Mount Isa has predominantly activated for flooding in the region and locally. Due to the nature of the flooding there is a considerable lean forward phase where flooding can be reasonably predicted. In the event of an incident where little or no warning can be achieved and widespread damage involved such as for an earthquake or severe storm, the local emergency response agencies would be quickly overwhelmed. In such a situation, additional resources would be requested from the DDMG.

During major or prolonged flooding, the LDMG may need to request a resupply of essential goods.

Mount Isa City Council has the capability to manage events that occur in the City on a regular basis, these include minor to moderate flooding, fires with minimal structural damage and short duration storms.

Larger scale events in the City or multiple events would require the support of outside agencies. The City has the capacity to effect small scale evacuations however larger scale evacuation with prolonged sheltering of population displaced by an event would require the assistance from outside of the City.

Whilst the City has access to a range of services it recognises the limitations within these services. An example of this is that lack of a surgical facility in the City.

Events that would be beyond the capacity of the City would include, but not be limited to:

- Flash flooding of significant number of dwellings
- Earthquake with multiple structural failure
- Spread of exotic animal disease
- Events that require long term housing for evacuated population
- Events with multiple fatalities or multiple serious injuries

5.1 Operational Planning

The Concept of Operations (COO) document is known as the working papers for Disaster Management and is a document designed to assist the LDMG in times of disaster by providing quick access to important information.

The COO details the stages of activations of the group and the roles of the staff in the coordination centre. The COO document contains operational plans in which detail items that should be addressed during different phases or actions of the response.

The Concept of operations document is held separately to this plan and is accessible through Gov Cloud.
(6)

5.2 Warning Notification and Dissemination

The Bureau of Meteorology may provide warnings of severe weather relevant to the area. The LDC may request through QFES, emergency alert advice through a landline or by text messaging to affected constituents.

The LDMG is tasked with the role to ensure that warning notifications are communicated to all the LDMG members and to the portion of the community that is serviced by the LDMG.

Communication of the warning notifications shall be through email messages or by direct contact by the LDC in instances where emailing facilities are not available to the LDMG members.

Additional information regarding warnings can be obtained from the Emergency Alert Operational Guidelines available on the web at www.disaster.qld.gov.au.

5.3 Activation of Response Arrangements

The timely activation of the LDMG is critical for an effective response to an event. The decision to activate is dependent upon several factors including the perceived level of threat. The activation of the Queensland Disaster Management Arrangements (QDMA) (7) may either be bottom up or top down. Bottom up activations escalate up through the disaster management arrangements where the LDMG requires support and top down activations involve escalation down through the arrangements from the SDMG where the imminent threat has a broader implication across the State.

The QDMA are activated using an escalation model based on the following levels:

Alert

A heightened level of vigilance due to the possibility of an event in the area of responsibility. No action is required however the situation should be monitored by someone capable of assessing the potential of the threat.

Lean forward

An operational state characterised by a heightened level of situational awareness of a disaster event (either current or impending) and a state of operational readiness. Disaster coordination centres are on stand by and prepared but not activated.

Stand up

An operational state where resources are mobilised personnel are activated and operational activities commenced. Disaster coordination centres are activated.

Stand down

Transition from responding to an event back to normal core business and or continuance of recovery operations. There is no longer a requirement to respond to the event and the threat is no longer present.

The movement of disaster management groups through this escalation phase is not necessarily sequential, rather is based on flexibility and adaptability to the location and event. Activation does not necessarily mean

the convening of the LDMG, rather the provision of information to group members regarding the risks associated with a pending hazard impact.

The Local Levels of Activation for Response Arrangements is detailed at Annexure I and Local Levels of Activation for Recovery Arrangements is detailed at Annexure J.

5.4 Role of the Local Disaster Coordination Centre Operation and Management

The principle aim of the LDCC is to coordinate resources and assistance in support of local agencies and stakeholders who are engaged in disaster operations.

The primary functions of a LDCC revolve around three key activities:

- Forward planning
- Resource management
- Information management

In particular, the LDCC is responsible for the:

- Analysis of probable future requirements and forward planning including preliminary investigations to aid the response to potential requests for assistance
- Implementation of operational decisions of the LDCC
- Advice of additional resources required to the DDMG
- Provision of prompt and relevant information to the DDMG concerning any disaster event occurring within their district

The LDC has overall responsibility for the establishment and operation of the LDCC. The LDCC should ensure appropriate levels of staff are identified and trained in operation of the LDCC. LDC training would form a component of the LDMG training program. To support the operation of the LDCC, Standard Operating Procedures (SOPs) are being developed and utilised to inform training.

5.5 State Emergency Services – Partnerships

The State Emergency Services (SES) is a vital part of the QDMA, providing a response capability on behalf of the LDMG to assist communities in times of disaster or emergency situations. State and Local Governments maintain an important partnership in assisting SES volunteers to provide a valuable volunteer emergency service to their local communities.

The functions of the SES are to:

- Perform search and rescue or similar operations
- Help injured persons or protect persons or property from danger or potential danger
- Conduct other activities to help communities prepare for, respond to and recover from an event or disaster

The SES also provides valuable assistance to other emergency service agencies in disaster or emergency situations.

The SES Local Controller should ideally be a member of the LDMG and will be able to assist with planning and procedures surrounding activation and operations of SES groups in local government areas.

5.6 Declaration of a Disaster Situation

In accordance with s. 64 of the *Act*, a DDC may, with the approval of the Minister, declare a disaster situation for the district or one or more local government areas within the district in whole or in part. As outlined in s. 75 and s. 77 of the *Act*, the declaration confers extra powers on groups to perform actions, give directions and control movements within the declared area.

In declaring a disaster situation, the DDC is to be satisfied that a disaster has happened, is happening or is likely to happen and it will be necessary, or reasonably likely to be necessary, to exercise declared disaster powers to prevent or minimise the loss of human life, illness or injury to humans, property loss or damage,

or damage to the environment. Before declaring a disaster situation, the DDC is to take reasonable steps to consult with each local government under the *Act* to manage disaster operations in their area.

It is important to note that the declaration of a disaster situation relates to the situational requirement for additional powers and is not linked to the activation of disaster management groups under the QDMA or the activation of disaster financial assistance arrangements. All three actions are independent processes and are not interlinked or conditional. The declaration of a disaster situation does not impact the requirements of a local government under the *Act* to manage disaster operations in their area.

5.7 Operational Reporting

5.7.1 Situation Report

Situation reports (SITREP) are aimed to capture accurate information from the day's operations through communicating a current and forecast situation during a disaster event. During operational activity the LDMG, through the operation of the LDCC, will be responsible for the preparation and distribution of SITREPs.

The LDMG will need to ensure regular and accurate information is received from operational areas to inform operational response, forward planning and the contents of the LDMG SITREP.

The production of SITREPs takes time and effort and LDMGS will need to consider the allocation of appropriate staff in the LDCC to compile the SITREP.

If a disaster event requires the activation of a DDCC, the LDMG will be required to develop a SITREP to be forwarded regularly from the LDCC to the DDCC. If an event is contained within a local government area and has not progressed to DDCC activation, the DDMG will still have activated to 'lean forward' level and the DDC may still request LDMG SITREPS to monitor and assess the situation. The nature of the disaster and the involvement of the DDMG will determine the timings, complexity and format of the SITREP for a given event.

5.7.2 Tasking Log

It is recommended that a tasking log be used during activations to record actions taken and the responsible agency or officer. It is anticipated that the log will be used by the LDC or in larger operations the Tasking or Operations Officer in the LDCC.

A tasking log may contain details of:

- The specific operational task to be undertaken
- The date and time of commencement of the task
- The agency and responsible officer to which the task has been delegated
- Relevant contact details
- The date and time of completion of the task
- Actions taken and contextual comments

The use of a tasking log will ensure that planned operational contingencies have been executed. Tasking logs should be treated as official records and should be stored and archived appropriately to provide information to any post-event review.

5.8 Financial Management

Due to the nature of many disaster situations, finance operations will often be conducted with compressed time constraints and other pressures, necessitating the use of non-routine procedures. This in no way lessens the requirement for sound financial management and accountability.

The LDMG should predetermine event-related financial management arrangements to ensure costs are appropriately endorsed and captured from the onset of operations.

The LDC, in consultation with the LDMG Executive Team, is responsible for establishing and maintaining financial management procedures for the LDCC. Each support agency is responsible for providing their own financial services and support to its response operations relevant to their agency.

5.8.1 Authority to Expend Funds

Each participating agency should predetermine the type and limit of expenditure permitted (individual expense and cumulative expense) by their group members without further reference to senior management.

This also includes predetermining management processes for the expeditious financial authorisation of support and relief staff, as may be required.

5.8.2 Document Management

When an event occurs, each participating agency should immediately begin accounting for personnel and equipment costs relating to disaster operations. Reimbursement is not an automatic process and requires solid evidence of disaster-related expenditure. Care and attention to detail must be taken throughout the disaster operations period to maintain logs, formal records and file copies of all expenditure (including personnel timesheets), in order to provide clear and reasonable accountability and justifications for future audit and potential reimbursement purposes.

The LDMG will ensure that expenditure is in line with Local Government procurement processes.

5.9 Disaster Financial Assistance Arrangements

There are two sets of financial arrangements which, if activated by the Minister, provide financial support to Queensland communities impacted by a disaster event through the reimbursement of eligible expenditure:

5.9.1 State Disaster Relief Arrangements

The intent of the State Disaster Relief Arrangements (SDRA) is to assist in the relief of communities whose social wellbeing has been severely affected by a disaster event (natural or non-natural). The SDRA is State funded, and therefore not subject to the Australian government-imposed event eligibility provisions or the activation threshold that exists under the DRFA. Consequently, SDRA is able to address a wider range of disaster events and circumstances where personal hardship exists.

5.9.2 Natural Disaster Relief and Recovery Arrangements

The intent of the Natural Disaster Relief and Recovery Arrangements (DRFA) is to assist the relief and recovery of communities whose social, financial and economic wellbeing has been severely affected by a disaster event.

The arrangements provide a cost sharing formula between the State and Australian Government and include a range of pre-agreed relief measures.

To claim for expenditure reimbursement under SDRA and DRFA arrangements:

- The relevant arrangements must be activated
- The relevant relief measures must be activated and the expenditure must meet the eligibility requirements of that measure
- Documentary support for all eligible expenditure detailed in the claim must be provided by the claimant

6. RECOVERY STRATEGY

For the purpose of effective coordination aspects of recovery are conceptually grouped into four functions. It is important to acknowledge that the four functions of recovery overlap and recovery arrangements must reflect the inter-relationship between each of these functions.

Annexure C details the Mount Isa City Community Recovery Plan.

a) Economic

Economic recovery focuses on rectifying the direct and indirect impacts on the economy as a result of a disaster.

b) Environment

Environment recovery focuses on rectifying the impacts on the natural environment as a direct result of a disaster or through a secondary impact or consequence. Impacts to the environment may include damage or loss of flora and fauna, poor air quality, reduced water quality, land degradation and contamination, as well as cultural and built heritage listed place issues.

c) Human-Social

Human-social recovery focuses on supporting the emotional, social, physical and psychological health and wellbeing of individuals, families and communities following a disaster.

d) Infrastructure

Infrastructure recovery focuses on rectifying damage and disruption which inhibits the capacity of essential services and the building sector, including housing, accommodation, education and health facilities. The group focuses on rectifying the effects of a disaster on transport networks, including road, rail, aviation and maritime normally result in difficulty accessing communities and disruption to critical supply chains (both in and out of the impacted area). Restoration of these networks, or the identification of alternatives, is a priority in disaster recovery.

7. EVACUATION AND EVACUATION CENTRE MANAGEMENT

The Mount Isa LDMG has the capacity and capability to conduct and support the evacuation of small numbers of persons from effected areas of the town to non effected areas of the town. It is acknowledged by the LDMG and the DDMG that larger scale evacuations would require significant coordination and assistance from both District and State levels of the Disaster Management system.

7.1 Evacuation Centres

Table 7.1 lists the buildings which have been identified as potential evacuation centres subject to the adequacy of their provisions.

Mount Isa City will request bedding and other materials, as required, from District and make them available to the shelters on their activation.

7.2 Evacuation Centre Managers

Mount Isa City will appoint welfare centre managers for each centre in consultation with the owners of each centre. Local welfare is usually co-ordinated under the auspices of the SES, through a Welfare Officer. The managers will be responsible for welfare arrangements on a daily basis.

7.2.1 Duties of Evacuation Centre Managers

Evacuation Centre Managers will be responsible for the day-to-day operation of the Evacuation Centre. This will include:

- Organising the physical set up and adequate provision of the Evacuation Centre
- Be responsible for the overall co-ordination of the centre
- Liaise with LDCC to ensure the adequate provision of food, bedding, volunteers, access to medical treatment and any other needs of evacuees
- Registration of evacuees (names/address, telephone, next of kin)
- Ensure persons with special needs are given appropriate assistance
- Ensure adequate feedback to LDCC regarding problems, either in respect of management of the Welfare Centre or special needs of clients
- Ensure information, i.e., medical, insurance, financial assistance (Govt Dept) etc is available to all people
- Ensure adequate records of activities and expenses are maintained

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Mount Isa City Local Disaster Management Plan

FOLDER ID: 119042

Evacuation Centres

Building	Owner	Contact	Number of Toilets	No of Showers	Cooking Facilities	Short-comings	Additional Facilities Required	Notes	Estimated Shelter Capacity
Civic Centre Building	MICC	CEO	11 + 6 urinals	2	Commercial Kitchen	No backup generator		A/C	1,000
Mount Isa State Schools	Dept of Education	Principal							
Church Halls									
Buchanan Park Multi-Functional Entertainment Facility – Entertainment Centre	MICC	CEO	5M + 5F	1 m + 1F	Nil	No backup generator	Mobile amenities units may be brought in as required. Additional amenities are available at Kalkadoon Stadium Area	A/C	1,000
Camooweal Hall	MICC	CEO	1F + 1M	1	Nil	No backup generator	Mobile amenities units may be brought in as required.		200

Table 7.1 Evacuation Centres – Mount Isa and Camooweal**8. IMPACT ASSESSMENT**

Following an event, the Local Disaster Management Group will coordinate the assessment of damage to the community and infrastructure. If specialised skills are required (Building inspections) the LDMG will request support from the District Group.

Following an evacuation, the LDMG will coordinate damage assessment of critical infrastructure, essential services and dwellings prior to the return phase of the evacuation operation.

9. LDMG SUB-PLANS AND REFERENCE DOCUMENTS**Current Sub Plans and Annexures Include:**

- Annexure A - LDMG Core Group, Advisors and Specialist Advisors Group List
- Annexure B - Public Health Sub Plan
- Annexure C - Community Recovery Sub Plan
- Annexure D - Disaster Risk Management Report
- Annexure E - Workplace Health and Safety Natural Disaster Guide
- Annexure F - Road Closure Wet Weather Policy – draft in progress
- Annexure G - Distribution List
- Annexure H - Workplace Health and Safety Leichardt River Prescribed Burn Procedure - – draft in progress
- Annexure I - Local Levels of Activation for Response Arrangements
- Annexure J - Local Levels of Activation for Recovery Arrangements
- Annexure K - Mount Isa City LDCC – Standard Operating Procedures
- Annexure L – Mount Isa City Evacuation Centre Standard Operating Procedures

MOUNT ISA CITY COUNCIL

Page 47 of 52

Reference Documents:

- (1) City of Mount Isa Planning Scheme (July 2015) Doc ID. 531647
- (2) Local Government Counter Terrorism Risk Management Kit – LGAQ <https://www.lgaq.asn.au/>
- (3) Emergency Action Plan – Julius Dam Doc ID. 609325
- (4) Emergency Action Plan – Leichardt River Dam Doc ID. 586765
- (5) Emergency Action Plan – Rifle Creek Dam Doc ID. 586768
- (6) Concept of Operations 6.5 <https://www.disaster.qld.gov.au/dmg/Recovery/Pages/6-5.aspx>
- (7) Queensland Disaster Management Arrangements
<https://www.disaster.qld.gov.au/dmp/Documents/Queensland-Disaster-Management-Arrangements-Participant-Guide.pdf>
- (8) *Disaster Management Act 2003*
- (9) *Disaster Management Regulation 2014*
- (10) Australian Veterinary Emergency Plan (AUSVETPLAN) <https://www.animalhealthaustralia.com.au/our-publications/ausvetplan-manuals-and-documents/>
- (11) Australian National Counter Terrorism Plan 2017 <https://www.nationalsecurity.gov.au/Media-and-publications/Publications/Documents/ANZCTC-National-Counter-Terrorism-Plan.PDF>
- (12) <https://www.igem.qld.gov.au/sites/default/files/2019-12/NEW%20Emergency%20Management%20Assurance%20Framework%20v2.0.pdf>
- (13) <https://www.igem.qld.gov.au/sites/default/files/2019-12/NEW%20Standard%20for%20Disaster%20Management%20in%20Queensland%20v2.0.pdf>

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Mount Isa City Local Disaster Management Plan

FOLDER ID: 119042

10. DEFINITIONS

Activation of Relief and Recovery Measures	Activated by Minister of Emergency Services for a special geographical area affected by a natural disaster to activate and co-ordinate DRFA assistance measures
Chairperson	The Chairperson of the Disaster Management Group, means the person appointed or acting as the chairperson of the group under section 20 of the <i>Disaster Management Act 2003</i> .
Command	The direction of members and resources of an agency in the performance of the agency's roles and tasks. Command operates vertically within an agency.
Control	The overall direction of the activities, agencies or individuals concerned. Control operates horizontally across all agencies, functions and individuals. Situations are controlled.
Coordination	The bringing together of agencies and individuals to ensure effective disaster management but does not include the control of agencies and individuals by direction.
Coordination Centre	A centre established at State, District or Local level as a centre of communications and co-ordination during response and recovery operations eg. DDCC- District Disaster Co-ordination Centre SDCC- State Disaster Co-ordination Centre LDCC-Local Government Disaster Co-Ordination Centre
Declared Disaster Officer	(i) a police officer; or (ii) a persons authorized under s75(1) of the <i>DMA</i> to exercise declared disaster powers for the disaster situation.
Disaster	A "disaster" is a serious disruption in a community, caused by the impact of an event, that requires a significant coordinated response by the State and other entities to help the community recover from the disruption. In this section – 'serious disruption' means - Loss of human life, or illness or injury to humans; or widespread or severe property loss or damage; or widespread or severe damage to the environment.
Disaster District	Means a part of the State prescribed under a regulation as a disaster district.
District Disaster Management Group	Means the functional group as set out in the <i>Disaster Management Act 2003</i>
District Disaster Coordinator	Means a police officer appointed by the commissioner Queensland Police Service as a district disaster coordinator under section 25.
Disaster Management	Arrangements about managing the potential adverse events, including, for example, arrangements for mitigating, preventing, preparing for, responding to and recovering from a disaster.

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Mount Isa City Local Disaster Management Plan

FOLDER ID: 119042

Executive Officer - State Disaster Management Committee	Of the State group, means the person who is the executive officer of the group under section 19(3).
Operations Officer – District Disaster Management Group	That person appointed by the District Disaster Coordinator to be the Operations Officer of the District Disaster Management Group for disaster management purposes.
Functional Lead Agency	A Government Department allocated a responsibility by the State Disaster Management Group to coordinate a particular function in respect of disaster management.
Hazard	A potential or existing condition that may cause harm to people or damage to property or the environment.
Incident	Day-to-day occurrences which are responded to by a single response agency by itself or in cooperation with other response agencies.
Local Disaster Coordinator	Chief Executive Officer or other council officer appointed by the Chair of the LDMG as the Local Disaster Coordinator.
Local Controller	The controller of a Local State Emergency Service Unit appointed under the <i>Disaster Management Act 2003</i> . The Local Controller is usually the appointed leader of a volunteer SES unit.
Local Disaster Management Group	The persons responsible for implementing the requirements of Local Government with respect to development and implementation of disaster arrangements for their area
Local Disaster Management Plan	A plan that documents agreed arrangements that are in place to deal with disaster events within its area of responsibilities.
Mitigation	Measures taken in advance of an event aimed at decreasing or eliminating its impact on society and the environment.
DRFA Financial Guidelines QLD	Financial arrangements for the activation and delivery of Natural Disaster Relief and Recovery assistance within Queensland
Non-Government Organisation	A voluntary organisation or any other private individual or body, other than a government agency.
Planning	Process of developing arrangements for coordinating a response and establishing priorities, duties roles and responsibilities of different individuals and organisations, including an actual state of preparedness.
Preparedness	Action designed to minimise loss of life and damage, and to organise and facilitate timely and effective rescue, relief and rehabilitation in case an event. Preparedness is concerned with understanding the threat; forecasting and warning; educating and training officials and the population; and establishing organisations for the management of disaster situations including preparation of operational plans, training relief groups, stockpiling supplies, and accessing necessary funds.
Prevention	Includes the identification of hazards, the assessment of threats to life and property and the taking of measures to reduce or eliminate potential loss of life or property and protect economic development.

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Mount Isa City Local Disaster Management Plan

FOLDER ID: 119042

Recovery	<p>Includes the process of returning an affected community to its proper level of functioning after a disaster. This process is divided into short term Recovery and long-term Recovery/Reconstruction.</p> <ul style="list-style-type: none"> Initial Recovery – the aim of initial recovery operations is to satisfy personal and community needs, and to restore services to the level where the continuing process can be managed by local government and the normal responsible agencies Long Term Recovery – long term recovery, reconstruction or rehabilitation measures are the subject of separate arrangements.
Resources	Includes food, manpower, any horse or other animal, vehicle, vessel, aircraft, plant, apparatus, implement, earthmoving equipment, construction equipment or other equipment of any kind or any means of supplying want or need.
Response	Includes the process of combating a disaster and of providing immediate relief for persons affected by a disaster.
Risk	Expected losses (of lives, persons injured, property damaged, and economic activity disrupted) due to a particular hazard for a given area and reference period. Based on mathematical calculations, risk is the product of hazard and vulnerability.
Risk Management	The systematic application of management policies, procedures and practices to the tasks of identifying, analysing, assessing, treating and monitoring risk.
State Disaster Management Committee	Queensland body responsible for the development of Disaster Management policy and coordination of resources necessary to ensure that all steps are taken to plan for and counter the effects of disaster.
Supporting Organisations	Government Departments, statutory authorities, volunteer organisations and other specialist agencies who have indicated a willingness to participate and provide specialist support resources to a functional or threat specific lead agency during disasters.
Warning	Dissemination of message signaling imminent hazard, which may include advice on protective measures.

11. ACRONYMS

ADF	Australian Defence Force
BOM	Bureau of Meteorology
COAG	Council of Australian Governments
DACC	Defence Aid to the Civil Community
DDC	District Disaster Coordinator
DDCC	District Disaster Coordination Centre
DDMG	District Disaster Management Group
DMA	<i>Disaster Management Act 2003</i>
DRFA	Disaster Relief Funding Arrangements
EMA	Emergency Management Australia
HAZMAT	Hazardous Material
LDMG	Local Disaster Management Group
LDC	Local Disaster Coordinator
LDCC	Local Disaster Coordination Centre
NCTP	National Counter Terrorism Plan
OIC	Officer in Charge
QAS	Queensland Ambulance Service
QFES	Queensland Fire and Emergency Service
QH	Queensland Health
QPS	Queensland Police Service
RFDS	Royal Flying Doctor Service
SDCC	State Disaster Coordination Centre
SDCG	State Disaster Coordination Group
SDMC	State Disaster Management Committee
SDRA	State Disaster Relief Arrangement
SES	State Emergency Service
SEWS	Standard Emergency Warning Signal
SITREP	Situation Report
SOP	Standing Operating Procedures
XO	Executive Officer

13 NOTICES OF MOTION

Nil

14 CONSIDERATION OF CONFIDENTIAL BUSINESS ITEMS**RECOMMENDATION**

THAT Council considers the confidential report(s) listed below in a meeting closed to the public in accordance with Section 254J of the Local Government Regulation 2012:

14.1 Request for Waiver of Rates & Charges due to Financial Hardship Assessment 04337-00005-000

This matter is considered to be confidential under Section 254J - d of the Local Government Regulation, and the Council is satisfied that discussion of this matter in an open meeting would, on balance, be contrary to the public interest as it deals with rating concessions.

14.2 Design and Construction of Materials Recovery Facility

This matter is considered to be confidential under Section 254J - c of the Local Government Regulation, and the Council is satisfied that discussion of this matter in an open meeting would, on balance, be contrary to the public interest as it deals with the local government's budget.

14.3 Appointment of Preferred Tenderer for the supply of an ERP System

This matter is considered to be confidential under Section 254J - g of the Local Government Regulation, and the Council is satisfied that discussion of this matter in an open meeting would, on balance, be contrary to the public interest as it deals with any action to be taken by the local government under the Planning Act, including deciding applications made to it under that Act.

14.4 PROPOSAL TO USE COUNCIL RESERVE LAND FOR TRIAL GROWTH OF SPINIFEX AND OTHER PLANTS

This matter is considered to be confidential under Section 254J - e of the Local Government Regulation, and the Council is satisfied that discussion of this matter in an open meeting would, on balance, be contrary to the public interest as it deals with contracts proposed to be made by it.
