



# **AGENDA**

## **Ordinary Council Meeting Wednesday, 25 August 2021**

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

**Date: Wednesday, 25 August 2021**

**Time: 9am**

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

**David Keenan  
Chief Executive Officer**

Acknowledgement 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.



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- 1 OPENING OF THE MEETING/ACKNOWLEDGEMENT OF COUNTRY**
- 2 COUNCIL OF CLERGY PRAYER**
- 3 APOLOGIES/LEAVE OF ABSENCE**

**4 CONFIRMATION OF PREVIOUS MEETING MINUTES****4.1 MINUTES OF THE ORDINARY MEETING HELD ON 21 JULY 2021**

**Document Number:** 746563

**Author:** Senior Executive Assistant

**Authoriser:** Chief Executive Officer

**RECOMMENDATION**

**THAT** the Minutes of the Ordinary Meeting held on 21 July 2021 be received and the recommendations therein be adopted.

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**RECOMMENDATION OPTIONS**

**THAT** the Minutes of the Ordinary Meeting held on 21 July 2021 be received and the recommendations therein be adopted

Or

**THAT** the Minutes of the Ordinary Meeting held on 21 July 2021 not be received and the recommendations therein not be adopted

**ATTACHMENTS**

1. 21.07.2021 Unconfirmed Minutes OM



## Minutes of the Ordinary Meeting Of the Mount Isa City Council Wednesday, 21 July 2021 Unconfirmed Minutes

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

**Commenced:** 9am

**Attendees:**

**Mayor** Her Worship Mayor Cr Danielle Slade (Chair)

**Councillors** Deputy Mayor Cr Phil Barwick  
Cr George Fortune  
Cr Kim Coghlan  
Cr Paul Stretton  
Cr Peta MacRae

**Executive** D Keenan - Chief Executive Officer  
R Wallace - Director Infrastructure Services  
C Luangala - Director Corporate and Community  
B Smith - Interim Director Operations

**Staff** L Jameson - Media Officer

**Minutes Clerk** C Baxter - Senior Executive Assistant Executive Services

**Apologies** Cr Mick Tully

### Item 1 - Mayor's Welcome / Attendance / Acknowledgement of Country

Her Worship Mayor Cr Danielle 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.

**Moved** Cr Fortune  
**Seconded** Cr Coghlan

**THAT** Council accepts and notes the apology of Cr Mick Tully.

**VOTE** CARRIED

OM01/07/21

### Item 2 - Council of Clergy Opening Prayer

The Council of Clergy Representative Tim Grant of the Mount Isa Baptist Church opened the meeting with a prayer.

### Item 3 - Public Forum

Mr P Bolger



#### Item 4 - Conflict of Interest

Nil

#### Item 5 - Presentations

##### 5.1 – Casual for a Cause

Presentation of money raised for Selectability by Council Staff as part of Casual for a Cause Initiative.

#### Item 6 - Previous Council Meeting Minutes

##### 6.1 - 16 June 2021 Ordinary Meeting Minutes

Folder ID 6435

Chair Mayor, Cr Danielle Slade

##### Executive Summary

Minutes of the Ordinary Meeting held 16 June 2021 presented to Council to be confirmed.

##### Officer's Recommendation

**THAT** the Minutes of the Ordinary Meeting held on 16 June 2021, as received, be confirmed.

**Moved** Cr Fortune

**Seconded** Deputy Mayor Cr Barwick

**THAT** the Minutes of the Ordinary Meeting held on 16 June 2021, as received, be confirmed.

**VOTE** CARRIED  
Against Cr Coghlan

OM02/07/21

##### 6.2 - 22 June 2021 Special Council Meeting Minutes

Folder ID 6435

Chair Mayor, Cr Danielle Slade

##### Executive Summary

Minutes of the Special Meeting held 22 June 2021 presented to Council to be confirmed.

##### Officer's Recommendation

**THAT** the Minutes of the Special Meeting held on 21 June 2021, as received, be confirmed.

**Moved** Cr Fortune

**Seconded** Deputy Mayor Cr Barwick

**THAT** the Minutes of the Special Meeting held on 21 June 2021, as amended be confirmed.

**REASON** A clerical error was identified and amended.

**VOTE** CARRIED

OM03/07/21



## Item 7 - Business Development and Town Planning – Cr George Fortune

### 7.1 – Development and Land Use Quarterly Report – Quarter 4, 2020-2021 Quarterly Report

Folder ID 42235

Provided by Manager, Development and Land Use.

#### Executive Summary

Quarter 4 – April to June 2021 Development and Land Use Quarterly Report presented to Council for information and consideration.

#### Officer Recommendation

**THAT** Council receives and accepts the Quarter 4 – April to June 2021 Development and Land Use Quarterly Report.

Or

**THAT** Council does not receive and accept the Quarter 4 – April to June 2021 Development and Land Use Quarterly Report.

Moved Cr Fortune  
Seconded Cr MacRae

**THAT** Council receives and accepts the Quarter 4 – April to June 2021 Development and Land Use Quarterly Report.

**VOTE** CARRIED

OM04/07/21

Chief Executive Officer, David Keenan left the Meeting at 9:30am and returned at 9:31am.

### 7.2 – State Lease Renewal - Land described as Lot 1 on Crown Plan M75857 (Island BMX Club)

Folder ID 697350

Provided by Coordinator Land Use.

#### Executive Summary

The Department of Resources has requested Council's views or requirements in relation to the renewal of a State term lease over the land described as Lot 1 on Crown Plan M75857, and commonly referred to as the Island BMX Club, Fourth Avenue, Mount Isa.

#### Officer Recommendation

**THAT** Council chooses **one** (1) of the following **three** (3) options; and which **item (d)** shall be applicable:

#### OPTION 1

**THAT** Council advises the Department of Resources that Council will SUPPORT the Island BMX Club's application for renewal of tenure over the land described as Lot 1 on Crown Plan M75857, Fourth Avenue, Mount Isa.

AND

**THAT** Council agrees to offer the Island BMX Club a trustee lease agreement over the encroached portion of Lot 1 on SP312347 subject to the following:



- (a) Offer a trustee lease term to coincide with the State lease term dates
- (b) State and Council terms and conditions to apply
- (c) Finance section to determine the lease fees

AND

- (d) Council agrees to allocate a budget to engage a Native Title specialist to undertake negotiations for an Indigenous Land Use Agreement (ILUA) with all costs associated with the Indigenous Land Use Agreement (ILUA) to be *absorbed by Council*.

OR

- (d) Council engage a Native Title specialist to undertake negotiations for an Indigenous Land Use Agreement (ILUA) with all costs associated with the Indigenous Land Use Agreement (ILUA) to be *distributed over the term of the trustee lease*.

AND

**THAT** Council advise the Island BMX Club that where a Trustee Lease or ILUA cannot be successfully negotiated or the Island BMX do not take up Council's offer, the Island BMX Club are required to remove their existing infrastructure and improvements from the adjoining Leichhardt River reserve and the Club is to remediate the area within six (6) months from receiving Council notification.

OR

**OPTION 2**

**THAT** Council advises the Department of Resources that Council SUPPORT the Island BMX Club's application for renewal of tenure over the land described as Lot 1 on Crown Plan M75857, Fourth Avenue, Mount Isa.

AND

**THAT** the Club's infrastructure and improvements located outside the lease area shall be removed from the adjoining Leichhardt River reserve and the Island BMX Club is to remediate the area within six (6) months from receiving Council notification.

OR

**OPTION 3**

**THAT** Council advises the Department of Resources that Council does NOT SUPPORT the Island BMX Club's application for renewal of tenure over the land described as Lot 1 on Crown Plan M75857, Fourth Avenue, Mount Isa, on the grounds of [Council to provide reason(s)].

AND





**THAT** the Club's infrastructure and improvements located outside the lease area shall be removed from the adjoining Leichhardt River reserve and the Island BMX Club is to remediate the area within six (6) months from receiving Council notification.

**Moved** Cr Fortune  
**Seconded** Cr MacRae

**THAT** Council advises the Department of Resources that Council will SUPPORT the Island BMX Club's application for renewal of tenure over the land described as Lot 1 on Crown Plan M75857, Fourth Avenue, Mount Isa.

**AND**

**THAT** Council agrees to offer the Island BMX Club a trustee lease agreement over the encroached portion of Lot 1 on SP312347 subject to the following:

- (a) Offer a trustee lease term to coincide with the State lease term dates
- (b) State and Council terms and conditions to apply
- (c) Finance section to determine the lease fees

**AND**

- (d) Council agrees to allocate a budget to engage a Native Title specialist to undertake negotiations for an Indigenous Land Use Agreement (ILUA) with all costs associated with the Indigenous Land Use Agreement (ILUA) to be absorbed by Council.

**AND**

**THAT** Council advise the Island BMX Club that where a Trustee Lease or ILUA cannot be successfully negotiated or the Island BMX do not take up Council's offer, the Island BMX Club are required to remove their existing infrastructure and improvements from the adjoining Leichhardt River reserve and the Club is to remediate the area within six (6) months from receiving Council notification.

**VOTE** CARRIED

OM05/07/21

### 7.3 – Council Horse Paddocks

Folder ID 6270

Provided by Manager, Development and Land Use.

#### Executive Summary

The current trustee permit agreements for sixty-one (61) horse paddocks are due to expire between 31 August 2021 and 30 September 2021. The balance of the Council horse paddocks expiry is dependent on execution date of each permit.

#### Officer Recommendation

**THAT** Council offer Trustee Permits for a term of three (3) years over the existing tenured horse paddocks on Council trust land described as part of Lot 72 on SP134707 and Lot 73 on SP265806 with the inclusion of the following requirements:

- (a) Watering times and availability of effluent water is at Council's discretion;



- (b) Provision and method of supply is at Council's discretion;
- (c) Council is not responsible for providing water for horse/s in the event of equipment failure.

OR

**THAT** Council does not offer Trustee Permits for a term of three (3) years over the existing tenured horse paddocks on Council trust land described as part of Lot 72 on SP134707 and Lot 73 on SP265806.

**Moved** Cr Fortune  
**Seconded** Deputy Mayor Cr Barwick

**THAT** Council offer Trustee Permits for a term of three (3) years over the existing tenured horse paddocks on Council trust land described as part of Lot 72 on SP134707 and Lot 73 on SP265806 with the inclusion of the following requirements:

- (a) Watering times and availability of effluent water is at Council's discretion;
- (b) Provision and method of supply is at Council's discretion;
- (c) Council is not responsible for providing water for horse/s in the event of equipment failure.

**VOTE** CARRIED

OM06/07/21

#### Item 8 - Works and Construction – Cr Mick Tully

##### 8.1 – Technical Services Monthly Report – June 2021

Folder ID 4650

Provided by Director, Infrastructure Services

##### Executive Summary

June 2021 Technical Services Monthly Report presented to Council for information and consideration.

##### Officer Recommendation

**THAT** Council receives and accepts the June 2021 Technical Services Monthly Report.

Or

**THAT** Council does not receive and accept the June 2021 Technical Services Monthly Report.

**Moved** Deputy Mayor Cr Barwick  
**Seconded** Cr Fortune

**THAT** Council receives and accepts the June 2021 Technical Services Monthly Report.

**VOTE** CARRIED

OM07/07/21

##### 8.2 – Road Reserve Policy 2021

Folder ID 14992

Provided by Coordinator, Asset Management

##### Executive Summary

Mount Isa City Council ("Council") controls land in the road reserve which varies in nature from level verges / nature strips (with constructed footpaths) to steeply sloping embankments. Council does not have the physical or financial resources to maintain the land between the edge of constructed roads to private



property boundaries. This reviewed policy provides the guidelines on how road reserves should be maintained.

**Officer's Recommendation**

**THAT** Council reclassifies the Road Reserve Policy from Statutory Policy to Strategic Policy

**AND**

**THAT** Council adopts the Road Reserve Policy (version 4)

**OR**

**THAT** Council does not reclassify the Road Reserve Policy from Statutory Policy to Strategic Policy

**AND**

**THAT** Council does not adopt the Road Reserve Policy (version 4)

**Moved** Deputy Mayor Cr Barwick  
**Seconded** Cr Fortune

**THAT** Council reclassifies the Road Reserve Policy from Statutory Policy to Strategic Policy

**AND**

**THAT** Council adopts the Road Reserve Policy (version 4)

**VOTE** CARRIED

OM08/07/21

**Item 9 - Beautification, Parks, Gardens and Youth– Cr Kim Coghlan**

**9.1 - Parks and Gardens Monthly Report – June 2021**

Folder ID 5512

Provided by Director, Infrastructure Services

**Executive Summary**

June 2021 Parks and Gardens Monthly Report presented to Council for information and consideration.

**Officer's Recommendation**

**THAT** Council receives and accepts the June 2021 Parks and Gardens Monthly Report.

Or

**THAT** Council does not receive and accept the June 2021 Parks and Gardens Monthly Report.

**Moved** Cr Coghlan  
**Seconded** Cr MacRae

**THAT** Council receives and accepts the June 2021 Parks and Gardens Monthly Report.

**VOTE** CARRIED

OM09/07/21





#### Item 10 - Tourism, Events, Sport and Recreation, Library – Cr Peta MacRae

##### 10.1 - Library Monthly Report – June 2021

Folder ID 4650

Provided by Coordinator, Library Services

##### Executive Summary

June 2021 Library Monthly Report presented to Council for information and consideration.

##### Officer's Recommendation

**THAT** Council receives and accepts the June 2021 Library Monthly Report.

Or

**THAT** Council does not receive and accept the June 2021 Library Monthly Report.

**Moved** Cr MacRae  
**Seconded** Cr Stretton

**THAT** Council receives and accepts the June 2021 Library Monthly Report.

**VOTE** CARRIED

OM10/07/21

##### 10.2 – Mount Isa Agricultural Show 17 and 18 June 2022 – Application for appointment of Annual Show Holiday

Folder ID 37954

Provided by Chief Executive Officer

##### Executive Summary

The *Holiday's Act 1983* provides for the granting and observance of special holidays which includes show days. Each year local governments are requested to nominate special show holidays for the following year.

##### Officer's Recommendation

**THAT** Council endorse the nominated date for the 2022 Mount Isa Agricultural Show holiday to occur on Friday 17 June 2022.

Or

**THAT** Council does not endorse the 2022 Mount Isa Agricultural Show holiday to occur on Friday 17 June 2022.

**Moved** Cr MacRae  
**Seconded** Cr Coghlan

**THAT** Council endorse the nominated date for the 2022 Mount Isa Agricultural Show holiday to occur on Friday 17 June 2022.

**VOTE** CARRIED

OM11/07/21

**Item 11 - Environmental Management – Cr Paul Strelton****11.1 – Water and Sewer Report Monthly Report – June 2021**

Folder ID 5977

Provided by Manager Water and Sewerage

**Executive Summary**

June 2021 Water and Sewer Monthly Report presented to Council for information and consideration.

**Officer's Recommendation****THAT** Council receives and accepts the June 2021 Water and Sewer Monthly Report.

Or

**THAT** Council does not receive and accept the June 2021 Water and Sewer Monthly Report**Moved** Cr Strelton  
**Seconded** Cr MacRae**THAT** Council receives and accepts the June 2021 Water and Sewer Monthly Report.**VOTE** CARRIED

QM12/07/21

**11.2 – Environmental Services Monthly Report – June 2021**

Folder ID 5456

Provided by Senior Coordinator, Compliance and Regulation

**Executive Summary**

June 2021 Environmental Services Monthly Report presented to Council for information and consideration.

**Officer's Recommendation****THAT** Council receives and accepts the June 2021 Environmental Services Monthly Report.

Or

**THAT** Council does not receive and accept the June 2021 Environmental Services Monthly Report.**Moved** Cr Strelton  
**Seconded** Cr Fortune**THAT** Council receives and accepts the June 2021 Environmental Services Monthly Report.**VOTE** CARRIED

QM13/07/21

**11.3 – Local Laws Monthly Report – June 2021**

Folder ID 5977

Provided by Senior Coordinator, Compliance and Regulation

**Executive Summary**

June 2021 Local Laws Monthly Report presented to Council for information and consideration.

**Officer's Recommendation****THAT** Council receives and accepts the June 2021 Local Laws Monthly Report.



Or

**THAT** Council does not receive and accept the June 2021 Local Laws Monthly Report.

**Moved** Cr Stretton  
**Seconded** Cr MacRae

**THAT** Council receives and accepts the June 2021 Local Laws Monthly Report.

**VOTE** CARRIED

OM14/07/21

#### **11.4 – Approval of Regulatory Services – Caravan Overflow Charges**

Folder ID 5456

**Provided by** Senior Coordinator, Compliance and Regulation

##### **Executive Summary**

Due to an influx of Caravans traveling into Mount Isa which occurs every year from June to October, Mount Isa City Council has opened two Caravan Park overflow areas (George McCoy and Tom O'Hara Park).

##### **Officer's Recommendation**

**THAT** Council approve the charge of \$10.00 per night in the 2021/2022 Register of Cost Recovery Fees 2021/2022 for Caravan Park Overflow Permits.

Or

**THAT** Council does not support the charge of \$10.00 per night in the 2021/2022 Register of Cost Recovery Fees 2021/2022 for Caravan Park Overflow Permits.

**Moved** Cr Stretton  
**Seconded** Deputy Mayor Cr Barwick

**THAT** Council approve the charge of \$10.00 per night in the 2021/2022 Register of Cost Recovery Fees 2021/2022 for Caravan Park Overflow Permits.

**VOTE** CARRIED

OM15/07/21

#### **11.5 – Declared Service Areas for Retail Water and Sewerage Services 2021**

Folder ID 14992

**Provided by** Coordinator, Asset Management

##### **Executive Summary**

As a service provider under the *Water Supply (Safety and Reliability) Act 2008* ('the Act'), Div. 2 s163 2(b), Mount Isa City Council, must annually update the map of service area for retail water services and sewerage services for the City of Mount Isa and the Town of Camooweal.

##### **Officer's Recommendation**

**THAT** Council adopts as per the *Water Supply (Safety and Reliability) Act 2008, Division 2 Section 161*, version 4 of the Declared Service Areas for the retail water services and sewerage services for Camooweal and Mount Isa City as shown in the attached maps.



AND

**THAT** Mount Isa City Council is appointed the provider of the retail water services and sewerage services for Camooweal and Mount Isa City.

AND

**THAT** The Declared Service Areas for the retail water services and sewerage services for Camooweal and Mount Isa City be incorporated into the Mount Isa City Council's Annual Internal Governance Audit for future annual reviews.

OR

**THAT** Council does not adopt, as per *the Water Supply (Safety and Reliability) Act 2008, Division 2 Section 161* version 4 of the Declared Service Areas for the retail water services and sewerage services for Camooweal and Mount Isa City as shown in the attached maps.

AND

**THAT** Mount Isa City Council is not appointed the provider of the retail water services and sewerage services for Camooweal and Mount Isa City.

Moved Cr Stretton  
Seconded Cr Fortune

**THAT** Council adopts as per *the Water Supply (Safety and Reliability) Act 2008, Division 2 Section 161*, version 4 of the Declared Service Areas for the retail water services and sewerage services for Camooweal and Mount Isa City as shown in the attached maps.

AND

**THAT** Mount Isa City Council is appointed the provider of the retail water services and sewerage services for Camooweal and Mount Isa City.

AND

**THAT** The Declared Service Areas for the retail water services and sewerage services for Camooweal and Mount Isa City be incorporated into the Mount Isa City Council's Annual Internal Governance Audit for future annual reviews.

VOTE CARRIED

OM16/07/21

#### **11.6 – Proposal to Amend Local Law No. 4 (Local Government Controlled Areas, Facilities and Roads)**

Folder ID 5391

Provided by Coordinator Corporate Governance

##### **Executive Summary**

That Council approve the drafting of an updated Council's Local Law No. 4 (Local Government Controlled Areas, Facilities and Roads) for consultation.

##### **Officer's Recommendation**

**THAT** Council approve the drafting of an updated Local Law No. 4 (Local Government Controlled Areas, Facilities and Roads) to provide for no intoxicating liquor allowed on Council controlled areas, facilities and roads for consultation.





Or

**THAT** Council not-approve the drafting of an updated Local Law No. 4 (Local Government Controlled Areas, Facilities and Roads) for consultation

**Moved** Cr Stretton

**THAT** Council not-approve the drafting of an updated Local Law No. 4 (Local Government Controlled Areas, Facilities and Roads) for consultation

**NOTE** The motion failed as there was no seconder.

**Moved** Cr MacRae

**Seconded** Cr Fortune

**THAT** Council approve the drafting of an updated Local Law No. 4 (Local Government Controlled Areas, Facilities and Roads) to provide for no intoxicating liquor allowed on Council controlled areas, facilities and roads for consultation.

**VOTE** CARRIED  
AGAINST Cr Stretton

OM17/07/21

**Item 12 - Corporate and Financial Services, Economic Development, Promotions and Development - Deputy Mayor, Cr Phil Barwick**

**12.1 – Customer Service Monthly Report – June 2021**

Folder ID 4755

**Provided by** Senior Customer Services Officer

**Executive Summary**

June 2021 Customer Service Monthly Report presented to Council for information and consideration.

**Officer's Recommendation**

**THAT** Council receives and accepts the June 2021 Customer Service Monthly Report.

Or

**THAT** Council does not receive and accept the June 2021 Customer Service Monthly Report.

**Moved** Deputy Mayor Cr Barwick

**Seconded** Cr Fortune

**THAT** Council receives and accepts the June 2021 Customer Service Monthly Report.

**VOTE** CARRIED

OM18/07/21

Director Infrastructure Services, Renee Wallace left the Meeting at 10:26am and returned at 10:32am.





### **12.2 – Corporate and Financial Services Monthly Report – June 2021**

Folder ID 4755

Provided by Manager, Finance and Information Technology

#### **Executive Summary**

June 2021 Corporate and Financial Services Monthly Report presented to Council for information and consideration.

#### **Officer's Recommendation**

**THAT** Council receives and accepts the June 2021 Corporate and Financial Services Monthly Report.

Or

**THAT** Council does not receive and accept the June 2021 Corporate and Financial Services Monthly Report.

**Moved** Deputy Mayor Cr Barwick  
**Seconded** Cr Fortune

**THAT** Council receives and accepts the June 2021 Corporate and Financial Services Monthly Report.

**VOTE** CARRIED

QM19/07/21

### **12.3 - Promotions and Development Monthly Report – June 2021**

Folder ID 4650

Provided by Promotions and Development Team

#### **Executive Summary**

June 2021 Promotions and Development Monthly Report presented to Council for information and consideration.

#### **Officer's Recommendation**

**THAT** Council receives and accepts the June 2021 Promotions and Development Monthly Report

Or

**THAT** Council does not receive and accept the June 2021 Promotions and Development Monthly Report

**Moved** Deputy Mayor Cr Barwick  
**Seconded** Cr MacRae

**THAT** Council receives and accepts the June 2021 Promotions and Development Monthly Report

**VOTE** CARRIED

QM20/07/21

### **12.4 – 2021/22 Procurement Policy with the Financial Delegations Register**

Folder ID 18807

Provided by Director Corporate and Community

#### **Executive Summary**

The Local Government Regulations 2012 Chapter 5 Financial Planning and Accountability Section 198 'Procurement policy' states the following:

- (1) A local government must prepare and adopt a policy about procurement (a procurement policy).



- (2) The procurement policy must include details of the principles, including the sound contracting principles, that the local government will apply in the financial year for purchasing goods and services.
- (3) A local government must review its procurement policy annually.

#### Officer's Recommendation

**THAT** Council adopts the 2021/22 Procurement Policy with the Financial Delegations Register as presented.

Or

**THAT** Council does not adopt the 2021/22 Procurement Policy with the Financial Delegations Register as presented

**Moved** Deputy Mayor Cr Barwick  
**Seconded** Cr Fortune

**THAT** Council adopts the 2021/22 Procurement Policy with the Financial Delegations Register as presented.

**VOTE** CARRIED

OM21/07/21

#### 12.5 – RADF 2020-21 Round 3

Folder ID 5106

**Provided by** Community Development Officer, Economic and Community Development

#### Executive Summary

On 16 June 2021, the Regional Arts Development Fund (RADF) 2020-21 Round 3 Closed. Funding for the program is a combination of State Funding and Council co-contribution. Council received one (1) application for Round 3 with the application submitted to the RADF Committee for assessment. All applications go through a comprehensive process and must meet the criteria outlined in Council's RADF Guidelines, and procedures have been developed to ensure a fair, open and transparent selection.

#### Officer's Recommendation

**THAT** Council endorse the RADF committee's recommendation to award Regional Arts Development Fund 2020-21 Round 3 funding to the following organisation:

Recipient	Project	Amount
Heather Jonsson	Capturing Stories of the Drover's Life	\$ 3,500.00*
	Total	\$ 3,500.00

\* Amounts include GST if applicable.

Or

**THAT** Council does not endorse the RADF committee's recommendation.

**Moved** Deputy Mayor Cr Barwick  
**Seconded** Cr Fortune

**THAT** Council endorse the RADF committee's recommendation to award Regional Arts Development Fund 2020-21 Round 3 funding to the following organisation:



Recipient	Project	Amount
Heather Jonsson	Capturing Stories of the Drover's Life	\$ 3,500.00*
	Total	\$ 3,500.00
* Amounts include GST if applicable.		
<b>VOTE</b>	<b>CARRIED</b>	<b>OM22/07/21</b>

Director Corporate and Community, Chileya Luangala left the Meeting at 10:44am.

#### Item 13 – Executive Services – Chief Executive Officer, David Keenan

##### 13.1 – Council Decision Report – June 2021

Folder ID 4755

Provided by Chief Executive Officer

##### Executive Summary

June 2021 Council Decision Report presented to Council for information and consideration.

##### Officer's Recommendation

**THAT** Council receives and accepts the June 2021 Council Decision Report.

Or

**THAT** Council does not receives and accepts the June 2021 Council Decision Report.

<b>Moved</b>	Deputy Mayor Cr Barwick
<b>Seconded</b>	Cr MacRae
<b>THAT</b> Council receives and accepts the June 2021 Council Decision Report.	
<b>VOTE</b>	<b>CARRIED</b>
	<b>OM23/07/21</b>

##### 13.2 – Correspondence Report – June 2021

Folder ID 5053

Provided by Chief Executive Officer

##### Executive Summary

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

##### Officer's Recommendation

**THAT** Council receives and accepts the June 2021 Correspondence Report.

Or

**THAT** Council does not receives and accepts the June 2021 Correspondence Report.

<b>Moved</b>	Deputy Mayor Cr Barwick
<b>Seconded</b>	Cr Fortune
<b>THAT</b> Council receives and accepts the June 2021 Correspondence Report.	
<b>VOTE</b>	<b>CARRIED</b>
	<b>OM24/07/21</b>



**13.3 – Endorsement of the 2021 Queensland Local Government Grants Commission Methodology Review submission**

Folder ID 6431

Provided by Chief Executive Officer

**Executive Summary**

Council is invited to officially endorse the 2021 Queensland Local Government Grants Commission Methodology Review submission.

**Officer's Recommendation**

**THAT** Council officially endorses the 2021 Queensland Local Government Grants Commission Methodology Review submission.

OR

**THAT** Council does not support the 2021 Queensland Local Government Grants Commission Methodology Review submission.

**Moved** Deputy Mayor Cr Barwick  
**Seconded** Cr Fortune

**THAT** Council officially endorses the 2021 Queensland Local Government Grants Commission Methodology Review submission.

**VOTE** CARRIED

OM25/07/21

**13.4 – Contact with Lobbyists, Developers and Submitters Policy**

Folder ID 133189

Provided by Chief Executive Officer

**Executive Summary**

The proposed Contact with Lobbyists, Developers and Submitters Policy will support Council's commitment to transparency and accountability when dealing with lobbyists, developers and submitters.

**Officer's Recommendation**

**THAT** Council adopt the Contact with Lobbyists, Developers and Submitters Policy as presented

Or

**THAT** Council not adopt the Contact with Lobbyists, Developers and Submitters Policy as presented

**Moved** Cr MacRae  
**Seconded** Cr Fortune

**THAT** Council adopt the Contact with Lobbyists, Developers and Submitters Policy as presented

**VOTE** CARRIED

OM26/07/21





### **13.5 – 2021 Developing Northern Australia Conference -16 to 18 August 2021**

Folder ID 4597

Provided by Chief Executive Officer

#### **Executive Summary**

The Developing Northern Australia Conference is a platform to unite leaders, decision makers, industry representatives and community members to advance our northern regions. An Australian Mining Cities Alliance Meeting will also be held at the same time.

#### **Officer's Recommendation**

**THAT** Council is represented at the 2021 Developing Northern Australia Conference to be held in Darwin from 16 to 18 August 2021 by Deputy Mayor Cr Phil Barwick.

Or

**THAT** Council does not support representation at the 2021 Developing Northern Australia Conference

**Moved** Cr Fortune  
**Seconded** Cr MacRae

**THAT** Council is represented at the 2021 Developing Northern Australia Conference to be held in Darwin from 16 to 18 August 2021 by Deputy Mayor Cr Phil Barwick.

**VOTE** CARRIED

OM27/07/21

Director Corporate and Community, Chileya Luangala returned to the Meeting at 10:48am.

### **13.6 – 2021 LGAQ Bush Council's Convention - 3 to 5 August 2021**

Folder ID 4597

Provided by Chief Executive Officer

#### **Executive Summary**

The Local Government Association of Queensland (LGAQ) Bush Council's Convention is an opportunity for Councils in rural Queensland to come together to discuss policy development and issues specific to the region.

#### **Officer's Recommendation**

**THAT** Council is represented at the 2021 Local Government Association of Queensland (LGAQ) Bush Councils Convention in Barcaldine from 3 to 5 August 2021 by Cr Peta MacRae.

Or

**THAT** Council does not support representation at the Local Government Association of Queensland (LGAQ) Bush Council's Convention.

**Moved** Cr Stretton  
**Seconded** Deputy Mayor Cr Barwick

**THAT** Council is represented at the 2021 Local Government Association of Queensland (LGAQ) Bush Councils Convention in Barcaldine from 3 to 5 August 2021 by Cr Peta MacRae.

**VOTE** CARRIED

OM28/07/21



### 13.7 – LGAQ 125th Annual Conference 25-27 October 2021

Folder ID 4597

Provided by Chief Executive Officer

#### Executive Summary

The Local Government Association of Queensland (LGAQ) Conference is held annually and provides an important opportunity for councils to not only network and learn but also to debate and vote on new policy. The event doubles as the Association's AGM.

#### Officer's Recommendation

**THAT** Council is represented at the Local Government Association of Queensland (LGAQ) Annual Conference to be held in Mackay from 25 to 27 October 2021 by Mayor Cr Danielle Slade and Cr Peta MacRae.

Or

**THAT** Council does not support representation at the Local Government Association of Queensland (LGAQ) Annual Conference.

**Moved** Cr Fortune  
**Seconded** Deputy Mayor Cr Barwick

**THAT** Council is represented at the Local Government Association of Queensland (LGAQ) Annual Conference to be held in Mackay from 25 to 27 October 2021 by Mayor Cr Danielle Slade and Cr Peta MacRae.

**VOTE** CARRIED

OM29/07/21

### Item 14 General Business

Nil

**Council Adjourned 10:52am**  
**Council Reconvened 11:01am**

### Close of Meeting

**Moved** Cr Fortune  
**Seconded** Deputy Mayor Cr Barwick

**THAT** pursuant to Section 254J of the *Local Government Regulation 2012*, Council resolved that the meeting be closed to the public at 11:02am for discussion of the following matters:

- (b) "industrial matters affecting employees".
- (c) "the local government's budget".

**VOTE** CARRIED

OM30/07/21

### Opening of Meeting

**Moved** Mayor Cr Slade  
**Seconded** Cr MacRae



**THAT** pursuant to Section 254J of the Local Government Regulation 2012, Council re-open the meeting to the public at 11:21am.

**VOTE** CARRIED

OM31/07/21

## Item 15 Confidential Reports

### 15.1 – SEW-6500-001-Sewer Mains Replacement Program

Folder ID 138247

Provided by Director, Infrastructure Services

#### Executive Summary

Council awarded the 2020/21 sewer main relining contract to Interflow for the value of \$880,000. Extensive inspections have been completed and the agreed relining program is well underway. The inspections have identified high priority mains which are not currently in the program. Council officers are seeking to increase the contract value with Interflow by \$600,000 as approved in the 2021/22 capital works budget.

#### Officer's Recommendation

**THAT** Council approves the increase of current contract sum to Interflow Pty Ltd up to a maximum sum of \$1,480,000.00 (GST exclusive).

Or

**THAT** Council does not approve the increase of current contract sum to Interflow Pty Ltd up to a maximum sum of \$1,480,000.00 (GST exclusive).

Moved Cr Stretton

Seconded Cr Fortune

**THAT** Council approves the increase of current contract sum to Interflow Pty Ltd up to a maximum sum of \$1,480,000.00 (GST exclusive).

**VOTE** CARRIED

OM32/07/21

### 15.2 – People, Culture and Safety – Quarterly Report

Folder ID

Provided by Manager People and Culture

#### Executive Summary

People, Culture and Safety – Quarterly Report

#### Officer's Recommendation

**THAT** Council receive and accept the People, Culture and Safety – Quarterly Report

Or

**THAT** Council does not receive and accept the People, Culture and Safety – Quarterly Report

Moved Deputy Mayor Cr Barwick

Seconded Cr MacRae

**THAT** Council receive and accept the People, Culture and Safety – Quarterly Report



VOTE

CARRIED

OM33/07/21

*There being no further business the meeting closed at 11:23am.*

Signed by the Chair of the Ordinary Meeting  
held on Wednesday, 25 August 2021.

\_\_\_\_\_  
Her Worship Mayor Cr Danielle Slade  
Mayor of Mount Isa



**4.2 MINUTES OF THE SPECIAL MEETING HELD ON 4 AUGUST 2021**

**Document Number:** 746564

**Author:** Senior Executive Assistant

**Authoriser:** Chief Executive Officer

**RECOMMENDATION**

**THAT** the Minutes of the Special Meeting held on 4 August 2021 be received and the recommendations therein be adopted.

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**RECOMMENDATION OPTIONS**

**THAT** the Minutes of the Special Meeting held on 4 August 2021 be received and the recommendations therein be adopted

Or

**THAT** the Minutes of the Special Meeting held on 4 August 2021 not be received and the recommendations therein not be adopted

**ATTACHMENTS**

1. 04.08.2021 Unconfirmed Minutes SM



## Minutes of the Special Meeting Of the Mount Isa City Council Wednesday, 4 August 2021 Unconfirmed Minutes

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

**Commenced:** 9am

**Attendees:**

<b>Mayor</b>	Her Worship Mayor Cr Danielle Slade (Chair)	
<b>Councillors</b>	Deputy Mayor Cr Phil Barwick Cr Mick Tully Cr George Fortune Cr Paul Stretton Cr Peta MacRae	
<b>Executive</b>	D Keenan C Luangala	- Chief Executive Officer - Director Corporate and Community
<b>Staff</b>	L Jameson	- Media Officer
<b>Minutes Clerk</b>	C Baxter	- Senior Executive Assistant Executive Services
<b>Apologies</b>	Cr Kim Coghlan	

### Item 1 - Mayor's Welcome / Attendance / Acknowledgement of Country

Her Worship Mayor Cr Danielle 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 Special Meeting is being recorded in accordance with Council's 'Recording of Council Meeting' Policy.

**Moved** Cr Tully  
**Seconded** Cr Macrae

**THAT** Council accepts and notes the apology of Cr Coghlan

**VOTE** CARRIED

SM01/08/21

### Item 2 - Council of Clergy Opening Prayer

Cr MacRae opened the meeting with a prayer.

### Item 3 - Conflict of Interest

Mayor Cr Slade declared a prescribed conflict of interest in Item 4.1 Liquor Licence Application for Detached Bottle Shop with Extended Trading Hours as she is an executive board member of the Mount Isa Irish Association. Mayor Cr Slade 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.



#### Item 4 - Business Development and Town Planning – Cr George Fortune

Mayor Cr Slade left the meeting chamber at 9:04am due to a prescribed conflict of interest in Item 4.1, taking no part in the debate or decision on the matter.

Deputy Mayor Cr Barwick assumed the Chair during Mayor Slade's absence.

##### **4.1 – Liquor Licence Application for Detached Bottle Shop with Extended Trading Hours**

Folder ID 140513

Provided by Land Use Coordinator

##### **Executive Summary**

Council has received a request from the Office of Liquor and Gaming Regulations (OLGR) for Council's comments or objections regarding a new application for a detached bottle shop with extended trading hours at 17-19 Simpson Street. The Liquor Licence will be for a Commercial Hotel – detached bottleshop.

##### **Officer Recommendation**

**THAT** Council advises the Office of Liquor and Gaming Regulation that Council does NOT SUPPORT the application for a detached bottle shop with extended trading hours for a licensed premises at 17-19 Simpson Street, Mount Isa.

OR

**THAT** Council advises the Office of Liquor and Gaming Regulation that Council SUPPORTS the application for a detached bottle shop with extended trading hours for a licensed premises at 17-19 Simpson Street, Mount Isa.

Moved Cr Fortune  
Seconded Cr Stretton

**THAT** Council advises the Office of Liquor and Gaming Regulation that Council does NOT SUPPORT the application for a detached bottle shop with extended trading hours for a licensed premises at 17-19 Simpson Street, Mount Isa.

VOTE CARRIED  
AGAINST Cr MacRae

SM02/08/21

Mayor Cr Slade returned to the chamber and resumed the Chair at 9:08am.

#### Item 5 - Corporate and Financial Services, Economic Development, Promotions and Development - Deputy Mayor, Cr Phil Barwick

##### **5.1 – Enterprise Resource Planning (ERP) Tender**

Folder ID 18807

Provided by Director, Corporate & Community Services

##### **Executive Summary**

Council identified the need to upgrade corporate software systems and allocated funds in the 2021/22 Capital Works budget. The budget allows for the sourcing and implementation of a new Enterprise Resource Planning (ERP) solution which includes a Payroll and Human Resources system. The ERP will be implemented across the organisation to replace several legacy systems that have been used by Council for a number of years. The key outcome is to introduce a new set of applications to improve the efficiency with which Council manages the total operation of Council.



Given the specialist nature of council systems there are a limited number of Vendors capable of delivering all of Council's requirements and therefore it is recommended that Council seek a closed tender with selected Vendors. The Vendors in question have all been pre-qualified by Local Buy.

This report seeks Council approval to go a closed tender via Vendor Panel, pursuant to Local Buy's register of pre-qualified Suppliers (Contract number BUS274), for the replacement of current corporate systems with a new whole of Council ERP system.

#### Officer's Recommendation

**THAT** Council grants approval to go a closed tender via Vendor Panel, pursuant to Local Buy's register of pre-qualified Suppliers (Contract number BUS274), for the replacement of current corporate systems with a new whole of Council ERP system.

Or

**THAT** Council does not grant approval to go a closed tender via Vendor Panel, pursuant to Local Buy's register of pre-qualified Suppliers (Contract number BUS274), for the replacement of current corporate systems with a new whole of Council ERP system.

**Moved** Deputy Mayor Cr Barwick  
**Seconded** Cr Tully

**THAT** Council grants approval to go a closed tender via Vendor Panel, pursuant to Local Buy's register of pre-qualified Suppliers (Contract number BUS274), for the replacement of current corporate systems with a new whole of Council ERP system.

**VOTE** CARRIED

SM03/08/21

### **Item 6 – Executive Services – Chief Executive Officer, David Keenan**

#### **6.1 – Updated Special Paid Pandemic Leave Policy V2**

Folder ID 4755

Provided by Chief Executive Officer

#### Executive Summary

The proposed updated Special Paid Pandemic Leave Policy V2 extends the maximum of 10 days paid leave to employees who have been directed to complete mandatory hotel quarantine.

#### Officer's Recommendation

**THAT** Council approve the updated Special Paid Pandemic Leave Policy V2 as presented

And

**THAT** Council review the updated Special Paid Pandemic Leave Policy V2 in 12 months.

Or

**THAT** Council not approve the updated Special Paid Pandemic Leave Policy V2 as presented.

**Moved** Cr Stretton  
**Seconded** Cr Tully





**THAT** Council approve the updated Special Paid Pandemic Leave Policy V2 as presented

And

**THAT** Council review the updated Special Paid Pandemic Leave Policy V2 in 12 months.

**VOTE** CARRIED

SM04/08/21

#### **6.2 – Submission of Motion to LGAQ Annual Conference – Complaint Fee**

Folder ID 5082

**Provided by** Chief Executive Officer

##### **Executive Summary**

Pursuant to Council Resolution OM26/05/21, Council proposes to formally submit a motion to LGAQ regarding the introduction application of a fee to lodge a complaint.

##### **Officer's Recommendation**

**THAT** Council endorse the finalised submission of motion to the LGAQ Annual Conference 2021 regarding the introduction of a fee to lodge a complaint.

Or

**THAT** Council does not endorse the finalised submission of motion to the LGAQ Annual Conference 2021 regarding the introduction of a fee to lodge a complaint.

**Moved** Deputy Mayor Cr Barwick  
**Seconded** Cr Fortune

**THAT** Council endorse the finalised submission of motion to the LGAQ Annual Conference 2021 regarding the introduction of a fee to lodge a complaint.

**VOTE** CARRIED  
AGAINST Mayor Cr Slade

SM05/08/21

*There being no further business the meeting closed at 9:20am.*

Signed by the Chair of the Ordinary Meeting  
held on Wednesday, 25 August 2021.

\_\_\_\_\_  
Her Worship Mayor Cr Danielle Slade  
Mayor of Mount Isa

**4.3 MINUTES OF THE SPECIAL MEETING HELD ON 18 AUGUST 2021**

**Document Number:** 747158

**Author:** Senior Executive Assistant

**Authoriser:** Chief Executive Officer

**RECOMMENDATION**

**THAT** the Minutes of the Special Meeting held on 18 August 2021 be received and the recommendations therein be adopted.

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**RECOMMENDATION OPTIONS**

**THAT** the Minutes of the Special Meeting held on 18 August 2021 be received and the recommendations therein be adopted

Or

**THAT** the Minutes of the Special Meeting held on 18 August 2021 not be received and the recommendations therein not be adopted

**ATTACHMENTS**

1. 18.08.2021 Special Meeting Minutes



# **MINUTES**

**Special Council Meeting  
Wednesday, 18 August 2021**

**SPECIAL COUNCIL MEETING MINUTES****18 AUGUST 2021****Order Of Business**

<b>1</b>	<b>Opening of the Meeting/Acknowledgement of Country .....</b>	<b>3</b>
<b>2</b>	<b>Council of Clergy Prayer .....</b>	<b>3</b>
<b>3</b>	<b>Apologies/Leave of Absence .....</b>	<b>3</b>
<b>4</b>	<b>Declarations of Conflicts of Interest.....</b>	<b>3</b>
<b>5</b>	<b>Executive Services Reports .....</b>	<b>3</b>
5.1	Submission of Motion to LGAQ Annual Conference - Regional University Centres .....	3
5.2	Submission of Motion to LGAQ Annual Conference - 2032 Olympics Funding for Rural and Remote Queensland Communities .....	4
5.3	Council endorsement of application to the Resources Community Infrastructure Fund - Minor Infrastructure Projects .....	4
5.4	Council Endorsement of Application to the Resources Community Infrastructure Fund - Major Infrastructure Projects .....	4



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SPECIAL COUNCIL MEETING MINUTES18 AUGUST 2021

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**MINUTES OF MOUNT ISA CITY COUNCIL  
SPECIAL COUNCIL MEETING  
HELD AT THE COUNCIL CHAMBERS, 23 WEST STREET, MOUNT ISA  
ON WEDNESDAY, 18 AUGUST 2021 AT 9AM**

**PRESENT:** Crs Slade (Chair), Fortune, MacRae, Stretton, Tully, Coghlan

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

**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 Special Meeting is being recorded in accordance with Council's 'Recording of Council Meeting' Policy.

**2 COUNCIL OF CLERGY PRAYER**

Cr Fortune provided the meeting with a prayer.

**3 APOLOGIES/LEAVE OF ABSENCE**

**APOLOGY**

**RESOLUTION SM05/08/21**

Moved: Cr Mick Tully

Seconded: Cr George Fortune

That the apology received from Deputy Mayor Cr Phil Barwick be accepted and leave of absence granted.

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**CARRIED**

**4 DECLARATIONS OF CONFLICTS OF INTEREST**

Nil

**5 EXECUTIVE SERVICES REPORTS**

**5.1 SUBMISSION OF MOTION TO LGAQ ANNUAL CONFERENCE - REGIONAL UNIVERSITY CENTRES**

**RESOLUTION SM06/08/21**

Moved: Cr George Fortune

Seconded: Cr Mick Tully

**THAT**

Council endorse the submission of motion to the LGAQ Annual Conference 2021 regarding Regional University Centres.

Against: Cr Kim Coghlan

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**SPECIAL COUNCIL MEETING MINUTES****18 AUGUST 2021**

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**CARRIED 5/1 CARRIED**

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**5.2 SUBMISSION OF MOTION TO LGAQ ANNUAL CONFERENCE - 2032 OLYMPICS FUNDING FOR RURAL AND REMOTE QUEENSLAND COMMUNITIES****RESOLUTION SM07/08/21**

Moved: Cr Peta MacRae

Seconded: Cr Mick Tully

**THAT**

Council endorse the submission of motion to the LGAQ Annual Conference 2021 regarding the 2032 Olympics and funding for Rural and Remote Queensland Communities.

**CARRIED**

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**5.3 COUNCIL ENDORSEMENT OF APPLICATION TO THE RESOURCES COMMUNITY INFRASTRUCTURE FUND - MINOR INFRASTRUCTURE PROJECTS****RESOLUTION SM08/08/21**

Moved: Cr Paul Stretton

Seconded: Cr Mick Tully

**THAT**

Council endorse the drafting of a funding application to the Resources Community Infrastructure Fund (RCIF) – Minor Infrastructure Projects for installation of additional aquatic infrastructure.

**CARRIED**

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Cr Kim Coghlan declared a prescribed conflict of interest in Item 5.4 as she is the President of the Mount Isa Touch Football Association. Cr Kim Coghlan 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.

At 9:15am, Cr Kim Coghlan left the meeting.

**5.4 COUNCIL ENDORSEMENT OF APPLICATION TO THE RESOURCES COMMUNITY INFRASTRUCTURE FUND - MAJOR INFRASTRUCTURE PROJECTS****RESOLUTION SM09/08/21**

Moved: Cr Peta MacRae

Seconded: Cr Paul Stretton

**THAT**

Council endorse the drafting of a funding application to the Resources Community Infrastructure Fund (RCIF) – Major Infrastructure Projects for replacement of sporting infrastructure.

**CARRIED**

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At 9:17am, Cr Kim Coghlan returned to the meeting.

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SPECIAL COUNCIL MEETING MINUTES

18 AUGUST 2021

There being no further business the Meeting closed at 9:18am.



# **MINUTES**

## **Special Council Meeting Wednesday, 18 August 2021**

**Order Of Business**

<b>1</b>	<b>Opening of the Meeting/Acknowledgement of Country .....</b>	<b>3</b>
<b>2</b>	<b>Council of Clergy Prayer .....</b>	<b>3</b>
<b>3</b>	<b>Apologies/Leave of Absence .....</b>	<b>3</b>
<b>4</b>	<b>Declarations of Conflicts of Interest.....</b>	<b>3</b>
<b>5</b>	<b>Executive Services Reports .....</b>	<b>3</b>
5.1	Submission of Motion to LGAQ Annual Conference - Regional University Centres .....	3
5.2	Submission of Motion to LGAQ Annual Conference - 2032 Olympics Funding for Rural and Remote Queensland Communities .....	3
5.3	Council endorsement of application to the Resources Community Infrastructure Fund - Minor Infrastructure Projects .....	3
5.4	Council Endorsement of Application to the Resources Community Infrastructure Fund - Major Infrastructure Projects .....	4

**MINUTES OF MOUNT ISA CITY COUNCIL  
SPECIAL COUNCIL MEETING  
HELD AT THE COUNCIL CHAMBERS, 23 WEST STREET, MOUNT ISA  
ON WEDNESDAY, 18 AUGUST 2021 AT 9AM**

**PRESENT:** Crs Slade (Chair), Barwick (Deputy Chair), Fortune, MacRae, Stretton, Tully

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

**1 OPENING OF THE MEETING/ACKNOWLEDGEMENT OF COUNTRY**

**2 COUNCIL OF CLERGY PRAYER**

**3 APOLOGIES/LEAVE OF ABSENCE**

Nil

**4 DECLARATIONS OF CONFLICTS OF INTEREST**

**5 EXECUTIVE SERVICES REPORTS**

**5.1 SUBMISSION OF MOTION TO LGAQ ANNUAL CONFERENCE - REGIONAL UNIVERSITY CENTRES**

**RECOMMENDATION**

**THAT**

Council endorse the submission of motion to the LGAQ Annual Conference 2021 regarding Regional University Centres.

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**5.2 SUBMISSION OF MOTION TO LGAQ ANNUAL CONFERENCE - 2032 OLYMPICS FUNDING FOR RURAL AND REMOTE QUEENSLAND COMMUNITIES**

**RECOMMENDATION**

**THAT**

Council endorse the submission of motion to the LGAQ Annual Conference 2021 regarding the 2032 Olympics and funding for Rural and Remote Queensland Communities.

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**5.3 COUNCIL ENDORSEMENT OF APPLICATION TO THE RESOURCES COMMUNITY**

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**INFRASTRUCTURE FUND - MINOR INFRASTRUCTURE PROJECTS**

**RECOMMENDATION**

**THAT**

Council endorse the drafting of a funding application to the Resources Community Infrastructure Fund (RCIF)  
– Minor Infrastructure Projects for installation of additional aquatic infrastructure.

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**5.4 COUNCIL ENDORSEMENT OF APPLICATION TO THE RESOURCES COMMUNITY  
INFRASTRUCTURE FUND - MAJOR INFRASTRUCTURE PROJECTS**

**RECOMMENDATION**

**THAT**

Council endorse the drafting of a funding application to the Resources Community Infrastructure Fund (RCIF)  
– Major Infrastructure Projects for replacement of sporting infrastructure.

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**There being no further business the Meeting closed at [enter time](#).**

**The minutes of this meeting were confirmed at the Council Meeting held on 25 August 2021.**

.....  
**CHAIRPERSON**



**5 ACTIONS FROM PREVIOUS COUNCIL MEETINGS**

Nil

**6 DECLARATIONS OF CONFLICTS OF INTEREST**

**7 MAYORAL MINUTES**

Nil

**8 READING AND CONSIDERATION OF CORRESPONDENCE****8.1 CORRESPONDENCE REPORT - JULY 2021**

**Document Number:** 746681

**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

**RECOMMENDATION**

**THAT** Council receives and accepts the June 2021 Correspondence Report.

**BACKGROUND****Correspondence Received:**

1. **Robbie Katter MP** public letter about the future of the North West mining industry.
2. **President, Commerce North West** keeping Council up to date with their proposal to monitor the CCTV cameras in town.
3. **Les Walker MP – Member for Mundingburra** letter regarding ‘Looking after Country’ grant program.
4. **Dr Karen Hussey - Deputy Director General, Environmental Policy and Planning** confirmation of the supplementary payment amount for Mount Isa City Council for the 2021-22 financial year for the waste levy on households.
5. **Aleem Ali – CEO, Welcoming Australia** formal welcome to the Welcoming Cities network.
6. **Minister Leeanne Enoch MP** information regarding the inquiry into social isolation and loneliness due to the COVID-19 global pandemic.
7. **Dr Jeannette Young PSM – Queensland Chief Health Officer and Deputy Director-General** correspondence requesting Mount Isa City Council to join the wastewater surveillance program to augment conventional methods of disease surveillance for SARS-CoV-2.
8. **Charles Millsteed – CEO, Queensland Competition Authority** correspondence regarding competitive neutrality – transfer of the role to the Queensland Competition Authority.
9. **Brendan Moon – CEO, Queensland Reconstruction Authority** Get Ready Queensland Grant Program.
10. **Brendan Moon – CEO, Queensland Reconstruction Authority** Mount Isa City Council’s submission for Disaster Recovery Funding Arrangements (DRFA) grant assistance for

reconstruction works for the Tropical Cyclone Imogen and Associated Low Pressure System, 2-12 January 2021 event.

**Correspondence Sent:**

1. **Mayor Cr Danielle Slade to Cr John Wharton** letter of support for Friday Night De-Brief TV series.
2. **Mayor Cr Danielle Slade to Katherine Clarke – MultiSkill Centre** letter of support for their Safer Communities Fund application.
3. **Mayor Cr Danielle Slade to Selectability** letter of support for Bike Shed Program.
4. **Mayor Cr Danielle Slade to North West Queensland Indigenous Catholic Social Services Limited** letter of support for Safer Communities Fund Round Six.
5. **Mayor Cr Danielle Slade to Glenys Schuntner** congratulations on retirement.
6. **Mayor Cr Danielle Slade to Pat Callinan** letter of support to obtain border pass into Queensland.
7. **Mayor Cr Danielle Slade to Katherine Clarke – MultiSkill Centre** letter of support for their Skilling Queenslanders for Work application.
8. **David Keenan to Batyr** letter of support for the independent evaluation of the National Headspace Program.
9. **Mayor Cr Danielle Slade to Kalkadoon Native Title Aboriginal Corporation RNTBC** letter of support for their funding application under the Looking after Country scheme.
10. **Mayor Cr Danielle Slade to LifeFlight** letter of support for LifeFlight Mount Isa Aeromedical Base.

**BUDGET AND RESOURCE IMPLICATIONS**

Nil

**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)**

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 June 2021 Correspondence Report.

OR

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

**ATTACHMENTS**

1. **Correspondence Received and Sent - July 2021**

PO Box 1968  
Mount Isa QLD 4825

**Mount Isa**  
74 Camooweal Street  
P: 07 4730 1100

**Charters Towers**  
Stock Exchange Arcade  
2/76 Mosman Street  
P: 07 4787 2139



## Robbie Katter MP Member for Traeger



REF: MO

2<sup>nd</sup> July, 2021

Dear Miners, Explorers and Developers of North Queensland's minerals and energy industry,

**RE: Public letter about the future of the North West mining industry**

I'm writing to express my concern over the urgent issue of electricity supply in the North-West Minerals Province (NWMP).

As you know all too well, we have some of the highest electricity prices in the world and its extremely complicated to get electricity for new projects.

In my opinion this is the direct result of negligent ignorance by successive Governments to an obvious competition issue and lack of investment in shared infrastructure.

Currently the NWMP is supplied by a single, privately-owned generator with no price regulation and no spare generating capacity.

The power system is expensive, unreliable and gives an unfair advantage to large incumbent businesses at the expense of smaller projects, and more than 20,000 residents.

This is in stark contrast to other great resource areas in the State such as the Bowen and Surat Basins where connection to the national grid provides significantly cheaper power, high-levels of competition and high reliability.

For all their decarbonisation rhetoric, the Government continues to allow the NWMP to flounder under an investment-killing, uncompetitive electricity market while facilitating further development of coal and gas projects through access to competitive and reliable power.

I fully support the past and future success of Queensland's coal and gas industry (noting the critical need for a gas reserve policy), and I know this success has been built on the back of cheap, competitive and reliable electricity from the east coast grid.




I now demand that our community is given the same opportunity to prosper.

We are at a critical time where the Queensland Government indicates its committed to connecting the NWMP to the National Electricity Market. However, they are yet to deliver.

I am concerned that once again the Government will neglect its duty to build shared infrastructure that levels the playing field and allows access to cheap and reliable electricity for all projects, not just those with market power.

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Email [traeger@parliament.qld.gov.au](mailto:traeger@parliament.qld.gov.au) | Free call within the electorate 1800 801 569

 [www.RobKatter.com.au](http://www.RobKatter.com.au) |  Facebook.com/RobkatterMP |  @RobKatter3

The Queensland Government has identified more than 50 major minerals mines and deposits in the corridor between Mount Isa and Townsville. Currently the lack of competitive electricity supply is prohibiting development.

I want to ensure the infrastructure is in place to give each the best chance of coming into, or continuing, operation.

I acknowledge the significant investment and employment provided by the dominant market players in the North West electricity system. I will support them and any other business that operates in a way that elevates the entire region.

However, any business whose decisions are so critical to the development of infrastructure across the entire North-West and Townsville, is under additional scrutiny and is held to a higher standard of social responsibility.

I will continue to hold both the Government and major players to account to ensure the NWMP has the cheapest and most competitive electricity available.




Yours sincerely,

**Robbie Katter**

Member for Traeger

---

Email [traeger@parliament.qld.gov.au](mailto:traeger@parliament.qld.gov.au) | Free call within the electorate 1800 801 569

 [www.RobKatter.com.au](http://www.RobKatter.com.au) |  Facebook.com/RobkatterMP |  @RobKatter3





15/7/2021

Mayor, Councillors and CEO  
Mount Isa City Council  
23 West St,  
Mount Isa Qld 4825

Dear Mayor Slade, Councillors and Mr Keenan,

I am writing to you to keep you up to date with where we are at with our proposal to monitor the CCTV cameras in town.

As you may recall, at our meeting on April the 20<sup>th</sup>, we were proposing to partner with Mount Isa City Council to deliver a City Safe program based on the one in Cairns. This program sees one person rostered on at key times of the day/night/week etc to monitor the CCTV cameras in real time. When they identify a potential issue, a group of kids gathering, or something amiss, they then contact a team who are patrolling the streets to disturb and disrupt the situation before serious crimes can occur. If they need back up from the local police, both the street team and the one monitoring the cameras will have direct access to call for support as soon as they need it. It is a scheme that the Cairns City Council implemented a few years ago with great success.

This proposal has the full support of Snr Sargent Renee Hanrahan and she believes that if we are able to reduce the number of crimes happening, this will free up the police resources to better deal with other issues in the community such as domestic violence, drugs and the like. Should we get the project up and running the police will support us and those patrolling the streets will receive the backup they need.

Since our meeting with council, we have continued to seek partners to assist us in delivering the project, or at the very least a trial run. We have had a couple of meetings with NWQICSS which have been very encouraging. They are already doing night patrols every night, all night of the CBD and wider city. They have a good relationship with the kids roaming the streets and usually are able to get them into the van to either be taken back to the Youth Hub or back home. The NWQICSS team would be happy to partner with us and be the team on the street in our project. They do not have the scope or the funding to have someone monitor the cameras. We feel sure that while there will be some details to be worked out, there is potential for this partnership to work for all parties. NWQICSS will have better knowledge of where the kids are to be able to assist them better. Businesses will be safer because the level of property damage would be reduced. The community will be better off because of NWQICSS's successes in working with the troubled youth.

We also met with State Member Robbie Katter and he also supported the project and has written to the minister seeking support from the State Government.

Conversations we have had with affected businesses, the chatter on various Facebook groups and the recent news article by the ABC are clear evidence that this issue is affecting the businesses in the CBD



on many levels, not just financially. We are confident that this project will make a real difference to these businesses and give them back some peace of mind.

It would be a shame to see our CBD reduced to streets that are armour plated with grilles, roller-doors and steel shutters to try to reduce the damage done. This does nothing for the beautification of the city, or the sense of security and safety we want our residents and visitors to feel. Unfortunately, there are some businesses who are already taking these measures out of desperation. Rather than creating a frontier mentality where people hunker down to be safe, Commerce North West would rather find solutions that reclaim our streets and improve business conditions for everyone.

The potential to partner with NWQICSS to run the trial means a significant reduction in funds required. In order for us to see the trial proceed we anticipate costs of about \$40,000 which will pay the wages of someone to monitor the camera for 5 nights a week. NWQICSS will cover the patrols in their usual activities. We are hopeful that this amount is forthcoming soon as local businesses are becoming desperate.

Our next stage of works will be to set up a business case which can be used as a tool to further promote the project in hope of securing more defined costings and allow for further plans to be initiated for its launch.

I am available to answer any further questions.

With regards,

Emma Harman  
President  
Commerce North West  
President@commercenorthwest.com.au  
22 West St, Mount Isa; PO Box 1705, Mount Isa 4825  
ph 0412 813 228  
ABN 2067 9295 842

# Les Walker

MEMBER FOR MUNDINGBURRA

21 July 2021

Ms Danielle Slade  
Mayor  
Mt Isa City Council  
PO Box 8125  
MT ISA QLD 4825

Email: [city@mountisa.qld.gov.au](mailto:city@mountisa.qld.gov.au)

Dear Mayor Slade

I would like to bring your attention to the Palaszczuk Government's recent announcement of the 'Looking after Country' grant program. The program provides funding of up to \$75,000 to Indigenous Communities to conserve and manage environmental and cultural heritage on country.

Applications are now open and First Nations groups have until midnight Monday 9 August 2021 to apply.

Please refer to the attached document for more information on the program.

I hope this information will be of assistance to you for your community.

Yours sincerely



Les Walker MP  
Member for Mundingburra



## LES WALKER MEMBER FOR MUNDINGBURRA

Office: Shop 3, 198 Nathan Street, Aitkenvale QLD  
Mail: PO Box 1409, Aitkenvale QLD 4814  
Phone: 07 4766 8100  
Email: [Mundingburra@parliament.qld.gov.au](mailto:Mundingburra@parliament.qld.gov.au)



## Grants to help Heal Country

Published Tuesday, 06 July, 2021 at 11:30 AM

**Minister for the Environment and the Great Barrier Reef and Minister  
for Science and Youth Affairs**

The Honourable Meaghan Scanlon



The Palaszczuk Government has announced funding to help Indigenous communities across Queensland care for Country, building on the success of



similar funding last year which saw 25 jobs created as part of Queensland's COVID-19 economic recovery plan.

Making the announcement during NAIDOC Week, Environment Minister Meaghan Scanlon said applications are open for the Looking after Country program, with Aboriginal and Torres Strait Islander organisations able to share in up to \$500,000 for programs aimed at conserving and restoring land and sea.

"First Nations communities have played a central and powerful role in caring for environment, culture and heritage for tens of thousands of years," Minister Scanlon said.

"This year's NAIDOC theme is Healing Country: embracing First Nation cultural knowledge and understanding, which is exactly what these grants are aimed at.

"Funding of up to \$75,000 will be available to support projects that provide opportunities for jobs and for Traditional Owners to continue caring for Country.

"Projects can include anything from conservation of cultural sites and events to sharing knowledge of country across generations, habitat restoration and traditional fire management.

"It builds on support for Indigenous communities as part of the Palaszczuk Government's record \$1.4 billion investment in the environment and COVID-19 economic recovery plan, as well as major strides already taken towards a Path to Treaty.

Minister Scanlon said recipients from the last Looking after Country grant round have been achieving great outcomes, despite the COVID-19 challenges of the last year.

"Goorathuntha Traditional Owners utilised their 2020 grant to deliver the 'Mt Tabor Women's Healing Group' project on Mt Tabor station, near Warwick.

"The project included two successful women's healing camps which allowed Bidjara women to visit country, sometimes for the very first time, and connect with their strong cultural heritage.

"The women participants spent time learning from their Elders, recording cultural information and planning protection measures for important cultural heritage sites.

"Next, these women will help install the protection measures, which will help maintain their tangible cultural heritage for future generations."

Bidjara and Kara-Kara woman, Leann Wilson said: "The Women's Healing Camp Weekend was an experience of discovery, celebration and reconnection. This opportunity allowed me to connect with family I didn't know about and to country I had never been on. I walked in the footsteps of my Ancestors, felt their presence, understood and embraced the resilience ... and in those moments my spirit was strengthened."



With their grant, Dabu Jajikal Aboriginal Corporation is completing a heritage site survey and management plan at Balabay (Weary Bay) near Bloomfield.

The project, aimed at conserving important Jajikal cultural heritage, is supporting visits to country by elders to survey sites, a workshop with families, a survey of documented records and development of a management plan.

Aboriginal and Torres Strait islander Councils, Indigenous Corporations, and non-profit corporations and organisations can apply for the grants, with applications closing on August 9, 2021.

For further information head to [www.qld.gov.au/environment/plants-animals/conservation/community/land-sea-rangers/grants-program](http://www.qld.gov.au/environment/plants-animals/conservation/community/land-sea-rangers/grants-program)

Our Ref: CTS 14008/21



22 July 2021

Department of  
**Environment and Science**

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

Dear Mr Keenan

I am writing to confirm the supplementary payment amount for Mount Isa City Council for the 2021-22 financial year. As you would be aware, the Queensland Government made a commitment that the waste levy would have no direct financial impact on households. To achieve this commitment, the Government provides annual payments to councils that dispose of municipal solid waste (MSW) in the levy zone. I recently wrote to you about your council's annual payment for the 2021-22 financial year.

The supplementary payment ensures that the Government's commitment also extends to Queensland households with commercial waste collection arrangements such as those in retirement villages, nursing homes and boarding houses. Recently our officers have worked together to confirm information on the commercial waste collection services provided by your council to eligible households. I would like to take this opportunity to thank your staff for assisting with this detailed task.

The total supplementary payment to be made to Mount Isa City Council for the 2021-2022 financial year is \$14,996.66. This payment is to be used to offset the direct cost of the waste levy to households. It is a council decision how the supplementary payment will be delivered.

Please note, there is a small group of remaining eligible residential premises that were not covered by payments to councils. This includes those with a private waste collection, or those considered mixed use commercial/residential, regardless of who provides the service. The Queensland Rural and Industry Development Authority (QRIDA) administers a separate rebate scheme for these remaining premises. Further information is available on QRIDA's website at [LINK](#). All the latest information about the waste levy, including information for councils, is available on the Queensland Government's website at [LINK](#).

Should your officers require any further information, they may contact Ms Justine Severin, Director - Office of Resource Recovery, Environmental Policy and Programs, Department of Environment and Science, on telephone (07) 3330 5987 or by email at [Justine.Severin@des.qld.gov.au](mailto:Justine.Severin@des.qld.gov.au).

Yours sincerely

A handwritten signature in black ink, appearing to read "Karen Hussey".

Karen Hussey  
Deputy Director General  
**Environmental Policy and Planning**

GPO Box 2454 Brisbane  
Queensland 4001 Australia  
**Telephone 3330 5164**  
**Website [www.des.qld.gov.au](http://www.des.qld.gov.au)**  
ABN 46 640 294 485



21 July 2021

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

Delivered via: [mayor@mountisa.qld.gov.au](mailto:mayor@mountisa.qld.gov.au)

Dear Mayor Slade,

**Re: Thank you for joining Welcoming Cities network**

I am writing to formally welcome Mount Isa City Council to the Welcoming Cities network.

It is evident that the Mount Isa region greatly values welcoming and inclusion and understands the benefits of such practices to social, economic and civic participation for all the city's residents.

We're here to support Council, as the facilitator and broker in your community, to ensure that both established residents and recently arrived migrants have access and support to engage in ongoing socioeconomic opportunities and community life.

Becoming a Welcoming City broadly involves the following process:

1. **Commit to Welcome.** Formal commitment from Mount Isa City Council to participate in the Welcoming Cities network. We were pleased to receive this commitment and have officially included you within our growing network.
2. **Communicate Welcome.** The development of messaging and communications highlighting unity, shared values, and that diverse voices are listened to and celebrated. Joining the network has already received positive press coverage and we look forward to building upon this strong beginning.
3. **Plan for Welcome.** Mt Isa City Council would consider existing policies and practices that embed welcoming and inclusion across all areas. Where appropriate, the Council would also identify further cultural diversity and inclusion strategies that value social, economic and civic participation for all people.
4. **Build Welcome.** The Council can consider and benchmark their policies and practices against the Welcoming Cities Standard.
5. **Sustain Welcome.** Reporting and data is captured to track social cohesion and socioeconomic indicators over time. If desired, the Council can assess and accredit their policies and practices against the Welcoming Cities Standard.

Welcoming Australia Ltd  
PO Box 236, Brompton SA 5007

[welcome@welcoming.org.au](mailto:welcome@welcoming.org.au)  
[welcoming.org.au](http://welcoming.org.au)

ABN 28 602 083 858

Key elements of our support, and benefits of joining, include:

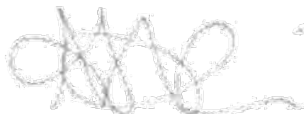
- **Knowledge sharing.** Supporting local governments to access evidence-based research, resources, policies and case studies.
- **Partnership development.** Facilitating & resourcing multi-sector partnerships to maximise learning, reach and impact.
- **Celebrating Success.** Recognising local governments that demonstrate leading practice and innovation in welcoming efforts.
- **Standard and Accreditation.** Setting the National Standard for cultural diversity and inclusion policy and practice in local government.

As you have already taken the first step by committing to the Welcoming Cities network, we would appreciate the opportunity to meet with yourself, Councillors and Council officers to welcome you to the network and present the benefits of membership and practical ways that we can provide support.

Please don't hesitate to contact me directly with any queries or feedback via 0400 917 756 or [aleem@welcoming.org.au](mailto:aleem@welcoming.org.au). You can contact Jane Jennison, Queensland Coordinator, on 0424 783 653 or [jane@welcoming.org.au](mailto:jane@welcoming.org.au) to make a time for you and/or Mount Isa City Council staff to meet and move forward in your Welcoming Cities journey.

Welcome to a network that is now 60 members strong, and representative of more than 35 percent of the Australian population. We're looking forward to working alongside you.

Kind regards,



Aleem Ali  
*Chief Executive Officer*



Minister for Communities and Housing  
Minister for Digital Economy  
Minister for the Arts

Our reference: COM 04372-2021

23 July 2021

1 William Street  
Brisbane Queensland  
GPO Box 806 Brisbane  
Queensland 4001 Australia  
T: +617 3719 7170  
E: [communitiesandhousing@ministerial.qld.gov](mailto:communitiesandhousing@ministerial.qld.gov)

Councillor Danielle Slade  
Mayor  
Mount Isa City Council  
[city@mountisa.qld.gov.au](mailto:city@mountisa.qld.gov.au)

Dear Councillor

Social isolation and loneliness are significant issues affecting the physical and mental health and wellbeing of many people. The COVID-19 global pandemic has affected many Queenslanders, including vulnerable and disadvantaged groups at risk of experiencing social isolation and loneliness.

The Palaszczuk Government is delivering on our election commitment to undertake a Parliamentary Inquiry into social isolation and loneliness.

The Community Support and Services Committee has now commenced the Inquiry process. The Inquiry will consider a wide range of issues, including the drivers and impacts of, and effective responses to social isolation and loneliness in our communities.

The Terms of Reference and information about how to make a submission to the Inquiry can be found at <https://www.parliament.qld.gov.au/work-of-committees/committees/CSSC/inquiries/current-inquiries/socialisolation>.

Submissions to this inquiry will close at 5:00 pm on Wednesday 18 August 2021.

I encourage you to participate in the *Parliamentary Inquiry into social isolation and loneliness in Queensland*. Your input and contribution will help to shape the Committee's work and Inquiry report and recommendations. This will in turn help to inform development of a Strategy to prevent, mitigate and address social isolation and loneliness in Queensland moving forward.

If you require further information about the inquiry the Parliamentary Committee can be contacted at [CSSC@parliament.qld.gov.au](mailto:CSSC@parliament.qld.gov.au) or on (07) 3553 6623.

Yours sincerely

Leeanne Enoch MP  
Minister for Communities and Housing  
Minister for Digital Economy and Minister for the Arts



Enquiries to: Dr Greg Jackson  
Director – Water Unit  
Health Protection Branch  
Telephone: (07) 3328 9345  
File Ref: C-ECTF-21/11210

Queensland Health

Mr David Keenan  
Chief Executive Officer  
Mount Isa City Council

Email: [city@mountisa.qld.gov.au](mailto:city@mountisa.qld.gov.au)

Dear Mr Keenan

Queensland Health is conducting a state-wide wastewater surveillance program to augment conventional methods of disease surveillance for SARS-CoV-2, the virus that causes COVID-19. Wastewater surveillance is an important component of our response to COVID-19 and it has been found to be a vital tool for monitoring COVID-19 in communities when disease transmission is too low to be identified from clinical testing. In other states, wastewater surveillance has also provided early warning of unknown cases of COVID-19 in the community.

The wastewater surveillance program in Queensland currently samples from over 50 wastewater treatment plants in metropolitan and regional Queensland and is expected to continue until at least 30 June 2022. However, the wastewater surveillance program must have broad population coverage in order to be effective at uncovering new outbreaks, community transmission and the emergence of new variants of concern.

I understand that Mount Isa City Council has yet to join the wastewater surveillance program, and therefore strongly urge your participation. This is likely to involve the collection of just one or two wastewater samples per week from your wastewater treatment plant(s). Mount Isa City Council will be informed of any detections in your jurisdiction by the Townsville Public Health Unit, as soon as results are made available to them.

If you consider that Mount Isa City Council can contribute to the wastewater surveillance program, or if you require any further information in relation to this matter, please arrange for one of your officers to contact Dr Greg Jackson, Director, Water Unit, Department of Health, on telephone 3328 9345 or via email at [Greg.Jackson3@health.qld.gov.au](mailto:Greg.Jackson3@health.qld.gov.au). Similarly, if there are any concerns regarding the commitment or contributions required, I ask that you contact Dr Jackson to discuss these concerns and the support that may be available via our program.

I am confident that Mount Isa City Council can join the many other local governments in Queensland in assisting our wastewater surveillance program and I look forward to your future cooperation.

Yours sincerely

Dr Jeannette Young PSM  
Queensland Chief Health Officer and  
Deputy Director-General  
3 August 2021

Level 7  
33 Charlotte St Brisbane  
GPO Box 48 Brisbane  
Queensland 4000 Australia

Telephone +61 7 3708 5190  
Website <https://www.health.qld.gov.au/>  
Email [CHO-COVID@health.qld.gov.au](mailto:CHO-COVID@health.qld.gov.au)  
ABN 66 329 169 412





File Ref: 1449879

5 August 2021

Mr David Keenan  
Chief Executive Officer  
Mount Isa City Council  
PO Box 815  
Mount Isa Qld 4825

Dear Mr Keenan

**Competitive neutrality—transfer of the role to the Queensland Competition Authority**

The Queensland Government announced in 2020 that the Queensland Productivity Commission would be integrated into Queensland Treasury and its competitive neutrality role transferred to the Queensland Competition Authority (QCA). The Bill giving effect to that transfer (the Debt Reduction and Savings Bill 2021) was enacted on 2 June 2021, and the QCA is now undertaking that role.

Competitive neutrality is the principle that a public sector business or agency should not have a competitive advantage (or disadvantage) over the private sector solely due to their government ownership. In Queensland, the competitive neutrality principle is applied to state and local government businesses that meet the relevant threshold. More information on competitive neutrality is available on our website ([www.qca.org.au](http://www.qca.org.au)).

Our role in relation to competitive neutrality involves:

- advising government agencies about complying with the principle of competitive neutrality
- receiving, investigating and reporting on complaints about the alleged failures of government agencies to comply with the principle of competitive neutrality.

If you have any queries related to competitive neutrality matters, please contact Annie Xu (07 3222 0523 or [annie.xu@qca.org.au](mailto:annie.xu@qca.org.au)) or Clotilde Bélanger (07 3222 0587 or [clotilde.belanger@qca.org.au](mailto:clotilde.belanger@qca.org.au)).

Yours sincerely

A handwritten signature in black ink, appearing to read "C Millstead".

Charles Millstead  
Chief Executive Officer

Level 27, 145 Ann Street, Brisbane Q 4000  
GPO Box 2257, Brisbane Q 4001  
Tel (07) 3222 0555  
[www.qca.org.au](http://www.qca.org.au)

## Queensland Reconstruction Authority

For reply please quote: QRA/Prog Del – QRATF/21/716

06 August 2021

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

Dear Mr Keenan

### Re: Get Ready Queensland Grant Program

I refer to Council's Plan of Activities for the 2019-20 Get Ready Queensland (GRQ) Grant Program.

Thank you for providing Council's Certificate of Expenditure and Final Report for the 2019-20 GRQ activities undertaken.

Council's final Get Ready Grant claim identified total expenditure of \$26,214.50. Based on the supporting information on hand to the Queensland Reconstruction Authority (QRA), expenditure of \$24,490.01 (excluding GST) was assessed as eligible and \$1,724.49 was assessed as ineligible for costs outside eligible timeframe and unsupported expenditure. The total eligible value includes unspent funds remaining from the 2017-18 and 2018-19 GRQ program.

QRA has authorised a final payment of \$13,132.01 (excluding GST). Council is now authorised to drawdown \$4,148.46 from its remaining grant advance funding, as an eligible measure in accordance with the terms of the funding agreement between Council and QRA. In addition, QRA has authorised a payment of \$8,983.55 (excluding GST) as a Recipient Created Tax Invoice (RCTI). The use of RCTIs ensures compliance with GST legislation and is in line with previous payment processes.

QRA and the Queensland Government appreciate the opportunity to partner with Council delivering GRQ activities that provide opportunities to enhance community resilience and community knowledge of disaster preparedness.

If you require further information, please contact Tina Girvan, Director – Assessments, Program Delivery on (07) 3035 6946.

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](http://www.qra.qld.gov.au)

## Queensland Reconstruction Authority

For reply please quote: QRA/Prog Del/BN - QRATF/21/4683

09 August 2021

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

Dear Mr Keenan

I refer to Council's submission for Disaster Recovery Funding Arrangements (DRFA) grant assistance for reconstruction works for the Tropical Cyclone Imogen and Associated Low Pressure System, 2 - 12 January 2021 event.

This submission has been assessed by the Queensland Reconstruction Authority (QRA) in terms of eligibility under the joint Commonwealth and Queensland Government DRFA program.

The outcome of QRA's assessment is detailed in the attached Project Funding Schedule. To accept this approval please sign and return the Project Funding Schedule via email to [submissions@qra.qld.gov.au](mailto:submissions@qra.qld.gov.au). By signing the Project Funding Schedule, a Project Funding Agreement will be formed in accordance with clause 2.3 of the Head Agreement.

QRA has authorised a payment of \$467,489.99 (excluding GST) as a Recipient Created Tax Invoice (RCTI). Until the Project Funding Schedule is signed, this payment will be considered an advance in accordance with clause 4.1 of the Head Agreement.

If you require further information please contact Tina Girvan, Director - Assessments, Program Delivery on (07) 3035 6946.

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](http://www.qra.qld.gov.au)

Project Funding Schedule				
1. QRA Program	Disaster Recovery Funding Arrangements (DRFA), Reconstruction of Essential Public Assets			
2. Project/Event Identifier	MICC.0009.2021E.REC			
3. Recipient Name	Mount Isa City Council			
4. Project Description	The project(s) described in Attachment 1 to this Project Funding Schedule			
5. Project Funding (ex GST)	\$1,670,424.95			
6. Recipient's Contribution (ex GST)	Note that Council Trigger Point applies to Category B REPA submissions			
7. Type of Project Funding	Recommended Value Funding			
8. Program Guidelines	Disaster Recovery Funding Arrangements (DRFA) 2018 and Queensland Disaster Relief and Recovery (QDRR) Guidelines November 2018			
9. Approved Project Plan	The approved project scope assessed and approved by QRA in accordance with the Program Guidelines and detailed in the Assessment Outcome Report			
10. QRA Contact	Chief Executive Officer			
11. Recipient Contact	Chief Executive Officer			
12. Key Dates	Project Funding Agreement Commencement Date		The date the last party signs this Project Funding Schedule	
	Project Completion Date		30 June 2023	
	Project Funding Agreement End Date		30 June 2024	
13. Milestone Schedule	No.	Milestone Date	Milestone Requirements	Milestone Amount
	1	The Project Funding Agreement Commencement Date	(a) Provision of this Project Funding Agreement to the Recipient	30% of the Project Funding
	2	Various (the Recipient may submit multiple Payment Claims in respect of Milestone 2)	(a) Provision of a Payment Claim	Up to 60% of the Project Funding
	3	Within three months of the Project Completion Date	(a) Evidence that the Recipient has completed the Project (b) Provision of a Payment Claim	Up to the total amount of any unpaid Eligible Project Costs
14. Payment Claim Requirements	Provision of a payment claim and supporting materials in accordance with the payment claim requirements set out in the Program Guidelines			
15. Eligible Project Costs	Eligible Project Costs means the costs described as "Eligible Costs" in the Program Guidelines.			
16. Ineligible Project Costs	<p>Ineligible Project Costs means the costs described as "Ineligible Costs" in the Program Guidelines.</p> <p>An amount of \$2,144,738.98 has been assessed as ineligible under the DRFA, comprised of scope assessed as non-event related or not in line with pre-disaster condition of the asset and for adjustment of treatment and quantity in line with assessed pre and post disaster condition.</p>			

17. Reporting	Report Type	Report Contents and Form	Lodgement Timing		
	Progress Report	In the Progress Report, and containing all information identified in the Program Guidelines and MARS Portal	Monthly progress reports		
	Final Report and Acquittal Report	In the Progress Report, and containing all information identified in the Program Guidelines and MARS Portal	Within three months of the Project Completion Date		
18. Project Specific Bank Account Details (if applicable)	Account Name	N/A			
	BSB	N/A			
	Account Number	N/A			
	Branch	N/A			
	Email for Remittance	N/A			
19. Acknowledgement Requirements	In line with the 'Public acknowledgement of State and Commonwealth assistance' requirements in the Program Guidelines, Recipients must seek prior agreement and ensure public advice and media releases refer to the assistance as being "jointly funded by the Commonwealth and Queensland under the DRFA".				
20. Special Conditions	N/A				
By signing below, a Project Funding Agreement will be formed in accordance with the Head Agreement entered into between QRA and the Recipient on 3 August 2018 in respect of the Project.					
<b>Signed</b> for and on behalf of the <b>State of Queensland acting through the Queensland Reconstruction Authority ABN 13 640 918 183</b> by a duly authorised officer in the presence of		<b>Signed</b> for and on behalf of <b>the Recipient</b> by a duly authorised officer in the presence of			
Signature of witness		Signature of witness			
Name of witness		Name of witness			
Signature of Authorised Person		Signature of Authorised Person			
Name of Authorised Person		Name of Authorised Person			
Date		Date			



*From the Office of the Mayor*  
*Cr Danielle Slade*



Our Ref: Folder ID: 5053 DS:AP

13 July 2021

Cr John Wharton,  
Chair  
Overlanders Way Group Inc.  
[CRW@richmond.qld.gov.au](mailto:CRW@richmond.qld.gov.au)

To Cr Wharton,

**Re: Letter of Support for Friday Night De-Brief TV Series**

On behalf of Mount Isa City Council and in my capacity as Mayor, I would like to express support for the Friday Night De-Brief TV Series.

Mount Isa City Council recognises the beneficial impact this project will bring to the region and how it will assist with boosting the tourism industry and support job opportunities.

Mount Isa Council fully supports Overlanders Way Group Inc. with bringing this project to fruition and we hope to see more funding and support given to get this project to the next stage.

Should you require further information, please do not hesitate to contact me.

Yours faithfully

Cr Danielle Slade  
**Her Worship Mayor of Mount Isa**



*From the Office of the Mayor*  
*Cr Danielle Slade*



Our Ref: Folder ID: 5053 DS:AP

19 July 2021

Katherine Clarke  
Social Business and People Manager  
RedDoor Community Services  
MultiSkill Centre  
32-36 Short Street  
CLONCURRY QLD 4824  
[katherine@multiskillcentre.com.au](mailto:katherine@multiskillcentre.com.au)

To Whom It May Concern,

**Re: Letter of Support for RedDoor Community Services/Multiskill Centre**

On behalf of Mount Isa City Council and in my capacity as Mayor, I would like to express support for RedDoor Community Services/MultiSkill Centre for their Safer Communities Fund application.

RedDoor is a registered charity that services both Mount Isa and Cloncurry. This charity run educational activities for unemployed people with barriers to employment. Mount Isa City Council support their request for funding in hopes that it will aid the development of an early intervention program for youth in the region.

Mount Isa along with Cloncurry are currently experiencing elevated crime rates and are urging the government to support initiatives that will assist with the implementation of early intervention and aim to prevent crime rates from rising. Mount Isa City Council believe that RedDoor/MultiSkill Centre are an ideal organisation to offer a broader youth program to address this need. They have been extremely successful with previous programs, and we hope to see their good work continue throughout both communities.

Mount Isa City Council fully supports the funding application made by RedDoor/MultiSkill Centre to bring this program to fruition.

Should you require further information, please do not hesitate to contact me.

Yours faithfully

Cr Danielle Slade  
Her Worship Mayor of Mount Isa

*From the Office of the Mayor*  
*Cr Danielle Slade*



Our Ref: Folder ID: 5053 DS:AP

20 July 2021

Program Manager  
Safer Communities Fund Round Six  
Department of Industry, Science, Energy and Resources  
GPO Box 2013  
CANBERRA ACT 2601

To Whom It May Concern,

**Re: Letter of Support for selectability's Bike Shed Program**

On behalf of Mount Isa City Council and in my capacity as Mayor, I would like to express support for selectability's Bike Shed program.

Selectability is one of regional Queensland's largest providers of mental wellbeing and suicide prevention services, delivering recovery-oriented support and engagement programs for more than 30 years with a wide and expanding footprint. Importantly, selectability recognises the need for mental wellbeing and support services across all demographics, inclusive of younger individuals aged between 12-24, and particularly those who are engaged in, or are at high risk of being engaged in, criminal and/or anti-social behaviour.

Mount Isa is currently experiencing high levels of youth crime and it is becoming a serious issue that needs to be addressed urgently. Incidents of motor vehicle theft, break-ins, burglary and drug related offences are occurring everyday throughout our city. The Mount Isa community is very eager to welcome intervention strategies and programs that will assist and help manage this deteriorating situation.

If successful with their funding application, selectability's Bike Shed program can specifically address the critical issue of disengaged youth in our region. Mount Isa City Council understands this program would aim to bring culturally appropriate engagement, mental health support services, training options and relevant events to the one platform, allowing impacted youth to invest their time in a setting that is managed by an experienced and trusted service provider such as selectability.

Mount Isa City Council applaud selectability for their ongoing investment in regional Queensland and their dedication to providing specialised community programs, such as the Bike Shed initiative

Should you require further information, please do not hesitate to contact me.

Yours faithfully

Cr Danielle Slade  
Her Worship Mayor of Mount Isa

[www.mountisa.qld.gov.au](http://www.mountisa.qld.gov.au) | [city@mountisa.qld.gov.au](mailto:city@mountisa.qld.gov.au) | [mayor@mountisa.qld.gov.au](mailto:mayor@mountisa.qld.gov.au)

P 07 4747 3200 | F 07 4747 3205 | ABN 48 701 425 059 | Mount Isa City Council | PO Box 915 | MOUNT ISA QLD 4825

*From the Office of the Mayor*  
*Cr Danielle Slade*



Our Ref: Folder ID: 5053 DS:AP

20 July 2021

Program Manager  
Safer Communities Fund Round Six  
Department of Industry, Science, Energy and Resources  
GPO Box 2013  
CANBERRA ACT 2601

To Whom It May Concern,

This letter confirms, to the best of my knowledge, that North West Queensland Indigenous Catholic Social Services Limited is in some capacity active in engaging youth at high risk to divert them from the criminal justice system and build community resilience. It also confirms that North West Queensland Indigenous Catholic Social Services delivers or has delivered programs that focus on youth at high risk of engaging in crime or anti-social behaviour.

Mount Isa City Council offers this letter of support for the North West Queensland Indigenous Catholic Social Services Limited and hopes to see their dedicated work continue throughout our city.

Should you require further information, please do not hesitate to contact me on 07 4747 3200 or via email at [mayor@mountisa.qld.gov.au](mailto:mayor@mountisa.qld.gov.au)

Yours faithfully

Cr Danielle Slade  
Her Worship Mayor of Mount Isa

[www.mountisa.qld.gov.au](http://www.mountisa.qld.gov.au) | [city@mountisa.qld.gov.au](mailto:city@mountisa.qld.gov.au) | [mayor@mountisa.qld.gov.au](mailto:mayor@mountisa.qld.gov.au)

P: 07 4747 3200 | F: 07 4747 3209 | ABN 48 701 425 059 | Mount Isa City Council | PO Box 815 | MOUNT ISA QLD 4825



*From the Office of the Mayor*  
*Cr Danielle Slade*



Our Ref: Folder ID: 5053 DS:AP

26 July 2021

Glenys Schuntner  
CEO  
Regional Development Australia  
PO Box 1669  
TOWNSVILLE QLD 4810  
[ceo@rdawq.org.au](mailto:ceo@rdawq.org.au)

Dear Glenys,

It is with both joy and sadness that we hear of your upcoming retirement from Regional Development Australia. After 11 years of dedicated service to the region, I wish to congratulate you on all you have achieved during your tenure.

It has been a pleasure working with you during these last couple of years. Your knowledge and background will certainly be missed but your achievements always remembered. So, whilst Mount Isa City Council is saddened to see you go, we are confident that you will find the same success and happiness in retirement that you experienced during your time with Regional Development Australia.

Wishing you the best with your future endeavours. We are sure that retirement will offer you many new opportunities.

Best wishes,

Cr Danielle Slade  
Her Worship Mayor of Mount Isa

*From the Office of the Mayor*  
*Cr Danielle Slade*



Our Ref: Folder ID: 8202 DS:AP

28 July 2021

To Whom It May Concern,

**Re: Letter of Support for Pat Callinan Media to Obtain Border Pass into Queensland**

On behalf of Mount Isa City Council and in my capacity as Mayor, I would like to express support for Pat Callinan and his team to be granted an exemption to cross the border into Queensland for the purpose of filming a full one hour special on recreation and tourism in Mount Isa including our iconic Mount Isa Mines Rodeo which is hosted from 12-15 August 2021.

Whilst in Mount Isa, Pat and his team have secured an interview with country rock legend Lee Kernaghan who will be performing on Saturday 14 August 2021. Lee describes this as one of his favourite events to play at and encourages everyone to visit at least once. The Mount Isa Mines Rodeo generates 13 million dollars in expenditure to our city during the event period with an overall economic impact to regional Queensland of \$8 million. Mount Isa City Council along with Isa Rodeo Limited are very eager to have this acclaimed event captured.

In addition, the Pat Callinan Mr 4x4 special perfectly aligns with TEQ's new 'Days like This' campaign which launched this week and encourages inter and intrastate travel in a post covid world. Currently, episodes of Pat Callinan's 4x4 Adventures are averaging 465,000 views per episode, this is a great opportunity for Mount Isa to be showcased and will help promote tourism growth to diversify our region, along with promoting liveability.

Mount Isa City Council fully supports Pat and his team visiting our city to capture all that Mount Isa has to offer and hope to welcome them in the coming weeks.

Should you wish to discuss this matter further, please do not hesitate to contact me on 07 4747 3200.

Yours faithfully

Cr Danielle Slade  
Her Worship Mayor of Mount Isa

*From the Office of the Mayor*  
*Cr Danielle Slade*



Our Ref: Folder ID: 5053 DS:AP

3 August 2021

Katherine Clarke  
Social Business and People Manager  
RedDoor Community Services  
MultiSkill Centre  
32-36 Short Street  
CLONCURRY QLD 4824  
[katherine@multiskillcentre.com.au](mailto:katherine@multiskillcentre.com.au)

To Whom It May Concern,

**Re: Letter of Support for RedDoor Community Services/MultiSkill Centre**

On behalf of Mount Isa City Council and in my capacity as Mayor, I would like to express support for RedDoor Community Services/MultiSkill Centre for their Skilling Queenslanders for Work application.

RedDoor is a registered charity that services both Mount Isa and Cloncurry. This charity run educational activities for unemployed people with barriers to employment. Mount Isa City Council support their request for funding in hopes that it will aid the development of an early intervention program for youth in the region.

Mount Isa along with Cloncurry are currently experiencing elevated crime rates and are urging the government to support initiatives that will assist with the implementation of early intervention and aim to prevent crime rates from rising. Mount Isa City Council believe that RedDoor/MultiSkill Centre are an ideal organisation to offer a broader youth program to address this need. They have been extremely successful with previous programs, and we hope to see their good work continue throughout both communities.

Mount Isa City Council fully supports the funding application made by RedDoor/MultiSkill Centre to bring this program to fruition.

Should you require further information, please do not hesitate to contact me on 07 4747 3200.

Yours faithfully

Cr Danielle Slade  
Her Worship Mayor of Mount Isa





Our Ref: Folder ID: 5053 DK:AP

4 August 2021

The Chair  
AIATSIS Research Ethics Committee  
AIATSIS, 51 Lawson Crescent  
ACTON ACT 2601  
[ethics@aiatsis.gov.au](mailto:ethics@aiatsis.gov.au)

To Whom It May Concern,

**Letter of support for the independent evaluation of the National Headspace Program**

I am writing on behalf of Mount Isa City Council to express our support for the independent evaluation of the National Headspace Program, to be conducted by the consortium led by KPMG.

We have been contacted by KPMG with information on the focus of this evaluation and the proposed research methodologies to be used when engaging with people in our community.

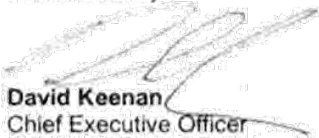
We understand that the Evaluation Project Team will be taking steps to ensure the research is conducted in a way which protects the wellbeing, autonomy and confidentiality of people taking part.

This will include undertaking interviews, surveys and focus groups in line with sound ethical practices approved by your committee; securing informed consent; storing participant information securely and destroying participant records at the conclusion of the evaluation. We also understand the final report of the evaluation will be released publicly so that our community and others can benefit from its findings.

On this basis, our organisation supports research for this evaluation being undertaken in Mount Isa.

We would be happy to be contacted to confirm this support on 07 4747 3200.

Yours faithfully

  
**David Keenan**  
Chief Executive Officer

Correspondence ABN  
Chief Executive Officer  
PO Box 815 MOUNT ISA, QLD 4825

Visit 23 West Street Mount Isa

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

Web [www.mounlisa.qld.gov.au](http://www.mounlisa.qld.gov.au)  
Email [city@mounlisa.qld.gov.au](mailto:city@mounlisa.qld.gov.au)

 MounlisaCityCouncil  @IsaCouncil



*From the Office of the Mayor*  
*Cr Danielle Slade*



Our Ref: Folder ID: 8202 DS:AP

3 August 2021

Kalkadoon Native Title Aboriginal Corporation RNTBC  
PO Box 1727  
MOUNT ISA QLD 4825  
[admin@kalkadoonpbc.com.au](mailto:admin@kalkadoonpbc.com.au)

To Whom It May Concern,

**Re: Letter of Support**

On behalf of Mount Isa City Council and in my capacity as Mayor, I would like to express support for Kalkadoon Native Title Aboriginal Corporation RNTBC funding application under the Looking after Country scheme.

If successful, they intend to erect fencing and signage and continue to do whatever is necessary to protect and conserve the significant cultural sites which are an important part of the Kalkadoon culture. Mount Isa City Council also believe along with Kalkadoon Native Title Aboriginal Corporation RNTBC that these cultural sites contribute a significant amount to the uniqueness and grandeur of the Kalkadoon country.

Due to the current situation emerging around COVID-19, we have seen more people travelling within our state and especially our city. With that being said, we need to ensure these cultural sites are well maintained and protected so more people, both Kalkadoon and non-Kalkadoon can experience and understand this history for years to come.

Should you require further information, please do not hesitate to contact me.

Yours faithfully

Cr Danielle Slade

**Her Worship Mayor of Mount Isa**

*From the Office of the Mayor*  
*Cr Danielle Slade*



Our Ref: Folder ID: 8202 DS:AP

9 August 2021

To Whom It May Concern,

**Re: Letter of Support for LifeFlight Mount Isa Aeromedical Base**

Mount Isa City Council is fully supportive of LifeFlight's application to the Queensland Government Resources Community Infrastructure Fund to construct a new Aeromedical Base at the Mount Isa Airport.

With a fleet of 10 rotary-wing aircraft operating from seven Queensland bases, LifeFlight provides the people of Queensland with the assurance that emergency medical care is available 24/7, 365 days a year.

The LifeFlight aeromedical service capability in the north west of the State delivers vital emergency and inter-hospital patient transfers to sick or critically ill patients and demand on this crucial service continues to grow each year.

Mount Isa City Council recognises that in the past 12 months, LifeFlight's combined resources of community helicopters, air ambulance jets and critical care doctors, have performed 6,333 lifesaving missions across Queensland.

The proposed Mount Isa facility will meet the aviation, clinical and administrative needs of the LifeFlight service and will enable the rescue base to deliver an even higher standard of critical care to residents who face many challenges, including tough living conditions and vast distances between their homes and emergency resources.

Access to emergency medical care and transport for people living and working in the vast north west region of Queensland can often mean the difference between life and death.

Mount Isa City Council acknowledges that the current base no longer meets the operational needs of LifeFlight and that a new purpose build aeromedical base will not only positively impact the vital health services delivered to the local community and surrounding regions but will also give residents the confidence that when things do go wrong, they are not disadvantaged by their remoteness and that their access to emergency care and support is equal to those living in metropolitan areas.

Mount Isa City Council believes the new facility will also be a valuable community awareness initiative and will result in emergency care training, increasing the number of people in the region with invaluable first aid knowledge and skills. I applaud LifeFlight for their foresight with this critical infrastructure project.

Should you require further information, please do not hesitate to contact me on 07 4747 3200.

Yours faithfully

Cr Danielle Slade  
Her Worship Mayor of Mount Isa

[www.mountisa.qld.gov.au](http://www.mountisa.qld.gov.au) | [city@mountisa.qld.gov.au](mailto:city@mountisa.qld.gov.au) | [mayor@mountisa.qld.gov.au](mailto:mayor@mountisa.qld.gov.au)

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**9 EXECUTIVE SERVICES REPORTS****9.1 MOUNT ISA CHRISTMAS AND NEW YEAR CLOSEDOWN (2021/2022)****Document Number:** 746393**Author:** Manager, People, Culture and Safety**Authoriser:** Chief Executive Officer**Directorate:** Executive Services**Portfolio:** Finance, Customer Services, Economic Development, Promotion & Community Development, Arts**EXECUTIVE SUMMARY**

Council approval is sought to close the Administration Office, Library, Works Depot, Batch Plant and Material Sales Office for the period between Christmas and New Year.

**RECOMMENDATION**

**THAT** Council support closing the Administration Office, Library, Works Depot, Batch Plant and Material Sales Office from close of business from 12pm midday Friday 24 December 2021 and to re-open on Tuesday 4 January 2022 on the following grounds;

1. Departments that deliver essential services i.e. Waste Management, Water & Sewer and Infrastructure Services will have skeleton crews rostered on and on call over the Christmas/New Year period to cover any emergencies and to provide essential services to the City.
2. Directors to determine sufficient support staff for the rostered skeleton crew as required.
3. Other than Statutory Holidays, time taken off by staff during this period to be either flextime, RDO, annual leave or a combination of both.
4. Appropriate advertising be arranged.

**BACKGROUND**

In previous years Council has endorsed that the areas of Administration and Library be closed for business for the period between Christmas and New Year. Reasoning that has supported this has been the opportunity for staff to spend time with family and friends and staff have welcomed this opportunity.

**BUDGET AND RESOURCE IMPLICATIONS**

Matters for Consideration equate to;

Monday 27.12.2021	Tuesday 28.12.2021	Wednesday 29.12.2021	Thursday 30.12.2021	Friday 31.12.2021
<b>Council Closed</b> Christmas Day Public Holiday	<b>Council Closed</b> Boxing Day Public Holiday	<b>Council Closed</b> Annual Leave or Flextime/RDO	<b>Council Closed</b> Annual Leave or Flextime/RDO	<b>Council Closed</b> Annual Leave or Flextime/RDO

Monday 03.01.2022	Tuesday 04.01.2022
<b>Council Closed</b> New Years' Day Public Holiday	<b>Council Open</b> Business as usual

Staff who are rostered to work over the Christmas/New Year Closedown period and work on public holidays will be remunerated at applicable overtime rates as per the Mount Isa Certified Agreement 2018 and governing Award.

### LINK TO CORPORATE PLAN

Theme:	5. Ethical & Inclusive Governance
Strategy:	5.4 Become an employer of choice by providing appropriate training, innovative leadership and improved career pathways

### CONSULTATION (INTERNAL AND EXTERNAL)

- Executive Management Team
- Manager Water & Sewer
- Manager Works and Operations

### LEGAL CONSIDERATIONS

Not Applicable

### POLICY IMPLICATIONS

- Mount Isa Certified Agreement 2018
- Mount Isa City Council Leave Policy

### RISK IMPLICATIONS

Minimal risk as appropriate resources will be rostered and on call to cover required service levels for the City.

### HUMAN RIGHTS CONSIDERATIONS

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

### RECOMMENDATION OPTIONS

**THAT** Council support closing the Administration Office, Library, Works Depot, Batch Plant and Material Sales Office from close of business from 12pm midday Friday 24 December 2021 and to re-open on Tuesday 4 January 2022 on the following grounds;

1. Departments that deliver essential services i.e. Waste Management, Water & Sewer and Infrastructure Services will have skeleton crews rostered on and on call over the Christmas/New Year period to cover any emergencies and to provide essential services to the City.
2. Directors to determine sufficient support staff for the rostered skeleton crew as required.

3. Other than Statutory Holidays, time taken off by staff during this period to be either flextime, RDO, annual leave or a combination of both.
4. Appropriate advertising be arranged.

OR

**THAT** Council does not support closing the Administration Office, Library, Works Depot, Batch Plant and Material Sales Office from 12pm midday Friday 24 December 2021 and to re-open on Tuesday 4 January 2022.

**ATTACHMENTS**

**Nil**



**9.2 MEDIA AND COMMUNICATIONS REPORT JULY 2021****Document Number:** 746890**Author:** Media Officer**Authoriser:** Chief Executive Officer**Directorate:** Executive Services**Portfolio:** Finance, Customer Services, Economic Development, Promotion & Community Development, Arts**EXECUTIVE SUMMARY**

The July 2021 Media and Communications Report presented to Council for information and consideration.

**RECOMMENDATION**

**THAT** Council receives and accepts the July 2021 Media and Communications Monthly Report.

**MEDIA RELEASES**

Date	Topic	Quoted
02.07.2021	New Water Fill Stations	
06.07.2021	Burke Shire Donation for Miners' Memorial	Mayor Danielle Slade
20.07.2021	Council Commits to Welcoming Cities Initiative	Mayor Danielle Slade

**RADIO INTERVIEWS**

Date	Station	Topic	Interviewee
01.07.2021	MOBFM	Various	Mayor Danielle Slade
05.07.2021	ABC	Delegation with State Ministers	Mayor Danielle Slade
08.07.2021	MOBFM	Various	Mayor Danielle Slade
15.07.2021	MOBFM	Various	Mayor Danielle Slade
19.07.2021	ABC	Rangers wearing body cameras	Lani Vincent
22.07.2021	MOBFM	Various	Mayor Danielle Slade
27.07.2021	ABC	Horse paddock leases	Cr George Fortune
29.07.2021	ABC	Isa Street Festival	Mayor Danielle Slade

**SOCIAL MEDIA**

Instagram
<ul style="list-style-type: none"> <li>• 15 posts for the month of July</li> <li>• The most popular image received 77 likes</li> <li>• Gained 4 followers to 1320</li> </ul>

**Facebook**

- **87** posts for the month of July – average of 2.8 posts per day
- The most popular post reached **22,552** people (release of concept designs for Gallipoli Park Pump Track and Recreation Development)
- Gained 113 new followers to **9615**
- Average post reach of **3291**

**Website**

- **11,194** visits
- 64.1 per cent of visits were by people who had never previously viewed the site
- The average visitor is viewing 2.21 pages in 1.48 minutes
- Top 3 referrals:
  - Google – 6551
  - Direct – 2044
  - Facebook – 1335
- Top 3 pages:
  - Home page – 990
  - Current Vacancies – 964
  - Libraries – 742

**RECOMMENDATION OPTIONS**

**THAT** Council receives and accepts the July 2021 Media and Communications Monthly Report.

Or

**THAT** Council does not receive and accept the July 2021 Media and Communications Monthly Report.

**ATTACHMENTS**

Nil

**9.3 ENCROACHMENTS ONTO COUNCIL LAND FROM ADJOINING LANDHOLDERS**

**Document Number:** 746907  
**Author:** Chief Executive Officer  
**Authoriser:** Chief Executive Officer  
**Directorate:** Executive Services  
**Portfolio:** Development and Town Planning

**EXECUTIVE SUMMARY**

In order to protect Council's from possible legal and insurance claims stemming from historical encroachments located on Council land (Buchanan Park) by adjoining landowners a decision on either tenure or removal is required.

**RECOMMENDATION**

**THAT** Council agrees to offer tenure to adjoining landholders of the existing encroachments onto Buchanan Park, described as Lot 11 on RD235, by way of –

- a) offering a Trustee Permit for a term of three (3) years over an area immediately adjoining landholder's rear property boundary
- b) Finance Department to determine applicable fee
- c) for the purpose of stabling racehorses only and associated infrastructure
- d) adjoining landowners must provide evidence of being a full or part owner of the housed racehorse(s)
- e) compliance with Local Law requirements and similar terms and conditions to the current Council horse paddocks shall apply (including successful credit assessment)
- f) the permittee is responsible for obtaining all relevant building permits and final certificates within six (6) months from entering into a trustee permit with Council
- g) Council declines to offer any adjoining landowner use which are inconsistent with the purpose of the Deed of Grant in Trust shall require the adjoining landholder to remove the encroachments and debris from Lot 14 on RD235 and reinstate the true common boundary within three (3) months from receiving formal notification from Council
- h) Council agrees to allocate a budget for the removal and disposal of any remaining infrastructure and debris from the encroachment areas
- i) Council agrees for Council planning officers to undertake the appropriate development approvals and waive the applicable fee.

**BACKGROUND**

Trusteeship over Lot 11 Crown Plan RD235 (Buchanan Park) was transferred from Mount Isa Race Club to Mount Isa City Council in 2004. A number of pre-existing structures and yard extensions situated on the eastern boundary from the adjoining landholders remained and include horse stables, fencing, shed(s), round yards, shipping containers, general yard extensions and carports which are considered encroachments.

Many of the existing structures were constructed prior to Council taking over the trusteeship. It is not known if the former trustees consent was obtained for these works to be undertaken. Council records

do not indicate any relevant building approvals were obtained for these buildings/structures other than a single stable which did not receive a final building certificate. It is noted, not all landholder's adjoining Buchanan Park have encroached.

Please note for ease of reference in this report, all structures and yard extensions will be referred to as encroachments.

## LOCALITY

**Locality Plan**



**Encroached Area of Use (lightly shaded)**



## HISTORY

Lot 1 on Crown Plan RD235 was originally gazetted as a reserve for racecourse purposes in 1939 and in later years Mount Isa Race Club became trustees of the lot for the purpose of a Racecourse. In 2004 Council became Trustees of the land under a Deed of Grant in trust (DOGIT\*) for the purpose of "Racecourse, Recreation, and Showground and for no other purpose whatsoever".

\*Deed of Grant in Trust means –

(a) land granted in fee simple in trust by the State; or

(b) the document evidencing the grant, including an indefeasible title under the Land Title Act 1994.

When Council ceases using the land for its gazetted purpose or relinquished the land back to the State it will revert to Unallocated State Land.

## ENCROACHMENTS

When the Trusteeship was transferred from Mount Isa Race Club to Mount Isa City Council in 2004, a number of existing encroachments were also inherited which consisted of buildings/structures and yard extensions over the eastern boundary from the adjoining landholders.

As mentioned, many of the existing structures were constructed prior to Council taking over the trusteeship and it is not known if the former trustee's consent was obtained for these works to be undertaken. Council records do not indicate any relevant building approvals for these structures other than a single stable which did not receive a final building certificate. It is worth noting not all landholders adjoining Buchanan Park have encroached.

Council has, over the years, sent correspondence to the landholders adjoining Buchanan Park requesting their encroachments be removed, however, whilst it appears these letters were received, the encroachments remain unchanged.

Should Council allow the encroachments to continue, all structures located on the area will require building compliance to be achieved, this includes buildings/structures that are constructed over both lots.

A recent site inspection undertaken indicated that of the twenty-one (21) properties that have yard extensions eleven (11) appear to be being utilised for horse related activities. The remaining areas are overgrown or are being used as storage areas that are not considered consistent with the DOGIT purpose.

### **RATES/FEES**

No rates or fees are paid to Council on the encroached areas, however, Local Laws have advised that one (1) set of stables located on the encroached area have consistently paid stabling registration fees to Council. The current 2021/2022 fee is \$78.00 per annum.

### **TRUSTEE PERMIT**

A tenure agreement sets out the responsibilities of the tenure holder and Council including ensuring building compliance and indemnities provided to Council and insurance required to support those indemnities.

To be consistent with other Council horse related Council land activities, trustee permits can be offered. Trustee leases would not be offered as leases can be on sold which could result in a person leasing the part of Buchanan Park land, however, not having rights to the adjoining land/house.

Whilst consideration could be given to excision and purchase (subject to successfully removing Native Title) from the encroached area and amalgamating into the landholder's lot, this is not practical, as not all land holders may want/afford to take up this offer which would result in irregular shaped land parcels to the detriment of Buchanan Park.

Additionally, two (2) of the adjoining landholders (encroached) are land leases with the State. The difference in tenure would require the landholder to pay out their leases in full, prior to possible purchase and amalgamation. As the area is under a DOGIT any revenue from the sale of the lots being received will remain with the State.

*Area not being used by adjoining landholder*



*Area appears to be being used as yard extension for general storage*





*Area being uses for equine related activities*



*Area being uses for equine related activities*



*Area being uses for equine related activities*





### BUDGET AND RESOURCE IMPLICATIONS

- Preparation of survey plan for trustee permit areas
- Preparation of tenure agreements
- Possible removal and disposal costs of buildings/structures

### LINK TO CORPORATE PLAN

Theme:	2.	Prosperous & Supportive Economy
Strategy:	2.9	Continue to undertake strategic Urban Design projects

### CONSULTATION (INTERNAL AND EXTERNAL)

- Engineering Services
- Compliance and Utilities Services
- Technical Services
- Water and Sewer
- Environmental Health
- Waste Management
- Local Laws
- Finance
- Town Planning

Other than the below, no other comments were received.

#### **Local Laws Coordinator**

Council Rangers conducted Horse Stable inspections for 2020/2021 stable licences.

All stables were compliance except for one that was on Council Land, at the back of the horse owners property.

Council staff have sighted horse stables on Council land in the area however, only one person paid for the licence.

Under Mount Isa city council Subordinate Local Laws No.2 (Animal Management) 2018 Schedule 8 - 1 All animals – the owner of an animal must provide a proper enclosure to contain the animal on the owner's premises.

#### **Planning and Building Comments- Encroachment**

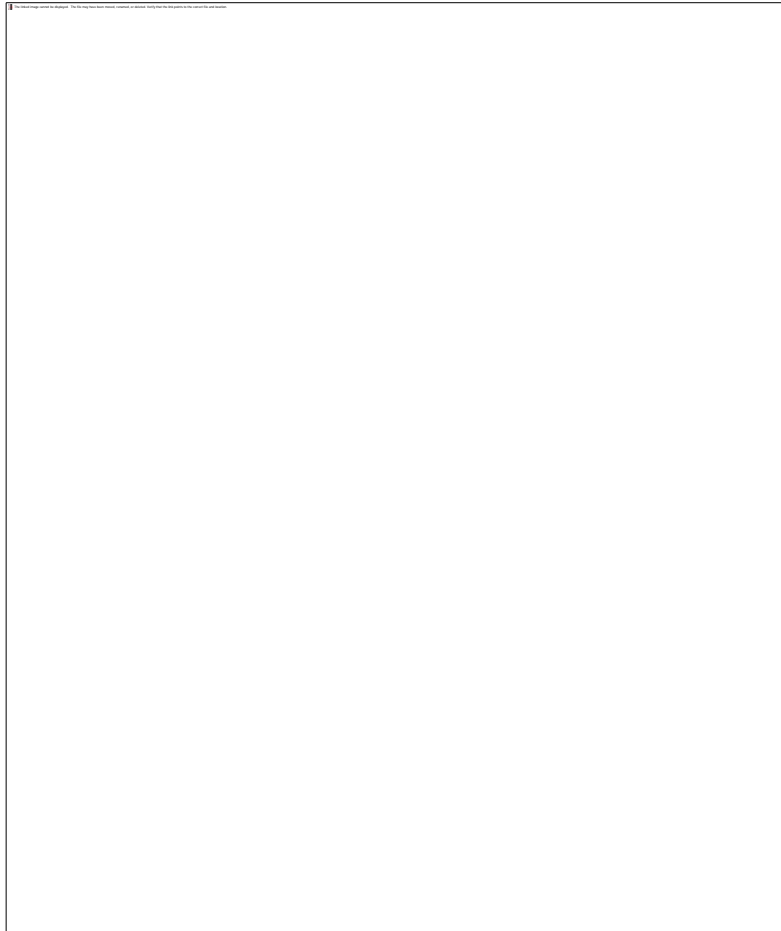
**Zoning**

Under the City of Mount Isa Planning Scheme 2020 Buchanan Park, Lot 11 on Plan RD325, is zoned Sports and Recreation. Adjacent residential allotments to the east are zoned Medium Density Residential.

**Animal Keeping Use**

The introduction of a Racehorse Stable Precinct was adopted as part of the City of Mount Isa Planning Scheme 2020 to permit people with racehorses to stable them at their residence (without undertaking a Material Change of Use) provided they are able to comply with both the requirements of the Precinct's listed acceptable outcomes of the relevant codes and the applicable Local Law. The Horse Stable Precinct is shown on the map below (encased in dashed blue line).

However, it is important to note that Buchanan Park itself is not located inside the Racehorse Stable Precinct, only the properties immediately surrounding it.

**Planning Approval**

In 2005, Council approved a development application for a Material Change of Use for Horseracing and Multi- propose Outdoor Entertainment and Recreation areas. It is recommended a change application is lodged to capture these buildings/structures so they can be incorporated into the existing approval for Horseracing and Multi-purpose Outdoor Entertainment and Recreation areas, particularly given the majority of them were in existence at the time the Development Permit was issued.

It is therefore recommended rather than requiring each owner to lodge a change application, it would be recommended that Council's planning officers undertake the Change Application and Council agree to waive the applicable fee.

**Building Approval**

With only one building permit being issued for a building located on the eastern side, the majority will still require a building permit to be obtained.

This could be a difficult task given the older buildings will need to comply with current building standards and codes, and therefore the owner's choices will be to bring the building up to current standards or demolish.

**LEGAL CONSIDERATIONS**

- Possible risk for insurance claim

**POLICY IMPLICATIONS**

N/A

**RISK IMPLICATIONS**

Council's legal and insurance advisers have recommended that in order to prevent Council from being exposed to the risk of public liability claims for damage or harm to persons or property due to the encroachments, that tenure agreements should be entered into with the landowners.

**HUMAN RIGHTS CONSIDERATIONS**

Consideration has been given to protect human rights in accordance with Council's Human rights Policy.

**CONCLUSION**

These encroachments have been long standing with Council inheriting the situation upon the DOGIT transfer in 2004. Council has attempted to address this matter in past years to no avail.

This report provides Council with three (3) options to choose from. Each option has been explained below:

**Option 1**

Option 1 recommends Council offer tenure by way of a three (3) year Trustee Permit (same principle as Council horse paddocks and will include similar terms and conditions, including an applicable fee and successful credit assessment). The terms of the tenure will also require the owners to obtain public liability insurance and indemnify Council in relation to their use of the encroached areas.

By offering a Trustee permit, the Permittee will be required to obtain building approval for any existing buildings located on their permit area. It is to be noted that any building approval may require the building(s) to comply with today's building standards and codes. Failing to obtain a building approval, Council will need to require any non-compliant buildings to be demolished. It is therefore recommended a timeframe is placed on the permittee to ensure building approval(s) are obtained within six (6) months of entering into a Trustee Permit (and this has been included in the recommended resolution).

Should the landowner decline Council's offer of a trustee permit, and declines to remove the infrastructure from the Buchanan Park area, Council will be required to clear the area, therefore, a budget will need to be allocated for these works.

Additionally, where the encroachment is not in accordance with the purpose of the DOGIT (*Racecourse, Recreation, and Showground*), Council is not able to offer a trustee permit, eg yard extension, storage, etc., in these instances, Council will need to request the adjoining landowner to remove their infrastructure and debris from the Buchanan Park area.

**Option 2**

Option 2 provides Council with the option to decline to offer any tenure over the encroachments and requires the adjoining landowners to remove all infrastructure and debris.

Whilst Council officers would request the adjoining landowner to remove the infrastructure and debris from the encroached area, it is likely unwanted infrastructure and debris will remain and therefore Council will need to agree to allocate a budget for these works to be carried out.

**Option 3**

Option 3 provides Council with the option to leave the status quo as is and allow the circumstances to continue as they have for the past 17 or so years. However, Council needs to understand by choosing this option, Council will carry all risks associated with the encroachments, including non-compliant buildings and insurances.

Having said that, Council could require each user to obtain public liability insurance to cover the encroached areas nominating Council as an interested party and where this is successfully obtained, allow the status quo to continue. Additionally, please note that Council records indicate no claims have been lodged against Council over these areas to date.

**RECOMMENDATION OPTIONS**

**THAT** Council agrees to offer tenure to adjoining landholders of the existing encroachments onto Buchanan Park, described as Lot 11 on RD235, by way of –

- a) offering a Trustee Permit for a term of three (3) years over an area immediately adjoining landholder's rear property boundary
- b) Finance Department to determine applicable fee
- c) for the purpose of stabling racehorses only and associated infrastructure
- d) adjoining landowners must provide evidence of being a full or part owner of the housed racehorse(s)
- e) compliance with Local Law requirements and similar terms and conditions to the current Council horse paddocks shall apply (including successful credit assessment)
- f) the permittee is responsible for obtaining all relevant building permits and final certificates within six (6) months from entering into a trustee permit with Council
- g) Council declines to offer any adjoining landowner use which are inconsistent with the purpose of the Deed of Grant in Trust shall require the adjoining landholder to remove the encroachments and debris from Lot 14 on RD235 and reinstate the true common boundary within three (3) months from receiving formal notification from Council
- h) Council agrees to allocate a budget for the removal and disposal of any remaining infrastructure and debris from the encroachment areas
- i) Council agrees for Council planning officers to undertake the appropriate development approvals and waive the applicable fee.

OR

**THAT** Council declines to offer tenure to adjoining landholders of the existing encroachments onto Buchanan Park, described as Lot 11 on RD235 and require:

- a) all existing encroachments to be removed from the land described as Lot 11 on RD235
- b) adjoining landholders be offered the opportunity to remove their infrastructure from the Buchanan Park land within three (3) months from receiving formal notification from Council
- c) no access from private residences onto the Buchanan Park area will be permitted
- d) a budget to be allocated to undertake the removal and disposal of the existing infrastructure encroachments.

OR

**THAT** Council allows the status quo to remain as is in regard to the existing encroachments and use by the adjoining landholders' over the area described as part of Lot 11 on RD235 (Buchanan Park) with Council agreeing to carry all costs and risks associated with building non-compliance and insurances.

#### **ATTACHMENTS**

**Nil**

**9.4 PROPOSED DISPOSAL OF COUNCIL ASSET**

**Document Number:** 746901  
**Author:** Coordinator Land Use  
**Authoriser:** Chief Executive Officer  
**Directorate:** Executive Services  
**Portfolio:** Development and Town Planning

**EXECUTIVE SUMMARY**

The Chief Executive Officer has requested that a report be tabled at Council for the proposed disposal of a Council asset, being 14 Ryan Road, Mount Isa, formally described as part of Lot 1 on Crown Plan MPH31102. This valuable non-current asset will be disposed of in accordance with Council's current Procurement Policy.

**RECOMMENDATION**

**THAT** Council registers the new survey plan and dispose of by sale in "As Is" condition, the lot currently described as part of Lot 1 on Crown Plan MPH31102, 14 Ryan Road, Mount Isa.

**BACKGROUND**

In February 2018 Council resolved to approve the disposal of part of Lot 1 Crown Plan MPH31102 (14 Ryan Road) as part of a land transfer with the State for 34-40 Brilliant Street. Whilst this was agreed to by both parties the State in the end decided to relocate SES to the QFES site at 35 West Street and the disposal never progressed.

As part of the preparations for this land transfer, the subject lot was valued and re-surveyed to exclude the Department of Defence lease area to create the SES leased area as a stand-alone parcel. To-date the survey plan remains unsigned.

**LOCALITY**

The subject property is located on the corner of Richardson, Ryan and Davis Roads, Mount Isa. The buildings/structures with red crosses on the aerial photography below have been removed from site.





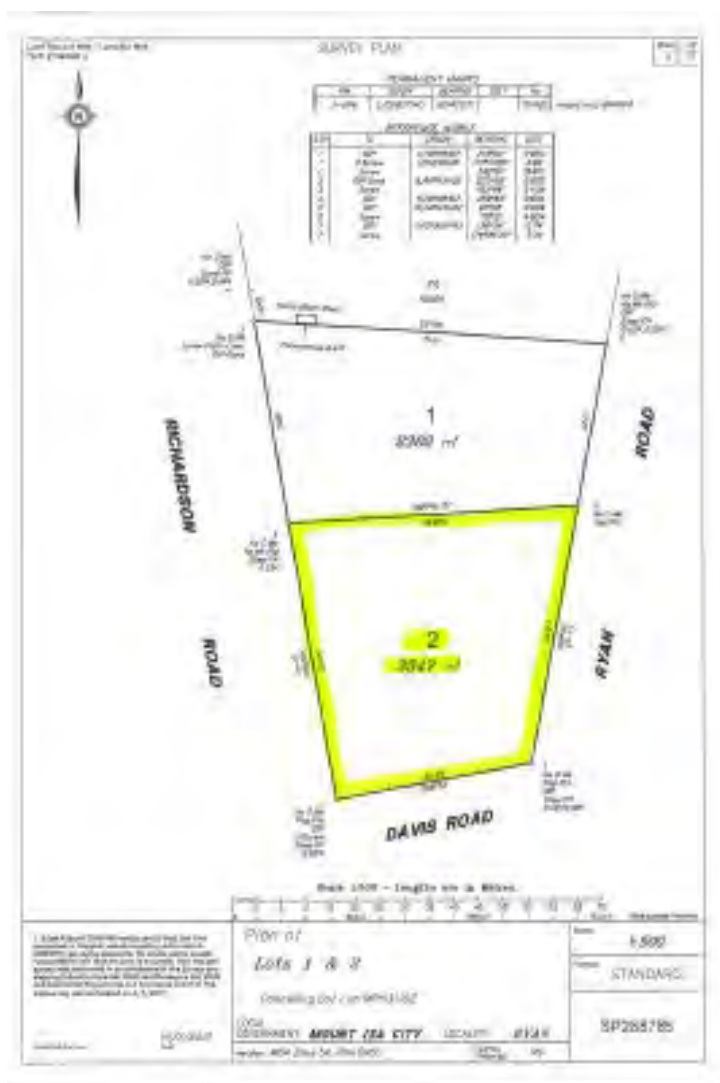
## HISTORY

14 Ryan Road, formally described as Lot 1 Crown Plan MPH31102, is a Council freehold lot with the northern portion leased to the Department of Defence (which they use in conjunction with their northern adjoining property) and the balance southern area, until recently, leased by SES.

In 2018, Council commenced negotiations for a land transfer with QFES over the SES lease area for QFES' freehold property situated at 34-40 Brilliant Street.

Consequently, survey plans were prepared by Council to subdivide 14 Ryan Road into two (2) stand-alone parcels so the Department of Defence could continue to lease the northern portion. However, this matter did not progress, and SES moved to a new location at 35 West Street.

While the whole of the lot is formally described as Lot 1 Crown Plan MPH31102, upon the subdivision survey plan being lodged, the subject portion will be described as Lot 2 on Survey Plan 288785 (refer subdivisional survey plan below; yellow outline indicates the former SES lease area which is the subject of this report).



Proposed Lot 2 on the above unregistered Survey Plan 288785 has a total area of 2547m<sup>2</sup> and has three (3) road frontages. The proposed lot is zoned Medium Impact Industry with the main vehicle access point being via double gates along Ryan Road. The lot is not included on the Environmental Management Contaminated Land Register and is not within the 1 in 100 ARI flood levels.

**BUILDINGS/STRUCTURES**

The following buildings are existing on the subject area (proposed Lot 1):

- 1 x basic storage shed (of approximately 130m<sup>2</sup>)
- 1 x 6m x 6m storage container
- 2 x detached metal clad office/amenities buildings (totalling approximately 228m<sup>2</sup>)
- partial perimeter security fencing

Photographs of Structures located onsite



Western metal clad  
office / amenities  
building



Southern metal clad  
office / amenities  
building

	Basic storage shed
	Inside amenities
	Inside office





Inside office



Former S.E.S  
building - View from  
Davis Road and  
antenna in  
foreground



Former S.E.S  
building view from  
Ryan Road



Storage container

### COUNCIL INDUSTRIAL LAND BANK

Council appears to have sufficient industrial land banked for future purposes in 111 ha being Lot 66 SP214916 (former abattoir site), which is zoned Medium Impact Industry under the current City of Mount Isa Planning Scheme 2020. The State also currently has smaller industrial land available at Nordale Estate.

### BUDGET AND RESOURCE IMPLICATIONS

- Where Council retains the property:
  - Maintenance of the land – Costs unknown
  - Maintenance of the existing buildings/structures – Costs unknown
- Where Council places the property on the open market:
  - Legal advice, preparation of tender/EOI documentation to engage real estate agent – approx. \$12,000 to \$15,000

### LINK TO CORPORATE PLAN

Theme:	2. Prosperous & Supportive Economy
Strategy:	2.9 Continue to undertake strategic Urban Design projects

### CONSULTATION (INTERNAL AND EXTERNAL)

- |                                     |                        |                          |
|-------------------------------------|------------------------|--------------------------|
| • Engineering Services              | • Water and Sewer      | • Local Laws             |
| • Compliance and Utilities Services | • Environmental Health | • Finance                |
| • Technical Services                | • Waste Management     | • Development & Land Use |

#### **Internal Comments**

The proposal was distributed to internal departments/sections for comment. The following responses were received.

#### Comments provided by Manager of Manager Finance & Information Technology

*"...The total land area for 14 Ryan street is 4,850 sq metres and a June 2020 market valuation of \$242,000. I can't comment on the costs of subdivision, but I understand that MICC is considering the sale of 2,547 sq metres. On that basis I'd give a market estimate of between \$150,000 to \$200,000 (cautiously) and costs of selling between \$12,000 to \$15,000 (legal and real estate)."*



Comments provided by Water & Sewer Team Leader

*"I have no issues with this property. Please note there is no Council sewer Connection for this property (this property is outside the sewer perimeter) – I'd assume there is an existing Septic Tank of some sort. There is a Town Water connection (potable water)"*

Comments provided by Water/Sewer Project Officer/Plumbing Inspector

*Sewerage waste disposal for this lot is via a septic system, located within the property boundary.*

Comments provided by Planning OfficerBuilding

*Council records indicate the two (2) offices located to the south of the site were constructed in 1969. This is indicated on a Planning Certificate only.*

*There are two garages built along the western boundary. Both obtained building approval, however neither permits were ever finalised.*

*There are no records of either the dark blue or dark green roofed carports ever being approved. However, a site inspection confirms these carports have been removed.*

PlanningExisting Use

*Council records that the lower portion of the subject site has been used as an SES compound since the late 1970s and is considered to have an existing Community Purpose Use.*

Possible Uses

*Under the City of Mount Isa Planning Scheme 2020, 14 Ryan is zoned Medium Impact Industry and the following uses are permitted:*

*Accepted Development (No Planning Approval required if able to comply with all Acceptable Outcomes of the relevant codes):*

- Caretaker's Dwelling (when connected to lawful use)*
- Park*
- Medium Impact Industry*

*Code Assessable Development (Planning Approval required through a development application):*

- Crematorium*
- Low Impact Industry for a Motor Vehicle Repair Workshop*
- Research and Technology Industry*
- Substation*
- Transport Depot*
- Utility Installation*

*All other defined uses of the scheme are nominated as Impact Assessable Development. While these uses are not prohibited, the application must provide signification justification as to why this type of development is suitable.*

Possible Subdivision

As per the City of Mount Isa Planning Scheme 2020, a Reconfiguration of a Lot is nominated as a Code Assessable development meaning that a development application is required.

The minimum block size of Medium Impact Industry lots is equal to or greater than 4000m<sup>2</sup>. Under this size elevates the development to Impact Assessable development. All lots must be provided with their own water, sewage, power and telecommunication connections.

Comments provided by Environmental Officer

*"The proposed site has been assessed for potential environmental impacts and concerns in relation to possible land contamination. Assessment of the proposed disposal of site has given rise to the general comments below:*

- When dealing with land that is contaminated, one must meet the General Environmental Duty (GED) and also obtain any permits that may be required to carry out development on the land or to remove contaminated soil if any future works are undertaken on-site.*
- All persons have a GED under the Environmental Protection Act 1994 (EP Act) to not carry out any activity that causes, or is likely to cause, environmental harm unless the person takes all reasonable and practicable measures to prevent/minimise the harm.*
- Essentially a duty of care, the GED applies to all persons undertaking activities (including notifiable activities) in Queensland or outside Queensland that may affect Queensland's environment.*
- Landowners and occupiers of land which is listed on the Contaminated Land Register (CLR), must ensure that they meet their GED when using the land to ensure that any risks to human health and the environment are known and managed.*
- Where the nature and extent of the contamination and associated risks to human health and the environment are not reasonably well known, meeting the GED would include actively seeking information to understand risks and implement measures to prevent or minimise environmental harm. For example by engaging a suitably qualified person to investigate the site, prior to commencing an activity that may disturb contaminants.*
- An asbestos management plan was undertaken for the proposed site and it was presumed that there is presence of asbestos. It is a pre-requisite for the buyer to be made aware that the site may contain asbestos and a new application has to be lodged in the event of any development/disposal activity on-site.*

*Based on the search, it is clear that Lot 1 MPH31102 is not listed on the CLR. However, the comments given previously were generic and can be used for assessment."*

**LEGAL CONSIDERATIONS**

N/A

**POLICY IMPLICATIONS**

2020/2021 Financial Year – Procurement Policy Resolution No. OM29/11/2020

**RISK IMPLICATIONS**

The subject property is in a state of disrepair and requires considerable investment to bring the existing buildings into a satisfactory condition to occupy.

**HUMAN RIGHTS CONSIDERATIONS**

Consideration has been given to protect human rights in accordance with Council's Human rights Policy.

**MOVING FORWARD**

It appears that this asset may have reached its life cycle limit. Whilst the land is in a prime position for a medium impact industrial use, extensive works are required to bring the buildings (two (2) detached metal clad office/amenities buildings) up to an acceptable standard for use.

It is noted, an asbestos management plan undertaken in November 2017 presumed that there was a presence of asbestos. Therefore, any proposed development or works on the existing structures (construction mid 1970's) will require this to be taken into consideration.

Should Council consider disposing of the asset it would be assumed that it would be in an "As Is" condition. Any disposal of a valuable non-current asset will be in accordance with the Council Procurement Policy.

**CONCLUSION**

The former State Emergency Services area, 14 Ryan Road, Mount Isa is currently vacant. Council has sufficient industrial land banked for future purposes and growth. It appears that this asset may have reached its life cycle limit with significant works being required to the buildings to bring it up to a standard of use. All works will be required to be undertaken in line with the current asbestos management plan.

**RECOMMENDATION OPTIONS**

**THAT** Council register the survey plan and dispose of this asset by way of sale in an "As Is" condition.

OR

**THAT** Council retains the asset that is 14 Ryan Road, Mount Isa, currently described as part of Lot 1 on Crown Plan MPH31102, for future land banking and provide a budget to upgrade and maintain accordingly.

**ATTACHMENTS**

Nil

**9.5 ENDORSE APPLICATION TO PURCHASE UNALLOCATED STATE LAND**

**Document Number:** 746911  
**Author:** Coordinator Land Use  
**Authoriser:** Chief Executive Officer  
**Directorate:** Executive Services  
**Portfolio:** Development and Town Planning

**EXECUTIVE SUMMARY**

Request for Council endorsement for an application to purchase Unallocated State Land described as Lot 3 on AP3535 and amalgamation into adjoining Lot 42 Crown Plan MPH15864 (84 Erap Street).

**RECOMMENDATION**

**THAT** Council endorse the application to purchase Unallocated State Land described as Lot 3 on AP3535 subject to the lot being amalgamation into adjoining Lot 42 Crown Plan MPH15864. All costs associated with this application are to be met by the applicant.

**BACKGROUND**

Council records indicate that the land has been used in conjunction with 84 Erap Street since the late 1980's firstly by way of a State Permit to Occupy and then more recently, informally. Council has in previous years supported three (3) other applications to purchase located in the same street and in close proximity to this parcel (OM05/11/17 & OM03/0/20).

**GENERAL AND SITE SPECIFIC INFORMATION**

The proposed purchase area (subject lot) described as Lot 3 on AP3535, is Unallocated State Land with an approximate area of 296m<sup>2</sup>. This lot adjoins the eastern boundary of the applicant's property at 84 Erap Street, a freehold parcel, described as Lot 42 on MPH15864. Both 84 Erap Street and the subject parcel are zoned low density residential.

- It is understood that the intention is for the additional area to be used for residential purposes. Upon purchase and amalgamation, the land will convert to freehold land allowing the owner to utilise and/or develop the area in accordance with the provisions of the City of Mount Isa Planning Scheme.



### Proposed Use

It is understood that the intention is for the additional area to be used for residential purposes.

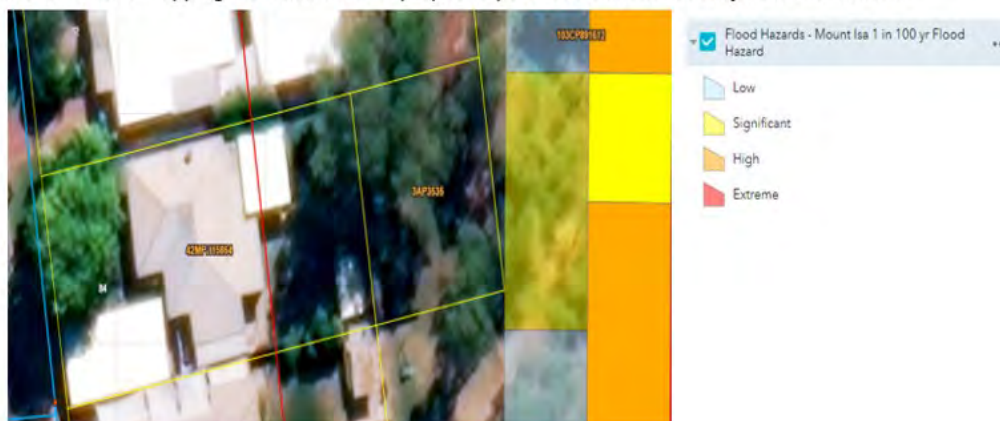
- ### Purchase Price

The purchase price is set and retained by the State and is calculated at current market value of the unimproved land. The sale will be conditioned and include but not be limited to the applicant addressing amalgamation, resurveying/lodgement of plans, addressing Native Title and Cultural Heritage.

As Unallocated State Land, the subject area is currently not valued for rating purposes, however, upon conversion to freehold and once amalgamated, the area will be included in the rateable area of the applicant's current lot, 84 Erap Street.

### Flooding

Council's flood mapping indicates that the proposed purchase area is not subject to inundation.





### Bushfire Hazard Area

According to the State Planning Policy (SPP) Interactive Mapping System, the application area falls within the Medium potential bushfire intensity area (as shown in yellow opposite).



However, as the application area is to be used as a residential yard extension, which will be amalgamated with 84 Erap Street (refer below), any future development which requires development approval will be assessed against the requirements of the Bushfire Hazard Overlay Code of the planning scheme.

Additionally, Council has previously approved the extension of the adjoining parcel to the south.

### Amalgamation

To avoid a stand-alone parcel being created with no access to services or formal access to the property, and to comply with the current City of Mount Isa Planning Scheme's minimum residential allotment area (being 700m<sup>2</sup>), Lot 3 on AP3535 will be required to be amalgamated into Lot 42 on MPH15864 to form one (1) parcel, being 84 Erap Street. Upon conversion to freehold and once amalgamated, the area will be included in the rateable area of the applicant's current lot, 84 Erap Street.

Upon purchase and amalgamation, the land will convert to freehold land allowing the owner to utilise and/or develop the area in accordance with the provisions of the City of Mount Isa Planning Scheme.

### Purchase Price

The purchase price is set and retained by the State and is calculated at current market value of the unimproved land. The sale will be conditioned and include, but not be limited to, the applicant addressing amalgamation, resurveying/lodgement of plans, Native Title and Cultural Heritage.

### BUDGET AND RESOURCE IMPLICATIONS

N/A

### LINK TO CORPORATE PLAN

Theme:	2.	Prosperous & Supportive Economy
Strategy:	2.9	Continue to undertake strategic Urban Design projects

### CONSULTATION (INTERNAL AND EXTERNAL)

- Engineering Services
- Compliance and Utilities Services
- Technical Services
- Water and Sewer
- Environmental Health
- Waste Management
- Local Laws
- Finance
- Town Planning

From the respondents no concerns or issues were noted.

**LEGAL CONSIDERATIONS**

N/A

**POLICY IMPLICATIONS**

N/A

**RISK IMPLICATIONS**

N/A

**HUMAN RIGHTS CONSIDERATIONS**

Consideration has been given to protect human right in accordance with Council's Human Rights Policy.

**CONCLUSION**

Council's aerial imagery indicates that a number of houses along this eastern side of Erap Street have been historically and currently using the Leichhardt River Reserve by way of Permits to Occupy or informal yard extensions. In 2017 and more recently in 2020 and 2021, Council set precedence by supporting similar applications to purchase in close proximity and, as anticipated, adjoining neighbours are now starting to follow suit. The applicant has informally used the subject parcel of Unallocated State Land for a number of years as a yard extension with little or no impact to the adjoining land holders or Council.

**RECOMMENDATION OPTIONS**

**THAT** Council endorse the application to purchase Unallocated State Land described as Lot 3 on AP3535 subject to the lot being amalgamation into adjoining Lot 42 Crown Plan MPH15864. All costs associated with this application are to be met by the applicant.

- Or
- **THAT** Council advises the applicant that Council will not endorse this application to purchase Unallocated State Land described as Lot 3 on AP3535.

**ATTACHMENTS**

Nil

**9.6 MORE THAN MINING - FBT PROJECT****Document Number:** 747214**Author:** Chief Executive Officer**Authoriser:** Chief Executive Officer**Directorate:** Executive Services**Portfolio:** Finance, Customer Services, Economic Development, Promotion & Community Development, Arts**EXECUTIVE SUMMARY**

Council is invited to endorse the 'More than Mining – FBT Project'.

**RECOMMENDATION**

**THAT** Council endorse the 'More Than Mining – FBT Project and provide financial support to the value of \$20,000.00

**BACKGROUND**

Mount Isa City Council and other regional mining towns of similar economic profiles, strive for to be sustainable, stable and inclusive regional communities, home to skilled and diverse residential workforces who continue to fortify our Nation's economic prosperity.

'More than Mining – FBT Project' is an Australian Mining Cities Alliance (AMCA) led advocacy project to lobby for federal government policy change on FBT in mining communities to allow residents the same Fringe Benefits Tax (FBT) benefits as employers in relation to housing costs and their tax treatment. Such a policy change is designed to effect better economic conditions for generating significant private investment in housing construction and housing ownership in Mining Cities and communities.

**BUDGET AND RESOURCE IMPLICATIONS**

This is a strategic project that aligns with Mount Isa City's current housing and economic outlook and also with Council's Economic Development objectives. The requested support figure is \$30,000 from each AMCA Local Government Authority. Please note this contribution is not included in the current budget and would need to be identified as part of the quarterly review.

**LINK TO CORPORATE PLAN**

Theme:	1.	People & Communities
Strategy:	1.1	Continue to monitor and stay informed about matters that affect the community
Theme:	2.	Prosperous & Supportive Economy
Strategy:	2.14	Investigate incentives to encourage upgrading old housing stock in the Mount Isa area, e.g. reduction in waste fees where demolishing existing dwellings
	2.15	Develop a City Housing Strategy to plan for the future housing needs of the community

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**CONSULTATION (INTERNAL AND EXTERNAL)**

Councillors

Australian Mining Cities Alliance

**LEGAL CONSIDERATIONS**

N/A

**POLICY IMPLICATIONS**

N/A

**RISK IMPLICATIONS**

Mount Isa is a leading mining community and a founding member of the Australian Mining Cities Alliance. 'More than Mining – FBT Project' is an AMCA led advocacy project.

**HUMAN RIGHTS CONSIDERATIONS**

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

**RECOMMENDATION OPTIONS**

**THAT** Council endorse the 'More Than Mining – FBT Project and provide financial support to the value of \$20,000.00.

Or

**THAT** Council endorse the 'More Than Mining – FBT Project and provide financial support to the value of \$10,000.00

Or

**THAT** Council endorse the 'More Than Mining – FBT Project and provide financial support to the value of \$30,000.00

**ATTACHMENTS**

Nil

**10 CORPORATE AND COMMUNITY SERVICES REPORTS****10.1 ADVERTISING SPENDING POLICY V7**

<b>Folder ID:</b>	<b>\Business Technology\Development\IT Projects</b>	<b>Classification</b>	<b>Scheme\Information</b>
<b>Author:</b>	<b>Executive Assistant</b>		
<b>Authoriser:</b>	<b>Director Corporate and Community</b>		
<b>Directorate:</b>	<b>Corporate and Community</b>		
<b>Portfolio:</b>	<b>Finance, Customer Services, Economic Development, Promotion &amp; Community Development, Arts</b>		

**EXECUTIVE SUMMARY**

The *Local Government Regulation 2012* requires a local government to have a policy on advertising spending. The objective of this policy is to ensure that Mount Isa City staff and Councillors have a clear directive when engaging in advertising for the benefit of the local community.

**RECOMMENDATION**

**THAT** Council adopts the Advertising Spending Policy V7 as presented.

**BACKGROUND**

*Local Government Regulation 2012, Chapter 5 part 6 section 197 states:*

- (1) A local government must prepare and adopt a policy about the local government's spending on advertising (an advertising spending policy).
- (2) A local government may spend money on advertising only—
  - (a) if—
    - (i) the advertising is to provide information or education to the public; and
    - (ii) the information or education is provided in the public interest; and
  - (b) in a way that is consistent with the local government's advertising spending policy. [s 198] *Local Government Regulation 2012* Chapter 5 Financial planning and accountability Page 144 Current as at 1 July 2021 Authorised by the Parliamentary Counsel
- (3) Advertising is promoting, for the payment of a fee, an idea, goods, or services to the public.

The Advertising Spending Policy is not required to be reviewed annually as noted in the *Local Government Regulation 2012, Chapter 5 part 6 section 197*.

**BUDGET AND RESOURCE IMPLICATIONS**

Budget for Advertising Expense is included in the 2021/2022 Budget.

**LINK TO CORPORATE PLAN****5. Ethical and Inclusive Governance Theme:**

- 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 held with the Executive Management Team, Manager of Finance and Information Technology and Coordinator of Corporate Governance.

**LEGAL CONSIDERATIONS**

Not Applicable

**POLICY IMPLICATIONS**

- *Local Government Act 2009*
- *Local Government Regulation 2012*
- Procurement Policy
- Code of Conduct

**RISK IMPLICATIONS**

Risk is minimal.

**HUMAN RIGHTS CONSIDERATIONS**

Consideration has been given to human rights under the Council Human Rights Policy.

**ALTERNATE RECOMMENDATIONS**

**THAT** Council does not adopt the Advertising Spending Policy V7 as presented.

**ATTACHMENTS**

1. **Advertising Spending Policy V7**



STATUTORY POLICY  
**MOUNT ISA CITY COUNCIL**  
**Advertising Spending Policy**

RESOLUTION NO. OM00/00/00 VERSION V7

**APPLIES TO STATUTORY POLICIES ONLY**

This is an official copy of the **Advertising Spending Policy**, made in accordance with the provisions of *Local Government Act 2009*, *Local Government Regulation 2012*, *Public Records Act 2002*, Mount Isa City Council's Local Laws, Subordinate Local Laws and current Council Policies.

Statutory Policies comply with a legislative requirement; the **Advertising Spending Policy** 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# 358992 1208 – Policy Register			POLICY TYPE	Statutory (Council)
VERSION	DATE	RESOLUTION NO.	DETAILS	
V1	13.12.2006	PP16/12/06	Responsible Officer - Senior Finance Officer	
V2	25.06.2014	OM26/06/14	Responsible Officer - Senior Finance Officer	
V3	29.04.2015	OM42/04/14	Responsible Officer – Manager Finance and Administration	
V4	15.06.2016	OM09/06/16	Responsible Officer – Manager Finance and Administration	
V5	28.06.2017	OM13/06/17	Responsible Officer – Manager Finance and Corporate Services	
V6	28.03.2018	OM28/03/18	Responsible Officer – Director Corporate and Financial Services	
V7			Responsible Officer – Director Corporate and Financial Services	
			<b>REVIEW DUE</b>	30.06.2024

**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
Staff noticeboards	X	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 5



STATUTORY POLICY  
**MOUNT ISA CITY COUNCIL**  
**Advertising Spending Policy**

RESOLUTION NO. OM00/00/00 VERSION V7

**1. PURPOSE**

The objective of this policy is to ensure Mount Isa City Council ("Council") staff and councillors have a clear directive when engaging in advertising for the benefit of the local community. This policy provides for the control of expenditure on advertisements placed by Council in various media platforms.

The *Local Government Regulation 2012*, part 6 section 197 states:

- (1) A local government must prepare and adopt a policy about the local government's spending on advertising (an advertising spending policy).
- (2) A local government may spend money on advertising only—
  - (a) if—
    - (i) the advertising is to provide information or education to the public; and
    - (ii) the information or education is provided in the public interest; and
  - (b) in a way that is consistent with the local government's advertising spending policy
- (3) Advertising is promoting, for the payment of a fee, an idea, goods or services to the public.

**2. COMMENCEMENT**

This policy will commence on and from XX March 2021. It replaces all other policies or arrangements governing Advertising Spending (whether written or not).

**3. APPLICATION**

The policy applies to any paid advertisement or notice on any media platform to promote goods or service (including facilities) provided by the Council. The policy also applies to electronic advertising including the use of the internet. Examples of mediums commonly used for promoting ideas, goods or services include but are not limited to "magazines, newsletters, newspaper, radio, television and social media".

The policy does not apply to reports published in the media where no payment is made for the report.

Council advertises on various media platforms to inform, involve and educate the community about matters affecting them. The following regulates the way in which Council uses advertising for this purpose:

- a) Council may incur expenditure for the purpose of advertising providing:
  - i. the basis of the advertising is to educate and/or inform the public of Council matters
  - ii. the informative and/or educational material is seen to be in the best interest of the local community
  - iii. advertising is provided in a manner consistent and compliant with this policy document
- b) Council may engage in advertising to:
  - i. maximise compliance and/or awareness of new or amended laws
  - ii. promote and/or encourage feedback on Council plan's, goals and/or objectives
  - iii. raise awareness of a Council-led initiative or activities
  - iv. assist Council to preserve and maintain law and order during an emergency or crisis
  - v. advise the community of a time and/or location of a scheduled Council meetings and outcomes.
  - vi. report on Council's performance



STATUTORY POLICY  
**MOUNT ISA CITY COUNCIL**  
**Advertising Spending Policy**

RESOLUTION NO. OM00/00/00 VERSION V7

- vii. advise on new or existing services, programs, facilities and venues provided by the Council.
  - viii. advise on the changes to existing services, programs, facilities and venues provided by the Council.
  - ix. recruit staff, acquire or dispose of property, plant and equipment, promote tenders and expression of interest.
  - x. ensure public safety, personal security and/or encouraging responsible behaviour and a sense of civic pride in order to obtain social cohesion
  - xi. promote key initiatives and/or activities deemed to be in the best interest of the community
- c) Council may not engage in advertising where:
- i. it would be commonly determined that the message may be misinterpreted as being on behalf of a political party or local group
  - ii. a political party or local group or individual is being disparaged or held to ridicule
  - iii. members and/or staff of Council are named, depicted or otherwise promoted in a way that would be commonly deemed as being excessive or gratuitous
  - iv. the method or medium of advertising could be perceived as being manifestly excessive or extravagant in relation to the objective being pursued
- d) Council must not, during the three month period preceding an election of Local Government (caretaker period), other than a by-election; or during the period after the date of a by-election is advertised until the day of the election:
- i. place advertisements relating to future plans unless, and only to the extent that, those plans have been formally adopted by Council
  - ii. advertise the activities of Council other than in the manner and form it is customary for the Council to advertise its activities
  - iii. place advertisements which seek to influence support for particular candidates, groups of candidates or potential candidates in an election
  - iv. must not bear the cost of advertisements featuring one or more councillors or containing quotations attributed to individual councillors

Note: This does not preclude councillors from appearing in unpaid publicity or other publicity where the cost is not borne by Mount Isa City Council.

#### 4. RESPONSIBILITIES

This policy applies to all councillors, Local Government employees, agents and contractors (including temporary contractors) of Council, collectively referred to in this policy as "employees".

All advertising undertaken by and/or on behalf on Council must be approved by the Chief Executive Officer or their delegate.

When approving advertising expenditure, Council must ensure there is a clear line of accountability for content and expenditure and that Council's Advertising Spending Policy is strictly adhered to.

Council must ensure audit and Procurement Policy is adhered throughout the advertising process are in accordance with the *Local Government Act 2009* and associated *Local Government Regulations 2012*.



STATUTORY POLICY  
**MOUNT ISA CITY COUNCIL**  
**Advertising Spending Policy**

RESOLUTION NO. OM00/00/00 VERSION V7

**5. VARIATIONS**

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

**6. BREACH OF POLICY**

6.1 Where Council reasonably believes an councillor has breached this policy the matter will be dealt with in accordance with Council's Code of Conduct for Councillors and the Councillor Investigation Policy.

6.2 Where Council reasonably believes an employee has breached this policy, the matter will be dealt with under the Performance and Misconduct Policy.

**7. COMMUNICATION AND DISTRIBUTION**

a) Council will make available to the public, the Advertising Spending Policy on our website at [www.mountisa.qld.gov.au](http://www.mountisa.qld.gov.au).

b) The responsible officer shall liaise with the Training and Development Officer to create and deliver appropriate and regular training to the following Council employees;

i. detail which positions/sections must attend training

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

**8. ASSOCIATED LEGISLATION AND POLICIES**

- Local Government Act 2009
- Local Government Regulation 2012 (Chapter 5 -Financial planning and accountability)
- Procurement Policy
- Code of Conduct for Councillors
- Performance and Misconduct Policy
- Councillor Investigation Policy
- Caretaker Period Policy

**DECLARATION OF UNDERSTANDING** Remove if not needed

Please complete the declaration below. Once signed, the page should be returned to the Human Resources section.

**MOUNT ISA CITY COUNCIL STATUTORY POLICY**

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STATUTORY POLICY  
**MOUNT ISA CITY COUNCIL**  
**Advertising Spending Policy**

RESOLUTION NO. **OM00/00/00** VERSION **V7**

*I, the undersigned acknowledge:*

- *Receiving Council's **Advertising Spending Policy**; and*
- *That I should comply with the Advertising Spending Policy; and*
- *That there may be disciplinary consequences if I fail to comply.*

Employee Name: \_\_\_\_\_ Date: \_\_\_\_\_

Employee Signature: \_\_\_\_\_

**MOUNT ISA CITY COUNCIL STATUTORY POLICY**

Page 5 of 5

**10.2 LOCAL LAWS MONTHLY REPORT - JULY 2021****Document Number:** 746442**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**

July 2021 Waste and Regulatory Services Monthly Report presented to Council for information and consideration.

**RECOMMENDATION**

**THAT** Council receives and accepts the July 2021 Local Laws Monthly Report.

**OPERATIONAL OVERVIEW**

Council held its Free Pet Day for animal owners at the Civic Centre Lawn on 9 July 2021 with animal owners taking advantage of registering and microchipping their new dogs or cats on the day.

Council organised the Riverbed clean-up and hazard reduction burn on 17 and 19 July 2021. Over four (4) tons of litter was removed from the Riverbed all departments across Council assisted in the clean-up.

Council worked with Queensland Police Service (QPS), Queensland Fire and Emergency Service (QFRS), Kalkadoon Prescribed Body Corporate (PBC), Riverbed Action Group Outreach and Support Service (RAGOSS), Department of Aboriginal and Torres Strait Islander Partnership (DATSIP), Queensland Housing, North Queensland Indigenous Catholic Services, North West Hospital and Health Services, to ensure community members camping in the area had alternative accommodation and continued to receive any medical requirements and Covid-19 immunisation.

**STATISTICS**

## Animal Management

	FY20/21				FY21/22
	Q1	Q2	Q3	Q4	July 2021
<b>Animals Impounded</b>	456	302	367	334	86
<b>Cats adopted/rescued</b>	102	68	46	62	12
<b>Cats claimed</b>	9	10	7	2	2
<b>Dogs adopted/rescued</b>	96	63	56	90	33
<b>Dogs claimed</b>	96	46	61	72	23
<b>Feral Cats</b>	120	85	117	118	34
<b>Microchip Implants</b>	0	27	111	148	49

## Local Laws – Animals

	FY20/21				FY21/22
	Q1	Q2	Q3	Q4	July 2021
Wandering at large	77	38	92	117	32
Private Impound/surrenders	17	18	34	32	10
Animal Impound Claiming Request	0	0	0	7	3
Noise nuisance	20	10	14	29	12
Animal Approval (excess /regulated)	12	9	4	6	3
Dog attacks	11	11	11	22	7
Aggressive Dogs	1	7	27	19	8
Animal Registration	99	39	45	40	29
Deceased Animal Removal	0	0	0	10	1

## Local Laws Statistics - General

	FY20/21				FY21/22
	Q1	Q2	Q3	Q4	July 2021
Abandoned vehicles	28	33	35	19	1
Parking	8	6	28	6	4
Overgrown/accumulated materials	26	3	90	34	10
Approvals parks hire/public places	24	20	21	17	29
Horse Stable Inspection	2	0	0	17	0
Watering Restriction Breach	1	1	1	1	0

## RECOMMENDATION OPTIONS

**THAT** Council receives and accepts the July 2021 Local Laws Monthly Report.

Or

**THAT** Council does not receive and accept the July 2021 Local Laws Monthly Report.

## ATTACHMENTS

Nil

**10.3 FINANCE MONTHLY REPORT - JULY 2021**

**Document Number:** 746450

**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**

July 2021 Finance Monthly Report presented to Council for information and consideration.

**RECOMMENDATION**

**THAT** Council receives and accepts the July 2021 Finance Monthly 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 accrued revenue for July 2021 to present a more accurate result for Council. It has been the previous practice to record financial information on a cash basis. In recent months wages accruals have been made at the end of each month, Council now also accrue revenue and major expense items.

The capital expenditure activity remains high, creditors (Operating and Capital Expenditures) as at 30 June 2021 are in excess of \$6M. The majority of this was paid in July 2021 and Council anticipate more progress payment claims being made in August 2021.

The balance sheet has negative creditors of \$2.7M. This is due to the Civica accounting system not allowing the roll forward of last year's closing balances until the close off procedures for year-end are completed. The modules are rolled on a sequential basis, and it is expected to close off creditors during August 2021.

The July 2021 year to date financial result is a surplus of \$31,000 compared to a budgeted surplus of \$71,000.

**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 31 July 2021**

	YTD Actual 31 July 20 \$'000	YTD Actual 31 July 21 \$'000	YTD Budget 31 July 21 \$'000	Budget Full Year \$'000	YTD Actual/ YTD Budget %
Operating Revenues	385	4,681	5,644	67,729	83%
Operating Expenses	4,726	4,650	5,573	66,880	83%
<b>OPERATING RESULT</b>	<b>(4,341)</b>	<b>31</b>	<b>71</b>	<b>849</b>	
Capital Grants Subsidies	1,956	-	931	11,175	-%
<b>TOTAL</b>	<b>(2,385)</b>	<b>31</b>	<b>1,002</b>	<b>12,024</b>	

*Note – July 2020 results have been included as a comparative.*

**Operating Revenue** At the end of July 2021 MICC is marginally behind budget on a year-to-date basis largely due to:

- Lower contract works, fees and charges.
- Partially offset by a lag in processing waste revenue which will be rectified in August 2021.

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

**Operating Expenses** MICC continues to keep a tight control over expenses, which are tracking budget. There are coding / budgeting issues within departments as MICC seeks to reduce the number of cost centres and simplify the chart of accounts.



**Capital****Capital Summary as at 31 July 2021**

	<b>YTD Actual 31 July 20 \$'000</b>	<b>YTD Actual 31 July 21 \$'000</b>	<b>Budget Full Year \$'000</b>	<b>YTD %</b>
Roads and Drainage	2	25	8,463	0.3 %
Water	62	53	5,355	1.0 %
Sewer	1	3	1,740	0.2 %
Parks & Gardens	42	32	8,177	0.4 %
Environment & Regulatory	-	2	4,480	0.1 %
Community Facilities	70	20	6,049	0.3 %
Corporate Equipment	18	6	736	0.9 %
Mobile Plant	-	15	3,500	0.4 %
<b>TOTAL</b>	<b>195</b>	<b>156</b>	<b>38,500</b>	<b>0.4 %</b>

*Note – July 2020 results have been included as a comparative.*

**Rates****Outstanding Aged Rates Balance as at 31 July 2021**

<b>Month FY20/21</b>	<b>366 Days Arrears \$'000</b>	<b>181 - 365 Days Arrears \$'000</b>	<b>31 - 180 Days Arrears \$'000</b>	<b>1 - 30 Days Arrears \$'000</b>	<b>Current Not Yet Due \$'000</b>	<b>Total \$'000</b>
May 2021	4,006	1,676	432	4,388	497	10,999
June 2021	3,714	1,298	2,280	52	102	7,447
July 2021	3,350	1,104	1,805	91	2,604	8,954

*Note: excludes prepayments of \$1M*

- Water Consumption Notices for End of Financial Year Billing Period issued on 02 August 2021. This is for 4<sup>th</sup> Quarter Non-Residential and 2<sup>nd</sup> Half Yearly Residential. Notices are due for payment 02 September 2021.
- Recoveries & Reconstruction (Aust) Pty Ltd to commence 06 August 2021 with Summons for outstanding rates and charges.
- MICC is serving formal notices next week and we have one out of town ratepayer with three properties where council is in court seeking forced sale.
- The next batch of properties in this category will be at this stage in December 2021.

**Other Debtors****Aged Debtors Report as at 31 July 2021**

<b>Month FY20/21</b>	<b>90 Days \$'000</b>	<b>60 Days \$'000</b>	<b>30 Days \$'000</b>	<b>Current \$'000</b>	<b>TOTAL \$'000</b>
May 2021	31	10	-32	273	282
June 2021	29	6	9	219	264
July 2021	27	4	11	152	194

- Animal Notices for permits and inspection fees were issued 01 July 2021, due for payment 31 July 2021.
- Multiple invoices issued in July 2021 totally \$152K, not yet due.
- Invoices totally \$27.5K has been sent final reminder notices.

**30 DAY CASH ANALYSIS****\$'000**

Cash at Bank – 31 July 2021	57,916
Total Cash Restrictions	(38,071)
<b>TOTAL UNRESTRICTED CASH</b>	<b>19,846</b>

MICC had \$62.9M cash on hand at the end of June 2021, this was \$13M more than budgeted for (\$49.5M) due to the delays in capital expenditure. This process has started to reverse itself in July 2021 with cash on hand at \$57.9M. This process will continue for another two months.

**COMING UP**

- The draft end of year financial statements will be presented at the beginning of September 2021.
- The budget 1<sup>st</sup> quarter review process will start in mid-October 2021.
- Audit and Risk Management Committee Meeting on 06 September 2021.

**RECOMMENDATION OPTIONS**

**THAT** Council receives and accepts the July 2021 Finance Monthly Report.

Or

**THAT** Council does not receive and accept the July 2021 Finance Monthly Report.

**ATTACHMENTS**

1. **July 2021 Statement of Income & Expenditure, Balance Sheet and Cash Flow**

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

	Actuals 31 July 2021	Full Year Budget	YTD %
<b>Operating Revenue</b>			
Rates and Charges			
General Rates	1,346,165	16,400,000	8%
Water Access Charge	859,363	10,495,000	8%
Water Consumption Charges	512,500	6,345,000	8%
Sewerage Rates	620,370	7,483,000	8%
Garbage Rates	311,944	3,830,000	8%
Environment Charge	34,958	425,000	8%
Less: Concessions	0	(122,000)	0%
	<b>3,685,301</b>	<b>44,856,000</b>	8%
Fees and Charges	125,726	2,419,200	5%
Contract Works	136,775	2,550,000	5%
Interest	74,562	964,750	8%
Grants and Subsidies	322,106	7,897,000	4%
Other	336,151	9,042,000	4%
<b>Total Operating Revenues</b>	<b>4,680,620</b>	<b>67,728,950</b>	7%
<b>Operating Expenditure</b>			
Corporate Governance	223,293	1,932,866	12%
Administration Expenses	437,857	7,752,390	6%
Community Services Costs	455,571	8,555,836	5%
Technical Services/Roads	212,220	5,215,438	4%
Water	1,270,618	13,725,963	9%
Sewerage	58,593	1,364,914	4%
Recoverable Works Costs	113,562	1,700,000	7%
Environmental Costs	486,228	7,829,604	6%
Batch Plant	95,633	1,819,600	5%
Finance Costs	99,784	1,310,800	8%
Other Expenses	(10,130)	1,024,900	-1%
Depreciation	1,206,296	14,647,661	8%
	<b>4,649,524</b>	<b>66,879,972</b>	7%
<b>OPERATING CAPABILITY BEFORE CAPITAL</b>	<b>31,096</b>	<b>848,978</b>	4%
<b>Capital Items</b>			
Capital Grants, and Subsidies	0	11,175,066	0%
<b>NET SURPLUS(DEFICIT)</b>	<b>31,096</b>	<b>12,024,044</b>	

6/08/2021

3. July 2021 Statement of Income Expenditure

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

	Actuals 31 July 2021	Full Year Budget
<b>Current Assets</b>		
Cash and cash equivalents	57,916,065	51,019,887
Rates Receivable	7,861,267	8,000,000
Trade and other receivables	3,590,430	2,652,945
Inventories	164,564	149,182
	<b>69,532,327</b>	<b>61,822,014</b>
Non-current assets classified as held for sale	1,973,434	1,973,434
<b>Total current assets</b>	<b>71,505,761</b>	<b>63,795,448</b>
<b>Non-Current Assets</b>		
Property, plant and equipment	391,374,899	424,976,269
Intangible Assets	271,794	300,000
Investments	1	1
Capital works in progress	12,361,353	5,000,000
<b>Total Non-Current Assets</b>	<b>404,008,047</b>	<b>430,276,270</b>
<b>TOTAL ASSETS</b>	<b>475,513,808</b>	<b>494,071,718</b>
<b>Current Liabilities</b>		
Trade and other payables	(2,697,392)	5,200,000
Annual Leave Payable	1,646,519	1,600,000
Interest bearing liabilities	1,298,491	1,744,214
Provisions - Long Service Leave	700,234	850,000
<b>Total Current Liabilities</b>	<b>947,853</b>	<b>9,394,214</b>
<b>Non-current Liabilities</b>		
Interest bearing liabilities	19,808,727	17,171,456
Landfill Rehabilitation Provision	0	13,667,611
Provisions - Long Service Leave	437,468	415,547
<b>Total non-current liabilities</b>	<b>20,246,195</b>	<b>31,254,614</b>
<b>TOTAL LIABILITIES</b>	<b>21,194,048</b>	<b>40,648,828</b>
<b>NET COMMUNITY ASSETS</b>	<b>454,319,760</b>	<b>453,422,890</b>
<b>Community Equity</b>		
City Capital	201,425,409	201,425,409
Asset Revaluation Reserve	219,461,687	219,461,687
Accumulated Surplus/(Deficiency)	21,920,273	21,023,403
Other Reserves	11,512,391	11,512,391
<b>TOTAL COMMUNITY EQUITY</b>	<b>454,319,760</b>	<b>453,422,890</b>

6/08/2021

1. July 2021 Balance Sheet

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

	Actuals 31 July 2021	Full Year Budget
<b>Cash flows from operating activities:</b>		
Receipts from customers	(578,983)	53,786,200
Net Rates & Charges	2,131,646	0
Contract Works - Receipts	97,629	0
Contract Works- Payments to suppliers & employees	(105,223)	0
Payments to suppliers and employees	(7,484,527)	(51,661,180)
	<b>(5,939,458)</b>	<b>2,125,020</b>
Dividends received	0	5,081,000
Interest received	74,562	964,750
Non capital grants and contributions	322,056	7,897,000
Flood Damage Recoveries	108,227	0
Flood Damage Expenditure	(103,971)	0
Borrowing costs	(99,784)	(1,310,800)
<b>Net cash inflow (outflow) from operating activities</b>	<b>(5,638,368)</b>	<b>14,756,970</b>
<b>Cash flows from investing activities:</b>		
Payments for property, plant and equipment	(178,070)	(38,499,500)
Proceeds from sale of property, plant and equipment	59	250,000
Grants, subsidies, contributions and donations	0	11,175,066
<b>Net cash inflow (outflow) from investing activities</b>	<b>(178,070)</b>	<b>(27,074,434)</b>
<b>Cash flows from financing activities</b>		
Proceeds from borrowings	239,277	0
Repayment of borrowings	(139,493)	1,643,012
<b>Net cash inflow (outflow) from financing activities</b>	<b>99,784</b>	<b>1,643,012</b>
<b>Net increase (decrease) in cash held</b>	<b>(5,716,654)</b>	<b>(13,960,477)</b>
Cash at beginning of reporting period	63,632,720	64,980,364
<b>Cash at end of reporting period</b>	<b>57,916,065</b>	<b>51,019,887</b>



## 10.4 ACCOUNTING POSITION PAPERS AASB 136 IMPAIRMENT OF ASSETS

**Document Number:** 746454

**Author:** Acting 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

Council is required to evaluate cash generating units as defined within AASB 136 against the carrying value in the financial statements.

### RECOMMENDATION

**THAT** Council declare the Outback at Isa complex a community asset within in the scope of Australian Accounting Standard Board (AASB) 136 on Impairment of Assets under paragraph 32.1.

### BACKGROUND

This standard applies to the accounting for impairment of all assets except for the following

- i. Inventories (AASB 102)
- ii. Construction contracts (AASB 111)
- iii. Deferred tax assets (AASB 112)
- iv. Employee Benefits (AASB 119)
- v. Financial Instruments (AASB 139)
- vi. Investment Properties (AASB 140)
- vii. Biological assts (AASB141)
- viii. Insurance Contracts (AASB 1023)
- ix. Non-current assets held for sale (AASB 5)

Under AASB 136, MICC is required to evaluate cash generating units as defined within the standard against the carrying value in the financial statements. A cash generating unit is defined under the AASB as

*"the smallest identifiable group of assets that generates cash inflows that are largely independent of the cash inflows from other assets or groups of assets"*

There is an exemption in AASB 136 paragraph 32.1 whereby:

*"in respect of not-for-profit entities, where the future economic benefits of an asset are not primarily dependent on the asset's ability to generate net cash inflows and where the entity would, if deprived of the asset, replace its remaining future economic benefits, value in use shall be determined as the depreciated replace cost of the asset."*

This issue was raised last year, a copy of the position paper for June 2020 is attached. The decision was to defer a decision until the June 2021 audit.

MICC is left with two (2) options for the June 2021 audit:

1. Declare Outback at Isa a community asset within the exemption in paragraph 32.1 of AASB 136
2. Conduct an impairment analysis on the basis that Outback at Isa is a cash generating unit under AASB 136.

There is a strong argument for the recognition of Outback at Isa as a community asset due to following reasons:

- Preservation of historical, scientific, and cultural
- Visitor's Information Centre, Art Gallery, Hard Times Mine Museum (underground museum, Riversleigh Fossil Centre, Outback Park; Café and gift shop which is all part of Outback at Isa.

#### **BUDGET AND RESOURCE IMPLICATIONS**

None

#### **LINK TO CORPORATE PLAN**

Theme:	1.	People & Communities
Strategy:	1.5 1.17	Develop and promote our unique artistic and cultural diversity Develop the action plan for Council's role in Major Events and Tourism
Theme:	2.	Prosperous & Supportive Economy
Strategy:	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

#### **CONSULTATION (INTERNAL AND EXTERNAL)**

Consultation made with the Audit and Risk Management Committee, CEO, Director of Corporate and Community and Manager of Finance and Information Technology.

#### **LEGAL CONSIDERATIONS**

None

#### **POLICY IMPLICATIONS**

None

#### **RISK IMPLICATIONS**

None

#### **HUMAN RIGHTS CONSIDERATIONS**

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

**ALTERNATE RECOMMENDATIONS**

**THAT** Council do not declare the Outback at Isa complex a community asset within in the scope of Australian Accounting Standard Board (AASB) 136 on Impairment of Assets under paragraph 32.1.

**AND**

**THAT** the Council conduct an impairment test and recognise the impact of the test.

**ATTACHMENTS**

1. 30.06.2020 Position Paper AASB 136 Impairment of Assets

# Position Paper



## AASB 136 Impairment of Assets

30<sup>TH</sup> JUNE 2020

The accounting standard AASB 136 came into effect for the year ending 30 June 2018. It would appear that this was not considered in the June 2018 and June 2019 audits, or at least there are no workpapers documenting why the standard wasn't followed.

Briefly, this AASB requires a cash generating unit as defined within the AASB to be evaluated against the carrying value in the financial statements. The definition is

*"the smallest identifiable group of assets that generates cash inflows that are largely independent of the cash inflows from other assets or groups of assets"*

The objective of the standard is to ensure that an entity carries its assets at no more than their recoverable amount, it is directed towards the corporate sector to ensure adequate disclosure and provisioning for loss making divisions or subsidiaries. There is an exemption in para 32.1 whereby

*"in respect of not-for-profit entities, where the future economic benefits of an asset are not primarily dependent on the asset's ability to generate net cash inflows and where the entity would, if deprived of the asset, replace its remaining future economic benefits, value in use shall be determined as the depreciated replacement cost of the asset."*

Community assets such as a library, swimming pool, animal compound, civic centre etc would clearly fall within this exemption and be valued at their depreciated replacement cost, i.e. no change.

This issue was first raised with the auditors on 29 May, a further brief submission was made on 7 September stating that MICC was proposing to defer this till the June 2021 audit. The reasoning was as follows

- i. The cash flow from this business unit is heavily dependent on the tourism activity.
- ii. The June 2020 tourist activity was destroyed during the covid 19 shutdown.
- iii. Riversleigh is expected to improve the overall financial performance, it is reasonable to expect that there will be some operational synergies with the Hard Times Mine.

Crowe have advised MIC in an email dated 15 Sep that they concur with MICC position and it will be considered as part of both the comprehensive asset valuation being undertaken and the June 2021 financial audit. No further action is required at this stage.

Philip Mason  
Manager Corporate and Financial Services

Stephen Richardson  
Senior Finance Officer

10.5	CORPORATE	SERVICES	MONTHLY	REPORT	-	JULY	2021
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**Document Number:** 746457

**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

July 2021 Corporate Services Monthly Report presented to Council for information and consideration.

## RECOMMENDATION

**THAT** Council receives and accepts the July 2021 Corporate Services Monthly Report.

## OVERVIEW

The Customer Services Department responds to queries raised in person, over the phone, via email and via letter.

A total of 2,164 telephone calls were answered in July 2021 by the Council - Customer Service Call Centre, with a majority of calls referring to rates and water queries, missed bin collections, damaged bins, Animal Management matters (missing or roaming animals) and Water and Sewerage issues (such as water leaks).

For the month of July 2021, the statistics are:

- Customer telephone calls averaged 119 per day during July 2021.
- Customer emails averaged 59 per day.
- Customer letters averaged 12 per day.

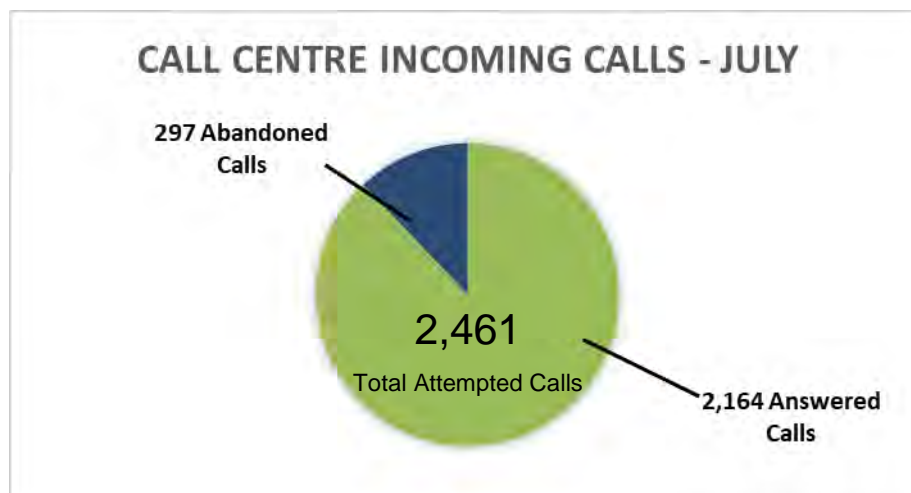
A total of 607 customer requests for July 2021 were recorded in iCasework across all Council Departments – the top four being:

1. 124 Local Laws matters, such as roaming or lost animals, animal attacks and unsightly or overgrown allotments.
2. 113 Revenue cases, such as payment commitments, change of postal address / details and property transfers.
3. 104 Water and Sewerage issues, such as water leaks, water main issues or water outages.
4. 91 Waste Management issues, such as missed bin collection and requests for replacement of damaged or stolen bins.

Out of the 607 cases lodged in July, 498 were completed and closed, leaving 109 remaining open as of 30 July 2021, with further action required.



## 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

Out of 2,164 answered calls, 90.2% (1952) were responded to within 60 seconds.

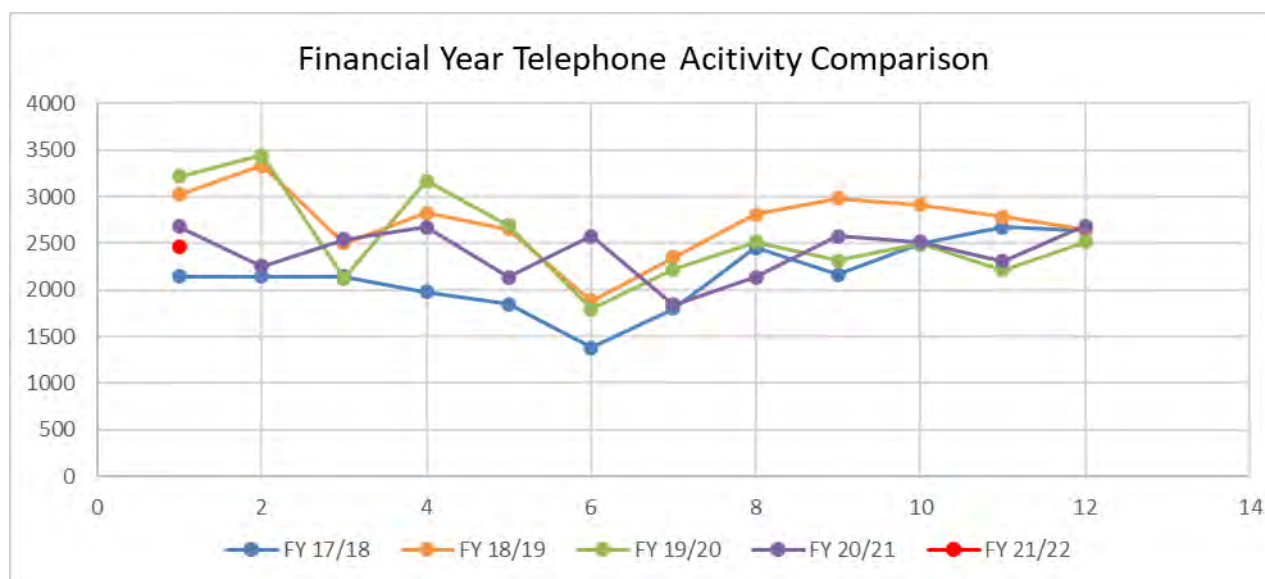
713 calls were transferred internally to other departments, the three most common transfers were to Local Laws Administration (91), People, Culture and Safety (52), and Executive Reception (35).

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

Telephone calls averaged 119 per day (22 business days) during July.

*\*\*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 Activity – FY Comparison 2017- 2021

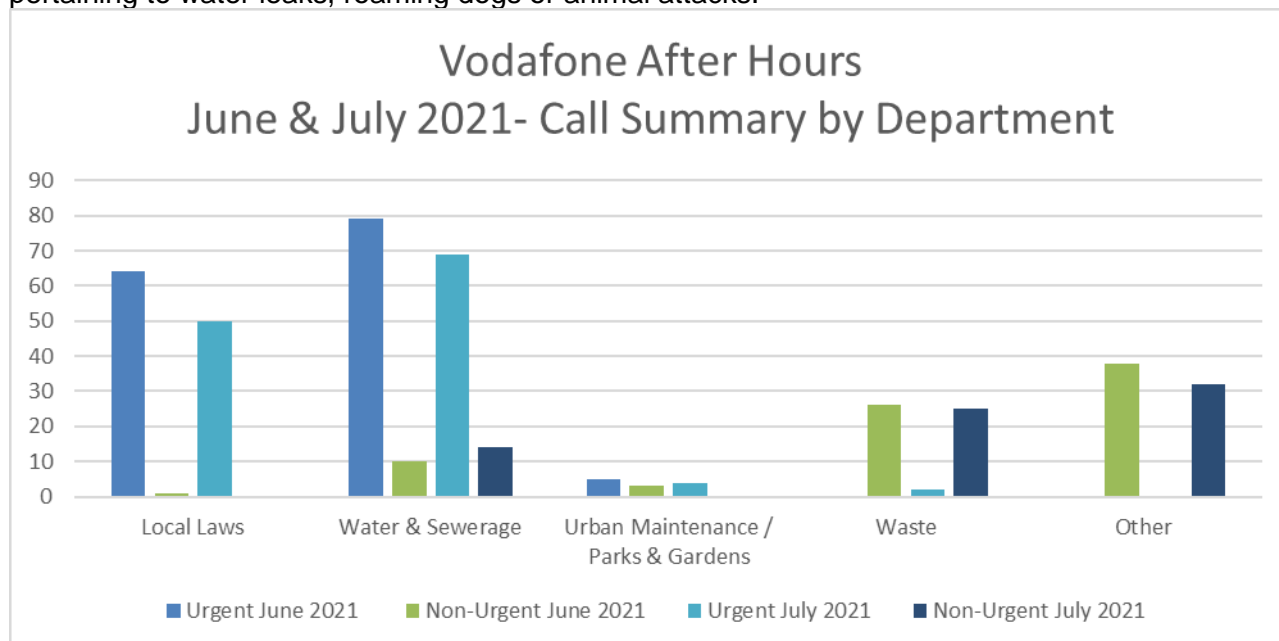


*\* Telephone calls received during July were predominantly relating to revenue matters, missed bin collections, damaged bins, animal management matters and water and sewerage - water leaks and water service matters.*

### 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.

Total of 196 calls were received by the after-hours service, the most common urgent requests were pertaining to water leaks, roaming dogs or animal attacks.



### Incoming Written Communication

The [city@mountisa.qld.gov.au](mailto:city@mountisa.qld.gov.au) email address received 1,294 emails in the month of July 2021, of this 39.4% (60.6) were recorded as promotional material, leaving 68.6% (784) emails requiring further action, either as an iCasework case or forwarding the email to the relevant department.

Emails averaged 59 per day (22 business days). Frequent emails were payment commitment requests and change of postal addresses for the Revenue department, remittance advices and invoices for the Finance department, and search request applications, for Revenue or Development and Land Use, queries or change of details for Local Laws, regarding animal registration notices.

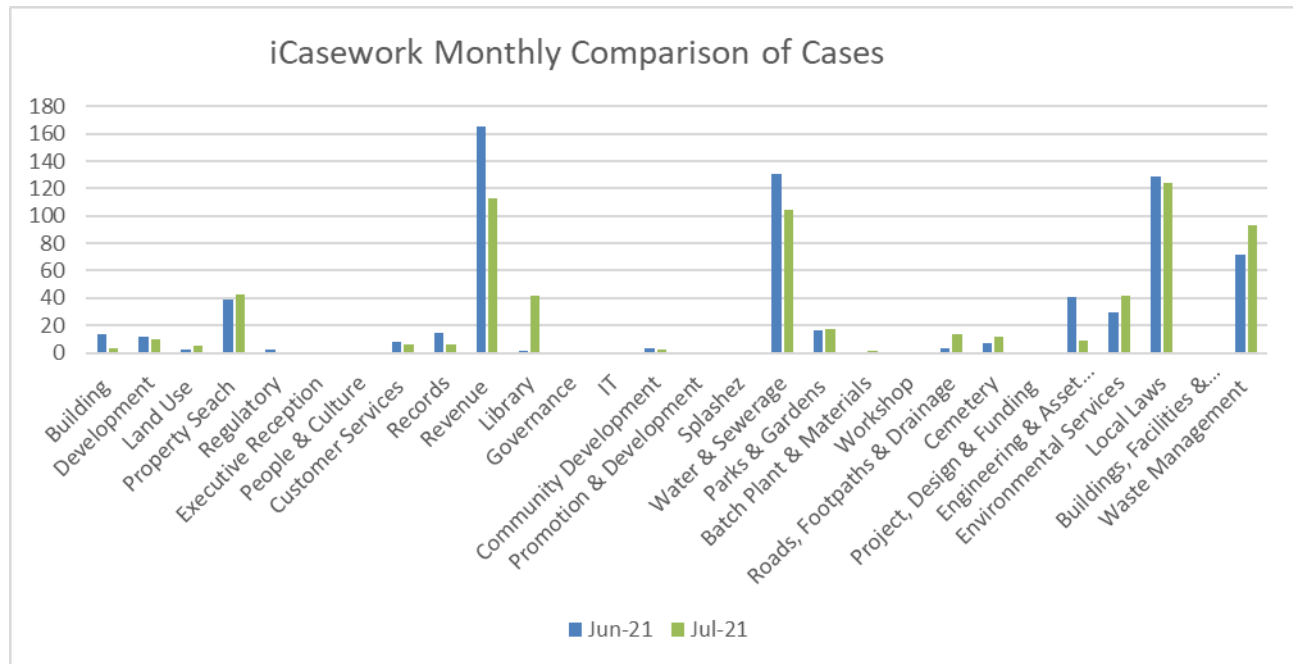
Total of 261 letters were received by Council in the month of July 2021, requiring further action, being given to the relevant department, or being tasked through iCaseworks. Recurrent items included financial statements, invoices, cheques, payment commitments and items returned to sender, particularly animal registration notices.

Letters averaged 12 per day (22 business days).

### iCasework Summary June & July 2021

iCasework is used to assign enquiries, applications, service requests and complaints through to the relevant departments within Mount Isa City Council. During the month of July 2021, 607 cases were created across Council's Departments with 109 of those cases remaining open as of 31 July 2021.

*\*\* 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 Summary Comparison June & July 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 July 2021 Corporate Services Monthly Report.

Or

**THAT** Council does not receive and accept the July 2021 Corporate Services Monthly Report.

**ATTACHMENTS**

- Corporate Services Monthly Report - iCasework All Departments June and July 2021 Comparison**

# CORPORATE SERVICES MONTHLY REPORT - JULY 2021

## iCasework All Departments Summary: June/July 2021 Comparison

Department	Service Team	Case Type	June	July	Open Cases July
<b>Chief Executive Officer</b>					
<b>Development, Land Use &amp; Planning</b>	<b>Building</b>	Applications	10	3	1
		Enquiries	4	0	0
		Service Requests	0	0	0
		<b>Total</b>	<b>14</b>	<b>3</b>	<b>1</b>
	<b>Development</b>	Applications	4	6	5
		Enquiry	0	1	0
		Service Requests	8	3	2
		<b>Total</b>	<b>12</b>	<b>10</b>	<b>7</b>
	<b>Land Use</b>	Service Requests / Applications	1	3	1
		Enquiries	1	2	1
		<b>Total</b>	<b>2</b>	<b>5</b>	<b>2</b>
	<b>Property Search</b>	Applications/ Service Requests	39	43	13
		<b>Total</b>	<b>39</b>	<b>43</b>	<b>13</b>
	<b>Regulatory</b>	Service Requests	2	0	0
		<b>Total</b>	<b>2</b>	<b>0</b>	<b>0</b>
<b>Executive Services</b>	<b>Governance</b>	Complaints	0	0	0
		Enquiries	0	0	0
		<b>Total</b>	<b>0</b>	<b>0</b>	<b>0</b>
	<b>Executive Reception</b>	Service Requests	0	0	0
		Enquiries	0	0	0
		Complaint	0	0	0
		<b>Total</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>People &amp; Culture</b>	<b>People &amp; Culture</b>	Enquiries	0	0	0
		<b>Total</b>	<b>0</b>	<b>0</b>	<b>0</b>
Department	Service Team	Case Type	June	July	Open Cases June
<b>Corporate &amp; Community</b>					
<b>Corporate Services</b>	<b>Customer Service</b>	Enquiries	0	0	0
		Service Requests	8	6	0
		<b>Total</b>	<b>8</b>	<b>6</b>	<b>0</b>
	<b>Records</b>	Service Requests	15	6	5
		<b>Total</b>	<b>15</b>	<b>6</b>	<b>14</b>
	<b>Revenue</b>	Enquiries	6	1	0



## CORPORATE SERVICES MONTHLY REPORT - JULY 2021

		Service Requests	159	112	2
		<b>Total</b>	<b>165</b>	<b>113</b>	<b>2</b>
Environmental & Regulatory Services	Environmental Services	Service Requests	21	31	6
		Enquiry/Applications	9	11	12
		<b>Total</b>	<b>30</b>	<b>42</b>	<b>18</b>
	Local Laws	Service Requests	123	103	22
		Applications	1	14	10
		Enquiries	5	7	0
		<b>Total</b>	<b>129</b>	<b>124</b>	<b>32</b>
Library	Library	Complaints	1	1	1
		<b>Total</b>	<b>1</b>	<b>1</b>	<b>1</b>
Information Technology	IT	Service request	0	0	0
		<b>Total</b>	<b>0</b>	<b>0</b>	<b>0</b>
Community Development	Community Development	Application	1	1	0
		Enquiries/ Service Requests	2	1	1
		<b>Total</b>	<b>3</b>	<b>2</b>	<b>1</b>
	Promotion & Development	Service Requests	0	0	0
		<b>Total</b>	<b>0</b>	<b>0</b>	<b>0</b>
	Splashez	Service Requests	0	0	0
		<b>Total</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Department</b>	<b>Service Team</b>	<b>Case Type</b>	<b>June</b>	<b>July</b>	<b>Open Cases June</b>
<b>Infrastructure Services</b>					
Water & Sewer	Water and Sewer	Service Requests	125	104	8
		Applications	0	0	0
		Complaints	0	0	0
		Enquiries	6	0	0
		<b>Total</b>	<b>131</b>	<b>104</b>	<b>8</b>
Works & Operations	Parks & Gardens	Service Requests	16	17	1
		Complaints	0	0	0
		Enquiries	0	0	0
		<b>Total</b>	<b>16</b>	<b>17</b>	<b>1</b>
	Batch Plant & Materials	Enquiry/Service Requests	0	1	0
		<b>Total</b>	<b>0</b>	<b>1</b>	<b>0</b>
	Workshop	Service Requests	0	0	0
		<b>Total</b>	<b>0</b>	<b>0</b>	<b>0</b>
	Road Footpath & Drainage	Service Requests	3	13	2
		Enquiry	0	1	0
		<b>Total</b>	<b>3</b>	<b>14</b>	<b>2</b>

## CORPORATE SERVICES MONTHLY REPORT - JULY 2021

	Cemetery	Service Requests	4	4	0
		Enquiries	3	8	0
		Total	7	12	0
Technical Services & Major Projects	Project, Design & Funding	Service Request	0	0	0
		Enquiries	0	0	0
		Total	0	0	0
	Engineering & Compliance	Service Request	13	6	3
		Applications	26	3	1
		Enquiries	2	0	0
		Total	41	9	4
Building, Facilities & Insurance	Building, Facilities & Insurance	Service request	0	3	0
		Total	0	3	0
Department	Service Team	Case Type	June	July	Open Cases June
Executive Services					
Waste Management	Waste Management	Service Requests	68	91	4
		Complaint	1	0	1
		Enquiries	3	2	0
		Total	72	93	5
iCaseworks Case Totals			690	607	109



**10.6 SPLASHEZ MONTHLY REPORT - JULY 2021****Document Number:** 747155**Author:** Executive Assistant**Authoriser:** Director Corporate and Community**Directorate:** Corporate and Community**Portfolio:** Finance, Customer Services, Economic Development, Promotion & Community Development, Arts**EXECUTIVE SUMMARY**

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

**RECOMMENDATION**

**THAT** Council receives and accepts the July 2021 Splashez Monthly Report.

**OPERATIONAL OVERVIEW**

July was a slower month, with all of the swim programs, aqua aerobics, and regular pool bookings/groups being on Winter break. Council provided free activities through Splashez during the July School Holidays for the community to participate in.

**WINTER TRADING HOURS**

- Monday through to Friday 2:00pm to 7:00pm
- Saturday and Sunday 10:30am to 5:30pm

**FINANCIAL SUMMARY**

	\$ Month of July 2020 Actual	\$ Month of July 2021 Actual	\$ Month of July 2021 Budget	\$ 2021/2022 Full Year Budget
<b>Revenue</b>				
Admission*	2,111	2,412	3,500	239,000
Kiosk*	2,029	3,795	4,000	161,000
<b>TOTAL SALES</b>	<b>4,140</b>	<b>6,207</b>	<b>7,500</b>	<b>400,000</b>
<b>Expenses</b>				
Kiosk Cost of Sales (COS)**	1,419	892	-	-
Wages	21,673	17,913	20,000	438,214
Electricity***	-	10,727	12,500	150,000
Chlorine/Chemical	-	-	500	90,000
Maintenance & Running Cost****	826	2,904	3,050	95,000
Rates & Charges	-	-	-	80,000
Depreciation	16,870	18,370	17,766	213,186
<b>TOTAL EXPENSES</b>	<b>40,787</b>	<b>50,806</b>	<b>53,816</b>	<b>1,066,400</b>
<b>NET DEFICIT</b>	<b>(36,647)</b>	<b>(44,599)</b>	<b>(46,316)</b>	<b>(666,400)</b>
<b>CAFÉ MARGIN</b>	<b>30%</b>	<b>77%</b>	<b>100%</b>	<b>100%</b>

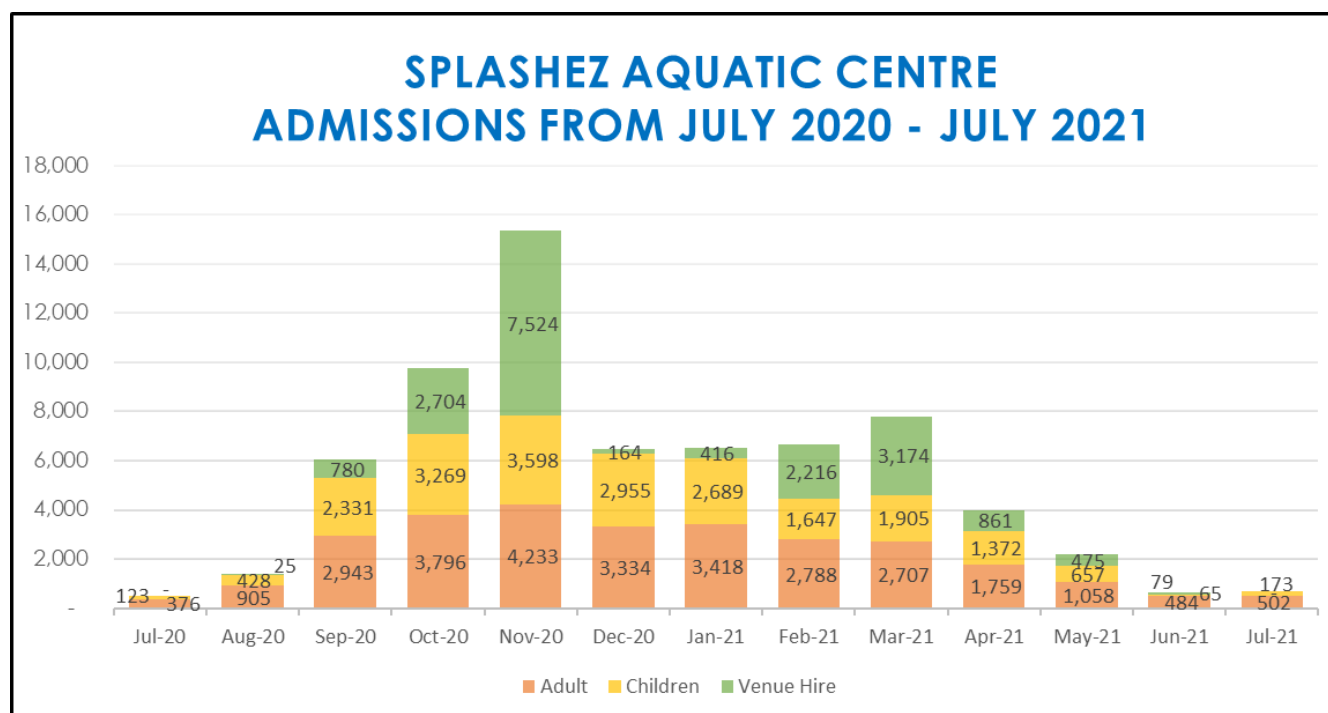
\*Admission & Kiosk Revenue –decreased in revenue against budget swim programs, aqua aerobics, and regular bookings on winter break.

\*\*Kiosk Cost of Sales – noted for budget review in September 2021 as no amount reflected as budgeted.

\*\*\*Electricity – was June 2021 bill amounting to \$10.7k reflected in July.

\*\*\*\*Maintenance and Running Cost –includes mowing cost (March to May 2021) paid to Darrell's Mowing \$2.4k, Reece for the repair of copper pipes amounting \$387, monthly service fee for monitor alarm paid to Carland Securities for \$254, and water sampling paid to ALS for \$218.

## ADMISSIONS



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

## ACTIVITIES

During the July school holidays, Council provided free Splashez admission to families on Wednesday, Friday, Saturday and Sunday's. Activities were organised from Gecko Outdoor Sports on the Wednesday and Friday utilising free space around the grounds. On the weekends, a jumping castle was brought in for public to use.

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

Dates	Details
11, 12, 13, 14, 15 October	Barkley State School Swimming Lessons
25, 26, 27 October	St. Joseph's School Swimming Lessons
1, 2, 3, 4 November	Sunset State School Swimming Lessons
8, 9, 10, 11 November	Sunset State School Swimming Lessons
8, 9, 10 November	St. Joseph's School Swimming Lessons
15 November	School Of the Air Swimming Lessons
15, 16, 17, 18 November	Happy Valley State School Swimming Lessons
16 November	St. Joseph's School Swimming Carnival
18 November	Happy Valley State School Swimming Carnival
22, 23, 24, 25 November	Central State School Swimming Lessons
30 November 1, 2, 3 December	Sport for Bush Kids Swimming Lessons

**MAINTENANCE**

New Lane Ropes for the 50m pool were put together and put in the pool during the slower month when time was available to spend doing this work. A massive difference to the previous ropes which were quite old and getting very brittle with some of them becoming a safety issue due to the state of them also.

Construction commenced on the block wall boundary fence at the deep end of the pool between Splashez and Kruttschnitt Oval. This work is part of the Family Fun Precinct Capital Works Project that is underway at present.

**RECOMMENDATION OPTIONS**

**THAT** Council receives and accepts the July 2021 Splashez Monthly Report.

Or

**THAT** Council does not receive and accept the July 2021 Splashez Monthly Report.

**ATTACHMENTS**

**Nil**

**10.7 LIBRARY MONTHLY REPORT - JULY 2021**

**Document Number:** 747159

**Author:** Executive Assistant

**Authoriser:** Director Corporate and Community

**Directorate:** Corporate and Community

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

**EXECUTIVE SUMMARY**

The July 2021 Library Monthly Report presented to Council for information and consideration.

**RECOMMENDATION**

**THAT** Council receives and accepts the July 2021 Library Monthly Report.

**OVERVIEW**

- After a very successful school holiday program, the regular children's programs resumed with record numbers.
- The Mount Isa Chess Club has begun regularly meeting in the Library on Saturdays.
- The Mount Isa Homeschool Group held an Art Exhibition in the Library during July.
- Visiting author Edwina Shaw journeyed to Mount Isa to hold a writer's workshop.
- NAIDOC Week was celebrated with a children's colouring-in competition.
- Visitor, transaction, computer usage and membership statistics have all increased.

**Chess Club**

The Mount Isa Chess Club has now found a home at the Library! Every Saturday, members of the club plan to set up their chess boards on the mezzanine floor and play, inviting the public to take part. The game is suitable for all ages, and in the first week many children eagerly joined in. Plans are underway for a demonstration tournament later this year.

**Homeschool Art Exhibition**

The Mount Isa Homeschool group held an Art Exhibition which was displayed in the Library from 12 July until 30 July. The children in the group created mixed media artworks with the theme of "Home". Henri Van Noordenburg, a Project Officer from the Queensland Art Gallery – Gallery of Modern Art visited the exhibition and was very impressed by the creativity of the children.

**Children's Programs**

First 5 Forever Baby Rhyme Time and Storytime resumed after the school holidays with record numbers. Bookings are essential for the programs, as we can only allow 44 people into the children's area at one time because of the Covid-19 regulations.

**Visiting Author**

Edwina Shaw visited Mount Isa City Library on 17 July 2021 and gave a writer's workshop called "The Healing Power of Story". In this workshop she encouraged participants to reach into their minds to find traumatic memories which may be impacting their lives and re-imagine them to promote positive healing through story.

**NAIDOC Week**

The Library celebrated NAIDOC (National Aborigines and Islanders Day Observance Committee) Week with a colouring-in competition for the children. NAIDOC colouring-in sheets were set out on a table with pencils, and after the children finished, they could take their sheets home or have them displayed on the wall at the Library.

**STATISTICS (From 1 July 2021 – 31 July 2021)****VISITORS**

- May 2021 - **25** days open with **1971** visitors.
- June 2021 - **25** days open with **2462** visitors.
- July 2021 - **26** days open with **2741** visitors.

**NEW MEMBERS**

- May 2021 - **172** new members
- June 2021 - **244** new members
- July 2021 - **259** new members

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

- May 2021 - **5007** transactions
- June 2021 - **5466** transactions
- July 2021 - **5587** transactions

**COMPUTER USAGE**

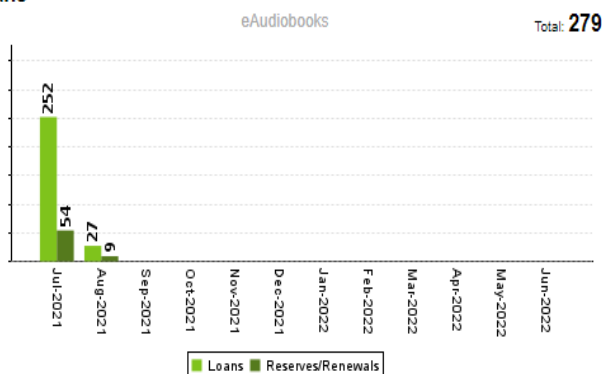
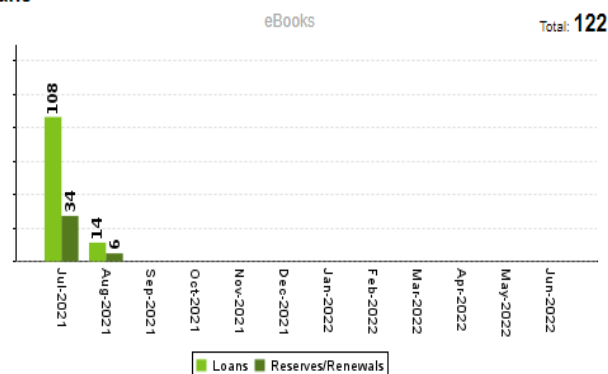
- May 2021 - **592** customers for a total time of **418.45** hours
- June 2021 - **664** customers for a total time of **452.36** hours
- July 2021 - **711** customers for a total time of **525.46** hours

**E-book and E-audiobook Statistics  
(From 1 July 2021 – 31 July 2021)****eAudiobooks by Title**

**252** Loans  
**54** Reserves/Renewals  
**1025** eAudiobooks (1022 Titles and 3 Concurrent Copies)  
**0** Newly Added

**eBooks by Title**

**108** Loans  
**34** Reserves/Renewals  
**1298** eBooks (1270 Titles and 28 Concurrent Copies)  
**0** Newly Added

**E-Book and E-Audiobook Statistics for this Financial Year****Loans****Loans**



**RECOMMENDATION OPTIONS**

**THAT** Council receives and accepts the July 2021 Library Monthly Report.

Or

**THAT** Council does not receive and accept the July 2021 Library Monthly Report.

**ATTACHMENTS**

**Nil**

**10.8 ECONOMIC AND COMMUNITY DEVELOPMENT MONTHLY REPORT - JULY 2021**

**Document Number:** 747160

**Author:** Executive Assistant

**Authoriser:** Director Corporate and Community

**Directorate:** Corporate and Community

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

**EXECUTIVE SUMMARY**

The July 2021 Economic and Community Development Monthly Report presented to Council for information and consideration.

**RECOMMENDATION**

**THAT** Council receives and accepts the July 2021 Economic and Community Development Monthly Report.

**EVENTS****100 YEARS CELEBRATIONS 2023**

The Advisory Committee has been established and meetings occur monthly.

Promotion for a Logo Competition was released in July, closes 27 August 2021.

**PET DAY 2021 – Saturday 10 July 2021**

Pet Day is an annual event held to promote responsible pet ownership and registration and to build good relations with Local Laws and the community.

**Post Events Stats:**

Estimate Attendance: 250

New Registrations: 46

Microchipping: 8

Stalls participation: 9

**Stalls List:** Council Local Laws, Council Sausage Sizzle raising funds for Selectability, Mount Isa Vet Surgery, Hands In Time (Paw Casting), Paws, Hoofs & Claws, Doggy Dash, Furry Friends Pet Stays, Zonta, Bengali Kitchen

**Prizes given:** 20 x prizes, 40 x Keep cups, 30 x gift bags and 50 x bags of dog treats

**Donations for Prizes:** Mount Isa Vet Surgery, Hands In Time (Paw Casting), Doggy Dash, Furry Friends Pet Stays, Pets & Produce Store

**Pet Photo:** The Pet Photo was a new initiative this year and was popular with attendees with 54 unique group/individual photos taken. Photos have been posted on Facebook and there are lots of likes and comments. Mount Isa Police Officer visited the Pet Day Stage with police dog Razor and provided an interactive presentation on Razor's job in Mount Isa.

**General Observations:**

- A lot more dogs in attendance, compared with previous Pet Days
- A lot of couples and singles with some young families in attendance
- Only one (1) Vet Stall this year compared to three (3) in 2019, feedback received as to why, was a lack of staff as most Vets are open for business on a Saturday and do not have the staff to spare in order to participate while trading
- Our major pet store in Mount Isa could not attend due to Saturday trading

**Recommendations:**

Event date be set for a weekend in late June, before school holidays start

- Event be held at the Entertainment Centre grounds as the most cost effective, versatile, shaded, and safe location for Pet Day
- The event be more inclusive to other types of pets
- Council consider hosting the event on a Sunday so that more Vets and Pet Businesses can participate as there is no conflict with Saturday trading

**ISA FESTIVAL 2021 – Wednesday 11 August (Street Party & Parade)**

Update for the Isa Festival has been the cancellation of the Tuesday night (10 August 2021) Free Concert due to COVID-19 border restrictions preventing the main act Daryl Braithwaite from attending.

Council has decided on the Parade Theme “**Country Roads and City Lights**” we have 25 Parade entries registered to attend.

Food and Market Stalls have been registered for the Wednesday Night Street Party which is set to go ahead.

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

- Meeting with Neural Digital to setup our free data dashboard courtesy of Outback Queensland Tourism Association (OQTA). Localis data will be able to pinpoint number of visitors to the region, their level of affluence and their suburb of origin to make marketing material more targeted for tourism.
- State Development has commenced its second months of the new visitor survey at Outback at Isa, need to do more to encourage submissions, will discuss incentives with OAI.

**Strategic Priority Two: Make it Easy**

- Arrival Signage on way to City Centre: \$114K has been awarded to MICC. Lookout signage is still being collated and worked on in accordance with Glencore.
- Following up with residents' request at Camooweal Roadhouse to create a Camooweal city map and points of interest flyer.

**Strategic Priority Three: Meet Mount Isa**

- Tharrapatha Way, City Art signage were all completed before EOFY
- Tourism Award submission is currently underway in Festivals and Events category for the 2019 Isa St Festival. Due 16 August 2021.
- Pat Callinan has been secured to film a one hour special on four wheel driving (4WD) in Mount Isa. Currently applying for an exemption to travel to Queensland to film during the rodeo.

**Strategic Priority Four: Stay One More Night**

- Develop Mount Isa trails network: Bird Watching Project: Signs were erected in July with the information designs printed and arriving in Mount Isa first week of August for grant acquittal to be conducted.
- Bird Wetlands: 'For construction' bird hide design has been finalised and will be awaiting additional funding to be built at Horse Paddock 20.

#### **Tourism & Marketing Activities:**

- Currently running two TV Commercials on 7 Central, Imparja, and WIN Cairns, Townsville, and Mackay. The two ads are both 30 sec and alternate between a liveability/career opportunity ad and an ad for the Isa Festival 2021.
- New Isa Street Festival (ISF) ad was produced to air from 4 August 2021 announcing the condensed program without Daryl Braithwaite.

#### **SPORT & RECREATION:**

##### **Move It NQ:**

Move It NQ is a program designed to assist the community to get out and get active with the provision of free activities, funded by the North Queensland Sports Foundation.

July saw the introduction of Boxercise from the 14th, Zumba on the 16th & 23rd and Seniors Up and Go twice weekly from the 7<sup>th</sup> all provided by PCYC and Yoga commenced on the 31st at the Yoga Hub, Tai Chi and Community Crossfit continued through July and the Community Crossfit is now complete.

Activity	# of Sessions	Total Month Attendance
Boxercise	3	9
Seniors Up and Go	7	58
Zumba	2	15
Community Crossfit	5	12
Tai Chi	6	39
Yoga	1	24

Upcoming programs to include Fitness Fundamentals and Park Fitness in September 2021.

##### **Glencore Overlanders Way Festival Of Sport:**

Athletics Queensland brought the Teams Challenge to Sunset Oval as part of the Festival of Sport. The aim was to incorporate athletic activities into a fun team challenge.

#### **RECOMMENDATION OPTIONS**

**THAT** Council receives and accepts the July 2021 Economic and Community Development Monthly Report.

Or

**THAT** Council does not receive and accept the July 2021 Economic and Community Development Monthly Report.

**ATTACHMENTS**

**Nil**

**10.9 ENVIRONMENT & BIOSECURITY MONTHLY REPORT - JULY 2021****Document Number:** 747205**Author:** Executive Assistant**Authoriser:** Director Corporate and Community**Directorate:** Corporate and Community**Portfolio:** Finance, Customer Services, Economic Development, Promotion & Community Development, Arts**EXECUTIVE SUMMARY**

The July 2021 Environment and Biosecurity Monthly Report presented to Council for information and consideration.

**RECOMMENDATION**

**THAT** Council receives and accepts the July 2021 Environment and Biosecurity Monthly Report.

**OPERATIONAL OVERVIEW**

Council delivered the following services in July 2021:

1. Four (4) service requests in relation to public health concerns.
2. Inspected twenty-one (21) food businesses.
3. Investigated three (3) incidents relating to littering and illegal dumping.
4. Inspected 110 sites across Mount Isa and Camooweal, treating 5 active breeding sites for mosquitos.
5. Continued spraying of invasive weed species.
6. Investigated four (4) environmental cases.

**ENVIRONMENTAL SERVICES MONTHLY SUMMARY – JULY 2021****Table 1: Overview of Environmental Services Request for Service/Complaints**

Overview of Environmental Services Requests for Service / Complaints	July 2021
Food safety and licensing - Enquiries / Clarification / Complaints	21
Public health risk- Enquiries / Complaints	2
Environment -Enquiries / Complaints	3
Littering or illegal dumping - Notifications / Complaints	3
Vector risk - Disease transmitted by animal or insect	0
Biosecurity risk – Invasive species action	0
Asbestos related enquiries for compliance or complaints	0
<b>Totals</b>	<b>29</b>



## Health Administration

Table 2: Overview of Registered Businesses for Each Category in Mount Isa.

	July 2021
<b>ES Licensed premises / activities</b>	
Food Premises Business (fixed, mobile and footpath dining)	149
Registered Businesses with Environmental Authority Permits	3
Registered Caravan Parks / Camping Grounds with Permits	10
Higher Risk Personal Appearance Services (PAS) with Licenses	6
Non-higher Risk Personal Appearance Services with Notifications	25
Licensed Swimming Pools	2
<b>Totals</b>	<b>195</b>

## Environmental Protection

Environmental Protection Updates	
<b>Environmental Protection Cases</b>	Four (4) environmental cases were examined. Three (3) cases relating to illegal dumping were investigated and closed. One (1) noise nuisance case investigated and closed.
<b>Environmental Evaluation</b>	Council conducted quarterly landfill groundwater monitoring to help determine whether there is any contamination from landfilling activities.
<b>Vector Control</b>	The Vector Control Officer attended and inspected 110 sites in Mount Isa and 5 sites in Camooweal. 69 sites were treated with various insecticides. Vector Control Officer spent five (5) days training with Biosecurity Officer on 1080 baiting procedures and policies.
<b>Weed Control</b>	Sprayed 200 metres of verge on Nineteenth Avenue to eradicate ants. Sprayed for mosquitoes in Healy Heights.
<b>Rural Lands</b>	First round of 1080 baiting was completed, and eight (8) properties baited in Mt Isa – West Leichhardt, Barkley, and Gregory Road. Next round of 1080 baiting is due in October 2021.  Noxious spray at Leichhardt River and gullies are due to young and old plants such as Leucaena, castor, oil bush, thorn apple, caltrop, and barleria.  Weed control notices will be issued to QPS for eradication of noxious weeds located on the Police Reserve and QLD Rail (Townsville) from Camphor Street crossing to Tony White Oval.

**Environmental Project Updates**

Project	Project Update
<b>Little Red Flying-Fox Alternative Roost</b>	Council is in the process of engaging a supplier to plant more trees at the Little Red Flying Fox Roost Site.
<b>Free Plants Day</b>	Council held a second Free Plant Day in July this spanned over two-days. Over 50 residents registered for the free plants. Council donated 20 plants to Good Shephard College for their Indigenous Garden project and Council staff attended the Tree planting ceremony.
<b>Landfill Gas Bores Project</b>	Council has engaged a contractor to develop a Gas Management Plan to improve the present Landfill Gas Monitoring Program. Gas monitoring equipment has been procured for the ongoing monitoring events. Six rounds of monitoring events will be performed by the officers to gather additional data for the development of a Landfill Gas Risk Assessment.
<b>Illegal Dumping Hotspots Grants Program</b>	Council submitted the grant progress report to the Department of Environmental and Science, outlining the accomplishments for the last six (6) months. Surveillance cameras are currently being programmed, prior to installation in the hotspot locations that have been identified.

**RECOMMENDATION OPTIONS**

**THAT** Council receives and accepts the July 2021 Environment and Biosecurity Monthly Report.

Or

**THAT** Council does not receive and accept the July 2021 Environment and Biosecurity Monthly Report.

**ATTACHMENTS**

Nil

**10.10 WASTE MANAGEMENT MONTHLY REPORT - JUNE & JULY 2021**

**Document Number:** 747210

**Author:** Executive Assistant

**Authoriser:** Director Corporate and Community

**Directorate:** Corporate and Community

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

**EXECUTIVE SUMMARY**

The June and July 2021 Waste Management Monthly Report presented to Council for information and consideration.

**RECOMMENDATION**

**THAT** Council receives and accepts the June and July 2021 Waste Management Monthly Report.

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**OPERATIONAL OVERVIEW**

Construction of the Storage Shed at the facility was completed June/July 2021. Council is waiting on the contractors to come back to site and erect the fence that used to surround the compound. The new Waste Transfer Station is close to completion, with minimal design changes that will need to be undertaken before Council can start operations. The asphalt is due to be poured for the road surfaces in the first week of August 2021.

The tender for the Material Recycling Facility is due to be advertised the last week of July 2021 and expected to be underway by the end of 2021.

The Site Based Management Plan is currently under review.

Two (2) new garbage trucks are expected to arrive within the next 6 weeks however it is not a confirmed timeframe due to COVID-19 lockdown.

**MOUNT ISA OPERATIONS****1.1 Waste Management Facility Operations**

- Tip Operations ran to plan during June/July, with minimal machinery breakdowns and moved across our existing cell. The two-year life of this cell is still expected.

•

**1.2 Domestic Garbage Collection**

- Domestic Waste Collection Service were delayed during June/July due to multiple breakdowns and staff availability.

•

**1.3 Commercial Garbage Collection**

- Commercial Waste Collection was executed to schedule throughout June/July.

•

**1.4 Bulk Garbage Collection**

- Bulk waste collection services were executed to schedule though June/July.

•

•

•

- 
- 1.5 Sanitation Depot Maintenance**

- Minimal Maintenance was performed at the Waste Management Facility, with continuous issues at the washdown bay not pumping correctly which has been fixed by Water and Sewer Team. There was also an issue with the traffic lights on the weighbridge not working but this has been checked and rectified by Mikkelsen Electrical.

- 
- RECYCLING OPERATIONS**

- 
- 2.1 Recycling -steel removed from site**

- June 2021 - 0 tonnes
- July 2021 - 137.44 tonnes
- 

**CAMOOWEAL OPERATIONS**

- 
- 3.1 Domestic Garbage Collection**

- Camooweal domestic waste collection services were executed to schedule in June/July.

- 
- 3.2 Refuse Tip**

Camooweal Tip remained closed during June/July. Two additional 3m bulk bins were delivered to Camooweal, however dumping around the bins is still an issue for the community. There has been a lot of steel disposed of beside the bins. A strategy plan is currently worked on and put in place to keep Camooweal clean and ensure the locals have a sufficient area to dispose of their excess waste.

**RECOMMENDATION OPTIONS**

**THAT** Council receives and accepts the June and July 2021 Waste Management Monthly Report.

Or

**THAT** Council does not receive and accept the June and July 2021 Waste Management Monthly Report.

**ATTACHMENTS****1. Waste Management Monthly Statistics - June & July 2021**

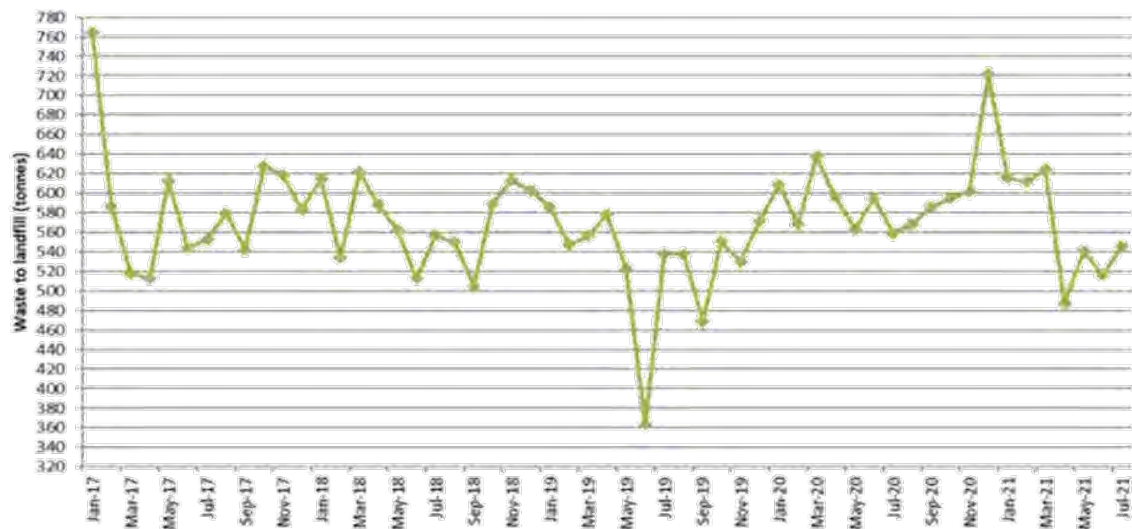
## WASTE MANAGEMENT MONTHLY STATISTICS JUNE & JULY 2021

### OPERATIONAL BUDGET

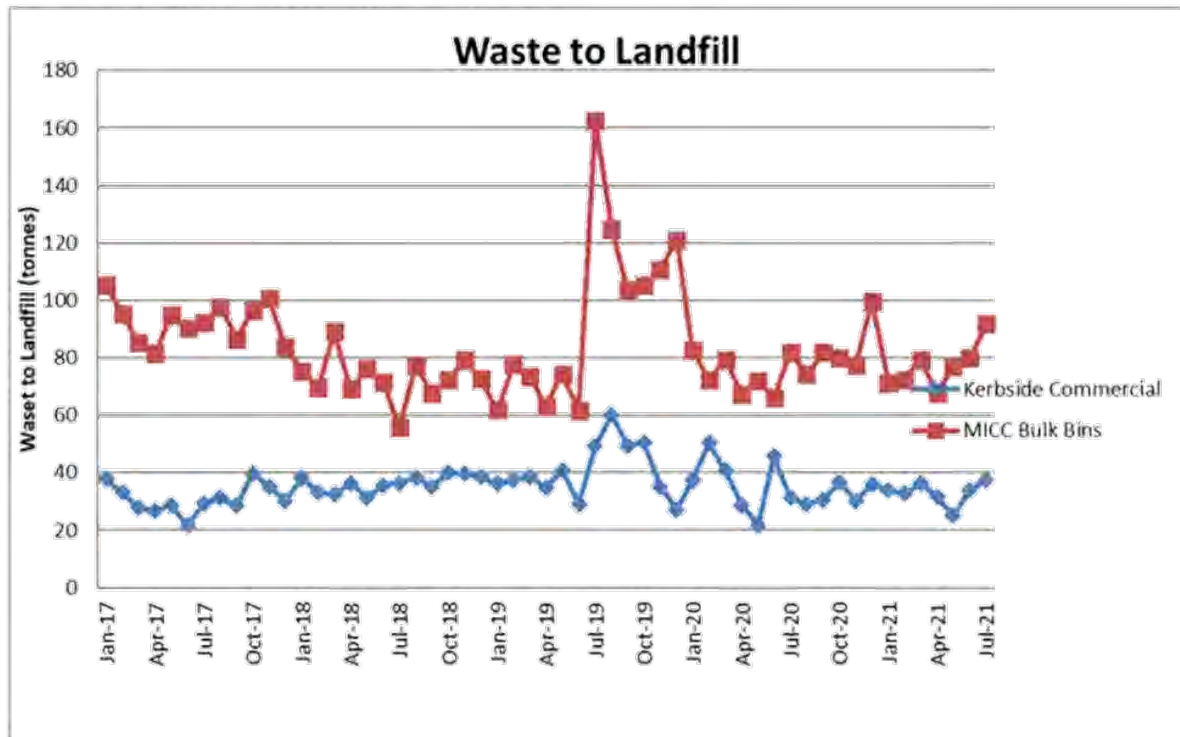
Cost Centre	Cost Description	Budget Performance				% of Depleted Annual Budget
		Annual Budget	Year To Date Budget	Year To Date Actual	Year To Date Variance	
9100-2300	Refuse Tip Operation-Mt Isa	\$1,804,593	\$180,459	\$166,997	\$13,462	9%
9200-2002	Garbage Collection Domestic	\$678,136	\$67,814	\$22,561	\$45,253	3%
9200-2005	Sanitation Depot Maintenance	\$72,000	\$7,200	\$3,571	\$3,629	5%
9250-2007	Garbage Collection - Bulk	\$15,000	\$1,500	\$21,367	\$19,867	142%
9250-2008	Garbage Collection - Commercial	\$15,000	\$1,500	\$17,865	\$16,365	119%
9260-2003	Recycling	\$29,000	\$2,900	\$4,738	-\$1,838	16%
9500-2303	Cartooned Garbage	\$26,000	\$2,600	\$5,173	\$2,573	20%
	<b>TOTAL</b>	<b>\$2,639,729</b>	<b>\$263,973</b>	<b>\$242,272</b>	<b>\$21,701</b>	<b>9%</b>

### DOMESTIC GARBAGE COLLECTION

#### Kerbside Domestic

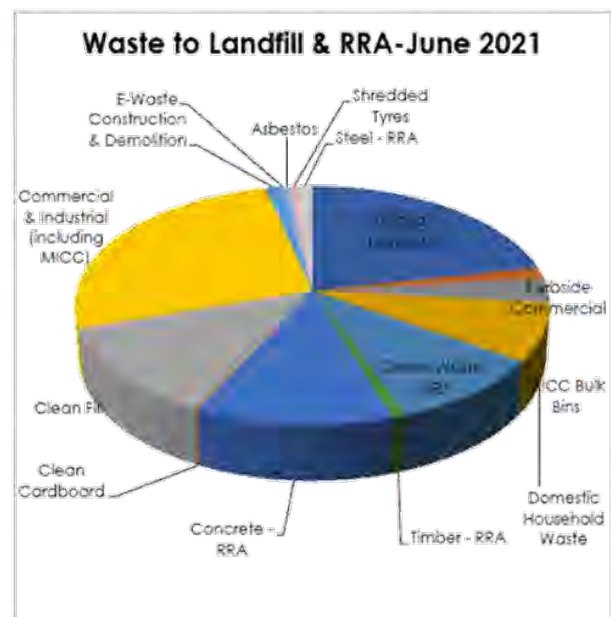


## COMMERCIAL/ BULK GARBAGE COLLECTION



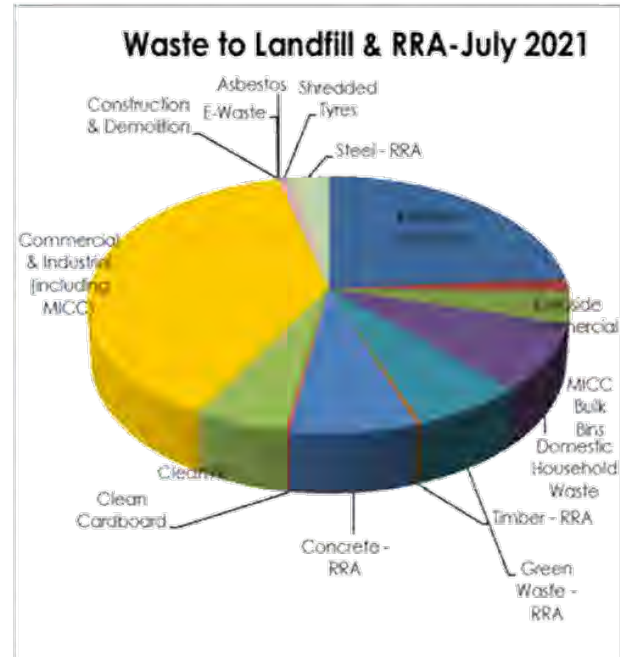
## WASTE TO LANDFILL DATA ANALYSIS – JUNE &amp; JULY 2021

Waste to Landfill and RRA – June 2021	
Waste Type	Quantity (t)
Kerbside Domestic	516.32
Kerbside Commercial	34.06
MICC Bulk Bins	79.88
Domestic Household Waste	185.55
Green Waste - RRA	231.83
Timber - RRA	19.00
Concrete - RRA	284.20
Clean Cardboard	4.20
Clean Fill	298.50
Commercial & Industrial (including MICC)	625.86
Construction & Demolition	29.72
E-Waste	0.40
Asbestos	17.70
Shredded Tyres	9.96
Steel - RRA	27.52
<b>TOTAL</b>	<b>2364.70</b>

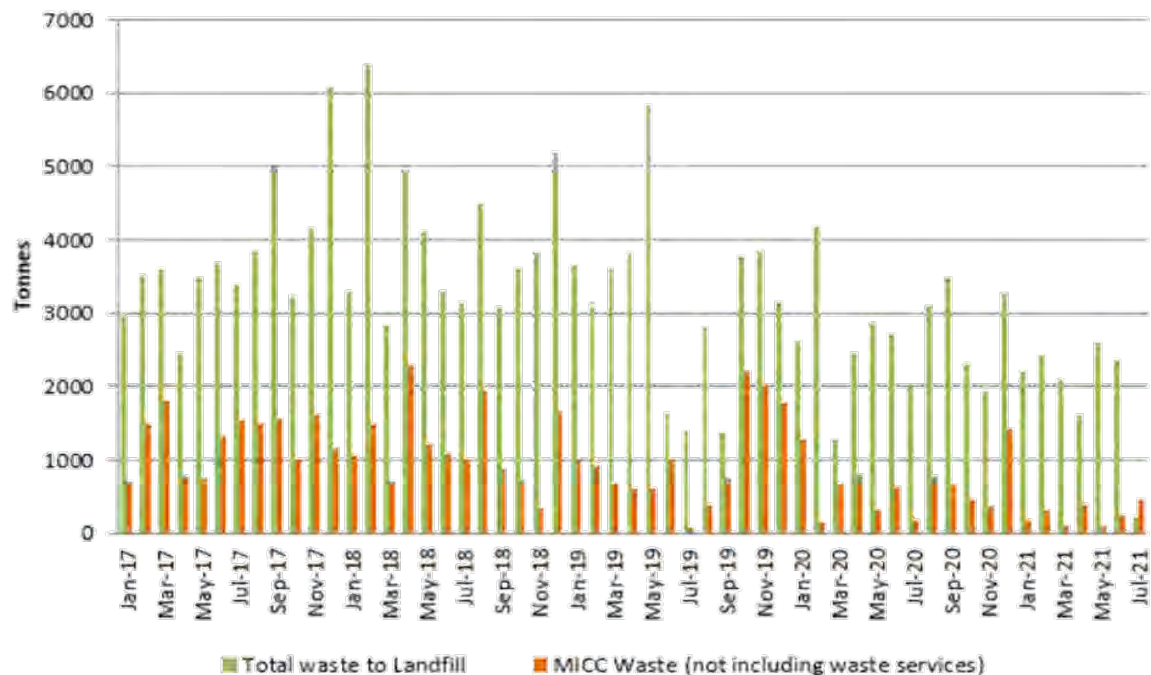




Waste to Landfill and RRA – July 2021	
Waste Type	Quantity (t)
Kerbside Domestic	545.70
Kerbside Commercial	37.34
MICC Bulk Bins	91.80
Domestic Household Waste	195.88
Green Waste - RRA	151.63
Timber - RRA	7.08
Concrete - RRA	172.52
Clean Cardboard	5.96
Clean Fill	127.38
Commercial & Industrial (including MICC)	875.27
Construction & Demolition	0.08
E-Waste	0.20
Asbestos	2.40
Shredded Tyres	16.50
Steel - RRA	69.46
<b>TOTAL</b>	<b>2299.20</b>



## Waste to Landfill



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**11 INFRASTRUCTURE SERVICES REPORTS****11.1 MAJOR PROJECTS MONTHLY REPORT**

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**Document Number:** 746480**Author:** Director Infrastructure Services**Authoriser:** Director Infrastructure Services**Directorate:** Infrastructure Services**Portfolio:** Engineering, Roads, Rural Works, Concrete Batch Plant**EXECUTIVE SUMMARY**

July 2021 Major Projects Monthly Report presented to Council for information and consideration.

**RECOMMENDATION**

That Council receives and accepts the July 2021 Major Projects Monthly Report as presented.

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**OVERVIEW**

Council's capital program for the 2021-22 financial year includes the delivery of 144 projects. The percentage of these projects at various delivery phases is summarised below as captured at the end of July;

45%	Planning Phase
9%	Design Phase
13%	Procurement Phase
14%	Delivery Phase
19%	Closeout/Completion Phase

Contractors have commenced earthworks for the Lake Julius causeway crossing identifying significant rock which requires blasting in early August. This will cause a few days of road closures which will keep the program on track to meet funding delivery dates. Council received funding of over \$2 million through 2019 Disaster Recovery Funding Arrangements (DRFA) Betterment Program to deliver this project.

Council released a 3D render of the 60% design of Gallipoli Park for community consultation in July. The community provided feedback on exercise equipment vs ninja course and layout options for the tracks. Along with this a design workshop was held with representatives from Stack City MTB and Island BMX, who are very keen to complete the trial run during construction. Final design will be completed in August and construction will commence.

Council has been successful in receiving funding this month for the 'Mount Isa CBD Safer Speeds Investigation' project which proposes to investigate speed limit changes in the Mount Isa Central Business District (CBD), complementing current walking and cycling safety initiatives. The project is 50% funded through the Vulnerable Road User Program managed by the Department of Transport and Main Roads.

## MAJOR PROJECTS STATUS

The attached table is a summary of the project phase and status for projects greater than \$300,000.

Below are updates on some of the keys projects by asset group.

### Roads and Drainage Infrastructure

- Contractors have commenced earthworks for the Lake Julius causeway crossing identifying significant rock requiring blasting early August. Project on track.
- The construction of the principal cycle network along Thompson Road from Duchess to Transfield Ave has been completed. Contractors will move onto construction of the Transfield/ Brett Ave connection early August.
- Council has commenced DRFA rehabilitation works along Old May Downs Road from 2020 rain event totalling approximately 50km. Works include gravel re-sheeting, medium to heavy formation grading for various length sections.

### Parks and Reserves

- Stage 1 fencing at the perimeter of the Family Fun Park has been completed and Stage 2 blockwork fencing at the rear of Splashez Pool has commenced.
- Council received the final design for the upgrade to the Skate Park and has released it to tender for construction.
- Council released a 3D render of the 60% design of Gallipoli Park for community consultation and feedback. Along with this a design workshop was held with representatives from Stack City MTB and Island BMX in attendance. Final design and construction will commence August.

### Water Infrastructure

- Council is in the final stages of contract negotiations for the supply and installation of smart meters throughout the district. Due to delays on the production line Council has placed an early order for some of the Sensus iPerl meters. The bottleneck in the production line is due to supply of microchips within the integral MIU.
- The relining of reservoir 1 has been completed with final hydraulic tests to be completed August. This project will increase the storage capacity for town and allow for inspections and remediation of other reservoirs.

### Sewerage Infrastructure

- Council contractors are continuing to inspect and reline (where possible) high risk sewer mains to increase the life of these assets.
- Council has awarded the contract for the sewer manhole refurbishment and replacement program.

### Environmental & Regulatory

- The new transfer station at the waste management facility is in the final stage of construction.
- The construction of the recycled storage shed as part of the new Materials Recovery Facility has been completed.
- Council has released tender documents of the design of the Materials Recovery Facility.

**Community Facilities**

- The Camooweal Hall restumping is well underway, the building has been lifted and replacement piers and stumps have been installed. The building will be replaced early August.
- A number of toilet blocks have been identified for replacement including Camooweal, Miles St and Sunset Park, preliminary investigations are underway.

**Mobile Plant**

- Due to long lead times and COVID-19's effect on supply chain issues a number of light and heavy plant have been delayed in delivery. Council is expecting the new Waste Trucks in and Street sweeper and scrubber in August.
- Council is finalising the 21/22 fleet replacement list to purchase as early as possible.

**FUNDING**

Funding awarded this month:

- Vulnerable Road User Program CBD Safer Speed - \$75,584 – 50% funded project totalling \$151,167.50
  - Funding covers two stages; investigation and implementation (if required)
  - Funding managed by the Department of Transport and Main Roads

Funding applied for this month:

- 2022-23 Black Spot Project – Camooweal / Isa Street Intersection
  - Funding applied to TMR
  - It is expected that the focus on enhancing the pedestrian access and road alignments will improve visibility and interaction between the various road users. This will positively impact on the number of near misses and crashes to remove yet another high priority area of concern.

**RECOMMENDATION OPTIONS**

**THAT** Council receives and accepts the July 2021 Major Projects Monthly Report.

Or

**THAT** Council does not receive and accept the July 2021 Major Projects Monthly Report.

**ATTACHMENTS****1. 2021- 2022 Capital Works Update**



On Schedule/Budget  
Behind Schedule/Budget  
Significantly Behind Schedule/Budget  
Phase complete

Project	Project Phase					Expenditure as at 12-8-2021				
	Planning	Design	Procurement	Delivery	Close-out	Project Budget	Financial Year Budget 2021-2022	Actual Expenditure YTD	Committed Expenditure YTD	Total Expenditure YTD
						\$	\$	\$	\$	\$
R1 Lake Julius Rd Causeway - DRFA						2,693,071	2,280,000	0	1,621,980	1,621,980
R2 Pamela/Deighton/Isa Street - Blackspot 2020/21						1,067,998	1,000,000	197	209,055	209,252
R21 R2R						1,090,000	1,090,000	0	0	0
W7 Smart Water Meters						3,063,208	2,950,000	0	413,580	413,580
E2 Materials Recovery Facility (MRF) - W4Q						4,280,454	4,000,000	13,068	53,277	66,345
P5 Gallipoli Park Pump Track						1,368,494	1,295,000	17,457	62,142	79,599
P7 Family Fun Precinct						5,326,126	4,711,500	126,183	2,046,315	2,172,498
> Fencing						0		0	0	0
> Shade Structures						0		0	0	0
> Skate Bowl						0		0	0	0
> Fun Park						0		0	0	0
F22 Buchanan Park LRCI						1,350,000	1,350,000	0	0	0
MP1 Fleet		N/A				3,778,509	3,500,000	161,640	1,760,390	1,922,029
							<b>22,176,500</b>	<b>318,544</b>	<b>6,166,739</b>	<b>6,485,283</b>
										<b>58%</b>
R22 TIDS						380,000	380,000	0	120,918	120,918
R24 Rural Roads Refurbishment						661,746	500,000	0	0	0
R25 City Street Reseal program						711,862	400,000	1,270	0	1,270
W17 Water main replacements						1,039,275	500,000	47,637	74,468	122,105
S7 Sewer relining						600,000	600,000	0	0	0
S12 Clarifier 2 and 3 repairs/replacements						513,886	500,000	0	0	0
P13 Parks and Streetscapes upgrades		N/A				500,000	500,000	0	52,063	52,063
F8 Camooweal Hall Floor Refurbishment						708,182	684,000	387,534	171,865	559,399
F20 Depot upgrade						500,000	500,000	0	0	0
F24 Civic Precinct Fire Upgrade						600,000	600,000	0	0	0
F30 Emergent Works						500,000	500,000	0	0	0
C7 Enterprise Resource Plan (IT)						500,000	500,000	18,659	0	18,659
							<b>6,164,000</b>	<b>455,100</b>	<b>419,314</b>	<b>874,414</b>
										<b>16%</b>
R3 Pamela/Trainor Street - Blackspot 2020/21						454,151	390,000	2,556	64,804	67,360
R8 PCNP - Fourth Ave (Stage 1 - 23rd Ave - 11th Ave)						400,000	400,000	0	0	0
W8 Reservoir chlorine dosing						300,000	300,000	62	0	62
W11 Reconfigure pipework at each reservoir						300,000	300,000	62	0	62
W18 Valve replacements						670,885	350,000	33,971	11,795	45,766
P18 Covered Public Basketball Court						300,000	300,000	0	0	0
P24 Lookout Upgrade - W4Q						424,386	350,000	21,958	39,999	61,957
F25 Miles St Toilet Block						350,000	350,000	0	0	0
F27 Outback at Isa						350,000	350,000	0	0	0
							<b>3,090,000</b>	<b>58,610</b>	<b>116,597</b>	<b>175,208</b>
										<b>8%</b>
<b>Total Major Projects</b>							<b>31,430,500</b>	<b>832,254</b>	<b>6,702,650</b>	<b>7,534,904</b>
<b>GRAND TOTAL MAJOR PROJECTS</b>							<b>38,499,500</b>	<b>1,151,476</b>	<b>10,406,955</b>	<b>0</b>
										<b>82%</b>

**11.2 WORKS AND OPERATIONS MONTHLY REPORT****Document Number:** 746481**Author:** Manager Works and Operations**Authoriser:** Director Infrastructure Services**Directorate:** Infrastructure Services**Portfolio:** Engineering, Roads, Rural Works, Concrete Batch Plant  
Parks and Gardens**EXECUTIVE SUMMARY**

July 2021 Works and Operations Report presented to Council for information and consideration.

**RECOMMENDATION**

**THAT** Council receives and accepts the July 2021 Works and Operations Monthly Report.

**OPERATIONS OVERVIEW**

Council has been heavily involved with the preparation of the upcoming Mount Isa Street Festival, Mount Isa Mines Rodeo, and Multicultural Festival scheduled over the next couple of months.

During July Council made the decision to close sections of the Family Fun Park due to safety concerns. Temporary fencing has been installed to isolate these sections, and the rubber Softfall has been temporarily repaired in the open section.

Changes in the workshop has commenced with the centralisation of plant management. Workshops is now responsible for sourcing all plant for Council, whether internally or externally located. This will enable council to operate and maintain our fleet more efficiently improving utilisation and streamline procurement.

**PARKS AND GARDENS**

Council carried out regular planned maintenance for the CBD, parks & sporting ovals, mediums, easements and lookout this month.

CBD bin surrounds have been cleaned and replacements ordered for installation next month.

The nursery is progressing well, the team have taken 200 left over trees from free plant day and will utilise them in future where required.

When maintaining easements this month Council has been removing illegally dumped green waste and other items.

**Parks and Gardens - Customer Service Cases**

Case Type	Cases Received	Open Cases- end of Month			Closed Cases
	July	May	June	July	July
<b>Application</b>	0	0	0	0	0
<b>Complaint</b>	0	1	1	0	1
<b>Enquiry</b>	0	0	1	0	1
<b>Service Request</b>	23	8	12	11	18
<b>Total</b>	23	9	14	11	20



## Vandalism

Council continues to respond to vandalism throughout the CBD which is now a daily occurrence with damage to businesses and Council gardens and property. A vandal run is completed every morning with the first few hours of the day spent cleaning up from the night before. To date Council has spent \$8,000 on repairs to these areas.

Sections of the temporary fencing at the family fun park has been reinstated on numerous occasions this month, however it is noted that with the installation of the new block work fence overnight vandalism has significantly decreased.

<i>Vandalism Category</i>	<i>Number of Vandalism Occurrences for July</i>			
	<b>CBD</b>	<b>Parks and Sporting Ovals</b>	<b>Medians</b>	<b>Cemetery</b>
<b><i>Graffiti</i></b>	4	0	0	0
<b><i>Irrigation Replaced</i></b>	40	1	30	0
<b><i>Plant removal</i></b>	420	0	50	0
<b><i>Other property and equipment damage (Other Stakeholders)</i></b>	5	1	0	0
<b><i>Total</i></b>	469	2	80	0

## Camooweal

Council carried out regular planned maintenance for the aerodrome, parks & sporting ovals, and Town Hall in Camooweal this month. Due to the influx of tourists travelling through Camooweal, operations have increased the cleaning of toilets, and waste management collection for campers at the Georgina River Reserve.

Fencing upgrades have been completed at the Camooweal aerodrome this month. The annual technical Inspection is scheduled for August. Council will be then required to act upon the inspector's recommendations.

Manager for Works and Operations has recently been appointed AIF Responsible Person under CASA requirements for a certified aerodrome.

## CEMETERIES

The table below lists burials in region.

<b>Burials</b>	<b>April</b>	<b>May</b>	<b>June</b>	<b>July</b>	<b>21 YTD</b>
<b>Mount Isa</b>	1	1	3	10	82
<b>Camooweal</b>	0	0	0	0	3
<b>Reserved Graves</b>	0	3	3	4	10

There has been 10 Burials for July, two in the conventional area and 8 in the Lawn Area. Headstones and topping up of graves are ongoing and trees are being pruned in the driveway in preparation of the seasonal arrival of fruit bats.

## URBAN CONTRUCTION

Council carried out regular planned maintenance for street sweeping, and watering by truck this month. Below is a table summarising cases received from the community and actioned by urban and construction.

### Roads, Footpaths & Drainage - Customer Service Cases

Case Type	Cases Received	Open Cases- end of Month			Closed Cases
	July	May	June	July	July
Application	0	0	0	0	0
Complaint	0	6	6	4	2
Enquiry	1	6	6	3	5
Service Request	19	80	72	51	46
<b>Total</b>	20	92	84	58	53

## Maintenance

Footpath repairs are continuing with the crews actively seeking out uneven surfaces and making them safe. As new workers come on board this will increase further. Replacement of damaged and faded signs are also happening, and the Maintenance Crew are working together with Parks and Gardens to ensure visibility of traffic signs are adequate.

## Roads

Pothole repairs are underway, with the Roads crew are working together with Water and Sewer to ensure that road crossings are left unsealed for as short a time as possible. Asphalt sealing works are underway continuing into August these include Moondarra Dr, Tarakan Drive, Salamaura Dr, Goroka St and the access to the new waste transfer station.

## Rural

Council has commenced DRFA rehabilitation works along Old May Downs Road from 2020 rain event totalling approximately 50km. The project is due to be completed September. Once completed Council will move on to required open grades as directed under the relevant authorities.

## BATCH PLANT

The batch plant sales are improving and quality test for the new designs have returned excellent results. All batches are now NATA certified. Council is utilising the waste concrete generated during batch production for testing to minimise wastage and to lower disposal costs.

Council has also increased the available supply capabilities with coloured concrete available. Red coloured infill shown below on Thompson Rd. This will give the capability to supply for median construction, driveways, and other decorative applications

## DISASTER MANAGEMENT

Wednesday and Fridays 9am – 4pm and Thursdays 1-9pm. At this point in time the Hub will operate until end October 2021 or until further advised.

Non vaccination days are 10 – 12 August; 11-12 September; 24 September; 23 October 2021 due to prior Civic Centre booking. Vaccinations will be conducted in outlying venues during these times e.g., Cloncurry, Julia Creek

The community can make bookings for Mount Isa through NWHHS vaccination booking no. 1800 551 552, and online bookings via [qld.gov.au/covid19vaccine](https://qld.gov.au/covid19vaccine). Walk in clients welcomed however a waiting period may apply.

Council has provided four staff to assist NWHHS with administration duties within the hub for the duration of this clinic.

All media content between MICC Media, QPS Media and NWHHS Media officers is coordinated to ensure that the message is consistent across all media outlets.

MICC media outlets - LED scrolling sign at 23 West Street, Mount Isa Mail, MICC social media/website with approved media content forwarded to MICCOE to distribute via Information Centre.

QPS arranged variable messaging boards for install at the Marian Street / West Street intersection (lights) and at the corner of Splashez pool (fence line).

Council and Local Disaster Management Group in partnership with QPS and NWHHS. Council will be participating in a TEAM's Meeting discussion exercise which will be based on the response to the potential emergence of a positive COVID case in Mount Isa over the Mount Isa Rodeo week on 4 August.

### **RECOMMENDATION OPTIONS**

**THAT** Council receives and accepts the July 2021 Works and Operations Report Monthly Report.

Or

**THAT** Council does not receive and accept the July 2021 Works and Operations Report Monthly Report.

### **ATTACHMENTS**

**Nil**

## **11.3 WATER AND SEWERAGE MONTHLY REPORT**

**Document Number:** 746482

**Author:** Manager Water and Sewerage

**Authoriser:** Director Infrastructure Services

**Directorate:** Infrastructure Services

**Portfolio:** Environmental Management, Waste Management, Environmental Health, Water and Sewerage, Local Laws, Camooweal

### **EXECUTIVE SUMMARY**

July 2021 Water and Sewerage Report presented to Council for information and consideration.

### **RECOMMENDATION**

#### **THAT**

Council receives and accepts the July 2021 Monthly Water and Sewerage report.

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### **OVERVIEW**

Work commenced on the 2021/22 main replacement program, with works undertaken in Madang Street, Soldier Hill and Stanley Street, Mornington.

Contractors installed a new chlorine injection system in Camooweal. The system includes telemetry, allowing the notification of faults directly to staff. Camooweal utilises 70kg chlorine gas cylinders for disinfection. The works included installation of a scale and an automatic changeover system which detects an empty cylinder and swaps to a full cylinder.

Work on the main extension in Duchess Road and Bendall Drive was completed in early July, allowing the water to be connected to the Campdraft ahead of the annual event from 8-10 July.

Inspectors from the Queensland Petroleum & Gas Inspectorate carried out an audit of the gas flare at the Mount Isa Sewage Treatment Plant in mid-July. The audit resulted in the identification of a number of non-compliances. The formal audit findings haven't been received at the date of preparation of this report.

Chlorinators were installed in the grounds of SPS12 and the Animal Management Facility to provide disinfection to the northern and southern extremes of the Mount Isa reticulation. Some minor work remains for these facilities to be fully commissioned.

The first status report was submitted to the Queensland Drinking Water Regulator. The report outlines progress made with the actions committed to in response to the QWSR audit findings, reported to Council in April this year. A breakdown of the number of actions, number completed, etc. will be prepared for future monthly reports.

The second water and sewer staff forum was held on 7 July. This was an opportunity to bring staff up to date with the 2021/22 works program, discuss water quality reforms, safety, and other general matters.

## KEY PERFORMANCE INDICATORS

NPR Code	Parameter	Annual <sup>1</sup> Target	July 2021	
<b>WATER</b>				
<b>AS14</b>	Number of water main breaks	95	8	●
<b>AS8</b>	Water main breaks per 100km of water main <sup>2</sup>	52	4.39	●
<b>H3</b>	Microbiological compliance <sup>3</sup>	98%	100%	●
<b>AS38</b>	Number of sewer mains breaks and chokes	42	4	●
<b>AS39</b>	Sewer main breaks and chokes per 100 km of sewer main	25	2.35	●
<b>CUSTOMER</b>				
<b>IC9</b>	Number of water quality complaints	10	0	●
<b>C9</b>	Number of water quality complaints per 1,000 properties	0.7	0	●
<b>IC10</b>	Number of water service complaints	10	0	●
<b>CS10</b>	Water service complaints per 1,000 properties	0.7	0	●
<b>IC11</b>	Number of sewerage service complaints	5	0	●
<b>CS11</b>	Sewerage service complaints per 1,000 properties	0.4	0	●
<b>SEWER</b>				
<b>CS59</b>	Reportable sewage overflows <sup>4</sup>	15	0	●
	Sewage treatment plant compliance <sup>5</sup>	>80%	100%	●

<sup>1</sup> Targets based on 2019/20 actuals

<sup>2</sup> Based on 182.1 kilometres of water main

<sup>3</sup> The %-age of the total population served where compliance with the microbiological requirements are met.

<sup>4</sup> Sewage overflows reported to environmental regulator.

<sup>5</sup> Based on overall plant compliance

NPR -National Performance Reporting Code

## WATER NETWORK RELIABILITY

### Unplanned interruptions

Table 1 – Unplanned interruptions

Parameter	Jul	Aug	Sep	Oct	Nov	Dec	YTD
Number of unplanned interruptions	15						15
Number due to breaks/leaks	8						8
Number restored within 5 hours	11						11
Average number of properties affected	11						11
Average response time (h:mm) <sup>6</sup>	3:25						3:25
Average hours to rectify (h:mm)	1:52						1:52

### Planned interruptions

Table 2 - Planned interruptions

Parameter	Jul	Aug	Sep	Oct	Nov	Dec	YTD
Number of planned interruptions	1						1
No. restored within 5 hours	1						1
Average time to rectify (h:mm)	3:11						3:11
Average number of properties affected	1						1

### Notable incidents<sup>7</sup>

No notable incidents were recorded during July.

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<sup>6</sup> This information is not currently recorded.

<sup>7</sup> 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<sup>8</sup>

Several reports relating to the taste of the water were recorded during July. These are still being investigated. Results from testing water samples haven't yielded anything untoward.

---

<sup>8</sup> Breaks not rectified within 5 hours, interruptions affecting > 30 customers.

## COMPLAINTS

### Unplanned interruptions

Table 6 – Complaints<sup>9</sup> by category for 2020-21, based on customer requests

Category	Jul	Aug	Sep	Oct	Nov	Dec	YTD
<b>Water</b>							
Quality	0						0
Pressure	0						0
Taste/odour	0						0
Service	0						0
Other	0						0
Sewage odours	0						0
Other	0						0
Total	0						0

### Notable incidents<sup>10</sup>

While, as noted above, there were several reports of taste issues in the water supply during July these have not been recorded as complaints. The process of recording a complaint needs to be reviewed as these inquiries had the nature of a complaint

---

<sup>9</sup> '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.

<sup>10</sup> 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						4
Number restored within 5 hours	4						4
Average outage duration (h:mm)	0:28						0:28

*Table 8 - Sewer overflows*

Parameter	Jul	Aug	Sep	Oct	Nov	Dec	Total
Number of sewer overflows	0						0
Number contained within 5 hours	0						0
Spills impacting properties	0						0
Reportable overflows <sup>11</sup>	0						0

#### Notable incidents<sup>12</sup>

No notable incidents were recorded during July.

---

<sup>11</sup> Overflows are reportable if the spill reaches a waterway, or if it exceeds 10 kL in volume.

<sup>12</sup> 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 incidents<sup>13</sup>**

No notable incidents occurred during July

**RECOMMENDATION OPTIONS**

**THAT** Council receives and accepts the July 2021 Water and Sewerage Report Monthly Report.

Or

**THAT** Council does not receive and accept the July 2021 Water and Sewerage Report Monthly Report.

**ATTACHMENTS**

Nil

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<sup>13</sup> Non-compliant parameters, major issues at STP.

**11.4 OUTBACK AT ISA MASTER PLAN**

**Document Number:** 746900

**Author:** Interim Director Operations

**Authoriser:** Chief Executive Officer

**Directorate:** Executive Services

**Portfolio:** Tourism, Events, Sports and Recreation, Library

**EXECUTIVE SUMMARY**

This report recommends the adoption of a Master Plan for Outback at Isa

**RECOMMENDATION**

**THAT** Council adopt the Master Plan for the Outback at Isa and commence the process towards the development of detailed documentation in order to assist with future funding allocations.

**AND**

**THAT** Council review the location and nature of the Art Gallery.

**BACKGROUND**

Stafford Strategy was commissioned by Mount Isa City Council to develop a Master Plan for Outback at Isa. The aim of the Master Plan was to have a coordinated approach to the long term future development of the site. The outcomes of the Master Plan included identifying opportunities to:

- enhance the economic viability and vibrancy of the site;
- achieve high-quality tourism sustainability and business performance;
- improve the visual and aesthetic qualities, amenity/ liveability, and attractiveness of the site;
- improve the accessibility to, from and within the site for pedestrians, persons with a disability, cyclists, and vehicles;
- conserve cultural and heritage values of the community/region;
- effectively capitalise on opportunities and address likely risks; and
- engage the community effectively through the preparation of the Master Plan, site feasibility study and achieve broad community and stakeholder involvement for the project.

It is currently a visitor experience hub that comprises several different attractions/facilities, including:

- the accredited Mount Isa Visitor Information Centre
- the Hard Times Underground Mine Tours
- Riversleigh Fossil Centre
- The Isa Experience
- The Outback Park

- Mount Isa Regional Art Gallery
- The Outback at Isa café.

The final Master Plan report is attached.

The Master Plan vision is for OAI:

*To be the hub of visitor activity in Queensland's North West Outback region and gateway from the NT into Queensland, offering exceptional experiences, of strong appeal to a wide visitor market and significant demand from the local Mount Isa community.*

The report incorporates significant analysis regarding local tourism including visitation, local product, visitor sentiment etc.

A range of projections are made for future tourism and visitation trends however with the pandemic continuing to chart its own course, these projections are of limited value. Notwithstanding this, the need for a facility similar to Outback At Isa will remain and the premise behind the Master Plan process is still valid.

The following points summarise key findings from the consultation undertaken:

- Locals do not appear to be using OAI like they used to.
- There is a need to ensure OAI delivers to the local community and separately, the visitor markets (which are highly seasonal).
- Needs to be refreshed and improved to be more competitive as a major attraction for North West Queensland.
- OAI could take on a far wider outback attraction role to promote aspects of the outback.
- Important that OAI is a driver to support additional overnight visitation to Mount Isa; has a key role to play.
- Look at part of the site as a free rest area for visitors
- Too heavily focussed on the grey nomad market; missing out on the new family market travelling through the Outback.
- No Indigenous art or craft or dance presence.
- There are too many entry points and need to make far more appealing to enter.
- Internal and external visitor flows do not work.
- OAI is the major attraction; it needs to be updated and relevant for locals and visitors.

The following outlines the key constraints for OAI that have been identified from consultation and research.

- The confusing layout and visitor circulation is unclear.
- Lack of clear, defined entrance
- The building is large, creating a perception that it needs to be filled.
- Two storeys are problematic, particularly when the lift is often not working.
- The building's exterior appears dated
- The location of the Art Gallery
- The precinct is disconnected from the CBD.
- Poor street presence and signage
- Lack of interactivity of most exhibits.
- The recent upgrade of Riversleigh Fossil Centre makes the rest of the exhibitions look tired.
- Static, old machinery situated outside is unappealing and devalues the experience.
- Confusion over OAI's primary function.



The Master Plan offers the following solutions.

- Visitor circulation & wayfinding upgrades
- One primary entry and exit point
- Second storey spaces to be converted to back of house
- Relocation of the Art Gallery
- Improve pedestrian walkability from the CBD
- Enhanced sense of arrival
- Introduce berms around the edge of the site
- Enhanced Hard Times Mine Experience
- New “Mine This” active outdoor experience and remove static old machinery
- Stimulate stronger local use of facilities
- Family-focused exhibitions
- Introduction of day and evening OAI experiences
- Market OAI as a hub for the outback experience
- New, improved café and associated distillery/boutique brewery with an outback theme/focus
- Rebrand Riversleigh
- Reassess the viability of the Fish Restocking Association remaining on site

In response to the constraints and issues raised and identified during the Master Plan process, a revised site plan has been developed as has a revised building plan. The following reflects the key themes and supporting infrastructure for the revised OAI experience and are reflected in the concept plans:

- Fossils@Isa reflecting a highly interactive outdoor archaeological experience to complement the existing Riversleigh Fossil Centre indoor displays and laboratory and to encourage greater “hands-on” activity;
- Outback Food@Isa to showcase the food and beverage uniqueness of the outback region throughout Australia (Queensland, South Australia, Western Australia and the Northern Territory) and with a paddock to plate focus, including a distillery or boutique brewery/cider house;
- Mining@Isa to offer a dynamic, exciting but authentic experience that takes visitors underground along with offering additional ground level interactive experiences.



Figure 41: Building Plan

- BUILDING PLAN**  
1:500 @ A3 // REV A // 08-02-2021
- 1 Main Entry
  - 2 Reception, Ticketing and Visitor Information
  - 3 Gift Shop
  - 4 Riversleigh Fossil Discovery Centre
  - 5 Riversleigh Fossil Discovery Centre Outdoor Experience
  - 6 Riversleigh Research Centre
  - 7 Hard Times Mine: Entry & PPE Issue
  - 8 Hard Times Mine: Change Rooms
  - 9 Hard Times Mine: Above Ground Mine Experience
  - 10 Hard Rock Experience: Multimedia/Interactive Experience
  - 11 Existing Toilets
  - 12 Existing Offices
  - 13 Expanded offices & Meeting rooms
  - 14 New Cafe/Food & Beverage Experience
  - 15 Cafe Kitchen/BOH
  - 16 Cafe & Events toilets
  - 17 Cafe deck
  - 18 Afterhours/Events entry
  - 19 Loading bay and maintenance access
  - 20 Outdoor Amphitheater & Events Space
  - 21 Picnic and rest area with seating and shade shelter
  - 22 Main Visitor parking
  - 23 Overflow Parking
  - 24 Relocated Bus Stop
  - 25 Kalkadood Tribal Council landscape improvements
  - 26 Kalkadood Tribal Council building



- PRECINCT PLAN**  
1:1000 @ A3 // REV A // 08-02-2021
- PRECINCT 1 : Hard Time Mine
  - PRECINCT 2 : Move This - Play Area 5400 sqm
  - PRECINCT 3 : Move This maintenance
  - PRECINCT 4 : Machinery/artifacts storage
  - PRECINCT 5 : Outback Park + cafe deck
  - PRECINCT 6 : Bus Stop and rest area
  - PRECINCT 7 : Riversleigh Fossil Centre outdoor experience





The Mining@Isa interactive experience would offer a new hands-on attraction for visitors and can be done as part of an extended Hard Times Mine Experience or as a standalone experience. It provides the opportunity for ex-mine truck and equipment drivers to help show visitors how mining and earthmoving equipment can work and also teach visitors how to drive it.

The Art Gallery does not sit comfortably with a visitor experience hub such as Outback at Isa, whether in its current form or in a future redeveloped form. It would be timely for the Council to really consider what the community needs are in terms of an art gallery, and it is suggested that this consideration be commenced.

In considering the draft Master Plan, there has been some commentary around the absence of the equivalent of the Isa Experience in the new building plan. Mount Isa's history is very unique, and it is important that it is captured and can be appreciated and experienced in some way. It is suggested that as part of the next phase of the design process, consideration be given to how this could be achieved, whether that be on the same site or elsewhere.

Outback At Isa is the key visitor attraction in Mount Isa as indicated by the data in the report.

It is almost 20 years old, has poor street presence, some areas are tired, and it does not present as a modern contemporary attraction such as the Waltzing Matilda Centre in Winton.

The café could have high local usage, but the location and design of the current café does not encourage local patronage.

It is important to recognise the role Outback At Isa plays not just for the tourist but the role it plays in the local community as the key attraction in Mount Isa, a building to be proud of, and something you want to take your friends and family too when they visit. Winton is known for the Waltzing Matilda Centre and Longreach for the Qantas Founders Museum. One of the things Mount Isa needs to be known for is the Outback At Isa tourism hub, particularly if one of the experiences is where visitors can operate mining equipment.

The reality is that while many visitors will inevitably come through Mount Isa, we still want them to stay as long as possible, spend as much as possible, and speak positively of their experiences as compared to other locations they have been to.

In addition we want local residents to be proud of it, use it, and for Outback At Isa to be one of the reasons why they feel good about living in Mount Isa.

Should Council wish to proceed with the implementation of the Master Plan, steps would include confirming the concept plans, giving consideration to the future of the Art Gallery, and determining how to treat the existing historical displays followed by the development of more detailed plans. The project needs to get to the point where the business plan and documentation are sufficient to support funding applications.

In order to proceed with the implementation as described above, an appropriate architectural consultant can be engaged to work through the phases to the full completion of detailed documentation but in separable portions, i.e. Council can conclude the project, or engagement at any time should circumstances require.

## **BUDGET AND RESOURCE IMPLICATIONS**

The adoption of the Master Plan and the associated capital works involves expenditure of approximately \$15M. It is envisaged the project would only proceed with the assistance of State and/or Federal funding.

Council has allocated a notional amount of \$10M in future years as well as \$350,000 in the current year to commence the design process. The ongoing operational costs will be a function of the final design as well as the operating model for the facility should the implementation of the Master Plan proceed.

**LINK TO CORPORATE PLAN**

Theme:	3.	Services & Infrastructure
Strategy:	3.1	Undertake a review of Council's Services
Theme:	1.	People & Communities
Strategy:	1.17	Develop the action plan for Council's role in Major Events and Tourism

**CONSULTATION (INTERNAL AND EXTERNAL)**

The preparation of the Master Plan has involved extensive stakeholder and community consultation.

**LEGAL CONSIDERATIONS**

There are no specific legal considerations.

**POLICY IMPLICATIONS**

There are no specific policy considerations.

**RISK IMPLICATIONS**

N/A

**HUMAN RIGHTS CONSIDERATIONS**

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

**RECOMMENDATION OPTIONS**

**THAT** Council adopt the Master Plan for the Outback at Isa and commence the process towards the development of detailed documentation in order to assist with future funding allocations.

AND

**THAT** Council review the location and nature of the Art Gallery.

OR

**THAT** Council does not adopt the Master Plan for the Outback at Isa and commence the process towards the development of detailed documentation in order to assist with future funding allocations.

**ATTACHMENTS****1. DRAFT Outback at Isa Master Plan**

FINAL MASTER PLAN

STAFFORD  
STRATEGY

ΠΛΛΛ enlocus  
landscape architect

April 2021

# OUTBACK AT ISA MASTER PLAN

PREPARED BY STAFFORD STRATEGY, NAAU & ENLOCUS  
FOR MOUNT ISA CITY COUNCIL







Date of last modification: 22/04/21

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# 1. INTRODUCTION & CONTEXT

## 1.1. About the Project

Stafford Strategy (Stafford) was commissioned by Mount Isa City Council (the Council) to develop a Master Plan for Outback at Isa (OAI, or, the Site). The aim of the Master Plan is to have a coordinated approach to the long term future development of the Site.

The outcomes of the Master Plan are to identify opportunities to:

- enhance the economic viability and vibrancy of the Site;
- achieve high-quality tourism sustainability and business performance;
- improve the visual and aesthetic qualities, amenity/liveability, and attractiveness of the Site;
- improve the accessibility to, from and within the site for pedestrians, persons with a disability, cyclists, and vehicles;
- conserve cultural and heritage values of the community/region;
- effectively capitalise on opportunities and address likely risks; and
- engage the community effectively through the preparation of the Master Plan, site feasibility study and achieve broad community and stakeholder involvement for the project.

## 1.2. Context

### 1.2.1. About Mount Isa

The City of Mount Isa is a local government area (LGA) in the Gulf Country region of Queensland, Australia. The LGA is situated among the Selwyn Ranges, on the banks of the Leichhardt River, and is a bustling melting pot of culture and industry being home to one the most productive single mines (based on combined production of lead, silver, copper and zinc) and the southern

hemisphere's largest rodeo. The LGA is home to a resident population of just over 32,000, with an estimated 19,000 residing within the urban area.

Mount Isa is home to the world's third-largest rodeo. In 2019, just under 40,000 visitors attended the four-day festival, spending more than \$12.24 million.

Based on the Mount Isa Tourism Development Strategy, it is understood that there is a desire to "gain market share, increase the length of stay and improve yield" within the visitor economy. Further developing and enhancing key attractions, such as the Outback at Isa experience, will have a key role to play in achieving this.

### 1.2.2. About Outback at Isa

Outback at Isa is Mount Isa's major tourism experience. It is a visitor experience hub that comprises several different attractions/facilities, including:

- the accredited Mount Isa Visitor Information Centre;
- the Hard Times Underground Mine Tours - a unique underground mining experience in a mine built and operated by real miners that provides a rare opportunity to get up close and experience firsthand the daily life and workings of an underground mine;
- Riversleigh Fossil Centre - interprets the fossils extracted from the nearby World-Heritage Riversleigh fossil fields (and which has recently undergone a major upgrade);
- The Isa Experience - an interactive, multi-media gallery interpreting the region's fascinating cultural, indigenous, pioneering and mining heritage;
- The Outback Park - a two-hectare landscaped park featuring a beautiful lagoon and waterfall;

- Mount Isa Regional Art Gallery (which has recently been refurbished); and
- The Outback at Isa café.

Within the site precinct, there is also the Kalkadoon Tribal Council Reserve and a leased facility by the Mount Isa Fishing Stock Group. As per the brief, it is understood that both these sites are excluded from the scope of the assessment. It is also noted that while the Riversleigh Fossil Centre is technically excluded from the Master Plan (as it has recently undergone major upgrades), the aesthetics and finishes need to be considered throughout the Master Plan to ensure it is fully integrated into the Master Plan. It is understood that Mount Isa City Council oversees the operation of the OAI site via a contracted management organisation, Mount Isa Entertainment and Tourism Venues. The success of the OAI attraction is reflected in its longevity, having been developed and operating since 2003, over 17 years.











### 1.3. Literature Review & Alignment with Council & State Strategies

Table 1 summarises some of the key plans and strategies that have been reviewed as part of this Master Plan.

Table 1: Strategy alignment

Strategy	Key Points & Alignment
Previous Design Development Report – Interpretive Design (March 2002) 	<ul style="list-style-type: none"> <li>■ Mount Isa is the central hub for outback business and tourism. Geographically, it is a perfect location for the nation's major outback centre. Outback@ Mount Isa will help Australians understand the meaning of the outback as a part of the national character. It will also explore the relationship between humans and one of the world's marvellous environments</li> <li>■ The Centre will not be a traditional museum, or a traditional zoo, or even a traditional information centre (although its roots in all of these will be able to be found). Rather, it will be a place where history, mining, flora and fauna, palaeontology and links to surrounding places come together to make a unique destination for adventurers coming from, or going to, the outback itself. It will be an oasis where you may learn about the Indigenous use of plants and see live outback animals, but it will also be a mine experience so real you may have to shower afterwards!</li> <li>■ Target audiences: international tourists, education market, locals</li> <li>■ Five program areas: settlement; indigenous; fauna and flora; palaeontology, Riversleigh and geology; and mining.</li> <li>■ The overriding objective of the interpretive programs will be to stimulate inquiry in visitors and to encourage them to think about and investigate topics discovered on their journey to Mount Isa through the Outback and topics that they discovered only as a result of their visit to the Outback Centre.</li> </ul>
Mount Isa Tourism Development Strategy 2020-2025 	<ul style="list-style-type: none"> <li>■ Strategic priorities: Get The Foundations Right; Make It Easy; Celebrate – Meet Isa; One More Night; Targeted Approach To Travel Industry &amp; Key Influences.</li> <li>■ The strategic priorities which have particular alignment to this Master Plan are: Celebrate – Meet Isa (Tell the story – genuine, authentic working Australia; and be the hub of the outback – with surprising natural attractions, heritage and culture as rich and as old as the red earth) and One More Night (develop innovative and contemporary tourism product and experiences to encourage length of stay)</li> <li>■ Experience platforms include Nature &amp; Eco; Local People &amp; Stories; Food Experiences; Events: Major, Boutique, Community.</li> <li>■ The strategies recommended as part of this Master Plan align with all experience platforms.</li> <li>■ Key tourism trends identified include growth of millennial as well as health and wellbeing travel; increasing concerns regarding over-tourism; growing awareness and desire for accessible tourism; challenges and opportunities associated with the sharing economy, social media and digital disrupters and the growth in nature-based, eco and adventure tourism.</li> <li>■ Mount Isa forms part of the Outback Queensland tourism region which encompasses 17 other LGAs. Self-drive tourism contributes to Mount Isa's economy and provides a major economic boost during the tourism season.</li> <li>■ The annual Mount Isa Mines Rodeo attracts approximately 39k visitors and 700 competitors.</li> <li>■ Vision: <i>To offer every visitor the chance to experience Mount Isa through the eyes of a local, to introduce them to the other side of Queensland - to meet Mount Isa.</i></li> <li>■ Key competitors identified: Red Centre, Broken Hill, Diamantina, Coober Pedy, Julia Creek, Australia's Golden Outback, Overlander's Way, Cloncurry and Longreach.</li> <li>■ Target market segments identified include: camping couples travelling without children; travelling with children camping families; visiting friends and relatives; 50+ 'long-haul' travellers; backpackers and adventure group travel; and events and corporate business.</li> </ul>
Tourism data from the National and International Visitor Surveys for Mount Isa	<ul style="list-style-type: none"> <li>■ All IVS and NVS data for Mount Isa SA2 has been reviewed and incorporated into this Master Plan.</li> </ul>

Strategy	Key Points & Alignment
<p>Catalogued photographs of the site</p> <p>Outback at Isa FV report 2019</p> 	<ul style="list-style-type: none"> <li>These photographs have been used to inform the Master Plan from a desktop research and design perspective.</li> <li>Outback at Isa opened in 2003, as a response to the closure of the Mount Isa Mines underground tour.</li> <li>There are two entrances to the building directly facing each other. Access is from the off-street car park and the main street.</li> <li>Immediately evident upon entry is the lack of clear directional signage within each entry and also clear signage as to the experiences on offer, time and cost. This creates some uncertainty as to the flow for visitors.</li> <li>Compounding the unorganised sense of narrative are a number of display cases with unclear signage as to what is in the case and why it is positioned there, along with other large displays (replica locomotive and megafauna). A reorganisation/rationalisation of these displays would reduce the visual clutter upon entry and give visitors a more cohesive experience.</li> <li>The relocation of the 'fossil pit' used by younger people will also be very positive. It will help reduce the sand 'dust' that settles everywhere and enable the carer's social group to meet and relax outside the Fossil Centre. <i>It is noted that this facility is no longer available. Much feedback was received throughout the course of the Master Plan which indicated a strong desire for a fossil pit – or similar – to be included as part of the Riversleigh experience.</i></li> <li>From a workplace health and safety and risk management perspective the elevator is not designed for crate uplift, therefore artworks are carried upstairs.</li> <li>The narrative flow between the Outback at Isa: Isa Experience, entrance to the Hard Times Mine Tour and the Rodeo Hall of Fame display spaces is unclear.</li> <li>The Isa Experience and the Hard Times Mine Tour are static displays requiring significant reconfiguration and seemingly has been added to in a very ad hoc manner. For example, some panels or displays have been placed in front of cases or other displays. It is strongly recommended that an audit of what is on display be prepared and to include condition reports or photographs. The entry to the space would benefit from a clearer division of content and directional signage. It is understood the mine guide leads visitors through this space to the tour itself, however for the wandering visitor the narratives are at cross purposes.</li> <li>The Isa Experience showcases the history of the region and the establishment of the mines through a series of static displays divided up through theme or subject. Overall the content and design are excellent ... however the placement suffers from a lack of narrative direction.</li> <li>Need for UV diffuser/film on exterior glass or rotation of fragile textile/paper items to protect/conservate these items.</li> <li>There is evidence of water leaks and marks on the floor.</li> <li>Added content over time, through donation or loan, requires rationalisation for their presence on display.</li> </ul>
<p>MICC Underground services plan (June 2020), Current Title Searches and Existing Survey Plan</p> 	<ul style="list-style-type: none"> <li>Each of these plans/document has been considered and incorporated into the Master Plan design.</li> </ul>

Strategy	Key Points & Alignment
<p>Outback Destination Tourism Plan (2017-2020)</p> 	<ul style="list-style-type: none"> <li>■ Vision: The number one choice for an authentic Australian Outback experience and adventure for families. <i>The redevelopment of OAI through the Master Plan provides a significant opportunity to deliver on this vision.</i></li> <li>■ Goals: Position Outback Queensland as the home of 'authentic and engaging' Australian Outback Experiences; Leverage the existing calendar of events to create a call to action for travelling to the Outback; Extend the average length of stay and number of activities participated in within the region; Attract new visitors to the region through the appeal of education, paleotourism and adventure experiences. <i>The redevelopment of OAI through the Master Plan will help deliver on each of these goals.</i></li> <li>■ <i>Hero experiences identified and which align with the OAI Master Plan include Paleotourism and Heritage and Locals.</i></li> <li>■ Outback Target Markets: Tier 1 - Connectors in Brisbane, Sydney, Melbourne and Regional Queensland; Tier 2 - Connectors in regional New South Wales and Victoria; and Active Explorers in Brisbane and Regional Queensland; and Tier 3 - New Zealand, United Kingdom, Germany, France, Netherlands and Switzerland.</li> </ul>
<p>TEQ Marketing Strategy 2025</p> 	<ul style="list-style-type: none"> <li>■ Queensland's Experience Framework identifies five key Experience Pillars and supporting Hero Experiences that reflect the heart and soul of the Queensland story and represents where we have a competitive advantage. Experience pillars identified in the Strategy which strongly align with this Master Plan include Adventure and Discovery (dinosaurs and fossicking); Lifestyle, Culture and people (outback and country life, local characters, Indigenous experiences and food &amp; beverage).</li> <li>■ This Master Plan has been developed with a desire to position OAI as a Queensland hero experience, defined as "the best of the best tourism products, events and iconic locations that bring to life Queensland's Hero Experiences and deliver these within each destination."</li> <li>■ Key source markets for Queensland (pre-COVID-19) include domestic, greater China, New Zealand, Americas, UK &amp; Nordic and Europe.</li> </ul>





## 2. MOUNT ISA VISITOR DEMAND

### 2.1. Historic/Existing Visitation to Mount Isa

#### 2.1.1. How visitation data has been compiled

Visitor data has been compiled for Mount Isa using the National and International Visitor Survey (NVS and IVS) data published by Tourism Research Australia (TRA). The NVS and IVS provide visitation data based on 'Statistical Area 2' (SA2) boundaries. Every LGA in Australia is made up of one or more SA2s. The SA2s included in the LGA are Mount Isa SA2 (see Figure 1) and Mount Isa Region SA2.

For this Master Plan, Mount Isa SA2 has been focused on as this is where the Outback at Isa attraction is situated, and this eliminates the probability of double counting visitors who travel to both SA2s.

As per the methodology applied by TRA for LGAs and regions, visitation data is averaged over three-year periods, rather than being provided on an annual basis, as this minimises the impact of variability in estimates from year to year and provides more robust estimates. The periods assessed in this Master Plan include:

- June 2012 to June 2014, referred to as 2014;
- June 2015 to June 2017, referred to as 2017; and
- June 2018 to June 2020, referred to as 2020.

June YE data (unless otherwise specified) has been applied as this is the most recent iteration of data released by TRA via the NVS and IVS.

#### 2.1.2. Total Visitation

Figure 2 on the following page summarises total visitation to the Mount Isa SA2 from 2014 – 2020, including by visitor type. It demonstrates the following.

- Over this period, total visitation is estimated to have grown by 26% or 38k visitors – increasing from 147k visitors to 185k visitors.
- This growth has primarily been driven by the domestic overnight market, growing by 42% or just over 41k visitors.

By contrast, however, both the international overnight and domestic day markets have declined. A likely factor behind the decline in both these markets is COVID-19, particularly given that growth was experienced across both these markets between the 2014 and 2017 period.

It is also important to note that the domestic day and international markets are relatively small markets for Mount Isa SA2, and therefore are based on relatively small sample sizes and are subject to higher margins of error than the domestic overnight market.

Figure 1: Mount Isa SA2 Boundary





### 2.1.3. Visitation by Motivation

Visitation by motivation to Mount Isa SA2 has been broken down by domestic visitation, international visitation and overall visitation to the SA2. Figure 2 provides a summary of the results.

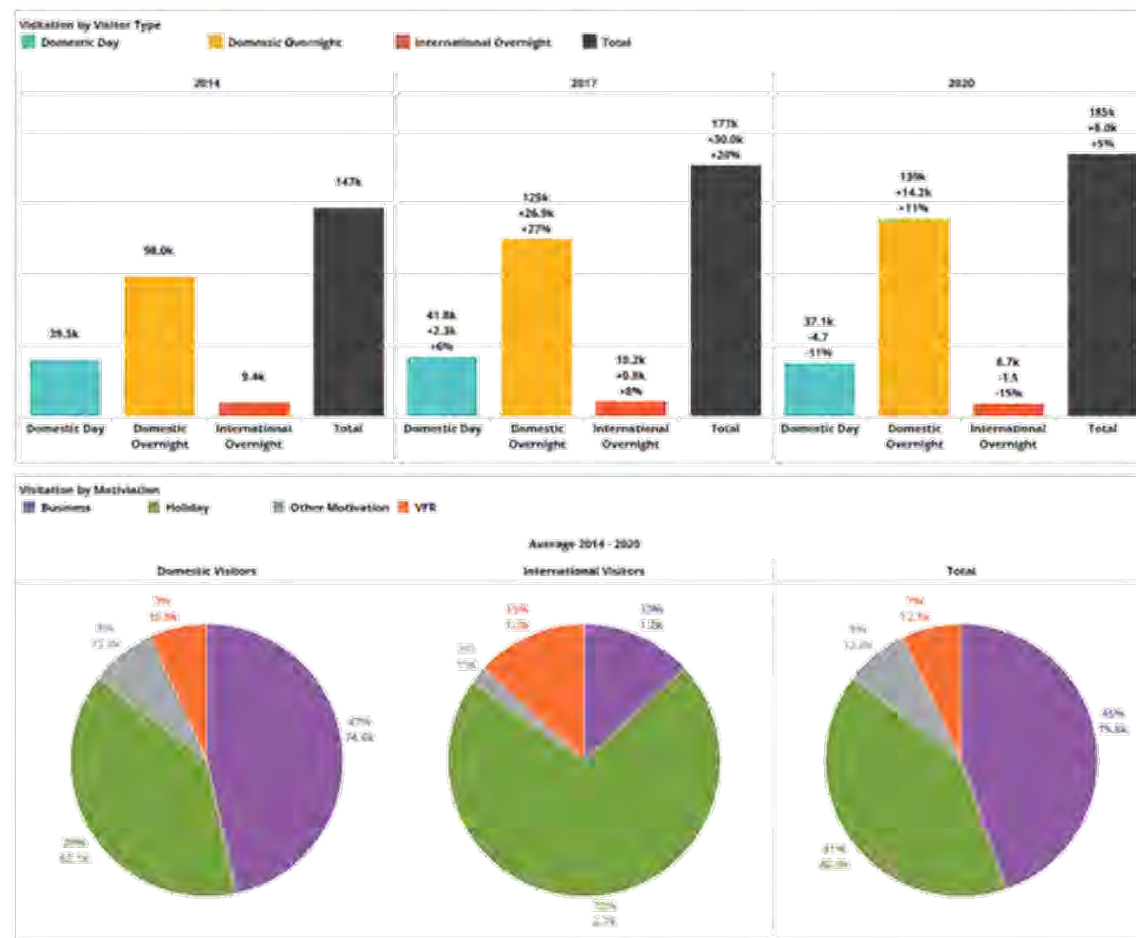
Please note domestic overnight and international visitation data has been combined to enable a more robust sample size.

International visitation to the Mount Isa SA2 is dominated by holiday visitation, averaging 72% over the 2014-2020 period. This is followed by an even split between VFR (visiting friends and relatives) and business visitation – both averaging 13% of international visitation.

Domestic visitation, on the other hand, has a far larger business visitation market, averaging almost half (47%) of all visitation over the period 2014-2020 (and equating to just under 75k visitors). This is likely due to business visitation associated with mining activity. The next largest domestic visitor market is the holiday market, averaging 39% of domestic visitation.

Assessing motivation of visitation overall for the Mount Isa SA2, we see that the visitor economy is very much dominated by business visitation averaging 45% of overall visitation from 2014-2020 and holiday visitation averaging 41%. VFR visitation, while averaging only 7% of total visitation over the period assessed, comprised an average of just over 12k visitors which is not insignificant and is a useful market to leverage off for tourism experiences and attractions.

Figure 2: Total visitation to Mount Isa SA2 & visitation by motivation 2014 – 2020<sup>1</sup>



<sup>1</sup> National and International Visitor Surveys, Tourism Research Australia



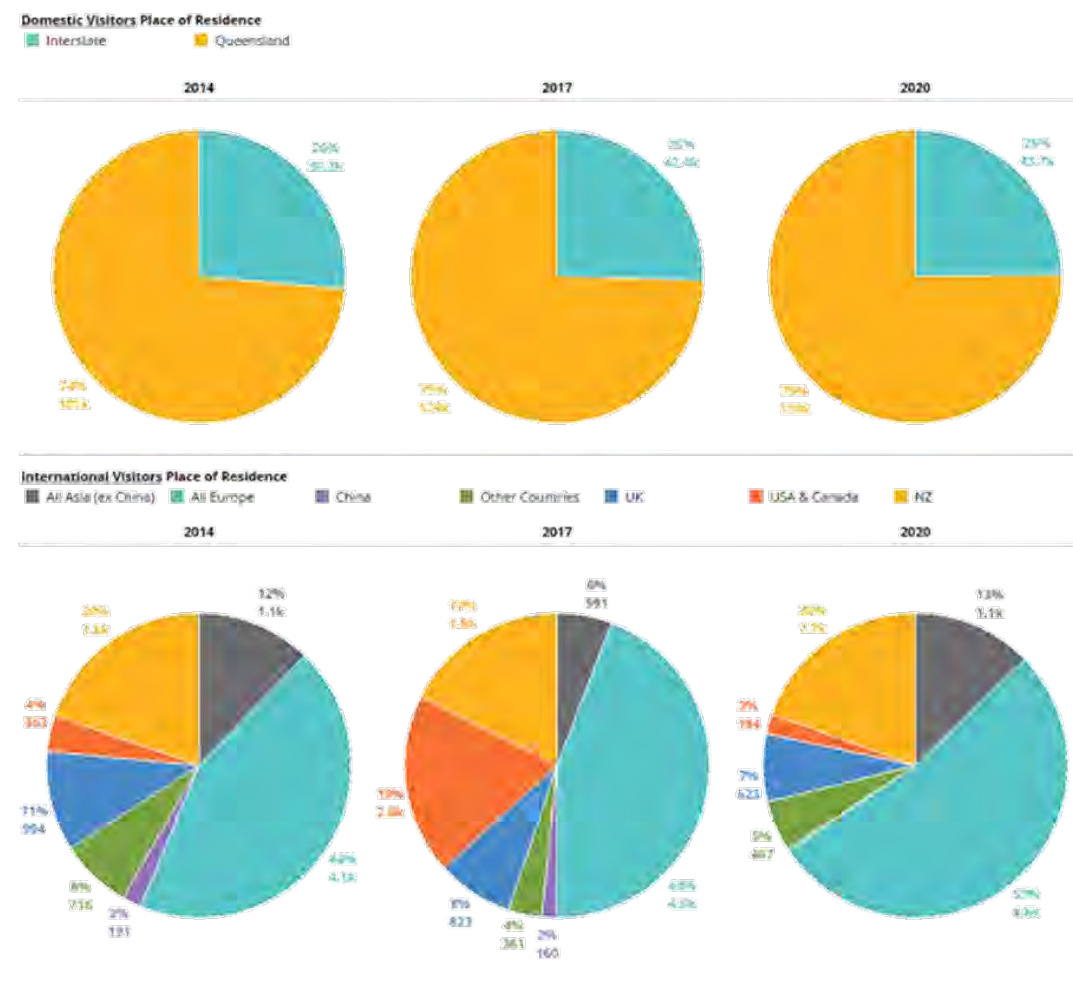
### 2.1.4. Visitation by Origin

Understanding where visitors are currently coming from is important as it ensures experiences on offer are tailored to the needs and desires of these markets. Figure 3 provides a summary of visitation to the Mount Isa SA2 by origin and illustrates the following.

- Domestic overnight and domestic day visitation data have been combined to enable a more robust sample size.
- Queenslanders are, by far, the most dominant market for domestic visitation to Mount Isa SA2. In each period assessed, interstate visitors (i.e., Queenslanders) made up three-quarters of visitation to the SA2 and the number of these visitors continued to grow, increasing from 101k in 2014 to 133k in 2020.
- For international visitors to the Mount Isa SA2, "All Europe" make up the largest market, comprising between 44% and 53% of visitation over the period assessed. It is important to note, however, that this is an amalgamation of many different countries. Looking at singular countries only, the largest market is New Zealand (comprising 20% of international visitation to Mount Isa SA2 in 2020).

When assessing visitation by origin, it is important to note the difference in size of the domestic and international markets. **As a ratio, for every 1 international visitor, the Mount Isa SA2 receives 20.2 domestic visitors.** The domestic market is therefore very much the "bread and butter" market and should be focused on first and foremost. If a tourism attraction is busy/popular with domestic visitors, the international market will naturally follow.

Figure 3: Visitation to Mount Isa SA2 by origin<sup>2</sup>



<sup>2</sup> National and International Visitor Surveys, Tourism Research Australia

### 2.1.5. Visitation by Age

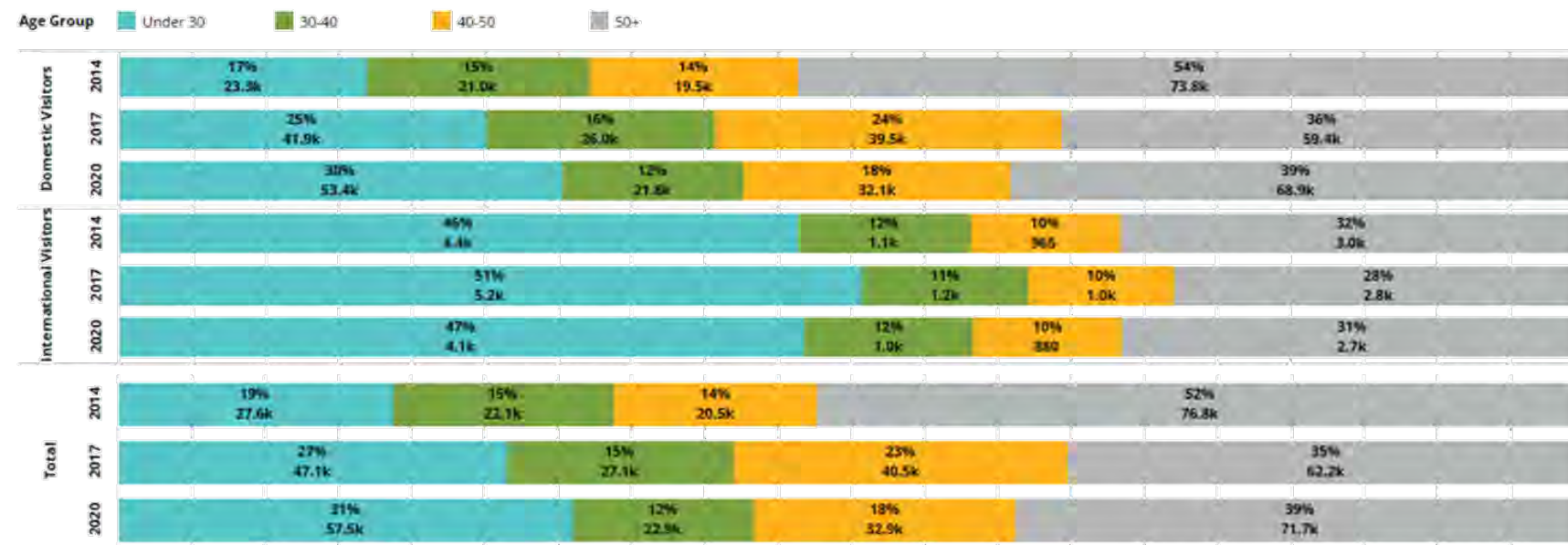
Just as assessing the origin of visitors is important, understanding the age profile of visitors is also equally important when designing and refreshing visitor experiences. Different age groups have different expectations regarding what tourism experiences need to offer.

Figure 4 provides a summary of the age profile of domestic (both day and overnight) and international visitors to Mount Isa SA2 and demonstrates the following.

- The domestic market is more characterised by an older demographic (with visitors 50+ averaging 43% of market share over 2014-2020), while the international market is dominated by a younger market (with visitors under 30 averaging almost half of all international visitation over 2014-2020).
- This can be challenging because what the domestic 50+ market expects may potentially be quite different from what the international under 30 market desires. It is, however,

important to keep remembering the size differential between these two markets: in 2020, the domestic 50+ market comprised just under 70k visitors while the international under 30 market comprised 4.1k visitors.

Figure 4: Visitation to Mount Isa SA2 by age group<sup>1</sup>



<sup>1</sup> National and International Visitor Surveys, Tourism Research Australia

## 2.2. Trend Analysis & Projections

### 2.2.1. The Implications of COVID-19

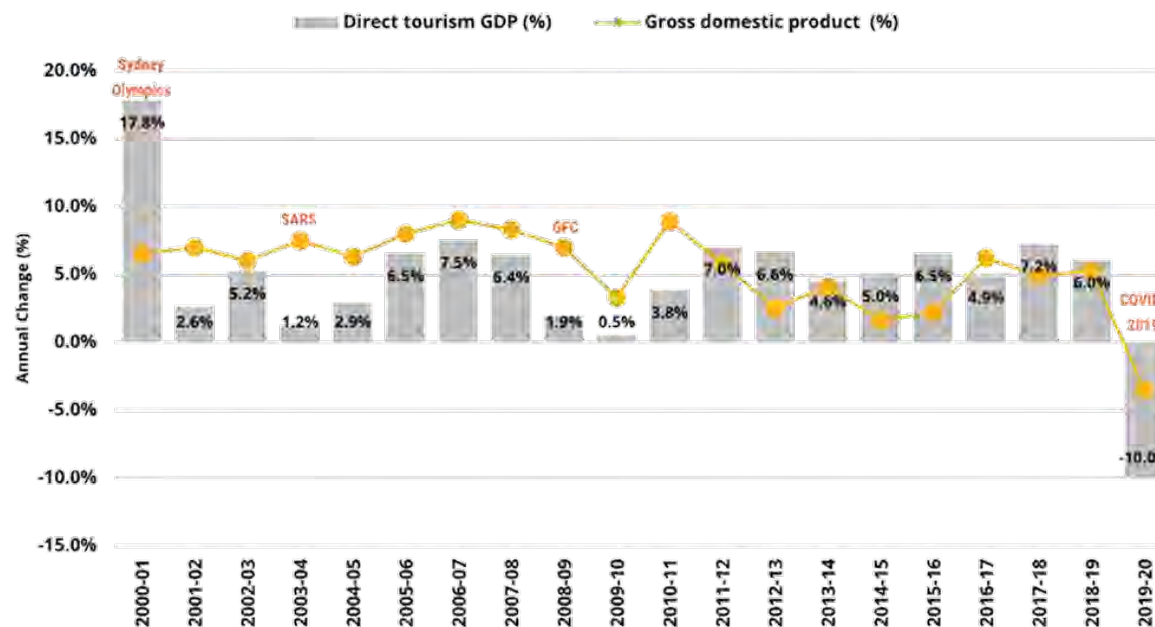
The Coronavirus Disease (COVID-19) pandemic will result in significant changes to visitation levels not only for Mount Isa but for Australia. At the time of writing this report (January - February 2021), Australia's international borders are closed and domestic interstate leisure travel, in particular, has been limited due to ongoing and unexpected state border closures.

Without a timeframe for when COVID-19 measures may be relaxed, it is difficult to forecast future visitation with a high degree of accuracy. However, it is anticipated that:

- international visitation is expected to remain at, or very close to, zero until international borders are re-opened;
- domestic visitation (particularly overnight visitation), and especially interstate travel, is likely to remain sporadic until state borders are consistently open; and
- while the domestic intrastate market may be quicker to rebound, it may take a longer period to restimulate interstate and international visitor demand.

Figure 5 includes modelling undertaken for Tourism Transport Forum (the national peak industry body for the tourism and transport sectors) at a national level on the potential impact of COVID-19 on tourism growth levels through the percentage change year-on-year for both direct tourism GDP in Australia and compared to the percentage change each year for total Australian GDP overall. It shows the major impact of COVID-19 on tourism growth compared with other major historical events such as SARS and the GFC.

Figure 5: The change in tourism growth (2001/01 to 2019/20)<sup>4</sup>



Total status quo (i.e., do nothing) visitor projections for Mount Isa SA2 are summarised in Figure 6.

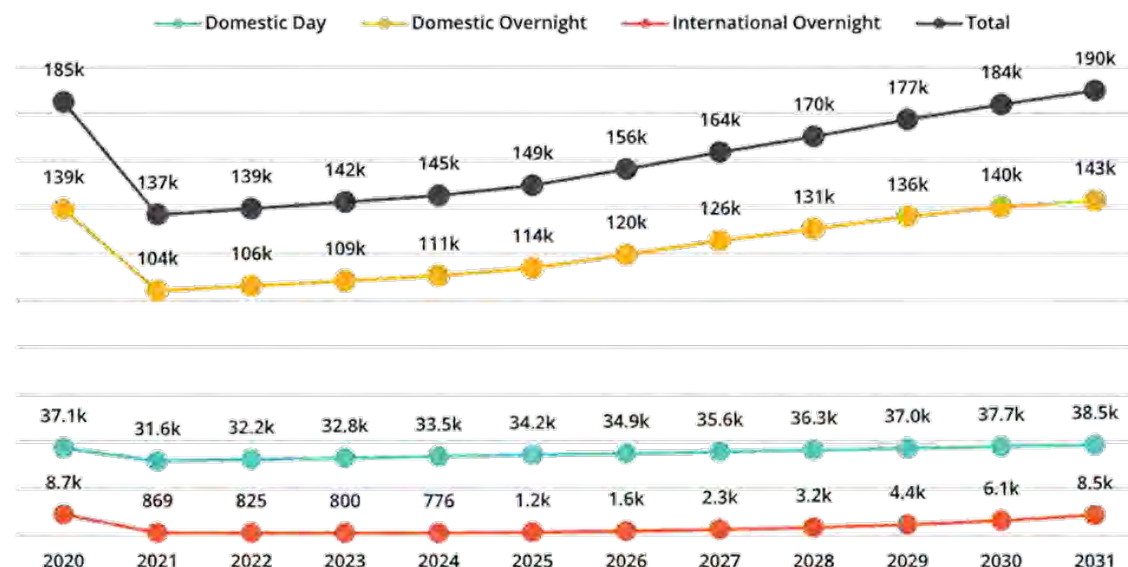
It is important to note that future externalities, such as major weather and economic events and future pandemics, have not been factored into the growth projections.

The forecasts have been based on the following assumptions.

- Between 2020 and 2021 (noting data is financial year-end) it is anticipated that visitation by all markets is likely to decline.
- International visitation, due to complete international border closures, is anticipated to decline by 90% (with the remaining 10% likely driven by essential business travel for the mining sector). It is also projected that it will take some time for visitation levels to reach pre-COVID-19 levels. It is projected that it will potentially take until 2025 for international visitation to return to some normality, with international visitation levels likely to reach pre-COVID-19 levels by circa 2031.
- The only international market which could possibly be activated in a faster timeframe is New Zealand. However, this is a relatively small market for Mount Isa (comprising 1.7k visitors in 2020).
- For the domestic markets, it is projected that by 2022, visitation numbers could start to rebound.

Based on these projections, it is anticipated that visitation to the region may struggle to reach pre-COVID-19 levels until 2030 at the earliest, though these projections need to be seen as conservative.

Figure 6: Mount Isa visitor projections (2020 – 2031)









### 3. OUTBACK AT ISA'S HISTORIC PERFORMANCE

#### 3.1. Outback at Isa Demand

##### 3.1.1. Methodology/Points to Note

The following sub-sections provide analysis on demand/visitation to the various components of the Outback at Isa experience. When reviewing the data, the following points need to be noted.

- Visitation/ticketing data is not recorded for all elements. Table 2 provides a summary of data that is/is not available.
- Additionally, it is also especially important to recognise that data is not unique. This means it is not possible to determine true unique visitation to the Outback at Isa experience because one visitor may participate in more than one experience. For example, one visitor, may walk into the VIC and be recorded as a VIC walk-in, but they may also then proceed to purchase a ticket to the Hard Times Underground Mine Tour and be recorded as a ticket purchaser. Far more detailed visitation recording techniques will need to be employed at the attraction to capture this data going forward.
- Because of the ticketing structure utilised at OAI, it is not possible to entirely separate visitation to some of the attractions out. For example, it is not possible to ascertain how many visits only travelled to the Mount Isa Regional Gallery versus those who visited only the café.
- The Riversleigh Fossil Centre was closed for refurbishment from the end of January 2020 until the 15<sup>th</sup> January 2020 and the OAI facility was closed for public access from March to June due to the COVID-19 pandemic. Both events have had a significant impact on 2020 visitation levels to the OAI facility and its attractions.

Table 2: Outback at Isa data

Component/Attraction	Demand/Visitation Data Available?
Outback at Isa VIC	✓
Hard Times Underground Mine Tours	✓
Riversleigh Fossil Centre	✓
Isa Experience	
Outback Park	✓ Only available as a combined Isa Experience
Rodeo Hall of Fame	
Mount Isa Regional Gallery	
Outback at Isa Café	✗



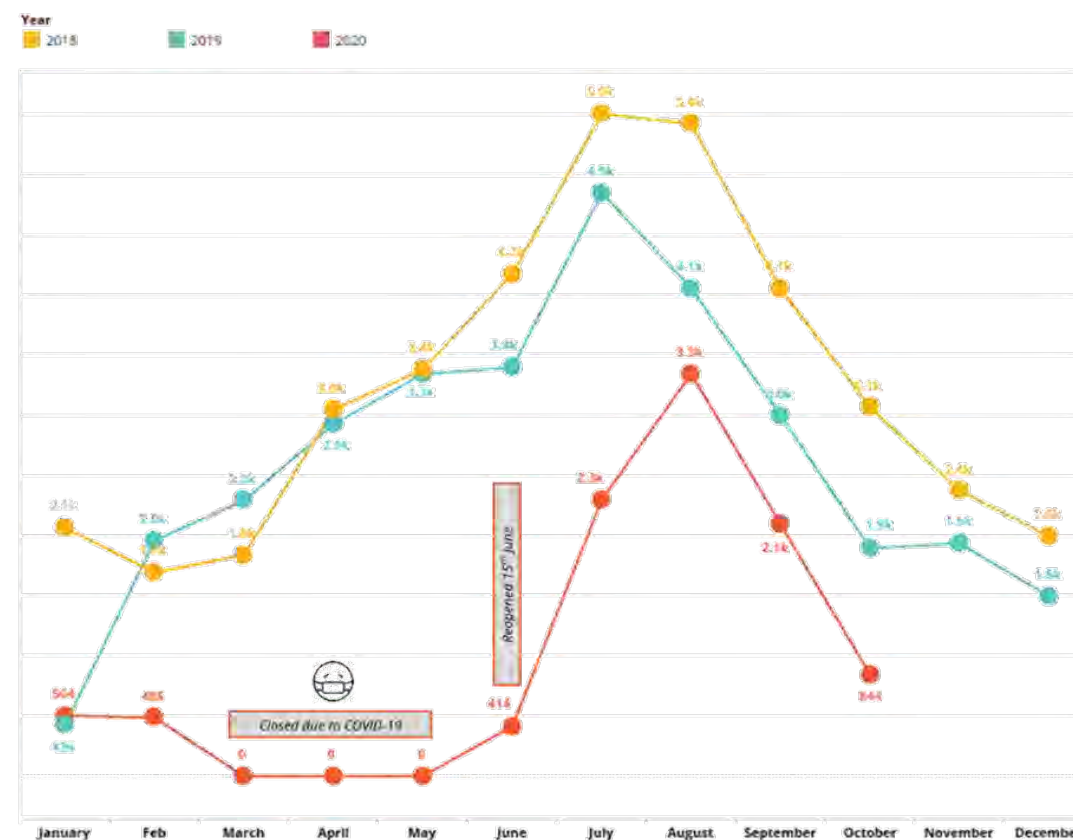
### 3.1.2. Outback at Isa Visitor Information Centre (VIC)

#### 3.1.2.1. Total visitation to the VIC

Figure 7 provides a summary of total visitation to the OAI VIC over the three years from 2018 to 2020 and demonstrates the following.

- Due to COVID-19, the VIC was closed from March-May 2020. Despite the VIC reopening, COVID-19 and travel restrictions have continued to impact tourism flows into Mount Isa and subsequently into the VIC.
- Visitation is clearly highly seasonal, with peak visitation occurring over the winter period (June – August).
- Based on the data received, the VIC received its most visitors in 2018 – with an estimated 38.6k visitors utilising the VIC. This declined to 31.6k in 2019. Trends indicate declining VIC nationally, so this is not unexpected. Data released for VIC utilisation in Queensland indicates that approximately 4.4% of visitors utilise VICs.
- Anecdotal feedback received from industry operators throughout Outback Queensland indicates that they have received a stronger uplift in domestic, family-based visitation in June – October. This strong uplift in family visitation does not appear to have been experienced in Mount Isa over the same period.

Figure 7: Outback at Isa VIC Visitation 2018-2020<sup>5</sup>



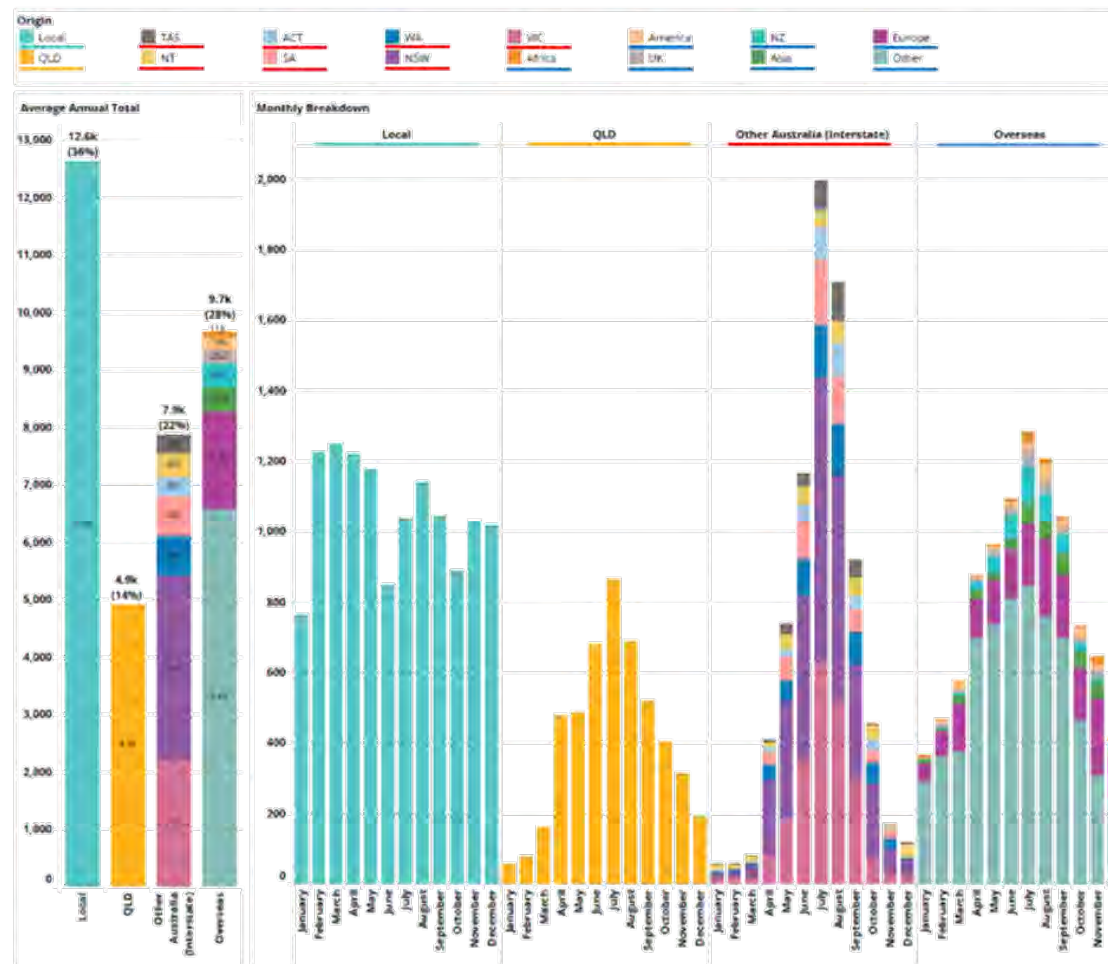
<sup>5</sup> Provided by MICCOE

### 3.1.2.2. Visitation to the VIC by Market

Figure 8 illustrates the utilisation of the VIC by visitor origin and demonstrates the following. Please note, 2020 data has been removed from this analysis because of COVID-19 skew implications.

- Locals make up most users of the VIC, comprising 36% of all visits over the last two years (2018-2019). This is important to note because of the role and expectation of VICs in servicing visitors versus the local community. Based on the work the project team has completed for many VICs throughout Australia and NZ, this a relatively high proportion of local utilisation.
- The next largest user market for the VIC is the overseas market, comprising 28% of use. Of these, Europeans make up the largest share of users (except for "other"), followed by New Zealanders.
- Interstate users of the VIC make up 22% of users. Of these, NSW residents were the largest user group, followed by Victorians and Western Australians.
- Intrastate users made up the smallest share of VIC users, comprising 14% of users.
- The data demonstrates the "peakiness" of the visitor markets to the VIC and the relatively constant nature of visitation to the VIC by the local market throughout the year.

Figure 8: Outback at Isa VIC Visitation by Visitor Origin 2018-2019<sup>6</sup>



<sup>6</sup> Provided by MICCOE

### 3.1.3. Visitation to OAI's Paid Experiences

Figure 9 demonstrates total ticket sales to the various OAI experiences in the 2018 and 2019 calendar years. It demonstrates the following.

- In total, 11,830 tickets were sold at the OAI attraction in 2018. This fell by 10% (-1,229) in 2019 to 10,601 tickets.
- Across both years, the most popular attraction was the Hard Times Mine Guided Tour Only. In 2019, this comprised 34% of all ticket sales at OAI.
- This was followed by the Riversleigh Fossil Discovery Centre (guided and unguided product) which comprised 26% of ticket sales in 2019. It is important to recognise that the Riversleigh Fossil Discovery Centre underwent a major refurbishment in the first half of 2020 so this is likely to have a bearing on future ticket sale trends.
- All ticket types, aside from the Isa Experience, experienced a decline in ticket sales between 2018 and 2019. This was particularly prominent in ticket sales for the Riversleigh Fossil Discovery Centre, which fell by 1,027 tickets (-27%) and the combined Isa Experience and Riversleigh Fossil Discovery Centre which decreased by 735 tickets (-37%). This is likely because of the refurbishment which Riversleigh has undergone.
- The most expensive ticket product, which includes the Hard Times Mine Guided Tour, along with entry to all museum product, comprises the smallest number of tickets sold (11% in 2020).

Figure 9: Total Ticket Sales to OAI Experiences 2018 & 2019 (Calendar Years)

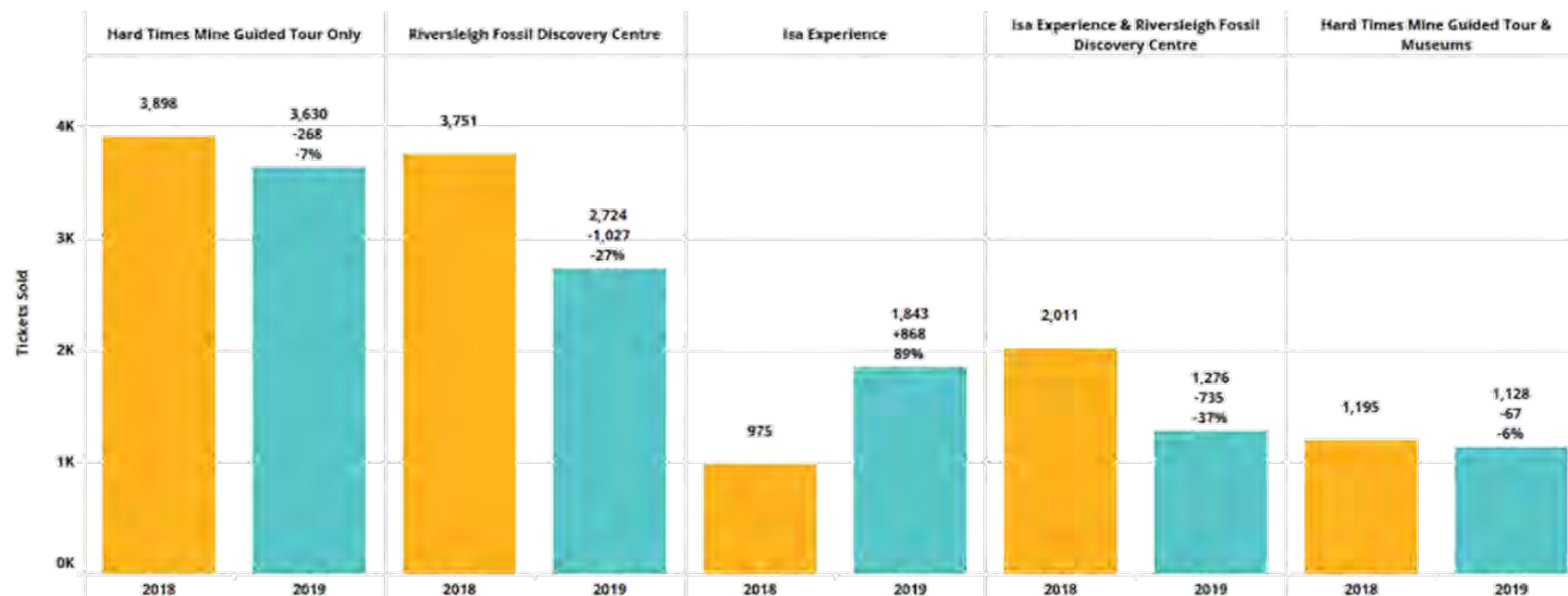


Figure 10 provides a synopsis of ticket sales in 2019 based on a variety of different variables and demonstrates the following.

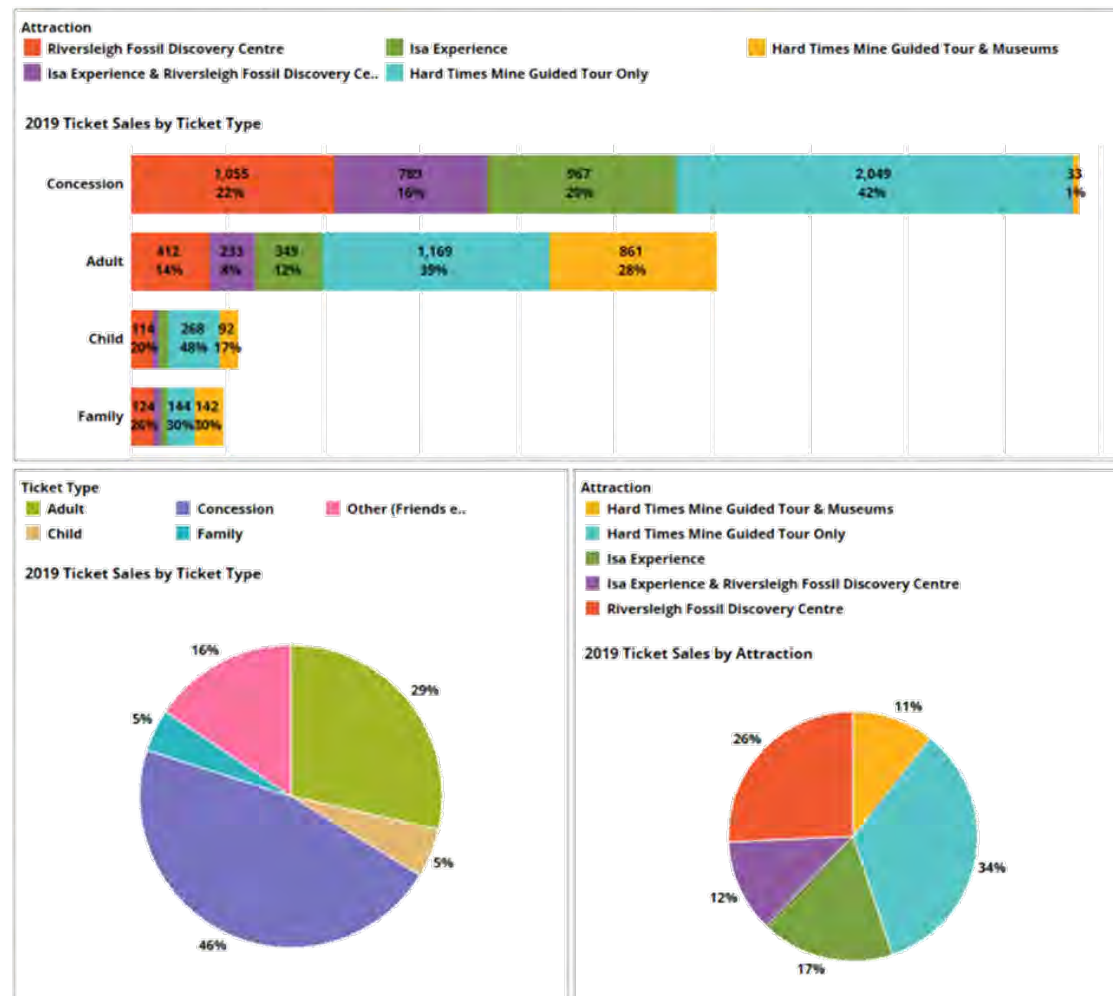


- Concession tickets, by far, make up the largest proportion of ticket sales, comprising 46% of all sales in 2019. This demonstrates that this is a key market for the OAI experience and is likely influenced by the large grey nomad market which travels through Mount Isa each year.
- Child and family ticket sales make up a relatively small percentage of ticket sales (5% each) currently. Potential exists to grow this, however, this is likely contingent on attracting a stronger family market to Mount Isa generally.
- Ticket sales to the Hard Times Mine Guided Tour made up 34% of all ticket sales in 2019. This was followed by ticket sales to the Riversleigh Fossil Discovery Centre (which includes guided and unguided product).
- Across all ticket types, the Hard Times Mine Guided Tour Only is the most popular ticket purchased. For concessions, this comprised 42% of concession tickets purchased, for adults, 39%, for children, 48% and for families 30%.

A more detailed listing of ticket sales by ticket type can be found in Appendix 1.



Figure 10: Ticket Sales to OAI Experiences 2019





### 3.2. Outback at Isa Financial Performance

#### 3.2.1. Revenue

Figure 11 provides a summary of revenue streams at OAI in the 2020 FY. When reviewing this data, it is important to note that:

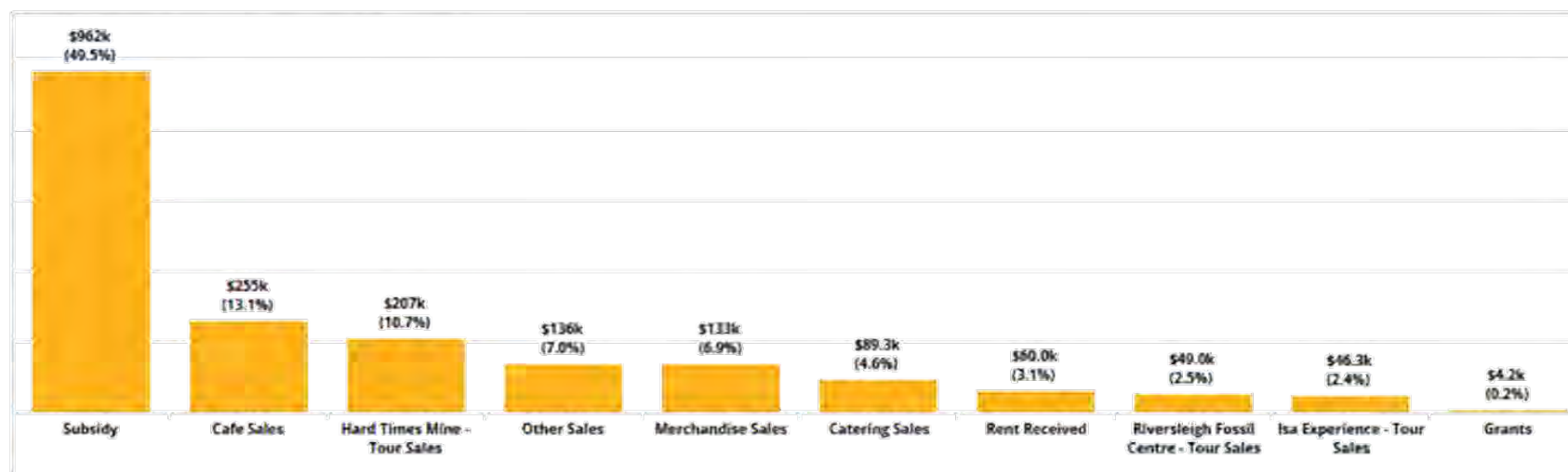
- to simplify the presentation of data, line items have been categorised into logical groupings; and
- this data only includes revenue items associated with OAI and excludes items associated with other aspects of MICCOE's operations (such as Buchanan Park) – these separated items have been provided to the project team by MICCOE.

The data demonstrates the following.

- The subsidy which OAI receives is, by far, the largest revenue stream for OAI, accounting for half (49.5%) of revenue in 2020 and totalling \$962k. While this may seem like a significant seem, many councils around Australia provide similar subsidies to their museums, galleries, and visitor information centres. Often these facilities are not located together and, therefore, the subsidy is not grouped together in Council financials. Councils are often prepared to subsidise such facilities because of the non-financial and broader benefits which they offer.

- After the subsidy, the next largest line item is café sales, comprising just over 13% of revenue in 2020.
- Out of the three core experiences/attractions which OAI offers, the Hard Times Mine generates the greatest level of revenue. This is a product of the Hard Times Mine tour being the most expensive product offered and the most in-demand product offered.

Figure 11: Outback at Isa Revenue Items Summary (2020 FY)



### 3.2.2. Expenditure

Figure 12 provides a summary of expenditure items at OAI in the 2020 FY. When reviewing this data, it is important to note that:

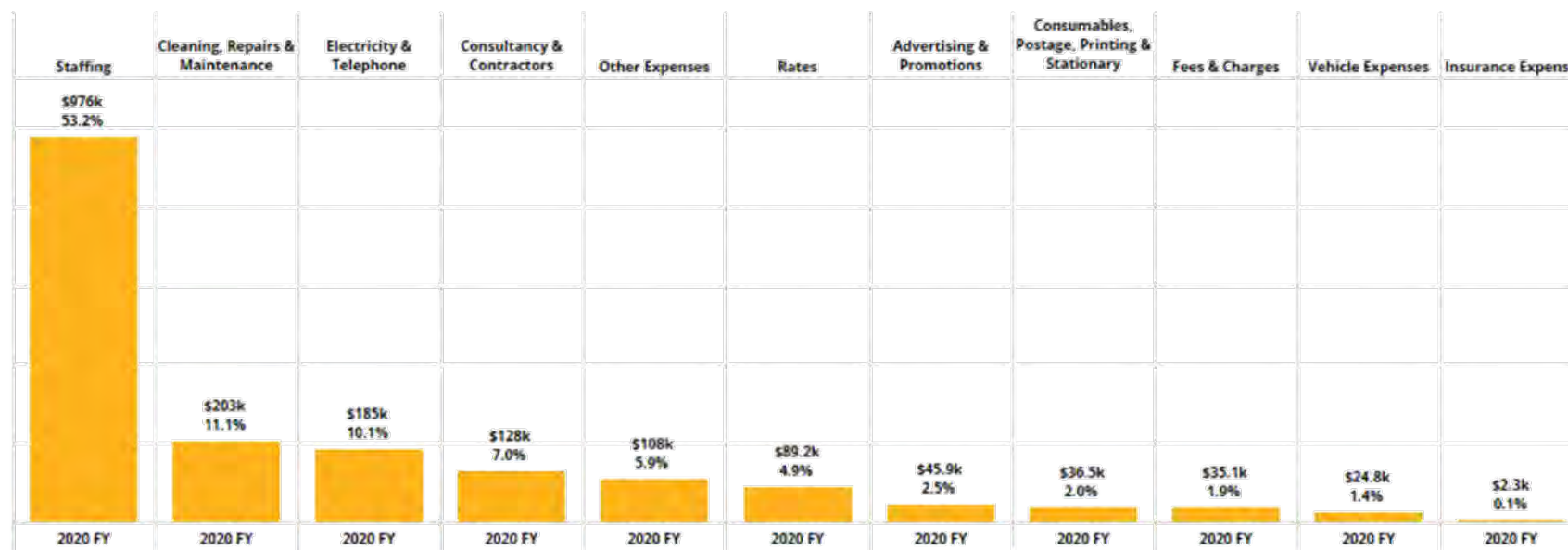
- to simplify the presentation of data, line items have been categorised into logical categories; and
- this data only includes items associated with OAI and excludes items associated with other aspects of MICCOE's operations (such as Buchanan Park) – these separated items have been provided to the project team by MICCOE.

The data demonstrates that staffing costs are, by far, the largest cost item for OAI, comprising over 53% of all expenditure in the 2020 FY. This was followed by cleaning, repairs, and maintenance (11%) and electricity and telephone costs (10%).

It is important to recognise that the level of staffing costs are not unexpected or overwhelmingly high – comparative facilities throughout Australia and NZ operate with similar staffing cost ratios – some as high as 70%.



Figure 12: Outback at Isa Expenditure Item Summary (2020 FY)



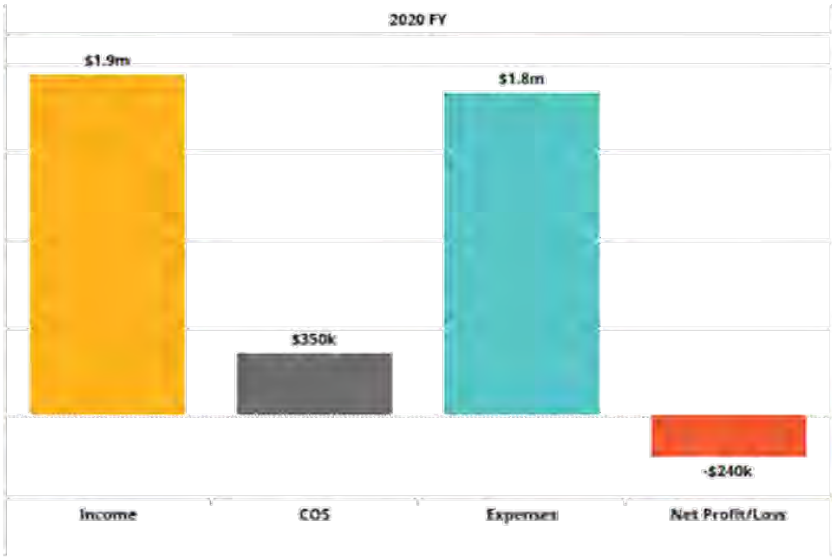
3.2.3. Net Operating Performance

Figure 13 provides a summary of OAI's net operating performance, including with and without the Council subsidy included. When the Council subsidy of \$962k is included, the net operating position of OAI is -\$240k. Without the subsidy included, the net operating position is noted as -\$1.2m. As indicated earlier, similar facilities to OAI operate in many LGAs throughout Australia and are subsidised, in part, by Council.

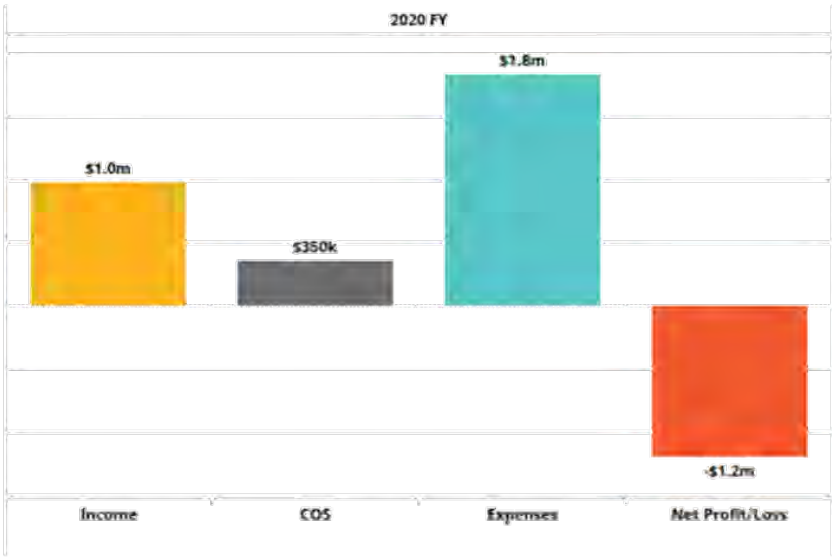
This Master Plan, however, provides the opportunity to strategically identify the profit centres of the OAI experience and potentially leverage these further to reduce the ongoing net operating loss going forward.

Figure 13: OAI Net Operating Performance (2020 FY)

With Council Subsidy Included



Without Subsidy Included



### 3.2.4. Metrics per visitor

Whilst the Council subsidy is not small, it is in line with other non-commercial but public good facilities which councils often subsidise because of the far wider economic benefits which they generate for the overall economy.

The ratio shown of net cost per visitor is to illustrate what the quantum is on a per visitor basis. As long as visitors are staying overnight in Mount Isa, and spending on food and beverage, other retail and accommodation, the net cost per visitor would appear reasonable.

In simple terms, one needs to look at the cost per visitor as a means to leverage visitor spend so a spend of \$38.05 per visitor, on average is likely to help leverage visitor spend of \$165.00 per visitor per night.

What Council would be wanting to see from a revitalised OAI facility is the ability of OAI to help leverage stronger visitation to Mount Isa and through this, the average net loss per visitor would then reduce.

This Master Plan, therefore, is aimed at finding ways to stimulate stronger market demand and associated spend by both visitors and locals.



Table 3: Financial metrics per visitor

With Subsidy Included		
Income		\$1,942,871
Income per Visitor Net profit/loss per Visitor to OAI (All Visitors)		\$92.52
COS		\$349,662
COS per Visitor Net profit/loss per Visitor to OAI (All Visitors)		\$16.65
Expenses		\$1,833,539
Expenditure per Visitor Net profit/loss per Visitor to OAI (All Visitors)		\$87.32
Net Profit/Loss		-\$240,330
Net profit/loss per Visitor to OAI (All Visitors)		\$-7.61
Without Subsidy Included		
Income		\$980,871
Income per Visitor Net profit/loss per Visitor to OAI (All Visitors)		\$46.71
COS		\$349,662
COS per Visitor Net profit/loss per Visitor to OAI (All Visitors)		\$16.65
Expenses		\$1,833,539
Expenditure per Visitor Net profit/loss per Visitor to OAI (All Visitors)		\$87.32
Net Profit/Loss		-\$1,202,330
Net profit/loss per Visitor to OAI (All Visitors)		\$-38.05
Tour Experiences (Income Only)		
Hard Times Mine - Tour Sales	Income	\$207,141
	Income per Visitor to Individual Attractions	\$43.54
Isa Experience - Tour Sales	Income	\$46,255
	Income per Visitor to Individual Attractions	\$10.89
Riversleigh Fossil Centre - Tour Sales	Income	\$48,987
	Income per Visitor to Individual Attractions	\$11.87







## 4. MOUNT ISA AUDIT

### 4.1. Product Audit

#### 4.1.1. Methodology

The following section provides a tourism product audit for Mount Isa. The purpose of the audit is twofold:

- firstly, to ascertain where product gaps may exist in the tourism product mix; and
- secondly, to complete sentiment analysis on the existing Outback at Isa attractions.

The audit is primarily based on an extensive 'data scraping' exercise which leveraged off the following sources: the Australian Tourism Data Warehouse's (ATDW), TripAdvisor, Booking.com, Google Travel and Google Maps.<sup>7</sup>

#### 4.1.2. Attractions

Because the tourism sector is so far-reaching, there are many products, experiences and assets which can be considered tourism based. This audit, has, however, focused on those which are considered primary tourism experiences, that is, those which are marketed and positioned as "things to do" when visitors travel to Mount Isa. Those products which are primarily utilised by the local community have been excluded.

To be able to derive qualitative and meaningful findings from the product audit, product has had to be listed within product categories.

When reading the product findings, it is important to note:

- general parks are excluded from the audit because of the number of these throughout the region which would skew the findings;
- events have been excluded from the audit;
- general food and beverage (cafes, restaurants, bars), rather, the audit only focuses on unique food experiences such as distilleries, food tours, cooking classes etc. if these are available in the area; and
- the audit does not provide an assessment on the quality of the product as this would require visiting each product which was not possible within the scope of this exercise.

Table 4 summarises the attraction type categories used.

**Table 4: Attraction type categories**

 Culture & Performances	 Museums & Historical Sites
 Destination Information	 Natural Attraction, Lookouts
 Galleries	 Recreation
 Mines & Mine Experience	 Tours

Figure 14 on the following page illustrates the findings of the attractions audit and demonstrates the following.

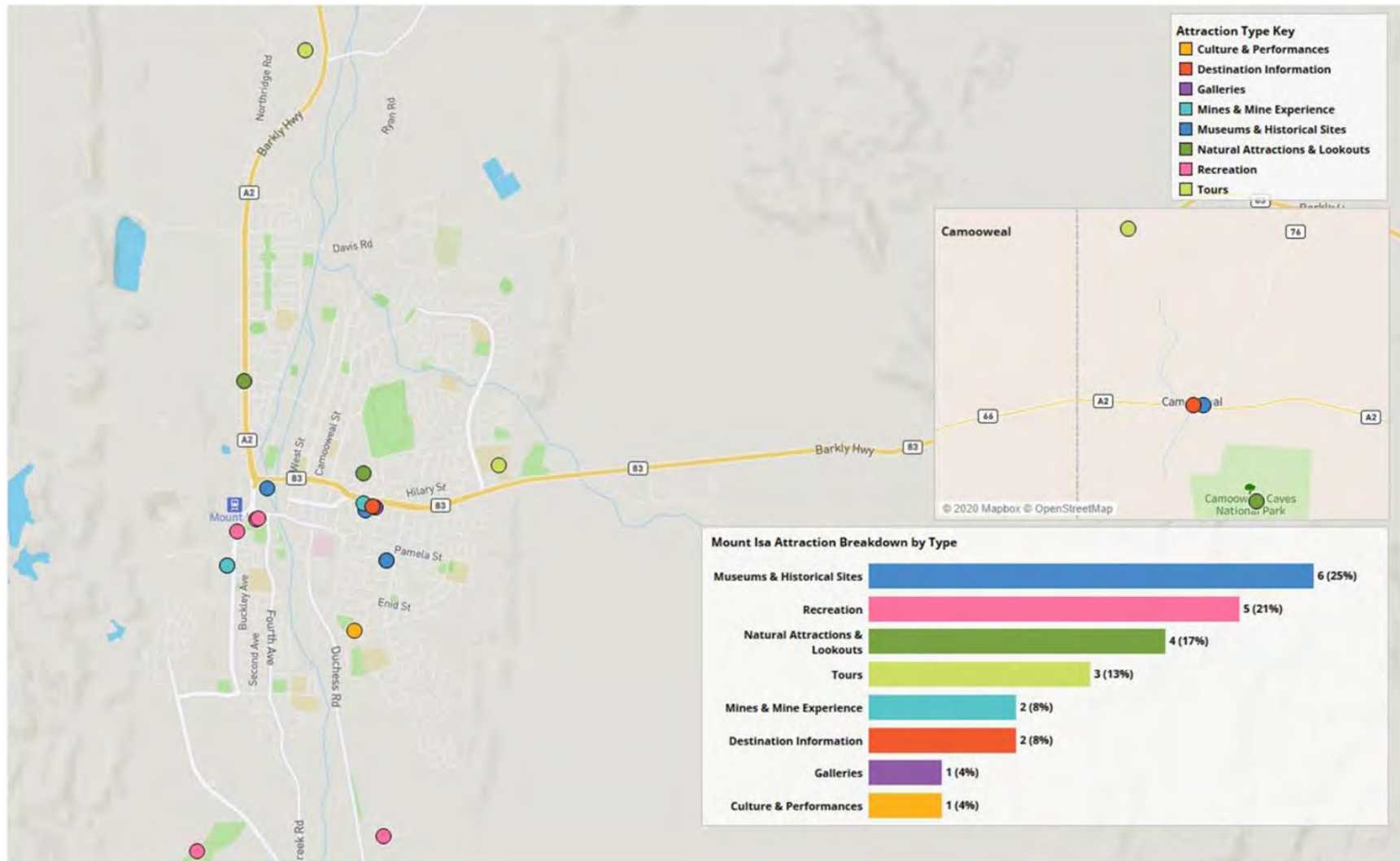
- Based on the audit findings, there are 24 tourism attractions in the Mount Isa LGA. This includes the four attractors which are clustered at the Outback at Isa facility.



- As expected, virtually all of Mount Isa's product is clustered in Mount Isa. There is a small cluster of product in the town of Camooweal.
- Of these 24 attractions, the majority (25% or 6) are categorised as 'museum & historical sites': the bulk of these are free attractions. This is followed by 'recreation' product which includes product such as golf, karting and public swimming pools.
- There are limited paid tourism attractions other than those offered at the Outback at Isa attraction. Paid experiences are important for generating stronger economic benefit from the visitor economy by encouraging longer length of visitor stay and a stronger tourism profile.
- Aside from the Outback at Isa attraction, there are limited all-weather experiences for visitors to undertake during times of inclement weather (too hot or during periods of excessive wet weather).

<sup>7</sup> It is important to note, therefore, that the audit may not be fully comprehensive, particularly for those operators who are not listed online.

Figure 14: Mount Isa Attractions Audit



#### 4.1.3. Accommodation

The accommodation audit focused on commercial forms of accommodation.

The rationale for investigating accommodation is to discern whether any gaps in the accommodation mix exist in Mount Isa and potentially whether these could be investigated at the Outback at Isa precinct.

Table 5 provides a summary of the categories utilised.

**Table 5: Accommodation type categories**

	Caravan Park/Tourist Park
	Hostel
	Hotel
	Motel
	Worker & Accommodation Village

This information has been sourced from a data scrape of online sources including the ATDW, TripAdvisor, Booking.com and Google Maps.

Some properties are listed online across multiple categories. In these cases, Stafford has selected the most applicable category based on online information available.

For each property, the number of rooms was also included (where this information was provided)<sup>8</sup>. For caravan parks, only room numbers were included (such as those in cabins, chalets, villas). Site numbers have been excluded from the assessment as this data is difficult to obtain with accuracy.

The full listing of the accommodation audit findings is provided in Appendix 3.

Figure 15 on the following page summarises the findings of the audit and demonstrates the following.

- Based on the audit, there are 31 commercial accommodation properties in Mt Isa and 979 rooms.
- Of these 31 properties, the vast majority are 'motels', representing 71% of all properties.
- Motels also represent the bulk of room stock, comprising 76% of room stock in Mount Isa.
- The next most common property type (by the number of properties) are 'caravan park/tourist parks', with 5 of these in Mount Isa.
- The largest property in Mount Isa (by the number of rooms) is the motel property "Leichhardt Accommodation" which offers 138 rooms and comprises 14% of Mount Isa's total room stock.
- Mount Isa's accommodation stock receives an average user review rating of 3.2/5 (based on 1,596 reviews). Breaking this down by accommodation type produces the following results:
  - Caravan Park/Tourist Park: 3.0/5 (based on 462 reviews);
  - Hostel: 3.0/5 (based on 17 reviews);
  - Hotel: 4.0/5 (based on 140 reviews);
  - Motel: 3.2/5 (based on 973 reviews); and
  - Worker & Accommodation Village: 3.1/5 (based on 4 reviews).
- Properties that score higher Net Promoter Score (NPS)<sup>9</sup> ratings (i.e. higher than +50) include Copper Gate Motel, Spinifex Motel & Serviced Apartments, Leichhardt Accommodation, Mount Isa City Motel.

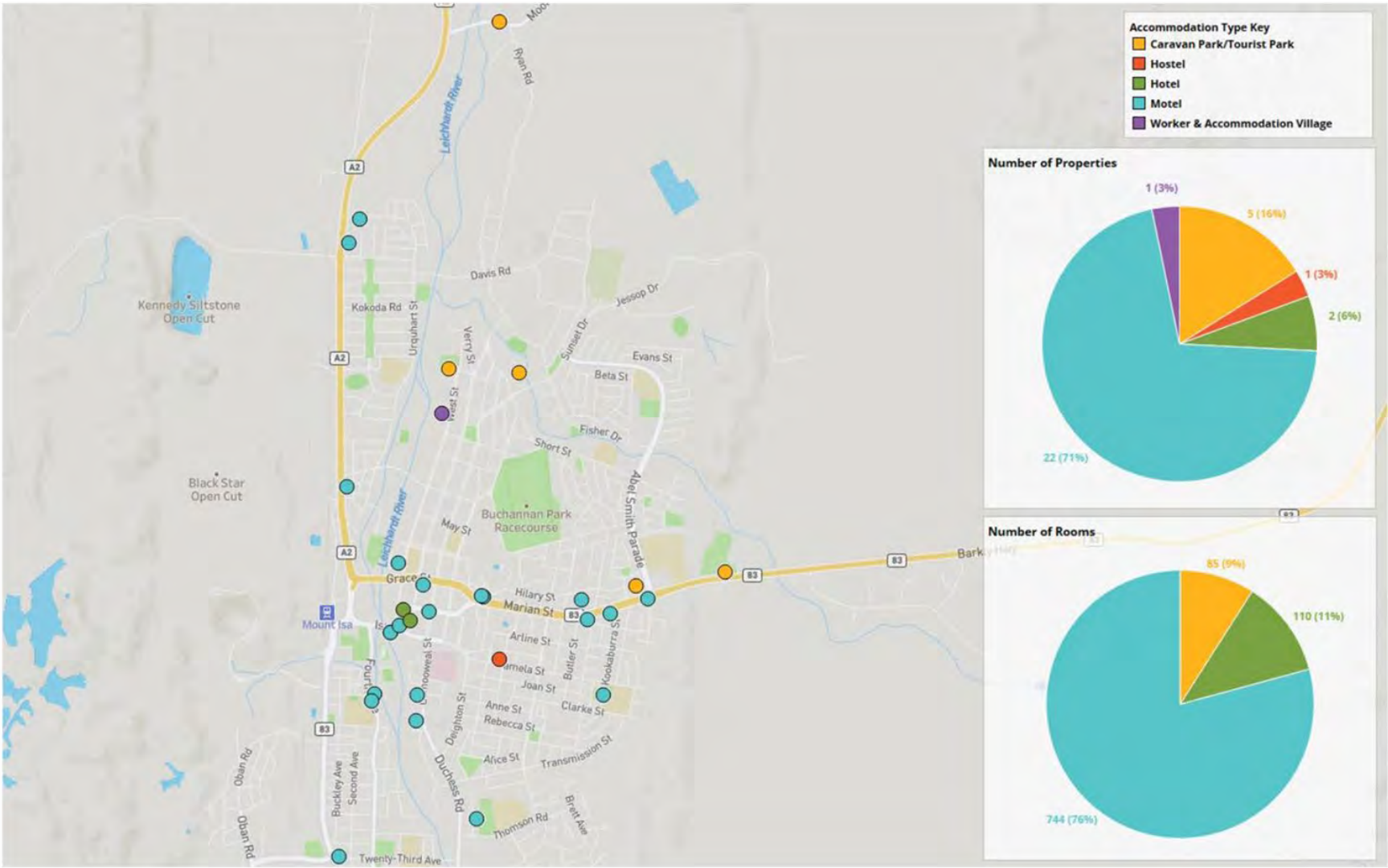


<sup>8</sup> There were only two properties where room numbers were unable to be determined: Travellers Haven Backpackers Hostel and Moondarra Caravan Park Mount Isa.

<sup>9</sup> It is important to recognise that a high NPS does not necessarily reflect a higher quality property. It tends to reflect, however, that the quality and product on offer, matches the price and consumer expectation.



Figure 15: Mount Isa Accommodation Audit



## 4.2. Sentiment Analysis

### 4.2.1. Methodology

In the absence of undertaking a major survey of visitors to the Outback at Isa facility (which was not within the scope of this project), Stafford has completed a data scraping exercise assessing consumer sentiment from the major travel review website TripAdvisor. Consumer sentiment has been assessed in two primary forms:

- Qualitative assessment: this has included a review of the comments left on the various Outback at Isa TripAdvisor review; and
- Quantitative assessment: this has included a review of the scores/ratings left on the various Outback at Isa TripAdvisor review.

While there are various travel review websites, TripAdvisor has been utilised because it:

- is the largest consumer-generated attraction review website;
- provides a far more detailed breakdown on feedback (rather than just providing a star rating like many others);
- offers historical feedback and enables trend analysis (reviews were available as far back as 2011);
- enables some demographic breakdown, such as visitor origin; and
- enables a breakdown by travel party type.

In addition to completing a quantitative assessment of the Outback at Isa attraction, Stafford has also completed an NPS assessment for comparative purposes to see how Outback at Isa “stacks up” against competitive and benchmark attractions around Australia (and further afield).





#### 4.2.2. Outback at Isa Experience In-depth Sentiment Analysis

##### 4.2.2.1. Consumer Quantitative Analysis

Figure 16 provides the summary ranking scores for the Outback at Isa and Hard Times Mine experiences and demonstrates the following.

- Overall, the experiences rank well, being listed as #1 and #2 of 18 things to do in Mount Isa.
- Both experiences have a far greater proportion of Excellent ratings, compared with any other rating – this is particularly the case for the Hard Times Mine where 85% of ratings were “Excellent”.

Figure 16: TripAdvisor Ratings

##### Quantitative Assessment: Outback at Isa



4.5/5 and #1 of 18 things to do in Mount Isa

##### Quantitative Assessment: Hard Times Mine



4.5/5 and #2 of 18 things to do in Mount Isa

#### 4.2.3. Consumer Qualitative Commentary Analysis

Table 6 provides a summary of the qualitative commentary analysis for both OAI and the Hard Times Mine. Key findings include the following.

- On the whole, consumer sentiment regarding OAI and the Hard Times Mine experience is very positive.
- A significant amount of the positive feedback regarding both experiences relates to the tour guides. This is a good result, however, demonstrates that the quality of the experience is reliant on personnel. There needs to be succession planning

and potentially new ways of interpreting the experiences introduced to ensure that if these personnel are not available, the quality of the experience does not diminish.

- There is some commentary about the price of the experience(s), however, many visitors also commented that once they undertook the experience(s) they could see the value for money.

While Riversleigh Fossil Centre received a fair bit of negative commentary pre-upgrade, post-upgrade the commentary is much improved. This specifically related to the lack of interactivity and the dated exhibitions pre-upgrade.

Table 6: Outback at Isa TripAdvisor consumer qualitative commentary analysis

Negative Feedback			Positive Feedback		
Comment Category	Outback at Isa (inc. Café)	Hard Times Mine	Comment Category	Outback at Isa (inc. Café)	Hard Times Mine
Expensive	9 (13.2%)	3 (10.0%)	Hard Times Mine tour is fantastic	24 (5.4%)	104 (141.0%)
Riversleigh not worth price; needs upgrades (inc. riverbank)	8 (12.3%)	1 (3.3%)	Knowledgeable tour guides	46 (10.2%)	114 (102.2%)
Confusing	2 (6.7%)		Must do	13 (2.9%)	57 (10.2%)
Needs maintenance	2 (6.7%)		Good value for money	7 (1.6%)	13 (3.3%)
Slow service at café	1 (4.4%)		Good family experience	5 (1.1%)	11 (2.3%)
Dated film/exhibitions	2 (4.4%)		Great exhibitions and stories	87 (13.0%)	3 (1.3%)
Lack of indigenous content and/or merchandise	1 (4.4%)		Expensive but worth it		3 (1.3%)
Poor VIC customer service	2 (4.4%)		VIC is great & staff are knowledgeable	56 (12.5%)	4 (1.1%)
An okay experience	1 (2.2%)	1 (3.3%)	Fantastic experience	3 (0.7%)	4 (1.1%)
Disappointing as it's not a real mine	1 (2.2%)	3 (10.0%)	Lost to self	23 (5.1%)	3 (0.4%)
Incorrect information provided by VIC staff	1 (2.2%)		Great customer service	66 (14.8%)	2 (0.5%)
Lots to see but can be confusing for a family to decide	1 (2.2%)		Exceeded expectations		2 (0.5%)
Lots to see but disjointed	1 (2.2%)		Well worth a visit	5 (1.1%)	1 (0.3%)
Missed the tour	1 (2.2%)		Good parking	6 (1.3%)	1 (0.3%)
Needs a refurbishment	1 (2.2%)		Worth a visit	1 (0.2%)	
Not enough detailed mining information on tour	1 (2.2%)	3 (10.0%)	Well planned	2 (0.4%)	
Not enough on display at Riversleigh Fossil Centre	1 (2.2%)		Unique experience	7 (1.6%)	
Not enough visitor information	1 (2.2%)		Something for everyone	1 (0.2%)	
Okay value for money	1 (2.2%)		Riversleigh Fossil Centre is fantastic	20 (5.8%)	
Outdoor gardens neglected	1 (2.2%)		One stop shop	7 (1.6%)	
Poor customer service	1 (2.2%)		More than just a VIC	2 (0.4%)	
Too far to walk from centre of town	1 (2.2%)		Impressive building	2 (0.4%)	
Unprofessional tour guide	1 (2.2%)		Great outdoor gardens	8 (1.3%)	
Benefit from updated photos		1 (3.3%)	Great gift/merchandise shop	14 (3.1%)	
Didn't meet expectations		1 (10.7%)	Great food/coffee	48 (10.7%)	
Displays needs maintenance		1 (3.3%)	Great VIC	1 (0.2%)	
Inability to take pictures was annoying		3 (10.7%)	Gardens great for families	1 (0.2%)	
More about modern day mining would be good		1 (3.3%)	Centrally located	8 (1.3%)	
Some technology wasn't working		1 (3.3%)	All weather experience	2 (0.4%)	
Tour booking difficulties		2 (6.7%)			
<b>Total</b>	<b>45 (100.0%)</b>	<b>30 (100.0%)</b>	<b>Total</b>	<b>447 (100.0%)</b>	<b>376 (100.0%)</b>

#### 4.2.4. Comparative & Benchmark Attractions

With Outback at Isa being the primary and only major built visitor experience/attraction in Mount Isa, this makes it challenging to assess how it ranks as a visitor attraction vis-à-vis other attractions within the region. For example, while the OAI experience rates as “#1 of 18 things to do in Mount Isa”, there are relatively few other comparable experiences it is competing against.

This is not to say the experience is not deserving of this ranking. However, to enable a more robust assessment of the experiences’ performance, an assessment of comparable and some best practice and unique experiences in other parts of Queensland, Australia and New Zealand have been undertaken.

This assessment is top-line online and leverages TripAdvisor’s consumer rating mechanism, which enables visitors to rate an experience as either: Excellent, Very Good, Average, Poor or Terrible. From this, a Net Promoter Score can be calculated. Appendix 4 describes the NPS and how it is calculated.

The attractions assessed have been broadly summarised into the following categories:

- Co-located Visitor Centres (with speciality museums, scient museums etc.) to reflect what is offered at Outback at Isa and offer a comparison;
- Museums (including speciality and general museums);
- Mines and Historic Sites (including other mine sites, dinosaur/fossil experiences etc.);
- Others (including planetariums, entertainment and unique experiences which do not fall into the other categories included).

As explained previously, there are three separate TripAdvisor review pages for the Outback at Isa experience, being:

- Outback at Isa<sup>10</sup> - this attraction has been categorised as a “Co-located Visitor Centre”;
- Outback at Isa Café<sup>11</sup> - this attraction has been categorised as “Other”; and
- Hard Times Mine<sup>12</sup> - this attraction has been categorised as “Mines and Historic Sites”.

It is important to note that when selecting attractions, particularly mine-based experiences, Stafford has steered away from those which offer tours of working and/or abandoned mines. It is understood that although a similar experience previously was offered in Mount Isa, this was replaced with the Hard Times Mine experience due to a range of issues including OHS concerns.

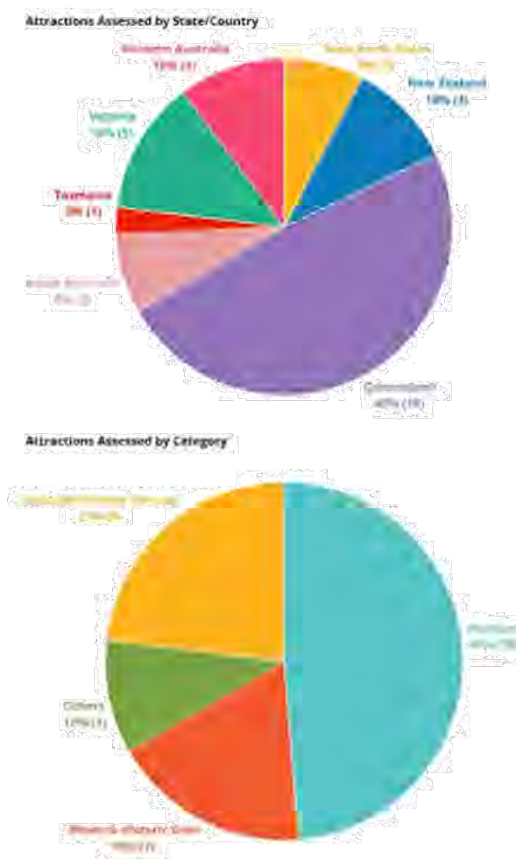
Additionally, while some attractions assessed may be on a larger scale than Outback at Isa, it is considered important to include these because of their profile and what they offer, despite being in relatively remote/regional locations.

Figure 17 provides a summary of the attractions assessed by state/country and category. Points to note include the following.

- The majority (49% or 19 attractions) were in QLD – with many being in regional/outback QLD areas, followed by VIC (13% or 5 attractions), WA and NZ (both having 10% or 4 attractions), SA and NSW (both having 8% or 3 attractions) and Tasmania (3% or 1 attraction).
- 19 (49%) of the attractions assessed were Museums, followed by Co-located Visitor Centres (9), Mines & Historic Sites (7) and Other (4 or 10%)

Figure 18 on the following page demonstrates that 39 attractions/experiences (including the three Outback at Isa experiences) were assessed.

Figure 17: Breakdown of attractions assessed

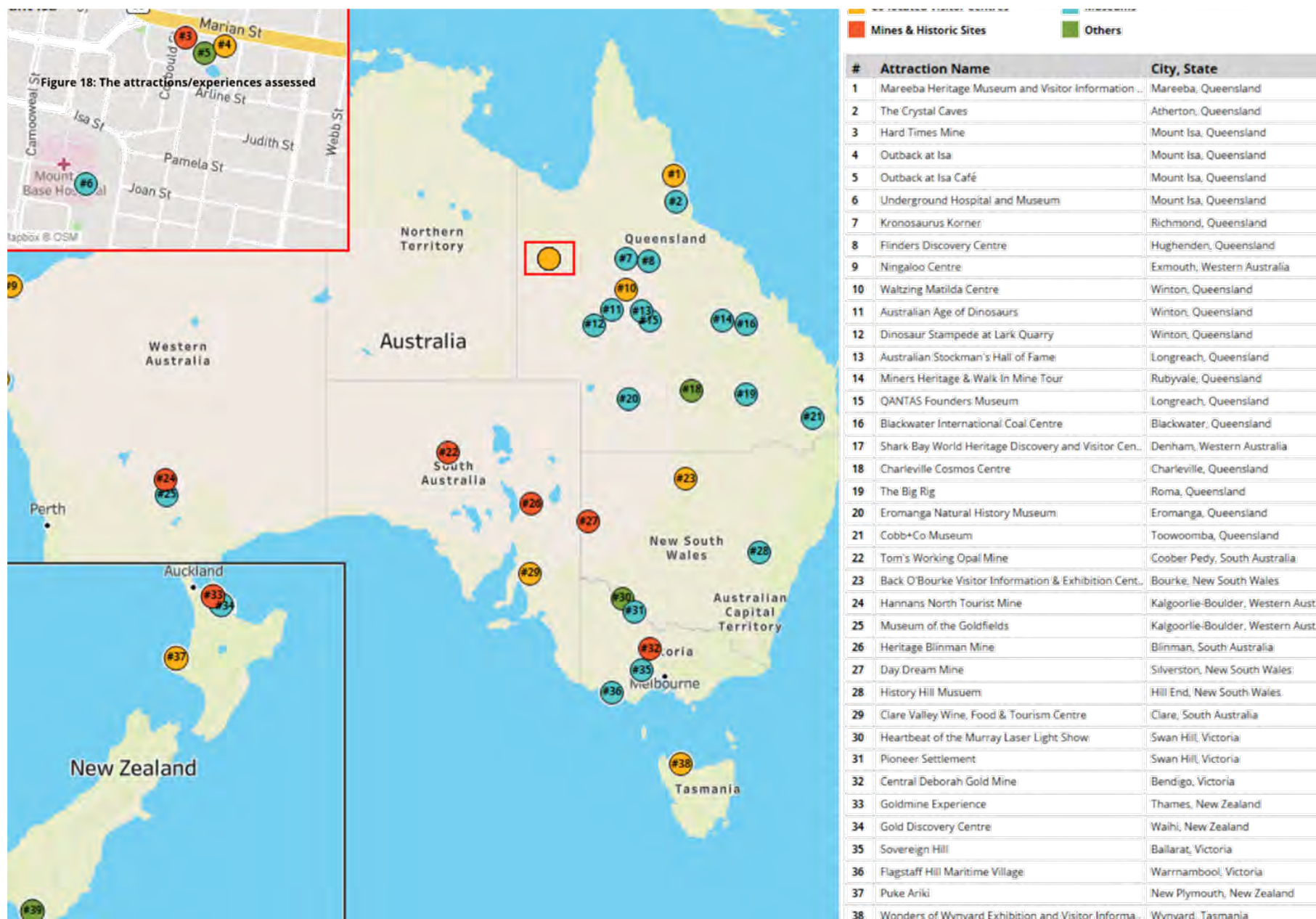


<sup>10</sup> [https://www.tripadvisor.com.au/Attraction\\_Review-g255339-d3317567-Reviews-Outback\\_at\\_Isa-Mount\\_Isa\\_Queensland.html](https://www.tripadvisor.com.au/Attraction_Review-g255339-d3317567-Reviews-Outback_at_Isa-Mount_Isa_Queensland.html)

<sup>11</sup> [https://www.tripadvisor.com.au/Restaurant\\_Review-g255339-d17427244-Reviews-Outback\\_at\\_Isa\\_Cafe-Mount\\_Isa\\_Queensland.html](https://www.tripadvisor.com.au/Restaurant_Review-g255339-d17427244-Reviews-Outback_at_Isa_Cafe-Mount_Isa_Queensland.html)

<sup>12</sup> [https://www.tripadvisor.com.au/Attraction\\_Review-g255339-d10398940-Reviews-Hard\\_Times\\_Mine-Mount\\_Isa\\_Queensland.html](https://www.tripadvisor.com.au/Attraction_Review-g255339-d10398940-Reviews-Hard_Times_Mine-Mount_Isa_Queensland.html)







Sovereign Hill, Ballarat



Dig This, Invercargill, NZ

Table 7 illustrates the results of the NPS comparative assessment and demonstrates the following findings.

- Out of the 39 attractions assessed, The Big Rig at Roma has the lowest NPS of 6. This indicates very high consumer dissatisfaction with the experience.
- The OAI experience has an NPS of 50. This is a rank of 24 out of the 39 attractions assessed and puts it mid-range.
- The Hard Times Mine experience has one of the higher NPS' of 78. This is the 5th highest NPS out of all the attractions assessed and is an excellent result.
- While the OAI café has a relatively high NPS of 80, this is based on a very small review size of only 5 reviews. We would caution again relying on this result due to the small sample size.

The conclusion to draw from this sentiment assessment is that the Hard Times Mine experience is highly rated whilst the remainder of the OAI experience achieves a more modest rating overall.

Table 7: Comparative & benchmark NPS assessment (based on TripAdvisor Reviews)<sup>13</sup>

Category (group)	City, State & Attraction Name (Combined)	Number Of Reviews	NPS
Co-located Visitor Centres	Mareeba Heritage Museum and Visitor Information Centre, Mareeba, Queensland	245	77
	Wonders of Wynyard Exhibition and Visitor Information Centre, Wynyard, Tasmania	80	74
	Clare Valley Wine, Food & Tourism Centre, Clare, South Australia	105	65
	Puke Araki, New Plymouth, New Zealand	526	60
	Back O'Bourke Visitor Information & Exhibition Centre, Bourke, New South Wales	250	52
	Outback at Isa, Mount Isa, Queensland	271	50
	Ningaloo Centre, Exmouth, Western Australia	649	38
	Shark Bay World Heritage Discovery and Visitor Centre, Denham, Western Australia	185	31
	Walking Maslida Centre, Winton, Queensland	374	26
	<b>Average</b>	<b>298</b>	<b>52</b>
Mines & Historic Sites	Heritage Blinman Mine, Blinman, South Australia	230	82
	Hard Times Mine, Mount Isa, Queensland	126	78
	Central Deborah Gold Mine, Bendigo, Victoria	826	72
	Goldmine Experience, Thames, New Zealand	97	56
	Hannant North Tourist Mine, Kalgoorlie-Boulder, Western Australia	354	45
	Tom's Working Opal Mine, Coober Pedy, South Australia	291	44
	Day Dream Mine, Silverston, New South Wales	242	35
	<b>Average</b>	<b>309</b>	<b>59</b>
Museums	Eromanga Natural History Museum, Eromanga, Queensland	93	96
	Australian Age of Dinosaurs, Winton, Queensland	839	76
	History Hill Museum, Hill End, New South Wales	60	73
	Kronosaurus Korner, Richmond, Queensland	191	71
	QANTAS Founders Museum, Longreach, Queensland	1,533	65
	Dinosaur Stampede at Lark Quarry, Winton, Queensland	444	64
	Miners Heritage & Walk in Mine Tour, Rubyvale, Queensland	182	57
	Museum of the Goldfields, Kalgoorlie-Boulder, Western Australia	524	55
	Sovereign Hill, Ballarat, Victoria	1,646	53
	Cobb+Co Museum, Toowoomba, Queensland	594	53
	The Crystal Caves, Asherton, Queensland	472	49
	Flagstaff Hill Maritime Village, Warrnambool, Victoria	895	49
	Gold Discovery Centre, Waihi, New Zealand	89	46
	Pioneer Settlement, Swan Hill, Victoria	550	44
	Underground Hospital and Museum, Mount Isa, Queensland	118	40
	Australian Stockman's Hall of Fame, Longreach, Queensland	1,370	39
	Flinders Discovery Centre, Hughenden, Queensland	113	35
	Blackwater International Coal Centre, Blackwater, Queensland	36	25
	The Big Rig, Roma, Queensland	193	6
	<b>Average</b>	<b>629</b>	<b>52</b>
Others	Dig This Invercargill, Invercargill, New Zealand	373	87
	Outback at Isa Café, Mount Isa, Queensland	5	80
	Charleville Cosmos Centre, Charleville, Queensland	426	62
	Heartbeat of the Murray Laser Light Show, Swan Hill, Victoria	62	55
	<b>Average</b>	<b>217</b>	<b>73</b>

<sup>13</sup> Sourced from TripAdvisor 10<sup>th</sup> November 2020







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The full survey questions are included in Appendix 5.

- Most respondents (22%) visit OAI, on average, once per month, followed by those who visit twice per year (20%).
- OAI received an overall average satisfaction score of 5.7/10. This score could be improved. Of the 40 respondents:
  - 28% responded that they were satisfied with the OAI experience (providing scores of 6 or 7 out of 10); and
  - 22% expressed that they were very dissatisfied with the OAI experience (providing scores of 2 or less out of 10).
- The most used attraction/facility by respondents when visiting OAI is the café (23% indicated this), followed by the VIC (18%), Outback Park (15%) and Riversleigh Fossil Centre (15%).
- However, when asked to indicate their favourite attractions/facilities, Riversleigh Fossil Centre ranked highest (26%), followed by the café (15%) and the VIC (13%).
- Interestingly, the Hard Times Mine Tour was only ranked by 10% of respondents as one of their favourite attractions/facilities. This does not appear to align with significant online visitor sentiment analysis that indicates both Riversleigh and the Hard Times Mine experience as being the preferred attractions/experiences at OAI. This could be because there are fewer locals who have

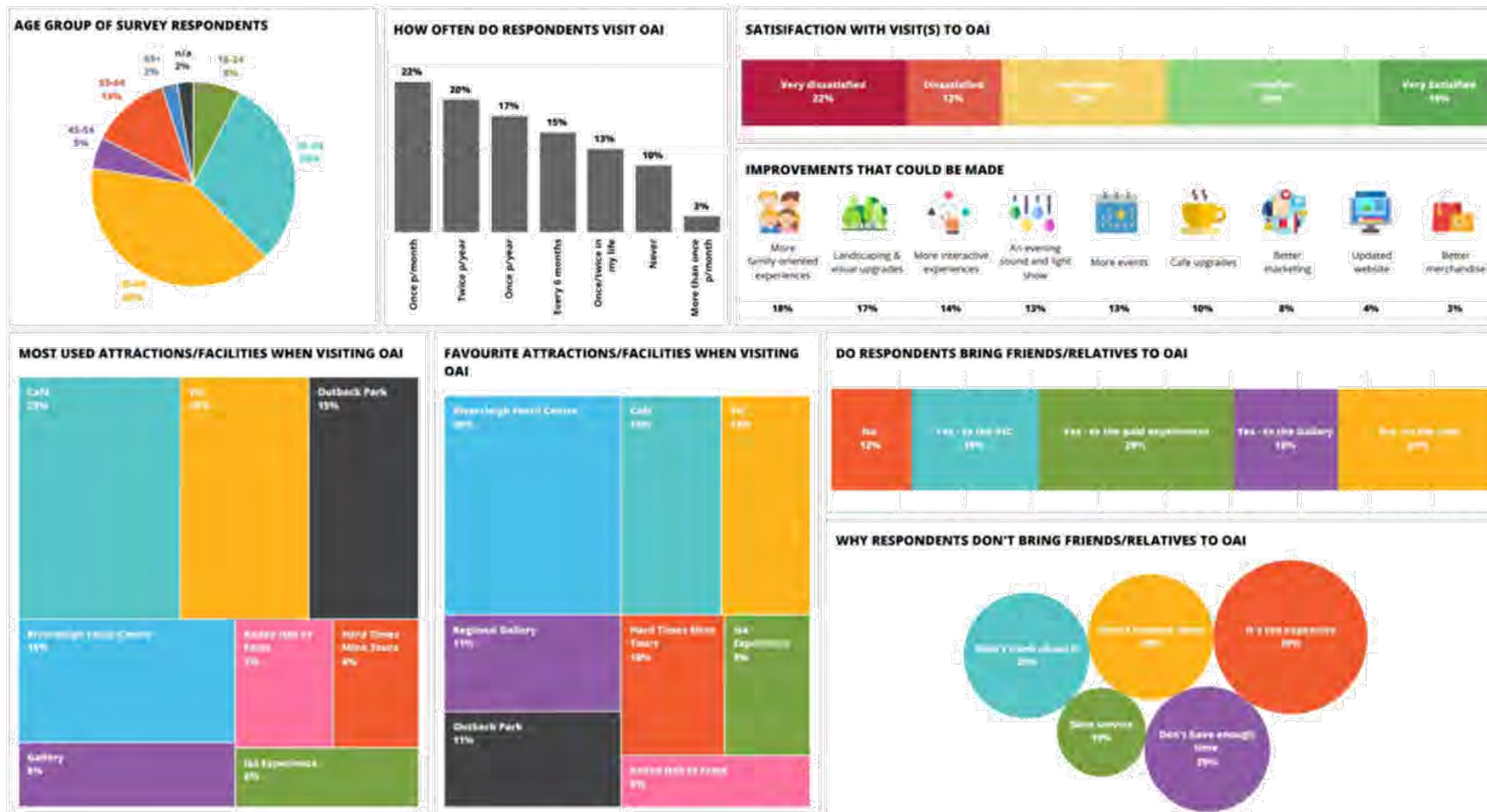
- The Rodeo Hall of Fame was the lowest ranked in terms of favourite attractions/facilities (only 6% of respondents indicated it was one of their favourite experiences/attractions).
- 12% of respondents indicated they do not bring their friends and/or relatives to OAI when they are visiting. The main reason cited for this is cost (30%).
- Respondents were asked what improvements could be made to enhance OAI. The most common response was to introduce more family-oriented experiences (18%), followed by landscaping and visual upgrades (17%) and introducing more interactive experiences (14%). Importantly, interactive experiences mentioned by respondents did not just cover technology but included “hands-on” experiences and things for kids and families to do.
- The open response feedback highlighted the need for:
  - improvements to the café (quality of food offering and ambience);
  - better use of the outdoor garden area;
  - more family-friendly things to do; and
  - visual amenity upgrades (including the toilet block and the cultural keeping place).



Figure 19: OAI Survey Responses Summary

**OUTBACK AT ISA RESIDENT SURVEY**

As part of this Master Plan, we sent a survey to Mount Isa residents asking them what they think about the Outback at Isa (OAI) experience, to share any any challenges which may exist and to let us know about any opportunities which may enhance the experience. We received 40 responses. This is what we learned.



## 5.2. Key Consultation Findings

Throughout developing the Master Plan, consultation has been undertaken with a wide range of stakeholders. Invites were sent out to tourism industry operators (including accommodation operators, attraction operators, tour providers), community as well as relevant Council and government stakeholders.

Full meeting minutes were taken. Please see the separate attachment for the full minutes of each meeting. **They are provided on a strictly confidential basis on the proviso that there is no distribution of these.** Some lines have been redacted where comment has been provided on a confidential basis or are particularly sensitive.

The following points summarise some of the key findings from the consultation undertaken.

### 5.2.1. General Feedback Themes

- Locals do not appear to be using OAI like they used to.
- There is a need to ensure OAI delivers to the local community and separately, the visitor markets (which are highly seasonal).
- Needs to be refreshed and improved to be more competitive as a major attraction for North West Queensland.
- OAI could take on a far wider outback attraction role to promote aspects of the outback.
- Important that OAI is a driver to support additional overnight visitation to Mount Isa; has a key role to play.
- Seems to be some confusion as to what event role the Civic Centre, Buchanan Park and OAI all play.
- Look at part of the site as a free rest area for visitors.

- Too heavily focussed on the grey nomad market; missing out on the new family market travelling through the Outback.
- Put more tourism industry operators on the MICCOE Board to strengthen marketing expertise.
- No Indigenous art or craft or dance presence.
- There are too many entry points and need to make far more appealing to enter.
- Internal and external visitor flows do not work.
- OAI is the major attraction; it needs to be updated and relevant for locals and visitors.

### 5.2.2. Specific Attractions

- Riversleigh Fossil Centre is too reliant on the excellent guide (Allan) and the same with the underground mine tours.
- Too many static displays within OAI and no clear focus for what it is or its messaging.
- Questionable whether the VIC model will last long term.
- The mining displays need to be updated, and Riversleigh needs to be made more interactive.
- Relocate the café-dining experience on-site.
- Some elements could be relocated off-site (equine/rodeo focus to Buchanan park, art gallery to civic precinct/library).
- Fish hatchery could have a more interesting role but would need to be managed by OAI rather than volunteers.
- Use the lake onsite for Barra feeding etc.

### 5.2.3. Opportunities Identified

- Look at a cultural learning centre within OAI, engage with schools and visitor groups.

- Need for night-time experiences like sound and light shows for visitors and live music for locals with dinner.
- Look at a possible onsite training facility for mining etc.
- Introduce a free open day for locals.
- Investigate more small-medium scale outdoor events for OAI. Civic centre and Buchanan Park have design constraints for events.
- Get the Head Frame near the mine entrance to turn as it used to and get rid of most static displays outdoors.
- Work closely with the Indigenous arts community to create the right indoor-outdoor space for creating artwork, displaying and selling artwork, as a training venue and a meeting place.
- Look at introducing a "best of the outback retail emporium" to showcase the outback in Australia.
- Focus more heavily on activities to attract local mums with young kids.
- Recognise that many visitors are business travellers so look to cater to them with food and beverage offer.
- Needs to be a far closer working relationship with OAI and industry.
- Mt Isa has large young families and young people population so focus on growing their involvement.
- Investigate potential for a hub for bird watching in the NW region.
- The solution for OAI requires site improvements, operational changes, relationship building with local industry and meeting the needs of the local community outside of the tourism season.





## 6. SITE USE & LAND ASSESSMENT

### 6.1. Geographical Location

While OAI has a fairly large site, which enables a range of activities to take place, it is disconnected from the Mount Isa CBD. This disconnection is exacerbated due to the climate of Mount Isa (with most visitors and residents driving between points) and the lack of a pedestrian-friendly streetscape between the CBD and the OAI site.

OAI is situated just to the east of the Mount Isa CBD, on Marian Street (the Barkly Highway) on the old Centennial Park Site. Surrounding OAI is predominantly residential properties, with a small mix of retail primarily to the north of the site.

For pedestrian access to and from OAI (though, most visitors and residents drive to OAI), walking times and distances are approximately:

- OAI is a 14-minute, or 1.1km, walk from Mount Isa Library and Civic Centre;
- OAI is a 9-minute, or 700m, walk from ibis Styles Mt Isa Verona;
- OAI is an 8-minute, or 650m, walk from Mount Isa Rodeo Ground; and
- OAI is an 11 minute, or 900m, walk from the Isa Hotel and Red Earth Boutique Hotel.

Figure 20: Geographical context





## 6.2. Site Zoning

The OAI Precinct is currently zoned as "Mixed Use" under the MICC Planning Scheme (the Planning Scheme). As per the Planning Scheme, the purpose of this zone is to: *"provide for a variety of uses and activities, including, for example, business, residential, retail, service industry, tourist accommodation or low impact industrial uses or activities."*

The lots to the north and west of the OAI precinct are also zoned Mixed Use.

This zone is supportive of the activities which currently take place at the OAI precinct and potentially support the opportunities currently identified for the precinct, including (but not limited to): expanded F&B opportunities, enhanced and more interactive exhibitions, improved wayfinding and access, additional outdoor exhibitions, and attractions etc.

The lots to the east and south of the OAI are zoned Medium Density Residential. The purpose of this zone as per the Planning Scheme is: *"to provide for - (a) medium density multiple dwellings; and (b) community uses, and small-scale services, facilities and infrastructure, to support local residents."*

From an initial review of the Mount Isa Planning Scheme, it appears that the potential uses we are investigating fit a "mixed use" zoning and the vast majority of surrounding land uses are complementary to this as well. We will look to meet with the Town Planning team at Council to reconfirm this.

Figure 21: Mount Isa City Council Planning Scheme - OAI site and surrounds



### 6.3. Site Conditions

#### 6.3.1. Marian Street

OAI's street frontage and appeal from Marian Street are summarised in Figure 22. Key identifiable issues are:

- a lack of visual appeal due to the building colour scheme;
- cluttered and confusing signage which does not showcase the experiences on offer;
- there is an entrance to the building situated on Marian Street, along with another entrance at the rear of the building (accessible off Mullan Street) which creates confusion – there should be a single point of entry to OAI; and
- the static displays of old machinery visible from Marian Street detract from the aesthetic appeal of OAI.

**Overall, OAI lacks adequate street appeal. The signage, colour scheme and ageing static machinery do not convey that OAI is a major interesting attraction with high-quality visitor experiences.**

#### 6.3.2. Mullan Street

The rear of the OAI building, accessible via Mullan Street is considered the primary entry and parking area for the attraction. Some identifiable issues (as outlined in Figure 23) are:

- given this is the primary entrance to the attraction, it lacks appeal and a “wow” factor;
- the vegetation and landscaping needs improvement;
- the building façade gives the appearance of an ageing warehouse facility; and
- the signage lacks appeal and does not showcase the quality experiences which OAI offers.

Figure 22: Marian Street Frontage

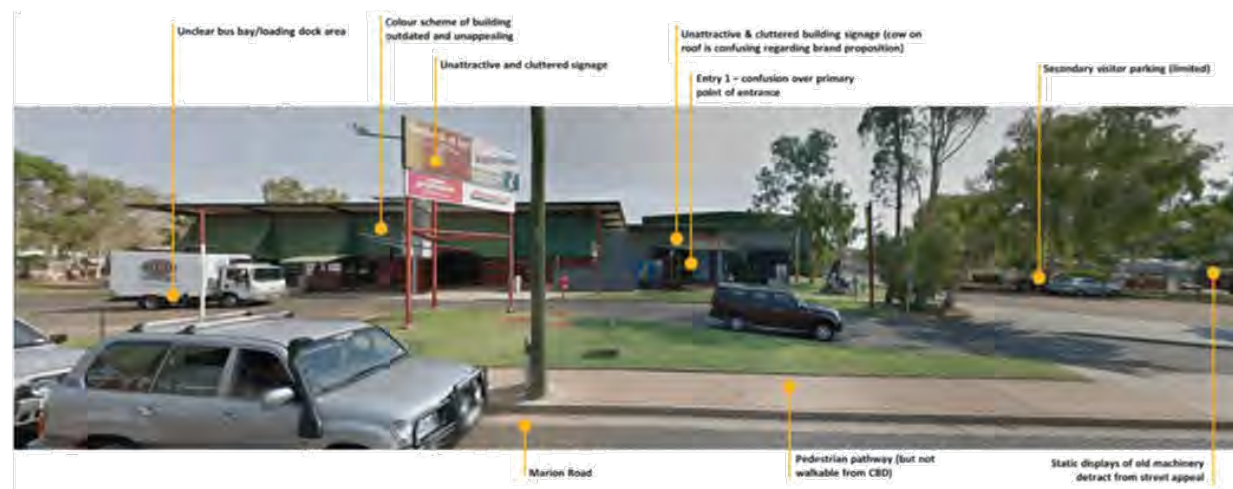


Figure 23: Rear Façade & Primary Building Entry (off Mullan Street)





### 6.3.3. Aerial view

The OAI is a fairly large site, covering approximately 4.32 ha. There are several buildings with different functions on the site. Figure 24 provides a satellite aerial of the site along with commentary about site features.

Key identifiable issues are:

- the site is fenced off with chain fencing which does not provide privacy or offer aesthetic appeal;
- surrounding residential houses and fast-food outlets are visible from inside the precinct and when undertaking experiences such as the Hard Times Mine Tour which detracts from the quality of the experience – OAI does not feel like a special precinct worthy of the ticket price;
- the unused buildings situated on the site are run-down and need to be refurbished or removed;
- the journey from the start of the Hard Times Mine Tour (within the OAI building) to the entrance of the mine is unappealing, surrounded by static machinery and lacks the feeling of a cohesive appealing experience;
- Outback Park is a fantastic asset, particularly the Lagoon, but requires significant landscaping and upgrades to grow its appeal;
- if there is an ability to integrate the fish stocking facility into OAI, it would need significant capital spent to upgrade its appeal as a high-quality and unique visitor attraction, and to better integrate it into the OAI experience;
- the outdoor amphitheatre space is underutilised primarily due to climatic conditions;
- the non-landscaped areas on the western side of the site (behind the Hard Times Mine entry) are unappealing.

Figure 24: Aerial view



### 6.3.4. Internal Spaces

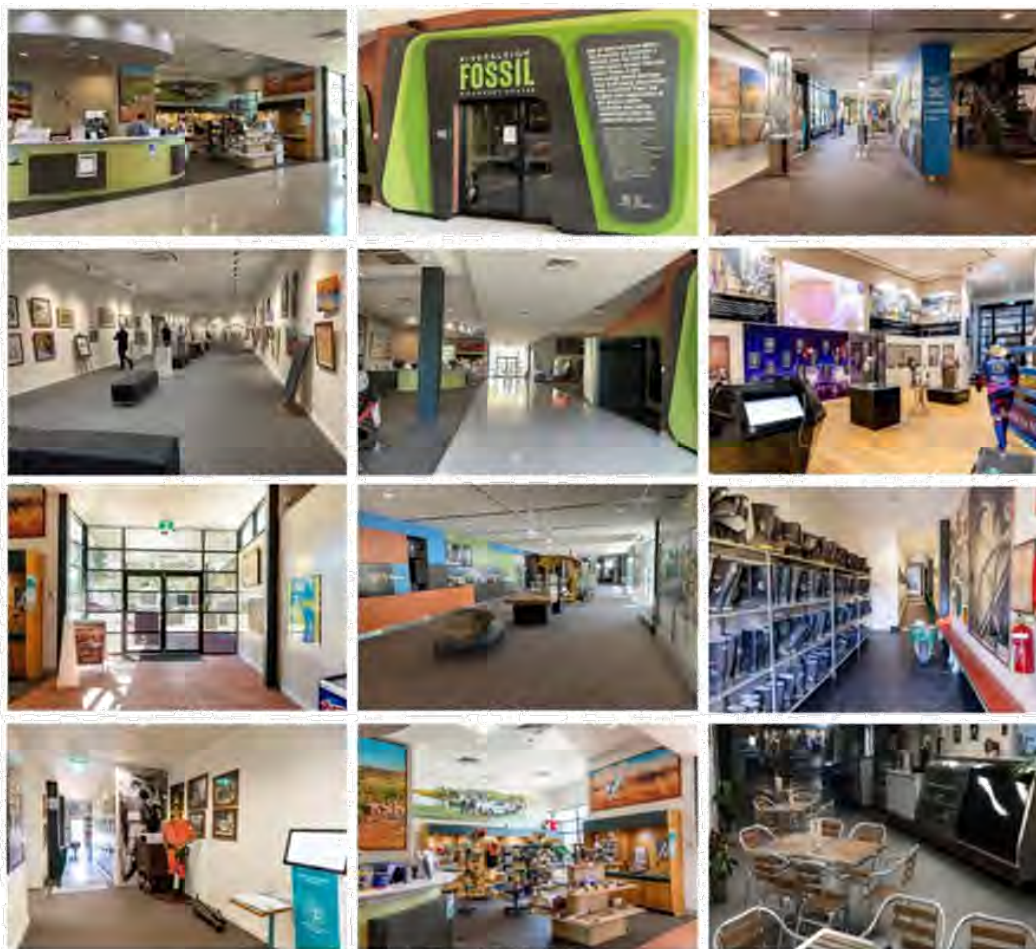
OAI is, in fact, several distinct architectural elements unified into a single purpose structure. Its functions are spread across two floors, in a large building. The Riversleigh Fossil Centre, the café, VIC, staff offices and Isa Experience Heritage Display are all situated on the ground floor. The Hard Times Mine Tour also commences on the ground floor and proceeds to the outdoor mine facility. The second floor houses the Isa Regional Gallery, along with a theatrette.

Key identifiable issues associated with the internal spaces are:

- The entire OAI precinct, and particularly the internal spaces, suffer from a confusing circulation system which is a result of incremental expansion of both the facilities as well as the experiences on offer.
- The dual entry to the building creates confusion and challenges visitor flow.
- There is no clear navigation or orientation strategy connecting the various spaces within the OAI facility.
- Some outdoor areas are used for multiple functions or activities, often without adequate infrastructure services, which complicates operations.
- The café is poorly located. It should be taking advantage of the views/vistas which Outback Park could provide.
- The recent upgrade to the Riversleigh Fossil Centre creates a stark contrast with the remainder of the showcases/exhibits making them look further tired.
- The Regional Gallery is located on the second floor and often the lift is out of service making access problematic. The Gallery showcases primarily local and regional artworks. It could have stronger synergies within the civic precinct of Mount Isa (the Civic Centre & Library).
- Many of the interactive exhibits in the Isa Experience Heritage Display don't work due to technology challenges. This is a challenge suffered by many regional museums and cultural facilities (many are not able to service the cost of appropriate IT and AV infrastructure).
- Exhibits, on the whole (except Riversleigh Fossil Centre) are ageing.
- The entrance and front desk to OAI lack a "wow" factor. It is difficult for the visitor to discern what OAI is and what the various experiences on offer are (and how they differ).

- The large size of the OAI facility appears to have created a mentality of "if it is empty, fill it", rather than focusing on the true purpose of the facility and showcasing this well.

Figure 25: Internal views





### 6.3.5. Summary

Over the past 5-10 years, other major attractions, particularly those in Outback Queensland, have undergone significant refurbishment to either establish or revitalise their services, facilities and product offering.

**If the OAI desires to excel while increasing visitor numbers and improving yield, an increase in the quality of facilities, the overall look and feel of the OAI and significant landscaping and site upgrades are going to be required. This is not a quick fix.**

## 6.4. Current Site Layout Plan

### 6.4.1. Current External Layout Plan

Figure 26 provides the current external site layout plan for OAI. It demonstrates the various elements and the ability to accommodate them all on the site.

### 6.4.2. Current Internal Layout Plan

Figure 27 on the following page provides an internal site layout plan for OAI. It illustrates:

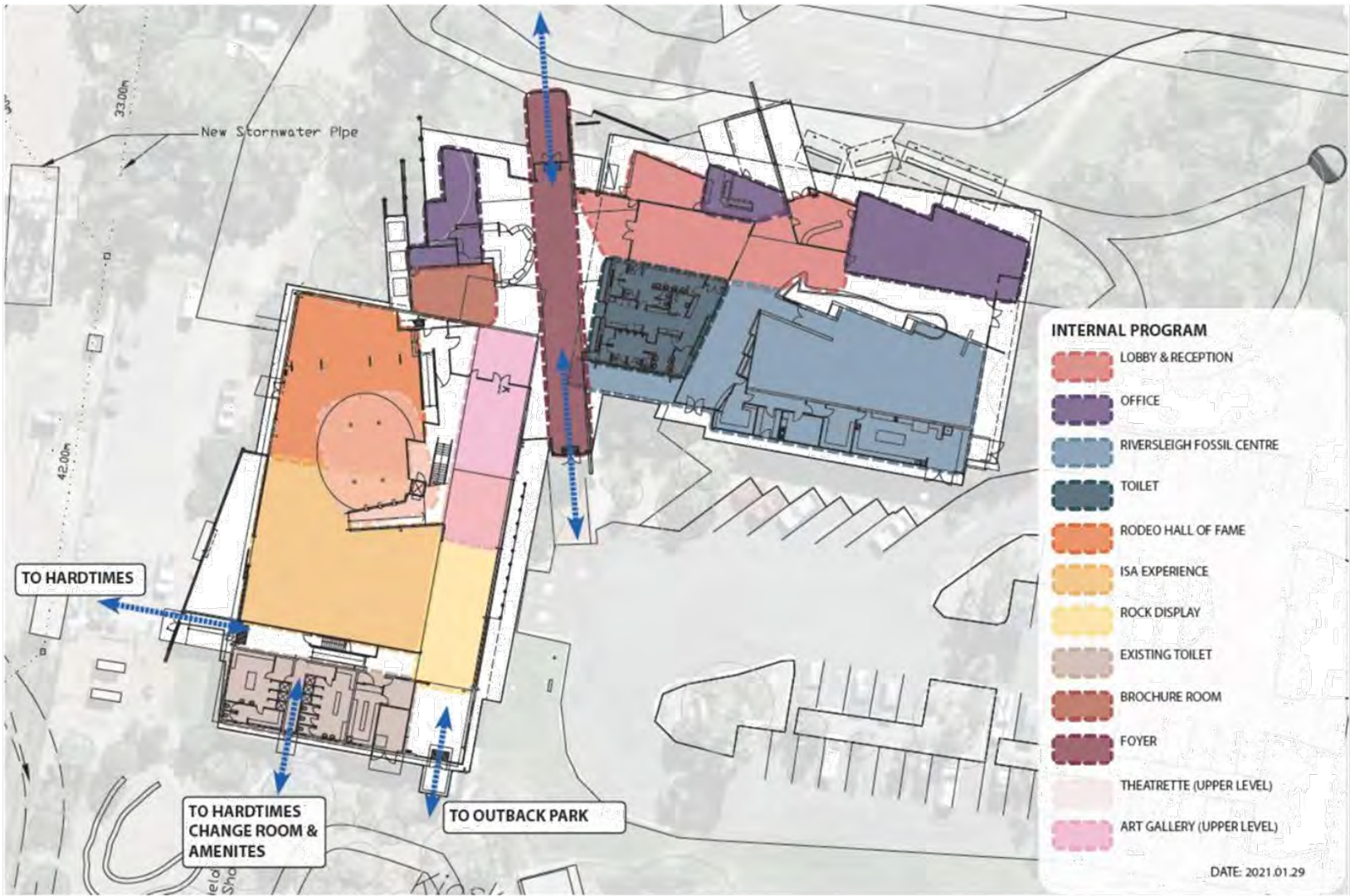
- the challenge of multiple entry points; and
- the large number of spaces, with different focuses and the lack of good connectivity/flow between these.

Figure 26: Site layout plan - external





Figure 27: Site layout plan – internal







## 7. CONSTRAINTS & SOLUTIONS

### 7.1. Constraints & Solutions Summary

The following outlines the key constraints for OAI that have been identified from consultation and research. Several solutions have also been identified and which form the basis of the Master Plan and its recommendations. This is followed by a more detailed overview of many of the solutions offered.

Table 8: Solutions linked to the identified constraints

Constraints / Issues	Solutions
<b>Building Constraints</b>	<b>Building Solutions</b>
The confusing layout and visitor circulation is unclear.	Upgrade visitor circulation and add far better wayfinding and journey mapping signage.
Lack of clear, defined entrance.	Redesign so there is one primary entry and exit for the facility at the front.
The building is large, creating a perception that it needs to be filled.	Redesign of internal spaces and improved visitor circulation will address this problem.
Two storeys are problematic, particularly when the lift is often not working.	Staff back of house facilities to be relocated upstairs so there are no visitor movements on the second level of the facility.
The building's exterior appears dated.	Repaint, redo signage, refresh the landscaping.
The art gallery lift is unable to move larger heavy crates to the first floor (meaning they need to be carried up the stairs) creating workplace, health, and safety issues.	Removing the need for larger heavy crates to be taken upstairs with the art gallery now relocated to an alternative site so the lift remains for staff use only to access back of house staff amenities and offices.
The facility (particularly where the Isa Experience Heritage Display is) has leaks and problems with a lack of filters on windows affecting some sensitive items in display cabinets.	Remedial maintenance work would need to be factored in to address leaks and problems with fading and deteriorating display items in cabinets.
<b>Site Constraints</b>	<b>Site Solutions</b>
Location of the Art Gallery.	Relocate the gallery within the redeveloped civic precinct in town.
The precinct is disconnected from the CBD.	Improve pedestrian walkability from the CBD with more shade trees etc.
Poor street presence.	Remove current signage, repaint building, redevelop parking, create a sense of arrival.
There is inadequate, appropriate signage for OAI.	Remove current signage and replace it with less signage but more dynamic and interesting.
Lack of adequate fencing/boundaries to enhance visual amenity when within the site.	Introduce berms around the edge of the site to create privacy and a natural wall.
Landscaping needs improvement.	Redevelop of landscaping including refined lake at rear, improve outdoor areas for all features.



Constraints / Issues	Solutions
<b>Exhibition Constraints</b>	<b>Exhibition Solutions</b>
Lack of interactivity of most exhibits.	Removal of many static displays, refocus of attraction elements, the introduction of interactive displays. Introduce enhanced Hard Times Mine experience and Interactive Riversleigh dig experience.
The recent upgrade of Riversleigh Fossil Centre makes the rest of the exhibitions look tired.	Replacement of most exhibition displays and upgrades to be interactive.
Costly to maintain tech-based exhibits.	Replace with new technology including visual and augmented tech displays easier to maintain.
Static, old machinery situated outside is unappealing and devalues the experience.	Introduce new "dig this" active outdoor experience and remove static old machinery.
<b>Operational &amp; Marketing Constraints</b>	<b>Operational &amp; Marketing Solutions</b>
Large net operating loss.	Stimulate stronger local use of facilities outside of visitor peak periods and encourage far stronger visitation with better exhibition focus, displays and unique experiences to be offered.
Confusing ticketing price structure.	To be simplified.
Confusion over OAI's primary function.	Shift to an enhanced and tightened focus, centred on three key themes: Fossils (with interactive dig experience), Mining (with new, signature experiences) and Outback Food (including an enhanced café and boutique distillery/brewery). Remove any displays and exhibitions which does not align with these themes.
A dated website that does not showcase the experiences well.	Commission the development of a new and vastly improved website. The website should be focused on the ticketed experiences through a call to action and bookable packages. The ticketing structure and the value each offers need to be clear.
<b>Other Constraints</b>	<b>Other Solutions</b>
Changing visitor servicing needs (globally).	Align with global trends and move to online and tech-based visitor information and a much smaller VIC presence overall.
Lack of commissionable product in Mount Isa generally.	A new design leading to all visitors exiting through a new quality internal retail area to capture point of sale improvements and positioning the art gallery at the civic centre precinct and rodeo at Buchanan Park will help offer additional commissionable product in nearby locations to OAI.
Lack of a diverse visitor market.	New exhibition design aims to encourage more of the family market coming through the Outback along with far more locals wanting to use facilities and appealing far more strongly to the grey nomads as well. OAI needs to become the centre point, the showcase for the North West outback region with a far stronger visitor appeal overall. There will also be a need for a new marketing campaign in tandem with local industry partners so a synergy is created and with TEQ.
Challenge in encouraging greater overnight visitation.	Introduction of day and evening OAI experiences including food and beverage dining, shows and small-scale events due to indoor and outdoor café at rear of the site overlooking the Lake and proposed internal distillery and food experiences.

Constraints / Issues	Solutions
Mount Isa is at the end of the Outback experience.	New facilities and exhibition focus will transform OAI as the hub for the North West Outback and the gateway for visitors coming from the NT and coming across from the coast. Market positioning will change from OAI being the end of the outback experience to being the hub for an outback experience.
Lack of Aboriginal presence.	Initially, we had thought of proposing a new Aboriginal art and craft makers centre within OAI but now we consider it would be best to have this as a key experience and visitor attraction as part of an arts and library centre within the proposed civic precinct so it can leverage off other arts and cultural experiences.
Lack of alignment with community needs.	Introduction of improved café and kid-friendly facilities aims to regrow a local family market and a major new distillery of boutique brewery attraction experience will help grow a further community leisure-based amenity.
Lack of clear brand proposition in the Queensland dinosaur market.	Rebranding the Riversleigh experience to push the big mammal story more strongly and its significance for Australia and with a large outdoor interactive archaeological dig area to add a far more active dimension to the current indoor experience of the Riversleigh experience.
Lack of clear and easy-to-obtain data	Introduce a system that clearly demarcates data by business unit. This includes financial and visitation so that data can be easily extracted to view the performance of each business unit as well as for the facility as a whole.
Lack of robust framework to measure the success of events in Mount Isa	Regardless of where events are held, there should be a template-based approach to measure the success of each event to inform whether the event should continue to be supported going forward. This should include metrics such as patronage, revenue generated, visitation generated from outside the region, nights generated, sponsorship generated, media profile generated and the cost of operating the event etc.

## 7.2. Building Solutions

### 7.2.1. Visitor circulation & wayfinding upgrades

The design team are looking to create a new internal layout for OAI which will vastly improve visitor circulation and journey mapping as there will be several indoor and outdoor experiences that will be commissionable/charge for experiences.

### 7.2.2. One primary entry and exit point

The current dual entry points create confusion and lead to problems with visitor circulation and wayfinding. A single major point of entry and exit will address this problem. And it will be at the front of the building, so it is far more obvious where it is, and not on a side street entrance.

### 7.2.3. Second storey spaces to be converted to back of house

Removing the upstairs gallery and theatre area will allow for staff and back of house requirements to be positioned upstairs while greatly improving downstairs visitor circulation and wayfinding. It will also overcome the ongoing challenges with lift access.

### 7.2.4. Landscaping and painting

The exterior aesthetics of OAI are now tired and unappealing. The building needs to be repainted in a colour which hides its big-box warehouse look and feel and which starts to create some excitement for the visitor before they enter. Exterior signage

needs to be revamped and landscaping greatly improved, all around the site.

The concept will be to make OAI a far more visually appealing attraction befitting of its repositioning as the major hub for the North West outback region.

## 7.3. Site Solutions

### 7.3.1. Relocation of the Art Gallery

Moving the art gallery out of OAI will help support and strengthen the new civic precinct and new library being planned and offer an additional experience for visitors to go to. There is also far better synergy between libraries and art galleries with often overlap in audiences.



Similarly, one could consider the Aboriginal arts and craft makers centre as a key feature of the civic centre and to complement the art gallery and library. We had initially envisaged this should be part of the revamped OAI master plan but now see better synergies occurring if it was co-located with the art gallery and library.

### 7.3.2. Improve pedestrian walkability from the CBD

Although most visitors to OAI will drive to the attraction, we understand that outside of the peak tourism period, there may be locals who might enjoy visiting the new indoor-outdoor café and separate distillery and-or boutique brewery proposed as both a daytime and evening experience.

Improving the comfort of the walkability between the various attractions through better use of shade trees, improved footpath quality etc, will add to the ability of locals and visitors to perambulate between the OAI and a proposed new civic precinct with an art gallery, Aboriginal makers space and library as composite attractions, and the potential for a rodeo attraction exhibit at Buchanan Park.

### 7.3.3. Enhanced sense of arrival

The OAI needs a far more appealing sense of arrival, so visitors are excited to have arrived there. This will require removing and replacing current signage boards, repainting the exterior of the building, extending the car parking area and repurposing the front of the site, and introducing attractive landscaping both on the exterior of the site and within it.

### 7.3.4. Introduce berms around the edge of the site

There is a need to create far greater privacy for the OAI attraction experience so finding clever ways to use natural materials to create berms (banked up areas around the fringe of the site) so it is far harder to see in or out. This will also help generate an element of intrigue, so visitors and locals will hear equipment or events but not see most of it.

Figure 28: Site image demonstrating lack of privacy offered by current boundary fencing



### 7.3.5. Lake landscaping enhancements

The lake area at the rear of the site and its surrounding area offers the chance for a far more attractive venue for locals to use first and foremost, and then various visitor markets. The lake would need to be cleaned out and possibly filled with fish to offer passive fishing for visitors or purely as a place to look at aquatic life along with birdlife. And it should offer a far more attractive location for those also using the outdoor café spaces which a new café location could provide for.

Potentially may therefore exist to repurpose the lake to possibly include catfish or barra etc. for feeding as an attraction.

Figure 29: Existing Lake & surrounds landscaping





Figure 30: Outback at Isa Master Plan Hard Times Mine Schematic



## 7.4. Exhibition Solutions

### 7.4.1. Enhanced Hard Times Mine Experience

The experience upgrades will include a variety of underground and above ground improvements to help make the experience more interactive, exciting and life-like. These are going to include:

- A new dedicated entry point from the reception/ticketing desk in the OAI that could be themed to resemble more of a mine shaft entry point.
- The head wheel which is prominent above the mine site and which used to turn needs to go back to turning again so the movement is clearly visible from the road.
- Detailed design work is required to determine if the rails and coal wagons used underground can be turned into slower and safely moving carts for transporting visitors underground through the labyrinth of passageways to take them through different parts of the underground experience and to offer audio interpretation as they go along in these modified coal wagons/carts.

### 7.4.2. Exhibition overhaul (focus on interactivity)

There is a need to introduce far more interactive displays and experiences to help entice far stronger visitor markets and stronger local interest as well.

Currently, the external and internal areas are characterised by many static displays and pieces of mechanical equipment. These need to be removed or repurposed so they offer a far more compelling element of a visitor experience. For most elements, however, it is far more likely that they need to be relocated off-site.

Figure 31: Site images demonstrating old, static machinery



The cost of some of these may be expensive and may require finding sponsorship partners to help fund the capital costs and ongoing operating costs as well. Finding clever ways to introduce interactive lower cost but appealing experiences will be crucial.

Technology advances are, however, occurring rapidly, and the cost of new augmented and virtual reality experiences continues to both reduce in capex and opex. The exhibition work will be looking at ways to bring the various core experiences to life and in ways that can be ideally easily updated and refreshed. Though actual exhibition design is not part of this master plan, the overall concepts and what they need to achieve will be explained.

The potential may also exist to show modern mining techniques through interactive displays.

### 7.4.3. New “Mine This” active outdoor experience and remove static old machinery

This concept builds on the highly successful version of the same operating in Las Vegas and Invercargill (NZ) – see Figure 32. This allows visitors to pay to learn how to drive a digger or similar heavy equipment and the chance to move earth or other materials. In other destinations, the option of riding over a derelict car is often provided which most visitors happily pay extra to do. For OAI, the chance may exist to get ex drivers of some of the mining equipment to act as trainers/guides so a high degree of authenticity can be offered.

Figure 33 which follows reflects the Dig This visitor attraction in Invercargill, New Zealand and which teaches visitors how to safely use a digger/bulldozer to move earth, sand or other items.

Figure 32: Dig This, Invercargill



The intention is to create a similar style of hands-on experience at OAI but which we have rebranded as “mine this.” This will allow visitors to pay (a premium ticket fee) for the chance to learn how to use a digger etc. with the assistance of ex mechanical mine operators who will give them a lesson and allow them to try it under close supervision.







## 7.5. Operational & Marketing Solutions

### 7.5.1. Stimulate stronger local use of facilities

OAI use to have a reasonably strong local market of those who went to the café, who took kids to play in a sandpit and who visited the site for various events. Getting back locals to visit especially outside of the tourist season is essential, so ensuring facilities cater for their needs has to be woven into the master plan.

### 7.5.2. A narrower, but a far stronger focus

The future focus is on far fewer themes but far better experiences that have serious market appeal. The Riversleigh centre has to be enhanced externally as it is far too static. The Hardship Mine has to have more interactive experiences as part of it to appeal to a wider audience than primarily grey nomads. And potentially exists to include options of a boutique brewery, gin or tequila distillery or cider house on site which will appeal to a range of visitor markets including locals.

The distillery could have a distinct point of difference reflecting a food emporium experience, to showcase the best of the outback food and to illustrate what is grown seasonally including within Qld, SA and NT outback areas, and creating via the restaurant on site, a paddock to plate experience for outback grown produce. This might also allow for a seasonal cooking school for visitors especially and using unique outback food with the potential for a seasonal visiting chef program to promote local outback cuisine and dining options.

### 7.5.3. Updated and improved website

Marketing overall will need to be improved to offer far stronger online visitor appeal and to support partnership opportunities with other local operators and other major attractions throughout the outback region. A new user-friendly website is likely going to be required to be created.

## 7.6. Other Solutions

### 7.6.1. Move to online and tech-based visitor information and a much smaller VIC presence overall

Globally the move to offering online information to visitors has transformed visitor information needs and the value of visitor centres. Research in Queensland shows that less than 5% of visitors to a region enter a visitor centre or speak to personnel. They may, however, access information online, both before arriving at the region and while there.

Master plan options will investigate the use of touch screen technology, online information sources and most likely will move to a model of a far smaller VIC facility within the OAI building and integrated with a new retail outlet.

### 7.6.2. Family-focused exhibitions

The new master-planned facilities will need to be designed to appeal to a far stronger visitor market where, while the grey nomad market is still likely to dominate, there is a growing family market to target.

OAI will also need to appeal to a local market who needs to be encouraged to visit regularly each week for use of the café, to buy retail items, to take visiting friends and relatives, to attend events and shows, and to use the food and beverage products from the proposed distillery or boutique brewery.

OAI needs to become the centre point, the showcase for the North West outback region with a far stronger visitor appeal overall. There will also be a need for a new marketing campaign in tandem with local industry partners, so a synergy is created and with TEQ.

### 7.6.3. Introduction of day and evening OAI experiences

To help grow a stronger overnight visitor market into Mount Isa and to increase the length of visitor stay, OAI and its various attractions must be able to operate both during the day and into the evenings. This could include evening F&B experiences at the proposed internal distillery/brewery and shows/small-scale events overlooking the enhanced Lake precinct. The potential also exists for creating an evening light show attraction or alternative to support stronger overnight visitation and to offer more to do in the evenings at Mount Isa.

### 7.6.4. Market OAI as a hub for the outback experience

A major challenge facing OAI and Mount Isa generally is the increasing competitiveness of other outback destinations and their major attractions such as Qantas Founders Museum and Australian Stockman's Hall of Fame & Outback Heritage Centre in Longreach, Waltzing Matilda Centre, Australian Age of Dinosaurs and Dinosaur Stampede at Lark Quarry Conservation Park in Winton and other natural features such as Carnarvon Gorge etc. The quality of many major visitor experiences has dramatically improved in the Outback with significant reinvestment occurring over the last five years especially.

OAI is therefore in "catch up mode" if it wants to remain relevant and appealing to a far more discerning visitor market. New facilities, experiences and exhibitions are required to position OAI as a "must-see" attraction and as the anchor hub for the North West outback region.

#### 7.6.5. Indigenous arts makers space within the civic precinct

We have consulted with local representatives of the Indigenous arts community and understand there is interest in having a maker's space at OAI for undertaking art and craft design work, for displaying and selling artwork from, for teaching and training others in art technique, and as a venue to meet and discuss community and art-based options and issues.

Further consideration of this, however, and the realisation that an enhanced library and civic precinct are being planned, has led us to consider that creating a far stronger art and literature focused precinct, to cater for both visual and performing arts and literature etc, could offer stronger synergies to support the local Aboriginal arts community in having a dedicated space to support their initiatives. This would also not prevent those involved in dance and performances from holding shows for visitors in the evenings, especially at the OAI as well.

#### 7.6.6. New, improved café and associated distillery/boutique brewery with an outback theme/focus

Encouraging visitation by locals including mums and young children and babies will require the clever design of facilities which include a café with covered outdoor areas with sand pits etc to allow for closely supervised play. We understand that Mount Isa already has a large young family demographic so catering to them is important, amongst others.

The potential also exists to introduce a boutique distillery/brewery with an outback theme and which would appeal to the growing young adult market that Mount Isa has.

Figure 34 demonstrates an example of a brewery and dining experience which offers high-quality merchandise as well as tours as part of the themed product.

Figure 34: Monteith Brewery, Greymouth



Figure 35: Fossey's Gin Distillery, Mildura



Figure 36: Stomping Ground Brewery, Melbourne



#### 7.6.7. Rebrand Riversleigh

The success of a visit to the Riversleigh Centre currently hinges on the quality of the guided tour experience. There is, inherent attraction risk once the current principal tour guide retires as his passion and knowledge are the major driver and appeal.

Whilst in scientific communities the notion of a globally significant fossil field is sufficient to stimulate strong interest and appeal, for most visitor markets it struggles to compete with the attraction of dinosaurs especially, with outback Queensland offering several globally significant locations.

That being said, it is understood that the Riversleigh Fossil Field contains the bones, vertebrae and elements of many small and very large mammals etc. Bringing more of the story of some of these large mammals to life is seen as a crucial component of strengthening the Riversleigh attraction. This could include a large (250-300 sqm) outdoor area under shade cloth to simulate an archaeological dig so that visitors can go fossicking for "fake" bones etc. (see Figure 37 for examples) and then see the real equivalent under the microscope in the laboratory already on



offer (see Figure 38 for a schematic of the potential experience). The current experience is seen as too passive for most visitors.

**Figure 37: Example Fossicking Experience (Thunderbird Park & Melbourne Museum)**



#### **7.6.8. Reassess the viability of the Fish Restocking Association remaining on site**

If the existing large shed and fish restocking facilities were to remain onsite, the preferred model would be guided tours of the fingerling tanks and new interpretation boards etc, possibly under OAI management rather than currently as a volunteer-run facility. However, we consider that the facility should not be part of OAI as it has little logical connection to the other components. It would be ideal if:

- The facility could be relocated out to Lake Moondarra in Mount Isa with a logical connection to the actual lake itself noting that both locals and visitors fish, kayak and swim in the lake
- Removing the shed and facilities from the OAI site would free up part of the site for other uses more compatible with the new OAI focus
- And we note that the current volunteer membership of the association has struggled in more recent times to keep the facility open so removing it from the site would remove the pressure on the volunteers to have it as a visitor experience.

Figure 38: Outback at Isa Master Plan Interactive Fossil Digging Experience







## 8. THE VISION, THEMES & OBJECTIVES

### 8.1. The Vision

The Master Plan vision is for OAI:

***To be the hub of visitor activity in Queensland's North West Outback region and gateway from the NT into Queensland, offering exceptional experiences, of strong appeal to a wide visitor market and significant demand from the local Mount Isa community.***

### 8.2. Master Plan Objectives

The Master Plan will build on OAI's reputation as a major Outback visitor attraction which is entertaining, thought-provoking, and exciting. The Master Plan will unify the various functions of facilities and experiences within OAI to contribute toward this purpose.

The Master Plan strategy is market demand-driven and founded upon a deep understanding of the purpose and future offering of OAI. It articulates a design and new visitor products that reinforce the visitor experience, whether it be an immersive and interactive day, weekend, or multi-day experience. It will deliver bold interventions which will further cement its place as an award-winning tourism destination and economic contributor to the regional economy of Mount Isa and Outback Queensland.

The Master Plan seeks to deliver on the objectives listed in Figure 39.

Figure 39: Master Plan Objectives





### 8.3. Key Themes

The following reflects the key themes and supporting infrastructure for the revised OAI experience.

- Fossils@Isa reflecting a highly interactive outdoor archaeological experience to complement the existing Riversleigh Fossil Centre indoor displays and laboratory and to encourage greater "hands-on" activity;
- Outback Food@Isa to showcase the food and beverage uniqueness of the outback region throughout Australia (Queensland, South Australia, Western Australia and the Northern Territory) and with a paddock to plate focus, including a distillery or boutique brewery/cider house;
- Mining@Isa to offer a dynamic, exciting but authentic experience that takes visitors underground along with offering additional ground level interactive experiences such as "dig this".

The proposed OAI master plan unashamedly focuses on core themes only, as strong drivers of visitation and associated visitor spend. This will necessitate clearing out much of what has been put into OAI historically over the last 20 years, but without a clear narrative or purpose. But as we are showing, there are often far better locations for many of the important components to be located, such as :

- Rodeo displays and exhibits to Buchanan Park as the home of the famous Mount Isa Rodeo
- Art displays and collection to the proposed new civic precinct and to complement the new library being planned for this area
- Aboriginal arts makers centre and display facility as part of that wider civic precinct and to illustrate the size and importance of the Aboriginal arts sector to Mount Isa
- Fish restocking and fingerling farming to an appropriate site at or near the Dam.

All of these themed experiences offer commissionable charge for experiences which when combined, can offer 3-6 hours of paid visitor experiences.

For OAI alone, once supporting infrastructure is included such as the indoor-outdoor café, retail area including the VIC, and outdoor lake barra feeding experience, a visitor could be encouraged to stay a full day and into the evening at OAI.

The potential to also offer a seasonal sound and light show or themed experience also has the ability then to generate an additional overnight stay in Mount Isa, which will generate a significant uplift in overnight visitor spend for the destination.

Once the other experiences are added in as well, Mount Isa will have the critical mass of visitor experiences and attractions to extend the visitor length of stay in Mount Isa and the region. The economic uplift from this would be significant.

In turn, this will help cement Mount Isa as the visitor hub for the North West Outback region, and with the capability of encouraging greater visitation to the region from those coming from the NT as well as southern-based visitors coming up through the outback regions (southern and Central West region) or from along the Queensland coast and wanting to head inland for authentic outback experiences.

Strengthening of the OAI can help to also encourage visitation to the new proposed civic precinct (offering arts and library-based facilities) but specifically an Aboriginal makers centre to build on the strength of the Aboriginal arts and craft industry in Mount Isa.

OAI also can help promote the rodeo experience centre at Buchanan Park as a further attraction to visit along with the Dam lake for bird watching, fishing and/or site seeing generally.









## 9. DESIGN PRINCIPLES



New built and landscape elements introduced as part of the OAI project should have a consistent formal, material, and spatial language, advancing OAI as the key visitor attraction in Mt Isa while celebrating the mining and environmental heritage of Mt Isa and the broader Outback region.

### 9.1. Existing Elements

Where feasible, the existing building should be retained and adapted to minimise capital cost and reduce the environmental impacts of the project. The existing building is generously sized and the building envelope, subject to further detailed investigation, is in reasonably good condition. However, the external appearance of the building is somewhat dated, lacks a clearly articulated entry point and allows for limited visual and spatial connections between the interior and exterior elements for OAI.

Required works to the existing building should largely retain the existing structure and external skin, with selective modification of the façade in key locations to visually identify the main entry and to increase inside/outside connections. Consideration should also be given to repainting retained portions of the building cladding in a more contemporary colour scheme.

Some internal elements, particularly the wet areas and change rooms associated with the Hard Times Mine experience and some of the exhibition areas are worn and, in some instances, do not meet contemporary requirements for equitable access (DDA compliance). These elements should be replaced and/or upgraded as part of the proposed works.

### 9.2. Wayfinding, visitor orientation & experience

OAI currently lacks a clear single point of entry and address. Arrival at OAI should thrill visitors and provide clear wayfinding to the front door. The Barkly Hwy frontage should be redesigned to capture and direct the attention of visitors clearly highlighting the experience and facility. The arrival sequence from the highway to the building should be a legible and well-curated experience on entry to OAI as a whole and individual attractions within it.

Wayfinding within the facility is also currently not clear. A single internal section and circulation hub should be introduced, providing information and direction to all of OAI's attractions and facilities. Visitors should exit each of OAI's attractions through a curated gift shop retail offering, back to this central entry/circulation hub.

The richness of Mt Isa's material history will tie together the internal and external spaces and provide visual cues throughout

the facility. Ribbons of silver, copper and zinc can draw visitors through the site and towards their intended destinations.

The landscape connection between the main building and the below-ground mine should be a dynamic journey that emphasises the Mine experience – the journey starts as soon as you are handed your orange suit. The above-ground landscape surrounding the Mine will be carefully choreographed, utilising screening, terraforming and planting to create an environment that places the visitor into the mine from the dressing room to underground. The approach to underground mines should thrill visitors. By obscuring sightlines into the mine and placing visual hints, guests will experience a sense of finally arriving at the end of the path, with nowhere to go but deep down. Paths are to flow through spaces and mining typologies, widening the mining experience beyond the underground environment.

### 9.3. Materials and Finishes Strategy

The materials palette for interior and exterior new works should reflect and celebrate the industrial and mining heritage of Mt Isa and the rugged character of the Outback more broadly. Chosen materials will be selected with respect to their context and program; typically using raw, unfinished robust materials such as galvanised or Corten steel, native hardwood timbers, burnished concrete etc. The principle will ensure all selected materials are robust and easily maintained, contributing to the longevity of structures and minimising ongoing building maintenance requirements.

#### 9.4. Sustainability and Resource Efficiency

As the premier visitor attraction in Mt Isa, OAI should act as an exemplar for sustainable development and efficient use of energy, water and other resources in the context of a hot semi-arid climate. Consideration should be given to the introduction of photovoltaic electric generation systems on the roof of the existing building, to reduce the carbon footprint of the facility as a whole and reduce operational costs. Rainwater harvesting for use within the building and greywater capture for use in irrigation should also be considered.

#### 9.5. Landscape Approach

The landscape strategy seeks to bridge the boundaries of the internal and external. The landscape will be designed as an extension of the architecture in form, program, and interpretation, connecting experiences and encapsulating the visitor in a world of pretend.

The proposal will utilise materials, horticultural features and other elements that have an association and relationship to the mining, outback, fossil or Mt Isa experience, with the stories and interpretation integrated into the pavement, walls and architectural form.

Elements that are added to the landscape are to immerse the user within the illusion of the experience. The design intends to fully encapsulate the visitor from the moment they enter the site and don the orange overalls. Embankments, vertical forms and screening will bring a defined edge to the site, creating a discrete space nestled within the site, provoking a sense of intrigue for passers-by, and offering a visual improvement for surrounding properties.

#### 9.6. External mining experience

The functioning mines in Mt Isa are not just underground. The design will look to add above ground environments and elements of the mining experience, playing with form and scale, to further add and enrich the mining story and experience. Elements to be considered as part of the above-ground experience are the open cut mine, tailings, and processing ponds; elements that form part of the mining and processing journey. These elements offer unique landscape opportunity – from microclimates, terraced landforms, and mounding.

#### 9.7. Horticulture

The horticultural and botanical collections surrounding the grounds will be curated as an educational and experiential asset, which can be used for storytelling and demonstrations of indigenous foods, craft, and culture.

#### 9.8. Microclimates

Shade is a valuable resource needed to comfortably experience the external products on offer. When possible, microclimates will be used to minimise the harshness of the environment, ultimately benefitting the user experience.









## 10. SITE MASTER PLAN

### 10.1. Site Plan

Figure 40 which follows demonstrates the recommended site plan for the redevelopment of the OAI site. As illustrated, there are 24 key site elements highlighted with some being changes associated directly with improved chargeable components, and others being important but not chargeable elements.

For example, we consider it desirable to offer an area as a rest area and picnic site so those travelling through Mount Isa (but not necessarily having the time to enter OAI attractions) can still stop and enjoy the upgraded site. This is often an important component for many transiting grey nomads along with families, who often comment on Instagram etc where they see nice free facilities being offered to them. It, therefore, helps raise the profile and may encourage more visitors who may allocate more time and come and enjoy the ticketed experiences.

Separately, areas like the lagoon enhancements offer the potential for those locals and visitors wanting to enjoy an attractive area for indoor and outdoor dining and including an area for event seating for music and other activities year-round.

Overall, the site plan illustrates the need for far better-quality landscaping to enhance the site especially for local use as well as visitors and offering better quality outdoor shade where possible.

### 10.2. Building Plan

Figure 41 provides the recommended building plan changes for the master plan for OAI. Whilst some are retaining elements as they currently are located (toilets and offices for example), others offer new and exciting elements which are positioned to help improve wayfinding and circulation patterns (new café location, Hard Times Mine above ground experience location, Riversleigh Outdoor experiences etc).

### 10.3. Precinct Plan

Figure 42 includes the precinct plan recommendations and illustrates that the site is effectively segmented into 7 distinct precincts which correspond to the new proposed focus of the OAI. This precinct plan approach will also make it far easier to plan and project manage the site's redevelopment as it potentially may allow for different contractors to be engaged on different precinct components where this is cost-effective to do so and/or to allow the redevelopment to occur in a logical precinct phased approach.

### 10.4. Circulation Diagram

Figure 43 provides the new circulation flows to ensure there is far easier wayfinding for visitors and to better manage peak period visitor numbers. This will mean that visitors to specific attraction elements (Hard Times Mine, Riversleigh Fossil Discovery centre, new Outback Food and Beverage attraction experience) will have designated circulation paths to follow but ultimately, all visitors (including locals) will have to exit via the gift shop so spend on product merchandise can be grown.

### 10.5. Mine This Experience Benchmarks

Figure 44 demonstrates the benchmarking taken from the two existing "Dig This" attractions located in Las Vegas (USA) and Invercargill (NZ). This outdoor facility will offer a new hands-on attraction for visitors and can be done as part of an extended Hard Times Mine Experience or as a standalone experience.

It provides the opportunity for ex-mine truck and equipment drivers to help show visitors how mining equipment can work, and they get the chance to pull levers and drive over things as part of the experience.

The "Dig This" attractions in the USA and NZ helps teach visitors how to drive diggers and front-end loaders, to pick up soil or materials and move them, so they experience how difficult at times this can be. And then it often offers visitors the chance to drive over old cars and other pieces of obsolete machinery.

The plan drawings refer to the experience proposed for OAI as "Mine This", rather than Dig This. Primarily because the equipment likely to be available is more likely to focus on teaching visitors how to move mining related equipment and/or heavy machinery on site. The experience overseas generates a high user ticket price and appears to be equally popular with both men and women.

It has been suggested as a way of extending the mine related experience at OAI and to generate an attractive revenue stream whilst encouraging job opportunities for local retired mineworkers who drove heavy equipment to re-engage but on a more select and less stressful basis.

While the "Mine This" play area is approximately 5,400 sqm, compared to the Invercargill site which is 7,000 sqm, the OAI area is large enough to accommodate the attraction elements.

### 10.6. Site Schematics

The following schematics offer a visual representation of what the upgraded OAI experience should look like, internally and externally. Importantly, they illustrate that:

- the site is large enough to allow for the various indoor and outdoor changes required to provide an exciting and refreshed visitor experience; and
- the overall building footprint can accommodate the changes recommended, with the only addition being an outdoor decked area with a canopy to offer café/restaurant diners the choice of indoor or outdoor dining options.





Figure 41: Building Plan

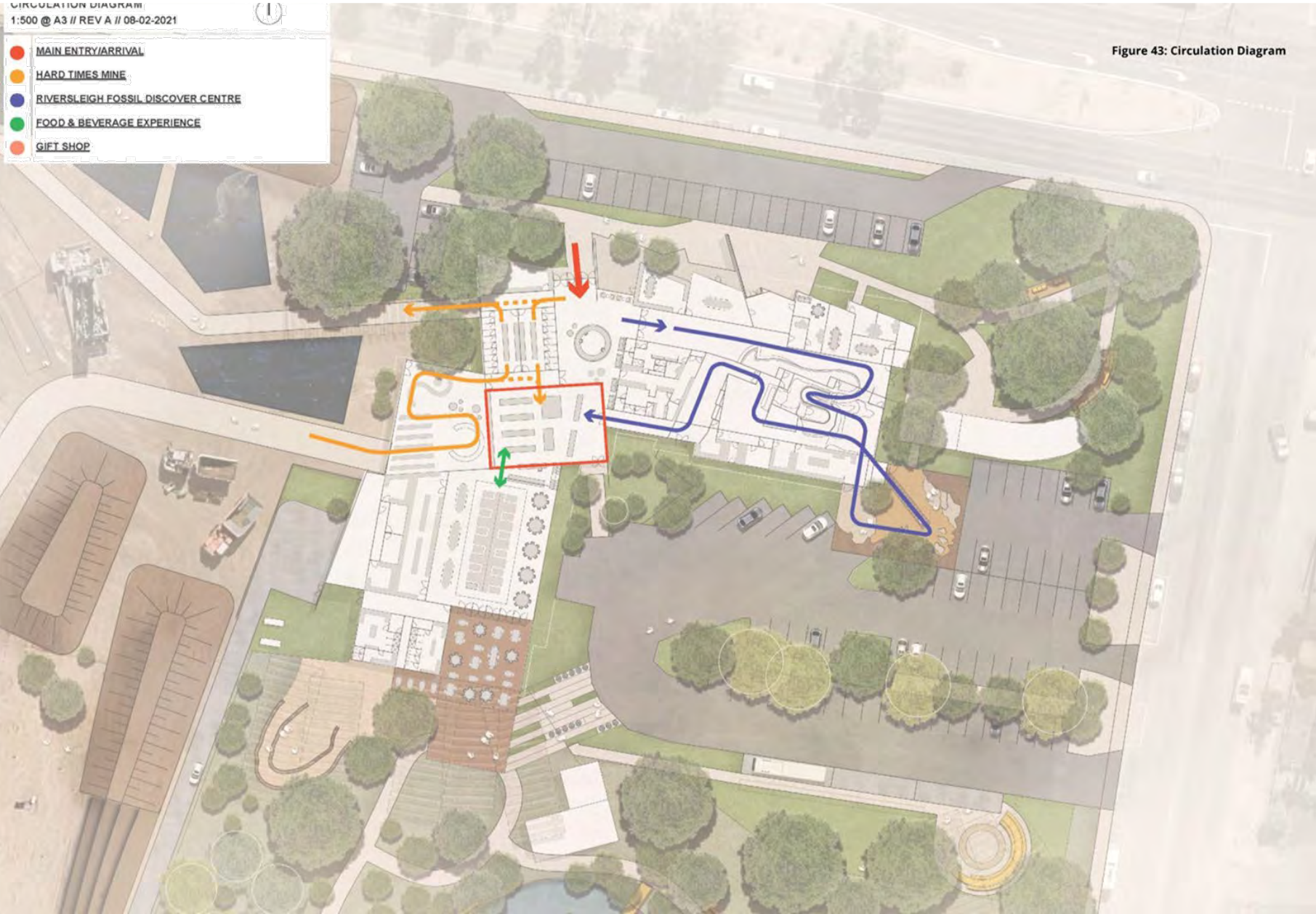
- BUILDING PLAN**  
1:500 @ A3 // REV A // 08-02-2021
- 
- 1 Main Entry
  - 2 Reception, Ticketing and Visitor Information
  - 3 Gift Shop
  - 4 Riversleigh Fossil Discovery Centre
  - 5 Riversleigh Fossil Discovery Centre Outdoor Experience
  - 6 Riversleigh Research Centre
  - 7 Hard Times Mine: Entry & PPE Issue
  - 8 Hard Times Mine: Change Rooms
  - 9 Hard Times Mine: Above Ground Mine Experience
  - 10 Hard Rock Experience: Multimedia/Interactive Experience
  - 11 Existing Toilets
  - 12 Existing Offices
  - 13 Expanded offices & Meeting rooms
  - 14 New Cafe/Food & Beverage Experience
  - 15 Cafe Kitchen/BOH
  - 16 Cafe & Events toilets
  - 17 Cafe deck
  - 18 Afterhours/Events entry
  - 19 Loading bay and maintenance access
  - 20 Outdoor Amphitheater & Events Space
  - 21 Picnic and rest area with seating and shade shelter
  - 22 Main Visitor parking
  - 23 Overflow Parking
  - 24 Relocated Bus Stop
  - 25 Kalkadoon Tribal Council landscape improvements
  - 26 Kalkadoon Tribal Council building













THIS - BENCHMARK PROJECTS  
30 @ A3 // REV A // 05-02-2021



DIG THIS - Invercargill  
PLAY AREA 7000 SQM

Figure 44: Dig This Benchmark Projects

Proposed Move This area 5400sqm



DIG THIS - Las Vegas  
PLAY AREA 14900 SQM

Proposed Move This area 5400sqm







Figure 46: Exterior render





Figure 47: Exterior render







## 11. DEMAND & FINANCIAL ASSESSMENT

### 11.1. Demand

Table 9 outlines anticipated demand for the redeveloped OAI attraction, along with the assumptions applied. Total demand to OAI is anticipated to increase from 53k in year 1, to 63k by year 10. This includes demand generated from both the local market and the visitor market. This is considered in line with other refurbished major outback attractions, such as Qantas Founders Museum which receives approximately 50k visitors per annum and has a much smaller population base to leverage than Mount Isa (3.6k compared with 18k in Mount Isa) and the Australian Age of Dinosaurs which is a much more remote and niche attraction than what is proposed for OAI and attracts 37k visitors. These other highly successful outback regional visitor attractions do not have the benefit of a solid local community population base to help stimulate attendance at their attractions.

As per the table, the size of the visitor markets to OAI is expected to grow from just under 30k in 2025 to just over 40k visitors 10 years later; we consider this growth projection to be realistic, especially considering the major experience attraction changes which are proposed as part of this masterplan development for OAI and based on the forecasted visitor growth to Mount Isa generally over this period.

To growth visitor numbers to OAI by approximately 1/3 (30k to 40k) over 10 years, is realistic and should be seen in the context of 2025 estimated visitation to Mount Isa of 149k; reflecting that a conservative 20% of total visitors to Mount Isa are forecast to be visiting OAI and its new and far stronger visitor attractions and experiences.

Community feedback as part of this project's consultation process has also indicated that many locals in Mount Isa used to go to OAI

as a venue to visit, to purchase merchandise from and to use the café.

With a deliberate move to attract back the young family market, which is dominant in Mount Isa, 25% of the local community visitation of OAI is forecast to use the café specifically on average 5 times per annum. The new café will be a quality indoor and outdoor café-restaurant to attract different community groups, families, mums, and babies etc. throughout the day and offer an attractive regular meeting venue for them. Offering safe outdoor areas for kids to play at the café are seen as some of the important community-based amenities to reintroduce. This local community use of OAI is conservatively forecast to grow very slowly over the 10 years forecasted from just under 23k in 2025 to just over 23k by year 10.

Table 9: Demand Assumptions

No Sensitivity	Assumptions	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
<b>Mount Isa Population<sup>14</sup></b>	Based on medium series projections	18,189	18,158	18,203	18,248	18,293	18,338	18,383	18,419	18,454	18,489
<b>Mount Isa Visitation</b>	See Section 2.2 for visitation projections	149,376	156,227	163,547	170,171	177,355	183,883	189,812	193,609	197,481	201,430
<b>Local café users</b>	25% of locals will use the café, on average, 5 times p/a	22,736	22,697	22,753	22,810	22,866	22,923	22,979	23,023	23,067	23,111
<b>Visitor café users</b>	15% of visitors to Mount Isa will visit OAI, and of these, 75% will use the café.	22,406	23,434	24,532	25,526	26,603	27,582	28,472	29,041	29,622	30,215
<b>Event attendees</b>	2% of visitors to Mount Isa will attend an event, and, 10% of locals will attend 2 times p/a	6,625	6,756	6,911	7,053	7,206	7,345	7,473	7,556	7,640	7,726
Adult tickets	70% of event ticket sales	4,638	4,962	5,210	5,471	5,744	5,859	5,977	6,096	6,218	6,342
Concession and child tickets	20% of event ticket sales	1,325	1,391	1,461	1,534	1,611	1,643	1,676	1,709	1,743	1,778
Family tickets	10% of event ticket sales	663	696	730	767	805	821	838	855	872	889

<sup>14</sup> Based on state government medium series projections



No Sensitivity	Assumptions	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
<b>Riversleigh only users</b>	Current visitation to Riversleigh uplifted by 20%	3,269	3,432	3,604	3,784	3,973	4,053	4,134	4,216	4,301	4,387
Adult tickets	40% of Riversleigh ticket sales (similar to existing)	1,308	1,373	1,442	1,514	1,589	1,621	1,654	1,687	1,720	1,755
Concession and child tickets	40% of Riversleigh ticket sales (similar to existing)	1,308	1,373	1,442	1,514	1,589	1,621	1,654	1,687	1,720	1,755
Family tickets	20% of Riversleigh ticket sales (similar to existing)	654	686	721	757	795	811	827	843	860	877
<b>Hard Times Mine only users</b>	Current visitation to HT Mine, uplifted by 35%	4,901	5,391	5,660	5,943	6,240	6,365	6,492	6,622	6,755	6,890
Adult tickets	40% of HT Mine ticket sales (similar to existing)	1,960	2,156	2,264	2,377	2,496	2,546	2,597	2,649	2,702	2,756
Concession and child tickets	50% of HT Mine ticket sales (similar to existing)	2,450	2,695	2,830	2,972	3,120	3,183	3,246	3,311	3,377	3,445
Family tickets	10% of HT Mine ticket sales (similar to existing)	490	539	566	594	624	637	649	662	675	689
<b>Mine This users</b>	Based on 30 weeks p/a, 7 days p/week, 5 people p/day	1,050	1,208	1,268	1,331	1,398	1,426	1,454	1,483	1,513	1,543
Adults	90% of Mine This ticket sales (similar to existing)	945	1,087	1,141	1,198	1,258	1,283	1,309	1,335	1,362	1,389
Concession holders	10% of Mine This ticket sales (similar to existing)	105	121	127	133	140	143	145	148	151	154
<b>Distillery attraction users</b>	5% of locals will use the distillery, on average, 2 times p/a and 34% of visitors to Mount Isa will visit the distillery	54,100	56,495	59,062	61,385	63,904	66,193	68,273	69,605	70,964	72,350
<b>VIC users</b>	Based on current visitation to the VIC, reduced to account for declining use of VICs nationally	35,332	34,978	34,629	34,282	33,940	33,600	33,264	32,932	32,602	32,276
<b>Tickets to Riversleigh and Hard Times Mine combined</b>	Based on current combined ticket sales, uplifted to account for enhanced/new experiences.	1,200	1,380	1,449	1,521	1,598	1,629	1,662	1,695	1,729	1,764
Adult tickets	65% of combined ticket sales	780	897	942	989	1,038	1,059	1,080	1,102	1,124	1,146
Concession and child tickets	20% of combined ticket sales	240	276	290	304	320	326	332	339	346	353
Family tickets	15% of combined ticket sales	180	207	217	228	240	244	249	254	259	265
<b>Merchandise purchasers (15% penetration)</b>	15% of visitors to OAI will purchase a merch item, and 7% of locals to OAI will purchase merch (twice p/a on average)	5,277	5,481	5,703	5,903	6,121	6,319	6,499	6,614	6,732	6,852
<b>Unique Total Estimated Visits to OAI - Locals</b>	-	22,736	22,697	22,753	22,810	22,866	22,923	22,979	23,023	23,067	23,111
<b>Unique Total Estimated Visits to OAI - Visitors</b>	--	29,875	31,245	32,709	34,034	35,471	36,777	37,962	38,722	39,496	40,286
<b>Unique Total Estimated Visits to OAI - Total</b>	-	52,611	53,942	55,463	56,844	58,337	59,699	60,942	61,745	62,563	63,397

## 11.2. CAPEX

Table 10 provides a breakdown of the capital requirements to implement the recommendations in this Master Plan, including fitout and supporting infrastructure, with total development costs estimated at **\$15.33m**, comprising:

- total external works of \$4.4m, with an estimated footprint of 2,612 sqm;
- total internal works of \$7.2m;
- demolition costs of \$164k
- a builders margin of 6.5% totalling \$766k;
- design & consultancy fees (at 8.5% of the above costs), equating to \$1.0m;
- a 10% contingency, equating to \$1.2m, to cover any unforeseen costs; and
- an escalation contingency of 5%, totalling just over \$589k.

The construction and fitout rates per sqm have been uplifted to account for the increased costs associated with constructing in remote locations.

A government grant of \$10m has also been included, assuming that this can be secured to help offset the capital development cost, bringing the total CAPEX required to be found by Council and with potentially other local funding sources, down to **\$5.3m**.

Sensitivity analysis (see Section 0) undertaken on the modelling indicates that if only \$7.5m was able to be secured from a government grant or similar, the key financial and economic metrics of a positive internal rate of return and a positive net present value are still able to be generated but anything lower than this level of financial contribution results in a negative net present value result. The benefit-cost ratio result at a grant of \$7.5m drops, however, from 0.88 to 0.79 which is less than ideal.

However, if a government grant or similar of \$13m is secured (so Council is only required to find \$2.35m being the project CAPEX balance), the important benefit-cost ratio of 1:0 is able to be generated, meaning that the projects direct economic benefits are seen to outweigh the projects economic costs.

It is also important, however, to note that as a facility that is designed to deliver not only direct economic and commercial benefits, but also indirect economic, social, environmental and cultural benefits, the BCR result of 0.88 is a solid outcome. Importantly, the indirect benefits which the redevelopment can achieve for supporting stronger visitation to Mount Isa and stronger visitor spend patterns, are strong and compelling reasons to illustrate that if taken into consideration, these indirect economic benefits and social, environmental and cultural benefits, help generate higher economic returns for the visitor economy overall and benefit the local community more broadly.

Table 10: Estimated CAPEX

	Area	Rate p/sqm	CAPEX
<b>External Works</b>			
<b>Main Entry</b>			
Carpark	1,120m <sup>2</sup>	\$220	\$246,400
Entry pavement & landscape works	275m <sup>2</sup>	\$300	\$82,500
Signage PC sum	100m <sup>2</sup>	\$1,500	\$150,000
<b>Outback park</b>			
Deck area	300m <sup>2</sup>	\$850	\$255,000
Soft landscaping and paths	1,850m <sup>2</sup>	\$130	\$240,500
Seating	150m <sup>2</sup>	\$450	\$67,500
Pontoon Works	80m <sup>2</sup>	\$1,000	\$80,000
Shade shelter to outback park	600m <sup>2</sup>	\$400	\$240,000
Delivery and services access	620m <sup>2</sup>	\$250	\$155,000
<b>Mine This</b>			
Mounding	3,000m <sup>2</sup>	\$300	\$900,000
Play Area	5,000m <sup>2</sup>	\$100	\$500,000
Storage and service area (minimal work but some works may be needed for shed)	2,750m <sup>2</sup>	\$100	\$275,000
<b>Hard Times Mine</b>			
Yard works to create mining environment including ponds, boardwalk etc	6,000m <sup>2</sup>	\$100	\$600,000
Shade shelters	160m <sup>2</sup>	\$450	\$72,000
Shed Façade on fence (Lineal Meters)	90m <sup>2</sup>	\$400	\$36,000
<b>Fossil Centre</b>			
External discovery area including walls, shade sail, fake stone walls, boardwalk etc	250m <sup>2</sup>	\$1,200	\$300,000
<b>Removal of Southern entry</b>			
Landscape works, removal of pavement signage etc	200m <sup>2</sup>	\$100	\$20,000
<b>Bus and Picnic rest area</b>			
Bus drop off and associated pavements setting etc	380m <sup>2</sup>	\$300	\$114,000
Shade Shelters and bus shelters	250m <sup>2</sup>	\$400	\$100,000



	Area	Rate p/sqm	CAPEX
<b>Internal Works</b>			
<b>Existing Areas (no proposed works)</b>			
Riversleigh Fossil Discovery & Research Centre	643m <sup>2</sup>	-	-
Existing Toilets	119m <sup>2</sup>	-	-
Existing Offices	96m <sup>2</sup>	-	-
<b>Existing Areas (refurbished/altered)</b>			
Reception, Ticketing, and Visitor Information	192m <sup>2</sup>	\$3,000	\$576,840
Gift Shop	189m <sup>2</sup>	\$2,000	\$378,860
Hard Times Mine: Entry Experience	81m <sup>2</sup>	\$2,000	\$161,160
Hard Times Mine: Multimedia/Interactive Experience	219m <sup>2</sup>	\$5,000	\$1,094,650
Expanded Offices & Meeting Rooms (former café)	179m <sup>2</sup>	\$1,200	\$214,716
New food and beverage attraction (fit out by operator)	362m <sup>2</sup>	\$1,200	\$434,640
Café Kitchen/BOH	174m <sup>2</sup>	\$5,000	\$572,500
Café & Events Toilets	141m <sup>2</sup>	\$3,000	\$424,230
<b>New Build Areas</b>			
Hard Times Mine: Change Rooms	133m <sup>2</sup>	\$2,500	\$333,225
Underground rail attraction experience	750m <sup>2</sup>	\$4,000	\$3,000,000
Demolition work	3,280m <sup>2</sup>	\$50	\$163,978
<b>Demolition, Construction &amp; Fitout Totals</b>			<b>\$11,788,699</b>
Builders margin (6.5%)	6.5%		\$766,265
Design and consultancy fees (8.5%)	8.5%		\$1,002,039
Design and Development Contingency (10%)	10%		\$1,178,870
Escalation Contingency (5%)	5%		\$589,435
<b>Total CAPEX</b>			<b>\$15,325,309</b>
<b>Grant Funding</b>			<b>-\$10,000,000</b>
<b>CAPEX Less Grant Funding</b>			<b>\$5,325,309</b>

The estimated construction and development cost of \$15.3m is realistic noting that the majority of construction work is within the existing main building and or inside the Hard Times Mine facility. The existing building envelope only requires relatively minor and small scale extensions as the footprint is large enough to cater for the updated attractions and amenities being recommended.

\$1.7m of the \$15.3m total is allocated to design and escalation contingency allowances, representing just over 11% of total CAPEX.

### 11.3. Operating Revenue

Table 11 provides a summary of operating revenue over 10 years along with assumptions applied. It demonstrates the following.

- Revenue generating areas of operation include the café, events, ticket sales to the various attractions, merchandise sales, along with a lease fee for the distillery.
- Total estimated revenue ranges from \$2.2m in year 1, growing to \$3.0m by year 10.
- The largest revenue stream for the redeveloped OAI comprises café spend, totalling \$744k (visitor and local spend) in year 1. This is based on an average spend of \$18 for visitors and a slightly lower average spend of \$15 for locals. It is anticipated that 25% of locals will visit the café, five times per annum, on average and that 15% of visitors to Mount Isa will utilise the café.
- Merchandise sales are based on an average spend of \$10 in years 1-5, growing to \$15 from year 6 on. It is estimated that 15% of visitors to OAI may purchase a merchandise item, while 7% of locals may also purchase something two times per year.
- It is anticipated that the distillery attraction would be leased out to an operator. OAI would receive a lease fee which is estimated at 5% of turnover.
- Ticket prices for the attractions are based on current rates and inflated to account for the new/enhanced experiences.

Table 11: Operating revenue assumptions

	Assumption	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
<b>Local café users spend</b>	\$15 average spend	\$341,035	\$340,455	\$341,302	\$342,148	\$342,994	\$343,841	\$344,687	\$345,348	\$346,008	\$346,668
<b>Visitor café users spend</b>	\$18 average spend	\$403,315	\$421,813	\$441,577	\$459,462	\$478,859	\$496,483	\$512,493	\$522,743	\$533,198	\$543,862
<b>Event attendees</b>											
Adult tickets	\$50 p/ticket	\$231,883	\$248,115	\$260,520	\$273,546	\$287,224	\$292,968	\$298,828	\$304,804	\$310,900	\$317,118
Concession and child tickets	\$30 p/ticket	\$39,751	\$41,739	\$43,826	\$46,017	\$48,318	\$49,284	\$50,270	\$51,275	\$52,301	\$53,347
Family tickets	\$104 p/ticket	\$68,902	\$72,347	\$75,965	\$79,763	\$83,751	\$85,426	\$87,135	\$88,877	\$90,655	\$92,468
<b>Riversleigh only users</b>											
RIV - Adult tickets	\$50 p/ticket	\$65,376	\$68,645	\$72,077	\$75,681	\$79,465	\$81,054	\$82,675	\$84,329	\$86,015	\$87,736
RIV - Concession and child tickets	\$30 p/ticket	\$39,226	\$41,187	\$43,246	\$45,409	\$47,679	\$48,633	\$49,605	\$50,597	\$51,609	\$52,641
RIV - Family tickets	\$120 p/ticket	\$78,451	\$82,374	\$86,492	\$90,817	\$95,358	\$97,265	\$99,210	\$101,195	\$103,218	\$105,283
<b>Hard Times Mine only users</b>											
HTM - Adult tickets	\$95 p/ticket	\$186,219	\$204,841	\$215,083	\$225,837	\$237,129	\$241,872	\$246,709	\$251,643	\$256,676	\$261,810
HTM - Concession and child tickets	\$45 p/ticket	\$110,261	\$121,287	\$127,352	\$133,719	\$140,405	\$143,213	\$146,078	\$148,999	\$151,979	\$155,019
HTM - Family tickets	\$210 p/ticket	\$102,911	\$113,202	\$118,862	\$124,805	\$131,045	\$133,666	\$136,339	\$139,066	\$141,847	\$144,684
<b>Mine This users</b>											
MT - Adults	\$235 p/ticket	\$222,075	\$255,386	\$268,156	\$281,563	\$295,642	\$301,554	\$307,585	\$313,737	\$320,012	\$326,412
MT - Concession holders	\$185 p/ticket	\$19,425	\$22,339	\$23,456	\$24,628	\$25,860	\$26,377	\$26,905	\$27,443	\$27,992	\$28,551
<b>Distillery attraction users</b>											
Lease Fee	5% of turnover (yr 1-5), 7.5% t/o (yr 6 on)	\$67,626	\$70,619	\$73,827	\$76,731	\$79,880	\$173,756	\$179,216	\$182,713	\$186,280	\$189,918
<b>Composite ticket (Riversleigh and Hard Times Mine)</b>											
COMP - Adult tickets	\$95 p/ticket	\$74,100	\$85,215	\$89,476	\$93,950	\$98,647	\$100,620	\$102,632	\$104,685	\$106,779	\$108,914
COMP - Concession and child tickets	\$65 p/ticket	\$15,600	\$17,940	\$18,837	\$19,779	\$20,768	\$21,183	\$21,607	\$22,039	\$22,480	\$22,929
COMP - Family tickets	\$240 p/ticket	\$43,200	\$49,680	\$52,164	\$54,772	\$57,511	\$58,661	\$59,834	\$61,031	\$62,252	\$63,497
<b>Merchandise sales</b>	\$10 p/sale (yr 1-5), \$15 p/sale (yr 6 on)	\$52,770	\$54,812	\$57,028	\$59,035	\$61,210	\$94,782	\$97,480	\$99,211	\$100,977	\$102,777
<b>Total Operating Revenue</b>		\$2,162,126	\$2,311,996	\$2,409,245	\$2,507,663	\$2,611,744	\$2,790,638	\$2,849,288	\$2,899,735	\$2,951,178	\$3,003,635

## 11.4. Operating Costs

Table 12 summarises operating costs at OAI over the 10 years assessed. Assumptions for each line item are also listed. Points to note include the following.

- All items are inflated by 2% per annum.
- The largest expenditure item for OAI is wages and oncosts, totalling just over \$1.0m in year one and comprising 48% of all costs. This is not unusual, with many public visitor facilities operating with wage costs as high as 60% of total operating expenditure.
- Total estimated OPEX increases from \$2.1m in year 1, to \$2.6m by year 10.



Table 12: Operating cost assumptions

	Assumption	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
<b>Staff Costs</b>											
Staffing salary and wages	Based on 2021 actual, inflated by 10%	\$830,205	\$846,809	\$863,745	\$881,020	\$898,641	\$916,614	\$934,946	\$953,645	\$972,718	\$992,172
Salary on costs	23% of salaries	\$190,947	\$194,766	\$198,661	\$202,635	\$206,687	\$210,821	\$215,038	\$219,338	\$223,725	\$228,200
<b>Maintenance &amp; Operations</b>											
Cleaning and maintenance	PC Sum	\$144,000	\$146,880	\$149,818	\$152,814	\$155,870	\$158,988	\$162,167	\$165,411	\$168,719	\$172,093
Electricity and phone	Electricity (\$12k p/month), phone (\$1.5k p/month)	\$162,000	\$165,240	\$168,545	\$171,916	\$175,354	\$178,861	\$182,438	\$186,087	\$189,809	\$193,605
Contractors/consultants (legal, finance, IT, HR, training programs etc)	\$7k p/month	\$84,000	\$85,680	\$87,394	\$89,141	\$90,924	\$92,743	\$94,598	\$96,490	\$98,419	\$100,388
Rates	PC Sum	\$93,660	\$95,533	\$97,444	\$99,393	\$101,381	\$103,408	\$105,476	\$107,586	\$109,738	\$111,932
Advertising and promotions	\$8k p/month	\$96,000	\$97,920	\$99,878	\$101,876	\$103,913	\$105,992	\$108,112	\$110,274	\$112,479	\$114,729
Postage, printing, stationery, consumables	\$3k p/month	\$36,000	\$36,720	\$37,454	\$38,203	\$38,968	\$39,747	\$40,542	\$41,353	\$42,180	\$43,023
Fees and charges	PC Sum	\$35,000	\$35,700	\$36,414	\$37,142	\$37,885	\$38,643	\$39,416	\$40,204	\$41,008	\$41,828
Vehicle expenses	\$2k p/month	\$24,000	\$24,000	\$24,000	\$24,000	\$24,000	\$24,000	\$24,000	\$24,000	\$24,000	\$24,000
Insurance	\$3.5k p/month	\$42,000	\$42,840	\$43,697	\$44,571	\$45,462	\$46,371	\$47,299	\$48,245	\$49,210	\$50,194
<b>Other Expenditure Items</b>											
Technology service/maintenance contract	\$6k p/month	\$72,000	\$73,440	\$74,909	\$76,407	\$77,935	\$79,494	\$81,084	\$82,705	\$84,359	\$86,047
Cost of goods sold - food and beverage	35% of F&B sales	\$260,523	\$266,794	\$274,008	\$280,564	\$287,649	\$294,113	\$300,013	\$303,832	\$307,722	\$311,686
Cost of goods sold - merchandise items	40% of merch sales	\$21,108	\$21,925	\$22,811	\$23,614	\$24,484	\$37,913	\$38,992	\$39,684	\$40,391	\$41,111
Computer equipment, website upgrades, app upgrades	\$4k p/month	\$48,000	\$48,960	\$49,939	\$50,938	\$51,957	\$52,996	\$54,056	\$55,137	\$56,240	\$57,364
<b>Total Operating Expenditure</b>		<b>\$2,139,443</b>	<b>\$2,183,208</b>	<b>\$2,228,717</b>	<b>\$2,274,234</b>	<b>\$2,321,110</b>	<b>\$2,380,703</b>	<b>\$2,428,176</b>	<b>\$2,473,990</b>	<b>\$2,520,716</b>	<b>\$2,568,372</b>



### 11.5. Cost Benefit Assessment

A cost benefit assessment has been performed for the OAI Master Plan. The cost benefit analysis assists in assessing whether the benefits generated by the redevelopment are likely to exceed the costs, and, therefore, identifies the net social benefit generated. Table 13 provides a summary of the cost benefit results, followed by Table 14

which demonstrates the full cost benefit findings. The results illustrate the following.

- The required yield has been set at 5% to reflect the public good nature of the model, rather than a higher commercial return for the project if it was a fully commercial operation only.
- The assumed discount rate (4%) has been determined based on the current cost of capital (rate for borrowing).

- The project generates a positive year-on-year EBITDA throughout the 10 years assessed, ranging from +\$23k in year 1, growing to +\$435k by year 10.
- The project generates a positive IRR (+9.1%), NPV (+\$2.7m) and a solid BCR of 0.88. though the BCR is lower than a ratio of 1:0 or better, the project will generate indirect economic benefits which will accrue from the construction work phase, from higher visitor spend generally in Mount Isa and through increased overnight stays and associated spend in Mount Isa. This helps demonstrate the viability of the project.
- The BCR result of 0.88 is strong for a public good project. The BCR is a measure that is applied for public sector projects to demonstrate the relationship between the relative economic costs and economic benefits of a project. If a BCR is greater than 1.0, it delivers more economic benefits than economic costs (for example, a BCR of 1.25 means that the project delivers an average of \$1.25 in benefits for every \$1.00 invested). For many public good projects, it is only possible to

generate BCR results close to but below 1.0, so the importance of this near parity BCR achieved, should not be undervalued.

Table 13: Cost Benefit Results Summary

Metric	
Required Yield	5.0%
Discount Rate	4.0%
EBITDA Y1	\$23k
EBITDA Y10	\$435k
CAPEX	\$15.3m
Grant Contribution	-\$10.0m
CAPEX Less Grant	\$5.3m
IRR	9.1%
NPV	\$2.7m
BCR	0.88



[illegible]

## 11.6. Sensitivity Assessment

Sensitivity analysis has been undertaken on the cost benefit model developed. This demonstrates the impact changes to the assumptions and inputs has on key economic metrics including the IRR, NPV and BCR.

Table 15 provides a summary of the impact changes in the level of visitation has on the modelling. It demonstrates that the modelling can tolerate a 5% decrease in visitation (on what is projected under the base model), generating a positive IRR, NPV and a BCR above a 0.5 threshold. However, a decrease of greater than 5% results in negative economic metrics. We consider this supports the need for the level of redevelopment proposed as the various enhanced elements are key to generating stronger visitation and associated higher spending patterns.

As demonstrated, if visitation is greater than what is anticipated, the economic metrics grow more positive. If visitation is 20% greater than forecast, a BCR of 1.03 is also generated.

Importantly, Stafford considers that the visitation forecasts under the No Sensitivity scenario are relatively conservative and the potential exists to capture a larger number of visitors and locals to the renewed OAI experience.

Table 15: Visitation Sensitivity Summary

Visitation Sensitivity	No Sensitivity	-20%	-5%	+5%	+20%
CAPEX	\$15.3m	\$15.3m	\$15.3m	\$15.3m	\$15.3m
Grant Contribution	-\$10.0m	-\$10.0m	-\$10.0m	-\$10.0m	-\$10.0m
CAPEX Less Grant	\$5.3m	\$5.3m	\$5.3m	\$5.3m	\$5.3m
IRR	9.1%	n/a	4.3%	13.0%	21.7%
NPV	✓ \$2.7m	✗ -\$7.7m	✓ \$118k	✓ \$5.4m	✓ \$13.2m
BCR	👉 0.88	👎 0.72	👉 0.84	👉 0.91	👉 1.03

Table 16 demonstrates the impact changing the level of revenue has on the cost benefit analysis. Similar to the visitation sensitivity, a 5% decrease in revenue (on what is forecast) still produces positive metrics, including a positive IRR of 4.3%, a BCR of 0.84 (which is above a 0.5 threshold) and a positive NPV of \$118k. Any further decrease in revenue, however, results in negative results.

Any increase in revenue grows the positivity of the economic metrics: a 20% increase in revenue produces a solid BCR of 1.03 and NPV of \$13.2m.

Table 16: Revenue Sensitivity Summary

Revenue Sensitivity	No Sensitivity	-20%	-5%	+5%	+20%
CAPEX	\$15.3m	\$15.3m	\$15.3m	\$15.3m	\$15.3m
Grant Contribution	-\$10.0m	-\$10.0m	-\$10.0m	-\$10.0m	-\$10.0m
CAPEX Less Grant	\$5.3m	\$5.3m	\$5.3m	\$5.3m	\$5.3m
IRR	9.1%	n/a	✓ 4.3%	✓ 13.0%	✓ 21.7%
NPV	✓ \$2.7m	✗ -\$7.7m	✓ \$118k	✓ \$5.4m	✓ \$13.2m
BCR	👉 0.88	👎 0.72	👉 0.84	👉 0.91	👉 1.03

Table 17 provides a sensitivity assessment of the grant funding that is anticipated to be required for OAI. Under the base modelling (or the No Sensitivity scenario) a grant of \$10m for CAPEX has been included. If this grant is halved or removed, the modelling produces negative IRRs and NPVs and less-than-desirable BCRs. This demonstrates the requirement to secure grant funding, otherwise, Council may need to cover the resulting loss.

If, however, a larger grant than included is received (of say \$15.3m), a very positive IRR (+239%), NPV (+\$7.8m) and BCR (1.12) are produced. A BCR result of 1:0 is achieved if a grant or similar funding of \$13m is secured.

However, as many government grants are offered if local councils and local stakeholders are able to contribute realistic funding levels, we have applied a funding grant from either/or state and federal government sources of \$10m, assuming that Council is able to secure \$5.3m from its own sources.

Table 17: CAPEX Sensitivity Summary

CAPEX Grant Sensitivity	No Sensitivity	\$5m Contribution	No Contribution	\$15.3m Contribution
CAPEX	\$15.3m	\$15.3m	\$15.3m	\$15.3m
Grant Contribution	-\$10.0m	-\$5.0m	n/a	-\$15.3m
CAPEX Less Grant	\$5.3m	\$10.3m	\$15.3m	\$25k
IRR	9.1%	✓ 1.4%	✗ -2.9%	✓ 239.4%
NPV	✓ \$2.7m	✗ -\$2.1m	✗ -\$6.9m	✓ \$7.8m
BCR	👉 0.88	👉 0.73	👎 0.62	👉 1.12







## 12. APPENDICES

### Appendix 1 Detailed Ticket Sales to OAI 2018 & 2019

Table 18: Total Ticket Sales to OAI Experiences 2018 & 2019 by Ticket Type (Calendar Years)

Attraction	Ticket Type	Tickets Sold		% Different Tickets Sold		Difference Tickets Sold	
		2018	2019	2018	2019	2018	2019
Hard Times Mine Guided Tour & Museums	Concession		2				+2
	Adult		164				+164
	Child		131				+131
	Family	124	166		+34%		+42
	Child Group		63				+63
	Adult (ex RFC)	881	2080		+134%		+1199
	Child (ex RFC)	373	3		-99%		-370
	Concession (ex RFC)	486	26		-95%		-460
	Family (ex RFC)		61				+61
	Total	1,464	2,436		+66%		+972
Hard Times Mine Guided Tour Only	Concession	1,170	1,181		+1%		+11
	Adult	837	815		-3%		-22
	Child	181	107		-41%		-74
	Local Adult	293	284		-3%		-9
	Family	124	132		6%		+8
	Local Child	106	71		-33%		-35
	Local Concession	18	64		+250%		+46
	Child/School	2					-2
	Local Family	6	3		-50%		-3
	Total	2,890	2,663		-8%		-227
Isa Experience	Concession	664	967		+44%		+303
	Adult	223	349		+57%		+126
	Local		644				+644
	Family	38	35		-8%		-3
	Child/School	20	48		+140%		+28
Isa Experience & Riversleigh Fossil Discovery Centre	Total	955	2,043		+114%		+1,088
	Concession	306	799		+159%		+493
	Adult	340	233		-31%		-107
	Local	550	175		-73%		-375
	Child	108	35		-68%		-73
Riversleigh Fossil Discovery Centre	Family	57	35		-39%		-22
	Outback Mates Entry	9	8		-11%		-1
	Total	1,011	1,275		+26%		+264
	Concession	114	362		+216%		+248
	Adult	356	178		-50%		-178
Self-guided Local	Self-guided Concession	1,308	685		-48%		-623
	Local	334	1,219		+263%		+885
	Self-guided Adult	436	679		+55%		+243
	Child	61	16		-74%		-45
	Family	40	39		-3%		-1
	Self-guided Child	81	83		+1%		+2
	Self-guided Family	121	83		-31%		-38
	Self-guided Local Child		16				+16
	Self-guided Local Adult		9				+9
	Self-guided Local Family		2				+2
	Self-guided Local Concession		2				+2
	School Holiday Program	6					+6
	Total	2,151	2,728		+27%		+577
Grand Total		11,830	16,601		+40%		+4,771



## Appendix 2 Attraction Audit

Table 19: Full Attractions Audit

Category	Name
Culture & Performances	Mount Isa Theatrical Society
Destination Information	Camooweal
Destination Information	Outback at Isa
Galleries	Mount Isa Regional Gallery
Mines & Mine Experience	Hard Times Mine
Mines & Mine Experience	Mary Kathleen
Museums & Historical Sites	Ancient Outback Mount Isa Loop
Museums & Historical Sites	Mount Isa Underground Hospital and Museum
Museums & Historical Sites	Riversleigh Fossil Centre
Museums & Historical Sites	Royal Flying Doctor Service memorial
Museums & Historical Sites	The Drovers Camp
Museums & Historical Sites	Underground Hospital and Museum
Natural Attractions & Lookouts	Camooweal Caves National Park
Natural Attractions & Lookouts	Lake Moondarra
Natural Attractions & Lookouts	Mount Isa City Lookout
Natural Attractions & Lookouts	Telstra Hill
Recreation	Mount Isa Family Fun Park
Recreation	Mount Isa Golf Club
Recreation	Mount Isa Kart Club
Recreation	Mount Isa Skate Park
Recreation	Splashiez Public Pool
Tours	Mount Isa School of the Air Tour
Tours	North West Tours
Tours	Trek West

**Appendix 3 Accommodation Audit****Table 20: Full Accommodation Audit**

Type	Name
Caravan Park/Tourist Park	Discovery Parks – Argylla
Caravan Park/Tourist Park	Discovery Parks - Mount Isa
Caravan Park/Tourist Park	Moondarra Caravan Park Mount Isa
Caravan Park/Tourist Park	Mount Isa Caravan Park
Caravan Park/Tourist Park	Sunset Top Tourist Park
Hostel	Travellers Haven Backpackers Hostel
Hotel	Isa Hotel
Hotel	RedEarth Hotel
Motel	Abacus Motel
Motel	Burke & Wills
Motel	Central Point Motel
Motel	Cityside Accommodation
Motel	Copper City Motel
Motel	Copper Gate Motel
Motel	Fourth Ave Motor Inn
Motel	Ibis Styles Mt Isa Verona
Motel	Icon on Isa
Motel	Inland Oasis Motel
Motel	Leichhardt Accommodation
Motel	Mick's Accommodation Club
Motel	Mount Isa City Motel
Motel	Mount Isa Irish Club Accommodation
Motel	Outback Mt Isa
Motel	Overlander Motel
Motel	Spinifex Motel & Serviced Apartments
Motel	Star Inn Accommodation
Motel	The Barkly Hotel Motel
Motel	Townview Motel
Worker & Accommodation Village	Accommodation @ Isa

### Appendix 4 Net Promoter Score

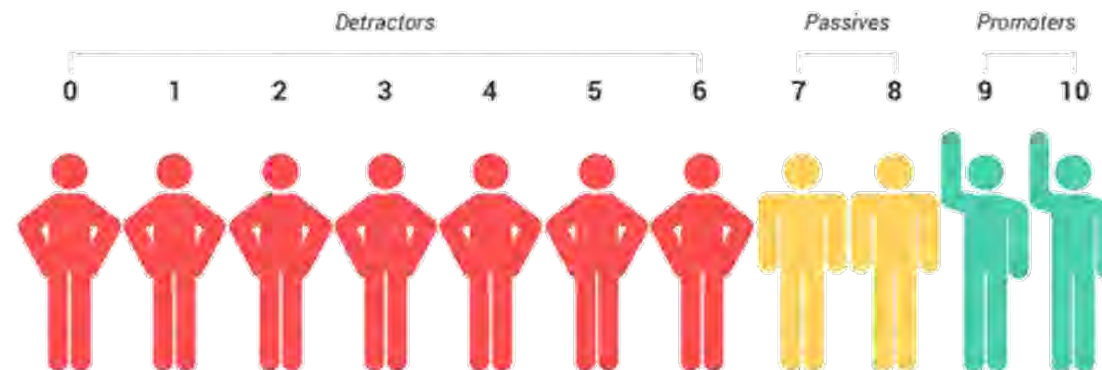
The Net Promoter Score (NPS) is a metric used to measure consumer loyalty. *In a tourism context, this translates to a visitors' willingness to not only return for another stay but also make a recommendation to their family, friends, and colleagues.* NPS scores are reported with a number from -100 to +100, with a score above 0 considered good and a score above 50 considered excellent.

The NPS is calculated using a scale (see the below figure), with:

- a score between 0-6 being considered unhappy customers who are unlikely to return, and may even discourage others from staying with the provider;
- a score between 7-8 being passives, meaning they are satisfied with the provider but not happy enough to be considered promoters; and
- a score between 9-10 are considered promoters who are typically loyal and enthusiastic customers and who are likely to return and strongly promote the provider.

TripAdvisor uses a scale of 1-5 for consumer ratings on accommodation product. Converting this to the NPS scale means that a rating of 1-3 are considered "detractors" for the product, a score of 4 are the product's "passives" and a score of 5 are the products "promoters".<sup>15</sup>

Figure 48: NPS Score Scale



<sup>15</sup> <https://birdseye.com/blog/net-promoter-score-explained/>

## Appendix 5 Survey Questions

Stafford Strategy was commissioned by Mount Isa City Council to develop a Master Plan for Outback at Isa. The aim of the Master Plan is to have a coordinated approach to long term future development of Outback at Isa and to provide better experiences for locals and visitors.

This short survey has been sent to community members only to gather feedback on the Outback at Isa attraction, what you like about it and your thoughts on how it could be improved. All data will be kept confidential and only displayed as amalgamated (total) results.

We thank you for your input!

Any questions or issues, please email: [admin@staffordstrategy.com.au](mailto:admin@staffordstrategy.com.au)

\* 1. What is your name?

(If you prefer not to provide, please put 'N/A')

\* 2. What age bracket do you fall into?

- ☐ Under 18
 ☐ 45-54  
☐ 18-24
 ☐ 55-64  
☐ 25-34
 ☐ 65+  
☐ 35-44
 ☐ Prefer not to answer

\* 3. Have you visited Outback at Isa previously? (either the Outback at Isa Visitor Information Centre, Hard Times Underground Mine Tours, Riversleigh Fossil Centre, Isa Experience, Outback Park, Mount Isa Regional Gallery, Outback at Isa Café)

- ☐ More than once per month on average  
☐ Once per month on average  
☐ Every 6 months on average  
☐ Twice per year on average  
☐ Once per year on average  
☐ Once/twice in my life  
☐ Never

\* 4. Why have you never visited Outback at Isa?

(note: you can select as many responses as are relevant)

- ☐ I wasn't aware it existed  
☐ I haven't interest in it  
☐ The past attractions are too expensive  
☐ Its opening hours don't suit my lifestyle/work hours  
☐ Other reason (please specify)

\* 5. On a scale from 1 to 10, how satisfied would you say you were with your visit(s) to Outback at Isa. (with 1 being not satisfied at all and 10 being very satisfied)?

\* 6. When you visited Outback at Isa, which of the following attractions/facilities did you visit/utilise?

(note: you can select as many responses as are relevant)

- ☐ Outback at Isa Visitor Information Centre  
☐ Hard Times Underground Mine Tours  
☐ Riversleigh Fossil Centre  
☐ Isa Experience  
☐ Outback Park  
☐ Mount Isa Regional Gallery  
☐ Romeo Hall of Fame  
☐ Outback at Isa Café

Other (please specify)



\* 7. What was the favourite part of your Outback at Isa visit?

(note: you can select as many responses as are relevant)

- ☐ Outback at Isa Visitor Information Centre
- ☐ Hard Times Underground Mine Tour
- ☐ Riverleigh Fossil Centre
- ☐ Isa Experience
- ☐ Outback Park
- ☐ Model Isa Regional Gallery
- ☐ Rodon Hall of Fame
- ☐ Outback at Isa Cafe

Other (please specify)

\* 8. When you visit Outback at Isa, what facility/attraction do you utilise the most, on average?

- ☒ Outback at Isa Visitor Information Centre
- ☒ Hard Times Underground Mine Tour
- ☒ Riverleigh Fossil Centre
- ☒ Isa Experience
- ☒ Outback Park
- ☒ Model Isa Regional Gallery
- ☒ Rodon Hall of Fame
- ☒ Outback at Isa Cafe
- ☒ No - I've only visited once

\* 9. If any improvements or additions could be made to the Outback at Isa experience, what would you recommend?

- ☐ More interactive exhibits (e.g. augmented reality experiences)
- ☐ Better marketing of the experience/attractions
- ☐ Visual signage and landscaping to the outside area of the ground
- ☐ An evening sound and light show
- ☐ More family-oriented experiences/attractions
- ☐ More events
- ☐ Better/higher quality food/beverage
- ☐ Better/cheaper food options
- ☐ A more authentic/realistic vehicle vehicle
- ☐ Gifts (plastic/spinners)

\* 10. When your friends and relatives visit, do you tend to take them to Outback at Isa?

(note: you can select as many responses as are relevant)

- ☐ Yes - to the cafe
- ☐ Yes - to the Model Isa Regional Gallery
- ☐ Yes - to the Visitor Information Centre
- ☐ Yes - to the paid experience at Outback at Isa (i.e. Hard Times Mine, Riverleigh Fossil Centre, Isa Experience etc.)
- ☐ No

11. Are there any particular things your friends/family tend to like or dislike about the Outback at Isa experience?

12. Why do you tend not to take your visiting friends/students to Outback at all?

☐ We generally don't have enough time

☐ I haven't interest in it

☐ We just didn't think about it

☐ It's too expensive

☐ Other (please specify)

13. Do you have any other comments or suggestions to make?



**12 NOTICES OF MOTION**

Nil



**13 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 275 of the Local Government Act 2012:

**13.1 Waste Management Market Testing**

This matter is considered to be confidential under Section 275 - b of the Local Government Act, 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 industrial matters affecting employees.

**13.2 Audit and Risk Management Committee Meeting Minutes dated 12 July 2021 - Unconfirmed**

This matter is considered to be confidential under Section 275 - h of the Local Government Act, 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.

**13.3 Landfill Tokens**

This matter is considered to be confidential under Section 275 - c of the Local Government Act, 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.

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