AGENDA

Ordinary Council Meeting
Wednesday, 29 January 2025

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

Date: Wednesday, 29 January 2025

Time: 9.00am

Location: Council Chambers
23 West Street
Mount Isa

Tim Rose

Chief Executive Officer

Order Of Business

Nil

1   OPENING OF THE MEETING/ACKNOWLEDGEMENT OF COUNTRY

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.

2   PRAYER

3   APOLOGIES/LEAVE OF ABSENCE

4   PUBLIC PARTICIPATION

5   CONFIRMATION OF PREVIOUS MEETING MINUTES

5.1   MINUTES OF THE ORDINARY MEETING HELD ON 18 DECEMBER 2024

Document Number: **830549**

Author: **Executive Assistant**

Authoriser: **Chief Executive Officer**

RECOMMENDATION

THAT the Minutes of the Ordinary Meeting held on 18 December 2024 be confirmed as a true and correct record.

RECOMMENDATION OPTIONS

THAT the Minutes of the Ordinary Meeting held on 18 December 2024 be confirmed as a true and correct record.

OR

THAT the Minutes of the Ordinary Meeting held on 18 December 2024 not be received.

ATTACHMENTS

1.   **Minutes of the Ordinary Meeting held on 18 December 2024**

MINUTES

Ordinary Council Meeting
Wednesday, 18 December 2024

Order Of Business

**MINUTES OF MOUNT ISA CITY COUNCIL
ORDINARY COUNCIL MEETING
HELD AT THE COUNCIL CHAMBERS, 23 WEST STREET, MOUNT ISA
ON WEDNESDAY, 18 DECEMBER 2024 AT 9:00 AM**

PRESENT: Crs MacRae, Coghlan, Coghlan, Crowther, Doyle, Tully

IN ATTENDANCE: Tim Rose (CEO), Chileya Luangala (Director, Corporate Services), Brian Atherinos (Manager, Economic and Community Development)

1   OPENING OF THE MEETING/ACKNOWLEDGEMENT OF COUNTRY

Mayor MacRae opening the meeting at 9:00am, provided the Acknowledgement of Country, and advised the Chamber is being livestreamed.

2   PRAYER

Evelyn from the Salvation Army provided the Prayer.

3   APOLOGIES/LEAVE OF ABSENCE

APOLOGY

RESOLUTION OM01/ 12/24

Moved: Cr Peta MacRae
Seconded: Cr Kim Coghlan

THAT the apology received from Cr Ballard be accepted and leave of absence granted.

CARRIED 6

4   PUBLIC PARTICIPATION

SES were invited to the meeting to receive their donation of $181.75 raised by Mount Isa City Council staff through the Casual For a Cause fundraising initiative, however as a representative of the SES could not make it today, the award was presented yesterday to Sandie Wallison at the LDMG meeting.

Sandie advised it was going to be used for a recruitment drive and that SES are always looking for new members.

5   CONFIRMATION OF PREVIOUS MEETING MINUTES

5.1   MINUTES OF THE ORDINARY MEETING HELD ON 27 NOVEMBER 2024

RESOLUTION OM02/ 12/24

Moved: Cr Kim Coghlan

Seconded: Cr John Tully

THAT the Minutes of the Ordinary Meeting held on 27 November 2024 be confirmed as a true and correct record.

CARRIED 6

6   ACTIONS FROM PREVIOUS COUNCIL MEETINGS

6.1   OUTSTANDING ACTIONS FROM PREVIOUS COUNCIL MEETINGS AS AT 05 DECEMBER 2024

RESOLUTION OM03/ 12/24

Moved: Cr Travis Crowther
Seconded: Cr James Coghlan

THAT Council receives and notes the outstanding actions from previous Council Meetings as at 05 December 2024

CARRIED 6

7   DECLARATIONS OF CONFLICTS OF INTEREST

Nil

8   MAYORAL MINUTE

Being the last meeting for 2024, I would like to take the opportunity to thank the councillors and staff for the fantastic work they have done this year. Mount Isa City Council as an organisation has had a new look and feel this year and we have achieved some significant milestones.

We have done the parks replacement program, completion of the MRF, the recycling education program whereas up to the 13th December the waste collected have very little contamination due to the hard work of our staff, completion of the transformation and diversification strategy, and an upgrade of the park in Camooweal.

Our Acting CEO became our permanent CEO adding continuity to the team that has not been present for some time.

We have two new councillors on the audit and risk committee, Cr Ballard and Cr James Coghlan, adding oversight to policies, procedures and to the business units to find value for rate payers.

We have three new councillors on the MICCOE board, Cr Crowther, Cr Tully and myself – working with management to rectify maintenance issues, increase sales and look at cost reduction.

The Civic Centre has once again been embraced by the community as somewhere to come for community events, such as awards nights, formals and other civic activities. The staff there have put on entertainment that the community have loved, such as the Bluey show and the Bubble Spectacular. Both the Civic Centre and the library have celebrated their 50th birthday this year.

As a community we have taken part in the 6 celebrations held by Mount Isa Mines to celebrate their 100 years. Thanks to their team for providing these celebrations – it has indeed been a busy year and one of my first jobs as Mayor was to do the speech on the family fun night and one of the highlights of the year was giving the speech at the 100 year ''not casa'' ball.

In terms of our economic recovery, as a council we have signed three MoU's that will bring new transformative projects to our town in the future:

- Green Gravity
- Flying Whales
- Cobalt Blue

While 2025 will be another year of extreme uncertainty economically and we will have yet another election (the federal one) – there is much to look forward to. The only thing we can be certain of is change and how we adapt and react will be the predictor of success. Preparation is key and we are Mount Isa City Council feel prepared for the upcoming challenges and look forward to sharing our future ready economic roadmap being launched on the 21st of February.

Many of you would've heard in the media this morning that the state government have committed to giving Mount Isa City Council $2 million dollars for our economic recovery and to be used to ensure the continuity of Mount Isa Rodeo. We have listened to the community and have undertaken not to use rate payer's funds for this purpose, but were very pleased when the government stepped in to offer support and to grant Mount Isa City Council funds to help pay suppliers. Moving forward, council intends to have a seat on the new board made up of community members, with our representative being Cr John Tully.

I hope everyone that is travelling over the break drives carefully and everyone has some downtime to spend with friends and family.

Merry Christmas and a Happy New Year and I look forward to seeing you all back and refreshed in 2025.

MOTION

RESOLUTION OM04/ 12/24

Moved: Cr Peta MacRae
Seconded: Cr Kim Coghlan

THAT Councillor John Tully be nominated as our representative on the new Rodeo board.

                                                   CARRIED 6

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9   NOTICES OF MOTION

Nil

10   EXECUTIVE SERVICES REPORTS

10.1   ANNUAL REPORT 2023 - 2024

RESOLUTION OM05/ 12/24

Moved: Cr Kim Coghlan
Seconded: Cr Travis Crowther

THAT Council resolves to adopt the Annual Report for the period 1 July 2023 to 30 June 2024 for the Mount Isa City Council in accordance with the requirements of the *Local Government Act 2009* and associated regulations, and delegate authority to the Chief Executive Officer in accordance with the *Local Government Act 2009* to make minor administrative amendments and finalise all matters associated with publishing this report.

                                                   CARRIED 6

11   CORPORATE SERVICES REPORTS

11.1   CORPORATE SERVICES OVERVIEW REPORT - OCTOBER 2024 AND NOVEMBER 2024

RESOLUTION OM06/ 12/24

Moved: Cr Travis Crowther
Seconded: Cr John Tully

THAT Council receives and accepts the October 2024 and November 2024 Corporate Services Overview Report as presented.

CARRIED 6

11.2   FINANCE OVERVIEW REPORT - NOVEMBER 2024

RESOLUTION OM07/ 12/24

Moved: Cr Travis Crowther
Seconded: Cr John Tully

THAT Council receives and accepts the November 2024 Finance Overview Report as presented.

CARRIED 6

11.3   MICC DEPARTMENTAL BUSINESS UNITS - FINANCE OVERVIEW REPORT AS OF 30 NOVEMBER 2024

RESOLUTION OM08/ 12/24

Moved: Cr Travis Crowther
Seconded: Cr James Coghlan

THAT Council receives and accepts the November 2024 MICC Departmental Business Units Finance Overview Report as presented.

<u>In Favour:</u>   Crs Peta MacRae, Kim Coghlan, Travis Crowther and John Doyle

<u>Against:</u>   Nil

<u>Abstained:</u>   Crs James Coghlan and John Tully

<u>Absent:</u>   Cr Dan Ballard

CARRIED 4/0

11.4   ADVERTISING SPENDING POLICY V8

RESOLUTION OM09/ 12/24

Moved: Cr Travis Crowther
Seconded: Cr James Coghlan

THAT Council adopts the Advertising Spending Policy V8 as presented.

CARRIED 6

12   COMMUNITY SERVICES REPORTS

12.1   COMMUNITY DEVELOPMENT QUARTERLY REPORT - SEPTEMBER TO NOVEMBER 2024

RESOLUTION OM10/ 12/24

Moved: Cr John Doyle
Seconded: Cr John Tully

THAT Council receives and accepts the Community Development Quarterly Report September – November 2024 as presented.

CARRIED 6

12.2   ECONOMIC DEVELOPMENT QUARTERLY REPORT - SEPTEMBER TO NOVEMBER 2024

RESOLUTION OM11/ 12/24

Moved: Cr Travis Crowther
Seconded: Cr James Coghlan

THAT Council receives and accepts the Economic Development Quarterly Report September – November 2024 as presented.

CARRIED 6

12.3   ENVIRONMENTAL AND BIOSECURITY QUARTERLY REPORT - SEPTEMBER TO NOVEMBER 2024

RESOLUTION OM12/ 12/24

Moved: Cr James Coghlan
Seconded: Cr John Tully

THAT Council receives and accepts the Environmental and Biosecurity Report September to November 2024 as presented.

CARRIED 6

12.4   EVENTS QUARTERLY REPORT - SEPTEMBER TO NOVEMBER 2024

RESOLUTION OM13/ 12/24

Moved: Cr Kim Coghlan
Seconded: Cr John Doyle

THAT Council receives and accepts the Events Quarterly Report September – November 2024 as presented.

CARRIED 6

12.5   SPLASHEZ QUARTERLY REPORT - SEPTEMBER TO NOVEMBER 2024

RESOLUTION OM14/ 12/24

Moved: Cr Kim Coghlan
Seconded: Cr John Tully

THAT Council receives and accepts the Splashez Quarterly Report September – November 2024 as presented.

CARRIED 6

12.6   REGIONAL JOBS COMMITTEE QUARTERLY REPORT - SEPTEMBER TO NOVEMBER 2024

RESOLUTION OM15/ 12/24

Moved: Cr Travis Crowther
Seconded: Cr James Coghlan

THAT Council receives and accepts the Regional Jobs Committee Report Quarterly September – November 2024 as presented.

CARRIED 6

12.7   TOURISM AND MARKETING QUARTERLY REPORT - SEPTEMBER TO NOVEMBER 2024

RESOLUTION OM16/ 12/24

Moved: Cr John Doyle
Seconded: Cr John Tully

THAT Council receives and accepts the Tourism and Marketing Quarterly Report September – November 2024 as presented.

CARRIED 6

12.8   CIVIC CENTRE AND BUCHANAN PARK QUARTERLY REPORT - SEPTEMBER TO NOVEMBER 2024

RESOLUTION OM17/ 12/24

Moved: Cr John Doyle
Seconded: Cr Travis Crowther

THAT Council receives and accepts the Civic Centre and Buchanan Park Quarterly Report September – November 2024 as presented.

CARRIED 6

12.9   LAND USE REQUEST - GIDGEE HEALING RIVERBED PROJECT

RESOLUTION OM18/ 12/24

Moved: Cr Kim Coghlan
Seconded: Cr James Coghlan

THAT Council does not provide in-principal support for the proposed River Parkland Project proposed by Gidgee Healing.

<u>In Favour:</u>   Crs James Coghlan, Kim Coghlan, Travis Crowther, John Doyle and John Tully

<u>Against:</u>   Cr Peta MacRae

<u>Absent:</u>   Cr Dan Ballard

CARRIED 5/1

MOTION

RESOLUTION OM19/ 12/24

Moved: Cr Peta MacRae
Seconded: Cr Travis Crowther

THAT

Council declines to provide in-principal support for the current proposed design due to the inclusion of permanent infrastructure within the floodplain

AND

Council recommends the proponent investigate options to improve the amenity of the area without placing additional infrastructure within the existing floodplain.

<u>In Favour:</u>   Crs Peta MacRae, Travis Crowther, John Doyle and John Tully

<u>Against:</u>   Crs James Coghlan and Kim Coghlan

<u>Absent:</u>   Cr Dan Ballard

CARRIED 4/2

12.10   REQUEST TO WAIVE WASTE DISPOSAL FEES - MOUNT ISA RUGBY LEAGUE INC.

RESOLUTION OM20/ 12/24

Moved: Cr John Doyle
Seconded: Cr John Tully

THAT Council approves Mount Isa Rugby League Inc. to receive a waste disposal fee waiver up to the value of $10,000 (inc. GST) for their facilities upgrade project at Alec Inch Oval subject to payment of any overdue debt.

<u>In Favour:</u>   Crs Peta MacRae, James Coghlan, Kim Coghlan, John Doyle and John Tully

<u>Against:</u>   Cr Travis Crowther

<u>Absent:</u>   Cr Dan Ballard

CARRIED 5/1

13   INFRASTRUCTURE SERVICES REPORTS

13.1   MAJOR PROJECTS OVERVIEW REPORT - NOVEMBER 2024

RESOLUTION OM21/ 12/24

Moved: Cr John Tully
Seconded: Cr James Coghlan

THAT Council receives and notes the November 2024 Major Projects Overview Report.

AND

THAT Council endorses the funding application for the Construction of Stage 2 Fourth Avenue PCNP and separately the Construction of the Soldiers Hill PCNP for an estimated value of $1,600,793 and $3,776,453 respectively in the Active Transport Fun Program, on the basis that Council will be required to fund 50% of the total.

CARRIED 6

14   GENERAL BUSINESS

Cr Doyle, Cr Crowther, Cr Tully, Cr J Coghlan and Deputy Mayor K Coghlan each provided an update on recent activities and events in the community.

Council expressed their condolence for the passing of Rod Wilkinson, and advised their thoughts and prayers are with his family.

15   CONSIDERATION OF CONFIDENTIAL BUSINESS ITEMS

RESOLUTION OM22/ 12/24

Moved: Cr Peta MacRae
Seconded: Cr Kim Coghlan

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

15.1   Tender Report 2024-12 MICC Shared Path Fourth Avenue Construction

This matter is considered to be confidential under Section 254J - (g) of the Local Government Regulation, and the Council is satisfied that discussion of this matter in an open meeting would, on balance, be contrary to the public interest as it deals with negotiations relating to a commercial matter involving the local government for which a public discussion would be likely to prejudice the interests of the local government.

15.2   Smart Water Meter Contract Variations

This matter is considered to be confidential under Section 254J - (g) of the Local Government Regulation, and the Council is satisfied that discussion of this matter in an open meeting would, on balance, be contrary to the public interest as it deals with negotiations relating to a commercial matter involving the local government for which a public discussion would be likely to prejudice the interests of the local government.

15.3   Notice of Intention to Sell Land for Overdue Rates and Charges

This matter is considered to be confidential under Section 254J - (d) and (e) of the Local Government Regulation, and the Council is satisfied that discussion of this matter in an open meeting would, on balance, be contrary to the public interest as it deals with rating concessions

and legal advice obtained by the local government or legal proceedings involving the local government including, for example, legal proceedings that may be taken by or against the local government.

15.4   FY24/25 Quarter 1 Budget Review

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

15.5   Administrative Pay Increase

This matter is considered to be confidential under Section 254J - (b) of the Local Government Regulation, and the Council is satisfied that discussion of this matter in an open meeting would, on balance, be contrary to the public interest as it deals with industrial matters affecting employees.

CARRIED 6

Commenced Closed Council at 10:05am.

RESOLUTION OM23/ 12/24

Moved: Cr Peta MacRae
Seconded: Cr Travis Crowther

THAT Council moves out of Closed Council into Open Council.

CARRIED 6

Resumed Open Council at 10:42am.

15.1   TENDER REPORT 2024-12 MICC SHARED PATH FOURTH AVENUE CONSTRUCTION

RESOLUTION OM24/ 12/24

Moved: Cr Kim Coghlan
Seconded: Cr Travis Crowther

THAT Council resolves to:

- Award Contract 2024-12 Principal Cycle Network Program (PCNP) Fourth Avenue Construction to Arid To Oasis Solutions Pty Ltd (trading as Auzscot Constructions) for Separable Portion 1 (Stage 1 works) to the value of $335,243.07 (Ex GST).

- Delegate authority to the Chief Executive Officer to negotiate, finalise and enter into the contract.

In Favour: Crs Peta MacRae, Kim Coghlan, Travis Crowther, John Doyle and John Tully

Against: Nil

Abstained: Cr James Coghlan

Absent: Cr Dan Ballard

CARRIED 5/0

15.2   SMART WATER METER CONTRACT VARIATIONS

RESOLUTION OM25/ 12/24

Moved: Cr Travis Crowther
Seconded: Cr James Coghlan

THAT Council approve variations 17a, 19, 20, 23, 24, 26, 30 (50%), 34 and 35 totalling $96,694

AND

THAT Council reject the variations 21, 28, 30 (50%), 31, 32, 33, 36, 37 and 40 totalling $451,567 and continue to negotiate on the remainder (items 18, 22, 25, 27, 29, 38, 39 totalling $287,904) to determine the substance and validity.

CARRIED 6

15.3   NOTICE OF INTENTION TO SELL LAND FOR OVERDUE RATES AND CHARGES

RESOLUTION OM26/ 12/24

Moved: Cr James Coghlan
Seconded: Cr Travis Crowther

THAT Council resolves to:

(a) Repeal previous Resolution OM24/08/24; and
(b) Sell the land in the below Schedule pursuant to section 140(2) of the *Local Government Regulation 2012;* and
(c) Delegate to the Chief Executive Officer its power to:

> i. give a Notice of Intention to Sell the land to all interested parties under section 140(3) of the *Local Government Regulation 2012*; and
>
> ii. take all further steps required under sections 141, 142, 143, 144, 145 and 146 of the *Local Government Regulation 2012* to effect the sale of the land.

Schedule

Rates Assessment	Utility Account	Description
10001527	21101274	LOT 2 ON CP MPH30266
10002061	21101787	LOT 30 ON CP MPH22045
10004125	21103759	LOT 22 ON CP M758196
10008001	21107552	LOT 60 ON CP M758141
10020030	21118518	LOT 7 ON CP MPH21961
10020576	21118849	LOT 12 ON CP MPH21945
10023653	21121702	LOT 30002 ON CP M758147
10023869	21121918	LOT 1 ON CP M758146
10023877	21121926	LOT 2 ON CP M758146
10036341	21133434	LOT 2 ON CP MPH8021
10038081	21135066	LOT 70 ON CP MPH14004
10038107	21135082	LOT 68 ON CP MPH14004
10044360	21141056	LOT 10 ON CP M758107
10045888	21142476	LOT 5-6 ON CP MPH7938
10053403	21148614	LOT 16 ON CP MPH40024
10056414	21151154	LOT 12 ON CP MPH14008

10060499	21154273	LOT 9 ON CP MP 21970
10070936	21164116	LOT 62 ON CP MPH40066
10071900	21164942	LOT 32 ON RP907591

CARRIED 6

15.4   FY24/25 QUARTER 1 BUDGET REVIEW

RESOLUTION OM27/ 12/24

Moved: Cr Kim Coghlan
Seconded: Cr John Tully

THAT Council receives the FY24/25 Quarter 1 Budget Review for the period ending 30 September 2024.

CARRIED 6

15.5   ADMINISTRATIVE PAY INCREASE

RESOLUTION OM28/ 12/24

Moved: Cr Kim Coghlan
Seconded: Cr Travis Crowther

THAT Council approves an administrative pay increase of 4% from the pay period commencing 2 December 2024 for all employees excluding those on fixed term contracts.

CARRIED 6

There being no further business the Meeting closed at 10:47am.

The minutes of this meeting were confirmed at the Council Meeting held on 29 January 2025.

....

CHAIRPERSON

6   ACTIONS FROM PREVIOUS COUNCIL MEETINGS

6.1   OUTSTANDING ACTIONS FROM PREVIOUS COUNCIL MEETINGS AS AT 23 JANUARY 2025

Document Number: **831755**

Author: **Executive Assistant**

Authoriser: **Chief Executive Officer**

EXECUTIVE SUMMARY

The outstanding actions from previous Council Meetings as at 23 January 2025 are presented for Council's information only.

RECOMMENDATION

THAT Council receives and notes the outstanding actions from previous Council Meetings as at 23 January 2025.

Meeting	Officer	Title	Target
Council 21/06/2023	Community Development Officer	Youth Strategy 2023-2027	30/12/2024
Council 15/09/2023	Director, Infrastructure Services	Notice of Motion - Mayor, Cr Danielle Slade	30/09/2024
Council 28/02/2024	Community Development Officer	RADF (Regional Arts Development Fund) Council Initiated Project	30/12/2024
Council 24/07/2024	Manager Procurement	Notice of Motion - Buchanan Park Amenities Trailers	31/03/2025
Council 28/08/2024	Community Development Officer	RADF 2023/2024 Round 3 and Council Initiated Project	30/12/2024
Council 18/10/2024	Coordinator Revenue & Customer Services	Updated Rates and Charges Debt Recovery Policy V7	1/11/2024
Council 18/12/2024	Manager Corporate & Financial Services	Advertising Spending Policy V8	1/01/2025

ATTACHMENTS

Nil

7   DECLARATIONS OF CONFLICTS OF INTEREST

8   MAYORAL MINUTE

Nil

9   NOTICES OF MOTION

Nil

10   EXECUTIVE SERVICES REPORTS

10.1   UPDATED POLICIES FOR ADOPTION

Document Number: 831278

Author: **Coordinator, Governance and Disaster Management**

Authoriser: **Chief Executive Officer**

Directorate: **Executive Services**

Portfolio: **Executive Services**

EXECUTIVE SUMMARY

Executive Services (Governance) continues to review and update all of Council's policies. A new process has been implemented to conduct a complete review of all policies and introduce a more practical review timeframe to make the process more efficient.

RECOMMENDATION

THAT Council adopts the following Statutory Policies:-

1.   Administrative Actions Complaints Policy;

2.   Audit and Risk Committee Charter;

3.   Entertainment and Hospitality Policy;

4.   Fireworks Policy;

5.   Public Interest Disclosure Policy;

6.   Standing Orders Policy.

OVERVIEW

Policies guide the legislative and strategic intent of Council's operational framework and are an important part of corporate governance, risk management and stakeholder engagement. Policies are required to be reviewed regularly, and many are now due. Governance is now resourced to complete this review in the short term.

BACKGROUND

The hierarchy of policies is driven by the following categories being Statutory (required directly by a legislative provision), Strategic (required to support legislative understanding) and Administrative (to

support operational requirements). The next level down is operational procedures, processes and guidelines.

The focus on maintaining policies in currency began again in 2023 and focused on statutory policies. In January 2024 there were only two remaining due for review. This was when administrative support to governance was lost, and updates only continued in an ad hoc manner.

The issue with maintaining policies on a up to date basis is that they are administratively demanding and fall over due to lack of admin support and staff turnover. The record keeping process is complex and fails if not properly understood.

Governance has considered a cloud-based software system to sit as an icon on all user's desktop which will allow accessibility, regular notifications, dashboard displays by user, branches and display the review date, together with improved record keeping and reducing administrative input. This will be implemented in the commencement of the new year and a new Governance Support Officer has commenced in January 2025. Policies are the first priority of the position to ensure they are updated across the organisation.

This system will also support the upload to the MICC web site and accommodate other governance requirements such as the Corporate Plan and Operation Plan reporting process. The new website did not transfer all policies and this will also be corrected.

Essentially, we need to set up a more sustainable system that is readily accessible by the Executive, Managers and Co-Ordinators and reduces the administrative demand.

The following Strategic policies have been reviewed with minor changes and are presented for endorsement:-

1. Administrative Actions Complaints Policy;

2. Audit and Risk Committee Charter;

3. Entertainment and Hospitality Policy;

4. Fireworks Policy;

5. Public Interest Disclosure Policy;

6. Standing Orders Policy.

BUDGET AND RESOURCE IMPLICATIONS

Not Applicable

LINK TO CORPORATE PLAN

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

CONSULTATION (INTERNAL AND EXTERNAL)

All policies recommended for adoption have been through a consultation process where required.

LEGAL CONSIDERATIONS

Council is governed by the *Local Government Act 2009* and the *Local Government Regulation 2012* and must abide by all requirements of the legislation.

POLICY IMPLICATIONS

These are amended policies and are necessary for the effective conduct of Council.

RISK IMPLICATIONS

Council needs to demonstrate 'best practice governance' by ensuring policies are up to date, they serve the current needs of Council and they are adhered to.

HUMAN RIGHTS CONSIDERATIONS

Pursuant to the *Human Rights Act 2019 (the Act),* and Mount Isa City Councils Human Rights Policy, proper consideration has been given to human rights that may be affected by these policies.

The policies are compatible with the requirements of the legislation.

ATTACHMENTS

1.   **Administrative Actions Complaints Policy** ⇩ 📄
2.   **Audit and Risk Committee Charter** ⇩ 📄
3.   **Entertainment and Hospitality Policy** ⇩ 📄
4.   **Fireworks Policy** ⇩ 📄
5.   **Public Interest Disclosure policy** ⇩ 📄
6.   **Standing Orders Policy** ⇩ 📄

STATUTORY POLICY
MOUNT ISA CITY COUNCIL
Administrative Action Complaints Policy

RESOLUTION NO. OM09/08/23 VERSION V~~5~~6

APPLIES TO STATUTORY POLICIES ONLY

This an official copy of the **Administrative Action Complaints Policy**, made in accordance with the provisions of *Local Government Act 2009, Local Government Regulation 2012* and current Council Policies.

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

....
Tim Rose
~~Acting~~ **Chief Executive Officer**

DOCUMENT VERSION CONTROL					
Governance/Policies/Statutory Doc ID# 3576			**POLICY TYPE**		Statutory (Council)
VERSION	**DATE**	**RESOLUTION NO.**	**DETAILS**		
V1	18.04.2018	OM10/04/18	**Responsible Officer** – Corporate Governance Officer		
V2	28.06.2019	OM28/06/19	**Responsible Officer** – Corporate Governance Officer		
V3	22.07.2020	OM26/07/20	**Responsible Officer** – Corporate Governance Coordinator		
V4	16.11.2021	OM05/11/21	**Responsible Officer** – Corporate Governance Coordinator		
V5	23.08.2023	OM09/08/23	**Responsible Officer** – Corporate Governance Coordinator		
V6	29.01.2025	OM	**Responsible Officer** – Corporate Governance Coordinator		
			REVIEW DUE	07.202~~8~~4	

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

MOUNT ISA CITY COUNCIL STATUTORY POLICY   Page 1 of 8

STATUTORY POLICY
MOUNT ISA CITY COUNCIL
Administrative Action Complaints Policy

RESOLUTION NO. OM09/08/23 VERSION V5~~6~~

Registered in magiQ	X		

1.   PURPOSE

Mount Isa City Council's ("Council") Administrative Action Complaints Policy ("AAC Policy") has been established to outline how Council will process and resolve administrative action complaints as prescribed by s268 of the *Local Government Act 2009* ("LG Act") and s306 of the *Local Government Reg 2012* ("LG Reg").

2.   COMMENCEMENT

This policy will commence on and from ~~23 August 2023~~29 January 2025. It replaces all other policies or arrangements governing administrative action complaints (whether written or not).

3.   SCOPE

This policy applies to all complaints made to Council about the administrative actions of Council as defined in clause 4 of this policy.

4.   WHAT IS AN ADMINISTRATIVE ACTION COMPLAINT

4.1   Pursuant to s268 of the LG Act an administrative action complaint is a complaint that:

    a)   is about an administrative action of a local government, including the following, for example:

        i)   a decision, or failure to make a decision, including a failure to provide a written statement of reasons for a decision

        ii)   an act, or a failure to do an act

        iii)   the formulation of a proposal or intention

        iv)   the making of a recommendation and

    b)   is made by an affected person

4.2   Pursuant to s306(5) of the LG Reg; to remove any doubt, it is declared that, in deciding if a complaint is an administrative action complaint, it is irrelevant:

    a)   how quickly the complaint was resolved

    b)   to which area of a local government the complaint was made

    c)   whether the complaint was a written or verbal complaint, or

    d)   whether or not the complaint was made anonymously

5.   WHAT AN ADMINISTRATIVE ACTION COMPLAINT IS NOT

5.1   An administrative action complaint does not apply to:

    a)   complaints about a councillor's conduct

    b)   disputes regarding infringement or fines

    c)   complaints about a neighbour, business, or community group

    d)   requests for service or information

    e)   complaints made under the *Public Interest Disclosure Act 2010*

    f)   complaints of faulty infrastructure

    g)   complaint about an employees' conduct or

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    h)   requests for service, which includes initial enquiries about

        i)   barking or dogs at large
        ii)   leaking water pipe
        iii)   overgrown allotments
        iv)   pot holes or other issues on roads
        v)   or any other issue requiring Council services

5.2   Where a complaint has been assessed as a request for service or information, the enquiry shall be forwarded to our Customer Services team to process.

6. BENEFITS OF MANAGING COMPLAINTS ABOUT COUNCIL

6.1   Council is committed to accepting and processing complaints from the community and providing efficient and impartial review and investigation of complaints. By effectively identifying, receiving, and managing complaints against Council, steps can be taken to:

    a)   improve products and services to the community
    b)   increase community confidence in Council's ability to make effective decisions
    c)   promote transparency and accountability
    d)   implement continual improvement strategies and
    e)   ensure Council employees are appropriately trained

7. WHO CAN MAKE AN ADMINISTRATIVE ACTION COMPLAINT?

7.1   As prescribed in s268(2)(b) of the LG Act, an administrative action complaint may only be made by an affected person.

7.2   A complaint may be submitted on behalf of an affected person; however, Council will only respond to the affected person. The affected person may provide a letter of authority confirming they wish for an agent to act on their behalf, where this occurs, Council will correspond directly with the agent only.

8. MAKING AN ADMINISTRATIVE ACTION COMPLAINT

8.1   Complaints about Council can be made to Council in a variety of ways including:

    a)   In person at Council's administration building at 23 West Street, Mount Isa QLD
    b)   by telephone to 07) 4747 3200
    c)   by email to complaints@mountisa.qld.gov.au or
    d)   in writing, addressed to the CEO at PO Box 815, Mount Isa QLD 4825

8.2   While it is not compulsory, to ensure Council can provide a fair and efficient response to complaints, complainants are encouraged to complete a Complaint Lodgement Form as this will assist in facilitating a more efficient complaint handling process.

9. ANONYMOUS COMPLAINTS

9.1   An affected person may make an anonymous complaint, however, for Council to respond to, properly investigate and report on the outcome, contact details are required. Council may refuse to investigate anonymous complaints if insufficient information is provided.

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10.   RECORDING OF ADMINISTRATIVE ACTION COMPLAINTS

10.1   All administrative action complaints will be recorded in Council's Administrative Action Complaint Register.

11.   ASSESSMENT OF COMPLAINT CRITERIA

11.1   On receipt of a complaint Council will assess if it is an administrative action complaint, giving consideration to clause 4 of this policy. Where the complaint is assessed as an administrative action complaint, Council will then determine the appropriate complexity according to the criteria outlined in Table 1.

Table 1. Complaint Complexity Criteria

Type of Complaint	Criteria	Decision Timeframe
Low complexity	Low complexity complaints require no investigation and can be easily addressed through the provision of information, or through negotiating a mutually satisfactory outcome.	10 business days from receipt of complaint
Medium complexity	Medium complexity complaints may require some research into the matter; it may also require some negotiation with the complainant or consultation with other areas of Council. Some investigation or fact finding will be required internally. Typically, medium complexity complaints contain a small number of issues.	30 business days from receipt of complaint
High complexity	High complexity complaints are matters where there are a large number of complaint issues; or where the complaint issues may refer to possible systemic concerns. These matters will typically involve complainants providing very detailed and lengthy background information that requires time to address. The matters can be of a complex nature which may involve working with a number of parties in order to reach an outcome. Formal investigations may be required, involving assessment of information, and my involve interviews or discussions with staff and other relevant persons, including external people or organisations.	45 business days from receipt of complaint

11.2   Where the relevant Director deems it necessary, Council may engage an external investigator to conduct the investigation. Where Council has made the decision to engage an external investigator there may be some delays due to availability and as such Council may require additional time to complete the investigation. Where this occurs, Council will notify the complainant in writing and advise the expected timeframe.

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11.3   When assessing a complaint, consideration must also be given to all other Council policies relating to complaints and the Administrative Action Complaint Procedure ("AAC Procedure").

12.   FINES AND INFRINGMENT NOTICES

12.1   Where the matter is regarding a Council issued fine or infringement notice, the customer is required to contact the issuing department who will advise the process should they wish to dispute the fine or infringement.

12.2   Where the customer remains dissatisfied with the outcome of their dispute, they may then lodge an administrative action complaint about Council's decision.

12.3   All fines and infringement notice disputes must first go through this dispute process before being escalated to an administrative action complaint.

13.   REFUSAL TO INVESTIGATE A COMPLAINT

13.1   Council reserves the right to refuse to investigate an administrative action complaint, or if already commenced an investigation, refuse to continue to investigate the administrative action complaint where it is reasonably believed that:

   a)   The complaint is trivial or concerns a frivolous matter or was made vexatiously (as outlined in "Definitions")

   b)   The complainant was found to not be an affected person and no written authority was received by Council from the actual affected person

   c)   Council was unable to contact the complainant for further information or insufficient details were provided to Council to commence or continue an investigation

   d)   It is impractical to investigate a matter due to the length of time that has passed since it occurred

   e)   The complainant is pursuing the complaint through an alternate review process (eg disputing an infringement, liability claims, or where a previous enquiry/application is currently being processed and is within the set timeframe)

   f)   The complaint is made by a complainant that is the same or substantially the same as a previous complaint processed under this policy

   g)   In situations of unreasonable complainant conduct as detailed in clause 17 of this policy

14.   COMPLAINT REMEDY

14.1   In resolving an administrative action complaint, Council may consider any of the following or a combination of the following remedy options:

   a)   an explanation of how or why the matter occurred, and the action Council will take to prevent a reoccurrence

   b)   a change of decision

   c)   the provision of a service

   d)   the provision of information

   e)   waiving of a penalty

   f)   a review or creation of a policy or procedure

   g)   employee training

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    h)   and apology or

    i)   any other mutually agreeable, reasonable resolution

14.2 The decision of which remedy, if any, is to be actioned is at the discretion of the relevant Director and should include a timeframe and a mechanism to report back once the recommendation is complete.

15.   INTERNAL REVIEW OF COMPLAINT OUTCOME

15.1 Where the complainant is not satisfied with the outcome of their complaint they may apply for an internal review. An internal review is a way for Council to review the complaint process and outcome. The internal review should be conducted to ensure Council's policies and procedures have been followed and that the right outcome has been reached. An internal review is not a re-investigation into the original complaint.

Please refer to Council's AAC Procedure for more information.

15.2 Where the complainant remains dissatisfied with the outcome of Council's internal review, the complainant may refer the matter on to an external organisation such as the Queensland Ombudsman.

16.   REPORTING OF ADMINISTRATIVE ACTION COMPLAINTS

16.1 Pursuant to s187 of the LG Reg, Council's Annual Report will include statistical details of all administrative action complaints.

17.   UNREASONABLE COMPLAINANT CONDUCT

17.1 It can be expected that a complainant may be frustrated or angry when complaining to Council, however where a complainant's conduct raises substantial health, safety or resource issues for Council or individual employees of Council, their conduct may be considered unreasonable. Examples of unreasonable conduct may include, but are not limited to:

    a)   unreasonable persistence or contact regarding a complaint

    b)   unreasonable demands that are not proportionate to the complaint

    c)   unreasonable lack of cooperation or

    d)   unreasonable behaviour including aggression, violence or threats of violence

17.2 A complainant's conduct will not preclude there being a valid complaint nor negate Council's obligation to properly process a complaint.

17.3 The decision that a complainant's conduct is unreasonable will only be made at an executive management level and will not be used as a quick solution to avoid a complainant's contact. Where the conduct is considered unreasonable, the following steps shall be taken:

    1.   In the first instance, Council will advise the complainant in writing of:

        a)   the conduct that is considered unreasonable

        b)   what conduct is expected moving forward and

        c)   that if the unreasonable conduct continues, Council will restrict the complainant's access to our services

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2. Where this action does not result in cessation of the unreasonable conduct, Council will advise the complainant in writing that we will be restricting their access to our services and what is expected from the complainant moving forward.

3. Where the unreasonable conduct continues Council may consider refusing to respond to any future communication from the complaint. (This step will only be considered in extreme cases of unreasonable complainant conduct and with the approval of the Chief Executive Officer).

17.4 Unreasonable complainant conduct will generally be managed by restricting the complainant's access to our services, which may include:

   a) limiting the complainants contact to one specific employee in Council
   b) restricting the subject matter that Council will respond to or
   c) restricting the way in which the complainant can communicate with Council

17.5 Before restricting a complainant's access to our services the relevant Director shall take into consideration the complainant's personal circumstances, including:

   a) level of competency and
   b) their access to communication methods

18.   PRIVACY AND CONFIDENTIALITY

18.1 Council is committed to the privacy principles under the *Information Privacy Act 2009.* Council will endeavour to ensure that the details of the complaint, the complainant and the investigation and related decisions are kept confidential.

19.   COMMUNICATION AND DISTRIBUTION

19.1 Council will make available to the public the AAC Policy and AAC Procedure on our website at www.mountisa.qld.gov.au

19.2 All Council employees will be advised of Councils administrative action complaints process at the time of their pre-employment induction and at their refresher inductions.

19.4 All Council employees involved in the administrative action complaint process will be provided with regular and specific training on the entire complaints management process and will be recorded on Councils Training Matrix.

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

20.   VARIATIONS

20.1 This policy will be reviewed and updated on an annual basis giving consideration to Council's performance in resolving complaints under this process. The annual review will also focus on any improvement measures Council may adopt to reduce future administrative action complaints.

21.   BREACH OF POLICY

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

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22. **COMMUNICATION AND DISTRIBUTION**

22.1 Council will make available to the public, the Administrative Action Complaints Policy on our website at www.mountisa.qld.gov.au

22.2 The responsible officer shall liaise with the Training and Development Officer to create and deliver internal annual training to all Council employees involved in complaints.

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

23. **DEFINITIONS**

a) **Affected Person** – is a person who is apparently directly affected by an administrative action of a local government.

b) **CEO** – is the Chief Executive Officer or their delegate.

c) **Complainant** – is the affected person or affected persons authorised agent who has lodged the complaint with Council.

d) **Executive Management Level** – includes the relevant director or chief executive officer.

e) **Frivolous Complaint** – is a complaint that has no serious purpose or value. It may have little merit and be trivial.

f) **Receiving Officer** – is a Council employee to whom a complainant has lodged a complaint with.

g) **Vexatious Complaint** – is a complaint reasonably considered to be;

  i) a complaint without merit and is made with the intention of causing inconvenience, annoyance or expense to Council; or

  ii) a complaint made maliciously to damage a person's career or reputation or reputation of Council; or

  iii) a collusion between more than one person or complainant in an attempt to discredit or take retribution against an Officer, Councillor or Council.

Associated Legislation and Procedures

- *Local Government Act 2009*
- *Local Government Reg 2012*
- *Information Privacy Act 2009*
- Information Privacy Policy
- Management of Fraud and Corruption Policy
- Complaints about a Public Official Policy
- Public Interest Disclosure Policy
- Information Privacy Complaint Policy
- Administrative Action Complaints Procedure
- Performance and Misconduct Policy
- Human Rights Policy
- Complaints Policy

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STRATEGIC POLICY

MOUNT ISA CITY COUNCIL
Audit and Risk Committee Charter

RESOLUTION NO. **OM14/12/22**-VERSION **V~7~8**

APPLIES TO STRATEGIC POLICIES ONLY

This an official copy of the **Audit and Risk Committee Charter**, made in accordance with the provisions of *Local Government Act 2009* and *Local Government Regulations 2012.*

Strategic policies are adopted by Council due to its desire to influence the direction of an issue or assist in the delegated decision making of Council officers. Strategic policies should follow the jurisdiction provided to Council through its Corporate Plan; the **Audit and Risk Committee Charter** is approved by the Mount Isa City Council for the operations and procedures of Council.

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Tim Rose
Chief Executive Officer

DOCUMENT VERSION CONTROL					
Financial Management/Audit/Internal Doc ID# 10265			**POLICY TYPE**		Strategic (Council)
VERSION	**DATE**	**RESOLUTION NO.**	**DETAILS**		
V1	13.10.2010	G08/10/2010 Adopted	**Responsible Officer** - Harry Gauvin – Internal Auditor **Description -** Document Creation – New Document		
V2	30.07.2014	OM39/07/2014 Amended	**Responsible Officer** - Harry Gauvin – Internal Auditor **Description -** No Changes		
	30.06.2015	OM17/10/15 No Changes			
V3	22.02.2017	OM09/03/17 Amended	**Responsible Officer** - Harry Gauvin – Internal Auditor **Description -** Charter has been amended to include Risk Management.		
V4	13.06.2018	OM10/06/18	**Responsible Officer** - Chief Executive Officer **Description -** Modified from a Statutory to Strategic Policy as there is no legislative requirement. Minor changes to content.		
V5	27.02.2019	OM19/02/19	**Responsible Officer** - Chief Executive Officer **Description -** Minor changes to content and composition.		
V6	29.04.2020	OM18/04/20	**Responsible Officer** - Chief Executive Officer		
V7	14.12.2022	OM14/12/22	**Responsible Officer** - Chief Executive Officer		
V8	29.01.2025	OM	**Responsible Officer** - Chief Executive Officer		
			REVIEW DUE	02.202~4~8 *Review by Council*	

DISTRIBUTION AND DISSEMINATION				
Internal email to all employees	X		Section meetings / Toolbox talks	
Internal email to all Councillors			Included in employee inductions	
Staff noticeboards			Uploaded to Council website	
Internal training to be provided			External training to be provided	
Registered in Magiq	X			

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MOUNT ISA CITY COUNCIL
Audit and Risk Committee Charter

RESOLUTION NO. OM14/12/22-**VERSION V**87

1. PURPOSE

The Mount Isa City Council ("Council") Audit and Risk Committee ("Committee") is established in accordance with section 105 of the *Local Government Act 2009* -.

This charter sets out the Committee's objectives, purpose, authority, independence and access, composition and tenure, roles and responsibilities, and administrative arrangements.

The primary objective of the Committee is to assist Council in fulfilling its corporate governance role and oversight responsibilities relating to accounting and reporting practices imposed under the *Local Government Act 2009, Local Government Regulation 2012*, better practice, and other relevant legislation.

More specifically the Committee will:

a) enhance the ability of Council to fulfill legal responsibilities with respect to compliance with relevant statutory and other guidelines;

b) monitor the integrity of the Council's financial documents[1];

c) monitor financial management, performance and reporting;

d) monitor processes designed to prevent unethical, questionable or illegal activities;

e) monitor the effectiveness and objectivity of the Council's internal auditors and the internal audit function[2];

f) provide a communication link between management, internal audit, external audit and Council;

g) review corporate governance and risk management activities generally; and

h) make recommendations to the Council about any matters that the Committee considers need action or improvement[3];

i) provide oversight and monitoring for the implementation of audit recommendations; and

j) review the governance control environment.

2. AUTHORITY, INDEPENDENCE, AND ACCESS

As an advisory committee of Council, the Committee is independent of management and has no executive powers. In carrying out its responsibilities, the Committee must always recognise that the primary responsibility for management of the Council rests with the Council and the Chief Executive Officer as defined by the *Local Government Act 2009*.

The Council authorises the Committee, within the scope of its role and responsibilities, to:

a) obtain any information it needs from any employee (including controlled entities) and/or external party (subject to their legal obligation to protect information);

b) discuss any matters with the external auditor, or other external parties (subject to confidentiality considerations); and

c) obtain external legal or other professional advice, as considered necessary to meet its responsibilities.

Any of the above requests should be directed through the Chief Executive Officer.

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[1] Sec 105(4)(a)(i) *Local Government Act 2009*
[2] Sec 105(4)(a)(ii) and Sec 105(4)(a)(iii) *Local Government Act 2009*
[3] Sec 105(4)(b) *Local Government Act 2009*

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MOUNT ISA CITY COUNCIL
Audit and Risk Committee Charter

RESOLUTION NO. **OM14/12/22**-VERSION **V**8<u>7</u>

The Council authorises the Committee to consult directly with the internal auditor to seek information or advice.

Where, in the view of the Committee, information is being unreasonably withheld, the issue will be referred to Council for determination.

3.   **COMPOSITION AND TENURE**[4]

3.1   The Committee will be comprised of:

a)   at least three and no more than six members; and include

b)   one, but no more than two councillors appointed by the local government; and

c)   between one and four independent external members as determined by Council;

d)   The members, taken collectively, should have a broad range of skills and experience relevant to the Committee's responsibilities. At least one member will have significant accounting or related financial management experience with an understanding of accounting and auditing standards in a public sector environment.

3.2   The period of appointment to the Committee will be in line with the term of Council, after which time they will be eligible for extension for a further term following a formal review of their performance and subject to the composition and skill requirements of the Committee.   The maximum term being eight (8) years.

The Chair of the Committee will be an external member appointed by the Council and will not be an elected member.

3.3   Committee members are each eligible to vote. In the event of a tied vote, the Chair may exercise a casting vote on any resolution.

4.   **ROLES AND RESPONSIBILITIES**

4.1   Risk Management

a)   review whether management has in place a current and comprehensive risk management framework, and associated procedures for effective identification and management of the Council's financial and business risks, including fraud;

b)   consider the impact of the risk management framework on Council's control environment and insurance arrangements,

c)   review whether a sound and effective approach has been followed in establishing the Council's business continuity planning arrangements, including whether disaster recovery plans have been tested periodically; and

4.2   Control Framework

a)   review whether management's approach to maintaining an effective internal control framework, including over external parties such as contractors and advisors, is sound and effective,

b)   review policies and procedures relating to conflict of interest, misconduct, fraud and other related sensitive issues; and

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[4]Sec 210(1) *Local Government Regulation 2012*

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Audit and Risk Committee Charter

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4.3　External accountability

　　a)　review a draft of the Council's general purpose financial statement before the statement is certified by the Mayor and Chief Executive Officer under the *Local Government Regulation 2012* and given to the auditor-general for auditing[5];

　　b)　review the external audit opinion and report, including whether appropriate action has been taken in response to audit recommendations and adjustments; and

4.4　Legislative compliance

　　a)　determine whether management has appropriately considered legal and compliance risks as part of the Council's risk assessment and management arrangements,

　　b)　consider whether management has in place an effective compliance and accountability framework together with policies and procedures which reflect legislative, regulatory and policy requirements, and that these are periodically reviewed and updated.

4.5　Internal audit

　　a)　aid in the communication between the Council, the Chief Executive Officer and internal audit;

　　b)　review the internal audit strategic plan[6] and annual work plan to ensure that the plan provides adequate coverage, ensure that the plans are based on the Council's risk management plan,

　　c)　advise the Council on the adequacy of internal audit resources to carry out its responsibilities, including completion of the approved internal audit plan, which will contain[7];

　　　　i.　the way in which the operational risks have been evaluated;

　　　　ii.　the most significant operational risks identified from the evaluation;

　　　　iii.　the control measures that the local government has adopted, or is to adopt, to manage the most significant operational risks.

　　d)　oversee the coordination of audit programs conducted by internal audit and other assurance and review functions;

　　e)　review all internal audit progress[8] and other audit reports and provide advice to the Council on significant issues identified in the reports and action taken on issues raised, including identification and dissemination of good practice;

　　f)　monitor management's implementation of internal audit recommendations;

　　g)　review the internal audit charter to ensure appropriate organisational structures, authority, access and reporting arrangements are in place;

　　h)　periodically review the performance of internal audit; and

　　i)　provide advice to the Council on the appointment of the internal auditor; and

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[5] Sec 212(1) *Local Government Regulation 2012*

[6] Sec 211(1)(b)(i) *Local Government Regulation 2012*

[7] Sec 207(2)(a)(b)(c) *Local Government Regulation 2012*

[8] Sec 211(1)(b)(ii) *Local Government Regulation 2012*

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MOUNT ISA CITY COUNCIL
Audit and Risk Committee Charter

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4.6   External audit

a)   act as a forum for communication between the Council, the Chief Executive Officer, and external audit;

b)   review all external audit plans and reports and monitor management's implementation of audit recommendations; and

c)   provide advice to the Council on action taken on significant issues raised in relevant external audit reports and better practice guides.

5.   Responsibilities of members

Members of the Committee are expected to:

a)   understand and observe the legal requirements appropriate to the Council;

b)   contribute the time needed to study and understand the papers provided;

c)   apply good analytical skills, objectivity and good judgment;

d)   express opinions frankly, ask questions that go to the fundamental core of the issue and pursue independent lines of enquiry; and

e)   maintain confidentiality of information and documentation considered by the committee.

6.   Reporting

The Committee will, as soon as practicable, after each meeting of the Committee, provide to the Council a written report about the matters reviewed at the meeting and the Committee's recommendations about the matters[9].

The Committee may, at any time, report to the Council any other matter it deems of sufficient importance to do so.

7.   **ADMINISTRATIVE ARRANGEMENTS**

7.1   Audit and Risk Committee Meetings

The Committee may meet separately with the internal auditor if requested by the Chair of the Committee.

The Committee will meet at least two times per financial year[12]. A special meeting may be held to review the Council's annual financial statements.

The Chair is required to call a meeting if requested to do so by any two Committee members, the internal auditor, the external auditors or at his/her own discretion.

A forward meeting plan, including meeting dates and strategic agenda items, will be agreed by the Committee each year.

Meetings will be held in the Council Chambers unless otherwise advertised.

7.2   Attendance at meetings and quorums

A quorum will consist of at least half of the number of members of the Committee[13]. Where there is more than one independent member on the Committee, a quorum will include at least one independent member. Meetings can be held in person, by telephone or by video conference. At a meeting of the Committee either the Chair presides or if the Chair is absent, the member chosen by the members present for the meeting presides.

[12]Sec 211(1)(a) *Local Government Regulation 2012*
[13]Sec 211(2)(a) *Local Government Regulation 2012*

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MOUNT ISA CITY COUNCIL
Audit and Risk Committee Charter

RESOLUTION NO. **OM14/12/22**-VERSION V~~8~~7

The Mayor, Chief Executive Officer, Director Corporate and Community Services, Corporate Governance Coordinator and the Internal Auditor are permanent invitees and are non-voting observers. Other Council officers may be required to attend Committee meetings as invited observers but will have no voting rights.

The external auditor and the Queensland Audit Office representative will be invited to attend all meetings as observers but will have no voting rights.

The Committee may meet separately with the internal or external auditors if requested by the Chair of the Committee.

7.3   Secretariat

Secretariat Support is to be resourced from the Executive Services Team for the administration of the Committee.

7.4   Agendas and Minutes

a)   The internal auditor must submit Agenda Items and papers to the Secretariat, at least seven (7) working days, before the scheduled meeting date.

b)   The Secretariat is to provide the Agenda to the Chair, for approval.

c)   The agenda must be distributed by the Secretariat, to the Committee Members and Nominated Observers, at least seven (7) calendar days before the Audit and Risk Committee Meeting date.

d)   The Committee must provide a Meeting Report to the Council of its deliberations of its advice together with recommendations for which it seeks Council approval.

e)   The Meeting Report of the Committee must be approved by the Chair and circulated within ten (10) calendar days, from the date of the Meeting.

f)   Upon approval by the Chair of the Audit and Risk Committee, the Meeting Report must be provided to the Chief Executive Officer who, pursuant to *s211(4)* of the *Local Government Regulation 2012* must present the report at the next meeting of the local government.

8.   CONFLICTS OF INTEREST

8.1   Committee members must declare any conflicts of interest at the start of each meeting or before discussion of the relevant agenda item or topic. Details of any conflicts of interest should be appropriately minuted.

8.2   Where members or observers at Committee meetings are deemed to have a real, or perceived, conflict of interest it may be appropriate that they are excused from Committee deliberations on the issue where a conflict of interest exists. The final arbiter of such a decision is the Chair of the Committee.

9.   INDUCTION OF NEW MEMBERS

New members will receive relevant information and briefings on their appointment to assist them to meet their Committee responsibilities by the Secretary.

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10.   ASSESSMENT ARRANGEMENTS

The Chair of the Committee will initiate a review of the performance of the Committee at least once every two (2) years. The review will be conducted on a self-assessment basis (unless otherwise determined by the Chair) with appropriate input sought from the Chief Executive Officer, the internal and external auditors, management and any other relevant stakeholders, as determined by the Chair.

11.   REVIEW OF CHARTER

Every two (2) years, or as necessary due to Council, legislative and regulatory changes, the Committee will review and confirm the appropriateness of the Audit and Risk Committee Charter. Any substantive changes to the charter will be recommended by the Committee and formally approved by the Council.

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STATUTORY POLICY
MOUNT ISA CITY COUNCIL
Entertainment and Hospitality Policy

RESOLUTION NO. OM09/08/23 VERSION V~~6~~7

APPLIES TO STATUTORY POLICIES ONLY

This an official copy of the **Entertainment and Hospitality Policy**, made in accordance with the provisions of *Local Government Regulation 2012* and other current Council Policies.

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

....
Tim Rose
~~Acting~~ **Chief Executive Officer**

DOCUMENT VERSION CONTROL				**POLICY TYPE**	Statutory (Council)
Governance/Policies/Statutory Doc ID# 30762					
VERSION	**DATE**	**RESOLUTION NO.**	**DETAILS**		
V1	24.06.2015	OM40/06/15	**Responsible Officer -** Chief Executive Officer		
V2	15.06.2016	OM09/06/16	**Responsible Officer -** Chief Executive Officer		
V3	28.06.2017	OM13/06/17	**Responsible Officer -** Chief Executive Officer		
V4	28.03.2018	OM13/06/17	**Responsible Officer -** Chief Executive Officer		
V5	28.04.2021	OM24/04/21	**Responsible Officer -** Chief Executive Officer		
V6	23.08.2023	OM09/08/23	**Responsible Officer -** Chief Executive Officer		
V7	29.01.2025	OM	**Responsible Officer -** Chief Executive Officer		
			REVIEW DUE	07/202~~4~~8	

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

MOUNT ISA CITY COUNCIL STATUTORY POLICY   **Page 1 of 6**

STATUTORY POLICY
MOUNT ISA CITY COUNCIL
Entertainment and Hospitality Policy

RESOLUTION NO. OM09/08/23 VERSION V~~6~~7

Registered in magiQ	X	

1. PURPOSE

This policy provides a framework for the management of entertainment and hospitality expenditure by employees and councillors of Mount Isa City Council ("Council") in accordance with the *Local Government Regulation 2012* ("LG Reg").

2. COMMENCEMENT

This policy will commence on and from ~~23 August 2023~~29 January 2025. It replaces all other policies or arrangements governing Council's expenditure on entertainment and hospitality (whether written or not).

3. APPLICATION

This policy applies to all councillors and employees of Council.

Part 6, section 196 of the LG Reg states:

(1) A local government must prepare and adopt a policy about the local government's spending on entertainment and hospitality (an entertainment and hospitality policy).

(2) A local government may spend money on entertainment and hospitality only in a way that is consistent with its entertainment and hospitality policy.

Examples of entertainment or hospitality provided in the LG Reg include:

a) entertaining members of the public in order to promote a local government project
b) providing food or beverages to a person who is visiting the local government in an official capacity
c) providing food or beverages for a conference, course, meeting, seminar, workshop or another forum that is held by the local government for its councillors, local government employees or other persons and
d) paying for a councillor or local government employee to attend a function as part of the councillor's or employee's official duties or obligations as a councillor or local government employee

4. EXPENDITURE PRINCIPLES

All entertainment and hospitality expenditure must be in accordance with the following principles:

a) Be for official purposes
b) Be properly documented with the purpose identified
c) Be available for scrutiny by both internal and external audit
d) Appear appropriate and reasonable and withstand public scrutiny
e) Be in accordance with Council's budget limits and
f) Be in accordance with Council's Procurement Policy

In all instances of personal expenditure claimed for reimbursement or payment, the Chief Executive Officer ("CEO") or delegate should be comfortable in disclosing the expense.

Officers should be satisfied that the claim was reasonable, prior to the authorisation of any such payment or reimbursement.

Matters that should be considered include the quantum of the claim and the frequency of claims.

Due consideration also needs to be given to factors such as accepted community practice or standard.

MOUNT ISA CITY COUNCIL STATUTORY POLICY   *Page 2 of 6*

STATUTORY POLICY
MOUNT ISA CITY COUNCIL
Entertainment and Hospitality Policy

RESOLUTION NO. OM09/08/23 VERSION **V67**

In a situation where there is some doubt about the validity of a claim (i.e. where there is doubt that an activity or function relates to the employee's official duties), the CEO should make a determination in relation to the principles of these guidelines.

5. PROHIBITED EXPENDITURE

The following types of entertainment or hospitality expenditure are prohibited:

a) Tips or gratuities
b) Social and recreational club membership fees and
c) Parking offences and traffic offences

6. APPROPRIATE HOSPITALITY

Entertainment should only be incurred where it is considered essential to facilitate the conduct of public business through persons who are able to do so, either by advice or because of their vocations or business needs.

Examples of expenditure considered to be appropriate hospitality include:

a) Hosting dignitaries
b) Hosting representatives of business, industry and recognised community organisations, and the media
c) Attending meetings with Indigenous representatives and bodies
d) Hosting representatives of other levels of government
e) Conducting special staff functions such as farewells and annual Christmas parties and
f) Special functions to recognise particular events/achievements
g) Provision of tea, coffee, morning or afternoon tea for official visitors
h) Alcohol in moderation for official events
i) Provision of light refreshments/lunches for internal meetings, conferences, seminars and workshops
j) Attendance at official functions for which charges are incurred and
k) Provision of lunch including refreshments for Councillors, senior staff, press and visiting dignitaries during official Council meetings

7. RESPONSIBILITIES

All employees and councillors are bound to act within this policy.

8. VARIATIONS

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

9. BREACH OF POLICY

9.1 Where Council reasonably believes an employee has breached this policy, the matter will be dealt with under the relevant legislation.

10. COMMUNICATION AND DISTRIBUTION

10.1 Council will make available to the public, the Entertainment and Hospitality Policy on our website at www.mountisa.qld.gov.au.

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

ASSOCIATED LEGISLATION AND POLICIES

- *Local Government Regulation 2012*

MOUNT ISA CITY COUNCIL STATUTORY POLICY   *Page 3 of 6*

STATUTORY POLICY
MOUNT ISA CITY COUNCIL
Entertainment and Hospitality Policy

RESOLUTION NO. OM09/08/23 VERSION V67

ATTACHMENT A: ENTERTAINMENT AND HOSPITALITY EXPENDITURE

1. **Entertainment or hospitality at a service or function hosted by Council for members of the public to promote an initiative or project:**

   Expenditure Limits

   - As approved by Council.

   Attendance/Protocols

   - As approved by Council or authority delegated to the CEO.

2. **Contribution to entertainment or hospitality at a service or function hosted by an Indigenous organisation and attended by Council to promote and sustain partnerships, initiatives or projects:**

   Expenditure Limits

   - As approved by Council.

   Attendance/Protocols

   - As approved by Council or authority delegated to the CEO.

3. **The provision of food or beverages to government officials, dignitaries or elected politicians visiting Council in an official capacity:**

   Expenditure Limits

   - Lunch – up to $100 per person attending
   - Dinner – up to $150 per person attending

     Expenditure above these limits is to be authorised by Council.

   Attendance/Protocols

   - As approved by Council or authority delegated to the CEO.

4. **A meeting held by Council for Councillors, employees or other persons:**

   Expenditure Limits

   - Breakfast – up to $30 per person attending
   - Lunch – up to $30 per person attending
   - Dinner – up to $50 per person attending

   Costs for morning and afternoon teas should be modest; usually less than the per head rate provide for breakfast.

   Attendance/Protocols

   - As approved by the CEO or relevant Director or Manager.

Hospitality expenditure of this nature should not be seen as a substitute for business meetings and, wherever possible, councillors and employees should hold meetings within Council places of work and provide sufficient time to allow employees to take lunch breaks at their own expense.

MOUNT ISA CITY COUNCIL STATUTORY POLICY   *Page 4 of 6*

STATUTORY POLICY
MOUNT ISA CITY COUNCIL
Entertainment and Hospitality Policy

RESOLUTION NO. OM09/08/23 VERSION V67

Expenditure of this nature would normally be incurred only when there is a need to continue working through lunch breaks (or shortened breaks) due to project deadlines and/or restricted availability of attendees.

5. **A seminar, training course, workshop or another forum hosted by Council for its councillors, employees or other persons:**

   Expenditure Limits

   - Refer to limits outlined in Section 3 above.

   Attendance/Protocols

   - As approved by the CEO or relevant Director or Manager.

6. **Entertainment and hospitality expenditure incurred during work related travel but not included in the standard registration package at training, workshops, conferences and seminars:**

   Expenditure Limits

   - Refer to limits outlined in Section 3 above.

   Attendance/Protocols

   As approved by the CEO or relevant Director or Manager. Alcoholic beverages will not be covered (unless reimbursed as private expenditure). Council's requirements for training/professional development must also be complied with.

7. **Individual councillor entertainment and hospitality allowances:**

   Refer to the Councillor Expenses Reimbursement Policy.

   Attendance/Protocols

   - Expenditure incurred must be business related or serve the public interest.
   - Expenditure in relation to partners, spouses or family members is not permitted.

8. **Sanctioned social functions hosted by Council for its Councillors or employees:**

   (Examples: End of Year Party, Employee Awards function, testimonial dinner for a long-serving Councillor or employee)

   Expenditure Limits

   Refer to limits outlined in Section 3 above. Attendees may be required to contribute towards the cost of holding the function.

   Attendance/Protocols

   - Approval for expenditure on social functions is to be granted by the CEO or relevant Director only.
   - Employees are not entitled to claim for time spent at social functions unless approval is granted by the CEO.

APPROVAL OF EXPENDITURE

   a) Expenditure under this policy may be approved as follows: By the holder of a Council issued credit card subject to all other policies and guidelines being adhered to.
   b) By Council purchase order authorised by the CEO, Director or Manager responsible for the relevant function and the officer's financial delegation.

Persons incurring entertainment and hospitality expenditure must ensure that such expenditure is allowable under this policy and is reasonable and appropriate having regard to the benefit to Council or the public interest.

MOUNT ISA CITY COUNCIL STATUTORY POLICY   *Page 5 of 6*

STATUTORY POLICY

MOUNT ISA CITY COUNCIL
Entertainment and Hospitality Policy

RESOLUTION NO. OM09/08/23 VERSION V67

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STATUTORY POLICY
MOUNT ISA CITY COUNCIL
Fireworks Policy

RESOLUTION NO. OM09/08/23 VERSION V~~2~~3

APPLIES TO STATUTORY POLICIES ONLY

This an official copy of the **Fireworks Policy**, made in accordance with the provisions of *Local Government Act 2009, Local Government Regulation 2012* and current Council Policies.

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

....
Tim Rose
~~Acting~~ **Chief Executive Officer**

DOCUMENT VERSION CONTROL				
Governance/Policies/Administrative Doc ID #30418			**POLICY TYPE**	Statutory
VERSION	**DATE**	**RESOLUTION NO.**	**DETAILS**	
V1	04.06.2018	unknown	Document Creation – New Document	
V2	23.08.2023	OM09/08/23	**Responsible Officer** - Regulatory Services Coordinator	
V3	29.01.2025	OM	**Responsible Officer** – Chief Executive Officer	
			REVIEW DUE	07.202~~4~~8

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

MOUNT ISA CITY COUNCIL STATUTORY POLICY   Page 1 of 4

1.   **PURPOSE**

Mount Isa City Council ("Council") receives and assesses applications for authorised use of fireworks in the course of performing its activities and duties. As an event organiser or display host, Council is committed to ensuring that all events with approved fireworks displays are well planned, safe, and minimise the risk of adverse consequences to the community and environment. The way Council manages fireworks displays is governed by the *Queensland Explosives Act 1999* ("the Act") and the *Queensland Explosives Regulation 2017* ("the Regs").

2.   **COMMENCEMENT**

This policy will commence on and from ~~23 August 2023~~29 January 2025. It replaces all other policies or arrangements governing fireworks display approvals (whether written or not).

3.   **APPLICATION**

This policy applies to how employees, agents, and contractors (including temporary contractors) of Council (collectively referred to as 'employees'), will consider approval for fireworks displays. Where an employee becomes aware that they have or may have breached their obligations contained in Councils Fireworks Policy or the *Act*, in their handling of an application and approval for fireworks display, they must immediately notify their supervisor to determine the appropriate course of action to take.

4.   **DEFINITIONS**

Close proximity fireworks – means fireworks used inside buildings or close to people.

Event organiser or display host – means the Council, person, organisation, or other party that engages a fireworks contractor to hold a fireworks display.

Fireworks contractor ("contractor") - means the licensed person contracted to plan and organise the display, purchase fireworks and ensure the display is conducted safely by competent fireworks operators, assistants, and other personnel.

Fireworks operator ("operator") - means the licensed person responsible for, or in charge of, setting up and firing fireworks in accordance with the Queensland control of outdoor fireworks displays code of practice.

Protected place means a sensitive establishment. Examples of protected places include a wildlife sanctuary, health care facility, nursing home, church, animal impound facility, boarding kennels.

Public notice means evidence of notification of a Fireworks event to all surrounding residents within 200m of the Fireworks site and a public notice displayed in prominent physical and virtual areas a minimum of 5 days prior to the event.

Restricted times means:

•   Monday to Thursday, 4 pm–9 pm
•   Friday and Saturday, 4pm–10 pm
•   Sunday and public holidays, 4pm–9 pm
•   New Year's Eve, 4pm–12.30 am (New Year's Day)

5.   **RESPONSIBILITIES**

5.1   The use of all fireworks (other than unrestricted items such as sparklers, bon bons, streamer cones and caps for toy pistols) in Queensland must be done under permit and can only be carried out by licensed pyrotechnicians. The Department of Resources is responsible for regulating fireworks under the *Act* and the *Regs*.

5.1.1 Any fireworks displays ("displays") which are to be conducted on land under the control of Council, require Council approval prior to the permit being issued.

5.1.2 The person requesting the display must apply to Council for approval and pay any prescribed fee. A minimum of 28 days notice is required before a permit can be issued.

5.1.3 Applications will not be approved for displays within 500m of a Protected Place or for hours outside Restricted Times.

When considering an application for approval of fireworks display Council must:

MOUNT ISA CITY COUNCIL STATUTORY POLICY   Page 2 of 4

5.2   Check that the display will be conducted by an appropriately licenced fireworks contractor. A list of fireworks contractors is available at https://www.qld.gov.au/emergency/safety/explosives-fireworks/fireworks/fireworks-contractors.

   5.2.1 The contractor's licence should be checked for currency and category (see special considerations for close proximity fireworks).

   5.2.2 Information about the length of time the contractor has been licenced should be requested from the contractor.

5.3   Ensure evidence is provided of current appropriate insurance coverage, including public liability certificate of currency to the minimum value of $10 million for pyrotechnicians and $5 million for other contractors, organisers, or operators.

   5.3.1 The contractor's insurance should cover both the contractor and the activity.

5.4   Check that the contractor has notified the Queensland Explosives Inspectorate, fire and rescue services of the application and that any approval conditions have been provided to Council;

5.5   Consider feedback from other Council stakeholders, including confirming that Council is the landholder for the area where the display is to occur;

5.6   Consider the location of the proposed display and whether there are any special considerations or conditions which may be needed to reduce the risk to the community or environment, for example, the presence of people camping; difficulty of locating material which may still be 'live' due to natural features; Indigenous or other heritage or cultural significance.

5.7   Consider the requirement of public notice, and how the community will be informed about the fireworks display and whether there is sufficient notice for the community, including neighbours, to ensure any disruptions are minimised.

5.8   Consider the safety plan provided and the availability of emergency access and first aid at the site;

5.9   Check that the applicant has appropriate crowd control measures in place and that responsibilities for controlling site access, including any road closures, and crowd control, are clear and adequate.

6.   SPECIAL CONSIDERATIONS FOR CLOSE PROXIMITY FIREWORKS

When considering an application for approval of fireworks display Council must:

6.1   Ensure that the fireworks contractor and operator have appropriately endorsed licences to conduct close proximity displays. They should have 'CP' endorsed on their licence categories.

6.2   Ensure the contractor has arranged:

   6.2.1 Fireworks testing in the venue prior to the display;

   6.2.2 Fire Services inspection of the building prior to the display;

   6.2.3 Management of air conditioning, ventilation and fire alarm systems by competent people during the display;

   6.2.4 Appropriate risk and safety management for performers and audience members.

7.   REDUCING THE IMPACTS OF FIREWORKS NOISE

7.1   Council will refuse an application where the proposed display is outside the restricted hours.

8.   DECIDING AN APPLICATION

8.1   Council may request further information, refuse, approve, and impose conditions on approvals as it considers appropriate and in accordance with this policy.

8.2   Council will provide a written notice of decision to the applicant.

8.3   Council reserves the right to cancel or change conditions for approved displays at short notice for safety reasons, including extreme climatic conditions. Council will not be held responsible for any loss of monies in the event approval is withdrawn or conditions applied or changed in these circumstances.

MOUNT ISA CITY COUNCIL STATUTORY POLICY   Page 3 of 4

9. REQUEST FOR REVIEW

9.1 A person aggrieved by a decision to refuse an application for a fireworks display, or impose conditions on the approval for the fireworks display, may request a review of that decision by the Chief Executive Officer. Notice of a request for a review shall be in writing.

9.2 Applicants for review will be advised, in writing, of the outcome of the review within 14 days.

10. VARIATIONS

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

11. BREACH OF POLICY

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

12. COMMUNICATION AND DISTRIBUTION

12.1 Council will make available to the public the Fireworks Policy, on our website at www.mountisa.qld.gov.au

ASSOCIATED LEGISLATION AND POLICIES

Local Government Act 2009
Local Government Regulation 2012
Explosives Act 1999
Explosives Regulation 2017
The Queensland code of practice: Control of outdoor fireworks displays
Performance and Misconduct Policy

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STATUTORY POLICY

MOUNT ISA CITY COUNCIL
Public Interest Disclosure Policy

RESOLUTION NO. OM09/08/23 VERSION V4~~3~~

APPLIES TO STATUTORY POLICIES ONLY

This an official copy of the **Public Interest Disclosure Policy**, made in accordance with the provisions of the *Local Government Act 2009, Local Government Regulation 2012, Public Interest Disclosure Act 2010,* and current Council Policies.

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

....
Tim Rose
~~Acting~~ **Chief Executive Officer**

DOCUMENT VERSION CONTROL					
Governance/Policies/Statutory Doc ID #8295			**POLICY TYPE**	Statutory (Council)	
VERSION	**DATE**	**RESOLUTION NO.**	**DETAILS**		
V1	15.05.2013	OM23/05/13 Adopted	**Responsible Officer** Chief Executive Officer **Description** Document Creation – New Document		
V2	30.05.2018	OM35/03/18	**Responsible Officer** - Chief Executive Officer		
V3	11.07.2023	OM09/08/23	**Responsible Officer** - Chief Executive Officer		
V4	29.01.2025	OM	**Responsible Officer** - Chief Executive Officer		
			REVIEW DUE	-07.202~~4~~8	

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

MOUNT ISA CITY COUNCIL STATUTORY POLICY   Page 1 of 4

STATUTORY POLICY

MOUNT ISA CITY COUNCIL
Public Interest Disclosure Policy

RESOLUTION NO. OM09/08/23 VERSION V~~4~~3

Registered in magiQ	X		

1. **PURPOSE**

   1.1   The purpose of this policy is:

   (a)   To acknowledge Council's obligations as a Public Sector Entity as defined in the *Public Interest Disclosure Act 2010* ("PID Act").

   (b)   To establish Council's commitment to the promotion and proper management of Public Interest Disclosures.

   (c)   To communicate the rights and obligations, and to outline a framework, within which provides for the correct process for Councillors and employees of Mount Isa City Council (Council) to make appropriate disclosures.

2. **COMMENCEMENT**

   2.1   This Policy will commence on and from ~~23 August 2023~~29 January 2025. It replaces all other policies or arrangements governing Public Interest Disclosures (whether written or not).

3. **SCOPE**

   3.1   This policy applies to all Councillors, Council employees and members of the public.

4. **PUBLIC INTEREST DISCLOSURE BY ANY PERSON**

   4.1   As detailed in s12 of the PID ACT, a Public Interest Disclosure can be made by any person, to a proper authority, who has information about;

   a)   a substantial and specific danger to the health or safety of a person with a disability; or

   b)   the commission of an offence against a provision mentioned in Schedule 2 of the PID Act, if the commission of the offence is or would be a substantial and specific danger to the environment; or

   c)   a contravention of a condition imposed under a provision mentioned in Schedule 2 of the PID Act, if the contravention is or would be a substantial and specific danger to the environment; or

   d)   the conduct of another person that could, if proved, be a reprisal.

5. **PUBLIC INTEREST DISCLOSURE BY A PUBLIC OFFICER**

   5.1   As detailed in s13 of the PID Act, a Public Interest Disclosure can be made by a public officer, to a proper authority, who has information about;

   a)   The conduct of another person that could, if proved, be-
   i.   corrupt conduct; or
   ii.   maladministration that adversely affects a person's interests in a substantial and specific way; or

   b)   a substantial misuse of public resources (other than an alleged misuse based on mere disagreement over policy that may properly be adopted about amounts, purposes or priorities of expenditure); or

   c)   a substantial and specific danger to the environment.

6. **MAKING A DISCLOSURE**

   6.1   Disclosures can be made to Council in a variety of ways including;

   a)   in person at the Council's administration building at 23 West Street, Mount Isa QLD;
   b)   by telephone to 07) 4747 3200;
   c)   by email to complaints@mountisa.qld.gov.au ; or
   d)   in writing, addressed to the CEO at PO Box 815, Mount Isa QLD 4825.

7. **ANONYMOUS DISCLOSURES**

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STATUTORY POLICY
MOUNT ISA CITY COUNCIL
Public Interest Disclosure Policy

RESOLUTION NO. OM09/08/23 VERSION V43

7.1   Disclosers do not have to identify themselves if they provide their information to a proper authority.
Disclosing anonymously can make it difficult to investigate the issue, to seek clarification or more information, or to provide the discloser with feedback.

7.2   If Council receives an anonymous disclosure about a wrongdoing, we will assess whether or not the information is a PID. If the information is assessed as a PID, Council will investigate the matter.

8.   COUNCIL'S COMMITMENT

8.1   By virtue of their office or position, Council recognises the important role Councillors, Council employees and members of the public can play in the identification of cases of maladministration, official misconduct and the misuse of public resources or contraventions giving rise to dangers to public health and safety, the environment or to persons with disabilities.

8.2   In accordance with the objectives of the PID Act, it is Council policy to:

a)   promote the public interest by facilitating Public Interest Disclosures of wrongdoing in the public sector; and

b)   ensure that Public Interest Disclosures are properly made, assessed, and when appropriate, properly investigated and dealt with; and

c)   ensure that appropriate consideration is given to the interests of persons who are the subject of a Public Interest Disclosure; and

d)   afford protection from reprisals to persons making Public Interest Disclosures.

8.3   These outcomes (including information regarding how a PID may be made) are achieved via the Public Interest Disclosure Management Plan and Procedure which is developed and implemented by the Chief Executive Officer in accordance with s28(1) of the PID Act and   this Policy.

8.4   Council recognises the sensitivities which can be associated with Public Interest Disclosures and the need to maintain public confidence in its process for managing Public Interest Disclosures.

To that end Council will:

a)   ensure that Public Interest Disclosures are managed appropriately in accordance with the requirements of PID Act

b)   maintain confidentiality of Public Interest Disclosures received, as per s65 of the PID Act

c)   prosecute any person who provides a false or misleading statement or information to Council with the intention of it being processed as a Public Interest Disclosure, as per s66 of PID Act

d)   prosecute and/or take disciplinary action against any Councillor or Council employee who takes or attempts to take a reprisal action (refer to s40 and s41 of PID Act)

e)   ensure that the proper records of Public Interest Disclosures received (as per s29   of PID Act) are maintained, and that the confidentiality of all records created during the investigation and reporting of Public Interest Disclosures is preserved (as per s65 of PID Act).

9.   DEFINITIONS

9.1   **Public Interest Disclosures -** are broadly defined in the PID Act as being all information disclosed to a proper authority about a public interest matter referred pursuant to sections 12 and 13 of the PID Act.

9.2   Public Interest Disclosures under s12 and s13 of the PID Act must:

a)   be made to a **proper authority** (as defined in s5 of the PID Act); and

b)   be information about the conduct of another person or another matter if—

MOUNT ISA CITY COUNCIL STATUTORY POLICY   Page 3 of 4

STATUTORY POLICY
MOUNT ISA CITY COUNCIL
Public Interest Disclosure Policy

RESOLUTION NO. OM09/08/23 VERSION V~~4~~3

      i.   the person honestly believes on reasonable grounds that the information tends to show the conduct or other matter; or

      ii.   the information tends to show the conduct or other matter, regardless of whether the person honestly believes the information tends to show the conduct or other matter.

9.3   **Proper authority** - includes a public sector entity as defined by s6 of the PID Act** if the information the subject of the disclosure relates to the conduct of the entity, or the public sector entity has power to investigate or remedy.

9.4   **Public Officers** - of local governments include both Councillors and employees (including casual employees and persons engaged under a contract of employment).

10.   VARIATIONS

10.1   Mount Isa City Council reserves the right to vary, replace or terminate this policy at any time.

Associated Legislation and Procedures

- *Public Interest Disclosure Act 2010*
- Public Interest Disclosure Management Plan
- Public Interest Disclosure Procedure
- Mount Isa City Council Corporate Plan 2020-2025

MOUNT ISA CITY COUNCIL STATUTORY POLICY   **Page 4 of 4**

STATUTORY POLICY

MOUNT ISA CITY COUNCIL
Standing Orders Policy

RESOLUTION NO.OM04/11/23 VERSION V67

APPLIES TO STATUTORY POLICIES ONLY

This an official copy of the **Standing Orders Policy**, made in accordance with the provisions of *Local Government Act 2009, Local Government Regulation 2012, Local Government (Councillor Complaints) and Other Legislation Amendment Act 2018* and current Council Policies.

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

These best practice standing orders incorporate the Department of State Development, Infrastructure, Local Government and Planning model meeting procedures that deal with matters during council meetings that must be adhered to under the *Local Government Act 2009* including the model meeting procedures and the *Local Government Regulation 2012*. Local governments can revise their standing orders to incorporate the model meeting procedures or adopt the model meeting procedures.

....
Tim Rose
Chief Executive Officer

DOCUMENT VERSION CONTROL				
Governance/Policies/Statutory/ Doc ID#30756			**POLICY TYPE**	Statutory (Council)
VERSION	**DATE**	**RESOLUTION NO.**	**DETAILS**	
V1	20.04.2016	OM00.00.0000	**Responsible Officer** – Chief Executive Officer	
V2	10.10.2018	OM34/04/16	**Responsible Officer** - Chief Executive Officer	
V3	12.12.2018	OM10/12/18	**Responsible Officer** - Chief Executive Officer	
V4	11.11.2020	OM 09/11/20	**Responsible Officer** - Chief Executive Officer	
V5	29.06.2022	SM/29/06/22	**Responsible Officer** - Chief Executive Officer	
V6	10.07.2023	OM04/11/23	**Responsible Officer** - Chief Executive Officer	
V7	29.01.2025	OM	**Responsible Officer** - Chief Executive Officer	
			REVIEW DUE	06.20248

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

MOUNT ISA CITY COUNCIL STATUTORY POLICY   Page 1 of 11

STATUTORY POLICY
MOUNT ISA CITY COUNCIL
Standing Orders Policy

RESOLUTION NO.OM04/11/23 VERSION V~~6~~7

1. **PURPOSE**

   Mount Isa City Council's ("Council") Standing Order Policy has been established to provide written rules for the orderly conduct of Council Meetings.

2. **COMMENCEMENT**

   This policy will commence on and from ~~22 November 2023~~29 January 2025. It replaces all other policies or arrangements governing Council Meetings (whether written or not).

3. **APPLICATION**

   This policy applies to all participants of Council Meetings including the Chair, councillors, Council officers and members of the public.

4. **RESPONSIBILITIES**

   All participants including the Chair, councillors, Council officers and members of the public are bound to act within this policy.

5. **STANDING ORDERS**

   5.1   These Standing Orders apply to all meetings of Council and any standing committees. These Standing Orders do not apply to meetings of the Audit and Risk Management Committee.

   5.2   Any provision of these Standing Orders may be suspended by resolution of any meeting of Council. A separate resolution is required for any such suspension and must specify the application and duration of each suspension.

   5.3   Where at a Council meeting a matter arises which is not provided for in these Standing Orders, such matters shall be determined by resolution of Council upon a motion which may be put without notice but conforming with these Standing Orders.

6. **PROCEDURES FOR MEETINGS OF COUNCIL**

   6.1   Presiding Officer

        6.1.1   The mayor will preside at a meeting of Council.

        6.1.2   If the mayor is absent or unavailable to preside, the deputy mayor will preside.

        6.1.3   If both the mayor and the deputy mayor, or the mayor's delegate, are absent or unavailable to preside, a councillor chosen by the councillors present at the meeting will preside at the meeting.

        6.1.4   Council will choose the chairperson for a committee meeting. This chairperson will normally preside over meetings of the committee.

        6.1.5   If the chairperson of a committee is absent or unavailable to preside, a councillor chosen by the councillor's present will preside over the committee meeting.

        6.1.6   Before proceeding with the business of the meeting, the person presiding at the meeting will undertake the acknowledgement and/or greetings deemed appropriate by the Council.

   6.2   Order of Business

        6.2.1   The order of business shall be determined by resolution of Council from time to time. The order of business may be altered for a particular meeting where the councillors at that meeting pass a motion to that effect. A motion to alter the order of business may be moved without notice.

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6.2.2 Unless otherwise altered, the order of business shall be as follows:

   a) attendances
   b) apologies and granting of leaves of absence
   c) confirmation of minutes
   d) officers' reports

6.2.3 The minutes of a preceding meeting, whether an ordinary or a special meeting, not previously confirmed will be taken into consideration, at every ordinary meeting of the local government, in order that the minutes may be confirmed. No discussion will be permitted about these minutes except with respect to their accuracy as a record of the proceedings. Amendments to the minutes may be made prior to confirming the minutes. This must be done by moving a motion to amend the minutes that must be voted on and carried. Once the resolution is passed the minutes can be amended. All councillors present at the meeting can vote to confirm the minutes including those who were absent at the previous meeting and those who had a conflict of interest at the previous meeting. Once the minutes are confirmed by resolution of the meeting they cannot be changed.

6.3 Agendas

6.3.1 The agenda may contain:

   a) notice of meeting
   b) minutes of the previous meetings
   c) business arising out of previous meetings
   d) business which the mayor wishes to have considered at that meeting without notice
   e) matters of which notice has been given
   f) committees' reports to Council referred to the meeting by the Chief Executive Officer (CEO)
   g) officers' reports to Council referred to the meeting by the CEO
   h) deputations and delegations from the community that are approved to attend
   i) any other business Council determines by resolution be included in the agenda paper

6.3.2 Business not on the agenda, or not fairly arising from the agenda, will not be considered at any council meeting unless permission for that purpose is given by the local government at the meeting. Business must be in accordance with the adopted terms of reference for each committee.

6.3.3 The notice of the meeting and the agenda must be given to each councillor at least 2 days before the meeting and in the case of Indigenous regional councillors, being Torres Strait Regional Council and Northern Peninsula Area Regional Council, at least four days prior to the meeting unless it is impracticable to give the notice before that time. The agenda for the local government must be made publicly available by 5pm on the business day after the notice of meeting is given to the councillors. Any related reports for the local government meeting must also be included and available to the public when the agenda for the meeting is made publicly available, excluding confidential reports. If the related report is made available to councillors or committee members during the period starting immediately after notice of the meeting is given and ending immediately before the meeting is held, then these reports must be made available to the public as soon as practicable after it is made available to the councillors or committee members.

6.3.4 Matters on the agenda that will require the meeting to be in a closed session consistent with the provisions under section 254J LGR, will be clearly identified on the agenda

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including the reasons why the session will be closed.

6.4   Quorum

6.4.1   A quorum at a local government meeting is a majority of its councillors. If the number of councillors is even then one half of the number is a quorum.

6.4.2   If a quorum is not present within 15 minutes after the time set for the meeting to begin, it may be adjourned to a later hour or a later day within 14 days after the day of the adjournment. The meeting may be adjourned by a majority of councillors present, or if only one councillor is present, then that councillor, or if no councillors are present then the chief executive officer.

6.5   Petitions

6.5.1   Any petition presented to a meeting of Council will:

    a)   be in legible writing or typewritten and contain a minimum of ten (10) signatures
    b)   include the name and contact details of the Principal Petitioner (i.e., the key contact)
    c)   include the postcode of all petitioners
    d)   have the details of the specific request/matter appear on each page of the petition

6.5.2   Where a councillor presents a petition to a meeting of Council no debate on or in relation to it shall be allowed and the only motion which may be moved is:

    a)   that the petition be received
    b)   received and referred to a committee or officer for consideration and a report to Council, or
    c)   not be received because it is deemed invalid.

6.5.3   Council will respond to the Principal Petitioner in relation to all petitions deemed valid.

6.6   Deputations

6.6.1   A deputation wishing to attend and address a meeting of Council shall apply in writing on Council's approved Deputation Application Form to the CEO not less than seven (7) business days before the meeting.

6.6.2   The CEO, on receiving an application for a deputation shall notify the chairperson who shall determine whether the deputation may be heard. The CEO shall inform the deputation of the determination in writing, prior to the meeting. Where it has been determined the deputation will be heard, a convenient time shall be arranged for that purpose, and an appropriate time period allowed.

6.6.3   For deputations comprising of three or more persons, only three persons shall be at liberty to address Council unless the councillors at the meeting determine otherwise by resolution. A deputation shall be given adequate opportunity to explain the purpose of the deputation.

6.6.4   If a member of the deputation other than the appointed speakers interjects or attempts to address the Council, the chairperson may terminate the deputation.

6.6.5   The chairperson may terminate an address by a person in a deputation at any time where:

    a)   the chairperson is satisfied that the purpose of the deputation has been sufficiently explained to the councillors at the meeting
    b)   the time period allowed for a deputation has expired
    c)   the person uses insulting or offensive language or is derogatory towards

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councillors or Council officers

6.6.6 The CEO is responsible for the deputation including that the appointed speaker/s are notified in writing of developments or future actions as appropriate.

6.7 Public participation at meetings

6.7.1 A member of the public may take part in the proceeding of a meeting only when invited to do so by the chairperson.

6.7.2 In each local government meeting, time may be required to permit members of the public to address the local government on matters of public interest related to local government. An appropriate time period will be allowed (e.g. 15 minutes) and no more than three (3) speakers shall be permitted to speak at one meeting. The right of any individual to address the local government during this period shall be at the absolute discretion of the local government chairperson.

6.7.3 If any address or comment is irrelevant, offensive, or unduly long, the chairperson may require the person to cease making the submission or comment.

6.7.4 For any matter arising from such an address, Council may take the following actions:

     a)   refer the matter to a committee
     b)   deal with the matter immediately
     c)   place the matter on notice for discussion at a future meeting
     d)   note the matter and take no further action

6.7.5 Any person addressing the Council shall stand and act and speak with decorum and frame any remarks in respectful and courteous language.

6.7.6 Any person who is considered by the local government or the chairperson to be inappropriately presenting may be directed by the chairperson to immediately withdraw from the meeting. Failure to comply with such a request may be considered an act of disorder.

7.   **MOTIONS**

7.1   Motion to be moved

7.1.1 A councillor is required to 'move' a motion and then another councillor is required to 'second' the motion.

7.1.2 When a motion has been moved and seconded, it shall become subject to the control of Council and shall not be withdrawn without the consent of Council.

7.1.3 Other councillors can propose amendments to the motion which must be voted on before voting on the final motion.:

     a)   A motion brought before a meeting of the local government in accordance with the LGA or these standing orders will be received and put to the meeting by the chairperson.

     b)   The chairperson may require a motion or amendment to a motion to be stated in full or be in writing before permitting it to be received.

     c)   The chairperson may refuse to accept a motion if it is not within the meeting's jurisdiction and rule a motion out of order if necessary. Any motion that is vague, proposes an unlawful action, is outside the scope of the meeting, is defamatory, vexatious or is unnecessary, may be ruled out of order.

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7.1.4 The chairperson may call the notices of motion in the order in which they appear on the agenda. Where no objection is raised to a motion being taken as a formal motion, and the motion is then seconded, the chairperson may put the motion to the vote without discussion and the vote can occur.

7.1.5 No more than one motion or one proposed amendment to a motion may be put before a meeting of a local government at any one time.

7.2 Absence of Mover of Motion

7.2.1 Where a councillor who has given notice of a motion is absent from the meeting of Council at which the motion is to be considered, the motion may be:

     a) moved by another councillor at the meeting, or
     b) deferred to the next meeting

7.3 Motion to be seconded

7.3.1 A motion or an amendment to a motion shall not be debated at a meeting of Council unless or until the motion or the amendment is seconded.

7.3.2 Procedural motions are an exception to this rule and do not need to be seconded.

7.4 Amendment of Motion

7.4.1 An amendment to a motion shall be in terms which maintain or further clarify the intent of the original motion and do not contradict the motion.

7.4.2 Where an amendment to a motion is before a meeting of the Council, no other amendment to the motion will be considered until after the first amendment has been voted on.

7.4.3 Where a motion is amended by another motion, the original motion shall not be put as a subsequent motion to amend that other motion.

7.5 Speaking to motions and amendments

7.5.1 The mover of a motion or amendment shall read it and shall state that it is so moved but shall not speak to it until it is seconded.

7.5.2 The chairperson will manage the debate by allowing the councillor who proposed the motion the option of speaking first on the motion. The chairperson will then call on any other councillor who wishes to speak against the motion and then alternatively for and against the motion as available, until all councillors who wish to speak have had the opportunity.

7.5.3 A councillor may make a request to the chairperson for further information before or after the motion or amendment is seconded.

7.5.4 The mover of a motion or amendment shall have the right to reply. Each councillor shall speak no more than once to the same motion or same amendment except as a right of reply. Once the right of reply has been delivered the debate ends.

7.5.5 Each speaker shall be restricted to not more than five (5) minutes unless the chairperson rules otherwise.

7.5.6 Where two or more councillors indicate they may wish to speak at the same time, the chairperson shall determine who is entitled to priority.

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7.5.7   In accordance with section 254H of the *Local Government Regulation 2012* (LGR), if a decision made at a meeting is inconsistent with a recommendation or advice given to Council by an advisor of the Council, the minutes of the meeting must include a statement of the reasons for not adopting the recommendation or advice.

7.6   Method of taking vote

7.6.1   The chairperson will call for all councillors in favour of the motion to indicate their support. The chairperson will then call for all councillors against the motion to indicate their objection.

7.6.2   A councillor may call for a 'division' to ensure their objection to the motion is recorded in the minutes. If a division is taken, the minutes of the meeting will record the names of councillors voting in the affirmative and of those voting in the negative. The chairperson will declare the result of a vote or a division as soon as it has been determined.

7.6.3   Councillors have the right to request that their names and how they voted be recorded in the minutes if they request it when voting other than by division.

7.6.4   **Except** upon a motion to repeal or amend it, the resolution will not be discussed after the vote has been declared.

7.7   Withdrawing a motion

7.7.1   A motion or amendment may be withdrawn by the mover with the consent of the Council, which will be without debate, and a councillor will not speak to the motion or amendment after the mover has been granted permission by the Council meeting for its withdrawal.

7.8   Repealing or amending resolutions

7.8.1   A resolution of Council may not be amended or repealed unless notice of motion is given in accordance with the requirements of the legislation.

7.8.2   Councillors present at the meeting at which a motion to repeal or amend a resolution is put, may defer consideration of that motion. Such deferral shall not be longer than three (3) months.

7.9   Procedural motions

7.9.1   A councillor at a meeting of the local government may, during the debate of a matter at the meeting, move the following motions, as a procedural motion without the need for a seconder:

    a)   that the question/motion be now put before the meeting
    b)   that the motion or amendment now before the meeting be adjourned
    c)   that the meeting proceeds to the next item of business
    d)   that the question lie on the table
    e)   a point of order
    f)   a motion of dissent against the chairperson's decision
    g)   that this report/document be tabled
    h)   to suspend the rule requiring that (insert requirement)
    i)   that the meeting stands adjourned

7.9.2   A procedural motion, that 'the question be put', may be moved and where the procedural motion is carried, the chairperson shall immediately 'put the question to the motion' or amendment to that motion under consideration. Where the procedural motion is lost, debate on the motion or amendment to that motion will resume.

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7.9.3   The procedural motion, that the motion or amendment now before the meeting be adjourned, may specify a time or date, to which the debate shall be adjourned. Where no date or time is specified:

a)   a further motion may be moved to specify such a time or date
b)   the matter about which the debate is to be adjourned, shall be included in the business paper for the next meeting

7.9.4   Where a procedural motion, that the meeting proceed to the next item is carried, debate on the matter that is the subject of the motion shall cease and may be considered again by Council on the giving of notice in accordance with the Standing Orders.

7.9.5   A procedural motion, that the question lie on the table, shall only be moved where the chairperson or a councillor requires additional information on the matter before the meeting (or the result of some other action of Council or person is required) before the matter may be concluded at the meeting. Where such a procedural motion is passed, the Council shall proceed with the next matter on the business paper. The motion, that the matter be taken from the table, may be moved at the meeting at which the procedural motion was carried or at any later meeting.

7.9.6   Any councillor may ask the chairperson to decide on a 'point of order' where it is believed that another councillor:

a)   has failed to comply with proper procedures
b)   is in contravention of the Local Government Act/Regulations
c)   is beyond the jurisdiction power of Council

Points of order cannot be used as a means of contradicting a statement made by the councillor speaking. Where a 'point of order' is moved, consideration of the matter to which the motion was moved shall be suspended. The chairperson shall determine whether the point of order is upheld.

Upon the question of order suddenly arising during the process of a debate, a councillor may raise a point of order, and thereupon the councillor against whom the point of order is raised, shall immediately cease speaking. Notwithstanding anything contained in these standing orders to the contrary, all questions or points of order at any time arising shall, until decided, suspend the consideration and decision of every other question.

7.9.7   A councillor may move 'a motion of dissent' in relation to a ruling of the chairperson on a point of order. Where such motion is moved, further consideration of any matter shall be suspended until after a ruling is made. Where a motion of dissent is carried, the matter to which the ruling of the chairperson was made shall proceed as though that ruling had not been made. Whereas a result of that ruling the matter was discharged as out of order, it shall be restored to the business paper and be dealt with in the normal course of business.

7.9.8   The motion, 'that this report/document be tabled', may be used by a councillor to introduce a report or other document to the meeting, only if the report or other document is not otherwise protected under confidentiality or information privacy laws. On tabling the document, it ceases to be a confidential document and is available for public scrutiny.

7.9.9   A procedural motion, "to suspend the rule requiring that ….", may be made by any councillor in order to permit some action that otherwise would be prevented by a procedural rule. A motion to suspend a rule shall specify the duration of such a suspension.

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7.9.10 A procedural motion, that the meeting stands adjourned, may be moved by a councillor at the conclusion of debate on any matter on the business paper or at the conclusion of a councillor's time for speaking to the matter, and shall be put without debate. Such a procedural motion will specify a time for the resumption of the meeting and on resumption of the meeting the Council shall continue with the business before the meeting at the point where it was discontinued on the adjournment.

12. **QUESTIONS**

12.1. A councillor may at a Council meeting ask a question for reply by another councillor or an officer regarding any matter under consideration at the meeting. A question shall be asked categorically and without argument and no discussion shall be permitted at the meeting of Council in relation to a reply or a refusal to reply to the question. A councillor or officer to whom a question is asked without notice may request that the question be taken on notice for the next meeting.

12.2. A councillor who asks a question at a meeting, whether or not upon notice, shall be deemed not to have spoken to the debate of the motion to which the question relates.

12.3. The chairperson may disallow a question which is considered inconsistent with an acceptable request or good order, provided that a councillor may move a motion that the chairperson's ruling be disagreed with, and if such motion be carried the chairperson shall allow such question.

13. **MEETING CONDUCT**

13.1 General conduct during meetings

13.1.1 After a meeting of the Council has been formally constituted and the business commenced, a Councillor will not enter or leave from the meeting without first notifying the chairperson.

13.1.2 Councillors will speak to each other or about each other during the Council meeting by their respective titles ('mayor' or 'councillor'), and when speaking of or addressing officers will call them by their respective official or departmental title and will confine their remarks to the matter under consideration.

13.1.3 No councillor who is speaking will be interrupted except upon a point of order being raised either by the chairperson or by another councillor.

13.1.4 When the chairperson speaks during the process of a debate, the councillor speaking or offering to speak will immediately cease speaking, and each Councillor present will observe strict silence so that the chairperson may be heard without interruption.

13.2 Disorder

13.2.1 The chairperson may adjourn the meeting of the Council, where disorder arises at a meeting other than by a councillor. On resumption of the meeting, the chairperson will move a motion to be put without debate, to determine whether the meeting will proceed. Where the motion is lost, the chairperson shall declare the meeting closed, and any outstanding matters referred to a future meeting.

14. **ATTENDANCE AND NON-ATTENDANCE**

14.1. Attendance of public and the media at meeting

An area shall be made available at the place where any meeting of Council is to take place for members of the public and representatives of the media to attend the meeting and as many members of the public as reasonably can be accommodated under work, health and safety legislation in that area shall be permitted to attend the meeting. When the Council is sitting in

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Closed Session, the public and representatives of the media shall be excluded.

14.2 Closed session

Council and standing committee meetings may resolve that a meeting be closed to the public if its councillors consider it necessary to discuss any of the following matters:

a) Appointment, dismissal or discipline of the CEO
b) industrial matters affecting employees
c) the Council's budget
d) rating concessions
e) legal advice obtained by the Council, including legal proceedings that may be taken by or against the Council
f) matters that may directly affect the health and safety of an individual or a group of individuals
g) negotiations relating to a commercial matter involving the Council for which a public discussion could prejudice the interests of the Council
h) negotiations relating to the taking of land by the Council under the *Acquisition of Land Act 1967*
i) a matter that the Council is required to keep confidential under a law of, or a formal agreement with, the Commonwealth or state.

14.3 A Council or committee meeting cannot resolve that a meeting be closed where the meeting is informed of a councillor's personal interest in the matter by another person and the eligible councillors at the meeting must decide whether the councillor has a declarable conflict of interest in the matter.

14.4 Further, the meeting must not be closed if a quorum is lost due to the number of conflicted councillors who leave the meeting and the Council must;

a) delegate the consideration and decision on the matter, pursuant to section 257 of the LGA unless the matter cannot be delegated
b) decide by resolution to defer the matter to a later meeting when a quorum may be available,
c) decide by resolution not to decide the matter and take no further action in relation to the matter.

14.5 None of the above will be considered, discussed, voted on or made during a closed session. If a closed session includes attendance by teleconference, the councillor/s attending by teleconference must maintain confidentiality by ensuring no other person can hear their conversation while in the closed meeting.

14.6 To take a matter into a closed session the Council must abide by the following:

a) pass a resolution to close the meeting
b) the resolution must state the matter to be discussed, an overview of what is to be discussed and why the meeting should be closed while the matter is considered
c) if the matter is known in advance, the agenda should clearly identify that the matter will be considered in closed session, and an explanation of why it is deemed necessary to take the issue into closed session must be stated
d) not make a resolution while in a closed meeting (other than a procedural resolution).

15. **TELECONFERENCING OF MEETINGS**

15.1 If a councillor wishes to be absent from a Council meeting place during a meeting, the councillor

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must apply to the chairperson to participate by teleconference, at least three (3) business days prior to the meeting or as soon as practicable once the councillor becomes aware of their intended absence. The chairperson may allow a councillor to participate in a Council or committee meeting by teleconference.

15.2   A councillor taking part by teleconference is taken to be present at the meeting if the councillor was simultaneously in audio contact with each other person at the meeting. The attendance of the councillor must be recorded in the minutes as present at the meeting.

15.3   Teleconferencing includes the use of a telephone, video conferencing equipment or other means of instant communication that allows a person to take part in a discussion as it happens.

16.   VARIATIONS

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

17.   COMMUNICATION AND DISTRIBUTION

17.1   Council will make available to the public, the Standing Orders Policy on our website at www.mountisa.qld.gov.au.

18.   DEFINITIONS

a)   **Officer** – A Mount Isa City Council employee or contractor.

b)   **Teleconferencing** – Is the use of a telephone, video conferencing equipment or other means of instant communication that allows a person to take part in discussions as they happen.

ASSOCIATED LEGISLATION, POLICIES AND FORMS

- *Local Government Act 2009*
- *Local Government Regulations 2012*
- *Electoral and Other Legislation (Accountability, Integrity and Other Matters) Amendment Act 2020*
- Model Meeting Procedures
- Code of Conduct for Councillors
- Deputation Request Form

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10.2	EXPRESSION OF INTEREST FOR THE SALE OF COUNCILS BATCH PLANT

Document Number: **830030**

Author: **A/Chief Operating Officer**

Authoriser: **Chief Executive Officer**

Directorate: **Executive Services**

Portfolio: **Executive Services**

EXECUTIVE SUMMARY

Calling of Expressions of Interest from commercial business operators for the disposal of Council's concrete batch plant, vehicles and equipment is presented to the Council for consideration and approval.

RECOMMENDATION

THAT Council resolves that it is in the public interest to invite Expressions of Interest for the sale of Council's batch plant situated at 183 Duchess Road, Mount Isa, before inviting written tenders, as an Expressions of Interest will inform a decision regarding the future sale of this Council owned asset.

AND

THAT Council call Expressions of Interest for the disposal of the land, concrete batch plant and equipment by the following options:

Option A: Sale of the land and batch plant by a purchase and operate on current site with all equipment as detailed in this report.

Option B: Sale of the batch plant by a purchase and remove from current site with all equipment as detailed in this report.

AND

THAT Council delegate authority to the Chief Executive Officer to finalise the expressions of interest for the disposal of the Ready-mix batch plant.

OVERVIEW

Council current owns and operates a concrete batch plant at 183 Duchess Road, Mount Isa (diagram 1). The batch plant itself has two functions: one is the supply of ready-mix concrete and the second is landscaping supplies of soil and gravel with all products being sourced from local suppliers. Both of these functions provide material to external and internal customers.

Diagram 1

A number of investigations and reports have been provided previous to Council. McGrathNicol Advisory report dated 5 February 2024, "recommend that MICC consider whether it should continue owning and/or operating the Batch Plant, or divest to a commercial owner and/or operator. Such consideration may include non-financial measures, such as the community benefits which may arise from MICC's ownership and operation and its alignment to the purpose of MICC".

A further report by Glenn Hart into the operations of Council's batch plant concluded "that the batch plant is not operating as business unit of Council but as a service centre to the organisation and in particular by Infrastructure Services".

In addition to the batch plant ready mix concrete facility the batch plant is also responsible for the purchasing of gravel and soils which are then sold in bulk quantities to the commercial and community sector as well for Council projects.

Over a number of years, especially the last 4 years the batch plant and the sales of gravel and soils to the commercial and community sector has generator substantial losses to Council. Contributing to these losses as identified in the McGrathNicol report among other factors, highlighted employee costs being higher than industry performance. Analysis of employee costs indicates that the additional employee costs from non-batch plant employees and overtime claimed by the batch plant employees have contributed to the above industry performance observation.

The batch plant has supplied year to date (17/12/2024) 605 m3 of ready-mix concrete to customers including Council.

Expressions of Interest

Council can either invite written tenders or invite expressions of interest for the disposal of council's batch plant facility and equipment. The Local Government Regulation 2012 - section 227 states

The local government must either—

> (a) invite written tenders under subsection (4); or

> (b) invite expressions of interest under subsection (5) before considering whether to invite written tenders under subsection (7)(b).

> (3) However, the local government may invite expressions of interest under subsection (5) only if the local government—

> (a) decides, by resolution, that it would be in the public interest to invite expressions of interest before inviting written tenders; and

> (b) records its reasons for making the resolution in the minutes of the meeting at which the resolution was made.

Options available to Council on calling Expressions of Interest

Council can call for expressions of interest from interested commercial operators for the sale of the batch plant and equipment.

Council has a number of options available in which to divest itself of the batch plant assets and operations.

Option 1

Would be to divest council's interest in the batch plant by selling on a "Purchase and Operator where is" sale. This would require the purchaser to operate the batch plant in its current location at 183 Duchess Road, Mount Isa.

This option would require Council to subdivide the current lot by way of a property survey and to create a new parcel of land which contains the batch plant and the gravel pits. It will also require Council to rezone the new parcel of land so that the purchaser would be able to operate from the site.

The existing property (depot) would need to be fenced off from the batch plant with separate access for the depot and the batch plant. Council would also divest ownership of the gravel and soils pits as part of this option.

Mobile plant associated with the batch plant can also be included in the sale. The batch plant currently has 2 agitator trucks, a single axle tip truck, a front-end loader, a wheel loader and a dual cab utility. The sale and transfer of these plant items will also form part of this option, unless an alternative Council internal use is identified prior to closure of the EOI.

Current employees assigned to the batch plant would be transferred to other operational areas within Council. Employee consultation would need to be carried out with affected employees.

Council also has the option of including a clause that allow for the purchase of all ready-mix concrete used on Council projects for a period of three financial years at an agreed cost per m3 for all ready-mix concrete types. Further, any price increase over this period to be no greater than the annual March CPI for each year.

Council should also obtain a written report about the market value of the land, the batch plant, equipment and pits from a valuer registered under the *Valuers Registration Act 1992* and who is not an employee of Council.

Anticipated costs for fencing, rezoning, subdividing approval, legal costs, market value of land, batch plant, equipment, pits and survey of property.

Option 2

Council disposes of the batch plant and equipment on a Purchase and Remove basis. This would require the purchaser to remove the batch plant and all gravel and soils pits from 183 Duchess Road, Mount Isa within 90 days.

Mobile plant associated with the batch plant can also be included in the sale. The batch plant currently has 2 agitator trucks, a single axle tip truck, a front-end loader, a wheel loader and a dual cab utility. The sale and transfer of these plant items will also form part of this option, unless an alternative Council internal use is identified prior to closure of the EOI.

Current employees assigned to the batch plant would be transferred to other operational areas within Council. Employee consultation would need to be carried out with affected employees.

Council also has the option of including a clause that allow for the purchase of all ready-mix concrete used on Council projects for a period of three financial years at an agreed cost per m3 for all ready-mix concrete types. Further, any price increase over this period to be no greater than the annual March CPI for each year.

Under option 2 the gravel and soils pits can still remain in council's ownership. If Council decided not to sell the pits it still has the option of not selling gravel and soils to the commercial and public customers and have the pits operator only for council operations.

Council should also obtain a written report about the market value of the batch plant, equipment and pits from a valuer registered under the *Valuers Registration Act 1992* and who is not an employee of Council.

Anticipated costs for site cleanup and any environmental impacts of removing batch plant, if council were to keep the gravel and soils pits consideration would need to be given for employee and plant

costs in managing the gravel and soils stock and distribution. Market value of batch plant, equipment, pits.

LINK TO CORPORATE PLAN

Theme:	5.	Ethical & Inclusive Governance
Strategy:	5.11 5.12	Provide and maintain strategies to ensure Council's long-term financial sustainability. Explore/review potential efficiencies and opportunities for Council's operations, infrastructure and assets

CONSULTATION (INTERNAL AND EXTERNAL)

Consultations were made with the Executive Management Team.

LEGAL CONSIDERATIONS

Nil

POLICY IMPLICATIONS

Nil

RISK IMPLICATIONS

Nil

HUMAN RIGHTS CONSIDERATIONS

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

ATTACHMENTS

Nil

10.3   STRATEGIC FLEET COMMITTEE - ADOPTION OF TERMS OF REFERENCE & APPOINTMENT TO COMMITTEE

Document Number: 831348

Author: Executive Assistant

Authoriser: Chief Executive Officer

Directorate: Executive Services

Portfolio: Executive Services

EXECUTIVE SUMMARY

The Strategic Fleet Committee will be established under section 265 of the Local Government Regulation 2012 as an Advisory Committee to Council.

RECOMMENDATION

THAT Council approves the Terms of Reference of the Strategic Fleet Committee as presented

AND

THAT Council appoint Councillor Tully and Councillor Ballard to the Strategic Fleet Committee.

OVERVIEW

Once established, the committee will be providing recommendations to Council on purchase of fleet and will provide oversight of Councils fleet operations to ensure value for money objectives are met.

BACKGROUND

The Strategic Fleet Committee (SFC) will provide strategic oversight, direction, and decision-making on the management, development, and operation of the Council's fleet of vehicles and associated equipment. All decisions will strive for consensus, with open discussion and agreement on major strategies. The committee will make recommendations to Council which will make the final decision on all matters. The Committee will ensure that fleet management aligns with the Council's goals, including:

- Ensuring cost-effectiveness and operational efficiency.
- Complying with all relevant regulations and legislative requirements.
- Meeting operational requirements across all departments of the Council.
- Ensuring the management of the fleet aligns with councils' budgetary allowances.

BUDGET AND RESOURCE IMPLICATIONS

Not applicable.

LINK TO CORPORATE PLAN

Theme:	5.	Ethical & Inclusive Governance
Strategy:	5.11	Provide and maintain strategies to ensure Council's long-term financial sustainability.
	5.12	Explore/review potential efficiencies and opportunities for Council's operations, infrastructure and assets

CONSULTATION (INTERNAL AND EXTERNAL)

Internal consultation has taken place with the Director of Community Services and Acting COO.

LEGAL CONSIDERATIONS

There are no legal implications.

POLICY IMPLICATIONS

The committee will review the Fleet Management Policy and make any changes as applicable.

RISK IMPLICATIONS

The setting up of the committee will mitigate risks involved in selection and operation of Councils fleet.

HUMAN RIGHTS CONSIDERATIONS

Consideration has been given to Human Rights.

ATTACHMENTS

1.   **Term of Reference - Strategic Fleet Committee (SFC)** ⇩ 📄

STRATEGIC FLEET COMMITTEE

Terms of Reference

Establishment

The Strategic Fleet Committee will be established under section 265 of the Local Government Regulation 2012 as an Advisory Committee to Council.

1. Purpose

The purpose of the **Strategic Fleet Committee (SFC)** is to provide strategic oversight, direction, and decision-making on the management, development, and operation of the Council's fleet of vehicles and associated equipment. The Committee will ensure that fleet management aligns with the Council's goals, including:

- Ensuring cost-effectiveness and operational efficiency.

- Complying with all relevant regulations and legislative requirements.

- Meeting 'fit for purpose' operational requirements across all departments of the Council.

- Ensuring the management of the fleet aligns with councils' budgetary allowances.

2. Objectives

The **Strategic Fleet Committee** will be responsible for:

- **Fleet Efficiency:** Ensuring the fleet meets the operational needs of the Council in a manner that is both sustainable and cost-effective. This includes reviewing energy consumption, emissions, and alternative technologies (e.g. electric vehicles).

- **Strategic Fleet Direction:** Providing clear and actionable guidance on fleet management policies, including vehicle acquisition, replacement schedules, maintenance practices, and disposal.

- **Key Decisions:** Reviewing and approving fleet procurement plans, vehicle lifecycle strategies, budget allocations, and decommissioning proposals. Decisions will be made based on operational needs, cost-benefit analysis, and environmental impact.

- **Operational Monitoring and Review:** Regularly reviewing fleet performance against KPIs such as cost per kilometre, maintenance costs, downtime, safety incidents, and regulatory compliance.

- **Budget and Financial Oversight:** Advising on the annual fleet budget, tracking actual spend versus projections, and ensuring that financial management practices support fleet efficiency.

- **Compliance and Risk Management:** Ensuring compliance with all applicable road safety laws, environmental regulations, and Council policies related to fleet operations.

3. Committee Membership and their Role and Responsibilities

The Committee will consist of the following members and have the following responsibilities:

- **Chairperson (One of the Two Councillors to be Nominated):**

  o Sets meeting agendas and ensures that all topics are covered.

  o Coordinates with members to ensure necessary documentation is provided in advance of meetings.

  o Ensures meetings are conducted efficiently, with decisions made in a timely manner.

  o Oversees conflict resolution in decision-making processes.

- **Council Representatives (Two Councillors):**

  o Ensures alignment with Council's broader objectives.

  o Provides insights from a strategic perspective.

  o Acts as the final decision-maker in case of voting disputes and communicates with senior Council leadership.

- **Finance Representative:**

  o Develops an annual fleet budget, tracks expenses and reports on variances.

  o Manages the financial aspects of fleet operations, including budget preparation, financial forecasting, and ensuring fleet expenditures remain within budget.

  o Provides monthly financial updates and evaluates the cost-effectiveness of fleet strategies.

  o Ensures that cost-control measures are in place and suggests strategies for cost reduction.

  o Assists in financial analysis for procurement decisions and vehicle lifecycle management.

- **Procurement Officer:**

  o Manages the procurement process for fleet vehicles and services, ensuring adherence to procurement policies.

  o Develops procurement strategies, handles tenders, and ensures value for money in fleet acquisitions.

- Leads the tender process for purchasing new vehicles and services, ensuring that the best value is achieved.

- Provides regular updates on the procurement pipeline and issues related to vehicle supply and delivery.

- **Council's Executive Officer (or Nominee):**

  - Oversees Committee operations and ensures that fleet management decisions align with broader strategic initiatives of the Council.

  - Ensures that the fleet's operations support the delivery of Council services.

  - Acts as the key liaison between the Committee and senior leadership, reporting on major decisions and strategic directions.

- **Director of Infrastructure Services:**

  - Contributes to discussions on the strategic direction of the organisation's fleet, including overseeing fleet performance, budget, and long-term planning.

  - Present updates on operational efficiency, cost optimisation, and sustainability goals, ensuring compliance with regulations and addressing fleet risk management.

  - Collaborates with other departments to align fleet needs with broader organisational objectives and proposes improvements or investments in fleet technologies.

  - Reports on key metrics, policies, and provide recommendations for fleet upgrades, replacements, or divestments to support the organisation's goals.

- **Additional Members (if applicable):**

  - Experts or representatives from other relevant departments (e.g. Waste management, Workshop, HR, IT) will be invited to attend meetings as required, particularly for specific decisions impacting their area.

4. Meeting Frequency

The Committee will meet:

- **Quarterly:** At a minimum, every 3 months to review fleet performance, strategic initiatives, and compliance.

- **Additional Meetings:** Can be scheduled as needed, based on emerging issues, urgent decisions, or special projects.

5. Decision-Making Process

- **Consensus:** All decisions will strive for consensus, with open discussion and agreement on major strategies.

- **Recommendations:** The committee will make recommendations to Council which will make the final decision on all matters.

- **Documentation:** Decisions will be clearly recorded and communicated to all relevant stakeholders.

6. Reporting and Accountability

The **Strategic Fleet Committee** will report directly to the Council (as applicable), including:

- **Quarterly Performance Reports:** Documenting key fleet metrics, financial performance, and sustainability initiatives.

- **Annual Fleet Review:** A comprehensive report on fleet performance, major decisions, and strategic direction for the upcoming year.

- **Budget Review:** An annual report assessing financial performance versus budget, with adjustments recommended if necessary.

7. Confidentiality

All members of the Committee are required to maintain confidentiality regarding:

- **Meeting Discussions:** Members must not disclose confidential information discussed in meetings without prior consent.

- **Reports and Documents:** All reports, strategies, and documents shared with the Committee must be treated as confidential unless explicitly stated otherwise.

8. Agendas and Minutes

Secretariat Support is to be provided by the Executive Assistant in Infrastructure Services for the administration of the Committee.

- **Agendas:** Agenda items are to be submitted to the Secretariat at least 7 days before the meeting. The agenda must be provided to all members at least 48 hours before the meeting.

- **Minutes:** Upon approval by the Chair of the Committee, the minutes of the latest meeting must be provided to the Chief Executive Officer who will present them at the next meeting of Council, following Councils schedule of reporting deadlines.

9. Review and Approval

- **Review:** These Terms of Reference will be reviewed every Council term (or sooner if required) to ensure they remain relevant and aligned with Council goals.

- **Approval:** Amendments will be approved by the Committee and provided to the Chief Executive Officer who will present it at the next meeting of Council, following Councils schedule of reporting deadlines.

Document Version Control			
Version	**Date**	**Resolution No.**	**Details**
V1	29.01.2025		**Responsible Officer –** Chief Executive Officer **Description –** Document Creation
			Review Due	2028

10.4   ADOPTION OF THE DRAFT MOUNT ISA FUTURE READY ECONOMY ROADMAP

Document Number: **831995**

Author: **Executive Assistant**

Authoriser: **Chief Executive Officer**

Directorate: **Executive Services**

Portfolio: **Executive Services**

EXECUTIVE SUMMARY

The draft Mount Isa Future Ready Economy Roadmap is presented to Council for adoption. Upon adoption Council will engage a graphic designer for finalisation.

RECOMMENDATION

THAT Council adopts the draft Mount Isa Future Ready Economy Roadmap

AND

THAT Council delegate authority to the Chief Executive Officer to approve further amendments.

OVERVIEW

The Mount Isa Future Ready Economy Roadmap will inform a new era of economic development, guiding a strategic approach to immediate job creation and long-term benefits for the community and environment.

BACKGROUND

Following Glencore's announcement in October 2023 regarding plans to close the underground copper operations and copper concentrator in 2025, Mount Isa City Council accelerated efforts to identify new and immediate economic opportunities for the region.

In 2023, Council approached economic development agency The Next Economy for support to articulate Mount Isa's long-term vision and value proposition through an economic development roadmap. The Council authorised to enter into a contract with the Next Economy in the Ordinary Meeting held 13 December 2023 (OM23/ 12/23).

In partnership with Council, The Next Economy and Climate-KIC spent more than a year building on existing work to identify a series of Future Ready pathways, strategies and possible actions to facilitate positive social, economic and environmental outcomes for Mount Isa in the near-to long-term. The strategies and actions in the report have been identified for implementation by Mount Isa City Council and key stakeholders across industry, government, business and the community.

The Roadmap outlines the state of play, strategies and potential actions a range of stakeholders can take in five economic sectors key to the region's future ready economy:

1. Energy
2. Mining
3. Agriculture
4. Transport

5. Tourism

BUDGET AND RESOURCE IMPLICATIONS

The contract between Mount Isa City Council and The Next Economy was authorised in the Council Ordinary Meeting held 13 December 2023 (OM23/ 12/23).

LINK TO CORPORATE PLAN

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)

The development of this draft involved extensive consultation, including input from both internal and external consultants, as well as community engagement.

LEGAL CONSIDERATIONS

Nil

POLICY IMPLICATIONS

Economic Development Strategy

Transitioning Mount Isa's Economy (response to Glencore copper mining closure)

RISK IMPLICATIONS

Nil

HUMAN RIGHTS CONSIDERATIONS

Nil

ATTACHMENTS

Nil

11   CORPORATE SERVICES REPORTS

11.1   FINANCE OVERVIEW REPORT - DECEMBER 2024

Document Number:	**829671**
Author:	**Manager, Corporate and Financial Services**
Authoriser:	**Director Corporate Services**
Directorate:	**Corporate Services**
Portfolio:	**Finance & Customer Service**

EXECUTIVE SUMMARY

The December 2024 Finance Overview Report is presented to the Council for information and consideration.

RECOMMENDATION

THAT Council receives and accepts the December 2024 Finance Overview Report as presented.

OVERVIEW

In accordance with the requirements of the Local Government Regulation, Council presents a report on the financial operations for the year to date. This report provides information to Council regarding key metrics, trends and actual financial performance for the month ended 31 December 2024 against the Budget FY24/25 targets as adopted by the Council budget.

VARIANCES AND ITEMS OF SIGNIFICANCE

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

The following report covers the following key areas (in order) of the list:
1. Operational Performance (Actual vs Budget)
2. Capital Revenue and Expenses
3. Financial Sustainability Ratios
4. Rates and Water Update
5. Borrowings
6. Cash and Cash Equivalent Movement Comparison

1. **OPERATIONAL PERFORMANCE (Actual vs. Budget)**
   Revenue and Expenditure Summary as of 31 December 2024

   The below summary shows a brief snapshot of how the Council is tracking in the current year against the budget for the year as adopted by the Council.

Operational Performance		Actual YTD FY24/25	Budget YTD FY24/25	YTD Actuals Less YTD Budget $	Variance as a % of YTD Budget %	Comments on significant variances
Revenue						
Recurrent revenue						
Rates, levies and charges	3(a)	49,292,624	51,411,122	(2,118,498) ⬇	-4%	Decline due to water credits.
Fees and charges	3(b)	1,811,039	1,612,349	198,690 ⬆	12%	Increase in planning and Land use fees
Sales revenue	3(c)	446,375	484,146	(37,771) ⬇	-8%	Reduced Sales in Bathc Plant
Grants, subsidies, contributions and donations	3(d)	20,877,645	18,790,635	2,087,010 ⬆	11%	General Alignment, timing
Total recurrent revenue		72,427,683	72,298,252	**129,431**		
Other Income						
Interest received	4(a)	1,864,309	1,295,994	568,315 ⬆	44%	Interest rates from QTC
Other income	4(b)	566,824	622,212	(55,388) ⬇	-9%	due to decline in Sundry Income
Total income		74,858,816	74,216,458	**642,358**		
Expenses						
Recurrent expenses						
Employee benefits	6	(12,062,602)	(11,228,694)	833,907 ⬇	-7%	OT $ 689K, $116 cash outs
Materials and services	7	(31,881,368)	(27,041,805)	4,839,563 ⬇	-18%	Special Projects Consultants (Governance), GMA Planning, Parks and Garens Water Charge, fleet maintenance
Finance costs	8	(523,568)	(537,011)	(13,443) ⬆	3%	In general Alignment
Depreciation and amortisation	13	(7,443,522)	(6,850,592)	592,929 ⬇	-9%	Q1, general alignment.
Total recurrent expenses		(51,911,059)	(45,658,103)	**6,252,956**		
Net result		22,947,757	28,558,355	**(5,610,598)**		

Actual Revenue Split

Revenue Analysis

Actual Expenditure Split

Expenditure Analysis
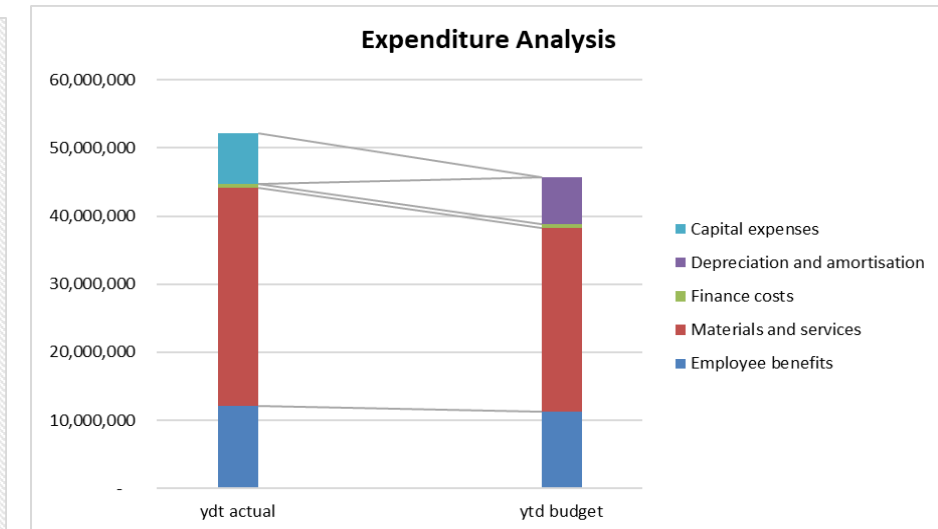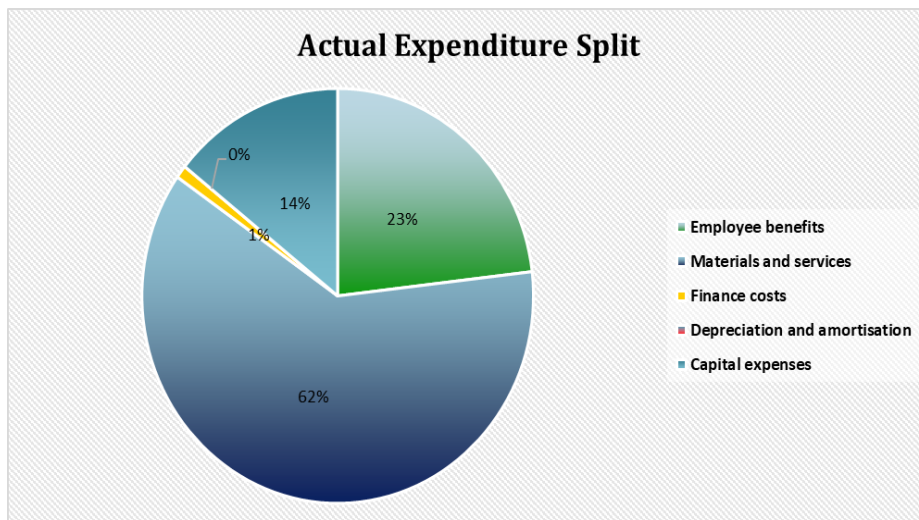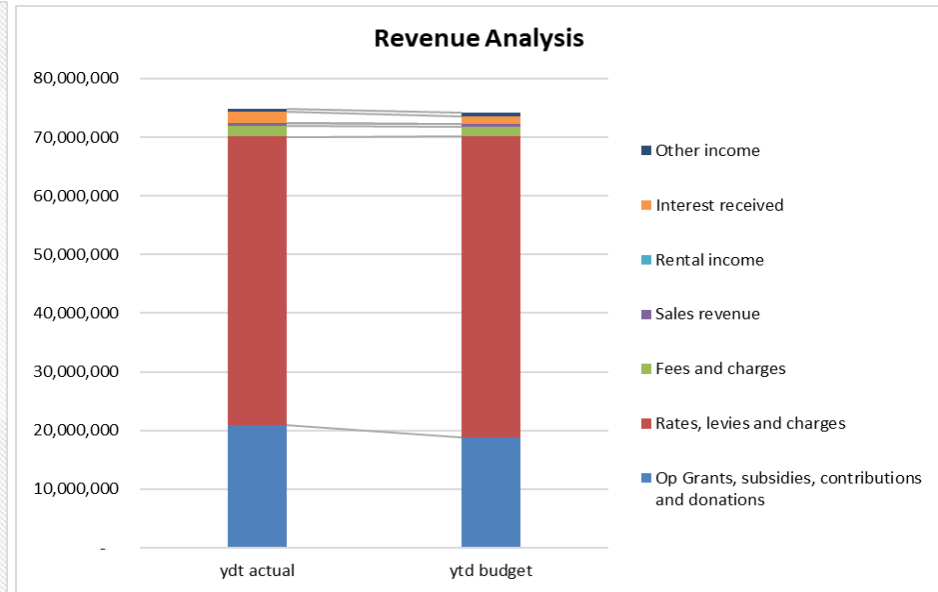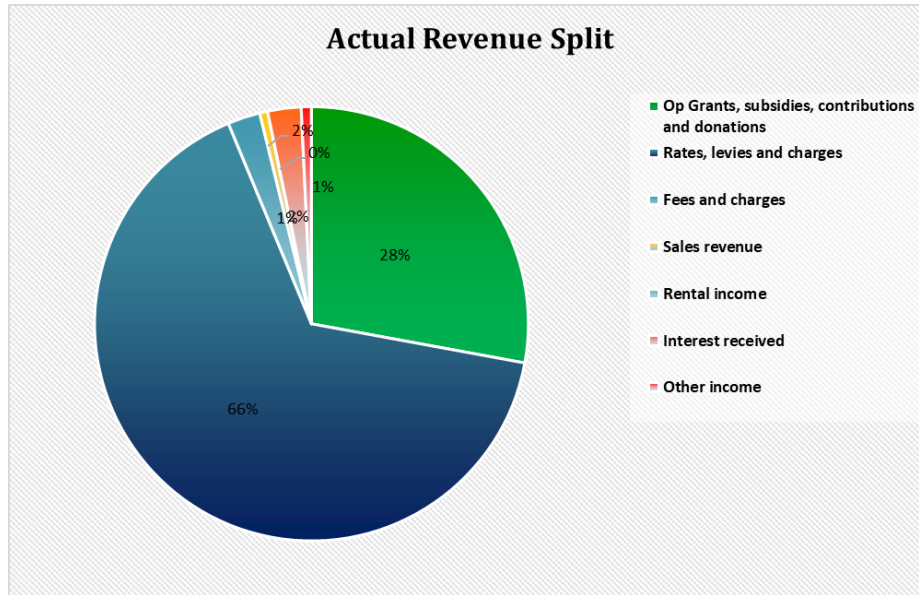
2. CAPITAL REVENUE AND EXPENSES

The below statement shows a comparison between the Capital Revenue and Expenses as at **31 December 2024** actuals vs Budget for FY24/25.

		Actual YTD FY24/25	Budget YTD FY24/25	YTD Actuals Less Full Budget	Variance as a % of Full Budget	Comments on significant variances
Capital						
Capital revenue						
Grants, subsidies, contributions and donations	3(d)	7,620,780	7,978,000	(357,220) ⬇	-4%	Timing difference
Total capital revenue		7,620,780	7,978,000	(357,220)		
Capital expenses	9	-	-	-		

3. FINANCIAL SUSTAINABILITY RATIOS

Summary Ratio Chart

Ratio	Benchmark	2024-25	Outcome	Measure
Operating Surplus Ratio	**-2% - 10 %**	30.65%	☺	**Operating Performance**
(measures council profitability)				
Operating Cash Ratio	**> 0%**	41.30%	☺	**Operating Performance**
(measures council's ability to cover its core operational expenses and generate a cash.)				
Asset Sustainability Ratio	**> 90 %**	22.74%	☹	**Asset Management**
(measures the extent we are sustaining our asset base)				
Asset Consumption Ratio	**> 60 %**	61.98%	☺	**Asset Management**
(measures extent to which assets are being consumed)				
Council Controlled Revenue Ratio	**> 60 %**	68.27%	☺	**Financial Capacity**
(measures capacity to generate revenue internally)				
Unrestricted Cash Expense Cover Ratio	**> 4 months**	14.98	☺	**Liquidity**
(measures number of months council without having to raise revenue or borrow)				
Leverage Ratio	**0-3**	0.47	☺	**Debt Servicing Capacity**
(Ability to repay existing debt)				

4. RATES AND WATER UPDATE

- Water Notices for Commercial properties were issued 22 November 2024 and was due on 23.12.2024.

- A total of $1.6m in water consumption charges was issued for Route 99 and 100.

- A further 45 accounts have been created on the Payables portal, which is in increase of 4% from last month.

- Water meter reads for Commercial Quarter 2 and Residential first half yearly commenced 16 December 2024 and will be completed 16 January 2025. Water notices for this period will be issued mid-February, confirmed dates will be provided.

  SALE OF LAND UPDATE

- Revenue submitted an Officers Report to Council for Notification of Sale of Land – OM24/08/24 was approved to commence recovery of outstanding rates and charges by way of Sale of Land on 19 properties.

- Council officers have prepared the Schedules required for the Notices of Intention to Sell (NOITS)and forwarded to King & Company for review.

- As at date of this report King & Company are finalising the documentation – NOITS (letters and schedules) to forward to Council for signing by CEO on Monday 13 January 2025.

- Once signed the NOITS will be issued to the ratepayer/s and interested parties (anyone holding an interest in the property including mortgagees).

- Once the Notice of Intention to Sell has been issued – the account must be paid in full within three months after service of the notice of intention to sell on all interested parties

  - Payment in full means all amounts as listed on the NOITS and any subsequent charges and interest that become overdue within the period from date of issue to date of payment)

5. BORROWINGS

Council loan repayments are paid every quarter on the first working day. The balance as of 31 December 2024 was $14.388 million.

Summary of QTC Loans 31 December 2024						
Description	**Loans Month/Year Start**	**Original Principal $'000**	**Loan (NC) Balances $'000**	**Interest Rate**	**Final Payment Due**	**Repaid %**
Healey Heights development, Roads, Water and Sewer works	March 2009	7,000	2,550	7.28%	15/06/2029	64%
Roads, water and sewer works	December 2009	5,000	2,058	6.39%	15/06/2030	59%
Sewer upgrade	December 2010	5,875	1,771	6.30%	15/12/2028	70%
Sewer upgrade	September 2011	5,000	2,466	4.89%	15/06/2032	51%
Sewer upgrade	September 2012	5,000	2,667	5.06%	15/12/2032	47%
Sewer upgrade	September 2013	5,000	2,877	4.32%	15/03/2034	42%
Total		**32,875**	**14,388**			

6. CASH AND CASH EQUIVALENT MOVEMENT COMPARISON (millions)
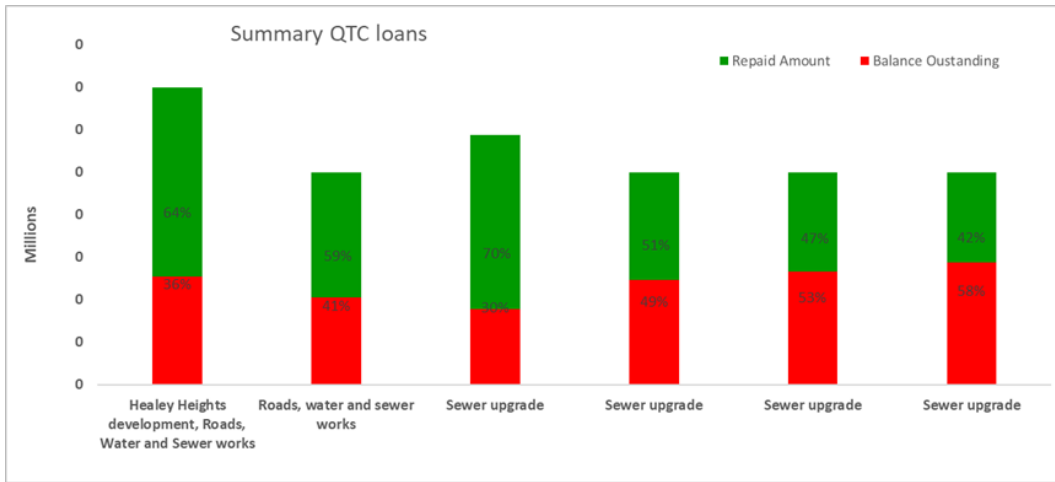
Cash at Bank – 31 December 2024 $ 50,982
Total Cash Restrictions $ 5,158
TOTAL UNRESTRICTED CASH $ 45,824

MICC had $50,982 million cash on hand at the end of December 2024. The restricted cash as defined by the Council consists of grants received in advance for which MICC has contractual obligations. There are no short-term issues regarding cash on hand.

Summary of Cash and Cash Equivalents		
Month FY24/25	**Cash Balance**	**Target**
Jul 2024	42,691,158	52,205,203
Aug 2024	58,506,912	52,205,203
Sep 2024	58,803,766	52,205,203
Oct 2024	53,659,118	52,205,203
Nov 2024	51,157,192	52,205,203
Dec 2024	50,982,180	52,205,203
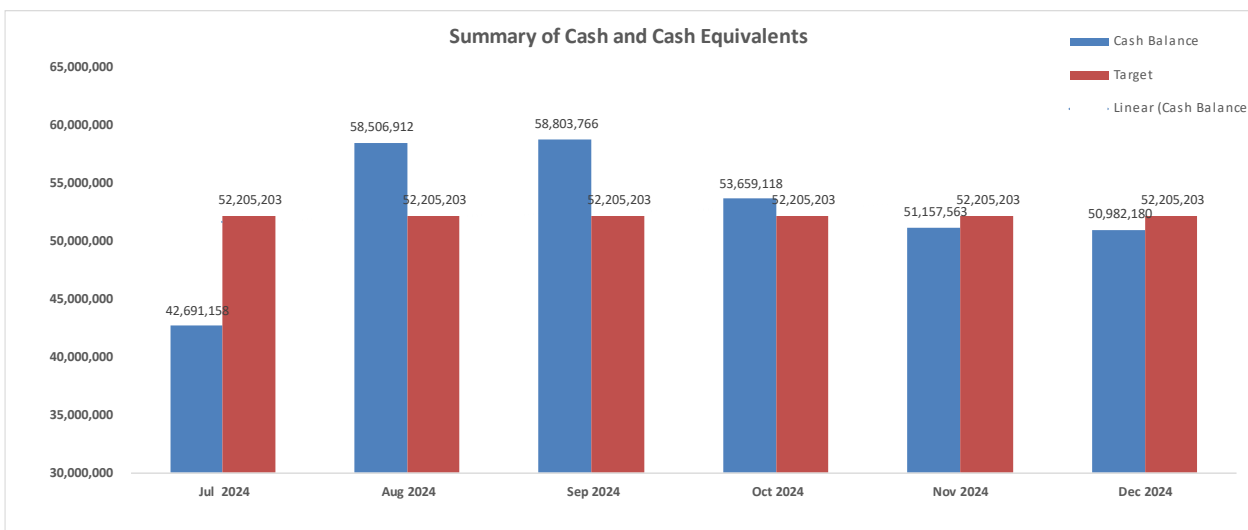
ATTACHMENTS

1. **MICC Financial Report December** ⇩ 📄

Mount Isa City Council

Financial Statements
For the period ended 31 December 2024

Mount Isa City Council
Financial statements
For the period ended 31 December 2024

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Statement of Changes in Equity
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Notes to the financial statements

Management Certificate
Independent Auditor's Report (General Purpose Financial Statements)

Certificate of Accuracy for Long Term Financial Sustainability Statement

Mount Isa City Council
Statement of Comprehensive Income
For the period ended 31 December 2024

	Note	Actual YTD FY24/25 $	Q1 YTD Budget FY24/25 $	Q1 Revised Budget FY24/25 $
Income				
Revenue				
Recurrent revenue				
Rates, levies and charges	3(a)	49,292,624	51,411,122	55,502,372
Fees and charges	3(b)	1,811,039	1,612,349	3,167,274
Sales revenue	3(c)	446,375	484,146	564,837
Grants, subsidies, contributions and donations	3(d)	20,877,645	18,790,635	21,859,215
Total recurrent revenue		72,427,683	72,298,252	81,093,698
Capital revenue				
Grants, subsidies, contributions and donations	3(dII)	7,620,780	7,978,000	11,595,000
Total capital revenue		7,620,780	7,978,000	11,595,000
Rental income	4	-	-	-
Interest received	4(a)	1,864,309	1,295,994	2,591,994
Other income	4(b)	566,824	622,212	4,869,718
Total income		82,479,596	82,194,458	100,365,410
Expenses				
Recurrent expenses				
Depreciation				
Depreciation Property, plant and equipment	13	(7,443,522)	(6,850,592)	(13,791,670)
Capital expenses	9	-	-	-
Total expenses		(51,911,059)	(45,658,103)	(88,545,827)
Net result		30,568,537	36,536,355	11,819,583
Other comprehensive income				
Items that will not be reclassified to net result				
Increase / (decrease) in asset revaluation surplus	13	-	-	-
Total other comprehensive income for the year		-	-	-
Total comprehensive income for the year		30,568,537	36,536,355	11,819,583

"The above statement should be read in conjunction with the accompanying notes and accounting policies."

Operating surplus ratio	Net operating result (excluding capital items)		22,947,757	28,558,355	9,583
	Total operating revenue (excluding capital items)		74,858,816	74,216,458	88,555,410
	Operating surplus ratio	A	**30.65%**	**38.48%**	**0.01%**
		T	**0-10%**	**0-10%**	**0-10%**

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Mount Isa City Council
Statement of Financial Position
For the period ended 31 December 2024

	Note	Actual YTD FY24/25 $	Q1 Revised Budget FY24/25 $
Current assets			
Cash and cash equivalents	10	50,986,066	41,424,030
Receivables	11	29,306,988	6,767,563
Inventories	12	10,605	272,000
Contract assets	14	7,617,109	7,617,000
Total current assets		87,920,768	56,080,592
Non-current assets			
Other financial assets		1	1
Property, plant and equipment	13	686,947,138	694,586,548
Intangible assets	.	-	
Total assets		774,867,907	750,667,141
Current liabilities			
Payables	15	9,468,900	4,956,749
Other liabilities	17	979,287	979,000
Total current liabilities		17,124,081	14,283,998
Provisions	17	9,012,297	7,250,743
Other liabilities			1,181,000
Total non-current liabilities		22,365,585	19,753,715
Total liabilities		39,489,666	34,037,713
Net community assets		735,378,241	716,629,428
Community equity			
Asset revaluation surplus	19A1	427,571,990	427,572,023
Retained surplus	19A2	307,806,252	289,057,405
Total community equity		735,378,241	716,629,428

"The above statement should be read in conjunction with the accompanying notes and accounting policies."

Mount Isa City Council
Statement of Changes in Equity
For the period ended 31 December 2024

	Asset revaluation surplus	Retained surplus	Total
	$	$	$
Net result	-	8,882,481	8,882,481
Other comprehensive income for the year			
Increase / (decrease) in asset revaluation surplus	22,885,354	-	22,885,354
Share of comprehensive income of equity accounted	-	-	-
Total comprehensive income for the year	22,885,354	8,882,481	31,767,835
Balance as at 30 June 2021	**242,347,041**	**262,086,759**	**504,433,799**
Net result	-	706,648	706,648
Other comprehensive income for the year		311657	311,657
Increase / (decrease) in asset revaluation surplus	33,968,839		33,968,839
Share of comprehensive income of equity accounted	-	-	-
Balance as at 30 June 2022	**276,315,879**	**263,105,064**	**539,420,942**
Net result	-	17,422,313	17,422,313
Other comprehensive income for the year			
Balance as at 30 June 2023	**408,612,687**	**280,527,377**	**689,140,063**
Increase / (decrease) in asset revaluation surplus	18,959,303	-	18,959,303
Share of comprehensive income of equity accounted	-	-	-
Total comprehensive income for the year	**18,959,303**	**(3,289,663)**	**15,669,641**
Balance as at 30 June 2024	**427,571,990**	**277,237,715**	**704,809,703**
Opening Balance Adjustment			
Net result	-	30,568,537	30,568,537
Adjustment to net result	-		-
Other comprehensive income for the year			-
Increase / (decrease) in asset revaluation surplus			-
Share of comprehensive income of equity accounted	-	-	-
Total comprehensive income for the year	-	30,568,537	30,568,537
Balance as at 31 December 2024	**427,571,990**	**307,806,252**	**735,378,240**

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Mount Isa City Council
Statement of Cash Flows
For the period ended 31 December 2024

	Note	Actual YTD FY24/25 $	Q1 Revised Budget $
Cash flows from operating activities			
Receipts from customers		36,497,253	65,786,674
Payments to suppliers and employees		(50,025,685)	(83,472,150)
		(13,528,433)	(17,685,476)
Dividend		-	3,625,294
Interest received		1,864,309	2,591,994
Operating Grants and Contributions		20,877,645	23,777,403
Rental & Other Income		566,824	-
Borrowing costs		(523,568)	(847,228)
Net cash inflow (outflow) from operating activities	18	**9,256,777**	**11,461,987**
Cash flows from investing activities			
Payments for property, plant and equipment		(9,524,718)	(21,577,000)
Other cash flows from Investing activities		-	(979,000)
Payments for intangible assets		-	-
Capital Grants, Subsidies, Contributions and Donations		7,620,780	11,595,000
Proceeds from sale of property plant and equipment		-	215,000
Cash flows from financing activities			
Proceeds from borrowings			
Repayment of borrowings		967,762	(1,957,422)
Net cash inflow (outflow) from financing activities		**967,762**	**(1,957,422)**
Cash and cash equivalents at the beginning of the financial year		42,665,463	42,665,465

Mount Isa City Council
Notes to the financial statements
For the period ended 31 December 2024

2   Analysis of results by function

(b)   Income and expenses defined between recurring and capital are attributed to the following functions:

For the period ended 31 December 2024

Functions	Gross program income				Elimination of inter-function transactions	Total income	Gross program expenses		Elimination of inter-function transactions	Total expenses	Net result from recurrent operations	Net Result	Assets
	Recurrent		Capital				Recurrent	Capital					
	Grants	Other	Grants	Other									
	$	$	$	$	$	$	$	$	$	$	$	$	$
Business services and finance	6,628,614	23,444,127	-	-	-	30,072,741	(5,662,368)	-	-	(5,662,368)	24,410,373	24,410,373	304,303,083
Construction and maintenance	-	584,479	2,344,825	-	-	2,929,304	(11,021,265)	-	-	(11,021,265)	(10,436,786)	(8,091,961)	9,637,798
Community services	11,221,721	524,043	45,142	-	-	11,790,905	(3,920,949)	-	-	(3,920,949)	7,824,815	7,869,957	-
Planning & development	449,190	616,775	-	-	-	1,065,965	(3,179,793)	-	-	(3,179,793)	(2,113,828)	(2,113,828)	-
Transport infrastructure	2,578,122	46,209	10,436	-	-	2,634,767	(13,589,133)	-	-	(13,589,133)	(10,964,802)	(10,954,366)	322,988,479
Waste management	-	15,120,351	5,220,377	-	-	20,340,728	(2,834,352)	-	-	(2,834,352)	12,285,999	17,506,376	-
Water infrastructure	-	13,645,185	-	-	-	13,645,185	(11,703,199)	-	-	(11,703,199)	1,941,986	1,941,986	137,938,547
Total Council	20,877,645	53,981,171	7,620,780	-	-	82,479,596	(51,911,059)	-	-	(51,911,059)	22,947,757	30,568,537	774,867,907
Controlled entity net of eliminations	-	-	-	-	-	-	-	-	-	-	-	-	-
Total consolidated	20,877,645	53,981,171	7,620,780	-	-	82,479,596	(51,911,059)	-	-	(51,911,059)	22,947,757	30,568,537	774,867,907

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Mount Isa City Council
Notes to the financial statements
For the period ended 31 December 2024

2. Analysis of Results by Function

2(a)   **Components of council functions**

The activities relating to the council's components reported on in Note 2(b) are as follows :

Business Services and finance
This function includes budget support, financial accounting, taxation advice, asset management, marketing and communication

Construction and maintenance
Construction and maintenance is responsible for constructing new and maintaining existing infrastructure across a diverse range

Community services
The goal of community services is to ensure Mount Isa City Council is a healthy, vibrant, contemporary and connected
This function includes:
- libraries
- entertainment venues
- public health services including vaccination clinics

Planning and development
This function facilitates the City's growth and prosperity through well planned and quality development. The objective of planning

Waste management
The goal of this function is to protect and support our community and natural environment by sustainably managing refuse. The

Mount Isa City Council Owned Enterprises Pty Ltd (MICCOE)
The principal activity of the Company is the management of various entertainment facilities in Mount Isa.

Mount Isa City Council
Notes to the financial statements
For the period ended 31 December 2024

3   **Revenue**

(a)   **Rates, levies and charges**

	Actual YTD FY24/25	Q1 YTD Budget FY24/25	Q1 Revised Budget FY24/25
	$	$	$
General rates	21,298,540	21,239,291	21,239,291
Separate rates	537,555	556,500	556,500
Water	11,677,399	11,676,164	11,676,164
Water consumption, rental and sundries	1,657,081	4,173,750	8,347,500
Less: Allowance For Water Meter Credits	-	-	-
Sewerage	8,817,171	8,811,846	8,811,846
Waste Management	5,466,946	5,036,071	5,036,071
Total rates and utility charge revenue	49,454,692	51,493,622	55,667,372
Less: Discounts	-	-	1
Less: Pensioner remissions	(162,068)	(82,500)	(165,000)
	49,292,624	51,411,122	55,502,373
Buchanan Park fees	50,096	30,738	61,476
Building and Development	475,500	203,371	401,619
Cemetery fees	39,232	39,072	78,144
Finance	36,721	25,020	50,040
Refuse tip and recycling	743,629	842,099	1,684,199
	1,811,039	1,612,349	3,167,274
Contract and recoverable works	-	-	-
Concrete sales	446,375	484,146	564,837
	446,375	484,146	564,837
Sale of goods			
Other	-	-	-
Total Sales Revenue	446,375	484,146	564,837

(d)   **Grants, subsidies, contributions and donations**
(i)   **Operating Grants**

	Actual YTD FY24/25	Q1 YTD Budget FY24/25	Q1 Revised Budget FY24/25
General purpose grants	9,083,914	9,584,895	9,584,895
State government subsidies and grants	11,793,731	9,205,740	12,274,320
	20,877,645	18,790,635	21,859,215

Mount Isa City Council
Notes to the financial statements
For the period ended 31 December 2024

		Actual YTD $	Q1 YTD Budget $	Q1 Revised $
(ii)	**Capital Grants**			
	State Government subsidies and grants	2,400,403	6,541,500	8,722,000
	Commonwealth Government subsidies and grants	5,220,377	1,342,500	2,873,000
	Total capital grants, subsidies and contributions	**7,620,780**	**7,978,000**	**11,595,000**
4	**Interest and other income**			
(a)	**Interest received**			
	Interest received from financial institutions	1,243,512	1,058,184	2,116,368
	Interest from overdue rates and utility charges	620,797	237,810	475,626
		1,864,309	**1,295,994**	**2,591,994**
(b)	**Other income**			
	Dividend (Mount Isa Water Board)	-	-	3,625,294
	Other income	566,824	622,212	1,244,424
		566,824	**622,212**	**4,869,718**
5	**Other Capital income**			
	Provision for Landfill Rehabilitation			
	Adjustment due to change discount rate	-	-	215,000
	Total Other Capital Income	**-**	**-**	**215,000**
6	**Employee benefits**			
	Employee benefit expenses are recorded when the service has been provided by the employee.			
	Staff wages and salaries	8,878,490	7,782,115	15,464,359
	Councillors' remuneration	333,124	313,040	626,078
	Annual, Sick and Long Service Leave Entitlements	1,602,830	1,753,007	3,506,015
	Workers compensation Insurance	409,432	409,432	409,432
	Fringe Benefits Tax (FBT)	55,900	34,044	68,089
	Superannuation	1,025,619	1,109,039	2,218,078
		12,305,394	**11,400,678**	**22,292,051**
	Less: Capitalised employee expenses	(242,792)	(171,983)	(343,967)
		12,062,602	**11,228,694**	**21,948,084**

Mount Isa City Council
Notes to the financial statements
For the period ended 31 December 2024

7   Materials and services

Advertising, marketing and promotion	-	-	-
Audit Fees *	137,177	150,580	280,580
Bulk Water Purchases	7,280,729	7,102,800	14,205,600
Communications and IT	669,572	1,275,835	2,411,541
Council Enterprises Support	895,201	734,998	1,459,996
Governance and Promotions	893,326	643,272	1,193,377
Land Use Planning and Regulation	300,818	295,904	409,604
Parks and Gardens	1,026,547	812,891	1,280,567
Facilities Management	1,101,105	885,564	1,371,167
Recruitment and Training	444,581	515,826	1,031,365
Community Services	1,253,155	1,107,259	1,967,820
Road Maintenance	2,314,867	1,765,273	2,976,929
Flood Works	10,629,610	6,197,160	12,394,320
Utilities	614,796	613,590	1,175,028
Vehicle and plant operating costs	1,584,033	1,411,971	2,388,834
Waste Levy Payments (Total)	835,987	847,500	1,695,000
Waste Levy Refund **	(497,488)	(489,642)	(979,284)
Waste Management	1,480,670	2,000,855	4,439,543
Water and Sewerage Maintenance	734,301	752,970	1,505,920
Other materials and services	182,381	417,200	506,978
	31,881,368	**27,041,805**	**51,714,885**

8   Finance costs

Finance costs charged by the Queensland Treasury Corporation	434,144	462,011	926,189
Bank charges	89,424	75,000	165,000
	523,568	**537,011**	**1,091,189**

10   Key judgements and estimates:

Cash at bank and on hand	580,992	-	1,285,000
Deposits at call	50,405,074	-	40,139,030
Balance per Statement of Financial Position	50,986,066	-	41,424,030
Less bank overdraft	-	-	
Balance per Statement of Cash Flows	**50,986,066**	**-**	**41,424,030**
Cash and cash equivalents	50,986,066	-	41,424,030
Less: Externally imposed restrictions on cash	(5,157,750)	(3,923,000)	(2,933,304)
Unrestricted cash	**45,828,315**	**(3,923,000)**	**38,490,726**

Externally imposed expenditure restrictions at the reporting date relate to the following cash assets:

Unspent Government Grants and Subsidies	3,872,882	3,923,000	2,933,304
Special Rate Levies Unspent	1,192,037	-	-
Unspent developer contributions	92,831	-	-
Total externally imposed restrictions on cash assets	**5,157,750**	**3,923,000**	**2,933,304**

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Mount Isa City Council
Notes to the financial statements
For the period ended 31 December 2024

		Actual YTD FY24/25	Q1 YTD Budget FY24/25	Q1 Revised Budget FY24/25
11	**Receivables**			
	Current Trade and Other Receivables	**$**	**$**	**$**
	Rates and charges	25,593,455	-	6,767,563
	Statutory Charges (Water charges not yet levied)	3,595,458	-	-
	Less: Water Meter Credits Issued	(3,573,203)	-	-
	Lease Receivables	2,582,788	-	-
	GST Recoverable	(982,170)	-	-
	Prepayments	378,391	-	-
	Other debtors	2,186,422	-	-
	Total Current Trade and Other Receivables	**29,306,988**	**-**	**6,767,563**
12	**Inventories**			
	Inventories held for distribution			
	Quarry and road materials	129,449	-	272,000
		129,449	-	272,000
	Total inventories	**10,605**	**-**	**272,000**

Mount Isa City Council
Notes to the financial statements
For the period ended 31 December 2024

13   **Property, Plant and Equipment**

Council	Land and improvements	Buildings and Other Structures	Other plant and equipment	Road, drainage and bridge network	Water	Sewerage	Work in progress	Total	Intangible Asset Software
Basis of measurement	Fair Value	Fair Value	At Cost	Fair Value	Fair Value	Fair Value	Cost		Cost
Fair value category	Level 2	Levels 2 & 3		Level 3	Level 3	Level 3			
Asset values	$	$	$	$	$	$	$	$	$
Opening gross value as at 1 July 2024	6,873,636	205,992,982	20,665,547	487,793,263	185,767,416	141,744,338	27,897,046	1,076,734,229	-
Additions	-	-	-	-	-	-	9,524,718	9,524,718	-
Disposals								-	
Revaluation								-	
Write off								-	
Write off from WIP								-	
Assets transferred to investment property								-	
Transfers between classes								-	
Closing gross value as at 31 December 2024	6,873,636	205,992,982	20,665,547	487,793,263	185,767,416	141,744,338	37,421,764	1,086,258,946	-
Depreciation expense	-	2,149,355	544,692	2,712,420	1,082,394	954,661	-	7,443,522	-
Depreciation on disposals								-	
Revaluation								-	
Impairment adjustment to asset revaluation surplus								-	
Transfers between classes								-	
Accumulated depreciation as at 31 December 2024	-	33,776,618	11,027,750	164,934,233	115,502,018	74,071,190	-	399,311,808	-

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Mount Isa City Council
Notes to the financial statements
For the period ended 31 December 2024

		Actual YTD FY24/25 $	Q1 Revised Budget FY24/25 $
14	**Contract balances**		
(a)	Contract assets		
		7,617,109	**7,617,000**
(b)	Contract liabilities		
	Funds received upfront to construct Council controlled assets	1,474,911	-
	Non-capital performance obligations not yet satisfied	2,397,971	3,923,000
		3,872,882	**3,923,000**
15	**Payables**		
	Creditors are recognised when goods or services are received, at the amount owed. Amounts owing are unsecured and are generally settled on 30 day terms.		
	Current		
	Creditors	9,297,503	3,998,671
	Prepaid rates	-	
	Other creditors	171,397	958,078
		9,468,900	**4,956,749**
	Current		
	Loans - QTC	1,034,493	2,076,992
	Loans - other	-	-
		1,034,493	**2,076,992**
		13,353,288	**11,321,972**
17	**Provisions**		
	Current		
	Annual leave	1,778,236	1,453,490
	Long service leave	895,337	894,767
	Waste Levy Term Advance	74,234	979,000
	Total Current Provisions	**2,747,806**	**3,327,257**
	Non-Current		
	Long service leave	275,486	674,743
	Landfill rehabilitation	6,576,002	6,576,000
	Waste Levy Term Advance	2,160,809	1,181,000
	Total Non-Current Provisions	**9,012,297**	**8,431,743**
	Landfill rehabilitation		
	Balance at beginning of financial year	6,650,236	6,650,235
	Increase/(decrease) due to change in discount rate	-	-
	Balance at end of financial year	**6,650,236**	**6,650,235**

This is the present value of the estimated cost of restoring the Mount Isa landfill sites to a useable state at the end of its useful life which is expected to be 2062.

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Mount Isa City Council
Notes to the financial statements
For the period ended 31 December 2024

18   Reconciliation of net result for the year to net cash inflow (outflow) from operating activities

Net result	30,568,537	11,819,583
Non-cash items:		
Write off of Prior years WIP to Profit and Loss	-	-
Depreciation and amortisation	7,443,522	13,791,670
Capital grants and contributions	(7,620,780)	(11,595,000)
	(177,258)	2,196,671
Changes in operating assets and liabilities:		
(Increase)/ decrease in receivables	(15,314,031)	7,225,397
(Increase)/ decrease in other assets	-	-
(Increase)/ decrease in contract assets	-	-
(Increase)/decrease in inventory	261,245	-
Increase/(decrease) in payables	(5,052,429)	(9,564,251)
Increase/(decrease) in contract liabilities	(50,000)	-
Increase/(decrease) in other liabilities	-	(215,412)
Increase/(decrease) in employee leave entitlements	(979,287)	-
	(21,134,502)	(2,554,266)
Net cash inflow from operating activities	9,256,777	11,461,988

19   Reconciliation of liabilities arising from financing activities

2025	As at 30 June 2024 $	Cash flows $	As at 30 June 2025 $
Borrowings	15,355,543	967,762	16,323,305

2024	As at 30 June 2023 $	Cash flows $	As at 30 June 2024 $
Borrowings	17,211,948	(1,856,404)	15,355,543

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11.2   MICC DEPARTMENTAL BUSINESS UNITS - FINANCE OVERVIEW REPORT AS OF 31 DECEMBER 2024

Document Number:	**829674**
Author:	**Manager, Corporate and Financial Services**
Authoriser:	**Director Corporate Services**
Directorate:	**Corporate Services**
Portfolio:	**Finance & Customer Service**

EXECUTIVE SUMMARY

The MICC Departmental Business Units Finance Overview Report – December 2024 is presented to the Council for information and consideration.

> **RECOMMENDATION**
>
> **THAT** Council receives and accepts the December 2024 MICC Departmental Business Units Finance Overview Report as presented.

OVERVIEW

In accordance with the requirements of the Local Government Regulation, Council presents a report on the financial operations. MICC Departmental Business Units Finance Overview Report includes Splashez, Buchanan Park, Batch Plant and Fleet Management performance.

Departmental Business Units report highlights income and expenditure against yearly budget on a resource level reporting.

ITEMS OF SIGNIFICANCE

The below summary shows a brief snapshot of how the MICC Directorate and Business Units are tracking in the current year against the budget for the year as adopted by the Council with high-level comments.

1. Executive Services:

Executive Services: Expenditure Summary

Directorate Level (desc)	Q1 Full Budget.	Monthly YTD Actuals.	Committed Balance.	Left to Spend
CEO Office	1,422,132.00	890,882.97	443,822.47	87,426.56
Elected Members	728,574.00	407,901.82	2,947.75	317,724.43
Governance	303,488.00	315,809.35	13,430.00	25,751.35
Media	139,224.00	128,725.52	27,524.11	17,025.63
Procurement	247,293.00	66,533.27	316.90	180,442.83

The **CEO's Office** and **Elected Members** services are tracking well against their budgets with reasonable remaining forecasts. **Governance, Procurement** and **Media** are forecasted to exceed their annual allocations.

2. **Community Services**

Community Services: Income Summary

Directorate Level (desc)	Q1 Full Budget.	Monthly YTD Actuals.	Committed Balance.	Monthly YTD Budget.
Community Development	-	3,000.00	-	3,000.00
Council Businesses	667,972.00	505,844.75	-	- 162,127.25
Economic Development	-	480,689.55	-	480,689.55
Environment Services and La	7,667.00	- 1,802.00	-	- 9,469.00
Environmental Services	122,244.00	118,076.42	-	- 4,167.58
Library Services	-	114,711.86	-	114,711.86
Planning and Land Use	658,996.00	475,500.27	-	- 183,495.73
Regulatory Services	157,476.00	109,774.95	-	- 47,701.05
Waste Management	8,038,591.00	6,597,676.95	-	- 1,440,914.05

Community Development, **Economic Development**, and **Library Services** are tracking within their income forecasts. **Environmental Services** shows a slight shortfall but remains manageable. **Council Businesses**, **Planning** and **Land Use**, **Waste Management** and **Regulatory Services** are under their expected income forecasts mainly due to timing.

Community Services: Expenditure Summary

Directorate Level (desc)	Q1 Full Budget.	Monthly YTD Actuals.	Committed Balance.	Left to Spend
Community Development	310,834.00	85,214.18	4,950.00	220,669.82
Community Services	384,460.00	220,610.62	2,039.15	161,810.23
Council Businesses	3,761,020.00	1,996,724.04	91,447.39	1,672,848.57
Economic Development	2,947,655.00	1,908,547.93	819,640.62	219,466.45
Environment Services and La	332,320.00	240,332.34	5,410.59	86,577.07
Environmental Services	886,612.00	499,046.58	82,111.54	305,453.88
Library Services	974,136.00	562,689.59	113,640.40	297,806.01
Planning and Land Use	914,040.00	591,166.56	72,342.11	250,531.33
Regulatory Services	1,182,952.00	560,725.05	54,570.38	567,656.57
Waste Management	7,773,563.00	3,341,197.73	637,466.23	3,794,899.04

Overall expenditure is in general alignment to forecasts, with no immediate overspending concerns indicated.

Community Business Units

i.   **Splashez Report**: Performance showing half year operating expenditure of $460k which is (90%) of the budgeted **half year** total of $510k, and there are committed costs of $64k.

Income year to date is $193k compared to half year budget of $199k. Income is under budget by $5k which is minimal.
Overall performance is a deficit $266K(negative).

Operating/ Capital	O		-$311,134	-$266,964		Surplus /(Deficit)
Master Account	Splashez Aquatic Services					

Account Type	Sub Ledger Account (desc)	YTD Current Budget	Actual YTD	Commited YTD		Budget To Spen
I	Fees & Charges	-	177,924	-		177,924
I	Sales Revenue	199,300 -	15,965	-	-	183,335
I		- 199,300 -	193,889	-	-	5,411
E	Administration & Support	-	18,083	-	-	18,083
E	Consultants & Contractors	4,800	-	-		4,800
E	Depreciation & Amortisation	68,728	86,614	-		17,886
E	Electricity	15,000	129	-		14,871
E	Maintenance Expense	288,925	231,812	9,370		47,742
E	Other Operating Expenses	132,846	124,081	54,745	-	45,980
E	Subscriptions & Memberships	135	135	-		-
E		510,434	460,853	64,115	-	14,535
Grand Total		311,134	266,964	64,115		

ii.   **Buchanan Park Report**: Performance showing a half year expenditure total of $727k (99%) of the budgeted Half year total of $735k.

Income year to date is $50k compared to half year budget of $30k. Income is above target by $19k.
Overall performance is a deficit $677k (negative).

Operating/ Capital	O		-$704,694	-$677,432		Surplus /(Deficit)
Master Account	Buchanan Park Events Complex					

Account Type	Sub Ledger Account (desc)	YTD Current Budget	Actual YTD	Commited YTD		Budget To Spend
I	Fees & Charges	-	30,738 - 50,096	-		19,358
I		-	30,738 - 50,096	-		19,358
E	Administration & Support	-	46,357	-	-	46,357
E	Consultants & Contractors	15,000	17,911	5,615	-	8,526
E	Depreciation & Amortisation	437,529	433,704	-		3,825
E	Electricity	15,000	22,248	-	-	7,248
E	Maintenance Expense	22,655	18,493	5,350	-	1,188
E	Other Operating Expenses	245,248	188,815	61		56,373
E		735,432	727,528	11,026	-	3,122
Grand Total		704,694	677,432	11,026		

iii.   **Civic Centre Report:** Performance showing a half year expenditure total of $600k (106%) of the budgeted half year total of $565k.

Income year to date is $262k compared to half year budget of $131k. Income is above target by $132k.
Overall performance is a deficit $339k (negative).

Operating/ Capital	O		-$434,854	-$339,104		Surplus /(Deficit)
Master Account	Civic Centre					

Account Type	Sub Ledger Account (desc)	YTD Current Budget	Actual YTD	Commited YTD		Budget To Spend
I	Fees & Charges	-	130,098 - 153,607	-		23,509
I	Sundry Income	-	- 108,253	-		108,253
I		-	130,098 - 261,859	-		131,761
E	Administration & Support	205,064	256,830	-		51,765
E	Depreciation & Amortisation	106,053	117,735	-	-	11,683
E	Electricity	52,152	42,153	-		9,999
E	Maintenance Expense	18,964	6,540	4,985		7,439
E	Other Operating Expenses	180,394	173,854	5,885		655
E	Subscriptions & Memberships	2,325	3,853	-	-	1,528
E		564,952	600,964	10,870	-	46,882
Grand Total		434,853.98	339,104.38	10,870.38		

3. Corporate Services

Corporate Services: Income Summary

Directorate Level (desc)	Q1 Full Budget.	Monthly YTD Actuals.	Committed Balance.	Left to Spend
Financial Services	34,854,485.00	30,048,674.85	-	- 4,805,810.15
Human Resources	-	160,630.94	-	160,630.94
IT and Records	-	463.00	-	463.00

Overall general alignment to forecast, the variance is mainly due to timing of the water board dividend $3.6m.

Corporate Services: Expenditure Summary

Directorate Level (desc)	Q1 Full Budget.	Monthly YTD Actuals.	Committed Balance.	Left to Spend
Asset Management	463,358.00	171,881.49	201,764.27	89,712.24
Corporate Services	433,475.00	165,493.44	-	267,981.56
Financial Services	1,199,682.00	1,062,974.43	319,402.74	182,695.17
Human Resources	2,615,995.00	1,478,826.02	198,908.95	938,260.03
IT and Records	3,143,549.00	1,109,915.63	249,836.98	1,783,796.39

Overall, expenditure is largely under control with reasonable remaining forecasts.

4. Infrastructure Services

Infrastructure Services : Income Summary

Directorate Level (desc)	Q1 Full Budget.	Monthly YTD Actuals.	Committed Balance.	Monthly YTD Budget.
Disaster Management	14,817,823.00	11,191,582.80	-	- 3,626,240.20
Facilities Management	-	39,616.80	-	39,616.80
Infrastructure Services	-	45,708.01	-	45,708.01
Major Projects	191,036.00	2,256.50	-	- 188,779.50
Water and Sewerage	32,155,928.00	22,556,954.46	-	- 9,598,973.54
Works and Operations	2,918,949.00	4,212,718.91	-	1,293,769.91

Works and Operations, **Facilities Management**, and **Infrastructure Services** are meeting income expectations, shortfalls in **Disaster Management** ($3.63M), **Water and Sewerage** ($9.6M), and **Major Projects** ($188K) mainly due to timing and water credits.

Infrastructure Services : Expenditure Summary

Directorate Level (desc)	Q1 Full Budget.	Monthly YTD Actuals.	Committed Balance.	Left to Spend
Disaster Management	267,586.00	423,274.18	2,520.00	- 158,208.18
Facilities Management	4,171,114.00	2,722,229.70	773,516.45	675,367.85
Infrastructure Services	846,204.00	686,225.00	109,938.25	50,040.75
Major Projects	320,586.00	254,379.07	-	66,206.93
Water and Sewerage	22,056,028.00	11,703,198.92	1,110,818.40	9,242,010.68
Works and Operations	33,882,737.00	22,297,083.10	2,282,585.92	9,303,067.98

Most areas within **Infrastructure Services** are forecast to be within budget. However, **Disaster Management** is forecast to exceed its budget by $158k, requiring proactive adjustments to control expenses.

Infrastructure Business Units

i.   **Batch Plant Report:** Performance showing a half year expenditure total of $700k (66%) of the budgeted half year total of $1,063k (adjusted at qtr 1 Budget Review).

Income year to date is $365k compared to half year budget of $484k. Income is below target by $120k.
Overall performance is a deficit $336k (negative).

Operating/ Capital	O		-$578,904	-$336,088		Surplus /(Deficit)
Master Account	Batch Plant					

Account Type	Sub Ledger Account (desc)	YTD Current Budget	Actual YTD	Commited YTD	Budget To Spend
I	Sales Revenue	- 484,146	- 364,604	-	119,542
I		- 484,146	- 364,604	-	119,542
E	Administration & Support	168,424	73,633	-	94,791
E	Consultants & Contractors	3,851	2,888	-	963
E	Cost of Goods - Batch Plant	778,626	476,185	-	302,441
E	Maintenance Expense	76,512	136,074	639	- 60,201
E	Other Operating Expenses	35,637	11,912	555	23,171
E		1,063,050	700,692	1,193	361,165
Grand Total		578,904	336,088	1,193	

i. **Fleet and Workshop Report:** Performance showing a half year expenditure total of $2,238k (97%) of the budgeted half year total of $2,312k.

Income year to date is $1,297k compared to half year budget of $1,433k. Income is above target by $136k.

Overall performance is a deficit $941k (negative).

Operating/ Capital	O		-$879,779	-$941,802		Surplus /(Deficit)
Master Account	Fleet Management					

Account Type	Sub Ledger Account (desc)	YTD Current Budget	Actual YTD	Commited YTD	Budget To Spend
I	Plant Hire Recovery - Internal	- 1,303,974	- 1,297,051	- -	6,923
I	Sales Revenue	- 128,748	-	- -	128,748
I		- 1,432,722	- 1,297,051	- -	135,671
E	Administration & Support	457,213	194,601	-	262,612
E	Consultants & Contractors	169,785	167,228	4,009 -	1,451
E	Depreciation & Amortisation	659,145	487,395	-	171,750
E	Insurance Expense	94,689	94,689	-	-
E	Maintenance Expense	57,740	67,623	10,294 -	20,177
E	Other Operating Expenses	47,246	35,800	3,162	8,284
E	Plant Expenses	557,705	920,513	53,207 -	416,015
E	Recoverable Works Expense	268,813	271,004	409 -	2,600
E	Subscriptions & Memberships	165	-	-	165
E		2,312,501.10	2,238,853.25	71,080.70	2,567.15
Grand Total		879,778.70	941,802.07	71,080.70	

ATTACHMENTS

Nil

11.3	MICCOE FINANCE OVERVIEW REPORT - NOVEMBER 2024

Document Number: **828849**

Author: **Manager, Corporate and Financial Services**

Authoriser: **Director Corporate Services**

Directorate: **Corporate Services**

Portfolio: **Finance & Customer Service**

EXECUTIVE SUMMARY

The MICCOE November 2024 Finance Overview Report is presented to the Council for information and consideration.

RECOMMENDATION

THAT Council receives and accepts the November 2024 MICCOE Finance Overview Report as presented.

OVERVIEW

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

VARIANCES AND ITEMS OF SIGNIFICANCE

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

The following report covers the following key areas (in order) of the list:
1. Operational Performance (Actual vs Budget)

2. Statement of Comprehensive Income (YTD Actual vs. Prior Year)

3. Statement of Financial Position (YTD Actual vs. Prior Year)

4. Statement of Changes In Equity (YTD Actual vs. Prior Year)

5. Statement of Cash Flows (YTD Actual vs. Prior Year)

6. Notes to financial statements (YTD Actual vs. Prior Year)

7. Operating Surplus Ratio

8. Cash Balance

1. **OPERATIONAL PERFORMANCE (Actual vs. Budget)**
   Revenue and Expenditure Summary as of 30 November 2024

   Due to the MICC decision to write off all outstanding MICCOE invoices amounting to $194,802.24 relating to Insurance Costs, Water consumption charges and rates incurred in the year ended 30 June 2024 and strong permanence by the café and catering team combined with reduced operating costs especially wages and staff related expenses the result is positive when compared to Budget for the month and year to date. The income received from grants is also useful. A detailed analysis of Operating performance is included below:

	YTD Budget 2025	YTD Actual 2025	YTD Progress %
	$	$	
Revenue			
	YTD Budget 2025	YTD Actual 2025	
Sales and services	619,858	696,909	112.43%
Subsidies received	483,333	886,169	183.35%
Other income	-	114,900	10.00%
	1,103,192	1,697,979	153.92%
Expenses			
	YTD Budget 2025	YTD Actual 2025	
Employee costs	622,462	725,186	116.50%
Materials and services	458,519	530,059	115.60%
Depreciation	12,800	13,065	102.07%
Finance costs	80	144	180.05%
	1,093,861	1,268,453	116%
Surplus/(deficit) before income tax	**9,331**	**429,525**	

Revenue Highlights:
Riversleigh Tours and the Isa Experience sales are down this calendar and while under budget the Hard Times Mine and Indigenous sales were strong. Café and catering are better than budget and perming well and merchandise sales were close to budget.
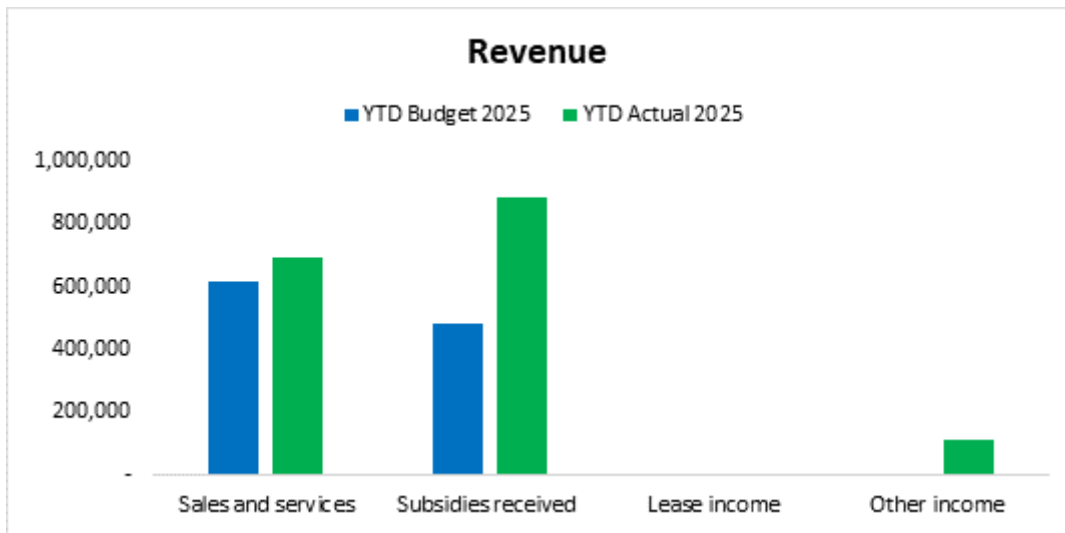
Expenses Highlights:

Capitalised item Ausheat AF812R Freestanding Electric fryer Rapid Recovery Single Pan 29Ltr replace for Outback Café - $6,072.10

Capitalised Grant Expenditure - Indigenous Art gallery Improvements Building - $42,001

Replace old with new carpet for MICCOE Board Room $4,010

Credits of $149,032.24 to Water rates both Outback at Isa and Centenary Park due to previous Meter Error and water leaks.

Credits Insurance 2024 $45,770
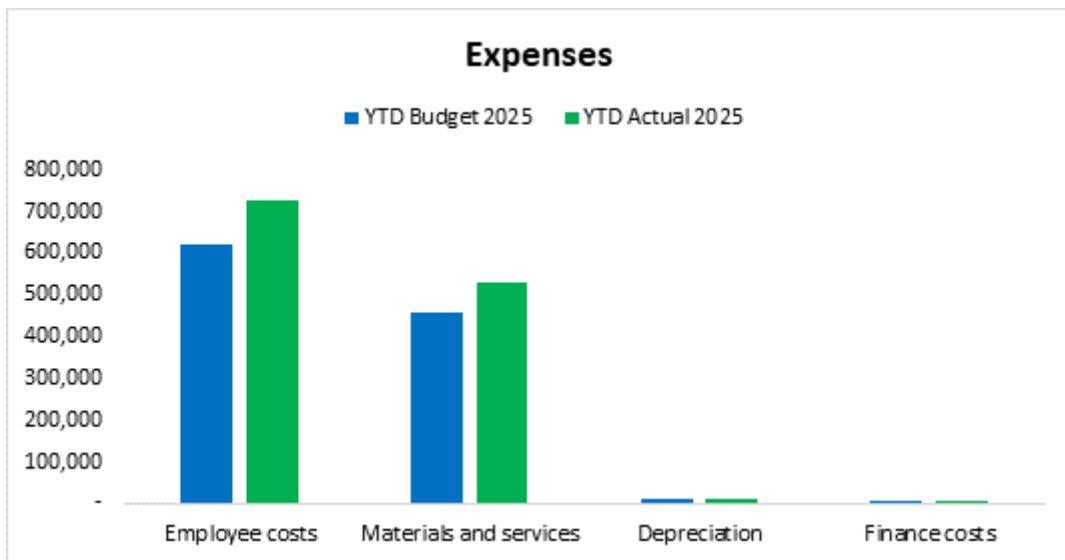
2. **Statement of Comprehensive Income (YTD Actual vs. Prior Year)**

	Note	2025	2024
		$	
Revenue			
Sales and services	3	696,909	1,200,473
Subsidies received from Mount Isa City Council	12	886,169	1,400,000
Lease income		-	
Grant income		114,900	3,000
Write back of insurance payable to Mount Isa City Council		-	
		1,697,979	2,603,473
Expenses			
Employee costs	4	725,186	1,656,961
Materials and services	4	530,059	1,207,120
Depreciation		13,065	30,559
Finance costs		144	310
		1,268,453	2,894,950
Surplus/(deficit) before income tax expense		429,525	(291,477)
Income tax expense		-	-

3. Statement of Financial Position (YTD Actual vs. Prior Year)

	Note	2025	2024
		$	**$**
Assets			
Current assets			
Cash and cash equivalents	5	153,349	87,056
Trade and other receivables		127,572	171,874
Prepayments		-	-
Inventories	6	62,250	77,841
Total current assets		343,171	336,771
Non-current assets			
Plant and equipment	7	167,234	122,562
Total non-current assets		167,234	122,562
Total assets		510,405	459,333
Liabilities			
Current liabilities			
Trade and other payables	8	102,856	515,461
Employee benefits		201,740	169,455
Total current liabilities		304,596	684,916
Non-Current liabilities			
Employee benefits		23,184	21,316
Total non-current liabilities		23,184	21,316
Total Liabilities		327,779	706,232
Net assets		182,625	(246,899)
Equity			
Issued capital	9	1	1
Retained surplus		182,625	(246,900)
Total equity		182,626	(246,899)

4. Statement of Changes in Equity (YTD Actual vs. Prior Year)

	Issued capital $	Retained surplus $	Total equity $
Balance at 1 July 2024	1	(246,900)	(246,899)
Surplus/(deficit) after income tax expense for the year	-	429,525	429,525
Total comprehensive income for the year	-	429,525	429,525
Balance at 30 June 2025	1	182,625	182,626
	Issued capital $	Retained surplus $	Total equity $
Balance at 1 July 2023	1	44,577	44,578
Surplus/(deficit) after income tax expense for the year	-	(291,477)	(291,477)
Total comprehensive income for the year	-	(291,477)	(291,477)
Balance at 30 June 2024	1	(246,900)	(246,899)

5. Statement of Cash Flows (YTD Actual vs. Prior Year)

		2025 $	2024 $
Cash flows from operating activities			
Receipts from customers (inclusive of GST)		756,803	1,102,267
Payments to suppliers and employees (inclusive of GST)		(1,646,906)	(2,498,372)
Subsidies received		886,169	1,400,000
Other revenue		114,900	3,000
Net cash from/(used in) operating activities		110,966	6,895
Cash flows from investing activities			
Payments for plant and equipment		(57,737)	- 8,514
Accumulated Depreciation		13,065	
Net cash used in investing activities		(44,672)	(8,514)
Net increase/(decrease) in cash and cash equivalents		66,294	- 1,619
Cash and cash equivalents at the beginning of the financial year		87,056	88,675
Cash and cash equivalents at the end of the financial year	5	153,349	87,056

6. Notes to financial statements (YTD Actual vs. Prior Year)

Note 3. Revenue

	2025 $	2024 $
Cafe Revenue	297,961	468
Merchandise Revenue	99,057	229,812
Events Revenue	14,746	41,896
Tour Revenue	285,145	460,382
Lease Revenue	-	-
Subsidies Received from Mount Isa City Council	886,169	1,400,000
Grant Income	114,900	3,000
Write back of insurance payable to Mount Isa City Council	-	-
Total Revenue	1,697,979	2,135,558

Note 4. Expenses

Profit/(Loss) before income tax includes the following specific expenses:

Employee Costs

	2025	2024
Gross Wages	561,925	1,302,246
Employee Leave Entitlements	62,898	143,053
Superannuation	67,190	149,690
Other	33,173	61,972
Total Employee Costs	725,186	1,656,961

Materials and Services

Administration Costs	7,389	25,524
Advertising and marketing	14,317	31,834
Cleaning	10,527	22,405
Contractors	91,728	7,822
Cost of Food and Beverage Sales	168,737	337,104
Cost of Merchandise Sales	43,166	102,078
Electricity	42,024	122,849
Event Costs	-	-
Insurance	-	45,770
Other Operating Expenses	14,981	-
QAO Auditors Remuneration	-	31,500
Rates	79,791	230,392
Repairs and Maintenance	52,737	175,558
Small Equipment Purchases	881	9,899
Telephone and Internet	3,780	18,161
Other operating expenses		42,840
Loss on disposal		3,384
Total Materials and Services Expenses	530,059	1,207,120

Depreciation

Plant and equipment	13,065	30,559
Total depreciation	13,065	30,559

Finance Costs

Bank Charges	144	310
Total Finance Costs	144	310

Note 4. Expenses (continued)

	2025	2024
	$	$
Key Management Personnel		
Remuneration Paid or Payable to Key Management Personnel of the Company:	51,910	122,733
Total Key Management Personnel	51,910	122,733

Note 5. Current Assets - Cash and Cash Equivalents

Cash at Bank	152,749	86,696
Cash on Hand	600	360
Payroll Clearing	-	-
	153,349	87,056

Note 6. Current Assets - Inventories

Merchandise	60,360	75,570
Consumables	1,890	2,271
	62,250	77,841

Note 7. Non-Current Assets - Plant and Equipment

Heritage and Community (Gemstones) - at cost	40,000	40,000
	40,000	40,000
Plant and equipment - at cost	457,750	400,013
Less: Accumulated depreciation	(330,516)	(317,451)
	127,234	82,562
	167,234	122,562

Reconciliations

Reconciliations of the written down values at the beginning and end of the current financial year are set out below:

	Heritage and Community	Plant and Equipmen	Total
	$	$	$
Balance at 1 July 2024	40,000	400,013	440,013
Additions	-	48,668	48,668
Depreciation expense	-	(10,347)	(10,347)
Balance at 30 June 2025	40,000	438,334	478,334

	2025 $	2024 $
Note 8. Current Liabilities - Trade and Other Payables		
Trade payables	54,316	157,338
Payables to related parties	-	194,802
Accrued expenses	-	93,288
Superannuation payable	25,157	35,280
PAYG payable	23,912	21,194
Net GST payable	(530)	13,559
	102,856	515,461

Note 9. Equity - Issued Capital

Ordinary shares - fully paid	-	1

Ordinary shares

Mount Isa City Council Owned Enterprises Pty Ltd is a company limited by shares, incorporated and domiciled in Australia. All share capital is issued to Mount Isa City Council.

Note 10. Contingent liabilities

The company had no contingent liabilities as at 30 November 2024.   (2024 Nil)

Note 11. Commitments

The company had no commitments for expenditure as at 30 November 2024. (2024 Nil)

Note 12. Related party transactions

(a) *Parent Entity*
The ultimate parent entity is Mount Isa City Council.

(b) The Mount Isa City Council provides a subsidy to the Company to assist with operating expenses. The Company is dependent upon the receipt of the subsidy to continue its operations. The remainder of the cash receipts relates to Council purchases of goods and services from MICCOE such as catering.

	2025 $	2024 $
Cash receipts - subsidy	886,169	1,400,000
Cash receipts - other	5,753	82,785
	891,922	1,482,785

7. OPERATING SURPLUS RATIO

The below statement shows the YTD Operating Surplus Ratio compared to the YTD actuals, year to date budget and previous year actuals.

Operating Surplus Ratio

- ■ Operating Surplus Ratio

1%	25%	-11%
YTD Budget 2025	YTD Actual 2025	Actual 2024
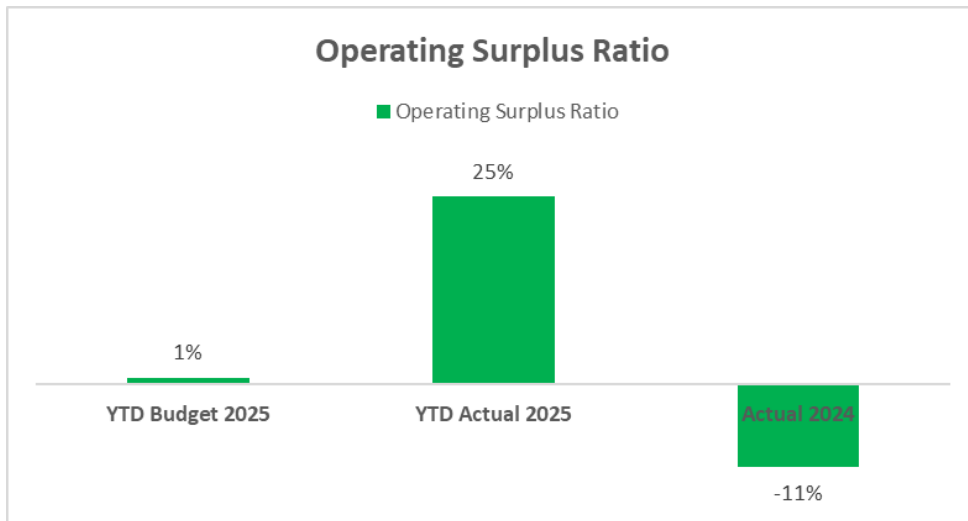
Current Ratio: The Current Ratio YTD is 113%, which is above the target of 100%.
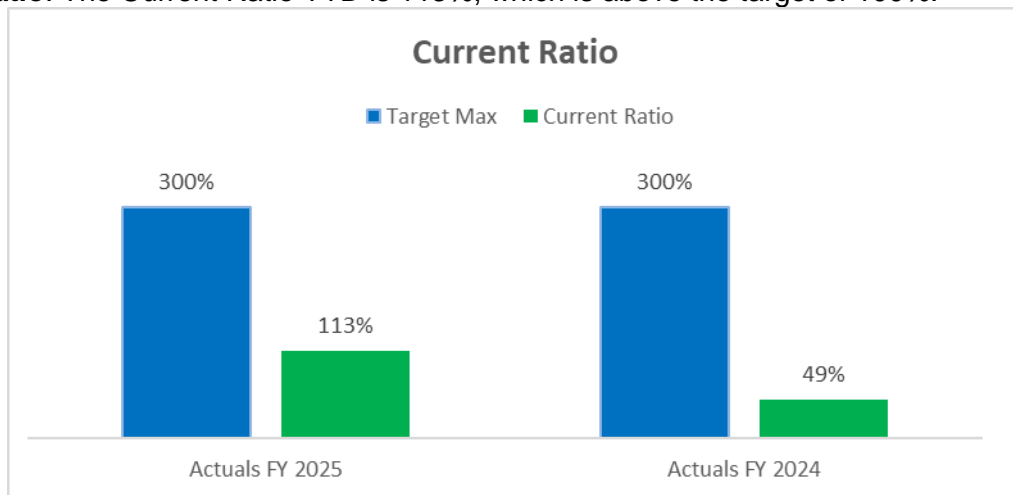
Current Ratio

- ■ Target Max   ■ Current Ratio

Actuals FY 2025		Actuals FY 2024	
300%	113%	300%	49%

8. CASH BALANCE

Cash Balances	
	$
July 2024	172,230
Aug 2024	226,418
Sept 2024	175,414
Oct 2024	209,950
Nov 2024	153,349
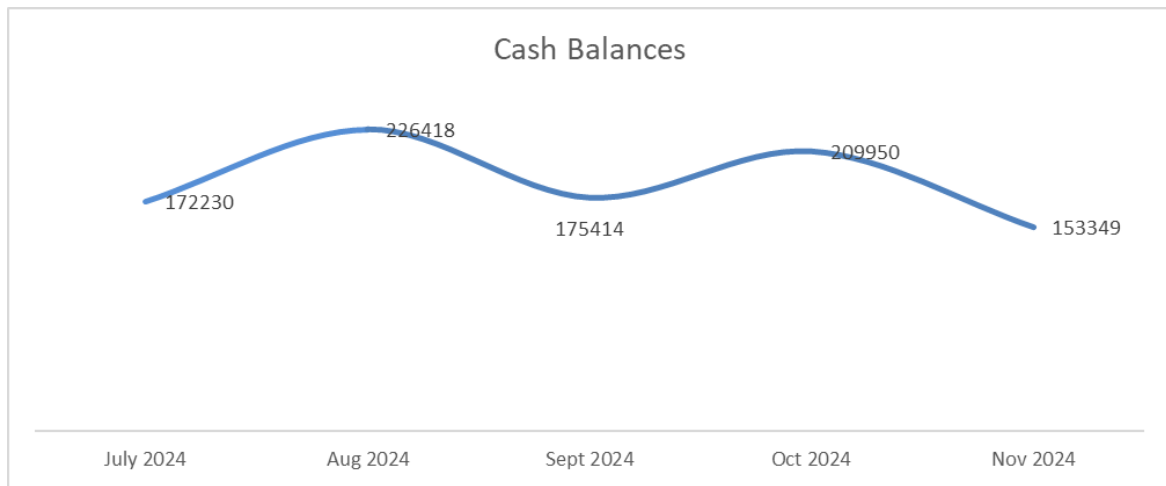
ATTACHMENTS

Nil

11.4	MICCOE FINANCE OVERVIEW REPORT - DECEMBER 2024

Document Number: **831090**

Author: **Manager, Corporate and Financial Services**

Authoriser: **Director Corporate Services**

Directorate: **Corporate Services**

Portfolio: **Finance & Customer Service**

EXECUTIVE SUMMARY

The MICCOE December 2024 Finance Overview Report is presented to the Council for information and consideration.

RECOMMENDATION

THAT Council receives and accepts the December 2024 MICCOE Finance Overview Report as presented.

OVERVIEW

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

VARIANCES AND ITEMS OF SIGNIFICANCE

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

The following report covers the following key areas (in order) of the list:
1. Operational Performance (Actual vs Budget)

2. Statement of Comprehensive Income (YTD Actual vs. Prior Year)

3. Statement of Financial Position (YTD Actual vs. Prior Year)

4. Statement of Changes In Equity (YTD Actual vs. Prior Year)

5. Statement of Cash Flows (YTD Actual vs. Prior Year)

6. Notes to financial statements (YTD Actual vs. Prior Year)

7. Operating Surplus Ratio

8. Cash Balance

1. **OPERATIONAL PERFORMANCE (Actual vs. Budget)**
   Revenue and Expenditure Summary as of 31 December 2024

   The below summary shows a brief snapshot of how the Council is tracking in the current year against the budget for the year as adopted by the Council.

   A positive result to date due to the MICC decision to write off all outstanding MICCOE invoices amounting to $194,802.24 in the year ended 30 June 2024 and incurred/to be incurred in the period ended 30 June 2025 relating to insurance costs, water consumption charges and rates. A strong permanence by the café and catering team combined with reduced operating costs especially wages and staff related expenses the result is positive when compared to Budget for the month and year to date. Income received from grants invoice for $75,000 processed in December to State Development and Infrastructure being for funding final 50% Grant Monies Reptile & Wildlife Project. A detailed analysis of Operating performance is included below:

	YTD Budget 2025 $	YTD Actual 2025 $	YTD Progress %
Revenue			
Sales and services	1,142,325	747,178	65.41%
Subsidies received	724,998	1,006,169	138.78%
Other income	-	189,900	10.00%
	1,867,323	1,943,247	104.07%
Expenses			
Employee costs	936,948	879,500	93.87%
Materials and services	867,659	572,433	65.97%
Depreciation	19,200	15,879	82.70%
Finance costs	120	174	145.03%
	1,823,927	1,467,986	80%
Surplus/(deficit) before income tax	**43,396**	**475,261**	

Revenue Highlights:

Hard Times Mine, Riversleigh Tours and the Isa Experience sales are down this calendar month. Café and catering are better than budget and perming well and merchandise sales were close to budget.
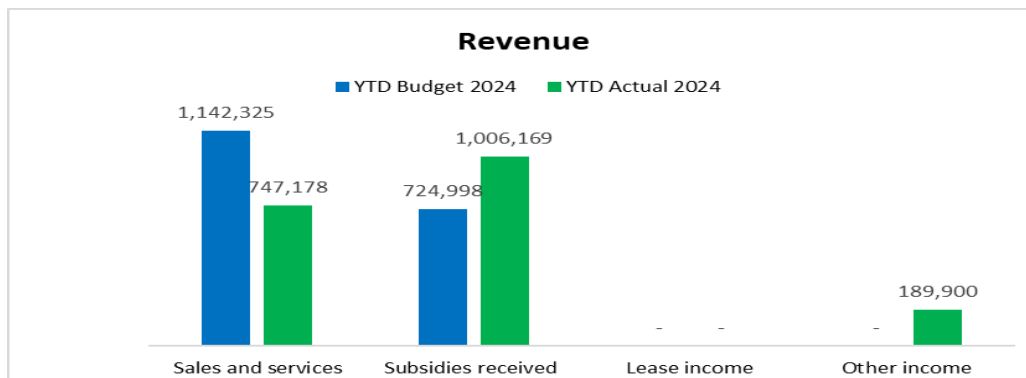
Expenses Highlights:

Grant Capitalised item - Supply Install Commercial Door to Indigenous Art Gallery $5,797.

Grant Expenditure – Mt Isa Shades (Holland Roller Blind-New Indigenous Art Gallery Window $612)/ The Gallery System (Hangers Hooks - New Indigenous Art Gallery $644)

Credits of $6046 (Extra subsidy from MICC) to water rates Outback at Isa for period QTR ended 30th Sep 2024.

Credits Insurance 2024 $45,770

Wages consisted of 3 fortnight payments in December 2025 ($120,248)
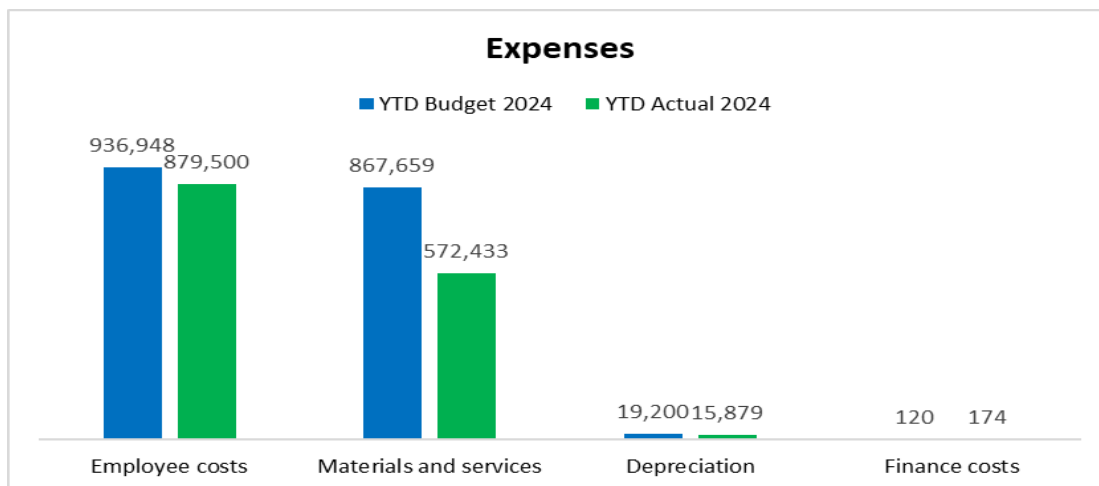
2. **Statement of Comprehensive Income (YTD Actual vs. Prior Year)**

	Note	2025	2024
		$	
Revenue			
Sales and services	3	747,178	1,200,473
Subsidies received from Mount Isa City Council	12	1,006,169	1,400,000
Lease income		-	
Grant income		189,900	3,000
Write back of insurance payable to Mount Isa City Council		-	
		1,943,247	2,603,473
Expenses			
Employee costs	4	879,500	1,656,961
Materials and services	4	572,433	1,207,120
Depreciation		15,879	30,559
Finance costs		174	310
		1,467,986	2,894,950
Surplus/(deficit) before income tax expense		475,261	(291,477)
Income tax expense		-	-
Surplus/(deficit) after income tax expense		**475,261**	**(291,477)**

3. Statement of Financial Position (YTD Actual vs. Prior Year)

	Note	2025	2024
		$	$
Assets			
Current assets			
Cash and cash equivalents	5	229,208	87,056
Trade and other receivables		93,039	171,874
Prepayments		-	-
Inventories	6	59,819	77,841
Total current assets		382,066	336,771
Non-current assets			
Plant and equipment	7	164,420	122,562
Total non-current assets		164,420	122,562
Total assets		546,486	459,333
Liabilities			
Current liabilities			
Trade and other payables	8	103,816	515,461
Employee benefits		190,657	169,455
Total current liabilities		294,474	684,916
Non-Current liabilities			
Employee benefits		23,652	21,316
Total non-current liabilities		23,652	21,316
Total Liabilities		318,125	706,232
Net assets		228,361	(246,899)
Equity			
Issued capital	9	1	1
Retained surplus		228,360	(246,900)
Total equity		228,361	(246,899)

4. Statement of Changes in Equity (YTD Actual vs. Prior Year)

	Issued capital $	Retained surplus $	Total equity $
Balance at 1 July 2024	1	(246,900)	(246,899)
Surplus/(deficit) after income tax expense for the year	-	475,261	475,261
Total comprehensive income for the year	-	475,261	475,261
Balance at 30 June 2025	1	228,360	228,361
	Issued capital $	**Retained surplus $**	**Total equity $**
Balance at 1 July 2023	1	44,577	44,578
Surplus/(deficit) after income tax expense for the year	-	(291,477)	(291,477)
Total comprehensive income for the year	-	(291,477)	(291,477)
Balance at 30 June 2024	1	(246,900)	(246,899)

5. Statement of Cash Flows (YTD Actual vs. Prior Year)

		2025 $		2024 $
Cash flows from operating activities				
Receipts from customers (inclusive of GST)		844,035		1,102,267
Payments to suppliers and employees (inclusive of GST)		(1,856,093)		(2,498,372)
Subsidies received		1,006,169		1,400,000
Other revenue		189,900		3,000
Net cash from/(used in) operating activities		184,011		6,895
Cash flows from investing activities				
Payments for plant and equipment		(57,737)	-	8,514
Accumulated Depreciation		15,879		
Net cash used in investing activities		(41,858)		(8,514)
Net increase/(decrease) in cash and cash equivalents		142,152	-	1,619
Cash and cash equivalents at the beginning of the financial year		87,056		88,675
Cash and cash equivalents at the end of the financial year	5	229,208		87,056

6. Notes to financial statements (YTD Actual vs. Prior Year)

Note 3. Revenue

	2025 $	2024 $
Cafe Revenue	332,495	468
Merchandise Revenue	105,082	229,812
Events Revenue	17,526	41,896
Tour Revenue	292,074	460,382
Lease Revenue	-	-
Subsidies Received from Mount Isa City Council	1,006,169	1,400,000
Grant Income	189,900	3,000
Write back of insurance payable to Mount Isa City Council	-	-
Total Revenue	1,943,247	2,135,558

Note 4. Expenses

Profit/(Loss) before income tax includes the following specific expenses:

Employee Costs

	2025	2024
Gross Wages	682,173	1,302,246
Employee Leave Entitlements	75,974	143,053
Superannuation	83,743	149,690
Other	37,611	61,972
Total Employee Costs	879,500	1,656,961

Materials and Services

	2025	2024
Administration Costs	8,821	25,524
Advertising and marketing	16,176	31,834
Cleaning	11,762	22,405
Contractors	93,177	7,822
Cost of Food and Beverage Sales	178,277	337,104
Cost of Merchandise Sales	46,729	102,078
Electricity	55,108	122,849
Event Costs	-	-
Insurance	-	45,770
Other Operating Expenses	15,936	-
QAO Auditors Remuneration	-	31,500
Rates	79,791	230,392
Repairs and Maintenance	60,585	175,558
Small Equipment Purchases	1,766	9,899
Telephone and Internet	4,305	18,161
Other operating expenses		42,840
Loss on disposal		3,384
Total Materials and Services Expenses	572,433	1,207,120

Depreciation

	2025	2024
Plant and equipment	15,879	30,559
Total depreciation	15,879	30,559

Finance Costs

	2025	2024
Bank Charges	174	310
Total Finance Costs	174	310

Note 4. Expenses (continued)

	2025 $	2024 $
Key Management Personnel		
Remuneration Paid or Payable to Key Management Personnel of the Company:	66,288	122,733
Total Key Management Personnel	66,288	122,733

Note 5. Current Assets - Cash and Cash Equivalents

	2025	2024
Cash at Bank	227,990	86,696
Cash on Hand	1,219	360
Payroll Clearing	-	-
	229,208	87,056

Note 6. Current Assets - Inventories

	2025	2024
Merchandise	57,381	75,570
Consumables	2,438	2,271
	59,819	77,841

Note 7. Non-Current Assets - Plant and Equipment

	2025	2024
Heritage and Community (Gemstones) - at cost	40,000	40,000
	40,000	40,000
Plant and equipment - at cost	457,750	400,013
Less: Accumulated depreciation	(333,330)	(317,451)
	124,420	82,562
	164,420	122,562

Reconciliations

Reconciliations of the written down values at the beginning and end of the current financial year are set out below:

	Heritage and Community $	Plant and Equipmen $	Total $
Balance at 1 July 2024	40,000	400,013	440,013
Additions	-	57,738	57,738
Depreciation expense	-	(15,879)	(15,879)
Balance at 31 Dec 2025	40,000	441,872	481,872

	2025	2024
	$	$
Note 8. Current Liabilities - Trade and Other Payables		
Trade payables	31,701	157,338
Payables to related parties	-	194,802
Accrued expenses	-	93,288
Superannuation payable	41,710	35,280
PAYG payable	29,466	21,194
Net GST payable	939	13,559
	103,816	515,461

Note 9. Equity - Issued Capital

	2025	2024
Ordinary shares - fully paid	-	1

Ordinary shares

Mount Isa City Council Owned Enterprises Pty Ltd is a company limited by shares, incorporated and domiciled in Australia. All share capital is issued to Mount Isa City Council.

Note 10. Contingent liabilities

The company had no contingent liabilities as at 31 Dec 2024. (2024 Nil)

Note 11. Commitments

The company had no commitments for expenditure as at 31 Dec 2024. (2024 Nil)

Note 12. Related party transactions

(a) *Parent Entity*
The ultimate parent entity is Mount Isa City Council.

(b) The Mount Isa City Council provides a subsidy to the Company to assist with operating expenses. The Company is dependent upon the receipt of the subsidy to continue its operations. The remainder of the cash receipts relates to Council purchases of goods and services from MICCOE such as catering.

	2025	2024
	$	$
Cash receipts - subsidy	1,006,169	1,400,000
Cash receipts - other	14,675	82,785
	1,020,844	1,482,785

7. OPERATING SURPLUS RATIO

The below statement shows the YTD Operating Surplus Ratio compared to the YTD actuals, year to date budget and previous year actuals.

	Actuals FY 2025	Actuals FY 2024	
Current Ratio	130%	49%	
Target Max	300%	300%	
Target Min	100%	100%	
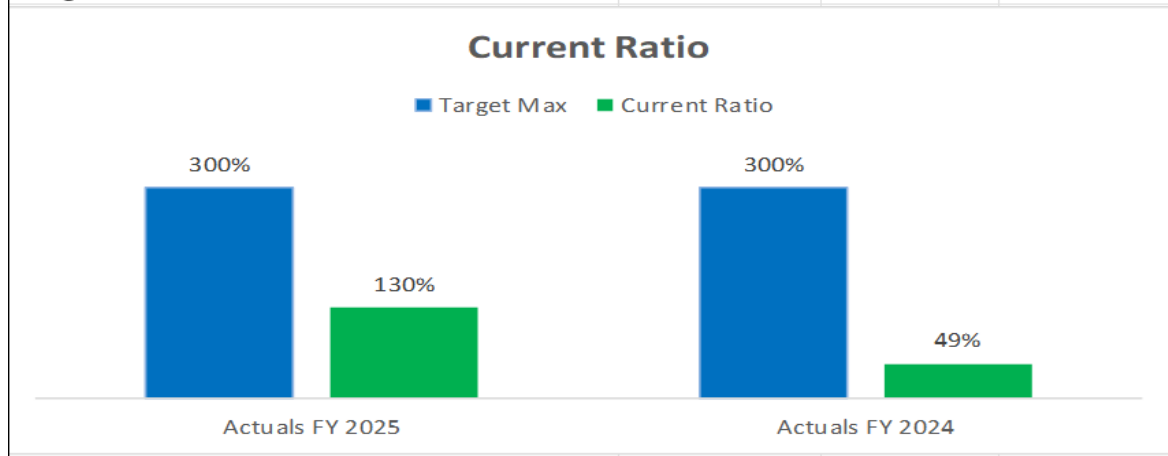
Current Ratio: The Current Ratio YTD is 130%, which is above the target of 100%.

8. CASH BALANCE

Cash Balances	
	$
July 2024	172,230
Aug 2024	226,418
Sept 2024	175,414
Oct 2024	209,950
Nov 2024	153,349
Dec 2024	229,208

Cash Balances
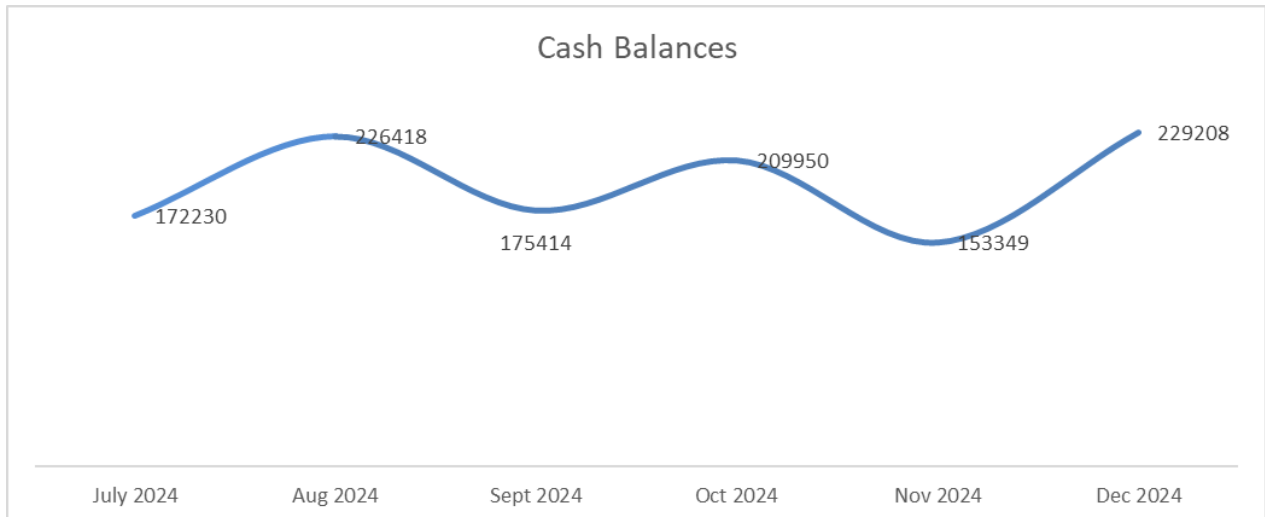
ATTACHMENTS

Nil

11.5	ASSET MANAGEMENT PLANS FOR ADOPTION

Document Number: 830262

Author: Senior Finance Officer

Authoriser: Director Corporate Services

Directorate: Corporate Services

Portfolio: Finance & Customer Service

EXECUTIVE SUMMARY

As required by Queensland Local Government Regulations 2012, Asset Management Plans guide the acquisition, use and disposal of assets, to make the most of their service delivery potential and manage the related risks and costs over the full life of the assets. The following Asset Management Plans are presented to Council for adoption:

1. MICC Strategic Asset Management Plan
2. MICC Fleet Asset Management Plan
3. MICC Buildings and Other Structures Asset Management Plan

RECOMMENDATION

THAT Council adopts the following Asset Management Plans as presented:

1. MICC Strategic Asset Management Plan
2. MICC Fleet Asset Management Plan
3. MICC Buildings and Other Structures Asset Management Plan

AND

THAT Council integrates the adopted Asset Management Plans into the Long-Term Financial Plan and Annual Budgets.

BACKGROUND

Council's FY2023/24 end-of-year Financial Statements were audited and the core asset base confirmed to enable the financial modelling of the asset management plans using models from the Institute of Public Works Engineers Australia.

OVERVIEW

This Asset Management Plan forms the first of the asset classes requiring Asset Management Plans for Council adoption. The remainder incorporates: Water, Sewerage, Facilities and Land, Plant and Equipment.

167 of the Local Government Regulation 2012 sets out as follows:

167 Preparation of long-term asset management plan

(1) A local government must prepare and adopt a long-term asset management plan.

(2)The long-term asset management plan continues in force for the period stated in the plan unless the local government adopts a new long-term asset management plan.

(3) The period stated in the plan must be 10 years or more.

168 Long-term asset management plan contents

A local government's long-term asset management plan must -

(a) provide for strategies to ensure the sustainable management of the assets mentioned in the local government's asset register and the infrastructure of the local government; and

(b) state the estimated capital expenditure for renewing, upgrading and extending the assets for the period covered by the plan; and

(c) be part of, and consistent with, the long-term financial forecast.

BUDGET AND RESOURCE IMPLICATIONS

In adopting these Asset Management Plan, it sets the foundation the Long-Term Financial Plan and annual capital works and operations budgets.

LINK TO CORPORATE PLAN

Theme:	3.	Services & Infrastructure
Strategy:	3.3	Clarify community expectations prior to establishing community service obligations in relation to water, waste water, roads etc.
	3.11	Continue to review and expand Asset Management Plans
	3.12	Analyse current roads and other associated infrastructure to determine priorities
	3.13	Determine strategic levels of service within Council's Asset Management Plans to provide well maintained bridges, sealed and unsealed roads, including footpaths and stormwater drainage throughout urban, industrial and rural areas
Theme:	5.	Ethical & Inclusive Governance
Strategy:	5.11	Provide and maintain strategies to ensure Council's long-term financial sustainability.

CONSULTATION (INTERNAL AND EXTERNAL)

Consultation has occurred with members of the Asset Management Steering Committee.

LEGAL CONSIDERATIONS

The decision is required under the *Local Government Regulation 2012 part 2. div 2. s167-s168.*

POLICY IMPLICATIONS

No implications to existing policies

RISK IMPLICATIONS

Proactive asset management is critical to ensuring assets continue to deliver required services and managing associated risks.

HUMAN RIGHTS CONSIDERATIONS

Proper consideration has been made and is not applicable for this work.

ATTACHMENTS

1.   **MICC Strategic Asset Management Plan 2025 - 2030** ⇩ 📄
2.   **MICC Buildings and Other Structures Asset Management Plan** ⇩ 📄

3.   MICC Fleet Asset Management Plan ⇩ 📄

MOUNT ISA CITY COUNCIL

STRATEGIC ASSET MANAGEMENT PLAN

2025-2030

mountisa.qld.gov.au

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1. EXECUTIVE SUMMARY

Mount Isa City Council provides vital infrastructure services that facilitate and grow the local economy. These services necessitate council to manage large numbers of complex, long-life assets. Council is responsible for the acquisition, operation, maintenance, renewal, and disposal of an extensive range of assets valued at $1B. These assets are categorised into 6 asset portfolios, which are Land, Buildings and Other Structures, Plant and Equipment, Roads, Water and Sewerage. These asset portfolios provide essential services for the community.

Council's Strategic Asset Management Plan (SAMP) provides a clear framework for strategic asset decision-making that aligns with organisational requirements and the goals set out in the Corporate Plan. This supports Council's vision of "Making our good city great, through innovation, diversification and cultural enhancement". It has been developed to be consistent with:

- legislative and regulatory obligations as Council is governed by the principles of the Local Government Act 2009;
- sustainable development and management of assets, infrastructure planning and effective service delivery;
- current standards for Asset Management Systems; and
- the existing management systems and frameworks of Council.

Council's Strategic Asset Management Plan (SAMP) aims to provide a logical, understandable and structured hierarchy of asset-related actions from strategy to planning and delivery. It drives associated or consequential improvements across all areas of the asset lifecycle to secure value for money from a department's overall asset investment by:

- offering a strategic perspective to rethink the way physical assets facilitate the delivery of services

- setting out a guideline for developing AM objectives and supporting alignment across levels of service and contributing to desired strategic outcomes within a constrained budget environment

- incorporating stakeholders' expectations into planning to ensure external requirements are met

- improving asset management skills and maturity

- integrating with other management systems (e.g. risk management, financial management, information management)

- linking AMSs with long-term funding requirements through a long-term financial plan

- supporting funding submissions by providing demonstrable links to department and state strategies.

- Council aims to understand the requirements of the ratepayers, community, businesses, and visitors to the region and to operate to deliver the required functionality, Levels of Service and compliance requirements in a sustainable manner over the whole life of the infrastructure assets.

Council's assets are ageing and require significant ongoing maintenance. The community expectations are increasing, as well as the demand for new and improved services. The assets are also vulnerable to climate change impacts. Due to inflationary pressures, community expectations of Levels of Service, the cost to renew or build new assets to meet these Levels of Service, will also increase substantially in the long term. It is important that investment decisions on infrastructure are based on the whole of life approach to determining the cost of owning and managing infrastructure.

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Council's strategic approach is to leverage the Asset Management (AM) Framework to streamline and align the delivery of infrastructure services to meet community requirements, and to provide effective control and governance to realise value through managing risk and opportunity. This ensures the ability to balance cost, risk and levels of service (LoS). Asset Management is critical to the overall performance of Council, in delivering services to the Mount Isa community, and provides the key link between processes, strategies and systems.

This SAMP recognises the foundations already in place at Council, with respect to Asset Management, but it also looks further ahead to ensure Council has a well-planned and achievable approach to city development, through responsible asset planning and delivery.

The Asset Management System Model illustrates the key components of Council's Asset Management System and how they relate. The Asset Management Framework provides the essential information that enables business practices and schematically presents the asset investment planning and life cycle management with a Continuous Improvement focus. The Asset Management Framework and Asset Management System (AMS) combine to enable effective Asset Management practices that deliver on Council's commitment to ensuring the city's future sustainable growth across all Asset Portfolios.

The key benefits of a Strategic Asset Management Plan include:

- Providing an overarching strategic planning structure and process for the delivery and management of assets to best sustain delivery of services to the community, including further development of asset management expertise and systems.

- Providing a framework for developing strategies that define service needs then seek to match the quality, quantity and type of assets with that need.

- Ensuring decisions made about each asset or group of assets are supported with structured methodologies and decision-making tools that consider the total life of the asset.

- A rationale for investment decisions that is more clearly linked to service requirements, leading to more streamlined government approvals for department capital investment proposals. Long-term financial planning should be aligned to ensure financial sustainability in service delivery.

- Ensuring minimisation of costs over the life of the asset for providing, maintaining and operating assets to support service and program delivery at specified standards.

- Ensuring investment in assets is at an appropriate level commensurate with service delivery requirements and encourages the consideration and adoption of non-asset-based options for the delivery of some services in some circumstances.

- Ensuring that capital works programs, priorities and asset risk management practices are consistent with Council policies.

- Developing a framework to assist Council to best apply sound consistent business principles and analytical, rational and effective decision-making to their asset management practices. This drives commitment from senior management to good asset management practice and continuous improvement.

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List of Abbreviations

AM	Asset Management
AMP	Asset Management Plan
AMS	Asset Management System
CAPEX	Capital Expenditure
CEO	Chief Executive Officer
ERP	Enterprise Resource Planning
GIS	Geographical Information System
ICT	Information Communication Technology
IM	Information Management
ISO 55001	ISO 55001: Asset Management - Management System – Requirements
LoS	Levels of Service
LGIP	Local Government Infrastructure Plan
LTFF	Long Term Financial Forecast
OPEX	Operational Expenditure
SAMP	Strategic Asset Management Plan

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2.   INTRODUCTION

Council is committed to the vision of "Making our good city great, through innovation, diversification and cultural enhancement" and to deliver the required functionality, Levels of Service and compliance requirements to create a sustainable future for the community.

 Everything Council does is underpinned by five themes:

1. People & Communities - To establish safe and healthy communities with a strong sense of identity which supports existing industry and encourages new and Innovative business and practices.

2. Prosperous & Supportive Economy - To develop a prosperous and diverse local economy which supports existing industry and encourages new and innovative business and practices.

3. Services & Infrastructure - To establish innovative and efficient infrastructure networks that service the local communities and industries.

4. Healthy Environment - To recognise, protect, manage and promote our unique natural environment to ensure the economic, environmental, social and cultural values are developed for long term sustainability.

5. Ethical & Inclusive Governance - To practice inclusive and ethical governance through proactive engagement with all sectors of the community, council and all levels of government.

Council has direct responsibility for funding, day-to-day management and service delivery of infrastructure assets that must be maintained and operated to provide continuous, safe, efficient service to the community. This SAMP outlines how Council can deliver services, maintain assets, and achieve its strategic objectives in a financially sustainable manner in the short, medium, and long term.

Day-to-day AM includes routine inspection, maintenance and repair of infrastructure assets to provide services while ensuring the health and safety of the Community and Council staff. Medium to longer term activities include the monitoring, planning, creation, renewal and disposal of assets. Ageing assets can require significant on-going maintenance, and this must be balanced against the need to provide new assets and services for our growing community.

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2.1.   Scope

This SAMP provides guidance on all Council assets, which are grouped into 6 asset portfolios.

Figure 2.1 shows each asset portfolio replacement value as a percentage of the total asset value. The Roads asset portfolio represents the highest replacement cost (46% of total council assets) followed by the Buildings and Other Structures assets (20% of total council assets).
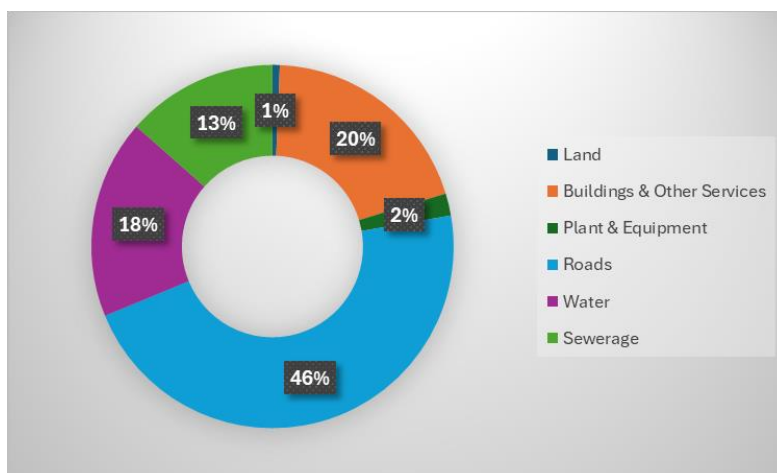
Figure 2.1: Asset Portfolio value as a percentage of the total replacement value of assets

2.2.   Purpose and Objective of SAMP

The SAMP provides a framework for the effective management and control of our infrastructure assets to achieve a balance of cost, risk, and Levels of Service for delivery to the community. It ensures we continue to provide safe spaces and places for our community to enjoy, as well as contributing to the appearance of our city and meeting the objectives of our Corporate Plan.

The SAMP also describes the asset-based activities that Council proposes to undertake over the medium to long term in delivering its goals and vision and providing services to the community through its assets. This SAMP includes 10 years of asset renewal projections, in alignment with Council's Long Term Financial Forecast (LTFF). The SAMP also presents the current state of Council's AM Framework, data and systems, highlighting identified gaps and continuous improvement activities.

This document forms the AM Strategy for Council. It is intended to link the Corporate Plan to the management of the infrastructure assets, in a manner which:

- is optimised and sustainable in terms of whole-of-life;
- assists in the delivery of the Council's overall Vision, Corporate Plan and Goals;
- appropriately considers how the organisation will establish and achieve current and future demand via the management of the condition and performance of the asset base;
- builds strong stakeholder engagement and leadership for informed and robust AM decision making processes to support the functionality and sustainability of the AMS;

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- develops the decision-making process that considers organisational roles (people), competency and engagement and process management with risk management for Council when managing assets and delivering services to the community; and
- appropriately considers the necessary current and future AM capabilities of Council, in terms of people, processes, systems, equipment and data to achieve the identified outputs and objectives.

The purpose of this SAMP is to:

- Describe the role of the AMS in supporting achievement of the AM Objectives, linkage for appropriate LoS, and meeting legislative requirements while balancing cost and risk;
- Document information that specifies how organisational objectives have been realised as AM Objectives; and
- Inform the approach for developing Asset Management Plans (AMPs).

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3.   ORGANISATIONAL CONTEXT AND STAKEHOLDERS

Council operates in accordance with the AM Framework, external legislation and industry practice, and multiple internal policies, procedures, and organisational management framework. These influence the Council AM operational activities and decision making. In addition, stakeholders (both internal and external) play an important role in this process.

3.1.   Organisational Objectives

Organisational objectives are short-term and medium-term goals that Council seeks to accomplish. These objectives play a large part in developing policies and determining the allocation of resources.

3.2.   Understanding Community Perspective

Many people directly use and rely on infrastructure assets in their daily activities. In addition, Council's stakeholders include a wide range of people and groups who, although not using the assets directly, have shared or competing interests in how Council manages these assets. Therefore, understanding community and stakeholder perspective is crucial so that infrastructure assets can be managed effectively.

Council recognises the importance of community input in developing and delivering better services. This involves including the community, community-based agencies, and local business in Council's decision-making processes so that decisions will more likely reflect community issues and interests and ensure well integrated solutions. Community consultation contributes significantly to the development of Asset Management Policy and the establishment of asset management programs and budgets.

Council's initiatives to continuously monitor customer satisfaction and align asset provision with service delivery are:

- Continue to consult with the community through surveys and workshops,
- Monitor service requests and complaints,
- Monitor Levels of Service and improve work practices as required.

3.3.   Queensland's Legislative Framework

The Local Government Act 2009 and the Local Government Regulations 2012 set out the accountability framework for local governments in Queensland. They are "principle based" legislation and are founded on five local government principles. All principles are of equal importance.

The local government principles are:

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transparent and effective processes, and decision-making in the public interest; and

sustainable development and management of assets and infrastructure, and delivery of effective services; and

democratic representation, social inclusion and meaningful community engagement; and

good governance of, and by, local government;

ethical and legal behaviour of councillors, local government employees and councillor advisors.

Being broad in nature, the local government principles allow councils to develop processes and procedures well- adapted for their own unique and diverse circumstances.

3.4. Leadership and Accountability

Council leadership is provided by four main divisions as outlined below.
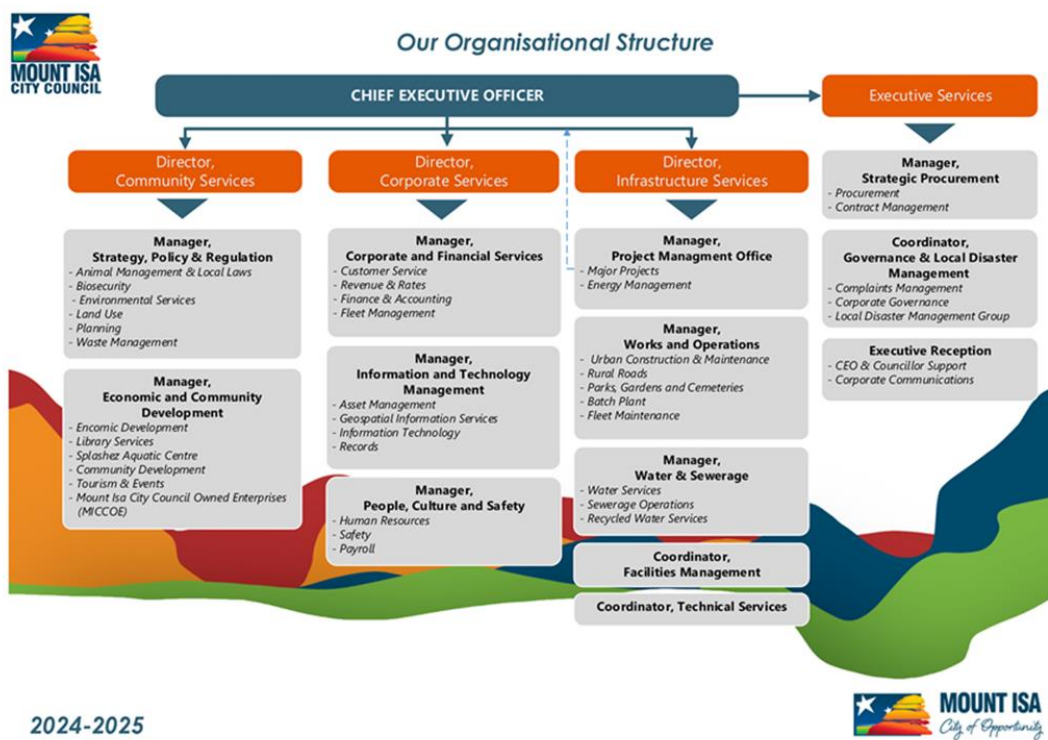
Figure 3.4: Council Organisational Structure

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3.5.   SAMP and Executive responsibility

Strategic AM planning is a key corporate activity that must be driven by Corporate Services to ensure alignment with the AM Policy, AM Framework and associated budgetary objectives. For strategic AM to generate maximum impact, Corporate Services should ensure that:

- Ownership, control, accountability, responsibility, and reporting requirements for assets are established, relevant, clearly communicated and implemented.
- Information Systems are maintained at a level that meets the requirements for asset information, decision making and reporting requirements;
- An effective asset performance evaluation/reporting and continuous improvement program is in place; and
- Ongoing development and review of the SAMP to promote the viability and long-term use of assets is in line with Council's Corporate Plan and Goals.

3.6.   Asset Management Roles and Responsibilities

Council's AM teams sit within the Engineering and Asset Infrastructure Planning section, which is responsible for the custodianship of Council's infrastructure assets. These teams are responsible for the AM Policy, AM Framework, AMS, SAMP, asset data and renewal planning, in consultation with other teams.

This relationship and the responsibilities of Council staff and Councillors as they relate to AM activities and decision making is shown in Figure 3.6.1.
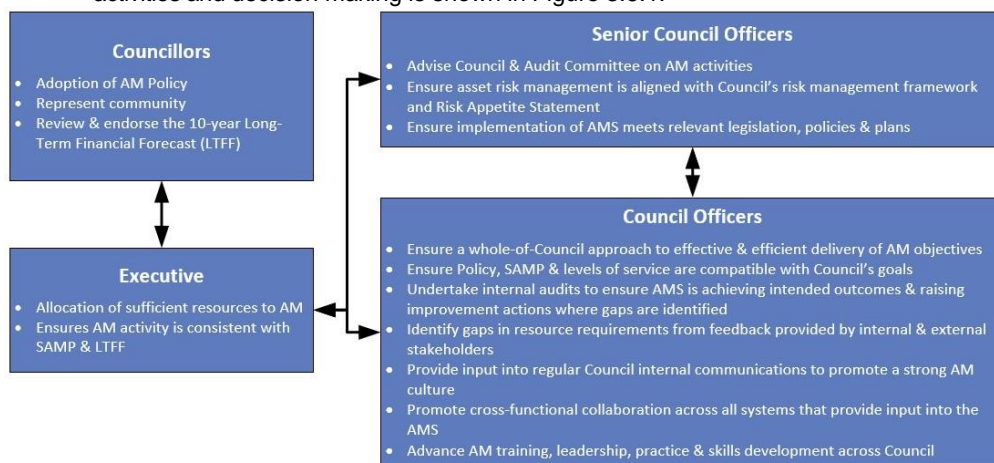
Figure 3.6.1: AM Roles and Responsibilities

3.7.   Governance

In order to ensure adequate governance over the AM Framework, an Assets Management Steering Committee has been established. The purpose of the Assets Management Steering Committee (AMSC) ("the Committee'') is to foster a cohesive and collaborative approach among teams from different departments involved in the asset lifecycle. The Committee aims to facilitate a unified effort within the Asset Management (AM) system, ensuring alignment of efforts and organisational culture to achieve long-term corporate objectives.

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3.7.1.   **Scope:**

The Assets Management Steering Committee oversees and guides the entire lifecycle of asset management within the organisation. The committee's scope provides direction, monitors progress and achieves consistency in Asset Management practices encompasses the development, implementation, and ongoing operation of strategic plans and practices related to asset management.

3.7.2.   Objectives:

1.   <u>**Strategy Development and Implementation:**</u>

<u>*Objective:*</u> Develop and implement a comprehensive asset management strategy derived from a thorough review of current and desired asset management practices.
<u>*Activities:*</u>
a)   Conduct a review of existing asset management practices.
b)   Identify gaps and opportunities for improvement.
c)   Formulate strategic plans aligned with organisational goals and objectives.
d)   Implement strategies with a focus on achieving optimal asset management practices.

2.   <u>**Asset Management Plan Development and Implementation:**</u>

<u>*Objective:*</u> Review, develop, and implement AM plans including data collection, and level of service reviews.
<u>*Activities:*</u>
a)   Finalise data collection processes for assets.
b)   Conduct level of service reviews to align with organisational standards.
c)   Review, develop and integrate AM plans into the organisational framework.

3.   <u>**Asset Management Plan Operation and Ongoing Review:**</u>

<u>*Objective:*</u> Operate AM plans, evaluate outputs, and conduct ongoing reviews for continuous improvement.
<u>*Activities:*</u>
a)   Monitor and evaluate the performance of implemented AM plans.
b)   Ensure ongoing operation of AM plans in alignment with organisational objectives.
c)   Conduct periodic reviews to identify areas for enhancement.
d)   Implement changes based on review outcomes to optimise asset management practices.

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3.8.   Stakeholders

Key stakeholders in the preparation and implementation of this AM Plan are shown in Table 3.8.1.

Table 3.8.1: Key Stakeholders in the AM Plan

Key Stakeholder	Role in Asset Management Plan
Community (residents, businesses, property owners)	▪ Provide feedback on level of service and the implications on revenue and budget expenditure. ▪ Reporting of any asset defects or deficiencies.
Mayor and Elected Members	▪ Represent needs of community/shareholders. ▪ Allocate resources to meet planning objectives in providing services while managing risks.
Chief Executive Officer	▪ Allocate resources to meet planning objectives in providing services while managing risks. ▪ Ensure services are sustainable.
Directors	▪ Overall responsibility for Services delivery. ▪ Ensuring compliance with Strategic Plans and Objectives. ▪ Driving strategic Asset Management planning and implementation. ▪ Responsibility to ensure asset management tasks and improvement plan are undertaken in line with objectives within AM Plan.
Manager Major Projects	▪ Ensuring development approval meets required compliance standards where impacts on infrastructure are likely, or works will result in contributed assets. ▪ Managing delivery of Capital works projects.
Manager Works and Operations	▪ Ensuring compliance of Strategic Plan Objectives. ▪ Guidance and leadership to Cemeteries, Facilities, Parks & Gardens.
Council Officers	▪ Proactive and reactive maintenance schedules specifically for parks, depots and cemeteries ▪ Completion of Customer Request Actions ▪ Report of any asset defects or deficiencies noted during inspections ▪ Proactive and reactive maintenance schedules specifically for buildings and facilities, not including parks and cemeteries. ▪ Registration of Facility Proposals, Management Plans, Drawings & Plans ▪ Report of any asset defects or deficiencies noted during inspections. ▪ Annual Asbestos Inspections and Asbestos Management Plans

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Key Stakeholder	Role in Asset Management Plan
Insurance	▪ Insurers have interest in implementation of a system which allows Council to gain better knowledge of the condition of the assets.
External stakeholders	▪ Goods and services providers to Council ▪ The Federal Government ▪ The Queensland State Government ▪ Financial Institutions, Insurers, Regulatory Authorities ▪ Developers

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4. ASSET MANAGEMENT FRAMEWORK

4.1. Asset Management Framework

The intent of Council's AM Framework is to:

- Link the Corporate Plan and goals with the AM Policy and AM objectives;
- Link organisational goals with the Levels of Service that the assets should deliver; and
- Guide the AM priorities, the work required on the assets to achieve those levels of service and the finances needed to support that work.
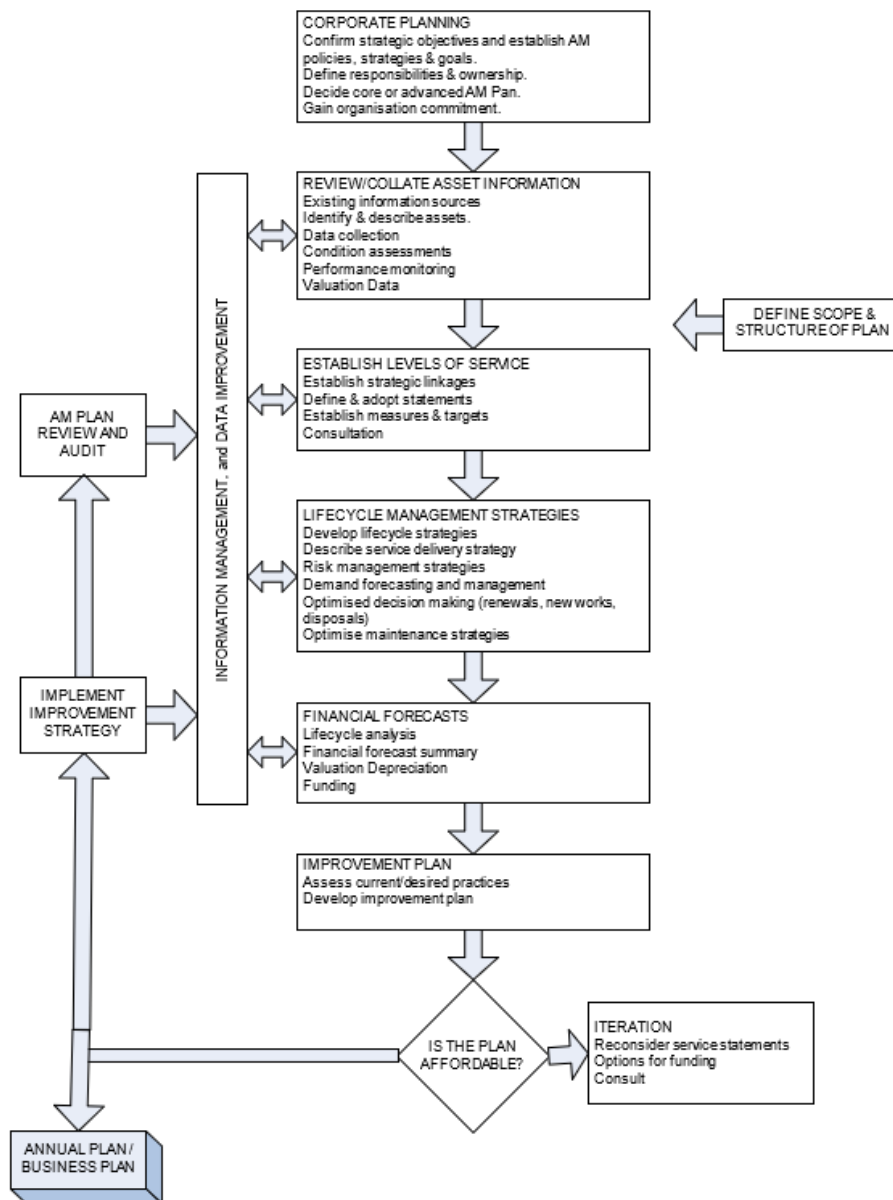
Figure 4.1.1: Council Asset Management Framework

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In summary, this framework (Figure 4.1) aims to ensure that a systematic approach to AM delivers prudent and efficient outcomes that meet both the corporate plan and AM objectives.

4.2.   Asset Management System Model

The purpose of the AMS Model is to articulate the key components of an AMS and how they inter-relate. Council's AMS Model aligns with the principles of ISO55001 and is adapted from the conceptual model from the Institute of Asset Management. Council's AMS Model is shown in Figure 4.2.1.

It is also important to note that the AMS is part of a suite of management systems and processes used by Council.

Figure 4.2.1: Council Asset Management System Model

4.3.   Council Asset Management Policy

The Mount Isa City Council(Council) commit to sustainably managing all council-owned assets in line with good asset management practices in order to maximise the value of the services that they provide for the community.

The management of assets and service will be achieved by:

- Governance, including an Asset Management Steering Committee to co-ordinate and implement specific asset management improvement initiatives, ensuring alignment with overall service delivery.
- Developing and maintaining a long-term Strategic Asset Management Plan and Asset Management Plans;
- A continuous improvement approach through leadership, cross functional integration, effective communication, capability development, collaboration and influencing culture.

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4.4.   SAMP Alignment

Council's AM Framework in Figure 4.1, provides guidance to assist Council and community to plan for the future. It is a continuous systematic process, which includes how all elements related to the management of assets including community engagement, come together to identify intended future outcomes and monitor and report on the progress of outcomes.

The SAMP has a pivotal role in the AM document hierarchy. It links corporate goals to AM objectives, and outlines the high level, strategic actions that are required to ensure that the AM objectives are achieved. In turn, this ensures that the Council AM activities are contributing effectively to the achievement of overall goals. The SAMP also provides guidance for the development of Levels of Service, and the more detailed AMPs for achieving them.

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5.   LEVELS OF SERVICE

5.1.   Levels of Service Background

The purpose of AM is to realise value from assets and achieve the desired balance of cost, risk, and performance in community service delivery. This manifests in agreed Levels of Service which are described from both a high- level community outcome perspective, and an asset and operational perspective.

Council is currently documenting the Levels of Service that will provide consistent and quality services to the community.

Levels of Service provide a line of sight from the goals and sub goals in the Corporate Plan through to the operational Levels of Service which define and measure elements such as maintenance requirements and service intervals.

5.1.1.   Asset Management Objectives

Council is governed by the principles of the Local Government Act 2009 of sustainable development and management of assets and infrastructure and delivery of effective services. These requirements feed down into AMPs for delivery, within the available budget and resources, and ensuring that appropriate Levels of Service are achieved.

AM objectives define how we enable the Asset Management Policy through the asset management system and processes. Council has strategic AM objectives as follows:

- Integrated long-term planning to manage existing and future assets, in order to achieve the desired balance of cost, risk, and performance (LoS) in delivering services for the community.
- Life cycle management of assets to ensure long term financial sustainability.
- Risk and evidence-based decision making to ensure AM principles and practices are used in all aspects of asset planning.
- Community, Asset and Operational levels of service understood and managed to support service delivery in a sustainable and resilient manner.
- Continuous improvement across all AM practices and processes.
- Roles and responsibilities are clearly defined throughout the asset lifecycle
- Asset data, information and technology is valued, managed and used to support evidence based decision making
- Safety, Sustainability and Climate Resilience consideration for all elements of the assets life cycle.
- Management of assets to ensure compliance with all required legislation and acts and demonstrated social responsibility.

5.2.   Impact of External and Internal Factors

Council takes into consideration the following external and internal factors which influence the strategic AM planning and objectives:

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5.2.1. External

- Legislative and Regulatory Environment: Legislation may explicitly require AM plans, practices or systems to be best met by adopting AM principles. This in turn may inform minimum requirements for AM service levels and customer requirements and thus the LoS.
- Commercial Environment: Council arrangements and funding mechanisms may affect the scope of AM and its focus within Council. Customer pricing and charges and Council's financial position / capacity are also other key components.
- Economic Environment: The economy, internal economic efficiency, and resource availability.
- Social Environment: Societal benefits and balancing benefits and impacts for the community.
- Natural Environment: Limiting adverse impacts on the environment such as climate change.

5.2.2. Internal

- Corporate Direction: As defined in the Corporate goals and plan.
- Business Frameworks: These include Risk Management Framework, commitment to AM and change management practices.
- Financial and Funding Strategies: These include application of financial management principles, funding constraints and budgets and consideration of asset lifecycle costs.

The above factors influence how AM is conducted to meet the demands of rapidly changing societal, political, legislative, and business environments.

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6. ASSET MANAGEMENT PLANNING APPROACH

Sustainable management of Council infrastructure assets requires managing assets across their complete lifecycle. This is done through consideration of demand and growth forecasts, Levels of Service, risk, condition management, environmental, social and governance management. Council's approach to AM planning ensures that optimal operational and financial decisions are made for the delivery of sustainable services, reducing the asset risk exposure in line with the Corporate Risk Appetite Statement, and achieving financial sustainability.

6.1. Asset Management Plans

AMPs are prepared for each asset portfolio and also at the relevant asset level in the portfolio.

Each AMP will include provision for capital, renewal, operational and maintenance works to provide infrastructure meeting community expectations for agreed levels of service. The AMPs will outline processes and principles used to plan capital, renewal and maintenance works within asset portfolios and prioritise capital works in and across the asset portfolios. This information impacts the Council's LTFF and the annual budget business plans.

The AMPs are currently undergoing revision with a revised template aligning to the Asset Management System Model.

The revised AMPs will include documentation including:

- Current state of the assets – what Council owns, what portfolio is valued at and its most recent assessed condition and performance.
- Levels of Service – outlining the levels of service that are applicable to the assets included in that AMP and the current performance against them.
- Future demand – how this will impact on future service delivery and how this is to be met.
- Risk Management – understanding of the risk profile of the asset portfolio / class / type and how this changes with investment and over time.
- Asset Lifecycle Management - how Council will optimise the management including maintenance and renewal of its existing and future assets to provide the required sustainable services.
- Financial Summary – this includes the forward prioritised capital and operational expenditure.
- Improvement Plan – improvements around the understanding of the asset portfolio / class / type and also the AM systems and processed used particular to that AMP.

The information linkages to the AMPs include:

- asset register data on location, size, age, value, condition, and remaining life of the assets,
- the unit rates for classes of work / resources and materials,
- performance relative to levels of service,
- projections of factors affecting future demand for services,
- correlations between maintenance and renewal including asset condition / service performance models,
- data on new assets developed or acquired by Council,
- data on assumed works programs and trends,
- works delivery practices including the outsourcing options,
- the resulting budget, valuation, and depreciation projections,
- lifecycle analysis data,
- risk, performance, and cost data.

This information feeds into the Council's long-term financial forecast, Corporate plan, annual budget and departmental business plans and budgets.

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6.2. Long Term Planning

6.2.1. Demand Management Planning

AMPs describe the drivers affecting the future demand of each asset portfolio. The analysis of external drivers that impact the demand shows the types of assets needed to provide the required service and the increase of capacity or performance required from the existing assets. New or amended legislative requirements are integrated periodically to maintain the Levels of Service of the existing assets or prompt upgrade/renewal of the assets to meet the new demand. The key drivers affecting the future demand are:

- Regulation
- Population growth
- Economic factors
- Community preferences and expectations
- Technological changes
- Climate change

Council meets the demand for new services through a combination of managing existing assets, upgrading existing assets and acquiring new assets. This also includes non-asset solutions, insuring against risks and managing failures.

Public consultation and measurement of current Levels of Service are crucial for Council's demand management planning. Through the continuous monitoring of Levels of Service, Council addresses any service deficiencies that arise through the activities of its programs of works.

6.3. Decision Making Criteria

Asset investment decision making across asset portfolios balances competing demands for limited funds. Council considers the following factors to decide investment priorities for both capital and operational funding:

- Critical assets and benefits to the Community
- Meeting legislated requirements
- Managing safety and risk
- Financial sustainability
- Alignment with the Strategic Plan
- Maintaining agreed Levels of Service for existing and contributed assets
- Delivering increased Levels of Service / new assets where appropriate

6.4. Capital Investment Strategy

Asset investment strategies are specific to each asset portfolio. The capital works within all asset portfolios including renewal and rehabilitation of existing assets or the creation of new assets in the capital works program, depends on optimising the relationship between performance (LoS), cost, and risk.

6.5. Maintenance Strategy

The maintenance strategy comprises of preventative, corrective and reactive maintenance. The objectives of the strategy are developed based on the following:

- Assets are maintained to perform at the required Levels of Service during their life cycle. This can mean reducing service disruptions, and breach and/or loss of license due to failure for some assets. Other assets may be run to fail assets and therefore the maintenance strategy is reactive only.
- Critical areas and risks are identified and managed

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- Information is gathered to assist future decision making and budgeting

The strategy recognises that all assets do not need to be maintained to the same standards. The appropriate standard, condition auditing and frequency of servicing/maintenance are determined through assessing criticality (in conjunction with the risk assessment framework), function, ability and ease of bringing back to service following a failure and utilisation requirements.

6.6. Asset Condition Assessment

Assets need to be managed in a way that ensures they continue to provide the required Levels of Service and disruptions to the community are minimised.

Council undertakes asset condition assessment at various intervals depending on the asset portfolio to determine their remaining useful life and to prioritise future operational and capital works. By undertaking regular inspections, Council is also able to understand at what rate assets are deteriorating and is then able to monitor the effectiveness of maintenance and renewal activities in reaching the expected useful life of assets.

6.7. Risk Management

Council has adopted an Enterprise-Wide Risk Management Policy to manage business, project and operational activities and decisions. The Enterprise-Wide Risk Management Framework is the means through which these are coordinated. Risk is proactively managed in accordance with ISO 31000:2018 Risk Management Guidelines and related standards such as Compliance Programs (AS 3806:2006), and Compliance Management Systems – Guideline.

Council's Enterprise-Wide Risk Management Framework includes commentary on its risk appetite, acknowledging that risk-based decision making to support the achievement of strategic objectives should be tailored to each major risk type. Council has set specific risk parameters against major functions/risk categories to operate within tolerable ranges. Council has established acceptable risk level, determined with the guidance of Risk Appetite Statement (RAS) and the cost of treating the risk weighed against the opportunity for creating or protecting value. A report is provided to the Audit and Risk Management Committee quarterly.

Council-wide strategic and operational risk assessments are managed by the Legal Services section through a risk register with responsible risk owners across the organisation. The AM Teams continue to assess risk to feed into decision making relating to Council's assets and any new and emerging risks are monitored.

6.8. Asset Disposal Strategy

Council is committed to ensuring that disposal of assets is carried out in accordance with the relevant probity and accountability obligations prescribed in legislation and to meet all its statutory obligations. All Council disposals comply with the five (5) Sound Contracting Principles detailed in the Local Government Act 2009 Chapter 4, Section 104(3). These principles are:

- Value for money;
- Open and effective competition;
- Development of competitive local business and industry;
- Environmental protection; and
- Ethical behaviour and fair dealing.

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7.   CURRENT STATE OF ASSETS

Council owns and manages a diverse asset portfolio, with a replacement value in excess of $1 billion. Assets are divided into portfolios that comprise of Land, Buildings and Other Structures, Plant and Equipment, Roads, Water and Sewerage.

7.1.   Asset Portfolio Summary

The replacement value of commissioned assets covered by this SAMP as of 30 June 2024 are shown below. (Note this value is subject to change and dependent on factors including asset revaluation, renewal, upgrades, disposals and donated assets).

Table 7-1: Council asset portfolio replacement value at 30th June 2024

Asset Portfolio	Replacement Value ($)	% of total value
Land	6,873,636	1
Buildings and Other Structures	205,992,983	20
Plant and Equipment	20,665,547	2
Roads	487,793,263	46
Water	185,767,416	18
Sewerage	141,744,338	13
Total	**1,048,837,183**	**100**

7.1.1.   Performance Monitoring

Asset performance is measured against Levels of Service and relevant targets. Areas of continual improvement, alignment with stakeholder requirements, and defined responsibility and processes for measurement, recording and reporting are also included where relevant. Levels of Service for each asset portfolio will be identified in the respective AMPs.

7.2.   Asset Data

Council collects, maintains, and analyses a large amount of information across its asset portfolios. Council's asset data is stored, managed, and maintained in an Asset Register within Council's enterprise AM Information System. The Asset Register records available information for the asset portfolio, condition, value, size, and age of individual assets.

Council's enterprise Geographical Information System (GIS) is utilised in conjunction with the Asset Register. GIS enables mapping, visualisation, spatial analysis and querying of asset data. An example of GIS based asset visualisation is shown in Figure 7.2.1.

Figure 7.2: Council's GIS layout

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The information from the Asset Register and GIS sources are used in multiple AM decision making and reporting areas including the development of capital programs, long-term forecasting, asset valuation and depreciation, and local government wide legislated reporting. Council AM decision making is a combination of 'top down' inputs from the policies, strategies, and AM Policy, and a 'bottom up' approach which includes the analysis of available asset and condition data, performance data, risk management, forecasting and predictive modelling.

7.3. Asset Key Focus Areas

To understand some of the key focus areas and challenges within and across asset portfolios, a number of internal stakeholders came together to discuss the larger issues either present today or on the horizon. The summary of this assessment is included below.

7.3.1. Summary of Key Focus Areas Across Asset Portfolios

Some of the key focus areas across asset portfolios currently being considered are:

- Replacement costs – Post covid impacts and high inflation are leading to higher replacement costs, combined with a lower availability of local construction and service providers,
- Changing demographics – current spike in occupancy rates due to housing crisis however over the longer term as the community continues to age, a lower occupancy rate is expected to be seen,
- Ageing infrastructure – as much of the infrastructure was developed at similar times this leads to renewals coming at similar timings, consideration of staging and spreading investment is required with good understanding of condition and performance required,
- Community safety and vandalism impacts are increasing concerns and lead to reactive expenditure,
- Technology is developing at a rapid pace, many more technologies are now becoming cost effective and are expected to be able to bring many aspects into asset management practices over the coming years,
- Future workforce understanding is required, as working conditions and technology develops, so will the workforce.

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8.   ASSET INVESTMENT

Council follows the financial sustainability terms stated in Section 104 (2) of the Local Government Act 2009 which states that "A Local Government is financially sustainable if the Local Government is able to maintain its financial capital and infrastructure capital over the long term". The importance of AM to the financial sustainability of the Council is reinforced by the Local Government Act 2009.

Each year, Council spends a significant proportion of its budget renewing the existing assets and acquiring new assets. The purpose of asset management is to ensure assets are managed to achieve the desired balance of cost, risk, and Levels of Service for the community.

8.1.   Funding Strategies

The funding strategy to provide the services covered by this SAMP and supporting AMPs is contained within the organisation's 10-year LTFF. Current funding strategies include:

- Allocating budgets on a year-by-year basis as required by assets requiring renewal in that year, including the deferral of renewal when there are insufficient funds available.

8.2.   Financial Approval Process

The annual funding approval process is implemented in a number of steps as outlined and shown in Figure 8.2.1.

- The 10-year capital plan is developed with input from the assets, finance and service provider groups while taking the LTFF into account;
- The draft optimised program is developed by the Assets Management Steering Committee;
- Following Council Executive approval, the program is presented to Council for feedback. A final document is prepared as part of annual budget adoption by Council;
- The adopted budgets are established as projects within the financial management system;
- The LTFF is the updated to account for the adopted annual works program.
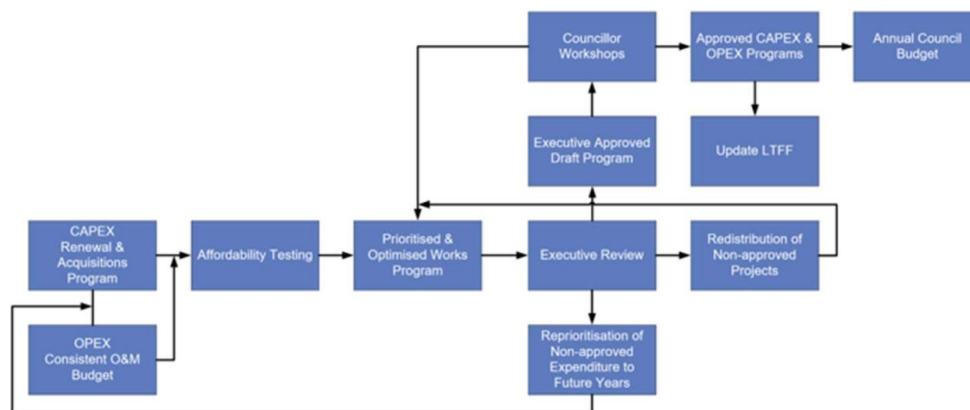

Figure 8.2.1: Funding Approval Process

8.3.   Valuation Forecasts

In accordance with AASB116 Property Plant and Equipment, all non-current physical assets measured at fair value must be comprehensively revalued by a suitably qualified person at least once every three years. Where indicators exist that the asset class has experienced a significant and volatile change in value since the last reporting period, all assets in that class should be considered for specific appraisal, if practicable.

It is the responsibility of the Director Corporate Services to:

- Coordinate asset revaluations in line with the Queensland Audit Office requirements. Council

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carries out the revaluation of the infrastructure assets at different intervals for different asset classes.
- Asset revaluation results are reviewed internally.
- Ensure that the carrying value for large asset classes do not materially differ from the fair value as at that financial year's reporting date. This includes material change in an asset's condition and useful life.

Council acknowledges fully depreciated assets can still be in use. This provides an indication that Council's applied depreciation does not reflect the pattern in which the asset's future economic benefits are being consumed. In accordance with State Government guidelines, Council does not re-life assets and credit depreciation but holds the asset at nil written down value.

8.4.   Financial Sustainability Measures

The following are the financial sustainability measures for the Queensland local government sector, to be calculated and published by every council as part of their annual statutory financial reporting process.

Table 8.4: Financial Sustainability Measures

#	Type	Measure	Rationale
1	Financial Capacity	Council Controlled Revenue Ratio^	Capacity to generate revenue internally
2	Financial Capacity	Population Growth Ratio*^	Population growth/decline pressures on council
3	Operating Performance	Operating Surplus Ratio	Holistic overview of council operating performance
4	Operating Performance	Operating Cash Ratio	Cash operating performance (less depreciation and other non-cash items)
5	Liquidity	Unrestricted Cash Expense Cover Ratio	Unconstrained liquidity available to council
6	Asset Management	Asset Sustainability Ratio	Capital renewals program performance
7	Asset Management	Asset Consumption Ratio	Extent to which assets are being consumed
8	Asset Management	Asset Renewal Funding	Asset replacement program performance
9	Debt Servicing Capacity	Leverage Ratio	Ability to repay existing debt

*Data source - ABS category number 3235.0 (Population by Age and Sex, Regions of Australia)
This ratio is calculated for the previous financial year i.e., FY2022-23 will report FY21-22 population growth. The Department will advise the councils of the figures to use for this ratio.*

**The transition periods for the Asset Renewal Ratio for council groupings can be found in the Asset Renewal Funding Ratio section.*

^ The Council-Controlled Revenue Ratio, Population Growth Ratio, and Asset Renewal Funding Ratio are contextual measures, which are published but not audited.*

To normalise the impacts of one-off events, all ratios with the exception of the unrestricted cash expense cover ratio and the asset renewal funding ratio are reported on a five-year average basis, as well as a single-year result. This will provide more context about the long-term trend of these ratios.

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The Queensland Audit Office (QAO) will audit measures 3, 4, 5, 6, 7, and 9, regardless of their grouping. These measures highlight the core council financial sustainability areas of operating performance, liquidity, asset management and debt servicing capacity.

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9. CONTINUOUS IMPROVEMENT AND KEY INTERFACES

Performance and efficiency of the Asset Management Framework and Asset Management System is monitored, measured, analysed, evaluated and auditable. This evaluation:

- Identifies external / internal issues that are relevant to the Asset Management System
- AM performance nonconformities
- Opportunities for continual improvement
- Changes in the Risk Profile

9.1. Improvement Plans

The asset management improvement plan generated from the Fleet Asset Management Plan is shown in Table 9.1.1.

Table 9.1.1: Fleet Asset Management Improvement Plan

TASK	TASK	RESPONSIBILITY	TIMELINE
1	Ensure that where relevant, that all fleet assets are valued.	Manager Works & Operations	Annually as part of budget
2	Align the Fleet Asset Management Plan with the Workforce Management Plan once it has been completed	Director Corporate Services	30 June 2026
3	Review the sustainably ratios to identify appropriate target bands/the reason for above target performance.	Fleet Committee	Annually
4	Define and Monitor the Fleet Asset Management Plan's levels of service	Manager Works & Operations	Ongoing
5	Identify critical assets to mitigate the risk of critical assets failure; develop risk treatment plan	Manager Works & Operations	30 June 2026
6	Monitor and record fleet condition assessments as part of scheduled maintenance program	Manager Works & Operations	Ongoing
7	Specify and define target levels of service for fleet to be determined through user consultation (to inform Renewals Program)	Manager Works & Operations	Ongoing
8	Look into installing GPS to flag fleet usage and inform maintenance program (assist with scheduled maintenance)	Manager Works & Operations	30 June 2026
9	Develop fleet Renewal and Replacement Priority Evaluation Criteria that will take into consideration Council Strategic Plan objectives, Risk Management and estimated whole of life costs.	Manager Works & Operations	30 June 2025
10	Develop New Assets Priority Criteria: defining, documenting and recording fleet specifications that are matched to work requirements (fit for purpose with adequate accessories such as ramps, storage for tools, etc.); defining New Assets Priority Evaluation Criteria to guide budget priorities.	Manager Works & Operations	30 June 2025

The asset management improvement plan generated from the Buildings and Other Structures Asset Management Plan is shown in Table 9.1.2.

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Table 9.1.2: Buildings and Other Structures Improvement Plan

Task	Task	Responsibility	Resources Required	Timeline
1	Obtain Council approval of this Plan.	Director Corporate Services	In-house	2025
2	Finalise desired levels of service by establishing current performance and setting performance targets.	Director Infrastructure Services	In-house	2025
3	Integrate the Asset Management and GIS Systems to provide for easy identification of the location of the assets, including provision of maps of asset condition.	GIS Coordinator	In-house	2025
4	Review and implement policies and procedures in relation to asset management and the asset register.	Director Corporate Services	In-house	2026
5	Establish delineation between scheduled and reactive maintenance.	Director Infrastructure Services	In-house	2025
6	Council's Asset Condition reports to be the driver for forward works programming.	Asset Management Steering Committee	In-house	2026
7	Cost estimates for CBD Masterplan initiatives	Manager of Major Projects	Consultant	2026
8	It is recommended that a more significant condition report be carried out for older buildings as the external condition may well be an indication of the condition of those aspects not visible at inspection (i.e. hidden, concealed, inaccessible areas).	Asset Management Steering Committee	Consultant	Annually as part of budget
9	Maintenance and defect schedules be reviewed regularly to ensure that deterioration of assets can be minimized.	Director Infrastructure Services	Facilities	Ongoing

The asset management improvement plan generated from the Water and Sewerage Asset Management Plan is shown in Table 9.1.3.

Table 9.1.3: Water and Sewerage Improvement Plan

Task	Task	Responsibility	Resources Required	Timeline
1	Obtain Council approval of this Plan.	Director Corporate Services	In-house	2025
2	Addition of Council's water meters and service connections into Council's GIS, Asset Register and financial system.	GIS Coordinator	In-house	2025
3	Undertake a sanity check on the remaining life of assets identified for renewal over the next 10 years and investigate any alternatives for renewal or extension of the asset lives.	Manager Water and Sewerage	Consultant and In-house Resources	Annually as part of End of Year
4	Establish an ongoing cyclic condition inspection regime for all water assets.	Manager Water and Sewerage	In-house	2026

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5	Finalise desired levels of service by establishing current performance and setting performance targets.	Manager Water and Sewerage	In-house	2026
6	Integrate the Asset Management and GIS Systems to provide for easy identification of the location of the assets, including provision of maps of asset condition.	GIS coordinator	In-house	2025
7	Review and implement policies and procedures in relation to asset management and the asset register.	Director Corporate Services	In-house	Ongoing
8	Establish delineation between scheduled and reactive maintenance.	Manager Water and Sewerage	Consultant	2026
9	Council's Asset register to be the driver for forward works programming.	Manager Water and Sewerage	In-house	2025
10	Define Critical Assets	Manager Water and Sewerage	In-house	2026

The asset management improvement plan generated from the Roads Asset Management Plan is shown in Table 9.1.4.

Table 9.1.4: Roads Assets Improvement Plan

Task	Task	Responsibility	Resources Required	Timeline
1	Obtain Council approval of this Plan.	Manager Works and Operations	In-house	2025
2	Addition of Council's Rural Pipes and culverts into Council's GIS, Asset Register and financial system.	GIS Coordinator	In-house	2025
3	Undertake a sanity check on the remaining life of assets identified for renewal over the next 10 years and investigate any alternatives for renewal or extension of the asset lives.	Manager Works and Operations	Consultant and In-house Resources	Annual basis as part of annual Budget
4	Establish an ongoing cyclic condition inspection regime for all transport assets to refine prediction modelling.	Manager Works and Operations	In-house	2026
5	Finalise desired levels of service by establishing current performance and setting performance targets.	Manager Works and Operations	In-house	2026
6	Integrate the Asset Management and GIS Systems to provide for easy identification of the location of the assets, including provision of maps of asset condition.	GIS coordinator	In-house	2026
7	Review and implement policies and procedures in relation to asset management and the asset register.	Director Corporate Services	In-house	2025
8	Undertake pavement depth testing on unsealed roads.	Manager Works and Operations	Consultant	2026
9	Establish delineation between scheduled and reactive maintenance.	Manager Works and Operations	In-house	2025
10	Council's Asset register to be the driver for forward works programming.	Asset Management	In-house	2025

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		Steering Committee		
11.	Define Critical Assets	Asset Management Steering Committee	In-house	2026

9.2. Asset Management Maturity Uplift

Council has adopted a continuous improvement approach that establishes and nurtures a 'whole-of-organisation' culture focused on best practice in AM.

In order to best facilitate this approach, an AM Maturity Assessment has been carried out. This determined the current state of Council AMS for all asset portfolios with respect to the requirements of ISO55001:2014. It also provided recommendations in order to improve current asset management practices.

To take forward the recommendations, an Asset Management Maturity Uplift Project has been launched. This project will provide Council with a solid foundation to:

- Build and improve AM capability
- Maximise the value of infrastructure assets
- Better understand, manage and mitigate risks associated with assets within Council's risk appetite
- Improve evidence-based decision making based on criticality and risk-based optimisation of investment across asset portfolios
- Improve performance and reliability resulting in more capacity and better service delivery to the community
- Improve governance, legislative compliance, community trust and stakeholder confidence

9.3. SAMP Review

The SAMP is a medium to long-term document and has a general time horizon of 5 years. However, it is also essentially that the SAMP is regularly reviewed and updated to ensure that it contains current asset portfolio and condition data, risks and mitigations are current and that continuous improvement initiatives are up to date. The review period for the SAMP is set to a maximum of five yearly with minor reviews as detailed in Figure 9.3.1 below.

Minor Review (As required)
- Asset information
- Improvement plan
- Risk analysis
- Performance measures
- Renewal Strategy
- Budget

Major Review (Max period - Five Yearly)
- Asset Management Maturity
- Comprehensive review of SAMP including all items in minor review
- Levels of Service
- Capital Planning approach / prioritisation review

Figure 9.3.1: Planning Horizon of SAMP

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ASSET MANAGEMENT PLAN
Mount Isa City Council
Buildings and Other Structures

Document Control	Asset Management Plan				
Document ID :					
Rev No	**Date**	**Revision Details**	**Author**	**Reviewer**	**Approver**
V1	27 April 2022	Creation of new document	GWH	RP	CEO
V2	18 May 2022	Inclusion of additional legislation, roles and asset subclasses	GWH	DO	CEO
V3	January 2025	Update	DCS	Asset Committee	CEO

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Contents

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1.0 EXECUTIVE SUMMARY

1.1   The Purpose of the Plan

This Asset Management Plan (AM Plan) details information about infrastructure assets with actions required to provide an agreed level of service in the most cost-effective manner while outlining associated risks. The plan defines the services to be provided, how the services are provided and what funds are required to provide over the 2025–2035-year planning period. The AM Plan will link to a Long-Term Financial Plan which typically considers a 10-year planning period.

1.2   Asset Description

This plan covers the Buildings and Other Structures assets including open space facilities:

The Buildings and Other Structures assets comprise of:

Financial Level (Valuation)
- Buildings
- Other Structures

Hierarchical Level (Service Level)
- Municipal Buildings
- Community Facilities
- Recreational Facilities
- Amenities Blocks
- Heritage Sites
- Council Residences
- Other Structures

The above Buildings and Other Structures assets have a total Gross value of **$214,879,088** *(effective 30 June 2025).*

1.3   Levels of Service

The allocation in the planned budget is insufficient to continue providing existing services at current levels for the planning period.

The main service consequences of the budget are:
- Insufficient funds to undertaken renewal of existing facilities
- Inability to meet asset ratio and sustainability requirements
- Deterioration and reduction in level of service

1.4   Future Demand

The factors influencing future demand and the impacts they have on service delivery are created by:

- Economic Demand
- Social Demand
- Environment
- Technology

These demands will be approached using a combination of managing existing assets, upgrading existing assets and providing new assets to meet demand. Demand management practices may also include a combination of non-asset solutions, insuring against risks and managing failures.

1.5   Lifecycle Management Plan

1.5.1   What does it Cost?

The forecast lifecycle costs necessary to provide the services covered by this AM Plan includes operation, maintenance, renewal, acquisition, and disposal of assets. Although the AM Plan may be prepared for a range of time periods, it typically informs a Long-Term Financial Planning period of 10 years. Therefore, a summary output from the AM Plan is the forecast of 10-year total outlays, which for the Buildings and Other Structures asset classes is estimated to be **$21,032,061.**

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1.6   Financial Summary

1.6.1   What we will do

Estimated available funding for the 10-year period is **$21,032,061** or **$2,103,206** on average per year as per the Long -Term Financial plan or Planned Budget. This is 100% of the cost to sustain the current level of service at the lowest lifecycle cost.

The reality is that only what is funded in the long-term financial plan can be provided. The Informed decision making depends on the AM Plan emphasizing the consequences of planned budgets on the service levels provided and risks.

Forecast Lifecycle Costs

The chart below displays the 10-year Capital Renewals Forecast for Buildings Assets

10-year Capital Renewals Forecast Buildings Assets

Sum of Estimated Cost Estimated Date	Treatment Type Maintenance	Replacement	Renewal	Upgrade	Grand Total
2024	110,000	472,830	13,000		595,830
2025	89,000	54,000	100,000	7,000	250,000
2026	194,500	381,500	253,000	23,000	852,000
2027	115,000	14,000	1,256,000		1,385,000
2028	204,800	123,700	660,000	50,500	1,039,000
2029	230,000	8,000	44,500		282,500
2030				151,000	151,000
2031	148,000	50,000	52,200	577,000	827,200
2032	415,500	33,000	275,000	767,500	1,491,000
2033	71,000	10,000	13,000	10,000	104,000
2034	621,500	586,100	887,000	5,000	2,099,600
Grand Total	**2,199,300**	**1,733,130**	**3,553,700**	**1,591,000**	**9,077,130**

10-year Capital Renewals Forecast Other Structures Assets

Asset Class	Other Structures - Comprehensive
Asset Type	(All)

Data	Total
Year 2025	$0
Year 2026	$34,200
Year 2027	$850,793
Year 2028	$1,247,775
Year 2029	$381,360
Year 2030	$1,836,195
Year 2031	$1,493,493
Year 2032	$2,150,624
Year 2033	$530,140
Year 2034	$3,430,351
Total	**$11,954,931**

We currently allocate enough budget to maintain these services at the proposed standard or to provide all the new services being sought. A significant majority of planned renewals based on the current renewal schedules can be achieved with the current funding model.

1.6.2   Managing the Risks

If budget levels are insufficient to continue to manage risks in the medium term, the main risk consequences are:

- Aging assets that are not funded for replacement and increased maintenance costs because of asset condition.

- A reduction in the level of service as multiple assets reach the end of their useful life.

- Loss of reputation as Council asset are placed out of service.

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We will endeavour to manage these risks within available funding by:

• Undertake a facility and land asset utilisation study and community engagement process to identify service level standards and strategies and recommendation to optimise asset delivery with limited resources.

• Undertake a review of the park hierarchy and service levels.

• Update Asbestos Management Plans where appropriate.

• Seek opportunities for the disposal of assets where appropriate.

1.7 Asset Management Planning Practices

Key assumptions made in this AM Plan are:

• It is assumed that the data available is accurate and complete. Validation of data is necessary to progress to a point where strategies can be put in place to manage and reduce the funding shortfall.

Assets requiring renewal are identified from the asset register.

• The timing of capital renewals based on the asset register is applied by adding the useful life to the year of acquisition or year of last renewal,

• Alternatively, an estimate of renewal lifecycle costs is projected from external condition modelling systems and may be supplemented with, or based on, expert knowledge.

The Asset Register was used to forecast the renewal lifecycle costs for this AM Plan.

1.8 Monitoring and Improvement Program

The next steps resulting from this AM Plan to improve asset management practices are detailed at the end of this plan.

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2.0 INTRODUCTION

2.1   Background

This AM Plan communicates the requirements for the sustainable delivery of services through management of assets, compliance with regulatory requirements, and required funding to provide the appropriate levels of service over the planning period.

The AM Plan is to be read with the Mount Isa City Council planning documents. This should include the Asset Management Policy and Asset Management Strategy, where developed, along with other key planning documents:

- Mount Isa City Council Corporate Plan 2020

- City of Mount Isa Planning Scheme

- Mount Isa City Council Operational Plan

- Mount Isa City Council Sports and Recreational Study

- Local Disaster Management Group Plan

The Buildings and Other Structures assets included in this plan have a total Gross value of $214,879,088.

Key stakeholders in the preparation and implementation of this AM Plan are shown in Table 2.1.

Table 2.1: Key Stakeholders in the AM Plan

Key Stakeholder	Role in Asset Management Plan
Community (residents, businesses, property owners)	■ Provide feedback on level of service and the implications on revenue and budget expenditure. ■ Reporting of any asset defects or deficiencies.
Mayor and Elected Members	■ Represent needs of community/shareholders. ■ Allocate resources to meet planning objectives in providing services while managing risks.
Chief Executive Officer	■ Allocate resources to meet planning objectives in providing services while managing risks. ■ Ensure services are sustainable.
Directors	■ Overall responsibility for Services delivery. ■ Ensuring compliance with Strategic Plans and Objectives. ■ Driving strategic Asset Management planning and implementation. ■ Responsibility to ensure asset management tasks and improvement plan are undertaken in line with objectives within AM Plan.
Manager Major Projects	■ Ensuring development approval meets required compliance standards where impacts on infrastructure are likely, or works will result in contributed assets. ■ Managing delivery of Capital works projects.
Manager Works and Operations	■ Ensuring compliance of Strategic Plan Objectives. ■ Guidance and leadership to Cemeteries, Facilities, Parks & Gardens.

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Key Stakeholder	Role in Asset Management Plan
Facilities Coordinator	■ Proactive and reactive maintenance schedules specifically for parks, depots and cemeteries ■ Completion of Customer Request Actions ■ Report of any asset defects or deficiencies noted during inspections ■ Proactive and reactive maintenance schedules specifically for buildings and facilities, not including parks and cemeteries. ■ Registration of Facility Proposals, Management Plans, Drawings & Plans ■ Report of any asset defects or deficiencies noted during inspections.
Insurance	■ Insurers have interest in implementation of a system which allows Council to gain better knowledge of the condition of the assets.
Environmental Health Officer	■ Annual Asbestos Inspections and Asbestos Management Plans

Our organisational structure for service delivery for infrastructure assets is detailed below:

2.2   Goals and Objectives of Asset Ownership

Our goal for managing Buildings and Other Structures assets is to meet the defined level of service (as amended from time to time) in the most cost-effective manner for present and future consumers. The key elements of infrastructure asset management are:

- Providing a defined level of service and monitoring performance,

- Managing the impact of growth through demand management and infrastructure investment,

- Taking a lifecycle approach to developing cost-effective management strategies for the long-term that meet the defined level of service,

- Identifying, assessing and appropriately controlling risks, and

- Linking to a Long-Term Financial Plan which identifies required, affordable forecast costs and how it will be allocated.

Key elements of the planning framework are:

- Levels of service – specifies the services and levels of service to be provided,

- Risk Management,

- Future demand – how this will impact on future service delivery and how this is to be met,

- Lifecycle management – how to manage its existing and future assets to provide defined levels of service,

- Financial summary – what funds are required to provide the defined services,

- Asset management practices – how we manage provision of the services,

- Monitoring – how the plan will be monitored to ensure objectives are met,

- Asset management improvement plan – how we increase asset management maturity

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3.0 LEVELS OF SERVICE

3.1   Customer Research and Expectations

This AM Plan is prepared to facilitate consultation prior to adoption of levels of service by the Mount Isa City Council. Future revisions of the AM Plan will incorporate customer consultation on service levels and costs of providing the service. This will assist the Mount Isa City Council and stakeholders in matching the level of service required, service risks and consequences with the customer's ability and willingness to pay for the service.

3.2   Strategic and Corporate Goals

This AM Plan is prepared under the direction of the Council's vision, mission, goals and objectives. Strategic goals have been set by Council. The relevant goals and objectives and how these are addressed in this AM Plan are summarised in Table 3.2.

Table 3.2: Goals and how these are addressed in this Plan

Strategies:
1.   Consolidation of engagement requirements for the AM Plan through Levels of Service and Improvement Plan.
2.   For the AM Plan to set out role, purpose, responsibilities and powers of local governments including the preparation of a long-term financial plan supported by asset management plans for sustainable service delivery, the acquisition and disposal of assets, and requirements for corporate and operational plans.

Goal	Objective
To establish safe and healthy communities with a strong sense of identity which supports existing industry and encourages new and Innovative business and practices.	Review the Mount Isa Community Engagement Strategy in consultation with other key stakeholders including other levels of Governments
	Assist community groups to increase their sustainability and build social capacity
	Further develop library to become active community hubs of learning and social inclusion
To develop a prosperous and diverse local economy which supports existing industry and encourages new and innovative business and practices	Assist with the facilitation of region wide accessibility for all residents to essential services in relation to health, education, social and recreational activities
	Apply and review the Planning Scheme in accordance with State legislation to ensure consistent and balanced decisions are made in relation to lifestyle and growth opportunities
	Continue to undertake strategic Urban Design projects

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Strategies:
1. Consolidation of engagement requirements for the AM Plan through Levels of Service and Improvement Plan.
2. For the AM Plan to set out role, purpose, responsibilities and powers of local governments including the preparation of a long-term financial plan supported by asset management plans for sustainable service delivery, the acquisition and disposal of assets, and requirements for corporate and operational plans.

Goal	Objective
To establish innovative and efficient infrastructure networks that services the local communities and industries.	Review all cemetery services including cremation services, determining the viability of above ground vault construction and identify land for future expansion
	Clarify community expectations prior to establishing community service obligations in relation to water, wastewater, roads etc.
	Develop a proactive approach to safety within town areas
	Continue to implement the recommendations from Council's Buildings and Other Structures Asset Management Plan in relation to the development and maintenance of the region's community facilities
	Develop and implement Council land management strategies including its reserves, particularly infrastructure on reserves
	Continue to review and expand Asset Management Plans
	Deliver suitable signage and directional indicators for open space, walkways and cycle paths that are user friendly for all demographics
	Determine and review levels of service to the parks and gardens network and flora reserves
	Investigate opportunities to fund and implement streetscape plans for beautification, safety and accessibility
To recognise, protect, manage and promote our unique natural environment to ensure the economic, environmental, social and cultural values are developed for long term sustainability	Continue to record and protect all significant heritage and cultural sites and structures.
	Utilise 'best practice' waste management practices and further develop City facilities in accordance with the Waste Management and Recycling Plan
	Protect the natural environment of reserves under Council control via strategic natural resource management
	Manage invasive animal and pest plants throughout the region to ensure the continued protection of valuable agricultural land
To practice inclusive and ethical governance through proactive engagement with all sectors of the community, council and all levels of government.	Continually monitor and evaluate all Council operations and conduct independent surveys of client/customer satisfaction levels
	Develop and implement customer focused policies and processes in keeping with Council's commitment to customer service
	Review depot/workshop operations including development of master plan
	Provide and maintain appropriate security measures to protect Council's assets (buildings, plants, sites etc.)
	Provide and maintain strategies to ensure Council's long-term financial sustainability.

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3.3   Legislative Requirements

There are many legislative requirements relating to the management of assets. Legislative requirements that impact the delivery of the water and sewer services are outlined in Table 3.3.

Table 3.3: Legislative Requirements

Legislation	Requirement
Local Government Act 2009	Sets out role, purpose, responsibilities and powers of local governments including the preparation of a long-term financial plan supported by asset management plans for sustainable service delivery, the acquisition and disposal of assets, and requirements for corporate and operational plans.
Queensland Competition Authority Act 1997 (Qld)	The Queensland Competition Authority (QCA) to develop criteria to assist the Premier and the Treasurer (the Ministers) in deciding whether to declare a government business activity to be a government monopoly business activity. QCA ensures monopoly businesses operating in Queensland, particularly in the provision of key infrastructure, do not abuse their market power through unfair pricing or restrictive access arrangements. Achieved through investigating and monitoring pricing practices of certain monopoly businesses and regulating third party access to essential infrastructure.
Work Health and Safety Act 2011	Sets out roles and responsibilities to secure the health, safety and welfare of persons at work, assists to define Cemetery operations and regulates asbestos management, control and removal.
Public and Environmental Health Act (Waste Control Regulations) 2005	Public health is dedicated to preserving, protecting and promoting good health and preventing illness and injury.
Electrical Safety Act 2002 (Qld)	This Act is directed at eliminating the human cost to individuals, families and the community of death, injury and damage/destruction of property that can be caused by electricity.
Vegetation Management Act 1999	Sets out the requirements under the Act to protect and preserve native vegetation.
AS/NZS 2890 Parking Facilities	Sets out parking requirements in various forms (Off-street parking, on-street parking, etc.)
AS1428 Design for access and mobility	Reference for access requirements relating to transport (i.e. ramps, parking, pedestrian ways, etc.)
Planning Act 2016	Sets out parameters for Developments, including what developments require Development Approval (Planning Consent/Building Rules Consent) and the process required to obtain such consents.
Land Act 1994	Consolidates and amend the law relating to the administration and management of non-freehold land and deeds of grant in trust and the creation of freehold land, and for related purposes
Building Codes Australia	Sets out technical requirements relating to building works.
Disability Discrimination Act 1992	Set outs requirements for equality of access to services and facilities.
Building Fire Safety Regulation 2008	Sets out requirements for fire safety and evacuation of buildings.

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3.4   Community Levels of Service

Service levels are defined service levels in two terms, customer levels of service and technical levels of service. These are supplemented by organisational measures.

Customer Levels of Service measure how the customer receives the service and whether value to the customer is provided.

Customer levels of service measures used in the asset management plan are:

Quality: How good is the service … *What is the condition or quality of the service?*

Function: Is it suitable for its intended purpose …. *Is it the right service?*

Capacity/Use: Is the service over or under used … *Do we need more or less of these assets?*

Council has not carried out research on customer expectations at a community-wide level. This will be investigated for Plan updates. Council will use this information in developing specific Levels of Service and in the allocation of resources in the Annual Budget.

Council engineers and technical officers have traditionally been trained to work to an assumed level of service that is likely to be expected by the community.

During any future consultation process Council will test this premise to make sure that it is correct or amend it accordingly.

The expected customer and technical service levels are detailed in Table 3.5 and are based on the following service expectations. Maintenance and Operational Activities, Frequencies and Triggers are outlined in **Appendix A** against their respective hierarchy:

Municipal Buildings: To provide customers and staff with facilities that are appropriately maintained, comfortable, and safe and meet the administrative needs and Council's corporate goals.

Community Facilities: To provide the community with access to appropriately maintained buildings that are safe, comfortable and meet the functional needs of the community.

Recreational Facilities: To provide the community with access to appropriately maintained buildings that are safe and support the delivery of community, sport and recreation activities.

Amenities Blocks: To provide the community and visitors with sufficient access to public toilets that are safe, clean and appropriately maintained; and Minor buildings: To provide buildings that are appropriately maintained, safe and meet the business operation needs.

Heritage Sites: Service Levels as identified in the Local Heritage Register.

Council Residences: To provide an authorised caretaker to maintain the security of a facility hosting Municipal Buildings

Other Structures: To provide the community and staff with facilities for storage, shelter or use in conjunction with the abovementioned facilities.

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3.5   Technical Levels of Service

Technical Levels of Service – To deliver the customer values, and impact the achieved Customer Levels of Service, are operational or technical measures of performance. These technical measures relate to the activities and allocation of resources to best achieve the desired customer outcomes and demonstrate effective performance.

Technical service measures are linked to the activities and annual budgets covering:

- **Upgrade / New** – the activities to provide a higher level of service (e.g. new playgrounds or shade structures) or a new service that did not exist previously (e.g. a new library).
- **Operation** – the regular activities to provide services (e.g. opening hours, cleansing, mowing grass, energy, inspections, etc.)
- **Maintenance** – the activities necessary to retain an asset as near as practicable to an appropriate service condition. Maintenance activities enable an asset to provide service for its planned life (e.g. waste disposal, cleaning, building and structure repairs),
- **Renewal** – the activities that return the service capability of an asset up to that which it had originally provided (e.g. soft-fall resurfacing, landfill rehabilitation)

Service and asset managers plan, implement and control technical service levels to influence the service outcomes.

Table 3.6 shows the activities expected to be provided under the current 10 year Planned Budget allocation, and the Forecast activity requirements being recommended in this AM Plan.

Table 3.5: Technical Levels of Service

Municipal Buildings

Service Statement	Municipal buildings provide a safe working environment for Council staff and community members	
Service Factors	**Customer Service Standards**	**Technical Service Standards**
FUNCTION		
Location	Easy to find for public attendance, (physical location as well as clear signage and marking).	Typically located near the administrative centre or adjacent to other government facilities.
Features	Attractive premises which offer a range of civic and public services for the community.	Building style can be specific for the occupancy, plus be attractive to the occupants and users
Accessibility	Well located to offer convenient access for total community.	Parking is available in near proximity. Disabled access is provided.
DESIGN		
Building Layout	May cater for individual services or a mixture of public and civic services. Space and design match needs. Internal layout is practical.	Accommodation and functions according to industry standards. Service growth and extensions factored into building form. Acknowledge any seasonal needs. Internal Fit-out: Attractive and appealing to customers and staff. May require emergency power back-up.
Reception area / Directory	Welcome / greeting / reception area with clearly signed facilities and directions.	Staffed reception during normal hours.

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Service Statement	Municipal buildings provide a safe working environment for Council staff and community members	
Service Factors	Customer Service Standards	Technical Service Standards
Security	Community and staff feel safe and confident accessing building and services.	Security provided matches standards for the building, service types and location. Security cameras may be installed if appropriate. Extensive external and internal lighting for feature and security lighting.
Compliance	Occupiers are aware of relevant compliance / fire service / evacuation procedures and can work with public in an emergency.	Meets all applicable regulations for occupancy and service types. Constant fire / electrical protection and monitoring.
Heating / Cooling	Building is maintained at a comfortable temperature and conditions.	High standard of air-conditioning to all public spaces and service areas with little variation in temperature ranges.
Environmental Issues	Building construction, maintenance and operation are consistent with contemporary standards for low environmental impact.	Low energy consumption building and low carbon footprint. Includes optimised natural features to contribute to sustainable outcomes.
Communication	Building communication capacity matches needs.	Excellent data and communication capacity throughout building.
Toilets	Toilets are conveniently accessible and maintained / operated to high standards according to building occupancy and needs.	Toilet categories align with adjacent use categories and occupation. Toilets are located conveniently for all major users and public areas. May include baby nursing / change facilities. Disability access available to public toilet facilities.
Indoor Activities / Exhibitions	Convenient, accessible space available for indoor activities and exhibitions.	Activity spaces located with good public / pedestrian access and vehicle parking.
Catering	Catering facilities available to service normal needs.	Catering capacity aligned with typical occupancies and functions.
Staff Facilities	Staff have access to good quality facilities during normal occupancy.	Adequate areas and facilities for staff, e.g. lunchrooms, smoking areas.
Storage	Reasonable capacity storage available to cater for most occupancies.	Storage provided in proximity and contained areas according to occupancy and service type needs.
Cleaner's Facilities	Cleaner facilities available in building.	Cleaner's facilities and equipment / storage provided according to occupancies and services provided.
Car parking	Car parking internal to or in near proximity to building to cater for all occupancies during and after hours.	Car parking capacity to cater for full occupancy of building within 100 meters of building.

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Service Statement	Municipal buildings provide a safe working environment for Council staff and community members	
Service Factors	**Customer Service Standards**	**Technical Service Standards**
Landscaping / Surrounds	Landscaping and surrounds complement building image and character and functional areas.	Low maintenance treatments used as far as is practicable to maintain the theme of the building / precinct. Low water use plants used wherever practicable.
Cultural Features	Cultural features incorporated according to building purpose and character	Cultural heritage artwork and/or artefacts add to building space theme and character.
AMENITY / PRESENTATION		
Image and Character	Buildings reflecting the image and character of the planning zone – may include historical buildings	Building and features suit streetscape and community themes.
No visible graffiti	All graffiti removed.	High response level for graffiti removal.
No free rubbish or litter	Well maintained surrounds with no litter.	Routine inspections and attention. Quick response times for reactive activities.
Maintenance and Operational activities	No disruptions to major events from maintenance and operational activities.	Major maintenance/operational activities typically undertaken outside normal office hours.

Community & Recreational Facilities and Other Buildings

Service Statement	Community buildings contribute positively to community lifestyle and services and are readily accessible.	
Service Factors	**Customer Service Standards**	**Technical Service Standards**
FUNCTION		
Location	Easy to find for public attendance, (physical location as well as clear signage and marking).	Typically located near the administrative centre or adjacent to other government facilities.
Features	Attractive premises which offer a range of civic and public services for the community.	Style reflects usage and is attractive to the occupants and users. May be historical buildings
Accessibility	Well located to offer convenient access for total community.	Parking is available in near proximity. Disabled access is provided.
DESIGN		
Building Layout	May cater for individual services or a mixture of public and civic services. Space and design match needs. Internal layout is practical.	Accommodation and functions according to industry standards. Service growth and extensions factored into building form. Acknowledge any seasonal needs. **Internal Fit-out:** Attractive and appealing to customers and staff. May require emergency power back-up.
Reception area / Directory	Welcome / greeting / reception area with clearly signed facilities and directions. Clearly signed facilities and directions.	May be staffed reception during normal hours and / or communication available for normal hours and after hours.

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Service Statement	Community buildings contribute positively to community lifestyle and services and are readily accessible.	
Service Factors	**Customer Service Standards**	**Technical Service Standards**
Security	Community feels safe and confident accessing building and services.	Security provided matches standards for the building, service types and location. Security cameras may be installed if appropriate. Extensive external and internal lighting for feature and security lighting.
Compliance	Users are aware of evacuation procedures	Meets all applicable regulations for occupancy and service types. Constant fire / electrical protection and monitoring.
Heating / Cooling	Building is maintained at a comfortable temperature and conditions.	High standard of air-conditioning to all public spaces and service areas with little variation in temperature ranges.
Environmental Issues	Building construction, maintenance and operation are consistent with contemporary standards for low environmental impact.	Low energy consumption building and low carbon footprint. Includes optimised natural features to contribute to sustainable outcomes.
Communication	Building communication capacity matches needs.	High standard data and communication capacity where required.
Toilets	Toilets are conveniently accessible and maintained / operated to high standards according to building occupancy and needs.	Toilets are located conveniently for all major users and public areas. May include baby nursing / showers / change facilities. Disability access available to public toilet facilities.
Indoor Activities	Convenient, accessible space available for indoor activities.	Activity spaces designed in accordance with requirements.
Catering	Catering facilities available to service normal needs.	Basic kitchen facilities provided.
Staff Facilities	Staff have access to good quality facilities during normal occupancy.	Adequate areas and facilities for staff, e.g. lunchrooms, smoking areas.
Storage	Reasonable capacity storage available to cater for most occupancies.	Storage provided in proximity and contained areas according to occupancy and service type needs.
Cleaner's Facilities	Cleaner facilities available in building.	Cleaner's facilities and equipment / storage provided according to occupancies and services provided.
Car parking	Car parking internal to or in near proximity to building to cater for all occupancies during and after hours.	Car parking capacity to cater for full occupancy of building within 100 metres of building.
Landscaping / Surrounds	Landscaping and surrounds complement building image and character and functional areas.	Low maintenance treatments used as far as is practicable to maintain the theme of the building / precinct.
Cultural Features	Cultural features incorporated according to building purpose and character	Cultural heritage artwork and/or artefacts add to building space theme and character.

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Service Statement	Community buildings contribute positively to community lifestyle and services and are readily accessible.	
Service Factors	**Customer Service Standards**	**Technical Service Standards**
AMENITY / PRESENTATION		
Image and Character	Stand-out buildings reflecting the image and character of the planning zone – may include historical buildings	Building and features suit streetscape and community themes.
No visible graffiti	All graffiti removed.	High response level for graffiti removal.
No free rubbish or litter	Well maintained surrounds with no litter.	Routine inspections and attention. Quick response times for reactive activities.
Maintenance and Operational activities	No disruptions to major events from maintenance and operational activities.	Major maintenance/operational activities typically undertaken outside normal office hours.

Parks and Gardens

Service Statement	Parks and Community Spaces that allow safe and convenient access for the community and are readily available.	
Service Factors	**Customer Service Standards**	**Technical Service Standards**
FUNCTION		
Location	Easy to find for public attendance, (physical location as well as clear signage and marking).	Typically located in each locality / suburb and between multiple roads for visibility.
Features	Maintained to offer a range of sports, recreational, small events and wellness activities for the community.	Unsafe assets are removed, repaired or isolated within 48 hours of identification where appropriate.
Accessibility	Well located to offer convenient access for total community.	Parking is available in near proximity (within 100m). Disabled access is provided.
DESIGN		
Park / Place Layout	May cater for individual groups or a mixture of public services. Space and design match needs. Play equipment, furniture, shade structures, lighting and bins are in gathering zones for family activities or private events.	Irrigation is identified and protected where applicable. Bins and furniture are in appropriate places near gathering zones. Water supply and taps are protected adequately to available water wastage or stealing.
Entry	Welcome signs and rules are visible from main entrance places. Contact details for emergencies or access through gates are displayed.	Signs should be consistent, maintained and offer guidance to users of the space. After hours and business hours contacts should be consistent and up to date
Security	Community feels safe and confident accessing public spaces.	Security provided matches standards for the building, service types and location. Security cameras may be installed if appropriate. Extensive external and internal lighting for feature and security lighting.

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Service Statement	Parks and Community Spaces that allow safe and convenient access for the community and are readily available.	
Service Factors	**Customer Service Standards**	**Technical Service Standards**
Compliance	Users are aware of evacuation procedures if appropriate or can see clear visible exit gates	Meets all applicable regulations for occupancy and service types. Constant fire / electrical protection and monitoring.
Catering	Catering facilities available to service normal needs.	Basic barbeques available for higher priority parks.
Car parking	Car parking internal to or in near proximity to place to cater for all occupancies during and after hours.	As identified in Planning Scheme.
Landscaping / Surrounds	Landscaping and surrounds complement planning zone	Low maintenance treatments used as far as is practicable to maintain the theme of the site.
Cultural Features	Cultural features incorporated according to site purpose and character	Cultural heritage artwork and/or artefacts add to public space theme and character.
AMENITY / PRESENTATION		
No visible graffiti	All graffiti removed.	Medium response level for graffiti removal.
No free rubbish or litter	Well maintained surrounds with no litter.	Routine inspections and attention. Quick response times for reactive activities.
Maintenance and Operational activities	No disruptions to major events from maintenance and operational activities.	Major maintenance/operational activities typically undertaken outside normal office hours.
No overgrown lawn / gardens	No visible water ponding, insect, pest, vehicle and pedestrian traffic movement visibility problems	Noxious weeds and insects are treated and monitored in accordance with standards. Mow / slash grass length over 300mm. Check visibility of overgrown plants during road inspections and parks/gardens maintenance activities. Treat termites and rectify loose tree issues immediately when found. Inspect all public parks and gardens for water drainage issues within 48 hours after rainfall events.

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Council Residences

Service Statement	Residences are appropriately located to provide Caretakers for Council Facilities to assist in after-hours support and site security.	
Service Factors	**Customer Service Standards**	**Technical Service Standards**
FUNCTION		
Features	Housing must be maintained to a level as acceptable by the Residential Tenancies Authority.	Refer to the respective Tenancy Agreements.
Accessibility	Appropriately located near entrance gates.	Typically located at each major facility from the main entrance road.
DESIGN		
Security	Resident feels safe and confident accessing the tenanted property.	Security provided matches standards for the building, service types and location. Security cameras may be installed if appropriate. Extensive external and internal lighting for feature and security lighting.

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4.0 FUTURE DEMAND

4.1   Demand Drivers

Drivers affecting demand include things such as population change, regulations, changes in demographics, consumer preferences and expectations, environmental awareness, etc.

4.2   Demand Forecasts

The present position and projections for demand drivers that may impact future service delivery and use of assets have been identified and documented.

4.3   Demand Impact and Demand Management Plan

The impact of demand drivers that may affect future service delivery and use of assets are shown in Table 4.3.

Demand for new services will be managed through a combination of managing existing assets, upgrading of existing assets and providing new assets to meet demand and demand management. Demand management practices can include non-asset solutions, insuring against risks and managing failures. Opportunities identified to date for demand management are shown in Table 4.3. Further opportunities will be developed in future revisions of this AM Plan.

Table 4.3: Demand Management Plan

Demand driver	Current position	Projection	Impact on services	Demand Management Plan
Population	Mount Isa population has been on a downward trend	Population will continue a downward trend people	There is a decline in demand for recreational spaces for families	Undertake utilisation study to quantify current service provision
Changing demographics	Mix of assets that provide services suitable for current service demand	Dissatisfaction with current level of service	Service demand for youth activities and or request for higher level of disability compliance	Familiarisation with current and changing regulations as they relate to the provision of Buildings and Other Structures assets
Tourism	Facilities provided to encourage visitation	Tourism movement to follow historical trend	Temporary additional demand for facilities to visitor and RV vehicles	
Regulations, codes and best practice	Buildings and structures do not fully meet requirements for disability access	Changes in regulation	Increased demand to retrofit assets to meet current day standards and increase service level	Continue to monitor changes in Regulations, codes and best practice and aim to implement
Vandalism	Costs to maintain and replace assets continue to grow as community spaces are affected by vandalism frequently	Community backlash or unsustainable increased budget for furniture and land improvements	Removal of structures, assets and services in community spaces	Working with government agencies to address crime

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4.4   Asset Programs to meet Demand

The new assets required to meet demand may be acquired, donated or constructed. Additional assets are discussed in Section 5.4.

Acquiring new assets will commit the Mount Isa City Council to ongoing operations, maintenance and renewal costs for the period that the service provided from the assets is required. These future costs are identified and considered in developing forecasts of future operations, maintenance and renewal costs for inclusion in the long-term financial plan (Refer to Section 5).

4.5   Climate Change Adaptation

The impacts of climate change may have a significant impact on the assets we manage and the services they provide. In the context of the Asset Management Planning process climate change can be considered as both a future demand and a risk.

How climate change impacts on assets will vary depending on the location and the type of services provided, as will the way in which we respond and manage those impacts.

As a minimum we consider how to manage our existing assets given potential climate change impacts for our region.

Risk and opportunities identified to date are shown in Table 4.5.1

Table 4.5.1 Managing the Impact of Climate Change on Assets and Services

Climate Change Description	Projected Change	Potential Impact on Assets and Services
Utilisation of renewable forms of energy	Integration of solar and LED technologies for lighting	Reduction in operational expenditure
Temperature increase	Open spaces to consider protection for UV rays in line with CBD and Cemetery Masterplan recommendations	Planting and shelters to provide protection

Additionally, the way in which we construct new assets should recognise that there is opportunity to build in resilience to climate change impacts. Building resilience can have the following benefits:

- Assets will withstand the impacts of climate change
- Services can be sustained; and
- Assets that can endure may potentially lower the lifecycle cost and reduce their carbon footprint

The impact of climate change on assets is a new and complex discussion and further opportunities will be developed in future revisions of this AM Plan.

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5.0 LIFECYCLE MANAGEMENT PLAN

The lifecycle management plan details how the Mount Isa City Council plans to manage and operate the assets at the agreed levels of service (Refer to Section 3) while managing life cycle costs.

5.1 Background Data

5.1.1 Physical parameters

The assets covered by this AM Plan are shown in Table 5.1.1.

*Table 5.1.1: Assets covered by this Plan*

Component	Description
Sub Structure	Includes the floor structure - including foundations, entrance steps, ramps and their finishes; upper floors and stairs
Super Structure	Incorporates the external and all weight bearing walls as well as external windows and doors
Floor Coverings	Includes coverings such as carpet, vinyl, tiles, etc.
Fit-Out & Fittings	Includes all internal non-weight bearing walls, partitions, ceilings, and specialised areas such as kitchens and amenities.
Roof	Includes the roof structure (such as trusses) and cladding
Electrical Services	Includes all electrical light and power, power outlets and light fittings, including main distribution board
Hydraulic Services	Includes plumbing fit out (Water Supply and Waste removal)
Mechanical Services	Includes central plant, fixed plant, air-conditioning and other ventilation and heating systems.
Fire Services	Includes sprinkler systems, alarms and miscellaneous fire or security related systems
Transport Services	Including lifts, hoists and conveyor systems such as escalators
Security Services	Including alarm systems

Asset Class	Gross	Accumulated Depreciation	Current Value	Depreciation
Buildings - Comprehensive	125,007,865	34,638,603	90,369,262	2,005,048
Other Structures - Comprehensive	89,871,223	27,279,186	62,592,037	3,070,064
	214,879,088	61,917,790	152,961,298	5,075,112

These assets have a total gross replacement value of **$214,879,088** *(effective 30 June 2025)*

The age profile of the assets included in this AM Plan are shown in Figure 5.1.1.

Figure 5.1.1: Asset Age Profile (by Current Replacement Cost in Millions)

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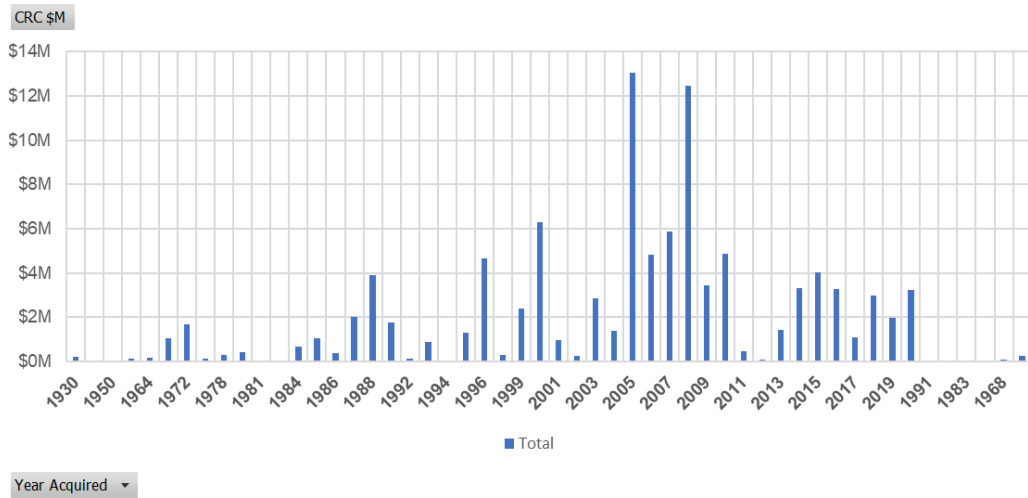
All figure values are shown in current day dollars.

5.1.2 Asset capacity and performance

Assets are generally provided to meet design standards where these are available. However, there are insufficient resources to address all known deficiencies. Locations where deficiencies in service performance are known are detailed in Table 5.1.2.

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Table 5.1.2: Known Service Performance Deficiencies

Location	Service Deficiency
Community Facilities (Tourism Venues): *Buchanan Park* *Civic Centre* *Outback at Isa*	Aged infrastructure unable to be funded and reducing level of service. Cultural and local heritage overlays some facilities.
Council Maintained Heritage Sites: *Camooweal Cemetery* *Camooweal Community Hall Civic Centre and Surrounds* *Frank Aston Underground Museum John Campbell Miles Memorial Clock John Campbell Miles Memorial Lookout Mount Isa Sunset Memorial Cemetery RFDS Plane, George McCoy Park* *The Old Cemetery* **Private Maintained Heritage Sites:** *Boodjamulla Riversleigh World Heritage Area (Lawn Hill and Site 'D')* *Bower Bird Battery* *Casa Grande* *Former Underground Hospital* *Freckleton's Store Hodgekinson's Marked Tree Kruttschnitt Park* *Lake Moondarra* *Mount Isa Central School* *Mount Isa Mine Early Infrastructure* *Mount Isa Telephone Exchange* *St James' Anglican Church* *St Joseph's Church and School (former)* *Tent House* *Three Sisters Waterhole* *Tree of Knowledge* *Warrigal Waterhole (Painted Rock) Wiliyan-ngurru National Park (Camooweal Caves)*	Included in this list are Heritage Sites and Places privately maintained for completeness of information and if Council intends to transfer ownership or maintenance of these sites to Council (Refer to the Mount Isa City Council Local Heritage Register for further information on Heritage Sites and Ownership).
Amenities Blocks: *Camooweal Community Hall* *Captain James Cook Oval* *Miles Street* *Mount Isa Administration Office* *Outback Park, Outback at Isa* *Sunset Oval* *Tom O'Hara Park*	Aged infrastructure unable to be funded, seeking funding opportunities for disposal and construction of standard, consistent, preassembled public amenities.
Council Residences: *Camooweal x1* *Mount Isa x9*	Aged infrastructure unable to be funded, seeking funding opportunities for purchase or upgrade to standard properties as required under Residential Tenancy Agency
Central Business District Gardens *Isa Street Miles Street Rodeo Drive Simpson Street* *West Street*	Seeking funding opportunities to renew assets, install sturdy shade structures, fencing and irrigation etc. in line with recommendations from the CBD Masterplan and Disability Access standards. ***Note:*** *Camooweal Street from Grace Street to beyond Isa Street is State Controlled Road.*

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Location	Service Deficiency
Lower Recreational Facilities: *Bill McDonald Park* *Bob Gardner Park* *Camooweal Cricket* *Charlie Steene Park* *Civic Centre Lawn* *Edna Medley Park* *Gallipoli Park (North)* *George McCoy Park* *John Campbell Miles Park* *Kalkadoon Lions Park* *Leichhardt Park* *Lorraine Gibson Park* *Minnie Davis Park*	These locations are subject to continuous vandalism despite CCTV, security guards and locked gates. Therefore, assets have been removed except for park signs and the occasional bin, picnic table and metal swing.
Greater Recreational Facilities: *Camooweal Cemetery* *Captain James Cook Oval* *Ellen Finlay Park* *Family Fun Park* *Gallipoli Park (South)* *John Campbell Miles Memorial Lookout* *Lions Park* *Mount Isa Cemetery* *Norm Smith Park* *Outback Centre Park* *Playway Apex Park* *Quota Park* *Ron McCollough Park* *Splashez Aquatic Centre* *Sunset Oval*	Seeking funding opportunities to renew assets, install upgraded play equipment, sturdy shade structures, fencing and irrigation etc. Mount Isa Cemetery has been identified as having insufficient graves for burials in the long term, operational goal for investigating expansion in line with the Mount Isa Cemetery Masterplan is underway. Camooweal Cemetery has been undergoing works for expansion. Mount Isa Cemetery has obtained land for cemetery expansion subject to funding. ***Note:*** *Telstra Hill, Tony White Oval and Pamela Street Hill are on Private Land and not Council's jurisdiction.*
Leased Recreational Facilities *Alec Inch Oval* *Alexandra Park* *Jimmy Gemmell Sporting Complex* *Jubilee Park* *Kruttschnitt Oval* *Legend Oval* *Mount Isa Hockey Grounds* *Mount Isa Soccer Grounds* *Old Spanish Club* *Rugby Park* *Sports Precinct Horse Paddocks*	Seeking funding opportunities alongside community groups / lessees to renew assets, install upgraded play equipment, sturdy shade structures, fencing and irrigation etc.
Municipal Buildings *Mount Isa Cemetery* *Civic Centre and Surrounds* *Mount Isa Administration Office* *Mount Isa Waste Management Facility* *Camooweal Works Depot* *Mount Isa Works Depot*	There is inadequate storage for hardcopy / archive documents including permits, property information, financial information, Council resolutions and reports, as constructed reports and drawings, cemetery burial records, animal management permits, local law infringements. There is difficulty in seating arrangements for expanding teams in the Administration branches where computers and desks are required.

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5.1.3   Asset condition

Conditions are currently monitored every 3 years. Condition is measured using a 0.00 – 5.00 grading system as detailed in Table 5.1.3. It is important that a consistent approach is used in reporting asset performance enabling effective decision support. A finer grading system may be used at a more specific level, however, for reporting in the AM plan results are translated to a 0.00 – 5.00 grading scale for ease of communication.

Table 5.1.3: Condition Grading System

Phase	Score Range	Description
1	0.00 ↓ 1.00	New or very good condition – very high level of remaining service potential.
2	1.01 ↓ 2.00	Not new but in very good condition with no indicators of any future obsolescence and providing a high level of remaining service potential.
3	2.01 ↓ 3.00	Aged and in good condition, providing an adequate level of remaining service potential. No signs of immediate or short-term obsolescence.
4	3.01 ↓ 4.00	Providing an adequate level of remaining service potential but there are some concerns over the asset's ability to continue to provide an adequate level of service in the short to medium term. May be signs of obsolescence in short to mid-term.
5	4.01 ↓ 5.00	Indicators showing the need to renew, upgrade or scrap in near future. Should be reflected by inclusion in the Capital Works Plan to renew or replace in short-term. Very low level of remaining service potential. A score of 5 indicates asset is no longer providing an acceptable level of service. If remedial action is not taken immediately the asset will need to be closed or decommissioned.

Figure 5.1.3: Condition Summary (by Gross Value)

Row Labels	Sum of Gross	Sum of Accum Depreciation	Sum of Current Value	Sum of Depr Exp Total
0.00-1.00	56,072,790	4,789,558	51,283,233	1,156,828
1.01-2.00	79,228,461	20,621,507	58,606,954	2,072,671
2.01-3.00	55,633,004	22,628,047	33,004,958	1,297,334
3.01-4.00	20,951,469	11,847,460	9,104,009	491,128
4.01-5.00	2,993,363	2,031,218	962,145	57,152
Grand Total	**214,879,088**	**61,917,790**	**152,961,298**	**5,075,112**

5.2   Operations and Maintenance Plan

Operations include regular activities to provide services. Examples of typical operational activities include asset inspections and utility costs. Depreciation is not included in the Operational Budget forecast.

Maintenance includes all actions necessary for retaining an asset as near as practicable to an appropriate service condition including regular ongoing day-to-day work necessary to keep assets operating. Examples of typical maintenance activities include building repairs, cleaning and mowing. The Maintenance budgets are shown in Table 5.2.1 below:

Table 5.2.1: Maintenance Budget Trends - Buildings
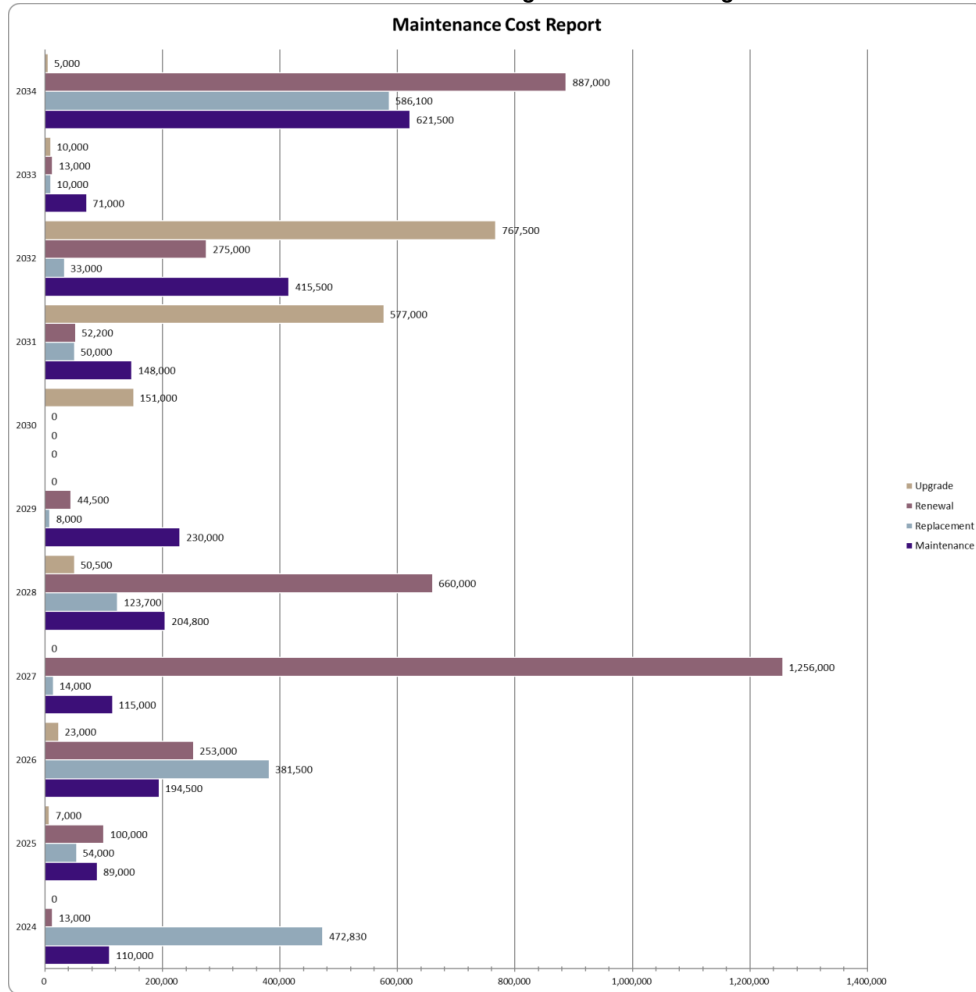
Table 5.2.2: Maintenance Budget Trends by Urgency - Buildings

Sum of Estimated Cost	Urgency					
Element	Very Low	Moderate	Very High	High	Low	Grand Total
Buildings	2,108,600	2,706,500	637,830	947,000	2,469,200	8,869,130
Select an Element	95,000		113,000			208,000
Grand Total	**2,203,600**	**2,706,500**	**750,830**	**947,000**	**2,469,200**	**9,077,130**

Table 5.2.3: Maintenance Budget Trends by year - Buildings

Sum of Estimated Cost	Treatment Type				
Estimated Date	Maintenance	Replacement	Renewal	Upgrade	Grand Total
2024	110,000	472,830	13,000		595,830
2025	89,000	54,000	100,000	7,000	250,000
2026	194,500	381,500	253,000	23,000	852,000
2027	115,000	14,000	1,256,000		1,385,000
2028	204,800	123,700	660,000	50,500	1,039,000
2029	230,000	8,000	44,500		282,500
2030				151,000	151,000
2031	148,000	50,000	52,200	577,000	827,200
2032	415,500	33,000	275,000	767,500	1,491,000
2033	71,000	10,000	13,000	10,000	104,000
2034	621,500	586,100	887,000	5,000	2,099,600
Grand Total	**2,199,300**	**1,733,130**	**3,553,700**	**1,591,000**	**9,077,130**

Table 5.2.4: Maintenance Budget Trends by Driver - Buildings

Sum of Estimated Cost	
Driver	Total
Aesthetics	1,820,500
Safety	1,257,330
Functionality	4,007,000
Wear and Tear	1,708,300
Damage	284,000
Grand Total	**9,077,130**

Forecast operations and maintenance costs are expected to vary in relation to the total value of the asset stock. If additional assets are acquired, the future operations and maintenance costs are forecast to increase. If assets are disposed of the forecast operation and maintenance costs are expected to decrease.

Maintenance budget levels are adequate to meet projected service levels, which may be less than or equal to current service levels. Where maintenance budget allocations are such that they will result in a lesser level of service, the service consequences and service risks have been identified and are highlighted in this AM Plan and service risks considered in the Infrastructure Risk Management Plan. Assessment and priority of reactive maintenance is undertaken by staff using experience and judgement.

Asset Hierarchy

An asset hierarchy provides a framework for structuring data in an information system to assist in collection of data, reporting information and making decisions. The hierarchy includes the asset class and component used for asset planning and financial reporting and service level hierarchy used for service planning and delivery. Note some assets may be identified under two hierarchies (e.g. Council Maintained Heritage Sites might be a Community Facility and Municipal Building)

Table 5.2.3: Asset Service Hierarchy (Refer Table 6.1 for Asset Listing in Hierarchy)

Hierarchy	Definition
Community Facilities	Community Facilities will generally be provided to support other service activities operating from those facilities.
Council Maintained Heritage Sites	Preserved as per the Local Heritage Register or State guidelines.
Amenities Blocks	

Lower Recreational Facilities	Includes lawn, gardens, buildings and structures on road reserves, reserves, cemeteries and freehold land.
Central Business District Gardens	
Greater Recreational Facilities	
Leased Recreational Facilities	These are spaces maintained under a lease agreement to an external party or agency.
Municipal Buildings	Administration Buildings will generally be provided to support Council's activities e.g. Administration Building and Depot.
Council Residences	Provides an authorised tenant to maintain the security of a facility

5.3   Renewal Plan

Renewal is major capital work which does not significantly alter the original service provided by the asset, but restores, rehabilitates, replaces, or renews an existing asset to its original service potential. Work over and above restoring an asset to original service potential is an upgrade resulting in additional future operations and maintenance costs.

The typical useful lives of assets used to develop projected asset renewal forecasts are shown in Table 5.3. Asset useful lives were last reviewed in December 2024.

Table 5.3.1: Useful Lives of Assets

Asset/Component Category	Useful Life (years)
Whole Asset	27-111
Sub-structure	80 - 142
Structure	52-130
Floor Coverings	7-32
Fit Out	34-62
Roof	16-133
Electrical Services	63-94
Hydraulic Services	48-102
Mechanical Services	12-53
Fire Services	14-26
Security Services	15-20
Transportation Services	72-80
Other Structures	4-150

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5.3.1   Renewal ranking criteria

Asset renewal is typically undertaken to either:

- Ensure the reliability of the existing infrastructure to deliver the service it was constructed to facilitate (e.g. replacing a toilet block) or
- To ensure the infrastructure is of sufficient quality to meet the service requirements (e.g. condition of a playground).

It is possible to prioritise renewals by identifying assets or asset groups that:

- Have a high consequence of failure,
- Have high use and subsequent impact on users would be significant,
- Have higher than expected operational or maintenance costs, and
- Have potential to reduce life cycle costs by replacement with a modern equivalent asset that would provide the equivalent service.

The ranking criteria used to determine priority of identified renewal proposals is detailed in Table 5.3.1.

Table 5.3.1: Renewal Priority Ranking Criteria

Criteria	Weighting
Available Budget	30 (%)
Condition	25 (%)
Risk	25 (%)
Regulatory Standards	20 (%)
Total	**100%**

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5.4 Summary of future renewal costs

Forecast renewal costs are projected to increase over time if the asset stock increases. The forecast costs associated with renewals are estimated at **$11,954,931** for Other Structures and **$3,553,700** for Buildings.

Figure 5.4.1: Renewal Cost Summary – Other Structures

Data	Total
Year 2025	$0
Year 2026	$34,200
Year 2027	$850,793
Year 2028	$1,247,775
Year 2029	$381,360
Year 2030	$1,836,195
Year 2031	$1,493,493
Year 2032	$2,150,624
Year 2033	$530,140
Year 2034	$3,430,351
Total	**$11,954,931**

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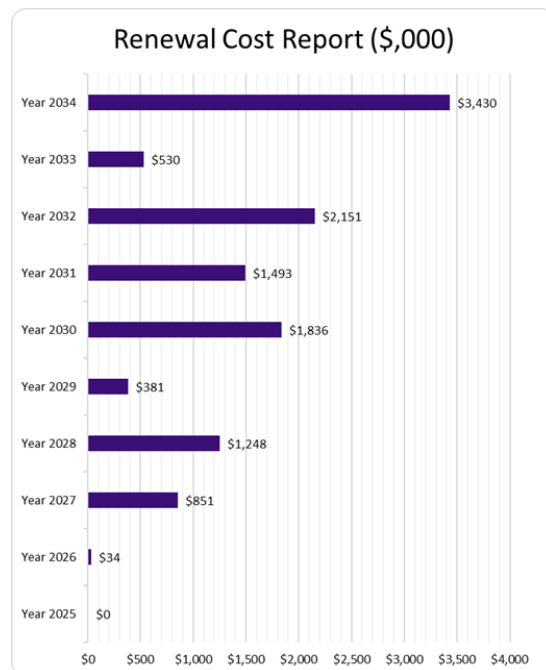
Table 5.4.2: Renewal Cost Summary – Buildings

Maintenance Cost Report
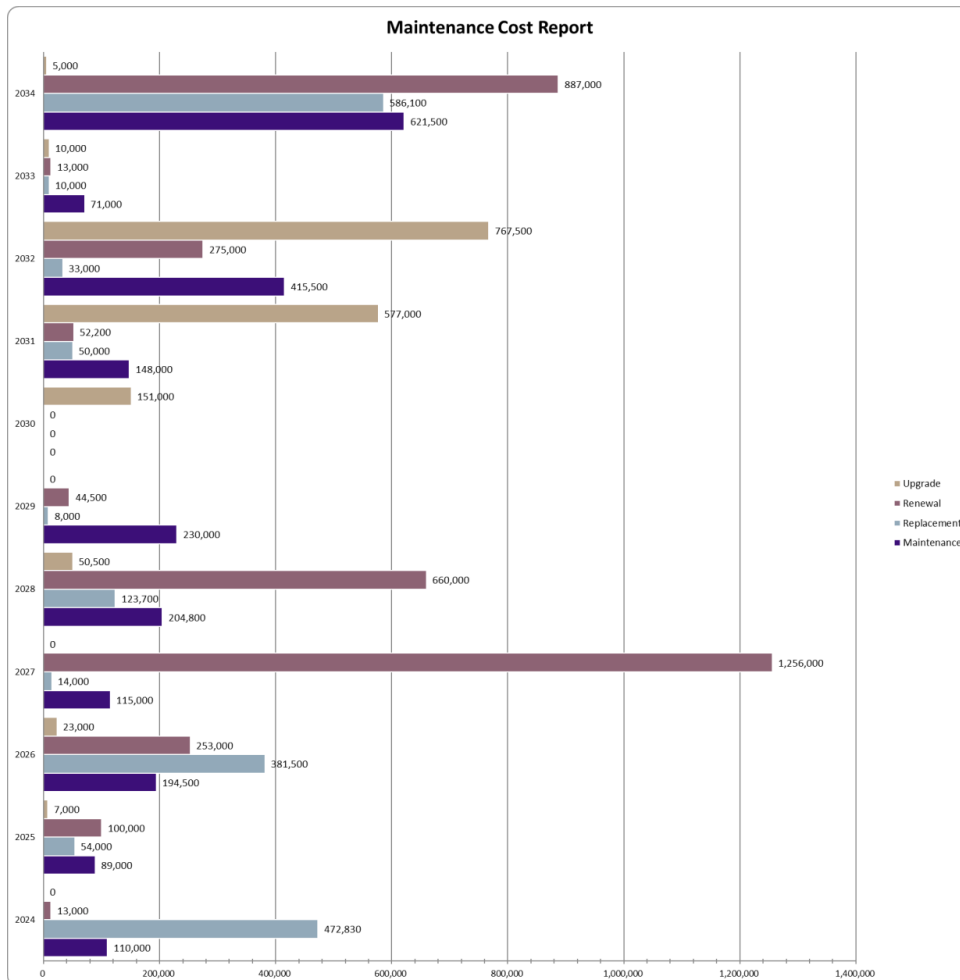
All figure values are shown in current day dollars.

Deferred renewal (assets identified for renewal and not scheduled in capital works programs) should be included in the risk analysis process in the risk management plan.

5.5   Acquisition Plan

Acquisition reflects new assets that did not previously exist or works which will upgrade or improve an existing asset beyond its existing capacity. They may result from growth, demand, social or environmental needs. Assets may also be donated to the Mount Isa City Council.

5.5.1   Selection criteria

Proposed acquisition of new assets, and upgrade of existing assets, are identified from various sources such as community requests, proposals identified by strategic plans or partnerships with others. Potential upgrades and new works should be reviewed to verify that they are essential to the council's needs. Proposed upgrade and new work analysis should also include the development of a preliminary renewal estimate to ensure that the services are sustainable over the longer term. Verified proposals can then be ranked by priority and available funds and scheduled in future works programs. The priority ranking criteria are detailed in Table 5.5.1.

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Table 5.5.1: Acquired Assets Priority Ranking Criteria

Criteria	Weighting
Risk	50 (%)
Service Benefit	30 (%)
Inclusion in the Capital works program	20 (%)

5.6   Disposal Plan

Disposal includes any activity associated with the disposal of a decommissioned asset including sale, demolition or relocation. Assets identified for possible decommissioning and disposal are shown in Table 5.6. A summary of the disposal costs and estimated reductions in annual operations and maintenance of disposing of the assets are also outlined in Table 5.6. Any costs or revenue gained from asset disposals are included in the long-term financial plan. Unfortunately, there's not enough detailed information to give the savings in operations and maintenance for the disposal of the assets identified.

Table 5.6: Assets Identified for Disposal

Asset	Reason for Disposal	Timing	Disposal Costs
Old Substation, Miles Street	Upgrade of Miles Street Carpark	2025/26	$10,000
Old SES Depot	Land for Sale. SES has relocated.	2025/26	$5,000
Leichhardt Park	Landlocked - Unsafe	2026/27	$5,000

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6.0 RISK MANAGEMENT PLANNING

The purpose of infrastructure risk management is to document the findings and recommendations resulting from the periodic identification, assessment and treatment of risks associated with providing services from infrastructure, using the fundamentals of International Standard ISO 31000:2018 Risk management – Principles and guidelines.

An assessment of risks associated with service delivery will identify risks that will result in loss or reduction in service, personal injury, environmental impacts, a 'financial shock', reputational impacts, or other consequences. The risk assessment process identifies credible risks, the likelihood of the risk event occurring, and the consequences should the event occur. The risk assessment should also include the development of a risk rating, evaluation of the risks and development of a risk treatment plan for those risks that are deemed to be non-acceptable.

6.1   Critical Assets

Critical assets are defined as those which have a high consequence of failure causing significant loss or reduction of service. Critical assets have been identified and along with their typical failure mode, and the impact on service delivery, are summarised in Table 6.1. Failure modes may include physical failure, collapse, or essential service interruption.

Table 6.1: Critical Assets

Critical Asset(s)	Failure Mode	Impact
Community Facilities *Buchanan Park* *Civic Centre* *Outback at Isa* **Places** *Camooweal Cemetery* *Mount Isa Administration Office* *Mount Isa Animal Management Facility* *Mount Isa Cemetery* *Mount Isa Library* *Mount Isa Waste Management Facility* *Mount Isa Works Depot (Batch Plant)* *Splashez Aquatic Centre*	Impact due to: • Flood, • Fire, • Power Outage, • Building Repairs, • Vandalism, • Staff Shortages, • Operating Hours, • Disease	Scheduled inspections and repairs may cause facilities to be closed. Loss of revenue or payment. Inability to assist tourists, visitors, or members of the community.
Works and Operations Buildings *Camooweal Works Depot* *Mount Isa Administration Office* *Mount Isa Cemetery* *Mount Isa Library* *Mount Isa Treatment Plant (Waste Water Reclamation Plant)* *Mount Isa Waste Management Facility* *Mount Isa Works Depot*	Impact due to: • Flood, • Fire, • Power Outage, • Building Repairs, • Vandalism, • Disease	Loss of access to information, equipment, tools, plant, devices and computers. Inability to undertake normal duties. Refer to Disaster Management and Business Continuity Plans
Mount Isa Cemetery	No more graves / niches available	Unable to bury or place ashes with family members. Community backlash.

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6.2   Risk Assessment

The risk management process used is shown in Figure 6.2 below.

It is an analysis and problem-solving technique designed to provide a logical process for the selection of treatment plans and management actions to protect the community against unacceptable risks.

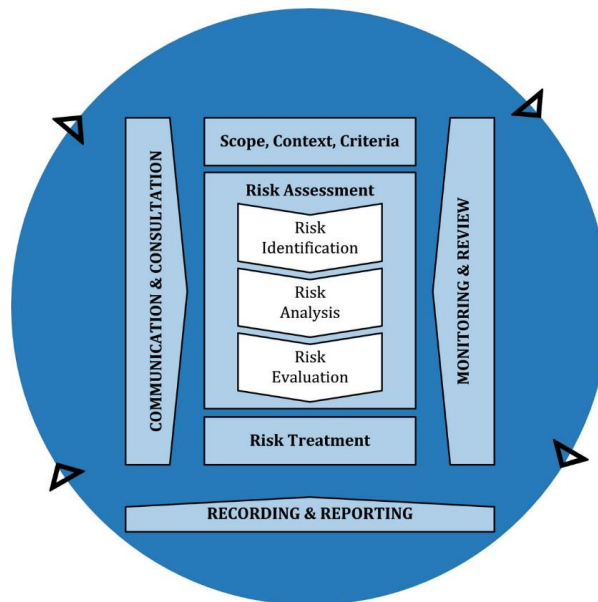The process is based on the fundamentals of International Standard ISO 31000:2018.

Fig 6.2 Risk Management Process – Abridged
Source: ISO 31000:2018 Risk Management Principles and Guidelines

The risk assessment process identifies credible risks, the likelihood of the risk event occurring, the consequences should the event occur, development of a risk rating, evaluation of the risk and development of a risk treatment plan for non-acceptable risks. An assessment of risks associated with service delivery will identify risks that will result in loss or reduction in service, personal injury, environmental impacts, a 'financial shock', reputational impacts, or other consequences.

Critical risks are those assessed with 'Very High' (requiring immediate corrective action), and 'High' (requiring corrective action) risk ratings identified in the Infrastructure Risk Management Plan. Mount Isa City Council has not recorded high residual risk items in this version of the AM Plan and will be reviewed as per the Improvement Plan.

6.3   Infrastructure Resilience Approach

We do not currently measure our resilience in service delivery. This will be included in future iterations of the AM Plan.

6.4   Service and Risk Trade-Offs

The decisions made in adopting this AM Plan are based on the objective of achieving the optimum benefits from the available resources.

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6.4.1   What we cannot do

There are some operations and maintenance activities and capital projects that are unable to be undertaken within the next 10 years. These include:

- Provision of all additional Buildings and Other Structures assets to support the services desired by the community.

- While the current levels of service can be maintained in the short term with the available budget, we will be unable to maintain current service levels with the available budget in the longer term given the increase in the operational and maintenance expenditure due to new assets.

- Renewal of all facilities and land assets at the end of useful lives stored in current asset register.

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7.0   FINANCIAL SUMMARY

This section contains the financial requirements resulting from the information presented in the previous sections of this AM Plan. The financial projections will be improved as the discussion on desired levels of service and asset performance matures.

7.1   Financial Sustainability and Projections

7.1.1   Sustainability of service delivery

There are two key indicators of sustainable service delivery that are considered in the AM Plan for this service area. The two indicators are the:

- asset renewal funding ratio (proposed renewal budget for the next 10 years / forecast renewal costs for next 10 years), and
- medium term forecast costs/proposed budget (over 10 years of the planning period).

Medium term – 10-year financial planning period

This AM Plan identifies the forecast operations, maintenance and renewal costs required to provide an agreed level of service to the community over a 10-year period. This provides input into 10 year financial and funding plans aimed at providing the required services in a sustainable manner.

This forecast work can be compared to the proposed budget over the first 10 years of the planning period to identify any funding shortfall.

The forecast operations, maintenance and renewal costs over the 10-year planning period is $21,032,061 or $2,103,206 on average per year as per the Long -Term Financial plan or Planned Budget.

7.1.2   Forecast Costs (outlays) for the long-term financial plan

Providing services in a financially sustainable manner requires a balance between the forecast outlays required to deliver the agreed service levels with the planned budget allocations in the long-term financial plan.

A gap between the forecast outlays and the amounts allocated in the financial plan indicates further work is required on reviewing service levels in the AM Plan (including possibly revising the long-term financial plan).

We will manage the 'gap' by developing this AM Plan to provide guidance on future service levels and resources required to provide these services in consultation with the community.

Table 7.1.2: Forecast Costs (Outlays) for the Long-Term Financial Plan - Buildings

Sum of Estimated Cost	Treatment Type				
Estimated Date	**Maintenance**	**Replacement**	**Renewal**	**Upgrade**	**Grand Total**
2024	110,000	472,830	13,000		595,830
2025	89,000	54,000	100,000	7,000	250,000
2026	194,500	381,500	253,000	23,000	852,000
2027	115,000	14,000	1,256,000		1,385,000
2028	204,800	123,700	660,000	50,500	1,039,000
2029	230,000	8,000	44,500		282,500
2030				151,000	151,000
2031	148,000	50,000	52,200	577,000	827,200
2032	415,500	33,000	275,000	767,500	1,491,000
2033	71,000	10,000	13,000	10,000	104,000
2034	621,500	586,100	887,000	5,000	2,099,600
Grand Total	**2,199,300**	**1,733,130**	**3,553,700**	**1,591,000**	**9,077,130**

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Table 7.1.2: Forecast Costs (Outlays) for the Long-Term Financial Plan – Other Structures

Data	Total
Year 2025	$0
Year 2026	$34,200
Year 2027	$850,793
Year 2028	$1,247,775
Year 2029	$381,360
Year 2030	$1,836,195
Year 2031	$1,493,493
Year 2032	$2,150,624
Year 2033	$530,140
Year 2034	$3,430,351
Total	**$11,954,931**

7.2   Funding Strategy

The proposed funding for assets is outlined in Council's Budget.

The financial strategy of Council determines how funding will be provided, whereas the AM Plan communicates how and when this will be spent, along with the service and risk consequences of various service alternatives.

7.3   Valuation Forecasts

7.3.1 Asset valuations

The best available estimate of the value of assets included in this AM Plan is shown below. The assets are valued at:

Replacement Cost (Gross)	$214,879,088
Accumulated Depreciation	$61,917,790
Written Down Value	$152,961,298
Depreciation	$5,075,112
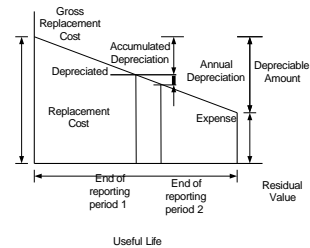
7.4   Key Assumptions Made in Financial Forecasts

In compiling this AM Plan, it was necessary to make some assumptions. This section details the key assumptions made in the development of this AM plan and should provide readers with an understanding of the level of confidence in the data behind the financial forecasts.

Key assumptions made in this AM Plan are:

- All assets deteriorate uniformly.

- Maintenance costs are based largely on historical expenditure and assume there is no significant change in rates (above the rate of inflation).

- Continued use of current construction techniques and materials.

- Changes in technology may bring about future reductions in cost but cannot be assumed in advance for forecasting.

7.5   Forecast Reliability and Confidence

The forecast costs, proposed budgets, and valuation projections in this AM Plan are based on the best available data. For effective asset and financial management, it is critical that the information is current and accurate. Data confidence is classified on an A - E level scale in accordance with Table 7.5.1.

Table 7.5.1: Data Confidence Grading System

Confidence Grade	Description
A. Very High	Data based on sound records, procedures, investigations and analysis, documented properly and agreed as the best method of assessment. Dataset is complete and estimated to be accurate ± 2%
B. High	Data based on sound records, procedures, investigations and analysis, documented properly but has minor shortcomings, for example some of the data is old, some documentation is missing and/or reliance is placed on unconfirmed reports or some extrapolation. Dataset is complete and estimated to be accurate ± 10%
C. Medium	Data based on sound records, procedures, investigations and analysis which is incomplete or unsupported, or extrapolated from a limited sample for which grade A or B data are available. Dataset is substantially complete but up to 50% is extrapolated data and accuracy estimated ± 25%
D. Low	Data is based on unconfirmed verbal reports and/or cursory inspections and analysis. Dataset may not be fully complete, and most data is estimated or extrapolated. Accuracy ± 40%
E. Very Low	None or very little data held.

The estimated confidence level for and reliability of data used in this AM Plan is shown in Table 7.5.2.

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Table 7.5.2: Data Confidence Assessment for Data used in AM Plan

Data	Confidence Assessment	Comment
Demand drivers	B	Detail study needed to identify demand drivers.
Growth projections	B	Local Government Infrastructure Plan Population Model
Acquisition forecast	B	Data source from Comprehensive Revaluation.
Operation forecast	A	Data source from Comprehensive Revaluation.
Maintenance forecast	A	Data source from Comprehensive Revaluation.
Asset values	A	Data source from Comprehensive Revaluation.
Asset useful lives	A	Data source from Comprehensive Revaluation.
Condition modelling	A	Data source from Comprehensive Revaluation.
Disposal forecast	D	Data source from estimates

The estimated confidence level for and reliability of data used in this AM Plan is high.

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8.0   PLAN IMPROVEMENT AND MONITORING

8.1   Status of Asset Management Practices

8.1.1 Accounting and financial data sources

This AM Plan utilises accounting and financial data.

8.1.2 Asset management data sources

This AM Plan also utilises asset management data. The source of the data is the Asset register.

Improvement Plan

It is important that an entity recognise areas of their AM Plan and planning process that require future improvements to ensure effective asset management and informed decision making. The improvement plan generated from this AM Plan is shown in Table 8.2.

Table 8.2: Improvement Plan

Task	Task	Responsibility	Resources Required	Timeline
1	Obtain Council approval of this Plan.	Director Corporate Services	In-house	2025
2	Finalise desired levels of service by establishing current performance and setting performance targets.	Director Infrastructure Services	In-house	2025
3	Integrate the Asset Management and GIS Systems to provide for easy identification of the location of the assets, including provision of maps of asset condition.	GIS Coordinator	In-house	2025
4	Review and implement policies and procedures in relation to asset management and the asset register.	Director Corporate Services	In-house	2026
5	Establish delineation between scheduled and reactive maintenance.	Director Infrastructure Services	In-house	2025
6	Council's Asset Condition reports to be the driver for forward works programming.	Asset Management Steering Committee	In-house	2026
7	Cost estimates for CBD Masterplan initiatives	Manager of Major Projects	Consultant	2026
8	It is recommended that a more significant condition report be carried out for older buildings as the external condition may well be an indication of the condition of those aspects not visible at inspection (i.e. hidden, concealed, inaccessible areas).	Asset Management Steering Committee	Consultant	Annually as part of budget
9	Maintenance and defect schedules be reviewed regularly to ensure that deterioration of assets can be minimized.	Director Infrastructure Services	Facilities	Ongoing

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8.2   Monitoring and Review Procedures

This AM Plan will be reviewed during the annual budget planning process and revised to show any material changes in service levels, risks, forecast costs and proposed budgets as a result of budget decisions.

The AM Plan will be reviewed and updated annually to ensure it represents the current service level, asset values, forecast operations, maintenance, renewals, acquisition and asset disposal costs and planned budgets. These forecast costs and proposed budget are incorporated into the Long-Term Financial Plan or will be incorporated into the Long-Term Financial Plan once completed.

The AM Plan has a maximum life of 4 years.

8.3   Performance Measures

The effectiveness of this AM Plan can be measured in the following ways:

- The degree to which the required forecast costs identified in this AM Plan are incorporated into the long-term financial plan,

- The degree to which the 1–5-year detailed works programs, budgets, business plans and corporate structures consider the 'global' works program trends provided by the AM Plan,

- The degree to which the existing and projected service levels and service consequences, risks and residual risks are incorporated into the Strategic Planning documents and associated plans.

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9.0 REFERENCES

- IPWEA, 2006, 'International Infrastructure Management Manual', Institute of Public Works Engineering Australasia, Sydney, www.ipwea.org/IIMM

- IPWEA, 2015, 3rd edn., 'International Infrastructure Management Manual', Institute of Public Works Engineering Australasia, Sydney, www.ipwea.org/IIMM

- IPWEA, 2008, 'NAMS.PLUS Asset Management', Institute of Public Works Engineering Australasia, Sydney, www.ipwea.org/namsplus.

- IPWEA, 2015, 2nd edn., 'Australian Infrastructure Financial Management Manual', Institute of Public Works Engineering Australasia, Sydney, www.ipwea.org/AIFMM.

- IPWEA, 2020 'International Infrastructure Financial Management Manual', Institute of Public Works Engineering Australasia, Sydney

- IPWEA, 2018, Practice Note 12.1, 'Climate Change Impacts on the Useful Life of Assets', Institute of Public Works Engineering Australasia, Sydney

- IPWEA, 2012, Practice Note 6 Long-Term Financial Planning, Institute of Public Works Engineering Australasia, Sydney, https://www.ipwea.org/publications/ipweabookshop/practicenotes/pn6

- IPWEA, 2014, Practice Note 8 – Levels of Service & Community Engagement, Institute of Public Works Engineering Australasia, Sydney, https://www.ipwea.org/publications/ipweabookshop/practicenotes/pn8

- ISO, 2014, ISO 55000:2014, Overview, principles and terminology

- ISO, 2018, ISO 31000:2018, Risk Management Principles and Guidelines

- Mount Isa City Council Corporate Plan 2020-25.

- City of Mount Isa Planning Scheme.

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10.0 APPENDIX A – MAINTENANCE AND OPERATIONAL ACTIVITIES

10.1 Mowing

Activity Definition

This activity covers mowing of all classifications of parks, recreation reserves, bushland, and roadside areas. This activity includes edge trimming along footpath edges, around trees, shrubs, access chambers, hydrants, posts, poles, under and around seats, tables and fences.

Activity Criteria

Grass mowing creates a neat appearance and provides for the safe usage of parks, roads and recreation areas and allows for enhanced safety for road users.

Standards

Grassed areas are to be maintained at the following target growth limits at locations as set out in the table below.

HIERARCHY	FREQUENCY	TECHNICAL LEVEL OF SERVICE
Greater Recreational Facilities	Every week	Cut grass within 5 days of the grass reaching 100mm in height.
CBD Gardens	Every 3 weeks	Cut grass within 15 days of the grass reaching 100mm in height.
Lower Recreational Facilities	Every 4 weeks	Cut grass within 20 days of the grass reaching 150mm in height.
Community Facilities	Every 6 months	Cut grass upon request or within the grass reaching 450mm in height or as required.
Leased Recreational Facilities	Not scheduled	As set out in respective Lease conditions.

10.2 Tree Pruning

Activity Definition

This activity covers pruning of trees on Council land.

Light pruning is required to enhance growth, removal of dead wood and improve aesthetics of the vegetation.

Heavy pruning is required when the tree is assessed as either being:

- Dead or close to death or is infected with an epidemic, insect or disease.
- Tree poses an extreme public nuisance because of its species, size, location or condition. The nuisance could be caused by fruit or seed drops, harboring of insects or excessive twig or limb breakage.
- Tree is severely impacting property with further damage to property to continue.
- Tree poses a severe safety hazard that cannot be correct by pruning transplanting or other treatments
- Trees severely interfere with the growth and development of a more desirable tree.
- Tree or limb displays signs of becoming a safety concerns.

Activity Criteria

Tree pruning creates a neat appearance, facilitates healthy growth and provides for the safe usage of parks, roads and recreation areas and allows for enhanced safety for road users.

Standards

Pruning trees is to be maintained at the following targets as set out in the table below.

10.2.1 Frequency

HIERARCHY	FREQUENCY	TECHNICAL LEVEL OF SERVICE
Greater Recreational Facilities	Every 2 weeks	Tree branches are less than 2400mm above the pathway or encroach road kerbing by more than 300mm.
CBD Gardens	Every 2 weeks	
Lower Recreational Facilities	Every 4 weeks	
Community Facilities	Not scheduled	As set out in respective Lease conditions.
Leased Recreational Facilities	Not scheduled	As set out in respective Lease conditions.
Stormwater Drains and Walkways	Not scheduled	As per Vector Control inspections
Pump Stations	Every 4 weeks	Tree branches are less than 2400mm above the pathway or encroach road kerbing by more than 300mm.

10.2.2 Priorities

SERVICE STANDARD PRIORITY	INITIAL INSPECTION RESPONSE TIMES	ACTION RESPONSE TIME
Emergency Works	24 Hours	Steps taken to make situation safe to occur within 24 hours of initial inspection. Corrective actions to occur as soon as possible.
Urgent Actions	24 Hours	Steps taken to make situation safe to occur within 24 hours of initial inspection. Corrective actions to occur within 15 days.
High	48 Hours	Corrective actions to occur within 25 days.
Moderate - Low	2 weeks	Corrective actions to occur within a planned project timeframe which is specific to the task.

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10.3 Irrigation

Activity Definition

This activity covers the inspection and maintenance of irrigation systems equipment in public parks, sports grounds, gardens and recreation areas and irrigation pumps.

Activity Criteria

Maintenance of irrigation system equipment is carried out to ensure the timely delivery of a full coverage of water to the subject areas in order to maintain the good health of the turf and vegetation.

Standards

HIERARCHY	INSPECTION FREQUENCY	TECHNICAL LEVEL OF SERVICE
Greater Recreational Facilities	Every 1 week	Repair and fine tune within 5 days.
CBD Gardens	Every 2 weeks	
Lower Recreational Facilities	Every 6 months	
Community Facilities	Not scheduled	
Leased Recreational Facilities	Not scheduled	As set out in respective Lease conditions.

10.4 Barbeques

Activity Definition

This activity covers the cleaning and maintenance of outdoor barbecues situated in parks and recreation areas as listed in the associated register. It also includes cleaning of the surrounding concrete apron.

This activity also includes the servicing and maintenance of dog bag units as listed in the associated register.

Top plates, drip trays and barbecue surrounds including the concrete apron covered in food residues, fat or other deleterious material creating a potentially unhygienic facility.

Activity Criteria

To maintain a safe and presentable clean, hygienic facility that is fit for the cooking of food for human consumption.

Standards

Hotplates, drip trays and barbecue surrounds including the concrete apron and hard standing surrounds to be cleaned. Operating mechanism, electrical connection and timer to be inspected and maintained in workable conditions.

HIERARCHY	CLEANING FREQUENCY	TECHNICAL LEVEL OF SERVICE
Greater Recreational Facilities	Daily	When notified, inspect within 24 hours.
Community Facilities	Daily	When notified, inspect within 48 hours.

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10.5 Sanitary Cleaning

Activity Definition

This activity covers all required activities such as the cleaning of toilets, hand basins and sanitary disposal units in addition to all related surface cleaning commonly required for the upkeep of such premises and immediate surrounds. Provision has been made within this specification for the routine replenishment of consumable supplies required to meet the requirements of this activity such as hand towels, soap and toilet paper.

The provision and servicing of sanitary bins in all female cubicles is undertaken by a specialist Contractor.

This activity may require the supply, siting and servicing of portable toilets during special events, or additional services of existing toilets as required.

This activity also includes the maintaining of sharps disposal units located in the toilets.

Activity Criteria

- To maintain a safe, pleasant and healthy environment in public conveniences
- Toilets or urinal are not depleted of consumables or badly soiled

Standards

Carry out cleaning activities to ensure that public health standards are met and the facility possesses a clean appearance, including the monitoring and replenishment of consumables. Any malfunctioning equipment or building damage shall be reported to the Facilities Team for repair or replacement. Graffiti shall be removed where practicable or reported to the Asset Management Team for rectification.

HIERARCHY	CLEANING FREQUENCY	TECHNICAL LEVEL OF SERVICE
Municipal Buildings	Daily	When notified, inspect within 24 hours.
Community Facilities	Daily	When notified, inspect within 24 hours.
Amenities Blocks	Daily	When notified, inspect within 24 hours.
Greater Recreational Facilities	Daily	When notified, inspect within 24 hours.
Leased Recreational Facilities	Not scheduled	As set out in respective Lease conditions.

10.6 Litter

Activity Definition

This activity covers cleaning up and collection of rubbish and litter of all classifications of parks, recreation reserves, bushland, and roadside areas.

Activity Criteria

Rubbish collection creates a neat appearance and provides for the safe usage of parks, roads and recreation areas and allows for enhanced safety for road users.

Standards

Open Space areas are to be maintained at the following targets at locations as set out in the table below.

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HIERARCHY	INSPECTION FREQUENCY	TECHNICAL LEVEL OF SERVICE
Municipal Buildings	Daily	Presence of litter and debris within Open Space area.
Community Facilities	Daily	
Council Maintained Heritage Sites	Not scheduled	
Amenities Blocks	Daily	
Lower Recreational Facilities	Every 3 months	
Central Business District Gardens	Not scheduled	
Greater Recreational Facilities	Weekly	
Leased Recreational Facilities	Not scheduled	As set out in respective Lease conditions.

10.7 Weed Control

Activity Definition

This activity covers the control of weeds using pesticides and herbicides or by related treatments such as hand weeding to provide a weed free surface area to parks and recreation areas, gardens, around park/area furniture, pathways, medians, kerb and channel, signs, guideposts, guardrail and earth drains as set out in open space register.

Activity Criteria

Boundary fences are treated to prevent infestation to adjoining private property up to a maximum width of 150 mm. Pathways and other concrete jointing are treated to minimise spalling and improve appearance. Bituminous surfaces are treated to reduce deterioration. Weed treatment is undertaken to ensure the provision of high-quality grassed areas for Open Space uses and the re-establishment of indigenous/significant vegetation. Weed Control is undertaken around signs, guideposts, post and rail fences and within garden beds to always maintain a tidy appearance.

Triggers:

- Weed growth covering more than 10% of grassed surface area
- Weed growth within garden beds >100mm in height
- Weed growth around park furniture > 150mm and unsightly in appearance

Standards

Garden areas and lawn areas are to have controlled and minimal weed infestation. Chemical spraying and direct chemical application shall meet with the requirements of the Environment Protection Authority and shall be undertaken to manufacturer's instructions. The use of pesticides and herbicides shall only be undertaken by qualified personnel with the approval of Team Leader Parks and Gardens.

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HIERARCHY	INSPECTION FREQUENCY	TECHNICAL LEVEL OF SERVICE
Community Facilities	Every week	Treat area within 5 days.
Council Maintained Heritage Sites	Every 3 weeks	Treat area within 15 days.
Lower Recreational Facilities	Every 6 months	Treat as required.
CBD Gardens	Not scheduled	Treat as required.
Greater Recreational Facilities	Every 6 months	Treat as required.
Leased Recreational Facilities	Not scheduled	As set out in respective Lease conditions.

10.8 Furniture

Activity Definition

This activity covers the inspection and maintenance of public furniture such as seats, tables, bollards, barbeques, plaques, water taps in parks, recreation areas and streetscapes to ensure that they continue to provide the function for which they were installed at locations as listed in open space register. This activity covers the immediate surrounds of each item of furniture.

Drinking fountains are maintained as part of this activity including freestanding taps and connecting U/G water pipes.

This activity also includes the cleaning and routine maintenance of flagpoles, tree guards, bin surrounds, memorials, statues and public sculptures including cenotaphs.

Activity Criteria

The seats, tables and bollards are provided to ensure the comfort, protection and safety of park and recreation area users. Signs and plaques are provided to inform, advise and guide park users as to the regulations, facilities, attractions etc. of the parks and recreation areas. Repairs are necessary to maintain the use of the facility and reduce the risk of injury to users caused by unsafe public furniture.

Standards

The park furniture is to be inspected and maintained (and painted where necessary) to ensure that it provides the function for which it was installed and does not become a hazard to area users. All work is to be carried out in accordance with the manufacturer's instructions and in accordance with appropriate trade good practice.

Where signs and plaques become faded and difficult to read, the necessary funding should be sought for any re-signing or replacement.

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HIERARCHY	INSPECTION FREQUENCY	TECHNICAL LEVEL OF SERVICE
Municipal Buildings	Every 3 months	When notified inspect and make safe within 24 hours. Repair, replace or remove within 15 days. Furniture is dependent on supplier delivery timeframes.
Community Facilities	Every month	
Council Maintained Heritage Sites	Every 12 months	When notified inspect and make safe within 10 days Repair, replace or remove within 90 days. Furniture is dependent on supplier delivery timeframes
Amenities Blocks	Daily	When notified inspect and make safe within 24 hours. Repair, replace or remove within 15 days. Furniture is dependent on supplier delivery timeframes.
Lower Recreational Facilities	Every 12 months	When notified inspect and make safe within 48 hours. Repair, replace or remove within 30 days. Furniture is dependent on supplier delivery timeframes
Greater Recreational Facilities	Every 12 months	When notified inspect and make safe within 24 hours. Repair, replace or remove within 15 days. Furniture is dependent on supplier delivery timeframes.
Leased Recreational Facilities	Not scheduled	As set out in respective Lease conditions.

Response Time

Because of the nature of the work required, level of resources required or workload, it may not be feasible to rectify a hazard within the time shown within the table above, appropriate warning of the hazard is to be provided until a suitable repair or treatment can be completed. Appropriate warning may include, but is not limited to the following:

- Provision of warning signage
- Installation of webbing/tape to prohibit access
- Closure of asset

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10.9 Fencing

Activity Definition

This activity covers fences of all classifications of parks, recreation reserves, bushland, and roadside areas.

Activity Criteria

Fencing creates a neat appearance and provides for the safe usage of parks, roads and recreation areas and allows for enhanced safety for road users.

Standards

Fences are to be maintained at the following targets at locations as set out in the table below.

SERVICE STANDARD PRIORITY	INITIAL INSPECTION RESPONSE TIMES	ACTION RESPONSE TIME
Emergency Works	24 Hours	Steps taken to make the situation safe to occur within 24 hours of initial inspection. Corrective actions to occur as soon as possible.
High	48 Hours	Corrective actions to occur within 20 days.
Moderate - Low	2 weeks	Corrective actions to occur within a planned project timeframe which is specific to the task.

Response Time

Because of the nature of the work required, level of resources required or workload, it may not be feasible to rectify a hazard within the time shown within the table above, appropriate warning of the hazard is to be provided until a suitable repair or treatment can be completed. Appropriate warning may include, but is not limited to the following:

- Provision of warning signage
- Installation of webbing/tape to prohibit access
- Closure of asset

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10.10 Signs

Activity Definition

This activity covers signs which are located in or as part of parks, recreation reserves, bushland, and roadside areas.

Activity Criteria

Signs explain features, act as guides and provides for the safe usage of parks, roads and recreation areas and allows for enhanced safety for road users.

Standards

Signs are to be maintained at the following targets at locations as set out in the table below.

HIERARCHY	INSPECTION FREQUENCY	TECHNICAL LEVEL OF SERVICE
Community Facilities	Every month	When notified inspect within 48 hours. Repair, replace or remove within 30 days. Offensive graffiti to be rectified within 24 hours.
Municipal Buildings	Every 12 months	When notified inspect within 20 days.
Council Maintained Heritage Sites	Every 12 months	Repair, replace or remove within 90 days.
Amenities Blocks	Every 12 months	Offensive graffiti to be rectified within 24 hours.
Lower Recreational Facilities	Every 12 months	
Central Business District Gardens	Every 12 months	
Greater Recreational Facilities	Every 12 months	
Leased Recreational Facilities	Not Scheduled	As set out in respective Lease conditions

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10.11 Playgrounds and Play Equipment

Activity Definition

This activity covers the general maintenance of play equipment in parks and recreation areas to ensure that they continue to provide the function for which they were installed and are safe at all times.

Bent, broken, faded, dislodged or defaced components of the play equipment or anything considered dangerous, unsuitable soft fall areas and graffiti.

Activity Criteria

The play equipment is provided to ensure the comfort, protection and safety of playground users. Repairs are necessary to maintain the use of the play equipment and reduce the risk of injury to users caused by unsafe play equipment and surrounds.

Standards

The play equipment is to be inspected and maintained (and painted where necessary) to ensure that it provides the function for which it was installed and does not become a hazard to playground users. All work is to be carried out in accordance with manufacturer's instructions in accordance with appropriate trade good practice, Australian Standards and Regulations.

HIERARCHY	INSPECTION FREQUENCY	TECHNICAL LEVEL OF SERVICE
Community Facilities	Weekly	When notified inspect and make safe within 24 hours. Repair, replace or remove within 20 days. Play equipment is dependent on supplier delivery timeframes.
Lower Recreational Facilities	Every 12 months	When notified inspect and make safe within 24 hours. Repair, replace or remove within 90 days. Play equipment is dependent on supplier delivery timeframes.
Greater Recreational Facilities	Every 12 months	When notified inspect and make safe within 24 hours. Repair, replace or remove within 45 days. Play equipment is dependent on supplier delivery timeframes.
Leased Recreational Facilities	Not Scheduled	As set out in respective Lease conditions

Response Time

Because of the nature of the work required, level of resources required or workload, it may not be feasible to rectify a hazard within the time shown within the table above, appropriate warning of the hazard is to be provided until a suitable repair or treatment can be completed. Appropriate warning may include, but is not limited to the following:

- Provision of warning signage
- Installation of webbing/tape to prohibit access
- Closure of asset

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10.12 Garden Beds

Activity Definition

This activity includes the inspection, maintenance and progressive refurbishment of gardens, including annual, perennial and bedding plants, in areas provided in the City's roadsides, parks and recreation areas as set out in Appendix K.

Minor pruning and trimming of plants located in garden beds to maintain amenity of plants is included in this activity.

Activity Criteria

Garden maintenance, including the planting of shrubs perennial and annual bedding plants is required to keep the areas visually attractive in accordance with the intended landscape character and to promote an optimal growth condition of the garden.

Standards

- Gardens are to have weeds, rubbish, minor litter, pests and damaged or dead plants removed.
- Gardens are to have spent perennial and annual bedding flowers and plants removed, new beds prepared and be replanted with new plants.
- Perennial plants will be maintained and replaced to ensure that they are at their optimum condition at all times.

The following technical levels of service at various locations are set out in the table below.

CATEGORY	MAINTENANCE FREQUENCY	TECHNICAL LEVEL OF SERVICE
Community Facilities	Every Week	Weeds to be removed along with dead and damaged plants. Mulch coverage of 90% of garden bed area. Hedging and edging as required.
Council Maintained Heritage Sites	Not scheduled	Weeds to be removed along with dead and damaged plants.
Amenities Blocks	Not scheduled	Weeds to be removed along with dead and damaged plants. Mulch coverage of 50% of garden bed area. Hedging and edging as required.
Lower Recreational Facilities	Not scheduled	When required undertake removal of dead and damaged plants and minimal mulch coverage.
CBD Gardens	Every Week	Weeds to be removed along with dead and damaged plants. Mulch coverage of 75% of garden bed area. Hedging and edging as required.
Greater Recreational Facilities	Every Week	Weeds to be removed along with dead and damaged plants. Mulch coverage of 50% of garden bed area. Hedging and edging as required.
Leased Recreational Facilities	Not scheduled	As set out in respective Lease conditions.

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10.13 Pest Control

Activity Definition

This activity covers the management and control of pests and diseases to provide an insect/pest free area to parks, recreation areas and garden beds. The use of pesticides and fungicides shall only be undertaken with the prior approval of the Team Leader Parks and Gardens. Biological methods shall always be pursued and promoted.

Activity Criteria

Pest/disease control is undertaken to ensure the provision of high quality grassed and garden areas for active and passive recreation use. Foliage on trees and shrubs shall be maintained. There should be no detriment to public health and safety.

Standards

spraying, biological control and direct chemical application shall meet the requirements of the EPA and shall be undertaken to manufacturer's instructions. All spray operators undertaking chemical spraying shall hold licenses issued by the appropriate Statutory Authorities

Maintenance Frequency	Technical Level of Service
Pest Control is undertaken as required	Pest or disease infestation is treated and risk minimized.

Response Time

Because of the nature of the work required, level of resources required or workload, it may not be feasible to rectify a hazard within the time shown within the table above, appropriate warning of the hazard is to be provided until a suitable repair or treatment can be completed. Appropriate warning may include, but is not limited to the following:

- Provision of warning signage
- Installation of webbing/tape to prohibit access
- Closure of asset
- Specific Work Requirements

Specific Obligation

Approval to submitted Work Plan is required for all disease and pest treatment prior to commencement of any pesticide spraying or direct chemical application activities

- Provide evidence of compliance to OHS and Work Cover requirements. Train all personnel in correct procedures and safety requirements, including safety clothing and safety apparatus.
- Storage and handling of pesticides shall be in accordance with AS 2507, The Storage and Handling of Pesticides. Ensure Material Safety Data Sheets, which detail the active chemical when spraying or applying chemicals, are available for operator. They shall include manufacturer's safe recommended spray/application rates. Display appropriate HAZCHEM code on equipment and storage containers.
- Minimise spray drift and runoff affecting watercourses, natural systems or non-target species.
- Terminate spraying in wet or windy conditions except where pest control method requires wet conditions
- Spraying shall not occur in the vicinity of people (e.g. 10 m). Spray equipment shall not be left unattended. Spray times shall take account of activities on adjoining properties.
- Hold records of chemical applied, location and date of spraying to comply with Regulations

General Obligations

- Check that alternative pest control measures have been fully considered before proceeding with chemical treatment.
- Ensure appropriate licenses or permits are obtained to cover pesticide use if required by law.

Nominated Hold Points

The Work Plan will include all details of pest and disease control, chemical types, application rates, method of treatment and location of work. The plan shall indicate any recommended period for which the area should be quarantined from use (withholding period).

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FLEET

Asset Management Plan
(Comprehensive)

Document Control	Mount Isa City Council Asset Management Plan

Document ID : Fleet Asset Management Plan

Rev No	Date	Revision Details	Author	Reviewer	Approver
1	December 2024		DCS	Asset Management Committee	Council

Mount Isa City Council - FLEET ASSET MANAGEMENT PLAN

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Mount Isa City Council - FLEET ASSET MANAGEMENT PLAN

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Mount Isa City Council - FLEET ASSET MANAGEMENT PLAN

1. EXECUTIVE SUMMARY

1.1 The Purpose of the Plan

Asset management planning is a comprehensive process to ensure delivery of services from Fleet is provided in a financially sustainable manner.

The Fleet Asset Management Plan details information about Fleet assets including actions required to provide an agreed level of service in the most cost-effective manner while outlining associated risks. The plan defines the services to be provided, how the services are provided and what funds are required to provide the services over a 10 - year planning period.

The Fleet Asset Management Plan is the link between the Council's corporate, strategic and operational objectives, interpreted as the provision of specific Fleet to the community for their enjoyment of agreed Levels of Service for various community and lifestyle activities.

This plan combines the strategic planning, continuous improvement and operational management factors to provide Levels of Service associated with community needs and to a certain degree, community expectations, (although it is fully acknowledged that community expectations may never be fully realised).

The plan provides the guidelines for management of the Fleet to ensure:

- Best appropriate practice asset and services management for Mount Isa City Council.
- Competent decision-making based on quality information and contemporary management techniques.
- Consistent service provision according to needs-based criteria.

The plan relates all relevant regulatory, legislative and reasonable practices against the Levels of Service and risk management framework.

This plan also acknowledges that:
- Determining the sustainability of existing programs may involve the review of all current assets against the Levels of Service to identify and address any 'gaps';
- From time to time there will be external strategies, e.g. new Government policy or climate change initiatives which may materially impact on the Fleet Asset Management Plan;
- Technology changes may also impact on the asset management regime; and
- There will be concerted effort to improve the energy efficiency of all Council Fleet.

1.2 Asset Description

These assets include:

The Fleet network comprises:
- Workshop Tools & Equipment
- Heavy Fleet
- Light Fleet
- Heavy & Light Plant
- Fleet Attachments

These assets have a Gross Value of $ 20,665,547. There are a total of 217 assets included, with 77 past the optimal replacement point at the time of creating this plan.

1.3 Levels of Service

Our present funding levels are sufficient to continue to provide existing services at current levels in the medium term.

The main services from Fleet include:

- Civil and earthworks
- Transportation
- Infrastructure services, repairs and maintenance,
- Works associated with parks, gardens and rangers.

1.4 Future Demand

The main demands for new services are created by:

- Strategic and Corporate Goals
- Demographic changes and consumer preferences
- Regulations
- Technological changes
- Environmental awareness

These will be managed through a combination of managing existing assets, upgrading existing assets and providing new assets to meet demand and demand management.

Mount Isa City Council - FLEET ASSET MANAGEMENT PLAN

1.5   Lifecycle Management Plan

What Does it Cost?

The projected outlays necessary to provide the services covered by this Fleet Asset Management Plan includes operations, maintenance, renewal and upgrade of existing assets over the 10-year planning period.

1.6   Financial Summary

What We Will Do

Estimated capital funding required from the period 2024/25 to 2035/36 is $42,636,000 or an average of $3,553,000 per annum. Estimated available capital funding for this period is $26,400,000 or $2,400,000 on average per year which is 68% of the cost to provide the service. This is a funding shortfall of $1,153,000 on average per year. The projected expenditure required to provide services in the Fleet Asset Management Plan compared with planned expenditure currently included in the Long-Term Financial Plan are shown in the figure below.

Projected Capital Expenditure
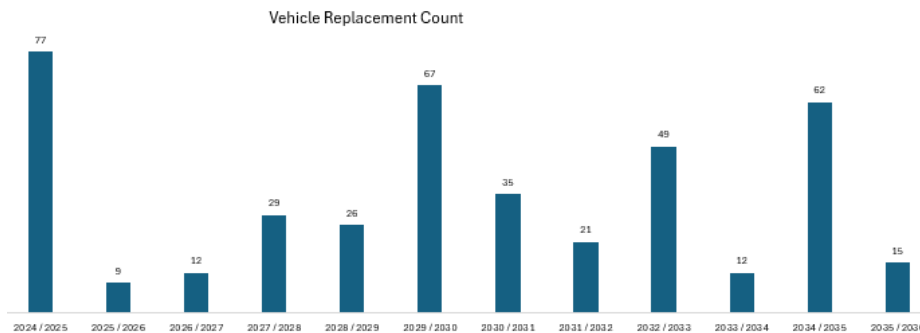
Year	2024 / 2025 Replacement $	2024 / 2025 Trade in $	2025 / 2026 Replacement $	2025 / 2026 Trade in $	2026 / 2027 Replacement $	2026 / 2027 Trade in $	2027 / 2028 Replacement $	2027 / 2028 Trade in $
Totals	$ 9,410,000	$ 1,554,300	$ 632,400	$ 122,600	$ 1,534,590	$ 248,500	$ 4,642,785	$ 713,500
Nett	$ 7,855,700		$ 509,800		$ 1,286,090		$ 3,929,285	

Year	2028 / 2029 Replacement $	2028 / 2029 Trade in $	2029 / 2030 Replacement $	2029 / 2030 Trade in $	2030 / 2031 Replacement $	2030 / 2031 Trade in $	2031 / 2032 Replacement $	2031 / 2032 Trade in $
Totals	$ 1,948,378	$ 326,000	$ 5,906,832	$ 1,221,500	$ 6,176,658	$ 883,800	$ 4,186,959	$ 440,500
Nett	$ 1,622,378		$ 4,685,332		$ 5,292,858		$ 3,746,459	

Year	2032 / 2033 Replacement $	2032 / 2033 Trade in $	2033 / 2034 Replacement $	2033 / 2034 Trade in $	2034 / 2035 Replacement $	2034 / 2035 Trade in $	2035 / 2036 Replacement $	2035 / 2036 Trade in $
Totals	$ 6,573,009	$ 1,199,800	$ 2,097,387	$ 231,000	$ 5,290,436	$ 1,066,800	$ 2,492,965	$ 248,100
Nett	$ 5,373,209		$ 1,866,387		$ 4,223,636		$ 2,244,865	

This Plan provides for operation, maintenance, renewal and upgrade expenditure for light fleet, heavy fleet, heavy plant, minor fleet to meet service levels set by in annual budgets within the 10-year planning period.

What We Cannot Do

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Council do not have enough funding to provide all services at the desired service levels or provide new services.

Managing the Risks

There are risks associated with providing the service and not being able to complete all identified activities and projects. We have identified major risks as:

- Insufficient resources including funding to replace/ renew Fleet in accordance with renewal forecasts,
- Insufficient funding to increase asset stocks.

We will endeavour to manage these risks within available funding by:

- Request funding for renewals as required and monitor trends of maintenance.

1.7   Asset Management Practices

Our systems to manage assets include:

- Authority Altitude
- Microsoft Excel

1.8   Monitoring and Improvement Program

The next steps resulting from Fleet Asset Management Plan to improve asset management practices are:

- Define the delivered customer service levels and develop performance measures.
- Continue to monitor Fleet condition and make service level-based decisions.
- Review annual budget preparation to recognise target levels of service vs condition assessments.
- Review the City's current Fleet Asset Management staffing structure against work requirements.
- Monitor performance of the Fleet Asset Management Plan service levels.

2.   NTRODUCTION

2.1   Background

The Fleet Asset Management Plan communicates the actions required for the management of fleet (and services provided from Fleet), compliance with regulatory requirements, and funding needed to provide the required levels of service over a 10-year planning period.

The Fleet Asset Management Plan is to be read with the Mount Isa City Council planning documents. This includes the following associated planning documents:

- Corporate Plan
- Long Term Financial Plan
- Annual Budget
- Plant Management Practices Review Issued: April 2021 – Pacifica
- Plant Hire Rates - Discussion Paper (January 2023) – Mead Perry Group
- Mount Isa City Council Fleet Review (September 2023) – Railz Asset Management
- Fleet Management Accountability Framework 2024

The Fleet covered by Fleet Asset Management Plan is shown in Table 2.1.

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Table 2.1: Assets covered by this Plan

ASSET CATEGORY	QUANTITY	REPLACEMENT VALUE
Attachment	10	$850,000
Heavy Vehicle	34	$9,170,000
Light Vehicle	65	$3,570,000
Plant	78	$4,695,000
Workshop Tools & Equipment	8	$170,000
Yellow Plant	22	$7,335,000
TOTAL	**217**	**$25,790,000**

Key stakeholders in the preparation and implementation of Fleet Asset Management Plan are shown in Table 2.1.1.

Table 2.1.1: Key Stakeholders in the AM Plan

KEY STAKEHOLDER	ROLE IN ASSET MANAGEMENT PLAN
Councillors	• Represent needs of community, • Allocate resources to meet planning objectives in providing services while managing risks, • Ensure services are sustainable.
Executive Team	• To ensure that Asset Management policy and strategy is being implemented as adopted, • To ensure that long-term financial needs to sustain the assets for the services they deliver are advised to Council for its strategic and financial planning processes.
Community	• Users of services from Fleet assets, • Consultation on key issues.
Council Staff	• As the designated strategic custodian of Fleet, responsible for the overall management of the assets, • To ensure provision of the required/agreed level of maintenance services for asset components, • To ensure design and construction of assets meets required/agreed standards, • To ensure that risk management practices are conducted as per Council policy, • To ensure that adequate financial information is provided to Council to the relevant asset managers to facilitate sound management of the assets
Insurance Provider	• Partner in insurance and risk management issues.
State and Federal Government Departments	• Periodic provision of advice, instruction, grants funding to assist with the provision of community assets.

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2.2 Goals and Objectives of Asset Ownership

Mount Isa City Council exists to provide services. Some of these services are provided by Fleet.

The framework of the Fleet Asset Management Plan is based on the following principles:

- Accountability for Assets– refers to strengthening of the 'ownership' of the assets and services to increase performance and accountability.
- Planning and Budgeting – the current and future financial needs, specifically the Renewal Profile for Fleet and alignment with the respective depreciation calculations.
- Acquiring Assets – the processes of increasing asset stocks, including assets described in the Council's Capital Works Program.
- Operating and Maintaining Assets – maintenance and operation of assets is the primary activity.
- Disposing of Assets; and
- Asset Recording, Valuing and Reporting – including statutory recording and valuing, and performance reporting.

Our goal in managing Fleet is to meet the defined level of service (as amended from time to time) in the most cost-effective manner for present and future consumers. The key elements of Fleet management are:

- Providing a defined level of service and monitoring performance,
- Managing the impact of growth through demand management and investment in Fleet,
- Taking a lifecycle approach to developing cost-effective management strategies for the long-term that meet the defined level of service,
- Identifying, assessing and appropriately controlling risks, and
- Linking to a long-term financial plan which identifies required, affordable expenditure and how it will be financed.

Key elements of the planning framework are

- Levels of service – specifies the services and levels of service to be provided,
- Future demand – how this will impact on future service delivery and how this is to be met,
- Life cycle management – how to manage existing and future assets to provide defined levels of service,

- Financial summary – what funds are required to provide the defined services,
- Asset management practices – how to manage provision of the services,
- Monitoring – how the plan will be monitored to ensure objectives are met,
- Asset management improvement plan – how to increase asset management maturity.

Other references to the benefits, fundamentals principles and objectives of asset management are as per ISO 31000:2018.

The primary issues for the Fleet assets are:

- Recording asset data – dimensional and condition data stored in an Asset Inventory that can be uploaded to the Asset Register;
- Increasing the strategic and tactical management of the assets and services – understanding the renewal and maintenance needs for the network and actively managing those needs, both operationally and financially;
- Documentation of the Levels of Service for the Fleet, expressed as Service Standards and Service Targets;
- An appreciation of the cost of provision of the services;
- The future demand for the assets and services, understanding the growth and change factors that influence the management regime;
- Forecasting the renewal and maintenance costs for the next 10+ years, and understanding the affordability and sustainability of the assets and services to the current levels.

The purpose of this Fleet Asset Management Plan is to:

- Improve understanding of the Fleet assets and associated services;
- Improve budgeting and forecasting of asset related management options and costs, particularly in understanding the long-term investment in capital renewal;
- Afford a level of confidence in forward works programs, maintenance and provide support for any business cases associated with securing the necessary funding requirements; and
- Provide guidance for elected members and the organisation in taking positive steps toward advanced asset management planning.

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A road map for preparing an asset management plan is shown below.

Road Map for preparing an Asset Management Plan
Source: IPWEA, 2006, IIMM, Fig 1.5.1, p 1.11

CORPORATE PLANNING
Confirm strategic objectives and establish AM policies, strategies & goals.
Define responsibilities & ownership.
Decide core or advanced AM Pan.
Gain organisation commitment.

REVIEW/COLLATE ASSET INFORMATION
Existing information sources
Identify & describe assets.
Data collection
Condition assessments
Performance monitoring
Valuation Data

DEFINE SCOPE & STRUCTURE OF PLAN

ESTABLISH LEVELS OF SERVICE
Establish strategic linkages
Define & adopt statements
Establish measures & targets
Consultation

AM PLAN REVIEW AND AUDIT

LIFECYCLE MANAGEMENT STRATEGIES
Develop lifecycle strategies
Describe service delivery strategy
Risk management strategies
Demand forecasting and management
Optimised decision making (renewals, new works, disposals)
Optimise maintenance strategies

INFORMATION MANAGEMENT, and DATA IMPROVEMENT

IMPLEMENT IMPROVEMENT STRATEGY

FINANCIAL FORECASTS
Lifecycle analysis
Financial forecast summary
Valuation Depreciation
Funding

IMPROVEMENT PLAN
Assess current/desired practices
Develop improvement plan

IS THE PLAN AFFORDABLE?

ITERATION
Reconsider service statements
Options for funding
Consult

ANNUAL PLAN / BUSINESS PLAN

Mount Isa City Council - FLEET ASSET MANAGEMENT PLAN

2.3 Core and Advanced Asset Management

This Fleet Asset Management Plan is prepared as a 'core' asset management plan over a 10-year planning period. It is prepared to meet minimum legislative and user requirements for sustainable service delivery and Long-Term Financial Planning and reporting. Core asset management is a 'top down' approach where analysis is applied at the system or network level.

Future revisions of the Fleet Asset Management Plan will move towards 'advanced' asset management using a 'bottom up' approach for gathering detailed asset information for individual assets to support the provision of activities and programs to meet agreed service levels in a financially sustainable manner.

3. LEVELS OF SERVICE

3.1 Customer Research and Expectations

This section of the Fleet Asset Management Plan describes the Levels of Service framework development process for Fleet for the Mount Isa City Council. The framework recorded is derived from interpretation of Council's corporate objectives and strategies, perceived customer needs and relevant statutory requirements.

To both fully understand and deliver on desired Levels of Service requires suitable asset and services management policies, guidelines, inspection regimes, condition assessment programs, customer inquiry systems and asset and services management practices and processes, plus the development and implementation of various audits to validate the outputs.

Levels of Service represent a balance between funding, physical resources and customer nee.ds. The Levels of Service framework includes the following elements (defined as):

Levels of Service: the service quality for a particular activity against which service performance may be measured - a high-level statement linking strategic objectives with service delivery.

Service Standards: the manner of provision of the services, (in quantitative terms, e.g. function, design and amenity / presentation).

Service Targets: the targets for the services required to achieve and maintain the Service Standards, measured as intervention criteria and response times. The Service Targets are used to calculate the level of resources, costs and performance required to achieve against the needs.

This Fleet Asset Management Plan introduces the framework concept to account for Levels of Service according to whole of life programs for the assets.

The Levels of Service defined in this Plan will be used to:

- inform stakeholders of the proposed type and Levels of Service to be offered;
- identify the costs and benefits of the services offered;
- enable stakeholders to assess suitability, affordability and equity of the services offered;
- measure the effectiveness of the Fleet Asset Management Plan, and;
- focus the asset and services management strategies required and developed to deliver the required Levels of Service.

The Levels of Service framework is to be based on:

- Research and needs: predominantly historical information;
- Strategic and Corporate Goals: identifying the specific objectives which the organisation wishes to achieve from the Levels of Service, together with guidance to define the scope of current and future services offered and the manner of the service delivery;
- Legislative requirements: the legislation, regulations, environmental standards and industry and Australian Standards that impact on the way assets are managed; and
- Design Standards and Codes of Practice: Australian Design Standards provide a set of design parameters for the delivery of Fleet.

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3.2   Strategic and Corporate Goals

This Fleet Asset Management Plan is prepared under the direction of the Mount Isa City Council vision, mission, goals and objectives.

Our vision is: *"Making our good city great, through innovation, diversification and cultural enhancement."*

Relevant goals and objectives and how these are addressed in Fleet Asset Management Plan are:

Table 3.2: Goals and how these are addressed in this Plan

GOAL	OBJECTIVE	HOW GOAL AND OBJECTIVES ARE ADDRESSED IN AM PLAN
People & Communities: To establish safe and healthy communities with a strong sense of identity which supports existing industry and encourages new and Innovative business and practices.	**Objective 1.1**: Continue to monitor and stay informed about matters that affect the community	Provide fit-for-purpose Fleet for Council operations, emergency services, and regulatory services.
Prosperous & Supportive Economy: To develop a prosperous and diverse local economy which supports existing industry and encourages new and innovative business and practices.	**Objective 2.1**: Continue to upgrade and use the most effective technology to provide best delivery of services to the region	Optimisation of Asset condition – maintaining the asset condition equitably throughout the network of fleet assets.
Services & Infrastructure: To establish innovative and efficient infrastructure networks that services the local communities and industries.	**Objective 3.1**: Undertake a review of Council's Services. **Objective 3.10**: Review plant strategy (own or lease)	Review fleet requirements for Council operations, emergency services, and regulatory services. Provide fit-for-purpose Fleet for Council municipal and regulatory services.
Healthy Environment: To recognise, protect, manage and promote our unique natural environment to ensure the economic, environmental, social and cultural values are developed for long term sustainability.	**Objective 4.3**: Manage and develop MICC's disaster management and responsibilities **Objective 4.4:** Investigate options recovery for the implementation of alternative transport modes that align with contemporary environmental and socially sustainable practices	Provide fit-for-purpose Fleet for Council municipal and regulatory services.
Ethical & Inclusive Governance: To practice inclusive and ethical governance through proactive engagement with all sectors of the community, council and all levels of government.	**Objective 5.1**: Continually monitor and evaluate all Council operations and conduct independent surveys of client/customer satisfaction levels	Review fleet requirements for Council operations, emergency services, and regulatory services.

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3.3   Legislative Requirements

There are many legislative requirements relating to the management of Fleet. These include:

Table 3.3: Legislative Requirements

LEGISLATION	REQUIREMENT
Local Government Act 2009	Sets out role, purpose, responsibilities and powers of local governments including the preparation of a long-term financial plan supported by asset management plans for sustainable service delivery. The acquisition and disposal of assets. Requirements for corporate and operational plans.
Queensland Competition Authority Act 1997 (Qld)	The Queensland Competition Authority (QCA) to develop criteria to assist the Premier and the Treasurer (the Ministers) in deciding whether to declare a government business activity to be a government monopoly business activity. QCA ensures monopoly businesses operating in Queensland, particularly in the provision of key infrastructure, do not abuse their market power through unfair pricing or restrictive access arrangements. Achieved through investigating and monitoring pricing practices of certain monopoly businesses and regulating third party access to essential infrastructure.
Work Health and Safety Act 2011	Sets out roles and responsibilities to secure the health, safety and welfare of persons at work, assists to define Cemetery operations and regulates asbestos management, control and removal.
Public and Environmental Health Act (Waste Control Regulations) 2005	Public health is dedicated to preserving, protecting and promoting good health and preventing illness and injury
Transport Operations (Road Use Management) Act 1995	Requirement to licence vehicles to be driven on the road, and all driving regulations. Requirement for the owner of the vehicle to be liable for drivers' compliance with the regulations.
Disaster Management Act 2003	Requires lifeline utilities to function at the fullest possible extent during and after an emergency and to have business continuity plans.
Work Health and Safety Act 2011	Requirement for organisations and individuals to apply a duty of care to others. Includes requirements for undertaking to ensure, so far as is reasonably practicable the provision and maintenance of safe plant and the safe use, handling and storage of plant.
Other Standards and Regulations	Other relevant documents include, but are not limited to: ISO 31000:2018 Risk Management, all other relevant State and Federal Acts & Regulations, all Local Laws and relevant policies of the organisation.

3.4   Levels of Service

Service levels are defined service levels in two terms, customer levels of service and technical levels of service. These are supplemented by organisational measures.

Customer Levels of Service measure how the customer receives the service in terms of safety, quality, quantity, reliability, responsiveness, cost/efficiency and legislative compliance and whether value to the customer is provided.

Technical Levels of Service supporting the community service levels to ensure that the minimum community levels of service are met. These technical measures relate to service criteria such as:

- Quality – Fleet is operational, reliable, comfortable for operators and easy to maintain,
- Quantity – number of assets is sufficient for Council operations and service delivery,
- Availability – Fleet is fit for purpose, efficient and adaptable for other jobs,
- Safety – Fleet is maintained, services and repaired to industry standards.

3.4.1 Customer Levels of Service

Customer levels of service measures used in the asset management plan are:

Quality: How good is the service …
What is the condition or quality of the service?

Function: Is it suitable for its intended purpose ….
Is it the right service?

Capacity/Use: Is the service over or under used …
Do we need more or less of these assets?

Table 3.5 shows the expected levels of service based on resource levels in the current long-term financial plan.

3.4.2   Technical Levels of Service

Technical Levels of Service: Supporting the customer service levels are operational or technical measures of performance. These technical measures relate to the allocation of resources to service activities to best achieve the desired customer outcomes and demonstrate effective performance.

Technical service measures are linked to the activities and annual budgets covering:

- Operations – the regular activities to provide services,
- Maintenance – the activities necessary to retain an asset as near as practicable to an appropriate service condition. Maintenance activities enable an asset to provide service for its planned life (e.g. regular inspection and repair of components),
- Renewal – the activities that return the service capability of an asset up to that which it had originally (e.g. replacement of Fleet),
- Upgrade/New – the activities to provide a higher level of service (e.g. replacing major components) or a new service that did not exist previously (e.g. a new Fleet).

Service and asset managers plan, implement and control technical service levels to influence the customer service levels.

Table 3.5 shows the customer levels of service and technical levels of service expected to be provided under the Fleet Asset Management Plan.

SERVICE STATEMENT	Fleet items meet demands for performance, reliability, affordability, environmental outputs and safety for the operator/driver and community.

SERVICE FACTORS	CUSTOMER LEVELS OF SERVICE	TECHNICAL LEVELS OF SERVICE
QUALITY		
Council Needs	Fleet item matches needs at an affordable cost.	Regular liaison with Council staff to ascertain and confirm fleet needs. Quality fleet to specifications and available funding/ agreed lease cost. Fleet items replacement/ renewal cycle aligned with good industry standards and affordability.
Available Resources / Funding	Only essential fleet is purchased.	Non-capital solutions such as operating leases may be proposed for programmed fleet upgrades – decreasing capital costs.
Organisational Profile and Policies	Fleet are safe to use.	Fleet items match Council policies for performance, safety and equipment levels.

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SERVICE FACTORS	CUSTOMER LEVELS OF SERVICE	TECHNICAL LEVELS OF SERVICE
Commercial Realities	Keep fleet management and operational costs as low as possible.	Fleet item maintained by preventative maintenance/routine servicing and good operational standards. Comparison of Council ownership vs lease option for fleet items. Hire rates and arrangements are consistent with private market forces for equivalent fleet items.
Function		
Design Standards	Fleet items meet the needs of council staff and have reasonable operating costs.	Fleet meets or exceeds Council's functional specification and remains within cost parameters for purchase and operations.
Safety	Fleet item provides the required degree of safety for operator and public.	Fleet item conforms to manufacturer's specifications – no unauthorised modifications. Fleet items are serviced and maintained according to manufacturer's specifications. Fleet items designed and maintained to relevant Workplace Health & Safety provisions. Operators maintain licenses and skills through ongoing training.
Availability / Reliability	Fleet item is reliable and available for use.	Capacity of fleet item matches or exceeds requirement for specified operating demands. Fleet item quality matches capacity and operating needs and affordability. The operator is trained and experienced to optimise the performance and output from the fleet item. Routine maintenance/servicing/repair programs and times optimise availability and output.
Environmental Standards	Fleet items match or exceeds Council's current environmental standards.	Fleet items design alternatives favour high environmental outcomes. Operator/driver training matches preferred environmental outcomes.
Economy	Fleet item offers good operating economy, both from an ownership and an operational perspective.	Operators and drivers trained to operate/drive to optimise fuel economy, tyre and general wear and tear on fleet items. Regular inspections of fleet items to confirm care and attention by operators/drivers for presentation and operation.

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SERVICE FACTORS	CUSTOMER LEVELS OF SERVICE	TECHNICAL LEVELS OF SERVICE
Comfort	Fleet item provides good driver/operator comfort consistent with fleet item tasks, including long duration operational activities.	Fleet items have proper air-conditioning/ventilation systems to provide good operator comfort in typical operational circumstances. Seating meets high standard/ design criteria for operator/driver and passenger comfort and support. Operator cabin/driving space properly insulated from operating/ engine noises. Industrial plant located clear of obstacles and near materials supply.
Maintenance and Operational Activities	All servicing can be done on site.	Majority of services able to be undertaken in Council workshop.
Capacity / Use		
Presentation / Amenity	Fleet items maintained in clean and tidy condition – presentation to community at appropriate standards.	Fleet maintenance, operation and presentation actions contribute to higher resale values and lower operating costs – responsible manager to ensure high standards are maintained.
Utilisation	Utilisation of Fleet meets required need or demand.	Utilisation is maximised, minimum idle hours.

The current levels of service have been developed through internal consultation. It is important to monitor the service levels provided regularly as these will change. The current performance is influenced by work efficiencies and technology, and customer priorities will change over time. Review and establishment of an agreed position which achieves the best balance between service, risk and cost is essential. As such, continuous monitoring and review of levels of service will form part of the continuous improvement plan.

4. FUTURE DEMAND

4.1 Demand Drivers

Drivers affecting demand include Strategic and Corporate goals, population change, changes in demographics, seasonal factors, vehicle ownership rates, consumer preferences and expectations, technological changes, economic factors, regulatory changes, environmental awareness, etc.

4.2 Demand Forecasts

The present position and projections for demand drivers that may impact future service delivery and use of assets were identified and are documented in Table 4.3.

4.3 Demand Impact on Assets

The impact of demand drivers that may affect future service delivery and use of assets are shown in Table 4.3.

Table 4.3: Demand Drivers, Projections and Impact on Services

DEMAND DRIVERS	PRESENT POSITION	PROJECTION	IMPACT ON SERVICES
Economic Demand	Increasing energy costs: It is likely that prices for basic commodities will continue to rise above normal inflation levels over the life of this AMP.	Anticipated to continue	Increasingly difficult to maintain the current level of service. A review of the current costs of individual assets compared to their level of usage in order to identify opportunities for efficiency gains.
Social Demand	Mount Isa City Council has had a declining population base.	Increase in demand for all services Increased maintenance and renewal costs	Review and document levels of demand. Encourage sharing of existing fleet to maximise utilisation.
Technology	Condition monitoring and Asset Management systems – the need to manage data in the form of inventories, condition ratings, financial performance etc.	Anticipated to continue to change	Change in technology may provide increased fuel efficiency, operator comfort and safety. Review of Council's long-term ability to maintain increasingly sophisticated assets. Multi- function/ multi-purpose fleet improves operational efficiency.
Environment	Preference for the acquisition of environmentally friendly assets with lower whole of life costs.	Anticipated to continue	A review of the asset management resources required to effectively manage the portfolio.

4.4 Demand Management Plan

Demand for new services will be managed through a combination of managing existing assets, upgrading of existing assets and providing new assets to meet demand and demand management. Demand management practices include non-asset solutions, insuring against risks and managing failures.

Non-asset solutions focus on providing the required service without the need for asset ownership and management actions including reducing demand for the service, reducing the level of service (allowing some assets to deteriorate beyond current service levels) or educating customers to accept appropriate asset failures. Examples of non-asset solutions include providing services from existing fleet such as hiring of fleet instead of purchasing outright and sharing fleet with other Councils where practical. Further opportunities will be developed in future revisions of Fleet Asset Management Plan.

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5. LIFECYCLE MANAGEMENT PLAN

The lifecycle management plan details how the Mount Isa City Council plans to manage and operate the assets at the agreed levels of service (defined in Section 3) while managing life cycle costs.

Life Cycle Management is recognised by the Mount Isa City Council as an essential component of the provision and management of assets and services. Life Cycle Management is primarily about using the data and processes to effectively provide, manage, maintain, renew, (and upgrade), the existing fleet.

Lifecycle asset management means considering all management options and strategies as part of the asset lifecycle, from planning to disposal, (whole of life analysis). The objective of managing the assets in this manner is to look at long-term cost impacts, (or savings), when making asset and services management decisions.

5.1 Background Data

5.1.1 Physical parameters

The assets covered by this Fleet Asset Management Plan are shown in Table 2.1.

The age profile of the assets included in the Fleet Asset Management Plan are shown in Figure 2.

Figure 2: Asset Age Profile

Age (years)	Number of Fleets Assets
1	17
2	23
3	31
4	10
5	20
6	45
7	14
8	20
9	12
10	7
11	5
12	1
13	4
14	1
15	1
16	1
17	3
18	2
Grand Total	**217**

Age (Years)	Replacement Budget
1	$1,685,000
2	$2,970,000
3	$3,240,000
4	$430,000
5	$3,020,000
6	$5,030,000
7	$1,235,000
8	$2,175,000
9	$2,535,000
10	$395,000
11	$500,000
12	$25,000
13	$580,000
14	$50,000
15	$1,200,000
16	$450,000
17	$90,000
18	$180,000
Grand Total	**$25,790,000**

5.1.2 Asset capacity and performance

Assets are generally provided to meet design standards where these are available.

Locations where deficiencies in service performance are known are detailed in Table 5.1.2.

Table 5.1.2: Known Service Performance Deficiencies

LOCATION	SERVICE DEFICIENCY
Fleet Maintenance	Review Workshop facilities, capacity to meet current and future fleet maintenance requirements
Asset Rationalisation	Rationalise Fleet Assets to meet demand - Underutilised plant that are a result of staffing, seasonal works and demand for use of equipment

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5.1.3　Asset condition

Current fleet conditions were last assessed in 2024. With the condition rating of each of the fleet elements having been established, it is possible to attribute a whole of asset condition rating.

Following the adoption of this Plan, condition audits of fleet will be undertaken over an annual cycle. This is to help even out inspections, budgets and workloads. This has been identified as an improvement action.

5.1.4　Asset valuations

The value of assets recorded in the asset register as at 30 June 2024 covered by the Fleet Asset Management Plan is shown below. Assets are valued at Cost.
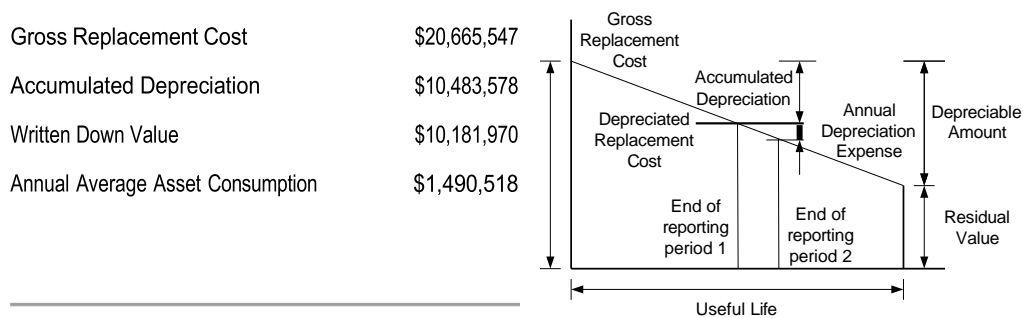
Gross Replacement Cost	$20,665,547
Accumulated Depreciation	$10,483,578
Written Down Value	$10,181,970
Annual Average Asset Consumption	$1,490,518

5.2 Operations and Maintenance Plan

Operations include regular activities to provide services such as road grading and tree pruning.

Routine maintenance is the regular on-going work that is necessary to keep assets operating, including instances where portions of the asset fail and need immediate repair to make the asset operational again, for example, servicing of fleet.

5.2.1 Operations and Maintenance Plan

Operations activities affect service levels including quality and function through the types and timing of activities, and the design of the fleet.

Maintenance includes all actions necessary for retaining an asset as near as practicable to an appropriate service condition including regular ongoing day-to-day work necessary to keep assets operating. For example, servicing but excluding rehabilitation or renewal. Maintenance may be classified into reactive, planned and specific maintenance work activities.

Reactive maintenance is unplanned repair work carried out in response to service requests and management/supervisory directions.

Planned maintenance is repair work that is identified and managed through a servicing schedule. Servicing activities include inspection, assessing the condition against failure/breakdown experience, priority of works, scheduling, actioning the work and reporting what was done to develop a maintenance history and improve maintenance and service delivery performance.

Specific maintenance is replacement of higher value components/sub-components of assets that is undertaken on a regular cycle including repainting, replacing air conditioning units, etc. This work falls below the capital/maintenance threshold but may require a specific budget allocation.

Maintenance expenditure levels are considered to be adequate to meet projected service levels, which may be less than or equal to current service levels. Where maintenance expenditure levels are such that will result in a lesser level of service, the service consequences and service risks have been identified and service consequences highlighted in the Fleet Asset Management Plan and service risks considered in the Risk Management Plan.

Assessment and priority of reactive maintenance is undertaken by staff using experience and judgement.

5.2.2 Operations and Maintenance Strategies

The Mount Isa City Council will operate and maintain assets to provide the defined level of service to approved budgets in the most cost-efficient manner. The operation and maintenance activities include:

- Scheduling operations activities to deliver the defined level of service in the most efficient manner,

- Undertaking maintenance activities through a planned maintenance system to reduce maintenance costs and improve maintenance outcomes. Undertake cost-benefit analysis to determine the most cost-effective split between planned and unplanned maintenance activities (50 – 70% planned desirable as measured by cost),

- Maintain a current risk register for assets and present service risks associated with providing services from Fleet assets and reporting Very High and High risks and residual risks after treatment to management and Council,

- Review current and required skills base and implement workforce training and development to meet required operations and maintenance needs,

- Review assets utilisation to identify underutilised assets and appropriate remedies, and over used assets and customer demand management options,

- Maintain a current hierarchy of critical assets and required operations and maintenance activities,

- Develop and regularly review appropriate emergency response capability,

- Review management of operations and maintenance activities to ensure best value for the resources used.

5.2.3 Asset Hierarchy

An asset hierarchy provides a framework for structuring data in an information system to assist in collection of data, reporting information and making decisions. The hierarchy includes the asset class and component used for asset planning and financial reporting and service level hierarchy used for service planning and delivery.

Council has not yet developed an asset service hierarchy, this will be developed for future plans.

5.2.4   Critical Assets

Critical assets are those assets which have a high consequence of failure but not necessarily a high likelihood of failure. By identifying critical assets and critical failure modes, investigative activities, maintenance plans and capital expenditure plans can be targeted at the appropriate time.

Operations and maintenances activities may be targeted to mitigate critical assets failure and maintain service levels. These activities may include increased inspection frequency, higher maintenance intervention levels, etc.

Council has developed a list of the critical assets; this will be reviewed on an annual basis for budgeting purposes.

5.2.5   Standards and Specifications

Maintenance work is carried out in accordance with the following Standards and Specifications.

- Australian Standards relevant to the works being undertaken
- Occupational Health and Safety Standards
- Motor Vehicle Standards
- Manuals provided by manufacturer

Maintenance is funded from the operating budget where available.

5.3   Renewal/Replacement Plan

Renewal and replacement expenditure is major work which does not increase the asset's design capacity but restores, rehabilitates, replaces or renews an existing asset to its original service potential. Work over and above restoring an asset to original service potential is upgrade/expansion or new works expenditure resulting in additional future operations and maintenance costs.

Replacement and rehabilitation of existing fleet is based on the following considerations:

- a condition rating applied to each asset;
- an assumed economic life applied to each asset group;
- a replacement date for each asset;
- asset replacement cost.

5.3.1   Renewal plan

There are several methods to identify the renewal/ replacement requirements for fleet. This plan uses a combination of the following methods:

- Asset Register data to project the renewal costs using acquisition year and useful life to determine the renewal year, and
- Capital renewal expenditure projections from external age modelling systems.

5.3.2   Renewal and Replacement Strategies

Council will plan capital renewal and replacement projects to meet level of service objectives and minimise fleet service risks by:

- Planning and scheduling renewal projects to deliver the defined level of service in the most efficient manner,
- Undertaking project scoping for all capital renewal and replacement projects to identify:

    o   the service delivery 'deficiency', present risk and optimum time for renewal/replacement,
    o   the project objectives to rectify the deficiency,
    o   the range of options, estimated capital and life cycle costs for each option that could address the service deficiency,
    o   and evaluate the options against adopted evaluation criteria,
    o   select the best option to be included in capital renewal programs,

- Using 'low cost' renewal methods (cost of renewal is less than replacement) wherever possible,
- Maintain a current risk register for assets and service risks associated with providing services from Fleet assets and reporting Very High and High risks and residual risks after treatment to management and Council,
- Review current and required skills base and implement workforce training and development to meet required needs,
- Maintain a current hierarchy of critical assets and capital renewal treatments and timings required,
- Review management of capital renewal and replacement activities to ensure the best value for resources used is obtained.

5.3.3   Renewal ranking criteria

Asset renewal and replacement is typically undertaken to either:

- Ensure the reliability of the existing assets to deliver the service it was constructed to facilitate, or
- To ensure the assets are of sufficient quality to meet the service requirements.

It is possible to get some indication of capital renewal and replacement priorities by identifying assets or asset groups that:

- Have a high consequence of failure,
- Have high use and subsequent impact on users would be greatest,
- Have a total value represents the greatest net value,
- Have the highest average age relative to their expected lives,
- Have high operational or maintenance costs, and
- Have replacement with a modern equivalent asset that would provide the equivalent service at a savings.

The ranking criteria used to determine priority of identified renewal and replacement proposals will be incorporated into future plans.

5.3.4   Renewal and replacement standards

Renewal work is carried out in accordance with the following standards and specifications.

- Council Policies
- Compliance with current regulations, laws and statutes
- Industry best practice

MOUNT ISA CITY COUNCIL - FLEET ASSET MANAGEMENT PLAN

5.3.5   Summary of future renewal and replacement expenditure

Projected future renewal and replacement expenditures are forecast to increase over time when the asset stock increases. The expenditure required is shown in Fig 5. Note that all amounts are shown in real values.

Renewals and replacement expenditure in the capital works program will be accommodated in the Long-Term Financial Plan. This is further discussed in Section 7.
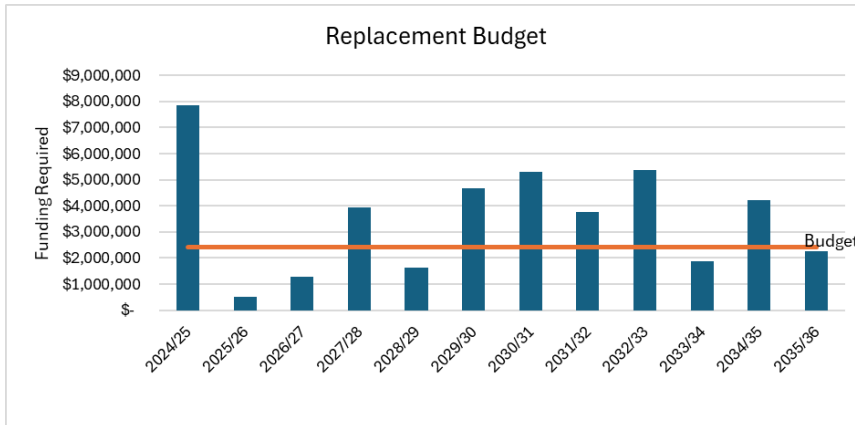
5.4 Creation/Acquisition/Upgrade Plan

New works are those works that create a new asset that did not previously exist or works which upgrade or improve an existing asset beyond its existing capacity. They may result from growth, social or environmental needs. Assets may also be acquired at no cost.

5.4.1 Selection criteria

New assets and upgrade/expansion of existing assets are identified from various sources such as community requests, proposals identified by strategic plans or partnerships with others. Candidate proposals are inspected to verify the need and to develop a preliminary renewal estimate. Verified proposals are ranked by priority and available funds and scheduled in future works programs.

5.4.2 Capital Investment Strategies

Capital upgrade and new projects will be planned to meet level of service objectives by:

- Planning and scheduling capital upgrade and new projects to deliver the defined level of service in the most efficient manner,
- Undertake project scoping for all capital upgrade/new projects to identify:
  o the service delivery 'deficiency', present risk and required timeline for delivery of the upgrade/new asset,
  o the project objectives to rectify the deficiency including value management for major projects,
  o the range of options, estimated capital and life cycle costs for each option that could address the service deficiency,
  o management of risks associated with alternative options,
  o and evaluate the options against evaluation criteria adopted by Council, and
  o select the best option to be included in capital upgrade/new programs,
- Review current and required skills base and implement training and development to meet required construction and project management needs,
- Review management of capital project management activities to ensure Council is obtaining best value for resources used.

Standards and specifications for new assets and for upgrade/expansion of existing assets are the same as those for renewal shown in Section 5.3.2.

5.5 Disposal Plan

Disposal includes any activity associated with disposal of a decommissioned asset including sale, demolition or relocation. Assets identified for possible decommissioning and disposal are shown in Appendix C, together with estimated annual savings from not having to fund operations and maintenance of the assets. These assets will be further reinvestigated to determine the required levels of service and see what options are available for alternate service delivery, if any. Any costs or revenue gained from asset disposals are accommodated in the Long-Term Financial Plan.

Where cash flow projections from asset disposals are not available, these will be developed in future revisions of the Fleet Asset Management Plan.

MOUNT ISA CITY COUNCIL - FLEET ASSET MANAGEMENT PLAN

6.   RISK MANAGEMENT PLAN

The purpose of risk management is to document the results and recommendations resulting from the periodic identification, assessment and treatment of risks associated with providing services from fleet, using the fundamentals of International Standard ISO 31000:2018 Risk management – Principles and guidelines.

Risk Management is defined in ISO 31000:2018 as: "coordinated activities to direct and control with regard to risk".

An assessment of risks associated with service delivery from fleet has identified critical risks that will result in loss or reduction in service from Fleet or a 'financial shock'. The risk assessment process identifies credible risks, the likelihood of the risk event occurring, the consequences should the event occur, develops a risk rating, evaluates the risk and develops a risk treatment plan for non-acceptable risks.

Risk management is one of the fundamentals of asset and services management and is observed to the highest possible level using industry standard practices. It is appropriate that formal risk management processes be applied to support decision making in all areas and at all levels of the organisation. The processes need to be ingrained in the daily activities of the organisation.

Risks can typically be categorised as:

Natural Events: Council has virtually no control over the timing or extent of the event, however, the probabilities may be understood.

External Impacts: Council has some control over these risks, associated with other organisations providing goods and services to Council.

Physical Failure Risk: Where conditions or performance of an asset could lead to failure. Council can control these risks through maintenance and renewal funding levels.

Operational Risk: Where management of the asset or asset management activities might impact on an asset. Council can control these risks through maintenance and renewal funding levels.

Through risk management, the Mount Isa City Council aims to:

- Protect the quality of the property portfolio,
- Protect users of property assets,
- Reduce the City's exposure to risk,
- Promote effective financial and asset management practices.

This will be achieved through:

- Identifying, decreasing the likelihood, and mitigating the consequences of, risk within the constraints of sensible commercial objectives and practices,
- Applying risk-based practices to the management of property assets and associated decision making,
- Maintaining safe and reliable fleet,
- Preparing appropriate contingencies,
- Reviewing the risk profile of the property portfolio at appropriate intervals and when circumstances dictate,
- Maintaining an up-to-date Fleet Asset Management Plan.

6.1   Critical Assets

Critical assets are defined as those which have a high consequence of failure causing significant loss or reduction of service. Similarly, critical failure modes are those which have the highest consequences. By identifying critical assets and failure modes investigative activities, condition inspection programs, maintenance and capital expenditure plans can be targeted at the critical areas.

MOUNT ISA CITY COUNCIL - FLEET ASSET MANAGEMENT PLAN

6.2　Risk Assessment

The risk management process used in this project is shown in Figure 6.2 below.

It is an analysis and problem-solving technique designed to provide a logical process for the selection of treatment plans and management actions to protect the community against unacceptable risks.

The process is based on the fundamentals of ISO risk assessment standard ISO 31000:2018.
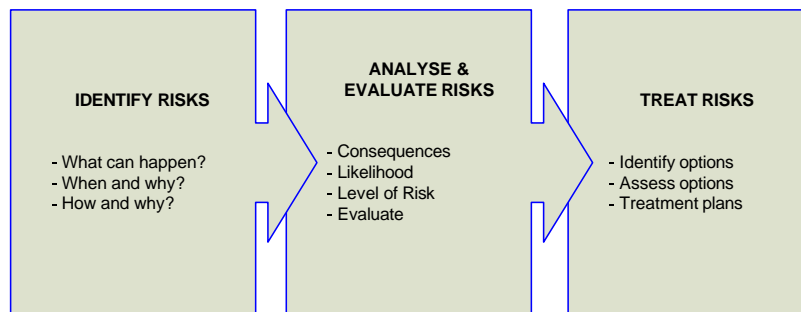
Fig 6.2　Risk Management Process – Abridged

IDENTIFY RISKS

- What can happen?
- When and why?
- How and why?

ANALYSE & EVALUATE RISKS

- Consequences
- Likelihood
- Level of Risk
- Evaluate

TREAT RISKS

- Identify options
- Assess options
- Treatment plans

The risk assessment process identifies credible risks, the likelihood of the risk event occurring, the consequences should the event occur, develops a risk rating, evaluates the risk and develops a risk treatment plan for non-acceptable risks.

An assessment of risks associated with service delivery from Fleet identifies the critical risks that can result in significant loss, 'financial shock' or a reduction in service.

Critical risks will be identified and Treatment Plans formulated and documented as part of future AMPs.

The resilience of our critical fleet is vital to our customers and the services we provide. To adapt to changing conditions and grow over time we need to understand our capacity to respond to possible disruptions and be positioned to absorb disturbance and act effectively in a crisis to ensure continuity of service.

To enhance our capacity to manage unforeseen or unexpected risks to the continuity of operations we plan to take a fleet resilience approach using an 'all hazards' methodology.

The 'all-hazards' approach will involve:

- An initial assessment of critical assets;
- A resilience assessment for these assets; and
- Identification of related improvements or interventions

Resilience will be built on aspects such as response and recovery planning, financial capacity and crisis leadership.

MOUNT ISA CITY COUNCIL - FLEET ASSET MANAGEMENT PLAN

The risk assessment process compares the likelihood of a risk event occurring against the consequences of the event occurring. In the risk rating table below, a risk event with a likelihood of 'Possible' and a consequence of 'Major' has a risk rating of 'High' as shown in Table 6.3.

Table 6.3: Risk Rating Matrix

Risk Rating					
Likelihood	**Consequences**				
	Insignificant - 1	**Minor - 2**	**Moderate - 3**	**Major - 4**	**Catastrophic - 5**
Rare - 1	L	L	M	M	H
Unlikely - 2	L	L	M	M	H
Possible - 3	L	M	H	H	H
Likely - 4	M	M	H	H	VH
Almost Certain - 5	M	H	H	VH	VH

Ref: HB 436:2004, Risk Management Guidelines, Table 6.6, p 55.

MOUNT ISA CITY COUNCIL - FLEET ASSET MANAGEMENT PLAN

ASSET AT RISK	WHAT IS THE POSSIBLE PROBLEM?	WHAT IS THE CAUSE?	WHAT WOULD HAPPEN AS A RESULT	LIKELIHOOD	CONSEQUENCES	RISK RATING	RISK TREATMENT PLAN	RISK AFTER TREATMENT	RESPONSIBLE	BY WHEN
All Fleet	Premature Failure	Lack of Maintenance and upgrades	Equipment failure and possible safety concerns to staff and the community	4	4	H	Ensure that maintenance schedules and activities are followed in accordance with manufacturer's recommendations. Renewals Programs	M	Manager Works & Operations	Ongoing
All Fleet	Breakdowns due to unreliable equipment	Inappropriate repairs or maintenance Inappropriate equipment	Equipment failure and possible safety concerns to staff and the community	3	4	H	Ensure only qualified staff or authorised contractors repair or maintain equipment. Purchase only suitable equipment in good condition.	M	Manager Works & Operations	Ongoing
All Fleet	Use of faulty Fleet	Operator does not check before use	Equipment failure. Police infringement and fine. Injury or death to staff or bystanders.	2	4	M	Ensure all staff carry out pre-start check of heavy vehicles and plant.	L	Manager Works & Operations	Ongoing
All Fleet	PPE not worn	Lack of education and/or training	Injury to operator/driver	2	4	M	Provide Safe Work Instructions to all operators of heavy plant. Ensure all operators of heavy plant are properly trained and certified where required. All Operators will be competent and licensed in safe operations of all fleet.	L	Manager Works & Operations	Ongoing
Trucks	Loss of load	Load not adequately secured. Overloading of bulk materials.	Loss of load. Injury or death to staff or bystander.	2	5	H	Ensure all operators are properly trained. Ensure load restraints are in good condition. All Operators will be competent and licensed in safe operations of all fleet.	M	Manager Works & Operations	Ongoing

MOUNT ISA CITY COUNCIL- FLEET ASSET MANAGEMENT PLAN

ASSET AT RISK	WHAT IS THE POSSIBLE PROBLEM?	WHAT IS THE CAUSE?	WHAT WOULD HAPPEN AS A RESULT	LIKELIHOOD	CONSEQUENCES	RISK RATING	RISK TREATMENT PLAN	RISK AFTER TREATMENT	RESPONSIBLE	BY WHEN
Equipment	Guards or safety devices removed	Poor staff training or attitudes	Death or injury to staff or bystanders.	2	5	H	Ensure all operators are properly trained. Conduct regular checks of equipment.	M	Manager Works & Operations	Ongoing
Vehicles	Accident	Animal strike Over speeding Fatigue	Death or injury to driver and passengers.	2	5	H	Ensure drivers are trained for anticipated conditions. Implement fatigue management policies. Implement check-out/check-in procedures.	M	Manager Works & Operations	Ongoing
Vehicles	Vehicle unregistered and/or uninsured	Poor administration procedures and practice	Costs awarded against Council rather than insurer.	2	2	L	Ensure administration procedures are efficient and effective. Asset Register kept up to date.	L	Manager Works & Operations	Ongoing
All Fleet	Damaged or stolen whilst parked	Vandalism Theft	The vehicle is not available for use. Vehicle is damaged or written-off.	2	3	M	Ensure vehicles are locked when parked. Ensure vehicles are parked in secure locations.	L	Manager Works & Operations	Ongoing
All Fleet	Inappropriate Fleet purchased	Lack of adequate specifications	Equipment is expensive to operate. Equipment is not able to perform specified tasks.	2	3	M	Review past purchases. Seek external/independent assistance where appropriate. Seek feedback from operators.	L	Manager Works & Operations	Ongoing
All Fleet	Major Fleet failure	Manufacturer's fault or defect	Crew downtime and delayed works, increased costs	3	4	H	Consider short term lease or hire of major fleet to align with warranty periods. Identifying back up sources for major fleet.	M	Manager Works & Operations	Ongoing
All Fleet	Fuel shortage	Market conditions	Increased costs Crew downtime and delayed works,	3	3	H	Identifying back up suppliers for fuel Consider other fuel efficiency options for light fleet.	M	Manager Works & Operations	Ongoing

MOUNT ISA CITY COUNCIL- FLEET ASSET MANAGEMENT PLAN

6.4   Service and Risk Trade-Offs

The decisions made in adopting this Fleet Asset Management Plan are based on the objective of achieving the optimum benefits from the available resources.

This Fleet Asset Management Plan has been developed by taking into consideration:

- What we would like to do based on asset register data;
- What we should do with existing budgets and identifying level of service and risk consequences (i.e. what are the operations and maintenance and capital projects we are unable to do, what are the service and risk consequences associated with this position). This may require several versions of the AM Plan; and
- What we can do and be financially sustainable with AM Plans matching long-term financial plans.

The Fleet Asset Management Plan provides the tools for discussion with the Council and customers/community on trade-offs between what we would like to do and what we should be doing with existing budgets by balancing changes in services and service levels with affordability and acceptance of the service and risk consequences of the trade-off position.

7.   FINANCIAL SUMMARY

This section contains the financial requirements resulting from all the information presented in the previous sections of this Fleet Asset Management Plan. The financial projections will be improved as further information becomes available on desired levels of service and current and projected future asset performance.

MOUNT ISA CITY COUNCIL- FLEET ASSET MANAGEMENT PLAN

7.1.1 Sustainability of Service Delivery

There are four key indicators for service delivery sustainability that have been considered in the analysis of the services provided by this asset category, these being the asset renewal funding ratio, long term life cycle costs/expenditures covering 10 years of the planning period.

7.1.2 Long term - Life Cycle Cost

Life cycle costs (or whole of life costs) are the average costs that are required to sustain the service levels over the asset life cycle. Life cycle costs include operations and maintenance expenditure and asset consumption (depreciation expense).

Life cycle costs can be compared to life cycle expenditure to give an initial indicator of affordability of projected service levels when considered with age profiles. Life cycle expenditure includes operations, maintenance and capital renewal expenditure. Life cycle expenditure will vary depending on the timing of asset renewals.

The life cycle costs and life cycle expenditure comparison highlights any difference between present outlays and the average cost of providing the service over the long term. If the life cycle expenditure is less than that life cycle cost, it is most likely that outlays will need to be increased or cuts in services made in the future.

Knowing the extent and timing of any required increase in outlays and the service consequences if funding is not available will assist in providing services to their communities in a financially sustainable manner. This is the purpose of the asset management plans and Long-Term Financial Plan.

7.1.3 Medium term – 10 Year Financial Planning Period

The Fleet Asset Management Plan identifies the projected operations, maintenance and capital renewal expenditures required to provide an agreed level of service to the community over a 10-year period. This provides input into 10 year financial and funding plans aimed at providing the required services in a sustainable manner.

These projected expenditures may be compared to budgeted expenditures in the 10-year period to identify any funding shortfall. In a core asset management plan, a gap is generally due to increasing asset renewals for ageing assets.

Estimated capital funding required from the period 2024/25 to 2035/36 is $42,636,000 or an average of $3,553,000 per annum. Estimated available capital funding for this period is $26,400,000 or $2,400,000 on average per year which is 68% of the cost to provide the service. This is a funding shortfall of $1,153,000 on average per year. The projected expenditure required to provide services in the Fleet Asset Management Plan compared with planned expenditure currently included in the Long-Term Financial Plan are shown in the figure below.

Providing services in a sustainable manner will require matching of projected asset renewal and replacement expenditure to meet agreed service levels with the corresponding capital works program accommodated in the Long-Term Financial Plan.

7.2 Funding Strategy

After reviewing service levels as appropriate to ensure ongoing financial sustainability, projected expenditures identified in Section 7.1 will be accommodated in the 10-year Long Term Financial Plan.

MOUNT ISA CITY COUNCIL- FLEET ASSET MANAGEMENT PLAN

7.3 Key Assumptions Made in Financial Forecasts

This section details the key assumptions made in presenting the information contained in Fleet Asset Management Plan and in preparing forecasts of required operating and capital expenditure and asset values, depreciation expense and carrying amount estimates. It is presented to enable readers to gain an understanding of the levels of confidence in the data behind the financial forecasts.

Key assumptions made in Fleet Asset Management Plan and risks that these may change are shown in Table 7.3.

Table 7.3: Key Assumptions made in Fleet Asset Management Plan and Risks of Change

KEY ASSUMPTIONS	RISKS OF CHANGE TO ASSUMPTIONS
That all component types have the same useful life.	minimal
All fleet assets deteriorate uniformly.	minimal
Standards, Acts and Regulations associated with fleet assets will remain essentially the same over the AMP life.	minimal
Renewal programs are based on intervening at appropriate age.	significant
All predicted financial figures are based on 2024 rates and are not adjusted by inflation for the particular year.	significant
Current levels of service remain unchanged.	significant

7.4 Forecast Reliability and Confidence

The expenditure and valuations projections in this Fleet Asset Management Plan are based on best available data. Currency and accuracy of data is critical to effective asset and financial management. Data confidence is classified on a 5-level scale in accordance with Table 7.4.

Table 7.4: Data Confidence Grading System

CONFIDENCE GRADE	DESCRIPTION
A Highly reliable	Data based on sound records, procedures, investigations and analysis, documented properly and agreed as the best method of assessment. Dataset is complete and estimated to be accurate ± 2%
B Reliable	Data based on sound records, procedures, investigations and analysis, documented properly but has minor shortcomings, for example some of the data is old, some documentation is missing and/or reliance is placed on unconfirmed reports or some extrapolation. Dataset is complete and estimated to be accurate ± 10%
C Uncertain	Data based on sound records, procedures, investigations and analysis which is incomplete or unsupported, or extrapolated from a limited sample for which grade A or B data are available. Dataset is substantially complete but up to 50% is extrapolated data and accuracy estimated ± 25%
D Very Uncertain	Data is based on unconfirmed verbal reports and/or cursory inspections and analysis. Dataset may not be fully complete, and most data is estimated or extrapolated. Accuracy ± 40%
E Unknown	None or very little data held.

MOUNT ISA CITY COUNCIL- FLEET ASSET MANAGEMENT PLAN

The estimated confidence level for and reliability of data used in this Fleet Asset Management Plan is shown in Table 7.4.1.

Table 7.4.1: Data Confidence Assessment for Data used in the Fleet Asset Management Plan

DATA	CONFIDENCE ASSESSMENT	COMMENT
Demand drivers	B Reliable	Population change is measured and updated, changes in numbers are monitored, consumer preferences and demands are discussed with relevant Managers
Growth projections	B Reliable	Based on historical records of growth
Operations expenditures	B Reliable	Based on historical records however not always separated from maintenance expenditure
Maintenance expenditures	B Reliable	Based on historical records however not always separated from operational expenditure
Projected Renewal expenditures.		
- Asset values	B Reliable	Renewal expenditure is based on inspection of fleet
- Asset useful lives	B Reliable	Matches generally accepted industry standards.
- Condition modelling	B Reliable	Carried out using condition assessments.
- Network renewals	B Reliable	Carried out using condition assessments and age profile of assets.
- Defect repairs	B Reliable	Defects identified during condition assessments. Repairs are programmed.
Upgrade/New expenditures	B Reliable	Council has identified these in its Long-Term Financial Plan.
Disposal expenditures	B Reliable	Based on condition assessments and age profile of assets.

Over all data sources the data confidence is assessed as High confidence level for data used in the preparation of this Fleet Asset Management Plan.

8.   PLAN IMPROVEMENT AND MONITORING

8.1   Status of Asset Management Practices

8.1.1   Accounting and Financial Data Sources

The Council's Fleet assets database utilises Microsoft Excel and the Council's financial system is Authority Altitude.

Council's Corporate Services Department is responsible for the valuation of all fleet and ensuring that depreciation is updated on an annual basis.

That all items, purchased or constructed by Council, with a value greater than $5,000.00 (five thousand dollars) be capitalised and placed on Council's asset register. Such assets are to be depreciated at a rate determined with regard to the remaining useful life of the asset and its residual value. Any items with a value of less than $5,000.00 (five thousand dollars) are to be expensed in the year of purchase.

8.1.2   Asset Management Data Sources

Combination of Authority Altitude and Microsoft Excel spreadsheets.

Asset Registers: All Fleet asset register data is held in Authority Altitude and Microsoft Excel Spreadsheets.

Linkage from Asset Management to Financial System: Currently all asset management data is held in Authority Altitude.

Required Changes to Asset Management System Arising from this AM Plan: To be considered in future revisions of this plan.

8.2   Improvement Plan

The asset management improvement plan generated from the Fleet Asset Management Plan is shown in Table 8.2.

Table 8.2: Improvement Plan

TASK NO	TASK	RESPONSIBILITY	TIMELINE
1	Ensure that where relevant, that all fleet assets are valued.	Manager Works & Operations	Annually as part of budget
2	Align the Fleet Asset Management Plan with the Workforce Management Plan once it has been completed	Director Corporate Services	30 June 2026
3	Review the sustainably ratios to identify appropriate target bands/the reason for above target performance.	Fleet Committee	Annually
4	Define and Monitor the Fleet Asset Management Plan's levels of service	Manager Works & Operations	Ongoing
5	Identify critical assets to mitigate the risk of critical assets failure; develop risk treatment plan	Manager Works & Operations	30 June 2026
6	Monitor and record fleet condition assessments as part of scheduled maintenance program	Manager Works & Operations	Ongoing
7	Specify and define target levels of service for fleet to be determined through user consultation (to inform Renewals Program)	Manager Works & Operations	Ongoing
8	Look into installing GPS to flag fleet usage and inform maintenance program (assist with scheduled maintenance)	Manager Works & Operations	30 June 2026
9	Develop fleet Renewal and Replacement Priority Evaluation Criteria that will take into consideration Council Strategic Plan objectives, Risk Management and estimated whole of life costs.	Manager Works & Operations	30 June 2025
10	Develop New Assets Priority Criteria: defining, documenting and recording fleet specifications that are matched to work requirements (fit for purpose with adequate accessories such as ramps, storage for tools, etc.); defining New Assets Priority Evaluation Criteria to guide budget priorities.	Manager Works & Operations	30 June 2025

MOUNT ISA CITY COUNCIL- FLEET ASSET MANAGEMENT PLAN

8.3   Monitoring and Review Procedures

This Fleet Asset Management Plan will be reviewed during annual budget planning processes and amended to show any material changes in service levels and/or resources available to provide those services as a result of budget decisions.

The Fleet Asset Management Plan will be updated annually to ensure it represents the current service level, asset values, projected operations, maintenance, capital renewal and replacement, capital upgrade/new and asset disposal expenditures and projected expenditure values incorporated into the Long-Term Financial Plan.

The Fleet Asset Management Plan has a life of 4 years and is due for complete revision and will be updated at that time.

8.4   Performance Measures

The effectiveness of the Fleet Asset Management Plan can be measured in the following ways:

- The degree to which the required projected expenditures identified in Fleet Asset Management Plan are incorporated into the Long-Term Financial Plan, and
- The degree to which the existing and projected service levels and service consequences (what we cannot do), risks and residual risks are incorporated into the Strategic Plan and associated plans.

9.   REFERENCES

- IPWEA, 2006, 'International Fleet Management Manual', Institute of Public Works Engineering Australasia, Sydney, www.ipwea.org/IIMM

- IPWEA, 2008, 'NAMS.PLUS Asset Management', Institute of Public Works Engineering Australasia, Sydney, www.ipwea.org/namsplus.

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10.   APPENDICES
Appendix A   Glossary

MOUNT ISA CITY COUNCIL- FLEET ASSET MANAGEMENT PLAN

Appendix A: Glossary

Annual Service Cost (ASC)

1.   Reporting Actual Cost

The annual (accrual) cost of providing a service including operations, maintenance, depreciation, finance/opportunity and disposal costs less revenue.

2.   For Investment Analysis and Budgeting

An estimate of the cost that would be tendered, per annum, if tenders were called for the supply of a service to a performance specification for a fixed term. The Annual Service Cost includes operations, maintenance, depreciation, and finance / opportunity and disposal costs, less revenue.

Asset

A resource controlled by an entity as a result of past events and from which future economic benefits are expected to flow to the entity. Fleet assets are a sub-class of property, fleet which are non-current assets with a life greater than 12 months and enable services to be provided.

Asset Category

Sub-group of assets within a class hierarchy for financial reporting and management purposes.

Asset Class

A group of assets having a similar nature or function in the operations of an entity, and which, for purposes of disclosure, is shown as a single item without supplementary disclosure.

Asset Condition Assessment

The process of continuous or periodic inspection, assessment, measurement and interpretation of the resultant data to indicate the condition of a specific asset so as to determine the need for some preventative or remedial action.

Asset Hierarchy

A framework for segmenting an asset base into appropriate classifications. The asset hierarchy can be based on asset function or asset type or a combination of the two.

Asset Management (AM)

The combination of management, financial, economic, engineering and other practices applied to physical assets with the objective of providing the required level of service in the most cost-effective manner.

Average Annual Asset Consumption (AAAC)*

The amount of the asset base consumed during a reporting period (generally a year). This may be calculated by dividing the depreciable amount by the useful life (or total future economic benefits/service potential) and totalled for each and every asset OR by dividing the carrying amount (depreciated replacement cost) by the remaining useful life (or remaining future economic benefits/service potential) and totalled for each and every asset in an asset category or class.

Borrowings

A borrowing or loan is a contractual obligation of the borrowing entity to deliver cash or another financial asset to the lending entity over a specified period of time or at a specified point in time, to cover both the initial capital provided and the cost of the interest incurred for providing this capital. A borrowing or loan provides the means for the borrowing entity to finance outlays (typically physical assets) when it has insufficient funds of its own to do so, and for the lending entity to make a financial return, normally in the form of interest revenue, on the funding provided.

Capital Expenditure

Relatively large (material) expenditure, which has benefits, expected to last for more than 12 months. Capital expenditure includes renewal, expansion and upgrade. Where capital projects involve a combination of renewal, expansion and/or upgrade expenditures, the total project cost needs to be allocated accordingly.

***Capital Expenditure - Expansion**

Expenditure that extends the capacity of an existing asset to provide benefits, at the same standard as is currently enjoyed by existing beneficiaries, to a new group of users. It is discretionary expenditure, which increases future operations and maintenance costs, because it increases the asset base, but may be associated with additional revenue from the new user group, e.g. extending a drainage or road network, the provision of an oval or park in a new suburb for new residents.

MOUNT ISA CITY COUNCIL- FLEET ASSET MANAGEMENT PLAN

Capital Expenditure - New

Expenditure which creates a new asset providing a new service/output that did not exist beforehand. As it increases service potential it may impact revenue and will increase future operations and maintenance expenditure.

Capital Expenditure - Renewal

Expenditure on an existing asset or on replacing an existing asset, which returns the service capability of the asset up to that which it had originally. It is periodically required expenditure, relatively large (material) in value compared with the value of the components or sub-components of the asset being renewed. As it reinstates existing service potential, it generally has no impact on revenue but may reduce future operations and maintenance expenditure if completed at the optimum time, e.g. resurfacing or resheeting a material part of a road network, replacing a material section of a drainage network with pipes of the same capacity, resurfacing an oval.

Capital Expenditure - Upgrade

Expenditure, which enhances an existing asset to provide a higher level of service or expenditure that will increase the life of the asset beyond that which it had originally. Upgrade expenditure is discretionary and often does not result in additional revenue unless direct user charges apply. It will increase operations and maintenance expenditure in the future because of the increase in the asset base, e.g. widening the sealed area of an existing road, replacing drainage pipes with pipes of a greater capacity, enlarging a grandstand at a sporting facility.

Capital Funding

Funding to pay for capital expenditure.

Capital Grants

Revenue received is generally tied to the specific projects or purposes, which are often for upgrade and/or expansion or new investment proposals.

Capital Investment Expenditure

Relatively large (material) expenditure, which has benefits, expected to last for more than 12 months (See capital expenditure definition)

Capitalisation Threshold

The value of expenditure on non-current assets above which the expenditure is recorded as capital expenditure and below which the expenditure is charged as an expense in the year of acquisition.

Carrying Amount

The amount at which an asset is recognised in the balance sheet after deducting any accumulated depreciation / amortisation and accumulated impairment losses.

Component

Specific parts of an asset having independent physical or functional identity and having specific attributes such as different life expectancy, maintenance regimes, risk or criticality.

Core Asset Management

Asset management which relies primarily on the use of an asset register, maintenance management systems, top-down condition assessment, simple risk assessment and defined levels of service, in order to establish alternative treatment options and a long-term cash flow projection.

Cost of an Asset

The amount of cash or cash equivalents paid, or the fair value of the consideration given to acquire an asset at the time of its acquisition or construction, including any costs necessary to place the asset into service. This includes one-off design and project management costs.

Critical Assets

Those assets that are likely to result in a more significant financial, environment and social cost in terms of impact on organisational objectives.

Deferred Maintenance

The shortfall in rehabilitation work undertaken relative to that required to maintain the service potential of an asset.

Depreciable Amount

The cost of an asset, or other amount substituted for its cost, less its residual value.

Depreciated Replacement Cost (DRC)

The gross replacement cost (GRC) of an asset less, where applicable, accumulated depreciation calculated on the basis of such cost to reflect the already consumed or expired future economic benefits of the asset.

Depreciation / Amortisation

The systematic allocation of the depreciable amount (service potential) of an asset over its useful life.

Economic Life

See useful life definition.

Expenditure
The spending of money on goods and services. Expenditure includes recurrent and capital outlays.

Expenses
Decreases in economic benefits during the accounting period in the form of outflows or depletions of assets or increases in liabilities that result in decreases in equity, other than those relating to distributions to equity participants.

Fair Value
The amount for which an asset could be exchanged, or a liability settled, between knowledgeable, willing parties, in an arm's length transaction.

Financing Gap
A financing gap exists whenever an entity has insufficient capacity to finance asset renewal and other expenditure necessary to be able to appropriately maintain the range and level of services its existing asset stock was originally designed and intended to deliver. The service capability of the existing asset stock should be determined assuming no additional operating revenue, productivity improvements, or net financial liabilities above levels currently planned or projected. A current financing gap means service levels have already or are currently falling. A projected financing gap if not addressed will result in a future diminution of existing service levels**.**

Gross Replacement Cost (GRC)
The cost the entity would incur to acquire the asset on the reporting date. The cost is measured by reference to the lowest cost at which the gross future economic benefits could be obtained in the normal course of business or the minimum it would cost, to replace the existing asset with a technologically modern equivalent new asset (not a second hand one) with the same economic benefits (gross service potential) allowing for any differences in the quantity and quality of output and in operating costs.

Heritage Asset
An asset with historic, artistic, scientific, technological, geographical or environmental qualities that is held and maintained principally for its contribution to knowledge and culture and this purpose is central to the objectives of the entity holding it.

Impairment Loss
The amount by which the carrying amount of an asset exceeds its recoverable amount.

Fleet assets
Physical assets that contribute to meeting the needs for access to major economic and social facilities and services, e.g. roads, drainage, footpaths and cycle ways. These are typically large, interconnected networks or portfolios of composite assets. The components of these assets may be separately maintained, renewed or replaced individually so that the required level and standard of service from the network of assets is continuously sustained. Generally, the components and hence the assets have long lives. They are fixed in place and often have no separate market value.

Key Performance Indicator
A qualitative or quantitative measure of a service or activity used to compare actual performance against a standard or other target. Performance indicators commonly relate to statutory limits, safety, responsiveness, cost, comfort, asset performance, reliability, efficiency, environmental protection and customer satisfaction.

Level of Service
The parameters or combination of parameters that reflect social, political, economic and environmental outcomes that the organisation delivers.

Levels of service statements describe the outputs or objectives an organisation or activity intends to deliver to customers.

Life Cycle
The cycle of activities that an asset (or facility) goes through while it remains an identity as a particular asset i.e. from planning and design to decommissioning or disposal.

Life Cycle Cost (LCC)
Total LCC The total cost of an asset throughout its life including planning, design, construction, acquisition, operation, maintenance, rehabilitation and disposal costs.

Average LCC The life cycle cost is average cost to provide the service over the longest asset life cycle. It comprises average operations, maintenance expenditure plus asset consumption expense, represented by depreciation expense projected over 10 years. The Life Cycle Cost does not indicate the funds required to provide the service in a particular year.

Life Cycle Expenditure (LCE)
The Life Cycle Expenditure (LCE) is the average operations, maintenance and capital renewal expenditure accommodated in the Long-Term Financial Plan over 10 years. Life Cycle Expenditure may be compared to average Life Cycle Cost to give an initial indicator of affordability of projected service levels when considered with asset age profiles.

MOUNT ISA CITY COUNCIL- FLEET ASSET MANAGEMENT PLAN

Maintenance

All actions necessary for retaining an asset as near as practicable to an appropriate service condition, including regular ongoing day-to-day work necessary to keep assets operating, e.g. road patching but excluding rehabilitation or renewal. It is operating expenditure required to ensure that the asset reaches its expected useful life.

Maintenance may be classified as:

- **Planned Maintenance**

Falls into three categories:
a) Periodic – necessary to ensure the reliability or to sustain the design life of an asset.
b) Predictive – condition monitoring activities used to predict failure.
c) Preventive – maintenance that can be initiated without routine or continuous checking and is not condition based.

- **Reactive Maintenance**

Unplanned repair work that is carried out in response to service requests and management/ supervisory directions.

- **Specific Maintenance**

Maintenance work to repair components or replace sub-components that needs to be identified as a specific maintenance item in the maintenance budget.

- **Unplanned Maintenance**

Corrective work required in the short-term to restore an asset to working condition so it can continue to deliver the required service or to maintain its level of security and integrity.

Maintenance Expenditure *

Recurrent expenditure, which is periodically or regularly required as part of the anticipated schedule of works required to ensure that the asset achieves its useful life and provides the required level of service. It is expenditure, which was anticipated in determining the asset's useful life.

Materiality

The notion of materiality guides the margin of error acceptable, the degree of precision required, and the extent of the disclosure required when preparing general purpose financial reports. Information is material if its omission, misstatement or non-disclosure has the potential, individually or collectively, to influence the economic decisions of users taken on the basis of the financial report or affect the discharge of accountability by the management or governing body of the entity.

Modern Equivalent Asset

Assets that replicate what is in existence with the most cost-effective asset performing the same level of service. It is the most cost efficient, currently available asset which will provide the same stream of services as the existing asset is capable of producing. It allows for technological changes and, improvements and efficiencies in production and installation techniques. The modern equivalent asset is evidenced by renewal strategies in asset management plans and financing in a long-term financial plan covering at least 10 years.

*Net Present Value (NPV)

The value of the cash flows associated with an asset, liability, activity or event calculated using a discount rate to reflect the time value of money. It is the net amount of discounted total cash inflows after deducting the value of the discounted total cash outflows arising from e.g. the continued use and subsequent disposal of the asset after deducting the value of the discounted total cash outflows.

Non-Revenue Generating Investments

Investments for the provision of goods and services to sustain or improve services to the community are not expected to generate any savings or revenue, e.g. parks and playgrounds, footpaths, roads and bridges, libraries, etc.

Operations

Regular activities to provide services such as public health, safety and amenity, e.g. street sweeping, grass mowing and street lighting.

Operating Expenditure

Recurrent expenditure, which is continuously required to provide a service. In common use the term typically includes, e.g. power, fuel, staff, plant equipment, on-costs and overheads but excludes maintenance and depreciation. Maintenance and depreciation are on the other hand included in operating expenses.

Operating Expense

The gross outflow of economic benefits, being cash and non-cash items, during the period arising in the course of ordinary activities of an entity when those outflows result in decreases in equity, other than decreases relating to distributions to equity participants.

Operating Expenses

Recurrent expenses continuously required to provide a service, including power, fuel, staff, plant equipment, maintenance, depreciation, on-costs and overheads.

Operations, Maintenance and Renewal Financing Ratio
Ratio of estimated budget to projected expenditure for operations, maintenance and renewal of assets over a defined time (e.g. 5, 10 and 15 years).

Operations, Maintenance and Renewal Gap
Difference between budgeted expenditures in a Long-Term Financial Plan (or estimated future budgets in absence of a Long Term Financial Plan) and projected expenditures for operations, maintenance and renewal of assets to achieve/maintain specified service levels, totalled over a defined time (e.g. 5, 10 and 15 years).

Pavement Management System (PMS)
A systematic process for measuring and predicting the condition of road pavements and wearing surfaces over time and recommending corrective actions.

PMS Score
A measure of condition of a road segment determined from a Pavement Management System.

Rate of Annual Asset Consumption *
The ratio of annual asset consumption relative to the depreciable amount of the assets. It measures the amount of the consumable parts of assets that are consumed in a period (depreciation) expressed as a percentage of the depreciable amount.

Rate of Annual Asset Renewal *
The ratio of asset renewal and replacement expenditure relative to depreciable amount for a period. It measures whether assets are being replaced at the rate they are wearing out with capital renewal expenditure expressed as a percentage of depreciable amount (capital renewal expenditure/DA).

Rate of Annual Asset Upgrade/New *
A measure of the rate at which assets are being upgraded and expanded per annum with capital upgrade/new expenditure expressed as a percentage of depreciable amount (capital upgrade/expansion expenditure/DA).

Recoverable Amount
The higher of an asset's fair value, less costs to sell and its value in use.

Recurrent Expenditure
Relatively small (immaterial) expenditure or that which has benefits expected to last less than 12 months. Recurrent expenditure includes operations and maintenance expenditure.

Recurrent Funding
Funding to pay for recurrent expenditure.

Rehabilitation
See capital expenditure - renewal.

Remaining Useful Life
The time remaining until an asset ceases to provide the required service level or economic usefulness. Age plus remaining useful life provides an estimate of useful life.

Renewal
See capital expenditure - renewal.

Residual Value
The estimated amount that an entity would currently obtain from disposal of the asset, after deducting the estimated costs of disposal, if the asset were already of the age and in the condition expected at the end of its useful life. Residual value reflects consideration receivable from an asset at the end of its useful life to the entity and accordingly would not include cost savings from the re-use of in-situ materials.

Revenue Generating Investments
Investments for the provision of goods and services to sustain or improve services to the community that are expected to generate some savings or revenue to offset operating costs, e.g. public halls and theatres, childcare facilities, sporting and recreation facilities, tourist information facilities, etc.

Risk Management
The application of a formal process to the range of possible values relating to key factors associated with a risk in order to determine the resultant ranges of outcomes and their probability of occurrence.

Section or Segment
A self-contained part or piece of a Fleet asset.

Service Potential
The total future service capacity of an asset. It is normally determined by reference to the operating capacity and economic life of an asset. A measure of service potential is used in the not-for-profit sector/public sector to value assets, particularly those not producing a cash flow.

Service Potential Remaining
A measure of the future economic benefits remaining in assets. It may be expressed in dollar values (Fair Value) or as a percentage of total anticipated future economic benefits. It is also a measure of the percentage of the asset's potential to provide services that are still available for use in providing services (Depreciated Replacement Cost/Depreciable Amount).

MOUNT ISA CITY COUNCIL- FLEET ASSET MANAGEMENT PLAN

Strategic Asset Management Plan
A plan that documents and specifies how the organizational objectives are to be converted into AM objectives, the approach for developing AM Plans and the role of the AM system in supporting the achievement of AM objectives.

Strategic Plan
A plan containing the long-term goals and strategies of an organisation. Strategic plans have a strong external focus, cover major portions of the organisation and identify major targets, actions and resource allocations relating to the long-term survival, value and growth of the organisation.

Sub-Component
Smaller individual parts that make up a component part.

Useful Life
Either:

(a) the period over which an asset is expected to be available for use by an entity, or
(b) the number of production or similar units expected to be obtained from the asset by the entity.

It is estimated or expected time between placing the asset into service and removing it from service, or the estimated period of time over which the future economic benefits embodied in a depreciable asset, are expected to be consumed by the entity.

Valuation
The process of determining the worth of an asset or liability. Assessed asset value which may depend on the purpose for which the valuation is required, i.e. replacement value for determining maintenance levels, market value for lifecycle costing and optimised deprival value for tariff setting.

Value in Use
The present value of future cash flows expected to be derived from an asset or cash generating unit. It is deemed to be depreciated replacement cost (DRC) for those assets whose future economic benefits are not primarily dependent on the asset's ability to generate net cash inflows, where the entity would, if deprived of the asset, replace its remaining future economic benefits.

Source: IPWEA, IIMM & AIFMM 2015, Glossary

Additional and modified glossary items shown *

MOUNT ISA CITY COUNCIL- FLEET ASSET MANAGEMENT PLAN

11.6   WORKFORCE MANAGEMENT TRANSFORMATION ACTION PLAN

Document Number: **831410**

Author: **Manager People, Culture & Safety**

Authoriser: **Director Corporate Services**

Directorate: **Corporate Services**

Portfolio: **Finance & Customer Service**

EXECUTIVE SUMMARY

The draft MICC - Workforce Management Transformation Action Plan is presented to Council for information and consideration.

RECOMMENDATION

THAT Council adopts the draft MICC - Workforce Management Transformation Action Plan as presented.

OVERVIEW

Council adopted the Workforce Management Strategic Plan FY2025-27 in May 2024. This was in response to existing significant workforce challenges including a lack of stability in key leadership positions, high and increasing turnover, high position vacancy rates, demonstrated difficulty in attracting and retaining employees and an aging workforce soon to commence transitioning to retirement. Key workforce data provide insights and demonstrate the challenges Council is facing:

▪ employee turnover has reached more than 30% each year for more than three years in a row.

▪ 42% of new recruits are leaving within the first year of working for Mount Isa City Council.

▪ 60% of all current employees have been with the organisation for three years or less.

The Workforce Management Transformation Action Plan aims to set out the roadmap and actions deliver the Workforce Management Strategic Plan FY2025-27 in order to address the workplace challenges that our organisation has experienced for some time.

Our Workforce Transformation Action Plan prioritises the objectives, deliverables and tactical actions we will implement as we address the recruitment and retention challenges of today and prepare for our future. It outlines the 30 Deliverables underpinned by 119 Tactical Actions, prioritised according to solution criticality, planning time horizon and speed to implement.

This Workforce Management Strategy prioritises the objectives and actions the organisation will implement over the next 3.5 years to prepare for the future and addresses the challenges of today.

A structured, staged and prioritised approach to the implementation of the Strategic Workforce Management Plan and organisation-wide workforce transformation will guide our effort, activities and measures of success.

It is not intended that all deliverables and tactics be completed in one year. Time taken to effectively plan, develop and then deliver each deliverable is essential. The proposed timing of deliverables has been scheduled based on the provision of governance structures including policies and procedures being developed prior to the implementation. Where operational improvements can be realised earlier, the implementation pathway for the deliverables will be shortened.

Each of the elements of the Strategic Workforce Plan have been prioritised to develop the tactical action plan for each year as a 3.5 year internal transformation project. The following provides an action plan for implementation of the Strategic Workforce Management Plan.

The Deliverables element of the plan provide the measurable activities we will undertake to achieve our workforce plan strategic initiatives and strategic objectives. Elements of each deliverable, in the form of tactics will be implemented over the transformation plan timeframe.

Figure 1 – Prioritised Deliverables Matrix – 3.5-year time horizon

Prioritised Deliverables Matrix

FY2025 — Do First

- Establish and Operationalise Project Management Office
- 3.4 Workforce engagement
- 1.1 Define operating model and service levels to the community
- Engage contractor fore HR on demand coaching & mediation
- 12.1 Policy & Procedure framework
- 1.3 Employee retention & lifecycle management plan
- 3.1 One team brand campaign
- 6.1 Leadership development project
- 3.5 Rewards & Recognition framework

FY2026 — Do second

- 8.1 Induction & onboarding enhancement project
- 1.4 Workload Assessment
- 6.3 Learning & Development project
- 1.6 Critical Skills Mitigation Plan
- 6.2 Performance Management project
- 11.1 Integrated HR Information System
- 4.1 Flexible work strategy
- 5.1 Data/metric collection and analysis

FY2027 — Do third

- 7.1 Promote workforce initiatives to address external reputation
- 3.3 People focussed change management
- 9.1 Diversity, Equity & Inclusion framework
- 7.2 Talent Acquisition Strategy
- 9.2 Operationalise RAP
- 11.2 Knowledge management & corporate systems
- 8.2 Recruitment candidate engagement & conversion

FY2028 — Do fourth

- 2.1 Entry level talent pipeline
- 1.5 Position Description Realignment
- 3.2 Remuneration & Benefits parity project
- 1.7 Capture departure reasons & trends
- 1.2 Fully fund organisational structure
- 10.1 Secondary household earner talent pipeline
- 11.3 IT capability building
- 12.2 Standardised procedures

PRIORITY FOCUS AREAS FOR YEAR ONE – FY2025

1. Establish Project Management Office

Determine governance arrangements for project management office and appoint project team.

2. Engage External Resources to support leadership

Engage an external consultant to fill skills gaps and release People & Culture from low level HR-on-Demand expectations. Build confidence among operational employees and leaders to manage conversations about values, performance and behaviour.

3. Workforce Engagement

Develop and implement a strategy to effectively engage with our workforce through proactive, regular, targeted communication.

4. Define Council's Service Levels and Resourcing Model

Define Council's service level commitments and structure the workforce resource model to meet the delivery expectations of the community.

5. Employee Lifecycle diagnostics

Develop a tactical plan to improve employee effectiveness over a shorter employment lifecycle journey.

6. Leadership development program

Design, deliver and start to embed a leadership development plan that builds leadership capability below the Executive Team.

7. Organisational Culture, Pride & Recognition

Develop a tactical plan to foster an organisational culture that matches Council's Values, beginning with quick wins via a rewards and recognition framework and roll-out Council non-financial and financial recognition measures for individuals and teams.

BUDGET AND RESOURCE IMPLICATIONS

The Workforce Management Transformation Action Plan will guide the development of annual Employee Cost budgets and service delivery targets.

LINK TO CORPORATE PLAN

Theme:	5.	Ethical & Inclusive Governance
Strategy:	5.11	Provide and maintain strategies to ensure Council's long-term financial sustainability.

CONSULTATION (INTERNAL AND EXTERNAL)

Executive Management Team.

LEGAL CONSIDERATIONS

Council is governed by the *Local Government Act 2009*, and the *Local Government Regulation 2012* and must abide by all requirements of the legislation.

POLICY IMPLICATIONS

NIL

RISK IMPLICATIONS

NIL

HUMAN RIGHTS CONSIDERATIONS

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

ATTACHMENTS

1.   MICC - Workforce Management Transformation Action Plan ⇩ 📄

Mount Isa City Council

WORKFORCE MANAGEMENT

TRANSFORMATION ACTION PLAN

*Establish a stable, customer focussed workforce
that is empowered to
deliver efficient services to our community.*

DOCUMENT VERSION CONTROL					
Governance/Policies/Strategic DocID# XXXXXZ				**POLICY TYPE**	Administrative
VERSION	**DATE**		**DETAILS**		
V1	04/11/2024		Responsible Officer: Director Corporate Services		
V2					
V3					
			REVIEW DUE	November 2025	

Mount Isa Council
PROPOSED - Workforce Management Transformation Action Plan
November 2024

Contents

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1. Introduction to Workforce Transformation Action Plan

1.1. BACKGROUND AND OBJECTIVES OF THIS PLAN

This Workforce Implementation Action Plan sets out the tactical initiatives required to deliver on Council's Strategic Workforce Management plan and Strategic Workforce Priorities adopted by Council in June 2024. This document outlines the implementation pathway over a 3.5 year time horizon. It prioritises the intended actions based on criticality, planning, dependencies and the organisation's strategic imperatives.

Strategic Priorities

Our Workforce Management Strategy guides the implementation of plans and objectives that will cascade through the organisation. Our focus, commitment, investment, and effort will be directed to the following three strategic priorities:

Our Workforce Transformation Action Plan

Our Workforce Transformation Action Plan prioritises the objectives, deliverables and tactical actions we will implement as we address the recruitment and retention challenges of today and prepare for our future. It outlines the 30 Deliverables underpinned by 119 Tactical Actions, prioritised according to solution criticality, planning time horizon and speed to implement.

Retention, Culture & Workforce Planning

We will invest in our workforce to ensure that we have the right people, with the right capabilities in the right roles

Attraction & Retention

We will optimise the candidate and recruitment experience to attract and onboard the right talent

Systems, Processes & People

We will build models of good practice to increase the efficiency in our operational activities and service delivery.

3 STRATEGIC PRIORITIES — *High level intentions that identify where we need to focus our effort*

12 STRATEGIC OBJECTIVES — *Purpose statements outlining our focus areas - accompanied by outcome measures*

30 DELIVERABLES — *Actions and deliverables needed to achieve our Strategic Objectives*

119 TACTICAL ACTIONS — *Prioritised steps we will take to implement our Deliverables*

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1.2. WHY WE MUST ACT - REASONS FOR WORKFORCE MANAGEMENT STRATEGY

Operating Context & External Environment

Operating context:
- Council is one of the largest employers in Mount Isa
- Council employs more than 190 people
- Council serves 22,000 residents across more than 43,713 square kms

External environment:
- Increasingly competitive local and national recruitment market
- Workforce supply shortages for a multitude of roles at all levels
- Ever-changing expectations of candidates, employees and the community
- Closure of Copper Mining operations in 2025

Impacts to Council - Internal

Current significant workforce challenges include:
- Lack of stability in key leadership positions
- High and increasing turnover
- High position vacancy rates
- Difficulty in attracting and retaining employees
- Absence of effective organisational culture
- Est 8,170 days of work unable to be performed

High turnover:
- Employee turnover has reached more than 30%, at times, in each of the last three years.
- Over 40% of new recruits are leaving their jobs with Council within the first year
- 28 executives and managers left Council in the past 5 years.

Reduced employee lifecycle:
- 60% of current employees have been with Council for three years of less
- Average employee tenure is 4.5 years
- Only 40% of current employees have been with the organisation for more than 3 years
- Constant recruitment activities impact time available to deliver Council BAU

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Mount Isa Council
PROPOSED - Workforce Management Transformation Action Plan
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1.3. WHAT WE MUST DO – CLEAR OBJECTIVES AND ACTIONS TO ADDRESS OUR CHALLENGES

1 **Set our workforce directions and priorities informed by engaging with our workforce**	**2** **Simplify our workforce related activities and decision-making processes**
Set priorities will guide us on what we should be working on and what we should be working on first. Our Workforce Strategy and this Transformation Action Plan enables us to prioritise our activities to make that view a reality.	Clearly defined prioritised activities will improve performance and reinforce our need to evolve into a contemporary workplace.
3 **Align our workforce related activity to fulfil Council's promises to our Community**	**4** **Clearly articulate and communicate changes in the way we do things with our workforce**
Alignment of effort and activities, and a common understanding of Council's obligations to our community, ensures our collective achievement of Council's organisational goals and objectives.	Informing and involving our workforce around the change process, and proactively seeking their contributions using a consultative and collaborative approach, enables a shared understanding of our strategy and the collective effort required.

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PROPOSED - Workforce Management Transformation Action Plan
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2. Critical success factors for implementation success

Limitations & Impediments to Success

Capacity & Resourcing Limitations

- BAU and work delivery during the workforce plan implementation and organisation-wide transformation.

- Effective management of the extent and rate of change to ensure minimal detrimental impact on existing and new employees.

- Maintain Council services to the Community.

Capability Risks

- Change management and adaptability to change

- Level of participation, engagement and collaboration

- Limited exposure, experience and skills in large-scale transformation projects

Risk Mitigation & Critical Success Factors

Investment & Communication

- Fully funded project from Council budget for the term of the project (~3.5yrs)

- Backfill roles to release internal officers to participate fully in the transformation project

- Proactive internal and external communication about purpose, need, benefits and impacts to workforce, service delivery and community.

Project Management, Expectations & Accountability

- Establish Project Management Office and project delivery governance, structure and scope

- Assign deliverables, outcomes, timeline, responsibility and accountability, sponsors, coordination

- Engage external expertise

- Project Management methodology

- Internal & External Stakeholder Engagement & Advocacy

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3. Transformation Plan – Prioritised Tactical Actions

3.1 THE 3.5-YEAR TIME HORIZON

This Workforce Management Strategy prioritises the objectives and actions the organisation will implement over the next 3.5 years to prepare for the future and addresses the challenges of today.

A structured, staged and prioritised approach to the implementation of the Strategic Workforce Management Plan and organisation-wide workforce transformation will guide our effort, activities and measures of success.

It is not intended that all deliverables and tactics be completed in one year. Time taken to effectively plan, develop and then deliver each deliverable is essential. The proposed timing of deliverables has been scheduled based on the provision of governance structures including policies and procedures being developed prior to the implementation. Where operational improvements can be realised earlier, the implementation pathway for the deliverables will be shortened.

Each of the elements of the Strategic Workforce Plan have been prioritised to develop the tactical action plan for each year as a 3.5 year internal transformation project. The following provides an action plan for implementation of the Strategic Workforce Management Plan.

The Deliverables element of the plan provide the measurable activities we will undertake to achieve our workforce plan strategic initiatives and strategic objectives. Elements of each deliverable, in the form of tactics will be implemented over the transformation plan timeframe.

Figure 1 – adjacent shows the deliverables we plan to commence each year.

Figure 2 – next page shows when we plan to commence each tactic over the transformation timeframe.

Figure 1 – Prioritised Deliverables Matrix – 3.5-year time horizon
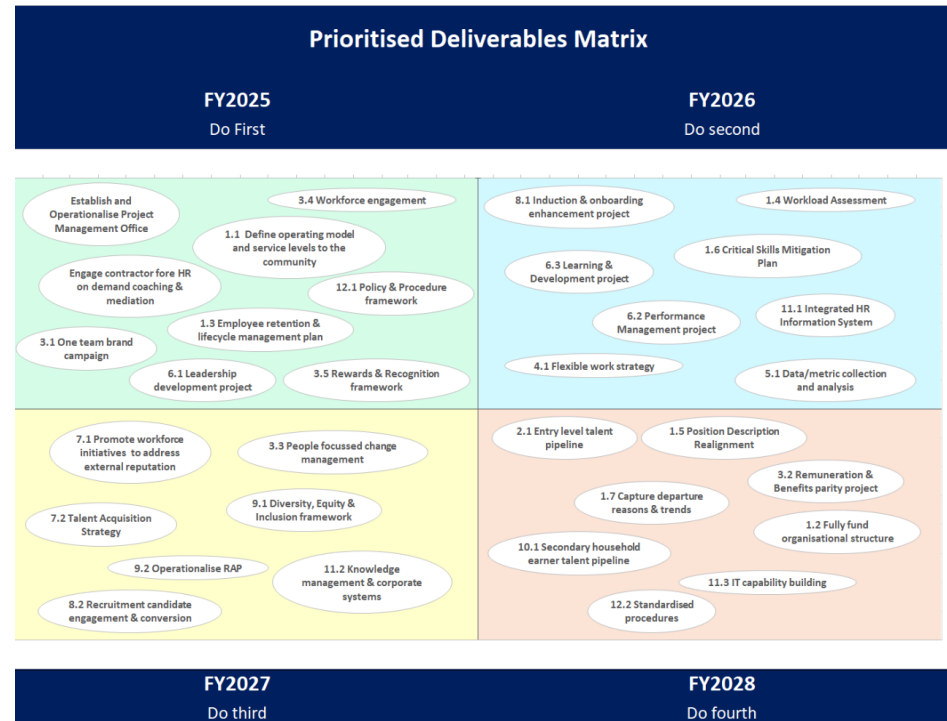
Figure 2 – Prioritised tactical action plan matrix – 3.5-year time horizon
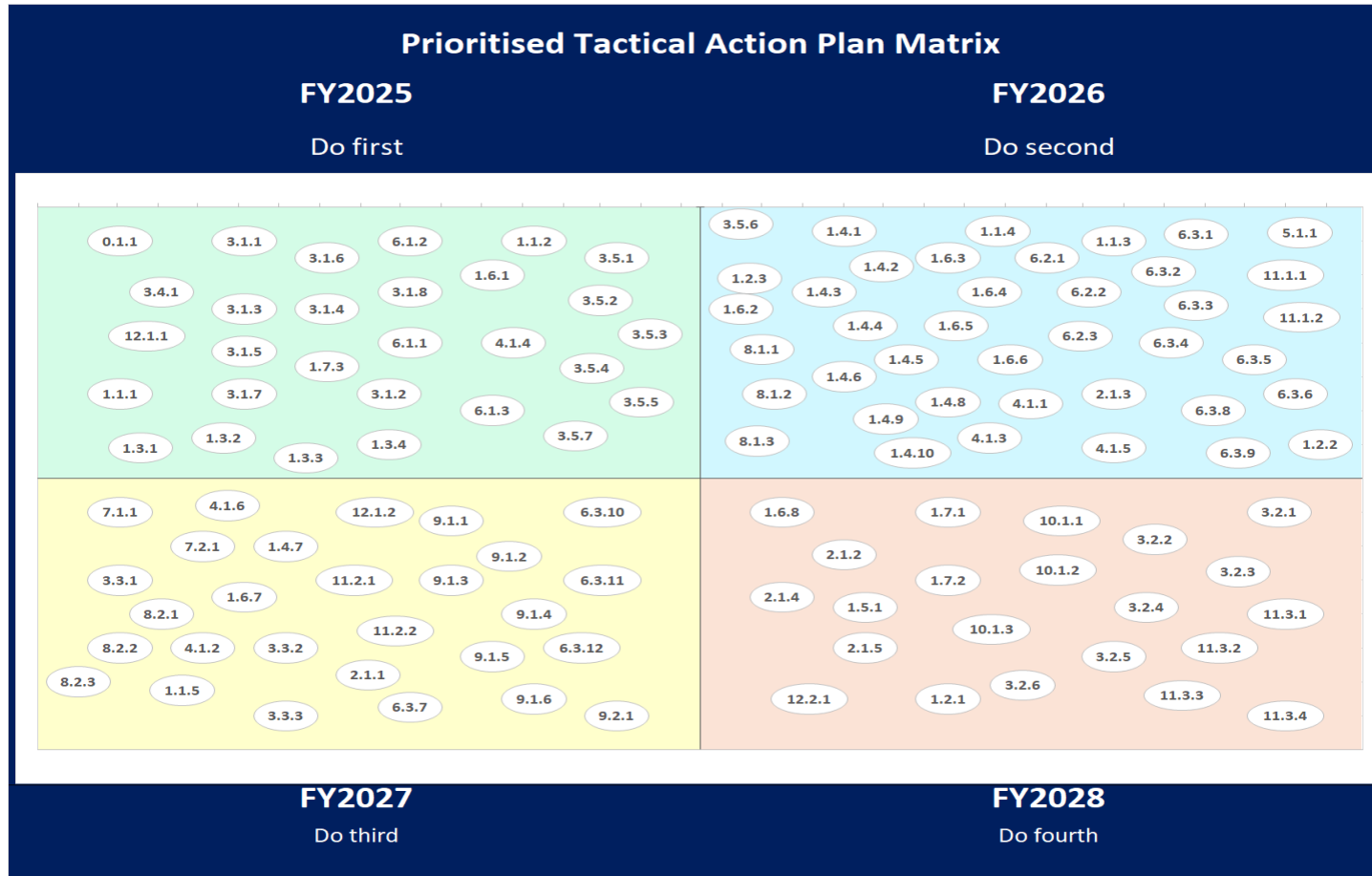
3.2 PRIORITY FOCUS AREAS FOR YEAR ONE – FY2025

- **Establish Project Management Office**

  Determine governance arrangements for project management office and appoint project team.

- **Engage External Resources to support leadership**

  Engage an external consultant to fill skills gaps and release People & Culture from low level HR-on-Demand expectations. Build confidence among operational employees and leaders to manage conversations about values, performance and behaviour.

- **Workforce Engagement**

  Develop and implement a strategy to effectively engage with our workforce through proactive, regular, targeted communication.

- **Define Council's Service Levels and Resourcing Model**

  Define Council's service level commitments and structure the workforce resource model to meet the delivery expectations of the community.

- **Employee Lifecycle diagnostics**

  Develop a tactical plan to improve employee effectiveness over a shorter employment lifecycle journey.

- **Leadership development program**

  Design, deliver and start to embed a leadership development plan that builds leadership capability below the Executive Team.

- **Organisational Culture, Pride & Recognition**

  Develop a tactical plan to foster an organisational culture that matches Council's Values, beginning with quick wins via a rewards and recognition framework and roll-out Council non-financial and financial recognition measures for individuals and teams.

Figure 3 – Prioritised Tactics Matrix – FY2025

Prioritised Tactical Action Plan Matrix - FY2025

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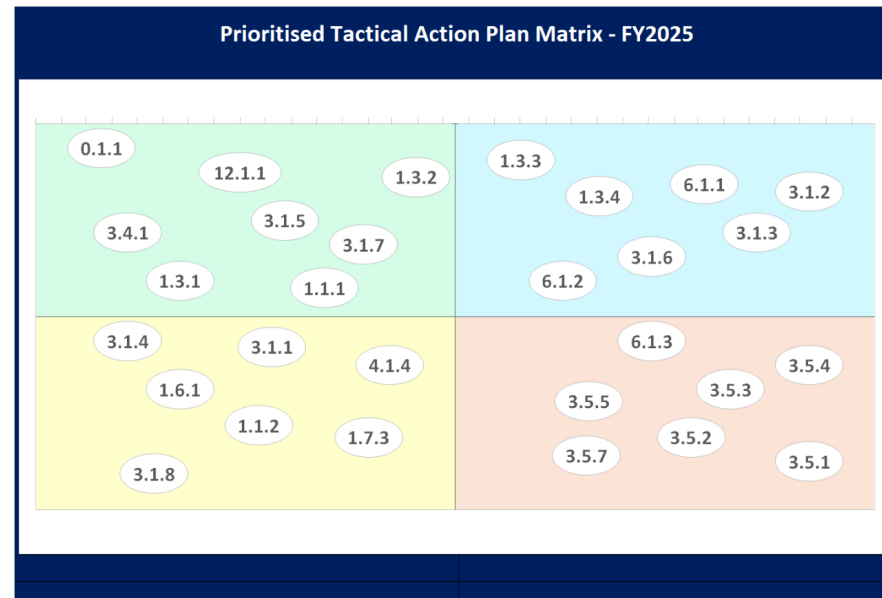
3.2.1. Tactical Actions Prioritised for Year ONE – FY2025

Tactical Action priority	Tactical Action number	Tactical Action	Duration of tactic in months	Tactic commencement month	Lead Responsibility
1	0.1.1	Engage the services of an external agency to provide coaching and mediation services to immediately assist with HR on demand type conversations (EG to provide coaching and mentoring or mediation between supervisors for simple behavioural conversations)	24	Jan-25	People Culture & Safety
2	3.4.1	Develop and implement an Internal Communication Strategy that: ▪ Recognises the importance of interaction points both formal and informal that promote collaboration and a sense of belonging. ▪ Identifies of multi-model internal communications for lower literacy employees - Different types of communication methods for communication with different internal audiences taking into account, literacy, employee professional maturity and skill level and employee length of service (organisational knowledge). ▪ Methods to deliver the same message to all employees. ▪ Reframe internal vernacular to remove "Top Office" from corporate psyche. ▪ Communication protocols established that encourage consistent and positive structure and content for communication with and to all levels of the organisation. ▪ Specifically advise staff of decisions and initiatives made by Council or the Executive Team to ensure staff understand the purpose and can support the decisions made publicly and within workgroups ▪ Ask staff about their communication needs and best mode of delivery.	18	Feb-25	Communications team
3	12.1.1	Design, document, implement and review a tiered policy and procedure framework that provides the overarching structure and guides how policies and procedures are developed, approved, communicated and reviewed for People & Culture matters.	3	Feb-25	People Culture & Safety
4	3.1.5	Establish clear communication channels for feedback or concerns – including leader attendance at toolbox meetings, post card to the CEO initiative, "Just one thing" campaign.	3	Feb-25	EMT
5	3.1.7	Set clear expectations that teams will not work in silos and will recognise and strive for excellence in customer service to all internal customers.	1	Feb-25	EMT

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Tactical Action priority	Tactical Action number	Tactical Action	Duration of tactic in months	Tactic commencement month	Lead Responsibility
6	1.1.1	Conduct a review of Council's operating model – how Council's business functions and how each component/workgroup works together.	4	Feb-25	Director Corporate Services
7	1.3.1	Conduct a detailed employee lifecycle diagnostic, based specifically on MICC current tenure and retention rates. Explore employee journeys and identify critical moments that matter to maximise satisfaction, performance and productivity.	12	Feb-25	People Culture & Safety
8	1.3.2	Focus on the employee experience to identify employee pain points and wellbeing needs over the lifecycle journey.	12	Feb-25	People Culture & Safety
9	1.3.3	Conduct an assessment of employee needs, supported by data to determine the core retention theme Council seeks to promote.	12	Mar-25	People Culture & Safety
10	1.3.4	Develop a tactical plan that incorporates the findings above and augments recruitment, retention and cultural deliverables.	12	Mar-25	People Culture & Safety
11	6.1.1	Develop tiered leadership programs that include: ▪ A people leader onboarding program which both clarifies the role and provides upskilling ▪ Base level functional skills required of all leaders including effective financial and procurement management, human resources, governance and risk, ethics and integrity, IT systems and work health &safety. ▪ Transition to leadership from technical and operational roles for frontline leaders. ▪ Leadership for mid-level leaders who leads other leaders and multiple team.	12	Mar-25	People Culture & Safety
12	3.1.2	Introduce team building activities that break barriers and build interpersonal connections. Review existing activities and refresh team building.	6	Mar-25	EMT
13	3.1.3	Create opportunities for whole of Council Celebrations.	6	Mar-25	EMT
14	3.1.6	Record CEO Whole-of-Staff briefings held at the Administration Office for staff unable to attend – Customer Service; Crews etc	12	Mar-25	EMT

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Tactical Action priority	Tactical Action number	Tactical Action	Duration of tactic in months	Tactic commencement month	Lead Responsibility
15	6.1.2	Articulate performance and leadership expectations and accountabilities across all leadership roles and levels: ▪ Review and update position descriptions to include leadership capabilities and accountabilities. ▪ Set and hold leaders accountable to these performance expectations. ▪ Assess performance against accountabilities in annual performance reviews.	12	Apr-25	People Culture & Safety
16	3.1.4	Encourage constructive challenges to be made in a positive way that develops individual and collective growth.	3	Apr-25	EMT
17	3.1.1	Create safe spaces for open dialogue where team members can share without judgement or repercussion	18	Apr-25	EMT
18	1.7.3	Capture, report and monitor key trends to assist in the identification and development of attraction and retention initiatives.	6	May-25	People Culture & Safety
19	3.1.8	Maintain and promote the importance of employee safety, health and wellbeing: ▪ Add to the mandatory training schedule annual training to upskill leaders and employees on how to recognise , respond and escalate concerns about wellbeing, and mental health. Develop and promote a program of health and wellbeing activities such as health assessments. ▪ Improve the effectiveness of Council's EAP process and provider through organisation wide active promotion to employees and their families. ▪ Utilise provider expertise to not only report on statistics and trends but to offer solutions and advice on work processes and practices that should or must be improved.	12	May-25	EMT
20	1.1.2	Define the level of service Council will provide to the community and align to the internal and external operating model.	9	May-25	Director Corporate Services
21	1.6.1	Develop a critical role hierarchy and identify critical roles.	3	May-25	People Culture & Safety
22	4.1.4	Introduce a template form for the assessment of flexible work initiatives that aim to improve operational effectiveness and/or cost saving targets.	1	Jun-25	People Culture & Safety

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Tactical Action priority	Tactical Action number	Tactical Action	Duration of tactic in months	Tactic commencement month	Lead Responsibility
23	6.1.3	Embed leadership capability expectations into core people routines and documents. Review and update core processes and documents to reflect leadership accountabilities, including: ▪ Recruitment and selection ▪ Performance management framework ▪ Reward and recognition framework ▪ Learning and development planning	15	Jun-25	People Culture & Safety
24	3.5.1	Establish a suite of approved non-financial reward and recognition measures and opportunities for individuals and teams. Consider a tiered approach to differentiate the frequency and level of significance.	2	Jun-25	People Culture & Safety
25	3.5.2	Establish the criteria for recognising positive performance, commitment, behaviour, achievement etc. Establish the mechanisms for identifying staff worthy of recognition, the assessment criteria to be used and the panel or individual responsible for decisions.	3	Jun-25	People Culture & Safety
26	3.5.3	Ensure rewards and recognition opportunities are accessible by the entire organisation. If necessary, more specific targeted award criteria to ensure the rewards and recognition mechanisms are as inclusive as possible.	4	Jun-25	People Culture & Safety
27	3.5.4	Solicit feedback from the organisation (or an employee representative group) to guide suitable non-financial rewards (vouchers, tickets, prizes, incentives, conference or trade show attendance etc) and recognition. The primary objective is to restore a sense of pride in the workforce and engender ongoing commitment to their roles and the wider organisation and community.	5	Jun-25	People Culture & Safety
28	3.5.5	Communicate through formal recognition ceremonies depending on the significance of the LG employment awards.	6	Jun-25	People Culture & Safety
29	3.5.7	Recognise the work and community support activities that staff perform outside of their employment, such as volunteering, tree planting, best neighbour etc. Build colleague rapport by having Council recognise the personal contribution staff make to the community, to foster a sense of pride and recognition amongst the wider workforce in their fellow employees. Recognition of the	8	Jun-25	People Culture & Safety

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Mount Isa Council
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November 2024

Tactical Action priority	Tactical Action number	Tactical Action	Duration of tactic in months	Tactic commencement month	Lead Responsibility
		contribution of others by employees builds the sense of connection, tolerance and inclusiveness, which enhances culture and is inexpensive and passive team building.			

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3.3 PRIORITY FOCUS AREAS FOR YEAR TWO – FY2026

▪ **Orientation and Induction**

Design an induction and orientation program for new starters enabling them to develop the necessary organisational and job specific knowledge to accelerate the time to role productivity. Establish a structured programme of support internally and within the wider community.

▪ **Performance Management**

Review and redesign our approach to performance management. Commence the development of and implement a formal performance management system.

▪ **Flexible working arrangements**

Develop and implement a plan identifying roles suitable for flexible working arrangements. Consult and involve a representative group of the workforce to inform outcomes.

▪ **Learning & Development Framework**

Develop a culture of high performance, excellence in leadership, effective leadership and high levels of employee engagement by identifying and providing a wide range of development initiatives.

▪ **Critical Skills Mitigation**

Identify critical roles and implement plans to secure the continued effectiveness of role incumbents and succession plans.

▪ **Workload Assessment**

Initiate an assessment to rebalance workload and realign Position Descriptions, job expectations and transfer/automate workload while providing Council's levels of service to the community.

▪ **Integrated HR Systems**

Automating HR information systems.

Figure 4 – Prioritised Tactics Matrix – FY2026

Prioritised Tactical Action Plan Matrix - FY2026

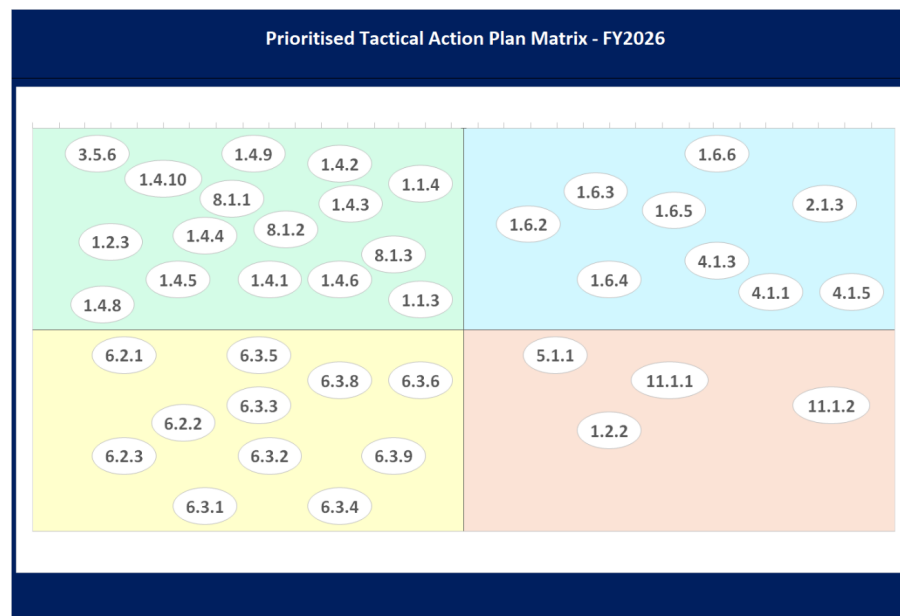### 3.3.1   Tactical Actions Prioritised for Year TWO – FY2026

Tactical Action priority	Tactical Action number	Tactical Action	Duration of tactic in months	Tactic commencement month	Lead Responsibility
30	3.5.6	Demonstrate commitment to recognising capable employees through nomination of employees, by leaders, for competitions, awards and prizes external to Council (Regional, State, National promotions). (LGAQ awards, LGMA awards, Propellor program, management challenges, Industry presentations, Professional Organisation nominations for recognition).	7	Jul-25	People Culture & Safety
31	1.2.3	Develop a procedure and templates for EMT to assess requests for the additions, amendment or removal from the organisational chart – include in the decision matrix criteria to inform a consistent basis for the assessment of changes to the established and approved organisational capacity.	1	Jul-25	People Culture & Safety
32	8.1.1	Onboarding and induction provide the best opportunity for Council to positively engage with a new hire and to develop the best possible relationship. Planned and staged induction and orientation over an extended time period enables new hires to develop the necessary organisational knowledge as required. Include: ▪ A documented and staged induction and orientation plan for each new hire (using standard templates completed by new hire supervisors). ▪ Site specific, team specific and position specific induction and orientation plans developed with leaders. ▪ An initial information technology systems induction with planned or requested follow up training sessions to enable embedded and engaged learning. ▪ Information Technology specific induction (for employees who have access to ICT) with a specific focus on ICT security. ▪ Workplace Health and Safety induction emphasising Council's rules to employee and community safety delivered by a Work Health and Safety representative (also provides the opportunity for employees to meet Work Health and Safety Coordinator/Advisor and/or representatives).	6	Jul-25	People Culture & Safety
33	8.1.2	Prepare a comprehensive induction and orientation checklist supported where possible by automated workflows. At a minimum include: ▪ Pre-start personal communication, ▪ first day welcome and introduction,	6	Jul-25	People Culture & Safety

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Tactical Action priority	Tactical Action number	Tactical Action	Duration of tactic in months	Tactic commencement month	Lead Responsibility
		▪ workstation/site specific/plant & machinery preparation and readiness (including ICT), ▪ PPE and uniform needs, ▪ building and depot access and security protocols.			
34	8.1.3	Prepare a new hire starter pack that includes information on what to expect in their first few weeks of commencement including information about Mount Isa City region.	6	Jul-25	People Culture & Safety
35	1.1.3	Review inputs, outputs and dependencies required to deliver the targeted level of service. (where there is reliance of outputs from one team that are inputs for another).	6	Jul-25	Director Corporate Services
36	1.4.1	Define service level commitments and determine the activities to be prioritised to achieve the service level commitments.	3	Aug-25	Director Corporate Services
37	1.1.4	Determine the internal and external capacity required to deliver services to both internal and external customers.	12	Aug-25	Director Corporate Services
38	1.4.2	Develop a working group that includes process designer roles and key operational staff.	1	Aug-25	People Culture & Safety
39	1.4.3	Develop a project plan on how workload assessments will be conducted including the prioritisation of positions and teams within the organisation and how that prioritisation was determined.	2	Sep-25	People Culture & Safety
40	1.4.4	Determine the areas of the organisation most prone to workload imbalance (use data to assist) and prioritise where immediate action is required.	6	Sep-25	People Culture & Safety
41	1.4.5	Perform a Workflow Design Assessment targeted at identifying and removing operational delivery pinch-points and barriers (priority workflows initially).	6	Sep-25	People Culture & Safety
42	1.4.6	Identify operational activities that are not being performed (or performed to the extent expected) due to vacant positions or long-term absences. Determine if the activities remain priority works for Council at the same service level previously performed.	6	Sep-25	People Culture & Safety
43	1.4.8	Risk assess un-performed or under-performed tasks to identify activities that can reasonably be reduced, reassigned, deferred or ceased with a tolerable, risk assessed impact to the organisations delivery.	14	Sep-25	People Culture & Safety

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Tactical Action priority	Tactical Action number	Tactical Action	Duration of tactic in months	Tactic commencement month	Lead Responsibility
44	1.4.9	Consult with workforce on types and risks reducing certain tasks within their workgroups temporarily or permanently and identify new tasks introduced to improve efficiencies.	12	Sep-25	People Culture & Safety
45	1.4.10	Document those tasks and service level to be temporarily set aside, and periodically risk assess the under-performed or unperformed tasks to predict an escalating risk to be reintroduced to relevant workgroups	18	Sep-25	People Culture & Safety
46	1.6.2	Review position descriptions of critical roles and ensure they reflect the full elements of the duties and responsibilities of the role.	6	Oct-25	People Culture & Safety
47	1.6.3	Identify from the revised Position Descriptions the duties with high criticality. Focus on the essential critical elements only.	9	Oct-25	People Culture & Safety
48	1.6.4	Determine to what extent the critical duties, procedures, work practices and workflows are documented and available in the corporate memory.	12	Oct-25	People Culture & Safety
49	1.6.5	Initiate discussions with personnel in critical roles about their future plans and career progression at Council. Conduct research and human resource metrics analysis to understand age, tenure, competitive market pressures and expertise in determining timelines and likelihood that personnel will from the organisation within two years.	12	Nov-25	People Culture & Safety
50	1.6.6	Isolate generic or standard or easily transferable duties in the Critical Role Position Descriptions and confirm that, in-principle, coverage for these elements exists. If time and budget permit, update Position Descriptions of other roles to include these duties to ensure duties are allocated across the workgroups or teams.	12	Nov-25	People Culture & Safety
51	2.1.3	Include in a Learning and Development Plan structured programs for graduates, cadetships, apprenticeships and traineeships to support talent pipelines.	3	Nov-25	People Culture & Safety
52	4.1.1	Document a strategic policy that outlines Council's commitment to providing options for flexible work arrangements.	1	Dec-25	People Culture & Safety

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Tactical Action priority	Tactical Action number	Tactical Action	Duration of tactic in months	Tactic commencement month	Lead Responsibility
53	4.1.3	Consult with employee workgroups to ascertain potential efficiencies and/or operational process improvements that might be achieved through flexible working arrangements – eg split shifts, staggered start times, part time positions for specific tasks, job sharing.	1	Dec-25	People Culture & Safety
54	4.1.5	Conduct an initial project to identify and implement existing opportunities and then an annual assessment of new flexible work arrangement opportunities. Conduct an annual assessment of flexible work arrangements implemented for a specific purpose.	12	Dec-25	People Culture & Safety
55	6.2.1	Develop and implement a formal performance management system including but not limited to: ▪ Formalised and communicated commitment in the form of a policy. ▪ Documented procedures and templates (fact sheets, cheat sheets) ▪ Mandatory Leader training. ▪ One on one guidance and support for leaders and employees. ▪ Inclusion of performance management processes in the induction and orientation plan. ▪ Investigation and implementation of software to assist in automation of administrative activities.	6	Jan-26	People Culture & Safety
56	6.2.2	Review and redesign our approach to performance management: ▪ Upskill leaders and employees to participate in effective performance conversations that focus on both performance and development of future skills. ▪ Enhance leader-employee conversations and productivity through leadership development programs. ▪ Assist leaders to manage staff performing below expectations (procedures, proformas, HR assistance with conversations and meetings). ▪ Develop suite of procedures, tools & templates that guide performance and development processes. ▪ Specifically develop policies, procedures and templates for managing under performance (Performance Improvement Plans), managing grievances and disputes and managing conflict within the workplace. [Disciplinary and Grievance Procedure and Performance Management Action Plan Procedure]	9	Jan-26	People Culture & Safety

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Tactical Action priority	Tactical Action number	Tactical Action	Duration of tactic in months	Tactic commencement month	Lead Responsibility
57	6.2.3	Formalise and roll-out the Performance Appraisal process and use this to also capture Employee Development Plans. Establish processes, simple procedures, tools and templates to support the business to adopt the necessary practices. ▪ Determine which levels of the organisation should be allocated the roles and responsibility for conducting the Performance Review & Appraisal process. This responsibility should be retained at a reasonable delegation level in the organisational structure, and not be devolved to lower-level positions to complete. Assessment of best suited officers' is required for each business unit. ▪ Ensure People & Culture remains the custodian of the Performance Review & Appraisal processes, its facilitation across the organisation, monitoring completion, providing hands-on assistance.	12	Feb-26	People Culture & Safety

58	6.3.1	Develop a Strategic Learning and Development framework. Document a Learning and Development Policy (procedure and workflow) to articulate Council's learning and development objectives, expectations and level of employee support (financial and non-financial). The document could include among other things:
		
		▪ A policy statement outlining Council's commitment to learning and development and the acceptable learning and development opportunities staff are afforded.
		
		▪ Guidance on Council's learning and development commitment including:
		
		  ▪ Support for conference and training attendance.
		
		  ▪ Support for certified learning outcomes such as Certificates, Diplomas, Degrees and Post Graduate Certifications and the level of financial and non-financial assistance available for each, together with standard assessment criteria for approval.
		
		  ▪ Level of assistance for learning and development opportunities including but not limited to apprenticeships, traineeships and cadetships.
			6	Feb-26	People Culture & Safety

59	6.3.2	Conduct a training needs analysis.	6	Feb-26	People Culture & Safety
60	6.3.3	Identify critical skills gaps and future skills requirements. (Consult with leaders to identify skills gaps in key areas that are impacting effective service delivery.)	6	Feb-26	People Culture & Safety
61	6.3.4	Identify difficult to replace roles and key skills and document a plan to develop existing roles to incorporate skills or access skills in through alternative initiatives (eg advisors such as Strategic HR).	3	Feb-26	People Culture & Safety

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Tactical Action priority	Tactical Action number	Tactical Action	Duration of tactic in months	Tactic commencement month	Lead Responsibility
62	6.3.5	Develop and maintain a comprehensive learning and development calendar aligned to identified needs (taking into account succession planning and employee development conversations)	6	Mar-26	People Culture & Safety
63	6.3.6	Identify and target the development of skills and/or upskilling in key specialist areas.	6	Mar-26	People Culture & Safety
64	6.3.8	Create a culture of employee development and learning – include development and learning goals during goal setting phase of the annual performance management cycle.	6	Mar-26	People Culture & Safety
65	6.3.9	Upskill leaders and employees to identify skills requirements for inclusion in learning and development goals.	6	Mar-26	People Culture & Safety
66	5.1.1	Develop, report and monitor workforce metrics that enable capacity assessments, workforce planning and to guide decision making - including budget and operational requirements to meet service level expectations.	8	Apr-26	People Culture & Safety
67	11.1.1	Investigate and decide on automated human resources information systems	12	Jun-26	People Culture & Safety
68	11.1.2	Develop an implementation plan and resource the plan to achieve optimum utilisation and efficiency gains.	18	Jun-26	ICT
69	1.2.2	Incorporate predictions about workforce composition and size and shape of the organisation in medium term financial forecasting and modelling, for business planning purposes only (not statutory reporting).	2	Jun-26	Finance

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3.4 ANTICPATED FOCUS AREAS YEAR 3 & YEAR 4[FY2027 & FY2028]

Our transformation process will consider the constantly evolving internal and external operational and environmental landscape.

The focus of our ongoing transformation will be shaped by the successes of our past efforts and the impact of these changes on our future priorities. These will involve:

FY2027

- Operationalising the First Nations Reconciliation Action Plan.
- Develop and implement our people focussed change management strategy.
- Promote our workforce initiatives through a community facing marketing campaign that promotes MICC as an employer of choice, improve workplace pride and strengthens organisational culture gains.
- Reduce the time to recruit by creating efficiencies and building officer capability in recruitment processes. Engage external expertise to transfer knowledge and skills to internal personnel. Examine technology advancement to automate workflows and manage the candidate experience.
- Improve the recruitment and candidate experience through more consistent, effective and responsive communication between Council and prospective employees. Apply contemporary models for promoting the organisation to interested candidates.
- Establish a Talent Acquisition Strategy.
- Develop a Diversity & Inclusion Framework.

FY2028

- Promotion of Council as leading employer of secondary household income earners.
- Capture and analyse data trends to inform diagnostics and measure performance improvement and benefits realisation.
- Establish a remuneration and benefits parity assessment project, in conjunction with a position description re-alignment.
- Review, mandate, promoting, equip and train the organisation in utilisation of corporate systems.
- Establish school leaver, university graduate, trainee, apprenticeship and entry level recruitment pathways and internal talent identification and development opportunities.

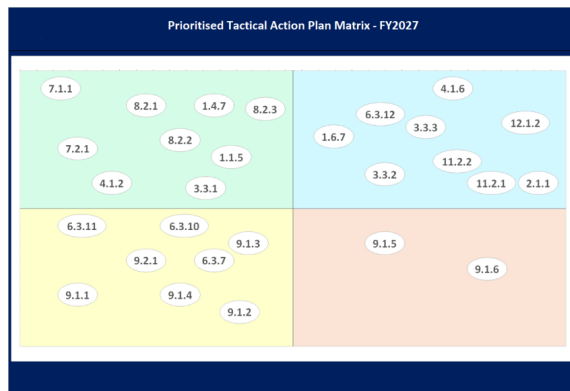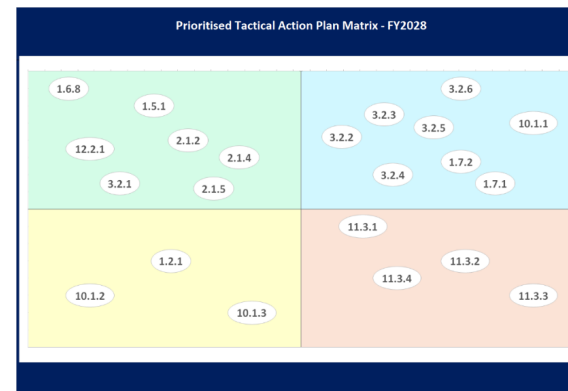**Figure 5 – Prioritised Tactics Matrix – FY2027**

Figure 6 – Prioritised Tactics Matrix – FY2028

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4. Priority of implementation – GANTT All Deliverables over Transformation period time horizon [3.5 years]

Deliverable	FY2025	FY2026	FY2027	FY2028
	Jan-25 Feb-25 Mar-25 Apr-25 May-25 Jun-25 Jul-25 Aug-25 Sep-25 Oct-25 Nov-25 Dec-25	Jan-26 Feb-26 Mar-26 Apr-26 May-26 Jun-26 Jul-26 Aug-26 Sep-26 Oct-26 Nov-26 Dec-26	Jan-27 Feb-27 Mar-27 Apr-27 May-27 Jun-27 Jul-27 Aug-27 Sep-27 Oct-27 Nov-27 Dec-27	Jan-28 Feb-28 Mar-28 Apr-28 May-28 Jun-28

Deliverable
Establish and Operationalise Project Management Office
Engage contractor fore HR on demand coaching & mediation
3.1 One team brand campaign
3.4 Workforce engagement
1.1 Define operating model and service levels to the community
1.3 Employee retention & lifecycle management plan
6.1 Leadership development project
12.1 Policy & Procedure framework
3.5 Rewards & Recognition framework
8.1 Induction & onboarding enhancement project
4.1 Flexible work strategy
6.2 Performance Management project
6.3 Learning & Development project
1.4 Workload Assessment
1.6 Critical Skills Mitigation Plan
11.1 Integrated HR Information System
5.1 Data/metric collection and analysis
7.1 Promote workforce initiatives to address external reputation
7.2 Talent Acquisition Strategy
8.2 Recruitment candidate engagement & conversion
3.3 People focussed change management
9.1 Diversity, Equity & Inclusion framework
9.2 Operationalise RAP
11.2 Knowledge management & corporate systems
2.1 Entry level talent pipeline
1.7 Capture departure reasons & trends
10.1 Secondary household earner talent pipeline
1.5 Position Description Realignment
3.2 Remuneration & Benefits parity project
1.2 Fully fund organisational structure
11.3 IT capability building
12.2 Standardised procedures

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5. Priority of implementation – GANTT Summary of Tactical Actions for FY2025 & FY2026 [first 1.5 years]

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[END]

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12   COMMUNITY SERVICES REPORTS

12.1   REGULATORY SERVICES REPORT - JULY TO DECEMBER 2024

Document Number: **829708**

Author: **Regulatory Services Coordinator**

Authoriser: **Director Community Services**

Directorate: **Community Services**

Portfolio: **Environment, Local Laws, Development & Town Planning, Waste**

EXECUTIVE SUMMARY

The Regulatory Services Report is presented to Council for information and consideration.

RECOMMENDATION

THAT Council receives and accepts the Regulatory Services Report as presented.

OVERVIEW

Regulatory Services has been busy during Quarter Two. The registration notices issued during the quarter led to an influx of registration inquiries. There was an increase on the number of animals processed and the overall calls for assistance in the current quarter.

LINK TO OPERATIONAL PLAN

Item and Action	Actions being undertaken	Progress
1.1 Assist community groups to increase their sustainability and build social capacity.	Working with community groups to create better transition and adoption pathways for animals	On Target

ADOPTIONS AND ENQUIRIES

The first half of the financial year has seen a wide variety of instances with domestic and feral animals, in addition to local law requests and general enquiries.

Item	Quarter One	Quarter Two	Financial Year to Date
Animals Impounded	143	188	331
Cats adopted/rescued	3	2	5
Cats claimed	1	0	1
Dogs adopted/rescued	16	14	30
Dogs claimed	4	7	11
Feral Cats	12	40	52
Animals Euthanised / Passed Away	37	56	93
Microchip Implants/ Redemption	0	0	0

Wandering at large	22	61	83
Noise nuisance	5	9	14
Animal Approval (excess /regulated)	0	33	33
Dog attacks	6	13	18
Aggressive Dogs	10	21	31
Animal Registration Enquiry	0	36	36
Deceased Animal Removal	4	13	17
Abandoned vehicles	5	11	16
Parking	4	6	10
Overgrown/accumulated materials	12	12	24
Watering Restriction Breach	0	0	0
Illegal Camping	1	1	2
Election Signage / Footpath Obstruction	5	5	10
AMF Enquiry	15	22	37
AMF Other Service Request	6	68	84
Local Laws / Regulatory other service request	102	70	12
Local Laws / Regulatory Enquiry	15	59	74

ANIMALS RECEIVED AND PROCESSED

The Animal Management Facility (AMF) has processed animals that are captured, abandoned, or dropped off at the facility. AMF Officers facilitate the most appropriate action when dealing with each animals.
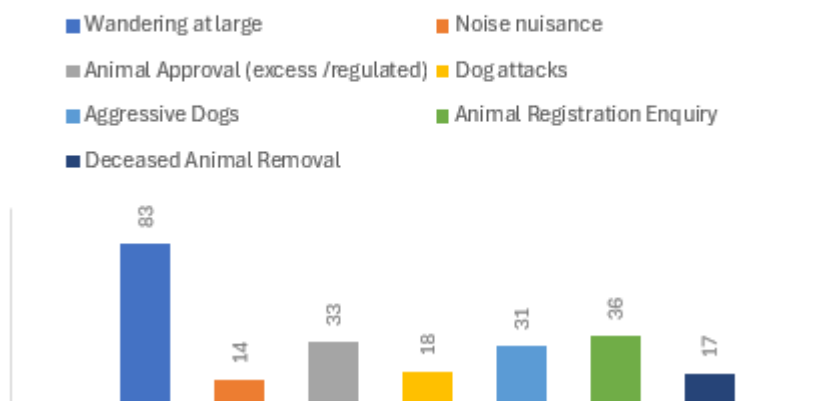
Quarter Two

During Quarter Two, the AMF team received and processed 188 animals. This is an increase compared to Quarter One.

Category	October	November	December	Total
Animals Impounded	54	56	78	188
Cats adopted/rescued	1	0	1	2
Cats claimed	0	0	0	0
Dogs adopted/rescued	1	1	12	14
Dogs claimed	0	0	7	7
Feral Cats	7	9	24	27
Animals Euthanised	14	22	20	56

Microchip Implants/ Redemption	0	0	0	0

Animals Received and Processed	
Quarter	Quantity
Q1	216
Q2	274
Q3	
Q4	
Total	**490**

2024-2025 ANIMALS RECEIVED AND PROCESSED

- Wandering at large
- Noise nuisance
- Animal Approval (excess /regulated)
- Dog attacks
- Aggressive Dogs
- Animal Registration Enquiry
- Deceased Animal Removal

Investigations and Requests for Assistance

Investigate request for assistance and complaints from the community consist of animals in the community causing concern to residents.

Quarter Two

During Quarter Two, 185 requests for assistance from the public and investigations were undertaken. This is an increase compared to Quarter One.

Category	October	November	December	Total
Wandering at large	22	30	9	61
Noise nuisance	5	3	1	9
Animal Approval (excess /regulated)	16	16	1	33
Dog attacks	4	5	3	12
Aggressive Dogs	8	4	9	21
Animal Registration Enquiry	9	24	3	36
Deceased Animal Removal	5	6	2	13

Investigations and Requests for Assistance	
Quarter	Quantity
Q1	47
Q2	185
Q3	
Q4	
Total	**232**
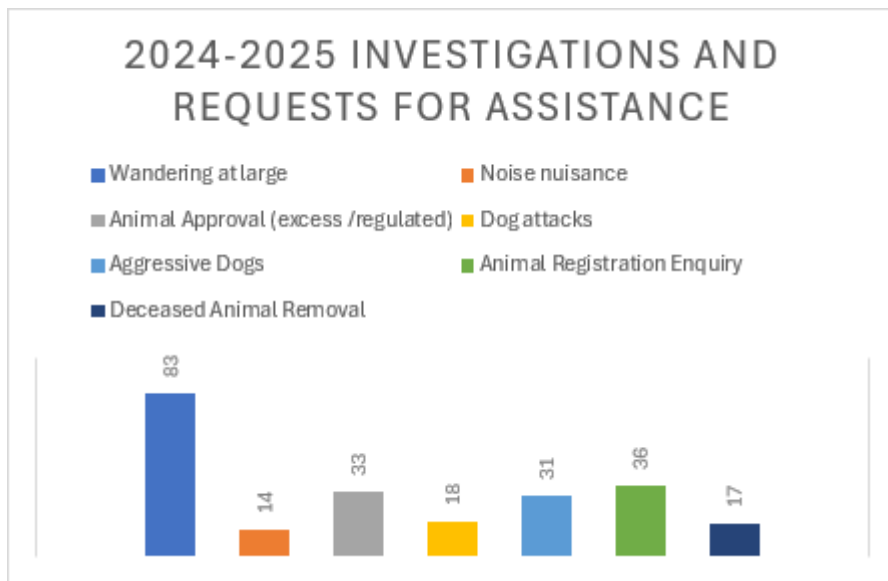
Local Laws Applications and Compliance Requests

Requests include abandoned vehicles, parking, accumulated materials, overgrown properties, illegal camping, watering outside restricted hours that cause concern to residents. It is important to note that Mount Isa City Council continues to maintain Level Two Water Restrictions.

Quarter Two

During Quarter Two, 35 Local Laws and compliance requests and applications where received. This is an increase compared to Quarter One. Overgrown properties, accumulated materials and abandoned vehicles were most requested to be attended to by community.

Category	October	November	December	Total
Abandoned vehicles	5	4	2	11
Parking	4	1	1	6
Overgrown properties/accumulated materials	3	5	4	12
Watering Restriction Breach	0	0	0	0
Illegal Camping	1	0	0	1

Election Signage / Footpath Obstruction / Firework	3	1	1	5

Local Laws Applications and Compliance Requests	
Quarter	Quantity
Q1	27
Q2	35
Q3	
Q4	
Total	62

2024-2025 LOCAL LAWS APPLICATIONS AND COMPLIANCE REQUESTS

- Wandering at large
- Noise nuisance
- Animal Approval (excess /regulated)
- Dog attacks
- Aggressive Dogs
- Animal Registration Enquiry
- Deceased Animal Removal

Wandering at large	Noise nuisance	Animal Approval	Dog attacks	Aggressive Dogs	Animal Registration Enquiry	Deceased Animal Removal
83	14	33	18	31	36	17
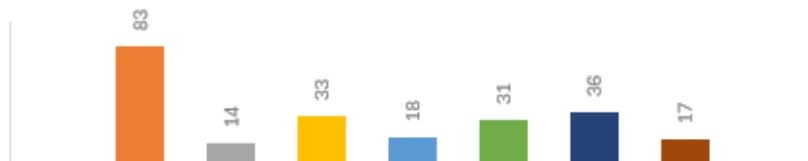
General Enquiries

General enquires and requests relating to the animal management facility and the local laws include request for information about rescue groups, requests that are best suited to the department of agriculture and fisheries.

During Quarter two, there were 219 general enquires which is an increase compared to Quarter One. Enquiries were mainly related to Local Laws and other AMF services.

Category	October	November	December	Total
AMF Enquiry	15	1	6	22
AMF Other Service Request	24	13	31	68
Local Laws / Regulatory other service request	49	5	16	70
Local Laws / Regulatory Enquiry	17	34	8	59

General Enquiries	
Quarter	Quantity
Q1	148
Q2	219

Q3	
Q4	
Total	367

2024-2025 REGULATORY SERVICES GENERAL ENQUIRIES

- AMF Enquiry
- AMF Other Service Request
- Local Laws / Regulatory other service request
- Local Laws / Regulatory Enquiry
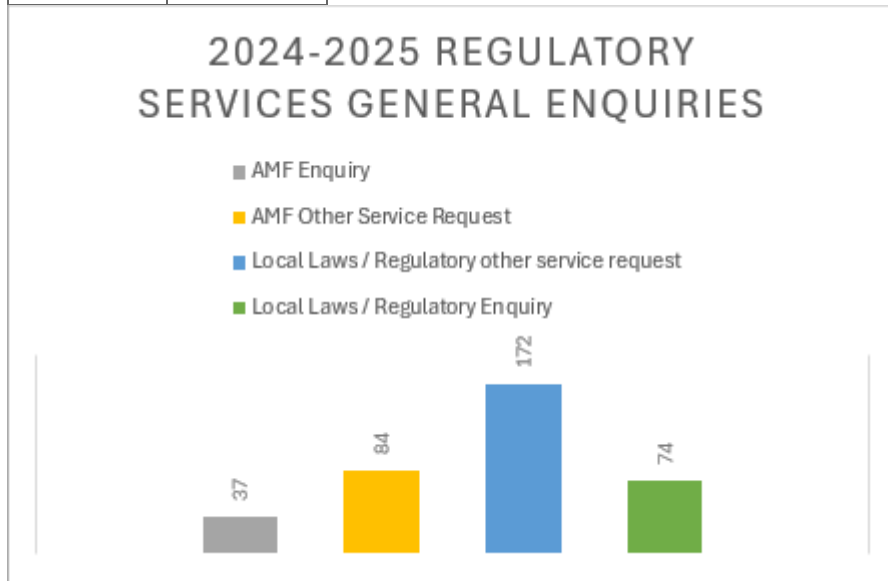
BUDGET

Budgeted income for the financial year $157,000

Budgeted expenditure for the financial year $2.3 million

WO Task	Annual Current Budget	MTH Current Budget	MTH Actuals	MTH Variance	MTH Percentage Variance	YTD Current Budget	YTD Actuals	YTD Variance	YTD Percentage Variance
Income									
Regulatory Services									
Fees and Charges	-157,476	-13,123	-6,870	-6,252	48	-91,861	-116,645.45	24,784	-27
Income Total	-157,476	-13,123	-6,870	-6,252	48	-91,861	-116,645.45	24,784	-2
Expenditure									
Regulatory Services									
1035 - Supplies	136,800	11,400	0	11,400	100	79,800	43,754.06	36,046	45
0880 - Rates & Charges	0	0	0	0	0	0	277.8	-278	0
0770 - Permits	2,400	200	0	200	100	1,400	0	1,400	100
0375 - Equipment	22,400	600	0	600	100	19,400	7,740.00	11,660	60
0370 - Emergency Repairs	14,400	1,200	0	1,200	100	8,400	314.02	8,086	96
0285 - Consultants and Contractors	88,800	7,400	0	7,400	100	51,800	54,386.85	-2,587	-5
0105 - Administration	2,101,104	175,092	39,849	135,243	77	1,225,644	494,102.12	731,542	60
Regulatory Services Total	2,365,904	195,892	39,849	156,043	80	1,386,444	600,574.85	785,869	57
Expenditure Total	2,365,904	195,892	39,849	156,043	80	1,386,444	600,574.85	785,869	

Analysis

The projected income through animal registrations for the year is $157k, year to date $117k has been received. This suggests a gap in the volume of registered animals, this is a focus area for the team over the balance of the financial year.

Expenditure is tracking towards $1.2M which is a notable underspend, this is largely due to vacant positions which have not been filled. This is expected to track closer to budget later in the financial year.

FORWARD OUTLOOK

Risks and issues

There is a large number of feral cats within Mount Isa. The AMF has seen an increase in feral cats being delivered to the facility. Paws, Hoofs and Claws has assisted the team with animals requiring care beyond the capacity and remit of the facility.

There has been an increase in puppies being surrendered, Council has received interest from out-of-town rescue groups who are interested in working closely with the team to alleviate the pressure and assist in finding the animals homes. Adoptions out of the City follow relevant State legislative and biosecurity requirements.

Other

There have been works done to invest in animal enrichment. Staff have been working to ensure the needs of the animals in the facility are receiving the attention and enrichment needed during their stay.

The AMF staff have been part of ongoing training and procedure development. This will continue into Quarter Three.

The team has been busy planning for community-based events to engage with the community and providing education. This includes the Camooweal pet day held in November at the request of the residents.

Legislative Reviews / Information

Changes were made to the *Animal Management (Cats and Dogs) Act 2008* in response to the rise in dog attacks on community members and animals in Queensland.

From 31 July 2024, there are:

- new penalties for dog owners, including on-the-spot fines of five penalty units for not keeping a dog under effective control when in a public place.
- increased penalties for dog owners of up to 700 penalty units for the most serious dog attack offences, including the option of imprisonment for up to three years where a person encourages a dog to attack, which results in death or grievous bodily harm to a person.

From 28 August 2024:

- Five dog breeds are now prohibited:
  - Dogo Argentino
  - Fila Brasileiro
  - Japanese Tosa
  - American pit bull terrier or pit bull terrier
  - Perro de Presa Canario or Presa Canario

ATTACHMENTS

Nil

12.2 LIBRARY SERVICES REPORT - JULY TO DECEMBER 2024

Document Number: 829709

Author: **Library Services Coordinator**

Authoriser: Director Community Services

Directorate: Community Services

Portfolio: Parks & Gardens, Splashez, Library & Cemetery

EXECUTIVE SUMMARY

The Library Services Report for July to December 2024 is presented to Council for information and consideration.

RECOMMENDATION

THAT Council receives and accepts the Library Services Report for July to December 2024 as presented.

OVERVIEW

The Library had a busy first half of the 2024-2025 FY with seeing a total of 13,799 visitors in addition to engaging new members, visitors, and community through events in Mount Isa and Camooweal. Community members can utilise the library computers, Wi-Fi, physical and digital libraries while enjoying some time out of the heat.

The below is a summary shows the library statistics from July to December 2024

Item	Quarter 1 2024-2025	Quarter 2 2024-2025	Financial Year to Date
Visitors	7,560	*4,838	13,799
Transactions (Issues, Returns, Reservation, Renewals)	14,056	9,980	24,036
New Members	174	106	280
Computers			
Customers	2,733	3,110	5,843
Hours	1,244.70	1,497.34	2,742.04
E-Audiobooks Loans	888	742	1744
E-Audiobooks Reserves/Renewals	178	138	336
E-Audiobooks	5,037	5,098	10,136
E-Audiobooks Newly Added	0	74	74
E-Audiobooks			
E-Books Loans	407	440	847
E-Books Reserves/Renewals	64	67	131
E-Books	4,739	4,776	9,515
E-Books Newly Added	3	96	96
Events	94	80	174

*Due to a system outage, there are no visitor numbers available for August 2024

LINK TO OPERATIONAL PLAN

Item	Action	Actions being undertaken	Progress
1.5	Early childhood literacy, stem and lifelong learning programming is delivered throughout the year. Including delivery of First Five Forever, establishment of a STEM hub and an increase in the types of customers using the library.	Running First Five Forever, Flying Scientist events	On Target

MAINTENANCE

Mount Isa City Council Library has been the site of three major projects over the past six months. As part Council's energy saving project, all light bulbs and covers were replaced which impacted the public's access to the library with part day shutdowns for safety reasons.

Renovations have been made to upgrade the staff kitchen amenity and add a ground level meeting room. The toy library has been relocated downstairs due to these works. The toy library will resume services as soon as possible in the new year.

Internal library painting was completed in December with most of the work taking place over the shutdown period. Staff worked over the closure to assist with relocation of books and furniture.

More work is required to facilitate the final layout of the library and grants are being sought for fresh, attractive and comfortable furniture with the goal being a comfortable, safe, accessible and welcoming space for the whole community.

ACTIVITIES AND PROGRAMS

Camooweal

As a part of Council's service delivery to Camooweal a regular engagement of our 'mobile library' has commenced, this includes monthly visits to the town.

The Library delivered the first boxes of library books to Camooweal School, starting the resource exchange program and will match future book and resource selections to the themes and units being studied.

On 29 August, the library facilitated a morning tea and craft session for school children with the Environmental Services and Regulatory services to discuss pest management and animal registration requirements.

On 21 October the library and recycling staff met with the school and other community members to introduce recycling and finalise arrangements for the interactive circus show's visit.

70 members of the Camooweal community and school were treated to a Circ du Soleil style travelling act ARC Circus A Bee Story on 25 October. The school children participated in a circus work shop and joined the community at Williejudarra Hall to enjoy the performance, with the venue provided free of charge by Rainbow Gateway Ltd.

Members of the Library team attended the Christmas Party at the Williejudarra Hall in December, hosted by Rainbow Gateway. Library staff held a story time session and handed out over 55 book bags with novelty gifts.

Outreach

The library's First Five Forever team attended Ngukuthati Play Group for four story time sessions including NAIDOC week celebrations on the 9 of July and the Rodeo Mini Muster on the 8 of August.

The First Five Forever Officer conducted a story time for the St Joseph school Prep class on 25 November.

Highlights

25 August saw Book Weeknight, where the library hosted 39 children and parents for a pizza party with an array of activities to keep attendees entertained.

Three authors attended the library on 3 October to celebrate the Children's Book Council Australia's 70th anniversary by hosting three workshops for Mount Isa' home school group, a Seniors session and Mount Isa City Library' Young Writers Group.

Bluey and Bingo Live which was partially funded by the State Library Queensland First Five Forever program and six library staff helped usher a total of 1,000 attendees through the doors.

The Wonder of Science. The Flying Scientists came to the library on 13 November to present the research of three young scientists. Around 100 children and parents enjoyed the activities and information sessions in addition to free pizza.

As part of the State Library Queensland's Digital Inclusion program, a presenter from EMotion Video rolled out a Digital Content Creation workshop to a small group of library staff and community content creators on 13 December.

Santa Letters

Mount Isa City Library and Williejudarra Hall in Camooweal hosted a letter box where children could post a letter to Santa. Mount Isa Library staff then assisted Santa's elves to mail out replies to over 250 children.

FORWARD OUTLOOK

February	Attending the Sign on Expo & Library Lovers Month
April	QAGOMA Asia Pacific Triennial Kids on Tour' school holiday activites
May	Simultaneous Story Time
June	Mount Isa Show
July	NAIDOC Week
August	Book Week
October	Seniors Month

ATTACHMENTS

Nil

12.3	DEVELOPMENT & LAND USE QUARTER 2 - 2024-2025 OVERVIEW REPORT

Document Number: **831226**

Author: **Coordinator Land Use**

Authoriser: **Director Community Services**

Directorate: **Community Services**

Portfolio: **Environment, Local Laws, Development & Town Planning, Waste**

EXECUTIVE SUMMARY

The Development and Land Use Quarter Two 2024-2025 overview report is presented to Council for information and consideration.

RECOMMENDATION

THAT Council receives and accepts the Development and Land Use Quarter Two 2024-2025 Overview Report as presented.

BACKGROUND

This second quarter indicates development applications have decreased as has the dollar value for building works. Requests for property searches have increased in comparison to the same quarter for the 2023-2024 fiscal year.

A maintenance program has commenced on aging fencing infrastructure situated at the horse paddocks. This new infrastructure is being paid for by rent received from the trustee permits. The *Land Act 1994* provides that rent received by Council from a trustee lease or trustee permit over trust land must be spent on the maintenance or enhancement of the trust land or grouped trust land.

LINK TO OPERATIONAL PLAN

Item	Action	Progress
2.5	Undertake a review of the Planning Scheme	Not yet commenced.

OVERVIEW

The below is a summary of applications received and approved over the reporting period, and any fees levied. A detailed breakdown of the below information is provided within the report.

| Item	Quarter 1 2024-2025	Quarter 2 2024-2025	Financial Year to Date
Planning			
MCU Applications Received	1	1	2
MCU Applications Approved	4	1	5
RAL Applications Received	-	-	-
RAL Applications Approved	-	-	-
Operational Works Applications Received	1	-	1
Operational Works Applications Approved	-	-	-
Building Works Applications Received	1	1	2
Building Works Applications Approved	1	2	3
Combined Applications Received	-	1	1
Combined Applications Approved	-	-	-
Development Application Fees Collected	$622.00	$10,088.00	$10,710.00
Requests to Change Approvals Received	3	2	5
Request to Change Approval Fees Collected	$1,332.00	$1,240.00	$2,572.00
Request to Change Approvals Approved	3	1	4
Exemptions Certificates Received	3	2	5
Exemptions Certificates Approved	2	2	4
Siting Referrals			
Siting Referrals Received	1	1	2
Siting Referrals Approved	1	3	4
Siting Referrals Fees Collected	$433.00	$352.00	$785.00
Infrastructure Charges			
Total Value of Infrastructure Charges (pending)	$56,435.00	$20,956.00	$77,391.00
Building			
Notice of Engagements	19	14	33
Building Approval Issued	10	9	19
Final Certificates	3	9	12
Total Value of Building Works	$17,616,186.00	$6,380,911.00	$23,997,097.00
Property Searches / Certificate of Classification			
Property Searches Received (residential)	62	59	121
Property Searches Issued (residential)	48	67	115
Property Searches Received (commercial)	10	8	18
Property Searches Issued (commercial)	10	5	15
Certificate of Classification Searches Received	1	3	4
Certificate of Classification Searches Issued	1	3	4
Search Fees Collected	$18,671.00	$19,443.50	$38,114.50
Regulatory			
Show Cause Notices Issued	8	17	25
Enforcement Notice	7	3	10
Infringement Notices	3	8	11
Items Resolved	12	10	22
Land Use			
Tenure Approved	33	10	43
Tenure Surrender	2	4	6
Total Tenure Fees Collected / Pending	$70,128.64	$353,876.88	$424,005.52
Liquor License			
Liquor License Endorsed	8	4	12
Information Requests			
Enquiry to section	290	226	516
Total Value of Infrastructure Charges (pending)	$56,435.00	$20,956.00	$77,391.00
Total Section Fees Incoming	$91,186.64	$385,000.38	$476,187.02

DEVELOPMENT APPLICATIONS

Planning Applications consist of Material Change of Use (MCU), Reconfiguring a Lot (ROL), Operational Works, change of conditions, building work not associated with an MCU, and Exemption Certificates. This is governed by the *Planning Act 2016.*

Quarter Two 2024-2025

During the second quarter, Council received three development applications and approved three development applications. This is a decrease compared to the same quarter in the last financial year.

| Development Applications			
Quarter	Received	Approved	Value
Q1	3	3	$622.00
Q2	3	3	$10,088.00
Q3			
Q4			
Year to date total	6	6	$10,710.00
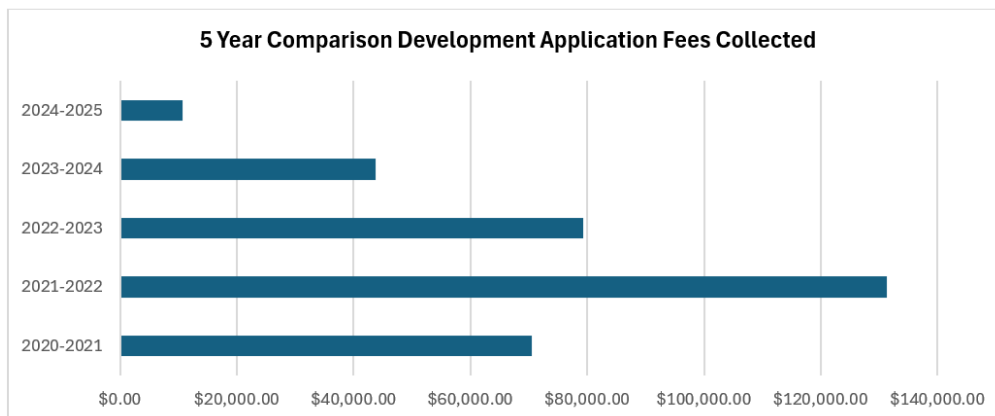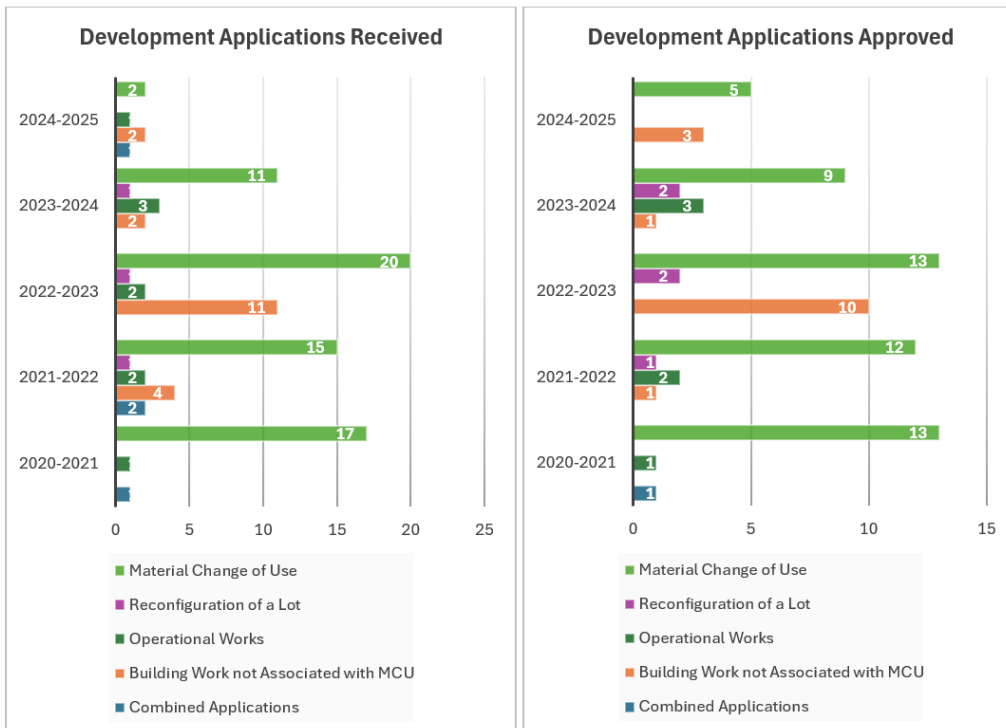
CHANGE TO DEVELOPMENT APPROVALS

Development Applications include Minor and Non-Minor Change Applications, requests to negotiate conditions of approval, and the approval of amended plans. Such applications are assessed in accordance with the process outlined in Chapter 3, Part 5, Division 2 of the *Planning Act 2016.*

Quarter Two 2024-2025

During the second quarter, Council received two request to change an existing development approval, approved one.

| Request to Change Development Approvals			
Quarter	Received	Approved	Value
Q1	3	3	$1,332.00
Q2	2	1	$1,240.00
Q3			
Q4			
Year to date total	5	4	$2,572.00
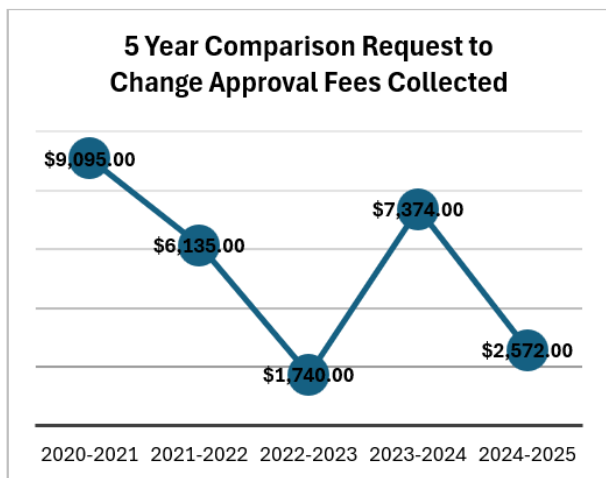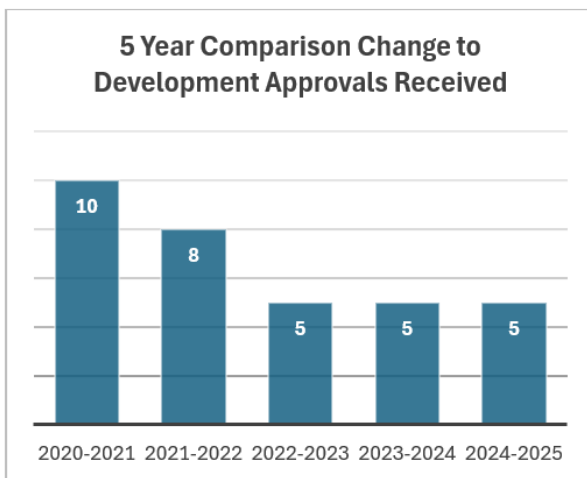
INFRASTRUCTURE CHARGES

Council levies infrastructure charges under the *Planning Act 2016* to offset the cost of infrastructure upgrades required as areas are further developed. These charges apply when reconfiguring, for a material change of use, or when building works occurring generate additional demand on Council's infrastructure networks. Council's infrastructure networks include but are not limited to water, sewerage, stormwater, road infrastructure and community parks infrastructure.

Quarter Two 2024-2025

This quarter Council levied $20,956.00 over one development of multiple dwellings at 94 Butler Street. Infrastructure charges levied breakdown as shown below:

Infrastructure Charges		
Quarter	Quantity	Value
Q1	3	$56,435.00
Q2	1	$20,956.00
Q3		
Q4		
Year to date total	4	$77,391.00
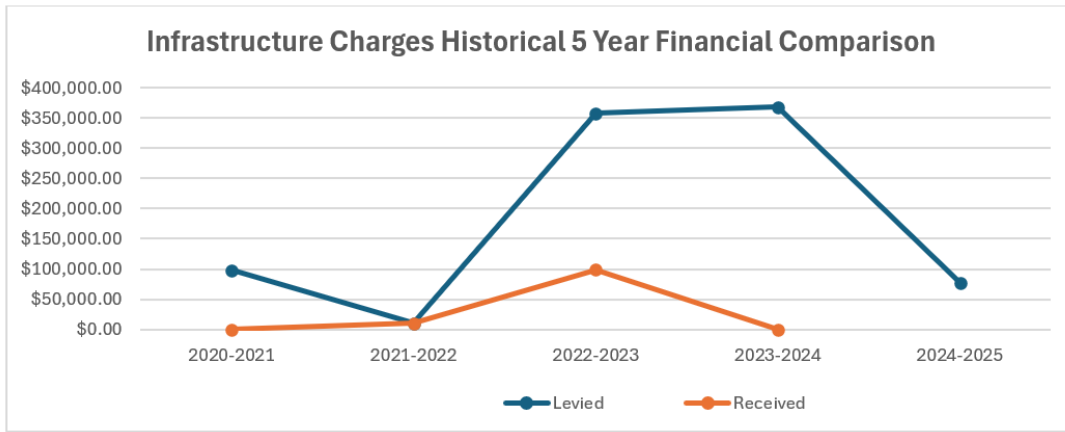
BUILDING PERMITS

A Building Permit is required to be submitted to a building certifier for works undertaken in Mount Isa. Works include new buildings, alterations, additions, verandas, outbuildings including garages, carports, sheds, swimming pools and fences. An application consists of forms, plans, engineering detail reports and the relevant document lodgement fee.
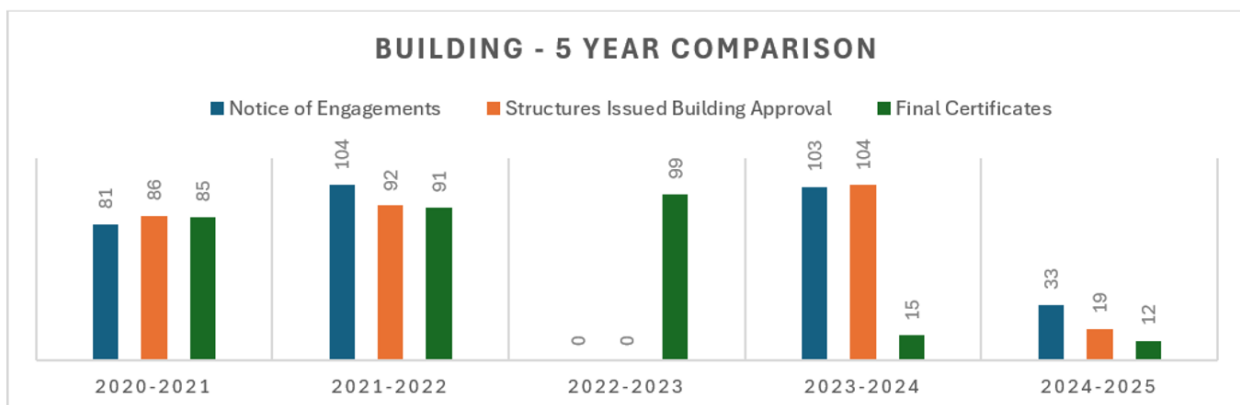
Quarter Two 2024-2025

A total of 14 Notice of Engagements were received by Council during the quarter, nine building structures were finalised and nine building approvals were issued by private building certifiers. This is a decrease compared to the previous financial year.
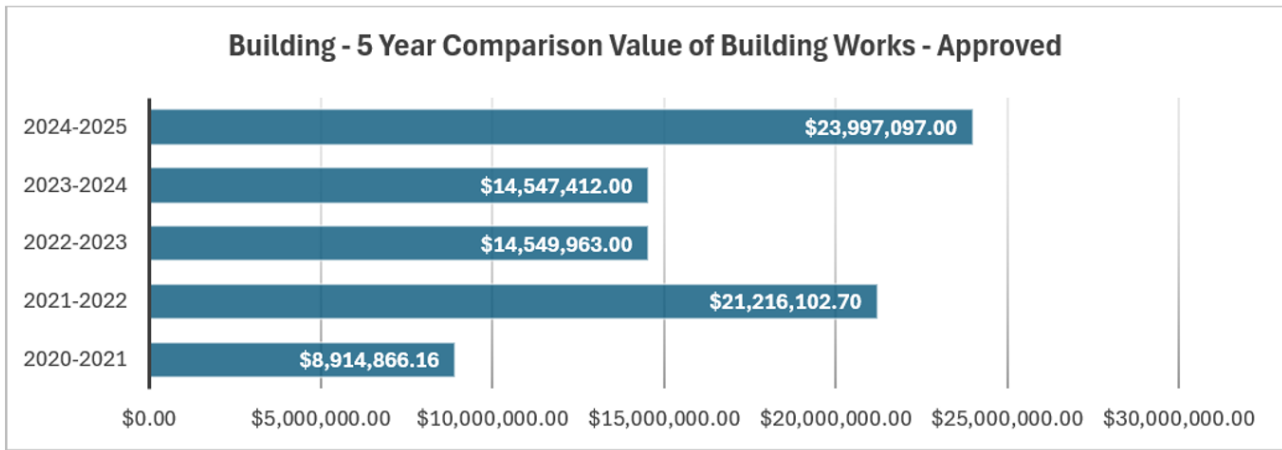
The total value of building works approved for the Mount Isa Local Government area for this quarter was $6M which is a decrease from quarter one for this financial year $11M.

Building Works	
Quarter	**Value**
Q1	$17,616,186.00
Q2	$6,380,911.00
Q3	
Q4	
Year to date total	**$23,997,097.00**

The below graph gives a comparison of the past five financial years for the number of Notice of Engagements received, Building Approvals issued, and Building Permits finalised (both Council and Private Certifiers).

**NOTE**: The building figures may differ from the previous quarter's report, due to Council not receiving documentation from Private Certification firms until after the finalisation of the report.

Building - 5 Year Comparison Value of Building Works - Approved

Year	Value
2024-2025	$23,997,097.00
2023-2024	$14,547,412.00
2022-2023	$14,549,963.00
2021-2022	$21,216,102.70
2020-2021	$8,914,866.16

PROPERTY SEARCHES & CERTIFICATES OF OCCUPANCY

Property Searches

Council offers a variety of searches for residential, commercial and vacant land. Information addressed can includes the following:

- Approvals for buildings and improvements
- Land zoning or the use of land
- Planning Scheme overlays applying to land (flood hazard, bushfire hazard)
- Sewerage and drainage plans for the property
- Rates status

Searches are turned around within 14 business days except for the following:

- Planning & Development Certificate – Limited – 5 business days
- Planning & Development Certificate – Standard – 10 business days
- Planning & Development Certificate – Full – 30 business days
- Certificate of Occupancy - 10 business days

Certificates of Occupancy

All buildings built after 1 April 1976 require a certificate of occupancy, formerly referred to as a certificate of classification. This applies to all buildings unless the building is a single detached class 1a building which is defined as a dwelling being a detached house or one of a group of attached dwellings such as a town house, row house or similar. Class 1a buildings also consists of class 10 building or structure which is a non-habitable building including a shed, carport, and private garage.
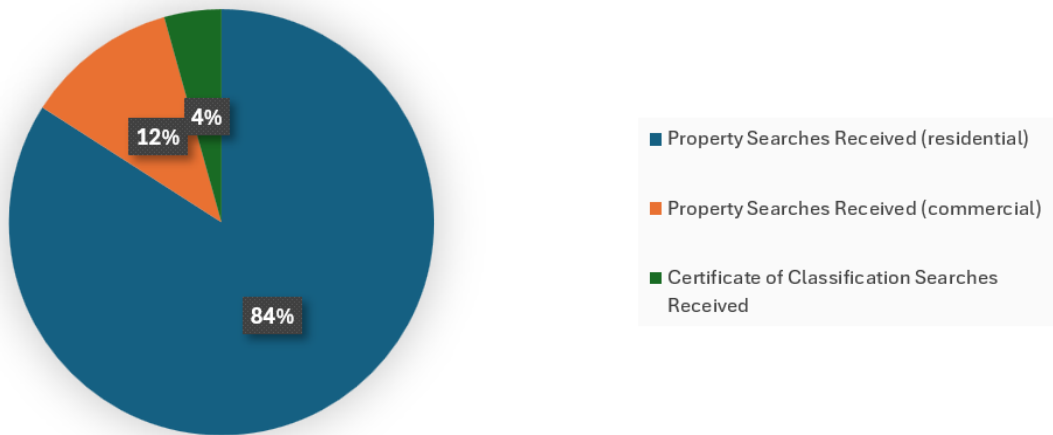
Quarter Two 2024-2025

Council received a total of 67 property search requests for the quarter. This is an increase compared to the same quarter for last financial year (32).

Of the 67 requests, 59 were for residential properties, eight were for commercial properties and three for Certificates of Occupation.

Property Searches & Certificates of Occupancy		
Quarter	**Quantity**	**Value**
Q1	73	$18,671.00
Q2	67	$19,443.50
Q3		
Q4		
Year to date total	**140**	**$38,114.50**

Property Searches Quarter 2

- Property Searches Received (residential)
- Property Searches Received (commercial)
- Certificate of Classification Searches Received

Property Search and Certificate of Occupation Requests

■ Property Search　　■ Certificate of Occupation Requests
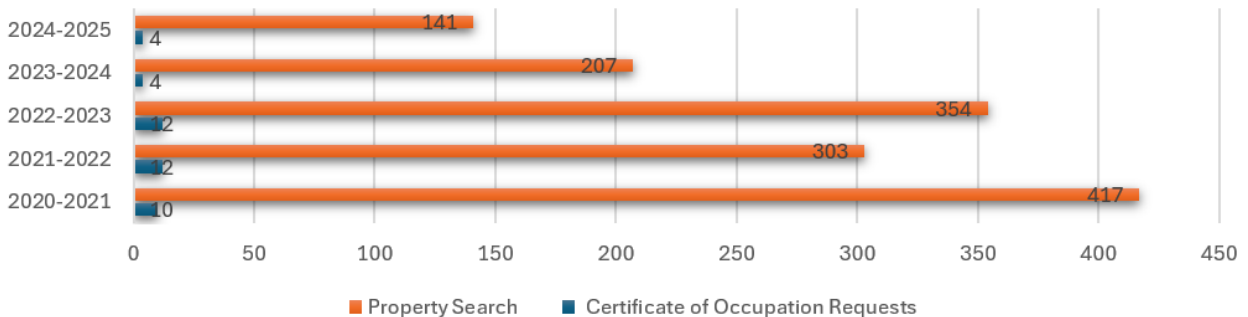
5 Year Comparison of Property Search Received (Zoning)

■ Residential　　■ Commercial/Industrial
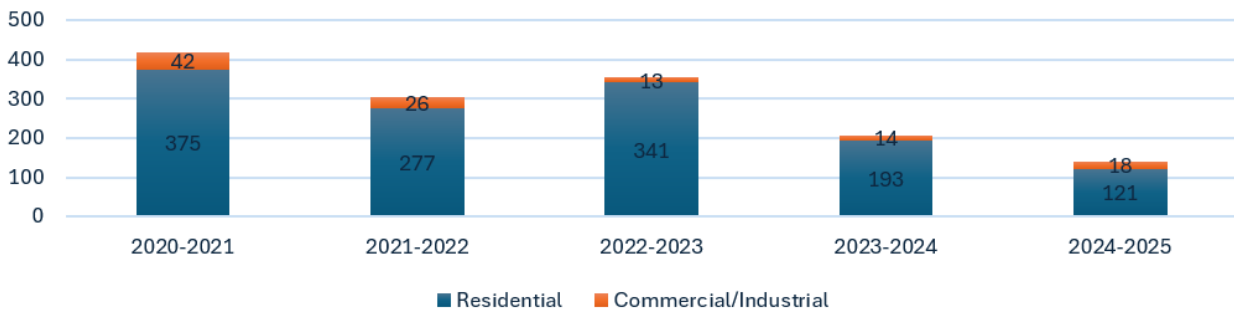
REFERRAL FOR SITING DISPENSATION

A Referral for Siting Dispensation Application is applied when a structure is proposed to be constructed closer than 6m to the front boundary and 1.5m from the side or rear boundary of a residential property.

Boundary setbacks for non-residential properties are assessed under the development assessment process.

Quarter Two 2024-2025

Council received two referral for siting dispensation applications and approved two applications during the quarter. This is a decrease in the number of applications received compared to five in the same quarter last financial year.

Referral for Siting Dispensation			
Quarter	**Received**	**Approved**	**Value**
Q1	1	1	**$433.00**
Q2	2	2	**$1,496.00**
Q3			
Q4			
Year to date total	3	3	**$1,929.00**

5 Year Comparison Referral for Siting Dispensation Applications Received/Approved
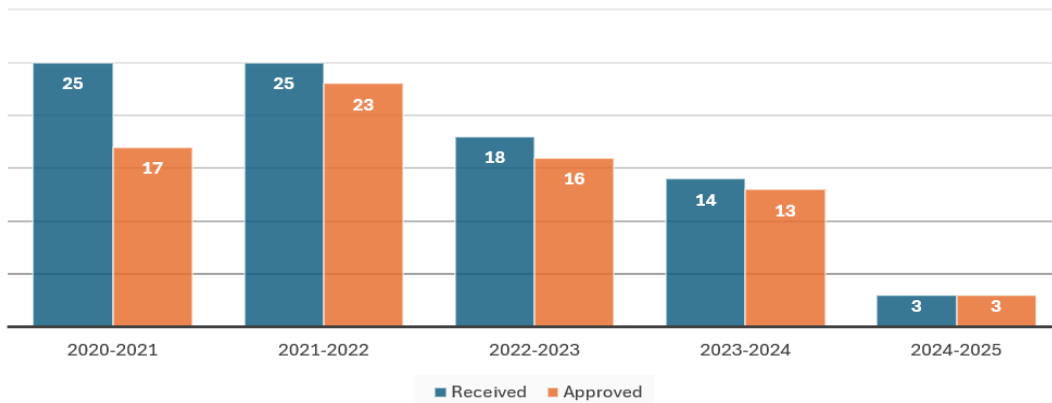
**5 Year Comparison Referral for Siting Dispensation Applications Fees Received**
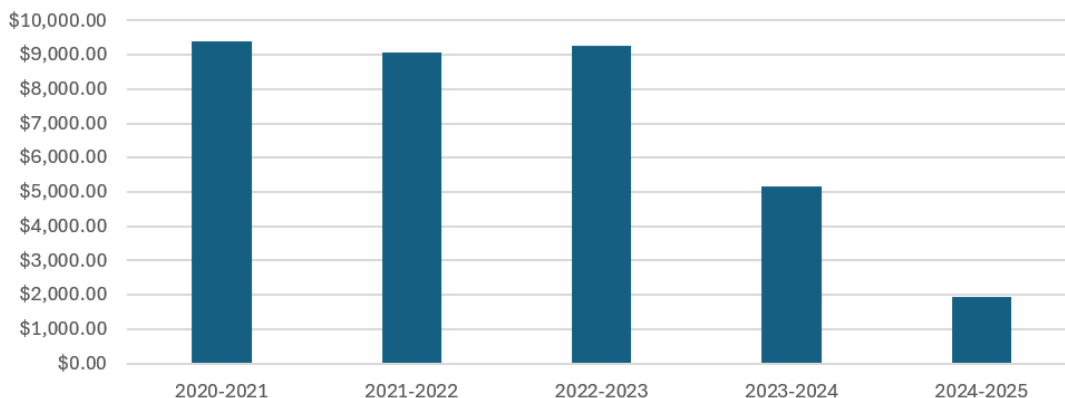
BUILDING REGULATORY

Council is responsible for investigating matters under state legislation. Under legislation, Council may issue show cause and enforcement notices for matters relating to the *Building Act (1975)* and the *Planning Act (2016)*. Generally, a show cause notice is issued prior to an enforcement notice. Certain circumstances such as dangerous or urgent matters allows for an enforcement notice to be issued without a show cause notice. Non-compliant swimming pool barriers will often require an enforcement notice under these circumstances.

Building Regulatory				
Quarter	Show Cause Issued	Enforcement Notice Issued	Infringement Notice Issued	Items Resolved
Q1	8	7	3	12
Q2	17	3	8	10
Q3				
Q4				
Year to date total	25	10	11	22

Building Regulatory Matters Financial Year Summary
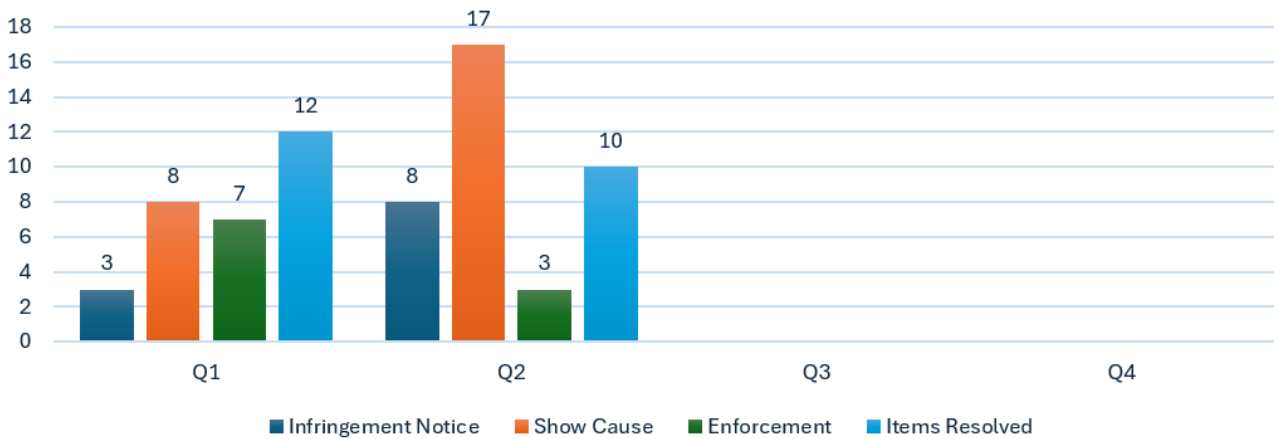
Building 5 Year Comparison Regulatory Matters
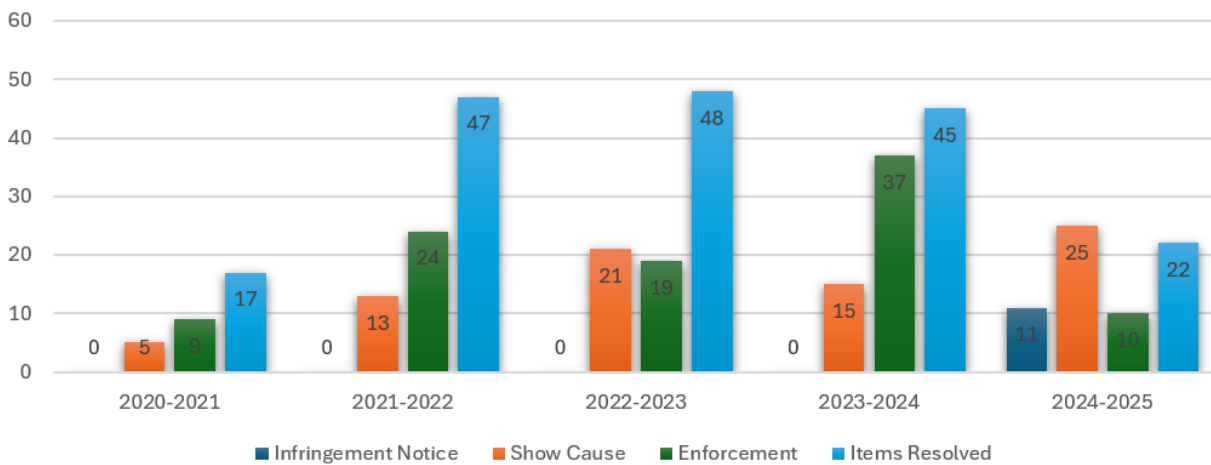
LAND TENURE

The region has a variety of land tenure arrangements, Council must ensure each parcel of Council reserve land is utilised to its best potential and maximise community benefit. Providing opportunities and allocating areas for people to participate in sports, recreation, cultural and community activities allows for this.

Reserve land, collectively referred to as trust land, is owned by the State of Queensland and under the control of Council as a Trustee. Trust land is gazetted for specific purposes such as open space, community, recreation, carparking and grazing purposes.

The *Land Act 1994* requires Council as Trustees of reserves, to ensure the rent monies received from a trustee lease or trustee permit on trust land is being spent on the maintenance or enhancement of the trust land or grouped trust land.

Quarter Two 2024-2025

A total of 10 Council trust land tenure agreements were issued, and four Council trust land tenure agreements were surrendered.

During the quarter, Council received a total of just over $114K paid in Reserve fees.

Land Tenure			
Quarter	**Tenure Issued**	**Tenure Surrender**	**Fees Collected/ Pending**
Q1	33	2	$70,128.64
Q2	10	4	$353,876.88
Q3			
Q4			
Year to Date	**43**	**6**	**$424,005.52**

Tenure 5 Year Comparison
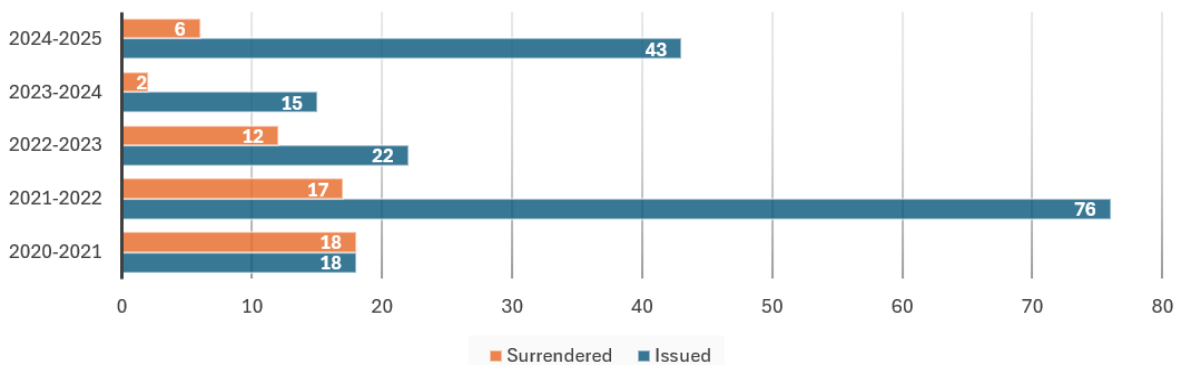
5 Year Comparison Reserve Rent Received/Pending
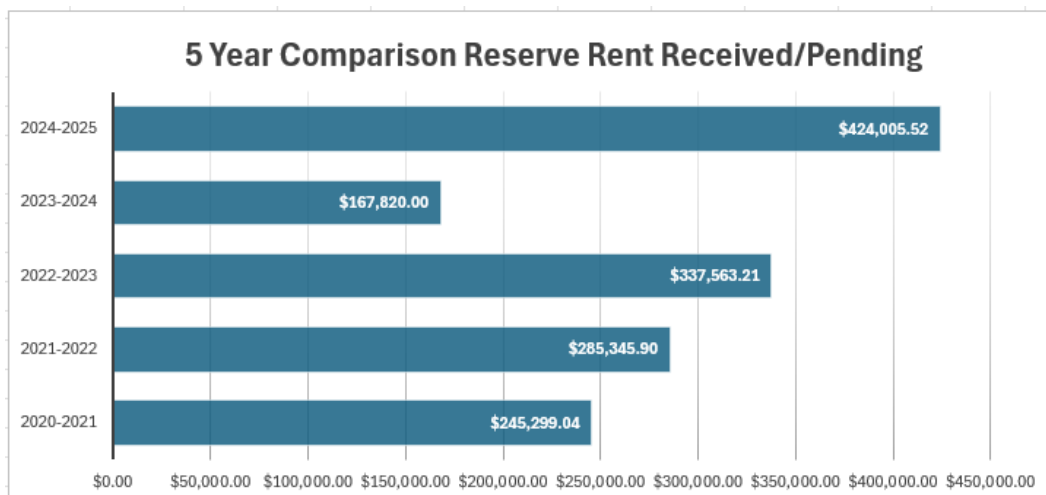
LIQUOR LICENSES

Liquor Licenses requests handled by Council are mostly endorsements as landowner. These endorsements are requested from not-for-profit organisations who lease a Council trust land such as sporting clubs. Council Officers undertake a search of Council's records to ensure there has been no complaints relating to the subject reserve area from previous permits prior to endorsement.

In certain instances, a new licence which may include a new sporting organisation applying for a licence or a new premises opening, the Office of Liquor 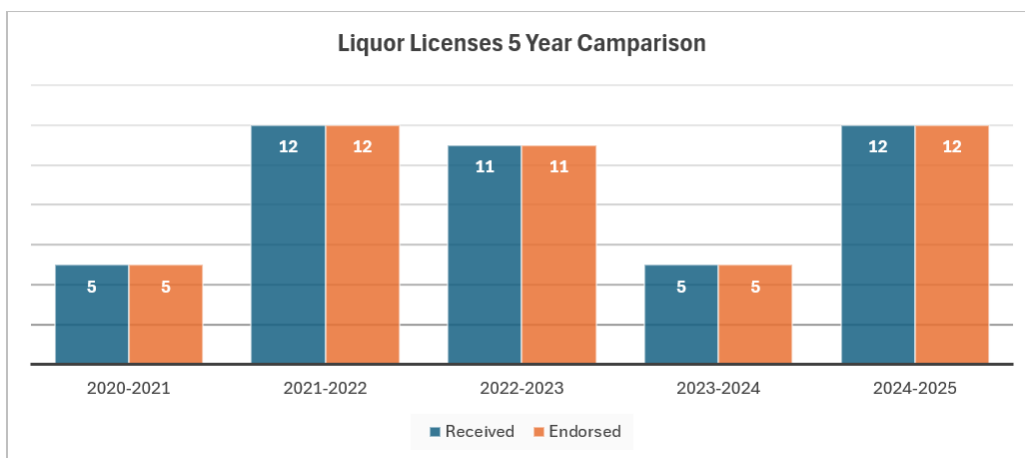and Gaming Regulation seeks comment from Council. This happens on a range of liquor licensing applications under the *Liquor Act 1992*. Comments provided by Council assist the Commissioner for Liquor and Gaming Regulations in making informed decisions on new applications. After seeking internal comments from all relevant Council departments, a Delegated Officers report is prepared for the CEO's consideration.

Quarter Two 2024-2025

Council endorsed four requests for Liquor Permits for this quarter which is a decrease by four compared to quarter one.

Liquor Licenses / Permits		
Quarter	**Quantity Received**	**Quantity Endorsed**
Q1	8	8
Q2	4	4
Q3		
Q4		
Year to Date	**12**	**12**

Liquor Licenses 5 Year Camparison

	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025
Received	5	12	11	5	12
Endorsed	5	12	11	5	12

OTHER - LEGISLATIVE REVIEWS / INFORMATION

PLANNING ACT 2016

Decriminalisation of the Sex Work Industry and the Queensland Planning Framework

The Queensland Government has undertaken a comprehensive package of amendments to legislation and other material to support the decriminalisation of sex work, to establish a legal framework to support a decriminalised sex work industry while improving the health, safety, rights, and legal protections for sex workers.

The *Criminal Code (Decriminalising Sex Work) and Other Legislation Amendment Act 2024* (the Criminal Code Act) was passed by Queensland parliament on 2 May 2024 took effect on the 2 August 2024. The Criminal Code Act included amendments affect Queensland's planning framework, including changes to the *Planning Act 2016 (Planning Act)* to provide transitional provisions to support unlawful sex work businesses to become lawful.

To support these legislative amendments, the *Planning Regulation 2017* (Planning Regulation) has also been amended under the Justice (Decriminalising Sex Work) and Other Legislation Amendment Regulation 2024 to address the way in which a sex work business is treated in the planning framework.
As part of these reforms, amendments have been made for home-based businesses to allow additional flexibility and decrease unnecessary assessments for these businesses.
Summary of amendments

Planning Act 2016

Amendments to the Planning Act are necessary to support existing unlawful sex-work business become compliant with planning requirements. As a result, transitional arrangements have been included into the Planning Act to address the following situations:

- An unlawful sex work business that continues to operate without approval for up to 12 months from the commencement.

- An unlawful sex work business that makes an application for development approval within the 12-month period, until the application is decided, including any appeal period.

- An unlawful sex work business that makes an application for a development approval within the 12-month period cannot have information provided as part of the application used against them in enforcement action, including after the moratorium period is over.

- The protection for any unlawful sex work business that becomes accepted development is protected from enforcement and compliance action under the Queensland Civil and Administrative Tribunal if proceedings had not already commenced prior to these changes taking effect.

Planning Regulation 2017

The following subsequent amendments to the planning framework are included within the Planning Regulation 2017 to align with the decriminalisation of sex work in Queensland:

- Remove provisions which would require assessment of sex work businesses against the Prostitution Regulation 2014

- Remove the definition of 'brothel' and associated assessment provisions
- Amend the land use definitions of 'home-based business', 'sex work business', and 'shop' to include a sex work business as an example of types of activity

- New section for the requirements for assessments of home-based businesses, which will include home-based sex work businesses, which limit the category of assessment to code assessment – with specific benchmarks relating to the number of workers and visitors.

- New exemption that ensures a material change of use cannot be misused to target a sole operator sex work business where operating as a home-based business.

These changes have been made to support the decriminalisation of sex work in Queensland and decrease unnecessary assessments of home-based businesses.

PLANNING ACT 2016

Unlocking Church and Charity-Owned Land for Community Housing

The Queensland Government has amended the state's planning framework to unlock church and charity-owned land for community housing, with changes taking effect from 20 December 2024.

The changes are aligned to the government's commitment to scale up the supply of housing stock across the state, meeting the demands of Queensland's growing population.

To open up the land, the *Planning Regulation 2017* was amended under the Planning Amendment Regulation (No.2) 2024 (Amendment Regulation) to allow community housing providers access to build affordable housing on church and charity-owned land.

As part of the amendments made to the planning framework, a streamlined Ministerial Infrastructure Designation (MID) pathway for social and/or affordable housing has also been introduced with supporting materials.

Summary of amendments to *Planning Regulation 2017*

The Amendment Regulation includes amendments to:

- amend schedule 5, item 16, to make it clear that non-for-profit and charitable organisations registered with the Australian Charities and Not-for-profit Commission may access the MID process. This will allow registered churches and charities to seek approval from the state for the development of social and affordable housing on their land.

- amend schedule 2 to change the State-wide Community facilities zone purpose statement, to include 100 per cent affordable housing on church and charity-owned land as acceptable in the zone.

- amend schedule 6 to introduce new provisions to allow existing church and charity dwellings such as caretaker residences and presbyteries to be repurposed as housing without the need for a development application.

RECOMMENDATION

THAT Council receives and accepts the Development and Land Use Quarter two, 2024-2025 Overview Report as presented.

ATTACHMENTS

Nil

| 12.4 | OUT OF ROUNDS SPONSORSHIP APPLICATION - ZONTA MOUNT ISA |

Document Number: **830073**

Author: **Community Development Officer**

Authoriser: **Director Community Services**

Directorate: **Community Services**

Portfolio: **Finance & Customer Service**

Tourism, Events, Sports and Recreation & Youth

EXECUTIVE SUMMARY

Council has received an out of rounds request for sponsorship from Zonta Mount Isa for their 2025 International Women's Day event.

RECOMMENDATION

THAT Council approves sponsorship to Zonta Mount Isa in the amount of $5,000.00 for their 2025 International Women's Day event, to be held in March 2025, subject to the following conditions:

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

OVERVIEW

Zonta Club of Mount Isa have requested sponsorship from Mount Isa City Council outside of the scheduled rounds in February and August. Due to the timing of the event, they are unable to make an application in the next round set to launch in February as the event will be considered retrospective.

BACKGROUND

Zonta Club of Mount Isa annually run an event for International Women's Day to celebrate the achievements of women and girls in our community.

Following on from the success of the 2024 event, the celebrations will occur over two separate events. The first is a dinner for the Young Women of Achievement which is offered to all Senior Schools in our community. In 2024, Zonta honoured eight students across two categories in four schools. This gives young women the recognition of community achievement and inspirational behaviour.

The second event will be a night of Art, Bubbles, Tapas and Tunes to celebrate all women. The event will include a live band, an inspirational guest speaker and offer local women artists an opportunity to showcase their talent with their art on display.

Council will receive tickets and other benefits which will be provided prior to the event as a condition of the sponsorship.

BUDGET AND RESOURCE IMPLICATIONS

Council annually supports the International Women's Day event. Current budget will cover this request with round two of the Community Grants and Events Sponsorship to be assessed in March 2025.

The Civic Centre has been booked for the event and the sponsorship funds will go towards the venue hire costs.

LINK TO CORPORATE PLAN

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

CONSULTATION (INTERNAL AND EXTERNAL)

Consultation was undertaken with internal department of Council including Revenue, Environmental Services, Civic Centre, Manager of Economic and Community Development and Community Development Officer.

POLICY IMPLICATIONS

Community Grants Policy

HUMAN RIGHTS CONSIDERATIONS

Consideration has been given to the protected human rights under the policy, and it is believed to not unreasonably infringe on these rights.

RECOMMENDATION OPTIONS

THAT Council approves sponsorship to Zonta Mount Isa in the amount of $5,000.00 for their 2025 International Women's Day event, to be held in March 2025, subject to the following conditions:

NUMBER	CONDITION	TIMING
Pre-Event		
1.	Provision of latest audited financials	*Within one (1) month of Council approval*
2.	Provision of the organisation's Incorporation Certificate	*Within one (1) month of Council approval*
3.	Provision of the organisation's Public Liability Certificate of Currency ($20 million value is compulsory)	*Within one (1) month of Council approval*

4.	Site Plan setting out the existing infrastructure and the potential location of the event components	*Within one (1) month of Council approval*
5.	Permits or Landowner's permission e.g. venue hire permission, fireworks permits etc.	*Within one (1) month of Council approval*
6.	Provision of sponsorship prospectus.	*Within one (1) month of Council approval*
Post Event		
7.	Completion and submission of Council's Sponsorship Program Acquittal Report	*Submitted no later than six (6) weeks after the completion of the event*

OR

THAT Council does not approve sponsorship to Zonta Mount Isa for their 2025 International Women's Day event.

ATTACHMENTS

Nil

12.5   RADF ROUND 2 2024-25

Document Number: **829954**

Author: **Community Development Officer**

Authoriser: **Director Community Services**

Directorate: **Community Services**

Portfolio: **Tourism, Events, Sports and Recreation & Youth**

EXECUTIVE SUMMARY

Round Two of the 2024-25 of the Regional Arts Development Fund Round (RADF) closed on 4 December 2024 with one application received.

RECOMMENDATION

THAT Council endorse the RADF Committee recommendation to **decline** the application from Malkarri Cultural Connections Limited for their project "Sundowners invited to perform – 2025 Australia Day Celebrations Sydney".

OVERVIEW

The Regional Arts Development Fund (RADF) is a partnership between the Queensland Government and Mount Isa City Council to support local arts and culture in regional Queensland. Mount Isa City Council offers three rounds of community funding per year as well as council-initiated projects.

BACKGROUND

The RADF committee is comprised of local volunteers interested in arts and cultural in the local community and is chaired by Cr Crowther. On 4 December 2024, round two closed with Council receiving one application. The committee comprises of seven members with six present at the meeting. The committee met on 16 December 2024 to assess the application, with all present members voting to decline the application due to it not meeting the RADF funding requirements.

The proposed project sought funding to allow the Sundowner dancers to travel to Sydney and dance in their Australia Day event. Whilst the Committee is supportive of the dance company, the application does not satisfy the RADF funding requirements.

BUDGET AND RESOURCE IMPLICATIONS

The RADF budget for Round Two is $9000.

LINK TO CORPORATE PLAN

Theme:	1.	People & Communities
Strategy:	1.5	Develop and promote our unique artistic and cultural diversity

CONSULTATION (INTERNAL AND EXTERNAL)

Consultation was held with the 6 members of the RADF committee, Manager Economic and Community Development and RADF Liaison.

POLICY IMPLICATIONS

Arts and Culture Policy

RISK IMPLICATIONS

Nil

HUMAN RIGHTS CONSIDERATIONS

Consideration has been given to the protected human rights in the policy, and it is believed to not unreasonably infringe on these rights.

RECOMMENDATION OPTIONS

THAT Council endorse the RADF Committee recommendation to **decline** the application from Malkarri Cultural Connections Limited for their project "Sundowners invited to perform – 2025 Australia Day Celebrations Sydney".

ATTACHMENTS

1.   **Arts and Culture Policy** ⇩ 📄

STRATEGIC POLICY
MOUNT ISA CITY COUNCIL
Arts and Culture Policy

RESOLUTION NO. **OM08/07/20** VERSION **V2**

APPLIES TO STRATEGIC POLICIES ONLY

This an official copy of the **Arts and Culture Policy**, made in accordance with the provisions of *Local Government Act 2009, Local Government Regulation 2012* and current Council Policies.

Strategic policies are adopted by Council due to its desire to influence the direction of an issue or assist in the delegated decision making of Council officers. Strategic policies should follow the jurisdiction provided to Council through its Corporate Plan; the **Arts and Culture Policy** is approved by the Mount Isa City Council for the operations and procedures of Council.

....
Sharon Ibardolaza
Chief Executive Officer

DOCUMENT VERSION CONTROL					
Governance/Policies/Strategic Doc ID# 26627			**POLICY TYPE**		Strategic (Council)
VERSION	**DATE**	**RESOLUTION NO.**	**DETAILS**		
V1	14.04.2010	G08/04/10	**Responsible Officer –** Community Development Officer		
V2	08.07.2020	OM08/07/20	**Responsible Officer –** Community Development Officer		
			REVIEW DUE	06.2022	

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

MOUNT ISA CITY COUNCIL STRATEGIC POLICY   Page 1 of 4

STRATEGIC POLICY
MOUNT ISA CITY COUNCIL
Arts and Culture Policy

RESOLUTION NO. **OM08/07/20** VERSION **V2**

1. PURPOSE

The Arts and Culture Policy provides a framework for the delivery of cultural services and recognises Mount Isa City Council's ("Council") commitment to supporting and celebrating arts, cultural and heritage activities and their contribution to the wellbeing of the community. It provides Council with strategic direction to facilitate a diverse range of services and activities for the community.

This policy supports Council's Corporate Plan 2018-2023 - People and Communities Vision, to establish safe and healthy communities with a strong sense of identity which supports the people and groups who work, live, play and visit here.

2. COMMENCEMENT

This policy will commence on and from 8 July 2020. It replaces all other policies or arrangements governing Arts and Culture (whether written or not).

3. APPLICATION

This policy applies to councillors, employees, agents and contractors (including temporary contractors) of Council, collectively referred to in the policy as "officers".

4. RESPONSIBILITIES

All Council officers are responsible for ensuring that the policy is understood and adhered to at all times.

5. POLICY STATEMENT

Council recognises that investment in the arts and culture within the Mount Isa local government area makes a direct and vital contribution to the prosperity, liveability and creativity of the community, promoting the cultures and values which define this diverse region.

6. PRIORITIES

Mount Isa City Council has identified that it will fund and support the following locally determined priorities:

6.1 Vibrant arts and cultural experiences

    a) Programs that create vibrant arts and cultural experiences including but not limited to performances and exhibitions;

    b) Increased skills and professional development opportunities for artists;

    c) Community arts and cultural development;

    d) Initiatives that strengthen cultural tourism; and

    e) Enhanced cultural programs.

6.2 Performances and exhibitions

    a) Provide exposure to touring performances, and exhibitions and the opportunity for artists to engage with visiting artists and organisations.

6.3 Community Arts Projects

    a) Community projects that encourage inclusion, caring & friendly communities, mateship, pride, community cohesion, deterrents to crime and violence.

6.4 Enhance Mount Isa Specific Cultural Events

    a) Enhance Mount Isa Specific Cultural Events – Rodeo, Campdrafting, Mining/Industrial performances.

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STRATEGIC POLICY
MOUNT ISA CITY COUNCIL
Arts and Culture Policy

RESOLUTION NO. **OM08/07/20** VERSION **V2**

6.5   Local Indigenous Heritage and Living Culture

a)   Foster and celebrate an understanding and appreciation of local indigenous heritage and living culture.

6.6   Record of local history, oral and written

a)   Encourage arts workers to record local history specifically oral and written history.

6.7   Visual Arts Walk

a)   Create and promote further initiatives to add to the existing Visual Arts Walk e.g. connect the art spaces within Mount Isa via walking trails through participation from local businesses to display heritage photos and memorabilia, connect these with existing public art.

6.8   Cultural Heritage of Mount Isa and Camooweal

a)   Develop and retain knowledge of the cultural heritage of Mount Isa, Camooweal and the rural areas.

6.9   Town Beautification

a)   Develop further town beautification initiatives; investigate opportunities for public art, sun shelters and other methods of "softening' the built environment.

6.10.   Community Initiatives

a)   Encourage community initiatives which promote healthy lifestyles, exercise and general wellbeing.

7.   FUNDING

To ensure the ongoing support, promotion and development of arts and cultural activities and industries. Council will:

7.1   Continue to support through budgetary funding programs such as Regional Arts Development Fund (RADF) and direct sponsorship of other projects which may not fall within the RADF Guidelines. Council's Regional Arts Development Fund Committee (RADF) will be responsible for implementing and reporting to Council. The approach will focus on partnerships with and support for, local arts and cultural groups and practitioners as well as the provision of community-based arts and cultural programming.

7.2   Provide arts and cultural groups with direction on alternative funding sources (Australia Council, Arts Queensland) and encourage them to become self-sustaining.

7.3   Review existing facilities and plan for future arts and cultural resources and infrastructure which are accessible, affordable and cater to the needs of a growing and changing community.

8.   PROMOTION AND PUBLICITY

To ensure events and activities of artistic and cultural significance are widely publicised and promoted. Council will:

8.1   Raise the profile of Mount Isa City Council's existing and expanding arts and culture sector through advocacy, promotion and improved communication.

8.2   Create opportunities for coordinating promotional and relationship building networks.

MOUNT ISA CITY COUNCIL STRATEGIC POLICY   Page 3 of 4

STRATEGIC POLICY
MOUNT ISA CITY COUNCIL
Arts and Culture Policy

RESOLUTION NO. OM08/07/20 VERSION V2

9. COMMISSIONS AND ACQUISITIONS

To promote the recognition and increased confidence in local arts groups and to encourage the development of a local arts and cultural industry. Council will:

9.1 Promote the use of the professional services offered by local arts workers to all businesses and government departments.

9.2 Actively employ and involve local arts and cultural practitioners in commissions for events and projects.

9.3 Continue the acquisition of local quality art and cultural pieces for collection and display and the sponsorship of acquisitive sections in annual exhibitions and competitions.

10. VARIATIONS

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

11. COMMUNICATION AND DISTRIBUTION

11.1 Council will make available to the public, the Arts and Culture Policy on our website at www.mountisa.qld.gov.au.

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

12. DEFINITIONS

a) **Arts** – This policy acknowledges a broad definition for 'arts', referring to all art forms and including but not limited to visual arts, crafts, music, theatre, entertainment, heritage, community festivals and events, cultural traditions and public space design.

b) **Culture** – is all the customs and activities which constitute lifestyle, sense of identity and/or heritage of a particular group of people and so culture incorporates all aspects of the arts.

c) **Cultural Development**– refers to the process whereby cultural identities of individuals, groups and places within a local area are acknowledged, enhanced and developed through a range of arts and cultural activities

d) **Heritage**– refers to the enabling of heritage being explored, interpreted and reinterpreted in dynamic ways; reflecting peoples experiences, social history, objects and environment (built and natural) that have contributed collectively to the community's understanding of the Mount Isa Region. Heritage also refers to the intrinsic layers and aspects that these memories, traditions, stories and locations provide to the residents, former residents and visitors to the Mount Is region and the cultural tourism profile these stories and locations provide.

e) **Public Art**– Artwork of any form, including tangible, fixed or ephemeral (movable, impermanent)

ASSOCIATED LEGISLATION AND POLICIES & DOCUMENTS

- Gifts and Benefits Policy
- Regional Arts Development Fund Guidelines and Associated Forms
- Mount Isa City Council Corporate Plan 2018-2023

MOUNT ISA CITY COUNCIL STRATEGIC POLICY

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12.6	ENVIRONMENTAL GRANT PROGRAM 2024/2025 ROUND 1

Document Number: **829702**

Author: **Environmental Health Officer**

Authoriser: **Director Community Services**

Directorate: **Community Services**

Portfolio: **Environment, Local Laws, Development & Town Planning, Waste**

EXECUTIVE SUMMARY

Council charges an Environmental Projects Levy as part of annual rates; these funds are directed to the development of project which align with the Environmental Management Plan. These projects are funded by the Environmental Charge Levy and must align with the requirements of the Environmental Charge Policy. For the 2024/2025 financial year Environmental Service Department would like to propose Environmental Grant Program with an estimated cost of $50,000 as the project for 2024/2025 financial year.

RECOMMENDATION

THAT Council approves the following:

1. Council approves the Environmental Charge Project for the 2024/2025 Financial Year and the budget of $50,000 to undertake the project.

2. The applicants receive the items specified in their applications, to the dollar values listed in the table below.

1. Happy Valley Community Kindergarten	$ 1,390
2. Good Shepherd Catholic College	$ 2,345
3. NWQICSS – Ngukuthati Children & Family Centre	$ 3,105
4. Mount Isa School of Air	$ 2,980
5. Sunset State School	$ 2,940
6. Happy Valley State School	$ 5,000
7. Barkly Highway State School Parents and Citizens Association	$ 4 ,065
Total	$ 21,825

BACKGROUND

Round one of the Environmental Grant Program 2024/2025 opened 22 October 2024 and closed 15 December 2024. The Council received seven eligible applications to the value of $ 21,825.

As the implementation of kerbside recycling in Mount Isa continues, it is proposed to undertake a targeted environmental grant program this financial year. The program will follow the adopted Council policy targeting schools and other non-for-profit organisations to introduce waste awareness programs to support the wider transition to kerbside recycling. Council successfully ran similar programs, most recently awarding environmental grants to support a range of activities including promoting composting. The Environmental Grant Program is one of the projects funded by the Environmental Charge in 2024/2025. A total of seven applications were

received under this year's theme, "Recycling Hub/Stations" with all applicants meeting the required guidelines in the Environmental Grant Policy.

Details of the projects are included in the table below:

Grants	Project Plan for Recycling Hub/Stations	Value of Required Project Goods
Happy Valley Community Kindergarten	The school is aiming at enhancing sustainability in the kindergarten's educational program. The focus is on promoting recycling practices and food waste composting. The kindergarten has already incorporated daily recycling activities into its curriculum and will now expand these efforts by engaging families to contribute food waste for composting. The project will begin with the new cohort of students in 2025 and will be fully integrated into group times to ensure its successful execution.	$ 1,390
Good Shepherd Catholic College	The "Recycling Hub/Stations" project will introduce recycling practices across the school, aiming to educate students, staff, and the wider school community about the importance of recycling and sustainability. This initiative is supported by the strong backing of the school community. The project will be embedded into the school environment, and the team is committed to ensuring that the recycling hubs become a key part of daily school routines.	$ 2,345
NWQICSS - Ngukuthati Children & Family Centre	The organisation focuses on embedding environmental sustainability into daily operations and community programs at the centre. Employees will be encouraged to incorporate sustainable practices into their work routines. Additionally, environmental education will be integrated into the programs for children and families, to develop a culture of sustainability. The team will incorporate tailored environmental activities into the weekly program, making sustainability a consistent focus in both staff tasks and community engagement.	$ 3,105
Mount Isa School of Air	The Mount Isa School of Air project aims to introduce waste minimisation practices, supported by the Department of Education. Students and families, particularly those residing on geographically isolated stations, are encouraged to participate in recycling and waste reduction efforts. The project will begin in Term One of the 2025 school year. Once the necessary goods are received, immediate action will be taken to ensure the timeline is followed as closely as possible.	$ 2,980
Sunset State School	The project at Sunset State School focuses on integrating organic waste into the school's compost system, which will be used for the Nutrition Centre Garden, and they would also like to work on promotes recycling at the campus. This project will not only benefit the school but	$ 2,940

	also teach students how to recycle effectively at home. Though specific timelines may be subject to some flexibility, the school is dedicated to continued progress toward sustainability.	
Happy Valley State School	The project aims to establish a comprehensive recycling program within the school, creating dedicated recycling hubs. The project will be overseen by a dedicated teacher and supported by a middle leader. Staff and students will receive training to ensure that the hubs are used regularly and effectively integrated into the school's daily routines. The P&C association has expressed enthusiastic support for this initiative, and the project will be an ongoing effort to promote sustainability across the school community.	$5,000
Barkly Highway State School Parents and Citizens Association	This initiative focuses on implementing a school-wide recycling program, with the support of the entire school community. Students, staff, and families will learn about recycling, its importance, and how it connects to daily life. The project is fully backed by the school and aims to establish a culture of recycling within the school and its broader community. While timelines may fluctuate due to the school setting, the team is committed to adhering to the proposed schedule to the best of their ability.	$ 4,065
	TOTAL	**$21,825**

BUDGET AND RESOURCE IMPLICATIONS

All funds raised from the Environmental Charge are set aside to fund the Environmental Charge Projects that have been adopted align with Council's Environmental Charge Policy. The budget includes staff wages for project management.

The Environmental Grant Program has a budget of $50,000 per round and has sufficient budget to cover all applicants as per the recommendation.

LINK TO CORPORATE PLAN

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

Theme:	4.	Healthy Environment
Strategy:	4.5	Promote education and environmental awareness programs in relation to water conservation and wastewater recycling for both industry and residents
	4.11	Continue to promote, educate and implement awareness and best practice waste collection, recycling, environmental health and environmental protection strategies
	4.13	Manage invasive animal and pest plants throughout the region to ensure the continued protection of valuable agricultural land

CONSULTATION (INTERNAL AND EXTERNAL)

Internal consultation was undertaken with Environmental Services

POLICY IMPLICATIONS

Environmental Grants Policy V3

HUMAN RIGHTS CONSIDERATIONS

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

ATTACHMENTS

Nil

13   INFRASTRUCTURE SERVICES REPORTS

13.1   MAJOR PROJECTS OVERVIEW REPORT - DECEMBER 2024

Document Number: 830417

Author: **Manager Major Projects**

Authoriser: **Director Infrastructure Services**

Directorate: **Infrastructure Services**

Portfolio: **Works & Engineering, Water & Sewerage**

EXECUTIVE SUMMARY

The Major Projects Overview Report for December 2024 is presented to Council for information and consideration.

RECOMMENDATION

THAT Council receives and notes the December 2024 Major Projects Overview Report.

BACKGROUND

This report provides an overview of significant capital works projects for the month of December 2024.

The Major Projects RAG (Red Amber Green) Report is provided in **Attachment A**. The dashboard analytics of the portfolio delivery program provides Key Performance Indicators and overall health status of each project.

Only limited financial information, relating to specific projects is provided, to ensure it does not adversely affect a competitive tendering process.

As a result of the first quarter budget amendment adopted by Council, 12 projects have been added to the capital works program with an addition of $923,414 in capital budget and $4.34M in external funding not related to disaster recovery funding arrangements (DRFA).

OVERVIEW

Significant project updates are provided below:

Materials Recovery Facility (MRF)

The construction of the building was completed in February 2024. Weighbridge and access road was completed in May 2024.

RDT equipment installation of all equipment is planned to be completed on 15 December to comply with funding agreement milestone. Dry commissioning will take 2 weeks (auto run condition with no load) and wet commissioning will take 3 weeks after (comingled load feed, sorting and optimisation tests).

Council is also coordinating the new recycling bin rollout and collection from December 2024. The RDT Engineering contract also includes commissioning, with an on-site technician being present for 4 weeks of operation and performance tests.

Civic Centre Lift & Floor Upgrade

The lift has been designed. Installation is scheduled to be complete by April 2025.

The timber floor repair tender will be released. An insurance claim has been submitted for the damage sustained to the floor.

Parks Upgrade Program

All eleven parks were opened to public before Christmas. New signage is scheduled for instalment in the first month of 2025

Energy Efficiency Project

The project commenced in November 2023. The Principal Contractor changed from 3E Net Zero Pty Ltd to Bridgeford Group Holdings in March 2024.

The project is currently at 95% completion with commissioning delayed by 2 months to February 2025.

Latent conditions were claimed for minor electrical works to Civic Centre and Library.

Solar panel works for Depot, Administration Building, Library and sewer pump stations were completed in mid-November

Solar Panel and Battery Storage Project

The Contract has been executed and a pre-start meeting was held on 7 November 2024. Project management plan and program updates are being developed prior to commencement.

Principal Cycle Network Plan (PCNP)

Contract for the construction of Fourth Avenue Stage 1 is being prepared for execution. Construction is planned to commence in February 2025.

Cootes Burchill Engineering completed preliminary design for the Soldiers Hill section of the pathway and have commenced design for new culverts along the Tharapatha Way.

Council is seeking quotations for stakeholder engagement and options analysis for Stage 3 of Fourth Avenue, the Soldiers Hill segment and for the Alma Street to Isa Street section.

Two construction, one design and two options analysis applications were submitted to the Cycle Network Local Government Grant Program (CNLGG) on 30 September 2024. To improve Council's chance of securing external grant funding submissions to the Active Transport Funding Program was submitted on 13 January 2025 for Construction of Stage 2 Forth Avenue as well as the construction of Soldiers Hill PCNP.

Camooweal Aerodrome Upgrade

Council has approval for $1.9M (50% funded by Council) through the Remote Airstrip Upgrade Program (RAUP) Round 9 to fund restoration work at Camooweal. The estimated costs of the work are $2.5M, leaving Council to fund the additional $600,000.

Council is in discussion with the Commonwealth Department of Infrastructure and Transport to try and source additional funds through RAUP. A request for additional budget and a further extension of time was made on 23 July.

On 13 December 2024, a grant application was submitted for Round 11 of the RAUP for funding of $2.6M, which will require Council to provide 50% of the total, an increase of $350,000 on its current budget. This will only proceed if the additional funds are not available under Round 9.
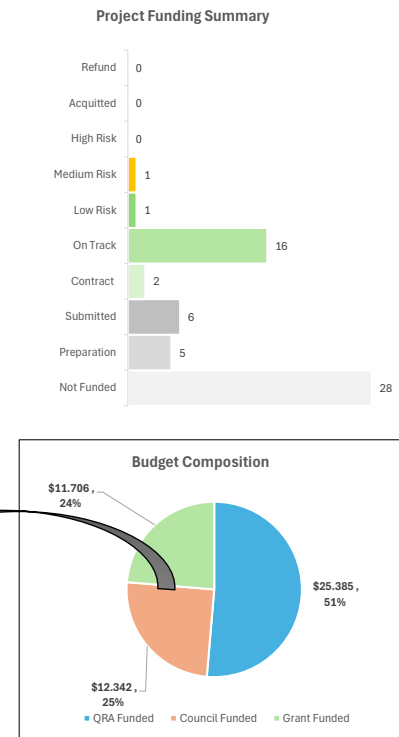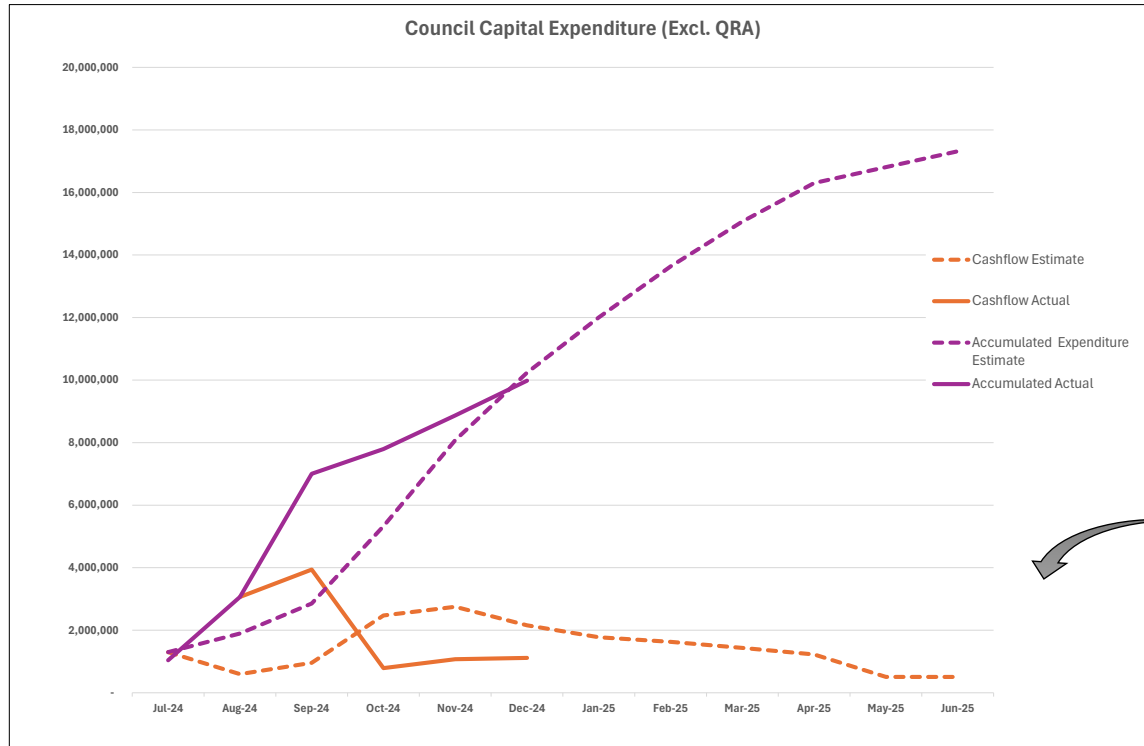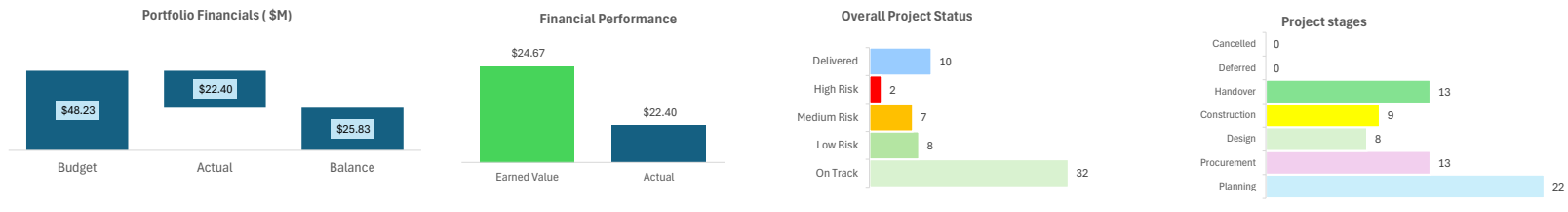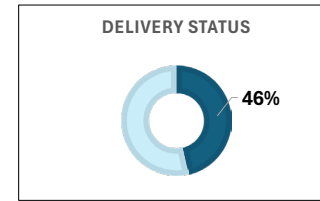
ATTACHMENTS

1.   **RAG Report December 2024** ⇩ 📕

**MAJOR PROJECTS
MONTHLY RAG REPORT**

DECEMBER 2024

DELIVERY STATUS

46%

Portfolio Financials ($M)

- Budget: $48.23
- Actual: $22.40
- Balance: $25.83

Financial Performance

- Earned Value: $24.67
- Actual: $22.40

Overall Project Status

- Delivered: 10
- High Risk: 2
- Medium Risk: 7
- Low Risk: 8
- On Track: 32

Project stages

- Cancelled: 0
- Deferred: 0
- Handover: 13
- Construction: 9
- Design: 8
- Procurement: 13
- Planning: 22

Council Capital Expenditure (Excl. QRA)

Legend:
- Cashflow Estimate
- Cashflow Actual
- Accumulated Expenditure Estimate
- Accumulated Actual

Project Funding Summary

- Refund: 0
- Acquitted: 0
- High Risk: 0
- Medium Risk: 1
- Low Risk: 1
- On Track: 16
- Contract: 2
- Submitted: 6
- Preparation: 5
- Not Funded: 28

Budget Composition

- $11.706, 24%
- $25.385, 51%
- $12.342, 25%

Legend: QRA Funded, Council Funded, Grant Funded

Overall Project Status

Overall Project Status is Green = *No Action is Required*
Overall Project Status is Amber = *Project Manager should routinely notify Project Sponsor and present options for resolutions*
Overall Project Status is Red = *Project Manager should immediately escalate Project Sponsor & PMO and present options for resolutions*

If all the reporting keys are GREEN , the overall health is GREEN
If one or two of the reporting keys are AMBER, the overall project health is GREEN
If three or more of the reporting keys are AMBER, the overall project health is AMBER
If one or more of the reporting keys are RED, the overall project health is RED

Five Governance Reporting Keys

	OVERALL PROJECT STATUS		GREEN	AMBER	RED
1	Funding Status	Grant funding refers to non-repayable funds or products awarded by grant funders to Council or Project sponsors. Grants can be provided by government entities, foundations, or corporations, and are used to support specific projects, initiatives, or research. Unlike loans, grants do not need to be repaid.	Everthing is planned and progressing as per submission requirements OR operating as per the Executed Funding Agreement OR being or are to be delivered as per funding committment as stakeholder buy-in, scope, time, quality and cost representations. Mutual agreement to refund or resolve inability to deliver grant .	At least one reporting milestones have been missed. Extensions of time, cost or scope variance are being address through submission/s of change request/s with the applicable grant entity. Stakeholder or other latent or unanticipated isssues affecting deliverable.	Project have missed more than one reporting milestones and/ or can not meet funding agreement. No resolution have yet been found to address the impass.
2	Scope Forecast	Breadth and depth of the 'fit for purpose' deliverables/ works to delivered. Scope characteristics include customers, functionality, business, staff, geographoes, buildings, systems,	Scope remains unchanged.	Minor reduction of core specification, quality or capability to be delivered. A change that may impact cost, benefits, schedule and/or resourcing.	Significant reduction of core specification, quality or capability to be delivered. New or removed items, that will impact on the cost, benefits, schedule and/or resourcing.
3	Schedule Forecast	Provides an overview of the performance of the approved project schedule.	All critical milestones and the overall schedule are on, or ahead of the latest approved baseline.	One or more critical milestones and or, the overall schedule is behind (or forecast to be delayed by > 1 month <3 month or it can be <1 month if the critical milestone is significant.	One or more critical milestones and or, the overall schedule is behind (or expected to be behind) by > 3 months or it can be <1 month if the critical milestone is significant. Project forecast final cost (including contingency) will exceed the approved budget.
4	Cost Forecast	Provides an overview of the performance against the approved project budget (including contingency).	Project forecast final cost (including contingency) is on or below the approved budget.	Project forecast final cost (including contingency) is in danger of exceeding the approved budget.	Project forecast final cost (including contingency) will exceed the approved budget
5	Risk Assessment	Provides an overview of whether the Risk and Issue Management processes are working effectively and the degree to which significant items are adversely impacting the project outcomes.	Formal Risk and Issue management processes are in place and are working effectively with no significant adverse impacts being experienced.	Formal Risk and Issue management processes are in place and are working effectively. A number of significant Risks/Issues are apparent with the potential to negatively impact project outcomes. Appropriate management plans are in place to address these items which require monitoring.	A number of significant Risks/Issues have had a negative impact on expected project outcomes and require further remediation in order to minimise further impacts or there is no Risk and Issue management process in place.

Project Health

A Project's Overall Health is determined by values set to it inaccordance with the Schedule, Risk, Overall Project Status, and Earned Value.

A Value of 100 means that the project is performing very well and does not elicit a concern.
A Value of 0 means that the project is not progressing as planned and will require on-going review until performance score passes 30.

Overall Delivery Status

The Overall Delivery Status is a portfolio wide percentage based on the actual capital expenditure against the total portfolio forecasted budget.
The percentage is an idicative key performance indicator for delivery efficiency. Factors such as limited resourcing and other barriers to delivery may limit this rate.

DEPARTMENT	Mount Isa City Council Major Projects
DEPARTMENT LEAD	Rithy Poch
NUMBER OF PROJECTS	65
DATE OF LAST UPDATE	2082024

Overall Project Status

Delivered	10
High Risk	2
Medium Risk	7
Low Risk	8
On Track	32

Stage Summary

Cancelled	0
Deferred	0
Handover	13
Construction	9
Design	8
Procurement	13
Planning	22

Scope Summary

Rescoped	2
Major Change	2
Medium Change	3
Minor Change	4
No change	48

Schedule Summary

Delayed	3
High Risk	2
Medium Risk	10
Low Risk	9
On Track	22
Not Started	13

Cost Summary

To Be Confirmed	9
Above Budget	5
Contingency	1
Within Budget	33
Under Budget	11

Risk Summary

Stop Project	0
High Risk	3
Medium Risk	7
Low Risk	49

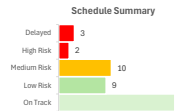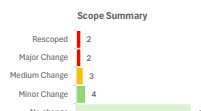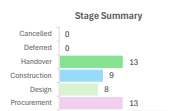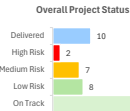| Proposal ID	Year	Project Name	Approved Budget	Stage Status	1. Funding Status	2. Scope Forecast	3. Schedule Forecast	4. Cost Forecast	5. Risk Assessment	Overall Project Satus	Completion	Project Health	Comment on RAG Satus
119	2024-25	Materials Recovery Facility (MRF) RDT Remaining Contract	$4,550,000	Construction	On Track	Minor Change	On Track	Within Budget	Medium Risk	Low Risk	85%	68.50	RDT complete site installation in 15 December, dry commissioning for 2 weeks and 3 weeks of wet commissioning.
50	2024-25	Energy Efficiency Infrastructure	$2,072,370	Construction	Not Funded	Minor Change	Medium Risk	Within Budget	Low Risk	Low Risk	84%	70.50	
60	2024-25	Parks Refurbishment Program	$1,969,900	Handover	Not Funded	Medium Change	Medium Risk	Within Budget	Low Risk	Low Risk	99%	70.50	
11	2024-25	Network reconfiguration to remove direct pumping into network	$1,949,786	Planning	Medium Risk	Medium Change	Medium Risk	To Be Confirmed	Low Risk	Medium Risk	5%	55.50	Aditional survey and potholing works to complete design. Q1 request for Construction pushed out to 2025/26 FY.
2024-02	2024-25	DRF Solar Panels & Battery Storage to Facilities	$768,000	Procurement	On Track	No change	Medium Risk	Within Budget	Low Risk	Low Risk	40%	70.50	
55	2024-25	PCNP shared Pathways - Fourth Avenue - Stage 2	$1,026,342	Procurement	Submitted	Rescoped	Medium Risk	Within Budget	Low Risk	On Track	25%	80.50	
2024-17	2024-25	R2R - West Street (Grace to Alma St)	$1,000,000	Handover	Preparation	No change	On Track	Under Budget	Low Risk	Delivered	100%	86.00	
53	2024-25	Road Culvert Rehabilitation - Gunpowder Road	$1,000,000	Procurement	Not Funded	No change	Low Risk	To Be Confirmed	Medium Risk	On Track	30%	76.30	
2024-16	2024-25	TIDS - Tharapatha Way Culvert Widening	$615,000	Planning	Preparation	No change	Low Risk	Within Budget	Medium Risk	Low Risk	15%	66.30	
2024-06	2024-25	Civic Centre Essential Services Compliance	$600,000	Procurement	Not Funded	No change	Medium Risk	Within Budget	High Risk	Medium Risk	32%	38.00	The works package is being tendered.
58	2024-25	Stormwater Upgrade Enid Street	$485,340	Procurement	Not Funded	No change	Low Risk	Under Budget	Low Risk	On Track	25%	83.80	
Carryover	2023-24	Brilliant Street Car Park	$450,000	Handover	Not Funded	Medium Change	High Risk	Within Budget	Low Risk	Delivered	100%	78.30	
55	2024-25	PCNP shared Pathways - Fourth Avenue - Stage 1	$400,000	Procurement	Submitted	Rescoped	Low Risk	Within Budget	Low Risk	On Track	40%	83.80	
2024-09	2024-25	Civic Centre Lift & Flooring	$400,000	Design	Submitted	No change	Low Risk	Above Budget	Medium Risk	Medium Risk	38%	51.30	Lift installation scheduled between September 2024 and Apri 2025. Floor scope in Tender. Insurance Claim in progress.
77	2024-25	Kitchen Upgrade - Civic Centre	$400,000	Procurement	Not Funded	Major Change	Medium Risk	Above Budget	Medium Risk	Medium Risk	35%	48.00	Tender commenced on 9 Decemeber for all itemised designed scope. Actual contract scope will be subject to Council endrosement.
29	2024-25	Water treatment at Camooweal	$399,467	Planning	On Track	No change	Not Started	Under Budget	Low Risk	On Track	5%	75.00	
10	2024-25	Reconfigure reservoir inlet/outlet	$300,000	Design	On Track	No change	High Risk	Within Budget	Low Risk	Medium Risk	5%	53.30	Additional survey and potholing works being organised to complete design works.
2024-07	2024-25	Buchanan Park Fire Services upgrade	$300,000	Planning	Not Funded	No change	Medium Risk	To Be Confirmed	High Risk	Medium Risk	11%	38.00	Scope being packaged up for procurement.
2024-01	2024-25	Outback at Isa - Toilet/ shower upgrade	$200,000	Handover	Not Funded	No change	On Track	Within Budget	Low Risk	Delivered	92%	86.00	
39	2024-25	Smart meters	$200,000	Planning	Not Funded	No change	On Track	Under Budget	Low Risk	On Track	5%	86.00	
59	2024-25	Stormwater Repair and replacement	$200,000	Handover	Not Funded	Minor Change	On Track	Above Budget	Low Risk	Delivered	100%	86.00	
79	2024-25	Transport Logistic Centre - Detailed Design Works	$200,000	Planning	Not Funded	No change	Not Started	To Be Confirmed	Low Risk	High Risk	5%	30.00	
16	2024-25	Water and Sewer Service Replacements	$200,000	Planning	Low Risk	No change	Not Started	To Be Confirmed	Low Risk	On Track	5%	75.00	
2024-12	2024-25	Animal Shelter Improvements	$150,000	Planning	Not Funded	No change	Low Risk	Within Budget	Medium Risk	Low Risk	25%	66.30	
2024-11	2024-25	LIDAR surveys & Flood modelling	$150,000	Planning	Preparation	No change	Medium Risk	Within Budget	Low Risk	Low Risk	10%	70.50	
2024-16	2024-25	TIDS - Moondara Drive (1528508)	$150,000	Planning	On Track	No change	Not Started	Within Budget	Low Risk	On Track	10%	75.00	
2024-16	2024-25	TIDS - Riversleigh Road (1107330)	$150,000	Planning	On Track	No change	Not Started	Within Budget	Low Risk	On Track	25%	75.00	

DEPARTMENT	Mount Isa City Council Major Projects
DEPARTMENT LEAD	Rithy Poch
NUMBER OF PROJECTS	65
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Overall Project Status
- Delivered: 10
- High Risk: 2
- Medium Risk: 7
- Low Risk: 8
- On Track: 32

Stage Summary
- Cancelled: 0
- Deferred: 0
- Handover: 13
- Construction: 9
- Design: 8
- Procurement: 13
- Planning: 22

Scope Summary
- Rescoped: 2
- Major Change: 2
- Medium Change: 3
- Minor Change: 4
- No change: 48

Schedule Summary
- Delayed: 3
- High Risk: 2
- Medium Risk: 10
- Low Risk: 9
- On Track: 22
- Not Started: 13

Cost Summary
- To Be Confirmed: 9
- Above Budget: 5
- Contingency: 1
- Within Budget: 33
- Under Budget: 11

Risk Summary
- Stop Project: 0
- High Risk: 3
- Medium Risk: 7
- Low Risk: 49

Proposal ID	Year	Project Name	Approved Budget	Stage Status	1. Funding Status	2. Scope Forecast	3. Schedule Forecast	4. Cost Forecast	5. Risk Assessment	Overall Project Satus	Completion	Project Health	Comment on RAG Satus
Carryover (2024-20)	2024-25	Ryan Road Sewerage Extension (Design & Documentation Only)	$150,000	Design	On Track	Minor Change	Delayed	Within Budget	Low Risk	Medium Risk	25%	51.10	Additional survey and potholing works being organised to complete design works.
55	2024-25	PCNP shared Pathways - Fourth Avenue - Stage3	$120,000	Planning	Submitted	No change	On Track	To Be Confirmed	Low Risk	On Track	15%	86.00	
55	2024-25	PCNP shared Pathways - Soldiers Hill	$109,908	Design	Submitted	No change	On Track	Within Budget	Low Risk	On Track	65%	86.00	
2024-03	2024-25	34 Miles Street EV charging Station & Laneway Development	$100,000	Design	Not Funded	No change	On Track	Contingency	Low Risk	On Track	44%	86.00	
2024-10	2024-25	Condition Assessments Program	$100,000	Planning	Not Funded	No change	Low Risk	Within Budget	Low Risk	On Track	10%	83.80	
2024-14	2024-25	Urban Streetscape Improvement Program	$100,000	Planning	Preparation	No change	Not Started	Under Budget	Low Risk	On Track	0%	75.00	
2014-05	2024-25	Wright Road Footpath - Design	$100,000	Procurement	Not Funded	No change	Not Started	Under Budget	Low Risk	On Track	10%	75.00	
57	2024-25	Camooweal Aerodrome Upgrade	$80,000	Design	Submitted	Major Change	Delayed	Above Budget	High Risk	High Risk	35%	13.60	Awaiting funding variation determination. Geotechincal works forging ahead.
44	2024-25	AMF pump out and rising main	$50,000	Planning	Not Funded	No change	On Track	Within Budget	Low Risk	On Track	15%	86.00	
2024-08	2024-25	Buchanan Park Rodeo Grandstand seating upgrade	$50,000	Planning	Not Funded	No change	On Track	Within Budget	Low Risk	On Track	10%	86.00	
80	2024-25	Civic Centre - Airconditioning upgrade	$50,000	Procurement	Not Funded	No change	On Track	Within Budget	Low Risk	On Track	20%	86.00	
96	2024-25	Environment Services / Biosecurity Storage and Lab Space	$50,000	Planning	Not Funded	No change	On Track	Within Budget	Low Risk	On Track	10%	86.00	
2024-19	2024-25	Lanskey Road Reconstruction	$50,000	Planning	Not Funded	No change	Not Started	Above Budget	Medium Risk	Low Risk	5%	57.50	
121	2023-24	Splashez Carpark and Shade Structure (Design and Documentation Only)	$50,000	Design	Not Funded	No change	Low Risk	Within Budget	Low Risk	On Track	95%	83.80	
2024-04	2024-25	Digital Display Board Installations	$30,000	Planning	Preparation	No change	Not Started	To Be Confirmed	Low Risk	On Track	22%	75.00	
2024-24	2024-25	Construction of John Campbell Miles Lookout	$100,000	Procurement	Contract	No change	Not Started	To Be Confirmed	Low Risk	On Track	50%	75.00	
2024-27	2024-25	Sports Precinct Feasibility Study	$100,000	Procurement	Contract	No change	Not Started	To Be Confirmed	Low Risk	On Track	50%	75.00	
12	2024-25	Duchess Road Main Extension (Design & Documentation Only)	$ 80,000.00	Design	Not Funded	No change	Delayed	Under Budget	Low Risk	On Track	50%	76.10	
51	2024-25	Telstra Hill Carpark (Stage 1)	$ 395,999.00	Handover	Not Funded	No change	On Track	Within Budget	Low Risk	On Track	100%	86.00	
2024-23	2024-25	Library Upgrade	$ 100,000.00	Construction	On Track	No change	On Track	Within Budget	Low Risk	On Track	75%	86.00	
2024-25	2024-25	Blackspot Sites	$ 50,000.00	Planning	Not Funded	No change	On Track	Under Budget	Low Risk	On Track	5%	86.00	
2024-26	2024-25	Heavy Vehicle Wash Bay Facility	$ 30,000.00	Planning	Not Funded	No change	Not Started	Under Budget	Low Risk	On Track	5%	75.00	
2024-22	2024-25	Lae Street Stormwater Upgrade funded from Stormwater Repair and replacement	$ 160,000.00	Handover	Not Funded	No change	On Track	Under Budget	Low Risk	On Track	100%	86.00	
2024-21	2024-25	Replacement of Failing Fire Tanks at Depot	$ 65,000.00	Planning	Not Funded	No change	Not Started	Under Budget	Low Risk	On Track	5%	75.00	

13.2	LIQUID WASTE FEES AND CHARGES

Document Number: **829150**

Author: **Executive Assistant**

Authoriser: **Director Infrastructure Services**

Directorate: **Infrastructure Services**

Portfolio: **Works & Engineering, Water & Sewerage**

EXECUTIVE SUMMARY

Council's 2024/25 Fees and Charges for disposal of liquid waste need to be amended due to an error in calculation.

RECOMMENDATION

THAT Council alter the disposal fees for liquid waste (septic tanks) to 24 centre per litre, with a minimum charge of $50.

OVERVIEW

The 2023/24 fees and charges were adopted at a special meeting of Council on 26 June 2024. In general, the existing fees and charges were increased by 4.6%, in line with the rate increase.

BACKGROUND

Sewer Services

The following charges need to be amended.

- Liquid Waste - Septic Tank (Per litre)

The Fees and Charges includes a charge for Liquid Waste Disposal. In 2023/24 this was 23 cents per litre. It was erroneously put up to $0.50, as the formula used to escalate the charge was 4.6%, rounded up to the nearest 50 cents. The charge should have gone to $0.24 per litre but was rounded to $0.50.

This error was not caught, nor corrected.

BUDGET AND RESOURCE IMPLICATIONS

The fees and charges should cover Council's costs. The disposal fees should be amended, to reflect the general rise in all fees. An increase to $0.50 is a more than doubling of the charge.

LINK TO CORPORATE PLAN

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

CONSULTATION (INTERNAL AND EXTERNAL)

The Executive Management Team were appraised of the proposed changes.

LEGAL CONSIDERATIONS

Nil

POLICY IMPLICATIONS

Nil

HUMAN RIGHTS CONSIDERATIONS

There are no human rights considerations in the proposed amendment to Fees and Charges.

ATTACHMENTS

Nil

14   GENERAL BUSINESS

Nil

15 CONSIDERATION OF CONFIDENTIAL BUSINESS ITEMS

RECOMMENDATION

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

15.1 Asset Sale Agreement Isa Rodeo Limited

This matter is considered to be confidential under Section 254J - (e) and (g) of the Local Government Regulation, and the Council is satisfied that discussion of this matter in an open meeting would, on balance, be contrary to the public interest as it deals with legal advice obtained by the local government or legal proceedings involving the local government including, for example, legal proceedings that may be taken by or against the local government and negotiations relating to a commercial matter involving the local government for which a public discussion would be likely to prejudice the interests of the local government.