



ISAAC REGION



ANNUAL OPERATIONAL PLAN

2019-20

“

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

”



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Electronic copies of Council's Annual Operational Plan are available, free of charge, on Council's website www.isaac.qld.gov.au.

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Adopted by Council on 25 June 2019

Resolution #6148

ISAAC REGION



ABOUT THE PLAN

MAKING IT HAPPEN

STRATEGIC DOCUMENTS



VISION:
To energise the world

Community Strategic Plan -
Isaac 20 year vision

5 Year Corporate Plan - Isaac 2020

Total Asset Management Plan

Department Business Plans

Annual Operational Plan

Annual Budget

Quarterly Performance Reporting

Annual Report

Under the *Local Government Act 2009*, Isaac Regional Council is required to produce an Annual Operational Plan.

This Annual Operational Plan details how Council will deliver on the priorities identified in Council's five-year Corporate Plan 2019-20, in the current financial year.

The Annual Operational Plan helps Council deliver its corporate plan through prioritisation of activities.

Each year Council undertakes an important business planning process to fine-tune annual work commitments, ensuring there is a right mix of region wide enhancements with ongoing region wide maintenance requirements.

The Annual Operational Plan is also the foundation of Council's 2019-20 annual budget which provides resourcing for the identified programs and activities.

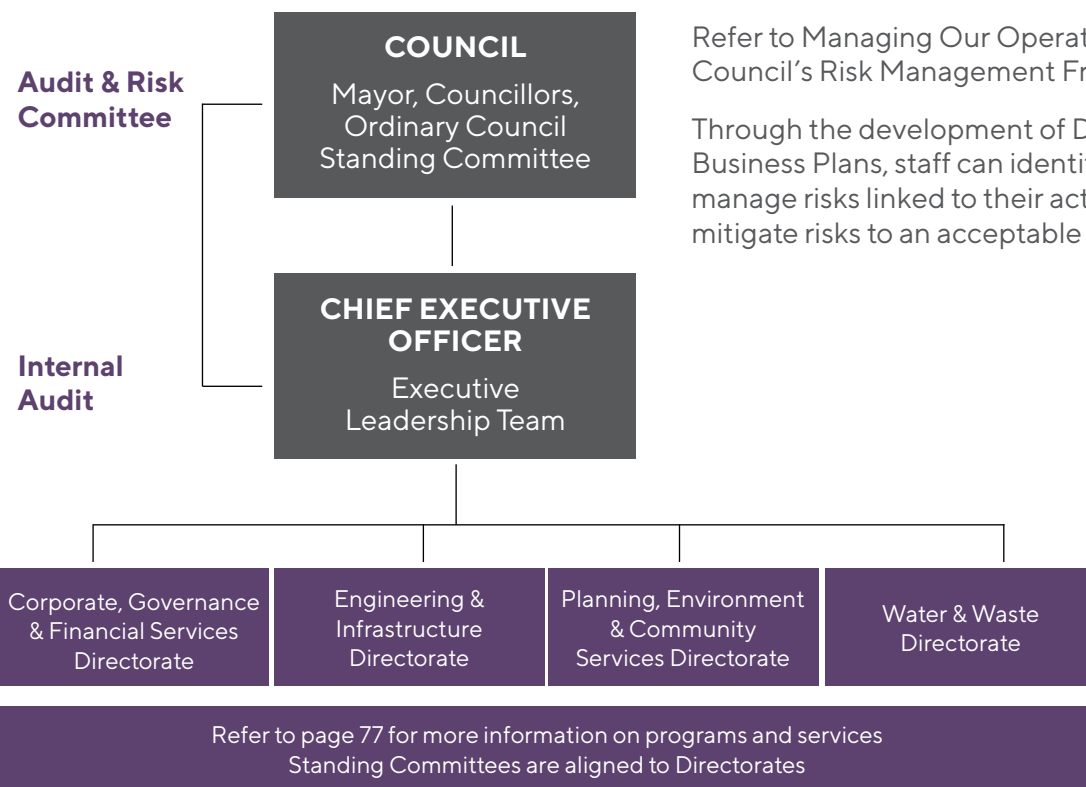
A performance report is presented to Council and the community every three months as well as an Annual Report. These reports include information on the delivery of key projects and achievement of performance targets as per the relevant financial year's Operational Plan.

GOOD GOVERNANCE & MANAGING RISKS

STRUCTURE

Isaac Regional Council has a strong structure with knowledgeable and experienced elected members who work closely with the Executive Management Team.

The structure provides a sustainable and robust approach to all facets of the business of local government within the Isaac.



RISK MANAGEMENT

Embedding a risk-management-approach, as well as good project management and business principles, is supported and driven by Council and the Executive Leadership Team.

Council has strong External and Internal Audit Programs, with oversight by the Queensland Audit Office. These ensure that Council's systems, processes and operations are effective and transparent to deliver its commitments under the Annual Operational Plan and Corporate Plan.

Refer to Managing Our Operational Risks on Council's Risk Management Framework.

Through the development of Departmental Business Plans, staff can identify, assess and manage risks linked to their activities with a view to mitigate risks to an acceptable level.

ISAAC'S EXECUTIVE GOVERNANCE INCLUDES:

- Council, Standing Committees, Steering and Advisory Committees
- Risk Management Framework and Guidelines
- Performance Management
- Audit & Risk Committee
- Long Term Financial Planning
- Risk Register and Reporting System
- Corporate Strategies
- Fraud & Corruption Prevention Policy
- Strong Governance Framework
- Code of Conduct
- Disaster Management Committee
- Internal Audit Charter
- External Audit
- Workplace Healthy and Safety Management System
- Corporate Policies and Delegations
- Organisational Values

The Governance and Corporate Services Department advises on legal and governance issues and is responsible for systems in place to identify and protect Council against legal and governance risks.

The Organisational Safety Department advises on workplace health and safety.

MANAGING OUR ENTERPRISE RISKS

Isaac Regional Council has in place an Enterprise Risk Management Policy available on Council's website (www.isaac.qld.gov.au/current-policies). It encompasses the implementation and administration of an integrated risk management system across Council that provides for:

- Ensuring risk management is integrated within all our decision-making processes;
- Using a structured risk management program, including the Think ISAAC approach, to minimise reasonably foreseeable disruptions to the provision of services, harm to people and damage to the environment and property;
- Identifying and taking advantage of opportunities as well as minimising any adverse effects;
- Training our staff to implement risk management effectively; and
- Striving to continually improve our risk management practices.

In the implementation of this Policy, Council will:

- Ensure that the resources required to implement the requirements of the policy are provided;

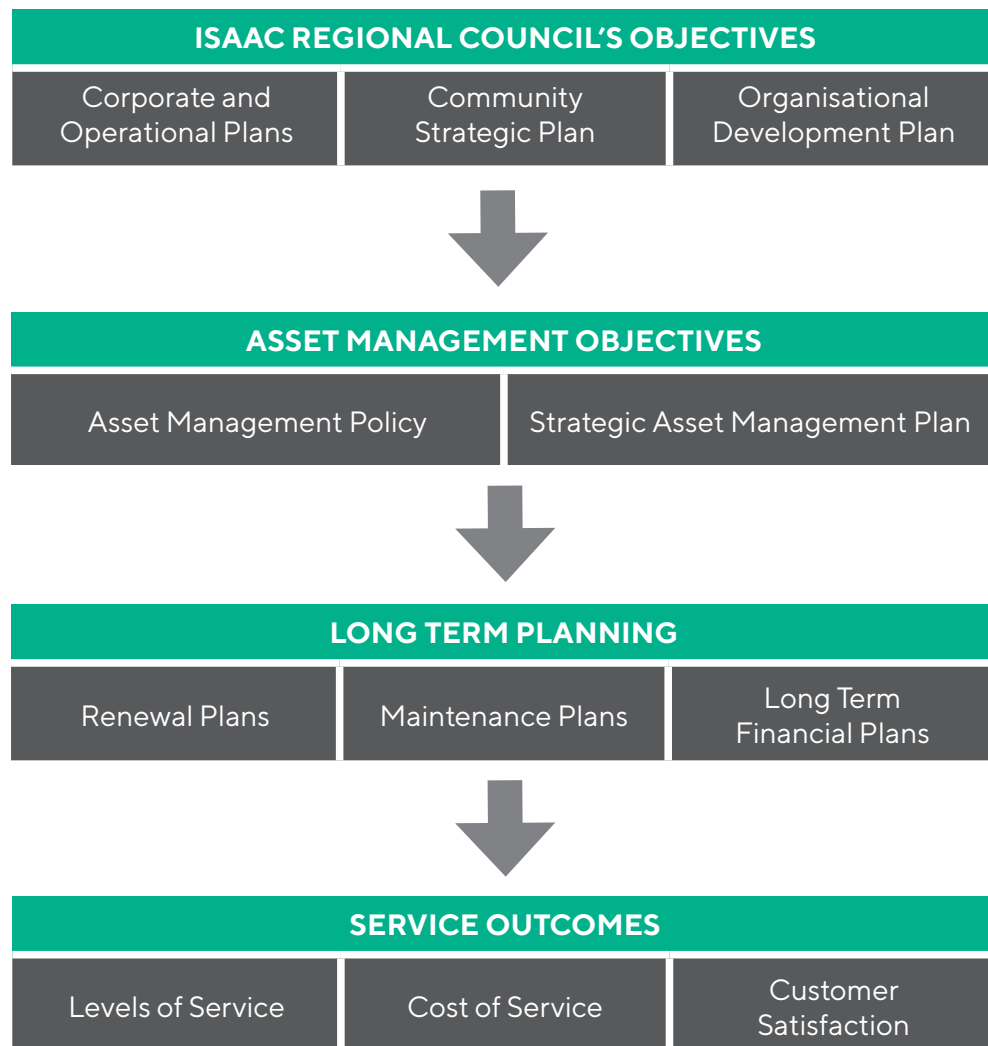
- Develop procedures which are robust, feasible and consistent to ensure that Council can measure improvements to business operations and ensure that practices are effective;
- Continually monitor and improve the Enterprise Risk Management Framework (ERMF) to align with legislation, best-practice standards, Council Policy and business requirements;
- Consult and engage with workers in making decisions about risk management; and
- Ensure that this Policy is communicated within the organisation, is published and available to the community and reviewed at least annually for continued suitability and relevance.

The Council-Wide Enterprise Risk Management Framework supports the Enterprise Risk Management Policy and details how risk management should be implemented across Council. It is designed to assist staff in Council to achieve strategic and operational goals and objectives with respect to Risk Management. This framework articulates the requirement for Council to establish risk management practices in accordance with ISO 31000:2018 – Risk Management.

Risks are recorded in Council's Corporate Risk Register. The Registers are monitored and reported to the Audit and Risk Committee on a regular basis. Other risk/issue reporting systems/portals in Council include but are not limited to:

- Internal Audit Register
- External Audit Register
- Safety Management Action Report Tool (SMART)
- Internal meetings
- Executive Leadership Team (ELT) / Committee and Council Reports
- Branch Business Plans

MANAGING OUR ASSETS



The effective and sustainable management of Council's assets is achieved through a number of key elements that together make up the Strategic Asset Management Framework. The Framework provides the structure, parameters and line of sight between strategic and operational asset management.

Council is committed to developing and reviewing its Strategic Asset Management Plan (SAMP) and its Asset Management Framework, with the aim of ensuring asset sustainability.

The SAMP and its subsidiary documentation will provide more detailed documents which articulate whole of asset life-cycle issues, levels of service, how demand will be met and continuous improvement strategies.

CORE PRINCIPLES OF ASSET MANAGEMENT AT ISAAC REGIONAL COUNCIL

- Contribute to the fulfilment of our mission
- Value for money
- Fit for purpose assets
- Alignment with long term financial planning
- Minimise whole of life cost
- Contribute to the fulfilment of our mission
- Move away from reactive into proactive asset management
- Optimise the use of our assets
- Ensure long term sustainability of assets and services
- Minimise environmental impact and promote purchase of environmentally friendly goods and services
- Risk management, mitigation and reduction
- Continuous improvement





2019-20

KEY ACTIVITIES/INITIATIVES



MAJOR INITIATIVES

- Planning Scheme – consolidating three planning schemes over 58,000sq km
- Infrastructure Plan development
- Local Government Infrastructure Plan (LGIP) development
- Water network improvements and renewals
- Waste management – landfill improvements and renewals
- Replacement/renewal of playground equipment throughout region
- Pasha Road Pave and Seal
- Rural Drainage Renewal Program
- Natural Disaster Resilience Structures – Construction of eight (8) Floodways
- Pasha Road Drainage Structures
- Golden Mile Road Rehabilitation
- McKenzie River-Capella Road Pave and Seal
- Five-year Corporate Plan

STATEMENT OF INTENT

All levels of the organisation will ensure they employ best practice and adhere to policies and procedures, with particular focus on the following:

- Continued provision of customer service excellence to our internal and external customers
- Planned, efficient and timely delivery of the Operational Budget; quality, on time and within budget
- Planned, efficient and timely delivery of the Capital Budget; quality, on time and within budget
- Effective planning and implementation of project procurement activities prior to project delivery phase
- Compliant engagement of Contractors prior to contract activities (procurement and suitable contract arrangements)
- Strive for continual improvement and consistency in our approach to compliance
- The implementation and validation of Asset Management to remain a key focus for long term project planning and expenditure
- Identification and recommendation of Major Projects and core activities to adhere to Council's asset management principles, guidelines and outcomes
- Delivery in accordance with good practice quality principles and in accordance with Council's WHS policies and procedures

CEO'S ORGANISATIONAL DEVELOPMENT PLAN (ODP)



The Organisational Development Plan was adopted by Council on 13 December 2016, with many of these actions underpinning operational effectiveness and is a component of the Annual Operational Plan.

This document sets out the direction and operational focus for organisational continual improvement and has actions split across several financial years.

Since its adoption the custodians of actions have progressed alongside the Annual Operational Plan priorities and their Departmental Programs and Services.

The 'Time frame' in the original adopted document identifies the

commencement date for an Action. Since its adoption, unfortunately several dates have been extended due to unforeseen circumstances. Council and the team are committed to implementing all the actions and progressing all priorities.

During 2017-2018, the Organisational Development Plan was been expanded to include the outcomes/ recommendations from two significant initiatives. These were the ELT Re-Set and Women in Local Government Working group. These have been embedded into the Organisational Development Plan.

As mentioned, the quarters identify when work will commence on these actions.

Many actions throughout the Organisational Development Plan have been completed, which are represented in the tables to follow.

Also represented is where actions have commenced in previous years and are continuing to be implemented as per their Project Brief.

Regular updates on the progress of the actions will be presented to Council with the Quarterly Performance Report on the Annual Operational Plan. As this document is perpetual, a holistic status can be viewed on previous and current

years by visiting Council's Website www.isaac.qld.gov.au/publications-and-policies

G - Governance and Planning

O - Organisation and Operations

P - People

W - Women in Local Government

NOTE:

17/18 & 18/19*- indicates action commenced in identified quarter and is currently in progress.*

G01 // EMBEDDING THE VISION AND KEY THEMES // Lead Responsibility: Brand, Media and Communications

COMPLETED.

G02 // INTEGRATED PLANNING AND CORPORATE PLANNING CYCLE // Governance and Corporate Services

CORP PLAN LINK	ODP REF	PROJECT/ACTIVITY	FINANCIAL YEAR			
			17/18*	18/19*	19/20	20/21
G02.02, G02.03, G02.05 and G02.06 completed.						
G5	G02.01	Establish integrated planning framework document.			Q4	
G5	G02.04	Establish clear direction regarding planning and reporting obligations.			Q4	
G5	G02.07	Commence process for new Corporate Plan post 2020 election.			Q1	

G03 // STRATEGIC FINANCIAL MANAGEMENT // Lead Responsibility: Financial Services

CORP PLAN LINK	ODP REF	PROJECT/ACTIVITY	FINANCIAL YEAR			
			17/18*	18/19*	19/20	20/21
G03.01, G03.02 and G03.04 completed.						
G3	G03.03	Integrate financial plan with asset management plans.		Q4		
G3	G03.05	Identify initiatives to diversify revenue and contain costs.			Q1	

G04 // ASSET MANAGEMENT // Lead Responsibility: Strategic Asset Services

CORP PLAN LINK	ODP REF	PROJECT/ACTIVITY	FINANCIAL YEAR			
			17/18*	18/19*	19/20	20/21
G04.01, G04.2 and G04.04 completed and G04.03 part completed.						
G3	G04.03	Define and demarcate roles of Strategic Asset Manager, Asset Custodians and Asset Users (including service providers and program managers).		Q1		

G05 // RISK MANAGEMENT // Lead Responsibility: Governance and Corporate services

CORP PLAN LINK	ODP REF	PROJECT/ACTIVITY	FINANCIAL YEAR			
			17/18*	18/19*	19/20	20/21
G05.1 and G05.3 completed						
G5	G05.03	Establish risk management procedures and reporting regime.			Q1	
G2	G05.04	Adopt hierarchy of operational risk registers and incorporate into business plans.			Q2	

G06 // ORGANISATIONAL PERFORMANCE MANAGEMENT // Lead Responsibility: Governance and Corporate services

CORP PLAN LINK	ODP REF	PROJECT/ACTIVITY	FINANCIAL YEAR			
			17/18*	18/19*	19/20	20/21
G06.03 completed.						
G2	G06.01	Establish organisational performance management framework.		Q3		
G5	G06.02	Implement high level organisational performance reporting.			Q1	

G08 // REPORTING AND AGENDA DEVELOPMENT // Lead Responsibility: Chief Executive Officer

CORP PLAN LINK	ODP REF	PROJECT/ACTIVITY	FINANCIAL YEAR			
			17/18*	18/19v	19/20	20/21
G08.01, G08.02, G08.03 and G08.04 completed.						
G5	G08.05	Establish dedicated portal for Elected Members and senior Officers to host distribution of agenda’s, corporate documents, registers and other information.			Q4	

G09 // STANDING ORDERS // Lead Responsibility: Governance and Corporate Services

COMPLETED.

G10 // GOVERNANCE-OPERATIONS INTERFACE // Lead Responsibility: Chief Executive Officer						
CORP PLAN LINK	ODP REF	PROJECT/ACTIVITY	FINANCIAL YEAR			
			17/18*	18/19*	19/20	20/21
G10.01, G10.03 and G10.04 completed.						
G4	G10.02	Further develop Councillor Help Desk processes and integrate with Customer Service and Workflow systems.			Q3	

G11 // AUDIT // Lead Responsibility: Governance and Corporate Services						
CORP PLAN LINK	ODP REF	PROJECT/ACTIVITY	FINANCIAL YEAR			
			17/18*	18/19*	19/20	20/21
G11.01, G11.02 and G11.04 completed.						
G5	G11.03	Adopt annual Internal Audit Programs with stronger relevance to strategic and operational risk registers.	Q2			



G12 // ECONOMIC DEVELOPMENT // Lead Responsibility: Economic Development

CORP PLAN LINK	ODP REF	PROJECT/ACTIVITY	FINANCIAL YEAR			
			17/18*	18/19*	19/20	20/21
G12.01, G12.02, G12.05 and G12.06 completed.						
EC2	G12.03	Establish agreements with regional organisations regarding demarcation and compatibility protocols.		Q4		
EC5	G12.04	Establish local task-force as and when required for cooperative approach to exploiting significant economic opportunities involving private sector and community leaders eg Galilee Basin.		Q4		

G13 // CLIMATE CHANGE // Lead Responsibility: Environmental Services

CORP PLAN LINK	ODP REF	PROJECT/ACTIVITY	FINANCIAL YEAR			
			17/18*	18/19*	19/20	20/21
EN3	G13.01	Adopt Climate Change Policy.		Q3		
EN3	G13.02	Adopt Climate Change Mitigation Strategy.			Q1	
EN3	G13.03	Adopt Climate Change Adaptation Strategy.			Q1	
EN3	G13.04	Critically review resource allocation to ensure strategies are achievable.			Q2	

G14 // BIODIVERSITY // Lead Responsibility: Environmental Services

CORP PLAN LINK	ODP REF	PROJECT/ACTIVITY	FINANCIAL YEAR			
			17/18*	18/19*	19/20	20/21
EN3	G14.01	Adopt Biodiversity Policy.		Q1		
EN3	G14.02	Adopt Pest Management Strategy and prioritised program.		Q3		
EN3	G14.03	Adopt Biodiversity Risk Register and Strategy.		Q3		
EN3	G14.04	Critically review resource allocation to ensure strategies are achievable		Q3		
EN3	G14.05	Facilitate greater collaboration between relevant units in relation to pest and weeds management.		Q2		

G15 // ADVOCACY // Lead Responsibility: Chief Executive Officer

CORP PLAN LINK	ODP REF	PROJECT/ACTIVITY	FINANCIAL YEAR			
			17/18*	18/19*	19/20	20/21
G15.01 and G15.02 completed.						
G1	G15.03	Establish a rolling Advocacy Plan on a quarterly basis.			Q3	

G16 // CONTROLLED ENTITIES – MORANBAH EARLY LEARNING CENTRE P/L // Chief Executive Officer

COMPLETED.



G17 // CONTROLLED ENTITIES – ISAAC AFFORDABLE HOUSING TRUST P/L // Chief Executive Officer

CORP PLAN LINK	ODP REF	PROJECT/ACTIVITY	FINANCIAL YEAR			
			17/18*	18/19*	19/20	20/21
G5	G17.01	Undertake critical assessment of IAHT outlook and future economic and social policy influences in consultation with IAHT Board.		Q1		
G5	G17.02	Re-define desired strategic objectives from IRC perspective.			Q1	
G5	G17.03	Consider synergies with IRC, State Government and private sector property portfolios.		Q3		
G5	G17.04	Establish and implement strategic plan.			Q1	

G18 // COMMUNITY ENGAGEMENT // Lead Responsibility: Stakeholder Engagement

CORP PLAN LINK	ODP REF	PROJECT/ACTIVITY	FINANCIAL YEAR			
			17/18*	18/19*	19/20	20/21
G18.01, G18.02, and G18.03 completed						
G1	G18.04	Critically review effectiveness and currency of on-line engagement media.		Q3		
G3	G18.05	Augment bi-monthly meetings in the community.			Q1	

G19 // INDIGENOUS RELATIONS // Lead Responsibility: Planning Environment & Community Services

CORP PLAN LINK	ODP REF	PROJECT/ACTIVITY	FINANCIAL YEAR			
			17/18*	18/19*	19/20	20/21
G19.01 is completed.						
G1	G19.02	Adopt Indigenous Relations policy.			Q2	
G3	G19.03	Undertake engagement with representative elders and organisations and develop Memorandum of Understanding.		Q3		
G1	G19.04	Develop a Reconciliation Action Plan.			Q2	

G20 // CORPORATE STAKEHOLDER RELATIONS // Lead Responsibility: Chief Executive Officer

CORP PLAN LINK	ODP REF	PROJECT/ACTIVITY	FINANCIAL YEAR			
			17/18*	18/19*	19/20	20/21
G2	G20.01	Adopt Corporate Stakeholders Engagement policy.			Q1	
G2	G20.02	Develop engagement strategies for each major corporate stakeholder.			Q1	
G2	G20.03	Establish Memorandum of Understanding giving effect to engagement strategies with each major corporate stakeholder.			Q1	
G2	G20.04	Establish process for development of Special Charge proposals including communication with relevant stakeholders.			Q1	

G21 // CRITICAL INSTRUMENTS // Lead Responsibility: Governance and Corporate Services

CORP PLAN LINK	ODP REF	PROJECT/ACTIVITY	FINANCIAL YEAR			
			17/18*	18/19*	19/20	20/21
G21.05 and G21.06 completed.						
G3	G21.01	Collate readily available existing critical instruments.			Q2	
G3	G21.02	Define critical instruments for inclusion in register.	Q2			
G3	G21.03	Identify gaps in critical instruments register.			Q4	
G3	G21.04	Research archival evidence of missing critical instruments.			Q4	

G22 // STATUTORY COMPLIANCE // Lead Responsibility: Governance and Corporate Services

CORP PLAN LINK	ODP REF	PROJECT/ACTIVITY	FINANCIAL YEAR			
			17/18*	18/19*	19/20	20/21
G5	G22.01	Conduct annual statutory compliance audit.		Q2		
G5	G22.02	Identify greatest risks in non-compliance.		Q2		
G2	G22.03	Develop strategies to mitigate risk of non-compliance in prioritised risks.			Q2	
G5	G22.04	ISO certification on Integrated Management System (IMS) achieved for water and wastewater business. Stage 2 to progress certification for the waste business by March 2020. Stage 3 to explore wider potential application (Lead: Director Water & Waste).			Q3	

O01 // ORGANISATIONAL STRUCTURE, WORKLOAD AND RESOURCE ALLOCATION // Lead Responsibility: Planning, Environment & Community Services

CORP PLAN LINK	ODP REF	PROJECT/ACTIVITY	FINANCIAL YEAR			
			17/18*	18/19*	19/20	20/21
O01.01, O01.02 , O01.03, O01.04, O01.06, O01.08 and O01.09 are completed.						
G4	O01.05	Establish working group to identify opportunities for integrated management of public toilets.		Q4		
G4	O01.07	Establish working group to identify opportunities for integrated management of booking facilities and spaces.		Q3		

O02 // CUSTOMER CONTACT // Lead Responsibility: Customer Service

CORP PLAN LINK	ODP REF	PROJECT/ACTIVITY	FINANCIAL YEAR			
			17/18*	18/19*	19/20	20/21
O02.04 is completed.						
G4	O02.01	Conduct major review of customer contact/service.			Q3	
G4	O02.02	Refine existing customer contact arrangements to optimise service levels and distribute workload.			Q4	
G4	O02.03	Strengthen emphasis on use of existing customer service and workflow systems.			Q4	

O03 // INFORMATION TECHNOLOGY AND SERVICES // Lead Responsibility: Information Technology

CORP PLAN LINK	ODP REF	PROJECT/ACTIVITY	FINANCIAL YEAR			
			17/18*	18/19*	19/20	20/21
O03.01, O03.02, O03.04 and O03.05 are completed.						
G3	O03.03	Critically review risks in communications network and mitigate unacceptable risks to business continuity.		Q2		

O04 // PROJECT MANAGEMENT // Lead Responsibility: Enterprise Asset Management

CORP PLAN LINK	ODP REF	PROJECT/ACTIVITY	FINANCIAL YEAR			
			17/18*	18/19*	19/20	20/21
O04.01, O04.02 and O04.05 are completed.						
G3	O04.03	Adopt firm reconciliation, close-out and capitalisation procedures.		Q4		
G3	O04.04	Continue to build corporate skills, knowledge capacity to support program and project delivery assurance objective.		Q3		
G3	O04.06	Explore the merit of creating a Major Project Delivery unit. (Lead Chief Executive Office)			Q2	

O05 // COMMERCIAL BUSINESS ACTIVITIES // Lead Responsibility: Planning, Environment and Community Services

COMPLETED.

O06 // PROPERTY MANAGEMENT // Lead Responsibility: Corporate Properties

CORP PLAN LINK	ODP REF	PROJECT/ACTIVITY	FINANCIAL YEAR			
			17/18*	18/19*	19/20	20/21
O06.01 completed						
I5	O06.02	Identify property available for commercial purpose (ie other than employee housing) and determine opportunity for disposal and/or leasing.		Q4		
I5	O06.03	Liaise with State Government and corporate entities holding significant housing property portfolios to establish longer term housing strategy for each town.		Q1		
G2	O06.04	Critically review community facility lease policy (Community Facilities).		Q2		
I5	O06.05	Identify derelict building stock and develop strategy for re-purposing or demolition.	Q3			

O07 // REGULATORY COMPLIANCE MANAGEMENT // Lead Responsibility: Planning, Environment & Community Services

CORP PLAN LINK	ODP REF	PROJECT/ACTIVITY	FINANCIAL YEAR			
			17/18*	18/19*	19/20	20/21
O07.05 is completed						
G4	O07.01	Review all major regulatory roles and clearly establish the priorities for allocation of enforcement resources.			Q2	
G2	O07.02	Adopt enforcement regime matrix to clearly define the levels of enforcement (education through to legal action) and the appropriate triggers for escalation.			Q2	
EN2	O07.03	Critically review the current approach to land use and development compliance management particularly unauthorised development and condition enforcement.			Q2	
G2	O07.04	Systematically review all Local Laws to determine relevance and adequacy.			Q2	

O08 // WATER AND WASTEWATER INFRASTRUCTURE // Lead Responsibility: Water and Waste						
CORP PLAN LINK	ODP REF	PROJECT/ACTIVITY	FINANCIAL YEAR			
			17/18*	18/19*	19/20	20/21
O08.01, O08.02, O08.04, O08.06, O08.07, O08.08, O08.10 and O08.11 are completed.						
I1	O08.03	Consolidate all water supply arrangements and address all supply security deficiencies.			Q2	
G5	O08.05	Critically review system monitoring and control risks and install network metering and SCADA infrastructure.				Q2
G5	O08.09	Negotiate bulk water supply agreements.			Q2	

O09 // ROAD INFRASTRUCTURE (MAIN ROADS) // Lead Responsibility: Engineering and Infrastructure						
CORP PLAN LINK	ODP REF	PROJECT/ACTIVITY	FINANCIAL YEAR			
			17/18*	18/19*	19/20	20/21
O09.01, O09.02 and O09.03 are completed.						
I1	O09.04	Negotiate with State Government to reclassify roads directly servicing major projects as Main roads (eg Boundary Road servicing Carmichael mine).	Q3	Ongoing		

O10 // ROAD INFRASTRUCTURE // Lead Responsibility: Engineering and Infrastructure						
CORP PLAN LINK	ODP REF	PROJECT/ACTIVITY	FINANCIAL YEAR			
			17/18*	18/19*	19/20	20/21
O10.04 completed.						
I1	O10.01	Develop Strategic Asset Management Plans for urban and rural road networks and associated structures.	Q4			
I5	O10.02	Develop service level based Maintenance Management Plan for road assets with clearly defined intervention levels.	Q4			
I5	O10.03	Develop structural integrity based Maintenance Management Plans for all road structures including bridges culverts and crossings.	Q4			
ENI	O10.05	Develop roadside vegetation management strategy.			Q2	

O11 // PAVEMENT MATERIALS SUPPLY - PITS // Lead Responsibility: Engineering and Infrastructure						
CORP PLAN LINK	ODP REF	PROJECT/ACTIVITY	FINANCIAL YEAR			
			17/18*	18/19*	19/20	20/21
O11.01 is complete.						
I5	O11.02	Adopt pit remediation strategy to address compliance risks.			Q1	
I6	O11.03	Establish procedures for pavement materials supply including commercial arrangements, approvals and compliance, and logistical supply aspects.		Q1		

O12 // CHANGES IN DEMAND FOR COMMUNITY SERVICES AND FACILITIES // Planning, Environment and Community Services						
CORP PLAN LINK	ODP REF	PROJECT/ACTIVITY	FINANCIAL YEAR			
			17/18*	18/19*	19/20	20/21
C2	O12.01	Adopt Social Infrastructure strategy.			Q2	

O13 // DE-CENTRALISED OPERATIONS // Lead Responsibility: Chief Executive Officer						
CORP PLAN LINK	ODP REF	PROJECT/ACTIVITY	FINANCIAL YEAR			
			17/18*	18/19*	19/20	20/21
O13.03 and O13.04 are completed.						
G4	O13.01	Adopt a Policy regarding the distribution of staff with commitment to retaining active operations in each town and with defined minimum thresholds of staffing and senior manager presence.			Q1	
G2	O13.02	Establish travel management system to plan and monitor travelling to mitigate risks and improve efficiency.		Q3		

O14 // OVERTIME AND WORK PATTERNS // Lead Responsibility: Chief Executive Officer						
CORP PLAN LINK	ODP REF	PROJECT/ACTIVITY	FINANCIAL YEAR			
			17/18*	18/19*	19/20	20/21
O14.01 and O14.02 are completed.						
G3	O14.03	Within budget utilise overtime where beneficial for employee and plant productivity and/ or service standards.			Q1	

O15 // FINANCIAL MANAGEMENT – EXPENDITURE // Lead Responsibility: Financial Services						
CORP PLAN LINK	ODP REF	PROJECT/ACTIVITY	FINANCIAL YEAR			
			17/18*	18/19*	19/20	20/21
O15.01, O15.03 and O15.04 are completed.						
G3	O15.02	Establish program to encourage and reward initiatives resulting in cost savings.			Q2	

O16 // FINANCIAL MANAGEMENT - REVENUE // Lead Responsibility: Financial Services

COMPLETED.

O17 // EXTERNAL FUNDING // Lead Responsibility: Chief Executive Officer

CORP PLAN LINK	ODP REF	PROJECT/ACTIVITY	FINANCIAL YEAR			
			17/18*	18/19*	19/20	20/21
O17.02 and O17.03 are completed.						
G3	O17.01	Establish external grants register to monitor progress of grant applications from application to acquittal.			Q2	

O18 // PAYROLL MANAGEMENT // Lead Responsibility: Corporate, Governance and Financial Services

CORP PLAN LINK	ODP REF	PROJECT/ACTIVITY	FINANCIAL YEAR			
			17/18*	18/19*	19/20	20/21
G2	O18.01	Complete transitional application of TechOne payroll module.		Q4		

O19 // DELEGATIONS AND AUTHORISATIONS // Lead Responsibility: Governance and Corporate Services

CORP PLAN LINK	ODP REF	PROJECT/ACTIVITY	FINANCIAL YEAR			
			17/18*	18/19*	19/20	20/21
O19.02 and O19.03 are completed.						
G2	O19.01	Critically review and rationalise delegations from Council to CEO including conditions of delegation where appropriate	Q3			
G2	O19.04	Review compliance with authorisation obligations (eg identification cards).		Q2		

O20 // PROCUREMENT // Lead Responsibility: Contracts and Procurement

CORP PLAN LINK	ODP REF	PROJECT/ACTIVITY	FINANCIAL YEAR			
			17/18*	18/19*	19/20	20/21
O20.01, O20.02, O20.04, O20.05, O20.06 and O20.07 are completed.						
G3	O20.03	Identify TechOne functionality that can be activated to improve procurement diligence (eg contractor WHS compliance).	Q4			
G5	O20.08	Establish monitoring and reporting arrangements to prevent procurement non-compliance (eg expenditure exceeding statutory thresholds).	Q4			
G2	O20.09	Develop strategic procurement framework.		Q2		

O21 // RECORDS MANAGEMENT // Lead Responsibility: Information Technology

COMPLETED.

O22 // INTERNAL COMMUNICATION // Lead Responsibility: Brand, Media and Communications

COMPLETED.

O23 // DISASTER MANAGEMENT // Lead Responsibility: Corporate, Governance and Financial Services

CORP PLAN LINK	ODP REF	PROJECT/ACTIVITY	FINANCIAL YEAR			
			17/18*	18/19*	19/20	20/21
O23.01 is completed.						
I4	O23.02	Undertake further resilience and disaster management planning.		Q3		

O24 // BUSINESS CONTINUITY // Lead Responsibility: Corporate, Governance and Financial Services

CORP PLAN LINK	ODP REF	PROJECT/ACTIVITY	FINANCIAL YEAR			
			17/18*	18/19*	19/20	20/21
G2	O24.01	Adopt a Business Continuity Plan.		Q4		

O25 // PLACE MANAGEMENT // Lead Responsibility: Planning, Environment & Community Services
COMPLETED.
O26 // ESSENTIAL SERVICE PLATFORMS // Lead Responsibility: Chief Executive Officer

CORP PLAN LINK	ODP REF	PROJECT/ACTIVITY	FINANCIAL YEAR			
			17/18*	18/19*	19/20	20/21
	O26.01	Gather data and develop advocacy plan to lobby governments and service providers.		Q4		

P01 // WORKPLACE HEALTH AND SAFETY - EMPLOYEE COMMITMENT AND COMPLIANCE //

Lead Responsibility: Organisational Safety

COMPLETED.

P02 // WORKPLACE HEALTH AND SAFETY - COMMITTEE SYSTEM // Organisational Safety

COMPLETED.

P03 // LEADERSHIP // Lead Responsibility: People and Performance

CORP PLAN LINK	ODP REF	PROJECT/ACTIVITY	FINANCIAL YEAR			
			17/18*	18/19*	19/20	20/21
P03.01 and P03.02 are completed.						
G2	P03.03	Facilitate leadership inspiration by promoting case studies (internal and external).		Q4		
G4	P03.04	Explore initiatives to develop managers’ coaching and mentoring capacity.		Q4		

P04 // TEAMWORK // Lead Responsibility: People and Performance

CORP PLAN LINK	ODP REF	PROJECT/ACTIVITY	FINANCIAL YEAR			
			17/18*	18/19*	19/20	20/21
P04.03 is completed.						
G2	P04.01	Adopt a Teamwork Code and prepare marketing collateral to promote teamwork.			Q2	
G4	P04.02	Facilitate teamwork inspiration by promoting case studies (internal and external).			Q2	

P05 // RECRUITMENT AND RETENTION // Lead Responsibility: People and Performance

CORP PLAN LINK	ODP REF	PROJECT/ACTIVITY	FINANCIAL YEAR			
			17/18*	18/19*	19/20	20/21
P05.01, P05.02, P05.03, P05.05, P05.07 and P0.10 are completed.						
G4	P05.04	Establish corporate knowledge capture processes.			Q1	
G4	P05.06	Develop a framework for establishing Standard Operating Procedures and Work Manuals in roles that are critical or are subject to high turnover to improve efficiency of on-boarding and induction.			Q1	
G4	P05.08	Critically review on-boarding and induction processes and incorporate a mechanism to identify, capture and carry-over knowledge of the previous incumbent.			Q1	
G2	P05.09	Increase emphasis on attraction and retention and more opportunity for “home- grown” recruits eg cadets.		Q3		
G2	P0.11	Develop a package of tangible incentives for enhancement of recruitment and retention			Q1	

P06 // FELLOWSHIP // Lead Responsibility: Chief Executive Officer

COMPLETED

P07 // REWARD AND RECOGNITION // Lead Responsibility: Chief Executive Officer

COMPLETED

P08 // LEARNING AND DEVELOPMENT // Lead Responsibility: People and Performance

CORP PLAN LINK	ODP REF	PROJECT/ACTIVITY	FINANCIAL YEAR			
			17/18*	18/19*	19/20	20/21
P08.03 and P08.04 are completed.						
G2	P08.01	Adopt Learning and Development strategy.		Q3		
G2	P08.02	Establish corporate training program based on identified needs.		Q3		

P09 // EMPLOYEE DEVELOPMENT AND PERFORMANCE MANAGEMENT // People and Performance

CORP PLAN LINK	ODP REF	PROJECT/ACTIVITY	FINANCIAL YEAR			
			17/18*	18/19*	19/20	20/21
P09.01, P09.02 and P9.05 are completed.						
G2	P09.03	Establish annual development plan and performance assessment framework for all employees and raise awareness of the importance of this.		Q3		
G2	P09.04	Establish opportunities for career path management for aspiring employees.		Q4		

P10 // EQUAL EMPLOYMENT OPPORTUNITY // Lead Responsibility: People and Performance

CORP PLAN LINK	ODP REF	PROJECT/ACTIVITY	FINANCIAL YEAR			
			17/18*	18/19*	19/20	20/21
P10.01 and P10.03 are completed.						
G4	P10.02	Identify opportunities for increased number of indigenous and disabled employees using natural attrition and affirmative action in recruitment.		Q2		

P11 // TRAINEES AND APPRENTICES // Lead Responsibility: People and Performance

COMPLETED

P12 // AGEING WORKFORCE // Lead Responsibility: People and Performance

COMPLETED.

P13 // BULLYING AND HARASSMENT // Lead Responsibility: People and Performance

CORP PLAN LINK	ODP REF	PROJECT/ACTIVITY	FINANCIAL YEAR			
			17/18*	18/19*	19/20	20/21
P13.01 is completed.						
G2	P13.02	Establish counselling and reporting program for victims of bullying and harassment.		Q1		
G2	P13.03	Conduct training to ensure that the difference between performance management and bullying and harassment is understood.		Q3		

P14 // SENIOR EMPLOYEE CONTRACTS // Lead Responsibility: Chief Executive Officer

CORP PLAN LINK	ODP REF	PROJECT/ACTIVITY	FINANCIAL YEAR			
			17/18*	18/19*	19/20	20/21
P14.01 is completed.						
G2	P14.02	Facilitate voluntary and compensated contract amendment to eliminate bonus provisions in existing employment contracts.		Q3		
G2	P14.03	Monitor use and impact of break-out days to determine merit of facilitating voluntary and compensated contract amendment to eliminate break-out day provisions in existing contracts.		Q2		
G2	P14.04	Explore alternative means by which managers’ workloads, stresses and strategic planning needs can be ameliorated.		Q3		

P15 // EMPLOYEE HOUSING // Lead Responsibility: Corporate Properties

CORP PLAN LINK	ODP REF	PROJECT/ACTIVITY	FINANCIAL YEAR			
			17/18*	18/19*	19/20	20/21
P15.01 and P15.03 are completed.						
I5	P15.02	Explore possible subsidised rental and own-finance acquisition schemes for surplus housing stock for low wages employees.			Q1	

P16 // ACCESS TO DEVICES // Lead Responsibility: Information Technology

CORP PLAN LINK	ODP REF	PROJECT/ACTIVITY	FINANCIAL YEAR			
			17/18*	18/19*	19/20	20/21
P16.01 , P16.03, P16.04 and P16.05 are completed.						
G4	P16.02	Progress towards universal access to networked computers in all workplaces.		Q1		

P17 // INNOVATION LEARNING AND COLLABORATION // Lead Responsibility: Chief Executive Office

CORP PLAN LINK	ODP REF	PROJECT/ACTIVITY	FINANCIAL YEAR			
			17/18*	18/19*	19/20	20/21
P17.02 is completed						
G3	P17.01	Encouraging staff to think creatively including: a. Reporting back on learning/innovation people have been exposed to b. Knowledge sharing in management and other meetings.		Q2		
G3	P17.03	Factor bottom-up innovation planning into: a. Performance agreements b. Business Plans		Q3		
G3	P17.04	Explore opportunities to leverage off GW3 Innovation Project with an innovation event.			Q2	

P18 // EMPLOYMENT CONTRACTING // Lead Responsibility: People & Performance

COMPLETED.



W01 // NATIONAL FRAMEWORK FOR WOMEN // Lead Responsibility: Chief Executive Officer
COMPLETED.
W02 // PARENTAL LEAVE // Lead Responsibility: Manager People & Performance

CORP PLAN LINK	ODP REF	PROJECT/ACTIVITY			
			18/19*	19/20	20/21
G2	W02.01	Investigate the need/possibility/effect of changes to the current EBA that align paternity leave entitlements to maternity leave entitlements		Q3	
G2	W02.02	Develop a Parental Leave Policy and suite of documents that: <ul style="list-style-type: none"> Clearly define all Parental Leave entitlements Include a Return to Work Strategy that supports flexibility, options for returning to work, job sharing, working externally: all conditional on meeting the operational needs of the organisation. Provide guidelines/strategies and timelines for backfilling of positions and effective handovers pre and post Parental Leave. Include a process for keeping in contact with staff on Parental (or extended) Leave. 	Q4		

W03 // HR POLICIES - CHILD FRIENDLY WORK ENVIRONMENT // Lead Responsibility: Manager People & Performance
COMPLETED.

W04 // GENDER BALANCE HR STRATEGIES & RECRUITMENT PROCESSES // Lead Responsibility: Chief Executive Officer

CORP PLAN LINK	ODP REF	PROJECT/ACTIVITY			
			18/19*	19/20	20/21
G2	W04.01	Develop and implement an Organisational Flexibility Strategy		Q1	
G2	W01.02	Review recruitment processes to ensure they are not gender biased: <ul style="list-style-type: none"> • Ensure position descriptions are gender neutral • Ensure recruitment advertising is designed to appeal equally to women and men • Look at expanding job advertisements to outside the Isaac region, harnessing social media platforms to attract a diverse talent pool • De-identify resumes and job applications prior to initial assessments • Ensure the interview process is: <ul style="list-style-type: none"> • Geared toward identifying the most suitable candidate for the business • Is not supporting affinity bias ("like me") • Takes into consideration and values differing behavioural styles. 	Q2		
G2	W04.03	Implement a mentoring program for women supported by a Human Resources strategy that ensures women are given fair opportunity through succession planning, design and implement a Leadership Talent management Strategy that promotes: <ul style="list-style-type: none"> • Knowledge sharing • Learning through doing • Learning through others • Supports diversity through succession planning. 	Q4		
G2	W04.04	Develop a culture that is conducive to equal opportunity and gender balance and values diversity as a strength within the organisation. To effectively deliver a change in culture, consider toolbox education sessions, induction content, regular reviews of the Code of Conduct and promoting its importance from the top down.	Q4		

W05 // WOMEN IN LOCAL GOVERNMENT ADVISORY COMMITTEE // Lead Responsibility: Chief Executive Officer

COMPLETED.





COMMUNITIES

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



ECONOMY

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



INFRASTRUCTURE

Isaac will have effective and sustainable infrastructure that supports the needs of the region's communities and economic sectors.



OUR KEY THEMES

OUR PRIORITIES

The Annual Operational Plan is divided into five Key Priority Areas and reflects the objectives of the Corporate Plan 2020 and Council's long term vision for the region.

Each Key Priority is assigned a specific outcome statement that describe what Council intends to achieve, together with performance measures and planned time frames that will enable us to monitor our progress throughout the year.

ENVIRONMENT

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



GOVERNANCE

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



Moranbah SES

STATE EMERGENCY SERVICE



COMMUNITIES

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

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C1 // Provide, operate and maintain venues and community facilities to deliver, safe, efficient and cost and effective services.

SERVICE AREA	DESCRIPTION	TARGET/MEASURE	RESPONSIBILITY
Street Lighting	Conduct quarterly inspections^	95% operational	Infrastructure
Tenancy / Housing Acquisition and Disposal	Implement the strategic acquisition and disposal program 5 - 10 year	30 June 2020	Corporate Properties
Library Operations – Eight Libraries	A well-utilised library service	Number of Library Programs offered (yearly trends)	Engaged Communities – Community Hubs
	Number of people attending Library Programs	100% attendance*	
	% of population that are library members	50%	
Historic Nebo Museum	Historic Nebo Museum – Courthouse and Jail Cell Building Rectifications	30 June 2020	Community Facilities
IRC Halls; Centres; Recreation Halls; and Gyms	Establish first modernised community hubs (service centres) at Glenden and St Lawrence	30 June 2020	
	Provide and operate halls and centres to deliver safe, efficient and cost effective services	75% overall satisfaction	
	Provide efficient and timely solutions to maintenance issues	90% compliance**	
	Deliver annual capital works program	Scheduled program delivered by 30 June 2020	
IRC Aquatic Centres	Undertake situational analysis reports for the Middlemount Community Hall, Dysart Civic Centre, Dysart Recreational Centre and Clermont Civic Centre as a first stage toward development of a sustainable plan for Isaac halls and centres (stage 1 of W4Q funding – 2019-20 and 2020-21 funding program)	30 June 2020	Community Facilities
	Undertake regular audits to ensure an efficiently run and customer service focused environment	4 inspections/per quarter	
	One (1) x Customer surveys per year	65% + customer satisfaction	
	Monthly status reports – 1 per facility per month (participation and usage, activities and events, safety and security, including hazards and incidents, incident register, water quality, staff and qualifications, asset management (maintenance))	100% (8/month received and validated)	
	Deliver annual capital works program – Maintain sustainable community facilities to deliver safety and efficiency to the community users	Scheduled program delivered by 30 June 2020	
Airstrips	Provide efficient and timely solutions to maintenance issues	90% compliance**	Economy and Prosperity – Aerodromes

^ KPI is to complete the inspection only for Ergon to action

* Aim is to have full capacity at each program

**Priority Compliance Values: Urgent – Immediately/within 24 hours | High – 2-3 days | Medium – 1-2 weeks | Moderate – 2-4 weeks | Low – 4-6 weeks

C2 // Facilitate a focused range of social, cultural, sporting, recreational, health and education services and programs that build thriving, connected and resilient communities.

SERVICE AREA	DESCRIPTION	TARGET/MEASURE	RESPONSIBILITY
Youth Services	Develop a Youth Management Strategy and Policy position	30 December 2019	Community Programs
	Undertake a gap analysis of youth programs and events which support young people throughout the region and develops and advocacy and facilitation plan to address priority gaps	30 June 2020	
Grant Program Management and Delivery	Coordinate and administer Council's Community Grants Program	Number of applications received per quarter	
Social Planning	Develop a Social Infrastructure Strategy	30 June 2020	Liveability and Sustainability - Social and Community Planning
Community Programs and Events Calendar	Implementation of Annual Calendar* of events 2019-20	30 June 2020	Engaged Communities - Community Hubs
Community Hubs Programs and Events	Coding and Robotics Programs and Annual Isaac Library TechFest	31 October 2019	
Library Services	Modern and engaged library service program delivery	30 June 2020	

* An annual calendar of library programs, events and displays that support; children, the development of family and early literacy, youth, lifelong learning, digital literacy, digital citizenship, multiculturalism and inclusion, creativity and innovation.

C3 // Facilitate and encourage strategic partnerships that enable self-sustainable community associations and volunteer groups to pursue their diverse aspirations yet come together to tackle common opportunities and challenges.

SERVICE AREA	DESCRIPTION	TARGET/MEASURE	RESPONSIBILITY
Partnership and volunteering programs in Libraries, Museums and Galleries	Programs, events, projects supported by external organisations, groups, businesses.	10% of programs are supported by external collaboration/partnerships	Engaged Communities - Community Hubs
	Volunteering Program to supporting the development and delivery of library programs Volunteering Program Intake	10% (supported by or inclusive of volunteers) 30 September 2019 31 March 20	
Libraries, Museums and Galleries	1,000 hours of volunteering in museums and galleries	30 June 2020	

C3 // Facilitate and encourage strategic partnerships that enable self-sustainable community associations and volunteer groups to pursue their diverse aspirations yet come together to tackle common opportunities and challenges.

SERVICE AREA	DESCRIPTION	TARGET/MEASURE	RESPONSIBILITY
Regional Arts Development Fund	Acquittal of Arts Queensland Regional Arts Development Fund Grant 2018/2019 2019-20 Round 1 2019-20 Round 2 2019-20 Round 3	15 October 2019 30 September 2019 31 January 2020 30 April 2020	Engaged Communities - Community Programs

C4 // Undertake programs to promote livability (including urban design and affordable housing), health and wellbeing and community safety across the region.

SERVICE AREA	DESCRIPTION	TARGET/MEASURE	RESPONSIBILITY
Private Works	Inspection and assessment of new residential and commercial driveway applications	<10 working days	Infrastructure Planning and Technical Services
	Traffic Management Plans, review and approval		
	Process Construction in Road Corridor permits		
Traffic/Vehicle permits	Assess Heavy Vehicle Permits applications		
	Assess designated route for vehicle		
	Road Closure application assessment		
Plan, Design and Project Manage	2019-20 Technical services Capital Works Program (new, renewal & upgrades)	Projects completed by 30 June 2020 + / - 10% budget	Community Education and Compliance
Local Laws – Responsible Pet Ownership	Number of Australia Veterinary Association (AVA) Pet and People Education Programs (PetPEP) presentations	Four (4) presentations per annum	
Pest Management	Undertaken Pest Control Activities (invertebrate)	Two (2) rounds per annum	
Regulatory Compliance	Approved inspection program – animal registration/keeping of animals	30 June 2020	

C5 // Promote programs that celebrate the uniqueness and diversity of our communities including appropriate recognition of our Indigenous communities.

SERVICE AREA	DESCRIPTION	TARGET/MEASURE	RESPONSIBILITY
Native Title	Oversight of development and process for proposed new Indigenous Land Use Agreements (ILUA's)	100% implementation within timeframes	Liveability and Sustainability – Strategic Land Use Planning & Development Assessment
	Reporting and consultation on implementation/management of Indigenous Land Use Agreements (ILUA's)	100% implementation within allocated budget and timeframes	Engaged Communities – Community Engagement & Events
Clermont Historical Centre	A well-attended centre	Number of visitors (yearly trends)	Engaged Communities – Community Hubs
	One (1) x exhibition a year	31 March 2020	
	Visitor Information Centre	Number of tourists/ visitors	
Historic Nebo Museum	Maintain Nebo Museum – Asset Management	1 exhibition /year	
		Number of people attending museum exhibition (yearly trends)	
St Lawrence Static Museum	Maintain the grounds, buildings and historical collections held	National Museum and Gallery standards are met	
Coalface Gallery and Dysart Library Artspace	An annual calendar of exhibitions for local and emerging artists: <ul style="list-style-type: none"> • Three x Regional Touring exhibitions • Five x Exhibitions by local or emerging artists 	30 June 2020	
Cultural Heritage	Grosvenor Complex – Library Wall – Art Work Barada Barna Corporation Stage 1 Stage 2	15 July 2019 30 June 2020	
Queensland Music Festival	Facilitation of the Queensland Music Festival – July 2019	30 June 2019	Engaged Communities – Community Engagement & Events

C6 // Facilitate urgent and visible support during times of stress to the community (such as mental health support, crime prevention and assisting those from a lower socio-economic level).

SERVICE AREA	DESCRIPTION	TARGET/MEASURE	RESPONSIBILITY
Recovery and Resilience	Review of existing Clarke Creek Community Plan to reflect contemporary recovery and resilience practices	31 December 2019	Liveability and Sustainability – Social and Community Planning
	Finalise the implementation of awareness program for Isaac Recovery Plan	31 December 2019	Engaged Communities – Community Engagement & Events (Organisational Safety)

C7 // Improved engagement /partnerships with service providers to improve outcomes for the region.

SERVICE AREA	DESCRIPTION	TARGET/MEASURE	RESPONSIBILITY
Procurement	Review and refresh the panels of preferred and pre-qualified suppliers	30 June 2020	Contracts and Procurement







ECONOMY

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

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EC1 // Plan, design and provide sustainable infrastructure, facilities and services that encourage and support economic growth and development.

SERVICE AREA	DESCRIPTION	TARGET/MEASURE	RESPONSIBILITY
Investment Attraction	Draft an investment attraction framework	30 June 2020	Economy and Prosperity - Economic and Tourism Development

EC2 // Proactively engage with and support all industry sectors, commerce and government to foster constructive partnerships to support and promote ongoing economic vitality.

SERVICE AREA	DESCRIPTION	TARGET/MEASURE	RESPONSIBILITY
Investment Attraction	Develop an investment prospectus	30 June 2020	Economy and Prosperity - Economic and Tourism Development

EC3 // Identify opportunities for economic development through strategic analysis of regional resources and the provision of planning and policies that support sustainable economic development.

SERVICE AREA	DESCRIPTION	TARGET/MEASURE	RESPONSIBILITY
Economic Development	Develop a (rolling) 12 month Action Plan to implement priorities of the Economic Development Framework	30 September 2019	Economy and Prosperity - Economic and Tourism Development
	Implementation of the Economic Development Framework (12 month rolling) Action Plan for 2019-20	30 June 2020	

EC4 // Undertake Council's commercial businesses with appropriate business and entrepreneurial acumen, as effective participants in the region's economic activity.

SERVICE AREA	DESCRIPTION	TARGET/MEASURE	RESPONSIBILITY
Land Development - IRC housing estates	Administration of land sales - quarterly marketing of Anne St, Nebo	30 June 2020 (triggered by demand)	Economy and Prosperity
Clermont Saleyards & Showgrounds	Provide efficient and timely solutions to maintenance issues Deliver annual capital works program	90% compliance* 90% of scheduled program delivered by 30 June 2020	Economy and Prosperity - Saleyards and Showgrounds
	Deliver Revitalisation Project works	30 June 2020	
	Progress implementation of Master Plan for the Clermont Saleyards and Showgrounds - Stage 1 project.	30 June 2020	

*Priority Compliance Values: Urgent - Immediately/within 24 hours | High - 2-3 days | Medium - 1-2 weeks | Moderate - 2-4 weeks | Low - 4-6 weeks

EC5 // Promote and advocate for the region and our diverse range of industries, to attract people to live, invest in and visit the region.

SERVICE AREA	DESCRIPTION	TARGET/MEASURE	RESPONSIBILITY
Advocacy	Advocacy and lobbying to government and industry to achieve Council's advocacy goals	30 June 2020	Economy and Prosperity - Economic and Tourism Development
Tourism	Implementation of Tourism Strategy	30 June 2020	

EC6 // Proactively promote and support local businesses within the region.

SERVICE AREA	DESCRIPTION	TARGET/MEASURE	RESPONSIBILITY
Small Business Week	Host Small Business Week activities	Events across several communities	Economy and Prosperity - Economic and Tourism Development
	Development and rollout Educational Program	100% 'good' or better rating	
Local Business Support	Implementation of Local Business Support Strategy	30 June 2020	



INFRASTRUCTURE

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Isaac will have effective and sustainable infrastructure that supports the needs of the region's communities and economic sectors.

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11 // Plan, provide and maintain effective and sustainable road infrastructure to meet the needs of key economic and community activities.

SERVICE AREA	DESCRIPTION	TARGET/MEASURE	RESPONSIBILITY
Recoverable Works	Deliver Council's Roads Maintenance Performance Contract (RMPC) across the main road network	Deliver RMPC program	Infrastructure Parks and Recreation
Road Infrastructure	Deliver Council's maintenance grading and gravel re-sheeting program	Schedule delivered +/- 10% budget	
	Deliver the annual Road Infrastructure Capital Works Program, including carry forward and externally funded projects (R2R, TIDS, etc)	Programmed maintenance works completed within Financial Year +/- 10% budget	
	Significant Road Infrastructure Pave, rehabilitation and/or seal: <ul style="list-style-type: none"> • Pasha Road • Mackenzie River-Capella Road • Golden Mile Road 	Schedule delivered +/- 10% budget	
	Resurfacing works as per schedule of locations	Schedule delivered +/- 10% budget	
Road Infrastructure - Operational Works	Delivery of Infrastructure's operational works (minor drainage, shoulder and pavement issues)	>85 % of budget	
	Deliver operation programs for the North and Coastal regions	30 June 2020	
Road Infrastructure - Private works	Cost effective planning and execution of contracted works	Programmed maintenance/private works +/- 10% budget	Infrastructure Planning and Technical Services
Bridge Renewal/Replacement Program	Actively source and secure Bridge renewal/replacement funding	30 June 2020	

12 // Provide effective and sustainable water supply and sewerage infrastructure while progressively achieving environmental compliance.

SERVICE AREA	DESCRIPTION	TARGET/MEASURE	RESPONSIBILITY
Refer Water and Waste Performance Plan (see page 71)			

13 // Provide and maintain a network of parks, open spaces and natural features to support the community's quality of life.

SERVICE AREA	DESCRIPTION	TARGET/MEASURE	RESPONSIBILITY
Parks and Gardens - Infrastructure works	Deliver infrastructure works to protect Marg's Park from further severe erosion, St Lawrence	30 June 2020 +/- 10% budget	Infrastructure
Parks and Recreation - Public conveniences	Cleaning, servicing and general maintenance of public conveniences	90% of Council's Service Level Standards met	Infrastructure Parks and Recreation
	Major and minor improvements of public conveniences	20% increase of condition ratings	
Asset Maintenance - Sportsgrounds and open spaces	Improvement in asset rating over previous year	90% of Council's Service Level Standards met	
	Renewal/replacement of softfall throughout parts of region	30 June 2020	
Asset Maintenance - Playgrounds - maintenance	Continual improvement via agreed program: Compliant and safe playgrounds to Australian Standards, AS4685 Parts 1 to 6 Undertake a full IRC Playground Audit	100% delivery of playground inspections/ quarter 30 June 2020	
	Upgrade/replacement of playground equipment and structures throughout the region	30 June 2020	
Asset Management - Parks, gardens and reserves	Continual improvement in asset condition rating data improvement	20% increase of asset condition ratings	
Parks, Open Spaces and Recreational Areas	Draft an Open Space & Recreation Strategy Draft a Regional Park Strategy	30 June 2020	

14 // Maintain high preparedness and capability to respond to natural disasters that impact on regional communities and infrastructure.

SERVICE AREA	DESCRIPTION	TARGET/MEASURE	RESPONSIBILITY
Disaster Management – Flood monitoring	Continue Isaac Floodplain project, co-jointly with CHRC	30 June 2020	Organisational Safety
Disaster Management – Local Disaster Management Plan (LDMP)	Review and update Local Disaster Management Plan & Sub Plans	30 October 2019	
Disaster Management – Community preparedness and awareness	Communication program to inform the community of Get Ready programs (October – March)	31 March 2020	
Disaster Management – Communications	Upgrade to VHF communications for the region	30 June 2020	
Disaster Management – Resilience	Natural Disaster Resilience Structures – Construction of eight (8) floodways	30 June 2020	Infrastructure and Technical Services

15 // Strategically operate, maintain and utilise and review the delivery of Council assets to ensure the efficient and cost effective services to the community are met and continuously improved.

SERVICE AREA	DESCRIPTION	TARGET/MEASURE	RESPONSIBILITY
TV and Radio Broadcasting – Glenden and the Isaac coast	Availability of system	>98%	Information Technology
Customer Service (connectivity)	Upgrade telephony system	30 June 2020	
Asset Management Strategy	Draft Asset Management Plan and Framework	31 December 2019	Strategic Asset
	Council adopt an Asset Management Plan and Framework	30 June 2020	
Project Accountability	Council adopt a Project Accountability Gateways Framework for 2020/2021	30 June 2020	
Fleet and Plant – Utilisation	Delivery of the capital program – replacement program	Programmed works completed +/- 10% of budget	Workshops, Plant and Fleet

15 // Strategically operate, maintain and utilise and review the delivery of Council assets to ensure the efficient and cost effective services to the community are met and continuously improved.

SERVICE AREA	DESCRIPTION	TARGET/MEASURE	RESPONSIBILITY
Road Infrastructure	Delivery of the capital works program - renewal projects	Programmed works completed +/- 10% of budget	Infrastructure
Community and Recreational Facilities	Improved utilisation of community and recreational facilities/ spaces	95% of requests for spaces for activities are accommodated through utilisation of existing venues	Parks and Recreation
Facilities Maintenance	Implementation of the annual proactive facilities maintenance program	30 June 2020	Corporate Properties
Corporate Properties – Asset Management	Implementation of the 5/10 year capital works program for corporate properties and for maintenance and renewal of facilities/residential (including review)	30 June 2020	
Corporate Properties – Capital Delivery	Delivery Capital Works Program within Budget and time frames	Programmed works completed +/- 10% of budget	

16 // Ensure that the assets maintained and constructed are appropriate to the current and future needs of the region's industries.

SERVICE AREA	DESCRIPTION	TARGET/MEASURE	RESPONSIBILITY
Building and Plumbing Assessments	Certification of building and plumbing works assessment of properly made applications within 10 days	100%	Community Education and Compliance



ENVIRONMENT

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

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E1 // Adopt responsible strategic land use planning to balance community, environmental and development outcomes.

SERVICE AREA	DESCRIPTION	TARGET/MEASURE	RESPONSIBILITY
Statutory Planning - Regional Planning Scheme	Statutory consultation for Regional Planning Scheme	31 December 2019	Liveability and Sustainability - Strategic Land Use and Development Assessment
	Adopt new Regional Planning Scheme	31 December 2019	
Statutory Planning - Local Government Infrastructure Plan (LGIP)	Statutory consultation for Local Government Infrastructure Plan	31 December 2019	
	Adopt new Local Government Infrastructure Plan (consolidated)	31 December 2019	
Development Assessment	Provision of development information and advice within 7 days Number of discussions held with investors/developers Applications assessed within prescribed time frames	100% of requests handled within 7 business days Number of meetings held/quarter 100% of applications assessed within legislative time frames	

E2 // Manage and promote natural resources, including culturally significant sites and coastal environments in a responsible and sustainable manner.

SERVICE AREA	DESCRIPTION	TARGET/MEASURE	RESPONSIBILITY
Biodiversity	Enhance natural resources through delivery of pest management projects	Four (4) pest management projects	Liveability and Sustainability - Environment and Biodiversity

E3 // Minimise Council's impact on the natural environment through effective waste management, recycling and environmental management policies and programs.

SERVICE AREA	DESCRIPTION	TARGET/MEASURE	RESPONSIBILITY
Washdown Facilities	Provide efficient and timely solutions to maintenance issues	Target of 90% compliance*	Economy and Prosperity - Saleyards and Showgrounds
Development Compliance	Standard complaints addressed within 20 business days Number of scheduled inspections and investigations undertaken	100% 100%	Community Education and Compliance
Trade Waste – Application assessments	Month end percentage of trade waste assessment completed within 20 days	100%	
*Priority Compliance Values: Urgent – Immediately/within 24 hours High – 2-3 days Medium – 1-2 weeks Moderate – 2-4 weeks Low – 4-6 weeks			

E4 // Advocate to all forms of government on matters which impact on the health, wellbeing and sustainability of our region's natural environment.

SERVICE AREA	DESCRIPTION	TARGET/MEASURE	RESPONSIBILITY
Revegetation Program	Revegetation of significant sites - based on State identified triggers	Four (4) revegetation project per annum	Liveability and Sustainability - Environment and Biodiversity

E5 // Partner with industry and community to minimise environmental harm through appropriate education and regulation.

SERVICE AREA	DESCRIPTION	TARGET/MEASURE	RESPONSIBILITY
Wildlife Management	Flying Fox Education Program	30 June 2020	Liveability and Sustainability - Environment and Biodiversity
Reef/Coastal Management	Reef guardian projects - participate in regional partners programs	30 June 2020	

E6 // Through proactive communication and partnering, increase community awareness of the benefits of having a healthy and diverse environment.

SERVICE AREA	DESCRIPTION	TARGET/MEASURE	RESPONSIBILITY
Environmental Health - Illegal dumping	Reduction of illegal dumping through education campaign	30 June 2020	Community Education and Compliance
	Cleanup event in partnership with Natural Resources Officers	One (1) Clean-Up event per annum	



GOVERNANCE

“

Isaac will have effective and sustainable infrastructure that supports the needs of the region's communities and economic sectors.

”



G1 // Inform, collaborate with and facilitate the empowerment of the community and community groups to make local decisions through effective promotion, communication and engagement.

SERVICE AREA	DESCRIPTION	TARGET/MEASURE	RESPONSIBILITY
Media Relations	Number of proactive/positive media stories per month	8/month	Brand Media and Communications
External Communication - Proactive external publications	Six editions of Isaac News editions delivered to all residents annually 48 weekly editions of Clermont Rag editions and analytics	30 June 2020	

G2 // Develop policies, strategic plans and processes to address local and regional issues, guide service provision and ensure operational effectiveness.

SERVICE AREA	DESCRIPTION	TARGET/MEASURE	RESPONSIBILITY
Community Leasing	Reviewed and endorsed Leasing Strategy with associated Policies	30 June 2020	Community Facilities
Annual Operational Plan	Publish the 2020/2021 Annual Operational Plan	30 June 2020	Governance & Corporate Services
Corporate Plan	Draft develop new 5-year Corporate Plan for adoption early 2020/2021 (includes community consultation)	30 June 2020	
Workplace Health & Safety	Workplace Health & Safety Strategic Committee and Operational Workplace Health & Safety Committee meetings to be held at least quarterly (includes regular review of policies, procedures and audits)	30 June 2020	Organisational Safety
Staff Development	Adopt a Learning and Development Strategy	30 June 2020	People & Performance

G3 // Pursue financial sustainability through effective use of Council's resources and assets and prudent management of risk.

SERVICE AREA	DESCRIPTION	TARGET/MEASURE	RESPONSIBILITY
Stock/Inventory	Stocktakes undertaken twice yearly	31 December 2019 30 June 2020	Procurement and Contract Management
Procurement (Compliance)	Update compliance with purchasing policy and procedures Annual Employee Awareness Program	30 June 2020 30 June 2020	
Contract /Tender Management	Quarterly percentage of tender documents that are compliant	100%	
IT Strategy	Maintain robust information technology systems and applications, including regular audits/assessments	30 June 2020	Information Technology
Fleet Operations	Implement a Fleet and Plant 10 year Replacement Plan including Plant and Fleet business model	30 June 2020	Workshops, Plant and Fleet
Financial Asset Management	Depreciation methodology reviewed and applied	30 March 2020	Financial Services
Risk Management	Develop Business Continuity Plan	30 June 2020	Governance and Corporate Services
	Review and monitor Strategic and Operational Risk Registers	30 June 2020	

G4 // Deliver unique customer focused and responsive services that are based upon a program of continuous improvement.

SERVICE AREA	DESCRIPTION	TARGET/MEASURE	RESPONSIBILITY
Digital Communication	Enhance corporate website and expand social media presence	30 June 2020	Brand Media and Communications
Customer Service Delivery and Customer Relationship Management (CRM)	Review the: <ul style="list-style-type: none"> Customer Service Strategy and Charter; Implement a corporate CRM system – continue organisational wide roll-out/functionality 	30 June 2020	Engaged Communities Information Technology
Learning & Development - Apprentice and Trainees	Apply for approved places and grants to continue the apprenticeship and traineeship program for an annual intake	31 January 2020	People and Performance

G5 // Provide transparent and accountable planning, decision making, performance monitoring and reporting to the community in order to continuously improve.

SERVICE AREA	DESCRIPTION	TARGET/MEASURE	RESPONSIBILITY
Transparent and timely reporting	Percentage of documents (i.e. operational plan assessments, capital project reports and financial reports to Council) delivered in accordance with approved time frames and legislative requirements	100%	CEO/Director
Internal Audit	Review/Adopt Internal Audit Annual Program	August 2019	Governance and Corporate Services
	Conduct four (4) internal audits as per approved internal audit plan	100%	
Audit and Risk Program	Hold at least four (4) Audit & Risk Committee Meetings	30 June 2020	
Annual Report	Publish the approved 2018-2019 Annual Report	30 November 2019	
Budgets and Statutory Reporting	Percentage of documents (i.e. financial reports to Council, 19/20 Budget, annual financial statements) delivered in accordance with approved time frames and legislative requirements	100%	Financial Services
Accounting Services	Trade Creditors paid within acceptable time limits and terms of invoice	95%	
Quadrennial Local Government Elections	Council Elections 2020 - completed all relevant activities related to the Elections (e.g. Caretaker period, Councillor Inductions)	30 April 2020	Governance and Corporate Services

COMPLIANCE REFERENCES:

- Local Government Act 2009
- Local Government Regulation 2012
- Isaac Regional Council services, levels and standards
- Environment Protection Act 1994
- Planning Act 2016
- Australian Drinking Water Quality Guidelines
- Department of Environment and Heritage Protection (DEHP)







WATER & WASTE SERVICES

The Water and Waste Directorate (W&W) is responsible for the strategic planning, operations, construction and maintenance of all the Isaac water, wastewater and waste facilities.

As required by the *Local Government Regulation 2012*, the Annual Operational Plan for a local government is to include an annual performance plan for Council's commercialised business unit/s. While Council will not have an operating Commercial Business during 2019-20, the Water and Waste Directorate will retain the Annual Performance Plan and implement best practice tools to guide and respond to good business practice.

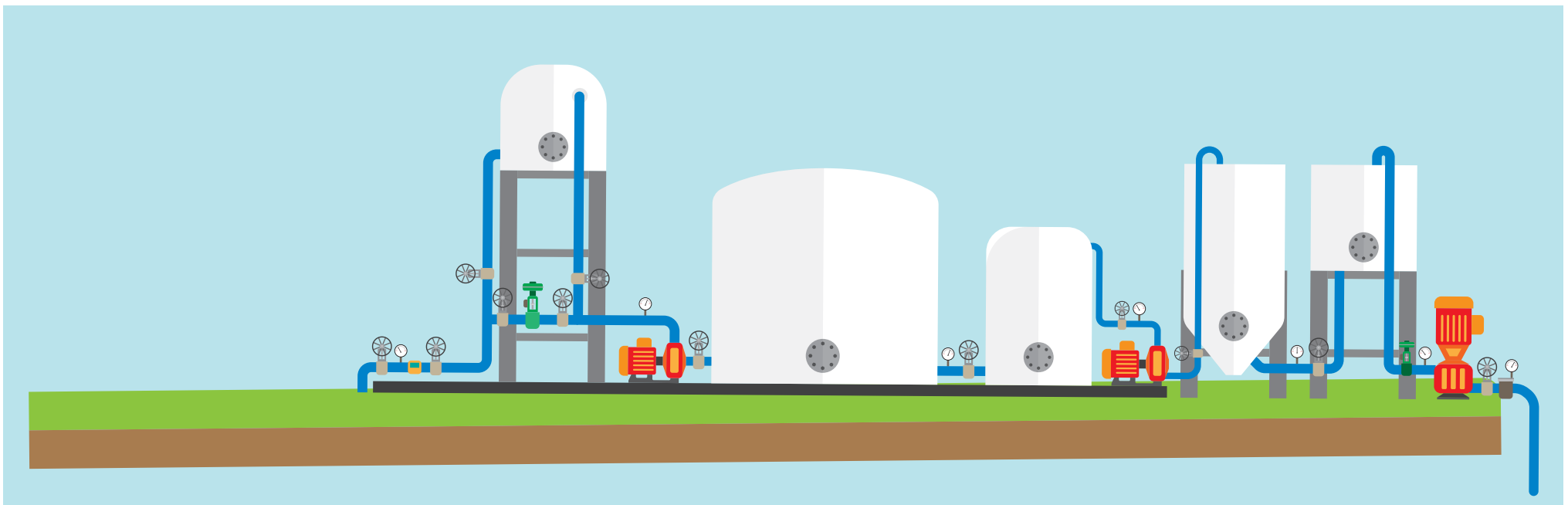
An annual performance plan was developed and adopted for the Water & Wastewater business for the 2018-19 by Council on 26 June 2018 (resolution number 5445). This document will be updated annually, acknowledging that with the Waste business transitioning to join the Water business

during 2018-2019, the annual performance plan has been updated and is now reflecting the Water & Waste Business as it now operates. The annual performance plan is available at www.isaac.qld.gov.au

The following demonstrates how the Water and Waste businesses will meet the 5 Year Corporate Plan priorities for 2019-20.

The Water Business will demonstrate its financial and non-financial performance targets in how it will provide effective, sustainable and high-quality water and wastewater products and services.

The Waste Business provides its key performance indicators on how it will ensure efficient and timely waste and recycling collection services are provided to the community which encourage waste reduction, reuse, recycling and diversion from landfills.



FINANCIAL AND NON-FINANCIAL PERFORMANCE TARGETS

C1 // Provide, operate and maintain venues and community facilities to deliver, safe, efficient and cost and effective services.

FOCUS AREA	DESCRIPTION	KEY PERFORMANCE INDICATOR	TARGET
Safety Management	Observance of Workplace Health & Safety procedures Field Audits	IMS Audits on Water and Waste sites	>10/annum
	Implement Risk assessment and training	Reporting of near misses	98% of identified near misses reported
	Safety Management of Contractors	Number of non-compliances and near misses	< 2
Compliance	Integrated Management System in place	Certification - Waste Services	March 2020
MiWater	MiWater complaints due to system failures or errors	1,000 users / annum	<20

12 // Provide effective and sustainable water supply and sewerage infrastructure while progressively achieving environmental compliance.

FOCUS AREA	DESCRIPTION	KEY PERFORMANCE INDICATOR	TARGET
Supply of safe and reliable recycled water	Undertaking studies to determine effluent management plans and upgrade of effluent treatment processes	Compliance with Environmental Authority (DES)	100% compliance
	Undertaking condition evaluations of recycled water Quality	Compliance with Environmental Authority (DES)	100% compliance
		Isaac Regional Recycled Water program completed and commissioned	30 June 2020

15 // Strategically operate, maintain and utilise and review the delivery of Council assets to ensure the efficient and cost effective services to the community are met and continuously improved.

FOCUS AREA	DESCRIPTION	KEY PERFORMANCE INDICATOR	TARGET
Provision of Reliable Water Supply and Waste Water Services	Negotiate improved and cost effective allocations with mining companies to ensure sufficient supply at the best value for money	All Water allocation agreements in place	31 December 2019
	Water mains breaks	Per 100km / year	<30
	Incidents of unplanned interruptions	Per 1,000 connections / year	<50
	Water quality related complaints	Per 1,000 connections / year	<20
	Drinking water quality	% of samples tested with no E. coli detection / year	98%
	Construct/activate a new water connection within the following time frames once the invoice has been paid by the property owner	<ul style="list-style-type: none"> A standard connection A non-standard connection 	<30 business days <50 business days
	Time to respond to water incidents – water quality complaints, burst mains, supply interruption	% of response to incident <12 hours	<4 hours
	Sewer mains breaks and chokes (blockages)	Per 100 km / year	<20
	Sewerage complaints – overflow on properties and odour	Per 1,000 connections / year	<15
	Construct/activate a new sewerage connection within the following time frames once the invoice has been paid by the property owner	<ul style="list-style-type: none"> A standard connection A non-standard connection 	<30 business days <50 business days
	Time to respond to sewerage incidents – blockages, chokes, overflows	% of response to incident <12 hours	<4 hours
	Total water and sewerage complaints (any nature)	Per 1,000 connections / year	<50
Asset Management	Planned Maintenance Program on all W&W assets	2019-20 program delivered	30 June 2020
	Asset Management Plans	All Water and Waste plans in place	30 June 2020

I6 // Ensure that the assets maintained and constructed are appropriate to the current and future needs of the region's industries.

FOCUS AREA	DESCRIPTION	KEY PERFORMANCE INDICATOR	TARGET
Effective and Efficient Capital Works Delivery	Implementation of effective project and contract management systems and procedures	% of capital program delivered to budget	> 90%
		All sub programs in the water & wastewater capital program is completed on time and in budget	> 90%
Asset Management	Implementation of programmed (preventive) maintenance across all key assets (WTP/WWTP/SPS)	Computer maintenance management system generating asset work orders	30 June 2020
	Asset register and condition assessments completed for the Water & Waste	All assets with condition assessments logged in system	30 June 2020

EN3 // Minimise Council's impact on the natural environment through effective waste management, recycling and environmental management policies and programs.

FOCUS AREA	DESCRIPTION	KEY PERFORMANCE INDICATOR	TARGET
Environmental Management	Observance of Environmental procedures & Field Audits	Environmental reportable incidents	<5 / annum

G2 // Develop policies, strategic plans and processes to address local and regional issues, guide service provision and ensure operational effectiveness.

FOCUS AREA	DESCRIPTION	KEY PERFORMANCE INDICATOR	TARGET
Price path	Develop Water and Wastewater five-year price plan	Price path adopted	December 2019

WASTE BUSINESS PERFORMANCE TARGETS

E3 // Minimise Council's impact on the natural environment through effective waste management, recycling and environmental management policies and programs.

SERVICE AREA	DESCRIPTION	KEY PERFORMANCE INDICATOR	TARGET/MEASURE
Waste Management Operations and Maintenance	Missed services	Number of missed services/ month	<10 per 5000 services
	Collection of missed services	Response time for collection of missed services	90% within 36 hours
	Bin repair/replacement requests	Response time to repair/ replacement requests	90% within 5 working days

E3 // Minimise Council's impact on the natural environment through effective waste management, recycling and environmental management policies and programs.

SERVICE AREA	DESCRIPTION	KEY PERFORMANCE INDICATOR	TARGET/MEASURE
Landfills and Transfer Stations	Compliance with Environmental Authority (EA)	Compliance with all elements of EA	95% compliance
	Delivery of compliant facilities in line with Department of Environment and Science (SED) requirements.	Compliance with all elements of EA	<95%
	Nuisance complaints (odour/litter)	Number of complaints/1,000 transactions/site	<20 / annum
	Notice of scheduled site closures	Public notices	>7 days
	Develop a suite of strategy documents to support the sustainable delivery of Waste Management services and capital works in line with community expectations and Council resources	Development and adoption of a Public Waste Strategy for the region	30 October 2019
Complaints	Customer complaints non-price related	Number of complaints / 1,000 transactions / site	<10 / annum

WASTE BUSINESS PERFORMANCE TARGETS CONTINUED...

E5 // Partner with industry and community to minimise environmental harm thorough appropriate education and regulation.

SERVICE AREA	DESCRIPTION	TARGET/MEASURE	RESPONSIBILITY
Waste reduction and recycling education programs	One media public notice article in Council communications each quarter	1 article / quarter	Waste Management

WASTE MANAGEMENT - ESSENTIAL SERVICES

SERVICE AREA	DESCRIPTION	KEY PERFORMANCE INDICATOR	TARGET/MEASURE
Stormwater Management	Stormwater, Leachate Management and Landfill Rehabilitation (Moranbah, Clermont)	Constriction of formalised Stormwater and Leachate program	30 August 2019
Transfer Station Asset Management	Maintenance on Transfer Station/s across the region	Transfer Station Asset Maintenance program	30 June 2020

COUNCIL'S PROGRAMS & SERVICES



OFFICE OF THE MAYOR AND CEO

Directorate of the Office of the Mayor and CEO	Organisational leadership, administration and strategic management <ul style="list-style-type: none"> • Mayor and CEO support • Elected member support • Council meeting management and administration • Organisational Strategy • People, performance and organisational development • Advocacy 	Board Management <ul style="list-style-type: none"> • Ordinary Council and Standing Committees • Advisory and Steering Committees
People and Performance	<ul style="list-style-type: none"> • Recruitment and selection • Performance management • Remunerations and benefit • Learning and development 	<ul style="list-style-type: none"> • Employee relations • Industrial relations • Apprentice/Trainee and supervision

WATER AND WASTE SERVICES

Water Services	<ul style="list-style-type: none"> • Water asset management • Design and construct water and wastewater infrastructure (future planning) • Water product quality management 	<ul style="list-style-type: none"> • Water and wastewater emergency and incident response coordination • Water treatment and network maintenance
Wastewater Services	<ul style="list-style-type: none"> • Wastewater treatment operations • Wastewater network operations 	<ul style="list-style-type: none"> • Wastewater treatment and net worth maintenance
Waste Services	<ul style="list-style-type: none"> • Waste management essential services: <ul style="list-style-type: none"> • Waste and Recycling collection • Waste Disposal & Recycling operation 	<ul style="list-style-type: none"> • Waste Management Facility Administration and Governance • Waste management planning; demand/growth/compliance

COUNCIL'S PROGRAMS & SERVICES

CORPORATE, GOVERNANCE AND FINANCIAL SERVICES

Brand Media & Communications	<ul style="list-style-type: none"> • Media relations • External and internal communication program • Marketing 	<ul style="list-style-type: none"> • Digital communication • Brand Management • Community and stakeholder relations communication program
Strategic Asset	<ul style="list-style-type: none"> • Strategic long term, corporate and operational asset management • Asset Management Framework development and implementation 	<ul style="list-style-type: none"> • Asset management policies and strategic planning documents • Project management function
Financial Services	<ul style="list-style-type: none"> • Financial management, assistance and advice • Annual Budgeting and Long Term Financial Forecasting • Statutory and Management Financial Reporting Long term financial planning • Revenue and Rating Services 	<ul style="list-style-type: none"> • Payroll • Financial Asset and Accounting Services Corporate insurance management
Governance and Corporate Services	<ul style="list-style-type: none"> • Strategic long term, corporate and operational planning and reporting • Corporate registers • Fraud prevention and control • Internal audit • Enterprise risk framework management 	<ul style="list-style-type: none"> • Audit & Risk Committee administration • Business continuity planning • Legal services, panel coordination • Risk register management • Specialised Governance Advice and Support • Right to information/information privacy
Information Services	<ul style="list-style-type: none"> • IT System Management • ICT/Desktop Environment Management & Support • Corporate Applications & Information Services 	<ul style="list-style-type: none"> • TV and Radio Services • Mapping/GIS Services • Corporate Records Management
Organisational Safety	<ul style="list-style-type: none"> • Maintain Safety Management Systems • Provide technical and Support around Workplace Health & Safety Governance 	<ul style="list-style-type: none"> • Disaster Management (Planning, Preparation, Response and Recovery for disaster events)
Contracts and Procurement	<ul style="list-style-type: none"> • Strategic Procurement • Purchasing • Stores 	<ul style="list-style-type: none"> • Tendering and contracting • Acquisition and disposal • Storage and distribution

COUNCIL'S PROGRAMS & SERVICES

ENGINEERING AND INFRASTRUCTURE SERVICES

Corporate Properties	<ul style="list-style-type: none"> Residential housing property management IAHT property management Social housing property management Provision of Building asset maintenance services Strategic Facility Planning/Building Asset management Affordable housing scheme management 	<ul style="list-style-type: none"> Fatigue accommodation management Facility and housing portfolio capital renewal/upgrades Provide construction capital project delivery services Protect, provide and maintain facilities Facility and housing programmed and pro-active maintenance and compliance services
Galilee and Bowen Basin Operations	<ul style="list-style-type: none"> Mining and industry liaison Road Infrastructure agreements Road Maintenance agreements Compensation agreements Contract Management 	<ul style="list-style-type: none"> Project Management Compliance Technical Guidance Site inspections Integrity and service level of council roads, drainage and associated assets
Infrastructure, Parks & Recreation	<ul style="list-style-type: none"> Short and long term strategy development and maintenance for Isaac Regional Council roads and drainage infrastructure Delivery and integration of project planning and management services Maintenance and renewal of Council civil infrastructure Maintenance and planning of construction resources – construction water and gravel Street lighting infrastructure maintenance inspections and identification Parks and recreation Capital and Asset Management Parks and Gardens <ul style="list-style-type: none"> Parks Maintenance Parks facilities inspections, maintenance and renewal 	<ul style="list-style-type: none"> Parks Asset Management, design and capital delivery Road Infrastructure Construction, Renewal and upgrade Continual maintenance program for road street and drainage infrastructure Facilitate 24 hour on-call service for emergent issues with roads and drainage Grounds maintenance for recreational parks and open spaces Irrigation infrastructure maintenance Parks ablutions and facilities maintenance and associated servicing Sporting facilities infrastructure management (excluding maintenance and leasing activities)
Infrastructure Planning and Technical Services	<ul style="list-style-type: none"> Council Bridges Inspection and maintenance program Provide Technical Engineering reviews / inputs / advice to other Council departments Coordinate long term infrastructure planning including 5, 10 and 20 year capital works programs Assess and approve heavy vehicle permits as part of the National Heavy Vehicle Permit (NHVR) process Assess and review external operational works applications Delivery of annual Roads Maintenance Performance Contract (RMPC) with Main Roads within our Region 	<ul style="list-style-type: none"> Planning, Preparation, Response and Recovery for Disaster Events National Disaster Relief Recovery Arrangements (NDRRA) Reconstruction Programs Liaison with external state and federal departments on road infrastructure Provide survey information and technical specifications and scopes for the procurement of works contracts Compile and review civil works contractual documentation Manage consultants and similar external service providers conducting works on behalf of Council

COUNCIL'S PROGRAMS & SERVICES

ENGINEERING AND INFRASTRUCTURE SERVICES CONTINUED...

Workshops, Plant and Fleet	<ul style="list-style-type: none"> Plant and Fleet Asset Management Maintenance of IRC fleet, plant and equipment Plant and fleet turnover; trade, disposal and acquisition Workshop facility compliance and associated activities IRC depot facilities management Light vehicle, small plant and construction plant maintenance; proactive and reactive 	<ul style="list-style-type: none"> Maintenance scheduling and resourcing Monitoring and reporting of plant and fleet utilization Plant and fleet disposal and acquisition Plant and fleet maintenance and end user agreements Monitoring and reporting of appropriate plant and fleet usage; policy and procedure adherence Provision of technical advice to other Council departments Negotiation and establishment of plant maintenance agreements
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PLANNING, ENVIRONMENT AND COMMUNITIES SERVICES

Liveability & Sustainability	<p>Strategic Land Use Planning and Development Assessment</p> <ul style="list-style-type: none"> Strategic Land Use Development Administration of Local Government Infrastructure Plans Development assessment Statutory planning Development compliance Town planning and development advice Native Title administration, including coordination of ILUA's Development assessment for Priority Development Area <p>Social & Community Planning</p> <ul style="list-style-type: none"> Community & Social planning including social infrastructure strategy development Facilitate social cohesion and resilience 	<ul style="list-style-type: none"> Community Recovery Community Programs <p>Environment & Biodiversity</p> <ul style="list-style-type: none"> Biosecurity Pest management programs Natural resources service Wildlife management Stock route facility maintenance and use approvals Natural resource management including relationships with NRM groups Land protection management/regulation Reef Guardian Council (GBRMPA) Biodiversity and sustainability Climate change adaptation
Engaged Communities	<p>Community Engagement and Events</p> <ul style="list-style-type: none"> Community Engagement – delivery guidance and gatekeeping Facilitate biannual Queensland Music Festival event. Identify community issues and opportunities Information sharing and relationship building Community development and capacity building incl community grants program Community liaison 	<p>Community Programs</p> <ul style="list-style-type: none"> Community relationship management – place and portfolio (youth, first peoples, sport & rec) Arts and Cultural Development <ul style="list-style-type: none"> Management of the Regional Arts Development Fund Support and management of the Isaac Arts and Cultural Advisory Committee.

COUNCIL'S PROGRAMS & SERVICES

PLANNING, ENVIRONMENT AND COMMUNITIES SERVICES CONTINUED...

Engaged Communities	Community Hubs <ul style="list-style-type: none"> Customer Service Program & Front Line Management Library Service Delivery Library Collections and Resource Management First 5 Five Forever program Annual calendar of library programs/events/displays that support children, the development of family and early literacy, youth, lifelong learning, digital literacy, digital citizenship, multi-culturalism and inclusion, creativity and innovation. Identification, collection and preservation of paper-based Local History and Original Materials Collections and ensuring accessibility to these collections. 	<ul style="list-style-type: none"> Visitor Information Services delivery Management of formal volunteering program Local Heritage Museums - Management and maintenance of Clermont Historical Centre and Historic Nebo Museum Galleries <ul style="list-style-type: none"> Art Gallery and Art Collections Provide opportunities for local and emerging artists to exhibit their works. Provide access to a diverse range of exhibitions
Economy & Prosperity	Economic and Tourism Development <ul style="list-style-type: none"> Economic development strategy and programs Tourism development strategy and programs Tourism Events Local business support and development Advocacy Investment attraction 	Aerodromes, Saleyards and Showgrounds <ul style="list-style-type: none"> Aerodrome and airstrips Saleyards, Washdown facilities Showgrounds Caravan parks, Active Reserve, Theresa Creek Dam
Community Facilities	<ul style="list-style-type: none"> Halls and Centres management Aquatic facilities Community Managed facilities – Capital and operational program 	<ul style="list-style-type: none"> Community Tenure Community Facilities Management
Community Education & Compliance	Department responsibilities: <ul style="list-style-type: none"> Community Education Plumbing/Inspection Regulatory Services Environmental Health Development Compliance Building/Surveying Functions: <ul style="list-style-type: none"> Building certification and compliance Conduct building inspections 	<ul style="list-style-type: none"> Plumbing certification and compliance Conduct plumbing inspections Administer Council's Trade Waste policy Environmental health service On-site sewerage designs and reports Building record searches Assess boundary relaxation applications Trade Waste Assessment & Inspections Animal compliance, response and service Cemetery service
Directorate	Strategic & Business <ul style="list-style-type: none"> Community and Social Strategy development Business strategy liaison 	Capital & Projects Program <ul style="list-style-type: none"> Provide construction capital project delivery services Maintenance and renewal of Council civil infrastructure Protect, provide and maintain facilities

ISAAC REGION



Find out more about us

www.isaac.qld.gov.au

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