

**2021-2022**

helping to energise the world

# Annual Operational Plan

Isaac Regional Council



**ISAAC**  
REGION 

# Contents

---

<b>ABOUT THE PLAN</b>	<b>3</b>	Water and Wastewater Business Performance Targets	32
<b>GOOD GOVERNANCE</b>	<b>4</b>	Waste Business Performance Targets	34
Managing Risk	5		
Managing Enterprise Risks	6		
Managing Assets	7		
Key Activities and Initiatives	8		
<b>OUR KEY THEMES</b>	<b>10</b>		
<b>COMMUNITIES</b>	<b>12</b>		
<b>ECONOMY</b>	<b>15</b>		
<b>INFRASTRUCTURE</b>	<b>18</b>		
<b>ENVIRONMENT</b>	<b>21</b>		
<b>GOVERNANCE</b>	<b>24</b>		
<b>WATER AND WASTE SERVICES</b>	<b>28</b>		
Water and Wastewater Financial and Non-Financial Performance Targets	30		
		<b>PROGRAMS AND SERVICES</b>	<b>35</b>
		Office of the CEO and Mayor	36
		Water and Waste	36
		Corporate Governance and Financial Services	37
		Engineering and Infrastructure	38
		Planning, Economy and Community Services	40

Electronic copies of Council's Annual Operational Plan are available, free of charge, on Council's website [www.isaac.qld.gov.au](http://www.isaac.qld.gov.au).

© Copyright Isaac Regional Council 2021

Adopted by Council on 30 June 2021 Resolution #7329

# About The Plan

---

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, 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 enhancements with ongoing maintenance requirements region wide.

The Annual Operational Plan is also the foundation of Council's 2021-2022 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 Risk

## 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 Region.

## 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 in delivering its commitments under the Annual Operational Plan and Corporate Plan.

Refer to Managing Enterprise Risks on **page 6**.

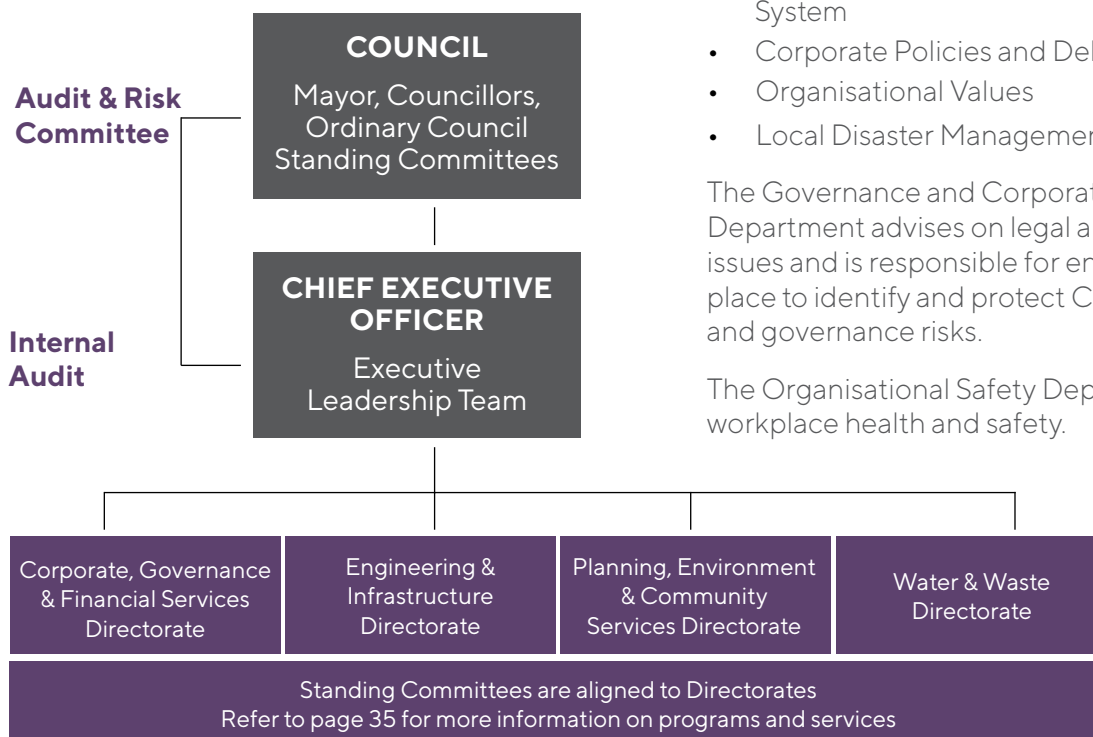
Through the development of Departmental Business Plans, staff can identify, assess and manage risks linked to their activities with a view to mitigate risks to within an acceptable level.

## 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 Registers and Reporting System
- Corporate Strategies
- Fraud & Corruption Control Policy, Framework & Control Plan
- Governance Framework
- Code of Conduct
- Emergency Management Committee
- Internal Audit Charter
- External Audit
- Workplace Healthy and Safety Management System
- Corporate Policies and Delegations
- Organisational Values
- Local Disaster Management Group

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

The Organisational Safety Department advises on workplace health and safety.



# Managing Enterprise Risks

---

**Isaac Regional Council has in place an Enterprise Risk Management Framework and Policy that is available on Council's website ([www.isaac.qld.gov.au/current-policies](http://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.
- 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 Registers. 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:

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

# Managing Assets

## ISAAC REGIONAL COUNCIL ASSET MANAGEMENT PLANNING PROCESS



## CORE PRINCIPLES OF ASSET MANAGEMENT AT COUNCIL

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

# Key Activities and Initiatives

**“Re-energising our communities.  
Strengthening and building the  
Isaac lifestyle”**

**2021-  
2022**



## **FOCUS ON COVID-19 RECOVERY & ADVOCACY**

Progress implementation of Strategic and Tactical COVID-19 Response Framework, supporting our businesses and community in their recovery.

Actively continue to advocate to all levels of government, industry and community leaders for solutions to issues impacting Isaac communities, lobby for the benefit of our economic, social and infrastructure needs.

Visit [isaac.qld.gov.au](https://isaac.qld.gov.au) for more information.

## **MAJOR INITIATIVES FOR 2021-2022**

- COVID-19 Strategic Recovery Plan
- New five-year Corporate Plan and Community Plan
- Corporate Sustainability and Regional Resilience Investigation Framework
- Reconciliation Action Plan
- Isaac Region Coastal Hazard Adaptation Strategy
- Social Infrastructure Plan and Strategy development
- Water network improvements and renewals
- Waste management – landfill improvements and renewals
- Replacement/renewal of playground equipment throughout region
- Upgrade/replacement of flood network cameras
- Proactive advocacy program
- Saraji Road Rehabilitation
- Rural Pavement Rehabilitation Program
- Carmila Beach Campground upgrade
- Clermont Showgrounds & Saleyards Revitalisation Stage 2



## 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



# Our Key Themes

---

## OUR PRIORITIES

The Annual Operational Plan is divided into five Key Priority Areas and reflects the objectives of the Corporate Plan 2022 and Council's long term vision for the region.

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

The following provides an overview of how Council intends to strengthen the capacity of its people to deliver on the objectives of the Corporate Plan. Not all of the plans, activities, services and projects are listed, however a robust performance report will be provided to the community each quarter providing an update on how we are meeting our commitments against the Corporate Plan for 2021-2022.

- The following should also be read in conjunction with our programs and services available on **page 35**, which identify the day-to-day activities and services your Council provides to its community.

---

## OUR COMMITMENT TO GOOD DECISION-MAKING

Council has, and will continue to adopt, contemporary policy positions that guide decision-making, such as dealings on major projects, regional investment, forward planning and the delivery of works, community services and infrastructure.

Council is committed to ensuring the implementation of standards of positive and sustainable social development. This will help increase wellbeing and enable our people to flourish.

Social sustainability is defined as the capacity and capability of our communities to develop intergenerational net-positive social change and achieve social development objectives that are informed and underpinned by social equity and capital, wellbeing, and public participation.

This will be achieved by supporting an environment that both Council and industry aim to deliver:

- Value beyond compliance
- Enhanced planning approaches
- Demand-driven principled practices tailored to the unique characteristics of Isaac
- Maximised social returns through our day to day services and activities

## COMMUNITIES

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



## ECONOMY

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



## INFRASTRUCTURE

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



## ENVIRONMENT

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



## GOVERNANCE

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





# Communities



---

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

---

### **Key Strategy**

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

### **2021-2022 Operational Plan Activities**

- Moranbah Community Centre Revitalisation
- Provide a modern and engaged library service, including program delivery
- Provide access to community facilities throughout the Isaac Region, including centres and halls, that are safe, efficient and cost effective
- Provide access to well-maintained recreational facilities
- Continue to deliver capital and operational programs, renewal and compliance activities on our parks, open spaces, recreational facilities etc



---

### **Key Strategy**

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

### **2021-2022 Operational Plan Activities**

- Facilitate and deliver a calendar of events and programs which celebrate the Isaac Region, its diverse communities and interests
- Provide culturally supportive and historically relevant museum and gallery services at regional venues
- Collaborate on cultural development through initiatives such as Regional Arts Development Fund
- Implement a Community Education and Compliance Regime, with the aim to promote voluntary compliance
- Identify priorities from the Youth Unmet Needs study
- Facilitate Middlemount 40th anniversary
- Queensland Music Festival (bi-annual event)



### **Key Strategy**

- 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

### **2021-2022 Operational Plan Activities**

- Deliver best practice community engagement initiatives
- Administer annual Community and Cultural Grants Program

### **Key Strategy**

- C4** Undertake programs to promote liveability (including urban design and affordable housing), health and wellbeing and community safety across the region

### **2021-2022 Operational Plan Activities**

- Adopt a Environmental Impact Statement & Social Impact Assessment Framework
- Adopt a Social Infrastructure Strategy

### **Key Strategy**

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

### **2021-2022 Operational Plan Activities**

- Develop and deliver programs, events and projects supported by external organisations, groups that celebrate all of our community.
- Develop and implement Council's Reconciliation Action Plan

### **Key Strategy**

- 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)

### **2021-2022 Operational Plan Activities**

- Continue the implementation of the COVID-19 Strategic Recovery Plan

### **Key Strategy**

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

### **2021-2022 Operational Plan Activities**

- Review and refresh the panels of preferred and pre-qualified suppliers
- Deliver the community leasing program to support efficient and effective use of community facilities
- Implement the Community Education and Compliance Policy to support compliance activities with industry (building, environmental health, food, plumbing, etc)
- Monitor the Local Preference Policy

### **Related Strategies & Plans**

- Recreation and Open Space Strategy
- Strategic and Tactical COVID-19 Response Framework
- Customer Service Strategy
- 2018-2022 Arts and Culture Action Plan
- Community Engagement Framework
- Strategic COVID-19 Recovery Plan

# Economy





---

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

---

### Key Strategy

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

### 2021-2022 Operational Plan Activities

- Conduct master planning for Council's Theresa Creek Dam and Nebo Showgrounds
- Stage 2 of the Clermont Saleyards and Showgrounds Revitalisation Project

---

### Key Strategy

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

### 2021-2022 Operational Plan Activities

- Continue to participate with Greater Whitsunday (GW3) and deliver the Isaac Region transformational project
- Develop, through engagement, the Isaac Region Business Alliance Network
- Review and refresh the panels of preferred and pre-qualified suppliers
- Implement/deliver COVID-19 Recovery Plan



### **Key Strategy**

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

### **2021-2022 Operational Plan Activities**

- Implement the Economic Development Strategy actions
- Deliver Small Business Month program
- Implementation of Investment Attraction Framework

### **Key Strategy**

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

### **2021-2022 Operational Plan Activities**

- Through the Land Development Advisory Committee identify commercial opportunities
- Engage in business development planning for the Clermont Saleyards

### **Key Strategy**

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

### **2021-2022 Operational Plan Activities**

- Develop and implement the Tourism Strategy
- Conduct master planning for Council's Theresa Creek Dam

### **Key Strategy**

- EC6** Proactively promote and support local businesses within the region

### **2021-2022 Operational Plan Activities**

- Implement and promote Isaac businesses through the Shop Isaac, Buy Local Program
- Support Isaac region business in recovery from COVID-19 impacts

### **Related Strategies & Plans**

- Economic Development Framework and Strategy
- Tourism Development Strategy
- Business Support Strategy
- Strategic and Tactical COVID-19 Response Framework
- Strategic COVID-19 Recovery Plan
- GW3 Diversify the Regional Economy
- GW3 Workforces for the Future
- Mackay Isaac Destination Tourism Plan



# Infrastructure





---

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

---

### Key Strategy

- I1** Plan, provide and maintain effective and sustainable road infrastructure to meet the needs of key economic and community activities

### 2021-2022 Operational Plan Activities

- Implement the Roadside Vegetation Management Strategy
- Continue to deliver the capital program, including maintenance on our transport infrastructure

### Key Projects

- Saraji Road Rehabilitation
- Regional rural reseal program
- Carmila Beach campground upgrade



---

### Key Strategy

- I2** Provide effective and sustainable water supply, wastewater and waste management infrastructure while progressively achieving environmental compliance

### 2021-2022 Operational Plan Activities

- Refer to the Water & Waste Services section on **page 28**



### **Key Strategy**

- I3** Provide and maintain a network of parks, open spaces and natural features to support the community's quality of life

### **2021-2022 Operational Plan Activities**

- Staged implementation of the Recreation and Open Space Strategy
- Footpath renewal and extension works
- Theresa Creek Dam septic

### **Key Strategy**

- I4** Maintain high preparedness and capability to respond to natural disasters that impact on regional communities and infrastructure

### **2021-2022 Operational Plan Activities**

- Continue to liaise, consult and strengthen relationships with all key stakeholders for emergency management (State Government agencies, QFES, SES, QPS, key community groups, etc)
- Continue to actively review Local Disaster Management Plan & Sub-Plans

### **Key Strategy**

- I5** 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

### **2021-2022 Operational Plan Activities**

- Continue to develop the capital works program development process (Project Accountability Gateway)
- Maintain the Asset Management Framework, including development of the Asset Registers
- Implement the Strategic Asset Management Plan
- Develop 5-10 year Residential and Facility Upgrade and Renewal Program

### **Key Strategy**

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

### **2021-2022 Operational Plan Activities**

- Implement the Roads Upgrade Prospectus
- Deliver capital works programs
- Develop a TV/Radio Service Transition Strategy (coastal regions)
- Develop long term capital replacement program (facilities and fleet & plant)
- Maintain strong relationships with industry and ensure appropriate agreements and approvals are met for the security and support of the community (i.e. compensation agreements, road infrastructure agreements)

### **Related Strategies & Plans**

- Infrastructure Renewal Strategy
- Resilience Network Strategy
- Roads Upgrade Prospectus
- Roads Services Delivery Strategy
- Recreation and Open Space Strategy
- Transport Business Process Model
- Pit Remediation Strategy
- Disaster Management Strategy
- Roadside Vegetation Management Strategy
- Biosecurity Plan 2020-2023



# Environment





---

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

---

## Key Strategy

**EN1** Adopt responsible strategic land use planning to balance community, environmental and development outcomes

## 2021-2022 Operational Plan Activities

- IRC Planning Scheme Implementation and review (amendments, mapping, etc.)
- Finalise the Biosecurity Strategy, to implement the Biosecurity Plan 2020-2023
- Adopt a Social Infrastructure Strategy
- Implement the Coastal Hazard Adaptation Strategy
- Finalisation and implementation of the Social Sustainability Action Plan

---

## Key Strategy

**EN2** Manage and promote natural resources, including culturally significant sites and coastal environments in a responsible and sustainable manner

## 2021-2022 Operational Plan Activities

- Implement the QCoast 2100 Coastal Hazards Adaptation Strategy actions
- Develop and adopt a Corporate Sustainability and Regional Resilience Policy and Strategy



### **Key Strategy**

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

### **2021-2022 Operational Plan Activities**

- Refer to Waste Services on **page 34**

---

### **Key Strategy**

**EN4** Advocate to all forms of government on matters which impact on the health, wellbeing and sustainability of our region's natural environment

### **2021-2022 Operational Plan Activities**

- Continue advocacy activities with State and Federal Government

---

### **Key Strategy**

**EN5** Partner with industry and community to minimise environmental harm through appropriate education and regulation

### **2021-2022 Operational Plan Activities**

- Develop and implement a community compliance education program

### **Key Strategy**

**EN6** Through proactive communication and partnering, increase community awareness of the benefits of having a healthy and diverse environment

### **2021-2022 Operational Plan Activities**

- Develop and implement an engaging education and awareness program to ensure the community is aware of both the rules that apply throughout the Region and for which Council has a regulatory or enforcement function and the reasons for them

---

### **Related Strategies & Plans**

- IRC Planning Scheme
- Local Government Infrastructure Plan (LGIP)
- Urban Design Framework
- Biosecurity Plan 2020-2023
- Coastal Hazard Adaptation Strategy
- Stock Route Management Plan



# 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**

---

### **Key Strategy**

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

### **2021-2022 Operational Plan Activities**

- Effective and regular media and communication activities
- Maintain effective relationships with media outlets
- Undertake the biennial Community Satisfaction Survey
- Continue to deliver organisational and community publications to inform our stakeholders



### **Key Strategy**

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

### **2021-2022 Operational Plan Activities**

- Maintain and implement Workplace Health & Safety programs and activities as a priority – Safety First
- Develop new 5-year Corporate Plan and Community Plan
- Continue advocacy program across all areas of Council, the community and for the local industries
- Oversight of and identify improved policy positions on controlled entities
- Develop a Risk Based Compliance & Enforcement Strategy
- Systematic review of local laws
- Continue to develop and implement key organisational policies and frameworks to support one of our most important assets, e.g. Attraction and Retention Strategy, Performance Management Framework
- Review innovative customer service opportunities and develop a Customer Service Strategy
- Development of a whole of Council Environment and Social Impact Assessment Guideline.

### **Key Strategy**

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

### **2021-2022 Operational Plan Activities**

- Implementation and further enhancement of a corporate wide Business Continuity Plan, including ICT Business Continuity Plan
- Maintenance and monitoring of Strategic and Operational Risk Registers
- Contract /Tender Management
- Fleet Operations
- Financial Asset Management
- IT Strategy
- Continue to enhance the Enterprise Risk Management Framework reporting regime
- Adopt a Strategic Procurement Framework

### **Key Strategy**

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

### **2021-2022 Operational Plan Activities**

- Frontline customer service delivery and effective relationship management
- Digital communication – Enhance corporate website and expand social media presence
- Continue to improve how we do business internally and with our customers using best practice and new technology



## Key Strategy

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

## 2021-2022 Operational Plan Activities

- Transparent and timely reporting
  - Facilitation of an internal audit program
  - Production of appropriate legislative and statutory reporting (budget, operational plan performance reports, annual report)
  - Establish integrated planning framework
- 

## Related Strategies & Plans

- 5 year Corporate Plan
- Attraction & Retention Strategy
- Diversity and Inclusion Strategic Plan
- Learning and Development Strategy
- Leadership Strategy
- People & Performance 3 Year Strategy
- Return to Work Strategy
- Long Term Financial Forecast
- ICT Strategy
- Strategic Asset Management Plan
- Long Term Asset Management Plan
- Web Strategy
- Social Media Strategy
- Advocacy Strategy
- Fraud & Corruption Control Plan
- Enterprise Risk Management Framework
- Fleet and Plant 10 Year Replacement Plan & Strategy
- Customer Service Strategy
- Community Engagement Framework
- Local Disaster Management Plan





Two men in high-visibility orange work shirts and dark blue trousers are leaning on a metal railing. The man on the left wears a tan hat and sunglasses, with blue gloves. The man on the right wears a straw hat and safety glasses, with purple gloves. They are outdoors under a clear blue sky. The text 'water and waste services' is overlaid in white, with a horizontal line below it.

# water and waste services

---



# Water & Waste Services

---

The Water and Waste Directorate (W&W) is responsible for the strategic planning, operations, construction and maintenance of all 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 2021-2022, the Water and Waste Directorate will retain the Annual Performance Plan and implement best practice tools to guide and respond to good business practice.

The purpose of this Annual Performance Plan is to ensure the implementation of Isaac Regional Council's Corporate Plan through the programs, functions and services provided by the Water and Waste Directorate.

This Annual Performance Plan provides day-to-day direction for the delivery of core functions, identifying specific projects and activities that will be the priority of each Department. The Annual Performance Plan influences the development of the 2021-2022 Annual Operational Plan and Budget, identifying the performance measures that will determine how the Corporate Plan's outcomes are being achieved.

This Annual Performance Plan identifies the:

- Approved programs provided by the department
- Program activities under each unit
- Outputs that will be delivered by means of specific projects or through ongoing services
- Resources that are required to deliver them at the agreed standards
- Performance measures/indicators or key milestones that will be used to track achievements, workload and success
- Actions required to address any residual risk in all areas of the business

The Annual Performance Plan is available at [www.isaac.qld.gov.au](http://www.isaac.qld.gov.au)

The following demonstrates how the Water and Waste business units will meet the 5 Year Corporate Plan priorities for 2021-2022.

The Water and Wastewater 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.

## Key Projects

- Develop Asset Management Plans to support the adopted Strategic Asset Management Plan
- Water and Wastewater rehabilitation works at Middlemount, Nebo and Glenden
- Moranbah Raw Water Dam remediation works
- Dysart Water and Wastewater Treatment Plant maintenance
- Moranbah Sewerage Strategy
- Theresa Creek Riparian valve redundancy
- Moranbah Landfill Phase 2 Stage 2
- Clermont & Carmila Waste Management Facility upgrades
- Delivery of actions as detailed in the Waste Management Strategy
- Delivery of capital programs

## Water & Wastewater Financial and Non-Financial Performance Targets

### Theme: Infrastructure

#### Key Strategy

- I2** Provide effective and sustainable water supply, wastewater and waste management infrastructure while progressively achieving environmental compliance

#### 2021-2022 Operational Plan Activities

- Ensure safe asset management of project works and the safety of our customers/residents

---

### Theme: Infrastructure

#### Key Strategy

- I5** 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

#### 2021-2022 Operational Plan Activities

- Ensure safety management of water and waste sites and observation of workplace health & safety procedures
- Implement risk assessment training
- Ensure appropriate compliance and maintain the implementation of the Integrated Management System for Water and Waste





## **Theme: Environment**

### **Key Strategy**

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

### **2021-2022 Operational Plan Activities**

- Ensure there is appropriate safety & environmental interactions & management, including reporting environmental incidents

---

## **Theme: Governance**

### **Key Strategy**

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

### **2021-2022 Operational Plan Activities**

- Delivery of Water & Waste Capital Development Program
- Maintain interruptions due to capital works projects on essential services to a minimum

### **Key Strategy**

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

### **2021-2022 Operational Plan Activities**

- Meet performance targets as laid out in the Annual Performance Plan (available at Council's website)
- Manage safety incidents and ensure appropriate training is programmed



# Water & Wastewater Business Performance Targets

## Objectives

- Provide effective, sustainable and high-quality water and wastewater products and services
- Meet the requirements of the Australian Drinking Water Guidelines (ADWG) and environmental compliance
- Effective collection, transport, storage and treatment of wastewater meeting all relevant environmental authority conditions
- Supply of recycled water which meets customer expectations and compliance standards
- Meet the requirements for dam safety for water storages

## General Overview / Key Priorities

- Operate eight water treatment plants
- Operate six wastewater treatment plants
- Provide effective, sustainable and high-quality water and wastewater products and services
- Maintain the Integrated Water Cycle Management Strategy and Strategic Asset Management Plan for each community, including a Dam Safety Plan

## Theme: Communities

### Key Strategy

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

### 2021-2022 Operational Plan Activities

- Ensure water rates notice errors are responded to efficiently
- Miwater system and Taggle enquiries investigated and responded to in a timely manner

## Theme: Infrastructure

### Key Strategy

- I2** Provide effective and sustainable water supply, wastewater and waste management infrastructure while progressively achieving environmental compliance

### 2021-2022 Operational Plan Activities

- Supply of safe and reliable recycled water
- Maintain water supply arrangements with third parties

### Key Strategy

- I5** 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

### 2021-2022 Operational Plan Activities

- Provision of reliable water supply and wastewater services
- Ensure proactive asset management of water, wastewater and waste assets

### Key Strategy

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

### 2021-2022 Operational Plan Activities

- Effective and efficient capital works delivery
- Effective asset management with the implementation of programmed (preventive) maintenance across all key assets - water treatment plans, wastewater treatment plants and sewerage pump stations

## Theme: Environment

### Key Strategy

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

### 2021-2022 Operational Plan Activities

- Effective environmental management including observance of environmental procedures & field audits

---

## Theme: Governance

### Key Strategy

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

### 2021-2022 Operational Plan Activities

- Review, update and maintain the Water and Wastewater Five-year Price Plan

---

### Related Strategies & Plans

- Integrated Water Cycle Management Strategy
- Waste & Wastewater Demand Management Strategy
- System Leakage Management Plan and Strategy
- Recycled Water Management Plan
- Water Meter Reading Strategic Plan
- GW3 Mackay Isaac Whitsunday Regional Water Strategy



# Waste Business Performance Targets

## Objectives

- Ensure efficient and timely waste and recycling collection services are provided to the community which encourage waste reduction, reuse, recycling and diversion from landfills
- Minimise Council's impact on the natural environment through effective compliance with State Government Environmental Authority conditions

## General Overview / Key Priorities

- Operate and manage four landfill sites
- Operate and manage five transfer stations
- Ensure efficient and timely waste and recycling collection services are provided to the community which encourage waste reduction, reuse, recycling and diversion from landfills
- Provision of domestic and commercial waste and recycling services
- Progress Waste Strategy actions including price modelling and landfill management tender

## Theme: Infrastructure

### Key Strategy

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

### 2021-2022 Operational Plan Activities

- Effective stormwater management
- Transfer station asset management and maintenance
- Delivery of actions of the Waste Management Strategy

## Theme: Environment

### Key Strategy

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

### 2021-2022 Operational Plan Activities

- Ensure effective waste management operations and maintenance
- Effective management of Landfills and Transfer Stations, ensuring compliance with Environmental Authority (EA)
- Effective management of customer complaints

## Theme: Environment

### Key Strategy

- EN5** Partner with industry and community to minimise environmental harm through appropriate education and regulation

### 2021-2022 Operational Plan Activities

- Collaborate cross-departmentally on implementing an Illegal Dumping Strategy

## Related Strategies & Plans

- Waste Management Strategy





programs  
and  
services

---

## OFFICE OF THE MAYOR AND CEO

Directorate of the Office of the Mayor and CEO	<b>Organisational leadership, administration and strategic management</b> <ul style="list-style-type: none"> <li>• Mayor and CEO support</li> <li>• Elected member support</li> <li>• Council meeting management and administration</li> <li>• Organisational strategy</li> <li>• Leadership of Isaac vision</li> <li>• Cultural leadership development</li> <li>• Strategic people, performance, capacity and organisational development</li> </ul>	<ul style="list-style-type: none"> <li>• Advocacy</li> <li>• Strategic organisational focus on sustainable futures for the region and its communities</li> </ul> <b>Board Management</b> <ul style="list-style-type: none"> <li>• Ordinary Council and Standing Committees</li> <li>• Advisory and Steering Committees</li> </ul>
People and Performance	<ul style="list-style-type: none"> <li>• Recruitment and selection</li> <li>• Performance management</li> <li>• Remunerations and benefits</li> <li>• Learning and development</li> </ul>	<ul style="list-style-type: none"> <li>• Employee relations</li> <li>• Industrial relations</li> <li>• Apprentice/Trainee and supervision</li> </ul>

## WATER AND WASTE

Water & Wastewater	<ul style="list-style-type: none"> <li>• Raw water management</li> <li>• Water treatment and supply</li> <li>• Water and wastewater service connections and disconnections</li> <li>• Water product quality management</li> <li>• Water and wastewater asset and network maintenance</li> <li>• Wastewater effluent recycling schemes maintenance, demand management and supply agreements</li> <li>• Water and wastewater emergency and incident response</li> <li>• Delivery and integration of project planning and management</li> <li>• Provide technical guidance, reviews, inputs and advice to other Council departments</li> </ul>	<ul style="list-style-type: none"> <li>• Environmental compliance</li> <li>• Customer service</li> <li>• Wastewater collection and treatment operations</li> <li>• Water and wastewater network operations</li> <li>• Process planning and improvements</li> <li>• Short- and long-term strategy development and delivery</li> <li>• Facilitate 24 hour on-call service for emergent issues</li> <li>• Referable and regulated dams and storage maintenance and management</li> </ul>
Waste Services	<ul style="list-style-type: none"> <li>• Waste management facilities and operations</li> <li>• Waste and recycling collection</li> <li>• Reuse and recycling</li> <li>• Waste asset maintenance</li> </ul>	<ul style="list-style-type: none"> <li>• Waste education</li> <li>• Customer service</li> <li>• Environmental compliance</li> <li>• Design and construct waste infrastructure (future planning)</li> </ul>
Business Services	<ul style="list-style-type: none"> <li>• Water and wastewater financial plans and models</li> <li>• Water meter reading and consumption rates notice distribution</li> <li>• Water supply agreements</li> <li>• Regulatory compliance monitoring, audits and reporting</li> <li>• Business strategy liaison</li> <li>• Regulated waste tracking</li> <li>• Plumbing task and job allocation</li> <li>• Water conservation and demand management</li> </ul>	<ul style="list-style-type: none"> <li>• Community and stakeholder engagement and communications</li> <li>• Customer service and complaints resolution</li> <li>• Water restrictions management and monitoring</li> <li>• Integrated Management System coordination and management</li> <li>• Water and wastewater education</li> <li>• Procurement services</li> <li>• Raw, potable and effluent water standpipe and septic disposal sales</li> </ul>

Planning & Projects	<ul style="list-style-type: none"> <li>• Design and construct water, wastewater and waste infrastructure (future planning)</li> <li>• Systems leakage management</li> <li>• Provide technical guidance, reviews, inputs and advice to other Council departments</li> <li>• Follow, use and improve the Strategic Asset Management Plan</li> <li>• Water, wastewater and waste service areas</li> </ul>	<ul style="list-style-type: none"> <li>• Asset management and strategic planning</li> <li>• 5, 10- and 20-year Capital Program development and delivery</li> <li>• Project management</li> <li>• Grant applications</li> <li>• Develop and maintain asset management plans for Council's infrastructure, including implementation via the Project Accountability Gateway process</li> </ul>
---------------------	--	---

## CORPORATE, GOVERNANCE & FINANCIAL SERVICES

Brand Media & Communications	<ul style="list-style-type: none"> <li>• Media relations</li> <li>• External and internal communication program</li> <li>• Marketing</li> </ul>	<ul style="list-style-type: none"> <li>• Digital communication</li> <li>• Brand management</li> <li>• Community and stakeholder relations communication program</li> </ul>
Strategic Asset	<ul style="list-style-type: none"> <li>• Strategic long-term, corporate and operational asset management</li> <li>• Asset Management Framework development and implementation</li> </ul>	<ul style="list-style-type: none"> <li>• Asset management policies and strategic planning documents</li> <li>• Capital program development function</li> </ul>
Financial Services	<ul style="list-style-type: none"> <li>• Financial management, assistance and advice</li> <li>• Annual budgeting and long-term financial forecasting</li> <li>• Statutory and management reporting</li> <li>• Revenue and rating services</li> </ul>	<ul style="list-style-type: none"> <li>• Payroll</li> <li>• Financial asset and accounting services</li> <li>• Coordination of corporate insurance management</li> <li>• Treasury functions</li> </ul>
Governance and Corporate Services	<ul style="list-style-type: none"> <li>• Strategic long-term, corporate and operational planning and reporting</li> <li>• Corporate registers, policies, authorised persons</li> <li>• Fraud prevention and control</li> <li>• Internal audit</li> <li>• Enterprise Risk Framework management</li> <li>• Document control oversight</li> </ul>	<ul style="list-style-type: none"> <li>• Audit &amp; Risk Committee administration</li> <li>• Business continuity planning</li> <li>• Legal services, panel coordination</li> <li>• Risk register management</li> <li>• Specialised governance advice and support</li> <li>• Right to information/information privacy</li> </ul>
Information Services	<ul style="list-style-type: none"> <li>• IT system management</li> <li>• ICT/desktop environment management &amp; support</li> <li>• Corporate applications &amp; information services</li> </ul>	<ul style="list-style-type: none"> <li>• TV and radio services</li> <li>• Mapping/GIS services</li> <li>• Corporate records management</li> </ul>



Organisational Safety	<ul style="list-style-type: none"> <li>• Maintain safety management systems</li> <li>• Technical advice and support around workplace health &amp; safety governance</li> </ul>	<ul style="list-style-type: none"> <li>• Disaster management (planning, preparation, response and recovery for disaster events)</li> </ul>
Contracts and Procurement	<ul style="list-style-type: none"> <li>• Strategic procurement</li> <li>• Purchasing</li> <li>• Stores</li> </ul>	<ul style="list-style-type: none"> <li>• Tendering and contracting</li> <li>• Acquisition and disposal</li> <li>• Storage and distribution</li> </ul>

## ENGINEERING AND INFRASTRUCTURE

Corporate Properties	<ul style="list-style-type: none"> <li>• Residential housing property management</li> <li>• Isaac Affordable Housing Trust (IAHT) property management</li> <li>• Social and affordable housing property management</li> <li>• Provision of residential building asset maintenance services</li> <li>• Strategic facility planning/building asset management</li> <li>• Affordable Housing Scheme management</li> </ul>	<ul style="list-style-type: none"> <li>• Fatigue accommodation management</li> <li>• Facility and housing portfolio capital renewal/upgrades</li> <li>• Provide construction capital project delivery services</li> <li>• Protect, provide and maintain facilities</li> <li>• Facility and housing reactive, programmed and proactive maintenance and compliance services</li> </ul>
Plant and Fleet	<ul style="list-style-type: none"> <li>• Plant and fleet asset management: <ul style="list-style-type: none"> <li>• Efficiencies, utilisation and optimal turnover</li> <li>• Maintenance of IRC fleet, plant and equipment</li> </ul> </li> <li>• Management of IRC depot facilities</li> <li>• Streamlining of IRC plant and fleet assets, including acquisition of 'fit for purpose'</li> </ul>	<ul style="list-style-type: none"> <li>• Efficient and compliant operation of workshops</li> <li>• Development of the 10 year capital program for plant and fleet</li> <li>• Development, implementation and updating of the workshops, plant and fleet business model</li> <li>• Setting, review and implementation of internal hire charges</li> </ul>
Galilee and Bowen Basin Operations	<ul style="list-style-type: none"> <li>• Mining and industry liaison</li> <li>• Road infrastructure agreements</li> <li>• Road maintenance agreements</li> <li>• Compensation agreements</li> <li>• Contract management</li> <li>• Assess and approve heavy vehicle permits as part of the National Heavy Vehicle Permit (NHVR) process</li> <li>• Delivery of annual Roads Maintenance Performance Contract (RMPC) with Main Roads within our Region</li> </ul>	<ul style="list-style-type: none"> <li>• Project management</li> <li>• Compliance</li> <li>• Technical guidance</li> <li>• Site inspections</li> <li>• Planning, preparation, response and recovery for disaster events</li> <li>• Disaster Recovery Funding Arrangements (DRFA)</li> <li>• Advocacy for strategic investments on roads and transport assets</li> </ul>

## ENGINEERING AND INFRASTRUCTURE CONT...

Infrastructure, Parks & Recreation	<ul style="list-style-type: none"> <li>• Short- and long-term strategy development and maintenance for Isaac Regional Council roads and drainage infrastructure</li> <li>• Delivery and integration of project planning and management services</li> <li>• Maintenance and planning of construction resources – construction water and gravel</li> <li>• Street lighting infrastructure maintenance inspections and identification</li> <li>• Parks and gardens</li> <li>• Parks maintenance</li> <li>• Parks facilities inspections, maintenance and renewal</li> <li>• Delivery of road condition assessment of network infrastructure (sealed and unsealed network)</li> </ul>	<ul style="list-style-type: none"> <li>• Parks asset management, design and capital delivery</li> <li>• Road infrastructure construction, renewal and upgrade</li> <li>• Continual maintenance program for road street and drainage infrastructure</li> <li>• Facilitate 24 hour on-call service for emergent issues with roads and drainage</li> <li>• Grounds maintenance for recreational parks and open spaces: <ul style="list-style-type: none"> <li>• Irrigation infrastructure maintenance</li> <li>• Parks ablutions and facilities maintenance and associated servicing</li> </ul> </li> <li>• Sporting facilities infrastructure management (excluding maintenance and leasing activities)</li> </ul>
Infrastructure Planning and Technical Services	<ul style="list-style-type: none"> <li>• Council bridges inspection and maintenance program</li> <li>• Provide technical engineering reviews /inputs/advice to other Council departments</li> <li>• Coordinate long term infrastructure planning including 5, 10 and 20 year capital works programs</li> <li>• Prepare and coordinate a program of rolling traffic counts to capture up to date traffic data across Council's road network</li> <li>• Develop and maintain asset management plans for Council's infrastructure, including implementation via the Project Accountability Gateway process</li> <li>• Maintain service level of assessment of council roads, drainage and associated assets</li> </ul>	<ul style="list-style-type: none"> <li>• Liaison with external state and federal departments on road infrastructure</li> <li>• Provide survey information and technical specifications and scopes for the procurement of works contracts</li> <li>• Compile and review civil works contractual documentation</li> <li>• Manage consultants and similar external service providers conducting works on behalf of Council</li> <li>• Ensure continued improved compliance with respect to the utilisation of natural resources</li> <li>• Plan, develop and appropriately manage natural resources in terms of prevailing legislation and license conditions</li> <li>• Assess and review external operational works applications</li> </ul>

## PLANNING, ENVIRONMENT AND COMMUNITY SERVICES

Liveability & Sustainability	<p><b>Integrated Planning</b></p> <ul style="list-style-type: none"> <li>• Coordination of major project environmental impact assessments</li> <li>• Climate change adaptation, including Coastal Hazard Adaptation Strategies</li> </ul> <p><b>Strategic Land Use Planning and Development Assessment</b></p> <ul style="list-style-type: none"> <li>• Development assessment against local planning scheme and Moranbah Priority Development Area Scheme</li> <li>• Strategic land use planning – including preparation of planning schemes and land use policy</li> <li>• Development and administration of Local Government Infrastructure Plans</li> <li>• Statutory planning and land tenure management processes</li> <li>• Urban design</li> <li>• Cultural heritage management</li> <li>• Indigenous Land Use Agreement (ILUA) preparation</li> </ul>	<p><b>Social &amp; Community Planning</b></p> <ul style="list-style-type: none"> <li>• Coordination of major project social impact assessments</li> <li>• Social infrastructure plan development and implementation</li> </ul> <p><b>Environment &amp; Biodiversity</b></p> <ul style="list-style-type: none"> <li>• Biodiversity planning and assessment</li> <li>• Sustainability policy and strategy development</li> <li>• Biosecurity management planning and projects, including weed and invasive species management</li> <li>• Natural Resource Management (NRM) including relationships with NRM groups</li> <li>• Reef Guardian Councils and Healthy Rivers to Reef Partnership program member</li> <li>• Native wildlife management programs</li> <li>• Stock route management and permitting</li> </ul>
Engaged Communities	<p><b>Community Engagement, Programs and Events</b></p> <p><b>Community engagement</b></p> <ul style="list-style-type: none"> <li>• Deliver guidance and support</li> <li>• Standards leadership</li> </ul> <p><b>Stakeholder engagement</b></p> <ul style="list-style-type: none"> <li>• Relationship management</li> <li>• First Peoples engagement</li> <li>• Multicultural engagement</li> <li>• Community organisation engagement</li> </ul> <p><b>Community development and capacity building</b></p> <ul style="list-style-type: none"> <li>• Community recovery and resilience</li> <li>• Social welfare support</li> <li>• Community grants administration</li> </ul> <p><b>Community program delivery</b></p> <ul style="list-style-type: none"> <li>• Annual program promoting inclusion, creativity and innovation</li> <li>• Childhood and youth initiatives</li> <li>• Digital literacy and citizenship</li> </ul> <p><b>Arts and Cultural Development</b></p> <ul style="list-style-type: none"> <li>• Implementation of Isaac Region Arts and Cultural Plan 2018-22</li> <li>• Administration of Isaac Regional Arts Development Fund (RADF) program</li> <li>• Support Isaac Arts and Cultural Advisory Committee</li> </ul>	<p><b>Community Hubs</b></p> <p><b>Implementation of Community Hubs operating model customer service front counter service delivery in seven communities</b></p> <ul style="list-style-type: none"> <li>• Telephone customer contact centre via 1300 ISAACS</li> <li>• QGAP agency services in Middlemount and Dysart</li> <li>• Transactional services</li> </ul> <p><b>Regional Library Service</b></p> <ul style="list-style-type: none"> <li>• Operation of branch libraries in eight Isaac communities</li> <li>• Library collections and resource management – physical and online</li> <li>• Curation and preservation of paper-based historic and original materials collection</li> <li>• Compliance with State Library of Queensland standards</li> </ul> <p><b>Regional Museums</b></p> <ul style="list-style-type: none"> <li>• Operation of two local museums at Nebo and Clermont (inclusive of visitor information function)</li> <li>• Maintenance of static museum display at St Lawrence and Copperfield precinct</li> </ul>

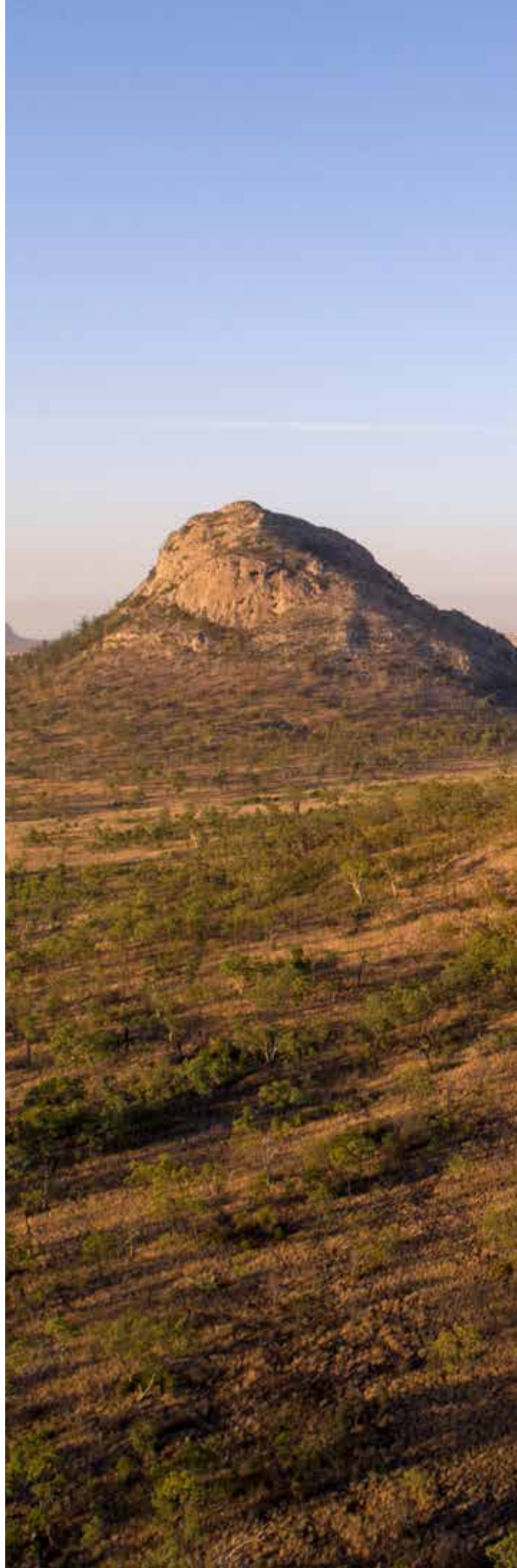


## PLANNING, ENVIRONMENT AND COMMUNITY SERVICES CONT...

Engaged Communities Cont...	<ul style="list-style-type: none"> <li>Queensland Music Festival partnership</li> <li>Exhibition management at Coalface Art Gallery and Dysart Art Space</li> </ul> <p><b>Civic and community events</b></p> <ul style="list-style-type: none"> <li>Event management and coordination</li> <li>Maintain regional events calendar</li> <li>Sponsorship and support for external event organisers</li> </ul>	<ul style="list-style-type: none"> <li>Curation, preservation and development of collections, materials and assets of historic and cultural significance to the past and present communities of the region</li> <li>Annual exhibition program</li> </ul>
Economy & Prosperity	<p><b>Economic and Tourism Development</b></p> <ul style="list-style-type: none"> <li>Economic development strategy and programs</li> <li>Tourism development strategy and programs</li> <li>Tourism events</li> <li>Local business support and development</li> <li>Advocacy</li> <li>Investment attraction</li> <li>Council land development projects (Anne Street &amp; Jeffrey Street Estates)</li> </ul>	<p><b>Aerodromes, Saleyards and Showgrounds</b></p> <ul style="list-style-type: none"> <li>Aerodrome and airstrips</li> <li>Saleyards, washdown facilities</li> <li>Showgrounds</li> <li>Caravan parks,</li> <li>Active Reserve, Theresa Creek Dam</li> </ul>
Community Facilities	<ul style="list-style-type: none"> <li>Community halls and centre management</li> <li>Regional aquatic facilities management</li> <li>Community managed facilities – capital and operational program</li> </ul>	<ul style="list-style-type: none"> <li>Community tenure development and implementation</li> <li>Management of Council operated community facilities</li> <li>Community facilities management</li> <li>Regional cemetery management</li> </ul>
Community Education & Compliance	<ul style="list-style-type: none"> <li>Community education</li> <li>Compliance services – local laws and animal management</li> <li>Plumbing and compliance services</li> <li>Conduct plumbing inspections</li> <li>Plumbing certification and compliance</li> <li>Administer Council's Trade Waste Policy</li> <li>Trade waste assessment &amp; inspections</li> <li>On-site sewerage designs and reports</li> <li>Environmental health services</li> </ul>	<ul style="list-style-type: none"> <li>Building &amp; development compliance services</li> <li>Building record searches</li> <li>Administration of SPER, CITEC searches</li> <li>Paws-itive Blueprint education</li> <li>Environmental health services (food &amp; environmental protection)</li> <li>Public and environmental health licensing and approvals</li> <li>Animal management</li> <li>Nuisance regulation</li> <li>Business on public place regulation</li> </ul>
Directorate	<p><b>Strategic &amp; Business</b></p> <ul style="list-style-type: none"> <li>Community and social Strategy development</li> <li>Business strategy liaison</li> </ul>	<p><b>Capital &amp; Projects Program</b></p> <ul style="list-style-type: none"> <li>Planning and delivery of capital works program</li> <li>Maintenance and renewal of Council community infrastructure</li> <li>Execute planned capital renewals in line with Planning, Environment and Community Services (PECS) asset management strategies</li> </ul>

## Table of Images

Page	Image
<b>1</b>	Planting trees, Moranbah
<b>4</b>	Dysart Recreational Centre
<b>8</b>	Animal Management, Moranbah
<b>9</b>	Frontline Customer Service Staff
<b>11</b>	Gym Stock image; Dragline; Road works, Isaac region; Grosvenor Creek, Moranbah; Stock Image
<b>12</b>	Families at the pool, Moranbah
<b>13</b>	Hoods Lagoon, Clermont NAIDOC Celebrations, Moranbah
<b>15</b>	Harvesting Sorghum, Clermont
<b>16</b>	Stock Image Stockyards, Nebo Theresa Creek Dam
<b>18</b>	Footpath Reconstruction Project, Clermont
<b>19</b>	Sunshine Park, Moranbah Road Works, Spring Creek Road Works
<b>21</b>	Kangaroos in Middlemount
<b>22</b>	Cape Palmerston Clairview Moranbah
<b>24</b>	Council Office, Clermont
<b>25</b>	Library, Moranbah Stock image Frontline Customer Service Staff
<b>27</b>	Camping, Clairview
<b>28</b>	Water Treatment Plant, Nebo
<b>30-31</b>	Water Reservoir, Moranbah
<b>33</b>	Water Reservoir, Nebo
<b>35</b>	Recycling, Moranbah
<b>42-43</b>	Gemini Peaks











*HELPING TO ENERGISE THE WORLD*