

REPORT CARD

HOW WE DELIVERED THE 2015-2020 CORPORATE PLAN





INTRODUCTION

Queensland Councils are required to have a five-year Corporate Plan. This document is developed in consultation with the community to ensure that Council aligns its decisions with the long-term requirements, priorities, goals and activities that our community needs and wants.

The following report card shows how we have performed against the 2015-2020 Corporate Plan.

For more information, our Annual Reports and Quarterly Performance Reports on the Annual Operational Plan are available on Council's webpage www.isaac.qld.gov.au



THUMBS UP

We met our goal and have a pretty good handle on things



WE DID OK

Although we met the goal, we didn't do as well as planned but feel like we're on the right track



WE'RE WORKING ON IT

We didn't meet the goal, and we still have some work to do

KEY HIGHLIGHTS

What we are most proud of

Rapid response to the COVID-19 pandemic

- Developed and adopted the Pandemic and Recession Strategic and Tactical Response Framework within one month
- Roll out of two community stimulus packages by early May 2020, with the support of surrounding industries
- Development and adoption of a Recovery Plan for the Isaac Community
- Relationship with industry to partner/fund the support of our small to medium businesses
- Proactive support to reactivate the community, including community events and activities

Sustainable and strong financial position, which also assisted Council to react proactively to the pandemic

- QAO who undertake an annual audit of Council's finances, reported Council's overall financial sustainability risk as Low risk and as at 30 June 2020 meeting all annual and long term measures of financial sustainability
- Faced with the COVID-19 Pandemic, Council reacted quickly to create and adopt the Pandemic and Recession Strategic and Tactical Response Framework in March 2020, whilst also adopting a frugal budget for the 2020/2021 financial year Council was able to constrain rates increases, with most categories receiving a 0% increase in general rates, to support the community recover from the pandemic

Response and recovery to natural disasters across the community, such as TC Debbie

- Application for, and receipt of, much needed funding to reconstruct vital infrastructure

Active advocacy program for the sustainability of the Isaac region (see next page)

- Demonstrated by regular invitations to provide input into key legislation and policy positions by the state and federal governments

Achievement of 86.85% for a recent (2021) Local Government Workcare (LGW) Safety Audit (pass mark is 70%)

- Council has been acknowledged as being among the top performing councils in Queensland
- The Auditor reported that they were very impressed by the level of commitment to workplace health and safety and continual improvement

Community consultation and technical investigation on the Coastal Hazard Adaptation Strategy that was adopted in 2020

- Council won the 2020 Queensland Awards for Planning Excellence for its "outstanding and contemporary policy for the community"

RECENT AWARDS

- Institute of Public Works Engineering Australasia (Queensland) 'Statewide Environment and Sustainability' Award
- Planning Institute of Australia Planning Excellence Awards for 'Hard Won Victories'
- Planning Institute of Australia Planning Excellence Awards for 'Over All Planning Excellence' for Queensland for 2020 (Council is then a National Planning Excellence Nominee for 2021)
- Local Government Managers Association (LGMA) Excellence Award for Sustainability for the Water & Waste Integrated Management System (IMS)
- Local Government Professionals Australia National Federation Awards – 2020 finalist for the Environmental Leadership and Sustainable Award
- St Lawrence Wetlands Weekend won the Gold Award for 'Best Festival and Event' at the 2019 Mackay Region Tourism Awards
- Local Government Managers Association (LGMA) Excellence Award for Community Shaping for the Paws-itive Blueprint for Responsible Dog Ownership

ADVOCACY ACTIVITIES & REGIONAL INFLUENCES

- Significant proactive lobbying and submissions on the Strong and Sustainable Resources Communities Act which was passed in August 2017 which aims to end 100% fly-in, flyout practices in the mining industry
- Submissions to federal enquiry into air services in rural, regional and remote communities
- Advocacy activities resulted in Qantas providing discounted airfares for residents
- Submission of motion to the Local Government Association of Queensland (LGAQ)
- Lobbied for Isaac coastal power improvements
- Lobby Social Impact Management Plan responses to mine approvals
- Participated in a review of funding for communities that permanently house fly-in, flyout/ drive-in, drive-out workforces, so that it is based on both resident and non-resident populations
- Advocated to the State Government to engage with eligible councils before making changes to the eligibility criteria for funding under the Building our Regions (BoR) program
- Supported an amendment to the *Environmental Protection Act 1994 (Qld)* allowing residents to operate generators 24 hours per day during disaster events
- Membership on the Australian Mining Cities Alliance and Greater Whitsunday Alliance (GW3) and many other industry associations to influence state and national policy

HOW DID WE GO?

The following provides an overview of how we went against the 2015–2020 Corporate Plan against our goals and identified performance indicators.

COMMUNITIES

Isaac will have strong and diverse communities that support all to live, work and raise families.

What did we want to do	How did we go	Our Score
C1: Provide, operate and maintain venues and community facilities to deliver, safe, efficient and cost effective services		
Council facilities and services encourage accessibility across all community groups and geographic areas within the region.	<i>Disability Discrimination Act 1992</i> compliance on all centres	
	Provision of libraries, museums across the region	
Regular reporting demonstrates growing utilisation and increasing levels of satisfaction by users of Council facilities and venues.	Monitoring through surveys and feedback forms of pools and community facilities	
	Bi-annual Community Satisfaction Survey	
	Report on customer interaction by annual report by DQWP – published on webpage	
Other performance indicators and measures.	Pool management and maintenance	
C2: Facilitate a focused range of social, cultural, sporting, recreational, health and education services and programs to build thriving and resilient communities		
A growing number of collaborative, private and community partnerships that demonstrate increasing resilience and self-supporting community organisations.	Moranbah Youth and Community Centre – funding agreement	
	Delivery of Community Grant programs	
A range of facilitative and support programs are delivered through Council’s Operational Plans, demonstrating effective capacity building amongst community groups.	Establishment of the Community Engagement Programs and Events – focus for community/ participative development practice	
	Social impact assessment work	
	Arts Community – proactive engagement	
Other performance indicators and measures.	Youth Services: Undertake Unmet Needs of Isaac Youth Study Development of a Youth Management Strategy Development of Social Infrastructure Strategy	  

What did we want to do	How did we go	Our Score
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.		
Evidence of a growing number of community-based and initiated activities and events that focus on connection to locality and place.	Number of events supported by community grants program COVID strategic recovery plan	 
Other performance indicators and measures.	Recognition of returned servicemen/women at Clermont Cemetery	
C4: Undertake programs to promote liveability (including urban design and affordable housing), health and wellbeing and community safety across the region.		
Relevant demographic statistics demonstrate levels of community health and safety comparing favourably with regional, state and national benchmarks.	Updated Local Disaster Management Plan includes subcommittee to be based around locality to promote community resilience as well as recovery post disaster event Development of Social Infrastructure Policy and Strategy	 
Other performance indicators and measures.	Planning, design and project management of infrastructure	
C5: Promote programs that celebrate the uniqueness and diversity of our communities including appropriate recognition of our Indigenous communities.		
A growing number of collaborative, private and community partnerships that demonstrate increasing resilience and self-supporting community organisations.	Moranbah Youth and Community Centre - funding agreement Miners Memorial Moranbah	 
Other performance indicators and measures.	Cultural Heritage Recognition of the indigenous history with artwork with Barada Barna Corporation Queensland Music Festival (Bi-annual: 2017 & 2019) Public Art Strategy - adopted	  
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).		
Performance indicators and measures.	Community Development Officer (Tropical Cyclone Debbie) COVID response – Recovery Officers	 

What did we want to do	How did we go	Our Score
C7: Improved engagement /partnerships with service providers to improve outcomes for the region.		
Performance indicators and measures.	Implementation of pre-qualified supplier arrangements	
	Local Preference Policy	
	Refer to later section on Advocacy Activities	

ECONOMY

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

What did we want to do	How did we go	Our Score
EC1: Plan, design and provide sustainable infrastructure, facilities and services that encourage and support economic growth and development.		
A growing number of private and public sector enterprises are created within the region.	Investment Attraction Framework	
Other performance indicators and measures.	Revitalisation and Master Planning of Nebo Showgrounds and Clermont Saleyards and Showgrounds	
EC2: Proactively engage with and support all industry sectors, commerce and government to foster constructive partnerships to support and promote ongoing economic vitality		
Council activity facilitates new economic initiatives that are appropriately located and serviced.	Buy Local Program	
	Tourism Strategy	
	COVID Recovery Plan	
Other performance indicators and measures.	Active participation in Greater Whitsunday Alliance (GW3)	
EC3: Identify opportunities for economic development through strategic analysis of regional resources and the provision of planning and policies that support sustainable economic development.		
Council's economic development strategy provides a foundation of plans and policies that facilitate economic growth and identifies opportunities for all industry sectors.	Adopted an Economic Development Framework	
	Tourism Strategy and Business Support Strategies adopted	
	COVID Recovery Plan will accelerate delivery	
Other performance indicators and measures.	Delivery of Small Business Week across region	

What did we want to do	How did we go	Our Score
EC4: Undertake Council's commercial businesses with appropriate business and entrepreneurial acumen, as effective participants in the region's economic activity.		
Performance of Council's commercial businesses is productive and profitable based on a balance of commercial and community outcomes and utilises local products and services.	Revitalisation of the Clermont Saleyards and Showgrounds	
Other performance indicators and measures.	Administer and promote IRC's land opportunities at Nebo and Clermont	
EC5: Promote and advocate for the region and our diverse range of industries, to attract people to live, invest in and visit the region.		
Economic statistics for the region demonstrate increasing employment opportunities, business activity, visitor numbers and population growth.	Advocacy – FIFO, BoR program – influence legislation for community benefits Economic indicators report publishing	
Other performance indicators and measures.	Establishment of a Land Development Advisory Committee	
EC6: Proactively promote and support local businesses within the region.		
Council activity facilitates new economic initiatives that are appropriately located and serviced.	Shop Isaac Buy Local Program	
Other performance indicators and measures.	Roll out Small Business Week activities and business development programs	



INFRASTRUCTURE

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

What did we want to do	How did we go	Our Score
I2: Provide effective and sustainable water supply and sewerage infrastructure while progressively achieving environmental compliance.		
Water supply and wastewater infrastructure networks are planned, constructed, operated and maintained in a manner that assures water supply security and reliability, and the environmentally responsible treatment and disposal of effluent.	Integration of Long-Term Asset Management Planning into long term financial case forecast Confidence in security in water supply important to industry/community Achievement: Nebo water quality, quality of recycled water available in each town, management of water treatment processes to maintain the treatment of quality	
Other performance indicators and measures.	Isaac Regional Water Recycling Program across region (joint initiative with Queensland Government - \$3.405m funding received).	
I3: Provide and maintain a network of parks, open spaces and natural features to support the community's quality of life.		
Growing utilisation of parks, open spaces and natural features by community and visitors is achieved, supported by a planned, resourced and managed program of effective maintenance and enhancement of Council's natural and horticultural assets.	Adoption of the Recreational and Open Space Strategy Management and upgrades of parks and recreation facilities across the region	 
Other performance indicators and measures.	Local Roads and Community Infrastructure and School Transport Program	
I4: Maintain high preparedness and capability to respond to natural disasters that impact on regional communities and infrastructure.		
Response to natural events damaging Council communities and infrastructure assets is prompt and opportunities to ensure financial assistance for recovery action are accessed expeditiously.	Received Disaster Funding Relief Arrangements to respond to damage to infrastructure Utilisation and duplication of facilities Development and implementation of the COVID Recovery Plan	  

What did we want to do	How did we go	Our Score
Other performance indicators and measures.	Local Disaster Management Group (LDMG) activities and disaster management program – preparedness activities and regular reviews of response plans Installation of flood monitoring systems throughout the region Launched the Disaster Dashboard – one stop shop emergency desktop of information	
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.		
Use of Council assets are regularly measured, monitored and reported on to demonstrate cost effective outcomes.	Fleet rationalisation and housing rationalisation Roads Operational Maintenance Management Plan	
Other performance indicators and measures.	Proactive asset management of Water and Waste assets	
16: Ensure that the assets maintained and constructed are appropriate to the current and future needs of the region's industries.		
Performance indicators and measures.	Long Term Capital Replacement Program for Fleet and Plant has been completed (Ten (10) Year Fleet Replacement Program) Implementation of the Roads Upgrade Prospectus Ensure appropriate agreements of approvals are in place with industry (ie: Compensation and Infrastructure Agreements)	  

ENVIRONMENT

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

What did we want to do	How did we go	Our Score
EN1: Adopt responsible strategic land use planning to balance community, environmental and development outcomes.		
Council's Planning Scheme is compiled and implemented, demonstrating outcomes consistent with its terms of reference and supporting policies.	Isaac region's first Planning Scheme adopted Adoption of the Coastal Hazards Adaption Strategy	
Other performance indicators and measures.	Social Sustainability Policy adopted	

What did we want to do	How did we go	Our Score
EN2: Manage and promote natural resources, including culturally significant sites and coastal environments in a responsible and sustainable manner.		
Council has developed an inventory of culturally and environmentally significant sites and implemented a comprehensive promotion and management plan.	Heritage items identified Adoption of Biosecurity Strategy	 
Other performance indicators and measures.	Adoption of the Coastal Hazards Adaption Strategy	
EN3: Minimise Council's impact on the natural environment through effective waste management, recycling and environmental management policies and programs.		
A comprehensive waste management strategy is compiled and implemented, and an appropriate suite of policies and programs is adopted and implemented.	Integration of Long Term Asset Management Planning into Long Term Financial Forecast Rehabilitation assessment and plans (long term case financial forecast and ten year capital works plan and rehabilitation plan)	 
Other performance indicators and measures.	Water Recycling Program across region Stormwater & Leachate Management & Rehabilitation Program	 
EN4: Advocate to all forms of government on matters which impact on the health, wellbeing and sustainability of our region's natural environment.		
Collaborative engagement and partnerships that result in positive outcomes for the region's natural environment will be evident.	Quarterly report on Natural Resource Management Catchment Management Groups eg. Reef Guardian Environmental reviews of capital projects - Sediment Control Total catchment of Theresa Creek Dam- (Catchment Management Plan) Recycled Water Management - important links to Reef Guardian Program	   
Other performance indicators and measures.	Management of wastewater - statutory compliance Pest management	 

What did we want to do	How did we go	Our Score
EN5: Partner with industry and community to minimise environmental harm through appropriate education and regulation.		
Council's operational plans and activities include a range of environmental and conservation education programs and regulatory procedures.	Community Engagement and Compliance Strategy	
	Environment Policy adopted	
	Achievement: Regulatory Reset	
Other performance indicators and measures.	Water and Waste Integrated Management System certification	
EN6: Through proactive communication and partnering, increase community awareness of the benefits of having a healthy and diverse environment.		
Council's operational plans and activities include a range of environmental and conservation education programs and regulatory procedures.	Community Engagement and Compliance Strategy	
	Blue Green Algae Strategy	
Other performance indicators and measures.	Illegal Dumping Program - Pilot Plan adopted to combat	

GOVERNANCE

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

What did we want to do	How did we go	Our Score
G1: Inform, collaborate with and facilitate the empowerment of the community and community groups to make local decisions through effective promotion, communication and engagement.		
Council implements and reports on a comprehensive and measurable communication and engagement program across the region.	Bi-annual Community Satisfaction Survey	
	Increase in social media presence to facilitate information to community	
	Implemented new engagement platforms, Bang the Table, etc	
Regular community survey results indicate a high level of customer satisfaction across all of Council's services, and the Complaints Management System reveals decreasing levels of substantial complaints.	Bi-annual Community Survey	
	Implemented the Customer Relationship Management System to improve handling of enquiries and complaints	

What did we want to do	How did we go	Our Score
Other performance indicators and measures.	Effective and proactive Community Engagement Program	
G2: Develop policies, strategic plans and processes to address local and regional issues, guide service provision and ensure operational effectiveness.		
Council's operational activities are founded on a framework of policies, strategic plans and processes and with demonstrated positive outcomes.	Significant number of Strategies and Plans adopted	
	Budget, planning and reports for decision making reflect the Corporate Plan Strategies	
	Introduction of Business Plans, with improved linkages to Corporate Plan Strategies and guiding budget development	
Other performance indicators and measures.	Development of a Strategic Acquisition and Disposal Program for tenancy/housing stock.	
G3: Pursue financial sustainability through effective use of Council's resources and assets and prudent management of risk.		
Council delivers measurable cost efficiencies, evident through robust budgeting and reporting documentation.	Introduction of Project Accountability Gateway	
	Long term financial case forecast	
	Implementation of new financial regimes	
Regular monitoring and audit checks demonstrate Council's compliance and integrity across all aspects of the business.	Local Government Workcare (LGW) Safety Audit – achievement of 86.85% (required pass mark is 70% & Council has been acknowledged as being among the top performing councils.	
Other performance indicators and measures.	Development of a Strategic Asset Management Plan	
	Business Continuity Plan	
G4: Deliver customer focused and responsive services that are based upon a program of continuous improvement.		
Other performance indicators and measures.	Rollout of new Customer Service Strategy and delivery program, including regional community hubs	
	ICT Strategy and ICT Steering Committee - ensure robust information technology systems and application	

What did we want to do	How did we go	Our Score
G5: Provide transparent and accountable planning, decision making, performance monitoring and reporting to the community in order to continuously improve.		
Regular monitoring and audit checks demonstrate Council's compliance and integrity across all aspects of the business.	High functioning Audit and Risk Committee, with two external qualified members Development of a 3 year rolling Internal Audit Plan Regular corporate reporting on progress of corporate and operational planning, including budget	
Other performance indicators and measures.	Development of a Cultural Leadership Program	

