



# 5 YEAR CORPORATE PLAN

Isaac 2017-2022





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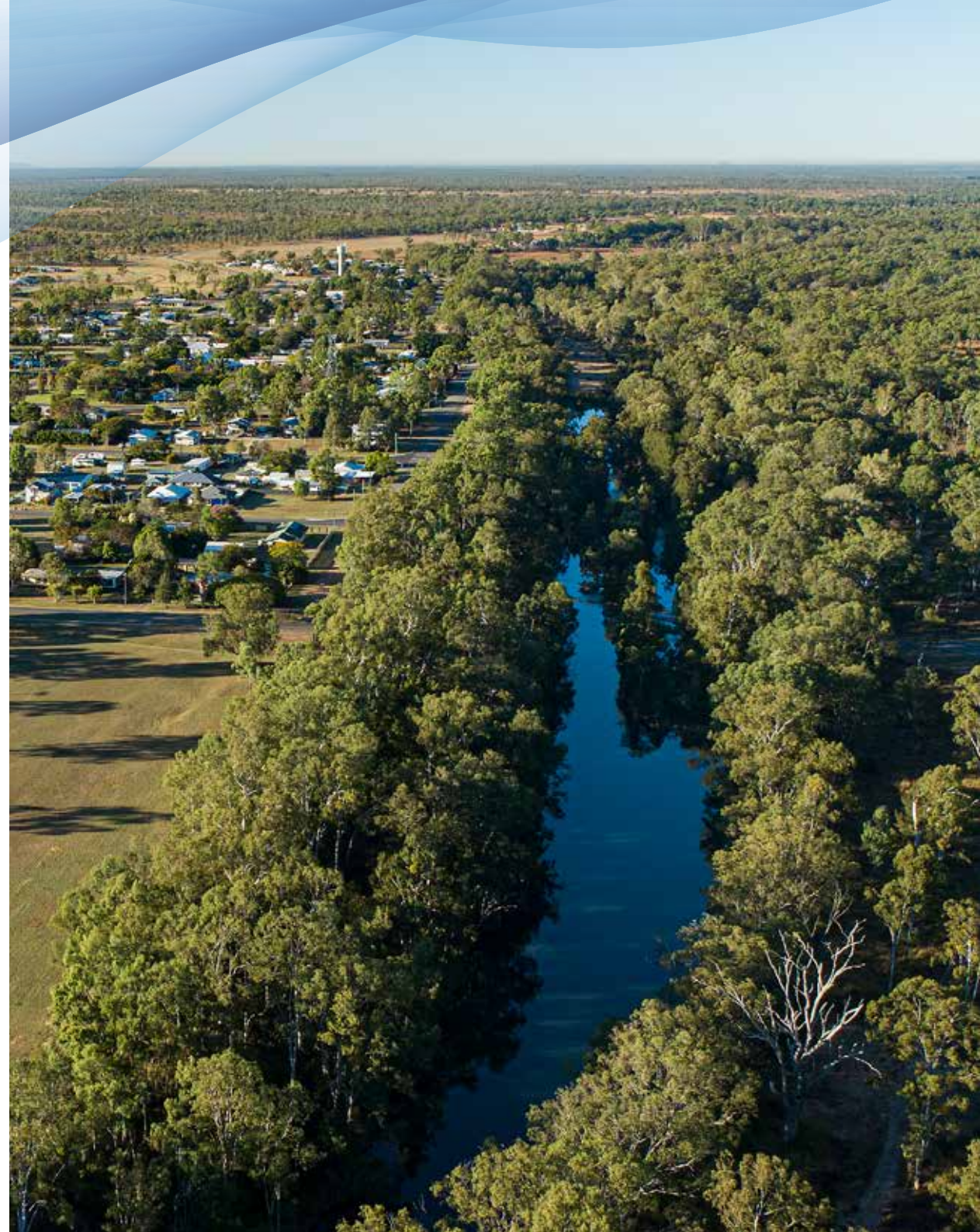
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Electronic copies of Council's 5 Year Corporate Plan are available, free of charge, on Council's website [www.isaac.qld.gov.au](http://www.isaac.qld.gov.au)

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## **ISAAC'S VISION**

To energise the world.

## **ISAAC'S VISION STATEMENT**

Helping to energise the world.

A region that feeds, powers and builds communities.

## **ISAAC'S MISSION**

To feed, power and build communities.

## **VALUES**

### **Professionalism**

Which means that we will display accountability, openness, transparency, and integrity.

### **Continuous improvement**

Which means that all aspects of the organisation's operations are encouraged through a progressive and creative approach.

### **Excellence**

Which means that the manner in which we approach all aspects of the business for Isaac Region, the highest possible outcome will be achieved.

### **Procedural consistency**

Which means that there is a consistent approach to the way in which Council conducts its business across the region.

### **Customer focus**

Which means that we identify and meet the needs of all customers in a responsive and equitable manner.

### **Teamwork and coordination**

Which means that we work together to achieve a common goal.

### **Safety and well-being**

Which means that we are all committed to working safely and caring for each other's well-being.



# MAYOR'S MESSAGE

## Anne Baker

This Corporate Plan aims to demonstrate our commitment to securing vibrant communities, a strong economy, a healthy and safe environment and effective, sustainable infrastructure and social planning to the Isaac Region and ensure delivery of best-practice local government.

In these unprecedented times, it is time, now more than ever, for innovative, responsible and compassionate leadership. Our region feeds, powers and builds communities, and we recognise the unprecedented pace of change across the globe. We will continue to embrace innovation in everything we do.

Council's vision – "To energise the world" is central to driving all strategic and key planning decisions and future planning initiatives. Current and future strategic directions are and will be, defined against our vision, mission, and values.

It is important that we continually review and consult with our community on our vision and goals, to build on those strong foundations and to reflect the aspirations of the people who put their trust in us to lead the community.

A new vision and mission was endorsed by the community and Council in 2016 and this continues to drive all decision-making. This has resonated in this 2017-2022 Corporate Plan which is to support the organisation and community through the next few years until a new, informed and responsive 5 year Corporate Plan is developed through extensive consultation with our community. The 2022-2027 Corporate Plan will aim to respond to the trends, new social landscape and economic opportunities that will support our region into the future.

Isaac Regional Council will continue its path to support and work towards ensuring a stable, efficient, cost-effective government, sustainability and building resilience of our community through the strategies in this plan.

We have a stable Council and I am privileged to lead a team of committed and passionate elected representatives.

**Mayor Anne Baker**





ABOUT THE PLAN





# ABOUT THE PLAN



## WHAT IS A 5 YEAR CORPORATE PLAN?

A 5 Year Corporate Plan is a legislative requirement under the *Local Government Act 2009* and the *Local Government Regulation 2012*.

Our Corporate Plan outlines what we will deliver to meet the objectives in Isaac 2035, our Community Strategic Plan.

This is our key planning document and will guide the allocation of resources and the delivery of services within our Annual Operational Plans and Budgets.

It provides Council with a tool to guide all activities in order to respond to local and regional needs and to deliver best outcomes.

## THIS 2017-2022 CORPORATE PLAN

In May 2020, Council endorsed the intent to prepare an interim five-year Corporate Plan in light of the current COVID Pandemic. The aim was to ensure that the community had a current Corporate Plan that Council based its decision-making upon and allow for stability to return to the organisation and community. This approach allows for appropriate consultation for a new Corporate Plan (proper – 2022-2027), at the right time.

This approach maintains the current Corporate Plan that was heavily consulted with the community, with appropriate amendments to ensure currency. It continues the current focus of priorities while allowing for the focus to be on the immediate needs for short and long term social and economic sustainability.

Council is committed to revisiting and undertaking a simultaneous comprehensive review of the Community Plan and Corporate Plan at the appropriate time, which will aim to create the 2022-2027 Corporate Plan.

## PUBLIC CONSULTATION

Consultation is a significant element of preparing a five-year corporate plan. As mentioned above, Council is planning for the adoption of an interim (2017-2022) Corporate Plan with a view to undertake, at the appropriate time, a more rigorous community consultation exercise to develop a new five-year Corporate Plan (envisaged to be the 2022-2027 Corporate Plan). As part of the second exercise, a review of the long term 20 year Community Plan is also planned.

For the Interim Corporate Plan, it is aimed to maintain the current priorities and themes to ensure stability for the community. Council invited all stakeholders to provide their feedback prior to its final review, amendment and adoption which is anticipated to occur by July 2021.

Council is committed to ensuring it seeks meaningful stakeholder involvement as this is vital in finalising the long term five-year Corporate Plan ensuring Council's priorities and strategies align with community, business and industry expectations. Council commits to undertaking extensive, rigorous and engaging community consultation in the development of the new Corporate Plan (2022-2027) that will see the Isaac region through to 2027 and beyond.

**We will respect, protect and promote human rights in our actions and decision-making and will ensure these align with the principles of the *Human Rights Act 2019*.**



# ABOUT THE PLAN

## Performance Reporting

Isaac Regional Council's 5 Year Corporate Plan will be implemented through our Annual Operational Plans and Budgets. These outline services, specific projects and associated costs to meet annual targets and will be measured by appropriate performance indicators.

In accordance with the *Local Government Act 2009*, we will undertake annual reviews to clearly track progress in achieving corporate goals and assist in the ongoing development of Operational Plans and Budgets. Council's statutory annual reviews will be made available in our Annual Reports. This process of continual monitoring will allow us to adjust our priorities and the allocation of resources.

Annual Reports are available on our website [isaac.qld.gov.au](http://isaac.qld.gov.au) or by calling 1300 ISAACS (1300 47 22 27).

## Commercial Business Units

Council does not have any commercial business units, nor significant business activities, identified at the time of preparing this Corporate Plan. Should that alter, the Annual Report will reflect and appropriately report in accordance with the *Local Government Act 2009* and *Local Government Regulations 2012*.

## Focus on COVID-19 Recovery

Progress implementation of the Strategic and Tactical COVID-19 Response Framework.

This includes supporting our businesses and community in their recovery of the impacts of COVID-19. Visit [isaac.qld.gov.au](http://isaac.qld.gov.au) for more information.

## Focus on Advocacy

Council will continue to advocate to all levels of government, industry and community leaders for solutions to issues impacting Isaac communities. Isaac Regional Council has made advocacy a high level platform and focus and will continually be looking for opportunities to proactively lobby for the benefit of our economic, social and infrastructure needs. This includes, but is not limited to addressing regional infrastructure spend inequality, improved medical/rural health services, increasing education access and opportunities and planning for Galilee Basin development.





# ABOUT THE PLAN

## Isaac Regional Council Planning Structure

Council's Vision "To energise the World" is central to driving all strategic and key planning decisions and future planning initiatives. Current and future strategic directions are, and will be, defined against the Vision, Mission and Values.







ISAAC REGION PROFILE



# ISAAC REGION PROFILE

## Location

- Central Queensland (1,000 km north-west of Brisbane and 900 km south of Cairns) with communities reaching from the coast to the coalfields
- Encompassing an area spanning approximately 58,708 km<sup>2</sup><sup>(1)</sup>

## Population

- 20,810<sup>(1)</sup> permanent residents, plus 12,770<sup>(2)</sup> resource sector workers who regularly fly in, fly out/drive in, drive out of the region and stay in temporary accommodation
- Median age is 32<sup>(3)</sup>

## Communities

- Isaac region is home to 17 unique communities:
  - Modern mining towns of Moranbah, Middlesbrough, Dysart and Glenden
  - Historical communities of Nebo, Clermont and St Lawrence
  - Smaller coastal villages and rural localities of Carmila, Clairview, Coppabella, Flaggy Rock, Greenhill, Ilbilbie, Clarke Creek, Kilcummin, Mistake Creek and Valkyrie
- Moranbah is the main service centre for the region with a population of approximately 8,700<sup>(2)</sup>

## Economy

- Mining is the largest industry employer with 22 operating metallurgical coal mines, 9 operating thermal coal mines and a further 15 mines in either construction, care and maintenance or advanced stages of approval. Regional mining produces 72% and 22% of Queensland's saleable metallurgical and thermal coal respectively<sup>(4)</sup> generating 13,080 jobs in the mining sector and equating to 60.9% of total employment in Isaac<sup>(1)</sup>

**Isaac Local Government Area is a significant contributor to the Queensland and national economies**

- Farming and agriculture is another key industry representing 14.2%<sup>(1)</sup> of registered businesses and including a contribution of \$82 million<sup>(5)</sup> Gross Value Add (GVA) from the sugar cane industry and an output of \$277.114 million<sup>(1)</sup> from agricultural (sheep, grains and cattle) industries
- Isaac is a significant contributor to Queensland's Gross Regional Product (GRP), contributing \$12.212 billion<sup>(1)</sup> GRP based on a population of only 20,810<sup>(2)</sup>

(1) REMPLAN Economy

(2) QGSO, Bowen Basin Population Report, 2020

(3) Australian Bureau of Statistics, 2016

(4) Department of Resources, Natural Resources Inventory for Queensland

(5) Australian Sugar Milling Council, 2020



# ISAAC REGION PROFILE



**Cr Anne Baker**  
Mayor

## Our Elected Representatives



**Cr Greg Austen**  
Division 1 Glenden and  
Clermont Rural



**Cr Sandy Moffat**  
Division 2 Dysart



**Cr Gina Lacey**  
Division 3 Moranbah



**Cr Simon West**  
Division 4 Moranbah



**Cr Kelly Vea Vea**  
Deputy Mayor  
Division 5 Moranbah



**Cr Lyn Jones**  
Division 6 Clermont



**Cr Jane Pickels**  
Division 7 Middelmount



**Cr Viv Coleman**  
Division 8 Nebo and Coastal  
Communities



# ISAAC REGION PROFILE



Clermont



Carmila



Dysart



St Lawrence



Moranbah



Glenden



Middlemount



Nebo



Greenhill / Ilbilbie



Clairview



Flaggy Rock



Coppabella





KEY STRATEGIC THEMES





# COMMUNITIES

## Goal

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

## Key Strategies - what will we do?

- **C1:** Provide, operate and maintain venues and community facilities to deliver, safe, efficient and cost effective services.
- **C2:** Facilitate a focused range of social, cultural, sporting, recreational, health and education services and programs to build thriving, connected and resilient communities.
- **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.
- **C4:** Undertake programs to promote liveability (including urban design and affordable housing), health and wellbeing and community safety across the region.
- **C5:** Promote programs that celebrate the uniqueness and diversity of our communities including appropriate recognition of our Indigenous communities.
- **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).
- **C7:** Improved engagement /partnerships with service providers to improve outcomes for the region.

## Performance Indicators - how are we getting on?

- Council facilities and services encourage accessibility across all community groups and geographic areas within the region.
- Regular reporting demonstrates growing utilisation and increasing levels of satisfaction by users of Council facilities and venues.
- A range of facilitative and support programs are delivered through Council's Operational Plans, demonstrating effective capacity building amongst community groups.
- A growing number of collaborative, private and community partnerships that demonstrate increasing resilience and self-supporting community organisations.
- Relevant demographic statistics demonstrate levels of community health and safety comparing favourably with regional, state and national benchmarks.
- Evidence of a growing number of community-based and initiated activities and events that focus on connection to locality and place.



# ECONOMY

## Goal

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

## Key Strategies - what will we do?

- **EC1:** Plan, design and provide sustainable infrastructure, facilities and services that encourage and support economic growth and development.
- **EC2:** Proactively engage with and support all industry sectors, commerce and government to foster constructive partnerships to support and promote ongoing economic vitality.
- **EC3:** Identify opportunities for economic development through strategic analysis of regional resources and the provision of planning and policies that support sustainable economic development.
- **EC4:** Undertake Council's commercial businesses with appropriate business and entrepreneurial acumen, as effective participants in the region's economic activity.
- **EC5:** Promote and advocate for the region and our diverse range of industries, to attract people to live, invest in and visit the region.
- **EC6:** Proactively promote and support local businesses within the region.

## Performance Indicators - how are we getting on?

- Council activity facilitates new economic initiatives that are appropriately located and serviced.
- A growing number of private and public sector enterprises are created within the region.
- Council's economic development strategies provide a foundation of plans and policies that facilitate economic growth and identifies opportunities for all industry sectors.
- 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.
- Economic statistics for the region demonstrate increasing employment opportunities, business activity, visitor numbers and population growth.





# INFRASTRUCTURE

## Goal

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

## Key Strategies – what will we do?

- **I1:** Plan, provide and maintain effective and sustainable road infrastructure to meet the needs of key economic and community activities.
- **I2:** Provide effective and sustainable water supply, wastewater and waste management infrastructure while progressively achieving environmental compliance.
- **I3:** Provide and maintain a network of parks, open spaces and natural features to support the community's quality of life.
- **I4:** Maintain high preparedness and capability to respond to natural disasters that impact on regional communities and infrastructure.
- **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.
- **I6:** Ensure that the assets maintained and constructed are appropriate to the current and future needs of the region's industries.

## Performance Indicators – how are we getting on?

- Council has implemented a program of long term planning and cycles of maintenance and renewal for all forms of Council road, transport and social infrastructure across the region.
- Water supply and wastewater, recycled water and waste infrastructure 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 and all waste.
- 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.
- Response to natural events damaging Council communities and infrastructure assets is prompt and opportunities to ensure financial assistance for recovery action are accessed expeditiously.
- Use of Council assets are regularly measured, monitored and reported on to demonstrate cost effective outcomes.



# ENVIRONMENT

## Goal

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

## Key Strategies - what will we do?

- **EN1:** Adopt responsible strategic land use planning to balance community, environmental and development outcomes.
- **EN2:** Manage and promote natural resources, including culturally significant sites and coastal environments in a responsible and sustainable manner.
- **EN3:** Minimise Council's impact on the natural environment through effective waste management, recycling and environmental management policies and programs.
- **EN4:** Advocate to all forms of government on matters which impact on the health, wellbeing and sustainability of our region's natural environment.
- **EN5:** Partner with industry and community to minimise environmental harm through appropriate education and regulation.
- **EN6:** Through proactive communication and partnering, increase community awareness of the benefits of having a healthy and diverse environment.

## Performance Indicators - how are we getting on?

- Council's Planning Scheme: progress first round of amendments, demonstrating outcomes consistent with its terms of reference, supporting policies and community sentiment.
- Council has developed an inventory of culturally and environmentally significant sites and implemented a comprehensive promotion and management plan.
- Implement the Waste Management Strategy, demonstrating outcomes consistent with its supporting policies and programs.
- Collaborative engagement and partnerships that result in positive outcomes for the region's natural environment will be evident.
- Council's operational plans and activities include a range of environmental and conservation education programs and regulatory procedures.







# GOVERNANCE

## Goal

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 Strategies – what will we do?

- **G1:** Inform, collaborate with and facilitate the empowerment of the community and community groups to make local decisions through effective promotion, communication and engagement.
- **G2:** Develop policies, strategic plans and processes to address local and regional issues, guide service provision and ensure operational effectiveness.
- **G3:** Pursue financial sustainability through effective use of Council's resources and assets and prudent management of risk.
- **G4:** Deliver unique customer focused and responsive services that are based upon a program of continuous improvement.
- **G5:** Provide transparent and accountable planning, decision making, performance monitoring and reporting to the community in order to continuously improve.

## Performance Indicators – how are we getting on?

- Council implements and reports on a comprehensive and measurable communication and engagement program across the region.
- Council's operational activities are founded on a framework of policies, strategic plans and processes and with demonstrated positive outcomes.
- Council delivers measurable cost efficiencies, evident through robust budgeting and reporting documentation.
- 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.
- Regular monitoring and audit checks demonstrate Council's compliance and integrity across all aspects of the business.



# COUNCIL'S STRATEGIES & PLANS

- Strategic and Tactical COVID-19 Response Framework
- Long Term Financial Forecast
- Strategic Asset Management Framework
- IRC Planning Scheme
- Local Government Infrastructure Plan (LGIP)
- Recreation and Open Space Strategy
- 2018-2022 Arts and Culture Action Plan
- Community Engagement Framework
- Social Infrastructure Strategy
- Economic Development Framework and Strategy
- Tourism Development Strategy
- Business Support Strategy
- Customer Service Strategy
- Infrastructure Renewal Strategy
- Resilience Network Strategy
- Roads Upgrade Prospectus
- Roads Services Delivery Strategy
- Transport Business Process Model
- Pit Remediation Strategy
- Disaster Management Strategy
- Urban Design Frameworks
- Biosecurity Plan 2020-2023
- Coastal Hazard Adaptation Strategy
- Stock Route Management Plan
- Attraction & Retention Strategy
- Diversity and Inclusion Strategic Plan
- Learning and Development Strategy
- Leadership Strategy
- Our People Strategy 2019 - 2022
- Return to Work Strategy
- ICT Strategy
- Web Strategy
- Social Media Strategy
- Advocacy Strategy
- Fraud & Corruption Control Framework
- Enterprise Risk Management Framework
- Fleet and Plant 10 Year Replacement Plan & Strategy
- Waste Strategy
- Illegal Dumping Strategy/Action Plan
- Demand Management Strategy

Documents are available on Council's website (<http://isaac.qld.gov.au>) or by contacting Council on 1300 ISAACS (1300 472 227)





# PERFORMANCE ACTIONS - OUR COMMITMENT

The following are some of the identified actions that highlight how Council will deliver the commitments in this 2017 - 2022 Corporate Plan, being the goals and key strategies that were influenced by our Community.

| Communities  |        |
|--|--------|
| COVID Strategic Recovery Plan  | C2; C4 |
| Social Impact Policy & Social Infrastructure Strategy  | C4; C5 |
| Proactive Advocacy Program – in particular to address regional infrastructure spend inequality, improved medical/rural health services | C3; C4 |
| Review utilisation of community facilities   | C1; C3 |
| Reviewing website and accessibility of the community – improved customer service   | C1; C2 |

| Economy  |               |
|--|---------------|
| Successful implementation / delivery of the COVID Recovery Plan                  | EC1; EC2; EC3 |
| Implementation of Tourism Strategy   | EC2; EC5      |
| Implementation of Economic Development Framework and Business Support Strategies | EC3; EC4      |
| Implementation of the Investment Attraction Framework                            | EC2; EC5      |



| Infrastructure  |            |
|---|------------|
| Continue to implement the flood camera and flood gauge network                                  | I4; I5     |
| Develop and Implement a Social Infrastructure Strategy  | I1; I3; I5 |
| Management of Theresa Creek Dam in accordance with Dam safety legislation                       | I3; I5     |
| SCADA and Telemetry for water and waste water - update to manage remotely (disaster management) | I2; I4; I5 |
| 5 Year Roads Works Program – based on appropriate strategic planning                            | I1; I5     |
| Regional and Open Space Strategy (ROSS) implementation plan and projects progressed             | I3; I5     |
| Fleet review and rationalisation plan completed   | I5         |

| Environment   |          |
|---|----------|
| Corporate approach to Integrated Management System (includes environmental component)   | EN2; EN4 |
| Continued education approach for community engagement and compliance  | EN3; EN5 |
| Utilise LGAQ's Waste Sherlock and Energy Sherlock to identify internal efficiencies, power consumption and waste generation across business and solutions | EN3; EN5 |
| Planning Scheme – progress first round amendments: strategic matters include residential uses on coast and futures of vulnerable communities              | EN1; EN2 |
| Progress implementation of Coastal Hazard Adaptation Strategy   | EN1; EN4 |
| Progress implementation of Waste Management Strategy Actions  | EN3      |
| Implementation of the Illegal Dumping Management Strategy   | EN3; EN6 |

| Governance   |          |
|--|----------|
| Plan and prepare a new five-year Corporate Plan, including extensive consultation with the community and stakeholders  | EN2; EN4 |
| Sustainable and effective governance of controlled entities  | EN3; 3N5 |
| Proactive Advocacy Program – Continue to actively engage with stakeholders for the sustainability of the Isaac Region, ensuring to respond all opportunities and invitations to provide submissions on issues impacting our region | EN3; 3N5 |
| Facilitation of an internal audit program, compliance with legislative and statutory obligations   | EN1; EN2 |







# PHOTO REFERENCES

- Front Cover:** Australia Day Triathlon 2019, Moranbah
- Page 2:** Aerial shot of Nebo Creek, Nebo
- Page 4:** Gemini Peaks, Rural Clermont
- Page 5:** Cape Palmerston National Park
- Page 6:** Gas line project (stock photo)
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- Page 21:** Boat on the water, Theresa Creek Dam



**FOR MORE INFORMATION:**  
**ISAAC.QLD.GOV.AU | 1300 ISAACS (1300 47 22 27)**

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