



2023-2028  
**Community-Corporate Plan**

## ACKNOWLEDGEMENT TO TRADITIONAL CUSTODIANS

We acknowledge the Koinjmal, Widi, Birriah, Barada Kabalbara Yetimarala, Jangga, Barada Barna, Wirdi Peoples as the Traditional Custodians of the lands and waters throughout the Isaac region and their enduring cultural connection to country and community.

We pay our respect to the Elders past, present and emerging for they hold the stories, culture and traditions of Aboriginal and Torres Strait Islander Peoples.

**Our relationship with Traditional Custodians and First Peoples will shape a shared future that celebrates the history and culture of our First Peoples as the foundation of our region's collective identity.**





## RECONCILIATION

We are committed to reconciliation and working in partnership with Traditional Custodians and First Peoples to shape a shared future for the benefit of all communities within our region and beyond.

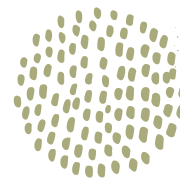
Council's First Nations Engagement Framework and the development of our first 'Innovate' Reconciliation Action Plan is underway.

These plans, in collaboration with our First Peoples communities, will foster a better understanding of their priorities for our shared future.

It will also aim to improve Council's capacity to deliver positive outcomes for the communities of our First Peoples by acting as a foundation for respectful relationships, stronger partnerships, and meaningful opportunities.

We recognise that reconciliation is a journey and will require leadership to ensure our relationships and planning are culturally informed.

These documents demonstrate our commitment to reconciliation as well as our intent to integrate this ethos across our strategic planning documents and the delivery of our programs, projects, and services.



# WE PLAN FOR A BETTER TOMORROW, TOGETHER

Thank you to everyone in our community who provided invaluable contributions to our Community-Corporate Plan engagement.

From the seven Traditional Custodian groups, to residents of our 17 unique communities, your passion for the future of our region was apparent. Our Isaac is a region with heart and that has never been more evident than it is now.

Your genuine contributions were considered, direct, heartfelt and inspiring. We thank you for trusting us to bring this vision to life and for working with us to strengthen the bonds of our community.

This 2023-2028 Community-Corporate Plan reflects you.

It describes what you value, what you want to achieve and how you want to live in this region that are so very proud to call home, or a home away from home.

Most importantly, this document ensures that it is your voice that truly shapes our Isaac region for the next five years.



**MAYOR ANNE BAKER**

## YOUR ELECTED REPRESENTATIVES

Division 1



Cr Greg Austen  
Glenden and  
Clermont Rural

Division 2



Cr Sandy Moffat  
Dysart

Division 3



Cr Gina Lacey  
Moranbah

Division 4



Cr Simon West  
Moranbah

Division 5



Cr Kelly Vea Vea  
Deputy Mayor  
Moranbah

Division 6



Cr Carolyn Franzmann  
Clermont

Division 7



Cr Jane Pickels  
Middlemount

Division 8



Cr Viv Coleman  
Nebo and  
Coastal  
Communities

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

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We are delivering in a changing world and how we plan our future matters. More than ever, local governments across Queensland are being stretched to operate outside of the traditional “roads, rates, and rubbish”. Our role as community leaders has permanently shifted. It requires us to dig beneath the surface, understand complex issues and develop innovative answers to not just local problems, but regional, national, and global trends and emerging pressures.

We're constantly pursuing long-term sustainable futures for Isaac's communities. To secure a prosperous future for all, we vow to help each of our communities navigate their own unique set of needs, challenges, and opportunities. At Isaac, the how matters and this is reflected in our organisation's values. We aim to epitomise these values, and ensure they're reflected in everything we do.

This document, Isaac's Community-Corporate Plan is Council's leading document to inform how we intend to lead, plan, and deliver community and Council priorities over the next five years and beyond.

## OUR VISION

Helping to energise the world. A region that feeds, powers and builds communities, now and for the future.

## OUR VALUES

### COMMUNITY FOCUS

We engage and communicate authentically with all Isaac communities to understand both their common and specific needs. We will continuously improve how we address those needs to help future-proof our region.

### CARING

We are committed to working safely and caring for the safety and wellbeing of our people and communities. We believe that people matter.

## OUR GOAL

To pursue long-term sustainable futures for Isaac's communities.

### TEAMWORK

We expect respectful relationships in our work together, to achieve. We cultivate commitment through shared purpose, to create value.

### POSITIVE WORK ETHIC

We do our best every day to have pride and enjoyment in our work. We display accountability, transparency, procedural consistency and integrity. We seek the highest possible practical outcomes in everything we do. We practice the knowledge that how we do things is just as important as what we do.

**At Isaac,  
the how matters.**



## COMMUNITY-CORPORATE PLAN

The Community-Corporate Plan sets the long-term vision, medium-term goal and short-term priorities for our region, helping Council decide on operations and budgets.

The plan has been structured around six strategic themes:



leading and enabling a changing world



liveability through design and infrastructure



engaged communities



vibrant natural assets



inclusive growth for a progressive economy



governance for accountability

## OUR STRATEGIC PLANNING FRAMEWORK

**Community-Corporate Plan**  
Our five-year plan that informs all other plans.

**Annual Operating Plan and Budget, Strategies, Policies, Council Resolutions, other council programs**  
All subordinate plans, policies, decisions and entities refer to, and are informed by the Corporate Plan.

**Action Plans**  
All actions and initiatives included in the operation and action plans, policies and decisions are linked to team and/or individual responsibilities for delivery.

**Performance Monitoring and Reporting**  
Periodic and annual performance reporting on the progress and implementation of operational and action plans is undertaken and reported back to Council and other committees.

We undertake a range of roles and functions to support the needs and aspirations of our communities and achieve our Community-Corporate Plan.

Our communities and other stakeholders, such as government agencies, business partners, First Peoples, and community groups, also play a significant role in supporting, influencing, and achieving our plan.

We ask everyone to consider how they can have an impact and help influence a progressive future for Isaac.

Ways you can help are identified in each theme of this plan.

## Deliver.

Plan, deliver and fund services and projects.

## Facilitate.

Assist others to undertake activities by bringing interested parties together.

## Partner.

Work with other stakeholders to achieve shared goals.

## Educate.

Share learning to support broader understanding and action.

## Advocate.

Promote the interest of the community to influence decision makers.

## Regulate.

Regulate activities through law and legislation.

### Annual Operational Plan

Each year, Council adopts an operational plan. It captures key deliverables in that year based on the Community-Corporate Plan's goals and short-term priorities. The annual operational plan supports our annual budget process.

### Annual Report

At the conclusion of each financial year, we produce a detailed annual report that reviews our performance and achievements. The annual report provides our community with concise operational and financial information about our performance against the priorities and service delivery commitments set out in the corporate and operational plans.

### Quarterly Performance Report

Every three months, a quarterly performance report is prepared and presented to Council by the Chief Executive Officer. This report outlines performance and progress on priorities identified in the Community-Corporate Plan as well as organisational performance.

### Council Reports

Over the life of the plan, additional progress reports may be submitted to Council detailing specific achievements against the Community-Corporate Plan.

### Isaac Community Satisfaction Survey

We conduct the Isaac Community Satisfaction Survey every two years to gauge our community's satisfaction with the services we are delivering. The information gathered from the survey helps us maintain or review priorities and service delivery commitments.

### Other

There will be instances where Council will not have primary responsibility or control over delivery and outcomes. Instead, Council may have shared responsibility or may influence outcomes. These may be reflected within other reporting mechanisms.







WELCOME  
TO OUR  
BEAUTIFUL  
BACKYARD





# LEADING AND ENABLING A CHANGING WORLD

We are living in times of increasingly complex and rapid change driven by technological advances, geo-political and demographic shifts, and a changing climate.



## WHAT WE KNOW

We are living in times of increasingly complex and rapid change driven by technological advances, geo-political and demographic shifts, and a changing climate.

Our leadership here and now matters - it will directly influence how well we, as a region, harness opportunity; proactively respond to change and adversity; and foster social adaptive capacity. Responding to change can be complex and demands considered and responsive research, policy, planning, engagement, and decision-making.

We have listened to our communities and key stakeholders to understand the impact these trends will have and the changes they want to see locally.

While we're acting in the here and now, we can't lose sight of the big picture or of the many external factors having a direct impact on our region. Our global physical footprint is small, but our region's global impact is big, as we continue to feed, power, and build communities.

We know we need to be well-informed and progressive in our thinking so we can respond swiftly and effectively. And, when the going gets tough, we fight hard to make sure we are in the right place, speaking to the right people, at the right time.

We need to ensure we facilitate the organisation's adaptive capacity across all aspects of its business, maximise the resilience of our services and functions, so we can continue to deliver for and on behalf of our communities.

Our people are our power.

Our connections to our First Peoples, our communities, our employees, industry, and all levels of government are our foundation for strategic, strong, and respectful relationships capable of generating meaningful change.

We know that we're only as good as the people we employ. We will continue to prioritise the capability of Council, its people and technology, to simultaneously support healthy, agile, and flexible workplaces, improved efficiency, and productivity requirements.



First Peoples relationships

Genuine community engagement

Submissions to government and industry

Future-proofing strategies

Advocacy

Representatives on committees

Funding submissions and funding received

Technological advancement

Climate change mitigation

Social infrastructure policy

Professional development

Workplace flexibility and responsiveness

***Social adaptive capacity refers to the conditions which enable people to anticipate and respond to change.***



## EMERGING TRENDS, CHALLENGES AND OPPORTUNITIES

### LEADING AND ENABLING A CHANGING WORLD



Our region is not like any other, and with this comes challenges that need to be considered and worked through for the betterment of our people and communities.

External challenges such as climate change, decarbonisation, economic transformation, technological advancements, and workplace trends, are likely to affect our region differently to others.

One size does not fit all, and we need to use our knowledge of our communities and these emerging trends to inform how we lead our communities amongst change.

A changing climate means greater climate variability and potentially dire consequences for our region, our communities, and our people.

Our coastal strip is vulnerable to rising sea levels, more acidic oceans, and intense tropical cyclones. The devastation of cyclone Debbie in 2017 is still fresh in many residents' minds and it's important to continue to build our communities' resilience. Similarly, higher temperatures, hotter and more frequent hot days, more intense downpours, and severe

flooding like that experienced in 2010 and 2011, are likely to impact our communities again and cause significant economic disruption.

Mounting costs from disaster clean ups, greater demand for services and prematurely deteriorating assets will become growing liabilities for Council.

The cost of natural disasters to Australia in 2017 was \$13.2 billion and this is projected to reach \$39.3 billion per year by 2050. Climate-related risks and adaptation requirements need to be embedded into our strategies, policies, procedures and decision-making where necessary, to minimise impacts to our people, ratepayers, and budget.

Many of our inland communities have built up dependencies around (mostly) metallurgical and thermal coal mining operations. While the resource industry aims to directly reduce its operational emissions and improve its global competitiveness, it will also be critical in supplying the minerals, metals and equipment needed to decarbonise the global economy and meet emissions targets.

Many mines in the region are coming to their natural (resource exhaustion) and/or economic ends of life and this means impacts to local jobs, populations, and businesses. As a region with 75% of current jobs in Isaac highly exposed to decarbonisation, planning for the decline of fossil fuels and pursuing economic opportunities associated with decarbonisation will be vital.

Change will be forced upon local governments. We cannot solve this alone and will need community, industry, and all levels of government to help with the heavy lifting to ensure a prosperous future for all.

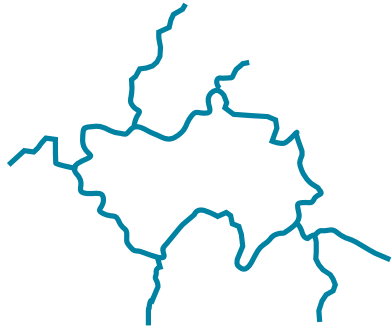
### *The Competition for Talent*

Competition for talent is real across all sectors, and only more challenging in these disruptive times. For Isaac, this is exacerbated by the already low unemployment rates and competitive and highly remunerative resources industries on our doorstep. Council needs to find a balance between the benefits of remote flexible, mobile-enabled working arrangements with delivering face-to-face services at a bricks and mortar level.



### OUR 20-YEAR VISION

We consistently transform challenges into opportunities, to deliver balanced outcomes on behalf of our communities, in a rapidly changing world.



### OUR 5-10-YEAR GOAL

Through meaningful community engagement, strategic relationships, and impactful advocacy, we will enable our communities to harness opportunity, and lead boldly amongst change and adversity.

### OUR 1-5-YEAR PRIORITIES

- 1** We will continue to create and build-upon strong and respectful relationships with our communities, all levels of government and industry.
- 2** We will build a collaborative, consultative and mutually beneficial process for engaging with our First Peoples and to support outcomes.
- 3** We will continue to nurture our First Peoples connections to ensure our planning and decision-making is culturally informed.
- 4** We will actively monitor, plan and advocate for the progressive futures of our communities.
- 5** We will focus on presenting compelling propositions to all tiers of government and the services sector, to prioritise investment in our region that fulfills the needs of our communities.
- 6** We will continue to fight for an equitable share of infrastructure, services, and resources investment in our region.
- 7** We will embed climate-related risks, uncertainties and adaptation requirements into our strategies, policies, procedures, and decision-making.
- 8** We will continue to develop the capability of Council, its people and technology, so it is responsive to the changing nature of work and ongoing needs of the community.
- 9** We will continue to support responsive, agile, and flexible work practices that meet our productivity requirements.



### WHAT YOU CAN DO TO HELP

Join 'Speak Up Isaac' to have your say on projects and events that are happening in our region.

Discover more about the culture of our region's First Peoples by participating in Reconciliation Week and NAIDOC Week celebrations.



## OUR FOCUS FOR THE NEXT FIVE YEARS

### *Supporting strategies*

First Nations Engagement Framework

Reconciliation Action Plan

Glenden Futures Steering Committee and Work Plan

Social Sustainability Policy Framework

Climate Change Policy Framework

### *Supporting Council Services*

Office of the CEO  
Advocacy and External Affairs  
People and Capability  
Media and communication



## CATALYST PROJECT

### SOCIAL SUSTAINABILITY POLICY

**Council's Role: Deliver. Facilitate. Partner. Educate.**

To keep pace with the changing world around us, our communities need to adapt and grow in a manner that harnesses their full potential to thrive on the back of major project and infrastructure investment.

Council is also beholden to itself to ensure the broadest view is taken on community interests and wellbeing for now and into the future in decision making on infrastructure and service delivery.

In light of this, Council's adopted Social Sustainability Policy outlines its aspirations for an Isaac region which:

- Recognises community needs for infrastructure and services through normative, felt, expressed and comparative lenses.
- Encourages strategic thinking and advocacy to recognise the seven dimensions of social sustainability as an integrated whole, and ensures social sustainability is not isolated from conversations about economic growth.

- Sees net benefits returned to communities during major project investment, development, delivery and end-of-life processes.

Processes to be enacted for implementation of this policy include:

- Embedded council resources for assessment of major projects, with clear guidelines and procedures to outline how Council will engage in the major project assessment process.
- Development of a social infrastructure investment prospectus to guide conversations with major project proponents on sustainable social investment in parallel with their project lifecycle.
- Improvements in Council reporting and evaluation processes to directly consider the social impacts and benefits of projects and changes to service delivery.



## A STABLE FUTURE FOR GLENDEN

**Council's Role: Deliver. Facilitate. Partner. Educate.**

Glenden, and all Queensland communities have a right to a future. Isaac Regional Council has been fighting for Glenden's future for over a decade.

It has invested significant time and money defending the community since 2019 in court, to ensure QCoal honours its original commitment to house its workforce within the boundaries of the Glenden township.

In June 2023, the Queensland Resources Minister announced his preliminary decision to approve a 450-bed mining camp at the Byerwen coal mining lease.

This preliminary decision goes against the Queensland Resource Industry Development Plan,

The Queensland Energy and Jobs Plan, the Environmental Impact Statement process, the Social Impact Assessments and the principles of the Strong and Sustainable Communities Act.

Council wants to ensure this doesn't set a new precedent for mining and renewable communities and to ensure that legislation, engagement and plans are upheld with the intent of which they were developed. Council won't give up its fight for Glenden.







# ENGAGED COMMUNITIES

Our relationships and the connections we make with one another, form the social fabric of our communities; making us all a part of the common thread that is Isaac.





ENGAGED COMMUNITIES

WHAT WE KNOW

Our relationships and the connections we make with one another, form the social fabric of our communities; making us all a part of the common thread that is Isaac.

We know we can't deliver on our vision for the region without a genuine relationship with the communities we serve. We want our communities to feel heard and respected; their needs and desires well understood and reflected in Council's activities. We know we have to work hard to achieve this and we will continue to drive improvements to our community engagement practices.

Regardless of your age, gender, culture; whether you live here full-time or part-time for work; we want you to feel welcome, safe, included and connected to each other, our communities, and the broader region. Our neighbourhood and Council assets are foundations for connection and inclusion.

We want to encourage greater activation of our public places and spaces through innovation, events, and other participatory activities.

We are committed to maintaining what has been built and to improving our spaces, so they are inclusive, fit for purpose, accessible and adaptable.

We know your liveability and community bonds rest on your access to well-resourced social systems, services, and infrastructure. They bring our people and communities together to interact, play, learn, and celebrate.

We will continue to advocate for the affordable provision of these systems and services including housing, childcare, allied health, and healthcare within the region so we can ensure you are living well and are cared for.

We will work to engage and empower young people, to advocate on youth-related matters and implement youth-led initiatives that support and celebrate young people in our region.

We will continue to encourage healthy and active lifestyles in our region, including the delivery of mental health and wellbeing initiatives.



- 17 distinct communities
- 7 Traditional Custodian groups
- 7 Council Customer Service Offices
- 1 regional art gallery and 2 museums
- 8 community libraries and 47,500 annual users
- Community groups and organisations
- 99 parks and playgrounds
- Isaac Community Grants Program distributes over \$400k annually
- Sport-based groups and organisations
- We maintain 19 community facilities including halls, civic and recreation centres
- 8 State Emergency Service depots 60 volunteers
- We own and operate 8 aquatic facilities (which is more than significantly larger councils)
- 122 community tenure agreements
- We support and host about 240 events annually



## ENGAGED COMMUNITIES

### EMERGING TRENDS, CHALLENGES AND OPPORTUNITIES

Despite our region being young by national standards, our population is aging.

The proportion of Australians aged 65 years or over is expected to increase from 16% to 23% by 2060-61.

The number of working-age people to non-working-age people is predicted to decline over the next 40 years and represents a shift in how we plan for our communities' futures.

Similarly, the burden of physical and mental health is rising across the globe.

Most Australian adults do not meet the recommended guidelines for exercise or healthy eating and are overweight or obese has grown.

Social connection is a key protective factor that can promote more positive wellbeing outcomes during periods of uncertainty and distress.

In recent years, the share of Australians who hold private health insurance for hospital treatment dropped in 2020.

This trend could pose future risks to the viability of the private health system and place additional strain on the public healthcare resources which pose an additional risk to our region's already stressed health services.

COVID-19 has fast-tracked digital health initiatives into routine healthcare management and delivery.

Telehealth services can reduce travel time and productivity losses and improve the timeliness of care however telehealth can also lead to overutilisation of services and, widen healthcare disparities in populations with limited digital access. It may also not reduce healthcare costs under current activity-based funding models.

The benefits of telehealth and other digital health initiatives need to be managed with the potential challenges to support a sustainable future healthcare system.

While we support and welcome an array of telehealth options for our region, a nuanced solution needs to be sought for the benefit of all our residents.

Telehealth is not a substitute for bricks and mortar health infrastructure and services.

#### *The Great Australian Dream*

Housing affordability continues to be a regional issue. The median cost of housing is also growing faster than household incomes.

It is becoming increasingly challenging for younger Australians to break into the property market.

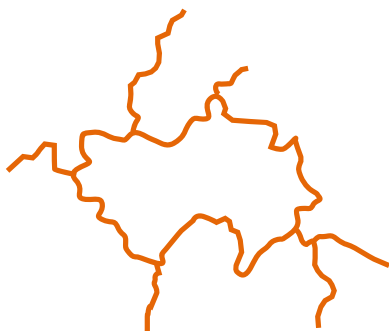
By 2041, the Australian Housing and Urban Research Institute estimates that 52.5% of Australians aged 25-54 years old will own a home, compared with 60% in 2016.

We want people to make Isaac their home and maintaining a diverse range of affordable housing options will continue to be crucial determining factor for this.



## OUR 20-YEAR VISION

Our communities are connected, diverse and thriving places. Our people are engaged, included, and celebrated. Our services and facilities are valued and enhance healthy and vibrant lifestyles.

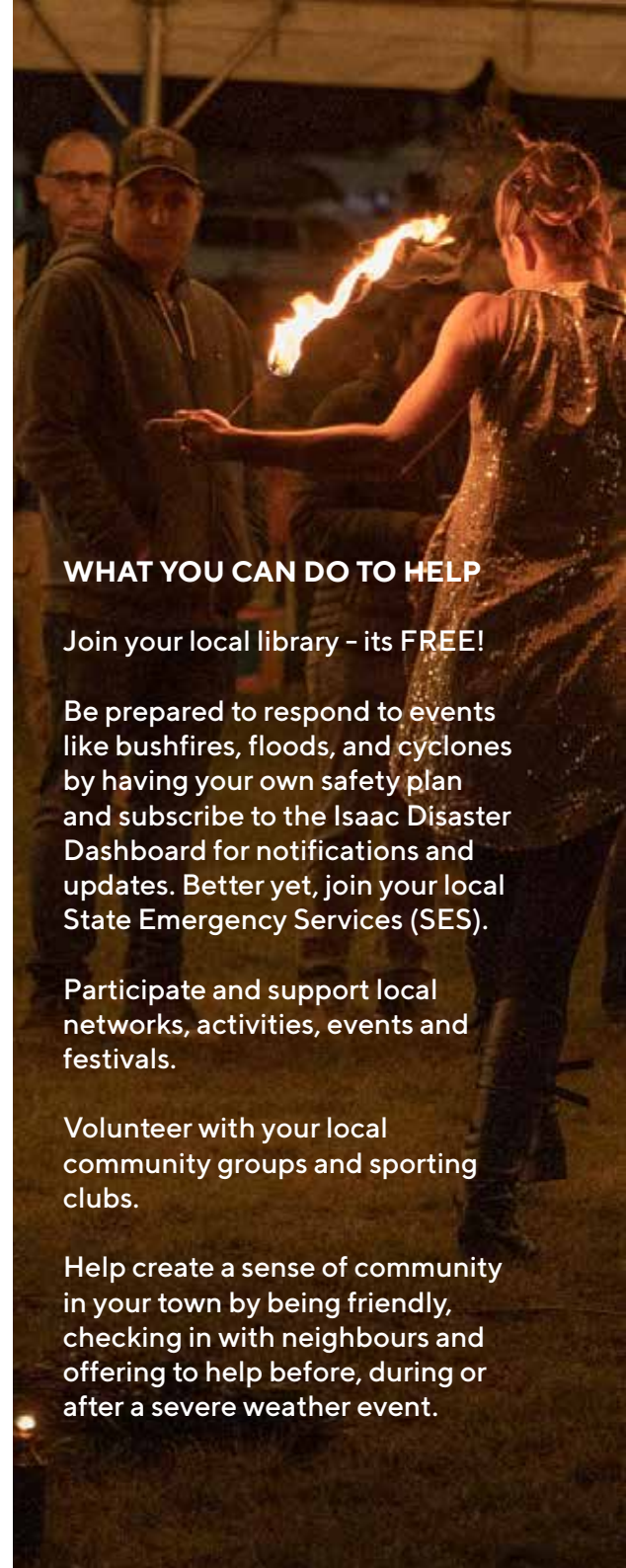


## OUR 5-10-YEAR GOAL

We are committed to creating socially adaptive, connected, and diverse communities whose public spaces are valued and activated; whose lifestyles and wellbeing are prioritised; and whose individual and collective identities are celebrated.

## 1-5-YEAR PRIORITIES

- 1** We will advocate for the provision of essential services including housing, childcare, mental health, allied health, disability, aged care, and healthcare within the region.
- 2** We will support our communities to improve their resilience and social adaptive capacity, so that in times of adversity our people and places are responsive, connected, cared for and safe.
- 3** We will continue to improve our neighbourhoods and community assets, so they are inclusive, fit-for-purpose, accessible, and adaptable.
- 4** We will encourage a diversity of community events and arts programs to innovatively use our places and spaces.
- 5** We will encourage our communities to embrace opportunities for participation in events, arts and creative experiences which celebrate our stories, cultures, and identities.
- 6** We will embed effective and genuine community consultation processes across the organisation to enable participation, engagement, and collaboration.
- 7** We will maintain and activate quality sport, recreation, and community facilities to support an active and healthy community.
- 8** We will encourage young people to have a say about the issues that affect them and they are empowered to make a meaningful contribution to decision-making and future-planning in their community.
- 9** We will continue to investigate and facilitate options for our senior and disabled population to live independently, or with support, in their community for longer.



## WHAT YOU CAN DO TO HELP

Join your local library - its FREE!

Be prepared to respond to events like bushfires, floods, and cyclones by having your own safety plan and subscribe to the Isaac Disaster Dashboard for notifications and updates. Better yet, join your local State Emergency Services (SES).

Participate and support local networks, activities, events and festivals.

Volunteer with your local community groups and sporting clubs.

Help create a sense of community in your town by being friendly, checking in with neighbours and offering to help before, during or after a severe weather event.



## OUR FOCUS FOR THE NEXT FIVE YEARS

### *Supporting strategies*

Recreation and Open Space Strategy

Community Engagement Framework

Arts and Cultural Action Plan

Community Recovery Plans

Community Grants Program including RADF

### *Supporting Council Services*

Arts and culture, museums and galleries

Libraries and digital programs

Community facilities, leasing and activation

Community engagement, programs, relations and events

Sports and recreation development

Disaster resilience and management

Youth services



## CATALYST PROJECT

### ADVOCATING FOR BETTER HEALTH SERVICES AND INFRASTRUCTURE

#### **Council's Role: Advocate.**

The current provision of health services and infrastructure in the Isaac region does not meet our communities' needs.

From medical and allied health services to, mental health, aged care and disability support, under-staffing, under-funding and aging infrastructure poses an unacceptable risk to our people and communities.

The health and wellbeing of our people is paramount, and while health is not considered a local government responsibility, we will continue to advocate for equitable access to reliable health services and infrastructure in our region.

Council has a long-held health advocacy position and supports community-led health and wellbeing initiatives.

Two significant regional health projects include the Clermont Seniors Living Project and new Moranbah Hospital.

The Clermont Senior's Living Project is being driven by the Belyando Enterprise Network Inc to ensure aging residents can enjoy their twilight years at Monash Lodge – a valuable aged care facility in Clermont. The facility was founded through generous donations and contributions by the community and are now seeking funding to refurbish the existing 20-bed facility, create 12 new independent living units and a caretaker's apartment. The project's social innovation model applies pioneering thinking to one of Australia's biggest issues and could help address aged care across other small rural and regional communities.

After years of local advocacy, the Moranbah Hospital will finally be replaced. The project is scheduled for completion by June 2025. The \$48.5 million upgrade will increase the number of emergency department treatment spaces and provide enhanced outpatient, allied health, community health and mental health spaces. The facility will also include improved medical imaging services and a helipad to reduce reliance on ambulance services.



## MORANBAH COMMUNITY CENTRE REVITALISATION PROJECT

### Council's Role: **Deliver.**

In 2021, Council received \$8 million in funding from the Resources Community Infrastructure Fund to revitalise the Moranbah Community Centre.

The facility is now approaching 50 years of age, so the funds will be directed towards technological upgrades to ensure connectivity needs are met for industry and community users into the future as well as mechanical services improvements including the air-conditioning system.

The upgrade will ensure the centre can better fulfil its role as Moranbah's only contemporary multi-functional community space, supporting the needs of the community, mining industry and local businesses into the future.

The centre has been a centrepiece in the Isaac region since 1974.

Since 2018, the centre has hosted or catered 685 events, meetings and civic ceremonies making it the most used community centre in the Isaac region and generating more than \$640,000.

This project will deliver a modern functional event centre that allows the region to play host to a variety of events that were previously unable to be hosted in region.

The overall total of the centre redevelopment is in excess of \$10 million with Isaac Regional Council co-funding the project.





# INCLUSIVE GROWTH FOR A PROGRESSIVE ECONOMY

Our region has long-been a powerhouse regional Queensland economy, batting well above its weight with regards to its Gross Regional Product (GRP), and outputs.



**WHAT WE KNOW**

Our region has long been a powerhouse regional Queensland economy, batting well above its weight with regards to its Gross Regional Product (GRP), and outputs.

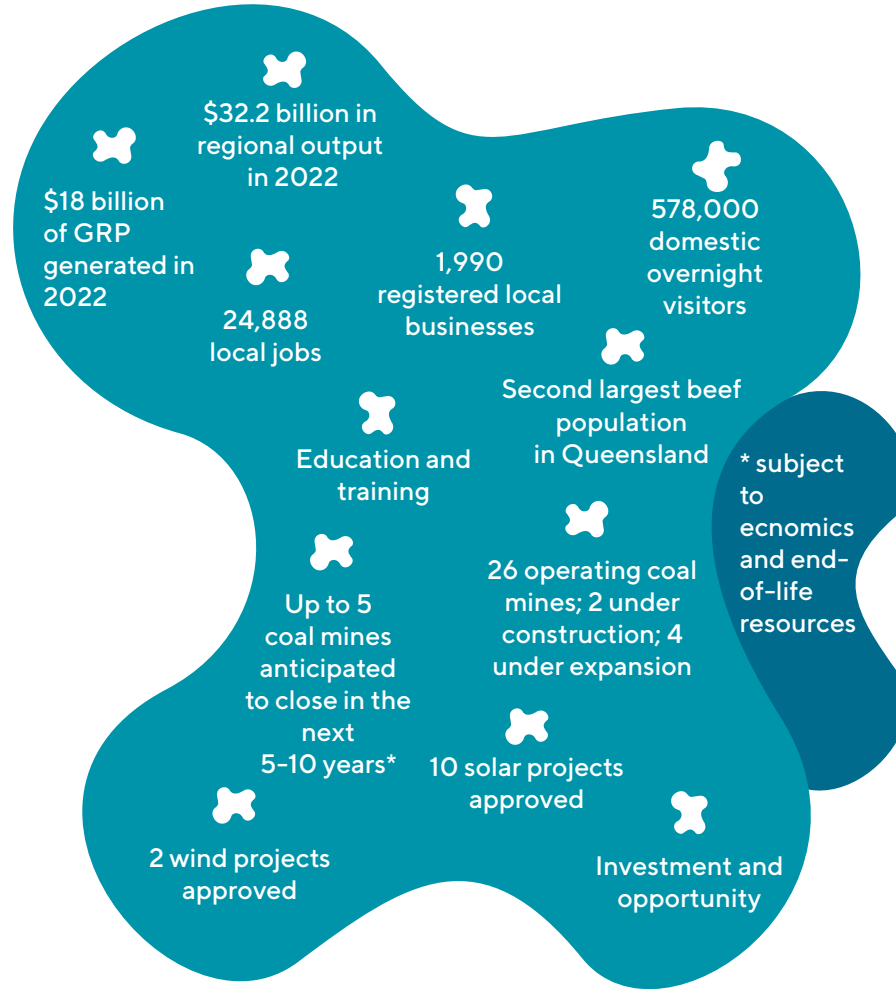
Our per-capita GRP is four times the Queensland average, while our per worker GRP is 1.8 times the Queensland average.

Our communities were built on the back of the mining industry, the extraction of fossil fuels, and exceptional agricultural and grazing capabilities.

In fact, our region simultaneously hosts the second-largest beef population and the largest metallurgical reserves in Queensland.

Our region is also witnessing a burgeoning tourism sector and significant investment in large-scale renewable projects.

Each of these has helped define our local and regional economic identity and will continue to do so into the future.



Our metallurgical coal is world class and is being used to produce steel internationally.

We know steel is essential in the decarbonisation of the global economy and the rise of renewable

technologies; particularly through the production of wind turbines and utility-sized solar panels. But this does not make our region and our communities' economic futures immune. We live in an increasingly complex and rapidly changing

world. Many of our communities have significant dependencies on mining operations who are reaching resource exhaustion or economic end-of-life. We've witnessed the rapid prosperity and decline of regional Queensland before, and the impacts of both are devastating.

Growth in the Isaac context is not always good. This is why we're focusing on inclusive growth – economic development underpinned by best-practice ESG principles to build long-term social sustainability.

We have a lot of work to do to ensure our region maximises the opportunities presented throughout this transformative process and ensure that while we're feeding, powering, and building others' communities, we're nurturing ours too. We know that local business remains the backbone of the region's economy and its ability to expand and adapt will be a driver of success. In-region education, training and skills development will also be critical to facilitate vocational opportunity for our community to thrive in current and future employment.





## EMERGING TRENDS, CHALLENGES AND OPPORTUNITIES

The 2022 Queensland Energy and Jobs Plan confirms the State's intent to move away from fossil-fuel power generation.

Renewable energy sources are expected to account for 80% of the growth in global electricity demand by 2030, surpassing coal as the primary source by 2025.

The Australian Energy Market Operator is preparing Australia's grids to manage 100% renewable energy by 2025, however Queensland is aiming towards a 50% renewable target by 2030.

With the highest wind and solar capacity per capita across developed nations, Australia, and the Isaac region, has a natural advantage in renewable energy generation, and the development and deployment of low-emission technologies.

This transition opens new industry and job creation opportunities.

Australia's abundant access to raw commodities and renewable energy, advanced manufacturing capabilities and concentration of relevant skilled workers, yield a

strong competitive advantage in emerging clean energy industries.

This is particularly so for the Isaac region. Trends suggest the demand for steel, zinc, copper, aluminium, rare earth elements, lithium, uranium and nickel will continue to grow.

Future innovations will likely focus on improving the precision of exploration and extractive technologies, and the sustainability of mining operations.

The recent COVID-19 pandemic revealed Australia's vulnerability to global supply chain disruptions.

In February 2022, 37% of Australian businesses experienced supply chain disruptions, half of which were unable to find alternative suppliers. Supplier diversification, onshoring and contingent contracting have been proposed as potential risk mitigation strategies for firms and governments.

### *The future of coal*

As the Queensland Government moves away from its reliance on coal-fired energy generation,

the future of metallurgical (steel-making) coal remains bright.

There will be continued demand for steel to keep up with the construction required to support population growth.

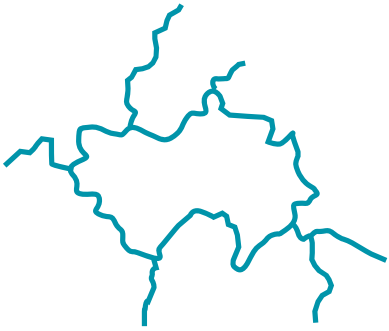
There are over 8 billion people in the world, 50% of which live in urban areas.

By 2050, it is anticipated the world's population will grow to 10 billion people with approximately 70% of people residing in urban area many of whom will have emerged into the middle classes.

To effectively house this population boom, a new New York City will need to be built every month for the next 40 years.

While "green" steel is proving promising, the commerciality of production and associated economics are not yet competitive with traditional steel making.

Even though this means our region is still well-placed to feed demand for steel, it needs to be ready for when green steel reaches maturity.



### OUR 20-YEAR VISION

Our region is recognised nationally as the conscientious engine-room of regional Queensland for resources, agriculture, and renewables.



### OUR 5-10-YEAR GOAL

We have a responsive local economy that responsibly and innovatively feeds, powers and builds communities.

### 1-5-YEAR PRIORITIES

- 1** We will define, strengthen, and drive a national competitive economic identity.
- 2** We will enhance the profile of local industry ideas, solutions, and achievements.
- 3** We will continue to advocate, promote, and harness opportunities for existing, new, and emerging industries to drive jobs, innovation and participation in the circular economy.
- 4** We will actively plan for inclusive growth which collectively prioritises and benefits the needs of the community, business, and industry.
- 5** We will provide local and regional policy and program settings to facilitate inclusive growth and long-term community resilience.
- 6** We will work with business leaders and industry experts to build the capability, reach and performance of our small to medium-sized enterprises (SMEs) and to retain and grow local talent.

*Inclusive growth is a specific term used to describe development and progress that support social sustainability.*

*This is not growth for growth's sake, nor about solely improving economic performance.*

*Inclusive growth benefits all and builds upon the social fabric of our communities.*

**7** We will encourage the adoption of leaner and greener business practices across the region.

**8** We will encourage and promote increased consumer and business expenditure within the economy by locals, visitors, and businesses.

**9** We will facilitate the growth of in-region educational and vocational training opportunities to support current and emerging industries.

**10** We will explore opportunities to encourage, attract and nurture new business in the region.

### WHAT YOU CAN DO TO HELP



Shop Isaac - Buy locally wherever possible and shout out an Isaac business.

Plan a stay-cation. Discover the hidden treasures and create adventures available within our region.

If you are a business, procure locally, celebrate your successes publicly and showcase your excellent employees and their capabilities to raise the profile of your business and industry in Isaac.

Invest locally, create and support local supply chains and employ local residents.

## OUR FOCUS FOR THE NEXT FIVE YEARS

### *Supporting strategies*

Economic Development Framework

Business Support Strategy

Tourism Development Strategy

Investment Attraction Framework

Isaac Tourism Trails Strategic Plan

Recreational Prospecting and Fossicking Strategy

GW3 Diversify the Regional Economy

GW3 Workforces for the Future

Shop Isaac

### *Supporting Council Services*

Economic and Tourism Development

Economic and Business Resilience



## CATALYST PROJECT

### ISAAC RESOURCE EXCELLENCE HUB

**Council's Role:**  
**Facilitate. Advocate. Partner.**

The Isaac Resources Excellence Hub will explore and create new industry opportunities that arise out of the global transformational change facing resourcing communities.

The hub will unlock innovation, training and access to technology to support research into mining rehabilitation and decarbonisation while also offering opportunities for our agricultural sector.

A key component of the project will be to prepare workers for jobs of the future right here at the coal face, and act as a regional hub for education and re-skilling opportunities.

Council has committed an 8.5ha high-exposure site on the Moranbah Access Road near the

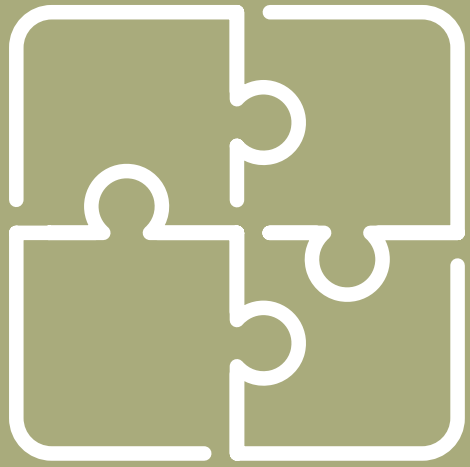
entrance of Moranbah, the heart of the Bowen Basin and gateway to the Galliee Basin.

This is our capital contribution to bring this project to life. Council has also committed a reasonable project planning budget to ensure the necessary initial integrated planning to support the project.

Additional elements of the proposed hub include:

- An in-mining-region collaborative hub-and-spoke extension of the Mackay Resources Centre of Excellence.
- A Country Universities Centre or tertiary education model.
- A node in the Cooperative Research Centre community including CRC TiME, CRC Northern Australia and possibly CRC EPIC.
- A mining visitors' interpretive and cultural heritage centre.
- Complementary industry, regulatory and community facilities and activities.





# LIVEABILITY THROUGH DESIGN AND INFRASTRUCTURE

The quality, design and landscape of our neighbourhoods and communities has a significant impact on our daily lives.





WHAT WE KNOW

The quality, design and landscape of our neighbourhoods and communities has a significant impact on our daily lives.

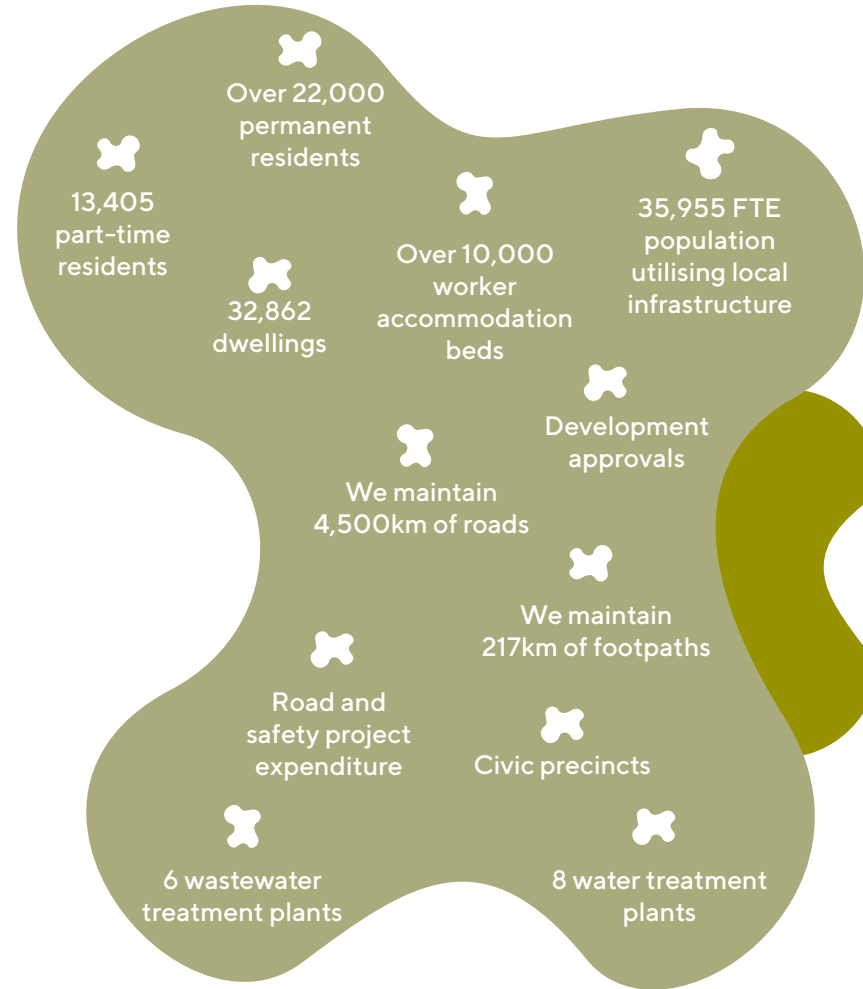
Council intends to ensure the region's built-environment and landscape, in conjunction with its natural-environment, delivers residents and visitors a healthy and liveable place, now and into the future.

Our settlement pattern is a complicated mix of coastal living, productive and rural lifestyles, low-medium density housing and high-density accommodation for working part-time residents.

Continuing pressure of mining and extractive industry expansion and contraction on our towns is an ongoing concern for the consistent provision of local and regional infrastructure and services.

Affordable housing continues to be a priority to Council as a risk precaution strategy to prevent the return of housing extremes experienced between 2008-2012.

We can expect our natural and built environments and



communities to be exposed to a range of impacts from increased climate variability.

These impacts have the potential to affect the way in which we live, how we recreate and experience our natural environment and

ultimately the liveability of our region.

Adaptation will focus on minimising the impacts of climate change and natural disasters within the built and natural environment.

We know our open and green space network is highly valued and contributes to character, as well as relaxed and active healthy lifestyles.

It provides the 'green frame' of our urban areas, edging our waterways, beaches and foreshores, lining our streets, and identifying our communities.

Our region is heavily reliant on private vehicle usage for access to services and employment.

A continued focus on well-planned, efficient, and safe road, pedestrian and cycle transport networks will remain significant to our communities.

Social infrastructure is essential for creating communities that are connected, empowered and able to adapt and respond to change.

It brings people together creating a sense of place and supports individuals, families, and communities to grow and thrive.

Council will remain staunch advocates for the provision of community-building infrastructure in accordance with the changing needs of our residents.



## EMERGING TRENDS, CHALLENGES AND OPPORTUNITIES

Global extreme temperature events are reaching unprecedented levels.

Heat-related deaths are predicted to grow by 60.5% or more across major Australian capital cities from 2020–50, but this is likely to be a conservative estimate.

Recent research suggests that official records of deaths attributed to excessive heat in Australia are underestimated by at least 50-fold.

Infrastructure, such as road pavements or railways, was built using materials and methods that are designed for stable climatic conditions. Extreme high temperatures can increase the risk that road pavements will rut, or railways will expand and buckle.

Pre-emptively adapting existing and forthcoming infrastructure for a changing climate will be critical in reducing future infrastructure risks and costs.

In 2020, less than 1% of the global land surface was classified as an extremely hot zone, but by 2070, this is predicted to increase to 19%, impacting 3.5 billion people who live in these regions.

The extreme heat is expected to encompass much of Australia.

Moreover, the share of humanity living in areas that exceed a deadly temperature-humidity combination for at least 20 days per year is predicted to rise from 30% today to 74% by 2100.

Assuming a mostly stable Antarctic, 150 million people worldwide live on land that could be vulnerable to future sea-level rises by 2050 and this could increase to 300 million if the Antarctic becomes unstable.

Climate pressures could give rise to a significant wave of climate-driven global migration in the decades leading up to the mid-century and beyond.

For Isaac, depending on the broader social, cultural and political context at the time, this migration could swing either way.

Regardless, it would significantly impact our region. Global water demand was estimated at 4,600 cubic kilometres per year in 2018 and this is projected to grow to up to 5,500–6,000 cubic kilometres by 2050.

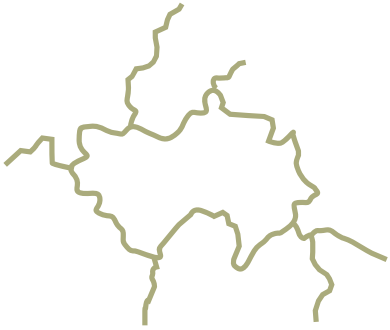
The United Nations predicts that up to 5.7 billion people will experience water scarcity at least one month per year by 2050.

Although water demand is increasing, reductions in the availability of water resources and pollution are reducing the amount and quality of future water resources.

Annual rainfall in Australia varies due to natural conditions, but there has been a long-term shift towards lower rainfall in the southwest and above-average rainfall in the north. These rainfall patterns are

expected to lead to an increase in flash flooding in northern Australia and drought conditions in southern and eastern Australia.

Scientific advances in the treatment, management and conservation of water supplies could help to alleviate future water scarcity challenges, in conjunction with sustainable development regulation.



OUR 20-YEAR VISION

Our diverse lifestyles are supported, and liveability enhanced, by a well-planned network of coastal, rural, and urban communities which unite people, neighbourhoods, natural assets, and progressive industries.



OUR 5-10-YEAR GOAL

The unique character and liveability of our communities are enhanced through coordinated planning, placemaking, urban design, and hard and soft infrastructure.

1-5-YEAR PRIORITIES

- 1 We will undertake strategic land use, infrastructure planning and urban design activities in a financially sustainable manner that responds to inclusive growth and enhances liveability.
- 2 We will maximise the inter and intra-connectivity of our region through a well-planned, efficient, safe and sustainable transport network.
- 3 We will promote the development of a diversity of affordable and sustainable living options for our communities.
- 4 We will continue to advocate for the provision of community-building infrastructure and essential services which encourage community participation, nurture physical and mental health and build community resilience.
- 5 We will create a diverse network of reserves, parks, sportsgrounds and trails that provide green spaces to recreate and reflect, contribute to character and promote healthy lifestyles.



- 6 We will Incorporate climate and natural disaster mitigation in the design and operation of Council's facilities and assets.
- 7 We will provide reliable, sustainable water services, ensuring high-quality water supply and effective wastewater treatment.
- 8 We will implement heat management strategies in our urban areas to enhance pedestrian comfort and protect users from environmental climate impacts.
- 9 We intend to develop pedestrian infrastructure to connect residential areas safely and efficiently with commercial centres and open space.

WHAT YOU CAN DO TO HELP

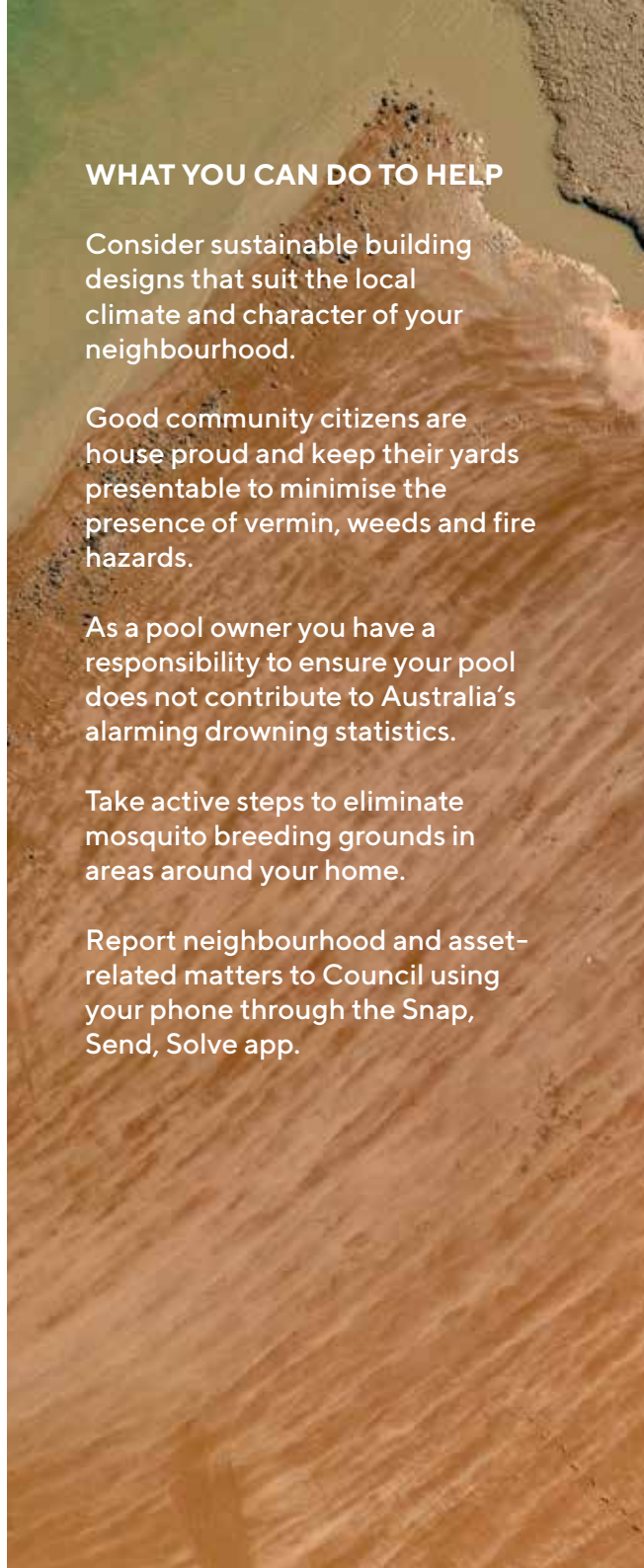
Consider sustainable building designs that suit the local climate and character of your neighbourhood.

Good community citizens are house proud and keep their yards presentable to minimise the presence of vermin, weeds and fire hazards.

As a pool owner you have a responsibility to ensure your pool does not contribute to Australia's alarming drowning statistics.

Take active steps to eliminate mosquito breeding grounds in areas around your home.

Report neighbourhood and asset-related matters to Council using your phone through the Snap, Send, Solve app.







## OUR FOCUS FOR THE NEXT FIVE YEARS

### *Supporting strategies*

Isaac Regional Council Planning Scheme

Coastal Hazard Adaptation Strategy

Recreation and Open Space Strategy

Transport Network Strategy

Infrastructure Renewal Strategy

Resilience Network Strategy

### *Supporting Council Services*

Parks and gardens

Engineering design and projects

Infrastructure Planning

Road construction and maintenance

Planning and land development

Regulatory and building compliance

Water and wastewater



## CATALYST PROJECT

### RECYCLED WATER STRATEGY

**Council's Role: Deliver.**

Council has completed an Effluent Reuse Strategy to achieve ongoing compliance obligations and improve the management of Council's recycled water across the region.

The strategy covers five townships including Glenden, Middlemount, Dysart, Clermont and Moranbah.

The strategy will be used to develop an implementation plan to reliably supply recycled water to existing parks, gardens and community facilities across the region.

The work will also identify new community assets that will benefit future connection to the network. The strategy is a proactive step in the irrigation and greening of open spaces across the region.



## PHILLIPS CREEK BRIDGE UPGRADE

### Council's Role: **Deliver.**

Phillips Creek Bridge is an essential piece of road infrastructure between Dysart and Moranbah and provides access and connectivity to several coal mines and the wider State Road network.

This \$18 million project will replace the existing bridge with a new higher, wider, stronger bridge and is expected to support 42 jobs during its construction.

The project will also provide major safety benefits for traffic movements by large heavy vehicles and the travelling public, particularly the resource sector workforce.

Approximately 855 vehicles use the bridge daily with heavy vehicles making up nearly 25% of all use.

The approach geometry of the existing 35m concrete bridge requires a reduced 70km/h speed limit and only provides Q2 flood immunity.

The bridge is closed (on average) at least two days a year due to flooding which causes costly delays, disruption and inconvenience to business and community travel.

It is estimated the bridge costs industry and the economy more than \$12 million, every day it is closed.

The Australian Government has committed \$14.4 million.

An additional \$3.6 million has been secured from the Queensland Government.

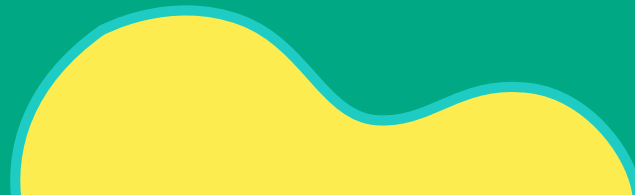
This includes \$1.8 million from the Transport Infrastructure Development Scheme and \$1.8 million from the Resource Community Infrastructure Fund.





# VIBRANT NATURAL ASSETS

A vibrant healthy environment is vital to our everyday lives and contributes to our quality of life.





### WHAT WE KNOW

A vibrant healthy environment is vital to our everyday lives and contributes to our quality of life.

Our region is a living network of landforms, catchments, wetlands, waterways, terrestrial ecosystems, coastal foreshore, and marine waters.

Preserving, improving, and appreciating our vibrant natural assets is a strong priority of Council and the broader region and is essential to our Isaac way of life.

We know our diverse ecosystems attract visitors and enhance the lifestyles and liveability of our communities. In the east, we boast 120km of Great Barrier Reef coastline, marine park, and seagrass beds. From mountains to mangroves, our coastline is a diverse array of life, from turtles and dugongs, to koalas and coral trout. We are proud to be a Reef Guardian Council, supporting a hands-on, community-based approach to caring for the Great Barrier Reef.

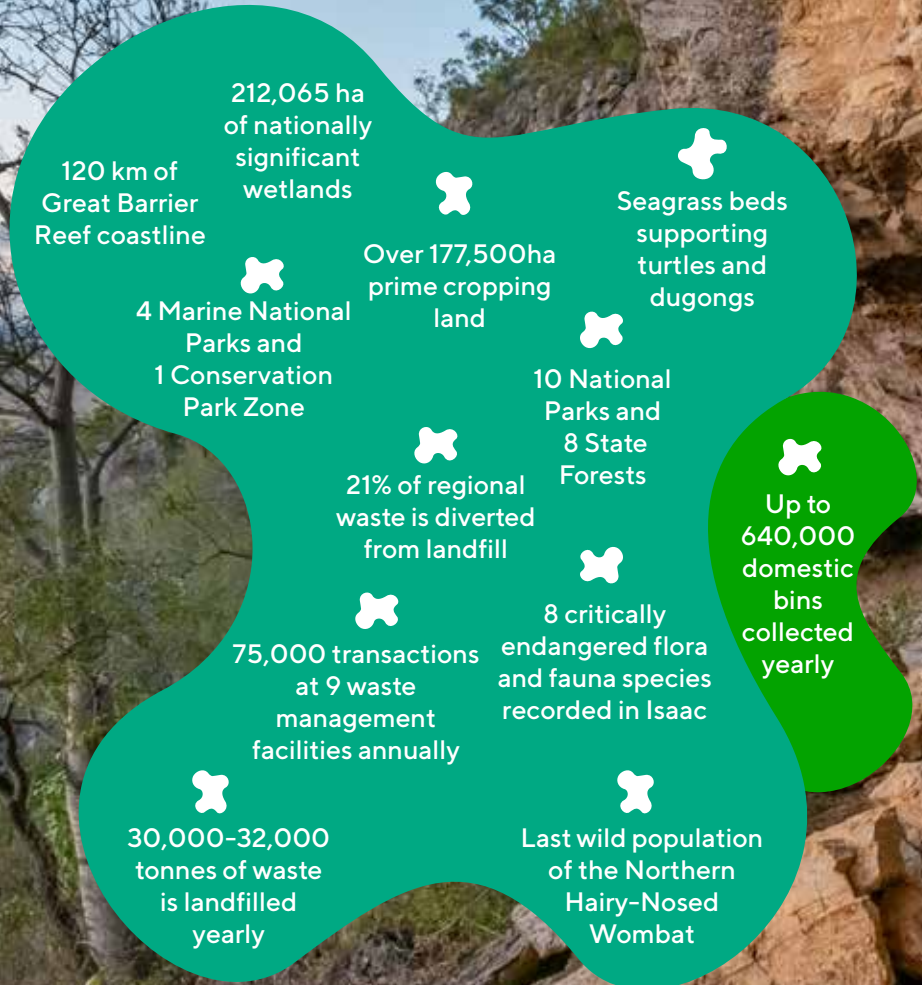
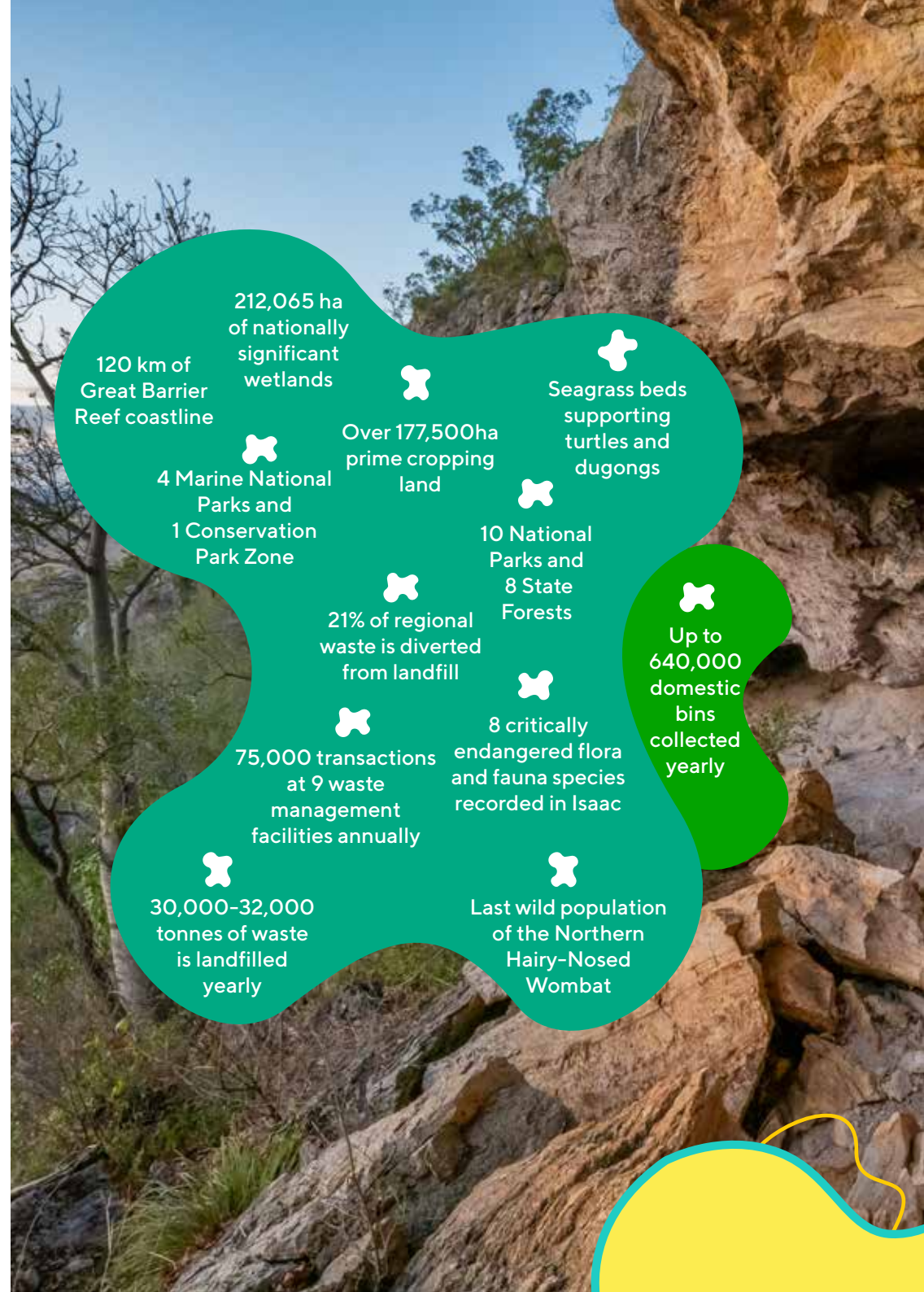
Off the coast, you'll find the bush, a complex mix of remnant eucalypt woodland, acacia and gidgee

scrub fed by the headwaters of the Burdekin and Fitzroy rivers. We are part of the Northern Brigalow Belt (part of the largest bioregion in Queensland), one of 15 national biodiversity hotspots in Australia supporting endangered species including the Northern Hairy-Nosed Wombat and Bridled Nail-Tail Wallaby.

Our natural environment is also our bountiful heritage to pass on. We know our land is resource-rich - it supports exceptional quality broadacre cropping, grazing and agricultural industries while simultaneously hosting significant Bowen and Galilee Basin coal reserves. There are significant challenges ahead of us, while we find the balance between protection and prosperity.

We are responsible and active custodians of our natural environment, with future targets and commitments aimed at driving us towards a cleaner, greener, and more sustainable region.

Climate change will continue to be a consideration in forward planning, and we will continue to implement sustainability initiatives and promote environmental stewardship.





## EMERGING TRENDS, CHALLENGES AND OPPORTUNITIES

The 2023 World Economic Forum Global Risk Report continues to identify climate impacts and biodiversity loss among the top 5 global risks to the world’s economy in the next 10 years.

Biodiversity is what supports all life on Earth, yet the world’s ecosystems have declined by 47% relative to their natural baselines and 25% of living species are at risk of extinction.

Coral reefs are under greatest pressure with the worldwide area of live coral halving since 1950.

Coral reefs are the most biologically diverse of marine ecosystems and arguably the most threatened.

They are incredibly important, sustaining a wide variety of marine life and producing between 50-80% of the earth’s oxygen by plankton and photosynthesising bacteria.

They also protect our coastlines from waves and storms, sink carbon and nitrogen and help recycle nutrients and create our commercial and recreational

fishing industries. Their loss would have devastating consequences not only for marine life but for everyone.

Also at risk, is our region’s brigalow woodlands. Changing land uses has led to impacts such as soil loss and degradation, invasive species and native species extinction and decline.

There are currently eight critically endangered flora and fauna species recorded in our backyard with significantly more listed as vulnerable and threatened.

Continued biodiversity decline and reduced biodiversity-based ecological services (such as pollination, water filtration, bank stabilisation and soil moisture retention) will lead to undesirable impacts on our settlements, infrastructure, tourism, business and industry.

We recognise that our landscapes are not only diverse in ecological features, but also in condition and land use.

Different landscapes hold different values and, as such,

require different management approaches. It has traditionally been difficult to quantify the return on investment in conservation, but a recent analysis found conservation spending across countries from 1996 to 2008 reduced the rate of biodiversity loss by 29%.

Landscape rehabilitation, restoration activities and land use regime changes incorporating best practice, can improve ecosystem’s health and reverse degradation.

For example, best practice grazing management recognises the role of biodiversity in land condition and soil health, and ecologically sensitive management changes improve long-term sustainability whilst providing significant benefits to water quality and corridors and refugia for our wildlife.

Our waste is also a growing concern.

Almost 85% of plastics in Australia were sent to landfill in 2019, and if nothing changes, RMIT University estimates that Australia’s landfill space will reach capacity by 2025.

In Isaac, approximately 70% of our waste is classified as commercial and industrial. In 2017, China announced bans on solid waste imports, which prompted many countries to reassess their waste management strategies.

The Australian Government has banned exports of waste plastics, paper, glass and tyres and set a target to reduce waste to landfill by 30% by 2030. We’re actively working to improve our resource recovery, recycling, and landfill diversion through services and infrastructure and regional partnerships to increase our landfill waste diversion rates from 21% to 25%.

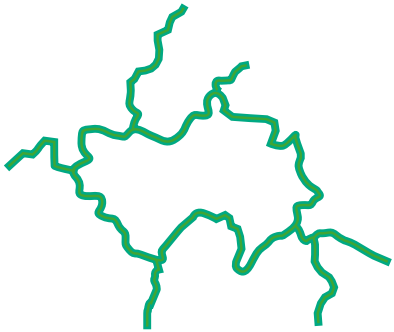
Advanced recycling technologies can convert end-of-life plastics into their original building blocks to create other valuable commodities and could be used to improve the recovery of plastics in Australia.

Australia has the necessary infrastructure; manufacturing skills and supply chains needed to develop advanced recycling and leverage these opportunities as well as apply circular economy principles to our industrial waste.



### OUR 20-YEAR VISION

Our vibrant natural assets are healthy, protected, and appreciated; enriching our collective identity, individual lifestyles, overall wellbeing, and prosperity.



### OUR 5-10-YEAR GOAL

The region’s vibrant natural assets are preserved and enhanced in partnership with our communities, local industries, and government.

### 1-5-YEAR PRIORITIES

- 1** We will promote and encourage the protection, restoration, and improvement of our ecosystems through environmental stewardship, community incentives and education programs.
- 2** We will responsibly manage our invasive plants and animals, human and wildlife conflicts and improve our environmental compliance.
- 3** We will aim to improve resource recovery, recycling, and landfill diversion through improvements to our collection service and waste infrastructure and through regional partnerships.
- 4** We will proactively respond to biodiversity loss, climate change and natural hazard risks.
- 5** We will partner and collaborate with our First Peoples, government agencies, industry, community, and private landholders to provide an integrated approach to the conservation, protection and enhancement of our vibrant natural assets and biodiversity.

- 6** We will provide leadership, education programs and support for our community to transition to a low carbon, circular and sustainable economy.
- 7** We will understand the economic value of our environment and biodiversity as we advocate for and improve the quality of our vibrant natural assets.
- 8** We will ensure healthy coastal ecosystems through coastal planning, management, monitoring and delivery.
- 9** We will support suitable physical infrastructure, such as walking tracks and interpretive education signage to promote and educate the community and visitors about our natural assets.

### WHAT YOU CAN DO TO HELP

- Be a responsible pet owner. Desex your pet, register and microchip them, and remember to vaccinate against disease.
- Don’t dump illegally. Responsibly dispose of your waste.
- Recycle right - understand what items can be recycled through the services provided by us and others.
- Participate in conservation, restoration, revegetation and habitat enhancement opportunities.
- Learn about and explore the many natural experiences on offer across the region.
- Choose more sustainable goods including local products, when making purchases and maximise the value of the resources you use by repurposing wherever possible.



## OUR FOCUS FOR THE NEXT FIVE YEARS

### *Supporting strategies*

Blue-Green Algae in Recreational Water Bodies Monitoring and Response Strategy

Isaac Waste Management Strategy

Environmental Management System

Flying Fox Management Strategy

Biosecurity Plan

### *Supporting Council Services*

Community education

Biosecurity pest management

Waste management

Environmental services and compliance

Environmental health

Local Laws, animal management and stock routes



CATALYST PROJECT

## REEF GUARDIAN COUNCIL ACTION PLAN

**Council's Role: Deliver. Facilitate. Partner. Educate. Regulate.**

We are proud to be a Reef Guardian Council actively involved in protecting the Great Barrier Reef and its 42-million-hectare catchment. This collaborative stewardship arrangement between local governments and the Great Barrier Reef Marine Park Authority comprises of 19 member councils covering an expansive area of 300,000 square kilometres.

Our Reef Guardian Council Action Plan concentrates on addressing key threats to the Reef, including climate change, coastal development, land-based run off, direct use, and reef heritage and social values.

It reinforces Council's dedication to environmental conservation and preserving the region's unique marine ecosystem, as well as records the diversity of Council's actions and projects that aim to improve the long-term outlook for the Reef.

The plan is a powerful tool for the Council to share its reef management actions with the local community - and the rest of the world. The action plan is reviewed and updated regularly, and milestone reports are produced to highlight the continuous improvements occurring across a range of Council activities.

## ISAAC REGIONAL COUNCIL'S WASTE MANAGEMENT STRATEGY

**Council's Role: Deliver.**

As a society, our concept of waste is changing. It's shifting from 'waste as rubbish to discard', to a valuable resource to facilitate innovation, re-use, economic growth and employment.

Council's Waste Management Strategy 2020-2025 sets a clear path for the management of solid waste in the Isaac region towards 2029.

The strategy addresses future waste infrastructure, improved waste diversion and resource recovery, operational efficiency and compliance and waste education.

The strategy also considers the variability in our population and local economy to deliver essential waste management services in a financially responsible manner.









# GOVERNANCE FOR ACCOUNTABILITY

Our community deserves an effective, transparent, and accountable local government.





## WHAT WE KNOW

Our community deserves an effective, transparent, and accountable local government.

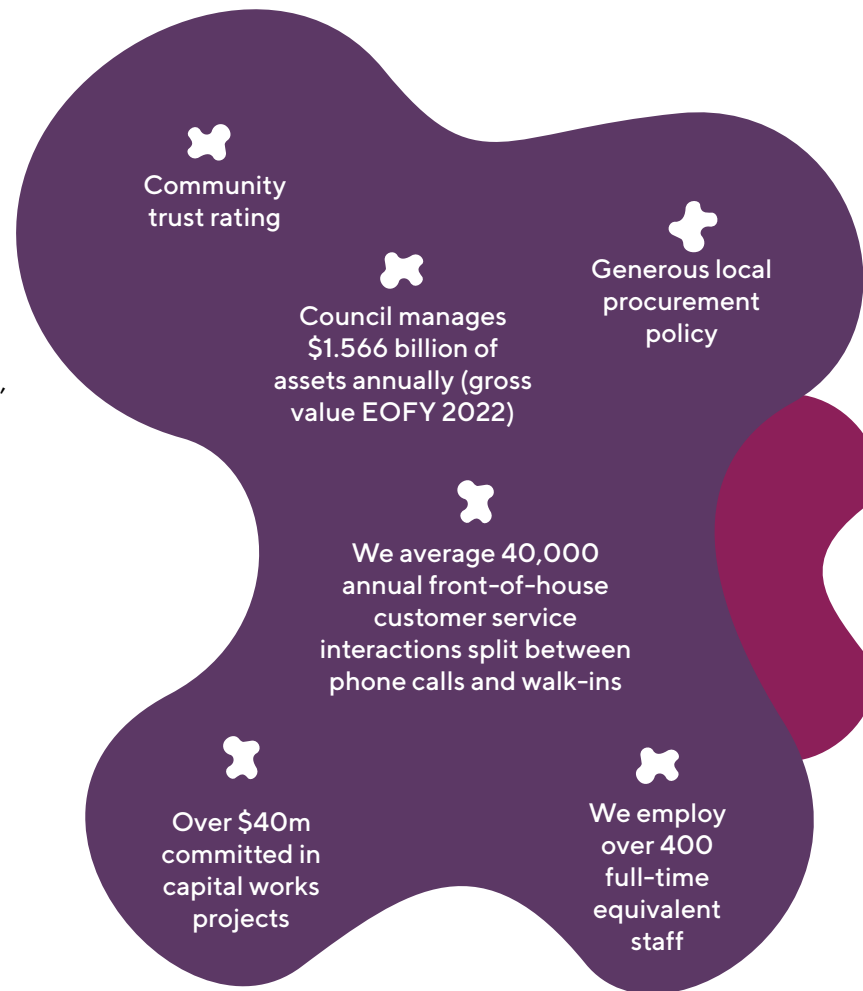
Like all Australian local governments, we are responding to dynamic challenges, increased demands on our assets, rising complexities and costs of delivery, changing community expectations and an intricate statutory environment.

Our governance framework is the vehicle which enables us to respond effectively and efficiently to opportunity and risk.

It comprises of a large suite of processes, systems, roles, and relationships by which decisions are made and held to account. It is this framework that will drive the daily excellence of our services.

Our reputation and trust amongst the community is shaped by our people, behaviours, shared values, decisions, and actions.

We will continue to proactively engage our people to epitomise our organisational values and lead proudly by example.



Ongoing safety, security, health and wellbeing for our employees and contractors also remains a priority.

We must earn your confidence by doing what is in the best interests of our communities with demonstrable accountability, transparency, and financial responsibility.

Sound resource management strengthens how we provide value to our community in the delivery of Council's strategic objectives and the daily services our communities need.

Long-term financial sustainability is critical to enable the organisation

to deliver balanced community, environment, and economic outcomes for the region.

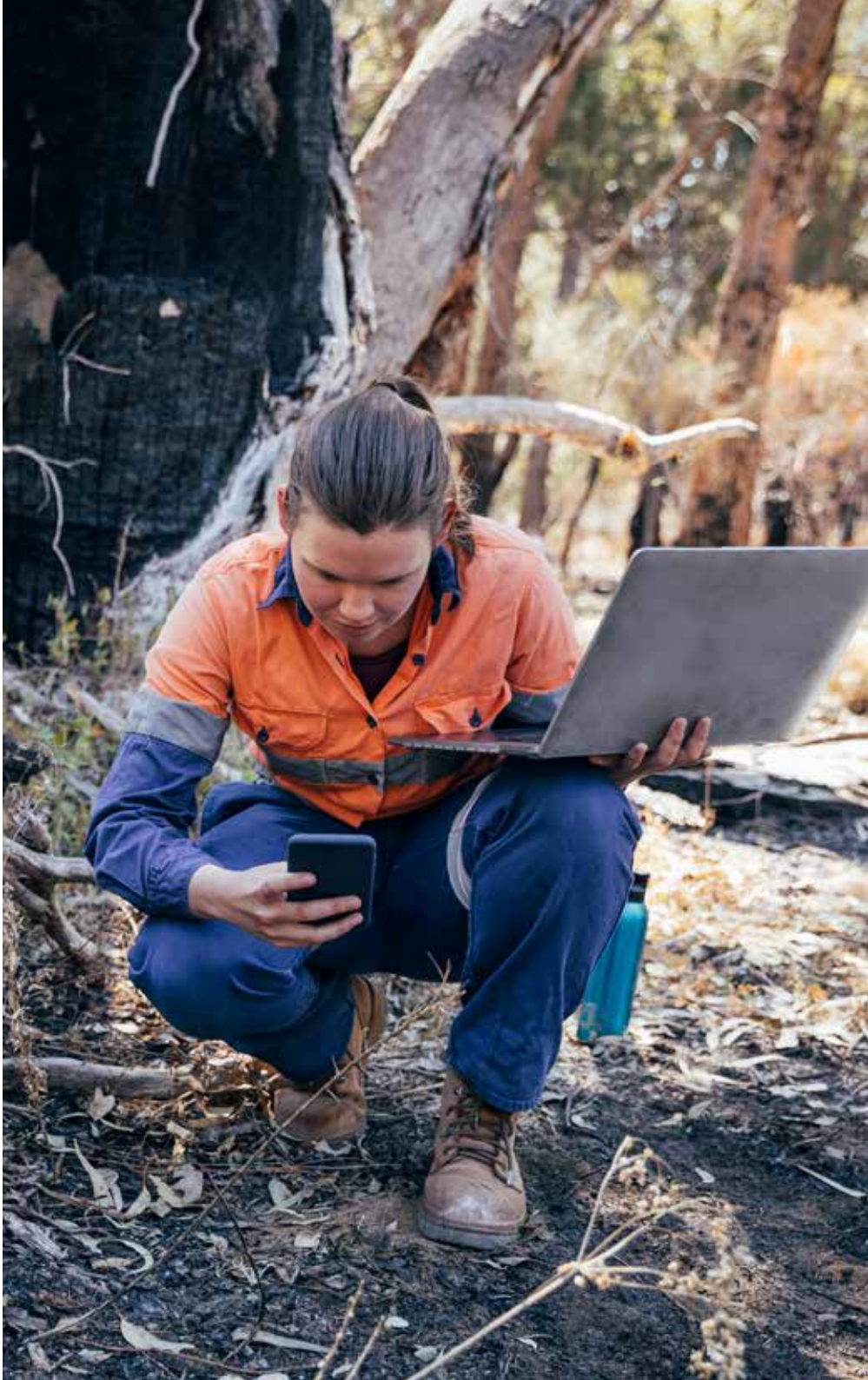
Risk management is essential to corporate planning and governance as it helps us manage risks and opportunities that may impact the delivery of key projects and services.

We are committed to embedding a proactive risk culture across the organisation.

Our risk management program will continue to work towards a risk maturity that ensures sound risk management practices are integrated into strategic and operational planning, budgeting, and project prioritisation processes.

Keeping our community informed is more important than ever before. Evolving operating environments, technology and changing expectations means that change is happening at an unprecedented rate and is not always predictable.

New and contemporary approaches to communication will be explored to provide clear and timely messaging to our community on the issues that matter most.



## GOVERNANCE FOR ACCOUNTABILITY

### WHAT WE KNOW

As service demands increase, budgets rarely do, and councils are not immune to the economic impacts brought on by COVID-19.

As financial sustainability becomes an urgent priority, the need for agile, efficient service delivery, and robust data and analytics to support sound decision-making around models of service, becomes increasingly important.

A vigorous data strategy can also help with future asset planning and management, and alignment to long-term financial goals.

Customer service expectations are higher than they've ever been and we need to serve our customers in new ways.

We now live in an on-demand society, and communities expect Council services to be always-on and available on demand.

Communities now expect self-service options, quick responses, and digital services that are modern, efficient and effective.

Technology has also become a critical catalyst for change, providing solutions to many of our challenges as well as creating new opportunities for change.

The threat of cybercrime, cyberterrorism and cyberwarfare continues to escalate.

There was a 13% increase in the number of cybercrime reports made to the Australian Cyber Security Centre in 2020-21 compared to the previous year, with one reported cyberattack every 8 minutes.

Cybercrime is estimated to cost the Australian economy \$29 billion annually and these costs are expected to rise as cyberattacks increase in their frequency, scale and sophistication.

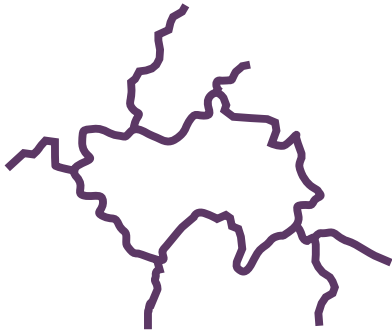
Australia's vulnerability to attacks has increased during the COVID-19 pandemic as more people work, study and access services online.

Isaac Regional Council itself has not been immune to these threats. It is an imperative for governments, organisations and individuals to adopt good cybersecurity practices and systems to protect themselves against future cyber threats.



### OUR 20-YEAR VISION

We are an accountable, transparent, and fiscally responsible local government, who consistently meets its legislative requirements; is recognised as a leader in contemporary governance practices; and who inspires the confidence of our communities.



### OUR 5-10-YEAR GOAL

Our organisation will embrace and embody a contemporary governance framework aligned with environmental, social and governance (ESG) principles to drive daily excellence, accountability, transparency, fiscal responsibility, and integrity.

### 1-5-YEAR PRIORITIES

- 1** We will revise our governance framework to align with ESG principles and so it is responsive enough to support the changing needs of Council and our community.
- 2** We responsibly manage our finances and assets in a way that continues to improve our organisation’s long-term sustainability.
- 3** We adopt best-practice decision-making that is transparent, accountable and represents the current and future interest of the region and its communities.
- 4** Our planned capital and operational projects are delivered with agility and in line with business and community needs.
- 5** We lead by example and epitomise our organisational values.

- 6** We will investigate new and contemporary approaches in communication to keep our staff and community well-informed about our activities and performance in a regular, relevant, and consistent manner.
- 7** We will integrate and streamline strategic planning approaches across Council.
- 8** We carefully understand our organisation’s risk exposure and have robust processes in place to manage those risks.
- 9** We provide for the safety, security, health and wellbeing for our employees and contractors.
- 10** Revise and improve services through innovation, business, and technology advancement.

### WHAT YOU CAN DO TO HELP

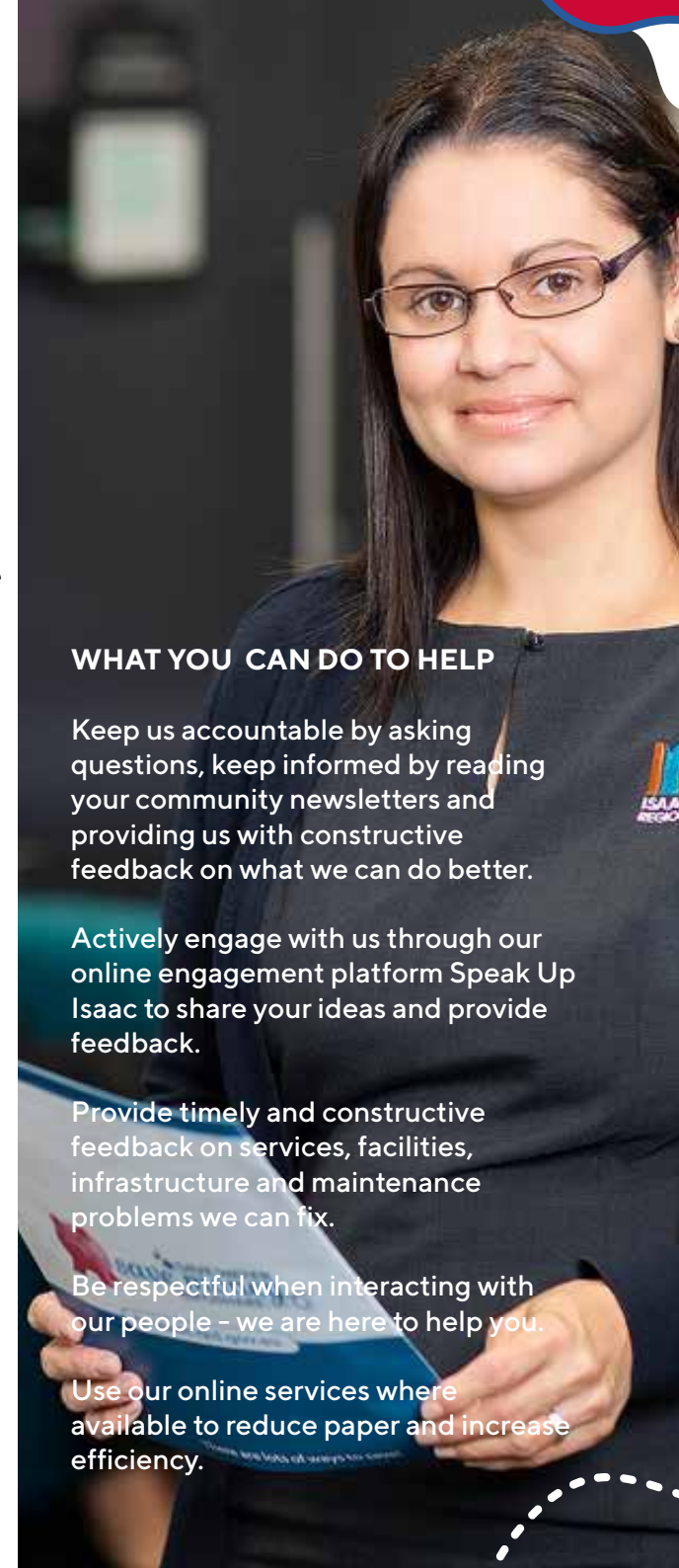
Keep us accountable by asking questions, keep informed by reading your community newsletters and providing us with constructive feedback on what we can do better.

Actively engage with us through our online engagement platform Speak Up Isaac to share your ideas and provide feedback.

Provide timely and constructive feedback on services, facilities, infrastructure and maintenance problems we can fix.

Be respectful when interacting with our people - we are here to help you.

Use our online services where available to reduce paper and increase efficiency.





## ISAAC REGIONAL COUNCIL'S DIGITAL STRATEGY



### OUR FOCUS FOR THE NEXT FIVE YEARS

#### *Supporting strategies*

Strategic Asset Management Plan

Long-term Financial Forecast

Annual Council Budget

Fraud and Corruption Control Plan

Enterprise Risk Management Framework

Audit and Risk Committee

Customer Experience Strategy

Attraction and Retention Strategy

People and Performance Strategy

#### *Supporting Council Services*

Governance, corporate and financial services

Contracts, procurement and legal services

People, capability, culture and organisational development

Risk management, internal audit, safety and resilience

ICT, information management and systems

Strategic, corporate and business continuity planning

### **Council's Role: Deliver. Facilitate. Partner.**

Digital technologies and online platforms have transformed how we live, work, and interact with each other.

Council is currently impeded by technological constraints which are hindering our ability to provide efficient services to our communities.

As a local government, we recognise the importance of digital transformation in enhancing the way we operate, provide services, and engage with residents.

A digital strategy is crucial for our Council to adapt to the rapidly changing technological landscape.

Its creation and implementation will help streamline ways of operating; enhance transparency and accountability; enable effective internal and external communication; and improve overall efficiency and cost-effectiveness of operations.

**OUR MEASURES OF SUCCESS WILL BE:**

- 1** The majority of residents agree Council is managing the region well.
- 2** The majority of customers report positive experiences in dealing with Council.
- 3** The majority of staff feel valued, appreciated and report good levels of job satisfaction.
- 4** Improved effectiveness of advocacy activities in attracting investment into key infrastructure and services.
- 5** Improved community satisfaction with their ability to access opportunities to have a say and engage with Council matters.
- 6** Improved usage and accessibility of Council's services and facilities.
- 7** The diversity of regional business activity
- 8** Reduced waste generation and increased resource recovery.
- 9** Council's preparedness and responsiveness to natural disasters and hazards.
- 10** Council's performance in relation to governance, risk management and compliance metrics.
- 11** Sound financial capacity to meet our long-term commitments.



Naughtin C, Hajkowicz S #, Schlegler E, Bratanova A, Cameron A, Zamin T, Dutta A (2022) *Our Future World: Global megatrends impacting the way we live over coming decades*. Brisbane, Australia: CSIRO.

Queensland Government. Queensland Energy and Jobs Plan. 2022. Queensland Energy and Jobs Plan (epw.qld.gov.au)

Why The Building Sector? - Architecture 2030

COVER STORY: Revealed - the biggest barriers to widescale green steel uptake - Sustainability - Digital Nation (digitalnationaus.com.au)

queensland-biodiversity-conservation-strategy.pdf

Achieving digital transformation in local councils - KPMG Australia

<https://technologyonecorp.com/resources/articles/macro-trends-driving-transformation-in-local-government>

## HOW WAS THIS PLAN INFORMED?

**INFORMATION GATHERING AND INTERNAL WORKSHOPPING**

Council conducts many forms of community engagement, as well as other projects and initiatives which create important opportunities for dialogue.

Council staff and elected representatives also sit on numerous committees, boards, and representative groups.

This allows Council to share in meaningful conversations and understand community and industry issues and trends.

Rather than starting with a large blank canvas or survey to start the draft Community-Corporate Plan, Councillors and staff consolidated their knowledge of both Council and community strengths, weaknesses, opportunities, and threats and categorised these into six broad themes.

These themes were then extensively reviewed and tested at a range of internal workshops between staff and elected representatives.

Priorities were roughly identified and tested.

**DESKTOP REVIEW**

A desktop review was then conducted which saw the collation and analysis of the following against the pre-determined themes:

- Existing Council internal strategies, frameworks, policies and programs.

- Internal statistical collation of Council's services.

- External statistical collation on the region including demographics, economic and environmental figures.

- State and federal governments and their agencies' strategic documents which directly impact local government.

- *Local Government Act 2009*.

- Community and corporate plans of other local governments across Queensland.

- CSIRO's leading document *Our Future World* on global megatrends

- Isaac Youth Unmet Needs Snapshot.

This desktop review enabled the vision, goals, and priorities of each theme to be better defined and more relevant to the working environment.

**FACE-TO-FACE COMMUNITY ENGAGEMENT AND DRAFT COMMUNITY-CORPORATE PLAN SURVEY**

These were conducted concurrently with one another.

While the information gathering, internal workshops and desktop reviews focussed on collecting and defining what we as an organisation knew, the face-to-face community engagement and draft Community-Corporate Plan Survey were designed to ground-truth the vision, goals and priorities and provide both qualitative and quantitative data behind this.

**FIRST NATIONS YARNS**

Informal yarns were held with the communities of the region's seven First Peoples regarding the plan. The intention of the yarns was to ensure we continued to build and grow meaningful relationships and contact with our First Peoples. The plan was culturally informed and reflected our First People's priorities for the future of the region, their communities, country, land, and waterways.

## VISIT US IN PERSON

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### Glenden Office

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### Moranbah Office

Grosvenor Complex  
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### Nebo Office

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