

MOUNT ISA OPERATIONAL PLAN 2026 – 2027





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Council acknowledges the Traditional owners and custodians of Mount Isa and Camooweal on the lands on which we live, work and play. We recognise their continuing connection to the land, water and community, and pay our respects to Elders past, present and emerging.

OUR VISION

SHAPING OUR FUTURE

Our Values

Mount Isa City Council is committed to having clear values that will assist all employees in working towards the same goals for the community.

INTEGRITY

Adhere to legislation, Council policies and procedures

Treat customers and co-workers with respect and courtesy

Act with honesty and in the best interest of the organisation

SERVICE

Exceed the expectations of internal and external customers

Demonstrate initiative and strive for continuous improvement

Take pride in the services delivered to the community

ACCOUNTABILITY

Manage time and resources effectively and efficiently

Work as one team that is united and seamless

Celebrate success and take ownership of failure

Our Role

Mount Isa City Council has multiple roles in delivering the operational plan. These are:

ADVOCATE

Promoting the interests of the community to other decision makers and influencers.

COLLABORATE

Assisting others to be involved in activities by bringing groups and interested parties together.

DELIVER

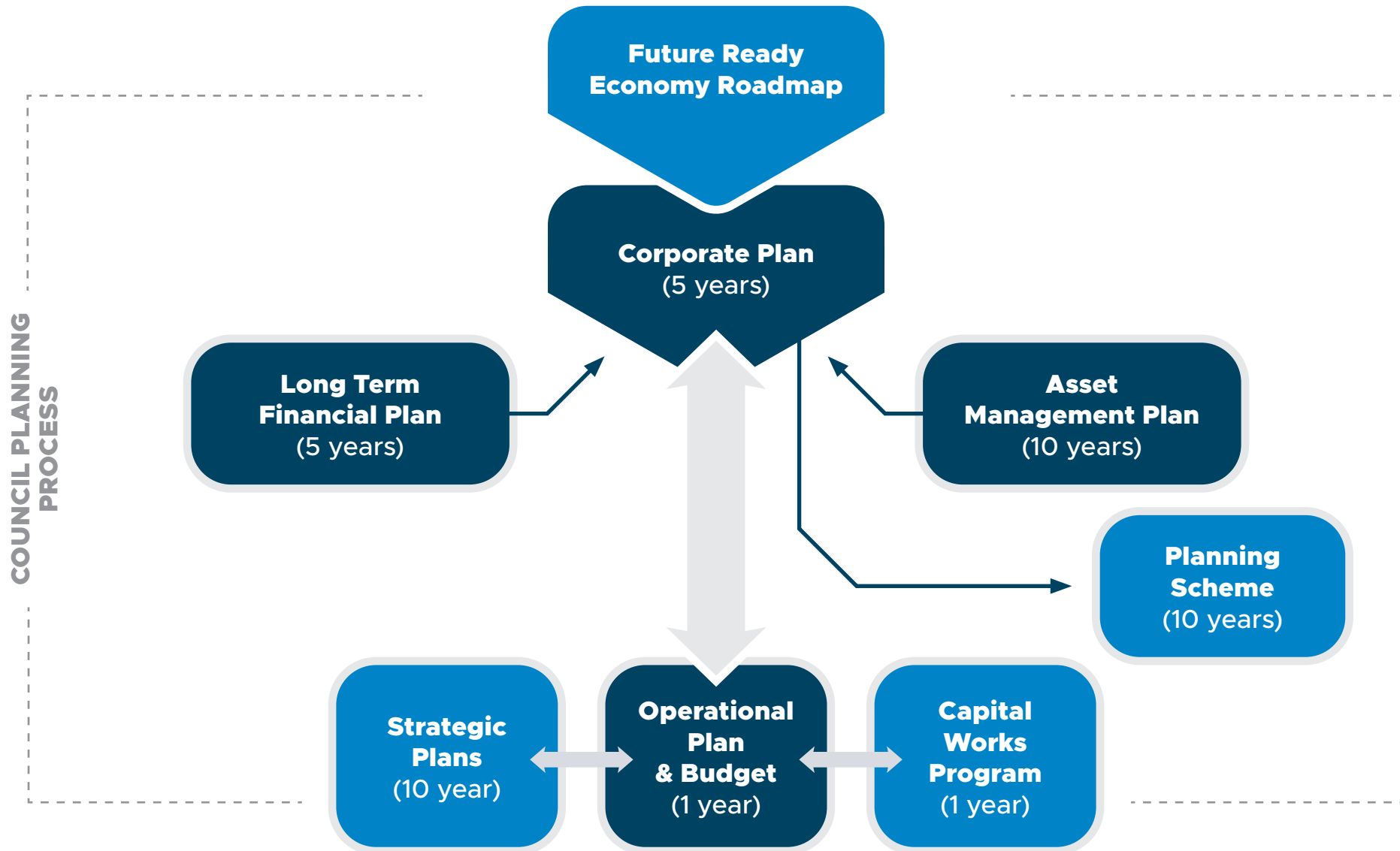
Council is directly responsible for delivery of services.

REGULATE

Regulating activities through local law, policy or via legislation.

Planning Framework

This diagram shows the Corporate Plan context and how it integrates with and informs other planning documents.



About the Operational Plan

The Operational Plan is a major, annual planning document within Council's corporate performance, planning and reporting framework. It outlines the key activities and actions Council will undertake for the financial year in accordance with the adopted Annual Budget.

Together with the Corporate Plan and Annual Budget, it guides Council in delivering outcomes for the Mount Isa and Camooweal community.

The Local Government Act 2009, along with the Local Government Regulation 2012, requires Council to adopt an annual Operational Plan that shall:

- Be consistent with Council's Annual Budget.
- State how Council will progress the implementation of the Corporate Plan.
- Manage operational risks.

A report is tabled every quarter at Council Ordinary Meetings on the progress of the initiatives within the Operational Plan, with a full report produced at the end of each financial year.

HOW WE MANAGE OPERATIONAL RISKS

There are many risks, threats and opportunities that could potentially affect the achievement of objectives outlined in Council's strategic plans. Council currently has several risk management plans in place. Council's Enterprise Risk Management Policy and the related Enterprise Risk Management Framework will ensure these plans are integrated to ensure an enterprise approach to risk management.



Major Projects for 2026/27



\$3.07M

Soldiers Hill Pathway Construction

Aims to deliver a safe, accessible and well-connected pathway network within the Soldiers Hill to enhance usability for people of all ages and abilities



\$5.11M

Water Rehabilitation and Maintenance

Enable major network reconfiguration and ensure quality water infrastructure systems for Council's water networks

\$600,000

Mount Isa Heavy Vehicle Wash Bay Facility (Early Works)

Will be designed to meet environmental and regulatory requirements including appropriate waste and water management systems to minimise environmental impacts



\$4.96M

Local and Urban Road Renewals

Ensure the region's roads and pathways are safe for daily use and extend asset lifespan

\$615,000

Public Toilet Replacement Program

Aims to upgrade and/or replace aging or non-compliant public toilet facilities throughout the city



\$3.5M

Mobile Plant and Fleet Replacement

Renewing aging plant and fleet assets to maintain safe, reliable and efficient service delivery across the region

\$500K

Camooweal Water Treatment upgrades and Reconfigure Project

Ensure quality water infrastructure for the residents in Camooweal

\$2.6M

Sewer Management

Renewing aging sewer assets to extend asset life and intervene at critical points



\$2.56M

Community Precincts Upgrades

Focuses on enhancing key community space facilities such as Buchanan Park, Civic Centre to meet the evolving needs of the community while optimising long-term asset performance and usability



Liveability & Wellbeing

VISION: Safe and healthy communities with a strong sense of identity which supports the people and groups who work, live, play and visit here.

Relevant Strategies & Plans

- Sports and Recreation Strategy
- Tourism Development Strategy
- Youth Strategy
- Library Masterplan
- CBD Masterplan
- Local Housing Action Plan
- Motorsports Feasibility Study
- Lake Moondarra Short Stay
Accommodation Feasibility Study



Liveability & Wellbeing

VISION: Safe and healthy communities with a strong sense of identity which supports the people and groups who work, live, play and visit here.

ACTION	MEASURE
1.1 STRENGTHEN HEALTHCARE AND SOCIAL SERVICES	
1.1.1 Support advocacy for the hospital to improve community health outcomes	Participate in stakeholder engagement with hospital management and workforce agencies, support initiatives aimed at attracting skilled medical professionals to the region
1.2 THE COMMUNITY MAINTAINS A HEALTHY LIFESTYLE	
1.2.1 Invest in sports and recreation groups to promote being active and engaged and fostering a healthy lifestyle	Deliver the annual Sign-On Expo to enable local sporting and recreation groups to promote their activities, attract new members, and strengthen community participation.
	Facilitate grant information sessions to build the capacity of sporting and community clubs to pursue external funding.
	Create and manage a sporting and community club database to improve communication and awareness of development opportunities.
	Contribute to the delivery of the Sports Precinct feasibility study to inform future infrastructure planning.
1.3 ORGANISATIONAL CAPACITY TO DELIVER QUALITY SERVICES	
1.3.1 Improve liveability through consistent application of regulatory programs across Council	Maintain and improve the animal registration process to ensure all animals are correctly registered.
	Implement community education initiatives to increase awareness and adoption of responsible pet ownership practices.
1.3.2 Maintain a contemporary and relevant Mount Isa Library collection through regular review and targeted updates.	Deliver and maintain the Mount Isa Library collection in alignment with the State endorsed public library collections policy to ensure quality, relevance, and accessibility for the community.
1.4 THE COMMUNITY HAS ACCESS TO A RANGE OF EVENTS AND ACTIVITIES	
1.4.1 Encourage participation from our diverse community through inclusive, accessible, and welcoming events.	Plan and deliver one community wide event each quarter to encourage participation, connection, and social inclusion.
	Increase community awareness and access to RADF and Community Event Grants through targeted workshops delivered prior to each funding round.
	Engage with funding bodies and partners to attract and deliver at least one new event for the Mount Isa community.
1.4.2 Maximise community use of Council owned facilities by delivering a program of planned events and activities.	Implement a planned and coordinated maintenance program across all Council owned facilities to ensure safety, functionality, and asset longevity.
	Develop and maintain a coordinated events plan for all Council venues to maximise utilisation and support community access and engagement.



Liveability & Wellbeing

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ACTION	MEASURE
1.4.3 Ensure the community is well informed of events and important information through proactive, multichannel communication.	Develop and implement an advertising and marketing plan to promote Council events and activities and maximise community awareness and participation. <hr/> Pro-actively engage and inform the community through targeted and timely use of social media platforms.
1.5 SUPPORT IMPACT MEASURES AND REPORTING TO ENHANCE HEALTH AND CARE SERVICE OUTCOMES	
1.5.1 Support community based organisations and industry peak bodies to deliver programs that improve community wellbeing, capability, and social outcomes.	Participate in community led advisory committees, including the Regional Youth Alliance Network, to strengthen collaboration, inform decision-making, and support positive community outcomes.
1.6 SET YOUNG PEOPLE IN MOUNT ISA UP FOR SUCCESS THROUGH ENGAGEMENT AND RESPONSIVENESS	
1.6.1 Implement the Youth Strategy to foster active participation and strengthen the capabilities of young people in the community.	Finalise and implement the Mount Isa Youth Council program to strengthen youth voice, participation and leadership in community decision-making. <hr/> Deliver a coordinated and inclusive Youth Week program in partnership with community organisations to promote youth engagement, wellbeing and capability development.
1.6.2 Deliver and transition the Lion's Youth Camp into operational use to enhance youth engagement and recreational opportunities.	Utilise the feasibility study to inform and progress staged works at the Lion's Youth Camp. <hr/> Activate the Lion's Youth Camp site through a community open day to promote awareness, engagement, and future use capabilities.
1.7 ACTIVELY ENGAGE WITH AND RESPOND TO ABORIGINAL AND TORRES STRAIT ISLANDER PEOPLES IN THE COMMUNITY	
1.7.1 Support Traditional Owner groups by fulfilling Council obligations under Indigenous Land Use Agreements and incorporating agreed commitments into planning and operational activities.	Strengthen organisational respect for lands and Traditional Owners by ensuring full compliance with existing Indigenous Land Use Agreements (ILUAs), including timely consultation with Prescribed Body Corporates (PBCs) on cultural heritage assessments and consultation activities, and delivering cultural awareness training to Council staff.
1.7.2 Reconciliation Action Plan be formally endorsed by Council.	Continue to develop and implement the Reflect Reconciliation Action Plan (RAP) to strengthen relationships, promote respect, and create meaningful opportunities including employment opportunities with Aboriginal and Torres Strait Islander peoples.



Liveability & Wellbeing

VISION: Safe and healthy communities with a strong sense of identity which supports the people and groups who work, live, play and visit here.

ACTION	MEASURE
1.8 PROVIDE THE COMMUNITY WITH A RANGE OF EDUCATIONAL AND TRAINING OPPORTUNITIES WHICH MEETS THEIR NEEDS	
1.8.1 Partner with peak industry groups to co-design and deliver training packages that build skills, capability, and employment pathways for the community.	<p>Support the Regional Jobs Committee through collaborative project design and effective implementation to deliver improved outcomes for the community.</p> <hr/> <p>Collaborate with Registered Training Organisations (RTOs) and TAFE to create new training pathways and employment opportunities for local residents.</p> <hr/> <p>Develop and implement plans that support coordinated regional training initiatives in partnership with government agencies.</p>
1.9 AGED AND DISABLED COMMUNITY MEMBERS HAVE ACCESS TO RELEVANT SERVICES	
1.9.1 Support advocacy for improved aged care facilities and disability support services in the Mount Isa Local Government Area to enhance service access and outcomes for residents	Participate in stakeholder engagement with government and service providers to address the current gaps in the aged care facilities, disability services and particularly the mental health providers.
1.10 IMPROVE NEIGHBOURHOOD SAFETY	
1.10.1 Implement initiatives to continuously improve public safety in the CBD precinct.	<p>Maintain regular patrols of public parks and public spaces by Local Laws Officers.</p> <hr/> <p>Provide appropriate security planning and management for community-wide events.</p> <hr/> <p>Continue with the upgrading and refurbishment of the CBD CCTV infrastructure as identified through assessment and need.</p>
1.11 CHILDCARE SERVICES MEET THE COMMUNITY'S NEEDS	
1.11.1 Support advocacy for improved childcare services to support parents living and working in the community	Participate in stakeholder engagement with government and service providers to address workforce shortages, placement capacity and affordability.
1.12 TOWN ENTRANCE AND STREETSCAPES ARE APPEALING, APPROPRIATE TO THE CLIMATE AND LOW MAINTENANCE	
1.12.1 Maintain attractive and well managed CBD landscapes that provide safe and accessible environments for residents and visitors.	Maintain safe, clean, and accessible CBD public spaces through regular inspection and maintenance of landscaping, litter and graffiti, and disability access infrastructure.



Liveability & Wellbeing

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ACTION	MEASURE
1.13 DEVELOP QUALITY PLACES WHERE PEOPLE WANT TO LIVE AND WORK	
1.13.1 Design and implement liveability and investment attraction initiatives through promoting lifestyle, employment and regional opportunities.	<p>Deliver a liveability campaign promoting Mount Isa as a place to live, work and invest.</p> <hr/> <p>Develop and launch a Mount Isa Investment Prospectus to support investment attraction and economic growth.</p>
1.14 POSITIVE SOCIAL OUTCOMES ARE BEING DELIVERED THROUGH STREAMLINED CROSS BORDER LEGISLATION	
1.14.1 Advocate for investment in regional transport infrastructure linking Mount Isa and Tennant Creek to improve safety, social outcomes, and equitable access for Aboriginal and Torres Strait Islander people.	<p>Prepare and submit a formal advocacy submission to both State and Federal Governments, supported by community and stakeholder engagement, calling for investment in a safe transport route between Mount Isa and Tennant Creek.</p>
1.15 RESIDENTS HAVE ACCESS TO AFFORDABLE AIRFARES	
1.15.1 Advocate for reduced airfares to support community accessibility, liveability, and regional economic development.	<p>Make formal submissions and representations to relevant Ministers and agencies highlighting the cost of living and connectivity impacts of high airfares on Mount Isa residents.</p> <hr/> <p>Engage directly with airlines servicing Mount Isa to advocate for more competitive pricing, increased seat capacity, and service reliability.</p>
1.16 COMMIT TO A DISTINCTIVE AND ATTRACTIVE CAMPAIGN TO DRIVE AWARENESS ABOUT MOUNT ISA'S UNIQUE ATTRACTIONS	
1.16.1 Increase visitation to the region through growth in tourism numbers and the development of new and enhanced tourism products and experiences.	<p>Collaborate with local tourism operators to plan and develop new and enhanced visitor experiences that strengthen Mount Isa's tourism offering.</p> <hr/> <p>Support tourism stakeholder engagement and workshop events to support collaboration, product development, and growth of the regional visitor economy.</p> <hr/> <p>Implement the Big Sky Drive marketing plan to strengthen destination awareness and visitor engagement.</p> <hr/> <p>Redevelop the Experience Mount Isa (Discover Mount Isa) digital platforms, including the website and social media channels (Facebook, Instagram, TikTok), to improve reach and engagement.</p>



Economic

VISION: A sustainable and resilient economy which supports existing industry and encourages new and innovative business and practices.



Relevant Strategies & Plans

- Transitioning Mount Isa's Economy
- CBD Masterplan
- Economic Development Strategy
- Future Ready Economy Roadmap
- City of Mount Isa Planning Scheme
- Tourism Development Strategy



Economic

VISION: A sustainable and resilient economy which supports existing industry and encourages new and innovative business and practices.

ACTION	MEASURE
2.1 STRONG AND RESILIENT SMALL BUSINESS SECTOR	
2.1.1 Build the capacity of small and emerging enterprises through targeted business support, training, and development initiatives.	Deliver a minimum of two small business engagement events each year to support capability building, networking, and access to information for local enterprises.
2.1.2 Incentivise new businesses and support existing enterprises through proactive communication, information sharing, and access to business support opportunities.	Collaborate with industry peak organisations to deliver targeted programs that stimulate economic development and support local industry growth.
2.2 THE COMMUNITY IS WELL SERVICED BY TRANSPORT LINKS TO THE REGION INCLUDING PUBLIC TRANSPORT, RAIL, FREIGHT LINKS AND TRANSPORT GATEWAYS	
2.2.1 Initiate Stage 1 of a Regional Transport Strategy to support freight efficiency, industry development, and regional economic growth.	Deliver Stage 1 of the Regional Transport Strategy which will outline key transport challenges, opportunities and priorities. Commence stakeholder engagement, transport needs analysis, and identification of priority actions to further progress the Regional Transport Strategy.
2.3 PLANNING SCHEME AND ASSOCIATED ACTIVITIES ARE WELL SUPPORTED AND PROMOTE COMMUNITY GROWTH	
2.3.1 Monitor legislative and regulatory changes and initiate Planning Scheme amendments as required to maintain compliance.	Complete a formal review of the Planning Scheme at least annually and progress necessary amendments to maintain compliance with planning regulations. Identify and progress the planning and servicing of land for rural residential development in accordance with the Future Ready Economy Roadmap framework.
2.4 COMMUNITY MEMBERS ARE SUPPORTED TO BUY A HOME WITHIN THE REGION	
2.4.1 Promote and facilitate awareness of government financial support programs for first home buyers to support population attraction and community growth.	Undertake quarterly promotion of government first home buyer support programs across Council communication platforms to improve housing affordability awareness.



Economic

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ACTION	MEASURE
2.5 SUPPORT, POSITION AND PREPARE BUSINESSES THROUGH THE ECONOMIC TRANSITION	
2.5.1 Support and prepare businesses through business support programs, and workforce assistance initiatives that help local businesses adapt, diversify, and remain competitive through economic transition.	Advocate to State and Federal Governments for the acceleration of industrial development and enabling infrastructure to support economic transition and job creation in the region.
	Advocate for increased State and Federal Government funding to progress priority economic programs and initiatives that support diversification, business growth, and workforce transition.
	Advocate to State and Federal Governments for the establishment of a Special Economic Zone in Mount Isa to attract investment, incentivise industry, and stimulate long-term economic growth.
2.6 ENHANCE THE INVESTMENT LANDSCAPE OF MOUNT ISA	
2.6.1 Pro-actively engage with potential investors to promote the competitive advantages and investment opportunities available in Mount Isa.	Develop and publish an “Invest in Isa” information kit to promote investment opportunities, regional strengths, and priority growth sectors.
	Utilise the Future Ready Economy Roadmap to guide and support targeted engagements with potential investors and industry partners.
2.7 MOUNT ISA IS AN INTERNAL TRAINING HUB FOR FIREFIGHTING AGENCIES	
2.7.1 Collaborate with the Queensland Fire Department to position Mount Isa as a regional training hub, supporting workforce development and regional capability.	Participate in and support Queensland Fire Department initiatives that promote Mount Isa as a regional training hub.
	Work in partnership with the Queensland Fire Department to strengthen disaster management and emergency response capacity.
2.8 SPECIAL ECONOMIC ZONE WITH TAX INCENTIVES	
2.8.1 Advocate for equitable taxation arrangements for remote communities to support population attraction, workforce retention, and long-term liveability in the Mount Isa Local Government Area.	Make formal submissions to State and Federal Governments advocating for special tax concessions to support remote living and attract and retain residents in the Mount Isa Local Government Area.



Economic

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ACTION	MEASURE
2.9 COUNCIL SUPPORTS THE ACCELERATION OF MINING ACTIVITIES INCLUDING THE LIFTING OF THE BAN ON URANIUM MINING	
2.9.1 Progress and deliver Stage 1 of the Australian Critical Minerals Industrial Precinct to support critical minerals processing, value adding, and regional economic growth.	Undertake structured engagement with relevant government, industry, and community stakeholders to inform and support the development of Stage One of the Precinct.
2.10 ENHANCE RAIL ACCESS TO ENCOURAGE A REDUCTION IN ROAD TRANSPORT	
2.10.1 Advocate for enhanced rail infrastructure to support more efficient freight movement and reduce heavy vehicle impacts on road networks.	Engage with relevant government agencies and industry stakeholders through advocacy activities to promote investment in rail infrastructure and services.
2.11 RURAL RESIDENTIAL LAND IS AVAILABLE TO RESIDENTS	
2.11.1 Advance the planning and investigation of the Gliderport rural residential development to support housing choice and population growth.	Completion of a feasibility and planning investigation report for rural residential development within the Gliderport Development, endorsed by Council.
2.12 IMPROVE THE MOUNT ISA RETAIL EXPERIENCE	
2.12.1 Implement a Shopfront Beautification Program to improve streetscape amenity and support local businesses to upgrade and revitalise shopfronts.	<p>Secure funding from the Queensland Government to deliver the Shopfront Beautification Program.</p> <hr/> <p>Open and manage applications for the Shopfront Beautification Program using Council's grant application software to ensure transparency and efficient assessment.</p> <hr/> <p>Align the design, delivery and eligibility criteria of the Shopfront Beautification Program with the objectives and priorities of the CBD Master Plan.</p> <hr/> <p>Establish a Shopfront Beautification Program Steering Committee to provide governance, oversight and strategic guidance for program delivery.</p>



Economic

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ACTION	MEASURE
2.13 ADOPT AND LEVERAGE CIRCULARITY PRINCIPLES TO INFORM NEW ECONOMIC OPPORTUNITIES	
2.13.1 Leverage circular economy principles to inform investment attraction, industry diversification, and innovation opportunities aligned with regional strengths.	Support the development of businesses adopting circular economy principles through guidance, partnerships and access to relevant programs and opportunities. Finalise required technical and feasibility studies to support the establishment and development of a Circular Economy Precinct.
2.14 AFFORDABLE AND CLEAN ENERGY IS EXPANDED AND INCENTIVISED	
2.14.1 Improved access to affordable residential solar energy programs to reduce cost of living pressures and support equitable energy transition for the Mount Isa Local Government Area.	Advocate to State and Federal Governments for the expansion of affordable residential solar energy programs to reduce household energy costs and improve equity for residents.
2.15 SUPPORT TOURISM OPERATORS TO EXPAND THEIR OFFERINGS IN ALIGNMENT WITH THE FUTURE READY ECONOMY FRAMEWORK	
2.15.1 Support and incentivise local tourism operators to expand their operations and leverage opportunities from marketing campaigns such as the Big Sky Drive.	Deliver tourism stakeholder engagement and workshop events to support collaboration and keep operators informed of Council marketing campaign initiatives.



Infrastructure

VISION: Innovative and efficient infrastructure networks that support local community and industry.

Relevant Strategies & Plans

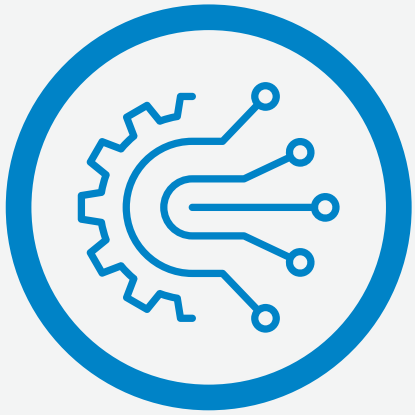
Fleet Management Strategy
Drinking Water Quality Management Plan
Asset Management Plan
Local Disaster Management Plan
Queensland Recovery Plan
Recycled Water Management Plan
Australian Drinking Water Guidelines



Infrastructure

VISION: Innovative and efficient infrastructure networks that support local community and industry.

ACTION	MEASURE
3.1 RESPONSIBLY MANAGE COUNCIL ASSETS AND ITS LONG-TERM SUSTAINABILITY	
3.1.1 Secure grant funding opportunities to enhance Council operational and capital investment and ensure sustainable asset management outcomes.	Pro-actively pursue State and Federal Government funding for major capital works by maintaining a pipeline of well-developed, investment ready project proposals.
3.1.2 Asset renewal and replacement activities are consistent with the priorities and standards outlined in Council's Asset Management Plans.	Develop capital works programs with Council's priority asset renewal needs, supported by external funding for non-priority renewal projects where feasible.
3.1.3 Ensure workforce capacity is sufficient and appropriately skilled to meet community expectations and service delivery standards.	Maintain a core internal workforce with the capacity and capability to deliver ongoing maintenance and priority asset renewal works, supported by engagement of locally sourced contractors to manage workload peaks and build capability across both internal and external workforces.
3.1.4 Maintain and renew Council's fleet in accordance with the adopted Fleet Replacement Policy to ensure sustainable, efficient, and long-term fleet management.	<p>Annually review the Fleet Replacement Policy and 10 Year Fleet Renewal Program.</p> <p>Implement and deliver annual fleet replacement program aligned with identified renewal priorities.</p>
3.1.5 Ensure Council assets are well presented and effectively maintained to support reliable and continuous service delivery to the community.	Reduce graffiti and vandalism on Council assets through the implementation of a targeted prevention and response strategy.
3.2 THE COMMUNITY IS WELL SERVED BY QUALITY INFRASTRUCTURE	
3.2.1 Ensure a wide variety of social infrastructure is well maintained and accessible to support community use and participation.	Establish and deliver routine maintenance and inspection programs to ensure major parks and public spaces are safe, accessible, and well maintained.
3.2.2 Deliver projects as approved through best practice planning, procurement, and project management, supported by early stage project proposals that identify risks and incorporate appropriate contingencies into budgets.	Develop robust budget bids and project proposals through the capital program planning process, and where external funding is sought, pursue full project cost funding to support sustainable project delivery to ensure community expectations are met.



Infrastructure

VISION: Innovative and efficient infrastructure networks that support local community and industry.

ACTION	MEASURE
3.3 COUNCIL HAS CONTROL OF REGIONAL WATER INFRASTRUCTURE	
3.3.1 Maintain collaborative engagement with the Mount Isa Water Board regarding the operational control of regional water infrastructure to ensure reliable, sustainable, and secure water services for the community.	Conduct at least two formal coordination meetings per year with the Mount Isa Water Board to review operational responsibilities, infrastructure performance, and shared priorities for regional water infrastructure.
3.4 PLAN FOR ROAD INFRASTRUCTURE TO MEET FUTURE NEEDS INCLUDING A HEAVY VEHICLE BYPASS	
3.4.1 Investigate options for a heavy vehicle bypass to improve freight movement, safety, and long-term network planning.	Advocate to State and Federal Governments for the inclusion of a Mount Isa Heavy Vehicle Bypass as a nationally significant highway priority to reduce heavy vehicle traffic through the Mount Isa CBD and improve safety and amenity.



Environment

VISION: Protect, manage, and promote the unique natural environment to ensure environmental sustainability through a future ready approach.

Relevant Strategies & Plans

Queensland Waste Strategy
Environmental Management Plan
Pest Management Plan
Biosecurity Strategy
Local Disaster Management Plan
Waste Management Strategy 2026-2031



Environment

VISION: Protect, manage, and promote the unique natural environment to ensure environmental sustainability through a future ready approach.

ACTION	MEASURE
4.1 SUPPORT IMPLEMENTATION OF INTEGRATED WATER RESOURCE MANAGEMENT IN THE MOUNT ISA REGION	
4.1.1 Participate in regional water planning and governance arrangements, including regular engagement with the Mount Isa Water Board and State Government agencies, to support integrated long-term water management.	Undertake an annual review of Council policies, plans, and infrastructure programs to confirm alignment with integrated regional water resource management strategies.
4.1.2 Identify, prioritise, and repair high impact water leaks across the network through targeted inspections and maintenance programs to reduce water losses and support integrated water resource management.	Reduce non revenue water by prioritising leak detection and repair activities identified through annual network inspections and asset condition assessments.
4.2 ENVIRONMENTALLY FRIENDLY FLEET OPERATIONS OPPORTUNITIES ARE MAXIMISED	
4.2.1 Incorporate low emissions vehicles, fuel efficient technologies, and sustainable operating practices into annual fleet replacement and operational planning.	Undertake a fleet vehicle audit to identify opportunities to reduce emissions and improve environmental performance.
4.3 PROMOTE AND INCENTIVISE BEST PRACTICE IN WASTE REDUCTION AND MANAGEMENT	
4.3.1 Implement best practice resource recovery systems and processes to maximise diversion from landfill and improve environmental outcomes.	Promote and incentivise improved waste reduction and recycling practices through targeted education campaigns, community programs, and support for local initiatives.
4.3.2 Increase waste diversion from landfill through the expansion of recycling, resource recovery, and waste education programs.	<p>Increase community recycling rates through continued use and promotion of RecycleMate, supported by targeted education and behaviour-change initiatives.</p> <p>Develop and deliver new engagement programs to encourage increased community participation in recycling and resource recovery activities.</p> <p>Undertake and report on a formal progress review of Council's Waste Management Strategy to assess performance, priorities, and future actions.</p> <p>Improve glass recycling outcomes at the Materials Recovery Facility through process, equipment, or operational enhancements.</p> <p>Investigate the feasibility and implementation pathways for Food Organics and Garden Organics (FOGO) programs, including service models, costs, and community readiness.</p>



Environment

VISION: Protect, manage, and promote the unique natural environment to ensure environmental sustainability through a future ready approach.

ACTION	MEASURE
4.4 INCENTIVISE LARGE SCALE RENEWABLE ENERGY DEVELOPMENT	
4.4.1 Establish clear planning pathways to enable proactive engagement with large-scale renewable energy proponents.	Develop and promote a Renewable Energy Investment Facilitation Framework that identifies renewable-ready land, outlines streamlined planning pathways and designates Council as a single point of contact for large-scale renewable energy proponents.
4.5 ADOPT LAND AND GRAZING MANAGEMENT PRACTICES THAT PRIORITISE THE HEALTH OF SOIL, VEGETATION AND ECOSYSTEMS	
4.5.1 Support sustainable land and grazing management practices that protect soil health, vegetation condition, and ecosystem function across the Local Government Area.	Promote and support best-practice land and grazing management through partnerships, education, and collaboration with landholders, industry, and government agencies.
4.6 OUR AGRICULTURAL LAND IS PROTECTED FOR SUSTAINABLE PRIMARY INDUSTRY USE	
4.6.1 Implement effective environmental and biosecurity measures to prevent, manage, and mitigate environmental risks and biosecurity threats within the Local Government Area.	<p>Implement vector control programs to manage regional pest species and protect environmental assets and agricultural productivity.</p> <hr/> <p>Deliver community education programs to raise awareness of regional pests and their impacts on agricultural productivity and promote preventative and responsible management practices.</p>



Our Organisation

VISION: Inclusive and ethical governance through proactive engagement with all sectors of the community, council and all levels of government.

Relevant Strategies & Plans

Corporate Plan

Risk Appetite Statement

Workforce Management Strategy

Enterprise Risk Management Framework



Our Organisation

VISION: Inclusive and ethical governance through proactive engagement with all sectors of the community, council and all levels of government

ACTION	MEASURE
5.1 LEADERS ARE CAPABLE, SUPPORTED AND MEET EXPECTATIONS OF THE ORGANISATION	
5.1.1 Implement targeted leadership development and professional training programs to support capability building, career progression, and improved retention of leaders.	Increase investment in training resources and deliver expanded professional development opportunities to drive higher employee participation in both online and face-to-face training.
5.2 COUNCIL IS AN EMPLOYER OF CHOICE	
5.2.1 Maintain a positive and supportive workplace where employees are satisfied, engaged, and supported in their work and employment.	Conduct an organisation-wide staff engagement and satisfaction survey at the commencement of each financial year to assess employee wellbeing, engagement, and improvement opportunities.
5.2.2 Implement diversity, equity, and inclusion initiatives across recruitment, training, and workforce practices to improve diversity and equality within the organisation.	Support and facilitate participation of emerging leaders from diverse background in leadership development programs to build organisational leadership capability.
5.2.3 Provide and maintain a safe and healthy workplace where the wellbeing of employees, contractors, and visitors is prioritised.	Implement and monitor workplace health and safety systems to ensure full legislative compliance and continuous improvement beyond statutory minimums.
5.3 ORGANISATION RISK IS WELL MANAGED	
5.3.1 Maintain transparency and trust through open communication, accountable decision-making, and responsible governance practices.	Strengthen organisational transparency and trust by delivering the annual statutory audit and implementing the approved risk management program, ensuring completion of scheduled internal audits, quarterly reporting of strategic and operational risks to Council, and timely closure of audit recommendations within agreed timeframes.
5.3.2 Develop, implement, and regularly review enterprise risk management strategies to identify and mitigate key operational, financial and strategic risks.	Embed enterprise risk management practices across the organisation by ensuring all strategic risks are reviewed quarterly, all departmental risk registers are updated biannually with evidence of treatment progress, and an enterprise-wide quarterly risk dashboard is delivered to the EMT.
5.3.3 Ensure organisational risk is effectively managed through the implementation, regular testing, and rehearsal of the Business Continuity and Recovery Plan (BCRP), including the ICT Business Continuity Plan.	Conduct at least one organisation-wide BCRP exercise per year, including testing of ICT business continuity arrangements, with outcomes reviewed and improvement actions documented.



Our Organisation

VISION: Inclusive and ethical governance through proactive engagement with all sectors of the community, council and all levels of government

ACTION

5.3.4 Monitor, review, and manage legislative and regulatory compliance obligations to ensure Council remains compliant with all applicable laws and standards.

MEASURE

Ensure the organisation meets all legislative and regulatory compliance obligations by completing a comprehensive review and update of corporate policies and procedures, ensuring each document is aligned to current legislation, assigned to an accountable owner, and uploaded to the approved document management system for staff access.

Ensure effective implementation of policies and procedures by delivering compliance and policy-use training to relevant staff across the organisation.

5.4 EFFECTIVE COMMUNITY ENGAGEMENT

5.4.1 Foster a workforce culture where all employees consistently act in the best interests of the community and the organisation.

Staff performance plans reflect behaviours aligned with Council values of Integrity, Service, and Accountability.

Annual peer-nominated awards program delivered.

All new employees receive induction training on organisational values.

5.5 A SUSTAINABLE AND RESILIENT ORGANISATION

5.5.1 Review, maintain, and enhance Information Technology systems to ensure they remain fit for purpose and aligned with current and emerging business requirements.

Ensure Information Technology systems comply with relevant audit standards, legislative obligations, and regulatory requirements through regular review and controls.

Annual review completed of core IT systems to confirm alignment with business needs and service requirements.

5.5.2 Deliver balanced budgets that support long-term financial sustainability while achieving Council's strategic and organisational goals.

Ensure Council budgets, financial statements, and financial arrangements comply with all statutory requirements and support strong financial governance, including the achievement of an unqualified audit.

Embed a culture of financial discipline and accountability across the organisation through regular financial reporting, budget ownership, and accountability for financial decisions.

5.6 COUNCIL ADVOCATES EFFECTIVELY ON BEHALF OF THE COMMUNITY

5.6.1 Support and advocate for CopperString 2032 as a key enabler of regional growth, industry development, and long-term energy security.

Attend and participate in scheduled stakeholder engagement meetings with CopperString executives and relevant State and Federal Government Ministers to advocate for project delivery and regional outcomes.



Our Organisation

VISION: Inclusive and ethical governance through proactive engagement with all sectors of the community, council and all levels of government

ACTION	MEASURE
5.7 ENSURING QUALITY CUSTOMER SERVICE WITH COMMUNITY AND STAKEHOLDERS THROUGH ALL MEANS OF COMMUNICATIONS	
5.7.1 Provide accessible, user-centred information and systems that support efficient service delivery and enable users to access the right support at the right time.	<p>Outsource the provision of the triage-based after hours call centre and related information system support to an external service provider to improve accessibility, responsiveness, and service quality.</p> <p>Periodically test the market through benchmarking, review, or procurement processes to assess alternative service providers and ensure value for money and service effectiveness.</p>
5.8 STRENGTHEN COMMUNICATION AND COLLABORATION BETWEEN ALL LEVELS OF GOVERNMENT AND KEY COMMUNITY AND INDUSTRY STAKEHOLDERS	
5.8.1 Foster strong partnerships with government, other local councils, community and industry stakeholders to enhance collaboration, shared outcomes and improved outcomes for residents.	Continue active participation in regional and industry committees, including MITEZ, NWQROC, and TEL, to advocate for policy alignment, support investment attraction, and promote long term regional growth.
5.9 PREPARE THE REGION FOR NATURAL DISASTER IMPACTS	
5.9.1 Continuously improve Council's disaster preparedness, response, and recovery capabilities to strengthen community resilience.	Maintain the Local Disaster Management Plan (LDMP) and Business Continuity Plan (BCP) through regular review and annual renewal, or more frequently as required, ensuring they address a comprehensive range of risks across both urban and rural areas of the Local Government Area.
5.9.2 Reduce fire and flood risk by ensuring fire breaks and stormwater systems are prepared and functional before the onset of the fire and wet seasons.	Renew fire breaks annually around the urban fringe and riverbed between April and October, and ensure stormwater drainage easements are cleared of vegetation and debris prior to the commencement of each wet season.
5.10 LOCAL SPENDING BY COUNCIL IS MAXIMISED	
5.10.1 Increase local supplier participation in Council procurement through transparent processes, supplier engagement, and clear communication of opportunities.	Procurement processes are transparent, fair, and compliant with Queensland local government requirements, while increasing local business participation and delivering value for money for the community.



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