

MOUNT ISA
OPERATIONAL PLAN
2026 – 2027
QUARTER ONE - REVIEW

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MOUNT ISA
CITY COUNCIL

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

					Quarter One				
Pillar	Action ID	Action	Measure	Priority	Status Q1	Progress % Q1	Comments Q1	Delays, challenges or risks	Expected Completion Date
Liveability and Wellbeing	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	Medium	In Progress	10	The annual Sign-On Expo is scheduled for 6 February 2027. The event plan is being revised will be completed in 2026/27 Q2.	Poor weather could cause low attendance (community groups/attendees)	8/02/2027
Liveability and Wellbeing	1.2.1	Invest in sports and recreation groups to promote being active and engaged and fostering a healthy lifestyle	Facilitate grant information sessions to build the capacity of sporting and community clubs to pursue external funding	Medium	In Progress	10	Q3 (January) Community information workshops planned for delivery. Development of draft Youth Sports Grant guidelines is currently underway. Information session to be delivered in Q3.		30/06/1927
Liveability and Wellbeing	1.2.1	Invest in sports and recreation groups to promote being active and engaged and fostering a healthy lifestyle	Create and manage a sporting and community club database to improve communication and awareness of development opportunities	Medium	In Progress	10	Ongoing maintenance of the Sports Club Database is being completed upon notification from sporting and community groups. Full review will be completed prior to 6 February 2027 on annual Sign-On Expo.	Lack of notification from sporting and community groups.	2/08/2027
Liveability and Wellbeing	1.2.1	Invest in sports and recreation groups to promote being active and engaged and fostering a healthy lifestyle	Contribute to the delivery of the Sports Precinct feasibility study to inform future infrastructure planning	Medium	In Progress	70	Draft Feasibility Study has been received and is being reviewed. Draft Feasibility Study will be presented to Council in Q2 for review.	Delay in delivering final draft, due to initial feedback.	31/12/2027
Liveability and Wellbeing	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	Medium	In Progress	20	A review of internal procedures is being undertaken and recommendations will be made in Q2. Renewal notices issued in Q1 only went to Animals Registered in 25/26 follow up on non-registered being actioned. Early planning has commenced to allow online registration to be completed.	Inaccurate registration records impacting reunification and rehoming outcomes.	Ongoing
Liveability and Wellbeing	1.3.1	Improve liveability through consistent application of regulatory programs across Council	Implement community education initiatives to increase awareness and adoption of responsible pet ownership practices	Medium	In Progress	20	Attendance at Community Events planning underway to educate the community on pet ownership requirements. Online presence including Facebook and website delivered to increase awareness and adoption.	Delays/Challenge: Reviewing and renewal of all regulatory procedures to ensure compliance.	Ongoing throughout the year.
Liveability and Wellbeing	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	Medium	In Progress	30	Evaluating the merit to join with other independent public Libraries in a purchasing consortia to strengthen purchasing power and collection range. Working with State Library to improve procurement arrangements with library suppliers.	Nil to date	Ongoing throughout the year.
Liveability and Wellbeing	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	Medium	In Progress	30	The Isa Street Festival was successfully delivered within budget on 5 August 26 and attracted an estimated attendance of between 5,000 to 7,000 people, demonstrating strong community engagement. Citizenship Ceremony, Welcoming Week, NAIDOC week participation, Movie Night, Civic Centre entertainment (ABBA, INXSIVE), Splashez Summer Launch, Miners Memorial March participation, have all demonstrated strong community engagement.	Participation rates can be influenced by seasonal conditions, venue availability and community capacity. Future event success relies on continued community engagement, volunteer support and funding availability.	Ongoing throughout the year.
Liveability and Wellbeing	1.4.1	Encourage participation from our diverse community through inclusive, accessible and welcoming events	Increase community awareness and access to RADF and Community Event Grants through targeted workshops delivered prior to each funding round	Medium	In Progress	20	Strong promotion of grants has been completed through online promotion. Community grants workshop will be delivered in Q4 2026-27 through Volunteers Australia. As delivered in Q4 25/26. Community grant training scheduled for Q3 2027.	Challenges in community participation	Q3 2027
Liveability and Wellbeing	1.2.1	Encourage participation from our diverse community through inclusive, accessible and welcoming events	Engage with funding bodies and partners to attract and deliver at least one new event for the Mount Isa Community	Medium	In Progress	20	Outback Sounds has confirmed a further 3 year commitment. Outback Sounds to be held in Q4 2026/27. Community event partnerships delivered Q1 - Mount Isa Rodeo (Sponsorship and In-Kind support)	Nil to date	Ongoing throughout the year.
Liveability and Wellbeing	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	Medium	In Progress	50	Several areas of maintenance across Council facilities are either completed, underway or planned. Fire safety and infrastructure upgrades are progressing and support the ongoing safety and functionality of Council facilities.	Civic Centre Kitchen Upgrade requires rectification works. Resource allocation and coordination across multiple facilities and projects will be required to maintain delivery timeframes.	Q3 2027
Liveability and Wellbeing	1.4.2	Maximise community use of Council owned facilities by delivering a program of planned events and activities	Develop and maintain a coordinated events plan for all Council venues to maximise utilisation and support community access and engagement	Medium	In Progress	40	Events planning underway to maximise use of facilities to promote community participation/engagement to be completed /presented in Q2. Q1 Launched an event website "What's on Mount Isa" to promote all community events, allowing for increase promotion of events in our area.	Community participation may fluctuate based on seasonal demand and event scheduling.	Ongoing throughout the year.
Liveability and Wellbeing	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	Medium	In Progress	50	Q1 Development of a bi monthly Council newsletter is underway and due to be released in Q2 October 2026 (inclusive of promotion of events). Q1 Advertising, marketing and communication plan in progress, Q2 for completion. Q1 Events delivered - Isa Street Festival and other Civic events had their indervidual marketing and advertising strategies completed.	Nil to date	Ongoing throughout the year.
Liveability and Wellbeing	1.4.3	Ensure the community is well informed of events and important information through proactive multichannel communication	Pro-actively engage and inform the community through targeted and timely use of social media platforms	Medium	In Progress	50	Q1 Regular social media and website/online promotion of programs, events and activities for community completed and ongoing. Q1 Community Directory completed showcasing community services Q1 Development of a bi monthly Council newsletter - Q2 delivered.	Nil to date	Ongoing throughout the year.

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Pillar	Action ID	Action	Measure	Priority	Status Q1	Progress % Q1	Comments Q1	Delays, challenges or risks	Expected Completion Date
Liveability and Wellbeing	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	Medium	In Progress	20	Q1 Council representation at the Regional Youth Alliance Network through Community and Economic department. Q1 Representation provided Mount Isa Tourism Association Q1 Commerce North West - Ongoing engagement Q1 Mine workers Memorial Advisory Committee - Ongoing engagement (notification of successful funding application)	Nil to date	Ongoing throughout the year.
Liveability and Wellbeing	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	Medium	In Progress	20	Q1 Planning has commenced for the development of a Council lead Youth Council. Q1 Ongoing engagement with schools and education bodies. Q3 Planning for start of new school year for activation of Youth Council.	Youth / School participation .	Ongoing throughout the year.
Liveability and Wellbeing	1.6.1	Implement the Youth Strategy to foster active participation and strengthen the capabilities of young people in the community	Deliver a coordinated and inclusive Youth Week program in partnership with community organisations to promote youth engagement, wellbeing and capability development	Medium	Not Started	10	Q1 Early planning has commenced for Youth Week which is to be delivered Q3 Youth Week (April).	Nil to date	Q3 2027
Liveability and Wellbeing	1.6.2	Deliver and transition the Lions Youth Camp to enhance youth engagement and recreational opportunities	Utilise the feasibility study to inform and progress staged works at the Lion's Youth Camp	Medium	Not Started		Q1 No works actioned Q2 Internal future planning workshop to be held to understand the next steps/direction.	Nil to date	Q4 2027
Liveability and Wellbeing	1.6.2	Deliver and transition the Lions Youth Camp to enhance youth engagement and recreational opportunities	Activate the Lions Youth Camp site through a community open day to promote awareness, engagement and future use capabilities	Low	Not Started		Q1 No works actioned Q2 Internal future planning workshop to be held to understand the next steps/direction.	Nil to date	Q4 2027
Liveability and Wellbeing	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 ILUAs, including timely consultation with PBCs on cultural heritage assessments and consultation activities, and delivering cultural awareness training to Council staff	High	In Progress	80	Discussions are underway with the three traditional landholder groups in respect to rural roads and access to gravel materials. Cultural Awareness training is due to be rolled out by the EOFY 2027. Council is currently seeking quotations for the delivery of this training.	Availability and capacity of the PBC representatives to participate in consultation. Additional time required to satisfy ILUA obligations .	
Liveability and Wellbeing	1.7.2	Reconciliation Action Plan be formally endorsed by Council	Continue to develop and implement the Reflect RAP to strengthen relationships, promote respect, and create meaningful opportunities including employment opportunities with Aboriginal and Torres Strait Islander peoples	High	In Progress	90	The RAP has received final endorsement by Reconciliation Australia. The RAP will be presented at the October 2026 Ordinary Council Meeting for noting.	No forceable delays as this RAP has taken considerable time to develop and has gone through an extensive consultation process to get to this final stage.	28/10/2026
Liveability and Wellbeing	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	Support the Regional Jobs Committee through collaborative project design and effective implementation to deliver improved outcomes for the community	Medium	In Progress	50	Q1 Works continue as per annual work plan for the RJC project. Q1 Jobs Expo delivered in August 2026 with positive uptake. Q1 RJC Camooweal Engagement Activities are ongoing including planning for promotion of Council and Community Services.	Nil to date	Q4 2027
Liveability and Wellbeing	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	Collaborate with RTO's and TAFE to create new training pathways and employment opportunities for local residents	Medium	In Progress	50	Ongoing collaboration - RJC annual work plan Building the Racing Industry Initiative in is progress which will provide job opportunities withing the horse racing industry.	Nil to date	Ongoing throughout the year.
Liveability and Wellbeing	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	Develop and implement plans that support coordinated regional training initiatives in partnership with government agencies	Medium	In Progress	30	Stakeholder engagement and planning ongoing. The RJC continues to perform well and the last jobs expo was well attended.	Nil to date	Ongoing throughout the year.
Liveability and Wellbeing	1.9.1	Support advocacy for improved aged care facilities and disability support services in the Mount Isa LGA 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	Medium	In Progress	20	Q1 Engagement with QLD Government to understand the Empower Legacy program completed (this project will identify and address barriers to participation in sports and physical activities for people with disabilities).	Nil to date	Ongoing throughout the year.
Liveability and Wellbeing	1.10.1	Implement initiatives to continuously improve public safety in the CBD precinct	Maintain regular patrols of public parks and public spaces by Local Laws Officers	Medium	In Progress	20	Q1 Local laws rangers implementing planning and applying initiatives to monitor overgrown, unsightly and abandoned vehicles in the CBD area.	Staff availability and training.	Ongoing throughout the year.
Liveability and Wellbeing	1.10.1	Implement initiatives to continuously improve public safety in the CBD precinct	Provide appropriate security planning and management for community wide events	Medium	In Progress	50	Q1 CCTV camera upgrades complete. Q1 Council has purchased two portable CCTV camera trailers which will be available for community events to enhance public safety. Q1 Other funding opportunities being reviewed to promote further initiatives for CBD and community safety.	Possible technology failures (connectivity) Budget/funding restraints	Ongoing throughout the year.
Liveability and Wellbeing	1.10.1	Implement initiatives to continuously improve public safety in the CBD precinct	Continue with the upgrading and refurbishment of the CBD CCTV infrastructure as identified through assessment and need	Medium	In Progress	50	Continuous ongoing upgrades to CCTV camera where needed. Recent completion of purchasing two portable CCTV camera trailers. The CCTV project came in under budget and on time; and has resulted in an ongoing contract with a local company.	Nil to date	Ongoing throughout the year.

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Pillar	Action ID	Action	Measure	Priority	Status Q1	Progress % Q1	Comments Q1	Delays, challenges or risks	Expected Completion Date
Liveability and Wellbeing	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	Medium	In Progress	20	Q1 Appointment of Investment and Attractions Officer to provide advocacy and planning to address workplace shortages and industry demands/opportunities. Development Community Benefits Agreement and Futures Fund plan. Q1 RJC representation at regional youth alliance network (RYAN) and ongoing engagement with communtiy stakeholders to understand workforce demands / gaps in employement opportunities. Q1 development of Moun tIsa Transision Funded projects with State Goventment and stakeholders.	Confirmation of MITF projects.	Ongoing throughout the year.
Liveability and Wellbeing	1.12.1	Maintain CBD landscapes to ensure safety and accessibility	Maintain CBD public spaces to ensure maintenance of landscaping, litter and graffiti are minimised and disability access is available	Medium	In Progress	20	Implementing a Shopfront Revitalisation Program. Maintenance Program for CBD developed to include rubbish bin maintenance. Applications are expected to be open to businesses in December 2026. Ongoing delivery of graffiti removal program and QLD Community Service program to assist with ground maintenance.	Community appetite for participation in shopfront program. Inconsistency with participants in QLD Community Service program	Ongoing throughout the year.
Liveability and Wellbeing	1.13.1	Design and implement liveability and investment attraction initiatives through promoting lifestyle, employment and regional opportunities	Deliver a liveability campaign promoting Mount Isa as a place to live, work and invest	High	In Progress	30	Liveability Campaign proposal completed and delivered to EMT for approval 29 September 2026. Implementation Plan to be circulated to Community team by COB 16 October 2026.	Council to sign off on the delivery mechanisms through Oct. workshop website build to include investment guides when available	Q1 2027
Liveability and Wellbeing	1.13.1	Design and implement liveability and investment attraction initiatives through promoting lifestyle, employment and regional opportunities	Develop and launch a Mount Isa Investment Prospectus to support investment attraction and economic growth	Medium	In Progress	40	Draft Investment Prospectus has been developed and is being prepared for EMT review. The Prospectus will be further refined to align with the proposed Liveability Attraction Campaign, subject to Council endorsement, ensuring consistent positioning of Mount Isa as both a place to live and invest.	Finalisation of social license priorities under CBA negotiations will inform prospectus.	Q1 2027
Liveability and Wellbeing	1.14.1	Advocate for investment in regional transport infrastructure linking Mount Isa to Tennant Creek to improve safety, social outcomes, and equitable access for Aboriginal and Torres Strait Island peoples	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	Low	In Progress	10	Program of work to form part of Advocacy Communications Framework.	Monitor the political environment both Federal, State and Northern Territory to see if an opportunity would arise to advocate for the project.	Ongoing
Liveability and Wellbeing	1.15.1	Advocate for reduced airfares to support accessibility, liveability and regional economic development	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	Medium	In Progress	20	Program of work to form part of Advocacy Communications Framework.	Continue to lobby for reduced fares as opportunities arise	Ongoing
Liveability and Wellbeing	1.15.1	Advocate for reduced airfares to support accessibility, liveability and regional economic development	Engage directly with airlines servicing Mount Isa to advocate for more competitive pricing, increased seat capacity and service reliability	Medium	In Progress	20	Program of work to form part of Advocacy Communications Framework.	Continue to lobby for reduced fares as opportunities arise	Ongoing
Liveability and Wellbeing	1.16.1	Increase visitation to the region through growth in tourism numbers and the development of new and enhanced tourism products and experiences	Collaborate with local tourism operators to plan and develop new and enhanced visitor experiences that strengthen Mount Isa's tourism offering	Medium	In Progress	20	Q1 Support for Lake Moondarra Cruises. Q1 Ongoing review / development of Tourism packages. Q1 Participation with Mount Isa Tourism Association to promote visitor experiences (ongoing). Q2 Completion of City Lookout project (Tourism attraction) Ongoing financial support for MICCOE to deliver tourism products and services.	Nil to date	Ongoing throughout the year.
Liveability and Wellbeing	1.16.1	Increase visitation to the region through growth in tourism numbers and the development of new and enhanced tourism products and experiences	Support tourism stakeholder engagement and workshop events to support collaboration, product development, and growth of the regional visitor economy	Medium	In Progress	20	Q1 Ongoing financial support to MICCOE(1.7m). Q1 Maintained ongoing communications with Mount Isa Tourism Association to assist as required and where possible with tourism activities. Q1 Maintained Council support to Outback Queensland Tourism Assoiciation (OQTA) though membership which assists with advertising and marketing initiatives to promote tourism.	Nil to date	Ongoing throughout the year.
Liveability and Wellbeing	1.16.1	Increase visitation to the region through growth in tourism numbers and the development of new and enhanced tourism products and experiences	Implement the Big Sky Drive marketing plan to strengthen destination awareness and visitor engagement	High	In Progress	90	Q1 Marketing collateral approved in delivering Big Sky Drive, this includes: - Story Towns - Audio guide - Videography content - Website - Social media content Marketing plan completed Q4 25/26	Nil to date	Ongoing throughout the year.
Liveability and Wellbeing	1.16.1	Increase visitation to the region through growth in tourism numbers and the development of new and enhanced tourism products and experiences	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	Medium	In Progress	90	Q1 Experience Mount Isa website completed including supporting platforms and media channels. Ongoing maintenance with updating information in place.	Nil to date	Ongoing throughout the year.

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

					Quarter One				
Pillar	Action ID	Action	Measure	Priority	Status Q1	Progress % Q1	Comments Q1	Delays, challenges or risks	Expected Completion Date
Economic	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	Medium	Not Started		Q1 No small business engagments held (participation and support made available to commerce north west). Q3 Mount Isa transition funding will enable the business gateway to develop capability building and workshops for small business enterprises. Q1 Early planning for connect NW event for Q4 delivery.	Lack of community support for future events.	Q4 2027
Economic	2.1.2	Incentivise new businesses and support existing enterprises through proactive community, 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	Medium	In Progress	20	Q1 Collaboration with Govt completed to enable delivery of Mount Isa transition funded projects: - Business Gateway - Aquaponics - Critical Mineral Research Centre - Circular Economy - Shopfront Revitalisation Project - Elevate Isa - Outback at Isa (Detailed design works and approval pending) - TACMIP Q1 Funding agreement executed with State Government for MITF (project plans to be approved prior to commencement of projects). Q1. Early engagement completed with Commerce North West to understand appetite to deliver Connect North West event in Q4.	Challenges/ Delays due to DSDIP approving projects. Not finding suitable site for business Gateway. Not finding suitable qualified entities to deliver project works.	Ongoing throughout year
Economic	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	Medium	In Progress	10	Q1 Stage 1 - not yet delivered in full Works completed to date (Q1) include: Supporting the shift to biofuels, electric or hydrogen vehicles. -Early-stage planning for a partnership project on bamboo as a Biofuel Exploring options to improve public and active transport, and uptake of passenger Electric Vehicles (EVs). - Council have commenced early enquiry where ev charging locations are, costs associated, and links to relevant project partners like the NMRA for future works.	Lack of engagement from relevant industry partners.	Ongoing throughout the year.
Economic	2.2.1	Initiate Stage 1 of a Regional Transport Strategy to support freight efficiency, industry development and regional economic growth	Commence stakeholder engagement, transport needs analysis, and identification of priority actions to further progress the Regional Transport Strategy	Medium	In Progress	10	Q1 Regional consultation with NT goverment regarding future transport demands and opportunities. Q1 Heavy vehicle bypass disussions held with - Attended Meeting of the Mines - Spoken to industry representatives, including aurizon and Martinus. about decarbonised rail options (they currently exist), customers are moving away from a decarbonised focus and to the most cost effective options.	Lack of engagement from relevant industry partners.	Ongoing throughout the year.
Economic	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	Medium	In Progress	60	Planning Scheme progressing with public consultation complete. Second of two Councillor briefings scheduled for November 2026	Nil to date	30/06/2026
Economic	2.3.1	Monitor legislative and regulatory changes and initiate Planning Scheme amendments as required to maintain compliance	Identify and progress the planning and servicing of land for rural residential development in accordance with the Future Ready Economy Roadmap framework	Medium	In Progress	10	With new Gliderport Redevelopment opportunities open, Preliminary discussions have commenced with State Government regarding rural residential development opportunities	Nil to date	Ongoing throughout the year.
Economic	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	Medium	In Progress	30	Liveability Campaign proposal completed and delivered to EMT for approval 29 September 2026. Implementation Plan to be circulated to Community team by COB 16 October 2026.	Nil to Date	Ongoing throughout the year.
Economic	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 State and Federal government for the acceleration of industrial development and enabling infrastructure to support economic transition and job creation in the region	Medium	In Progress	20	Q1 Mount Isa transition funded projects through state government will enable delivery of: - Business Gateway - Aquaponics - Critical Mineral Research Centre - Circular Economy - Shopfront Revitalisation Project - Elevate Isa - Outback at Isa (Detailed design works and approval pending) Q1 -Employment of Project Manager to commence works regarding the Racing Qld - Skilling Queenslanders for Work Empowering the Mount Isa community through local racing careers. Q1 Confirmed funding from State Government for Miners Memorial site/ development (2m State Goverment and 2m Glencore).	Delays in services, budget, attraction of skilled providers	Ongoing throughout the year.
Economic	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 for increased State and Federal Government funding to progress priority economic programs and initiatives that support diversification, business growth and workforce transition	Medium	In Progress	30	Business Gateway Program under development. Business Develoment Coordinator is currently advertised and accepting applications.	Nil to Date Program of work to form part of Advocacy Communications Framework	Ongoing throughout the year.

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Economic	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 for 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	Medium	In Progress	30	Business Gateway Program under development. Business Develoment Coordinator is currently advertised and accepting applications.	Program of work to form part of Advocacy Communications Framework	Ongoing
Economic	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	Medium	In Progress	30	Development of investment attraction collateral is progressing alongside the Investment Prospectus. Final messaging and creative direction will incorporate the Liveability Attraction Campaign following Council consideration, creating a consistent narrative across investment and liveability materials.	Finalisation of social license priorities under CBA negotiations will inform prospectus.	Q1 2027
Economic	2.6.1	Pro-actively engage with potential investors to promote the competitive advantages and investment opportunities available in Mount Isa	Utilise the Future Read Economy Roadmap to guide and support targeted engagements with potential investors and industry partners	Medium	In Progress	40	The Future Ready Economy Roadmap is being used to inform investment priorities, target sectors and engagement opportunities. This work is supporting current stakeholder and industry engagement and will guide the next phase of targeted investment attraction activity.	Finalisation of social license priorities under CBA negotiations will inform prospectus.	TBC
Economic	2.7.1	Collaborate with 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	Low	Not Started		Investigations to occur with the Queensland Fire Department to establish what a Regional Training Hub looks like for our LGA. To be completed by Q3.	Conflicting agendas between Council and the Departments	30/06/2027
Economic	2.7.1	Collaborate with Queensland Fire Department to position Mount Isa as a regional training hub, supporting workforce development and regional capability	Work in partnership with the Queensland Fire Department to strengthen disaster management and emergency response capacity	Medium	In Progress	50	Through our LDMG working with all emergency services to establish strong relationships. LDMG meeting was held on 12 October 2026.		Ongoing
Economic	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 LGA	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 LGA	Medium	In Progress	40	AEC have completed the Special Economic Zone (SEZ) report for the ROC. Launching the Advocacy campaign which was developed as part of the report.	Program of work to form part of Advocacy Communications Framework	Ongoing
Economic	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	High	In Progress	20	Preliminary negotiations have been completed with Kalkadoon PBC.	Program of work to form part of Advocacy Communications Framework	
Economic	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	Medium	In Progress	20	Council to continue to lobbying for improved rail access in conjunction with ROC and MITEZ.	Program of work to form part of Advocacy Communications Framework	Ongoing
Economic	2.11.1	Advance the planning and investment of the Glider port rural residential development to support housing choice and population growth	Completion of a feasibility and planning investigations report for rural residential development within the Gliderport Development endorsed by Council	High	In Progress	30	Gliderport Road has been completed. Preliminary planning documents are being developed. Discussions are currently being held with mining interest and Queensland Government for intensive housing development.	Heavily dependent upon buy in by external stakeholders	ongoing
Economic	2.12.1	Implement a Shopfront Beautification Program to improve streetscape amenity and support local businesses to upgrade and revitalise shopfronts	Secure funding from the Queensland Government to deliver the Shopfront Beautification Program	High	Completed	100	Q1 Funding of 500k confirmed to deliver this program.	nil to date	9/01/2026
Economic	2.12.1	Implement a Shopfront Beautification Program to improve streetscape amenity and support local businesses to upgrade and revitalise shopfronts	Open and manage applications for the Shopfront Beautification Program using Council's grant application software to ensure transparency and efficient assessment	High	In Progress	50	Q1 Not yet opened but all program guidelines, smarty Grants portal, and funding agreement template completed. Q2 Official launch of program.	Community participation	30/6/27
Economic	2.12.1	Implement a Shopfront Beautification Program to improve streetscape amenity and support local businesses to upgrade and revitalise shopfronts	Align the design, deliver and eligibility criteria of the Shopfront Beautification Program with the objectives and priorities of the CBD Master Plan	High	In Progress	50	Q1 Program guidelines, smarty Grants portal, and funding agreement template completed. Q2 Official launch of program.	Community participation	Ongoing throughout the year.
Economic	2.12.1	Implement a Shopfront Beautification Program to improve streetscape amenity and support local businesses to upgrade and revitalise shopfronts	Establish a Shopfront Beautification Program Steering Committee to provide governance, oversight and strategic guidance for program delivery	Medium	Completed	100	Q1 Project management group in place for Shopfront beautification project, consisting of : - Manager Economic and Community development - Coordinator Economic and Communtiy development - Economic Development Officer Q1 Goverence and strategic guidence complimented by Economic and Development team. - CEO - Director of Community Services - Manager Economic and Community development - Coordinator Economic and Communtiy development - Economic Development Officer	Nil to date	Ongoing throughout the year.
Economic	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, partnership and access to relevant programs and opportunities	Low	In Progress	20	Circular economy and industry diversification opportunities are being considered as part of the broader investment attraction program, with relevant opportunities to be incorporated into investor engagement and promotional material. Work is continuing to identify potential partnerships, programs and investment opportunities aligned with Mount Isa's regional strengths.	Finalisation of social license priorities under CBA negotiations will inform prospectus.	TBC
Economic	2.13.1	Leverage circular economy principles to inform investment attraction, industry diversification and innovation opportunities aligned with regional strengths	Finalise required technical and feasibility studies to support the establishment and development of a Circular Economy Precinct	Medium	In Progress	20	Q1 Technical feasibility study not completed. - Procurement process initiated.	Timely delivery of circular economy project through delays in procurement.	Ongoing throughout the year.

					Quarter One				
Pillar	Action ID	Action	Measure	Priority	Status Q1	Progress % Q1	Comments Q1	Delays, challenges or risks	Expected Completion Date
Economic	2.14.1	Improved access to affordable residential solar energy programs to reduce cost of living pressures and support equitable energy transition for the region	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	Medium	In Progress	10	Program of work to form part of Advocacy Communications Framework.		Ongoing
Economic	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	Medium	In Progress	80	These works were first initiated/completed in Q4 25/26 This included: - Operating tool kit. - Brand guidelines. Q1 - Ongoing promotion of the Big Sky Drive.	nil to date	Ongoing throughout the year.

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



					Quarter One				
Pillar	Action ID	Action	Measure	Priority	Status Q1	Progress % Q1	Comments Q1	Delays, challenges or risks	Expected Completion Date
Infrastructure	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 read project proposals	High	In Progress	30	Council continues to actively monitor and assess State and Federal funding opportunities to support strategic infrastructure and asset investment priorities. Resources have been prioritised to improve the quality and competitiveness of grant applications, ensuring submissions are aligned with Council's strategic objectives, operational plans, and demonstrated community needs.	The primary challenge remains ensuring that funding applications are sufficiently developed, evidence-based, and aligned with funding program criteria. A more structured and coordinated approach to grant development has been adopted to improve application success rates and maximise external funding outcomes while supporting effective project delivery.	1/06/2027
Infrastructure	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	Medium	In Progress	20	10 year renewal plan adopted for water mains, road surfaces with ongoing development of priority assets for adoption in updated Asset Management Plans with review to commence mid-October 2026 - commencing with the Water and Sewer infrastructure group		February 2026 - before Draft 2027-28 Financial Year budgets workshops.
Infrastructure	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 sources contractors to manage workload peaks and build capability across both internal and external workforces	High	In Progress	30	Continuing competency training for staff (for example ARO training , Traffic Management training, Water truckdriver training etc.)		Ongoing
Infrastructure	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	Annually review the Fleet Replacement Policy and 10-Year Fleet Renewal Program	Medium	In Progress	40	Fleet prioritisation established and make/model review underway to ensure Council fleet is fit for purpose and cost effective to be accepted by fleet committee Q3		
Infrastructure	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	Implement and deliver annual fleet replacement program aligned with identified renewal priorities	High	In Progress	40	White fleet (SUV's Utes, Trucks) has been approved and in process of delivery		
Infrastructure	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	Medium	In Progress	80	Regular maintenance activities and immediate clean up of council assets has been implemented when assets have been affected.		Ongoing
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	Low	In Progress	20	Assets are identified with detailed resourcing maintenance planning schedules in draft, this outcome needs to be brought to the high level for review against the Customer Service Standards and resources adopted in the Facilities and Land Asset Management Plan	Manage detailed timeframes with high level timeframes are required for budgeting and workforce management. No fit-for-purpose software system is implemented for the high level routine maintenance with significant investments required in either existing systems or consideration of a specialised asset maintenance system.	
Infrastructure	3.2.1	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	High	In Progress	20	Capital projects are progressing broadly in accordance with approved project plans. Committed and actual expenditure exceeds 50% of budget allocations, with approximately 12% of expenditure incurred to date. High-priority projects are reviewed fortnightly through the Project Management Office (PMO) governance process to monitor progress, risks, and delivery outcomes.	Some projects commenced Q1 with scope definition requiring further refinement, creating potential risks to delivery timeframes and budget certainty. In response, additional project planning and scope development processes have been implemented to clearly define deliverables and project outcomes. These measures are expected to reduce the risk of future schedule slippage and cost escalation.	1/06/2027
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	Medium	In Progress	50	1 visit has been undertaken at this stage by the Water and Sewer Manager and 2 supervisors. Another will be scheduled for November 2026. The process of water storage, treatment and disinfection, was fully witnessed and showcased to the MICC Personnel during the visit. 3 Team members of the water and sewer team will be designated under a supervisor to attend the same expose and see the process.	Nil risks. Challenge of coordination between MICC staff and MIWB Personnel.	November 2026 and annually from thereon.
Infrastructure	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	Medium	In Progress	50	Council officers and elected members regularly meet with senior officers from the Dept. of Transport and Main Roads and continue to advocate for an alternative solution for national freight movements traveling through the Mount Isa CBD. Raised for inclusion for the NW Qld regional Transport Plan.	Program of work to form part of Advocacy Communications Framework (refer Kate Collins)	Ongoing

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

					Quarter One				
Pillar	Action ID	Action	Measure	Priority	Status Q1	Progress % Q1	Comments Q1	Delays, challenges or risks	Expected Completion Date
Environment	4.1.1	Participate in regional water planning and governance arrangements, including 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	Medium	In Progress	50	Quarterly meetings are being undertaken regularly to keep up with regional and state regulatory requirements, undertakings and collaboration on major projects such as sewer relining and sludge handling for sewer ponds.	Collaboration across a large regional area with differing priorities is hard to keep abreast of. Some interactions are not suitable for MICC due to the unique nature and remoteness of the area. Where possible integration is sought and usually entered into.	Ongoing.
Environment	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 through annual network inspections and asset condition assessments	Medium	In Progress	40	Integration project to streamline customer reported leaks and Council scheduled repairs. Funded NWQROC Water Leak detection project completed. Hotspots of water repair jobs in Fulcrum assist in asset renewal areas that need to be focused on. Fulcrum now being coordinated with Snap Send Solve and CRM's to capture all leak complaints and streamline the process of repair.	More breaks and leaks than resources available to repair. Leaks continue to be an ongoing significant issue that water and sewer is striving to get under control. An average of 150 leaks per month is not unusual. Pipe replacements in Mount Isa and Camooweal are being undertaken more regularly as well as projects for water and sewer main replacements sent to market for the larger local specialised projects.	Duchess Road - Sep 2026 - Apr 2027. Northridge Rd - Nov 2026 - May 2027.
Environment	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	Medium	In Progress	30	Fleet review focus on fit for purpose and cost efficiency has been undertaken. We have recently purchase of a number of hybrid vehicles where it was fit for purpose.		
Environment	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	Medium	In Progress	30	Waste Education Officer commenced, targeted program for upper primary school students developed and rolling out with visits to Townview and Happy Valley State Schools complete. Participation in August's Jobs Expo provided an excellent opportunity for engagement, approximately 75 students from primary and secondary schools engaged in conversations about recycling. November's Statewide Garage Sale Trail is progressing though the planning phase with home based and Buchannan Park participants registering for the program	Nil to Date	Ongoing throughout the year.
Environment	4.3.2	Increase waste diversion from landfill through the expansion of recycling, resource recovery and waste education programs	Increase community recycling rates through continued use and promotion of RecycleMate, supported by targeted education and behaviour-change initiatives	Medium	In Progress	20	Residential Bin audit completed with results to inform the focus of a community wide recycling education campaign. Activated new RecycleMate app with more user-friendly features including information for residents regarding bin days. Education information pack to support improved app in progress	Nil to Date	Ongoing throughout the year.
Environment	4.3.2	Increase waste diversion from landfill through the expansion of recycling, resource recovery and waste education programs	Develop and deliver new engagement programs to encourage increased community participation in recycling and resource recovery activities	Medium	In Progress	20	Grant opportunities for targeted recycling community participation being pursued. Participation program for 12-15 year olds in preliminary stages of planning with a view to roll out in Q2.	Nil to Date	Ongoing throughout the year.
Environment	4.3.2	Increase waste diversion from landfill through the expansion of recycling, resource recovery and waste education programs	Undertake and report on a formal progress review of Council's Waste Management Strategy to assess performance, priorities and future actions	Medium	In Progress	10	Scope for review complete and awaiting senior management endorsement. Review will commence in Q2.		Q4 2027
Environment	4.3.2	Increase waste diversion from landfill through the expansion of recycling, resource recovery and waste education programs	Improve glass recycling outcomes at the Materials Recovery Facility through process, equipment or operational enhancements	Medium	In Progress	10	Negotiations with Containers for Change to become a registered supplier are considerably advanced. Investigations into alternative uses for processed glass have commenced and will continue into Q2.	Challenge/Delay - Ongoing maintenance issues with the glass processing plant has delayed (stopped) production for several weeks. Delay of restarting is due to waiting on specific parts to be delivered at which point a suitably qualified tradesperson to carry out repair works can be engaged.	Ongoing throughout the year.
Environment	4.3.2	Increase waste diversion from landfill through the expansion of recycling, resource recovery and waste education programs	Investigate the feasibility and implementation pathways for Food Organics and Garden Organics (FOGO) programs, including service models, costs and community readiness	Medium	In Progress	20	Grant opportunities for FOGO program being pursued, 'Clean and Green' waste and mulching trial at WMF is in planning stage with a view to roll out leading up to the wet season.	Nil to Date	Ongoing throughout the year.
Environment	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	Medium	Not Started	10	Community Benefits Agreement Guide and Governance Framework under development to support renewable energy projects showing interest in the region.	Due diligence being completed against Finanacial Framework under CBA	ongoing
Environment	4.5.1	Support sustainable land and grazing management practices that protect soil health, vegetation condition, and ecosystem function across the LGA	Promote and support best-practice land and grazing management through partnerships, education and collaboration with landholders, industry and government agencies	Medium	Not Started		Q1 No works actioned Q2 Internal planning workshop to identify priorities, partnership opportunities and potential initiatives to support future land and grazing management outcomes.		Ongoing throughout the year.
Environment	4.6.1	Implement effective environmental and biosecurity measures to prevent, manage, and mitigate environmental risks and biosecurity threats within the LGA	Implement vector control programs to manage regional pest species and protect environmental assets and agricultural productivity	Medium	In Progress	30	Q1 - Development of 12 month calendar commenced, indentifying program delivery timeframes.	Weather conditions Availability of product Availability of qualified staff	Ongoing throughout the year.
Environment	4.6.1	Implement effective environmental and biosecurity measures to prevent, manage, and mitigate environmental risks and biosecurity threats within the LGA	Deliver community education programs to raise awareness of regional pests and their impacts on agricultural productivity and promote preventative and responsible management practices	Medium	In Progress	10	Q1 No works activated as yet. Q2 Development of community education programs to be actioned. Q2 Procurement process to commence to attract suitibly qualified supplier to complete review/update of MICC Biosecurity plan that will further inform of responsible management practices to be applied.	Unable to attract suitable qualified supplier for Biosecurity plan.	Ongoing throughout the year.

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

					Quarter One				
Pillar	Action ID	Action	Measure	Priority	Status Q1	Progress % Q1	Comments Q1	Delays, challenges or risks	Expected Completion Date
Our 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	High	In Progress	30	Council has continued to invest in the development of staff through training and conference attendance. Supervisors and Coordinators attending Mates to Manager training in August 2026.		Ongoing
Our Organisation	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	High	In Progress	30	The survey will go out to staff in Q2. Survey to be released in October 2026		30/06/2027
Our Organisation	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	High	In Progress	40	Policies and procedures are continually being reviewed and updated to reflect Council as being an inclusive employer, including PD's.		Ongoing
Our Organisation	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	High	In Progress	40	Council undertook a safety audit in June 2026, this audit has identified areas of improvements and non-compliance. This has now provided Safety with a clear vision to focus on moving forward		
Our Organisation	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 withing agreed timeframes	High	In Progress	30	Council has revitalised the Audit and Risk Committee with new membership. Audit actions are being addressed. The 2026 Audit has been completed with external auditors and the statements will be released on time. We anticipate no qualifications.		
Our Organisation	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	High	In Progress	20	The review of the ERM Register is scheduled for November 2026 and will be circulated to EMT for consideration. This review forms part of Governance's regular business-as-usual risk management responsibilities. A review of operational risks is also being considered as part of a broader Business Continuity Project, with Council intending to seek quotations from specialist consultants to support this work.	No significant delays have been encountered at this stage; however, the project's progression remains subject to consultant quotation outcomes and available budget allocations.	30/06/2027
Our Organisation	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	High	In Progress	10	Council will seek quotations from suitably qualified consultants to facilitate the development of key deliverables as part of a broader Business Continuity Project. This project will will include an exercise to test Council's organisational resilience and ensure appropriate frameworks are in place to support the continuity of critical services during disruption events.	No significant delays have been encountered at this stage; however, the project's progression remains subject to consultant quotation outcomes and available budget allocations.	30/06/2027
Our Organisation	5.3.4	Monitor, review and manage legislative and regulatory compliance obligations to ensure Council remains compliance with all applicable laws and standards	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 approve document management system for staff access.	High	In Progress	10	EMT endorsed a recommendation for Council to subscribe to a newly released LGAQ product. The CEO is investigating options to minimise subscription costs for the current financial year.		30/06/2027
Our Organisation	5.3.4	Monitor, review and manage legislative and regulatory compliance obligations to ensure Council remains compliance with all applicable laws and standards	Ensure effective implementation of policies and procedures by delivering compliance and policy-use training to relevant staff across the organisation	High	In Progress	20	Regular review and maintenance of Council policies and procedures continues as part of Governance's core business activities. Mandatory Council-wide refresher training for all staff is scheduled for November 2026.	Continuously monitoring of policy and procedures to ensure currency is required. Buy-in at all levels to achieve.	Ongoing throughout year
Our Organisation	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	High	In Progress	40	This is ongoing. Staff are recognised through the yearly staff awards where colleagues nominate their peers who they think display council values each day .		
Our Organisation	5.4.1	Foster a workforce culture where all employees consistently act in the best interests of the community and the organisation	Annual peer-nominated awards program delivered	High	In Progress	40	As above, this is done at the end of year presentation.		
Our Organisation	5.4.1	Foster a workforce culture where all employees consistently act in the best interests of the community and the organisation	All new employees receive induction training on organisational values	High	In Progress	40	New employees receive the corporate and safety induction prior to commencing. Council has recently acquired a LMS system where on line learning will becoming more of a feature for staff.		
Our 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	High	In Progress	30	Upgraded the end point protection and implemented a SIEM. Council is Gold Status SmB1001. The Essential 8 project will commence in Q2. A penetration test was conducted and we are implementing remedial actions. We have installed vulnerability software.		
Our 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	Annual review completed of core IT systems to confirm alignment with business needs and service requirements	High	In Progress	30	The scope of works for the strategic plan has been developed and will go to market in Q2. All IT systems are registered and audited annually.		
Our Organisation	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	High	In Progress	30	The external audit has been completed and the statements are on schedule to be presented to ARC and Council. The audit will be unqualified and will reveal a surplus.		

					Quarter One				
Pillar	Action ID	Action	Measure	Priority	Status Q1	Progress % Q1	Comments Q1	Delays, challenges or risks	Expected Completion Date
Our Organisation	5.5.2	Deliver balanced budgets that support long-term financial sustainability while achieving Council's strategic and organisational goals	Embed a culture of financial discipline and accountability across the organisation through regular financial report, budget ownership, and accountability for financial decisions	High	In Progress	30	Improved financial management is continuing with a current emphasis on debt collection. EziScan implementation has commenced.		
Our Organisation	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	High	In Progress	10	Ongoing advocacy at a political level including all levels of government	Program of work to form part of Advocacy Communications Framework (refer Kate Collins)	ongoing
Our Organisation	5.7.1	Provide accessible, user-friendly information and systems that support efficient service delivery and enable users to access the right support at the right time	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	High	In Progress	30	Staff have worked to improve the afterhours call experience and the situation has improved.		
Our Organisation	5.7.1	Provide accessible, user-friendly information and systems that support efficient service delivery and enable users to access the right support at the right time	Periodically test the market through benchmarking, review or procurement processes to assess alternative service providers and ensure value for money and service effectiveness	High	In Progress	30	We are currently reviewing Council's main inbox to provide more time efficient internal service.		
Our Organisation	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	High	In Progress	50	Ongoing advocacy with all stakeholders	Program of work to form part of Advocacy Communications Framework (refer Kate Collins)	ongoing
Our Organisation	5.9.1	Continuously improve Council's disaster preparedness, response, and recovery capabilities to strengthen community resilience	Maintain the Local Disaster Management Plan and Business Continuity Plan 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 LGA	High	In Progress	20	The Local Disaster Management Plan has been reviewed and will be tabled at the October 2026 LDMG meeting prior to being presented to Council for adoption. Preparatory work has commenced to engage specialist consultancy support for the development of a fit-for-purpose Business Continuity Plan to ensure the continuity of critical Council services and operations during disruption events.	No significant delays have been encountered at this stage; however, the project's progression remains subject to consultant quotation outcomes and available budget allocations.	30/06/2027
Our Organisation	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	High	Completed	100	Annual preseason activities for preparation of firebreaks and stormwater clearing completed		
Our Organisation	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 compliance with Queensland local government requirements, while increasing local business participation and delivering value for money for the community	High	In Progress	30	Reviewed during audit. Council has increased the number of ROPs and there will be more ROPs during the financial year. There has been a renewed emphasis on local engagement.		



MOUNT ISA
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