

FINAL DRAFT OPERATIONAL PLAN

2021-22

Committed to open and transparent decision making.

Version Control

date	comment	version
29 April 2021	Draft Operational Plan 2021-22	Draft 0.1
May to June 2021	Feedback/input from Senior Management Team and Councillors	Draft 0.2
25 June 2021	Feedback/input from Workshop with Councillors	Draft 0.3
25 June 2021	Final Draft to be tabled at the Budget Committee Meeting for information and consideration	Draft 0.4

Adoption by Council

The South Burnett Regional Council 2021-22 Operational Plan was adopted by Council on _____.

Copies of the Annual Operational Plan

Copies of Council's Annual Operational Plan, Corporate Plan and the Annual Report are available free of charge electronically on Council's website at www.southburnett.qld.gov.au or can be viewed at any Council Library or Customer Service Centre.

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Acknowledgement

We acknowledge and respect the Wakka Wakka and Wulli Wulli people, the traditional owners of this land that we live, work and play and respect their cultures, their ancestors and their elders past, present and future generations.

Introduction

The South Burnett Regional Council ('Council') 2021-22 Operational Plan is required to be developed in accordance with the *Local Government Regulation 2012* and focuses on the actions that Council staff are expected to take throughout the 12-month period in order to implement the longer term goals detailed in the South Burnett Regional Council Corporate Plan for the period 2021-26.

In accordance with the provisions of *Section 175* of the *Local Government Regulation 2012*, an Annual Operational Plan must:

- (a) be consistent with the annual budget; and
- (b) state how the local government will –
 - (i) progress the implementation of the 5-year corporate plan during the period of the annual operational plan; and
 - (ii) manage operational risks; and
- (c) include an annual performance plan for each commercial business unit of the local government.

In accordance with *Section 174(3)* of the *Local Government Regulation 2012*, Council will assess its progress towards implementing its Annual Operational Plan on a quarterly basis. The long-term strategies within the Corporate Plan are allocated to Departments to progress. Therefore, the Annual Operational Plan has displayed the operational Initiatives and operational services according to Departmental responsibility, to provide clarity and accountability, as well as provide operational focus for the Departments within Council. All day to day core business activities and services are not necessarily listed in the Annual Operational Plan; instead the Plan focuses on initiatives and services that will be required in the current financial year to achieve long term corporate objectives.

The Corporate Plan provides a blueprint for the future of our communities and establishes priorities and outlines strategies which best reflect the needs of our community for today and into the future. Council's Chief Executive Officer is responsible for preparing quarterly reports to the Council on the progress of the implementation of the Annual Operational Plan. These reports ensure that Council's elected members and staff are accountable for the progress made in meeting annual operational plan goals. This plan is closely linked to South Burnett Regional Council's 2021-22 budget and Council's available human resources.

The Council's Annual Operational Plan is a statement of specific works to be undertaken and services to be provided in order to progress the long-term strategies set out in Council's Corporate Plan for the current financial year. This Annual Operational Plan is prepared in conjunction with the budget, both of which are to be effective for the financial year 2021/2022.

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KP EC2: Develop and implement CBD Renewal and Revitalisation Programmes for areas of our townships including service standards for maintenance and cleaning programmes.....	
KP EC3: Advocate to minimise the impact of heavy vehicle traffic in the CBD areas of major towns as appropriate	
KP EC4: Develop and implement a regionally themed Arts, Culture and Heritage Strategic Plan incorporating all of our communities.	
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KP EC6: Appropriately support and encourage volunteers, advisory groups and community organisations to value add to Council's services and infrastructure.	
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KP EC12: Develop and implement a plan that makes our region's towns 'Communities of choice' for people living with disability.	
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KP EC14: Develop and implement a systematic programme for non-compliant commercial properties and residential living arrangements that pose significant health and safety risks.	
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Theme 2 : Providing key infrastructure for our towns and villages – *Develop, renew and maintain community infrastructure through sound asset management principles*

KP IN1: Continue to provide sound asset management strategies to maintain and improve Council's road network, bridges, drainage and street lighting.	
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- KP IN2: Continue to provide sound asset management strategies to maintain and improve Council's footpath infrastructure.
- KP IN3: Continue to provide and investigate options to improve slashing and spraying programmes on state and local road networks.
- KP IN4: Collaborate with the transport sector and industry to identify key freight and transport route state infrastructure and advocate to government on asset upgrades, renewals and maintenance.
- KP IN5: Develop and implement a hierarchy and programme to refurbish median strips and roundabouts prioritising entry ways into our major towns.
- KP IN6: Continue to provide and investigate options to improve rail trail infrastructure, residential footpaths and cycleways to promote connectivity.
- KP IN7: Develop a secure and reliable urban and rural water supply system through increased allocations, upgraded and renewed infrastructure and pricing models.
- KP IN8: Continue to focus on initiatives that position our region as a destination of choice for caravan and RV camping.
- KP IN9: Undertake an audit to identify Council land that can be divested.
- KP IN10: Investigate options for leasing opportunities to not-for-profit groups and organisations.
- KP IN11: Continue to provide and investigate options to improve our saleyards as an important community asset.
- KP IN12: Identify assets that may be suitable for commercialisation.
- KP IN13: Advocate and support the specialist health services needs of our residents.
- KP IN14: Continue to provide and investigate options to improve our cemetery infrastructure.
- KP IN15: Continue to provide and investigate options to improve our aerodromes.

Theme 3 : Growing our regions economy and prosperity - *Boost our economy through investment and innovation that promotes population growth and community wellbeing*

- KP GR1: Develop and implement a well-researched, action based 'Regional Development Strategy' that supports business and employment growth.
- KP GR2: Continue to develop SBRC's investment readiness to identify a sequence of actions that can enhance council's capability in responding to investment related enquiries.
- KP GR3: Work with key stakeholders to create a pipeline of priority shovel ready projects that aim to improve the quality of life experienced by all residents, invest in strategic infrastructure and create a prosperous future for all.
- KP GR4: Support and advocate for the development of an expanded and diversified agricultural economy, which may include, for example regenerative agriculture and centre for rural excellence and innovation.
- KP GR5: Continue to provide and investigate options to improve our arts, heritage, museums, visitor information centres and tourism infrastructure.

- KP GR6: Advocate for and support of the region's tourism sector through an industry led development of a Tourism Strategy, with particular focus on indigenous tourism, adventure tourism, international tourism and high wealth tourism.
- KP GR7: Continue to provide and investigate options to improve our dams as tourist attractions as an important community asset.
- KP GR8: Support and advocate for appropriate growth and development with responsive planning schemes, processes, customer service and other initiatives.
- KP GR9: Explore, advocate and pursue opportunities for post-secondary education within the region.
- KP GR10: Advocate for enhanced regional digital connectivity and black spots.
- KP GR11: Support local businesses through the implementation of Council's Procurement Policy and encourage others to support and buy local.
- KP GR12: Progress the 25 year Economic Roadmap as a priority project further to the National Water Infrastructure Development Fund (NWIDF) Water Feasibility Study.
- KP GR13: Advocate for and support the options short list as identified in the National Water Infrastructure Development Fund (NWIDF) Water Feasibility Study - North and South Burnett Options Analysis.
- KP GR14: Support our community and key stakeholders to build a plan for our region's eventual coal transition.
- KP GR15: Work with key stakeholders to promote workforce attraction and retention in the South Burnett.
- KP GR16: Support the development of an agricultural land and product asset mapping programme.

Theme 4 : Safeguarding our environment – *A sustainable environment, proactively and responsibly managed in partnership with the community for future generations.*

- KP EN1: Investigate, develop and implement an Environmental Sustainability Policy.
- KP EN2: Develop and implement energy efficient initiatives to reduce Council's energy / carbon footprint.
- KP EN3: Continue to provide and investigate options to improve waste reduction, landfill management and recycling.
- KP EN4: Ongoing commitment to bio-security and pest management, including declared and non-declared species.
- KP EN5: Encourage responsible investment in renewable energy.
- KP EN6: Encourage investment in transport innovation, for example electric vehicles and charging stations.
- KP EN7: Support initiatives that promote and protects biodiversity, natural resource management and caring and retaining our unique landscapes.
- KP EN8: Develop and implement a systematic programme to identify and take action to address overgrown allotments across all regional residential areas.
- KP EN9: Develop and implement a systematic programme to identify and take action to address stray / feral / pests and wild animals.

KP EN10: Community education and assistance to support food and other local businesses to meet relevant Local Laws compliance standards.

Theme 5 : Organisational Excellence – An organisation that is characterised by effective leadership, responsible management and quality service delivery

KP OR1: Deliver on our Corporate Plan through high level delivery of the annual operational plans.

KP OR2: Achieve community recognition as an ethical Council that values and practices community consultation, accountable governance and open and transparent decision-making.

KP OR3: Manage Council assets effectively through the development and implementation of Asset Management Plans.

KP OR4: Continue to monitor and align the organisational structure with Council's adopted strategies and priorities.

KP OR5: Continue to give priority to ongoing financial sustainability and prudent budget management.

KP OR6: Implement consultative, responsible and sound project management practices.

KP OR7: Continue implementation of zero-based budgeting to support responsible fiscal management in the preparation of Council's budget.

KP OR8: High level implementation of Council's Customer Service Charter.

KP OR9: Develop a continuous improvement, customer focused culture led by the senior management team and underpinned by an effective performance setting, monitoring and evaluation system.

KP OR10: Increased commitment to community engagement and to proactive strategic delivery of media and communications.

KP OR11: Develop for endorsement by Council a Workforce Plan that guides the engagement, development, management and performance of Council's human resources.

KP OR12: Advocate strongly to key stakeholders, including state and federal governments, on regional priorities, including funding opportunities.

KP OR13: Implement reliable, realistic and cost-effective business systems and practices.

KP OR14: Continue to implement regional equity / consistency in Council's rating system.

KP OR15: Continue to give priority to ongoing Audit and Risk and prudent management.

KP OR16: Continue to give priority to ongoing Work Health and Safety and prudent management.

Theme 1: ENHANCING LIVEABILITY AND LIFESTYLE - Elevate the South Burnett region to be recognised as a “Community of choice”.

Key Priority EC1: Develop and implement initiatives to enhance community parks, gardens and recreational facilities, which may include: tree planting strategy, botanical gardens and perennial (drought tolerant) shrubs and flower planting programme.

Key Activities	Outcomes/ Measures	Department / Branch	Key Partners
Develop and implement a ‘Level of Service Plan’ for parks, gardens and recreation facilities	Adopt ‘Level of Service Plan’	Community / NRM & Parks	Parks and Gardens
Develop a Botanical Masterplan	Establish Advisory Committee to develop Botanical Masterplan	Community / NRM & Parks	Advisory Committee; Native Plants Qld and local enthusiasts

Key Priority EC2: Develop and implement CBD Renewal and Revitalisation Programmes for areas of our townships including service standards for maintenance and cleaning programmes.

Key Activities	Outcomes/ Measures	Department / Branch	Key Partners
Develop and implement service standards for Central Business District (‘CBD’) cleaning and maintenance regime	Establish working party to devise appropriate standards for CBD cleaning	Community / NRM & Parks	Infrastructure Department (internal)
Continue the development of CBD Master Plans	Pre-design concept plans developed for Kumbia, Wondai, and Nanango including footpath, furniture and on-street landscaping	Infrastructure / Infrastructure Planning	Infrastructure / Works; Community / NRM & Parks
Continuation of Implementation of a Maintenance Management Plan for Transport Assets	Implementation of inspection and maintenance program for CBD footpaths and furniture including one full pressure clean per annum across Murgon, Nanango, Kingaroy, Wondai, Proston and Blackbutt	Infrastructure / Works	Community / NRM & Parks

Key Priority EC3: Advocate to minimise the impact of heavy vehicle traffic in the CBD areas of major towns as appropriate.

Key Activities	Outcomes/ Measures	Department / Branch	Key Partners
Work in partnership with TMR and NHVR to identify possible alternative routes to CBD areas	Identify alternative heavy vehicle route for Kingaroy CBD	Infrastructure / Infrastructure Planning	Infrastructure / Works

Key Priority EC4: Develop and implement a regionally themed Arts, Culture and Heritage Strategic Plan incorporating all of our communities.

<i>Key Activities</i>	<i>Outcomes/ Measures</i>	<i>Department / Branch</i>	<i>Key Partners</i>
Develop a South Burnett Arts, Culture and Heritage Strategic Plan	Develop a South Burnett Arts, Culture and Heritage Strategic Plan which will identify points of difference to inform a regionally themed experience and commence the development of associated work plans within available resources	Executive Services	Community / Property; Arts Culture Heritage Advisory Committee; Local Heritage, Arts and Culture Groups
Engage Museum Curator to review Councils 5 museums	Seek external funding and engage partnerships to engage a Curator to prepare Reports for Councils managed museums to commence in 2022	Executive Services	Community / Property; Local Heritage Groups external industry partnerships
Develop Masterplan for Kingaroy Visitor Information Centre, Museum, Art Gallery Precinct	Seek external funding and engage partnerships to develop a Master plan to improve utilisation of current floor space, identify future development and promotion of site	Community / Property	Executive Services; external industry partnerships
Negotiate Art Gallery Memorandum of Understandings (“MOUs”) with Kingaroy Art Gallery and Wondai Art Gallery	2 new MOUs negotiated	Community / Property	Executive Services; Art Gallery Groups
Prepare funding submission to enhance Arts, Culture and Heritage displays, restoration projects, arts and workshops	Secure funding secured for Heritage Restoration works at Boondooma Homestead, Ringsfield House and Murgon Hall (including explore opportunities to partner with local community groups)	Community / Property	Executive Services; Local Heritage Groups

Key Priority EC5: Continue to support, renew and maintain pools, halls, libraries and Customer Service Centres across our region at agreed service levels.

<i>Key Activities</i>	<i>Outcomes/ Measures</i>	<i>Department / Branch</i>	<i>Key Partners</i>
Maintain service delivery across the counter at the five (5) customer service centres of Blackbutt, Nanango, Kingaroy, Wondai and Murgon	Review resourcing and establish achievable service levels for the five (5) customer service centres	Finance & Corporate / Corporate Services	Community / Library staff

	Develop and implement a skills development program for customer service officers		
Implement Building CapEX Budget, Works for Queensland Grant, Building Better Region Grants to improve Councils facilities	Number of: <ul style="list-style-type: none"> - Building CapEx Projects completed - Works for Queensland Grant completed - Building Better Region Grants completed 	Community / Property/ NRM / Parks	Contractors
Review and extend utilisation of Council owned community halls in consultation with key stakeholders	Activation plan for utilisation of Council owned community halls.	Community/ Property	Community Groups
Implement Councils facilities maintenance programs to meet agreed service levels	Contractors appointed to deliver agreed service levels for the following services: <ul style="list-style-type: none"> - Cleaning contracts - Fire and electrical safety inspections - Pest Control inspections and treatment - Sanitary Bin Servicing - Security contracts - Tank Cleaning - UV filter cleaning - Exhaust Fan and Chimney Flu cleaning - Grease Trap and Back Flow Prevention cleaning 	Community / Property	Contractors
Maintain Council Swimming Pools	Appoint and manage 4 swimming pool managers for swimming season Number of Safety plan actions implemented for 4 swimming pools Kingaroy Swimming Pool and Memorial Park Masterplan and cost analysis completed on all options	Community / Property	Swimming Pool Managers

	Kingaroy Swimming Pool and Memorial Park Masterplan prepared for future Building Better Region Fund grant application		
Develop up to date Asbestos's Reports for Council Facilities	Number of Asbestos's reports completed for Council Facilities	Community / Property	Contractors
Implement Building Asset Management Plan - Identify list of buildings assets to divest, fund the disposal of the asset	Number of buildings at end of life ready for disposing or repurposing	Community / Property	
Enable free and equitable access to library facilities and services for all members of the community as per State Library of Queensland's (SLQ) Service Level Agreement	Visitation to South Burnett Libraries recorded for inclusion in Council reports and SLQ's annual statistical return.	Community / Libraries	
Provide library collections which meet the information, education, recreation and cultural needs of the community, and support the development of lifelong learning	Utilise the State Library of Queensland's ("SLQ") Public Library Grant for collection development. Document collection usage and trends for SLQ's annual statistical return	Community / Libraries	State Library Queensland ('SLQ')
Develop and deliver diverse and engaging library programs that support the learning and recreation needs of the community	Facilitate programs that target early literacy, family literacy, adult literacy and digital literacy. Document attendance for inclusion in Council reports and SLQ's annual statistical return	Community / Libraries	
Deliver services and activities to targeted community groups, non-library users, or those who cannot reach a physical library facility	Plan and delivery regular outreach sessions. Document attendance for inclusion in Council reports and SLQ's annual statistical return	Community / Libraries	
Meet requirements of SLQ's First 5 Forever funding	Document program attendance for Council reports inclusion in SLQ's annual statistical return	Community / Libraries	SLQ

Key Priority EC6: Appropriately support and encourage volunteers, advisory groups and community organisations to value add to Council's services and infrastructure.

<i>Key Activities</i>	<i>Outcomes/ Measures</i>	<i>Department / Branch</i>	<i>Key Partners</i>
Support Boondooma Museum and Heritage Association Inc	Attend a minimum of 4 Advisory Group meetings per year to provide advice and assistance in the management of Boondooma Homestead.	Communities / Property	Boondooma Museum & Heritage Association Inc

Establish, develop and support a Ringsfield House Advisory Committee	Advisory Group meetings to provide advice and assistance in the management of Ringsfield House.	Communities Property /	Ringsfield House Advisory Group members
Support and partnership with local SES groups	Provide funding and facilitate the ongoing development of the local SES groups within the region.	Infrastructure	
Explore partnership opportunities to support local volunteer groups	Identify the local volunteer groups and the entry point for Council to support and encourage volunteer groups adding value to Council services and infrastructure Explore opportunity to support and enable community capacity building alongside community groups and service clubs	Community	Community groups

Key Priority EC7: Development and implementation, in consultation with local communities, of realistically achievable rural resilience programmes.

<i>Key Activities</i>	<i>Outcomes/ Measures</i>	<i>Department / Branch</i>	<i>Key Partners</i>
Support local community groups to create community cohesive events, activities and programs	Utilise external funding to deliver programs in partnership with local community groups to facilitate community connectiveness events, activities and programs	Community	Community Groups; External funding bodies

Key Priority EC8: Partner with our region's youth to develop and implement a Regional Youth Plan.

<i>Key Activities</i>	<i>Outcomes/ Measures</i>	<i>Department / Branch</i>	<i>Key Partners</i>
Advocate for and facilitate wellbeing events supporting the regions youth	Youth focused activities undertaken Explore funding opportunities working in partnership with local youth services providers Establish a youth council aligned to Council's community engagement framework	Community	CTC Youth Services; Community Organisations; Local Schools

Key Priority EC9: Develop, in consultation with communities, Community Plans that identify key priorities for each town and village to inform Council's prioritisation.

<i>Key Activities</i>	<i>Outcomes/ Measures</i>	<i>Department / Branch</i>	<i>Key Partners</i>
Develop town and village community plans	Localised community plans developed for towns and villages utilising consultation conducted by the Mayor and Councillors	Executive Services / Office of the CEO	Community

Key Priority EC10: Support indigenous reconciliation and empowerment through the development and implementation of a Reconciliation Action Plan.

<i>Key Activities</i>	<i>Outcomes/ Measures</i>	<i>Department / Branch</i>	<i>Key Partners</i>
Development of a Reconciliation Action Plan	Establishment of Monthly Working Group Meetings Adoption by Council of a Reconciliation Action Plan	Community	Cherbourg Aboriginal Shire Council; Indigenous Community Members

Key Priority EC11: Support, advocate and facilitate real outcomes on mental health and suicide prevention, including advocating for a community well-being centre.

<i>Key Activities</i>	<i>Outcomes/ Measures</i>	<i>Department / Branch</i>	<i>Key Partners</i>
Council advocacy for mental health and suicide prevention program	Council working with community stakeholders and government to advocate for a community well-being centre including representation to funding bodies such as Head Start / Head Space programs	Executive Services / Officer of the CEO	State and Federal Governments; Well-being Service Providers

Key Priority EC12: Develop and implement a plan that makes our region's towns 'Communities of choice' for people living with disability.

<i>Key Activities</i>	<i>Outcomes/ Measures</i>	<i>Department / Branch</i>	<i>Key Partners</i>
Review disabled parking and footpath access in conjunction with CBD master plans	Pre-design concept plans developed for Kumbia, Wondai, and Nanango including footpath, furniture and on-street landscaping	Infrastructure / Infrastructure Planning	Community; Local Businesses

Key Priority EC13: Work with our senior citizens to provide greater opportunities for them to play an active role in our communities and to age in place.

<i>Key Activities</i>	<i>Outcomes/ Measures</i>	<i>Department / Branch</i>	<i>Key Partners</i>
Engagement with local senior groups to develop strategies to facilitate a region for aging in place and meaningful community contribution	Establish a consultation framework to facilitate programs and activities which provide for meaningful participation by our elderly in our community	Community	Seniors Groups

Key Priority EC14: Develop and implement a systematic programme for non-compliant commercial properties and residential living arrangements that pose significant health and safety risks.

<i>Key Activities</i>	<i>Outcomes/ Measures</i>	<i>Department / Branch</i>	<i>Key Partners</i>
Investigate a homeless persons policy framework	Investigate a Policy framework aligned to legislation to address the issue and assist homeless persons, working with local community service providers	Community	Compliance Legal Advisor; Community service providers
Develop residential occupation policy	Develop a draft policy aligned to legislation presented to Council for its consideration	Community / Planning & Land Management / Environment & Waste	Residential Property Owners; Community Service Providers
Regulation of Council's Local Laws, including but not limited to animal management	Development of and implementation of regular statistical reporting on activities Develop a draft visual amenity policy	Community / Environment & Waste	RSPCA; Queensland Department of Agriculture and Fisheries; Queensland Biosecurity Department drumMUSTER; Queensland Main Roads
Public health licence applications, routine inspections of licensed premises, customer request management and mosquito management	Development of and implementation of regular statistical reporting on activities	Community / Environment & Waste	Queensland Health

Key Priority EC15: Continue to provide pro-active support to the Local Disaster Management Group.

<i>Key Activities</i>	<i>Outcomes/ Measures</i>	<i>Department / Branch</i>	<i>Key Partners</i>
Lead and Administer the Local Disaster Management Group for the South Burnett	Continue to operate and administer activities of the LDMG	Infrastructure / Disaster Management	Local Disaster Management Group

Key Priority EC16: Partner with community to develop and promote events.

<i>Key Activities</i>	<i>Outcomes/ Measures</i>	<i>Department / Branch</i>	<i>Key Partners</i>
Support community development through delivery of Council's Community Grants program	Community organisations access to grant funding. Funding distributed In-kind support provided to community groups	Community	Councillors Community organisations
Seek external funding for community events	Community events held	Community	Community Organisations

Key Priority EC17: Support for the implementation of the adopted Sport and Recreation Plan through prioritised annual action plans.

<i>Key Activities</i>	<i>Outcomes/ Measures</i>	<i>Department / Branch</i>	<i>Key Partners</i>
Develop annual action plans for priority Sport and Recreation plans activities	Work with existing sporting groups to develop action plan priorities	Community / Property	Sport & Recreation Groups

Theme 2: PROVIDING KEY INFRASTRUCTURE FOR OUR TOWNS AND VILLAGES – *Develop, renew and maintain community infrastructure through sound asset management principles.*

Key Priority IN1: Continue to provide sound asset management strategies to maintain and improve Council's road network, bridges, drainage and street lighting.

<i>Key Activities</i>	<i>Outcomes/ Measures</i>	<i>Department / Branch</i>	<i>Key Partners</i>
Review and further develop a forward 10-year program for Transport Assets in prioritisation methodology	10 year works program developed in accordance with asset management strategy with adoption by Council	Infrastructure / Works	Infrastructure / Infrastructure Planning
Review current Asset Management Plan and strategy for transport assets	Review of current asset management plan and methodologies including options for rationalisation	Infrastructure / Works	Infrastructure / Infrastructure Planning

Continuation of Implementation of a Maintenance Management Plan for Transport Assets	Implementation of inspections, forward maintenance programs for sealed roads, unsealed roads, bridges and footpaths	Infrastructure / Works	Infrastructure / Infrastructure Planning
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Key Priority IN2: Continue to provide sound asset management strategies to maintain and improve Council's footpath infrastructure.

<i>Key Activities</i>	<i>Outcomes/ Measures</i>	<i>Department / Branch</i>	<i>Key Partners</i>
Review and further develop a forward 10-year program for Transport Assets in prioritisation methodology	10 year works program developed in accordance with asset management strategy with adoption by Council	Infrastructure / Works	Infrastructure / Infrastructure Planning
Review current Asset Management Plan and strategy for transport assets	Review of current asset management plan and methodologies including options for rationalisation	Infrastructure / Works	Infrastructure / Infrastructure Planning
Continuation of Implementation of a Maintenance Management Plan for Transport Assets	Implementation of inspections, forward maintenance programs for sealed roads, unsealed roads, bridges and footpaths	Infrastructure / Works	Infrastructure / Infrastructure Planning
Review of Asset Management Business processing for integration into one Asset Management System in Tech One	TechOne for holistic approach to consolidation of all Asset Business Systems, maintenance and data for improved efficiencies and cost saving business processes.	Finance & Corporate/ICT	Infrastructure/ Infrastructure Planning Community/ Property

Key Priority IN3: Continue to provide and investigate options to improve slashing and spraying programmes on state and local road networks.

<i>Key Activities</i>	<i>Outcomes/ Measures</i>	<i>Department / Branch</i>	<i>Key Partners</i>
Review of current slashing and spraying service levels	Review of unit rates and schedules completed and options for increased service levels	Infrastructure / Works	

Key Priority IN4: Collaborate with the transport sector and industry to identify key freight and transport route state infrastructure and advocate to government on asset upgrades, renewals and maintenance.

<i>Key Activities</i>	<i>Outcomes/ Measures</i>	<i>Department / Branch</i>	<i>Key Partners</i>
Identify key transport routes in the South Burnett Region and engage with TMR and RRTG	Identify key transport routes on state and local networks	Infrastructure / Infrastructure Planning	National Heavy Vehicle Regulator (NHVR);

			Regional Roads & Transport Group (RRTG)
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Key Priority IN5: Develop and implement a hierarchy and programme to refurbish median strips and roundabouts prioritising entry ways into our major towns.

<i>Key Activities</i>	<i>Outcomes/ Measures</i>	<i>Department / Branch</i>	<i>Key Partners</i>
Review and further develop a forward 10-year program for Transport Assets in prioritisation methodology	10 year works program developed in accordance with asset management strategy with adoption by Council	Infrastructure / Works	Infrastructure / Infrastructure Planning

Key Priority IN6: Continue to provide and investigate options to improve rail trail infrastructure, residential footpaths and cycleways to promote connectivity.

<i>Key Activities</i>	<i>Outcomes/ Measures</i>	<i>Department / Branch</i>	<i>Key Partners</i>
Actively liaise with rail trail users and champions to identify improvements and enhancement potential	Develop ongoing communication to discuss potential projects Investigate funding opportunities	Community / NRM & Parks	Friends of the Rail Trail Brisbane Valley Group
Review and further develop a forward 10-year program for Transport Assets in prioritisation methodology	10 year works program developed in accordance with asset management strategy with adoption by Council	Infrastructure / Works	Infrastructure / Infrastructure Planning
Investigate options for a Moffatdale rail trial loop	Moffatdale Rail Trial Loop designed.	Infrastructure	Parks Department; South Burnett Rail Trail Users Association; South Burnett Mountain Bike Club

Key Priority IN7: Develop a secure and reliable urban and rural water supply system through increased allocations, upgraded and renewed infrastructure and pricing models.

<i>Key Activities</i>	<i>Outcomes/ Measures</i>	<i>Department / Branch</i>	<i>Key Partners</i>
Achieve compliance with treatment plant licence conditions, dam safety, public health requirements with statutory timeframes for reporting achieved	No breach of licence conditions / Statutory reports submitted in require timeframes	Infrastructure / Water & Wastewater	

Review current Asset Management Plan and strategy for Water and Wastewater assets	Asset management plan developed in accordance with council and community service levels	Infrastructure / Water & Wastewater	Infrastructure / Infrastructure Planning
Review and comply with customer service standards for water and wastewater infrastructure	Completed review is advertised for customer feedback and posted on web site as required by the regulator	Infrastructure / Water & Wastewater	
Development of Urban water supply strategy for all town water supplies	Completion of future water security reports for each potable scheme with recommendations for future planning	Infrastructure / Water & Wastewater	
Development of a prioritised 10-year works program for the replacement, upgrade and construction of new and existing water and wastewater assets	10 year works program completed in accordance with asset management strategy	Infrastructure / Water & Wastewater	Infrastructure / Infrastructure Planning

Key Priority IN8: Continue to focus on initiatives that position our region as a destination of choice for caravan and RV camping.

<i>Key Activities</i>	<i>Outcomes/ Measures</i>	<i>Department / Branch</i>	<i>Key Partners</i>
Review operation of Council operated free camp sites	Council maintained free camp sites maintained at level expected by community	Community / NRM & Parks	Environment & Waste / Planning & Land Management Branches

Key Priority IN9: Undertake an audit to identify Council land that can be divested.

<i>Key Activities</i>	<i>Outcomes/ Measures</i>	<i>Department / Branch</i>	<i>Key Partners</i>
Affordable Housing Pilot Project	Pilot project actioned and completed	Community / Planning	Property Branch (internal); Local Community Service Providers; Local Builders
Develop and implement Council's Vacant Land Investigation Audit	Number of identified freehold land parcels suitable for disposal Number of land parcels disposed of and removed from Councils asset register	Community / Property	Department of Resources; Real Estate Agents

Review/Consolidate Reserve land holdings	Number of Reserves consolidated Number of Reserve land parcels divested or repurposed	Community / Property	Department of Resources
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Key Priority IN10: Investigate options for leasing opportunities to not-for-profit groups and organisations.

<i>Key Activities</i>	<i>Outcomes/ Measures</i>	<i>Department / Branch</i>	<i>Key Partners</i>
Negotiate new leases with community groups; and Renew existing community group leases	Number of new leases with community groups Number of existing community group leases renewed Number of leases managed with Council Lease Register	Community / Property	Not –for–profit organisations
Provide community information sessions on lessee responsibilities	Number of community information sessions held on lessee responsibilities Number of fact sheets prepared for community groups as education tools on lessee responsibilities	Community / Property	Not –for–profit organisations
Support Wondai RSL Subbranch develop a conceptual/master plan for a Memorial Park adjacent to the Wondai Memorial Swimming Pool.	Development of a draft concept plan/proposal for public consultation. Wondai RSL Subbranch undertake public consultation.	Community / Parks	Wondai RSL Subbranch Property Department

Key Priority IN11: Continue to provide and investigate options to improve our saleyards as an important community asset.

<i>Key Activities</i>	<i>Outcomes/ Measures</i>	<i>Department / Branch</i>	<i>Key Partners</i>
Building Better Regions Fund (‘BBBF’) – saleyard infrastructure upgrades	If successful implement BBBF – saleyard infrastructure upgrades	Community / NRM & Parks	Contractors
Investigate commercialisation and ownership structure for Coolabunia saleyards	Review options and prepare business plan	Community / NRM & Parks	Selling agents & users

Key Priority IN12: Identify assets that may be suitable for commercialisation.

<i>Key Activities</i>	<i>Outcomes/ Measures</i>	<i>Department / Branch</i>	<i>Key Partners</i>
Investigate and Develop commercial arrangements Commercial Shops owned by Council	Commercial Tenancy Agreements for Council owned shopfronts in Murgon and Kingaroy	Community / Property	Commercial Tenants
Investigate and Develop commercial arrangements for Tourist Parks currently managed by Council	Commercial Leases for Tourist Parks	Community / NRM & Parks	Commercial Tenants
Investigate and Develop commercial arrangements for Coolabunia Saleyards and Clearing Dips	Commercial Lease for Coolabunia Saleyards and Nanango Cattle Clearing Dip Facility	Community / NRM & Parks	Commercial Tenants
Investigate and Develop commercial arrangements for Private Hospital	Review and implement measures that will allow for continued hospital and community health outcomes	Community / Property	Commercial Tenants

Key Priority IN13: Advocate and support the specialist health services needs of our residents.

<i>Key Activities</i>	<i>Outcomes/ Measures</i>	<i>Department / Branch</i>	<i>Key Partners</i>
Advocate for specialist and community health services	Maintenance of current services of a minimum	Executive Services/Office of the CEO	DDHB; PHN; Queensland and Federal Governments; Medical Service Providers

Key Priority IN14: Continue to provide and investigate options to improve our cemetery infrastructure.

<i>Key Activities</i>	<i>Outcomes/ Measures</i>	<i>Department / Branch</i>	<i>Key Partners</i>
Maintain cemetery infrastructure	Seeking external funding to provide and investigate options to improve cemetery infrastructure	Community/ NRM & Parks	

Key Priority IN15: Continue to provide and investigate options to improve our aerodromes.

<i>Key Activities</i>	<i>Outcomes/ Measures</i>	<i>Department / Branch</i>	<i>Key Partners</i>
Actively manage aerodromes within the region	Adopt revised aerodrome Manual for Kingaroy	Community / NRM & Parks	Lessees CASA
Investigate and develop commercial arrangements for Kingaroy and Wondai aerodromes	Commercial leases for Kingaroy and Wondai aerodromes land and hangers	Community / NRM & Parks	Aerodrome users
Prepare Aerodrome Masterplan	Kingaroy aerodrome—Masterplan completed, including full community consultation and cost analysis prepared	Community / Property	Aerodrome users; community groups; aerodrome stakeholders

Theme 3: GROWING OUR REGION'S ECONOMY AND PROSPERITY – *Boost our economy through investment and innovation that promotes population growth and community wellbeing.*

Key Priority GR1: Develop and implement a well-researched, action based 'Regional Development Strategy' that supports business and employment growth.

<i>Key Activities</i>	<i>Outcomes/ Measures</i>	<i>Department / Branch</i>	<i>Key Partners</i>
Regional Development Strategy Adopted	Council adoption of strategy and associated work plan	Executive Services / Economic Development	Local businesses; community; State and Federal Governments

Key Priority GR2: Continue to develop SBRC's investment readiness to identify a sequence of actions that can enhance council's capability in responding to investment related enquiries.

<i>Key Activities</i>	<i>Outcomes/ Measures</i>	<i>Department / Branch</i>	<i>Key Partners</i>
Develop Investment Ready Road Map	Council priorities aligned with State and Federal Governments objectives	Executive Services / Economic Development	Local businesses; community; State and Federal Governments

Key Priority GR3: Work with key stakeholders to create a pipeline of priority shovel ready projects that aim to improve the quality of life experienced by all residents, invest in strategic infrastructure and create a prosperous future for all.

<i>Key Activities</i>	<i>Outcomes/ Measures</i>	<i>Department / Branch</i>	<i>Key Partners</i>
Development of a prioritised 10 year works program for the replacement, upgrade and construction of new and existing water and wastewater assets	10 year works program completed in accordance with asset management strategy	Infrastructure/ Water & Wastewater	Infrastructure/ Infrastructure Planning
Review and further develop a forward 10-year program for Transport Assets in prioritisation methodology	10 year works program developed in accordance with asset management strategy with adoption by Council	Infrastructure/ Infrastructure Planning	Infrastructure/ Works

Key Priority GR4: Support and advocate for the development of an expanded and diversified agricultural economy, which may include, for example regenerative agriculture and centre for rural excellence and innovation.

<i>Key Activities</i>	<i>Outcomes/ Measures</i>	<i>Department / Branch</i>	<i>Key Partners</i>
Adoption and implementation of the Regional Economic Development Strategy	Council to adopt the Regional Development Strategy Implementation and resourcing of the Regional Development Strategy	Executive Services	Business Community; Queensland Government
Support the development of an Agricultural Industry Support Policy	Initiatives undertaken to research, consult and assist the agriculture industry develop future looking agriculture industry strategies Adoption of an Agricultural Industry Support Policy	Community	Agricultural Industry; BIEDO; Queensland Government

Key Priority GR5: Continue to provide and investigate options to improve our arts, heritage, museums, visitor information centres and tourism infrastructure.

<i>Key Activities</i>	<i>Outcomes/ Measures</i>	<i>Department / Branch</i>	<i>Key Partners</i>
Promotion and operation of Council owned heritage, arts and tourism assets	Develop Discover South Burnett brand to promote Council owned facilities and outcomes	Executive Services/ Tourism/ Economic Development	Local and State tourism bodies

Key Priority GR6: Advocate for and support of the region's tourism sector through an industry led development of a Tourism Strategy, with particular focus on indigenous tourism, adventure tourism, international tourism and high wealth tourism.

<i>Key Activities</i>	<i>Outcomes/ Measures</i>	<i>Department / Branch</i>	<i>Key Partners</i>
Industry led tourism promotion for region	Work with tourism partners to improve region visitation and promotion	Executive Services/ Tourism/ Economic Development	SQCT; VSB

Key Priority GR7: Continue to provide and investigate options to improve our dams as tourist attractions as an important community asset.

<i>Key Activities</i>	<i>Outcomes/ Measures</i>	<i>Department / Branch</i>	<i>Key Partners</i>
Work with Managers of the Dam facilities to improve financial outcomes whilst delivering an appropriate experience for visitors	Status reports provided to Council providing relevant statistics	Community / NRM & Parks	Dam Facility Managers; Local Tourism operators

Key Priority GR8: Support and advocate for appropriate growth and development with responsive planning schemes, processes, customer service and other initiatives.

<i>Key Activities</i>	<i>Outcomes/ Measures</i>	<i>Department / Branch</i>	<i>Key Partners</i>
Review and amendment of planning scheme	Planning scheme provision that support growth and development	Community/ Planning	SBRC Staff; Queensland Government
Process development applications and permits within statutory timeframes	Development of and implementation of regular statistical reporting on activities	Community/ Planning	Staff Councillors
Review and update Council's Local Government Infrastructure Plan (LGIP) trunk infrastructure forward works schedules.	Review completed. Future works schedules in line with budget forecasts	Community/ Planning	Infrastructure Department

Key Priority GR9: Explore, advocate and pursue opportunities for post-secondary education within the region.

<i>Key Activities</i>	<i>Outcomes/ Measures</i>	<i>Department / Branch</i>	<i>Key Partners</i>
Advocate and pursue opportunities for post-secondary education within the region	Post-secondary education opportunities identified	Community	Country University Centre; Education Queensland; University of Southern Queensland

Key Priority GR10: Advocate for enhanced regional digital connectivity and black spots.

<i>Key Activities</i>	<i>Outcomes/ Measures</i>	<i>Department / Branch</i>	<i>Key Partners</i>
Continued development of digital transformation and capacity	Kingaroy Transformation Project – Last mile digital infrastructure Mobile telecommunication black spots EV superhighway and charging stations	Infrastructure	Economic Development

Key Priority GR11: Support local businesses through the implementation of Council's Procurement Policy and encourage others to support and buy local.

<i>Key Activities</i>	<i>Outcomes/ Measures</i>	<i>Department / Branch</i>	<i>Key Partners</i>
Encouragement and development of the local Market Place	Intent to establish a healthy register of what the local Market Place can provide to Council by way of goods or services	Finance & Corporate / Finance	SBRC Staff

Key Priority GR12: Progress the 25-year Economic Roadmap as a priority project further to the National Water Infrastructure Development Fund (NWIDF) Water Feasibility Study.

<i>Key Activities</i>	<i>Outcomes/ Measures</i>	<i>Department / Branch</i>	<i>Key Partners</i>
Develop a 25-year economic roadmap for water infrastructure	Adoption of roadmap	Executive Services / Office of the CEO	SBRC Infrastructure Department

Key Priority GR13: Advocate for and support the options short list as identified in the National Water Infrastructure Development Fund (NWIDF) Water Feasibility Study - North and South Burnett Options Analysis.

<i>Key Activities</i>	<i>Outcomes/ Measures</i>	<i>Department / Branch</i>	<i>Key Partners</i>
Advocate for water security	Projects developed and funding achieved	Executive Services / Office of the CEO	SBRC Infrastructure Department; Economic Development

Key Priority GR14: Support our community and key stakeholders to build a plan for our region's eventual coal transition.

<i>Key Activities</i>	<i>Outcomes/ Measures</i>	<i>Department / Branch</i>	<i>Key Partners</i>
Engage key stakeholders and advocacy activities	Activities undertaken	Executive Services / Economic Development	Federal and State Government; Industry

Key Priority GR15: Work with key stakeholders to promote workforce attraction and retention in the South Burnett.

<i>Key Activities</i>	<i>Outcomes/ Measures</i>	<i>Department / Branch</i>	<i>Key Partners</i>
Develop an employee value proposition	Develop a Workforce plan to identify and promote Council's employee value proposition for positive retention outcomes	Executive Services / People & Culture	Industry

Key Priority GR16: Support the development of an agricultural land and product asset mapping programme.

<i>Key Activities</i>	<i>Outcomes/ Measures</i>	<i>Department / Branch</i>	<i>Key Partners</i>
Engage key stakeholders and advocacy activities	Activities undertaken	Executive Services / Economic Development	Federal and State Government; Industry

Theme 4: SAFEGUARDING OUR ENVIRONMENT – A sustainable environment, proactively and responsibly managed in partnership with the community for future generations.

Key Priority EN1: Investigate, develop and implement an Environmental Sustainability Policy.

<i>Key Activities</i>	<i>Outcomes/ Measures</i>	<i>Department / Branch</i>	<i>Key Partners</i>
Investigation commenced into Environmental Sustainability Policy	Investigations commenced and reported to Council for consideration	Community	Industry; State and Federal Governments

Key Priority EN2: Develop and implement energy efficient initiatives to reduce Council's energy / carbon footprint.

<i>Key Activities</i>	<i>Outcomes/ Measures</i>	<i>Department / Branch</i>	<i>Key Partners</i>
Engage key stakeholders and advocacy activities	Activities undertaken	Community	Federal and State Government; Industry

Key Priority EN3: Continue to provide and investigate options to improve waste reduction, landfill management and recycling.

<i>Key Activities</i>	<i>Outcomes/ Measures</i>	<i>Department / Branch</i>	<i>Key Partners</i>
Compliance with Council's Environmental Authority for Waste Disposal	Acceptable Audit by the State Department of Environment and Science	Community / Environment & Waste	Queensland Department of Environment and Science
Provision of acceptable and environmentally responsible waste management facilities	Two (2) acceptable internal audits per year of Council's Waste Facilities	Community / Environment & Waste	Queensland Department of Environment and Science
Investigation of Recycling options	Review of recycling options undertaken	Community / Environment & Waste	
Provision of cost effective and environmentally responsible waste collection services	Equal to or less than 1 missed wheelie bin collection per 1000 services	Community / Environment & Waste	JJ Richards and sons Pty Ltd
Adequate provision and suitable location of public place waste bins and the timely collection thereof	Public placed bins collected twice weekly	Community / Environment & Waste	Waste Services; Parks & Gardens
Collaboration with neighbouring regions in the Implementation of the Regional Waste Management Strategy	Attendance at Wide Bay Burnett Regional Organisation of Council's Waste and Recycling Advisory Committee (WBBWRAC) Meetings or equivalent	Community / Environment & Waste	Wide Bay Burnett Regional Organisation of Council's Waste and Recycling Advisory Committee
Administration of State Waste Levy	Monthly reporting and payment of Waste Levy liability to the State Department of Environment	Community / Environment & Waste	Queensland Department

	and Science on waste tonnages disposed of to landfill		Environment and Science
Community education and awareness including investigation of signage on illegal dumping and littering	Engagement activities undertaken; initiatives implemented	Community / Environment & Waste	Regional Waste Compliance Education Officer; North Burnett Regional Council; Cherbourg Aboriginal Shire Council; Queensland Department Environment and Science – Waste Partnerships

Key Priority EN4: Ongoing commitment to bio-security and pest management, including declared and non-declared species.

<i>Key Activities</i>	<i>Outcomes/ Measures</i>	<i>Department / Branch</i>	<i>Key Partners</i>
Actively manage biosecurity and pest management within region	Support wild dog initiative and auspice funding for regional project officer Annual fire risk assessment and cool burn activities	Community / NRM & Parks	Neighbouring Local & Queensland Governments
Review Council's Draft Biosecurity Plan to ensure relevance to the region	Review completed; consultation process undertaken; Updated Biosecurity Plan adopted	Community / NRM & Parks	Landholders/ Landholder organisations; Neighbouring Local Governments; Queensland Government

Key Priority EN5: Encourage responsible investment in renewable energy.

<i>Key Activities</i>	<i>Outcomes/ Measures</i>	<i>Department / Branch</i>	<i>Key Partners</i>
Engage key stakeholders and advocacy activities	Activities undertaken	Executive Services / Economic Development	Federal and State Government; Industry

Key Priority EN6: Encourage investment in transport innovation, for example electric vehicles and charging stations.

<i>Key Activities</i>	<i>Outcomes/ Measures</i>	<i>Department / Branch</i>	<i>Key Partners</i>
Advocate for EV superhighway and installation of EV stations	EV stations installed	Infrastructure	Economic Development

Key Priority EN7: Support initiatives that promote and protects biodiversity, natural resource management and caring and retaining our unique landscapes.

<i>Key Activities</i>	<i>Outcomes/ Measures</i>	<i>Department / Branch</i>	<i>Key Partners</i>
Support biosecurity and natural resource management strategies	Develop and implement regular statistical reporting on activities Actively participate in regional activities and undertake reporting	Community / NRM & Parks	Community Regional neighbouring Councils
Illegal dumping surveillance, investigation and enforcement	Development of and implementation of regular statistical reporting on activities.	Community / Environment & Waste	Department of Environment and Science
Manage environmental authority registration applications, routine inspections of registered activities and environmental protection customer request management	Development of and implementation of regular statistical reporting on activities.	Community / Environment & Waste	Department of Environment and Science

Key Priority EN8: Develop and implement a systematic programme to identify and take action to address overgrown allotments across all regional residential areas.

<i>Key Activities</i>	<i>Outcomes/ Measures</i>	<i>Department / Branch</i>	<i>Key Partners</i>
Develop overgrown allotment Policy	Completed draft Policy presented to Council for its consideration	Community / Environment & Waste	Residential Property Owners

Key Priority EN9: Develop and implement a systematic programme to identify and take action to address stray / feral / pests and wild animals.

<i>Key Activities</i>	<i>Outcomes/ Measures</i>	<i>Department / Branch</i>	<i>Key Partners</i>
Implement effective declared feral pest program	Actively implement and report outcomes from program delivery	Community / NRM & Parks	South Burnett landowners; Queensland Government

Key Priority EN10: Community education and assistance to support food and other local businesses to meet relevant Local Laws compliance standards.

<i>Key Activities</i>	<i>Outcomes/ Measures</i>	<i>Department / Branch</i>	<i>Key Partners</i>
Discharge devolved administration of the licensing, inspection and customer request functions of the State <i>Food Act 2006</i> .	Development of and implementation of regular statistical reporting on activities	Community / Environment & Waste	Queensland Health

Theme 5: ORGANISATIONAL EXCELLENCE – An organisation that is characterised by effective leadership, responsible management, good governance and quality service delivery.

Key Priority OR1: Deliver on our Corporate Plan through high level delivery of the annual operational plans.

<i>Key Activities</i>	<i>Outcomes/ Measures</i>	<i>Department / Branch</i>	<i>Key Partners</i>
Periodical review and update the 2021/2022 Annual Operational Plan	Monthly administrative reviews of annual operational plan by Branch Managers with quarterly progress reporting to Council	Finance & Corporate / Corporate Services	Senior Management Team
Develop the 2022/2023 Annual Operational Plan	Aligned with the development of the 2022/2023 annual budget, coordinate the development of the annual operational plan 2022/2023 with adoption by Council prior to 30 June 2022	Finance & Corporate / Corporate Services	Senior Management Team Elected Members

Key Priority OR2: Achieve community recognition as an ethical Council that values and practices community consultation, accountable governance and open and transparent decisionmaking.

<i>Key Activities</i>	<i>Outcomes/ Measures</i>	<i>Department / Branch</i>	<i>Key Partners</i>
Manage the provision of delegations, sub-delegations and Local Government Worker / Authorised Persons governance processes	Update and administer delegations/sub-delegations and authorisations aligned to legislation as approved by Council and the Chief Executive Officer accordingly	Finance & Corporate / Corporate Services	Senior Management Team; Elected Members
Right to Information and Information Privacy applications are managed and processed in accordance with legislative requirements	100% of Right to Information and Information Privacy applications processed within legislative timeframes Provide technical advice and guidance relating to information privacy and information governance practices Maintain training to ensure qualified decision makers under the <i>Information Privacy Act 2009</i> and <i>Right to Information Act 2009</i> within Corporate Services	Finance & Corporate / Corporate Services	Senior Management Team; Office of the Information Commissioner
Deliver the Council Policy Governance Framework to support strategic planning and compliance with relevant legislation, policies, codes of practice and standards	Number of policies, procedures and forms reviewed Effective integration of Council policies, procedures and forms	Finance & Corporate / Corporate Services	Senior Management Team; Elected Members; SBRC Staff
Capture and correctly manage Council's corporate documents using recordkeeping good practice	Continue to progress the staged process of assessing and management of records in storage from pre-amalgamation Ensure that appropriate and accurate records are documented, preserved and made accessible Provide compliance training to Council officers and Elected members	Finance & Corporate / Corporate Services	Senior Management Team; Elected Members; Queensland Government Agencies

Manage and maintain the legal proceedings and legal advice registers maintaining the budget for engagement of legal services	Review and implementation the process by which Council officers can seek external legal advice and representation of legal services on behalf of Council	Finance & Corporate / Corporate Services	Senior Management Team; Elected Members
Promote a high standard of corporate responsibility, transparency and accountability in decision making by making decisions, at all levels of the organisation, that are in the best interest of Council and the community aligning to Council policy and legislation	<p>Deliver the administrative action complaints management process assisting the Chief Executive Officer</p> <p>Deliver the human rights complaints management process assisting the Chief Executive Officer</p> <p>Deliver the Councillor complaints management process assisting the Chief Executive Officer</p> <p>Maintain organisational registers providing periodically awareness training on prevention / improvement measures:</p> <ul style="list-style-type: none"> - administrative action complaints; - human rights complaints; - Councillor conduct complaints; - fraud & corruption complaints; - reportable loss; - complaints involving the Chief Executive Officer; - anomalies in process; - employee conflict of interest; - gifts & benefits; - related parties; - contact by a lobbyist; - information privacy breach complaints; - legal proceedings; - public interest disclosure log; - legal advice registers; 	Finance & Corporate / Corporate Services	<p>Senior Management Team; SBRC Employees; Elected Members; Queensland Ombudsman; Office of the Independent Assessor; Crime & Corruption Commission Queensland</p> <p>Office of the Information Commissioner</p>

	<ul style="list-style-type: none"> - Councillor requests for information; - right to information disclosure log; - delegations, sub-delegations and authorised persons; - website compliance (6mthly audit); - Council contracts over \$200,000; - register of consultants (updated with quarterly activity reports); and - register of contractors (updated with quarterly activity reports). <p>Maintain the Register of Registers as required by legislation and reported annually in Council's Annual Report</p>		
Annually report on Council's activities and compliance with legislation	Coordinate and produce Council's Annual Report compliant with requirements pursuant to the <i>Local Government Act 2009</i>	Executive Services	Senior Management Team; Elected Members
Policy and Procedure developed specific to South Burnett Regional Council encompassing the "Supporting information for developing guidelines for the provision of councillor administration support staff" publication to assist all parties in meeting their obligations under the <i>Local Government Act 2009</i>	<p>Policy developed and adopted by Council for implementation during 2021/2022</p> <p>Procedure developed and authorised by the Chief Executive Officer.</p>	Executive Services	Finance & Corporate / Corporate Services; Elected Members

Key Priority OR3: Manage Council assets effectively through the development and implementation of Asset Management Plans.

<i>Key Activities</i>	<i>Outcomes/ Measures</i>	<i>Department / Branch</i>	<i>Key Partners</i>
Strategically upgrade and improve council information technology systems and hardware	<p>Improved performance and efficiency on Council corporate systems</p> <p>Implementation of Microsoft Teams Telephony. Undertake scheduled hardware upgrades and replacements</p>	Finance & Corporate / ICT	Senior Management Team

	Investigate options to update conferencing solution in the Council Chambers to take advantage of the enhanced capabilities of Teams		
Review all current Asset Management Plan and strategy for transport assets, property, plant and fleet	Review of current asset management plan/s and methodologies including options for rationalisation	Infrastructure/ Infrastructure Planning	Infrastructure/ Works; Community Department (internal)
Review current Asset Management Plan and strategy for Water and Wastewater assets	Asset management plan developed in accordance with council and community service levels	Infrastructure/ Water & Wastewater	Infrastructure/ Infrastructure Planning
Review of all assets to ascertain which are surplus to needs	Review of all assets to determine assets surplus to needs that require disposal	Infrastructure; Corporate & Finance; Community	Senior Management Team; Elected Members

Key Priority OR4: Continue to monitor and align the organisational structure with Council's adopted strategies and priorities.

<i>Key Activities</i>	<i>Outcomes/ Measures</i>	<i>Department / Branch</i>	<i>Key Partners</i>
Position the organisation structure for the future to ensure capacity to deliver outcomes of the Corporate Plan	Adopt and implement an organisational structure	Executive Services	Senior Management Team

Key Priority OR5: Continue to give priority to ongoing financial sustainability and prudent budget management.

<i>Key Activities</i>	<i>Outcomes/ Measures</i>	<i>Department / Branch</i>	<i>Key Partners</i>
Development of monthly budget reports for managers	Monthly budget vs actual reports that include commentary on large variances	Finance & Corporate / Finance	Senior Management Team
Cash analysis showing 3-month liquidity	Provide more cash analysis in meeting reports surrounding Council's 3-month liquidity position	Finance & Corporate / Finance	
Dividend Review	Perform a review of dividends to determine best practice for calculation of budgeted dividends	Finance & Corporate / Finance	Elected Members; Senior Executive Team
Operate in accordance with the adopted budget	Compliance with budget limits. Regular quarterly budget revisions. Monthly reporting of budget variations to Council in monthly financial report	Finance & Corporate / Finance	Senior Management Team

Maintain long term financial forecasts to minimise financial risks and ensure financial sustainability	Maintain and monitor 10-year long term financial plans reporting to Council through monthly financial reports	Finance & Corporate / Finance	Senior Management Team
Debt recovery	Continue to follow up on outstanding debt to not place an unfair burden onto rate payers who meet their obligations in full	Finance & Corporate / Finance	Senior Management Team; Elected Members
Full Review of Expenditure	Full review of expenditure to identify efficiencies within the organisation	Finance & Corporate / Finance	Senior Management Team; Elected Members
Two (2) Year path out of Deficit to Surplus	Develop and map strategies to bring Council budget into surplus within two (2) years	Finance & Corporate / Finance	Senior Management Team; Elected Members

Key Priority OR6: Implement consultative, responsible and sound project management practices.

<i>Key Activities</i>	<i>Outcomes/ Measures</i>	<i>Department / Branch</i>	<i>Key Partners</i>
Conduct Business Systems Projects under appropriate Project Governance measures	Develop and manage Project Plans for Business Systems Projects (Project T2 and sub-projects)	Finance & Corporate / ICT	Senior Executive Team; T2 Project Board
Implementation of Project Management Framework and advanced design program in accordance with 10 Year Programs	Implementation of a Tiered Project Hierarchy, common systems and processes through pre-construction, construction and post-construction	Infrastructure/ Works	Infrastructure/ Infrastructure Planning; Infrastructure/ Water & Wastewater

Key Priority OR7: Continue implementation of zero-based budgeting to support responsible fiscal management in the preparation of Council's budget.

<i>Key Activities</i>	<i>Outcomes/ Measures</i>	<i>Department / Branch</i>	<i>Key Partners</i>
Zero-based budgeting	Stage one (1) = planning/scoping /development / implementation of zero-based budgeting commencing with identified functions/branches aligning to defined service levels	Finance & Corporate / Finance	Senior Management Team

Key Priority OR8: High level implementation of Council's Customer Service Charter.

<i>Key Activities</i>	<i>Outcomes/ Measures</i>	<i>Department / Branch</i>	<i>Key Partners</i>
Implementation of the Customer Service Charter	<p>Alignment of operational activities to the services levels identified with the customer service charter</p> <p>Education and awareness of customer service charter internally and externally</p> <p>Development of a range of public facing fact sheets to assist customers to understand defining expectations relating to service levels for key functions such as compliance, road maintenance and land management.</p>	Finance & Corporate / Corporate Services	Senior Management Team; SBRC staff; Customers
Deliver a Customer Request Effectiveness Review Project (Project ID: T2.6)	Deliver a responsive, consistent and accountable process for managing customer requests aligned to Council's Customer Service Charter	Finance & Corporate / ICT; Finance & Corporate / Corporate Services	Senior Management Team; SBRC Staff; Technology One Customers

Key Priority OR9: Develop a continuous improvement, customer focused culture led by the senior management team and underpinned by an effective performance setting, monitoring and evaluation system.

<i>Key Activities</i>	<i>Outcomes/ Measures</i>	<i>Department / Branch</i>	<i>Key Partners</i>
Undertake business process mapping and analysis implementing a business process continuous improvement program	<p>Map relevant business processes to determine areas for business improvement and efficiencies</p> <p>Commence the documentation of business processes, identification of areas of improvement and ongoing review cycle</p>	Finance & Corporate / ICT	Senior Management Team; SBRC Staff

Key Priority OR10: Increased commitment to community engagement and to proactive strategic delivery of media and communications.

<i>Key Activities</i>	<i>Outcomes/ Measures</i>	<i>Department / Branch</i>	<i>Key Partners</i>
Adoption and implementation of the Community Engagement Policy and Strategy	Projects and activities are supported by identified relevant community engagement activities	Executive Services	Internal Departments; Elected Members

	Maintain Council's social media footprint		
	Maintain Council's website.		

Key Priority OR11: Develop for endorsement by Council a Workforce Plan that guides the engagement, development, management and performance of Council's human resources.

<i>Key Activities</i>	<i>Outcomes/ Measures</i>	<i>Department / Branch</i>	<i>Key Partners</i>
Encourage, maintain and foster continued improvement, engagement and development in leadership & management for organisation excellence	Refer Workforce Plan	Executive Services /People & Culture	Senior Management Team
Encourage, maintain and foster continued improvement, engagement and development engagement by providing knowledge and skills to all staff	Refer Workforce Plan	Executive Services /People & Culture	SBRC Staff
Engagement in the continued review of People & Culture policies and procedures to align Corporate Strategy with Council's Vision, Mission and Purpose.	Refer Workforce Plan	Executive Services /People & Culture	Finance & Corporate / Corporate Services; SBRC Staff
Promote an equitable approach to learning and development Council wide	Refer Workforce Plan	Executive Services /People & Culture	SBRC Staff

Key Priority OR12: Advocate strongly to key stakeholders, including state and federal governments, on regional priorities, including funding opportunities.

<i>Key Activities</i>	<i>Outcomes/ Measures</i>	<i>Department / Branch</i>	<i>Key Partners</i>
Support the activities of the Elected Members to meet Corporate Plan outcomes	Provide administrative support services for the Elected members	Executive Services	SBRC Staff; State and Federal Government

Key Priority OR13: Implement reliable, realistic and cost-effective business systems and practices.

<i>Key Activities</i>	<i>Outcomes/ Measures</i>	<i>Department / Branch</i>	<i>Key Partners</i>
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Investigation into a more paperless accounts payable workflow	Reduction in the amount of printing done as part of the accounts payable process; make the process more cost effective and streamlined ready for future implementation of e-invoicing	Finance & Corporate / Finance	Finance / Accounts Payable Team
Review of rates supplementary notices to utilise the ERP	Streamline processes to utilise ERP instead of manually producing data; reduction in time/cost of process	Finance & Corporate / Finance	Finance / Rates Team
Lodging of insurance claims	Review of insurance processes to achieve a streamlined approach to ensuring claims are lodged in a timely manner	Finance & Corporate / Finance	SBRC Staff
Centralised procurement – Stage 1	Initial scope and plan Establish and maintain centralised procurement registers compliant with relevant legislation such all contracts over \$200,000 listed on Council's website: <ul style="list-style-type: none"> - works contracts; and - contractor / consultant engagement 	Finance & Corporate / Finance	Senior Executive Team
Paperless Rates Notices	Investigate options for rates notices to be sent electronically	Finance & Corporate / Finance	Finance/Rates Team
Non-rate charges to be included on rates notices	Investigate how to include non-rate charges on rates notices	Finance & Corporate / Finance	Finance/Rates Team
Realise business improvements through the use of Council's Business Systems Software	Continue to undertake improvement projects of the Council's Business Systems via Project T2 Review existing licencing of the TechnologyOne Software to ensure licencing reflects current use	Finance & Corporate / ICT	Senior Management Team
Realise business improvements through the use of Council's Microsoft Office 365 Systems Software	Continue to undertake improvement projects on Council's Microsoft Office 365 Systems Review existing licencing of the entire Microsoft suite of Software to ensure licencing reflects current use	Finance & Corporate / ICT	SBRC Staff

Effectively maintain and manage Council's white fleet maximising efficiencies	<p>Finalise review of white fleet ensuring maximisation of utilisation to meet business needs</p> <p>Investigate full atomisation through Council's business system (T1) of centralisation of fleet asset management T2: Fleet project</p> <p>Implement findings of white fleet review and automate processes where possible</p> <p>Implement plant replacement program</p>	Finance & Corporate	Senior Management Team
Deliver effective plant management	<p>Effective management of plant operations reflecting best practise utilisation and investigate data collection and costings with error trapping for data import</p> <p>Review and implement plant replacement program</p>	Finance & Corporate	<p>Senior Management Team</p> <p>SBRC Staff</p>
Utilisation and operation of Council's Workshops	Full cost analysis on viability of Council's Workshop – Kingaroy, Nanango and Murgon	Finance & Corporate	Senior Management Team; SBRC Staff

Key Priority OR14: Continue to implement regional equity / consistency in Council's rating system.

<i>Key Activities</i>	<i>Outcomes/ Measures</i>	<i>Department / Branch</i>	<i>Key Partners</i>
Review of rating categories	Continue review of general rating categories to achieve equity	Finance & Corporate / Finance	Elected Members
Improve accuracy in water charges and a reduction in disputes, through the design of an electronic water meter reading solution	<p>Design and test electronic water meter reading solution</p> <p>Implement electronic water meter reading data collection solution, if testing proves satisfactory</p>	Finance & Corporate / ICT	<p>Finance / Rates Team</p> <p>Infrastructure / Water and Wastewater Team</p>

Key Priority OR15: Continue to give priority to ongoing Audit and Risk and prudent management.

<i>Key Activities</i>	<i>Outcomes/ Measures</i>	<i>Department / Branch</i>	<i>Key Partners</i>
Deliver sound corporate risk management and internal audit functions aligning to policy	<p>Deliver the internal audit function of Council driving the completion of the Audit Recommendation register, administration of the Audit and Corporate Risk Management Committees, facilitating internal audits as per the three (3) years Internal Audit plan</p> <p>Undertake micro audits on key areas of operational risk to facilitate continuous business improvement and risk management</p> <p>Develop the 2021/2022 Corporate Risk Register and Treatment Plans undertaking review/reporting 6-mthly</p> <p>Provide organisation wide guidance and support for corporate risk management and internal audit</p> <p>Assist the External Auditors as required</p>	Finance & Corporate / Corporate Services	Corporate Risk & Audit Advisory Committee; Corporate Risk & Audit Steering Group; Corporate Risk & Audit Working Group; Internal Auditors; External Auditors
Data Security Review including, Cyber Security. Ensure the provision of appropriate security systems (including cyber security) and services to protect Council's data and information	Ensure the provision of appropriate data security systems (including cyber security) and services to protect Council's data and information. Cyber Security to be identified in annual insurance renewal	Finance & Corporate / ICT	Senior Management Team Elected Members

Key Priority OR16: Continue to give priority to ongoing Work Health and Safety and prudent management.

<i>Key Activities</i>	<i>Outcomes/ Measures</i>	<i>Department / Branch</i>	<i>Key Partners</i>
Engagement in the continued development, implementation, improvement and review of Council's Workplace Health Safety ('WHS') System	External and Internal Audit	Executive Services / People & Culture	People & Culture/WHS Team

	WHS Management System software, implemented and used by all of Council		SBRC Staff WHS Committee Working Groups
Implement and embed ownership of contractor management with stakeholders to align with the WHS System	Effective and efficient Contractor Management system used by all of Council - Refer Workforce Plan	Executive Services /People & Culture	Senior Executive Team
Engagement in the development, implementation and review of a systematic approach to the identification, assessment, and control of high-risk work associated with workers exposed to silica and other hazardous substances	Effective and efficient processes and controls for the Management of hazardous substances across all of Council - Refer Workforce Plan	Executive Services /People & Culture	People & Culture/WHS Team Senior Executive Team