

SCENIC RIM REGIONAL COUNCIL

# 2025-2026 OPERATIONAL PLAN



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**SCENIC RIM**  
  
REGIONAL COUNCIL

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### Acknowledgement of Country

**Scenic Rim Regional Council acknowledges the traditional country of the Mununjali, Wangerriburra and Ugarapul Peoples of the Scenic Rim. We recognise that the Scenic Rim continues to have connections to cultural, spiritual, environmental, and economic importance and respect connection to Country. We pay our respects to Elders past, present and emerging, acknowledging the important role Aboriginal and Torres Strait Islander peoples play in shaping the future of our region.**

## MESSAGE FROM THE CHIEF EXECUTIVE OFFICER

Scenic Rim Regional Council's Operational Plan 2025-2026, a legislative requirement under the *Local Government Act 2009* and the *Local Government Regulation 2012*, sets out how Council plans to progress activities which contribute to the delivery of Council's Corporate Plan, Scenic Rim 2025-2030 (the Corporate Plan). This plan is the first operational plan under the five-year Corporate Plan. Many of the activities to be undertaken for 2025-2026 are a continuation of work done over the previous years.

The Operational Plan 2025-2026 is a key planning tool which sets out the specific activities which help the organisation to remain focused on delivering the vision of Council. The activities within the document align with and inform the annual budget.

The Operational Plan 2025-2026 is structured to align with the guiding principles (FOCUS) and the six strategic goals set out in the Corporate Plan. The activities detailed in the Operational Plan are the key strategic activities linked back to the delivery of the Corporate Plan outcomes. The Operational Plan 2025-2026 is divided into seven sections:

- Planning and Place Making
- Integrated Transport
- Economic Development
- Connected Communities
- Environment and Waste
- Sport and Recreation
- Guiding Principles (FOCUS)

The Operational Plan 2025-2026 also identifies the key services to be delivered as defined in the adopted Service Catalogue and includes the continued delivery of some of the region's key strategies.

Asset management and infrastructure planning continues to be a critical part of Council's operations. The development of the Local Government Infrastructure Plan (LGIP) and ten-year capital works program will ensure that Council continues to maintain existing assets effectively as well as planning for the future infrastructure needs for the region.

The Operational Plan 2025-2026 demonstrates Council's commitment to delivering the vision set out in the Corporate Plan, and meeting the needs of the community. The Operational Plan 2025-2026 provides clear direction for the organisation and enables effective monitoring of progress of key activities throughout the year.

David Keenan  
Chief Executive Officer

## EXECUTIVE SUMMARY

Scenic Rim Regional Council's (Council) Operational Plan 2025-2026 (Plan) has been developed in alignment with the strategic goals and guiding principles of the Corporate Plan 2025-2030 (Corporate Plan), as required by section 175 of the *Local Government Regulation 2012*. Council's key strategic projects are also included in this Plan.

Many of the activities include an indicative financial allocation (as per the adopted Annual Budget 2025-2026) to provide better transparency and accountability. The progress of each activity will be monitored throughout the year, to provide the community with an over view of Council's performance against its key strategic goals.

Progress against the delivery of the activities outlined in this Plan is reported regularly throughout the year to Council and the community through quarterly performance reports and annually Council's Annual Report.

Much of Council's day-to-day operations involve the delivery of services and in conjunction with the strategic activities, services also contribute significantly to the achievement of Council's vision and strategic goals. This plan identifies the key services that contribute to each of the strategic goals and guiding principles in the Corporate Plan to provide the community with a better understanding of the full breadth and quantum of activity that Council delivers.

# STRATEGIC PLANNING FRAMEWORK

## CORPORATE PLANNING

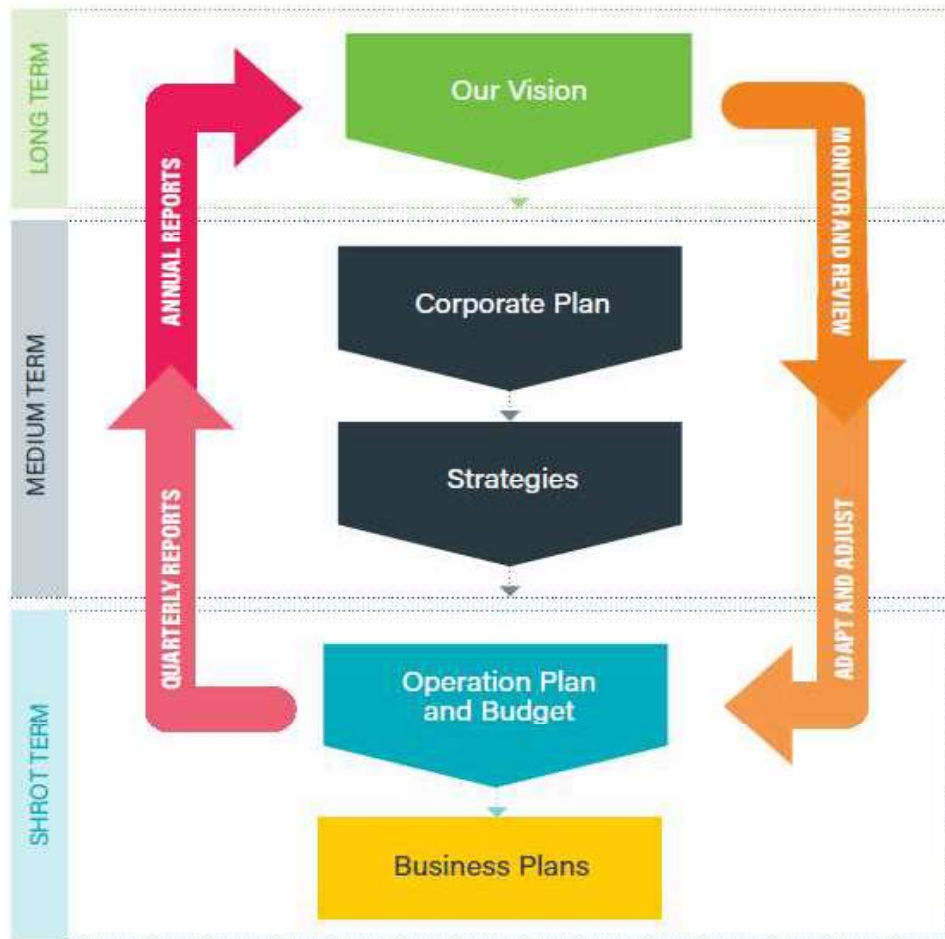
The Operational Plan is a key component of Council's strategic planning framework and should be considered with other planning documents, including the long-term financial forecast, annual budget and corporate reporting framework.

The purpose of the Corporate Plan is to provide clear strategic direction for the organisation to ensure Council's strategic goals are aligned to the community's aspirational vision for the region. It informs decisions about operational priorities and the allocation of resources. The Operational Plan details the strategic activities and day to day services Council will undertake in in this financial year, building on achievements made in previous years to progress the strategic direction outlined in the Corporate Plan. Under each strategic goal are the activities planned for 2025-2026. As the Operational Plan represents a one-year delivery slice of the Corporate Plan, the activities detailed in the Operational Plan, are expected to be completed within 2025-2026. Some activities have multi-year delivery schedules, but the Operational Plan refers to the phase or segment expected to be delivered in 2025-2026.

It is important to note that the Operational Plan is a living document and can be updated or amended, by Council, at anytime during 2025-2026. This is entirely necessary to ensure the ability of Council to respond to unexpected challenges that may arise, such as natural disasters, and to enable Council to genuinely monitor, review and make adjustments if needed.

Council will continue to meet its commitment to deliver services to the community, manage critical Council-owned infrastructure, and continue to deliver activities outlined in this Plan.

Council's strategic planning framework is represented in the diagram below.



# STRATEGIC PLANNING FRAMEWORK

## SERVICE PLANNING

This Plan details a range of activities that, in addition to a broad range of services outlined in the Scenic Rim Regional Council Service Catalogue 2022-2023 (Services), progress the delivery of Council's Corporate Plan and services to the community.

Council remains dedicated to delivering a seamless and efficient range of services for the Scenic Rim community, encompassing essential infrastructure like roads and parks, robust waste management solutions, and engaging cultural programs offered through libraries and events. Additionally, Council actively fosters a supportive environment for local businesses, recognising their vital role in our region's economic future.

It is the delivery of these Services that the community sees and engages with on a daily basis. Whether it is our well-maintained parks and gardens, our sporting facilities or our disaster management planning, all of the Services that Council provides directly benefit the community.

Listed below are the Services to meet the needs of the community.

Arts and Culture	Information Services and Technology
Biodiversity and Climate Change	Library Services
Campgrounds	Purchasing
Communications and Marketing	Park and Landscape Maintenance
Community Development	Plant and Fleet Maintenance
Contracts and External Works	Property Management
Customer Contact and Community Engagement	Rates and Revenue
Development Services	Regional Events
Disaster Management	Regulatory Services
Economic Development	Roads and Traffic
Facilities Maintenance and Management	Strategic and Land Use Planning
Financial Services	Strategic Infrastructure Planning and Delivery
Fleet Management	Swimming Pools
Governance and Internal Audit	Waste Management
Human Resources	Work Health, Safety and Wellbeing

Within the strategic goals and guiding principles the services are outlined to clearly link them to Council's outcomes. Council's diligent oversight of these services, and consideration of the community's service needs into the future, will ensure that Council continues to be financially sustainable.



# STRATEGIC PLANNING FRAMEWORK

## PERFORMANCE REPORTING

### Quarterly Operational Plan Progress Report

Quarterly progress reports against the Operational Plan will be presented to Council. The report will include a status for each activity within the Plan. Activities will be reported as "completed", "on track", "monitor" or "requires attention". Those activities marked as "monitor" or "requires attention" will include a comment to explain the reason for the status and what action is required by Council to bring the activity back on track.

### Quarterly Service Delivery Report

In addition to the legislatively required quarterly progress report against the Operational Plan, Council also provides a quarterly service delivery report. This report provides an overview of service demand, service delivery and performance. It also provides information around highlights during the quarter and provides a view of what key activities will be coming up during the next quarter.

### Strategy Report Cards

Council has adopted a number of strategies, aligned to the Corporate Plan. These strategies often require implementation over a number of years. To assist with assessing performance against the strategies and to provide transparency about progress, Council has developed and published report cards for a number of strategies.

The report cards provide a useful check point for Council to review progress in delivering long term strategies and it is intended that these mechanisms will continue as part of Council's Corporate Strategy and Performance arrangements.

### Annual Report

Council has a legislative obligation to deliver an Annual Report. The Annual Report must include not only an assessment of Council's progress towards achieving its strategic goals but must also provide a summary of the contribution that Operational Plan activities have made to that progress.

## RISK MANAGEMENT

Council embeds a positive risk culture throughout the organisation. To achieve this, Council has established a systematic risk management methodology to identify and address areas of potential risk within Council's operations in a manner consistent with Australian Standards. Effective risk management is governed by an Enterprise Risk Management Framework to establish the relationship between Council's various risk management components and processes. All steps of the Risk Management process are monitored to ensure continuous improvement.

A key part of the Risk Management Framework is Council's Risk Register. This register details how the organisation's strategic and operational risks are described, assessed, and managed. The Risk Register is reviewed regularly and maintained in accordance with Council's Risk Management Policy and the Enterprise Risk Management Guidelines.

## STRATEGIC GOALS

### INTRODUCING OUR STRATEGIC GOALS

The Corporate Plan, through its mission, commits Council to the continued delivery of services and infrastructure as outlined in the Service Catalogue and Capital Works Program. In addition to the ongoing delivery of community services and management of community assets, Council has identified six strategic goals that represent the key areas of focus and investment for the next five years.





# 1.Planning & Place Making

## Strategic Goal

**Our regional growth and local community places are enhanced through thoughtful planning.**

### Outcomes

**1.1 Planning for Queensland and the South East Queensland region is informed by community views, with Council actively contributing to planning policy at state and regional levels.**

**1.2 Growth and development is thoughtfully planned through the Scenic Rim Planning Scheme, which is current and aligned with both Queensland Government requirements and the Growth Management Strategy 2041.**

**1.3 Local planning and community engagement informs investment in Council-owned and controlled land in key population centres across the region, supports activation of community places and spaces, and celebrates the unique character of each place.**

Activity	Description	End Date	Lead Team
Scenic Rim Planning Scheme	Complete amendments to the Scenic Rim Planning Scheme to ensure alignment to emerging issues and the Growth Management Strategy 2041.	30-Jun-26	Strategic Planning
Tamborine Mountain Gallery Walk	Complete the construction of the planned capital investment project at Gallery Walk, Tamborine Mountain.	30-Jun-26	Capital Works
Urban Design Planning	Finalise and implement comprehensive urban design plans for capital investment in upgrades to Council owned and controlled land in Kooralbyn, Canungra and Kalbar.	30-Jun-26	Capital Works

## Contributing Services

### **Development Services**

**Why we do it:**

To administer and uphold development and planning related functions as the local authority in accordance with legislative requirements.

**What we do:**

Provide development information, assessment and compliance services.

### **Strategic and Land Use Planning**

**Why we do it:**

To ensure that development activity is monitored and the Planning Scheme updated regularly to address emerging and future requirements for development.

**What we do:**

Maintain the Scenic Rim Planning Scheme and Scenic Rim Local Heritage Register and advocate for the desired planning outcomes for the region as a stakeholder in the State-led planning framework.

## 2. INTEGRATED TRANSPORT

### Strategic Goal

Our integrated transport network is connected and accessible.

#### Outcomes

**2.1 Well-planned transport infrastructure supports long-term community needs across the region and connects to key locations outside the region.**

**2.2 Council's local road network is maintained and systematically upgraded through a strategic asset management approach and the capital works program is effectively delivered.**

**2.3 The community has improved access to safe and convenient routes for walking and cycling.**

**2.4 Disruption resulting from disaster management impacts on roads is minimised through timely repairs and infrastructure is rebuilt with improved resilience.**

Activity	Description	End Date	Lead Team
QRA Infrastructure Recovery	Queensland Reconstruction Authority Infrastructure Recovery undertaking Reconstruction of Essential Public Assets - Shelf Road and other Landslips.	30-Jun-26	Capital Works
Hinchcliffe Bridge Construction	Complete construction of Hinchcliffe Bridge in Kooralbyn.	30-Jun-26	Capital Works
Mount Lindesay Highway Upgrades	Advocate for upgrades to Mount Lindesay Highway.	30-Jun-26	Asset Management
Disaster Recovery Funding Arrangement - Delivery	Finalise delivery of Shelf Road Realignment Project under the infrastructure recovery program for 2022 floods.	30-Jun-26	Capital Works
Disaster Recovery Funding Arrangement - Delivery	Implement transport infrastructure recovery plans associated with Severe Storms and Rainfall event 2023-2024. Two program management consultants, Redfrost and Shepherd Services have been engaged to assist in the delivery of the following program: \$16 Million unsealed gravel program: construction delivered by SRRC crew. \$8 Million of sealed road and landslip remediation program: construction delivered by external construction contractors.	30-Jun-26	Capital Works

## Contributing Services

### **Roads and Traffic**

#### **Why we do it:**

To ensure safe access and usage of transport associated infrastructure, ensuring the road network is maintained to an agreed service standard.

#### **What we do:**

Provide for the maintenance and renewal of Council's transport associated infrastructure and drainage assets.

Maintain transport related infrastructure as well as make safety improvements to infrastructure where the risk to the public is increased.

### **Contracts and External Works**

#### **Why we do it:**

This service is delivered in partnership with DTMR in order to maintain Council and State roads, utilising local skills and knowledge.

#### **What we do:**

Deliver two main roads contracts on behalf of the Department of Transport and Main Roads (DTMR). These contracts vary in nature and cover pavement maintenance or roadside vegetation maintenance or a combination of both. They are commonly referred to as the Road Maintenance Performance Contract (RMPC) and the Routine Maintenance Contract (RMC); the first is directly with DTMR and the second via a sub-contract with Roadtek.

## 3. ECONOMIC DEVELOPMENT

### Strategic Goal

Our economic growth is strong and businesses are supported.

#### Outcomes

**3.1 Economic growth and employment opportunities are created through promoting and developing the region's competitive strengths.**

**3.2 Industry partnerships create unique visitor experiences, helping to build a sustainable tourism industry.**

**3.3 Small businesses are recognised and supported.**

**3.4 Planning and advocacy for digital and economic infrastructure supports regional lifestyles and economic opportunities.**

Activity	Description	End Date	Lead Team
Scenic Rim Business Excellence Awards	Deliver the Business Excellence awards, to promote the success of local businesses across the region.	30-Jun-26	Regional Prosperity
Regional Prosperity Strategy	Analyse and report on the completed delivery of the Regional Prosperity Strategy 2020-2025 by December 2025.	30-Jun-26	Regional Prosperity
Economic Development Strategy	Development of a new Economic Development strategy to identify, prioritise and assist in planning for the Prosperity of the region.	30-Jun-26	Regional Prosperity
Bromelton State Development Area	Implement Investment Attraction Action Plan to promote and advocate for Bromelton State Development Area, including SEQ City Deals.	30-Jun-26	Regional Prosperity
Industrial Land Development	Work with Planning to promote existing and support the development of additional industrial land, including Boonah Industrial Area as outlined in the Scenic Rim Economic Development Strategy.	30-Jun-26	Regional Prosperity

## Strategic Goal (*Continued*)

Our economic growth is strong and businesses are supported.

Activity	Description	End Date	Lead Team
Water for Warrill	Advocate for Water for Warrill P/L to achieve milestones in projects that contribute towards increasing water resilience within the region.	30-Jun-26	Regional Prosperity



## Contributing Services

### **Economic Development**

#### **Why we do it:**

To encourage economic growth across the region and promote the Scenic Rim as a destination for tourism and business.

#### **What we do:**

Strengthen and grow the local economy while maintaining the character of the Scenic Rim and its culture through capacity and capability building initiatives, placemaking and advocacy.

### **Regional Events**

#### **Why we do it:**

To deliver and grow existing regional events (aimed chiefly at visitors) that deliver economic return and build our destination brand.

To attract and develop new events that deliver economic return.

To mentor community-based organisers of events to build their capability.

#### **What we do:**

Develop and deliver quality regional events.

## 4. CONNECTED COMMUNITIES

### Strategic Goal

**Our communities are connected, inclusive, resilient and healthy.**

#### Outcomes

**4.1 Community venues are contemporary, appropriate and support a diverse range of services and programs, and benefits from facilities are maximised through increased usage and access.**

**4.2 Residents have diverse opportunities for meeting together, learning, creating and enhancing their health and wellbeing.**

**4.3 Local community organisations and creative industries are strengthened through grants, training and advice.**

**4.4 Community has a strong sense of identity, the region's heritage is respected and partnerships with First Nation communities progress reconciliation.**

**4.5 The community is resilient and the region is well prepared to respond to and recover from disaster events, through local disaster management arrangements.**

**4.6 Council collaborates with partners to improve community safety and address complex social issues such as domestic and family violence and homelessness.**

Activity	Description	End Date	Lead Team
Public Wi-Fi	Investigate business case for public Wi-Fi within Council facilities and parks.	30-Jun-26	ICT Projects
Reconciliation Action Plan	Engage with community to develop Reconciliation Action Plan.	30-Jun-26	Cultural Services
City Deal Public Art Project	Collaborate/liaise with selected artists to finalise the design of the City Deal funded public art play space and undertake necessary funding body approval and procurement processes in readiness for installation during 2026-2027.	30-Jun-26	Cultural Services
Shifting Ground Touring Exhibition	Launch of Shifting Ground Exhibition and development of a national touring program until 2029, funded by Visions Australia grant.	30-Jun-26	Cultural Services

## Strategic Goal (*Continued*)

**Our communities are connected, inclusive, resilient and healthy.**

Activity	Description	End Date	Lead Team
Community Safety Partnership	Develop a Community Safety Partnerships to address community issues including domestic and family violence and homelessness. May involve the use of activation, lighting and CCTV.	30-Jun-26	Community Development
TC Alfred Recovery	Complete De-Brief for Ex Tropical Cyclone Alfred, finalise the Recovery Plan associated with this event and progress implementation.	30-Jun-26	Disaster Management

## Contributing Services

### Arts and Culture

**Why we do it:**

To support and enable a vibrant, creative and cultural community.

**What we do:**

Support cultural engagement, development, and heritage recognition, and assist local creative industry through capacity building programs.

### Library Services

**Why we do it:**

To foster a culture of learning, research, and community connection.

**What we do:**

Deliver library services that provide access to information and resources for the purpose of leisure and learning through four branches, a mobile library and online.

### Community Development

**Why we do it:**

To promote social inclusion, connectedness for communities across the region, build capacity, provide programs that target health and wellbeing for all demographic types and advocate for access to community and social services.

**What we do:**

We strive to strengthen the local communities to become more resilient, inclusive, welcoming, connected and healthy. We support the community through social, sport and recreation, heritage and cultural initiatives.

### Disaster Management

**Why we do it:**

To respond to emergencies/disasters in line with responsibilities of Local Government as specified in number of State and Local policies, procedures and guides.

**What we do:**

We ensure that Council meets its obligations under the Disaster Management Act 2003 and Disaster Management Regulation 2014 to prepare and respond to disasters and emergencies. We also To respond to emergencies and disasters in line with responsibilities of Local Government as specified in number of State and Local policies, procedures and guides.

### Regulatory Services

**Why we do it:**

To ensure compliance and safety through education, inspection and enforcement of local government local laws and other regulations.

**What we do:**

Deliver a range of compliance, environmental health and education activities to ensure the safety of the community and visitors to the region.

## 5. ENVIRONMENT AND WASTE

### Strategic Goal

**Our natural environment is well managed, and our waste and emissions are reduced.**

#### Outcomes

**5.1 The region's natural environment and biodiversity is managed effectively, in partnership with the community.**

**5.2 Priority biosecurity risks and their impacts on the region are minimised.**

**5.3 Progress towards net zero emissions and greater resilience to climate change impacts are achieved.**

**5.4 Water security throughout the region is improved.**

**5.5 Waste is managed to reduce its impact in the environment, support a circular economy and build economic opportunity.**

**5.6 Council reserves and unoccupied land are managed, and acquisition of environmental land provides environmental benefits.**

Activity	Description	End Date	Lead Team
One Million Trees Program	To encourage community to plant one million plants to address issues of biodiversity loss by encouraging sustainable land practices, the restoration of waterways and bushland and beautification of the region.	30-Jun-26	Biodiversity and Climate Change
QRA Extraordinary Clean Up Grant	Conduct clean-up activities in Council reserves and targeted Nature Refuges to support removal and disposal of disaster related debris.	30-Jun-26	Biodiversity and Climate Change
Saving the Koala Funding	Koala Funding is a conservation and recovery effort to improve the trajectory of koalas in the Scenic Rim.	30-Jun-26	Biodiversity and Climate Change
Il-Bogan Ecological Restoration	This project is to manage or mitigate the erosion occurring on Logan River at Il-Bogan Park and restore riparian habitat and protect any cultural significance.	30-Jun-26	Biodiversity and Climate Change
On-site Water Storage Capacity	Provide for increased on-site water storage capacity in new developments in non-reticulated areas . Linked to Planning Scheme Amendments.	30-Jun-26	Strategic Planning

## Strategic Goal (*Continued*)

**Our natural environment is well managed, and our waste and emissions are reduced.**

Activity	Description	End Date	Lead Team
Resilient Rivers Initiative	Deliver strategic catchment projects (listed below) and outcomes for the Resilient Rivers SEQ as part of South East Queensland City Deal: Mid Logan River Catchment Restoration Mid Albert River Catchment Restoration Continuation of Bremer River Catchment Rural Partnerships Program Mid Warrill Creek Bank Stabilisation Moogerah Cat's Claw Creeper Management Purga Creek Bank Stabilisation Fluvial Geomorphology Training	30-Jun-26	Biodiversity and Climate Change
Flying-fox Roost Management	Deliver state government grant funding to manage targeted flying-fox roosts.	30-Jun-26	Biodiversity and Climate Change
Agricultural Water Security	Advocate for water security for agricultural purposes.	30-Jun-26	Regional Prosperity
Environmental Levy	Introduce an environmental Levy to fund or expand a range of initiatives, programs and projects that protect and maintain vital ecosystems and natural environmental values.	30-Jun-26	Biodiversity and Climate Change
Leachate Reduction Management	Reduce the volumes of leachate currently stored at Bromelton Waste Facility to return site to full operational capacity.	30-Jun-26	Landfill



## Contributing Services

### **Biodiversity and Climate Change**

#### **Why we do it:**

To preserve and enhance the region's unique natural environment and rural landscapes, in partnership with the community.

To ensure that the region is responsive to the threat of climate change and is progressing towards net zero emissions, improved resilience and adaptation to climate change impacts.

#### **What we do:**

Deliver a range of biodiversity, waterway and climate change outcomes through planning, project development and programs to ensure the region's unique natural environment is recognised, preserved and enhanced in partnership with the community for future generations.

### **Waste Management**

#### **Why we do it:**

To provide safe, tidy and healthy waste environments for the residential and business community.

To provide waste services that meet the needs of the community and local, state and federal government, with a focus on reducing waste to landfill.

#### **What we do:**

Provision of waste services, including the operation of waste facilities, asset projects, repairs and maintenance as well as management of open and closed landfills.

Provision of waste collection services, contract management, strategic asset management, waste education, strategy development and implementation, commercial business development, policy development and liaison, planning and development and customer request management.

## 6. SPORT AND RECREATION

### Strategic Goal

Our sport and recreation opportunities meet the needs of our residents and visitors.

#### Outcomes

**6.1 Sport and recreational infrastructure in the region is well maintained and fit for purpose.**

**6.2 Stronger partnerships with sporting organisations drive increased participation.**

**6.3 The region hosts high quality and accessible sporting events and unique recreational opportunities.**

Activity	Description	End Date	Lead Team
Beaunesert Recreational Precinct	Progress detailed design and apply for funding to support delivery of Beaunesert Recreational Precinct.	30-Jun-26	Capital Works
Parks and Amenities Strategy	Develop, analyse and implement strategic outcomes for Parks and Amenities across the Region.	30-Jun-26	Parks and Landscape Maintenance

## Contributing Services

### **Swimming Pools**

**Why we do it:**

To provide residents and visitors the opportunity to learn to swim, participate in physical activity, exercise and socialise with friends and family in a safe aquatic setting.

**What we do:**

Provide five seasonal public swimming pools, and one aqua fitness centre, for water sport, health and fitness, physical therapy, recreation and water safety education.

### **Park and Landscape Maintenance**

**Why we do it:**

To provide the community with safe, public open spaces for recreation, social gatherings, exercise, and relaxation.

**What we do:**

Maintain parks and open spaces, including mowing, landscaping and tree maintenance.

### **Campgrounds**

**Why we do it:**

To ensure that Council controlled campgrounds in the region are available to for use by visitors and enhance the visitor opportunities within the Scenic Rim.

**What we do:**

Manage and maintain Council controlled campgrounds to a suitable level for the attraction of guests.



## GUIDING PRINCIPLES

Council's guiding principles underpin everything it does. These principles represent how the organisation operates and makes decisions. They apply to both day-to-day service delivery and the delivery of the strategic goals in this Plan.

Council identifies and manages strategic risks as part of the risk management framework. The FOCUS guiding principles will help to address identified risks facing the organisation.

Five guiding principles, which together will shape a new organisational development program, spell out the word FOCUS. This sets out the things which, over the next five years, will be a focus for Council to develop and improve the way the organisation operates.

A FOCUS on financial sustainability will deliver value for money. This will be achieved through responsible management of resources, robust budget processes, asset management planning that supports effective maintenance and renewal of assets, and a strategic approach to procurement.

A FOCUS on operational efficiency will help to streamline Council's systems and processes. Over the next five years, Council needs to update IT systems and undertake a program of continuous improvement activities to drive efficiency and effectiveness. Operational effectiveness also depends on robust governance processes that include policy, audit and risk management.

A FOCUS on customer responsiveness continues to be a top priority for Council. Council wants to make sure that doing business with the organisation is as easy as possible and that customers find Council to be responsive. It is important to provide accurate information at the appropriate time and ensure engagement is inclusive and accessible.

A FOCUS on supporting a united team will provide impact across all aspects of the Corporate Plan. It will create a safe and positive workplace culture for the team at Council. Developing leaders and listening to employees will create the foundation for a strong culture. Attracting and retaining talent and valuing the contribution employees make to the region is an ongoing priority for Council.

A FOCUS on strategic local partnerships will allow Council to deliver on a challenging and ambitious program. Strategic goals will require support from other organisations and new partnerships will be needed to enable Council to work collaboratively with others for the benefit of the region.

# FINANCIAL SUSTAINABILITY

## Outcomes

**Budget planning** is responsible, complies with the Queensland Financial Sustainability Framework, and ensures funds are appropriately allocated for services and strategic priorities.

**Revenue streams** are maximised and new revenue options explored.

**Expenditure controls** prevent waste and support informed decisions about how resources are allocated.

**Asset management** practices are mature and provide quality data to support planning and maintenance.

Strategic **procurement** ensures value for money and supports delivery of services.

**Property** acquisition, disposal and management are strategic and support Council's long-term goals.

Activity	Description	End Date	Lead Team
Procurement Policy Review	The review and development of contemporary procurement policies, procedures, guidelines and manuals that will provide the necessary assistance to Council buyers in their procurement requirements.	30-Jun-26	Procurement and Supply
Drive Value-for-Money and Commercial Outcomes	Embed whole-of-life costing, sustainability, and social value considerations into procurement decisions. Increase use of aggregated buying, prequalified supplier panels, and innovative procurement methods. Conduct market sounding and sourcing strategy development for high-value and complex procurements.	30-Jun-26	Procurement and Supply
Camping Facility Business Model	Undertake a feasibility assessment of the business model options available to council with the objective to ensure ongoing revenue is received by council, and facilities are appropriately maintained.	30-Jun-26	Resources and Sustainability

## Contributing Services

### Financial Services

**Why we do it:**

To ensure good financial management and financial sustainability.

**What we do:**

Provide financial management, treasury management, statutory financial compliance and reporting, budgeting, asset accounting, creditor payment services and payroll services.

### Procurement

**Why we do it:**

To provide strategic sourcing and fit for purpose goods and services from local and other markets to Council

**What we do:**

Deliver a procurement and supply service that supports the operations of Council.

### Property Management

**Why we do it:**

To manage Council's land portfolio, and ensure there is strategic direction for Council land assets.

**What we do:**

Manage Council owned land, provide related advice, project oversight, land sales, land acquisitions, and ensure compliance with relevant legislation.

### Rates and Revenue

**Why we do it:**

It is a legislative requirement to levy rates and charges, as the main revenue source for Council to perform and deliver essential services to the ratepayers and community.

**What we do:**

Process rates and charges levied, arranges collection of outstanding rates-related debts, and resolves external customer enquiries, while providing exceptional customer service to the community.



# OPERATIONAL EFFECIENCY

## Outcomes

Council's Service Catalogue includes clear **service standards**, performance information and costings.

Modern and effective **technology systems** support service delivery.

A corporate **improvement program** drives efficiency and improves services.

**Performance** reporting is clear, timely and supports decision-making, and **benchmarking** allows comparison with similar councils.

Council **projects** are well coordinated and managed.

**Decision-making** processes are robust, transparent and supported by relevant information.

**Audit** provides assurance and identifies opportunities for improvement, with risk management being embedded in operational planning.

Activity	Description	End Date	Lead Team
Service Catalogue	Develop service catalogue that defines cost, service levels, performance measures and targets.	30-Sep-25	Business Systems Analysis
Talent Acquisition and Retention	Plan to outline Council's strategies for talent acquisition and retention that will assist in building stronger and motivated team to deliver exceptional results for our community.	30-Jun-26	Recruitment and Selection
Enhance Procurement Capability and Culture	Build procurement capability across Council through targeted training and mentoring. Foster a "commercial mindset" and value-for-money culture across departments. Establish clear roles and responsibilities between Procurement, Contract Owners, and Business Units.	30-Jun-26	Procurement and Supply
Develop Compliance Framework	A compliance framework helps ensure Council follows all relevant laws, regulations, standards, internal policies, and ethical practices.	30-Jun-26	Governance and Corporate Assurance
Improve Procurement Risk Management	Integrate a Procurement Risk Assessment Framework into all major procurement and contracting activities. Regularly review risk profiles and update controls as part of project and contract management. Use risk-adjusted procurement planning, especially for high-risk sectors (e.g., construction).	30-Jun-26	Procurement and Supply
ICT Strategy - Cyber Security Controls	Strengthen Council's cyber security.	30-Jun-26	ICT Operations

## OPERATIONAL EFFECIENCY (*Continued*)

Activity	Description	End Date	Lead Team
ICT Strategy - Enterprise Asset Management System Implementation	EAM provides Council the ability to use one holistic view of our asset base to increase asset life, reduce risk and build operational efficiency into their entire asset lifecycle.	30-Jun-27	ICT Projects
Project Management Framework	Review of Council's project managment framework (Capital/Operational), Prioritisation Framework, Project Management Software.	30-Jun-26	Project Delivery

## Contributing Services

### **Facilities Maintenance and Management**

#### **Why we do it:**

To maintain Council owned buildings to acceptable standards, fit for purpose and compliant with regulations, in a cost-effective manner.

#### **What we do:**

Deliver maintenance and building services for Council owned assets, other than selected leased properties.

### **Fleet Management**

#### **Why we do it:**

To ensure fleet assets are maintained per legislative, statutory, regulatory and scheduled servicing requirements for optimal use.

#### **What we do:**

Coordinate the tender, procurement, management, compliance and replacement of fleet assets, including plant and associated services.

### **Fleet and Plant Maintenance**

#### **Why we do it:**

To ensure that all of Council fleet assets are fabricated, maintained, and repaired to meet legislative and regulatory requirements, whilst also meeting internal customer demands at an economical cost and high quality.

#### **What we do:**

Provide dependable and fit-for-purpose fleet, assets and equipment through high quality scheduled maintenance, preventative maintenance, repairs, and where possible fabricate, modify, and repair assets and equipment in Council workshops for facilities.

### **Governance and Internal Audit**

#### **Why we do it:**

To ensure effective oversight, accountability, transparent and responsible decision making.

#### **What we do:**

Enhance governance practices, streamline decision making processes, promote transparency, accountability and efficiency in Council operations.

Also assist Council in enhancing its governance practices, streamlining decision-making processes, and promoting transparency, accountability, and efficiency in its operations.

### **Information Services and Technology**

#### **Why we do it:**

To create and maintain an efficient, effective and secure environment to support Council business operations through the provision of information and technology services.

#### **What we do:**

Provide a range of information systems, information services and technology to Council.

## Contributing Services (*Continued*)

### **Strategic Infrastructure Planning and Delivery**

#### **Why we do it:**

To preserve and extend the service life of long-term infrastructure assets while achieving the required level of service.

To support council in a value for money investment in infrastructure in operational, maintenance and capital.

To deliver strategic projects which support the growth in the region.

#### **What we do:**

Provide asset information services, development of the Capital Works Program, coordination of capital works, asset management and infrastructure planning services.

# CUSTOMER RESPONSIVENESS

## Outcomes

Clear **standards** for customer service are established and communicated through an updated Customer Charter.

Customer **processes** are made easier, and customers are informed about progress with their requests. Customers receive prompt and appropriate responses to **complaints**.

Customer **feedback** guides Council's service planning and drives improvements to overall customer experience.

Accurate, clear and timely **communication**, online and through individual communication channels, is consistently provided.

Inclusive and accessible **engagement** opportunities inform Council decisions.

Activity	Description	End Date	Lead Team
Website Review and Update	Update website with increased customer information and online channels. Project includes migration of current site to an entirely new content management system, new service provider and new platform.	31-Dec-25	Communications and Marketing
ICT Strategy - Online Customer Service Request System	Implementation of online Customer Service Request system.	31-Dec-26	ICT Projects

## Contributing Services

### **Communications and Marketing**

**Why we do it:**

To increase awareness and understanding of programs, services, events and decision-making processes and inform and connect with our communities.

**What we do:**

Deliver internal and external communications, social media, media monitoring, media outlet relationship management and targeted marketing campaigns.

### **Customer Contact and Community Engagement**

**Why we do it:**

To provide the community with a frontline customer service function, improve customer experience and provide meaningful community consultation for a range of projects.

To provide the community access to Queensland Government Agency Program (QGAP) services.

**What we do:**

Provide excellent customer service in accordance with the Customer Charter via a multi-channel service delivery model and undertake meaningful community engagement in accordance with the International Association for Public Participation (IAP2) framework.



# UNITED TEAM

## Outcomes

The safety and **wellbeing** of workers is consistently supported as a top priority.

A positive, values-driven **culture** is evident across the whole organisation.

Council invests in **learning and development**, with a focus on leadership skills.

Council uses innovative approaches to attract and retain **talent**.

Activity	Description	End Date	Lead Team
Organisational Structure Review	Implement and embed Council's organisational structure to enable delivery services and the strategic goals.	30-Jun-26	Human Resources
People and Culture Strategy	Develop and implement a People and Culture Strategy and associated plans and programs to support improved workplace culture. Align Council's Values and Culture with Council's strategic goals, employee engagement and service delivery.	30-Jun-26	Human Resources
Certified Agreement	Negotiation of new certified agreement for the next 3-4 years.	31-Jul-25	Human Resources
Leadership Development	Delivery of Emerging Leaders Program and delivery of senior leadership development.	30-Jun-26	Human Resources

## Contributing Services

### **Human Resources**

#### **Why we do it:**

Human Resources provides the services to support the overall effectiveness and efficiency of the workforce, through developing and implementing effective tools, systems, frameworks, and methodologies for sourcing and managing the workforce.

#### **What we do:**

Provide talent sourcing, employee onboarding, performance management, learning and development, industrial relations, legislative compliance, advice and guidance on any workforce-related matters.

### **Work Health, Safety and Wellbeing**

#### **Why we do it:**

To ensure the health, safety and wellbeing of all workers through the provision and maintenance of a safe work environment, safe systems of work, safe plant and structures and the prevention and/or management of illness or injury arising from the operations of Council.

#### **What we do:**

Provide systems and services to ensure the health, safety and wellbeing of workers, contractors, employees of contractors and sub-contractors and visitors.

## STRATEGIC LOCAL PARTNERSHIPS

### Outcomes

**Effective** advocacy supports external investment in regional priorities.

**External funding** is secured to support delivery of priorities.

**Partnerships** have clear purposes and robust governance processes.

Scenic Rim is **represented** at key local government industry events and forums.

Activity	Description	End Date	Lead Team
Consultation - Three Levels of Government	Coordinate bi-annual meetings involving the Mayor and Councillors, Federal Member for Wright and State Member for Scenic Rim.	30-Jun-26	Office of the CEO
Strengthen Contract and Supplier Relationship Management	Implement consistent contract management frameworks across Council. Develop supplier performance monitoring processes including KPIs, scorecards, and formal reviews. Enhance management of risks, variations, disputes, and renewals/extensions.	30-Jun-26	Procurement and Supply