

SCENIC RIM REGIONAL COUNCIL

2026-2027 OPERATIONAL PLAN



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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 2026-2027 is key to the delivery of projects and programs in line with the vision of the Corporate Plan, *Scenic Rim 2025-2030*.

The activities detailed in the Operational Plan align with, and inform, Council's annual budget and reflect the corporate values of Service, Resilience, Respect and Commitment.

These values articulate a positive approach to the community and customers, responsiveness to challenges, the valuing of individuals and acknowledgment of traditional owners, and dedication to the region's goals and sustainable future.

Linked to Council's Service Catalogue, the Operational Plan is focused on tangible outcomes and the benchmarking of performance of departments across the organisation to ensure they meet the needs of the community.

Effective asset management and infrastructure planning are key priorities shared by Council and the community for the region's current and future needs, against the backdrop of the Scenic Rim's projected growth over the next 15 years.

The Operational Plan is delivered under the seven themes of:

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

The five guiding principles of FOCUS - Financial Sustainability, Operational Efficiency, Customer Responsiveness, United Team and Strategic Local Partnerships - support the goals of the Corporate Plan and the continued delivery of key strategies.

The Operational Plan provides clear direction for the organisation, enabling effective monitoring of key activities throughout the year through quarterly progress reporting culminating in the Annual Report following the conclusion of the financial year.

It also provides a robust framework for the organisation in meeting the challenges faced by the Scenic Rim in one of Australia's most rapidly growing regions, South East Queensland.



Executive Summary

Scenic Rim Regional Council's (Council) Operational Plan 2026-2027 (Plan) has been developed in alignment with the strategic goals and guiding principles of the Corporate Plan 2025-2030 (Corporate Plan), as required by sections 174 and 175 of the *Local Government Regulation 2012*. Council's key strategic projects are also included in this Plan.

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.

The progress of each activity will be monitored and reported on throughout the year, to increase transparency and accountability, and provide the community an overview of Council's performance against its key strategic goals. Reporting includes quarterly performance reports and Council's Annual Report.



Strategic Planning Framework

Corporate Planning

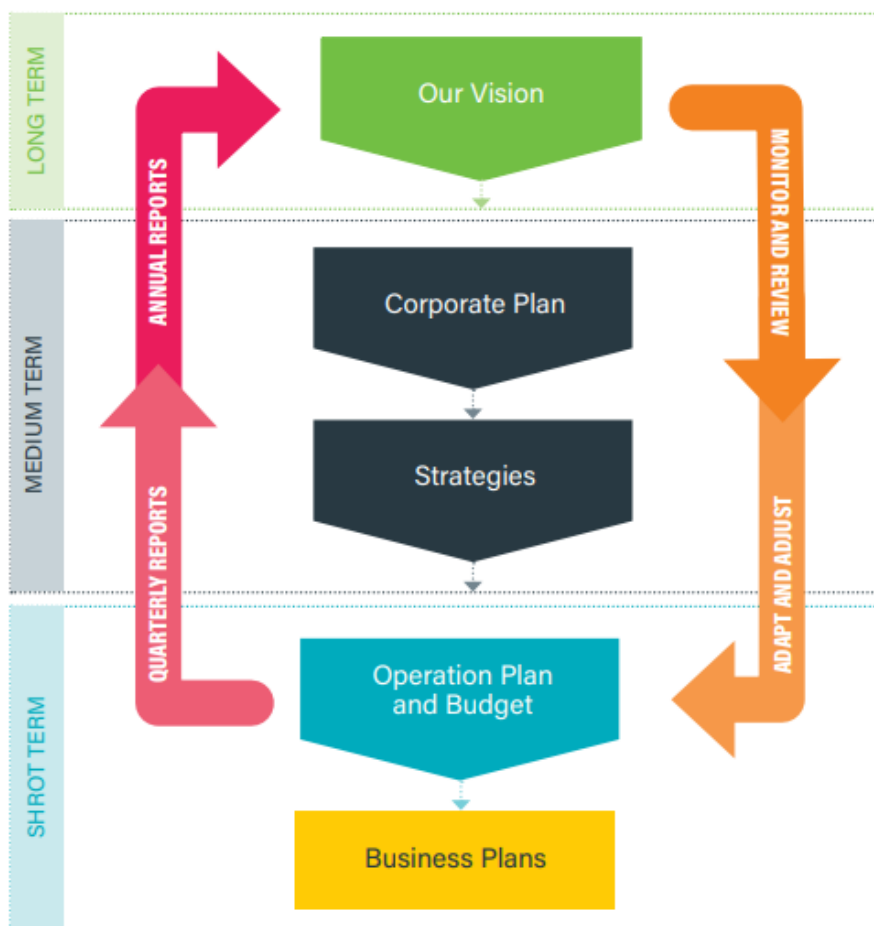
The Operational Plan is a key component of Council's strategic planning framework and should be considered along with other planning documents, including the long-term financial forecast, annual budget and corporate reporting framework.

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 activities and day-to-day services Council will undertake 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 2026-2027. 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 2026-2027. Some activities have multi-year delivery schedules, but the Operational Plan refers to the phase or segment expected to be delivered in 2026-2027.

It is important to note that the Operational Plan is a living document and can be updated or amended, by Council, at any time during 2026-2027. This is 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 high quality 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 (cont'd)

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 2026 (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 Council delivers to our community.

Arts and Culture	Information Services and Technology
Environmental Planning and Biodiversity	Library Services
Campgrounds	Park Maintenance
Communications and Marketing	Plant and Fleet Maintenance
Community Development	Procurement and Supply
Contracts and External Works	Property Management
Customer Service and Engagement	Rates and Revenue
Development Services	Regional Events
Disaster Management	Regulatory Services
Economic Development and Tourism	Road Maintenance and Operations
Facilities Maintenance and Management	Strategic and Land Use Planning
Financial Services	Swimming Pools
Fleet Management	Waste and Resource Recovery Services
Governance and Internal Audit	Work Health, Safety and Wellbeing
Human Resources	

Within the strategic goals and guiding principles the services are outlined to clearly link 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 is financially sustainable.

Strategic Planning Framework (cont'd)

Performance Reporting

Quarterly Operational Plan Progress Reports

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 actions are required 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.

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 the 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 2025-2030.



Planning and 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 Regional Plan review is informed by 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.

Operational Plan Activities 2026-2027

ACTIVITY	DESCRIPTION	END DATE	LEAD TEAM
Investigate feasibility of master planning outcomes	Review and investigate the feasibility of delivery of Kooralbyn, Kalbar and Canungra Master Plans for potential future implementation.	30 June 2027	Project Delivery
Planning Scheme Amendments	Progress adopted planning scheme amendments in accordance with Council resolutions.	Ongoing	Planning & Development
Parking Strategy	Develop a draft Parking Strategy for select town centres.	31 March 2027	Transport & Assets
Scenic Rim Growth Management Strategy (SRGMS)	Review the SRGMS to respond to anticipated projected growth across the region.	31 May 2027	Planning & Development
South East Queensland (SEQ) Regional Plan Review process	Council officers actively participate in SEQ Regional Plan review process and advocate for good planning outcomes for the Scenic Rim region.	30 June 2027	Planning & Development

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 delivered effectively.
- 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.

Operational Plan Activities 2026-2027

ACTIVITY	DESCRIPTION	END DATE	LEAD TEAM
Road network condition assessment	Undertake a condition assessment of the entire road network to formulate a rehabilitation program for the next three years.	31 March 2027	Asset Management
Footpath network condition assessment	Undertake a condition assessment of the entire footpath network to formulate a rehabilitation program for the next three years.	31 March 2027	Asset Management
Drainage Service Levels	Review current drainage service levels and undertake a detailed cost assessment of services for consideration in future budget planning cycles.	31 March 2027	Road Maintenance
Integrated Transport Planning	Implement key outcomes of the Integrated Transport Plan within the road network and active transport capital works and operational planning.	30 June 2027	Asset Management
Integrated Transport Planning	Investigate and advocate for public transport options within the Scenic Rim as per the Public Transport Strategy section of the Integrated Transport Plan.	30 June 2027	Asset Management
Disaster Recovery Funding Arrangements - finalise delivery 2023 onwards	Finalise delivery of the allocated projects for all prior disaster events in accordance with agreed programs offered by Queensland Reconstruction Authority (QRA).	30 June 2027	Infrastructure Recovery

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.

Operational Plan Activities 2026-2027

ACTIVITY	DESCRIPTION	END DATE	LEAD TEAM
Economic Development Strategy	Implement Year One actions of the Scenic Rim Economic Development Strategy 2026-2030.	30 June 2027	Economic Development & Tourism
Bromelton State Development Area	Promote and advocate investment opportunities including Bromelton State Development Area, and South East Queensland (SEQ) City Deals.	Ongoing	Economic Development & Tourism
Bromelton State Development Area	Conducting regular industry meetings through the Scenic Rim Strategic Coordination Group.	Quarterly	DPDE Office Economic Development & Tourism
Industrial Land Development	Work with Planning & Development team to promote existing, and support the development of additional, industrial land as outlined in the Scenic Rim Economic Development Strategy.	30 June 2027	Economic Development & Tourism Planning & Development
Scenic Rim Eat Local Month	Deliver Scenic Rim Eat Local Month and Winter Harvest Festival.	30 June 2027	Economic Development & Tourism
Regional Events Sponsorship Program	Deliver funding to event organisers through the Scenic Rim Regional Events Sponsorship Program.	30 June 2027	Economic Development & Tourism
Tourism Promotion and Visitor Servicing	Promote visitation and visitor spend throughout the region through branding, marketing, promotion, accessibility and visitor servicing.	30 June 2027	Economic Development & Tourism

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.

Operational Plan Activities 2026-2027

ACTIVITY	DESCRIPTION	END DATE	LEAD TEAM
Develop a Library Services Strategic Plan 2027-2032 including implementation roadmap	Develop a comprehensive five-year strategic plan to guide the planning, delivery and growth of library services across the region. The strategy will strengthen literacy and lifelong learning, enhance digital access and inclusion, support community connection and wellbeing, and ensure library spaces, programs and collections respond to evolving community needs.	31 December 2026	Library Services
Partner with First Nations communities to progress reconciliation	Engage with community to develop a Reconciliation Action Plan.	30 June 2027	Cultural Services
Deliver significant public art projects that celebrate the heritage of the region and activate public spaces	Partner with artists, designers and Council teams to deliver the nature-based playscape in Davidson Park as part of the South East Queensland City Deal Public Art Initiative.	30 June 2027	Cultural Services
Shifting Ground Touring Exhibition	Continue National tour of Shifting Ground Exhibition until 2029, funded by Visions Australia grant.	30 June 2027	Cultural Services
Arts and Culture Strategic Plan 2027-2032	Develop a strategy to guide planning, support and investment for arts, culture and heritage in the region that increases creative participation, community wellbeing and regional identity.	30 June 2027	Cultural Services
Arts, Culture and Heritage grants	Provide funding opportunities that empower locally led initiatives to preserve, activate and strengthen arts, culture and heritage.	30 June 2027	Cultural Services

Community venues are contemporary, appropriate and support a diverse range of services and programs, and are maximised through increased usage and access	Review venues to identify gaps and opportunities to increase venue hire and community use.	30 June 2027	Cultural Services
Progress detailed planning of new Beaudesert Library	Update and contemporise design of an appropriate library for Beaudesert to ensure readiness for construction.	30 June 2027	Library Services
RFID Smart Technology Roll Out	Progress regional roll out from the pilot installation of smart lockers and return shelves into other library branches.	30 June 2027	Library Services
Community Engagement Strategic Plan 2027-2031	Develop and implement the Community Engagement Strategic Plan 2027 - 2031.	30 June 2027	Customer Service & Engagement
Build organisational capability in community engagement planning and delivery	Develop and deliver internal training sessions and toolkits for project managers and coordinators to improve understanding of engagement planning, stakeholder identification, risk mitigation and communication tone. Promote early engagement integration in project initiation documents.	30 June 2027	Customer Service & Engagement
Strengthen community wellbeing through coordinated community development and safety initiatives	Broaden the Community Safety Partnership and develop an integrated Community Development Strategy, incorporating a Youth Strategy, to enhance community safety, participation, inclusion and social connection across the region.	30 June 2027	Community Development
Facilitate community connection and resilience through local engagement and capacity building	Work with community groups, volunteers and residents to deliver inclusive activities and initiatives that promote social connection, learning opportunities, wellbeing and community resilience.	30 June 2027	Community Development
Coordinate partnerships and advocacy to address homelessness and complex social issues	Facilitate cross-sector collaboration and advocate for accessible homelessness and support services within the region, addressing complex social issues and improving coordinated responses for those experiencing or at risk of homelessness.	30 June 2027	Community Development



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.

Operational Plan Activities 2026-2027

ACTIVITY	DESCRIPTION	END DATE	LEAD TEAM
Biosecurity Program	Fire Ant Treatment - Treat and map local and main roads for fire ant nests within the suppression zone.	Bi-annually	Environmental Planning & Biodiversity
Biosecurity Program	Deliver Council's pest animal baiting program to rural landholders.	Bi-annually	Environmental Planning & Biodiversity
Biosecurity Program	Monitor and treat the region's local and main roads for priority invasive weeds.	Bi-annually	Environmental Planning & Biodiversity
Conservation Programs	Deliver the koala SEQ Threat Management Initiative through weed control at Canungra and Birnam, ecological burns on the Western Escarpment reserves.	31 December 2026	Environmental Planning & Biodiversity
Flying-Fox Management	Deliver the Rathdowney and Canungra flying-fox roost management grants.	31 December 2026	Environmental Planning & Biodiversity
Environmental Grants	Provide funding opportunities for community groups to undertake positive conservation projects.	30 January 2027	Environmental Planning & Biodiversity
Fire Mitigation	Schedule maintenance of 50km of Council fire trail and asset protection lines on Council reserves.	30 June 2027	Environmental Planning & Biodiversity
Resilient Rivers Initiative	Deliver six riparian bank restoration and stabilisation projects with target landholders in the Bremer and Albert-Logan catchments.	30 June 2027	Environmental Planning & Biodiversity
Conservation Programs	Deliver the Restore and Reconnect Koala Habitat Initiative through weed control and community awareness at Aratula Conservation Area and Boonah reserves, as partnered with the Queensland Government and Health Land and Water.	30 June 2027	Environmental Planning & Biodiversity

Climate Resilience	Council officers actively participate in the SEQ Climate Resilient Alliance (SEQCRA).	Quarterly	Environmental Planning & Biodiversity
Conservation Programs	Deliver and promote the Conservation Partnerships Programs (Land for Wildlife & Voluntary Conservation Agreements) with private landholders across the region.	Quarterly	Environmental Planning & Biodiversity
Waste and Resource Recovery Strategy 2027-2032	Draft the Scenic Rim 2027-2032 Waste and Resource Recovery Strategy. Identify opportunities for improved resource recovery.	30 June 2027	Waste Services
Organics Collection Kerbside Service	Review service delivery models and approaches to maximise benefits to the Scenic Rim Community with evaluation presented to Council.	30 June 2027	Waste Services
Waste Education Implementation Plan	Develop and deliver updated waste education materials and programs for schools and the community aligned to the 2027-2032 Waste and Resource Recovery Strategy.	30 June 2027	Waste Services
Waste Education Implementation Plan	Manage and deliver targeted programs and events to highlight and improve resource recovery opportunities and performance.	30 June 2027	Waste Services
Container Exchange Basket Installation Program	Expand current network of Container Exchange points across the region.	30 June 2027	Waste Services
Develop and implement policies to improve service standards for waste and recycling	Develop criteria and standards for the installation of public place litter bin infrastructure.	30 June 2027	Waste Services
Household Battery Recycling	Identify logistical and infrastructure needs to expand current recycling services to include a standalone household battery recycling service.	30 June 2027	Waste Services
Manage Leachate at Waste Facilities	Reduce leachate volumes and restore operational capacity to the landfills.	30 June 2027	Waste Services
Water for Warrill Valley	Advocate for Water for Warrill Pty Ltd to identify projects that contribute towards increasing water resilience within the region.	30 June 2027	Economic Development & Tourism



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.

Operational Plan Activities 2026-2027

ACTIVITY	DESCRIPTION	END DATE	LEAD TEAM
Explore opportunities for new open space and sports land and facilities in accordance with the Sport and Recreation Plan 2024-2034, including a multi-sport precinct in Beaudesert	Beaudesert multisport precinct – investigation and submission to Federal government for environmental comment and consideration.	30 June 2027	Project Delivery
Coronation Park Recreational Precinct Plan	Undertake community consultation in relation to an updated Coronation Park Recreational Precinct Plan and report to Council.	30 June 2027	Sport & Recreation
Kooralbyn new Sport and Recreation Land Provision	Investigate land purchase and engagement with private partners to obtain active recreation / open space areas.	30 June 2027	Sport & Recreation



FOCUS

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 shape our 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 the delivery of services.
- **Property** acquisition, disposal and management are strategic and support Council's long-term goals.

Operational Plan Activities 2026-2027

ACTIVITY	DESCRIPTION	END DATE	LEAD TEAM
Annual Audited Financial Statements	Complete all tasks to finalise statements, obtain certifications and publish publicly.	31 October 2026	Financial Accounting
Waste - Commercial Business Unit Performance Plans	Review Waste business unit operations, financial objectives, targets, and activities for council-owned business units.	30 November 2026	Financial Accounting
Fleet Capital Expenditure (CAPEX) Planning	Calculating total cost of ownership for each asset, including depreciation and disposal value.	31 March 2027	Fleet Management
Annual Budget	Operational Plan should be consistent with the annual budget.	30 June 2027	Financial Accounting
Long-Term Financial Forecast	Ensuring operational activities align with long-term financial sustainability forecasts.	30 June 2027	Financial Accounting
Monitoring and Reporting on Financial Progress	Quarterly or periodic reporting on budget performance and financial KPIs.	Quarterly	Financial Accounting
Debt and Investment Management	Managing borrowings, investments, and cash flow.	Quarterly	Financial Accounting
Fleet Capital Expenditure (CAPEX) Planning	Forecasting and costing new vehicle purchases, plant upgrades, and major refurbishments.	30 June 2027	Fleet Management
Fleet Capital Expenditure (CAPEX) Planning	Preparing annual and long-term budgets for fleet acquisition, replacement, and maintenance.	30 June 2027	Fleet Management
Fleet operational costs monitoring	Tracking fuel usage, pricing trends, and efficiency metrics.	Monthly	Fleet Management
Fleet operational costs monitoring	Reviewing usage data to identify under- or over-utilised assets.	Monthly	Fleet Management
Procurement and Contract Management	Ensuring procurement aligns with budget and financial policies.	Monthly	Procurement & Supply

Revenue Management (Rates, Fees, Charges)	Ensuring correct twice-yearly rate and charges levy and notices are completed.	31 July 2026 31 January 2027	Rates & Revenue
Revenue Management (Rates, Fees, Charges)	Maintain property database and complete supplementary notices.	Monthly	Rates & Revenue
Revenue Management (Rates, Fees, Charges)	Planning for revenue collection to support operational activities.	Monthly	Rates & Revenue
Asset Management	Continue to review asset management plans to guide depreciation, maintenance, and capital investment.	30 June 2027	Transport & Assets



Operational Efficiency

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.

Operational Plan Activities 2026-2027

ACTIVITY	DESCRIPTION	END DATE	LEAD TEAM
ICT Cyber Security uplift and controls testing	Embed cyber security controls and testing to ensure readiness and accountability for cyber incidents.	31 December 2026	Information Services & Technology
Review Business Software packages that support operational activities across the Planning, Development & Environment Directorate	Investigate the implementation of Infrastructure Charges software to assist with tracking infrastructure charges.	31 March 2027	Information Services & Technology Planning Development & Environment
ICT Strategy – Enterprise Asset Management (EAM) System Implementation	Provide Council with the ability to use a holistic view of Council's assets to improve operational efficiency and manage asset lifecycles.	30 June 2027	Information Services & Technology
Corporate Governance improvements	Embed a governance framework that aids better decision making and ensures compliance with legislative obligations.	30 June 2027	Governance & Internal Audit
Enhance internal audit outcomes through stronger independence and objectivity	Review the internal audit function to ensure stronger focus on audit and continuous improvements that enable productivity and effective outcomes.	30 June 2027	Governance & Internal Audit

Customer Responsiveness

Outcomes

- Clear **standards** for customer service are established and communicated through an updated Customer Service Charter.
- Customer **processes** are made easier, and customers are informed about progress with their requests.
- Customers receive **prompt and appropriate** responses to enquiries and complaints.
- Customer **feedback** guides Council’s service planning and drives improvements to the 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.

Operational Plan Activities 2026-2027

ACTIVITY	DESCRIPTION	END DATE	LEAD TEAM
Embed whole of organisation customer service standards	Finalise a new Customer Service Charter and embed customer service responsibilities across the organisation.	31 December 2026	Customer Service & Engagement
Enhance capture of customer and stakeholder contact preferences and engagement interests	Improve Customer Request Management (CRM) functionality to record communication preferences (email, phone, SMS), demographic indicators, and project interest categories.	30 June 2027	Customer Service & Engagement
ICT Strategy - Online Customer Service Request System	Implement an online Customer Service Request System.	30 June 2027	Information Services & Technology
Improve Community Engagement Performance Reporting and Close-the-Loop Practices	Enhance Council’s approach to measuring and reporting community engagement outcomes, with a focus on quality participation and transparent feedback processes.	30 June 2027	Customer Service & Engagement



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**.

Operational Plan Activities 2026-2027

ACTIVITY	DESCRIPTION	END DATE	LEAD TEAM
People and Culture Strategy	Finalise Council's People and Culture Strategy and commence implementation of Year One actions.	30 June 2027	Human Resources
Leadership Development Program	Implement a Leadership Development Program to build leadership capability across the organisation.	30 June 2027	Human Resources
Workforce Planning, Succession and Knowledge Retention	Develop and implement a Transition to Retirement Policy and Program to support succession planning and knowledge retention.	30 June 2027	Human Resources
WHS Strategic Planning	Deliver Year Three of the 2024-2028 WHS Plan.	30 June 2027	WHS



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.

Operational Plan Activities 2026-2027

ACTIVITY	DESCRIPTION	END DATE	LEAD TEAM
Consultation with the Three Levels of Government	Arrange two meetings during the year as forums for the Mayor, Councillors and Executive to advocate for support from the Federal Member and State Members to achieve Council's projects and priorities.	30 June 2027	Executive Services
Meeting with relevant industry bodies to discuss growth management strategies and issues across the region	Meet with local Urban Development Institute of Australia (UDIA) representatives.	Bi-annually	Planning, Development & Environment
Meeting with relevant industry bodies to discuss growth management strategies and issues across the region	Meet with utilities providers (e.g. Urban Utilities/Energy Australia/Telstra/SEQ Water).	Bi-annually	Planning, Development & Environment
Arts, Culture and Heritage	Develop local partnerships to support arts, culture and heritage and deliver networking opportunities.	30 June 2027	Cultural Services

