



**Burdekin**  
Shire Council

# Operational Plan 2025/2026



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# Our Community

We are a welcoming, inclusive and adaptive community.

## Objective: Healthy, Inclusive, and Socially Engaged Community

Promote wellbeing, inclusivity, and social connection by supporting accessible services, programs, and initiatives that foster health, equity, and community participation.

- Support projects and activities to improve public safety, health, and inclusiveness through strategic partnerships.
- Encourage equitable access to facilities and resources.
- Provide ongoing support for art, culture, youth, seniors, and welfare activities.
- Build active communities by delivering programs promoting regular physical activity and wellbeing

Operational Plan Activities		Accountability		Delivery targets			
Ref	Targeted Activities	Measure	Responsible Officer	Q1	Q2	Q3	Q4
ED01	<i>Advocate for funding to employ a housing officer to implement the Local Housing Action Plan (LHAP)</i>	Funding secured via NQROC	Economic Development Coordinator	✓	✓	✓	✓
CD1	<i>Facilitate partnerships with community organisations within the Shire to ensure a co-ordinated community-focussed approach to service delivery.</i>	Facilitate regular community sector network meetings.  Manage BSC donations and in-kind support to Burdekin Community Association, PCYC and Burdekin Neighbourhood Centre and other welfare groups.	Manager Community Services	✓	✓	✓	✓

Objective: Healthy, Inclusive, and Socially Engaged Community							
Operational Plan Activities		Accountability		Delivery targets			
Ref	Targeted Activities	Measure	Responsible Officer	Q1	Q2	Q3	Q4
L01	<p><i>Develop and foster strong networks and partnerships with other Council sections, local and other service providers and support agencies, State Library of Queensland, and other library services, to deliver contemporary, innovative, relevant, and inclusive library services, facilities and programs to Shire residents.</i></p> <p><i>Library Strategic Plan 1.1, 2.3, 9.1, 9.2, 9.3</i></p>	<p>Wide variety of services and programs delivered including:</p> <ul style="list-style-type: none"> <li>- First 5 Forever</li> <li>- Digital Literacy</li> <li>- School holiday program</li> <li>- Outreach</li> <li>- Adult/children</li> <li>- First Nation</li> </ul> <p>Number of sessions and Number of participants</p> <ul style="list-style-type: none"> <li>- New collaborations and partnerships and associated initiatives</li> <li>- Service delivery highlights/changes relating to existing collaborations and partnerships.</li> </ul>	Library Services Manager	✓	✓	✓	✓
AM1	<i>Participate in and promote responsible animal ownership.</i>	<p>Four animal management topics covered in media.</p> <p>De-sexing applications approved in accordance with guidelines.</p> <p>Three discounted microchipping events held.</p>	Coordinator Environment and Health Projects	✓	✓	✓	✓
BS1	<i>Undertake a monitoring and larvicidal program to manage mosquito numbers as per Council's Biosecurity Plan including proactive larvicide control during adverse weather conditions.</i>	<p>Implement the Mosquito Management Plan and treatment of known breeding sites as detailed in the Biosecurity Plan.</p> <p>Identify adverse weather events and develop an appropriate response to reduce mosquito numbers.</p>	Coordinator Public Health and Environment	✓	✓	✓	✓
CV1	<i>Facilitate a diverse range of events, shows and activities at each of the Council-owned Cultural Venues through the provision of high quality services to meet the needs of the community.</i>	<p>Quarterly Reports delivered to Council including number of attendees, number of events and range of events at each cultural venue.</p> <p>Client (all hirers including visiting and local hirers) satisfaction survey results.</p>	Cultural Venues Manager	✓	✓	✓	✓

Objective: Healthy, Inclusive, and Socially Engaged Community							
Operational Plan Activities		Accountability		Delivery targets			
Ref	Targeted Activities	Measure	Responsible Officer	Q1	Q2	Q3	Q4
L02	<i>Work with State Library of Queensland's Regional Digital Development Officer, to improve digital inclusion (access, affordability, digital ability) in the Burdekin Shire. Library Strategic Plan 2.3 &amp; 9.3</i>	Engagement with Regional Digital Development Officer. Identification of opportunities to improve digital inclusion. Initiatives implemented to improve digital inclusion.	Library Services Manager	✓	✓	✓	✓
CD2	<i>Facilitate an active Youth Council</i>	Hold regular Youth Council meetings throughout the year. Present Youth Council Minutes to Council.	Manager Community Services	✓	✓	✓	✓
CD3	<i>Develop and implement the Burdekin Shire Youth Plan.</i>	Plan developed and adopted by Council by 31 December 2025. Implement relevant initiatives associated with adopted Youth Plan.	Manager Community Services		✓	✓	✓
CD4	<i>Engage with community and sporting groups to identify opportunities to collaborate and provide support to increase participation in community life.</i>	Attend meetings for a variety of sporting and community groups.	Manager Community Services	✓	✓	✓	✓
AM2	<i>Enforce animal management legislation and local laws including: illegal camping on Council land; abandoned vehicles, and overgrown properties.</i>	80% of requests responded to within adopted timeframes.  Maintain out of hours staff roster.  Increased patrolling of target areas to monitor non-compliance - Animal Blitz.	Coordinator Environment and Health Projects	✓	✓	✓	✓
AM3	<i>Maintain and operate Council's animal pound with a focus on rehoming animals where suitable i.e. where health and temperament allows.</i>	Facility cleaned daily with animal containers disinfected prior to reuse when animals are on-site.  Animals relocated to offsite pound facility within 24 hours.  75% of animals are rehomed where suitable.	Coordinator Environment and Health Projects	✓	✓	✓	✓

Objective: Healthy, Inclusive, and Socially Engaged Community							
Operational Plan Activities		Accountability		Delivery targets			
Ref	Targeted Activities	Measure	Responsible Officer	Q1	Q2	Q3	Q4
EPH1	<i>Deliver Food Safety education and participate in environmental awareness activities with the community.</i>	<p>Relevant information is maintained on Council's website - reviewed and updated twice annually.</p> <p>Two food safety training sessions conducted annually.</p> <p>Two or more food-related media activities (newsletter/media release/social media post) completed annually.</p>	Coordinator Public Health and Environment	✓	✓	✓	✓

<b>Objective: A Safe and Resilient Community</b>							
<p>Enhance community safety and resilience by delivering effective disaster preparedness, emergency response, regulatory programs and crime prevention initiatives in partnership with key stakeholders.</p> <ul style="list-style-type: none"> <li>• Deliver regulatory and advisory programs.</li> <li>• Facilitate partnerships to improve community safety and wellbeing including crime prevention initiatives.</li> <li>• Partner with State, District, and local agencies to coordinate and facilitate disaster planning, preparedness response and recovery to reduce the impact of disaster events.</li> <li>• Align disaster management plans with Council priorities to ensure effective response and recovery while fostering community participation and capacity building.</li> </ul>							
Operational Plan Activities		Accountability		Delivery targets			
Ref	Targeted Activities	Measure	Responsible Officer	Q1	Q2	Q3	Q4
PD1	<i>Review the Burdekin Shire Council Planning Scheme December 2022 and submit amendments to the State.</i>	Submission made to State by September 2025.	Manager Planning and Development	✓			
PD2	<i>Finalise the new Local Government Infrastructure Plan (LGIP) ready for review and approval by the State.</i>	Submission made to State by September 2025.	Manager Planning and Development	✓			
PD3	<i>Finalise Cultural Heritage Report in accordance with the State Interest requirements.</i>	Cultural Heritage Report completed by September 2025.	Manager Planning and Development	✓			
PD4	<i>Commence all relevant planning related actions from the Burdekin Shire Council Local Housing Action Plan.</i>	By September 2025	Manager Planning and Development	✓			
PD5	<i>Conduct pre-lodgement meetings with applicants for all impact assessable development applications.</i>	Minutes issued within five (5) business days of pre-lodgement meetings.	Manager Planning and Development	✓	✓	✓	✓
PD6	<i>Conduct three (3) compliance checks of town planning approvals every quarter.</i>	100% of compliance checks completed.	Manager Planning and Development	✓	✓	✓	✓
PD7	<i>Compliance assessments completed for all Reconfiguring a Lot development approvals, prior to the release of the endorsed survey plan for titling.</i>	100% of compliance assessment completed.	Manager Planning and Development	✓	✓	✓	✓
PD8	<i>Issue timely Further Information Requests for new residential building developments.</i>	95% of requests issued within five (5) BD of the application being properly made.	Manager Planning and Development	✓	✓	✓	✓

Objective: A Safe and Resilient Community							
Operational Plan Activities		Accountability		Delivery targets			
Ref	Targeted Activities	Measure	Responsible Officer	Q1	Q2	Q3	Q4
PD9	<i>Decide on development applications for new residential building development in accordance with legislative timelines.</i>	95% development applications for new residential development decided within twenty (20) business days of being properly made if no further information is required.	Manager Planning and Development	✓	✓	✓	✓
PD10	<i>Issue timely Further Information Requests for new residential plumbing works developments.</i>	95% of requests issued within five (5) business days of the application being properly made.	Manager Planning and Development	✓	✓	✓	✓
PD11	<i>Decide on development applications for new residential plumbing works development in accordance with legislative timelines.</i>	95% of development applications for new residential plumbing works development to be decided within twenty (20) business days of being properly made if no further information is required.	Manager Planning and Development	✓	✓	✓	✓
DM1	<i>Approve and manage all local Burdekin State Emergency Services operations including material and associated costs relating to all State Emergency Services buildings and plant.</i>	Report on State Emergency Services funding opportunities and grant applications.  SES operations delivered in accordance with adopted budget.	Local Disaster Coordinator	✓	✓	✓	✓
DM2	<i>Facilitate community education and promote disaster readiness in the Burdekin Shire with a focus on new residents in the region.</i>	Development of 500 new resident packs, Get Ready Burdekin campaign and a minimum of three Community engagement activities.	Disaster Management Officer				✓
DM3	<i>Local Disaster Management Plan and Sub-Plans are reviewed and updated annually.</i>	100% of plans and sub-plans reviewed.	Local Disaster Coordinator		✓		



<b>Objective: Celebrate Our Unique Identity</b>							
Embrace and promote the Shire's rich heritage, culture, and diversity through events, programs, and partnerships that showcase our vibrant community spirit and local stories. <ul style="list-style-type: none"> <li>• Promote the benefits of living, working, playing, visiting, and investing in the Burdekin.</li> <li>• Support and encourage creative and cultural activities and initiatives that enhance the community identity through the Arts and Cultural Strategy.</li> <li>• Communicate our story and recognise the achievements of our community members.</li> <li>• Facilitate events for the community</li> </ul>							
Operational Plan Activities		Accountability		Delivery targets			
Ref	Targeted Activities	Measure	Responsible Officer	Q1	Q2	Q3	Q4
TOU1	<i>Provide support to the Visitor Information Centres in Ayr and Home Hill.</i>	Maintain existing visitor numbers to the Visitor Information Centres.  Analyse Visitor Information Centre Data to identify where visitors are travelling from prior to visiting the Burdekin to assist with marketing activities.  Maintain existing volunteers manning of Visitor Information Centres.  Six volunteer familiarisations/workshops conducted.	Tourism Officer	✓	✓	✓	✓
TOU2	<i>Participate in Economic Development/Tourism Expos.</i>	Attend three expos and distribute a minimum of 100 information packs at each event.	Tourism Officer	✓	✓	✓	✓
TOU3	<i>Promote the Burdekin as a business and lifestyle destination. Source and develop new advertising opportunities to market Burdekin tourism and lifestyle e.g. Qld Country Week, RegionsQ.</i>	Four promotional opportunities identified and pursued annually.	Tourism Officer	✓	✓	✓	✓
CP1	<i>Promote the Council-owned caravan parks in local, state, and national media outlets and publications.</i>	Four promotional activities undertaken annually.  Regularly monitor and update website as needed.	Coordinator Environment and Health Projects	✓	✓	✓	✓

Objective: Celebrate Our Unique Identity							
Operational Plan Activities		Accountability		Delivery targets			
Ref	Targeted Activities	Measure	Responsible Officer	Q1	Q2	Q3	Q4
CV2	<i>Undertake a review of the Arts &amp; Culture Strategy and identify key initiatives that can be undertaken.</i>	Report on Arts and Cultural matters at regular Community Sporting and Cultural Advisory Group (CSCAG) meetings. Present findings to Council.	Cultural Venues Manager	✓	✓	✓	✓
MC01	<i>Develop and issue media releases including posting releases to Council website and social media platforms informing the community on Council activities.</i>	90% of media releases published within 24 hours of key Council decisions or events.	Media and Communications Officer	✓	✓	✓	✓
MC02	<i>Provide support to Mayor, Councillors and Officers in responding to media enquiries.</i>	Factual and positive coverage of Council issues. 90% response rate provided within 2 business days of enquiry.	Media and Communications Officer	✓	✓	✓	✓
CD5	<i>Facilitate targeted community events, activities and programs that foster a vibrant community and improve health and wellbeing.</i>	Facilitate community events within agreed timeframes and budget. Apply for relevant grant funding for approved events. Conduct minimum of one targeted cultural, youth, family or seniors community event annually.	Manager Community Services	✓	✓	✓	✓

<b>Objective: Thriving and Connected Community, Cultural and Sporting Organisations</b>							
Empower community, cultural, and sporting organisations to thrive through partnerships, capacity building, and access to resources that strengthen their contribution to community life.							
<ul style="list-style-type: none"> <li>• Promote and encourage community participation, volunteerism, and capacity building within community organisations.</li> <li>• Support community and sporting organisations to deliver events, programs, and opportunities that foster social connection and physical activity.</li> <li>• Implement the Burdekin Sport and Recreation Plan to improve sport and recreation opportunities across the community.</li> </ul>							
Operational Plan Activities		Accountability		Delivery targets			
Ref	Targeted Activities	Measure	Responsible Officer	Q1	Q2	Q3	Q4
CG1	<i>Coordinate RADF (Regional Arts Development Funding) Program.</i>	Ensure RADF funding is distributed in accordance with the adopted funding guidelines and policy and contributes towards achieving Arts & Cultural Strategy objectives.	Grants and Property Officer	✓	✓	✓	✓
CG2	<i>Administer Council's Revenue Financial Assistance Program (Interest Free Loans).</i>	Appropriate support provided to applicants.  Funds allocated in accordance with Council Policy.  Acquittals received and processed in a timely manner.	Grants and Property Officer	✓	✓	✓	✓
CD6	<i>Manage the Community Assistance Grants Program.</i>	Review the Community Assistance Policy and the Community Grants Guidelines. Conduct Grant Rounds 2025/2026. Reports to Council on number of events/organisations supported and amount of financial and in-kind resources provided.	Manager Community Services	✓	✓	✓	✓
CD7	<i>Implement the revised Burdekin Shire 5-year Sport and Recreation Plan</i>	Provide quarterly progress reports on planned initiatives to Council	Manager Community Services	✓	✓	✓	✓

<b>Objective: Engaging Spaces</b>							
Create and maintain welcoming, accessible, and connected public spaces that enhance liveability, encourage social interaction, and reflect community needs and identity.							
<ul style="list-style-type: none"> <li>• Encourage active communities through the provision and maintenance of recreational spaces.</li> <li>• Provide safe, attractive, accessible, and functional community spaces and facilities.</li> </ul>							
Operational Plan Activities		Accountability		Delivery targets			
Ref	Targeted Activities	Measure	Responsible Officer	Q1	Q2	Q3	Q4
SP1	<i>Administer the management contracts for the Ayr and Home Hill Swimming Pools and inspect and maintain all Shire pools.</i>	Positive feedback from users of the facilities.  Facilities are maintained in accordance with the contract specifications.  Quarterly site inspections conducted.  Maintenance items addressed as identified.	Coordinator Environment and Health Projects	✓	✓	✓	✓
CG3	<i>Manage Council's property portfolio (including the Ayr Aerodrome) in accordance with legislation with the timely reporting of matters to Council for approval.</i>	Property tenure arrangements managed in a timely matter and reported to Council as necessary.	Director Corporate and Community Services; Governance and Property Officer	✓	✓	✓	✓
CV3	<i>Plan for the Burdekin Theatre Promenade Project through engagement with stakeholders and development of detailed designs.</i>	Preliminary plan reviewed and update completed; relevant stakeholders engaged. Negotiations regarding tenure finalised. Detailed designs developed.	Manager Community Services	✓	✓	✓	✓
CV4	<i>Undertake a review the Ayr Showgrounds Master Plan to identify outstanding projects.</i>	Report on review of Ayr Showgrounds Master Plan and future directions to Council.	Cultural Venues Manager			✓	



Objective: Engaging Spaces							
Operational Plan Activities		Accountability		Delivery targets			
Ref	Targeted Activities	Measure	Responsible Officer	Q1	Q2	Q3	Q4
L03	<i>Develop a Library Technology Plan to ensure the public and staff have access to appropriate technology to operate a modern and responsive library service. Library Strategic Plan 3.1</i>	Plan completed and approved by Manager Community Services and Manager Client Services and presented to ICT Steering Committee for consideration.	Library Services Manager				✓
PG1	<i>Conduct mandatory annual third party playground inspections in accordance with AS 4685.0:2017 as per AS 4685:2021 and prioritise the repair of identified non-compliances based on audit risk categorisation.</i>	All Very High Risk, High Risk and Moderate Risk defects identified in the annual playground audit receive priority repair based on severity of identified consequence.	Parks Coordinator	✓	✓	✓	✓
FAC1	<i>Manage existing service contracts for Council facilities and implement facilities management strategies that will ensure effective and efficient planning and coordination of all relevant building maintenance activities.</i>	Timely response to building maintenance requests for Council buildings.  In accordance with relevant asset management categorisation, complete defect assessments on all relevant Council buildings.  95% of building maintenance service contracts are actively monitored throughout term and reviewed and renewed in accordance with Council's adopted procurement processes.	Facilities Management Coordinator	✓	✓	✓	✓
CP2	<i>Administer the management contract for the Burdekin Cascades Caravan Park (BCCP) and internally manage the Home Hill Caravan Park.</i>	Maintain both caravan parks to optimize customer satisfaction and occupancy levels.  Liaise with BCCP Managers to facilitate dynamic pricing arrangement annually.	Coordinator Environment and Health Projects	✓	✓	✓	✓
PG2	<i>Refurbishment and replacement of select playground equipment at Arch Dunn Playground, Home Hill.</i>	Works completed by 30 April, 2026.	Parks Coordinator				✓



# Our Economy

We are committed to building a strong, diverse economy that creates jobs and supports local businesses. By focusing on key industries like agriculture, manufacturing, renewable energy and the visitor economy, we aim to drive growth, build resilience and ensure long-term prosperity for our community.

## Objective: Foster Business Growth and Innovation

Support local businesses, attract new investment and promote reinvestment by providing resources, incentives, and a business-friendly environment to encourage development, innovation and expansion.

- Provide business support programs.
- Support, facilitate and promote potential synergies with agribusiness.
- Streamline regulatory processes.
- Support and promote local businesses.

Operational Activities		Accountability		Delivery targets			
Ref	Targeted Activities	Measure	Responsible Officer	Q1	Q2	Q3	Q4
ED02	<i>Support initiatives and facilitate programs that build capacity of individuals and local businesses to better utilise digital technology.</i>	10% increase annually in business attendance at digital information and/or training workshops. Participant feedback >90% positive.	Economic Development Coordinator	✓	✓	✓	✓
ED03	<i>Promote funding opportunities available to businesses for research and development.</i>	100% of funding opportunities identified and appropriate businesses advised through EDM distribution.	Economic Development Coordinator	✓	✓	✓	✓
ED04	<i>In collaboration with Smart Precinct NQ and the Queensland Small Business Commissioner's Small Business Friendly (SBF) Program, identify, promote and implement activities and initiatives to encourage development and expansion of existing businesses and support and encourage new and establishing businesses.</i>	2% annual increase in attendance numbers at industry breakfasts and mentoring sessions.  Number of other activities undertaken.  Participant feedback >90% positive.	Economic Development Coordinator	✓	✓	✓	✓
ED05	<i>Encourage and support individuals and businesses to better participate in regional economic development initiatives.</i>	20 businesses showcased annually across four economic development activities.	Economic Development Coordinator				✓

<b>Objective: Promote Workforce Development</b>							
Partner with educational institutions, industry and key stakeholders to improve skills training and create employment opportunities, ensuring a well-equipped workforce for existing and emerging sectors. <ul style="list-style-type: none"> <li>• Establish industry partnerships.</li> <li>• Support apprenticeships and traineeships.</li> <li>• Enhance vocational and tertiary education opportunities.</li> <li>• Promote lifelong learning.</li> </ul>							
Operational Activities		Accountability		Delivery targets			
Ref	Targeted Activities	Measure	Responsible Officer	Q1	Q2	Q3	Q4
ED06	<i>Encourage businesses and individuals to participate in activities to promote employment and training opportunities.</i>	One event delivered and two events attended annually.	Economic Development Coordinator	✓	✓	✓	✓

<b>Objective: Attract Investment and Diversify the Economy</b>							
Identify and pursue opportunities to attract investment in emerging industries, ensuring the diversification of the Shire's economy and long-term economic sustainability. <ul style="list-style-type: none"> <li>• Create investment attraction priorities.</li> <li>• Advocate for local and regional needs through lobbying.</li> <li>• Support existing and emerging industries.</li> <li>• Facilitate land and infrastructure availability.</li> </ul>							
Operational Activities		Accountability		Delivery targets			
Ref	Targeted Activities	Measure	Responsible Officer	Q1	Q2	Q3	Q4
ED07	<i>Market and promote the Burdekin including the Ayr Industrial Estate opportunities to potential developers/investors.</i>	6 marketing and promotional activities undertaken.	Economic Development Coordinator				✓
ED08	<i>Collaborate with State and Federal Government Departments and with Townsville Enterprise Ltd. (TEL) to identify, promote and implement economic development opportunities for the Burdekin region.</i>	Two collaborative initiatives conducted annually. TEL service level agreement activities delivered.	Economic Development Coordinator				✓
ED09	<i>Implement actions identified in the Burdekin Economic Development Strategy.</i>	Number of action items completed within agreed timeframes.	Economic Development Coordinator				✓

Objective: Increase Housing Availability, Density and Affordability							
Enhance housing availability including density and affordability by supporting the development of diverse housing options across all segments to meet the needs of the growing community. <ul style="list-style-type: none"> <li>• Develop affordable housing projects.</li> <li>• Streamline housing approvals.</li> <li>• Encourage diverse housing types.</li> <li>• Support infrastructure for new housing areas.</li> </ul>							
Operational Activities		Accountability		Delivery targets			
Ref	Targeted Activities	Measure	Responsible Officer	Q1	Q2	Q3	Q4
ED10	<i>Advocate for funding to employ a housing officer to implement the Local Housing Action Plan (LHAP).</i>	Funding secured to employ housing officer.	Economic Development Coordinator		✓		✓
PD12	<i>Facilitate pre-lodgement meetings with developers to support and encourage economic growth opportunities for the Burdekin Shire whilst balancing planning and environmental outcomes and community expectations.</i>	95% of written responses provided to applicants within five (5) business days of pre-lodgement meeting being held.	Manager Planning and Development	✓	✓	✓	✓



<b>Objective: Activate and Build a Dynamic Regional Visitor Economy</b>							
By attracting and engaging visitors through enhanced infrastructure, marketing and unique local events and experiences. <ul style="list-style-type: none"> <li>• Develop targeted tourism marketing campaigns.</li> <li>• Enhance tourism product and infrastructure.</li> <li>• Foster partnerships with tourism operators.</li> <li>• Host major events and festivals.</li> </ul>							
Operational Activities		Accountability		Delivery targets			
Ref	Targeted Activities	Measure	Responsible Officer	Q1	Q2	Q3	Q4
TOU4	<i>Seek to identify funding to update the Burdekin Tourism Strategy.</i>	Secure funding to update Burdekin Tourism Strategy	Tourism Officer		✓		
TOU5	<i>Continue membership of Townsville Enterprise Ltd. and host industry forums/workshops to encourage development of tourism product.</i>	Increased presence in regional and national tourism promotion and marketing.  Maintain existing visitor numbers to the Visitor Information Centres.	Tourism Officer	✓	✓	✓	✓
TOU6	<i>Continue to implement projects and activities outlined in the Burdekin Tourism Strategy.</i>	100% of selected activities completed within agreed timeframes.	Tourism Officer	✓	✓	✓	✓
TOU7	<i>Undertake planning for the biennial 2027 'Sweet Days Hot Nights Festival', including associated events, as a destination event for the Burdekin.</i>	Event plan developed and delivered.  5% increase in level of external visitation to the event.  80% positive feedback from sponsors.	Tourism Officer				✓



# Our Environment

We value and respect our natural environments, waterways, and coasts now and into the future.

## Objective: A Sustainable Environment

We lead by example to promote a sustainable future for our environment through planning, education, and strategic partnerships.

- Encourage initiatives that support a circular economy.
- Implement planning policy to adapt to the impacts of changes in the climate.
- Engage with the community to promote education programs that encourage sustainable practices and contribute to improved environmental outcomes.
- Implement initiatives to align Council activities with Federal and State renewable energy or carbon emission targets

Operational Activities		Accountability		Delivery targets			
Ref	Targeted Activities	Measure	Responsible Officer	Q1	Q2	Q3	Q4
PD13	<i>Assess Planning Applications to ensure compliance with requirements of the current Planning Scheme.</i>	100% of planning applications achieve substantial compliance with requirements of the Planning Scheme.	Manager Planning and Development	✓	✓	✓	✓
PD14	<i>Consistently apply Council's Floor Heights for Buildings with Habitable Rooms Policy.</i>	100% of new residential building work applications on sites identified as being subject to flood hazard comply with Council's Floor Heights for Buildings with Habitable Rooms Policy.	Manager Planning and Development	✓	✓	✓	✓

**Objective: Healthy Natural Ecosystems and Resource Management**

Protect and enhance natural ecosystems by implementing responsible resource management, conservation programs, and collaborative partnerships to maintain biodiversity and environmental health.

- Protect and improve water quality and the health of waterways, wetlands, and catchments.
- Partner with community groups and organisations to protect, restore, and enhance the Burdekin's natural environment, including environmentally sensitive areas and biodiversity corridors.
- Deliver effective waste management programs that support waste reduction, reuse, and recycling in alignment with the North Queensland Waste and Resource Recovery Strategy 2020-2030.
- Lead by example in adopting environmental best practices across Council operations, and actively support businesses and residents to embrace environmentally friendly practices.

Operational Activities		Accountability		Delivery targets			
	Targeted Activities	Measure	Responsible Officer	Q1	Q2	Q3	Q4
BS2	<i>Undertake aquatic weed control in participating Riparian Management Agreement (RMA) waterways in the Shire.</i>	Issue Riparian Management Agreement invoices prior to 28 February 2026.  Provide agreement holders with copy of the weed management newsletter with the invoices.  Ensure aquatic weed is maintained at a low to medium scattered growth in the participating waterways.	Coordinator Public Health and Environment	✓	✓	✓	✓
EPH2	<i>Undertake works identified in the Dune Management Strategy.</i>	Liaise with environmental groups and organisations to plan and undertake work within the dune systems.  Expend grant funding in accordance with funding conditions.  Seek State Government funding (when available) for Dune works and activities.	Coordinator Environment and Health Projects	✓	✓	✓	✓

Objective: Healthy Natural Ecosystems and Resource Management							
Operational Activities		Accountability		Delivery targets			
	Targeted Activities	Measure	Responsible Officer	Q1	Q2	Q3	Q4
BS3	<i>Undertake pest plant and animal reduction activities including the development of property biosecurity plans with landowners.</i>	<p>Undertake pest animal and plant activities as described in the Shire Biosecurity Plan.</p> <p>Continue the existing feral animal aerial shoot program based on cluster group areas.</p> <p>Review property biosecurity plans every 2 years.</p> <p>Participate in weed control projects with stakeholders as required.</p>	Coordinator Public Health and Environment	✓	✓	✓	✓
BS4	<i>Review, Update, and Implement Council's Biosecurity Plan</i>	Biosecurity Plan adopted by Council	Coordinator Public Health and Environment	✓	✓	✓	✓
WM1	<i>Participate in the Local Government Illegal Dumping Partnership Grant Program, and seek additional funding past March 2026.</i>	<p>Successful completion of grant milestone reports.</p> <p>80% of CRM's completed within timeframe.</p> <p>Continue to develop educational materials as required.</p> <p>Liaise with regional partners to develop and implement a regional illegal dumping prevention strategy.</p>	Coordinator Waste Services	✓	✓	✓	✓



Objective: Healthy Natural Ecosystems and Resource Management							
Operational Activities		Accountability		Delivery targets			
Ref	Targeted Activities	Measure	Responsible Officer	Q1	Q2	Q3	Q4
WM2	<i>Implement Waste Management Services Contract including Collection Service Specification to ensure Contractor meets performance standards, including - Delivery of new bin services. Number of missed services. Response to missed services. Bin repairs/replacements. Service complaints.</i>	Analysis of complaints and compliments received regarding kerbside collections.  90% or more of customer requests actioned within agreed timeframes.	Coordinator Waste Services	✓	✓	✓	✓
WM3	<i>Supervise and manage waste and recycling sites to ensure compliance with conditions of the Environmental Authority and improve performance for the Kirknie Landfill, and the Ayr, Home Hill, Giru and Clare Transfer Stations.</i>	Full compliance with audits conducted by Department of Environment and Science.  100% compliance with internal inspection and audit programme.	Coordinator Waste Services	✓	✓	✓	✓
WM4	<i>Continue environmental monitoring programs at the following sites: - Cromarty Landfill (groundwater and surface water); - Legacy Landfill Sites (groundwater); - Kirknie Landfill (groundwater, surface water and landfill gas); - Ayr and Home Hill Transfer Stations green waste runoff (surface water).</i>	Complete monitoring and reporting as detailed in the monitoring program.  Record and analyse monitoring data and revise monitoring programs if required.	Coordinator Waste Services	✓	✓	✓	✓



# Our Infrastructure

We provide and advocate for cost-effective infrastructure that supports our quality of life.

## Objective: Efficient and Connected Infrastructure Networks

Deliver safe, reliable, and future-ready transport and drainage networks through strategic investment, proactive maintenance, and innovation to support community needs, economic growth, flood resilience and public safety.

- Prioritise road and drainage network renewals and upgrades to improve safety, connectivity, and flood resilience and to enable economic growth.
- Collaborate with government partners to enhance our regional transport networks .
- Promote sustainable infrastructure solutions to improve efficiency and reduce environmental impact.
- Promote the expansion of digital connectivity to enable business growth, innovation, and community access to services.

Operational Activities		Accountability		Delivery targets			
Ref	Targeted Activities	Measure	Responsible Officer	Q1	Q2	Q3	Q4
TS1	<i>Complete Transport Infrastructure Development Scheme (TIDS) program in accordance with Roads and Transport Alliance requirements.</i>	100% of TIDS funding claimed by 30 June 2026  Prioritisation of construction projects to achieve 100% expenditure.	Director Infrastructure Planning and Environmental Services				✓
TS2	<i>Complete Roads to Recovery Program in accordance with Australian Government requirements.</i>	100% of Roads to Recovery funding claimed by 30 June 2026.	Director Infrastructure Planning and Environmental Services				✓

<b>Objective: Sustainable Water Resources</b>							
Manage and enhance water resources through sustainable practices, infrastructure upgrades, and innovative solutions to ensure reliable, high-quality water and wastewater services. <ul style="list-style-type: none"> <li>Enhance water security and protect and improve water quality.</li> <li>Improve water and sewerage network reliability and efficiency through planned infrastructure renewals and upgrades.</li> </ul>							
Operational Activities		Accountability		Delivery targets			
Ref	Targeted Activities	Measure	Responsible Officer	Q1	Q2	Q3	Q4
WW1	<i>Implement approved Drinking Water Quality Management Plan.</i>	Maintain strict compliance with water quality testing matrix and continued implementation of water safety improvement initiatives. 100% completion of verification monitoring program and 98% compliance with rolling annual E.coli value (each relevant scheme).	Manager Water and Wastewater	✓	✓	✓	✓
WW2	<i>Maintain strict compliance with the PFAS Management Plan, including adherence to the prescribed testing matrix and ongoing implementation of PFAS risk mitigation and management initiatives.</i>	100% completion of the verification monitoring program as outlined in the plan.	Manager Water and Wastewater	✓	✓	✓	✓
WW3	<i>Maintain strict compliance with environmental licence conditions utilising councils' site-based management plan, including all required water quality monitoring matrices. Ensure ongoing implementation of environmental risk management and improvement initiatives.</i>	100% compliance of councils receiving environment verification monitoring program.	Manager Water and Wastewater	✓	✓	✓	✓
WW4	<i>Complete Bore field Rejuvenation project and meet deadline for commissioning of new South Ayr Filtration Plant</i>	Completion of Bore field Rejuvenation Project Stage 1 by December 2025. Completion of Filtration Plant Commissioning by June 2026.	Manager Water and Wastewater	✓	✓	✓	✓
WW5	<i>Ensure operational responsiveness and departmental performance of the Water and Wastewater team aligns with Council's Customer Service Charter and agreed service timeframes.</i>	Quarterly analysis of compliments versus formal complaints received with a target of 5:1 compliments to complaints.  90% or more of customer requests completed within target timeframes.	Manager Water and Wastewater	✓	✓	✓	✓

Objective: Sustainable Water Resources							
WW6	Enhance the existing Sewerage Condition Assessment program (Clean and Camera) with the addition of Smoke Testing. In 25/26 complete a condition assessment of the Brandon sewer	100% completion of planned condition assessment for 25/26.	Manager Water and Wastewater	✓	✓	✓	✓

Objective: Vibrant Community Assets							
Provide well-maintained, accessible, and multi-purpose community assets that support recreational, cultural, and social activities and enhance community wellbeing. <ul style="list-style-type: none"> <li>• Implement the Asset Management Strategy and Roadmap.</li> <li>• Plan, build and maintain infrastructure that enhances and extends the life of community assets.</li> <li>• Develop and implement strategic infrastructure plans to inform the decision-making process when planning for future infrastructure renewal and enhancements.</li> </ul>							
Operational Activities		Accountability		Delivery targets			
Ref	Targeted Activities	Measure	Responsible Officer	Q1	Q2	Q3	Q4
TS3	Complete asset inspections in accordance with inspection program.	Asset inspection program completed by 31 March 2026.	Manager Technical			✓	
TS4	Complete asset capitalisations in a timely manner.	60% of projects capitalised within three (3) months after financial completion with 90% or more capitalised within 6 months of financial completion.	Manager Technical Services	✓	✓	✓	✓
TS5	Complete asset valuation reviews including desktop reviews for Transport, Drainage, Land and Improvements and Other Assets and comprehensive valuation of Buildings, Water and Sewerage Assets.	Review to be completed by Council Officers by 30 April 2026.  Valuations completed by 30 April 2026.	Manager Technical Services				✓
TS6	Completion of assigned Asset Management Roadmap tasks.	Strategic Asset Management Plans for Transport, Drainage, Water Supply and Sewerage reviewed by 31 May 2026	Director Infrastructure, Planning and Environmental Services				✓
OPW1	Implement Annual Works Program as adopted within the financial year considering revisions required to accommodate externally funded projects and/or natural disasters.	85% of Works completed at end of financial year, including dollar value.	Manager Operations, Works Overseer	✓	✓	✓	✓
TS7	Detailed designs of 2026/2027 reseals.	90% of detailed designs for reseal program 2026/2027 completed by 30 June 2026	Manager Technical Services				✓



Objective: Vibrant Community Assets							
Operational Activities		Accountability		Delivery targets			
Ref	Targeted Activities	Measure	Responsible Officer	Q1	Q2	Q3	Q4
FAC2	<i>Coordinate and manage major facilities management projects and asset management plans as required and in line with agreed strategic outcomes.</i>	Project Plans identified and drafted with appropriate project management resources for all major projects. Asset management plans defined for major Council facilities.	Facilities Management Coordinator	✓	✓	✓	✓
SP2	<i>Construct new amenity block at the Burdekin Aquatic Centre.</i>	New amenity block designed, tendered, and constructed in the 25/26 financial year.	Manager Environment and Health Services	✓	✓	✓	✓
SP3	<i>Deliver capital works upgrades at the Home Hill Swimming Pool.</i>	Project scope developed and approved by Council. Call for design and construct tenders. Construction to commence within 2025/2026 financial year.	Manager Environment and Health Services	✓	✓	✓	✓
TS8	<i>Develop and monitor Annual capital delivery program.</i>	Capital delivery program regularly monitored through monthly Capital Project Control Group meetings, with at-risk projects escalated to Council for advice on delivery or budget concerns in a timely manner.	Director Infrastructure, Planning and Environmental Services.	✓	✓	✓	✓
TS9	<i>Develop 5 and 10 year roadworks and drainage capital works program.</i>	Programs adopted by Council By 30 March 2026.	Manager Technical Services			✓	

**Objective: Well Planned Communities**

Support the development of liveable, connected, and sustainable communities through strategic land use planning, infrastructure delivery, and responsive development assessment.

- Support strategic projects that will contribute to liveability and economic growth in the Burdekin.
- Review land supply and uses to meet community and business needs.
- Design facilities that are adaptable and inclusive with consideration of the needs of all residents.
- Implement the Sport and Recreation Strategy and provide innovative facilities that meet the current and future needs of our community.
- Protect and improve the resilience of assets by utilising betterment programs and implementing flood and disaster mitigation strategies.

Operational Activities		Accountability		Delivery targets			
Ref	Targeted Activities	Measure	Responsible Officer	Q1	Q2	Q3	Q4
CG4	<i>Coordinate and project manage Council's external funding applications.</i>	100% of applications for identified grant opportunities submitted on time.  100% of acquittals submitted accurately and on time.	Director Corporate and Community Services; Grants and Property Officer	✓	✓	✓	✓
PD15	<i>Following identification of additional residential land in Home Hill and industrial land in Ayr, submit any required amendments to the Planning Scheme to the State for endorsement.</i>	By June 2026.	Manager Planning and Development				✓



# Our Organisation

We deliver positive outcomes for our community through ethical, transparent, and financially sustainable decision-making.

## Objective: Engaged Community Stakeholders

Achieve better outcomes through open communication, collaboration, and opportunities for participation in decision-making.

- Strive for excellence in customer service to our external and internal customers.
- Undertake meaningful community engagement, through Community Advisory Groups and other engagement methods to encourage diverse community participation and feedback.
- Be responsive and proactive in providing information to keep the community informed.
- Foster co-operative and collaborative partnerships on matters of regional, state, and national importance.
- Through strong leadership and advocacy demonstrate Council's strategic direction to government, business, and the community.

Operational Activities		Accountability		Delivery targets			
Ref	Targeted Activities	Measure	Responsible Officer	Q1	Q2	Q3	Q4
CS1	<i>Deliver professional customer service assistance to internal and external customers.</i>	Minimum 80% service level - all calls answered within 20 seconds.  Less than 5% of calls abandoned.  Less than 5% error rate in call codes.	Customer Service Centre Coordinator	✓	✓	✓	✓
CV5	<i>Annual consultation and survey of local user groups (Hirers) to understand customer expectations/satisfaction to ensure Cultural Venues remain relevant into the future.</i>	Identify key (targeted) local hirers. One-on-one meetings completed. Report on findings delivered to Council. >85% overall satisfaction level from hirers.	Cultural Venues Manager			✓	
OPW2	<i>Ensure operational responsiveness and departmental conduct (operations- works) aligns with Council's Customer Service Charter and agreed service timeframes.</i>	Quarterly analysis of compliments versus formal complaints received with a target of 8:1 compliments to complaints.  90% or more of customer requests completed within target timeframes.	Manager Operations	✓	✓	✓	✓

Objective: Engaged Community Stakeholders							
Operational Activities		Accountability		Delivery targets			
Ref	Targeted Activities	Measure	Responsible Officer	Q1	Q2	Q3	Q4
PG3	<i>Ensure operational responsiveness and departmental performance of the parks and gardens team aligns with Council's Customer Service Charter and agreed service timeframes.</i>	Quarterly analysis of compliments versus formal complaints received with a target of 8:1 compliments to complaints. 90% or more of customer requests completed within target timeframes.	Parks Coordinator	✓	✓	✓	✓
ED11	<i>Facilitate meetings of the Economic Advisory Group and implement agreed recommendations as endorsed by Council.</i>	Minutes presented to Council. Number of actions implemented.	Economic Development Coordinator	✓	✓	✓	✓
CD8	<i>Review Council's Community Connect Program.</i>	Review previous community connect activities and outcomes. Identify outstanding projects/initiatives and limitations or barriers to achievement. Provide report to Council.	Manager Community Services			✓	
CD9	<i>Plan and conduct two informal face-to-face community engagement sessions with identified communities outside of the main population centres.</i>	Council to identify and confirm two communities for consultation. Consultation location and other engagement details advertised.	Manager Community Services		✓		✓
TS10	<i>Assess items identified by the Burdekin Road Safety Advisory Committee.</i>	100% of recommendations from advisory group reviewed by management to determine applicability and key recommendations brought to Council for decision and appropriate implementation plan developed within 3 months.	Manager Technical Services	✓	✓	✓	✓
MC03	<i>Facilitate the production of corporate publications including the Annual Report and Annual Budget documents.</i>	100% compliance with statutory obligations.	Media and Communications Officer	✓	✓	✓	✓
MC04	<i>Produce community updates, prepare internal staff communications including staff newsletters, and develop other material as required by the Executive Leadership Team and Senior Leadership Group.</i>	One internal newsletter per quarter; community updates distributed within appropriate timeframe of major initiatives.	Media and Communications Officer	✓	✓	✓	✓
MC05	<i>Improve disaster preparedness and emergency response communications by ensuring multi-channel distribution and community readiness.</i>	Annual review and testing of disaster communication protocols.	Media and Communications Officer.		✓		

Objective: Engaged Community Stakeholders							
Operational Activities		Accountability		Delivery targets			
Ref	Targeted Activities	Measure	Responsible Officer	Q1	Q2	Q3	Q4
EXC1	<i>Develop and maintain effective regional partnerships through membership of relevant regional bodies including the North Queensland Regional Organisation of Councils (NQROC) and Townsville Enterprise Ltd (TEL).</i>	Participate in activities of NQROC and relevant sub-committees.  Key outcomes identified in Service Level Agreement with Townsville Enterprise Ltd.	Chief Executive Officer; Economic Development Coordinator	✓	✓	✓	✓
OPW3	<i>Deliver Road Maintenance Performance Contract (RMPC) in accordance with requirements and within budget.</i>	Contract obligations fulfilled within budget.	Manager Operations,	✓	✓	✓	✓
OPW4	<i>Achieve a satisfactory external audit of the Road Maintenance Performance Contract from the Department of Transport and Main Roads.</i>	95% compliance against Key Performance Indicators.	Manager Operations	✓	✓	✓	✓
EXC2	<i>Facilitate internal and external training opportunities with key regulatory and advisory bodies to support ongoing councillor training activities as required.</i>	Relevant education and training activities provided as required.	Chief Executive Officer	✓	✓	✓	✓
MC06	<i>Strengthen community trust and awareness by proactively communicating Council's key advocacy efforts, funding applications, decisions, and major projects.</i>	Deliver quarterly advocacy updates; demonstrate increased community understanding and positive engagement with Council initiatives.	Media and Communications Officer.	✓	✓	✓	✓
CG5	<i>Manage Council's Corporate Policy Program.</i>	95% of policies that are due for review, are reviewed within the agreed timeframes.	Senior Governance Officer	✓	✓	✓	✓
PD16	<i>Provide timely responses to all Plumbing and Drainage related Customer Requests, including Trade Waste and Backflow Prevention.</i>	95% of Plumbing and Drainage Customer Requests are responded to within five (5) business days.	Manager Planning and Development	✓	✓	✓	✓
PD17	<i>Implement agreed management action items from the 2024/2025 Planning and Development Review - Internal Audit.</i>	100% of agreed action items implemented in accordance with schedule and reported to the Audit and Risk Committee.	Manager Planning and Development	✓	✓	✓	✓

<b>Objective: Transparent and Accountable Governance</b>							
Uphold the highest standards of governance by promoting transparency, ethical decision-making, and accountability in all Council activities. <ul style="list-style-type: none"> <li>• Demonstrate open and transparent decision-making, leadership and financial management.</li> <li>• Pursue excellence in financial management.</li> <li>• Responsibly manage Council's financial position to ensure sustainability.</li> <li>• Implement effective governance frameworks.</li> <li>• Undertake regulatory responsibilities in accordance with legislative obligations</li> </ul>							
Operational Activities		Accountability		Delivery targets			
	Targeted Activities	Measure	Responsible Officer	Q1	Q2	Q3	Q4
CG6	<i>Co-ordinate Council's Complaints Management System in accordance with the adopted Complaints Management Policy and Process and facilitate the provision of information to external authorities (QAO, Queensland Ombudsman, Queensland Police etc) as required.</i>	100% compliance with Council's adopted Complaints Management Process.	Senior Governance Officer	✓	✓	✓	✓
CG7	<i>Provide access to Council documents in accordance with the Right to Information Act and Information Privacy Act.</i>	100% of applications for information are processed in accordance with legislative timelines.	Governance and Property Officer	✓	✓	✓	✓
CG8	<i>Coordinate the Internal Audit function including the annual review of the Internal Audit Plan by the Audit and Risk Committee.</i>	Internal audits are delivered in accordance with adopted internal audit plan and within budget.  Agreed management action items from internal audit implemented and reported to Audit and Risk Committee.	Director Corporate and Community Services Senior Governance Officer	✓	✓	✓	✓
FM1	<i>Co-ordinate/provide information for external audit projects undertaken by Queensland Audit Office.</i>	Timeliness of response to Queensland Audit Office requests and results of audits if applicable.	Manager Financial Services	✓			✓
R1	<i>Ensure customer requests are actioned in a timely manner.</i>	Customer Request Summary Report Resolution % > 95%.	Revenue Coordinator	✓	✓	✓	✓
FM2	<i>Prepare and deliver Council budgets (including revised budgets) in accordance with statutory requirements.</i>	Council budget prepared and presented to Council by 30 June 2026.	Manager Financial Services		✓	✓	✓

Objective: Transparent and Accountable Governance							
Operational Activities		Accountability		Delivery targets			
	Targeted Activities	Measure	Responsible Officer	Q1	Q2	Q3	Q4
FM3	<i>Report actual performance against budget to Council monthly.</i>	Monthly reports prepared and submitted in accordance with agenda deadlines.	Manager Financial Services	✓	✓	✓	✓
R2	<i>Maximise recovery of overdue rates and charges, in accordance with Council's Rates and Charges Recovery Policy with an emphasis on more timely follow up action on overdue rates from Reminder Notices through to Sale of Land for Arrears of Rates.</i>	Rates arrears at 30 June 2026 not to exceed 5% of the total rates levy for 2025/2026.	Manager Financial Services				✓
EXP1	<i>Administer accounts payable and contract register.</i>	90% of invoices paid in accordance with Council's standard terms and conditions or contract conditions.	Expenditure Services Coordinator	✓	✓	✓	✓
PC1	<i>Implement agreed management actions from the Payroll Review Internal Audit 2024/2025.</i>	Agreed actions implemented within agreed due dates. Regular reports provided to Audit and Risk Committee.	People and Culture Coordinator		✓		✓
CG9	<i>Coordinate Council's insurance program to manage risks associated with Council operations and assets.</i>	100% of insurance products reviewed and insurance renewals submitted on time. Timely response to all insurance claims and enquiries.	Governance and Property Officer	✓	✓	✓	✓
FM4	<i>Coordinate and submit 10 year financial forecast to Local Government Department.</i>	Submission by 31 August 2025.	Financial Management Coordinator	✓			
FM5	<i>Maximise recovery of outstanding sundry debtors.</i>	Less than 15% of sundry debtors outstanding at 90 days.	Financial Management Coordinator	✓	✓	✓	✓
R3	<i>Issue timely and accurate rates and charges notices.</i>	Half yearly notices and supplementary notices issued within agreed timeframes with less than 10 instances of incorrect notices issued.	Manager Financial Services	✓	✓	✓	✓
EXP2	<i>Maximise earnings on cash holdings.</i>	Investments placed in accordance with the investment policy guidelines to maximise interest earnings.	Manager Financial Services	✓	✓	✓	✓



Objective: Transparent and Accountable Governance							
Operational Activities		Accountability		Delivery targets			
	Targeted Activities	Measure	Responsible Officer	Q1	Q2	Q3	Q4
TS11	<i>Implementation of Council fleet renewal program - ordered, delivered and program developed.</i>	80% of fleet items ordered by 31 December 2025. 90% of fleet items delivered by 30 June 2026. Future renewal program developed by 30 April 2026.	Manager Technical Services	✓	✓	✓	✓
TS12	<i>Implement agreed actions from the Fuel and Fleet Management Internal Audit.</i>	Review Fleet Management Audit Results, prioritise actions and complete actions identified for 2025/2026.	Manager Technical Services	✓	✓	✓	✓
EXC3	<i>Continue to manage risks effectively through ongoing improvements to Council's Enterprise Risk Management systems.</i>	Conduct annual risk register reviews. Oversight and testing of Council's Business Continuity Plans. Regular risk briefings provided to Audit and Risk Committee.	Chief Executive Officer; Senior Governance Officer	✓	✓	✓	✓
CG10	<i>Monitor and review Fraud and Corruption Control Plan for legislative and regulatory changes.</i>	Annual Review of Fraud and Corruption Risks.  Monitor other ongoing prevention and response activities as necessary.  Training provided to all workers on the Code of Conduct for Workers.	Director Corporate and Community Services		✓		✓
CG11	<i>Actively review and update Council's Delegations Register.</i>	Registers are updated within 2 months of LGAQ updates.	Director Corporate and Community Services				✓
CG12	<i>Implement Council's Business Continuity program including completion of testing activities as per the adopted testing strategy and schedule.</i>	BCP Test conducted in accordance with adopted testing strategy and schedule. Relevant amendments to BCPs applied.	Senior Governance Officer		✓		✓
CG13	<i>Monitor and implement relevant initiatives in response to the Information and Privacy Legislation Act (IPOLA) reforms, including mandatory notification of data breaches (MNDB).</i>	Participate in relevant IPOLA training. Prepare relevant internal procedures and operational standard. Provide information to internal stakeholders as required.	Senior Governance Officer	✓	✓	✓	✓

Objective: Transparent and Accountable Governance							
Operational Activities		Accountability		Delivery targets			
	Targeted Activities	Measure	Responsible Officer	Q1	Q2	Q3	Q4
IM1	<i>Establish Information Management Standards and Controls.</i>	Standards and controls endorsed by the Executive Leadership Team.	Information Management Coordinator	✓	✓	✓	✓
IM2	<i>Conduct a comprehensive review of information policies on a biennial basis, ensuring updates align with evolving regulatory requirements and industry best practices.</i>	Operational standards and guidelines for data governance, storage, and accessibility reviewed and targeted training provided as necessary.	Information Management Coordinator	✓	✓	✓	✓
IM3	<i>Ensure the safe custody of Council records through the classification and registration of daily correspondence into the records management system.</i>	Ensure all correspondence is accurately recorded in the records management system within 48 working hours of receipt, maintaining compliance with established documentation standards.	Information Management Coordinator	✓	✓	✓	✓
IM4	<i>Ensure compliance with Queensland State Archives schedules for the retention and disposal of paper-based corporate records.</i>	Ensure that 70% of records are systematically archived within six months of receipt by the Records team, in accordance with established records management protocols.	Information Management Coordinator	✓	✓	✓	✓
SQ1	<i>Develop an all of Council Internal Quality Audit Program to ensure compliance with ISO9100.</i>	Development of an Internal Quality Audit Program recommending two internal quality audits to be conducted each quarter.	Safety and Quality Coordinator	✓	✓	✓	✓
SQ2	<i>Maintain Council's Quality Management System certification.</i>	Complete external audits and meet compliance requirements within agreed timeframes. Implement action items within agreed timeframe - measured by percentage completed.	Safety and Quality Coordinator	✓	✓	✓	✓
EXP3	<i>Administer financial delegations.</i>	Monthly review of the financial delegations register for accuracy.	Expenditure Services Coordinator	✓	✓	✓	✓
PS1	<i>Implement key recommendations from BDO Internal Fuel Management Audit Report.</i>	Develop a fuel management operational standard within six months of installation of new infrastructure.	Purchasing and Stores Supervisor	✓	✓	✓	✓
AM4	<i>Conduct a review of Council's Local Laws.</i>	Adoption of amended local laws by Council.	Coordinator Environment and Health Projects	✓	✓	✓	✓

Objective: Transparent and Accountable Governance							
Operational Activities		Accountability		Delivery targets			
	Targeted Activities	Measure	Responsible Officer	Q1	Q2	Q3	Q4
EXC4	<i>Coordinate and provide administrative support for Council's statutory meetings and deliver accurate and timely minutes of meetings.</i>	Accurate, complete and timely minutes published to website within five (5) days of each statutory Council meeting.  Minutes to comply with requirements of Local Government Regulation 2012.	Executive Coordinator	✓	✓	✓	✓
CG14	<i>Coordinate Council's Public Interest Disclosure Investigations and Training.</i>	100% of complaints assessed against Public Interest Disclosure criteria.  100% of new employees to receive PID awareness in induction training.	Senior Governance Officer	✓	✓	✓	✓
FM6	<i>Prepare and deliver annual Financial Statements in accordance with legislative and accounting standards requirements and within the agreed external audit plan timeframes.</i>	Presentation of Financial Statements within the agreed external audit plan timeframes.  Accurate proposed Financial Statements can be measured based on Audit and Risk Committee and external auditor queries.	Manager Financial Services	✓			✓
FM7	<i>Facilitate external audit of Burdekin Shire Council as required by and in co-operation with the Queensland Audit Office (QAO) and their contracted auditor Crowe.</i>	Feedback from external auditor on performance of audit process. As per the agreed external audit plan.	Manager Financial Services	✓			✓
FM8	<i>Coordinate and complete the annual Local Government Comparative Data Return.</i>	Submission by the target date.  Accuracy can be measured by queries from the department.	Financial Management Coordinator	✓	✓	✓	✓
FM9	<i>Prepare and lodge all necessary statutory/legislative returns.</i>	Returns to be lodged by 30 June 2026.	Financial Management Coordinator				✓

Objective: Transparent and Accountable Governance							
Operational Activities		Accountability		Delivery targets			
	Targeted Activities	Measure	Responsible Officer	Q1	Q2	Q3	Q4
R4	<i>Maintain the property and rating database to ensure a high level of accuracy.</i>	Less than 10 instances of errors in rating data brought to the attention of Council.	Revenue Coordinator	✓	✓	✓	✓
R5	<i>Ensure accurate and timely Emergency Management Levy, Rural Fire Brigade Charge and State Government Pensioner Subsidy claims and payments.</i>	Returns and payments submitted in accordance with State Government requirements.	Revenue Coordinator	✓	✓	✓	✓
EXP4	<i>Conduct Tender 2025 Refresh of Approved Contractors Listing applications for private hire and traffic control providers for the period 1 October 2023 to 30 September 2026.</i>	Management of the Approved Contractors Refresh with less than 10 errors.	Expenditure Services Coordinator	✓	✓	✓	✓
EPH3	<i>Undertake regulatory responsibilities under State legislation: Food Act 2006, Public Health (Infection Control for Personal Appearance Services) Act 2003, Public Health Act 2005, and Council's Local Laws.</i>	<p>Ensure the timely and accurate processing and issuing of new licenses.</p> <p>Undertake annual inspections with 100% of non-compliances addressed as per standard procedure.</p> <p>Undertake enforcement as per Council's risk matrix to achieve compliance.</p> <p>Annual renewal of food and PAS licenses - notices sent by 1 July, licenses issued by 31 August. Annual renewal of all other licences - notices sent by 30 April, licences issued by 31 August.</p> <p>80% of CRM's responded to within adopted timeframes.</p>	Coordinator Public Health and Environment	✓	✓	✓	✓

Objective: Transparent and Accountable Governance							
Operational Activities		Accountability		Delivery targets			
	Targeted Activities	Measure	Responsible Officer	Q1	Q2	Q3	Q4
EPH4	<i>Provide Environmental and Health Assessments for relevant Development Applications in accordance with legislative requirements.</i>	Provide timely environmental and health conditions to planning applications.	Coordinator Public Health and Environment	✓	✓	✓	✓
ICT1	<i>Coordinate the design, acquisition, configuration, maintenance and management of ICT hardware infrastructure.</i>	<p>Budgeted operational hardware projects delivered in accordance with budget and agreed timeframes (Computer renewal program, photocopier renewal program).</p> <p>Budgeted capital hardware projects delivered in accordance with budget and agreed timeframes (Drone replacement, Large Edge Switches, Server Virtualisation, Camera Surveillance).</p>	Manager Client Services	✓	✓	✓	✓
ICT2	<i>Provide quality ICT services to internal customers, including timely resolution of customer requests.</i>	90% helpdesk requests responded to and resolved in accordance with agreed service levels.	Manager Client Services	✓	✓	✓	✓
ICT3	<i>Develop the 5-Year ICT Strategy.</i>	Successful adoption and roll-out of ICT Strategy including Roadmap and Action Plan.	Manager Client Services	✓	✓	✓	✓
SQ3	<i>Management, maintenance and reporting of the Sky trust System as the primary repository for Safety information.</i>	<p>Development, monitoring and distribution of a corrective actions register, to enhance compliance with best practice in relation to closing out of all incidents and injuries.</p> <p>90% or greater compliance.</p>	Safety and Quality Coordinator	✓	✓	✓	✓
PS2	<i>Embed operation of new fuel system to ensure full functionality and auditability with training provided as required.</i>	Full implementation and operation of Jones Street Fuel delivery system by March 31, 2026.	Purchasing and Stores Supervisor	✓	✓	✓	✓
TS13	<i>Implement Technology One mobility modules.</i>	Complete implementation of Technology One Field App module for two asset classes by 30 June 2026.	Manager Technical Services				✓

Embrace Technology							
Leverage technology and innovation to enhance service delivery, improve business processes, and create more efficient and connected communities. <ul style="list-style-type: none"> <li>• Support and improve Council's operational performance through the delivery of innovative, efficient, and effective ICT solutions.</li> <li>• Through digital platforms, improve access to information.</li> </ul>							
		Accountability		Delivery targets			
	Targeted Activities	Measure	Responsible Officer	Q1	Q2	Q3	Q4
MC07	<i>Manage, monitor and promote Council's social media platforms as an effective community information and engagement tool.</i>	Number of original news updates published on Council's social media platforms.  Number of community awareness campaigns launched annually.	Media and Communications Officer.	✓	✓	✓	✓
TOU8	<i>Enhance online presence including the Visit Burdekin website, destination events calendar and Tourism Social Media Platforms.</i>	5% increase in hits and likes on sites.	Tourism Officer				✓
IM5	<i>Strengthen Cyber Security and Access Controls and implement robust cybersecurity protocols to protect sensitive data from unauthorised access, breaches, and cyber threats.</i>	Deliver periodic reports to the Audit and Risk Committee, ensuring transparency and alignment with governance requirements.  Conduct biannual security audits and facilitate an annual penetration test to proactively identify and address vulnerabilities.  Implement continuous cybersecurity training initiatives, maintaining a minimum 90% employee participation rate annually.	Information Management Coordinator	✓	✓	✓	✓
IM6	<i>Manage Council's public website and Intranet in accordance with adopted operational standards.</i>	Ensure the website's software and connectivity remain optimal and fit for purpose, enabling efficient operation and accessibility for users.  Deliver targeted training to relevant staff as required, supporting compliance and operational effectiveness.	Information Management Coordinator	✓	✓	✓	✓

Objective: An Envable Organisational Culture that Actively Demonstrates Our Values							
Cultivate a positive workplace culture where collaboration, respect, and excellence are championed, aligning organisational behaviours with Council's core values. <ul style="list-style-type: none"> <li>• Develop a cost-effective, adaptable, and capable workforce, with effective leadership and management capability to implement our vision.</li> <li>• Provide training and development opportunities to meet organisational needs.</li> <li>• Protect the health and safety of employees and community members through the implementation of an effective Health and Safety Management System.</li> <li>• Develop and implement a strategic workforce plan to advance Council's recruitment, onboarding, career mapping and succession planning activities.</li> <li>• Implement the Staff Culture Review</li> </ul>							
		Accountability		Delivery targets			
	Targeted Activities	Measure	Responsible Officer	Q1	Q2	Q3	Q4
EXC5	<i>Undertake effective planning and coordination of Council programs and operations through the Senior Leadership Group.</i>	Regular meetings of Executive Leadership Team (ELT) and Senior Leadership Group (SLG).  Level of planning and coordination of Council operations across Departments.	Chief Executive Officer; Director of Corporate and Community Services; Director of Infrastructure, Planning and Environmental Services	✓	✓	✓	✓
TR1	<i>Develop and maintain the 2025/2026 Training Plan and ensure that skills and qualifications required by legislation are maintained/updated.</i>	Reported quarterly- 95% training compliance for new and renewed qualifications and skills in accordance with position requirements and legislation.	People and Culture Coordinator	✓	✓	✓	✓
TR2	<i>Facilitation of traineeships, apprentices and work experience opportunities.</i>	Report on number of trainees appointed in line with proposed budgetary limitations.  Report on number of apprentices appointed annually.  Report on additional or new Cadets and/or Graduates appointed.  Report on number of work experience students.	People and Culture Coordinator	✓	✓	✓	✓



Objective: An Enviably Organisational Culture that Actively Demonstrates Our Values							
Operational Activities		Accountability		Delivery targets			
Ref	Targeted Activities	Measure	Responsible Officer	Q1	Q2	Q3	Q4
IM7	<i>Deliver systematic ongoing Recordkeeping Awareness training and records management system training for all employees to ensure recordkeeping is supported at all levels of Council.</i>	100% of new employees receive awareness training as part of their induction.  100% of new employees using the records management system are trained within three months of employment.	Information Management Coordinator	✓	✓	✓	✓
TR3	<i>Coordinate Council's corporate training and employee professional development initiatives.</i>	Report on current operational expenditure for training in line with predicted forecasted budget.	People and Culture Coordinator	✓	✓	✓	✓
PC2	<i>Manage work-related injuries including the facilitation of workers compensation claims and return to work programs.</i>	100% of workers' compensation claims recorded and managed in accordance with Council policies and procedures.  Report on number and status of new and existing cases each quarter.	People and Culture Coordinator	✓	✓	✓	✓
SQ4	<i>Development and adoption of Councils Annual Work Health and Safety Plan.</i>	Monitor and report on Council's monthly tasks and actions in accordance with the Annual Work Health and Safety Plan.  Percentage completed.	Safety and Quality Coordinator	✓	✓	✓	✓
SQ5	<i>Develop and roll out a successful and engaging Safe Work Month Program for all employees.</i>	Development of the Safe Work Month Program and successful facilitation of planned activities.  80% engagement of employees over Safe Work Month.	Safety and Quality Coordinator	✓	✓	✓	✓
OPW5	<i>Nett reduction in number of WHS incidents involving property damage by Works Staff. Benchmark established from 2024/2025 SkyTrust reporting.</i>	Reduction in number of WHS incidents involving property damage compared to prior year.	Manager Operations	✓	✓	✓	✓

Objective: An Enviably Organisational Culture that Actively Demonstrates Our Values							
Operational Activities		Accountability		Delivery targets			
Ref	Targeted Activities	Measure	Responsible Officer	Q1	Q2	Q3	Q4
OPW6	<i>Operations- Works Record of non-compliance against Site Safety Checklists.</i>	Improve on established WHS non-compliance benchmark for internal project audits. Conduct at least one internal site audit of all Capital Works projects and measure instance of non-compliance against Site Safety Plan and Traffic Management Plan.	Manager Operations	✓	✓	✓	✓
PG4	<i>Nett reduction in number of WHS incidents involving property damage by Parks and Gardens Staff. Benchmark established from 2025/2026 SkyTrust reporting.</i>	Reduction in number of WHS incidents involving property damage compared to prior year.	Manager Operations; Parks Coordinator; Supervisor - Parks.	✓	✓	✓	✓
PG5	<i>Parks and Gardens Record of non-compliance against Site Safety Checklists. Establish benchmark performance from prior year with a view to continuous improvement in following years.</i>	Establish a WHS non-compliance benchmark for internal project audits. Conduct at least one internal site audit of all Capital Works projects and measure instance of non-compliance against Site Safety Plan and Traffic Management Plan.	Manager Operations; Parks Coordinator; Supervisor - Parks.	✓	✓	✓	✓
WW7	<i>Water and Wastewater Record of non-compliance against Site Safety Checklists.</i>	100% Compliance with completion of SWMS and Permit to Work Documentation. Commitment to complete one site safety audit monthly.	Manager Water and Wastewater.	✓	✓	✓	✓
EXC6	<i>Complete the implementation of agreed actions from the Strategic Workforce Planning and Succession Management internal audit report.</i>	Implement actions as per timelines in audit report.	Chief Executive Officer; Director Corporate and Community Services; People and Culture Coordinator	✓	✓	✓	✓

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Operational Activities		Accountability		Delivery targets			
Ref	Targeted Activities	Measure	Responsible Officer	Q1	Q2	Q3	Q4
PC3	<i>Deliver workforce data reports that meet Council's requirements and highlights workforce trends to inform workforce planning.</i>	<p>Reports prepared and presented according to agreed reporting timetable to meet strategic and operational needs.</p> <p>Annual Workforce Data Report (due 1st March).</p> <p>Quarterly People and Culture Report (due 30 April, 31 July, 30 September, 31 January).</p> <p>Six Monthly Leave Report as at April and October (due May - Council Meeting and November - SLG only).</p>	People and Culture Coordinator	✓	✓	✓	✓
PC4	<i>Implement the Workforce Plan to address skill shortages and mitigate "single points of failure" within the organisation, enabling the Council to attract, retain, and strategically plan for the future workforce.</i>	Report on progress of actions identified by the ELT and any new initiatives.	People and Culture Coordinator	✓	✓	✓	

Objective: An Envable Organisational Culture that Actively Demonstrates Our Values							
Operational Activities		Accountability		Delivery targets			
Ref	Targeted Activities	Measure	Responsible Officer	Q1	Q2	Q3	Q4
EXC7	<i>Continue to implement initiatives designed to improve organisational culture through the adopted Action Plan.</i>	Action Plan initiatives implemented in accordance with budget and agreed timeframes.	Chief Executive Officer	✓	✓	✓	✓
PC5	<i>Manage Council's People and Culture functions including employee relations, compliance, compensation and benefits, and all other employee related matters.</i>	Report on the status of recruitment for the quarter.  Report on any other non-BAU projects or program incentives.	People and Culture Coordinator	✓	✓	✓	✓