



Operational Plan 2025–26

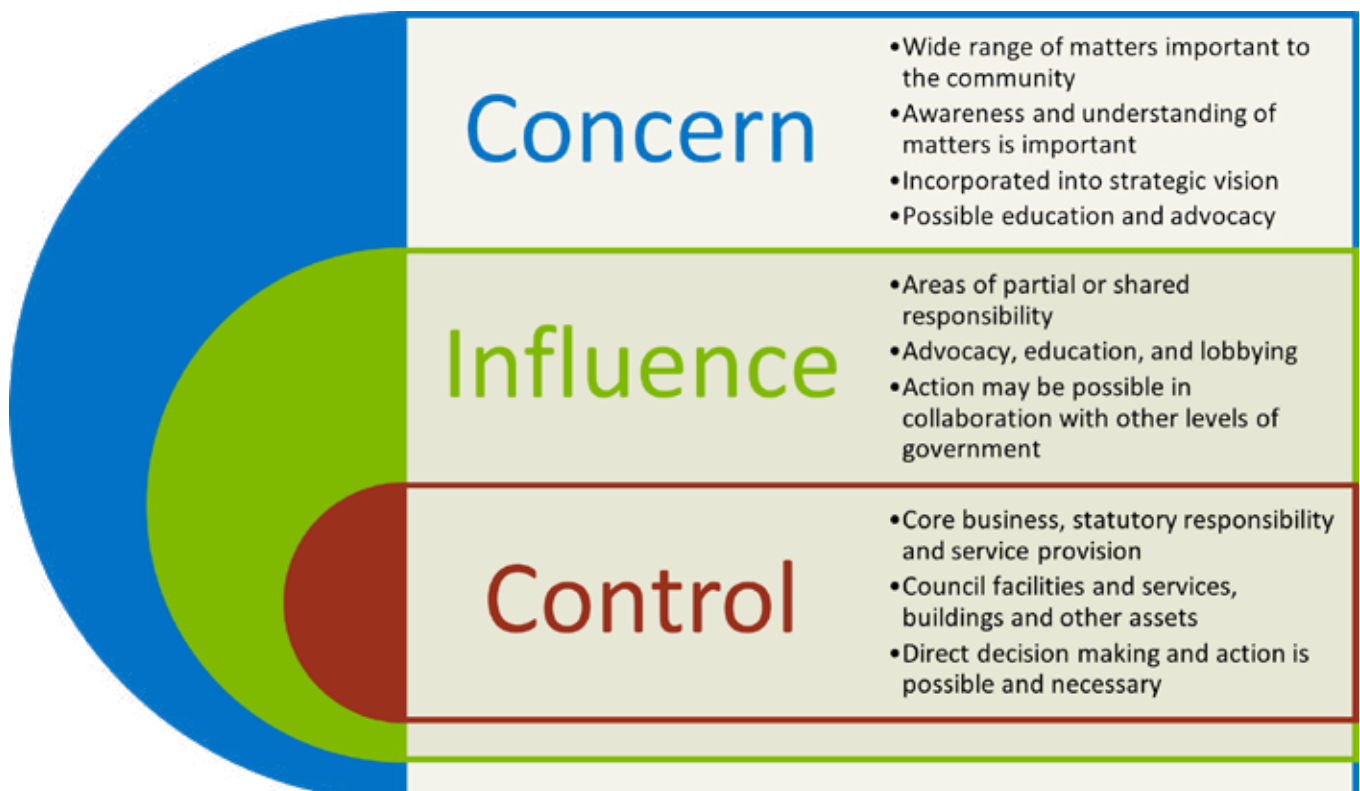


Tableland Regional Council (TRC) is committed to working in partnership with our community to plan and deliver services and outcomes that align with the future aspirations of the [Tablelands 2030+ Community Plan](#).

Council policy, strategy and major decisions are determined by the elected members. Day-to-day operations are largely delegated to the Chief Executive Officer (CEO) as provided for by Council resolutions

and delegations, and in accordance with relevant legislation. Corporate performance is monitored and reported through monthly financial reports, quarterly operational plan performance reports and annual reports to Council and the community.

Like the community plan itself, our Council is concerned with the full range of issues that affect the wellbeing of the community, however there are limits to what Council alone can control or even influence.



Integrated Planning & Reporting Approach

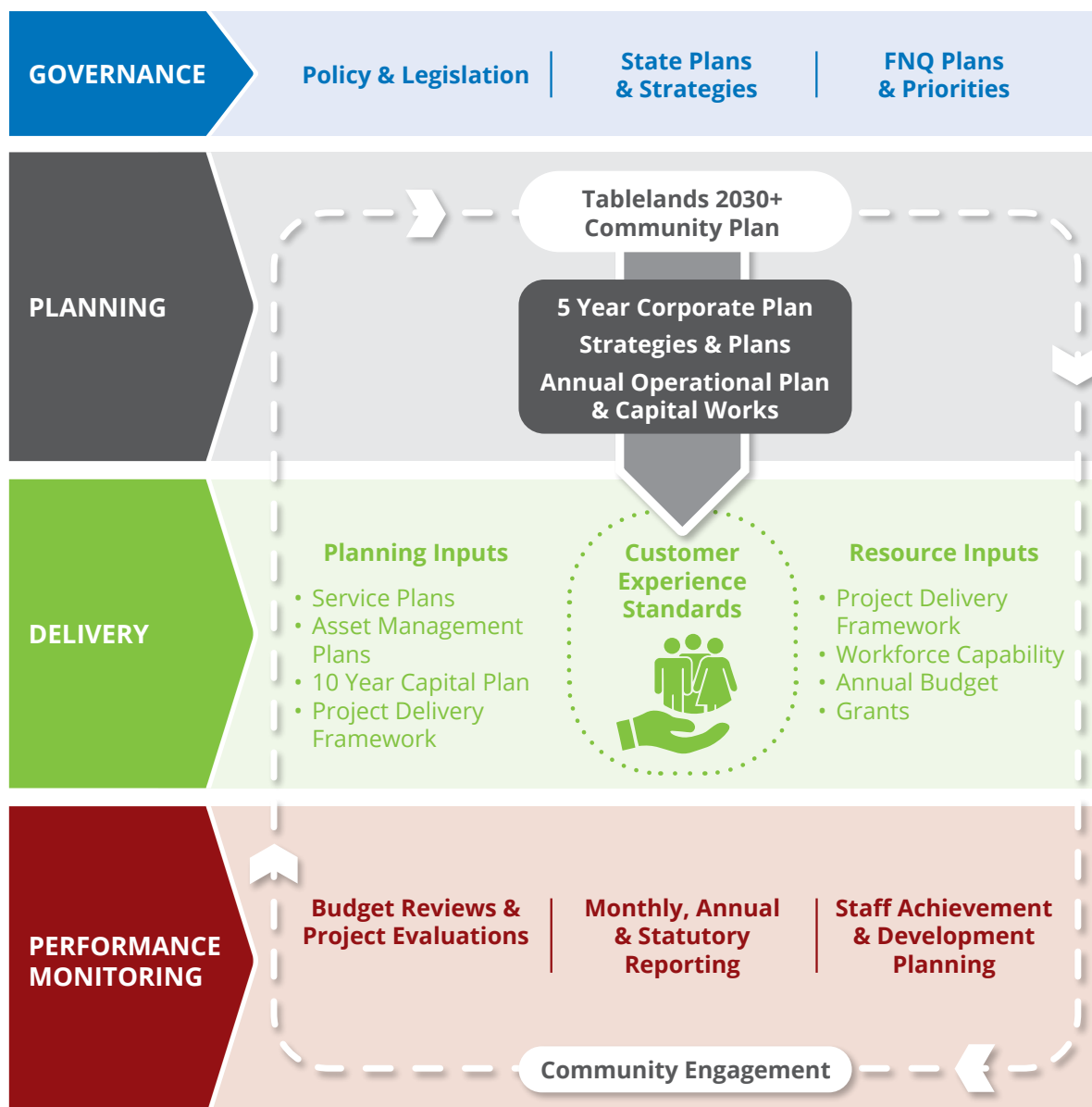
TRC's Integrated Planning and Reporting Framework provides the mechanism for the implementation of the Tablelands 2030+ Community Plan. The Community Plan is the highest level plan within this framework.

We are also bound to operate within relevant legislation, and are guided by State Government and Far North Queensland priorities. TRC actively monitors emerging issues and changes in legislation and regularly reviews adopted

policies, strategies and plans in response to any such changes.

Integrated Planning and Reporting gives Council a framework for identifying the priorities of the community and creating a holistic approach to planning to achieve those goals in a sustainable way, given the resources available.

This diagram illustrates our Integrated Planning and Reporting Framework and how the various elements are related.





The [TRC Corporate Plan 2025–30](#) sets our strategic direction and identifies the key priorities to achieving goals that meet community need. It is supported by strategies and plans that identify specific initiatives and projects to achieve the desired outcomes.

Division 4 of the Local Government Regulation 2012 requires the preparation and adoption of an annual operational plan for each financial year and that Council provide a report on progress towards implementation of the plan's activities and projects.

The Operational Plan 2025–26 outlines the key initiatives to be delivered over the financial year to achieve the corporate plan strategic outcomes and allocates responsibility and resources to activities and projects.

The Operational Plan provides the basis for reporting to Council and the community on the progress towards achieving our strategic goals.

Quarterly reporting is provided to Council and the community. It provides updates on the status of each initiative.

Departments maintain performance data on core service delivery and operational activities for which they have responsibility.

The delivery of the annual capital works program is monitored and reported through a monthly Capital Projects Report at each Council meeting.

Our Annual Report includes an assessment of our financial performance, delivery of capital works program and achievement of Operational Plan initiatives.



Our Organisation

Office of the Chief Executive Officer (CEO)

The Office of the CEO manages the strategic aspects of TRC's operations including provision of advice, assistance and support to elected representatives, leadership and management, advocacy, project management, emergency management, development services and economic development.

Community & Corporate Services (CCS)

The Community and Corporate Services Department ensures an integrated approach to corporate and financial services across the organisation, and delivery of community-focused services. The department is responsible for financial management, procurement, systems and information, community services, communication and engagement, corporate planning, and human resources.

Infrastructure & Environment (IE)

The Infrastructure and Environment Department ensures a sustainable and planned approach to asset management and environmental services across the region. The department is responsible for

- health and environmental protection
- biodiversity management
- strategic asset management of community and corporate facilities and fleet
- planning, construction, maintenance and operations of all TRC's public infrastructure and associated technical services including roads, drainage, parks, gardens, water, wastewater and waste.

It operates three business units providing waste, water and wastewater services.

Waste

The Waste Section is responsible for providing waste and recycling collections, and delivering waste disposal and recycling services with the day-to-day operations of landfills and transfer stations.

Water

The Water Section is responsible for the delivery of reticulated potable water, including construction, management, maintenance and operation of water storage, treatment, distribution and reticulation infrastructure.

Wastewater

The Wastewater Section is responsible for providing wastewater services, including construction, management, maintenance and operation of wastewater collection and treatment infrastructure, and effluent recycling and disposal.



How the Plan is Used

Each operational activity included in this plan links with a Corporate Plan strategic goal, which also aligns with a Community Plan aspiration.

Councillors and staff take a shared responsibility to achieve these strategic outcomes.

Lead departments are responsible for:

- managing deliverables including performance reporting and adhering to the allocated budget for each initiative they have assigned responsibility
- contributing to the successful delivery of the TRC Operational Plan 2025–26
- identifying, managing and monitoring operational risk.

Employee contributions to the delivery of initiatives, maintaining excellent customer service and core service delivery to the expected high standard, are detailed in individual achievement and development plans, with performance monitored on a six-monthly basis.

Risk Management

Operational risks that could adversely impact on TRC's ability to achieve its strategic goals and deliver on its initiatives and services in a financially sustainable manner are monitored and managed in accordance with the [Enterprise Risk Management Policy](#), which is consistent with AS/NZS ISO 31000:2009 Risk Management Standard.

Risks are actively monitored and managed throughout the life cycle of TRC's processes, operations and service delivery. Controls are in place to appropriately manage risks that have the potential to pose a threat to the continued delivery of services to our community.



Assets & Infrastructure Management

1.1 Road networks maintained & improved, & renewal backlog reduced.

Initiative		Key Performance Indicator	Department
1.1.1	Deliver Road Maintenance Performance Contract.	Department of Transport and Main Roads contract specifications and conditions met.	IE
1.1.2	Implement Transport Strategy.	Provide road management and maintenance services in accordance with agreed service standards.	IE
1.1.3	Implement Roads Maintenance Management Plan.	Roads Maintenance Management Plan updated in accordance with agreed service standards (response times).	IE
1.1.4	Capital budget supports critical asset renewals.	Capital projects expenditure planned and reported as new, renewal and upgrade works.	CCS

1.2 Contemporary infrastructure & spaces for community need are planned & delivered.

Initiative		Key Performance Indicator	Department
1.2.1	Continue to update and upgrade website.	Content/functionality updated to meet customer needs.	CCS
1.2.2	Implement Herberton Mining Centre (HMC) Preservation Needs Assessment.	Recommendations from HMC Preservation Needs Assessment implemented, subject to funding.	CCS
1.2.3	Implement Great Northern Mine Site Remediation and Interpretation Plan.	Works to increase safety of the Great Northern Mine Site delivered and improved interpretive material created, subject to funding.	CCS
1.2.4	Develop Active Transport Network Plan (subject to funding).	Walking network plans for Ravenshoe, Herberton and Tolga completed.	IE
1.2.5	Implement Bridge and Major Culverts Maintenance Management Plan.	Plan updated in accordance with agreed service standards and response times. Phasing over multiple years (plan development, condition assessment, maintenance, and scheduling).	IE
1.2.6	Survey and release additional sites at Atherton Aerodrome.	Additional sites at the Atherton Aerodrome released, informed by community and stakeholder engagement.	IE
1.2.7	Review the delivery of Wondecla Aerodrome for potential lease.	Review of community engagement on the lease of the Wondecla Aerodrome completed.	IE
1.2.8	Update Local Government Infrastructure Plan (LGIP).	LGIP updated and aligned to 10-year capital plan.	CEO

1.3 Obligations of our asset management policy, strategic asset management plan & asset management plans are met.

Initiative		Key Performance Indicator	Department
1.3.1	Implement Information Management Strategy.	Annual initiatives as defined in the Information Management Strategy implemented. Policy and process changes associated with <i>Information Privacy and Other Legislation Amendment Act 2023</i> implemented and staff trained.	CCS
1.3.2	Develop Digital Strategy.	Digital Strategy developed and endorsed.	CCS
1.3.3	Review financial and operational assets.	Data cleansing of consolidated asset register continued.	CCS
1.3.4	Implement new Graphical Information Systems (GIS).	GIS System Project Plan approved and implementation commenced.	CCS
1.3.5	Implement improvement plan of the Water Asset Management Plan.	Water asset data cleansed and naming convention implemented.	IE
1.3.6	Review and update Asset Management Policy.	Asset Management Policy reviewed, updated and endorsed.	IE
1.3.7	Review and update Strategic Asset Management Plan.	Strategic Asset Management Plan reviewed, updated and endorsed.	IE
1.3.8	Implement improvement plan of Wastewater Asset Management Plan.	Condition assessments developed, procured and Asset Management System updated with results.	IE
1.3.9	Implement improvement plan of Bridge and Major Culvert Asset Management Plan.	Link between finance, maintenance management system and asset management developed.	IE
1.3.10	Implement improvement plan of Transport Asset Management Plan.	Capital works program developed to upgrade transport assets that are below the desired standard as per the Transport Strategy.	IE
1.3.11	Implement improvement plan of Plant and Fleet Asset Management Plan.	Fleet utilisation reports implemented. Fleet not meeting utilisation benchmarks identified and managed.	IE
1.3.12	Identify surplus community buildings and assets approaching end of life for disposal.	10-year operational plan updated to include costs and identified assets for ongoing disposal.	IE
1.3.13	Implement improvement plan of the Waste Asset Management Plan.	Asset data cleansed and naming convention implemented.	IE

1.4 The visual amenity of our open spaces is maintained & improved.

Initiative		Key Performance Indicator	Department
1.4.1	Review and develop urban garden plans based on locality.	Urban garden layouts reviewed, community engaged and urban gardens plans for major, district and village activity centres developed as per the Community Facilities Strategy.	IE

Community Wellbeing

2.1 Partnerships to improve community services grow.

Initiative		Key Performance Indicator	Department
2.1.1	Deliver Regional Arts Development Fund (RADF).	RADF information sessions hosted, RADF Committee hosted and grant program fully subscribed.	CCS
2.1.2	Investigate initiatives that support leadership in youth.	A minimum of two youth leadership skills development initiatives delivered.	CCS
2.1.3	Deliver grants program.	Grants supporting community capacity building delivered, and acquittal requirements met.	CCS
2.1.4	Promote healthy lifestyles.	Platforms and programs for community interaction and physical activity delivered and supported.	CCS
2.1.5	Implement HMC Preservation Site-specific Plan.	Implementation plan developed for key recommendations, and urgent works commenced (subject to funding).	CCS
2.1.6	Facilitate Tablelands Interagency Group.	Tablelands Interagency Group meetings hosted, partnerships maintained and collaborative initiatives implemented.	CCS
2.1.7	Implement Age-friendly Strategy 2022–27.	Community groups and organisations supported to offer age-friendly activities.	CCS
2.1.8	Deliver grants program.	Grants supporting community capacity building provided, funding information available and acquittal requirements met.	CCS
2.1.9	Facilitate Tablelands Interagency Group.	Meetings hosted, partnerships maintained and collaborative initiatives implemented.	CCS
2.1.10	Support improved health outcomes.	Programs to improve health outcomes promoted, supported and advocated for.	CCS
2.1.11	Support reconciliation advocacy.	Partnerships formed and initiatives supported to enhance reconciliation.	CCS

2.1 Partnerships to improve community services grow continued...

	Initiative	Key Performance Indicator	Department
2.1.12	Progress Reconciliation Action Plan.	Elevate Reconciliation Action Plan annual action items create and endorsed.	CCS
2.1.13	Update Tableland Regional Gallery Strategic Plan and implement action items.	Program of exhibitions and workshops delivered, including at least one touring exhibition. Strategic Plan updated and action items delivered. Tableland Regional Gallery Advisory Committee facilitated and recommendations implemented.	CCS
2.1.14	Implement Cultural Plan 2022–26.	Public art assessed, maintained and decommissioned. Cultural Plan action items implemented.	CCS
2.1.15	Implement Volunteer Management Plan.	At least two recommendations from the Volunteer Management Plan implemented.	CCS
2.1.16	Support Indigenous exhibitions and cultural events.	At least one indigenous exhibition held and a number of events supported.	CCS
2.1.17	Progress Reconciliation Action Plan.	Elevate Reconciliation Action Plan annual action items created and endorsed.	CCS
2.1.18	Update Tableland Regional Gallery Strategic Plan and implement action items.	Program of exhibitions and workshops delivered, including at least one touring exhibition. Strategic Plan updated and action items delivered. Tableland Regional Gallery Advisory Committee facilitated and recommendations implemented.	CCS
2.1.19	Deliver grants program.	Grants supporting community capacity building provided. Funding information available and acquittal requirements met.	CCS
2.1.20	Facilitate Tablelands Interagency Group.	Meetings hosted, partnerships maintained and collaborative initiatives implemented.	CCS
2.1.21	Support improved health outcomes.	Programs to improve health outcomes promoted, supported and advocated for.	CCS
2.1.22	Advocate for reconciliation.	Partnerships formed and initiatives supported to enhance reconciliation.	CCS
2.1.23	Implement Events Strategy.	Event organisers' training delivered and in-region events supported.	CCS
2.1.24	Provide visitor experience services.	Visitor numbers at information centres, museums and galleries increased. Number of out-of-region products for sale reduced, and local products increased.	CCS
2.1.25	Deliver funded disaster and preparedness activities.	Funded projects executed.	CEO

2.2 Accessible & inclusive community spaces are provided.

Initiative		Key Performance Indicator	Department
2.2.1	Implement Inclusion Action Plan.	Making Business Better project delivered and accessibility and inclusion across the region improved.	CCS
2.2.2	Deliver digital support program at libraries.	Digital support projects aligned to funding agreement delivered.	CCS
2.2.3	Implement Age-friendly Strategy 2022–27.	Ageing well program delivered.	CCS
2.2.4	Implement Land Use and Tenure Policy.	Land Use and Tenure Policy reviewed. Agreements relating to use of TRC land and facilities align with the policy and Community Facility Strategy.	CEO

2.3 Community engagement continues on matters of significance.

Initiative		Key Performance Indicator	Department
2.3.1	Create and implement communication and engagement plans.	Communication and engagement plans developed for change initiatives, new programs and projects.	CCS
2.3.2	Embed and progress Tablelands 2030+ Community Plan.	Engagement conducted with Community Plan partners and progress captured on achieving desired community outcomes included in the Annual Report.	CCS
2.3.3	Progress Reconciliation Action Plan.	Innovate Reconciliation Action Plan annual action items delivered.	CCS
2.3.4	Deliver Get Ready Queensland activities (grant funded).	Get Ready Action Plan developed and disaster preparedness activities implemented.	CEO
2.3.5	Update and develop printed publications as required including Guide for New Residents, walking and activity brochures, newsletter, etc.	Printed products developed/updated and printed.	CCS
2.3.6	Administer TC Jasper funding.	Funded projects executed.	CEO

2.4 Community engagement for transparent decision-making is supported.

	Initiative	Key Performance Indicator	Department
2.4.1	Facilitate gift fund committees.	Meetings for Herberton Mining Centre, Malanda Falls Information Centre, Ravenshoe Visitor Centre and Tableland Regional Gallery gift fund committees delivered and actions implemented.	CCS
2.4.2	Progress Cycling Strategy 2023–33.	Cycling Strategy Action Plan implemented.	CCS
2.4.3	Implement HMC Strategy.	Educational experiences and spaces created. Meetings of the relevant committee hosted and recommendations implemented.	CCS

Our Environment

3.1 Our natural environment & biodiversity are protected, preserved & promoted.

	Initiative	Key Performance Indicator	Department
3.1.1	Implement Community Revegetation Nursery Business Plan.	Periodic tree giveaway for ratepayers delivered. Opportunities for tree planting under the Vegetation Management Policy identified.	IE
3.1.2	Deliver hazard reduction burns.	Annual fire operations as part of Multi-Agency Bush Fire Risk Mitigation Plan delivered.	IE
3.1.3	Implement Reef Guardian Action Plan.	Six Reef Guardian Council-funded projects delivered.	IE

3.2 Sustainable practices are promoted & we respond to climate change.

	Initiative	Key Performance Indicator	Department
3.2.1	Implement Climate Risk Management Strategy.	Climate partnerships and alliances (e.g. Queensland Climate Resilient Councils, Climate Resilient Alliance) established to pool resources, share learnings, identify common actions, maximise value for expenditure and expand the impact of actions.	IE
3.2.2	Develop Emissions Reduction Strategy.	Energy Management Plan and Greenhouse Gas Inventory process finalised and informing strategy developed.	IE
3.2.3	Implement Rivers to Reef Climate Resilient Alliance.	Opportunities, risks and benefits of procuring renewable energy from regional generators considered, and potential power purchasing agreements investigated.	IE

3.3 Resources are managed responsibly.

	Initiative	Key Performance Indicator	Department
3.3.1	Implement Natural Asset Management Strategy.	TRC-owned and managed natural assets reviewed and inventoried, and desired levels of service for the development of a Natural Asset Management Plan defined.	IE

3.4 Biosecurity measures are supported.

	Initiative	Key Performance Indicator	Department
3.4.1	Implement Biosecurity Plan.	Annual weed and animal pest control program delivered, including state roadside weed management contract deliverables.	IE

3.5 Waste and recycling are managed.

	Initiative	Key Performance Indicator	Department
3.5.1	Implement public bin replacement program.	Manually collected bins converted to mechanically collected bins.	IE
3.5.2	Develop Landfill Closure/Management Strategy for Atherton Landfill.	Landfill closure strategy developed for Atherton to use available airspace and close out and manage.	IE
3.5.3	Develop Landfill Management Strategy for Innot Hot Springs Landfill.	Landfill plan for current and future cells developed, maximising use of all available airspace.	IE
3.5.4	Deliver waste/recycling education and community engagement.	Waste and recycling education program / community engagement project developed and implemented.	IE

3.6 Effective water and wastewater planning and management are implemented.

	Initiative	Key Performance Indicator	Department
3.6.1	Maintain the Drinking Water Quality Management Plan and the Risk Management Improvement Plan and deliver improvements.	Risk Management Improvement Plan projects developed with detailed scope, specification and cost estimates.	IE
3.6.2	Implement water demand management efficiency and education — leak detection.	Program for leak detection delivered, focusing on Atherton, Yungaburra and Malanda.	IE

3.6 Effective water and wastewater planning and management are implemented continued...

	Initiative	Key Performance Indicator	Department
3.6.3	Implement water demand management efficiency and education — smart meters.	Small trial of possible solutions conducted. Larger rollout of smart meters implemented as part of routine replacement.	IE
3.6.4	Establish effluent reuse agreements (Atherton, Yungaburra and Malanda) and design and installation of associated infrastructure.	Agreements created and associated infrastructure installed and operating.	IE
3.6.5	Investigate the feasibility of sewerage Tolga and surrounding areas.	Feasibility investigation completed and presented to Council.	IE
3.5.6	Investigation into feasible options for sewerage utilities for the central business district in Herberton township.	Feasibility investigation completed and presented to Council	IE

Our Economy

4.1 Priorities in our Economic Development Strategy are delivered.

	Initiative	Key Performance Indicator	Department
4.1.1	Implement Economic Development Plan.	Specific key initiatives delivered.	CEO
4.1.2	Support strategic industries.	Engagement activities conducted, partnership opportunities developed and advocacy undertaken.	CEO

4.2 Business and industry engagement and advocacy are supported.

	Initiative	Key Performance Indicator	Department
4.2.1	Engage with business and industry.	Small Business Friendly Council, partnership opportunities, advocacy and support for strategic industries, and Business Excellence Awards delivered.	CEO
4.2.2	Deliver business licensing program.	Annual licence renewals and new licence requests processed within agreed timeframes. Ninety percent of licensed businesses inspected within compliance monitoring program timeframes.	IE

4.3 Assistance provided for business capacity, growth, diversification and resilience.

Initiative		Key Performance Indicator	Department
4.3.1	Facilitate partnerships for improved in-region educational outcomes.	Active engagement and collaboration conducted with tertiary sector, region tourism and organisations.	CEO
4.3.2	Advocate for Atherton Forest Mountain Bike Park.	Support provided to expand park.	CEO

Governance & Financial Sustainability

5.1 Long-term legislated financial ratio indicators are met.

Initiative		Key Performance Indicator	Department
5.1.1	Monitor, report and support activities that achieve sustainability ratio targets over the long term.	Financial sustainability long term targets are met in budget and actuals.	CCS

5.2 Unqualified annual external audit reports are achieved.

Initiative		Key Performance Indicator	Department
5.2.1	Deliver financial statements in accordance with the Queensland Audit Office requirements.	Unqualified external audit report achieved.	CCS

5.3 Service provision is financially sustainable through the Service Management Framework with services meeting agreed and affordable levels of service.

Initiative		Key Performance Indicator	Department
5.3.1	Provide environmental health compliance services.	Response to environmental and public health nuisance, incidents and emergencies aligned to customer experience standards.	IE
5.3.2	Review delivery of corporate and public amenity cleaning for external versus internal services.	Service level review of the corporate and public amenity cleaning completed and outcome of costings and business plan presented to Council.	IE

5.3 Service provision is financially sustainable through the Service Management Framework with services meeting agreed and affordable levels of service continued...

Initiative		Key Performance Indicator	Department
5.3.3	Manage financial position and performance in accordance with budget.	Total operational expense and revenue results maintained within +/- 5% of budget each quarter.	CCS
5.3.4	Implement information centre service review.	Action plans from the Visitor Information Service Review delivered.	CCS
5.3.5	Conduct Local Laws service review.	Service review of the Local Laws service conducted.	CCS
5.3.6	Provide an accessible library service.	Seventy percent of program activities cater for all-abilities.	CCS
5.3.7	Deliver animal management program.	Microchipping and registration annual approved inspection program and community education program implemented.	CCS
5.3.8	Review Community Project Request process.	Increased number of requests received and progressed.	CCS
5.3.9	Deliver First Five Forever Program and State Library Grant.	Projects delivered aligned to funding agreement.	CCS
5.3.10	Incorporate service management into the development of budgets to determine agreed and affordable levels of service.	Service management frameworks are used in the development of budgets and support financially sustainability targets over the long term.	CCS
5.3.11	Consistent use of Customer Request Management (CRM) customer satisfaction scores.	Project plan developed to implement consistent use of CRM customer satisfaction scores.	CCS

5.4 Funding agreed critical renewals in the annual budget.

Initiative		Key Performance Indicator	Department
5.4.1	Develop budgets that support critical asset renewals.	Components of each capital project identified to enable detailed reporting on expenditure activity across new, renewal and upgrade works.	CCS

5.5 Good governance is modelled.

Initiative		Key Performance Indicator	Department
5.5.1	Review and update Community Services Business Continuity Plan (BCP).	BCP updated and tested.	CCS
5.5.2	Review Child Safety Principles.	Child Safety Principles reviewed and implemented.	CCS
5.5.3	Deliver corporate reporting and compliance.	Information easily accessible on Council decisions, services, strategic approach and progress towards achieving outcomes in the Corporate and Operational Plans.	CCS
5.5.4	Deliver records and information responsibilities.	Right to Information and Privacy applications completed within legislative timeframes.	CCS
5.5.5	Deliver business continuity management.	Policy and procedure, business impact analysis, corporate BCP and Pandemic Plan updated and business continuity exercise facilitated.	CEO
5.5.6	Update local disaster management documents.	Plans reviewed, updated and endorsed by the Local Disaster Management Group (LDMG) and Council.	CEO
5.5.7	Update and implement Communication and Engagement Strategy.	Multiple communication platforms used, style guide training provided to staff and positive image of TRC and region promoted.	CCS
5.5.8	Develop budget and complete budget reviews.	2026–27 budget ready for adoption by June 2026 and 2025–26 budget reviews completed in line with the budget project plan.	CCS
5.5.9	Facilitate Audit Risk and Improvement Committee.	Nominated audit projects completed and audit committee meetings facilitated.	CEO
5.5.10	Review Corporate Risk Framework.	Corporate and operational risk registers reviewed and risk treatments implemented where appropriate.	CEO
5.5.11	Review delegations.	Delegations to the CEO reviewed and delegations management software implemented.	CEO
5.5.12	Review and update Systems and Information BCP.	BCP updated and tested.	CCS
5.5.13	Improve cybersecurity posture.	Vulnerability test undertaken and plan to address gaps developed. Cybersecurity and AI policies adopted.	CCS
5.5.14	Review and update Development Services BCP.	BCP updated and tested.	CEO

5.5 Good governance is modelled continued...

Initiative		Key Performance Indicator	Department
5.5.15	Review and update Communication and Engagement BCP.	BCP updated and tested.	CCS
5.5.16	Deliver Business Processes Review Plan.	Annual initiatives delivered as per the Business Process Review plan.	CCS
5.5.17	Review Community Project Request process.	Simplified procedure meets customer expectations, and number of requests received and progressed.	CCS
5.5.18	Maintain positive and productive relationships with grant funding bodies.	Funding applications, deeds, variations, reporting and acquittals delivered within agreed timeframes.	CCS
5.5.19	Review and update People and Culture BCP.	BCP updated and tested.	CCS
5.5.20	Review and update Legal and Governance BCP.	BCP updated and tested.	CEO
5.5.21	Review and update Finance BCP.	BCP updated and tested.	CCS
5.5.22	Review and update Economic Development BCP.	BCP updated and tested.	CEO
5.5.23	Review and update Environment and Natural Resource Management BCP.	BCP updated and tested.	IE
5.5.24	Review and update Executive BCP.	BCP updated and tested.	CEO
5.5.25	Review and update Project Management Office BCP.	BCP updated and tested.	CEO
5.5.26	Review and update Roads and Projects BCP.	BCP updated and tested.	IE
5.5.27	Review and update Strategic Assets BCP.	BCP updated and tested.	IE

5.6 A high performance culture is developed.

	Initiative	Key Performance Indicator	Department
5.6.1	Deliver animal management program.	Microchipping and registration approved inspection program implemented.	CCS
5.6.2	Deliver disaster management stakeholder engagement and training.	Four LDMG meetings facilitated. Training and one exercise delivered.	CEO
5.6.3	Issue timely and accurate rate notices.	Rate data reviews complete and rate notices issued twice per year.	CCS
5.6.4	Review and implement local laws.	Local laws updated, forms, precedents and management developed for remaining local law applications and processes.	CEO
5.6.5	Review insurance.	Insurance reviewed and updated.	CEO
5.6.6	Deliver corporate induction program.	Induction includes appropriate content and is delivered effectively, including biennial refresher.	CCS
5.6.7	Deliver system implementations/improvements.	Door security card system replaced, SCADA System implementation completed, CIA condition corrections completed, CIA purchase cards implemented, CIA enterprise budgeting implemented, CIA training/talent/succession implemented, delegations system implemented, EWN/SMS messaging system implemented, CIA property and rating upgrade (Stage 1A) commenced, contractor management system implemented, and investigations application implemented.	CCS
5.6.8	Provide face-to-face, online and telephone customer services.	Eighty percent customer satisfaction and 80% achievement of target response timeframes for customer requests.	CCS
5.6.9	Deliver annual training plan and facilitate ongoing training needs.	Ongoing review of training needs completed and annual training plan/calendar implemented.	CCS
5.6.10	Achieve talent acquisition and retention.	Eighty percent Achievement and Development Plans, KPIs for employee retention developed.	CCS
5.6.11	Manage industrial relations.	Systems, processes and frameworks align with industrial relations and risks are effectively managed.	CCS
5.6.12	Implement Customer Experience Strategy.	Annual action items and annual training for frontline staff delivered.	CCS

5.6 A high performance culture is developed continued...

Initiative		Key Performance Indicator	Department
5.6.13	Secure grant funding for projects.	Grant applications align with projects endorsed under Project Decision Framework, Operational Plan and TRC strategies.	CCS
5.6.14	Implement CiA training, talent and succession.	System implemented and staff trained and onboarded to new process.	CCS
5.6.15	Conduct employee engagement survey.	Employee engagement survey conducted and improvement initiatives identified.	CCS
5.6.16	Negotiate certified agreement.	New agreement negotiated and certified.	CCS
5.6.17	Provide leadership development.	Additional development for key supervisors provided.	CCS
5.6.18	Align organisational design.	Organisational design/structure aligned with business strategy and with appropriate resources.	CCS
5.6.19	Align Workforce Strategy.	Strategy aligned to current and future needs that include culture development initiatives.	CCS
5.6.20	Improve work health and safety (WHS).	Initiatives implemented to ensure a continual improvement focus for the organisational WHS framework, including provision of an effective WHS dashboard.	CCS
5.6.21	Review and implement Project Management Framework.	Project management capacity improvements achieved including collaboration, planning, change management and resourcing of projects.	CEO
5.6.22	Provide internal communication and engagement training.	Internal training developed and delivered to familiarise staff with communication and community engagement practises, policies, resources and procedures.	CCS

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Customer service centres in Atherton,
Herberton, Malanda and Ravenshoe

