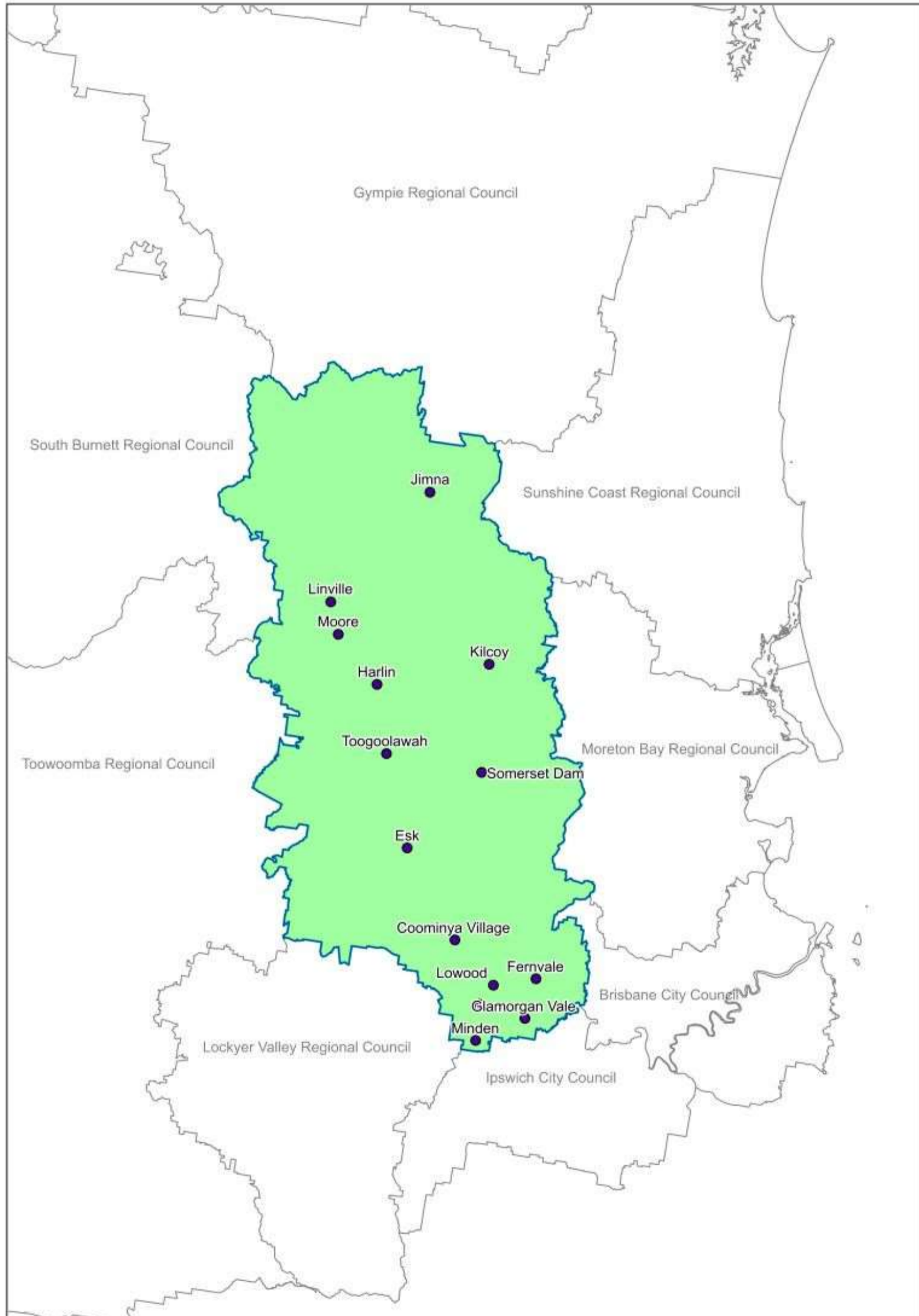




Somerset
REGIONAL COUNCIL

**OPERATIONAL PLAN
2023 – 2024**





Introduction

The 2023/24 Operational Plan outlines the activities and services that as an organisation Council will deliver this year towards implementing the objectives of the Corporate Plan 2021 -2026.

Somerset Regional Council's Operational Plan is an integral cog in the wheel that drives our Corporate Planning and the organisations performance. The Operational Plan is funded through Council's annual budget and sets the years direction for each of Council's Departments. The Operational Plan articulates Council's commitment to key projects, services, activities and measures the success and areas of responsibility for 2023/24. Council is required to report quarterly on the progress of all operational plan.

The Operational Plan is aligned with other key documents to detail the implementation of strategies which are used to assist Council and the community to plan for a sustainable future. This approach ensures that efficiencies are achieved through coordinated planning and budgeting and to ensure that management is undertaken in an integrated manner.

The alignment of the Corporate Plan 2021 - 2026 and the Operational Plan for 2023/24 is centred on the key themes of Natural Somerset, Vibrant Somerset, Prosperous Somerset, Well Planned Somerset and United Somerset. These five themes guide Council's focus over the next five years and have a number of outcomes and strategies. The Corporate Plan assists in the identification of priorities, and is used to balance the delivery of services and projects within available resources.

Our Vision

The Somerset region, with its unique identity and proud heritage, is vibrant, cohesive and connected, providing the foundations for a prosperous rural lifestyle.

Our Mission Statement

To provide leadership in making locally-responsive and informed decisions, focussing on our customer's needs to deliver the highest-quality efficient services and facilities to all communities of the Somerset region.

Our Five Core Values

Our values govern Council's actions and how we serve the communities of the Somerset region. Our five core values are:

1. Positive Interactions

We encourage positive interactions within the organisation and externally, and our relationships are based on integrity, honesty, openness, accountability and equity.

2. Community Champions

As community champions we will provide a foundation for long-term growth and prosperity while providing flexibility to respond to the changing needs of our community.

3. Empowered Workforce

As an organisation, we aim to provide a safe environment for our employees to further develop their productive capacity through the acquisition of skills, teamwork, empowerment and participation in the decision-making process.

4. Safety STAR (Stop, Think, Act, Review)

We recognise that to function efficiently and effectively our organisation and community must feel safe. In doing so, we will take the necessary time to stop and think, take appropriate action to protect our people, and review our processes in the spirit of continuous improvement.

5. Excellence

We encourage our elected representatives, employees, our community champions and our customers to be actively involved in our quest for excellence – meeting or exceeding our community's needs and expectations at the lowest cost possible.

Managing Risks

Somerset Regional Council recognises that risk management is an integral part of good governance and management practice. Accordingly, Council has an active system in place to manage and treat risks. This system is supported and managed by Council's CEO and Directors. Risk management principles and processes with the organisation's overall governance, strategy and planning, management, reporting processes, policies, values and culture are managed on a day to day basis.

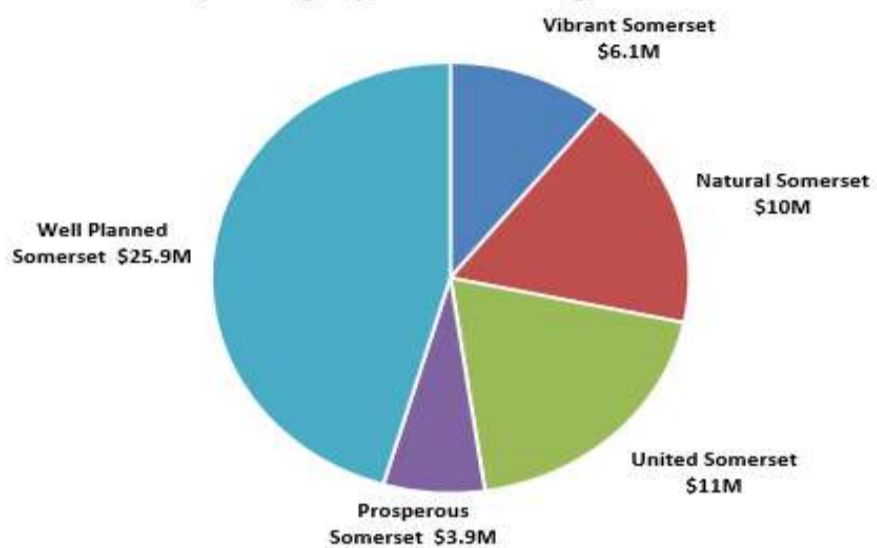
Linking the Operational Plan to the budget

To achieve the strategies and activities contained within the key Corporate Themes, the Operational Plan is financed through the 2023/24 budget and commits Council to the allocation of resources to ensure service delivery is undertaken and completed within the year. Financial performance is monitored throughout the year with monthly reports to Council and periodic budget review undertaken to account for new information as it comes to hand.

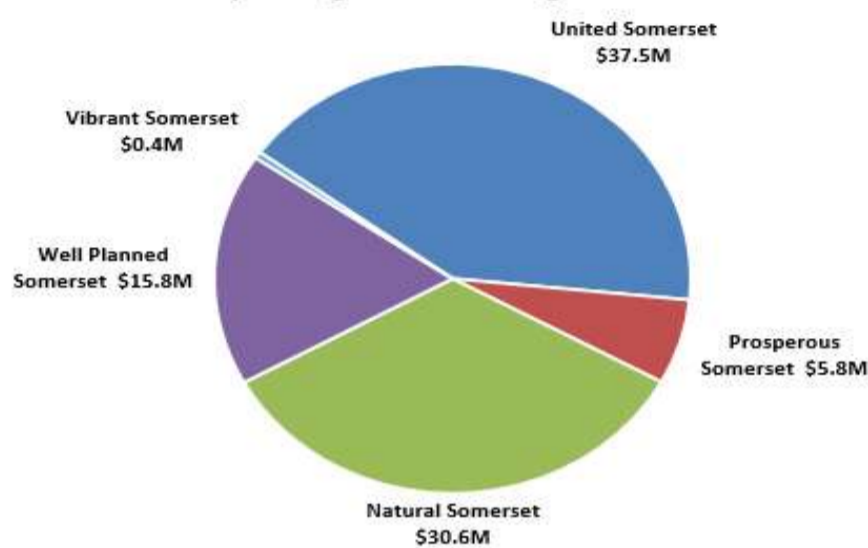
Somerset Regional Council

Revenue and expenditure by FY2024 operational plan category

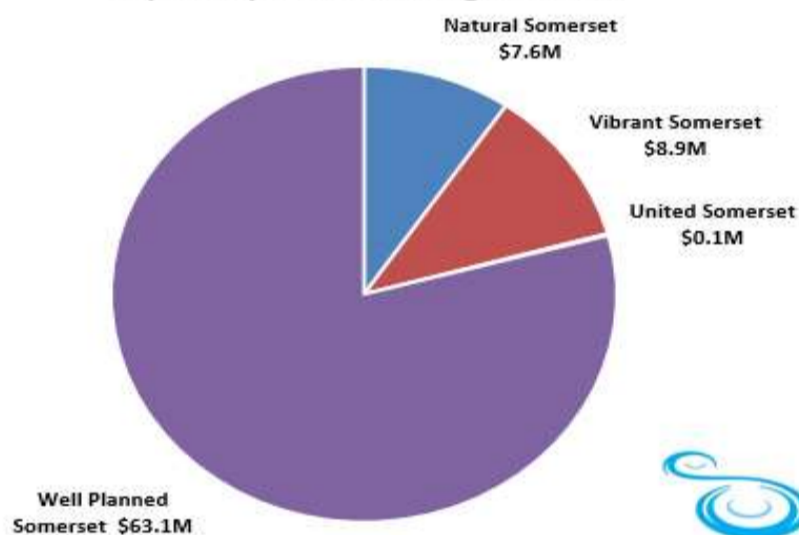
Operating expenditure - budget FY2024



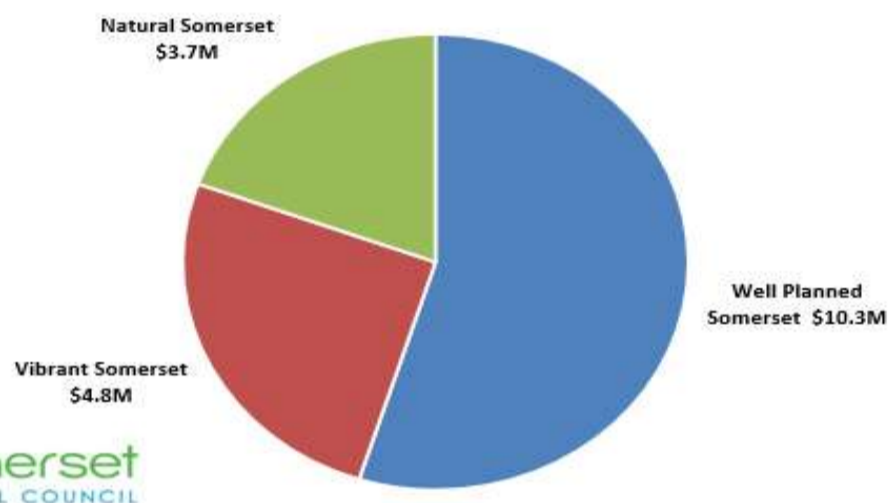
Operating revenue - budget FY2024



Capital expenditure - budget FY2024



Capital revenue - budget FY2024



2023/24 Operational Plan

The focus for the Operational Plan is on planning, delivery and monitoring the relevant services and projects that will translate the strategic themes into actions. Included within the following tables are specific activities, performance measures, targets and responsibilities for each of the Corporate Plan Themes.

Corporate Plan Theme		NATURAL SOMERSET								
Corporate Plan Theme Description		A place where the natural environment, scenic beauty and rural lifestyle are valued and protected								
ID	Corporate Plan Strategy	Activity Required	Output	Community Consultation	Measure	Department	Responsible Officer	Progress Traffic Light	Comments regarding Progress	Due for Completion
1	Promote the lakes, valleys, mountains, rivers and natural heritage in the Somerset region's branding, marketing and development.	Engage with the SEQ Water to address water, landcare, rivercare and related issues	Active advocacy through relevant SEQ Water representatives and the Board.	Inform	Progress options for Comorant Bay Café and mid-Brisbane public use areas, and other relevant matters with SEQ Water.	Office of the Mayor and CEO	CEO			
2	Protect and utilise our economic assets including our agricultural land, forests and other natural resources.	Engage with agricultural and forestry sectors via Council Advisory Committees to protect and enhance economic opportunities.	Participation via these sectors in Council Advisory committees, such as the EDTAC and LDMG.	Inform	Positive Interactions with sectors in protecting and utilising agricultural, forests and natural assets	Office of the Mayor and CEO	CEO			
		Work with Council of Mayors to address forestry, landcare, rivercare and related issues	Active advocacy through Council, regional organisations and Associations	Inform	Participation in South East Queensland (SEQ) Council of Mayors, in particular Resilient Rivers	Office of the Mayor and CEO	CEO			
		Engage with the Commonwealth and State Environment and Water Ministers to address forestry, landcare, rivercare and related issues	Where appropriate, advocacy through relevant State Government Departments and Ministers	Inform	Positive Interactions with Commonwealth and State Departments and Ministers	Office of the Mayor and CEO	CEO			
3	Implement contemporary and practical strategies to minimise the environmental impact of Council's operations and facilities.	Offset the environmental impacts of Council's Capital Works Program.	Deliver proportionate offsets as per Council's Offset Policy OP019.	Inform	Offsets are delivered in alignment with Council's strategic environmental priorities.	Planning and Development	NRMO			
4	Encourage the State and Federal Governments to support a range of natural resource enhancement activities including re-forestation, land care, riparian restoration and carbon reduction initiatives.	Maintain an Environmental Levy in the Budget	Adopt an Environmental levy during the 2023/24 Budget process	Inform	Adoption of an environmental levy by 31 July 2023	Finance	DFIN			
5	Take an active role in the maintenance and enhancement of the region's natural resources through targeted expenditure of the environment levy and other resources	Facilitate collaborative investment with key internal and external partners	Deliver projects under the Resilient Rivers initiative and disaster recovery funding arrangements.	Involve	Program delivery in alignment with Project Plan deliverables.	Planning and Development	NRMO			
		Promote and deliver community engagement activities.	Deliver: • Free Tree Program • National Tree Day • Land for Wildlife Program.	Inform	Delivery of Free Tree days; National Tree Day; Increase community participation in Land for Wildlife	Planning and Development	NRMO			
		Deliver direct investment opportunities for homeowners in partnership with Seqwater.	Deliver the On-site Wastewater Mitigation Program.	Inform	Program delivery in alignment with Project Plan deliverables.	Planning and Development	NRMO			
6	Support educational programs which promote the importance of preserving the region's natural features and opportunities for carbon reduction initiatives.	Coordinate and support regionally significant initiatives, including: • Land for Wildlife • South East Queensland Fire and Biodiversity Consortium • Healthy Land and Water (regional NRM) • Council of Mayors (SEQ) – Resilient Rivers.	Active participation in relevant forums.	Inform	Maintain membership and delivery of: • Land for Wildlife • SEQ Fire and Biodiversity Consortium • Healthy Land and Water (regional NRM) • Council of Mayors (SEQ) – Resilient Rivers.	Planning and Development	NRMO			
7	Support long-term financial planning, asset management, strategic planning, emergency management and other Council processes through a considered understanding of regional conditions, including bushfire risk, flooding, and climatic change.	Implement and report on the progress of the outcomes of the Local Floodplain Management Plans and Overland Flow Assessment Report.	Progression of action items identified in the flood studies.	Inform	Annual progress report.	Operations	DOPER			
8	Protect and maintain the natural assets and community amenity through the implementation of Local Laws and environment legislation.	Investigate and take necessary actions on environmental protection complaints.	Environmental Health compliance services are provided.	Inform	All complaints investigated within specified time frames.	Planning and Development	ESM			
9	Reduce the impacts of invasive plants and animals through Council's Biosecurity Plan – Invasive Plants and Animals.	Implement Council's Biosecurity Plan for invasive plants and animals.	Implementation of the strategic actions in Biosecurity Plan.	Inform	Successful delivery of the Biosecurity Plan strategic actions.	Planning and Development	ESM			
10	Take a long-term view of waste management issues to ensure the best outcomes for the Somerset Region.	Prepare designs and cost estimates to implement waste transfer stations master plans to improve recycling opportunities, diverting more waste streams from general landfill.	Designs prepared and costed.	Inform	Designs complete	Operations	MES			
		Continue to operate the existing waste cell at Esk Landfill with the procedures and site based management plan	Maximise the utilisation of cell space to extend the life of the cell	Inform	Operation in accordance with Environmental Protection Agency (EPA) Licence	Operations	DOPER			
		Communicate with neighbouring Councils on the progress of waste management issues	Continue to seek opportunities with neighbouring Councils to improve waste management practices	Inform	Participation with key agencies such as SEQ Council of Mayors Waste Working Group.	Operations	DOPER			
		Review and update Council's Waste Reduction and Recycling Plan in accordance with contemporary practices.	Keep abreast of recent developments and investigate options	Consult	Preparation of Waste Reduction and Recycling Plan 2023-2027	Operations	DMO			

Corporate Plan Theme		NATURAL SOMERSET								
Corporate Plan Theme Description		A place where the natural environment, scenic beauty and rural lifestyle are valued and protected								
ID	Corporate Plan Strategy	Activity Required	Output	Community Consultation	Measure	Department	Responsible Officer	Progress Traffic Light	Comments regarding Progress	Due for Completion
11	Make parks and gardens an integral part of future growth management plans.	Develop a vision for regional, neighbourhood and local parks and gardens	Parks provision and infrastructure guidelines	Consult	Guidelines progressed and presented to Council for adoption.	Operations	MES			

Corporate Plan Theme		VIBRANT SOMERSET								
Corporate Plan Theme Description		An integrated and welcoming place with something for everyone								
ID	Corporate Plan Strategy	Activity Required	Output	Community Consultation	Measure	Department	Responsible Officer	Progress Traffic Light	Comments regarding Progress	Due for Completion
12	Facilitate well-planned and aesthetically-pleasing town and village gateways that enhance the look, feel and appeal of our individual communities.	Oversight for the adopted Tourism Strategy, Lowood Futures Project and planned Kilcoy Revitalisation Project	Progression and reporting of the actions contained within the Tourism Strategy and Lowood Futures Project. Progress of Kilcoy Revitalisation project	Involve	Report on progress of strategies reported quarterly to the EDTAC and Council	Office of the Mayor and CEO	CEO			
13	Implement the Arts, Culture and Heritage Plan 2023 - 2028 with a focus on short term priorities and support of local artists.	Implement adopted Arts, Culture and Heritage Plan including five year action plan.	Progression and reporting of priorities and actions to Council	Inform	Quarterly report on progress of action plan to Council	Corporate and Community Services	ACM			
14	A resilient and connected creative community	Position libraries to perform the integral role of providing resources and programs to deliver lifelong learning and improve skills in digital, financial and health literacies, and living sustainably.	Develop and deliver programs for skills, technology and learning for the community	Engage	Increase in membership, program attendance and better outreach opportunities	Corporate and Community Services	ACM			
		Produce high quality, engaging and stimulating programs that connect and strengthen the community, enabling them to engage on multiple levels as practitioner and/or consumer	New audiences developed for local events, festivals, programs and activities.	Involve	Develop community knowledge, skills and experiences and improved usage of cultural facilities venues and spaces.	Corporate and Community Services	ACM			
		Raise the awareness of local, state and federal funding opportunities and support to our local creatives.	Awareness and access to grants, resources and support through the delivery of Federal, State and RADF grants program	Inform	Opportunities promoted in arts newsletter and RADF grant budget 100% allocated	Corporate and Community Services	ACM			
15	A place distinguished by its environment and history	Bring practitioners to the region to support, connect and contextualise local arts practice and foster dialogue and collaboration	More professional development opportunities for local artists and creative practitioners	Involve	Develop community knowledge, skills and experiences and improved usage of cultural facilities venues and spaces.	Corporate and Community Services	ACM			
		Celebrate Somerset's history through collaboration across cultural venues, to develop diverse exhibitions and programming	Increased number of heritage related projects within the region	Engage	Increased awareness of Somerset's diverse cultural heritage amongst residents and visitors	Corporate and Community Services	ACM			
		Position region and venues for investment from state and federal government and grow private support	Identify potential funding streams and sponsorship opportunities.	Engage	Grants applied for and sponsorship opportunities developed.	Corporate and Community Services	ACM			
16	Facilitate community access to the wide range of sport and recreational pursuits available in the Somerset region.	Implement a communication and marketing plan that is employed across the arts and cultural portfolio to promote events and activities.	Increase the capacity of regions events, festivals and activities to attract new audiences and better engage with local communities	Inform	Deliver and implement a marketing and communication action list with a view to delivering a body of work reflective of arts and culture strategy.	Corporate and Community Services	ACM			
		Ensure that the development of Somerset's arts and cultural identity is well understood and supported across the organisation.	Review and prepare a business case about staff resourcing within the Arts and Culture Department in order to provide ongoing support to the regions cultural venues and arts community.	Inform	Subject to a business case. Increase capacity of regions premier cultural venues to include three additional part-time staff positions at The Condensery and Somerset Civic Centre to service visitors and professionally deliver services.	Corporate and Community Services	ACM			
		Provide the highest quality recreational sports and aquatic facilities based on the resources available	Plant upgrade works undertaken at Aquatic Facilities to ensure compliance and water quality, and improve efficiency	Inform	Number of complaints about the swimming pools availability and service	Corporate and Community Services	CTM			
		Provide for the sporting and recreational needs of the local communities through indoor sports centres, outdoor recreation facilities and swimming pools	Undertake an assessment of all Council owned Sports and Recreation Facilities owned by Council for the prioritised development of Council facilities	Consult	Report to Council	Corporate and Community Services	CTM / SRO			
		Provide for the sporting and recreational needs of the local communities through indoor sports centres, outdoor recreation facilities and swimming pools	Undertake feasibility research to extend the Toogoolawah Community Gym and construct additional carparks that complements the overall precinct including the Swimming Pool, Community Gym, Brisbane Valley Rail Trail and the Condensery	Inform	Report to Council	Corporate and Community Services	SRO			

Corporate Plan Theme		VIBRANT SOMERSET								
Corporate Plan Theme Description		An integrated and welcoming place with something for everyone								
Corporate Plan Strategy	Activity Required	Output	Community Consultation	Measure	Department	Responsible Officer	Progress Traffic Light	Comments regarding Progress	Due for Completion	
17	Provide for the sporting and recreational needs of the local communities through indoor sports centres, outdoor recreation facilities and swimming pools	Undertake an analysis for the long-term development of the Toogoolawah Swimming Pool	Inform	Report to Council	Corporate and Community Services	CTM				
	Provide for the sporting and recreational needs of the local communities through indoor sports centres, outdoor recreation facilities and swimming pools	Undertake Stage 2 works of the Lowood Swimming Pool Refurbishment project, including carpark refurbishments, new perimeter fencing, solar panel installation, grounds improvement and amenities improvements.	Inform	Works completed with minimal to no disruption to service	Corporate and Community Services	CTM				
	Make efficient use of existing infrastructure by encouraging connections to services with ample capacity and carry out any works as are necessary to provide the required services to the community.	Review Somerset's Local Government Infrastructure Plan (LGIP) incorporating outcomes of infrastructure service standard reviews and strategic network planning.	LGIP review in accordance with statutory guidelines.	Inform	Commence review of LGIP review in accordance with statutory guidelines.	Planning and Development	DPAD			
	18	Increase the range of recreational opportunities by encouraging the construction and operation of regional facilities for regional visitors.	Implement externally funded infrastructure projects based on successful funding applications	Involve	Percentage of externally funded infrastructure projects completed	Corporate and Community Services	DCORP			
		Provide multiple recreational opportunities on Mount Glen Rock for locals and visitors sustainably	Develop a Master Plan for the long term development of Mount Glen Rock	Consult	Master Plan for the development of Mount Glen Rock adopted by Council	Corporate and Community Services	CTM			
	Enhance the recreation capacity of the Kilcoy Indoor Sports Centre to allow for increased capacity, increased gymnastics floorspace and other sporting opportunities	Prepare and submit a Development Application for the staged redevelopment of the Kilcoy Indoor Sports Centre	Engage	Development Application submitted and approved	Corporate and Community Services	SRO				
	Create plan for the long-term development of the Fernvale Sports Park to cater for growing demand and new usage	Develop a master plan for the re-development of the Fernvale Sports Park	Engage	Master Plan for the Fernvale Sports Park adopted by Council	Corporate and Community Services	CTM				
	Investigate and implement strategies to install sustainable irrigation systems at outdoor recreation facilities	Prepare a business case for the installation of sustainable irrigation system/s at Council recreation facilities and accordingly submit grant funding applications	Consult	Grant funding applications submitted to install sustainable irrigation systems at a minimum of one Council recreation facility	Corporate and Community Services	CTM / SRO				
	Undertake an assessment of outdoor multi-use recreation trails within the Region, and take necessary action to progress opportunities.	Undertake an assessment of the outdoor recreation trails available in the Somerset Region and prioritise Council development of trails to increase community use and visitation	Consult	Recruit a fixed term 'Trails Officer' to perform this task and similar trail development tasks in the region. Reports to be presented to EDTAC and Council	Corporate and Community Services	TO / CTM				
	19	Promote and maintain a high standard of public health in the community through monitoring of food handling, public health risks and the increased awareness of good hygiene practices.	Undertake annual food business inspection program.	Involve	Inspections completed.	Planning and Development	ESM			
Food business, community groups and the general public are better informed about food safety.		Conduct a community awareness programs to promote food safety and hygiene practices for: • Food businesses • Community Groups • Schools and the general public. Provide free online 'I'm ALERT' food safety training.	Inform	Number of users who complete the online 'I'm ALERT' food safety training.	Planning and Development	ESM				
Progress Mosquito Monitoring Program		Conduct yearly surveys in line with Queensland Health Plans.	Consult	Survey completed. Reports submitted to Queensland Health.	Planning and Development	ESM				
Investigate and take necessary actions on public health complaints.		Environmental Health compliance services are provided.	Inform	All complaints investigated within specified time frames	Planning and Development	ESM				
Progress Greening Lowood Project		Progress Greening Lowood project to increase sustainability of recreation facilities in Lowood.	Engage	Actions as agreed by Greening Lowood Advisory Committee	Corporate and Community Services	CEO				

Corporate Plan Theme		PROSPEROUS SOMERSET								
Corporate Plan Theme Description		A place that embraces economic opportunities								
ID	Corporate Plan Strategies	Activity Required	Output	Community Consultation	Measure	Department	Responsible Officer	Progress Traffic Light	Comments regarding Progress	Due for Completion
20	Implement the Somerset Tourism Strategy 2021-2025 with a focus on short-term priorities for supporting visitor attraction and destination management.	Implement adopted Tourism Strategy including themes and strategies.	Progression and reporting of the strategies contained within the Tourism Strategy.	Involve	Report on progress of strategies reported quarterly to the EDTAC and Council	Marketing and Tourism	CEO			
21	Delivery of the Somerset Economic Development Strategy action plan that focus on three key strategies to grow the economy: Marketing and promotion; Planning for the future; and Facilitating change.	Undertake an annual scorecard review of the Economic Development Strategy actions (with a major review being undertaken after 5 years).	Annual scorecard of actions in the Somerset Economic Development Strategy.	Consult	Delivery of annual scorecard in December 2023.	Planning and Development	DPAD			
		Engage with local businesses regarding future growth plans.	1. Conduct an annual business visitation program, facilitating business initiatives and promoting regional development and investment opportunities. 2. Conduct annual Somerset business forums (based around agriculture, tourism and business development). 3. Deliver workshops to build local business capacity and capability.	Engage	52 businesses visited per year. 4 forums per year. 6 workshops per year.	Planning and Development	DPAD			
		Conduct business development activities to attract investment.	1. Meet with potential investors and conduits. 2. Attend industry events in targeted sectors. 3. Undertake Council business investment initiatives to encourage business investment opportunities and ensure businesses are provided with an efficient, customer focused experience regarding necessary approvals.	Engage	20 meetings per year with potential investors. Attend 4 industry events. Complete 4 business improvement initiatives.	Planning and Development	DPAD / ESM / SPO			
		Facilitate business investment into the region.	1. Provide information to prospective investors. 2. Provide a case manager to prospective investors. 3. Investigate delivery models of a planning concierge service. 4. Active participation in the Queensland Small Business Friendly Councils initiative.	Engage	Provide at least 20 information packs per year. Provide a case manager to at least 20 projects per year. Investigate options for the implementation of a planning concierge service. Maintain accreditation with the Queensland Small Business Friendly Councils initiative.	Planning and Development	DPAD			
22	Continue to operate Council's Visitor Information Centres (VICs) to the highest possible standards.	Maintain the highest standard of Visitor Information Centres based on resources available	Undertake feasibility research to create an engaging and interactive experience at the Kilcoy Visitor Information Centre.	Consult	Report to Council	Corporate and Community Services	TDO			
23	Collaborate with regional and State tourism bodies on tourism promotion and destination management.	Support coordinated promotional activities	Creation, development and distribution of an Experience Somerset Branding Toolkit for use by Somerset tourism operators	Inform	Progress of the Branding Toolkit development and delivery to operators reported quarterly to the EDTAC and Council	Corporate and Community Services	PO			
		Attract and / or encourage the event relocation to the Somerset Region	Proactively encourage existing event operators to relocate established events or the development of new events within the Somerset Region	Engage	Minimum of one new event attracting visitors held in Somerset	Corporate and Community Services	CTM / PO			
		Provide enhanced tourism research and information dissemination with Somerset Tourism Operators	Compile relevant Somerset tourism data (e.g. visitation - type, length etc. -, spend, occupancy rates) and disseminate information in engaging formats to Somerset tourism operators	Inform	Minimum of one graphically designed reports provided to Somerset tourism operators and EDTAC	Corporate and Community Services	TDO			
		Experience Somerset Visitor Guide	Develop a new edition of the Experience Somerset Visitor Guide for 2024-2025. Develop new and engaging content for the visitor guide. Engage with tourism operators to advertise in the guide and promote the region as a tourism destination.	Engage	Launch new edition in 2024. Sale of adverts within the new edition.	Corporate and Community Services	TDO / PO			
		Create and promote effective economic and tourism opportunities through the Economic Development and Tourism Committee	Promotion of the Somerset throughout greater SEQ in a co-ordinated and considered way	Involve	Effective Operation of the Economic Development and Tourism Advisory Committee	Corporate and Community Services	CTM			

Corporate Plan Theme		PROSPEROUS SOMERSET								
Corporate Plan Theme Description		A place that embraces economic opportunities								
ID	Corporate Plan Strategies	Activity Required	Output	Community Consultation	Measure	Department	Responsible Officer	Progress Traffic Light	Comments regarding Progress	Due for Completion
24	Continue to engage and collaborate with regional, State and national stakeholders on strategies to support the development of a diverse, strong and resilient regional economy.	Utilise opportunities arising from Council business to engage and collaborate with regional, State and national stakeholders	Council take local opportunities up directly with stakeholders as appropriate. Council continues to advocate via key bodies such as the COMSEQ, LGAQ, ALGA and other forums as presented.	Inform	Liaising with in key bodies such as COMSEQ, LGAQ and ALGA about local matters to assist with advocating to government stakeholders. Direct engagement with relevant government stakeholders according to resources and priorities.	Office of the Mayor and CEO	CEO			
		Review opportunities for expanding multi-use recreational trail development within the region, such as a trail from Brisbane City to Fernvale and trail linkages with Moreton Bay Regional Council area.	Develop a trails opportunity analysis, identifying and prioritising initiatives.	Inform	Liaising with key bodies such as COMSEQ, Brisbane City Council, Moreton Bay Regional Council and relevant government stakeholders.	Corporate and Community Services	CTM			
25	Continue to develop infrastructure plans, taking into consideration potential urban growth and opportunities for economic development.	Review, improve and amend the Somerset Region Planning Scheme, with a focus on economic development and business facilitation.	Somerset Region Planning Scheme Version 5.	Engage	Commencement of State Interest Review and public consultation stages.	Planning and Development	SPO			
		Review of: - Urban footprint around major towns for expansion of residential and non-residential development - Current industrial land availability, demand and supply opportunities.	Updated planning studies to inform and influence both regional plan and planning scheme reviews.	Inform	Commenced review of: - Urban footprint around major towns for expansion of residential and non-residential development - Current industrial land availability, demand and supply opportunities.	Planning and Development	SPO			
26	Identify the region's catalyst enabling infrastructure needs and priorities and prepare business cases to support project funding applications to State and Federal Government funding bodies.	Identify and make application for external funding/subsidy	Recruitment of a dedicated fixed term officer to undertake following actions: (a) Delivery of a Kilcoy Streetscape Revitalisation Project. (b) Commenced delivery of the Lowood Futures Strategy.	Involve	Recruitment of fixed term officer. An adopted Kilcoy Streetscape Revitalisation Project that is developed collaboratively with the community and local business. Engagement with Lowood community on implementation of Lowood Futures Strategy and Stage 1 commencement.	Planning and Development	DPAD / SPO / ESM			
		Identify and make application for external funding/subsidy	External funding /subsidy for capital works are maximised.	Inform	Percentage of capital works funded externally	Finance	DFIN			
27	Pro-actively develop Council partnerships with local industry, community and government agency stakeholders to provide a unifying voice for the Somerset region when lobbying State and Federal Governments on key economic or infrastructure issues.	Create and promote effective economic and tourism opportunities through the Economic Development and Tourism Advisory Committee	Promotion of the Somerset throughout greater SEQ in a co-ordinated and considered way	Involve	Effective Operation of the Economic Development and Tourism Advisory Committee	Office of the Mayor and CEO	CEO			
	Implement the Somerset Tourism Strategy 2021-2025 with a focus on short-term priorities for supporting visitor attraction and destination management.	Build Local Tourism Partnerships	Increase operator engagement with Council and the industry as a whole through mentoring and tourism development programs.	Engage	- Increase number of Somerset operators utilising ATDW - Increase operator involvement in the BoQE program - Increased number of operators participating in SEQ Food trails network - Implement Somerset tourism development programs tailored to our region	Corporate and Community Services	TDO			
28A		Investigate Visitor Accommodation options for the region	Undertake a comprehensive visitor accommodation study of current accommodation offerings and opportunities available in the region.	Engage	Report to Council outlining current situation, market needs and opportunities for accommodation providers in the region	Corporate and Community Services	TDO			
		Undertake an Annual Review of Tourism Strategy Implementation Priorities	Undertake an annual review of strategy implementation priorities to: renew commitment to on-going priority initiatives; and identify and commit to new opportunities - including those which capitalise on the 2032 Olympic Games - as circumstances and resources warrant	Consult	Report to EDTAC and Council	Corporate and Community Services	CTM			

Corporate Plan Theme		PROSPEROUS SOMERSET								
Corporate Plan Theme Description		A place that embraces economic opportunities								
ID	Corporate Plan Strategies	Activity Required	Output	Community Consultation	Measure	Department	Responsible Officer	Progress Traffic Light	Comments regarding Progress	Due for Completion
		Implementation of the Experience Somerset Marketing Plan 2023-2025	Undertake implementation of the Experience Somerset Marketing Plan 2023-2025	Inform	- Action 50% of the strategic recommendations - Quarterly updates provided to the EDTAC	Corporate and Community Services	PO			
		Develop Electronic Direct Mail (EDM) Marketing database	Instigate and grow Experience Somerset EDM database for tourism marketing purposes	Inform	- EDM database of 1200 unique contacts - Produce minimum of 3 EDM campaigns and report to Council on success	Corporate and Community Services	PO			
		Define the Experience Somerset Brand	Define the Experience Somerset brand through further developing key messaging, hero experiences, itineraries, imagery and video content; and by producing a combination of seasonal and evergreen promotional campaigns.	Inform	- Deliver 3 seasonal campaign and 1 evergreen campaign - Development of new travel itineraries featuring defined hero experiences and imagery	Corporate and Community Services	PO			
28B	Promote financial assistance grants to community organisations to support them in undertaking community service activities	Promote Community assistance grants to community organisations for projects events and services that benefit the community	Small projects are completed which provide a benefit or service to the local community	Inform	Number of community groups supported	Human Resources and Customer Service	DHRCS			

Corporate Plan Theme		WELL PLANNED SOMERSET								
Corporate Plan Theme Description		A place where planning and design look to the future								
ID	Corporate Plan Strategies	Activity Required	Output	Community Consultation	Measure	Department	Responsible Officer	Progress Traffic Light	Comments regarding Progress	Due for Completion
29	Apply a planned approach to roadworks and drainage to ensure all roads in the Somerset region receive appropriate maintenance in a structured, timely and efficient way.	Develop a five (5) year road reseal program for the sealed road network based on age, condition and demand.	Multi year reseal program.	Inform	Percentage of network resealed per year •Program completed on time.	Operations	MES			
		Develop an asset condition inspection program for roads, stormwater and pathway assets based on asset hierarchy.	Asset inspection program.	Inform	Percentage of programmed inspections completed.	Operations	DOPER			
		Review unsealed roads maintenance prioritisation methodology and practices.	Updated practices and program of works.	Inform	Compliance with Intervention Levels	Operations	WM			
		Review roadside vegetation management practices.	Updated practices and program of works.	Inform	Compliance with Intervention Levels	Operations	WM			
30	Match closely the pricing and provisions of Council services to the costs of providing those services, particularly the costs of maintaining and constructing infrastructure.	Define service standards for roads, vegetation management and pedestrian facilities within existing budget levels.	Documented service standards.	Consult	Service Standard Presented to Council for adoption	Operations	DOPER			
		Program various phases of the projects and achieve completion on time,	Undertake capital works program for roadworks and drainage projects	Inform	Completion of time and budget within resource and weather limitations.	Operations	WM			
		Deliver RMPC contract to achieve agreed outcomes as determined by the State, provide feedback to Department of Transport and Main Roads Programs and Plans.	Reports and recommendations are provided to Department Main Roads in accordance with Council's stewardship role	Inform	Successful negotiation and delivery of the RMPC. Feedback to DTMR strategic plans and programs as required.	Operations	WM			
		Develop and maintain a four year works program for the Northern South East Queensland Regional Road Transport Group (NSEQ RRTG) and implementation of the program as approved by the NSEQ RRTG	Active participation in the NSEQ RRTG	Collaborate	Delivery of Transport Infrastructure Development Scheme (TIDS) program	Operations	MES			
31	Maintain a regional approach to planning and deliver regionally significant infrastructure in a coordinated manner with other local government authorities and State Government agencies.	Assist community to participate in road and traffic management and community /road safety initiatives	Facilitative process through Traffic and Safety Advisory Committee meetings	Inform	Level of participation of Traffic and Safety Advisory Committee(TSAC) and outcomes implemented	Operations	DOPER			
		Continued participation in the Somerset Lockyer Water Collaborative to progress and influence a water security project for farmers, enabling and sustaining food production.	Progress the detailed or alternative business case via the Somerset Lockyer Water collaborative, taking the next steps to influence governments to fund this vital project.	Inform	Participation in Lockyer Somerset Water Collaborative according to resources and priorities	Office of the CEO and the Mayor	CEO			
		Inform Council and the community about elements of regional state and national land use and development plans and strategies which are relevant to the Somerset Region	Council and the Community are informed about regional, state and national land use and development plans and strategies which are relevant to the Somerset Region	Inform	Participation in Council of Mayors and LGAQ according to resources and priorities	Office of the CEO and the Mayor	CEO			
		Participation in local and regional forums and strategies	Participation in local and regional forums	Collaborate	Council is represented on appropriate groups including: Council of Mayors	Office of the CEO and the Mayor	CEO			
		Attend local meetings of business community and government organisations	Input provided at meetings as requested	Inform	Attend meetings for key issues and updates; Streamline arrangements by using inter-agency groups and forums	Office of the CEO and the Mayor	CEO			
		Identify the region's catalyst enabling infrastructure priorities and prepare business cases to support project funding applications to State and Federal Government funding bodies.	External funding /subsidy for capital works are maximised.	Inform	Number of business cases per year. Percentage of capital works funded externally.	Office of the CEO and the Mayor	CEO / DFIN / DOPER / DPAD			

Corporate Plan Theme		WELL PLANNED SOMERSET								
Corporate Plan Theme Description		A place where planning and design look to the future								
ID	Corporate Plan Strategies	Activity Required	Output	Community Consultation	Measure	Department	Responsible Officer	Progress Traffic Light	Comments regarding Progress	Due for Completion
32	Utilise all available funding and revenue raising mechanisms as appropriate to maintain assets and deliver Council services.	Draft budget resolutions that meet legal and other requirements	Sustainable budget to be adopted by Council by 31 July each year	Consult	Sustainable budget to be adopted by Council by 31 July 2023	Finance	DFIN			
		Draft budget resolutions that meet legal and other requirements for relevant rate or charge	A differential rating system favouring certain classes of land will be maintained	Inform	Sustainable budget to be adopted by Council by 31 July 2023	Finance	DFIN			
		Draft budget resolutions that meet legal and other requirements for relevant rate or charge	Special charges are included in the draft budget to recover relevant costs from specified land owners.	Inform	Sustainable budget to be adopted by Council by 31 July 2023	Finance	DFIN			
33	Develop a rolling ten-year financial plan incorporating forecast rates and charges requirements, debt levels, grants and subsidies, and current and proposed capital and operating costs.	Review and update asset management plans.	Review and update the Footpath asset management plan.	Inform	Adoption by Council	Operations	MES			
		Ten year financial plan prepared by 31 July each year to enable approval of any new loans if required	Ten (10) year financial plan	Inform	Ten year financial plan prepared by 31 July 2023 to enable approval of any new loans if required	Finance	DFIN			
34	Provide an active and responsive suite of development management services to ensure that Council's Planning Scheme remains contemporary and relevant to the communities it serves, and development applications are determined in a timely manner.	Continue to participate in the program for electronic development application tracking	Development application tracking system available to users on line	Inform	Software system installed and maintained	Corporate and Community Services	ISM			
		Maintain development services and applications are processed in a timely manner.	Development applications processed within statutory timeframes.	Inform	Application processing reported to Council on a monthly basis. Positive community feedback.	Planning and Development	SPO			
		Proactive development assessment compliance programs for poultry farms and extractive industry.	Inspection programs undertaken in accordance with agreed timeframes.	Engage	Improved regulatory compliance of all approved poultry farms and extractive industries.	Planning and Development	SPO			
		Investigate and take action on complaints related to planning, building and plumbing matters.	Planning, building and plumbing services are provided.	Inform	All complaints investigated within specified timeframes.	Planning and Development	SPO / SBC			
		Maintain building and plumbing services and application processing in a timely manner.	Building and plumbing applications processed within statutory timeframes.	Inform	Application processing reported to Council on a monthly basis.	Planning and Development	SBC			
35	Provide all towns with open space areas and access to recreational facilities that are safe and meet the needs of residents and visitors to the region.	Identify gaps between Parks DSS and existing park infrastructure	Inform long term capital works program.	Inform	Audit of all parks and recreational open space against DSS.	Operations	MES			
36	Develop flood mitigation plans to enable improved forecasting, immunity and development control.	Develop long term capital works program based on recommendations of various flood and overland flow studies.	Integrated catchment plan released to public.	Inform	Adoption by Council	Operations	DMO			
37	Provide an efficient and effective response to disasters and major emergencies in the region, incorporating resilience, where possible, to mitigate ongoing effects.	Conduct disaster exercises to review and improve LDMG functions and communication with MESG	Act as control authority for threat of flood, cyclone, storm and earthquake as per Disaster Management Plan.	Involve	A minimum of 1 mock exercise performed.	Operations	DMO			
		Provide support to control authority for disaster events.	Matters discussed at Local Disaster Management Group (LDMG) meetings	Involve	Quarterly LDMG meetings are held	Operations	DMO			

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		Ensure Incident Management Team numbers are maintained and suitably trained	Numbers of staff are reviewed and training provided as per the Qld Disaster Management Training Framework (QDMTF)	Inform	Numbers above 20 are maintained at all times, and no training gaps as per the QDMTF	Operations	DMO			
		Mapping all local resources available to be used in disaster response as well as vulnerable communities and local blackspots in greater detail than the current national map.	An online resource on the Council's Disaster dashboard with this data collated	Informal round table discussion	Improved efficiency with response and recover resulting in stronger resilience	Corporate and Community Services	CDC			

Corporate Plan Theme		UNITED SOMERSET								
Corporate Plan Theme Description		An active place which values participation								
ID	Corporate Plan Strategies	Activity Required	Output	Community Consultation	Measure	Department	Responsible Officer	Progress Traffic Light	Comments regarding Progress	Due for Completion
38	Deliver efficient and effective customer services to all communities of the Somerset Region.	Records system is maintained in accordance with legislative requirements and Council's Records Strategic Plan	Capture and maintain appropriate Corporate memory	Inform	Records are maintained reliably and securely.	Corporate and Community Services	RTL			
		Maintain a reporting system to ensure Council maintains responses to community requests within applicable timeframes	Increase in percentage of response to correspondence within set timeframes	Inform	Management reports on correspondence activity are produced fortnightly	Corporate and Community Services	RTL			
		Continue to provide online eservices including property information and mapping	eservices property information and mapping available to users on line	Inform	eservices available and maintained	Corporate and Community Services	ISM			
		Promote customer service throughout the organisation based on council's commitment for continuous and sustainable improvement	Promote a customer focused team where positive interactions are recognised and valued while treating complaints fairly in an accountable manner to improve service delivery.	Consult	Monthly Customer Service report.	Human Resources and Customer Service	CSC			
		Promote the Queensland Government Agency services available at the Lowood Customer Service Centre	Provision of services provided at Lowood QGAP agency.	Inform	Continuation of funding to maintain QGAP services to the Somerset community.	Human Resources and Customer Service	CSC			
		Ensure efficiencies within customer service processes and systems.	Review systems and processes to ensure we are best meeting the needs of our customers	Inform	Continuous review of processes and systems	Human Resources and Customer Service	CSC			
		39	Provide appropriate opportunities for community involvement, participation and input to Council planning and decision-making.	Develop youth consultation framework for projects, programs and new initiatives	Utilise the consultation and collaboration program with Somerset secondary schools to increase opportunities for engagement to help inform Councils understanding of youth needs.	Engage	Increased positive youth interactions with Council	Corporate and Community Services	YCDO	
Alongside specific consultation for projects etc (have your say) utilise existing advisory committees to engage with key community representation.	Council Advisory Committees to be utilised as an opportunity to engage and seek feedback from key stakeholders as Council business as appropriate to the committee			Engage	Opportunities to be provided in Council Advisory Committees to seek feedback from members	Office of the Mayor and CEO	CEO			
Continue to provide online community engagement via Have Your Say	Community engagement available online via Have Your Say			Inform	Have Your Say available and maintained	Corporate and Community Services	ISM			
40	Raise awareness within the community of the range of Council services available, encouraging positive interactions for community members when accessing services.	Implement the Youth Engagement strategy including the development of a program of activities and a focus on advocacy and support	Youth have increased opportunities and capacity to participate in the development and delivery of programs, activities and projects and have increased awareness of those currently available	Involve	Increased positive community engagement in programs, activities and projects	Corporate and Community Services	YCDO			
		Develop priorities for action from themes identified in the Somerset Social Plan	Priority actions are identified through consultation with Interagency partners	Consult	Short list of priority actions for this operational plan are agreed upon	Corporate and Community Services	CDC			
		Develop the Toogoolawah Gateway Centre incorporating a new Toogoolawah library, wellness hub including rooms for visiting health professionals and visitor facilities for Brisbane Valley Rail Trail Users. Improve access to health care and education services in a statistically under-served, low income community with poor health and education indicators and limited transport options.	Seek funding for the construction of the Toogoolawah Gateway Centre consistent with Development Approval DA22549	Engage	Attract at least 50% capital funding for Toogoolawah Gateway Centre construction	Corporate and Community Services	DFIN			
		Create a multi-sectorial action group to progress actions identified in the Somerset Social Plan.	Form action group from expressions of interest with agreed terms of reference	Involve	Terms of Reference are robust and lead to a sustainable action group	Corporate and Community Services	CDC			
		Somerset Social Plan action group commences working on highest priority projects which match their skills, interests and capabilities	Selected action items are progressed	Collaborate	Improved community wellbeing through the development of specific actions	Corporate and Community Services	CDC			
		Enhance and build upon existing recovery services and initiatives according to feedback expressed.	Organise community activities to inform residents of recovery services and resources .	Inform	Somerset residents are better connected to their community and the services which are available to assist them.	Corporate and Community Services	CRRO			

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		Enable emergency preparedness in community with a specific focus on those with unique needs such as those living with a disability or with disadvantage.	Somerset residents with diverse needs are more prepared for future disasters.	Engage	More Somerset residents have prepared their own disaster readiness plans and have better understanding of their own risks.	Corporate and Community Services	CRRO			
		Provide resources which are easily accessible to community and which foster an awareness of disaster recovery in the Somerset Region.	Assemble appropriate information and resources for the various groups in the Somerset region and have them readily available with multiple modes of access.	Inform	More residents have improved access to response and recovery information that will assist residents during and after a disaster.	Corporate and Community Services	CRRO			
		Raise awareness of Council services via website	Review and improve information provided via Council website	Inform	Council website updated and structure refined based on analytics	Corporate and Community Services	ISM			
		Conduct an ongoing compliance program for dogs and kennels across the region.	Delivery of a proactive compliance program for dog kennels is provided.	Inform	Inspection program is delivered in line with specified timeframes. Compliance with conditions of approval.	Planning and Development	ESM			
		Investigate and take action on animal control complaints and regulatory compliance matters.	Animal monitoring and regulatory services are provided. Review of relevant animal management and keeping subordinate local laws.	Inform	All complaints investigated within specified timeframes. Delivery of the Animal Subordinate Local Law Project.	Planning and Development	ESM			
		Encourage responsible pet ownership by providing: • accurate and timely responses to all queries concerning animal ownership • relevant information on Council's website, social media and administration facilities.	Effective animal monitoring and control services are provided.	Inform	Number of valid complaints about responses. Number of articles published. Website information is relevant and up to date. Community feedback.	Planning and Development	ESM			
		Conduct public consultation meetings of important community issues and invite submissions	Better informed community and Council	Consult	Number of public meetings held and number of advertisements inviting submissions	All Directors	DCORP			
		Produce contemporary development assessment and planning scheme information incorporating relevant legislation and policy.	Accessible and contemporary information on Council's website and other mediums as required.	Inform	Well informed customers. Community feedback. Numbers of counter and telephone enquiries.	Planning and Development	SPO			
41	Manage Council's financial resources effectively and efficiently, in order to meet the service level obligations to the community.	Maintain and update Council's fleet in accordance with budgeting limits.	Efficient and effective Fleet Management	Inform	Extent of plant usage. Cost of maintenance per plant item.	Operations	WM			
		Investigate the use of technology to enhance Council processes	Technology solutions performing efficiently and effectively.	Inform	Installation completed of computer hardware and software as defined in the budget	Corporate and Community Services	ISM			
		Maintain systems and prepare reports that meet the legal and accounting requirements in full	Achieve unqualified audit certificate for annual financial statements	Inform	Obtain unqualified audit certificate by 31 October each year.	Finance	DFIN			
		Demonstrate to external auditors that a risk management framework and risk register is in place prior to audit certification.	A risk management framework and risk register are maintained.	Inform	No audit comment received in relation to non-maintenance of a risk management framework and risk register	Finance	DFIN			
42	Commit to education, continuous learning and skills development for Councillors and employees to keep pace with changes and current issues.	Provide considered, professional guidance and training to assist Councillors in performing their duties	Increased knowledge on relevant issues and legislative changes. Enable effective streamlined decision-making	Inform	Number of workshops, seminars and conferences attended.	Office of the CEO and Mayor	CEO			
		Provide Councillors with sufficient resources to perform their role.	Councillors equipped to perform role effectively.	Involve	Councillors satisfaction with resource provisions	Office of the CEO and Mayor	CEO			
		Implement and maintain corporate communications with all employees and Councillors.	Communication with employees and Councillors on relevant issues delivered through various means with a view to add improvements through technological advances.	Inform	Number of formal communications issued.	Human Resources and Customer Service	DHRCS			

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		Provide training for all new employees upon commencement to enhance Council's commitment to continuous learning and skills development opportunities.	Provide all new employees with formal induction training covering Council procedures, policies and legislative requirements.	Involve	Monthly on-boarding procedures conducted.	Human Resources and Customer Service	DHRCS			
		Promote study assistance policy and encourage staff to embrace continued learning and development opportunities through approved formal studies.	Enhanced staff professional development and career path opportunities within the organisation.	Involve	Number of study assistance applications approved.	Human Resources and Customer Service	DHRCS			
43	Develop an empowered workforce to maximise workplace productivity and efficiency supported by sound human resource management practices.	Promote the core team values contained within the Corporate Plan to enable a unified productive organisation	Employees embracing the team values	Involve	Whole of organisation team building event. Active engagement and messaging with staff. Included in onboarding of new staff.	Office of the CEO and Mayor	CEO			
		Continued review, improvement and development of standardised Human Resources policies and procedures	Policies and procedures reviewed, developed and presented to Council for adoption.	Involve	Policies and procedures accepted by Council.	Human Resources and Customer Service	DHRCS			
		Enhance recruitment practices with an aim to maximise organisational productivity and efficiency.	Continual review and improvement of recruitment, onboarding and retention practices.	Involve	Measured and improved recruitment and retention rates.	Human Resources and Customer Service	DHRCS			
		Continued advocacy for external government funding for relevant labour market programs	Opportunities sources and applications submitted for traineeship, apprenticeship and other relevant labour market programs.	Inform	Number of successful applications	Human Resources and Customer Service	DHRCS			
		Enhance and enable Council's performance development system.	Coordination of annual performance appraisal process for all employees.	Involve	Performance appraisals conducted annually.	Human Resources and Customer Service	DHRCS			
		Implementation of strategic initiatives and key projects to support safety performance improvements across the organisation.	Safety Management System that aligns with the requirements of Occupational Health and Safety Management Systems AS/NZS 4801 and ISO 45001, complies to legislation and Local Government Workcare	Involve	Satisfactory results of external WHS audits completed on Councils Safety Management System	Human Resources and Customer Service	WHS			
		Continued improvement and development of WHS system through provision of efficient and effective access to all staff	WHS system that improves efficiency, simplicity, involvement and understanding.	Inform	Improved WHS Management system that is more efficient for the end user to find WHS information and forms.	Human Resources and Customer Service	WHS			
		Provision of staff access to relevant WHS policies, current reporting and other relevant WHS Documentation	Reviewed WHS Policy and documentation content, with approved and current versions available on the WHS Intranet.	Inform	WHS document review is scheduled, measured to AS/NZS 4801, ISO 45001 and legislation. Latest versions of WHS documents are available on the intranet	Human Resources and Customer Service	WHS			
		Staff are consulted and have opportunity to express views and contribute on WHS processes and tasks that affect their Health and Safety	Review the established consultation processes to ensure they are embedded, consistent and reasonable to capture a suitable cross-section of staff	Consult	Evidence of consultation available and stored within document management system	Human Resources and Customer Service	WHS			

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		Commit to WHS education, continuous learning and skills development for staff	All staff provided with a determined WHS training and induction to meet WHS compliance requirements	Consult	Proactive planning of WHS specific training needs at every annual performance appraisal.	Human Resources and Customer Service	WHS			
44	Advocate to all levels of government and relevant industry leaders for the provision and enhancement of appropriate services and infrastructure, in the best interests of the communities of the Somerset region.	Research alternative education options for the Region	Research alternative education solutions for disengaged and at risk students, including options for alternative vocational training opportunities that may be supported and advocated for	Consult	- Report to Council - Increased stakeholder awareness of educational options available to Somerset Youth	Corporate and Community Services	CDC / YCDO			
		Research social and community housing need for the Region	Facilitate an analysis to determine the housing need of older persons, person living with a disability and the need for emergency accommodation.	Consult	Report to Council on the housing needs of target groups within Somerset	Corporate and Community Services	CDC			
		Develop partnerships with other community recovery services and improve communication between recovery support networks for the benefit of Somerset residents.	Collaborate with other agencies to provide resources and grant funding for community groups and individuals in the Somerset region to achieve identified goals.	Consult	Somerset Residents and community groups have improved access to opportunities and resources.	Corporate and Community Services	CRRO			
		Develop an annual advocacy campaign that highlights priorities and region-building infrastructure.	Completed advocacy campaign disseminated to relevant State and Federal Governments stakeholders.	Engage	Media and stakeholder recognition.	Office of the CEO and Mayor	CMM / DPAD			
		Progress options for Cormorant Bay Café redevelopment, dam access for sporting activities and mid-Brisbane River public use areas, and other relevant matters with Seqwater.	Projects completed.	Engage	Positive interactions with Seqwater and the community.	Office of the CEO and Mayor	CEO / DPAD /CTM			
		Advance legacy opportunities for the Somerset region from the 2032 Olympic and Paralympic Games.	Proactive participation and engagement in the CoMSEQ and other legacy forums.	Engage	Opportunities for Somerset clearly articulated and defined.	Office of the CEO and Mayor	CEO / DPAD			
		Advocate for improved telecommunications, digital and NBN services to Somerset's townships and along major transport networks.	Collaborate with relevant agencies on funding and infrastructure delivery opportunities for the Somerset region.	Engage	Positive interactions with relevant agencies and projects delivered.	Office of the CEO and Mayor	CEO / DPAD / DCORP / ISM			
		Continued advocacy for private education investment in Fernvale.	Private education investment in Fernvale.	Engage	Positive engagement with education providers and peak bodies.	Office of the CEO and Mayor	CEO / DPAD / DCORP			
		Engage with various government and industry groups and leaders to enhance services and infrastructure representative of community needs	Active involvement in State and Local Government working groups such as the COMSEQ activated projects and LGAQ supported initiatives. Engage with heads of State Departments to enable local matters to be heard.	Inform	Participation in COMSEQ working groups and special projects. Meetings held with department heads about local matters	Office of the CEO and Mayor	CEO			
45	Maintain collaborative partnerships with the Somerset region's business, non-government and community-based organisations to ensure a unified approach to national, state and regional advocacy.	Utilise Council Advisory Committees to work in partnership with the region's business, non-government and community based organisations	Encourage participation of the region's business, non-government and community based organisations in Council Advisory committees	Involve	Matters raised, discussed and action as appropriate, via business and community representatives	Office of the CEO and Mayor	CEO			
		Work with consultants to develop a social plan and once accepted by Council commence implementing actions and recommendations	Encourage participation by the community so residents have an opportunity to share their thoughts and aspirations on selected issues	Involve	Items raised discussed and incorporated into the social plan where practicable	Corporate and Community Services	CDC			
			Engage with relevant agencies, government departments and services to progress recommendations and actions	Involve	Agencies, government departments and services are made aware of the recommendations and actions	Corporate and Community Services	CDC			