

188

GOALS

46%

GOAL COMPLETION

● Draft
● Not started
● Behind
● On Track
● Overdue
● Complete
→ Direct Alignment
--- Indirect Alignment

## BREAK O'DAY COUNCIL PLAN

### COMMUNITY

| Current ... | Start D... | Due Date   | Goal  | Owner            | Co-owners      |
|-------------|------------|------------|---|------------------|----------------|
| 35%         | 01/07/2025 | 30/06/2026 | <b>Strategy 1.1 Create an informed and involved community by developing channels of communication. : 100%</b>   | John Brown       | -              |
| 35%         | 01/07/2025 | 30/06/2026 | → <b>Key Focus Area 1.1.1 Communication: Improve and develop communication processes that lead to the community feeling more informed and involved. : 100%</b>  | Jayne Richardson | -              |
| 50%         | 01/07/2025 | 30/06/2026 | → 1.1.1.1 Newsletter - Undertake a review of the newsletter with the aim of improving the design and understanding how many hard copies need to be provided vs digital  | Jayne Richardson | Molli Brown    |
| 0%          | 01/10/2025 | 01/01/2026 | → 1.1.1.2 Undertake a communications community survey to gain a greater understanding of how best to communicate with our community   | Jayne Richardson | Molli Brown    |
| 25%         | 01/02/2026 | 30/06/2026 | → 1.1.1.3. Website Redevelopment - Implement the website redevelopment plan with community input and a focus on online service delivery and accessibility   | Jayne Richardson | -              |
| 50%         | 01/07/2025 | 30/06/2026 | → 1.1.1.4 Social Media Following - Implement the campaign encouraging residents and ratepayers to follow our facebook page as an important source of community information  | Jayne Richardson | Molli Brown    |
| 50%         | 01/07/2025 | 30/06/2026 | → 1.1.1.5 Council Brand - develop a communications campaign building off the LGAT Lift the Tone Campaign that showcases elected members, Council's employees and Council activities to facilitate a deeper understanding of Council | Jayne Richardson | Molli Brown    |
| 57%         | 01/07/2025 | 30/06/2026 | <b>Strategy 1.2 Build community capacity by creating opportunities for involvement or enjoyment that enable people to share their skills and knowledge. : 100%</b>  | John Brown       | -              |
| 50%         | 01/07/2025 | 30/06/2026 | → <b>Key Focus Area 1.2.1 Events and Activities: Create a culture of volunteering and support to enable vibrant and sustainable events, activities and community groups. : 100%</b>   | Chris Hughes     | -              |
| 50%         | 01/07/2025 | 30/06/2026 | → 1.2.1.1 Environmental Awareness: Promote and educate the community about sustainable enjoyment and care of the natural environment  | Jayne Richardson | Polly Buchhorn |
| 50%         | 01/07/2025 | 30/06/2026 | → 1.2.1.2 Community Event Support - Assist the community with event delivery by providing support and assistance with planning, approvals processes, compliance and arrangements for Council assistance and resources               | Chris Hughes     | Jenna Barr     |
| 50%         | 01/07/2025 | 30/06/2026 | → 1.2.1.3 Event Attraction - Actively promote the Break O'Day Municipality as an event destination and work with event organisers and organisations to develop and attract new events to the area                                   | Chris Hughes     | -              |

| Current ... | Start D... | Due Date   | Goal   |  | Owner        | Co-owners        |
|-------------|------------|------------|--|--|--------------|------------------|
| 50%         | 01/07/2025 | 30/06/2026 |  | → 1.2.1.4 Sustainable Events - Promote and support best practice sustainable events and implementation of the Soft Plastics policy on Council land   | Chris Hughes | Jayne Richardson |
| 50%         | 01/07/2025 | 30/06/2026 |  | → 1.2.1.5 Actively promote the Festival of Wellbeing - and support the Wellbeing Collective to deliver the Festival of Wellbeing   | Chris Hughes | -                |
| 50%         | 01/07/2025 | 30/06/2026 |  | → 1.2.1.6 Mountain Bike Events - Work with interested organisations to develop a sustainable Mountain Bike event for the St Helens Network   | Chris Hughes | -                |
| 50%         | 01/07/2025 | 30/06/2026 |  | → 1.2.1.7 Fingal 200 Year Celebration - work with the local community to develop a plan to celebrate the 200 Year anniversary for Fingal   | Chris Hughes | -                |
| 65%         | 01/07/2025 | 30/06/2026 |  | → Key Focus Area 1.2.2 Volunteering - Build community sustainability and inclusion through a culture of volunteering and support within our community. : 100%  | Chris Hughes | -                |
| 30%         | 01/07/2025 | 30/06/2026 |  | → 1.2.2.1 Volunteer Strategy - Review the Volunteer Strategy to ensure it reflects the evolving needs of volunteers  | Chris Hughes | Jenna Barr       |
| 100%        | 01/07/2025 | 30/06/2026 |  | → 1.2.2.2 Emergency Management Volunteers - Develop Council's base of volunteers to provide support in an emergency situation including provision of training  | Chris Hughes | Angela Matthews  |
| 75%         | 01/07/2025 | 30/06/2026 | Strategy 1.3 Foster and support leadership within the community to share the responsibility for securing the future we desire. : 100%                    |  | John Brown   | -                |
| 75%         | 01/07/2025 | 30/06/2026 |  | → Key Focus Area 1.3.1 Community and Council Collaboration: Work within a community engagement framework which defines the relationship between the community and Council in decision making and project delivery. : 100%                  | John Brown   | -                |
| 50%         | 01/07/2025 | 30/06/2026 |  | → 1.3.1.1 Local Township Plans - Implement the activities from the Township Plans, report back to the community on progress  | Chris Hughes | -                |
| 100%        | 01/07/2025 | 30/06/2026 |  | → 1.3.1.2 Arts and Cultural Strategy - Work with the community group to complete the review of the Strategy including addressing group cohesion and arts and cultural funding  | Chris Hughes | -                |
| 50%         | 01/07/2025 | 30/06/2026 | Strategy 1.4 Foster a range of community facilities and programs which strengthen the capacity, wellbeing and cultural identity of our community. : 100% |  | John Brown   | -                |
| 50%         | 01/07/2025 | 30/06/2026 |  | → Key Focus Area 1.4.1 Wellbeing - Support and enhance community wellbeing through shared understandings, and opportunities for people to get involved, connect, build on strengths, and feel a sense of belonging in Break O\\Day. : 100% | John Brown   | -                |
| 50%         | 01/07/2025 | 30/06/2026 |  | → 1.4.1.1 Wellbeing Actions - Support the Wellbeing Collective in the effective implementation of projects and associated initiatives  | Chris Hughes | -                |

## ECONOMY

| Current ... | Start D... | Due Date   | Goal  | Owner          | Co-owners      |
|-------------|------------|------------|---|----------------|----------------|
| 57%         | 01/07/2025 | 30/06/2026 | <b>Strategy 2.1 Develop and highlight opportunities which exist and can be realised in a manner that respects the natural environment and lifestyle of the Break O'Day area. : 100%</b>   | John Brown     | -              |
| 57%         | 01/07/2025 | 30/06/2026 | ↳ <b>Key Focus Area 2.1.1 Opportunities - Identify and realise opportunities that develop and support the Break O'Day economy in a sustainable manner. : 100%</b>   | John Brown     | -              |
| 50%         | 01/07/2025 | 30/06/2026 | ↳ <b>2.1.1.1 Economic Development Strategy - commence implementation of high priority items from the Economic Development Strategy that reflects a shared vision for Break O' Days Economic future</b>  | Dilara Bedwell | -              |
| 50%         | 01/07/2025 | 30/06/2026 | ↳ <b>2.1.1.2 Economic Leadership - nurture and support development of local leadership as outlined within the Economic Development Strategy</b>   | Dilara Bedwell | -              |
| 50%         | 01/07/2025 | 30/06/2026 | ↳ <b>2.1.1.3 Circular Economy - Identify and examine initiatives that promote the Circular Economy, by engaging in local or regional projects that focus on recycling, reusing materials, and creating sustainable practices that benefit the environment and the community</b>           | David Jolly    | Dilara Bedwell |
| 50%         | 01/07/2025 | 30/06/2026 | ↳ <b>2.1.1.4 Employment Barriers - Support the activities of Break O'Day Employment Connect (BODEC) Regional Jobs Hub Board which focusses on facilitating employment outcomes and addressing the barriers to employment</b>  | John Brown     | Dilara Bedwell |
| 50%         | 01/07/2025 | 30/06/2026 | ↳ <b>2.1.1.5 Bay of Fires Master Plan - Support and participate in the process to develop a Master Plan for the Bay of Fires area</b>   | Chris Hughes   | -              |
| 100%        | 01/07/2025 | 31/12/2025 | ↳ <b>2.1.1.6 ESRP Childcare Analysis - complete the investigation into the childcare needs of St Marys and the broader east coast, support key stakeholders to implement the outcomes of the analysis</b>   | John Brown     | -              |
| 50%         | 01/07/2025 | 30/06/2026 | ↳ <b>2.1.1.7 Business Diversification - Engage regionally with the Chamber of Commerce, Regional Development Australia, Northern Tasmania Development Corporation, Break O'Day Employment Connect and the wider community to support business diversification and partnership working</b> | Dilara Bedwell | -              |
| 50%         | 01/07/2025 | 30/06/2026 | <b>Strategy 2.2 Provision of relevant training and skills development programs to create a workforce for the future that meets the changing needs of business. : 100%</b>   | John Brown     | -              |
| 50%         | 01/07/2025 | 30/06/2026 | <b>Strategy 2.3 Create a positive brand which draws on the attractiveness of the area and lifestyle to entice people and businesses to live and work in Break O'Day. : 100%</b>   | John Brown     | -              |
| 50%         | 01/07/2025 | 30/06/2026 | ↳ <b>Key Focus Area 2.3.1 Brand - Understand and communicate the unique characteristics and differences of our communities and the Break O'Day area to foster a sense of pride and authenticity. : 100%</b>   | John Brown     | -              |
| 43%         | 01/07/2025 | 30/06/2026 | <b>Strategy 2.4 Support and encourage innovation and growth in the economy through local leadership; infrastructure provision; support services and customer focused service delivery. : 30 to 100 : 100% : 100%</b>  | John Brown     | -              |
| 37%         | 01/07/2025 | 30/06/2026 | ↳ <b>Key Focus Area 2.4.1 Population - Monitor changes in an ageing population in order to understand and address challenges and opportunities this creates. : 100%</b>   | John Brown     | -              |
| 10%         | 01/07/2025 | 30/06/2026 | ↳ <b>2.4.1.1 Population Strategy - develop a strategy to respond to the ageing population of Break O'Day which encompasses the key initiatives required to slow the rate of ageing</b>  | Dilara Bedwell | John Brown     |
| 50%         | 01/07/2025 | 30/06/2026 | ↳ <b>2.4.1.2 ESRP Population - participate in the Eastern Strategic Regional Partnership (ESRP) analysis of the population on the East Coast</b>  | John Brown     | Dilara Bedwell |
| 50%         | 01/07/2025 | 31/12/2025 | ↳ <b>2.4.1.3 Regional Population - participate in the NTDC Regional Population Strategy project</b>   | Dilara Bedwell | -              |
| 50%         | 01/07/2025 | 30/06/2026 | ↳ <b>Key Focus Area 2.4.2 Housing - Develop an understanding of housing needs; advocate for and facilitate the construction of a range of housing solutions. : 100%</b>   | John Brown     | -              |
| 50%         | 01/07/2025 | 30/06/2026 | ↳ <b>2.4.2.1 ESRP Housing - participate in the development of a housing needs analysis for the East Coast through the Eastern Strategic Regional Partnership (ESRP)</b>   | John Brown     | -              |
| 50%         | 01/07/2025 | 30/06/2026 | ↳ <b>2.4.2.2 Aged Housing - Pursue investment in construction of housing which meets the needs of our ageing population</b>   | Dilara Bedwell | -              |
| 50%         | 01/07/2025 | 30/06/2026 | ↳ <b>2.4.2.3 Council Investment - Examine and pursue opportunities for greater Council involvement in the provision of housing</b>  | Dilara Bedwell | -              |
| 50%         | 01/07/2025 | 30/06/2026 | ↳ <b>2.4.2.4 Public and Emergency Housing - Lobby and work with the State Government and housing providers to build new affordable housing and emergency housing</b>  | John Brown     | Dilara Bedwell |

## ENVIRONMENT

| Current ... | Start D... | Due Date   | Goal   | Owner          | Co-owners                     |
|-------------|------------|------------|--|----------------|-------------------------------|
| 51%         | 01/07/2025 | 30/06/2026 | <b>Strategy 3.1 Ensure the necessary regulations and information is in place to enable appropriate use and address inappropriate actions. : 100%</b>   | John Brown     | -                             |
| 51%         | 01/07/2025 | 30/06/2026 | ↳ <b>Key Focus Area 3.1.1 Appropriate Development: Encourage sensible and sustainable development through sound land use planning, building and design. : 100%</b>   | Jake Ihnen     | -                             |
| 50%         | 01/07/2025 | 30/06/2026 | ↳ <b>3.1.1.1 Flood Prone Areas - Actively Participate in the State Emergency Service Flood Mapping Policy work and Update Flood Mapping data where appropriate to reflect climate change analysis</b>  | Jake Ihnen     | Deb Szekely<br>Polly Buchhorn |
| 50%         | 01/07/2025 | 30/06/2026 | ↳ <b>3.1.1.2 Regional Land Use Strategy - Participate in the development of the new Northern Tasmania Regional Land Use Strategy, resulting in adoption by Council</b>   | Deb Szekely    | Jake Ihnen                    |
| 75%         | 01/07/2025 | 27/02/2026 | ↳ <b>3.1.1.3 Scamander-Beaumaris Structure Plan - Progress the project with the aim of addressing land use needs and development planning strategies for the Scamander-Beaumaris area; adoption by Council and commence progression of recommendations</b> | Deb Szekely    | Jake Ihnen                    |
| 70%         | 01/07/2025 | 28/11/2025 | ↳ <b>3.1.1.4 Industrial Land Use Strategy - Finalise the Industrial Land Use Study resulting in adoption by Council, progress any Immediate Recommendations of the report/findings</b>   | Deb Szekely    | Jake Ihnen                    |
| 10%         | 03/11/2025 | 30/06/2026 | ↳ <b>3.1.1.5 Scenic Areas Assessment - progress a Scenic Areas Assessment furthering previous work completed to inform any further amendments to the Local Provisions Schedule of the Tasmanian Planning Scheme</b>  | Deb Szekely    | -                             |
| 50%         | 01/07/2025 | 30/06/2026 | <b>Strategy 3.2 Increase the community's awareness of the natural environment, the pressures it faces and actions we can take to sustain it and what it provides. : 100%</b>   | John Brown     | -                             |
| 44%         | 01/07/2025 | 30/06/2026 | <b>Strategy 3.3 Undertake and support activities which restore, protect and access the natural environment which enables us to care for, celebrate and enjoy it. : 100%</b>  | John Brown     | -                             |
| 44%         | 01/07/2025 | 30/06/2026 | ↳ <b>Key Focus Area 3.3.1 Land and Water Management - Develop and implement strategies and activities that prevent land degradation and improve water quality within our rivers, estuaries and coastal areas. : 100%</b>                                   | Jake Ihnen     | -                             |
| 50%         | 01/07/2025 | 30/06/2026 | ↳ <b>3.3.1.1 Land and Water Management Activities - Facilitate and secure financial and human resources for activities to repair land and water resources and safeguard their health and productivity</b>  | Polly Buchhorn | -                             |
| 50%         | 01/07/2025 | 30/06/2026 | ↳ <b>3.3.1.2 Weed Management and Biosecurity - Manage weeds on Council properties; coordinating with other land managers and providing weed and biosecurity advice, information and compliance services and support</b>                                    | Polly Buchhorn | Jayne Richardson              |
| 5%          | 01/01/2026 | 30/06/2026 | ↳ <b>3.3.1.3 Weed Action Plan - Complete review and update of weed priorities and strategies for Break O'Day and the community</b>   | Polly Buchhorn | David Jolly                   |
| 50%         | 01/07/2025 | 30/06/2026 | ↳ <b>3.3.1.4 Cat Management - Implement local priorities with community and regional partners to achieve Responsible Cat Ownership outcomes</b>  | Polly Buchhorn | David Jolly                   |
| 50%         | 01/07/2025 | 30/06/2026 | ↳ <b>3.3.1.5 Dog Management - Implement the Dog Management Policy collaboratively with Parks &amp; Wildlife Service, interest groups and the community to achieve balanced outcomes</b>  | Polly Buchhorn | David Jolly                   |
| 50%         | 01/07/2025 | 30/06/2026 | ↳ <b>3.3.1.6 George River and Bay Water Quality Management - Facilitate action in catchments and waterways of Georges Bay with landholders and community for sustainable production, rivercare, soil and Bay management</b>                                | Polly Buchhorn | -                             |
| 50%         | 01/07/2025 | 30/06/2026 | ↳ <b>3.3.1.7 Natural Resource Management Committee - Support the Committee to address objectives and priorities of the Environment and NRM Strategy and Action Plan</b>  | Polly Buchhorn | -                             |
| 50%         | 01/07/2025 | 30/06/2026 | ↳ <b>3.3.1.8 Coastal Management – Work with community, landholders and government agencies on coastal management issues such as shorebird conservation, coastal access and use, cultural heritage and environmental awareness and skills</b>               | Polly Buchhorn | -                             |
| 50%         | 01/07/2025 | 30/06/2026 | <b>Strategy 3.4 Recognise and alleviate the issues and risks to the environment from our use and the risk to us from a changing environment (for example flood and fire). : 100%</b>   | John Brown     | -                             |
| 50%         | 01/07/2025 | 30/06/2026 | ↳ <b>Key Focus Area 3.4.1 Climate Change - Understand, address and evaluate the challenges of climate change in Break O'Day and develop and implement mitigation strategies. : 100%</b>  | John Brown     | -                             |
| 50%         | 01/07/2025 | 30/06/2026 | ↳ <b>3.4.1.1 Scamander Coastal Hazard and Flood Management - Implement coastal adaptation and flood risk mitigation and pathways planning project with community at Scamander River mouth</b>  | Polly Buchhorn | David Jolly                   |
| 50%         | 01/07/2025 | 30/06/2026 | ↳ <b>3.4.1.2 Council Climate Change Action - Pursue Council's mitigation and adaptation priorities, such as reducing carbon emissions, climate risk management, asset management and reducing future natural disaster risks</b>                            | Polly Buchhorn | -                             |
| 50%         | 01/07/2025 | 30/06/2026 | ↳ <b>3.4.1.3 Climate Change and the Community - Collaborate with the community, industry and governments to raise awareness and secure resources to act together on the shared challenges and risks facing everyone</b>                                    | Polly Buchhorn | Jayne Richardson              |

| Current ... | Start D... | Due Date   | Goal   | Owner            | Co-owners      |
|-------------|------------|------------|--|------------------|----------------|
| 50%         | 01/07/2025 | 30/06/2026 | → 3.4.1.4 Climate Change and Council - Work actively in the Northern Tasmania Alliance of Resilient Councils partnership to advance Council's climate governance, support local climate action and participate in regional and state initiatives | Jayne Richardson | Polly Buchhorn |

## INFRASTRUCTURE

| Current ... | Start D... | Due Date   | Goal   | Owner            | Co-owners        |
|-------------|------------|------------|--|------------------|------------------|
| 13%         | 01/07/2025 | 30/06/2026 | <b>Strategy 4.1 Be proactive infrastructure managers by anticipating and responding to the growing and changing needs of the community and the area. : 100%</b>  | John Brown       | -                |
| 13%         | 01/07/2025 | 30/06/2026 | ↳ <b>Key Focus Area 4.1.1 Community Facilities: Provide community facilities that encourage participation and supports the lifestyle of residents and growing visitor numbers. : 100%</b>  | John Brown       | -                |
| 0%          | 01/07/2025 | 30/06/2026 | ↳ <b>4.1.1.1 St Helens Sports Complex Master Plan - incorporate progress of this within the ESRP St Helens - Binalong Bay Liveability Strategy and the ESRP St Helens District High School investigation</b>   | Chris Hughes     | -                |
| 50%         | 01/07/2025 | 30/06/2026 | ↳ <b>4.1.1.2 Georges Bay Activation Strategy - commence implementation of the Strategy in line with identified priorities</b>  | Chris Hughes     | David Jolly      |
| 0%          | 01/07/2025 | 30/06/2026 | ↳ <b>4.1.1.3 Georges Bay Activation Strategy - incorporate progress of this within the ESRP St Helens - Binalong Bay Liveability Strategy</b>  | David Jolly      | -                |
| 0%          | 01/07/2025 | 30/06/2026 | ↳ <b>4.1.1.4 St Helens Foreshore Master Plan - incorporate progress of this within the ESRP St Helens - Binalong Bay Liveability Strategy</b>  | David Jolly      | Chris Hughes     |
| 20%         | 01/07/2025 | 30/06/2026 | <b>Strategy 4.2 Work with stakeholders to ensure the community can access the infrastructure necessary to maintain their lifestyle. : 100%</b>   | John Brown       | -                |
| 20%         | 01/07/2025 | 30/06/2026 | ↳ <b>Key Focus Area 4.2.1 Towns: Create townships that are vibrant and welcoming through improvements to infrastructure such as streetscapes, parking, safety and signage. : 100%</b>  | John Brown       | -                |
| 50%         | 01/07/2025 | 30/09/2025 | ↳ <b>4.2.1.1 St Marys Parking Strategy complete the car parking strategy for St Marys providing a long term plan for off-street parking</b>  | David Jolly      | -                |
| 0%          | 01/07/2025 | 30/06/2026 | ↳ <b>4.2.1.2 St Helens Parking Strategy - Ensure long term plan for off-street parking is incorporated within the ESRP St Helens - Binalong Bay Liveability Strategy</b>   | David Jolly      | -                |
| 10%         | 01/07/2025 | 30/06/2026 | ↳ <b>4.2.1.3 ESRP St Helens - Binalong Bay Liveability Strategy - develop scope of the project through the engagement of consultants to undertake the project with commencement to follow this engagement process</b>  | John Brown       | -                |
| 54%         | 01/07/2025 | 30/06/2026 | <b>Strategy 4.3 Develop and maintain infrastructure assets in line with affordable long-term strategies. : 100%</b>  | John Brown       | -                |
| 38%         | 01/07/2025 | 30/06/2026 | ↳ <b>Key Focus Area 4.3.3 Recreational Facilities: Support an outdoor, active and healthy lifestyle for residents and visitors through a range of recreational facilities including walking trails, bike trails and other identified infrastructure. : 100%</b>                        | John Brown       | -                |
| 0%          | 01/07/2025 | 30/06/2026 | ↳ <b>4.3.3.1 St Helens to Binalong Bay Link - Incorporate within the ESRP St Helens - Binalong Bay Liveability Strategy and complete project planning preliminaries</b>  | David Jolly      | -                |
| 50%         | 01/07/2025 | 30/06/2026 | ↳ <b>4.3.3.2 Recreational Trails Strategy - continue implementation of the outcomes of the Strategy with an initial focus on the- St Marys to Cornwall Trail detailed investigation and activating community assistance with activities listed in the Recreational Trails Strategy</b> | Chris Hughes     | Jayne Richardson |
| 75%         | 01/07/2025 | 31/03/2026 | ↳ <b>4.3.3.3 Aquatic Facility - finalise report to Council on the feasibility of the establishment of a centre incorporating a swimming pool and hydratherapy pool to enable Council to make a decision on whether to progress</b>   | Raoul Harper     | -                |
| 25%         | 01/07/2025 | 31/12/2025 | ↳ <b>4.3.3.4 Recreation and Community Facility Review - develop the scope and process to undertake the review</b>  | Raoul Harper     | -                |
| 58%         | 01/07/2025 | 30/06/2026 | ↳ <b>Key Focus Area 4.3.1 Roads and Streets: Develop a well-maintained road network that recognises the changing demands and requirements of residents and visitors. : 100%</b>  | John Brown       | -                |
| 50%         | 01/07/2025 | 30/06/2026 | ↳ <b>4.3.1.1 State Road Network - State Road Network - participate in the Tasman Highway Corridor Strategy project, advocating for outcomes that benefit the Break O'Day community</b>   | David Jolly      | -                |
| 50%         | 01/07/2025 | 30/06/2026 | ↳ <b>4.3.1.2 St Marys Pass - actively participate in Department of State Growth processes to examine the replacement of the St Marys Pass</b>  | David Jolly      | -                |
| 75%         | 01/07/2025 | 31/12/2025 | ↳ <b>4.3.1.3 Transport Master Plan - Develop the Transport Master Plan 2025-2030</b>   | David Jolly      | -                |
| 67%         | 01/07/2025 | 30/06/2026 | ↳ <b>Key Focus Area 4.3.2 Waste Management - Provide access to affordable services and facilities that foster a circular economy approach to Waste Management. : 100%</b>  | John Brown       | -                |
| 50%         | 01/07/2025 | 30/06/2026 | ↳ <b>4.3.2.1 Waste Education - Implement communications activities to effectively promote the principles of Reduce, Reuse and Recycle</b>  | Jayne Richardson | David Jolly      |
| 50%         | 01/07/2025 | 30/06/2026 | ↳ <b>4.3.2.2 Northern Tasmanian Waste Management Partnership - Participate at a regional level to implement the Regional Strategic Plan 2024-2028 progressing State Government and regional resource recovery initiatives that support and drive a Circular Economy</b>                | John Brown       | David Jolly      |

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|-------------|------------|------------|---|-------------|-----------|
| 75%         | 01/07/2025 | 31/03/2026 | → 4.3.2.3 Scamander Inert Waste Landfill - Develop Scamander Waste Transfer as an Inert Landfill Site - Complete the detailed engineering design phase for the landfill site and submit the finalised design for approaval to the Tasmanian Environmental Protection Agency | David Jolly | -         |
| 75%         | 01/07/2025 | 30/04/2026 | → 4.3.2.4 Scamander Waste Handling Facility - Conduct a detailed cost analysis to within 15% accuracy of the approved compactor repalcement options as determined by the Council in the 2024-2025 financial year  | David Jolly | -         |
| 75%         | 01/07/2025 | 31/12/2025 | → 4.3.2.5 Container Deposit Scheme - Partner with State Government endorsed CSR Network operators for the establishment of a permanent receiving site at St Helens in alignment with the State Governments implementation schedule  | David Jolly | -         |
| 75%         | 01/07/2025 | 31/12/2025 | → 4.3.2.6 Waste Management Strategy - Complete the development of a Strategy aligned with the Circular North Startegic Plan 2025-2030 to guide Council operations, infrastructure development, service delivery & circular economy  | David Jolly | -         |



## SERVICES

| Current ... | Start D... | Due Date   | Goal   | Owner        | Co-owners      |
|-------------|------------|------------|--|--------------|----------------|
| 33%         | 01/07/2025 | 30/06/2026 | <b>Strategy 5.1 Improve accessibility to a range of quality services and programs by advocating and pursuing for local delivery. : 100%</b>  | John Brown   | -              |
| 17%         | 01/07/2025 | 30/06/2026 | → <b>Key Focus Area 5.1.1 Youth - Understand the needs of Break O'Day young people to better support and advocate for them. : 100%</b>   | John Brown   | -              |
| 0%          | 01/07/2025 | 30/06/2026 | → 5.1.1.1 Youth Voice to Council - Establish a youth voice to Council, to enable the Youth Collective to share youth voices about issues important to young people and their advocates   | Chris Hughes | -              |
| 0%          | 01/07/2025 | 31/03/2026 | → 5.1.1.2 Youth Strategy - Co-Design a Youth Strategy with the community for Break O'Day   | Chris Hughes | Jenna Barr     |
| 50%         | 01/07/2025 | 30/06/2026 | → 5.1.1.3 Live4Life – Support and promote the work of Youth Live4Life in Break O'Day as a member of the Partnership Group and contribute to program outcomes as appropriate  | Chris Hughes | -              |
| 50%         | 01/07/2025 | 30/06/2026 | → <b>Key Focus Area 5.1.2 Health and Mental Health - Improve health and mental health outcomes by ensuring programs reflect community needs and are accessible and inclusive. : 100%</b>   | John Brown   | -              |
| 50%         | 01/07/2025 | 30/06/2026 | → 5.1.2.1 Local Services - Strengthen relations with all service providers to ensure the number of services to be delivered within our community continues to grow   | Chris Hughes | -              |
| 50%         | 01/07/2025 | 30/06/2026 | → 5.1.2.2 Mental Health - Participate in networks and activities to advocate for, and support delivery of, mental health initiatives and outcomes for our community  | Chris Hughes | -              |
| 50%         | 01/07/2025 | 30/06/2026 | → 5.1.2.3 Leadership and Advocacy - Provide local leadership, advocacy and connection for service providers and community on health, mental health and wellbeing to ensure provision of services reflects community needs  | Chris Hughes | Jenna Barr     |
| 47%         | 01/07/2025 | 30/06/2026 | <b>Strategy 5.2 Work collaboratively to ensure services and service providers are coordinated and meeting the actual and changing needs of the community. : 100%</b>   | John Brown   | -              |
| 50%         | 01/07/2025 | 30/06/2026 | → <b>Key Focus Area 5.2.1 Education Skills and Training - Improve employment pathways and outcomes and greater personal development through delivery of programs locally which meet the needs of Industry and the community. : 100%</b>                              | John Brown   | -              |
| 50%         | 01/07/2025 | 30/06/2026 | → 5.2.1.1 Education Pathways - Leverage findings from the East and Northeast Coast Education, Training and Employment Pathways report and workshop to identify priority next steps. Support the establishment and operation of a Study Hub to meet educational needs | John Brown   | Dilara Bedwell |
| 44%         | 01/07/2025 | 30/06/2026 | → <b>Key Focus Area 5.2.2 Access and Inclusion - Foster a culture of inclusion within our community by facilitating equitable access to opportunities, information and services. : 100%</b>  | John Brown   | -              |
| 50%         | 01/07/2025 | 30/06/2026 | → 5.2.2.1 Foster Opportunities - Provide leadership and work in partnership with community and service providers to create inclusive and equitable opportunities for everyone to feel valued and contribute meaningfully to their community                          | Chris Hughes | Jenna Barr     |
| 25%         | 01/07/2025 | 30/06/2026 | → 5.2.2.2 Reconciliation Action Plan - monitor situation with Reconciliation Tasmania  | Chris Hughes | -              |
| 50%         | 01/07/2025 | 31/12/2025 | → 5.2.2.3 Local Action Plan - determine the approach with Council towards working with the local Aboriginal community to develop a Local Action Plan   | Chris Hughes | Jenna Barr     |
| 50%         | 01/07/2025 | 30/06/2026 | → 5.2.2.4 Equitable Access - Advocate for, support, and facilitate actions to improve access to services, information and opportunities  | Chris Hughes | Jenna Barr     |
| 50%         | 01/07/2025 | 30/06/2026 | <b>Strategy 5.3 Ensure Council services support the betterment of the community while balancing statutory requirements with community and customer needs. : 100%</b>   | John Brown   | -              |



2025 – 2026 CORPORATE PLANNING ACTIVITIES PLAN

FINANCIAL ACCOUNTABILITY

| Current ... | Start D... | Due Date   | Goal  | Owner           | Co-owners       |
|-------------|------------|------------|---|-----------------|-----------------|
| 44%         | 01/07/2025 | 30/06/2026 | <b>Financial Management</b>   | Raoul Harper    | -               |
| 50%         | 01/07/2025 | 30/06/2026 | → <b>Audit Panel - Meetings facilitated in accordance with legislative requirements, responding to all recommendations of the Panel : 100%</b>  | Raoul Harper    | -               |
| 50%         | 01/07/2025 | 30/06/2026 | → <b>Long Term Financial Plan - Strengthen the integration of financial and asset management systems and processes to ensure the Long-Term Financial Plan is informed by accurate asset data, lifecycle costs, and renewal priorities : 100%</b>  | Raoul Harper    | David Jolly     |
| 50%         | 01/07/2025 | 30/06/2026 | → <b>Internal Audit - Complete Council's internal audit schedule and implement high-priority recommendations to strengthen financial controls and risk oversight : 100%</b>   | Raoul Harper    | Angela Matthews |
| 55%         | 01/07/2025 | 30/06/2026 | → <b>Service Level Agreements - Establish and implement service level agreements and contracts for Financial, Asset Management, and IT services to clarify responsibilities, performance expectations, and support consistent service delivery : 100%</b>   | Raoul Harper    | Angela Matthews |
| 50%         | 01/07/2025 | 31/03/2026 | → <b>Depreciable Lives - Review depreciable lives for all major asset classes to ensure consistency with updated asset condition data and align depreciation charges with realistic asset consumption and report as required to Audit Panel and GM : 100%</b>   | Raoul Harper    | Angela Matthews |
| 0%          | 01/07/2025 | 30/06/2026 | → <b>Financial Governance - Review and update key financial management policies to ensure alignment with current legislation, risk appetite, and long-term financial strategy</b>   | Raoul Harper    | -               |
| 40%         | 01/07/2025 | 28/02/2026 | → <b>Capital Project Scoping - Work with teams to ensure capital projects are properly scoped before budget consideration taking into account asset condition, usage &amp; funding constraints. Embed consistent scoping standards to support better project planning &amp; long-term decision-making</b> | Raoul Harper    | David Jolly     |
| 50%         | 01/07/2025 | 30/06/2026 | → <b>Climate Risk - Integrate climate risk and resilience considerations into long-term asset and financial planning to ensure future service sustainability under changing environmental conditions</b>  | Raoul Harper    | David Jolly     |
| 50%         | 01/07/2025 | 30/06/2026 | → <b>Asset Revaluations - Plan and deliver Council's scheduled asset revaluations to ensure accuracy in financial reporting, alignment with condition data, and integration with depreciation and long-term planning</b>  | Raoul Harper    | -               |
| 41%         | 01/07/2025 | 30/06/2026 | <b>Financial Sustainability : 100%</b>  | Raoul Harper    | -               |
| 0%          | 01/07/2025 | 30/06/2026 | → <b>Grant Funding Target - Coordinate and oversee the effective delivery of grant funding secured through competitive processes totalling \$250,000, with a target success rate of 75% to support Council's strategic priorities</b>   | Angela Matthews | -               |
| 50%         | 01/07/2025 | 30/06/2026 | → <b>Grant Funding Strategy - Work with and support key staff to identify and target grant funding opportunities that reduce reliance on own-source revenue and support strategic infrastructure delivery</b>   | Raoul Harper    | -               |
| 50%         | 01/07/2025 | 31/03/2026 | → <b>Strategic Cost Recovery Initiatives - Develop and cost a stormwater upgrade plan for the St Helens Industrial Area, and explore long-term cost recovery options to inform any future charge modelling</b>  | David Jolly     | Raoul Harper    |
| 75%         | 01/07/2025 | 30/06/2026 | → <b>WTS Operational Analysis - Undertake operational analysis of Council's Waste Transfer Stations to assess service cost, recovery levels, and alignment with the Waste Management Strategy and Waste AMP development</b>   | David Jolly     | Raoul Harper    |
| 50%         | 01/07/2025 | 30/06/2026 | → <b>Financial Performance &amp; Oversight - Maintain close oversight of Council operations to deliver the best possible underlying operating result, supported by quarterly reviews of financial performance, capital delivery, and key variances</b>  | Raoul Harper    | -               |
| 50%         | 01/07/2025 | 30/06/2026 | → <b>Rates &amp; Other Revenue - Model and evaluate rating and revenue options to improve fairness, enhance cost recovery, and build long-term revenue resilience in line with Council's financial planning objectives</b>  | Raoul Harper    | -               |
| 50%         | 01/07/2025 | 30/06/2026 | → <b>Financial Oversight - Maintain oversight of operational and capital expenditure to ensure value for money, alignment with strategic priorities, and support for long-term financial sustainability</b>   | Raoul Harper    | -               |
| 0%          | 01/07/2025 | 30/06/2026 | → <b>Value for Money Reviews - Conduct targeted value for money reviews to identify savings, improve process efficiency, and support service realignment, with a target of \$40,000 in savings and 500 staff hours reallocated</b>  | Raoul Harper    | -               |

HUMAN RESOURCES

| Current ... | Start D... | Due Date   | Goal   | Owner           | Co-owners         |
|-------------|------------|------------|--|-----------------|-------------------|
| 50%         | 01/07/2025 | 30/06/2026 | <b>Elected Members : 100%</b>  | John Brown      | -                 |
| 50%         | 01/07/2025 | 30/06/2026 | → <b>Professional Development - Facilitate participation of Councillors in Professional Development through the program being developed by the Local Government Division and the development of a training plan for individual Councillors : 100%</b>                      | John Brown      | Molli Brown       |
| 50%         | 01/07/2025 | 30/06/2026 | → <b>Financial Management Capability - Support Councillors to build financial management knowledge and understanding financial management through strengthening budget ownership, cost awareness, and alignment with long-term financial goals across the organisation</b> | John Brown      | Raoul Harper      |
| 75%         | 01/07/2025 | 30/06/2026 | <b>Council Advocacy : 100%</b>   | John Brown      | -                 |
| 100%        | 01/09/2025 | 31/12/2025 | → <b>State Budget - Provide a submission to the 2026-2027 State Budget community consultation process advocating for local priorities : 100%</b>   | John Brown      | -                 |
| 50%         | 01/07/2025 | 30/06/2026 | → <b>Election Priorities - develop and maintain a priority projects document which would be pursued when a State or Federal election is called : 100%</b>  | John Brown      | -                 |
| 65%         | 01/07/2025 | 30/06/2026 | <b>Wellbeing Program : 100%</b>  | John Brown      | -                 |
| 59%         | 01/07/2025 | 30/06/2026 | → <b>Workplace Wellbeing - Ongoing review of the Mental Health and Wellbeing Plan for Council staff that creates a mentally safe workplace : 100%</b>  | Erica McKinnell | Simone Ewald-Rist |
| 70%         | 01/07/2025 | 30/06/2026 | → <b>Employee Wellbeing - Ongoing consultation with workers to identify and implement actions to support wellbeing and a mentally safe workplace by following the Mental Health and Wellbeing Plan and the People Matter survey : 100%</b>                                 | Erica McKinnell | Simone Ewald-Rist |
| 33%         | 01/07/2025 | 30/06/2026 | <b>Workforce Development : 100%</b>  | John Brown      | -                 |
| 40%         | 01/07/2025 | 31/03/2026 | → <b>HR Plan - Develop an HR Plan on a Page, which establishes the overall vision for our HR system, identifying and prioritising the components which Council requires to meet organisational needs over the next 5 years : 100%</b>                                      | John Brown      | Erica McKinnell   |
| 0%          | 01/07/2025 | 30/06/2026 | → <b>HR Plan Implementation - Commence implementation of the HR Plan in line with the identified priorities : 100%</b>   | Erica McKinnell | -                 |
| 59%         | 01/07/2025 | 30/06/2026 | → <b>Psychosocial Safety - continue to develop and build our approach within the workplace responding to this change to WHS : 100%</b>   | Erica McKinnell | Simone Ewald-Rist |

CORPORATE RISK

| Current ... | Start D... | Due Date   | Goal   | Owner             | Co-owners |
|-------------|------------|------------|--|-------------------|-----------|
| 59%         | 01/07/2025 | 30/06/2026 | Risk Management/Work Health & Safety : 100%  | Raoul Harper      | -         |
| 59%         | 01/07/2025 | 30/06/2026 | → Risk Register - Review risk register items twice a year for high and annually for all other risks : 100%   | Simone Ewald-Rist | -         |
| 59%         | 01/07/2025 | 30/06/2026 | → Workplace Safety - Guide managers through risk management processes that identify psychosocial hazards, assess associated risks, and ensure controls are implemented to eliminate/minimise these risks. Control measures should be regularly reviewed : 100% | Simone Ewald-Rist | -         |

ORGANISATIONAL EFFICIENCY

| Current ... | Start D... | Due Date   | Goal  | Owner           | Co-owners       |
|-------------|------------|------------|---|-----------------|-----------------|
| 50%         | 01/07/2025 | 30/06/2026 | Local Government Reform : 100%  | John Brown      | -               |
| 50%         | 01/07/2025 | 30/06/2026 | → Local Government Reform - Participate actively in the Future of Local Government Review process with a focus on achieving the best outcome for the Break O'Day area : 100%  | John Brown      | -               |
| 50%         | 01/07/2025 | 30/06/2026 | → Northern Region Shared Services - Pursue joint procurement and shared services opportunities involving Northern Region Councils : 100%  | John Brown      | -               |
| 63%         | 01/07/2025 | 30/06/2026 | Break O'Day Organisation : 100%   | John Brown      | -               |
| 50%         | 01/07/2025 | 30/06/2026 | → Development Services - Undertake a Service Delivery Review focused on structure, systems and processes : 100%   | Jake Ihnen      | Erica McKinnell |
| 75%         | 01/07/2025 | 31/12/2025 | → Works Department - Implement the next stage of the Works Department Services Delivery Review : 100%   | David Jolly     | Erica McKinnell |
| 60%         | 01/07/2025 | 30/06/2026 | Management Systems : 100%   | John Brown      | -               |
| 50%         | 01/07/2025 | 30/06/2026 | → Digital Transformation - Progress with implementation of Digital Transformation systems and processes to both assist and enhance the customer experience both internally and externally as per the Digital Transformation Operational Plan 2023 - 2025 : 100% | Angela Matthews | Raoul Harper    |
| 50%         | 01/07/2025 | 30/06/2026 | → PlanBuild - Carry out Live Testing & Implementation of State Government PlanBuild Project : 100%  | Jake Ihnen      | -               |
| 50%         | 01/07/2025 | 30/06/2026 | → Digital Platforms - Pursue simplification of digital platforms by minimising duplication of applications & reduce the use of applications that have similar capacity by consolidating 3rd party solutions into Office 365 licensing where possible : 100%     | Angela Matthews | -               |
| 100%        | 01/07/2025 | 31/12/2025 | → IT Strategy - Develop an IT Strategy that sets clear priorities for system integration, digital service delivery, cybersecurity, and infrastructure renewal—aligned with Council's long-term service, risk, and financial planning objectives                 | Raoul Harper    | -               |
| 50%         | 01/07/2025 | 31/03/2026 | → Cyber Security - Prepare a Cyber Security Plan that defines roles, risk controls, and response protocols to improve system resilience and protect Council's data and digital infrastructure   | Raoul Harper    | -               |
| 5%          | 01/07/2025 | 30/06/2026 | Customer Service : 100%   | John Brown      | -               |
| 5%          | 01/07/2025 | 30/06/2026 | → Customer Service - implement and review processes to follow up with customers and listen to their feedback to guide processes and options for improving customer service : 100%   | Angela Matthews | -               |
| 38%         | 01/07/2025 | 30/06/2026 | Asset Management : 100%   | David Jolly     | -               |
| 50%         | 01/07/2025 | 30/06/2026 | → Council's Works Program - Integrate revised asset management system improvements using Modelve for informed decision-making into Council operations : 100%  | David Jolly     | Raoul Harper    |
| 35%         | 01/01/2026 | 28/02/2026 | → Strategic Asset Management Plan - Update the Strategic Asset Management Plan in alignment with the LTFP and Financial Management Strategy and consolidated asset registers : 100%   | Raoul Harper    | David Jolly     |
| 40%         | 01/07/2025 | 31/12/2025 | → Asset Management Plans - Revise infrastructure asset management plans to facilitate the update of the Stategic Asset Management Plan 2025-2035  | David Jolly     | Eddie Biernat   |
| 80%         | 01/07/2025 | 30/09/2025 | → Building Asset Management Plan - Develop a Building Asset Management Plan to facilitate the update of the Strategic Asset Management Plan 2025-2035   | David Jolly     | Jake Ihnen      |
| 25%         | 01/07/2025 | 30/09/2025 | → Unsealed Roads Assessment - Seek professional services to under take an unsealed roads condtion assesment to inform the development of Unsealed Roads Asset Management Plan   | Raoul Harper    | David Jolly     |
| 50%         | 01/07/2025 | 31/12/2025 | → Unsealed Roads Asset Management Plan - Develop an Unsealed Roads asset Management Plan based on the latest condition assessment to facilitate the update of the Strategic Asset Management Plan   | David Jolly     | -               |
| 50%         | 01/07/2025 | 31/12/2025 | → Waste Infrastructure Asset Management Plan - develop a Plan for Council's Waste infrastructure for incorporation in an update of the Strategic Asset Management Plan  | David Jolly     | -               |
| 15%         | 02/02/2026 | 30/04/2026 | → Toilet Replacement Program - Review and update the 10 Year Toilet Replacement program   | Jake Ihnen      | -               |
| 0%          | 01/07/2025 | 30/06/2026 | → St Helens Aerodrome - undertake a review of the current Master Plan for the Aerodrome   | David Jolly     | -               |
| 45%         | 01/07/2025 | 30/06/2026 | Public & Environmental Health : 100%  | Jake Ihnen      | -               |
| 50%         | 01/07/2025 | 30/06/2026 | → Food Premises - Deliver a regular program of Food Premises inspections : 100%   | Jake Ihnen      | -               |
| 40%         | 01/12/2025 | 31/03/2026 | → Water Quality Monitoring - Undertake monitoring and reporting in recreational waters : 100%   | Jake Ihnen      | -               |
| 50%         | 01/07/2025 | 30/06/2026 | Stakeholder Management : 100%   | John Brown      | -               |

| Current ... | Start D... | Due Date   | Goal  | Owner        | Co-owners |
|-------------|------------|------------|---|--------------|-----------|
| 50%         | 01/07/2025 | 30/06/2026 | → Local Government Association of Tasmania (LGAT) and Australian Local Government Association (ALGA) - Participate actively at the State and National level in Local Government matters including policy development : 100% | John Brown   | -         |
| 50%         | 01/07/2025 | 30/06/2026 | → Northern Tasmania Development Corporation (NTDC) - Participate in NTDC activities focused on developing the regional economy : 100%   | John Brown   | -         |
| 50%         | 01/07/2025 | 30/06/2026 | → Legislative Reviews - Participate in reviews of legislation affecting Local Government : 100%   | John Brown   | -         |
| 90%         | 01/07/2025 | 30/06/2026 | Emergency Management : 100%   | John Brown   | -         |
| 90%         | 01/07/2025 | 31/12/2025 | ↳ Municipal Emergency Management Plan - Review the current plan to ensure it is in line with the Tasmanian Emergency Management Plan - 2 year review : 100%   | Chris Hughes | -         |
| 0%          | 01/07/2025 | 30/06/2026 | Strategy & Corporate Planning : 100%  | John Brown   | -         |
| 0%          | 01/01/2026 | 30/06/2026 | ↳ Break O'Day Council Strategic Plan - establish the process to be followed in developing the Strategic Plan to replace the current Break O'Day Council Strategic Plan which will expire in 2027                            | John Brown   | -         |