



ATTACHMENTS TO REPORTS

ORDINARY COUNCIL MEETING

ITEMS UNDER SEPARATE COVER

16 APRIL 2025

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**OPERATIONAL PLAN 2024-2025
QUARTERLY REVIEW - JANUARY 2025
TO MARCH 2025**

Operational Plan 2024/25 Quarter 3

Meeting Date: 16 April 2025

Attachment No: 1

ACTION		SERVICE/ PROGRAM	RESPONSIBILITY	COMPLETION	Q3 STATUS	Q3 COMMENT
Outcome 1.1 - Communities trust us to engage with them and advocate on their behalf						
Objective	1.1.1	Advocate for Councillor, staff and community representation on government and non-government committees and task forces relevant to the region				
Submit expressions of interest to LGAQ for inclusion of senior staff and/or elected members on relevant Advisory Committees.		Executive Services	Chief Executive Officer	30 JUNE 2025	ONGOING	
Objective	1.1.2	Implement effective and genuine community consultation processes that enable participation, engagement and collaboration				
Work with the elected member body to develop and implement a community engagement program		Executive Services	Chief Executive Officer	30 JUNE 2025	ONGOING	Recruitment for 12-month period of an experienced community engagement officer was the preferred approach.
Investigate options and consider the engagement a specialist provider of online stakeholder engagement services (i.e. Bang The Table; Social Pinpoint)		Executive Services	Chief Executive Officer	30 JUNE 2025	ONGOING	Procurement has occurred and official recruitment completed. Officer will commence work in mid-April. Preferred program chosen was “Engagement Hub”.
Objective	1.1.3	Build confidence in our communities by being visible, empathetic and by actively listening				
Conduct promotion and implement awareness programs relating to environmental health, environmental sustainability, regulatory services, local laws and waste management, including regular social media messaging and engagement with the community, to improve understanding of services delivered to ensure a healthy, safe and sustainable community.		Environmental Services	Manager Environmental Services	30 JUNE 2025	ONGOING	On-going monthly social media messages on environmental health and pest management.
Outcome 1.2 - Communities have the opportunities to grow and develop						
Objective	1.2.1	Plan and provide community facilities and programs to meet the needs of our diverse community and enable community growth				
Through Council's facilities, continue to deliver community and civic events, such as Australia Day, Anzac Day in accordance with the Council Led Civic and Community Events Policy (PL-119).		Community Services	Manager Community Services	30 JUNE 2025	ON TRACK	Council continued to deliver community events in Q3, through activities such as Australia Day. This year Council deliver an all of region event, which was bigger and better than previous years, providing greater focus to the event and recipients.

ACTION		SERVICE/ PROGRAM	RESPONSIBILITY	COMPLETION	Q3 STATUS	Q3 COMMENT
Objective	1.2.2	Provide equitable access, and advocate for, a range of services, programs and facilities to address the marginalised and "hard to reach" groups within the community to foster inclusion, growth and skills development				
Deliver community events, such as NAIDOC Week, Youth Week, Disability Action Week, Seniors Week etc., that ensure delivery of programs that meet the broader needs of the community, whilst allowing growth in understanding.		Community Services	Manager Community Services	30 JUNE 2025	ON TRACK	Council continued to align programs with the State through Q3.
Objective	1.2.3	Offer contemporary community development services across the region that reflect the needs and aspirations of the community				
Hold quarterly Interagency Meetings with key stakeholder to allow agencies to come together to investigate opportunities to target services for those most in need.		Community Services	Manager Community Services	30 JUNE 2025	ON TRACK	Quarterly interagency meetings were held through Q3, with the participation list growing even further as more key stakeholders sought to attend due to the value it brings through its collaboration.
Outcome 1.3 - Communities are active, healthy and celebrate cultural diversity						
Objective	1.3.1	Identify, promote and grow opportunities for arts, cultural expression and the development of creative industries				
Through the Stanthorpe and Warwick Art Galleries, deliver exhibitions and educational programs that continue to enhance the arts and culture of the region.		Community Services	Manager Community Services	30 JUNE 2025	ON TRACK	Both galleries continued to showcase the quality of arts and culture in the region, with several events occurring during Q3,
Finalise MOUs with Warwick and Stanthorpe art gallery committees and review the funding models.		Community Services	Manager Community Services	31 DEC 2024	OFF TRACK	In consultation with the galleries, the MOU development was extended through to the end of March 25. Both draft documents are nearing completion and will come before Council for consideration.
Objective	1.3.2	Partner with sport and recreation stakeholders to encourage active lifestyles				
Develop a Regional Open Space Strategy that looks to improve utilisation of Council's open space for sport and recreational opportunities.		Sustainability & Strategy	Manager Strategy & Sustainability	30 JUNE 2025	ON TRACK	Discussions with the CEO and Council with respect the final public engagement activity to close the project out.
Objective	1.3.3	Plan and provide facilities and programs that enable participation in sport, recreation and cultural and community activity				
Work with state agencies and sporting groups to identify programs, grant opportunities and events that allow the community to access sport, recreation and community programs.		Community Services	Manager Community Services	30 JUNE 2025	ON TRACK	During Q3 Council in collaboration with the State Government delivered a Club IQ program, which is a movement to strengthen clubs, empower volunteers and enrich communities.
Develop and implement an Integrated Facility Management Transition Plan to uplift the coordinated, sustainable		Sustainability & Strategy	Manager Sustainability & Strategy / Manager Parks and Operations	30 JUNE 2025	ON TRACK	Presentation to CIS on 28 May 2025

ACTION		SERVICE/ PROGRAM	RESPONSIBILITY	COMPLETION	Q3 STATUS	Q3 COMMENT
management of soft and hard services to all relevant Council facilities						
Outcome 2.1 - Public places and open spaces are safe, well maintained and liveable						
Objective	2.1.1	Partner with relevant agencies to ensure community safety and resilience in relation to disaster management of bushfires, floods and other natural disasters				
Through the Local Disaster Management Group (LDMG) hold regular meetings to bring responsible agencies together to ensure ongoing alignment of delivery in natural disasters	Community Services	Manager Community Services	30 JUNE 2025	ON TRACK	The LDMG has been successfully held each quarter.	
Through the Local Disaster Recovery Group provide recovery and resilience programs relating to the 2023 Bushfire Recovery and Resilience Plan	Customer and Organisational Services	Director Customer & Organisational Services	30 JUNE 2025	ON TRACK	Council’s Recovery and Resilience Officer continued to deliver programs throughout Q3, with the State extending this program through to March 2025.	
Objective	2.1.2	Identify, facilitate and promote community-led place making, activation of public places and opportunities to enhance and activate the urban environment				
Implement a staged street tree replacement program in CBD’s and townships.	Parks & Operations	Manager Parks & Operations	30 JUNE 2025	ONGOING	Progress on this item is now underway with the engagement of a project manager to assist the capital program of work from the team. This body of work will progress based on guidelines for street trees and signature trees.	
Objective	2.1.3	Advocate for, develop and implement environmental strategies that protect and enhance living assets in urban, rural, natural and agricultural landscapes				
Develop and deliver the 2024/25 Action Plan to continue implementation of the Environmental Sustainability Strategy 2021-2031. Note, an annual plan is drafted under the strategy, so the action is updated annually to reflect this.	Environmental Services	Manager Environmental Services	30 JUNE 2025	ONGOING	Initiatives continue to be delivered under the 2024/25 Action Plan endorsed by Council.	
Outcome 2.2 - Public places, services and facilities are accessible, sustainable and cost effective						
Objective	2.2.1	Facilitate and plan for safe, accessible and affordable infrastructure, housing, health and communication services for the community, visitors and industry				
Integrate the Local Government Infrastructure Plan (LGIP) into the new Planning Scheme, ensuring a seamless transition between the current and new LGIP.	Planning & Development	Manager Planning & Development	31 MARCH 2025	DELAYED	The LGIP was submitted in December 2024 for First State Interest Review. Council is yet to receive advice from the State Government. It is likely that the draft LGIP will undergo community engagement at the same time as the draft Planning Scheme.	



Operational Plan – Quarter Three Progress Update

January – February – March 2025

ACTION		SERVICE/ PROGRAM	RESPONSIBILITY	COMPLETION	Q3 STATUS	Q3 COMMENT
Undertake an investigation into the feasibility and logistics of Council opening up and operating several gravel pit quarries to provide quality road making material for local roads		Infrastructure Services	General Manager Infrastructure Services / Manager Works	30 JUNE 2025	ON TRACK	Initial high-level financial review undertaken. Further investigation required to determine the ongoing resource implications, environmental and other regulation requirements and the cost/viability of gravel likely to be won from available sites.
Objective	2.2.2	Develop and implement water security programs and strategies to ensure a sustainable and reliable water supply for all towns				
Collaborate with the Department of Regional Development, Manufacturing and Water, Toowoomba Regional Council and SEQ Water to deliver the Toowoomba to Warwick Pipeline project.		Water & Wastewater	Manager Water	30 JUNE 2027	ONGOING	Negotiating some minor design changes and agreeing final design parameters with SEQ Water. Working through the various agreements required for the project.
Complete all actions in the Drought Resilience Package.		Water & Wastewater	Manager Water	30 JUNE 2025	ONGOING	The final project is for the upgrade of the Warwick water treatment plant to manage the various water qualities during a drought. Tenders have just closed for this project and are being evaluated.
Seek funding for renewal of critical water and wastewater assets		Water & Wastewater	Manager Water	30 JUNE 2025	IN PROGRESS	Second stage of LGGSP funding application well progressed, due in May.
Objective	2.2.3	Improved resource recovery and waste management and minimisation through new technologies, education and innovation				
Participate in the implementation of the Darling Downs Regional Waste Management Plan, focusing on outcomes relevant to the Southern Downs region.		Environmental Services	Manager Environmental Services	30 JUNE 2025	ONGOING	Funding application submitted on behalf of the region for the Regional Waste Management Coordinator
Implement the annual Waste Education Plan		Environmental Services	Manager Environmental Services	30 JUNE 2025	ON TRACK	Annual education plan finalised and delivery ongoing. Also grant funding received for the 'Let's Get it Sorted' waste promotional program.
Develop and implement a new Waste Reduction and Recycling Plan for the region, with a focus on waste minimisation, resource recovery opportunities, technology and innovation and long-term planning of waste management for the region.		Environmental Services	Manager Environmental Services	30 JUNE 2025	NOT COMMENCED	Request for quote to be prepared, will extend into 2025/26 due to resourcing constraints.

ACTION		SERVICE/ PROGRAM	RESPONSIBILITY	COMPLETION	Q3 STATUS	Q3 COMMENT
Outcome 2.3 - Our natural and agricultural environments are healthy, resilient and sustainable						
Objective	2.3.1	Develop and implement a climate change policy and encourage community and business to adopt sustainable practices				
Develop a climate change policy in alignment with Council's Environmental Sustainability Strategy 2021-2031.		Planning & Environmental Services	Manager Environmental Services	30 JUNE 2025	NOT COMMENCED	This body of work has not been able to commence due to competing priorities.
Objective	2.3.2	Plan for and provide an integrated and accessible network of open space, parkland, trails, corridors and natural areas including recreational waterways				
Subsequent to completion of a Recreational Open Space Strategy (ROSS), develop and implement revised service standards for provision, and maintenance of, public parks and other urban open space		Infrastructure Services	Manager Parks & Operations	30 JUNE 2025	ON HOLD	Awaiting completion of the Open Space, Sport and Recreation Master Plan for this body of work to align with its high-level principles.
Objective	2.3.3	Develop policies and implement measures to enhance our agricultural sector and protect priority agricultural land from invasive pest animals and pest plants and non-rural development incursion				
Promote the outcomes of the Protein Hub project and facilitate the realisation of the desired outcomes with potential developers.		Executive Services	Manager Economic Development	30 JUNE 2025	ON TRACK	Project is progressing with four companies initially registering an interest. One has since dropped out. The company showing the strongest interest is an international company. Officers will continue to work with the three interested parties.
Develop and implement a new Invasive Pests Strategic Plan for the region, to ensure Council is complying with its biosecurity obligations, and to assist property owners within the region to achieve their biosecurity obligations.		Planning & Environmental Services	Manager Environmental Services	30 JUNE 2025	ON TRACK	Draft document developed, and initial feedback sought from the Pest Management Advisory Committee members.
Consult and coordinate with the Department of transport & Main Roads to try and increase the number local roads accessible by higher productivity vehicles		Infrastructure Services	Director Infrastructure Services	30 JUNE 2025	IN PROGRESS	Discussions held with DTMR, but issues with B-Double approvals due to Road Geometry and safety issues.
Outcome 3.1 - Population growth is maximised within the parameters of maintaining our locality's unique characters and provision of infrastructure						
Objective	3.1.1	Develop and implement a Residential Attraction Strategy and a Job Creation Strategy to attract a diverse range of new residents to the region				

ACTION		SERVICE/ PROGRAM	RESPONSIBILITY	COMPLETION	Q3 STATUS	Q3 COMMENT
Review the Economic Development Strategy and associated action plan to identify key initiatives in relation to residential attraction and job creation		Executive Services	Manager Economic Development	30 JUNE 2025	ON TRACK	Action Plan has been reviewed and key initiatives identified.
Objective	3.1.2	Facilitate innovative housing outcomes to allow local businesses to attract employees				
Establish the Local Housing Action Plan Working Group and report regularly on progress		Executive Services	Chief Executive Officer	30 JUNE 2025	ON TRACK	Local Housing Action Plan Working Group meeting held 30 January 2025.
Objective	3.1.3	Review infrastructure charges and developer incentive policies to provide a balanced and supportive approach to investment				
Outcome 3.2 – Businesses thrive and grow						
Objective	3.2.1	Investigate and maintain a jobs, training and recruitment attraction program, facilitate networking and clustering events and undertake a review of key business constraints				
Advocate for State and Federal funding to progress the development of a state-of-the-art Protein Hub in the Southern Downs region		Economic Development	Manager Economic Development	30 JUNE 2025	ON TRACK	The project is ongoing with two interested parties. One a Queensland company and the other is an international company.
Deliver the Locally Led Economic Recovery (LLER) program in conjunction with the Chambers of Commerce, to support traditional businesses		Economic Development	Manager Economic Development	30 JUNE 2025	ON TRACK	The update of the Visitor App, the business education programs, the Spring Fair Event in Warwick are all complete. The Why Leave Town element is underway.
Review, update and implement the 2024-2025 Economic Development Strategy Action Plan		Economic Development	Manager Economic Development	30 JUNE 2025	COMPLETED	The review and update of the Action Plan has been completed
Objective	3.2.2	Support skills development initiatives such as establishment of a Country University facility and support education and training providers regarding employee retention and attraction pathways				
Finalise the establishment of the Southern Downs Country University Centre (SDCUC) and maintain an appropriate level of involvement during the implementation phase.		Executive Services	Manager Economic Development	30 JUNE 2025	ON TRACK	The location has been decided – the Uni Hub will be located at the Warwick TAFE Campus. The Hub is expected to open in the second quarter of this year.
Assess options for a satellite hub for SDCUC on the Granite Belt		Executive Services	Manager Economic Development	30 JUNE 2025	NOT COMMENCED	This element will be looked at once the Warwick Hub is operational and overall performance can be gauged, and the need in Stanthorpe can be assessed.
Objective	3.2.3	Advocate for improved water availability and security for the agricultural industry				

ACTION		SERVICE/ PROGRAM	RESPONSIBILITY	COMPLETION	Q3 STATUS	Q3 COMMENT
Outcome 3.3 - The Southern Downs is a destination of choice for business and visitors						
Objective	3.3.1	Establish a reputation for working collaboratively with developers to deliver mutually beneficial outcomes				
Undertake business process review of Development Assessment and enquiry processes to identify inefficiencies and improve overall customer experience.	Planning & Development	Manager Planning & Development	30 JUNE 2025	ONGOING	Senior Planner – Customer Engagement officer has commenced some internal actions to allow for better efficiency. In addition, information/fact sheets are also being updated to ensure clarity, relevance and being tailored to the customer.	
Improved communication with the building industry to promote Council’s building certification services through creating a mail list to send notifications and updates to, promoting through Council’s social media and other channels, and meeting one-on-one with key stakeholders in the region to discuss Council’s offerings.	Planning & Development	Built Environment Coordinator	30 JUNE 2025	ONGOING	A communications plan is being developed for the department, along with the specific communications plan associated with the draft Planning Scheme. There is a definite direction to educate and provide tailored and useful information.	
Objective	3.3.2	Develop and implement a Planning and Development Facilitation Program for potential major developments				
Objective	3.3.3	Support and work with regional partners to undertake targeted branding and marketing activities for major events				
Investigate and engage a suitably qualified contractor to <u>refresh the Southern Downs & Granite Belt tourism brand as phase two of the 23/24 SDRC Corporate Branding refresh</u> . This will fall in line with industry developments and further support the future development of a more fulsome place branding strategy.	Communications & Marketing	Communications and Marketing Coordinator	30 JUNE 2025	COMPLETED	The logo and the words "Southern Downs & Granite Belt" (SD&GB) remain unchanged. The SD&GB collateral is being updated to align with the 23/24 corporate style guide, standardising graphic devices, fonts, and document styles across Council-owned brands. A refreshed SD&GB 2025 visitor guide, related destination marketing collateral and Visitor Information Centre fact sheets have been delivered, with further roll out is ongoing.	
Review Council’s Destination Marketing Strategy	Communications & Marketing	Communications and Marketing Coordinator	30 JUNE 2025	ON HOLD	Awaiting the outcome of the review of the Event Strategy 2021 - 2025 which will either inform the Destination Marketing Strategy or replace the need for one.	
Review Council’s Event Strategy 2021 - 2025	Economic Development	Manager Economic Development	30 JUNE 2025	COMPLETED	Event Strategy has been reviewed and updated	
Review Council’s major event processes and funding models	Economic Development	Manager Economic Development	30 JUNE 2025	NOT COMMENCED	Will commence soon, now that the Event Strategy has been updated.	

ACTION		SERVICE/ PROGRAM	RESPONSIBILITY	COMPLETION	Q3 STATUS	Q3 COMMENT
Outcome 4.1 - Our customers want to do business with us						
Objective	4.1.1	Deliver contemporary customer service experiences that aligns with the expectations of our customers and the community				
Investigate relocation options for the Warwick Visitor Information Centre to a larger tenancy that will meet increased visitor demands and enhance the visitor experience thereby building excitement about opportunities to stay longer in the region	Communications & Marketing	Communications and Marketing Coordinator	30 JUNE 2025	ON HOLD	Following the presentation of the Warwick Town Hall - Condition Assessment Report at Council's Ordinary Meeting on Wednesday 19 December 2024, the move of the Warwick Visitor Information Centre into the former WattleDoo space has been deferred. Initiated process of engaging a contractor to complete the Conservation Management Plan for the Warwick Town Hall.	
Update customer service centres to make venues more attractive, user-friendly and contemporary	Corporate Services	Manager Corporate Services	30 JUNE 2025	IN PROGRESS	Centres are being reviewed for improvements to be made.	
Implementation of identified business process improvements for customer service across the organisation including the implementation of customer feedback mechanisms (noting that partial implementation has occurred to date in relation to (dog registrations etc.)	Corporate Services	Manager Corporate Services	30 JUNE 2025	IN PROGRESS	Processes are being reviewed for improvements to be made.	
Continue and finalise the implementation of the insurance review initiative across governance and fleet services.	Corporate Services	Manager Corporate Services	30 June 2025	IN PROGRESS	A re-drafting of the Insurance process is currently underway to deliver a concise, logical format.	
Enable electronic lodgment of operational works, plumbing and drainage and building applications - <i>eSubmit</i>	Planning & Development	Manager Planning & Development	30 June 2025	ON-TRACK	A review of the existing online lodgement, from a user perspective is underway, to better understand the functionality.	
Objective	4.1.2	Embed a culture of continuous improvement focusing on creating value through innovation and technological advancement, reducing waste and improving efficiency				
GIS services audit to identify the data holdings of value but no high or medium use. Identify the storage and access options for the data. The outcome is to protect the performance of the system. Removing information that is not used consistently but is needed frequently to meet operational needs.	Sustainability & Strategy	Manager Sustainability & Strategy	30 JUNE 2025	ON TRACK	Recent TC Alfred event has identified other opportunities to improve the data held within the GIS and enhanced the way the data is accessed and utilized.	

ACTION		SERVICE/ PROGRAM	RESPONSIBILITY	COMPLETION	Q3 STATUS	Q3 COMMENT
Continuous improvement strategy to refine and improve the project management framework as levels of adoption and maturity are achieved		Sustainability & Strategy	Manager Sustainability & Strategy	30 JUNE 2025	ON TRACK	Establishment of a Project Control Group (PCG) to improve the visibility and understanding of CAPEX projects. The March PCG was deferred due to response planning to TC Alfred.
Deliver Technology One related CIA projects as per the ICT Road map i.e. Finance, Procurement, Corporate Performance Reporting and Request Management.		Information Technology	Chief Financial Officer	30 JUNE 2025	ON TRACK	The budgeting module has been completed. Work is in progress to transition the Contract and Request Management Modules.
Continue digitisation of treatment plant maintenance work in accordance with adopted <i>Water Outlook</i> program.		Water & Wastewater	Manager Water	30 JUNE 2026	ONGOING	Progressing well. All sewage pump stations are complete and working on treatment plants
Objective	4.1.3	We "get stuff done" are and solution seekers				
Implement an updated policy framework, supporting templates and roll out education regarding policies and procedures across the organisation		Corporate Services	Manager Corporate Services	30 JUNE 2025	IN PROGRESS	Templates updated and rolled out across Council. Policy framework is in the initial stages of the re-draft. Remainder of the projects will be completed when the Manager is recruited.
Deliver 90% of the 2024-2025 Capital Works Program. Develop a 10 year works program for all infrastructure assets		Infrastructure Services	Director Infrastructure Services and Managers	30 JUNE 2025	IN PROGRESS BUT IMPACTED	There is a delay of 2-3 weeks to preparation response and emergent works to CAPEX delivery due to Ex Tropical Cyclone Alfred.
Objective	4.2.1	Improve our safety management system and visible leadership to ensure our people go home safely				
Develop and implement the Safety Management System Reset Map in a staged approach with direct oversight from the ELT (50% Safety Reset Map completed FY 24/25)		Executive Services	Chief Executive Officer, Director People Performance and Safety	30 JUNE 2026	ON TRACK	The SMS is progressing well with completion expected by end 2025. A plan is currently being developed with tight timeframes and milestones.
Development and implementation of updated saleyard operating procedures and saleyard quality manual to improve safety and operational efficiencies.		Saleyards	Manager Corporate Services	30 JUNE 2025	ON TRACK	Implemented weekly maintenance (July 2025) schedule to ensure animal welfare, efficient sales and WHS standards are met. Constant monitoring of load in, sales and load out to ensure correct livestock handling and animal welfare ("Fit to Load" etc.). Regular in-house improvements for safer/more efficient operation (e.g. covered work station for agents for sun protection, screens in forcing yards for better flow of livestock)
Carry out HAZOP studies for all treatment plants and pump stations		Water & Wastewater	Manager Water	30 JUNE 2026	COMMENCED	Out to the market to get quotes

ACTION		SERVICE/ PROGRAM	RESPONSIBILITY	COMPLETION	Q3 STATUS	Q3 COMMENT
Objective	4.2.2	Improve our wellbeing management including physical and mental health support				
Develop and adopt an overarching Workforce Strategy 2024 – 2028 (sub plans and frameworks to be developed)		People Performance & Safety	Director People Performance and Safety	DEC 2028	ON TRACK	The Wellness Framework/Policy and the Ageing Workforce Framework has commenced development. The Director People Performance and Safety has met with the 'All Abilities JobMatch Project' representative to participate in engaging an Intern with disability through a funded Internship program under the All Abilities JobMatch project for a period of 12 weeks commencing from January 2025 and to be completed 15 June 2025. Diversity and Inclusion Policy under development. Gantt Chart with milestones is being prepared to meet all the requirements of the Workforce Strategy 2024 – 2028.
Objective	4.2.3	Improve our people's capability and provide support and upskilling opportunities				
Create a Planning Services team development plan to identify areas of potential knowledge gaps and provide opportunities for staff members to develop new skills.		Planning & Development	Planning Services Coordinator	30 JUNE 2025	ON TRACK	Achievement & Development Plans have been completed for all team members, which identified areas of interest and opportunities for development. Training has commenced in the areas identified.
Outcome 4.3 - Our people are proud to work for Council						
Objective	4.3.1	Enable collaborative workplaces and contemporary work practices				
Undertake an Employee Engagement Survey		Executive Services	Director People Performance and Safety	30 JUNE 2025	COMPLETED	The survey has been completed and the results have been presented to Audit and Risk Committee, SLT, ELT, teams. Refer to 4.2.2. Most of the Workforce Strategy 2024 – 2025 actions will meet the strategic actions needing to be taken across Council to improve survey outcomes around engagement, leadership and capability of our people.
Enterprise Bargaining negotiations Stream A, B and C		Executive Services	Director People Performance and Safety	30 JUNE 2025	ON TRACK	The Enterprise Agreement for Stream B&C expired on 25 February 2025. The Enterprise Agreement for Stream A expires on 1 July 2025.



ACTION		SERVICE/ PROGRAM	RESPONSIBILITY	COMPLETION	Q3 STATUS	Q3 COMMENT
Workforce Strategy developed, adopted and implementation commenced using a staged approach: <ul style="list-style-type: none"> • Training Strategy (including identification of mandatory, organisation wide and role specific training) developed and adopted • Competency Training Framework developed and adopted • Workforce Planning commenced within the Directorates 		Executive Services	Director People Performance and Safety	31 SEPTEMBER 2025	ON TRACK	Competency Training Framework (including identification of mandatory, organisation wide and role specific training) developed. A functional re-alignment commenced on 19 March 2025 which will form the strategic basis for the Workforce Planning.
Undertake a review of Stores Operations and assess opportunities to improve business processes around work practices, safety and customer experience.		Customer & Organisational Services	Procurement Coordinator	30 JUNE 2025	ON TRACK	The team is currently focusing on improving processes associated with fuel reconciliation and tidying up of inventory products associated with Water and Wastewater. Further work will be undertaken once the new staff member commences at Warwick Stores.
Objective	4.3.2	Enable collaborative workplaces and contemporary work practices				
Leadership program sourced, developed and delivered to ELT and SLT		People & Safety	Director People Performance and Safety	30 JUNE 2025	ON TRACK	Refer to 4.2.2. A proposal will be provided to ELT for consideration in the coming weeks.
Continue to work with Director People Performance and Safety to develop and implement a progression and prerequisite matrix for Works Department		Infrastructure Services	Manager Works	30 JUNE 2025	ON TRACK	Training Competency Framework developed and to be incorporated in Workforce Planning, ADPs, Recruitment and Induction. Graduate engineers retained through an agreed strategy.
Objective	4.3.3	Instill in our people the concept of brand ambassadorship				
Invest in portfolio branding to strengthen communication with our region.		Executive Services	Communications and Marketing Coordinator	30 JUNE 2025	COMPLETED	Branded portfolio report templates were developed for each Councillor which are in use of reporting at Ordinary Council meetings.
Outcome 4.4 - Council has embedded risk management, good governance, transparency and accountability into what we do						
Objective	4.4.1	Provide assurance through effective governance, audit and risk management practices				
Develop and implement the next phases of Council's Integrated Planning and Reporting Framework		Executive Services	Chief Executive Officer	30 JUNE 2025	ON HOLD	Project on hold pending the recruitment of the Governance Manager



Operational Plan – Quarter Three Progress Update

January – February – March 2025

ACTION		SERVICE/ PROGRAM	RESPONSIBILITY	COMPLETION	Q3 STATUS	Q3 COMMENT
Implement further governance training across the organisation - fraud & corruption, ethical conduct, good decision-making, Administrative Action Complaints, delegations and Authorised Persons		Corporate Services	Manager Corporate Services	30 JUNE 2025	IN PROGRESS	IPOLA education will be rolled out prior to the legislative changes occurring on 1/7/2025. Corruption Perceptions Survey 2025 (CCC) was circulated to all staff for their participation.
Finalisation and implementation of updated delegations register and use of delegation's software		Corporate Services	Manager Corporate Services	30 JUNE 2025	ON TRACK	CEO to Employee & Contractor delegations under final review.
Review strategic risks and risk appetite statement with elected members, implement these and embed in council reporting		Corporate Services	Manager Corporate Services	1 AUG 2025	YET TO COMMENCE	To commence in May 2025.
Provide procurement and contract management related training to staff.		Financial Services	Procurement Coordinator	30 JUNE 2025	ON TRACK	Ongoing training is being provided as required as broader sessions were held on December 24. Training on revised Procurement Policy will be scheduled in April followed by training on contract management suite of documents in May 2025.
Continue the implementation of the backflow prevention device register and commence issuing notices where compliance isn't achieved.		Planning & Environmental Services	Built Environment Coordinator	30 JUNE 2025	ON TRACK	The register is almost complete, template notices have been drafted and will commence being issued.
Objective	4.4.2	Ensure our long-term financial sustainability is a pillar of our decision making				
Have definitive 10-year plans (Master Plans) to delivery our services and outcomes. The Master Plans will define the services expected from Assets after being developed in consultation with our community. The Master Plans will be developed to deliver the sustainability of SDRC.		Sustainability & Strategy	Manager Sustainability & Strategy	30 JUNE 2027	IN PROGRESS	Water, Wastewater and Recycled Water Asset Management Plans are complete and are with the Manager Water for final approval.
High Risk Asset State Assessment – Using tools such as UAV or Drones, Survey Instruments to record the state of assets that have a high risk of damage due to natural disaster or other event beyond the control of Council, to enable evidence-based claims to funding sources to restore		Sustainability & Strategy	Manager Sustainability & Strategy	30 JUNE 2025	ON TRACK	Capture program is continuing. Condamine River Road is being surveyed post event (TC Alfred) to compare to prevent surveys to identify damage and provide evidence for recovery funding.

ACTION		SERVICE/ PROGRAM	RESPONSIBILITY	COMPLETION	Q3 STATUS	Q3 COMMENT
the asset to a minimum of the current condition.						
Develop the SDRC Services Catalogue targeting the completion of a guiding strategy with current services and costs identified.		Financial Services	Chief Financial Officer	30 JUNE 2025	ON TRACK	Work on the Services Catalogue is progressing along with the FY25/26 budget.
Undertake quarterly budget reviews and annual budget adopted in line with Act and Legislation.		Financial Services	Chief Financial Officer	30 JUNE 2025	ON TRACK	Budgeted adopted in July and quarterly reviews have been completed. Work is in progressing well on the FY25/26 budget.
Review and update Council's Financial Sustainability Strategy (LTFP).		Financial Services	Chief Financial Officer	30 JUNE 2025	ON TRACK	Draft strategy has been developed and will be aligned to the Long-Term Financial Plan as part of the FY25/26 budget.
Objective	4.4.3	Our asset management is smart, effective and efficient with robust project selection pathways				
Achieve the AM Roadmap defined in the SAMP.		Sustainability & Strategy	Manager Sustainability & Strategy	30 JUNE 2027	IN PROGRESS	Resourcing challenges has required this work be delayed while other matters are dealt with.
Enable Knowledge Based Decision making across the organisation with consolidated knowledge systems (GIS, Assets, Finance).		Sustainability & Strategy	Manager Sustainability & Strategy	30 JUNE 2025	ON TRACK	This work's benefit was demonstrated during the TC Alfred event. Further improvements are identified and will be implemented.
Continuous improvement strategy to refine and improve the PMF as levels of adoption and maturity are achieved		Sustainability & Strategy	Manager Sustainability & Strategy	30 JUNE 2025	ON TRACK	The Project Management Office structure is also under consideration with a Coordinator role actively being recruited. A contract resource has been sourced to continue the work.
Benefits Realisation programs defined and developed		Sustainability & Strategy	Manager Sustainability & Strategy	30 JUNE 2025	ON HOLD	This work is yet to commence due to resourcing. With the evolution of the PMF, this will require additional attention from PMO and AM.
Outcome 4.5 - We have genuine and effective leadership						
Objective	4.5.1	We act in an honest, open and respectful way to build strong relationships, partnerships and trust with our stakeholders at all levels of the organisation				
Undertake further work on the business improvement process planning sessions to ensure efficiency and completeness of transactions for internal and external customers. Look for customer service software solutions, including online booking systems to improve efficiency as well as improving customer service reporting data		Corporate Services	Manager Corporate Services	30 JUNE 2025	IN PROGRESS	Process to be reviewed for improvements to be made.



ACTION		SERVICE/ PROGRAM	RESPONSIBILITY	COMPLETION	Q3 STATUS	Q3 COMMENT
Objective	4.5.2	We use a range of advocacy, engagement and communication methods that suit the issue or initiative we are advocating for				
Provide ongoing support for Council's communication and liaison with the LGAQ District 4 Policy Executive representative		Executive Services	Chief Executive Officer	30 JUNE 2025	ONGOING	
Objective	4.5.3	Our advocacy is well planned with a clearly defined purpose				
Provide ongoing support for the Regional Water Assessment Program and advocate for positive outcomes for SDRC		Water & Wastewater	Manager Water	30 JUNE 2025	ON HOLD	No action at this stage, waiting for the State to progress with this work.
Outcome 4.6 – Our Leaders are authentic						
Objective	4.6.1	Our elected members are collaborative and actively work with Executive Management to deliver desired outcomes				
Review Council's 2021 to 2026 Corporate Plan		Executive Services	Chief Executive Officer	30 JUNE 2025	YET TO COMMENCE	The Corporate Plan will commence after the 2025/26 Budget process.
Complete the elected member induction program and schedule Council Info Sessions for discussion on key issues		Executive Services	Chief Executive Officer	30 JUNE 2025	ONGOING	Councillor induction is ongoing.
Objective	4.6.2	Our Executive Leadership Team is visible, proactive and outcomes focused				
Objective	4.6.3	Leadership development at all levels including elected members is considered “core business”				
Provide training and conference opportunities for elected members		Executive Services	Chief Executive Officer	30 JUNE 2025	ONGOING	Councillor induction is ongoing.