

STRATEGIC ENTERPRISE RISKS - *Continued*

Area of Risk	The Risk	Inherent Risk - Consequence	Inherent Risk - Likelihood	Inherent Risk - Impact	Mitigation / Control Measures currently in place	Residual Consequence	Residual Likelihood	Residual Consequence	Effectiveness of Current Measures	Treatment for Residual Risk level	Responsible Officer?
CULTURE High Risk Appetite	The work culture is inconsistent with the organisation's objectives	Major	Likely	Significant	<ul style="list-style-type: none"> • Established Organisational Structure (Proactive) • Council performance reporting (Reactive) • Corporate and Operational Plan Quarterly reporting (Reactive) • Employee Performance Agreements in place (Proactive) • Corporate Onboarding (Proactive) • Learning and Development Framework in place (Proactive) • Staff Risk appetite awareness (Proactive) • Staff Recognition and Length of Service programmes (Proactive) • Staff Mentoring program • Internal Communication Systems (Intranet, staff meetings, messaging, localising, and engaging) (Proactive) • GROW@Work programme • Staff Leave management (Proactive) • Performance management (Proactive) • Staff values clearly communicated (Proactive) • WorkVibe (Proactive) • 'We Are WDRC' Awards (Proactive) • Employee Wellness Programmes (Proactive) • Safety First (Proactive) 	Moderate	Possible	Moderate	Good	RETAIN the Risk	General Manager (Corporate Services)
FRAUD & CORRUPTION Zero Risk Appetite	Significant misappropriation or theft of Council funds / assets / information. Exposure to fraud or corruption - damage to reputation, organisational culture and financial loss.	Major	Almost Certain	Extreme	<ul style="list-style-type: none"> • Separate Fraud Risk Register Established that identifies proactive and reactive controls (Proactive) • Risk owners and risk managers required to provide annual statements attesting to active identification and management of risk (Proactive) • Fraud and Corruption Policy and Framework in place and reviewed regularly (Proactive) • Regular fraud and corruption awareness training program (Proactive) • Regular ethics training program (Proactive) • Employee code of conduct in place (Proactive) • Councillor code of conduct in place (Proactive) • Effective leave management in place (Proactive) • Systems in place for reporting suspected fraudulent or corrupt activity (Proactive) • Delegations of authority including financial delegations (Proactive) • Financial system controls (Proactive) • Controls in place for software system user access (Proactive) • Expenditure and payments system financial controls in place (Reactive) • Segregation of duties (Proactive) • Management accountability to actively monitor for fraud and corruption (Reactive) • System access control and forced revision of passwords (Proactive) • Action taken if theft/misappropriation occurs (Reactive) • Fraud risk routinely discussed as agenda item at all team meetings (Proactive) • Internal audit function overseen by Audit Committee (Proactive) • Budget approval and review process (Reactive) • Conflict of Interest declarations, secondary employment declarations (Proactive) • Police checks undertaken as part of pre-employment assessments for all relevant positions (Proactive) • Established and widely promoted organisational values (Proactive) • Independent Internal Audit oversight (Proactive) • External contract Internal Audit function provides broader experience and skill sets to audit (Proactive) • Ethics and Fraud LMS module (Proactive) 	Moderate	Possible	Moderate	Good	CONTROL the Risk	Customer Support and Governance Manager
SAFETY Low Risk Appetite	Safety - injuring workers and decreased Community wellbeing	Major	Likely	Significant	<ul style="list-style-type: none"> • Established Workplace Safety Management System (includes consultation, training and awareness) (Proactive) • Risk assessments carried out and standard work practices in place for the delivery of essential services (Proactive) • Compliance with Standards/Legislation (Reactive) • Incidents are recorded in Beakon "incident management system" (Reactive). • Training is conducted for all relevant staff on the use of Beakon "incident management system"(Proactive) • Risk trends are identified in all Council areas and activities (Proactive) • There is a Safety audit program across Council - includes Safety Walk attended by Executive and WHS Representatives (Proactive) • Ad-hoc training is delivered to staff (Proactive) • Focus training is delivered to staff based on a needs analysis (Proactive) • A rehabilitation service is in place for early return to work of injured workers (Proactive) • Upskilling training is provided for WHS Advisors and IR&R(Proactive) • Tool box talks conducted with staff in high risk areas (Proactive) • Plant used by Council staff is 'fit for purpose' (Proactive) • Statewide workplace injury trends are monitored (Proactive) • Safety First culture is embedded across Council (Proactive) • In-house programs are delivered (ie. Mental Health/Wellbeing programs, 10,000 steps, flu vaccinations, job specific immunisations) (Proactive) • Pre-employment medicals and Fit for Work assessment • A fleet risk management plan has been developed with improvement actions identified. • Targeted training implemented for repeat incidents (Proactive) 	Moderate	Unlikely	Moderate	Good	RETAIN the Risk	Chief Human Resource Officer

OPERATIONAL PLAN 2022 - 2023



The 2022 - 2023 Operational Plan is developed by the Management and Executive Teams of Western Downs Regional Council, in response to the commitments of Council's Corporate Plan 2021 - 2026

A DIVERSE REGION AT THE FOREFRONT OF THE CHANGING WORLD

Advocacy - A Regional Voice



To actively seek and foster strategic partnerships | For a long term domestic and industrial water supply for our region | For health and social services that ensure 'Whole of Life' care for our residents | For a safe and well maintained state and federal road network | For telecommunication and digital connectivity to support and advance our region

Risk Appetite Statement



Council has a high appetite for initiatives where there is a good understanding of the risk, and there is confidence that the outcomes will lead to significant business improvements or service delivery

Managing Operational Risks

Section 175 of the Local Government Regulation 2012 requires that the Operational Plan include a statement as to how Council will manage operational risks. The operational planning process includes management of Council's strategic and operational risk. Council's commitment to risk management is outlined in the Enterprise Risk Management Policy and Enterprise Risk Management Framework and is based on Standard AS ISO 31000:2018 Risk management - Guidelines

Commercial Business Units

An annual performance plan for each commercial business unit of the local government is required to be included (where applicable) in the Operational Plan. In assessing Council operations in line with the annual expenditure threshold limits for significant business activities prescribed within the Regulation. Council does not currently operate any commercial business units as defined within the legislation.

Review and Reporting

Council's 2021 - 2026 Corporate Plan provides clear and concise strategic direction to guide operational activities. The Plan identifies four strategic priorities and outlines the success we are aspiring to achieve under each of these priority areas. The Operational Plan is reviewed, assessed and reported to Council on a quarterly basis. An annual review of the Corporate and Operational Plans is also presented to Council and the Community in the Annual Report.

MEANINGFUL COMMUNICATIONS & COMMUNITY ENGAGEMENT

Operational Plan Strategies, are reported herewith.

STRONG DIVERSE ECONOMY 

Actions toward meeting success drivers	Accountability	Expected Completion Date	Quarter Progress Status	Overall Progress	Amended Completion Date	Measure of Success - a measurable outcome as a direct result of this Action	How successful has this outcome been achieved for this Quarter?
We aggressively attract business and investment opportunities							
Identify and enable opportunities that facilitate new investment to the region.	Economic Development Manager	30/06/2023	✓	100%	31/03/2023	Design targeted investment attraction initiatives, with tailored value propositions, to attract new businesses and industries. A minimum of 10 quality leads per annum are obtained to attract new investment to the region.	Western Downs Regional Council was a formal partner of the <i>Large Scale Solar Summit</i> , held in Brisbane on 15 March 2023 and had an indoor exhibition booth. In partnership with the Department of Foreign Affairs and Trade and Toowoomba Surat Basin Enterprise, Council hosted a group of Canberra-based European Union ambassadors and diplomats on 6 March 2023. As part of this broader visit, Council hosted a roundtable on 6 March at the Dalby Events Centre. The focus of the roundtable meeting was to discuss the shared energy interests between Australia and the European Union and the role the Surat Basin can play in advancing the energy transition across the globe. An additional five quality leads have been followed up. These were sourced from inbound enquiries and through attendance at the <i>Large Scale Solar Summit</i> .
Identify and enable opportunities that facilitate the development of local business, both new and existing.	Economic Development Manager	30/06/2023	✓	100%	31/03/2023	2 activities delivered and designed by Council to support local business. 2 activities are completed, under partnering agreements with regional chambers, that are designed to develop and strengthen local businesses.	Social Media workshops were delivered across the Western Downs organised by the Business Navigator Western Downs in collaboration with Council and Tracy Sheen - author of the <i>Digital Guide</i> - running the sessions. Eleven sessions were held over one week in March in Chinchilla and Dalby. The total number of attendees was one hundred and fifty-nine (159) with an estimate of fifty-eight (58) representatives of small businesses in the region. These sessions followed the initial success of the workshops in 2022. Chambers of Commerce deliver a range of initiatives throughout the year to strengthen local business. These will be reported on at the end of the financial year to align with the received acquittals.
We will have meaningful engagement with the development industry to seek feedback and encourage quality development outcomes.	Planning and Environment Manager	30/06/2023	●	75%		10 targeted liaison and feedback meetings held with developers per annum, seeking specific feedback on potential improvements, constraints and opportunities for new development.	Five target meetings have been conducted in the first and second quarter. Further meetings to be held in conjunction with scheme reviews.
Work will commence on the amendment of the Western Downs Planning Scheme, and will be guided by endorse project plan.	Planning and Environment Manager	30/06/2023	●	25%		Milestones for 2022-23 set in the Planning Scheme Amendment Project Plan will be achieved.	Project plan reviewed with the appointment of external strategic planner. Project has proceeded well and is set for further progress in fourth quarter. Local Government Infrastructure Plans review work underway.
Our development assessment timeframes will continue to be amongst the best in the state.	Planning and Environment Manager	30/06/2023	●	75%		>90% of development applications re decided within allocated timeframes. Code assessable development applications are completed in under 15 business days on average (compared to statutory timeframe of 70 business days). Building and Plumbing applications are assessed within 10 business days.	100% of planning applications are decided within timeframes, with one application extended so report could be presented at Ordinary Meeting. All development applications are being assessed, on average, in 13.9 business days for the quarter (measure for all stages of the assessment process under Council's control). Plumbing applications are being assessed within 6.75 business days and building applications within 30.5 business days (noting that Council is relying on Toowoomba Regional Council for building approval certifications).
Our region is a recognised leader in agribusiness, energy and manufacturing							
Improve access to Council's road network for Higher Productivity Vehicles (HPV) to benefit local businesses.	Technical Services Manager	30/06/2023	●	75%		There is a continued increase in the number of pre-approved National Heavy Vehicle Regulator (NHVR) transport routes for high productivity vehicles across the region to provide local businesses access to the Mains Roads network.	Designs of three intersection upgrades submitted to Department of Transport and Main Roads for approval.
Identify and enable opportunities that facilitate industry leading trials or adoption of new innovation and technologies in the region.	Economic Development Manager	30/06/2023	●	50%		An innovative trial is established and promoted, under partnership, in the region. Deliver 1 industry conference to support business development by promoting innovation and new technologies in target industries.	<i>Farm of the Future</i> proposal included in 2022-23 Toowoomba Surat Basin Enterprise partnering agreement to attract an innovative and collaborative pilot study (e.g. innovation, agricultural tourism, agricultural energy coexistence). Planning has commenced for the <i>Manufacturing Conference</i> to be delivered on 17 May 2023 at the Dalby Events Centre.
We deliver water security to enable future economic growth							
Review opportunities for water security to enable future economic growth across the region.	Utilities Manager	30/06/2023	●	50%		Review undertaken of available water allocations across the region and a Water Supply Needs Assessment is completed.	The Water Supply Needs Assessment is in progress.
Water supply progressed for economic growth in Dalby.	Utilities Manager	30/06/2023	●	75%		Improve water security by progressing the Dalby Water Supply Upgrade Program by: a. Construction of a GAB bore supply. b. Construction of Stage 1 Raw and Treated Water Transfer Pipeline.	a. Dalby GAB project has commenced with Hutton bore completed and Precipice bore requiring additional work before completion. B. Dalby Pipeline project construction is in progress.
Support community drought resilience through promotion of Council's Rainwater Tank Incentive Program.	Utilities Manager	30/06/2023	●	50%		100% of allocated rainwater tank rebates are committed by March 2023. 100% of payment requests following rainwater tank installation are inspected and paid within 4 weeks of submission.	The uptake of rainwater tanks has reduced significantly this year with the submission count at one hundred and thirteen (113) which is 46% of the previous year's submission; this correlates to the decline in expenditure at 43% of this year's funding.
Completion of Annual Drinking Water Quality Management Plan review and KPI reports.	Utilities Manager	31/12/2022	✓	100%		Annual Drinking Water Quality Management Plan review and annual KPI reports are finalised by due date for approval by regulator.	Key Performance Indicator reports are completed and uploaded to the Western Downs Regional Council website. The <i>Drinking Water Quality Management Plan Annual Report</i> is completed and uploaded to the Western Downs Regional Council website.
We proactively advance our region as a tourism destination							
Enable the growth and development of the region's destination events through strategic stakeholder engagement and tourism marketing.	Economic Development Manager	30/06/2023	●	75%		Development of new experience offerings.	Two Wandoan star gazing events will be delivered in June and July this year.
Enable and support growth of our tourism product across our region.	Economic Development Manager	30/06/2023	●	75%		Deliver a program through partnership, to enable tourism operators to develop at least 2 new market ready and packaged local products that can be sold through their distribution channels. Through partnerships with the Tourism industry, ensure that overall delivery of tourism products is increasing in visibility.	The Miles Historical Village Museum will commence an accommodation package in May, enhancing packaged local product. Attended multiple meetings regarding Campervan and Motorhome Club of Australia, including, organising a Business Information Session in Dalby which was well received. Council participated in the Australian Tourism Exchange Trade Ready program along with four other regional tourism providers. An Agri-Tourism program will be delivered in collaboration with Southern Queensland Country Tourism later in the year to enable tourism operators to develop new market ready and packaged local products.
High profile parks and recreational area are maintained to a high standard.	Parks and Recreation Manager	30/06/2023	●	75%		The Chinchilla Botanic Parklands retains Green Flag status. Set service and intervention standards for recreational spaces. Introduction of a customer feedback monitoring process to be completed.	Green Flag status maintained for the Chinchilla Botanic Parklands. Service standard refined and awaiting Senior Leadership Team and Executive Leadership Team endorsement. Items not requiring endorsement implemented. Issues with RMS Online Booking System have complicated the original action plan. Working with RMS customer service to reconsider survey possibility with survey to form part of formal feedback offering at caretaker operated sites. Seeking further directions from Communication and Marketing regarding installation of QR codes at premium sites without caretakers.
Enable the growth and development of tourist markets to increase visitor night stays in the region.	Economic Development Manager	30/06/2023	●	75%		Deliver a campaign to actively promote visitation to the Bunya Mountain's Russell Park Mountain Bike Trail. Development of regional promotional signage strategy. Linking of WesternDownsQueensland.com.au to external websites - 10 per quarter. Leverage existing events to extend visitor night stays in the region.	Due to weather events, the videography scheduled to be undertaken at the Bunya Mountains is postponed to 6 and 7 May 2023. This will enable kick-off of the marketing campaign in June this year. Face to face engagement meetings were held across the region with Wayfound for the <i>Tourism Signage Strategy</i> across the Western Downs. One-on-one sessions are still being held, after which reporting will commence. Have linked WesternDownsQueensland.com.au to eleven (11) external websites at the end of the third quarter. Council had a Pop-Up Visitor Information Centre at the <i>Chinchilla Melon Festival</i> on Saturday 18 February. The centre was also well supported on Sunday with record number of visitors attending. Council joined Southern Queensland Country Tourism at the <i>National 4x4 Outdoors Show</i> held at the RNA Showground in Brisbane from Friday 17 March to Sunday 19 March 2023 to promote the wider region.
We capitalise on regional events as opportunities to promote our region.	Economic Development Manager	30/06/2023	●	75%		Develop list of events to ensure promotional and marketing materials are available.	Welcome packs handed out at the Chinchilla Melon Festival, and to the European Union delegation.

STRONG DIVERSE ECONOMY (continued)

Our business and industry actively live and buy local

Commit to local supplier spend where possible within the value for money philosophy.	Chief Executive Officer	30/06/2023	●	75%		<p>>50% of Council's supplier spend is within businesses within the region.</p> <p>Council Procurement Roadshow is delivered.</p>	<p>Financial year to date local supplier spend is 44.69% (previous quarter 43.78%).</p> <p>Council Procurement Roadshow was delivered across the region in August 2022.</p>
Enable businesses and industry to live local and buy local.	Economic Development Manager	30/06/2023	●	75%		<p>One initiative is delivered, under partnering agreement with regional chambers, designed to promote 'live local and buy local'.</p>	<p>Chambers of Commerce have strong buy local focus, and outcomes of the partnering agreements will be reported on by the end of the financial year, following receipt of acquittals.</p>

ACTIVE VIBRANT COMMUNITY

Actions undertaken toward meeting success drivers	Accountability	Expected Completion Date	Quarterly Progress Status	Overall Progress	Amended Completion Date	Measure of Success - a measurable outcome as a direct result of this Action	How successful has this outcome been achieved for this Quarter
We are a happy, inclusive community, proud of where we live							
Strong community relations, meaningful communications and engagement are at the centre of our decision-making.	Communications and Marketing Manager	30/06/2023	●	75%		Implement the Communications and Community Engagement Strategy with evaluation and reflection as per the implementation plan.	<i>Communications and Marketing Implementation Plan</i> is being rolled out. Engagement activities across Council are being tracked and recorded. New monthly <i>E-News</i> has been established. Education to build awareness across the organisation is being delivered. Works Department has ensured compliance with forward notification of projects in community.
Meaningful communications is demonstrated by ensuring policies and procedures reflect current and future communications trends.	Communications and Marketing Manager	30/06/2023	●	75%		Review and update the External Social Media - Council Policy utilising the Communications and Engagement Strategy.	Significant progress has been made on the formulation of a revised social media procedure for all staff, which will support the reviewed policy.
Environmental Health programs focus on improving community health, safety and amenity outcomes.	Planning and Environment Manager	30/06/2023	●	50%		100% of food premises are inspected annually. Customer service surveys of environmental health programs achieve an overall satisfaction above 75%. There is a focus on resolving customer requests, with all customer requests initially investigated within 10 days.	Food premise inspections are progressing, with 31% complete. Additional staff have completed training and are now deployed in the field conducting premise inspections. Results of the customer service satisfaction survey have not been received for the preparation of this report. Customer requests have been initially investigated within ten days.
Embrace the rich Aboriginal heritage of our region through engagement with the traditional owners	General Counsel	30/06/2023	●	75%		Progress Indigenous Land Use Agreements, Native Title determinations and Cultural Heritage Agreements in consultation with traditional owner groups.	Communications with Iman (ILUA) and Bigambul people (Tarcoola land) ongoing and progressing well.
Our team will continue to work with the community to improve attitudes towards responsible pet ownership and to improve the behaviours of animal owners.	Planning and Environment Manager	30/06/2023	●	75%		1 promotional activity across the region targeting responsible pet ownership. Customer service surveys of animal management activities achieve an overall satisfaction above 75%.	Animal Management promotional activity is being rescheduled due to external party not being able to participate in local events. A rescheduled event has been planned for June 2023. Results of the customer service satisfaction survey have not been received for the preparation of this report.
Our people of diverse backgrounds and ages are united by social, cultural and sporting activities							
The Western Downs is recognised as region that is culturally thriving and active.	Communities Manager	30/06/2023	●	75%		Assist / delivery of new art exhibitions and initiatives including the annual Regional Artist Exhibition, 10 Artists project and at least 2 new 3D virtual exhibitions. In consultation with the early year reference groups, identify the levels of support for an early year's literacy event, such as a conference, in 2023-24. Develop and deliver up to 10 art and cultural initiatives, exhibitions, programs, and partnerships to improve creative industries and networks within the region.	Series of exhibitions have been delivered and are continuing. The last of the <i>10 Artist</i> project kicked off, and the exhibition will open in June. After discussions with the early year's reference groups, it was decided not to proceed with an early year's literary event, but rather workshops. A series of workshops and artist programs, including a night photography workshop, a paper making, printmaking, and paper and stitching workshops have been delivered.
In partnership with community, support, promote and deliver events that encourage social connection.	Communities Manager	30/06/2023	●	75%		Community is actively engaged through scheduled events throughout the region. Community groups are supported through the promotion of their events through digital platforms.	Regular movie nights and pool parties have been held throughout the region. Ongoing support to all the regional festivals, with the last one being the <i>Chinchilla Melon Festival</i> in February 2023. The next regional festival is <i>Dalby Delicious and DeLIGHTful</i> in August 2023.
Our parks, open spaces, and community facilities are alive with activities and connect our communities							
Our open spaces are utilised for community connection through events and activations.	Communities Manager	30/06/2023	●	75%		Deliver a minimum of 6 community focused events and programs in our open spaces.	<i>Groovin' from the Garden</i> was held again this year. Sadly, due to a low number of participants, we will not continue with this initiative. Open space events include the Story Walks and Outdoor Movie Nights across the region.
Our premium recreational camping sites are maintained to support activities and social connections.	Facilities Manager	31/12/2022	✓	100%	31/03/2023	Outsource caretaker arrangements at Tara Lagoon and Lake Broadwater recreational camping sites to maintain the site and facilities.	The Lake Broadwater caretakers commenced on 13 February 2023.
Our premium recreational camping sites are maintained to support activities and social connections.	Parks and Recreation Manager	30/06/2023	✓	100%	31/03/2023	Transfer to Parks and Recreation for operational management of caretaker arrangements and other recreational sites.	Transfer of campsites region wide to Parks and Recreation complete. Service standards (cleaning, mowing, etc.) addressed to ensure consistency across like for like sites regionally.
We are a strong sustainable community supported by volunteers							
Active volunteer involvement and engagement promote enduring social, cultural, and economic value to Council, the community, and visitors to the region.	Communities Manager	30/06/2023	✓	100%	31/03/2023	Council has a well-designed marketing and recruitment plan to promote volunteering and attract quality applicants. Volunteers are actively engaged across Council to support community programs and events as evidenced through the annual survey and retention of volunteers. A trial utilising skilled volunteers at a major event or regional festival.	The <i>Volunteer Marketing and Communication Plan</i> is now finalised. Community Volunteer Management workshop held in Chinchilla, with 5 participants attending. Also, a staff volunteer training day was held. We received thirty-four (34) new volunteer applications for the quarter. One hundred and sixty-six (166) active volunteers. Social media included promotion of the Volunteer Management Workshops. Total hours contributed by volunteers this quarter - 2,249 hours from ninety-four (94) volunteers. Assisted in recruiting volunteers for the <i>Chinchilla Melon Festival</i> . Currently working with <i>Back to the Bush</i> for their event in September. Volunteers trial project was successful during <i>Big Skies 2022</i> .
We empower communities to develop local initiatives and events							
Promotion of community events is supported by Council.	Communications and Marketing Manager	30/06/2023	●	75%		Review the process for promoting community events via Council's communications channels and implement a coordinated approach in partnership with Communities Department.	Coordinated approach implemented via monthly <i>E-News</i> and social media. Community engagement has also been recommended to the Communities team to benchmark current community understanding of local events and consider effectiveness of current promotional/engagement activities (such as <i>My Community Diary</i>). <i>Communications and Community Engagement Strategy</i> to guide further improvements as part of implementation plan.
Supporting community groups to achieve their goals through provisions of appropriate grants and funding opportunities.	Communities Manager	30/06/2023	●	75%		Promotion of grants and funding opportunities through monthly newsletters. Our community groups have free access to a capacity building workshop and the Grants and Project Team facilitate one-on-one workshops as required.	We have monthly newsletters going out as part of the new Communications and Marketing promotion and communication with our community. A grants workshop was hosted at the Dalby Rugby Leagues Club in March, attracting a small but dedicated group of community groups.
Regionally, Western Downs sculpture and public art trail is improved and expanded to include associated opportunities for creative industries and economic development.	Communities Manager	30/06/2023	●	50%		Facilitate the delivery of a new public art/sculpture aligned to the identity of location. Deliver a strategy to commercialise opportunities around the public art trail.	Through an Expression of Interest process, we put out the opportunity to community groups to propose a piece of public art for commission. Dalby Delicious and Delightful was successful in their stainless steel and glass proposal for the Myall Creek. Delos Delta appointed to draft the strategy, with community consultation being undertaken through specifically targeted consultation.

Actions undertaken toward meeting success drivers	Accountability	Expected Completion Date	Quarterly Progress Status	Overall Progress	Amended Completion Date	Measure of Success - a measurable outcome as a direct result of this Action	How successful has this outcome been achieved for this Quarter
Our residents are provided with modern infrastructure and quality essential services across our region							
A well connected and maintained footpath network, links our residents to key community facilities and CBDs.	Senior Works Manager	30/06/2023	●	75%		The footpath network is inspected and maintained as per the Transport Asset Maintenance Management Plan (TAMMP). Footpath renewals and upgrades are reported quarterly to Council.	Inspections and maintenance are performed as per the Transport Asset Maintenance Management Plan. No footpath renewals and upgrades completed this quarter.
Improve and maintain the reliability of existing water supply and sewerage networks regionally.	Utilities Manager	30/06/2023	●	75%		Achieve <25 water main breaks/100km of water mains regionally. Achieve <40 sewer main breaks/100km of sewer mains regionally. Achieve >90% compliance with customer service standard average response time for water incidents (breaks and leaks) annually.	The number of water breaks was extensive this quarter with 20.3/100km of water main; the annual total water main breaks/100km so far is greater than twenty-five (25). 0.4 sewer breaks/100m of sewer main was achieved this quarter, this is well on track to meet the measure of success. 65% of water incidents attended met the customer service standard; the extensive number of main breaks attributed to this percentage.
Utilities Capital Works Budget is developed and presented to Council ensuring ability for 100% delivery.	Utilities Manager	31/03/2023	●	100%		Utilities Capital Works Budget supports water security development and aligns with asset management plans.	The Utilities asset renewal and upgrade forecast is completed.
Our Utilities Capital Works Program is delivered on time and on budget.	Utilities Manager	30/06/2023	●	50%		Our Utilities Capital Works Program is reviewed and reported to Council monthly.	The Utilities Capital Program has expended 44% of actual expenditure.
Regular improvements assist with maintaining a portfolio of waste facilities that meet community needs.	Planning and Environment Manager	30/06/2023	●	75%		Capital works approved for the waste section are delivered on time and on budget. Contractors are engaged for supervised sites will achieve their contract performance indicators. Deliver a waste educational campaign to the community.	Following the completion of the detailed design and the tender package, tenders were awarded for Winfields Road Cell 1b during this quarter, and the contractor mobilisation steps are underway with liner materials on order. Works progressed on the Dulacca Transfer Station following the awarding of work to a contractor. The bulk of the project is now complete, with only minor finishing touches required. The Warra Transfer Station retaining walls were complete and are awaiting civil contractor availability. Contractors operating supervised sites achieved Key Performance Indicators, with contractors responding to housekeeping improvements at some sites. Waste education campaigns are proposed to align with the new contract roll out from April 2023.
A strategic review of waste management will investigate long term options for our community.	Planning and Environment Manager	30/06/2023	●	75%		Assist in the development of a Regional Waste Strategy in conjunction with DDSW Council of Mayors group.	This project is underway following the departure of the original consultant appointed by the regional group. Following data analysis, the consultants have been undertaking their reviews and workshops with operational teams.
Our recreational spaces and community facilities are attractive, safe and accessible							
Robust strategic planning ensures the provision of recreational spaces to an agreed standard.	Parks and Recreation Manager	30/06/2023	●	75%		Service standards and intervention levels will be defined within the Parks and Recreation Strategic Plan and presented to Council for adoption.	Workshops for strategic development complete - links to Corporate Plan identified and enhanced strategic planning underway in conjunction with other divisional strategic plans.
Deliver quality public Wi-Fi in significant community places.	ICT Manager	30/06/2023	●	75%		Deliver >95% availability of public access Wi-Fi during operating hours.	99.84% availability of public Wi-Fi for the quarter.
Maintain a reliable CCTV network that enhances public safety in our major town centres.	ICT Manager	30/06/2023	●	75%		Complete annual maintenance program. Action urgent CCTV footage requests from QPS within 24 hours.	Shifted to October 2023 rather than April 2023 so we can make better judgements for budgeting purposes. There was one urgent request which was actioned outside the 24 hour period.
We invest in safe, well maintained road networks to connect our region and support economic activities							
Transport Asset Capital Works Budget is developed and presented to Council focusing on 100% delivery of program.	Senior Works Manager	31/03/2023	✓	100%		Transport Asset Capital Works Program and organisational capacity aligns with asset management plans.	2023-24 Capital Works budget developed and presented to Council focusing on 100% delivery of program.
Our Transport Asset Capital Works Program is delivered on time and on budget.	Works Manager - Construction	30/06/2023	●	75%		Our Transport Asset Capital Works Program is reviewed and reported to Council monthly.	Works Program tracking behind program and over budget, wet weather and delivery delay issues have caused further delays.
Our design program is aligned to enable capital works programs to be delivered.	Technical Services Manager	31/12/2022	✓	100%	31/03/2023	95% of design program for the 2022-23 Capital Works Program is completed or submitted to external approval agencies. 50% of the design program for the 2023-24 Capital Works Program is completed by December 2022.	95% of design program completed. 51% of 2023-24 draft Capital Works Program completed.
Our quarry material production is to be well planned and aligned to works programs.	Technical Services Manager	30/06/2023	●	75%		Quarry materials are available 8 weeks prior to planned project commencement date.	Quarry materials have been available for works construction and maintenance projects.
We will continue to implement systems to improve road safety across the region through Traffic Advisory Committee (TAC) to maintain safe road network.	Technical Services Manager	30/06/2023	●	75%		TAC to meet quarterly with agreed safety improvement to be actioned.	March meeting rescheduled for April 2023.
An up-to-date 10 year Capital Works Program is in place.	Senior Works Manager	30/06/2023	✓	100%	31/03/2023	The 10 year Capital Works Program is developed and integrates with our assets management systems.	10 year Capital Works Program is in place and updated during 2022-23.
Our transport assets are well maintained and our systems for maintenance are appropriate.	Works Manager - Maintenance	30/06/2023	●	75%		Our transport network is inspected and maintained in accordance with TAMMP and overdue safety defects are regularly report to the Executive Management Team. The TAMMP is reviewed and presented to Council annually.	Inspections and maintenance continue to be planned in accordance with the Transport Asset Maintenance Management Plan with overdue safety defects being reported as per Transport Asset Maintenance Management Plan requirements. The Transport Asset Maintenance Management Plan 2022-23 review is currently underway and expected to be presented at the May 2023 Ordinary Meeting of Council.
Load limit assessments provided the information necessary to allow permit access to Council's road network for higher productivity vehicles.	Works Manager - Maintenance	30/06/2023	✓	100%	31/12/2022	Undertake a load limit assessment on strategically located bridge structures in the region.	Structures reviewed as part of the Strategic Local Government Asset Assessment Project Round One and Two to identify load limits of key structures. The results of the analyses have been provided to the Corridor Management team to assist with Oversize Overmass permit applications.
A plan provides direction to allow closure activities to be undertaken in conjunction with normal daily operations.	Technical Services Manager	31/03/2023	●	75%		Commence development of a strategy for use of gravel supply for Council which includes a closure plan for Jimbour Quarry.	Draft plan is being prepared.
We attract families to live, work, prosper and play in our region							
The Western Downs is recognised as a region with great liveability that attracts and welcomes new residents.	Communities Manager	30/06/2023	✓	100%	30/09/2022	Welcome Guides and LIVE magazine continue to be maintained, promoted and distributed.	This is ongoing. No changes were required during the third quarter.
Our towns and districts unique characteristics are celebrated by location specific placemaking.	Communities Manager	30/06/2023	●	50%		Placemaking projects are identified through community engagement and will respect the unique identity of each place.	The sculpture trail is being enhanced through the Expression of Interest for a place-specific piece of public art. This time Dalby was the successful recipient through their stainless steel sculpture representing the Myall Creek. Appointed FourFold to assist with public consultation in the Placemaking Strategy. Council participates in the nation-wide "place-score" / Liveability Census.
Identify opportunities that attract and retain skilled workers and their families to our region's towns.	Economic Development Manager	30/06/2023	●	75%		Deliver a minimum of 2 targeted initiatives to assist in bridging identified skills gap. Deliver initiatives and a campaign targeted to attract people to Western Downs in identified skills gap areas, including events outside of region.	Phase Two of the workforce attraction social media campaign was launched on 14 February 2023. This is still in market and results will be reported on in the fourth quarter.

QUALITY LIFESTYLE (continued)

Actions undertaken toward meeting success drivers	Accountability	Expected Completion Date	Quarterly Progress Status	Overall Progress	Amended Completion Date	Measure of Success - a measurable outcome as a direct result of this Action	How successful has this outcome been achieved for this Quarter
We take pride in our natural assets, environment and heritage							
Our local heritage is documented and preserved to enhance community connections.	Communities Manager	30/06/2023	✔	100%	31/03/2023	Digitise and catalogue 200 Council owned photographs in Spydus (Library Service Management System) and make available online via Library's online catalogue. The future of the Lake Broadwater collection is determined and appropriate actions commenced.	The target number of photographs has been scanned, and this project will continue to incorporate other towns and communities. The Lake Broadwater collection has been successfully transferred to the Queensland Museum's facility in Brisbane.
In order to reduce ongoing liabilities. We will progress innovative approaches to landfill rehabilitation.	Planning and Environment Manager	30/06/2023	●	75%		Applications are submitted to DES for rehabilitation of larger landfill sites following the delivery of alternative phytocapping methodology at Burra Burri.	A rework of some of the Burra Burri landfill was required due to the settlement of the former landfill cells. This work is being undertaken from April, and is required for the accreditation of the rehabilitation system.
We will advocate to ensure that our environment is protected during resource and energy sector operational and post closure phases.	Planning and Environment Manager	30/06/2023	●	Variance		Six monthly reports are requested from the CSG regulator regarding environmental outcomes for the resource sector operating within the Western Downs region.	Further requests were made to the Department of Environment and Science for a detailed report on the performance of the resource sector within the Western Downs area. However, the Department was not able to provide any detailed reports, and simply referred Council to online publications. No further action is proposed in this regard.
Our stock route management plans focus on the preservation of the primary stock routes and facilitate their use by drovers and graziers.	Planning and Environment Manager	30/06/2023	✔	100%	31/03/2023	An annual quality assessment is completed on all primary stock routes within the Western Downs.	100% of stock route assessments have been completed using Long Paddock evaluation tool. Analysis is underway to evaluate risks and opportunities.
We will maximise engagement with regional Natural Resource Management (NRM) groups to deliver on ground projects focused on vegetation and riverine areas.	Planning and Environment Manager	30/06/2023	●	75%		Partnership agreements are established with local operating NRM groups.	Following discussions with Natural Resource Management groups, partnership agreements are being investigated for other parties, including pest management syndicates and owners of large land portfolios to improve and fund pest monitoring systems. Further external funding applications have been lodged for African Swine Flu and other pest management programs to support established and new pest syndicates.
Pest management projects deliver effective on ground programs that focus on priority pests in key locations.	Planning and Environment Manager	30/06/2023	●	75%		Delivery of priority pest Plans for each of the geographical regions within the Western Downs is measured quarterly and achieve set goals. A minimum of 3 wild dog baiting programs are conducted annually, targeted at identified hot spot areas.	Priority Pest Plans were continuing for Harissa Cactus in the Coomrith area, and Water Hyacinth in Meandarra. Whilst both of these are longer term projects, the quarterly milestones were met. The Rural Service Team have established a stall that has been set up at each of the local shows. These stalls have been very well received and have been very effective for landholder engagement.

Actions undertaken toward meeting success drivers	Accountability	Expected Completion Date	Quarterly Progress Status	Overall Progress	Amended Completion Date	Measure of Success - a measurable outcome as a direct result of this Action	How successful has this outcome been achieved for this Quarter
We are recognised as a financially intelligent and responsible Council							
Deliver an internal audit program in accordance with Council's adopted Three-year Strategic Audit Plan.	Customer Support & Governance Manager	30/06/2023	●	75%		100% of scheduled internal audits completed.	Internal Audit Program is on schedule in accordance with adopted <i>Three-Year Strategic Internal Plan</i> .
Ensure that Council complies with all of its statutory obligations, manages its risk, undertakes targeted internal audits, and meets community expectations of transparency and performance reporting.	Customer Support & Governance Manager	30/06/2023	●	75%		Corporate and Operational risks are reviewed and reported quarterly. Facilitate annual review of Business Continuity Plans. Annual review of Council to CEO delegations completed. Annual Report prepared and adopted to meet legislative requirement. 100% of agreed internal and external audit recommendations implemented.	Risks are reviewed by managers on an at least quarterly basis. Divisional risk review workshops completed February 2023. Business Impact Analysis completed and adopted by Executive Management Team. Council to Chief Executive Officer delegations review adopted by Council November 2022. <i>2021-2022 Annual Report</i> adopted by Council within legislative timeframe. Implementation of agreed internal and external audit recommendations completed within timeframes. large number of actions signed off by Audit Committee in March 2023.
Completion of Annual Financial Statements and audit within legislative requirements.	Chief Financial Officer	30/06/2023	✓	100%	31/12/2022	Annual 2021-22 Financial Statements are issued with an unmodified audit report within timeframes agreed with Queensland Audit Office. Annual 2021-22 Financial Statements are published in Council's Annual Report within one month of Queensland Audit Office issuing the audit report.	<i>Annual 2021-22 Financial Statements</i> were issued with an unmodified audit report on 6 October 2022. Council adopted its Annual Report for 2021-22 on 26 October 2022 upon which it was published on Council's website.
Completion of 100% of Capital Works Program.	Chief Financial Officer	30/06/2023	●	50%		100% of Capital Works Program is delivered with material variances reported monthly to Council.	Capital expenditure is behind budget by \$27,296,721 at 31 March 2023. Monthly variance reporting to Council occurs. There will be carry-over projects to 2023-24.
Completion of 100% of Facilities Capital Works Program.	Facilities Manager	30/06/2023	●	75%		100% of Facilities Capital Works Program is delivered with material variances and deferred reported monthly to Council.	Continued management of project delivery.
Adoption of Annual Budget.	Chief Financial Officer	30/06/2023	●	50%		2023-24 Annual Budget adopted prior to 30 June and in alignment with long-term financial plan and Financial Management Strategy Policy.	Budget on track with a majority of Executive/Councillor workshops complete.
Core corporate systems and network is available to support delivery of Council services.	ICT Manager	30/06/2023	●	75%		>98% uptime for corporate critical systems. >99% network availability. Faulty or damaged devices are replaced within 2 working days. Staff Wi-Fi availability in main administration buildings is >98%.	99.15% uptime for corporate critical systems. 99.82% network availability. Thirteen (13) faulty or damaged devices were replaced last quarter. All replaced within two working days except for one due to user error. Technician was waiting on approval that wasn't required. 99.97% staff Wi-Fi availability.
Ensure tools and processes are in place to protect Council's information assets.	ICT Manager	30/06/2023	●	75%		Annual penetration testing of our systems is conducted. Annual security awareness training is made available to all staff. Review of existing 3 year security strategy to be undertaken.	Penetration test completed September 2022. External network was deemed "secure" at the time with some minor issues identified; internal test identified two high risk issues that have been addressed. Annual security awareness training completed. Strategy review has not yet commenced.
Provide high levels of specialist legal support to all of Council to assist each department reach its goals.	General Counsel	30/06/2023	●	75%		Increase matter velocity and level of proactive legal advice.	Matter velocity remaining stable, more work required on proactive legal advice.
Major projects and procurement of goods and services drive economic growth through local spending.	Chief Executive Officer	30/06/2023	●	75%		100% of major projects and procurement of commercial goods and services are assessed on local content.	All procurement processes for major projects and commercial goods and services have included local content in evaluation criteria this financial year.
We focus on proactive, sustainable planning for the future							
Sister city project progressed to gain and share knowledge, learnings and opportunities.	Economic Development Manager	30/06/2023	●	75%		Develop and progress sister Cities Implementation Plan.	A positive response has been received from a local government area in the United States of America and the Economic Development team is arranging a meeting to be held between the two Mayors. Council intends to have a formal Sister City relationship in place by the end of the 2022-23 financial year.
Our community is informed via meaningful communications in relation to weather preparedness.	Communications and Marketing Manager	31/12/2022	●	75%		Review and develop opportunities to improve communications and community education during weather events, supporting pre-existing disaster management plan.	Australian Warning System is mandatory for all Australian Councils from 1 November 2023. Working with Disaster Management and Community Recovery and Resilience teams to implement community preparedness campaigns across the region in the 2023 calendar year. Awaiting further research by Disaster Management to inform early warning communications.
Workforce Plan is developed to ensure capability and capacity now and into the future.	Chief Human Resource Officer	31/12/2022	●	75%	30/06/2023	Workforce planning strategy is developed in consultation with the Executive Management Team. Staff Cultural Survey is undertaken to establish a baseline and identify opportunities for improvement. Workforce attraction strategy including employee value proposition implemented.	The Executive Leadership Team were provided with the high-level report and further consultation with Senior Leadership Team has been carried out. Final report to be developed by TMS Consulting.
Implementation of the Facilities asset management system.	Facilities Manager	31/12/2022	✓	100%		A revised Facilities Asset Register update process is established. Robust asset reporting is developed that informs long-term planning.	Register completed and has been used as the basis for any new capital submissions to Council for 2023-24 onwards.
A strategic approach will be taken for development compliance programs.	Planning and Environment Manager	30/06/2023	●	75%		Proactive compliance audits will be undertaken in accordance with approved audit plans, with the results of these audits communicated and actioned with relevant functional areas. Customer requests will be actioned in accordance with the Compliance Strategy to ensure that an acceptable outcomes is promptly achieved. Anniversary approval checks will be conducted on all development approvals until the development is in use and compliant, or the approval lapses.	The proactive audits were commenced for the year (calendar year). To date, audits have been completed for eighteen (18) extractive industries, and seventy-one (71) intensive agricultural activities and selected properties are being subject to a follow up audit. Customer requests were attended to promptly, with 71% of customer requests received fully resolved during the period. The compliance anniversary audit has been undertaken with forty (40) planning checks undertaken, thirty (30) of those audits demonstrating compliance.
The organisation is appropriately prepared to respond in the event of a disaster.	Chief Executive Officer	30/06/2023	✓	100%	31/03/2023	Council is compliant with Disaster Management Regulations. Flood notification infrastructure and systems are audited and an improvement plan is developed. The Disaster Dashboard provides improved information sharing and communication with the community.	Council has met all requirements of Disaster Management Regulations. Flood notification infrastructure has been audited in conjunction with Bureau Of Meteorology and a maintenance plan has been developed. Upgrades have been made to the Disaster Dashboard to allow for easier public viewing, improved content and faster customisation for Council.

SUSTAINABLE ORGANISATION (continued)

Actions undertaken toward meeting success drivers	Accountability	Expected Completion Date	Quarterly Progress Status	Overall Progress	Amended Completion Date	Measure of Success - a measurable outcome as a direct result of this Action	How successful has this outcome been achieved for this Quarter
Our people are skilled and values-driven to make a real difference							
Leave liability is managed in accordance with EBA's.	Chief Human Resource Officer	30/06/2023	●	75%		Annual leave liability above 8 weeks is actively managed with leave plans for reduction.	One employee above eight weeks currently absent on Work Cover claim.
Our Leadership Team capability provides a high level of performance to deliver on Council's Corporate Plan Strategy.	Chief Human Resource Officer	30/06/2023	●	50%		Executive leadership development matrix is completed by all General Managers and direct reports. Development of induction strategy for senior officers/coordinators to build organisational capability. Approved technical training identified in Learning and Development Plan has an attendance rate of 80%.	Induction Matrix for senior officers/coordinator is in final draft. Attendance rate above 80% for technical training.
Health and Safety is a primary consideration across the organisation.	Chief Human Resource Officer	30/06/2023	●	75%		100% of critical issues raised by HSRs are attended to, through the safety committees. 50% of staff are drug and alcohol tested during the financial year by WHS team members. Our wellbeing initiatives are regionally focused and report monthly to Executive.	Three critical incidents raised in this quarter were all resolved. 72.81% of staff drug and alcohol tested to date. Five health and wellbeing initiatives were introduced across the region this quarter. Reporting to Executive Leadership Team has continued.
Proactive safety indicators are promoted across the organisation to enhance safety consciousness.	Chief Human Resource Officer	30/06/2023	●	75%		Each quarter hazard/near miss reporting is increased 15% from previous year. >85% of scheduled hazard inspections are completed within timeframes. 95% of incidents are reported within the required timeframe.	Near miss reporting down for this quarter due to leave and public holidays. 90.67% of scheduled hazard inspections were completed within timeframes. 92% of incidents were reported within the required timeframes.
Our agile and responsive business model enables us to align our capacity with service delivery							
Customer Experience Satisfaction Program - Monitor customer's satisfaction levels and implement a new Benchmarking Program.	Customer Support & Governance Manager	30/06/2023	●	75%		Work with and support departments to achieve overall satisfaction above 75%. Time taken to resolve customer requests in accordance with the Customer Service Charter is at 80% or above. Unresolved customer requests in accordance with the Customer Service Charter is below 20%.	Overall customer satisfaction with Council not improving at end of second quarter 2022-23 as hoped. Waiting on third quarter survey results. Impacted by flood events and backlog of works to rectify - impacts customer satisfaction and resolution of customer requests which has dropped to below 80% to 78%.
Our fleet is utilised effectively and efficiently.	Senior Works Manager	30/06/2023	●	75%		Actual utilisation rates of fleet reviewed quarterly and target utilisation rates adjusted accordingly in line with industry benchmarks and actual WDRC utilisation rates.	Actual utilisation rates of fleet reviewed by the Fleet department in consultation with the relevant Council departments.
Our preventative maintenance program provides a reliable and safe natural gas network.	Utilities Manager	30/06/2023	●	75%		Achieve <15% unaccounted for gas in the distribution.	The accumulated unaccounted for gas up to the most recent domestic read for this financial year is 13%.
Council proactively manages changes in community housing regulatory requirements that have significant impact to operations and resourcing.	Facilities Manager	30/06/2023	●	75%		100% of housing inspections are completed in line with the Residential Tenancy Authority agreements.	Inspections completed in line with the Residential Tenancy Authority agreements.
Saleyards processes and procedures align with good practice.	Facilities Manager	30/06/2023	●	75%		100% compliance with 6 monthly internal audit and annual National Saleyards Quality Assurance Audit.	Audits completed as required.
A robust asset maintenance program deliver safe, fit for purpose facilities.	Facilities Manager	30/06/2023	●	75%		95% of CRMs are completed within established service level timeframes. 80% of the proactive maintenance plan is delivered on time and in line with Council's approved budget.	97% of customer requests were completed within the service level timeframes. Maintenance plan delivery is on track.
Expand our precedent and knowledge library to enable faster response times.	General Counsel	30/06/2023	●	75%		Achieve compliance and commence customer response within next business day.	In most cases achieving this outcome.
Our effective asset management ensure that we responsibly maintain our community assets							
Transfer of permanent/high value records to Queensland State Archives.	Customer Support & Governance Manager	31/12/2022	✓	100%		All relevant records transferred to Queensland State Archives.	All meeting minute books from pre-amalgamation Councils transferred to Queensland State Archives.
Measurement of current transport asset renewal and upgrade unit rates is completed to enable sound financial planning and management of Council's Transport Capital Works Program.	Works Manager - Construction	30/06/2023	●	75%		Unit rates of completed projects reviewed quarterly against established benchmarks and shared across strategic planning for inclusion into the 10 year Capital Works Program.	Unit rates updated on a regular basis and supplied to Assets and Strategic Planning as required.
Work with Asset Management Plan (AMP) owners to action AMP improvement plans to ensuring effective asset management is maintained.	Technical Services Manager	30/06/2023	●	75%		Asset Management Improvement Plan actions are reviewed annually.	Meetings with Asset Managers has occurred to drive completion of improvement plans.
Effective management of safety standards to meet servicing compliance for fire and first aid.	Chief Human Resource Officer	30/06/2023	●	75%		Fire and first aid servicing are 100% compliant. Emergency evacuation drills are conducted at all facilities manned by WDRC staff.	Fire and first aid servicing are 100% compliant. Emergency evacuation drills schedule is on target.
Council's transport infrastructure maintenance practices enable sound financial management of maintenance budgets and operating funds.	Works Manager - Maintenance	30/06/2023	●	75%		A program of maintenance is developed and maintained to ensure opportunities to minimise waste or gain efficiencies are identified. Annual reseal programs reviewed against the 10 year Capital Works Program to minimise maintenance expenditure ahead of planned reconstruction works.	The annual reseal program has been checked against the 10 year Capital Works Program to eliminate potential conflicts. A Works Maintenance Program is maintained to enable efficient planning of maintenance delivery.
Our fleet is agile and reflective of business requirements.	Senior Works Manager	30/06/2023	●	75%		The fleet will be adjusted accordingly to fulfil operation requirements, with any under utilised / non-required assets either moved to other areas or disposed.	Auction will be programmed for end of financial year to dispose of replaced or surplus assets.
Implement strategies to determine long term viability of community facilities.	Facilities Manager	30/06/2023	●	75%		Showgrounds strategy delivered by 31 March 2023. Aquatic and recreational facilities strategies delivered. Devise terms of reference for underutilised assets strategy for future action.	Showgrounds Strategy to be presented to Council in June 2023. Aquatic Facilities Strategy to be presented to Council in May 2023. Devise terms of reference for under utilised assets strategy for future action have been deferred following Future of Facilities Strategy.
All property related matters and transaction are compliant with legislation.	General Counsel	30/06/2023	●	75%		100% of property related transaction comply with the relevant legislation.	This has been achieved for the period.
An up-to-date 10 year Utilities Capital Works Program is in place.	Utilities Manager	30/06/2023	●	75%		The 10 year Utilities Capital Works Program is developed and integrates with our asset management systems.	The adjusted 10 year Capital Program has been completed and work is in progress to adjust the Asset Management Plan.

Actions undertaken toward meeting success drivers	Accountability	Expected Completion Date	Quarterly Progress Status	Overall Progress	Amended Completion Date	Measure of Success - a measurable outcome as a direct result of this Action	How successful has this outcome been achieved for this Quarter
We actively advocate on issues that align to our long-term strategic objectives and vision for our region.	Chief Executive Officer	30/06/2023	●	75%		Our advocacy position papers are maintained and respond to changes in the internal and external environment. The advocacy program is reviewed at least annual with Council.	Council's advocacy priorities and action plans were reviewed in a Councillor Information Session. The team is progressing the delivery of the action plans. In January 2023, the Economic Development team made a submission, on behalf of Western Downs Regional Council, in response to a government call for feedback on the proposed guidelines of the new Regional Connectivity Program. In February 2023, the Economic Development team made a submission, on health of Western Downs Regional Council. in response to a government call for feedback on proposed guidelines of the National Reconstruction Fund.