

WESTERN DOWNS REGIONAL COUNCIL OPERATIONAL PLAN



Experience Western Downs

It's the
people that
make it.

Q1 2023 2024 1 July to
31 September 2023

ENTERPRISE RISK MANAGEMENT

Quarter One - 2023 - 2024

STRATEGIC RISKS :

Strategic Risks relate to the Whole of Council. These risks affect the longer-term interests of the Council and the Community, they affect service delivery, and they have an organisation wide focus

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?
FINANCE Low Risk Appetite	Council's long term financial sustainability being impacted by long term operating deficits.	Major	Almost Certain	Extreme	<ul style="list-style-type: none">Established and well understood budgetary process (proactive)Financial Management Strategy is in place which details financial sustainability indicators and for which there is strong commitment (proactive)Forward planning & budgeting (10 year Financial Plan) is undertaken (proactive) which includes scenario analysisIncome & expenditure modelling is undertaken including using conservative population growth forecasts (proactive)Strategic asset management planning, linking into Capital & Maintenance Works Programs (10 Year Program). Debt/funding needs in long term financial forecasting is undertaken (proactive)Complex issues are presented in detailed workshops with elected members & key staff (proactive)Revenue Statement is reviewed for potential drafting weaknesses by external legal advice and internal General Counsel (proactive)Monitoring of progress against budget undertaken monthly including half year budget review (reactive)Operations staff understand financial aspects relevant to roles i.e. delegations and procurement practice (proactive & reactive)Workforce planning considers affordability of positions (proactive)Local Government Legislation provides a sound regulatory background environment (proactive)Bank reconciliations are undertaken daily (reactive)Sound procurement practice which is delivering real savings (proactive)Insurance policies are regularly reviewed (proactive)Queensland Audit Office has a significant focus on financial sustainability and compiles an annual report to Parliament on sustainability of local government and other factors (reactive)One of the four pillars of the Corporate Plan for 2021-2026 is Financial Sustainability (proactive)	Minor	Unlikely	Low	Good	RETAIN the Risk	Chief Financial Officer
TECHNOLOGY Low Risk Appetite	Loss of system and data impacting on operations	Catastrophic	Almost Certain	Extreme	<ul style="list-style-type: none">Backup to new cloud backup infrastructure (Proactive)Database replication (every 15 minutes to Azure)Virtual server backups daily (and replicated to Azure)Virtualised server environment (Proactive)Change Management practices in place (Proactive)Monthly security patching (Proactive)Infrastructure Systems Monitoring for availability - Solarwinds (Proactive)Daily audit reports available for Civica Authority (Reactive)Continual improvement of Standard Work Practices (Proactive)Response plans - Business Continuity Plan, Disaster Recovery and Incident Response Plan (Proactive)Mobile device/storage encryption (Proactive)Staff awareness program on cyber security (Proactive)Endpoint security platforms in place (Proactive)Ongoing security/penetration testing (Proactive)Biannual Testing of Disaster Recovery - one Isolation disaster recovery test and one full disaster recovery test (Proactive)Up to date Policies (Proactive)Cyber security insurance (Reactive)Identity and user access control - ensuring effective role-based security (Proactive)OneDrive Data Sync (End User Devices: Documents, Desktop, Favourites folders)	Moderate	Possible	Moderate	Good	RETAIN the Risk	ICT Manager
BUSINESS CONTINUITY Low Risk Appetite	Council unable to continue to deliver critical business functions and services in a disruptive event.	Major	Almost Certain	Extreme	<ul style="list-style-type: none">Business Continuity Policy, and Business Continuity Framework reviewed and endorsed by Executive Management Team (Proactive)Business Impact Analysis conducted to identify critical business functions/services required to operate during a disruptive event (Proactive)Business Impact Analysis reviewed and endorsed by Executive Management Team (Proactive)Business Continuity Plans developed and stored in the cloud for all critical functions/services identified by Business Impact Analysis (Proactive)Business Continuity Plans endorsed by Executive Management Team (Proactive)Business Continuity Plan Policy, Framework, Business Impact Analysis and Business Continuity Plans independently reviewed (Proactive)Data backup and disaster recovery cloud based enabling access during a disruptive event	Moderate	Unlikely	Moderate	Good	RETAIN the Risk	General Manager Corporate Services
DISASTER RESILIENCE Low Risk Appetite	Business and community unable to effectively respond in the event of a disaster	Major	Likely	Significant	<ul style="list-style-type: none">Effective contract management (Proactive)Safety systems (Proactive)Effective procurement policies/management (Proactive)Effective management of Disaster Management Plan (Proactive)Other providers available to do the work if the core supplier fails (in some instances) (Reactive)Preferred Supplier Arrangements in place (Proactive)IT Disaster Recovery (Reactive)Coordinated internal and external corporate communications (Reactive)Monitoring of weather forecasts (including flood alerts) (Proactive)QERMF Risk Assessments on Natural Hazards (Proactive)WDRC Guardian IMS and Disaster Dashboard	Major	Possible	Significant	Fair	RETAIN the Risk	General Manager Infrastructure Services

STRATEGIC ENTERPRISE RISKS - <i>Continued</i>											
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) Focus on building positive organisational culture (Proactive) 	Moderate	Possible	Moderate	Good	RETAIN 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) 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/declarations 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

WESTERN DOWNS REGIONAL COUNCIL OPERATIONAL PLAN 2023-24



The 2023-24 Operational Plan is develop by the Senior Leadership and Executive Leadership 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

MEANINGFUL COMMUNICATIONS & COMMUNITY ENGAGEMENT

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 telecommunications 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

Fraud Statement

Council has zero tolerance towards fraudulent and corrupt conduct and is committed to the prevention and detection of these activities, and to high standards when dealing with breaches and wrongdoing

Culture Statement

Here at Western Downs Regional Council - It's The People that Make It!
We act as one, committed to empowering productive teams with our people enjoying high levels of personal job satisfaction.

Managing Operational Risks

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

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 (Strong Diverse Economy | Active Vibrant Community | Quality Lifestyle | Sustainable Organisation)
and outlines the success we are aspiring to achieve under each of the 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.

Quarterly Progress Legend


	On Track	Is progressing as scheduled towards being completed by the expected completion date
	Not Started	Not scheduled to commence until later in the Operational Plan cycle
	Needs Attention	Factors affecting the delivery
	Completed	100% complete within the expected completion date, no further reporting required
	Not Achieved	Will not be achieved
	Extended	Not delivered by the expected completion date but will be completed at a later nominated date

Operational Plan Strategies, are reported herewith

STRONG DIVERSE ECONOMY 													
Actions toward meeting success drivers	Accountability	Expected Completion	Q1 Progress	Q2 Progress	Q3 Progress	Q4 Progress	Amended Completion Date	Measure of Success	Quarterly Outcomes to meet Measure of Success				
We aggressively attract business and investment opportunities													
Identify opportunities that facilitate new investment to the region (including tourism).	Economic Development Manager	30/06/2024	<div></div>					Develop industry gap analysis and share identify opportunities to value add with relevant industry stakeholders.	Conversations held with six quality leads for investment in the Western Downs region.				
Enable aggressive investment attraction to the region.								Create investment attraction action plan targeted to each identified industry.	Council report prepared to consider development options for Drayton 107 in Dalby.				
Develop a business action plan for high impact industry development.								Complete preliminary development work to ensure land is ready for high impact development.					
Work will progress on the amendment of the <i>Western Downs Planning Scheme</i> , and will be guided by an endorsed project plan.	Planning and Environment Manager	30/06/2024	<div></div>					The <i>Western Downs Planning Scheme Amendment Two Project Plan</i> is endorsed by 30 September 2023.	The planning scheme amendment is on track and has been submitted in September 2023 to the Queensland Government for a State interest check. Council is now awaiting a response from the State prior to any other actions being taken on this project.				
								Milestones for 2023-24 set in the Planning Scheme Amendment Project Plan will be achieved.					
								Advance planning for the next <i>Western Downs Planning Scheme</i> amendment will be undertaken.	Regarding the 2024 Amendment, priority has been given to lodgement of 2023 Amendment. Following lodgement, an initial scoping exercise commenced, with Council engagement proposed for October 2023 to determine items for review in the next amendment.				
Our development assessment timeframes will continue to be amongst the best in the State.	Planning and Environment Manager	30/06/2024	<div></div>					>90% of development applications will be assessed within allocated timeframes.	Ninety-six per cent of development applications were assessed within allocated timeframes.				
								Code assessable applications are completed within fifteen (15) business days on average (compared to the statutory time frame of seventy (70) business days).	Development applications : Achieved on average across the quarter, with average adjusted timeframe of 14.93 business days achieved.				
								Building and plumbing applications are assessed within ten business days.	Plumbing applications achieved measure, and have been assessed in 8.81 business days (on average). Building items not achieved due to delays with third party building certifier. Building applications are assessed in 31.31 business days (on average). Western Downs Regional Cadet Building Certifier has lodged application for accreditation on 12 October 2023; once approved, it is anticipated that timeframes will improve significantly.				
We will continue to have meaningful discussions with our customers and seek feedback to improve quality development outcomes.	Planning and Environment Manager	30/06/2024	<div></div>					Ten targeted liaison meetings will be held with a variety of customers per annum, seeking specific feedback on potential improvements, constraints and opportunities for new development.	The target liaison meetings have not commenced, due to priority being given to lodgement of 2023 Amendment.				
								Seek testimonials from customers regarding their development application experience.	Feedback, including testimonials, are being sought with the issue of all Decision Notices for Maternal change of Use and Reconfiguring a Lot applications, we request feedback from customers about their experience. We have not received any feedback to date.				
Our region is a recognised leader in agribusiness, energy and manufacturing													
Deliver, in partnership, targeted support to accelerate industry growth in agribusiness, energy and manufacturing.	Economic Development Manager	30/06/2024	<div></div>					Deliver, in partnership, a minimum of one event or program per industry aimed to accelerate growth, with reported outcomes.	Council supported the Smart Logistics Future of Freight Symposium organised by Toowoomba Surat Basin Enterprise in Toowoomba on 5 and 6 July 2023. Council had an exhibition to promote investment opportunities in the Western Downs, as well as delivered a keynote on economic strength in the Western Downs. Industry specific events such as the Protein Conference, Accelerate Manufacturing Conference and Energy Summit will be held in Quarter Three and Quarter Four.				
Identify and enable opportunities that facilitate industry leading trials or adoption of new innovation and technologies in the region.	Economic Development Manager	30/06/2024	<div></div>					An innovative trial in partnership with Toowoomba and Surat Basin Enterprise is progressed in the region.	Conversation on establishment of an innovative trial is progressed as a new grant funding program has opened with aligned objectives.				
Deliver a Sister City program, including a trade and export initiative, targeting major industries.	Economic Development Manager	30/06/2024	<div></div>					Sister City Program delivered and one annual trade and export initiative completed.	Western Downs Regional Council reached out in 2022-23 to three counties in Texas, United States of America to explore a Sister City Relationship. No mutual interest received to date and engagement to continue with other compatible regions.				
We deliver water security to enable future economic growth													
Review opportunities for water security to enable future economic growth across the region.	Utilities Manager	30/06/2024	<div></div>					Regional Water Supply Security Assessment recommendations are reviewed and relevant projects included in the <i>Utilities Ten Year Capital Program</i> .	Department of Regional Development, Manufacturing and Water is yet to finalise the Regional Water Supply Assessment Report. A proposed capital program will be provided with available information within budget timelines.				
Water supply improvements progressed for economic growth in Dalby.	Utilities Manager	30/06/2024	<div></div>					Improve water security by progressing the multi-year <i>Dalby Water Supply Upgrade Program</i> by: a. Completion of Stage Two Raw and Treated Water Transfer Pipeline. b. Undertake Great Artesian Basin bore desalination pilot plant testing.	Council has recently engaged a Superintendent's Representative for the Dalby Water Supply Upgrade with significant pipeline experience. The scope and tender documentation are being finalised with release of tender expected by end of the calendar year. There has been design delay in addressing route constraints which will impact the expected delivery date.				
									The precipice bore drilling has been finalised, the next stage will be the 100 hour pump test. Long lead material has been ordered for the Pilot Plant.				
Support community drought resilience through continuing Council's <i>Rainwater Tank Incentive Program</i> .	Utilities Manager	30/06/2024	<div></div>					100% of allocated rainwater tank rebates are committed by March 2024.	Twenty per cent of rainwater tanks budget has been committed to date.				
								100% of payment requests following rainwater tank installations are inspected and paid within four weeks of submission.	Seventy-five per cent of payment requests following rainwater tank installation are inspected and paid within four weeks of submission.				
We proactively advance our region as a tourism destination													
We progress Western Downs' Sculpture Trail and public art to enhance the region's cultural tourism product.	Communities Manager	30/06/2024	<div></div>					Recommended actions from the completed strategy to commercialise opportunities around the public art trail are explored, and one new public art work completed.	Project plan developed and Expression of Interest sent out to community groups have been developed.				
Enable the growth and development of the region's destination events through strategic stakeholder engagement and tourism marketing.	Economic Development Manager	30/06/2024	<div></div>					Establish long-term economic benchmarks for event specific local spend using Spend Map data.	Southern Queensland Country Tourism proposes to include an alternative 'event spend platform' as part of their membership and a decision is being made on this at the beginning Quarter Two. Regardless of the platform, data can be traced back to provide a full report on the benefits of major events held in Quarter One.				
								Review of <i>Destination Events Program</i> and further promotion of this program outside of the region.	Review of Destination Events program undertaken and will be released for further promotion outside of the region in Quarter Two.				
Enable and support growth of our tourism product across our region.	Economic Development Manager	30/06/2024	<div></div>					Deliver a minimum of one experience through each accredited Visitor Information Centre.	Weekly Dalby Saleyard Tour, delivered by the Dalby Visitor Information Centre, attracted 101 participants through the quarter. Weekly Miles Historical Village Museum Sunset Tour (new this year), delivered by the Miles Visitor Information Centre, attracted sixty-one participants this quarter. Please note both tours are delivered during tourism peak season only.				
								In partnership with Southern Queensland Country Tourism: - support the development of one new bookable experience and packaged product. - support the development of one new and unique tourism product.	Council continue to engage with tourism providers to support the development of one new bookable experience and packaged product. A Request for Quotation has been released in Quarter One to seek ideas to further promote and enhance tourism product in the Bunya Mountains with the intent to establish a 'hero' experience and further attract visitation to the wider Western Downs region.				
								Attend a minimum of four tourism trade shows, in partnership with Southern Queensland Country Tourism.	Council planned to attend Van Jam 2023 on 22-24 September 2023, however unfortunately organisers decided to postpone the event to 2024 due to increasing logistical and operational challenges.				
Support tourism operators to increase customer experience.	Economic Development Manager	30/06/2024	<div></div>					In partnership with Southern Queensland Country Tourism, one additional <i>Best of Queensland</i> experience listed.	Council is supporting a select number of tourism businesses that is close to obtaining Best Of Queensland listing in 2023-24. Further business support is provided to other tourism operators through the Southern Queensland Country Tourism membership.				
								On Track	Not Started	Needs Attention	Completed	Not Achieved	Extended
								<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>

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STRONG DIVERSE ECONOMY (continued)											
Actions toward meeting success drivers	Accountability	Expected Completion	Q1 Progress	Q2 Progress	Q3 Progress	Q4 Progress	Amended Completion Date	Measure of Success	Quarterly Outcomes to meet Measure of Success		
Our businesses and industry actively live and buy local											
Commit to local supplier spend where possible within the value for money philosophy.	Chief Executive Officer	30/06/2024	<div></div>					Tender evaluation plans include assessment of local spend in evaluation of tender submissions (with an annual report to be produced on local spend activity across Council's procurement activities).	Tender evaluation plans include assessment of local spend.		
								Active promotion of local spend initiative across Council to encourage and build culture of supporting local business.	Council's Procurement Roadshow delivered.		
								Council's Procurement Roadshow delivered, in partnership with the Procurement Team, to promote 'Doing business with Western Downs Regional Council'.			
Enable business and industry to live local and buy local.	Economic Development Manager	30/09/2023	<div></div>					Delivery of the Buy Western Downs and #ExperienceWesternDowns program (subject to funding under Locally Led Economic Recovery Program, as submitted on 11 May 2023).	No decision or outcome to date of the Locally Led Economic Recovery Program application,		
Identify and enable opportunities that facilitate development of local business, both new and existing.	Economic Development Manager	31/12/2023	<div></div>					Renewal of partnering agreement with Chambers of Commerce, to enable them to support, develop and strengthen local business and promote local spend.	Four Chambers of Commerce have been invited to submit an application for the Three-Year Chamber of Commerce Funding Program with applications closing 31 October 2023.		
								Maintain Small Business Friendly Council status and assess areas of improvement under our charter.	Annual Small Business Friendly Council self-assessment completed in Quarter One and areas for improvement to be assessed in Quarter Two. The Small Business Commissioner, Dominique Lamb, along with the Small Business Friendly Council team visited Dalby on Monday 21 August 2023. Council organised, together with the Dalby Chamber of Commerce and Industry, a visit to the recently opened Mary's Place and four local businesses. Council has submitted an Expression of Interest to host the 2024 Small Business Friendly Conference in Dalby, based on venue and room capacity. No decision has been made to date on the locations.		
The Western Downs workforce is growing, optimised and fit for the future.	Economic Development Manager	30/06/2024	<div></div>					Support relevant stakeholders to establish local 'study in place' opportunities.	Council has provided data to support Chinchilla Community, Commerce and Industry to seek grant funding to establish a 'Country University Centre'.		

ACTIVE VIBRANT COMMUNITY 										
Actions toward meeting success drivers	Accountability	Expected Completion	Q1 Progress	Q2 Progress	Q3 Progress	Q4 Progress	Amended Completion Date	Measure of Success	Quarterly Outcomes to meet Measure of Success	
We are a happy, inclusive community, proud of where we live										
Embrace the rich Aboriginal heritage of our region through engagement with the traditional owners.	General Counsel	30/06/2024	<div></div>					Partnership agreements achieved across the region in consultation with traditional owner groups.	Negotiations continue in good spirit with the Iman People for their Indigenous Land Use Agreements.	
Our community is informed by proactive and timely communications and given the opportunity to have its say on issues that matter to it.	Communication and Marketing Manager	30/06/2024	<div></div>					Community engagement initiatives developed to inform the 2024-25 budget process.	Preliminary investigations into the potential methodology for proposed engagement activities have commenced. Community engagement initiatives for the 2024-25 budget to be developed from Quarter Two.	
								Increase community engagement satisfaction score from 3.65 to 5.5 (out of ten).		
								Increase communication satisfaction rating from 4.07 to 5.5 (out of ten).	Early investigations into the methodology around engagement performance assessment have commenced.	
Decision-making is guided by meaningful communications and community engagement.	Communication and Marketing Manager	31/12/2023	<div></div>				30/09/2024	Complete a twelve month review of the implementation of the <i>Communications and Community Engagement Strategy</i> and report to Council.	A twelve month review of the implementation of the <i>Communications and Community Engagement Strategy</i> was completed and adopted at the September 2023 Ordinary Meeting of Council.	
Environmental Health programs focus on improving community health, safety and amenity outcomes; and focus on better education and engagement with our community.	Planning and Environment Manager	30/06/2024	<div></div>					An environmental health promotional campaign is delivered to educate the community regarding key delivery areas.	Environmental Health promotional campaign has not commenced, this will be delivered in a later quarter.	
								100% of food premises inspected annually.		
								Customer service surveys of environmental health programs achieve an overall satisfaction of above 75% (where sample size statistically valid).	Food premise inspections are underway, however, staff vacancies and approved leave have impacted on delivery in Quarter One. Customer service survey result has not yet been received for this quarter.	
								There is a focus on resolving customer requests and outcomes, with all customer requests initially investigated within ten business days.	Customer requests have achieved the measure.	
Council will continue to work with and educate the community to improve attitudes towards responsible pet ownership, seeking better outcomes through the improved behaviour of animal owners	Planning and Environment Manager	30/06/2024	<div></div>					An animal management education campaign is delivered to our community, focussing on responsible pet ownership.	A Responsible Pet Ownership campaign was delivered in July 2023 to coincide with dog registration renewals.	
								Attend at least one promotional event across the region targeting responsible pet ownership.	An event promoting responsible pet ownership has not commenced, this will be delivered in a later quarter.	
								Customer service surveys of animal management activities achieve an overall satisfaction above 75% (where sample size statistically valid).	Customer service survey result has not yet been received for this quarter.	
Our people of diverse backgrounds and ages are united by social, cultural and sporting activities										
Support and deliver community and cultural events and programs that have cultural, social and economic impact to the diverse audiences,	Communities Manager	30/06/2024	<div></div>					Deliver at least three regional cultural arts projects, performances and initiatives to build the region's cultural ecology.	Dalby Delicious and DeLIGHTful Festival was supported by the Council. The new community-driven sculpture "Future Visions" has been unveiled.	
								Deliver an Arts and Culture Strategy.	Work has commenced on an Arts and Culture Strategy.	
Provide opportunities for people to connect through the delivery of events, festivals and programs.	Communities Manager	30/06/2024	<div></div>					Deliver Big Skies as Council's endorsed major event to attract visitors to our region.		
								Deliver Words out West Festival and First Five Forever program to support cultural immersion and literacy development.	Big Skies Festival was delivered with great success.	
								Collaborate and support our Regional Festival Committees in their delivery of six events in our public spaces and places: (1) Tara Festival of Culture and Camel Races, (2) Chinchilla Melon Festival, (3) Jandowae Timbertown, (4) Miles Back to the Bush, (5) Dalby Delicious and DeLIGHTful Festival, (6) Stockhorse Sale.	Support was given to the Miles Back to the Bush and Dalby Delicious and DeLIGHTful Festival committees.	
Our parks, open spaces, and community facilities are alive with activities and connect our communities										
Our shared places and spaces encourage and build connection and participation through the delivery of events and programs.	Communities Manager	30/06/2024	<div></div>					Deliver community events including Australia Day, ANZAC Day, Movie Nights, Pool Parties, Youth and Seniors Week in our spaces and places.	Two successful opening events were delivered - Mary's Place and Bunya Mountains Mountain Bike Trails. All planned activities for Quarter One, including movie nights have been delivered.	
Inclusive design and engagement are key features in the planning and development/redevelopment of community facilities.	Facilities Manager	30/06/2024	<div></div>					Master plans are completed for Council's aquatic facilities and showgrounds, in line with the <i>Aquatic Facilities Strategy</i> and the <i>Showgrounds Strategy</i> .	Council have commenced master planning processes as per the adopted strategies for Aquatic Facilities including Chinchilla Aquatic Replace site selection and inclusions planning, and Wandoan Aquatic Centre remediation and moderate upgrade concept development planning. Showgrounds master planning priorities are to be decided in Quarter Two.	
We are strong sustainable community supported by volunteers										
Support and deliver activities that build the capacity and promote the value and contribution of volunteers.	Communities Manager	30/06/2024	<div></div>					Deliver at least three community programs to support volunteer management committees.		
								Deliver the actions of the <i>Volunteer Recognition Plan</i> .	One series of community programs were delivered.	
As part of the community recovery and resilience program, support community activity and collaboration to build resilience in preparedness for times of crisis, emergency and recovery.	Communities Manager	30/06/2024	<div></div>					Deliver a minimum of five community information/agency referral sessions.		
								Deliver a 'building resilience' training scheduled across the community.	Planning for the community resilience day is ongoing, and will be delivered on 21 October 2023.	
We empower communities to develop local initiatives and events										
Ensure processes and procedures are user friendly and well communicated in order to facilitate community initiated public art projects.	Communities Manager	30/06/2024	<div></div>					Develop public art guidelines and a 'toolkit' of resources to support community delivery of public art at Council land/facilities.	A Public Arts Strategy is currently under development.	
Our community grant programs support the enhancement of our region's liveability.	Communities Manager	30/06/2024	<div></div>					Connect with community through at least one workshop and six regional visits focusing on building grant knowledge.		
								Implement the Smarty Grants Outcome Engine to improve outcome reporting for grant activities.	A series of workshops in the regional towns have been completed in August and September.	
Build stronger relationships with community groups to access Council land and recreational facilities to support local initiatives and events.	Communities Manager	30/06/2024	<div></div>					Introduction of Community User Agreements to guide operations and partnership with community groups for their long term tenure at Council's sites.	This project has just commenced with positions recently filled in that area.	
<div><div>On Track</div><div>Not Started</div><div>Needs Attention</div><div>Completed</div><div>Not Achieved</div><div>Extended</div></div>										

On Track

Not Started


Needs Attention


Completed

Not Achieved


Extended

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QUALITY LIFESTYLE										
Actions toward meeting success drivers	Accountability	Expected Completion	Q1 Progress	Q2 Progress	Q3 Progress	Q4 Progress	Amended Completion Date	Measure of Success	Quarterly Outcomes to meet Measure of Success	
Our residents are provided with modern infrastructure and quality essential services across our region										
Improve and maintain the reliability of the regional water supply and sewerage networks and the gas network in Dalby.	Utilities Manager	30/06/2024	<div></div>						Achieve <25 water main breaks/100km of water mains regionally.	On track to ensure no greater than twenty-five water main breaks/100 kilometres of water mains regionally with a total of seven water main breaks/100 kilometres occurring this quarter.
									Achieve <40 sewer main breaks/100km of sewer mains regionally.	On track to ensure no greater than forty sewer main breaks/100 kilometres of sewer mains regionally with a total of three sewer main breaks/100 kilometres occurring this quarter.
									Achieve >90% compliance with customer service standard average response time for water incidents (breaks and leaks) annually.	Below target with eight-three per cent compliance for customer service standard average response times for water incidents.
									Achieve <12% unaccounted gas loss.	Less than twelve per cent gas was unaccounted this quarter.
Undertake a comprehensive review of cemetery operations.	Parks and Recreation Manager	31/03/2024	<div></div>						100% implementation of new <i>Cemetery Policy</i> and associated terms/conditions and forms.	New Cemetery Operations - Council Policy was endorsed by the Senior Leadership Team and progressed to the Executive Leadership Team. The Executive Leadership Team queried the need for this to be a policy and feels it should be an Operational Procedural Guide only. The policy is currently under review with Legal Services as it is their view it should be a policy. The policy, operational procedural guide and associated forms are all developed.
A well connected and maintained footpath network, links our residents to key community facilities and central business districts.	Senior Works Manager	30/06/2024	<div></div>						The footpath network is inspected and maintained as per the <i>Transport Asset Maintenance Management Plan</i> .	Footpath inspections completed in accordance with the Transport Asset Maintenance Management Plan.
									Footpath renewal and upgrades are reported quarterly to Council.	803 lineal metres of new concrete footpath constructed or reconstructed in Quarter One.
Regular improvements assist with maintaining a portfolio of waste facilities that meet community needs.	Planning and Environment Manager	30/06/2024	<div></div>						New operational contracts for supervised waste facilities will be called and seek to maintain an affordable and acceptable level of service for our communities.	Early scoping and specification works are underway for new contractors to operate transfer stations, landfills and to undertake line haul activities, An experienced, specialised waste consultant has been engaged to drive the process.
									Deliver a waste educational campaign to the community.	A community education campaign was delivered in July coinciding with the rollout of the new waste collection contract. This included Facebook video posts, vehicle livery, an update to the Waste area of Council's website and some traditional media items. Some other minor reactionary campaigns may be delivered as required throughout the year as well as a continuation of Council's annual education program including school and early childhood centre visits.
Our recreational spaces and community facilities are attractive, safe and accessible										
Undertake a comprehensive review of camping operations.	Parks and Recreation Manager	30/06/2024	<div></div>						Complete an operation review of Council controlled camping sites.	The camping review commenced and as a result a number of high risk issues were identified and have been addressed, the Executive Leadership Team have been updated. Recommendations pertaining to permitting for camping across the region were endorsed by the Executive Leadership Team.
We invest in safe, well maintained road networks to connect our region and support economic activities										
Our design program is aligned to enable capital works programs to be delivered.	Technical Services Manager	31/12/2023	<div></div>						95% of design program for the 2023-24 Capital Works Program are completed by December 2023.	Seventy-eight per cent of design program completed and reported with monthly capital works report.
									65% of forward design program is completed by June 2024 for the 2024-25 budget year.	
Our quarry material production is to be well planned and aligned to works programs.	Technical Services Manager	30/06/2024	<div></div>						Quarry materials are available eight weeks from date of order.	In house crushing is scheduled to meet demand. External contractors have also been engaged and crushing material to provide estimated third of the gravel estimated for the flood recovery program of works.
An up-to-date Ten Year Capital Works Program is in place.	Senior Works Manager	30/06/2024	<div></div>						The Ten Year Capital Works Program is developed and integrates with our asset management systems.	Annual review of the Ten Year Capital Works Program currently in progress with on site inspections being conducted.
Our transport assets are well maintained and our systems for maintenance are appropriate.	Works Manager Maintenance	30/06/2024	<div></div>						Our transport network is inspected and maintained in accordance with the <i>Transport Asset Maintenance Management Plan</i> and overdue safety defects are regularly reported to the Executive Leadership Team.	Monthly reporting is completed in accordance with adopted frequencies.
									The <i>Transport Asset Maintenance Management Plan</i> is reviewed and present to Council by December 2023.	The <i>Transport Asset Maintenance Management Plan</i> is planned to be presented to Council at the December 2023 Ordinary Meeting.
Our roadwork projects are delivered to a high quality standard.	Senior Works Manager	30/06/2024	<div></div>						We hold and retain industry standard accreditation for Quality, Safety and Environment and self audit our works for quality purposes.	Regular inspections of road works projects are completed during and after construction. Any issues identified and rectified as appropriate.
We attract families to live, work, prosper and play in our region										
Identify opportunities that attract and retain skilled workers and their families to our region's towns.	Economic Development Manager	30/06/2024	<div></div>						Deliver a minimum of one target initiative to assist in bridging identified skills gaps.	The Protein Jobs Fair was held on Wednesday 6 September 2023 at the Dalby Events Centre. The purpose of the Protein Jobs Fair is to connect jobseekers and school students with potential employers and promote career pathways and opportunities in the Intensive Agricultural and Agricultural Service Industries. The Protein Jobs Fair was again delivered in partnership with Toowoomba Surat Basin Enterprise and AgForce with the School to Industry Partnership Program Team. The event attracted seventy students from seven schools and fourteen mature-aged jobseekers. The event was supported by fifteen trade stalls and forty-two industry representatives.
									Deliver a campaign targeted to attract people to Western Downs in identified skills gap areas.	
Enable housing development in the Western Downs region.	Planning and Environment Manager	31/12/2023	<div></div>						Review of <i>Housing and Land Development Incentive Policy</i> to further enable residential development in the region.	A draft <i>Local Housing Action Plan</i> has been prepared, which has included liaison with government departments and Local Government Association of Queensland. The <i>Local Housing Action Plan</i> has been scheduled for early consultation with the Western Downs Futures group, noting that housing was a key priority identified by the group.
	Economic Development Manager	30/06/2024	<div></div>						Support the development of a local housing action plan in partnership with the Department of Communities, Housing and the Digital Economy.	<i>Local Housing Action Plan</i> drafted and to be presented to Western Downs Futures in Quarter Two for further input before endorsement and implementation.
Our towns and districts unique characteristics are celebrated by location specific placemaking.	Communities Manager	30/06/2024	<div></div>						Benchmarking undertaken through participation in the <i>Liveability Census</i> is used in conjunction with community engagement to develop an actionable placemaking strategy.	The Placemaking Strategy has now been combined with the Parks and Recreation Strategy. Community consultation has been completed with the strategy in final draft form.
We take pride in our natural assets, environment and heritage										
We are proactive in managing our cultural collections and assets to ensure preservation and enable access.	Communities Manager	30/06/2024	<div></div>						Review and update Council's <i>Art Collection Policy</i> , including provision for public art, for endorsement by Council.	Work will commence in Quarter Three.
Our local heritage is documented and preserved to enhance community connections.	Communities Manager	30/06/2024	<div></div>						Continue Picture Western Downs digitisation project (phase two). Work with community groups to obtain images and information to digitise and catalogue an additional 300 images into the Libraries' online portal.	We have just received a \$24,000 grant to help deliver this project.
Promote environmental and social governance across the region.	Economic Development Manager	30/06/2024	<div></div>						Develop a best practice Communities Partnering Framework for industry to enable legacy social investment in Western Downs.	Communities Partnering Framework drafted and presented to Council for endorsement and implementation in Quarter Two.
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	31/03/2024	<div></div>						A comprehensive review of our Stock Route Management Plan is undertaken and aligns with the new legislation.	Early investigations are underway, including desktop analysis based upon the latest stock route class map released from Department of Agriculture and Fisheries. Community engagement proposed to commence in Quarter Three.
Pest management programs will be reviewed to ensure the delivery of effective on-ground programs that focus on priority pests in key locations.	Planning and Environment Manager	30/06/2024	<div></div>							Early community engagement commenced with pest priority feedback from community events. More formal community engagement set to commence in Quarter Three.
									A comprehensive review of our <i>Biosecurity Plan</i> will be undertaken by 31 March 2024 to determine our key delivery priorities, including meaningful engagement with key stakeholders.	Work has been delivered during the quarter on priority pest plans, focussing on Harrisia Cactus around Warra and Mother of Millions north of Chinchilla and the Bell township. The September baiting program was completed, with 704 kilograms of wild dog baits distributed to 118 participants.
									Delivery of priority pest plans for each of the geographical regions within the Western Downs is measured quarterly and achieves set goals.	A project has commenced under African Swine Fever Program that was funded through Queensland Department of Agriculture and Fisheries. Council has also been successful in the application to Queensland Feral Pest Initiative Round Seven Funding.
										Hosted the Queensland Pest and Weeds Symposium in August 2023, with over 200 delegates attending.
Comprehensive management of the Dalby Saleyards to ensure compliance with State and Federal regulations.	Facilities Manager	31/03/2024	<div></div>						Development of a Saleyards Business Plan for Council endorsement by January 2024.	A Saleyards Business Process Review has been completed, and risks and priorities have been identified. This data will inform the development of the Saleyards Business Plan to progressed in Quarter Two.

SUSTAINABLE ORGANISATION 										
Actions toward meeting success drivers	Accountability	Expected Completion	Q1 Progress	Q2 Progress	Q3 Progress	Q4 Progress	Amended Completion Date	Measure of Success	Quarterly Outcomes to meet Measure of Success	
We are recognised as a financially intelligent and responsible Council										
Completion of 100% of Capital Works Program	Chief Executive Officer	30/06/2024	<div></div>					100% of Capital Works Program is delivered, with material variances reported monthly to Council.	Capital Works Program taking place with monthly reporting to Council.	
The capital works budget is developed and presented to Council with a focus on 100% delivery of the program.	Chief Executive Officer	30/06/2024	<div></div>					Capital works programs and organisational capacity align with asset management plans.	Capital works planning for 2024-25 budget will commence in November 2023.	
Adoption of 2024-25 annual budget.	Chief Financial Officer	30/06/2024	<div></div>					2024-25 annual budget adopted prior to 30 June 2024 and in alignment with long-term financial plan.	Development of 2024-25 annual budget will commence in November 2023.	
Progress Council's digital program initiatives in accordance with adopted <i>Digital Road Map 2022-2025</i> .	Digital Programme Director	30/062024	<div></div>					Phase 2 of 3.5 is delivered by due date and within budget.	Project Planning Phase and Configuration Design Phase completed in accordance with Project Strategy and Quality Plan.	
								Enterprise Resource Planning delivered in accordance with TechOne contract.		
We focus on proactive, sustainable planning for the future										
Our community is informed via meaningful communications during disaster response and recovery.	Communication and Marketing Manager	31/12/2023	<div></div>					Embed the Australian Warning System into Council's disaster management communications operations by 1 November 2023.	Considerable planning has been undertaken throughout Quarter One to understand the Australian Warning System and the requirements for Council when communicating during a natural disaster.	
Enable environmental sustainability of Western Down Regional Council.	Economic Development Manager	30/06/2024	<div></div>					Conduct a study to capture carbon emissions of Western Downs Regional Council (as an organisation) and deliver an action plan with recommendations to reduce carbon emissions.	A study is being undertaken to measure both carbon emissions of Western Downs Regional Council as an organisation, as well as Western Downs as a region. Data collection, analysis and identification of abatement opportunities have been completed in Quarter One and net-zero pathways will be finalised in Quarter Two to be presented to Council.	
The organisation is appropriately prepared to respond in the event of a disaster.	Chief Executive Officer	30/06/2024	<div></div>					Council is compliant with Disaster Management regulations.	Our Local Disaster Management Plan was successfully reviewed in August 2023. The Plan was reviewed by the District Disaster Management Group with outcomes sent to the Inspector General of Emergency Management.	
								Flood notification infrastructure and systems are maintained and improvement plans are implemented as required.	Flood Warning Infrastructure Network monitored and serviced.	
								Disaster recovery sub plan and relevant amendments to disaster management plan are finalised.	Current sub plans reviewed.	
A strategic approach will be taken for development compliance programs.	Planning and Environment Manager	30/06/2024	<div></div>					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.	All proactive compliance audits that were scheduled for completion this quarter were undertaken.	
								Customer requests will be actioned in accordance with the <i>Compliance Strategy</i> to ensure that an acceptable outcome is promptly achieved.	Customer request investigations are continuing with the most able to be finalised within a short period, while nineteen per cent are protracted in nature, and are subject to a longer term investigation or compliance program.	
								Anniversary approval checks will be conducted on all development approvals until the development is in use and compliant, or the approval lapses.	Eighty-one anniversary audit checks were undertaken during the period. Furthermore, a review program is underway to ensure that all previous anniversary audits since the commencement of that program have been properly completed and followed up.	
Our people are skilled and values-driven to make a real difference										
Performance partnering and professional development plans implemented across the organisation.	Chief Executive Officer	30/09/2023	<div></div>					Implementation of new performance partnering and professional development plans and formalise facilitated performance support.	New Performance Plan documentation in use - Performance Agreement Periodical Employee Review (PAPER) and Fast PAPER. Percentage of implementation not available this quarter.	
Develop a modern workforce attraction and retention strategy.	Chief Human Resource Officer	30/09/2023	<div></div>				31/12/2023	Oversee the development and implementation of modern workforce attraction and retention strategies across the organisation.	Recruitment and Communication and Marketing teams are collaborating on a Recruitment Marketing Strategy for Council. Internal processes are being monitored and audited for efficacy.	
Our elected representatives enter the 2024 - 2028 term in office with confidence and understanding of the ethical and legislative obligations of their role.	Customer Support and Governance Manager	30/06/2024	<div></div>					Prepare and deliver a comprehensive Councillor onboarding programme in conjunction with relevant external agencies.	Preparations for 2024 Local Government Elections and Councillor inductions are underway.	
Staff attraction and retention strategies implemented across the organisation.	Chief Human Resource Officer	30/06/2024	<div></div>					Position vacancy rate is below 10%.	Current vacancy rate is 11.9 per cent, trending down from 15.6 per cent in July. The recruitment team is working with chairpersons of the vacancy to ensure shortlisting, interviews are completed in a timely manner following closure of position.	
								Staff turn over rate is below 10%.	Turn over rate is 5.98 per cent.	
Our agile and responsive business model enables us to align our capacity with service delivery										
Customer Experience Satisfaction Program - monitor customer satisfaction levels.	Customer Support and Governance Manager	30/06/2024	<div></div>					Achieve overall Council customer satisfaction survey results above 6.8 (2022 calendar year average 6.6). Unresolved customer requests are below 20%.	Quarter One 2023-24 survey results due shortly.	
Provide transparent and accountable corporate planning, decision-making, performance monitoring, and reporting in order to continuously improve.	Customer Support and Governance Manager	30/06/2024	<div></div>					90% of agreed internal audit recommendations implemented within agreed management timeframes.	Monitoring of audit recommendations underway.	
								100% of Right to Information and Information Privacy application decisions made within legislative timeframes.	Right to Information and Information Privacy application decisions are meeting legislative timeframes.	
								Strategic, Operational and Fraud Risk are reviewed quarterly by risk owners and reported to the Audit Committee.	Quarter One review of risks release for management response.	
Undertake a review of Council gas operations.	Utilities Manager	31/10/2023	<div></div>					The risks associated with the operations of the gas business are understood and the return on Council's investment is quantified.	Council has engaged a consultant to complete the Gas Business Review.	
Build positive organisational culture around records and information management.	Customer Support and Governance Manager	30/06/2024	<div></div>					Implement system improvements around policy, indexing, retention and disposal schedules.	Policy, index and retention and disposal schedule review is underway.	
								Implement Phase One of Information Security Classification with Information Technology Team.	Information Security Classification project back underway with outputs due to presented to the Executive Leadership Team in Quarter Two of 2023-24 financial year.	
								Implement strategies to build a culture around good records and information management practices.	Work to build culture around records and information management planned for Quarter Three and Four of 2023-24 financial year.	
								Conduct two audits of document registration practices to identify areas for improvement.	Audits of document management registration practices to be completed by close of Quarter Four of 2023-24.	
Our effective asset management ensures that we responsibly maintain our community assets										
Our road assets damaged from the 2021-22 floods are restored.	Senior Works Manager	30/06/2024	<div></div>				31/12/2024	Council's 2021-22 Flood Damage Restoration Program will be complete in accordance with Queensland Reconstruction Authority's Disaster Recovery funding Agreement timeframes.	As of October 2023 forty per cent of the 2021-22 Flood Damage Restoration Program is completed, in progress or awarded. Expected completion December 2024.	
Council's transport infrastructure maintenance practices enable sound financial management of maintenance budgets and operating funds.	Works Manager Maintenance	30/06/2024	<div></div>					Annual reseal programs reviewed against the Ten Year Capital Works Program to minimise maintenance expenditure ahead of planned reconstruction works.	2023-24 Reseal Program is underway with all sites checked against the Ten Year Capital Works Program prior to adoption in the final program.	
Council's asset management programme for all Facilities' buildings and structures is aligned to Council's Strategic Direction, ensuring safe and function facilities.	Facilities Manager	30/06/2024	<div></div>					Investment and investment strategies developed in line with utilisation rates and community development plans for adoption by Council by May 2024.	Comprehensive revaluation to be undertaken to include useful lives review and condition assessment. Rolling condition assessments introduced. Procedures being implemented to ensure maintenance items are being recorded. Review of Asset Management Plan in progress.	
<div>On Track</div> <div>Not Started</div> <div>Needs Attention</div> <div>Completed</div> <div>Not Achieved</div> <div>Extended</div>										

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ADVOCACY 											
Actions toward meeting success drivers	Accountability	Expected Completion	Q1 Progress	Q2 Progress	Q3 Progress	Q4 Progress	Amended Completion Date	Measure of Success	Quarterly Outcomes to meet Measure of Success		
We actively advocate on issues that align to our long-term strategic objectives and vision for our region.	Economic Development Manager	30/06/2024	<div><div></div></div>					Delivery of Council's Advocacy Action Plan and Milestones. The advocacy program is reviewed at least annually with Council.	Council has undertaken the following advocacy actions: Advocacy for increased local training opportunities for child care workforce. Submission to the Renewable Energy Zone (REZ) Roadmap Feedback, Energy and Public Works Submission on State Code 23 Feedback, Energy and Public Works Submission on the Renewable Energy Zone (REZ) Bill, Energy and Public Works Submission on draft Communities Partnering Framework, Energy and Public Works.		