Lockyer Valley
REGIONAL COUNCIL

Lockyer Valley Regional Council | Operational Plan 2026-2027

First Quarter Performance Report







Acknowledgement of Country

Council acknowledges the Traditional Custodians of the region, the Ugarapul and Yuggera people and pays our respects to their Elders, past and present, and the Aboriginal and Torres Strait Islander Elders of other communities who may live here.

Lockyer Valley Regional Council is committed to cultivating inclusive environments for all staff, customers, residents and visitors.

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Introduction

The Operational Plan (the Plan) is a strategic document that is developed and adopted annually with the Budget. The Plan captures strategic deliverables for the 2025-26 financial year to ensure Council delivers the Commitments and Outcomes of the Corporate Plan 2022-27.

The Plan sets the one year direction for Council and articulates our deliverables, areas of responsibility, addresses risks and monitors the overall performance of Council.

Section 174 (3) of the *Local Government Regulation 2012* includes the requirement for the Chief Executive Officer to present a written assessment of the organisation's progress towards implementing the Operational Plan to Council at meetings of Council at regular intervals of not more than three months. This quarterly performance report on Council's Operational Plan 2025-26 ensures Council meets is legislative responsibilities.



Vision, Mission and Values

Vision

We will deliver sustainable services to enhance the liveability of our community while embracing our economic, cultural and natural diversity.

Mission

Lead, engage and empower.

Our Values

Values form the basis of our culture. They add meaning to work, and they provide a basis for consistent planning and decision making across the organisation. To ensure that staff live our values, every employee of Lockyer Valley Regional Council is expected to demonstrate articulated behaviours in their daily activities and in the way they make decisions.



We lead through excellence and partner with the community to achieve Council's vision and mission.



We accept ownership of our role and take responsibility for our actions. We are results focused, take pride in our successes and efforts and learn from our mistakes.



We strive to be valued and trusted by the Lockyer Valley community. We are respectful, open, transparent and honest in our dealings with the community. At all times we act in the best interests of the community.



We embrace diversity and communicate openly and honestly. We listen actively, consider and value the views of others. Our communication is clear, concise and consistent.



We strive to engage and communicate with our internal and external customers to meet agreed outcomes. We identify and aim to meet the needs of all customers in a responsive and equitable manner.



We value creative thinking and look for opportunities to collaborate and connect to deliver a better Lockyer Valley. We work together by recognising and sharing our talents, skills, experience and knowledge.



Our Role

As we work towards our outcomes, we recognise that not all of them can be achieved by Council alone. Council will fulfil a range of roles in working to achieve the outcomes outlined in this plan.

These roles include:

Council Role	Description
Provider	Delivering services
Funder	Funding other parties to deliver services
Regulator	Regulating activities through legislation, local laws or policies
Partner	Forming partnerships and strategic alliances with other parties in the interests of the community
Facilitator	Assisting others to be involved in activities by bringing groups and interested parties together
Advocate	Promoting the interest of the community to other decision makers and influencers



Federal, State and Local Government Responsibilities

The priorities raised by the community present challenges which cannot be addressed by Council alone. Many of these priorities are the responsibility of the Australian and Queensland Governments and community organisations. In "Lockyer: Our Valley, Our Vision Community Plan 2017-2027", these organisations are identified for the Lockyer Valley region.

Where Council is not responsible for the provision of a particular service we can advocate to the relevant agency to secure support, funding and agreements for the benefit of the Lockyer Valley community.

Commitment to Human Rights

Council is committed to protecting and promoting human rights by ensuring that human rights are considered in all the work we do – from the decisions we make to the services we provide. This commitment is in accordance with Council's obligations under the *Human Rights Act 2019*.







Quarterly Highlights



Forest Hill Silos Project Begins

Construction began on the $1.85 million GrainCorp Forest Hill Silos Mural Project, marking a major milestone in the delivery of a landmark tourism attraction for the Lockyer Valley.

Council commenced works in September on the purpose-built viewing precinct, which will include parking, coach and RV facilities, landscaping, seating, shaded areas and road upgrades.

The selected artists were also revealed as renowned South East Queensland muralists Jordan Bruce of the 'Brightsiders' and Joel Fergie 'The Zookeeper', with artwork and precinct construction scheduled for completion in November.

The Brightsiders are recognised nationally for delivering large-scale public artworks, including silo murals, water towers and major civic installations.

The mural project follows years of planning and community consultation, with local residents helping shape the project's vision and design themes.

The mural will feature layered storytelling, nostalgic touches, meaningful interactions and a design that thoughtfully integrates with the existing railway line, creating a truly unique visual and visitor experience.

Funded through the South East Queensland (SEQ) Liveability Fund, one of 29 commitments under the SEQ City Deal – a $1.8 billion partnership between the Australian Government, Queensland Government and Council of Mayors (SEQ), the project will establish Forest Hill as home to one of Australia's most accessible silo art experiences, creating new tourism opportunities and supporting local economic growth.



Water Security Scheme Showcased at Parliament House

In August, Lockyer Valley Regional Council joined Somerset Regional Council, local growers and industry stakeholders at a Parliamentary showcase in Brisbane to advocate for the proposed Lockyer Valley and Somerset Water Security Scheme.

The project, which received $5 million in State Government funding for pre-construction works, aims to deliver Australia's largest recycled water irrigation scheme by utilising treated water from the Western Corridor Recycled Water Scheme. More than 120 growers have already signed on as foundation customers, demonstrating strong industry support.

Economic assessments indicate the scheme will increase regional agricultural production by $270 million annually, taking fresh food production to almost $1.7 billion per year, while securing approximately 4,000 existing jobs and creating almost 600 new positions.

The showcase provided an opportunity to highlight the scheme's potential to strengthen water security, support long-term regional prosperity and enhance Queensland's food security.

Community Representative Group Launched to Guide Community Plan Refresh

Council established a 17-member Community Representative Group (CRG) to help shape the region's next Community Plan, Lockyer: Our Valley, Our Vision.

Selected through an expression of interest process, the group reflects a diverse cross-section of the community, including business owners, retirees, workers, long-term residents and newer community members.

In September, the CRG commenced a series of six facilitated workshops, where members will explore key issues affecting the region and review insights gathered through previous community engagement and research.

Recommendations from the group will help inform the draft Community Plan before it is presented to Council and released for broader community consultation in early 2027.

This initiative supports Council's commitment to community-led planning and ensuring the Community Plan reflects the values, priorities and aspirations of the Lockyer Valley.

New Initiatives Encourage Greater Community Recycling

Council expanded local recycling opportunities through the introduction of Container Exchange Points across five high-traffic locations, making it easier to recycle correctly and reduce waste sent to landfill.

In September, Council partnered with Containers for Change to deliver a 12-month trial of Container Exchange Points, which are simple attachments to public bins or poles that allow people to leave their 10-cent eligible drink containers in a basket or rack.

The Container Exchange Points provide a convenient and accessible way for people to recycle on the go, and for those who collect these bottles and cans to access more of them safely and respectfully.

The points can be found in various locations in the Gatton and Laidley CBD, Lake Apex, the Laidley Recreation Reserve and Kensington Grove.

Meanwhile, Council also secured access to several new features on the Recycle Mate app for the community through a three-year partnership arrangement between the Queensland Government and Recycle Mate, which allows free access for residents of participating councils.

The app features a search widget and community map that allows residents to locate the correct disposal point for their waste items. They can take a photo of an item, and the app will tell them which bin it belongs in or where it should be taken to.

It also lists away from home recycling and recovery options, such as local op shops, recycling points at supermarkets, Containers for Change sites and many more.

Residents can even find their bin collection day information and subscribe to push notifications including bin night reminders.

Council can use the app to communicate important waste information, including transfer station changes, such as hours of operation or unforeseen closures or interruptions to waste collection services.

Expansion Approval for Plainland Retail Complex

Council approved a development application for the expansion of Plainland Plaza, paving the way for significant retail and commercial growth within one of the region's fastest-growing communities.

The development will deliver an additional 6,800m^2 of retail and commercial floor space, approximately 300 new car parks and infrastructure upgrades to support future growth, including road, pedestrian and utility improvements.

The complex has plans for a Coles, a food and drink outlet, and 2,950m2 of additional commercial floor area for a range of shops and services at Gehrke Road, Plainland.

The developer will fund and construct the infrastructure needed to support the project, including the widening of Gehrke Road to four lanes, the installation of traffic signals and turning lanes at the Gehrke Road/Barcoo Drive intersection, and a new left-in, left-out access from Gehrke Road.

New footpath connections will be provided from Gehrke Road to the development site and connected through internal footpaths to the various shops.

The works will also include infrastructure to ensure stormwater is appropriately managed, as well as the full range of urban services including reticulated water, sewerage, electricity and telecommunications.

This development extension will bring with it increased local jobs, spending and opportunities for the Plainland community and the Lockyer Valley as a whole.


LEAVE OR COLLECT
10c CONTAINERS
HERE
You can place your eligible 10-cent containers here for them to be collected by members of the community.

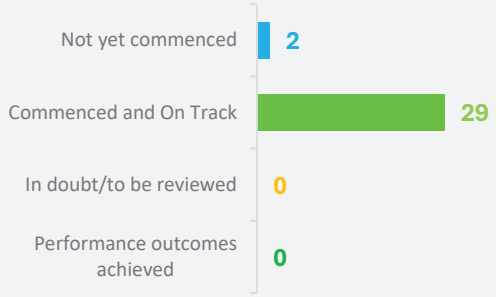

BUNNINGS

Performance Status

This report presents the first quarter performance update for the Operational Plan 2026-27.
The graphs below summarise performance across all operational plan deliverables.

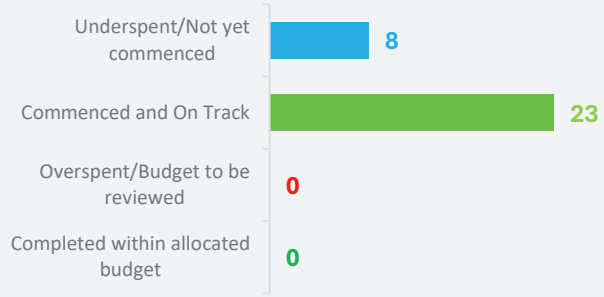
Performance Outcomes Progress Status

This graph represents the first quarter status on the identified performance outcomes for the 2026-27 financial year.



Budget Progress Status

This graph represents the first quarter status on the identified budget allocations for the 2026-27 financial year.





Susan Butler
Banksia Bloom
Oil on canvas
$385



Susan Butler
Grevillia Glow
Oil on canvas
$815



Susan Butler
Vibrant Bouquet
Oil on canvas
$580

Lockyer Community Deliverables

Our healthy community welcomes the spirited diversity found within our region. Times of hardship highlight our resilience. Our high standards support our quality of life and vibrancy while providing a dynamic and safe place full of opportunity. We strive to build on who we are, and all that our region has to offer by connecting business, the community and government.

Council optimises the use of its open spaces and facilities by improving access to and the quality of the facilities for individuals and groups for cultural, recreational and community activities.

Operational Plan Deliverable

Develop and implement a policy document which identifies Council's position and approach to managing unintended camping in public spaces.

Performance Outcomes to be Achieved in 2026-27 Financial Year

Outcomes to be achieved in 2026-27:

- Position and approach to manage unintended camping in public spaces determined and supporting documentation developed and adopted by Council.
- Commence implementation of the identified process.

First Quarter Update	Outcome: Commenced and On Track ●	Budget: Commenced and On Track ●
Commentary	An internal cross-unit working group has been developing the framework for a position and process Council can consider and eventually adopt. Part of the working group process to date includes liaising with relevant external agencies including State Government departments, Queensland Police, and funded non-profits that provide assistance to the homeless and other community members requiring welfare assistance. Key documentation to support Human Rights is also being developed. The working group expects to present drafts to Council Workshops in the 2nd or 3rd quarters of this financial year.	

Council optimises the use of its open spaces and facilities by improving access to and the quality of the facilities for individuals and groups for cultural, recreational and community activities (cont.).

Operational Plan Deliverable

Develop a new Sport and Recreation Plan for Lockyer Valley Regional Council to enable a planned process for developing sport and recreation infrastructure for the region.

Performance Outcomes to be Achieved in 2026-27 Financial Year

Outcomes to be achieved in 2026-27:

- Engage suitable consultant to develop the plan.
- Engage with relevant stakeholders on input and plan development.
- Present a new Sport and Recreation Plan for the region to Council for adoption.
- Publish the new Sport and Recreation Plan on Council's website.

First Quarter Update	Outcome: Commenced and On Track ●	Budget: Underspent/not yet commenced ●
Commentary	Procurement documentation has commenced for quotation release to engage a suitable contractor.	

Enhanced wellbeing and safety of the community.

Operational Plan Deliverable

Undertake a review of Council's Local Laws.

(This is a multi-year deliverable, with some outcomes achieved and further outcomes to be delivered in future years.)

Performance Outcomes to be Achieved in 2026-27 Financial Year

Outcome to be achieved in 2026-27:

- Complete the review of Subordinate Local Law No. 3 (Community and Environmental Management) 2011.

First Quarter Update	Outcome: Commenced and On Track ●	Budget: Commenced and On Track ●
Commentary	Officers have reviewed Subordinate Local Law No. 3 to determine what amendments are required.	

Operational Plan Deliverable

Deliver the Scope of Works to improve work health & safety, animal welfare and environmental obligations at the Laidley Saleyards.

(This is a multi-year deliverable, with more outcomes to be achieved in future financial years.)

Performance Outcomes to be Achieved in 2026-27 Financial Year

Outcomes to be achieved:

- Establish an internal working group with relevant stakeholders.
- Finalise the Scope of Works to ensure compliance with work health & safety, animal welfare and environmental obligations in consultation with stakeholders and Councillors.
- Commence delivery of the scope of works.

First Quarter Update	Outcome: Commenced and On Track ●	Budget: Commenced and On Track ●
Commentary	The internal working group is yet to be formally established. A draft list of works has been created, with the scope and estimated cost of each currently being finalised. This list and scope of work will then be prioritised in readiness for the work to be scheduled. Urgent pen cleaning and repaving have been completed.	

Council seeks to understand community needs resulting in partnerships that realise long-term benefits for the community in a timely manner.

Operational Plan Deliverable

Develop a new Community Plan which incorporates the community's feedback and aspirations to inform Council's future strategic priorities and services.

Performance Outcomes to be Achieved in 2026-27 Financial Year

Outcome to be achieved in 2026-27:

- Recruit a Community Representative Group (CRG) through an Expression of Interest (EOI) process.
- Facilitate a series of CRG meetings to develop a draft Community Plan.
- Present the draft Community Plan 2027-2037 to the community for review and comment.
- Present the final Community Plan 2027-2037 to Council for endorsement.
- Publish the final Community Plan 2027-2037 to the community.
- Utilise the Community Plan and community feedback gathered through other consultation processes to inform the Corporate Plan, organisational strategies, operational plans and budget.

First Quarter Update	Outcome: Commenced and On Track ●	Budget: Commenced and On Track ●
Commentary	A Community Representative Group (CRG) has commenced meeting following an EOI process which recruited 17 members. The CRG has met twice this quarter. The CRG process will be completed in the 2nd quarter following a total of six meetings, with a draft Community Plan expected to be ready for community review in Q3.	

The community's preparedness for disasters is improved through community education, training and strong partnerships between Council and other agencies.

Operational Plan Deliverable

Replace the Bureau of Meteorology (BoM) Enviromon system with a suitable solution that retains existing radio telemetry data collection, provides required visualisation, alerting functions for flood operations and supports future customisation.

(This is a multi-year deliverable, with more outcomes to be achieved in future financial years.)

Performance Outcomes to be Achieved in 2026-27 Financial Year

Outcome to be achieved in 2026-27:

Stage 1 program of work completed which is:

- Identify and procure a suitable software program.
- Implement suitable software program.
- Commence use of software program.

First Quarter Update	Outcome: Commenced and On Track ●	Budget: Commenced and On Track ●
Commentary	A suitable software program has been identified and procured which is the Elements 360 system. A contractor is working on developing the Lockyer Valley Regional Council Elements 360 system to enable its implementation. Council's Enviromon will remain operational in parallel with the new system during a transition period to ensure operational continuity and to verify system performance before the replacement platform becomes the primary monitoring system.	



Lockyer Business, Farming and Livelihood Deliverables

Lockyer Business: Our business community is a thriving and inclusive network where it is easy to do business. We create opportunities and encourage innovation that inspires business confidence and collaborative partnerships.

Lockyer Farming: As custodians we manage our water and land assets to ensure our farming future. We pride ourselves on our innovation and clean, green reputation. We work together to support our farmers of current and future generations.

Lockyer Livelihood: We are a community where lifelong learning opportunities exist. Our quality education facilities are highly regarded and provide diverse career pathways. We look to develop skills and generate job opportunities for all.

Maximise opportunities through engagement and partnerships with stakeholders to achieve a strong and resilient economy.

Operational Plan Deliverable

Undertake Council's water security initiatives through the Lockyer Valley and Somerset Water Collaborative Project.

(This is a multi-year deliverable, with some outcomes achieved and further outcomes to be delivered in future years.)

Performance Outcomes to be Achieved in 2026-27 Financial Year

Outcome to be achieved in 2026-27:

- Complete the Optimisation Assessment Report.
- Submit the Optimisation Assessment to the Queensland Government.

First Quarter Update	**Outcome:** Commenced and On Track ●	**Budget:** Commenced and On Track ●

Commentary

- The Optimisation Assessment Report has continued with a final review and quality assurance mapping of the document.
- An extension of lodgement has been granted to 31 October 2026. This will allow for all works to be completed including the final submission, and audit of the Optimisation Assessment Report to Government and the conclusion of the City Deal funding. This will also allow time for Treasury approval to be granted for the establishment of the Local Management Entity.
- All work packages, including design; financial, commercial and economic feasibility analysis; legal and regulatory; cost and quantity surveying; and stakeholder engagement packages 1 to 5, have been completed.

Promote and market the Lockyer Valley as a destination for commerce, tourism and lifestyle.

Operational Plan Deliverable

Deliver the Forest Hill Silos Precinct and Mural Art Project in accordance with the endorsed masterplan.

(This is a multi-year deliverable, with some outcomes achieved and further outcomes to be delivered in future years.)

Performance Outcomes to be Achieved in 2026-27 Financial Year

Outcome to be achieved in 2026-27:

- Complete construction of Stage 1 infrastructure (viewing platform, parking area and road upgrade).
- Complete the mural art on the GrainCorp silos.
- Conduct the official launch of the 'Forest Hill Silos' as a Lockyer Valley tourism product.

First Quarter Update	Outcome: Commenced and On Track ●	Budget: Commenced and On Track ●

Commentary

- Stage 1 infrastructure works are well advanced - works delivery by Council's labour workforce and subcontractors on track for mid-November completion.
- Silo site mobilised – civil works complete, mural work on the GrainCorp silos has commenced with washdown of the silos and preliminary paint works underway.
- Communication Plan - media campaign rolled out on Artist announcement and progress of the Silo Project.

Operational Plan Deliverable

Deliver the "Between Water and Wild" Public Art Initiative Project at the Lake Apex Precinct to improve the location's unique local identity, cultural heritage, environmental resilience and sense of community.

Performance Outcomes to be Achieved in 2026-27 Financial Year

Outcome to be achieved in 2026-27:

- Complete the sculpture art project at the Lake Apex Precinct.
- Conduct the official launch of the Sculpture Art Trail at Lake Apex.

First Quarter Update	Outcome: Commenced and On Track ●	Budget: Commenced and On Track ●

Commentary

- The artist is continuing to progress the artworks off-site in his studio prior to installation at Lake Apex. Pieces are progressing well—the artist is sourcing sculpture materials, building birds, improving details and fabricating joining plates.
- Soil testing of artwork locations at Lake Apex completed and engineering specs being developed for art installations for sculpture footings/slabs etc.
- Communications Plan commenced - media release/social media posts.

Lockyer Nature Deliverables

Our natural assets are valued and protected to sustain our unique rural lifestyle.

Lockyer Valley's natural assets are managed, maintained and protected.

Operational Plan Deliverable
Develop a new Biosecurity Plan.
Performance Outcomes to be Achieved in 2026-27 Financial Year
Outcome to be achieved in 2026-27: • Prepare and adopt a new Biosecurity Plan.

First Quarter Update	Outcome: Commenced and On Track ●	Budget: Underspent/not yet commenced ●
Commentary	Officers have commenced review of the current Biosecurity Plan to determine what changes and updates are required for the new plan.	

Council and the community actively reduce waste, recycle and reuse more.

Operational Plan Deliverable

Undertake a review of waste facility assets to plan and manage infrastructure sustainably.

Performance Outcomes to be Achieved in 2026-27 Financial Year

Outcome to be achieved in 2026-27:

- Develop an Asset Management Plan of Council's waste facility assets that details the asset lifecycle planning and costs and is consistent with Council's Strategic Asset Management Plan.

First Quarter Update	Outcome: Not yet commenced ●	Budget: Underspent/not yet commenced ●

Commentary

Deliverable not yet commenced.

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Operational Plan Deliverable

Undertake an assessment of legacy landfills within the region.

Performance Outcomes to be Achieved in 2026-27 Financial Year

Outcome to be achieved in 2026-27:

- Develop environmental assessments that investigate the post-closure care and maintenance of historic landfill sites.

First Quarter Update	Outcome: Commenced and On Track ●	Budget: Commenced and On Track ●

Commentary

The following has been achieved this quarter:

- Request for Quotation has been prepared to commence engagement of a suitable consultant to assist Council with the delivery of this project.
- Work on the project is scheduled to commence in the second quarter.

Council and the community actively reduce waste, recycle and reuse more (cont.).

Operational Plan Deliverable

Review and prepare waste facility plans to ensure future capacity and operational suitability, to safeguard the delivery of waste and recycling services throughout the region.

Performance Outcomes to be Achieved in 2026-27 Financial Year

Outcome to be achieved in 2026-27:

- Complete a review to determine the feasibility, scope for design and upgrade of major infrastructure to meet future waste management needs for the growing eastern portion of the region.
- Develop a master plan of future landfill cell requirements and sequencing, including finalising the design of the next landfill cell (Cell 6).

First Quarter Update	**Outcome:** Commenced and On Track ●	**Budget:** Commenced and On Track ●

Commentary

The following has been achieved this quarter:

- Engaged a suitable consultant to prepare a detailed masterplan and design for future landfill cell at Gatton Waste Facility and Landfill.
- Work has not yet commenced on the review to determine the feasibility, scope for design and upgrade of major infrastructure to meet future waste management needs for the growing eastern portion of the region. It is anticipated to commenced in early 2027.

Council and the community actively reduce waste, recycle and reuse more (cont.).

Operational Plan Deliverable

Continue to deliver the community education and behavioural change program to assist with improving the region's waste management practices, and encourage waste avoidance, reduction and reuse.

Performance Outcomes to be Achieved in 2026-27 Financial Year

Outcomes to be achieved in 2026-27:

- Deliver 10 Waste Warrior sessions to early education centres and primary schools.
- Conduct 5 community wide waste education campaigns.
- Presence at 2 community events.

First Quarter Update	Outcome: Commenced and On Track ●	Budget: Commenced and On Track ●

Commentary

The following has been achieved this quarter:

- Two (2) Waste Warriors sessions delivered to an early education centre at Hatton Vale and the Peace Lutheran Primary School vacation care program.
- Two (2) community events have been attended providing waste education to the community including the Gatton Show and Laidley Spring Festival.
- An additional two (2) school-based age community events have also been attended with presence at the Hatton Vale State School Under 8s Day and the Lockyer Libraries School Holiday Program.
- Two waste education campaigns, one on wheelie bin collection and Plastic Free July, including social media, message board signage and mail out leaflets.
- The launch of the Recycle Mate platform for the Lockyer Valley community, including integration with the Council Plus+ App, an online search widget, and AI chatbot. These tools provide residents with easy access to waste and recycling information, helping them correctly dispose of materials and identify alternative waste and recycling options.

Lockyer Planned Deliverables

We have unique, well-connected communities. We have places and spaces that bring together people. Local services match the needs of the community. Our built infrastructure is designed and constructed to enable access for all.

Growth and development in the region is sustainably managed through the adoption and implementation of the Lockyer Valley Planning Scheme.

Operational Plan Deliverable

Undertake the necessary planning studies to inform consequential planning scheme amendments to the Lockyer Valley Planning Scheme.

(This is a multi-year deliverable, with some outcomes achieved and further outcomes to be delivered in future years.)

Performance Outcomes to be Achieved in 2026-27 Financial Year

The following project milestones will be achieved in 2026-27:

Growth Management Strategy:

- Complete the Community Growth Survey.
- Complete a Community Growth Survey Outcomes Report.
- Complete scenario planning.

Local Heritage Overlay:

- Complete the planning scheme amendment to incorporate the outcomes of the Local Heritage Study.

Matters of Local Environmental Significance:

- Complete the planning scheme amendment to incorporate the outcomes of the Matters of Local Environmental Significance Study.

First Quarter Update	Outcome: Commenced and On Track ●	Budget: Commenced and On Track ●

Commentary

Growth Management Strategy (GMS)

The Community Growth Survey was completed in August 2026. A total of 473 survey responses were received, representing a significant level of community participation and interest in the future of the region. A Community Growth Survey Outcomes report has been prepared, and the results of the survey have been workshopped with Councillors. Preparation of the Draft GMS is underway, including growth scenario testing. The draft GMS is expected to be completed by the end of this calendar year.

Local Heritage Study

The Deputy Premier has approved the use of the Qualified State Interest Amendment process to amend the Planning Scheme to incorporate two minor changes to the heritage provisions and the Cultural Heritage Overlay. The Deputy Premier has also advised that Council may commence public consultation on the proposed amendments. It is expected that consultation will commence in the second quarter in accordance with the approved Consultation Plan.

Matters of Local Environmental Significance

The draft Biodiversity overlay and drafting of the Planning Scheme Amendment are being finalised. These proposed changes will be workshopped with Council. Consultation with the State Government has been undertaken and their feedback incorporated into the draft Planning Scheme Amendment documentation.

Provision of fit-for-purpose infrastructure which meets the current and future needs of the region.

Operational Plan Deliverable

Develop a new Local Government Infrastructure Plan (LGIP).

(This is a multi-year deliverable, with some outcomes achieved and further outcomes to be delivered in future years.)

Performance Outcomes to be Achieved in 2026-27 Financial Year

The following project milestones will be achieved in 2026-27:

- Undertake planning assumptions.
- Define the Priority Infrastructure Area (PIA).
- Undertake transport, stormwater, open space and land for community facilities network planning.
- Complete LGIP mapping.
- Finalise LGIP amendment package.
- Conduct a compliance check of LGIP amendment package and review checklist.

First Quarter Update	**Outcome:** Commenced and On Track ●	**Budget:** Commenced and On Track ●
Commentary	Review of both the planning assumptions and Priority Infrastructure Areas (PIA) for the LGIP Amendment will be completed in the second quarter. Requests for Quotes for planning of the transport and stormwater networks will be prepared in October 2026. Network planning for open space and land for community facilities is underway.	

Provision of fit-for-purpose infrastructure which meets the current and future needs of the region (cont.).

Operational Plan Deliverable

Develop a flood mitigation option for Laidley.

(This is a multi-year deliverable, with some outcomes achieved and further outcomes to be delivered in future years.)

Performance Outcomes to be Achieved in 2026-27 Financial Year

The following components of the Laidley Flood Mitigation Project will be delivered in 2026-27:

- Identify and appoint a project manager.
- Convene the Project Control Group and establish an agenda and deliver the schedule of meetings in accordance with the Terms of Reference.
- Complete community engagement for the preferred civil design of the project.
- Obtain Council endorsement for the civil design of the project.

First Quarter Update	Outcome: Commenced and On Track ●	Budget: Underspent/not yet commenced ●

Commentary

The Terms of Reference ('TOR') for the Laidley Flood Mitigation Project Control Group was amended by resolution of Council at the Ordinary Meeting on 19 August 2026. The changes to the TOR were discussed in the Report presented to Council and fundamentally seek to support effective and efficient delivery of the project. Notably, the requirement to establish a Technical Working Group was removed from the TOR. The performance outcome has been amended accordingly.

Other notable Q1 updates relevant to the performance outcomes:

- A request for quote for an independent project manager was released to select project management firms in September and the response period concluded on 1 October 2026. An evaluation panel will be convened to review the responses and appoint the independent project manager. This is expected to occur in Q2.
- The first meeting of the Project Control Group was conducted on 24 September 2026.

Provision of fit-for-purpose infrastructure which meets the current and future needs of the region (cont.).

Operational Plan Deliverable
Undertake a review of Council's Standard Drawings to achieve consistency with the Lockyer Valley Planning Scheme.
Performance Outcomes to be Achieved in 2026-27 Financial Year
Outcomes to be achieved in 2026-27: • Complete a review of Council's drawing suite. • Engage with internal stakeholders regarding updates and additions required.

First Quarter Update	Outcome: Commenced and On Track ●	Budget: Underspent/not yet commenced ●
Commentary	The standard drawings package has been reviewed by internal stakeholders. Revised standard drawings to be produced.	

Provision of fit-for-purpose infrastructure which meets the current and future needs of the region (cont.).

Operational Plan Deliverable

Deliver the program of work to re-instate Council's transport and drainage network impacted by the 2025 Weather Event.

(This is a multi-year deliverable, with some outcomes previously achieved.)

Performance Outcomes to be Achieved in 2026-27 Financial Year

Outcome to be achieved in 2026-27:

- Complete the Reconstruction of Essential Public Assets (REPA) Program for the 2025 weather event on Council's transport and drainage network.

First Quarter Update	**Outcome:** Commenced and On Track ●	**Budget:** Commenced and On Track ●

Commentary

Two unsealed road submissions have been lodged for close-out, with a further three currently in the early stages of the close-out process.

The 2025 sealed roads submission is approximately 90% complete, with one significant work item still outstanding.

Contractors have been engaged for two of the larger projects, Sandy Creek Road and Laidley Creek West Road. Concept designs have been received for both sites, and one detailed design has now been completed. Construction works are anticipated to commence in Quarter 2.

A major culvert project is also scheduled for delivery by a Council capital works crew.

Full completion of the 2025 event program is expected during the 2026-27 financial year.

An integrated approach to planning of all communities that strengthens local identity and lifestyle.

Operational Plan Deliverable

Implement the Grantham Structure Plan.

(This is a multi-year deliverable, with some outcomes previously achieved.)

Performance Outcomes to be Achieved in 2026-27 Financial Year

Outcome to be achieved in 2026-27:

- Complete the planning scheme amendment to incorporate the endorsed Grantham Structure Plan.

First Quarter Update	Outcome: Commenced and On Track ●	Budget: Commenced and On Track ●
Commentary	The Draft Flood Report and Draft Advocacy Report for the Grantham Structure Plan have been submitted by the consultants. Council officers are reviewing these reports and expect to complete the review by the end of November 2026. Preparation of the planning scheme amendment to implement the Grantham Structure Plan will commence in early 2027.	


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Lockyer Leadership and Council Deliverables

Lockyer Leadership: Our leaders are visionary and seek coordinated outcomes for the benefit of the whole community.

Lockyer Council: A well-managed, transparent and accountable organisation that gives the community confidence, demonstrates financial sustainability, where customers are satisfied with our services and our employees are proud to work.

Undertake robust and accountable financial, resource and infrastructure planning and management to ensure affordable and sustainable outcomes for our community.

Operational Plan Deliverable

Develop Council's next Corporate Plan which will identify Council's strategic commitments and priorities in response to the aspirations of the refreshed Community Plan.

Performance Outcomes to be Achieved in 2026-27 Financial Year

Outcomes to be achieved in 2026-27:

- Develop a project plan to guide the preparation of the Corporate Plan.
- Complete internal engagement activities to inform the development of the Corporate Plan.
- Deliver the community engagement requirements on the draft Corporate Plan.
- Present a new Corporate Plan to Council for adoption.

First Quarter Update	Outcome: Commenced and On Track ●	Budget: Underspent/not yet commenced ●
Commentary	A project plan, project schedule and project risk register to guide the preparation of Council's next Corporate Plan have been developed. The draft Project Plan was distributed to relevant stakeholders (inc Council and ELT) for review and feedback. The draft Project Plan was amended to reflect the recommendations made and approved by the Acting CEO on 28 August 2026. Work has also commenced on internal engagement requirements on the Corporate Plan development. This includes drafting a terms of reference to form a project working group and presenting to ELT and Management Team on this process. A request for a small budget allocation to support this project has been submitted for consideration by Council at the first budget review.	

Undertake robust and accountable financial, resource and infrastructure planning and management to ensure affordable and sustainable outcomes for our community (cont.).

Operational Plan Deliverable

Implement the outcomes identified through Council's landholdings rationalisation review.

Performance Outcomes to be Achieved in 2026-27 Financial Year

Outcomes to be achieved in 2026-27:

Implement Council resolution 24-28/0253, as follows:

- Complete the sale of Lot 2 on SP258959 and Lot 3 on SP284979 at Hawck Street, Gatton.
- Reconfigure the Gatton Saleyards land to create one market ready lot for sale.
- Progress options for the future use and potential disposal of the Gatton West Industrial Zone (GWIZ).
- Investigate options for the disposal of the following land assets:
  - 67 Postman's Ridge Road, Helidon Spa
  - 22A Zabel Road, Lockrose
  - Ropeley Rockside Road, Ropeley (Land No. 153961 and 154031)
  - 1439 Gatton Helidon Road, Grantham.

First Quarter Update	**Outcome:** Commenced and On Track ●	**Budget:** Commenced and On Track ●
Commentary	Hawck Street is under contract, and a development approval has been issued to the buyer. Further special conditions must be met before settlement can occur, and these conditions are due for completion before the end of Q3. An operational works application has been lodged for the civil works for the Gatton Saleyards reconfiguration. Electrical works approvals are also currently being sought. Investigations into the disposal of the other land assets identified have commenced. These are expected to be workshopped with Council during Q3.	

Undertake robust and accountable financial, resource and infrastructure planning and management to ensure affordable and sustainable outcomes for our community (cont.).

Operational Plan Deliverable
Implement the outcomes identified through Council's landholdings rationalisation review (cont.).

Performance Outcomes to be Achieved in 2026-27 Financial Year

Implement Council resolution 24-28/0589 as follows:

- Market the following vacant land for sale:
  - Hayes Street, Laidley
  - 12 Church Street, Laidley
- Reconfigure the Laidley Depot land to reflect existing uses.

First Quarter Update	Outcome: Commenced and On Track ●	Budget: Commenced and On Track ●
Commentary	Statutory compliance has been met, and Lockyer Property Sales has been engaged to market the Hayes Street and Church Street properties for sale. The tender for the Hayes Street property is due to close on 13 November 2026 and be awarded by early December subject to a satisfactory offer being made. The Church Street property is being marketed as an open listing. External consultants have lodged a development application for the reconfiguration of the Laidley Depot land. The application is currently in the information request stage.	

Undertake robust and accountable financial, resource and infrastructure planning and management to ensure affordable and sustainable outcomes for our community (cont.).

Operational Plan Deliverable
Investigate and acquire land for future public car parking in Forest Hill.

Performance Outcomes to be Achieved in 2026-27 Financial Year
Outcomes to be achieved in 2026-27: • Investigate the potential to purchase or acquire suitable land in Forest Hill for car parking purposes. • Acquire suitable land identified.

First Quarter Update	Outcome: Commenced and On Track ●	Budget: Underspent/not yet commenced ●
Commentary	Resolution 24-28/0665 obtained and external legal services have been engaged to commence the acquisition process in relation to one property. Further budget allocation will be included in the upcoming budget review. Support of local State MP has been sought in relation to acquisition of another property from the State.	

Undertake robust and accountable financial, resource and infrastructure planning and management to ensure affordable and sustainable outcomes for our community (cont.).

Operational Plan Deliverable
Establish and implement a contract management framework that guides Council's contract management practices and provides tools and templates to support effective contract oversight.

Performance Outcomes to be Achieved in 2026-27 Financial Year

Outcomes to be achieved in 2026-27:

- Finalise a contract management framework which includes setup, management, and close-out phases of contracts.
- Determine suitable educational options to commence implementation of the contract management framework

First Quarter Update	Outcome: Commenced and On Track ●	Budget: Commenced and On Track ●
Commentary	The contract management framework is in final draft form and is due to be sent for peer review. Once adopted suitable training sessions will be developed and delivered to relevant stakeholders.	

Undertake robust and accountable financial, resource and infrastructure planning and management to ensure affordable and sustainable outcomes for our community (cont.).

Operational Plan Deliverable
Deliver targeted improvements to Council's procurement processes to strengthen legislative compliance and improve value for money.

Performance Outcomes to be Achieved in 2026-27 Financial Year
Outcomes to be achieved in 2026-27: • Finalise and provide enhanced procurement reporting throughout the organisation. • Develop and implement mandatory online procurement training.

First Quarter Update	Outcome: Commenced and On Track ●	Budget: Commenced and On Track ●
Commentary	Enhanced Procurement Reporting - Progress has been delayed pending implementation of the CiA 2026b upgrade, which is required before further development can proceed, as advised by Business Systems. Online Procurement Training - Development and implementation of online procurement training has commenced and is currently in the early planning and design stages.	

Excellence in customer service.

Operational Plan Deliverable

Review and refresh Council's Corporate Style Guide and Corporate Brand to provide contemporary, meaningful designs that improve published materials and strengthen engagement with the community and external stakeholders.

Performance Outcomes to be Achieved in 2026-27 Financial Year

Outcomes to be achieved in 2026-27:

- Deliver an updated Corporate Style Guide within Council.
- Deliver an updated suite of corporate brand products for council staff to use.
- Complete an effectiveness evaluation of the Corporate Style Guide and Corporate Brand.

First Quarter Update	Outcome: Commenced and On Track ●	Budget: Commenced and On Track ●
Commentary	Template concepts have been finalised, with final design files and the style sheet still pending. The draft Style Guidelines are with the internal working group and relevant teams for review. Once final designs are received, priority templates will be developed and tested before the existing suite is retired and replacements are published in ECM and the Template Hub. Testing is targeted for December 2026, with contingency to January 2027. All Council documents are to transition to the new templates by 30 June 2027.	

Promote a values-based culture that appreciates and empowers its workforce.

Operational Plan Deliverable

Undertake organisational development activities that foster a values-based culture.

(This is a multi-year deliverable, with some outcomes achieved and further outcomes to be delivered in future years.)

Performance Outcomes to be Achieved in 2026-27 Financial Year

Outcomes to be achieved in 2026-27:

- Complete one pulse survey to provide insight into the organisation's culture and report the findings to Council.
- The identified activities of One Team, One Council workshops completed and reported to Council.
- In-house delivery of people focussed training programme for Managers and Supervisors.

First Quarter Update	**Outcome:** Commenced and On Track ●	**Budget:** Commenced and On Track ●

Commentary

- Council's pulse survey is currently live and is due to close on 5 October 2026, after which the results will be analysed and the findings reported to Council.
- The One Team, One Council Project is moving into its next phase, with the finalisation of the three sub-committees near completion and Terms of Reference (TOR) being refined prior to circulation. Scheduling for the first sub-committee meetings is also underway.
- An initial draft of the people focussed training programme for Managers and Supervisors is to be prepared and refined for discussion and consideration by the Executive Leadership Team (ELT) in the first instance.

Promote a values-based culture that appreciates and empowers its workforce (cont.).

Operational Plan Deliverable
Undertake Enterprise Bargaining Activities.
Performance Outcomes to be Achieved in 2026-27 Financial Year
Outcomes to be achieved in 2026-27: • Certification of Field and Officers' Enterprise Bargaining Agreements.

First Quarter Update	Outcome: Commenced and On Track ●	Budget: Commenced and On Track ●
Commentary	• Voting on Council's proposed 2026 Certified Agreements has been completed with 78% of eligible employees participating in the vote. The results were 100% of votes supported the proposed Certified Agreement - Stream A 2026 and 98% of votes supported the proposed Certified Agreement - Stream B and C 2026. • All relevant union branch secretaries have signed the proposed 2026 Certified Agreements, and the agreed one-off Cost of Living Relief Payment has been paid to eligible employees. • Council is currently in the process of preparing its application for the certification of the proposed 2026 agreements with the Queensland Industrial Relations Commission (QIRC) for certification. The application must be filed by 7 October 2026 (21 days after the agreements were signed by all parties).	

Deliver reliable internal support services.

Operational Plan Deliverable

Deliver the prioritised ICT Strategy outcomes which will assist in improving Council's cyber security maturity and ICT capabilities.

Performance Outcomes to be Achieved in 2026-27 Financial Year

The following initiatives of the Cyber Security Strategy to be achieved in 2026-27:

- Review the Strategy.
- Implement a Security Operations Centre with Managed Detection and Response service.
- Commence Information Security Management System implementation.

The following initiatives of the TechnologyOne Strategy to be achieved in 2026-27:

- Complete Stage 1 Customer Requests transition from CI to CIA.
- Commence Stage 2, Infringements and enforcements transition from CI to CIA.
- Application of 2026B Biannual Update.

First Quarter Update	Outcome: Commenced and On Track ●	Budget: Commenced and On Track ●
Commentary	The Cyber Security Strategy has been reviewed with the ICT Steering Committee approving minor updates to initiative delivery timings. Sourcing a fit for purpose and cost-effective Security Operations Centre (SOC)/Managed Detection and Response (MDR) service has commenced. TechnologyOne Customer Requests has successfully transitioned to CiA. Testing of the 2026B biannual update is underway, with go-live planned for later this calendar year.	

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