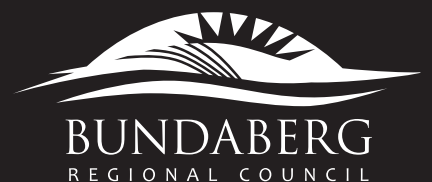




2021-2022

# Operational Plan

Building Australia's  
**best regional community**



## About the Operational Plan

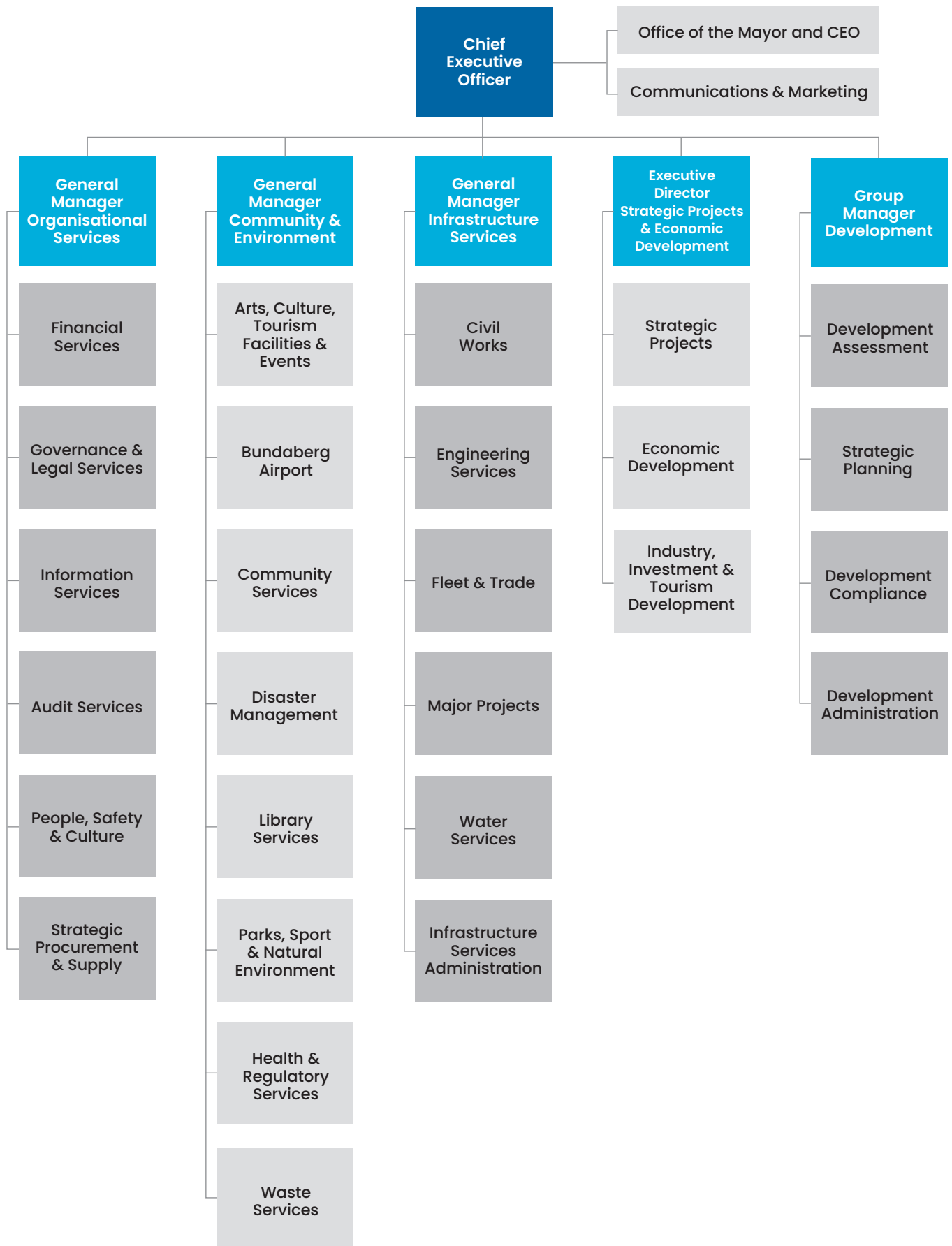
Council's Operational Plan identifies our priorities and services, which are translated into performance measurable actions for the financial year, to deliver the strategies identified in our Corporate Plan. These actions are reported to Council each quarter and outlines the progress towards achieving the Corporate Plan goals. Council's Operational Plan is consistent with its annual budget.

The Operational Plan is a legislative requirement pursuant to the *Local Government Act 2009* and *Local Government Regulation 2012*.

The image below represents the strategic planning and reporting framework used by Council.



# Organisational structure - Departments and branches



# Managing Operational Risk

Council recognises that effective risk management is paramount in managing its risks to achieve its strategies, objectives and vision for the future. Council's commitment to risk management practices aim to effectively manage and limit risk exposure but also identify opportunities through best practice risk management strategies and continuous improvement established in accordance with Risk Management Standard AS/NZS IS 31000:2018.

Management of strategic and operational risks is achieved by Council's commitment to the identification and implementation of processes appropriate to the ongoing management of risk. This is achieved through regular reporting to the Audit and Risk Committee, implementation of the Risk Management Policy and Risk Management Framework, risk assessment tools, training for staff at induction and regular review of risk registers.

## Corporate Plan themes and strategies



### Our community and environment

#### 1.1 Economic growth and prosperity

##### Strategies

- 1.1.1 Promote and support use of new technology across the organisation and region's economy as part of the Intelligent Community Strategy.
- 1.1.2 Proactively advocate, attract and support economic development related opportunities across the region, specifically targeting priority industries.
- 1.1.3 Promote our region as a preferred investment destination nationally and internationally.
- 1.1.4 Develop a sustainable pipeline of strategic projects that support organisational and economic development objectives, including procuring external grant funding.

#### 1.2 Safe, active, vibrant and inclusive community

##### Strategies

- 1.2.1 Provide facilities, parks, open spaces, services, and programs that promote and support our community's safety and physical wellbeing.
- 1.2.2 Support and facilitate community programs, networks, projects and events that promote social connectedness; and active and healthy community life.
- 1.2.3 Implement disaster prevention strategies and maximise community preparedness for disaster events.
- 1.2.4 Implementation of Cultural Strategy that celebrates and embraces our local connections to First Nation People and other cultures.

#### 1.3 A creative and environmentally friendly place

##### Strategies

- 1.3.1 Provide facilities, spaces, services and activities that promote and support lifelong learning and community engagement within the arts and culture sector.
- 1.3.2 Provide leadership in creative innovation and opportunities for learning and community social and cultural development.
- 1.3.3 Advocate and support heritage and culture programs, projects, plans and events, which create a positive identity for the region.
- 1.3.4 Manage environmental health services and rehabilitate our natural resources and regional ecosystems whilst educating and engaging with the community.
- 1.3.5 Review and consistently enforce local laws, environment and public health legislation to ensure they meet community standards.



## Our infrastructure and development

### 2.1 Infrastructure that meets our current and future needs

#### Strategies

- 2.1.1 Plan and implement Council's long-term and annual capital works improvement program that reflects community needs and expectations.
- 2.1.2 Apply renewable and clean energy strategies in operational management and project development and construction.
- 2.1.3 Manage and maintain Council owned buildings, facilities and assets that support and facilitate social connectedness and community life.

### 2.2 Sustainable essential services

#### Strategies

- 2.2.1 Connect our people, places and industries by maintaining and improving road transport, pathway and drainage networks.
- 2.2.2 Supply potable water and wastewater services that ensure the health of our community in accordance with Council's service standards.
- 2.2.3 Provide safe and efficient waste services to protect our community and environment.
- 2.2.4 Provide effective and efficient fleet and trade services for operations and projects across Council.

### 2.3 Sustainable development

#### Strategies

- 2.3.1 Develop, implement and administer strategies and plans underpinned by the principles of sustainable development.
- 2.3.2 Provide an efficient, effective and transparent development assessment service consistent with community and statutory expectations.
- 2.3.3 Review and consistently enforce the planning scheme to ensure sustainable environmental practices.



## Our organisational services

### 3.1 A sustainable financial position

#### Strategies

- 3.1.1 Develop and maintain a Long-term Financial Plan and fiscal principles for sustainable financial management.
- 3.1.2 Review, monitor and evaluate asset management.
- 3.1.3 Develop strong networks with local, state and national stakeholders.
- 3.1.4 Annual review of services ensuring sustainable assets and service delivery.

### 3.2 Responsible governance with a customer-driven focus

#### Strategies

- 3.2.1 Ensure our workforce is suitable, trained and supported to competently manage themselves and their work.
- 3.2.2 Provide friendly and responsive customer service, in keeping with Council values and community expectations.
- 3.2.3 Administer statutory compliant governance operations incorporating insurance; risk management; property management and Council policies and procedures.
- 3.2.4 Exercise whole-of-Council adherence to, and compliance with, Council's policies and procedures, in keeping with our corporate values and community's expectations.
- 3.2.5 Provide and review systems, programs and processes to ensure effective, innovative and efficient service delivery to meet community expectations.






### 3.3 Open communication

#### Strategies

- 3.3.1 Keep our community and workforce informed and up-to-date in matters of agency and community interest.
- 3.3.2 Proactively support and encourage community engagement and collaboration.
- 3.3.3 Develop consistent messaging and professional communications that establish a positive profile and identity for Council and our region.
- 3.3.4 Review and develop updated and relevant communication platforms, modes, mediums and content.

# Performance measure indicators

The following symbols will be used in quarterly reports to indicate the progress of performance measures.

Indicator	Status	Indicator meaning
	On track	Initiative is proceeding to plan with no indication of future impediments.
	Monitor	Progress is not as expected but action is being/has been taken and is expected to be back on track within the next reporting period.
	Action required	Progress is significantly behind schedule. Decisive action is required to get back on track.
	Trend	This data is being collected for observation and analysis.
	Completed	Initiative or project has been completed.

## Performance measures

A performance measure is a value, either qualitative or quantitative, that tracks how effectively Council is achieving key business objectives and strategies goals. These measures are used to review and evaluate Council's progress against its goals and strategies.



### Our community and environment

#### 1.1 Economic growth and prosperity

Performance measure	Responsibility	Target	Reporting frequency			
			Q1	Q2	Q3	Q4
<b>Strategy 1.1.1 Promote and support use of new technology across the organisation and region's economy as part of the Intelligent Community Strategy.</b>						
Number of community members participating in our Digital Literacy programs at libraries.	Library Services	≥80	●	●	●	●
Progress of actions in Intelligent Community Strategy.	Economic Development	Progress				●
Annual review of Intelligent Community Strategy.	Economic Development	100%				●
Annual review of adoption of innovative and smart technologies.	Economic Development	100%				●
<b>Strategy 1.1.2 Proactively advocate, attract and support economic development related opportunities across the region, specifically targeting priority industries.</b>						
Preparation of Bundaberg Regional Advocacy Program.	Economic Development	Progress				●
Percentage increase or decrease in business entities registered.	Economic Development	Trend				●
Percentage growth in our region's Gross Regional Product.	Economic Development	≥2%				●
Unemployment rate for the Bundaberg region.	Economic Development	<6.50%				●
Advocacy Priority list reviewed annually by Council.	Economic Development	Yes				●
<b>Strategy 1.1.3 Promote our region as a preferred investment destination nationally and internationally.</b>						
Percentage of Holiday Park accommodation occupied.	Community Services	Trend	●	●	●	●

Performance measure	Responsibility	Target	Reporting frequency			
			Q1	Q2	Q3	Q4
Bundaberg Tourism Partnership Agreement: Total number of visitors to the Bundaberg Region in the year (inclusive of domestic and international).	Economic Development	Trend				●
<b>Strategy 1.1.4 Develop a sustainable pipeline of strategic projects that support organisational and economic development objectives, including procuring external grant funding.</b>						
Demonstrated pipeline of shovel ready capital projects aligned with Advocacy Priorities.	Economic Development	Maintenance of 3-4 strategic economic capital projects per year.				●
Annual review of investment in strategic projects.	Economic Development	100%				●
Percentage of approved external funding grants for strategic projects that support organisational and economic development objectives that Council applied for.	Economic Development	80%				●

## 1.2 Safe, active, vibrant and inclusive community

Performance measure	Responsibility	Target	Reporting frequency			
			Q1	Q2	Q3	Q4
<b>Strategy 1.2.1 Provide facilities, parks, open spaces, services, and programs that promote and support our community's safety and physical wellbeing.</b>						
Number of physical activity and preventative health initiatives promoted and supported by Council.	Parks, Sport & Natural Environment	≥25		●		●
Sport and Recreation Strategy (2018-2028): Number of actions implemented.	Parks, Sport & Natural Environment	2				●
Number of school students engaged in gallery programs.	Arts, Culture, Tourism Facilities & Events	≥120	●	●	●	●
Percentage of agreed service levels have been met.	Parks, Sport & Natural Environment	≥85%	●	●	●	●
Dog off-leash parks are provided and maintained based on a priority basis, following a transparent community consultation process.	Health & Regulatory Services	Yes				●
<b>Strategy 1.2.2 Support and facilitate community programs, networks, projects and events that promote social connectedness; and active and healthy community life.</b>						
Number of financial assistance requests/applications supported (individuals/sporting organisations/events).	Parks, Sport & Natural Environment	Trend	●	●	●	●
Number of community members participating in our free community programs and events hosted and facilitated by the Library Service.	Library Services	≥750	●	●	●	●
Number of occasions that information, advice and referral services were provided.	Community Services	Trend	●	●	●	●
Number of service users who received a service.	Community Services	Trend	●	●	●	●

Performance measure	Responsibility	Target	Reporting frequency			
			Q1	Q2	Q3	Q4
Number of services users with improved ability to access appropriate services.	Community Services	Trend	●	●	●	●
Number of service users with improved quality of life.	Community Services	Trend	●	●	●	●
Number of community development partnerships, projects and initiatives promoted and supported by Council.	Community Services	Trend	●	●	●	●
Number of community services grants provided.	Community Services	Trend	●	●	●	●
Community Support Services Commonwealth Home Support Programme & Queensland Community Care (State & Federal Funded): Number of service users who received a service.	Community Services	Trend	●	●	●	●
Access to Services - Commonwealth Home Support Programme & Queensland Community Care (State and Federal funded): Number of service users with improved ability to access appropriate services.	Community Services	≥50	●	●	●	●
Quality of Life - Commonwealth Home Support Programme & Queensland Community Care (State and Federal funded): Number of service users with improved quality of life.	Community Services	≥300	●	●	●	●
Social Connectedness - Commonwealth Home Support Programme & Queensland Community Care (State and Federal funded): Number of service users with improved social connectedness.	Community Services	≥150	●	●	●	●
Funded Programs (State & Federal): Percentage of programs and services demonstrating compliance with standards and meeting funding targets.	Community Services	≥98%				●
Number of community members participating in community development projects and initiatives.	Community Services	Trend	●	●	●	●
Number of community members who have improved wellbeing through social connectedness.	Community Services	Trend	●	●	●	●
<b>Strategy 1.2.3 Implement disaster prevention strategies and maximise community preparedness for disaster events.</b>						
Number of Local Disaster Management Group (LDMG) Meetings held.	Disaster Management	2				●
Assessment rating of Local Disaster Management Plan and local disaster arrangements in accordance with Emergency Management Assurance Framework.	Disaster Management	≥5/10				●
Number of community engagement activities conducted / events attended to promote the Get Ready Queensland message.	Disaster Management	2				●
<b>Strategy 1.2.4 Implementation of Cultural Strategy that celebrates and embraces our local connections to First Nation People and other cultures.</b>						
Percentage of exhibitions that feature First Nations artists.	Arts, Culture, Tourism Facilities & Events	25%				●



### 1.3 An empowered and creative place

Performance measure	Responsibility	Target	Reporting frequency			
			Q1	Q2	Q3	Q4
<b>Strategy 1.3.1 Provide facilities, spaces, services and activities that promote and support lifelong learning and community engagement within the arts and culture sector.</b>						
Number of visitors to iconic facilities Hinkler Hall of Aviation and Fairymead House.	Arts, Culture, Tourism Facilities & Events	>4,000	●	●	●	●
Number of patrons visiting our library branches.	Library Services	≥40,000	●	●	●	●
Number of community engagement activities at libraries.	Library Services	≥10	●	●	●	●
Number of people visiting the Galleries.	Arts, Culture, Tourism Facilities & Events	≥6,000	●	●	●	●
Number of community groups using the Moncrieff Entertainment Centre.	Arts, Culture, Tourism Facilities & Events	Trend	●	●	●	●
Number of patrons visiting the Moncrieff Entertainment Centre.	Arts, Culture, Tourism Facilities & Events	≥8,000	●	●	●	●
Percentage of total days booked at Moncrieff Entertainment Centre.	Arts, Culture, Tourism Facilities & Events	Trend	●	●	●	●
Percentage of total seats booked at Moncrieff Entertainment Centre.	Arts, Culture, Tourism Facilities & Events	Trend	●	●	●	●
<b>Strategy 1.3.2 Provide leadership in creative innovation and opportunities for learning and community social and cultural development.</b>						
Number of attendees to Galleries organised Programs and Events.	Arts, Culture, Tourism Facilities & Events	≥300	●	●	●	●
Number of performing arts initiatives designed to engage with our community.	Arts, Culture, Tourism Facilities & Events	≥3	●	●	●	●
Percentage of trainees/apprentices gaining qualifications across Council.	People, Safety & Culture	≥80%				●
<b>Strategy 1.3.3 Advocate and support heritage and culture programs, projects, plans and events, which create a positive identity for the region.</b>						
Estimated number of participants at Taste Bundaberg Festival.	Arts, Culture, Tourism Facilities & Events	Trend	●			
Estimated number of participants at Childers Festival.	Arts, Culture, Tourism Facilities & Events	Trend	●			
Attendee satisfaction at Childers Festival from survey results.	Arts, Culture, Tourism Facilities & Events	≥90%	●			
Attendee satisfaction at Taste Bundaberg Festival from Survey results.	Arts, Culture, Tourism Facilities & Events	≥85%	●			
Number of exhibitions and travelling exhibitions undertaken in accordance with the endorsed Gallery Exhibition Program.	Arts, Culture, Tourism Facilities & Events	30				●

Performance measure	Responsibility	Target	Reporting frequency			
			Q1	Q2	Q3	Q4
<b>Strategy 1.3.4 Manage environmental health services and rehabilitate our natural resources and regional ecosystems whilst educating and engaging with the community.</b>						
Number of public awareness, education programs and activities delivered.	Parks, Sport & Natural Environment	≥6	●	●		●
Percentage of water pollution incidents investigated and resolved by education and enforcement action.	Health & Regulatory Services	100%				●
Number of community environmental protection and management activities participated in.	Parks, Sport & Natural Environment	≥6	●	●	●	●
<b>Strategy 1.3.5 Review and consistently enforce local laws, environment and public health legislation to ensure they meet community standards.</b>						
Percentage of premises with declared dogs inspected annually to ensure compliance.	Health & Regulatory Services	>90%				●
Percentage of non-compliances for declared dogs resolved by voluntary compliance or enforcement action.	Health & Regulatory Services	100%				●
Percentage of food premises inspected annually in line with Think Food Safe timeframes.	Health & Regulatory Services	>90%				●
Percentage of Food Hygiene Improvement Notices resolved by voluntary compliance or enforcement action.	Health & Regulatory Services	100%				●
Implementation of new technology by Environmental Health Services.	Health & Regulatory Services	Yes				●
Implementation of new technology by Regulatory Services for local law, parking and animal management functions .	Health & Regulatory Services	Yes				●



## Our infrastructure and development

### 2.1 Infrastructure that meets our current and future needs

Performance measure	Responsibility	Target	Reporting frequency			
			Q1	Q2	Q3	Q4
<b>Strategy 2.1.1 Plan and implement Council's long-term and annual capital works improvement program that reflects community needs and expectations.</b>						
Percentage of adopted Wastewater Capital Projects Program budget completed.	Water Services	95%				●
Percentage of adopted Water Capital Projects Program budget completed.	Water Services	95%				●
Percentage of hydrants inspected.	Water Services	100%				●
Percentage of inspected hydrants resulting in replacement.	Water Services	Trend				●
Length of sewer main inspected with CCTV.	Water Services	Trend		●		●

Performance measure	Responsibility	Target	Reporting frequency			
			Q1	Q2	Q3	Q4
Percentage of sewer main relining completed.	Water Services	Trend		●		●
Percentage of adopted Road Capital Investment Plan budget completed.	Engineering Services	≥85%				●
Percentage of adopted Stormwater Capital Investment Plan budget completed.	Engineering Services	≥85%				●
Percentage of adopted Footpath Capital Investment Plan budget completed.	Engineering Services	≥85%				●
Percentage of Road, Stormwater and Footpath Projects grant funds expended in accordance with agreed timeframes.	Engineering Services	100%				●
Update the Transport, Stormwater and Active Transport Asset Management Plans to incorporate outcomes from the Road Investment, Stormwater and Active Transport Strategies.	Engineering Services	100%				●
<b>Strategy 2.1.2 Apply renewable and clean energy strategies in operational management and project development and construction.</b>						
Progress of recommendations in Sustainable Bundaberg 2030.	Economic Development	Progress				●
<b>Strategy 2.1.3 Manage and maintain Council owned buildings, facilities and assets that support and facilitate social connectedness and community life.</b>						
Number of passengers processed through Bundaberg Regional Airport terminal.	Bundaberg Airport	≥30,000	●	●	●	●
Percentage usage of the Recreational Precinct.	Community Services	Trend	●	●	●	●
Percentage usage of halls and community facilities including Coronation Hall, School of Arts and Gin Gin RSL.	Community Services	Trend	●	●	●	●
Community satisfaction or suitability of swimming pool facilities to promote active and healthy community life.	Community Services	≥90%				●
Number of visitors attending events at the Bundaberg Multiplex Sport and Convention Centre.	Arts, Culture, Tourism Facilities & Events	Trend	●	●	●	●

## 2.2 Sustainable essential services

Performance measure	Responsibility	Target	Reporting frequency			
			Q1	Q2	Q3	Q4
<b>Strategy 2.2.1 Connect our people, places and industries by maintaining and improving road transport, pathway and drainage networks.</b>						
Percentage of Footpath Assets replaced in accordance with targets in the Long Term Asset Management Plan.	Engineering Services	100%				●
Percentage of Road Assets replaced in accordance with targets in the Long Term Asset Management Plan.	Engineering Services	100%				●
Percentage of Stormwater Assets replaced in accordance with targets in the Long Term Asset Management Plan.	Engineering Services	100%				●

Performance measure	Responsibility	Target	Reporting frequency			
			Q1	Q2	Q3	Q4
<b>Strategy 2.2.2 Supply potable water and wastewater services that ensure the health of our community in accordance with Council's service standards.</b>						
Percentage of customers who do not experience a planned water supply interruption.	Water Services	≥95%	●	●	●	●
Percentage of water supply quality incidents per 1,000 connections.	Water Services	≤5	●	●	●	●
Percentage of raw water usage versus allocation.	Water Services	≤80%	●	●	●	●
Percentage of customers who do not experience wastewater interruption.	Water Services	≥95%	●	●	●	●
Sewer main breaks and chokes per 100km of mains.	Water Services	≤40	●	●	●	●
Number of reportable wastewater incidents.	Water Services	≤5	●	●	●	●
Wastewater odour complaints per 1,000 connections.	Water Services	<5		●		●
<b>Strategy 2.2.3 Provide safe and efficient waste services to protect our community and environment.</b>						
Growth in the number of households and businesses with a weekly waste and fortnightly recycling kerbside collection service.	Waste Services	Trend				●
Number of people utilising Councils Waste Facilities.	Waste Services	Trend	●	●	●	●
<b>Strategy 2.2.4 Provide effective and efficient fleet and trade services for operations and projects across Council.</b>						
Percentage of asset maintenance work tickets completed when scheduled.	Fleet & Trade Services	≥95%	●	●	●	●
Percentage of internal client survey results satisfactory or above.	Fleet & Trade Services	>75%	●	●	●	●
Percentage of overall plant, vehicle and equipment availability.	Fleet & Trade Services	≥95%	●	●	●	●

## 2.3 Sustainable development

Performance measure	Responsibility	Target	Reporting frequency			
			Q1	Q2	Q3	Q4
<b>Strategy 2.3.1 Develop, implement and administer strategies and plans underpinned by the principles of sustainable development.</b>						
Annual review of the Local Government Infrastructure Plan completed.	Development	100%				●
Local Area Plan developed for Branyan Growth Corridor	Development	100%				●
Local Area Plan developed for Bargara southern growth area	Development	100%				●
<b>Strategy 2.3.2 Provide an efficient, effective and transparent development assessment service consistent with community and statutory expectations.</b>						
Percentage of pre-lodgement meeting outcomes issues within 5 days or less	Development	≥80%	●	●	●	●
Percentage of total referral agency assessments decided within 10 days or less.	Development	≥95%	●	●	●	●

Performance measure	Responsibility	Target	Reporting frequency			
			Q1	Q2	Q3	Q4
Percentage of low complexity development applications decided within 10 days or less.	Development	≥90%	●	●	●	●
Percentage of total code assessable development applications decided within 25 days or less.	Development	≥80%	●	●	●	●
Percentage of total impact assessable development applications decided within 35 days or less.	Development	≥60%	●	●	●	●
Percentage of applications to endorse subdivision plans decided within 15 days or less.	Development	≥95%	●	●	●	●
Number of development approvals audited for compliance.	Development	6	●	●	●	●
<b>Strategy 2.3.3 Review and consistently enforce the planning scheme to ensure sustainable environment practices.</b>						
Number of development and building related complaints investigated.	Development	Trend	●	●	●	●



## Our organisational services

### 3.1 A sustainable financial position

Performance measure	Responsibility	Target	Reporting frequency			
			Q1	Q2	Q3	Q4
<b>Strategy 3.1.1 Develop and maintain a long-term Financial Plan and fiscal principals for sustainable financial management.</b>						
Percentage of outstanding rates.	Financial Services	<5%		●		●
Business Unit Recurrent expenditure is within the budget parameters.	Financial Services	<2.5%	●	●	●	●
Percentage of creditors paid within agreed terms.	Financial Services	≥95%	●	●	●	●
Sufficient working capital is available to meet forecast operational needs and maintained over the long-term financial forecast. Level of funds available greater than Council's minimum cash requirement.	Financial Services	>3 Months	●	●	●	●
Investment returns compared to bank bill swap rate.	Financial Services	≥1.30	●	●	●	●
<b>Strategy 3.1.2 Review, monitor and evaluate asset management.</b>						
Annual review of Asset Management Plans	Engineering Services	Yes				●
<b>Strategy 3.1.3 Develop strong networks with local, state and national stakeholders.</b>						
Actively seek and apply for funding opportunities from the State and Federal Governments.	Economic Development	Trend				●
Percentage of Accounts Payable supplier spend (excluding Corporate Purchase Cards) with local business category suppliers A, B and C, as defined in the Procurement and Contract Manual.	Strategic Procurement & Supply	50%	●	●	●	●

Performance measure	Responsibility	Target	Reporting frequency			
			Q1	Q2	Q3	Q4
<b>Strategy 3.1.4 Annual review of services ensuring sustainable assets and service delivery.</b>						
Annual and long-term budget forecast appropriately considers need for services and levels of service.	Financial Services	Yes				●

### 3.2 Responsible governance with a customer-driven focus

Performance measure	Responsibility	Target	Reporting frequency			
			Q1	Q2	Q3	Q4
<b>Strategy 3.2.1 Ensure our workforce is suitable, trained and supported to competently manage themselves and their work.</b>						
Percentage of staff who successfully completed mandatory training requirements, including leadership development training.	People, Safety & Culture	≥90%	●	●	●	●
Health and Safety Strategic Plan Key Performance Indicators met.	People, Safety & Culture	90%				●
Employee satisfaction and morale.	People, Safety & Culture	Trend				●
Average number of days to complete recruitment process (approval to offer of employment).	People, Safety & Culture	Average 30 business days	●	●	●	●
<b>Strategy 3.2.2 Provide friendly and responsive customer service, in keeping with Council values and community expectations.</b>						
Percentage of customer requests processed/ investigated within timeframes.	Development	≥90%	●	●	●	●
Percentage of planning and building searches issued within statutory and corporate timelines.	Development	≥95%	●	●	●	●
Percentage of plumbing approvals decided within 10 days.	Water Services	≥95%	●	●	●	●
Percentage of new water and wastewater connections installed within 25 days.	Water Services	≥95%	●	●	●	●
Percentage of call centre enquiries answered in accordance with Customer Service Charter.	Financial Services	>90%	●	●	●	●
Customer call-backs completed within 24 hours.	Financial Services	100%	●	●	●	●
Percentage of Road, Drainage and Footpath Customer Requests determined and responded to within allocated time periods.	Engineering Services	≥80%	●	●	●	●
<b>Strategy 3.2.3 Administer statutory compliant governance operations incorporating insurance; risk management; property management and council policies and procedures.</b>						
Number of Administrative Action Complaints processed within applicable timeframes.	Governance and Legal	Trend	●	●	●	●
Percentage of insurance claims that are processed within timeframes.	Governance and Legal	≥95%	●	●	●	●
Percentage of compliant Right to Information and Information Privacy applications processed within legislative timeframes.	Governance and Legal	100%	●	●	●	●
Corporate and Operational risks are reported to Audit and Risk Committee.	Governance and Legal	Yes	●	●	●	●

Performance measure	Responsibility	Target	Reporting frequency			
			Q1	Q2	Q3	Q4
Number of Right to Information and Information Privacy internal and/or external reviews initiated.	Governance and Legal	Trend				●
Percentage of privacy complaints processed within legislative timeframes.	Governance and Legal	100%		●		●
Percentage of appropriate and current contractual arrangements in place for Council owned and/or managed property.	Governance and Legal	≥80%		●		●
Biennial review of all Council Policies completed by 30 June 2022.	Governance and Legal	95%				●
Operational risks are reviewed quarterly by risk owners.	Governance and Legal	100%	●	●	●	●
Administrative access scheme approvals completed and published on Council's website.	Governance and Legal	Trend				●
<b>Strategy 3.2.4 Exercise whole-of-Council adherence to, and compliance with, Council's policies and procedures, in keeping with our corporate values and community's expectations.</b>						
Number of Internal Quality, Safety and Environmental Audits completed.	Audit Services	≥2	●	●	●	●
Internal Audits are progressing for completion in line with the Internal Audit Plan.	Audit Services	Trend	●	●	●	●
<b>Strategy 3.2.5 Provide and review systems, programs and processes to ensure effective, innovative and efficient service delivery to meet community expectations.</b>						
Annual review of Regulatory Services to identify innovations, effectiveness and efficiency.	Health & Regulatory Services	Yes				●
Annual review of Environmental Health Services to identify innovations to improve effectiveness and efficiency.	Health & Regulatory Services	Yes				●

### 3.3 Open communication

Performance measure	Responsibility	Target	Reporting frequency			
			Q1	Q2	Q3	Q4
<b>Strategy 3.3.1 Keep our community and workforce informed and up-to-date in matters of agency and community interest.</b>						
Council stories published on Bundaberg Now and across digital platforms.	Communications & Marketing	>85	●	●	●	●
<b>Strategy 3.3.2 Proactively support and encourage community engagement and collaboration.</b>						
Number of Community Engagement Strategies created for Council projects.	Economic Development	Trend				●
<b>Strategy 3.3.3 Develop consistent messaging and professional communications that establish a positive profile and identity for Council and our region.</b>						
Council e-newsletter open rate, measured against industry standard.	Communications & Marketing	≥22%	●	●	●	●
Percentage of Bundaberg Now website traffic above or below the industry benchmark.	Communications & Marketing	Trend	●	●	●	●
<b>Strategy 3.3.4 Review and develop updated and relevant communication platforms, modes, mediums &amp; content.</b>						
Delivery of a customer portal to enhance common interactions with Council.	Information Services	100%				●

