








Quarterly Operational Report


Quarter 3, 2025/2026

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



Corporate Plan 2025-2030

1: Connected Community - Create a vibrant, safe, and connected place that brings our community together.

1.1: Enhance disaster resilience, and community readiness.

Performance Measure	Organisation Link	Target	Actual	Status	Comments
Achieve required milestones in the Flood Risk Assessment and Planning Project.	Organisation - Regional Growth and Development - Land Use Planning and Policy - Land Use Planning and Policy	50% by 30 June 2026	25%		Project remains behind schedule. Draft flood model updates and key chapters of the flood risk assessment have been prepared and are being reviewed by the Council project team and Queensland Reconstruction Authority (QRA) appointed peer reviewer. This project is dependent on the Burnett River Catchment Flood Study project which is expected to be further delayed due to additional modelling and calibration following the recent flooding event.

1.2: Deliver valued infrastructure, services and programs.

Performance Measure	Organisation Link	Target	Actual	Status	Comments
Compliance, environmental health and animal management services and programs are delivered as scheduled and in accordance with statutory requirements.	Organisation - Regional Growth and Development - Compliance Services	= 100.00%	90.00%		Compliance, Environmental Health and Local Laws Compliance services are delivered in accordance with statutory requirements. Given the breadth of functions across the branch, this measure is not currently captured through a single consolidated KPI, and the scope of "services and programs" varies across service areas. Legislative compliance is instead embedded within operational practices, with officers applying relevant legislation, procedures and risk-based prioritisation in the delivery of services. During the first quarter of the year – the team received 3584 CRMs which has created a backlog of works to be completed, hence the 90% completion figure.
Increased community engagement with Council media and publications.	Organisation - People, Community and Connection - Communications - Communications	Trend	169,821		Session numbers experienced an upwards trend compared to previous quarters with the majority of sessions occurring during March.

Performance Measure	Organisation Link	Target	Actual	Status	Comments
Meet key milestones within the Bundaberg Regional Council Safe Spaces Thriving Places Action Plan within required timeframes.	Organisation - People, Community and Connection - Community and Facility Services - Community, Sport and Cultural Development	= 100.00%	100.00%	✓	The project is on target. Council have created the plan, now known as the Bundaberg Regional Council Safe Spaces Thriving Places Action Plan, and are actively working through the plan.
Percentage complete of the Capital Investment Plan program.	Organisation - Infrastructure Operations and Delivery - Infrastructure Assets	≥ 95.00%	48.00%	✗	Capital delivery for Transport and Stormwater Capital Programs is \$19.6 million against a full year budget of \$41.2 million. While overall delivery remains behind the target typically expected at this stage of the financial year, construction activity increased significantly during the quarter. Quarter three expenditure alone has approximately matched the combined construction expenditure achieved in Quarter one and Quarter two demonstrating a clear acceleration in delivery. A moderate risk remains in achieving full year targets given impacts of the March 2026 Flood and rising costs of fuel products.
Percentage of bin collections missed.	Organisation - Infrastructure Operations and Delivery - Waste and Recycling Services - Resource Recovery and Collections	≤ 1.00%	0.00%	✓	There were 735 confirmed missed bins recorded during this quarter with 707,138 service lifts during that period, equating to 0.001% of collections.
Percentage of waste diverted from landfill.	Organisation - Infrastructure Operations and Delivery - Waste and Recycling Services - Landfill Operations	Trend	18.9%	—	18.9% of material was diverted from landfill (Recovery Rate.) Of the 22848 tonnes delivered to landfill 4323 tonnes was diverted. Minimal pre-sorting occurring however Waste is considering longer term options to improve this process.
Water and Wastewater Services meeting prescribed Customer Standards of Service.	Organisation - Infrastructure Operations and Delivery - Water Services	Yes	No, not for all - 15 of 18 KPIs met.	●	Council has met prescribed Customer Standards of Service in 15 of 18 service level areas. Some areas were under target for this period. This included the following service level areas: water restoration times for priority one response (88% compared to the target of >90%; sewage restoration times for priority one response (72% compared to the target of >90%) and

Performance Measure	Organisation Link	Target	Actual	Status	Comments
					total water and sewage complaints (182 enquires compared to the annual target of 60), however, this number includes customer advice of issues, not specifically complaints. Restoration times continue to be problematic to gain accurate data until modifications to Focus.

1.3: Deliver contemporary land use planning that supports growth, safety, liveability and sustainability.

Performance Measure	Organisation Link	Target	Actual	Status	Comments
Council's Planning Scheme is regularly updated to respond to emerging issues and address growth challenges.	Organisation - Regional Growth and Development - Land Use Planning and Policy - Land Use Planning and Policy	Yes	Yes	✓	Local Government Infrastructure Plan (LGIP) amendment was adopted at the March Council meeting and will take effect 10 April 2026. The Bundaberg Health and Enterprise Precinct Local Plan amendment was sent to the Planning Minister for approval to adopt.

1.4: Provision of an accessible, integrated and connected transport network.


1.5: Recognise and facilitate diverse sporting, arts/culture and community groups.

Performance Measure	Organisation Link	Target	Actual	Status	Comments
Achievement of key milestones in the Community Development Strategy within required timeframes.	Organisation - People, Community and Connection - Community and Facility Services - Community, Sport and Cultural Development	= 100.00%	100.00%	✓	Key milestones continue to be achieved within the required timeframes.


2: Focused Council - Be a local government that prioritises people, performance, and accountability.


2.1: Promote an organisational culture with collaborative, transparent and accountable decision-making.

Performance Measure	Organisation Link	Target	Actual	Status	Comments
Audits are progressing for completion in line with the Quality and Internal Audit Plan.	Organisation - Corporate and Commercial Services - Business Performance - Audit, Risk and Insurance	Yes	Yes	✓	Audit actions were progressed in line with audit plan.
Employee Health, Wellbeing and Work Health and Safety performance managed within legislative requirements and industry benchmarks.	Organisation - People, Community and Connection - People Safety and Culture	Trend	Yes	—	<p>Insights from the recent Work Health and Safety (WHS) Management System Audit are now shaping practical improvements across the organisation. We are strengthening how safety decisions are governed, improving the way risks are identified and managed, and creating clearer, more consistent opportunities for employees to be involved in safety conversations. These changes are designed to make our WHS processes easier to understand and apply, while ensuring they meet legislative and industry expectations and genuinely support safer day-to-day work.</p> <p>Alongside this, we are reviewing our rehabilitation and return-to-work processes to ensure employees receive timely, coordinated and effective support when recovering from work-related or non-work-related injuries. This work reinforces our commitment to a safe and healthy workplace by improving the recovery experience and helping employees return to work safely and sustainably.</p> <p>Together, these initiatives are contributing to stronger health, wellbeing and WHS performance across the reporting period.</p>
Percentage of Administrative Action Complaints finalised in accordance with Council Policy.	Organisation - People, Community and Connection - Governance & Executive Services	= 100.00%	100.00%	✓	86 Administrative Action Complaints (AACs) were received this quarter, with 13 matters ongoing. 109 AACs were finalised including matters received in previous quarters.


Performance Measure	Organisation Link	Target	Actual	Status	Comments
Percentage of Right to Information and Information Privacy applications decided within legislated timeframes.	Organisation - People, Community and Connection - Governance & Executive Services	= 100.00%	100.00%		17 new Right to Information applications were received this quarter with five decisions being made.

2.2: Deliver a professional customer experience to the community.







Performance Measure	Organisation Link	Target	Actual	Status	Comments
CRM's completed and outcomes communicated to customers in line with required timeframes.	Organisation - Corporate and Commercial Services - Customer Service - Customer Service	> 90.00%	89.00%		The recent weather and flooding conditions have resulted in an increase in community demand and enquiries, placing additional pressure on investigation teams. A total of 17,900 requests were lodged.

Customer call centre enquiry response maintained in accordance with Customer Service Charter.	Organisation - Corporate and Commercial Services - Customer Service - Customer Service	> 90.00%	90.00%		Despite increased community demand caused by the recent flood event, Call Centre operations managed sustained pressure throughout the quarter.
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2.3: Build effective partnerships with community and all levels of government.

Performance Measure	Organisation Link	Target	Actual	Status	Comments
Increased participation in and satisfaction with Council-led destination and community events.	Organisation - People, Community and Connection - Arts, Culture, Tourism Facilities and Events	Trend	Yes		New Years Eve (NYE), Australia Day & Lunar New Year celebrations were held during the quarter with strong attendance across all events. NYE celebrations were held in the newly developed ANZAC Park for the first time, providing a new space, which worked well from both a planning and patronage perspective.

2.4: Deliver sustainable and responsible financial management.

Performance Measure	Organisation Link	Target	Actual	Status	Comments
Grant funding is maintained in alignment with Corporate and Operational Plan priorities.	Organisation - Corporate and Commercial Services - Financial Operations - Accounting Services	Yes	Yes		All grants approved were in alignment with Corporate and Operational Plan priorities.
Grant funding sourced responsibly and spent in accordance with funding guidelines.	Organisation - Corporate and Commercial Services - Financial Operations - Accounting Services	Yes	Yes		All grant applications made in the period were sourced responsibly and spent in accordance with funding guidelines.
Implement and maintain a sound and robust financial management system that meets legislative requirements and community expectation.	Organisation - Corporate and Commercial Services - Financial Operations	Trend	Yes		All financial and statutory reports were completed within legislative timeframes.
Information Services Strategy developed and Action Plan key milestones achieved within required timeframes.	Organisation - Corporate and Commercial Services - Information Services	= 100.00%	75.00%		Strategy in progress, with Action Plan documented in annual Business Plan (Complete for FY2025/26). FY2026/27 Business Plan in draft format, however dependent on budget outcomes.
Recurrent expenditure is maintained within budget parameters.	Organisation - Corporate and Commercial Services - Financial Operations	< 2.50%	2.00%		Waste, Wastewater and Water funds are within the budget target, General fund is 1% lower at 72%. Monitoring continues.
Weighted average of investment returns above the official cash rate.	Organisation - Corporate and Commercial Services - Financial Operations - Accounting Services	> 0.65	0.73		The RBA increased the cash rate by a total of 50 basis points, across two increases during the quarter. Term deposit rates had already risen slightly in anticipation of this move, contributing to an increase in our KPI. We continue to seek the most competitive returns available and diversify investments in accordance with Council's risk profile.

3: Robust Economy - Support a diversified and resilient economy that advocates for business innovation, growth, and jobs.

3.1: Optimise visitation and tourism opportunities.

Performance Measure	Organisation Link	Target	Actual	Status	Comments
Visitation opportunities maximised at Council Tourism Facilities.	Organisation - People, Community and Connection - Arts, Culture, Tourism Facilities and Events	Trend	28,365	—	During the quarter 28,365 visitors attended Councils tourism facilities: 3,015 at Hinkler Hall of Aviation, 807 at Fairymead House, 18,696 at Bundaberg Zoo, 3,318 at Bundaberg Regional Art Galleries (BRAG) and 2,529 at Childers Arts Space (CHARTS). As is being seen more widely in the tourism industry, visitation within tourism services has declined with recent flooding and fuel costs impacting visitation.
Visitation opportunities maximised at Moncrieff Entertainment Centre.	Organisation - People, Community and Connection - Arts, Culture, Tourism Facilities and Events	Trend	1,234	—	During the quarter 1,234 patrons attended events held at the Moncrieff Entertainment Centre. (The venue is closed for annual maintenance in January.) Promotion of shows and cinema through social media campaigns and print media etc. is ongoing and the 2026 Program is published on the Arts Bundaberg website.

3.2: Promote and protect a growing and diverse economy.

Performance Measure	Organisation Link	Target	Actual	Status	Comments
Deliver key actions and outcomes of the Bundaberg Region Economic Development Strategy (BREDS).	Organisation - Regional Growth and Development - Economic Development	= 100.00%	100.00%	✓	Key actions and outcomes delivered this quarter included: participated in Bundaberg Investment Facilitation Network (BIFN) activities, the Queensland Government's consultation to develop an innovation strategy and in scheduled investment meetings; monitored and updated investment intelligence data for cross-sector collaboration; provided advocacy and support for grant applications and investment opportunities; hosted Government and Education delegations from Sister City Nanning, China between 27 February - 1 March 2026; delivered the CBD Traders Forum and the economic recovery post flood event; facilitated the growth of employment opportunities through Council's Bundaberg Jobs Commitment initiative; started developing the workforce plan for the region that is to be presented to Council by December 2026; continued the Safe

Performance Measure	Organisation Link	Target	Actual	Status	Comments
					Spaces Thriving Places initiative; enabled infrastructure through joint submission to Productivity Commission Inquiry - Determinants of Regional Airfares; looked to secure funding for critical infrastructure; supported event delivery for the upcoming B26 Business Summit and Council's Supplier Sessions; and continuing ongoing engagement and consultation with key stakeholders. Corrective action items were also signed off by Ecotourism Australia for Council's ECO Destination Certification 17 March 2026.
					The Young Leaders Summit and the Major Projects Forum due to take place this quarter were both postponed due to flood event.
Patronage maintained at sustainable levels at Bundaberg Regional Airport Terminal.	Organisation - Corporate and Commercial Services - Commercial Services - Airport	≥ 30,000	33,148	✓	Patronage went through its regular seasonal dip in January and February, with March showing the recovery expected.

3.3: Promote innovation in new and emerging industries and embrace new technologies.

3.4: Position the Bundaberg Region as a desirable place to relocate, settle, work and invest.

Performance Measure	Organisation Link	Target	Actual	Status	Comments
Development Assessment services are provided in accordance with statutory time frames.	Organisation - Regional Growth and Development - Development Assessment - Development Assessment	= 90.00%	94.00%	✓	Development Assessment services are meeting the target for the quarter.

3.5: Facilitate the growth of educational and employment opportunities.

Performance Measure	Organisation Link	Target	Actual	Status	Comments
Delivery of initiatives under the Bundaberg Jobs Commitment.	Organisation - Regional Growth and Development - Economic Development	Facilitate a minimum of 10	13 engagements	✓	There were 13 engagements delivered, providing 793 students' engagements and was supported by 29

Performance Measure	Organisation Link	Target	Actual	Status	Comments
		engagements between students and industry.			industry representatives. Highlights included: collaborated with Parks and Natural Areas to deliver a reef experience for ten Reef Guardian Schools and 30 students under the Reef Guardian Council initiative, with a focus on supporting local schools and supporting future careers in environmental leadership through the Bundaberg Jobs Commitment. 763 students participated in 12 engagement opportunities while 28 Industry representatives from 16 businesses supported the Bundaberg Jobs Commitment program. Due to the flood event three engagements were cancelled which impacted 60 students, and the YLS Event scheduled for 11 March 2026 was postponed for 300 students.
Development of and achievement of key milestones in the Strategic Workforce Plan within required timeframes.	Organisation - People, Community and Connection - People Safety and Culture	= 100.00%	100.00%	✓	Work has commenced on the Framework development, with delivery and embedding on track in line with internal audit recommendations.

4: Natural Assets - Promote, protect and enhance our natural environment now and for future generations.

4.1: Prioritise water security to accommodate population and industry growth.

Performance Measure	Organisation Link	Target	Actual	Status	Comments
Review and improve our water management practices by assessing performance against corporate commitments, stakeholder expectations and criteria included in the Australian Drinking Water Guidelines.	Organisation - Infrastructure Operations and Delivery - Water Services	Yes	Yes	✓	Drinking Water Quality Management Plan actions reviewed and initiatives being progressed and on track.

4.2: Value and protect the Bundaberg Region's natural environment.

4.3: Embrace new technologies and collaboration for a green circular economy.

Performance Measure	Organisation Link	Target	Actual	Status	Comments
Engage with the business community to foster innovation, exchange of ideas, diversify the economy and move towards more sustainable models of business.	Organisation - Regional Growth and Development - Economic Development	Yes	Yes	✓	Council's Economic Development team participated in the Queensland Government's consultation to develop a new innovation strategy. The team continues to regularly engage with businesses and industry representatives such as: Bundaberg Investment Facilitation Network, Network and Nibbles, Industry Reference Group Meeting, Economic Roundtable Agency Meeting, Regional Jobs Committee Meeting, Department of State Development, Chamber of Commerce Meeting, Bundaberg Tourism, Regional Business HQ and through our Memorandum of Understandings Council connected with Central Queensland University, Queensland University of Technology, University of Queensland, Urban Development Institute of Australia.

4.4: Educate and encourage community and businesses to adopt sustainable practices.

4.5: Increase green spaces and natural habitats.

4.6: Town planning that balances the built environment with green space design.