



Quarterly Operational Report



Quarter 4, 2018/2019

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 the observation and analysis.
✓	Completed	Initiative or project has been completed.





Our community



Economic growth and prosperity

Strategic Link	Performance Measure	Organisation Link	Target	Actual	Status	Comments
Strategic 1 - Our community 1.1 - Economic growth and prosperity 1.1.1 - Provide responsive, consistent and timely customer service to our residents, investors and developers.	Percentage planning and building searches are issued within statutory and corporate timelines.	Organisation 6 - Development - Development Assessment	≥ 95.00%	100.00%	✓	179 building compliance searches and 7 (2 Limited, 4 Standard and 1 Full) Planning Certificates were issued for the quarter.
	Percentage of total development applications decided within 10 days.	Organisation 6 - Development - Development Assessment	≥ 30.00%	31.00%	✓	20 applications were decided in 10 days or less out of a total of 65 applications decided for the quarter.
	Percentage of total development approvals decided within 35 days or less.	Organisation 6 - Development - Development Assessment	≥ 85.00%	85.00%	✓	55 applications were decided within 35 days or less out of a total of 65 applications decided for the quarter.
	Percentage of total concurrence agency referrals decided within 10 days.	Organisation 6 - Development - Development Assessment	≥ 90.00%	91.00%	✓	57 Concurrence agency referrals were completed within 10 days out of a total of 62 completed for the quarter.
	Percentage of applications to endorse Subdivision Plans decided within 20 days.	Organisation 6 - Development - Development Assessment	≥ 85.00%	88.00%	✓	22 applications for approval of subdivision plans were completed within 20 days out of a total of 25.
	Plumbing Services: Percentage of	Organisation 3 - Infrastructure - Water & Wastewater	≥ 95.00%	85.00%	●	109 plumbing applications were received for this quarter, with 93 applications assessed

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	approvals decided within 20 days.	- Water & Wastewater Support Group				within 20 working days. Outstanding applications have been received however, have been placed on hold pending further information from applicants.
	Plumbing Services: Fast-track Approvals: Percentage of approvals decided within 5 days.	Organisation 3 - Infrastructure - Water & Wastewater - Water & Wastewater Support Group	≥ 95.00%	90.00%		11 fast track applications were received for this quarter with 10 being assessed within 5 working days. Outstanding applications have been received however have been placed on hold pending further information from applicants.
	Connections: New water and wastewater connections installed within 25 days.	Organisation 3 - Infrastructure - Water & Wastewater - Water & Wastewater Support Group	≥ 95.00%	90.00%		A total of 102 Notice to Serve Provider applications were received for the quarter, with 92 applications installed within 25 working days. Outstanding applications have been received and paid, however scheduling of works is still required with the client (generally commercial applications).

Strategic Link	Performance Measure	Organisation Link	Target	Actual	Status	Comments
Strategic 1 - Our community 1.1 - Economic growth and prosperity 1.1.2 - Promote and support use of new technology across the organisation and region's economy as part of the intelligent communities plan.	Progress of actions in Intelligent Community Plan Bundaberg.	Organisation 4 - Strategic Projects & Economic Development	Progress	Council's Intelligent Community Strategy and initial Action Plan have been completed.	✓	Projects and initiatives under this strategy and plan are progressing. A governance strategy around delivery of the plan is currently being developed.
Strategic 1 - Our community 1.1 - Economic growth and prosperity 1.1.3 - Proactively advocate, attract and support economic development related opportunities	Preparation of Bundaberg Regional Advocacy Program.	Organisation 4 - Strategic Projects & Economic Development - Economic Development	Progress	No Data	✓	Numerous projects identified under the 2019 Advocacy Priorities are supported under the Hinkler Regional Deal, notably: \$10M Federal commitment toward Port of Bundaberg conveyor infrastructure, \$32M Federal commitment toward Quay Street diversion, \$5M Federal commitment toward a regional AgTech Hub, as well as a \$6.7M State





Strategic Link	Performance Measure	Organisation Link	Target	Actual	Status	Comments
across the region, specifically targeting priority industries.	Percentage increase or decrease in business entities registered.	Organisation 4 - Strategic Projects & Economic Development - Economic Development	Trend	6471 total businesses were registered within the Bundaberg Regional Council for 2018.		commitment toward a detailed business case for a new level 5 hospital. Total registered businesses in the Bundaberg Region decreased from 6522 to 6471 or less than 1% between 2017 and 2018.
	Gross Regional Product: Percentage growth in our region's Gross Regional Product.	Organisation 4 - Strategic Projects & Economic Development - Economic Development	> 2.00%	3.10%		Gross regional product was \$4.10 billion in the year ending June 2018, growing 3.1% since the previous year.
	Export Growth: Value of goods exported from the Bundaberg Region.	Organisation 4 - Strategic Projects & Economic Development - Economic Development	> \$1,800,000,000.00	\$1,970,500,000.00		Total value of exports increased 33.8% between 2012/13 and 2017/18.
	Demonstrated new investment in strategic projects.	Organisation 4 - Strategic Projects & Economic Development - Strategic Projects	Progress	No Data		Council has either received or invested in a number of strategic projects throughout the region, including: \$2.2 million in State and Federal funding for the Gin Gin Community Hub; \$1.4 million in Federal Funding under the Bridges Renewal Program; \$1.3 million for

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						the Reducing Urban Glow Project; feasibility report completed for developing a Challenger Centre; and concept designs completed for both a regional aquatic facility and water recreation facility.
	Unemployment rate for the Bundaberg region.	Organisation 4 - Strategic Projects & Economic Development - Economic Development	< 6.50%	7.26%		The unemployment rate for the Bundaberg Local Government Area declined by 1.79 basis points from March 2018 (9.05%) to March 2019 (7.26%).
Strategic 1 - Our community 1.1 - Economic growth and prosperity 1.1.4 - Promote our region as a preferred investment destination nationally and internationally.	Bundaberg North Burnett Tourism (BNBT) Partnership Agreement: Total number of visitors to the Bundaberg Region in the year (inclusive of domestic and international).	Organisation 2 - Community & Environment - Airport	Trend	1.13m		Tourism in the Bundaberg region represents a contribution of 10% of gross regional product and generated \$449 million in visitor expenditure into our regional economy. Across the Southern Great Barrier Reef region we had a 10.2% increase in visitation and \$1.1 billion in visitor expenditure.

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	Number of passengers processed through Bundaberg Regional Airport terminal.	Organisation 2 - Community & Environment - Airport	≥ 30,000.00	38,439.00	✓	Passenger numbers down by 5% on the same quarter last year. This reflects a trend at other regional airports in Queensland. Reasons may include flat demand by business travellers and airfares at a level high enough to encourage the use of other modes of transport, including private cars, by discretionary travellers.
	Holiday Parks: Percentage Holiday Park accommodation is occupied.	Organisation 2 - Community & Environment - Community Services - Facilities Management	Trend	53.11%	■	55.22% - Burnett Heads 46.20%- Elliott Heads 57.81% - Miara 53.20% - Moore Park Beach
	Estimated number of participants in the major events delivered or coordinated by Council: Childers Festival and Taste Bundaberg (Winterfeast) Festival.	Organisation 2 - Community & Environment - Tourism & Events - Events	Trend	No Data	■	This has been reported on in the second quarter. Event held annually.




Safe, active, vibrant and inclusive community

Strategic Link	Performance Measure	Organisation Link	Target	Actual	Status	Comments
Strategic 1 - Our community 1.2 - Safe, active, vibrant and inclusive community 1.2.1 - Provide facilities, parks, open spaces, services, and programs that promote and support our community's safety and physical well-being.	Percentage agreed service levels have been met.	Organisation 2 - Community & Environment - Parks, Sports & Natural Areas - Parks & Gardens	≥ 85.00%	95.00%	✓	Service levels met for Parks Mowing, Maintenance & Cleaning.
	Number of physical activity and preventative health initiatives promoted and supported by Council.	Organisation 2 - Community & Environment - Parks, Sports & Natural Areas - Sport & Recreation	≥ 25.00	40.00	✓	Promotion of Be Active Be Alive Winter, Recreate News Letter, Social Media updates, links to free community activities/workshops. Sporting Events - CQ Karting Championships, Rugby league Development Camp, QLD Schools Netball. U8's Day.
	CCTV Surveillance: Reduced crime statistics in CBD and assistance with apprehension of perpetrators.	Organisation 1 - Organisational Services - Information Services	Trend	No Data	✓	Queensland Police Service have decided to no longer release this information.
	CCTV Surveillance: Meetings with Queensland Police Service and Safe Night Precinct Committee.	Organisation 1 - Organisational Services - Information Services - Infrastructure	≥ 2.00	1.00	✓	Meetings have largely been on track however did not meet the intended 4 annually. Given the number of CCTV additions over the last 6 months, this has reduced the requirements for the 4 meetings.
	Number of community members participating	Organisation 2 - Community & Environment	Trend	9,000.00	—	Be Active Be Alive Summer, Park Run, Ring Road, Yoga

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	in preventative health programs and projects.	- Parks, Sports & Natural Areas - Sport & Recreation				Festival, Zumba, Move It Expo, Seniors Expo.
Strategic 1 - Our community 1.2 - Safe, active, vibrant and inclusive community 1.2.3 - Support and facilitate community programs, networks, projects and events that promote social connectedness; and active and healthy community life.	Number of occasions that information, advice and referral services were provided.	Organisation 2 - Community & Environment - Community Services - Neighbourhood Centres	Trend	5,766.00		continue to be an essential port of call for community
	Number of service users who received a service.	Organisation 2 - Community & Environment - Community Services - Neighbourhood Centres	Trend	4,096.00		maintaining service delivery
	Number of services users with improved ability to access appropriate services.	Organisation 2 - Community & Environment - Community Services - Neighbourhood Centres	≥ 4,000.00	3,524.00		no comment
	Number of service users with improved quality of life.	Organisation 2 - Community & Environment - Community Services - Neighbourhood Centres	≥ 4,000.00	3,999.00		on track

Strategic Link	Performance Measure	Organisation Link	Target	Actual	Status	Comments
	Number of community development partnerships, projects and initiatives promoted and supported by Council.	Organisation 2 - Community & Environment - Community Services - Community Development	Trend	41.00	■	Partnerships - 22, Projects - 12, Initiatives - 5, Bundy Region Connect - 2
	Number of financial assistance requests/applications supported (individuals/sporting organisations/events).	Organisation 2 - Community & Environment - Parks, Sports & Natural Areas - Sport & Recreation	Trend	11 Applications supported	■	- 9 Young People in Sport Applications - 2 Sport Championship Even Support
	Number of community grants provided	Organisation 2 - Community & Environment - Community Services - Community Development	Trend	5.00	■	For the April, May, June Quarter we received 5 successful Micro grant Applications. Community grant applications are unable to be reported on at this stage as the June round is 2019/2020 financial year specific and February round 2019 has been reported on.
	Community Support Services Commonwealth Home Support Programme & Queensland Community Care (State & Federal Funded): Number of service users who received a service.	Organisation 2 - Community & Environment - Community Services - Community Care	Trend	484.00	■	Service delivery has been maintained.






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	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.	Organisation 2 - Community & Environment - Community Services - Community Care	≥ 50.00	261.00	✓	Limited new clients. Meeting outputs.
	Quality of Life - Commonwealth Home Support Programme & Queensland Community Care (State and Federal funded): Number of service users with improved quality of life.	Organisation 2 - Community & Environment - Community Services - Community Care	≥ 300.00	484.00	✓	Meeting targets.
	Social Connectedness - Commonwealth Home Support Programme & Queensland Community Care (State and Federal funded): Number of service users with improved social connectedness.	Organisation 2 - Community & Environment - Community Services - Community Care	≥ 150.00	1,763.00	✓	On Track.
	Funded Programs (State & Federal): Percentage programs and services are demonstrating compliance with standards and meeting funding targets.	Organisation 2 - Community & Environment - Community Services - Community Care	≥ 98.00%	100.00%	✓	All programs are operating and meeting funding and legislative requirements.

Strategic Link	Performance Measure	Organisation Link	Target	Actual	Status	Comments
	Events/Workshop: Number of attendees to workshop for events.	Organisation 2 - Community & Environment - Community Services	Trend			Twenty (20) attendees participated in an Event Bootcamp hosted by Krista Hauritz, Events & Tourism Consultant. This was held jointly by BRC & Bundaberg Tourism at the Bundaberg Multiplex.
Strategic 1 - Our community 1.2 - Safe, active, vibrant and inclusive community 1.2.4 - Implement disaster prevention strategies and maximise community preparedness for disaster events.	Number of Local Disaster Management Group (LDMG) Meetings held.	Organisation 2 - Community & Environment - Disaster Management	1.00	0.00		Due to staffing changes in the Disaster Management Unit, a meeting was not held during the quarter, however, has been scheduled for 26 July 2019.
	Local Disaster Management Plan and local disaster management arrangements are congruent with Inspector General Emergency Management Assurance Framework and Standard.	Organisation 2 - Community & Environment - Disaster Management	≥ 0.00	8.50		Annual Review occurred September 2018. Previously, on 20th December 2017, Qld Government Inspector General Emergency Management officially advised Bundaberg Regional Council of results following Local Disaster Management Plan assessment. There was an overall improvement in the rating of the plan, with specific improvement measured in the "Preparedness and Planning" Shared Responsibility (after rounding, the assessment score will remain at 8.5/10). There were no instances where there was a reduction in performance across



Strategic Link	Performance Measure	Organisation Link	Target	Actual	Status	Comments
						any of the 6 Shared Responsibilities.

An empowered and creative place

Strategic Link	Performance Measure	Organisation Link	Target	Actual	Status	Comments
Strategic 1 - Our community 1.3 - An empowered and creative place 1.3.1 - Provide facilities, spaces, services and activities that promote and support lifelong learning and community engagement with the arts and culture.	Number of community groups using the Moncrieff Entertainment Centre.	Organisation 2 - Community & Environment - Arts & Cultural Services - Moncrieff Entertainment Centre	Trend	10.00	—	Highlights include private hires from Argyle Gardens for a commercial function, hire by a Malayalam Community Group for film screenings, Impact Community Choir Show, Korean Cultural Association free film (private hire), PowerPAC (workshop with community representatives) and Our Glad Association using the foyer for its meetings.
	Number of participants in our community programs.	Organisation 2 - Community & Environment - Library Services - Library Services	≥ 2,000.00	2,665.00	✓	Programs include school holiday activities, regular children sessions, Author Events, Live Local and Learn (Gin Gin Library) and lots more.
	Number of patrons visiting the Moncrieff Entertainment Centre.	Organisation 2 - Community & Environment - Arts & Cultural Services - Moncrieff Entertainment Centre	≥ 8,000.00	12,146.00	✓	A busy quarter particularly with live events. 37 events in total including live and cinema. By comparison to this same quarter last financial year, gross box office is up 18% and average ticket spend is up 11.1%.

Strategic Link	Performance Measure	Organisation Link	Target	Actual	Status	Comments
	Days booked as a percentage of total days available.	Organisation 2 - Community & Environment - Arts & Cultural Services - Moncrieff Entertainment Centre	Trend	58.30		April 59%, May 62.5%, June 53.8%. Significant maintenance carried out on days the venue was not hired including replacement of the Fire Information Panel and detectors throughout the building and ongoing maintenance of the counterweight system. The exterior venue painting was completed this quarter as well.
	Number of patrons using our libraries.	Organisation 2 - Community & Environment - Library Services - Library Services	≥ 75,000.00	68,223.00		Bundaberg Regional Libraries branches continue to be well attended by members of the community and visitors to the area.
	Number of items borrowed.	Organisation 2 - Community & Environment - Library Services - Library Services	Trend	171,159.00		Patrons borrowed a combination of books, DVDs, CDs, eBooks, eAudio and magazines.
	Seats booked as a percentage of total seats available.	Organisation 2 - Community & Environment - Arts & Cultural Services - Moncrieff Entertainment Centre	Trend	45.40		Live event occupancy was 76% for the quarter. Cinema event occupancy was 14.82%.
	Number of visitors to BRAG and ChArts.	Organisation 2 - Community & Environment	Trend	7,946.00		This quarter we had several medium sized events and

Strategic Link	Performance Measure	Organisation Link	Target	Actual	Status	Comments
		- Arts & Cultural Services - Galleries - BRAG & ChArts				exhibitions such as The Lynley Dodd Story.
Strategic 1 - Our community 1.3 - An empowered and creative place 1.3.2 - Provide leadership in creative innovation, opportunities for learning and social and cultural development.	Number of participants in our Digital Literacy programs.	Organisation 2 - Community & Environment - Library Services - Library Services	≥ 100.00	113.00	✓	Digital health sessions have been maintained. Virtual Reality sessions - an emerging technology that is being used innovatively within the health field have proved popular.
	Number of Moncrieff Entertainment Centre initiatives designed to grow our performing arts community.	Organisation 2 - Community & Environment - Arts & Cultural Services - Moncrieff Entertainment Centre	≥ 3.00	6.00	✓	As well as events in the venue, there are 2 main events as part of the Milbi Festival that aim to create substantial participation in the community. These two festival events include involvement of schools, school choirs, local professional musicians and local dancers. These are an emphasis for the Arts & Cultural Services staff due to their strategic importance.
	Number of Galleries initiatives designed to grow our visual arts community.	Organisation 2 - Community & Environment - Arts & Cultural Services - Galleries - BRAG & ChArts	Trend	39.00	—	Initiatives included the consultation for a new community art exhibition, the Childers Festival, Outdoor Art Room: Lego; Lynley Dodd Storytime Festival; An Evening with Lynley Dodd; Writers' Masterclass; Artist Talk with Sean Cordeiro and Claire Healey; U3A Conference;




Strategic Link	Performance Measure	Organisation Link	Target	Actual	Status	Comments
						AMAGA (QLD); Little Bird Project; Moth Migration Artist Talk and Community Workshop; Creative Regions Story Walk; Bundaberg Region Japanese Speech and Art Competition.
Strategic 1 - Our community 1.3 - An empowered and creative place 1.3.3 - Advocate and support heritage and culture programs, projects, plans and events, which create a positive identity for the region.	Number of views recorded by Facebook on heritage posts to the Bundaberg Regional Libraries Facebook page.	Organisation 2 - Community & Environment - Library Services - Library Services	Trend	140,000.00		Heritage photo posts had a total of 140,000 views. Top post had 14,500 views with average views per post 5,384.
	Attendee satisfaction Childers Festival and Taste Bundaberg Festival (Winterfeast) survey results.	Organisation 2 - Community & Environment - Tourism & Events - Events	≥ 90.00%	99.00%		Childers Festival - 99% Winterfeast Festival - 96%

Our environment

Infrastructure that meets our current and future needs

Strategic Link	Performance Measure	Organisation Link	Target	Actual	Status	Comments
Strategic 2 - Our environment 2.1 - Infrastructure that meets our current and future needs 2.1.1 - Develop, implement and administer strategies and plans underpinned by the principles of sustainable development.	Percentage of complaints formally acknowledged within 5 days.	Organisation 6 - Development - Development Compliance	= 100.00%	100.00%	✓	54 complaints were acknowledged within the required time frame.
	Percentage amendment 5 to the Bundaberg Regional Council Planning Scheme 2015 has been completed and adopted.	Organisation 6 - Development - Development Strategic Planning	June 2019	50%	✓	Council resolved to change the condition package on 25 June 2019 so as to address comments from the State.
	The capital expenditure on replacement assets is consistent with the	Organisation 1 - Organisational Services - Financial Services	Progress	Ongoing	✓	The 2019/20 renewal capital expenditure will be reported in the first quarter when the




Strategic Link	Performance Measure	Organisation Link	Target	Actual	Status	Comments
	Long-term Asset Management Plan.					Financial Statements are completed.
	Percentage Local Plan for Branyan Identified Growth Area completed.	Organisation 6 - Development - Development Strategic Planning	June 2019	Project has been put on hold whilst investigations into location of new Level 5 hospital are completed.	✓	Project plan and community engagement plan were drafted. Preliminary investigations and context analysis was completed. Workshop with Council scheduled for 30 January 2019.
Strategic 2 - Our environment 2.1 - Infrastructure that meets our current and future needs 2.1.2 - Plan and implement council's long-term and annual capital works improvement program that reflects community needs and expectations.	Delivery of Wastewater Capital Projects Program: Percentage of adopted budget completed.	Organisation 3 - Infrastructure - Water & Wastewater - Water & Wastewater Support Group	95.00%	61%	●	Key areas of under spend or cost savings include: Rubyanna Wastewater Treatment Plant \$630,000 savings Various renewals \$820,000 under spend Mon Repos wastewater \$400,000 savings Elliott Heads Sewage Pump Station and Rising Mains \$330,000 to be re-provisioned Millbank Wastewater Treatment Plant Belt Press \$470,000 to be re-provisioned Bargara Wastewater Treatment Plant Augmentation \$240,000 to be re-provisioned

Strategic Link	Performance Measure	Organisation Link	Target	Actual	Status	Comments
	Delivery of Water Capital Projects Program: Percentage of adopted budget completed.	Organisation 3 - Infrastructure - Water & Wastewater - Water & Wastewater Support Group	95.00%	67%		Projects of under spend or savings include:- Various renewal projects \$730,000 under spend Smart Water Meter project \$360,000 to be re-provisioned Moore Park Water Supply upgrade \$165,000 savings
Strategic 2 - Our environment 2.1 - Infrastructure that meets our current and future needs 2.1.4 - Apply renewable and clean energy strategies in project development and construction.	Progress of recommendations in Sustainable Bundaberg 2030.	Organisation 4 - Strategic Projects & Economic Development	Progress	Council's Sustainable Bundaberg 2030 Strategy and initial action plan have been completed.		Projects and initiatives under this strategy and plan are progressing.
Strategic 2 - Our environment 2.1 - Infrastructure that meets our	Percentage usage of the Recreational Precinct.	Organisation 2 - Community & Environment - Community Services - Facilities Management	Trend	51.47%		Usage of the Bundaberg Recreational Precinct is consistent for the current season.

Strategic Link	Performance Measure	Organisation Link	Target	Actual	Status	Comments
current and future needs 2.1.5 - Manage and maintain council owned buildings, facilities and assets that support and facilitate social connectedness and community life.	Percentage usage of halls and community facilities including Coronation Hall, School of Arts and Gin Gin RSL.	Organisation 2 - Community & Environment - Community Services - Facilities Management	Trend	37.34%	—	Coronation Hall - 29.99% School of Arts - 43.61% Gin Gin RSL Hall - 38.43%
	Number of visitors to iconic facilities (Hinkler Hall of Aviation and Fairymead House).	Organisation 2 - Community & Environment - Tourism & Events - Tourism Services	> 4,000.00	5,300.00	✓	This total is made up of 3865 visitors and 632 locals for Hinkler Hall of Aviation and 803 total for Fairymead House.
	Number of visitors attending events at the Bundaberg Multiplex Convention Centre (Stage 2 only).	Organisation 2 - Community & Environment - Tourism & Events - Tourism Services	Trend	3,231.00	—	These figures are provided by the hirers at the time of booking.
	Swimming Pools: Community satisfaction or suitability of facility to promote active and healthy community life.	Organisation 2 - Community & Environment - Community Services	≥ 90.00%	0.00%	✓	To be completed in Quarter 3. Annual survey not completed.

Sustainable and affordable essential services

Strategic Link	Performance Measure	Organisation Link	Target	Actual	Status	Comments
Strategic 2 - Our environment	Percentage of Roads & Drainage Customer Requests (CRMs)	Organisation 3 - Infrastructure - Engineering Services	≥ 80.00%	54.00%	✗	There were 1001 tasks closed. Of these, 54% (536) met service level requirements, with an average

Strategic Link	Performance Measure	Organisation Link	Target	Actual	Status	Comments
2.2 - Sustainable and affordable essential services 2.2.1 - Connect our people, places, businesses and industries by maintaining and improving road transport, pathway and drainage networks.	completed within allocated time periods.	- Roads & Drainage Infrastructure Planning				processing time of 15 days. There is an increased number of tasks processed compared to the previous period. This is a trend that has occurred each quarter of the 18/19 reporting period requiring closer scrutiny of resourcing.
	Footpath Network - Overall condition. Percentage of footpath network within worst 20% condition rating.	Organisation 3 - Infrastructure - Civil Works	Trend	1.11%		1.11% by replacement value of footpath network is within the worst 20% condition rating.
	Road Network – Overall condition. Percentage of road network within the worst 20% condition rating.	Organisation 3 - Infrastructure - Civil Works	Trend	3.01%		3.01% by replacement value of road network is within the worst 20% condition rating.
Strategic 2 - Our environment	Water supply reliability: Percentage customers do not	Organisation 3 - Infrastructure - Water & Wastewater	≥ 95.00%	95.30%		1,499 water connections experienced a planned/unplanned

Strategic Link	Performance Measure	Organisation Link	Target	Actual	Status	Comments
2.2 - Sustainable and affordable essential services 2.2.2 - Supply potable water and wastewater services that ensure the health of our community in accordance with council's service standards.	experience interruption.	- Water & Wastewater Operations				service interruption from a total of 31,926 water connections.
	Water supply quality: Water quality incidents per 1,000 connections.	Organisation 3 - Infrastructure - Water & Wastewater - Water & Wastewater Operations	< 5.00	0.06	✓	No new Reportable Incidents. Two (2) on-going Trihalomethane exceedance incidents - Gregory River (4 sites); Lake Monduran (1 site)
	Water supply quality: Water quality complaints per 1,000 connections.	Organisation 3 - Infrastructure - Water & Wastewater - Water & Wastewater Operations	< 10.00	0.69	✓	22 water quality complaints for the quarter from a total of 31,926 connections. Complaints relate to taste, odour and discolouration from all Council's water service areas.
	Water supply usage: Raw water usage vs allocation. Water usage as a percentage of allocation for Bundaberg Region.	Organisation 3 - Infrastructure - Water & Wastewater - Water & Wastewater Operations	< 80.00%	45.90%	✓	Water usage has been lower this quarter due to higher rainfall. Raw water usage for this quarter was 1,912ML compared to 2,483ML for the corresponding quarter last year.
	Wastewater reliability: Percentage customers do not experience interruption.	Organisation 3 - Infrastructure - Water & Wastewater - Water & Wastewater Operations	≥ 95.00%	99.95%	✓	12 sewerage connections experienced a service interruption from a total of 22,676 sewerage connections.

Strategic Link	Performance Measure	Organisation Link	Target	Actual	Status	Comments
	Wastewater reliability: Sewer main breaks and chokes per 100km of mains.	Organisation 3 - Infrastructure - Water & Wastewater - Water & Wastewater Operations	< 40.00	4.97	✓	35 sewer main breaks and chokes occurred across the region during this quarter. The total length of sewerage main is 703.85km.
	Wastewater: Number of reportable incidents.	Organisation 3 - Infrastructure - Water & Wastewater - Water & Wastewater Operations	< 5.00	3.00	✓	Three (3) reportable incidents recorded - Millbank Wastewater Treatment Plant - Bourbong Sewage Pump Station, river end O'Connell Street - one (1) sewage main break; Rubyanna Wastewater Treatment Plant - one (1) Dissolved Oxygen exceedance; Woodgate Wastewater Treatment Plant - Woodgate Road (Osprey Street) - one (1) sewage main failure
	Wastewater odour complaints per 1,000 connections.	Organisation 3 - Infrastructure - Water & Wastewater - Water & Wastewater Operations	< 5.00	0.13	✓	3 wastewater odour complaints for the quarter from a total of 22,676 sewerage connections.
Strategic 2 - Our environment 2.2 - Sustainable and affordable	Diversion of waste from landfill.	Organisation 2 - Community & Environment - Waste & Health Services - Waste & Recycling	> 40.00%	56.00%	✓	Recycling activities and reuse achieving targets.


Strategic Link	Performance Measure	Organisation Link	Target	Actual	Status	Comments
essential services 2.2.3 - Provide safe and efficient waste services to protect our community and environment.	Utilisation of landfill sites (kg per m3 airspace).	Organisation 2 - Community & Environment - Waste & Health Services - Waste & Recycling	> 600.00	760.00		Positive result for utilisation.
	Growth in the number of households and businesses with a weekly waste and fortnightly recycling kerbside collection service.	Organisation 2 - Community & Environment - Waste & Health Services	Trend	No Data		Yearly data will be input in the final quarter report.
Strategic 2 - Our environment 2.2 - Sustainable and affordable essential services 2.2.4 - Provide effective and efficient fleet and trade services for operations and projects across council.	Asset Maintenance: Percentage of work tickets completed when scheduled.	Organisation 3 - Infrastructure - Fleet & Trade Services	≥ 95.00%	80.73%		A high percentage (50.57%) of priority 1 and 2 work requests were received this quarter which caused delays and disruptions in scheduled work.
	Percentage of internal client survey results satisfactory or above.	Organisation 3 - Infrastructure - Fleet & Trade Services	> 75.00%	100.00%		100% of client surveys returned results of satisfactory or above during the 4th quarter. Customer Satisfaction Surveys are issued at the completion of preventative maintenance services with Fleet and the completion of work requests with Trade Services. 51 surveys were sent out in the 4th quarter with 23 being returned.

Strategic Link	Performance Measure	Organisation Link	Target	Actual	Status	Comments
	Percentage of overall plant, vehicle and equipment availability.	Organisation 3 - Infrastructure - Fleet & Trade Services	≥ 95.00%	96.73%	✓	Availability is measured during working hours, Monday – Friday / 7am – 4pm, and refers to the percentage of Council’s plant, vehicle and equipment fleet that is available for use by Council’s operational crews during normal working hours.

Sustainable built and natural environments

Strategic Link	Performance Measure	Organisation Link	Target	Actual	Status	Comments
Strategic 2 - Our environment 2.3 - Sustainable built and natural environments 2.3.1 - Manage, maintain, rehabilitate and protect our natural resources and regional ecosystems.	Weeds: Number of properties inspected.	Organisation 2 - Community & Environment - Parks, Sports & Natural Areas - Natural Resource Management	≥ 350.00	420.00	✓	Property inspections for this quarter exceeds the target level by 70, even though during this period there was one Land Protection Officer equivalent on leave for 7 weeks.
Strategic 2 - Our environment	Number of public awareness, education	Organisation 2 - Community & Environment - Parks, Sports & Natural Areas	≥ 8.00	13.00	✓	Activities included: - 6 school tours and excursion

Strategic Link	Performance Measure	Organisation Link	Target	Actual	Status	Comments
2.3 - Sustainable built and natural environments 2.3.2 - Educate and engage with the community to encourage greater involvement in the protection of the natural environment and the development of land use policy.	programs and activities delivered.	- Natural Resource Management				<p>talks at the Zoo;</p> <p>- Invasive species information stands at Agrotrend, Childers Show and Shalom Markets;</p> <p>- 2 Natural Areas school presentations;</p> <p>- Reef Guardian Schools Eco challenge;</p> <p>- Natural Resource Management activity at Innes Park;</p> <p>- Presentation at Bundaberg Mature Women's Association on Council Nature Reserves and walking tracks.</p>
	Number of community led environmental protection activities.	Organisation 2 - Community & Environment - Parks, Sports & Natural Areas - Natural Resource Management	Trend	14.00	■	<p>Joint control/awareness day undertaken at Monto with North Burnett Regional Council and Biosecurity Qld to control an infestation of Honey Locust to prevent future spread down the Burnett catchment 2nd April; Wide Bay Burnett Regional Organisation of Councils Invasive Species Sub Committee meeting focusing on implementation of the Wide Bay Burnett Regional Biosecurity Strategy; Site visit with Burnett Mary Regional Group and landholders to demonstrate rubber vine detection and control</p>

Strategic Link	Performance Measure	Organisation Link	Target	Actual	Status	Comments
						<p>techniques; Meeting with Sunwater on undertaking aquatic weed control program in Paradise Dam & Ned Churchward Weir; Undertook joint aquatic weed control with Sunwater in Paradise Dam; Attended State Oversight Group Meeting prioritising invasive species research programs funded by the Land Protection Fund; Council Coordinated 1080 Baiting Day for wild dogs in Gin Gin, Childers & Bundaberg; Tree Swap program 15 properties inspected with 35 tokens issued after removal of environmental weeds by residents; Participated in Greenfleet tree planting day at Barolin Nature Reserve in June; Provided funds and assistance to Friends of Rifle Range Beach, Friend of Archies/Kelly's Beach and Friends of Baldwin Swamp for weed control and revegetation works; Natural Areas officer represented Council at the Qld Coastal Hazard Assessment Strategy (CHAS) workshop in Cairns; Facilitated the Community Conservation Advisory Group meeting; Supervised IMPACT Crew works on Natural Areas.</p>
Strategic 2 - Our environment	Percentage of annual revenue budget collected.	Organisation 2 - Community & Environment	≥ 90.00%	89.00%		Animal control - \$586,544 of \$581,925 proposed (101%).

Strategic Link	Performance Measure	Organisation Link	Target	Actual	Status	Comments
2.3 - Sustainable built and natural environments 2.3.3 - Review and consistently enforce local laws, the planning scheme, and other associated environment and public health legislation to ensure they meet community standards.		- Regulatory Services - Regulated Parking				Local Laws - \$17,438 of \$23,868 proposed (73%), Regulated Parking - \$821,017 of \$919,913 proposed (89%)
	Percentage increase/decrease of the number of infringements referred to State Penalties Enforcement Registry (SPER).	Organisation 2 - Community & Environment - Regulatory Services - Regulated Parking	Trend	22% increase on 3rd quarter	■	214 referred to SPER this 1/4 based on 'At SPER' code from Tora's report.
	Local Law Enforcement: Number of enforcement requests.	Organisation 2 - Community & Environment - Regulatory Services - Local Law & Animal Management	Trend	2,251.00	■	Total CRM's minus Parking, trap hire, busking/fundraising, patrols, instalment plans, RTI requests.
Strategic 2 - Our environment 2.3 - Sustainable built and natural environments 2.3.4 - Provide environmental health and community services and programs to support regional wellbeing.	Number of customer requests (CRM's) received.	Organisation 2 - Community & Environment - Regulatory Services - Animal Management	Trend	2,560.00	■	Total CRMs including service requests such as busking permits, RTIs, trap hire etc but not dog rego forms received
	Number of illegal dumping and littering complaints investigated.	Organisation 2 - Community & Environment - Waste & Health Services - Environmental Health Services	Trend	64.00	■	64 littering & illegal dumping investigations have been undertaken.

Strategic Link	Performance Measure	Organisation Link	Target	Actual	Status	Comments
	Number of community health/education programs delivered.	Organisation 2 - Community & Environment - Waste & Health Services - Environmental Health Services	≥ 6.00	7.00	✓	"I'M ALERT" free online food safety training course had 2109 participants complete the course. The vector (mosquito) monitoring & identification program was undertaken in conjunction with QLD Health with several areas being treated throughout the region. Five face to face food hygiene and safety courses were undertaken throughout the region.

Our people our business

A sustainable financial position

Strategic Link	Performance Measure	Organisation Link	Target	Actual	Status	Comments
Strategic 3 - Our people our business 3.1 - A sustainable financial position 3.1.1 - Develop and maintain a comprehensive Long-term Financial Plan.	Annual Review of Long-term Financial Plan.	Organisation 1 - Organisational Services - Financial Services	June 2019		✓	The Long-term Financial Plan has been updated and adopted with the 2019/20 Budget.

Strategic Link	Performance Measure	Organisation Link	Target	Actual	Status	Comments
Strategic 3 - Our people our business 3.1 - A sustainable financial position 3.1.2 - Apply responsible fiscal principles for sustainable financial management.	Sufficient 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.	Organisation 1 - Organisational Services - Financial Services	> \$40,000,000.00	\$146,142,000.00	✓	Council holds sufficient cash to fund major projects scheduled for the upcoming financial year. No liquidity issues are foreseeable.
	Meeting legislative and operational standards for cash flow, investments, financial audits and accounts payable.	Organisation 1 - Organisational Services - Financial Services - Financial Services	Yes	No Data	✓	Legislative and operational standards are being met, with the exception of accounts payable payments in relation to contractual obligations. There have been some instances where contractual payment deadlines have not been met. Accounts Payable are working with Major Projects to implement processes that ensure these deadlines are met. Cash holdings are above minimum internal cash requirements. Investments are within internal target range and in accordance with the Statutory Bodies Financial Arrangements Act. Interim financial audit




Strategic Link	Performance Measure	Organisation Link	Target	Actual	Status	Comments
						was completed within statutory timeframes and there were no audit issues raised.
	Minimum return on investments is 1.3 times the bank bill swap rate.	Organisation 1 - Organisational Services - Financial Services	> 1.30	1.59	✓	KPI achieved due to larger proportion of total invested funds held on call with Queensland Treasury Corporation, at favourable rates in May and June 2019.
	Number of payments outside of terms.	Organisation 1 - Organisational Services - Financial Services - Accounts Payable	< 90.00	46.00	✓	Very good effort from the team. Relocation of staff to Strategic Procurement has increased efficiency.
	Spend under Management: Management of expenditure through a defined procurement process.	Organisation 1 - Organisational Services - Governance & Legal Services - Strategic Procurement	≥ 60.00%	75.00%	✓	Management of expenditure is ongoing. Data analysis has been introduced and is work in progress to provide a more accurate assessment of spend under management. It is estimated that spend under management currently sits around 75%.
	Outstanding rates as a percentage of rates levied, prior to six monthly rates billing.	Organisation 1 - Organisational Services - Financial Services	< 5.00%	2.87%	✓	Arrears to levies total percentage for year ending 30 June 19 is 2.87%.

Strategic Link	Performance Measure	Organisation Link	Target	Actual	Status	Comments
	Operating Surplus: Ratio is between 0 and 10% of total operating revenue for whole of council.	Organisation 1 - Organisational Services - Financial Services - Financial Services	0-10%	9.7%	✓	Actual represents 2017/2018 surplus. This amount will be updated in the 1st quarter each year, after the Annual Financial Statements are complete.
	Receive an unqualified audit opinion for the Annual Financial Statements.	Organisation 1 - Organisational Services - Financial Services - Financial Services	Yes	No Data	✓	Preparation of the Financial Statements as at 30 June 2019 has commenced and Council is working closely with the External Auditors (contracted by Queensland Audit Office) to ensure the Statements are ready for commencement of the final audit in September 2019. Once the audited financial statements have been certified they will be included in the Annual Report for 18/19. An interim audit was completed in March 2019 and no significant audit issues were raised by the auditors. The findings of the interim audit and shell statements have been presented to the Audit and Risk Committee in April 2019.
	Long-term net financial liabilities does not exceed 60% of total operating revenue.	Organisation 1 - Organisational Services - Financial Services	≤ 60.00%	-12.00%	✓	Result is 2017/2018 actual. This amount will be updated in the 1st quarter each year, after the Annual Financial Statements are complete.





Strategic Link	Performance Measure	Organisation Link	Target	Actual	Status	Comments
Strategic 3 - Our people our business 3.1 - A sustainable financial position 3.1.3 - Review, monitor and evaluate asset management.	Reconciliation of assets and infrastructure.	Organisation 3 - Infrastructure - Engineering Services - Asset Management	= 25.00%	100.00%	✓	100% is the Annual actual. Internal Capex and all Donated assets received to 30 May 2019 have been processed. Month of June 2019 data is held in Work in Progress.
	Renewal expenditure vs. Asset Management Plan expenditure.	Organisation 1 - Organisational Services - Financial Services	Yes	Ongoing	✓	The comparison will be reported in the 1st quarter each year after completing the annual financial statements.

Responsible governance with a customer driven focus




Strategic Link	Performance Measure	Organisation Link	Target	Actual	Status	Comments
Strategic 3 - Our people our business 3.2 - Responsible governance with a customer	Percentage of staff trained in Right to Information and Information Privacy processes and procedures during onboarding.	Organisation 1 - Organisational Services - Governance & Legal Services	≥ 90.00%	69.00%	●	37 out of 54 eligible new employees have completed Right to Information and Information Privacy Training following onboarding. Staff which have not yet completed the training are reminded each month to undertake same.





Strategic Link	Performance Measure	Organisation Link	Target	Actual	Status	Comments
<p>driven focus 3.2.1 - Ensure our workforce is adequately trained and supported to competently manage themselves and their work.</p>	<p>Timeliness of hazard inspections: Percentage of inspections carried out on time.</p>	<p>Organisation 1 - Organisational Services - People, Safety & Culture - Work Health & Safety</p>	≥ 95.00%	67.00%		<p>There has been a slight increase in timely completion this quarter (67%). A number have again been deferred due to staff movements and relocations (which has added to the fall in timeliness of completion). This is not to be confused with "actual completion rate" which currently sits at 92% (taking into consideration workplace movements at present)</p> <p>The Work Health & Safety Unit continues to report monthly to Executive Leadership Team on the completion rate of Hazard Inspections and reasons for late completion.</p>
	<p>Total Recordable Injury and Illness Frequency Rate (TRIFR): Reduction in the total raw number of fatalities, lost time injuries and medical treated injuries and restricted work injuries per 1,000,000 hours worked.</p>	<p>Organisation 1 - Organisational Services - People, Safety & Culture - Work Health & Safety</p>	> 20.00	26.75		<p>The total recordable injury frequency rate is the number of fatalities, lost time injuries, alternate work, and other injuries requiring medical treatment per million hours worked. There has been a decrease for the 4th quarter which fits with current trend data showing a decrease in lost time injuries since February 2019.</p>
	<p>Staff training and development is conducted in</p>	<p>Organisation 1 - Organisational Services</p>	Yes	Training and development conducted in		<p>Training and development conducted in accordance with</p>

Strategic Link	Performance Measure	Organisation Link	Target	Actual	Status	Comments
	accordance with legislative and compliance obligations and aligned with the strategic workforce plan to support council services delivery and operational requirements.	- People, Safety & Culture - Organisational Development		accordance with legislation and compliance obligations.		legislation and compliance obligations.
	Reduction of Hazards and Risks identified as a consequence of workplace incidents.	Organisation 1 - Organisational Services - People, Safety & Culture - Work Health & Safety	Trend	Incidents are investigated and appropriate corrective actions implemented and monitored.	✓	Incidents are investigated and appropriate corrective actions implemented and monitored.
	Workers compensation claims: Year-end percentage reduction in the number of lost-time workers compensations claims.	Organisation 1 - Organisational Services - People, Safety & Culture - Work Health & Safety	≤ 5.00%	6.06%	✓	Council has experienced an increase in the number of lost time injury claims compared to last financial year. Since November, there has been a decline in the number of days lost due to injury. Whilst the number of lost time injuries may have increased, the days lost due to injury continues to decrease. This is a positive reflection of Council's commitment to early return to work for injured employees.

Strategic Link	Performance Measure	Organisation Link	Target	Actual	Status	Comments
	Workers compensation claims: Year-end percentage reduction in the number of accepted workers compensation claims.	Organisation 1 - Organisational Services - People, Safety & Culture - Work Health & Safety	≤ 5.00%	13.49%		Council encourages early medical treatment for injured employees and lodgement of worker's compensation claims to cover medical expenses. This is reflected in the number of worker's compensation claims lodged.
	Fraud and Corruption Training: Percentage of staff trained in fraud and corruption prevention	Organisation 1 - Organisational Services - Governance & Legal Services	≥ 85.00%	97.00%		For financial year 2018/2019 97% of staff undertook fraud and corruption awareness training.
Strategic 3 - Our people our business 3.2 - Responsible governance with a customer driven focus 3.2.2 - Provide friendly and responsive customer service, in keeping with council values and community expectations.	Call Centre: Percentage of calls processed within allocated timeframes	Organisation 1 - Organisational Services - Financial Services - Customer Service	≥ 90.00%	95.00%		The Call Centre base has continued to perform well within this quarter, as the level of service was maintained throughout both Quarter 3 & Quarter 4. A total of 23420 calls were processed within this reporting period.
	Customer Request Management (CRM): Percentage of CRMs overdue across council in relation to the timeframes assigned.	Organisation 1 - Organisational Services - Financial Services - Customer Service	< 15.00%	5.80%		Within this reporting period an increase in the number of requests for service lodged was noted, with a total of 15605 received. This quarter has far exceeded set standards, reflecting that requests were actioned within minimal timeframes, demonstrating Councils commitment to deliver value for money service.

Strategic Link	Performance Measure	Organisation Link	Target	Actual	Status	Comments
Strategic 3 - Our people our business 3.2 - Responsible governance with a customer driven focus 3.2.3 - Administer statutory compliant governance operations incorporating insurance; risk management; property management and council policies and procedures.	Percentage of Administrative Action Complaints received and processed within applicable timeframes.	Organisation 1 - Organisational Services - Governance & Legal Services	= 100.00%	100.00%	✓	Six Administrative Action Complaints were received for this quarter and have or are continuing to be processed in accordance with the acceptable timeframes outlined in Council policy and procedure.
	Percentage of insurance claims processed submitted within timeframes (i.e. General Insurance and Public Liability Claims).	Organisation 1 - Organisational Services - Governance & Legal Services	≥ 95.00%	100.00%	✓	33 insurance claims were processed within time frames (general insurance and public liability claims).
	Percentage of Right to Information and Information Privacy applications processed within applicable timeframes.	Organisation 1 - Organisational Services - Governance & Legal Services	= 100.00%	100.00%	✓	Eight Right to Information applications were received this quarter and were or are continuing to be processed within applicable timeframes.
	Number of Corporate and Operational risks reported to Audit and Risk Committee.	Organisation 1 - Organisational Services - Governance & Legal Services - Governance & Legal Services	Trend	Risks reported to Audit and Risk Committee in February 2019 and scheduled for further reporting in	—	Risks reported to Audit and Risk Committee in February 2019 and scheduled for further reporting in September 2019.

Strategic Link	Performance Measure	Organisation Link	Target	Actual	Status	Comments
				September 2019.		
	Document Review: Percentage of up-to-date documents in IMS.	Organisation 1 - Organisational Services - Integrated Management Systems - Integrated Management Systems (IMS)	≥ 98.00%	85.00%		All documents published in the IMS remain current until they are superseded by a new version. Currently 15% of IMS documents have gone past their proposed review date and await staff attention.
	Percentage of appropriate and current contractual arrangements are in place for council owned and/or managed property.	Organisation 1 - Organisational Services - Governance & Legal Services - Governance & Legal Services	≥ 80.00%	88.89%		There are 441 entries in the leases register with 49 overdue leases.
Strategic 3 - Our people our business 3.2 - Responsible governance with a customer driven focus 3.2.4 - Exercise whole-of-council adherence to, and compliance with, council's policies and	Number of Internal Quality, Safety, Environmental and Finance (systems and processes) Audits conducted compared to the Annual Internal Audit schedule	Organisation 1 - Organisational Services - Integrated Management Systems - Integrated Management Systems (IMS)	≥ 2.00	3.00		Audits completed this quarter include the following: 1. Audit 181920 Water Supply and Telecommunications Audit 2. Audit 181909 Millbank Recycled Water Management Plan 3. Audit 181913 Road Maintenance Performance Contract Audit is completed awaiting management response.



Strategic Link	Performance Measure	Organisation Link	Target	Actual	Status	Comments
<p>procedures, in keeping with our corporate values and community's expectations.</p> <p>Strategic 3 - Our people our business 3.2 - Responsible governance with a customer driven focus 3.2.5 - Provide and review systems, programs and processes to ensure effective and efficient service delivery to meet</p>	Number of Internal Audits conducted compared to the Annual Internal Audit Plan.	Organisation 1 - Organisational Services - Internal Audit - Internal Audit	≥ 2.00	3.00		BDO have completed two audits within this quarter which were scheduled and Councils assurance officer also completed an additional audit this quarter which was not scheduled. 1. Grants - Road Hierarchy Grant 2. Contributed Assets 3. Airport SKIDATA Carpark Card Internal Review
	Number of support requests resolved.	Organisation 1 - Organisational Services - Information Services - Service Desk	Trend	2,386.00		Adds, moves & changes surrounding centre moves plus new initiatives see a bump from the previous quarter.
	Customer support satisfaction based on surveyed users with completed support requests.	Organisation 1 - Organisational Services - Information Services - Service Desk	≥ 80.00%	No Data		Given the workload and the new initiatives that have commenced during this quarter, the survey has been deferred until a later period.
Percentage of Information Services systems availability.	Organisation 1 - Organisational Services - Information Services - Infrastructure	≥ 98.00%	99.34%		A few minor interruptions due to project work and end of year processing.	

Strategic Link	Performance Measure	Organisation Link	Target	Actual	Status	Comments
community expectations	Strategy Implementation: Progress of actions in Information Services Strategy	Organisation 1 - Organisational Services - Information Services	Trend		—	GIS Strategic Plan completed. ICT Strategic Plan drafted and yet to be finalised.

Open communication

Strategic Link	Performance Measure	Organisation Link	Target	Actual	Status	Comments
Strategic 3 - Our people our business 3.3 - Open communication 3.3.1 - Keep our community and workforce informed and up-to-date in matters of agency and community interest.	Sentiment analysis - positive vs. negative media coverage	Organisation 5 - Communications - Communications - Communications	Trend	Total media references: 491	✓	A significant increase in positive sentiment in print media has contributed to a positive result for Quarter 4. Online: 35.34% positive, 8.43% negative, 56.22% neutral Print: 45.45% positive, 13.22% negative, 41.32% neutral Overall: 40.395% positive, 10.825% negative, 48.77% neutral

Strategic Link	Performance Measure	Organisation Link	Target	Actual	Status	Comments
Strategic 3 - Our people our business 3.3 - Open communication 3.3.2 - Proactively support and encourage community engagement and collaboration.	Interaction with social media posts: Shares, comments and likes on Facebook, Instagram, YouTube and Twitter.	Organisation 5 - Communications - Communications - Communications	Trend	24,167.00	✓	Facebook: 14,550 Instagram: 3753 YouTube: 5800 Twitter: 64
	Total number of followers on Facebook, Twitter, Instagram and YouTube.	Organisation 5 - Communications - Communications - Communications	Trend	26,035.00	✓	Facebook: 21,735 (net gain 285); Instagram: 2698 (net gain 202); YouTube: 131 (net gain 14); Twitter: 1453 (net gain 23).
Strategic 3 - Our people our business 3.3 - Open communication 3.3.3 - Develop consistent messaging and professional communications that establish a positive profile and identity for council and our region.	Impressions: Number of times the advertisement was viewed.	Organisation 5 - Communications - Communications - Communications	4,000.00	1,291,556 total impressions 71,753 average per advertisement	✓	Advertising has improved greatly with a stronger focus on improving digital knowledge.
	Click Through Rate: Number of times the advertisement was accessed.	Organisation 5 - Communications - Communications - Communications	0.2%	0.2%	✓	Click through has remained on track but very little can be done to change this.
	Viewer engagement: Number of times the	Organisation 5 - Communications	≥ 0.40%	23.00%	✓	Benchmarking for local government is now set to

Strategic Link	Performance Measure	Organisation Link	Target	Actual	Status	Comments
	advertisement was accessed.	- Communications - Communications				around 8-10%. We are exceeding the benchmark in this area.
Strategic 3 - Our people our business 3.3 - Open communication 3.3.4 - Review and develop updated and relevant communication platforms, modes, mediums and content.	Website visitation: Number of users.	Organisation 5 - Communications - Communications - Communications	Trend	67,246.00		There has been a significant reduction in users in the fourth quarter when compared to the previous quarter however it is only a slight reduction from the results in the first quarter.
	Website visitation: Length of stay.	Organisation 5 - Communications - Communications - Communications	Trend	Average session duration 1 minutes, 44 seconds.		The average session time has remained relatively stable throughout the reporting period.