



2024-25

# Operational Plan

Building Australia's  
**best regional community**

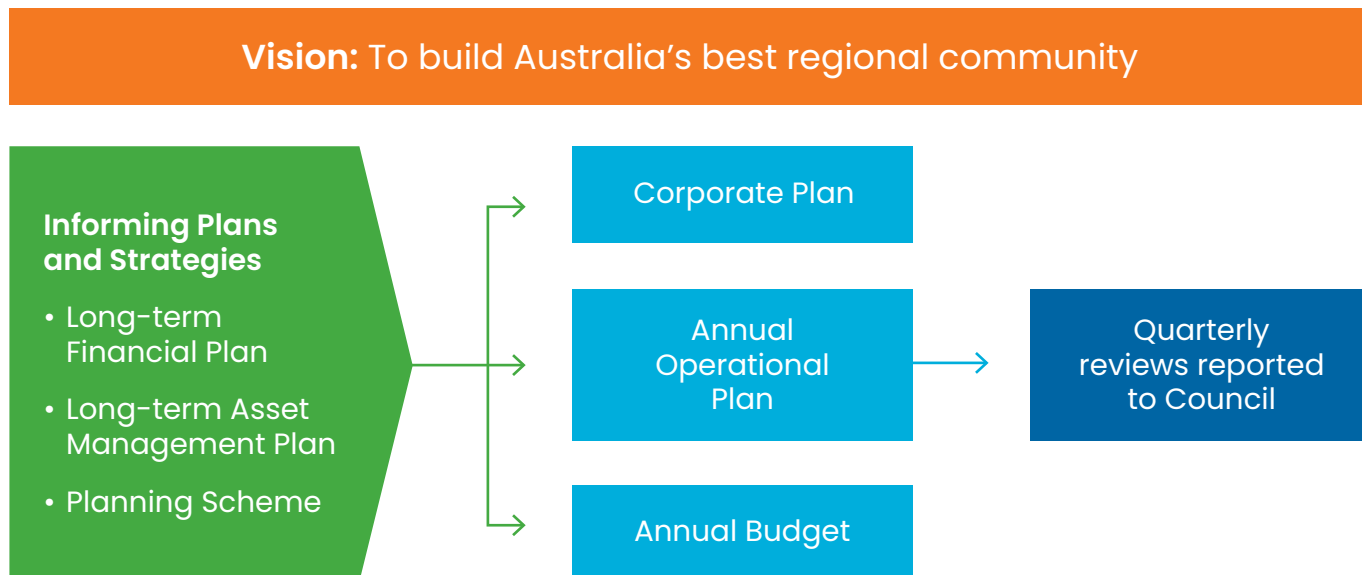


## About the Operational Plan

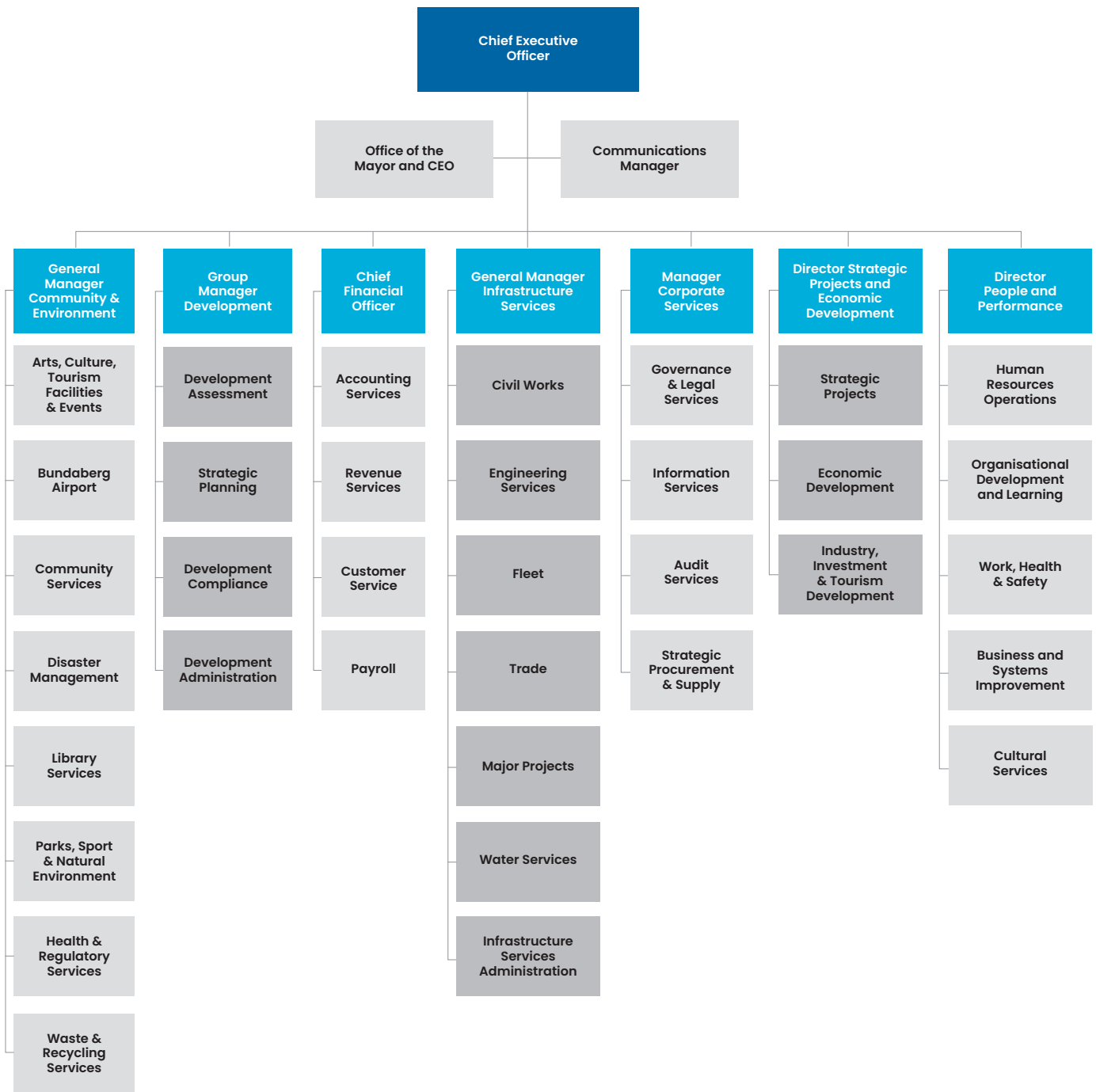
Council's Operational Plan identifies our priorities and services, which are translated into performance measurable actions for the financial year, to deliver the strategies identified in our Corporate Plan. These actions are reported to Council each quarter and outlines the progress towards achieving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



# 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 employees 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 a 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 and affordable 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
<b>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	≥ 100
<b>1.1.2 Proactively advocate, attract and support economic development related opportunities across the region, specifically targeting priority industries.</b>		
Establishment of the Bundaberg Challenger Learning Centre.	Industry, Investment and Tourism Development	Progress
Review and update the Bundaberg Regional Advocacy and Investment Program with input from Council.	Industry, Investment and Tourism Development	Progress
Percentage increase or decrease in business entities registered.	Industry, Investment and Tourism Development	Trend
Percentage growth in our region's Gross Regional Product.	Industry, Investment and Tourism Development	≥ 2%
Unemployment and participation rate for the Bundaberg Region.	Industry, Investment and Tourism Development	< 6.5
Regional Tourism total number of visitors to the Bundaberg Region in the year (inclusive of domestic and international) and investment enquiries managed.	Industry, Investment and Tourism Development	Trend
ECO Destination Certification successful annual audit.	Industry, Investment and Tourism Development	Progress

Performance measure	Responsibility	Target
<b>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 the organisation's Advocacy Priorities list.	Strategic Projects	Maintenance of 3-4 strategic economic capital projects per year.

## 1.2 Safe, active, vibrant and inclusive community

Performance measure	Responsibility	Target
<b>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 occasions council Neighbourhood Centres are used to provide services/spaces to the community.	Neighbourhood Centres	Trend
Percentage of Holiday Park accommodation occupied.	Venues and Facilities	Trend
Dog off-leash parks are provided and maintained based on a priority basis, following a transparent community consultation process.	Regulatory Services	Yes
Conduct Dogs' Day Out to encourage responsible pet ownership and promote Council's dog parks and animal control services.	Regulatory Services	Yes
Percentage of agreed service levels have been met.	Parks Operations and Maintenance	≥ 85%

### 1.2.2 Support and facilitate community programs, networks, projects and events that promote social connectedness; and active and healthy community life.

Community Support Services Commonwealth Home Support Programme and Queensland Community Care (Federal Funded): Number of service users who received a service.	Community Care	Trend
Social Connectedness – Commonwealth Home Support Programme and Queensland Community Care (Federal funded): Number of service users with improved social connectedness.	Community Care	≥ 150
Number of Community Services grants provided.	Community Development	Trend
Number of community members/partners participating in community development projects, networks and initiatives who report improved knowledge, skills or practices.	Community Development	Trend
Number of programs, activities and events facilitated by Community Development that foster social connections and inclusion.	Community Development	Trend
Number of projects and activities facilitated by Community Development that encourage and empower community members to become actively involved.	Community Development	Trend
Funded Programs (State and Federal): Percentage of programs and services demonstrating compliance with standards and meeting funding targets.	Community Services	≥ 98%
Number of occasions that information, advice and referral services were provided.	Neighbourhood Centres	Trend

Performance measure	Responsibility	Target
Number of community members/partners participating in community development projects, networks and initiatives through Neighbourhood Centres.	Neighbourhood Centres	Trend
Number of community members participating in our free community programs and events hosted and facilitated by the Library Service.	Library Services	≥ 1,200
Delivery of initiatives under the Bundaberg Jobs Commitment.	Economic Development	Progress

### 1.2.3 Implement disaster prevention strategies and maximise community preparedness for disaster events.

Number of Local Disaster Management Group (LDMG) Meetings held.	Disaster Management	= 2
Review the effectiveness of the Local Disaster Management Plan annually through exercise and review by the Local Disaster Management Group (LDMG).	Disaster Management	Yes
Number of community engagement activities conducted/events attended to increase community resilience to disaster events.	Disaster Management	= 12

### 1.2.4 Implementation of a Cultural Strategy that celebrates and embraces our local connections to First Nation People and other cultures.

Number of First Nations productions or First Nations community group events presented at the Moncrieff Entertainment Centre.	Moncrieff Entertainment Centre	> 6
Percentage of exhibitions that feature First Nations artists.	Galleries	= 25%

## 1.3 A creative and environmentally friendly place

Performance measure	Responsibility	Target
<b>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 people visiting the Galleries.	Galleries	≥ 6,000
Number of school students engaged in gallery programs.	Galleries	≥ 1,000
Adoption of Bundaberg Regional Galleries – Arts and Culture Strategy 2024-2028.	Galleries	Completed
Number of productions and ancillary events, programmed to attract primary and/or secondary school audiences to the Moncrieff Entertainment Centre.	Moncrieff Entertainment Centre	> 6
Number of community groups using the Moncrieff Entertainment Centre.	Moncrieff Entertainment Centre	Trend
Number of patrons visiting the Moncrieff Entertainment Centre.	Moncrieff Entertainment Centre	≥ 10,000
Percentage of total days booked at Moncrieff Entertainment Centre.	Moncrieff Entertainment Centre	Trend
Percentage of total seats booked at Moncrieff Entertainment Centre.	Moncrieff Entertainment Centre	Trend
Number of students visiting Hinkler Hall of Aviation and Fairymead House via school group bookings.	Tourism Facilities	> 1,000
Number of visitors to Hinkler Hall of Aviation and Fairymead House.	Tourism Facilities	> 4,500
Number of patrons visiting our library branches.	Library Services	≥ 35,000
Number of community engagement activities at libraries.	Library Services	≥ 5



Performance measure	Responsibility	Target
<b>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.	Galleries	≥ 300
Number of performing arts initiatives designed to engage with our community.	Moncrieff Entertainment Centre	≥ 3
Percentage of trainees and apprentices that successfully complete qualification within required timeframe.	Organisational Development and Learning	= 85%
<b>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.	Events	Trend
Attendee satisfaction at the Taste Bundaberg Festival from survey results.	Events	≥ 85%
Estimated number of participants Childers Festival.	Events	Trend
Attendee satisfaction at Childers Festival from survey results.	Events	≥ 85%
Estimated number of participants at Milbi Festival.	Events	Trend
Attendee satisfaction at Milbi Festival from survey results.	Events	> 85%
Number of exhibitions and travelling exhibitions undertaken in accordance with the endorsed Gallery Exhibition Program.	Galleries	= 24
<b>1.3.4 Manage environmental health services and rehabilitate our natural resources and regional ecosystems whilst educating and engaging with the community.</b>		
Percentage of water pollution incidents investigated and resolved by education and enforcement action.	Environmental Health Services	= 100%
Number of public awareness, education programs and activities delivered.	Natural Resource Management	≥ 6
Number of community environmental protection and management activities participated in.	Natural Resource Management	≥ 6
<b>1.3.5 Review and consistently enforce local laws, environment and public health legislation to ensure they meet community standards.</b>		
Percentage of food premises inspected annually in line with Think Food Safe timeframes.	Environmental Health Services	> 90%
Percentage of Food Hygiene Improvement Notices resolved by voluntary compliance or enforcement action.	Environmental Health Services	= 100%
Percentage of premises with declared dogs inspected annually to ensure compliance.	Regulatory Services	> 90%
Percentage of non-compliances for declared dogs resolved by voluntary compliance or enforcement action.	Regulatory Services	> 90%
Implement an automated number plate recognition system for regulated parking.	Regulatory Services	Yes



## Our infrastructure and development

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

Performance measure	Responsibility	Target
<b>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 Planning and Delivery	= 95%
Percentage of adopted Water Capital Projects Program budget completed.	Water Services Planning and Delivery	= 95%
Percentage of inspected hydrants resulting in replacement – 1.5% total hydrants.	Water Services Planning and Delivery	Trend
Length of sewer main inspected with CCTV.	Water Services Planning and Delivery	Trend
Percentage of sewer main relining completed.	Water Services Planning and Delivery	Trend
Percentage of adopted Road Capital Investment Plan budget completed.	Program Management	≥ 85%
Percentage of adopted Stormwater Capital Investment Plan budget completed.	Program Management	≥ 85%
Percentage of adopted Footpath Capital Investment Plan budget completed.	Program Management	≥ 85%
Percentage of Road, Stormwater and Footpath Projects grant funds expended in accordance with agreed timeframes.	Program Management	= 100%
<b>2.1.2 Apply renewable and clean energy strategies in operational management and project development and construction.</b>		
Progress of recommendations of Towards Net Zero Bundaberg Strategy.	Economic Development	Progress
<b>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 of total days booked at the Multiplex Sports and Convention Centre.	Multiplex	Trend
Number of visitors attending events at the Bundaberg Multiplex Sport and Convention Centre.	Multiplex	Trend
Percentage usage of the Recreational Precinct.	Venues and Facilities	Trend
Percentage usage of halls and community facilities including Coronation Hall, School of Arts, Gin Gin RSL, St George Hall, Elliott Heads Hall and Bargara Cultural Centre.	Venues and Facilities	Trend
Swimming pool attendance at Norville Pool.	Venues and Facilities	Trend
Swimming pool attendance at Gin Gin Pool.	Venues and Facilities	Trend
Swimming pool attendance at Childers Pool.	Venues and Facilities	Trend
Swimming pool attendance at Aquatic Pool.	Venues and Facilities	Trend
Community Satisfaction of Community Facilities via Bookings.	Venues and Facilities	Trend
Progress update of Stage 1 Redevelopment of Bundaberg Anzac Park.	Major Projects	Progress

## 2.2 Sustainable and affordable essential services

Performance measure	Responsibility	Target
<b>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.	Strategic Assets	= 100%
Percentage of Road Assets replaced in accordance with targets in the Long-term Asset Management Plan.	Strategic Assets	= 100%
Percentage of Stormwater Assets replaced in accordance with targets in the Long-term Asset Management Plan.	Strategic Assets	= 100%
<b>2.2.2 Supply potable water and wastewater services that ensure the health of our community in accordance with Council's service standards.</b>		
Total count of wastewater odour complaints.	Water Services Operations	< 20
Percentage of scheduled actions achieved in window (month).	Water Services Operations	> 95%
Wastewater reliability: number of sewer main chokes inspected.	Water Services Operations	= 50%
Water supply reliability: percentage of customers who do not experience a planned interruption.	Water Services Operations	≥ 95%
Water supply quality: total count of water quality incidents.	Water Services Operations	≤ 5
Water supply usage: total raw water usage versus allocation to date as a percentage.	Water Services Operations	Trend
Wastewater reliability: percentage of customers who do not experience interruption.	Water Services Operations	≥ 98%
Wastewater reliability: total count of sewer main breaks and chokes.	Water Services Operations	≤ 65
Wastewater: number of reportable wastewater treatment plant incidents.	Water Services Operations	≤ 15
Wastewater: number of reportable sewer reticulation incidents.	Water Services Operations	≤ 15
Water supply quality: number of water quality complaints.	Water Services Operations	≤ 35
Asset condition assessment – 10% of hydrants inspected.	Water Services Planning and Delivery	= 100%
<b>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 and Recycling Services Operations	Trend
Number of people utilising Council's Waste Facilities.	Waste and Recycling Services Operations	Trend
<b>2.2.4 Provide effective and efficient fleet and trade services for operations and projects across Council.</b>		
Mean Time Between Failures (MTBF) of Major Plant and Light Vehicles (in hours).	Fleet Services	≥ 123
Mean Time to Repair (MTTR) Of Major Plant and Light Vehicles (in hours).	Fleet Services	< 4.8
Machine availability of Major Plant and Light Vehicles.	Fleet Services	≥ 95%

## 2.3 Sustainable development

Performance measure	Responsibility	Target
<b>2.3.1 Develop, implement and administer strategies and plans underpinned by the principles of sustainable development.</b>		
Major amendment of the Local Government Infrastructure Plan substantially commenced.	Development Strategic Planning	= 100%
Local Area Plan developed for Branyan Growth Corridor.	Development Strategic Planning	= 100%
Local Area Plan developed for Elliott Heads Emerging Community Land.	Development Strategic Planning	= 100%
Major amendment of the Planning Scheme – implement Planning Scheme Review.	Development Strategic Planning	= 60%
Asset Class Plans – planned verse completed for financial year.	Water Services Planning and Delivery	= 100%
Network Master Plans – percentage completed.	Water Services Planning and Delivery	= 100%
<b>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 issued within 10 days or less.	Development Assessment	≥ 90%
Percentage of total referral agency assessments decided within 10 days or less.	Development Assessment	≥ 95%
Percentage of low complexity development applications decided within 10 days or less.	Development Assessment	≥ 90%
Percentage of total code assessable development applications decided within 25 days or less.	Development Assessment	≥ 80%
Percentage of total impact assessable development applications decided within 35 days or less.	Development Assessment	≥ 60%
Percentage of applications to endorse subdivision plans decided within 15 days or less.	Development Assessment	≥ 95%
Number of development approvals audited for compliance.	Development Compliance	= 6
<b>2.3.3 Review and consistently enforce the planning scheme to ensure sustainable environmental practices.</b>		
Number of development and building related complaints investigated.	Development Compliance	Trend



## Our organisational services

### 3.1 A sustainable financial position

Performance measure	Responsibility	Target
<b>3.1.1 Develop and maintain a Long-term Financial Plan and fiscal principles for sustainable financial management.</b>		
Percentage of creditors paid within agreed terms.	Accounts Payable	≥ 95%
Percentage of outstanding rates.	Revenue Services	< 3.5%
Weighted average of investment returns above the official cash rate.	Statutory Accounting	> 0.65%
Number of audit issues raised in audit report.	Statutory Accounting	≤ 2
Business Unit Recurrent expenditure is within the budget parameters.	Strategic Accounting	< 2.5%
<b>3.1.2 Review, monitor and evaluate asset management.</b>		
Improve Asset Management and Maintenance processes within Council through the continued implementation of an asset management and maintenance system, also informing long-term asset management plans.	Information Services	Building and Park asset maintenance records captured in Assetic Cloud application and MyPredictor application piloted for long-term financial modelling.
Ratio of weekly reactive verse planned maintenance. (30% reactive, 70% planned).	Water Services Operations	= 0.7
Asset equipment register validation – percentage of facilities updated.	Water Services Operations	= 100%
Annual review of Asset Management Plans.	Strategic Assets	= 100%
<b>3.1.3 Develop strong networks with local, state and national stakeholders.</b>		
Percentage of Accounts Payable supplier spend (excluding Corporate Purchase Cards) with local business category A, B and C, as defined in the Procurement and Contract Manual.	Strategic Procurement and Supply	≥ 50%
Actively seek and apply for State and Federal grants that support local economic development initiatives.	Economic Development	Trend
<b>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.	Strategic Accounting	Yes

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

Performance measure	Responsibility	Target
<b>3.2.1 Ensure our workforce is suitable, trained and supported to competently manage themselves and their work.</b>		
Average number of business days to complete recruitment process (approval to offer of employment).	Human Resource Operations	≤ 30
Percentage of required quarterly milestones achieved in the Diversity and Inclusion Action Plan.	Human Resource Operations	= 100%

Performance measure	Responsibility	Target
Percentage of internal employee grievances and disputes managed within timeframes specified in Certified Agreement	Human Resource Operations	> 95%
Percentage of employees who completed mandatory training requirements within the reporting period.	Organisational Development and Learning	= 90%
Percentage of targeted employees actively participating in Health Monitoring program and activities.	Work, Health and Safety	≥ 90%
Frequency rate of Lost Time Injury (LTI) equal to or below Scheme Rate.	Work, Health and Safety	≤ 9.12
Maintain duration of workers compensation claims below Scheme Rate.	Work, Health and Safety	≤ 19
<b>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 Administration	≥ 90%
Percentage of planning and building searches issued within statutory and corporate timelines.	Development Administration	≥ 95%
Percentage of call centre enquiries answered in accordance with Customer Service Charter.	Customer Service	> 90%
Employee satisfaction and morale maintained at required level or above.	Organisational Development and Learning	Trend
Percentage of new water and wastewater connections installed within 25 days.	Water Services Planning and Delivery	≥ 95%
Percentage of plumbing approvals decided within 10 days.	Water Services Plumbing Compliance	≥ 95%
Percentage of Road, Drainage and Footpath Customer Requests determined and responded to within allocated time periods.	Corridor Management	≥ 80%
<b>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 finalised within the quarter.	Governance and Legal Services	Trend
Number of Right to Information and Information Privacy application decisions made.	Governance and Legal Services	Trend
Number of Right to Information and Information Privacy external reviews initiated by applicant.	Governance and Legal Services	Trend
Percentage of appropriate and current contractual arrangements in place for Council owned and/or managed property.	Governance and Legal Services	≥ 80%
Comprehensive review of Council's Strategic Risk Register with Council's Insurer, Councillors and Executive Leadership.	Governance and Legal Services	Yes
Strategic and Operational risks are reviewed quarterly by risk owners and reported to the Audit and Risk Committee.	Governance and Legal Services	= 100%
Number of incident investigations managed within acceptable and appropriate timeframes.	Work, Health and Safety	= 100%
<b>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>		
Audits are progressing for completion in line with the Quality and Internal Audit Plan.	Audit Services	Yes

### 3.3 Open communication

Performance measure	Responsibility	Target
<b>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 and Marketing	≥ 95
<b>3.3.2 Proactively support and encourage community engagement and collaboration.</b>		
Number of Community Engagement Campaigns created for Council projects.	Strategic Projects	Trend
<b>3.3.3 Develop consistent messaging and professional communications that establish a positive profile and identity for Council and our region.</b>		
Corporate e-newsletter open rate, measured against industry standard.	Communications and Marketing	≥ 37.38%





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