



**AGENDA FOR ORDINARY MEETING
TO BE HELD IN COUNCIL CHAMBERS, BUNDABERG
ON TUESDAY 23 JULY 2019, COMMENCING AT 10.00 AM**

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- T8 Amendment to the Bundaberg Regional Council Planning Scheme – Protection of the Mon Repos Regional Park
- T9 Bundaberg Open For Development Incentives – Request for eligibility
- T10 Kinkuna Waters Estate, Woodgate - Disposal of Lots

9 General Business

10 Meeting Close

**Item****23 July 2019****Item Number:**

C1

File Number:

.

Part:

COUNCILLORS

Portfolio:

Councillors

Subject:

Declaration of Conflict/Material Personal Interests

Report Author:

Wendy Saunders, Executive Services Coordinator

Authorised by:

Stephen Johnston, Chief Executive Officer

Link to Corporate Plan:

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.

Background:**Declaration of Material Personal Interest on any item of business**

Pursuant to Section 175C of the *Local Government Act 2009*, a Councillor who has a material personal interest in an issue to be considered at a meeting of the local government, or any of its committees must –

- (a) inform the meeting of the Councillor's material personal interest in the matter; and
- (b) leave the meeting room (including any area set aside for the public), and stay out of the meeting room while the matter is being discussed and voted on.

Declaration of Conflict of Interest on any item of business

Pursuant to Section 175E of the *Local Government Act 2009*, a Councillor who has a real or perceived conflict of interest in a matter to be considered at a meeting of the local government, or any of its committees must inform the meeting about the Councillor's conflict of interest in the matter. If a Councillor does not voluntarily leave the meeting room after declaring a conflict of interest, the remaining Councillors must decide whether the Councillor has a real or perceived conflict of interest in the matter and if so, whether the Councillor must leave the meeting or can stay and participate.

Associated Person/Organization:

Nil

Consultation:

All Councillors

Chief Legal Officer's Comments:

The process is in accordance with the *Local Government Act 2009*.

Policy Implications:

There appear to be no policy implications.

Financial and Resource Implications:

There appear to be no financial or resource implications.

Risk Management Implications:

There appears to be no risk management implications.

Communications Strategy:

Communications Team consulted.

Yes

No

Attachments:

Nil

Recommendation:



Item

23 July 2019

Item Number:	File Number:	Part:
E1	A4649143	STRATEGIC PROJECTS & ECONOMIC DEVELOPMENT

Portfolio:

Executive Services

Subject:

Startup Onramp Program delivered through the Generator Innovation Hub

Report Author:

Andrew Beckenhauer, Economic Development Officer

Authorised by:

Ben Artup, Executive Director Strategic Projects & Economic Development Co-ordination

Link to Corporate Plan:

Our Community - 1.1 Economic growth and prosperity - 1.1.3 Proactively advocate, attract and support economic development related opportunities across the region, specifically targeting priority industries.

Background:

Council's Corporate Plan aims to establish Bundaberg as a model intelligent community in regional Australia. To deliver this aspiration, Council developed its first Intelligent Community Strategy. This strategy focuses on working with community stakeholders to increase investment, collaboration and job creation in relation to growth of the entrepreneurial community – and grow the region's reputation as a leading innovation hub. In particular, the strategy identifies key actions around support and promotion of innovation initiatives run by organisations across the ecosystem, such as the Generator.

The Generator Innovation Hub (purchased by the Bundaberg Business Enterprise Centre in January 2019) proposes to deliver Startup Onramp, a structured training program that provides budding entrepreneurs with the knowledge and skills to test and validate their idea, learn what's involved in launching a startup, and gain the confidence to commit to pursuing their business. The program is a 12 week pre-accelerator program that comprises a two hour workshop each week, weekly individual mentoring sessions, and culminates in a pitch night in which all participants pitch their startup.

The Startup Onramp program was licenced by the QLD Government in 2018, through Advance Queensland (AQ), and has been offered for delivery via one innovation hub per region. The Bundaberg region program has been authorised for delivery through the Generator.

Business Community Benefits

The presence of entrepreneurs, and the subsequent growth of an entrepreneurial community, drives the local economy and promotes job growth in a region. Startup Onramp directly supports Council's Intelligent Community Strategy through delivery of programs that guide and support those starting their entrepreneurial journey, spurring job growth by building Bundaberg's culture of innovation.

When a region establishes itself as an innovation hub, benefits propagate throughout the entire business community. Smarter ways of achieving outcomes lead to productivity gains, attracting new talent to the region, and building a critical mass of like-minded innovators, entrepreneurs and businesses. The Startup Onramp program enables founders to grow their startups, and subsequently enhance the overall entrepreneurial community.

Program Costs

Program content is provided for free through AQ; however, there are numerous costs to prepare and deliver the program, including advertising, pre-program preparation, facilitator fees, mentor costs, and the delivery of a pitch night. The total cost of the program is estimated at \$20,000. Proposed Council contribution (\$10,000) would come from existing Economic Development operational budget. The remainder of costs are to be covered through other sponsorships and program revenue.

Associated Person/Organization:

The Generator

Consultation:

Portfolio Spokesperson: Mayor Dempsey

Divisional Councillor: Cr Blackburn

The proposal for Council to financially contribute toward delivery of Startup Onramp has been discussed with all Councillors.

Chief Legal Officer's Comments:

The category of proposed funding does not fall within the scope of existing Council policy. However, Council is able to provide the required funding pursuant to its powers under the *Local Government Act 2009*.

Policy Implications:

There appear to be no policy implications.

Financial and Resource Implications:

By supporting this initiative, Council is committing \$10,000 in cash contributions, principally through existing budget allocated from the Strategic Projects and Economic Development Section.

Communications Strategy:

Communications Team consulted.

Yes

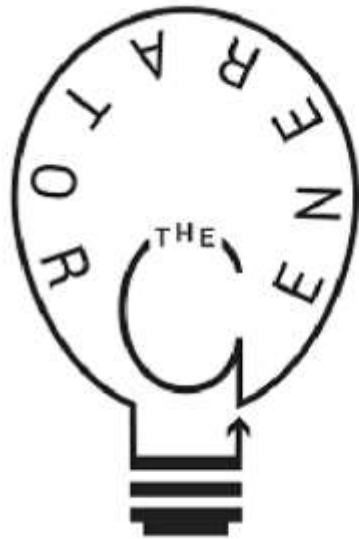
No

Attachments:

- [↓](#) 1 Startup Onramp Presentation
- [↓](#) 2 Funding Request

Recommendation:

That Council commit \$10,000 in cash contributions to the Generator (ABN 65 798 573 917) to assist in the delivery of the Startup Onramp Program.



**THE GENERATOR
BUNDABERG**



Brief Overview

The concept began with three locals in 2016 who had a vision for an innovation hub and coworking space for Bundaberg. After many months of thinking, talking, planning and building, The Generator was born at the start of 2017.

There was immediate interest and uptake from the local community, with many events held during the first 12 months, including Bundaberg's first Startup Weekend. The Generator even secured an international startup to take up residence via the HotDesQ program run by Advance Queensland.

As 2018 progressed, fewer events were being held, paid memberships began to decline and the space wasn't being used to its full potential.

At the end of January 2019, the Bundaberg Business Enterprise Centre purchased the Generator to breathe new life into the innovation hub.

The past 6 months



ADVANCE

QUEENSLAND

Regional Startup Hubs Support Program

The past 6 months

Building the Bundaberg Innovation Ecosystem



The past 6 months

Achievements

- > Increased coworking memberships by over 300%
mix of businesses and industries
- > Developed Corporate partnership and membership plans to:
drive corporate engagement in innovative endeavours
encourage collaboration between corporates and early stage companies
open new opportunities to internally embrace innovation
- > Hosted an array of events
Chief Entrepreneur Round Table
Small Business Week x 4
Angel Investors event
- > A Community Manager to be employed from July 1
- > Moving towards a financially sustainable business model
- > Approved to run Startup OnRamp program for the Bundaberg Region

The Next 12 Months at the Generator

- > Embed the Generator as the locally recognised gateway for local startups and entrepreneurs to access support and connection.
- > Grow membership to at least 20 paid co-working/VIP members
- > Implement an intensive schedule of events and activities that encourage innovation and entrepreneurship and that support local startups to grow capability and to scale.
- > Roll out a structured corporate partnership package that connects our local SME's and corporates with start-ups.
- > Establish and implement an investor network that will connect local start-ups with investors in Bundaberg and beyond.
- > Actively contribute to growing the local startup ecosystem through genuine collaboration with other players in the space.



Program Overview

Startup Onramp was created to encourage more people to become startup founders. It is a structured training program for people at the beginning of the startup journey and those with ideas for startups.

It gives these people the knowledge and skills they need to test and validate their idea, learn what's involved in launching a startup, and gain the confidence to commit to pursuing their startup.



Program Overview

The program was developed by Colin Kinner, one of Australia's leading experts in startup methodology. He is recognised as one of Australia's most experienced startup coaches and mentors, having worked with several hundred emerging entrepreneurs over the past ten years.



Program Availability



The Startup Onramp program has been licenced by the Queensland Government, through Advance Queensland, and has been offered for delivery via one innovation hub per region. The Generator has been approved as the innovation hub for delivery in the Bundaberg region.



Program Delivery & Format

- ➔ Delivered by Startup Onramp facilitators with startup experience.
- ➔ Facilitators are provided special training before they start.
- ➔ 12 week pre-accelerator program that comprises a two hour workshop each week and weekly individual mentoring sessions.
- ➔ Culminates in a pitch night for all program participants.



Community Benefit

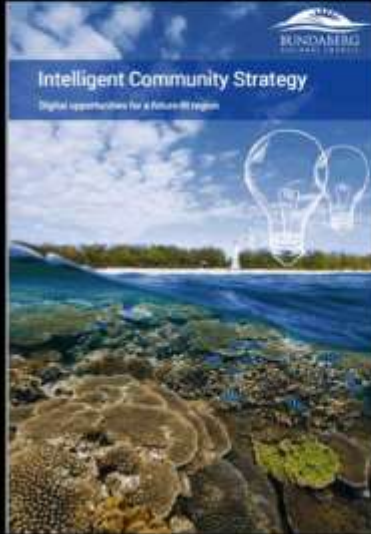


The program supports the Council's Corporate Plan outcome of "Improve access to local jobs and services"

How? The growth of an entrepreneurial community, helps bring prosperity, drives the local economy and promotes job growth.



Community Benefit



Directly supports Council's Intelligent Community Strategy through delivery of a program that guides and supports those starting their entrepreneurial journey, thereby helping to build Bundaberg's culture of, and reputation for, innovation.



Proven Success

The collage features the following logos and text:

- GC Hub, Gold Coas** (GC HUB logo)
- LOGAN STARTUP HUB**
- berwin**
- GIRL GEEK ACADEMY** (with text: ek Academy, Melbourne)
- oriorjam** (with text: Orior Jam, Toowoomba)
- SMARTHUB** (with text: WHERE BUSINESS THRIVES, Smart Hub Rockhampton)
- #SCRIP** (with text: Sunshine Coast Regional Innovation Pro...)
- 6Degrees Coworking, Coffs Harbour**
- STARTUP GLADSTONE** (with text: Startup Gladstone)
- THE GENERATOR BUNDABERG** (with a lightbulb icon containing the letters G, R, O, I, V, E, N, E)
- STARTUP ONRAMP** (with a stylized 'T' icon)

Proven Success

The image displays a collection of logos for various startups, arranged in a grid. The logos are:

- cloval
- Lrndo
- Critterpedia
- hoops
- bubblefuse
- CharliesHQ
- GRIPALY
- Laevo
- crowdsounder
- SurePact
- BitWinder
- nodefy
- Agyakka
- wiserr
- gather
- MEDIA
- CryptoCashInvestor
- the furniture collective
- THE GENERATOR BUNDABERG
- STARTUP ONRAMP

Funding

Contributor	Contribution
Advance Queensland	Program License Fee
The Generator	Program Delivery/Mentoring Space
Local sponsorship + program revenue (all cost recovery)	\$10,000
Bundaberg Regional Council	\$10,000





Startup Onramp – Funding Request

Program Overview

Startup Onramp was created to encourage more people to become startup founders. It is a structured training program for people at the beginning of the startup journey and those with ideas for startups. It gives these people the knowledge and skills they need to test and validate their idea, learn what's involved in launching a startup, and gain the confidence to commit to pursuing their startup.

The program was developed by Colin Kinner, one of Australia's leading experts in startup methodology. He is recognised as one of Australia's most experienced startup coaches and mentors, having worked with several hundred emerging entrepreneurs over the past ten years.

Program availability

The Startup Onramp program was licenced by the Queensland Government in 2018, through Advance Queensland, and has been offered for delivery via one innovation hub per region. The Bundaberg region program has been authorised for delivery through The Generator.

Program delivery, format and costs

The program is delivered regionally via Startup Onramp facilitators. Each facilitator is provided special program training in Brisbane before the delivery of the first program for a region can begin. At this stage, it is anticipated that there will be two local facilitators for the first program delivered in Bundaberg.

The program itself is a 12 week pre-accelerator program that comprises a two hour workshop each week (usually after 5pm), weekly individual mentoring sessions, and culminates in a pitch night in which all participants pitch their startup.

The program covers all aspects of building a startup including Value Proposition, Branding, Validation of Idea, Legals, PR, Product Development, Customer Acquisition, Raising Money and Pitching.

Whilst the content is provided free under the Advance Queensland arrangement, there are numerous other costs to prepare for, and deliver the program, including advertising, pre-program preparation, facilitator fees, some mentor costs, refreshments and the delivery of a pitch night. The total cost of the program is estimated at \$20,000.



Program timing and target audience

The first Startup Onramp program is scheduled to begin in Bundaberg from mid-August 2019. The target cohort will include those with just an idea, those who are already running a startup, and those who have a business, but are looking to cause “disruption at scale” via an innovative idea.

Business Community Benefits

The presence of entrepreneurs, and the subsequent growth of an entrepreneurial community, helps bring prosperity, drives the local economy and promotes job growth in a region. Startup Onramp directly supports Council’s *Intelligent Community Strategy* through delivery of programs that guide and support those starting their entrepreneurial journey, thereby helping to build Bundaberg’s culture of, and reputation for, innovation.

When a region establishes itself as an innovation hub, benefits propagate throughout the entire business community. Smarter ways of achieving outcomes lead to productivity gains and ultimately profits. An increased flow of people to the region results in increased local business spending.

The Startup Onramp program enables founders to grow their startups, and subsequently enhance the overall entrepreneurial community.

Proven Program, Supported Locally

The program has already been successfully delivered across more than a dozen regions in Australia, many of which have had the support of local councils. Examples of this support include GC Hub (Gold Coast City Council), 6Degrees Coworking (Coffs Harbour City Council) and Digital Sunshine Coast (Sunshine Coast Council and Noosa Council), as well as affiliation in other regional areas such as Hervey Bay, Gladstone, Rockhampton, Mackay, Townsville and Cairns.

There are numerous examples of previous Startup Onramp cohort successfully participating in funded accelerators, raising capital, launching products and, most importantly, creating jobs.

The Request

To ensure the successful launch and delivery of the first program in Bundaberg, we are requesting assistance from the Bundaberg Regional Council in the form of a \$10,000 cash contribution.

**Item****23 July 2019****Item Number:**

F1

File Number:

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Part:

FINANCE

Portfolio:

Organisational Services

Subject:

Financial Summary as at 30 June 2019

Report Author:

Simon Muggeridge, Deputy Chief Financial Officer

Authorised by:

Anthony Keleher, Acting General Manager

Link to Corporate Plan:

Our People, Our Business - 3.1 A sustainable financial position - 3.1.2 Apply responsible fiscal principles for sustainable financial management.

Background:

In accordance with Section 204 of the *Local Government Regulation 2012* a financial report must be presented to Council on a monthly basis. The attached financial report contains the financial summary and associated commentary as at 30 June 2019.

Associated Person/Organization:

Nil

Consultation:

Financial Services Team

Chief Legal Officer's Comments:

Pursuant to section 204 of the *Local Government Regulation 2012* the Local Government must prepare and the Chief Executive Officer must present, the financial report. The financial report must state the progress that has been made in relation the local government's budget for the period of the financial year up to a day as near as practicable to the end of the month before the meeting is held.

Policy Implications:

There appear to be no policy implications.

Financial and Resource Implications:

There appear to be no financial or resource implications.

Risk Management Implications:

There appears to be no risk management implications.

Communications Strategy:

Communications Team consulted.

Yes

No

Attachments:

[↓](#) 1 Financial Summary 30 June 2019

Recommendation:

That the Financial Summary as at 30 June 2019 be noted by Council.

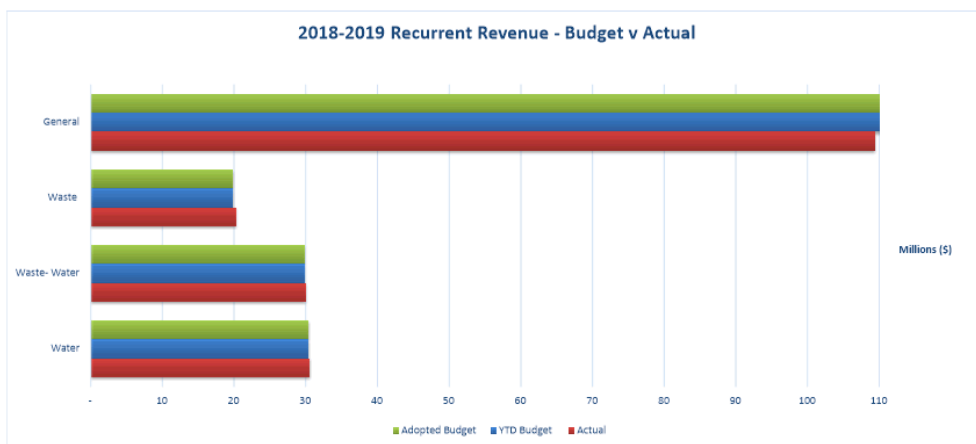
Financial Summary
as at 30 Jun 2019

Progress check - 100%	Council			General			Waste			Wastewater			Water		
	Actual YTD	Adopted Budget	% Act/ Bud	Actual YTD	Adopted Budget	% Act/ Bud	Actual YTD	Adopted Budget	% Act / Bud	Actual YTD	Adopted Budget	% Act/ Bud	Actual YTD	Adopted Budget	% Act/ Bud
Recurrent Activities															
<i>Revenue</i>															
Rates and Utility Charges	158,083,454	158,069,910	100%	85,195,194	85,357,610	100%	14,718,338	14,561,200	101%	28,829,070	28,493,400	100%	27,540,852	27,857,700	100%
Less: Discounts and Pensioner Remissions	(8,566,184)	(8,478,650)	101%	(8,012,161)	(7,911,200)	101%	(188,382)	(193,190)	98%	(210,854)	(210,670)	100%	(154,767)	(161,590)	98%
	147,517,290	147,593,260	100%	77,183,033	77,446,410	100%	14,529,956	14,368,010	101%	28,418,216	28,282,730	100%	27,386,085	27,496,110	100%
Fees and Charges	25,556,115	26,465,529	97%	18,092,981	19,092,278	95%	5,024,384	4,888,251	103%	933,272	980,000	95%	1,505,478	1,505,000	100%
Interest Revenue	4,309,376	3,875,791	111%	1,372,682	1,455,041	94%	594,981	465,000	128%	649,018	535,750	121%	1,692,695	1,420,000	119%
Grants, Subsidies and Donations	12,771,205	14,300,870	89%	12,639,785	14,163,247	89%	121,057	137,823	88%	5,000	-	-	5,363	-	-
Sale of Developed Land Inventory	134,540	134,540	100%	134,540	134,540	100%	-	-	-	-	-	-	-	-	-
Total Recurrent Revenue	190,288,526	192,369,990	99%	109,423,021	112,291,516	97%	20,270,378	19,858,884	102%	30,005,506	29,798,480	101%	30,589,621	30,421,110	101%
<i>Expenses</i>															
Employee Costs	68,261,877	72,174,655	95%	53,168,185	56,822,247	94%	5,925,488	5,631,541	105%	4,660,187	4,837,221	97%	4,478,037	4,883,646	92%
Materials and Services	57,015,285	66,839,966	85%	37,677,558	41,238,288	91%	5,570,650	9,013,183	62%	6,587,200	7,531,574	87%	7,179,877	9,056,921	79%
Finance Costs	4,401,719	4,621,016	95%	1,475,426	1,583,281	93%	927,850	948,350	98%	1,704,371	1,793,000	95%	294,072	296,385	99%
Depreciation	47,282,288	47,282,288	100%	34,211,714	34,211,712	100%	1,700,583	1,700,583	100%	5,727,031	5,727,031	100%	5,642,960	5,642,960	100%
Total Recurrent Expenditure	176,961,169	190,917,923	93%	126,532,883	133,855,528	95%	14,124,551	17,293,657	82%	18,708,789	19,888,826	94%	17,594,946	19,879,912	89%
Operating Surplus	13,327,357	1,452,067		(17,109,862)	(21,564,012)		6,145,827	2,565,227		11,296,717	9,909,654		12,994,675	10,541,198	
<i>Transfers to</i>															
Restricted Capital Cash	(3,778,099)	-		(241,312)	-		-	-		(1,536,047)	-		(1,998,740)	-	
NCP Transfers	-	-		(11,693,836)	(11,693,836)		(2,040,461)	(2,040,461)		5,595,579	5,595,579		8,138,718	8,138,718	
Total Transfers	(3,776,099)	-		(11,935,148)	(11,693,836)		(2,040,461)	(2,040,461)		4,059,532	5,595,579		6,139,978	8,138,718	
Movement in Unallocated Surplus	17,103,456	1,452,067		(5,174,714)	(9,870,176)		8,186,288	4,605,688		7,237,185	4,314,075		6,854,697	2,402,480	
Unallocated Surplus/(Deficit) brought forward	33,202,536	33,202,536		(1,584,592)	(1,584,592)		11,205,555	11,205,555		4,870,464	4,870,464		18,711,109	18,711,109	
Unallocated Surplus/(Deficit)	50,305,992	34,654,603		(6,759,306)	(11,454,768)		19,391,843	15,811,243		12,107,649	9,184,539		25,565,806	21,113,589	
Capital Activities															
<i>Council's Capital Expenditure (Excludes Donated Assets)</i>															
Council Expenditure on Non-Current Assets	63,789,585	95,808,667	67%	52,752,008	77,848,942	68%	1,462,541	2,843,836	51%	5,630,595	9,359,684	60%	3,944,441	5,756,205	69%
Loan Redemption	8,707,050	6,653,043	101%	3,853,469	3,800,043	101%	620,249	620,000	100%	1,933,071	1,933,000	100%	300,261	300,000	100%
Total Capital Expenditure	70,496,635	102,461,710	69%	56,605,477	81,648,985	69%	2,082,790	3,463,836	60%	7,563,666	11,292,684	67%	4,244,702	6,056,205	70%
Cash															
Opening balance	124,464,224	124,464,224													
Movement - increase/(decrease)	21,678,398	(16,114,221)													
Closing balance	146,142,622	108,350,003													

Further to the Financial Summary Report as at 30 June 2019, the following key features are highlighted. It should be noted that these figures will be adjusted as part of the finalisation of the end of year accounts during July.

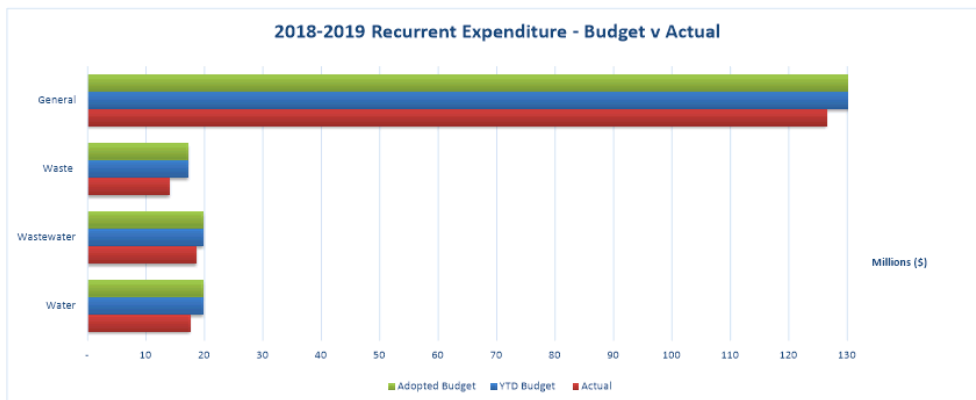
Recurrent Revenue

- Rates and Utility Charges are as expected for the full financial year. Rate notices are expected to be issued in late July for the first half-year levy of the 2019/2020 financial year.
- Fees and charges are slightly lower than expected. Fees and charges will increase with end of year adjustments and are expected to approximate the annual budget.
- Interest Revenue is more than expected for the full financial year. This is due to the significant cash balance Council currently holds as a result of the cashflows associated with the delivery of the capital works program.
- Grants, Subsidies and Donations are less than the annual budget. There are some funding programs that require assessment at 30 June which will see claims submitted. The 2019/2020 Financial Assistance Grant advance was received in June.



Recurrent Expenditure

- Materials and Services are less than the annual budget. This is partly as a result of Non-Capital Projects not being completed prior to end of year. Reflected in the Waste Fund figure is the advance payment of the waste levy. This will be transferred across to next financial year.
- Finance Costs are slightly less than the annual budget. The write-off of infringements has now been processed. There will be end of year adjustments to the provision for bad debts which will impact on the final finance costs expense.



Expected Operating Result

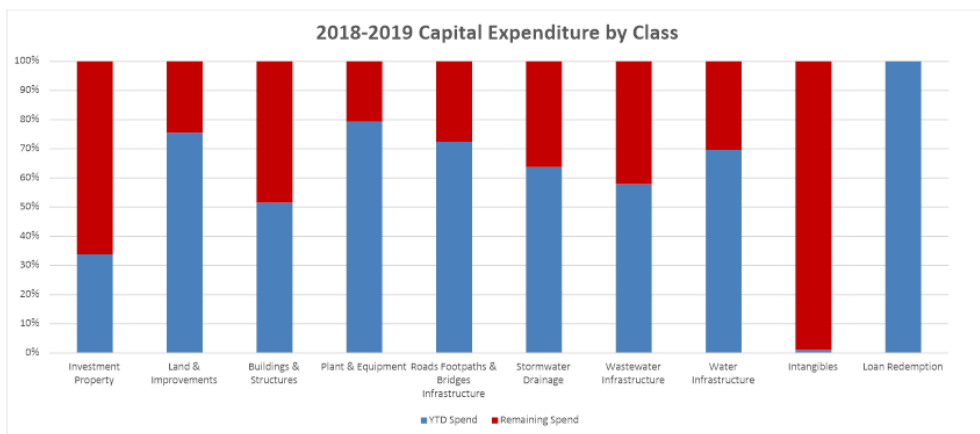
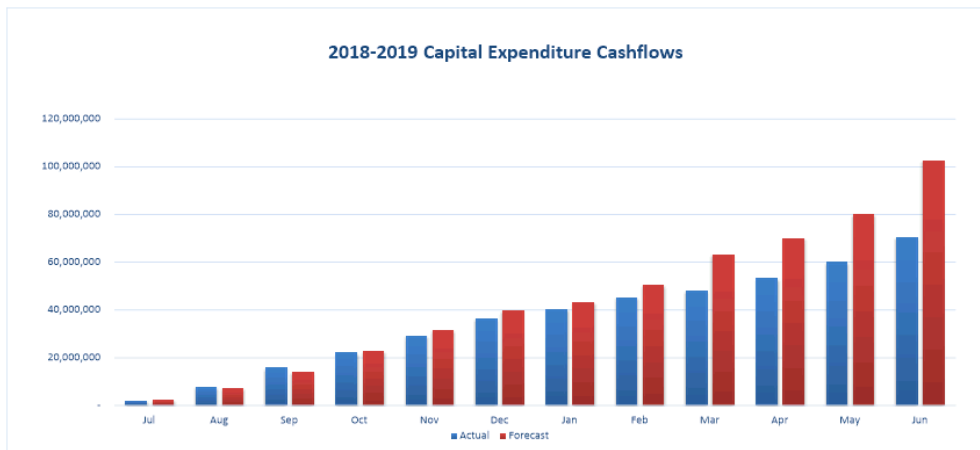
It's expected that the reported operating surplus will be less after the end of year adjustments have been processed, however it will still be higher than the budget surplus.

Accumulated Surplus

The reserves formerly held within each of the funds have been transferred into the accumulated surpluses for each fund. This is reflected in the Restricted Capital Cash line of the finance summary.

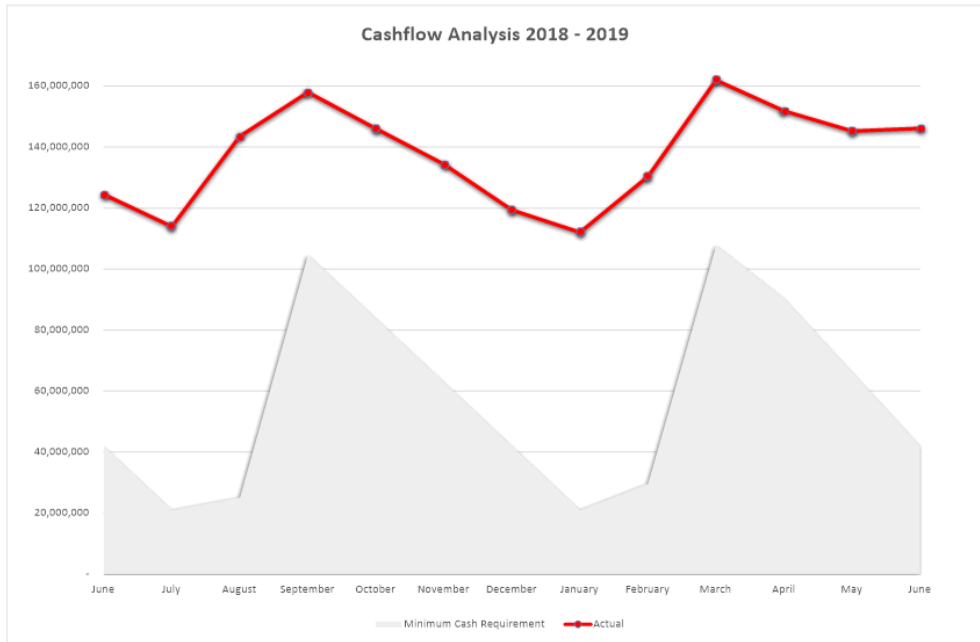
Capital Expenditure and Capital Grants

- Capital expenditure is below expectations this financial year with significant projects still to be delivered. There will be re-provisions of required projects into the 2019/2020 financial year during July for presentation to Council in August. Significant projects currently underway and/or completed include the Elliott Heads Foreshore Redevelopment, Smart Water Meter Trial, Netball Carpark Extension, Norville Pool Bucket Play Area, Fitzgerald and Thabeban Street Roundabout, Regional Aviation Precinct Development, McCarthy Road Drainage, Hughes Road Roundabout and Staff Relocation work at East Depot. Projects that have recently begun include Tirroan Road Realignment and the Road Resurfacing Programs.
- Capital grants are on track with all milestones having been met and any variations to funding agreements approved.



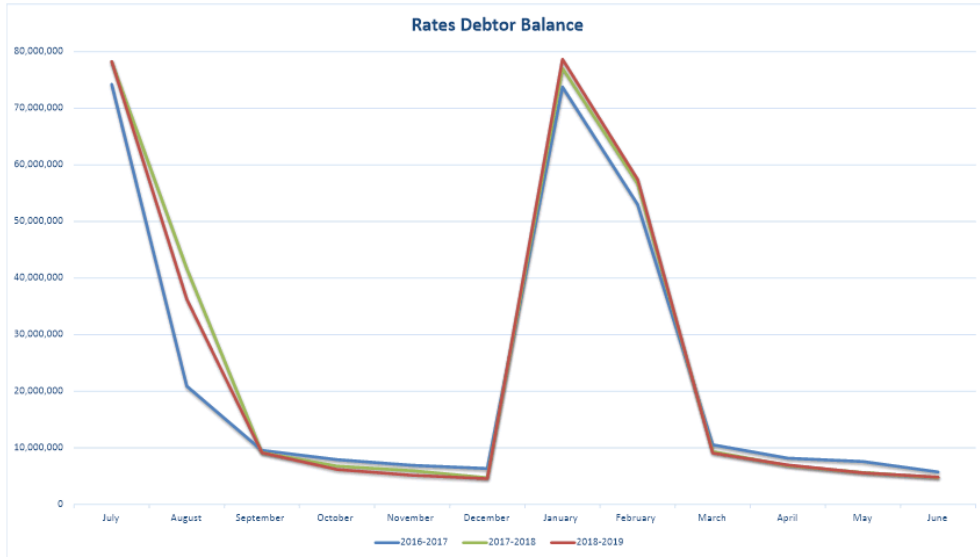
Cash

- The cash balance as at 30 June 2019 was \$146.1 million, an increase of \$0.9 million from the last report at 31 May 2019, reflecting the receipt of loan funds, financial assistance grant advance and waste levy advance.
- No short-term liquidity issues are foreseeable. The forecast in the graphical analysis below represents the actual cashflow. The cash balance at the end of the financial year is greater than the budget forecast of \$108m, primarily as a result of the delivery of the capital works program.



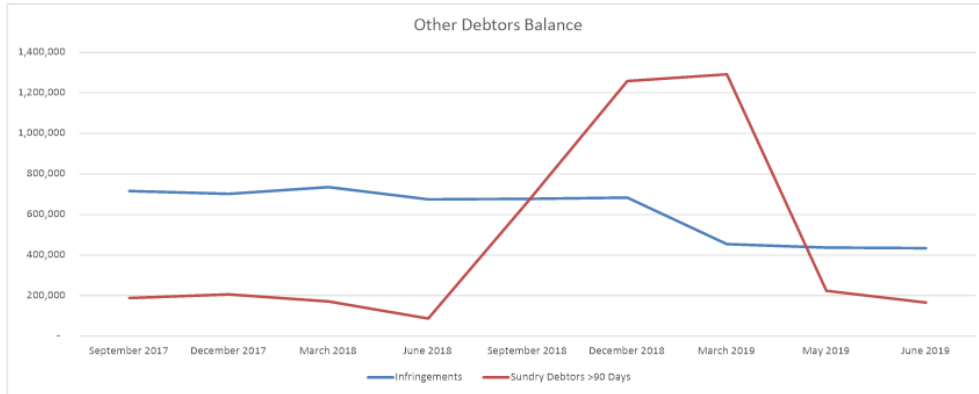
Rates Debtor

- Rates outstanding total \$4.8 million which is equivalent with the rate debt outstanding this time last year. Statement of claims have been issued by Council's debt recovery agent to ratepayers for debts which remain unpaid.



Other Debtors

- Sundry Debtors outstanding for more than 90 days total \$0.16 million across 56 accounts. 24 accounts have been resolved during June. The spike between June 2018 and March 2019 were grant claims associated with the Burnett Heads CBD project. These claims have now been paid.



Loans

- Loan balances at 30 June 2019 are shown below and include the 4th quarter repayment. Council has drawn down the budgeted \$5.9 million of borrowings in June.

Bundaberg Airport & Precinct	9,939,908
Hinkler Hall of Aviation	1,201,725
Holiday Parks	250,559
Fleet	1,713,129
Kolan Gardens Aged Care	198,505
Burnett Heads CBD Upgrade	2,608,296
General Facilities	8,898,201
Waste	7,748,287
Sewerage	41,798,257
Water	3,121,781
Total	77,478,648



Item

23 July 2019

Item Number:

G1

File Number:

.

Part:

GOVERNANCE

Portfolio:

Organisational Services

Subject:

2018/2019 4th Quarter Operational Plan Review

Report Author:

Christine Large, Acting Chief Legal Officer

Authorised by:

Anthony Keleher, Acting General Manager

Link to Corporate Plan:

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.

Background:

In accordance with section 174 of *Local Government Regulation 2012*, the Chief Executive Officer must present a written assessment of Council's progress towards implementing the annual operational plan at meetings held at regular intervals of not more than three months.

Quarterly reports provide a process for monitoring and assessing Council's progress in meeting the goals of the Corporate Plan. The attached report highlights the achievements of Council over the past three months with most areas achieving the targets set. Each manager has provided a comment in the report on their department's or section's progress.

Associated Person/Organization:

Not applicable.

Consultation:

General Managers and Managers

Chief Legal Officer's Comments:Complies with section 174 of the *Local Government Regulation 2012*.**Policy Implications:**

There appear to be no policy implications.

Financial and Resource Implications:

All financial implications and resource utilisations have been identified in the report.

Risk Management Implications:

Results, comments and status symbols provide up-to-date information that informs ongoing risk management and mitigation.

Communications Strategy:

Communications Team consulted.

Yes

No

Attachments:

[↓](#)1 Quarterly Operational Report - 4th Quarter 2018-19

Recommendation:

That the 2018-2019 4th Quarter Operational Plan be received and noted.



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 Link 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

Strategic Link	Performance Measure	Organisation Link	Target	Actual	Status	Comments
	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

Strategic Link	Performance Measure	Organisation Link	Target	Actual	Status	Comments
						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.

Strategic Link	Performance Measure	Organisation Link	Target	Actual	Status	Comments
	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 Link 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

Strategic Link	Performance Measure	Organisation Link	Target	Actual	Status	Comments
	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.






Strategic Link	Performance Measure	Organisation Link	Target	Actual	Status	Comments
	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
<p>2.2 - Sustainable and affordable essential services</p> <p>2.2.2 - Supply potable water and wastewater services that ensure the health of our community in accordance with council's service standards.</p>	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 discoloration 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
driven focus 3.2.1 - Ensure our workforce is adequately trained and supported to competently manage themselves and their work.	Timeliness of hazard inspections: Percentage of inspections carried out on time.	Organisation 1 - Organisational Services - People, Safety & Culture - Work Health & Safety	≥ 95.00%	67.00%		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) 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.
	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.	Organisation 1 - Organisational Services - People, Safety & Culture - Work Health & Safety	> 20.00	26.75		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.
	Staff training and development is conducted in	Organisation 1 - Organisational Services	Yes	Training and development conducted in		Training and development conducted in accordance with


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 Link 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.



Item

23 July 2019

Item Number:

G2

File Number:

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Part:

GOVERNANCE

Portfolio:

Organisational Services

Subject:

Council Policies

Report Author:

Christine Large, Acting Chief Legal Officer

Authorised by:

Anthony Keleher, Acting General Manager

Link to Corporate Plan:

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.

Background:

In 2018, Council adopted a number of policies following an extensive review.

Policies with an annual review date have recently been reviewed by the policy owners and the revised policies are provided to Council for adoption.

Policy name	Description of amendments
Records Policy	Changes made to the Recordkeeping Policy are made following the obligations of the Records Governance Policy issued by the State Archivist, and include: <ul style="list-style-type: none"> • Definitions added for <i>Act</i> and <i>Records Governance Policy</i> • New section 1 under Policy Statement. • General formatting.
Expenses Reimbursement for Councillors Policy	Major review undertaken by Financial Services Team and includes: <ul style="list-style-type: none"> • Definitions added for private use; <i>discretionary training</i>; and <i>caretaker period</i>. • Specific changes to sections 3.13.2 Vehicles; 3.13.4-6 Vehicles; 3.14 Insurance Coverage; 3.17 Caretaker Period and 3.18 Non-Allowable Expenses.

Associated Person/Organization:

Not applicable.

Consultation:

Councillors and Executive Leadership Team

Financial Services Team

Policy Authors

Chief Legal Officer's Comments:

The policies are in accordance with legislation and best practice guidelines.

Policy Implications:

The policies will be adopted and further implemented within Council.

Financial and Resource Implications:

There appear to be no financial or resource implications.

Risk Management Implications:

There appears to be no risk management implications.

Communications Strategy:

Communications Team consulted.

Yes

No

Attachments:

[↓](#) 1 CP-3-037 Recordkeeping Policy, version 2

[↓](#) 2 CP-3-038 Expenses Reimbursement for Councillors Policy, version 2

Recommendation:

That Council:

1. rescind the following policies:

- **CP-3-037 Recordkeeping Policy, version 1;**
- **CP-3-038 Expenses Reimbursement for Councillors Policy, version 1;**
and

2. adopt the following policies:

- **CP-3-037 Recordkeeping Policy, version 2; and**
- **CP-3-038 Expenses Reimbursement for Councillors Policy, version 2.**



Recordkeeping Policy

HEAD OF POWER

- *Public Records Act 2002*, section 7
- *Local Government Act 2009*, section 13(3)(e)

INTENT

The purpose of this policy is to comply with the *Public Records Act 2002* and the Records Governance Policy to ensure that public records are made, managed, kept and preserved in a usable form.

SCOPE

This policy applies to all employees and Councillors including contractors and volunteers.

DEFINITIONS

Act means the *Public Records Act 2002*.

Public record means as defined in section 6 of the Act.

Records governance policy means the policy issued on the authority of the State Archivist under section 25(1)(f) of the Act.

POLICY STATEMENT

1. Council must comply with its obligations under the Act and the Records Governance Policy. The Records Governance Policy contains six policy requirements that Council must comply with as an agency under the Act.
2. Council recognises that records management is an integral part of good management practice and is committed to meeting its recordkeeping obligations.
3. Council will establish a framework of policy, procedures, guidelines and processes to ensure the creation, capture, preservation, discovery and retrieval of complete and accurate records.
4. Council will use and continually review existing governance practices and develop and implement new governance measures to embed records governance in their current functions, activities and processes and to foster a collaborative recordkeeping culture.
5. Council's records are its corporate memory and as such are a vital asset that supports business functions and activities for as long as they are required.
6. Council will ensure that disposal of records is undertaken in a planned and authorised way in conjunction with legislation, policy, procedure and business requirements.

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Policy No. CP-3-037

Adopted/Effective Date: 23/07/19 Version: 2

Responsible Department: Organisational Services

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Recordkeeping Policy

7. Council must:

- a. ensure records management is supported at all levels of the business;
- b. systematically manage records using governance practices that are integrated and consistent with broader Council and agency frameworks;
- c. create complete and reliable records; and
- d. actively manage permanent, high-value and high-risk records and information as a priority.

ASSOCIATED DOCUMENTS

- Australian Standard for Records Management AS ISO 15489
- Queensland State Archives Records Governance Policy
- Information Standard 34 – Metadata
- Information Standard 18 – Information Security

DOCUMENTS CONTROLS

Council will review this policy biennially or in response to changes in law or best practice.

POLICY OWNER

The Chief Legal Officer, Governance and Legal Services is the responsible person for this policy.

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Policy No. CP-3-037

Adopted/Effective Date: 23/07/19 Version: 2

Responsible Department: Organisational Services

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Expenses Reimbursement for Councillors Policy

HEAD OF POWER

- *Local Government Regulation 2012, section 250*

INTENT

The intent of this policy is to provide for the following:

- (a) payment of reasonable expenses incurred, or to be incurred, by Councillors for discharging their duties and responsibilities as Councillors; and
- (b) provision of facilities to Councillors for that purpose.

SCOPE

This policy applies to all Councillors, including the Mayor and Deputy Mayor.

DEFINITIONS

Council business means official business conducted on behalf of, and/or approved by Council, the Mayor or Chief Executive Officer.

Region means within the boundaries of the Bundaberg Regional Council area.

Private Use means any travel which is not for Council business or commuting to and from Council premises.

Discretionary Training means training to improve skills relevant to the role as a Councillor other than mandatory training.

Caretaker period – means as defined in section 90A of the *Local Government Act 2009* a period which starts on the day when public notice of the holding of the election is announced by the Electoral Commission of Queensland and ends on the day on which the last declaration of the poll is displayed by the Returning Officer.

POLICY STATEMENT

1. Guiding Principles

- 1.1 The payment and/or reimbursement of expenses and the provision of facilities for Councillors must only be for the actual cost of legitimate business use.
- 1.2 Councillors should not be financially disadvantaged when carrying out the requirements of the role of Councillor and should be fairly and reasonably compensated in accordance with statutory requirements and community expectations.

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Policy No. CP-3-038

Adopted/Effective Date: 23/07/19 Version: 2

Responsible Department: Organisational Services

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Expenses Reimbursement for Councillors Policy

- 1.3** The payment and/or reimbursement of expenses and provision of facilities for Councillors is to be open and transparent, prudent, responsible, acceptable to the community and in accordance with statutory requirements.
- 1.4** A spouse, partner or family member of a Councillor is not entitled to reimbursement of expenses or to have access to facilities allocated to Councillors, other than for use of vehicle (refer section 3.13.2).

2. Expenses

Councillors are only entitled to payment/reimbursement for the expenses listed in the categories below.

2.1 Council Business

Council business should result in a benefit being achieved either for Council, the region or the community and includes:

- 2.1.1** Attendance at meetings that are a statutory requirement of the Councillor's role, or are officially recorded in minutes or other public records. Examples include:
- Council meetings that the Councillor is entitled to, or asked to attend;
 - conferences, deputations and inspections.
- 2.1.2** Attendance at events and functions. Examples include:
- ceremonial openings of buildings or facilities;
 - fetes and carnivals;
 - annual or presentation dinners;
 - public meetings;
 - private meetings for the purpose of conducting discussions of business of Council (e.g. for a resident of the region, documented in official records or diary).
- 2.1.3** Gathering of information by a Councillor necessary to inform the Councillor of matters of interest to Council, or which properly falls within the responsibility of Council.

2.2 Professional Development

- 2.2.1** Mandatory training including:
- Councillor induction, code of conduct, meeting procedures and legislative obligations;
 - Training determined by the Chief Executive Officer such as conferences or specific events relevant to Councillors and committee members.

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- 2.2.2 Discretionary training relevant to the Councillor's role and approved by the Mayor. Examples include: conferences, workshops or training. The funding limit for discretionary training is \$8,000 for each Councillor during their four year term in office.

2.3 Travel

Travel costs including:

- between a Councillor's home and a Council facility for Council business, via a route that would not be considered a significant deviation from the most direct route.
- to conferences, training or workshops. In general, the most cost effective form of travel must be used. Councillors may claim for transport (taxi, Uber, flights etc.) to attend official Council business only.

2.4 Accommodation

- 2.4.1 When attending conferences Councillors must take advantage of any package provided by conference organisers unless prior approval has been granted by the Mayor. In all other cases, the Mayor must determine if the expense is warranted.

- 2.4.2 When the Mayor is attending, the Chief Executive Officer must determine the legitimate accommodation costs.

2.5 Meals

Councillors may claim for the actual cost of meals when travelling outside of the region for Council business. Reasonable reimbursement will be as per the Australian Taxation Office Determination (TD 2018/11 or current equivalent).

2.6 Hospitality

- 2.6.1 Where Councillors incur hospitality expenses, as determined in Council's Entertainment and Hospitality Policy, the maximum amount that may be reimbursed is:
- \$500 per annum for each Councillor; and
 - \$6,000 per annum for the Mayor.

- 2.6.2 Where the Mayor has delegated the attendance at a function on the Mayor's behalf to another Councillor, any costs incurred by the Councillor for that function are to be charged against the Mayor's hospitality budget.

2.7 Other Business

In the event a particular activity is not included in this list, the Mayor has discretion to determine if a particular activity of attendance is considered as Council business.

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3. Provision of Facilities

Facilities provided for Councillors must be deemed necessary and required to assist Councillors in their official capacity.

All facilities provided to Councillors remain the property of Council and must be accounted for during annual equipment audits. The facilities must be returned to Council when the Councillor's term expires, unless Council agrees to dispose of the facility in some other manner.

It is recommended that Councillors seek independent taxation advice for any provision of facilities they receive.

Councillors are only entitled to payment/reimbursement for the facilities listed in the categories listed below.

3.1 Council Office Amenities

Council provides office accommodation and access to meeting rooms for Councillors. Furniture and fittings for Councillor offices will be of a standard to allow Councillors to adequately undertake their roles as a Councillor. In general, offices would be located at Council owned or controlled premises such as Service Centres or community centres.

3.2 Administrative Support

Council will provide administrative support staff employed under Council's usual terms and conditions of employment. Relief staff will be provided where practical and shall be subject to budgetary and operational constraints.

The Mayor is entitled to a full time Executive Assistant under Council's usual terms of employment.

3.3 Computer

Councillors are provided with a desktop, laptop and/or tablet for business use at the Councillor's office and home. Council will provide peripheral computer equipment that is associated with the choice of computer for the Councillor's office and the Councillor's home office as required. This may include a docking station, monitor and other computer equipment.

3.4 Phone and Internet Access

Councillors are provided with a phone extension and internet access at the Councillor's office. Councillors are also provided with a mobile telephone and mobile internet (dongle) access for business use. Mobile phones are on a mobile phone plan. Incidental private use is allowed within the phone plan. Substantive private use may be subject to reimbursement to Council at the discretion of the Chief Executive Officer.

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Council will reimburse 50% of the monthly internet and/or telephone rental costs to the Councillor, where a Councillor's home has no, or unreliable mobile reception.

3.5 Office Equipment

Councillors are entitled access to general office equipment and systems for business use at the Councillor's office including printers, photocopiers and secured document disposal services. Councillors will be entitled to a standard printer at the Councillor's home if required.

3.6 Stationery

Councillors are provided with Council stationery for Council business. Council stationery (such as letterhead) is not to be converted or modified in any way and may only be used for carrying out the functions of the role of Councillor.

Stationery does not include any form of advertising or promotional material produced by Council.

3.7 Publication and Membership Fees

Councillors are provided with copies of relevant legislation, books and journals considered necessary for undertaking their duties. Where possible, these items will be provided in electronic format.

Councillors who hold membership of professional bodies, which are related to Council business or functions, will be eligible for reimbursement of membership fees to a maximum amount of \$1,000 per annum (e.g. Australian Institute of Company Directors).

Publications and membership fees for Councillors are approved by the Mayor. Publications and membership fees for the Mayor are approved by the Chief Executive Officer.

3.8 Other Administrative Necessities

Subject to Council approval, Councillors may be provided with any other administrative necessities to meet the business of Council.

3.9 Advertising

Council will not reimburse, provide funds, services or facilities for the purposes of advertising for Councillors.

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3.10 Community Consultation

Councillors may use facilities provided to correspond with community representatives for the purpose of undertaking their role. Where a Councillor chooses to undertake further community consultation on a particular matter, in addition to that approved by Council, the Councillor is responsible for those costs.

3.11 Maintenance Costs

Council will cover all ongoing maintenance costs associated with Council owned equipment to ensure it is operating for optimal professional use.

3.12 Name Badge, Uniform and Safety Equipment

Councillors are eligible to wear the corporate wardrobe on the same basis as staff. Council's Uniform Policy applies.

3.13 Vehicles

Councillors are provided with two vehicle arrangements for Council business:

- Option 1 – Council owned vehicle with private usage reimbursement to Council.
- Option 2 – Own private vehicle with a monthly mileage allowance.

3.13.1 The following criteria is a guideline to determine which Councillor Vehicle option is the most cost effective for Council.

Kilometres per Annum	Council Owned Vehicle	Own Private Vehicle
< 5,000 kms		✓
> 5,000 kms - 12,500 kms	✓	✓
> 12,500 kms	✓	

3.13.2 Option 1 – Council owned vehicle with private usage reimbursement to Council

The private use contribution is calculated by applying the private use percentage against the estimated annual costs associated with the vehicle. The private use portion is calculated in the first year of the Council term, by the Councillor providing a substantiated log book for a minimum 12 week continuous period. Private use percentage will be reviewed when a change of address or material change in driver habit occurs or a replacement vehicle is provided.

In the period where a logbook is pending, a contribution equivalent to \$1,600 per annum is to be made. Once the private use percentage is established contributions will be adjusted from the start of the logbook period.

Vehicles are provided with a fuel card for private and business use.

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Vehicles provided will be in accordance with Council's fleet management practices. All vehicles are to be approved by the Chief Executive Officer or their delegate.

A spouse, partner or family member of a Councillor may use the vehicle on behalf of the Councillor.

3.13.3 Option 2 – Own private vehicle with a monthly mileage allowance

The monthly mileage allowance will be paid in accordance with the Australian Taxation Office business use of motor vehicle cents per kilometre method, and kilometre rate applicable at time of travel.

A Councillor who uses their private vehicle will undertake a monthly reconciliation of Council business mileage and seek reimbursement from Council for the actual business mileage amount incurred for the month. All Council business will be recorded and substantiated by log book or equivalent.

The mileage allowance reimbursement will be paid up to a maximum of 12,500 kilometres per annum.

Should the Councillor exceed the maximum 12,500 kilometres they may request to be supplied with a Council provided vehicle for the remainder of the term.

Council will provide a vehicle navigation system for use by the Councillor in a private vehicle if required.

Council provides parking facilities for Councillors at their office locations and will provide parking facilities for all Councillors at Council buildings for the purpose of committee and Council meetings.

3.13.4 Council vehicles shall not be used:

- for competition or rally
- for commercial purposes
- for farming practices
- on the beach, sand or unformed tracks (except where required for work purposes)
- for any other purposes excluded by Council's motor vehicle insurance policy.

3.13.5 Smoking is not permitted in, or on any Council vehicles.

3.13.6 Parking and toll fees will be reimbursed when incurred on Council business.

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3.13.7 Councillors are responsible for maintaining the vehicle in a clean, tidy and well-maintained condition, including regular washing/cleaning. All scheduled servicing and necessary maintenance on Council vehicles will be provided by Council.

3.14 Legal Costs and Insurance Cover

Insurance cover will be provided for public liability, professional indemnity, Councillor's liability, motor vehicle (Council supplied vehicle), international travel and other appropriate insurances. Comprehensive travel insurance can be arranged through the insurance team prior to any international travel. Council will not provide travel insurance for domestic, personal / private travel (e.g. extending the travel for personal reasons), accompanying persons or consultants. Council may decide, pursuant to section 107 of the *Local Government Act 2009*, to cover costs incurred through any inquiry, investigation, hearing or legal proceedings into the conduct of a Councillor.

3.15 Corporate Purchase Card

A corporate purchase card may be made available to the Mayor and Deputy Mayor subject to approval by the Chief Executive Officer. The card should only be used for Council business expenses directly related to the Mayor or Deputy Mayor. Personal expenses not related to Council business must not be charged to the card. Cards must be used in accordance with Corporate Purchase Card Procedural Manual.

3.16 Provision of Meals

Councillors will be provided with light meals, morning and/or afternoon tea, if they are required to attend statutory or other prescribed Council meetings that extend over meal periods.

3.17 Caretaker Period

Once the caretaker period commences, Councillors shall only be eligible to claim expense reimbursement for costs relating to routine activities or as otherwise approved by Council.

Councillors may continue to use Council resources, including newsletters, brochures and emails as part of ongoing communication with their constituents about Council and Division related activities during the caretaker period provided they are not used for electioneering or political purposes, or contain election material.

Councillors must not use public funds or Council resources:

- a. to purchase or distribute promotional items or giveaways during the caretaker period, regardless of when the items were ordered, paid for or received;
- b. for electioneering or activities that could be perceived as being related to or supporting an electoral campaign.

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3.18 Non Allowable Expenses

Requests for payment/reimbursement of the following expenses will not be paid or reimbursed:

- excessive alcohol consumed in conjunction with a meal.
- unreasonable personal telephone expenses.
- applying for or renewing passports.
- toiletries.
- mini-bar purchases.
- traffic infringements (including parking infringements).
- laundering or dry cleaning.
- airline membership.
- in-house movies.
- expenses incurred by, or on behalf of partners, family members and associates.

ASSOCIATED DOCUMENTS

- *Australia Taxation Office Taxation Determinations 2018/11 & 2018/4 (as updated annually)*
- *Code of Conduct for Councillors Policy*
- *Corporate Purchase Card Procedural Manual*
- *Entertainment and Hospitality Policy*
- *Local Government Act 2009*
- *Uniform Policy*
- *Caretaker Period Protocol Procedure*

DOCUMENTS CONTROLS

Council will review this policy biennially or in response to changes in law or best practice.

POLICY OWNER

The Chief Financial Officer, Financial Services is the responsible person for this policy.

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