2023 - 2024

Operational Plan

Building Australia's
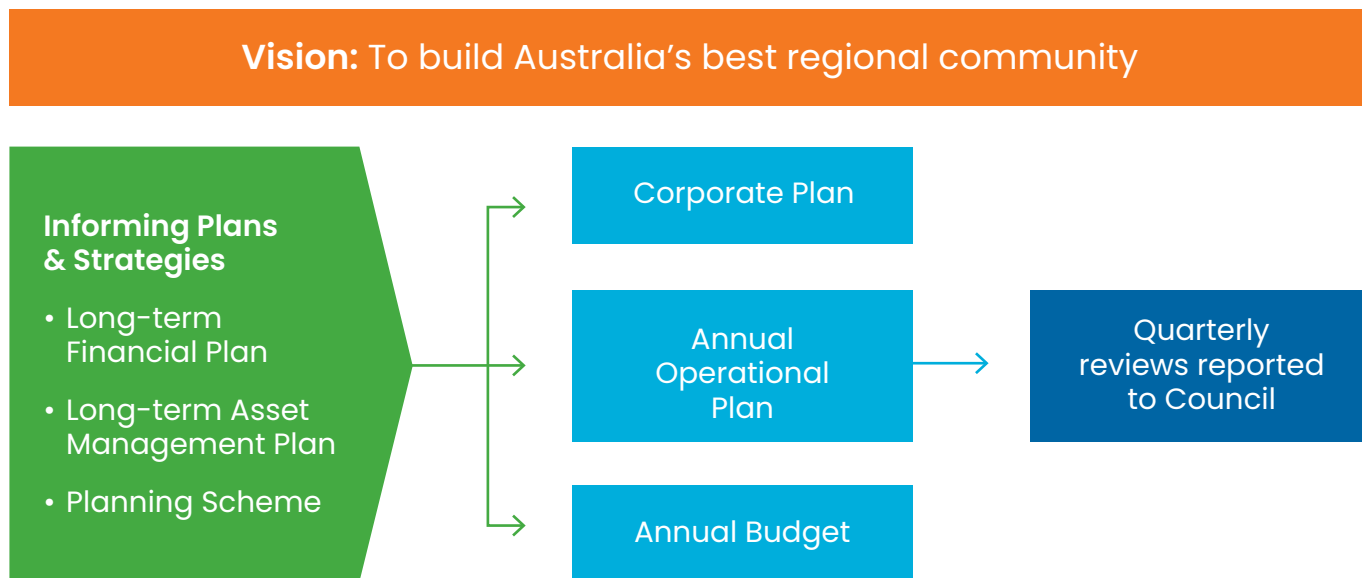**best regional community**

BUNDABERG
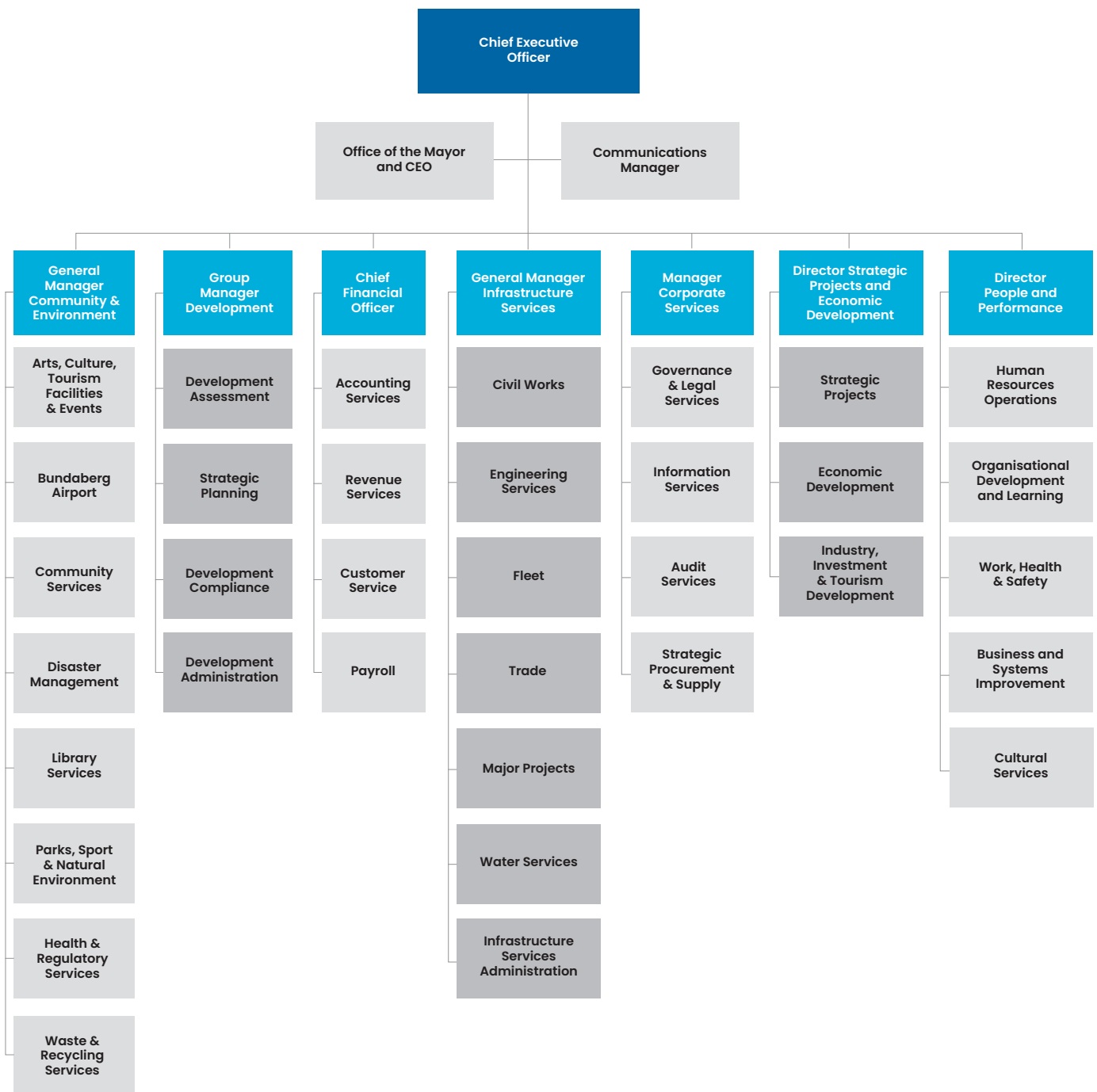REGIONAL COUNCIL
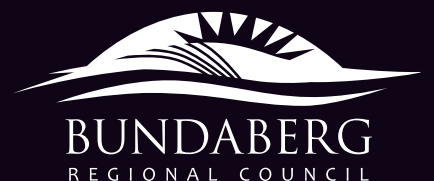
About the Operational Plan

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

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

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

Vision: To build Australia's best regional community

Informing Plans & Strategies

- Long-term Financial Plan
- Long-term Asset Management Plan
- Planning Scheme

Corporate Plan

Annual Operational Plan → Quarterly reviews reported to Council

Annual Budget

Organisational structure

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                          ┌──────────────────────┐
                          │  Chief Executive     │
                          │      Officer         │
                          └──────────────────────┘
        ┌──────────────────────┐      ┌──────────────────────┐
        │  Office of the Mayor │      │  Communications      │
        │     and CEO          │      │     Manager          │
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General Manager Community & Environment	Group Manager Development	Chief Financial Officer	General Manager Infrastructure Services	Manager Corporate Services	Director Strategic Projects and Economic Development	Director People and Performance
Arts, Culture, Tourism Facilities & Events	Development Assessment	Accounting Services	Civil Works	Governance & Legal Services	Strategic Projects	Human Resources Operations
Bundaberg Airport	Strategic Planning	Revenue Services	Engineering Services	Information Services	Economic Development	Organisational Development and Learning
Community Services	Development Compliance	Customer Service	Fleet	Audit Services	Industry, Investment & Tourism Development	Work, Health & Safety
Disaster Management	Development Administration	Payroll	Trade	Strategic Procurement & Supply		Business and Systems Improvement
Library Services			Major Projects			Cultural Services
Parks, Sport & Natural Environment			Water Services			
Health & Regulatory Services			Infrastructure Services Administration			
Waste & Recycling Services						

Managing Operational Risk

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

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

Corporate Plan themes and strategies

Our community and environment

1.1 Economic growth and prosperity

Strategies

1.1.1 Promote and support use of new technology across the organisation and region's economy as part of the Intelligent Community Strategy.

1.1.2 Proactively advocate, attract and support economic development related opportunities across the region, specifically targeting priority industries.

1.1.3 Promote our region as a preferred investment destination nationally and internationally.

1.1.4 Develop a sustainable pipeline of strategic projects that support organisational and economic development objectives, including procuring external grant funding.

1.2 Safe, active, vibrant and inclusive community

Strategies

1.2.1 Provide facilities, parks, open spaces, services, and programs that promote and support our community's safety and physical wellbeing.

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

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

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

1.3 A creative and environmentally friendly place

Strategies

1.3.1 Provide facilities, spaces, services and activities that promote and support lifelong learning and community engagement within the arts and culture sector.

1.3.2 Provide leadership in creative innovation and opportunities for learning and community social and cultural development.

1.3.3 Advocate and support heritage and culture programs, projects, plans and events, which create a positive identity for the region.

1.3.4 Manage environmental health services and rehabilitate our natural resources and regional ecosystems whilst educating and engaging with the community.

1.3.5 Review and consistently enforce local laws, environment and public health legislation to ensure they meet community standards.

Our infrastructure and development

2.1 Infrastructure that meets our current and future needs

Strategies

2.1.1 Plan and implement Council's long-term and annual capital works improvement program that reflects community needs and expectations.

2.1.2 Apply renewable and clean energy strategies in operational management and project development and construction.

2.1.3 Manage and maintain Council owned buildings, facilities and assets that support and facilitate social connectedness and community life.

2.2 Sustainable and affordable essential services

Strategies

2.2.1 Connect our people, places and industries by maintaining and improving road transport, pathway and drainage networks.

2.2.2 Supply potable water and wastewater services that ensure the health of our community in accordance with Council's service standards.

2.2.3 Provide safe and efficient waste services to protect our community and environment.

2.2.4 Provide effective and efficient fleet and trade services for operations and projects across Council.

2.3 Sustainable development

Strategies

2.3.1 Develop, implement and administer strategies and plans underpinned by the principles of sustainable development.

2.3.2 Provide an efficient, effective and transparent development assessment service consistent with community and statutory expectations.

2.3.3 Review and consistently enforce the planning scheme to ensure sustainable environmental practices.

Our organisational services

3.1 A sustainable financial position

Strategies

3.1.1 Develop and maintain a Long-term Financial Plan and fiscal principles for sustainable financial management.

3.1.2 Review, monitor and evaluate asset management.

3.1.3 Develop strong networks with local, state and national stakeholders.

3.1.4 Annual review of services ensuring sustainable assets and service delivery.

3.2 Responsible governance with a customer-driven focus

Strategies

3.2.1 Ensure our workforce is suitable, trained and supported to competently manage themselves and their work.

3.2.2 Provide friendly and responsive customer service, in keeping with Council values and community expectations.

3.2.3 Administer statutory compliant governance operations incorporating insurance; risk management; property management and Council policies and procedures.

3.2.4 Exercise whole-of-Council adherence to, and compliance with, Council's policies and procedures, in keeping with our corporate values and community's expectations.

3.2.5 Provide and review systems, programs and processes to ensure effective, innovative and efficient service delivery to meet community expectations.

3.3 Open communication

Strategies

3.3.1 Keep our community and workforce informed and up-to-date in matters of agency and community interest.

3.3.2 Proactively support and encourage community engagement and collaboration.

3.3.3 Develop consistent messaging and professional communications that establish a positive profile and identity for Council and our region.

3.3.4 Review and develop updated and relevant communication platforms, modes, mediums and content.

Performance measure indicators

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

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

Performance measures

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

Our community and environment

1.1 Economic growth and prosperity

Performance measure	Responsibility	Target
1.1.1 Promote and support use of new technology across the organisation and region's economy as part of the Intelligent Community Strategy.		
Annual review of adoption of innovative and smart technologies.	Economic Development	100%
Number of community members participating in our Digital Literacy programs at libraries.	Library Services	≥ 100
1.1.2 Proactively advocate, attract and support economic development related opportunities across the region, specifically targeting priority industries.		
Preparation of Bundaberg Regional Advocacy and Investment Program.	Industry, Investment & Tourism Development	Progress
Percentage increase or decrease in business entities registered.	Industry, Investment & Tourism Development	Trend
Percentage growth in our region's Gross Regional Product.	Industry, Investment & Tourism Development	≥ 2%
Unemployment and participation rate for the Bundaberg Region.	Industry, Investment & Tourism Development	< 6.5
Advocacy Priority list reviewed annually by Council.	Industry, Investment & Tourism Development	Yes
Bundaberg Tourism Partnership Agreement: Total number of visitors to the Bundaberg Region in the year (inclusive of domestic and international) and investment enquiries managed.	Industry, Investment & Tourism Development	Trend
Establishment of an entity for the Bundaberg Challenger Learning Centre.	Industry, Investment & Tourism Development	Progress

Performance measure	Responsibility	Target
1.1.4 Develop a sustainable pipeline of strategic projects that support organisational and economic development objectives, including procuring external grant funding.		
Demonstrated pipeline of shovel ready capital projects aligned with the organisation's Advocacy Priorities list.	Strategic Projects	Maintenance of 3-4 strategic economic capital projects per year.
Percentage of approved external funding grants for strategic projects that support organisational and economic development objectives set by Council.	Strategic Projects	80%

1.2 Safe, active, vibrant and inclusive community

Performance measure	Responsibility	Target
1.2.1 Provide facilities, parks, open spaces, services, and programs that promote and support our community's safety and physical wellbeing.		
Percentage of agreed service levels that have been met.	Parks Operations & Maintenance	≥ 85%
Dog off-leash parks are provided and maintained based on a priority basis, following a transparent community consultation process.	Regulatory Services	Yes
Number of physical activity and preventative health initiatives promoted and supported by Council.	Sport & Recreation	≥ 25
Sport and Recreation Strategy (2018-2028): Number of actions implemented.	Sport & Recreation	2
Percentage of Holiday Park accommodation occupied.	Venues & Facilities	Trend
1.2.2 Support and facilitate community programs, networks, projects and events that promote social connectedness; and active and healthy community life.		
Community Support Services Commonwealth Home Support Programme & Queensland Community Care (Federal Funded): Number of service users who received a service.	Community Care	Trend
Access to Services – Commonwealth Home Support Programme & Queensland Community Care (Federal funded): Number of service users with improved ability to access appropriate services.	Community Care	≥ 50
Quality of Life – Commonwealth Home Support Programme & Queensland Community Care (Federal funded): Number of service users with improved quality of life.	Community Care	≥ 300
Social Connectedness – Commonwealth Home Support Programme & Queensland Community Care (Federal funded): Number of service users with improved social connectedness.	Community Care	≥ 150
Number of community members reporting an increase in awareness of community services to access.	Community Development	Trend
Number of community development partnerships, projects and initiatives promoted and supported by Council.	Community Development	Trend
Number of Community Services grants provided.	Community Development	Trend
Number of community members participating in community development projects and initiatives.	Community Development	Trend

Performance measure	Responsibility	Target
Community members reported improved social connectedness, mental and social wellbeing.	Community Development	Trend
Funded Programs (State & Federal): Percentage of programs and services demonstrating compliance with standards and meeting funding targets.	Community Services	≥ 98%
Number of community members participating in our free community programs and events hosted and facilitated by the Library Service.	Library Services	≥ 1,200
Number of occasions that information, advice and referral services were provided.	Neighbourhood Centres	Trend
Number of service users who received a service.	Neighbourhood Centres	Trend
Number of services users with improved ability to access appropriate services.	Neighbourhood Centres	Trend
Number of service users with improved quality of life.	Neighbourhood Centres	Trend
Number of financial assistance requests/applications supported (individuals/sporting organisations/events).	Sport & Recreation	Trend
1.2.3 Implement disaster prevention strategies and maximise community preparedness for disaster events.		
Number of Local Disaster Management Group (LDMG) Meetings held.	Disaster Management	2
Review the effectiveness of the Local Disaster Management Plan annually through exercise and review by the Local Disaster Management Group (LDMG).	Disaster Management	Yes
Number of community engagement activities conducted / events attended to promote the Get Ready Queensland message.	Disaster Management	12
1.2.4 Implementation of a Cultural Strategy that celebrates and embraces our local connections to First Nation People and other cultures.		
Percentage of required quarterly milestones achieved in the First Nations Strategy Action Plan.	Cultural Services	100%
Percentage of exhibitions that feature First Nations artists.	Galleries	25%
Number of First Nations productions or First Nations community group events presented at the Moncrieff Entertainment Centre.	Moncrieff Entertainment Centre	> 6

1.3 A creative and environmentally friendly place

Performance measure	Responsibility	Target
1.3.1 Provide facilities, spaces, services and activities that promote and support lifelong learning and community engagement within the arts and culture sector.		
Adoption of Bundaberg Regional Galleries – Arts and Culture Strategy 2024–2028.	Galleries	Completed
Number of people visiting the Galleries.	Galleries	≥ 6,000
Number of school students engaged in gallery programs.	Galleries	≥ 60
Number of patrons visiting our library branches.	Library Services	≥ 35,000
Number of community engagement activities at libraries.	Library Services	≥ 5
Number of community groups using the Moncrieff Entertainment Centre.	Moncrieff Entertainment Centre	Trend
Number of patrons visiting the Moncrieff Entertainment Centre.	Moncrieff Entertainment Centre	≥ 10,000
Percentage of total days booked at Moncrieff Entertainment Centre.	Moncrieff Entertainment Centre	Trend
Percentage of total seats booked at Moncrieff Entertainment Centre.	Moncrieff Entertainment Centre	Trend
Number of productions and ancillary events, programmed to attract primary and/or secondary school audiences to the Moncrieff Entertainment Centre.	Moncrieff Entertainment Centre	> 6
Number of visitors to Hinkler Hall of Aviation and Fairymead House.	Tourism Facilities	> 5,000
Number of students visiting Hinkler Hall of Aviation and Fairymead House via school group bookings	Tourism Facilities	> 1,000
1.3.2 Provide leadership in creative innovation and opportunities for learning and community social and cultural development.		
Instances of support to community who identified opportunities for learning community social and cultural development.	Community Development	Trend
Number of attendees to Galleries organised Programs and Events.	Galleries	≥ 300
Number of performing arts initiatives designed to engage with our community.	Moncrieff Entertainment Centre	≥ 3
Percentage of trainees and apprentices that successfully complete qualification within required timeframe.	Organisational Development and Learning	85%
1.3.3 Advocate and support heritage and culture programs, projects, plans and events, which create a positive identity for the region.		
Estimated number of participants at Taste Bundaberg Festival.	Events	Trend
Attendee satisfaction at the Taste Bundaberg Festival from Survey results.	Events	≥ 85%
Estimated number of participants Childers Festival.	Events	Trend
Attendee satisfaction at Childers Festival from survey results.	Events	≥ 85%
Estimated number of participants at Milbi Festival.	Events	Trend
Attendee satisfaction at Milbi Festival from survey results.	Events	> 85%
Number of exhibitions and travelling exhibitions undertaken in accordance with the endorsed Gallery Exhibition Program.	Galleries	30

Performance measure	Responsibility	Target
1.3.4 Manage environmental health services and rehabilitate our natural resources and regional ecosystems whilst educating and engaging with the community.		
Percentage of water pollution incidents investigated and resolved by education and enforcement action.	Environmental Health Services	100%
Number of public awareness, education programs and activities delivered.	Natural Resource Management	≥ 6
Number of community environmental protection and management activities participated in.	Natural Resource Management	≥ 6
1.3.5 Review and consistently enforce local laws, environment and public health legislation to ensure they meet community standards.		
Percentage of food premises inspected annually in line with Think Food Safe timeframes.	Environmental Health Services	> 90%
Percentage of Food Hygiene Improvement Notices resolved by voluntary compliance or enforcement action.	Environmental Health Services	100%
Percentage of premises with declared dogs inspected annually to ensure compliance.	Regulatory Services	> 90%
Percentage of non-compliances for declared dogs resolved by voluntary compliance or enforcement action.	Regulatory Services	> 90%

Our infrastructure and development

2.1 Infrastructure that meets our current and future needs

Performance measure	Responsibility	Target
Strategy 2.1.1 Plan and implement Council's long-term and annual capital works improvement program that reflects community needs and expectations.		
Percentage of adopted Road Capital Investment Plan budget completed.	Program Management	≥ 85%
Percentage of adopted Stormwater Capital Investment Plan budget completed.	Program Management	≥ 85%
Percentage of adopted Footpath Capital Investment Plan budget completed.	Program Management	≥ 85%
Percentage of Road, Stormwater and Footpath Projects grant funds expended in accordance with agreed timeframes.	Program Management	100%
Update the Transport, Stormwater and Active Transport Asset Management Plans to incorporate outcomes from the Road Investment, Stormwater and Active Transport Strategies.	Strategic Assets	100%
Percentage of adopted Wastewater Capital Projects Program budget completed.	Water Services Planning & Delivery	95%
Percentage of adopted Water Capital Projects Program budget completed.	Water Services Planning & Delivery	95%
Percentage of inspected hydrants resulting in replacement - 1.5% total hydrants.	Water Services Planning & Delivery	Trend
Length of sewer main inspected with CCTV.	Water Services Planning & Delivery	Trend
Percentage of sewer main relining completed.	Water Services Planning & Delivery	Trend
2.1.2 Apply renewable and clean energy strategies in operational management and project development and construction.		
Progress of recommendations of Net Zero Strategy.	Economic Development	Progress
2.1.3 Manage and maintain Council owned buildings, facilities and assets that support and facilitate social connectedness and community life.		
Number of passengers processed through Bundaberg Regional Airport terminal.	Bundaberg Airport	≥ 30,000
Progress update of Stage 1 Redevelopment of Bundaberg ANZAC Park.	Major Projects	Progress
Number of visitors attending events at the Bundaberg Multiplex Sport and Convention Centre.	Multiplex	Trend
Percentage of total days booked at the Multiplex Sports & Convention Centre.	Multiplex	Trend
Percentage usage of the Recreational Precinct.	Venues & Facilities	Trend
Percentage usage of halls and community facilities including Coronation Hall, School of Arts and Gin Gin RSL.	Venues & Facilities	Trend
Community satisfaction or suitability of swimming pool facilities to promote active and healthy community life.	Venues & Facilities	Trend
Percentage of asset maintenance work tickets completed when scheduled.	Venues & Facilities	≥ 95%

2.2 Sustainable and affordable essential services

Performance measure	Responsibility	Target
2.2.1 Connect our people, places and industries by maintaining and improving road transport, pathway and drainage networks.		
Percentage of Footpath Assets replaced in accordance with targets in the Long Term Asset Management Plan.	Strategic Assets	100%
Percentage of Road Assets replaced in accordance with targets in the Long Term Asset Management Plan.	Strategic Assets	100%
Percentage of Stormwater Assets replaced in accordance with targets in the Long Term Asset Management Plan.	Strategic Assets	100%
2.2.2 Supply potable water and wastewater services that ensure the health of our community in accordance with Council's service standard.		
Percentage of scheduled actions achieved in window (month).	Water Services Operations	> 95%
Water supply reliability: percentage of customers who do not experience a planned interruption.	Water Services Operations	≥ 95%
Water supply quality: total count of water quality incidents.	Water Services Operations	≤ 5
Water supply usage: total raw water usage versus allocation to date as a percentage.	Water Services Operations	Trend
Wastewater reliability: percentage of customers who do not experience interruption.	Water Services Operations	≥ 98%
Wastewater reliability: total count of sewer main breaks and chokes.	Water Services Operations	≤ 65
Wastewater reliability: number of sewer main chokes inspected.	Water Services Operations	50%
Wastewater: number of reportable wastewater treatment plant incidents.	Water Services Operations	≤ 15
Wastewater: number of reportable sewer reticulation incidents.	Water Services Operations	≤ 15
Total count of wastewater odour complaints.	Water Services Operations	< 20
Water supply quality: number of water quality complaints.	Water Services Operations	≤ 35
Asset condition assessment – 10% of hydrants inspected.	Water Services Planning & Delivery	100%
2.2.3 Provide safe and efficient waste services to protect our community and environment.		
Growth in the number of households and businesses with a weekly waste and fortnightly recycling kerbside collection service.	Waste & Recycling Services Operations	Trend
Number of people utilising Council's Waste Facilities.	Waste & Recycling Services Operations	Trend
2.2.4 Provide effective and efficient fleet and trade services for operations and projects across Council.		
Machine availability of Major Plant & Light Vehicles.	Fleet Services	≥ 95%
Mean Time Between Failures (MTBF) of Major Plant & Light Vehicles (in hours).	Fleet Services	≥ 123
Mean Time to Repair (MTTR) Of Major Plant & Light Vehicles (in hours).	Fleet Services	< 4.8

2.3 Sustainable development

Performance measure	Responsibility	Target
2.3.1 Develop, implement and administer strategies and plans underpinned by the principles of sustainable development.		
Major amendment of the Local Government Infrastructure Plan substantially commenced.	Development Strategic Planning	80%
Local Area Plan developed for Branyan Growth Corridor.	Development Strategic Planning	100%
Local Area Plan developed for Bargara southern growth area.	Development Strategic Planning	100%
Asset Class Plans - planned verse completed for financial year.	Water Services Planning & Delivery	100%
2.3.2 Provide an efficient, effective and transparent development assessment service consistent with community and statutory expectations.		
Percentage of pre-lodgement meeting outcomes issued within 10 days or less.	Development Assessment	≥ 90%
Percentage of total referral agency assessments decided within 10 days or less.	Development Assessment	≥ 95%
Percentage of low complexity development applications decided within 10 days or less.	Development Assessment	≥ 90%
Percentage of total code assessable development applications decided within 25 days or less.	Development Assessment	≥ 80%
Percentage of total impact assessable development applications decided within 35 days or less.	Development Assessment	≥ 60%
Percentage of applications to endorse subdivision plans decided within 15 days or less.	Development Assessment	≥ 95%
Number of development approvals audited for compliance.	Development Compliance	6
2.3.3 Review and consistently enforce the planning scheme to ensure sustainable environmental practices.		
Number of development and building related complaints investigated.	Development Compliance	Trend

Our organisational services

3.1 A sustainable financial position

Performance measure	Responsibility	Target
3.1.1 Develop and maintain a Long-term Financial Plan and fiscal principles for sustainable financial management.		
Percentage of creditors paid within agreed terms.	Accounts Payable	> 95.00%
Percentage of outstanding rates.	Revenue	< 3.50%
Level of funds available greater than Council's minimum cash requirement.	Statutory Accounting	Yes
Investment returns compared to bank bill swap rate (BBSW).	Statutory Accounting	> 1.30
Number of audit issues raised in audit report.	Statutory Accounting	≤ 2
Business Unit Recurrent expenditure is within the budget parameters.	Strategic Accounting	< 2.50%
3.1.2 Review, monitor and evaluate asset management.		
Implementation of Assetic Cloud to improve Asset Management and Maintenance processes within Council, informing long-term asset management plans.	Information Services	Completed for Fleet, Parks and Building Asset Classes
Annual review of Asset Management Plans.	Strategic Assets	Yes
Ratio of weekly reactive verse planned maintenance. (30% reactive; 70% planned)	Water Services Operations	0.7
Asset equipment register validation- Percentage of facilities updated.	Water Services Operations	100%
3.1.3 Develop strong networks with local, state and national stakeholders.		
Actively seek and apply for funding opportunities from the State and Federal Governments.	Economic Development	Trend
Percentage of Accounts Payable supplier spend (excluding Corporate Purchase Cards) with local business category A, B and C, as defined in the Procurement and Contract Manual.	Strategic Procurement and Supply	≥ 50%
3.1.4 Annual review of services ensuring sustainable assets and service delivery.		
Annual and long-term budget forecast appropriately considers need for services and levels of service.	Strategic Accounting	Yes

3.2 Responsible governance with a customer-driven focus

Performance measure	Responsibility	Target
3.2.1 Ensure our workforce is suitable, trained and supported to competently manage themselves and their work.		
Percentage of required quarterly milestones achieved in the Diversity and Inclusion Action Plan.	Human Resource Operations	100%
Average number of business days to complete recruitment process (approval to offer of employment).	Human Resource Operations	≤ 30
Percentage of permanent employees who exit the organisation within 12 months of commencement.	Human Resource Operations	≤ 10%
Percentage of employees with completed annual performance review.	Human Resource Operations	> 85%
Percentage internal Human Resources investigations managed within 30 business days.	Human Resource Operations	90%

Performance measure	Responsibility	Target
Percentage of employees who completed mandatory training requirements within the reporting period.	Organisational Development and Learning	90%
Percentage of leaders who have completed the Leadership Development Program within 12 months of commencement in their leadership role.	Organisational Development and Learning	90%
Percentage of new starters who attend new starter induction within two months of commencement.	Organisational Development and Learning	100%
Percentage of employees who indicate satisfaction or high satisfaction with the health, safety and wellbeing conditions of our workplace.	Work, Health and Safety	Trend
Percentage of targeted employees actively participating in Health Monitoring program and activities.	Work, Health and Safety	≥ 90%
Frequency rate of Lost Time Injury (LTI) equal to or below Scheme Rate.	Work, Health and Safety	≥ 9.12
Maintain duration of workers compensation claims below Scheme Rate.	Work, Health and Safety	≤ 19
3.2.2 Provide friendly and responsive customer service, in keeping with Council values and community expectations.		
Percentage of Road, Drainage and Footpath Customer Requests determined and responded to within allocated time periods.	Corridor Management	≥ 80%
Percentage of call centre enquiries answered in accordance with Customer Service Charter.	Customer Service	> 90.00%
Percentage of customer requests processed/investigated within timeframes.	Development Administration	≥ 90%
Percentage of planning and building searches issued within statutory and corporate timelines.	Development Strategic Planning	≥ 95%
Employee satisfaction and morale maintained at required level or above.	Organisational Development and Learning	Trend
Percentage of new water and wastewater connections installed within 25 days.	Water Services Planning & Delivery	≥ 95%
Percentage of plumbing approvals decided within 10 days.	Water Services Plumbing Compliance	≥ 95.0%
3.2.3 Administer statutory compliant governance operations incorporating insurance; risk management; property management and Council policies and procedures.		
Number of Administrative Action Complaints finalised within the quarter.	Governance and Legal Services	Trend
Number of Right to Information and Information Privacy application decisions made.	Governance and Legal Services	Trend
Comprehensive review of Council's Strategic Risk Register with Council's Insurer, Councillors and Executive Leadership.	Governance and Legal Services	Yes
Number of Right to Information and Information Privacy external reviews initiated by applicant.	Governance and Legal Services	Trend
Percentage of appropriate and current contractual arrangements in place for Council owned and/or managed property.	Governance and Legal Services	≥ 80%
Strategic and Operational risks are reviewed quarterly by risk owners and reported to the Audit and Risk Committee.	Governance and Legal Services	100%

Performance measure	Responsibility	Target
Comprehensive review of Council's suite of Local Laws and Subordinate Local Laws.	Governance & Legal Services	Yes
Number of outstanding inspections from approved Hazard Inspection Program for the reporting period.	Work, Health and Safety	0
Number of incident investigations managed within acceptable and appropriate time frames.	Work, Health and Safety	100%
3.2.4 Exercise whole-of-Council adherence to, and compliance with, Council's policies and procedures, in keeping with our corporate values and community's expectations.		
Quality Audits are progressing for completion in line with the Quality Audit Plan.	Audit	Trend
Internal Audits are progressing for completion in line with the Internal Audit Plan.	Audit	Yes
3.2.5 Provide and review systems, programs and processes to ensure effective, innovative and efficient service delivery to meet community expectations.		
Increase digital experiences for customers through the implementation of a customer portal enabling self-service.	Information Services	Self-Service Portal Launched
Implement a fit for purpose contract management framework to improve efficiency, reduce costs and increase transparency in the contracting process.	Strategic Procurement and Supply	Completed by 30 June 2024

3.3 Open communication

Performance measure	Responsibility	Target
3.3.1 Keep our community and workforce informed and up-to-date in matters of agency and community interest.		
Council stories published on Bundaberg Now and across digital platforms.	Communications	≥ 95
3.3.2 Proactively support and encourage community engagement and collaboration.		
Number of Bundaberg Business Breakfast events held.	Industry, Investment & Tourism Development	12 per year
Number of Community Engagement Strategies created for Council projects.	Strategic Projects	Trend
3.3.3 Develop consistent messaging and professional communications that establish a positive profile and identity for Council and our region.		
Bundaberg Now e-newsletter open rate, measured against industry standard.	Communications	≥ 22%