



Operational Plan 2018-19

Q1 Review

OPERATIONAL PLAN 2018-19 Q1 REPORT



Organisational KPI's	Key Performance Indicator	Measures of success	Source of Validation Data	Target Due Date	Responsibility	Q1 Progress %	Q1 Progress Comments
Financial Sustainability	Manage Councils budget in alignment with financial sustainability ratios	Operating Surplus Ratio, Net Financial Liabilities Ratio and Asset Sustainability Ratio are equal to or better than the adopted/revised budget	Monthly Financial Reports Annual Financial Statements Adopted/Revised Budget	30-June-2019	Finance & Business Excellence - Accounting	25%	The Operating Surplus Ratio at 30 Sept 2018 was above the target benchmark. The Net Financial Liabilities Ratio and Asset Sustainability Ratio as at 30 Sept 2018 were both outside of the 2018-19 adopted budget ratio benchmarks.
Safety	Provide a safe work environment for employees and encourage a proactive approach to Work Health and Safety	Lost Time Injury Frequency Rate equal to or less than 17	Safety statistics	30-June-2019	People and Culture - Safety	100%	Tracking at 100%.
Customer Service	Ensure provision of quality innovative customer service to internal and external customers	10% reduction in long term customer service requests	Monthly activity by parent report	30-June-2019	Community Engagement - Customer Support	65%	Previous Quarter 52, Quarter 1 - 81 requests noted as Under Investigation Long Term.
Asset Management	Organisational Asset Management	Implement Asset Management Strategy	Council Business Papers	31-December-2018	Community Assets - Asset Management	50%	Approx. 50% completed internally, working with QTC to develop a scope for 3rd party assistance to finalise strategy development.
Culture	Organisational culture development program	Cultural Values Assessment	Council Business Papers	01-March-2019	People and Culture - Organisational Development	25%	Progressing.

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Office of the CEO	Key Performance Indicator	Measures of success	Source of Validation Data	Target Due Date	Responsibility	Q1 Progress %	Q1 Progress Comments
Finance and Business Excellence	2017-18 financial audit completed on program, with unmodified audit opinion	Unqualified external audit opinion on 2017-18 General Purpose Financial Statements	Auditor certification of financial statements	23-October-2018	Finance & Business Excellence - Accounting	100%	Independent Audit Opinion Issued 16 October 2018.
	Sustainable financial position maintained	Strategic Financial Plan	Council Business Papers	31-March-2019	Finance & Business Excellence - Accounting	25%	Draft document to be discussed with Councils in December.
	Develop and implement a service review framework	Coordinate and conduct 4 service reviews in accordance with the approved service review framework	Council Business Papers	30-June-2019	Finance & Business Excellence - Business Transformation	40%	Service Delivery Review Framework, business case and programme of works completed in August 2018. 2 pilot programmes in progress in Library Arts and Culture and Waste Technical Services.
	Develop and implement a whole-of-organisational approach to quality assurance	Formal improvement framework established	Council Business Papers	20-May-2019	Finance & Business Excellence - Business Transformation	5%	In early planning phase.
	Implementation of business unit planning for all business units to capture forward planning and business as usual activities	100% completed (for all Units)	Business Unit Plans	01-February-2019	Finance & Business Excellence - Business Transformation	10%	To be developed as part of an Integrated Reporting & Planning Framework, and to support the 2019-20 budget process.
	Review of Councils Risk Management Framework	Undertake a Risk Management Maturity Assessment	Council Business Papers	30-September-2018	Finance & Business Excellence - Governance	10%	Gap Analysis being undertaken by QTC as part of the Regional Capability Advancement Program.
	Compliance with statutory and corporate requirements for Council meetings and decision making	Implementation of online legislative compliance software and implementation of authorisations and delegations software	Council Business Papers	31-December-2018	Finance & Business Excellence - Governance	15%	Planning and consultation currently underway. Legislative compliance software will be initially implemented for the Office of the CEO portfolio.
	Validate Council can continue business operations in the unlikely event of an event impacting the organisation	Successful test of Business Continuity Plans	Business Continuity Test Plan	31-December-2018	Finance & Business Excellence - Governance	35%	Business Continuity Plan Project in progress for all critical functions. Project remains on track to be completed by end of December.
	Procurement Transformation Program	Program of improvement initiatives delivered as per approved project baseline	Project Management Toolkit	30-June-2018	Finance & Business Excellence - Procurement	0%	Resourcing required.
	Development of Annual Procurement Plan	60% of total purchasing spend occurs under a buying arrangement	Finance One Report	31-December-2018	Finance & Business Excellence - Procurement	25%	End of year measure.
	Develop and deliver a procurement and contract management training and development program	Training program delivered	80% of employees with financial delegation who attend training	30-June-2019	Finance & Business Excellence - Procurement	5%	Ongoing training to support the organisation in current
	Develop and implement a project governance framework	Project Portfolio Management system and reporting	Council Business Papers	31-March-2019	Finance & Business Excellence - Project Management Office	5%	Software project on hold subject to ICT strategy outcome. Forward Works Program is now being managed by the Project Management Office.
	Organisational project management capability	Project Management training and development programs delivered in the organisation	Council Business Papers	30-June-2019	Finance & Business Excellence - Project Management Office	25%	Training occurs on the 3rd Friday of every month between 0900-1100, 13 staff have taken up the opportunity attending the internally delivered training.

	Debt recovery actions undertaken in accordance with Council policy and in a responsible manner to minimise outstanding balances with Council	<5% bi-annually rates outstanding as a percentage of rates levied, prior to six monthly rates billing	Monthly Financial Report	31-December-2018 30-June-2019	Finance & Business Excellence - Revenue	17%	16.96% of rates & charges levied are outstanding at 30 September. Payment for the first half yearly rates & utility charge levy was due on 5 September.
		50% of invoices paid within 60 days (14/15 18%, 15/16 23%, 16/17 30%)	Monthly Financial Report	30-June-2019	Finance & Business Excellence - Revenue	100%	51% of accounts are less than 60 days overdue.
ICT Services	Develop and implement appropriate Service Level Agreements for customer requests	100% complete	Service Desk Plus Reporting	2018/2019	ICT Services - Applications and Service Desk	40%	SLAs created, to be reviewed and approved by module owners.
	ICT Services Applications are available, secure and up-to-date	100% of ICT Applications are updated in accordance with patching Service Level Agreements	Service Desk Plus Reporting	2018/2019	ICT Services - Applications	25%	Upgrades and patching continuing with planned works.
	ICT Improvement Initiatives are identified and scheduled for implementation	100% of Improvement Initiatives are assessed and actioned	Service Desk Plus Reporting	2018/2019	ICT Services - Applications	25%	Schedule of works being created.
	ICT Services will provide a resilient, scalable and high performing platform for the delivery of IT services	Server and Storage uptime to be >= 98% uptime	ManageEngine OpsManager uptime reporting	2018/2019	ICT Services - Infrastructure	25%	There was one notable outage in the reporting period impacting email. This was resolved within a couple of hours and did not impact KPI result.
		Successful delivery of Server and Storage Upgrade	All Production Servers migrated onto new server and storage platform	31-December-2018	ICT Services - Infrastructure	10%	Hardware platform has been identified. Procurement process is expected to conclude shortly with implementation phase following. It is expect this will be complete by Q2.
		Successful delivery of 10G Networking across Council	All routing switches operating on 10G network.	31-March-2019	ICT Services - Infrastructure	15%	Switching Hardware has been procured and is being installed. It is expect be completed by end of Q2.
Develop Asset Management Plans for all ICT assets	100% complete	Active Directory Portable Hardware Spreadsheet	2018/2019	ICT Services - Service Desk	15%	Plans being created and tailored.	
People and Culture	Annual Performance Reviews for Internal Staff	90% completed	Spreadsheet	31-October-2018	People and Culture - HR, Training and Payroll	100%	Achieved.
	Approved Recruitment of Vacancies	100% completed within 30 working days of position closing date	Aurion	2018-2019	People and Culture - HR, Training and Payroll	100%	Achieved.
	Facilitate Compliance Training for all Council employees	100% of staff compliant with position requirements	Aurion Spreadsheet	2018-2019	People and Culture - HR, Training and Payroll	98%	Almost achieved, employees unable to attend training due to leave.
	Comply with Local Government WorkCover Self Insurance Audit	75% compliance achieved	Internal Audit Scores Local Government Self Insurance Audit workbook	30-November-2018	People and Culture - Safety	100%	Achieved.
	Regular review of Safe Work Method Statements	80% reviewed, updated and endorsed	Safe Work Method Statement (LSC)	30-June-2018	People and Culture - Safety	100%	All reviewed - completed
	Workplace Hazard Inspections	90% completed to schedule per quarter	LSC Workplace Health and Safety Management System	2018-2019	People and Culture - Safety	80%	Rescheduled due to staffing implications.
	Develop Workforce Plan and identify key strategies and actions	100% complete	Workforce Plan	30-June-2019	People and Culture - Organisation Development	25%	Progressing.
	Development of Leadership Program	100% complete	Workforce Plan	30-June-2019	People and Culture - Organisation Development	20%	Progressing.
	Implement online recruitment program	100% complete	E-Recruitment (Aurion)	31-December-2018	People and Culture - HR, Training and Payroll	0%	On hold pending review of HR/Payroll software.
Asbestos Health Monitoring Programme	100% complete	Asbestos Regulations and Asbestos Management Code of Practice Safe Work Method Statement (LSC)	30-June-2019	People and Culture - Safety	25%	Progressing.	

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Liveability & Wellbeing	Key Performance Indicator	Measures of success	Source of Validation Data	Target Due Date	Responsibility	Q1 Progress %	Q1 Progress Comments
Liveability & Wellbeing Director	Livingstone Shire Whole of Community Plan	The Whole of Community Strategic Plan completed that provides a blueprint for: - sustainability; - developing a practical sustainable growth management strategy with a focus on improving quality of life; - future focused and adaptable to changing circumstances;	Community Consultation outcomes report, Council reports, media releases, website, and social media.	01-March-2019	Executive Director Liveability and Wellbeing	10%	Invitation to quote process commenced.
Community Wellbeing	Manage Councils property portfolio	100% of tenures issued in accordance with relevant legislation; Zero deficiencies in Councils process identified by external stakeholders; Breaches of Council tenure actioned within 5 days; Breaches rectified by client within 2 weeks of notification from Council	Property Files Pathway Reports	2018/19	Community Wellbeing - Community Partnerships - Property	100%	All tenure has been issued in accordance with legislation. Zero deficiencies identified by external stakeholders. No breaches identified for Q1.
	Provide a broad range of opportunities for volunteers	Growth in number of new volunteers; Duration of volunteership (hours, years of service); Area of land maintained and Number of new sites established	Volunteer Database Volunteer Sign up forms (ECM) Volunteer Attendance Record Sheets Survey1,2,3 NRM App (Arcportal) to map volunteer work areas	2018/19	Community Wellbeing - Natural Resource Management & Disaster Management and Resilience.	15%	New volunteers in community centre. IT conducting research on database. Duty plans for volunteers designed.
	A Local Disaster Management Group and Local Disaster Co-ordination Centre staff who are trained and prepared events	100% compliance with the Disaster Management Act 2003 and the Inspector General Emergency Management framework and Get Ready initiatives implemented in accordance with funding agreement	Inspector General Emergency Management (IGEM) Prioritisation Tool Inspector General Emergency Management (IGEM) Review feedback; Local Disaster Management Group meeting minutes Attendance at training and refresher courses	2018/19	Community Wellbeing - Disaster Management and Resilience.	100%	Inspector General Emergency Management prioritisation tool conducted on Local Disaster Management Plan on 6 Sep 2018 Local Disaster Management Group meeting conducted 10 Sep 18 6 x training sessions offered and conducted for Local Disaster Management Group and Local Disaster Co-ordination Centre 1 x Energy Queensland Exercise conducted in The HUB
	Delivery of community development programmes which build the capacity of Livingstone's community	100% compliance with Service Contracts (Strengthening Family Connections, Community Centre, Livingstone Loop (Emu Park and other communities) and Adherence to funding agreements	Online Acquittal support Information Service (OASIS) Government reporting portal Performance reporting and funding acquittals	2018/19	Community Wellbeing - Community Partnerships	100%	Community Partnership functions 100% compliant, Marlborough Intensive 24/10/18, LCG Policy / Procedure Update 100% complete. Strengthening Family Connections awarded new 5 year contract.
	Maintain open spaces	Park maintenance service standards 100% achieved and 100% of works up to date	Pathway Reports Conquest	2018/19	Community Wellbeing - Open Spaces	100%	The current budget reflects the services delivered within the set budget. Projects - 75% complete with Lioness Irrigation to be completed by end of November 2018. In addition possibly Barmayee roundabout landscape and Emu Street, Emu Park, if the requisite budget allocation is secured.
	Deliver projects to repair or restore native ecosystems	5 projects per annum	Council Business Papers 100 compliance with contract	2018/19	Community Wellbeing Natural Resource Management	40%	Projects - Fox Detection Project completed, National Tree Day planting, others in progress. Environment Taskforce Meeting. Volunteer programmes ongoing and further development in progress.
	Plan and deliver capacity building sessions / workshops to community organisations	4 per annum	Council Business Papers Attendance numbers	2018/19	Community Wellbeing	0%	Sessions / workshops to be delivered monthly in Q3 and Q4 (January - June)
	Community Engagement	Ensure provision of quality innovative customer service to internal and external customers	95% accuracy with distribution of customer request to other areas of the organisation; 80% of Average Handling Times to be under 340 seconds and Annual increase of 10% users of Councils Online Services Portal	CISCO Phone Reports Pathway Reports Civic Plus Analytics	2018/19	Community Engagement - Customer Support	25%
	Develop a Records Management Strategy	Strategy 100 % complete	Project Management Toolkit	2018/19	Community Engagement - Customer Support	50%	50% completed and consultant returning in November to finalise
	Complete and implement deliverables of the Channel Management Strategy	100 % of deliverables complete	Council Business Papers	30-March-2019	Community Engagement - Customer Support	75%	Final review to occur over November to February period
	Maintain compliant and effective Record Management practices at all times with overall goal of digitisation	10% reduction in costs associated with storage	ECM Reports Pathway Reports Grace Storage Reports	2018/19	Community Engagement - Customer Support	25%	Consultant returning in November to assist with continuance of this

	Utilise marketing channels to successfully support and promote the region as a destination for business, tourism and lifestyle	Develop and implement 4 dynamic marketing plans per annum which promote Council services, tourism and our economy	ActiveCollab	2018/19	Community Engagement - Communications and Marketing	25%	Yeppoon Lagoon - Digital and hardcopy Map as part of School Holiday Winter Program
	Partner with internal peers to develop a website that reflects the desires of the organisation and the evolving community	50% of project scope completed	CivicPlus	01-March-2019	Community Engagement - Communications and Marketing	10%	Review of some pages occurred in review period. Upgrade of site occurred 24/10/18 - Quarter 2 update will show more work that has occurred
	Provide quality social inclusion and participation activities that cater to the diversity of the community	10% increase in library membership per annum and 10% annual participation increase at all Library and Cultural Events	Libero Digital - borrow box, freegal and RB Digital, Beamafilm Eventbrite Library Stats Spreadsheet	2018/19	Community Engagement - Libraries, Arts and Culture	0%	Measure is annual - Quarter 4 will reflect details
	Completion of Library Service Review	Service review 100% completed and recommendations within review adopted	Project Management Toolkit	2018/19	Community Engagement - Libraries, Arts and Culture	65%	Business Innovation Team working with Library Team to ensure continuance of reviews
	Establish organisational Community Engagement Register	Register 100% developed, implemented and functioning	Pathway Register Office Suite Engagement Software	2018/19	Community Engagement - Engagement and Events	100%	Inhouse register exists and with recent establishment of Get Involved Livingstone, this key performance indicator has been achieved
	Provide effective monitoring regarding delivery and approval processes for Event Management and Sponsorship	80% completion achieved with post event and sponsorship evaluation surveys	Bookings Module SurveyLegend Engagement Software Smarty Grants Software	2018/19	Community Engagement - Engagement and Events	80%	Surveys now set up in EngagementHQ. Approximately 25 surveys sent
	Assist with the development of an Event Management Strategy	100% completion of business unit tasks required	Project Management Toolkit Office Suite	30-June-2019	Community Engagement - Engagement and Events	100%	Feedback shared with Economic Growth team and it is envisaged that the Strategy will be implemented early 2019
Liveability	Building and plumbing certification services comply with statutory requirements	100% of building and plumbing approvals determined within 10 business days from the commencement of the decision stage and Peer review of 12 Building and Plumbing approvals per annum	Pathway Reports Peer review of approvals	2018/19	Liveability - Built Environment	100%	
	Building and plumbing certification services are client connected and outcome driven	100% of building and plumbing related customer requests responded to within two business days and 95% Customer satisfaction	Customer satisfaction surveys Pathway Reports	2018/19	Liveability - Built Environment	88%	Customer satisfaction survey being finalised.
	Development assessment services comply with statutory requirements	85% of development related approvals determined within twenty-five (25) business days. Note statutory period is thirty-five (35) business days	Pathway Reports	2018/19	Liveability - Development Assessment	70%	Result not achieved due to a number of long-term complex applications requiring significant assessment and decision at Council. All decisions were made with relevant extensions agreed to by the applicant.
	Development assessment services are client connected and outcome driven	100% of development related Customer Requests responded to within 2 business days; 95% Customer satisfaction and 100% of development applications considered by the Development Control Unit within 5 business days	Customer satisfaction surveys Pathway Reports	2018/19	Liveability - Development Assessment	84% & 100%	Customer satisfaction survey being finalised.
	Undertake development compliance services	100% of Development Compliance complaints are risk rated in accordance with Councils Risk Based Land use Compliance Policy	Pathway Reports Reviews/Reports on actions taken under the Risk Based Land use Compliance Policy Compliance meetings	2018/19	Liveability - Development Assessment	100%	
	Planning scheme complies with legislative requirements and Councils growth management objectives	Livingstone Planning Scheme 2018 reviewed and 100% of relevant amendments initiated	Council Business Papers	2018/19	Liveability - Growth Management	25%	On track, with initial report to council workshop at the end of June 2018 about prioritising amendments to the new planning scheme. Work is underway on preparing detailed advice and background material on likely amendments.
	Environmental health services comply with statutory requirements	100% of food licence/permit applications completed in accordance with legislative requirements and 95% of food licence audits to be completed annually	Pathway Reports	2018/19	Liveability - Public Environments - Environmental Health	100%	
	Environmental health compliance activities are undertaken in accordance with Councils Risk Based Land use Compliance Policy	100% of relevant environmental health compliance complaints are risk rated in accordance with Councils Risk Based Land Use Compliance Policy	Pathway Reports Reviews/Reports on actions taken under the Risk Based Land use Compliance Policy Compliance meetings	2018/19	Liveability - Public Environments	100%	
	Environmental health services are client connected and outcome driven	100% of Environmental Health related customer requests are responded to within 2 business days	Pathway Reports	2018/19	Liveability - Public Environments	100%	

	Pest and vector services are client connected and outcome driven	100% of pest weed contracts completed within contractual time frames and 100% of pest and vector related customer requests are responded to within 2 business days	Contract timeframes met Pathway Reports	2018/19	Liveability - Public Environments	100%	
	Vector breeding locations identified and managed to reduce potential impacts on the community	100% of permanent vector control sites monitored weekly and 20 vector surveys undertaken each month between 1 October 2018 and 31 May 2019	Pathways vector reporting system	2018/19	Liveability - Public Environments	100%	
	Local law services comply with statutory requirements	100% of Local Law renewals completed within legislative or policy timeframes; 100% of licence/permit applications processed within 10 days and 2 Local Laws 'Work Instructions' reviewed for effectiveness	Pathway Reports Infringement notice reports 2 reviewed Work Instructions	2018/19	Liveability - Public Environments	80%	Work instructions processes stalled due to staff shortage Sick leave, annual leave and vacant position
	Local law services are client connected and outcome driven	100% of Local Law related customer requests responded to within 2 business days and proactive patrols undertaken	Pathway Reports Council Business Papers	2018/19	Liveability - Public Environments	96%	
	Local law requirements promoted through educational activities	2 dog in the park days conducted (micro-chipping)	Council Business Papers	2018/19	Liveability - Public Environments	0%	Due 3rd Quarter
	Building and plumbing compliance activities are undertaken in accordance with Councils Risk Based Land Use Compliance Policy	100% Building and Plumbing Compliance complaints are risk rated in accordance with Councils Risk Based Land use Compliance Policy and 5% of notifiable plumbing works (Form 4) audits are completed per annum	Pathway Reports Reviews/Reports on actions taken under the Risk Based Land use Compliance Policy Compliance meetings	2018/19	Liveability - Public Environments	100%	
	Building and plumbing compliance Services are client connected and outcome driven	100% of Building and Plumbing Compliance complaints are responded to within 2 business days	Pathway Reports Reviews/Reports on actions taken under the Risk Based Land use Compliance Policy	2018/19	Liveability - Public Environments	92%	
	Strategies are developed through the QCoast2100 programme to address the potential impacts of coastal hazards	100% compliance with funding agreement	Signed QCoast2100 Funding agreement and sub agreement schedules	30-June-2019	Liveability - Sustainability	100%	On Track - Establishment of Carbon Technical Working Group and development of draft strategy. Research into suitable governance framework and liaison with Livingstone Shire Council's Governance Unit.
	Climate Change mitigation and adaptation strategies adopted and embedded into Councils mainstream operations	1 organisational carbon strategy produced and Governance framework established for the organisation to address climate change	Council Business Papers	30-June-2019	Liveability - Sustainability	25%	On Track - Establishment of Carbon Technical Working Group and development of draft strategy. Research into suitable governance framework and liaison with Livingstone Shire Council's Governance Unit.
Economy & Places	Implement Invest Capricorn Coast Region Economic Development Plan	100% of year 2 actions implemented; 1 quarterly workshop held and attendance numbers recorded; Number of business contacts made/inquiries fielded; The Invest Capricorn Coast Leadership Alliance operating successfully; Successful grant applications and Engagement with investors	Council Business Papers Business/investor contact register	30-June-2019	Economy and Places - Economic Development and Innovation	25%	Get Connected networking event held in September 2018 with 76 attendees. 22 direct engagements/contacts with local businesses, connected 16 local businesses with grant opportunities, supplied three with economic impact modelling reports for grant applications. Hosted four business development workshops attended by 57 local businesses. Received EOIs for Invest Capricorn Coast Region Leadership Alliance membership with establishment anticipated in November 2018. Launched updated investment attraction video in September 2018
	Implement Capricorn Coast Smart Region Strategy (Yeppoon Town Centre Smart Lighting Project and Yeppoon Town Centre Smart Precinct Project)	90% of actions achieved	Council Business Papers Acquittal reports for the grant funding	30-June-2019	Economy and Places - Economic Development and Innovation	25%	Capricorn Coast Smart Region Strategy launched in September 2018. Sponsored and attended GovHack Capricornia 2018. The Yeppoon Town Centre Smart Lighting and Smart Precinct Projects are progressing well. The Yeppoon Town Centre and Yeppoon Lagoon Smart Parking Projects tender closes in October 2018. Detailed design underway for Smart Lighting, CCTV and Public Wi-Fi, completed.
	Yeppoon Place Making Strategy Year 2 initiatives implemented	90% of actions achieved	Council Business Papers Acquittal reports for the grant funding	30-June-2019	Economy and Places (Place Making)	25%	Two projects in progress (Emu Park Swimming Pool mural and Yeppoon Bus Stop Upgrade Placemaking elements). Submitted Mill Gallery Expansion Funding Application and Yeppoon Town Centre Pedestrian Lighting Grant Application. Completed Town Clock consultation and arranged for demolition. Scoping commenced for the development of streetscaping design documents for the Yeppoon Town Centre, centred on James Street and finalised designs for several significant roundabout placemaking upgrades.

	Capricorn Enterprise funding agreement established and yearly actions implemented	100% of year 1 actions complete	Funding Agreement Council Business Papers Capricorn Enterprise Annual Report	30-June-2019	Economy and Places - Economic Development and Innovation	25%	Implementation of actions on track. New four year funding agreement developed and being finalised. Working with Morning Bulletin and Capricorn Enterprise on establishing Capricorn Coast Region Business Awards. Progressed the development of the Invest Capricorn Region Events Strategy and establishment of the 'Welcome to Capricorn Coast Region' programme.
	Leverage International Partnerships to attract investment, progress export-readiness of local businesses and international education opportunities	Progress of the Friendship City Partnership with Yangzhong, Zhenjiang Prefecture in China; International Education Partnerships established and Australia Singapore Military Training Initiative - Shoalwater Bay Training Area Expansion realised	Council Business Papers Reciprocal delegations with Yangzhong International Education partnership agreements Number of businesses involved in Australia Singapore Military Training Initiative	30-June-2019	Economy and Places - Economic Development and Innovation	25%	Supported the Regional Capabilities for International Education Training Workshop attended by local schools. Co-funded the 2019 International Education Planning Day to plan and coordinate international education engagement activities for the formation of a regional cluster. Working with three key schools to develop an International Education focused attraction video which will be shot in October 2018.
	The Gateway Business and Industry Park	Achieve 3 land sales in Stages 1 and 2	Council Business Papers Contracts of sale	30-June-2019	Economy and Places - Economic Development and Innovation	0%	Contract negotiations are continuing for the sale of two lots within Stage 1. Additional interest has been received for another lot in Stage 1 and a number of Lots within Stage 2. The Gateway Business and Industry Website is under development and expected to go live in November 2018.

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Infrastructure	Key Performance Indicator	Measures of success	Source of Validation Data	Target Due Date	Responsibility	Q1 Progress %	Q1 Progress Comments
Community Assets	Plant Replacement - Annual asset renewals program achieved in accordance with replacement guidelines	90% achieved in accordance with replacement thresholds	Conquest	2018-2019	Community Assets - Asset Management	30%	Only 3 renewals fully completed in Q1, two being light vehicles held over from 2017-18 year, neither met replacement thresholds.
	Council business units have met minimum plant utilisation targets	70% of business units meeting target across all vehicles or plant	Conquest	2018-2019	Community Assets - Asset Management	5%	Working with Fleet Staff and Business Improvement on implementing meaningful utilisation reporting. Reporting to be implemented throughout Q2.
	Availability of online mapping functionality	97% uptime	IT Service Requests E-pathway	2018-2019	Community Assets - Asset Management	25%	2 IT Requests raised during the quarter, neither related to Portal not being available.
	Annual review of Asset Management Plans	100% reviewed (Roads, Water & Sewer, Fleet & Buildings) and updated	Conquest	31-March-2019	Community Assets - Asset Management	20%	Roads currently under development with ground proofing of future work programs currently being undertaken by Council. Scope being collated for further investigations of water trunk infrastructure.
	Deliver Capital Program for building assets and community facilities	Allocated capital projects delivered within +/- 5% of total projects adopted/revised budget	Conquest Budget	2018-2019	Community Assets -Facilities Management	15%	Program is progressing.
	Delivery of maintenance program (Facilities and Fleet)	95% of maintenance requirements delivered	Conquest	2018-2019	Community Assets - Asset Management & Facilities Management	30%	Program is progressing.
Construction & Maintenance	Development of operational works program for roads and drainage infrastructure (2019/20)	Program of works 100% completed and entered into budget	Budget	31-March-2019	Construction and Maintenance	0%	As yet there is no requirement from Finance to input 19/20 budgets.
	Regularly inspect roads and drainage infrastructure and prioritise maintenance works	100% as per adopted inspection frequency	Conquest	30-June-2019	Construction and Maintenance - Urban Operations & Rural Operations	25%	
	2019/20 to 2028/29 Capital projects relevant to the business unit are identified and submitted for inclusion into the Corporate Project Register	100% complete prior to annual budget adoption	Business Cases Asset Management Plan Corporate Project Register	31-March-2019	Construction and Maintenance	25%	Future Construction and Maintenance projects are currently nominated in Forward Works Program.
	Deliver roads and drainage capital works program	Allocated capital projects delivered within +/- 5% of total projects adopted/revised budget and 100% compliance with funding agreement	Budget On scope Funding agreements	30-June-2019	Construction and Maintenance - Urban Operations & Rural Operations	25%	
	Deliver annual road and stormwater maintenance program	100% complete within budget	Budget Service levels On scope	30-June-2019	Construction and Maintenance - Urban Operations & Rural Operations	25%	
	Minimise impact on the environment of all construction and maintenance activities	Zero breaches	Adhere to all environmental approvals and minimise construction footprints	30-June-2019	Construction and Maintenance - Urban Operations & Rural Operations	25%	
Engineering Services	Inspect assets 'to be contributed' at hold points identified in development Decision Notice	100% of inspections complete	Inspection records Pathway Reports	2018-2019	Engineering Services - Development Engineering	25%	All required inspections completed.
	Development Applications responded to within statutory timeframes	95% of applications received responded to	Development Engineering Spreadsheet	2018-2019	Engineering Services - Development Engineering	22%	99 of 115 referrals met target.
	Designs completed for projects in the Forward Works Program	10 completed and construction ready per annum	Design Program (Gantt Chart)	2018-2019	Engineering Services - Infrastructure Design	60%	6 projects completed in Q1.
Infrastructure Planning	Review Adopted Infrastructure Charges Resolution (AICR) No.3 and Schedule of Trunk Works	Adopted Infrastructure Charges Resolution (AICR) No.4	Council Business Papers	01-June-2019	Infrastructure Planning & Design	25%	No change to AICR 3 as operating well at present.
Infrastructure Project Management	Comprehensive project budget estimates are prepared for planning, project delivery and construction management, including contingencies	Allocated capital projects delivered within +/- 5% of total projects adopted/revised budget	2018/19 Budget	2018-19	Infrastructure Project Management	25%	On track.
	Projects are delivered within established timeframes	90% of preconstruction and construction activities are completed within the project program milestones	2018/19 Capital Works Program Project Management Framework	2018-19	Infrastructure Project Management	25%	On track.

Water & Waste	Provision of safe and reliable water supply	98% of samples taken to be compliant with Drinking Water Quality Management Plan	Drinking Water Quality Management Plan Australian Drinking Water Guidelines	2018-2019	Water and Waste Operations - Water Supply & Sewerage Operations	25%	On track.
	Provision of reliable sewerage service	95% of Sewerage Treatment Plant discharges to comply with environmental authority requirements	Environmental Authorities Laboratory test results	2018-2019	Water and Waste Operations - Water Supply & Sewerage Operations	24%	On track.
	Management of trade waste discharges to sewer	Trade waste approvals for 100% of relevant businesses operating	Trade Waste Environmental Management Plan Council Business Papers	2018-2019	Water and Waste Operations - Water Supply & Sewerage Operations	25%	3 outstanding.
	Waste and recycling service delivered across the shire	98% of bins for new services provided within 4 days of receipt of customer request and 100% of missed services rectified within 2 days	Waste Reduction and Recycling Plan Contract meeting minutes Quarterly landfill volume surveys Pathway Reports	2018-2019	Water and Waste Operations - Water & Waste Technical Services	25%	On track.
	Implementation of Waste Reduction and Recycling Plan	2 community education/awareness activities	Waste Reduction and Recycling Plan Waste Audit Waste Survey	2018-2019	Water and Waste Operations - Water & Waste Technical Services	0%	1st activity is in the second quarter.