

Strategic Theme(s)	KPI	Responsibility	Rationale	Target and Measurement Basis	YTD KPI Result
Connected	Residents satisfaction	Director Corporate & Commercial / Executive Officer Corporate & Commercial	Periodic measure to track the satisfaction of Kempsey Shire Council residents with the core services provided by Council	75% or more of Resident respondents satisfied or highly satisfied. Survey questions to be developed and survey undertaken by December 2018	Survey not yet due. This is an annual measure that will be reported in the second half of the 2018-19 financial year.
Connected	Business satisfaction	Manager Commercial Business	Periodic measure to track the satisfaction of businesses located within Kempsey Shire Council with services provided by Council	75% or more of Business respondents satisfied or highly satisfied. Survey questions to be developed and survey undertaken by December 2018	Survey not yet due. This is an annual measure that will be reported in the second half of the 2018-19 financial year.
Connected	Developer / Investor satisfaction	Manager Commercial Business / Manager Development & Compliance	Periodic measure to track the satisfaction of developers / investors with Kempsey Shire Council	75% or more of Developer / Investor respondents satisfied or highly satisfied. Survey questions to be developed and survey undertaken by December 2018	Survey not yet due. This is an annual measure that will be reported in the second half of the 2018-19 financial year.
Connected	Visitor satisfaction	Manager Commercial Business	Periodic measure to track the satisfaction of visitors to Kempsey Shire Council with the quality of general facilities	75% or more of Visitor respondents satisfied or highly satisfied. Survey questions to be developed and survey undertaken by December 2018	Survey not yet due. This is an annual measure that will be reported in the second half of the 2018-19 financial year.

Strategic Theme(s)	KPI	Responsibility	Rationale	Target and Measurement Basis	YTD KPI Result						
Connected	Employee satisfaction	Manager Organisational Development & Performance	Periodic measure to track the satisfaction of Kempsey Shire Council employees with their employment	85% or more of employees satisfied or highly satisfied. Survey questions to be developed and survey undertaken by December 2018	Survey not yet due. This is an annual measure that will be reported in the second half of the 2018-19 financial year.						
Governance / Wealthy <i>'Rebuilding the Shire' organisational transformation initiative</i>	Grants and contributions capability establishment	Chief Financial Officer	Metric to track the establishment of internal capability and resourcing to capitalise on grant and contribution funding opportunities	All KPIs that reflect projects / initiatives from the 2018-19 Operating Plan (OP) to be reported as follows: <table border="1" data-bbox="1294 667 1682 1311"> <thead> <tr> <th>Initiative Status</th> <th>Description</th> </tr> </thead> <tbody> <tr> <td>Red</td> <td>Project / initiative will not be delivered by 30 June 2019 as detailed within the OP</td> </tr> <tr> <td>Orange</td> <td>Project / initiative behind schedule and at risk of not being delivered by 30 June 2019 as detailed within the OP</td> </tr> </tbody> </table>	Initiative Status	Description	Red	Project / initiative will not be delivered by 30 June 2019 as detailed within the OP	Orange	Project / initiative behind schedule and at risk of not being delivered by 30 June 2019 as detailed within the OP	<p>Project / Initiative – On track</p> <ul style="list-style-type: none"> Grants & Contributions Coordinator has commenced Scoping and implementation of internal framework in progress.
Initiative Status	Description										
Red	Project / initiative will not be delivered by 30 June 2019 as detailed within the OP										
Orange	Project / initiative behind schedule and at risk of not being delivered by 30 June 2019 as detailed within the OP										
Governance <i>'Rebuilding the Shire' organisational transformation initiative</i>	Information and Communication Technology (ICT) Project Governance framework establishment	Manager Governance & Information Services	Metric to track the establishment of a framework to govern and control ICT investment and project delivery		<p>Project / Initiative – Complete</p> <ul style="list-style-type: none"> ICT Project Control Group chaired by the General Manager established and formal meetings occurring monthly Prince2 Project Management methodology adopted 						

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Governance <i>'Rebuilding the Shire' organisational transformation initiative</i>	Workforce Management Plan development	Manager Organisational Development & Performance	Metric to track the development of a Workforce Management Plan that increases employee engagement, develop leadership capabilities and improves WH&S outcomes	<table border="1"> <tr> <td>Green</td> <td>Project / initiative is on track</td> </tr> <tr> <td>Blue</td> <td>Project / initiative has been delivered / completed</td> </tr> </table> <p>The target for each of these KPIs will be to have a status of either Green or Blue (i.e. on track or completed / delivered).</p> <p>Note: each project / initiative has its own project plan that includes key milestones that will enable an assessment of project progress / status.</p>	Green	Project / initiative is on track	Blue	Project / initiative has been delivered / completed	<p>Project / Initiative – On track</p> <ul style="list-style-type: none"> • Workforce Management Plan development progressing • Leadership Development program for KSC Managers nearing completion • Certificate IV Leadership and Management training for Coordinators and Team Leaders currently being investigated
Green	Project / initiative is on track								
Blue	Project / initiative has been delivered / completed								
Governance <i>'Rebuilding the Shire' organisational transformation initiative</i>	Audit & Risk Management framework establishment	Manager Organisational Development & Performance	Metric to track the establishment of an Audit & Risk Management framework (internal audit function and Audit & Risk Committee) to provide improved process oversight and business process improvement	<p>The target for each of these KPIs will be to have a status of either Green or Blue (i.e. on track or completed / delivered).</p> <p>Note: each project / initiative has its own project plan that includes key milestones that will enable an assessment of project progress / status.</p>	<p>Project / Initiative – Complete</p> <ul style="list-style-type: none"> • Audit & Risk Committee and Internal Audit Charters approved by Council • Internal Auditor has commenced • Audit & Risk Committee members appointed • Inaugural Audit & Risk Committee (A&RC) 				

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					<p>meeting scheduled for January 2019</p> <ul style="list-style-type: none"> • Draft Audit Plan endorsed by ELT ahead of presentation to A&RC • Management requested audits already commenced
Governance <i>'Rebuilding the Shire' organisational transformation initiative</i>	Delivery of Organisation and Culture Review	Manager Organisational Development & Performance	Metric to track the delivery of key initiatives associated with the organisational restructure and cultural improvement program		<p>Project / Initiative – On track</p> <ul style="list-style-type: none"> • Organisational structure finalised • Recruitment of Manager and Coordinator roles largely complete • Vision and Values implemented
Governance <i>'Rebuilding the Shire' organisational transformation initiative</i>	Corporate Business System implementation	ICT Project Manager	Metric to track the key project deliverables associated with the implementation of the new Corporate Business System		<p>Project / Initiative – On track</p> <ul style="list-style-type: none"> • Contract with IT Vision signed 17 September 2018 • Phase 1 “Discovery” meetings with KSC subject matter experts scheduled completed September 2018

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					<ul style="list-style-type: none"> • Delivery of Project Blueprint (key Phase 1 deliverable) by end November 2018 • Development of revised business case and project management plan for Phase 2 underway
Governance / Wealthy <i>'Rebuilding the Shire' organisational transformation initiative</i>	Procurement process improvements	Chief Financial Officer	Metric to track the completion of identified initiatives that will deliver Procurement process improvements		<p>Project / Initiative – On track</p> <ul style="list-style-type: none"> • Coordinator Procurement & Fleet commenced • Draft Project Initiation Document (PID) developed • IT Vision Procurement module reviewed (will be one of first modules to be implemented)
Governance / Wealthy <i>'Rebuilding the Shire' organisational transformation initiative</i>	Financial Sustainability Plan	Chief Financial Officer	Metric to track the development of a Financial Sustainability Plan that identifies key strategies and associated initiatives to ensure		<p>Project / Initiative – On track</p> <ul style="list-style-type: none"> • Draft Project Initiation Document (PID) developed • Development of Financial Sustainability

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			Council's long-term sustainability		<p>Plan underway – initial draft expected by end November 2018</p> <ul style="list-style-type: none"> • Work commenced to update policy, procedures, procurement templates etc underway • KSC Procurement Working Group terms of reference developed
Wealthy	Operating performance ratio*	Chief Financial Officer	Key measure of Council's operating performance	Operating performance ratio for 2018-19 as per the Long Term Financial Plan	KPI calculations are now included as part of the detailed Quarterly Budget Review Statement
Healthy / Safe	Asset maintenance*	Chief Financial Officer	Measure of actual vs required annual maintenance	Refer to KPI calculations below	KPI calculations are now included as part of the detailed Quarterly Budget Review Statement
Healthy / Safe	Infrastructure backlog*	Chief Financial Officer	Reports the backlog against the total value of Council's infrastructure	Refer to KPI calculations below	KPI calculations are now included as part of the detailed Quarterly Budget Review Statement
Healthy / Safe	Building and infrastructure renewal*	Chief Financial Officer	Compares the proportion spent on infrastructure asset renewals and each asset's deterioration	Refer to KPI calculations below	KPI calculations are now included as part of the detailed Quarterly Budget Review Statement

Strategic Theme(s)	KPI	Responsibility	Rationale	Target and Measurement Basis	YTD KPI Result
Wealthy	Budget performance – actual vs budget	Chief Financial Officer	Financial performance	Operating performance result is equal to or better than budget (to be measured at a consolidated level as well as for each of the three funds)	KPI calculations are now included as part of the detailed Quarterly Budget Review Statement

* Note: Only the four Financial Sustainability ratios noted above will be reported regularly to Council as:

- These are the ratios which have not historically met benchmark levels; and
- These ratios provide an indication as to how well Council is maintaining its assets (Asset maintenance, Infrastructure backlog and Building and infrastructure renewal), counterbalanced by a measure of financial operating performance. The other Financial Sustainability ratios will continue to be provided to Council through other reporting mechanisms, such as the annual report.