

Key Performance Indicators (KPIs) 2020-21: Quarter 3, 1 January – 31 March 2021

Area	KPI	Rationale	Target / Measurement	Status	Comment
1. Financial Sustainability	Implementation of the Financial Sustainability Strategy	Provides the foundation for Kempsey Council's long-term financial sustainability	100% of Financial Sustainability Strategy action items are completed in accordance with the revised roadmap timetable		A number of Financial Sustainability initiatives have progressed to the point of being either complete or have become part of normal operations or business as usual. These include initiatives such as business partnering, new finance system, budgeting & forecasting and financial awareness. Other longer-term initiatives continue to progress well such as building Asset Management capabilities, project management and commercial business reviews for Water & Sewer. In the next quarterly update, the program will be split into initiatives that can be closed and those that Council wish to continue focusing on to drive targeted Financial Sustainability outcomes.
2. Financial Sustainability	OLG financial ratios	Measure of Council's financial performance against defined OLG benchmarks	Meet or exceed adopted LTFP financial ratios for 2020-21		The full suite of ratios has been provided as part of the Quarterly Budget Review Statement for the period. The Operating Performance

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					ratio which is Council's key financial ratio forecasts a 2.8% result which is above the benchmark of zero. This ratio represents the percentage of revenue left over at the end of the year after operating expenses and excludes capital grants. The 2.8% represents a profitable position and is driven mostly by increased user fees and charges in holiday parks and operating grant revenue.
3. Community Engagement	Level of community satisfaction and importance with council service delivery	Measure of the satisfaction of Kempsey Shire Council residents with the core services provided by Council	Improved community satisfaction scores compared to 2019 survey results (based on updated Community Survey to occur in 2020)		This item is complete. The Community Survey was undertaken in November 2020 by Micromex Research. The latest results show that 79% of residents are satisfied with the performance of Council in the last 12 months, which is consistent with the 2019 survey, although there was a slight increase in the mean satisfaction rating from 2019 (3.18) to 2020 (3.29). Top drivers of overall satisfaction are council decision making, financial management and provision of Council information to the community. Other survey data will inform the CSP Review and the future Delivery Program and 2021-22 Operational Plan.

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4. Community Engagement	Implementation of the Community Engagement Strategy, engagement calendar and improvement initiatives	Implementation of Community Engagement initiatives provides the framework for improved community engagement outcomes	100% of Community Engagement Strategy initiatives completed by due dates		This initiative is ongoing and on track. Face to face engagement has now recommenced and supports continued development of online techniques. Significant engagement occurred in Dogs on Leashes project, Holiday Park development and review of the Library Strategy.
5. Project Delivery	Delivery of Operational Plan actions and projects (quarter/ annum)	Measure of Council's performance in delivering actions included within the adopted Operational Plan	>90% of Operational Plan action items delivered on time		A report on the delivery of the 2020-21 OP for Quarter 3 is reported to the May 2021 Council meeting. This indicates that approximately 88% of the 222 OP actions are completed or have commenced. Several water and infrastructure, strategic and assets planning projects have slipped behind schedule this quarter for a variety of reasons detailed in the Exception Report. They may not be delivered by the end of the financial year.
6. Project Delivery	Delivery of Community Recovery Action Plan	Measure of Council's performance in delivering actions included within the Community Recovery Action Plan	>90% of Recovery Action Plan items delivered on time		Implementation of the Community Recovery Action Plan has continued and is more than 85% complete. Highlights include:

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					<ul style="list-style-type: none"> • \$251,000 in Bushfire Community Grants awarded following recommendations of Community Advisory Panel • Launch of rural property numbering initiative • Successful staging of Black Summer and Beyond exhibition as central anniversary commemoration activity
7. Workforce	Level of employee engagement	Measure of the engagement of Council's employees	Increased employee engagement level as measured via Council's bi-annual cultural check-in survey (<i>note: target to be confirmed once survey basis finalised</i>)		<p>The Voice Project was engaged to administer the employee engagement survey. The response rate increased from 48% to 64% since the 2019 survey.</p> <p>In 2021, employee engagement was 75% (1% above benchmark).</p> <p>Employee perceptions about Council performance was 57% (3% above benchmark).</p> <p>Employee well-being was 55% (7% below benchmark).</p> <p>The Senior Leadership Team (SLT) are currently developing an action</p>

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					plan to address the key survey findings.
8. Workforce	Lost Time Injuries (LTIs)	Measure of employee safety performance	LTIs are 10% lower than the preceding 5 year rolling average (note: progressing towards a zero-harm target)		<p>LTI occurrence for the current reporting period (1 January to 31 March 2021)</p> <p>Q3 LTIs = 0</p> <p>YTD LTIs = 4</p> <p>The annualised 2020-21 LTIs of 5.3 is 45% less than the 5-year average of 9.6.</p>
9. Good Governance	Strength of corporate governance framework	Strong governance enables organisational health and minimises risk	No high rated corporate governance audit and/or risk management action items outstanding by 30 June 2021		The initiative is underway with a total of 17 of the 20 identified high-rated audit actions from the Internal Audit of Corporate Governance completed. The three remaining actions are behind schedule because of the disruption to scheduled work programs in recent months due initially to bushfires and then COVID-19 and floods. All incomplete actions are underway. These items are being reported to, and monitored by, the Audit & Risk Committee.

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Legend:	
	On track
	Slightly behind target
	Behind target and full year KPI at risk of not being achieved