



2017/18 OPERATIONAL PLAN



Second Quarter Review
October 1 to December 31,
2017



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Introduction

Welcome to the second quarter review of the 2017/18 Operational Plan.

The 2017/18 Operational Plan outlines the activities and services that we as an organisation will deliver this year towards implementing the objectives of the 2016-2021 Corporate Plan.

This report demonstrates the organisation's performance during the period 1 October to 31 December 2017 in delivering the annual program as detailed in the 2017/18 Operational Plan.

The second quarter review complies with the *Local Government Regulation 2012* which states:

"the Chief Executive Officer must present a written assessment of the local government's progress towards implementing the annual operational plan at meetings of the local government held at regular intervals of not more than three months".

The report is presented to the ordinary meeting of Mackay Regional Council on 24 January 2018.

Message from the CEO – Craig Doyle

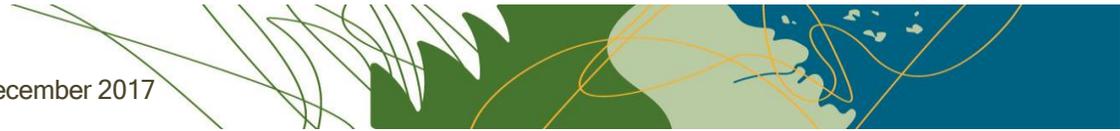
The second quarter of the 2017/18 financial year has been an extremely busy one with a number of key initiatives being completed or well advanced. Some key achievements were:

- The first stage of the Works For Queensland (W4Q) funding program totalling \$11.49M was completed by the deadline of 30

November 2017. This is a fantastic achievement by council staff in completing many projects under this program within a tight timeframe and to budget. The outcomes for the community have been exceptional.

- Our employee Enterprise Agreement has now been completed with 94% approval vote to accept the offer. This is a sensible outcome for our employees and ratepayers and the process was undertaken with very good cooperation between the bargaining unit.
- We awarded the Mackay Regional Sports Precinct tender to Paynter Dixon for this exciting \$27M project. Construction is about to commence with completion due very early in 2018.
- The new \$1.8M SES facility at Ness Street was also completed which now provides this valuable community service a modern and state of the art facility for their operations.
- The new Jubilee Community Centre was also completed and it now offers the community a number of meeting rooms for use and the outcome is very positive for council in that there is a conservable saving in lease cost with staff now accommodated in this centre as well as increasing our offerings to the community.
- We have now progressed our renewable energy initiative to tender stage for 20 of our high power usage sites with expectations that a decision will be made by end march 2018 on way forward.
- A major milestone was achieved when council decided to commit to a Priority Development Area (PDA) and commence the administrative process and the concept design phase.

While there are some targets behind at this stage of the year we remain on track to deliver most if not all set initiatives, meet our



agreed key performance indicators (KPIs) for 2017/18 and are likely to also complete additional projects.

Key achievements for the second quarter of the financial year were:

- The Mackay Regional Council 2016-2017 Annual Report was completed and adopted.
- Annual Financial Statements certified as unqualified by Queensland Audit Office.
- Mayor's Christmas video developed in-house with more than 12,000 views on Facebook.
- Opening of the Jubilee Community Centre for community use on 20 November 2017.
- Emergency Management conducted disaster preparedness presentations at schools and retirement villages, and undertook Cyclone Saturday at Caneland.
- New SES Headquarters completed.
- Sarina Sugar Shed Queensland Tourism Awards of:
 - Gold Excellence in Food Tourism (Hall of Fame);
 - Silver Tourist Attractions; and
 - Silver Tourism Wineries, Distilleries and Breweries.
- The new Operational Centre at the Botanic Gardens opened.
- Mackay Waterfront PDA – application submitted to the Minister to formally request declaration of a PDA.

- 2017 Mackay Regional Council Certified Agreement completed and approved by the Queensland Industrial Relations Commission.



Organisational Overview

Office of the Mayor and Chief Executive Officer (CEO)

Chief Executive Officer	Craig Doyle
Area of Responsibility	<ul style="list-style-type: none"> Sustainability and Collaboration Legal Services

The department's focus for the quarter has been:

- Finalisation of the Works for Queensland (W4Q) 2016-17 projects.
- Review of a capital delivery model for whole of council project delivery.

Key achievements for the quarter have been:

- Works for Queensland (W4Q) 2016-2017 (\$11.49M) projects fully completed and funding expended by date of 30 November 2017
- Tender awarded to Paynter Dixon for the Mackay Regional Sports Precinct.
- Council approved the associated changes for development of a new Capital delivery directorate, with advertising commenced for the Director role.

Projects and activities below target

Action	Measure	2017/18 Target	YTD Actual	Commentary
8.8.15 Create cost savings and efficiencies through the delivery of in-house legal services	Percentage of in-house legal services in 2017/18 is greater than 2016/17	% of in-house > 2016/17	11.93% < 2016/17	11.93% decrease in work completed in-house compared to the 2nd quarter 2016/17. This is due to the fact that the legal unit currently employs one solicitor whereas during the 2nd quarter 2016/17, two solicitors were employed in-house.
4.4.3 Support the publishing of the Griffith University Eungella ecosystem book	Publication of book	Jan-18	n/a	Preliminary photography completed, however further Eungella visit required to increase photography portfolio base. This is planned for Late January/February. Whilst behind proposed completion date project is well in hand.



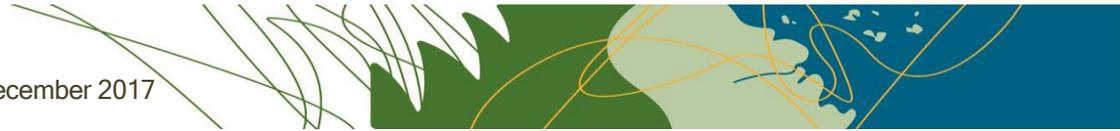
Community and Client Services

Director	Bridget Mather	
Area of Responsibility	<ul style="list-style-type: none"> Corporate Communications & Marketing Community Lifestyle 	<ul style="list-style-type: none"> Mackay Entertainment & Convention Centre (MECC) & Events Emergency Management Health & Regulatory

The department's focus for the quarter has been:

- Progressing planning for the 2018 Australia Day Awards.
- Delivery of the Mackay Regional Council 2016-2017 Annual Report.
- Centralising all the community education and information distributed from Health and Regulatory Services into one area through the development of a communication plan. This is currently being reviewed before finalisation.
- Encouraging responsible pet ownership.
- Encouraging safer food handling through the Australian Food Safety Week on 11–18 November 2017.
- MECC 30th birthday celebrations.
- Finding new exhibition clients for the Convention Centre.
- Safety and security reviews of the MECC and public events.
- Progressing planning for the North Queensland Games in May 2018.

- Progressing planning for the Sports Expo in February 2018.
- Finalising processes and procedures for the Jubilee Community Centre.
- Progressing the review process of the Community Development Strategy.
- Creating opportunities for the public to gain insight into the art-making process through active art demonstrations and artist-in-residence programs.
- Artspace Mackay gallery improvements, including upgrade of foyer lighting and plans for installation of the compactus in the art storeroom.
- Activation of the children's spaces at Dudley Denny City Library (DDCL) and Gordon White Library (GWL) for school holiday activities, to engage young people whilst visiting the library.
- Fourteen robotics sessions scheduled across all library branches during December 2017.
- Continuing to work towards producing the "After the Storm" 1918 Cyclone Project, which will launch in January 2018 featuring a professional digital story and exhibition. Focused effort on digitisation of 1918 cyclone images and other resources.
- Migration of all Library Services' Aurora functions to the Cloud on 4 December 2017, streamlining back end procedures and providing improvements to the customer experience, including access to 500 photographs from the Heritage Collection.
- Community education and awareness of disaster preparation.
- Implementation of 84 recommendations arising from an After Action Review (AAR) on Cyclone Debbie



- Implementation of 14 recommendations arising from the Gravelroad Report into communication issues experienced during Tropical Cyclone (TC) Debbie.
- Installation and Commissioning of 21 River and Rain Alert Stations around Mackay.
- Construction of the new SES Headquarters building located in NESS street.

Key achievements for the quarter have been:

- Organisation and marketing of the official opening of the Queens Park Playground, which was well attended.
 - Delivery of the Mackay Regional Council 2016-2017 Annual Report.
 - In-house production of the Mayor's Christmas video, which was viewed more than 12,000 times on Facebook.
 - Completion of more than half of the Animal Management Strategy 2017-2021 actions required to be delivered in 2017/18.
 - Finalisation of Round 1 of the Regional Arts Development Fund (RADF).
 - Attendance by Artspace Mackay's Exhibitions Officer at: a one-week internship at the University of Queensland (UQ); and two weeks on-site in Ilbilbie with two UQ Masters of Museum Studies students to assess, register and catalogue a private collection of rare Kamoro artworks/artefacts from West Papua.
 - Following the success of its first three collection-focussed 'speed date the collection' events, Artspace Mackay has had ongoing public and volunteer interest in the continuation of the program on the last Thursday of each month.
- BMA Christmas Kidspace event (art programs for toddlers) held at Artspace Mackay on 5 December 2017 and BMA Kidspace-To-Go outreach program held at North Eton on 12 December 2017 were extremely well-received, attracting more than 160 and 100 participants respectively.
 - Very successful Christmas activity sessions held in each of the library branches, with most sessions fully booked through the online booking platform. Sessions featured three different Christmas craft activities, carol singing and a visit from Santa.
 - Mackay Paint the Town REaD hatched Berky the Turkey on 21 October 2017 at Global Grooves. Berky has visited many schools in the Mackay region and will continue to do so in 2018.
 - Library Services' Young People Services team has attended 14 outreach sessions to various schools, playgroups and kindergartens and facilitated at least nine school tours to Dudley Denny City Library, since October 2017.
 - Emergency Management conducted disaster preparedness presentations at schools and retirement villages.
 - Cyclone Saturday was held at Caneland on 9 December 2017 with high community attendance.
 - Completion of over half the recommendations arising from the Tropical Cyclone Debbie AAR.
 - Creation of a steering committee and working committee overseeing the TC Debbie Gravelroad Report.
 - Stage 1 and 2 of the River and Rain Alert project complete.



Projects and activities below target

Action	Measure	2017/18 Target	YTD Actual	Commentary
COMMUNITY LIFESTYLE				
1.1.1 Review and update the Mackay Regional Council Reconciliation Action Plan 2014-2016	Adoption by council of an updated Mackay Regional Council Reconciliation Action Plan	Dec-17	n/a	Feedback has been received from Reconciliation Australia and will be reviewed for incorporation into council's Reconciliation Action Plan. The revised 2017/18 target is June 2018.
	Percentage of approved, budgeted recommendations for the 2017/18 financial year implemented	100%	n/a	Plan yet to be adopted.
1.1.5 Develop the capacity and improve the governance of sporting and recreation clubs across the region.	Information and resources made available on council's website	Jun-18	n/a	Updated resources currently awaiting review prior to being made available through the Sport and Recreation page on Council's website.
3.1.2 In partnership with	Number of sport and recreation providers	10	n/a	Planning and procurement

Action	Measure	2017/18 Target	YTD Actual	Commentary
local providers facilitate a range of recreational and outdoor activities that engage community members in physical activity	engaged in the delivery of programs			processes are underway for delivery of initial programs.
	Number of participants engaged in activities provided	200	n/a	Planning and procurement processes are underway for delivery of initial programs.
3.1.3 Deliver an active transport marketing program to promote the use of bike ways and walk ways	Active Transport Marketing Program developed and delivered	Jun-18	n/a	No progress this quarter as new staff members were recently onboarded and working through prioritising initiatives.
EMERGENCY MANAGEMENT				
3.4.5 Review and update Emergency Action Guide to include riverine flooding	Review and update completed by 2017/18 storm season	Nov-17	n/a	Gravel Road and AAR were a priority, therefore the target for this action was extended to 30 November 2018. This will include the introduction of the disaster



Action	Measure	2017/18 Target	YTD Actual	Commentary
				dashboard for emergency management at council. Dashboard currently under construction (aiming also for preparedness for 2018/19 storm season).

Action	Measure	2017/18 Target	YTD Actual	Commentary
the community about council services				

MECC & EVENTS

6.1.2 Provide a regional theatre which attracts national and international acts to the region that encourage cultural tourism bringing audience members to the theatre from outside the Mackay Region local government boundaries greater than and including 10%	Number of performances at MECC where postcode data illustrates attendances from outside the Mackay Region local government boundaries	40	9	Number of live performances was down in late 2016-early 2017 as a result of the economic climate. This is improving but there is a lag time for those promoters to return. This is expected to improve, however not as fast as expected.
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CORPORATE COMMUNICATIONS & MARKETING

8.9.1 Enhance the use of information and communication technologies and social media to inform and engage	e-newsletter subscribers	16,000	13,238	Slow growth in numbers this quarter and a review of e-newsletters to occur in the 4 th quarter
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Development Services

Director	Gerard Carlyon	
Area of Responsibility	<ul style="list-style-type: none"> Development Engineering Development Assessment 	<ul style="list-style-type: none"> Strategic Planning Parks, Environment and Sustainability Economic Development and Tourism

The department's focus for the quarter has been:

- Continued assessment of development applications under the new Mackay Region Planning Scheme and new processes under the *Planning Act 2016*.
- Continued review of internal processes and procedures to ensure compliance with Planning Act requirements, including further staff training. As Planning Act applications move through the process, templates and processes are being reviewed.
- Timely assessment of Operational Works, Minor Works, Advertising Signage and Prescribed Tidal Works while adapting to the new Mackay Region Planning Scheme and new processes under the *Planning Act 2016*.
- Coordinating and facilitating key Infrastructure Agreements.
- Managing an increase in development interest and activity particularly through this quarter as current lot availability is filled in desirable suburbs.
- Delivery of the Mackay City Centre Christmas Campaign - Walter-Melon gift voucher giveaway and social media campaign.

- Ongoing works at the Sarina Field of Dreams including completion of main carpark and final landscaping. Commencement of the signage and wayfinding concept designs.
- Finalising delivery of the W4Q Projects.
- Completing the detailed design for the Norris Road All-Wheeled District Skate Plaza. Tenders will be called for the construction of this new facility in January 2018.
- Completing a draft of the Midge Point Coastal Plan in preparation for community consultation early in 2018.
- Planning for construction of remaining capital works projects during the third quarter.
- Ongoing preparation of the Local Government Infrastructure Plan (LGIP).
- Finalisation of supporting information for the Mackay Waterfront PDA and preparation of submission to Minister to request declaration.
- Continued implementation of the Mackay Region Planning Scheme 2017 and preparation of amendments (dwelling house provisions and open space planning scheme policy).
- Ongoing preparation of Sarina Town Centre revitalisation project.
- Ongoing development of flood studies.

Key achievements for the quarter have been:

- Assessing development applications within legislated timeframes.

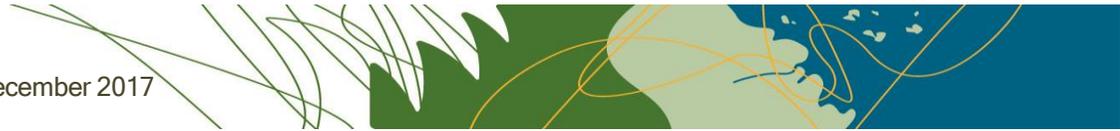


- Assessment and construction audits of Operational Works, Minor Works, Advertising Signage and Prescribed Tidal Works within legislated timeframes under increasing and renewed development interest.
- Sarina Sugar Shed Queensland Tourism Awards:
 - Gold Excellence in Food Tourism (Hall of Fame);
 - Silver Tourist Attractions; and
 - Silver Tourism Wineries, Distilleries and Breweries.
- Endorsement of the amended Facilitating Development in the Mackay Region Policy.
- Opening of the new Operational Centre at the Botanic Gardens and district-level playground in Queens Park; and
- Achieving Nursery and Garden Industry accreditation for the Mackay Natural Environment Centre (MNEC).
- Local Government Infrastructure Plan (LGIP) – first compliance check completed and proposed LGIP forwarded to the Minister requesting review of the LGIP and authorisation to undertake public consultation .
- Mackay Waterfront PDA – supporting information finalised and material forwarded to the Minister to formally request declaration of a Priority Development Area.

- Qualified state interest amendment 1 of 2017 (dwelling house provisions) – process to prepare amendments commenced, preliminary consultation undertaken with internal and external stakeholders and material forwarded to the Minister requesting review of the proposed amendment and authorisation to undertake public consultation
- Open Space Planning Scheme Policy – draft policy endorsed for public consultation

Projects and activities below target

Action	Measure	2017/18 Target	YTD Actual	Commentary
PARKS, ENVIRONMENT AND SUSTAINABILITY				
7.4.4 Implement the Urban Stormwater Quality Management Plan for Mackay	Percentage of budget spent that is allocated for actions in the Urban Stormwater Quality Management Plan	90%	20%	Passive irrigation and wicking project commissioned to provide investigation and education opportunities for stormwater management in Mackay. Fishway construction has been delayed due to delay in design. Construction will commence in April 2018 where remainder of Operational budget will be spent



Engineering and Commercial Infrastructure

Director	Jason Devitt	
Area of Responsibility	<ul style="list-style-type: none"> • Infrastructure Delivery • Water Network • Water Treatment • Planning & Sustainability • Waste Services 	<ul style="list-style-type: none"> • Business Services • Civil Projects • Civil Operations • Technical Services

The department's focus for the quarter has been:

- The W4Q Round 1 program was fully completed with all Engineering and Commercial Infrastructures Services' projects delivered by the 30 November 2017 due date.
- The Transport and Drainage 3-year Forward Capital Program was presented to council.
- Work on the new leachate storage pond at Hogan's Pocket landfill progressing on target despite the wet weather.
- Working with the Material Recovery Facility (MRF) operator and a local developer to utilise the bulk tonnes of Recycled Crushed Glass (RCG) that were stored at the facility. Work on alternative beneficial uses continues for this product.
- Visits occurred to Isaac Regional Council to discuss opportunities for collaboration between the two councils and to participate in a workshop on water billing and MiWater.
- Officers and network field staff from council and Whitsunday Regional Council visited Queensland Urban Utilities and Unity Water. The visit provided an opportunity to share knowledge,

collaborate on industry best practice, develop external stakeholder relationships and review asset management and maintenance systems and how they have been implemented in the field.

- Officers from Southern Downs Regional Council visited council on 7-8 November 2017 to learn from council's experience in implementing a smart meter project, along with taking a close look at MiWater.
- Negotiations to purchase a property to site the new laboratory have been agreed in principle subject to normal building, pest etc. inspections before it becomes unconditional.
- Review of the 2017/2018 Civil Programs' Emergency Event Plan is close to being finalised and preparedness sessions were attended through December 2017, together with council's Emergency Management Coordinator and SES Controller.

Key achievements for the quarter have been:

- Waste Management Association of Australia Inc (WMAA), 2017 WasteQ Conference held at MECC, 11-13 October 2017.
- Hosted the annual general meeting of Local Authority Waste Management Advisory Committee (LAWMAC), on 11 October 2017. Representatives from a variety of north Queensland local governments were in attendance.
- The Hogan's Pocket Landfill weeds wash bay project has been completed.
- The Greenwaste Management contract was awarded in November 2017.
- National Recycling Week was celebrated 13-19 November 2017, along with an immensely successful social media competition.



- Approval of \$1,029M funding for the Mirani Effluent Dam and Transfer System under the 2017-19 Local Government Grants and Subsidies Program.
- The Cairns Townsville Mackay (CTM) Lab Alliance meeting was held in Mackay on 19 October 2017, with representatives attending from Townsville and Cairns.
- Attendance at the quarterly Whitsunday, Isaac, Mackay (WIM) Water Alliance meeting and regional Forum held in Moranbah on 9 and 10 November 2017.
- The first Water Networks' Governance Committee meeting was held on 21 November 2017, discussing business improvement opportunities.
- Work on the rural road network, including unsealed road formation and sealed roads shoulders, continues to be a priority with eight grader crews working across the region, undertaking routine maintenance, gravel re-sheeting and TC Debbie Natural Disaster Relief and Recovery Arrangements (NDRRA) restoration works.
- Bridge rehabilitation works on Clive Rogers Bridge on Owens Creek Loop Road, involving strengthening of the headstocks is complete. Rehabilitation/strengthening works on Head Vassallo Road Bridge is scheduled with materials being procured.
- Ferris Gully/Central Queensland University design and tender documentation were completed.
- Designs were completed for the following projects: Wallmans Road Infrastructure Agreement, Willets Road Shared Path, Milton/Boundary Road East intersection upgrade, Nebo/Gordon Street intersection median island landscaping and Rocky Creek Bridge.

- Arrangements finalised for crews to work through the Christmas/New Year Close-Down period to undertake essential maintenance activities including sweeping and cleaning of the business districts and vegetation control in the open drainage system, and to respond to customer requests.

Projects and activities below target

Action	Measure	2017/18 Target	YTD Actual	Commentary
WASTE SERVICES				
4.3.1 Complete the development of the closed landfills rehabilitation action plan	Plan endorsed by council	Dec-17	n/a	Draft project scoping document has been completed for review. Further development of the risk framework is in progress.
8.2.7 Establish a process to identify and understand the cost drivers for the waste business	Development of a comprehensive financial model for the waste business	Jun-18	n/a	This project has been suspended due to higher than anticipated costs in excess of current budget.
CIVIL OPERATIONS				
7.1.6 Maintain the local road transport network	Percentage of client reported defects actioned within assigned response times	90%	79%	The high volume of requests associated with TC Debbie continues to impact on the YTD figures.
	Level of client satisfaction with response to transport network maintenance requests	4 star	3.9	The latest survey results rating has dropped to 3.75 stars - the supervisory team is committed to working hard to improve the rating with the focus being on communication with our customers.



Action	Measure	2017/18 Target	YTD Actual	Commentary
BUSINESS SERVICES				
7.5.2 Provide clients with access to real time water use information	Net increase in customers/properties registered on myh2o in 2017/18, to achieve cumulative total of 13,000 customer/properties registered since commencement	2000	317	While increasing, registrations are slower than anticipated. Additional promotions will be considered.
INFRASTRUCTURE DELIVERY				
7.5.5 Construct the required infrastructure as per the capital delivery program	Percentage of the capital works program completed against the original budget and timeframe taking into account scope changes, contingency and project savings and new or deferred projects	95%	23%	Works progressing. Further 18% currently committed. A number of projects have been identified which will be deferred (e.g. Rural view overflow) or carried over (e.g. sewer relining). Land and property purchases for Mirani Storage Dam and the new lab were expected by this stage but have not yet been finalised.



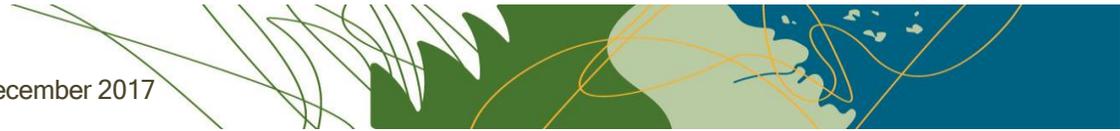
Organisational Services

Director	Andrew Knight	
Area of Responsibility	<ul style="list-style-type: none"> Governance and Safety Property Services Financial Services People and Culture 	<ul style="list-style-type: none"> Procurement and Plant Asset Management Shared Services Centre

The department's focus for the quarter has been:

- Finalisation of financial statements and review by Queensland Audit Office.
- Continual review of budgets and amendments as required.
- Preparation for 2018/19 budget and Long Term Financial Forecast.
- Financial Services heavily involved in CiAnywhere upgrade to Finance One.
- Continual process improvement by Financial Services.
- People and Culture finalising the key initiatives for SLPT approval across a range of strategies.
- 2017 Mackay Regional Council Certified Agreement (CA) and implementing the range of changes associated with the new CA.
- 2017 Employee Engagement Pulse Survey and continuing action planning.
- 2018 apprentice and trainee intake planning and delivery.

- Revision of leadership training program to the Transformational Leadership Series.
- Revision of background checks regime for recruitment and selection.
- 2017 Christmas Party Reward and Recognition.
- Developing an organisation-wide business planning regime.
- Finalising the remaining TC Debbie insurance claims.
- Progressing the Legislative Compliance Review project, the Fraud and Corruption Prevention project, and the IMS/SafePlan Rationalisation Project; and commencing the Insurance Process Improvement project.
- Completing the Payroll and Corporate Card Internal Audits.
- Governance and Safety 'business as usual' activities such as complaints investigations, processing insurance claims, Right to Information applications, and review of council policies.
- Progressing the 2017/18 Safety Action Plan.
- Completion of building renovations at the Jubilee Community Centre and associated relocation of selected staff to the building.
- Completion of projects assigned to the program under the W4Q Program.
- Preparation of Capital Works business cases for consideration during the 2018/19 budget process.
- Practical completion of the new SES Facility at the Ness Street Depot.
- Preparation of the regional Aquatic Strategy to draft status.



- Presentation of information to SLPT and council on proposed new community lease policy, guidelines and associated documentation.
- Continuing to deliver the 2017/18 plant replacement program with an emphasis on changing behavior in relation to previous run until fail methodology for small plant items.
- Strong focus on assisting with the contractual mechanisms required to meet strict deadlines for W4Q initial funding.
- Procurement, contract and warehouse staff have been working tirelessly with Financial Services and Information Services staff regarding reviewing the upgrade to Finance 1.
- Procurement and Plant and People and Culture together with SSC have been reviewing labour hire onboarding procedures in line with the commencement of a new Vendor Neutral arrangement through Local Government Association of Queensland's (LGAQ) Local Buy.
- Asset Management Strategy has been a focus for Asset Management, with the formation of an Asset Management Steering Committee as a result of the gap analysis.
- Asset Register Stability and functionality improvements.
- Preparation for 2018 Asset Valuation.
- Delivery of the 2017/18 Information Services' Council Projects portfolio, including a number of critical application and infrastructure improvements.
- System performance improvement opportunities following on from newly architected solutions in the first quarter.
- Quarterly business updates conducted to share SSC achievements and progress on achieving financial year business plan priorities. Shared Services Centre is also using this forum to

share updates from other programs and have received extremely positive feedback.

- Centralisation of SSC billing services functions to include Health and Regulatory work types.
- Recruitment has now been completed for a suitably qualified and experienced Coordinator for Employee Services to be dedicated to this service.
- The second round of workshops to support the Productivity Program (continuous improvement program) were completed in November 2017. The team is at varying stages of their learning journey and SSC continues to work at all levels to embed these tools and practices. A further session has been completed with Leaders on the Six Sigma 5S model, which will be the focus in January 2018.

Key achievements for the quarter have been:

- Annual Financial Statements certified unqualified by Queensland Audit Office.
- September budget review and further capital budget amendments approved by council.
- Finalisation of the 2017 Mackay Regional Council Certified Agreement.
- 2018 apprentice and trainee intake.
- Revision of leadership training program to the Transformational Leadership Series.
- 2017 Christmas Party Reward and Recognition.
- Continuing strong safety performance across all lead and lag key performance indicators (KPIs).



- Holding Audit Committee meetings in October and December 2017.
- Completing Internal Audits of Corporate Cards and Payroll.
- Completing the first annual review of strategic risk.
- Finalising the 18-month project of developing a new Enterprise Risk Management Framework.
- Developing a new Business Planning model which will see all programs develop a three-year Business Plan for the period commencing July 2018.
- Finalising most TC Debbie insurance claims so that only a couple remain outstanding.
- Assisting Emergency Services develop the AAR of TC Debbie.
- Holding two engagement and information sharing forums for all council Health and Safety Representatives.
- Governance and Safety program working with the Asset Management Program to identify a more effective and simpler way of accounting for insured assets.
- Participating in a Local Government Regional Safety Forum in Rockhampton.
- Commencing a review of business continuity arrangements for all of council's 'critical assets'.
- Undertaking fraud control assessments for Payroll, Accounts Receivable, Accounts Payable, Procurement, People & Culture, Cash Handling at Dudley Denny City Library and Mackay Customer Service, Information Management and Asset Management.
- Responding to public liability insurance complaints, including a Queensland Civil and Administrative Tribunal (QCAT) hearing.
- Completion of the Jubilee Community Centre.
- Practical completion of the new SES Facility at the Ness Street Depot.
- Completion of W4Q Projects assigned to the Property Services program.
- A higher than average number of fleet and plant replaced for the quarter due to additional resource availability.
- Procurement and Plant assisting in the operational delivery to meet the strict deadlines for W4Q funding.
- Asset Management Working Group established and met multiple times in the second quarter.
- Improved performance in the Asset Register, including mobile functionality.
- Asset Management Gap Analysis Report received by SLPT and Audit Committee.
- Asset Valuation Strategy updated and received by Audit Committee.
- Asset Valuers engaged for 2018 valuations.
- Management Team acceptance of the ICT Strategy 2017-2019 and establishment of the ICT Steering Committee.
- Delivery of Library Management System Aurora to a cloud based offering.
- Skype for Business, including instant messaging and presence awareness, deployed to all staff, with dedicated video conferencing meeting rooms.
- Positive and congratulatory response from the Audit Committee to the Information Services' presentation on recommendations

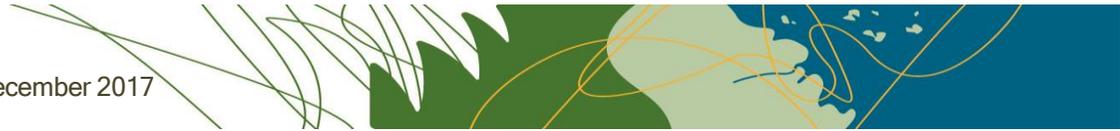


completion and/or roadmap for their delivery, from the recent Cyber Security Audit.

- Continued strong KPI results with all SSC teams largely meeting or exceeding KPI expectations across the quarter.
- Cross-program development opportunity for a senior member of the People & Culture team who stepped into a leadership role looking after the Employee Services (ES) team whilst SSC navigated the recruitment process for an ES Coordinator.

Projects and activities below target

No projects or activities were below target this quarter for Organisational Services.



Review of key operational activities

1. Community pride

A community that creates a supportive environment for people of all ages, nationalities, cultures and beliefs.

Strategy	Action	Measure	2017/18 Target	YTD Actual	Status Commentary as at 31 December 2017	Status	Accountable Program
1.1 Cultural diversity: Support cultural activities and pursuits which seek to recognise and celebrate diverse backgrounds within our community.	1.1.1 Review and update the Mackay Regional Council Reconciliation Action Plan 2014-2016	Adoption by council of an updated Mackay Regional Council Reconciliation Action Plan	Dec-17	Jun-18	Feedback has been received from Reconciliation Australia and will be reviewed for incorporation into council's Reconciliation Action Plan.	↓	Community Lifestyle
		Percentage of approved, budgeted recommendations for the 2017/18 financial year implemented	100%	n/a	Plan yet to be adopted.	↓	Community Lifestyle
	1.1.2 Develop the capacity of the region's diverse multicultural groups through the delivery of events, support, stronger engagement and collaboration	Number of cultural groups supported	50	23	A number of cultural groups including the Thai, Australian South Sea Islander, Pacific Islander, Filipino, Chinese, Indian and Japanese community groups have been supported during this quarter.	🟢	Community Lifestyle



Strategy	Action	Measure	2017/18 Target	YTD Actual	Status Commentary as at 31 December 2017	Status	Accountable Program
	1.1.3 Maximise attendance and participation at Global Grooves, council's signature multicultural event	Maintain number of attendees	10,000	2500	The event was affected by poor weather. Moving the event was not a viable option and the poor weather resulted in lower attendance numbers.	⊙	MECC and Events
		Number of community groups involved	15	23	The event was well supported by community cultural groups this year.	⊙	MECC and Events
	1.1.4 Promote activation and community use of the Botanic Gardens through facilitation, hosting or managing cultural and other specific events	Number of events held each year in the Botanic Gardens	4	8	Gala in the Gardens, Illuminate, Rock, Pop, Mime, the Pasifika festival, Warrior Kids Freedom Festival, West Mackay State School Concert, Movies in the Meadow and Christmas in the Garden all held at the Meadowlands Amphitheatre.	⊙	Parks, Environment and Sustainability
	1.1.5 Develop the capacity and improve the governance of sporting and recreation clubs across the region.	Information and resources made available on council's website	Jun-18	n/a	Updated resources currently awaiting review prior to being made available through the Sport and Recreation page on council's website.	↓	Community Lifestyle



Strategy	Action	Measure	2017/18 Target	YTD Actual	Status Commentary as at 31 December 2017	Status	Accountable Program
		Number of clubs which participate in capacity building/governance activities	50	19	Planning is in progress for delivery of governance workshops in the 4 th quarter.	🔄	Community Lifestyle
	1.1.6 Establish the Sport and Recreation Advisory Committee, including adoption of a Terms of Reference	Number of meetings conducted as detailed in the terms of reference	4	1	Sport and Recreation Advisory Committee commenced with inaugural meeting on October 30 2017. The next meeting is scheduled for January 18 2018 and meetings will then be held bi-monthly.	🔄	Community Lifestyle
1.2 Community facilities: Provide community facilities to improve the liveability of the region ensuring equitable focus.	1.2.1 Progress the Northern Beaches Community Hub Project to shovel ready status	Completion of business case/strategy for presentation to council to potentially enable a properly made funding application to be lodged with a relevant funding authority	Jun-18	n/a	Council briefing completed in November 2017, with next steps to hold an internal workshop by end of February 2018, before proceeding to a feasibility study.	🔄	Community Lifestyle
1.3 Engaging young people in the region: Attract and retain young people in the region. This includes leveraging the tertiary education sector; improving liveability through expanding job opportunities and providing affordable accommodation; recreational and sporting opportunities.	1.3.1 Provide support to youth at risk as per State Government funding agreement	Number of hours spent providing support services	580	290	Support services are provided to at risk youth through the Sarina and Pioneer Valley Youth Services. These services have included: alternative learning program, case management, support with accessing information and/or referrals.	🔄	Community Lifestyle



Strategy	Action	Measure	2017/18 Target	YTD Actual	Status Commentary as at 31 December 2017	Status	Accountable Program
	1.3.2 Facilitate the delivery of programs and events that support young people throughout the region	Number of programs/events undertaken	12	19	Programs and events that support and engage young people have included: art therapy program, art project, Christmas holidays program, Chillax Group, The Malachi Cup (2 day memorial Indigenous event), Run for Mi Life, National NAIDOC Committee Poster Competition, White Ribbon Day and International Men's Day events.	🟢	Community Lifestyle
1.4 Regional and community events: In partnership with other stakeholders, support the development and delivery of significant regional and community events that stimulate the economy, and promote civic pride and community enjoyment.	1.4.1 Support the delivery of significant regional events, including those outlined in the Mackay Region Events Strategy 2015	Satisfaction rating of regional events assisted through either financial or in-kind assistance	75%	85%	Satisfaction rating for regional events supported was still high at 85%.	🟢	MECC and Events
		Number of regional events ticketed	8	11	No other regional events ticketed this quarter.	🟢	MECC and Events
	1.4.2 Provide the 30 th annual Mackay festivals Festival of Arts, including a 10 day program of visual arts, music and theatre plus food, wine and family events, which encourages community participation and engages the community in celebrating 30 years of the festival	Attendances at Festival of Arts	>35,000	n/a	Festival of Arts planning for 2018 is underway.	🟡	MECC and Events



Strategy	Action	Measure	2017/18 Target	YTD Actual	Status Commentary as at 31 December 2017	Status	Accountable Program
	1.4.3 Plan and deliver marketing programs to promote council's annual Australia Day Awards, Sports Expo and Sign-on Day and Greenmount Homestead Heritage Fair and contribute to a high level of community participation and/or attendance	Number of 2018 Australia Day award nominations received	150	n/a	Planning underway for event to be held in 3 rd quarter.	🟢	Corporate Communications and Marketing
		Number of attendees at the 2018 Sports Expo and Sign-on	8000	n/a	Planning for event well underway and will be reported on in 3 rd quarter.	🟢	Corporate Communications and Marketing
	1.4.4 Deliver the 2017/2018 Invest Mackay Conference and Events Attraction Program	Number of Invest Mackay Events and Conference Attraction Program applications approved	10	24	Eight events and one conference were approved this quarter.	🟡	Economic Development and Tourism
	1.4.5 Collaborate with Commonwealth Games representatives to deliver the Mackay leg of the Queen's Baton Relay	Queen's Baton Relay delivered	Mar-18	n/a	Event scheduled for March 20 2018 and planning well underway.	🟢	Corporate Communications and Marketing
1.5 Strategic volunteer program: Provide a strategic volunteer program delivering a range of opportunities for residents to contribute to the development of their community through volunteering.	1.5.1 Market and celebrate volunteerism	Number of attendees at the Annual Volunteer Expo	500	n/a	This action will be reported against in the 4 th quarter.	🔴	Community Lifestyle



2. Regional identity

Develop a strong regional voice to promote and facilitate growth to become a leading community in Northern Australia. Recognise that our satellite towns have and cherish their own identities.

Strategy	Action	Measure	2017/18 Target	YTD Actual	Status Commentary as at 31 December 2017	Status	Accountable Program
<p>2.1 Northern Australia Alliance: Participate as a strategic and active partner in the Northern Australia Alliance ensuring the Mackay Region maximises these opportunities to advocate for, and influence, government policies for the benefit of the region.</p>	<p>2.1.1 Assist GW3 to participate as a strategic and active partner in the Northern Australia Alliance ensuring the Mackay Region maximises opportunities to advocate for, and influence, government policies for the benefit of the region</p>	<p>Number of Mackay Regional issues that GW3 advocate for via the Northern Australian Alliance</p>	2	n/a	<p>GW3 has secured membership of Northern Australia Alliance. Advocacy items pending. Advocacy commenced on general items such as regional insurance.</p>		Office of the Mayor and CEO
<p>2.2 Working together with neighbouring councils: Maximise the opportunities through active participation in the Whitsunday ROC; build strategic alliances; advocate on regional priorities and collaborate to capitalise on opportunities for joint cost savings and improved service delivery.</p>	<p>2.2.1 Promote collaborative ventures by the Whitsunday Regional Organisation of Council (ROC)</p>	<p>Number of active ventures</p>	6	3	<p>Current joint activities include: CEO's Group meetings, Whitsunday Isaac and Mackay (WIM) Alliance, Joint State Government Deputation. Further work commencing on other possible deputations.</p>		Office of the Mayor and CEO



Strategy	Action	Measure	2017/18 Target	YTD Actual	Status Commentary as at 31 December 2017	Status	Accountable Program
	2.2.2 Continue a Whitsunday, Isaac, Mackay Alliance for Water and Sewerage	Number of quarterly Alliance meetings held	4	2 meetings plus a Regional Forum	Two quarterly meetings have been held together with a Regional Forum investigating ways to progress the Alliance.	🟡	Water Services
2.3 Place management of suburbs and localities across the region: Implement place management principles and an integrated approach in particular suburbs and localities to achieve social, economic, environmental potential and activate places through targeted services, facilities and events.	2.3.1 Undertake consultation with community and business groups within identified place management localities to develop place activation priorities	Place Making Local Action Plans developed for identified place management localities	Jun-18	n/a	Economic Development and Tourism has commenced investigations around placemaking activities and will present a program to council for consideration in January 2018.	🟢	Economic Development and Tourism
2.4 Prioritise the promotion of the Mackay Region: Promote the Mackay Region through the development of a shared brand.	2.4.1 Develop an external marketing campaign in collaboration with key stakeholders	Deliver one campaign to generate interest and exposure of the region	1	n/a	This action to be reported against in the 4 th quarter.	🟢	Corporate Communications and Marketing
	2.4.2 Provide support to Mackay Tourism and identify opportunities to collaborate on joint tourism initiatives and event promotion	Execute new funding agreement with Mackay Tourism and provide support in accordance with agreement	Sept-17	Dec-17	A three year funding agreement has been executed with Mackay Tourism Ltd.	🟡	Economic Development and Tourism



Strategy	Action	Measure	2017/18 Target	YTD Actual	Status Commentary as at 31 December 2017	Status	Accountable Program
	2.4.3 Deliver funded 2017/18 actions from the adopted Mackay Region Recreational Fishing Strategy, in conjunction with Mackay Tourism	Actions complete	100%	20%	A Fishing Strategy Steering Group has been formed and has met twice. Council has received a \$100,000 funding commitment from the State Government to support the continued enhancement and promotion of the Net Free Zone. Council is currently coordinating delivery of the lead actions in accordance with stakeholders.		Economic Development and Tourism
	2.4.4 Promote Mackay as a recreational vehicle (RV) friendly destination, in conjunction with Mackay Tourism Limited	Number of initiatives that promote Mackay as an RV friendly destination	4	0	The review of council's regulatory framework related to the approval and operation of caravan parks/camping grounds is in its final stage. Recommendations of the review will be considered in early 2018. Promotional activities will also commence in early 2018, prior to the peak season over winter and in conjunction with the opening of the new Visitor Information Centre and Sarina		Economic Development and Tourism



Strategy	Action	Measure	2017/18 Target	YTD Actual	Status Commentary as at 31 December 2017	Status	Accountable Program
					Field of Dreams upgrades.		
	2.4.5 Completion of the new Mackay Visitor Information Centre and Sarina Field of Dreams Parkland Capital Project in collaboration with Mackay Tourism Limited (MTL)	Refurbishment of Sarina Railway Station for use as Mackay Region Visitor Information Centre completed	Jun-18	n/a	Work has commenced on the refurbishment of the Sarina Railway Station and upgraded amenities block. Removal of redundant QR electrical infrastructure and demolition works have been completed and construction works have commenced.	🟢	Economic Development and Tourism
		Completion of Sarina Field of Dreams Parkland Masterplan	Jun-18	n/a	Construction is on track for completion in the 3 rd quarter. Main carpark has been completed and contractors have commenced final landscaping and planting across the site. Stakeholder consultation regarding signage and wayfinding has commenced and the concept designs are progressing.	🟢	Economic Development and Tourism



3. Community health and wellbeing

Deliver a safe, healthy and accessible community that offers a diverse range of services and facilities.

Strategy	Action	Measure	2017/18 Target	YTD Actual	Status Commentary as at 31 December 2017	Status	Accountable Program
3.1 Active and healthy community: Promote active and healthy lifestyles by providing equitable access and encouraging sporting, recreational and outdoor activities throughout the region.	3.1.1 Promote recreation in natural areas through the provision of signage, walkways and other facilities where appropriate	Percentage of capital funded natural area projects completed	90%	25%	Interpretive signage is currently being designed for several sites. Modifications are currently being made to stair designs. Construction of the stairs and viewing platforms will commence when final designs are completed.	🟢	Parks, Environment and Sustainability
	3.1.2 In partnership with local providers facilitate a range of recreational and outdoor activities that engage community members in physical activity	Number of sport and recreation providers engaged in the delivery of programs	10	n/a	Planning and procurement processes are underway for delivery of initial programs.	🔴	Community Lifestyle



Strategy	Action	Measure	2017/18 Target	YTD Actual	Status Commentary as at 31 December 2017	Status	Accountable Program
		Number of participants engaged in activities provided	200	n/a	Planning and procurement processes are underway for delivery of initial programs.	↓	Community Lifestyle
	3.1.3 Deliver an active transport marketing program to promote the use of bike ways and walk ways	Active Transport Marketing Program developed and delivered	Jun-18	n/a	No progress this quarter as new staff members were recently onboarded and are working through prioritising initiatives.	↓	Community Lifestyle
	3.1.4 Implementation of the approved, budgeted actions from the Accessible Communities Action Plan	Percentage of approved, budgeted recommendations for the 2017/18 financial year implemented	100%	n/a	Planning for implementation of approved, budgeted recommendations is progressing.	🔄	Community Lifestyle
	3.1.5 Develop an Implementation Plan for the Community Development Strategy	Percentage of approved, budgeted recommendations for the 2017/18 financial year implemented	100%	n/a	Draft Community Development Strategy was presented to council. Work continues on developing the draft following feedback from councillors.	🔄	Community Lifestyle
	3.1.6 Deliver Seniors Week Expo which encourages intergenerational relationships	Successful delivery of Seniors Week Expo	Aug-17	Aug-17	Completed in 1 st quarter.	⦿	Community Lifestyle
		Number of attendees at Seniors Week Expo	500	1800	Completed in 1 st quarter.	⦿	Community Lifestyle



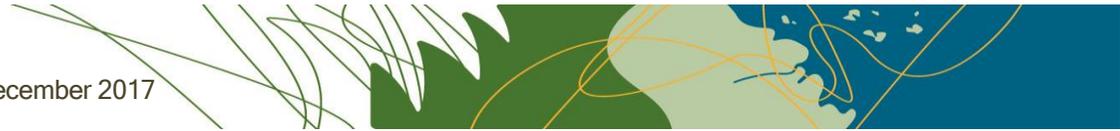
Strategy	Action	Measure	2017/18 Target	YTD Actual	Status Commentary as at 31 December 2017	Status	Accountable Program	
3.2 Parks and open spaces: Provide well designed and maintained parks and open space networks which cater for the changing needs of the community, to promote outdoor social and recreational activities.	3.2.1	Undertake park projects that maintain and assist meeting the desired standard of service for parks through the provision of facilities in open space areas that meet community and visitors' needs	Percentage completion of identified projects targeting parks Desired Standards of Service in 2017/18	100%	60%	Upgrade of parkland in Pacific Parks Estate in Sarina and for the William Street Node at Bucasia scheduled to occur during January 2018. Design for the all-abilities beach access at Blacks Beach Park is currently being finalised.	🔄	Parks, Environment and Sustainability
	3.2.2	Implementation of playground refurbishment projects including installation of built shade structures to improve the quality of playgrounds in the region	Number of playground refurbishment projects complete	2	2	Both projects were completed during the previous quarter.	⦿	Parks, Environment and Sustainability
	3.2.3	Maintain parks and high profile open space areas in line with adopted service standards and to protect public safety	Percentage of scheduled work orders completed	90%	91%	Maintenance activities progressing well with in excess of 90% achieved.	🔄	Parks, Environment and Sustainability
	3.2.4	Develop an integrated open space masterplan and policy to support the Planning Scheme	Planning Scheme Open Space Policy adopted	Jun-18	n/a	In November 2017 the draft Open Space Policy was endorsed for consultation. Consultation to commence in January 2018.	🔄	Strategic Planning



Strategy	Action	Measure	2017/18 Target	YTD Actual	Status Commentary as at 31 December 2017	Status	Accountable Program
	3.2.5 Continue development of the Mackay Regional Botanic Gardens in line with the Master Plan and detailed designs	Percentage completion of capital projects linked to the Master Plan	90%	60%	Operational Centre completed. Additional pathway upgrades selected for construction in January 2018. Irrigation works being finalised and scheduled for implementation during 3 rd quarter.		Parks, Environment and Sustainability
3.3 Environmental health: Implement a range of public information and education programs and other measures to prevent, control and reduce risks to public health.	3.3.1 Implement the Animal Management Strategy	Completed 2017/18 actions in the Animal Management Strategy	100%	65%	Actions requiring exploration and investigation of changing animal management operations have commenced.		Health and Regulatory
	3.3.2 Encourage responsible pet ownership and promote community safety	In partnership with the RSPCA conduct a community open day to promote responsible pet ownership	Aug-17	Jul-17	Completed in the 1 st quarter.		Health and Regulatory
	3.3.3 Develop a communication plan that incorporates all public health and safety and environmental information and education initiatives	Development of communication plan completed	Jun-18	n/a	A draft communication plan has been developed with input from officers within Health and Regulatory Services. This is currently being reviewed before finalisation.		Health and Regulatory



Strategy	Action	Measure	2017/18 Target	YTD Actual	Status Commentary as at 31 December 2017	Status	Accountable Program
	3.3.4 Enhance community health and safety through proactive compliance and education services	Number of education sessions conducted on topics including food safety, pest management, dengue fever and responsible pet ownership	20	11	Education sessions regarding food safety, pest management and responsible pet ownership have been conducted with school groups, food providers and various community groups. These sessions have been attended by 816 people.	🔄	Health and Regulatory
		Number of targeted Local Laws team inspections of areas that are popular with dog owners, to increase public awareness	20	11	The Local Laws team has been patrolling areas that are popular with dog owners and where opportunities exist for improved compliance, including the Gooseponds, Marian, Walkerston, West Mackay, Slade Point, Andergrove, Blacks Beach, Eimeo, Sarina and Campwin Beach. Rewards (squeaky dog toys) were issued to responsible dog owners and warnings and infringements issued to those failing to comply with the law.	🔄	Health and Regulatory
	3.3.5 Optimise the quality of effluent (treated	Compliance with license requirements	95%	96%	There have been four incidents where	🔄	Water Treatment



Strategy	Action	Measure	2017/18 Target	YTD Actual	Status Commentary as at 31 December 2017	Status	Accountable Program
	sewerage) released to the environment				<p>licence quality parameters have been exceeded for effluent released to the environment (results from 1 October to 21 December 2017).</p> <p>Three of the releases were from the recycled water storages rather than the Water Recycling Facility (WRF).</p> <p>The quality of treated effluent leaving both Mirani Sewage Treatment Plant (STP) and Mackay South WRF have been compliant with release limits and that the water quality breaches in the recycled water storages appear to be a result of algal growth and stratification within the storages.</p> <p>One of the incidents relates to a pH release limit breach for treated effluent released from the Mirani STP recycled water storage on 29 November 2017.</p> <p>The two other incidents relate to Total Suspended Solids (TSS)</p>		



Strategy	Action	Measure	2017/18 Target	YTD Actual	Status Commentary as at 31 December 2017	Status	Accountable Program
					<p>breaches for treated effluent released from Mackay South WRF recycled water storage (RWS2) on 14 November and 5 December 2017.</p> <p>The fourth incident relates to a Total Phosphorous (TP) breach for treated effluent released from Sarina Water Recycling Facility (SWRF) on 14 December 2017.</p> <p>The TP result was compliant with the contaminant release limit to land but breached the contaminant release limit to waters.</p> <p>The high TP result was due to program sequencing errors causing a failure of the mixers, bioreactors pumps and membrane bioreactor train production at SWRF between 3:00am and 8:30 am on 13 December 2017.</p>		
	3.3.6 Provide safe, reliable and high quality water services to the community	Compliance with public health requirements	99%	99.60%	The potable water quality measured across all 10 water supply schemes (results from 1 October to 21	🔄	Water Treatment



Strategy	Action	Measure	2017/18 Target	YTD Actual	Status Commentary as at 31 December 2017	Status	Accountable Program
					<p>December 2017) has complied with Australian Drinking Water Guidelines (ADWG) health guideline values with the exception of one sample.</p> <p>This sample was collected from the Seaforth Palm Avenue sample point on 4 October 2017. A lead result which exceeded the ADWG health value was recorded. The value was 18 ug/L. A resample undertaken on 11 October 2017 was below detection limit for lead (<0.5ug/L) and within the ADWG limits.</p> <p>It is suspected that the noncompliance was the result of sample tap degradation. A new sample tap has been installed at the same location on 31 October 2017. Samples collected from the new tap on 16 November 2017 and 27 December 2017 were both less than the limit of detection (<0.5ug/L).</p>		



Strategy	Action	Measure	2017/18 Target	YTD Actual	Status Commentary as at 31 December 2017	Status	Accountable Program
3.4 Disaster preparedness: Build community preparedness and responsiveness to emergencies and natural disasters.	3.4.1 Build capacity of community to be prepared and respond to an emergency or a disaster	Disaster preparedness presentations delivered to community groups	Nov-17	Dec-17	Cyclone Saturday completed on 9 December 2017. Continuing with presentations to aged care facilities and schools.	🟡	Emergency Management
	3.4.2 Extend Emergency Liaison Officer Network in the Mackay Region to provide regional coverage	Identification of locations and communities that would benefit and support the Emergency Liaison Officer (ELO) Network	Nov-17	Nov-17	Locations and communities that would benefit from and support the ELO network were identified mid-year. Recruitment of ELOs is ongoing with the state funded Community Development Officer (CDO) continuing the recruitment process.	🟡	Emergency Management
		Provide training to ELOs for these locations	Nov-17	Nov-17	The first meeting of ELOs, including training, was held on 28 November 2017. Additional training for new ELOs will commence early in 2018.	🟢	Emergency Management
	3.4.3 Review and update Disaster Management section of council's website in conjunction with overall review	Review complete and website amended	Mar-18	n/a	The disaster dashboard for emergency management at council is currently under construction. (Aiming for preparedness for 2018/19 storm season).	🟢	Emergency Management



Strategy	Action	Measure	2017/18 Target	YTD Actual	Status Commentary as at 31 December 2017	Status	Accountable Program
	3.4.4 Increase river and rain alert coverage for council	Installation of the river and rain alerts as per agreed budget and plan	Nov-17	Dec-17	Installation of the River and Rain Alert stations for Stage 1, 2A and 2 are now complete. Work is progressing towards the commissioning of the stations by Bureau of Meteorology (BOM) by February 2018.	🟢	Emergency Management
	3.4.5 Review and update Emergency Action Guide to include riverine flooding	Review and update completed by 2017/18 storm season	Nov-17	n/a	Gravelroad and AAR were a priority, therefore the target for this action was extended to 30 November 2018. This will include the introduction of the disaster dashboard for emergency management at council, which is currently under construction.	🔴	Emergency Management
	3.4.6 Replace State Emergency Service (SES) facility at Ness Street	Completion of new SES facility at Ness Street	Nov-17	Dec-17	Project has reached practical completion. Waiting for Ergon to complete final connections.	🟢	Property Services
	3.4.7 Completion of LiDAR study (which will feed into the 10-year Flood and Stormwater Strategy)	LiDAR data being used in flood damage assessments	100% complete	75%	Preliminary verification identified data quality issues, which are being corrected. Awaiting final release of data.	🟢	Strategic Planning



Strategy	Action	Measure	2017/18 Target	YTD Actual	Status Commentary as at 31 December 2017	Status	Accountable Program
	3.4.8 Development of the Coastal and Inland Flood Hazard Adaptation Strategy	Consultation on risks and adaptation underway	25% complete	n/a	Communications plan to be developed in 2 nd quarter of 2018.	↔	Strategic Planning
	3.4.9 Coordinate recovery actions and learnings from Local Disaster Management Group (LDMG)/ council following TC Debbie	Percentage of actions complete	100%	n/a	Action plan from TC Debbie collated with delivery of outcomes on track.	🔄	Office of the Mayor and CEO



4. Environment

Minimise our environmental impact by adopting best practice; to achieve a well managed and healthy environment that provides a balance between built infrastructure and the conservation of our natural and cultural resources.

Strategy	Action	Measure	2017/18 Target	YTD Actual	Status Commentary as at 31 December 2017	Status	Accountable Program
4.1 Sustainability: Promote sustainable practices and respond to climate change in council's operations.	4.1.1 Complete the renewable energy initiative project	Completion of review of options and finalisation of recommended project report	Dec-17	n/a	EOI submissions have been shortlisted with associated tender documentation being finalised for issue in January 2018 for key small scale sites.		Office of the Mayor and CEO
	4.1.2 Complete 2017/18 priority actions listed in the Sustainability Strategy Action Plan, including actions which promote efficient water use, reduce waste, reduce energy consumption and reduce greenhouse gas emissions	Percentage of 2017/18 priority actions in the Sustainability Strategy Action Plan completed	100%	37%	Seven of 19 priority actions have been completed, representing 37% of the total action plan. Work has commenced on the majority of actions with a large percentage expected for completion during the 3 rd quarter reporting period.		Parks, Environment and Sustainability



Strategy	Action	Measure	2017/18 Target	YTD Actual	Status Commentary as at 31 December 2017	Status	Accountable Program
<p>4.2 Coastal Management: Manage the beaches and coastal areas of the region in order to improve resilience against coastal erosion, increase biodiversity, improve amenity and access, and promote eco-tourism.</p>	4.2.1 Develop new beach plans and update existing plans for priority beaches	Number of beach plans reviewed and approved	2	2	A draft has been finalised for Midge Point and a draft is in preparation for Lamberts Beach/Slade Point. Community consultation was due to commence at the start of December, 2017 but has been postponed to 2018 at the request of councillors.		Parks, Environment and Sustainability
<p>4.3 Recycling and reuse: Increase recycling and reuse by diverting waste from landfill and raising community awareness, in order to reduce the costs of providing waste services, gain the economic advantages of producing material for reuse, and reducing the impact on the environment.</p>	4.3.1 Complete the development of the closed landfills rehabilitation action plan	Plan endorsed by council	Dec-17	n/a	Draft project scoping document has been completed for review. Further development of the risk framework is in progress.		Waste Services
<p>4.4 Natural environment: Work in partnership with the community to protect and</p>	4.4.1 Utilise funds from the Natural Environment Levy for priority natural environment projects	Percentage of priority projects completed	90%	n/a	All priority projects are underway and progressing well.		Parks, Environment and Sustainability



Strategy	Action	Measure	2017/18 Target	YTD Actual	Status Commentary as at 31 December 2017	Status	Accountable Program
enhance the Mackay region's natural assets and its biodiversity.	4.4.2 Encourage community awareness and engagement in natural environment activities through educational and engagement programs	Number of engagement activities undertaken	10	2	Second quarter activities included Coastcare week at the start of December 2017, a Welcome to the Waders event at Shellgrit creek, a school talk at Harbour Beach and school visits to the Mackay Natural Environment Centre and Morag McNichol Reserve.	🔄	Parks, Environment and Sustainability
	4.4.3 Support the publishing of the Griffith University Eungella ecosystem book	Publication of book	Jan-18	n/a	Preliminary photography completed, however further Eungella visit required to increase photography portfolio base. This is planned for late January/February 2018. Whilst behind proposed completion date project is well in hand.	↓	Office of the Mayor and CEO



5. Lifelong learning

Build an informed, involved and digitally connected community that retains and attracts knowledge. We will work with local universities and educational institutions to improve the percentage of people completing tertiary and vocational education courses.

Strategy	Action	Measure	2017/18 Target	YTD Actual	Status Commentary as at 31 December 2017	Status	Accountable Program
<p>5.1 Tapping into the experience of seniors: Utilise the skills and experience of older residents to support early childhood learning and to transfer sporting skills and knowledge.</p>	<p>5.1.1 Encourage grandparents and carers to participate in council activities targeted at young children</p>	<p>Establish a baseline measure of seniors' participation in library and Artspace events</p>	<p>Sept-17</p>	<p>Sept-17</p>	<p>Artspace Mackay staff have amended feedback forms for all programs as well as the visitor satisfaction survey on the iPad to capture data on audiences who identify as seniors and/or grandparents. This will improve the gallery's ability to measure seniors' participation in Artspace Mackay events.</p> <p>Artspace Mackay staff have noted an increase in grandparents attending the BMA Kidspace toddler art programs.</p> <p>Regular tutors for BMA Kidspace and the Kids Art Club identify as seniors and grandparents, thus promoting</p>	<p>⦿</p>	<p>Community Lifestyle</p>



Strategy	Action	Measure	2017/18 Target	YTD Actual	Status Commentary as at 31 December 2017	Status	Accountable Program
					seniors' participation in Artspace events.		
		Percentage increase of seniors' participation in library and Artspace events from October 2017 to June 2018	5%	n/a	Not required to be reported on this quarter.	↔	Community Lifestyle
5.2 Libraries, museums and art: Enhance lifelong learning opportunities that improve literacy and public access to information and knowledge, history and art.	5.2.1 Implement approved, budgeted actions from the Arts and Culture Plan for 2017/18	Percentage of approved, budgeted recommendations for the 2017/18 financial year implemented	100%	n/a	Providing lifelong learning opportunities continues to be a core focus of the programs delivered by Artspace Mackay. The gallery's implementation of approved, budgeted actions from the Arts and Culture Plan for 2017/18 is on target.	🟢	Community Lifestyle
	5.2.2 Provide high quality art education opportunities for all members of the community	Number of education opportunities delivered	20	44	Artspace Mackay continues to deliver a high number of educational opportunities to community members of all ages. Opportunities provided in this quarter include: three speed date the collection events; tonal painting and charcoal workshops with local artist Nick Leavey at Cape Hillsborough National Park; a six-week term of Kids Art Club children's art classes for	🟢	Community Lifestyle



Strategy	Action	Measure	2017/18 Target	YTD Actual	Status Commentary as at 31 December 2017	Status	Accountable Program
					children aged 6-12 and monthly BMA Kidspace programs at Artspace Mackay, as well as a special BMA Kidspace outreach program in North Eton.		
	5.2.3 Provision of a high quality library service for the community	Achievement of Library Services' key performance indicators	90%	n/a	Not required to be reported on this quarter.	~>>	Community Lifestyle
		Level of customer satisfaction as measured by an annual survey	90%	n/a	Not required to be reported on this quarter.	~>>	Community Lifestyle
	5.2.4 Develop a 3-year Library Services Strategic Plan as required by the State Library of Queensland	Strategic Plan completed and approved by State Library of Queensland	Jun-18	n/a	Not required to be reported on this quarter.	~>>	Community Lifestyle
	5.2.5 Continue to provide the Pathways to Performance Program which provides funding to schools to attend theatre performances and workshops which have educational merit	Number of student attendances	2000	1417	Fewer youth shows this quarter with far more in the 3 rd and 4 th quarters of the year.	🔄	MECC and Events
		Number of workshops	6	2	Fewer youth workshop opportunities in the first two quarters. Further opportunities booked for the 3 rd and 4 th quarters.	🔄	MECC and Events
	5.2.6 Provide workshops/activities at the MECC, which are not targeted toward school students, which encourage either active	Number of workshops/activities	5	8	Target exceeded for the year with more to come later in the year.	🔄	MECC and Events



Strategy	Action	Measure	2017/18 Target	YTD Actual	Status Commentary as at 31 December 2017	Status	Accountable Program
	participation or skills development						
<p>5.3 Mackay Regional Sports Precinct: Support CQUniversity to develop the Mackay Regional Sports Precinct at its Ooralea campus which integrates sports and health related education with the provision of modern community sports and recreation facilities.</p>	5.3.1 Advocate for and facilitate the construction of the Mackay Regional Sports Facility	Contract awarded and construction project commenced	Jun-18	n/a	Council awarded contract to Paynter Dixon, who have commenced associated site and detailed planning. Council project team relocating to CQU site.	🟢	Office of the Mayor and CEO
<p>5.4 Mining Centre of Excellence: Work with Greater Whitsunday Alliance (GW3) and industry to establish a world-class mining centre of excellence. This includes supporting the tertiary education sector to deliver new integrated service delivery models capitalising on local resources, facilities and knowledge to enhance mining and engineering related courses.</p>	5.4.1 Support GW3, Resource Industry Network (RIN) and CQUniversity with early investigation and identification of funding opportunities for the establishment of the Mining Centre of Excellence	Review of funding opportunities and operational structure for Mining Centre of Excellence	Jun-18	n/a	<p>A consultant has been engaged to undertake a scoping and pre-feasibility study for the Resource Centre of Excellence. The study will commence in January 2018.</p> <p>A \$3.6 million funding commitment has been made by the State LNP and Labor Parties towards the construction of the Centre. Details of the funding arrangement will be finalised in 2018.</p>	🟢	Economic Development and Tourism



6. Economy

We will encourage a buoyant, diverse economy that creates opportunities and employment and builds on our strengths so that we are a key player in the regional, state and global economy.

A key foundation to the Mackay region's long term prosperity and lifestyle is a strong and resilient economic base, supported by the resource sector, service industries, agricultural industries, education and tourism.

Recognising that our outlying areas are major contributors to our economy - we will adopt strategies to enhance the lifestyles and business opportunities in our regional areas which benefit the entire region.

Strategy	Action	Measure	2017/18 Target	YTD Actual	Status Commentary as at 31 December 2017	Status	Accountable Program
6.1 Partnerships for a diversified economy: Champion the growth of globally competitive local industries by working with industry stakeholders. Support the economic development and viability of the region by implementing the Mackay Regional Council Economic Development Strategy 2015-2020 (EDS) in partnership with key stakeholders including Greater Whitsunday Alliance (GW3), Mackay Tourism, Resource Industry Network, Mackay Region Chamber of Commerce, Regional Development Australia,	6.1.1 Provide a quality Convention Centre which attracts business events to the region such as conventions, conferences and expositions	Number of regional/national conferences, conventions and expositions held at the MECC	20	10	The number of exhibitions has lowered due to moving to other venues but still on track to achieve the annual target.	🕒	MECC and Events
	6.1.2 Provide a regional theatre which attracts national and international acts to the region that encourage cultural tourism bringing audience members to the theatre from outside the Mackay Region local government boundaries greater than and including 10%	Number of performances at MECC where postcode data illustrates attendances from outside the Mackay Region local government boundaries	40	9	Number of live performances was down in late 2016/early 2017 as a result of the economic climate. This is improving but the MECC is seeing a lag time for those promoters to return. This is expected to improve, however not as fast as expected.	↓	MECC and Events



Strategy	Action	Measure	2017/18 Target	YTD Actual	Status Commentary as at 31 December 2017	Status	Accountable Program
Urban Development Institute of Australia, universities, state and federal government agencies, and other business and industry groups.	6.1.3 Facilitate an environment to incubate and foster creativity and commercialise ideas and start-ups amongst innovators	Support provided to Startup Weekend	Jun-18	Nov-17	The Startup Weekend was held in November 2017. Economic Development and Tourism was a sponsor of the event and will be involved in a debrief with event organisers in the future to discuss future opportunities.	🟢	Economic Development and Tourism
		Provide support to the Advancing Regional Innovation Program (ARIP) led by GW3	Jun-18	n/a	Council has signed a funding agreement with GW3 for the delivery of the Collaborative Action Plan. Funded activities have commenced across the region with the first milestone report due in March 2018.	🟢	Economic Development and Tourism
	6.1.4 Progressive implementation of the Economic Development Strategy 2015-2020 Action Plan	Completion of funded Action Plan activities identified for delivery in 2017-18	100%	50%	Economic Development and Tourism continues to support the delivery of the Economic Development Strategy Strategic Directions and Actions as identified below: <ul style="list-style-type: none"> • commencement of the Mackay Region Mountain Bike Strategy; • commencement of a Demand Analysis for a 	🟢	Economic Development and Tourism



Strategy	Action	Measure	2017/18 Target	YTD Actual	Status Commentary as at 31 December 2017	Status	Accountable Program
					Driver Education Facility; • delivery of first point of contact service for significant development and business investment; • Economic Development and Tourism sponsor the monthly Coder Dojo Program, which commenced this quarter; • continued support provided to the Business Assistance Group to deliver the Business Assistance Platform Project; • expressions of Interest for Website Development, Marketing and Administration components have been advertised; • continued collaboration with GW3 on the Study Greater Whitsunday Feasibility Project; • Expressions of Interest received and successful		



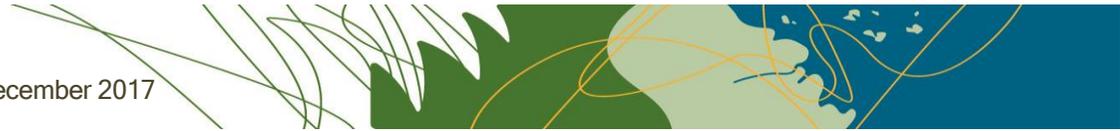
Strategy	Action	Measure	2017/18 Target	YTD Actual	Status Commentary as at 31 December 2017	Status	Accountable Program
					consultant appointed. Project to commence late-January 2018; <ul style="list-style-type: none"> • ongoing support provided to the Greater Whitsunday Food Network (GWFN) and Farmers Market activities; • assistance provided to YWCA to deliver the Business Blocks initiative; • collaboration with Department of State Development to host international industry experts within the bio futures industry at a satellite event in Mackay prior to the Australian Bioenergy and Bioproducts Symposium (TABBS) in October; • initial discussions have been held to value-add to the annual Australian Wagyu Association national conference which will be held in Mackay on 2-4 		



Strategy	Action	Measure	2017/18 Target	YTD Actual	Status Commentary as at 31 December 2017	Status	Accountable Program
					May 2018. A working group has been established to identify and coordinate complementary community engagement activities.		
	6.1.5 Identify opportunities to attract co-investment in regional priorities and strategies from State and Federal Governments and the private sector through strategic partnerships	Number of grant applications submitted	40	23	Year to date submissions indicating annual target will be met.	🟢	Office of the Mayor and CEO
Percentage of successful applications		70%	73.30%	Eleven of 15 applications successful, with eight pending advice.	🟢	Office of the Mayor and CEO	
Value of funding received		>\$5M	\$12.43	This includes W4Q funding.	🟢	Office of the Mayor and CEO	
6.2 Enhance regional centres: Focus on regional centres to enhance identity and local economies.	6.2.1 Provide a series of topical events in the Mackay City Centre which encourage visitations to the City Centre which can be used as a catalyst to business	Attendances at Easter Carnival	5000	n/a	Planning underway.	🟢	MECC and Events
		Carols in the City	4000	4500	Great event with poor weather right before it started.	🟡	MECC and Events
		New Year's Eve	8000	8000	Very hot day so crowds exceeded expectations. Great crowd response.	🟡	MECC and Events
		Wine and Food Day	30,000	n/a	Planning for 2018 underway.	🟢	MECC and Events



Strategy	Action	Measure	2017/18 Target	YTD Actual	Status Commentary as at 31 December 2017	Status	Accountable Program
		Satisfaction rating as evaluated by survey for all events	80%	97%	Very high satisfaction rating for MECC events at 97%.	🟢	MECC and Events
	6.2.2 Position Artspace Mackay as a premier cultural tourism destination	Number of exhibitions held during the year that showcase artists from around Australia and overseas	12	20	Ongoing exhibitions featuring local, national and internationally acclaimed artists.	🟢	Community Lifestyle
		Establish a baseline of Artspace Mackay visitor numbers in 2017/18, to inform an action to increase visitor numbers in future years	Dec-17	n/a	With six months of data from the new door counter (installed in July 2017), a baseline of visitor numbers has been established. This baseline is 23,000 per annum. Based on this, the future target will be 25,000 per annum. Year to date the visitor numbers are 17,763.	🟢	Community Lifestyle
	6.2.3 Measure visitor satisfaction levels at Artspace Mackay	Implementation of visitor satisfaction measurement tool	Jun-18	Dec-17	Ongoing feedback is recorded through a visitor book and feedback forms on an iPad in the gallery.	🟡	Community Lifestyle
	6.2.4 Continue to implement the City Centre Marketing and Events program	Annual City Centre Marketing and Events program implemented	Jun-18	n/a	The City Centre Marketing and Action Plan for 2017/2018 has commenced and includes a series of long term projects and individual	🟢	Economic Development and Tourism



Strategy	Action	Measure	2017/18 Target	YTD Actual	Status Commentary as at 31 December 2017	Status	Accountable Program
					events. Ongoing activities include: <ul style="list-style-type: none"> • television advertising campaign, involving a series of advertisements focusing on dining, fashion, beauty services, fitness and professional services; • professional services newspaper campaign: a weekly advertorial feature focusing on the 400+ professional services found in the City Centre; • Active in the City: A free weekly program providing Zumba and Tai Chi lessons in the City Centre; • Active Kids in the City: held every school holidays, offers free activities to kids visiting the City Centre; Event support has been given to Santa in the City (Victoria Street);		



Strategy	Action	Measure	2017/18 Target	YTD Actual	Status Commentary as at 31 December 2017	Status	Accountable Program
					City Centre hosted events this quarter include: <ul style="list-style-type: none"> • Fashion Walking Tours; • Christmas Campaign (Walter-Melon voucher giveaway and social media campaign); and • New Years' Eve Entertainment Guide. Preparations for the Flavours of the World Campaign commencing 8 January 2018. Event planning also commenced for Chinese New Year celebrations being held on 24 February 2018.		



Strategy	Action	Measure	2017/18 Target	YTD Actual	Status Commentary as at 31 December 2017	Status	Accountable Program
<p>6.3 Strong local businesses with a global reach: Support stakeholder groups to assist Mackay and Regional business and industry to become export-ready and extend the global reach of their products and services. Develop networks that capitalise on the government's trading relationships and free trade agreements.</p>	6.3.1 Ongoing support to identify opportunities to develop the export-readiness of local businesses and industry in conjunction with government agencies, Economic Development stakeholders, and the Resource Industry Network (RIN)	Number of businesses enrolled in the program to facilitate an export readiness program to strengthen business capability and capacity in collaboration with industry partners	8	0	Investigation into industry development and capacity building for the food and agribusiness sector will be completed in early 2018. Economic Development and Tourism will also review training and support for the resource sector in preparation for QME2018.	🔄	Economic Development and Tourism
	6.3.2 Develop relationships with key international trading markets in collaboration with Trade and Investment Queensland (TIQ) and Greater Whitsunday Alliance (GW3)	Number of events which provide support to inbound and outbound trade delegations and international conferences	4	3	Continued engagement with Resource Industry Export Group to support export market development activities for local industries. Trade mission to International Mining, Equipments, Minerals and Metals Exhibition (IME) 2017 in India in November was cancelled as domestic work commitments ramp up for local mining and engineering companies. Mr Gitesh Agarwal, the new Queensland Trade Commissioner to India, visited the	🔄	Economic Development and Tourism



Strategy	Action	Measure	2017/18 Target	YTD Actual	Status Commentary as at 31 December 2017	Status	Accountable Program
					<p>region and discussions were held on trade opportunities with India.</p> <p>Hosted international industry experts within the bio futures industry at a satellite event in Mackay prior to the Australian Bioenergy and Bioproducts Symposium (TABBS) in October.</p> <p>Initial discussions have been held to coordinate the Mackay region stand at Queensland Mining and Engineering Exhibition 2018.</p> <p>Partnerships with Mackay Airport, Mackay Tourism and Resource Industry Network have been established to share stand costs.</p>		



Strategy	Action	Measure	2017/18 Target	YTD Actual	Status Commentary as at 31 December 2017	Status	Accountable Program
<p>6.4 Activation of the Mackay Waterfront: Work in partnership with the community, government agencies and other stakeholders to deliver an urban waterfront Priority Development Area (PDA). Enhance the aesthetic and recreational aspects of the Pioneer River system and Binnington Esplanade.</p>	6.4.1 Work in partnership with the community, government agencies and other stakeholders to declare the Mackay waterfront PDA	Establish a development framework for the redevelopment of the Mackay waterfront areas through either a PDA or masterplanning process	Jun-18	n/a	At the council meeting on 22 November, 2017 council resolved to seek the declaration of a Mackay Waterfront PDA.	🔄	Strategic Planning
<p>6.5 Facilitate development: Utilising the Planning Scheme to deliver an integrated approach to the facilitation of development and sustainable growth. Facilitate catalytic land and infrastructure developments by attracting investment through joint ventures and partnerships with the private sector, and by working with State and Federal governments on joint initiatives.</p>	6.5.1 Implementation and promotion of the Facilitating Development in Mackay Region Policy	Number of developers and investors that submit applications under the Facilitating Development in Mackay Region Policy	10	7	Three applications were approved under the Facilitating Development in the Mackay Region Policy.	🔄	Economic Development and Tourism
	6.5.2 Facilitate catalytic land and infrastructure development by attracting investment through joint ventures and partnerships with the private sector, and by working with state and federal governments on joint initiatives	Number of advocacy activities undertaken for identified opportunities	4	n/a	Consultation and discussions held with key Mackay economic development bodies with latest meeting on 4 September 2017. A list of possible projects is being developed.	🔄	Office of the Mayor and CEO



Strategy	Action	Measure	2017/18 Target	YTD Actual	Status Commentary as at 31 December 2017	Status	Accountable Program
6.6 Support local business: Ensure that Mackay Regional Council's procurement activities support local businesses where possible.	6.6.1 Continue to deliver procurement activities in accordance with council's Buy Local Policy and promote council procurement opportunities to local business	Undertake presentation to local community regarding opportunities within the area for work and/or provision of goods and services	1	0	No further discussions have occurred however re-engagement with State Government is anticipated in January 2018.		Procurement and Plant



7. Infrastructure and transport

Develop and maintain regional infrastructure that will support a high standard of living. Council will have robust strategic asset management practices to optimise the planning, delivery and maintenance of public assets.

Strategy	Action	Measure	2017/18 Target	YTD Actual	Status Commentary as at 31 December 2017	Status	Accountable Program
7.1 Better roads: Maintain and improve council's sealed and unsealed network.	7.1.1 Complete review of the road hierarchy	Road hierarchy review completed and implemented across council	100%	50%	Awaiting information from GIS.		Strategic Planning
	7.1.2 Maintain International Organisation for Standardization (ISO) certification for roads design, construction and maintenance activities	ISO certification maintained	Jun-18	n/a	The audit for certification was carried out in July 2017 and a follow up is planned for January 2018.		Business Services
	7.1.3 Improve roads and bridges' management systems and processes	Sealed and unsealed road maintenance management systems improvements successfully implemented	Dec-17	90%	Improvements are essentially complete however integration with Pathway is still work in progress. Integration is targeted to be completed in the 3 rd quarter with assistance from the vendor.		Civil Operations



Strategy	Action	Measure	2017/18 Target	YTD Actual	Status Commentary as at 31 December 2017	Status	Accountable Program
	7.1.4 Deliver the capital works program on time and in line with the 2016/17 original budget and carry-overs from previous year	Percentage of the capital works program completed against the original budget and timeframe, taking into account scope changes, contingency and project savings and new or deferred projects	95%	30%	Works progressing with a further 22% committed. Potential issue with delivery of full allocation of some major drainage works that are yet to have delivery committed. (Cod Hole and Fourways).	🔄	Civil Projects
	7.1.5 Develop a capital program to maintain required services over the next ten years at optimal investment, with business cases developed for projects identified for the first year	Indicative 2018/19 roads and drainage capital works program supported by the Transport and Drainage Advisory Board and endorsed by council	Jun-18	n/a	Indicative 2018/19/20/21 project listing was presented to both SLPT and council in early December 2017.	🕒	Technical Services
	7.1.6 Maintain the local road transport network	Percentage of defect inspections completed in accordance with inspection schedule	95%	100%	All scheduled inspections have been completed.	🔄	Civil Operations
		Percentage of client reported defects actioned within assigned response times	90%	79%	The high volume of requests associated with TC Debbie continues to impact on the year to date figures.	↓	Civil Operations
		Level of client satisfaction with response to transport network maintenance requests	4 star	3.9	The latest survey results rating has dropped to 3.75 stars. The supervisory team is committed to working hard to improve the rating with the focus being	↓	Civil Operations



Strategy	Action	Measure	2017/18 Target	YTD Actual	Status Commentary as at 31 December 2017	Status	Accountable Program
					on communication with our customers.		
7.2 Mackay Ring Road: Support the construction of Mackay's Ring Road network.	7.2.1 Support Department of Transport and Main Roads through the construction phase of the Mackay Ring Road	Construction progressed as planned	Jun-18	n/a	Communication and support for the project is continuing to be provided on an ongoing basis.	🟢	Technical Services
7.3 Bowen Basin Service Link: Support the implementation of the proposed Bowen Basin Service Link.	7.3.1 Support Department of Transport and Main Roads in the design and construction phases of the Mackay to Bowen Basin Service Link	Preliminary design commenced	Jun-18	n/a	Support provided where needed.	🟢	Office of the Mayor and CEO
7.4 Drainage networks: Maintain and improve council's drainage networks by delivering priority drainage capital works; and by developing more efficient delivery mechanisms.	7.4.1 Collect annual data sample of condition and asset data for the underground drainage network in the Mackay urban area	Annual data sample collection completed equating to minimum underground network	100%	70%	CCTV contract collection complete, data to be input into Assetic. Internal CCTV team operational.	🟡	Civil Projects
	7.4.2 Implementation of the 10 year Flood and Stormwater Strategy	Continuous improvement to eliminate or reduce threats identified in the strategy	100%	50%	Regular Project Control Group (PCG) meetings are held to review progress of Stormwater Strategy Projects.	🟢	Strategic Planning
	7.4.3 Implementation of the actions in the 10-year Flood and Stormwater Strategy (Projects are being considered by the Project Control Group (PCG))	Percentage of projects reviewed at bi-monthly Project Control Group meetings	100%	45%	Regular PCG meetings are held to review progress of Stormwater Strategy Projects.	🟢	Strategic Planning
	7.4.4 Implement the Urban Stormwater Quality Management Plan for Mackay	Percentage of budget spent that is allocated for actions in Urban Stormwater Quality Management Plan	90%	20%	Passive irrigation and wicking project commissioned to provide investigation and education opportunities for	🔴	Parks, Environment and Sustainability



Strategy	Action	Measure	2017/18 Target	YTD Actual	Status Commentary as at 31 December 2017	Status	Accountable Program
					stormwater management in Mackay. Fishway construction has been delayed due to delay in design. Construction will commence in April 2018 when remainder of operational budget will be spent.		
	7.4.5 Implement the Voluntary Mechanism for Stormwater Quality Management (Policy No. 87)	Continue to implement identified priority projects	Jun-18	n/a	The two additional projects commissioned in the second round of project selection are well underway and on track. Second farm contract has been signed and Milestone One completed. Concepts for signage project have been completed.	🟢	Parks, Environment and Sustainability
	7.4.6 Continue to monitor and measure feedback in relation to maintenance of the urban stormwater drainage network	Percentage of defect inspections completed in accordance with inspection schedule	95%	95%	All scheduled inspections have been completed.	🟢	Civil Operations
		Percentage of client reported defects actioned within assigned response times	90%	99%	The majority of customer requests have been completed within the assigned response times.	🟢	Civil Operations
	7.4.7 Continue rolling audit of the underground drainage network to update asset data and condition, including collection of additional	Percentage of annual data samples of condition and asset data completed	100%	n/a	CCTV contract collection complete, data to be input into Assetic. Internal CCTV team operational.	🟢	Civil Projects



Strategy	Action	Measure	2017/18 Target	YTD Actual	Status Commentary as at 31 December 2017	Status	Accountable Program
	data samples of condition and asset data						
7.5 Water and sewerage networks: Maintain and improve council's water and sewerage networks by optimising the useful life of assets and by adopting more efficient service delivery mechanisms in consultation with the community.	7.5.1 Maintain the service levels provided for reactive maintenance work	Percentage of client reported defects actioned within assigned response times	90%	96%	Completion rate of requests is holding steady. There were 741 requests for this quarter.	🟢	Water Network
		Level of client satisfaction with response to transport network maintenance requests	4 star	4.50 Stars	4.50 stars received from last client survey results.	🟢	Water Network
	7.5.2 Provide clients with access to real time water use information	Net increase in customers/properties registered on myh2o in 2017/18, to achieve cumulative total of 13,000 customer/properties registered since commencement	2000	317	Registrations, while increasing, are slower than anticipated. Additional promotions will be considered.	↓	Business Services
	7.5.3 Increase revenue by trading intellectual property	Sales of MiWater to other Water Service Providers (WSPs)	3 new customers	5	Edward River - under implementation. Southern Rural Water - proposal submitted.	🟡	Business Services
	7.5.4 Develop a capital program to maintain required services over the next 10 years at optimal investment, with business cases developed for projects identified for the first year	Indicative 2018/19 water and sewerage capital works program supported by the Water and Waste Advisory Board and endorsed by council	Jun-18	n/a	Draft business cases and overarching report presented to Water and Waste Advisory Board. Endorsement on quantum of capital works planned for 2018/19.	🟡	Planning and Sustainability
	7.5.5 Construct the required infrastructure as per the capital delivery program	Percentage of the capital works program completed against the original budget and timeframe taking into account scope changes, contingency and project	95%	23%	Works progressing. Further 18% currently committed. A number of projects have been identified which will be deferred (e.g. Rural view overflow) or	↓	Infrastructure Delivery



Strategy	Action	Measure	2017/18 Target	YTD Actual	Status Commentary as at 31 December 2017	Status	Accountable Program
		savings and new or deferred projects			carried over (e.g. sewer relining). Land and property purchases for Mirani storage Dam and the new lab were expected by this stage but have not yet been finalised.		
	7.5.6 Based on the submissions to the expressions of interest (EOI), develop recommendations for a biosolids strategy	Delivery of a report containing recommendations	Jan-18	n/a	EOI has closed and evaluation panel has met and evaluated the project.	🔄	Planning and Sustainability
7.6 Waste Services: Maintain and improve council's waste facilities and services by adopting improved practices and service delivery.	7.6.1 Deliver the capital works program on time and in line with the 2017/18 original budget and carry overs from previous year	Percentage of the capital works program completed against the original budget taking into account scope changes, contingency and project savings and new or deferred projects	95%	95%	Earthworks 95% complete, leachate cover installed. Installation of pumps and control equipment to be completed with testing and commissioning by the end of second quarter review 2018.	🔄	Waste Services
7.7 Planning for growth: Plan for the delivery of public infrastructure and services to match the needs of our changing population.	7.7.1 Finalise the Local Government Infrastructure Plan (LGIP) in accordance with statutory requirements	Adoption of Local Government Infrastructure Plan	Jun-18	n/a	Independent review complete and draft LGIP submitted to State Government for review in December 2017.	🔄	Strategic Planning
	7.7.2 Development and implementation of an Infrastructure Liabilities Register	Register incorporated into business processes relating to development assessment	Jun-18	n/a	Liabilities register prepared and being updated as required.	🔄	Strategic Planning
	7.7.3 Prepare the new Mackay Region Planning Scheme	New planning scheme adopted	Sep-17	Jun-17	Mackay Region Planning Scheme 2017 (version 1.0) adopted 28 June 2017	🟦	Strategic Planning



Strategy	Action	Measure	2017/18 Target	YTD Actual	Status Commentary as at 31 December 2017	Status	Accountable Program
					and commenced 24 July 2017.		
	7.7.4 Regular review and annual reporting on Mackay Region Planning Scheme amendments	Up to two planning scheme amendment packages adopted by end June 2018	Jun-18	2	<p>Mackay Region Planning Scheme 2017 (version 1.1) incorporating 'alignment' and administrative amendments adopted 26 July 2017 and commenced 31 July 2017.</p> <p>The process to prepare Qualified state interest amendment 1 of 2017 (dwelling house provisions) commenced on 22 November 2017 and relevant material was forwarded to the Minister on 18 December 2017. It is anticipated public consultation will occur in the first quarter of 2018 (pending the Minister's response).</p> <p>Preliminary discussions have been held regarding other potential planning scheme amendments, to be further investigated in 2018.</p>	🔄	Strategic Planning
	7.7.5 Investigate infrastructure	Number of industrial areas investigated	1	n/a	A consultant has been engaged to prepare the Ooralea Industrial	→	Strategic Planning



Strategy	Action	Measure	2017/18 Target	YTD Actual	Status Commentary as at 31 December 2017	Status	Accountable Program
	requirements for industrial precincts				Land Issues Paper. Project to commence in early 2018.		
	7.7.6 Transition new planning scheme to be compliant with new Planning Legislation (<i>Planning Act 2016</i>)	Transition amendments to the planning scheme are adopted	Jun-18	Jul-17	Mackay Region Planning Scheme 2017 (version 1.1) incorporating 'alignment' and administrative amendments adopted 26 July 2017 and commenced 31 July 2017.	🟢	Strategic Planning
	7.7.7 Develop planning reform initiatives to improve client experience and internal development application and assessment processes	Implementation of initiatives funded through the state government Innovation and Improvement Fund	Jun-18	25%	Development of a "Plan and Point" app commenced.	🟢	Development Assessment
	7.7.8 Complete identified and approved projects under the Works for Queensland funding program	Completion of identified projects to funding level by 30 November 2017	\$11.49M project funds expended	\$11.49M project funds expended	All identified projects completed by 30 November 2017, and full \$11.49M funding expended.	🟢	Office of the Mayor and CEO
7.8 Asset management: Ensure that asset management aligns to the council's strategic direction and that effective asset management practices are in place to optimise the use of council's assets required to deliver services to the community.	7.8.1 Implement Asset Management systems into the Property Services operational environment	Maintenance management activities are transitioned into the corporate Asset Management System	Jun-18	Jun-18	Progress within the program's control is being made in regard to preparing for the transition to council's Asset Management System, when the system is implemented.	🟡	Property Services
	7.8.2 Ensure plant assets are managed to minimise cost impacts	Percentage of fleet replaced in accordance with the Asset Management Plan and the budget	90%	58%	Replacement Program for major plant and fleet well underway with priorities being given	🟢	Procurement and Plant



Strategy	Action	Measure	2017/18 Target	YTD Actual	Status Commentary as at 31 December 2017	Status	Accountable Program
					to operational requirement timing e.g. mowing crews requirements. A high shift in focus has been given to replacement of overdue small plant items.		
	7.8.3 Define desired state and conduct an asset management gap analysis	Deliver a report to the Strategic Leadership and Performance Team (SLPT) that has documented the asset management desired state for identified facets for all asset classes	Dec-17	Dec-17	As part of the Gap analysis, a desired state was defined by each asset class for each area outlined by International Organisation for Standardisation (ISO) 55000, and was provided to SLPT as the Asset Maturity Report.	⦿	Asset Management
		Gap analysis complete	Dec-17	Dec-17	A workshop was conducted for each asset class and gap analysis performed. Report delivered to SLPT.	⦿	Asset Management
	7.8.4 Build on the work of the gap analysis by developing a plan to achieve the desired state. This plan must include an actionable scope, required resources and timeline	Action plan complete	Mar-18	n/a	Target not required to be reported on this quarter.	→	Asset Management



Strategy	Action	Measure	2017/18 Target	YTD Actual	Status Commentary as at 31 December 2017	Status	Accountable Program	
7.9 Advocacy for better public transport: Work closely with the state government to secure funding to increase the frequency and number of public transport services in the Mackay Local Government Area.	7.9.1	Support the development and implementation of the state government Regional Transport Plan	Regional Transport Plan developed	Jun-18	n/a	Council involvement in supporting the preparation of a Regional Transport Plan by DTMR completed.	Completed	Strategic Planning
	7.9.2	Advocate ongoing improvements to the public transport service	Advocacy activities completed	Jun-18	n/a	Queensland Audit Office reviewed the integration and preparation of the Regional Transport Plan using Mackay as a case study. Review now complete and report provided to the State Government.	On Target	Strategic Planning
	7.9.3	Actively participate and support Department of Transport and Main Roads in the development of a new major city centre bus interchange	Business case complete	Jun-18	n/a	Met with DTMR on 19 December 2017 to review the initial layout plans and provide input. DTMR to follow up with preparation of a business case.	On Target	Technical Services



8. Organisational performance

We are an innovative and responsive council that strives for excellence to achieve for our customers and the community. We operate efficiently and effectively to develop strong partnerships with all stakeholders providing value for money services.

Strategy	Action	Measure	2017/18 Target	YTD Actual	Status Commentary as at 31 December 2017	Status	Accountable Program
8.1 Shared Services Centre: Support Shared Services Centre as an industry-leading service delivery unit for the provision of local government services and create opportunities to derive public sector and private sector revenue.	8.1.1 First traded service opportunity to be implemented by the end of 2017/18	Revenue received by Shared Services Centre for services provided, in line with Shared Services Centre Business Plan	Jun-18	n/a	Traded Services strategy has been presented to the NAS Board. Initial planning activities are currently underway.	🟢	Shared Services Centre
	8.1.2 Increase exposure utilising various local government industry forums and publications	At least one speaking engagement is completed and at least one article is published	Jun-18	n/a	No progress this quarter	🟢	Shared Services Centre
	8.1.3 Investigate requirements for Shared Services Centre to be listed on Local Buy as a service provider	Complete investigations	Sept-17	Dec-17	Investigations are complete. Now awaiting Local Buy panels to open.	🟡	Shared Services Centre



Strategy	Action	Measure	2017/18 Target	YTD Actual	Status Commentary as at 31 December 2017	Status	Accountable Program
	8.2.1 Deliver the capital works program on time and in line with the 2017/18 original budget and carry-overs from previous year	Percentage of the capital works program including carry-overs completed by Community and Client Services against the original budget taking into account scope changes, contingency and project savings and new or deferred projects	90%	56%	As at the second quarter, actual capital works program expenditure is 56% of the amended budget. Taking into account actual expenditure plus committals, 59% of the amended annual capital works budget for the Department of Community and Client Services is committed, as at the second quarter.		Director Community and Client Services
	8.2.2 Deliver the capital works program on time and in line with the 2017/18 original budget and carry-overs from previous year	Percentage of the capital works program including carry-overs completed by Development Services against the original budget taking into account scope changes, contingency and project savings and new or deferred projects	90%	35%	As at the second quarter, actual capital works program expenditure is 35% of the amended budget. Taking into account actual expenditure plus committals, 60% of the amended annual capital works budget for the Department of Development Services is committed, as at the second quarter.		Director Development Services



Strategy	Action	Measure	2017/18 Target	YTD Actual	Status Commentary as at 31 December 2017	Status	Accountable Program
	8.2.3 Deliver the capital works program on time and in line with the 2017/18 original budget and carry-overs from previous year	Percentage of the capital works program including carry-overs completed by Engineering and Commercial Infrastructure against the original budget taking into account scope changes, contingency and project savings and new or deferred projects	90%	26%	As at the second quarter, actual capital works program expenditure is 26% of the budget. Taking into account actual expenditure plus committals, 43% of the annual capital works budget for the Department of Engineering and Commercial Infrastructure is committed, as at the second quarter.		Director Engineering and Commercial Infrastructure
	8.2.4 Deliver the capital works program on time and in line with the 2017/18 original budget and carry-overs from previous year	Percentage of the capital works program including carry-overs completed by Organisational Services against the original budget taking into account scope changes, contingency and project savings and new or deferred projects	90%	22%	As at the second quarter, actual capital works program expenditure is 22% of the budget. Taking into account actual expenditure plus committals, 51% of the annual capital works budget for the Department of Organisational Services is committed, as at the second quarter.		Director Organisational Services



Strategy	Action	Measure	2017/18 Target	YTD Actual	Status Commentary as at 31 December 2017	Status	Accountable Program
	8.2.5 Finalisation of centralised purchasing across council	Percentage of centre-led procurement embedded into council within the 2017/18 financial year	20%	4%	The introduction to programs has occurred on an as needs basis to assist where required. Programming for further roll out of the system is current being finalised in line with further design of the Finance1 upgrade.	🔄	Procurement and Plant
	8.2.6 Review the option of a centralised capital delivery program	Review completed	Feb-18	Dec-17	Review completed and council approved revised structure including Capital Delivery Directorate, with advertising well advanced for recruitment of Director Capital Works.	⊙	Office of the Mayor and CEO
	8.2.7 Establish a process to identify and understand the cost drivers for the waste business	Development of a comprehensive financial model for the waste business	Jun-18	n/a	This project has been suspended due to higher than anticipated costs in excess of current budget.	↓	Waste Services
	8.2.8 Undertake monthly reviews of operational revenue and expenditure	Production of monthly strategic financial reports	11	5	Monthly strategic financial reports have been produced on time as required.	🔄	Financial Services
	8.2.9 Monitor financial internal controls and changes in accounting standards to ensure compliance with external audit requirements	Number of high risk financial issues identified by external auditors	0	0	There were no high risk financial issues identified by external audit.	⊙	Financial Services



Strategy	Action	Measure	2017/18 Target	YTD Actual	Status Commentary as at 31 December 2017	Status	Accountable Program
	8.2.10 Manage the operation of Sarina Sugar Shed facility	Annual visitation	10,000	6,457	Upgrade of the Sarina Field of Dreams Parklands may have impacted visitation numbers, but this should improve now this stage of works are complete and the area is looking fantastic.	🟢	Economic Development and Tourism
		Ticket sales	\$185,000	\$109,620	Upgrade of the Sarina Field of Dreams Parklands may have impacted visitation numbers, but this should improve now this stage of works are complete and the area is looking fantastic.	🟢	Economic Development and Tourism
		Retail and café income	\$325,000	\$186,688	On track to meet annual target.	🟢	Economic Development and Tourism
		Finalisation of a business plan for the Sarina Sugar Shed	Jun-18	n/a	Process improvements continue to be implemented as a result of the Internal Audit recommendations. A business plan will be completed as part of the council wide process in the 3 rd quarter.	🟢	Economic Development and Tourism



Strategy	Action	Measure	2017/18 Target	YTD Actual	Status Commentary as at 31 December 2017	Status	Accountable Program
8.3 Safety in the workplace: Practise a "Safety First" attitude to ensure the safety and wellbeing of council employees, contractors and volunteers.	8.3.1 Deliver the Integrated Management System (IMS) Workplace Health and Safety (WHS) Rationalisation Project to streamline and harmonise council's safety systems	Date of completion of the implementation of the IMS WHS Rationalisation Project	Jun-18	n/a	The Current State assessment is nearing completion. Consultations with 40 stakeholders completed. The Current State assessment and proposed improvements to be presented to the Project Advisory Group in January 2018.	🟢	Governance and Safety
	8.3.2 Implement the 2017/18 actions contained in the Safety Action Plan 2016-2019	Percentage of actions completed in accordance with the Safety Action Plan	100%	100%	All actions being completed in accordance with the 2017/18 Safety Action Plan.	🟢	Governance and Safety
8.4 Our culture: Foster a culture where staff willingly engage in council's values and expected service delivery outcomes for our community.	8.4.1 Develop and implement an Organisational Culture Strategy that addresses key elements of workforce culture including visible leadership, engagement on values and behaviours by leaders, and reinforcing positive workplace activities	Strategy developed and implemented	Jun-18	n/a	Engagement Survey Cycle paper approved by SLPT. Pulse Survey went out to all staff comprising of six key questions. Results to be collated and distributed to program managers.	🟢	People and Culture
8.5 Community engagement: Ensure that council officers and elected members have the tools and skills to effectively communicate with our customers to enable a positive interaction with council.	8.5.1 Develop and implement a comprehensive suite of community engagement tools	Implementation of appropriate community engagement tools	Jun-18	n/a	Development of tools in progress with team to be fully resourced in the 3 rd quarter	🟢	Corporate Communications and Marketing



Strategy	Action	Measure	2017/18 Target	YTD Actual	Status Commentary as at 31 December 2017	Status	Accountable Program
8.6 Smarter technologies Optimise the use of information and communication technologies (ICT) and other innovations to improve service delivery and operate more efficiently.	8.6.1 Refine council's Information Technology Infrastructure Library (ITIL) approach	Implementation of best practice – Configuration Management Database (CMDB) and Problem Management modules (ITIL v3) and 3 rd party assessment	Jun-18	n/a	Continued refinement with Problem Management. Reporting definition against Problem Management to be finalised and released as an inclusion in monthly SSC reporting pack. This is scheduled for delivery 28 February 2018 at which point this operational plan action can be considered as completed.		Shared Services Centre
	8.6.2 Refine automated alerting systems on IT infrastructure and network, provided via toolsets, to ensure priorities are highlighted	Percentage of completed IT infrastructure and network remediation activity triggered from automated alerting	90%	70%	Prioritisation work continues with focus applied to IS Service Desk on call procedures to ensure that priority alerts are addressed. Automated remediation activities available through Argent monitoring application are being tested as part of this activity specifically in relation to application service restarts to avoid manual intervention.		Shared Services Centre



Strategy	Action	Measure	2017/18 Target	YTD Actual	Status Commentary as at 31 December 2017	Status	Accountable Program
	8.6.3 Undertake a technical review of the disaster recovery site and the ability to failover, delivering a roadmap of improvements to disaster recovery for action	Successful failover to meet Recovery Point Objective (RPO) and Recovery Time Objective (RTO) and return to production	May-18	n/a	Technical review completed December 2017. Site Recovery Manager established as working, enabling a successful failover to the disaster recovery (DR) environment. Ongoing periodic testing to be planned into ICT Operations.	⊙	Shared Services Centre
	8.6.4 Develop business intelligence and data aggregation	Expand Datamart	Jun-18	Dec-17	Implemented into production 15 December 2017.	⊙	Shared Services Centre
		Development and rollout to wider business	Jun-18	n/a	Wider operational rollout of capability to commence January 2018. Take-up capability and capacity plan to be completed and then actioned accordingly.	🔄	Shared Services Centre
	8.6.5 Install automated monitoring devices at strategic locations in the sewer network to monitor flows	Enhance MiSewer to include a conditions based alert system	Jun-18	Dec-17	Completed	⊙	Business Services



Strategy	Action	Measure	2017/18 Target	YTD Actual	Status Commentary as at 31 December 2017	Status	Accountable Program
		Number of sewer monitors installed	200	120	The annual target for the project was revised down from 200 to 120 sewer monitors, due to the higher costs per device. The project is now complete with installation of the 120 sewer monitors and enhancements of the MiSewer tool.	⊙	Planning and Sustainability
8.7 Our people: Implement industry-leading people management practices including recruitment, training and development, performance management, and workforce planning.	8.7.1 Develop and implement the Human Resources (HR) Strategy, targeting best practice where appropriate, that includes workforce planning, succession planning, talent management, learning and development and performance management improvement plans by 30 June 2018	Strategy developed and implemented	Jun-18	Dec-17	Workforce planning framework approved 5 December 2017.	⊙	People and Culture
	8.7.2 Enhance Contract Managers' education and accountability regarding contract management	Undertake investigations to provide a business framework for consideration	Jun-18	n/a	High level discussions commenced regarding training availability. Consideration being given to the Capital Delivery Program and the staff to be included.	→	Procurement and Plant



Strategy	Action	Measure	2017/18 Target	YTD Actual	Status Commentary as at 31 December 2017	Status	Accountable Program
	8.7.3 Design and implement a rolling two year Workforce Planning process by 30 June 2018 to ensure the organisation has in place the necessary human resources to achieve its strategic objectives identified in the Corporate Plan, as amended	All programs have a Workforce Plan	Jun-18	n/a	Workforce planning framework approved 5 December 2017.	🟢	People and Culture
	8.7.4 Training Needs Analysis (TNA) process reviewed and revised with existing TNA updated and new TNA created for respective programs	All programs have their TNA updated by 30 June 2018 to reflect the mandatory and/or regulated training needs as a minimum	Jun-18	n/a	The process for updating mandatory elements in TNA is under review. SSC will be completed first as a pilot before rolling out to other areas.	🟢	People and Culture
	8.7.5 Develop and implement a Leadership Development Strategy that builds the leadership capability of all leaders to create the desired culture, by 30 June 2018	Strategy developed and implemented	Jun-18	n/a	Leadership model approved by SLPT. SUPERvisor Program revised as Transformational Leadership Series.	🟢	People and Culture
	8.7.6 Develop and implement a standalone Health and Wellbeing Strategy, inclusive of initiatives that will promote, publicise, and encourage employee participation in events and activities that will improve individual and organisational health and wellbeing, by 30 June 2018	Strategy developed and implemented	Jun-18	n/a	Health and Wellbeing Strategy (HWB) Strategy being implemented. HWB committee re-establishment review in February 2018. February 2018 is HWB month for healthy living.	🟢	People and Culture



Strategy	Action	Measure	2017/18 Target	YTD Actual	Status Commentary as at 31 December 2017	Status	Accountable Program
	8.7.7 Develop and implement a Diversity and Inclusion Strategy, inclusive of initiatives that will develop and support a diverse and inclusive workforce and organisational culture, by 30 June 2018	Strategy developed and implemented	Jun-18	n/a	Diversity and Inclusion (D&I) Strategy being implemented. D&I reporting to be reviewed in 1 st Quarter of 2018 for basis of further actions. Council D&I position to be established in 1 st quarter 2018 before progressing further major initiatives.		People and Culture
	8.7.8 Develop and implement a Learning and Development Strategy, that builds a sustainable continuous learning and development culture that improves individual capability and organisational performance, by 30 June 2018	Strategy developed and implemented	Jun-18	n/a	Learning and Development (L&D) Strategy being implemented. SSC are reviewing the TNA which is the fundamental work before further L&D initiatives can be undertaken. 2018 apprentice and trainee intake plan was successfully implemented.		People and Culture
	8.7.9 Design then implement a Talent Management framework by 30 November 2017 to support consistent leadership capability across all functional areas and identify specific competencies	Framework completed	Nov-17	Dec-17	SLPT approved the framework for workforce planning, succession planning and talent management as a cohesive approach rather than three separate activities.		People and Culture



Strategy	Action	Measure	2017/18 Target	YTD Actual	Status Commentary as at 31 December 2017	Status	Accountable Program
	8.7.10 Design a robust organisation-wide Succession Plan, including identifying critical roles and key people, by 30 November 2017, that is capable of meeting future (long term) staffing requirements for critical roles in a strategic context to cultivate the motivation for continued employee growth	Succession Plan complete	Nov-17	Dec-17	SLPT approved the framework for workforce planning, succession planning and talent management as a cohesive approach rather than three separate activities.	🟢	People and Culture
	8.7.11 Review and revise the performance planning and review process for managers and directors	New process implemented and utilised for mid-year reviews	Jan-18	n/a	Templates developed for use	🟢	Office of the Mayor and CEO
8.8 Governance and performance: Ensure that council complies with all of its statutory obligations, minimises its exposure to litigation, manages its risk, undertakes targeted internal audits, and meets community expectations of transparency and performance reporting.	8.8.1 Monitor external economic indicators and trends for potential impacts on annual budget and service delivery	Prepare a quarterly update on key economic indicators and trends to SLPT	4 per year	1	An Economic Snapshot which reports on key economic indicators has been prepared and will be distributed accordingly. The current Economic Snapshot captures data from the June quarter and will be updated quarterly as the relevant data becomes available.	🟢	Economic Development and Tourism



Strategy	Action	Measure	2017/18 Target	YTD Actual	Status Commentary as at 31 December 2017	Status	Accountable Program
	8.8.2 Improve corporate planning and reporting through the development of business plans throughout council	Recommendation on a Business Planning Framework submitted to SLPT	Jun-18	n/a	The new Business Planning process has been approved by SLPT. Templates and guidelines have been distributed to Program Managers for completion by March 2018.	🟢	Governance and Safety
	8.8.3 Establish clear governance arrangements for the Enterprise Project Management Framework (EPMF)	Responsibilities and accountabilities for the EPMF approved by SLPT	Oct-17	Oct-17	The new capital delivery department will take on the governance responsibilities of the Enterprise Project Management Framework. Transitional arrangements will be sorted out as part of the change management of creating the new department.	🟡	Governance and Safety
	8.8.4 Drive Enterprise Content Management (ECM) as a single source of truth for content	Develop and Implement Information Management Strategy	Jun-18	50%	Review underway of existing Information Management Policy, Framework and Handbook to determine useability and suitability for inclusion as specific mention within ICT Strategy.	🟢	Shared Services Centre



Strategy	Action	Measure	2017/18 Target	YTD Actual	Status Commentary as at 31 December 2017	Status	Accountable Program
		Implement Information Management Standards including security standard/policy	Jun-18	n/a	Draft security policy/standards in place. Progression through formal governance for implementation and impact analysis on existing policy (where applicable) underway.	🟢	Shared Services Centre
	8.8.5 Process mapping of critical processes across council (enables learning of processes)	ProMapp phase 1 and 2 rollouts completed	100%	n/a	Phase 1 participating programs continue to identify and map processes. Majority of Phase 2 programs have commenced rollout.	🟢	Shared Services Centre
	8.8.6 Review internal control over compliance with legislation and implement improvements identified to improve legislative compliance	Legislative compliance review completed and improvements implemented	Jun-18	n/a	Investigations into mechanisms to improve control over legislative compliance are progressing, including an assessment of the revised LGAQ Legislative Compliance System.	🟢	Governance and Safety
	8.8.7 Improve fraud control through the development and implementation of the Fraud Corruption and Prevention Plan for 2017/18	Percentage of actions completed in accordance with the Fraud and Corruption Prevention Plan	100%	n/a	Work is progressing in accordance with the 2017/18 Fraud and Corruption Prevention Plan.	🟢	Governance and Safety



Strategy	Action	Measure	2017/18 Target	YTD Actual	Status Commentary as at 31 December 2017	Status	Accountable Program
	8.8.8 Finalise the development and implementation of the Enterprise Risk Management Framework to ensure risk is managed consistently and effectively across council	Date that supporting documents and reports are finalised and a decision is made on a system solution	Oct-17	Dec-17	The new Enterprise Risk Management Framework was completed with the final products: the policy and the framework, presented to the Audit Committee in December 2017.	🟢	Governance and Safety
		Number of quarterly Strategic Risk Reports provided to SLPT and the Audit Committee	4	2	SLPT considered the Strategic Risk Report in October and December 2017.	🟢	Governance and Safety
	8.8.9 Review Business Continuity Planning (BCP)	Date that a review of the business continuity planning arrangements is completed	Jun-18	n/a	The review of Business Continuity Planning is progressing, including a special review of the business continuity arrangements of all of council's critical assets.	🟢	Governance and Safety
	8.8.10 Provide effective responses to internal property management requests	Percentage of logged requests and projects addressed within set timeframes	90%	96%	Completion rates are dependent on complexity of building and maintenance requests. The Operational Maintenance team are achieving increased levels of task completion.	🟢	Property Services
8.8.11 Deliver an internal audit program targeting areas of highest risk and greatest potential for business improvement gains	Audits completed in accordance with the approved Annual Internal Audit Plan	100%	n/a	Internal Audits are progressing in accordance with the annual plan.	🟢	Governance and Safety	



Strategy	Action	Measure	2017/18 Target	YTD Actual	Status Commentary as at 31 December 2017	Status	Accountable Program
	8.8.12 Promote open and transparent procurement decision making, compliant with council policy and procedure	Number of reports presented to SLPT which provide timely and accurate information on the performance of council's contract management.	4	2	Reports for March to June, July to September and October to 12 December issued to Director of Organisational Services.	🔄	Procurement and Plant
	8.8.13 Process tenders in a timely manner	Percentage of tenders issued within one week of receiving completed documentation including risk assessment, funding source and appropriate delegated approval	95%	60%	Where complete documentation is received, tenders are being advertised within relevant timeframe.	🔄	Procurement and Plant
	8.8.14 Provide direction and timely service in lease and council land compliance matters	Percentage of requests addressed within council and legislative timeframes.	90%	98%	Workload of current and new requests is being addressed within set timeframes. Remaining portion of work dependent on third party input.	🔄	Property Services
	8.8.15 Create cost savings and efficiencies through the delivery of in-house legal services	Percentage of in-house legal services in 2017/18 is greater than 2016/17	% of in-house > 2016/17	11.93% < 2016/17	11.93% decrease in work completed in-house compared to the 2nd quarter 2016/17. This is due to the fact that the legal unit currently employs one solicitor whereas during the 2nd quarter 2016/17, two solicitors were employed in-house.	↓	Office of the Mayor and CEO
		Savings in overall legal costs compared to 2016/17	Cost < 2016/17	n/a	There was a 39.19% reduction in legal costs for this quarter.	🔄	Office of the Mayor and CEO



Strategy	Action	Measure	2017/18 Target	YTD Actual	Status Commentary as at 31 December 2017	Status	Accountable Program
	8.8.16 Review practices and provide proactive legal advice and information sessions to key service areas	Number of areas reviewed and advice given	5	4	Only 2/3 staff legal training sessions were completed this quarter, but education/professional support was also provided to staff through individual legal advices.	🟢	Office of the Mayor and CEO
	8.8.17 Continue a 'first principles' review of council's activities and services	Number of focus areas identified and reviewed	10	n/a	First Principles Review Committee set up to continue review process. Initial work identifying potential focus areas for further review.	🟢	Office of the Mayor and CEO
	8.8.18 Undertake periodic detailed benchmarking with peer waste service local government organisations	Participate in benchmarking with Local Authority Waste Management Advisory Committee (LAWMAC) Councils on waste management operations and capital projects	Jun-18	n/a	Benchmark development has commenced with initial discussion with Cairns, Townsville, Mackay (CTM) Alliance members to lead the process and then invite LAWMAC members once drafted. Planning to capture 2016/2017 data as the source data, as the initial benchmark.	🟢	Waste Services
	8.8.19 Review process and format of asset insurance list generation and valuations	Report providing recommendations for improved efficiency and accuracy completed	Mar-18	n/a	Target not required to be reported on this quarter.	🔴	Asset Management
8.9 Promote council's services: Raise community awareness	8.9.1 Enhance the use of information and communication technologies and social	Extend the reach of council through the website and new communication technologies like social media:					



Strategy	Action	Measure	2017/18 Target	YTD Actual	Status Commentary as at 31 December 2017	Status	Accountable Program	
about council's services and initiatives.	media to inform and engage the community about council services	Facebook friends	25,000	21,285	Good engagement and reach during second quarter.	🟢	Corporate Communications and Marketing	
		Annual website visits	520,000	305,391	Slight decline in visitation this quarter	🟢	Corporate Communications and Marketing	
		Twitter followers	2500	2,496	On target to meet end of year forecast.	🟢	Corporate Communications and Marketing	
		e-newsletter subscribers	16,000	13,238	Slow growth in numbers this quarter and a review of e-newsletters to occur in fourth quarter	🔴	Corporate Communications and Marketing	
	8.9.2 Provide factual information to the public through Council Connect	Produce print, television and e-newsletter Council Connect editions regularly	Print editions	12	6	Delivered monthly edition with a theme focus this quarter.	🟢	Corporate Communications and Marketing
			e-newsletters	24	16	Six editions delivered in quarter to complement monthly print edition.	🟢	Corporate Communications and Marketing
			8.9.3 Review and redesign corporate website to improve useability	New website	Mar-18	n/a	This will be reported more extensively in third quarter.	🟢
	8.9.4 Publication of an annual report to provide a concise and informative snapshot of council	Deliver an easy-to-read and informative annual report detailing council's performance and highlights and meeting legislative reporting requirements	Nov-17	Nov-17	Annual report adopted by council on November 22 2017. Document uploaded to council website.	🟡	Corporate Communications and Marketing	



Strategy	Action	Measure	2017/18 Target	YTD Actual	Status Commentary as at 31 December 2017	Status	Accountable Program
	8.9.5 Inform staff through a regular internal newsletter and updates on news from the council chambers	Number of monthly Grapevine newsletters produced	11	6	Themed editions delivered in this quarter.	🟢	Corporate Communications and Marketing
		Number of Council Happenings produced	35	22	Staff email distributed after every council committee meeting.	🟢	
	8.9.6 Internally marketing the services provided by the Procurement and Contracts teams	Procurement and Contracts teams attend relevant program toolbox talks throughout the year to ensure council staff are aware of the services available within these teams	6	3	Procurement operations undertook a presentation to Water Services.	🟢	Procurement and Plant