



FINAL MINUTES

10 February 2010

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Declaration of Potential Conflict of Interest

CR D CAMILLERI (ITEM 8.3 – ORDINARY MEETING)

ORDINARY MEETING MINUTES

1. ATTENDANCE:

His Worship the Mayor, Cr C Meng (Chairperson), Crs G R Christensen, D T Comerford, P F Steindl, D R Hatfield, D E Camilleri, W A Cameron, G R Thomsen, K J Casey and K L May were in attendance at the commencement of the meeting. Also present was Mr P Franks (Chief Executive Officer) and Ms D Jeffery (Minute Secretary).

The meeting commenced at 10:01am.

2. ABSENT ON COUNCIL BUSINESS:

Cr Dave Perkins.

3. APOLOGIES:

Nil.

4. CONDOLENCES:

Nil

5. CONFIRMATION OF MINUTES:

5.1 ORDINARY MEETING MINUTES – 3 FEBRUARY 2010

THAT the Minutes of the Ordinary Meeting held on 3 February 2010 be confirmed.

Moved Cr Camilleri

Seconded Cr Cameron

CARRIED

6. BUSINESS ARISING OUT OF MINUTES OF PREVIOUS MEETING:

Nil

7. MAYORAL MINUTES:

Nil.

8. CORRESPONDENCE AND OFFICERS' REPORTS:**8.1 MATERIAL CHANGE OF USE – TOURIST FACILITY – PETER SCHOFIELD – 147 ANDREW FORDYCE ROAD, MT JUKES (175692-017-DA-2009-186)**

Application Number:	DA-2009-186
Date Received:	18 May 2009
Action Officer:	Leah Sorohan (Planning Officer) Renan Solatan (Engineering Officer)
Applicant's Details:	Peter M Schofield C/-Lane Associates PO Box 3387 NORTH MACKAY QLD 4740
Proposal:	Material Change of Use (Development Permit) - Tourist Facility
Site Address:	147 Andrew Fordyce Road, Mt Jukes
Property Description:	Lot 17 on SP175692
Owner's Details:	Peter Michael Schofield and Victoria Leigh Cheetham
Area:	6.002 Ha
Planning Scheme:	Mackay City Planning Scheme (2006)
Planning Scheme Designations:	
Locality:	Mackay Hinterland
Precinct:	O'Connell River and Northern Streams
Zone:	Rural
Assessment Level:	Impact
Submissions:	Nil
Referral Agencies:	<u>Concurrence:</u> Queensland Transport Department of Main Roads (now Department of Transport and Main Roads) Department of Natural Resources and Water (now Department of Environment and Resource Management)
Attachments:	Attachment A: Locality Plan Attachment B: Site Plan Attachment C: Plan of Development

Attachment D: Referral Agency
Attachment E: Responses
Example Submission

Recommendation:

Approved Subject to Conditions

EXECUTIVE SUMMARY

The application is for a Material Change of Use (Development Permit) to allow a Tourist Facility on Lot 17 on SP175692, located at 147 Andrew Fordyce Road, Mount Jukes. Refer to *Attachment 'A'* for Locality Plan.

The application was lodged in response to a Show Cause notice which was issued by Council as a result of complaints received from the public. The complaint related to additional traffic on Andrew Fordyce Road, excessive noise, a bed and breakfast operating and the property was available for hire for weddings, functions

The application is Impact Assessable and was placed on public notification for the statutory period of 30 business days which is the timeframe triggered as there are 3 Concurrence Agencies triggered for the application. Four (4) submissions were received during this period.

The application was assessed against the *Mackay City Planning Scheme (2006)*. The proposed development is consistent with the scheme provisions. Specifically the Hinterland Locality Code allows for tourist development “where the form, scale and intensity of tourism development accords with the setting of the site and surrounding area”.

Therefore, it is recommended that the application be approved subject to conditions which restrict the hours of use and specifically describe the approved use i.e. excluding self catered functions and other parties of that nature.

BACKGROUND

In December 2008 the applicant was issued a show cause notice for unapproved business and unapproved building works in response to several complaints to Council about illegal activities. The complaints generally related to “self catered social functions” being held on the premises, vehicular movements to the site, busloads of tourists attending the site and the worm farm activities. The application was lodged in response to the Show Cause notice to allow some of the uses to continue lawfully however, the self catered social functions have permanently ceased.

SITE DESCRIPTION

The subject site has an area of approximately 6Ha however; the proposed development involves only a small portion of this area.

- The site is part of a long established rural residential and rural area between Mount Jukes and Seaforth. The immediate locality comprises comparatively large rural residential lots.
- The land is irregular in shape, parallel sided in the front section and widening towards the rear.

- Frontage 100m and depth approximately 435m, rear boundary approximately 242m.
- The land is comparatively level along the frontage, rises up to a distinct intersecting ridge and then falls away to the rear. The majority is clear of vegetation of any significance, with the exception of a densely vegetated strip adjacent to the rear boundary. This area is shown as Not of Concern Remnant Vegetation.

The site includes several existing buildings including:

- The first building constructed is a covered and partly enclosed building of approximately 180m² GFA an external deck of 80m² and comprising an assembly/recreation area plus a bedroom leading to two separate toilet facilities, one with shower.
- Substantial open paved areas provide a link to two more recently constructed buildings of approximately 80m² and 40m². These are basically open-sided and provide additional recreation spaces.
- There is also a residential dwelling somewhat removed from the proposed Tourist Facility area but which utilises the same driveway for access.
- Other structures on the site relate to the NQ Soil and Worms business which includes sheds and mounds of soil etc. The facility was inspected by the then EPA who were satisfied that no unlawful environmental nuisance was occurring onsite (letter dated 16 March 2009).

PROPOSAL

The proposal is described as:

- Material Change of Use – Tourist Facility.

The planning report stated that the use as a Tourist Facility provides for day visits by tourists, both from the Mackay area and those visiting the area. The applicant trading as Sticks & Stones is a member of Mackay Tourism and has hosted frequent visits from two primary categories, as follows,

- Self-catered or with morning or afternoon tea provided visits by groups of people resident in the Mackay area. Day visits only. Groups include from retirement villages, clubs and associations, usually for a social few hours or day out; and
- Travelling tourists referred by Mackay Tourism.

In addition the report states that

“the attraction of the premises is their unique style and use of materials in a picturesque rural setting with a backdrop of dense forest at the rear of the land, ideally suited to an enjoyable stay for a few hours, plus the opportunity to view a working worm farm.

The single bedroom has been occasionally used for overnight accommodation, with breakfast available. This is clearly ancillary to the primary use.”

This use is clearly a “Bed and Breakfast” which is defined by the Planning Scheme as:

“Bed and Breakfast Accommodation” means any premises being part of a dwelling house, used as accommodation for tourists and travellers on a temporary basis

(maximum of four weeks). Such accommodation is not self-contained. Where on rural land such activity is in conjunction with bona fide farming activities conducted upon the same premises but need not be part of a dwelling house. The use includes host farms and farm stay accommodation.”

As such accommodation provisions will be considered during assessment of the application.

At a site visit with the applicant on 25 September 2009, further details to those included in the application were provided to Council officers. This included:

- Future intention to hire the facility to school groups who will camp onsite,
- That hours of operation will be flexible but may include groups coming for tea at 7:30pm and as such proposed hours of operation would be 8am to 9:30pm 7 days for day visitors.
- Amplified music will be restricted to daytime i.e. no music after 6pm.

It was not proposed in the Planning Report and specifically excluded from this approval to allow school groups to camp overnight/s on the premises. There is not enough information to indicate that this use will not cause a nuisance to the surrounding residents. Specifically in relation to noise.

ASSESSMENT AGAINST THE PLANNING SCHEME

The application has been assessed against the Mackay City Planning Scheme (2006) as amended on the 24th April 2009. Despite the Rural zoning of the site and the proposal to utilise the site for a Tourist Facility with varying ancillary components the proposal is generally consistent with the applicable codes and DEOs. Only the assessment against the parts of the Scheme where there is considered to be non-compliance are detailed below. The applicable parts of the Scheme are:

- Desired Environmental Outcomes
- Mackay Hinterland Locality Code;
- Mackay Hinterland Locality Code – Rural Zone;
- Tourist Accommodation Resorts Code;
- Bed and Breakfast Accommodation Code;
- Environment and Infrastructure Code;
- Bushfire Management Overlay Code;
- Development on Steep Land Overlay Code;
- Landscape Character Overlay Code;
- Good Quality Agricultural Land Overlay Code.

Desired Environmental Outcomes

The proposed development has been considered against the DEOs of the Planning Scheme. The DEOs are based on ecological sustainability established by the Integrated Planning Act and are the basis for the measures of the Planning Scheme. The proposed development is consistent with the DEOs as it does not detract from the use of any Good Quality Agricultural Land and in fact provides additional opportunities for “recreational experiences and for the appreciation of the City’s habitat and biodiversity values” (section (3)(d)(iv) of the DEOs).

Mackay Hinterland Locality Code

The proposed development has been considered against the Overall Outcomes of the Mackay Frame Locality Code. The following require further discussion:

Overall Outcome 2 i)

“non-rural activities in rural areas do not adversely affect the operation of rural uses.”

Comment

Although the use Tourist Facility is generally considered not a rural activity the proposed development does not detract from any rural uses in the area, in fact, the rural use on the site “worm farm” is part of the attraction for tourists and other visitors to the site.

Overall Outcome 2 u)

“tourist developments are encouraged in the Hinterland Locality, generally on land included in the Special Activities (Tourism) Zone and where the form, scale and intensity of tourism development accords with the setting of the site and surrounding area.”

Comment

Notwithstanding that the land is not in the Special Activities (Tourism) zone the provision allows that sites are generally within this zone i.e. can be located in other zones as long as the form, scale and intensity of the development accords with the surrounding area. Carefully conditioning any development permit is necessary to ensure that a Tourist Facility does not have a negative impact on the amenity of the adjoining neighbours and the rural setting of the area is maintained. This particularly applies to noise in this case as previous complaints were received in respect to noise being made at night. That part of the historic practices does not form part of the application and it is not intended to continue however, it is important to consider that the surrounding residents are noise sensitive.

Overall Outcome for the O’Connell river & Northern Streams Precinct 5 (c)

“intensification of land use in the villages and the coastal and rural settlements occurs only where serviced with appropriate development infrastructure including:

- (i) a reliable supply of potable water;*
- (ii) a safe means of sewage treatment and disposal;*
- (iii) sealed flood-free road access; and*
- (iv) reliable telecommunications facilities.”*

Comment

The site is not connected to Council’s reticulated water and sewer systems. However, there is a bore onsite and a water quality test was included with the application.

The access is only gravel rather sealed as required in the provision however this is considered acceptable for the majority of the access. A condition will be included which requires the first 6m of the driveway to be sealed to protect Council’s road from damage.

Stormwater from the adjoining property crosses the proposed access driveway .

Conditions shall be included with any development permit that requires adequate infrastructure is available to the development.

Specific Outcome P2

“Tourist developments in the Hinterland Locality;

- (ii) achieve a level of visitation within the capacity of the site to accept the consequential changes without detriment to the environmental or recreational quality of the setting including landscape character.*
- (iii) avoid remote locations which create a need for a large workforce to commute to a remote location or require a large resident or live-in workforce.”*

Comment

In its current form, the proposal does not include any employee/workforce as it will be run by the current owner who lives onsite. Conditions will be included that ensure the scale of the development does not become such so that employees are necessary and the use will no longer comply with the above provision.

Rural Zone – Overall Outcome(d)

“non-rural activities do not occur.”;

Comment

Although the use Tourist Facility is generally considered not a rural activity the proposed development does not detract from any rural uses in the area, in fact, the rural use on the site “worm farm” is part of the attraction for tourists and other visitors to the site. As such, despite non-compliance with this provision the use is considered acceptable on the site.

Tourist Accommodation Resorts Code

Assessment against the Tourist Accommodation Resorts Code has been generally undertaken. The code is not considered strictly applicable to the proposal as it refers specifically to “Tourist Accommodation Resorts” which are:

“for the purposes of this Code means an integrated development primarily intended for tourists which incorporates a Tourist Facility offering accommodation (multiple dwelling, accommodation building) and any other associated uses such as shop, commercial premises, catering shop, indoor entertainment, outdoor entertainment, educational establishment, sport and recreation and the like”

As the use is rural in nature the provisions in the code are not applicable but have been applied as general principals. It is considered that the proposal can be conditioned to comply with the Overall Outcomes of the code.

Bed and Breakfast Accommodation Code

An assessment against the above code has been undertaken in relation to the overnight accommodation component of the development. The use complies with the provisions of the code as it does not conflict with any nearby agricultural uses given that the surrounding area is Rural Residential and there is not any agricultural uses in proximity to the site.

Despite complying with the code provisions there is a concern that the use will conflict with the broader Tourist Facility use onsite if there was an occasion when visitors were staying in the accommodation and the facility was also used for a tourist bus visit. The conflict is that the only toilet facilities are located within the bedroom and there is only one kitchen.

The applicant has provided that they would not allow this as that would not be a good commercial decision and whomever was staying in the Bed and Breakfast would have the use of the entire facility. However, from Council's point of view this is difficult to manage and enforce if a condition to this effect was included as part of an approval.

It is proposed to condition the inclusion of additional toilet facilities to allow for the greater Tourist Facility use to be independent of the Bed and Breakfast and condition that a record of visitors to the site is kept which can be audited by Council.

Environment and Infrastructure Code

Vehicle Parking and Access

S11.1 "vehicle parking on the site is in accordance with the rates specified in Schedule 2." i.e. "spaces provided in accordance with a summation of the provisions required for the relevant uses specified in this table.

Comment

As the proposed use is unique the planning scheme definitions found in the carparking rate table do not generally apply. As such, a pragmatic approach to carparking has been applied. The majority of trips to the site will be one car for use of the bedroom or tourist/school buses. No linemarked carpark or turnaround area has been allocated.

Environmental Amenity

P1 "Outdoor lighting does not cause a loss of amenity to adjacent premises or adversely impact on native fauna as a result of the light it emits either directly or by reflection."

Comment

The proposed use will be conditioned to ensure lighting does not affect the amenity of adjoining residences.

Noise and Vibration Management

P1 "Noise and vibration do not detract from the amenity of residents or employees of any adjacent premises."

The proposed use will be conditioned to ensure noise does not affect the amenity of adjoining residences.

Bushfire Management Overlay Code

The applicant has provided the following response; “The land is within an area shown as Medium Risk on the overlay map, however the area is generally sparse of vegetation on most of the land and adjoining properties in fact presents a minimal bushfire risk. The premises are well clear of any bushfire hazard. Accordingly we submit that this overlay code is not relevant.”

As can be seen from the aerial photo and stated by the applicant, vegetation onsite is sparse. As such, the use is considered consistent with the Overlay Code. It will be conditioned that water for firefighting is accommodated onsite.

Landscape Character Overlay Code

Only the very southern part of the lot is included in the Landscape Character Overlay which is the same area covered by Remnant Vegetation which will be protected. The Landscape Character will be protected as part of the development as it is the character of the area which attracts visitors. As such, it is considered that the use is consistent with the code.

Good Quality Agricultural Land Overlay Code

Part of the site is identified as GQAL and there is further GQAL to the east. However the GQAL identified on the site is isolated and so assessment is not considered relevant. There is no land which is farmed nearby.

Development on Steep Land Overlay Code

The applicant has provided that “most of the land is shown on the overlay map, however the map is clearly incorrect in that overlaid contours show the steep ridge towards the front of the land as not Steep Land, and the area containing and adjacent to the premises which clearly has slopes less than 15%”.

It is agreed that the area of development is less than 15% and therefore not steep land.

INFRASTRUCTURE CONSIDERATIONS

Infrastructure considerations have included access, stormwater and water. The site is not on town sewer and so an existing septic system will be utilised.

Electricity and Telecommunications

These services are already available for the Tourist Facility as noted during Council’s site visit on 25th September 2009.

Water Supply

The applicant advises that the water supply to the premises is from an on-site bore as there is no existing water reticulation in the area. The test report suggest that the water quality from the

bore is graded B according to the testing method by Dowdens Pumping Sales and Services (Mackay) Pty Ltd. The testing method does not include a full chemical and bacteriological analysis. Dowdens Pumping Sales and Services (Mackay) Pty Ltd suggest (noted during Council's telephone inquiry at 9:25AM on 29 September 2009), such analysis should be carried out by a registered laboratory to determine the suitability of water for human consumption. No detail is given to demonstrate that adequate supply of water to service the Tourist Facility is available. A condition will be included which requires the developer to demonstrate adequate quality and quantity of water supply.

Access and Stormwater Drainage

The applicant has constructed a rural driveway from Andrew Fordyce Rd and extended an internal gravel driveway into the Tourist Facility. The location of the internal gravel driveway crosses over the existing table drain in Andrew Fordyce Rd and with an existing stormwater flow path from the southern lot approximately 30m away from the front boundary of the lot. No pipes have been provided over the stormwater flowpaths. A condition will be included which requires construction of stormwater pipes and access to Council standard.

CONTRIBUTIONS

Developer contributions for transport network will apply to the development for the area of the site to be used for the proposed development only. Water and sewer do not apply as the site is not connected to Council infrastructure and Parkland also does not apply.

Transport Network Contributions

As the use is unique Transport Network Contributions shall be applied based on "other uses". The best use would be considered to be indoor entertainment with a rate of 40vpd per 100sqm GFA. The applicant has indicated the GFA to be approx 180sqm.

$$= 180/100 \times 40$$

$$= 72 \text{ vpd}$$

the current rate is \$366 per vpd

$$= \$26,352.$$

STATE PLANNING POLICIES

Relevant State Planning Policies for the application have been adequately reflected in the Planning Scheme. As such, no further assessment of State Planning Policies is required.

REFERRAL AGENCIES

A summary of the referral agency responses are as follows:

Agency	Status	Trigger	Response
Department of Transport and Main Roads	Concurrence	Exceeds Threshold in Schedule 13C of Integrated Planning Regulation (Tourist Facility with Total Site Area >5Ha)	No Requirements (see attached).

Agency	Status	Trigger	Response
Department of Environment Resource Management	Concurrence	Remnant Vegetation on site.	Conditions imposed (see attached)

SUBMISSIONS

The application was placed on public notification for a period of 30 business days, during which time five (5) submissions were received objecting to the proposed development. A summary of the submissions is:

- 4 received;
- 3 were properly made (with appeal rights);
- 1 were not properly made (without appeal rights); and
- 4 were based on a proforma letter.

Summary

The submissions generally relate to impacts on the amenity of residents from noise, stormwater runoff, bushfire and traffic safety. The submitters drew the items of concern from the planning scheme provisions which they believe the proposal does not comply with.

It is considered that although the concerns of the submitters are relevant, there are no issues raised which cannot be addressed by conditions.

The grounds of submission are set out below.

1. Submitters Comments – Planning Scheme

“The land is situated within a Rural Zone and not within the Special Activities (Tourism) Zone. The planning scheme clearly discourages any other use other than rural activities to be conducted within a Rural Zone. Residents of the area purchased properties and constructed dwellings for the rural lifestyle afforded by the rural zoning. The proposal to operate the proposed tourist facility seven days per week will impact significantly on the quiet rural neighbourhood...”

Planning Comment

As stated above the Planning Scheme permits tourism uses in the Rural zone. The lot is large enough so that it is considered any impacts on adjoining residents can be mitigated by carefully conditioning the development.

The remainder of this item the submitters referred to the composting facility on site which is not part of this application as it is an existing lawful use and as a agricultural activity consistent with the Rural Zone. In addition, the “worm farm” is part of the attraction to the site for school groups etc.

2. Submitters Comments – Road Safety Concerns

“Andrew Fordyce Road has a maximum speed limit of 100 km/h and is a single lane bitumen road designed for local traffic only, containing blind corners and hills. Vehicles are required to move off onto the grassed road verges to pass and vehicles entering and exiting the property

would be required to completely cross the seal section of the road surface. The increase of traffic on Andrew Fordyce Road presents a significant safety hazard to residents and school children using the road for access to their properties as well as to visitors using the proposed facility.”

Planning Comment

Council performed an area count for Andrew Fordyce Road in:

- 2007 and had a traffic volume of 109vpd, 85th Percentile Speed of 74 km/h and 2.5% heavy vehicles;
- April 2008 and it showed that Andrew Fordyce Road had a traffic volume of 109vpd, 85th Percentile Speed of 76 km/h and 8.7% heavy vehicles; and
- 2009 and had a traffic volume of 111vpd, and a 85th Percentile Speed of 61km/h and 10% heavy vehicles.

The 2008 and 2009 counts have revealed an increase in heavy vehicles since 2007. However, there is not enough data to indicate if this is indicative of increased activity from a business. Up to 20% heavy vehicles is considered normal for most rural roads including Andrew Fordyce Road.

As such, it is not considered there will be any significant traffic impacts as a result of the development.

Engineering Services have not indicated that there will be a significant impact on the existing road or any safety concerns.

3. Submitters Comments - Provision of Appropriate Infrastructure

“Appendix 7 is for water tests conducted at another address that the proposed tourist site. The access road is unsealed, narrow and extremely rough and not flood free as shown in the attached photos.”

Planning Comment

Conditions have been provided from Engineering Services which address provision of water and internal driveway. The proposed development is subject to an Operational Works application.

4. Submitters Comments - Fencing

“All fences in the Seaforth rural area as with most fences in rural areas are constructed of four strands of barb wire as was the original fence. The construction of the dividing fence of iron sheeting of different colours and in excess of 2 metres does not fit into the surrounds as shown in the attached photos.”

“The construction of the dividing fence of iron sheeting of differing colours and in excess of 2 metres and the massive stone pillars are not subservient to the landscape as shown in the attached photos.”

Planning Comment

General boundary fencing is not a matter which is controlled by the planning scheme or the Integrated Planning Act but by the Dividing Fences Act and if over 2m in height the Building Act. Separate to this submission, complaints were received in relation to the fence which were addressed by Development Services compliance section. The fence has been subsequently lowered so it is no longer over 2m and no further complaints have been received.

It will be required that the applicant obtain building approval for the stone pillars given their size prior to any use commencing onsite.

5. Submitters Comments – Stormwater Drainage

“The dividing fence is constructed in such a manner that the sheeting is hard against the ground preventing the natural flow of water across the ground. The access road into the property has totally blocked off one water course and severely restricted another. There is insufficient size in the drainage pipe installed to allow the full flow of water to occur during normal rain.”

Planning Comment

Engineering conditions have been included to ensure that no ponding occurs on adjoining properties as a result of the development. Any water which has naturally been flowing onto the site must be accommodated. Further detail will be provided at Operational Works.

6. Submitters Comments - Noise

“The structures are sited in a natural amphitheatre creating noise nuisance to neighbouring properties. This has occurred during the proposed hours from the illegal operation of the facility in the past. No provision has been included in the submission to minimize the impact of noise to neighbouring properties.”

Planning Comment

It is considered that the majority of noise which the submitters are concerned about relates to weddings and other functions amplified noise which were being held on site previously. As stated above, that use is not part of this application. It relates only to the Tourist Facility use including school groups, the elderly or tourist using the bed and breakfast. However, the issue of noise is significant and conditions will be included which restrict hours of operation and use of amplified noise.

7. Submitters Comments - Carparking, traffic and access

“The proposal for the parking area to be grassed and not sealed is not a satisfactory solution. The access road and parking area are not sealed at present and provide a dust hazard, nuisance to neighbouring properties and the soil type becomes boggy during periods of wet weather. Vehicles have been bogged in the proposed parking area in the past and required towing to remove them from the bog.”

“larger vehicles are required to cross the sealed surface of Andrew Fordyce Rd and cross onto the road verge to enter and exit the property totally blocking off the traffic flow.”

Planning Comment

Sealing of the carparking and driveway is not proposed and would not be consistent with the rural character of the site. General advice statements will be included with any approval detailing compliance in relation to dust suppression. The internal access is subject to detailed design as part of the Operational Works application including the sealing of the access to stop vehicles tracking material onto the road pavement and damaging it.

8. Submitters Comments - Bushfire Management

“No provision is provided for in the case of bushfire which occur periodically in the area. The latest bush fire occurred on the 20-08-2009 originating on the site and threatened several houses and burnt out properties in the area...”

Planning Comment

Conditions will be included which require water for fire fighting to be accommodated onsite.

RESOURCE IMPLICATIONS

Nil.

CONSULTATIONConsultant/Applicant

Comprehensive discussion were undertaken between Planning Officers, Engineering Officers and the applicant (Peter Schofield) in relation to conditions which may be required to alleviate the submitters concerns.

CONCLUSION

It is considered that the application sufficiently achieves compliance with the Planning Scheme provisions and policies and as a result there are sufficient planning grounds to justify approval of the proposal. It appears there is a need for a tourist facility use, as evidenced by its historical patronage by visitors to the Mackay area and by residents. There is not a similar facility in the Mackay area. As such, now that the previous use for self catered social functions that occasionally caused undue disturbance has ceased it is considered acceptable for a low key tourist facility to continue.

However, it is necessary to carefully condition the proposal to ensure that the amenity of the surrounding residents is maintained.

It is recommended that Council approve the application based upon the ability of the proposal to satisfy the intent and provisions of the Mackay City Planning Scheme subject to the conditions that are considered fair and relevant in this particular instance.

Officer's Recommendation

- A. THAT Council approve the application by Mr Peter Schofield c/-Lane Associates for a Material Change of Use – Tourist Facility on land described as Lot 17 on SP175692, located at 147 Andrew Fordyce Road, Mount Jukes in accordance with the following conditions:

1. Plan of Development

The approved (insert the type of development) development must be completed and maintained generally in accordance with the Plan of Development (identified in the Table below) and supporting documentation which forms part of this application, except as otherwise specified by any condition of this approval.

Drawing Name	Drawing Number	Revision	Prepared by	Date
Site Plan	G0901-1		Lane Associates	April 2009
Overall Layout	03 of 17	A	Des Davies and Associates Pty LTd	20/04/06
Elevations 'C' & 'D'	06 of 17	A	Des Davies and Associates Pty LTd	20/04/06
Elevations 'A' & 'B'	05 of 17	A	Des Davies and Associates Pty LTd	20/04/06
Floor Plan	04 of 17	A	Des Davies and Associates Pty LTd	20/04/06

2. Compliance with conditions

All conditions must be complied with prior to the commencement of the use on the subject site, unless specified in an individual condition.

3. Maintenance of Development

Maintain the approved development (including landscaping, carparking, driveways and other external spaces) in accordance with the approved drawing(s) and/or documents, and any relevant Council engineering or other approval required by the conditions.

4. Conflict between plans and written conditions

Where a discrepancy or conflict exists between the written condition(s) of the approval and the approved plans, the requirements of the written condition(s) will prevail.

5. Notice of Intention to Commence the Use

Prior to the commencement of the use on the site, written notice must be given to Council that the use (development and / or works) fully complies with the decision notice issued in respect of the use (please see attached notice for your completion).

6. Description of Use

The approved Tourist Facility use is restricted to:

- bed and breakfast accommodation as per

“Bed and Breakfast Accommodation” means any premises being part of a dwelling house, used as accommodation for tourists and travellers on a temporary basis (maximum of four weeks). Such accommodation is not self-contained. Where on rural land such activity is in conjunction with bona fide farming activities conducted upon the same premises but need not be part of a dwelling house. The use includes host farms and farm stay accommodation.

with a maximum of 12 persons accommodated on the premises at any one time.

- Day visitors (i.e. not overnight stays) for example tour groups, school groups or nursing home groups which arrive by bus or van.

7. Conflict Between Users

It is not permitted to have onsite conflicting users at the same time. If the Bed and Breakfast accommodation has been hired out then the rest of the facility must not be leased to another user.

8. Toilets

Additional toilets must be provided onsite to comply with Council’s Local Laws. Numbers must be provided and toilets designed as part of the Operational Works application.

9. Transport Network Contributions

A transport network contribution must be paid in accordance with Councils Policy on Transport Network Contributions. The transport network contribution will be applied based on an additional 72 vehicle movements per day (vpd’s).

10. Contributions Payment Timing

All contributions and charges must be paid prior to the date of issue of the Development Permit for Building Works at the rate applicable at the time of payment.

11. Access

The developer is required to construct a rural access driveway in accordance with Council's Standard drawing PA4-25 and Council Policy 24. The culverts under the access crossing must be sized to cater for the existing stormwater flows of the table drain of Andrew Fordyce Road.

12. Damage

Any damage which is caused to Council's infrastructure as a result of the proposed development must be repaired immediately.

13. Floor Level

The minimum habitable floor level of the proposed development must be the higher of:

- 225 mm above ground level ; or
- a level which allows the connection of all sanitary fixtures to the designated sewer connection point by means of sanitary drainage which complies with AS3500

14. Ponding and Diversion of Stormwater

Ponding of stormwater resulting from the development must not occur on adjacent sites and stormwater formerly flowing onto the site must not be diverted onto other sites. The site shall be graded so that it is free draining.

15. External catchment and inter-allotment drainage

The developer must provide a stormwater pipe or culvert under the constructed gravel driveway where the existing stormwater flows occur to allow the upstream catchment to maintain the existing drainage path. The stormwater pipe or culvert must be sized to cater for the upstream catchment.

16. Water

The developer must demonstrate that the Tourist Facility has adequate water supply for potable and fire fighting purposes. The potable water supply must satisfy all the requirements of the Australian Government – National Water Quality Management Strategy – Australian Drinking Water Guidelines 6, 2004.

17. Compliance with Council Standards

All design and construction for the development must be in accordance with Council's Policies, Engineering Design Guidelines, Standard drawings and standard specifications.

18. Electricity and Telecommunications Services

The approved development must be provided with electricity and telecommunications infrastructure.

19. Hours of Operation and Amplified Noise

The hours of operation must be limited to 8.00 am to 9.00 pm Monday to Sunday. Use of amplified noise including, but not limited to, for a band, microphone or stereo are restricted to 8:00am to 6:00pm Monday to Sunday. In addition, it is the applicant's/owners responsibility to ensure compliance with the Environmental Protection Regulation 2008 and Environmental Protection (Noise) Policy 2008.

20. Waste Storage Area

The location and design of the waste storage area must be located so as not to cause a nuisance to neighbouring properties in accordance with the relevant provisions of the Environmental Protection Act and Regulations.

21. Persons Conducting Business

The business must be conducted by a person or persons resident on the property and a maximum of one (1) other person may be employed who is not a resident on the property.

22. Aesthetic Screening

The outdoor storage of any equipment or material and any service area must be aesthetically screened so as not to be visible from any road to which the site has frontage.

23. General Amenity Provision

The use and or development must be managed so that the amenity of the area is not detrimentally affected, through the:

- a. Transport of materials, goods or commodities to or from the subject site.
- b. Appearance of any building, works or materials
- c. Emission of noise, artificial light, vibration, smell, fumes, smoke, vapour, steam, soot, ash, dust, waste water, waste products, grit or oil
- d. Presence of vermin

24. Advertising Sign Approval

No advertising sign nor advertising device must be erected without Council approval. A separate application to Council under Local Law 78 will be require to be made to seek approval of the signage/ advertising device.

25. Control of light Spill

External lighting must be designed, baffled and located so as to prevent any adverse effect on adjoining land to the satisfaction of the responsible authority.

B. THAT the applicant be provided with the following Assessment Manager Advice:

1. Local Laws

The approved development must also comply with Council's Local Laws under the Local Government Act 1993 from time and other controls.

2. Hours of Work

It is the applicant/owner's responsibility to ensure compliance with Section 440R of the Environmental Protection Act 1994, which prohibits any construction, building and earthworks activities likely to cause nuisance noise (including the entry and departure of heavy vehicles) between the hours of 6:30pm and 6:30am from Monday to Saturday and at all times on Sundays or Public Holidays.

3. Dust Control

It is the applicant/owner's responsibility to ensure compliance with Section 319 General Environmental Duty of the Environmental Protection Act 1994, which prohibits unlawful environmental nuisance caused by dust, ash, fumes, light, odour or smoke beyond the boundaries of the property during all stages of the development including earthworks and construction.

4. Sedimentation Control

It is the applicant/owner's responsibility to ensure compliance with Chapter 8, Part 3C of the Environmental Protection Act 1994 to prevent soil erosion and contamination of the stormwater drainage system and waterways.

5. Noise During Construction and Noise in General

It is the applicant/owner's responsibility to ensure compliance with Chapter 8, Part 3B of the Environmental Protection Act 1994.

6. Summary of Developer Contributions as at date of approval.

Note: Contributions paid at the time nominated in the relevant condition will be re-calculated at current applicable rate, at that time.

Infrastructure	Catchment	Basis of Calculation	Number of Units/ET's/EP's/VPD
Transport Network	1. Entire City of Mackay	The applicant has indicated the GFA to be approx 180sqm. = 180/100x 40 =72vpd	72vpd

In order to calculate the quantum of the contribution at the time of payment, please refer to Council's website for the indexed Policy Contribution rates.

Council Resolution

THAT Council approve the application by Mr Peter Schofield c/-Lane Associates for a Material Change of Use – Tourist Facility on land described as Lot 17 on SP175692, located at 147 Andrew Fordyce Road, Mount Jukes in accordance with the following conditions:

1. Plan of Development

The approved Tourist Facility development must be completed and maintained generally in accordance with the Plan of Development (identified in the Table below) and supporting documentation which forms part of this application, except as otherwise specified by any condition of this approval.

Drawing Name	Drawing Number	Revision	Prepared by	Date
Site Plan	G0901-1		Lane Associates	April 2009
Overall Layout	03 of 17	A	Des Davies and Associates Pty LTd	20/04/06
Elevations 'C' & 'D'	06 of 17	A	Des Davies and Associates Pty LTd	20/04/06
Elevations 'A' & 'B'	05 of 17	A	Des Davies and Associates Pty LTd	20/04/06
Floor Plan	04 of 17	A	Des Davies and	20/04/06

Drawing Name	Drawing Number	Revision	Prepared by	Date
			Associates Pty LTd	

2. Compliance with conditions

All conditions must be complied with prior to the commencement of the use on the subject site, unless specified in an individual condition.

3. Maintenance of Development

Maintain the approved development (including landscaping, carparking, driveways and other external spaces) in accordance with the approved drawing(s) and/or documents, and any relevant Council engineering or other approval required by the conditions.

4. Conflict between plans and written conditions

Where a discrepancy or conflict exists between the written condition(s) of the approval and the approved plans, the requirements of the written condition(s) will prevail.

5. Notice of Intention to Commence the Use

Prior to the commencement of the use on the site, written notice must be given to Council that the use (development and / or works) fully complies with the decision notice issued in respect of the use (please see attached notice for your completion).

6. Description of Use

The approved Tourist Facility use is restricted to

- bed and breakfast accommodation as per

“Bed and Breakfast Accommodation” means any premises being part of a dwelling house, used as accommodation for tourists and travellers on a temporary basis (maximum of four weeks). Such accommodation is not self-contained. Where on rural land such activity is in conjunction with bona fide farming activities conducted upon the same premises but need not be part of a dwelling house. The use includes host farms and farm stay accommodation.

- Day visitors (i.e. not overnight stays) for example tour groups, school groups or nursing home groups which arrive by bus or van.

7. Conflict Between Users

It is not permitted to have onsite conflicting users at the same time. If the Bed and Breakfast accommodation has been hired out then the rest of the facility must not be leased to another user.

8. Toilets

Additional toilets must be provided onsite to comply with Council's Local Laws. Numbers must be provided and toilets designed as part of the Operational Works application.

9. Transport Network Contributions

A transport network contribution must be paid in accordance with Councils Policy on Transport Network Contributions. The transport network contribution will be applied based on an additional 72 vehicle movements per day (vpd's).

10. Contributions Payment Timing

All contributions and charges must be paid prior to the date of issue of the Development Permit for Building Works at the rate applicable at the time of payment.

11. Access

The developer is required to construct a rural access driveway in accordance with Council's Standard drawing PA4-25 and Council Policy 24. The culverts under the access crossing must be sized to cater for the existing stormwater flows of the table drain of Andrew Fordyce Road.

12. Internal Access and Carparking

The driveway and carparking area must be sealed in accordance with Council's Engineering Design Guidelines so that it is all weather and does not cause dust. Carparking design must include bus parking and be constructed, sealed and drained for a minimum of 3 car parking spaces. It is to be designed in accordance with Australian Standard AS/NZS2890.1-2004. All car parking spaces and aisle widths shall be accessible by B99 design vehicles. Design detail is to be provided as part of an Operational Works application to Council.

13. Damage

Any damage which is caused to Council's infrastructure as a result of the proposed development must be repaired immediately.

14. Floor Level

The minimum habitable floor level of the proposed development must be the higher of:

- 225 mm above ground level ; or
- a level which allows the connection of all sanitary fixtures to the designated sewer connection point by means of sanitary drainage which complies with AS3500

15. Ponding and Diversion of Stormwater

Ponding of stormwater resulting from the development must not occur on adjacent sites and stormwater formerly flowing onto the site must not be diverted onto other sites. The site shall be graded so that it is free draining.

16. External catchment and inter-allotment drainage

The developer must provide a stormwater pipe or culvert under the constructed gravel driveway where the existing stormwater flows occur to allow the upstream catchment to maintain the existing drainage path. The stormwater pipe or culvert must be sized to cater for the upstream catchment.

17. Water

The developer must demonstrate that the Tourist Facility has adequate water supply for potable and fire fighting purposes. The potable water supply must satisfy all the requirements of the Australian Government – National Water Quality Management Strategy – Australian Drinking Water Guidelines 6, 2004.

18. Compliance with Council Standards

All design and construction for the development must be in accordance with Council's Policies, Engineering Design Guidelines, Standard drawings and standard specifications.

19. Electricity and Telecommunications Services

The approved development must be provided with electricity and telecommunications infrastructure.

20. Hours of Operation and Amplified Noise

Other than for the B&B the hours of operation must be limited to 8.00 am to 9.00 pm Monday to Sunday.

For all uses the use of amplified noise including, but not limited to, for a band, microphone or stereo are restricted to 8:00am to 6:00pm Monday to Sunday.

In addition, it is the applicant's/owners responsibility to ensure compliance with the Environmental Protection Regulation 2008 and Environmental Protection (Noise) Policy 2008.

21. Waste Storage Area

The location and design of the waste storage area must be located so as not to cause a nuisance to neighbouring properties in accordance with the relevant provisions of the Environmental Protection Act and Regulations.

22. Persons Conducting Business

The business must be conducted by a person or persons resident on the property and a maximum of one (1) other person may be employed who is not a resident on the property.

23. Aesthetic Screening

The outdoor storage of any equipment or material and any service area must be aesthetically screened so as not to be visible from any road to which the site has frontage.

24. General Amenity Provision

The use and or development must be managed so that the amenity of the area is not detrimentally affected, through the:

- e. Transport of materials, goods or commodities to or from the subject site.
- f. Appearance of any building, works or materials
- g. Emission of noise, artificial light, vibration, smell, fumes, smoke, vapour, steam, soot, ash, dust, waste water, waste products, grit or oil
- h. Presence of vermin

25. Advertising Sign Approval

No advertising sign nor advertising device must be erected without Council approval. A separate application to Council under Local Law 78 will be require to be made to seek approval of the signage/ advertising device.

26. Control of light Spill

External lighting must be designed, baffled and located so as to prevent any adverse effect on adjoining land to the satisfaction of the responsible authority.

ASSESSMENT MANAGER'S ADVICE

1. Local Laws

The approved development must also comply with Council's Local Laws under the Local Government Act 1993 from time and other controls.

2. Hours of Work

It is the applicant/owner's responsibility to ensure compliance with Section 440R of the Environmental Protection Act 1994, which prohibits any construction, building and earthworks activities likely to cause nuisance noise (including the entry and departure of heavy vehicles) between the hours of 6:30pm and 6:30am from Monday to Saturday and at all times on Sundays or Public Holidays.

3. Dust Control

It is the applicant/owner's responsibility to ensure compliance with Section 319 General Environmental Duty of the Environmental Protection Act 1994, which prohibits unlawful environmental nuisance caused by dust, ash, fumes, light, odour or smoke beyond the boundaries of the property during all stages of the development including earthworks and construction.

4. Sedimentation Control

It is the applicant/owner's responsibility to ensure compliance with Chapter 8, Part 3C of the Environmental Protection Act 1994 to prevent soil erosion and contamination of the stormwater drainage system and waterways.

5. Noise During Construction and Noise in General

It is the applicant/owner's responsibility to ensure compliance with Chapter 8, Part 3B of the Environmental Protection Act 1994.

6. Summary of Developer Contributions as at date of approval.

Note: Contributions paid at the time nominated in the relevant condition will be re-calculated at current applicable rate, at that time.

Infrastructure	Catchment	Basis of Calculation	Number of Units/ET's/EP's/VPD
Transport Network	1. Entire City of Mackay	The applicant has indicated the GFA to be approx 180sqm. = 180/100x 40 =72vpd	72vpd

In order to calculate the quantum of the contribution at the time of payment, please refer to Council's website for the indexed Policy Contribution rates.

Moved Cr Hatfield

Seconded Cr Camilleri

CARRIED

8.2 PLANNING & ENVIRONMENT COURT APPEAL NO. 3662 OF 2009 – EASTPOINT MACKAY TPY LTD – EAST POINT DRIVE, MACKAY HARBOUR (150994-018-DA-2006-112)

Author LEGAL OFFICER

Executive Summary

Council has been served notice on 17 December 2009 of an appeal by the solicitors acting for Eastpoint Mackay Pty Ltd in relation to an application on Lot 1 on SP199835 being located at East Point Drive, Mackay Harbour. (Refer to Attachment "A" - Locality Plan).

The appeal is to change a condition of Development Approval given by the Court on 23 August 2007. (Refer to Attachment "B" - Court decision dated 23 August 2007 and Attachment "C" - Notice of Appeal).

Officer's Recommendation

THAT the Chief Executive Officer delegated to:

- A. Retain legal representation and appropriate experts as required.
- B. Settle the appeal in consultation with the Mayor and/or Planning Portfolio Councillor should an acceptable solution arise.

Council Resolution

THAT the Officer's Recommendation be adopted.

Moved Cr Hatfield

Seconded Cr Casey

CARRIED

8.3 PLANNING & ENVIRONMENT COURT APPEAL NO. 3654 FO 2009 – SILVERTON GROUP PTY LTD – 175-189 CONNORS ROAD, PAGET (168442-022-DA-2005-214)

Author LEGAL OFFICER

Executive Summary

Council has been served notice on 17 December 2009 of an appeal by the solicitors acting for Silvertown Group Pty Ltd in relation to an application on Lot 22 on SP168442 being located at 175-189 Connors Road, Paget. (Refer to Attachment "A" - Locality Plan).

The appeal is to change a condition of Development Approval given by the Court on 21 February 2007. (Refer to Attachment "B" - Court decision dated 21 February 2007 and Attachment "C" - Notice of Appeal).

Officer's Recommendation

THAT the Chief Executive Officer be delegated to:

- A. Retain legal representation and appropriate experts as required.
- B. Settle the appeal in consultation with the Mayor and/or Planning Portfolio Councillor should an acceptable solution arise.

Council Resolution

THAT the Officer's Recommendation be adopted.

Moved Cr Hatfield

Seconded Cr Casey

Cr Camilleri declared a perceived potential conflict of interest in respect to Item No. 8.3, and left the Council Chambers at 10:08am whilst the item was being discussed and a decision taken thereon.

CARRIED

10:09am – Cr Camilleri returned to the meeting.

8.4 OPERATIONAL PLAN REPORT AND FINANCIAL PERFORMANCE SUMMARY REPORT – SEPTEMBER 2009 (INCLUDING SEPTEMBER 2009 QUARTER BUDGET AMENDMENTS)

Author DIRECTOR CORPORATE SERVICES

Purpose

To present the Operational Plan Report and Financial Performance Summary Report – September 2009 (Including September 2009 Quarter Budget Amendments).

Background/Discussion

In line with the Local Government Act and Council's adopted Budget Policy, quarterly reports are presented to Council detailing progress on the operational plan, how the operational programs are tracking financially and proposed budget amendments at the end of the quarter.

The following documents have previously been distributed to Council:-

1. Operational Plan Report for the quarter ended 30 September 2009;
2. Proposed Budget Amendments for the Quarter Ended 30 September 2009.

A detailed briefing has also been provided to fully inform Council of the content of the reports and enable Councillors to raise questions directly with the relevant Director.

The revised budget proposed for adoption with this report takes into account the following significant changes: -

General Fund

Development Assessment Planning – Transfer from Reserve	\$250,000
Development Assessment Planning – Consultants Fees	-\$250,000
Health & Regulatory Services – transfer of City Centre Parking from Urban Renewal & Economic Development	-\$18,010
Organisational Development - Expenses	\$32,946
Plant & Procurement – Plant Hire Recovery	-\$22,702
Community Development & Libraries – Capital Plant & Equipment	\$52,000
Community Development & Libraries – Sarina Transport Scheme	\$93,324
Mackay Convention Precinct – Coal to Coast Festival	\$48,000
Urban Renewal & Economic Development - Sarina Transport Scheme	-\$93,324
Urban Renewal & Economic Development - transfer of City Centre Parking to Health & Regulatory Services	\$18,010
Urban Renewal & Economic Development – Transfer from Reserve (City Centre Works)	-\$100,000
Maintenance – NDDRA Grant	-\$793,470
Maintenance – NDDRA Expenses	\$793,470
Operational Adjustments – Various	-\$10,244
Overall Amendment	Nil

Water

Capital - Dumbleton Pump Station	\$500,000
Capital - Mirani WTP	\$307,334
Capital - Farrellys Lane Watermain Augmentation	\$210,000
Transfer from Reserve	-\$1,348,262
Capital - Sarina Water Supply Main	-\$1,020,013
Capital Loan Adjustment	\$1,000,000
Water Capital Investigations	-\$262,800
Capital - Digitisation of Telemetry Header Account	-\$114,000
Transfer from Reserve – not required 09/10	\$376,800
Capital - WMR Heaths Rd	-\$280,083
Capital - WMR Kennedy St	-\$137,702
Capital - WMR McKenney St	-\$122,348
Overall Amendment – Transfer to Water Reserve	-\$560,146

Waste Water

Capital - Inflow/Infiltration	-\$760,499
Capital Loan Adjustment	\$760,499
Capital - SPS – Schmidtkes Rd Pump Station	\$1,541,538
Capital - STP – Marian Sewerage	\$367,500
Capital - SGM Brigde Rd (inc stadium)	\$170,000
Capital Projects Adjustment	\$58,122
Transfer from Reserve	-\$2,137,160
Capital - MWRP Mky South Water Recycling Facility	-\$4,000,000
Capital Loan Adjustment	\$1,000,000
Transfer from Reserve – not required 09/10	\$3,000,000
Capital - Sewer Retic – Mulherin Drive	-\$142,524
Capital - SPS Sydney Street Pump Station Handrails & Bollards	\$12,000
Overall Amendment – Transfer to Waste Water Reserve	-\$130,524

Waste Services

Nil.

Consultation and Communication

Chief Executive Officer, Directors and Management Team. There was also a briefing with Councillors.

Resource ImplicationsGeneral

Nil.

Water

Transfer to Reserves of \$560,146

Waste Water

Transfer to Reserves of \$130,524

Waste Services

Nil.

Conclusion

Budget amendments identified in the Council briefing have now been included in the attached financial statements. Overall, the net charges across the funds represent an overall transfer to Reserves of \$690,670.

Traditionally the September Budget Review also brings to account the result of the previous financial year. It is noted that the result from the period ended 30 June 2009, being transfers to reserves shown in the table below have been effected per Council Resolution 25/11/2009.

Capital Improvements Reserve – General Fund	\$2,821,002
Cleansing Reserve	\$1,565,509
Water Reserve	\$4,230,494
Sewerage Reserve	\$829,064

Officer's Recommendation

THAT -

1. The attached Operational Plan Report for the quarter ended 30 September 2009 be received.
2. Financial Performance Departmental Report – September 2009, (Including September Quarter Budget Amendments) be adopted.

Council Resolution

THAT the Officer's Recommendation be adopted.

Moved Cr Camilleri

Seconded Cr Steindl

CARRIED

8.5 MIRANI STATE SCHOOL LEASE OF PART OF RESERVE

File No 030415-001-CPM
Author Manager Property Services

Purpose

To consider a request from the Mirani State School to secure a lease over part of State Reserve situated at Lot 1 on CPM30415 Maud Street, Mirani for the purpose of constructing a multipurpose covered area.

Background/Discussion

Mirani State School (“the School”) would like to acquire a lease of approx 4347 sqm from Lot 1 on CPM 30415, State Reserve to construct a multipurpose covered area for use by both the school and the community.

The School have applied through the Department of Education and Training for a BER Funding grant for building works including a resource, science and technology centre and multipurpose covered area. The grant is conditional upon the School entering into a trustee lease over part of the Maud Street reserve to construct the multipurpose covered area.

Mirani Shire Council did on the 5th September 2007 following a request received from the School provide a letter advising that they “offer no objection” to the initial proposal which did not include the construction of buildings. Such approval was subject to the School making contact with the local cricket club who use the grounds for their activities, advising them of the proposed plans and ensuring that the planned works would not infringe on their use of the reserve”. (Copy of letter attached.)

A meeting was held on the 22nd February 2008 involving representatives from the School, Council, Education Queensland and Department of Natural Resources and Water to discuss future projected growth of the School and associated facility requirements with Mirani Shire Council confirming its support for the lease proposal, conditional upon the reserve remaining free of buildings/improvements to allow cricket to be played during and outside school hours. (Copy of letter attached.)

The current proposal has changed in concept to the original proposal supported by the Mirani Shire Council and includes the construction of buildings on the lease area. This change is supported by all relevant stakeholders as detailed in the Consultation and Communication section of this report.

The site is zoned for Open Space and Recreation.

The lease will be based on Council’s standard “community” type lease including peppercorn rental provisions.

Consultation and Communication

Consultation on the proposal has been undertaken with Council's Peter Bratt – Manager Development Assessment, Leah Sorohan – Acting Principal Planner – South, Helen Paulsen – Manager Parks & Environment and Onno Van Es – Manager Recreational Services.

Comments from Tony Lill from the Department of Environment and Resource Management support the proposal being worth further consideration provided, as it appears, that the reserve purpose will not be diminished and that the proposal is over part of the reserve.

Consultation held with Earl Nielsen of Pioneer Valley Cricket Club Inc who utilise the reserve for training and cricket matches confirmed that the School provides updates on the progress of the design and construction of the multi-purpose covered area on a regular basis.

The Club supports the proposal and can see benefits in using the covered area and cricket nets that the School has agreed to relocate to the northern boundary of the reserve.

Resource Implications

Council provides no direct assistance to the School, with costs incurred in respect of legals and lodgement fees will be borne by the School.

Conclusion

Given the population forecast for the township of Mirani and there being little doubt that the student numbers will continue to increase proportionate to this growth there is little doubt that the School requires the additional facilities. It is recommended that the lease proposal be approved to facilitate the expansion of school and community facilities in the Mirani area.

Officer's Recommendation

THAT Council agree to lease to the Mirani State School a section of approx 4347 sq m from Lot 1 on CPM30415 for a term of twenty (20) years, subject to the approval of the Department of Environment and Resource Management.

Council Resolution

THAT the Officer's Recommendation be adopted.

Moved Cr Hatfield

Seconded Cr Cameron

CARRIED

8.6 COUNCILLORS' PORTFOLIOS AND DEPUTY MAYOR'S POSITION

Author Chief Executive Officer

Purpose

The purpose of this report is to recommend to Council that as per its previous resolution, it review the appointments to the positions of Deputy Mayor and Portfolios.

Background/Discussion

At its meeting of 9 April 2008, Council determined that it would review its position with regard to the appointment of a Deputy Mayor after 2 years. At its meeting of 6 May 2009, it decided not to change the portfolio appointments at that point in time but to review them after a year.

Currently the Portfolios and Councillor representation is as follows:

COUNCILLOR	PORTFOLIO
Cr Paul Steindl	Health, Sport and Recreation
Cr George Christensen	Community Services and Facilities
Cr Deirdre Comerford	Water and Waste Water Services
Cr Dave Perkins	Tourism and Economic Development
Cr Di Hatfield	Planning and Development
Cr Darryl Camilleri	Finance and Technology
Cr Wendy Cameron	Rural Communities/Engagement
Cr Greg Thomsen	Waste Services
Cr Kevin Casey	Roads and Infrastructure
Cr Karen May	Parks, Environment and Sustainability

Resource Implications

Nil

Conclusion

While Council has made the previous resolution, there is no requirement for it to change. However, it is free to do so at any point in time.

Officer's Recommendation

THAT Council consider its appointments to the position of Deputy Mayor and Portfolios as per previous resolution.

Council Resolution

THAT for the balance of the term of office:-

1. Cr Darryl Camilleri be appointed Deputy Mayor;
2. Councillor Portfolios be appointed as follows:-

COUNCILLOR	PORTFOLIO
Cr Paul Steindl	Health, Sport and Recreation
Cr George Christensen	Parks, Environment, Sustainability
Cr Deirdre Comerford	Water and Waste Water Services
Cr Dave Perkins	Tourism and Economic Development
Cr Di Hatfield	Planning and Development
Cr Darryl Camilleri	Finance and Technology
Cr Wendy Cameron	Rural Communities/Engagement
Cr Greg Thomsen	Waste Services
Cr Kevin Casey	Roads and Infrastructure
Cr Karen May	Community Services and Facilities

AND THAT this will take effect from 1 March 2010.

Moved Cr Hatfield

Seconded Cr Casey

CARRIED

9. CONSIDERATION OF COMMITTEE REPORTS:

9.1 MINUTES OF THE HERITAGE ADVISORY COMMITTEE HELD 4TH DECEMBER 2009

Author MANAGER STRATEGIC PLANNING

Purpose

To review and endorse the recommendations and actions in the attached Minutes of the meeting of the Heritage Advisory Committee meeting held on 4 December 2009.

Officer's Recommendation

THAT the Minutes be received.

Council Resolution

THAT the Officer's Recommendation be adopted.

Moved Cr Hatfield

Seconded Cr Cameron

CARRIED

10. RECEIPT OF PETITIONS:

Nil.

11. TENDERS:

Nil.

12. CONSIDERATION OF NOTIFIED MOTIONS:

Nil.

13. LATE BUSINESS:

Cr Hatfield advised that she was pleased with the success of last week's Study Tour, inspecting new style housing developments and other initiatives in Brisbane, Gold Coast and Sydney. The tour, which included developers, real estate agents and other interested stakeholders, looked at how smaller sized blocks can be utilised for suitable affordable housing.

14. PUBLIC PARTICIPATION:

Nil.

15. CONFIDENTIAL REPORTS:**15.1 MONTHLY DEVELOPMENT ASSESSMENT APPEALS REPORT****Council Resolution**

THAT the report be received.

Moved Cr Casey

Seconded Cr Steindl

CARRIED

15.2 INCEPTION REPORT – FUTURE LOCAL PLAN FOR RICHMOND**Council Resolution**

- A. THAT Council authorise the Chief Executive Officer to commence preparation for a Local Planning process for Richmond, including engaging with effected landowners.

B. AND THAT funding for the project be considered in Council's 2010/2011 budget.

Moved Cr Hatfield

Seconded Cr Camilleri

CARRIED

16. MEETING CLOSURE

The meeting closed at 10:16am.

17. FOR INFORMATION ONLY

17.1 DEVELOPMENT APPLICATION INFORMATION – 24.01.10 TO 30.01.10

For Council Information Only – No Decision Required

Development Application Received

App no	Address	Applicant	Description	Officer
DA-2008-334	L 26 Westlake Drive, THE LEAP	Adrian L Meney	Extension of the Currency Period - Material Change of Use - Shed situated in Steepland Overlay and Landscape Character Overlay	Julie Brook
CON-2010-9	14 Palm Court BUCASIA	Angela J Hollows	Setback Variations	Julie Brook
MCUC -2010-18	8 Webb Court RURAL VIEW	Peter J Benson	Residential Storage Shed not complying with the acceptable solutions of the Residential Storage Sheds Code	Julie Brook
CON -2010-10	48 Poulsen Drive MARIAN	Malco Constructions	Residential Storage Shed	Darryl Bibay
MCUC -2010-19	18 Pauline Street WALKERSTON	Roger A Bacon	Residential Storage Shed	Sonia Cannell
MCUC -2010-20	76 Evan Street EAST MACKAY	Matthew I Lawless	Home-Based Business - Hairdressing Salon	Josephine McCann
MCUI -2010-17	14 Pharlap Parade OORALEA	Garage World	Residential Storage Shed and Open Carport exceeding 10% of total site Area.	Josephine McCann

Development Application Finalised

App No	Location	Applicant	Description	Officer
<u>Approved Subject to Conditions</u>				-
DA-2009-400	271 Bedford Road ANDERGROVE QLD 4740	Optus Mobile Pty Ltd	Material of Use - Telecommunications Facility	Dean Appleton
DA-2009-380	12 Carl Street RURAL VIEW QLD 4740	Frederic J Gros-Dubois	Material Change of Use - Preliminary Approval for a Locality Concept Plan over the subject site in accordance with the Eulbertie Park Plan of Development; and Development Permit for Service Industry Use Group except where amended by conditions of approval and in accordance with the provisions of the Eulbertie Park Plan of Development as Approved by	Dennis O'Riely

App No	Location	Applicant	Description	Officer
			Council (MCI-2000-30) issued 17 December, 2003.	
OW-2009-66	1A Beaconsfield Road BEACONSFIE LD QLD 4740	Becton Residential Constructions (QLD) Pty Ltd	Operational Works - Road Works for 153 Unit Retirement Village	Shaun Woods
CON 2010/7	11 Helmsman Drive SHOAL POINT	Mackay and Whitsunday Building Certification	Boundary Relaxation	Julie Brook
CON 2010/9	14 Palm Court BUCASIA	Angela L Hollows	Setback Variation	Julie Brook
MCUC 2010/12	8 Coolum Court BLACKS BEACH	Choice Homes Pty Ltd	Dual Occupancy	Josephine McCann
MCUC 2010/14	11 Garraway Street WEST MACKAY	Whitsunday Design & Drafting Pty Ltd	Dwelling House - Not complying with the acceptable solutions	Julie Brook
MCUC 2010/9	4 Reaston Court WALKERSTO N	Warren J Bath	Residential Storage Shed	Julie Brook
CON 2010/3	18 Eyre Place ERAKALA	Beachside Building	Boundary Setback Relaxation and Oversized Fence	Josephine McCann

Confirmed on Wednesday 17 February 2010.

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MAYOR



SEPTEMBER 2009 QUARTER OPERATIONAL PLAN

2.1 DEVELOPMENT SERVICES (MANAGEMENT)																		
Service Area/Project	Outcomes	Strategies	Proposed Outputs	On Time	On Budget	Comments on Sept 09 Quarter												
2.1.1 Department Management	To provide leadership to and management of the Development Services Department. (Corporate Plan Objectives 1, 2, 3, 4, 5, 6 and 7)	Development and continuous improvement of management structure and systems within the department, which both serve the department's needs and reflect a corporate view. Provision of direction to Program Managers and other staff to achieve established targets. Management of organisation-wide matters as they relate to the department including Workplace Health and Safety, DDA Action Plan Continuous Improvement and Risk Management. Review Departments functional areas of operation.	Effective and timely Agenda preparation, internal reporting, external correspondence and management of the Development Services Department. Corporate linking of strategic planning for consolidated community development and service delivery. Provide ongoing advice/guidance to Council on strategic and tactical planning.	Yes	Yes	Proposed outputs are being achieved. <table border="1" style="margin-left: auto; margin-right: auto;"> <tr> <td>2009/10 Budget</td> <td>2009/10 Actual</td> </tr> <tr> <td>Revenues</td> <td>0</td> </tr> <tr> <td>Op. Exp.</td> <td>336,500</td> </tr> <tr> <td>Cap. Exp.</td> <td>91,171</td> </tr> <tr> <td></td> <td>0</td> </tr> <tr> <td></td> <td>0</td> </tr> </table>	2009/10 Budget	2009/10 Actual	Revenues	0	Op. Exp.	336,500	Cap. Exp.	91,171		0		0
2009/10 Budget	2009/10 Actual																	
Revenues	0																	
Op. Exp.	336,500																	
Cap. Exp.	91,171																	
	0																	
	0																	
2.1.2 Sustainable Futures	To assist towards enhancing and protecting the environmental aspects of the Region. (Corporate Plan Objective 3)	Ensure future sustainable practices are implemented within the Programs within the Department.	Implementation of future sustainable practices.	Yes		Sustainable practices are being pursued.												
2.1.3 Community Plan	To provide strategic input into the development of the Community Plan as it relates to the functions of the Development Services Department. (Supports all Corporate Plan strategies)	Engage residents, business, staff and other stakeholders in the development of a long term community plan for the Mackay Regional Council area.	A long term community plan which encapsulates the future needs and aspirations of the Mackay Regional Council community.	Yes		Strategic planning is being undertaken to complement the preparations of the Community Plan.												



SEPTEMBER 2009 QUARTER OPERATIONAL PLAN

2.2 STRATEGIC PLANNING						
Service Area/Project	Outcomes	Strategies	Proposed Outputs	On Time	On Budget	Comments on Sept 09 Quarter
2.2.1 Strategic Planning Management	<p>To manage the effective delivery of regional planning and strategic planning services to Council and the community in order to reflect the aspirations and lifestyle of our community</p> <p>(Corporate Plan Objective 4)</p> <p>Ensure that the program, in collaboration with other areas in council, provide integrated strategic land use associated with strategic trunk infrastructure planning</p> <p>(Corporate Plan Strategy 4.7)</p>	<p>Development and continuous improvement of management structure and systems within the department, which both serve the department's needs and reflect a corporate view.</p> <p>Review and provide advice on legislation, policies and proposals of strategic interest to the Council and strategic partners.</p>	<p>Strategic Planning Projects completed to a high standard and within established timelines.</p> <p>High quality reporting and assessment of implications on Council's strategic direction.</p> <p>Effective and timely reporting on key issues to Council, internal reporting, external correspondence and stakeholder engagement.</p>	<p>Yes</p> <p>Yes</p> <p>Yes</p> <p>Yes</p>	<p>Yes</p> <p>Yes</p> <p>Yes</p> <p>Yes</p>	<ul style="list-style-type: none"> Compliance with established standards and timelines. Increased customer service satisfaction and community consultation events. Strategic Planning External Stakeholders group established and monthly meetings held. Monthly, quarterly and annually reporting through the Business Services Program. Improved co-operation and communication with relevant stakeholders established and all levels of government in the strategic planning of future land use.
2.2.2 Vision and Strategy	<p>To take an active approach to integrated regional planning to reflect the aspirations and lifestyle of our community.</p> <p>(Corporate Objective 4)</p> <p>To manage the growth and development of the Mackay Region through an effective suite of Planning Instruments, including a Regional Strategic Plan, new Planning Scheme and associated policies.</p>	<p>Identify the community's aspirations for the Mackay Region.</p> <p>Compile, refine and implement a Strategic Framework and Strategic Plan to guide future development.</p> <p>Compile a Mackay Region Planning Scheme and associated policies.</p> <p>Translate community aspirations through contemporary local planning instruments such as master plans and local area plans.</p>	<p>Development and implementation of a Strategic Framework and Strategic Plan that provides direction and context for the future development of Mackay Region.</p> <p>Develop Desired Environmental Outcomes (DEOs) and a series of Planning Studies required as a basis for the new Planning Scheme.</p> <p>Determination of areas for future urban growth of Mackay Region.</p> <p>Develop Master Plans and Local</p>	<p>Yes</p> <p>Yes</p> <p>On track</p> <p>Yes</p>	<p>Yes</p> <p>Yes</p> <p>Yes</p> <p>Yes</p>	<p>2009/10 Budget: 0.0000, Actual: 0.0000</p> <p>2010/11 Budget: 204.832, Actual: 40.568</p> <p>Cap. Exp. 0, Op. Exp. 0</p> <p>Strategic Framework/Plan</p> <ul style="list-style-type: none"> Develop a Mackay Region Strategic Plan with draft strategic outcomes by Dec 2011. <ul style="list-style-type: none"> Strategic directions workshop held in June. Consultation on preliminary scoping study with officers and councillors during July-September. Preliminary scoping study completed in August. Scope of additional studies developed.



Mackay REGIONAL COUNCIL

SEPTEMBER 2009 QUARTER OPERATIONAL PLAN

2.2 STRATEGIC PLANNING						
Service Area/Project	Outcomes	Strategies	Proposed Outputs	On Time	On Budget	Comments on Sept 09 Quarter
Vision and Strategy (Cont'd...)	Engage with local communities to manage growth and change through local area planning initiatives (Corporate Plan Strategy 4.5)		Area Plans for specific areas.	Yes	Yes	<ul style="list-style-type: none"> Proposed approach for development of strategic plan developed. <p>Mackay Region Planning Scheme</p> <ul style="list-style-type: none"> Inception report on Residential Density Strategy to council in September and brief was issued to selected consultants. Draft Mackay Region Planning Scheme submitted for 1st State Interest Review by 2013. Commented on potential Alternative Patterns of development. <p>Master Planning</p> <ul style="list-style-type: none"> Inception report for the development of a Master Plan for a future growth area submitted to council in September. <p>Local Area Planning</p> <ul style="list-style-type: none"> Review the City Centre Master Plan through the development of a City Centre Local Area Plan with a draft LAP available before June 2011. Inception report on Mirani and Marian Equity by Design Workshop submitted to council in September. Inception report on Sarina Equity by Design Workshop submitted to council in September. Commence with the development of a Local Area Plan for North Mackay.
				Yes	To commence in 2010	
					Not budgeted	



2.2 STRATEGIC PLANNING																	
Service Area/Project	Outcomes	Strategies	Proposed Outputs	On Time	On Budget	Comments on Sept 09 Quarter											
Vision and Strategy (Cont'd...)																	
2.2.3 Planning Schemes Maintenance	To manage the growth and development of the Mackay Region through an effective suite of Planning Instruments.	Ensure that land use planning and adopted planning instruments facilitate the social, economic and environmental needs of the community, Council and the State. (various corporate plan strategies)	Conduct Public information sessions and use other avenues to provide information on planning scheme and policy amendments. Appropriate maintenance of the Planning Schemes and policies.	Yes Yes Yes Yes	Yes Yes Yes Yes	<table border="1" style="float: left; margin-right: 10px;"> <tr><td>2009/10 Budget</td><td>2009/10 Actual</td></tr> <tr><td>Revenue</td><td>145,000</td><td>0</td></tr> <tr><td>Op. Exp.</td><td>972,244</td><td>31,314</td></tr> <tr><td>Cap. Exp.</td><td>0</td><td>0</td></tr> </table> <ul style="list-style-type: none"> Considered public submissions on the Mirani Scheme amendments 1 of 2007 on 15 July and submitted modifications for 2nd State Interest Review on 21 July. Notification to proceed with Mirani Planning Scheme Amendments received on 31 August. Mackay Planning Scheme amendments 1 of 2009 submitted for State Interest Review by December 2009. Manage other planning schemes and policy amendments where required. 	2009/10 Budget	2009/10 Actual	Revenue	145,000	0	Op. Exp.	972,244	31,314	Cap. Exp.	0	0
2009/10 Budget	2009/10 Actual																
Revenue	145,000	0															
Op. Exp.	972,244	31,314															
Cap. Exp.	0	0															
2.2.4 Strategic/ Special Projects and Regional Planning	Actively participate in the implementation of the regional plan (Corporate Plan Strategy 4.9). To take an active approach to integrated regional planning to reflect the aspirations and lifestyle of our community. (Corporate Objective 4) To manage the growth and development of the Region through	Ensure that land use planning and adopted planning instruments facilitate the social, economic and environmental needs of the community, Council and the State.	The WRIAM Regional plan, state strategic projects and other Mackay community's vision and aspirations and promotes sustainable development by accommodating Mackay's strategic infrastructure requirements.	Yes Yes	Yes Yes	<table border="1" style="float: left; margin-right: 10px;"> <tr><td>2009/10 Budget</td><td>2009/10 Actual</td></tr> <tr><td>Revenue</td><td>135,000</td><td>135,000</td></tr> <tr><td>Op. Exp.</td><td>247,292</td><td>39,362</td></tr> <tr><td>Cap. Exp.</td><td>0</td><td>0</td></tr> </table> <ul style="list-style-type: none"> Provided input for specific strategic land use issues. Consultation held with NOBCL and BMA on port land development proposals. Comments provided on Statement of Proposals for Hay Point strategic port land. Comments provided on Major EIS in other areas monitored for impact on Mackay Region. Comments provided on proposed Base Hospital redevelopment. 	2009/10 Budget	2009/10 Actual	Revenue	135,000	135,000	Op. Exp.	247,292	39,362	Cap. Exp.	0	0
2009/10 Budget	2009/10 Actual																
Revenue	135,000	135,000															
Op. Exp.	247,292	39,362															
Cap. Exp.	0	0															



Mackay REGIONAL COUNCIL

SEPTEMBER 2009 QUARTER OPERATIONAL PLAN

2.2 STRATEGIC PLANNING																
Service Area/Project	Outcomes	Strategies	Proposed Outputs	On Time	On Budget	Comments on Sept 09 Quarter										
Strategic/ Special Projects and Regional Planning (Cont'd...)	an effective suite of Planning Instruments.															
2.2.5 Heritage Planning	Develop strategies to preserve and promote local history and heritage (Corporate Plan Strategy 1.13)	Ensure heritage matters form part of the assessment process for relevant development applications. Develop and implement initiatives raised through the Heritage Advisory Committee and endorsed by Council. Manage the biennial Mackay Region Character and Heritage Awards.	Ensure that the Planning Schemes adequately deal with character and heritage. Produce Information Sheets and Brochures on the value of historical buildings and places and how owners may preserve their character.	Yes Yes Yes Yes Yes	Yes Yes Yes Yes Yes	<table border="1"> <tr> <td>2009/10 Budget</td> <td>2009/10 Actual</td> </tr> <tr> <td>Revenue</td> <td>051,021</td> </tr> <tr> <td>Op. Exp.</td> <td>563,491</td> </tr> <tr> <td>Cap. Exp.</td> <td>76,310</td> </tr> <tr> <td></td> <td>0</td> </tr> </table> <ul style="list-style-type: none"> Increased regional heritage profile in the community. Information provided to public. Comments provided on specific development applications. Heritage Advisory Committee meeting held in August. Made various submissions on DERM proposed heritage listings. Inclusion of places, where appropriate, on the local heritage registers for Mackay, Mirani and Sarina Planning Scheme Areas. 	2009/10 Budget	2009/10 Actual	Revenue	051,021	Op. Exp.	563,491	Cap. Exp.	76,310		0
2009/10 Budget	2009/10 Actual															
Revenue	051,021															
Op. Exp.	563,491															
Cap. Exp.	76,310															
	0															
2.2.6 Strategic Infrastructure Planning	Develop and implement effective infrastructure planning consistent with council's Priority Infrastructure Plan (Corporate Objective 4.2) To plan key trunk infrastructure that meets present and future needs of the Region's urban growth areas. Support economic growth within the region through the effective integration of infrastructure planning and land use planning.	Ensure that infrastructure planning is integrated with land use planning and provides a sound framework to meet the demands of private and public development for stormwater, transport, water, sewerage and open space networks. Develop and implement appropriate Priority Infrastructure Plans and Infrastructure Charges Schedules in relation to development.	To undertake Studies to plan for effective and co-ordinated provision of trunk infrastructure.	No Yes Yes	Yes Yes Yes	<table border="1"> <tr> <td>2009/10 Budget</td> <td>2009/10 Actual</td> </tr> <tr> <td>Revenue</td> <td>0</td> </tr> <tr> <td>Op. Exp.</td> <td>12,000</td> </tr> <tr> <td>Cap. Exp.</td> <td>0</td> </tr> </table> <ul style="list-style-type: none"> Revised programme developed. Integration of effective and sustainable strategic land use and infrastructure planning increased. Mackay pip and associated Planning Scheme Amendments submitted for formal review by December 2010. Commence with the RICS/ PIPS for Mirani and Sarina planning scheme areas for submission in 2010. Contribution Policies updated according to relevant indexes 	2009/10 Budget	2009/10 Actual	Revenue	0	Op. Exp.	12,000	Cap. Exp.	0		
2009/10 Budget	2009/10 Actual															
Revenue	0															
Op. Exp.	12,000															
Cap. Exp.	0															



Mackay REGIONAL COUNCIL

SEPTEMBER 2009 QUARTER OPERATIONAL PLAN

2.2 STRATEGIC PLANNING																						
Service Area/Project	Outcomes	Strategies	Proposed Outputs	On Time	On Budget	Comments on Sept 09 Quarter																
Strategic Infrastructure Planning (Cont'd...)																						
2.2.6.1 Stormwater Management (Quantity)			Flood studies compiled for priority areas and reviewed where required.	Yes Yes	Ongoing Yes	<table border="1"> <tr> <td colspan="2">2009/10</td> <td colspan="2">2009/10</td> </tr> <tr> <td>Revenue</td> <td>Budget</td> <td>Actual</td> <td>Variance</td> </tr> <tr> <td>Op. Exp.</td> <td>14,300</td> <td>14,300</td> <td>0</td> </tr> <tr> <td>Cap. Exp.</td> <td>4,300</td> <td>4,300</td> <td>0</td> </tr> </table> <ul style="list-style-type: none"> Awaiting ALS data for development of Pioneer River Flood Study. Gooseponds Creek/ Vines Creek Flood draft study completed and peer review done. Commence with the McCready's Creek (south) stormwater trunk infrastructure study to commence in November. Commence Greenmount stormwater study. Not budgeted for 2009/10 and not immediate priority. Survey for future stormwater studies in Mirani and Sarina done to inform future studies. - Not budgeted for 2009/10 and not immediate priority. Various meetings held and comments provided to major projects and development proposals. 	2009/10		2009/10		Revenue	Budget	Actual	Variance	Op. Exp.	14,300	14,300	0	Cap. Exp.	4,300	4,300	0
2009/10		2009/10																				
Revenue	Budget	Actual	Variance																			
Op. Exp.	14,300	14,300	0																			
Cap. Exp.	4,300	4,300	0																			
2.2.6.2 Traffic/ Transport Strategic Infrastructure Planning	Manage the region's road network to enable the movement of people and goods in a safe and efficient manner (Corporate Plan Strategy 5.4). Support the use of alternative transport modes, including the provision of a more integrated network of bikeways and pathways (Corporate Plan Strategy 5.3).		To develop or refine instruments to assist in the planning for effective and co-ordinated provision of trunk infrastructure. Promote the establishment of the proposed Mackay Ring Road.	Yes Yes No		<ul style="list-style-type: none"> Assist DMR in update the MATIS transport model. Assist DMR in the Arterial Road Study and Urban Congestion Study. Conduct scenario modelling to determine the impact of alternative treatments on Council's road network. Traffic Impact Assessment (TIA) Policy adopted. 																
Traffic/ Transport Strategic Infrastructure Planning (Cont'd...)																						



2.2 STRATEGIC PLANNING						
Service Area/Project	Outcomes	Strategies	Proposed Outputs	On Time	On Budget	Comments on Sept 09 Quarter
2.2.6.3 Water and Sewerage Strategic Infrastructure Planning		Integrate effective land use and trunk infrastructure planning. Provide advice to Programs within Council that deliver infrastructure regarding the timely delivery of trunk infrastructure to satisfy development requirements.	To assist other programs in council to develop or refine instruments to assist in the planning for effective and co-ordinated provision of trunk infrastructure.	Ongoing		<ul style="list-style-type: none"> Transport Network Contribution Policies updated. This function moved to Mackay Water.
2.2.6.4 Parks, Open Space and Community Land Strategic Infrastructure Planning	Plan and advocate for district and local recreational facilities in the development of new proposed future growth areas (Corporate Plan Strategy 4.3)	To assist in the planning for effective and co-ordinated provision of trunk infrastructure.	Provide advice to Programs within Council that deliver infrastructure regarding the timely delivery of trunk infrastructure to satisfy development requirements. Develop specific parks, open space and community land planning scheme requirements in consultation with the relevant programs.	Yes		<ul style="list-style-type: none"> Parks, Open Space and Community Land requirements addressed in the Planning Scheme, Policies and Priority Infrastructure Plan. Public Information Session held on the proposed Open Space and Parks Contribution Policy. Consultation meeting held with UDIA on the proposed Open Space and Parks Contribution Policy.
2.2.7 Stormwater Management (Quality) Stormwater Management (Quality) (Cont'd...)	To protect the health of aquatic ecosystems from degradation by managing the impact of stormwater. (Corporate Plan Strategy 3.2).	Ensure that development takes into consideration the impact of stormwater on the health of aquatic ecosystems. Encourage environmental awareness by promoting activities and practices that support preservation of the region's natural environment	Develop and maintain an effective Stormwater Management Plan and associated Catchment Management Plans (CMP) CMP Gooseponds Monitoring Monitor water quality at 21 waterway locations.	Yes Yes		<p>Assisted Sarina Land Care with stormwater quality management at the proposed Community Garden.</p> <p>Water quality assessed and effectiveness of Stormwater Quality Improvement Devices (SQID's) monitored to assist healthy waterways.</p> <p>SOMP for MRC updated in accordance with the DERM's new</p>



SEPTEMBER 2009 QUARTER OPERATIONAL PLAN

2.2 STRATEGIC PLANNING						
Service Area/Project	Outcomes	Strategies	Proposed Outputs	On Time	On Budget	Comments on Sept 09 Quarter
			<p>Develop a Report Card for significant urban catchments.</p> <p>Provide advice to relevant Programs within Council and to the Community regarding initiatives to protect the aquatic ecosystem.</p> <p>Education – Consultants and Developers</p> <p>MUSIC Guidelines – Guidelines applicable to the Mackay Region developed and industry educated on its implementation.</p> <p>Example site based Stormwater Quality Management Plans developed (Industry & Res).</p> <p>SQUID Guidelines – standard specifications provided.</p>	<p>Yes</p>		<p>Policy and Guidelines on Stormwater Quality Management.</p> <p>3 Workshops held in July. First stage of SQMP complete.</p> <p>Compliance with established standards and timeframes according to the Water Health Monitoring Plan, including:</p> <ul style="list-style-type: none"> Ambient sampling done quarterly. Event sampling done in accordance with the Water Health Monitoring Plan. Sediment sampling done on annually. Example SBSMP for industrial, residential and small lots/unit developments under development.



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2.3 DEVELOPMENT ASSESSMENT - PLANNING

Service Area/Project	Outcomes	Strategies	Proposed Outputs	On Time	On Budget	Comments on Sept 09 Quarter
2.3.1 Development Assessment	To administer the Integrated Development Approval System (IDAS) and policies for all development to ensure Council's planning objectives are met. Corporate Plan Strategies:- 1.1, 2.5, 4.3, 4.4, 4.6, 4.7, 4.8, 5.3, 7.1, 7.2, 7.3, 7.4, 7.9, 7.15, 7.16 and 7.17.	To receive and process Development Applications for Material Change of Use and Reconfiguration of a Lot and make decisions and recommendations to Council which are consistent with the Integrated Planning Act, Council's Planning Instruments, and relevant infrastructure strategies and standards. Auditing of construction for compliance with approvals, with particular emphasis on Material Change of Use.	Reports and recommendation that are thorough, accurate and consistent. Development applications as assessed in accordance with the requirements of the Integrated Planning Act Development Applications are decided in accordance with Council's Planning Instruments, and relevant infrastructure standards. Developments completed in accordance with approvals.	Yes	No	Reports that are deferred due to inadequate information. 87% of acknowledgement notices and 87% information requests issued within relevant IPA time frames on properly applications. 85% of decisions made within relevant IPA time frames. Recommendations for decisions and conditions are correctly applied in accordance with the planning instruments. 79% of decisions notices accepted by the applicant and are not negotiated or appealed
2.3.2 Administration of Planning Scheme	To administer the provisions of the Integrated Planning Act and Council's Planning Instruments and related policies and regulations. Corporate Plan Strategies:- 1.1, 2.5, 4.3, 4.4, 4.6, 4.7, 4.8, 5.3, 7.1, 7.2, 7.3, 7.4, 7.9, 7.15, 7.16 and 7.17.	To provide information and pre- judgment advisory services for development inquiries. To prepare and issue Planning & Development Certificates with the information specified under the IPA.	Accurate and consistent advice provided in a timely and courteous manner. Certificates containing accurate and thorough information.	Yes	Yes	Requests for information and advice on Policy and procedures met in accordance with Council's adopted protocols. 90% of all Certificates processed within IPA timeframes.
2.3.3 Development Compliance and Governance	To ensure compliance with Council's Planning Instruments and Development Permits. Corporate Plan Strategies:- 1.1, 2.5, 4.4, 7.1, 7.2, 7.3, 7.4, 7.9, 7.15, 7.16 and 7.17.	To investigate possible breaches of the Planning Schemes, development approval conditions Building and Planning Legislation and applicable Local Laws, and carry out necessary enforcement	Development that is consistent with the Planning Schemes and existing approvals, Building and Planning legislation and applicable Local Laws.	Yes	Yes	All identified non-compliance issues are effectively resolved by negotiation, enforcement notices or legal action. 80% to be resolved without legal action.

2009/10		2009/10	
Revenue	Op. Exp.	Budget	Actual
12,267,000	1,990,000	12,571,000	12,571,000
		411,412	0

2009/10		2009/10	
Revenue	Op. Exp.	Budget	Actual
150,000	350,000	155,531	87,114
		0	0



2.3 DEVELOPMENT ASSESSMENT - PLANNING						
Service Area/Project	Outcomes	Strategies	Proposed Outputs	On Time	On Budget	Comments on Sept 09 Quarter
Development Compliance and Governance (Cont'd...)	To provide Building/Plumbing Governance services and administer relevant provisions of the Building Act and the Plumbing & Drainage Act.	action. Provide advice and carry out all appropriate governance responsibilities under the relevant building and plumbing/drainage legislation, and provide property information in relation to building and plumbing/drainage matters.	Efficient and effective management of all building governance issues.			Low level of complaints in respect of Building Governance matters



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SEPTEMBER 2009 QUARTER OPERATIONAL PLAN

2.4 URBAN RENEWAL AND ECONOMIC DEVELOPMENT						
Service Area/Project	Outcomes	Strategies	Proposed Outputs	On Time	On Budget	Comments on Sept 09 Quarter
2.4.1 City Centre Revitalisation Project	To facilitate the delivery of revitalisation initiatives in Mackay's Regional Centres.	<p>Pro-active coordination of Council projects related to implementation of the City Centre Revitalisation Strategy.</p> <p>A revitalised and active City Centre.</p> <p>A CBD conceptual plan for formal planning and development guidelines for new Town Planning Scheme.</p> <p>Place Management Plan developed for Sarina and Mirani town centres (staged).</p> <p>Developing and implementing economic development partnership projects.</p>	<p>Delivery of Council initiatives of the strategy in accordance with agreed timeframes.</p>	<p>Yes</p> <p>Yes</p> <p>Yes</p> <p>Yes</p> <p>Yes</p> <p>-</p> <p>Yes</p>	<p>Yes</p> <p>Yes</p> <p>Yes</p> <p>Yes</p> <p>Yes</p> <p>Yes</p> <p>Yes</p>	<ul style="list-style-type: none"> Economic Development Plan development- engagement processes and development of reference groups underway City Centre revitalisation promoted to local state and national audiences as part of ongoing process of citywide growth and change. Annual program of events and activities adds to city life and attracts visitors/residents to City Centre Appropriate commercial development attracted to City and town Centres including waterfront lifestyle, increased office space and additional main street commercial activity. Progressive refurbishment of City Heart continued in anticipation of major redesign by 2012. In accordance with Capital works program and to link with strategic planning including CBD LAP process Street signage upgrade program delivered in conjunction with Victoria Street West upgrade, major riverfront projects - while immediate signage needs for parking areas are being addressed, a strategic approach to CBD legibility is to be addressed in the CBD LAP process Mackay Economic Development Advisory Committee takes active role in



SEPTEMBER 2009 QUARTER OPERATIONAL PLAN

2.4 URBAN RENEWAL AND ECONOMIC DEVELOPMENT																
Service Area/Project	Outcomes	Strategies	Proposed Outputs	On Time	On Budget	Comments on Sept 09 Quarter										
City Centre Revitalisation Project (Cont'd...)						<p>promoting revitalisation and providing advice to Council.</p> <p>All items are on track – the program has transferred from Dev Services and there will be some LAP elements that are now handled through Strategic Planning with EC Dev program input</p> <p>Performance Measures are adequate but DCS and MED to review to offer readily quantifiable measures</p>										
2.4.2 Economic Development	To nurture a positive environment for Mackay region businesses and industries.	<p>In conjunction with other economic development agencies, develop and implement an Economic Development Plan which informs:-</p> <ul style="list-style-type: none"> • Appropriate infrastructure provision • The marketing of Mackay Region as a base for exports and a place to invest. • Council policy making to influence investment attraction. • Actively pursuing and investigating economic development for the City and other regional centres. • Monitoring and action as appropriate. <p>issues/opportunities as they arise as part of core business activity.</p> <p>Liaison with relevant organisations, agencies and individuals.</p>	<p>Recognition that Council has contributed positively to the economic environment of the City.</p> <p>Clarity on Council's broader role in Economic Development.</p> <p>Facilitation of Private Investment</p> <p>Access to current economic data to support funding application.</p>	<p>Yes</p> <p>Yes</p> <p>Yes</p> <p>Yes</p> <p>Yes</p> <p>Yes</p>	<p>Yes</p> <p>Yes</p> <p>Yes</p> <p>Yes</p> <p>Yes</p> <p>Yes</p>	<table border="1"> <thead> <tr> <th>2009/10 Budget</th> <th>2009/10 Actual</th> </tr> </thead> <tbody> <tr> <td>Revenue</td> <td>12,026,032</td> </tr> <tr> <td>Op. Exp.</td> <td>8,729,819</td> </tr> <tr> <td>Cap. Exp.</td> <td>176,046</td> </tr> <tr> <td></td> <td>15,726</td> </tr> </tbody> </table> <ul style="list-style-type: none"> • Growth in the industrial, commercial and retail sections. • Level of co-operation between Economic Development Agencies. Participation in RIAS, NBN project and in Regional EC DEV Forums • Level of private sector participation in Economic Development and Tourism Strategies. • Level of regional co-operation between Local Governments. • Participation levels in economic development & revitalisation partnership projects. • Economic and demographic data collection, interpretation, reporting. Profiles prepared for Mackay Region, Sarina and Pioneer Valley Baseline Economic Audits prepared for 	2009/10 Budget	2009/10 Actual	Revenue	12,026,032	Op. Exp.	8,729,819	Cap. Exp.	176,046		15,726
2009/10 Budget	2009/10 Actual															
Revenue	12,026,032															
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	15,726															



Mackay REGIONAL COUNCIL

SEPTEMBER 2009 QUARTER OPERATIONAL PLAN

2.4 URBAN RENEWAL AND ECONOMIC DEVELOPMENT																						
Service Area/Project (Cont'd...)	Outcomes	Strategies	Proposed Outputs	On Time	On Budget	Comments on Sept 09 Quarter																
2.4.3 Economic Contributions Sponsorship and Development	To provide contributions and sponsorship to organisations and events identified to contribute a positive impact on the economic development of the City and other regional centres.	Provision of contributions and general sponsorships, both financial and non-financial to the MVRREDC, Mackay Tourism Limited, Sarina and Pioneer Valley Tourism and Development Associations Specific purpose contributions to other agencies/businesses to facilitate economic development. Marketing industry/commercial capacity of Mackay Region and opportunities within the city and other regional centres.	Recognition of Mackay as the major support centre for the Bowen Basin. Participation and co-operation with other local governments for Regional Development. Encouraging Economic Development.	Yes	Yes	<ul style="list-style-type: none"> Pioneer Valley and Sarina Awareness of Mackay Region as a tourism and business destination. Sponsorships of MTL Participation in Investment Attraction events such as Old Regional Living Expo <p>All on track Performance Measures are adequate but DCS and MED to review to offer readily quantifiable measures</p> <table border="1" style="margin-left: 20px;"> <tr> <td>2009/10 Budget</td> <td>2009/10 Actual</td> </tr> <tr> <td>172,132</td> <td>104,453</td> </tr> <tr> <td>Op. Exp.</td> <td>284,935</td> </tr> <tr> <td>Cap. Exp.</td> <td>0</td> </tr> </table> <ul style="list-style-type: none"> Level of regional co-operation between Local and State Governments Awareness of Mackay region as a tourism and business destination. New Agreements negotiated for Mackay Tourism and REDC Economic Development Plan for regional townships – Economic Baseline Audits prepared for Pioneer Valley, Marian, Mirani and for Sarina Level of Contribution (Local and State) <p>All on track – Existing Performance Measures are adequate but DCS and MED to review to offer readily quantifiable measures</p> <table border="1" style="margin-left: 20px;"> <tr> <td>2009/10 Budget</td> <td>2009/10 Actual</td> </tr> <tr> <td>118,619</td> <td>118,619</td> </tr> <tr> <td>Op. Exp.</td> <td>799,259</td> </tr> <tr> <td>Cap. Exp.</td> <td>141,381</td> </tr> </table>	2009/10 Budget	2009/10 Actual	172,132	104,453	Op. Exp.	284,935	Cap. Exp.	0	2009/10 Budget	2009/10 Actual	118,619	118,619	Op. Exp.	799,259	Cap. Exp.	141,381
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SEPTEMBER 2009 QUARTER OPERATIONAL PLAN

2.5 HEALTH AND REGULATORY SERVICES						
Service Area/Project	Outcomes	Strategies	Proposed Outputs	On Time	On Budget	Comments on Sept 09 Quarter
2.5.1 Health Governance	<p>To manage Council's Health Governance responsibilities under the appropriate provisions of relevant state legislation and Council Local Laws.</p> <p>Support the community through proactive initiatives that promote community health, wellbeing and safety and minimise risks. (Corporate Plan Strategy 1.6)</p> <p>In line with state and local laws, regulate and provide relevant community health services. (Corporate Plan Strategy 1.15)</p> <p>Prepare to respond to natural disasters and other emergencies and engage in planning activities aimed at minimising the impact of such disasters on the community. (Corporate Plan Strategy 5.5)</p> <p>Provide professional, responsible, timely and accessible services to external and internal customers that reflect the values of the organisation. (Corporate Plan Strategy 7.2)</p> <p>Support innovation by implementing technologies that improve the way council conducts its business and manages its information and data. (Corporate Plan Strategy 7.7)</p> <p>Ensure the administration of the region is governed through open and transparent decision-making and reporting processes. (Corporate Plan Strategy 7.15)</p>	<p>Co-ordinate and carry out all appropriate responsibilities under the relevant health codes in terms of planning, licensing, inspections, approvals and advice.</p> <p>Consistent approach to health surveillance and enforcement activities across the Region.</p>	<p>Efficient and effective management of all Health Governance issues.</p> <p>Ongoing health surveillance across the Region.</p> <p>High level of compliance of licensed premises in accordance with the appropriate provisions of the relevant legislation.</p> <p>Provision of information in conjunction with health surveillance activities to assist compliance with relevant legislation.</p>	<p>Yes</p> <p>Yes</p> <p>Yes</p> <p>Yes</p>	<p>Yes</p> <p>Yes</p> <p>Yes</p> <p>Yes</p>	<ul style="list-style-type: none"> Ongoing inspections of licensed premises (152 food businesses - 25% of total of 559 premises) 535 Customer enquiries processed by Officers for Quarter. Fact Sheets and recommended Food Safety Handling Techniques provided to Licensees. Disaster Management - Health Sub Plan reviewed and updated as relevant.

	2009/10 Budget	2009/10 Actual
Revenue	(175,000)	(173,207)
Op. Exp.	1,492,121	317,503
Cap. Exp.	0	0



SEPTEMBER 2009 QUARTER OPERATIONAL PLAN

2.5 HEALTH AND REGULATORY SERVICES																		
Service Area/Project	Outcomes	Strategies	Proposed Outputs	On Time	On Budget	Comments on Sept 09 Quarter												
2.5.2 Disease Control	<p>To manage Council's Disease Control Program and Vector Control Management Plan. (Corporate Plan Strategy 1.15)</p> <p>To provide a level of control over nuisance species and vectors of medical importance sufficient to reduce vector borne disease in the Mackay region, ensuring all appropriate legislative responsibilities are adhered to. (Corporate Plan Strategy 1.6)</p>	<p>Delivery of service to the community utilizing an integrated vector management approach, including:</p> <ul style="list-style-type: none"> The provision of general information on personal protection, vector species, habitats and life cycle. Mosquito surveillance, larval sampling, identification of species, data recording and constant updates of treatment sites on the GIS system. Chemical control, biological control, environmental modification or a combination of these actions. Institute a climate of continual research and development and continuous improvement for the Vector Management Program. Reduce the incidence of nuisance and vector mosquitoes to an acceptable level within the Mackay region. 	<p>To improve the general management of the community diseases specifically concentrating on actual disease vectors.</p> <p>To raise the general community's disease resistance through appropriate education and training.</p> <p>Reduction in customer requests to a more acceptable level.</p> <p>Use the most effective equipment to control mosquitoes.</p>	<p>Yes</p> <p>Yes</p> <p>Yes</p> <p>Yes</p>	<p>Yes</p> <p>Yes</p> <p>Yes</p> <p>Yes</p>	<ul style="list-style-type: none"> 25 Customer Requests received and actioned. Weekly light trapping requests for September increased on 08/09 (trapping done September to May each year). 452 sites inspected - 186 sites treated (4,038 Ha). 63 Ross River virus notifications this session 08/09 (98 for last season 07/08). <table border="1" style="margin-left: auto; margin-right: auto;"> <tr> <td>2009/10 Budget</td> <td>2009/10 Actual</td> </tr> <tr> <td>Revenue</td> <td>18,000</td> </tr> <tr> <td>Op. Exp.</td> <td>488,000</td> </tr> <tr> <td>Cap. Exp.</td> <td>179,852</td> </tr> <tr> <td></td> <td>0</td> </tr> <tr> <td></td> <td>0</td> </tr> </table>	2009/10 Budget	2009/10 Actual	Revenue	18,000	Op. Exp.	488,000	Cap. Exp.	179,852		0		0
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Revenue	18,000																	
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Cap. Exp.	179,852																	
	0																	
	0																	
2.5.3 Local Law Operations	<p>To manage Council's Local Law Program efficiently and effectively including the enforcement of Council's regulating Parking and Off Street parking in a manner that meets public expectation.</p> <p>To carry out Council's obligations under the Local Laws, Transport Act and Regulation, SPER Act, noise regulations under the Environmental Protection Act, Water Act and the Local Government Act.</p>	<p>Facilitate animal licensing and registration through active day-to-day enforcement and through house-to-house survey program.</p> <p>Develop new Regulated Parking Strategy working in conjunction with Urban Renewal & Economic Development Program, targeting problem locations within the City Centre.</p> <p>Develop and use existing Council</p>	<p>Increase the number of dogs currently registered with Council and ensuring that people have obtained appropriate licences for their animals.</p> <p>Increase compliance of users of City Centre parking.</p> <p>Standardised correspondence to be produced through Pathways allowing officers to provide simple information to administration officers who would</p>	<p>No</p> <p>No</p> <p>Yes</p>	<p>Yes</p> <p>No</p> <p>Yes</p>	<ul style="list-style-type: none"> 893 customer requests received - 705 actioned/pending. 1825 Parking infringements issued. 78 responses to reports of straying cattle. 12,645 dogs registered to 30.09.09. Current review of allocation of required tasks to suit business demands and staff skills. Staff member to be trained in 												



SEPTEMBER 2009 QUARTER OPERATIONAL PLAN

2.5 HEALTH AND REGULATORY SERVICES																
Service Area/Project	Outcomes	Strategies	Proposed Outputs	On Time	On Budget	Comments on Sept 09 Quarter										
Local Law Operations (Cont'd.)	<p>(Corporate Plan Strategy 1.6) Promote the importance of responsible pet ownership strategies to the community. (Corporate Plan Strategy 1.14)</p> <p>Provide professional, responsible, timely and accessible services to external and internal customers. (Corporate Plan Strategy 7.2)</p>	<p>software to reduce office administration time for inspectors. Review animal control and overgrown allotments local laws to ensure compliance within tighter timeframes.</p>	<p>print that as 'batch' print jobs.</p>			<p>repairs/maintenance of parking machines to reduce costs and breakdowns.</p> <table border="1"> <thead> <tr> <th colspan="2">2009/10</th> </tr> <tr> <th>Budget</th> <th>Actual</th> </tr> </thead> <tbody> <tr> <td>Revenue</td> <td>11,031,315</td> </tr> <tr> <td>Op. Exp.</td> <td>1,133,271</td> </tr> <tr> <td>Cap. Exp.</td> <td>0</td> </tr> </tbody> </table>	2009/10		Budget	Actual	Revenue	11,031,315	Op. Exp.	1,133,271	Cap. Exp.	0
2009/10																
Budget	Actual															
Revenue	11,031,315															
Op. Exp.	1,133,271															
Cap. Exp.	0															
2.5.4 Pest Management	<p>To manage Council's Pest Management Plan ensuring all appropriate legislative responsibilities are undertaken. (Corporate Plan Strategy 1.15) In partnership with the community and external agencies, promote and support the preservation and enhancement of the natural environment. (Corporate Plan Strategy 3.1) Encourage environmental awareness by promoting activities and practices that support the region's environment. (Corporate Plan Strategy 3.2) Provide professional, responsible, timely and accessible services to external and internal customers. (Corporate Plan Strategy 7.2) Provide pest management staff with relevant learning and personal development opportunities to achieve stated strategic priorities and corporate objectives. (Corporate Plan Strategy 7.3)</p>	<p>Co-ordinate and carry out all appropriate responsibilities under the relevant Pest Management Codes including the control of declared plants and animal pests. Co-ordinate public education and awareness of weeds, pigs, wild dogs. Build partnerships with relevant stakeholders, including government agencies, businesses and landowners. Conduct Drum Muster program. Participate actively in the Mackay Regional Pest Management Group.</p>	<p>Increased community awareness of declared plants and animal pests. Reduction in quantity of plant and animal pests. Resource sharing days and projects.</p>	<p>Yes Yes Yes</p>	<p>Yes Yes Yes</p>	<ul style="list-style-type: none"> 46 customer requests for Declared Plant assistance. 48 customer requests for assistance with removal of Wild Dogs. All requests attended to within required period (1 month). Letters distributed to property owners in known bailing areas for annual bailing programme. Wild Dogs/Dingo Awareness session held at Eungella (7, 8 & 9 September). Work commenced on rehabilitation of De Moylens Lagoon Mirani. <table border="1"> <thead> <tr> <th colspan="2">2009/10</th> </tr> <tr> <th>Budget</th> <th>Actual</th> </tr> </thead> <tbody> <tr> <td>Revenue</td> <td>0</td> </tr> <tr> <td>Op. Exp.</td> <td>424,113</td> </tr> <tr> <td>Cap. Exp.</td> <td>0</td> </tr> </tbody> </table>	2009/10		Budget	Actual	Revenue	0	Op. Exp.	424,113	Cap. Exp.	0
2009/10																
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Mackay REGIONAL COUNCIL

SEPTEMBER 2009 QUARTER OPERATIONAL PLAN

2.5 HEALTH AND REGULATORY SERVICES																	
Service Area/Project	Outcomes	Strategies	Proposed Outputs	On Time	On Budget												
2.5.5 Health & Regulatory Education	<p>To develop and implement education strategies relating to Health, Environment, Disease Control and Local Laws issues.</p> <p>To contribute to building a safe, strong and self-reliant community. (Corporate Plan Objective 1.4)</p> <p>Support the community through proactive initiatives that promote community health, wellbeing and safety and minimise risks. (Corporate Plan Strategy 1.6)</p> <p>Promote the importance of responsible pet ownership strategies to the community (Corporate Plan Strategy 1.14)</p> <p>Provide professional, responsible, timely and accessible services to external and internal customers. (Corporate Plan Strategy 7.2)</p>	<p>The development of educational strategies to provide greater community awareness and compliance relating to:</p> <p>a) Food legislation and hygiene b) Mosquitoes and other vectors c) Nuisance and Local Law Issues d) Flammable and Combustible Liquids Regulation e) Animal ownership and responsibilities f) Pest Management & Control g) Environment</p>	<p>Greater level of awareness, compliance and acceptance of responsibility by businesses, residents, staff and community.</p>	Yes	Yes												
<p>Comments on Sept 09 Quarter</p> <ul style="list-style-type: none"> Review of existing Local Laws complete detailing suggested laws for repeal, review internally for currency and retention with draft model Local Laws Internal Working Group to review for discussion with King and Co and submission to Council. Food handling education sessions held with Community Groups/Staff Holders at Food and Wine Festival and Coal to Coast Festival. Conduct in-house animal management training for Local Laws officers. Safe Food Handling training conducted at Lindeman Island for staff. Coordinate 2 MARHAVOC meetings with officers from Queensland Health and Isaacs and Whitsunday Regional Council - draft Communication Plan on Dengue Management prepared. Coordinate training requirements for Program staff. Assisted in preparation of media releases on Program activities 																	
<table border="1"> <thead> <tr> <th></th> <th>2009/10 Budget</th> <th>2009/10 Actual</th> </tr> </thead> <tbody> <tr> <td>Revenue</td> <td>0</td> <td>0</td> </tr> <tr> <td>Op. Exp.</td> <td>170,148</td> <td>26,361</td> </tr> <tr> <td>Cap. Exp.</td> <td>0</td> <td>0</td> </tr> </tbody> </table>							2009/10 Budget	2009/10 Actual	Revenue	0	0	Op. Exp.	170,148	26,361	Cap. Exp.	0	0
	2009/10 Budget	2009/10 Actual															
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SEPTEMBER 2009 QUARTER OPERATIONAL PLAN

2.5 HEALTH AND REGULATORY SERVICES														
Service Area/Project	Outcomes	Strategies	Proposed Outputs	On Time	On Budget	Comments on Sept 09 Quarter								
2.5.7 Environmental Governance	<p>To carry out Council's obligations under the Environmental Protection Act 1994, associated Regulations, Policies and Integrated Planning Act 1997. (Corporate Plan Strategy 1.6 and 7.15)</p> <p>Encourage environmental awareness by promoting activities and practices that support the region's environment. (Corporate Plan Strategy 3.2)</p> <p>Support innovation by implementing technologies that improve the way environmental protection conducts its business and manages its information and data. (Corporate Plan Strategy 7.7)</p> <p>Provide professional, responsible, timely and accessible services to external and internal customers. (Corporate Plan Strategy 7.2)</p>	<p>Assessment, approval and monitoring of Environmentally Relevant Activities (ERAs), including investigation of complaints.</p> <p>Investigate commercial nuisance complaints.</p> <p>Advocate for improved environmental legislation that is consistent with Council's objectives.</p> <p>Ensure ERA information is available on Council's website.</p> <p>Corporate software to be used to its full potential to allow efficiency and productivity.</p>	<p>Efficient and effective management of all Environmental Governance issues.</p> <p>That activities which require a Development Approval and Registration Certificate, hold an Approval and Certificate according to EP Act and IPA process and are achieving compliance with Approval conditions.</p> <p>Greater level of awareness regarding environmental issues.</p>	<p>Yes</p> <p>Yes</p> <p>Yes</p>	<p>Yes</p> <p>Yes</p> <p>Yes</p>	<p>88 customer requests received and investigated.</p> <p>38 licensed businesses inspected on anniversary of renewal.</p> <p>Further development of use of portable laptop tablet for use at inspections.</p> <p>Noise monitoring equipment utilised response to noise complaints (6 sessions - barking dogs, commercial noise, pool pump)</p> <table border="1" style="margin-left: auto; margin-right: auto;"> <tr> <td>2009/10 Budget</td> <td>2009/10 Actual</td> </tr> <tr> <td>(274,000)</td> <td>132,011</td> </tr> <tr> <td>Op. Exp.</td> <td>14,125</td> </tr> <tr> <td>Cap. Exp.</td> <td>0</td> </tr> </table>	2009/10 Budget	2009/10 Actual	(274,000)	132,011	Op. Exp.	14,125	Cap. Exp.	0
2009/10 Budget	2009/10 Actual													
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Op. Exp.	14,125													
Cap. Exp.	0													



2.6 DEVELOPMENT ASSESSMENT - ENGINEERING						
Service Area/Project	Outcomes	Strategies	Proposed Outputs	On Time	On Budget	Comments on Sept 09 Quarter
2.6.1 Engineering	To ensure all development works are designed and constructed in accordance with Council's engineering requirements.	To assess the engineering aspects of Material Change of Use, Reconfiguration of a Lot and Operational Works applications and make decisions and/or recommendations to Council which are consistent with Council's planning policies and related standards, guidelines and specifications. To audit development construction works, in particular Council infrastructure, for compliance with approvals.	Reports, recommendations and/or decisions that are thorough, accurate and consistent. Liaison with Planning for consistency of planning and engineering conditions. High standard of construction works, in particular, Council infrastructure.	Yes	No	<ul style="list-style-type: none"> Conditions of recommendations or decisions are reasonable and relevant for the development and consistent with Council's requirements. 100% (target 95%) information requests issued within IPA timeframes. 100% (target 95%) applications decided within IPA timeframes on properly completed applications.

Revenue	1,600,000	253,848
Op. Exp.	1,505,104	817,655
Cap. Exp.	0	0
		0



SEPTEMBER 2009 QUARTER OPERATIONAL PLAN

3.1 CORPORATE SERVICES (MANAGEMENT)																		
Service Area/Project	Outcomes	Strategies	Proposed Outputs	On Time	On Budget	Comments on Sept 09 Quarter												
3.1.1 Department Management	<p>To provide leadership to, and management of, the Corporate Services Department.</p> <p>To provide a professional and timely Corporate Service to support all Departments to achieve Council service goals in an efficient and effective manner.</p> <p>Corporate Plan Objective 7, Strategies 7.1 and 7.2</p>	<p>Development and continuous improvement of management systems within the department, which both serve the department's needs and reflect a corporate view.</p> <p>Provision of direction to Program Managers and other staff to achieve established targets.</p> <p>Implementation of Operational Plan as it relates to the department.</p> <p>Provision of support for Committees associated with the department.</p> <p>Management of rehabilitation matters within the Department.</p> <p>Management of organisation-wide matters as they relate to the department, including Workplace Health and Safety, DDA Action Plan, Enterprise Bargaining, Continuous Improvement and Risk Management.</p>	<p>Effective and timely Agenda preparation, internal reporting, external correspondence and management of the Corporate Services department.</p>	<p>Yes</p> <p>Yes</p>	<p>Yes</p> <p>Yes</p>	<p>Timely monthly and quarterly management reports are produced.</p> <p>Currently a number of reviews are in progress as follows:-</p> <ul style="list-style-type: none"> • Corporate Services Benchmark Review • NCP Review • Waste Services – Public Benefit Assessment Re. Type II Business • Business Improvement Exercise <table border="1" style="margin-left: auto; margin-right: auto;"> <tr> <td>2009/10 Budget</td> <td>2009/10 Actual</td> </tr> <tr> <td>Revenue</td> <td>11</td> </tr> <tr> <td>Op Exp</td> <td>330,474</td> </tr> <tr> <td>Cap Exp</td> <td>81,532</td> </tr> <tr> <td></td> <td>11</td> </tr> <tr> <td></td> <td>11</td> </tr> </table>	2009/10 Budget	2009/10 Actual	Revenue	11	Op Exp	330,474	Cap Exp	81,532		11		11
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3.1.2 Sustainable Futures	<p>To assist towards enhancing and protecting the environmental aspects of the Region.</p> <p>(Corporate Plan Objective 3)</p>	<p>Ensure future sustainable practices are implemented within the Programs within the Department.</p>	<p>Implementation of future sustainable practices.</p>	<p>Yes</p>		<p>Sustainable Futures Committee and sub-committees are meeting regularly and consider a range of sustainability initiatives.</p>												
3.1.3 Community Plan	<p>To provide strategic input into the development of the Community Plan as it relates to the functions of the Corporate Services Department</p> <p>(Supports all Corporate Plan strategies)</p>	<p>Engage residents, business, staff and other stakeholders in the development of a long term community plan for the Mackay Regional Council area.</p>	<p>A long term community plan which encapsulates the future needs and aspirations of the Mackay Regional Council community.</p>	<p>Yes</p>		<p>Community Plan is in early stages of development.</p>												



SEPTEMBER 2009 QUARTER OPERATIONAL PLAN

3.2 HUMAN RESOURCES						
Service Area/Project	Outcomes	Strategies	Proposed Outputs	On Time	On Budget	Comments on Sept 09 Quarter
3.2.1 General Human Resources	<p>HR Governance & Process</p> <p>Develop integrated policies which results in process simplification (Corporate Plan Strategies 7.1 and 7.2)</p> <p>Develop integrated performance planning and review process (Corporate Plan Strategies 7.1 and 7.2)</p> <p>Establish a remuneration framework (Corporate Plan</p>	<p>Analysis of current policies to be undertaken.</p> <p>Development of policy framework and matrix which identify potential gaps and develop action plans.</p> <p>Extensive consultation with all key stakeholders.</p> <p>Implementation of new policies once approved by SLT/ Council.</p> <p>Comprehensive training program to educate and train employees on new policies.</p> <p>Integrated development & career planning. Development of talent pool and revised performance management process.</p> <p>Development of a succession planning matrix.</p> <p>Comprehensive training on succession planning matrix.</p> <p>Utilisation of HRIS to administer the succession planning matrix and provide key reports to management to assist with budgeting and future planning.</p> <p>Development of leadership discovery program</p> <p>Value creation drives remuneration</p>	<p>Consolidate, consistent and relevant HR policies, internal operating guidelines and procedures.</p> <p>Improved level of organisational level of performance, through increase in staff retention rates.</p> <p>Reduction in staff terminations.</p> <p>Increased awareness of individuals responsibility and expectations of them as MRC employees.</p> <p>Succession plans for all positions.</p> <p>Talent pool plan and management plans for identified talent.</p> <p>Improved retention in corporate knowledge.</p> <p>Increase in retention of key/ talented employees.</p> <p>Innovative succession planning matrix training program for all key opinion leaders.</p> <p>Review of remuneration for key/ hard to fill positions.</p>	<p>Yes</p> <p>No</p> <p>Yes</p> <p>Yes</p> <p>No</p>	<p>Yes</p> <p>Yes</p> <p>Yes</p> <p>Yes</p>	<p>The development of a comprehensive HR policy manual, providing suitable flexibility, efficiency and productivity deliverables, by 31 March 2010 is on target.</p> <p>Range of HR Policies finalised.</p> <p>Improved internal promotion statistics to be in place by 30 September 2009. New time frame 31 March 2010.</p> <p>Accurate and timely capture of training needs in HRIS to assist in both retention strategies and in budget development, is well advanced. Training additional staff in HRIS has now been completed, version 3 of KIOSK is due to be rolled out.</p> <p>Turnover to be reduced to <15% by the end of the financial year. Reduction in staff turnover in hard to fill positions. - statistics being developed.</p> <p>Improved remuneration framework which aids in retention/ attraction of staff. To</p>



SEPTEMBER 2009 QUARTER OPERATIONAL PLAN

3.2 HUMAN RESOURCES						
Service Area/Project	Outcomes	Strategies	Proposed Outputs	On Time	On Budget	Comments on Sept 09 Quarter
3.2.1 General Human Resources (Cont'd..)	Strategies 7.1 & 7.4, Objective 7) Cultural Change Development of vision and mission statements for the Human Resources Program (Corporate Plan Strategy 7.1 and 7.2)	Define Program Area vision and mission statements Prepare measurable key performance indicators for all areas within the Human Resources Program in accordance with the Operational Plan Define and implement leadership philosophy Comprehensive communication of outcomes versus proposed key performance indicators Monitor progress of in performance reviews/ development plans Develop sustainable human resources practices and procedures that build team morale and team work. Assist managers/ supervisors with comprehensive human resource management training. This will enable them to lead, control and manage their staff in a professional manner and in an environment which fosters personal development. Reinforce corporate plan and communicate this throughout the organisational. This involves breaking the plan into segments which are relevant, attainable and	Increased responsibility/ accountability to contribute to and achieve organisational outcomes Increased productivity as a result of clearly defined, attainable and measurable goals Improved work area morale and team work in order to achieve KPIs Improved customer focus and service levels to wider organisation Opportunities for all staff to attend seminars and workshops on team commitment and team building Opportunities for all supervisors and leaders to develop core human resource management skills Develop mediation skills in HR/ key management/ supervisory staff Develop and build on facilitation skills in HR/ key management/ supervisory staff Development of mediation workbook	No	Yes	be in place by 31 May 2010. Originally planned for 31 December 2009. Human Resources Program Area Business Plans to be completed by 31 December 2009. On hold due to NCP Review and Benchmarking Review. Updated statistics on:- - Reduction in informal workplace conflicts by 5% - Decrease in absenteeism - Decrease in Workcare - Decrease in Applications for stress leave - Increase in attendance at team building and seminars/workshops statistics still being developed.



3.2 HUMAN RESOURCES						
Service Area/Project	Outcomes	Strategies	Proposed Outputs	On Time	On Budget	Comments on Sept 09 Quarter
3.2.1 General Human Resources (Cont'd.)	<p>Management/ Supervisors need to lead by example; "walk the talk". The Human Resources Program need to support and advise these staff to deliver their outcomes.</p> <p>Define parameters of system including: access, location, security, archiving, relevancy, and maintenance of all employment related documentation.</p> <p>Review and consolidate the Human Resources electronic and hard copy records to Mackay Administration Building. Review workflows and job processes to ensure adequate record keeping.</p> <p>Appropriate training for Council staff in relation to new Certified Agreement.</p> <p>Relevant groups to be formed, in line with Mackay Regional Council Certified Agreement 2008.</p> <p>Develop succession planning guidelines and identify key roles. Identify employees who are at risk of exiting the organisation and develop appropriate succession</p> <p>Capability Development Provide an integrated human resources document control system which ensures accuracy and integrity of records (Corporate Plan Strategies 7.1 and 7.9)</p> <p>Ongoing implementation of Mackay Regional Council Certified Agreement 2008</p> <p>Implementation of LGEAG and new Training Committee, as required under 2008 Mackay Regional Council Certified Agreement.</p> <p>Development of Succession Planning/Talent Management Program (Corporate Plan Objective 7 and Strategy 7.3)</p>	<p>Management/ Supervisors need to lead by example; "walk the talk". The Human Resources Program need to support and advise these staff to deliver their outcomes.</p> <p>Define parameters of system including: access, location, security, archiving, relevancy, and maintenance of all employment related documentation.</p> <p>Review and consolidate the Human Resources electronic and hard copy records to Mackay Administration Building. Review workflows and job processes to ensure adequate record keeping.</p> <p>Appropriate training for Council staff in relation to new Certified Agreement.</p> <p>Relevant groups to be formed, in line with Mackay Regional Council Certified Agreement 2008.</p> <p>Develop succession planning guidelines and identify key roles. Identify employees who are at risk of exiting the organisation and develop appropriate succession</p>	<p>Opportunities for all staff to attend seminars and workshops on leadership</p> <p>Easily accessible data pertaining to employees, industrial issues and other human resources functions from all former Councils and the current MRC data.</p> <p>Accurate historical data in which to make informed recommendations and decisions of confidential information through defined controls</p> <p>Comprehensive training for management/supervisors on new Certified Agreement.</p> <p>Formation of the LGEAG/ Training Committee to ensure efficient and productive bargaining outcomes.</p> <p>Enhanced communication with the workforce.</p> <p>Succession Plans for all key positions.</p> <p>Talent Management Plans for identified talent.</p> <p>Improved retention of corporate</p>	<p>Yes</p> <p>Yes</p> <p>Yes</p> <p>Yes</p> <p>No</p> <p>Yes</p> <p>Yes</p> <p>No</p> <p>Yes</p>	<p>Yes</p> <p>Yes</p> <p>Yes</p> <p>Yes</p> <p>Yes</p> <p>Yes</p> <p>Yes</p> <p>Yes</p> <p>Yes</p>	<p>Supervisors/Management accountability and responsibility for human resource management are included in Management Performance KPIs.</p> <p>Integrated document control and personnel filing system in place. Records audit on all organisation personnel files to ensure all documentation has been recorded, i.e. now paperless – ongoing.</p> <p>Six monthly audit on personnel filing system planned.</p> <p>Monthly report initiated to identify any confidentiality breaches – no breaches noted.</p> <p>Conditions complied with. Training not complete for management/supervisors on new Certified Agreement.</p> <p>Meetings held in line with Mackay Regional Council 2008 Certified Agreement. To date, 4 LGEAG meetings have successfully been held.</p> <p>Minutes communicated to the work force within one week of the meeting. Improved internal promotion statistics to be in place by 31 March 2010. Previously planned for 30 September 2009</p> <p>Capture of training needs in HRIS to</p>



3.2 HUMAN RESOURCES						
Service Area/Project	Outcomes	Strategies	Proposed Outputs	On Time	On Budget	Comments on Sept 09 Quarter
3.2.1 General Human Resources (Cont'd.)	<p>Develop talent management guidelines. Train management on the use of the program.</p> <p>Utilise HRIS to administer program</p> <p>Form working group to determine appropriate content and structure of inductions.</p> <p>Develop new management/supervisor Induction Program.</p> <p>Review Exit Interview Process.</p> <p>Develop new Exit Interview process and internal operating guideline.</p> <p>Implement new process and train key personnel.</p> <p>Review current system and work with key stakeholders on key issues.</p> <p>Review best practice systems</p> <p>Develop new system</p> <p>Implement new system</p> <p>Develop performance appraisal policy and internal operating guideline</p>	<p>plans.</p> <p>Develop talent management guidelines. Train management on the use of the program.</p> <p>Utilise HRIS to administer program</p> <p>Form working group to determine appropriate content and structure of inductions.</p> <p>Develop new management/supervisor Induction Program.</p> <p>Review Exit Interview Process.</p> <p>Develop new Exit Interview process and internal operating guideline.</p> <p>Implement new process and train key personnel.</p> <p>Review current system and work with key stakeholders on key issues.</p> <p>Review best practice systems</p> <p>Develop new system</p> <p>Implement new system</p> <p>Develop performance appraisal policy and internal operating guideline</p>	<p>knowledge.</p> <p>Improved retention of talented employees</p> <p>Consistent induction and orientation program across workites relevant to level of appointment.</p> <p>Improved retention of new employees.</p> <p>Improved efficiency of new supervisory and management staff.</p> <p>Capture of allocated assets to ensure recovery</p> <p>Capturing exit data to steer HR retention strategy</p> <p>Provide timely report to Management on concerns raised for continuous improvement</p> <p>Timely identification of training requirements</p> <p>Improved communication between employees and management</p> <p>Improved workplace culture</p> <p>A system that is linked to the succession planning matrix and organisational training needs</p>	<p>assist in budget development in place by 30 June 2010 - on target.</p> <p>Yes</p> <p>Yes</p> <p>No</p> <p>Yes</p> <p>Yes</p> <p>No</p> <p>Yes</p>	<p>Yes</p> <p>Yes</p> <p>Yes</p> <p>Yes</p> <p>Yes</p> <p>Yes</p> <p>Yes</p>	<p>A best practice induction program for all MRC employees in place by 31 July 2009. Continues to be fine tuned.</p> <p>A best practice induction program for all new Supervisory / Management employees by 31 July 2009. Continues to be fine tuned.</p> <p>A best practice contractor induction program for all contractors to MRC by 31 July 2009. Continues to be fine tuned. Significantly more work to be completed.</p> <p>A best practice exit interview process, policy and internal operating guidelines in place by 31 October 2009. This process has been implemented by HR Recruitment Team.</p> <p>Improved ownership, acceptance and use of performance review and planning process in place by 31 March 2010. Previously November 2009.</p>



SEPTEMBER 2009 QUARTER OPERATIONAL PLAN

3.2 HUMAN RESOURCES						
Service Area/Project	Outcomes	Strategies	Proposed Outputs	On Time	On Budget	Comments on Sept 09 Quarter
3.2.1 General Human Resources (Cont'd.)	<p>Developed measurable workforce statistics to support MRC decision making and policy direction (Corporate Plan Objective 7 and Strategies 7.1 and 7.9)</p> <p>Improved decision making through the use of accurate and timely human resources data (Corporate Plan Objective 7 and Strategy 7.9)</p> <p>Continuous improvement of Council's human resources information system to create processing and decision making efficiencies. (Corporate Plan Objective 7, and Strategies 7.2 and 7.9)</p>	<p>Develop Council sponsored training and development, policy and internal operating guideline</p> <p>Review and develop competency based progressions</p> <p>Define Human Resource reports and improve the process, use and quality of organisational information.</p> <p>Develop reporting template for monthly, quarterly, annual reporting.</p> <p>Capture data to provide statistical information in reports.</p> <p>Revise data entry processes and systems to ensure timely and accurate capture of data.</p> <p>Reduce risks associated with reliance on customised reports by using standard reports where possible.</p> <p>Eventual access permissions for management and training in report writing.</p> <p>Upgrade to 7.1.17.</p> <p>Comprehensive training on HRIS and development of procedure manuals.</p> <p>Implementation of e-recruitment system</p> <p>Implementation of employee self service Kiosk.</p> <p>Training for all end users and</p>	<p>analysis</p> <p>Workforce analysis to feed into annual planning cycle for Council's Operational Plan as well as long term Corporate Plan.</p> <p>Greater ability to access data by management staff in order to make informed decisions.</p> <p>Increased system capacity.</p> <p>Reduced manual data entry.</p> <p>Reduced employee queries.</p> <p>Increased availability of timely and accurate HR information.</p> <p>Increased capacity of all staff utilising HRIS.</p>	<p>Yes</p> <p>Yes</p> <p>No</p> <p>Yes</p>	<p>Yes</p> <p>Yes</p> <p>Yes</p>	<p>Regular and accurate workforce statistics for decision making and policy direction continues to be developed.</p> <p>Increased reporting capability of CHRIS21 system in order to meet management needs in place by the end of October 2009. Although progressing there is still a significant amount of work required. New target 31 March 2010.</p> <p>Up-to-date HRIS delivering on outcomes and providing increased efficiencies in all transactions. Continue to enhance reporting throughout the financial year.</p>



3.2 HUMAN RESOURCES						
Service Area/Project	Outcomes	Strategies	Proposed Outputs	On Time	On Budget	Comments on Sept 09 Quarter
3.2.1 General Human Resources (Cont'd...)	Continued support and direction from council to provide safe and healthy workplaces thereby ensuring the safety of staff, contractors and members of the public are priority Improved resource allocation of the injury management function. (Corporate Plan Strategy 7.4)	procedure manuals developed. Utilisation/customisation of HRIS to provide accurate statistics and key management reports. Develop and provide WH&S instruction and training in support of WH&S injury prevention and management. Foster management of WH&S costs by those using the goods and services. Development of WH&S component of the Integrated Management System providing staff with access to their WH&S guidelines and procedures. Develop and implement workplace based rehabilitation strategies including improved early contact procedures and timely submission of claims. Monitoring of progress and recovery. Ensuring Local Government WorkCare is provided with all relevant case notes. Develop sustainable and productive stakeholder relationships with management and health practitioners. Develop responsible return to work policies in accordance with Legislation Assign WHSO's to the five	Improved WH&S records management and provision of WH&S data. Injury management process (including incident investigation) integrated into Program delivery. Program involvement in effective investigation of incidents, identifying cause and recommending corrective actions. Continued effective rehabilitation and compensation management. Program management of personal safety items. WH&S information available from the intranet. Expeditious return to work of injured employees. Accurate records of contact with injured employees. Improved participation in the rehabilitation process by management and health professionals. Legislative compliant and best practice return to work and rehabilitation program.	No Yes Yes Yes Yes	Yes Yes Yes Yes	Injury rehabilitation, asbestos management risk management and noise management guidelines released and available on the intranet by end of August 2009. Still being developed. New target date end February 2010. Expeditious return to work of injured employees occurring. Accurate records of contact with injured employees occurring. Improved participation in the rehabilitation process by management and health professionals occurring. Legislative compliant and best practice return to work and rehabilitation program occurring.

	2009/10 Budget	2009/10 Actual
Revenue	129,061	129,061
Op Exp	1,311,975	258,028
Cap Exp	0	0



SEPTEMBER 2009 QUARTER OPERATIONAL PLAN

3.2 HUMAN RESOURCES																		
Service Area/Project	Outcomes	Strategies	Proposed Outputs	On Time	On Budget	Comments on Sept 09 Quarter												
3.2.2	Align current educational opportunities with long-term Council recruitment strategies including work experience for tertiary studies, scholarships, cadetships, graduate program, community jobs project (Corporate Plan Objective 7 and Strategy 7.3) Implementation of MRC Organisational Training Needs Analysis process (Corporate Plan Objective 7 and Strategy 7.3)	portfolio areas. Review previous programs. Development of training needs analysis matrix to identify current and potential gaps and to assist with budgeting process. Develop a document/strategy to capture TNA for each position in conjunction with management and supervisors. Development and utilisation of succession planning matrix to develop development plans and to assist with budgeting. Implementation of a training calendar on the intranet. Development and implementation of online training. Development of mentoring program.	Revised programs promoted as a key attraction strategy for professional appointments in skill shortage areas. Capture of organisational training requirements within HRIS. Improved capacity to budget accurately. Improved ability to identify compulsory/ essential training, personal development opportunities and succession planning. Improved cost efficiencies in organisational training across the organisation.	Yes Yes No Yes Yes Yes	Yes Yes Yes Yes Yes Yes	Implemented best practice graduate program providing relevant training by 30 November 2009. There are 12 participants from 9 different Programs of Council. There are a series of 5 training sessions sourced through LSA which have occurred. Future appropriate training planned for 2010. Reviewed and improved scholarship, work experience, cadetship programs by 31 May 2010. On target. Annual MRC Training Needs Analysis document prepared by 31 January for inclusion in annual budget. Currently behind target. New target July 2010. Innovative performance management process and evaluation by 31 January 2010 on target. New Policy being developed. Increase in training requests are being handled electronically (intranet). Increase in usage of online training by 30 November 2009 is occurring. <table border="1"> <tr> <td></td> <td>2009/10</td> <td>2009/10</td> </tr> <tr> <td>Revenue</td> <td>(138,244)</td> <td>(138,211)</td> </tr> <tr> <td>Op Ex</td> <td>1,501,226</td> <td>1,515,514</td> </tr> <tr> <td>Cap Ex</td> <td>0</td> <td>0</td> </tr> </table>		2009/10	2009/10	Revenue	(138,244)	(138,211)	Op Ex	1,501,226	1,515,514	Cap Ex	0	0
	2009/10	2009/10																
Revenue	(138,244)	(138,211)																
Op Ex	1,501,226	1,515,514																
Cap Ex	0	0																
3.2.3	Ensure all trainees and apprentices receive quality training through mentorship, coaching and achievable training plans (Corporate Plan Objective 7 and Strategy 7.3)	Trainees and apprentices to have clear reporting relationships and a delegated mentor. Mentor's to be trained in mentorship.	Improve trainee and apprentice retention. Traineeships and apprenticeships are being completed within or before specified timeframes.	Yes Yes	Yes Yes	More skilled and qualified members of the community available for employment at the end of traineeship. Most trainees have picked up permanent employment. Higher skill and performance levels within the existing workforce is occurring.												



SEPTEMBER 2009 QUARTER OPERATIONAL PLAN

3.2 HUMAN RESOURCES						
Service Area/Project	Outcomes	Strategies	Proposed Outputs	On Time	On Budget	Comments on Sept 09 Quarter
Trainees (Cont'd...)	Tailored induction program for trainees to be delivered upon induction and at 9 months of employment (Corporate Plan Objective 7 and Strategy 7.3)	Close monitoring of training plans to ensure competencies are being achieved within acceptable timeframes. Induction program to include: study skills, training plans, conflict management and code of conduct. 9 month program will cover resumes, how to write key selection criteria's, self canvassing, detailed cover letters and interview techniques.	Improve retention through progress reports on competencies. Improve retention by providing ongoing development support. Maximise employment opportunities for all existing trainees and apprentices. Find additional funding to increase trainee intake for 08/10.	Yes	Yes	Traineeship requests lodged with LGAQ in July, 28 trainees confirmed. Increased internal and external employment ratios of trainees upon completion of traineeship and/or apprenticeship. Internal trainees - aim to employ 40% internally. Closer to 70% employed.
	Seek new funding for trainee and apprenticeship incentives (Corporate Plan Objective 7 and Strategies 7.1 and 7.3)	Extensively research Commonwealth and State initiatives - discuss funding opportunities with other Council's.	Improve trainee and apprentice retention, and a reduction in trainee related issues.	Yes	Yes	
3.2.4 Pay and Benefits	Enhance trainee and apprentice recruitment and selection practices (Corporate Plan Objective 7 and Strategies 7.1 and 7.3)	Participate in local youth projects, including career events, youth week and school presentations. Apply literacy and numeracy testing, and other applicable assessments during the recruitment process.	Accurate and timely MRC organisational payroll data.	Yes	Yes	Established payroll interface with external workforce on a regular basis occurring through Depot visits on Thursdays.
	Continue full utilisation of HRIS more to improve efficiency and processes Implement "Kiosk" to all possible end users and develop procedure manual to aid with training (Corporate Plan Objective 7 and Strategy 7.9)	End-user training to be provided to employees unfamiliar with the CHRS21 system. Payroll workstation at Bedford Rd Depot Thursday mornings.	Improved relationships with external workforce.	Yes	Yes	Improved access to outdoor staff by regular attendance at respective depots is occurring as above.
	Trained Payroll Team (Corporate Plan Objective 7), Rotation of Payroll Team	Establishing workstations for use at Sarina and Mirani on Thursday afternoons. Develop and maintain a Procedures Manual.	Decreased lost time by external workforce visiting Mackay Administration Building. Enhanced payroll accuracy.	Yes	Yes	Reduction in misinformation about claiming for allowances. This is occurring. Reduction in payroll errors is occurring.
				Yes	Yes	

2009/10		2008/09	
Budget	Actual	Budget	Actual
Revenue	1624.710	1218.770	
Op. Exp.	818.203	209.837	
Cap. Exp.	0	0	



SEPTEMBER 2009 QUARTER OPERATIONAL PLAN

3.2 HUMAN RESOURCES																		
Service Area/Project	Outcomes	Strategies	Proposed Outputs	On Time	On Budget	Comments on Sept 09 Quarter												
Pay and Benefits (Cont'd...)	(Corporate Plan Objective 7), Regular Meetings with Input Operators (Corporate Plan Objective 7, Strategy 7.1)	Enable all team members to be multi skilled/ multi disciplined in all payroll functions. Problem solving and feedback from all operators.	Increased timesheet entry accuracy.	Yes	Yes	Payroll run time reduced and errors minimised is occurring. <table border="1" data-bbox="582 313 654 560"> <tr> <td colspan="2">2009/10</td> <td>2009/10</td> </tr> <tr> <td>Revenue</td> <td>Budget</td> <td>Actual</td> </tr> <tr> <td>Op. Exp.</td> <td>8,772,680</td> <td>112,294</td> </tr> <tr> <td>Cap. Exp.</td> <td>0</td> <td>0</td> </tr> </table>	2009/10		2009/10	Revenue	Budget	Actual	Op. Exp.	8,772,680	112,294	Cap. Exp.	0	0
2009/10		2009/10																
Revenue	Budget	Actual																
Op. Exp.	8,772,680	112,294																
Cap. Exp.	0	0																
3.2.5 Recruitment and Selection	Implement pre-employment medical assessments to ensure fitness for work and capacity to undertake position duties and responsibilities (Corporate Plan Objective 7 and Strategy 7.4) Ensure appropriate selection techniques are employed for vacant positions. (Corporate Plan Objective 7 and Strategy 7.1)	Develop working group to develop action plan to implement pre-placement medicals. Budget for program in 09/10 Seek advice from local medical practitioners. Review interview guide format and rating methodology. Provide behavioural interview training to panel members. Ensure panel members are representative of the program area where the vacancy exists. Utilise other suitable selection techniques relevant to job type. Comprehensive training on the recruitment process and development of recruitment internal operating guideline. Review contracts of employment. Introduction and implementation of in-house psychometric testing. Introduction and implementation of computer competency testing.	Reduced injuries caused by exacerbation of existing ailments. Improved selection decisions. Ability to manage restrictions once identified within the department or program. Improved protection for Council Educated selection decisions. Reduced turnover. Improved efficiency of the recruitment process.	Yes	Yes	Pre-employment medicals implemented 1 August 2009, has reduced greatly employment of staff with pre-existing conditions. Drug & Alcohol Policy and Internal Operating Guideline finalised within quarter. Policy now implemented. Comprehensive education and training on the Drug & Alcohol Policy and Internal Operating Guideline was rolled out to all staff during the quarter. <table border="1" data-bbox="949 313 1021 560"> <tr> <td colspan="2">2009/10</td> <td>2009/10</td> </tr> <tr> <td>Revenue</td> <td>Budget</td> <td>Actual</td> </tr> <tr> <td>Op. Exp.</td> <td>11,234</td> <td>137,700</td> </tr> <tr> <td>Cap. Exp.</td> <td>0</td> <td>0</td> </tr> </table>	2009/10		2009/10	Revenue	Budget	Actual	Op. Exp.	11,234	137,700	Cap. Exp.	0	0
2009/10		2009/10																
Revenue	Budget	Actual																
Op. Exp.	11,234	137,700																
Cap. Exp.	0	0																



Mackay
REGIONAL
COUNCIL

SEPTEMBER 2009 QUARTER OPERATIONAL PLAN

3.3 FINANCIAL SERVICES						
Service Area/Project	Outcomes	Strategies	Proposed Outputs	On Time	On Budget	Comments on Sept 09 Quarter
3.3.1 Administration & Operational Expenditure	<p>To provide a professional and timely Financial Services function to support all Departments to achieve Council service goals in an efficient and effective manner.</p> <p>To ensure that council receives the maximum return from its investments</p> <p>On-going development and increased understanding of the features and functionality of the Corporate Computer Software (GEAC Pathway, and Technology One's Finance One, Hansen and Chris HR) by Financial Services staff.</p> <p>Corporate Plan Strategies:- 7.2, 7.6, 7.7, 7.8, 7.9, 7.11, 7.12, 7.13, 7.15, 7.16, 7.18 & 7.19.</p>	<p>To ensure appropriate accounting procedures are in place for labour, plant and materials</p> <p>Co-ordinate quotes, evaluations and determine future interest profile and cash flow needs.</p> <p>To increase understanding of the features and functionality of the Corporate Computer System and co-ordinate upgrades.</p>	<p>Delivery of quality Financial Services to departments and programs.</p> <p>Appropriate level of financial operations to satisfy accounting standards.</p> <p>Timely completion and review of finance processes.</p> <p>Reduction in number and severity of audit issues.</p> <p>Ensuring that Council achieves a competitive return on investments</p> <p>Ensure effective implementation of software upgrades. Increase knowledge of new software</p>	<p>No</p> <p>Yes</p> <p>Yes</p> <p>Yes</p> <p>No</p>	<p>Yes</p> <p>Yes</p> <p>Yes</p> <p>Yes</p> <p>Yes</p>	<p>Service delivered to stakeholders in line with agreed Service Level agreements to 90% reliability. Service level agreement still being developed. Delayed by NCP review.</p> <p>Monthly Executive Financial Management Report completed and submitted to Council by the 4th week following end of month.</p> <p>Financial statements submitted to the Queensland Audit Office by 15 September, 2009.</p> <p>Efficient and effective use of Finance One software with 95% availability maintained during business hours.</p> <p>Investment Policy complied with in all respects. Refer Audit Report.</p>
3.3.2 National Competition Policy	<p>To develop National Competition Policy procedures and management practices that improve Council's efficiency and accountability, and to satisfy government guidelines.</p> <p>Corporate Plan Strategies:- 7.9, 7.11, 7.12, 7.15, 6.1 & 6.2.</p>	<p>Review of internal costing controls and procedures to accurately cost Council Business Unit functions. Update the performance measuring processes of the identified business activities.</p>	<p>Compliance with guidelines to ensure that available grants are received, improved operations, greater accountability, improved reporting.</p>	<p>Yes</p> <p>Yes</p> <p>Yes</p>	<p>Yes</p> <p>Yes</p> <p>Yes</p>	<p>No high risk compliance issues identified by the Queensland Competition Authority.</p> <p>Review of internal costing controls and procedures is currently underway with the aid of Orion Consulting.</p> <p>No high risk audit issues identified by the Queensland Audit Office.</p>

Revenue	2009/10 Budget	2009/10 Actual
Op. Exp.	(27,013,333)	(7,509,827)
Cap. Exp.	18,011,352	4,244,734
	0	0



SEPTEMBER 2009 QUARTER OPERATIONAL PLAN

3.3 FINANCIAL SERVICES																						
Service Area/Project	Outcomes	Strategies	Proposed Outputs	On Time	On Budget	Comments on Sept 09 Quarter																
National Competition Policy (Conrd.)				Yes		Annual Returns to Queensland Competition Authorities and Tax Equivalents Return completed within statutory timeframes. To occur December 2009.																
3.3.3 Debt Management	To provide availability to the cheapest funding for activities to be carried out in accordance with Council's Debt Management Policy. Corporate Plan Strategies:- 7.11 & 7.19	Implementation of loan program with council's debt management parameters.	Council's funds received at competitive prices. Borrowing is consistent with adopted Ten Year Strategic Financial Plan.	Yes	Yes	Loan approval documentation to be submitted by 31 March 2010. Borrowing Policy complied with in all respects. <table border="1" style="margin-left: 20px;"> <tr> <td colspan="2">2009/10 Budget</td> <td colspan="2">2009/10 Actual</td> </tr> <tr> <td>Revenue</td> <td>0</td> <td>0</td> <td>0</td> </tr> <tr> <td>Op. Exp.</td> <td>(13,464,135)</td> <td>(13,831,079)</td> <td>0</td> </tr> <tr> <td>Cap. Exp.</td> <td>0</td> <td>0</td> <td>0</td> </tr> </table>	2009/10 Budget		2009/10 Actual		Revenue	0	0	0	Op. Exp.	(13,464,135)	(13,831,079)	0	Cap. Exp.	0	0	0
2009/10 Budget		2009/10 Actual																				
Revenue	0	0	0																			
Op. Exp.	(13,464,135)	(13,831,079)	0																			
Cap. Exp.	0	0	0																			
3.3.4 Financial Support	Preparation of financial statements for Mackay Regional Council and Pioneer River Improvement Trust. To eliminate audit issues and potential audit issues. Corporate Plan Strategies:- 7.9, 7.11 & 7.15.	Preparation of Annual Financial Statements	Completion of financial statements. Reduction in number and severity of audit issues.	Yes	Yes	Financial statements completed and submitted to the Queensland Audit Office by 15 September, 2009. Unqualified audit report received from the Queensland Audit Office. <table border="1" style="margin-left: 20px;"> <tr> <td colspan="2">2009/10 Budget</td> <td colspan="2">2009/10 Actual</td> </tr> <tr> <td>Revenue</td> <td>11,345,251</td> <td>11,345,251</td> <td>0</td> </tr> <tr> <td>Op. Exp.</td> <td>(15,751,249)</td> <td>(15,751,249)</td> <td>0</td> </tr> <tr> <td>Cap. Exp.</td> <td>3,071,053</td> <td>659,307</td> <td>0</td> </tr> </table>	2009/10 Budget		2009/10 Actual		Revenue	11,345,251	11,345,251	0	Op. Exp.	(15,751,249)	(15,751,249)	0	Cap. Exp.	3,071,053	659,307	0
2009/10 Budget		2009/10 Actual																				
Revenue	11,345,251	11,345,251	0																			
Op. Exp.	(15,751,249)	(15,751,249)	0																			
Cap. Exp.	3,071,053	659,307	0																			
3.3.5 Business Support	To provide efficient and effective Business Support to the business units within council. To ensure Council is informed on any available funding sources that are consistent with Council's Corporate Plan.	Business support and preparation of monthly Performance Plan Reports for Mackay Convention and Entertainment Centre, Aquatic Centres and Commercial Services. Business unit support to other Programs of Council.	Effective financial support to Council's business units. Enhancement of level of Business unit support. Receipt of grants and subsidies for purposes consistent with the	Yes	Yes	Monthly Executive Financial Management Report completed and submitted to Council by the 4 th week following end of month. Returns and acquittals completed within designated timeframes with 95% reliability.																



3.3 FINANCIAL SERVICES						
Service Area/Project	Outcomes	Strategies	Proposed Outputs	On Time	On Budget	Comments on Sept 09 Quarter
Business Support (Cont'd...)	Corporate Plan Strategies:- 7.9, 7.11, 7.12 & 7.15.	Refer available funding opportunities to relevant departments. Manage the grants and subsidy acquittal process.	Corporate Plan. Timely completion of returns and acquittals	Yes	Yes	No high risk audit issues identified by the Queensland Audit Office.
3.3.6 Rates and Charges Income and Collection	To collect budgeted income of Council in conjunction with the Customer Service Centre, while maintaining an open and friendly interface with the public and to ensure that collection methods meet public expectations. To ensure efficient and effective collection of all rate and sundry debtor arrears. Corporate Plan Strategies:- 7.11 & 7.13 & 7.15 & 6.3.	Rates and charges will be levied and collected in a manner acceptable to council and its clients. Appropriate basis of Collection. Half Yearly Water Billing.	Receipt and recording of monies due to Council. Minimise Rate arrears. Effective water billing in line with Commercial Service's customer charter for customer satisfaction. Review of Council's Revenue Policy.	Yes Yes Yes Yes Yes	Yes Yes Yes Yes Yes	Water metering completed in accordance with the Water and Waste Services Performance Plan. Rate notices issued in accordance with agreed timeframes in Council's Revenue Policy/Statement. Rate Arrears to be no more than 5% rate revenue at 30 June, 2010. On target. No high risk audit issues identified by the Queensland Audit Office. Review of Council's Revenue Policy by 31 May, 2010.

2009/10	2009/10
Revenue	1,028,111,127
Op Ex	1,044,450,528
Cap Exp	155,562,000
	0



SEPTEMBER 2009 QUARTER OPERATIONAL PLAN

3.4. PROCUREMENT AND PLANT						
Service Area/Project	Outcomes	Strategies	Proposed Outputs	On Time	On Budget	Comments on Sept 09 Quarter
3.4.1 Procurement/Store	To provide administrative support for the Procurement & Stores functions (Corporate Plan Objective 7 and Strategy 7.1)	To provide a service to support the Procurement & Stores functions at the respective Council Depots. Establishment of a comprehensive stores management and distribution system and associated protocols. Provide Corporate Procurement support for high risk procurement. Implement a centralised purchasing section within Procurement and Plant.	Significantly improve the requirements from within the sections. Greater focus on service to Council operational sections, purchasing of goods and the management of a centralised stores function. Increased number of Standing Offer Arrangement Contracts currently required by Council. Effective and efficient Internal Stores Operations Business Unit. Improve compliance with Council purchasing policies and procedures. Improve Council's tendering and contract management processes	No Yes Yes Yes Yes Yes Yes	Yes Yes Yes Yes Yes Yes Yes	Services delivered to be in line with agreed service level agreements. Service level agreements on hold pending NCP review. An increasing level of application of purchasing procedures and SOA contracts through appropriate SOA training and appropriate review is occurring. Implementation of centralised purchasing section by 30 June 2010 currently being investigated. New stores at Mirani and Sarina operations commenced to compliment the Mackay Store. Increased usage of stock due to newly implemented stock feedback procedure. Increased number of contracts and consultancy requests performed due to the large number of projects. Staffing issues reduced progress on expenditure review during the quarter. Review has now recommenced.
3.4.2 Plant Operations	To provide a cost effective plant/fleet for Council operations (Corporate Plan Objective 7 and Strategy 7.1)	To efficiently manage the plant/fleet including establishing competitive hire rates and identifying plant maintenance requirements.	To maximise plant/fleet utilisation and to operate fleet/plant program to meet both maintenance and Capital construction needs.	Yes	Yes	Fleet utilisation reports provided monthly to operational programs with opportunities to review ownership or allocation.

	2009/10 Budget	2009/10 Actual
Revenue	0	0
Op. Exp.	1,000,000	206,113
Cap. Exp.	0	0



Mackay REGIONAL COUNCIL

SEPTEMBER 2009 QUARTER OPERATIONAL PLAN

3.4 PROCUREMENT AND PLANT																																																						
Service Area/Project	Outcomes	Strategies	Proposed Outputs	On Time	On Budget	Comments on Sept 09 Quarter																																																
3.4.3 Plant Purchase and Replacement Program	To continuously upgrade Council plant fleet (Corporate Plan Objective 7 and Strategy 7.1)	To upgrade in accordance with 10 year Plant replacement Strategic Financial Plan.	Effective and efficient Internal Plant Hire Business Unit.	Yes	Yes	<table border="1"> <tr> <td colspan="2">2009/10</td> <td colspan="2">2009/10</td> </tr> <tr> <td>Revenue</td> <td>12,296,755</td> <td>Budget</td> <td>1,218,013</td> </tr> <tr> <td>Op. Exp.</td> <td>8,111,148</td> <td>Actual</td> <td>2,152,572</td> </tr> <tr> <td>Cap. Exp.</td> <td>0</td> <td></td> <td>0</td> </tr> </table> <p>Service delivered to be in line with service level agreements. On hold pending NCP review.</p> <p>Replacement program on budget and ahead of schedule reducing maintenance and down time.</p> <table border="1"> <tr> <td colspan="2">2009/10</td> <td colspan="2">2009/10</td> </tr> <tr> <td>Revenue</td> <td>15,472,209</td> <td>Budget</td> <td>1,300,000</td> </tr> <tr> <td>Op. Exp.</td> <td>4,342,893</td> <td>Actual</td> <td>1,627,944</td> </tr> <tr> <td>Cap. Exp.</td> <td>0</td> <td></td> <td>0</td> </tr> </table> <p>Reduced down time, increased utilisation occurring.</p> <p>Service delivered to be in line with service level agreements. On hold pending NCP review.</p> <table border="1"> <tr> <td colspan="2">2009/10</td> <td colspan="2">2009/10</td> </tr> <tr> <td>Revenue</td> <td>11,874,220</td> <td>Budget</td> <td>454,000</td> </tr> <tr> <td>Op. Exp.</td> <td>2,418,114</td> <td>Actual</td> <td>611,752</td> </tr> <tr> <td>Cap. Exp.</td> <td>0</td> <td></td> <td>0</td> </tr> </table>	2009/10		2009/10		Revenue	12,296,755	Budget	1,218,013	Op. Exp.	8,111,148	Actual	2,152,572	Cap. Exp.	0		0	2009/10		2009/10		Revenue	15,472,209	Budget	1,300,000	Op. Exp.	4,342,893	Actual	1,627,944	Cap. Exp.	0		0	2009/10		2009/10		Revenue	11,874,220	Budget	454,000	Op. Exp.	2,418,114	Actual	611,752	Cap. Exp.	0		0
2009/10		2009/10																																																				
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Cap. Exp.	0		0																																																			
3.4.4 Workshop Operations	To provide workshop services to maintain Council's plant and fleet (Corporate Plan Objective 7 and Strategy 7.1)	To include appropriate maintenance, repairs and purchase of Council's plant and fleet.	Well maintained plant fleet appropriate to the needs of the organisation. Effective and efficient Internal Workshop Business Unit.	Yes	Yes	<table border="1"> <tr> <td colspan="2">2009/10</td> <td colspan="2">2009/10</td> </tr> <tr> <td>Revenue</td> <td>11,441,201</td> <td>Budget</td> <td>1,178,132</td> </tr> <tr> <td>Op. Exp.</td> <td>0</td> <td>Actual</td> <td>0</td> </tr> <tr> <td>Cap. Exp.</td> <td>220,446</td> <td></td> <td>14,907</td> </tr> </table> <p>Timely purchase of suitable equipment within one month of request.</p>	2009/10		2009/10		Revenue	11,441,201	Budget	1,178,132	Op. Exp.	0	Actual	0	Cap. Exp.	220,446		14,907																																
2009/10		2009/10																																																				
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Op. Exp.	0	Actual	0																																																			
Cap. Exp.	220,446		14,907																																																			
3.4.5 Corporate Furniture and Equipment	To ensure the Council workplace areas are furnished and equipped with relevant and workplace compliant items, as required for efficient operations (Corporate Plan Objective 7 and Strategy 7.1)	Purchase of appropriate furniture and (non-specialist) equipment for entirety of Council workplace operations.	Provision of furniture and equipment sufficient for the efficient operations of Council.	Yes	Yes	<table border="1"> <tr> <td colspan="2">2009/10</td> <td colspan="2">2009/10</td> </tr> <tr> <td>Revenue</td> <td>0</td> <td>Budget</td> <td>0</td> </tr> <tr> <td>Op. Exp.</td> <td>0</td> <td>Actual</td> <td>0</td> </tr> <tr> <td>Cap. Exp.</td> <td>0</td> <td></td> <td>0</td> </tr> </table>	2009/10		2009/10		Revenue	0	Budget	0	Op. Exp.	0	Actual	0	Cap. Exp.	0		0																																
2009/10		2009/10																																																				
Revenue	0	Budget	0																																																			
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Cap. Exp.	0		0																																																			



3.5 INFORMATION SERVICES						
Service Area/Project	Outcomes	Strategies	Proposed Outputs	On Time	On Budget	Comments on Sept 09 Quarter
3.5.1 I.T. Services	To provide a professional and timely Information Technology to support all Departments to achieve Council service goals in an efficient and effective manner. (Corporate plan strategies 7.2 & 7.6)	Provide IT support services by way of staff and equipment, including management of all computing facilities, whether hardware, software or network related. Provide telephone support services by way of staff, equipment and infrastructure. To increase the understanding of the features and functionality of the Databases systems and upgrades.	Maximise availability of computers to all users, provide a support service which satisfies customers needs in a timely manner. Implementation of sustainable and energy efficient computing equipment. Research on potential new technology. Delivery of a flexible and reliable phone system that meets the evolving needs of Council. Efficient and effective records service to the organisation as a whole.	Yes Yes Yes Yes Yes	Yes Yes Yes Yes Yes	IT support times broadly in line with SLAs but have been affected by jump in requests dues to office moves. IT Strategic Plan consultation largely complete. Final version to SLT in new year. 100% availability of telephone services this quarter. Reports to SLT on potential new technology. Databases audit report completed to expand databases features. Recommendations due before Christmas. Improvement of 5% on 2008 retrieval and delivery times – currently building statistics.
3.5.2 Geographic Information Systems Services	To provide a professional and timely GIS function to support all Departments to achieve Council service goals in an efficient and effective manner. (Corporate plan strategies 7.2 & 7.9) Provide a high level of service availability.	Provide geographic information services by way of specialist staff and specialist application software.	Provide an information resource, which satisfies customer needs in a timely manner. Develop and maintain a corporate data bank of Council's geographic information. Development of systems to deliver and maintain the corporate geographic information.	Yes Yes Yes	Yes Yes Yes	All collected data recorded within timelines specified by internal operating guidelines. Implementation of "image server" and web services completed this quarter. This will significantly improve performance. ArcGIS is on the latest version.

2009/10	2008/09
Budget	Actual
Revenue	1146,7541
Op. Exp.	1,410,0719
Cap. Exp.	308,000
	21,234



Mackay REGIONAL COUNCIL

SEPTEMBER 2009 QUARTER OPERATIONAL PLAN

3.5 INFORMATION SERVICES																		
Service Area/Project	Outcomes	Strategies	Proposed Outputs	On Time	On Budget	Comments on Sept 09 Quarter												
Systems Services (Cont'd...)	(Corporate plan strategy 7.2 & 7.6) Development and maintenance of geographic corporate information and systems to deliver that information as per corporate requirements. (Corporate plan strategy 7.9) Maintain rural road addressing. (Corporate plan strategy 2.5)	Allocate new numbers and/or replace missing Rural Road Addressing numbers.	Allocation of unique addresses and signposts will continue to benefit emergency services and routine activities based upon addressing.	No	Yes	All service level agreement targets met. Service level agreements on hold pending NCP review.												
3.5.3 Corporate Computing Systems	Develop, upgrade and enhance Council's Corporate Software Systems. (Corporate plan strategies 7.6 & 7.7)	Development of further integration between corporate software applications. Upgrades and enhancements to major Corporate Computing Systems such as FinanceOne, Pathway, Dataworks, Aurora, Hansen, HRIS and GIS computer systems. Implementation of Asset Management Systems. Offer sound business analysis services to Council in order to maximise investment in corporate systems.	Development of enhanced integration between corporate applications software (Pathway, DataWorks, Hansen, GIS, Finance One and CHRIS21) Ongoing upgrade of existing Corporate Computing Systems	Yes	Yes	Unique addresses for all properties within Mackay Region that ask for one is occurring. <table border="1" style="margin-left: auto; margin-right: auto;"> <tr> <td>2009/10 Revenue</td> <td>03,000</td> <td>2009/10 Budget</td> <td>14,417</td> </tr> <tr> <td>Op. Exp.</td> <td>330,356</td> <td>03/09/10</td> <td>6</td> </tr> <tr> <td>Cap. Exp.</td> <td>26,000</td> <td></td> <td></td> </tr> </table> Pathway, CHRIS, Hansen and Dataworks upgrades all performed this quarter. User ability to extract information and produce reports as requested with less reliance on IT staff, measurement by a 10% reduction in reporting support requests. Being achieved year to date 48 requests. (2008/09 = 126) Retirement of "Pathway Reporting" database. Replaced by "Corporate Reporting Services" which allows users to set up their own reporting schedules and get a report periodically ran and emailed automatically. Reduces pressure on IT support staff. Hansen 8 upgrade scoping report complete. Asset Management integration plan being formulated.	2009/10 Revenue	03,000	2009/10 Budget	14,417	Op. Exp.	330,356	03/09/10	6	Cap. Exp.	26,000		
2009/10 Revenue	03,000	2009/10 Budget	14,417															
Op. Exp.	330,356	03/09/10	6															
Cap. Exp.	26,000																	
Corporate Computing Systems (Cont'd...)			Improved use of Council's corporate systems.	Yes	Yes													



Mackay REGIONAL COUNCIL

SEPTEMBER 2009 QUARTER OPERATIONAL PLAN

3.5 INFORMATION SERVICES																						
Service Area/Project	Outcomes	Strategies	Proposed Outputs	On Time	On Budget	Comments on Sept 09 Quarter																
3.5.4 I.T. Development	Provide modern computing platform to allow users to make efficient use of Information Technology. (Corporate plan strategies 7.6 & 7.7) Development of new applications as required. (Corporate plan strategies 7.1 & 7.7)	Maintain a modern computing environment, including maintenance, upgrade and enhancements to Council information systems. Redevelopment of Server Room to latest data centre technology. Implementation of new technology as considered appropriate.	Provision of modern Information Technology platform, with users being confident they have the necessary IT tools to perform their allotted tasks. Ongoing research on new technology and its potential application.	Yes Yes Yes Yes	Yes Yes Yes Yes	Productivity gains and new users of Pathway, Hansen, Chris21, Finance One, GST etc is occurring. All budgeted non-strategic items delivered in 1 st quarter. Reports to SLT on potential new technology. No reports year to date. 1 unscheduled network outage of 50 mins this quarter. Office 2007 upgrades almost complete.																
						<table border="1"> <tr> <th colspan="2">2009/10</th> <th colspan="2">2008/09</th> </tr> <tr> <td>Revenue</td> <td>12,033,179</td> <td>Budget</td> <td>11,885,520</td> </tr> <tr> <td>Op. Exp.</td> <td>1,361,445</td> <td>Actual</td> <td>1,225,361</td> </tr> <tr> <td>Cap. Exp.</td> <td>1,128,783</td> <td></td> <td>294,608</td> </tr> </table>	2009/10		2008/09		Revenue	12,033,179	Budget	11,885,520	Op. Exp.	1,361,445	Actual	1,225,361	Cap. Exp.	1,128,783		294,608
2009/10		2008/09																				
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Cap. Exp.	1,128,783		294,608																			
3.5.5 Delivery of Corporate Information to the Internet	To enable the community and business to access relevant Corporate information to facilitate the planning and decision-making process. (Corporate plan strategies 7.2 & 7.7) To enable the community and business 24x7 access to relevant Corporate information.	Identify information within Council's Corporate Computing Systems, which is suitable and the delivery technology mature enough to allow for secure publication on the Internet. Provide for further development of ePathway, which will provide a suite of Council's services online, specifically the implementation of	Public access to relevant Corporate information via the Internet will reduce the number of face to face and telephone requests for the same information. Improve search engineering capability for the internet.	No No Yes	Yes Yes Yes	HAF eDA project delayed by LGAO. 20% reduction in the number of face to face and telephone requests for Corporate information that is available via the internet. Not yet measured. Rates and Property Enquiry modules implemented in test environment. This was scheduled this year, but won't go live until early 2010.																
						<table border="1"> <tr> <th colspan="2">2009/10</th> <th colspan="2">2008/09</th> </tr> <tr> <td>Revenue</td> <td>11,162,007</td> <td>Budget</td> <td>12,070,771</td> </tr> <tr> <td>Op. Exp.</td> <td>7,505</td> <td>Actual</td> <td>31</td> </tr> <tr> <td>Cap. Exp.</td> <td>3,333,986</td> <td></td> <td>320,001</td> </tr> </table>	2009/10		2008/09		Revenue	11,162,007	Budget	12,070,771	Op. Exp.	7,505	Actual	31	Cap. Exp.	3,333,986		320,001
2009/10		2008/09																				
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Op. Exp.	7,505	Actual	31																			
Cap. Exp.	3,333,986		320,001																			



SEPTEMBER 2009 QUARTER OPERATIONAL PLAN

3.5 INFORMATION SERVICES																										
Service Area/Project	Outcomes	Strategies	Proposed Outputs	On Time	On Budget	Comments on Sept 09 Quarter																				
(Cont'd...)	(Corporate plan strategy 7.2)	ePathway Licensing and Applications modules. Expansion of Online Services to include Mirani and Sarina regions	Expansion of Online Services to include Mirani and Sarina regions (ie for online payments, general application enquiries)	Yes	Yes	Increase of Council website usage by 5%. Rate certificate request for 2009 = 2420 compared with 800 in 2008. Customer requests = 941 compared with 360 in 2008. Reduce customer response time by >10%. Certificate requests now have 24 hour turnaround when lodged on internet. All services now cover Mackay, Mirani and Sarina equally.																				
3.5.6 Aerial Photography	To provide enhanced spatial information to support all areas of Council as per corporate informational requirements. (Corporate plan strategies 7.6 & 7.7) To enable community and business access to enhanced spatial information to support planning processes (Corporate plan strategies 7.6 & 7.7)	To provide up-to-date, high quality and detailed aerial photography of Mackay regional Area. To provide access to aerial photography via Council's geographic information system.	Updated spatial information for the whole Mackay Regional Council area to 0.5m pixel in rural areas and 0.1 in Sarina and Mackay Rural Areas. Provision of detailed, high quality spatial information via Council's GIS system. Implementation of digital terrain model data for coastal and riverine areas.	Yes	Yes	<table border="1" style="margin-left: auto; margin-right: auto;"> <thead> <tr> <th colspan="2">2009/10</th> <th colspan="2">2008/09</th> </tr> <tr> <th>Revenue</th> <th>Budget</th> <th>Revenue</th> <th>Actual</th> </tr> </thead> <tbody> <tr> <td>48,373</td> <td>48,373</td> <td>48,373</td> <td>48,373</td> </tr> <tr> <td>0</td> <td>0</td> <td>0</td> <td>0</td> </tr> <tr> <td>Exp. Exp.</td> <td>43,327</td> <td>43,327</td> <td>3,592</td> </tr> </tbody> </table> <p>Latest Aerial photography for region is in Council's possession. Loaded on to MILIS / MIMaps end of Nov. New version of MILIS / MIMAPS under development. To be released May 2010. Digital Elevation Modelling data in our possession. Loaded on to MILIS / MIMaps mid-December. 10% increase in the number of enquiries answered at the first point of contact. Anecdotal evidence from Call Centre Manager is that the number of queries being answered at first point of contact has increased. Measurement of statistics will be available on</p>	2009/10		2008/09		Revenue	Budget	Revenue	Actual	48,373	48,373	48,373	48,373	0	0	0	0	Exp. Exp.	43,327	43,327	3,592
2009/10		2008/09																								
Revenue	Budget	Revenue	Actual																							
48,373	48,373	48,373	48,373																							
0	0	0	0																							
Exp. Exp.	43,327	43,327	3,592																							



Mackay REGIONAL COUNCIL

SEPTEMBER 2009 QUARTER OPERATIONAL PLAN

3.5 INFORMATION SERVICES																					
Service Area/Project	Outcomes	Strategies	Proposed Outputs	On Time	On Budget	Comments on Sept 09 Quarter															
3.5.7 Intranet	To provide a corporate knowledge base that enables more customer enquiries to be answered at the first point of contact (Corporate plan strategies 7.1, 7.7 & 7.21)	The improvement of the new intranet and knowledgebase system that provides information and collaboration tools within Council Investigate other uses of Sharepoint (the web platform on which the intranet is developed).	Access to the relevant information will enable a measurable increase in the number of enquiries answered at the first point of contact and reduce the double handling of enquiries Implementation of Sharepoint services for other uses.	Yes	Yes	<p>implementation of new Call Centre – March 2010.</p> <p>50% increase in the amount, type and use of information being stored or shared on the intranet. 24% increase since April. 50% should be achieved by end of financial year.</p> <table border="1"> <tr> <td>Sharepoint</td> <td>Sharepoint</td> <td>Sharepoint</td> </tr> <tr> <td>Revenue</td> <td>Budget</td> <td>Actual</td> </tr> <tr> <td>0</td> <td>(115,021)</td> <td>(115,021)</td> </tr> <tr> <td>Cap. Exp.</td> <td>0</td> <td>0</td> </tr> <tr> <td>Cap. Exp.</td> <td>145,021</td> <td>145,021</td> </tr> </table> <p>Wiki knowledge base developed to replace existing fact sheets. Now in use across CSC.</p> <p>Team siles developed for "Rural Management Challenge Team" and "Business Improvement Team"</p> <p>Upgrade to Sharepoint Server expected in Jan 2010 which will add further functionality and speed.</p>	Sharepoint	Sharepoint	Sharepoint	Revenue	Budget	Actual	0	(115,021)	(115,021)	Cap. Exp.	0	0	Cap. Exp.	145,021	145,021
Sharepoint	Sharepoint	Sharepoint																			
Revenue	Budget	Actual																			
0	(115,021)	(115,021)																			
Cap. Exp.	0	0																			
Cap. Exp.	145,021	145,021																			



SEPTEMBER 2009 QUARTER OPERATIONAL PLAN

3.6 OFFICE OF THE CEO (MANAGEMENT)						
Service Area/Project	Outcomes	Strategies	Proposed Outputs	On Time	On Budget	Comments on Sept 09 Quarter
3.6.1 Corporate Leadership	To provide leadership and direction to the organisation of Council to implement the Corporate and Operational Plans Corporate Plan Objective 7	Monitor external factors affecting Local Government. Identify and implement organisational improvements to improve capacity and flexibility to deliver Corporate objectives. Co-ordinate preparation, implementation, review, monitoring and reporting against Operational Plan and Corporate Plan. Co-ordinate and lead Executive Team.	Ensure Council is briefed on contemporary issues affecting Local Government and that Mackay Region Provides input where appropriate. Organisational structure refined and strategies in place to encourage cost effective service delivery. Implementation of Operational Plan. Represent Council in relevant meetings/delegation with major stakeholders.	Yes Yes Yes	Yes Yes Yes	Regular reporting to Council on external factors that influence the Organisation through participation and submissions. Monthly reports on progress of Operational and Corporate Plan implementation. Annual Report on Organisation achievements for the year ended 30 June 2010, by 31 August 2010

Revenue	2009/10 Budget	2009/10 Actual
Op. Exp.	451,223	115,486
Cap. Exp.	0	0



3.7 INTERNAL AUDIT						
Service Area/Project	Outcomes	Strategies	Proposed Outputs	On Time	On Budget	Comments on Sept 09 Quarter
3.7.1 Internal Audit	To maintain an Audit Committee and internal audit function within Council. Corporate Plan Strategies:- 7.7, 7.8, 7.9, 7.11, 7.12, 7.15, 7.17, 7.18 & 7.21	Periodic meetings in accordance with policy. Implementation of Audit Program to monitor compliance, identify and encourage improvement.	Systematic review and continuous improvement of Council's internal control and management systems. Identification of areas for policy, process and compliance improvement.	Yes	Yes	<p>1. Strategic Audit Plan in place by 31 July 2009 – Plans were adopted in late June 2009.</p> <p>2. Annual Audit Plan completed as documented with 90% reliability – Adopted 25.11.2009.</p> <p>3. Audit Committee to meet at least four times each financial year – Special Audit Committee Meeting held to review financial statements on 18.11.2009 and further meeting held 03.12.2009.</p>

	2009/10 Budget	2009/10 Actual
Revenue	0	0
Op. Exp.	200,873	20,313
Cap. Exp.	0	0



3.8 ASSET MANAGEMENT																										
Service Area/Project	Outcomes	Strategies	Proposed Outputs	On Time	On Budget	Comments on Sept 09 Quarter																				
3.8.1 Asset Management	<p>Establish long term asset management plans to improve and maintain service to the community.</p> <p>Establish and maintain accurate records of Council's infrastructure assets.</p> <p>Develop and implement cost effective strategies for management of assets.</p> <p>Corporate Plan Strategies:- 7.7, 7.11, 7.12, 7.15, 7.16, 7.17, 7.18, 7.19, 6.1, 6.2, 6.6, 5.1, 5.2, 5.6, 5.8, 4.2, 3.6 & 1.4.</p>	<p>Maintenance of databases and graphical information for infrastructure for accounting, asset management and operational purposes.</p> <p>Co-ordinate the collection data on type, location and condition of various infrastructure assets and inclusion into databases for access via GIS.</p>	<p>Improved asset management practices with resultant long-term efficiencies.</p> <p>Reliable information on assets readily available to all employees using the GIS for operational and public use, including financial requirements.</p>	<p>Yes</p> <p>No</p> <p>Yes</p> <p>Yes</p>	<p>Yes</p> <p>Yes</p> <p>Yes</p> <p>Yes</p>	<p>Asset Management Plan completed by 31 March, 2010. – On target to date</p> <p>Asset Management Action Plan completed by 30 September, 2009. – Documents completed by Morrison Low and working towards internal action phase.</p> <p>Major Project Prioritisation Tool completed for testing 20 September, 2009.</p> <p>No High Risk audit issues identified by Queensland Audit Office. – On target to date</p> <table border="1" style="float: right; margin-top: 10px;"> <thead> <tr> <th colspan="2">2009/10</th> <th colspan="2">2008/09</th> </tr> <tr> <th>Budget</th> <th>Actual</th> <th>Budget</th> <th>Actual</th> </tr> </thead> <tbody> <tr> <td>1,000,000</td> <td>1,000,000</td> <td>1,000,000</td> <td>1,000,000</td> </tr> <tr> <td>On Exp.</td> <td>751,242</td> <td>751,242</td> <td>751,242</td> </tr> <tr> <td>Cap Exp.</td> <td>0</td> <td>0</td> <td>0</td> </tr> </tbody> </table>	2009/10		2008/09		Budget	Actual	Budget	Actual	1,000,000	1,000,000	1,000,000	1,000,000	On Exp.	751,242	751,242	751,242	Cap Exp.	0	0	0
2009/10		2008/09																								
Budget	Actual	Budget	Actual																							
1,000,000	1,000,000	1,000,000	1,000,000																							
On Exp.	751,242	751,242	751,242																							
Cap Exp.	0	0	0																							



3.9 CUSTOMER SERVICES						
Service Area/Project	Outcomes	Strategies	Proposed Outputs	On Time	On Budget	Comments on Sept 09 Quarter
3.9.1 Customer Services Centre and Call Centre	<p>To deliver effective and efficient customer services which exceed customer expectations</p> <p>(Corporate Plan Strategies 7.1, 7.2 and 7.9)</p> <p>To provide equity of access to timely and affordable services</p> <p>(Corporate Plan Strategies 7.1 and 7.2)</p> <p>To generate positive perceptions of service quality, customer value and positive word of mouth</p> <p>(Corporate Plan Strategies 7.1, 7.2 and 7.14)</p> <p>To ensure successful business performance</p> <p>(Corporate Plan Strategies 7.6 and 7.15)</p> <p>To develop positive relationships with our customers</p> <p>(Corporate Plan Strategies 7.1 and 7.2)</p> <p>To develop a service-oriented climate of customer service excellence</p> <p>(Corporate Plan Strategies 7.1 and 7.2)</p>	<ul style="list-style-type: none"> Develop a shared Vision for the program Promote innovative service leadership and management practices Promote the development of a customer-centric culture in the program, where we listen to voice of the customer by actively seeking feedback Build our knowledge of our customers by identifying customer segments, requirements and future needs Apply progressive human resource practices, including access to specialised learning and development opportunities and focus on work-life balance Develop innovative service encounter practices, including reviewing customer contact/access channels Empower employees to build customer relationships and satisfy our customers by delivering valued solutions. Customer Service Reference Group continuing. Foster a culture around exceeding customer expectations as the way we do business Continuously review and enhance service systems Support innovation by implementing technologies that improve the way the 	<ul style="list-style-type: none"> Business Plan, incorporating Vision and Values Refreshed customer satisfaction research program Contribute to the delivery of the Community Attitude Survey Review of Customer Service access points Contribute to the creation of community hubs as a place of customer interaction Development of a Customer Service Charter Provision of readily accessible information, delivered in a consistent, timely and efficient manner Timely and effective management of service requests Accurate receipt of Council monies Implementation of the International Customer Service Standard framework. Customer Service Reference Group to review proposed Customer Service Improvement Initiative. 	<p>No</p> <p>No</p> <p>Yes</p> <p>No</p> <p>Yes</p> <p>No</p> <p>Yes</p> <p>No</p> <p>Yes</p> <p>Yes</p> <p>Yes</p>	<p>Yes</p>	<ul style="list-style-type: none"> Internal service delivery to be in line with Service Level Agreements. Service Level Agreements currently on hold pending NCP review. 80% of calls answered within 25 seconds. 85% calls answered in 25 seconds, with an average wait time of 59.33 seconds 7% or less call abandonment rate. 3.33% abandon rate 80% of enquiries to Call Centre and Customer Service Centre retained and handled without the need for referral. 77% of calls handled without the need for referral. 95% accuracy for line of business referral in both Call Centre and Customer Service Centre. Achieved 95% of Service Requests closed on-time. 72% of requests closed on time. A Customer Liaison Officer will be appointed in November to oversee the follow-up of customer requests. 100% of payments processed accurately at point of entry. Achieved 100% rate of accuracy for information provided by and collected by the Customer Service Centre Achieved 90% or better customer satisfaction rating with services provided by the



3.9 CUSTOMER SERVICES																
Service Area/Project	Outcomes	Strategies	Proposed Outputs	On Time	On Budget	Comments on Sept 09 Quarter										
Customer Services Centre and Call Centre (Cont'd...)		<ul style="list-style-type: none"> program delivers its service On-going support of the Customer Service Reference Group 		Yes	Yes	<ul style="list-style-type: none"> Achieved Customer Service Reference Group to meet at least 4 times per year. On target. <table border="1"> <tr> <td>2009/10</td> <td>2009/11</td> </tr> <tr> <td>Actual</td> <td>Actual</td> </tr> <tr> <td>1,941,724</td> <td>1,941,724</td> </tr> <tr> <td>467,013</td> <td>467,013</td> </tr> <tr> <td>Cap. Exp.</td> <td>0</td> </tr> </table>	2009/10	2009/11	Actual	Actual	1,941,724	1,941,724	467,013	467,013	Cap. Exp.	0
2009/10	2009/11															
Actual	Actual															
1,941,724	1,941,724															
467,013	467,013															
Cap. Exp.	0															
3.9.2 Emergency After Hours and Water Monitoring Service	<p>Evaluation of the potential to establish a 24 x 7 customer service operation on a commercial basis as a means of facilitating growth and investment in the region</p> <p>(Corporate Plan Strategies 7.1 and 7.2)</p> <p>Provision of 24 x 7 customer services to support delivery outcomes identified in 3.9.1 above.</p> <p>(Corporate Plan Strategies 7.1 and 7.2)</p>	<ul style="list-style-type: none"> Evaluate service delivery options to diversify risk and ensure the viability of the proposal Investigate the potential application of shared services Develop a robust business case which compares options and models of service delivery Implementation of approved service delivery model 	<ul style="list-style-type: none"> Business case document Budget proposals and costings Detailed implementation plan and schedule 	<p>No</p> <p>Yes</p> <p>Yes</p> <p>N/A</p> <p>Yes</p> <p>No</p> <p>N/A</p>	<p>Yes</p> <p>Yes</p> <p>Yes</p> <p>N/A</p> <p>Yes</p> <p>Yes</p> <p>N/A</p>	<ul style="list-style-type: none"> Internal service delivery to be in line with Service Level Agreements. Service Level Agreements currently on hold pending NCP review. 80% of calls answered within 25 seconds. Achieved – 82% of calls answered in 25 seconds 7% or less call abandonment rate Achieved – abandonment rate of 4% 80% of enquiries to Call Centre and Customer Service Centre retained and handled without the need for referral. N/A – in-house after hours service not operational yet 95% accuracy for line of business referral in both Call Centre and Customer Service Centre. N/A – in-house after hours service not operational yet 95% of Service Requests closed on-time. 72% of requests closed on time. A Customer Liaison Officer will be appointed in November to oversee the follow-up of customer requests. 100% rate of accuracy for information provided by and 										



SEPTEMBER 2009 QUARTER OPERATIONAL PLAN

3.9 CUSTOMER SERVICES						
Service Area/Project	Outcomes	Strategies	Proposed Outputs	On Time	On Budget	Comments on Sept 09 Quarter
Emergency After Hours and Water Monitoring Service (Cont'd...)				Yes	Yes	collected by the Customer Service Centre ❖ N/A – in-house after hours service not operational yet • 90% or better customer satisfaction rating with services provided by the program. ❖ Achieved

	2009/10 Budget	2009/10 Actual
Revenue	0	0
Op. Exp.	147,031	33,150
Cap. Exp.	0	0



Mackay REGIONAL COUNCIL

SEPTEMBER 2009 QUARTER OPERATIONAL PLAN

3.10 CORPORATE COMMUNICATIONS														
Service Area/Project	Outcomes	Strategies	Proposed Outputs	On Time	On Budget	Comments on Sept 09 Quarter								
3.10.1 Corporate Communications and Operations	To maintain a regular and formal system of internal communications to influence awareness and promote cultural values amongst council staff (Corporate Plan strategies – 7.5, 7.8, 7.10, 7.14,7.19)	Staff provide input in compilation of monthly internal newsletter Grapevine. Monthly prizes awarded as part of internal newsletter to boost morale. Daily media monitoring of council-related news stories, issued to management team Weekly e-info snapshot issued to all staff following weekly council meeting. Develop consistent internal signage across council buildings. Corporate Communication staff to regularly attend monthly program managers meeting to identify communication issues	Increased awareness by staff and improved efficiencies in communication capabilities. Council staff will be better informed about the decisions of Council and feel more involved and aware of the functions of the organisation. Corporate Communications well placed to provide communications advice and assistance to all sectors of the Council on a variety of issues.	Yes Yes Yes Yes Yes Yes	Yes Yes Yes Yes Yes Yes	<ul style="list-style-type: none"> Grapevine internal newsletter produced for July, August, September – now extended to up to 16 pages. Comprehensive Media Monitoring service provided on every working day of the year. Presentations made to staff about results from Community Attitude Survey. Produced a special internal publication, distributed to all staff via Managers Distribution of weekly-e-news "Council Happenings" to staff from council meetings every Wednesday. Internal communication audit conducted – results delivered early November. Internal signage in place across council offices, including noticeboards 								
3.10.2 External Communications	Promote and support council's prominence in the community and media through a variety of communication, branding and marketing opportunities. (Corporate Plan – 1.1, 1.6, 2.7, 7.2, 7.9, 7.14, 7.20)	Issue news releases, letters of support and advertising campaigns during the year. Delivery of six bi-monthly council community newsletter <i>In Focus</i> . Production of council brochures and other marketing collateral.	Heightened awareness of Council's operations and initiatives. mitigation of negative coverage on Council, and informed public debate. Improved visual presence of	Yes Yes Yes Yes	Yes Yes Yes Yes	<table border="1"> <tr> <td>2009/10 Budget</td> <td>2009/10 Actual</td> </tr> <tr> <td>Revenue</td> <td>0 (123)</td> </tr> <tr> <td>Op. Exp.</td> <td>345,473 131,026</td> </tr> <tr> <td>Cap. Exp.</td> <td>0 0</td> </tr> </table> <ul style="list-style-type: none"> Continued uptake of most Media Releases 90% achieved. Attendance of media at Council functions, events, activities occurs. Release of Annual Report by Council, on target. Adopted 25.11.2009. Facilitated advertising campaigns for Festival of Arts. 	2009/10 Budget	2009/10 Actual	Revenue	0 (123)	Op. Exp.	345,473 131,026	Cap. Exp.	0 0
2009/10 Budget	2009/10 Actual													
Revenue	0 (123)													
Op. Exp.	345,473 131,026													
Cap. Exp.	0 0													



Mackay
REGIONAL
COUNCIL

SEPTEMBER 2009 QUARTER OPERATIONAL PLAN

3.10 CORPORATE COMMUNICATIONS						
Service Area/Project	Outcomes	Strategies	Proposed Outputs	On Time	On Budget	Comments on Sept 09 Quarter
External Communications (Cont'd...)	To support Council's Disaster Management Committee in times of natural disaster and manage the dissemination of public information to the community via media. (Corporate Plan – 5.5, 7.9)	Maintain strong council branding through the provision of a corporate visual standard. Continued development of corporate website, including presence of social networking sites (Facebook, Youtube and Twitter)	Council brand and a positive image within the community Stronger links to council corporate website.	Yes Yes Yes Yes Yes Yes	Yes Yes Yes Yes Yes Yes	<ul style="list-style-type: none"> A-Z Guide went to print for delivery in early October Consistent marketing of Council services – campaigns included MRF Open Day, removal of Pine Trees, opening of MMRP and community tours, delivery of Infocus. Launch of positive Community Attitude Survey results to public through TV/Radio campaign. Results published on website and several presentations conducted to internal staff and managers Council website averaging about 1.3 million hits per month July-Sept. council Twitter site operational within same day or 24 hours. All Media enquiries responded to Number of people registered with Council's social networking sites increased by 77% year to date. Installation of entrance signage commenced in late September.
3.10.5 Civic Hospitality	To acknowledge and celebrate our community's identity, spirit, patriotism, cohesion and achievements. (Corporate Plan – 1.1, 1.3)	Host citizenship ceremonies during the year. Conduct school visits to council on an as need basis. Civic Receptions staged at request of Mayor.	Increased acknowledgement of achievements of members in the community. Students informed on council issues and operations Civic recognition for special events and visits by delegates	Yes Yes Yes Yes	Yes Yes Yes Yes	<ul style="list-style-type: none"> Citizenship ceremony conducted at Old Town Hall. Mayoral welcomes and Civic Receptions hosted. Several school visits conducted during the September quarter. Annual advertising campaign for National Volunteers Week will occur.

2009/10		2009/11	
Revenue	Budget	Actual	
Op. Exp.	0	112,853	0
Cap. Exp.	0	94,653	0

2009/10		2009/11	
Revenue	Budget	Actual	
Op. Exp.	41,500	1,107	0
Cap. Exp.	0	0	0



SEPTEMBER 2009 QUARTER OPERATIONAL PLAN

3.10 CORPORATE COMMUNICATIONS						
Service Area/Project	Outcomes	Strategies	Proposed Outputs	On Time	On Budget	Comments on Sept 09 Quarter
3.10.7 Corporate Event Management	To strengthen community identity and foster positive relations between the community and council. (Corporate Plan – 1.3, 7.10, 7.20)	Australia Day celebrations staged across the region. Facilitate Anzac commemorations in conjunction with local RSL groups Promotion of Local Government Awareness Week, and other civic minded events requested by Mayor and councillors.	Opportunity for all residents to attend Australia Day community celebrations. Increased awareness of local government roles through Local Government Week. Community awareness of Council facilities and assets through the provision of corporate style events.	Yes Yes	Yes Yes	<ul style="list-style-type: none"> A 5% increase in participation of Australia Day events not yet occurred. Initial early planning for Australia Day commenced. Early promotion of Australia Day awards as part of Infocus newsletter in September.

Revenue	2009/10 Budget	2009/10 Actual
Op Ex	13,000	0
Cap Exp	11,000	0
		\$



3.11 GOVERNANCE						
Service Area/Project	Outcomes	Strategies	Proposed Outputs	On Time	On Budget	Comments on Sept 09 Quarter
3.11.1 Governance	To provide a professional and timely governance function to support operational departments to achieve Council service goals in an efficient and effective manner. Corporate Plan Strategies:- 7.17, 7.21, 6.6, 5.4, 5.8 & 3.5	Provision of administrative services, including managerial, local laws, Council policies, Delegations and Instruments of Appointment, with a focus on customer service by the organisation as a whole.	Efficient and effective governance services to the organisation as a whole.	Yes	Yes	<ol style="list-style-type: none"> 1. Policy Framework in place by 31 December, 2009 – Completed and framework now in use. 2. Risk Management Framework completed by 31 December 2009 – Project commenced with the appointment of Consultant and project progressing. 3. First draft Risk Register completed by 30 June, 2010 – On target to date. 4. No High Risk audit issues identified – On target to date.

2009/10		2008/09	
Revenue	Budget	Actual	Actual
Op. Exp.	128,710	129,353	128,353
Cap. Exp.	1,811,308	2,541,111	2,541,111
	2,111,108	2,670,464	2,670,464



SEPTEMBER 2009 QUARTER OPERATIONAL PLAN

3.12 ADMINISTRATION MANAGEMENT						
Service Area/Project	Outcomes	Strategies	Proposed Outputs	On Time	On Budget	Comments on Sept 09 Quarter
3.12.1 Administration	<p>Provide direct support to the Director Corporate Services in relation to:-</p> <ul style="list-style-type: none"> Customer Services HR IT Procurement & Plant <p>Provide direct support to the Chief Executive Officer in relation to Corporate Projects.</p> <p>Corporate Plan Objective 7 and Strategies 7.1 and 7.2</p>	<p>Provides leadership role in relation to administration management.</p> <p>Development and continuous improvement of management systems within the Programs which both serve the Programs' needs and reflect a corporate view.</p> <p>Provision of direction to Program Managers and other staff to achieve established targets.</p> <p>Implementation of Operational Plan as it relates to the Programs.</p> <p>Management of organisation-wide matters as they relate to the Program, including Workplace Health and Safety, DDA Action Plan, Enterprise Bargaining, Continuous Improvement and Risk Management.</p>	<p>Effective and timely Agenda preparation, internal reporting, external correspondence and management of the Programs within Administration.</p> <p>Progress in relation to Lend Lease (Caneland) land agreement, Shoal Point Road land development, Pioneer Shire Building sale, Showgrounds relocation project, and Mackay Sports Stadium.</p> <p>Co-ordination of the Mackay Development Board.</p>	<p>Yes</p> <p>Yes</p> <p>Yes</p> <p>Yes</p>	<p>Yes</p> <p>Yes</p> <p>Yes</p> <p>Yes</p>	<p>Significant progress has been made on nominated projects (particularly the Caneland project), with regular reports made via the monthly Corporate Projects meeting.</p> <p>Co-ordination of the Mackay Development Board meetings continues, with this Board looking to wind down given the substantial completion of the major projects under its umbrella.</p> <p>Co-ordination continues with the Program areas to ensure delivery of required services.</p> <p>Monthly reports on progress of projects.</p>

2009/10		2008/09	
Budget	Actual	Budget	Actual
17,330,454	1,023,228	188,508	87,389
Op. Exp.	188,508	7,364,916	4,731



3.13 COUNCILLOR SUPPORT															
Service Area/Project	Outcomes	Strategies	Proposed Outputs	On Time	On Budget	Comments on Sept 09 Quarter									
3.13.1 Councillor Support	To provide efficient service and effective administration support to Councillors at meetings, deputations and conferences. Corporate Plan Strategies:- 7.15, 7.16, 7.18, 7.20 & 7.21	Resources to support the Mayor and Councillors in their roles.	Resources applied to enable efficient meetings. Ensure appropriate personal assistant support to Councillors.	Yes	Yes	Local Government Remuneration Tribunal determinations and Mackay Regional Council Reimbursement of Expenses and Provision of Facilities for Councillors Policy complied with in all respects - No variations to report at this time. <table border="1"> <tr> <td>Revenue</td> <td>2009/10 Budget</td> <td>2009/10 Actual</td> </tr> <tr> <td>Op. Exp.</td> <td>1,234,344</td> <td>147,847</td> </tr> <tr> <td>Cap. Exp.</td> <td>4,656</td> <td>0</td> </tr> </table>	Revenue	2009/10 Budget	2009/10 Actual	Op. Exp.	1,234,344	147,847	Cap. Exp.	4,656	0
Revenue	2009/10 Budget	2009/10 Actual													
Op. Exp.	1,234,344	147,847													
Cap. Exp.	4,656	0													



4.1 COMMUNITY SERVICES (MANAGEMENT)																		
Service Area/Project	Outcomes	Strategies	Proposed Outputs	On Time	On Budget	Comments on Sept 09 Quarter												
4.1.1 Department Management	To provide leadership to and management of the Community Services Department. Supports the following Corporate Plan strategies: 1.1 to 1.13, 1.17, 2.1, 2.4, 2.9, 5.8 and 7.1 to 7.21	Development and continuous improvement of management systems within the department which both serve the department's needs and reflect a corporate view. Provision of direction to Program Managers and other staff to achieve established targets. Implementation of Operational Plan as it relates to the department. Provision of support for Committees associated with the department. Management of rehabilitation matters within the Department. Management of organisation-wide matters as they relate to the department including Workplace Health and Safety, DDA Action Plan, Enterprise Bargaining, Continuous Improvement and Risk Management.	Effective and timely Agenda preparation, internal reporting, external correspondence and management of the Community Services department.	Yes	Yes	Most areas of the Department are tracking well for this time of the year with the exception of the Convention Precinct and Events Program which has been impacted by the unbudgeted costs of the Coal to Coast Festival and higher than anticipated set up costs associated with the Convention Centre. <table border="1" style="margin-left: auto; margin-right: auto;"> <tr> <td>2009/10 Budget</td> <td>2009/10 Actual</td> </tr> <tr> <td>Revenue</td> <td>0</td> </tr> <tr> <td>Op. Exp.</td> <td>336,443</td> </tr> <tr> <td>Cap. Exp.</td> <td>0</td> </tr> <tr> <td></td> <td>08.4%</td> </tr> <tr> <td></td> <td>0</td> </tr> </table>	2009/10 Budget	2009/10 Actual	Revenue	0	Op. Exp.	336,443	Cap. Exp.	0		08.4%		0
2009/10 Budget	2009/10 Actual																	
Revenue	0																	
Op. Exp.	336,443																	
Cap. Exp.	0																	
	08.4%																	
	0																	
4.1.2 Departmental Review	To establish firm financial and performance plans for the various businesses within the community services department. Supports the following Corporate Plan strategies: 1.1 to 1.13, 1.17, 2.1, 2.4, 2.9, 5.8 and 7.1 to 7.21	Review the various business operations of the department including aquatic facilities, convention, entertainment and arts facilities and tourism facilities such as the Sarina Sugar Shed and Mirani Caravan park	Preparation of detailed plans for endorsement of Council in relation to the future operations of: Sarina Sugar Shed Mirani Caravan Park Aquatic Facilities Entertainment and Arts facilities.	Yes		Work is underway on all of these projects with target completion dates of June 2010 likely to be met or exceeded.												



SEPTEMBER 2009 QUARTER OPERATIONAL PLAN

4.1 COMMUNITY SERVICES (MANAGEMENT)						
Service Area/Project	Outcomes	Strategies	Proposed Outputs	On Time	On Budget	Comments on Sept 09 Quarter
4.1.3 Sustainable Futures	To assist towards enhancing and protecting the environmental aspects of the Region. (Corporate Plan Objective 3)	Ensure future sustainable practices are implemented within the Programs within the Department.	Implementation of future sustainable practices.	Yes		Community Services Department is contributing effectively to the Sustainable Futures Agenda.
4.1.4 Community Plan	To provide strategic input into the development of the Community Plan as it relates to the functions of the Community Services Department. Supports all Corporate Plan strategies.	Engage residents, business, staff and other stakeholders in the development of a long term community plan for the Mackay Regional Council area.	A long term community plan which encapsulates the future needs and aspirations of the Mackay Regional Council community.	Yes		Community Services Department is geared up to contribute to the development of the Community Plan once State Government requirements become clear.



Mackay
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SEPTEMBER 2008 QUARTER OPERATIONAL PLAN

4.2 PROPERTY SERVICES						
Service Area/Project	Outcomes	Strategies	Proposed Outputs	On Time	On Budget	Comments on Sept 09 Quarter
4.2.1 Property Administration	<p>To provide safe and adequate building and property facilities to support operational Programs and provide assistance as identified for the recreational needs of the community.</p> <p>Oversee the effective use of Council's general leased land areas and other property dealings required for Council operations.</p> <p>Link to Corporate Plan-5.2, 5.8, 3.4 and 7.2.</p>	<p>Develop services and service levels that meet both internal and external customer expectations in a timely and efficient manner.</p> <p>Encourage improved efficiency and implement sustainable practices to assist with Greenhouse Gas Reduction in Council buildings and facilities.</p> <p>Provision of services to assist identified outcomes, including legal and administrative.</p>	<p>Council buildings maintained to required standard in line with all legislative requirements.</p> <p>Property dealings completed to assist internal and external customers in meeting their operational requirements.</p>	Yes	Yes	<p>Meetings to be held on a 4 monthly basis with representatives from programs that operate in buildings maintained by the Property Services program to ascertain service level satisfaction.</p> <p>First meeting of building managers held and procedures developed for future meetings. Service level satisfaction is high.</p> <p>Capital Works schedules to be completed by the end of June 2009 with associated works to be 100% completed by the 30 June 2010.</p> <p>Schedules for Capital Works completed with 45% of associated works completed or commenced.</p> <p>Meetings held with Hall Managers on a 6 monthly basis.</p> <p>Meeting held on the 8 July 2009 with the next meeting scheduled in early December 2009.</p> <p>Initial response to request within 24 hrs and completion of property dealings within an appropriate period subject to third party adherence to timeframes.</p> <p>Response time for the 152 requests received in the July to September period actioned in line with set timeframes and third party compliance.</p>

2009/10		2008/09	
Budget	Actual	Budget	Actual
Revenue	(1,140,000)	153,214	
Op. Exp.	449,308	167,971	
Cap. Exp.	0	0	



SEPTEMBER 2008 QUARTER OPERATIONAL PLAN

4.2 PROPERTY SERVICES						
Service Area/Project	Outcomes	Strategies	Proposed Outputs	On Time	On Budget	Comments on Sept 09 Quarter
4.2.2 Council Facilities Maintenance / Refurbishment	Provision, development and maintenance of Council's general facilities and buildings in line with user requirements and associated legislative standards and regulations. Link to Corporate Plan-5.2 and 5.8.	Liaison with users regarding needs and requirements. Development of systemic maintenance initiatives to help identify required programmed maintenance.	Develop and implement Service Level Agreements with relevant Council programs. Establish program facilities in Hansen to facilitate programmed maintenance. Preparation of contract arrangements for the provision of services to Council	Yes	Yes	<p>Response to logged maintenance requests to be – initial contact within 2 working days, urgent matters made safe within 24 hrs and minor repairs to be addressed within 10 working days. Major works to be subject to funding and resources.</p> <p>Response time for the 330 requests received in the July to September period actioned in line with set timeframes.</p> <p>Satisfaction levels of clients to be gauged through a job satisfaction survey being undertaken with a cross section of clients on a quarterly basis.</p> <p>Client feedback has been positive with satisfaction levels high.</p> <p>Schedules for both Maintenance and Capital Works projects to be completed by the end of June 2009, with 100% of works to be completed prior to 30 June 2010 with schedules to be reviewed on a quarterly basis to measure performance.</p> <p>Schedules for Capital Works completed and reviewed with 45% of associated works completed or commenced.</p> <p>Property Services facilities and maintenance schedules established in Hansen by the end of December 2009. (Subject to budget approval)</p> <p>Data entry officer appointed in September 2009 with building data inserted into Hansen. Relevant officers participating in Hansen upgrade review.</p>



4.2 PROPERTY SERVICES															
Service Area/Project	Outcomes	Strategies	Proposed Outputs	On Time	On Budget	Comments on Sept 09 Quarter									
Council Facilities Maintenance / Refurbishment (Cont'd...)						Service level agreements with relevant programs, groups and companies to be in place by April 2010. Initial discussions held on required service level agreements, awaiting standard template to commence work.									
4.2.3 Community Accommodation	To maintain Council's stock of affordable quality housing is provided to people in need on either an aged or disability payment in the a majority of the region with the Sarina area housing being for low income families. To assist in the provision of quality accommodation for students through the Student Residential College. Link to Corporate Plan-1.1, 5.2 and 5.8.	To adhere to State government legislation for housing provision. A developed systematic approach to addressing asset maintenance.	Well maintained, safe, comfortable accommodation. Establish Community Housing Units in Hansen to facilitate programmed maintenance.	Yes	Yes	<table border="1"> <tr> <td>Revenue</td> <td>1,702,043.1</td> <td>1,710,000.0</td> </tr> <tr> <td>Op. Exp.</td> <td>1,702,467.7</td> <td>1,710,000.0</td> </tr> <tr> <td>Cap. Exp.</td> <td>1,144,004.4</td> <td>1,147,271.1</td> </tr> </table> <p>Quarterly meetings to be held with tenants to gauge satisfaction levels with a sample of tenants to be selected for survey prior to each meeting. Meetings held with all tenants in the region, random surveys show a high degree of satisfaction with the standard of housing and program service. Response to logged maintenance requests to be – initial contact within 2 working days, urgent matters made safe within 24 hrs, and minor repairs to be addressed within 10 working days. Major works to be subject to funding and resources. Response time for the 51 requests received in the July to September period actioned in line with set timeframes. Community Housing occupancy rate to be maintained at 97%. Occupancy for Council's 70 Community Housing units was maintained at 98.66% over the 3 month period.</p>	Revenue	1,702,043.1	1,710,000.0	Op. Exp.	1,702,467.7	1,710,000.0	Cap. Exp.	1,144,004.4	1,147,271.1
Revenue	1,702,043.1	1,710,000.0													
Op. Exp.	1,702,467.7	1,710,000.0													
Cap. Exp.	1,144,004.4	1,147,271.1													



4.2 PROPERTY SERVICES						
Service Area/Project	Outcomes	Strategies	Proposed Outputs	On Time	On Budget	Comments on Sept 09 Quarter
Community Accommodation (Cont'd...)						<p>Scheduled maintenance on Community Housing units and the Student Residential College to be 100% completed by the end of the 2009/10 financial year.</p> <p>Maintenance on Community Housing Units and the Residential College is undertaken as required until work on the Hanson scheduling system is completed.</p>
4.2.4 Sarina Sugar Shed	<p>Provision of a facility centrally located within the Sarina township providing tourist opportunities and associated economic benefits to the area and wider region.</p> <p>Link to Corporate Plan-1.11, 2.1 and 7.1</p>	<p>Provide a high class tourist facility to act as an attraction to visitors ensuring that they stop and enjoy the Sarina experience and in so doing provide economic benefit to local businesses.</p>	<p>High quality tourist attraction.</p>	Yes	Yes	<p>Visitor's feedback form to be developed by July 2009 with 20 visitors to be selected per month to be surveyed.</p> <p>Feedback from visitors on the facility, tours and products has been positive with only minor suggestions for improvement.</p> <p>Sugar Shed Operational and Development Review to be completed by the end of August 2009.</p> <p>Review commenced with first stage being consultation with stakeholders completed. Completion date for review extended due to Committee members and staff availability.</p> <p>Sugar Shed Business Plan to be completed by the end of September 2009.</p> <p>Development review to be completed prior to business plan work commencing in early 2010.</p>

	2009/10 Budget	2009/10 Actual
Revenue	6418,274.0	6112,682.1
Op. Exp.	386,493.3	36,178.8
Cap. Exp.	13,974.4	11,313.3



4.2 PROPERTY SERVICES						
Service Area/Project	Outcomes	Strategies	Proposed Outputs	On Time	On Budget	Comments on Sept 09 Quarter
Sarina Sugar Shed (Cont'd.)						<p>Total number of visitors to the Sugar Shed during the 2009/10 Financial year to be increased by 5%.</p> <p>Visitor numbers have increased for the first quarter of the year with figures showing a 14.95% increase.</p> <p>Sugar Shed product sales to increase by 10% during the 2009/10 Financial year.</p> <p>Figures for the 3 month period show an increase of 30.5% in product sales in comparison to the same period last year.</p> <p>Sugar Sheds dependence on Council funding to decrease by 15% during the 2009/10 Financial year.</p> <p>Actual expenditure compared to budget allocation shows an 11.2% decrease in dependence on Council funding. Bulk product purchases in the first three months have kept the decrease under the projected 15%.</p>

	2008/09 Budget	2009/10 Actual
Revenue	(12,847)	(11,941)
Op. Exp.	477,437	438,173
Cap. Exp.	70,443	3,172



Mackay REGIONAL COUNCIL

SEPTEMBER 2009 QUARTER OPERATIONAL PLAN

4.3 COMMUNITY DEVELOPMENT AND LIBRARY SERVICES																
Service Area/Project	Outcomes	Strategies	Proposed Outputs	On Time	On Budget	Comments on Sept 09 Quarter										
4.3.1 Library Services	Vibrant connected communities The provision of libraries as learning information and community hubs Supports the following Corporate Plan strategies: 1.1; 1.2; 1.4; 1.5; 1.7; 1.8; 1.11; 1.12; 1.13; 1.17; 7.2; 7.3; 7.4; 7.5; 7.6; 7.7; 7.8; 7.9; 7.14; 2.9	Know our community and who we reach: Analyse demographics and customers Analyse program use and establish benchmarks Utilise Libraries to connect communities Encourage community participation through programs, events and social networking Delivering a consistent service in more ways and places Investigate technology to promote services, resources and programs Keep abreast of current trends and innovation in library industry Deliver partnered learning programs Maintain a learning community steering group Source available external funding, including sponsorship, for specific projects Preserving our heritage Improve access to image collection through digital media Strengthen existing relationships with existing local history and genealogical societies and museums in the region Investigate and prioritise the application of new technologies for enhancing access to, and participation in, local history collections and projects Increase promotion of Greenmount Homestead as an important heritage facility and collection Providing a welcoming, vibrant, safe and accessible community	Significant contribution from library services will aid Council in building strong, self-reliant communities; aware of the diverse range of community services and facilities and actively participating in the opportunities for community learning and community life	Yes	Yes	<ul style="list-style-type: none"> 5% increase in membership by June 2010 Compliance with SLQ Standards Monthly reports indicate all libraries operating within budget Success of programs and activities indicated by achievement of outcomes in Event/Project plans Undertake customer satisfaction survey by March 2010 Reduce hard copy reminders by 50% by end of financial year 5% increase in participation in activities. Gordon White Meeting Room is utilised at 75% occupancy rate throughout the financial year Meeting room and use of public space is benchmarked against similar size libraries by June 2010 Greenmount Heritage Fair is a success evidenced by media reports and attendance levels <p>All above KPI's are tracking well. SMS reminders and notices have been introduced and fewer paper reminders now being sent out. Customer survey in process of being developed.</p> <table border="1"> <tr> <td>2009/10 Budget</td> <td>2009/10 Actual</td> </tr> <tr> <td>Revenue</td> <td>130,000</td> </tr> <tr> <td>Op. Exp</td> <td>2,889,218</td> </tr> <tr> <td>Cap Exp</td> <td>511,138</td> </tr> <tr> <td></td> <td>175,402</td> </tr> </table>	2009/10 Budget	2009/10 Actual	Revenue	130,000	Op. Exp	2,889,218	Cap Exp	511,138		175,402
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4.3 COMMUNITY DEVELOPMENT AND LIBRARY SERVICES						
Service Area/Project	Outcomes	Strategies	Proposed Outputs	On Time	On Budget	Comments on Sept 09 Quarter
Library Services (Cont'd...)		<p>space</p> <p>Benchmark spaces against other like library services</p> <p>Continuation of negotiation for new Community/Library Hub for Northern Beaches</p> <p>Recognise cultural diversity and identity and develop inclusive libraries.</p> <p>Continue to promote available services to people from CALD and indigenous backgrounds</p> <p>Continued emphasis on "many cultures" story time</p>				
4.3.2 Library Staff	<p>A highly skilled, confident, customer-focused, flexible team</p> <p>The provision of a best practice culture that embodies customer service excellence</p> <p>A safe and healthy work environment in which the importance of work/life balance is recognized.</p> <p>Supports the following Corporate Plan strategies: 7.1; 7.3; 7.4; 7.5; 7.8; 7.9</p>	<p>Sharing existing knowledge and skills</p> <p>Undertake an internal library staff skills audit that identifies staff skills.</p> <p>Prioritise an internal skills learning program to share skills and develop achievable KPI's.</p> <p>Communicate Corporate Plan and relevant strategies upon which library services must deliver</p> <p>Develop new Business Plan to meet Corporate Plan strategies</p> <p>Develop individual staff action plans to meet goals of the Library Business Plan</p> <p>Develop a culture of learning and empower staff to be skilled and confident in their roles</p> <p>Clarify decision-making roles of staff, give authority with responsibility</p> <p>Identify and provide appropriate learning opportunities</p> <p>Develop and implement a training plan based on skills audit findings</p>	<p>The library team will continue to provide excellence in delivering service to our community with exceptional focus on our customers and a culture of flexibility and continuous improvement.</p>	Yes		<ul style="list-style-type: none"> Number and range of training opportunities offered to staff Implement strategies in new Business Plan by December 2009 Undertake staff skills audit by December 2009 Individual training plans in place by June 2010 Quarterly review of Business Plan undertaken. Report and adoption by Council of proposed organisational structure. Implemented by July 2010 <p>Training opportunities offered within budgetary constraints. Strategies in Business Plan are being addressed.</p>
			Efficient and effective organisational structure over multi-branch operations.			



4.3 COMMUNITY DEVELOPMENT AND LIBRARY SERVICES																										
Service Area/Project	Outcomes	Strategies	Proposed Outputs	On Time	On Budget	Comments on Sept 09 Quarter																				
Library Staff (Cont'd.)																										
4.3.3 Library systems	User friendly, state of the art, integrated, sustainable and consistent systems and technology. Supports the following Corporate Plan strategies: 1.4; 1.7; 7.6; 7.7; 7.9; 7.14	Review current organisational structure and implement recommendations. Maximise available and emerging technology for the benefit of all customers. Investigate and implement technology which improves services and outcomes for our customers. Ensuring environmentally sustainable practices are implemented across the service. Review and audit existing practices and identify necessary measures for improvement. Apply environmentally sustainable practices across a staged timeline. User friendly policies, customer focused services across all delivery points. Ensure communication, understanding and uptake of all policies and procedures. Investigate and implement alternative communication methods. Work in partnership with relevant stakeholders for the benefit of our community. Continue to develop and report on partnerships across Council and the community. Creating a culture of continuous improvement. Benchmark best practices across Australia and globally. Prioritise and review current procedures and practices. Identify new opportunities with relevance to Mackay and plan implementation of those selected	A fully integrated, seamless and reliable network is in place with a leading edge library management system delivering a blended platform of services including online content. Our customer service is based on our customer charter and user friendly policies with continuous improvement in all that we do	Yes	Yes	<ul style="list-style-type: none"> Development of Customer Service Charter by June 2010 5% increase in web visits by June 2010 Customer satisfaction indicated by way of annual satisfaction and attitude surveys Complete phase 1 of Shelf Ready Project by June 2010 Redeploy staff to improve high levels of customer service and decrease book turnaround Review all current policies and identify policy gaps by December 2009 <p>First delivery of shelf-ready books has occurred. Web visits are increasing. Policies currently being reviewed.</p> <table border="1"> <thead> <tr> <th colspan="2">2009/10</th> <th colspan="2">2009/10</th> </tr> <tr> <th colspan="2">Budget</th> <th colspan="2">Actual</th> </tr> </thead> <tbody> <tr> <td>Expend</td> <td>83,000</td> <td>82,470</td> <td></td> </tr> <tr> <td>Op. Exp.</td> <td>131,300</td> <td>20,360</td> <td></td> </tr> <tr> <td>Cap. Exp.</td> <td>2,000</td> <td>0</td> <td></td> </tr> </tbody> </table>	2009/10		2009/10		Budget		Actual		Expend	83,000	82,470		Op. Exp.	131,300	20,360		Cap. Exp.	2,000	0	
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SEPTEMBER 2009 QUARTER OPERATIONAL PLAN

4.3 COMMUNITY DEVELOPMENT AND LIBRARY SERVICES						
Service Area/Project	Outcomes	Strategies	Proposed Outputs	On Time	On Budget	Comments on Sept 09 Quarter
4.3.4 Governance	Accountable, transparent, sustainable financial management and governance. Supports Corporate Plan Objectives: 1.7; 5.2; 5.6; 5.8; 7.11; 7.15; 7.17; 7.18; 7.19; 7.20; 7.21	Efficient budget planning and expenditure Ensure effective financial management is in place adhering to Council's timeframes and policies Effective Strategic and Operational Planning Prepare, implement and review strategic and operational plans in alignment with Council's Corporate Plan Sustainable asset management, including collections Develop collection plan for collection development, weeding, ensuring a blend of formats are offered to our customers Compliance with all regulatory requirements for staff management Ensure compliance with, and communication of, all regulatory requirements for staff management and recruitment Compliance with reporting and policy requirements Comply with all Council reporting requirements Comply with all State Library of Queensland reporting requirements and service level agreement requirements Comply with other regulatory policy requirements	A sustainable, appropriately funded library service with robust, meaningful, strategic, operational and asset management in place	Yes		<ul style="list-style-type: none"> Monthly reports confirm Program is operating within budget Operational Plans are adopted by Council and monitored and reviewed quarterly Annual Reports are submitted to SLQ as per funding agreement Compliance with all Council reporting requirements. Compliance with all SLQ and other regulatory reporting requirements <p>Annual Statistical Return completed and forwarded to SLQ as per funding agreement.</p>
4.3.5 Community Development	A vibrant community that has equitable access to knowledge, choice, facilities and resources as a means of achieving, enhancing and sustaining quality of life. Supports the following Corporate Plan strategies:	Network with the community and other agencies/departments to identify community needs and develop coordinated responses. Build community capacity across all areas and strengthen social	Community needs are identified and a co-ordinated approach adopted to address these needs. Community capacity is increased. Issues are addressed with an	Yes	Yes	<ul style="list-style-type: none"> Number and range of community groups assisted to develop appropriate responses that meet the needs of the community. Number of opportunities to provide input into the development of social infrastructure in the region.



SEPTEMBER 2009 QUARTER OPERATIONAL PLAN

4.3 COMMUNITY DEVELOPMENT AND LIBRARY SERVICES																		
Service Area/Project	Outcomes	Strategies	Proposed Outputs	On Time	On Budget	Comments on Sept 09 Quarter												
Community Development (Cont'd...)	1.2; 1.3; 1.4; 1.5; 1.6; 1.8; 1.9; 1.10; 1.11; 1.12; 1.17; 7.1; 7.2; 7.3; 7.4; 7.5; 7.8; 7.9; 7.10;	<p>capital.</p> <p>Provide assistance to achieve the objectives of Council's community engagement framework and policy.</p>	<p>increased level of community involvement.</p> <p>Clear direction for the development of social infrastructure and resources in the Mackay Regional Council Area is obtained through engagement with the community.</p>			<ul style="list-style-type: none"> Officer's reports reflect the variety of work undertaken to build the capacity of the community. Quarterly reviews of CDO work plans Development of Seniors Interagency network by September 2009. Continued coordination of general Interagency Network. <p>New Business Plan developed and Individual Action Plans reflect the wide variety of work being undertaken. Senior's Interagency is well in place and successfully networking seniors and agencies</p> <table border="1"> <tr> <td>2009/10 Revenue</td> <td>2009/10 Budget</td> <td>2009/10 Actual</td> </tr> <tr> <td>(577,680)</td> <td>(731,143)</td> <td></td> </tr> <tr> <td>Op. Exp.</td> <td>1,433,805</td> <td>307,850</td> </tr> <tr> <td>Cap. Exp.</td> <td>0</td> <td>0</td> </tr> </table>	2009/10 Revenue	2009/10 Budget	2009/10 Actual	(577,680)	(731,143)		Op. Exp.	1,433,805	307,850	Cap. Exp.	0	0
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Cap. Exp.	0	0																
4.3.6 Grants Program	<p>Donations and contributions distributed to organisations and groups within the Mackay Regional Council Area in accordance with Council Policy.</p> <p>Supports the following Corporate Plan strategies 1.1; 1.2; 1.3; 1.4; 1.5</p>	<p>Assistance provided to eligible organisations, as required, to maximize access to available resources.</p>	<p>Dissemination of information to the community in relation to available grants.</p> <p>Allocation of financial and other resources in line with Council guidelines.</p>	Yes	Yes	<p>Number of organisations/individuals assisted through:</p> <ul style="list-style-type: none"> The Grants program In-kind Assistance program Junior Sports grant program Arts and Cultural program <p>Grants Round occurred in August with \$102,700 being granted across 30 different organisations</p> <table border="1"> <tr> <td>2009/10 Revenue</td> <td>2009/10 Budget</td> <td>2009/10 Actual</td> </tr> <tr> <td>(13,500)</td> <td>(13,981)</td> <td></td> </tr> <tr> <td>Op. Exp.</td> <td>315,700</td> <td>60,810</td> </tr> <tr> <td>Cap. Exp.</td> <td>0</td> <td>0</td> </tr> </table>	2009/10 Revenue	2009/10 Budget	2009/10 Actual	(13,500)	(13,981)		Op. Exp.	315,700	60,810	Cap. Exp.	0	0
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Mackay REGIONAL COUNCIL

SEPTEMBER 2009 QUARTER OPERATIONAL PLAN

4.3 COMMUNITY DEVELOPMENT AND LIBRARY SERVICES																
Service Area/Project	Outcomes	Strategies	Proposed Outputs	On Time	On Budget	Comments on Sept 09 Quarter										
4.3.7 Arts Development Program	A vibrant and sustainable Arts and Cultural Community. Supports the following Corporate Plan strategies: 1.1; 1.2; 1.3; 1.4; 1.5; 1.9; 2.9.	Co-ordinate and administer the Regional Arts Development fund in line with Council and State Government guidelines. Engage with a range of artist and art practitioners to facilitate the development of sustainable skills	A range of workshops, information and grant writing sessions which build the capacity of the arts community. Provision of information through a range of mediums, that supports and develops the arts community	Yes	Yes	<ul style="list-style-type: none"> The number and range of quality applications received through the Regional Arts Development Fund. Number of outcome reports received within appropriate timeframes. Number of people receiving information through a range of mediums. <p>\$29,480 granted across 7 groups in August Round. Second Round closes week ending 20 November</p> <table border="1" style="margin-left: auto; margin-right: auto;"> <tr> <td>Sept 09 Budget</td> <td>320916</td> </tr> <tr> <td>Actual</td> <td>159,291</td> </tr> <tr> <td>Op. Exp.</td> <td>252,437</td> </tr> <tr> <td>Cap. Exp.</td> <td>0</td> </tr> <tr> <td></td> <td>0</td> </tr> </table>	Sept 09 Budget	320916	Actual	159,291	Op. Exp.	252,437	Cap. Exp.	0		0
Sept 09 Budget	320916															
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Mackay REGIONAL COUNCIL

SEPTEMBER 2009 QUARTER OPERATIONAL PLAN

4.4 MACKAY ENTERTAINMENT AND CONVENTION CENTRE																		
Service Area/Project	Outcomes	Strategies	Proposed Outputs	On Time	On Budget	Comments on Sept 09 Quarter												
4.4.1 Mackay Convention Centre Operations	To provide a quality Convention facility that is well utilised by commercial and private hirers as well as the community. Provision of commercial operations for which cost recovery occurs. Supports the following Corporate Plan strategies: 1.1 to 1.13, 1.17, 2.1, 2.4, 2.9, 5.8 and 7.1 to 7.21	Establish ongoing business operations. Effective management of the facility including customer services, marketing, human resources, volunteer programs, external functions, tenancies, office services, financial administration and merchandise sales.	A convention centre that contributes to City Centre revitalisation and regional economic development. A Convention Centre that is recognised as a leading regional facility.	Yes	N/A	Monthly management reporting detailing KPI's which include budget, customer satisfaction, service levels, venue utilisation and mix of hirers. Monthly management reporting undertaken Develop Business and Marketing Plan for endorsement by Council by January 2010. In progress Develop methodology to report and record on KPIs, by July 2009. In progress Customer satisfaction and service will be measured by formal evaluation. Feedback forms will be placed in venue to actively solicit comment and ratings while every hirer will be asked to complete formal feedback Feedback forms provided to clients and visitors. Statistics being compiled. A formal review of KPI's and feedback will be provided to Council in June 2010.												
4.4.2 Artspace Mackay Operations	To provide for the day to day operations of Artspace Mackay (and the Old Town Hall) to meet community needs for accessible arts, heritage and cultural	To support the efficient operations of Artspace Mackay in the delivery of exhibitions, programs and events through all aspects of daily administration including customer	Operational efficiency and effective administration of Artspace Mackay programs. Sales of merchandise.	Yes	Yes	<table border="1"> <thead> <tr> <th></th> <th>2009/10 Budget</th> <th>2009/10 Actual</th> </tr> </thead> <tbody> <tr> <td>Revenue</td> <td>13,700,340</td> <td>11,277,427</td> </tr> <tr> <td>Op. Exp.</td> <td>4,186,076</td> <td>4,952,708</td> </tr> <tr> <td>Cap. Exp.</td> <td>702,316</td> <td>1,211,708</td> </tr> </tbody> </table> <p>Customer satisfaction 234 positive comments in visitor's book 4 critical comments in visitor's book New 'Five minutes of feedback' form devised and available from 1 November</p>		2009/10 Budget	2009/10 Actual	Revenue	13,700,340	11,277,427	Op. Exp.	4,186,076	4,952,708	Cap. Exp.	702,316	1,211,708
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Mackay REGIONAL COUNCIL

SEPTEMBER 2009 QUARTER OPERATIONAL PLAN

4.4 MACKAY ENTERTAINMENT AND CONVENTION CENTRE																										
Service Area/Project	Outcomes	Strategies	Proposed Outputs	On Time	On Budget	Comments on Sept 09 Quarter																				
Artspace Mackay Operations (Cont'd...)	<p>services.</p> <p>Supports the following Corporate Plan strategies: 1.1 to 1.13, 1.17, 2.4, 2.5, 5.8 and 7.1 to 7.21</p>	<p>services, human resources, volunteer programs, external functions, office services, financial administration and merchandise sales.</p> <p>Effective management and maintenance of the Artspace Mackay and the Old Town Hall facilities including specialist equipment, infrastructure, services, cleaning, pest control, security and climate control to maintain professional museum standards.</p> <p>Effective management of MCC corporate issues as they relate to built facilities, particularly in the areas of Workplace Health and Safety, DDA Action Plan, Continuous Improvement and Risk management.</p>	<p>Best practice volunteer program. Timely exhibition changeover. Maintain museum standards in security, lighting and climate control through implementation of maintenance procedures and schedules. Implementation of WHS standards in all aspects of program delivery. Improved liaison with tenants.</p>	<p>Yes</p> <p>Yes</p> <p>Yes</p> <p>Yes</p>	<p>Yes</p> <p>Yes</p> <p>Yes</p> <p>Yes</p>	<ul style="list-style-type: none"> Volunteers <ul style="list-style-type: none"> Number of Volunteers: 40 Total volunteer hours: 730 Exhibition days <ul style="list-style-type: none"> Gallery open to the public: 79 Days Cox Rayner Gallery: 79 days Macaleese Gallery: 73 days (two major exhibition changeovers) Mackay Mazda Foyer: 77 Days (two foyer exhibition changeovers) Seminar Room (3 exhibitions): 45 Days Town Hall (3 exhibitions): 40 Days Sarina Art Gallery (2 exhibitions): 23 Days <table border="1" style="margin-left: auto; margin-right: auto;"> <thead> <tr> <th colspan="2">2009/10</th> <th colspan="2">2009/10</th> </tr> <tr> <th>Revenue</th> <th>Budget</th> <th>Actual</th> <th>Variance</th> </tr> </thead> <tbody> <tr> <td>Op Exp</td> <td>175,254</td> <td>111,667</td> <td>63,587</td> </tr> <tr> <td>Cap Exp</td> <td>34,912</td> <td>14,218</td> <td>20,694</td> </tr> <tr> <td>Op Inv</td> <td>2,224</td> <td>1,320</td> <td>904</td> </tr> </tbody> </table>	2009/10		2009/10		Revenue	Budget	Actual	Variance	Op Exp	175,254	111,667	63,587	Cap Exp	34,912	14,218	20,694	Op Inv	2,224	1,320	904
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4.4.3 Artspace Mackay / Artistic Program	<p>To provide an accessible modern service that builds and meets community needs in terms of participation, range, interaction and quality.</p> <p>Supports the following Corporate Plan strategies: 1.1 to 1.13, 1.17, 2.1, 2.4, 2.9, 5.8 and 7.1 to 7.21</p>	<p>To develop and deliver an ongoing artistic program of touring exhibitions, events, artist residencies, artistic displays, outreach programs and publications.</p> <p>To develop and deliver a comprehensive public and educational program for schools and the wider community.</p> <p>To plan, develop and facilitate the provision of Council's collection of artworks and its collection of artists books for the benefit of the community.</p> <p>To market and promote Artspace</p>	<p>Regular education courses and public program events.</p> <p>A continuous program of art exhibitions and related events.</p> <p>Customer satisfaction with products.</p> <p>Planning and curating at least one self generated exhibition every year.</p> <p>Stronger and more vibrant links with the community.</p> <p>Enhancement, conservation and maintenance of Council's artworks</p>	<p>Yes</p> <p>Yes</p> <p>Yes</p> <p>Yes</p> <p>Yes</p> <p>Yes</p>	<p>Yes</p> <p>Yes</p> <p>Yes</p> <p>Yes</p> <p>Yes</p> <p>Yes</p>	<ul style="list-style-type: none"> Exhibitions <ul style="list-style-type: none"> Two major Artspace Mackay curated exhibitions opened this quarter Hands On – Rick Wood: A commitment to Clay curated by Anna Thurgood Recycled Library - Altered books: curated by Michael Wardell (touring to 11 venues over next two years) Also: <ul style="list-style-type: none"> 2 Local artists exhibitions (foyer) 3 Community exhibitions (seminar Rm) 3 Town Hall Community exhibitions 2 Sarina Art Gallery Exhibitions 1 Volunteers' project (Artstreet-Shopfront Exhibition) Education / Public Programmes <ul style="list-style-type: none"> 3 Adult workshops 3 BMA Kodjspace events 																				



SEPTEMBER 2009 QUARTER OPERATIONAL PLAN

4.4 MACKAY ENTERTAINMENT AND CONVENTION CENTRE						
Service Area/Project	Outcomes	Strategies	Proposed Outputs	On Time	On Budget	Comments on Sept 09 Quarter
Artspace Mackay / Artistic Program (Cont'd.)		Mackay's programs to the community, arts industry and the cultural tourism sector.	and artists' book collection. Greater awareness of Artspace Mackay and its role in the community.	Yes	Yes	<ul style="list-style-type: none"> 2 Holiday Art Workshops 1 Artspace-to-go workshop, Greenmount 12 Kids Club workshops 5 Public Floritalks 2 Meet the Collection sessions 7 School tours 2 Badge making stalls (Mackay Festival & Northern Beaches Community Day) • Media coverage 69 Newspaper/magazine articles 6 Radio interviews 3 TV news stories 20 Print advertisements 25,348 Website hits 9 Artspace promotional brochures & publications. • Attendance figures: Artspace Mackay: 8,769 (up 1441) Town Hall: 4,920 (up 2,252) • Art Collection acquisitions: Two porcelain works by Les Blakebrough donated by Leonie Wood from the Collection of Rick Wood. • Works accepted through Cultural Gifting Scheme 13 unique collage artist's books by Richard Larier donated by the artist 1 framed altered book work by Patrick Pound, donated by the artist.
4.4.4 Artspace Mackay / Foundation	To provide an accessible modern service that builds and meets community needs in terms of participation, range, interaction and quality. Supports the following Corporate Plan Strategies 1.1, to 1.9 & 5.8.	To support the fundraising activities of the Artspace Mackay Foundation.	Increased income. Customer satisfaction. Disbursement of funds according to the Artspace Mackay Foundation Constitution.	Yes	Yes	<ul style="list-style-type: none"> • New memberships (Enthusiasts) 1 Family membership 1 Two-year membership 6 One-year memberships • Renewed memberships 1 Family membership 6 One-year memberships • Corporate Partners 2 renewed Corporate Partners

	2008/09	2009/10
Revenue	(116,297)	(111,284)
Op. Exp.	429,220	35,163
Cap. Exp.	0	0



4.4 MACKAY ENTERTAINMENT AND CONVENTION CENTRE						
Service Area/Project	Outcomes	Strategies	Proposed Outputs	On Time	On Budget	Comments on Sept 09 Quarter
Artspace Mackay / Foundation (Cont'd...)						<ul style="list-style-type: none"> • Donations 1 cash donation (\$500) • Sponsor related events Mackay Mazda Kids Club drawing competition (of Mazda car) at Artspace & display at Mackay Mazda showrooms. • Promotion Powerpoint presentation & promotional display at the opening of the Art on Show Awards, Mackay showgrounds • New Bursary In conjunction with the Rick Wood Exhibition at Artspace the Foundation announced the new Hands On Bursary (in honour of Rick Wood) funded by MRC • Fundraising Foundation Executive Officer, Melissa Broadhurst contacted over a hundred artists in preparation for the Postcard Competition / Exhibition in October.
4.4.5 MEC Operations	<p>To ensure all areas of the performance plan are identified and sustained with particular emphasis on the quality and provision of services, marketing and promotion, audience development, accessibility to the community and financial initiatives.</p> <p>Supports the following Corporate Plan strategies: 1.1 to 1.13, 1.17, 2.1, 2.4, 2.5, 5.5 and 7.1 to 7.21</p>	Continued promotion of the cost effectiveness of all aspects of the rental and attendance levels in accordance with the approved Performance Plan.	<p>That both rental and attendance levels will remain high.</p> <p>Achievement of the targets contained within the Performance Plan.</p>	Yes	Yes	<p>Financial and non-financial performance targets within the Performance Plan are achieved.</p> <p>MEC Operations tracking well with financial and non financial targets being met</p> <p>Monthly Management Reporting.</p> <p>Monthly management reporting undertaken</p> <p>Undertake a strategic review of theatre operations determining hourly costs of service provision and report back to</p>

2009/10		2009/10	
Budget	Actual	Budget	Actual
15,000	11,300	372	372
0	0	0	0



4.4 MACKAY ENTERTAINMENT AND CONVENTION CENTRE																
Service Area/Project	Outcomes	Strategies	Proposed Outputs	On Time	On Budget	Comments on Sept 09 Quarter										
MEC Operations (Cont'd.)				Yes	N/A	Council by June 2010. In Progress <table border="1"> <tr> <td>2009/10 Budget</td> <td>2009/10 Actual</td> </tr> <tr> <td>Revenue</td> <td>215,871</td> </tr> <tr> <td>Op. Exp.</td> <td>1,732,835</td> </tr> <tr> <td>Cap. Exp.</td> <td>324,115</td> </tr> <tr> <td></td> <td>0</td> </tr> </table>	2009/10 Budget	2009/10 Actual	Revenue	215,871	Op. Exp.	1,732,835	Cap. Exp.	324,115		0
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Cap. Exp.	324,115															
	0															
4.4.6 Major Building Maintenance	<p>To ensure the building, fittings and contents are maintained to a high standard to further enhance and increase rentals and customer satisfaction.</p> <p>To ensure that all equipment meets the expectations of clients and the needs of the Centre to operate effectively and economically within WHS guidelines.</p> <p>Supports the following Corporate Plan Strategies 1.1, to 1.9 & 5.8,</p>	<p>Continued maintenance of the interior and exterior of the building.</p> <p>Purchase of theatre and other equipment.</p>	<p>Overall appearance of the building, its fittings and contents will be of a high standard</p> <p>Customer and client satisfaction will be high.</p> <p>Equipment purchased relates to the requirements of operations of the Centre and keeps abreast with advancements in technology.</p>	Yes	Yes	<p>Maintenance will be completed within both budget and time frames.</p> <p>Maintenance ongoing and in progress</p> <p>Equipment purchased will be within budget and installed within an agreed time frame.</p> <p>In progress <table border="1"> <tr> <td>2009/10 Budget</td> <td>2009/10 Actual</td> </tr> <tr> <td>Revenue</td> <td>1,302,513</td> </tr> <tr> <td>Op. Exp.</td> <td>153,000</td> </tr> <tr> <td>Cap. Exp.</td> <td>1,440,017</td> </tr> <tr> <td></td> <td>14,032</td> </tr> </table></p>	2009/10 Budget	2009/10 Actual	Revenue	1,302,513	Op. Exp.	153,000	Cap. Exp.	1,440,017		14,032
2009/10 Budget	2009/10 Actual															
Revenue	1,302,513															
Op. Exp.	153,000															
Cap. Exp.	1,440,017															
	14,032															
4.4.7 Entrepreneurial	<p>To cater for all tastes and genre of performing arts within the community.</p> <p>To introduce new and challenging works to the community.</p> <p>To entrepreneur local performers and groups.</p> <p>Supports the following Corporate Plan strategies: 1.1 to 1.13, 1.17, 2.1, 2.4, 2.9, 5.8 and 7.1 to 7.21</p>	<p>Purchase of a variety of product across the performing arts spectrum.</p> <p>To develop and promote differing presentation formats.</p>	<p>An increase in customer satisfaction and attendance levels.</p> <p>A greater diversity of experiences.</p> <p>Meeting the needs of the community through the hosting of free concerts.</p>	Yes	Yes	<p>Anecdotally, customer satisfaction is high. A survey of 2009 theatre subscribers will be undertaken January 2010.</p> <p>The 2010 Theatre Season contains an eclectic mix of music, drama, dance children's shows and other topical product.</p> <p>Free concerts programmed.</p>										



Mackay REGIONAL COUNCIL

SEPTEMBER 2009 QUARTER OPERATIONAL PLAN

4.4 MACKAY ENTERTAINMENT AND CONVENTION CENTRE																										
Service Area/Project	Outcomes	Strategies	Proposed Outputs	On Time	On Budget	Comments on Sept 09 Quarter																				
4.4.9	<p>To build and strengthen community identity, spirit and patriotism.</p> <p>To celebrate with the community key events and to promote the cultural diversity of the Mackay Regional Council area.</p> <p>Supports the following Corporate Plan Strategies 1.1, to 1.9 & 5.8</p>	<p>This objective is achieved through events such as Global Groves, River to Reef and other such events.</p> <p>Development of KPIs to determine community satisfaction and establish continuous improvement methodologies.</p>	<p>Opportunity for community based celebration and civic pride in the Mackay Region.</p> <p>Community awareness of Council facilities and assets through the provision of events.</p>	<p>Yes</p> <p>Yes</p>	<p>No</p>	<table border="1"> <tr> <td colspan="2">2009/10</td> </tr> <tr> <td>Budget</td> <td>Actual</td> </tr> <tr> <td>Revenue</td> <td>(150,000)</td> </tr> <tr> <td>Op. Exp.</td> <td>243,000</td> </tr> <tr> <td>Cap. Exp.</td> <td>0</td> </tr> </table> <ul style="list-style-type: none"> High customer satisfaction. Excellent feedback from first regional Festival of Arts, Global Grooves and River to Reef. The inaugural Coal to Coast Festival is subject to review. Increased attendance levels. Attendance levels at all Festivals and Events in 2009 have increased. The inaugural Coal to Coast Festival did not however achieve good attendances <table border="1"> <tr> <td colspan="2">2009/10</td> </tr> <tr> <td>Budget</td> <td>Actual</td> </tr> <tr> <td>Revenue</td> <td>(240,000)</td> </tr> <tr> <td>Op. Exp.</td> <td>386,844</td> </tr> <tr> <td>Cap. Exp.</td> <td>0</td> </tr> </table>	2009/10		Budget	Actual	Revenue	(150,000)	Op. Exp.	243,000	Cap. Exp.	0	2009/10		Budget	Actual	Revenue	(240,000)	Op. Exp.	386,844	Cap. Exp.	0
2009/10																										
Budget	Actual																									
Revenue	(150,000)																									
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2009/10																										
Budget	Actual																									
Revenue	(240,000)																									
Op. Exp.	386,844																									
Cap. Exp.	0																									
4.4.10	<p>To deliver a premier arts, music and entertainment festival which: Promotes and celebrates outstanding regional arts practice. Exposes audiences to innovative and high-quality arts, music and cultural experiences. Contributes positively to Mackay Regional Council's appeal as a visitor destination. Supports the following Corporate Plan Strategies 1.1, to 1.9,</p>	<p>Hosting a 7-14 day festival offering a diversity of experiences in a broad range of art forms.</p>	<p>Broader community involvement in all art forms.</p> <p>Regional art organisations will become more self-sufficient.</p> <p>Increasing market for Regional arts products.</p> <p>Celebration of the Regional community's cultural and artistic diversity.</p> <p>Contribute to the Regions economic development.</p>	<p>Yes</p> <p>Yes</p> <p>Yes</p>	<p>N/A</p> <p>No</p> <p>N/A</p>	<ul style="list-style-type: none"> Facilitation of 2010 Festival of Arts ensuring Regional focus. In progress Events delivered within budget and timelines. All events delivered on time. The Festival of Arts and Coal to Coast were not delivered to budget. Optimum attendance levels to be established and continuous improvement targets set. In progress <table border="1"> <tr> <td colspan="2">2009/10</td> </tr> <tr> <td>Budget</td> <td>Actual</td> </tr> <tr> <td>Revenue</td> <td>(277,874)</td> </tr> <tr> <td>Op. Exp.</td> <td>483,445</td> </tr> <tr> <td>Cap. Exp.</td> <td>0</td> </tr> </table>	2009/10		Budget	Actual	Revenue	(277,874)	Op. Exp.	483,445	Cap. Exp.	0										
2009/10																										
Budget	Actual																									
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4.5 RECREATIONAL SERVICES																						
Service Area/Project	Outcomes	Strategies	Proposed Outputs	On Time	On Budget	Comments on Sept 09 Quarter																
4.5.1 Aquatic Facilities Operations	To be recognised by the community as a high value provider of recreational swimming facilities. To put the customers first and encourage a high level of usage by patrons with a high level of satisfaction by users. (Links to Corporate Plan 2009 – 2014 strategies 1.1, 1.2, 1.4, 1.5, 1.6, 1.9, 1.12, 2.1, 2.4, 7.1)	Provision of a service to the community that is good value and that provides a range of services/activities that meets accepted social, health, economic and environmental standards.	Achieve the outcomes of the Performance Plan: <ul style="list-style-type: none"> Business objectives Customer Charter Performance measures 	Yes	Yes	That both financial and non-financial performance targets within the Performance Plan are achieved. Operations of aquatic facilities managed within respective budgets. Monthly Management Reporting. Quarterly Performance Plan Reporting.																
						<table border="1"> <tr> <td colspan="2">2009/10 Budget</td> <td colspan="2">2009/10 Actual</td> </tr> <tr> <td>Revenue</td> <td>1,437,500</td> <td>1,432,291</td> <td></td> </tr> <tr> <td>Op. Exp.</td> <td>1,422,278</td> <td>1,411,873</td> <td></td> </tr> <tr> <td>Cap. Exp.</td> <td>0</td> <td>0</td> <td></td> </tr> </table>	2009/10 Budget		2009/10 Actual		Revenue	1,437,500	1,432,291		Op. Exp.	1,422,278	1,411,873		Cap. Exp.	0	0	
2009/10 Budget		2009/10 Actual																				
Revenue	1,437,500	1,432,291																				
Op. Exp.	1,422,278	1,411,873																				
Cap. Exp.	0	0																				
4.5.2 Bluewater Lagoon Development	The continuous development of the Bluewater Lagoon at Caneland Park. The operation of the Bluewater Lagoon. (Links to Corporate Plan 2009 – 2014 strategies 1.1, 1.2, 1.4, 1.5, 1.6, 1.9, 1.12, 2.1, 2.4, 7.1)	Manage the delivery of the Minor Works Project to completion and further enhance ongoing operations.	A lagoon development that contributes to City Centre revitalisation and the livability of the City. Enhancement of contractual and other arrangements for the delivery of operational services.	Yes	Yes	Level of success associated with outcomes of the Minor Works Project to completion, and further enhance ongoing operations. Key dates: - Appoint contractor by 01/07/09 - Complete project by 15/09/09 - Project successfully completed. Facility re-opened to the public on 01/09/09. Monthly management reporting. Satisfaction of users of the facility through Council's Community Attitude Survey. Target: 70% satisfaction rate or higher.																
						<table border="1"> <tr> <td colspan="2">2009/10 Budget</td> <td colspan="2">2009/10 Actual</td> </tr> <tr> <td>Revenue</td> <td>2,317,541</td> <td>140,319</td> <td></td> </tr> <tr> <td>Op. Exp.</td> <td>1,254,113</td> <td>183,909</td> <td></td> </tr> <tr> <td>Cap. Exp.</td> <td>2,321,741</td> <td>182,027</td> <td></td> </tr> </table>	2009/10 Budget		2009/10 Actual		Revenue	2,317,541	140,319		Op. Exp.	1,254,113	183,909		Cap. Exp.	2,321,741	182,027	
2009/10 Budget		2009/10 Actual																				
Revenue	2,317,541	140,319																				
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4.5 RECREATIONAL SERVICES																
Service Area/Project	Outcomes	Strategies	Proposed Outputs	On Time	On Budget	Comments on Sept 09 Quarter										
4.5.3 Aquatic Facilities Maintenance / Refurbishment Aquatic Facilities Maintenance / Refurbishment (Cont'd.)	To meet all of the requirements of the Health and Safety provisions. To ensure adequate utilisation of the swimming pool facilities. (Links to Corporate Plan 2009 – 2014 strategies 5.8 and 7.1)	Development of systematic maintenance and enhancement initiatives including capital improvements to ensure best possible facility provision.	Well maintained and presented facilities.	Yes	Yes	Satisfaction of users of facilities through Council's Community Attitude Survey. Target: 70% satisfaction rate or higher. <table border="1"> <tr> <td>2009/10 Budget</td> <td>2009/10 Actual</td> </tr> <tr> <td>Revenue</td> <td>(133,317)</td> </tr> <tr> <td>Op. Exp.</td> <td>70,200</td> </tr> <tr> <td>Cap. Exp.</td> <td>170,505</td> </tr> <tr> <td></td> <td>8,427</td> </tr> </table>	2009/10 Budget	2009/10 Actual	Revenue	(133,317)	Op. Exp.	70,200	Cap. Exp.	170,505		8,427
2009/10 Budget	2009/10 Actual															
Revenue	(133,317)															
Op. Exp.	70,200															
Cap. Exp.	170,505															
	8,427															
4.5.4 Aquatic Facilities Development	To provide a holistic approach to residents of the Mackay Region in delivering aquatic facilities and services. (Links to Corporate Plan 2009 – 2014 strategies 1.1, 1.2, 1.4, 1.5, 1.8, 1.9, 1.12, 2.1, 2.4, 7.1)	To audit existing aquatic facilities and services and to research contemporary needs and usage trends to develop a strategy for the delivery of aquatic services for the Mackay Region.	Clear identification of the existing aquatic facilities, services and community needs.	Yes		Meeting existing and future community needs. Audit to be completed by 30 June 2010.										
4.5.5 National Competition Policy	Adhering to set National Competition Policy requirements for the operation of a business unit.	Identifying and addressing requirements inc accounting issues.	Meeting of requirements.	Yes	Yes	Successfully meeting NCP requirements. <table border="1"> <tr> <td>2009/10 Budget</td> <td>2009/10 Actual</td> </tr> <tr> <td>Revenue</td> <td>0</td> </tr> <tr> <td>Op. Exp.</td> <td>(112,041)</td> </tr> <tr> <td>Cap. Exp.</td> <td>0</td> </tr> </table>	2009/10 Budget	2009/10 Actual	Revenue	0	Op. Exp.	(112,041)	Cap. Exp.	0		
2009/10 Budget	2009/10 Actual															
Revenue	0															
Op. Exp.	(112,041)															
Cap. Exp.	0															
4.5.6 Sporting and Recreation	To develop, implement and evaluate strategies for the community to participate in sport and recreation activities and to facilitate the development of facilities and services through integrated planning and strategic initiatives. (Links to Corporate Plan 2009 – 2014 strategies 1.1, 1.2, 1.4, 1.5, 1.8, 1.9, 1.12, 2.1, 2.4, 7.1)	To develop and implement Council's strategic open space, sports and recreation vision for the region and to assist community based sporting and recreation organisations in their development.	Increase in sports and recreation participation and awareness of associated facilities, services and activities. Further enhancement of existing sports and recreation facilities and services.	Yes	Yes	Level of development in sports and recreation in the region. Open Space, Sports & Recreation Strategy Project - Appoint consultant by 17/07/09 - Public consultation to be finalised by end November 2009. - Complete project by 30/04/10 North Queensland Sports Foundation (NQSF) Level of support and community awareness associated with the following five (5) activities/events prior to 30 June										



4.5 RECREATIONAL SERVICES						
Service Area/Project	Outcomes	Strategies	Proposed Outputs	On Time	On Budget	Comments on Sept 09 Quarter
Sporting and Recreation (Cont'd...)						2010: - Sports Development Bursary - Event Support - Sportstar Award - 2010 Suncorp Games - Education Tours

	2009/10 Budget	2009/10 Actual
Revenue	119,450	124,000
Op. Exp.	151,208	148,000
Cap. Exp.	0	0



5.1 ENGINEERING SERVICES (MANAGEMENT)																		
Service Area/Project	Outcomes	Strategies	Proposed Outputs	On Time	On Budget	Comments on Sept.09 Quarter												
5.1.1 Departmental Management – Engineering Services	To provide leadership to and management of the Engineering Services Department. Supports all Corporate Plan strategies.	Development and continuous improvement of management systems within the department which both serve the department's needs and reflect a corporate view. Provision of direction to Program Managers and other staff to achieve established targets. Implementation of Operational Plan as it relates to the Department. Provision of support for Committees associated with the Department. Management of rehabilitation matters within the Department. Management of organisation-wide matters as they relate to the department including Workplace Health and Safety, DDA Action Plan, Enterprise Bargaining, Continuous Improvement and Risk Management.	Effective and timely Agenda preparation, internal reporting, external correspondence and management of the Engineering Services Department.	Yes	Yes	Monthly management reports. Achievement of Individual KPI's. Engineering Services Department Managers' achievement of KPI's and Operational Plan performance <table border="1" style="margin-left: auto; margin-right: auto;"> <tr> <td colspan="2">2009/10</td> <td>2009/10</td> </tr> <tr> <td>Revenue</td> <td>Budget</td> <td>Actual</td> </tr> <tr> <td>Op. Exp.</td> <td>872,441</td> <td>117,967</td> </tr> <tr> <td>Cap. Exp.</td> <td>200,000</td> <td>0</td> </tr> </table> <p>There has been excellent progress on most of Council's major projects with the completion of the Bluewater Quay the major focus.</p>	2009/10		2009/10	Revenue	Budget	Actual	Op. Exp.	872,441	117,967	Cap. Exp.	200,000	0
2009/10		2009/10																
Revenue	Budget	Actual																
Op. Exp.	872,441	117,967																
Cap. Exp.	200,000	0																
5.1.2 Ocean-Blue River Walk	To provide design and concept plans for future development of the Blue Water Trail. Supports the following Corporate Plan Strategies: 1.2, 1.5, 1.6, 3.2, 4.3, 5.3, 5.4	To progress the planning and design of the trail project along the Pioneer River between Ron Cann bridge and Camlands Park and the area between Hospital Bridge, Bridge Road and the Mackay Regional Botanic Gardens.	Provide detailed documentation to enable the construction of boardwalks, footpaths and associated facilities in the area from Camlands Park to Ron Cann Bridge. Provide detailed concept plans for the remaining sections and where appropriate detailed design plans.	Yes	Yes	Meeting established time frames for construction program and funding application. Community satisfaction in terms of design parameters and time frames. Construction of these linkages to be completed by 30 June 2010. Work has commenced on the section of												



Mackay REGIONAL COUNCIL

SEPTEMBER 2009 QUARTER OPERATIONAL PLAN

5.1 ENGINEERING SERVICES (MANAGEMENT)																		
Service Area/Project	Outcomes	Strategies	Proposed Outputs	On Time	On Budget	Comments on Sept 09 Quarter												
Ocean-Blue River Walk (Cont.)						<p>the trail from the Botanic Gardens to Hospital Bridge and tenders are about to be called for the Cameldans Park and Environment Park sections.</p> <table border="1"> <tr> <td>Revenue</td> <td>2009/10 Budget</td> <td>2009/10 Actual</td> </tr> <tr> <td>Op. Exp.</td> <td>(2,518,820)</td> <td>(272,703)</td> </tr> <tr> <td>Cap. Exp.</td> <td>0</td> <td>0</td> </tr> <tr> <td></td> <td>2,518,820</td> <td>1,871,800</td> </tr> </table>	Revenue	2009/10 Budget	2009/10 Actual	Op. Exp.	(2,518,820)	(272,703)	Cap. Exp.	0	0		2,518,820	1,871,800
Revenue	2009/10 Budget	2009/10 Actual																
Op. Exp.	(2,518,820)	(272,703)																
Cap. Exp.	0	0																
	2,518,820	1,871,800																
5.1.3 Disaster Management	<p>To provide a planned approach for dealing with emergencies by the Mackay Local Disaster Management Group (MLDMG) and the State Emergency Service as determined by the State Disaster Management Act 2003.</p> <p>Supports the following Corporate Plan Strategies: 1.4, 1.11, 5.5, 7.1, 7.2, 7.4</p>	<p>To have in place and maintain a comprehensive Regional Counter-Disaster Plan that provides operational guidelines including support of the State Emergency Service Unit. Includes a review of the current Plan to meet the template from the State Government.</p> <p>Preparedness of mitigation, response and recovery for disaster situations.</p>	<p>Minimising the impact and cost of disasters on the community.</p> <p>Fully trained operational staff and SES.</p>	Yes	Yes	<p>Quick and effective response to all emergencies.</p> <p>Completion of a reviewed Counter Disaster Plan applicable across the Region by 30 June 2010.</p> <p>Achievement of a 10% increase in the numbers of SES volunteers and a retention rate of 70% for the 12 month period to 30 June 2010 (there has been significant improvement in this area of recruitment).</p> <table border="1"> <tr> <td>Revenue</td> <td>2009/10 Budget</td> <td>2009/10 Actual</td> </tr> <tr> <td>Op. Exp.</td> <td>15,500</td> <td>106,163</td> </tr> <tr> <td>Cap. Exp.</td> <td>377,937</td> <td>81,528</td> </tr> <tr> <td></td> <td>0</td> <td>0</td> </tr> </table>	Revenue	2009/10 Budget	2009/10 Actual	Op. Exp.	15,500	106,163	Cap. Exp.	377,937	81,528		0	0
Revenue	2009/10 Budget	2009/10 Actual																
Op. Exp.	15,500	106,163																
Cap. Exp.	377,937	81,528																
	0	0																
5.1.4 Disaster Management Capital Works	<p>To provide infrastructure for a planned approach for dealing with emergencies by the Mackay Local Disaster Management Group (MLDMG) and the SES.</p> <p>Supports the following Corporate Plan Strategies: 5.5</p>	<p>To provide accommodation, equipment and furniture for Counter-Disaster operations.</p> <p>Upgrade SES facilities across the Region.</p>	<p>Efficiently operating Centres and improved conditions for training of SES volunteers.</p>	Yes	Yes	<p>Efficient operation during regular exercises and SES activities.</p> <p>(Also refer to 5.1.3 performance measures)</p> <table border="1"> <tr> <td>Revenue</td> <td>2009/10 Budget</td> <td>2009/10 Actual</td> </tr> <tr> <td>Op. Exp.</td> <td>11,017,050</td> <td>1,066,710</td> </tr> <tr> <td>Cap. Exp.</td> <td>4,000,000</td> <td>222,083</td> </tr> <tr> <td></td> <td>147,794</td> <td>0</td> </tr> </table>	Revenue	2009/10 Budget	2009/10 Actual	Op. Exp.	11,017,050	1,066,710	Cap. Exp.	4,000,000	222,083		147,794	0
Revenue	2009/10 Budget	2009/10 Actual																
Op. Exp.	11,017,050	1,066,710																
Cap. Exp.	4,000,000	222,083																
	147,794	0																



SEPTEMBER 2009 QUARTER OPERATIONAL PLAN

5.1 ENGINEERING SERVICES (MANAGEMENT)																
Service Area/Project	Outcomes	Strategies	Proposed Outputs	On Time	On Budget	Comments on Sept 09 Quarter										
5.1.5 Disaster Risk Management Disaster Risk Management (Cont'd.)	To manage the implementation of Council's Disaster Risk Management Plan. Supports the following Corporate Plan Strategies: 5.5	Review actions associated with the Disaster Risk Management Plan and put in place effective implementation plans.	Ongoing implementation of mitigation/treatment. Improved community awareness and involvement.	No	Yes	Review current Implementation Plan by 31 December 2009. (Note: review will be undertaken in early 2010). Fully document revised implementation plans in accordance with the adopted Disaster Risk Management Plans by 30 June 2010. Increase SES membership by 10% by 30/06/2010. <table border="1" style="margin-left: auto; margin-right: auto;"> <tr> <td>2009/10 Budget</td> <td>2009/10 Actual</td> </tr> <tr> <td>Revenue</td> <td>116,000</td> </tr> <tr> <td>Op. Exp.</td> <td>127,275</td> </tr> <tr> <td>Cap. Exp.</td> <td>34,135</td> </tr> <tr> <td></td> <td>0</td> </tr> </table>	2009/10 Budget	2009/10 Actual	Revenue	116,000	Op. Exp.	127,275	Cap. Exp.	34,135		0
2009/10 Budget	2009/10 Actual															
Revenue	116,000															
Op. Exp.	127,275															
Cap. Exp.	34,135															
	0															
5.1.6 Depot Management	To manage the maintenance and operation of Council's Depots and associated assets. Supports the following Corporate Plan Strategies: 5.4, 5.5, 5.7, 5.8, 6.3, 6.5, 7.4	To provide accommodation, equipment and its associated maintenance for the facilities at Bedford Road, Calen, Sarina, Mirani, Eungella and Palmyra.	Ensure appropriate working conditions and overall amenity for staff from within Mackay Water, Maintenance, Construction, Parks and Environment, Plant and Procurement.	Yes	Yes	Effective and efficient maintenance and operation of all Depot facilities. <table border="1" style="margin-left: auto; margin-right: auto;"> <tr> <td>2009/10 Budget</td> <td>2009/10 Actual</td> </tr> <tr> <td>Revenue</td> <td>(8,112,267)</td> </tr> <tr> <td>Op. Exp.</td> <td>0</td> </tr> <tr> <td>Cap. Exp.</td> <td>8,112,267</td> </tr> <tr> <td></td> <td>8,112,112</td> </tr> </table>	2009/10 Budget	2009/10 Actual	Revenue	(8,112,267)	Op. Exp.	0	Cap. Exp.	8,112,267		8,112,112
2009/10 Budget	2009/10 Actual															
Revenue	(8,112,267)															
Op. Exp.	0															
Cap. Exp.	8,112,267															
	8,112,112															
5.1.7 Sustainable Futures	To assist towards enhancing and protecting the environmental aspects of the Region. (Corporate Plan Objective 3)	Ensure future sustainable practices are implemented within the Programs within the Department.	Implementation of future sustainable practices.	Yes		Promotion of future sustainable practices to the Sustainable Futures Committee.										
5.1.8 Community Plan	To provide strategic input into the development of the Community Plan as it relates to the functions of the Engineering Services Department. Supports all Corporate Plan strategies.	Engage residents, business, staff and other stakeholders in the development of a long term community plan for the Mackay Regional Council area.	A long term community plan which encapsulates the future needs and aspirations of the Mackay Regional Council community.	Yes		Community Plan is endorsed by Council.										



SEPTEMBER 2009 QUARTER OPERATIONAL PLAN

5.2 MAINTENANCE						
Service Area/Project	Outcomes	Strategies	Proposed Outputs	On Time	On Budget	Comments on Sept 09 Quarter
5.2.2 Maintenance Management	<p>To provide administrative and logistic support for the Maintenance Operations function in the Engineering Services Department based at all Depots.</p> <p>Administrative support provides professional, responsible and timely service to both internal and external customers for effective performance and reporting.</p> <p>Supports the following Corporate Plan Strategies: 1.5, 3.5, 5.4, 5.5, 5.6, 6.11, 7.1, 7.2, 7.7, 7.17</p>	<p>Provide administrative and logistical services to support the Maintenance Operations section, at all Depots.</p> <p>Centralised administration providing core services with specific decentralised services provided according to Depot needs and functions.</p>	<ul style="list-style-type: none"> Measure of communities attitude to the outcomes of customer requests and maintenance activities. Administrative and logistical services which are provided continuously and to consistent standards, including meeting corporate targets Centralised coordination of corporate objectives. Improvement opportunities identified and implemented as appropriate. Positive relationships across the whole organisation complement the quality of advice and service provided. 	Yes	Yes	<ul style="list-style-type: none"> Timely provision of administrative and logistical support to facilitate operational effectiveness and efficiencies – being achieved. Accurate and timely processing of purchasing activities in line with Purchasing Policy – being achieved. Feedback from within the organisation on level of co-operation and service – nil negative feedback received. Accurate and timely completion of business support process – being achieved. Annual System Review Completed. Staff Turnover < 15% Toolbox Talks > 15 per month Safety Hazard Inspections completed as per program – in hand. Safety Committee Meetings held bi monthly – being achieved. Reduce Number of Incidents. Lost Time Injuries and Number of Days lost by 5% from last year – still to be assessed. Customer Satisfaction Survey Results remain at greater than 3.75 Stars – achieved to date.
5.2.3 Main Roads Maintenance	<p>To maintain the State Controlled Road Network to an agreed standard.</p> <p>Main Roads asset condition maintenance and service amenity</p>	<p>Works undertaken on a preferred supplier basis for Department of Main Roads under a Road Maintenance Performance Contract (RMPC).</p>	<p>Maintenance and minor works activities undertaken within agreed intervention levels, timeframes and funding allocated, to the approval of Main Roads.</p>	Yes	Yes	<ul style="list-style-type: none"> Identified maintenance tasks and minor works undertaken in line with agreed intervention levels and standards – being achieved. Satisfactory annual performance review by Main Roads and

	2009/10	2008/09
Revenue	(18,413)	(18,413)
Op. Exp.	573,984	135,996
Cap. Exp.	87,412	7,481



SEPTEMBER 2009 QUARTER OPERATIONAL PLAN

5.2 MAINTENANCE																		
Service Area/Project	Outcomes	Strategies	Proposed Outputs	On Time	On Budget	Comments on Sept 09 Quarter												
Main Roads Maintenance (Cont'd..)	<p>maintenance according to prescribed Levels of Service and allocated funding programs.</p> <p>Supports the following Corporate Plan Strategies: 3.5, 5.4, 7.1, 7.2, 7.17</p>		<ul style="list-style-type: none"> Works programmed according to specified standards and timeframes; Regular inspections to confirm provision of service standards and development of future programs; Claims processed for completed works on a monthly basis; Negotiation of RMPC with Main Roads representatives to ensure continuity and recognise relevant growth and needs; Identify minor works needs and liaise with DMR for suitable funding allocations; 			<p>compliance with Main Roads audit in late 2009 – audit scheduled for 2010.</p> <ul style="list-style-type: none"> Achievement of NCP margin on all works completed within the RMPC agreement – being achieved. <table border="1" style="margin-left: auto; margin-right: auto;"> <tr> <td></td> <td>2009/10 Budget</td> <td>2009/10 Actual</td> </tr> <tr> <td>Revenue</td> <td>(2,663,200)</td> <td>(414,703)</td> </tr> <tr> <td>Op. Exp.</td> <td>2,565,230</td> <td>616,726</td> </tr> <tr> <td>Cap. Exp.</td> <td>0</td> <td>0</td> </tr> </table>		2009/10 Budget	2009/10 Actual	Revenue	(2,663,200)	(414,703)	Op. Exp.	2,565,230	616,726	Cap. Exp.	0	0
	2009/10 Budget	2009/10 Actual																
Revenue	(2,663,200)	(414,703)																
Op. Exp.	2,565,230	616,726																
Cap. Exp.	0	0																
5.2.4 Council Roads Maintenance	<p>To maintain Council's road network to an acceptable/safe standard within the limits of allocated funding.</p> <p>Services provided consistently meet nominated levels of service and standards, including asset management and amenity provisions.</p> <p>Supports Corporate Plan Strategies: 3.5, 5.2, 5.4, 5.6, 7.1, 7.2, 7.17</p>	<p>Routine and special maintenance activities undertaken on Council's transport network in an effective and efficient manner, eg road surface, pavement repairs, kerb and channel, drainage, street furniture, road delineation, vegetation control, line marking, and traffic signals.</p>	<ul style="list-style-type: none"> A road network maintained providing best value and maximising benefit of the allocated funding, through: <ul style="list-style-type: none"> Regular inspections to assess road and drainage infrastructure condition and defects for the development of maintenance programs; Maintenance programs developed to meet nominated service standards and consistency factors; Services effectively provided through maintenance programs; Resource planning based on routine maintenance programs; Asset data gathered and 	Yes	Yes	<ul style="list-style-type: none"> Review of Council's current sealed and unsealed road maintenance program in conjunction with levels of service to be reported to Council by 31 March 2010 – review in progress. Approved defect intervention levels and budget met in areas of unsealed and sealed road maintenance, line marking, culverts, signs and kerb and channel – establishment of standards is part of levels of service review which is in progress. <table border="1" style="margin-left: auto; margin-right: auto;"> <tr> <td></td> <td>2009/10 Budget</td> <td>2009/10 Actual</td> </tr> <tr> <td>Revenue</td> <td>1,166,000</td> <td>(25,400)</td> </tr> <tr> <td>Op. Exp.</td> <td>15,002,211</td> <td>3,379,318</td> </tr> <tr> <td>Cap. Exp.</td> <td>0</td> <td>0</td> </tr> </table>		2009/10 Budget	2009/10 Actual	Revenue	1,166,000	(25,400)	Op. Exp.	15,002,211	3,379,318	Cap. Exp.	0	0
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5.2 MAINTENANCE																		
Service Area/Project	Outcomes	Strategies	Proposed Outputs	On Time	On Budget	Comments on Sept 09 Quarter												
<p>Council Roads Maintenance (Cont'd..)</p> <p>5.2.5 Off Street Parking</p>	<p>Council car parks are maintained according to prescribed standards for asset condition and amenity, within the limits of allocated funding.</p> <p>Supports the following Corporate Plan Strategies: 2.3, 3.5, 5.7, 7.17</p>	<p>Effective maintenance of surfacing, pavement and line marking.</p>	<ul style="list-style-type: none"> collated as appropriate; Amenity standards which are monitored through feedback / surveys; Regular non-financial performance reports to demonstrate achievements. Well maintained and presented car parks to promote the use of off street parking. Pavement and surfacing meeting technical service standards for off-street areas; Cleanliness and presentation meeting customer service standards. 	<p>Yes</p>	<p>No*</p>	<ul style="list-style-type: none"> Assessment of current condition and needs to be completed by November 2009 – in progress. Assessment of achievable levels of service that can be linked to the 2009/10 budget to be completed by 28 February 2010 – in progress. Program for future achievement of desirable standards to be completed by 31 March 2010. <p>*Over budget due to additional rehabilitation work being undertaken – being amended in September budget review.</p> <table border="1" style="margin-left: auto; margin-right: auto;"> <tr> <td colspan="2">2009/10</td> </tr> <tr> <td>Budget</td> <td>Actual</td> </tr> <tr> <td>Revenue</td> <td>0</td> </tr> <tr> <td>Op. Exp.</td> <td>115,300</td> </tr> <tr> <td>Cap. Exp.</td> <td>0</td> </tr> <tr> <td></td> <td>115,300</td> </tr> </table>	2009/10		Budget	Actual	Revenue	0	Op. Exp.	115,300	Cap. Exp.	0		115,300
2009/10																		
Budget	Actual																	
Revenue	0																	
Op. Exp.	115,300																	
Cap. Exp.	0																	
	115,300																	
<p>5.2.6 Depot Operations (Note: Consolidated with 5.1.6)</p>	<p>To maintain and operate Council Depots to meet the needs of users within constraints of budget and to support all operational programs.</p> <p>Supports the following Corporate Plan Strategies: 5.4, 5.5, 5.7, 5.8, 6.3, 6.5, 7.1, 7.4, 7.17 working out of the Depots,</p>	<p>Regular maintenance of the Depot infrastructure undertaken in line with needs in a timely and efficient manner.</p> <p>To provide accommodation, equipment and its associated maintenance for the facilities at Bedford Road, Calen, Selma, Mirani, Eungella and Palmira.</p>	<p>Ensure appropriate working conditions and overall amenity for staff from within Mackay Water, Maintenance, Construction, Parks and Environment, Plant and Procurement.</p>	<p>Yes</p>	<p>No*</p>	<ul style="list-style-type: none"> Depot facilities and infrastructure maintained and operated within budget allocations – being achieved however over-expenditure due to work at Shakespeare St stockpile site. <p>*Over budget due to Shakespeare St stockpile site work – being amended in September budget review.</p>												



5.2 MAINTENANCE																										
Service Area/Project	Outcomes	Strategies	Proposed Outputs	On Time	On Budget	Comments on Sept 09 Quarter																				
Depot Operations (Note: Consolidated with 5.1.6) (Cont'd...)		Maintenance of Bedford Road and Ness Street Depots kept to minimum in recognition of development of new Depot facility at Paget.				<table border="1"> <thead> <tr> <th colspan="2">2009/10</th> <th colspan="2">2009/10</th> </tr> <tr> <th>Budget</th> <th>Actual</th> <th>Budget</th> <th>Actual</th> </tr> </thead> <tbody> <tr> <td>Revenue</td> <td>0</td> <td>12,000</td> <td>0</td> </tr> <tr> <td>Op. Exp.</td> <td>375,200</td> <td>385,111</td> <td>0</td> </tr> <tr> <td>Cap. Exp.</td> <td>0</td> <td>0</td> <td>0</td> </tr> </tbody> </table>	2009/10		2009/10		Budget	Actual	Budget	Actual	Revenue	0	12,000	0	Op. Exp.	375,200	385,111	0	Cap. Exp.	0	0	0
2009/10		2009/10																								
Budget	Actual	Budget	Actual																							
Revenue	0	12,000	0																							
Op. Exp.	375,200	385,111	0																							
Cap. Exp.	0	0	0																							
5.2.7 Natural Disaster Cyclone/Flood Damage	Restoration of infrastructure and facilities' assets according to pre-existing condition, damage received and available funding. Council's contribution to the cost of restoration of damage caused by flood or natural disaster for both submergence and saturation damage. Supports the following Corporate Plan Strategies: 5.4, 5.5, 7.17	Utilisation of appropriate construction and maintenance techniques to restore assets and facilities. Maintain strong working relationships with State and Federal Government Natural Disaster Recovery agencies.	Restoration of flood/ rain damaged assets through: <ul style="list-style-type: none">Inspections following major events to assess damage and restoration needs;Preparation of claims for restoration;Assets and facilities restored to pre-existing condition according to condition, need and available funding;Review of needs for renewal or upgrading of assets, including new works, eg flood mitigation works, to protect asset condition.	Yes*	Yes	<ul style="list-style-type: none"> Road infrastructure repaired and restored in a timely and efficient manner to pre-disaster condition within the prescribed two (2) year period – on target; February 2008 event – by May 2010 – on target; Jan/Feb 09 event by May 2011 – on target. <p>* Dependant on extent of wet season and availability of Contractors</p> <table border="1"> <thead> <tr> <th colspan="2">2009/10</th> <th colspan="2">2009/10</th> </tr> <tr> <th>Budget</th> <th>Actual</th> <th>Budget</th> <th>Actual</th> </tr> </thead> <tbody> <tr> <td>Revenue</td> <td>141,200,000</td> <td>11,200,000</td> <td>2,200,000</td> </tr> <tr> <td>Op. Exp.</td> <td>22,000,000</td> <td>22,000,000</td> <td>22,000,000</td> </tr> <tr> <td>Cap. Exp.</td> <td>22,000,000</td> <td>22,000,000</td> <td>22,000,000</td> </tr> </tbody> </table>	2009/10		2009/10		Budget	Actual	Budget	Actual	Revenue	141,200,000	11,200,000	2,200,000	Op. Exp.	22,000,000	22,000,000	22,000,000	Cap. Exp.	22,000,000	22,000,000	22,000,000
2009/10		2009/10																								
Budget	Actual	Budget	Actual																							
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Op. Exp.	22,000,000	22,000,000	22,000,000																							
Cap. Exp.	22,000,000	22,000,000	22,000,000																							
5.2.8 Quarry Operations and Stockpile Sites	To produce suitable quality road gravel for road maintenance from Council operated Quarries. Road building and maintenance material needs are provided from Council operated quarries to approved specifications, where raw product is of suitable quality. Council stockpile sites managed in accordance with our Site Based Management Plans. Supports the following Corporate Plan Strategies: 3.5,	Sub-contract mobile crushing plant utilised at licensed gravel pits. Licensing and appropriate approvals for quarries established, maintained and complied with. Management of our Stockpile Sites in accordance with our Site Based Management Plans.	Production of quality road material at a competitive price, suitable for unsealed and sealed (lower pavement course materials) road maintenance. Quality testing of material to ensure conformity with standards and guidelines.	Yes	Yes	<ul style="list-style-type: none"> Timely production of quality material to meet demands, at a competitive cost, from Council's gravel quarry sites – being achieved. Compliance of the manufactured material supplied to the recommendations of the ARRB guidelines – being achieved. Compliance of Council's Stockpile Sites with all relevant legislation – being achieved. Review the costs associated with developing gravel from Council owned and operated quarries as compared to privately operated 																				



5.2 MAINTENANCE																										
Service Area/Project	Outcomes	Strategies	Proposed Outputs	On Time	On Budget	Comments on Sept 09 Quarter																				
5.4 Quarry Operations and Stockpile Sites (Cont'd.)	5.4 Council bridges are maintained according to best practice, for safety, asset condition, and accessibility, within limits of available funding. Supports the following Corporate Plan Strategies: 5.2, 5.4, 7.17	Routine inspections and scheduling of maintenance of Council owned bridges to provide for public safety and accessibility.	Bridge infrastructure regularly inspected and assessed, and maintenance needs programmed, through: <ul style="list-style-type: none">Regular inspections to assess bridge condition and defects for the development of maintenance programs.Maintenance programs developed to meet nominated service standards.Asset data gathered and collated as appropriate.	Yes	Yes	quarries by 31 December 2009 – in progress. <table border="1"> <tr><td colspan="2">2009/10</td><td colspan="2">2009/10</td></tr> <tr><td>Revenue</td><td>(1,201,000)</td><td>Budget</td><td>Actual</td></tr> <tr><td>Op. Exp.</td><td>1,206,348</td><td></td><td>1486,252</td></tr> <tr><td>Cap. Exp.</td><td>0</td><td></td><td>977,068</td></tr> <tr><td></td><td></td><td></td><td>0</td></tr> </table>	2009/10		2009/10		Revenue	(1,201,000)	Budget	Actual	Op. Exp.	1,206,348		1486,252	Cap. Exp.	0		977,068				0
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Cap. Exp.	0		977,068																							
			0																							
5.2.9 Bridge Maintenance						Current condition and needs of bridge infrastructure to be completed by November 2009 – on schedule. Bridge integrity maintained through timely inspection and maintenance regime, to provide for safe trafficking – in progress. <table border="1"> <tr><td colspan="2">2009/10</td><td colspan="2">2009/10</td></tr> <tr><td>Revenue</td><td>0</td><td>Budget</td><td>Actual</td></tr> <tr><td>Op. Exp.</td><td>448,100</td><td></td><td>71,822</td></tr> <tr><td>Cap. Exp.</td><td>0</td><td></td><td>0</td></tr> <tr><td></td><td></td><td></td><td>0</td></tr> </table>	2009/10		2009/10		Revenue	0	Budget	Actual	Op. Exp.	448,100		71,822	Cap. Exp.	0		0				0
2009/10		2009/10																								
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Op. Exp.	448,100		71,822																							
Cap. Exp.	0		0																							
			0																							
5.2.10 Cycleways and Walkways Maintenance	To maintain Council's cycleways and walkways (footpaths) to an acceptable standard and level of service. Services provided consistently meet nominated Levels of Service and service standards, including asset management and amenity provisions. Supports the following Corporate Plan Strategies: 1.1, 1.2, 5.2, 5.3, 7.17	Regular routine inspections and scheduled maintenance of Council's footpath and cycleway network, (including surfacing, signage and line marking).	Well-maintained and safe cycleways and walkways network, through: <ul style="list-style-type: none">Regular inspections to assess cycleway and walkway condition and defects for the development of maintenance programs;Maintenance programs assigned to meet nominated service standards;Services effectively provided through Maintenance Programs;Asset data gathered and collated as appropriate.	Yes	Yes	Defect intervention levels met, within allocated budget – levels of service being reviewed. Number of reported incidents on the cycleway/walkway network reduced – not assessed as yet. <table border="1"> <tr><td colspan="2">2009/10</td><td colspan="2">2009/10</td></tr> <tr><td>Revenue</td><td>0</td><td>Budget</td><td>Actual</td></tr> <tr><td>Op. Exp.</td><td>206,103</td><td></td><td>35,114</td></tr> <tr><td>Cap. Exp.</td><td>0</td><td></td><td>0</td></tr> <tr><td></td><td></td><td></td><td>0</td></tr> </table>	2009/10		2009/10		Revenue	0	Budget	Actual	Op. Exp.	206,103		35,114	Cap. Exp.	0		0				0
2009/10		2009/10																								
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			0																							



SEPTEMBER 2009 QUARTER OPERATIONAL PLAN

5.2 MAINTENANCE														
Service Area/Project	Outcomes	Strategies	Proposed Outputs	On Time	On Budget	Comments on Sept 09 Quarter								
5.2.11 Traffic Signals	To ensure all traffic signals operations are optimised, functional and reliable. Functional traffic signals contribute to improved safety and accessibility for Mackay motorists. Supports the following Corporate Plan Strategies: 5.4, 7.17	Timely maintenance of Council owned traffic signals. Construction, renewal and upgrading of traffic signals according to good practice and agreed community needs. Regular communication with Main Roads Control Centre personnel on signal operation and optimisation.	Well maintained traffic signal system, through: <ul style="list-style-type: none">Regular inspection of traffic signals to ensure effective operation;Programmed and timely reactive maintenance at individual traffic signal installations;Appropriate risk management practices;Renewals and upgrades in line with the approved program.	Yes	Yes	<ul style="list-style-type: none"> Repair and maintenance of Council's existing network of traffic signals within an acceptable response time – on target. Construction and upgrade work carried out on time, and within budget to acceptable quality standards – in progress. Number of reported traffic signals that are out of action due to faults. Length of time taken to repair reported faults – not assessed as yet <table border="1"> <tr> <td>2009/10 Budget</td> <td>2009/10 Actual</td> </tr> <tr> <td>Revenue</td> <td>0</td> </tr> <tr> <td>Op. Exp.</td> <td>\$9,300</td> </tr> <tr> <td>Cap. Exp.</td> <td>17,142</td> </tr> </table>	2009/10 Budget	2009/10 Actual	Revenue	0	Op. Exp.	\$9,300	Cap. Exp.	17,142
2009/10 Budget	2009/10 Actual													
Revenue	0													
Op. Exp.	\$9,300													
Cap. Exp.	17,142													
5.2.12 Drainage Maintenance	To maintain an efficient and effective drainage system. Drainage systems, (both underground and open drains), function effectively for design rainfall events. Supports the following Corporate Plan Strategies: 5.2, 5.4, 5.5, 7.17	Programmed maintenance of Council's open drains network to provide for effective discharge of stormwater runoff and for the desired amenity. Maintenance of Council underground drainage system.	Well maintained open drains and drainage network operating at optimum efficiency, through: <ul style="list-style-type: none">Regular condition and risk inspections, to assess drain effectiveness and maintenance needs;Maintenance programs assigned to maintain condition and function of open drains, including relevant amenity provisions.Maintenance program to clean existing pits and drainage lines within the underground drainage network.	Yes	Yes	<ul style="list-style-type: none"> Drainage network functions to design capacities – significant de-silting / re-profiling has been undertaken. Review operation of drainage maintenance function and levels of service by 31 December 2009 – in progress. Compliance with scheduled program – on target. <table border="1"> <tr> <td>2009/10 Budget</td> <td>2009/10 Actual</td> </tr> <tr> <td>Revenue</td> <td>0</td> </tr> <tr> <td>Op. Exp.</td> <td>1,418,762</td> </tr> <tr> <td>Cap. Exp.</td> <td>352,429</td> </tr> </table>	2009/10 Budget	2009/10 Actual	Revenue	0	Op. Exp.	1,418,762	Cap. Exp.	352,429
2009/10 Budget	2009/10 Actual													
Revenue	0													
Op. Exp.	1,418,762													
Cap. Exp.	352,429													
5.2.13 Boat Ramp Maintenance	Council and Queensland	Routine inspections and	Safe, well-maintained Boat	Yes	No*	Customer satisfaction level for the								



SEPTEMBER 2009 QUARTER OPERATIONAL PLAN

5.2 MAINTENANCE																						
Service Area/Project	Outcomes	Strategies	Proposed Outputs	On Time	On Budget	Comments on Sept 09 Quarter																
Boat Ramp Maintenance (Cont'd.)	<p>Transport Boat Ramps maintained throughout the Region in line with agreed service standards and good risk management practices.</p> <p>Supports the following Corporate Plan Strategies: 1.2, 5.2, 7.17</p>	<p>scheduled maintenance of boat ramps and associated infrastructure to provide for needs of boating public.</p>	<p>Ramps, through:</p> <ul style="list-style-type: none"> Regular risk management inspections to identify potential risk for users of the boat ramps; Regular cleaning and maintenance activities according to good risk management and asset maintenance practices for assets in a marine environment. 			<p>boat ramps managed by Mackay Regional Council.</p> <ul style="list-style-type: none"> Number of reported incidents on boat ramp network. Number of times the ramps have been cleaned – cleaning schedule in place. Satisfactory recognition and performance assessment by Queensland Transport – close liaison being maintained. <p>* Over-budget due to increased cleaning service – being amended in September budget review.</p> <table border="1"> <tr> <td colspan="2">2009/10</td> <td colspan="2">2009/10</td> </tr> <tr> <td>Budget</td> <td>17,000</td> <td>Budget</td> <td>18,311</td> </tr> <tr> <td>On Exp.</td> <td>62,000</td> <td>On Exp.</td> <td>0</td> </tr> <tr> <td>Cap Exp.</td> <td>0</td> <td>Cap Exp.</td> <td>0</td> </tr> </table>	2009/10		2009/10		Budget	17,000	Budget	18,311	On Exp.	62,000	On Exp.	0	Cap Exp.	0	Cap Exp.	0
2009/10		2009/10																				
Budget	17,000	Budget	18,311																			
On Exp.	62,000	On Exp.	0																			
Cap Exp.	0	Cap Exp.	0																			
5.2.14 Foreshore Restoration and Protection	<p>Foreshore assets are maintained and restored according to needs and approved programs, in consultation with the Department of Environmental Resource Management (DERM).</p> <p>Supports the following Corporate Plan Strategies: 1.2, 3.1, 5.7, 7.17</p>	<p>Application of specific techniques to restore and maintain foreshore assets and reserves with minimum impact to the surrounding environment.</p>	<p>Monitor the impacts of erosion on Council's assets.</p> <p>Foreshore assets are maintained in line with natural conditions, community consultation and DERM approvals.</p>	Yes*	Yes*	<p>Works carried out within Budget and in compliance with Department of Environmental Resource Management guidelines and approvals.</p> <p>* Nil works required to date.</p> <table border="1"> <tr> <td colspan="2">2009/10</td> <td colspan="2">2009/10</td> </tr> <tr> <td>Budget</td> <td>1,100</td> <td>Budget</td> <td>0</td> </tr> <tr> <td>On Exp.</td> <td>3,100</td> <td>On Exp.</td> <td>0</td> </tr> <tr> <td>Cap Exp.</td> <td>0</td> <td>Cap Exp.</td> <td>0</td> </tr> </table>	2009/10		2009/10		Budget	1,100	Budget	0	On Exp.	3,100	On Exp.	0	Cap Exp.	0	Cap Exp.	0
2009/10		2009/10																				
Budget	1,100	Budget	0																			
On Exp.	3,100	On Exp.	0																			
Cap Exp.	0	Cap Exp.	0																			
5.2.15 Bus Shelters	<p>Bus shelters are maintained for asset condition and service amenity according to prescribed standards.</p> <p>Work closely with Queensland Transport to improve bus shelter infrastructure and maximise utilisation of available funding.</p>	<p>Regular maintenance programs are developed and utilised to ensure clean, serviceable bus shelters.</p> <p>Supply and erect new bus shelters and relocation of existing shelters to match the needs of the Community.</p>	<p>Well maintained shelters to maximise utilisation of bus transport.</p> <ul style="list-style-type: none"> Regular inspections to determine maintenance needs; Maintenance programs for cleaning, mowing surrounds and painting / repair to bus 	Yes	Yes	<p>Maintenance carried out within budget – being achieved</p> <ul style="list-style-type: none"> Frequency of inspections and maintenance of bus shelter surrounds. Healthy working relationship with Queensland Transport. <table border="1"> <tr> <td colspan="2">2009/10</td> <td colspan="2">2009/10</td> </tr> <tr> <td>Budget</td> <td>1,100</td> <td>Budget</td> <td>0</td> </tr> <tr> <td>On Exp.</td> <td>3,100</td> <td>On Exp.</td> <td>0</td> </tr> <tr> <td>Cap Exp.</td> <td>0</td> <td>Cap Exp.</td> <td>0</td> </tr> </table>	2009/10		2009/10		Budget	1,100	Budget	0	On Exp.	3,100	On Exp.	0	Cap Exp.	0	Cap Exp.	0
2009/10		2009/10																				
Budget	1,100	Budget	0																			
On Exp.	3,100	On Exp.	0																			
Cap Exp.	0	Cap Exp.	0																			



SEPTEMBER 2009 QUARTER OPERATIONAL PLAN

5.2 MAINTENANCE														
Service Area/Project	Outcomes	Strategies	Proposed Outputs	On Time	On Budget	Comments on Sept 09 Quarter								
Bus Shelters (Cont'd.)	Supports the following Corporate Plan Strategies: 1.5, 5.3, 7.17	Undertake improvements to maximise utilisation by all members of Community who desire to use.	shelters; Meet bus commuters need for shelters based on usage patterns.			<table border="1"> <tr> <td>2009/10 Budget</td> <td>2009/10 Actual</td> </tr> <tr> <td>Revenue</td> <td>0</td> </tr> <tr> <td>Op. Exp.</td> <td>85,477</td> </tr> <tr> <td>Cap. Exp.</td> <td>0</td> </tr> </table>	2009/10 Budget	2009/10 Actual	Revenue	0	Op. Exp.	85,477	Cap. Exp.	0
2009/10 Budget	2009/10 Actual													
Revenue	0													
Op. Exp.	85,477													
Cap. Exp.	0													
5.2.16 Street Cleaning	To maintain a tidy street appearance in urban areas, and within shopping precincts. Street and reserve cleaning programs provide prescribed service standards for cleanliness, improved amenity and environmental protection. Supports the following Corporate Plan Strategies: 5.2, 5.4, 7.17	A regular program of street sweeping of kerb and channel and a gully pit cleaning program of Council grated inlet pits and pressure cleaning of City Centre footpaths. Programs of mechanical street sweeping, gully pit cleaning, gross pollutant traps and footpath cleaning to provide nominated service standards, and frequencies.	Effective and efficient utilisation of Council's street sweeping fleet to maintain clean streets and gully pits. Street sweeping and cleaning programs meet prescribed service standards for all types of development, eg higher frequency in City Centre. Minimising outflows of silt and litter to the outfalls / ocean from street gutters and gully pits; Improving stormwater quality.	Yes	Yes	<ul style="list-style-type: none"> City Centres and Town urban streets swept in accordance with agreed program. Urban Streets City Centre Rural Shopping Centres Gully pits and gross pollutants traps cleaned out in line with agreed program – program being reviewed. Level of service to be reviewed and achievable level of service established and delivered by 31 March 2010 – review in progress. <table border="1"> <tr> <td>2009/10 Budget</td> <td>2009/10 Actual</td> </tr> <tr> <td>Revenue</td> <td>0</td> </tr> <tr> <td>Op. Exp.</td> <td>794,017</td> </tr> <tr> <td>Cap. Exp.</td> <td>0</td> </tr> </table>	2009/10 Budget	2009/10 Actual	Revenue	0	Op. Exp.	794,017	Cap. Exp.	0
2009/10 Budget	2009/10 Actual													
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Op. Exp.	794,017													
Cap. Exp.	0													
5.2.17 Funded Employment Programs	To provide support for Government Funded Projects. Government funds are accessed from relevant programs to complement current works and facilities programs, including new community projects.	Support Government Funded Projects. Apply for relevant Government funding programs to the development and reconstruction of community facilities and assets.	Improved infrastructure through use of Government Funded Schemes. New and restored infrastructure assets and facilities in support of community programs; Improved employment	Yes	No*	<ul style="list-style-type: none"> Budgeted works delivered. Successfully match a project with funding availability and completion of scheduled works – new scheme has been negotiated with State agencies. <table border="1"> <tr> <td>2009/10 Budget</td> <td>2009/10 Actual</td> </tr> <tr> <td>Revenue</td> <td>0</td> </tr> <tr> <td>Op. Exp.</td> <td>106,326</td> </tr> <tr> <td>Cap. Exp.</td> <td>0</td> </tr> </table>	2009/10 Budget	2009/10 Actual	Revenue	0	Op. Exp.	106,326	Cap. Exp.	0
2009/10 Budget	2009/10 Actual													
Revenue	0													
Op. Exp.	106,326													
Cap. Exp.	0													



5.2 MAINTENANCE														
Service Area/Project	Outcomes	Strategies	Proposed Outputs	On Time	On Budget	Comments on Sept 09 Quarter								
Funded Employment Programs (Cont'd...)	Supports the following Corporate Plan Strategies: 1.4, 7.18		opportunities and skills enhancement for locals and existing staff members.			<table border="1"> <tr> <td>2009/10 Budget</td> <td>2009/10 Actual</td> </tr> <tr> <td>0</td> <td>0</td> </tr> <tr> <td>35,000</td> <td>0</td> </tr> <tr> <td>0</td> <td>0</td> </tr> </table>	2009/10 Budget	2009/10 Actual	0	0	35,000	0	0	0
2009/10 Budget	2009/10 Actual													
0	0													
35,000	0													
0	0													



SEPTEMBER 2009 QUARTER OPERATIONAL PLAN

5.3 TECHNICAL SERVICES																		
Service Area/Project	Outcomes	Strategies	Proposed Outputs	On Time	On Budget	Comments on Sept 09 Quarter												
5.3.1 Technical Services Management	To manage and support the Technical Services program in its role of delivering planning, design and management of Council's transport and drainage infrastructure, whilst embracing environmentally sustainable principles. Supports the following Corporate Plan Strategies: 1.4, 1.5, 3.2, 3.5, 4.1, 4.7, 5.1, 5.2, 5.3, 5.4, 5.5, 6.11, 7.1-7.21	Manage the administration, survey & design components of the Capital Works Program, implementation of Traffic Management Programs and the responsive supply of accurate infrastructure information & advice to residents, developers and government agencies.	Timely and accurate production of documentation and delivery of advice.	Yes	Yes	<ul style="list-style-type: none"> Monthly Management Reporting. Achievement of Program KPI's and Operational Plan performance measures. \$20K transferred from Consultants allocation to address additional requirements for Road Off Alignment Survey (1,5534) <table border="1" style="margin-left: 20px;"> <tr> <td colspan="2">2009/10</td> <td>2009/10</td> </tr> <tr> <td>Budget</td> <td>120,000</td> <td>Actual</td> </tr> <tr> <td>Revenue</td> <td>25,425</td> <td>31,111</td> </tr> <tr> <td>Op. Exp.</td> <td>25,000</td> <td>25,000</td> </tr> </table>	2009/10		2009/10	Budget	120,000	Actual	Revenue	25,425	31,111	Op. Exp.	25,000	25,000
2009/10		2009/10																
Budget	120,000	Actual																
Revenue	25,425	31,111																
Op. Exp.	25,000	25,000																
5.3.2 Design Operations	To provide Road/Drainage plans & specifications that support Council's Strategies and Capital Works Program, within financial constraints. Supports the following Corporate Plan Strategies: 1.5, 3.1, 3.5, 5.1, 5.2, 5.3, 5.4, 7.4, 7.10	Preparation of plans and documentation for the Road/Drainage Capital Works Program.	Provision of designs and specifications that are in accordance with the relevant standards, whilst being consistent with Council's Strategies, Budget limitations and the community's expectations. Prepare concept landscaping plans for a number of projects identified with Council's capital program and for possible grant applications.	No	Yes	<ul style="list-style-type: none"> Design plans proposed to be completed and approved by Council in order to meet 2009/10 construction program requirements. Current Saturation damage design load is absorbing design capability and delaying delivery of CWP-projects. Expected all 2009/10 plans to be completed by 1 March 2010. Delivery of 40% of 2010/11 plans complete by 30 June 2010 originally proposed difficult given further design load from 2009 Saturation damage requirements. Conceptual landscaping plans prepared to an acceptable standard for consideration of future construction or grant funding. <table border="1" style="margin-left: 20px;"> <tr> <td colspan="2">2009/10</td> <td>2009/10</td> </tr> <tr> <td>Budget</td> <td>111,000</td> <td>Actual</td> </tr> <tr> <td>Revenue</td> <td>237,220</td> <td>8,978</td> </tr> <tr> <td>Op. Exp.</td> <td>0</td> <td>0</td> </tr> </table>	2009/10		2009/10	Budget	111,000	Actual	Revenue	237,220	8,978	Op. Exp.	0	0
2009/10		2009/10																
Budget	111,000	Actual																
Revenue	237,220	8,978																
Op. Exp.	0	0																
5.3.3 Investigations and Planning	To provide technical support and assistance to residents regarding drainage and engineering related	Responding to enquires from residents about information dealing with flooding and proposed	Respond to enquires for flood level information and minimum floor levels based on strategic	Yes	No	<ul style="list-style-type: none"> Respond to requests for information in a timely manner and within 48 hours of the request being 												



Mackay REGIONAL COUNCIL

SEPTEMBER 2009 QUARTER OPERATIONAL PLAN

5.3 TECHNICAL SERVICES						
Service Area/Project	Outcomes	Strategies	Proposed Outputs	On Time	On Budget	Comments on Sept 09 Quarter
Investigations and Planning (Cont'd.....)	<p>issues and to develop strategies for the planning of future road and drainage requirements.</p> <p>Supports the following Corporate Plan Strategies: 5.4, 7.2, 7.9, 7.10, 7.17</p>	<p>works/events within road reserves or near Council assets.</p> <p>Provide strategic road and drainage requirement information to developers and consultants to assist in establishing priorities for future capital works.</p>	<p>plans for drainage catchments and river flood studies</p> <p>Assess traffic management plans for works and events to ensure compliance with relevant MUTCD standards and minimum effect on road network</p> <p>Timely delivery of investigation reports that meet current and future community needs about road and drainage infrastructure and the timely provision of accurate advice and information.</p>			<ul style="list-style-type: none"> received Respond to requests and submitted plans within 48 hours of request being received. Respond to requests within a timeline which meets community and developer requirements Roads off Alignment survey requirements significantly above originally budget amount. Internal transfer at budget review of \$20K from within program to provide additional funds for survey needs
5.3.5 Survey	<p>To provide survey services to the design, construction and land management sections of Council.</p> <p>Maintain and install Permanent Survey Marks (PSM).</p> <p>Working with DEARM at updating the DCDB for outlying urban areas of the whole regional Council area.</p> <p>Supports the following Corporate Plan Strategies: 5.4, 5.6, 5.7, 7.1, 7.9</p>	<p>Undertake engineering survey as part of the design and construction of capital works projects and arrange for cadastral and identification surveys for land acquisitions and easement creations.</p> <p>Maintain existing PSM's for identification and use and install new PSM to facilitate the accurate inclusion of new subdivisions into the DCDB.</p> <p>Undertake GPS survey work and oversee drawing of updated DCDB for urban areas of Mackay Regional Council area.</p>	<p>Accurate existing features survey plans and project set out for new capital work. Accurate survey details in relation to easement creation and land acquisition.</p> <p>An accurate record of PSM's with new subdivisions and infrastructure records being spatially accurate.</p> <p>Spatially accurate base plan for developing urban areas of Mackay region on which Council's assets can be shown.</p>	Yes	Yes	<ul style="list-style-type: none"> Engineering surveying work finished to allow for completion of designs in accordance with Design Program. PSM's in location and condition suitable for use by development industry Completion of DCDB for selected village urban areas and extension into Sarina area subject to budget availability by 30 June 2010. \$100K allocated. Consultant engaged

2009/10 Budget	2009/10 Actual
(11,483)	(11,865)
Op. Exp.	467,809
Cap. Exp.	136,277
	11,842
	19,662

2009/10 Budget	2009/10 Actual
0	0
Op. Exp.	248,511
Cap. Exp.	0



SEPTEMBER 2009 QUARTER OPERATIONAL PLAN

5.3 TECHNICAL SERVICES																										
Service Area/Project	Outcomes	Strategies	Proposed Outputs	On Time	On Budget	Comments on Sept 09 Quarter																				
5.3.6 Traffic Management	To provide technical advice on traffic related issues and oversee implementation on specific traffic projects. Supports the following Corporate Plan Strategies: 1.5, 1.6, 3.4, 3.5, 4.7, 5.2, 5.3, 5.4, 7.2, 7.9, 7.17	To provide traffic management advice to designers and planners with technical advice and support to works staff and Council's Traffic Advisory Committee. To manage the implementation of Local Area Traffic Management reviews. Oversee approved alterations in traffic related matters.	Recommendations from Traffic Advisory Committee and designs for capital works projects to be technically correct and able to be funded within budget constraints. Minimal adverse traffic impacts from proposed developments. Greater community participation and acceptance of proposed traffic management treatments.	Yes	Yes	<ul style="list-style-type: none"> Timely and accurate information to customer requests. Completion of an inclusive and comprehensive precinct based LATM process. General acceptance by community of proposed traffic alterations <table border="1"> <tr> <td colspan="2">2009/10</td> <td colspan="2">2009/10</td> </tr> <tr> <td>Revenue</td> <td>(13,275)</td> <td>Budget</td> <td>Actual</td> </tr> <tr> <td>Op. Exp.</td> <td>244,354</td> <td></td> <td>(156,243)</td> </tr> <tr> <td>Cap. Exp.</td> <td>0</td> <td></td> <td>94,645</td> </tr> <tr> <td></td> <td></td> <td></td> <td>0</td> </tr> </table>	2009/10		2009/10		Revenue	(13,275)	Budget	Actual	Op. Exp.	244,354		(156,243)	Cap. Exp.	0		94,645				0
2009/10		2009/10																								
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Op. Exp.	244,354		(156,243)																							
Cap. Exp.	0		94,645																							
			0																							
5.3.7 Street Lighting – Recurrent	To provide appropriately lit roads and footpaths to enhance community safety and amenity. Supports the following Corporate Plan Strategies: 1.5, 1.6, 3.4, 5.4	To provide Council's annual contribution to the operating costs associated with street lighting.	Street lights to be operational across the municipality. Carry out random audit of streetlights on a programmed basis across urban precincts.	Yes	Yes	<ul style="list-style-type: none"> High percentage of streetlights that are operational based on audit results. Three (3) monthly audits of street light operations undertaken and reported findings forwarded to Ergon within one week of audit. <table border="1"> <tr> <td colspan="2">2009/10</td> <td colspan="2">2009/10</td> </tr> <tr> <td>Revenue</td> <td>(0)</td> <td>Budget</td> <td>Actual</td> </tr> <tr> <td>Op. Exp.</td> <td>1,293,331</td> <td></td> <td>241,384</td> </tr> <tr> <td>Cap. Exp.</td> <td>0</td> <td></td> <td>0</td> </tr> </table>	2009/10		2009/10		Revenue	(0)	Budget	Actual	Op. Exp.	1,293,331		241,384	Cap. Exp.	0		0				
2009/10		2009/10																								
Revenue	(0)	Budget	Actual																							
Op. Exp.	1,293,331		241,384																							
Cap. Exp.	0		0																							
5.3.8 Street Lighting – Capital	To provide new lights to appropriately light roads and footpaths to enhance community safety and amenity, in accordance with a consistent level of service. Supports the following Corporate Plan Strategies: 1.5, 1.6, 3.4, 5.4	To respond to reasonable requests for additional lighting and to implement an on-going strategy of improved street lighting.	Increased sense of community safety and reduction of anti-social behaviour in dark areas. Reduced accidents at traffic management devices due to poor lighting	Yes	Yes	<ul style="list-style-type: none"> To provide the most number of new lights within the available budget to achieve the most beneficial outcome. Large part of allocation provided for lighting upgrade required for Victoria St Pedestrian Xings <table border="1"> <tr> <td colspan="2">2009/10</td> <td colspan="2">2009/10</td> </tr> <tr> <td>Revenue</td> <td>(137,663)</td> <td>Budget</td> <td>Actual</td> </tr> <tr> <td>Op. Exp.</td> <td>244,603</td> <td></td> <td>(137,663)</td> </tr> <tr> <td>Cap. Exp.</td> <td>0</td> <td></td> <td>41,101</td> </tr> <tr> <td></td> <td></td> <td></td> <td>0</td> </tr> </table>	2009/10		2009/10		Revenue	(137,663)	Budget	Actual	Op. Exp.	244,603		(137,663)	Cap. Exp.	0		41,101				0
2009/10		2009/10																								
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			0																							



SEPTEMBER 2009 QUARTER OPERATIONAL PLAN

5.4 PARKS AND ENVIRONMENT						
Service Area/Project	Outcomes	Strategies	Proposed Outputs	On Time	On Budget	Comments on Sept 09 Quarter
5.4.1 Parks and Environment Management	<p>Provision of Administration support to the operational and development activities of the Parks and Environment Program, including Botanic Gardens, Sarina and Mirani depot based staff.</p> <p>Supports the following Corporate Plan Strategies: 1.4, 1.5, 1.11, 1.16, 3.1, 3.2, 3.3, 3.4, 3.5, 3.6, 4.1, 4.7, 5.1, 5.2, 5.7, 5.8, 6.11, 7.1-7.21</p>	<p>The resources will be managed to ensure that Administrative support is provided to managers, coordinators and supervisors to achieve appropriate levels of park maintenance, development and enhancement.</p> <p>Training and WH&S obligations are identified and planned courses are sourced.</p>	<p>Administration processes are documented, updated and monitored to provide improved customer service.</p> <p>Staff attendance at compulsory, mandatory and technical updates and training courses are fulfilled for each course offered</p>	<p>Yes</p>	<p>Yes</p>	<ul style="list-style-type: none"> Monthly Management Reporting. Monthly updates of training and WH&S issues are reported to the DES. Technical Officers to provide support to all areas of program to improve asset data capture, monthly reporting of subdivision and development application status. Achievement of Program KPI's and Operational Plan performance measures. Accurate and timely completion of business support process. Annual System Review Completed Staff Turnover < 15% 4% Currently Toolbox Talks > 10 per month Safety Hazard Inspections completed as per program Safety Committee Meetings held bi monthly Reduce Number of Incidents. Lost Time Injuries and Number of Days lost by 5% from last year. Customer Satisfaction Survey Results for maintenance to remain at greater than 3.75 Stars
5.4.2 Parks Capital Works Program	<p>Construction of Parks Capital works program on time and within budget allocations.</p> <p>Long term capital development requirements are identified with new capital projects updated on</p>	<p>The Parks Capital Works Program will include the sub-programs of Foreshore Facilities, Local, District and Regional Park Development, Recreation/Play Facilities and Streetscapes.</p>	<p>Park and recreation facilities are provided to community expectations and within budget allocations.</p> <p>Projects are completed on time and within budget constraints.</p>	<p>Yes</p> <p>Yes</p> <p>Yes</p>	<p>Yes</p> <p>Yes</p> <p>Yes</p>	<ul style="list-style-type: none"> Works carried out on time and within Budget to acceptable quality and statutory standards. Monthly update of works in progress, completed and scheduled on Gantt Chart format Projects to be completed within

Revenue	2009/10 Budget	2009/10 Actual
Op. Exp.	1,140,337	1,011,174
Cap. Exp.	0	0



Mackay REGIONAL COUNCIL

SEPTEMBER 2009 QUARTER OPERATIONAL PLAN

5.4 PARKS AND ENVIRONMENT						
Service Area/Project	Outcomes	Strategies	Proposed Outputs	On Time	On Budget	Comments on Sept 09 Quarter
Parks Capital Works Program (Cont'd...)	the 10 year Capital Works Program annually. Supports the following Corporate Plan Strategies: 1.2, 1.5, 3.5, 5.1, 5.7, 6.11, 7.4, 7.10, 7.17		Future capital projects are planned and documented in accordance with the 10 year capital works program.	Yes	Yes	10% of budget (including variations) completed within the year 85% of Projects committed or completed within the year Customer Satisfaction Survey Results for projects remain at greater than 3.75 Stars
5.4.3 Horticulture Maintenance	The provision of high levels of horticultural maintenance services throughout parks and open spaces. The provision of plant and horticultural services in support of the Orchard House, landscaping projects and indoor and public plant/horticultural displays. Supports the following Corporate Plan Strategies: 3.1, 3.2, 3.5, 5.7, 7.2, 7.17	The operation ensures that the horticultural maintenance activities are provided to a level that meets the expectations of residents and visitors to the Mackay region, and to provide a safe and healthy environment for parks users. The City Centre Precinct will be maintained to a high standard in terms of horticulture and amenity. Regional towns will have individual values identified and planned upgrades to entrance statements will reflect the unique character of each community.	Annual horticultural activities provide for fertilising, mulching, weed control and formative pruning. Orchid House collection is upgraded, registered and maintained to improve the botanical value of the display. Service Level Agreements are developed for the provision of indoor plant hire to MEC, Administration Building, Convention Centre, Libraries and offices. High profile areas including City Centre, Pioneer Promenade, streetscapes, entry statements and the associated infrastructure is maintained. Scheduled mowing programs developed for parks and open space areas within the city. Timely mowing operations meet the schedules developed.	Yes Yes Yes Yes Yes Yes	Yes Yes Yes Yes Yes Yes	<ul style="list-style-type: none"> Horticultural programs are undertaken in accordance with developed targets and MRC standard details. Monthly schedules updated and reported to Manager. Upgrades and Maintenance to be related to the Parks Classification Schedule and new works added to Hansen database on regular basis but within 60 days of Council taking responsibility for such works. Customer requests are actioned within 21 days. Development of service level agreements by 31 December 2009. Service level document at 75% complete by 01/10/09
5.4.4 Grass Maintenance	Management of grass and lawn maintenance services to all parks and open space areas that meet the recreation and lifestyle needs of residents and visitors to the Mackay region.	This operation is responsible for ensuring that the grass cutting maintenance activities are provided to a level that ensures a safe and healthy environment for parks users.	High profile areas including City Centre, Pioneer Promenade, streetscapes, entry statements and the associated infrastructure is maintained. Scheduled mowing programs developed for parks and open space areas within the city. Timely mowing operations meet the schedules developed.	Yes Yes Yes	Yes Yes Yes	<ul style="list-style-type: none"> Grass cutting maintenance schedules and programs reported monthly. Review of intervention levels to be completed by 31 December 2009. High profile parks are to be cut on a

	2009/10 Budget	2009/10 Actual
Revenue	1,380,711	1,316,479
Op. Exp.	1,183,074	1,161,241
Cap. Exp.	1,195,972	1,061,515

	2009/10 Budget	2009/10 Actual
Revenue	42,000	11,000
Op. Exp.	2,764,765	518,110
Cap. Exp.	0	0



SEPTEMBER 2009 QUARTER OPERATIONAL PLAN

5.4 PARKS AND ENVIRONMENT																						
Service Area/Project	Outcomes	Strategies	Proposed Outputs	On Time	On Budget	Comments on Sept 09 Quarter																
Grass Maintenance (Cont'd...)	Intervention levels for mowing operations are developed for the city and rural areas. Supports the following Corporate Plan Strategies: 1.5, 3.2, 3.5, 5.7, 7.2, 7.17	Grass cover rates to be improved where erosion and degradation have been identified.	Ongoing topdressing, spiking and fertilizing programs will improve the health of the grass cover and assist with programmed maintenance schedules being met.	Yes	Yes	<ul style="list-style-type: none"> two weekly cycle. Grass mowing in association with Maintenance Program to be finalised by 31 December 2009 and implemented and fully operational by 30 June 2010. Grass cover rates in areas identified for upgrading to be enhanced by 50%. Customer requests are attended within 14 days of receipt. Requests depend on scheduled rotation, 85% completed on time <table border="1"> <tr> <td colspan="2">2009/10</td> <td colspan="2">2009/10</td> </tr> <tr> <td>Revenue</td> <td>173,000</td> <td>Budget</td> <td>173,000</td> </tr> <tr> <td>Op. Exp.</td> <td>4,100,125</td> <td>Actual</td> <td>718,023</td> </tr> <tr> <td>Cap. Exp.</td> <td>0</td> <td></td> <td>0</td> </tr> </table>	2009/10		2009/10		Revenue	173,000	Budget	173,000	Op. Exp.	4,100,125	Actual	718,023	Cap. Exp.	0		0
2009/10		2009/10																				
Revenue	173,000	Budget	173,000																			
Op. Exp.	4,100,125	Actual	718,023																			
Cap. Exp.	0		0																			
5.4.5 Arboriculture (Trees)	Street and park tree assets are recorded on a condition audit report system that supports maintenance programs and street scaping development. To implement projects that will improve the aesthetic appearance and landscape quality of the streets and arterial roads of the City and regional centres. Provision of budget for tree maintenance by specialist contract suppliers to reduce risk and improve community safety. Supports Corporate Plan Strategies: 3.1, 3.2, 3.5, 5.2, 5.4, 5.5, 5.7, 7.2, 7.17	This operation is responsible for maintaining appropriate arboriculture services to all street and park trees in the region. Provision of arboriculture services that meet the Australian Standards and are provided in a safe working environment around streetscape operations. Risk through tree failure is identified and minimised through the continuation of specialist contract suppliers and proactive tree maintenance scheduling.	Schedules for proactive street tree maintenance is developed and implemented. Ongoing condition reports for street and park trees are captured and recorded on the Hansen Asset Management System. Maintenance activities which meet the Australian Standards. Prompt attendance to storm and natural disaster events are implemented and accurate records of activities maintained.	No Yes No	No Yes Yes	<ul style="list-style-type: none"> Development of a comprehensive street tree audit to be progressively updated into Hansen Asset Management program. Scheduled tree maintenance reports submitted monthly. Customer requests are actioned within 2 months. <p>Requests response dependant upon location and availability of specialist equipment. Requests numbers outstanding are steadily reducing as more proactive maintenance and scoping of problem areas is undertaken</p> <table border="1"> <tr> <td colspan="2">2009/10</td> <td colspan="2">2009/10</td> </tr> <tr> <td>Revenue</td> <td>0</td> <td>Budget</td> <td>0</td> </tr> <tr> <td>Op. Exp.</td> <td>1,061,504</td> <td>Actual</td> <td>484,512</td> </tr> <tr> <td>Cap. Exp.</td> <td>0</td> <td></td> <td>0</td> </tr> </table>	2009/10		2009/10		Revenue	0	Budget	0	Op. Exp.	1,061,504	Actual	484,512	Cap. Exp.	0		0
2009/10		2009/10																				
Revenue	0	Budget	0																			
Op. Exp.	1,061,504	Actual	484,512																			
Cap. Exp.	0		0																			
5.4.6 Parks Assets Management	To facilitate, plan, implement and manage the provision of support infrastructure and services to Council's parks and reserves.	Implementation of a reporting regime to enable both asset recording and maintenance programs to be developed.	All parks and facilities registered onto Council's asset management system.	Yes	Yes	<ul style="list-style-type: none"> Repair, maintenance and upgrade works carried out to industry and manufacturers' standards. Monthly reporting of vandalism. 																



SEPTEMBER 2009 QUARTER OPERATIONAL PLAN

5.4 PARKS AND ENVIRONMENT						
Service Area/Project	Outcomes	Strategies	Proposed Outputs	On Time	On Budget	Comments on Sept 09 Quarter
Parks Assets Management (Cont'd...)	<p>To maintain the quality and enhance the variety of recreation areas, play equipment, picnic facilities and other park facilities available.</p> <p>To ensure that all park assets are recorded onto asset management systems that provide for ongoing maintenance and replacement.</p> <p>To ensure that all facilities provided within new subdivision works meet the requirements of council, legislation and Australian Standards.</p> <p>Supports the following Corporate Plan Strategies: 1.2, 1.5, 3.5, 4.3, 5.2, 5.6, 5.7, 5.8, 7.2, 7.17</p>	<p>Provide specialist operational skills to all maintenance staff engaged primarily on Horticulture and Grass maintenance activities.</p> <p>Provide specialist trade skills to internal and external customers through the actioning of Customer Requests and Service Level Agreements.</p>	<p>Regular condition reports on all assets are undertaken and future replacement and programmed upgrades identified for budget purposes.</p> <p>More consistent approach to the provision of park infrastructure both donated and Council provided assets.</p>	<p>Yes</p> <p>Yes</p> <p>Yes</p>	<p>Yes</p> <p>Yes</p> <p>Yes</p>	<p>repairs, and upgrades to be reported to Manager.</p> <p>New Assets included into Hansen Asset Management Program on monthly basis.</p> <p>Continuation of program to record parks assets on the Hansen asset management system.</p> <p>Inspections of playgrounds to be in accordance with Statutory requirements at a minimum.</p>
5.4.7 Marine/Beach Foreshores	<p>To improve and maintain the foreshores recreation facilities while ensuring the ongoing environmental integrity of foreshore environments is maintained and enhanced.</p>	<p>Continued construction and maintenance of foreshores infrastructure including dune fencing, swimming enclosures, beach access points, signage and foreshore protection and revegetation works.</p> <p>Ensure foreshores recreation facilities maintenance and improvements are consistent with the adopted Coastal Management Guidelines.</p> <p>Liaison with Surf Lifesaving Queensland service providers, and staff.</p>	<p>Revegetation of foreshore dunes and natural areas is undertaken to enhance the environment along the Mackay Regional Council's foreshore reserves. These are to be in line with the Coastal Management Adopted Guidelines.</p>	<p>Yes</p> <p>No</p> <p>Yes</p> <p>Yes</p> <p>Yes</p> <p>Yes</p>	<p>Yes</p> <p>Yes</p> <p>Yes</p> <p>Yes</p> <p>Yes</p> <p>Yes</p>	<p>Ongoing maintenance and conditions reports of foreshore swimming enclosures and lifeguard services to be reported on monthly basis.</p> <p>Adopted Coastal Management Guidelines applied. In Progress</p> <p>Customer requests actioned within a two week time frame.</p> <p>Capital development completed in winter period, with inspections prior to school holidays conducted and documented.</p> <p>Continuation of Foreshore Projects in partnership with external partners for the next two years in Sarina area.</p> <p>Investigate partnerships with local progress associations in Mackay, Mirani and Sarina with an updated</p>

	2009/10 Budget	2009/10 Actual
Revenue	1713,343	0
Op. Exp.	1,261,601	230,915
Cap. Exp.	0	0



5.4 PARKS AND ENVIRONMENT																						
Service Area/Project	Outcomes	Strategies	Proposed Outputs	On Time	On Budget	Comments on Sept 09 Quarter																
5.4.8 Natural Environment Projects	<p>Supports the following Corporate Plan Strategies: 1.2, 1.6, 3.1, 3.2, 3.3, 3.6, 5.7, 7.2, 7.17</p> <p>In partnership with the community, promote and resource the restoration of degraded natural ecosystems.</p> <p>Sustainable management of areas of environmental significance to maintain bio diversity.</p> <p>Promote and resource sustainable coastal and waterways management.</p> <p>Identify and preserve significant regional habitats.</p> <p>Supports the following Corporate Plan Strategies: 1.1, 1.5, 1.6, 3.1, 3.2, 3.3, 3.4, 3.5, 3.6, 4.4, 5.7, 7.2, 7.17</p>	<p>Continue to implement Mackay Coastal Project utilising the Sarina Sustainable Landscapes project as a model.</p> <p>Development of an integrated package of environmental initiatives.</p> <p>Undertake strategic planning for natural and environmental areas for future conservation of vegetation and biodiversity and habitat.</p> <p>Development of community partnerships to encourage higher awareness and understanding in the community and encourage active participation in conserving natural resources.</p> <p>Conservation of waterways including marine habitats to ensure they are conserved and protected and that their natural values are enhanced and maintained.</p> <p>Provide ongoing high levels of maintenance and development of the Garden's facilities.</p> <p>Establishment and promotion of partnerships with government authorities to enhance the use of regional species into amenity</p>	<p>vegetation is undertaken. Beach access tracks maintained and improved throughout the region's beaches.</p> <p>Signage to beaches is installed and maintained.</p> <p>Delivery of education programs to the community.</p> <p>Production of community education materials to enhance community knowledge of natural environment issues.</p> <p>Ongoing participation with community groups and encourage the establishment of community participation in managing natural environment.</p> <p>Protection and restoration of habitat areas.</p> <p>Development of Management Plans and Action plans that are focused upon significant regional locations to ensure preservation and enhancement of the area is maintained and that future habitat is not lost.</p> <p>Provision of high levels of horticultural maintenance and development appropriate to Botanic Gardens.</p> <p>Continued maintenance and development of the botanic collection including the ongoing</p>	<p>Yes</p> <p>Yes</p> <p>Yes</p> <p>Yes</p>	<p>Yes</p> <p>Yes</p> <p>Yes</p> <p>Yes</p> <p>Yes</p>	<p>status to be provided by 31 December 2009.</p> <table border="1"> <tr> <td>2009/10 Budget</td> <td>2009/10 Actual</td> </tr> <tr> <td>111,989</td> <td>17,640</td> </tr> <tr> <td>427,263</td> <td>115,236</td> </tr> <tr> <td>262,824</td> <td>14,271</td> </tr> </table> <ul style="list-style-type: none"> Regular reporting through Council's Natural Environment Committee. Review of private owned areas that may be able to be set aside as Reserves for conservation, nature and habitat purposes are obtained for future generations of Mackay residents. Report on this initiative to be completed by 31 March 2010. Monthly reporting of works in progress, updates to Manager of community based projects. Capital projects scheduled and reported on monthly. <table border="1"> <tr> <td>2009/10 Budget</td> <td>2009/10 Actual</td> </tr> <tr> <td>1,027,313</td> <td>1,027,313</td> </tr> <tr> <td>2,028,027</td> <td>703,137</td> </tr> <tr> <td>12,796</td> <td>1,076</td> </tr> </table> <ul style="list-style-type: none"> Maintenance and upgrade of the Botanic Gardens within budget and to high quality industry standards. Host the BIGANZ Congress in Mackay in September 2009. Monthly reports on maintenance, vandalism and planting program. Monthly reports on the patronage of 	2009/10 Budget	2009/10 Actual	111,989	17,640	427,263	115,236	262,824	14,271	2009/10 Budget	2009/10 Actual	1,027,313	1,027,313	2,028,027	703,137	12,796	1,076
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5.4.9 Botanic Gardens Botanic Gardens (Cont'd...)	<p>To facilitate and manage the establishment and ongoing development and maintenance of the Mackay Regional Botanic Gardens and enhance its role as a major regional tourist attraction.</p> <p>Staged capital development to be</p>	<p>Provide ongoing high levels of maintenance and development of the Garden's facilities.</p> <p>Establishment and promotion of partnerships with government authorities to enhance the use of regional species into amenity</p>	<p>Provision of high levels of horticultural maintenance and development appropriate to Botanic Gardens.</p> <p>Continued maintenance and development of the botanic collection including the ongoing</p>	<p>Yes</p> <p>Yes</p> <p>Yes</p>	<p>Yes</p> <p>Yes</p> <p>Yes</p>	<p>Maintenance and upgrade of the Botanic Gardens within budget and to high quality industry standards.</p> <p>Host the BIGANZ Congress in Mackay in September 2009.</p> <p>Monthly reports on maintenance, vandalism and planting program.</p> <p>Monthly reports on the patronage of</p>																



SEPTEMBER 2009 QUARTER OPERATIONAL PLAN

5.4 PARKS AND ENVIRONMENT																			
Service Area/Project	Outcomes	Strategies	Proposed Outputs	On Time Budget	Comments on Sept 09 Quarter														
	<p>undertaken in accordance with the 10 year capital works plan and available funding.</p> <p>Supports the following Corporate Plan Strategies: 1.1, 1.2, 1.3, 1.4, 1.5, 1.6, 1.8, 1.11, 1.13, 1.16, 3.1, 3.2, 3.4, 5.1, 5.7, 5.8, 7.2, 7.17</p>	<p>horticulture.</p> <p>Monitor the patronage of the Gardens to ascertain visitor/ users demographics</p>	<p>management of the Herbarium.</p> <p>Provide ongoing visitor and education services to schools, the Gardens Friends and the public.</p> <p>Provide opportunities for volunteers to enhance personal skills and knowledge of direct benefit to the MRBG.</p> <p>Plan the ongoing development of the gardens in accordance with the Masterplan and 10 year capital development program.</p>	<p>Yes</p> <p>No</p>	<p>the Botanic Gardens.</p> <p>Completion of the revised Gardens Master Plan by 31 August 2009 and finalisation of detailed design and construction plans by 31 March 2010.</p> <table border="1" style="margin-left: auto; margin-right: auto;"> <tr> <td>Sept 09</td> <td>Sept 10</td> </tr> <tr> <td>Budget</td> <td>Actual</td> </tr> <tr> <td>Revenue</td> <td>(762,207)</td> </tr> <tr> <td>Op. Exp.</td> <td>1,112,260</td> </tr> <tr> <td>Cap. Exp.</td> <td>291,626</td> </tr> <tr> <td></td> <td>1,18,862</td> </tr> </table>	Sept 09	Sept 10	Budget	Actual	Revenue	(762,207)	Op. Exp.	1,112,260	Cap. Exp.	291,626		1,18,862		
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5.4.10	<p>To provide high levels of camping amenities at Sealforth, St Helens and Ball Bay that meet the needs of community and visitors to the region.</p> <p>To manage and operate the Sealforth Wading Pool in a cost effective and functional manner.</p> <p>Supports the following Corporate Plan Strategies: 1.2, 1.5, 2.4, 5.6, 5.7, 5.8, 7.2, 7.17</p>	<p>Maintain and enhance the camping grounds and reserves at Sealforth, St Helens and Ball Bay.</p> <p>The Sealforth wading pool complex is managed and maintained to a high standard.</p>	<p>Effective management of the Sealforth Camping Grounds and surrounding areas. Encourage unseasonal use of the facility through a selective promotional approach.</p> <p>Camping facilities are progressively improved to ensure safety and fire regulations are met.</p> <p>Facilities support the nature of a camping ground and provide for a clean environment for family and group camping activities.</p>	<p>Yes</p> <p>Yes</p>	<p>Increase camper numbers during traditionally low periods of occupancy and report monthly on visitation.</p> <p>Minimise customer complaints and report on issues of concern within monthly report.</p> <p>Visitor no. information is now being collected monthly from camp contractor</p> <table border="1" style="margin-left: auto; margin-right: auto;"> <tr> <td>Sept 09</td> <td>Sept 10</td> </tr> <tr> <td>Budget</td> <td>Actual</td> </tr> <tr> <td>Revenue</td> <td>(103,000)</td> </tr> <tr> <td>Op. Exp.</td> <td>101,280</td> </tr> <tr> <td>Cap. Exp.</td> <td>44,288</td> </tr> <tr> <td></td> <td>41,000</td> </tr> <tr> <td></td> <td>9,988</td> </tr> </table>	Sept 09	Sept 10	Budget	Actual	Revenue	(103,000)	Op. Exp.	101,280	Cap. Exp.	44,288		41,000		9,988
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5.4.11	<p>The provision of clean, tidy and hygienic toilet facilities in parks and public places.</p> <p>Provide for the ongoing upgrading and enhancement of existing public conveniences.</p> <p>Provide suitable facilities to meet the needs of the community</p>	<p>Maintaining the amenity and cleanliness of public conveniences through regular cleaning of all facilities.</p> <p>The reporting of any damage identified by cleaners and the timely repairs/restoration of damaged and</p>	<p>Clean and amenable toilet facilities continue to be provided.</p> <p>Continued improvement in the appearance and amenity of refurbished conveniences.</p> <p>Scheduled maintenance for internal and external painting is</p>	<p>Yes</p> <p>Yes</p> <p>Yes</p>	<p>Repair, maintenance and upgrade works carried out on time and within budget to acceptable standards.</p> <p>General repairs, damage and vandalism to be reinstated within 72 hours of matter being reported.</p> <p>Determine a classification system to ensure a continuous improvement schedule is</p>														



SEPTEMBER 2009 QUARTER OPERATIONAL PLAN

5.4 PARKS AND ENVIRONMENT																																	
Service Area/Project	Outcomes	Strategies	Proposed Outputs	On Time	On Budget	Comments on Sept 09 Quarter																											
5.4.12 Cemeteries	<p>ensuring that DDA initiatives are applied to all new works.</p> <p>Supports the following Corporate Plan Strategies: 1.5, 5.6, 5.8, 7.17</p> <p>To manage and maintain the cemeteries under Council control to meet the long term needs and expectations of the residents of the Mackay region.</p> <p>Supports the following Corporate Plan Strategies: 5.7, 7.2, 7.17</p>	<p>vandalised toilet facilities.</p> <p>The maintenance of cemetery grounds to a high standard of amenity.</p> <p>Deal with mourners in a compassionate and considerate manner and provide appropriate support to Funeral Parlour operators in the conduct of funerals.</p> <p>Ensure that the long term development of Council's cemeteries are adequately planned through provision of infrastructure.</p>	<p>programmed to meet the requirements of state legislation.</p> <p>Vandalism and graffiti is rectified and removed as soon as possible.</p> <p>High levels of cemetery grounds maintenance which is undertaken on a scheduled basis and which does not impact on funeral activities.</p> <p>Cemetery staff are to deal with requests in a timely and compassionate manner.</p> <p>Review long term strategies for Mirani, Sarina and Walkerston cemeteries.</p>	<p>No</p> <p>Yes</p> <p>Yes</p> <p>Yes</p> <p>Yes</p> <p>Yes</p>	<p>Yes</p> <p>Yes</p> <p>Yes</p> <p>Yes</p> <p>Yes</p>	<p>commenced within this operational area.</p> <p>Develop a Public Toilets strategy for submission to Council inclusive of levels of service to be prepared by 31 December 2009. Strategy to be presented to Council in new year.</p> <table border="1"> <tr> <td colspan="2">2009/10</td> <td>2009/10</td> </tr> <tr> <td>Budget</td> <td>1704,127</td> <td>Actual</td> </tr> <tr> <td>Op. Exp.</td> <td>195,358</td> <td>62,276</td> </tr> <tr> <td>Cap. Exp.</td> <td>220,883</td> <td>204,012</td> </tr> <tr> <td></td> <td></td> <td>3,306</td> </tr> </table> <p>Cemetery facilities continue to be maintained to a high standard with nil customer complaints.</p> <p>Response times to customer requests to be actioned within 14 days.</p> <p>Service requests from Funeral Parlour operators to be provided to industry and Health Department requirements.</p> <p>Monthly reporting of funeral and maintenance activities to be provided.</p> <p>Development of a long term strategy for Council's cemeteries be completed by 31 March 2010.</p> <table border="1"> <tr> <td colspan="2">2009/10</td> <td>2009/10</td> </tr> <tr> <td>Budget</td> <td>1704,127</td> <td>Actual</td> </tr> <tr> <td>Op. Exp.</td> <td>421,808</td> <td>116,809</td> </tr> <tr> <td>Cap. Exp.</td> <td>676,127</td> <td>47,927</td> </tr> </table>	2009/10		2009/10	Budget	1704,127	Actual	Op. Exp.	195,358	62,276	Cap. Exp.	220,883	204,012			3,306	2009/10		2009/10	Budget	1704,127	Actual	Op. Exp.	421,808	116,809	Cap. Exp.	676,127	47,927
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Mackay REGIONAL COUNCIL

SEPTEMBER 2009 QUARTER OPERATIONAL PLAN

5.5 CONSTRUCTION												
Service Area/Project	Outcomes	Strategies	Proposed Outputs	On Time	On Budget	Comments on Sept 09 Quarter						
5.5.1 Construction Management	<p>To provide administrative and non-capital support for the construction function in the Engineering Services Department located at the Municipal Depots.</p> <p>Administrative and physical support is tailored for effective performance and reporting by the construction program.</p> <p>Supports the following Corporate Plan Strategies: 1.4, 1.5, 3.4, 3.5, 5.1, 5.2, 5.3, 5.4, 5.5, 6.11, 7.1-7.21</p>	<p>To provide administrative services to support the Construction section, at the respective Council Depots.</p> <p>Centralised administration provides core services with specific decentralised services according to depot needs.</p>	<ul style="list-style-type: none"> Administrative services which are provided continuously and to consistent standards, including meeting corporate targets; Centralised coordination of corporate objectives; Improvement Opportunities identified and implemented as appropriate; Positive relationships across the organisation complement the quality of advice and service provided. 	Yes	Yes	<ul style="list-style-type: none"> The Administration support area continues to provide timely support for the capital projects. An additional 12 month temporary appointment in the capital purchasing was appointed in the period. <p>KPI's</p> <ul style="list-style-type: none"> Annual System Review - Completed KPI - Staff Turnover < 15% Actual - 1.6% KPI - Toolbox Talks > 10 per month Actual - 8 per Month KPI - Safety Hazard Inspections completed as per program Actual - 100% KPI - Safety Committee Meetings held bi monthly. Actual - 100% Reduce Number of Incidents, Lost Time Injuries and Number of Days lost by 5% from last year. Actual - LTI's - 75% reduction from same quarter last year - Days Lost - 87.5% reduction from same quarter last year <table border="1"> <tr> <td>2009/10 Actual</td> <td>2008/09 Actual</td> </tr> <tr> <td>1,145,000</td> <td>1,128,800</td> </tr> <tr> <td>3,533,300</td> <td>4,250,100</td> </tr> </table>	2009/10 Actual	2008/09 Actual	1,145,000	1,128,800	3,533,300	4,250,100
2009/10 Actual	2008/09 Actual											
1,145,000	1,128,800											
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5.5.2 Capital Works Projects	<p>To upgrade existing and provide new council infrastructure, excluding water and waste projects.</p>	<p>To carry out construction in accordance with the adopted 5 Year program. Refer to Capital Works Program for further details.</p>	<p>Quality infrastructure for the community and staff of the MRC. Roads and drainage assets based on prescribed community and technical Levels of Service;</p>	No	Yes	<ul style="list-style-type: none"> In the day labour construction area, continued good progress is being made with the good weather working in our favour. Availability of designs remains a challenge that we are working on. 						
Capital Works Projects												



5.5 CONSTRUCTION																		
Service Area/Project	Outcomes	Strategies	Proposed Outputs	On Time	On Budget	Comments on Sept 09 Quarter												
(Cont'd...)	Construction of the new Council Depot at Paget Supports the following Corporate Plan Strategies: 1.5, 3.5, 5.4, 6.11, 7.4, 7.10, 7.17	Ensure that the Depot construction project is progressed during the year to agreed timelines.	Recognition of backlog of asset renewals; Projects undertake to meet increased development demand and community service obligations and expectations. Construction progressed with agreed timelines.			<p>KPI's</p> <ul style="list-style-type: none"> KPI - Project Works carried out by day labour completed within 10% of budget (including variations) Actual - 82.6% Work in this quarter has focussed on setting up the annual budget and reinstating the job reports for the Supervisors. The summary report to easily measure this KPI will be in place for the next quarterly report. In the mean time, Supervisors and Project Engineers are able to monitor individual Project costs. KPI - 85% of Projects committed or completed within the year Actual - 19% complete at Quarter end KPI - Customer Satisfaction Survey Results remain at greater than 3.75 Stars. Actual - On target, but from a limited pool of results. KPI - Depot Construction at least 30% completed by 30 June 2010. Actual - Tenders Close for Depot Construction 3 November 2009 which is on track for construction to commence in April 2010 <table border="1"> <tr> <td></td> <td>2009/10</td> <td>2010/11</td> </tr> <tr> <td>Min Plan</td> <td>17,474,000</td> <td>11,428,700</td> </tr> <tr> <td>On Exp</td> <td>31,484,855</td> <td>3,371,100</td> </tr> <tr> <td>Cap Exp</td> <td>54,077,033</td> <td>9,196,439</td> </tr> </table>		2009/10	2010/11	Min Plan	17,474,000	11,428,700	On Exp	31,484,855	3,371,100	Cap Exp	54,077,033	9,196,439
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SEPTEMBER 2009 QUARTER OPERATIONAL PLAN

6.1 WATER AND WASTE SERVICES						
Service Area/Project	Outcomes	Strategies	Proposed Outputs	On Time	On Budget	Comments on Sept 09 Quarter
6.1.1 Directorate Administration	<p>To provide and manage high-quality water and waste programs on a commercial basis that meet social and environmental objectives</p> <p>(Corporate Plan Objective 6)</p> <p>To pursue excellence as an organisation which embraces exceptional customer service, values its staff and promotes ethical standards of practice supported by clear policies and strategies responsive to the needs of the community</p> <p>(Corporate Plan Objective 7)</p>	<p>Development and continuous improvement of management systems which both serve the directorate's needs and reflect a corporate view</p> <p>Provision of direction to Program Managers and other staff to achieve established targets</p> <p>Implementation of the Operational Plan as it relates to the directorate</p> <p>Management of organisation-wide matters as they relate to the directorate including Workplace Health and Safety, DDA Action Plan, Enterprise Bargaining, Continuous Improvement and Risk Management.</p>	<p>Effective and timely Agenda preparation, internal reporting, external correspondence and management of the Commercial Services directorate</p>			<ul style="list-style-type: none"> Monthly management reports Monthly combined business manager's meetings Quarterly leadership development workshops Quarterly reports to Council Review of risks associated with business activities undertaken in December 2009 and May 2010 and updates incorporated into the TMP Risk Management sub plan and Regional Waste Strategy Zero harm to employees.
6.1.2 Special Projects	<p>Plan and develop the most appropriate wastewater system for communities in the region</p> <p>(Corporate Plan Strategy 6.4)</p> <p>Maintain and enhance existing wastewater, water treatment and supply systems to improve existing customer service standards</p> <p>(Corporate Plan Strategy 6.5)</p> <p>Embrace and incorporate changing legislation and water industry reform.</p> <p>(Corporate Plan Strategy 6.7)</p>	<p>Completion of the Mackay Water Recycling Project</p> <p>Re-use of recycled water in a sustainable manner and minimisation of nutrient discharge to waterways</p> <p>Create a regional water alliance to assist in the sustainability of the water business</p>	<p>Commencement of measurement of deliverable objectives against operational and maintenance contract targets</p> <p>Development of Recycled Water Management Plan for the MWRP to address requirements as per the new Queensland Recycled Water Guidelines</p> <p>A strategic alliance between the Cairns, Townsville and Mackay (CTM) water businesses</p>	No	Yes	<p>Less frequent reporting is being undertaken as project nears completion. Updates provided at monthly capital briefings.</p> <p>Recycled Water Management Plan for MWRP on track to be adopted by April 2010</p> <p>Reuse target of 88% (10-yr rolling average) for recycled water treated at the Mackay South Water Recycling Facility can be achieved when all equipment is commissioned and operational</p> <p>Signed CTM water alliance agreement by December 2009</p>

	2009/10 Budget	2009/10 Actual
Revenue	0	0
Op. Exp.	487,441	12,218
Cap. Exp.	0	0



SEPTEMBER 2009 QUARTER OPERATIONAL PLAN

6.1 WATER AND WASTE SERVICES														
Service Area/Project	Outcomes	Strategies	Proposed Outputs	On Time	On Budget	Comments on Sept 09 Quarter								
Special Projects (Cont'd...)														
6.1.3 Mackay Water Services Executive Management	To provide and manage high-quality water and waste programs on a commercial basis that meet social and environmental objectives (Corporate Plan Objective 6) To pursue excellence as an organisation which embraces exceptional customer service, values its staff and promotes ethical standards of practice supported by clear policies and strategies responsive to the needs of the community (Corporate Plan Objective 7)	Development and continuous improvement of management systems which both serve business unit needs and reflect a corporate view Provision of direction to Program Managers and other staff to achieve established targets Implementation of the Operational Plan as it relates to the business unit Management of organisation-wide matters as they relate to the business unit including Workplace Health and Safety, DDA Action Plan, Enterprise Bargaining, Continuous Improvement and Risk Management	Effective and timely Agenda preparation, internal reporting, external correspondence and management of the Mackay Water Services business Improve the safety culture of employees through Council's Workplace Health and Safety program	Yes Yes No Yes		<table border="1" style="margin-left: 20px;"> <tr> <td>2009/10 Budget</td> <td>2009/10 Actual</td> </tr> <tr> <td>0</td> <td>100,000</td> </tr> <tr> <td>Op. Exp.</td> <td>112,100</td> </tr> <tr> <td>Cap. Exp.</td> <td>0</td> </tr> </table> <ul style="list-style-type: none"> Monthly performance plan reports to Council with increased detail to track performance Weekly individual program manager meetings and monthly business unit leadership meetings Quarterly reports to Council ongoing Role out of improved safety systems including risk assessments and work method statements. 	2009/10 Budget	2009/10 Actual	0	100,000	Op. Exp.	112,100	Cap. Exp.	0
2009/10 Budget	2009/10 Actual													
0	100,000													
Op. Exp.	112,100													
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6.1.4 Mackay Water Services Revenue Management	Provide consistent high standards of water supply to serviced communities where both practical and viable (Corporate Plan Strategy 6.3) Plan and develop the most appropriate wastewater system for communities in the region (Corporate Plan Strategy 6.4)	Manage the business to provide water supply and waste water services to customers at prices which reflect value for money and sustain an agreed return on Council's investment Undertake detailed review of revenue generation (ie Residential, Commercial and Industrial water usage charges and wastewater charges).	Revenue generation as per adopted 2009/10 budget Clear understanding of business operating costs to ensure full cost recovery is being achieved where applicable	Yes Yes	Yes Yes	<ul style="list-style-type: none"> Quarterly Performance Plan Reporting In consultation with the Business Services Program, and the CTM alliance a financial model is being developed which will assist in analysing financial performance. 								



6.1 WATER AND WASTE SERVICES																		
Service Area/Project	Outcomes	Strategies	Proposed Outputs	On Time	On Budget	Comments on Sept 09 Quarter												
6.1.5 Sustainable Futures	To assist towards enhancing and protecting the environmental aspects of the Region. (Corporate Plan Objective 3)	operating costs and funding for Mackay Water Services Ensure future sustainable practices are implemented within the Programs within the Department	Implementation of sustainable practices of future			<p>Performance tracking of individual costs centres in progress.</p> <table border="1"> <tr> <td>2009/10 Revenue</td> <td>152,726,462</td> <td>2009/10 Budget</td> <td>148,028,763</td> </tr> <tr> <td>2009/10 Op. Exp.</td> <td>1,296,892</td> <td>2009/10 Actual</td> <td>1,123,171</td> </tr> <tr> <td>2009/10 Cap. Exp.</td> <td>0</td> <td></td> <td>0</td> </tr> </table> <p>Promotion of future sustainable practices to the Sustainable Futures Committee</p>	2009/10 Revenue	152,726,462	2009/10 Budget	148,028,763	2009/10 Op. Exp.	1,296,892	2009/10 Actual	1,123,171	2009/10 Cap. Exp.	0		0
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2009/10 Cap. Exp.	0		0															
6.1.6 Community Plan	To provide strategic input into the development of the Community Plan as it relates to the functions of the Commercial Services Department. (Supports all Corporate Plan strategies)	Engage residents, business, staff and other stakeholders in the development of a long term community plan for the Mackay Regional Council area.	A long term community plan which encapsulates the future needs and aspirations of the Mackay Regional Council community	No		<p>Community Planning requirements under the updated local Government Act have been delayed.</p>												



SEPTEMBER 2009 QUARTER OPERATIONAL PLAN

6.2 PLANNING AND SUSTAINABILITY						
Service Area/Project	Outcomes	Strategies	Proposed Outputs	On Time	On Budget	Comments on Sept 09 Quarter
6.2.1 Planning & Sustainability Management	<p>Embrace and incorporate changing legislation and water industry reform</p> <p>(Corporate Plan Strategy 6.7)</p> <p>Promote a best practice culture within our organisation that embodies customer service excellence</p> <p>(Corporate Plan Strategy 7.1)</p> <p>Provide professional, responsible timely and accessible services to external and internal customers that reflect the values of the organisation</p> <p>(Corporate Plan Strategy 7.2)</p>	<p>Provide direction and leadership to the Planning & Sustainability Team to achieve established performance targets</p> <p>Development and continuous improvement of management systems within the program, to ensure implementation of ongoing service efficiencies and in turn improve levels of service</p> <p>Identification and planning for the current and future water and waste water needs of the Mackay Regional Council area</p> <p>Financial management of service area</p> <p>Work with Executive Manager and Business Services Program to ensure operational practices respond to changes in the water industry</p> <p>Management of organisation-wide matters as they relate to the program including Workplace Health and Safety, Continuous Improvement and Risk Management</p>	<p>Achievement of performance plan KPIs</p> <p>Effective and timely reporting on key issues to Council, internal reporting, external correspondence and stakeholder engagement</p> <p>Detailed understanding of time, cost and efficiency of all activities across the program. From this, implement systems to better manage these services and establish opportunities for efficiencies</p> <p>Management of stakeholder and legislative reporting requirements</p> <p>To monitor budget performance for overall Operations area</p> <p>Review and adjust internal policy, procedures and operational targets to meet the requirements of changing legislations</p> <p>Improve the safety culture of employees through effective partnerships with Council's Workplace Health and Safety program</p>	<p>Yes</p> <p>Yes</p> <p>Yes</p> <p>Yes</p> <p>Yes</p> <p>Yes</p> <p>Yes</p> <p>Yes</p>	<p>Yes</p> <p>Yes</p> <p>Yes</p> <p>Yes</p> <p>Yes</p> <p>Yes</p> <p>Yes</p> <p>Yes</p>	<ul style="list-style-type: none"> Performance plan KPIS's generally align with Operational Plan performance measures – no issues envisaged Monthly, quarterly and annually reporting has successfully been delivered. Consultation with internal & external stakeholders undertaken as necessary Review of time, cost and efficiency of operational activities undertaken on periodic basis. Statutory reporting requirements have been identified and met to date. Budget currently on track. Ongoing to June 2010.; review and consolidation of business planning documents is underway Workplace Method Statement and Hazard/ Risk Analysis training has been implemented for all staff as has the SAFE 5 system. H&S audits and incident tracking have also been introduced in this quarter. Ongoing to June 2010.



6.2 PLANNING AND SUSTAINABILITY															
Service Area/Project	Outcomes	Strategies	Proposed Outputs	On Time	On Budget	Comments on Sept 09 Quarter									
Planning & Sustainability Management (Cont'd.) 6.2.2 Strategic Management	Provide consistent high standards of water supply to serviced communities where both practical and viable (Corporate Plan Strategy 6.3) Plan and develop the most appropriate wastewater system for communities in the region (Corporate Plan Strategy 6.4) Maintain and enhance existing wastewater, water treatment and supply systems to improve existing customer service standards (Corporate Plan Strategy 6.5) Develop a comprehensive asset management strategy to support maintenance, replacement and enhancement of water and waste assets (Corporate Plan Strategy 6.6)	Development and maintenance of water and waste water asset management systems and asset condition and performance program as per Total Management Plan Prepare asset maintenance registers and plans to cover assets as a TMP output	All water and waste water assets in the Mackay Regional Council area to be identified and captured in the Hansen system Development and maintenance of water and waste water asset management systems and asset condition and performance program as per Total Management Plan Action Plans Preventative program of assets to be established	No No No	Yes Yes Yes	<table border="1"> <tr> <td>Revenue</td> <td>0</td> <td>0</td> </tr> <tr> <td>Op. Exp.</td> <td>134,382</td> <td>1,115</td> </tr> <tr> <td>Cap. Exp.</td> <td>0</td> <td>0</td> </tr> </table> Data capture timing slightly behind target due to poor asset data quality, however on target to achieve 100% entry of network assets by June 2010. Unlikely to achieve target for treatment assets (network assets first priority for hydraulic modelling purposes) Significant progress in developing asset management system (Hansen) – further work required in conjunction with Operations in terms of asset condition and performance. Unlikely to achieve all TMP action plans in relation to asset optimisation & renewal however these are progressing. To be undertaken in conjunction with Operations – preventative maintenance program still in infancy due to resourcing constraints and incomplete asset database. Good progress in mechanical area.	Revenue	0	0	Op. Exp.	134,382	1,115	Cap. Exp.	0	0
Revenue	0	0													
Op. Exp.	134,382	1,115													
Cap. Exp.	0	0													



6.2 PLANNING AND SUSTAINABILITY						
Service Area/Project	Outcomes	Strategies	Proposed Outputs	On Time	On Budget	Comments on Sept 09 Quarter
Strategic Asset Management (Cont'd...)						
6.2.3 Strategic Planning	<p>Develop a comprehensive, sustainably funded, 10-year Capital Works Program for operating on a commercial basis (Corporate Plan Strategy 6.2)</p> <p>Develop a comprehensive asset management strategy to support maintenance, replacement and enhancement of water and waste assets (Corporate Plan Strategy 6.6)</p> <p>Support economic growth within the region through the effective integration of water and waste planning with other council services. (Corporate Plan Strategy 6.9)</p>	<p>Develop an updated 10 year capital plan for the upgrade and replacement of water and waste water infrastructure in the Mackay Region incorporating outputs from Mackay Water Master Planning, asset management and strategic planning</p> <p>Develop a capital budget for 2010/11 in line with the 10 year capital plan</p> <p>Undertake a review of the water and waste water master plan in line with latest regional planning information</p> <p>Develop All Pipe Hydraulic Models for the water and waste water systems for all Mackay Regional Council reticulated areas</p>	<p>Updated 10 Year Capital Plan</p> <p>Capital delivery program for 2010/11</p> <p>Revised master plan</p> <p>All Pipe Hydraulic Model developed and available for use</p>	<p>Yes</p> <p>Yes</p> <p>Yes</p> <p>No</p>	<p>Yes</p> <p>Yes</p> <p>Yes</p> <p>Yes</p>	<p>2009/10 Budget Actual (10/1, 20/1)</p> <p>Revenue 1,293,395 35,408 Op. Exp. 0 Cap. Exp. 0</p> <p>10 year Capital Plan on target to be developed in line with budget timeliness (ie April 2010). Currently reviewing models for improving prioritisation and accuracy of the model.</p> <p>2010/2011 Capital Plan on target to be developed in line with budget timeliness (ie April 2010). Currently reviewing models for improving prioritisation and accuracy of the model.</p> <p>Master water plan complete for Mackay Region and in draft for Marina / Mirani as per latest available planning information. Master sewerage plan for region in draft and currently under review. On target to achieve master plans by March 2010.</p> <p>Work progressing on all pipe models however is dependent on quality of asset data – anticipate model builds complete by June 2010 for both water and sewerage, however may not have final calibration (and ready for final use)</p>



6.2 PLANNING AND SUSTAINABILITY																
Service Area/Project	Outcomes	Strategies	Proposed Outputs	On Time	On Budget	Comments on Sept 09 Quarter										
6.2.4 Detailed Planning Infrastructure	Support economic growth within the region through the effective integration of water and waste planning with other council services. (Corporate Plan Strategy 6.9)	Identify and implement a plan of delivery mechanisms for the 2010/11 capital program	Delivery program developed and documented	Yes	Yes	<table border="1"> <tr> <td>2009/10 Budget</td> <td>2009/10 Actual</td> </tr> <tr> <td>(1,442,076)</td> <td>(1,017,027)</td> </tr> <tr> <td>Op. Exp.</td> <td>1,413,132</td> </tr> <tr> <td>Cap. Exp.</td> <td>17,213</td> </tr> <tr> <td></td> <td>0</td> </tr> </table> <p>Delivery program on track and is established in conjunction with Infrastructure Delivery as part of 2010/2011 Capital plan</p>	2009/10 Budget	2009/10 Actual	(1,442,076)	(1,017,027)	Op. Exp.	1,413,132	Cap. Exp.	17,213		0
2009/10 Budget	2009/10 Actual															
(1,442,076)	(1,017,027)															
Op. Exp.	1,413,132															
Cap. Exp.	17,213															
	0															
6.2.5 Development Assessment	Develop and maintain long-term water and waste strategic business plans to enable accurate future planning and the provision of high-quality services. (Corporate Plan Strategy 6.1)	To provide assistance and input as required to Development Services to ensure that strategic planning and development assessment of infrastructure meets the current and future demand for water and waste water networks	Provide direct assistance and specific input on water and waste water services requirements for development assessment applications	Yes	Yes	<table border="1"> <tr> <td>2009/10 Budget</td> <td>2009/10 Actual</td> </tr> <tr> <td>197,581</td> <td>14,236</td> </tr> <tr> <td>Op. Exp.</td> <td>0</td> </tr> <tr> <td>Cap. Exp.</td> <td>0</td> </tr> </table> <p>Advice consistently provided in a timely manner so as to meet IDAS timetables. Includes regular attendance to stakeholder workshops and DART meetings as required.</p> <p>Significant improvements made to interface between Development Services and Mackay Water Services</p>	2009/10 Budget	2009/10 Actual	197,581	14,236	Op. Exp.	0	Cap. Exp.	0		
2009/10 Budget	2009/10 Actual															
197,581	14,236															
Op. Exp.	0															
Cap. Exp.	0															
6.2.6 Policy & Standards	Develop and maintain long-term water and waste strategic business plans to enable accurate future planning and the provision of high-quality services. (Corporate Plan Strategy 6.1) Provide consistent high standards of water supply to serviced	Undertake a review and update of standard drawings to ensure equipment is designed to Council standards Review all associated policies and standards	Revised standard drawings Policy and standards that reflect and support achievements of the outcome	Yes Yes	Yes Yes	<table border="1"> <tr> <td>2009/10 Budget</td> <td>2009/10 Actual</td> </tr> <tr> <td>265,199</td> <td>26,100</td> </tr> <tr> <td>Op. Exp.</td> <td>0</td> </tr> <tr> <td>Cap. Exp.</td> <td>0</td> </tr> </table> <p>Comprehensive review of Water Services engineering construction & design guidelines, inspection test plans, Standard drawings and policies has been progressing with support from Development Services – Engineering department. On track for update by June 2010</p>	2009/10 Budget	2009/10 Actual	265,199	26,100	Op. Exp.	0	Cap. Exp.	0		
2009/10 Budget	2009/10 Actual															
265,199	26,100															
Op. Exp.	0															
Cap. Exp.	0															



SEPTEMBER 2009 QUARTER OPERATIONAL PLAN

6.2. PLANNING AND SUSTAINABILITY															
Service Area/Project	Outcomes	Strategies	Proposed Outputs	On Time	On Budget	Comments on Sept 09 Quarter									
	communities where both practical and viable (Corporate Plan Strategy 6.3)					<table border="1"> <tr> <td>Revenue</td> <td>Sept 09 Budget</td> <td>Sept 09 Actual</td> </tr> <tr> <td>Op. Exp.</td> <td>(13,571)</td> <td>(13,501)</td> </tr> <tr> <td>Cap. Exp.</td> <td>0</td> <td>0</td> </tr> </table>	Revenue	Sept 09 Budget	Sept 09 Actual	Op. Exp.	(13,571)	(13,501)	Cap. Exp.	0	0
Revenue	Sept 09 Budget	Sept 09 Actual													
Op. Exp.	(13,571)	(13,501)													
Cap. Exp.	0	0													

6.3. INFRASTRUCTURE DELIVERY						
Service Area/Project	Outcomes	Strategies	Proposed Outputs	On Time	On Budget	Comments on Sept 09 Quarter
6.3.1 Infrastructure Management	Develop and maintain long-term water and waste strategic business plans to enable accurate future planning and the provision of high-quality services (Corporate Plan Strategy 6.1) Embrace and incorporate changing legislation and water industry reform (Corporate Plan Strategy 6.7) Promote a best practice culture within our organisation that embodies customer service excellence (Corporate Plan Strategy 7.1) Provide professional, responsible timely and accessible services to external and internal customers that reflect the values of the organisation	Provide direction and leadership to the Infrastructure Delivery Team to achieve established performance targets Development and continuous improvement of management systems, operations and maintenance activities within the program, to ensure implementation of ongoing service efficiencies and in turn improve levels of service Assistance in identification of current and future water and waste water needs of the Mackay Regional Council area Financial management of service area	Achievement of performance plan KPIs Effective and timely reporting on key issues to Council, internal reporting, external correspondence and stakeholder engagement Detailed understanding of time, cost and efficiency of all operational activities across the program. From this, implement systems to better manage these services and establish opportunities for efficiencies Management of stakeholder and legislative reporting requirements To monitor budget performance for overall Infrastructure Delivery area	Yes Yes Yes Yes	Yes Yes Yes Yes	<ul style="list-style-type: none"> 90% achievement of performance plan KPIs Monthly, quarterly and annually reporting through the Business Services Program In consultation with the Business Services Program, undertake a detailed review of all operational activities and costs by December 2009 In consultation with the Business Services Program, development of strategies to improve operating efficiencies by March 2010 100% achievement of statutory reporting requirements through the Business Services Program 100% achievement of set program budget reported monthly to Council Ongoing to June 2010 - changes identified in quarterly operational plan review Zero harm to employees



6.3 INFRASTRUCTURE DELIVERY																		
Service Area/Project	Outcomes	Strategies	Proposed Outputs	On Time	On Budget	Comments on Sept 09 Quarter												
	(Corporate Plan Strategy 7.2)	<p>Work with Executive Manager and Business Services Program to ensure operational practices respond to changes in the water industry</p> <p>Management of organisation-wide matters as they relate to the program including Workplace Health and Safety, Continuous Improvement and Risk Management</p>	<p>Review and adjust internal policy, procedures and operational targets to meet the requirements of changing legislations.</p> <p>Improve the safety culture of employees through effective partnerships with Council's Workplace Health and Safety program</p>	<p>Yes</p> <p>Yes</p>	<p>Yes</p> <p>Yes</p>	<table border="1"> <tr> <td>2009/10 Revenue</td> <td>144,587</td> <td>2009/10 Actual</td> <td>187,703</td> </tr> <tr> <td>Op. Exp.</td> <td>202,931</td> <td>Cap. Exp.</td> <td>144,584</td> </tr> <tr> <td></td> <td>0</td> <td></td> <td>0</td> </tr> </table>	2009/10 Revenue	144,587	2009/10 Actual	187,703	Op. Exp.	202,931	Cap. Exp.	144,584		0		0
2009/10 Revenue	144,587	2009/10 Actual	187,703															
Op. Exp.	202,931	Cap. Exp.	144,584															
	0		0															
6.3.2	<p>Construction</p> <p>Maintain and enhance existing wastewater, water treatment and supply systems to improve existing customer service standards.</p> <p>(Corporate Plan Strategy 6.5)</p>	<p>Implement planning, design, construction and commissioning of internal capital works</p> <ul style="list-style-type: none"> Implementation of the Water Meter Replacement Program Undertake water main replacement and renewals program Purchase safety and reticulation plant equipment 	<p>Delivery of the 2009/10 internal capital works program</p> <p>Installation of programmed works complete</p> <p>Programmed works complete as per 2009/10 budget complete</p> <p>Complete works programmed and budgeted for 2009/10 and in line with safety requirements</p>	<p>Yes</p> <p>Yes</p> <p>Yes</p> <p>Yes</p>	<p>Yes</p> <p>Yes</p> <p>Yes</p> <p>Yes</p>	<ul style="list-style-type: none"> 100% of programmed works complete by June 2010 Programmed works complete by June 2010 Programmed works complete by June 2010 Programmed works complete by June 2010 <table border="1"> <tr> <td>2009/10 Revenue</td> <td>167,004,840</td> <td>2009/10 Actual</td> <td>15,260,740</td> </tr> <tr> <td>Op. Exp.</td> <td>16,139,125</td> <td>Cap. Exp.</td> <td>4,067,506</td> </tr> <tr> <td></td> <td>66,102,977</td> <td></td> <td>4,958,711</td> </tr> </table>	2009/10 Revenue	167,004,840	2009/10 Actual	15,260,740	Op. Exp.	16,139,125	Cap. Exp.	4,067,506		66,102,977		4,958,711
2009/10 Revenue	167,004,840	2009/10 Actual	15,260,740															
Op. Exp.	16,139,125	Cap. Exp.	4,067,506															
	66,102,977		4,958,711															
6.3.3	<p>Project Services</p> <p>Provide consistent high standards of water supply to serviced communities where both practical and viable</p> <p>(Corporate Plan Strategy 6.3)</p> <p>Plan and develop the most</p>	<p>Implement planning, design, construction and commissioning of capital works incorporating the following areas:</p> <ul style="list-style-type: none"> Delivery of the Samra Water Main between Bakers Creek and Alligator Creek 	<p>Construction and commissioning complete</p>	<p>No</p>	<p>Yes</p>	<ul style="list-style-type: none"> 100% of programmed works complete on time and within budget On track for the revised programme July 2010 												



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6.3 INFRASTRUCTURE DELIVERY								
Service Area/Project	Outcomes	Strategies	Proposed Outputs	On Time	On Budget	Comments on Sept 09 Quarter		
Project Services (Cont'd...)	appropriate wastewater system for communities in the region (Corporate Plan Strategy 6.4) Maintain and enhance existing wastewater, water treatment and supply systems to improve existing customer service standards (Corporate Plan Strategy 6.5)	<ul style="list-style-type: none"> Delivery of the South Mackay Trunk Main between Nebo Rd and Bakers Creek 	Design Complete	Yes	Yes	Design complete by June 2010		
		<ul style="list-style-type: none"> Reticulation Equipment Purchases 	Procurement complete	Yes	Yes	Procurement complete by June 2010		
		<ul style="list-style-type: none"> Upgrade and construction of water pump station projects to ensure standards of service and effective operation of the water network 	Programmed works complete as per 2009/10 budget complete	Yes	Yes	Programmed works complete by June 2010		
		<ul style="list-style-type: none"> Upgrade and enhancement of water reservoirs 	Programmed works complete as per 2009/10 budget complete	Yes	Yes	Programmed works complete by June 2010		
		<ul style="list-style-type: none"> Augmentation of the water network to facilitate Council's Leak Detection and Demand Management program 	Programmed works complete as per 2009/10 budget complete	Yes	Yes	Programmed works complete by June 2010		
		<ul style="list-style-type: none"> Augmentation of the raw water supply system to Nebo Rd 	Complete works programmed and budgeted for 2009/10	Yes	Yes	Programmed works complete by June 2010		
		<ul style="list-style-type: none"> Deliver the upgrade to the Nebo Rd Water Treatment Plant 	Complete works programmed and budgeted for 2009/10	Yes	Yes	Programmed works complete by June 2010		
		<ul style="list-style-type: none"> Implement fluoride dosing at the Nebo Rd Water Treatment Plant 	Fluoride dosed into the water supply	Yes	Yes	Programmed works complete by 31 December 2009		
		<ul style="list-style-type: none"> Upgrade the Mirani Water Treatment Facilities 	Complete works programmed and budgeted for 2009/10	Yes	Yes	Programmed works complete by June 2010		
		<ul style="list-style-type: none"> Renew and enhance Council's existing water supply and treatment facilities 	Complete works programmed and budgeted for 2009/10	Yes	Yes	Programmed works complete by June 2010		
								Programmed works complete by
								Programmed works complete by



6.3 INFRASTRUCTURE DELIVERY						
Service Area/Project	Outcomes	Strategies	Proposed Outputs	On Time	On Budget	Comments on Sept 09 Quarter
Project Services (Cont'd...)		<ul style="list-style-type: none"> Undertake planning and engineering to deliver an upgrade wastewater treatment facility at Sarina 	Complete works programmed and budgeted for 2009/10	Yes	Yes	June 2010
		<ul style="list-style-type: none"> Deliver an upgraded wastewater treatment facility at Mirani 	Complete works programmed and budgeted for 2009/10	Yes	Yes	<ul style="list-style-type: none"> Programmed works complete by June 2010
		<ul style="list-style-type: none"> Undertake wastewater treatment renewals and enhancements 	Complete works programmed and budgeted for 2009/10	Yes	Yes	<ul style="list-style-type: none"> Programmed works complete by June 2010
		<ul style="list-style-type: none"> Renew and enhance sewerage pump stations 	Complete works programmed and budgeted for 2009/10	Yes	Yes	<ul style="list-style-type: none"> Programmed works complete by June 2010
		<ul style="list-style-type: none"> Undertake sewer reticulation renewal and enhancements 	Complete works programmed and budgeted for 2009/10	Yes	Yes	<ul style="list-style-type: none"> Programmed works complete by June 2010

Revenue	2009/10 Budget	2009/10 Actual
Op Ex	244,170	20,250
Cap Exp	0	0



6.4 OPERATIONS						
Service Area/Project	Outcomes	Strategies	Proposed Outputs	On Time	On Budget	Comments on Sept 09 Quarter
6.4.1 Operations Management	<p>Develop and maintain long-term water and waste strategic business plans to enable accurate future planning and the provision of high-quality services</p> <p>(Corporate Plan Strategy 6.1)</p> <p>Embrace and incorporate changing legislation and water industry reform</p> <p>(Corporate Plan Strategy 6.7)</p> <p>Promote a best practice culture within our organisation that embodies customer service excellence</p> <p>(Corporate Plan Strategy 7.1)</p> <p>Provide professional, responsible timely and accessible services to external and internal customers that reflect the values of the organisation</p> <p>(Corporate Plan Strategy 7.2)</p>	<p>Provide direction and leadership to the Operations Team to achieve established performance targets</p> <p>Development and continuous improvement of management systems, operations and maintenance activities within the program, to ensure implementation of ongoing service efficiencies and in turn improve levels of service</p> <p>Assistance in identification and planning for the current and future water and wastewater needs of the Mackay Regional Council area</p> <p>Financial management of service area</p> <p>Work with Executive Manager and Business Services Program to ensure operational practices respond to changes in the water industry</p> <p>Management of organisation-wide matters as they relate to the program including Workplace Health and Safety, Continuous Improvement and Risk Management</p>	<p>Achievement of performance plan KPIs</p> <p>Effective and timely reporting on key issues to Council, internal reporting, external correspondence and stakeholder engagement</p> <p>Detailed understanding of time, cost and efficiency of all operation and maintenance activities across the program. From this, implement systems to better manage those services and establish opportunities for efficiencies (eg Control room, preventative maintenance and improvements to scheduling & dispatch)</p> <p>Management of stakeholder and legislative reporting requirements</p> <p>To monitor budget performance for overall Operations area</p> <p>Review and adjust internal policy, procedures and operational targets to meet the requirements of changing legislations</p> <p>Improve the safety culture of employees through effective partnerships with Council's Workplace Health and Safety program</p>	<p>N/A</p> <p>Yes</p> <p>Yes</p> <p>Yes</p> <p>Yes</p> <p>Yes</p> <p>Yes</p>	<p>N/A</p> <p>N/A</p> <p>N/A</p> <p>Yes</p> <p>Yes</p> <p>N/A</p> <p>N/A</p>	<ul style="list-style-type: none"> Specific performance plan targets are reported on in subsequent sections of this report. Monthly, quarterly and annually reporting has successfully been delivered. A review of operations and maintenance activities has commenced, highlights include: piloting use of job management system, initial benchmarking of activities with Cairns and Townsville, additional training in financial management for Co-ordinators. Ongoing to June 2010 progress on track to revised deadline. Statutory reporting requirements have been identified and meet to date. Budget is currently on track Ongoing to June 2010: review and consolidation of business planning documents is underway Workplace Method Statement and Hazard/ Risk Analysis training has been implemented for all staff as has the SAFE 5 system. H&S audits and incident tracking have also been introduced in this quarter. Ongoing to June 2010.
Operations Management						



SEPTEMBER 2009 QUARTER OPERATIONAL PLAN

6.4 OPERATIONS															
Service Area/Project	Outcomes	Strategies	Proposed Outputs	On Time	On Budget	Comments on Sept 09 Quarter									
(Cont'd...)															
6.4.2 Operations (Water)	Provide consistent high standards of water supply to serviced communities where both practical and viable (Corporate Plan Strategy 6.3)	Manage the operation of all Mackay Water Services water assets in an efficient and cost effective manner, ensuring a continuous high quality supply of water in accordance with the standards set out in the Performance Plan	Detailed understanding and optimisation of operating costs (as per service area 6.1.4 Outputs)	Yes	N/A	<table border="1" style="float: left; margin-right: 10px;"> <tr> <td>Revenue</td> <td>Sept 09 Budget</td> <td>Sept 09 Actual</td> </tr> <tr> <td>Op. Exp.</td> <td>1,147,764</td> <td>208,423</td> </tr> <tr> <td>Cap. Exp.</td> <td>0</td> <td>0</td> </tr> </table> Performance targets are being developed to track output and efficiency. These will enhance the current financial reporting mechanisms e.g. progress at a glance. Completion will be by June 2010.	Revenue	Sept 09 Budget	Sept 09 Actual	Op. Exp.	1,147,764	208,423	Cap. Exp.	0	0
Revenue	Sept 09 Budget	Sept 09 Actual													
Op. Exp.	1,147,764	208,423													
Cap. Exp.	0	0													
			Water quality as per adopted Performance Plan Service Standard	N/A	N/A	Water quality targets have been met. Conform compliance at 100% to September and Physical Chemical compliance also at 100% to September.									
			Water pressure as per Performance Plan Service Standard	N/A	N/A	Annual target <5% total connections currently operating at 0.05%. (17 reporting low pressure contacts YTD).									
			Water flow as per Performance Plan Service Standard	N/A	N/A	There have been 21 instances reporting "No Water" which equates to 0.06% of connected properties.									
			Fire hydrant flow as per Performance Plan Service Standard	N/A	N/A	20 customer contacts reporting "Fire Hydrants or Service Valve Damage / Leaking".									
Operations (Water) (Cont'd...)			Water mains cleaning as per Performance Plan Service Standard	Yes	Yes	Water mains cleaning is reactive and performed to address water quality deterioration.									



6.4 OPERATIONS						
Service Area/Project	Outcomes	Strategies	Proposed Outputs	On Time	On Budget	Comments on Sept 09 Quarter
6.4.3 Maintenance (Water) Maintenance (Water) (Cont'd...)	Provide consistent high standards of water supply to serviced communities where both practical and viable	Manage the maintenance of all water assets to ensure the infrastructure required to treat, store, transport and deliver high	Odour and taste complaints as per Performance Plan Service Standard	N/A	N/A	<ul style="list-style-type: none"> Target <6 / 000' connections odour; Target < 7 0000 connections taste; YTD 4 complaints for taste and odour therefore 100% compliance is currently being achieved
			Water property connections to be undertaken as per the Performance Plan Service Standards	No	Yes	<ul style="list-style-type: none"> 228 connections have been completed YTD against 269 applications. Turnaround target is 10 working days and 40 jobs are outside this target. This situation is improving.
			Refining and enforcement of backflow prevention policy to ensure ongoing safe water supply and testing of installed devices	N/A	N/A	<ul style="list-style-type: none"> Backflow preventions testing has been an area of focus this quarter with a dedicated resource allocated. Debtors have been chased for licence non payment and legal advice is being sought to debt recovery process. YTD 39 licences outstanding and 149 devices overdue for testing.
			To monitor and manage budget performance	Yes	Yes	<ul style="list-style-type: none"> Budget is currently on track

Revenue	2009/10 Budget	2009/10 Actual
Op. Exp.	114,000	113,520
Cap. Exp.	2,000,200	677,813
Cap. Exp.	0	208,133



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6.4 OPERATIONS						
Service Area/Project	Outcomes	Strategies	Proposed Outputs	On Time	On Budget	Comments on Sept 09 Quarter
	<p>(Corporate Plan Strategy 6.3) Maintain and enhance existing wastewater, water treatment and supply systems to improve existing customer service standards.</p> <p>(Corporate Plan Strategy 6.5) Develop a comprehensive asset management strategy to support maintenance, replacement and enhancement of water and waste assets.</p> <p>(Corporate Plan Strategy 6.6)</p>	<p>quality treated water to all of our customers is maintained to meet the required level of service as outlined in the Performance Plan</p> <p>For water service response times to exceed the adopted service levels</p>	<p>supply of water. Preventative Maintenance scheduling to be refined and targeted in consideration of budget and resourcing constraints of civil and mechanical service teams</p> <p>Undertake a review of the preventative maintenance program to ascertain budget and resources required for implementation</p> <p>Review the Preventative maintenance program to determine relevance and impact</p> <p>Process for reactive maintenance service response times to be refined and optimised – currently measured through Pathway system</p> <p>Water quality levels to be maintained during all maintenance activities as specifically defined in the Performance Plan</p> <p>To monitor and manage budget performance.</p>	<p>Yes</p> <p>Yes</p> <p>Yes</p> <p>Yes</p> <p>N/A</p> <p>Yes</p>	<p>Yes</p> <p>N/A</p> <p>Yes</p> <p>Yes</p> <p>N/A</p> <p>Yes</p>	<ul style="list-style-type: none"> Review of the asset management system Hansen 7, and it's use for water assets has commenced and will continue to be refined through to June 2010. Reactive maintenance is being measured against preventative with a 80:20 target in the pilot M&E team. Overall target 10% decrease in reactive maintenance by June 2010 is on track. Pilot study started for M&E team will be report in March 2010. Benchmarking through the CTM Alliance has started, review of the Hansen asset management system is underway and ongoing review of maintenance activity efficiency continues. Pilot study on the M&E team will be reported in March 2010 and will inform the roll out to treatment and civil maintenance functions by June 2010. Water quality targets have been met. Conform compliance at 100% to September and Physical Chemical compliance also at 100% to September. Budget is currently on track
Maintenance (Cont'd...)	(Water)			Yes	Yes	



Mackay
REGIONAL
COUNCIL

SEPTEMBER 2009 QUARTER OPERATIONAL PLAN

6.4 OPERATIONS																
Service Area/Project	Outcomes	Strategies	Proposed Outputs	On Time	On Budget	Comments on Sept 09 Quarter										
6.4.4 Operations (Waste Water)	Plan and develop the most appropriate wastewater system for communities in the region (Corporate Plan Strategy 6.4)	Management of waste water operations, including compliance with discharge limits, beneficial reuse and utilisation initiatives, and compliance with regulatory requirements To treat the urban sewage and dispose of by-products efficiently and in a manner that minimises the impact on the environment and will not compromise the health of the community	All waste water treatment plants to operate within regulations, contract requirements and licences, ensuring environmental compliance 100% beneficial reuse of bio-solids To monitor and manage budget performance Detailed understanding and optimisation of operating costs	N/A	N/A	<table border="1"> <tr> <td>2009/10</td> <td>2009/10</td> </tr> <tr> <td>Budget</td> <td>Actual</td> </tr> <tr> <td>117,000</td> <td>151,653</td> </tr> <tr> <td>Op. Exp.</td> <td>1,361,543</td> </tr> <tr> <td>Cap. Exp.</td> <td>0</td> </tr> </table> <ul style="list-style-type: none"> All reports have been submitted on time. TEP reports for Baker's Creek, Bucasia and Seaforth have been finalised with DERM and the EPA annual return was submitted. Legislative compliance has been good although some non compliance has occurred see monthly reports. Contractual performance indicators are being tracked monthly and payments adjusted in line with performance. Biosolids reuse at 100%. Budget is currently on track A review of operations and maintenance activities has commenced, highlights include: piloting use of job management system, initial benchmarking of activities with Cairns and Townsville, additional training in financial management for Co-ordinators. Ongoing to June 2010 progress on track to revised deadline. Complaints are responded to promptly and tracking of response time is being investigated as part of the job management review process 	2009/10	2009/10	Budget	Actual	117,000	151,653	Op. Exp.	1,361,543	Cap. Exp.	0
2009/10	2009/10															
Budget	Actual															
117,000	151,653															
Op. Exp.	1,361,543															
Cap. Exp.	0															
		Develop and update an Inflow and Infiltration management plan	Complaints will be responded to as per Performance Plan Service Standard	N/A	N/A											



SEPTEMBER 2009 QUARTER OPERATIONAL PLAN

6.4 OPERATIONS						
Service Area/Project (Cont'd...)	Outcomes	Strategies	Proposed Outputs	On Time	On Budget	Comments on Sept 09 Quarter
		aimed at reducing the levels of inflow and infiltration in the network providing best value for money to Council Undertake Inflow and Infiltration Source Detection in accordance with the management plan Implement sewer remedial works to reduce the levels of inflow and infiltration Develop and update a Trade Waste Implementation Plan aimed at reducing the levels of trade waste in the network	New waste water connections will be completed as per the Performance Plan Service Standards Full cost recovery to be achieved for CCTV inspections associated with building over sewer audits Inflow and Infiltration Management Plan and Community Engagement Plan. Complete works programmed and budgeted for 2009/10 Complete works programmed and budgeted for 2009/10 Trade Waste Implementation Plan	Yes Yes Yes Yes Yes Yes Yes	Yes Yes Yes Yes Yes Yes Yes	<ul style="list-style-type: none"> 90% achievement of performance plan KPIs Ongoing process – quotes provided as customers apply with full cost recovery to be achieved for all inspections by June 2010. Plans developed and approved by Council by September 2009. Several areas have been investigated and form the basis of the rectification program. 1 Inflow and infiltration program is on track. Programmed works to be complete by June 2010 Sewer remedial works program has started. Programmed works to be complete by June 2010 Plan developed and to be presented to Council on 25 November 2009. Trade waste policy review and update underway.

	2009/10 Budget	2009/10 Actual
Revenue	1514,300	151,965
Op. Exp.	5,837,931	528,730
Cap. Exp.	0	441,847



6.4 OPERATIONS						
Service Area/Project	Outcomes	Strategies	Proposed Outputs	On Time	On Budget	Comments on Sept 09 Quarter
6.4.5 Maintenance (Waste Water)	<p>Plan and develop the most appropriate wastewater system for communities in the region (Corporate Plan Strategy 6.4)</p> <p>Maintain and enhance existing wastewater, water treatment and supply systems to improve existing customer service standards (Corporate Plan Strategy 6.5)</p> <p>Develop a comprehensive asset management strategy to support maintenance, replacement and enhancement of water and waste assets (Corporate Plan Strategy 6.6)</p>	<p>Manage the maintenance of all of the waste water assets that collect, convey and treat sewage ensuring services to all customers are maintained as per the service levels outlined in the performance plan</p>	<p>Preventative maintenance schedules prepared and asset performance tracked (including register of spills / overflows). Preventative maintenance scheduling to be refined and targeted in consideration of budget and resourcing constraints of civil and mechanical service teams</p> <p>Undertake a review of the preventative maintenance program to ascertain budget and resources required for implementation</p> <p>Review the Preventative maintenance program to determine relevance and impact</p> <p>Process for reactive maintenance service response times to be refined and optimised – currently measured through Pathways system</p> <p>To monitor and manage budget performance</p>	<p>Yes</p> <p>Yes</p> <p>Yes</p> <p>Yes</p> <p>Yes</p>	<p>Yes</p> <p>Yes</p> <p>Yes</p> <p>Yes</p> <p>Yes</p>	<ul style="list-style-type: none"> Preventative maintenance schedules are being prepared for mechanical teams as a pilot prior to implementation with the treatment and civil teams. Review of the asset management system Hansen 7, and it's use for water assets has commenced and will continue to be refined through to June 2010. Reactive maintenance is being measured against preventative with a 80:20 target in the pilot M&E team. Overall target 10% decrease in reactive maintenance by June 2010 is on track. Pilot study started for M&E team will be report in March 2010. Benchmarking through the CTM Alliance has started, review of the Hansen asset management system is underway and ongoing review of maintenance activity efficiency continues. Pilot study on the M&E team will be reported in March 2010 and will inform the roll out to treatment and civil maintenance functions by June 2010. Budget is currently on track

Revenue	0	0
Op. Exp.	3,217,918	1,018,852
Cap. Exp.	0	0
2009/10 Budget	0	0
2009/10 Actual	0	0



SEPTEMBER 2009 QUARTER OPERATIONAL PLAN

6.4 OPERATIONS						
Service Area/Project	Outcomes	Strategies	Proposed Outputs	On Time	On Budget	Comments on Sept 09 Quarter
6.4.6 Waste Water Recycling	Plan and develop the most appropriate wastewater system for communities in the region (Corporate Plan Strategy 6.4) Maintain and enhance existing wastewater, water treatment and supply systems to improve existing customer service standards (Corporate Plan Strategy 6.5)	Management of the water recycling operations, including compliance with application limits and regulatory requirements To manage the quality and storage of recycled effluent in a manner that minimises the impact on the environment and will not compromise the health of the community To manage the application of recycled water for irrigation purposes to maximise the beneficial reuse opportunities	To monitor and manage the contracts with end users and budget performance To review end user contracts and introduce / amend where necessary Effective operation and maintenance of the recycling operations in line with legislative and contractual requirements Maximise beneficial reuse of recycled water for irrigation purposes within business operating rules	Yes Yes Yes N/A	Yes Yes Yes N/A	<ul style="list-style-type: none"> During this period effluent was discharged to the environment. Agreements with existing users are being prepared and aim to be in place by June 2010. During this period effluent was discharged to the environment On a 10-year rolling average 88% of recycled water used for irrigation purposes. During this quarter effluent at MSWRF has been discharged to the environment as there was insufficient storage capacity available.
6.4.7 Trade Waste	Plan and develop the most appropriate wastewater system for communities in the region (Corporate Plan Strategy 6.4) Maintain and enhance existing wastewater, water treatment and supply systems to improve existing customer service standards (Corporate Plan Strategy 6.5)	Maintenance and review of the Trade Waste Management Plan and Policy Engagement and education of the business community regarding trade waste (in consultation with Business Services Program) Development of a Regional Trade Waste Development Forum Manage trade waste discharges within the Mackay region in order to address compliance with the trade waste policy, ensure community safety and protection	Licensing of trade waste generators within area of operation Ongoing monitoring of compliance Development and participation in regional trade waste development forum Assist the Business Services program to prepare and deliver education and engagement programs on the trade waste	Yes Yes	N/A Yes	<ul style="list-style-type: none"> Monthly, quarterly and annually reporting has successfully been delivered 20 licences issued as at 30 September 2009. On line to meet target by June 2010. First inaugural meeting scheduled for November 2009. Community engagement plan has been drafted; information session feedback to gauge customer awareness; review June 2010.

	2009/10 Budget	2009/10 Actual
Revenue	100,000	100,000
Op Ex	521,015	522,000
Cap Ex	0	0



6.4 OPERATIONS						
Service Area/Project	Outcomes	Strategies	Proposed Outputs	On Time	On Budget	Comments on Sept 09 Quarter
Trade Waste (Cont'd.)		of wastewater infrastructure and the environment	To monitor and manage budget performance	Yes	Yes	Budget on track. Trade waste meter reads scheduled for November 2009.
6.4.8 Plumbing Inspections	Embrace and incorporate changing legislation and water industry reform (Corporate Plan Strategy 6.7) Provide professional, responsible timely and accessible services to external and internal customers that reflect the values of the organisation	Manage plumbing inspections within the Mackay region in order to ensure legislative compliance, community safety and protection of water and waste water infrastructure and the environment	Ongoing monitoring of compliance To monitor and manage budget performance	Yes	N/A	<ul style="list-style-type: none"> Monthly, quarterly and annually reporting has successfully been delivered. Budget ahead of schedule.
6.4.9 Scientific and Analytical Services	(Corporate Plan Strategy 7.2) Provide consistent high standards of water supply to serviced communities where both practical and viable (Corporate Plan Strategy 6.3) Plan and develop the most appropriate wastewater system for communities in the region (Corporate Plan Strategy 6.4) Maintain and enhance existing wastewater, water treatment and supply systems to improve existing customer service standards (Corporate Plan Strategy 6.5)	Sampling and testing of finished and raw water sources to ensure required levels of quality are maintained Sampling and testing of wastewater to ensure required levels of quality are maintained and controlled Sampling and testing of the receiving environment Sampling and testing of trade waste sources to ensure compliance To provide technical advice as required in relation to wastewater quality, raw water and potable water quality	To take samples to monitor water and waste water operations fall within statutory and legislative requirements and maintain water and effluent quality as detailed in the Performance Plan To sample whether trade waste discharged into the sewerage system meets approval requirements To monitor and manage budget performance	Yes	Yes	<ul style="list-style-type: none"> Monthly, quarterly and annual reporting against performance targets to internal and external audience through the Business Services Program Achieve NATA accreditation by March 2010 As per Trade Waste Management Plan requirements 100% achievement of budget reported monthly and quarterly through the Business Services Program



6.4 OPERATIONS														
Service Area/Project	Outcomes	Strategies	Proposed Outputs	On Time	On Budget	Comments on Sept 09 Quarter								
Scientific and Analytical Services (Contd..)		To provide scientific and analytical services to Mackay Regional Council and external sources				<table border="1"> <tr> <td>2009/10 Budget</td> <td>2009/10 Actual</td> </tr> <tr> <td>244,500</td> <td>157,100</td> </tr> <tr> <td>Op. Exp.</td> <td>175,302</td> </tr> <tr> <td>Cap. Exp.</td> <td>0</td> </tr> </table>	2009/10 Budget	2009/10 Actual	244,500	157,100	Op. Exp.	175,302	Cap. Exp.	0
2009/10 Budget	2009/10 Actual													
244,500	157,100													
Op. Exp.	175,302													
Cap. Exp.	0													



SEPTEMBER 2009 QUARTER OPERATIONAL PLAN

6.5 WASTE SERVICES						
Service Area/Project	Outcomes	Strategies	Proposed Outputs	On Time	On Budget	Comments on Sept 09 Quarter
6.5.1 Waste Services Management	<p>To provide and manage high-quality water and waste programs on a commercial basis that meet social and environmental objectives</p> <p>(Corporate Plan Objective 6)</p> <p>Maintain and enhance the operation of existing waste management sites and investigate options for alternative waste technology</p> <p>(Corporate Plan Strategy 6.10)</p> <p>Promote a best practice culture within our organisation that embodies customer service excellence</p> <p>(Corporate Plan Strategy 7.1)</p> <p>Provide professional, responsible timely and accessible services to external and internal customers that reflect the values of the organisation</p> <p>(Corporate Plan Strategy 7.2)</p>	<p>Provide direction and leadership to the Waste Services Team to achieve established performance targets</p> <p>Development and continuous improvement of management systems, operations and maintenance activities within the program, to ensure implementation of ongoing service efficiencies and in turn improve levels of service</p> <p>Assistance in identification and planning for the current and future waste needs of the Mackay Regional Council area</p> <p>Financial management of service area</p> <p>Manage revenue generation, and funding for Mackay Waste Services (in consultation with the Business Services Program)</p> <p>Management of organisation-wide matters as they relate to the business unit including Workplace Health and Safety, Continuous Improvement and Risk Management</p>	<p>Prepare, implement and regularly revise a long-term strategic business plan for Mackay Waste Services</p> <p>Effective and timely reporting on key issues to Council, internal reporting, external correspondence and stakeholder engagement</p> <p>Review and adjust internal policy, procedures and operational targets to meet the requirements of changing legislations</p> <p>Management of stakeholder and legislative reporting requirements</p> <p>To monitor budget performance for overall Waste Services area</p> <p>Effective management of finance, funding, and waste services management</p> <p>Improve the safety culture of employees through effective partnerships with Council's Workplace Health and Safety program</p>	<p>Yes</p> <p>Yes</p> <p>Yes</p> <p>Yes</p> <p>Yes</p> <p>Yes</p> <p>Yes</p> <p>Yes</p>	<p>Yes</p> <p>Yes</p> <p>Yes</p> <p>Yes</p> <p>Yes</p> <p>Yes</p> <p>Yes</p> <p>Yes</p>	<ul style="list-style-type: none"> Plan prepared and implemented by July 2009 Plan reviewed and revised on an annual basis by June each year Monthly, quarterly and annually reporting through the Business Services Program Ongoing to June 20102 - changes identified in quarterly operational plan review. 100% achievement of statutory reporting requirements through the Business Services Program 100% achievement of set program budget reported monthly to Council Revenue generation delivered as per adopted 2009/10 budget Zero harm to employees

	2009/10 Budget	2009/10 Actual
Revenue	415,000,000	47,775,000
Op. Exp.	529,861	84,099
Cap. Exp.	0	0



SEPTEMBER 2009 QUARTER OPERATIONAL PLAN

6.5 WASTE SERVICES															
Service Area/Project	Outcomes	Strategies	Proposed Outputs	On Time	On Budget	Comments on Sept 09 Quarter									
6.5.2 Strategic Asset Management	Develop a comprehensive asset management strategy to support the maintenance, replacement and enhancement of water and waste assets (Corporate Plan Strategy 6.6) Develop a comprehensive, sustainably funded, 10-year Capital Works Program for operating on a commercial basis	Development and maintenance of waste asset management systems and asset condition and performance program	All waste assets in the Mackay Regional Council area to be identified and captured in the Hansen system	Yes		<ul style="list-style-type: none"> 50% asset capture by December 2009. 100% asset capture by June 2010 									
6.5.3 Strategic Infrastructure Planning	(Corporate Plan Strategy 6.2) Maintain and enhance the operation of existing waste management sites and investigate options for alternative waste technology (Corporate Plan Strategy 6.10) Support economic growth within the region through the effective integration of water and waste planning with other council services.	Develop a 10 year capital plan for the upgrade and replacement of waste facility infrastructure and the rehabilitation of waste sites incorporating outputs from the Regional Waste Strategy, asset management and strategic planning	Review recommendations of Regional Waste Strategy in relation to existing sites Evaluate composting options for green waste and sewerage sludge	Yes Yes Yes		<ul style="list-style-type: none"> Implement Regional Waste Strategy recommendations 5% reduction in volume of waste going to landfill on a per capita basis 100% diversion of green waste that is delivered to green waste sites and transfer stations 									
6.5.4 Detailed Infrastructure Planning	(Corporate Plan Strategy 6.9) Maintain and enhance the operation of existing waste management sites and investigate options for alternative waste technology (Corporate Plan Strategy 6.10)	Identify and implement a plan of delivery mechanisms for the 2010/11 capital program	Delivery program developed and documented	Yes	Yes	<ul style="list-style-type: none"> Delivery program for 2010/11 program implemented by March 2010 <table border="1" style="margin-left: auto; margin-right: auto;"> <tr> <td>Revenue</td> <td>2009/10 Budget</td> <td>2009/10 Actual</td> </tr> <tr> <td>Op. Exp.</td> <td>12,024</td> <td>3,194</td> </tr> <tr> <td>Cap. Exp.</td> <td>0</td> <td>0</td> </tr> </table>	Revenue	2009/10 Budget	2009/10 Actual	Op. Exp.	12,024	3,194	Cap. Exp.	0	0
Revenue	2009/10 Budget	2009/10 Actual													
Op. Exp.	12,024	3,194													
Cap. Exp.	0	0													
6.5.5 Waste Services Operations	Embrace and incorporate changing legislation and water	To collect, process and dispose of waste and recycle collected from	Provision of waste services that meet all licence conditions and	Yes	Yes	<ul style="list-style-type: none"> 100% contractor compliance with contract conditions 									



6.5 WASTE SERVICES						
Service Area/Project	Outcomes	Strategies	Proposed Outputs	On Time	On Budget	Comments on Sept 09 Quarter
Waste Services Operations (Cont'd...)	<p>industry reform</p> <p>(Corporate Plan Strategy 6.7)</p> <p>Maintain and enhance the operation of existing waste management sites and investigate options for alternative waste technology</p> <p>(Corporate Plan Strategy 6.10)</p> <p>Take a proactive leadership role in relation to future sustainability and potential climate change issues</p> <p>(Corporate Plan Strategy 3.6)</p>	<p>residential and commercial premises throughout the Mackay Regional Council area</p> <p>Management of waste services that provide a safe, healthy and environmentally compliant outcome</p> <p>Engage Consultant to advise potential impacts / required control measures to reduce waste facility carbon emissions and minimise ETS liabilities</p>	<p>Council's operating policies</p> <p>Efficient and responsive community waste services provided throughout the Mackay region</p> <p>Evaluation of greenhouse gas emissions from current & former landfills across the region</p> <p>Determine reporting requirements under NGER Act</p>	<p>Yes</p> <p>Yes</p> <p>Yes</p> <p>Yes</p> <p>Yes</p>	<p>Yes</p> <p>Yes</p> <p>Yes</p> <p>Yes</p> <p>Yes</p>	<ul style="list-style-type: none"> 100% achievement of statutory reporting requirements through the Business Services Program 8% increase in recycling/tonnage to Materials Recovery Facility Zero non compliance issues Consultant's Report prepared by July 2009 Introduction of appropriate Report recommendations by June 2010 through the Business Services Program

	2009/10	2009/10
	Actual	Budget
Revenue	\$2,104,819	\$2,026,813
Op. Exp.	15,130,003	2,440,322
Cap. Exp.	2,719,240	244,833



SEPTEMBER 2009 QUARTER OPERATIONAL PLAN

6.6 BUSINESS SERVICES						
Service Area/Project	Outcomes	Strategies	Proposed Outputs	On Time	On Budget	Comments on Sept 09 Quarter
6.6.1 Business Services Management	<p>Implementation of service-level agreements with all Council service providers (Corporate Plan Strategy 6.11)</p> <p>Develop and maintain long-term water and waste strategic business plans to enable accurate future planning and the provision of high-quality services (Corporate Plan Strategy 6.1)</p> <p>Embrace and incorporate changing legislation and water industry reform (Corporate Plan Strategy 6.7)</p> <p>Promote a best practice culture within our organisation that embodies customer service excellence (Corporate Plan Strategy 7.1)</p> <p>Provide professional, responsible timely and accessible services to external and internal customers that reflect the values of the organisation (Corporate Plan Strategy 7.2)</p>	<p>Formalise agreements for the provision of services to and from other Council programs and within the directorate's programs</p> <p>Develop a Business Management Plan to capture strategic and operational goals</p> <p>Regional Waste Strategy</p> <p>Provide direction and leadership to the Business Services Team to achieve established performance targets</p> <p>Effective and timely reporting on key issues to Council, internal reporting, external correspondence and stakeholder engagement</p> <p>Financial management of service area</p> <p>Management of organisation-wide matters as they relate to the program including Workplace Health and Safety, Continuous Improvement and Risk Management</p>	<p>Service level agreements with key Council programs and internal stakeholders</p> <p>A Business Management Plan for Mackay Water Services and Mackay Waste Services, supported by a financial model capable of scenario testing</p> <p>A performance management plan that supports the overall business plan</p> <p>Review, amend and adopt performance targets as part of the performance plan</p> <p>Coordination and submission of stakeholder and legislative reporting requirements</p> <p>Review and adjust internal policy, procedures and operational targets to meet the requirements of changing legislations</p> <p>To monitor budget performance for program area</p> <p>Improve the safety culture of employees through effective partnerships with Council's Workplace Health and Safety program</p>	<p>Yes</p>	<p>Yes</p>	<ul style="list-style-type: none"> • Draft agreements produced by June 2010 – process of identifying CSO's and internal transfers commenced • 2010/11 Mackay Water Services and Mackay Waste Services Business Management Plans prepared by May 2010, and adopted by Council • Regional Waste Strategy adopted by Council December 2009 • Performance Plan adopted by Council December 2009 • Review performance plan targets by December 2009 – reporting requirements of TMP strategies, annual performance plan and operational plan collated for management team review • Ongoing to June 2010 – statutory reporting requirements for the first quarter have been completed • Ongoing to June 2010 – ongoing review of legislative requirements and their impact on operations • 100% achievement of set program budget reported monthly to Council • Zero harm to employees – one lost time injury during the period. Directorate rolled out risk management and work method statement training to all staff during the period



6.6 BUSINESS SERVICES															
Service Area/Project	Outcomes	Strategies	Proposed Outputs	On Time	On Budget	Comments on Sept 09 Quarter									
Business Services Management (Cont'd..)															
6.6.2 Change & Communication	<p>Promote a best practice culture within our organisation that embodies customer service excellence</p> <p>(Corporate Plan Strategy 7.1)</p> <p>Encourage the dissemination of accurate and relevant information within the organisation and in the community</p> <p>(Corporate Plan Strategy 7.9)</p> <p>Build and strengthen Council's standing in the community through a variety of communication, branding and marketing opportunities</p> <p>(Corporate Plan Strategy 7.14)</p> <p>Encourage recycling, reuse and reduction of community waste through an effective education program</p> <p>(Corporate Plan Strategy 6.8)</p>	<p>Undertake a cultural survey of the workforce</p> <p>Undertake a strategic human resource development needs investigation across the business</p> <p>Identification of effective communication strategies for the business</p> <p>Provide relevant information to customers through the corporate website</p>	<p>Action plan that addresses business improvement areas requiring</p> <p>Matrix that identifies current employee skills sets against those required for future business</p> <p>A communication plan with targets to increase internal and external awareness of the business</p> <p>A website that clearly communicates the activities and goals of the directorate</p>	<p>No</p> <p>Yes</p> <p>On-hold</p> <p>Yes</p>	<p>Yes</p> <p>Yes</p> <p>Yes</p> <p>Yes</p>	<table border="1"> <tr> <td>Revenue</td> <td>2009/10 Budget</td> <td>2009/10 Actual</td> </tr> <tr> <td>Op. Exp.</td> <td>290,553</td> <td>3,100</td> </tr> <tr> <td>Cap. Exp.</td> <td>0</td> <td>0</td> </tr> </table> <ul style="list-style-type: none"> Undertake survey and develop action plan by December 2009 - this project has been put on hold pending the development of a corporate survey Develop a matrix for essential and desirable skills, for the Commercial Services business by March 2010 - compulsory and desirable skills are being identified for operational field staff -> a skills audit for succession planning is being developed in conjunction with Human Resources system Communication plan developed by December 2009 - this has been put on hold as an internal communication strategy is currently being developed by corporate. Trade waste and inflow and infiltration communication plans were developed as drafts. Website review by August 2009 Updates - ongoing - a new structure for the water and waste website has been developed and approved by management team. New website will be developed when a final water and waste logo has been designed as web colour scheme and style will change to suit new logo. In the meantime, website updates are ongoing. 	Revenue	2009/10 Budget	2009/10 Actual	Op. Exp.	290,553	3,100	Cap. Exp.	0	0
Revenue	2009/10 Budget	2009/10 Actual													
Op. Exp.	290,553	3,100													
Cap. Exp.	0	0													



6.6 BUSINESS SERVICES						
Service Area/Project (Cont'd.)	Outcomes	Strategies	Proposed Outputs	On Time	On Budget	Comments on Sept 09 Quarter
6.6.3 Governance & Regulation	Embrace and incorporate changing legislation and water industry reform (Corporate Plan Strategy 6.7) Promote a best practice culture within our organisation that	Preparation of reports, procedures, internal reporting of the business improvement section Development of strategies to encourage greater community participation in water conservation The development of strategies to encourage greater community participation towards: a) recycling and other waste minimisation initiatives based on the waste hierarchy of reduce, re-use and recycle b) preventative practices in relation to stormwater pollution, illegal dumping, litter prevention and recycling contamination	Effective internal reporting	Yes	Yes	<ul style="list-style-type: none"> Monthly, quarterly and annually – internal reporting requirements of TMP strategies, annual performance plan and operational plan have been collated for management team review – monthly reports are provided to Council
			<ul style="list-style-type: none"> Increased awareness of water conservation through the implementation of effective communication strategies a) An enhanced waste minimisation ethic within the community encouraging sustainable waste minimisation practices b) Reduction in environmentally harmful activities in the residential and small business sectors 	Yes	Yes	<ul style="list-style-type: none"> Undertake a desktop audit of other regional water businesses to ascertain best practice by October 2009 – an audit of other regional water businesses' rebate programs has been undertaken. Review of educational programs is on-going. Community education program incorporating 10 school visits to the Materials Recovery Facility and 10 presentations to schools by June 2010 – on track, to date there has been 3 MRF visits (water education), 22 MRF visits (waste education), 1 Bakers Creeks plant tours and the Sarina Landcare Catchment Education Day (water & waste)
		Undertake a review of statutory reporting requirements and develop a methodology for the sourcing of relevant data	A centralised source for data to ensure accurate statutory reporting	No	Yes	<ul style="list-style-type: none"> Review completed by August 2009 Methodology developed by September 2009 – statutory reporting requirements review is continuing

	2009/10 Budget	2009/10 Actual
Revenue	12,000,000	14,651,000
Op Ex	34,000,000	24,000,000



SEPTEMBER 2009 QUARTER OPERATIONAL PLAN

6.6 BUSINESS SERVICES														
Service Area/Project (Cont'd..)	Outcomes	Strategies	Proposed Outputs	On Time	On Budget	Comments on Sept 09 Quarter								
Governance & Regulation (Cont'd..)	embodies customer service excellence (Corporate Plan Strategy 7.1) Develop and implement proactive risk-management strategies to reduce risk to the Council and the community (Corporate Plan Strategy 7.17)	Coordinate the submission of all statutory and internal reporting for the directorate Develop Standard Operating Procedures (SOPs) for task related activities	Management of stakeholder and legislative reporting requirements SOPs that cover safety, environmental and quality aspects for all task related activities	Yes	Yes	<ul style="list-style-type: none"> Ongoing to June 2010 - statutory reporting requirements for the first quarter have been completed Review of existing SOPs - August 2009- 15 SOPs reviewed and submitted for finalisation Identification and preparation of SOPs - ongoing to June 2010 Development of an auditing regime for SOPs - December 2010 								
	To provide and manage high-quality water and waste programs on a commercial basis that meet social and environmental objectives (Corporate Plan Objective 6)	To review the approved TMP on an ongoing basis to reflect the changes within the business Efficient management of the general water and waste water administrative business operations against legislative requirements (primarily the TMP) and in consideration of accepted customer service standards	Provide annual report as per Total Management Plan Action Plan Manage the implementation of management plans and programs under EPA as per Total Management Plan.	Yes	Yes	<ul style="list-style-type: none"> Annual report to be prepared by March 2010 As stipulated in the TMP - Drought Management Plan and System Leakage Management Plan initial drafts prepared 								
6.6.4 Financial Management	To provide and manage high-quality water and waste programs on a commercial basis that meet social and environmental objectives (Corporate Plan Objective 6)	Waste Services operating as a Type 2 Commercial Business through the implementation of Orion Consultants Report recommendations To review the approved TMP on an ongoing basis to ensure subsidy funding can be received	Notify Minister that Waste Services has exceeded the threshold for Type 2 Business Activity Undertake Public Benefit Assessment (PBA) and prepare PBA Report To ensure actions identified in each of the sub-plans for the 2009/10 financial year are managed within budget and timeframes stipulated	Yes	Yes	<table border="1"> <tr> <td>2009/10 Budget</td> <td>2009/10 Actual</td> </tr> <tr> <td>Revenue</td> <td>1,378,713</td> </tr> <tr> <td>Op. Exp.</td> <td>471,967</td> </tr> <tr> <td>Cap. Exp.</td> <td>0</td> </tr> </table> <ul style="list-style-type: none"> In consultation with Council's Financial Services program PBA assessment & Report completed by October 2009 - consultant engaged Quarterly report on progress on action plan outcomes - internal reporting requirements of TMP strategies, annual performance plan and operational plan have been collated for management team review 	2009/10 Budget	2009/10 Actual	Revenue	1,378,713	Op. Exp.	471,967	Cap. Exp.	0
2009/10 Budget	2009/10 Actual													
Revenue	1,378,713													
Op. Exp.	471,967													
Cap. Exp.	0													



6.6 BUSINESS SERVICES						
Service Area/Project	Outcomes	Strategies	Proposed Outputs	On Time	On Budget	Comments on Sept 09 Quarter
Financial Management (Cont'd...)		<p>Efficient management of the general water administrative business operations against legislative requirements (primarily the TMP) and in consideration of accepted customer service standards</p> <p>Undertake financial management review of operational areas</p> <p>Improve & optimise current finance system / job numbering to enable clear vision and effective management of all business units operating costs</p> <p>Financial management of directorate</p> <p>Effective and timely reporting on key issues to Council, internal reporting, external correspondence and stakeholder engagement</p> <p>Undertake detailed review of revenue generation, operating costs and funding for business units</p>	<p>Preparation of Infrastructure Charges Plan (water) in line with the deadline as per Total Management Plan Action Plan</p> <p>Detailed understanding of time, cost and efficiency of all activities across the directorate. From this, implement system to better manage these services and establish opportunities for efficiencies.</p> <p>User friendly and efficient system for supervisors and staff to correctly charge job costs to applicable areas</p> <p>To monitor budget performance for all directorate areas</p> <p>Coordination and submission of stakeholder reporting requirements</p> <p>Clear understanding of business operating costs to ensure full cost recovery is being achieved where applicable</p>	<p>Yes</p> <p>Yes</p> <p>Yes</p> <p>No</p> <p>Yes</p> <p>Yes</p> <p>No</p> <p>Yes</p>	<p>Yes</p> <p>Yes</p> <p>Yes</p> <p>Yes</p> <p>Yes</p> <p>Yes</p> <p>Yes</p> <p>Yes</p>	<ul style="list-style-type: none"> As identified in the TMP – completed – can be reviewed as part of PIP process Detailed review of all current operational activities and costs by March 2010 Development of strategies to improve operating efficiencies by June 2010 Optimisation of job costing system by December 2009 (in consultation with Council's Finance program) – resourcing issues have delayed progress – appointment of Administration Team Leader will allow Finance & Admin Coordinator to concentrate on this project Coordinate monthly and quarterly reporting Ongoing to June 2010, including compliance with budgetary reporting and preparation requirements Detailed review of revenue, operating costs and funding by December 2009 (with Finance Manager) Ongoing review – through Quarterly Performance Plan Reporting



6.6 BUSINESS SERVICES																		
Service Area/Project (Cont'd...)	Outcomes	Strategies	Proposed Outputs	On Time	On Budget	Comments on Sept 09 Quarter												
		Design, develop and implement a comprehensive and robust water and waste services pricing strategy	Ensure that the business is commercially sustainable while providing best value to its customers	No	Yes	<ul style="list-style-type: none"> Report prepared and adopted by Council by December 2009, implementation by June 2010 –the water business is participating in the development of a long term pricing model which will assist the business to move toward a full cost recovery model <table border="1" style="margin-left: auto; margin-right: auto;"> <tr> <td colspan="2">2009/10</td> <td>2009/10</td> </tr> <tr> <td>Revenue</td> <td>Budget</td> <td>Actual</td> </tr> <tr> <td>Op. Exp.</td> <td>16,443,031</td> <td>4,733,213</td> </tr> <tr> <td>Cap. Exp.</td> <td>0</td> <td>0</td> </tr> </table>	2009/10		2009/10	Revenue	Budget	Actual	Op. Exp.	16,443,031	4,733,213	Cap. Exp.	0	0
2009/10		2009/10																
Revenue	Budget	Actual																
Op. Exp.	16,443,031	4,733,213																
Cap. Exp.	0	0																

Mackay Regional Council
Budget Statements - 09/10

	Mackay Regional Council by Fund														
	GENERAL			WATER			WASTE			WASTE SERVICES			TOTAL		
	Budget 2009/2010	Actual 2009/2010	% of Budget	Budget 2009/2010	Actual 2009/2010	% of Budget	Budget 2009/2010	Actual 2009/2010	% of Budget	Budget 2009/2010	Actual 2009/2010	% of Budget	Budget 2009/2010	Actual 2009/2010	% of Budget
Operating Revenue															
Rates & Utility Charges	61,714,483	46,370,474	46.40%	36,396,152	5,604,246	22.00%	70,444,428	14,433,388	48.89%	13,488,600	6,739,608	50.42%	103,093,004	87,412,776	44.73%
Lease, Discount and Premiums	(8,343,950)	(3,070,199)	48.38%	(1,078,280)	(889,881)	49.38%	(2,295,500)	(1,184,000)	51.59%	(700,000)	(520,000)	74.29%	(1,700,000)	(1,200,000)	70.59%
Grants	2,000,000	2,000,000	100.00%	-	-	-	-	-	-	-	-	0.00%	2,000,000	2,000,000	100.00%
Sales - Contract & Recoverable Work	3,275,543	465,420	14.51%	1,270,000	358,837	28.24%	185,000	143,000	16.94%	6,000,000	1,252,219	20.87%	8,463,543	987,819	17.44%
Operating Grants & Subsidies	2,778,158	3,779,658	136.02%	-	-	0.00%	-	-	0.00%	-	-	0.00%	2,778,158	3,779,658	136.02%
Operating Contributions	2,038,000	24,388	1.20%	360,000	247,883	68.86%	300,000	126,023	42.01%	287,000	87,462	30.47%	2,038,000	24,388	1.20%
Interest Earned	482,559	23,716	4.91%	1,000,000	1,000,000	100.00%	1,000,000	1,000,000	100.00%	271,304	28,100	10.36%	482,559	1,000,000	207.27%
Capital Receipts	1,000,000	1,000,000	100.00%	1,000,000	1,000,000	100.00%	1,000,000	1,000,000	100.00%	1,000,000	1,000,000	100.00%	1,000,000	1,000,000	100.00%
Grant Receipts	(881,545)	(881,545)	100.00%	151,348	43,546	28.76%	297,668	31,816	10.69%	80,000	23,311	29.14%	7,182,337	1,091,599	15.19%
Internal Transfers - Revenue	14,871,600	3,501,933	23.54%	55,000	8,200	11.37%	85,000	22,270	26.20%	40,000	23,311	58.28%	14,886,600	3,583,519	23.99%
Internal Revenue Distribution	0	0	0.00%	-	-	0.00%	-	-	0.00%	-	-	0.00%	0	0	0.00%
Less: Operating Expenses															
Employee Cost	10,165,091	11,297,298	22.52%	35,307,725	6,267,727	22.22%	70,178,524	13,948,834	47.09%	18,325,000	7,817,294	42.65%	212,548,117	78,588,864	28.02%
Goods, Services & Other Operational Costs	60,857,287	11,201,027	18.41%	6,729,644	1,503,882	22.19%	5,438,628	1,127,937	20.74%	897,568	212,610	23.68%	67,776,209	14,141,639	22.59%
Transfer from Capital or Loss on Disposal of Assets	-	-	-	6,028,581	1,194,237	19.80%	8,887,898	836,837	9.31%	14,582,487	2,211,894	15.20%	91,239,882	13,598,185	17.09%
Finance Costs (net Interest Expense)	1,897,793	461,500	24.32%	957,916	272,477	28.45%	3,006,000	165,000	5.49%	1,841,111	911,701	49.51%	7,684,500	1,838,596	23.91%
Depreciation	3,869,400	460,467	11.90%	1,500,000	1,500,000	100.00%	1,500,000	1,500,000	100.00%	1,500,000	1,500,000	100.00%	1,500,000	1,500,000	100.00%
Operating Expenses	29,952,286	7,475,517	25.00%	8,400,251	2,115,053	25.06%	1,588,774	1,892,449	25.00%	166,038	11,714	23.29%	40,209,188	11,554,792	28.72%
Corporate Overheads & Competitive Neutrality Costs	(2,381,271)	(595,260)	25.00%	1,400,000	291,502	20.82%	823,111	265,778	25.00%	151,952	37,866	25.00%	40,209,188	11,554,792	28.72%
Internal Transfers - Expenses	9,882,230	2,841,482	28.74%	1,094,882	298,279	27.26%	989,857	213,171	21.54%	115,752	33,704	29.12%	11,368,832	3,614,738	30.20%
Operating Surplus (Deficit)	15,168,821	478,241	3.15%	25,420,118	3,799,053	14.94%	27,056,361	3,227,910	11.93%	17,261,431	3,028,599	17.54%	22,078,382	47,668,087	21.59%
Less: Transfers															
Transfer from Capital or Loss on Disposal of Assets	251,188	251,188	100.00%	(3,803,874)	(3,803,874)	100.00%	(490,281)	(490,281)	100.00%	(950,265)	(950,265)	100.00%	(4,376,542)	(4,376,542)	100.00%
Retained Surplus/Deficit Brought Forward from Prior Year	(5,404,385)	(1,351,084)	25.00%	489,237	489,237	100.00%	(1,740,327)	(825,002)	47.41%	1,000,804	22,328	2.23%	(7,144,603)	(1,781,882)	25.00%
Transfer from Capital for Unfunded Depreciation	1,800,000	1,800,000	100.00%	3,300,000	3,300,000	100.00%	3,300,000	3,300,000	100.00%	3,300,000	3,300,000	100.00%	3,300,000	3,300,000	100.00%
Transfer from Capital for Unfunded Depreciation	(8,344,207)	(2,877,054)	34.49%	3,300,000	3,300,000	100.00%	3,300,000	3,300,000	100.00%	3,300,000	3,300,000	100.00%	3,300,000	3,300,000	100.00%
Inter-Fund Dividends & Return on Capital	(5,127,217)	(1,907,476)	37.20%	1,413,251	(288,546)	20.41%	(1,314,151)	(185,210)	14.10%	(200,480)	(41,299)	20.65%	(8,086,201)	(2,417,194)	29.86%
Transfers from Reserves	2,487,474	1,484,314	59.84%	6,214,020	4,204,874	67.67%	609,815	662,445	108.79%	800,260	780,873	97.59%	7,887,873	7,089,271	89.89%
Transfers to Reserves	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Operating Surplus (Deficit)	16,168,821	478,241	2.96%	2,960,608	1,200,908	40.56%	2,072,132	888,605	42.88%	1,063,639	54,227	5.07%	10,071,145	2,671,541	26.52%
CAPITAL SUMMARY															
Capital Funding	0	0	0.00%	0	0	0.00%	0	0	0.00%	0	0	0.00%	0	0	0.00%
Capital Receipts	374,471	4,302,524	1152.29%	488,547	4,000,000	823.00%	(130,520)	(0)	0.00%	1,028,094	23,328	2.14%	1,208,388	4,224,852	344.29%
Capital Receipts Used for Capital Purposes	28,169,842	1,601,849	5.70%	5,240,481	396,883	7.55%	2,203,708	2,203,708	100.00%	2,203,708	2,203,708	100.00%	2,203,708	2,203,708	100.00%
Capital Grants	5,562,802	1,601,849	28.80%	-	-	0.00%	-	-	0.00%	-	-	0.00%	-	-	0.00%
Capital Contributions	2,873	480,681	167.29%	-	-	0.00%	-	-	0.00%	-	-	0.00%	-	-	0.00%
Capital Contributions - Non-Cash Developer	2,873	480,681	167.29%	-	-	0.00%	-	-	0.00%	-	-	0.00%	-	-	0.00%
Capital Contributions - Revenue	35,183,531	19,558,666	55.60%	17,680,000	4,838,864	27.37%	19,649,000	8,481,860	43.17%	626,488	184,799	29.48%	73,227,884	32,616,638	44.53%
Transfers from Capital Reserves	(25,402,816)	(8,800,897)	34.70%	(376,000)	(368,430)	98.00%	(6,300,186)	(4,010,800)	63.66%	(3,300,186)	(3,300,186)	100.00%	(7,127,814)	(11,281,600)	41.54%
New Loans	17,700,000	17,700,000	100.00%	6,000,000	6,000,000	100.00%	7,388,501	7,388,501	100.00%	700,000	700,000	100.00%	40,863,501	40,863,501	100.00%
Proceeds from Sale of Assets	2,487,474	2,487,474	100.00%	8,400,251	2,115,053	25.06%	8,400,251	2,115,053	25.06%	8,400,251	2,115,053	25.06%	8,400,251	2,115,053	25.06%
Proceeds from Sale of Assets	2,487,474	2,487,474	100.00%	8,400,251	2,115,053	25.06%	8,400,251	2,115,053	25.06%	8,400,251	2,115,053	25.06%	8,400,251	2,115,053	25.06%
Capital Funding	0	0	0.00%	0	0	0.00%	0	0	0.00%	0	0	0.00%	0	0	0.00%
Capital Funding Carried Forward	0	0	0.00%	0	0	0.00%	0	0	0.00%	0	0	0.00%	0	0	0.00%
Capital Expenditure															
Capital Expenditure (refer Schedule)	114,093,598	17,035,899	15.72%	37,447,495	2,315,193	6.18%	38,841,699	2,831,057	7.30%	1,791,213	22,500	1.25%	176,481,248	22,841,649	13.00%
Capital Internal Transfers - Expense	8,344,073	486,257	5.83%	2,460,207	87,508	3.56%	69,420,837	16,512	0.02%	10,910,506	560,376	5.13%	10,910,506	560,376	5.13%
Capital Expenditure (Carried Over)	0	0	0.00%	0	0	0.00%	0	0	0.00%	0	0	0.00%	0	0	0.00%
Capital Expenditure	122,437,671	17,522,156	14.31%	39,907,702	2,402,701	6.04%	48,911,536	2,847,569	7.32%	2,801,719	22,500	0.80%	187,391,754	23,402,025	12.50%
Capital Expenditure	122,437,671	17,522,156	14.31%	39,907,702	2,402,701	6.04%	48,911,536	2,847,569	7.32%	2,801,719	22,500	0.80%	187,391,754	23,402,025	12.50%
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Capital Expenditure	122,437,671</														



ITEMS	ACTION / COMMENTS
<p>iii) New heritage brochure - Conserving heritage houses in the Mackay region</p>	<p>3. Pie cart 4. North Eton mill site 5. Cliftonville/Eversleigh cemetery (4 of the 5 sites are located in the Sarina planning scheme area).</p> <p>Ruth Woods has been appointed to investigate the feasibility of including 5 sites on the local heritage register, including compiling heritage statements for these places. Research on the sites will commence in February.</p> <p>The content of the draft brochure is complete and will now be sent to printers for formatting and printing. The new brochure is expected to be complete by February 2010. It is proposed to make limited copies due to cost, but will be made available on council's website.</p>
<p>3. Matters arising</p>	<ul style="list-style-type: none"> • A portrait of the first Mackay Regional Council was presented to the Sarina museum for display. • The Committee discussed street names throughout Mackay Region that have been misspelt. <ol style="list-style-type: none"> 1. Bonsons Scrub Road 2. Devereux Creek Road 3. Balnagowan Mandarana Road 4. Turnor's Paddock 5. Wallingford Road <p>This item will be discussed at the next meeting.</p> • Discussed the meeting dates for next year. <p><u>Action:</u> Change start time to 9.00 am to enable Tom Casey to attend. Meeting dates for next year:</p> <ul style="list-style-type: none"> • 12 February • 14 May • 13 August • 12 November
<p>4. General business</p>	<ul style="list-style-type: none"> • St. Paul's Church – Notice of exemption of building work was received from DERM. General maintenance and repairs will be done. • Sarina War Memorial – Notice of exemption of building work was received from DERM. Work includes replacement of gully pits and kerb & channelling.



ITEMS	ACTION / COMMENTS
5. Next meeting	9.00 am Friday 12 February 2010.

Meeting Closed: 9:45 am

APPENDIX / ATTACHMENTS