

Operational Plan

Quarterly Report

Fourth Quarter 2019/2020



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Introduction

The Corporate Plan 2016 - 2021 sets our strategic direction over the five-year period to 2021 with eight key priorities supported by a range of corporate strategies. The Operational Plan 2019-2020 outlines how Mackay Regional Council (MRC) will progress implementation of its Corporate Plan 2016–2021 during the financial year. Cumulative, quarterly targets are set for each action in the Operational Plan.

We are required to report on implementation of the Operational Plan on a quarterly basis, in accordance with s.174(3) *Local Government Regulation 2012*. Performance against quarterly targets is reported as 'on target', 'below target' or 'complete'. Actions that will be progressed in a later quarter are reported as 'report not required this quarter' and have a zero target in the second quarter.

This report is for the fourth quarter ending 30 June 2020 and is presented to the ordinary meeting of Council on 22 July 2020.

Message from the Chief Executive Officer

A number of significant initiatives were progressed during the fourth quarter.

Some key highlights have been:

- Safety continues to be a major focus with improved results in our lead performance measures. Whilst we are below target in the percentage of corrective actions completed on time, our performance in this area has improved and is expected to continue to improve due to the strong management focus that has been applied to it. We had two lost time injuries this quarter which brings the total for the financial year to six. Unfortunately, one of these injuries has resulted in a worker being off work for almost a full year as we work on their rehabilitation and return to work. The contractor safety improvement project has progressed well although implementation has been deferred to allow for proper engagement with contractors.
- The final Quarter of 2019/20 has been unprecedented and unique in needing to address constantly changing circumstances in the public fight

against the COVID-19 pandemic. A number of Council facilities (MECC, Libraries, Museums, Pools, Sarina Sugar Shed etc) were closed for periods, however also now able to reopen under restrictions.

- Under the umbrella for COVID-19 restrictions, a newly elected Council also underwent a modified induction process, and the holding of Council meetings was moved to the MECC without public attendance.
- The LDMG and DDMG, as well as associated sub-groups, have been very active during this period addressing the constantly changing environment and coordinating with all agencies across Mackay working together including for recovery post COVID-19.
- Land was secured to allow for continued planning of the Northern Beaches Community Hub, a major Council project, as well as the Resources Centre of Excellence being completed.
- Council adopted its 2020/21 Budget, including a large but required deficit so as to include a range of initiatives assisting local businesses, as well as a major community funding package to inject money into grass roots community groups and assist them be ready to emerge from the COVID-19 restrictions.
- This sees my final Annual Report update following resignation. The recruitment process has already commenced and is well advanced.

Craig Doyle
Chief Executive Officer

Our Key Achievements

OFFICE OF THE MAYOR AND CHIEF EXECUTIVE OFFICER

Craig Doyle, Chief Executive Officer
Executive Office | Legal Services

- The final quarter of 2020 has again seen a major focus of the organisation on the COVID-19 Coronavirus pandemic, and the resulting major impacts on both the community and Council staff and operations. However, the quarter has also seen the lifting of a number of restrictions with some Council functions and facilities now able to recommence operations, albeit under restricted arrangements.
- Following the March local government elections, April saw the declaration of poll for Mayor and Councillors, as well as formal swearing in processes. New and continuing Councillors have been inducted over an extended period including limited arrangements for personal presentations.
- Due to COVID-19, restrictions Council meetings for the first time in the history of the amalgamated Mackay Regional Council have been held outside the Council Chambers. The MECC has been established for a larger meeting environment to allow for social distancing, and the public excluded from attendance in line with recent legislative changes.
- Key strategic land purchases including the Northern Beaches Community Hub (contract settled), and Mackay Mountain Bike Strategy project (contracts entered into), were overseen during the quarter by Council's in-house Legal Services.
- This quarter has seen the resignation of CEO Craig Doyle after commencing in February 2016. Recruitment processes have commenced through an appointed specialist recruitment consultant.

COMMUNITY AND CLIENT SERVICES

Angela Hays, Director Community and Client Services

Community Lifestyle | Corporate Communications | Emergency Management | Health and Regulatory Services | MECC and Events

- With the Mackay Show campaign not proceeding due to Coronavirus, adapted campaign delivery occurred for the Stay Home, Stay Connected digital campaign, with positive results.
- Temporary livestreaming of council meetings from MECC extended to Facebook live platform, resulting in an increase in audience size.
- Good outcomes in animal management across the region, with an increased focus on pro-active animal patrols encouraging responsible pet ownership, and an increase in new dog registrations as a result of improved education work by officers.
- Development of a COVID-Safe plan for the stadium and MECC operations.
- New menu testing and marketing initiatives from FoodSpace, resulting in a record day's trading and very positive customer feedback.
- An independent COVID-19 Community Pulse Survey was completed, providing a view of the social, financial, physical and mental impacts of coronavirus on the Mackay community.
- Gordon White Library has undergone a significant refurbishment during the COVID-19 closure period and has reopened to positive feedback from customers.
- Development of guidelines, application form and approval processes for the newly introduced COVID-19 Community Recovery Assistance grant.
- Development of several key Local Disaster Management Group sub plans: Pandemic Sub Plan, Public Information & Warnings Sub Plan, and Local Recovery Sub Plan.
- Final rounds of Community Grants and Regional Arts Development Fund grants were assessed and endorsed, providing more than \$335,000 in funding to 35 applicants/community organisations across our region.

DEVELOPMENT SERVICES

Aletta Nugent, Director Development Services

Development Assessment | Development Engineering | Economic Development and Tourism | Strategic Planning | Parks, Environment and Sustainability

- Operational Works approval was issued, and civil construction works commenced on the East Point development.
- Several pieces of significant trunk infrastructure constructed and completed as part of development works, including Norwood Parade (in Kerrisdale Estate), Wallmans Road (in Explorer Estate), Dawson Boulevard (in Richmond Hills Estate) and Beaconsfield Trunk Drain (in Beaconsfield Heights Estate).
- Economic Development led a targeted multimedia marketing campaign, unveiling the 'Faces Behind the Places' and connecting the Mackay community to businesses in the Mackay City Centre. Business owners collaborated with Council to develop three powerful videos published across several advertising channels. The message is clear - buy local. In only a few weeks, more than 25,000 people have been reached via social media.
- As a result of the COVID-19 Tourism Impacts Mackay Region Survey, Economic Development in partnership with Mackay Tourism delivered an Events Recovery Program, a series of webinars and mentoring sessions to support the region's events now and post COVID-19.
- The Sarina Sugar Shed was able to reopen for tours within the conditions the COVID-19 Safe Plan for the tourism industry, welcoming visitors back for tours on 15 June.
- A review of the planning scheme provisions related to managing bushfire risk has been completed, with a report received on the review. Strategic Planning are now considering amendments to improve the planning scheme and policy provisions based on the review.
- The Mackay Integrated Transport Strategy draft report has been received. The report is being reviewed internally with targeted consultation planned to commence in the new financial year.
- Council received approval for two grant funding applications under the Category C Far North Queensland and North Queensland Monsoon Trough Flexible Funding Grant (Round Two). The grant is jointly funded under the Commonwealth/State Disaster Recovery Funding to implement projects

aimed at driving recovery and building resilience. The two projects approved are:

- Flood Warning Station Flood Level Classification - \$127,720 funding
- Flood Planning Report Tool - \$47,000 funding

- The draft Woodlands District Master Plan has been finalised and is now ready to be released for community consultation.

CAPITAL WORKS

Jim Carless, Director Capital Works

Major Projects | Portfolio Management Office | Field Services | Contract Services | Design Services

- PMO Office have rolled out training sessions for Sharepoint Online – 'The System' to the remainder of the Capital Works delivery teams. This included Field Services, Contract Services, Major Projects and Compliance Inspectors, plus the Quality and Contracts teams for their stages of the project's delivery.
- PMO staff are working on monthly updates with all Project Managers and Co-ordinators for the current 19/20 Capital Works program including any carryovers to the 20/21 program. The data in the overall program informs many teams throughout the organisation of the status of the projects and how they are tracking.
- Ron Searle Drive and Harbour Rd Shared Path is near completion with opening set for July 2020.
- Koumala Water Supply Detailed Design is now completed. The project will be prepared for tender.
- Recruitment of Project Manager position to Major Projects. This position was advertised three times and has now been appointed
- Completion of Hospital Bridge Construction, Camilleri Street Park and both Queens Park and the Resource Centre of Excellence now nearing completion.
- River Street property has been secured to allow PDA works to commence in this area.

ENGINEERING AND COMMERCIAL INFRASTRUCTURE

Jason Devitt, Director Engineering and Commercial Infrastructure

Asset Management | Business Services | Civil Operations | Transport and Drainage
Infrastructure Planning | Planning and Sustainability | Water Network | Waste Services
Water Treatment

- The end of wet season inspection of the entire Unsealed Road Network, using our Road Asset Condition Assessment System (RACAS) device, has been completed. This condition data informs our decision making for development of our forward Unsealed Roads Maintenance Programs.
- Planning for the Special Maintenance Project of re-sealing the Mackay City Centre footpath pavers, installed as part of the revitalisation of the City Centre, is well advanced. Contract resources are being engaged to intensively clean and then apply the sealing compound. These works were scheduled to commence mid-May 2020 and be completed in June 2020.
- Relatively favourable weather during the last two months has supported good progress being made with mowing of the Open Draining Network addressing a significant number of Customer Requests and the backlog of programmed mowing.
- The appointment of a temporary Signage Crew has allowed for the backlog of signage defect works to start to be addressed. The additional team allowed for twice the normal number of defects to be addressed in May 2020. The crew will continue in June 2020 and then be re-assessed from thereon.
- The Assetic Parks Pilot Project has been completed and Parks, Environment & Sustainability staff are actively using the Mobile Maintenance Management system to complete work associated with Playground Equipment
- Council received a favourable response in relation to the adjudication application submitted by Downer Utilities Australia against Mackay Regional Council in relation to the final progress claim.
- There was an increased number of queries raised on the recently issued water accounts due to increased usage through the September 2019 to December 2019 period. As a result, a review of the option to move to a different billing cycle such as quarterly will be undertaken. Once investigations have been completed, a briefing will be provided to Council on the matter.

- Due to COVID19 impacts on the community, there is a significant budget revenue issue with the drop-in tonnages being received for Commercial/Industrial Waste.
- We remain on target for the highest redemption rate we have ever recorded for the current financial year for waste vouchers. The expected impact from the vouchers redeemed is anticipated to be over \$650,000 in value.
- MiWater was relaunched as Aqualus in May 2020, with a new user interface – there has been no change to the public portal system or name ‘myh2o’. The upgrade includes new improved features to better monitor the performance of the overall system and individual Automatic Meter Reading (AMR) device performance.

ORGANISATIONAL SERVICES

Kylie Lamb, Director Organisational Services

Governance and Safety | People and Culture | Financial Services Procurement and Plant | Property Services | Shared Services Centre | Information Services

- The 2020/21 budget was finalised and adopted by Council on 24 June 2020.
- During the quarter, Organisational Services programs continued to support the organisation through the impacts of COVID-19.
- The COVID-19 Waiving of Fees Policy and supporting processes were developed in readiness for 2020/21 year. This policy identifies the waiving

of fees and charges that MRC will provide to businesses impacted by the government response to COVID-19.

- The 2020/21 Operational Plan was completed and adopted by Council on 10 June 2020.
- Employee flu vaccination clinics were held in May with 483 staff receiving vaccinations.
- The Pioneer Pool and the Mackay Aquatic Recreation Complex (MARC) 25 metre and 50 metre pools reopened on 23 May 2020, after closures due to COVID-19 government directives.
- The Long-Term Financial Forecast (LTFF) working group continues to meet to develop and implement processes that allow for informed and consistent decision making on projects which input into the LTFF.
- Corporate Governance implemented a new streamlined process to improve the management of authorised persons and local government workers.
- Completed workforce plans and re-identification of critical roles for each program across MRC.
- Successfully launched and conducted the cross-industry Mentoring Program, which has continued through COVID-19 utilising digital technology.

Actions Below Target

Action	Evaluation	2019/20 Target	Fourth Quarter (% complete)		Responsibility	Commentary
			Target	Actual		
Get Northern Beaches Community Hub project 'shovel-ready'	Project design is finalised (to concept level) and 'shovel-ready'.	30/06/2020	100%	90%	Strategic Planning	Land acquisition is complete, and a draft masterplan is prepared. The draft masterplan is being reviewed before continuing with next stages of planning.
Develop a Youth Charter for the Mackay Region, which is adopted by key internal and external stakeholders	Mackay Region Youth Charter is adopted	31/12/2019	100%	75%	Community Lifestyle	This project has been delayed due to COVID-19. Work will continue into 20/21 as opportunities arise with the easing of restrictions.
Customer requests receive a personal response, where capacity allows	Average 4-star customer satisfaction rating received per year	30/6/2020	100%	90%	Parks, Environment & Sustainability	In January, the average rating decreased to just below 4-stars, partially due to incorrect allocation of customer requests. This has been followed up with the customer service and quality areas to further develop reporting capabilities, which will address this allocation issue.
Licence, audit and inspect businesses that are required to hold licenses, registrations or approvals under relevant legislation	Routine compliance inspections are completed for all regulated premises	30/6/2020	100%	55%	Health and Regulatory	Future inspections will not be conducted until COVID-19 restrictions removed.
Develop or review two Local Coastal Plans per year	Two Local Coastal Plans endorsed	30/6/2020	100%	80%	Parks, Environment & Sustainability	McEwens Beach Local Coast Plan has been completed. St Helens LCP progressing but assessment of community input/comments was extremely time consuming. Expected to be adopted next financial year.
Make the MRC Art Collection available online	40% of MRC art collection is accessible online	30/6/2020	100%	50%	Community Lifestyle	CMS software purchased and installed, data migration complete and staff training scheduled July 2020.

Action	Evaluation	2019/20 Target	Fourth Quarter (% complete)		Responsibility	Commentary
			Target	Actual		
Develop a Museum Strategy	Adopted Museum Strategy	30/6/2020	100%	50%	Community Lifestyle	Engagement activities have commenced using technology. Contract end date has been renegotiated to 28 October 2020.
Respond to Client Requests in line with agreed timelines	90% of client requests are responded to within agreed timelines	90%	100%	92%	Civil Operations	It is challenging to manage the high level of backlog of defects, identified in both proactive asset inspections and via customer requests, however, every endeavour is being made to action customer requests in the assigned timeframes.
Prepare the new Mackay Region Transport Strategy to address all modes of transport	Completion of the draft Mackay Region Transport Strategy	30/6/2020	100%	90%	Strategic Planning	Consultants engaged with project progressing with draft report received for review and consultation. Project scheduled for completion by December 2020.
Implement and track progress of capital works program each month	90% delivery of the capital works against the original budget - allowing for change control	30/6/2020	100%	87%	Capital Works Directorate	90% target not met due to a number of factors including delays in scoping, approvals and engagement of projects being included in single year delivery. Some delays also existed due to COVID-19, wet weather and some underperformance.
Implement the actions contained in the 2019-2020 Safety Action Plan	Percentage of actions completed in accordance with the Safety Action Plan	01/06/2020	100%	90%	Governance & Safety	One of the actions in the action plan: the contractor safety improvement project had to be deferred to 20/21 as the necessary engagement with contractors was impacted by COVID-19 restrictions.
Deliver International Association of Public Participation (IAP2) community engagement training to key members of the Management Team	Training is provided	30/6/2020	100%	50%	Corporate Communications & Marketing	Training completed for Community Engagement officers and council briefed. Officers to provide presentations at team meetings of programs in 20/21.

Action	Evaluation	2019/20 Target	Fourth Quarter (% complete)		Responsibility	Commentary
			Target	Actual		
Develop the 2020-2025 People and Culture Strategy	Strategy approved by the SLPT	30/06/2020	100%	75%	People and Culture	A draft P&C Strategy has been completed. The communication and implementation of the plan will be delayed until the commencement of the Manager P&C. This decision has been made to ensure that the Strategy is aligned with the direction of the Manager P&C.
Implement an organisation learning needs analysis inclusive of cost analysis at strategic and operational levels	Learning needs completed	30/06/2020	100%	90%	People and Culture	Core MRC and technical skills and qualifications have been mapped to every position in the business.

Our Performance - Status of Operational Plan Actions

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

Corporate Plan Strategy	Operational Plan Action	Evaluation	2019/20 Target	Fourth Quarter (% complete)		Status	Responsibility	Commentary (for actions below target only)
				Target	Actual			
Cultural diversity Support cultural activities and pursuits which seek to recognise and celebrate diverse backgrounds within our community	Facilitate events that increase community cohesion	Number of community events held	30/06/2020	100%	100%	●	Community Lifestyle	
Community facilities Provide community facilities to improve the liveability of the region ensuring equitable focus	Get Northern Beaches Community Hub project 'shovel-ready'	Project design is finalised (to concept level) and 'shovel-ready'	30/06/2020	100%	90%	●	Strategic Planning	Land acquisition is complete, and a draft masterplan is prepared. The draft masterplan is being reviewed before continuing with next stages of planning.
	Continue feasibility investigations of a wave pool/aquatic facility for Mackay	Feasibility investigations completed and agreed way forward determined	30/06/2020	100%	100%	●	Office of the Mayor & CEO	
	Undertake preliminary design works for Mirani Heritage Precinct, including	Project is design finalised and 'shovel-ready'	30/06/2020	100%	100%	●	Office of the Mayor & CEO	



On Target



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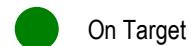


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Report not required this quarter

Corporate Plan Strategy	Operational Plan Action	Evaluation	2019/20 Target	Fourth Quarter (% complete)		Status	Responsibility	Commentary (for actions below target only)
				Target	Actual			
	development of full scope of works							
Engaging young people in the region Attract and retain young people in the region. This includes leveraging the tertiary education sector; improving liveability through expanding job opportunities and providing affordable accommodation; recreational and sporting opportunities	Develop a Youth Charter for the Mackay Region, which is adopted by key internal and external stakeholders	Mackay Region Youth Charter is adopted	31/12/2019	100%	75%	●	Community Lifestyle	This project has been delayed due to COVID-19. Work will continue into 20/21 as opportunities arise with the easing of restrictions.
Regional and community events In partnership with other stakeholders, support the development and delivery of significant regional and community events that stimulate the economy, and promote civic pride and community enjoyment	Deliver the suite of programmed events, including the Mackay Festival of Arts in July, and assist with community festivals and civic events	Event key performance indicators are met	30/06/2020	100%	100%	●	MECC & Events	
	Deliver the 2019-2020 Invest Mackay Conference and Events Attraction Program, in partnership with the MECC	Number of Invest Mackay Events and Conference Attraction Program applications approved	30/06/2020	100%	100%	●	Economic Development & Tourism	



On Target



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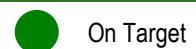


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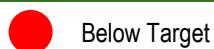


Report not required this quarter

Corporate Plan Strategy	Operational Plan Action	Evaluation	2019/20 Target	Fourth Quarter (% complete)		Status	Responsibility	Commentary (for actions below target only)
				Target	Actual			
Strategic volunteer program Provide a strategic volunteer program delivering a range of opportunities for residents to contribute to the development of their community through volunteering	Develop a Corporate Framework for the management of volunteers	Draft Corporate Framework for the management of volunteers approved by SLPT	30/06/2020	100%	100%	●	People & Culture	



On Target



Below Target



Complete



Report not required this quarter

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

Corporate Plan Strategy	Action	Evaluation	2019/20 Target	Fourth Quarter (% complete)		Status	Responsibility	Commentary (for actions below target only)
				Target	Actual			
Northern Australia Alliance Participate as a strategic and active partner in the Northern Australia Alliance ensuring the Mackay Region maximises these opportunities to advocate for, and influence, government policies for the benefit of the Region	Assist Greater Whitsunday Alliance (GW3) to participate as a strategic and active regional partner, ensuring the Mackay Region maximises opportunities to advocate for, and influence, government policies for the benefit of the region	Number of Mackay Regional issues that GW3 advocate on behalf of the region	2 issues identified	100%	100%	●	Office of the Mayor & CEO	
Working together with neighbouring councils Maximise the opportunities through active participation in the Whitsunday ROC; build strategic alliances; advocate on regional priorities and collaborate to capitalise on opportunities for joint cost savings and improved service delivery	Promote collaborative ventures by the Greater Whitsunday Council of Mayors	Number of active ventures	6 ventures	100%	100%	●	Office of the Mayor & CEO	



On Target



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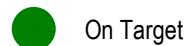


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Corporate Plan Strategy	Action	Evaluation	2019/20 Target	Fourth Quarter (% complete)		Status	Responsibility	Commentary (for actions below target only)
				Target	Actual			
Place management of suburbs and localities across the region Implement place management principles and an integrated approach in particular suburbs and localities to achieve social, economic, environmental potential and activate places through targeted services, facilities and events	Deliver the 2019-2020 Activate My Place (AMP) Program	Number of projects completed	2 applications	100%	100%	●	Economic Development & Tourism	
Prioritise the promotion of the Mackay Region Promote the Mackay Region through the development of a shared brand	Provide funding support to Mackay Tourism Ltd for destination marketing and delivery of visitor information services	Destination marketing and visitor information services delivery actions are completed, in accordance with the Mackay Tourism Ltd Funding Agreement 2017-2020	30/06/2020	100%	100%	●	Economic Development & Tourism	

Community health and wellbeing: *Deliver a safe, healthy and accessible community that offers a diverse range of services and facilities.*

Corporate Plan Strategy	Action	Evaluation	2019/20 Target	Fourth Quarter (% complete)		Status	Responsibility	Commentary (for actions below target only)
				Target	Actual			
Active and healthy community Promote active and healthy lifestyles by providing equitable access and encouraging sporting, recreational and outdoor activities throughout the region	Implement the Go Clubs Program, as per the Mackay Sport and Recreation Strategy	Go Clubs Program is implemented	30/06/2020	100%	100%	●	Community Lifestyle	
Parks and open spaces Provide well designed and maintained parks and open space networks which cater for the changing needs of the community, to promote outdoor social and recreational activities	Maintain parks and high profile public open space areas in line with adopted service standards and to protect public safety	Parks and high-profile open spaces are maintained, in accordance with levels of services	90%	100%	100%	●	Parks, Environment & Sustainability	
	Customer requests receive a personal response, where capacity allows	Average 4-star customer satisfaction rating received per year	80% (4-star rating)	100%	90%	●	Parks, Environment & Sustainability	In January, the average rating decreased to just below 4-stars, partially due to incorrect allocation of customer requests. This has been followed up with the customer service and quality areas to further



On Target



Below Target



Complete



Report not required this quarter

Corporate Plan Strategy	Action	Evaluation	2019/20 Target	Fourth Quarter (% complete)		Status	Responsibility	Commentary (for actions below target only)
				Target	Actual			
Corporate Plan Strategy								develop reporting capabilities, which will address this allocation issue.
	Continue development of parks, and natural areas in line with community needs	Review and rationalise four parks built infrastructure	4 projects	100%	100%	●	Parks, Environment & Sustainability	
	Plan for the development of parks that meet community needs and achieve minimum parks service levels	Progress a masterplan through to detailed design	1 plan taken forward to design	100%	100%	●	Parks, Environment & Sustainability	
Environmental health Implement a range of public information and education programs and other measures to prevent, control and reduce risks to public health	Licence, audit and inspect businesses that are required to hold licenses, registrations or approvals under relevant legislation	Routine compliance inspections are completed for all regulated premises	30/06/2020	100%	55%	●	Health & Regulatory Services	Future inspections will not be conducted until COVID-19 restrictions removed.
Disaster preparedness Build community preparedness and responsiveness to emergencies and natural disasters	Monitor existing disaster preparedness arrangements across all MRC programs and identify opportunities for improvement	Emergency management response is reviewed after all significant events or if there is a change in State policy or legislation	Within one month of triggers mentioned in action item	100%	100%	●	Emergency Management	



On Target



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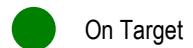


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Report not required this quarter

Corporate Plan Strategy	Action	Evaluation	2019/20 Target	Fourth Quarter (% complete)		Status	Responsibility	Commentary (for actions below target only)
				Target	Actual			
	Implement the community engagement plan to embed disaster awareness	Community Engagement Plan implemented	30/06/2020	100%	100%	●	Emergency Management	
	Actively participate in public community engagement exercises e.g. Cyclone Saturday, school presentations, etc	Community engagement activities align with the Community Engagement Plan	30/06/2020	100%	100%	●	Emergency Management	



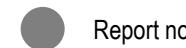
On Target



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Report not required this quarter

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

Corporate Plan Strategy	Action	Evaluation	2019/20 Target	Fourth Quarter (% complete)		Status	Responsibility	Commentary (for actions below target only)
				Target	Actual			
Sustainability Promote sustainable practices and respond to climate change in council operations	Implement the Environmental Sustainability Strategy (2017-2022)	Environmental Sustainability Strategy actions for 2019/20 are completed or initiated	30/06/2020	100%	100%		Parks, Environment & Sustainability	
	Continue implementation of energy efficiency initiatives at MRC facilities to reduce energy costs and improve energy productivity, including: <ul style="list-style-type: none"> • replace existing lighting with LED lighting as part of the scheduled maintenance program; and • replace air conditioning systems at various MRC buildings and facilities. 	Scheduled energy efficiency initiatives are completed on time and on budget	30/06/2020	100%	100%		Property Services	



On Target



Below Target

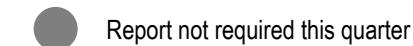
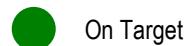


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Report not required this quarter

Corporate Plan Strategy	Action	Evaluation	2019/20 Target	Fourth Quarter (% complete)		Status	Responsibility	Commentary (for actions below target only)
				Target	Actual			
Coastal management Manage the beaches and coastal areas of the region in order to improve resilience against coastal erosion, increase biodiversity, improve amenity and access, and promote eco-tourism	Develop or review two Local Coastal Plans per year	Two Local Coastal Plans endorsed	2 plans endorsed	100%	80%	●	Parks, Environment & Sustainability	McEwens Beach Local Coast Plan has been completed. St Helens LCP progressing but assessment of community input/comments was extremely time consuming. Expected to be adopted next financial year.
Recycling and reuse Increase recycling and reuse by diverting waste from landfill and raising community awareness, in order to reduce the costs of providing waste services, gain the economic advantages of producing material for reuse, and reducing the impact on the environment	Monitor and report the impacts of the current change to markets on MRC's recycling service	Reports to council, in the Engineering and Commercial Infrastructure Waste Services Monthly Review, on the performance of the service	30/06/2020	100%	100%	●	Waste Services	
Natural environment Work in partnership with the community to protect and enhance the Mackay Region's natural assets and its biodiversity	Environmental and waterway activities are undertaken with the active involvement of local communities	Twelve community events are facilitated per year	12 events	100%	100%	●	Parks, Environment & Sustainability	



Lifelong Learning: Build an informed, involved and digitally connected community that retains and attracts knowledge.

We will work with local universities and educational institutions to improve the percentage of people completing tertiary and vocational education courses.

Corporate Plan Strategy	Action	Evaluation	2019/20 Target	Fourth Quarter (% complete)		Status	Responsibility	Commentary (for actions below target only)
				Target	Actual			
Tapping into the experience of seniors Utilise the skills and experience of older residents to support early childhood learning and to transfer sporting skills and knowledge	Plan and deliver a Seniors Week Expo	Seniors Week Expo participation target met	30/09/2019	100%	100%	●	Community Lifestyle	
Libraries, museums and art Enhance lifelong learning opportunities that improve literacy and public access to information and knowledge, history and art	Deliver a program of activities that encourages community usage of Artspace Mackay, libraries and MRC halls	A diverse program of activities is developed and delivered, with strong attendance	30/06/2020	100%	100%	●	Community Lifestyle	
	Make the MRC Art Collection available online	40% of MRC art collection is accessible online	40%	100%	50%	●	Community Lifestyle	CMS software purchased and installed, data migration complete and staff training scheduled July 2020.



On Target



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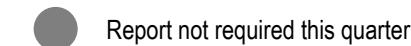
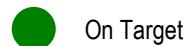


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Report not required this quarter

Corporate Plan Strategy	Action	Evaluation	2019/20 Target	Fourth Quarter (% complete)		Status	Responsibility	Commentary (for actions below target only)
				Target	Actual			
	Curate a culturally significant local exhibition at Artspace Mackay	Exhibition key performance indicators are met	30/06/2020	100%	100%	●	Community Lifestyle	
	Increase library membership, including membership options	5% net increase in library membership, based on the baseline recorded 31/01/19	5% increase	100%	100%	●	Community Lifestyle	
	Develop a Museum Strategy	Adopted Museum Strategy	30/06/2020	100%	50%	●	Community Lifestyle	Engagement activities have commenced using technology. Contract end date has been renegotiated to 28 October 2020.
Resource Centre of Excellence (previously Mining Centre of Excellence) Work with GW3 and industry to establish a world-class resource centre of excellence. This includes supporting the tertiary education sector to deliver new integrated service delivery models capitalising on local resources, facilities and knowledge to enhance mining and engineering related courses	Delivery of the Resource Centre of Excellence in partnership with Resource Industry Network (RIN) as per funding agreement	Resource Centre of Excellence is delivered	30/06/2020	100%	100%	●	Economic Development & Tourism	

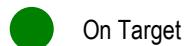


Economy: We will encourage a buoyant, diverse economy that creates opportunities and employment and builds on our strengths so that we are a key player in the regional, state and global economy.

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

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

Corporate Plan Strategy	Action	Evaluation	2019/20 Target	Fourth Quarter (% complete)		Status	Responsibility	Commentary (for actions below target only)
				Target	Actual			
Partnerships for a diversified economy Champion the growth of globally competitive local industries by working with industry stakeholders Support the economic development and viability of the Region by implementing the Mackay Regional Council Economic Development Strategy 2015 -2020 (EDS) in partnership with key stakeholders including GW3, Mackay Tourism, Resource Industry Network, Mackay Region Chamber of Commerce, Regional Development Australia, Urban Development	Implement the Mackay Region Economic Development Strategy (2020-2025)	Economic Development Strategy funded actions for 2019-2020 are delivered	30/06/2020	100%	100%	●	Economic Development & Tourism	



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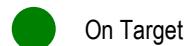


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Corporate Plan Strategy	Action	Evaluation	2019/20 Target	Fourth Quarter (% complete)		Status	Responsibility	Commentary (for actions below target only)
				Target	Actual			
Institute of Australia, universities, state and federal government								
Agencies, and other business and industry groups	Manage and promote the Facilitating Development in Mackay Region Policy	Number of applications received	6 applications	100%	100%	●	Economic Development & Tourism	
	Implement Mackay Region Mountain Bike Strategy actions for which Economic Development & Tourism is lead program	2019-2020 funded actions are delivered	30/06/2020	100%	100%	●	Economic Development & Tourism	
<i>Enhance regional centres</i> Focus on regional centres to enhance identity and local economies	Develop and implement Mackay City Centre activation and business engagement activities	City Centre activation and business engagement actions completed	4 actions	100%	100%	●	Economic Development & Tourism	
	Finalise concept investigations for Sarina CBD Revitalisation	Business case finalised	30/08/2019	100%	100%	●	Strategic Planning	
<i>Strong local businesses with a global reach</i> Support stakeholder groups to assist Mackay and Regional business and industry to become export-	Develop relationships with key international trade related stakeholders in collaboration with Trade and	Number of international trade related activities completed	4 activities	100%	100%	●	Economic Development & Tourism	



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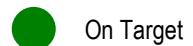


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Report not required this quarter

Corporate Plan Strategy	Action	Evaluation	2019/20 Target	Fourth Quarter (% complete)		Status	Responsibility	Commentary (for actions below target only)
				Target	Actual			
ready and extend the global reach of their products and services Develop networks that capitalise on the government's trading relationships and free trade agreements	Investment Queensland (TIQ), GW3 and Regional Development Australia							
Activation of the Mackay Waterfront Work in partnership with the community, government agencies and other stakeholders to deliver an urban waterfront Priority Development Area (PDA) Enhance the aesthetic and recreational aspects of the Pioneer River system and Binnington Esplanade	Prepare the Mackay Waterfront PDA Development Scheme and continue with concept designs, development facilitation and place making in the PDA area	PDA Development Scheme in force and being implemented	30/06/2020	100%	100%		Strategic Planning	



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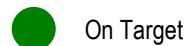


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Report not required this quarter

Corporate Plan Strategy	Action	Evaluation	2019/20 Target	Fourth Quarter (% complete)		Status	Responsibility	Commentary (for actions below target only)
				Target	Actual			
Facilitate development Utilising the Planning Scheme to deliver an integrated approach to the facilitation of development and sustainable growth Facilitate catalytic land and infrastructure developments by attracting investment through joint ventures and partnerships with the private sector, and by working with State and Federal governments on joint initiatives	Facilitate catalytic land and infrastructure development by <ul style="list-style-type: none"> attracting investment through joint ventures and partnerships with the private sector; and by working with state and federal governments on joint initiatives 	Four advocacy activities undertaken for identified opportunities	4 activities	100%	100%	●	Office of the Mayor & CEO	
	Conduct a regular review of the Mackay Region Planning Scheme and policies and make appropriate amendments	Number of planning scheme amendments adopted by council based on reviews	2 amendments commenced per year	100%	100%	●	Strategic Planning	
	Assist in implementation and interpretation of the Local Government Infrastructure Plan	Assistance provided	30/11/2020	100%	100%	●	Strategic Planning	



On Target



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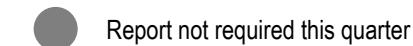
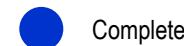


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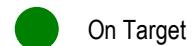
Corporate Plan Strategy	Action	Evaluation	2019/20 Target	Fourth Quarter (% complete)		Status	Responsibility	Commentary (for actions below target only)
				Target	Actual			
	Attend and arrange meetings with consultants and development industry bodies to ensure MRC is aware of emerging issues and projects	Project/emerging issue meetings held with industry stakeholders, as per schedule	30/06/2020	100%	100%	●	Development Assessment	
	Ensure all actions at various phases of operational works application are compliant with legislated timeframes	Actual timeframes meet key performance indicator (KPI) timeframes	30/06/2020	100%	100%	●	Development Engineering	
	Enforce hold points documented at pre-start meetings	100% of hold points documented at pre-start meetings are enforced	100% Compliance	100%	100%	●	Development Engineering	
Supports local business Ensure that Mackay Regional Council's procurement activities support local businesses where possible	Deliver an annual information session to the Mackay public	Information session delivered	1	100%	100%	●	Procurement & Plant	



Infrastructure and Transport: *Develop and maintain regional infrastructure that will support a high standard of living.*

Council will have robust strategic asset management practices to optimise the planning, delivery and maintenance of public assets.

Corporate Plan Strategy	Action	Evaluation	2019/20 Target	Fourth Quarter (% complete)		Status	Responsibility	Commentary (for actions below target only)
				Target	Actual			
Better roads Maintain and improve council's sealed and unsealed network	Prepare 20-year Capital Works Program (CWP) and submission for adoption by council within corporate timeframes	Draft CWP prepared and submitted	21/12/2019	100%	100%	●	Transport & Drainage Infrastructure Planning	
	Develop a 3-year CWP schedule, for council approval	Rolling 3-year CWP completed for review by council for indicative approval	21/12/2019	100%	100%	●	Transport & Drainage Infrastructure Planning	
	Complete asset defect inspections on time and in line with the inspection schedule	95% of asset defect inspections are completed on time	95%	100%	100%	●	Civil Operations	



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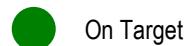


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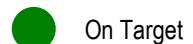
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Corporate Plan Strategy	Action	Evaluation	2019/20 Target	Fourth Quarter (% complete)		Status	Responsibility	Commentary (for actions below target only)
				Target	Actual			
	Respond to client requests in line with agreed timelines	90% of client requests are responded to within agreed timelines	90%	100%	92%	●	Civil Operations	It is challenging to manage the high level of backlog of defects, identified in both proactive asset inspections and via customer requests, however, every endeavour is being made to action customer requests in the assigned timeframes.
	Conduct Client Satisfaction Surveys to assess satisfaction rating on a bi-monthly basis, and achieve target satisfaction rating	Maintain client satisfaction star rating at >4, average over the 12-month period	>4 stars	100%	100%	●	Civil Operations	
Mackay Ring Road Support the construction of Mackay's Ring Road network	Advocate for delivery of Stage 2 of the Mackay Ring Road which will connect the Bruce Highway north of Mackay to Harbour Road and the Mackay Port	Advocacy for State and Federal Government Stage 2 Mackay Ring Road funding is completed	30/06/2020	100%	100%	●	Office of the Mayor & CEO	
Bowen Basin Service Link	Support Department of Transport and Main Roads in the design and	Preliminary design commenced	30/06/2020	100%	100%	●	Office of the Mayor & CEO	



Report not required this quarter

Corporate Plan Strategy	Action	Evaluation	2019/20 Target	Fourth Quarter (% complete)		Status	Responsibility	Commentary (for actions below target only)
				Target	Actual			
Support the implementation of the proposed Bowen Basin Service Link	construction phases of the Mackay to Bowen Basin Service Link							
Drainage Networks Maintain and improve council's drainage networks by delivering priority drainage capital works; and by developing more efficient delivery mechanisms	Implement actions in the 10-year Flood and Stormwater Strategy	Continue preparation of the strategy to plan for coastal and inland flood hazard adaptation.	30/06/2020	100%	100%	●	Strategic Planning	
	Develop a capital program to maintain required services over the next 10 years at optimal investment, with business cases developed for projects identified for the first year	Indicative 2019-2020 water and sewerage capital works program supported by the Water and Waste Advisory Board and endorsed by council	31/03/2020	100%	100%	●	Water & Sewage Infrastructure Planning	
Water and sewerage networks Maintain and improve council's water and sewerage networks by optimising the useful life of assets and by adopting more efficient service delivery mechanisms in consultation with the community	Provide safe, reliable and high-quality water services to the community	99% compliance with Health Guidelines of Australian Drinking Water Guidelines	99% compliance	100%	100%	●	Water Treatment	
	Use planning optimisation to devise the capital program, developed within the Governance Framework, in line with the MRC budget schedule	Provide a rolling three-year capital program by February each year and ensure 100% of projects are delivered with a robust business case and prioritised using the Capital	100%	100%	100%	●	Water & Sewage Infrastructure Planning	



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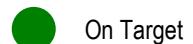


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Corporate Plan Strategy	Action	Evaluation	2019/20 Target	Fourth Quarter (% complete)		Status	Responsibility	Commentary (for actions below target only)
				Target	Actual			
Deliver reliable water services Deliver reliable water services by ensuring the quality and availability of water supply and wastewater treatment services to support the community and environment.	Prioritisation Guidelines							
	Maintain the service levels provided for reactive maintenance work	90% of client reported defects actioned within the assigned response times	90%	100%	100%	●	Water Networks	
	Work with the Department of Natural Resources, Mines and Energy and Department of Environment and Science to ensure the meeting of all regulatory obligations	Nil regulatory enforcement notices	0	100%	100%	●	Water Treatment	
	Optimise the quality of effluent (treated sewage) released into the environment	95% regulatory compliance with licence requirements for treated sewage	95% compliance	100%	100%	●	Water Treatment	
Waste services Maintain and improve council's waste facilities and services by adopting improved practices and service delivery	Review and publish the Waste Management Strategic Plan (WMSP)	Draft WMSP completed for internal discussion	30/06/2020	100%	100%	●	Waste Services	
Planning for growth Plan for the delivery of public infrastructure and services to match the	Complete identified and approved projects under the Works for Queensland (W4Q)	Completion of identified projects to funding level	30/06/2020	100%	100%	●	Office of the Mayor & CEO	



On Target



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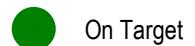


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Report not required this quarter

Corporate Plan Strategy	Action	Evaluation	2019/20 Target	Fourth Quarter (% complete)		Status	Responsibility	Commentary (for actions below target only)
				Target	Actual			
needs of our changing population	2019-2021 funding program							
Asset management Ensure that asset management aligns to the council's strategic direction and that effective asset management practices are in place to optimise the use of council's assets required to deliver services to the community	Update Asset Management Development Plan to include actions relevant until June 2022	Asset Management Development Plan is updated and indorsed by the Asset Management Working Group	31/03/2020	100%	100%	●	Asset Management	The Asset Management Development Plan has been updated with the input of key stakeholders, it has not yet been endorsed by the Asset Management Working Group.
	The corporate maintenance management system is used for the majority of works completed for the following asset classes: <ul style="list-style-type: none">• roads;• drainage;• water;• waste water; and• parks	Maintenance management reports are generated from the corporate system, demonstrating that work orders have been completed	30/06/2020	100%	100%	●	Asset Management	
Advocacy for better public transport Work closely with the state government to secure funding to increase the frequency and number of	Prepare the new Mackay Region Transport Strategy to address all modes of transport	Completion of the draft Mackay Region Transport Strategy	30/06/2020	100%	90%	●	Strategic Planning	Consultants engaged with project progressing with draft report received for review and consultation.



On Target



Below Target



Complete



Report not required this quarter

Corporate Plan Strategy	Action	Evaluation	2019/20 Target	Fourth Quarter (% complete)		Status	Responsibility	Commentary (for actions below target only)
				Target	Actual			
public transport services in the Mackay Local Government Area								Project scheduled for completion by December 2020. Consultants have been engaged and the project is progressing, scheduled for completion in August 2020.



On Target



Below Target



Complete



Report not required this quarter

Organisational Performance: We are an innovative and responsive council that strives for excellence to achieve for our customers and the community.

We operate efficiently and effectively to develop strong partnerships with all stakeholders providing value for money services.

Corporate Plan Strategy	Action	Evaluation	2019/20 Target	Fourth Quarter (% complete)		Status	Responsibility	Commentary (for actions below target only)
				Target	Actual			
Shared Services Centre Support a Shared Services Centre as an industry-leading service delivery unit	Deliver consistent and efficient customer service that meets performance targets	Customer service and operational key performance indicators are met	30/06/2020	100%	100%		Shared Services Centre	
Financial sustainability and efficiencies Maintain the financial sustainability of the council by implementing rigorous financial management practices across all council programs	Implement and track progress of capital works program each month	90% delivery of the capital works against the original budget - allowing for change control	30/06/2020	100%	87%		Capital Works Directorate	90% target not met due to a number of factors including delays in scoping, approvals and engagement of projects being included in single year delivery. Some delays also existed due to COVID-19, wet weather and some underperformance.
	Deliver and refine the financial training package for use by	Training package rolled out to staff and package is well	30/06/2020	100%	100%		Financial Services	



On Target



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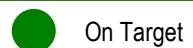


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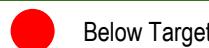


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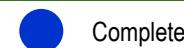
Corporate Plan Strategy	Action	Evaluation	2019/20 Target	Fourth Quarter (% complete)		Status	Responsibility	Commentary (for actions below target only)
				Target	Actual			
	staff to improve the accuracy of data inputs into the financial system	received and meaningful for users						
	Prepare draft financial statements on or prior to planned date	Draft statements should be of sufficient quality for management approval, without any material errors or adjustments	31/12/2019	100%	100%		Financial Services	
Safety in the workplace Practise a 'safety first' attitude to ensure the safety and wellbeing of council employees, contractors and volunteers	Implement the actions contained in the 2019-2020 Safety Action Plan	Percentage of actions completed in accordance with the Safety Action Plan	01/06/2020	100%	90%		Governance & Safety	One of the actions in the action plan: the contractor safety improvement project had to be deferred to 20/21 as the necessary engagement with contractors was impacted by COVID-19 restrictions.
Our culture Foster a culture where staff willingly engage in council's values and expected service delivery outcomes for our community	Implement new Employee Value Proposition framework: <ul style="list-style-type: none">• new marketing aspects of public recruitment activities;• revised new starter packs;	Increased new employee engagement and satisfaction	30/06/2020	0%	0%		People & Culture	SLPT authorised delay of this initiative, to occur in 2021/2021.



On Target



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Report not required this quarter

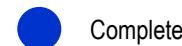
Corporate Plan Strategy	Action	Evaluation	2019/20 Target	Fourth Quarter (% complete)		Status	Responsibility	Commentary (for actions below target only)
				Target	Actual			
	<ul style="list-style-type: none"> tailored inductions to job families; and new employee effectiveness survey regime 							
Community engagement Ensure that council officers and elected members have the tools and skills to effectively communicate with our customers to enable a positive interaction with council	Deliver International Association of Public Participation (IAP2) community engagement training to key members of the Management Team	Training is provided	30/06/2020	100%	50%	●	Corporate Communications & Marketing	Training completed for Community Engagement officers and council briefed. Officers to provide presentations at team meetings of programs in 2021/2021.
Smarter technologies Optimise the use of information and communication technologies (ICT) and other innovations to improve service delivery and operate more efficiently	Review the MRC ICT Strategy 2017-2019	Review of the MRC ICT Strategy 2017-2019 is completed, and an updated Strategy is prepared and approved by SLPT	31/12/2019	100%	100%	●	Information Services	
	Prepare, deliver, and evaluate tenders for the Human Resource Information System (HRIS) 2021 Project	Vendor for HRIS 2021 Project is approved by SLPT	30/06/2020	0%	0%	●	People & Culture	Operational issues identified in quarter one have informed an approved delay to this initiative this financial year.



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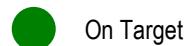


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Corporate Plan Strategy	Action	Evaluation	2019/20 Target	Fourth Quarter (% complete)		Status	Responsibility	Commentary (for actions below target only)
				Target	Actual			
Our people Implement industry-leading people management practices including recruitment, training and development, performance management, and workforce planning	Develop the 2020-2025 People and Culture Strategy	Strategy approved by SLPT	30/06/2020	100%	75%	●	People & Culture	A draft P&C Strategy has been completed. The communication and implementation of the plan will be delayed until the commencement of the Manager P&C. This decision has been made to ensure that the Strategy is aligned with the direction of the Manager P&C.
	Implement an organisation learning needs analysis inclusive of cost analysis at strategic and operational levels.	Learning needs completed	30/06/2020	100%	90%	●	People & Culture	Core MRC and technical skills and qualifications have been mapped to every position in the business.
	Implement the White Ribbon accreditation plan	Accreditation achieved	31/03/2020	100%	100%	●	People & Culture	



On Target



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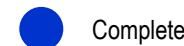
Corporate Plan Strategy	Action	Evaluation	2019/20 Target	Fourth Quarter (% complete)		Status	Responsibility	Commentary (for actions below target only)
				Target	Actual			
Governance and performance Ensure that council complies with all of its statutory obligations, minimises its exposure to litigation, manages its risk, undertakes targeted internal audits, and meets community expectations of transparency and performance reporting	Deliver an internal audit program targeting areas of highest risk and greatest potential for business improvement gains	Audits completed in accordance with the approved Internal Audit Plan	30/06/2020	100%	100%	●	Governance & Safety	
	Improve fraud control through the development and implementation of the Fraud Corruption and Prevention Action Plan	Percentage of actions completed in accordance with the Fraud and Corruption Prevention Action Plan	100%	100%	100%	●	Governance & Safety	
	Complete quarterly risk reports	Prepare and submit quarterly strategic risk reports to SLPT and the Audit Committee	30/06/2020	100%	100%	●	Governance & Safety	
	Facilitate the annual review of Business Plans	Business Plans organisation wide are complete and endorsed by SLPT	31/12/2019	100%	100%	●	Governance & Safety	
	Annual review of Corporate Register of Strategies	Register reviewed and alignment with Business Plans/Action Plans complete	30/10/2019	100%	100%	●	Governance & Safety	
	Annual report on council strategies (method of implementation, key	Council strategy report complete & endorsed by SLPT	30/11/2019	100%	100%	●	Governance & Safety	



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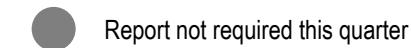


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Corporate Plan Strategy	Action	Evaluation	2019/20 Target	Fourth Quarter (% complete)		Status	Responsibility	Commentary (for actions below target only)
				Target	Actual			
Deliver outcomes of the Corporate Plan Strategy (10 actions)	outcomes of the strategy)							
	Continue development of tools that support the strategy layer of the Corporate Performance, Planning and Reporting framework	Tools developed and implemented	31/12/2019	100%	100%	●	Governance & Safety	
	Finalise the draft of the Plant and Fleet Asset Management Plan for Operational Management	Plant and Fleet Asset Management Plan Finalised	30/06/2020	100%	100%	●	Procurement & Plant	
	Provide efficient and cost-effective legal services to all MRC departments and functions	Proportion of legal services provided in-house in 2019-2020 is greater than 2018-2019	>%	100%	100%	●	Office of the Mayor & CEO	
	Provide legal training and education programs in-house to increase the capacity of MRC officers to understand and coordinate legal matters	At least four in-house legal training sessions each year	4	100%	100%	●	Office of the Mayor & CEO	



Corporate Plan Strategy	Action	Evaluation	2019/20 Target	Fourth Quarter (% complete)		Status	Responsibility	Commentary (for actions below target only)
				Target	Actual			
Promote council's services Raise community awareness about council's services and initiatives	Deliver the MRC Mackay Show stand in June 2020 and local promotion in May 2020	Two marketing campaigns are delivered	30/06/2020	100%	100%	●	Corporate Communications & Marketing	
	Undertake a quarterly review of digital media operations and continue to investigate effective monitoring platforms	Visits to MRC's digital media platforms are maintained	30/06/2020	100%	100%	●	Corporate Communications & Marketing	



On Target



Below Target



Complete



Report not required this quarter