

OPERATIONAL PLAN

2021-2022



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Introduction

The Operational Plan 2021-22 outlines how we will progress implementation of our Corporate Plan 2021-26 during the financial year.

Our Corporate Plan 2021-26 sets our strategic direction over the five-year period with eight key priorities (shown in **Figure 1**), supported by a range of strategies.



Figure 1: Mackay Regional Council Corporate Plan 2021 - 2026 Key themes

The Operational Plan details programs, projects and services that we will deliver in 2021-22 to achieve our strategic vision. Each action has a lead Mackay Regional Council (MRC) Program and an evaluation measure that we will use to monitor and report on our performance.

Preparation of an operational plan is a requirement under s.174(1) *Local Government Regulation 2012*. An annual operational plan for a local government must be consistent with its annual budget, include an annual performance plan for each commercial business unit, state how the local government will manage operational risks and how it will progress implementation of the 5-year corporate plan during the period of the annual operational plan.

Our Operational Plan 2021-22 is consistent with our Mackay Regional Council Budget 2021-22, which allocates funding for projects, programs and services that will be delivered during the financial year.

Corporate Performance, Planning and Reporting Framework

Our Corporate Performance, Planning and Reporting Framework (**Figure 2**) cascades from our five-year Corporate Plan.

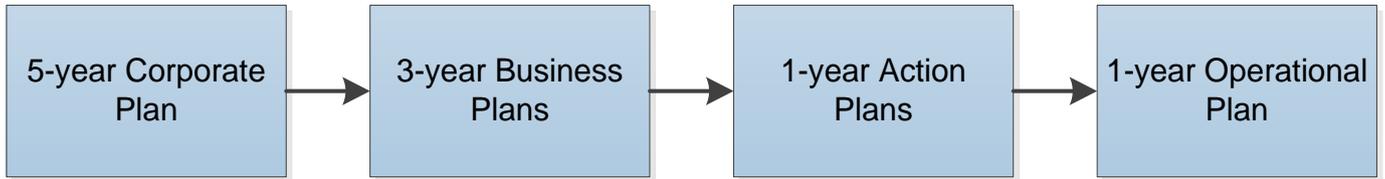


Figure 2: Corporate Performance Planning and Reporting Framework

Each MRC Department or Program (or cluster of like Programs) has a Business Plan aligned to the corporate priorities. The Business Plans, which have a three-year outlook from 2021-2022, outline each program's business priorities.

The actions which will be delivered in 2021-2022 to achieve these business priorities are detailed in the Programs' annual action trackers. Every 2021-2022 action has a target and a key performance indicator to measure performance.

The content of this operational plan is drawn from MRC Programs' 2021-2022 action trackers.

Monitoring and Review

We will review our progress in completing the actions contained in the Operational Plan 2021-2022, on a quarterly basis. The outcome of this review will be documented in a quarterly Operational Plan report, which will include a status report on each action. The status of each action will be categorised as 'on target', 'below target' or 'complete', while actions that will be reported in a later quarter will be reported as 'not required to be reported on this quarter'.

This reporting meets the requirements of s.174(3) *Local Government Regulation 2012*, which requires that a written assessment of progress towards implementing the operational plan is presented at a council meeting held at regular intervals of not more than three months.

Risk Management

The *Local Government Regulation 2012* requires that the Operational Plan states how the local government will manage operational risk.

Mackay Regional Council's approach to risk management is based on the Australian/New Zealand Standard ISO 31000:2018 Risk Management – Principles and Guidelines.

Our Enterprise Risk Management Framework guides the identification, assessment and management of strategic risks across the organisation. We undertake annual risk assessments, where risks are reviewed and assessed, and control actions are identified to mitigate risks. **Figure 3** shows the spread of our strategic risks by risk category.



Figure 3: Mackay Regional Council's Strategic Risks per category

We review and report on implementation of risk control actions on a quarterly basis. The risk report is presented to our Executive Leadership Team (ELT) and the Audit Committee.

Our Corporate Structure

Mackay Regional Council’s structure includes departments through which it delivers its programs, projects and services. Each MRC department includes programs which are responsible for delivering actions in the annual operational plan.

Our corporate structure is outlined below:

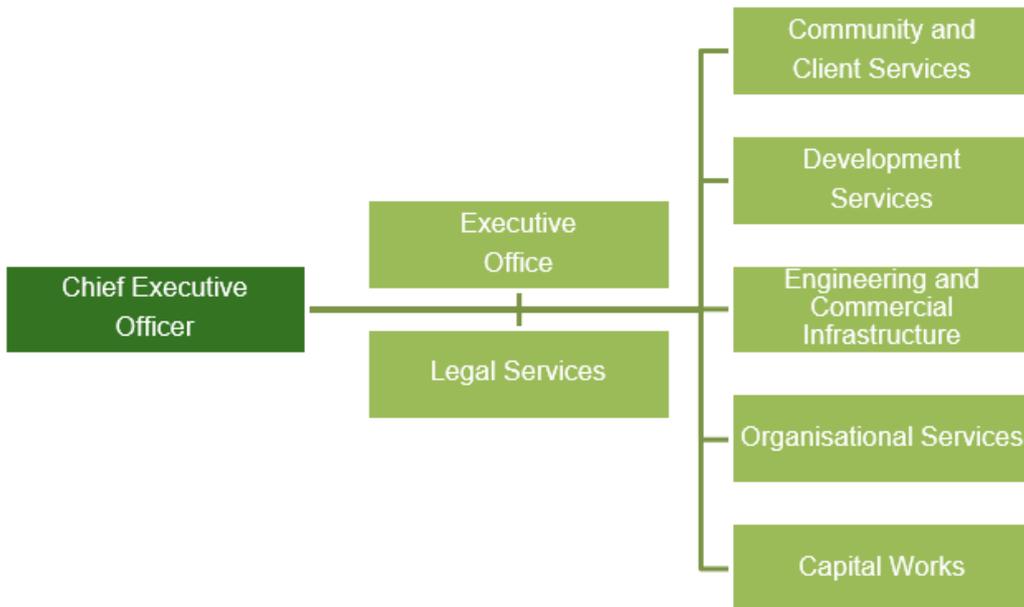


Figure 4: Mackay Regional Council corporate structure

Commercial Business Units

The annual operational plan for a local government must include an annual performance plan for each commercial business unit (in accordance with s.175(1)(c) *Local Government Regulation 2012*).

We have two commercial business units, MRC Waste Services and MRC Water Services. Each has a 5-year performance plan, which satisfies the legislative requirements for an annual performance plan. The MRC Waste Services and MRC Water Services Performance Plans for 2021-2026 are published on our website at: www.mackay.qld.gov.au or are available by contacting us on 1300 MACKAY (622 529).

We update the performance plans for our commercial business annually and they are adopted by council at its Special Budget Meeting.

COMMUNITY PRIDE - a community that creates a supportive environment for people of all social, cultural and linguistic backgrounds.

Corporate Plan Strategy	Action	Evaluation	Responsibility
<p>Cultural diversity</p> <p>Support cultural activities and pursuits which seek to recognise and celebrate diverse backgrounds within our community.</p>	Deliver the suite of programmed events and assist with community festivals and civic events.	Event key performance indicators are met.	Community Lifestyle
<p>Community facilities</p> <p>Provide community facilities to improve the liveability of the region and to promote community connection.</p>	Undertake a local area planning project for Finch Hatton and Eungella to support the Mountain Bike Trail project.	Completed local area planning project endorsed by Council.	Strategic Planning
	Seek funding for the Mirani Community Precinct.	Through success in gaining funding for the Mirani Community Precinct, community facilities in the area can be improved.	Office of the Mayor & CEO
<p>Strategic volunteer program</p> <p>Provide a strategic volunteer program delivering a range of opportunities for residents to contribute to the development of their community through volunteering.</p>	Implement the Volunteer Management Strategy.	At least 90% of Strategy Actions completed in accordance with timeframes.	People & Culture
<p>Regional and community events</p> <p>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.</p>	Contribute to the delivery of a suite of programmed events, including the Global Grooves multicultural festival, and assist with other community festivals and civic events.	Number of community events held.	Community Programs
	Prioritise the delivery of events and event development which increases levels of domestic tourism visitation and/or increases the length of stay of international visitors.	Delivery of the Invest Mackay Conference and Events Attraction Program.	Economic Development
	Enhance livestream capabilities at the MECC to support hosting of remote events.	Enhancements delivered.	MECC & Events

Corporate Plan Strategy	Action	Evaluation	Responsibility
<p>Engaging young people in the region</p> <p>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, recreation, entertainment and sporting opportunities.</p>	Working groups focused on improving youth sector and its associated programs.	Young people have improved access to the youth sector and its support systems – survey. results reveal increased youth engagement.	Community Lifestyle
	Develop and deliver youth leadership programs.	Youth leadership programs are developed and implemented.	Community Lifestyle
<p>Not for profit organisations</p> <p>We will actively support and develop not for profit organisations across the region that support a great quality of life and wellbeing for our community.</p>	Facilitate professional development initiatives and workshops that build the capacity of the not-for-profit sector.	Feedback indicates an increase of knowledge and skill.	Community Lifestyle

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	Responsibility
<p>Northern Australia Alliance</p> <p>Participate as a strategic and active partner in the Northern Australia Alliance ensuring the Mackay region maximises these opportunities to advocate for, and influence, government policies for the benefit of the region.</p>	<p>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.</p>	<p>Number of Mackay Regional issues that GW3 advocate on behalf of the region.</p>	<p>Office of the Mayor and CEO</p>
<p>Working together with neighbouring councils</p> <p>Maximise the opportunities through active participation in the Greater Whitsunday Council of Mayors, build strategic alliances, advocate on regional priorities and collaborate to capitalise on opportunities for joint cost savings and improved service delivery.</p>	<p>Promote collaborative ventures by the Greater Whitsunday Council of Mayors.</p>	<p>Number of active ventures.</p>	<p>Office of the Mayor and CEO</p>
<p>Place management of suburbs and localities across the region</p> <p>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.</p>	<p>Continue placemaking efforts across Mackay and other townships and centres.</p>	<p>Number of projects completed.</p>	<p>Economic Development & Tourism</p>
<p>Prioritise the promotion of the Mackay Region</p> <p>Promote the Mackay region through the development of a shared brand.</p>	<p>Provide funding support to Mackay Tourism Ltd for destination marketing and delivery of visitor information services.</p>	<p>Destination marketing and visitor information services delivery actions are completed, in accordance with the Destination Tourism Plan.</p>	<p>Economic Development & Tourism</p>

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	Responsibility
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 Clubs Connect Program, as per the Mackay Sport and Recreation Strategy.	100 clubs registered in the program.	Community Programs
	Progress the development of the Pioneer Valley Mountain Bike Park.	Project is design finalised and 'shovel-ready'.	Office of the Mayor and CEO
Parks and open spaces Provide well-designed and maintained parks and open space networks which cater for the changing needs of all members of the community, to promote participation in 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.	Requests actioned within specified timeframes.	Parks, Environment & Sustainability
	Customer requests receive a personal response, where capacity allows.	Average 4-star customer satisfaction rating received per year.	Parks, Environment & Sustainability
	Plan for the sustainable management of parks, and natural areas in line with community needs.	Open Space Maintenance Plans developed for all new or renewed parks.	Parks, Environment & Sustainability
	Plan for the development of parks that meet community needs and achieve minimum parks service levels.	Open Space Strategy reviewed and updated.	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.	Health & Regulatory Services
Disaster preparedness Build community preparedness.	Train staff in accordance with the Queensland Disaster Management Training Framework's (QDMTF) Queensland Disaster Management Arrangements (QDMA).	All staff have been suitably trained in accordance with the QDMTF.	Emergency Management
	Work with the Local Disaster Management Group (LDMG) to enact the pandemic disaster recovery sub plan.	Plan enacted.	Emergency Management

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	Responsibility
<p>Sustainability Promote sustainable practices and respond to climate change in council operations.</p>	Implement the Environmental Sustainability Strategy (2017-2022).	Complete 80% of the relevant actions in the plan.	Parks, Environment & Sustainability
<p>Coastal management Manage the beaches and coastal areas of the region in order to improve resilience against coastal erosion, increase biodiversity, improve amenity and access, and promote eco-tourism.</p>	Develop a beach unit prioritisation formula for future Local Coastal Plan development for review.	Prioritisation formula developed and endorsed.	Parks, Environment & Sustainability
<p>Recycling and reuse Increase recycling and reuse by diverting waste from landfill and raising community awareness, in order to reduce the costs of providing waste services, gain the economic advantages of producing material for reuse, and reducing the impact on the environment.</p>	Monitor and report the impacts of the current change to markets on MRC's recycling service.	Through reports to council, in the Engineering and Commercial Infrastructure Waste Services Monthly Review, impacts of current change to markets on MRC's recycling service is understood.	Waste Services
<p>Natural environment Work in partnership with the community to protect and enhance the Mackay region's natural assets and its biodiversity.</p>	Environmental and waterway activities are undertaken with the active involvement of local communities.	Ten community events are facilitated per year.	Parks, Environment & Sustainability

LIFELONG LEARNING - build an informed, involved and digitally connected community that retains and attracts knowledge.

Corporate Plan Strategy	Action	Evaluation	Responsibility
<i>Tapping into the experience of seniors</i> 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 Expo.	Seniors Expo participation target met.	Community Lifestyle
<i>Libraries, museums and art</i> Enhance lifelong learning opportunities that improve literacy and public access to information and knowledge, history and art.	Increase library membership, including membership options.	5% net increase in library membership, based on the baseline recorded 30 June 2021.	Community Lifestyle
	Museum collection sorted and catalogued.	Museum collection sorted and catalogued for one site.	Community Lifestyle
<i>Northern Beaches Community Hub and Mirani Community Precinct</i> Progress the development of the Northern Beaches Community Hub and the Mirani Community Precinct.	Support the operation of the Resource Centre of Excellence.	Successful operation.	Economic Development & Tourism
	Undertake preliminary design works for the Mirani Community Precinct, including development of full scope of works.	Project concept design finalised and 'shovel-ready'.	Strategic Planning/ Major Projects
	Finalise the Masterplan for the Northern Beaches Community Hub to get project 'shovel-ready'.	Masterplan is finalised to concept design level and infrastructure studies completed.	Strategic Planning
<i>Cultural heritage</i> We recognise, value, protect and promote, the rich cultural heritage, history and stories of our region.	Quarterly meetings with Council's Character and Heritage Advisory Committee.	Meeting minutes of the Character and Heritage Advisory Committee considered by Council.	Strategic Planning
	Prepare development plan for the region's heritage sites and collections.	Development plan for heritage sites and collections established.	Community Lifestyle

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	Responsibility
<p>Partnerships for a diversified economy that embraces all industry and jobs of the future</p> <p>Champion the growth of globally competitive local industries by working with industry stakeholders.</p> <p>Support the economic development and viability of the region by implementing council’s long-term economic development plans in partnership with key stakeholders, including Greater Whitsunday Alliance (GW3), Mackay Tourism, Resource Industry Network, Mackay Region Chamber of Commerce, Regional Development Australia, Urban Development Institute of Australia, universities, State and Federal government agencies, and other business and industry groups.</p>	Identify opportunities to attract co-investment in regional priorities and strategies from State and Federal Governments and the private sector through strategic partnerships.	40 grant applications received.	Office of the Mayor and CEO
		>\$7.5M funding received.	Office of the Mayor and CEO
	Continue to implement, monitor and evaluate the Facilitating Development in the Mackay Region Policy.	Number of applications received.	Economic Development & Tourism
	Together with partners, conduct a regional marketing campaign in key interstate workforce markets regarding the benefits of moving to Mackay.	Campaign developed.	Economic Development & Tourism
	Support Split Spaces to provide infrastructure and to encourage business start-ups and innovation through program and events.	Number of initiatives supported.	Economic Development & Tourism
	Monitor the impacts of COVID-19 on the local economy and implement initiatives to promote economic recovery.	Initiatives developed.	Economic Development & Tourism

Corporate Plan Strategy	Action	Evaluation	Responsibility
<p>Strong local businesses with a global reach</p> <p>Support stakeholder groups to assist Mackay and Regional business and industry to become export-ready and extend the global reach of their products and services.</p> <p>Develop networks that capitalise on the government's trading relationships and free trade agreements.</p>	Support establishment and operation of the Mackay Isaac Whitsunday Small-medium Enterprise METS Export Hub.	Number of projects supported.	Economic Development & Tourism
	Partner with stakeholders to support local businesses impacted by COVID-19.	Joint initiatives undertaken.	Economic Development & Tourism
<p>Enhance regional centres</p> <p>Focus on regional centres to enhance identity and local economies.</p>	Continue to provide support to the region's business centres through the Building Improvement Rebate.	Number of applications approved.	Economic Development & Tourism
<p>Activation of the Mackay Waterfront</p> <p>Work in partnership with the community, government agencies and other stakeholders to further the objectives of the Mackay Waterfront project. Enhance the aesthetic and recreational aspects of the Pioneer River system and Binnington Esplanade.</p>	Undertake concept designs and place making initiatives for key priorities.	Concept designs completed and place making initiatives implemented.	Mackay City & Waterfront
	Undertake concept designs and place making initiatives for priorities to increase activation of key locations.	Concept designs completed and place making initiatives implemented.	Mackay City & Waterfront
	Deliver the strategies highlighted in the Implementation Strategy of the Development Scheme and ensure all designs and initiatives reflect the Master Plan vision.	Strategies implemented as per endorsed schedule.	Mackay City & Waterfront
<p>Facilitate development</p> <p>Utilising the Planning Scheme to deliver an integrated approach to the facilitation of development and sustainable growth.</p> <p>Facilitate catalytic land and infrastructure developments by attracting investment through joint ventures and partnerships with the private sector, and by working with State and Federal governments on joint initiatives.</p>	Conduct a regular review of the Mackay Region Planning Scheme and policies and make appropriate amendments.	Number of planning scheme amendments adopted by council.	Strategic Planning
	Work with partners to proactively identify and engage with prospective investors/businesses in identified targeted sectors.	Develop and maintain the Invest Mackay prospectus and supporting investment attraction material.	Economic Development & Tourism
	Review the Mackay Growth Allocation Modelling based on updated data to inform land use and infrastructure planning.	Model reviewed and updated.	Strategic Planning

Corporate Plan Strategy	Action	Evaluation	Responsibility
	Undertake region-wide demographic analysis, audit of social and community infrastructure to inform actions within prioritised catchments.	Completed demographic analysis and audit of social/community infrastructure needs per catchment.	Strategic Planning
	Continue statutory review of the Local Government Infrastructure Plan (LGIP) and work with asset owners.	Project milestones met.	Strategic Planning
	Assist in implementation and interpretation of the LGIP.	Assistance provided.	Strategic Planning
	Prepare and monitor a set of development indicators to monitor market conditions and growth trends.	Updated quarterly development indicators created.	Strategic Planning
	Complete an annual review of industrial land demand and supply.	Annual review completed.	Strategic Planning
	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.	Development Assessment
	Ensure all actions at various phases of operational works application are compliant with legislated timeframes.	Actual timeframes and imposed conditions comply with legislative requirements.	Development Engineering
<p>Support local business Ensure that MRC's procurement activities support local businesses where possible.</p>	Deliver an annual information session to the Mackay public.	Information session delivered.	Procurement & Plant
<p>Mountain biking Progress the Pioneer Valley Mountain Bike Trail to optimise economic, social and environmental opportunities for the region.</p>	Advocate for delivery and funding of the Pioneer Valley Mountain Bike Trail to Government agencies and regional stakeholders.	Investment material developed and meetings held with funding agencies.	Economic Development & Tourism

Corporate Plan Strategy	Action	Evaluation	Responsibility
	Delivery of the Pioneer Valley Mountain Bike Trail.	Completion of Finch Hatton Trailhead Masterplan. Completion of Stage 1 & 2 of the Environmental Assessment and Cultural Heritage Assessment.	Major Projects
	Deliver business development and branding activities to optimise economic and investment opportunities.	Marketing Plan and collateral developed, and Business Mentoring Program delivered.	Economic Development & Tourism
	Continued coordination of the Mackay Region Mountain Bike Alliance and implementation of the Mackay Region Mountain Bike Strategy.	Quarterly meetings with the Mountain Bike Alliance, and delivery of 3 action items from Mackay Region Mountain Bike Strategy.	Economic Development & Tourism
Tourism We support initiatives that build on and enhance our unique tourism experiences and opportunities.	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 Destination Tourism Plan.	Economic Development & Tourism
	Work with partners to proactively identify and engage with prospective investors/businesses in identified targeted sectors.	Develop and maintain the Invest Mackay prospectus and supporting investment attraction material.	Economic Development & Tourism
	Consider business support and potential grant programs for tourism product development.	Program identified.	Economic Development & Tourism

INFRASTRUCTURE AND TRANSPORT - The development and maintenance of our infrastructure is based on best practice and supports a high standard of living for the local community. Council will have robust strategic asset management practices to optimise the planning, delivery and maintenance of public assets.

Corporate Plan Strategy	Action	Evaluation	Responsibility
<p>Mackay Ring Road Support the construction of Mackay's Ring Road network.</p>	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.	Office of the Mayor & CEO
<p>Bowen Basin Service Link Support the implementation of the proposed Bowen Basin Service Link.</p>	Support Department of Transport and Main Roads in the design and construction phases of the Mackay to Bowen Basin Service Link.	Preliminary design commenced.	Office of the Mayor & CEO
<p>Infrastructure assets Maintain and improve councils, sealed and unsealed road network, drainage network, water and sewerage networks, and waste facilities by adopting more efficient service delivery mechanisms, prioritisation and improved practices in consultation with the community.</p>	Prepare 20-year Capital Works Program (CWP) and submission for adoption by council within corporate timeframes.	Draft CWP prepared and submitted.	Transport & Drainage Infrastructure Planning
	Develop a 3-year CWP schedule, for council approval.	Rolling 3-year CWP completed and council indicative approval in place.	Transport & Drainage Infrastructure Planning
	Defect inspections are undertaken in line with the approved inspection schedule.	95% of asset defect inspections are completed on time.	Civil Operations
	Respond to client requests in line with agreed timelines.	90% client requests are responded to within agreed timelines.	Civil Operations
	Conduct Client Satisfaction Surveys to assess satisfaction rating on a bi-monthly basis and achieve target satisfaction rating.	Maintain client satisfaction star rating at or above an average of 4 over the 12-month period.	Civil Operations
	Implement actions in the 10-year Flood and Stormwater Strategy.	Implement actions as required for 2021/22 or out-years.	Strategic Planning
	Undertake continuous improvement to eliminate or reduce risks identified in the stormwater strategy, floodplain management plan and other flood studies.	Priority projects identified and actioned.	Strategic Planning

Corporate Plan Strategy	Action	Evaluation	Responsibility
	Implement the Pioneer Floodplain Management Plan.	Pioneer Floodplain Management Plan finalised, and recommendations considered.	Strategic Planning
	Ensure coastal and inland flood hazard studies remain current and planning scheme updated.	Planning Scheme reflects best information on coastal hazards (coastal erosion and storm tide) and risk management controls.	Strategic Planning
	Enhance the community's resilience by assisting with evacuation planning.	Provide flood hazard information online.	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.	Program developed.	Transport & Drainage Infrastructure Planning
		Indicative 2021-22 water and sewerage capital works program supported by the Water and Waste Advisory Board and endorsed by council.	Water & Sewage Infrastructure Planning
	Provide safe, reliable and high-quality water services to the community.	99% compliance with Health Guidelines of Australian Drinking Water Guidelines.	Water Treatment
	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.	Water Treatment
	Optimise the quality of effluent (treated sewage) released into the environment.	95% regulatory compliance with licence requirements for treated sewage.	Water Treatment
	Review and publish the Waste Management Strategic Plan (WMSP).	WMSP reviewed and published.	Waste Services
Planning for growth Plan for the delivery of public infrastructure and services to match the needs of our changing population.	Complete identified and approved projects under the Works for Queensland (W4Q) funding program.	Completion of identified projects to funding level.	Office of the Mayor & CEO

Corporate Plan Strategy	Action	Evaluation	Responsibility
<p>Asset management</p> <p>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.</p>	Develop a conservation management plan/asset management sub-plan to guide future investment in Greenmount Homestead and its collection.	Plan developed and exemption certificates obtained.	Community Lifestyle
	Develop an Asset Management Improvement Plan.	Results against actions in the plan.	Asset Management
	The corporate maintenance management system is used for the majority of works completed for all MRC assets.	Maintenance management modules are fully used.	Asset Management
	Prepare new Supervisory Control And Data Acquisition (SCADA) Strategy.	Strategy completed.	Water Networks
	Monitor the value of the buildings and facilities asset base.	No change to the base value of buildings and facilities.	Property Services
<p>Advocacy for better public transport</p> <p>Work closely with the State Government to secure funding to increase the frequency and number of public transport services in the Mackay Local Government Area.</p>	Implement the actions from the Mackay Region Integrated Transport Strategy.	Completion/progression of priorities that require action in 2021-22.	Strategic Planning

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	Responsibility
<p>Financial sustainability and efficiencies</p> <p>Maintain the financial sustainability of the council by implementing rigorous financial management practices across all council programs.</p>	Deliver and track progress of capital works program each month.	90% delivery of the capital works against the original budget - as amended.	Capital Works Directorate
	Share financial information and concepts via knowledge shares to allow staff to improve the accuracy of data inputs into the financial system.	Accurate financial reporting and minimal issues arising from audit.	Financial Services
	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.	Financial Services
<p>Safety in the workplace</p> <p>Practise a "safety first" attitude to ensure the safety and wellbeing of council employees, contractors and volunteers.</p>	Implement the actions contained in the 2021-22 Safety Action Plan.	90% of actions completed in accordance with the Safety Action Plan.	Governance & Safety
<p>Our culture</p> <p>Foster a culture where staff willingly engage in council's values and expected service delivery outcomes for our community.</p>	Roll out culture education.	Rollout completed.	People & Culture
<p>Community engagement</p> <p>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.</p>	Community Engagement officers attend staff meetings of relevant programs and brief councillors to provide an overview of the International Association for Public Participation (IAP ²), Council's community engagement processes and portal.	Relevant programs are briefed.	Corporate Communications & Marketing

Corporate Plan Strategy	Action	Evaluation	Responsibility
Promote council's services Raise community awareness about council's services and initiatives.	Deliver local promotion in October 2021 and MRC Mackay Show stand in June 2022.	Two marketing campaigns are delivered.	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.	Corporate Communications & Marketing
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 2020-2023.	Review of the MRC ICT Strategy 2020-2023 is completed, and an updated Strategy is prepared and approved by ELT.	Information Services
	Procure and implement new Human Resource Information System (HRIS).	HRIS procurement and implementation progressed.	People & Culture
	Work with stakeholders to deliver the MIW Digital Infrastructure Study and other initiatives to support the region's digital growth and transformations towards smart technologies.	Number of actions supported.	Economic Development
Our people Implement industry-leading people management practices including recruitment, training and development, performance management, and workforce planning.	Design high performance culture and supporting tools.	Design complete; tools developed.	People & Culture
	Communicate intention of culture change and baseline data established.	Communication delivered; baseline established.	People & Culture
	Implement a succession planning framework and system.	Implement framework and system.	People & Culture
	Implement an integrated talent framework, linked to succession planning and workforce capability planning.	Implement framework and system.	People & Culture
	Implement position profiling process.	Process implemented.	People & Culture

Corporate Plan Strategy	Action	Evaluation	Responsibility
<p>Governance and performance</p> <p>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.</p>	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 and endorsed by ELT and the Audit Committee.	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.	Governance & Safety
	Complete quarterly risk reports.	Prepare and submit quarterly strategic risk reports to ELT and the Audit Committee.	Governance & Safety
	Facilitate the annual review of Business Plans.	ELT endorsement of business plans developed by the business and used to guide operations ensuring strategic objectives are met.	Governance & Safety
	Annual report on Council strategies (method of implementation, key outcomes of the strategy).	Council strategy report complete & endorsed by ELT.	Governance & Safety
	Identify, collaborate and support implementation of organisational efficiencies.	Processes between teams streamlined, value add activities identified and integrated into service provision.	Shared Services Centre
	Develop channel migration framework.	Framework developed and approved for implementation.	Shared Services Centre
	Provide efficient and cost-effective legal services to all MRC departments and functions.	Proportion of legal services provided in-house in 2021-22 is greater than 2020-21.	Office of the Mayor & CEO

Corporate Plan Strategy	Action	Evaluation	Responsibility
	Provide legal training and education programs in-house to increase the capacity of MRC officers to understand and coordinate legal matters.	Through a minimum of four in-house legal training sessions each year, MRC officers have an improved understanding and capacity for coordinating legal matters.	Office of the Mayor & CEO