

OPERATIONAL PLAN **QUARTERLY REPORT**

THIRD QUARTER 2022-2023



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INTRODUCTION

Our Corporate Plan 2022-2027 sets our strategic direction over the five-year period through five pillars (shown in Figure 1), that will be the focus of council and delivered by numerous key strategies, policies and initiatives.

The Operational Plan 2022-2023 outlines how we will progress implementation of our Corporate Plan 2022-2027 during the financial year.

Specifically, the Operational Plan 2022-2023 details programs, projects and services that we will deliver in 2022-2023 to achieve our vision. Each action has a lead council program and an evaluation measure that we will use to monitor and report on our performance.

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 are reported as 'on target', 'ahead of target' or 'below target'. Actions that will be progressed in a later quarter are reported as 'report not required this quarter' and have a zero target in the reporting period.

This report is for the third quarter ending March 31, 2023 and is presented to the ordinary meeting of council on June 21, 2023.



Figure 1: Mackay Regional Council Corporate Plan 2022-2027 Pillars



MESSAGE FROM THE CEO

It is with pleasure that I present the 3rd Quarter Operational Plan report for 2022/23. This report summarises progress of initiatives to date, and in a revised format that highlights key achievements as they align with the pillars of the Corporate Plan 2022 – 2027.

The report also provides insight into the progress MRC is making in delivering on identified goals and key performance indicators, (KPIs). The pages that follow share with you how MRC is progressing identified goals and key performance indicators.

Where the report lists actions that are considered to be below target at the 3rd Quarter, supporting commentary is provided. Some of these have been identified for carrying over into the new Financial Year.

For the most part, we are working favourably toward achieving our corporate objectives through the positive progress being made against the majority of Operational Plan KPIs.

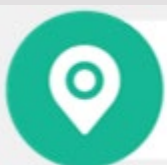
Scott Owen
CEO

CEO HIGHLIGHTS



INVEST AND WORK

- Community and stakeholder engagement was undertaken to inform the development of the Mackay Region Recreational Vehicle Strategy.
- The first round of the Make Your Place Mackay Waterfront activation grant resulted in the approval of nine locally delivered place making projects for the community.
- Draft Northern Beaches Transport Model completed (MRITS).



LIVE AND VISIT

- Pioneer Valley Mountain Bike Trails project work has commenced on-site at the Finch Hatton Trail Head, with contracts awarded for Trail head, Pump Track, and Trails. Community consultation underway including for signage and wayfinding
- River Wharves opened to the public as one of the key Council projects within the PDA, and also saw the hosting of its first networking event for the Mackay Regional Chamber of Commerce
- Northern Beaches Community Hub saw work commence on site for the initial stages involving the new road, and site works and drainage
- New memorial Pool contractor in place and receiving excellent community feedback



COMMUNITY AND ENVIRONMENT

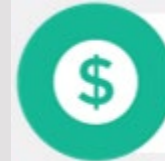
- January's severe weather event saw Emergency Management test a number of disaster management plans and flood warning infrastructure, and also saw Council's Unsealed Maintenance Crews work hard to re-establish access/connection for residents affected including restoring access via Okuloo crossing at Netherdale.
- Drafting of the Regional Shoreline Erosion Management Plan (SEMP) scope was completed.
- 28 Young Mayors nominations received from across the region
- Industry consultation completed on review of Council's Facilitating Development in the Mackay Region Policy, prior to adoption of amended policy
- The Mackay Region Events & Conference Connect function was held on 16 March with over 130 attendees
- Hosted the Australian Water Association (AWA) Queensland Industry Breakfast on 22 February (livestreamed from Brisbane).
- Hosted the quarterly Local Authority Waste Management Advisory

● On target ▲ Ahead of target ● Below target ● Not required this quarter



OPERATIONAL EXCELLENCE

- Media campaign developed as a new initiative in recruitment of staff in key areas
- A new Graduate Program was launched by Council, as well as the annual apprentice and trainee intake completed
- The Whitsunday Isaac Mackay (WIM) Water Alliance met at the Resource Centre of Excellence (RCOE) on 24 February for their Annual Forum.
- Streamlined Council meeting processes, moving to monthly meetings, and formalising Public Participation processes



FINANCIAL STRENGTH

- Disaster Recovery Funding Arrangements/Queensland Reconstruction Authority (DRFA/QRA) future claims are still being assessed and the claim will largely be associated with re-sheeting/gravel loss as well as some rural road culverts which had been impacted by the rain event.
- Council's local spend average to date for the financial year is approx. 70%, noting also tenders awarded to local businesses for the key projects Pioneer River Levee, Sarina Northern Drainage, and CBD Footpaths

SHARED KEY PERFORMANCE INDICATORS

| Organisational Priorities | Key Performance Indicators | Responsibility | Target % | Q3 Actual % | Status | Commentary |
|-----------------------------|---|----------------|----------|-------------|--------|--|
| Our People, Our Culture | Staff engagement score greater than 55% | All | 55% | 43% | ● | Staff engagement is conducted annually. Results will be available in the second quarter of 2023 – 2024. Improvements and initiatives focused on improving the next engagement score continue as per the second quarter. |
| Our People, Our Culture | Improvement on the Lost Time Injury (LTI) Frequency Rate | All | 100% | 100% | ● | LTI Frequency Rate at end of June 2022 was 8.8. For March Quarter is at 8.7. |
| Our People, Our Culture | Improvement on the Total Recordable Injury Frequency Rate (TRIFR) | All | 100% | 0% | ● | TRIFR for June 2022 was 36.8. Currently 42.8 for the March Quarter. |
| Our Customer, Our Community | 90% of customer satisfaction surveys meet or exceed corporate standards | All | 0% | 50% | ● | After considering all MRC survey formats, it has been agreed that a Community Attitude Survey will be rolled out in the fourth quarter. Monitoring community satisfaction on a more routine basis through a community dashboard or similar will be explored in 23/24. |
| Our Service Delivery | Expenditure of Operational budgets are managed to within +/- 5% | All | 100% | 100% | ● | Variance of 0.8% |
| Our Service Delivery | 95% of all Operational Plan targets are met | All | 100% | 75% | ● | 33 out of 44 Operational Plan KPIs have been met (75%). Commentary that provides insight into those Operational Plan KPIs below target is provided on the pages to follow. |

● On target ▲ Ahead of target ● Below target ● Not required this quarter

ACTIONS BELOW TARGET

| Ref. | Organisational Priorities | Directorate Plan Priorities | Goal | Key Performance Indicators | Responsibility | Annual target | Q3 Target % | Q3 Actual % | Status | Commentary |
|-------|-----------------------------|---|---|---|--|--|-------------|-------------|--------|---|
| OP 04 | Our Service Delivery | CCS Community Identity | Venue of choice for major events | Attract two major events | MECC and Events | Delivery and/or support of 2 major events in the Mackay Region (3000 - 5000+ attendance) | 50% | 25% | ● | Major touring to regional venues remains slow. Work is being undertaken to work towards events in 2024 and 25. |
| OP 08 | Our Customer, Our Community | CCS Working Together | Plan for 2032 Olympics legacy outcomes | Host four Mayor's 2032 Olympics Taskforce meetings | Community Lifestyle | 100% | 75% | 50% | ● | Operating model being finalised before regular meetings can occur. |
| OP 17 | Our Customer, Our Community | CCS Community Identity | Develop Mackay Region Heritage roadmap | Develop Heritage roadmap for all existing Museum sites | Community Lifestyle | 100% | 50% | 25% | ● | Project rolled over into 23/24 due to project scope increasing and collection rationalisation project yet to be completed. |
| OP 22 | Our Customer, Our Community | ECI Strategic and Sustainable Infrastructure Planning | Waste Management and Resource Recovery Strategy developed | The Waste Management and Resource Recovery Strategy adopted | Waste Services | Waste Management and Resource Recovery Strategy developed | 60% | 50% | ● | Development progressing, however drafting workshop due in April. Working a revised timeline to enable community engagement to occur in the last quarter of 22/23. |
| OP 25 | Our Customer, Our Community | ECI Strategic and Sustainable Infrastructure Planning | Update and develop Water and Sewerage Strategic Plan | Water and Sewerage Strategy Scheme Plans adopted | Water and Sewerage Infrastructure Planning | 100% | 100% | 75% | ● | Sewerage Strategy has been delayed as noted below. The sewer model has been updated for MGAM and EP/ flow data. Model is currently being validated in terms of asset build, and new assets are being updated. Noting the delays incurred in this portion of work, the strategy will continue into Q1 and 2 of 23/24. |

● On target ▲ Ahead of target ● Below target ● Not required this quarter

ACTIONS BELOW TARGET

| Ref. | Organisational Priorities | Directorate Plan Priorities | Goal | Key Performance Indicators | Responsibility | Annual target | Q3 Target % | Q3 Actual % | Status | Commentary |
|-------|-----------------------------|---|--|--|--------------------------------------|---|-------------|-------------|--------|---|
| OP 30 | Our Customer, Our Community | CCS Working Together | Volunteering opportunities available in Animal Management Centre | Opportunities for volunteers at Animal Management Centre | Health and Regulatory | Development of volunteer program for the Animal Management Centre | 25% | 0% | ● | The scope of this KPI is being re-evaluated and will carry over as an initiative for 23/24. |
| OP 31 | Our Service Delivery | ECI Optimised Asset Management | Updated Strategic Asset Management Plan (SAMP) and review and update of Asset Management Plans (AMP) | Approval of updated SAMP and updated AMP | Asset Management | Receive ELT sign off for updated SAMP and completed AMPs | 50% | 30% | ● | A number of AMPs are undergoing review or rewrite using either the NAMS.AU template or a Digital AMP approach. SAMP progress is limited due to resourcing constraints - proposing to outsource this work with scope under development. |
| OP 33 | Our Service Delivery | CW Effective Delivery | Deliver and track progress of capital works program each month | 90% delivery of capital works against budget | Capital Works | 90% | 64% | 61% | ● | Actual \$70.4M based on budget of \$117M prior to MBR adjustment. Ongoing staff vacancies, weather delays, and contractor delays, have resulted in lower than planned actuals. Action - Increased focus on forecasting and contractor management to improve delivery of budget. |
| OP 35 | Our Service Delivery | DS Region of Choice Delivered with Genuine Partnerships | To prescribe contemporary reasonable and relevant development approval conditions | Review and implement standard conditions package | Development Planning and Engineering | 100% | 100% | 0% | ● | Delays caused by compliance check and time taken to review stakeholder feedback. The fourth quarter will instead see this action complete, with Standard Conditions set to go live 26 June 2023. |

● On target ▲ Ahead of target ● Below target ● Not required this quarter

ACTIONS BELOW TARGET

| Ref. | Organisational Priorities | Directorate Plan Priorities | Goal | Key Performance Indicators | Responsibility | Annual target | Q3 Target % | Q3 Actual % | Status | Commentary |
|-------|---------------------------|--|--|--|----------------------|---|-------------|-------------|--------|---|
| OP 38 | Our Service Delivery | OS & OMCEO Effective Governance and Frameworks | Establish Information Communication Technology (ICT) Strategy and supporting governance practice, with in place governance board | Adoption of the ICT Strategy and formation of governance board | Information Services | Establish Information Communication Technology (ICT) Strategy and supporting governance practice, with in place governance board. | 100% | 50% | ● | ICT Steering Committee in place with first meeting to be conducted 12th April 2023. Terms of Reference reviewed with no comments from ELT 7th March 2023. |
| OP 44 | Our People, Our Culture | OS & OMCEO Employer of Choice | Develop an attraction and retention plan | Attraction and retention plan developed by March 31, 2023 | People and Culture | Attraction and retention plan developed by 31 Mar 2023 | 100% | 50% | ● | Minor retention solutions are being implemented but no major solutions Reset to FY23-24 |

● On target ▲ Ahead of target ● Below target ● Not required this quarter

OUR PERFORMANCE STATUS OF OPERATIONAL PLAN ACTIONS

INVEST AND WORK

We will attract investment, create educational opportunities, develop partnerships that drive growth and increase connectivity and digital access in the region.

| Ref. | Organisational Priorities | Directorate Plan Priorities | Goal | Key Performance Indicators | Responsibility | Annual target | Q3 Target % | Q3 Actual % | Status | Commentary |
|-------|-----------------------------|---|---|--|----------------------------------|--|-------------|-------------|--------|--|
| OP 01 | Our Customer, Our Community | OS & OMCEO Financial Strength | Matching of council projects with appropriate funding opportunities | \$30M of external funding received | Executive Office | \$30M external funding received | 60% | 45% | ● | |
| OP 02 | Our Customer, Our Community | DS Region of Choice Delivered with Genuine Partnerships | Deliver identified actions in the Economic Development Strategy 2020-2025 | Deliver four funded projects from the Economic Development Strategy 2020-2025 | Economic Development and Tourism | Deliver four funded projects from the Economic Development EVENTS Strategy 2020-2025 | 75% | 75% | ● | |
| OP 03 | Our Customer, Our Community | DS Region of Choice Delivered with Genuine Partnerships | Educate business community on Mackay City and Waterfront (MC&W) progress and opportunities through periodic partnership briefings | Undertake two public business briefings with key partners (e.g. Chamber of Commerce, Mackay Tourism) | Mackay City and Waterfront | 2 business briefings completed | 100% | 100% | ● | |
| OP 04 | Our Service Delivery | CCS Community Identity | Venue of choice for major events | Attract two major events | MECC and Events | Delivery and/or support of 2 major events in the Mackay Region (3000 - 5000+ attendance) | 50% | 25% | ● | Major touring to regional venues remains slow. Work is being undertaken to work towards events in 2024 and 25. |

● On target ▲ Ahead of target ● Below target ● Not required this quarter

INVEST AND WORK

| Ref. | Organisational Priorities | Directorate Plan Priorities | Goal | Key Performance Indicators | Responsibility | Annual target | Q3 Target % | Q3 Actual % | Status | Commentary |
|-------|-----------------------------|-----------------------------|--|---|--|---|-------------|-------------|--------|------------|
| OP 05 | Our Service Delivery | CCS Community Identity | Build and launch new Invest Mackay website | Invest Mackay website is live and active | Corporate Communications and Marketing | Website live and active | 75% | 75% | ● | |
| OP 06 | Our Customer, Our Community | CCS Community Identity | Build on and deliver a Discover Mackay marketing campaign | Deliver a successful and creative Discover Mackay campaign with success measures reported | Corporate Communications and Marketing | Discover Mackay campaign delivered with an evaluation report and metrics provided | 50% | 50% | ● | |
| OP 07 | Our Customer, Our Community | OS & OMCEO Customer Focus | Explore options to reach a larger business audience, in particular smaller businesses and First Nations businesses | Develop a small business and First Nations business engagement plan | Procurement and Plant | Develop an engagement plan | 80% | 80% | ● | |

● On target ▲ Ahead of target ● Below target ● Not required this quarter

OUR PERFORMANCE STATUS OF OPERATIONAL PLAN ACTIONS

LIVE AND VISIT

Council is committed to improving the lifestyle of Mackay region residents by delivering infrastructure, services, travel options and accessibility improvements. We will advocate for greater access to public transport and increase the number of walkable and cyclable neighbourhoods, creating an inclusive region for people of all ages, abilities and backgrounds.

| Ref. | Organisational Priorities | Directorate Plan Priorities | Goal | Key Performance Indicators | Responsibility | Annual target | Q3 Target % | Q3 Actual % | Status | Commentary |
|-------|-----------------------------|-----------------------------|--|---|----------------------------------|---|-------------|-------------|--------|---|
| OP 08 | Our Customer, Our Community | CCS Working Together | Plan for 2032 Olympics legacy outcomes | Host four Mayor's 2032 Olympics Taskforce meetings | Community Lifestyle | 100% | 75% | 50% | ● | Awaiting further direction from Mayor regarding taskforce |
| OP 09 | Our Customer, Our Community | DS Come, Stay, Play | Develop the Pioneer Valley Mountain Bike Trail destination marketing and brand guide | Deliver completed Pioneer Valley Mountain Bike Trail destination marketing and brand guide | Economic Development and Tourism | Deliver completed Pioneer Valley Mountain Bike Trail destination marketing and brand guide. | 20% | 20% | ● | |
| OP 10 | Our Customer, Our Community | DS Come, Stay, Play | Implement the Invest Mackay Events and Conference Attraction Program | Deliver funding and support for 25 events and five conferences with an economic output of \$20M | Economic Development and Tourism | Deliver funding and support for 25 Events and five Conferences with an Economic Output of \$20M | 70% | 99% | ▲ | |
| OP 11 | Our Customer, Our Community | DS Places and Spaces | Establish the city centre as a key precinct within the Mackay Waterfront, not a competing precinct | Issue bimonthly MC&W community updates via newsletter and active social media engagement | Mackay City and Waterfront | 6 newsletters issued via email | 75% | 75% | ● | |

● On target ▲ Ahead of target ● Below target ● Not required this quarter

LIVE AND VISIT

| Ref. | Organisational Priorities | Directorate Plan Priorities | Goal | Key Performance Indicators | Responsibility | Annual target | Q3 Target % | Q3 Actual % | Status | Commentary |
|-------|-----------------------------|---|--|---|---|--|-------------|-------------|--------|------------|
| OP 12 | Our Customer, Our Community | DS Places and Spaces | Implement Place Plan activations and initiatives | One placemaking activation implemented per quarter | Mackay City and Waterfront | 4 placemaking activations completed | 75% | 100% | ▲ | |
| OP 13 | Our Customer, Our Community | CCS Community Growth | Development of local stage product | Introduce the home grown Harvest Program (performing arts product) | MECC and Events | Harvest program delivered | 75% | 100% | ▲ | |
| OP 14 | Our Customer, Our Community | CCS Community Growth | Increased patronage at MECC and Stadium | MECC annual target 68,250. Stadium annual target 10,000 | MECC and Events | 68250 MECC attendance 10,000 Stadium Attendance | 75% | 100% | ▲ | |
| OP 15 | Our Customer, Our Community | ECI Strategic and Sustainable Infrastructure Planning | Establish regional Transport and Drainage Working Group | Working Group established | Transport, Drainage and Infrastructure Planning | 100% | 100% | 100% | ● | |
| OP 16 | Our Customer, Our Community | DS Places and Spaces | Implement priority actions from the Mackay Region Integrated Transport Strategy for the Northern Beaches and incorporate Movement and Place principles to the Planning Scheme Policy | Northern Beaches Area Transport Plan and Road Network model completed | Strategic Planning | 100% | 75% | 75% | ● | |

● On target ▲ Ahead of target ● Below target ● Not required this quarter

OUR PERFORMANCE STATUS OF OPERATIONAL PLAN ACTIONS

COMMUNITY AND ENVIRONMENT

We are committed to creating a safe, connected and resilient community, with a focus on protecting and enhancing the Mackay region's natural environment.

| Ref. | Organisational Priorities | Directorate Plan Priorities | Goal | Key Performance Indicators | Responsibility | Annual target | Q3 Target % | Q3 Actual % | Status | Commentary |
|-------|-----------------------------|-----------------------------|--|---|-----------------------|---|-------------|-------------|--------|--|
| OP 17 | Our Customer, Our Community | CCS Community Identity | Develop Mackay Region Heritage roadmap | Develop Heritage roadmap for all existing Museum sites | Community Lifestyle | 100% | 50% | 25% | ● | Project rolled over into 23/24 due to project scope increasing and collection rationalisation project yet to be completed. |
| OP 18 | Our Customer, Our Community | CCS Safety and Wellbeing | Promote disaster preparedness through community education to build empowerment, knowledge and resilience | Deliver disaster awareness and preparedness education program | Emergency Management | 100% | 75% | 75% | ● | |
| OP 19 | Our Customer, Our Community | CCS Safety and Wellbeing | Established partnerships across the Local Disaster Management Group ensure a collaborative multi-agency response to disaster activations | Develop and manage one internal disaster management exercise | Emergency Management | 100% | 75% | 100% | ▲ | |
| OP 20 | Our Customer, Our Community | CCS Safety and Wellbeing | To encourage more food businesses to opt into EatSafe Mackay | 35% of food businesses have opted into EatSafe Mackay | Health and Regulatory | 35% of food businesses have opted into EatSafe Mackay | 50% | 50% | ● | |
| OP 21 | Our Customer, Our Community | CCS Community Growth | Grow MECC Youth Ambassador Program | Increase Youth Ambassador's by 10% | MECC and Events | 11 Youth Ambassadors in 2023 Program | 100% | 100% | ● | |

● On target ▲ Ahead of target ● Below target ● Not required this quarter

COMMUNITY AND ENVIRONMENT

| Ref. | Organisational Priorities | Directorate Plan Priorities | Goal | Key Performance Indicators | Responsibility | Annual target | Q3 Target % | Q3 Actual % | Status | Commentary |
|-------|-----------------------------|---|---|---|--|---|-------------|-------------|--------------------------------------|---|
| OP 22 | Our Customer, Our Community | ECI Strategic and Sustainable Infrastructure Planning | Waste Management and Resource Recovery Strategy developed | The Waste Management and Resource Recovery Strategy adopted | Waste Services | Waste Management and Resource Recovery Strategy developed | 60% | 50% | ● | Development progressing, however drafting workshop due in April. Working a revised timeline to enable community engagement to occur in the last quarter of 22/23. |
| OP 23 | Our Customer, Our Community | DS Sustainable Planning and Decision Making | Develop strategies and plans to manage, preserve, and enhance the Mackay region's Natural Areas | Local Coastal Plans – Review Framework and develop/review one plan | Parks and Environment | 100% | 50% | 50% | ● | |
| OP 24 | Our Customer, Our Community | DS Sustainable Planning and Decision Making | Develop strategies and plans to manage, preserve, and enhance the Mackay region's Natural Areas | Commence the development of a Shoreline Erosion Management Plan (SEMP). Target 50% complete | Parks and Environment | 50% | 25% | 25% | ● | |
| OP 25 | Our Customer, Our Community | ECI Strategic and Sustainable Infrastructure Planning | Update and develop Water and Sewerage Strategic Plan | Water and Sewerage Strategy Scheme Plans adopted | Water and Sewerage Infrastructure Planning | 100% | 100% | 75% | ● | Sewerage Strategy has been delayed as noted below. The sewer model has been updated for MGAM and EP/ flow data. Model is currently being validated in terms of asset build, and new assets are being updated. Noting the delays incurred in this portion of work, the strategy will continue into Q1 and 2 of 23/24. |
| OP 26 | Our Customer, Our Community | ECI Regional Focus | Regional Waste Plan developed | Regional Waste Plan adopted | Waste Services | Regional Waste Plan developed | 75% | 75% | ● | |

● On target
 ▲ Ahead of target
 ● Below target
 ● Not required this quarter

COMMUNITY AND ENVIRONMENT

| Ref. | Organisational Priorities | Directorate Plan Priorities | Goal | Key Performance Indicators | Responsibility | Annual target | Q3 Target % | Q3 Actual % | Status | Commentary |
|-------|-----------------------------|---|---|---|-----------------------|---|-------------|-------------|--------|---|
| OP 27 | Our Customer, Our Community | DS Sustainable Planning and Decision Making | Progress flood and coastal hazard policy, studies, plans and guidelines | Commence the development of the Coastal Hazard Adaptation Study | Strategic Planning | 90% | 50% | 50% | ● | |
| OP 28 | Our Customer, Our Community | DS Sustainable Planning and Decision Making | Progress implementation of the Environmental Sustainability Strategy | Completed Energy and Carbon Management Plan | Strategic Planning | 100% | 60% | 60% | ● | |
| OP 29 | Our Customer, Our Community | CCS Community Growth | Implement priority actions from Community Development Roadmap | Implement Community Development Roadmap year one activities | Community Lifestyle | 100% | 75% | 75% | ● | |
| OP 30 | Our Customer, Our Community | CCS Working Together | Volunteering opportunities available in Animal Management Centre | Opportunities for volunteers at Animal Management Centre | Health and Regulatory | Development of volunteer program for the Animal Management Centre | 25% | 0% | ● | The scope of this KPI is being re-evaluated and will carry over as an initiative for 23/24. |

● On target ▲ Ahead of target ● Below target ● Not required this quarter

OUR PERFORMANCE STATUS OF OPERATIONAL PLAN ACTIONS

FINANCIAL STRENGTH

We will maintain the financial sustainability of council through good governance and efficient financial management practices. Council is committed to ensuring transparency and education to the community around the provision of council services and facilities.





| Ref. | Organisational Priorities | Directorate Plan Priorities | Goal | Key Performance Indicators | Responsibility | Annual target | Q3 Target % | Q3 Actual % | Status | Commentary |
|-------|---------------------------|--------------------------------|--|---|-----------------------|--|-------------|-------------|--------|---|
| OP 31 | Our Service Delivery | ECI Optimised Asset Management | Updated Strategic Asset Management Plan (SAMP) and review and update of Asset Management Plans (AMP) | Approval of updated SAMP and updated AMP | Asset Management | Receive ELT sign off for updated SAMP and completed AMPs | 50% | 30% | ● | A number of AMPs are undergoing review or rewrite using either the NAMS.AU template or a Digital AMP approach. SAMP progress is limited due to resourcing constraints - proposing to outsource this work with scope under development. |
| OP 32 | Our Service Delivery | OS & OMCEO Financial Strength | Three-year fleet capital budget with a connected AMP | Implement revised Fleet Capital Plan with a connected AMP | Procurement and Plant | Complete Fleet Asset Management plan | 75% | 80% | ▲ | |
| OP 33 | Our Service Delivery | CW Effective Delivery | Deliver and track progress of capital works program each month | 90% delivery of capital works against budget | Capital Works | 90% | 64% | 61% | ● | Actual \$70.4M based on budget of \$117M prior to MBR adjustment. Ongoing staff vacancies, weather delays, and contractor delays, have resulted in lower than planned actuals. Action - Increased focus on forecasting and contractor management to improve delivery of budget. |

● On target ▲ Ahead of target ● Below target ● Not required this quarter

OUR PERFORMANCE STATUS OF OPERATIONAL PLAN ACTIONS

OPERATIONAL EXCELLENCE

We are a community-focussed, values-led council, underpinned by robust decision making, strategic leadership and being responsive to the needs of the community.

| Ref. | Organisational Priorities | Directorate Plan Priorities | Goal | Key Performance Indicators | Responsibility | Annual target | Q3 Target % | Q3 Actual % | Status | Commentary |
|-------|-----------------------------|---|--|--|--------------------------------------|---|-------------|-------------|---|---|
| OP 34 | Our Customer, Our Community | OS & OMCEO Effective Governance and Frameworks | Implement the recommendations from the external review of Council's Enterprise Risk Management (ERM) Framework | ERM Framework finalised and communicated | Executive Office | ERM framework finalised and communicated | 75% | 75% |  | |
| OP 35 | Our Service Delivery | DS Region of Choice Delivered with Genuine Partnerships | To prescribe contemporary reasonable and relevant development approval conditions | Review and implement standard conditions package | Development Planning and Engineering | 100% | 100% | 0% |  | Additional stakeholders identified, (legal advice), to be engaged during the third quarter, extending time required to deliver. The fourth quarter will instead see this action complete, with Standard Conditions set to go live 26 June 2023. |
| OP 36 | Our Service Delivery | OS & OMCEO Effective Governance and Frameworks | Review insured items against risk assessment for possible cost savings | Insured items reviewed where appropriate against agreed risk assessment tool | Executive Office | Insured items reviewed against agreed risk assessment tool. | 75% | 75% |  | |
| OP 37 | Our Service Delivery | OS & OMCEO Effective Governance and Frameworks | Improve maturity of cyber security protection | Further improve our cyber security maturity to nationally recognised standards | Information Services | Actions completed to attain level 2 Australian Signals Directorate (ASD) Essential 8 maturity for Cyber Security. | 50% | 50% |  | |

 On target
  Ahead of target
  Below target
  Not required this quarter

OPERATIONAL EXCELLENCE

| Ref. | Organisational Priorities | Directorate Plan Priorities | Goal | Key Performance Indicators | Responsibility | Annual target | Q3 Target % | Q3 Actual % | Status | Commentary |
|-------|---------------------------|--|--|--|----------------------|---|-------------|-------------|--------|---|
| OP 38 | Our Service Delivery | OS & OMCEO Effective Governance and Frameworks | Establish Information Communication Technology (ICT) Strategy and supporting governance practice, with in place governance board | Adoption of the ICT Strategy and formation of governance board | Information Services | Establish Information Communication Technology (ICT) Strategy and supporting governance practice, with in place governance board. | 100% | 50% | ● | ICT Steering Committee in place with first meeting to be conducted 12th April 2023. Terms of Reference reviewed with no comments from ELT 7th March 2023. |
| OP 39 | Our People, Our Culture | OS & OMCEO Employer of Choice | Recommendations rising from the 'HR Services Review' are communicated and implemented | Implement recommendations from 'HR Services Review' within timeframe identified in review | People and Culture | All HRSE actions for FY22-23 are completed | 75% | 75% | ● | |
| OP 40 | Our Service Delivery | OS & OMCEO Customer Focus | Improved accessibility and functionality of online services | Increased proportion of community that access online services | Shared Services | Concierge Officers to increase awareness of online services and provide point in time education | 75% | 75% | ● | |
| OP 41 | Our Service Delivery | OS & OMCEO Customer Focus | Improve accessibility and functionality of online services | Scope and understand customer requirements to inform channel migration strategy by June 2023 | Shared Services | Gather customer requirements through Concierge Officers and other front facing interactions | 75% | 75% | ● | |

● On target ▲ Ahead of target ● Below target ● Not required this quarter

OPERATIONAL EXCELLENCE

| Ref. | Organisational Priorities | Directorate Plan Priorities | Goal | Key Performance Indicators | Responsibility | Annual target | Q3 Target % | Q3 Actual % | Status | Commentary |
|-------|---------------------------|-------------------------------|---|---|--------------------|--|-------------|-------------|--------|--|
| OP 42 | Our Service Delivery | CW Processes | Commence Implementation Project for the Capital review, including Enterprise Project Management Framework actions | 75% of agreed actions commenced | Capital Works | 75% | 50% | 55% | ▲ | |
| OP 43 | Our People, Our Culture | OS & OMCEO Employer of Choice | Develop strategic plan for staff accommodation | Strategic plan for staff accommodation developed with recommendations | Property Services | Complete sessions with PC and develop staff model for future proofing office against future work load. | 75% | 75% | ● | |
| OP 44 | Our People, Our Culture | OS & OMCEO Employer of Choice | Develop an attraction and retention plan | Attraction and retention plan developed by March 31, 2023 | People and Culture | Attraction and retention plan developed by 31 Mar 2023 | 100% | 50% | ● | Minor retention solutions are being implemented but no major solutions Reset to FY23-24 |

● On target ▲ Ahead of target ● Below target ● Not required this quarter