



Operational Plan 2019-2020

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Introduction

The Operational Plan 2019-2020 outlines how we will progress implementation of our Corporate Plan 2016 - 2021 during the financial year.

Our Corporate Plan 2016 - 2021 sets our strategic direction over the five-year period to 2021 with eight key priorities (shown in **Figure 1**), supported by a range of strategies.



Figure 1: Mackay Regional Council Corporate Plan 2016 - 2021 Key themes

The Operational Plan details programs, projects and services that we will deliver in 2019-2020 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 2019-2020 is consistent with our Mackay Regional Council Budget 2019-2020, 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 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 2019-2020, outline each program’s business priorities.

The actions which will be delivered in 2019-2020 to achieve these business priorities are detailed in programs’ annual Action Plans. Every 2019-2020 action has a target and a key performance indicator to measure performance.

The content of this operational plan is drawn from MRC programs’ 2019-2020 Action Plans.

Monitoring and Review

We will review our progress in completing the actions contained in the Operational Plan 2019-2020, 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 Strategy, Leadership and Performance Team 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 in **Figure 4**:

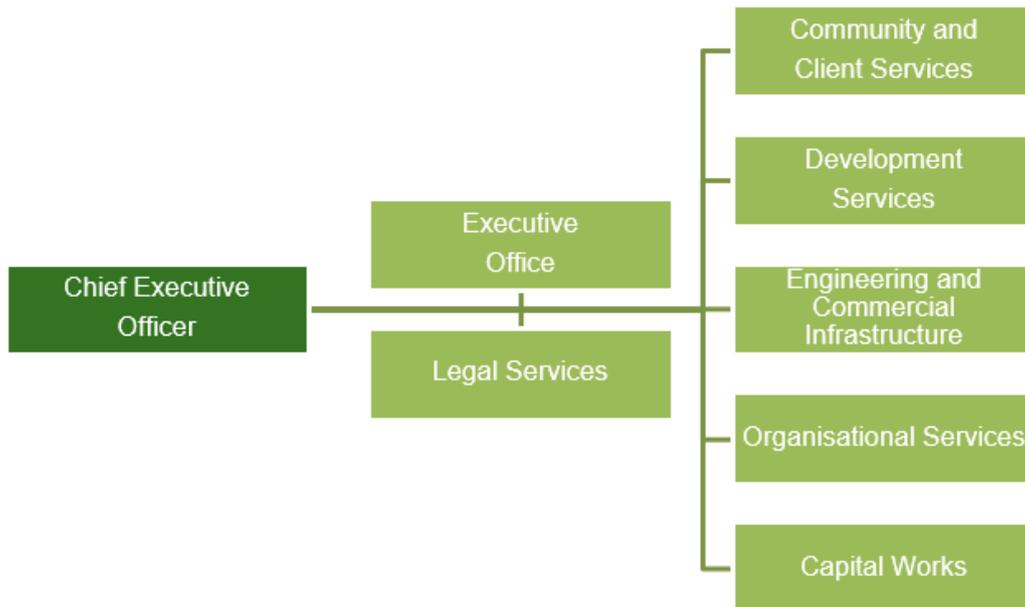


Figure 4: Mackay Regional Council Corporate Structure

Commercial Business Units

The annual operational plan for a local government must include an annual performance plan for each commercial business unit (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 2019-2025 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 ages, nationalities, cultures and beliefs.

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>	Facilitate events that increase community cohesion	Number of community events held	Community Lifestyle
<p>Community facilities</p> <p>Provide community facilities to improve the liveability of the region ensuring equitable focus.</p>	Get Northern Beaches Community Hub project 'shovel-ready'	Project design is finalised (to concept level) and 'shovel-ready'	Strategic Planning
	Continue feasibility investigations of a wave pool/aquatic facility for Mackay	Feasibility investigations completed and agreed way forward determined	Office of the Mayor & CEO
	Undertake preliminary design works for Mirani Heritage Precinct, including development of full scope of works	Project is design finalised and 'shovel-ready'	Office of the Mayor & CEO
<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; recreational and sporting opportunities.</p>	Develop a Youth Charter for the Mackay Region, which is adopted by key internal and external stakeholders	Mackay Region Youth Charter is adopted	Community Lifestyle
<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>	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	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	Economic Development
<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>	Develop a Corporate Framework for the management of volunteers	Draft Corporate Framework for the management of volunteers approved by SLPT	People & Culture

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 (formerly the Whitsunday ROC); build strategic alliances; advocate on regional priorities and collaborate to capitalise on opportunities for joint cost savings and improved service delivery.</p>	<p>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>Deliver the 2019-2020 Activate My Place (AMP) Program</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 Mackay Tourism Ltd Funding Agreement 2017-2020</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
<p>Active and healthy community Promote active and healthy lifestyles by providing equitable access and encouraging sporting, recreational and outdoor activities throughout the region.</p>	Implement the Go Clubs Program, as per the Mackay Sport and Recreation Strategy	Go Clubs Program is implemented	Community Lifestyle
<p>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.</p>	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	Parks, Environment & Sustainability
	Customer requests receive a personal response, where capacity allows	Average 4-star customer satisfaction rating received per year	Parks, Environment & Sustainability
	Continue development of parks, and natural areas in line with community needs	Review and rationalise four parks built infrastructure	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	Parks, Environment & Sustainability
<p>Environmental health Implement a range of public information and education programs and other measures to prevent, control and reduce risks to public health.</p>	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
<p>Disaster preparedness Build community preparedness and responsiveness to emergencies and natural disasters.</p>	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	Emergency Management
	Implement the community engagement plan to imbed disaster awareness	Community Engagement Plan implemented	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	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
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	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	Property Services
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	Parks, Environment & Sustainability
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	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	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	Responsibility
<p><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.</p>	Plan and deliver a Seniors Week Expo	Seniors Week Expo participation target met	Community Lifestyle
<p><i>Libraries, museums and art</i> Enhance lifelong learning opportunities that improve literacy and public access to information and knowledge, history and art.</p>	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	Community Lifestyle
	Make the MRC Art Collection available online	40% of MRC art collection is accessible online	Community Lifestyle
	Curate a culturally significant local exhibition at Artspace Mackay	Exhibition key performance indicators are met	Community Lifestyle
	Increase library membership, including membership options	5% net increase in library membership, based on the baseline recorded 31/01/19	Community Lifestyle
	Develop a Museum Strategy	Adopted Museum Strategy	Community Lifestyle
<p><i>Resource Centre of Excellence (previously Mining Centre of Excellence)</i> 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.</p>	Delivery of the Resource Centre of Excellence in partnership with Resource Industry Network (RIN) as per funding agreement	Resource Centre of Excellence is delivered	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	Responsibility
<p>Partnerships for a diversified economy 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 the Mackay Regional Council Economic Development Strategy 2015 -2020 (EDS) in partnership with key stakeholders including GW3, Mackay Tourism, RIN, 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>	Implement the Mackay Region Economic Development Strategy (2020-2025)	Economic Development Strategy funded actions for 2019-2020 are delivered	Economic Development & Tourism
	Manage and promote the Facilitating Development in Mackay Region Policy	Number of applications received	Economic Development & Tourism
	Implement Mackay Region Mountain Bike Strategy actions for which Economic Development & Tourism is lead program	2019-2020 funded actions are delivered	Economic Development & Tourism
<p>Enhance regional centres Focus on regional centres to enhance identity and local economies.</p>	Develop and implement Mackay City Centre activation and business engagement activities	City Centre activation and business engagement actions completed	Economic Development & Tourism
	Finalise concept investigations for Sarina CBD Revitalisation	Business case finalised	Strategic Planning
<p>Strong local businesses with a global reach Support stakeholder groups to assist Mackay and Regional business and industry to become export-ready and extend the global reach of their products and services.</p> <p>Develop networks that capitalise on the government's trading relationships and free trade agreements.</p>	Develop relationships with key international trade related stakeholders in collaboration with Trade and Investment Queensland (TIQ), GW3 and Regional Development Australia	Number of international trade related activities completed	Economic Development & Tourism

Corporate Plan Strategy	Action	Evaluation	Responsibility
<p>Activation of the Mackay Waterfront Work in partnership with the community, government agencies and other stakeholders to deliver an urban waterfront Priority Development Area (PDA). Enhance the aesthetic and recreational aspects of the Pioneer River system and Binnington Esplanade.</p>	<p>Prepare the Mackay Waterfront PDA Development Scheme and continue with concept designs, development facilitation and place making in the PDA area</p>	<p>PDA Development Scheme in force and being implemented</p>	<p>Strategic Planning</p>
<p>Facilitate development Utilising the Planning Scheme to deliver an integrated approach to the facilitation of development and sustainable growth. Facilitate catalytic land and infrastructure developments by attracting investment through joint ventures and partnerships with the private sector, and by working with State and Federal governments on joint initiatives.</p>	<p>Facilitate catalytic land and infrastructure development by</p> <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 	<p>Four advocacy activities undertaken for identified opportunities</p>	<p>Office of the Mayor & CEO</p>
	<p>Conduct a regular review of the Mackay Region Planning Scheme and policies and make appropriate amendments</p>	<p>Number of planning scheme amendments adopted by council based on reviews</p>	<p>Strategic Planning</p>
	<p>Assist in implementation and interpretation of the Local Government Infrastructure Plan</p>	<p>Assistance provided</p>	<p>Strategic Planning</p>
	<p>Attend and arrange meetings with consultants and development industry bodies to ensure MRC is aware of emerging issues and projects</p>	<p>Project/emerging issue meetings held with industry stakeholders, as per schedule</p>	<p>Development Assessment</p>
	<p>Ensure all actions at various phases of operational works application are compliant with legislated timeframes</p>	<p>Actual timeframes meet key performance indicator (KPI) timeframes</p>	<p>Development Engineering</p>
	<p>Enforce hold points documented at pre-start meetings</p>	<p>100% of hold points documented at pre-start meetings are enforced</p>	<p>Development Engineering</p>
<p>Supports local business Ensure that MRC's procurement activities support local businesses where possible.</p>	<p>Deliver an annual information session to the Mackay public</p>	<p>Information session delivered</p>	<p>Procurement & Plant</p>

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	Responsibility
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	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	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	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 > 4, average over the 12-month period	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	Office of the Mayor & CEO
Bowen Basin Service Link Support the implementation of the proposed Bowen Basin Service Link.	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
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.	Strategic Planning

Corporate Plan Strategy	Action	Evaluation	Responsibility
	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	Water & Sewerage 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	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 Prioritisation Guidelines	Water & Sewerage Infrastructure Planning
	Maintain the service levels provided for reactive maintenance work	90% of client reported defects actioned within the assigned response times	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	Water Treatment
	Optimise the quality of effluent (treated sewage) released into the environment	95% regulatory compliance with licence requirements for treated sewage	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	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) 2019-2021 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>	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	Asset Management
	<p>The corporate maintenance management system is used for the majority of works completed for the following asset classes:</p> <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	Asset Management
<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>	Prepare the new Mackay Region Transport Strategy to address all modes of transport	Completion of the draft Mackay Region Transport Strategy	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
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	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	Capital Works Directorate
	Deliver and refine the financial training package for use by staff to improve the accuracy of data inputs into the financial system	Training package rolled out to staff and package is well received and meaningful for users	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
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	Governance & Safety
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; • tailored inductions to job families; and • new employee effectiveness survey regime. 	Increased new employee engagement and satisfaction	People & Culture

Corporate Plan Strategy	Action	Evaluation	Responsibility
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	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 2017-2019	Review of the MRC ICT Strategy 2017-2019 is completed, and an updated Strategy is prepared and approved by SLPT	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	People & Culture
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	People & Culture
	Implement a whole of business training needs analysis (TNA) system inclusive of cost analysis at strategic and operational levels	Whole of business TNA system implemented	People & Culture
	Implement the White Ribbon accreditation plan	Accreditation achieved	People & Culture
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	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 SLPT and the Audit Committee	Governance & Safety

Corporate Plan Strategy	Action	Evaluation	Responsibility
	Facilitate the annual review of Business Plans	Business Plans organisation wide are complete and endorsed by SLPT	Governance & Safety
	Annual review of Corporate Register of Strategies	Register reviewed and alignment with Business Plans/Action Plans complete	Governance & Safety
	Annual report on council strategies (method of implementation, key outcomes of the strategy)	Council strategy report complete & endorsed by SLPT	Governance & Safety
	Continue development of tools that support the strategy layer of the Corporate Performance, Planning and Reporting framework	Tools developed and implemented	Governance & Safety
	Finalise the draft of the Plant and Fleet Asset Management Plan for Operational Management	Plant and Fleet Asset Management Plan Finalised	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	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	Office of the Mayor & CEO
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	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