



# Organisational Services

Monthly Review

> March 2017

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# 1. EXECUTIVE SUMMARY

TC Debbie had a significant impact on our customer call centre within the Shared Services Centre this month, with the team taking 3 times the usual daily call volumes in the last week of the month. While this saw both the Grade of Service and Abandoned Call rates negatively impacted, it should be noted that the team did extremely well, dealing professionally and kindly with our callers during a highly stressful situation.

Critical pre-cyclone works, such as erecting shutters and testing generators, was performed by our Property Services team, ensuring the Disaster Coordination Centre and Evacuation Centres could continue to provide their essential functions to the community.

During March our focus on Safety remained evident, with the implementation of our new Safety and Wellbeing Strategy and associated Action Plans now underway. Building on Council's strong safety momentum, this strategy establishes the path for continued improvements in safety and wellbeing over the next two years.

Our People & Culture team now have a full complement of staff, and have already begun to make significant progress with several draft strategies underway. Among these is an Organisational Cultural Strategy that will look to renew and revitalise previous cultural development works.

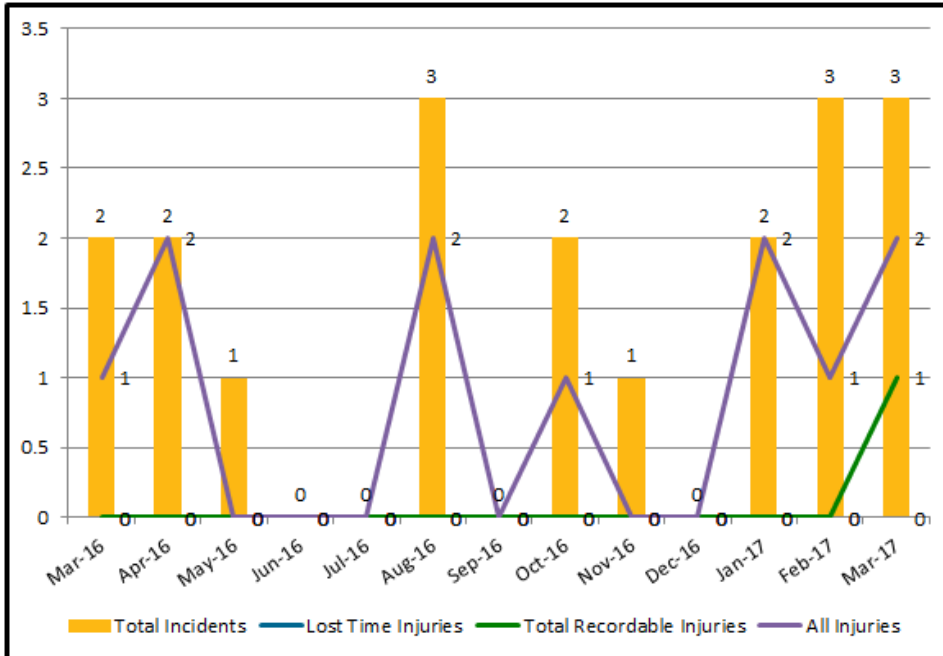
Council's revenue is continuing to trend behind YTD expectations, predominantly due to lower rates, water consumption and waste fees. Operating expenses are being proactively managed and are lower than anticipated as a result, helping to offset this. They will be closely monitored ongoing.



Angela Hays  
Acting Director Organisational Services

# 2. SAFETY

## 2.1 Incidents and Injuries

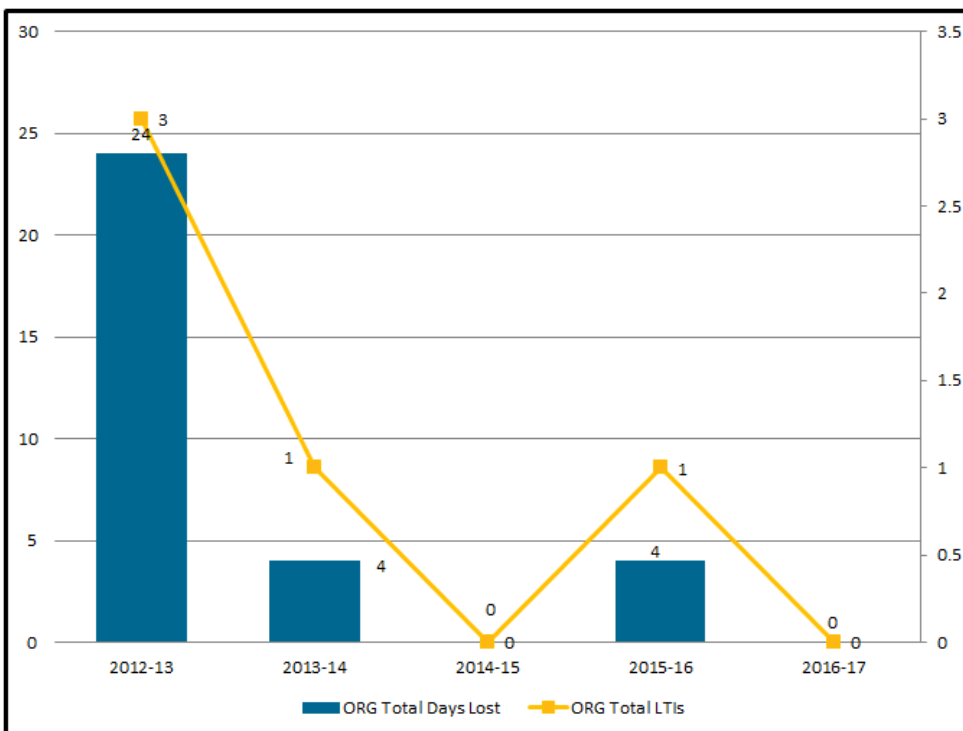


Two injuries to an MRC employee were reported in March:

- A worker suffered a laceration when the mower blade they were undoing rotated striking the side of their nose.
- A worker bumped their elbow on closing door.

Each incident is investigated and appropriate corrective measures implemented, to reduce future risks.

## 2.2 Lost Time Injuries & Days Lost



There have been no LTI's recorded in the 2016-17 financial year for Organisational Services.

Department	2012-13		2013-14		2014-15		2015-16		2016-17	
	LTI	Days Lost	LTI	Days Lost	LTI	Days Lost	LTI	Days Lost	LTI	Days Lost
Assets										
Finance	1	19	1	4						
NAS							1	4		
Procurement & Plant	2	5								
Property Services										
Governance & Safety										
Office of the Mayor & CEO										
<b>Organisational Services</b>	<b>3</b>	<b>24</b>	<b>1</b>	<b>4</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>4</b>	<b>0</b>	<b>0</b>

**Glossary**

Incident	Any unplanned event resulting in, or having a potential for injury or ill health.
Lost Time Injury (LTI)	Incidents that resulted in a fatality, permanent disability or time lost from work of one day / part of a day or more
Total Recordable Injuries (TRI)	Incidents that result in a Lost Time Injury (LTI), Suitable Duties Injury (SDI) and Medical Treatment Injury (MTI)

# 3. CUSTOMER SERVICE

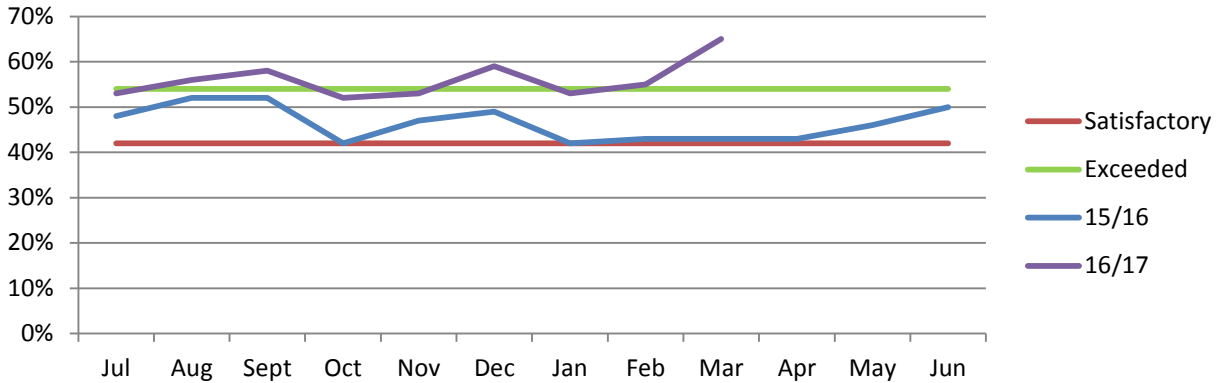
## 3.1 External Customer Services

KPI	KPI Description	Target			Result
		Red (Under KPI)	Green (Met KPI)	Blue (Exceed KPI)	
<b>First Contact Resolution (FCR)</b>	The percentage of external customer enquiries that are resolved at the first point of contact.	< 42%	42-54%	< 54%	<b>65%</b>
<b>Grade of Service (GOS)</b>	The percentage of customer calls that are answered within 60 seconds across the NAS team.	< 80%	80-85%	> 85%	<b>75%</b>
<b>Abandoned Calls</b>	The percentage of customers that abandon their call before being served.	> 6%	4.5-6%	< 4.5%	<b>5.83%</b>
<b>External Customer Satisfaction</b>	A measure of customer satisfaction as reported by the end of call survey	< 80%	80-85%	> 85%	<b>95%</b>
<b>Customer Request Completion</b>	Service requests resolved within corporate standard timeframes	< 80%	80-85%	> 85%	<b>96%</b>

**KPI Graphs and Commentary**

**First Contact Resolution:** FCR results remain high, with 65% of customer queries resolved at first contact in March. TC Debbie positively influenced these results as the community sought information on waste, water, road closures and Council/government assistance. Updates on these topics were regularly communicated to the Call Centre to enable them to answer these queries.

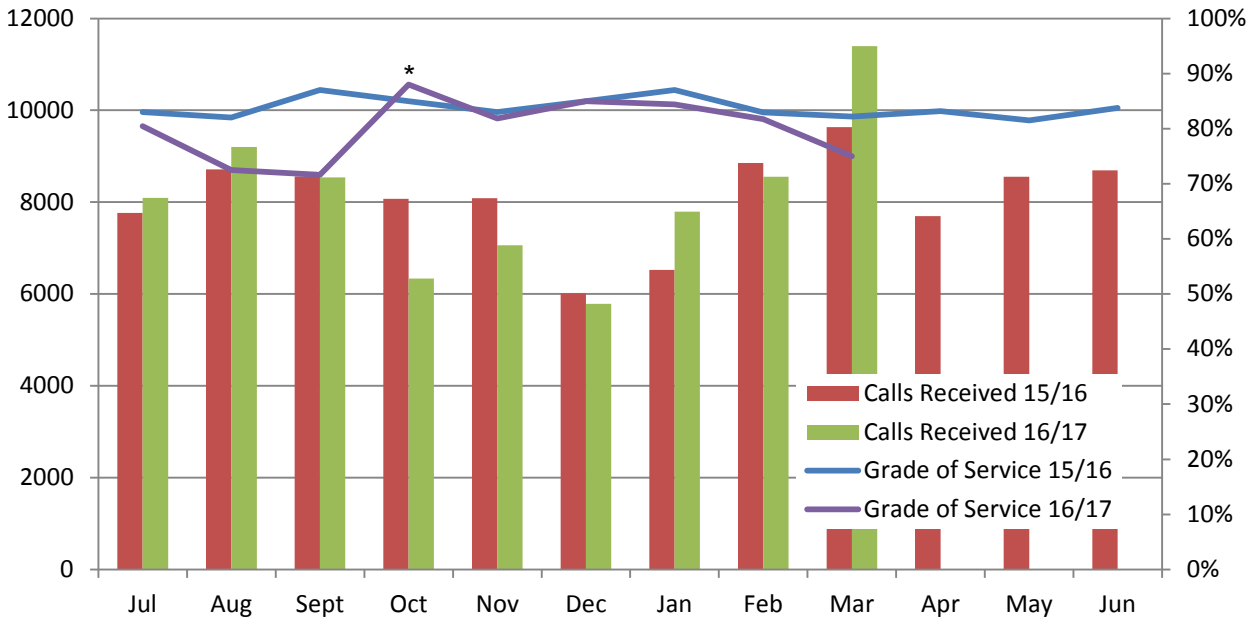
**First Contact Resolution**



**Grade of Service:** A total of 11,394 calls were received in March, averaging 519 per day (compared to 428 per day in February), a total increase of 2,542 calls largely due to TC Debbie. The last four days of the month, excluding Tuesday 28th March, the team serviced 31% of the months calls, a total of 3,481 (870 per day), peaking on the Thursday at almost 3 times the average call volumes.

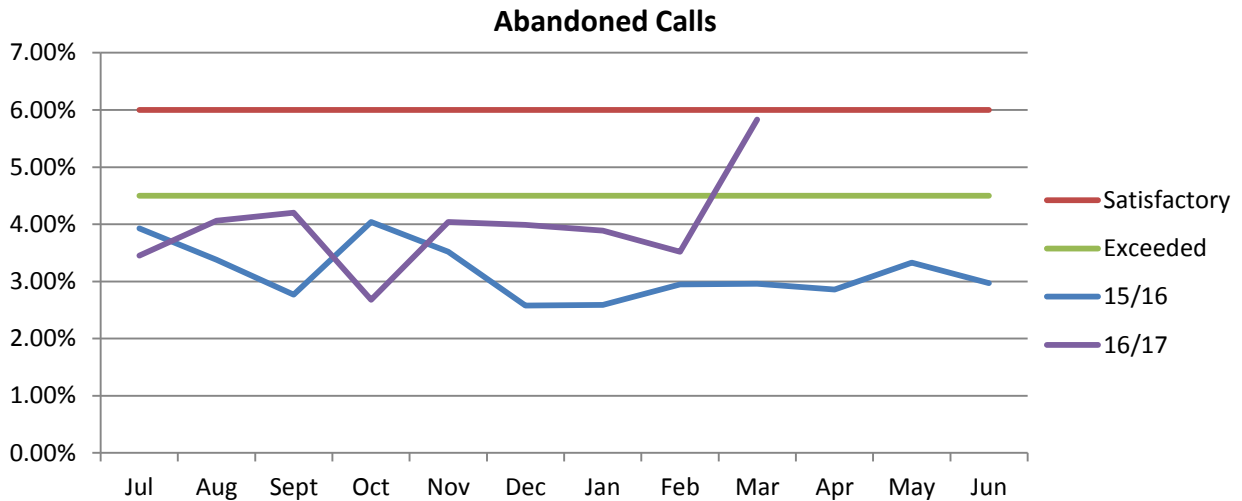
Note: The pre-TC Debbie GOS performance achieved between 1/03/17 – 24/03/17 was 82%.

**Grade of Service**

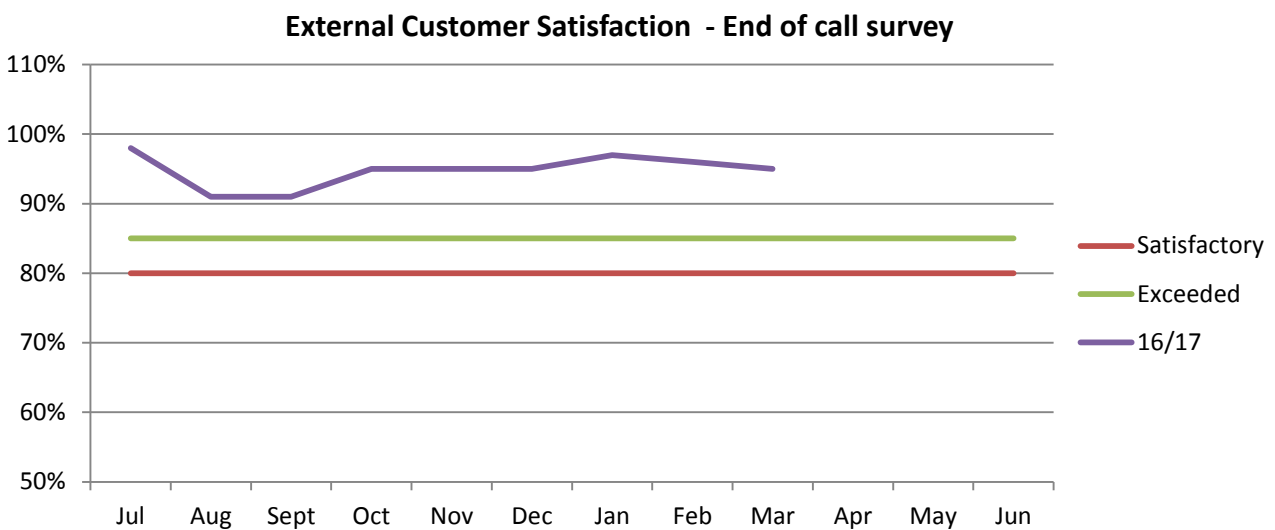


\* Note: The measure changed in October 2016 to % of calls answered within 60 seconds. The months prior represent the past measure of % of calls answered within 20 seconds.

**Abandoned Calls:** The volume of overall abandoned calls increased as a result of TC Debbie with 664 calls abandoned, representing 5.83% of calls. This was an increase from 3.52% of calls in February. The callback take-up rate rose to 1.7% of calls from 1.2% in February.



**External Customer Satisfaction:** March was a record month for survey completion with a total of 711 survey responses received, averaging 32 per day. This is due to the resolution of reporting issues and an ongoing focus from our customer service officers to promote this service. This is a significant increase from last month, where a total of 290 surveys were completed.



**Customer Request Completion:** Shared Service Centre (SSC) requests decreased by 5 per day (a total decrease of 111), with resolve times remaining consistent at 96% for March (94% in February). MRC request volumes remained consistent (increase of 20 requests from February) with resolve times remaining consistent at 83% (82% in February).

	Lodged	Resolved within SLA
<b>MRC Total</b>	3,618	83%
<b>SSC</b>	471	96%

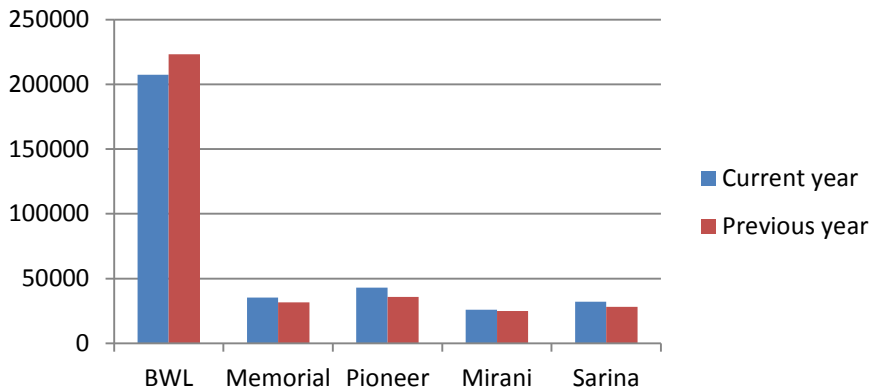
Requests where a SCC officer is responsible for actioning the request made up 13% of all requests in March.

MRC Top 5 Pathway requests Lodged March 2017	Volume	% of total requests
Replace wheelie bin	217	6.01%
Roads - General	201	5.57%
Change of mailing address	169	4.68%
Water - Leak (Public Area)	149	4.13%
Repair wheelie bin	148	4.10%

The top 5 request types lodged in March remain consistent, with the top 5 lodged in February.

### 3.2 Aquatic Facilities

#### Attendance Figures



All facilities experienced increases in patronage in the 12 months to date on the previous period. Pioneer Swim Centre recording one of the highest 12 month periods since new management took over in 2013, while Sarina Pool continues to have strong support from the community with excellent attendance figures for the recording period.

### 3.3 IT Support

#### Internal Service Metrics

KPI	KPI Description	Target			Result
		Red (Under KPI)	Green (Met KPI)	Blue (Exceed KPI)	
Incident Resolution	Percentage of incidents resolved within corporate standard timeframes	80%	80-85%	85%	76%
Service Request Resolution	Percentage of service requests resolved within corporate standard timeframes	80%	80-85%	85%	70%
Internal Customer Satisfaction Survey	IT email survey - % of customers whose experience met or exceeded expectations	75%	75-84%	85%	87%



**Applications Availability**

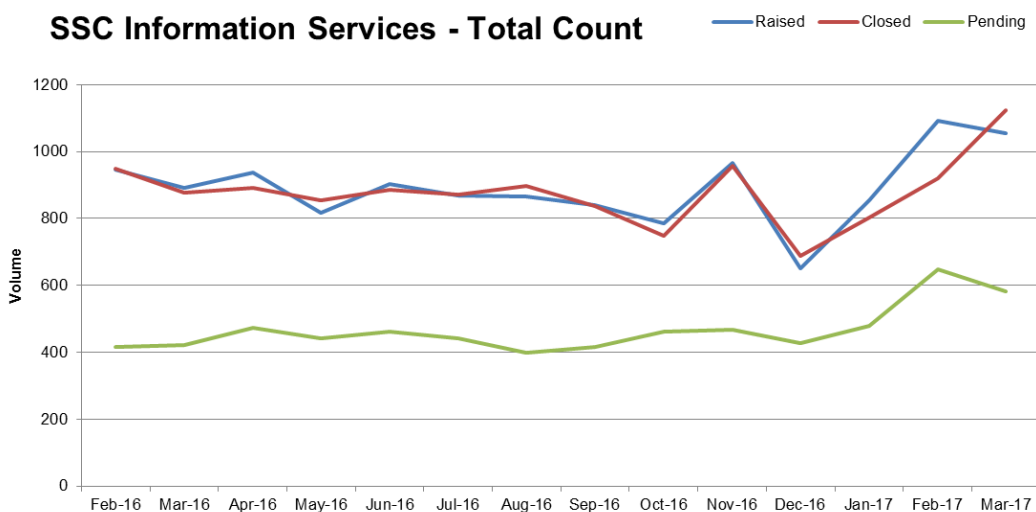
KPI	KPI Description	Target			Result
		Red (Under KPI)	Green (Met KPI)	Blue (Exceed KPI)	
<b>Tier 1 Systems – Applications Availability</b>	Refer to the table under 'KPI Commentary' section below for detail on which systems are included in each tier.	< 95%	95-98%	≥ 98%	<b>99.97%</b>
<b>Tier 2 Systems – Applications Availability</b>		< 95%	95-98%	≥ 98%	<b>100%</b>
<b>Tier 3 Systems – Applications Availability</b>		< 95%	95-98%	≥ 98%	<b>100%</b>

**KPI Commentary**

**Incident and Service Request Metrics:** Incidents and Services resolution KPIs have declined due to the following:

- A continued focus with technicians working overtime to help clear the backlog of incidents and services. This has resulted in older requests (where we had already recorded a breach of resolution timing in a prior month) being closed, rather than closing out a more recent request.
- A planned rollout of PC and Laptop upgrades has commenced (target of 10 / week), which are now captured as Support Requests to reflect the amount of work and ensure the rollout has accountability.
- Focus to aligning with revised Capital Program of Works for current FY and achieving delivery. This is a priority assignment of resource as these projects are key enablers to delivering a higher quality product/service, which will result in a reduction in incidents (main contributor to the % met resolve reduction).
- The restructure work in February within NAS (new operating model and name change to SSC) bled over into March and has created an increased number of automated requests as changes are applied and made within our HR systems environment.
- The focus to Capital Program of works delivery has created an increased number of service requests for infrastructure involvement.

The below chart identifies the Raised Vs Closed and Pending requests. While the KPI measures are not favourable this month, the below chart demonstrates that the overall volume of requests actioned increased and the subsequent volume of pending decreased.





**Internal Customer Satisfaction:** During the month of March, 504 survey responses were received, which represents 53% of the requests and incidents lodged.

**Applications Availability:** The below table shows which corporate applications are considered tier 1 and 2. All other systems not specifically noted are considered tier 3.

<i>Tier 1</i>	<i>Tier 2</i>	<i>Tier 3</i>
ECM Email Finance One GIS Internet Kiosk_Chris21 Pathway	Aurora Bruce Mandalay	Manage Engine

### 3.4 Key Activities

Activity	Program	Timeframe	Comments
<b>Rates Notices</b>	SSC		Rates notices were due for payment 15 March. 5,201 reminder notices were issued on 30 March and are now due for payment by 13 April.
<b>Water Meter Reading</b>	SSC		Water meter reading is continuing. TC Debbie has caused a delay, however reading is expected to conclude by Easter, and notices are expected to be distributed to the community as planned on 8 May.

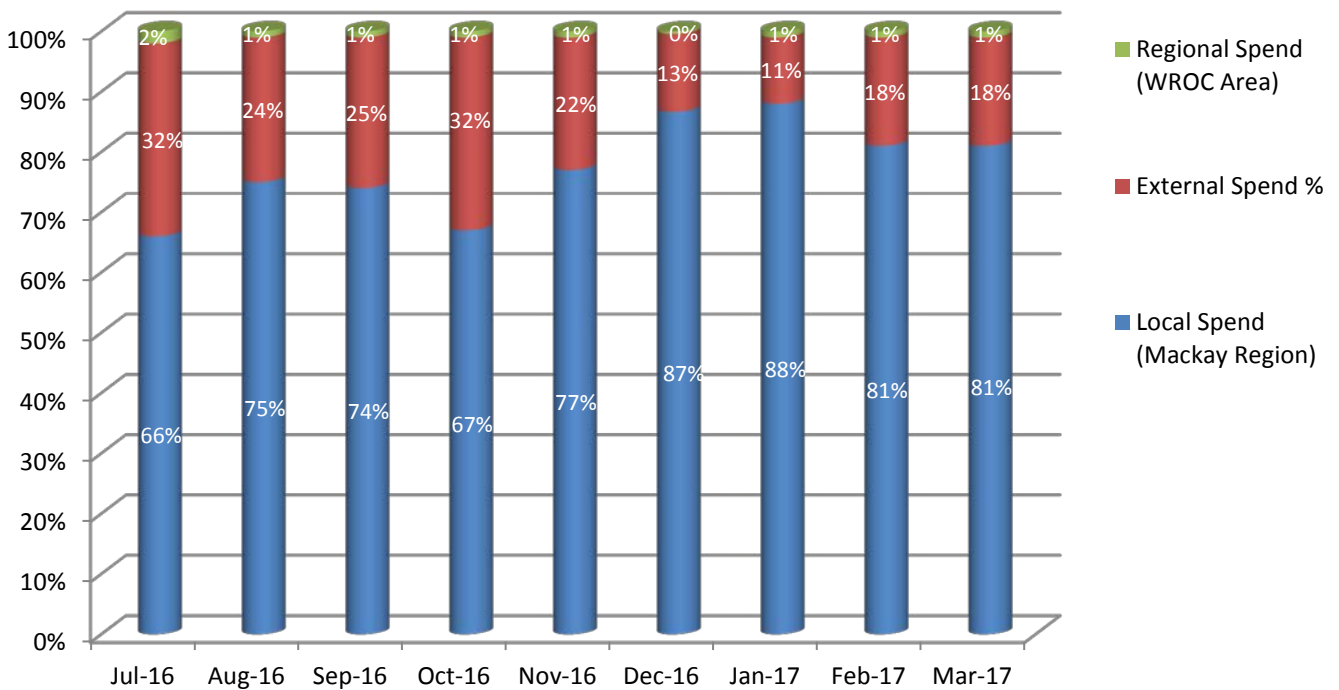
### 3.5 Procurement Services

Activity	March 2016	March 2017
Purchase Orders (PO) Raised	866	831
Line Items in POs	2442	2106
POs Received	971	919
Line Items in POs Received	3615	4053
Invoices Processed	3294	3523

Request for Quotes Issued	-	9
Tenders Issued	-	5
Tenders Awarded	-	5
Quotes Awarded	-	13

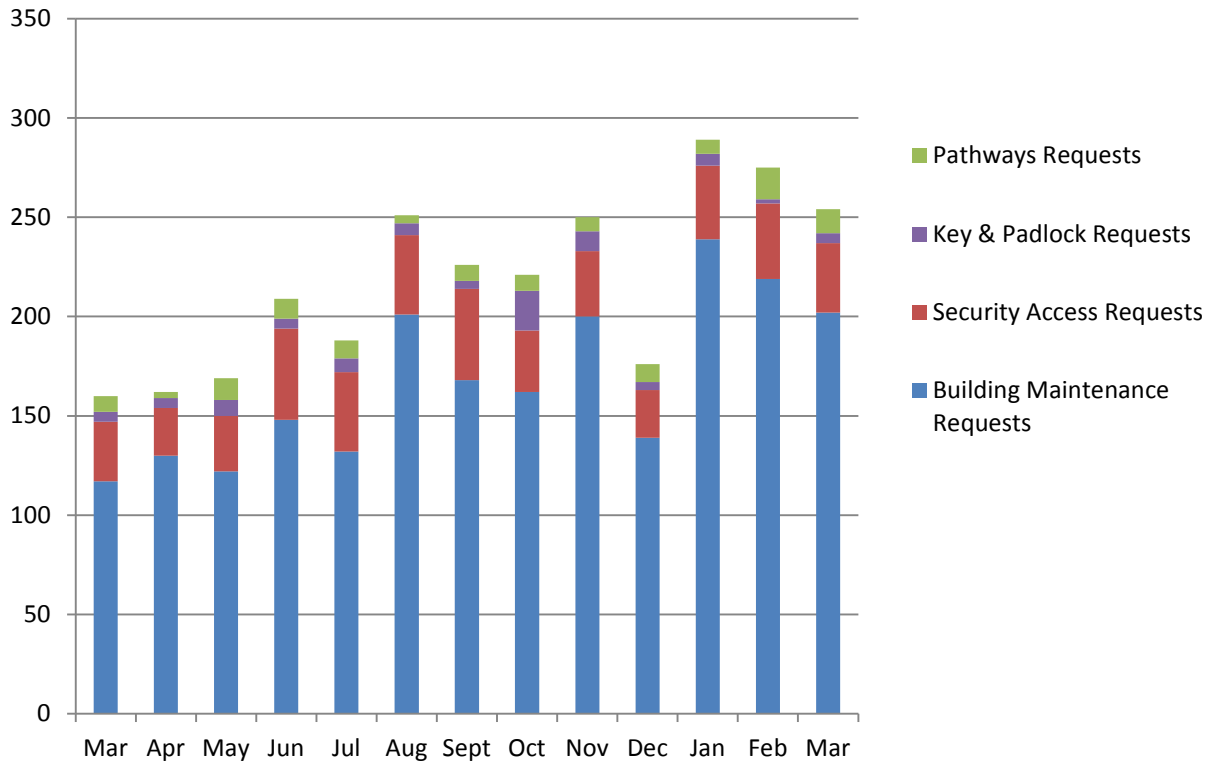
Area	Monthly Amount March 2017	Monthly %	FYTD Amount	FYTD %
Local Spend (Mackay region)	\$4,904,254	81%	\$227,275,549	78.99%
Regional Spend (WROC area)	\$13,555	1%	\$ 1,198,933	20.58%
External Spend	\$1,117,365	18%	\$ 59,235,036	.43%

Area Monthly Spend %



### 3.6 Property Services

Actioned Property Services Requests








Breakdown of Building Maintenance Requests Actioned - March 2017	Volume	% of total requests
Miscellaneous	54	26.73%
Electrical	53	26.24%
Repairs	47	23.27%
Plumbing	29	14.36%
Air conditioning	13	6.44%
Safety & Legislation	6	2.97%

Of the total number of Building Maintenance Requests received for the month of March (202), the top 3 requests related to Miscellaneous (consisting mostly of furniture, cleaning, consumables and security), Electrical and Repairs.

# 4. PEOPLE AND CULTURE

## 4.1 Key Activities

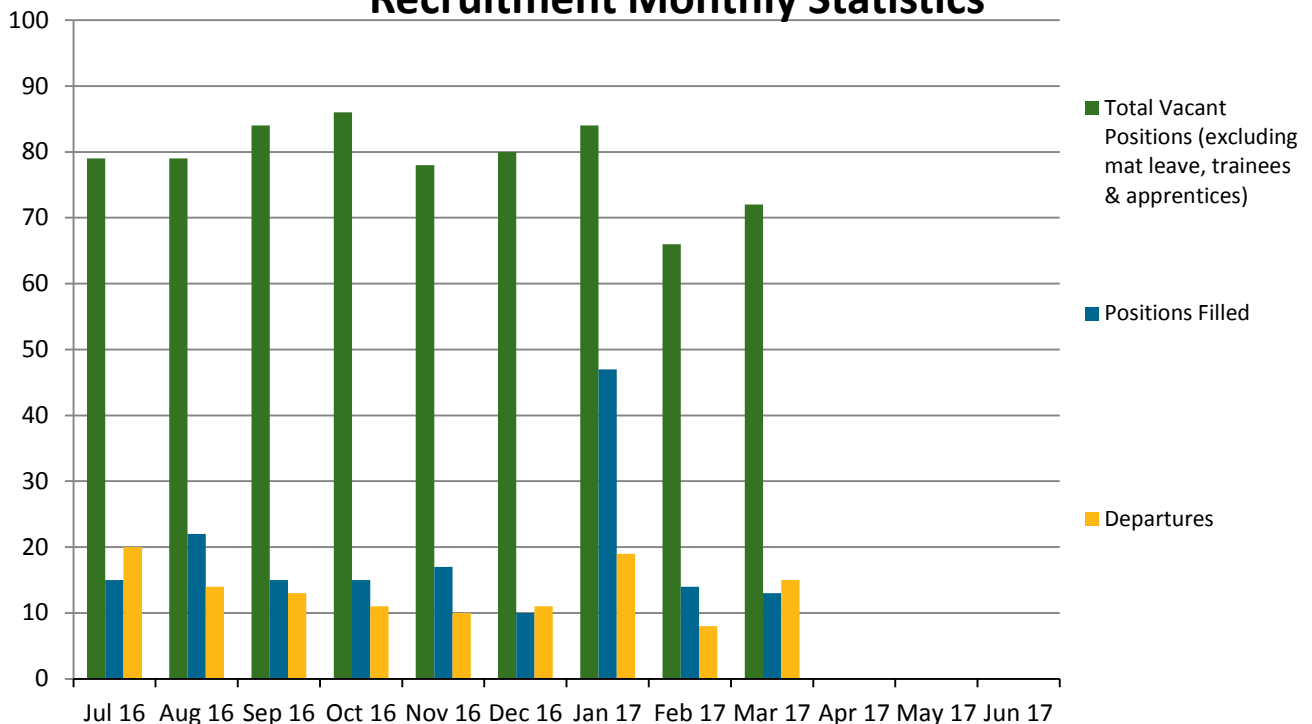
Activity	Program	Timeframe	Comments
<b>EBA Negotiations</b>	P&C		<p>The most recent Single Bargaining Unit (SBU) meeting was conducted on Wednesday-Thursday 14-15 February 2017.</p> <p>The next SBU is planned for 3-4 May.</p> <p>There is no expected delay in completing the new agreement for an effective date of 1 July 2017.</p>
<b>Training</b>	P&C		<p>A review has commenced into the Apprentice and Trainee Program with a view to increasing the opportunities for people with barriers to employment. The review outcomes are planned to change the process for the 2018 intake which commences with advertising in July 2017.</p> <p>P&amp;C staff met with State Government Dept. Aboriginal &amp; Torres Strait Islander Partnerships (DATSIP) staff to discuss employment and training aspirations for Aboriginal &amp; Torres Strait Islander (ATSI) people in the Mackay region. ATSI people have been an identified group for the purposes of removing barriers to employment. Additionally, the meeting took an overview as to the employment and training actions that might be considered in the review of the MRC Reconciliation Action Plan.</p>
<b>Cultural Development Plan</b>	P&C		<p>The current plan has been revised and a DRAFT outline strategy for 2017-2020 is planned for SLPT review on 11 April, delayed due to TC Debbie, with a FINAL DRAFT strategy planned for late-April.</p> <p>The strategy is retitled to Organisational Culture Strategy.</p> <p>This strategy will also link with several other P&amp;C strategies such as leadership development, learning and development, diversity and inclusion, and health and wellbeing which were all agreed in outline by the SLPT on 21 March.</p>
<b>HR Strategy</b>	P&C		<p>A DRAFT strategy will be presented to SLPT on 18 April 2017.</p>
<b>Health and Wellbeing Strategy</b>	P&C		<p>The Safety and Wellbeing Strategy and Action Plan were released with Part 3 being the Health and Wellbeing elements, predominantly accountabilities for P&amp;C.</p> <p>An outline of elements of the strategy was presented to SLPT on 21 March and agreed. A DRAFT strategy is expected by late-April 2017.</p>

## 4.2 Staff Contingent

Status	OMC	ECI	DS	CCS	OS	Total	Prev. Mth.
Full Time	7	366	167	109	180	829	829
Part Time	1	9	7	26	30	73	71
Apprentice/Trainees	0	6	12	7	11	36	38
Temp	0	2	5	9	10	26	27
Casual	0	2	5	83	10	100	108
<b>TOTAL EMPLOYED</b>	<b>8</b>	<b>385</b>	<b>196</b>	<b>234</b>	<b>241</b>	<b>1064</b>	<b>1073</b>
Vacant	0	33	11	16	9	69	64
<b>TOTAL</b>	<b>8</b>	<b>418</b>	<b>207</b>	<b>250</b>	<b>250</b>	<b>1133</b>	<b>1137</b>

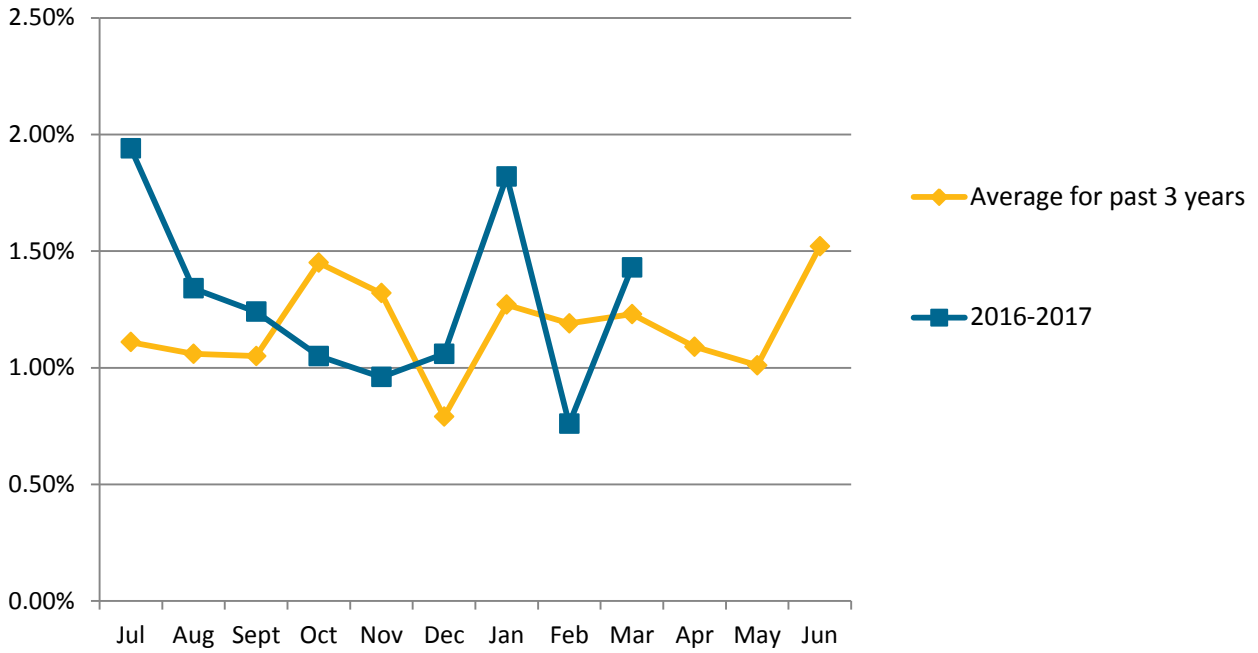
Decrease in vacant roles due to the continued review and assessment of dormant roles that are not being actively recruited to. This review will continue to occur to assess whether current demand warrants immediate replacement. Figures remain consistent.

### Recruitment Monthly Statistics



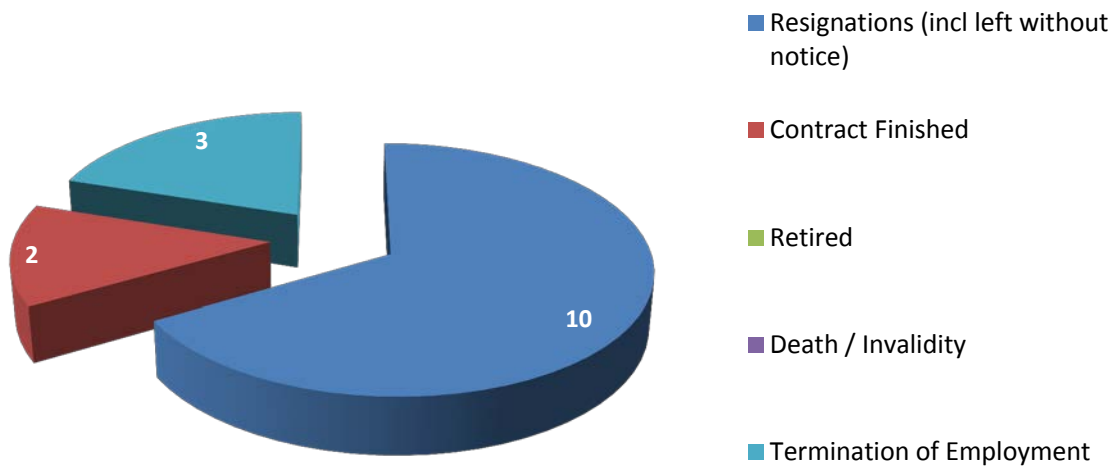
Vacant roles slightly higher than previous month due to the increase in staff turnover for March. Vacant roles will be reviewed and assessed to determine demand for replacement.

### MRC Turnover



Slight increase in run over in comparison to February however no abnormalities to report.

### March 2017



No abnormalities to report.

# 5. FINANCIAL PERFORMANCE

## 5.1 Summary Financial Position

(in \$ '000)	YTD Budget	YTD Actual	Variance
<b>Total Revenue</b>	224,789	224,147	(642)
<b>Total Expenses</b>	121,278	114,643	(6,635)
<b>Operating Surplus (BID)</b>	<b>103,511</b>	<b>109,504</b>	<b>5,993</b>
<b>Depreciation</b>	54,964	54,964	0
<b>Interest</b>	8,828	8,791	(37)
<b>Net Operating Surplus</b>	<b>39,719</b>	<b>45,749</b>	<b>6,030</b>

Operating revenue is currently behind YTD budget mainly in relation to rates and water consumption and waste disposal fees being lower than anticipated. This is being offset by lower than anticipated operating expenses which will be reviewed as part of the March budget review.






## 5.2 Financial Ratios

	YTD	Target
<b>Operating Surplus %</b>	20.4%	0% - 10%
<b>Interest coverage %</b>	2.8%	0% - 5%
<b>Net financial liabilities %</b>	-1.0%	< 60%
<b>Current ratio</b>	4.5	Between 1 and 4
<b>Asset sustainability %</b>	38.8%	> 90%
<b>Capital expenditure ratio</b>	0.80	> 1.1 times


















During the financial year the ratios are distorted due to the timing of payments and the recognition of revenue. These ratios will adjust during the year to better reflect targets.

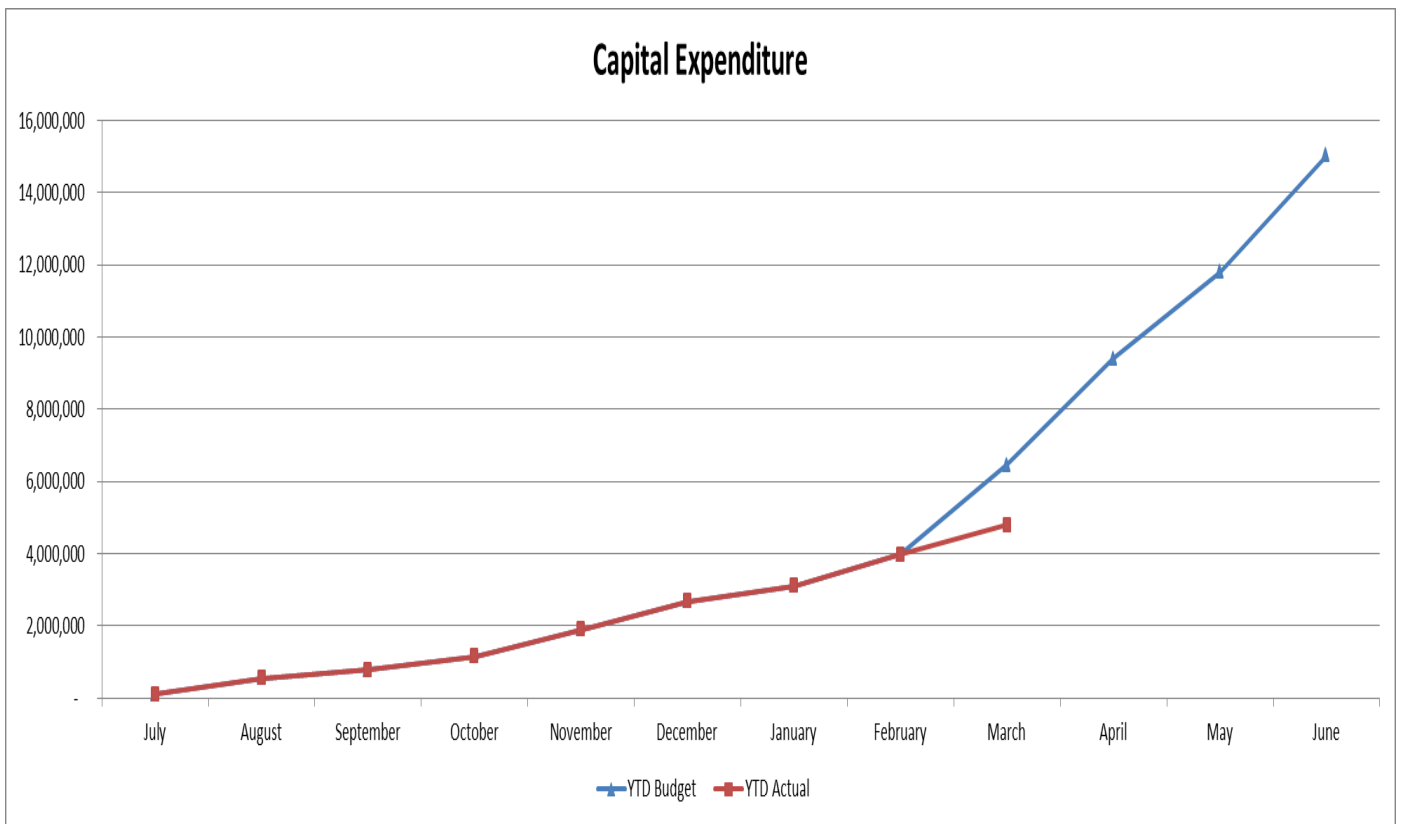
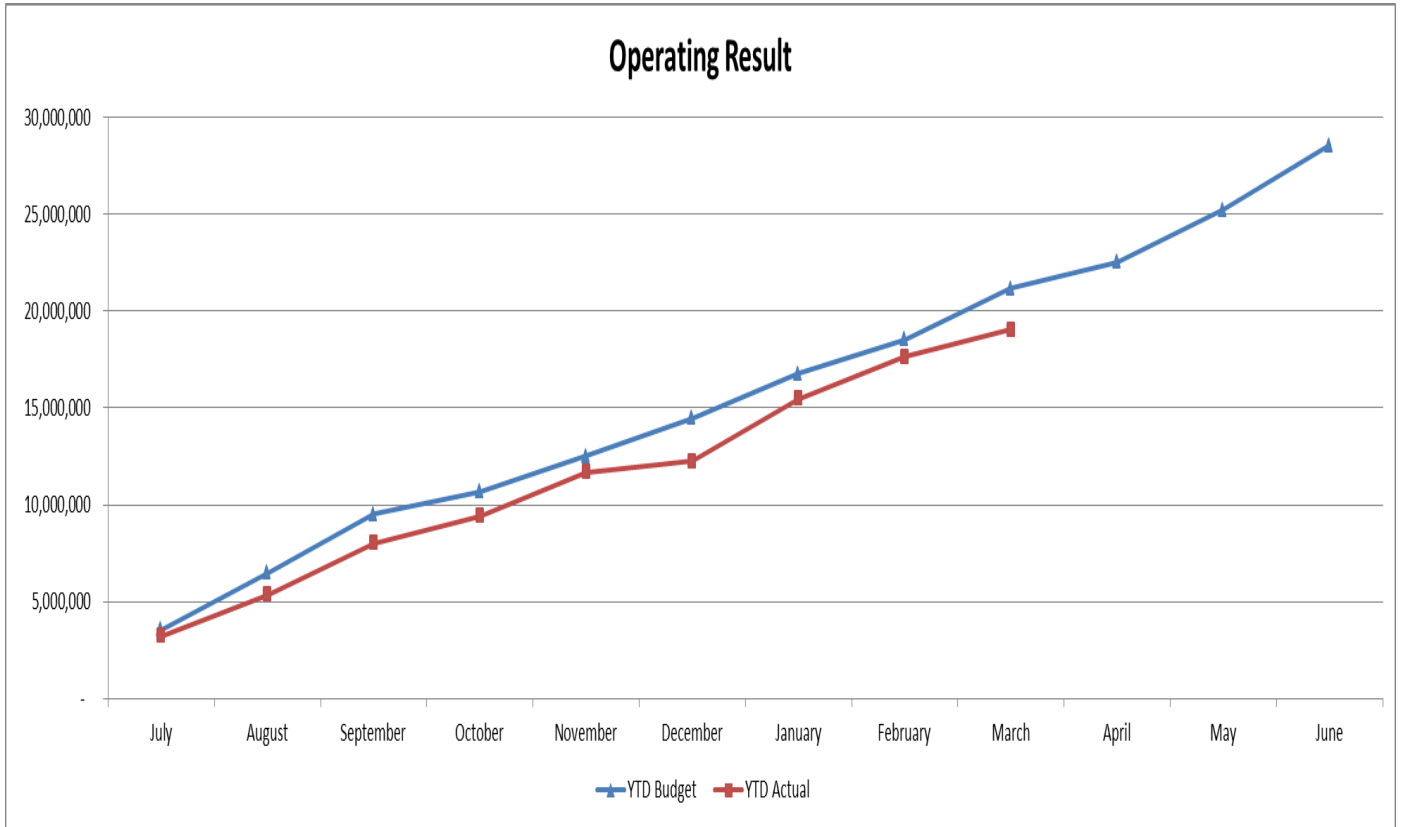
The asset sustainability ratio is not forecast to reach target due to council's relatively new asset base, resulting in a low risk of requiring significant spends on renewals.



 % Variance from YTD Budget  
 Actuals more than 10% over YTD Budget  
 Actuals between 5% and 10% over YTD Budget  
 Actuals between 5% over and 10% under YTD Budget  
 Actuals between 10% and 50% under YTD Budget  
 Actuals more than 50% under YTD Budget

## 5.3 Program Financial Position

<u>Operating Result</u>	<u>AMD Budget</u>	<u>YTD Budget</u>	<u>YTD Actual</u>	<u>YTD Variance</u>	<u>%</u>	<u>Comments</u>
3.01 - Organisational Services Management	543,858	321,534	271,180	(50,354)	84%	 Some expenditure forecast for Q4 - on track.  Lower expenditure due to: 1. No spend on IR costs as yet as bargaining is not at that point 2. No spend on CDP as that is being rewritten but costs will be incurred before end of FY. 3. Q3 review did result in some budget reductions to reflect expected spend in Q4.
3.02 - People & Culture	1,708,823	1,141,021	981,464	(159,558)	86%	
3.03 - Financial Services	2,735,297	1,575,252	1,533,710	(41,542)	97%	 On track with some minor savings in wages  Maintenance of equipment - costs are unknown as funding allows for reactive and proactive servicing and repairs.
3.04 - Procurement & Plant	(4,583,575)	(3,950,301)	(2,988,528)	961,773	76%	
3.06 - Governance & Safety	3,340,292	2,724,829	2,673,958	(50,872)	98%	 On Track  On Target  On Track
3.07 - Asset Management	1,138,584	733,451	692,339	(41,111)	94%	
3.11 - Property Services	8,167,484	5,892,302	5,706,565	(185,737)	97%	 Driven by timing difference in resource fee recovery and service charge payment.  Efficiency gains from SSC model  Software renewals coming due over next 3 months will see budget back on target, and we have handed back \$134K in MBR.
3.15 - Works For Queensland Funding Project	-	-	(812,680)	(812,680)		
7.01 - Shared Services Centre Management	2,040,834	2,226,100	1,949,294	(276,806)	88%	 On track for EOFY
7.02 - Shared Services Centre Employees	9,491,017	6,905,134	5,948,142	(956,992)	86%	
7.03 - Shared Services Centre Information Services	4,553,094	3,608,555	3,074,625	(533,930)	85%	
<b>TOTAL OPERATIONAL</b>	<b>29,135,708</b>	<b>21,177,878</b>	<b>19,030,069</b>	<b>(2,147,809)</b>	<b>90%</b>	
3.04 - Procurement & Plant	9,799,877	4,641,343	3,190,208	(1,451,135)	69%	 Delivery timeframe for a number of larger items of plant have been deferred to next FY. Delivery of plant continuing together with quoting of final items for replacement  On Target  Three of the programs larger capital projects have been delayed through design change resulting in decreased construction time and project spend.  Budget re-allocation post Q3 Review  On track for EOFY
3.07 - Asset Management	5,610	2,438	2,438	-	100%	
3.11 - Property Services	3,355,414	577,517	498,310	(79,207)	86%	
3.15 - Works For Queensland Funding Project	-	4,000	46,855	42,855	1171%	 Apart from plant replacement, capital expenditure expected to be at or close to budget by EOFY
7.03 - Shared Services Centre Information Services	3,031,130	1,245,944	1,055,719	(190,225)	85%	
<b>TOTAL CAPITAL</b>	<b>16,192,031</b>	<b>6,471,243</b>	<b>4,793,530</b>	<b>(1,677,713)</b>	<b>74%</b>	



## 5.4 Key Activities

Activity	Program	Timeframe	Comments
<b>Budgets &amp; LTFF</b>	Finance	🌟	The 2017/2018 budget is well underway. SLPT has spent significant time reviewing submitted budgets. This will continue in April.
<b>Statutory Reporting</b>	Finance	🌟	The monthly strategic financial report for February was presented to council in March.

# 6. BUSINESS IMPROVEMENT

## 6.1 Business Improvements

Description	Program	Timeframe	Comments
<b>Enterprise Risk Management (ERM) Review</b>	G&S	🌟	Development of a new strategic risk report and supporting workflows has been the focus for this month. Documentation of procedures and policy for all ERM activities continues.
<b>Policy Review Project</b>	G&S	🌟	Policy Review Project is continuing with aim to make all outstanding policies current by the end of the financial year.
<b>New Complaints Management Process</b>	G&S	🌟	The development and implementation of this project has been finalised and operational. Project has been completed.
<b>Emergency Control Organisation</b>	G&S	🌟	The closure of this project has been endorsed, with Emergency Control Organisations an operational function of the Governance and Safety Program.
<b>Safety and Wellbeing Strategy</b>	G&S	🌟	This has now in the implementation phase with the first quarterly report due in April 2017.
<b>Direct Debits and Third Party Authorities via telephone</b>	SSC	🌟	As of 23 March, customers can now set up/amend/cancel a direct debit or third party authority via telephone. This removed the need for hard copy forms to be completed which was inconvenient for customers and an administrative burden on staff.

# 7. PROJECTS

## 7.1 Internal Projects





### OPEX Projects

Project	Program	Budget	Timeframe	Comments
<b>Bridge and Culvert Audit</b>	AM	★	★	Additional functionality has been added to the Asset Maintenance Management system to provide mobile asset condition assessments for culverts.
<b>Asset Valuation Planning</b>	AM	★	★	The Buildings asset class is being revalued for the FY2017 financial statement. External Valuer has begun work, and we are expecting timely delivery.
<b>Flood Mitigation and Stormwater Strategy</b>	AM	★	★	The linework for Mackay North has been completed. Additional work is required in Mackay South and West.
<b>Insurance Lists</b>	AM	★	★	The Asset Register has been updated to better track and report Assets to be insured. This will be very useful in the future to rationalise our level of insurance.
<b>Asset Management Plans</b>	AM	★	★	Asset Owners from all classes have been provided the opportunity to be part of training to write Asset Management Plans.
<b>Capitalisation Process Improvements</b>	AM	★	★	As part of the migration to the new Asset Register, the process by which assets are capitalised was reviewed and streamlined.
<b>Holistic Asset Management</b>	AM	★	★	The CEO has identified Asset Management as one of two major areas of focus for FY2018. The first step will be a gap analysis between current and desired state. This is currently being scoped.
<b>Air Conditioning and Cleaning Tenders review</b>	PS	★	★	Works will commence in May for air conditioning tender to be finalised by September. Cleaning tender review submitted to Procurement & Plant.
<b>Entertainment Centre Capital Projects review</b>	PS	★	★	Fire systems project – Consultant has been engaged to oversee all aspects of fire system upgrade works. Roof coating works (Thermoshield) to be tendered, included with Works for Queensland.
<b>Ergon Access keys</b>	PS	-	★	Costings have been received. Awaiting advice from Parks for approvals to proceed.

## 7.2 Capital Projects




Project	Phase	Project % Completion	Budgeted Project Cost \$	Actual Spent \$	Time	Comments
<b>Office refurbishments for 42 Wellington Street and Gordon Street</b>	42 Wellington Street and Gordon Street complete.	90%	Budgeted \$339,428	\$283,348	★	All works have been completed with the exception of frosting of office windows.
<b>City Library re-development.</b>	Old City Library Tender	25%	Budgeted \$667,350	\$55,094	★	Have received scope of works. This will be checked and sent to Procurement to send out for three prices.
<b>Council car parking</b>	Design and consultation	80%	--	-	★	Waiting on vehicle commuter use policy finalisation. Have vehicle stickers and signage templates ready.
<b>Gordon White Library office refurbishment</b>	Construction	95%	\$102,000	\$7,028	★	Works will be complete by week ending 14 April. Waiting on final invoice. This is a third party project for Property Services and not under our budget.
<b>Artspace shop and gallery upgrade</b>	Construction	95%	\$110,000	\$118,701	★	All works have been completed with the exception of the carpets in the Foyer. This will be installed in May
<b>SES Facility at Ness Street</b>	Design / Tender	45%	\$586,010	\$1,523	★	Draft scope and specifications for removal and construction of the SES Facility have been received. Tender documentation will now be arranged.  Waiting on direction from Procurement & Plant regarding removal of underground fuel tanks.

Project	Phase	Project % Completion	Budgeted Project Cost \$	Actual Spent \$	Time	Comments
<b>Heritage Asset Management Plan for the Greenmount Homestead</b>	Construction	85%	\$27,000	\$17,010		Historical Management Plan recommendations reviewed with remaining funding allocated to priority work.
<b>Sarina depot wash bay</b>	Design	30%	\$909,536	\$18,720		Contracts for tender to be released 25 March. Closes 20 April.  Sarina Depot wash bay & security fence/gate.  Awaiting confirmation from contracts re: engagement process for security/fence works.
<b>Mirani depot wash bay</b>	Design	30%	\$524,203	\$25,106		Contracts for tender released 25 March. Closes 20 April.  Mirani Depot wash bay & security/gate  Tech services engaged for civil work design – sealing and exit works.
<b>Removal of number 5 and 7 Goldsmith Street houses</b>	Council approval	30%	\$24,000	\$109		One Tender submission was withdrawn. Procurement are negotiating with remaining Tender. Waiting outcome and instructions from Procurement.
<b>Ness Street Depot dilapidation report</b>	Complete	100%	\$16,000	-		Dilapidation report received.
<b>MECC electrical boards</b>	Construction	80%	\$50,500	\$32,736		Works ongoing. Waiting on materials and opportunity to complete the works.
<b>Plant Replacement Program</b>	Ongoing	56%	\$9,728,598	\$5,427,275		Delivery timeframe for a number of larger items of plant have been deferred to next financial year.  Delivery of plant continuing together with quoting of final items for replacement.

Project	Phase	Project % Completion	Budgeted Project Cost \$	Actual Spent \$	Time	Comments
<b>ECM / Finance 1 Ci Anywhere</b> Enterprise content management system and financial system upgrades to enable functional improvements in integration and mobility.	Implementation	55%	\$901,080	\$339,045		On track and on budget. User acceptance testing to commence 11 April.
<b>Firewall Phase 2</b>	Implementation	95%	\$215,452	\$57,468		Final configuration and fine tuning tasks underway. Firewalls in production. Old firewalls have been decommissioned.
<b>Exchange Online</b> Movement of email to industry standard provision, offering improved, secure mobile access.	Implementation	50%	\$376,383	\$206,087		Progressing well. Azure cloud environment complete, mail flow testing underway.
<b>Windows 10 Standard Operating Environment / Internet Explorer 11 / Office 2016</b> Movement to industry standard provision and improvements in security and corporate application integration.	Implementation	Windows 10 20%  IE11 90%  Office 2016 50%	\$20,000	\$15,377		Focus placed on IE11 and Office 2016 due to dependencies with Ci Anywhere. IE11 first round user acceptance testing complete. Office 2016 testing to commence on 6 April.

# 8. REGULATORY COMPLIANCE

## 8.1 Financial Compliance

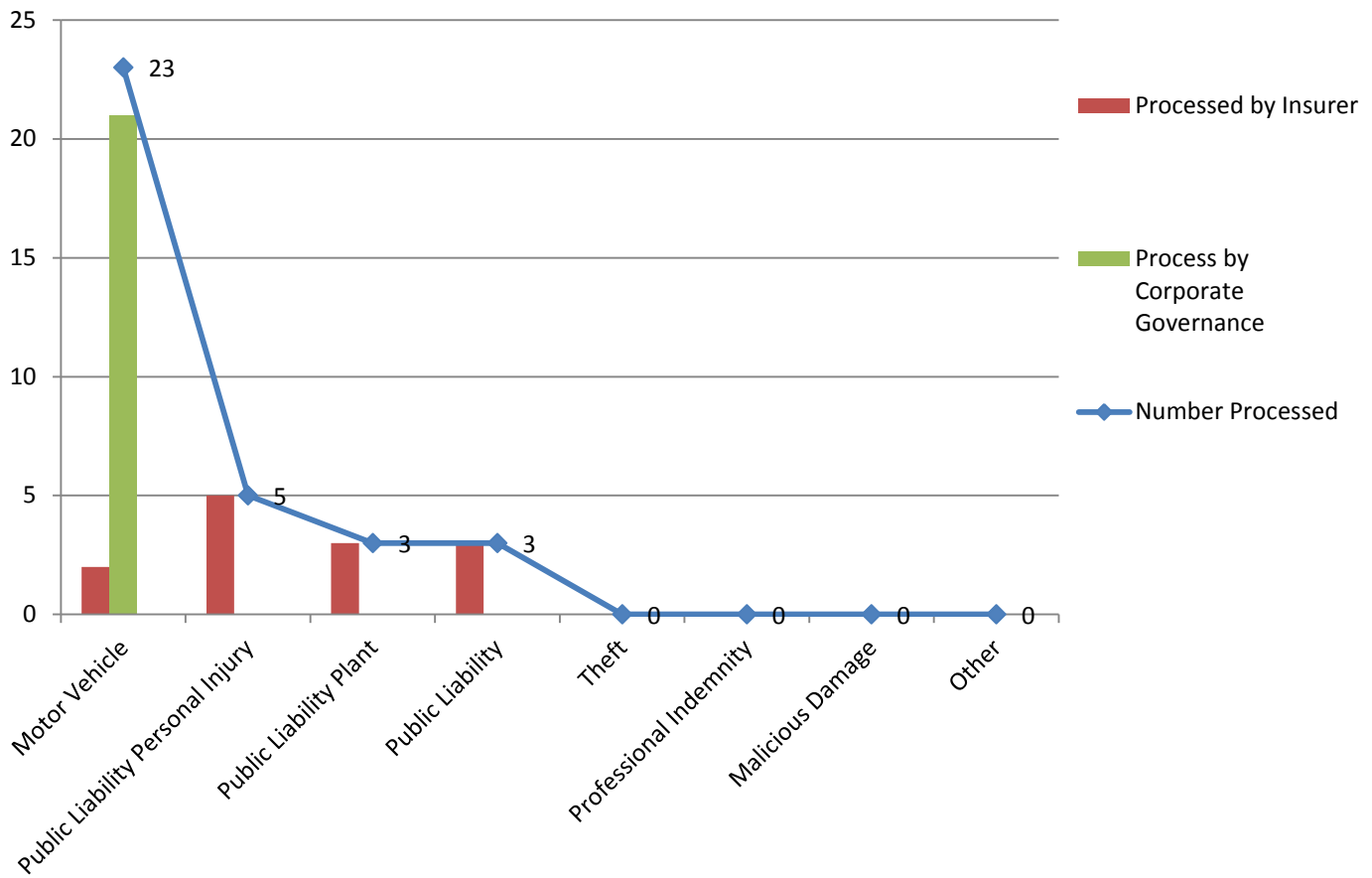
Description	Program	Timeframe
<p>Manage capital and operational budgets to achieve the benchmark Local Government financial sustainability ratios, including the operating surplus, net financial liabilities, and asset sustainability ratios.</p> <p>Measure: Completion of Long Term Financial Forecast including applicable ratios</p>	Finance	
<p>Provide relevant and useful information to Council, stakeholders and clients.</p> <p>Measure: Production of monthly strategic financial reports</p>	Finance	
<p>Provide relevant and useful information to Council, stakeholders and clients.</p> <p>Measure: Number of high risk audit issues</p>	Finance	

## 8.2 Corporate Governance

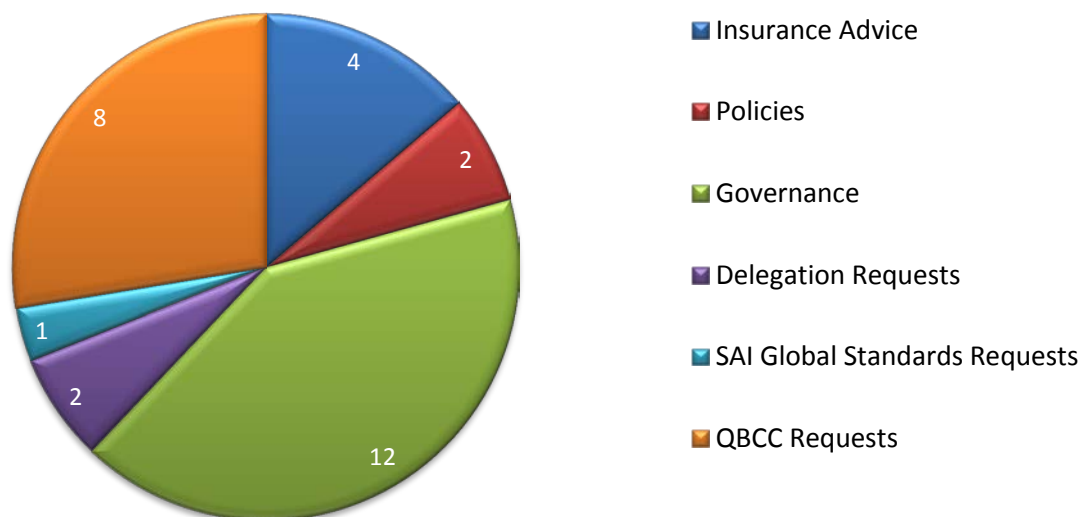
Activity	Program	Comments
<b>Right to Information</b>	G&S	<ul style="list-style-type: none"> <li>2 RTI Applications were received during March both of which related to dog complaints</li> </ul>
<b>Policy reviews</b>	G&S	<ul style="list-style-type: none"> <li>8 policy reviews finalised during March.</li> </ul>
<b>Corporate Governance Investigations</b>	G&S	<ul style="list-style-type: none"> <li>3 internal reviews completed consisting of                             <ul style="list-style-type: none"> <li>– 2 information privacy complaints</li> <li>– 1 regarding a rates review</li> </ul> </li> </ul>



### Insurance Claims Processed during period 1.03.17 - 31.03.17



### Inquiries - March 2017






\* The above graph indicates the number of administrative action complaints received and the complaint types as recorded in the Complaint Management System (CMS).

## 8.3 Internal Audit









Internal Audit Reviews Underway	Status	Time	Comments
<b>Lease Management</b> <ul style="list-style-type: none"> <li>Review the management of leases to ensure compliance and identify potential inefficiencies</li> </ul>	In Progress	🌟	Field work approx. 70% complete - scheduled for completion by end of April.
<b>Cyber Security</b> <ul style="list-style-type: none"> <li>Review adequacy of controls in place to identify, respond and recover from cyber security events.</li> </ul>	In Progress	🌟	Procurement arrangements finalised to engage a specialist audit service provider to undertake this review.
<b>Community Grants and Sponsorships</b> <ul style="list-style-type: none"> <li>Review the adequacy of systems and procedures in place for the advertising, awarding of and validation of Community Grants &amp; Sponsorship.</li> </ul>	Completed	🌟	Final report tabled to CEO and Audit Committee on 6 April.

Internal Audit Reviews Underway	Status	Time	Comments
<b>Conflict of Interests –Councillors</b> <ul style="list-style-type: none"> <li>Review the systems and processes in place for the management of councillor conflict of interest.</li> </ul>	Completed		Final report tabled to CEO and Audit Committee on 6 April.

Other Internal Audit Activity	Comments
<b>2016-17 Internal Audit Plan</b>	Other audits to be conducted in 2016/17 include: <ul style="list-style-type: none"> <li>Legislative Compliance</li> <li>Major venues</li> </ul>

## 9. LAND & BUILDINGS

### 9.1 Building Maintenance

Description	Program	Budget	Timeframe
Property Services installed/upgraded the Artspace staff office area, adding in additional wall cupboards, raised fixed desks and adding additional cupboards in the kitchen.	PS		
Property Services conducted pre-cyclone works. Erecting shutters on the Admin building (Sunday 26/3); and test running all generators to ensure Disaster Management, Admin buildings, and Evacuation Centres would continue to function if mains power was lost.	PS		
New Zip urinal flush system has been installed at Gordon white library. Old system was faulty and was causing problems with the drainage.	PS		
Stormwater drain leak at Paget administration has been identified and fixed. New section of piping and joins have been installed.	PS		

## 9.2 Land & Tenure

Description	Program
Met with Koumala Basketball Association and Koumala Gymkhana to commence proceedings into formalising land tenure.	PS
Preparations for Land Tenure Workshop continued and date has been set for Thursday 20 April.	PS
Investigations into leasing a section of land of 13-17 Holack Street North Mackay has commenced with tender being advertised in April.	PS
Tender of Lot 600 Sugarshed Road, Erakala for grazing purposes advertised.	PS
Tender of Lot 100 Walkerston-Palmyra Road, Homebush for grazing purposes advertised with submission being evaluated.	PS
Renewed leases:- <ul style="list-style-type: none"> <li>• Mackay Choral Society Inc.</li> <li>• Mackay District Rugby Union Inc.</li> <li>• Citibeach Volleyball</li> <li>• Black Mountain telecommunication towers x 5</li> <li>• Mirani Caravan Park and Swimming Pool.</li> <li>• SunWater and Telstra antennae located on water tower in Mirani.</li> <li>• PSBA – Habana Rural Fire</li> </ul>	PS