

Operational Plan Quarterly Report

Second Quarter 2020-2021

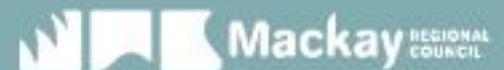


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Introduction

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

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

This report is for the second quarter ending 31 December 2020 and is presented to the ordinary meeting of Council on 24 February 2020.

Message from the Chief Executive Officer

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

Some key highlights have been:

- To the end of December Council recorded a total of three Lost Time Injuries (LTI's) resulting in 40 days of lost time. Whilst an improvement on 2019/20, safety remains an area for focus and continued improvement.
- A good sign of the safety focus was the Parks, Environment & Sustainability program achieving 6 months LTI free to the end of December.
- Council has received and endorsed both the audited Financial Statements for 2019/20 (unmodified audit opinion), and the 2019/20 Annual Report.
- The local development industry appears to be very strong with Council recording a 200% increase in the number of Operational Works applications and Minor Works permit applications YTD compared to the previous year. Development Application numbers are also generally higher than previous years.

- The Water Industry Worker (WIW) Pilot Program won the 'Organisational Excellence Award' category at the Australian Water Association Queensland Water Awards.
- Completion of the North Mackay Rotary Lookout project.
- A successful Doing Business with Council public information session was well attended, and conducted at the MECC under COVID-safe conditions
- The MECC hosted the first fully in-person conference in QLD since COVID-19 restrictions were introduced.
- In preparation for the cyclone season, Cyclone Saturday was successfully held at Caneland Central.

Michael Thomson
Chief Executive Officer

Our Key Achievements

OFFICE OF THE MAYOR AND CHIEF EXECUTIVE OFFICER

Michael Thomson, Chief Executive Officer

Executive Office | Legal Services

- Corporate safety continues to be a priority. The Safety Action Plan is being implemented on target and there are positive downward trends in the Council's Total Recordable Injury Frequency Rate.
- Council has received and endorsed both the audited Financial Statements for 2019/20, and the Annual Report.
- Council continues to work well with GW3, the local economic development body. The Quarter saw GW3 welcome a new Chairperson, the selection of which was undertaken by the Mayors of the three Councils, underpinning the close working relationship.
- Works for Queensland funding projects (both Round 3, and COVID round) are well progressed, with an internal Project Control Group coordinating to ensure full spend.
- Council meetings continued within restricted parameters within the MECC, however 2021 will bring some normality to operations with the ability to move back to the Chambers under a COVID-Safe Plan.
- External funding continues to meet targets, assisted by an extra \$4.3M announced for Council under the Federal Government's Local Roads & Community Infrastructure Funding program, requiring quick delivery by December 2021 as an economic stimulus.
- Overall the key legal aspects continue to be met by Council's team, including some major contract disputes and other development challenges.

COMMUNITY AND CLIENT SERVICES

Angela Hays, Director Community and Client Services

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

- The MECC hosted the first fully in-person conference in QLD since COVID-19 restrictions were introduced.

- Successful delivery of the 2019-2020 Annual Report, with collaboration from all MRC business units. The report was compiled and designed inhouse.
- Delivery of the major Spring Fit health challenge marketing campaign delivered in partnership with Star 101.9.
- MECC staff commenced accessing online hospitality training through the Typsy platform. This began ahead of schedule due to State Government funding for all Queensland Tourism Industry Council (TQIC) members. Feedback has been exceptional, with the platform providing engaging learning experiences from some of the world's best hospitality instructors.
- The Get Ready Mackay campaign was delivered across multiple platforms, utilising radio advertising, a jingle, social media, and targeted messaging to community groups to spread the word, as well as a dedicated webpage. Cyclone Saturday was also run at Caneland Central.
- Person-Centred Emergency Preparedness workshops were run and proved extremely successful, with follow-up sessions and drop-in sessions across the library network scheduled to meet demand.
- Pest Management Officers continued to work hard responding to wild dog and pig complaints across the region, assisting land owners with baiting and trapping. This has helped reduce numbers during this period when wild dogs and pigs are highly mobile.
- Local Laws Officers have completed more proactive animal patrols than expected due to an increased number of days of fine weather.
- Artspace opened the 'Jabu Birriny [Land + Sea]' touring exhibition in partnership with Flying Arts, including education, professional development and public programs attracting 135 participants.
- NAIDOC week celebrations included an art exhibition from the region's Indigenous youth from the region which was well visited in JCC foyer throughout November.

DEVELOPMENT SERVICES

Aletta Nugent, Director Development Services

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

- The inaugural Mackay Recreational Fishing Strategy Steering Group meeting was held on 30 November 2020. The formation of the Steering Group ensures momentum is maintained in implementing strategy actions, which will achieve positive outcomes for the recreational fishing sector in our region. The next meeting will be held in March 2021.
- Mackay Regional Council has attracted elite-level women's sporting events to the region from a range of codes including basketball, cricket and AFL. Mackay was fortunate to host some of Australia's elite women's basketball players in November as part of the 2020 Chemist Warehouse WNBL season. In October Council announced that we have entered into a three-year agreement with the Brisbane Heat to promote our region by delivering a number of Rebel Women's Big Bash League matches in Mackay in 2021 and 2022. We also look forward to welcoming back the Gold Coast Suns Women's AFL team (as part of our four-year agreement) for a game on February 13, 2021.
- There has been a 200% increase in the number of Operational Works applications and Minor Works permit applications received so far in the 2020/21 financial year compared to the same time in 2019/20. Development application numbers generally were higher in 2020 compared to the previous 4 years.
- Development Assessment has received more applications in 2020 than in the previous four years, while meeting legislative timeframes on most occasions.
- Council adopted amendments to three planning scheme policies (Open Space, Landscape and Stormwater Drainage Design) and made a new Planning Scheme Policy on Water and Sewerage design requirements.
- Version 3.1 of the Mackay Region Planning Scheme commenced on 9 November, incorporating updated flood hazard mapping and other minor and administrative amendments.

- Council adopted amendments to the Adopted Charges Resolution, Facilitating Development Policy, Tradeable Development Rights Policy, and the Voluntary Mechanism for Stormwater Quality council policy in December 2020.
- Council conducted a detailed analysis of industrial land market drivers, trends and requirements to plan for industrial land for the next 20 years. An independent report, endorsed by Council in October 2020, provides recommendations to guide appropriate strategic planning initiatives. The report confirmed the strong industrial base, world class companies and research institutions in the Mining Equipment, Technology and Services (METS) sector and significant bulk port and coal terminal facilities that are major strengths that will continue to support and attract industries to the Mackay region.
- The Parks, Environment & Sustainability program achieved Safety Reward Level 1 after being Lost Time Injury (LTI) free for six months in the period leading up to the end of December 2020.

CAPITAL WORKS

Jim Carless, Director Capital Works

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

- Field Services completed construction of various projects throughout the quarter including Denton Street pavement rehabilitation, Milton St / Alfred Street intersection water main replacement, Gorge Road pavement upgrade & Victoria, Alice and Barbara Street culvert replacements at Mirani.
- Completion of the North Mackay Rotary Lookout project in December. This project was hindered by Covid impacts and also various latent conditions which delayed the final completion and increased the scope of works.
- Completion of the MECC Roof Drainage project. This was a project that was delivered below budget and will expand the stormwater capacity of the MECC roof drainage system. This was successfully undertaken by a local plumbing company.
- Awarding of several large projects including the following:
 - Patch Street and Cyril McKie Court Pavement Rehabilitation.
 - Sarina Northern Drainage.

- 5th Lane Reconstruction.
- 6 River Street Demolition.
- Animal Management Centre.
- CBD Footpaths (Gordon, Nelson and Wellington Street's).
- Haliday Bay Footpath and Boat Ramp Carpark and Murray Creek Boat Ramp Carpark.

ENGINEERING AND COMMERCIAL INFRASTRUCTURE

Jason Devitt, Director Engineering and Commercial Infrastructure

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

- Improvement in the waste collection services is occurring with a reduction in the number of missed services.
- Vegetation special maintenance works have been completed in the Chain Street and Kilgour Street open drains. Reprofiling/removal of sand build up in the Cod Hole Drain Beach Outlet commenced mid-November using contract resources.
- The bi-annual RACAS Condition Assessment run throughout the whole Unsealed Road Network is now completed.
- The heavy patching (pavement repair) works on the Sealed Road Network is continuing with both preparation for the upcoming resurfacing projects and for local road maintenance.
- Mirani Weir, Marian Weir and Dumbleton Weir are all at or above 100% capacity at present.
- Water usage per equivalent population per day in Marian/Mirani continues to increase compared to Mackay and Sarina. Marian/Mirani usage is 60% over the target amount of 200 L/p/d and 28% more than the Mackay average water consumption for the month. Further analysis of the high usage is ongoing.
- Development of the Mackay Sewer Strategy 2020 – 2046 Workshop was held on 22 October 2020 with a project briefing delivered to the Executive Leadership Team (ELT) in November.
- The Water Industry Worker (WIW) Pilot Program won the 'Organisational

Excellence Award' category at the Australian Water Association Queensland Water Awards.

ORGANISATIONAL SERVICES

Kylie Lamb, Director Organisational Services

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

- An external review of the corporate frameworks for enterprise risk, corporate performance planning and policies was progressed this quarter and is expected to be completed in January 2021. Implementation will commence once the report's findings and recommendations are considered by Council.
- Annual strategic risk reviews and corporate performance planning activities nearing completion.
- The QAO audit and certification of the 2019/20 annual financial statements were completed, with an unmodified audit opinion.
- Improvements to MRC's safety incident management system were finalised in December. These changes allow for better data analysis, improved monitoring of new lead indicators and a streamline user interface to enhance user experience.
- The annual 'Doing Business with Council' public information session was held on 12 October 2020. This session provided external stakeholders with information on Council's new contractor safety management initiative, Chain of Responsibility requirements, responding to MRC tenders, upcoming projects and service/supply opportunities. This session was well attended and appreciated by the attendees.

Actions Below Target

Action	Evaluation	2020/21 Target	Second Quarter (% complete)		Responsibility	Commentary
			Target	Actual		
Develop a conservation management plan/asset management sub-plan to guide future investment in Greenmount Homestead and its collection.	Plan developed and exemption certificates obtained.	30/06/2021	50%	25%	Community Lifestyle	Scope of works document drafted and awaiting heritage expertise from Strategic Planning before engaging consultant. Project on track to complete in FY 2020/21, meeting the Q4 target.
Continue placemaking efforts across Mackay and other townships and centres.	Number of projects.	4 projects	25%	0%	Economic Development & Tourism	With the close-out of the Façade Program, work is commencing on this program with a rollout occurring over Q3 and Q4. This item is expected to be on track in Q3.
Prepare a design guideline for the Mackay Waterfront.	Completed design guideline.	30/06/2021	50%	25%	Strategic Planning	MRC intends to postpone delivery of Mackay Waterfront design guideline to next financial year (Q3 21/22) due to reprioritisation of resources, representing a minor project impact.
Ensure all actions at various phases of operational works application are compliant with legislated timeframes.	Actual timeframes meet key performance indicator (KPI) timeframes.	100%	50%	45%	Development Engineering	One instance of legislative timeframe for 'Decision Notice' was exceeded due to increased workload requirements. Existing processes are in place to avoid exceeding timeframes.

Action	Evaluation	2020/21 Target	Second Quarter (% complete)		Responsibility	Commentary
			Target	Actual		
Respond to client requests in line with agreed timelines.	90% client requests are responded to within agreed timelines.	90%	50%	43%	Civil Operations	Civil Operations has again been unable to meet this stretch KPI due to the continuing challenge of delivering both customer requests and internal generated requests resulting from our proactive defect inspection process - a renewed focus on prioritising customer requests has commenced. It is expected that this measure will not be on track for Q3.
Deliver and track progress of capital works program each month.	90% delivery of the capital works against the original budget - allowing for change control.	30/06/2021	50%	30%	Capital Works Directorate	Lower than expected spend due to slippage of a number of projects. Recovery plan being implemented to move capital in and out of the program and the reforecast program will reflect this following adoption of the December Budget Review.
Create high-performance teams-focused organisational culture leveraging previous values-based culture initiatives.	Design high performance culture and supporting tools.	31/12/2020	100%	0%	People & Culture	Deferred to FY2021/22 due to the High-Level Values Review.
	Communicate intention of culture change and baseline data established.	31/03/2020	50%	0%	People & Culture	Deferred to FY2021/22 due to the High-Level Values Review.
	Roll out culture education.	30/06/2021	25%	0%	People & Culture	Deferred to FY2021/22 due to the High-Level Values Review.
Review the MRC ICT Strategy 2020-2023.	Review of the MRC ICT Strategy 2020-2023 is completed, and an updated strategy is prepared and approved by SLPT.	31/12/2020	100%	50%	Information Services	Small delay in finalisation. Expectation for delivery in Q3.

Action	Evaluation	2020/21 Target	Second Quarter (% complete)		Responsibility	Commentary
			Target	Actual		
Implement a position profiling process.	Position profiling process implemented.	30/06/2021	50%	10%	People & Culture	Implementation deferred to January 2021 due primarily to COVID-19 impacts. Anticipated result in Q4 of 75%.

Our Performance - Status of Operational Plan Actions

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

Corporate Plan Strategy	Operational Plan Action	Evaluation	2020/21 Target	Second Quarter (% complete)		Status	Responsibility	Commentary (for actions below target only)
				Target	Actual			
Cultural diversity Support cultural activities and pursuits which seek to recognise and celebrate diverse backgrounds within our community.	Contribute to the delivery of a suite of programmed events, including the Global Grooves multicultural festival, and assist with other community festivals and civic events.	Event key performance indicators are met.	30/06/2021	50%	50%	●	Community Lifestyle	
	Ensure local heritage protection in planning instruments and promotion and education of heritage in the region.	Local heritage promoted.	30/06/2021	50%	50%	●	Strategic Planning	
	Prepare Masterplan for the Northern Beaches Community Hub to get project 'shovel-ready'.	Masterplan and concept design completed.	30/06/2021	50%	50%	●	Strategic Planning	

 On Target	 Below Target	 Complete	 Report not required this quarter
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Corporate Plan Strategy	Operational Plan Action	Evaluation	2020/21 Target	Second Quarter (% complete)		Status	Responsibility	Commentary (for actions below target only)
				Target	Actual			
	Undertake region-wide demographic analysis, audit of social and community infrastructure to inform actions within prioritised precincts.	Demographic analysis completed.	30/06/2021	0%	0%	●	Strategic Planning	
	Develop a conservation management plan/asset management sub-plan to guide future investment in Greenmount Homestead and its collection.	Plan developed and exemption certificates obtained.	30/06/2021	50%	25%	●	Community Lifestyle	Scope of works document drafted and awaiting heritage expertise from Strategic Planning before engaging consultant. Project on track to complete in FY 20/21, meeting the Q4 target.

● On Target	● Below Target	● Complete	● Report not required this quarter
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Corporate Plan Strategy	Operational Plan Action	Evaluation	2020/21 Target	Second Quarter (% complete)		Status	Responsibility	Commentary (for actions below target only)
				Target	Actual			
<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>	Co-lead and support the ongoing region-wide youth project YOL1000 to effect positive change for young people aged 10-21 within our region.	Establish working groups focused on engagement of key stakeholders and record outcomes.	30/06/2021	50%	50%	●	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.	30/06/2021	50%	50%	●	MECC & Events	
	Prioritise Events (and event development) which increases levels of domestic tourism visitation and/or increases the length of stay of international visitor.	Delivery of Invest Mackay Events and Conference Attraction Program.	30/06/2021	0%	100%	●	Economic Development & Tourism	

 On Target	 Below Target	 Complete	 Report not required this quarter
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Corporate Plan Strategy	Operational Plan Action	Evaluation	2020/21 Target	Second Quarter (% complete)		Status	Responsibility	Commentary (for actions below target only)
				Target	Actual			
	Develop mechanism for not-for-profit community groups impacted by COVID-19 to access grant funding.	Regime implemented.	31/12/2020	50%	100%		Community Lifestyle	
	Enhance livestream capabilities at the MECC to support hosting of remote events.	Livestream capabilities enhanced.	30/06/2021	25%	100%		MECC & Events	
Strategic volunteer program Provide a strategic volunteer program delivering a range of opportunities for residents to contribute to the development of their community through volunteering.	With the development of the Volunteer Management Strategy throughout 2019-2022, this Corporate Plan Strategy is complete with no further action required for 2020-2021.						People & Culture	

	On Target		Below Target		Complete		Report not required this quarter
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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	2020/21 Target	Second Quarter (% complete)		Status	Responsibility	Commentary (for actions below target only)
				Target	Actual			
<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>2 issues identified</p>	<p>50%</p>	<p>50%</p>		<p>Office of the Mayor & 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>6 ventures</p>	<p>50%</p>	<p>50%</p>		<p>Office of the Mayor & CEO</p>	

Corporate Plan Strategy	Action	Evaluation	2020/21 Target	Second Quarter (% complete)		Status	Responsibility	Commentary (for actions below target only)
				Target	Actual			
<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>	Continue placemaking efforts across Mackay and other townships and centres.	Number of projects.	4 projects	25%	0%		Economic Development & Tourism	With the close-out of the Façade Program, work is commencing on this program with a rollout occurring over Q3 and Q4. This item is expected to be on track in Q3.
<p>Prioritise the promotion of the Mackay Region</p> <p>Promote the Mackay Region through the development of a shared brand.</p>	Provide funding support to Mackay Tourism Ltd for destination marketing and delivery of visitor information services.	Destination marketing and visitor information services delivery actions are completed, in accordance with the Destination Tourism Plan.	30/06/2021	50%	50%		Economic Development & Tourism	
	Together with partners, conduct a regional marketing campaign in key interstate workforce markets regarding the benefits of moving to Mackay.	Campaign developed.	30/06/2021	0%	25%		Economic Development & Tourism	

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

Corporate Plan Strategy	Action	Evaluation	2020/21 Target	Second Quarter (% complete)		Status	Responsibility	Commentary (for actions below target only)
				Target	Actual			
Active and healthy community Promote active and healthy lifestyles by providing equitable access and encouraging sporting, recreational and outdoor activities throughout the region.	Implement the Clubs Connect Program, as per the Mackay Sport and Recreation Strategy.	Clubs Connect Program is implemented.	30/06/2021	50%	50%	●	Community Lifestyle	
Parks and open spaces Provide well designed and maintained parks and open space networks which cater for the changing needs of the community, to promote outdoor social and recreational activities.	Maintain parks and high profile public open space areas in line with adopted service standards and to protect public safety.	Parks and high-profile open spaces are maintained, in accordance with levels of services.	90%	50%	50%	●	Parks, Environment & Sustainability	
	Customer requests receive a personal response, where capacity allows.	Average 4-star customer satisfaction rating received per year.	80% (4-star rating)	50%	50%	●	Parks, Environment & Sustainability	
	Plan for the sustainable management of parks, and natural areas in line with community needs.	Develop Open Space Management Plans for all parks within an individual precinct.	4 projects		50%	50%	●	Parks, Environment & Sustainability

● On Target
 ● Below Target
 ● Complete
 ● Report not required this quarter

Corporate Plan Strategy	Action	Evaluation	2020/21 Target	Second Quarter (% complete)		Status	Responsibility	Commentary (for actions below target only)
				Target	Actual			
	Plan for the development of parks that meet community needs and achieve minimum parks service levels.	Review and update the Open Space Strategy.	1 plan taken forward to design	50%	50%	●	Parks, Environment & Sustainability	
Environmental health Implement a range of public information and education programs and other measures to prevent, control and reduce risks to public health.	Licence, audit and inspect businesses that are required to hold licenses, registrations or approvals under relevant legislation.	Routine compliance inspections are completed for all regulated premises.	30/06/2021	50%	50%	●	Health & Regulatory Services	
Disaster preparedness Build community preparedness and responsiveness to emergencies and natural disasters.	Train staff in accordance with the Queensland Disaster Management Training Framework's (QDTMF) Queensland Disaster Management Arrangements (QDMA).	All staff have been suitably trained in accordance with the QDTMF.	Within one month of triggers mentioned in action item	50%	50%	●	Emergency Management	
	Enhance the community's resilience by assisting with evacuation planning.	Emergency action guide updated to reflect riverine flood hazards.	30/06/2021	50%	50%	●	Emergency Management	

 On Target	 Below Target	 Complete	 Report not required this quarter
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Corporate Plan Strategy	Action	Evaluation	2020/21 Target	Second Quarter (% complete)		Status	Responsibility	Commentary (for actions below target only)
				Target	Actual			
	Work with the Local Disaster Management Group to enact the pandemic disaster recovery sub plan.	Pandemic disaster recovery sub plan enacted.	30/06/2021	50%	50%		Emergency Management	

	On Target		Below Target		Complete		Report not required this quarter
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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	2020/21 Target	Second Quarter (% complete)		Status	Responsibility	Commentary (for actions below target only)
				Target	Actual			
Sustainability Promote sustainable practices and respond to climate change in council operations.	Implement the Environmental Sustainability Strategy (2017-2022).	Review sustainability targets for the remainder of the Environmental Sustainability Strategy.	30/06/2021	50%	50%		Parks, Environment & Sustainability	
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 a beach unit prioritisation formula for future Local Coastal Plan development or review.	Prioritisation formula endorsed.	2 plans endorsed	50%	50%		Parks, Environment & Sustainability	

 On Target	 Below Target	 Complete	 Report not required this quarter
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Corporate Plan Strategy	Action	Evaluation	2020/21 Target	Second Quarter (% complete)		Status	Responsibility	Commentary (for actions below target only)
				Target	Actual			
<p>Recycling and reuse</p> <p>Increase recycling and reuse by diverting waste from landfill and raising community awareness, in order to reduce the costs of providing waste services, gain the economic advantages of producing material for reuse, and reducing the impact on the environment.</p>	Monitor and report the impacts of the current change to markets on MRC's recycling service.	Reports to council, in the Engineering and Commercial Infrastructure Waste Services Monthly Review, on the performance of the service.	30/06/2021	50%	50%		Waste Services	
<p>Natural environment</p> <p>Work in partnership with the community to protect and enhance the Mackay Region's natural assets and its biodiversity.</p>	Environmental and waterway activities are undertaken with the active involvement of local communities.	Develop a framework for future community group engagement and involvement in the natural environment.	12 events	50%	50%		Parks, Environment & Sustainability	

	On Target		Below Target		Complete		Report not required this quarter
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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	2020/21 Target	Second Quarter (% complete)		Status	Responsibility	Commentary (for actions below target only)
				Target	Actual			
<p>Tapping into the experience of seniors</p> <p>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 Volunteers Week Expo.	Volunteers Expo participation target met.	30/06/2021	0%	0%	●	Community Lifestyle	
Deliver a program of activities that encourages community usage of Artspace Mackay, libraries and MRC halls.	Increase library membership, including membership options.	5% net increase in library membership, based on the baseline recorded 30/06/20.	Community Lifestyle	50%	50%	●	Community Lifestyle	
	Develop a Museum Strategy for the Mackay Region.	Adoption of the Museum Strategy.	Community Lifestyle	50%	50%	●	Community Lifestyle	

● On Target
 ● Below Target
 ● Complete
 ● Report not required this quarter

Corporate Plan Strategy	Action	Evaluation	2020/21 Target	Second Quarter (% complete)		Status	Responsibility	Commentary (for actions below target only)
				Target	Actual			
<p>Resource Centre of Excellence (previously Mining Centre of Excellence)</p> <p>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>	Support the operation of the Resource Centre of Excellence.	Successful operation of Resource Centre of Excellence in 2020/21.	30/06/2021	25%	50%		Economic Development & Tourism	

	On Target		Below Target		Complete		Report not required this quarter
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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	2020/21 Target	Second Quarter (% complete)		Status	Responsibility	Commentary (for actions below target only)
				Target	Actual			
<p>Partnerships for a diversified economy</p> <p>Champion the growth of globally competitive local industries by working with industry stakeholders</p> <p>Support the economic development and viability of the Region by implementing the Mackay Regional Council Economic Development Strategy 2015 -2020 (EDS) in partnership with key stakeholders including GW3, Mackay Tourism, Resource Industry Network, Mackay Region Chamber of Commerce, Regional Development Australia, Urban Development Institute of Australia,</p>	Work with stakeholders to deliver the MIW Digital Infrastructure Study and other initiatives to support the region's digital growth and transformations towards smart technologies.	Number of actions supported.	30/06/2021	50%	50%	●	Economic Development & Tourism	
	Work with partners to proactively identify and engage with prospective investors/businesses in identified targeted sectors.	Number of businesses engaged.	30/06/2021	50%	50%	●	Economic Development & Tourism	

 On Target
  Below Target
  Complete
  Report not required this quarter

Corporate Plan Strategy	Action	Evaluation	2020/21 Target	Second Quarter (% complete)		Status	Responsibility	Commentary (for actions below target only)
				Target	Actual			
universities, state and federal government	Maximise external funding opportunities. Identify opportunities to attract co-investment in regional priorities and strategies from State and Federal Governments and the private sector through strategic partnerships.	40 grant applications received.	30/06/2021	50%	50%	●	Office of the Mayor and CEO	
	Partner with stakeholders to support local business impacted by COVID-19.	Joint initiatives undertaken.	30/06/2021	50%	50%	●	Economic Development & Tourism	
Enhance regional centres Focus on regional centres to enhance identity and local economies	Progress the development of the Pioneer Valley Mountain Bike Park.	Project is design finalised and 'shovel-ready'.	30/06/2021	50%	50%	●	Economic Development & Tourism	
	Undertake preliminary design works for Mirani Community Precinct, including development of full scope of works.	Project concept design finalised and 'shovel-ready'.	30/06/2021	50%	50%	●	Strategic Planning	

 On Target	 Below Target	 Complete	 Report not required this quarter
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Corporate Plan Strategy	Action	Evaluation	2020/21 Target	Second Quarter (% complete)		Status	Responsibility	Commentary (for actions below target only)
				Target	Actual			
	Undertake a local area planning project for Finch Hatton and Eungella to support the Pioneer Valley Mountain Bike Park project.	Completed local area planning. project endorsed by Council.	30/06/2021	50%	50%	●	Strategic Planning	
	Continue to provide support to Mackay City Centre and regional business centres through the Façade Improvement Program.	Number of applications approved.	10 applications	0%	75%	●	Economic Development & Tourism	
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 Develop networks that capitalise on the government's trading relationships and free trade agreements	Support establishment and operation of the Mackay Isaac Whitsunday Small-medium Enterprise METS Export Hub.	Number of projects supported.	2 projects	25%	50%	●	Economic Development & Tourism	
	Support Study Greater Whitsunday to expand international education opportunities.	Number of opportunities identified.	2 opportunities	0%	0%	●	Economic Development & Tourism	

 On Target
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  Complete
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Corporate Plan Strategy	Action	Evaluation	2020/21 Target	Second Quarter (% complete)		Status	Responsibility	Commentary (for actions below target only)
				Target	Actual			
<p>Activation of the Mackay Waterfront</p> <p>Work in partnership with the community, government agencies and other stakeholders to deliver an urban waterfront Priority Development Area (PDA)</p> <p>Enhance the aesthetic and recreational aspects of the Pioneer River system and Binnington Esplanade</p>	Prepare a design guideline for the Mackay Waterfront.	Completed design guideline.	30/06/2021	50%	25%		Strategic Planning	MRC intends to postpone delivery of Mackay Waterfront design guideline to next financial year (Q3 21/22) due to reprioritisation of resources, representing a minor project impact.
	Deliver the strategies highlighted in the Implementation Strategy of the Development Scheme and ensure all designs and initiatives reflect the Master Plan vision.	Strategies implemented.	30/06/2021	50%	50%		Strategic Planning	
	Undertake concept designs and place making initiatives for priorities to increase activation of key locations.	Concept designs completed and place making initiatives implemented.	30/06/2021	50%	50%		Strategic Planning	

	On Target		Below Target		Complete		Report not required this quarter
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Corporate Plan Strategy	Action	Evaluation	2020/21 Target	Second Quarter (% complete)		Status	Responsibility	Commentary (for actions below target only)
				Target	Actual			
<p>Facilitate development</p> <p>Utilising the Planning Scheme to deliver an integrated approach to the facilitation of development and sustainable growth.</p> <p>Facilitate catalytic land and infrastructure developments by attracting investment through joint ventures and partnerships with the private sector, and by working with State and Federal governments on joint initiatives.</p>	<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. 	Four advocacy activities undertaken for identified opportunities.	30/06/2021	50%	50%	●	Office of the Mayor & CEO	
	<p>Conduct a regular review of the Mackay Region Planning Scheme and policies and make appropriate amendments.</p>	Number of planning scheme amendments adopted by council based on reviews.	2 amendments	50%	50%	●	Strategic Planning	
	<p>Assist in implementation and interpretation of the Local Government Infrastructure Plan.</p>	Assistance provided.	30/06/2021	50%	50%	●	Strategic Planning	

 On Target	 Below Target	 Complete	 Report not required this quarter
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Corporate Plan Strategy	Action	Evaluation	2020/21 Target	Second Quarter (% complete)		Status	Responsibility	Commentary (for actions below target only)
				Target	Actual			
	Attend and arrange meetings with consultants and development industry bodies to ensure MRC is aware of emerging issues and projects.	Project/emerging issue meetings held with industry stakeholders, as per schedule.	30/06/2021	50%	50%	●	Development Assessment	
	Ensure all actions at various phases of operational works application are compliant with legislated timeframes.	Actual timeframes meet key performance indicator (KPI) timeframes.	100%	50%	45%	●	Development Engineering	One instance of legislative timeframe for 'Decision Notice' was exceeded due to increased workload requirements. Existing processes are in place to avoid exceeding timeframes.
	Continue to implement, monitor and evaluate the Facilitating Development Policy.	Number of applications received.	5 applications	50%	50%	●	Economic Development & Tourism	

On Target
 Below Target
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 Report not required this quarter

Corporate Plan Strategy	Action	Evaluation	2020/21 Target	Second Quarter (% complete)		Status	Responsibility	Commentary (for actions below target only)
				Target	Actual			
	Prepare Independent Report on Industrial Land Supply in Mackay Region, and monitor industry land take-up.	Report completed, and industry land take-up updated.	1 report	50%	50%	●	Strategic Planning	
Supports local business Ensure that Mackay Regional Council's procurement activities support local businesses where possible	Deliver an annual information session to the Mackay public.	Information session delivered.	1 session	0%	100%	●	Procurement & Plant	
	Support local businesses and business associations to understand and support business needs and priorities.	Number of meetings.	50 meetings	50%	50%	●	Economic Development & Tourism	
	Provide fees and charges relief measures for those businesses impacted by COVID-19.	Relief measures applied.	30/06/2021	25%	25%	●	Office of the Mayor & CEO	
	Monitor the impacts of COVID-19 on the local economy and implement initiatives to promote economic recovery.	Initiatives developed.	30/06/2021	25%	25%	●	Economic Development & Tourism	

● On Target	● Below Target	● Complete	● Report not required this quarter
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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	2020/21 Target	Second Quarter (% complete)		Status	Responsibility	Commentary (for actions below target only)
				Target	Actual			
Better roads Maintain and improve council's sealed and unsealed network	Prepare 20-year Capital Works Program (CWP) and submission for adoption by council within corporate timeframes.	Draft CWP prepared and submitted.	21/12/2020	50%	100%	●	Transport & Drainage Infrastructure Planning	
	Develop a 3-year CWP schedule, for council approval.	Rolling 3-year CWP completed for review by council for indicative approval.	21/12/2020	50%	100%	●	Transport & Drainage Infrastructure Planning	
	Complete asset defect inspections on time and in line with the inspection schedule.	95% of asset defect inspections are completed on time.	30/06/2021	50%	50%	●	Civil Operations	

 On Target
  Below Target
  Complete
  Report not required this quarter

Corporate Plan Strategy	Action	Evaluation	2020/21 Target	Second Quarter (% complete)		Status	Responsibility	Commentary (for actions below target only)
				Target	Actual			
	Respond to client requests in line with agreed timelines.	90% client requests are responded to within agreed timelines.	90%	50%	43%		Civil Operations	Civil Operations has again been unable to meet this stretch KPI due to the continuing challenge of delivering both customer requests and internal generated requests resulting from our proactive defect inspection process - a renewed focus on prioritising customer requests has commenced. It is expected that this measure will not be on track for Q3.
	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.	90%	50%	50%		Civil Operations	

 On Target
  Below Target
  Complete
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Corporate Plan Strategy	Action	Evaluation	2020/21 Target	Second Quarter (% complete)		Status	Responsibility	Commentary (for actions below target only)
				Target	Actual			
Mackay Ring Road Support the construction of Mackay's Ring Road network.	Advocate for delivery of Stage 2 of the Mackay Ring Road which will connect the Bruce Highway north of Mackay to Harbour Road and the Mackay Port.	Advocacy for State and Federal Government Stage 2 Mackay Ring Road funding is completed.	30/06/2021	0%	0%	●	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.	30/06/2021	25%	25%	●	Office of the Mayor & CEO	

 On Target	 Below Target	 Complete	 Report not required this quarter
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Corporate Plan Strategy	Action	Evaluation	2020/21 Target	Second Quarter (% complete)		Status	Responsibility	Commentary (for actions below target only)
				Target	Actual			
Drainage Networks Maintain and improve council's drainage networks by delivering priority drainage capital works; and by developing more efficient delivery mechanisms.	Implement actions in the 10-year Flood and Stormwater Strategy.	Continue preparation of the strategy to plan for coastal and inland flood hazard adaptation.	30/06/2021	50%	50%	●	Strategic Planning	
	Develop a capital program to maintain required services over the next 10 years at optimal investment, with business cases developed for projects identified for the first year.	Indicative 2020-2021 drainage capital works program endorsed by council.	31/03/2020	50%	100%	●	Transport & Drainage Infrastructure Planning	
	Ensure coastal and inland flood hazard studies remain current and planning scheme updated.	Planning Scheme reflects best information on coastal hazards (erosion prone and storm tide) and risk management controls.	1 study completed	50%	50%	●	Strategic Planning	
	Finalise the Mackay Floodplain Management Plan for council adoption.	Mackay Floodplain Management Plan adopted by Council.	30/06/2021	50%	50%	●	Strategic Planning	

 On Target	 Below Target	 Complete	 Report not required this quarter
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Corporate Plan Strategy	Action	Evaluation	2020/21 Target	Second Quarter (% complete)		Status	Responsibility	Commentary (for actions below target only)
				Target	Actual			
	Undertake continuous improvement to eliminate or reduce risks identified in the stormwater strategy, floodplain management plan and other flood studies.	Priority projects identified and actioned.	30/06/2021	50%	50%	●	Strategic Planning	
	Undertake flood hazard studies in line with priorities of Flood and Stormwater Management Plan	Flood studies (storm tide, riverine and overland) are kept updated and in line with industry standards	30/06/2021	50%	50%	●	Strategic Planning	

 On Target	 Below Target	 Complete	 Report not required this quarter
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Corporate Plan Strategy	Action	Evaluation	2020/21 Target	Second Quarter (% complete)		Status	Responsibility	Commentary (for actions below target only)
				Target	Actual			
<p>Water and sewerage networks</p> <p>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.</p>	Provide safe, reliable and high-quality water services to the community.	99% compliance with Health Guidelines of Australian Drinking Water Guidelines.	99% compliance	50%	50%	●	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.	30/06/2021	50%	50%	●	Water & Sewage Infrastructure Planning	
	Develop a capital program to maintain required services over the next 10 years at optimal investment, with business cases developed for projects identified for the first year.	Indicative 2020-2021 water and sewerage capital works program supported by the Water and Waste Advisory Board (WWAB) and endorsed by council.	90%	50%	50%	●	Water & Sewage Infrastructure Planning	

 On Target	 Below Target	 Complete	 Report not required this quarter
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Corporate Plan Strategy	Action	Evaluation	2020/21 Target	Second Quarter (% complete)		Status	Responsibility	Commentary (for actions below target only)
				Target	Actual			
	Work with the Department of Natural Resources, Mines and Energy and Department of Environment and Science to ensure the meeting of all regulatory obligations.	Nil regulatory enforcement notices.	0 notices	50%	50%	●	Water Treatment	
	Optimise the quality of effluent (treated sewage) released into the environment.	95% regulatory compliance with licence requirements for treated sewage.	95% compliance	50%	50%	●	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.	50% complete	50%	50%	●	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.	30/06/2021	50%	50%	●	Office of the Mayor & CEO	

 On Target	 Below Target	 Complete	 Report not required this quarter
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Corporate Plan Strategy	Action	Evaluation	2020/21 Target	Second Quarter (% complete)		Status	Responsibility	Commentary (for actions below target only)
				Target	Actual			
	Review the Mackay Growth Allocation Modelling based on updated data to inform land use and infrastructure planning.	Model reviewed and updated.	30/06/2021	50%	50%	●	Strategic Planning	
	Prepare and monitor a set of development indicators to monitor market conditions and growth trends.	An available set of quarterly updated development indicators.	4 indicators	50%	50%	●	Strategic Planning	
Asset management Ensure that asset management aligns to the council's strategic direction and that effective asset management practices are in place to optimise the use of council's assets required to deliver services to the community.	Update Asset Management Development Plan to include actions relevant until June 2022.	Asset Management Development Plan is updated and endorsed by the Asset Management Working Group.	31/06/2021	50%	50%	●	Asset Management	
	The corporate maintenance management system is used for the majority of works completed for the following asset classes: <ul style="list-style-type: none"> roads; drainage; water; waste water; and parks. 	Maintenance management reports are generated from the corporate system, demonstrating that work orders have been completed.	30/06/2021	50%	50%	●	Asset Management	

 On Target
 Below Target
 Complete
 Report not required this quarter

Corporate Plan Strategy	Action	Evaluation	2020/21 Target	Second Quarter (% complete)		Status	Responsibility	Commentary (for actions below target only)
				Target	Actual			
<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.	30/06/2021	50%	50%		Strategic Planning	

	On Target		Below Target		Complete		Report not required this quarter
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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	2020/21 Target	Fourth Quarter (% complete)		Status	Responsibility	Commentary (for actions below target only)
				Target	Actual			
Shared Services Centre Support a Shared Services Centre as an industry-leading service delivery unit.	Develop business process management framework that includes continuous improvement within Shared Services.	Framework to support operational process review and continuous improvement is embedded.	30/06/2021	50%	50%		Shared Services Centre	

 On Target
  Below Target
  Complete
  Report not required this quarter

Corporate Plan Strategy	Action	Evaluation	2020/21 Target	Fourth Quarter (% complete)		Status	Responsibility	Commentary (for actions below target only)
				Target	Actual			
<p>Financial sustainability and efficiencies</p> <p>Maintain the financial sustainability of the council by implementing rigorous financial management practices across all council programs.</p>	<p>Deliver and track progress of capital works program each month.</p>	<p>90% delivery of the capital works against the original budget - allowing for change control.</p>	30/06/2021	50%	30%		Capital Works Directorate	<p>Lower than expected spend due to slippage of a number of projects. Recovery plan being implemented to move capital in and out of the program and the reforecast program will reflect this following adoption of the December Budget Review.</p>
	<p>Share financial information and concepts via knowledge shares to allow staff to improve the accuracy of data inputs into the financial system.</p>	<p>Accurate financial reporting and minimal issues arising from audit.</p>	30/06/2021	0%	0%		Financial Services	

 On Target
  Below Target
  Complete
  Report not required this quarter

Corporate Plan Strategy	Action	Evaluation	2020/21 Target	Fourth Quarter (% complete)		Status	Responsibility	Commentary (for actions below target only)
				Target	Actual			
	Prepare draft financial statements on or prior to planned date.	Draft statements should be of sufficient quality for management approval, without any material errors or adjustments.	31/12/2020	100%	100%		Financial Services	
Safety in the workplace Practise a “safety first” attitude to ensure the safety and wellbeing of council employees, contractors and volunteers.	Implement the actions contained in the 2020-2021 Safety Action Plan.	Percentage of actions completed in accordance with the Safety Action Plan.	90%	50%	50%		Governance & Safety	
Our culture Foster a culture where staff willingly engage in council’s values and expected service delivery outcomes for our community	Create high-performance teams-focused organisational culture leveraging previous values-based culture initiatives.	Design high performance culture and supporting tools.	31/12/2020	100%	0%		People & Culture	Deferred to FY21/22 due to the High-Level Values Review.
		Communicate intention of culture change and baseline data established.	31/03/2020	50%	0%		People & Culture	Deferred to FY21/22 due to the High-Level Values Review.
		Roll out culture education.	30/06/2021	25%	0%		People & Culture	Deferred to FY21/22 due to the High-Level Values Review.

	On Target		Below Target		Complete		Report not required this quarter
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Corporate Plan Strategy	Action	Evaluation	2020/21 Target	Fourth Quarter (% complete)		Status	Responsibility	Commentary (for actions below target only)
				Target	Actual			
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.	Community Engagement officers attend staff meetings of relevant programs and brief councillors to provide an overview of IAP2, council's Community Engagement processes and portal.	Relevant programs are briefed.	30/06/2021	50%	50%		Corporate Communications & Marketing	
Smarter technologies Optimise the use of information and communication technologies (ICT) and other innovations to improve service delivery and operate more efficiently.	Review the MRC ICT Strategy 2020-2023.	Review of the MRC ICT Strategy 2020-2023 is completed, and an updated strategy is prepared and approved by SLPT.	31/12/2020	100%	50%		Information Services	Small delay in finalisation. Expectation for delivery in Q3.
	Procure and implement new HRIS with advanced functionality.	Scoped & project team appointed.	30/06/2021	25%	25%		People & Culture	

 On Target	 Below Target	 Complete	 Report not required this quarter
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Corporate Plan Strategy	Action	Evaluation	2020/21 Target	Fourth Quarter (% complete)		Status	Responsibility	Commentary (for actions below target only)
				Target	Actual			
Our people Implement industry-leading people management practices including recruitment, training and development, performance management, and workforce planning.	Determine flexible approaches to recruitment & selection processes without compromising system objectivity.	Flexible approaches identified and documented.	30/06/2021	100%	100%		People & Culture	
	Implement a position profiling process.	Position profiling process implemented.	30/06/2021	50%	10%		People & Culture	Implementation deferred to January 2021 due primarily to COVID-19 impacts. Anticipated result in Q4 of 75%.
	Implement a succession planning framework.	Framework implemented.	30/06/2021	0%	0%		People & Culture	

 On Target	 Below Target	 Complete	 Report not required this quarter
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Corporate Plan Strategy	Action	Evaluation	2020/21 Target	Fourth Quarter (% complete)		Status	Responsibility	Commentary (for actions below target only)
				Target	Actual			
<p>Governance and performance</p> <p>Ensure that council complies with all of its statutory obligations, minimises its exposure to litigation, manages its risk, undertakes targeted internal audits, and meets community expectations of transparency and performance reporting.</p>	Deliver an internal audit program targeting areas of highest risk and greatest potential for business improvement gains.	Audits completed in accordance with the approved Internal Audit Plan.	30/06/2021	30%	30%	●	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.	30/06/2021	50%	50%	●	Governance & Safety	
	Complete quarterly risk reports.	Prepare and submit quarterly strategic risk reports to SLPT and the Audit Committee.	30/06/2021	50%	50%	●	Governance & Safety	
	Facilitate the annual review of Business Plans.	Business Plans organisation wide are complete and endorsed by SLPT.	28/02/2021	100%	100%	●	Governance & Safety	
	Annual report on council strategies (method of implementation, key outcomes of the strategy).	Council strategy report complete & endorsed by SLPT.	30/11/2020	100%	100%	●	Governance & Safety	

● On Target	● Below Target	● Complete	● Report not required this quarter
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Corporate Plan Strategy	Action	Evaluation	2020/21 Target	Fourth Quarter (% complete)		Status	Responsibility	Commentary (for actions below target only)
				Target	Actual			
	Provide efficient and cost-effective legal services to all MRC departments and functions.	Proportion of legal services provided in-house in 2020-2021 is greater than 2019-2020.	30/06/2021	50%	50%	●	Office of the Mayor & CEO	
	Provide legal training and education programs in-house to increase the capacity of MRC officers to understand and coordinate legal matters.	At least four in-house legal training sessions each year.	4 sessions	50%	50%	●	Office of the Mayor & CEO	
	Review MRC's response to the coronavirus pandemic.	Review undertaken implementation plan of recommendations developed.	30/06/2021	50%	50%	●	Office of the Mayor & CEO	
Promote council's services Raise community awareness about council's services and initiatives.	Deliver local promotion in October 2020 and MRC Mackay Show stand in June 2021.	Two marketing campaigns are delivered.	30/06/2021	50%	50%	●	Corporate Communications & Marketing	
	Undertake a quarterly review of digital media operations and continue to investigate effective monitoring platforms.	Visits to MRC's digital media platforms are maintained.	30/06/2021	50%	50%	●	Corporate Communications & Marketing	

 On Target	 Below Target	 Complete	 Report not required this quarter
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