

OPERATIONAL PLAN **QUARTERLY REPORT**

FIRST QUARTER 2023-2024

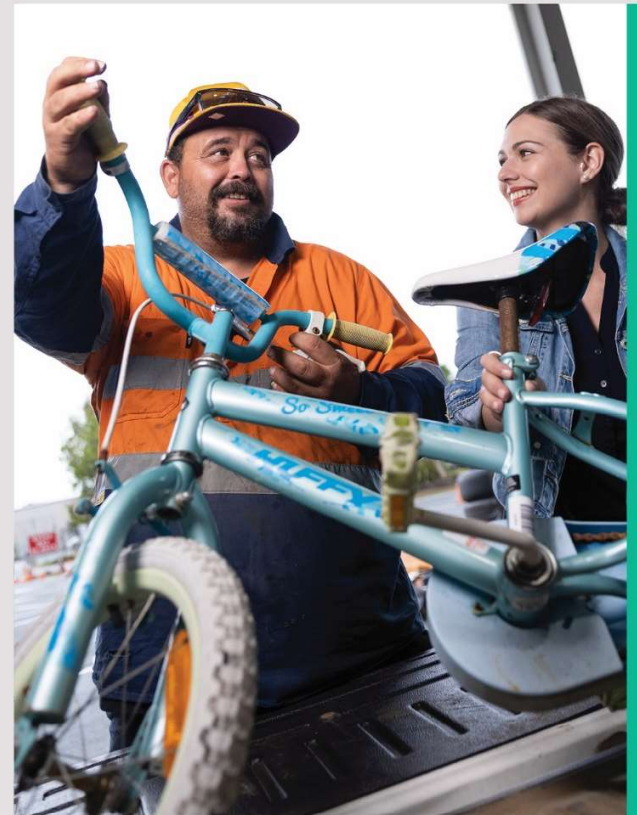


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INTRODUCTION

The Operational Plan 2023-2024 outlines how we will progress implementation of our Corporate Plan 2022-2027 during the financial year.

Our Corporate Plan 2022-2027 sets our strategic direction over the five-year period with five pillars (shown in Figure 1), supported by a range of strategies.

The Operational Plan details programs, projects and services that we will delivery in 2023-2024 to achieve our vision. Each action has a lead council program and an evaluation measure that we will use to monitor and report on our performance.

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

Our Operational Plan 2023-2024 is consistent with our Budget 2023-2024 which allocates funding for projects, programs and services that will be delivered during the financial year.



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



MESSAGE FROM THE CEO

Being only the first Quarter report for the 2023-2024 year, not unexpectedly there are only a small number of actions to highlight as completed, with some of these listed below in line with the Corporate Plan pillars.

As the year progresses we will continue to see more KPI's achieved, and will highlight these in future reports.

At this point there are also a small number noted as below target. However, these are below target against year to date expected progress milestones only, and per the descriptions all are still expected to be achieved within the financial year term of the 2023-2024 Operational Plan.

Scott Owen
Chief Executive Officer

CEO HIGHLIGHTS



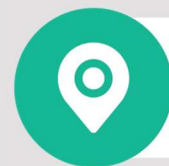
INVEST AND WORK

- Launch of the new Discover Mackay website. The website is the ultimate destination for all things related to our vibrant region – live, work, invest and explore.



OPERATIONAL EXCELLENCE

- RAP Finalised – Elevated RAP to sit with ELT. Reference group formed
- Rates notice insert developed to inform rate payers of what their rates are spent on by August 2023 - Information was included in rates notices issued in August.



LIVE AND VISIT

- Mackay Isaac Tourism, in partnership with MRC, IRC and TEQ, commenced the Lucky Catch & Snap fishing competition which will run from 9 September to 8 October.
- QTenders applications opened for the Pioneer Valley MTB Trails for Commercial Shuttle Bus Operations.
- The Invest Mackay Events and Conference Attraction Program had its biggest month in September with over 15 funded Conference & Events delivered.

ACTIONS ONGOING

Ref.	Key Result Area	Goal	Key Performance Indicators	Responsibility	Annual target	Q1 Target %	Q1 Actual %	Status	Commentary
OP 05	Our Customer, Our Community	Matching of council projects with appropriate funding opportunities	\$30M of external funding received	Executive Office	100%	10%	2%	●	Whilst below early target, some large funding applications being prepared which would see this amount increase significantly
OP 15	Our Customer, Our Community	Commence preparation of Mackay City and Waterfront car parking strategy	Data collection and scoping of car parking strategy undertaken	Mackay City and Waterfront	100%	50%	5%	●	Development of strategy has been deferred to next financial year. Work this financial year will now focus on data collection, with initial work undertaken on usage of Brisbane Street and Gregory Street off road carparks
OP 29	Our Customer, Our Community	Use of a consistent Asset Management Plan (AMP) template for all asset classes and confidence of the data outputs is high	AMPs for all asset classes are complete by June 2024	Asset Management	100%	10%	5%	●	Proposal received late September and undergoing review - seek to award early October
OP 37	Our Customer, Our Community	Strengthen working relationships with key stakeholders	Levels of service with internal stakeholders implemented and monitored	Asset Management	100%	25%	15%	●	Process in place but needs formal documentation to be developed and endorsed through AVRGS
OP 38	Our Customer, Our Community	Strengthen working relationships with key stakeholders	Levels of service with external stakeholders defined	Asset Management	100%	25%	5%	●	Completion Q3 Initial conversations held with some asset owners and technical levels of service in place. These need to be confirmed with customers through surveys.

● On Target ▲ Ahead of target ● Ongoing ● Under Target ● Not required this quarter

ACTIONS ONGOING

Ref.	Key Result Area	Goal	Key	Responsibility	Annual target	Q1 Target %	Q1 Actual %	Status	Commentary
OP 45	Our Customer, Our Community	Disciplinary Framework Design	Disciplinary Framework reset by December 31, 2023	People and Culture	100%	50%	0%	●	Work has commenced in line with boarder policy review. While currently behind schedule, the original timeframe of end of year can still be achieved, with other activities being deprioritised.
OP 49	Our People, Our Culture	Develop the council criteria for an Employer of Choice framework	Employer of Choice framework is developed by November 30, 2023	People and Culture	100%	50%	5%	●	Work required has been rescheduled to be completed by end of June 2024.

● On Target ▲ Ahead of target ● Ongoing ● Under Target ● Not required this quarter

OUR PERFORMANCE STATUS OF OPERATIONAL PLAN ACTIONS

INVEST AND WORK

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

Ref.	Key Result Area	Goal	Key Performance Indicators	Responsibility	Annual target	Q1 Target %	Q1 Actual %	Status	Commentary
OP 01	Our Customer, Our Community	Build on and deliver a Discover Mackay marketing campaign	Discover Mackay campaign delivered	Corporate Communications and Marketing	100%	25%	25%	●	
OP 02	Our Customer, Our Community	Deliver identified actions in the Economic Development Strategy 2020-2025	Deliver four funded projects from the Economic Development Strategy 2020-2025	Economic Development and Tourism	100%	0%	25%	▲	Commences Q2
OP 03	Our Customer, Our Community	Educate business community on Mackay City and Waterfront progress and opportunities through periodic partnership briefings	Undertake four public business briefings with key partners (e.g. Chamber of Commerce, Mackay Tourism)	Mackay City and Waterfront	100%	25%	25%	●	
OP 04	Our Customer, Our Community	Scheduled work orders for parks and public open spaces are completed within timeframes	80% of scheduled work orders are completed within set timeframes	Parks and Environment	100%	25%	25%	●	
OP 05	Our Customer, Our Community	Matching of council projects with appropriate funding opportunities	\$30M of external funding received	Executive Office	100%	10%	2%	●	Whilst below early target, some large funding applications being prepared which would see this amount increase significantly
OP 06	Our Customer, Our Community	Explore options to reach a larger business audience, smaller businesses and local business	First Nations business engagement plan implemented in conjunction with council's RAP	Procurement and Plant	100%	0%	0%	●	Commences Q2 Discussions in relation to RAP have commenced.

● On Target ▲ Ahead of target ● Ongoing ● Under Target ● Not required this quarter

OUR PERFORMANCE STATUS OF OPERATIONAL PLAN ACTIONS

LIVE AND VISIT

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

Ref.	Key Result Area	Goal	Key Performance Indicators	Responsibility	Annual target	Q1 Target %	Q1 Actual %	Status	Commentary
OP 07	Our Customer, Our Community	Increase awareness of doing business with council for all local businesses	Finalise and implement the working/doing business with MRC engagement plan - Face to face session/question and answer	Procurement and Plant	100%	0%	0%	●	Commences Q2
OP 08	Our Customer, Our Community	Increased patronage at MECC and Stadium, MECC to 90,000 Stadium Mackay to 15,000	Increase attendance to pre-COVID levels across the program	MECC and Events		0%	0%	●	On track in line with current attendance levels
OP 09	Our Customer, Our Community	Development of local stage product	Continuation of Harvest program via consultation with Arts Organisations with increased linking to First Nations artists in the Mackay region	MECC and Events	100%	25%	25%	●	
OP 10	Our Customer, Our Community	Strategic growth of council Festivals in region	Mackay Festival of Arts Strategic Plan submitted to ELT for approval and council for endorsement by end of Q1	MECC and Events	100%	100%	100%	●	
OP 11	Our Customer, Our Community	Support Mackay Isaac Tourism and Tourism and Events Queensland to implement the Mackay Isaac Destination Tourism Plan	Mackay Isaac Tourism annual partnership funding acquitted	Economic Development and Tourism	100%	50%	50%	●	

● On Target ▲ Ahead of target ● Ongoing ● Under Target ● Not required this quarter

LIVE AND VISIT

Ref.	Key Result Area	Goal	Key Performance Indicators	Responsibility	Annual target	Q1 Target %	Q1 Actual %	Status	Commentary
OP 12	Our Customer, Our Community	Implement the Pioneer Valley Mountain Bike Trail destination marketing and brand guide	Deliver short-term funded actions from the Pioneer Valley Mountain Bike Trail destination marketing and brand guide	Economic Development and Tourism	100%	0%	25%	▲	Commences Q2 Completed business name registration, framework for website and QTenders applications opened for the Pioneer Valley MTB Trails for Commercial Shuttle Bus Operations. Draft Branding Toolkit and Marketing Strategy and Action Plan received for finalisation. Currently planning for brand launch and business workshops in November. Investigating promotional materials, icons for trail names, and trade marking of brand elements.
OP 13	Our Customer, Our Community	Implement the Invest Mackay Events and Conference Attraction Program	Deliver funding and support for 20 events and conferences with an Economic Output of \$20M	Economic Development and Tourism	100%	25%	25%	●	
OP 14	Our Customer, Our Community	Establish the city centre as a key precinct within the Mackay Waterfront, not a competing precinct	Deliver 10 City Heart Fridays with local business partners	Mackay City and Waterfront	100%	10%	30%	▲	City Heart Fridays held at the start of each month, July, August and September
OP 15	Our Customer, Our Community	Commence preparation of Mackay City and Waterfront car parking strategy	Data collection and scoping of car parking strategy undertaken	Mackay City and Waterfront	100%	50%	5%	●	Development of strategy has been deferred to next financial year. Work this financial year will now focus on data collection, with initial work undertaken on usage of Brisbane Street and Gregory Street off road carparks

● On Target ▲ Ahead of target ● Ongoing ● Under Target ● Not required this quarter







LIVE AND VISIT

Ref.	Key Result Area	Goal	Key Performance Indicators	Responsibility	Annual target	Q1 Target %	Q1	Status	Commentary
OP 16	Our Customer, Our Community	Implement Place Plan activations and initiatives	One placemaking activation implemented per quarter	Mackay City and Waterfront	100%	15%	25%	▲	Sunday Sessions at River Wharves held July, August and September. Mural painting at River Wharves in September. 2nd Laneway Art in September.
OP 17	Our Customer, Our Community	Ensure sustainable urban growth planning and land use management	Complete update to Growth Allocation Model (MGAM)	Strategic Planning	100%	25%	25%	●	







OUR PERFORMANCE STATUS OF OPERATIONAL PLAN ACTIONS

COMMUNITY AND ENVIRONMENT

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

Ref.	Key Result Area	Goal	Key Performance Indicators	Responsibility	Annual target	Q1 Target %	Q1 Actual %	Status	Commentary
OP 18	Our Customer, Our Community	Progress 10-year review of the planning scheme	Progress planning Scheme 10-year review program	Strategic Planning	100%	25%	25%		
OP 19	Our Customer, Our Community	Understand Museum offerings	Museum Strategy developed	Community Lifestyle	100%	0%	0%		Commences Q2
OP 20	Our Customer, Our Community	Build Connecting Mackay active panel member numbers	Connecting Mackay Panel members grow 10% annually	Corporate Communications and Marketing	100%	25%	25%		
OP 21	Our Customer, Our Community	Promote disaster preparedness through community education to build empowerment, knowledge and resilience	Develop and implement culturally and linguistic diverse community messaging mechanisms	Corporate Communications and Marketing	100%	0%	0%		Commences Q2
OP 22	Our Customer, Our Community	Ensure an effective collaborative multi-agency response to disaster activations	One disaster management exercise is undertaken annually	Emergency Management	100%	0%	0%		Commences Q2
OP 23	Our Customer, Our Community	To encourage more food businesses to opt into EatSafe Mackay	35% of food businesses have opted into EatSafe Mackay	Health and Regulatory Services	100%	25%	83%		29% of food businesses have currently opted into Eat Safe

COMMUNITY AND ENVIRONMENT

Ref.	Key Result Area	Goal	Key Performance Indicators	Responsibility	Annual target	Q1 Target %	Q1 Actual %	Status	Commentary
OP 24	Our Customer, Our Community	Maintain parks and high profile public open space areas in line with adopted service standards and to protect public safety	80% customer requests actioned within specified timeframes	Parks and Environment	100%	25%	25%		
OP 25	Our Customer, Our Community	Progress flood and coastal hazard policy, studies, plans and guidelines	Adopt the Coastal Hazard Adaptation Study	Strategic Planning	100%	50%	50%		
OP 26	Our Customer, Our Community	Progress flood and coastal hazard policy, studies, plans and guidelines	Commence the Upper Pioneer Valley Flood Risk Study	Strategic Planning	100%	25%	25%		LiDAR completed, initial community consultation commenced and procurement of Consultant nearly completed.
OP 27	Our Customer, Our Community	Implementation of Waste Management and Resource Recovery Strategy	Annual report on progress of implementation of the Waste Management and Resource Recovery Strategy recommendations complete	Waste Services	100%	0%	0%		Commences Q4
OP 28	Our Customer, Our Community	Land Management strategy	Draft Land management strategy complete	Property Services	50%	10%	10%		
OP 29	Our Customer, Our Community	Use of a consistent Asset Management Plan (AMP) template for all asset classes and confidence of the data outputs is high	AMPs for all asset classes are complete by June 2024	Asset Management	100%	10%	5%		Proposal received late September and undergoing review - seek to award early October

OUR PERFORMANCE STATUS OF OPERATIONAL PLAN ACTIONS

FINANCIAL STRENGTH

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

Ref.	Key Result Area	Goal	Key Performance Indicators	Responsibility	Annual target	Q1 Target %	Q1 Actual %	Status	Commentary
OP 30	Our Customer, Our Community	Convert all Network AMPs to Digital Asset Management Plans (DAMPs)	Network AMPs converted to digital AMPs	Water and Sewerage Infrastructure Planning	100%	30%	90%	▲	
OP 31	Our Customer, Our Community	Prepare DAMP for treatment assets	Regional Treatment Plants added to DAMP	Water and Sewerage Infrastructure Planning	100%	50%	50%	●	
OP 32	Our Customer, Our Community	Commit to reconciliation within our program	Community Lifestyle actions as identified within the RAP are initiated completed as identified	Community Lifestyle	50%	0%	0%	●	Commences Q3
OP 33	Our Customer, Our Community	Develop a new Marketing and Communications strategy, including a digital media strategy Digital media strategy is implemented throughout the organisation	Develop a new Marketing and Communications strategy, including a digital media strategy Digital media strategy is implemented throughout the organisation	Corporate Communications and Marketing	100%	25%	25%	●	

FINANCIAL STRENGTH

Ref.	Key Result Area	Goal	Key Performance Indicators	Responsibility	Annual target	Q1 Target %	Q1	Status	Commentary
OP 34	Our Customer, Our Community	Refresh of the Emergency Liaison Officer Program Emergency Liaison Officer Program is in line with Council's Volunteer Management Strategy Emergency Management	Refresh of the Emergency Liaison Officer Program Emergency Liaison Officer Program is in line with Council's Volunteer Management Strategy Emergency Management	Emergency Management	100%	25%	100%	▲	
OP 35	Our Customer, Our Community	Action customer requests within service level timeframes	Action 85% of requests within service level timeframes	Health and Regulatory Services	100%	25%	25%	●	
OP 36	Our Customer, Our Community	Carry out routine inspections of licensed activities	60% of routine inspections completed	Health and Regulatory Services	100%	25%	25%	●	

● On Target ▲ Ahead of target ● Ongoing ● Under Target ● Not required this quarter

OUR PERFORMANCE STATUS OF OPERATIONAL PLAN ACTIONS

OPERATIONAL EXCELLENCE

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

Ref.	Key Result Area	Goal	Key Performance Indicators	Responsibility	Annual target	Q1 Target %	Q1 Actual %	Status	Commentary
OP 37	Our Customer, Our Community	Strengthen working relationships with key stakeholders	Levels of service with internal stakeholders implemented and monitored	Asset Management	100%	25%	15%	●	Process in place but needs formal documentation to be developed and endorsed through AVRGS
OP 38	Our Customer, Our Community	Strengthen working relationships with key stakeholders	Levels of service with external stakeholders defined	Asset Management	100%	25%	5%	●	Completion Q3 Initial conversations held with some asset owners and technical levels of service in place. These need to be confirmed with customers through surveys
OP 39	Our Customer, Our Community	Enterprise Risk Management Framework matured in line with the Queensland Audit Office maturity model	Updated Enterprise Risk Management Framework launched	Executive Office	100%	75%	80%	▲	Draft Enterprise Risk Framework and policy documents out for consultation with ELT and then SLT with response required by 27.09.2023 and inline with expected timeline
OP 40	Our Customer, Our Community	Enterprise Risk Management Framework matured in line with the Queensland Audit Office maturity model	Operational Risk format within the context of the updated Enterprise Risk Management Framework approved	Executive Office	100%	50%	50%	●	
OP 41	Our Customer, Our Community	Identify (Internal Audit Plan) and conduct audit reviews to provide assurance and add value to council	Complete audit as per IA Plan 90%	Executive Office	100%	10%	10%	●	

● On Target ▲ Ahead of target ● Ongoing ● Under Target ● Not required this quarter

OPERATIONAL EXCELLENCE

Ref.	Key Result Area	Goal	Key Performance Indicators	Responsibility	Annual target	Q1 Target %	Q1 Actual %	Status	Commentary
OP 42	Our Customer, Our Community	Review of Corporate Plan in response to outcomes of council election	Corporate Plan review process with new council prepared for new council by end of the third quarter 2023-2024	Executive Office	100%	0%	0%	●	Commences Q2
OP 43	Our Customer, Our Community	Implement the three year Safety Strategy	90% of year two Safety Strategy WHS actions finalised	Executive Office	100%	25%	25%	●	Initial target met. Whole year program to be monitored
OP 44	Our Customer, Our Community	Strategic alignment of councillors to appropriate focus areas within the community	Strategic framework developed pre 2024 election, that supports alignment of councillors with appropriate areas of focus related to external/community entities/committees involvement.	Executive Office	100%	0%	10%	▲	Commences Q2
OP 45	Our Customer, Our Community	Disciplinary Framework Design	Disciplinary Framework reset by December 31, 2023	People and Culture	100%	50%	0%	●	Work has commenced in line with boarder policy review. While currently behind schedule, the original timeframe of end of year can still be achieved, with other activities being deprioritised.
OP 46	Our Customer, Our Community	Investigate Business Management System - Building management system	Business Management System procured	Property Services	100%	25%	100%	▲	

OPERATIONAL EXCELLENCE

Ref.	Key Result Area	Goal	Key Performance Indicators	Responsibility	Annual target	Q1 Target %	Q1 Actual %	Status	Commentary
OP 47	Our Customer, Our Community	Staff accommodation strategy - how we best utilise our working space	Consultant's recommendations tabled with ELT	Property Services	100%	25%	80%	▲	
OP 48	Our Customer, Our Community	Improve accessibility and functionality of online services	Scope and understand customer requirements to inform channel migration strategy by June 2024	Shared Services	100%	25%	25%	●	
OP 49	Our People, Our Culture	Develop the council criteria for an Employer of Choice framework	Employer of Choice framework is developed by November 30, 2023	People and Culture	100%	50%	5%	●	Work required has been rescheduled to be completed by end of June 2024.
OP 50	Our People, Our Culture	Develop and enable the council Employee Value Proposition	The council Employee Value Proposition is defined by March 31, 2024	People and Culture	100%	50%	50%	●	
OP 51	Our Service Delivery	Scope and plan community consultation/ engagement requirements on Rates and Fees and Charges	Rates notice insert developed to inform rate payers of what their rates are spent on by August 2023	Financial Services	100%	100%	100%	●	

● On Target ▲ Ahead of target ● Ongoing ● Under Target ● Not required this quarter