

# Operational Plan Quarterly Report

First 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 first quarter ending 30 September 2020 and is presented to the ordinary meeting of Council on 28 October 2020.

## Message from the Chief Executive Officer

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

Some key highlights have been:

- A detailed analysis of finger-related injuries was undertaken to identify opportunities to reduce our risk. This found that in the last 12 months we had 10 finger injuries that required medical treatment greater than first aid. Improvements being implemented as a result of the report include promoting greater awareness of hazards, using the correct tools for the job and wearing appropriate PPE.
- Whilst most Council functions and facilities are operational, some have continuing operating restrictions to meet COVID-19 guidelines. However, these restrictions have provided opportunities for promotion of on-line and live-streaming options, with the MECC in particular promoting these.
- It is pleasing that leading into preparation time for the upcoming cyclone and wet season, that a permanent State Emergency Service (SES) Local

Controller has been appointed and all weather stations and river monitoring devices have been inspected and calibrated.

- It has been a unique experience to witness a Council producing its own rum, and the Sarina Sugar Shed SB13 limited edition release was a hit and sold out within four days.
- It was pleasing to see the Water Industry Worker (WIW) Pilot Group final assessment completed, which has been a great initiative between a range of Councils and sees a new era in qualifications in this area.
- Council staff picked up the prestigious awards of Operator of the Year – Treatment Plant Operations Water and Sewer; and All Rounder – Water Industry Operating and Maintaining Water Assets, at the Water Industry Operators Association of Australia (WIOA) 2020 Queensland Operator of the Year Awards.
- The major projects of Queens Park Revitalisation Project, and the Resources Centre of Excellence, were completed and officially opened.
- Building on a Council safety focus, significant work has been achieved for the Contractor Safety Management Guideline, which will see a roll-out of safety guidelines for Council contractors.

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

- The COVID-19 pandemic had a major impact during the quarter, however with the easing of restrictions the impact was less than the previous quarter with most Council operations and services operational, albeit with the MECC operations most impacted.
- Due to COVID-19 restrictions, Council meetings continue to be held in the MECC, and whilst the public are still restricted from attending live streaming is providing direct public access to proceedings.
- The first Council in Community day for the newly elected Council occurred in September due to COVID-19 restrictions, with a tour of key infrastructure and other centres in the Pioneer Valley.

### COMMUNITY AND CLIENT SERVICES

Angela Hays, Director Community and Client Services  
Community Lifestyle | Corporate Communications | Emergency Management | Health and Regulatory Services | MECC and Events

- Person-Centred Emergency Preparedness Sessions (PCEP) were attended by approximately 60 participants. Sessions were aimed at organisations who provide services for vulnerable and disadvantaged persons. Participants were given training and toolkits to support them in preparing their clients for disasters.
- The Flood Classification Level project was awarded. This project will see flood levels (minor, moderate, major) assigned to 22 MRC river alert stations, and the review of 12 MRC river alert stations with flood levels already assigned. This will allow for more informed intelligence during an extreme weather event.
- COVID-19 Recovery planning is underway with a localised event-specific Recovery Plan being developed.
- The Springfit campaign was launched in September.

- The Connecting Mackay website was revamped and supporting presentations internally under way.
- Livestream capabilities enhanced at the MECC to support hosting of remote events, appreciated by the local performers and the community.
- The MECC's new integrated system of ticketing and marketing was implemented.
- A new solution for people wishing to purchase long term parking has been implemented, with long term parking now purchased electronically via PayStay, replacing the need for parking permits.
- Community Programs processed 228 applications to distribute \$903,403 of funds from the \$1.2M COVID-19 Relief Grants Program.
- Artspace collection is being made available online with all photographs uploaded into our collection management system and copyright permission for 35% of the collection obtained.

### DEVELOPMENT SERVICES

Aletta Nugent, Director Development Services  
Development Assessment | Development Engineering | Economic Development and Tourism | Strategic Planning | Parks, Environment and Sustainability

- Development Engineering applications numbers were significantly increased this quarter, with more than \$9m of development-related civil construction works approved - an increase of more than 320% on the previous quarter. Eighteen new projects commenced construction, and 31 new Operational Works applications and 132 minor works applications received.
- Master planning for the future Northern Beaches Community Hub is progressing, with a draft concept masterplan prepared and planning for trunk infrastructure requirements being considered. The masterplan will support the development of the centrally located community hub that will provide access to a range of community facilities to serve the existing and future needs of the community and enable the staged development of the site over a number of years.
- Development Applications continue to be assessed in accordance with legislative timeframes and internal KPIs.

- The Sarina Sugar Shed held an official launch for the SB13 3-year rum on 17 August. The SB-13 limited edition release included single-bottle sales and a special Father's Day gift box. The response was overwhelming, with the gift boxes selling out the next day and the single bottles selling out within four days.
- Economic Development and Tourism launched the new Building Improvement Rebate program. The new program will supersede the previous Mackay City Centre and Mackay Pride Facade Improvement Schemes. The new guidelines allow business owners, property owners, real estate agents and property managers to apply for a rebate of up to \$3000 to upgrade the appearance of a property, or up to \$1000 for cleaning fees.
- Parks, Environment and Sustainability released the Woodlands District Master Plan for Public Comment. This will set the blueprint for development of the new District Park servicing the suburbs of Andergrove/Beaconsfield and surrounds.
- Significant work was undertaken to update the Planning Scheme Policies for Landscaping and Open Space, as well as associated guidance documents (including the Region's Plant Species Sections, and Materials and Finishes). The documents were released for public comment and feedback was incorporated into the final draft. They will proceed as part of the planning scheme policy amendment process.
- Consultation on the Planning Scheme Policy amendments closed end of September after informal and formal consultation with the development industry and their representatives. The proposed amendments will now be finalised in readiness for consideration by Council in the coming months.
- In the Mackay Waterfront PDA, an expression of interest tender was released for 6 Council owned freehold sites in July and closed on 18 August. Six sites were offered for consideration in the EOI, including three in the Mackay City Centre Precinct and three in the Riverside Precinct. The submissions are currently being reviewed.
- Designs for the Riverside public realm projects continue to progress, with significant progress being made on the Riverside link design. The large shed at 6 River Street is due to be demolished in the coming months, which will progress the intent to connect the community back to the Pioneer River.

## CAPITAL WORKS

Jim Carless, Director Capital Works

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

- Completed and opened to the public the new refurbished and upgraded Queens Park.
- Completed and opened the Resources Centre of Excellence.
- Fulfilled two hard to fill Project Manager positions within Major Projects, increasing resources and capability.
- Recruited a Landscape Architect which has been unable to be filled for over 18 months and a Senior Designer which has been vacant for 12 months.
- Completed the design for Fifth Lane.
- The Enterprise Portfolio Management Framework - Project Support Officer Role was filled, a long overdue action.
- Completed the construction of Chelona-Sandiford Rd Culvert Replacement.
- Completed the watermain replacement through the Bridge Rd / Hume St roundabout.
- Completed the construction of two Kinchant Dam Rd culvert replacements.
- The Portfolio Management Office went live with and baselined the 2020/21 Capital Works master program.

## 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

- The Water Industry Worker (WIW) Pilot Group final assessment was completed in late July 2020.
- The Water Industry Worker (WIW) Program was nominated as a State Finalist in the Queensland Training Awards in the Premier Industry Collaboration Award Category.

- Two Water Services employees were announced as Award recipients for: Operator of the Year – Treatment Plant Operations Water and Sewer; and All Rounder – Water Industry Operating and Maintaining Water Assets. The announcement was made during August 2020 at the Water Industry Operators Association of Australia (WIOA) 2020 Queensland Operator of the Year Awards.
- MRC successfully hosted the Local Authority Waste Management Advisory Committee (LAWMAC) Meeting at the MECC on Friday, 21 August 2020.
- Resources, Safety & Health Queensland undertook an Audit of the Safety Management System for Landfill Gas with feedback provided during July 2020 on improvements to be incorporated into the Safety Management System. Waste Services has completed and submitted an Action Plan to address the improvements noted.
- Director Engineering & Commercial Infrastructure and Manager Civil Operations met with Canegrowers' representatives providing an overview of how our Rural Road Network is managed and what the current road Condition Assessments were showing. It was a positive meeting with Canegrowers recognising the improved road condition outcomes.
- The Asset Management Program is developing strategic goals within their Program with a focus on optimising efficiencies, engagement with stakeholders, governance and continuous improvement methods. An internal assessment tool will be designed for asset custodians enabling them to self-assess their level of asset management maturity with the guidance and support of the Asset Management team.
- Asset data cleanse and review continues to be a strong focus for the Asset Management team.
- Delivery of the Unsealed Grading/Gravelling Program is progressing as per the Schedule of Works, utilising our six grader crews. The remaining 'Monsoon Trough' restoration works (\$200,000) are being undertaken in conjunction with the programmed grading/gravelling works with works to be completed prior to the end of the calendar year.
- All weather stations and river monitoring devices have been inspected and equipment calibrated by Bureau of Meteorology (BOM) officers with assistance from Civil Operation's Technical Officer in preparation for the impending wet season.

## 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

- The Long-Term Financial Forecast Working Group this quarter has implemented a new process and toolset for the assessment and prioritisation of initiatives that are then reflected in MRC's Long-Term Financial Forecast and 10-year Capital List.
- Preparation for the implementation of a new Contractor Safety Management Guideline has been a focus, in particular information sessions for stakeholders. The first being a major information session being held as part of the annual Doing Business with Council event.
- With the expiry of Council's current Corporate Plan in 2021, planning for the development of a new Corporate Plan has commenced.
- Continuation of strategic application currency across Enterprise Content Management, Financial, Supply Chain in accordance with advantageous functional improvements and software currency for 'software as a service' delivery achievement. Currency also aligns to Cyber Security advancement, aligning to the Australian Signatories Directorate's 'Essential 8 maturity model'.
- Alignment to 'Sustainable cultural and behavioural change', 'Advancing Cyber Security – industry alignment' initiatives and their delivery. These include, but are not limited to: -
  - continued training regimes for new staff and specific functions,
  - WSAA Cyber Security Community of Practice representation, and
  - technology advancements for the hardening of our environment.
- A compliance audit on the waiving of fees and charges was completed.
- The 2019/20 Internal Audit Plan was completed in full and delivery of the 2020/21 Internal Audit Plan commenced.
- MRC was a State Finalist for the Queensland Training Awards for Large Employer of the Year.
- The 2021 Apprentice and Trainee intake was launched with 15 Queensland Government funded positions.

- The RSIS project closed out after two years of successfully engaging a range of employers and industry groups in improved training outcomes and opportunities across the Local Government Areas (LGA).

## Actions Below Target

Action	Evaluation	2020/21 Target	First 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	25%	0%	Community Lifestyle	This action has been delayed due to resources being reallocated to progress the Museum Strategy.  Tender documents have been drafted and will be released later this month. Anticipated completion of works to occur at the end of Q3.
Respond to client requests in line with agreed timelines.	90% client requests are responded to within agreed timelines.	90%	25%	20%	Civil Operations	Delays have been experienced across a number of client requests where additional time has been required for third parties to complete work. This will continue to be monitored to aim to have back on track for Q2.
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%	25%	0%	Water & Sewage Infrastructure Planning	WWAB meetings deferred until further notice initially due to COVID-19 impacts. The board's status will be further reviewed in the second quarter.
The corporate maintenance management system is used for the majority of works completed for the following asset classes: <ul style="list-style-type: none"> <li>roads;</li> <li>drainage;</li> <li>water;</li> <li>waste water; and parks.</li> </ul>	Maintenance management reports are generated from the corporate system, demonstrating that work orders have been completed.	30/06/2021	25%	15%	Asset Management	The order of implementation is to complete the data cleanse program for an asset class and then implement the maintenance module. A trial implementation of the assetic maintenance management system has commenced in Parks. The remaining program for full implementation is being developed.

Action	Evaluation	2020/21 Target	First Quarter (% complete)		Responsibility	Commentary
			Target	Actual		
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	25%	14%	Capital Works Directorate	The first quarter expenditure is behind the forecasted spend due to varying factors including contractor delays, finalisation of claims and plant supply issues impacting delivery timeframes.
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	75%	70%	Financial Services	Asset valuation and associated issues have required a request for a time extension so that due diligence can be applied to accuracy of assumptions made from information provided.
Implement a position profiling process.	Position profiling process implemented.	30/06/2021	25%	10%	People & Culture	This work has been placed on hold due to COVID-19, and the workload to implement.

## 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	First Quarter (% complete)		Status	Responsibility	Commentary (for actions below target only)
				Target	Actual			
<b>Cultural diversity</b> 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	0%	0%	●	Community Lifestyle	
	Ensure local heritage protection in planning instruments and promotion and education of heritage in the region.	Local heritage promoted.	30/06/2021	25%	25%	●	Strategic Planning	
	Prepare Masterplan for the Northern Beaches Community Hub to get project 'shovel-ready'.	Masterplan and concept design completed.	30/06/2021	25%	25%	●	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	First 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	25%	0%		Community Lifestyle	<p>This action has been delayed due to resources being reallocated to progress the Museum Strategy.</p> <p>Tender documents have been drafted and will be released later this month. Anticipated completion of works to occur at the end of Q3.</p>

	On Target		Below Target		Complete		Report not required this quarter
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Corporate Plan Strategy	Operational Plan Action	Evaluation	2020/21 Target	First Quarter (% complete)		Status	Responsibility	Commentary (for actions below target only)
				Target	Actual			
<p><b>Engaging young people in the region</b></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	25%	25%	●	Community Lifestyle	
<p><b>Regional and community events</b></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	25%	25%	●	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%	0%	●	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	First 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	
<b>Strategic volunteer program</b> 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	First Quarter (% complete)		Status	Responsibility	Commentary (for actions below target only)
				Target	Actual			
<p><b>Northern Australia Alliance</b></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>0%</p>	<p>0%</p>		<p>Office of the Mayor &amp; CEO</p>	
<p><b>Working together with neighbouring councils</b></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>0%</p>	<p>0%</p>		<p>Office of the Mayor &amp; CEO</p>	

Corporate Plan Strategy	Action	Evaluation	2020/21 Target	First Quarter (% complete)		Status	Responsibility	Commentary (for actions below target only)
				Target	Actual			
<p><b>Place management of suburbs and localities across the region</b></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	0%	0%	●	Economic Development & Tourism	
<p><b>Prioritise the promotion of the Mackay Region</b></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	25%	25%	●	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%	0%	●	Economic Development & Tourism	

 On Target	 Below Target	 Complete	 Report not required this quarter
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## 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	First Quarter (% complete)		Status	Responsibility	Commentary (for actions below target only)
				Target	Actual			
<b>Active and healthy community</b> 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	25%	25%	●	Community Lifestyle	
<b>Parks and open spaces</b> 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%	25%	25%	●	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)	25%	25%	●	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	25%	25%	●	Parks, Environment & Sustainability	

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

Corporate Plan Strategy	Action	Evaluation	2020/21 Target	First 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	25%	25%	●	Parks, Environment & Sustainability	
<b>Environmental health</b> 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	25%	25%	●	Health & Regulatory Services	
<b>Disaster preparedness</b> 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	25%	25%	●	Emergency Management	
	Enhance the community's resilience by assisting with evacuation planning.	Emergency action guide updated to reflect riverine flood hazards.	30/06/2021	25%	25%	●	Emergency Management	

● On Target	● Below Target	● Complete	● Report not required this quarter
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Corporate Plan Strategy	Action	Evaluation	2020/21 Target	First 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	25%	25%		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	First Quarter (% complete)		Status	Responsibility	Commentary (for actions below target only)
				Target	Actual			
<b>Sustainability</b> 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	25%	25%	●	Parks, Environment & Sustainability	
<b>Coastal management</b> 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	25%	25%	●	Parks, Environment & Sustainability	
<b>Recycling and reuse</b> Increase recycling and reuse by diverting waste from landfill and raising community awareness, in order to reduce the costs of providing waste services, gain the economic advantages of producing material for reuse, and reducing the impact on the environment.	Monitor and report the impacts of the current change to markets on MRC's recycling service.	Reports to council, in the Engineering and Commercial Infrastructure Waste Services Monthly Review, on the performance of the service.	30/06/2021	25%	25%	●	Waste Services	

 On Target
  Below Target
  Complete
  Report not required this quarter

Corporate Plan Strategy	Action	Evaluation	2020/21 Target	First Quarter (% complete)		Status	Responsibility	Commentary (for actions below target only)
				Target	Actual			
<b>Natural environment</b> Work in partnership with the community to protect and enhance the Mackay Region's natural assets and its biodiversity.	Environmental and waterway activities are undertaken with the active involvement of local communities.	Develop a framework for future community group engagement and involvement in the natural environment.	12 events	25%	25%		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	First Quarter (% complete)		Status	Responsibility	Commentary (for actions below target only)
				Target	Actual			
<p><b>Tapping into the experience of seniors</b></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	25%	25%		Community Lifestyle	
	Develop a Museum Strategy for the Mackay Region.	Adoption of the Museum Strategy.	Community Lifestyle	25%	25%		Community Lifestyle	

	On Target		Below Target		Complete		Report not required this quarter
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Corporate Plan Strategy	Action	Evaluation	2020/21 Target	First Quarter (% complete)		Status	Responsibility	Commentary (for actions below target only)
				Target	Actual			
<p><b>Resource Centre of Excellence</b> (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	0%	0%		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	First Quarter (% complete)		Status	Responsibility	Commentary (for actions below target only)
				Target	Actual			
<b>Partnerships for a diversified economy</b> Champion the growth of globally competitive local industries by working with industry stakeholders 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	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	0%	0%	●	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	25%	25%	●	Economic Development & Tourism	

● On Target	● Below Target	● Complete	● Report not required this quarter
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Corporate Plan Strategy	Action	Evaluation	2020/21 Target	First Quarter (% complete)		Status	Responsibility	Commentary (for actions below target only)
				Target	Actual			
Institute of Australia, 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	25%	25%	●	Office of the Mayor and CEO	
	Partner with stakeholders to support local business impacted by COVID-19.	Joint initiatives undertaken.	30/06/2021	0%	0%	●	Economic Development & Tourism	
<b>Enhance regional centres</b> 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	25%	25%	●	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	25%	25%	●	Strategic Planning	

 On Target	 Below Target	 Complete	 Report not required this quarter
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Corporate Plan Strategy	Action	Evaluation	2020/21 Target	First 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	25%	25%	●	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%	0%	●	Economic Development & Tourism	
<b>Strong local businesses with a global reach</b> 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	0%	25%	●	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	 Below Target	 Complete	 Report not required this quarter
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Corporate Plan Strategy	Action	Evaluation	2020/21 Target	First Quarter (% complete)		Status	Responsibility	Commentary (for actions below target only)
				Target	Actual			
<p><b>Activation of the Mackay Waterfront</b></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	25%	25%	●	Strategic Planning	
	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	25%	25%	●	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	25%	25%	●	Strategic Planning	
<p><b>Facilitate development</b></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</p>	<p>Facilitate catalytic land and infrastructure development by</p> <ul style="list-style-type: none"> <li>attracting investment through joint ventures and partnerships with the private sector; and</li> <li>by working with state and federal</li> </ul>	Four advocacy activities undertaken for identified opportunities.	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	First Quarter (% complete)		Status	Responsibility	Commentary (for actions below target only)
				Target	Actual			
working with State and Federal governments on joint initiatives.	governments on joint initiatives.							
	Conduct a regular review of the Mackay Region Planning Scheme and policies and make appropriate amendments.	Number of planning scheme amendments adopted by council based on reviews.	2 amendments	25%	25%	●	Strategic Planning	
	Assist in implementation and interpretation of the Local Government Infrastructure Plan.	Assistance provided.	30/06/2021	25%	25%	●	Strategic Planning	
	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	25%	25%	●	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%	25%	25%	●	Development Engineering	

 On Target	 Below Target	 Complete	 Report not required this quarter
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Corporate Plan Strategy	Action	Evaluation	2020/21 Target	First Quarter (% complete)		Status	Responsibility	Commentary (for actions below target only)
				Target	Actual			
	Continue to implement, monitor and evaluate the Facilitating Development Policy.	Number of applications received.	5 applications	25%	25%	●	Economic Development & Tourism	
	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	25%	25%	●	Strategic Planning	
<b>Supports local business</b> 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%	0%	●	Procurement & Plant	
	Support local businesses and business associations to understand and support business needs and priorities.	Number of meetings.	50 meetings	25%	25%	●	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	

 On Target	 Below Target	 Complete	 Report not required this quarter
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Corporate Plan Strategy	Action	Evaluation	2020/21 Target	First Quarter (% complete)		Status	Responsibility	Commentary (for actions below target only)
				Target	Actual			
	Monitor the impacts of COVID-19 on the local economy and implement initiatives to promote economic recovery.	Initiatives developed.	30/06/2021	0%	0%		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	First Quarter (% complete)		Status	Responsibility	Commentary (for actions below target only)
				Target	Actual			
<b>Better roads</b> 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	25%	25%	●	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	25%	25%	●	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	25%	25%	●	Civil Operations	

 On Target	 Below Target	 Complete	 Report not required this quarter
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Corporate Plan Strategy	Action	Evaluation	2020/21 Target	First 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%	25%	20%		Civil Operations	Delays have been experienced across a number of client requests where additional time has been required for third parties to complete work. This will continue to be monitored to aim to have back on track for Q2.
	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%	25%	25%		Civil Operations	
<b>Mackay Ring Road</b> 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	

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Corporate Plan Strategy	Action	Evaluation	2020/21 Target	First Quarter (% complete)		Status	Responsibility	Commentary (for actions below target only)
				Target	Actual			
<b>Bowen Basin Service Link</b> 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	
<b>Drainage Networks</b> 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	25%	25%	●	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	25%	50%	●	Transport & Drainage Infrastructure Planning	

 On Target	 Below Target	 Complete	 Report not required this quarter
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Corporate Plan Strategy	Action	Evaluation	2020/21 Target	First Quarter (% complete)		Status	Responsibility	Commentary (for actions below target only)
				Target	Actual			
	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	25%	25%	●	Strategic Planning	
	Finalise the Mackay Floodplain Management Plan for council adoption.	Mackay Floodplain Management Plan adopted by Council.	30/06/2021	25%	25%	●	Strategic Planning	
	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	25%	25%	●	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	25%	25%	●	Strategic Planning	

 On Target	 Below Target	 Complete	 Report not required this quarter
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Corporate Plan Strategy	Action	Evaluation	2020/21 Target	First Quarter (% complete)		Status	Responsibility	Commentary (for actions below target only)
				Target	Actual			
<b>Water and sewerage networks</b> Maintain and improve council's water and sewerage networks by optimising the useful life of assets and by adopting more efficient service delivery mechanisms in consultation with the community.	Provide safe, reliable and high-quality water services to the community.	99% compliance with Health Guidelines of Australian Drinking Water Guidelines.	99% compliance	25%	25%	●	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	25%	25%	●	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%	25%	0%	●	Water & Sewage Infrastructure Planning	WWAB meetings deferred until further notice initially due to COVID-19 impacts. The board's status will be further reviewed in the second quarter.

 On Target	 Below Target	 Complete	 Report not required this quarter
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Corporate Plan Strategy	Action	Evaluation	2020/21 Target	First 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	25%	25%	●	Water Treatment	
	Optimise the quality of effluent (treated sewage) released into the environment.	95% regulatory compliance with licence requirements for treated sewage.	95% compliance	25%	25%	●	Water Treatment	
<b>Waste services</b> 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	25%	25%	●	Waste Services	
<b>Planning for growth</b> 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	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	First 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	25%	25%	●	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	25%	25%	●	Strategic Planning	
<b>Asset management</b> 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 indorsed by the Asset Management Working Group.	31/03/2021	0%	0%	●	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"> <li>roads;</li> <li>drainage;</li> <li>water;</li> <li>waste water; and</li> <li>parks.</li> </ul>	Maintenance management reports are generated from the corporate system, demonstrating that work orders have been completed.	30/06/2021	25%	15%	●	Asset Management	The order of implementation is to complete the data cleanse program for an asset class and then implement the maintenance module. A trial implementation of the assetic maintenance management system has commenced in

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Corporate Plan Strategy	Action	Evaluation	2020/21 Target	First Quarter (% complete)		Status	Responsibility	Commentary (for actions below target only)
				Target	Actual			
								Parks. The remaining program for full implementation is being developed.
<p><b>Advocacy for better public transport</b></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	25%	25%		Strategic Planning	

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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			
<p><b>Shared Services Centre</b> Support a Shared Services Centre as an industry-leading service delivery unit.</p>	<p>Develop business process management framework that includes continuous improvement within Shared Services.</p>	<p>Framework to support operational process review and continuous improvement is embedded.</p>	<p>30/06/2021</p>	<p>25%</p>	<p>25%</p>		<p>Shared Services Centre</p>	

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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><b>Financial sustainability and efficiencies</b></p> <p>Maintain the financial sustainability of the council by implementing rigorous financial management practices across all council programs</p>	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	25%	14%		Capital Works Directorate	The first quarter expenditure is behind the forecasted spend due to varying factors including contractor delays, finalisation of claims and plant supply issues impacting delivery timeframes.
	Share financial information and concepts via knowledge shares to allow staff to improve the accuracy of data inputs into the financial system.	Accurate financial reporting and minimal issues arising from audit.	30/06/2021	0%	0%		Financial Services	

	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			
	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	75%	70%		Financial Services	Asset valuation and associated issues have required a request for extension so that due diligence can be applied to accuracy of assumptions made from information provided.
<b>Safety in the workplace</b> 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%	25%	25%		Governance & Safety	
<b>Our culture</b> 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	50%	50%		People & Culture	
		Communicate intention of culture change and baseline data established.	31/03/2020	0%	0%		People & Culture	
		Roll out culture education.	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><b>Community engagement</b></p> <p>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.</p>	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	0%	25%		Corporate Communications & Marketing	
<p><b>Smarter technologies</b></p> <p>Optimise the use of information and communication technologies (ICT) and other innovations to improve service delivery and operate more efficiently.</p>	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	0%	0%		Information Services	
	Procure and implement new HRIS with advanced functionality.	Scoped & project team appointed.	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			
<b>Our people</b> 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	50%	50%	●	People & Culture	
	Implement a position profiling process.	Position profiling process implemented.	30/06/2021	25%	10%	●	People & Culture	This work has been placed on hold due to COVID-19, and the workload to implement.
	Implement a succession planning framework.	Framework implemented.	30/06/2021	50%	50%	●	People & Culture	

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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><b>Governance and performance</b></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	10%	15%	●	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	25%	25%	●	Governance & Safety	
	Complete quarterly risk reports.	Prepare and submit quarterly strategic risk reports to SLPT and the Audit Committee.	30/06/2021	25%	25%	●	Governance & Safety	
	Facilitate the annual review of Business Plans.	Business Plans organisation wide are complete and endorsed by SLPT.	28/02/2021	50%	50%	●	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	50%	50%	●	Governance & Safety	

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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	25%	25%	●	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	25%	25%	●	Office of the Mayor & CEO	
	Review MRC's response to the coronavirus pandemic.	Review undertaken implementation plan of recommendations developed.	30/06/2021	25%	25%	●	Office of the Mayor & CEO	
<b>Promote council's services</b> 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	0%	25%	●	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	25%	25%	●	Corporate Communications & Marketing	

 On Target	 Below Target	 Complete	 Report not required this quarter
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