

Operational Plan

2020-2021



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Introduction

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

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



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

The Operational Plan details programs, projects and services that we will deliver in 2020-2021 to achieve our strategic vision. Each action has a lead Mackay Regional Council (MRC) program and an evaluation measure that we will use to monitor and report on our performance.

Preparation of an operational plan is a requirement under s.174(1) *Local Government Regulation 2012*. An annual operational plan for a local government must be consistent with its annual budget, include an annual performance plan for each commercial business unit, state how the local government will manage operational risks and how it will progress implementation of the 5-year corporate plan during the period of the annual operational plan.

Our Operational Plan 2020-2021 is consistent with our Mackay Regional Council Budget 2020-2021, which allocates funding for projects, programs and services that will be delivered during the financial year.

Corporate Performance, Planning and Reporting Framework

Our Corporate Performance, Planning and Reporting Framework (**Figure 2**) cascades from our five-year Corporate Plan.

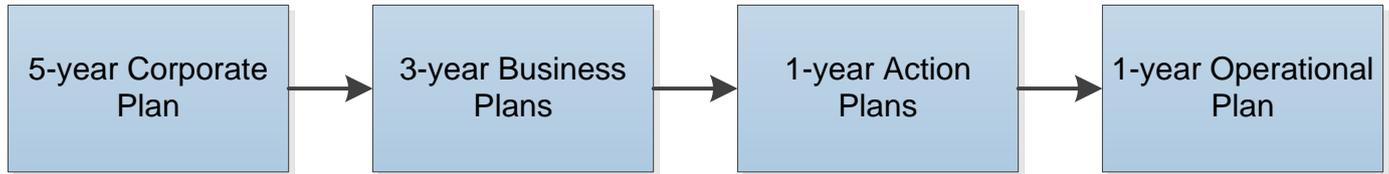


Figure 2: Corporate Performance Planning and Reporting Framework

Each MRC department or program (or cluster of like programs) has a Business Plan aligned to the corporate priorities. The Business Plans, which have a three-year outlook from 2020-2021, outline each program's business priorities.

The actions which will be delivered in 2020-2021 to achieve these business priorities are detailed in programs' annual action trackers. Every 2020-2021 action has a target and a key performance indicator to measure performance.

This operational plan is made up of actions which are of major corporate or community significance drawn from MRCS programs 2020-2021 action trackers.



Monitoring and Review

We will review our progress in completing the actions contained in the Operational Plan 2020-2021, on a quarterly basis. The outcome of this review will be documented in a quarterly Operational Plan report, which will include a status report on each action. The status of each action will be categorised as 'on target', 'below target' or 'complete', while actions that will be reported in a later quarter will be reported as 'not required to be reported on this quarter'.

This reporting meets the requirements of s.174(3) *Local Government Regulation 2012*, which requires that a written assessment of progress towards implementing the operational plan is presented at a council meeting held at regular intervals of not more than three months.

Acknowledging the impacts of the coronavirus pandemic, a further review of the 2020-2021 Operational Plan will be undertaken in the first half of 2020-2021.

Risk Management

The *Local Government Regulation 2012* requires that the Operational Plan states how the local government will manage operational risk.

Mackay Regional Council's approach to risk management is based on the Australian/New Zealand Standard ISO 31000:2018 Risk Management – Principles and Guidelines.

Our Enterprise Risk Management Framework guides the identification, assessment and management of strategic risks across the organisation. We undertake annual risk assessments, where risks are reviewed and assessed, and control actions are identified to mitigate risks. **Figure 3** shows the spread of our strategic risks by risk category.

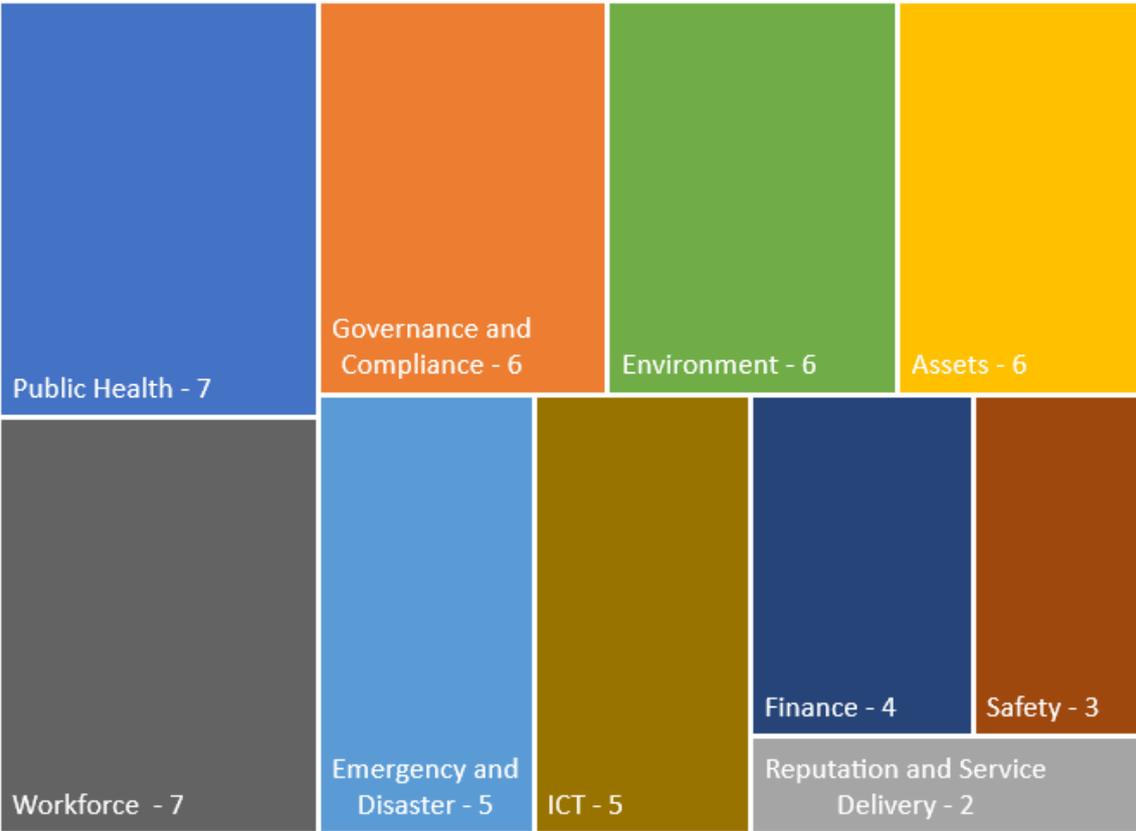


Figure 3: Mackay Regional Council's Strategic Risks per category

We review and report on implementation of risk control actions on a quarterly basis. The risk report is presented to our Strategy, Leadership and Performance Team and the Audit Committee.

Our Corporate Structure

Mackay Regional Council’s structure includes departments through which it delivers its programs, projects and services. Each MRC department includes programs which are responsible for delivering actions in the annual operational plan.

Our corporate structure is outlined below:

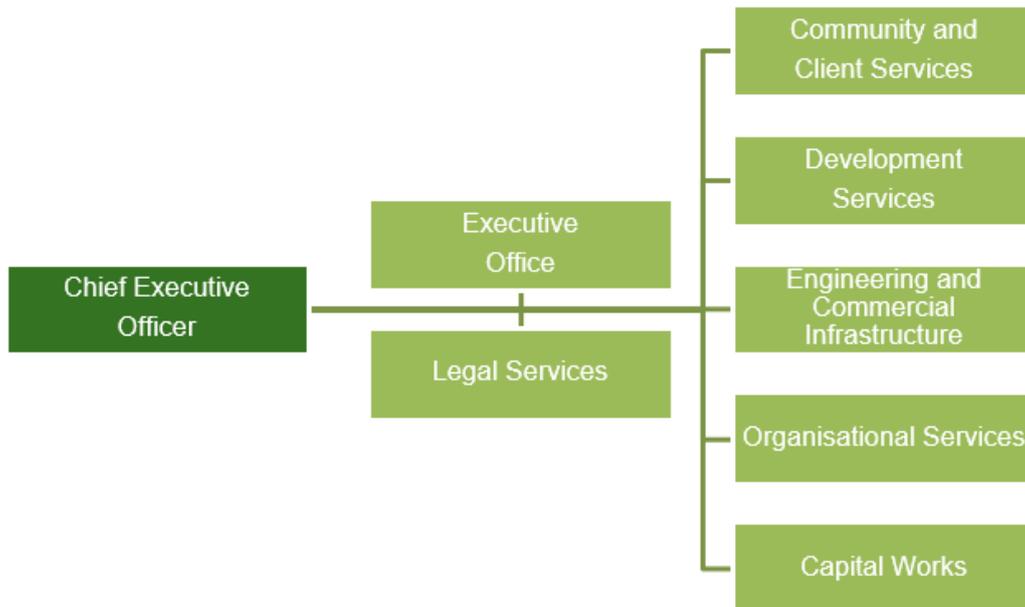


Figure 4: Mackay Regional Council corporate structure

Commercial Business Units

The annual operational plan for a local government must include an annual performance plan for each commercial business unit (in accordance with s.175(1)(c) *Local Government Regulation 2012*).

We have two commercial business units, MRC Waste Services and MRC Water Services. Each has a 5-year performance plan, which satisfies the legislative requirements for an annual performance plan. The MRC Waste Services and MRC Water Services Performance Plans for 2019-2025 are published on our website at: www.mackay.qld.gov.au or are available by contacting us on 1300 MACKAY (622 529).

We update the performance plans for our commercial business annually and they are adopted by council at its Special Budget Meeting.

COMMUNITY PRIDE - a community that creates a supportive environment for people of all ages, nationalities, cultures and beliefs.

Corporate Plan Strategy	Action	Evaluation	Responsibility
<p>Cultural diversity Support cultural activities and pursuits which seek to recognise and celebrate diverse backgrounds within our community</p>	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	Community Lifestyle
	Ensure local heritage protection in planning instruments and promotion and education of heritage in the region.	Local heritage promoted.	Strategic Planning
	Prepare Masterplan for the Northern Beaches Community Hub to get project 'shovel-ready'	Masterplan and concept design completed.	Strategic Planning
	Undertake region-wide demographic analysis, audit of social and community infrastructure to inform actions within prioritised precincts	Demographic analysis completed.	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	Community Lifestyle
<p>Engaging young people in the region 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.	Community Lifestyle
<p>Regional and community events 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, and assist with community festivals and civic events	Event key performance indicators are met	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	Economic Development & Tourism

Corporate Plan Strategy	Action	Evaluation	Responsibility
	Develop mechanism for not-for-profit community groups impacted by COVID-19 to access grant funding.	Regime implemented.	Community Lifestyle
	Enhance livestream capabilities at the MECC to support hosting of remote events.	Livestream capabilities enhanced.	MECC & Events
<p><i>Strategic volunteer program</i> Provide a strategic volunteer program delivering a range of opportunities for residents to contribute to the development of their community through volunteering.</p>	<p>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.</p>		

REGIONAL IDENTITY - develop a strong regional voice to promote and facilitate growth to become a leading community in Northern Australia. Recognise that our satellite towns have and cherish their own identities.

Corporate Plan Strategy	Action	Evaluation	Responsibility
<p>Northern Australia Alliance</p> <p>Participate as a strategic and active partner in the Northern Australia Alliance ensuring the Mackay Region maximises these opportunities to advocate for, and influence, government policies for the benefit of the Region.</p>	<p>Assist Greater Whitsunday Alliance (GW3) to participate as a strategic and active regional partner, ensuring the Mackay Region maximises opportunities to advocate for, and influence, government policies for the benefit of the region.</p>	<p>Number of Mackay Regional issues that GW3 advocate on behalf of the region.</p>	<p>Office of the Mayor & CEO</p>
<p>Working together with neighbouring councils</p> <p>Maximise the opportunities through active participation in the Greater Whitsunday Council of Mayors (formerly the Whitsunday ROC); build strategic alliances; advocate on regional priorities and collaborate to capitalise on opportunities for joint cost savings and improved service delivery.</p>	<p>Promote collaborative ventures by the Greater Whitsunday Council of Mayors.</p>	<p>Number of active ventures.</p>	<p>Office of the Mayor & CEO</p>
<p>Place management of suburbs and localities across the region</p> <p>Implement place management principles and an integrated approach in particular suburbs and localities to achieve social, economic, environmental potential and activate places through targeted services, facilities and events.</p>	<p>Continue placemaking efforts across Mackay and other townships and centres.</p>	<p>Number of projects.</p>	<p>Economic Development & Tourism</p>
<p>Prioritise the promotion of the Mackay Region</p> <p>Promote the Mackay Region through the development of a shared brand.</p>	<p>Provide funding support to Mackay Tourism Ltd for destination marketing and delivery of visitor information services.</p>	<p>Destination marketing and visitor information services delivery actions are completed, in accordance with the Destination Tourism Plan.</p>	<p>Economic Development & Tourism</p>
	<p>Together with partners, conduct a regional marketing campaign in key interstate workforce markets regarding the benefits of moving to Mackay.</p>	<p>Campaign developed.</p>	<p>Economic Development & Tourism</p>

COMMUNITY HEALTH AND WELLBEING - deliver a safe, healthy and accessible community that offers a diverse range of services and facilities.

Corporate Plan Strategy	Action	Evaluation	Responsibility
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.	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.	Parks, Environment & Sustainability
	Customer requests receive a personal response, where capacity allows.	Average 4-star customer satisfaction rating received per year.	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.	Parks, Environment & Sustainability
	Plan for the development of parks that meet community needs and achieve minimum parks service levels.	Review and update the Open Space Strategy.	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.	Health & Regulatory
Disaster preparedness Build community preparedness and responsiveness to emergencies and natural disasters.	Train staff in accordance with the QDTMF Queensland Disaster Management Arrangements (QDMA).	All staff have been suitably trained in accordance with the QDTMF.	Emergency Management
	Enhance the community's resilience by assisting with evacuation planning.	Emergency action guide updated to reflect riverine flood hazards.	Emergency Management & Strategic Planning

Corporate Plan Strategy	Action	Evaluation	Responsibility
	Work with the Local Disaster Management Group to enact the pandemic disaster recovery sub plan.	Pandemic disaster recovery sub plan enacted.	Emergency Management

ENVIRONMENT - minimise our environmental impact by adopting best practice; to achieve a well-managed and healthy environment that provides a balance between built infrastructure and the conservation of our natural and cultural resources.

Corporate Plan Strategy	Action	Evaluation	Responsibility
<p>Sustainability</p> <p>Promote sustainable practices and respond to climate change in council operations.</p>	Implement the Environmental Sustainability Strategy (2017-2022).	Review sustainability targets for the remainder of the Environmental Sustainability Strategy.	Parks, Environment & Sustainability
<p>Coastal management</p> <p>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.</p>	Develop a beach unit prioritisation formula for future Local Coastal Plan development or review.	Prioritisation formula endorsed.	Parks, Environment & Sustainability
<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.	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.	Parks, Environment & Sustainability

LIFELONG LEARNING - build an informed, involved and digitally connected community that retains and attracts knowledge. We will work with local universities and educational institutions to improve the percentage of people completing tertiary and vocational education courses.

Corporate Plan Strategy	Action	Evaluation	Responsibility
<p><i>Tapping into the experience of seniors</i> Utilise the skills and experience of older residents to support early childhood learning and to transfer sporting skills and knowledge.</p>	Plan and deliver a Volunteers Week Expo.	Volunteers Expo participation target met.	Community Lifestyle
<p>Deliver a program of activities that encourages community usage of Artspace Mackay, libraries and MRC halls.</p>	Increase library membership, including membership options.	5% net increase in library membership, based on the baseline recorded 30/06/20.	Community Lifestyle
	Develop a Museum Strategy for the Mackay Region.	Adoption of the Museum Strategy.	Community Lifestyle
<p><i>Resource Centre of Excellence</i> <i>(previously Mining Centre of Excellence)</i> Work with GW3 and industry to establish a world-class resource centre of excellence. This includes supporting the tertiary education sector to deliver new integrated service delivery models capitalising on local resources, facilities and knowledge to enhance mining and engineering related courses.</p>	Support the operation of the Resource Centre of Excellence.	Successful operation of Resource Centre of Excellence in 2020/21.	Economic Development & Tourism

ECONOMY - we will encourage a buoyant, diverse economy that creates opportunities and employment and builds on our strengths so that we are a key player in the regional, state and global economy.

A key foundation to the Mackay region’s long-term prosperity and lifestyle is a strong and resilient economic base, supported by the resource sector, service industries, agricultural industries, education and tourism.

Recognising that our outlying areas are major contributors to our economy - we will adopt strategies to enhance the lifestyles and business opportunities in our regional areas which benefit the entire region.

Corporate Plan Strategy	Action	Evaluation	Responsibility
<p>Partnerships for a diversified economy Champion the growth of globally competitive local industries by working with industry stakeholders.</p> <p>Support the economic development and viability of the Region by implementing the Mackay Regional Council Economic Development Strategy 2015 -2020 (EDS) in partnership with key stakeholders including GW3, Mackay Tourism, RIN, Mackay Region Chamber of Commerce, Regional Development Australia, Urban Development Institute of Australia, universities, state and federal government agencies, and other business and industry groups.</p>	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.	Economic Development & Tourism
	Work with partners to proactively identify and engage with prospective investors/businesses in identified targeted sectors.	Number of businesses engaged.	Economic Development & Tourism
	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 recieved.	Office of the Mayor & CEO
	Partner with stakeholders to support local business impacted by COVID-19.	Joint initiatives undertaken.	Economic Development & Tourism
<p>Enhance regional centres Focus on regional centres to enhance identity and local economies.</p>	Progress the development of the Pioneer Valley Mountain Bike Park.	Project is design finalised and 'shovel-ready'.	Office of the Mayor and CEO
	Undertake preliminary design works for Mirani Community Precinct, including development of full scope of works.	Project concept design finalised and 'shovel-ready'.	Strategic Planning
	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.	Strategic Planning

Corporate Plan Strategy	Action	Evaluation	Responsibility
	Continue to provide support to Mackay City Centre and regional business centres through the Façade Improvement Program.	Number of Projects and investment value.	Economic Development & Tourism
<p>Strong local businesses with a global reach</p> <p>Support stakeholder groups to assist Mackay and Regional business and industry to become export-ready and extend the global reach of their products and services.</p> <p>Develop networks that capitalise on the government's trading relationships and free trade agreements.</p>	Support establishment and operation of the Mackay Isaac Whitsunday Small-medium Enterprise METS Export Hub.	Number of projects supported.	Economic Development & Tourism
	Support Study Greater Whitsunday to expand international education opportunities.	Number of opportunities identified.	Economic Development & Tourism
<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.	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.	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.	Strategic Planning
<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>	Facilitate catalytic land and infrastructure development by <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.	Office of the Mayor & CEO
	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.	Strategic Planning
	Assist in implementation and interpretation of the Local Government Infrastructure Plan.	Assistance provided.	Strategic Planning

Corporate Plan Strategy	Action	Evaluation	Responsibility
	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.	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.	Development Engineering
	Continue to implement, monitor and evaluate the Facilitating Development Policy.	Number of applications received.	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.	Strategic Planning
<i>Supports local business</i> Ensure that MRC's procurement activities support local businesses where possible.	Deliver an annual information session to the Mackay public.	Information session delivered.	Procurement & Plant
	Support local businesses and business associations to understand and support business needs and priorities.	Number of engagements.	Economic Development & Tourism
	Provide fees and charges relief measures for those businesses impacted by COVID-19.	Relief measures applied.	Office of the Mayor & CEO
	Monitor the impacts of COVID-19 on the local economy and implement initiatives to promote economic recovery.	Initiatives developed.	Economic Development & Tourism

INFRASTRUCTURE AND TRANSPORT - develop and maintain regional infrastructure that will support a high standard of living. Council will have robust strategic asset management practices to optimise the planning, delivery and maintenance of public assets.

Corporate Plan Strategy	Action	Evaluation	Responsibility
Better roads Maintain and improve council's sealed and unsealed network.	Prepare 20-year Capital Works Program (CWP) and submission for adoption by council within corporate timeframes.	Draft CWP prepared and submitted.	Transport & Drainage Infrastructure Planning
	Develop a 3-year CWP schedule, for council approval.	Rolling 3-year CWP completed for review by council for indicative approval.	Transport & Drainage Infrastructure Planning
	Complete asset defect inspections on time and in line with the inspection schedule.	95% of asset defect inspections are completed on time.	Civil Operations
	Respond to client requests in line with agreed timelines.	90% client requests are responded to within agreed timelines.	Civil Operations
	Conduct Client Satisfaction Surveys to assess satisfaction rating on a bi-monthly basis and achieve target satisfaction rating.	Maintain client satisfaction star rating at > 4, average over the 12-month period.	Civil Operations
Mackay Ring Road Support the construction of Mackay's Ring Road network.	Advocate for delivery of Stage 2 of the Mackay Ring Road which will connect the Bruce Highway north of Mackay to Harbour Road and the Mackay Port.	Advocacy for State and Federal Government Stage 2 Mackay Ring Road funding is completed.	Office of the Mayor & CEO
Bowen Basin Service Link Support the implementation of the proposed Bowen Basin Service Link.	Support Department of Transport and Main Roads in the design and construction phases of the Mackay to Bowen Basin Service Link.	Preliminary design commenced.	Office of the Mayor & CEO
Drainage Networks Maintain and improve council's drainage networks by delivering priority drainage capital works; and by developing more efficient delivery mechanisms.	Implement actions in the 10-year Flood and Stormwater Strategy.	Continue preparation of the strategy to plan for coastal and inland flood hazard adaptation.	Strategic Planning

Corporate Plan Strategy	Action	Evaluation	Responsibility
	Develop a capital program to maintain required services over the next 10 years at optimal investment, with business cases developed for projects identified for the first year.	Indicative 2020-2021 drainage capital works program endorsed by council.	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.	Strategic Planning
	Finalise the Mackay Floodplain Management Plan for council adoption.	Mackay Floodplain Management Plan adopted by Council.	Strategic Planning
	Undertake continuous improvement to eliminate or reduce risks identified in the stormwater strategy, floodplain management plan and other flood studies.	Strategies implemented according to implementation plans.	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.	Strategic Planning
<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.	Water Treatment
	Use planning optimisation to devise the capital program, developed within the Governance Framework, in line with the MRC budget schedule.	Provide a rolling three-year capital program by February each year and ensure 100% of projects are delivered with a robust business case and prioritised using the Capital Prioritisation Guidelines.	Water & Sewage Infrastructure Planning

Corporate Plan Strategy	Action	Evaluation	Responsibility
	Develop a capital program to maintain required services over the next 10 years at optimal investment, with business cases developed for projects identified for the first year.	Indicative 2020-2021 water and sewerage capital works program supported by the Water and Waste Advisory Board and endorsed by council.	Water & Sewage Infrastructure Planning
	Work with the Department of Natural Resources, Mines and Energy and Department of Environment and Science to ensure the meeting of all regulatory obligations.	Nil regulatory enforcement notices.	Water Treatment
	Optimise the quality of effluent (treated sewage) released into the environment.	95% regulatory compliance with licence requirements for treated sewage.	Water Treatment
Waste services Maintain and improve council's waste facilities and services by adopting improved practices and service delivery.	Review and publish the Waste Management Strategic Plan (WMSP).	Draft WMSP completed for internal discussion.	Waste Services
Planning for growth Plan for the delivery of public infrastructure and services to match the needs of our changing population.	Complete identified and approved projects under the Works for Queensland (W4Q) 2019-2021 funding program.	Completion of identified projects to funding level.	Office of the Mayor & CEO
	Review the Mackay Growth Allocation Modelling based on updated data to inform land use and infrastructure planning.	Model reviewed and updated.	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.	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	Update Asset Management Development Plan to include actions relevant until June 2022.	Asset Management Development Plan is updated and indorsed by the Asset Management Working Group.	Asset Management

Corporate Plan Strategy	Action	Evaluation	Responsibility
assets required to deliver services to the community.	<p>The corporate maintenance management system is used for the majority of works completed for the following asset classes:</p> <ul style="list-style-type: none"> • roads; • drainage; • water; • waste water; and • parks. 	Maintenance management reports are generated from the corporate system, demonstrating that work orders have been completed.	Asset Management
<p><i>Advocacy for better public transport</i></p> <p>Work closely with the state government to secure funding to increase the frequency and number of public transport services in the Mackay Local Government Area.</p>	Prepare the new Mackay Region Transport Strategy to address all modes of transport.	Completion of the draft Mackay Region Transport Strategy.	Strategic Planning

ORGANISATIONAL PERFORMANCE - we are an innovative and responsive council that strives for excellence to achieve for our customers and the community. We operate efficiently and effectively to develop strong partnerships with all stakeholders providing value for money services.

Corporate Plan Strategy	Action	Evaluation	Responsibility
Shared Services Centre Support a Shared Services Centre as an industry-leading service delivery unit.	Develop business process management framework that includes continuous improvement within Shared Services.	Framework to support operational process review and continuous improvement is embedded.	Shared Services
Financial sustainability and efficiencies Maintain the financial sustainability of the council by implementing rigorous financial management practices across all council programs.	Deliver and track progress of capital works program each month.	90% delivery of the capital works against the original budget - allowing for change control.	Capital Works Directorate
	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.	Financial Services
	Prepare draft financial statements on or prior to planned date.	Draft statements should be of sufficient quality for management approval, without any material errors or adjustments.	Financial Services
Safety in the workplace Practise a "safety first" attitude to ensure the safety and wellbeing of council employees, contractors and volunteers.	Implement the actions contained in the 2020-2021 Safety Action Plan.	Percentage of actions completed in accordance with the Safety Action Plan.	Governance & Safety
Our culture Foster a culture where staff willingly engage in council's values and expected service delivery outcomes for our community.	Create high-performance teams-focused organisational culture leveraging previous values-based culture initiatives.	Design high performance culture and supporting tools.	People & Culture
		Communicate intention of culture change and baseline data established.	People & Culture
		Roll out culture education.	People & Culture
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 if IAP2, council's	Relevant programs are briefed.	Corporate Communications & Marketing

Corporate Plan Strategy	Action	Evaluation	Responsibility
	Community Engagement processes and portal.		
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.	Information Services
	Procure and implement new HRIS with advanced functionality.	Scoped & project team appointed.	People & Culture
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.	People & Culture
	Implement a position profiling process.	Position profiling process implemented.	People & Culture
	Implement a succession planning framework.	Framework implemented.	People & Culture
Governance and performance Ensure that council complies with all of its statutory obligations, minimises its exposure to litigation, manages its risk, undertakes targeted internal audits, and meets community expectations of transparency and performance reporting.	Deliver an internal audit program targeting areas of highest risk and greatest potential for business improvement gains.	Audits completed in accordance with the approved Internal Audit Plan.	Governance & Safety
	Improve fraud control through the development and implementation of the Fraud Corruption and Prevention Action Plan.	Percentage of actions completed in accordance with the Fraud and Corruption Prevention Action Plan.	Governance & Safety
	Complete quarterly risk reports.	Prepare and submit quarterly strategic risk reports to SLPT and the Audit Committee.	Governance & Safety
	Facilitate the annual review of Business Plans.	Business Plans organisation wide are complete and endorsed by SLPT.	Governance & Safety
	Annual report on council strategies (method of implementation, key outcomes of the strategy).	Council strategy report complete & endorsed by SLPT.	Governance & Safety
	Provide efficient and cost-effective legal services to	Proportion of legal services provided in-house in 2020-2021 is	Office of the Mayor & CEO

Corporate Plan Strategy	Action	Evaluation	Responsibility
	all MRC departments and functions.	greater than 2019-2020.	
	Provide legal training and education programs in-house to increase the capacity of MRC officers to understand and coordinate legal matters.	At least four in-house legal training sessions each year.	Office of the Mayor & CEO
	Review MRC's response to the coronavirus pandemic.	Review undertaken implementation plan of recommendations developed.	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.	Corporate Communications & Marketing
	Undertake a quarterly review of digital media operations and continue to investigate effective monitoring platforms.	Visits to MRC's digital media platforms are maintained.	Corporate Communications & Marketing