



# Organisational Services

Monthly Review

> October 2016

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# 1. EXECUTIVE SUMMARY

After considerable delays, which were beyond the control of both Council and our employees, negotiations for a new Enterprise Bargaining Agreement were able to commence this month. Some preliminary meeting dates and timelines have been agreed and it is Management's intention to strive for a new agreement well before the end of the 2016/17 financial year.

Several activities were successfully undertaken this month to raise awareness of mental health during Mental Health Week from 9 – 15 October. These included five information sessions and barbeques attended by approx. 300 staff, an 'odd socks day' which raised \$500 for Ozcare Mackay, and a staff photographic competition on the theme 'what makes me happy' for which there were over 100 entries.

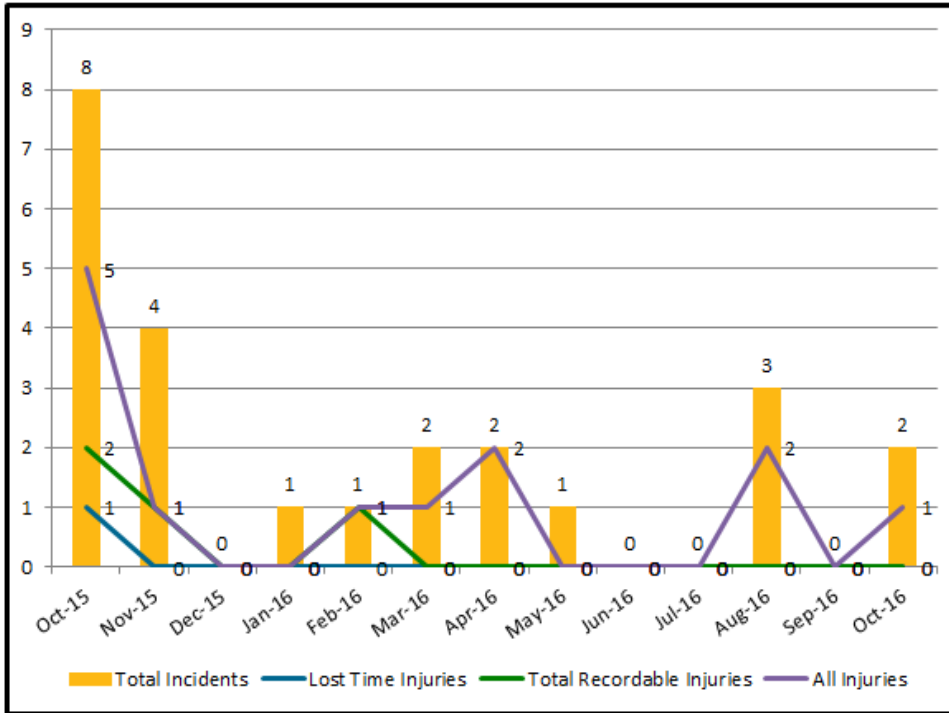
Whilst it is still early in the financial year, Council's revenue is trending behind YTD expectations, predominantly relating to water consumption and waste fees. This is demand driven and at this stage there are offsets to expenditure to compensate. As Council's budgeted operating result is a slight deficit, our operating performance must be monitored closely, particularly as we get closer to the end of the financial year. Council's balance sheet remains particularly strong, with high levels of liquidity and significant debt reduction strategies enacted, however the biggest risk at present is the bottom line pressure from revenue loss.



Andrew Knight  
Director Organisational Services

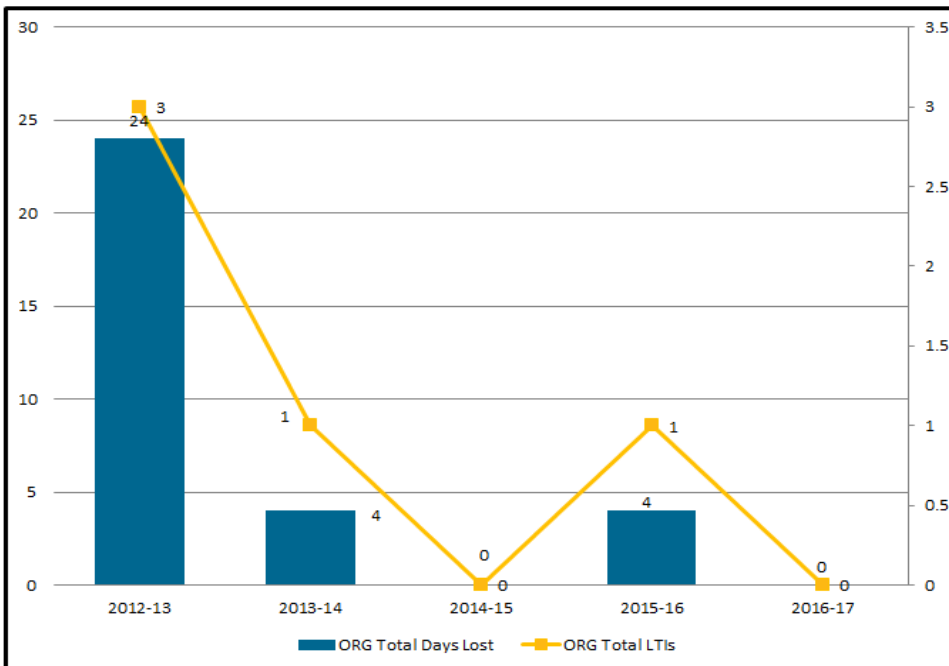
# 2. SAFETY

## 2.1 Incidents and Injuries



Of the two incidents reported, one resulted in injury which required first aid: a worker suffered a minor sprain as a result of a fall.

## 2.2 Lost Time Injuries & Days Lost



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

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

**Glossary**

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

# 3. CUSTOMER SERVICE

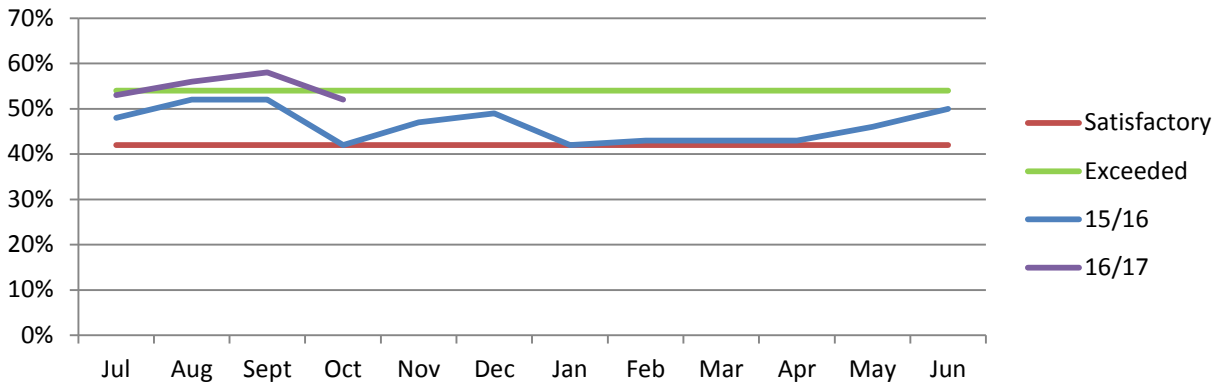
## 3.1 External Customer Services

KPI	KPI Description	Target			Result
		Red	Amber	Green	
<b>First Contact Resolution (FCR)</b>	The percentage of external customer enquiries that are resolved at the first point of contact.	< 42%	42-54%	< 54%	<b>52%</b>
<b>Grade of Service (GOS)</b>	The percentage of customer calls that are answered within 60 seconds across the NAS team.	< 80%	80-85%	> 85%	<b>81%</b>
<b>Abandoned Calls</b>	The percentage of customers that abandon their call before being served.	> 5%	3-5%	< 3%	<b>2.68%</b>
<b>External Customer Satisfaction</b>	A measure of customer satisfaction as reported by the end of call survey	< 80%	80-85%	> 85%	<b>95%</b>
<b>Customer Request Completion</b>	Service requests resolved within corporate standard timeframes	< 80%	80-85%	> 85%	<b>91%</b>

**KPI Graphs and Commentary**

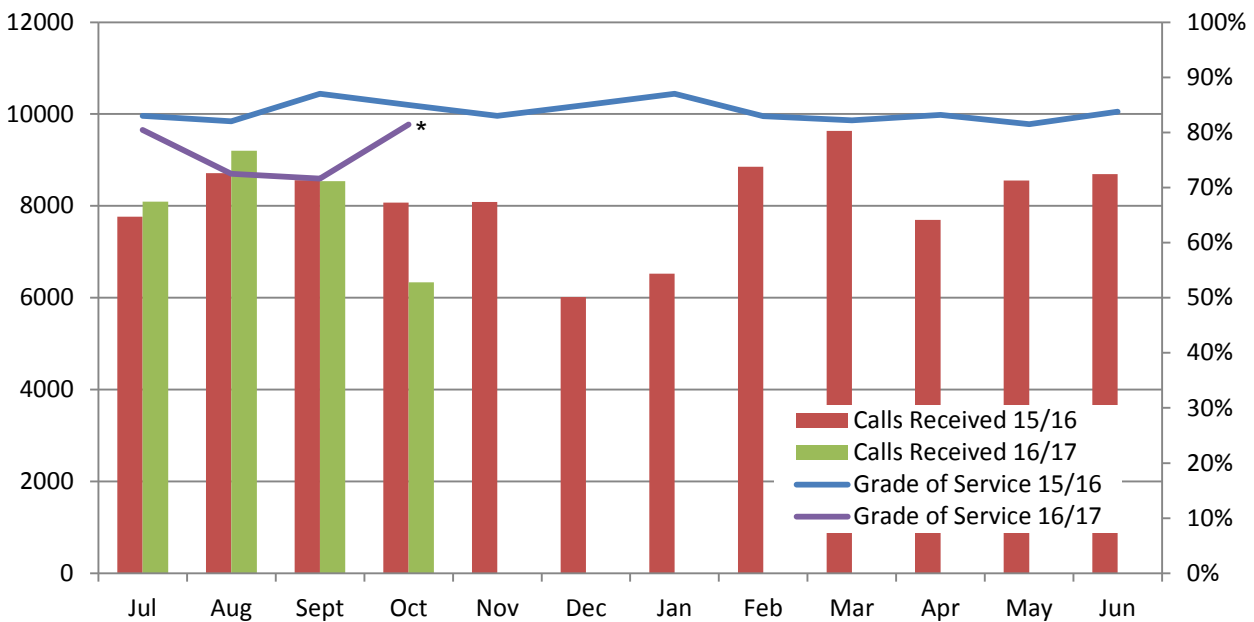
**First Contact Resolution:** There was considerable work completed during the rates cycle by the Revenue and Client Services teams to utilise the quiz function in Howie to assist in identifying FCR improvements and frontline training opportunities. This contributed to some good results during the recent rates cycle of 56 - 58% FCR in Aug/Sept. A similar process will be followed during the water notice cycle and we'll monitor the trends in FCR related to these events ongoing.

**First Contact Resolution**



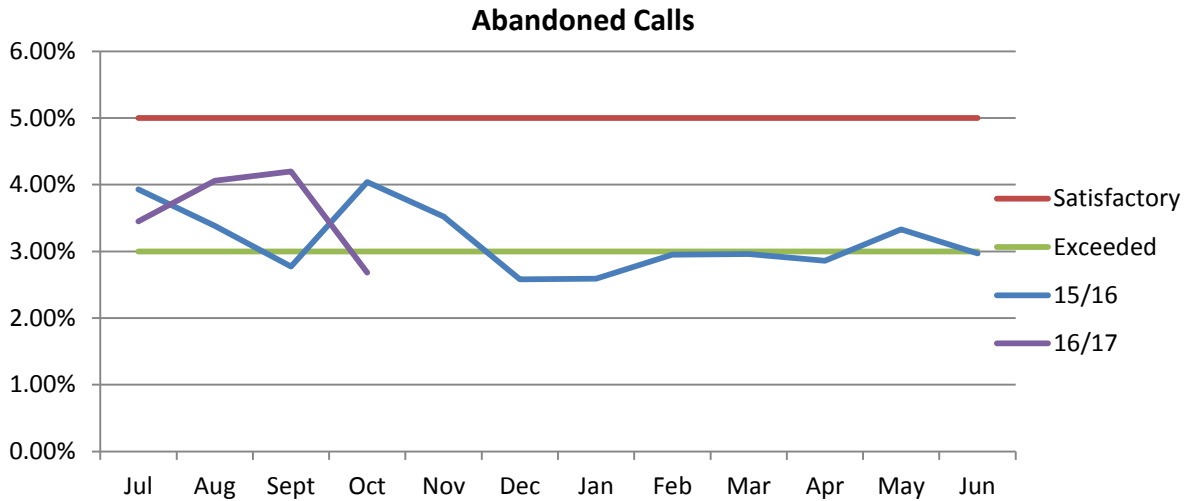
**Grade of Service:** A Performance Indicator adjustment occurred on the afternoon of Tuesday 25<sup>th</sup> October applied retrospectively for the month of October 2016. This adjustment saw the KPI measure shift from 80% of calls within 20 seconds, to 80% of calls within 60 seconds. We will monitor monthly the impact on customer experience, at this stage it is too early to assess.

**Grade of Service**

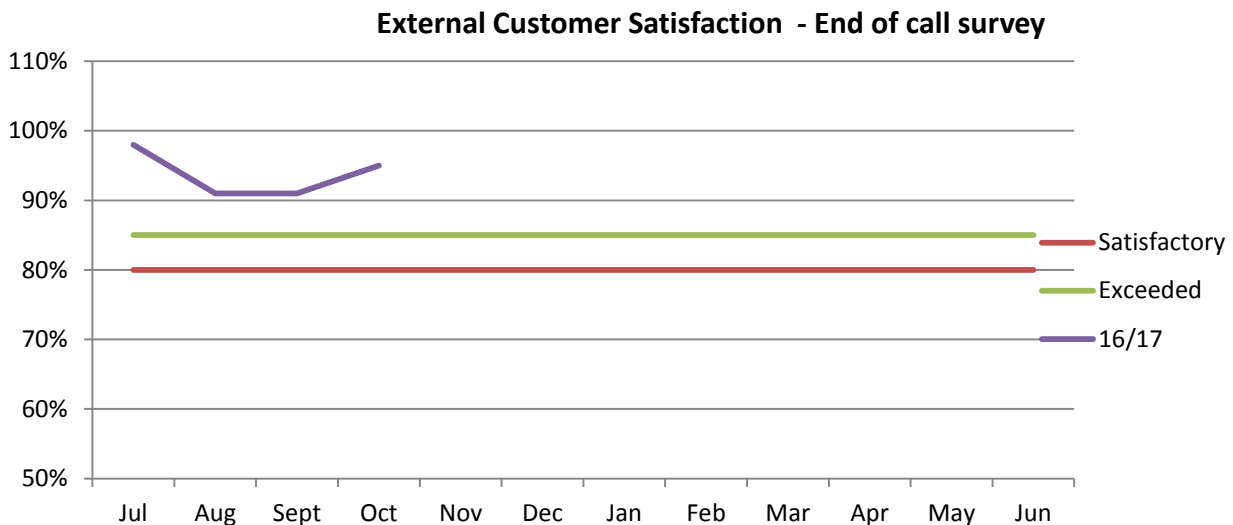


*\* Note: The measure changed in October to % of calls answered within 60 seconds. The months prior represent the past measure of % of calls answered within 20 seconds.*

**Abandoned Calls:** A good result with 170 calls abandoned for the month. Influencing factors were the reduction in call volumes with 6335 calls received (8541 in September), the longest wait to answer was 8 minutes down from the 14 mins 20 seconds experienced in September and Average Speed of Answer was 51 seconds (1min 5 sec in September).



**External Customer Satisfaction:** Response rate continues to remain a focus for the team, this has been assigned to one of our CS Team Leaders to take the lead as an improvement project.



**Customer Request Completion:** 436 requests were lodged in October (3 month average 517). We anticipate an increase as a result of the water notice issue on the 7<sup>th</sup> November.

	Lodged	Resolved within SLA
<b>MRC Total</b>	3030	80%
<b>NAS</b>	436	91%

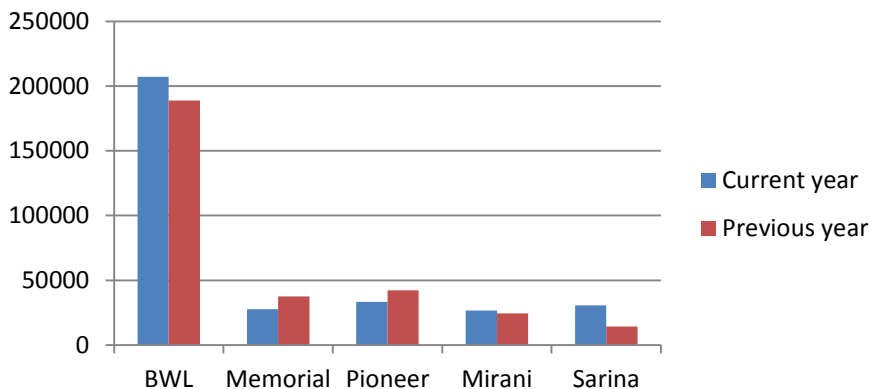
Requests where a NAS officer is responsible for actioning the request made up 14% of all requests in October,

MRC Top 5 Pathway requests Lodged October 2016	Volume	% of total requests
Replace wheelie bin	209	7%
Change of mailing address	166	5%
Water - Leak (Public Area)	154	5%
Repair wheelie bin	143	5%
Planning Advice Enquiries	97	3%

The top 5 request types now excludes phone messages, of which 439 were lodged in October, representing 14% of all requests.

### 3.2 Aquatic Facilities

#### Attendance Figures



Slight 12 monthly improvements experienced at the BWL and Mirani and Sarina Swim Centres.

Highest recorded 12 monthly attendance figures for Sarina Pool. The Lessee noting a constant flow of returning members from last season and a promising start for club and program activities.

### 3.3 IT Support

#### Internal Service Metrics

KPI	KPI Description	Target			Result
		Red	Amber	Green	
<b>Incident Resolution</b>	Percentage of incidents resolved within corporate standard timeframes	80%	80-85%	85%	<b>85%</b>
<b>Service Request Resolution</b>	Percentage of service requests resolved within corporate standard timeframes	80%	80-85%	85%	<b>87%</b>
<b>Internal Customer Satisfaction Survey</b>	IT email survey - % of customers whose experience met or exceeded expectations	75%	75-84%	85%	<b>87%</b>

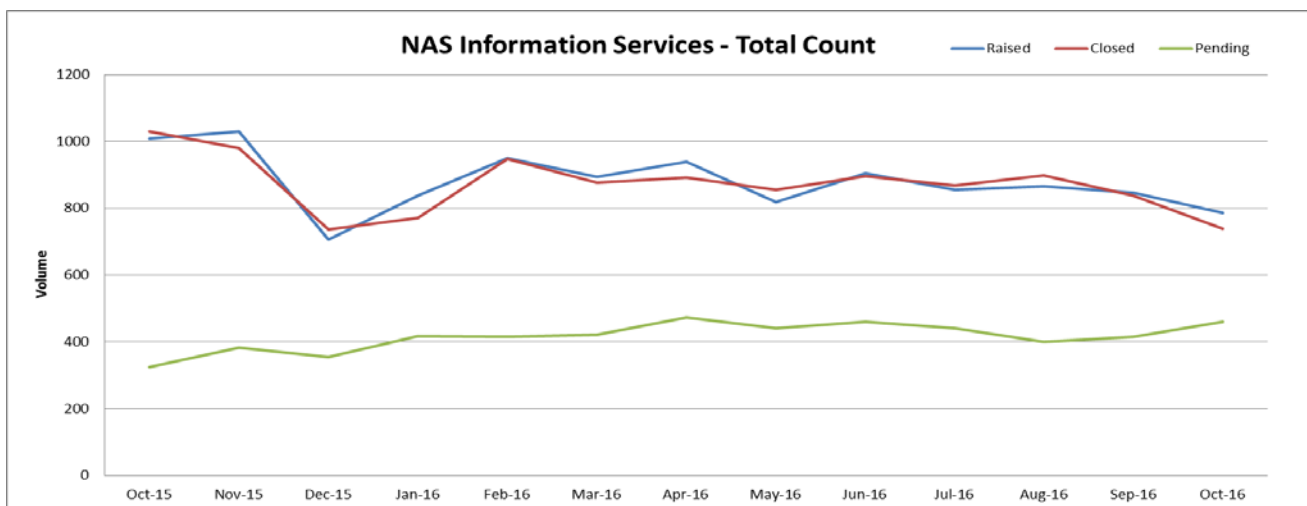


**Applications Availability**

KPI	KPI Description	Target			Result
		Red	Amber	Green	
Tier 1 Systems – Applications Availability	Refer to the table under 'KPI Commentary' section below for detail on which systems are included in each tier.	< 95%	95-98%	≥ 98%	<b>99.99%</b>
Tier 2 Systems – Applications Availability		< 95%	95-98%	≥ 98%	<b>99.52%</b>
Tier 3 Systems – Applications Availability		< 95%	95-98%	≥ 98%	<b>100%</b>

**KPI Commentary**

**Incident and Service Request Metrics:** The below chart identifies the Raised Vs Closed and Pending requests for the past 13 months. There have been programs of work undertaken improving the overall performance of infrastructure and applications. Activities are also underway to address the volume of pending requests.




**Internal Customer Satisfaction:** During the month of October, 416 survey responses were received, which represents 62% of the requests and incidents lodged.

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

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

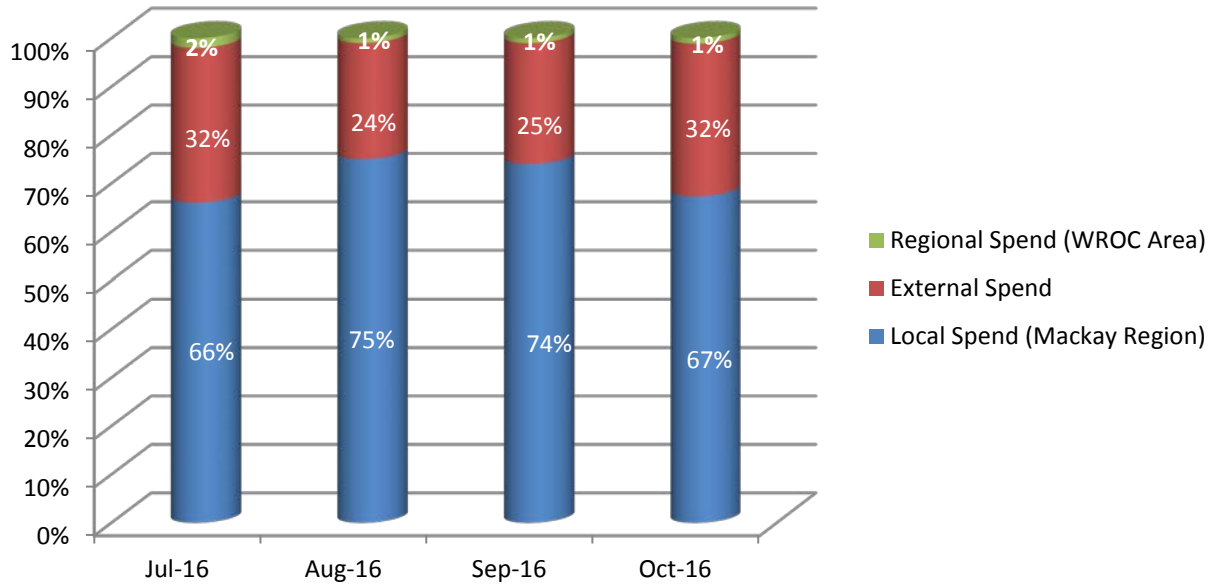
### 3.4 Key Activities

Activity	Program	Timeframe	Comments
<b>2017 Trainee and Apprentice Intake</b>	NAS	★	Offers have begun to be extended to some of the 27 successful candidates, while others are still working through the pre-employment checks and medicals, with offers to follow soon.
<b>Online mapping – Mackay Region Planning Scheme</b>	NAS	★	The proposed Mackay Region Planning Scheme 2016 online mapping version was completed by Wednesday 26 <sup>th</sup> October, and made externally available to the public in time for the public launch on 28 <sup>th</sup> October. The online mapping system is accessible via desktop, mobile and tablet platforms.
<b>Keswick Island addressing</b>	NAS	★	<p>Formal addressing for about 26 Keswick Island properties has been allocated. Although lots and access roads excluding National Park land on Keswick Island are privately owned, this is in response for a requirement of individual addresses for NBN, Insurance purposes, etc. and to assist emergency services. Road names have also been allocated. The land owners have erected the road name signs:</p> 
<b>Water Notice Production</b>	NAS	★	Water Billing has been completed. 41,364 accounts have been issued for a total of \$9.6m. The number of meters read was 9,549 (incl follow up reads), with the rest of the reads coming from the Automated Meter Reading devices. AMR data was uploaded into Pathway in 5 uploads over the course of 9 weeks.

### 3.5 Procurement Services

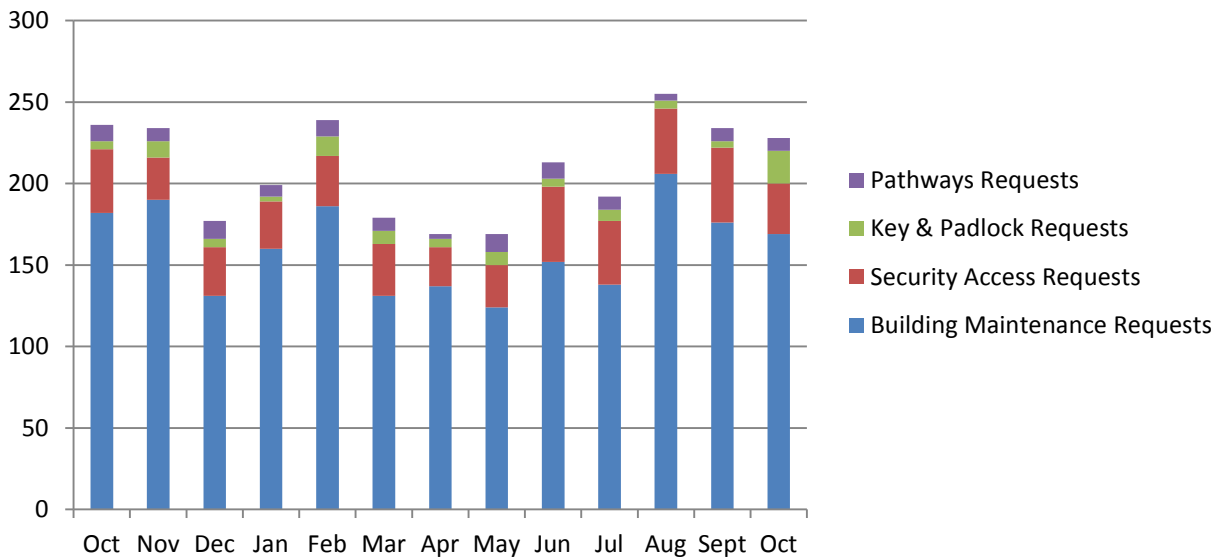
Activity	October 2015	October 2016
<b>Purchase Orders (PO) Raised</b>	<b>819</b>	<b>639</b>
<b>Line Items in POs</b>	<b>2239</b>	<b>1385</b>
<b>POs Received</b>	<b>887</b>	<b>827</b>
<b>Line Items in POs Received</b>	<b>3036</b>	<b>2891</b>
<b>Invoices Processed</b>	<b>3597</b>	<b>3350</b>
<b>Request for Quotes Issued</b>	<b>Data unavailable</b>	<b>16</b>
<b>Tenders Issued</b>	<b>Data unavailable</b>	<b>4</b>
<b>Tenders Awarded</b>	<b>Data unavailable</b>	<b>0</b>

### Area Monthly Spend %



## 3.6 Property Services

### Actioned Property Services Requests



<b>Breakdown of Building Maintenance Requests Actioned - October 2016</b>	<b>Volume</b>	<b>% of total requests</b>
Electrical	53	31.36%
Miscellaneous	43	25.44%
Plumbing	32	18.93%
Repairs	30	17.75%
Safety & Legislation	7	4.14%
Air conditioning	4	2.37%

Of the total number of Building Maintenance Requests received for the month of October (169), the top 3 requests related to Electrical, Miscellaneous (furniture, consumables, cleaning) and Plumbing issues.

# 4. PEOPLE AND CULTURE

## 4.1 Key Activities

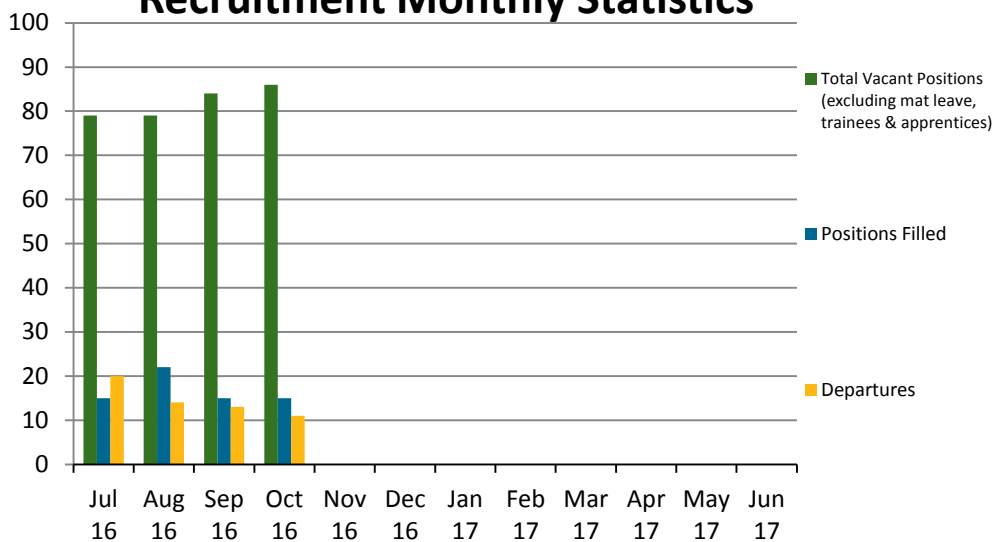
<b>Activity</b>	<b>Program</b>	<b>Timeframe</b>	<b>Comments</b>
<b>EBA Negotiations</b>	P&C	★	The first meeting was held on 13 October, 2016. Some timelines and meeting dates have been set to progress negotiations.
<b>Workforce Data Reports</b>	P&C	★	Reports are now available for use. SLPT has access to these reports on Bruce.
<b>Performance Management Training</b>	P&C	★	Miles Dolphin provided MRC with a final report in October. This report is to be assessed to decide on the next steps and any initiatives to be addressed as an outcome of the training.
<b>Training</b>	P&C	★	No training on policies occurred in October, 2016.
<b>Mental Health Awareness</b>	G&S	★	Several activities were successfully undertaken to raise awareness of mental health during mental health week 9 – 15 October. These included five information sessions and barbeques attended by approx. 300 staff, an 'odd socks day' which raised \$500 for Ozcare Mackay, and a staff photograph competition on the theme 'what makes me happy' for which there were over 100 entries.

## 4.2 Staff Contingent

Status	OMC	ECI	DS	CCS	OS	Total	Prev. Mth.
Full Time	7	368	167	102	171	815	815
Part Time		6	6	27	25	64	66
Apprentice/Trainees		8	9	6	14	37	37
Temp	1	5	6	8	12	32	27
Casual		11	12	88	1	112	111
<b>TOTAL EMPLOYED</b>	<b>8</b>	<b>398</b>	<b>200</b>	<b>231</b>	<b>223</b>	<b>1060</b>	<b>1056</b>
Vacant		29	11	13	35	88	82
<b>TOTAL</b>	<b>8</b>	<b>427</b>	<b>211</b>	<b>244</b>	<b>258</b>	<b>1148</b>	<b>1138</b>

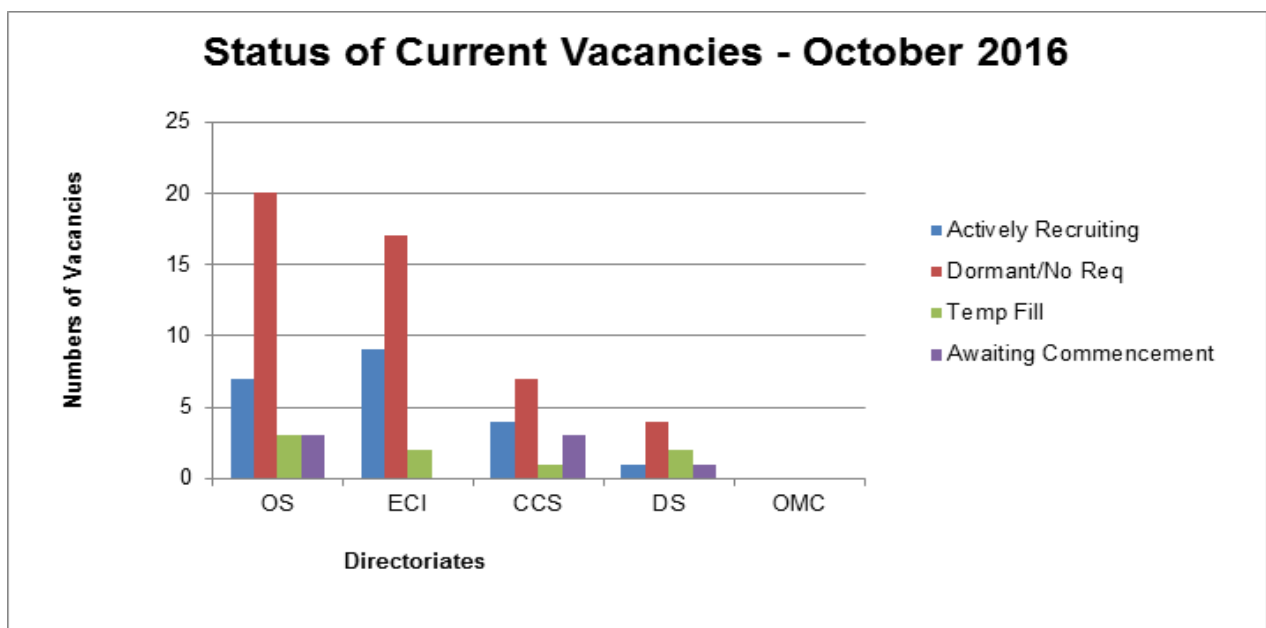
Staff contingent held steady in October.

### Recruitment Monthly Statistics

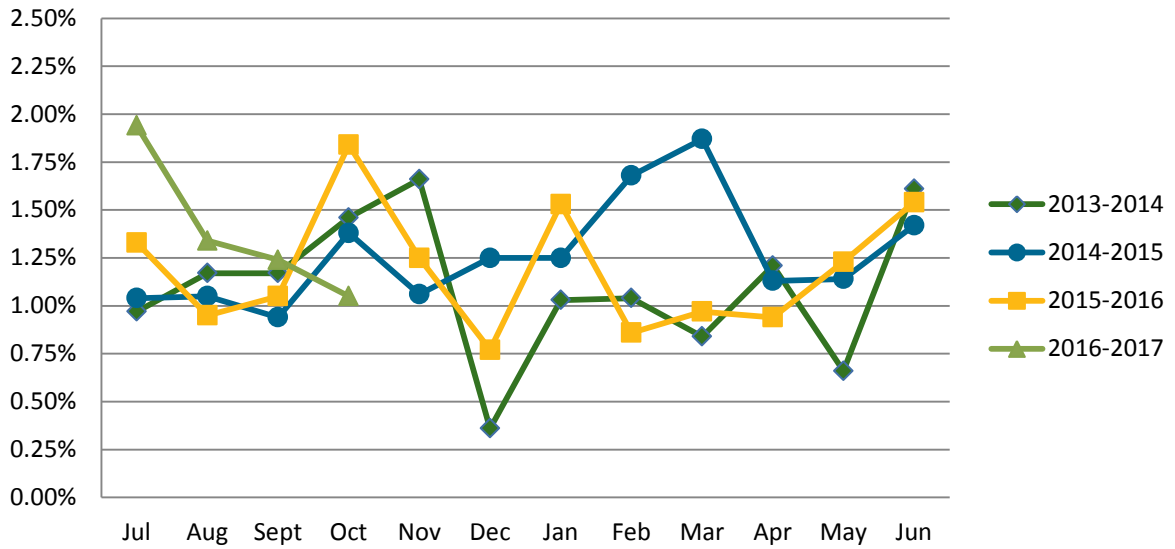


Vacancies are continuing to be reviewed to assess roles where current demand does not warrant immediate replacement.

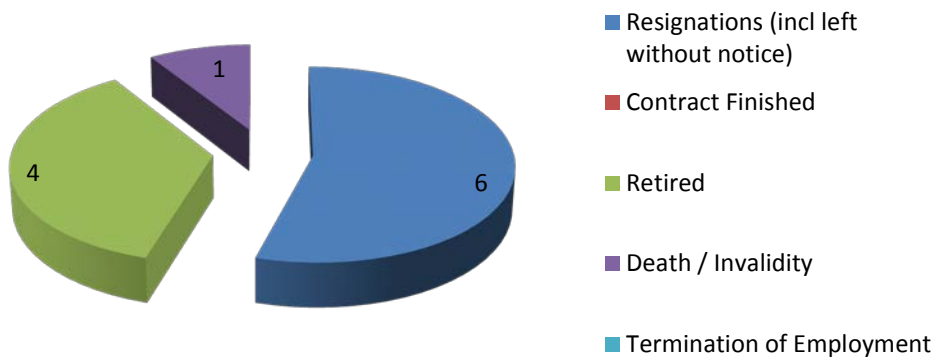
### Status of Current Vacancies - October 2016



### MRC Turnover



### October 2016



# 5. FINANCE

## 5.1 Summary Financial Position

(in \$ '000)	YTD Budget	YTD Actual	Variance
Total Revenue	117,539	114,937	(2,602)
Total Expenses	56,575	48,503	8,072
Operating Surplus (BID)	60,964	66,434	5,470
Depreciation	24,429	24,429	0
Interest	3,028	3,001	27
Net Operating Surplus	33,507	39,004	5,497

Operating revenue is currently behind YTD budget mainly in relation to rates and fees and charges being lower than anticipated at this stage. Operating expenses are currently under budget at this stage due to some identified savings in wages and goods and services. This will be monitored and reviewed as part of the next quarterly budget review if required.

## 5.2 Financial Ratios

	YTD	Target
Operating Surplus %	33.9%	0% - 10%
Interest coverage %	1.2%	0% - 5%
Net financial liabilities %	16.9%	< 60%
Current ratio	4.0	Between 1 and 4
Asset sustainability %	35.1%	> 90%
Capital expenditure ratio	0.65	> 1.1 times

As it is early in the financial year the ratios are distorted due to the timing of payments and the recognition of revenue. These ratios will adjust during the financial year to better reflect targets.

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

## 5.3 Key Activities

Activity	Program	Timeframe	Comments
Budgets & LTFF	Finance	★	The amendments identified as part of the September budget review were approved by council in October and reflected in the amended budget. Planning for the 2017/2018 budget is underway.
Financial Statements	Finance	★	Queensland Audit Office have signed council's financial statements and issued an unqualified report.
Statutory Reporting	Finance	★	The monthly strategic financial report for September was presented to council in October.
Rates	Finance	★	Collection action for unpaid rates has commenced with 2074 accounts being referred to Collection House on 21 October. Water consumption notices will be issued in November with a due date 7 December. Due date for approved pensioners is 14 December.

# 6. QUALITY

## 6.1 System Upgrades & Development

Description	Program	Budget	Timeframe	Comments
<b>Learning Management System</b>	NAS	★	★	Upgrade of LMS in conjunction with Skillsoft V8i was successfully completed; new eLearning landing page using Firefox browser and new customised support documents created (eLearning Quick Reference Guide, Accessing eLearning Externally, Managers Guide to Assigning and Reporting on eLearning) as well as a number of navigation videos accessible via Bruce.
<b>eApplications Development</b>	NAS	★	★	A portal has been developed to replace the announced decommissioning of Smart eDA. eApplications is now ready for user acceptance testing. The eApplication portal provides regularly updated information to be available to the community and reduce internal administration requirements.
<b>Dudley Denny Library Support</b>	NAS	★	★	The re-development of the Library Service's public use PCs and laptops has been completed using Windows 10, which will be released as part of the DD Library opening. Also in progress is the point to point wireless network connection for the DD Library, which will support public use, corporate connectivity and telephone services.
<b>Pathway Upgrade</b>	NAS	★	★	The next Pathway upgrade, Service Pack 5 (SP5), is being planned. The test environment for Pathway/ePathway has now been successfully upgraded to SP5. Core functional testing has begun to check for issues that may impact user functions, reporting and systems integration.
<b>InControl Upgrade</b>	NAS	★	★	A scheduled upgrade of InControl is currently in a test phase. Testing is being carried out prior to progressing to a production deployment. To date all core functions have passed the test phase and one item identified to be addressed has been sent to the vendor for their review.

## 6.2 Business Improvements

Description	Program	Timeframe	Comments
<b>Enterprise Risk Management (ERM) Review</b>	G&S	★	<p>Risk appetite statements have been drafted in consultation with risk owners and risk sponsors. These will be finalised early November, 2016.</p> <p>Business processes and roles and responsibilities have been drafted to assist the investigation of a software solution to support the framework.</p>



<b>Intellectual Property Audit</b>	G&S		Discussions had with Legal Services with respect to content of the Intellectual Property Policy. Upon finalisation will be circulated to management team for consultation.
<b>Policy Review Project</b>	G&S		The new review process has been finalised with testing being undertaken in October.
<b>New Complaints Management Process</b>	G&S		A number of information sessions with key staff have been conducted during October in relation to the new Complaint Management Process. A presentation to SLPT has also occurred.
<b>New Business Continuity Arrangements</b>	G&S		The new Business Continuity Framework and Business Continuity Plans for all high risk sites across council have been approved. An information session has been held with members of the Continuity Management Team and a test exercise was undertaken on 26 September 2016. Outcomes of the test exercise have been compiled for actioning by December 2016.
<b>External Safety Audit Implementation Project</b>	G&S		Batches of new procedures and forms relating to Safety Risk Assessment and Contractor Management were developed and circulated broadly for consultation and feedback.
<b>New Safety Reports</b>	G&S		The suite of new safety performance reports were fully implemented this month. Reports now include: weekly incident reports, weekly and monthly outstanding actions reports, monthly Departmental and Council safety performance reports, Quarterly CEO's report, monthly rehabilitation reports.
<b>Safety Rewards Scheme</b>	G&S		The new safety reward scheme was implemented this month. Programs are categorised according to risk and rewards provided based on days without a lost time injury. Two programs qualified for the second highest reward which is a donation to charity equivalent to \$25 per person up to a maximum of \$1,000. Fourteen programs qualified for the highest reward which was a \$50 wishcard per employee.
<b>Safety and Wellbeing Strategy</b>	G&S		A three-year draft Safety and Wellbeing Strategy and Action Plan was circulated to staff for feedback with a view to the plans being approved for commencement in January 2017.
<b>Workforce Mobility</b>	NAS		We have taken another positive step towards improving mobility for our workforce with a pilot of the Mobile Pathway application successfully concluding. This application provides staff with access to Pathway requests and workflows while out of the office and will now be rolled out beyond the pilot group.
<b>Centralisation of Library Calls</b>	NAS		Client Services have been working with their Library colleagues to take on answering library calls through the contact centre. The go-live date is planned for 15 November. Mackay library staff's predominant servicing channel is from walk-in customers. With competing calls coming to the library counters, this takes staff time away from servicing face-to-face customers and results in an inconsistent service experience for all.

# 7. ASSET MANAGEMENT

## 7.1 Internal Projects

Project	Program	Budget	Timeframe	Comments
<b>Asset Management System Upgrade</b>	AM	★	★	Financial Data migration has commenced with several key functional improvements identified. We are working with the supplier to make these improvements possible.
<b>Predictive Modelling</b>	AM	★	★	Predictive modelling will enable more mature maintenance program leading to more efficient and accurate budgeting and capital planning. We are currently scoping a project to deliver this capability for our building assets.
<b>Maintenance Management System</b>	AM	★	★	Sewer pumps and pump stations data hierarchy has been finalised and some assets are being set for testing to determine the maintenance process that will be rolled out to all pumps and pump stations.
<b>Bridge and Culvert Audit</b>	AM	★	★	Bridge and Culvert audit has commenced, and is approximately 33% complete. Initial indications suggest a number of rural culverts have incomplete technical data, and have been recommended for further review by civil operations to ensure adequate maintenance is performed. This is not expected to have material impact on the financial statement.
<b>Asset Valuation Planning</b>	AM	★	★	A draft valuation schedule has been completed for the next five years. Scoping documents for this year's requirements are being developed in order to send this out for tender.
<b>Flood Mitigation and Stormwater Strategy</b>	AM	★	★	The Stormwater Data Cleansing project has commenced. This data clean-up will make future flood studies possible.

## 7.2 Property Services Projects

Project	Program	Budget	Timeframe	Comments
<b>Air Conditioning Tender review</b>	PS	★	★	To be reviewed January.
<b>Entertainment Centre Capital Projects review</b>	PS	★	★	A number of MECC capital projects are underway including glazing replacements, electrical board renewals, minor roof repairs and fire equipment. These projects are being undertaken by various external specialist service providers.
<b>Ergon Access keys</b>	PS	-	★	Ongoing review and under discussion.

## 7.3 Building Maintenance











Description	Program	Budget	Timeframe
Paget Depot Washbay beach pit pump repairs complete.	PS	★	★
Paget Depot access gates issues ongoing.	PS	★	★
Mirani Depot ice machine repairs complete.	PS	★	★
6 monthly push button RCD testing underway. 6 monthly Emergency & Exit light testing underway.	PS	★	★

## 7.4 Plant Maintenance

Activity	October 2015	October 2016
<b>Work Orders brought forward</b>	-	423
<b>Work Orders Completed</b>	-	294
<b>Work Orders Outstanding</b>	-	98

## 7.5 Capital Projects

Project	Phase	Phase % Completion	Budget	Time	Comments
<b>Office refurbishments for 42 Wellington Street and Gordon Street and City Library re-development.</b>	Stage one	80%	★	★	<p>All the desks and dividers have been installed. Electrical, data, fire detection systems and emergency lighting will be completed on the 4<sup>th</sup> Nov. Photo copiers were also relocated. Removalists moved all personal files, chairs, drawer units, chair mats and some cupboards on 5<sup>th</sup> Nov. IT reconnected all the phones and PC's on 6<sup>th</sup> Nov ready for staff to move on Monday the 8<sup>th</sup>.</p> <p>New meeting room behind Service counter has been completed with the exception of the Swipe access which will be completed in the next 2 weeks.</p> <p>First floor office for the Asset Management Manager has been constructed with the exception of two new lights.</p> <p>Community Development are due to move to the Mercury Building on the weekend of the 12<sup>th</sup> Nov. This will allow for the refurb to commence in their old area.</p> <p>Prices for the refurbishment of the City Library have been received from John Foster Projects and FK Gardener and are being reviewed.</p>
<b>Demolition of 13 Maud Street house.</b>	Stage one	100%	★	★	Works are completed with 95% of the house has been recycled. Ground was cleaned and levelled.
<b>Pool car parking.</b>	Stage two	50%	★	★	Stickers for vehicle identification have arrived. Line marking is being organised.
<b>Gordon White Library office refurbishment</b>	Design	25%	★	★	Final touches have been made to the scope of works. Once completed quotations will be sought.

<b>Artspace shop and gallery upgrade</b>	Design	25%			Concept proposal for the reading pod has been received and quotes sought for the replacement of the carpets.
<b>SES Facility at Ness Street</b>	Design	25%			Second stage designs to be provided week ending 11 November.  Underground fuel tank removal and land farming option awaiting confirmation of quoted prices from contractors.
<b>Heritage Asset Management Plan for the Greenmount Homestead</b>	Design	65%			Site inspection and historical audit undertaken.  Draft management plan should be complete by the end of November.
<b>Mirani and Sarina depot wash bays</b>	Design	20%			Initial site inspections complete.  Initial draft designs week ending 11 Nov.
<b>Ness Street Depot dilapidation report</b>	Design	10%			Works allocated, to be completed Nov/Dec.

## 7.6 Land & Tenure

Description	Program
Lease investigations commenced for the following: <ul style="list-style-type: none"> <li>• Koumala reserve facility owners to be investigated with formal tenure being preferred option over existing facilities owned by individual groups.</li> <li>• Hogans Pocket Landfill excess land lease renewal.</li> <li>• McLennan Park separate electricity metering being investigated.</li> <li>• Proposed telecommunications tower at Slade Point.</li> <li>• Ongoing discussions regarding most appropriate legal tenure regarding joint RFS and SES premises</li> </ul>	PS
Encroachments being investigated:- <ul style="list-style-type: none"> <li>• Sugarshed Road, Erakala</li> <li>• Ocean Avenue, Slade Point</li> <li>• Slade Point Road, Slade Point</li> <li>• Joe Johnson Street, Seaforth</li> <li>• Kippen Street, East Mackay</li> </ul>	PS

Knight Frank has been awarded the contract as Councils Property Management Team for the City Centre Commercial premises, including The Dome, Old Pioneer Shire Building and the Retravision Building. Commencement of the management will be phased in from Monday 7 November 2016.	PS
Former Skills training complex undergoing engineering investigations to determine works needed prior to offering via tendering process to lease.	PS

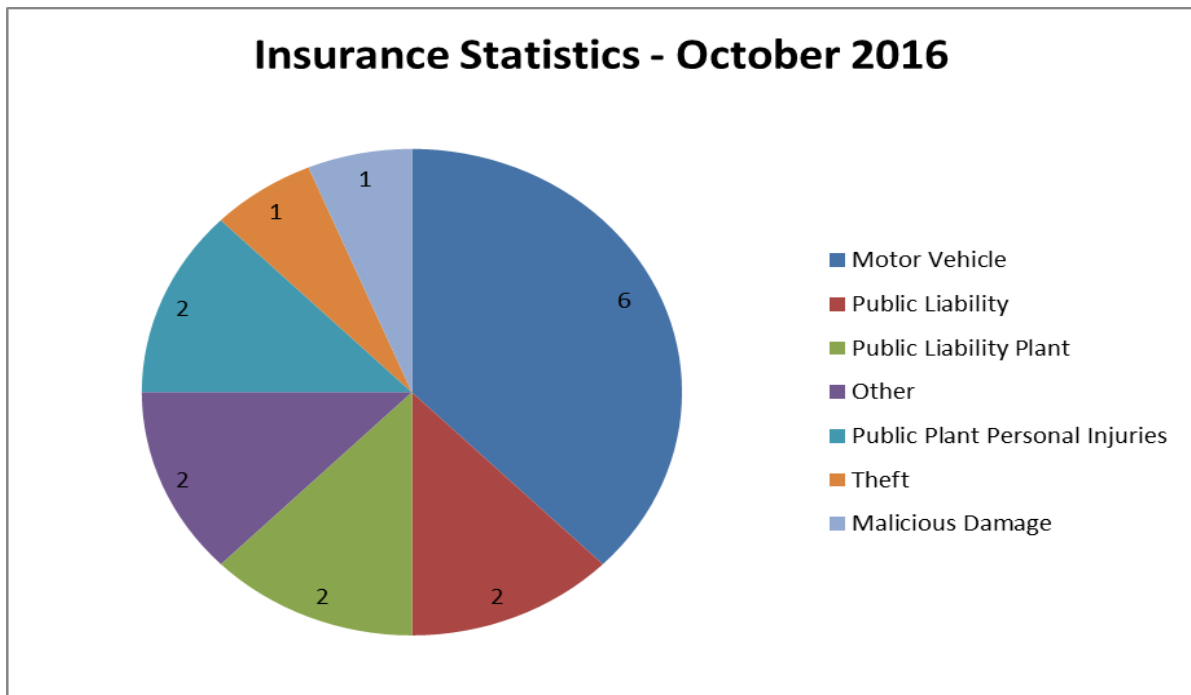
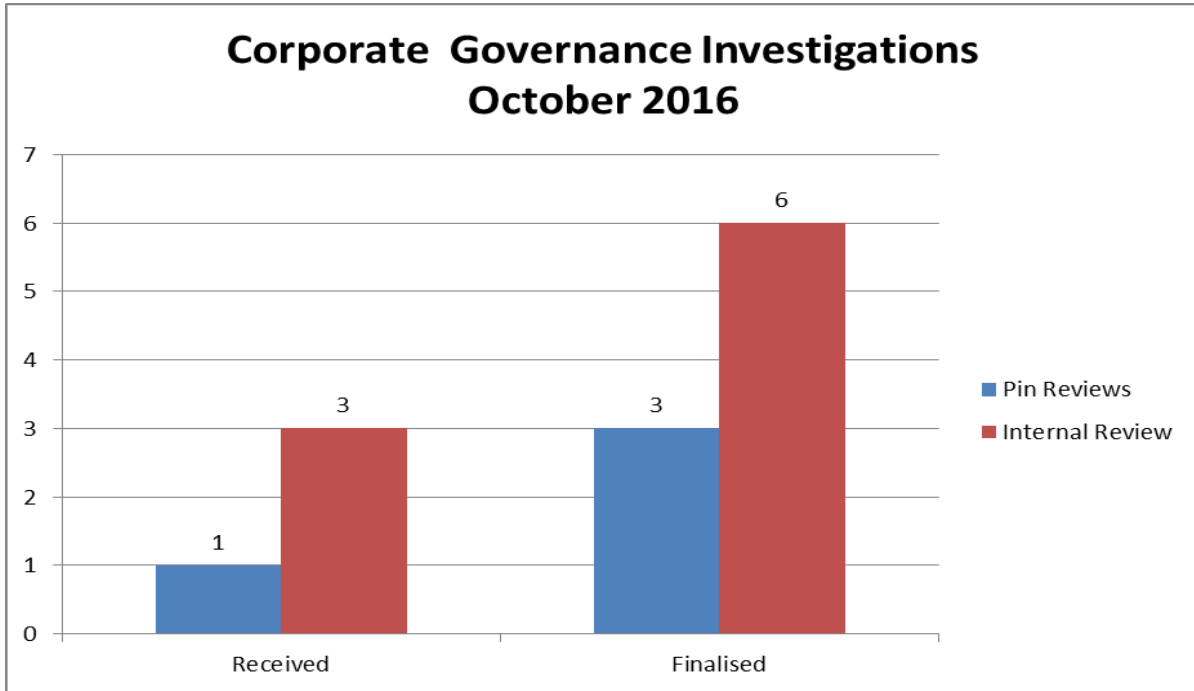
## 8. REGULATORY COMPLIANCE

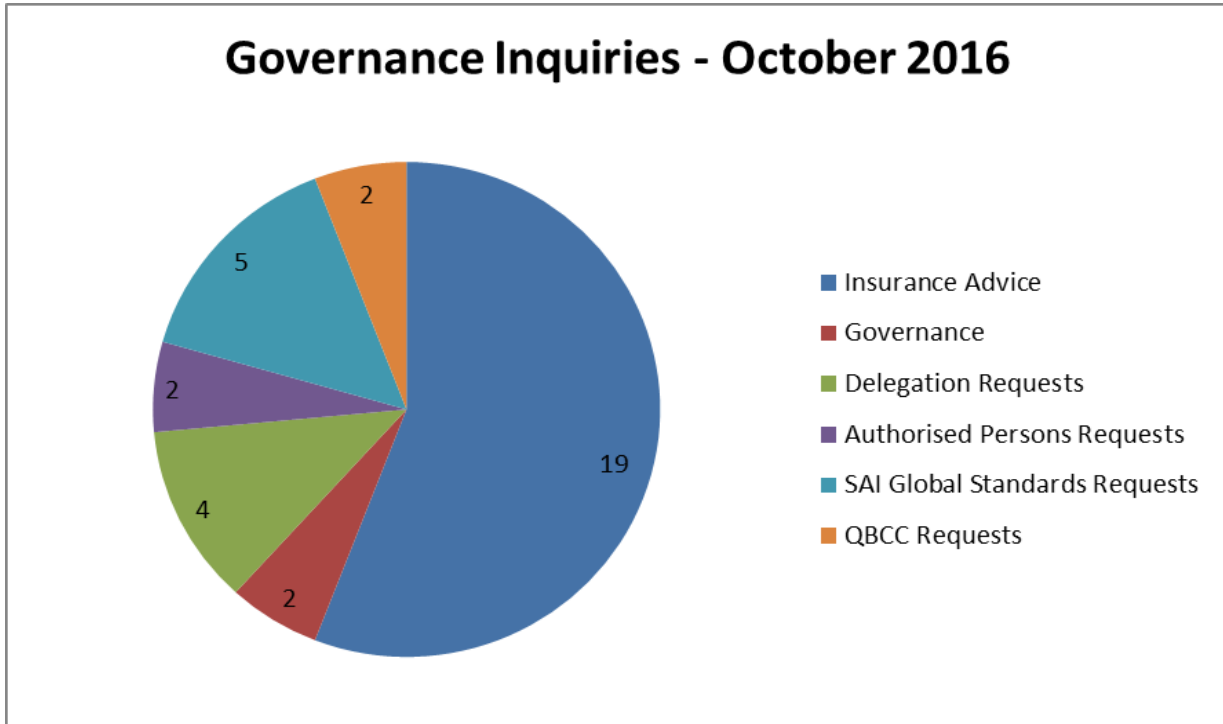
### 8.1 Financial Compliance

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

### 8.2 Corporate Governance

Activity	Program	Comments
<b>Right to Information</b>	G&S	<ul style="list-style-type: none"> <li>4 RTI Applications were received during October               <ul style="list-style-type: none"> <li>– 1 in relation to a neighbourhood complaints</li> <li>– 2 in relation to the Mackay Ring Road</li> <li>– 1 in relation to a Barking Dog Survey</li> </ul> </li> <li>1 Internal Review decision was made in relation to CCTV footage in the City Centre which affirmed the original decision not to release the CCTV footage.</li> </ul>
<b>Policy reviews</b>	G&S	<ul style="list-style-type: none"> <li>6 Policies forward for Management Consultation</li> <li>14 Policies forwarded to SLPT for endorsement</li> <li>5 Policies adopted at Council's October Ordinary Meeting</li> <li>1 Policy rescinded at Council's October Ordinary Meeting</li> </ul>





### 8.3 Performance and Risk Management

Description	Program	Timeframe	Comments
<b>Operational Plan</b>	G&S	★	The first quarter review of the 16/17 Operational Plan was finalised and adopted on 26 October 2016.
<b>Emergency Response Arrangements</b>	G&S	★	The new emergency response arrangements are now in place and governed by the Emergency Planning Committee (EPC). Hand held radios were recently purchased to improve communications during an emergency event. The next meeting of the EPC is scheduled for the end November 2016.
<b>Audit Committee</b>	G&S	★	A new Audit Committee Policy and Audit Committee Charter was developed and adopted by Council on 26 October 2016. Recruitment of the two external members of the committee will begin in November.
<b>Fraud and Corruption Control</b>	G&S	★	All fraud risk assessments for the 11 identified high risk categories have been completed with reports provided to responsible managers. The assessment process will be repeated at least annually. The Fraud and Corruption Prevention Plan (Phase 2) has been approved and is in the process of being implemented.



## 8.4 Internal Audit

Internal Audit Reviews Underway	Status	Comments
<b>Rates</b> <ul style="list-style-type: none"> <li>Review: billing cycle; rating property data maintenance; rates data integrity; and exception reporting</li> </ul>	Completed	The Internal Audit Report on Rates has been finalised and will be tabled at the Audit Committee meeting of 9 December 2016.
<b>Long Term Financial Forecast</b> <ul style="list-style-type: none"> <li>Longer term financial planning and modelling including validity of assumptions and timing of financial data.</li> </ul>	Completed	The Internal Audit Report on Long Term Financial Forecast has been finalised and will be tabled at the Audit Committee meeting of 9 December 2016.
<b>Cyber Security</b> <ul style="list-style-type: none"> <li>Review adequacy of controls in place to identify, respond and recover from cyber security events</li> </ul>	Scope stage in progress	Information is being gathered to identify the review's scope. This review is to be outsourced to a provider with specialist expertise in this area. Budget has been allocated for this review.
<b>Community Grants and Sponsorships</b> <ul style="list-style-type: none"> <li>Review the adequacy of systems and procedures in place for the advertising, awarding of and validation of Community Grants &amp; Sponsorship.</li> </ul>	Scope stage in progress	Initial sessions have been held with the responsible areas within Council to gather information to identify the review's scope.

Other Internal Audit Activity	Status	Comments
<b>Local Government Internal Audit Annual Conference</b> <ul style="list-style-type: none"> <li>to be hosted by Mackay Regional Council 27-28 Oct 16</li> </ul>	Completed	The conference hosted 35 delegates, with 13 sessions held over the two days. Feedback confirmed the event was a success.
<b>2016-17 Internal Audit Plan</b>	Finalised	Audits to be conducted in 2016/17 include: <ul style="list-style-type: none"> <li>Cyber Security</li> <li>Community Grants and Sponsorships</li> <li>Legislative Compliance</li> <li>Conflict of Interests –Councillors</li> <li>Lease Management</li> <li>Major venues</li> </ul>