

OPERATIONAL PLAN QUARTERLY REPORT

SECOND QUARTER 2021-2022



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Introduction

The Corporate Plan 2021 - 2026 sets our strategic direction over the five-year period to 2026 with eight key priorities supported by a range of corporate strategies. The Operational Plan 2021-2022 outlines how Mackay Regional Council (MRC) will progress implementation of its Corporate Plan 2021-2026 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 are reported as 'on target', 'below target' or 'complete'. Actions that will be progressed in a later quarter are reported as 'report not required this quarter' and have a zero target in the reporting period.

This report is for the second quarter ending 31 December 2021 and is presented to the ordinary meeting of Council on 9th February 2021.

Message from the Chief Executive Officer

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

Some key highlights have been:

- Safety remains a priority for Council operations. Performance this quarter against our lead indicators was generally positive, however opportunity to improve on contractor safety spot-checks has been identified and will be a focus in the next quarter. Unfortunately, six lost time injuries were reported in the quarter.
- The first stage of the new Animal Management Centre was completed and became operational.
- Council received a number of awards across various Programs, highlighting the quality work being undertaken -

- Emergency Management received a Highly Commended award in the Local Government category at the National Resilient Australia Awards Ceremony
- The Sarina Sugar Shed claimed a number of awards. Bronze in two categories at the 2021 Queensland Tourism Awards, Gold in two categories at the Mackay Isaac Tourism Awards, Gold in the Rum Liqueur category at the 2021 Queensland Distilled Spirits Awards
- Marian Water Treatment Plant was awarded the best tasting tap Water in Queensland at the "Best of the Best" Queensland Water Taste Test
- Council endorsed the Northern Beaches Community Hub master plan for detailed design.
- Along with the announcement of funding for the Riverside Revitalisation Project, Council also endorsed an agreement to allow ReNew Mackay to develop six Council owned sites subject to agreed terms.
- Refurbishment of the previous Cattle Creek Mill building completed in Finch Hatton sees the initial stages of the Mountain Bike project progress
- The annual Financial Statements were presented and adopted, and positive outcome received for our Annual External audit by QAO.

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

- Mackay successfully hosted the LGAQ Conference in October, with the Mayor and all Councillors able to participate
- Mayor and Councillors heavily involved in development of a new Corporate Plan, which is currently undergoing community consultation
- A funding highlight for the period included announcement of successful funding for the Mackay Waterfront PDA - Riverside Revitalisation Project - Stage 1, with \$4.125M in funding to be provided by the Federal Government under its Building Better Regions Fund

COMMUNITY AND CLIENT SERVICES

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

- Marketing and Corporate Communications prepared the Community Attitude Survey, incorporating Corporate Plan consultation.
- Marketing and Corporate Communications launched the Discover Mackay video and the annual Christmas video.
- Artspace launched self-guided, interactive StoryMaps for the Mackay Public Art Walk and Ron McBurnie Artist Trail
- Community Program's Sport and Recreation section delivered a series of events for the Bike Week program.
- Community Lifestyle's Community Development sections successfully delivered the Seniors Expo and Disability Expo.
- Community Lifestyle's Arts Development section partnered with Creative Recovery Training for artists and artworkers to work with communities affected by disaster experiences.
- Libraries, in partnership with Property Services and Information Services, relocated the Walkerston Library to the Walkerston Village Shopping Centre in preparation for opening in the new year.

- Health and Regulatory Services Pest Management Officers continued to work hard responding to wild dog and pig complaints across the region, assisting landowners with baiting and trapping. This has helped reduce numbers during this period when wild dogs and pigs are highly mobile.
- Stage 1 construction of the new Animal Management Centre completed with Local Laws Officers transitioning from the old facility while maintaining animal management services.
- Emergency Management received a Highly Commended award in the Local Government category at the National Resilient Australia Awards Ceremony for its work in improving the safety and wellbeing of persons with a disability in disasters.

DEVELOPMENT SERVICES

Aletta Nugent, Director Development Services

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

- The Mackay Floodplain Management Plan was adopted by Council in November 2021. The Pioneer River, Mackay City and Bakers Creek (Walkerston) flood studies were also adopted as part of the larger Floodplain Management study.
- Council endorsed the Northern Beaches Community Hub master plan for detailed design.
- Submissions on Planning Scheme Major Amendment 2 were considered and the Major Amendment and Planning Scheme Policy Amendment – Bushfire submitted to the State for consideration. Major Amendment 2 will facilitate new development opportunities like emerging industries to ensure the region remains competitive.
- A local area planning session was held in Finch Hatton to discuss proposed recommendations to the planning scheme and supporting public realm initiatives for the Finch Hatton and Eungella areas. Council decided to commence with the proposed planning scheme amendments (Major Amendment 3) in December 2021.
- The Sarina Sugar Shed was awarded Bronze in two categories at the 2021 Queensland Tourism Awards: Tourism Wineries, Distilleries and Breweries, and Excellence in Food Tourism.

- The Sarina Sugar Shed was awarded Gold in two categories at the Mackay Isaac Tourism Awards: Excellence in Food Tourism, and Outstanding Contribution by a Volunteer Group.
- The Sarina Sugar Shed was awarded a Gold in the Rum Liqueur category at the 2021 Queensland Distilled Spirits Awards for its Sugar Shed Classic Rum Liqueur.
- Through the Invest Mackay multi-year partnership with Queensland Cricket and Brisbane Heat, Mackay hosted 9 WBBL matches at the Great Barrier Reef Arena during November with over 12,000 attending the games.
- The Strategic Planning and Economic Development & Tourism programs facilitated an industry workshop for the review of the Facilitating Development in Mackay Region Policy with invited representatives from the development and construction industry.
- The Development Assessment and Development Engineering Programs have now been successfully merged to form the Development Planning and Engineering Program.
- A significant milestone was achieved for the Mackay Waterfront, with the endorsement by Council to proceed with the agreement to allow ReNew Mackay to develop six Council owned sites subject to agreed terms.
- The Mackay City and Waterfront team led and funded successful activations in the City Centre, including the 5th Lane showcase event over 5 weeks, roaming Christmas Carollers, sponsorship of the Christmas light convoy and New Years Eve fireworks.

CAPITAL WORKS

Jim Carless, Director Capital Works

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

- Health and Regulatory Services commence operations from the new Animal Management Centre to allow Separable Portion 2 works to commence.
- Mirani Precinct detailed design of the precinct completed.
- Riverside Link design completed and tender released allowing construction to commence in early 2022, seeing the first construction works commence along the river as part of the Mackay Waterfront.

- Shoal Point Reservoir design fundamentals finalised and design tenders received for January 2022 commencement.
- Refurbishment of the previous Cattle Creek Mill building completed in Finch Hatton
- Completion of David Muir & Lester Hansen St water augmentation in Slade Point.
- Completion of Kellys Rd and Pugsley St culvert replacements in Walkerston.
- Completion of concrete shared path on Blacks Beach Rd between Eimeo Rd and the Tavern.
- Belmunda Rd culverts replaced with final restoration works only outstanding.

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

- Marian Water Treatment Plant was awarded the best tasting tap Water in Queensland at the “Best of the Best” Queensland Water Taste Test in September 2021. This is the third time MRC has won this competition in the last four years. Water samples from across Queensland were put to a blind taste test during which they were judged on taste, colour, clarity and odour. Mayor Greg Williamson was presented with the winning trophy at the Ordinary Council Meeting on 22 September 2021 by Water Treatment Plant staff. The Marian Water Treatment Plant water will now compete against national Water Utilities at the Ixom Best Tasting Tap Water in Australia in early 2022.
- Several outstanding safety records in Water & Waste Services:
 - Waste Services and Water & Sewerage Infrastructure Planning have continued their unblemished records of zero LTIs since Safety Records began in 2016
 - The Water Treatment Team has been 2-years LTI free
 - The Water Treatment Team has been 1-year LTI free
 - WWS received recognition from the External WHS Auditors for the high standard of safety demonstrated by WWS staff at WWS sites.

- A new paper/cardboard baler has been installed at the MRF in Paget. The new horizontal baling press uses hydraulic power to compress wastepaper and cardboard into compact bales. The new baler brings the facility in line with industry standard and ensures our product can access the commodity market.
- Representatives from Redland, Logan and Ipswich City Councils participated in a virtual tour of the MRF during October 2021. The delegates appreciated the opportunity to visit Council's MRF as they undertake their own recycling process investigations.
- Water Network consistently exceeded the KPI target of 4.25 Customer Satisfaction Star Rating (achieving yearly average of 4.5 Stars).
- Water Services hosted a Regional Hub for an Australian Water Association (AWA) Technical Event in October 2021. The Panel Presentation/Discussion explored Contracting Models in the Water Sector focusing on project and contract delivery models. Jason Devitt participated as one of the Panellists along with representatives from Sunwater, Aurecon and Veolia Water Australia. The Regional Hub was attended by Council staff from Engineering & Commercial Infrastructure, the Capital Delivery Department and the CEO together with local Cardno employees.
- Water Services also hosted the Australian Water Association (AWA) North Queensland Annual Conference during July 2021. The North Queensland Conference was the biggest to date and surpassed records for Conference attendance, exhibitors and trade visitors which is a huge achievement in the current Covid environment.
- The Local Authority Waste Management Advisory Committee (LAWMAC) Executive took the opportunity to meet in Mackay on 25 October 2021 while many of them were attending the LGAQ State Conference hosted by Council. The LAWMAC Executive is comprised of elected members representing council regions. The meeting attendees discussed preparations for the upcoming full LAWMAC Meeting to be held in Airlie Beach in November 2021.
- The Local Authority Waste Management Advisory Committee (LAWMAC) met at Whitsunday Regional Council on 18 and 19 November 2021, with 74 delegates attending. It was a pivotal meeting where the membership decided to change LAWMAC from an unincorporated association into a standalone Incorporated Association but retaining its main objective to advocate for regional local governments on waste management. Apart from incorporation, presentations were held on Qld Organic Waste

- Strategy, landfill mapping and gas monitoring using drone technology and the criticality of education to obtain good behavioral outcomes.
- The Whitsunday Isaac Mackay (WIM) Water Alliance Annual Forum was hosted by MRC on Friday, 12 November 2021. The Conference commenced with the annual "Mains Tapping" Competition held at Paget Depot between the 3 council's "gun" plumbing teams. The Annual Forum was well attended with 31 representatives (from the 3 councils, the Local Government Association of Qld (LGAQ), Regional Development Manufacturing & Water (RDMW), and the Qld Water Directorate) and a further 5 attending remotely.
 - Plastic is currently a "Hot Topic" and Council has recently agreed to undertake a trial of Polyrok which is a recycled mixed plastic waste asphalt additive. Polyrok is designed to melt into, extend and modify the bituminous binder mastic in asphalt. It improves the mechanical properties of asphalt, leading to improved durability. The mixed plastics are recovered and recycled from bread bags, biscuit packets, pasta/rice bags, frozen food, veggie bags, confectionary bags, plastic bags, old green bags, cereal box liners. Polyrok can be used in the manufacture of bollards, decking, furniture, exercise equipment, garden products, sheeting, fencing, signage, traffic control.
 - The Hogan's Pocket Road Gravel Re-sheeting Project has commenced. The Project utilises Federal Funding from the Local Roads and Community Infrastructure Program. This re-sheeting project incorporates recycled crushed glass into the material blend and will be completed by the end of 2021.

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

- HWB digital platform implementation planning completed with launch in February 2022.
- Values and Behaviours refresh activity completed and implemented.
- Engagement survey Program-level action plans underway.
- *Elev8* leadership programs for Managers and two Coordinator cohorts delivered.
- Annual Financial Statement Delivered on time with a positive outcome reported from QAO.
- Travel and Training Coordination process streamlined, now includes electronic cab charge.
- Five year roll out of Business Process Management completed with view to move into improvement phase.
- Continuation of Cyber Security maturity progression with extended training and testing being conducted.
- Draft Encroachment Policy embraced by stakeholders; formal adoption process underway.
- Drafting and implementing the building portfolio structure for built infrastructure across the organisation.
- Completed essential pool surface and circulation line works at the Bluewater Lagoon to enable reopening.

Actions Below Target

Action	Evaluation	2021/22 Target	Second quarter (% complete)		Responsibility	Commentary
			Target	Actual		
Museum collection sorted and catalogued.	Museum collection sorted and catalogued for one site.	30/06/2022	50%	30%	Community Lifestyle	Museum collection rationalisation project is proving to be larger than anticipated as the extent of the collection was unknown at the outset. Queensland Museum coming onsite to view all collections to assess Collection Storage requirements. Progress reports being provided to council.
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.	100%	55%	33%	Health & Regulatory Services	The Environmental Health team has been unable to meet this target due to resource constraints. With current vacancies and unavoidable leave, they are operating at less than 50% capacity.
Respond to client requests in line with agreed timelines.	90% client requests are responded to within agreed timelines.	90%	50%	42%	Civil Operations	84% of 1,618 YTD Client Requests resolved on time. An improvement over the previous quarter.
Deliver and track progress of capital works program each month.	90% delivery of the capital works against the original budget - as amended.	30/06/2022	50%	40%	Capital Works Directorate	Capital delivery spend behind due to inconsistent spend profile across the financial year. Spend is at 99% of Year to Date forecasted expenditure. Some delays have been encountered with wet weather impacting delivery early in December.

Action	Evaluation	2021/22 Target	Second quarter (% complete)		Responsibility	Commentary
			Target	Actual		
Review and publish the Waste Management Strategic Plan (WMSP).	WMSP reviewed and published.	50% complete (2-year plan)	50%	15%	Waste Services	<p>Delays in capacity to progress this Action this quarter were encountered through a longer than planned procurement process, following the need to address unplanned operational issues.</p> <p>Engagement of the Consultant has occurred, however, there has been some delay in finalising contract arrangements. Despite this, the initiating workshop has occurred, and new timeline will be distributed for this quarter for the work to occur in Quarter 3 and Quarter 4 in 2022. An update will be given during the Workshop Phase of the Project.</p>
Roll out culture education.	Education rollout	30/06/2022	25%	0%	People & Culture	<p>This action has dependencies with the design of the high-performance culture and tools referenced below. Progress will not be commencing now until 2022/2023.</p>
Procure and implement new Human Resource Information System (HRIS).	HRIS procurement and implementation progressed.	HRIS implemented	50%	10%	People & Culture	<p>Delayed as per Quarter 1, new resource recruited for to provide specific focus on this initiative. Progress will become evident during Quarter 3.</p>
Design high performance culture and supporting tools.	Design complete; tools developed.	Design complete	100%	0%	People & Culture	<p>Dependencies with this initiative that have also been delayed has triggered a revised schedule for the completion of this action, with commencement now for consideration in 2022/2023.</p>
Communicate intention of culture change and baseline data established.	Communication delivered; baseline established.	Communication complete	50%	0%	People & Culture	<p>Dependencies with this initiative that have also been delayed has triggered a revised schedule for the completion of this action, with commencement now for consideration in 2022/2023.</p>

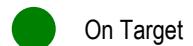
Action	Evaluation	2021/22 Target	Second quarter (% complete)		Responsibility	Commentary
			Target	Actual		
Implement a succession planning framework.	Implement framework and system	System implemented	100%	0%	People & Culture	Despite delays being encountered due to excessive workforce change load, this initiative will be progressed in 2021/2022, however the target to complete will be extended to the fourth quarter.
Implement an integrated talent framework, linked to succession planning and workforce capability planning.	Implement framework and system.	System implemented	100%	0%	People & Culture	Despite delays being encountered due to excessive workforce change load, this initiative will be progressed in 2021/2022, however the target to complete will be extended to the fourth quarter.
Prepare new Supervisory Control and Data Acquisition (SCADA) Strategy.	Strategy completed.	30/06/2022	50%	25%	Water Networks	MRC has an existing SCADA strategy which is continuing to be reviewed and developed. This update was to incorporate a common approach across the Whitsunday Isaac Mackay Water Alliance which is progressing slower than anticipated. Council has also experienced some resourcing issues and a higher reactive workload. Contractors are now being used to provide resourcing support so that the project will not be significantly delayed however it is expected that delivery of the project may not be complete until the first half of FY23.
Annual report on Corporate (Admin + Council) Strategies (method of implementation, key outcomes of the strategy)	Corporate strategy report complete & endorsed by SLPT	30/11/2021	100%	50%	Governance & Safety	Data received, however competing priorities and resource constraints have impacted capacity to finalise. Later in Q3 as resources on-board to the it is anticipated that this report will then be prepared.

Action	Evaluation	2021/22 Target	Second quarter (% complete)		Responsibility	Commentary
			Target	Actual		
Monitor the value of the buildings and facilities asset base.	No change to the base value of buildings and facilities.	Zero change	50%	30%	Property Services	Data collected, however resourcing changes have required a change to be explored informing a potential change to roles and responsibilities moving forward. To overcome a contractor has been engaged to assist in the next quarter.

Our Performance - Status of Operational Plan Actions

Community Pride: A community that creates a supportive environment for people of all social, cultural and linguistic background.

Corporate Plan Strategy	Operational Plan Action	Evaluation	2021/22 Target	Second quarter (% complete)		Status	Responsibility	Commentary (for actions below target only)
				Target	Actual			
Cultural diversity Support cultural activities and pursuits which seek to recognise and celebrate diverse backgrounds within our community.	Deliver the suite of programmed events and assist with community festivals and civic events.	Event key performance indicators are met.	30/06/2022	50%	50%	●	MECC & Events	
Community facilities Provide community facilities to improve the liveability of the region and to promote community connection.	Undertake a local area planning project for Finch Hatton and Eungella to support the Mountain Bike Trail project.	Completed local area planning project endorsed by Council.	30/06/2022	50%	50%	●	Strategic Planning	
	Seek funding for the Mirani Community Precinct.	Through success in gaining funding for the Mirani Community Precinct, community facilities in the area can be improved.	30/06/2022	50%	50%	●	Office of the Mayor & CEO	



On Target



Below Target

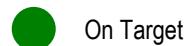


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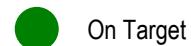
Report not required this quarter

Corporate Plan Strategy	Operational Plan Action	Evaluation	2021/22 Target	Second quarter (% complete)		Status	Responsibility	Commentary (for actions below target only)
				Target	Actual			
Strategic volunteer program Provide a strategic volunteer program delivering a range of opportunities for residents to contribute to the development of their community through volunteering.	Implement the Volunteer Management Strategy.	At least 90% of Strategy Actions completed in accordance with timeframes.	Actions implemented	100%	100%	●	People & Culture	
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.	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.	Number of community events held.	30/06/2022	0%	25%	●	Community Lifestyle	



Report not required this quarter

Corporate Plan Strategy	Operational Plan Action	Evaluation	2021/22 Target	Second quarter (% complete)		Status	Responsibility	Commentary (for actions below target only)
				Target	Actual			
	Prioritise the delivery of events and event development which increases levels of domestic tourism visitation and/or increases the length of stay of international visitors.	Delivery of the Invest Mackay Conference and Events Attraction Program.	10 Events/Conferences	0%	25%	●	Economic Development	
	Enhance livestream capabilities at the MECC to support hosting of remote events.	Enhancements delivered.	30/06/22	50%	50%	●	MECC & Events	
<i>Engaging young people in the region</i> 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.	Working groups focused on improving youth sector and its associated programs.	Young people have improved access to the youth sector and its support systems – survey results reveal increased youth engagement.	30/06/2022	25%	25%	●	Community Lifestyle	
	Develop and deliver youth leadership programs.	Youth leadership programs are developed and implemented.	30/06/2022	25%	25%	●	Community Lifestyle	



On Target



Below Target



Complete



Report not required this quarter

Corporate Plan Strategy	Operational Plan Action	Evaluation	2021/22 Target	Second quarter (% complete)		Status	Responsibility	Commentary (for actions below target only)
				Target	Actual			
Not for profit organisations We will actively support and develop not for profit organisations across the region that support a great quality of life and wellbeing for our community.	Facilitate professional development initiatives and workshops that build the capacity of the not-for-profit sector.	Feedback indicates an increase of knowledge and skill.	30/06/2022	0%	0%		Community Lifestyle	



On Target



Below Target



Complete



Report not required this quarter

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	2021/22 Target	Second quarter (% complete)		Status	Responsibility	Commentary (for actions below target only)
				Target	Actual			
Northern Australia Alliance 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.	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.	Number of Mackay Regional issues that GW3 advocate on behalf of the region.	2 issues identified	50%	50%	●	Office of the Mayor & CEO	
Working together with neighbouring councils 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.	Promote collaborative ventures by the Greater Whitsunday Council of Mayors, including advocacy on regional priorities and collaborate to capitalise on opportunities for joint cost savings and improved service delivery.	Number of active ventures.	6 ventures	50%	50%	●	Office of the Mayor & CEO	



On Target



Below Target



Complete

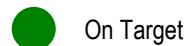


Report not required this quarter

Corporate Plan Strategy	Action	Evaluation	2021/22 Target	Second quarter (% complete)		Status	Responsibility	Commentary (for actions below target only)
				Target	Actual			
Place management of suburbs and localities across the region 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.	Continue placemaking efforts across Mackay and other townships and centres.	Number of projects completed.	4	0%	0%	●	Economic Development & Tourism	
Prioritise the promotion of the Mackay Region Promote the Mackay Region through the development of a shared brand.	Provide funding support to Mackay Tourism Ltd for destination marketing.	Destination marketing in accordance with the Mackay Tourism Limited's Destination Tourism Plan.	From 20	25%	25%	●	Economic Development & Tourism	

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

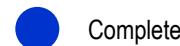
Corporate Plan Strategy	Action	Evaluation	2021/22 Target	Second quarter (% complete)		Status	Responsibility	Commentary (for actions below target only)
				Target	Actual			
Active and healthy community Promote active and healthy lifestyles by providing equitable access and encouraging sporting, recreational and outdoor activities throughout the region.??	Implement the Clubs Connect Program, as per the Mackay Sport and Recreation Strategy.	100 clubs registered in the program.	30/06/2022	50%	50%	●	Community Lifestyle	
	Progress the development of the Pioneer Valley Mountain Bike Park.	Project is design finalised and 'shovel-ready'.	30/06/2022	50%	50%	●	Office of the Mayor and CEO	
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	Maintain parks and high profile public open space areas in line with adopted service standards and to protect public safety.	Requests actioned within specified timeframes.	100%	50%	50%	●	Parks, Environment & Sustainability	



On Target



Below Target

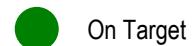


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Report not required this quarter

Corporate Plan Strategy	Action	Evaluation	2021/22 Target	Second quarter (% complete)		Status	Responsibility	Commentary (for actions below target only)
				Target	Actual			
outdoor social and recreational activities.	Customer requests receive a personal response, where capacity allows.	Average 4-star customer satisfaction rating received per year.	100%	50%	50%	●	Parks, Environment & Sustainability	
	Plan for the sustainable management of parks, and natural areas in line with community needs.	Open Space Maintenance Plans developed for all new or renewed parks.	100%	50%	50%	●	Parks, Environment & Sustainability	
	Plan for the development of parks that meet community needs and achieve minimum parks service levels.	Open Space Strategy reviewed and updated.	100%	50%	50%	●	Parks, Environment & Sustainability	
Environmental health Implement a range of public information and education programs and other measures to prevent, control and reduce risks to public health.	Licence, audit and inspect businesses that are required to hold licenses, registrations or approvals under relevant legislation.	Routine compliance inspections are completed for all regulated premises.	100%	50%	33%	●	Health & Regulatory Services	The Environmental Health team has been unable to meet this target due to resource constraints. With current vacancies and unavoidable leave, they are operating at less than 50% capacity.
Disaster preparedness	Train staff in accordance with the Queensland Disaster	All staff have been suitably trained in	100%	50%	50%	●	Emergency Management	



Report not required this quarter

Corporate Plan Strategy	Action	Evaluation	2021/22 Target	Second quarter (% complete)		Status	Responsibility	Commentary (for actions below target only)
				Target	Actual			
Build community preparedness and responsiveness to emergencies and natural disasters.	Management Training Framework's (QDTMF) Queensland Disaster Management Arrangements (QDMA).	accordance with the QDTMF.						
	Work with the Local Disaster Management Group to enact the pandemic disaster recovery sub plan.	Plan enacted.	30/06/2022	25%	25%	●	Emergency Management	



On Target



Below Target



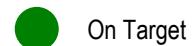
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Report not required this quarter

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	2021/22 Target	Second quarter (% complete)		Status	Responsibility	Commentary (for actions below target only)
				Target	Actual			
Sustainability Promote sustainable practices and respond to climate change in council operations.	Implement the Environmental Sustainability Strategy (2017-2022).	Complete 80% of the relevant actions in the plan	100%	50%	50%	●	Parks, Environment & Sustainability	
Coastal management Manage the beaches and coastal areas of the region in order to improve resilience against coastal erosion, increase biodiversity, improve amenity and access, and promote eco-tourism.	Develop a beach unit prioritisation formula for future Local Coastal Plan development or review.	Prioritisation formula developed and endorsed.	100%	50%	100%	●	Parks, Environment & Sustainability	
Recycling and reuse 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	Monitor and report the impacts of the current change to markets on MRC's recycling service.	Through reports to council, in the Engineering and Commercial Infrastructure Waste Services Monthly Review, impacts of current change to markets on MRCs recycling service is understood.	100%	50%	50%	●	Waste Services	



On Target



Below Target

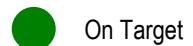


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Corporate Plan Strategy	Action	Evaluation	2021/22 Target	Second quarter (% complete)		Status	Responsibility	Commentary (for actions below target only)
				Target	Actual			
reducing the impact on the environment.								
Natural environment Work in 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.	Ten community events are facilitated per year	100%	50%	75%		Parks, Environment & Sustainability	



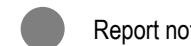
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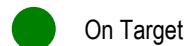
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Lifelong Learning: Build an informed, involved and digitally connected community that retains and attracts knowledge.

Corporate Plan Strategy	Action	Evaluation	2021/22 Target	Second quarter (% complete)		Status	Responsibility	Commentary (for actions below target only)
				Target	Actual			
Tapping into the experience of seniors Utilise the skills and experience of older residents to support early childhood learning and to transfer sporting skills and knowledge.	Plan and deliver a Volunteers Week Expo.	Volunteers Expo participation target met.	30/06/2022	0%	0%		Community Lifestyle	
Libraries, museums and art Enhance lifelong learning opportunities that improve literacy and public access to information and knowledge, history and art.	Increase library membership, including membership options.	5% net increase in library membership, based on the baseline recorded 30 June 2021	5% increase	50%	50%		Community Lifestyle	
	Museum collection sorted and catalogued.	Museum collection sorted and catalogued for one site.	30/06/2022	50%	30%		Community Lifestyle	Museum collection rationalisation project is proving to be larger than anticipated as the extent of the collection was unknown at the outset. Queensland Museum coming onsite to view all collections to assess Collection Storage requirements.



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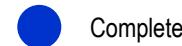
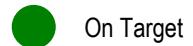


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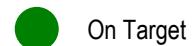
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Corporate Plan Strategy	Action	Evaluation	2021/22 Target	Second quarter (% complete)		Status	Responsibility	Commentary (for actions below target only)
				Target	Actual			
								Progress reports being provided to council.
Northern Beaches Community Hub and Mirani Community Precinct Progress the development of the Northern Beaches Community Hub and the Mirani Community Precinct.	Support the operation of the Resource Centre of Excellence.	Successful operation.	30/06/2022	0%	25%	●	Economic Development & Tourism	
	Undertake preliminary design works for the Mirani Community Precinct, including development of full scope of works.	Project concept design finalised and 'shovel-ready'.	30/06/2022	50%	50%	●	Strategic Planning/Major Projects	
	Finalise the Masterplan for the Northern Beaches Community Hub to get project 'shovel-ready'.	Masterplan is finalised to concept design level and infrastructure studies completed.	30/06/2022	50%	50%	●	Strategic Planning	



Report not required this quarter

Corporate Plan Strategy	Action	Evaluation	2021/22 Target	Second quarter (% complete)		Status	Responsibility	Commentary (for actions below target only)
				Target	Actual			
Cultural heritage We recognise, value, protect and promote, the rich cultural heritage, history and stories of our region.	Quarterly meetings with Council's Character and Heritage Advisory Committee.	Meeting minutes of the Character and Heritage Advisory Committee considered by Council.	4 Meetings	50%	50%		Strategic Planning	
	Prepare development plan for the region's heritage sites and collections.	Development plan for heritage sites and collections established.	30/06/2022	0%	0%		Community Lifestyle	



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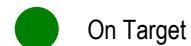
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Economy: We will encourage a buoyant, diverse economy that creates opportunities and employment and builds on our strengths so that we are a key player in the regional, state and global economy.

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	2021/2022 Target	Second quarter (% complete)		Status	Responsibility	Commentary (for actions below target only)
				Target	Actual			
Partnerships for a diversified economy that embraces all industry and jobs of the future Champion the growth of globally competitive local industries by working with industry stakeholders. Support the economic development and viability of the region by implementing council's long-term economic development plans in partnership with key stakeholders, including Greater Whitsunday Alliance (GW3), Mackay Tourism, Resource Industry Network, Mackay Region Chamber of Commerce, Regional Development	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.	30/06/2022	50%	50%	●	Office of the Mayor and CEO	
		>\$7.5M funding received.	30/06/2022	50%	50%	●	Office of the Mayor and CEO	
	Continue to implement, monitor and evaluate the Facilitating Development in the Mackay Region Policy.	Number of applications received.	5	25%	25%	●	Economic Development & Tourism	
	Together with partners, conduct a regional marketing campaign in key	Campaign developed.	30/06/2022	0%	0%	●	Economic Development & Tourism	



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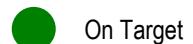


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Corporate Plan Strategy	Action	Evaluation	2021/2022 Target	Second quarter (% complete)		Status	Responsibility	Commentary (for actions below target only)
				Target	Actual			
Australia, Urban Development Institute of Australia, universities, State and Federal government agencies, and other business and industry groups.	interstate workforce markets regarding the benefits of moving to Mackay.							
	Support Split Spaces to provide infrastructure and to encourage business start-ups and innovation through program and events.	Number of initiatives supported.	10	25%	25%		Economic Development & Tourism	
	Monitor the impacts of COVID-19 on the local economy and implement initiatives to promote economic recovery.	Initiatives developed.	30/06/2022	0%	0%		Economic Development & Tourism	
Strong local businesses with a global reach Support stakeholder groups to assist Mackay and Regional business and industry to become export-ready and extend the global reach of their products and services Develop networks that capitalise on the government's trading	Support establishment and operation of the Mackay Isaac Whitsunday Small-medium Enterprise METS Export Hub.	Number of projects supported.	2	0%	25%		Economic Development & Tourism	
	Partner with stakeholders to support local businesses impacted by COVID-19.	Joint initiatives undertaken.	30/06/2022	0%	0%		Economic Development & Tourism	



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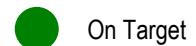


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Corporate Plan Strategy	Action	Evaluation	2021/2022 Target	Second quarter (% complete)		Status	Responsibility	Commentary (for actions below target only)
				Target	Actual			
relationships and free trade agreements								
Enhance regional centres Focus on regional centres to enhance identity and local economies.	Continue to provide support to the region's business centres through the Building Improvement Rebate.	Number of applications approved.	8	25%	25%	●	Economic Development & Tourism	
Activation of the Mackay Waterfront Work in partnership with the community, government agencies and other stakeholders to deliver an urban waterfront Priority Development Area (PDA) Enhance the aesthetic and recreational aspects of the Pioneer River system and Binnington Esplanade	Undertake concept designs and place making initiatives for key priorities with relevant stakeholders.	Concept designs completed and place making initiatives implemented.	30/06/2022	50%	50%	●	Mackay City and Waterfront	
	Undertake concept designs and place making initiatives for priorities to increase activation of key locations.	Concept designs completed and place making initiatives implemented.	30/06/2022	50%	50%	●	Mackay City and Waterfront	



On Target



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Report not required this quarter

Corporate Plan Strategy	Action	Evaluation	2021/2022 Target	Second quarter (% complete)		Status	Responsibility	Commentary (for actions below target only)
				Target	Actual			
	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 as per endorsed schedule.	30/06/2022	50%	50%	●	Mackay City and Waterfront	
Facilitate development Utilising the Planning Scheme to deliver an integrated approach to the facilitation of development and sustainable growth. 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.	Conduct a regular review of the Mackay Region Planning Scheme and policies and make appropriate amendments.	Number of planning scheme amendments adopted by council.	2 amendments commenced per year	50%	50%	●	Strategic Planning	
	Work with partners to proactively identify and engage with prospective investors/businesses in identified targeted sectors.	Develop and maintain the Invest Mackay prospectus and supporting investment attraction material. .	50	25%	25%	●	Economic Development & Tourism	
	Review the Mackay Growth Allocation Modelling based on updated data to inform land use and infrastructure planning.	Model reviewed and updated.	30/06/2022	50%	50%	●	Strategic Planning	



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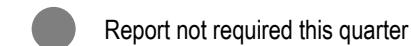
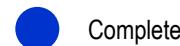
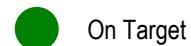


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Corporate Plan Strategy	Action	Evaluation	2021/2022 Target	Second quarter (% complete)		Status	Responsibility	Commentary (for actions below target only)
				Target	Actual			
Strategic Planning	Undertake region-wide demographic analysis, audit of social and community infrastructure to inform actions within prioritised catchments.	Completed demographic analysis and audit of social/community infrastructure needs per catchment.	100%	0%	50%	●	Strategic Planning	
	Continue statutory review of the Local Government Infrastructure Plan (LGIP) and work with asset owners.	Project milestones met.	100%	50%	50%	●	Strategic Planning	
	Assist in implementation and interpretation of the LGIP.	Assistance provided.	100%	50%	50%	●	Strategic Planning	
	Prepare and monitor a set of development indicators to monitor market conditions and growth trends.	Updated quarterly development indicators created.	4	50%	50%	●	Strategic Planning	
	Complete an annual internal desktop review of industrial land demand and supply.	Annual review completed.	1 completed region-wide report	50%	50%	●	Strategic Planning	



Corporate Plan Strategy	Action	Evaluation	2021/2022 Target	Second quarter (% complete)		Status	Responsibility	Commentary (for actions below target only)
				Target	Actual			
	Attend and arrange meetings with consultants and development industry bodies to ensure MRC is aware of emerging issues and projects.	Project/emerging issue meetings held with industry stakeholders.	30/06/2022	50%	50%	●	Development Assessment	
	Ensure all actions at various phases of operational works application are compliant with legislated timeframes.	Actual timeframes and imposed conditions comply with legislative requirements.	30/06/2022	50%	50%	●	Development Engineering	
Supports local business Ensure that council's procurement activities support local businesses where possible.	Deliver an annual information session to the Mackay public.	Information session delivered.	1	100%	100%	●	Procurement & Plant	
Mountain biking Progress the Pioneer Valley Mountain Bike Trail to optimise economic, social and environmental opportunities for the region.	Advocate for delivery and funding of the Pioneer Valley Mountain Bike Trail to Government agencies and regional stakeholders.	Investment material developed and meetings held with funding agencies.	30/06/2022	50%	50%	●	Economic Development & Tourism	



On Target



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Corporate Plan Strategy	Action	Evaluation	2021/2022 Target	Second quarter (% complete)		Status	Responsibility	Commentary (for actions below target only)
				Target	Actual			
Infrastructure & Assets Delivery of the Pioneer Valley Mountain Bike Trail.	Delivery of the Pioneer Valley Mountain Bike Trail.	Complete the relevant masterplans and designs associated with the Pioneer Valley Mountain Bike Trail Project. Completion of Stage 1 & 2 of the Environmental Assessment and Cultural Heritage Assessment.	30/06/2022	50%	50%	●	Major Projects	
	Deliver business development and branding activities to optimise economic and investment opportunities.	Marketing Plan and collateral developed, and Business Mentoring Program delivered.	8 businesses completed the program.	50%	50%	●	Economic Development & Tourism	
	Continued coordination of the Mackay Region Mountain Bike Alliance and implementation of the Mackay Region Mountain Bike Strategy.	Quarterly meetings with the Mountain Bike Alliance, and delivery of three action items from Mackay Region Mountain Bike Strategy.	Quarterly meetings and 3 items from strategy	50%	50%	●	Economic Development & Tourism	
Tourism We support initiatives that build on and enhance our	Provide funding support to Mackay Tourism Ltd for the	Visitor information services delivered in accordance with the Mackay Tourism	From 20	50%	50%	●	Economic Development & Tourism	



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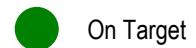


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Corporate Plan Strategy	Action	Evaluation	2021/2022 Target	Second quarter (% complete)		Status	Responsibility	Commentary (for actions below target only)
				Target	Actual			
unique tourism experiences and opportunities.	delivery of visitor information services.	Limited's Destination Tourism Plan.						
	Work with partners to proactively identify and engage with prospective investors/businesses in identified targeted sectors.	Develop and maintain the Invest Mackay prospectus and supporting investment attraction material.	50	50%	50%	●	Economic Development & Tourism	
	Consider business support and potential grant programs for tourism product development.	Program identified.	30/06/2022	50%	50%	●	Economic Development & Tourism	



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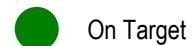


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Infrastructure and Transport: *Develop and maintain regional infrastructure that will support a high standard of living.*

Council will have robust strategic asset management practices to optimise the planning, delivery and maintenance of public assets.

Corporate Plan Strategy	Action	Evaluation	2021/22 Target	Second quarter (% complete)		Status	Responsibility	Commentary (for actions below target only)
				Target	Actual			
Mackay Ring Road Support the construction of Mackay's Ring Road network.	Advocate for delivery of Stage 2 of the Mackay Ring Road which will connect the Bruce Highway north of Mackay to Harbour Road and the Mackay Port.	Advocacy for State and Federal Government Stage 2 Mackay Ring Road funding is completed.	30/06/2022	50%	50%	●	Office of the Mayor & CEO	
Bowen Basin Service Link Support the implementation of the proposed Bowen Basin Service Link.	Support Department of Transport and Main Roads in the design and construction phases of the Mackay to Bowen Basin Service Link.	Preliminary design commenced.	30/06/2022	50%	50%	●	Office of the Mayor & CEO	
Infrastructure assets Maintain and improve councils, sealed and unsealed road network, drainage network, water and sewerage networks, and waste facilities by	Prepare 20-year Capital Works Program (CWP) and submission for adoption by council within corporate timeframes.	Draft CWP prepared and submitted.	21/12/2021	50%	50%	●	Transport & Drainage Infrastructure Planning	



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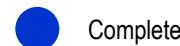
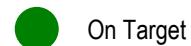


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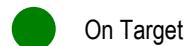
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Corporate Plan Strategy	Action	Evaluation	2021/22 Target	Second quarter (% complete)		Status	Responsibility	Commentary (for actions below target only)
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adopting more efficient service delivery mechanisms, prioritisation and improved practices in consultation with the community.	Develop a 3-year CWP schedule, for council approval.	Rolling 3-year CWP completed and council indicative approval in place.	21/12/2021	50%	50%	●	Transport & Drainage Infrastructure Planning	
	Defect inspections are undertaken in line with the approved inspection schedule.	95% of asset defect inspections are completed on time.	30/06/2022	50%	50%	●	Civil Operations	
	Respond to client requests in line with agreed timelines.	90% client requests are responded to within agreed timelines.	90%	50%	42%	●	Civil Operations	84% of 1,618 YTD Client Requests resolved on time. An improvement over the previous quarter.
	Conduct Client Satisfaction Surveys to assess satisfaction rating on a bi-monthly basis and achieve target satisfaction rating.	Maintain client satisfaction star rating at or above an average of 4 over the 12-month period.	≥4	50%	50%	●	Civil Operations	
	Implement actions in the 10-year Flood and Stormwater Strategy.	Implement actions as required for 2021/22 or out-years.	30/06/2022	50%	50%	●	Strategic Planning	
	Undertake continuous improvement to eliminate or reduce	Priority projects as identified by the Stormwater Strategy	30/06/2022	50%	50%	●	Strategic Planning	



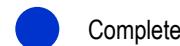
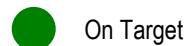
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Corporate Plan Strategy	Action	Evaluation	2021/22 Target	Second quarter (% complete)		Status	Responsibility	Commentary (for actions below target only)
				Target	Actual			
Strategic Planning	risks identified in the stormwater strategy, floodplain management plan and other flood studies.	Project Control Group (PCG).						
	Implement the Pioneer Floodplain Management Plan.	Pioneer Floodplain Management Plan finalised, and recommendations considered.	30/06/2022	50%	50%	●	Strategic Planning	
	Ensure coastal and inland flood hazard studies remain current and planning scheme updated.	Planning Scheme reflects best information on coastal hazards (coastal erosion and storm tide) and risk management controls.	1 study completed	50%	50%	●	Strategic Planning	
	Enhance the community's resilience by assisting with evacuation planning.	Provide flood hazard information online.	30/06/2022	50%	50%	●	Strategic Planning	
	Develop a capital program to maintain required services over the next 10 years at optimal investment, with business cases	Program developed.	30/06/2022	50%	50%	●	Transport & Drainage Infrastructure Planning	



Report not required this quarter

Corporate Plan Strategy	Action	Evaluation	2021/22 Target	Second quarter (% complete)		Status	Responsibility	Commentary (for actions below target only)
				Target	Actual			
Strategic Outcome 1: Sustainable Environment	developed for projects identified for the first year.							
	Indicative 2021-22 water and sewerage capital works program supported by the Water and Waste Advisory Board and endorsed by council.	99% compliance with Health Guidelines of Australian Drinking Water Guidelines.	30/06/2022	50%	50%	●	Water & Sewage Infrastructure Planning	
	Provide safe, reliable and high-quality water services to the community.	Nil regulatory enforcement notices.	0 enforcement notices	50%	50%	●	Water Treatment	
	Work with the Department of Regional Development, Manufacturing and Water and Department of Environment and Science to ensure the meeting of all regulatory obligations.	95% regulatory compliance with licence requirements for treated sewage.	95% compliance	50%	50%	●	Water Treatment Waste Services	
	Optimise the quality of effluent (treated sewage) released into the environment.					●	Water Treatment	



Report not required this quarter

Corporate Plan Strategy	Action	Evaluation	2021/22 Target	Second quarter (% complete)		Status	Responsibility	Commentary (for actions below target only)
				Target	Actual			
	Review and publish the Waste Management Strategic Plan (WMSP).	WMSP reviewed and published.	50% complete (2-year plan)	50%	15%	●	Waste Services	Delays in capacity to progress this Action this quarter were encountered through a longer than planned procurement process, following the need to address unplanned operational issues. Engagement of the Consultant has occurred, however, there has been some delay in finalising contract arrangements. Despite this, the initiating workshop has occurred and new timeline will be distributed for this quarter for the work to occur in Quarter 3 and Quarter 4 in 2022. An update will be given during the Workshop Phase of the Project.



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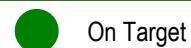


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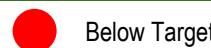


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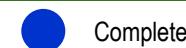
Corporate Plan Strategy	Action	Evaluation	2021/22 Target	Second quarter (% complete)		Status	Responsibility	Commentary (for actions below target only)
				Target	Actual			
Planning for growth Plan for the delivery of public infrastructure and services to match the needs of our changing population.	Complete identified and approved projects under the Works for Queensland (W4Q) funding program.	Completion of identified projects to funding level.	30/06/2022	60%	60%	●	Office of the Mayor & CEO	
Asset management Ensure that asset management aligns to the council's strategic direction and that effective asset management practices are in place to optimise the use of council's assets required to deliver services to the community.	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	30/06/2022	50%	50%	●	Community Lifestyle	
	Develop an Asset Management Improvement Plan.	Results against actions in the plan.	31/03/2022	50%	50%	●	Asset Management	
	The corporate maintenance management system is used for the majority of works completed for all MRC assets.	Maintenance management modules are fully used.	30/06/2022	50%	50%	●	Asset Management	
	Prepare new Supervisory Control And Data Acquisition (SCADA) Strategy.	Strategy completed.	30/06/2022	50%	25%	●	Water Networks	MRC has an existing SCADA strategy which is continuing to be reviewed and



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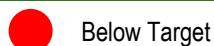
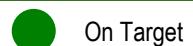


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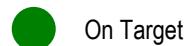
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Corporate Plan Strategy	Action	Evaluation	2021/22 Target	Second quarter (% complete)		Status	Responsibility	Commentary (for actions below target only)
				Target	Actual			
								developed. This update was to incorporate a common approach across the Whitsunday Isaac Mackay Water Alliance which is progressing slower than anticipated. Council has also experienced some resourcing issues and a higher reactive workload. Contractors are now being used to provide resourcing support so that the project will not be significantly delayed however it is expected that delivery of the project may not be complete until the first half of FY23.
	Monitor the value of the buildings and facilities asset base.	No change to the base value of buildings and facilities.	Zero change	50%	30%	●	Property Services	Data collected, however resourcing changes have required a change to be explored informing a potential change to



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				Target	Actual			
								roles and responsibilities moving forward. To overcome a contractor has been engaged to assist in the next quarter.
Advocacy for better public transport 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.	Implement the actions from the Mackay Region Integrated Transport Strategy	Completion/progression of priorities that require action in 2021-22	30/06/2022	50%	50%		Strategic Planning	



On Target



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Report not required this quarter

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	2021/2022 Target	Second Quarter (% complete)		Status	Responsibility	Commentary (for actions below target only)
				Target	Actual			
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 - as amended.	30/06/2022	50%	40%	●	Capital Works Directorate	Capital delivery spend behind due to inconsistent spend profile across the financial year. Spend is at 99% of Year to Date forecasted expenditure. Some delays have been encountered with wet weather impacting delivery early in December.
	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.	30/06/2022	0%	50%	●	Financial Services	
	Prepare draft financial statements on or prior to planned date.	Draft statements should be of sufficient quality for management approval, without any	31/12/2021	100%	100%	●	Financial Services	



On Target



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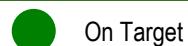


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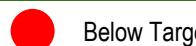


Report not required this quarter

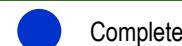
Corporate Plan Strategy	Action	Evaluation	2021/2022 Target	Second Quarter (% complete)		Status	Responsibility	Commentary (for actions below target only)
				Target	Actual			
		material errors or adjustments.						
Safety in the workplace Practise a “safety first” attitude to ensure the safety and wellbeing of council employees, contractors and volunteers.	Implement the actions contained in the 2021-2022 Safety Action Plan.	Percentage of actions completed in accordance with the Safety Action Plan.	30/06/2022	50%	50%	●	Governance & Safety	
Our culture Foster a culture where staff willingly engage in council’s values and expected service delivery outcomes for our community.	Roll out culture education.	Education rollout	30/06/2022	25%	0%	●	People & Culture	This action has dependencies with the design of the high performance culture and tools referenced below. Progress will not be commencing now until 2022/2023.
Community engagement Ensure that council officers and elected members have the tools and skills to effectively communicate with our customers to enable a positive interaction with council.	Community Engagement officers attend staff meetings of relevant programs and brief councillors to provide an overview of the International Association for Public Participation	Relevant programs are briefed.	30/06/2022	50%	50%	●	Corporate Communications & Marketing	



On Target



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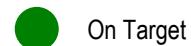


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Report not required this quarter

Corporate Plan Strategy	Action	Evaluation	2021/2022 Target	Second Quarter (% complete)		Status	Responsibility	Commentary (for actions below target only)
				Target	Actual			
	(IAP ²), Council's community engagement processes and portal.							
Promote council's services Raise community awareness about council's services and initiatives.	Deliver local promotion in October 2021 and MRC Mackay Show stand in June 2022.	Two marketing campaigns are delivered.	30/06/2022	50%	50%	●	Corporate Communications & Marketing	
	Undertake a quarterly review of digital media operations and continue to investigate effective monitoring platforms.	Visits to MRC's digital media platforms are maintained.	30/06/2022	50%	50%	●	Corporate Communications & Marketing	
Smarter technologies Optimise the use of information and communication technologies (ICT) and other innovations to improve service delivery and operate more efficiently.	Review the MRC ICT Strategy 2020-2023.	Review of the MRC ICT Strategy 2020-2023 is completed, and an updated strategy is prepared and approved by SLPT.	31/012/2021	50%	50%	●	Information Services	
	Procure and implement new Human Resource Information System (HRIS).	HRIS procurement and implementation progressed.	HRIS implemented	50%	10%	●	People & Culture	Delayed as per Quarter 1, new resource recruited for to provide specific focus on this



On Target



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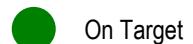


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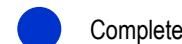
Corporate Plan Strategy	Action	Evaluation	2021/2022 Target	Second Quarter (% complete)		Status	Responsibility	Commentary (for actions below target only)
				Target	Actual			
								initiative. Progress will become evident during Quarter 3.
	Work with stakeholders to deliver the MIW Digital Infrastructure Study and other initiatives to support the region's digital growth and transformations towards smart technologies.	Number of actions supported.	2	50%	50%	●	Economic Development & Tourism	
<i>Our people</i> Implement industry-leading people management practices including recruitment, training and development, performance management, and workforce planning.	Design high performance culture and supporting tools.	Design complete; tools developed.	Design complete	100%	0%	●	People & Culture	Dependencies with this initiative that have also been delayed has triggered a revised schedule for the completion of this action, with commencement now for consideration in 2022/2023
	Communicate intention of culture change and baseline data established.	Communication delivered; baseline established.	Communication complete	50%	0%	●	People & Culture	Dependencies with this initiative that have also been delayed has triggered a



On Target



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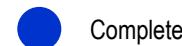
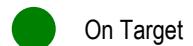


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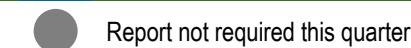
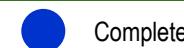
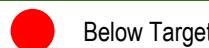
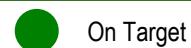
Report not required this quarter

Corporate Plan Strategy	Action	Evaluation	2021/2022 Target	Second Quarter (% complete)		Status	Responsibility	Commentary (for actions below target only)
				Target	Actual			
								revised schedule for the completion of this action, with commencement now for consideration in 2022/2023.
	Implement a succession planning framework.	Implement framework and system.	System implemented	100%	0%	●	People & Culture	Despite delays being encountered due to excessive workforce change load, this initiative will be progressed in 2021/2022, however the target to complete will be extended to the fourth quarter.
	Implement an integrated talent framework, linked to succession planning and workforce capability planning.	Implement framework and system.	System implemented	100%	0%	●	People & Culture	Despite delays being encountered due to excessive workforce change load, this initiative will be progressed in 2021/2022, however the target to

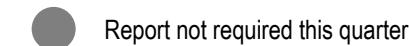
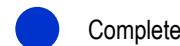
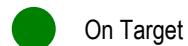


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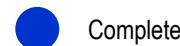
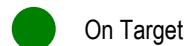
Corporate Plan Strategy	Action	Evaluation	2021/2022 Target	Second Quarter (% complete)		Status	Responsibility	Commentary (for actions below target only)
				Target	Actual			
								complete will be extended to the fourth quarter..
	Implement position profiling process.	Process implemented.	Process implemented	50%	50%	●	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.	30/06/2022	30%	30%	●	Governance & Safety	
	Improve fraud control through the development and implementation of the Fraud Corruption and Prevention Action Plan.	Percentage of actions completed in accordance with the Fraud and Corruption Prevention Action Plan.	100%	50%	50%	●	Governance & Safety	
	Complete quarterly risk reports.	Prepare and submit quarterly strategic risk reports to ELT and the Audit Committee.	30/06/2022	50%	50%	●	Governance & Safety	
	Facilitate the annual review of Business Plans.	ELT endorsement of business plans developed by the business and used to	28/02/2022	0%	0%	●	Governance & Safety	The timing of this action has been deferred to ensure that it



Corporate Plan Strategy	Action	Evaluation	2021/2022 Target	Second Quarter (% complete)		Status	Responsibility	Commentary (for actions below target only)
				Target	Actual			
		guide operations ensuring strategic objectives are met						aligns to the project underway to reform MRC's Corporate Planning and Reporting Framework, and to reflect the new Corporate Plan that is currently in development.
	Annual report on council strategies (method of implementation, key outcomes of the strategy).	Council strategy report complete & endorsed by ELT	30/11/2021	100%	50%	●	Governance & Safety	Data received, however competing priorities and resource constraints have impacted capacity to finalise. Later in Q3 as resources on-board to the it is anticipated that this report will then be prepared.
	Identify, collaborate and support implementation of organisational efficiencies.	Processes between teams streamlined, value add activities identified and integrated into service provision.	30/06/2022	50%	50%	●	Shared Services Centre	



Corporate Plan Strategy	Action	Evaluation	2021/2022 Target	Second Quarter (% complete)		Status	Responsibility	Commentary (for actions below target only)
				Target	Actual			
	Develop channel migration framework.	Framework developed and approved for implementation.	30/06/2022	50%	50%	●	Shared Services Centre	
	Provide efficient and cost-effective legal services to all MRC departments and functions.	Proportion of legal services provided in-house in 2021-2022 is greater than 2020-2021.	30/06/2022	50%	50%	●	Office of the Mayor & CEO	
	Provide legal training and education programs in-house to increase the capacity of MRC officers to understand and coordinate legal matters.	Through a minimum of four in-house legal training sessions each year, MRC officers have an improved understanding and capacity for coordinating legal matters.	4	50%	50%	●	Office of the Mayor & CEO	



Report not required this quarter