



Office of Mayor and CEO

Monthly Review

Period - March 2020

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OVERVIEW

This report is for the Office of the Mayor and CEO for March 2020.

- March has seen an unprecedented event occur internationally in the form of COVID 19. As a result “normal” Council operations have been altered significantly since mid-March.
- Decisions have been made at a very high frequency to manage the situation in what has been a very fluid environment. These changes have occurred during the Local Government election period and Caretaker mode.
- The Local and District Disaster Management Groups went to “Stand Up” in late March and are Council is playing an integral role in these groups and the day to day management of the virus pandemic.
- The impact on the Mackay region and Council budget and operations is still being evaluated and will largely depend on the duration and impact of the virus both locally, nationally and internationally as we move forward. Council is well prepared for any scenario that may eventuate and continues to operate essential services for the community with some of Council services shutdown as per health regulation requirements until further notice.
- During March our safety performance has remained strong with a number of minor injuries and one lost time injury when an employee injured his ankle when alighting from a vehicle. Our LTIFR remains below comparable Council averages however our number of lost days is high compared to the last four years mainly due to one injury resulting in 15 days lost to date with the employee still experiencing difficulties returning to the workplace.
- Management has reduced costs wherever possible in the last month due to COVID 19 impacts and also given the negative impact the virus is having on many businesses and their employees in the region. Council announced a support package in late March that will be ratified (if Council formally supports) at April 29 meeting as part of 2020/21 budget.
- Our capital works program has continued with minimal interruptions other than some weather impacts in early to mid-March and some COVID 19 supply and labour issues on some projects. The Hospital Bridge fishing pier was opened in early April and other major projects – Queens Park Upgrade, Resource Centre of Excellence, Mountain Bike project and shared pathway on Harbour Road all remain generally on track and within budget.
- Given the already known impacts of COVID 19 and the future uncertainty, our 2020/21 budget preparations has been changed to focus on tight cost control for the coming year and reviewing options for support to those most affected by the virus work has been restarted which we will be discussing with Councillors over the coming weeks.



SAFETY

1.1. Overview

During the quarter, one lost time injury was recorded. An employee suffered an ankle injury whilst alighting from a vehicle

For the 2019-20 year, four lost time injuries have been recorded and a total of 266 days have been lost. The number of lost days is very high as compared to the last few years however one injury has contributed to 155 of these total days.

Our performance on our lead indicators was generally positive although more effort will need to be put into completing safety corrective actions on time.

Safety activities conducted during the quarter include:

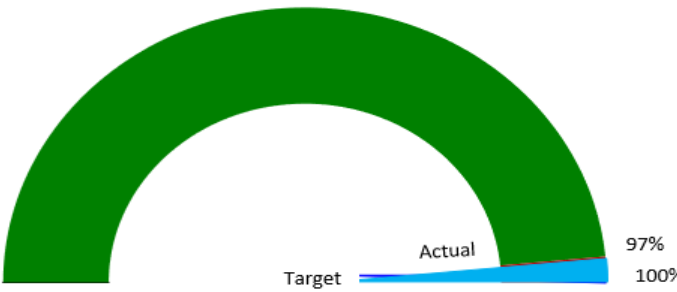
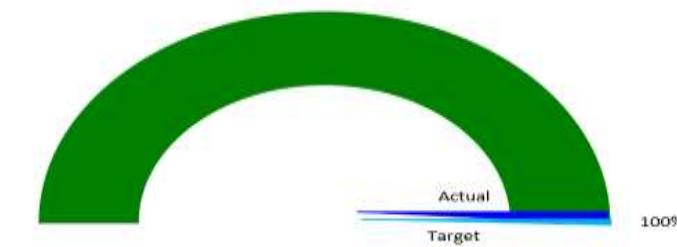
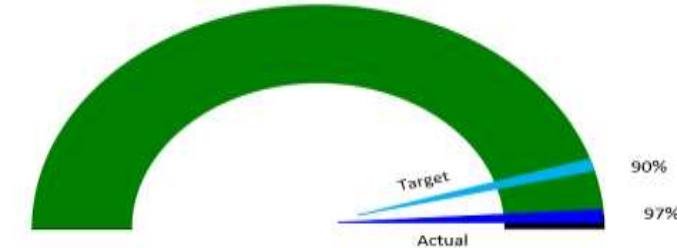
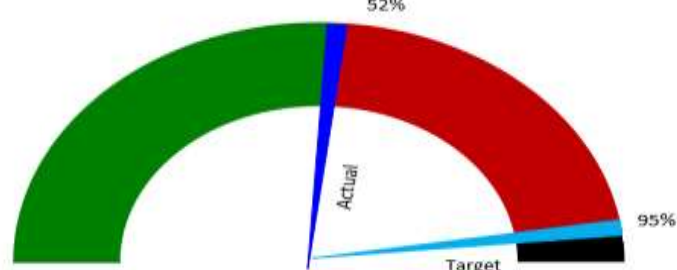
- Undertook a review of 'duress alarm' arrangements for various locations.
- Developed and implemented tools to verify current competency of selected operators of small plant.
- Investigated and reported on critical incidents including identifying appropriate corrective actions for implementation.
- Other activities include internal audit, procedure reviews, safety observations and interactions, health and safety committee meetings, and pre-start meetings and toolbox talks.
- Developed new and reviewed procedures to support the safety management system.
- Attendance by WHS Team members at local safety networking meetings hosted by Resource Industry Network.
- Attendance by WHS Team members at the Central Queensland Regional Safety Exchange – a meeting of council safety teams from across the region – hosted by Livingstone Shire Council.
- Undertook a traffic management audit and development of a traffic management plan for Paget Depot.

There is a glossary at the back of the safety report which explains terms and acronyms.

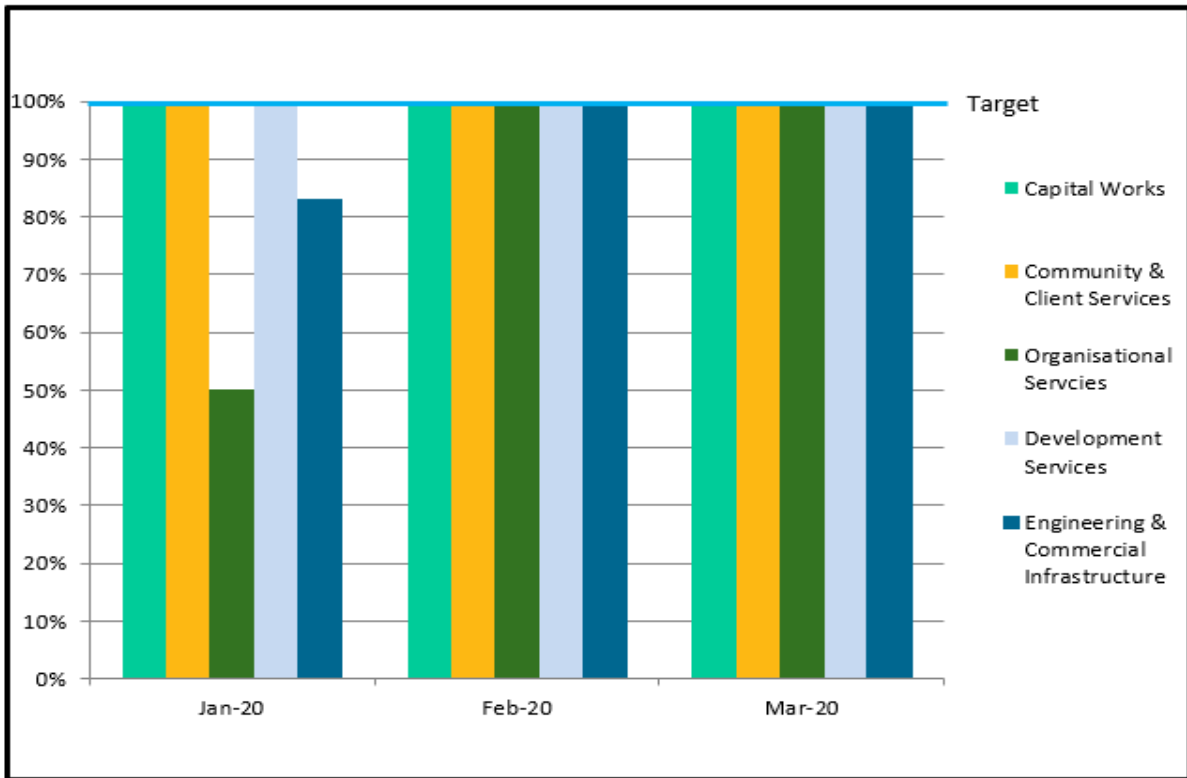
1.2 Lead Indicators

Quarterly Result

The program-specific data behind the graphs below is shown in section 1.2.4.

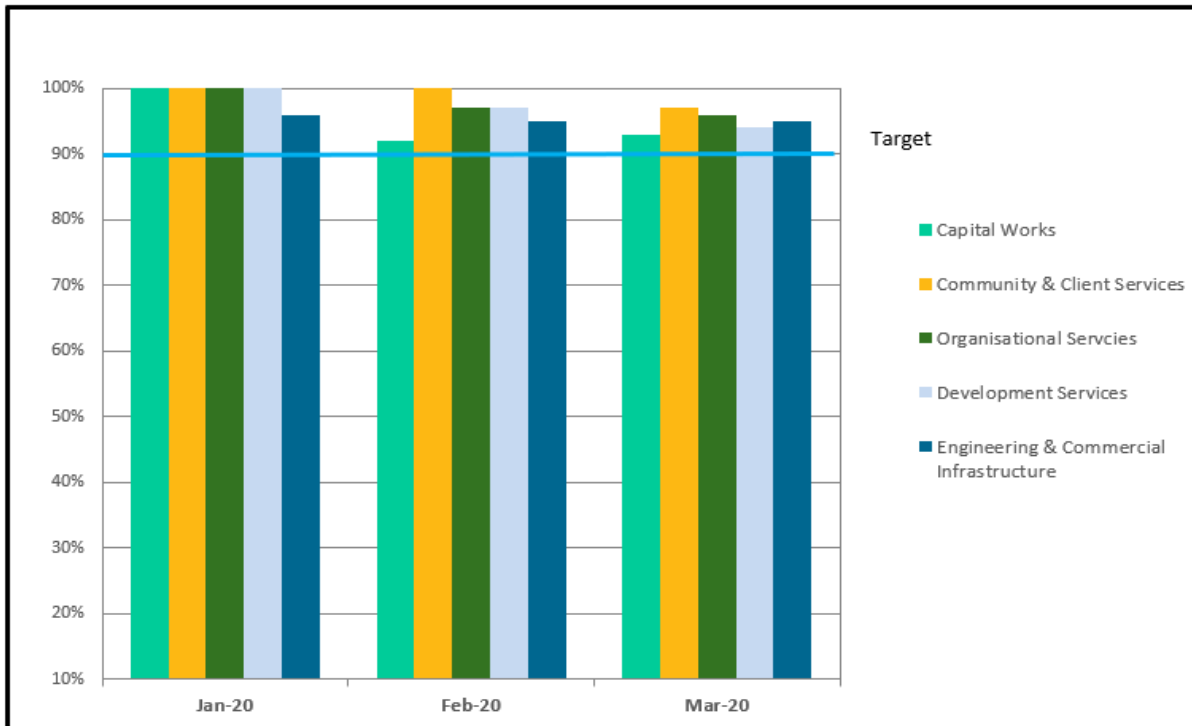
<p>Site Safety Inspections Completed</p> 	<p>This graph shows the percentage of scheduled inspections completed on-time in the quarter.</p> <p>At a department-level the results were:</p> <ul style="list-style-type: none"> • Capital Works:100% • Community and Client Services: 100% • Development Services: 100% • Engineering and Commercial Infrastructure: 97% (one inspection completed outside timeframe) • Organisational Services: 90% (one inspection completed outside timeframe)
<p>Manager Safety Interactions Undertaken</p> 	<p>This graph shows the percentage of members of the management team that have undertaken at least six safety interactions.</p> <p>Whilst not recorded here, the layer of management below program managers are continuing to undertake safety interactions, with a target of three per quarter.</p>
<p>Monthly Action Plan (MAP) Completed</p> 	<p>This graph shows the percentage of MAP items completed in the quarter.</p>
<p>Corrective Actions Completed on Time</p> 	<p>Corrective actions are raised following an incident, site safety inspection, hazard report, or as an action from a WHS meeting.</p> <p>The vast majority of the actions that were not completed on time reflect the work that has been undertaken to complete the backlog of overdue actions in Property Services. With pools now shutdown due to COVID 19 these will be rectified in the next period.</p>

Site Safety Inspections Completed



A target of 100% has been set for the completion of scheduled site safety inspections. This graph provides a snapshot of the percentage completed at the end of each month. The inspections not completed in January have since been finalised.

Monthly Action Plans Completed



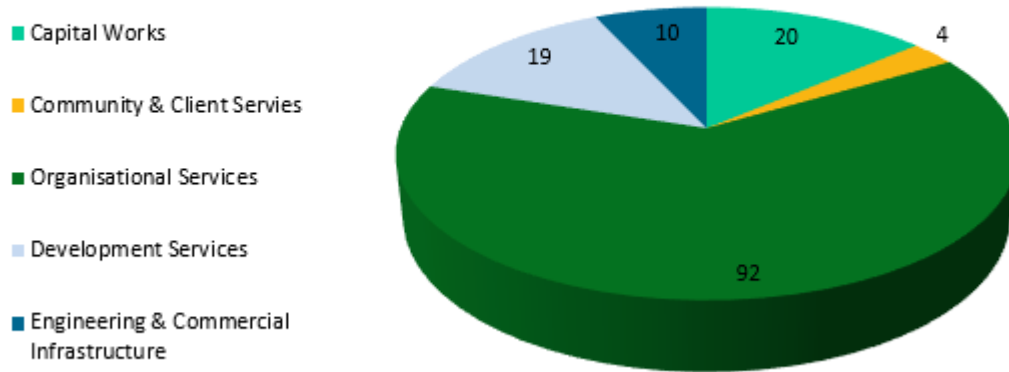
Lead Indicators Break-up by Program

Details for each Department and Program are shown in the table below.

Department / Program	Site Safety Inspection			Manager Safety Interactions			MAPs	Corrective Actions	
	¼ Actual	¼ Target	% Achv'd	¼ Actual	¼ Target	% Achv'd	¼ Achv'd	% of CA's actioned on time	
Capital Works	CW Management			6	6	100%	100%		
	Major Projects			7	6	100%	90%		
	Field Services	5	5	100%	6	6	100%	100%	100%
	Contract Services				6	6	100%	89%	0%
	Portfolio Management				6	6	100%	93%	
	Design Services				7	6	100%	97%	
	Total	5	5	100%	38	36	100%	95%	50%
Community & Client Services	CCS Management			6	6	100%	100%		
	Corporate Communication			6	6	100%	99%	100%	
	Community Lifestyle	3	3	100%	n/a	n/a	n/a	95%	100%
	MECC & Events	2	2	100%	6	6	100%	100%	100%
	Emergency Management				3	3	100%	100%	67%
	Health & Reg Services	2	2	100%	6	6	100%	100%	100%
	Total	7	7	100%	27	27	100%	99%	96%
Development Services	DEV Management			6	6	100%	100%	100%	
	Development Engineering			6	6	100%	99%		
	Development Assessment			6	6	100%	100%		
	Parks	15	15	100%	7	6	100%	94%	94%
	Strategic Planning				7	6	100%	100%	
	Economic Development	1	1	100%	6	6	100%	90%	86%
	Total	16	16	100%	38	36	100%	97%	88%
Engineering & Commercial	ECI Management			18	12	100%	100%	100%	
	T'sport & Drain Infra Plng			9	6	100%	100%	100%	
	Civil Operations	12	12	100%	7	6	100%	100%	100%
	Waste Services	4	4	100%	6	6	100%	75%	100%
	Water Network	9	9	100%	6	6	100%	98%	88%
	Water & Sew Infra Plng				6	6	100%	100%	
	Water Treatment	4	5	80%	6	6	100%	97%	100%
	Asset Management				6	6	100%	93%	
Total	29	30	97%	64	54	100%	95%	98%	
Organisational Services	ORG Management			6	6	100%	100%		
	Financial Services			n/a	n/a	n/a	100%		
	Shared Services			7	6	100%	100%		
	Procurement & Plant	3	3	100%	10	6	100%	93%	83%
	Property Services	6	7	86%	7	6	100%	100%	18%
	Governance & Safety				6	6	100%	100%	100%
	People & Culture				6	6	100%	95%	
	Information Services				6	6	100%	97%	100%
	Office of the Mayor & CEO				9	6	100%	93%	
	Executive Officer				8	6	100%		
Total	9	10	90%	65	54	100%	97%	28%	

Corrective Action Status Report

Total Active Corrective Actions



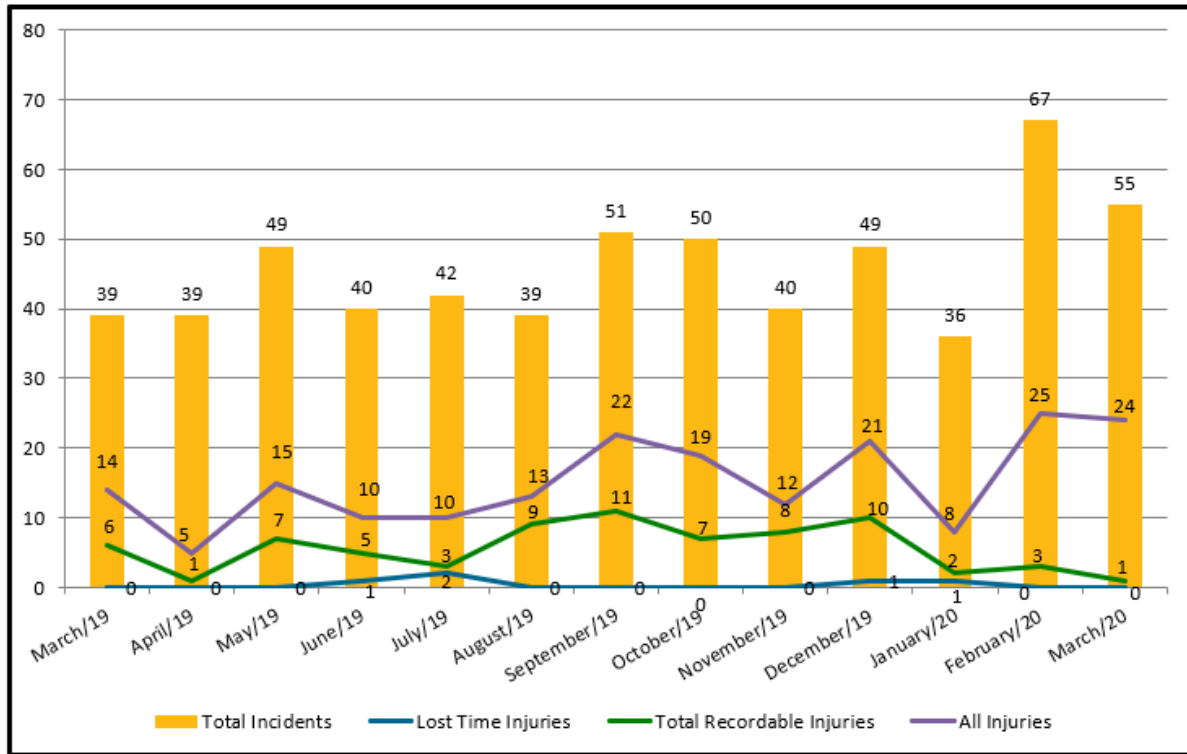
Department	CAs Outstanding (not yet due)	CAs Overdue				% of active CA's overdue
		<30 days	30-60 days	60 -360 days	>12 months	
Capital Works	19	1	0	0	0	5%
Community & Client Services	3	1	0	0	0	25%
Organisational Services	34	24	15	19	0	63%
Development Services	19	0	0	0	0	0%
Engineering & Commercial Infrastructure	8	2	0	0	0	20%
Mackay Regional Council	83	28	15	19	0	43%

This table details corrective actions which are:

- Outstanding – that is active actions which are not yet due; and
- Overdue – that is active actions not completed by the 'action due date'.

1.3 Lag Indicators

Incidents and Injuries



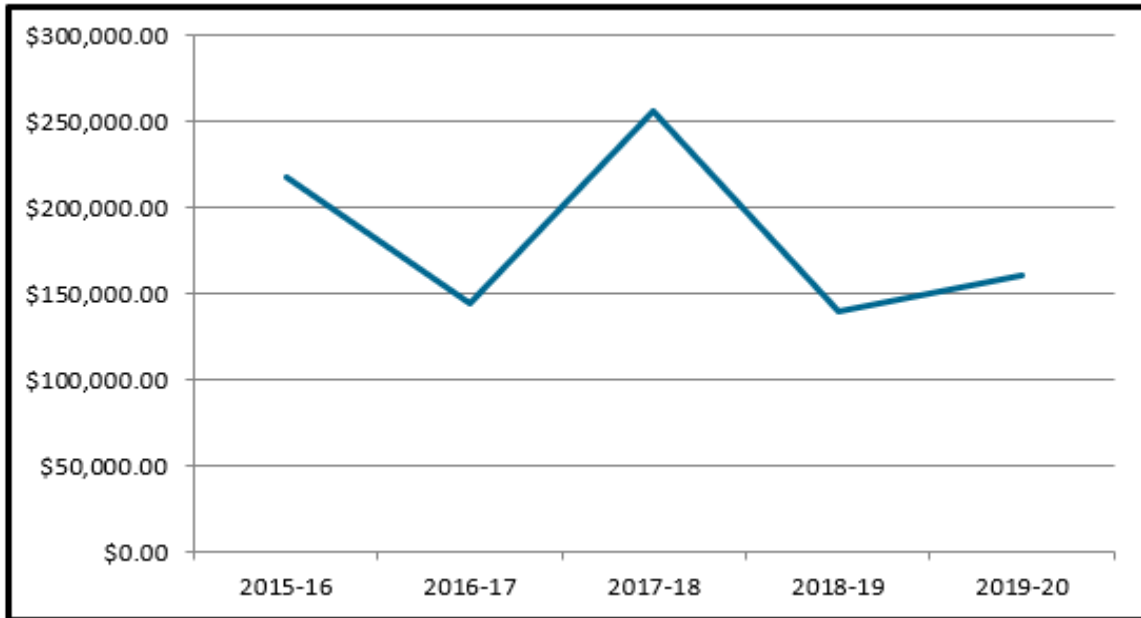
One hundred fifty-eight incidents were reported during the quarter.

The following injuries to MRC employees were reported in March:

- Unwanted physical contact with staff, by a member of the public.
- Small laceration after bumping head on a steel beam.
- Small scald on finger from contact with hot glass while emptying a dishwasher.
- Exposure to loud noise from a speaker that a touring technician was testing.
- Elbow pain when pulling on vehicle handbrake, after a day of lifting.
- Jammed finger when setting up a camera tripod.
- Hip pain from after a shift spent walking over uneven ground.
- Small cut to finger from sharp plant while pruning.
- Three instances of wasp sting whilst working in gardens and around trees.
- Minor knee pain after stepping on a bandicoot while working in a garden bed.
- Minor back pain after stepping in a hole while whipper snipping.
- Minor back pain while walking and carrying a leaf blower.
- Jarred wrist and elbow while loading ramps into the back of a truck.
- Twisted thumb while removing the drill bit from a cordless drill.
- Minor knee pain after day of whipper snipping.
- Grazed hand whilst getting an item out of a toolbox.
- Bumped and bruised leg on handrail while exiting meeting room.
- Pain in elbow after day of repetitive movement while operating plant.
- Slipped and fell while descending truck access ladder.
- Foreign object in eye.
- Sideboard from truck fell and hit head after being pulled on.
- Back pain after slipping while walking down stairs.

Each incident is investigated, and appropriate corrective measures implemented to reduce future risks.

Workers Compensation Claims Costs

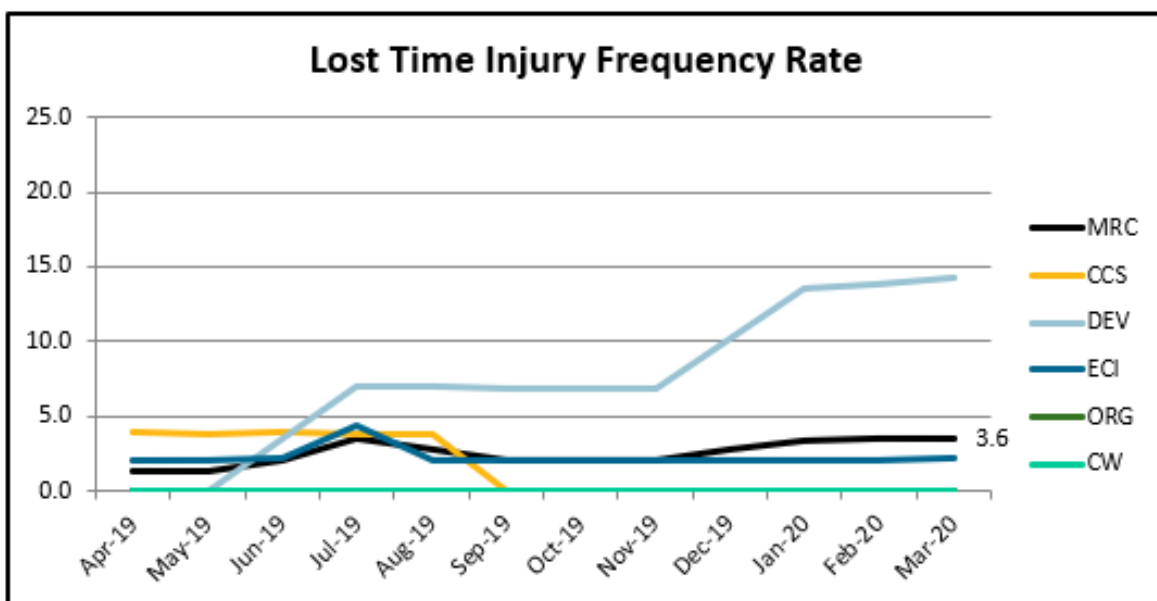


This graph depicts the total worker’s compensation claim costs over five years.

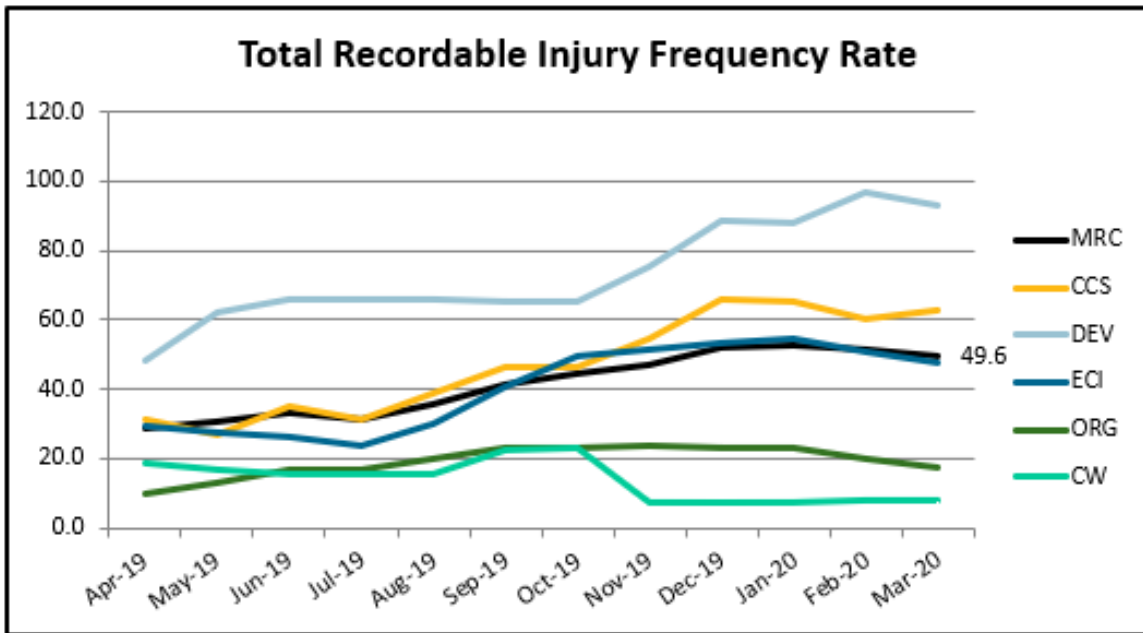
Claim costs are payments made in relation to accepted claims. This includes compensation payouts and medical costs and expenses relating to claims.

The costs of claims are a factor in determine MRC’s workers compensation premium.

Injury Frequency Rates 12 month rolling average

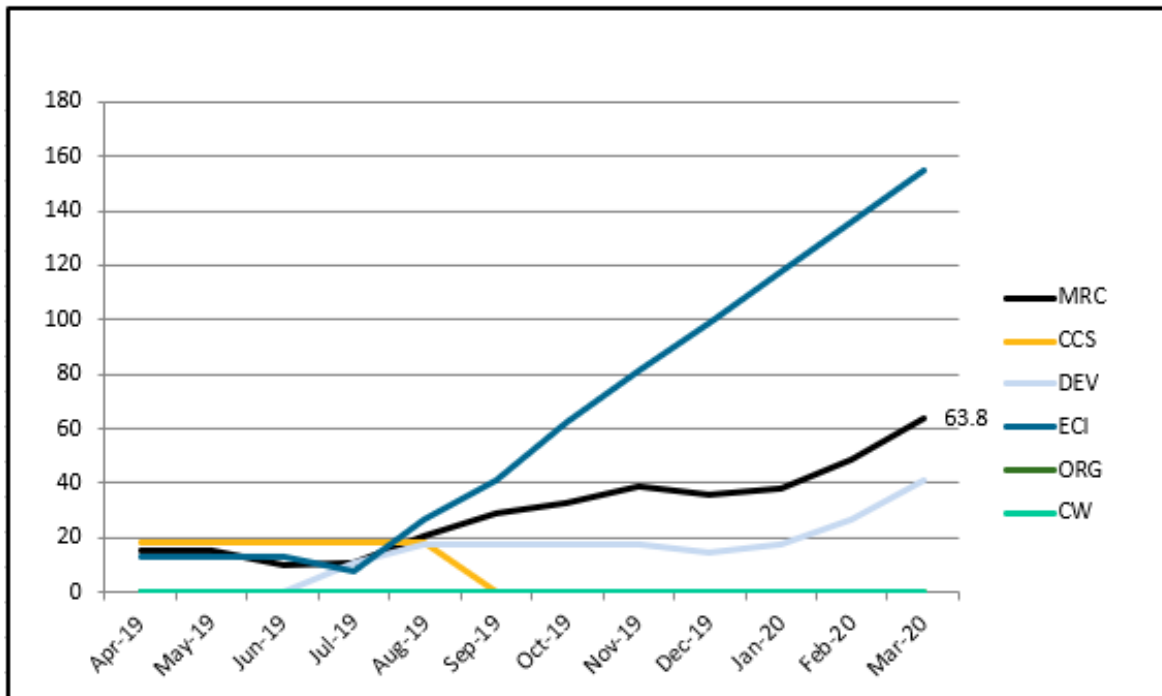


MRC recorded one LTI during the quarter (in January), which explains the slight increase in the LTIFR for Development Services (DEV) and MRC.



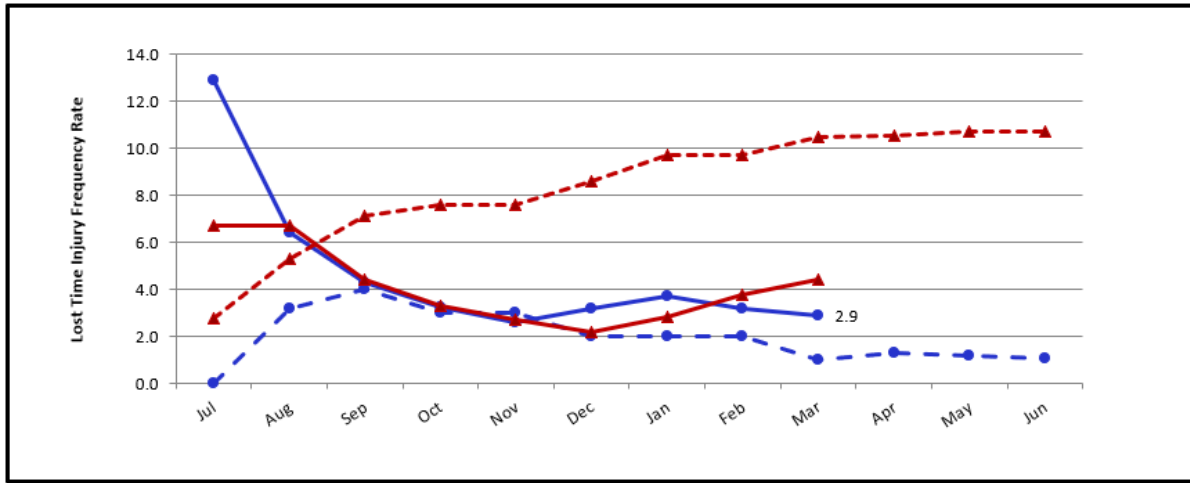
Seven recordable injuries were reported during the quarter.

Duration Rates 12 month rolling average



This graph shows the relative severity of injuries as represented by the average of days lost for each lost time injury. It is calculated by dividing the number of days lost by the number of LTIs over a rolling 12-month period.

Lost Time Injury Frequency Rate Comparison



Legend

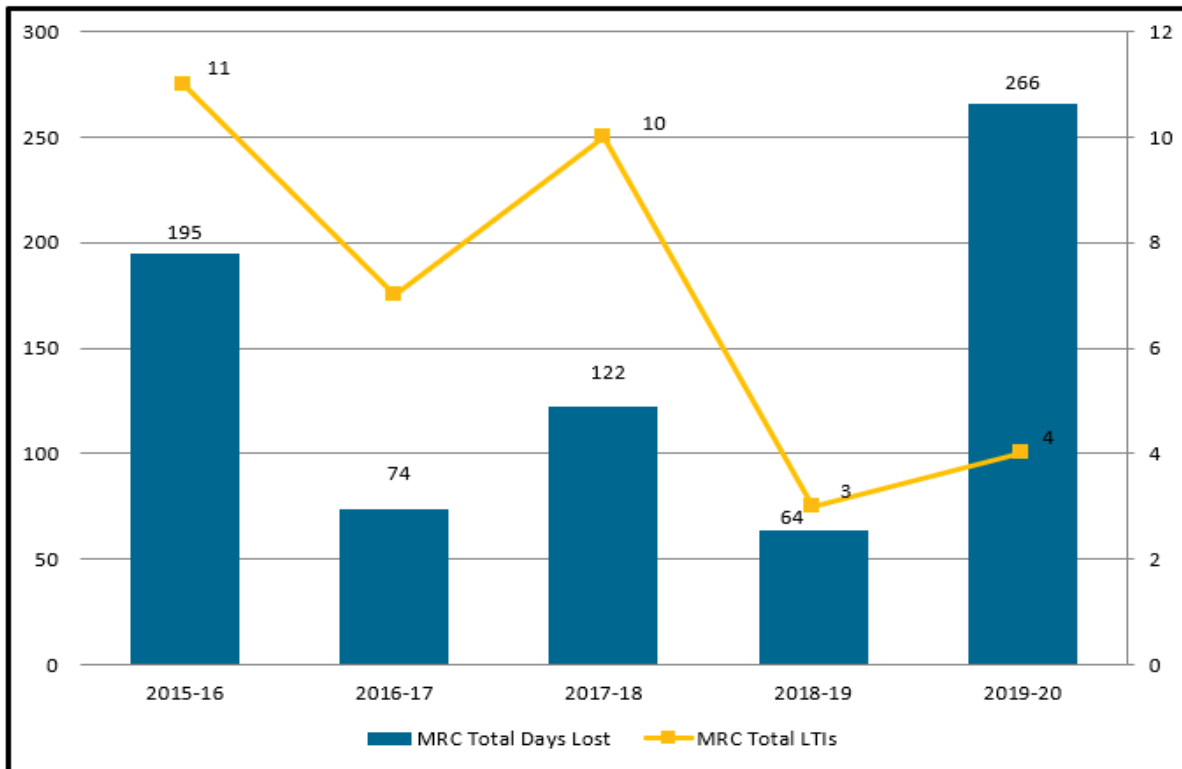
MRC	This year	
	Last year	

All Group E Councils	This year	
	Last year	

This data is provided by MRC’s workers compensation insurer LGW, and shows the cumulative LTI frequency rate over the course of the current financial year, compared to similar sized local governments (Group E councils).

MRC has recorded four LTIs. This has resulted in an LTI frequency rate of 2.9, which is below the *All Group E Councils* rate.

Lost Time Injuries and Days Lost



Department	2015-16		2016-17		2017-18		2018-19		2019-20	
	LTI	Days Lost	LTI	Days Lost	LTI	Days Lost	LTI	Days Lost	LTI	Days Lost
Capital Works										
Community & Client Services	2	4	3	6	1	1	1	18		
Organisational Services	1	4			2	25				
Development Services	3	29	3	55	1	13	1	33	3	111
Engineering & Commercial Infrastructure	5	158	1	13	6	83	1	13	1	155
Mackay Regional Council	11	195	7	74	10	122	3	64	4	266

For the 2019-20 year, four lost time injuries have been recorded:

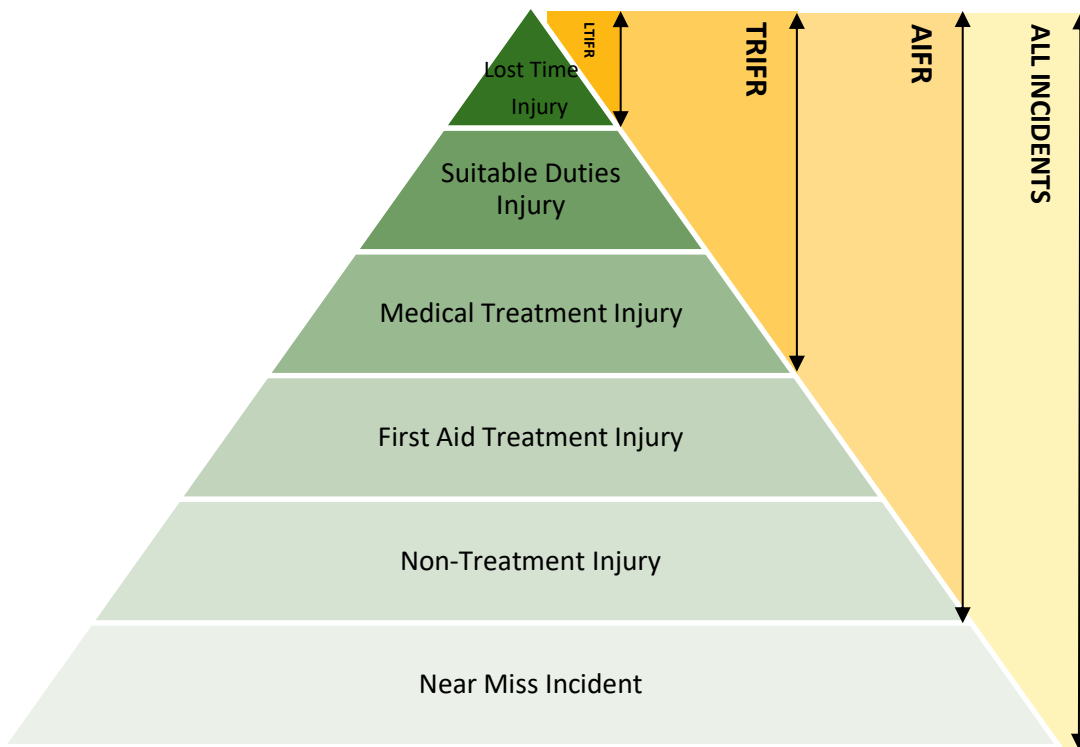
- In July 2019, while standing up from a crouching position an employee felt severe back pain. Three days were lost.
- In July 2019, an employee fell as they were alighting from mobile plant, suffering from concussion. The employee has not yet been able to return to work and continues to receive medical support.
- In December 2019, while alighting from mobile plant, an employee suffered a shoulder injury requiring surgery. Fifty-eight days have been lost as they recover and receive medical support to return to work as soon as possible.
- In January 2020 an employee suffered an ankle injury whilst alighting from a vehicle. Fifty days have been lost as they recover and receive medical support to return to work as soon as possible.

WHS Incident Summary

Department / Program		Incident Data (2 nd Quarter)						Incident History 2019-20 financial year (YTD)							
		LTI	TRI	All Injury	Near Miss	AD	NSM	Total Incidents	LTI	TRI	All Injury	Near Miss	AD	NSM	Total Incidents
Capital Works	CW Management														
	Major Projects													1	1
	Field Services					2	3	5		1	2	1	4	4	11
	Contract Services						4	4						5	5
	Portfolio Management														
	Design Services														1
Total						2	7	9		1	3	1	4	10	18
Community & Client Services	CCS Management														
	Corporate Comm.			1				1			2				2
	Community Lifestyle			2	1		7	10		1	7	8	3	22	40
	MECC & Events		1	11	1		2	14		10	27	1		11	39
	Emergency Manag.													1	1
	Health & Reg			3		1		4		1	4		6		10
Total			1	17	2	1	9	29		12	40	9	9	34	92
Development Services	DEV Management														
	Development Eng				1			1			1	1			2
	Development Ass														
	Parks,	1	4	23	2	12	3	40	3	18	54	8	25	9	96
	Strategic Planning				1			1				1			1
	Economic Dev				1			1			4	2	1		4
Total		1	4	23	5	12	3	43	3	18	56	12	26	9	103
1Engineering & Commercial	ECI Management														
	Tran Drain Infra Plng		1	1	2			3		1	3	2	1		6
	Civil Operations		1	10	1	15	6	32	1	15	29	7	40	10	86
	Waste Services						10	10		1	1	1	1	29	30
	Water Network			1		8	1	10		2	8	1	10	2	23
	Water & Sew Infra Pl									1	1				1
	Water Treatment			1			2	3		1	2	5		2	9
	Assets Management											1			1
Total			2	13	3	23	19	58	1	21	44	17	52	43	156
Organisational Services	ORG Management														
	Financial Services														
	Shared Services										2				2
	Procurement & Plant			2		1		3			2		3		5
	Property Services						14	14		1	2	1		44	47
	Governance & Safety			2				2			2				2
	People & Culture										1				1
	Information Services									1	1				1
	Office of the Mayor & CEO									1	1			1	2
Total				4		1	14	19		3	11	1	3	45	60

1.4 Definitions

Incident Hierarchy



Incident Definitions

Incident	Any unplanned event resulting in, or having a potential for injury or ill health.
Lost Time Injury (LTI)	A work injury that results in a fatality, or an inability to work at least one full day / shift or part of a day / shift, any time after the day / shift in which the injury occurred. As determined by the treating doctor.
Suitable Duties Injury (SDI)	A work injury that results in an injured worker remaining in the workplace, but not being able to return to their normal duties on the next day or scheduled shift. Work is undertaken, subject to restrictions, as determined by the treating doctor.
Medical Treatment Injury (MTI)	A work injury that results in an injured worker being treated by a qualified health professional e.g. doctor, nurse, physiotherapist.
First Aid Treatment Injury (FAI)	A work injury that results in an injured worker being provided treatment which is normally given by a first aider.
Non-Treatment Injury	A work injury which did not require treatment by a first aider or health professional e.g. doctor.
Near Miss Incident (NM)	An incident that could have or had the potential to cause injury or loss.

Recordable Injury (RI)	Incidents that result in a LTI, SDI and MTI.
Lost time injury frequency rate (LTI/FR)	The number of lost-time injuries per million hours worked. Calculated as follows: $\frac{\text{No of LTI} \times 1,000,000}{\text{total hours worked during period}}$
Total Recordable Injury Frequency Rate (TRIFR)	The number of recordable injuries per million hours worked. Calculated as follows: $\frac{\text{No of RI} \times 1,000,000}{\text{total hours worked during period}}$
All Injury Frequency Rate (AIFR)	The sum of RIs and FAIs per million hours worked. Calculated as follows: $\frac{\text{No of injuries} \times 1,000,000}{\text{total hours worked during period}}$
Notifiable Incident	Incidents that are notifiable to Workplace Health and Safety QLD (WHSQ). Includes an incident that results in the death, serious injury, or serious illness of a person, or involves a dangerous incident.

KEY INITIATIVES

2.1. Summary of key projects and initiatives

This section provides a summary of key initiatives linked directly to the Office of the Mayor and CEO for 2019/20. Many of these initiatives utilise staff and resources from key areas of the business however are not necessarily reported through Standing Committee reports.

Strategy	Action	Measure	Start Date	Est Complete Date	Status	Comments
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 2019-2020 Safety Action Plan	Percentage of actions completed in accordance with the Safety Action Plan	Jul 19	Jun 20	●	Actions on track and being implemented in accordance with the Safety Action Plan
Our culture Foster a culture where staff willingly engage in council's values and expected service delivery outcomes for our community.	Implement new Employee Value Proposition framework: <ul style="list-style-type: none"> new marketing aspects of public recruitment activities; revised new starter packs; tailored inductions to job families; and new employee effectiveness survey regime. 	Increased new employee engagement and satisfaction	Jul 19	Dec 20	●	A business case for the alteration of timeframes of the People & Culture action plan was approved by SLPT in November 2019. Due to adjustments in priorities, this key initiative will now be completed by 31 December 2020. It is necessary for a number of other initiatives to be completed first as they contribute to this activity.
Our people Implement industry-leading people management practices including recruitment, training and development, performance management, and workforce planning.	Develop the 2020-2025 People and Culture Strategy	Strategy approved by SLPT	Jul 19	Jun 20	●	The due date of this initiative was adjusted to 30 Jun 2020 in the SLPT business case referred to above. Slight delays in progress with this initiative have been incurred with planning continuing. However significant advancement in research of contemporary people

Strategy	Action	Measure	Start Date	Est Complete Date	Status	Comments
	<p>Implement a whole of business training needs analysis (TNA) system inclusive of cost analysis at strategic and operational levels</p> <p>Undertake 2020 Enterprise Agreement negotiations</p>	<p>Whole of business TNA system implemented</p> <p>Complete EA negotiations by deadline with a fair and responsible outcome for employees and council</p>	<p>Jun 19</p> <p>Aug 19</p>	<p>Jun 20</p> <p>Jun 20</p>	<p>★</p> <p>★</p>	<p>management strategies have been undertaken.</p> <p>This initiative is on schedule. The organisational learning needs is an integral element of the Job Evaluation major project which will elevate Council's job analysis, job size & levels, learning, and position description processes to best practice.</p> <p>Certified agreement negotiations continue as planned, however despite initial log of claims exchanged and good progress made the COVID 19 issue has resulted in a pause in negotiations until an agree way forward is agreed between the parties.</p>
<p>Governance and performance</p> <p>Ensure that council complies with all of its statutory obligations, minimises its exposure to litigation, manages its risk, undertakes targeted internal audits, and meets community expectations of transparency and performance reporting.</p>	<p>Deliver an internal audit program targeting areas of highest risk and greatest potential for business improvement gains</p> <p>Improve fraud control through the development and implementation of the Fraud Corruption and</p>	<p>Audits completed in accordance with the approved Internal Audit Plan</p> <p>Percentage of actions completed in accordance with the Fraud and Corruption</p>	<p>Jul 19</p>	<p>Jun 20</p>	<p>★</p>	<p>Internal Audit Reviews have been completed for:</p> <ul style="list-style-type: none"> • Financial Delegations • Building & Facility Security • Inventory Management. <p>With the following matters currently underway –</p> <ul style="list-style-type: none"> • Contract Management • Public event management

Strategy	Action	Measure	Start Date	Est Complete Date	Status	Comments
	Prevention Action Plan	Prevention Action Plan				<ul style="list-style-type: none"> Regulatory licensing compliance <p>The 2019/20 Fraud and Corruption Prevention Action Plan implementation progressing in accordance with the plan</p>
	Annual review of Corporate Register of Strategies	Register reviewed and alignment with Business Plans/Action Plans complete				Strategies status regularly reviewed with briefings planned for new Council
	Provide efficient and cost-effective legal services to all MRC departments and functions	Proportion of legal services provided in-house in 2019-2020 is greater than 2018-2019				On track
Financial Governance Meet or better 19/20 budget targets for operational and capital. Ensure LTFF data and information is sustainable and accurate.		Meet business budget target. Stretch target to achieve/exceed full year budget Implement new processes to ensure all capital projects and inputs into LTFF are consistent applied across Council and fully implemented by Jul 20	Jul 19 Jul 19	Jun 20 Jun 20	● ●	Budget running to plan as at end of March however the COVID 19 impact is still being evaluated on full year result. New LTFF expanded Steering group meeting regularly with focus on defining key processes for any capital projects entry into LTFF. Good progress now being made although COVID 19 issue will cause some delays in coming months
Capital Delivery	Deliver the capital works program for	Percentage of the capital works	Jul 19	Jun 20	●	Spend near on target YTD

Strategy	Action	Measure	Start Date	Est Complete Date	Status	Comments
Improve capital delivery and associated planning outcomes efficiency	19/20 as planned and introduce future years planning structure and review.	program including carry-overs completed against the original budget including carry-overs considering scope changes, contingency and project savings and new or deferred projects ~95%				
		<ul style="list-style-type: none"> - Business case identification process embedded for projects 2 years out form current - Pre-design works projects approved and set for > 70% of total works one year out 	Jul 19	Mar 20	★	Review of Business cases completed
			Jul 19	Jan 20	★	First and second list of pre-design projects has been approved
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.	<p>Update Asset Management Development Plan to include actions relevant until June 2022</p> <p>The corporate maintenance management system is used for the majority of works completed for the following asset classes:</p> <ul style="list-style-type: none"> • roads; • drainage; • water; • waste water; and • parks. 	<p>Asset Management Development Plan is updated and endorsed by the Asset Management Working Group</p> <p>Maintenance management reports are generated from the corporate system, demonstrating that work orders have been completed</p>	Apr 19	Jun 20	★	<p>Asset Management Development Plan has been endorsed by the Asset Management Working Group with scheduled works for FY2020.</p> <p>Civil Operations Mobile Maintenance Management System implementation complete for sealed roads</p> <p>Parks pilot project has commenced</p> <p>Stormwater and Roads data cleanse under way</p>
Environment	Increase recycling and reuse by diverting waste from landfill and raising community	Monitor and report the impacts of the current change to markets and government policy on	Jul 19	Ongoing	★	Report on MIRF performance monthly through Department report and continue to work on possible

Strategy	Action	Measure	Start Date	Est Complete Date	Status	Comments
	awareness to reduce the costs of providing waste services, gain the economic advantages of producing material for reuse and reducing the impact on the environment	MRC's recycling service. Develop and agreed strategy on way forward.				future waste to energy and other options. Alternative uses for crushed glass in unsealed road maintenance works being trailed.
Disaster preparedness Build community preparedness and responsiveness to emergencies and natural disasters.	Monitor existing disaster preparedness arrangements across all MRC programs and identify opportunities for improvement	Emergency management response is reviewed after all significant events or if there is a change in State policy or legislation	Jul 19	Ongoing	★	Disaster readiness key documents, including business continuity plans, have been regularly reviewed during the recent unprecedented Covid 19 event. As well as Stand-up of LDMG, MRC has established a specific Covid 19 Management Response Team, dealing with the daily changing situation and impacts of this pandemic.

2.2 Summary of key projects and initiatives – Key Capital Projects

Strategy	Action	Measure	Start Date	Est Complete Date	Status	Comments
Economy – 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)	Finalise key projects within PDA that will be focus for next 2-3 years. Commence those projects to concept/detailed design phase Seek external investment through marketing of PDA and placemaking initiatives	Jul 19	Jun 20	★	Mackay Waterfront Master Plan was adopted by Council on 22 January 2019 following community consultation. Promotional activities for the Mackay Waterfront and the masterplan were successfully held in Brisbane to

Strategy	Action	Measure	Start Date	Est Complete Date	Status	Comments
	Enhance the aesthetic and recreational aspects of the Pioneer River and Binnington Esplanade.	Complete Queens Park and BWL State funding (\$8.8M) project	Jul 19	Jul 20	★	coincide with the PDA Advisory Committee meeting Works well advanced at Queens Park and on track for completion by mid-2020.
Camilleri Street Park Upgrade	Advocate, seek funding, commence works and complete key projects linked to the promotion and liveability of the Mackay region	Complete all works at Park by Jan 20	Jul 18	Jan 20	★	Complete.
Qantas Regional Pilot Academy	Finalise detail with Qantas and other stakeholders for the new pilot academy for Mackay	Finalise agreements with key stakeholders by June 2020	Jul 19	Jun 20	★	Qantas has announced that whilst still committed to the 2 nd Australian site in Mackay that due to Covid 19 impacts they have postponed any planning until the end of 2020
Resource Centre of Excellence	Advocate, seek funding, commence works and complete key projects linked to the promotion and liveability of the Mackay region	Complete Stage 1 of project by April 2020. Commence discussions on future stages with key stakeholders	Mar 18 Jul 19	Apr 20 Jul 20	★ ★	Construction is well underway and on schedule. Discussions commenced with RIN, GW3 and external parties re future stages.
Works for Queensland	Plan for 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) Round 3	Jul 19	Jun 21	★	Round 3 funding list of projects has been approved and works commenced on priority projects.
Shovel ready Projects <i>Community facilities</i>	Northern Beaches Community Hub	Acquire site for Hub and commence detailed design in 19/20	Jul 19	Jun 20	★	Acquisition of preferred site progressing on-track and close to settlement.

Strategy	Action	Measure	Start Date	Est Complete Date	Status	Comments
Provide community facilities to improve the liveability of the region ensuring equitable focus.	Sarina CBD Revitalisation	Seek external funding for project	Jul 19	Jun 20	★	Business case draft focus with aim to look for external funding opportunities as they arise.
	Mountain Biking	Complete feasibility study and if agreeable move into concept/detailed design phase by Jun 20	Jul 19	Jul 20	★	Following Council approval on 27 November, work has commenced on detailed design and managing land tenures. Land scoping exercise planned for early February.
	New Mackay Animal Facility	Complete detailed design and finalise funding for project	Jul 19	Jun 20	★	Building our Region's grant Business Case has been submitted with confirmation of funding pending. The prerequisite application to convert the land from Reserve to freehold has also been submitted awaiting advice.
	Mirani Heritage Precinct	Complete masterplan and feasibility and make decision on concept design phase and seek funding	Jul 19	Jun 20	★	Masterplan now complete with move toward feasibility phase commenced.
	Sarina Sugar Shed Business Analysis	Complete business case analysis	Jul 19	Jul 20	★	Business Analysis draft review has been received and will be discussed with new Council when possible to do so.
		Update masterplan and complete key	Jul 19	Jun 20	★	Review of previous masterplan

Strategy	Action	Measure	Start Date	Est Complete Date	Status	Comments
	Brewers park Masterplan	infrastructure drainage and other projects as first priority.				commenced with drainage projects the major priority as part of 19/20 budget.

2.3 Summary of key projects and initiatives – Key Economic Stimulus/Liveability Initiatives

Strategy	Action	Measure	Start Date	Est Complete Date	Status	Comments
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 and delivery of visitor information services	Destination marketing and visitor information services delivery actions are completed, in accordance with the Mackay Tourism Ltd Funding Agreement 2017-2020	Jul 19	Jun 20	★	On track
Sustainability Promote sustainable practices and respond to climate change in council operations.	Implement the Environmental Sustainability Strategy (2017-2022)	Environmental Sustainability Strategy actions for 2019/20 are completed or initiated	Jul 19	Jun 20	★	Actions on track to be completed as per the plan
	Continue implementation of energy efficiency initiatives at MRC facilities to reduce energy costs and improve energy productivity, including: <ul style="list-style-type: none"> replace existing lighting with LED lighting as part of the scheduled maintenance program; and replace air conditioning systems at various MRC buildings and facilities 	Scheduled energy efficiency initiatives are completed on time and on budget	Jul 19	Jun 20	★	Final site visits for solar project almost completed including hand-over documentation such as operation manuals. Solar continued to be considered for any new builds, including Resource Centre of Excellence facility

Strategy	Action	Measure	Start Date	Est Complete Date	Status	Comments
<i>Libraries, museums and art</i> Enhance lifelong learning opportunities that improve literacy and public access to information and knowledge, history and art.	Develop a Museum Strategy	Adopted Museum Strategy	Jul 19	Jun 20	★	Planning work for the Museum Strategy well advanced with development of the strategy planned to commence early in 2020.
<i>Partnerships for a diversified economy</i> Champion the growth of globally competitive local industries by working with industry stakeholders. Support the economic development and viability of the Region by implementing the Mackay Regional Council Economic Development Strategy 2015 -2020 (EDS) in partnership with key stakeholders including GW3, Mackay Tourism, RIN, Mackay Region Chamber of Commerce, Regional Development Australia, Urban Development Institute of Australia, universities, state and federal government agencies, and other business and industry groups.	Implement the Mackay Region Economic Development Strategy (2020-2025)	Economic Development Strategy funded actions for 2019-2020 are delivered	Jul 19	Jun 20	★	Economic Development Strategy now approved and working through actions
	Manage and promote the Facilitating Development in Mackay Region Policy	Undertake review of policy and monitor applications	Jul 19	Jun 20	★	Review approved by Council on 27 November.
	Implement Mackay Region Mountain Bike Strategy actions for which Economic Development & Tourism is lead program	2019-2020 funded actions are delivered	Jul 19	Jun 20	★	Council has approved the establishment of a Regional Mountain Bike Alliance to support the delivery of the Mackay Region Mountain Bike Strategy
<i>Strong local businesses with a global reach</i> Support stakeholder groups to assist Mackay and Regional business and industry to become export-ready and extend the global reach of their	Develop relationships with key international trade related stakeholders in collaboration with Trade and Investment Queensland (TIQ), GW3 and Regional	Number of international trade related activities completed	Jul 19	Jun 20	★	On-going however lower priority as a result of COVID 19

Strategy	Action	Measure	Start Date	Est Complete Date	Status	Comments
products and services. Develop networks that capitalise on the government's trading relationships and free trade agreements.	Development Australia					
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.	Facilitate catalytic land and infrastructure development by <ul style="list-style-type: none"> attracting investment through joint ventures and partnerships with the private sector; and by working with state and federal governments on joint initiatives	Minimum of four advocacy activities undertaken for identified opportunities	Jul 19	Jun 20	★	Identification of opportunities ongoing
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	Jul 19	Jun 20	★	Ongoing advocacy to finalise full funding commitments for this project
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	Jul 19	Jun 20	★	We understand from the State this project is on track and an announcement of project commencement has now been formally issued.
Northern Australia Alliance Participate as a strategic and active	Assist Greater Whitsunday Alliance (GW3) to participate	Number of Mackay Regional issues that GW3 advocate on behalf of the region	Jul 19	Jun 20	★	Funding Agreement with GW3 signed. GW3 led a delegation to

Strategy	Action	Measure	Start Date	Est Complete Date	Status	Comments
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.	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					Canberra in November as part of the Northern Australia Alliance program to advocate for the region.

 On Track
  Potential Issues
  Definite Issue

2.4 Cyclone Debbie and NQ & FNQ Monsoon Trough Update

Cyclone Debbie - Beach Restoration (Category D & Resilience)

All restoration works have been completed. Only State Government funded beach restoration project is awaiting acquittal by QRA

NQ & FNQ Monsoon Trough – Road Restoration Works

The Boundary Creek Causeway on Doughertys Road has been completed and is open for traffic. Sealing of the approaches will be undertaken in late April. As a condition of the Waterway Barrier Permit, the downstream fishway works, including the removal of the old causeway, cannot be undertaken until after the wet season.

The Dalrymple Road Landslips roadworks have commenced and are expected to be completed by the end of May. Tenders for the micropiling have been assessed and the tender recommendation is being finalised. It is anticipated that the works will commence in June and be completed by September.

The Gravel Road Submission has been approved by the Queensland Reconstruction Authority (QRA). Gravelling works are approximately 85% complete. The final submission comprising minor works on seven roads was approved by QRA in early April. Two of these projects have been completed with the other projects being scheduled for completion over the next three months.

GREATER WHITSUNDAY COUNCILS OF MAYORS (GWCoM'S)

3.1. Greater Whitsunday Council of Mayors (GWCoM's) – formerly Whitsunday Regional Organisation of Councils (WROC)

Joint group in conjunction with the Councils of Isaac and Whitsunday.

Membership involves the Mayor and CEO of each of the three (3) Councils, supported by various staff.

A CEO's Group has been established as part of the GWCoM's. The intent of this group is to handle the 'business' matters and look for possible synergies between Councils at CEO level and allowing focus on higher level and strategic issues for the region by the wider group.

A CEO's Group teleconference was held on Thursday 23 January 2020, at which time key matters in preparation for the upcoming GWCoM's meeting in February were discussed.

A GWCoM's meeting was last held on 20 February 2020, originally planned to be held in at the Isaac Regional Council offices Moranbah, but due to various travel needs was held in Mackay. This was the last meeting prior to the Council elections, post which each of the three (3) Mayors from Isaac, Whitsunday and Mackay were returned unopposed. As such Mayoral membership of the GWCoM's will continue. Whitsunday Regional Council CEO Kenn Donohoe has since resigned, so the new CEO appointment when made will take up a Directors role on GWCoM's.

The next meeting is scheduled for 30 April in Mackay.

A number of agencies regularly attend and present at these meetings, including GW3, MIWRDA, DSDMIP, and the Premiers Department, however given that this is the first meeting post the elections it will be a closed meeting addressing internal matters. Key in discussions will be potential Regional Deal proposal process, something that was put on hold with COVID 19 and travel restrictions.