



Office of Mayor and CEO

Monthly Review

Period - November 2019

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GREATER WHITSUNDAY COUNCILS OF MAYORS (GWCoM'S) 20

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OVERVIEW

This report is for the Office of the Mayor and CEO for November 2019.

- While there have been no lost time injuries in October there continues to be numerous minor incidents and injuries in several areas of Council. There has and will be a continued focus on education around the management of risks in coming months.
- The continued dry weather has allowed our capital projects to progress well and the aim to have all large project tendered and construction started by early 2020 is on track.
- Fantastic to see Mackay Regional Council recognised for several of its initiatives through awards in October. This included awards for our water, character & heritage initiatives, risk management, SES and for Platypus Beach. Congratulations to everyone involved.
- We are now finalising some key strategies (Economic Development and Events) and will seek Council endorsement in late November.
- The Mountain Bike Strategy is also progressing well with a plan to formalise Council's next step for the Finch Hatton/Eungella project by end of November
- With storm and fire season fast approaching a significant amount of work has been undertaken by our Emergency Management Team on evacuation sub plans and other critical documentation and processes.
- Council is continuing to promote the PDA with the masterplan currently out for public consultation, design for initial public realm works commenced and through other networking activities.

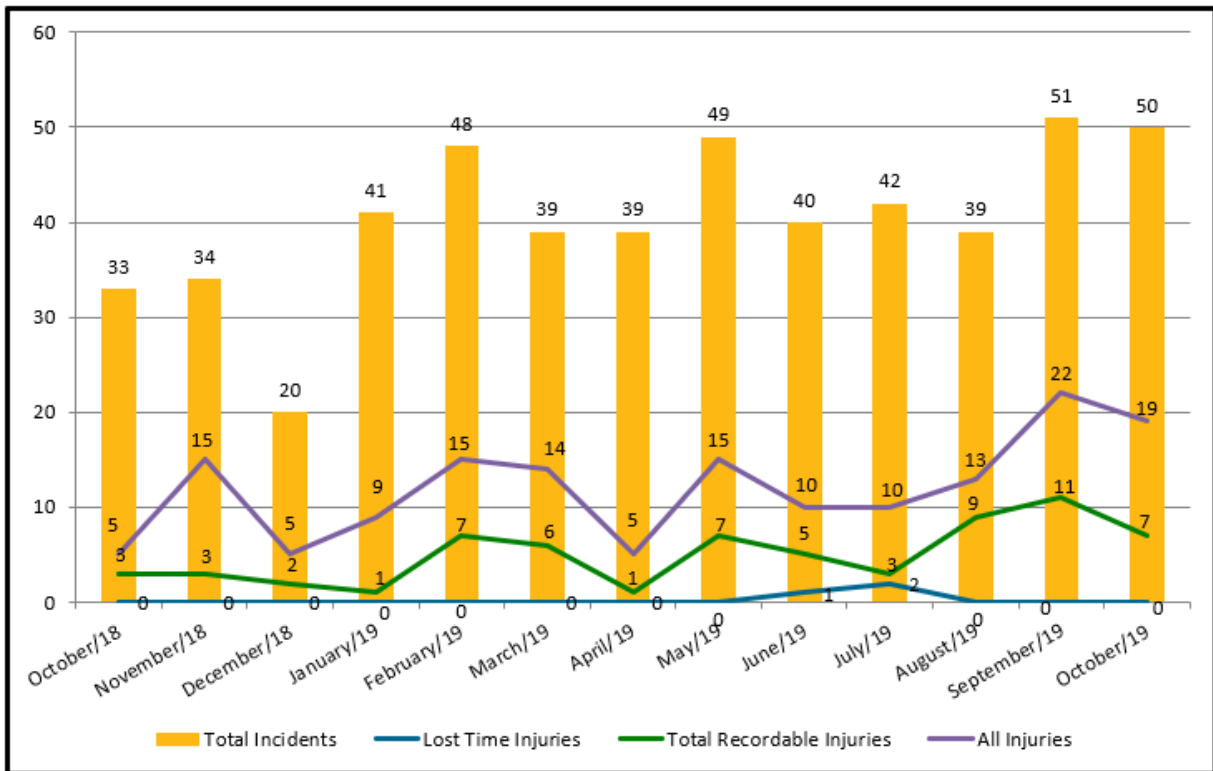


SAFETY

1.1. Overview

Fifty incidents were reported involving MRC employees, contractors, and members of the public.

Incidents and Injuries



This graph shows the total number of safety-related incidents and injuries recorded across all of MRC.

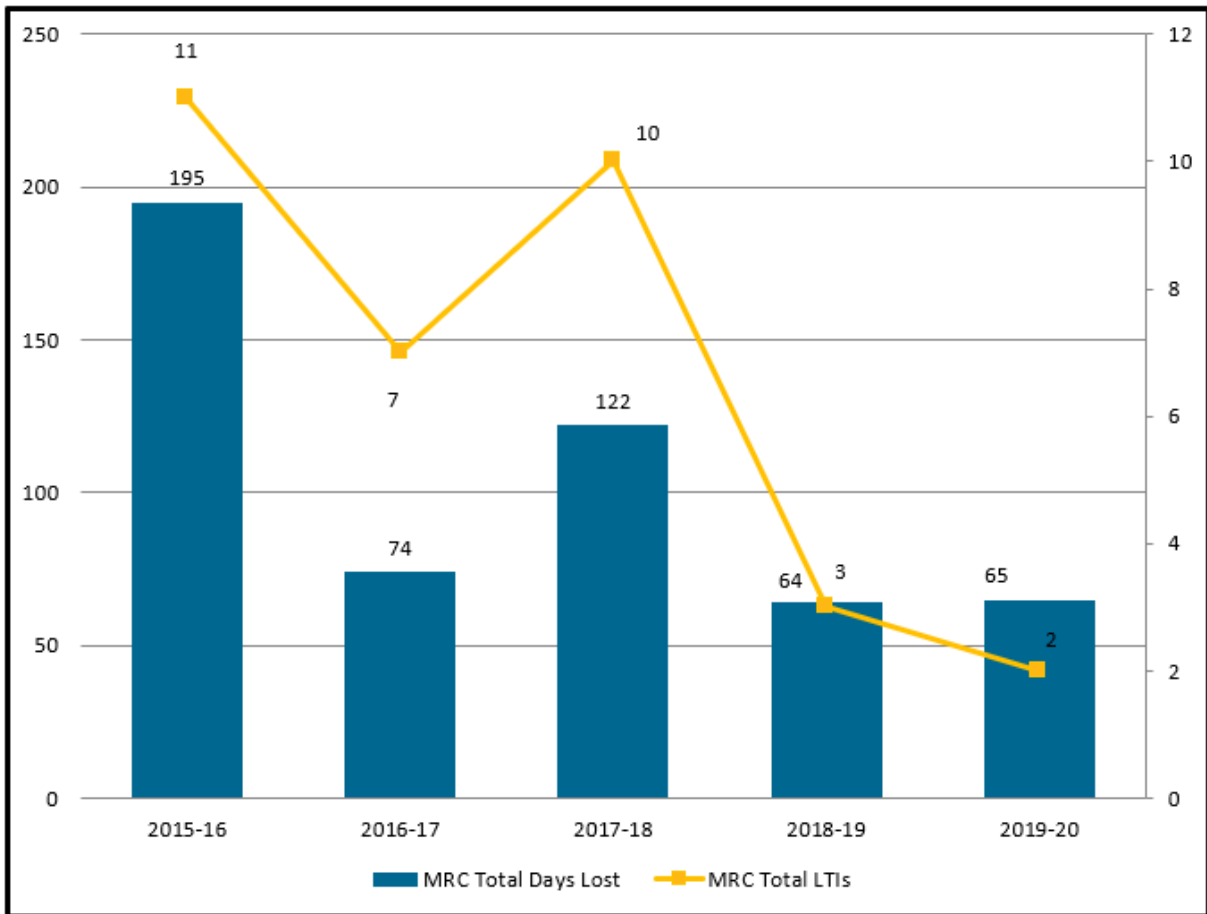
The following injuries to MRC employees were reported in October:

- Minor scald to hand from hot water tap while filling water bottle.
- Jarred knee after stepping on a rock.
- Cut thumb while pruning shrub with secateurs.
- A member of the public entered a closed toilet block while the toilets were being cleaned.
- A small cut to the chest from a piece of cord flicked up from a fence while whipper snipping.
- Wrist pain while digging with a crowbar.
- Aggravation of non-work-related wrist injury.
- Finger pain after using computer mouse for an extended period.
- Hit head on a wall mounted electrical cabinet.
- Wrist pain after extended period of cutting for food preparation.
- Shoulder pain after lifting lid of skip bin that moved with a gust of wind.

- Found and removed a tick from chest.
- Elbow injury while using backpack spray pump.
- Neck pain from looking over shoulder while reversing loader.
- Standing on footpath and strong wind blew swarf from building site into face.
- Eye irritation while driving vehicle.
- Dog bite.
- Distress caused by an abusive customer.

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

Lost Time injuries and Days Lost

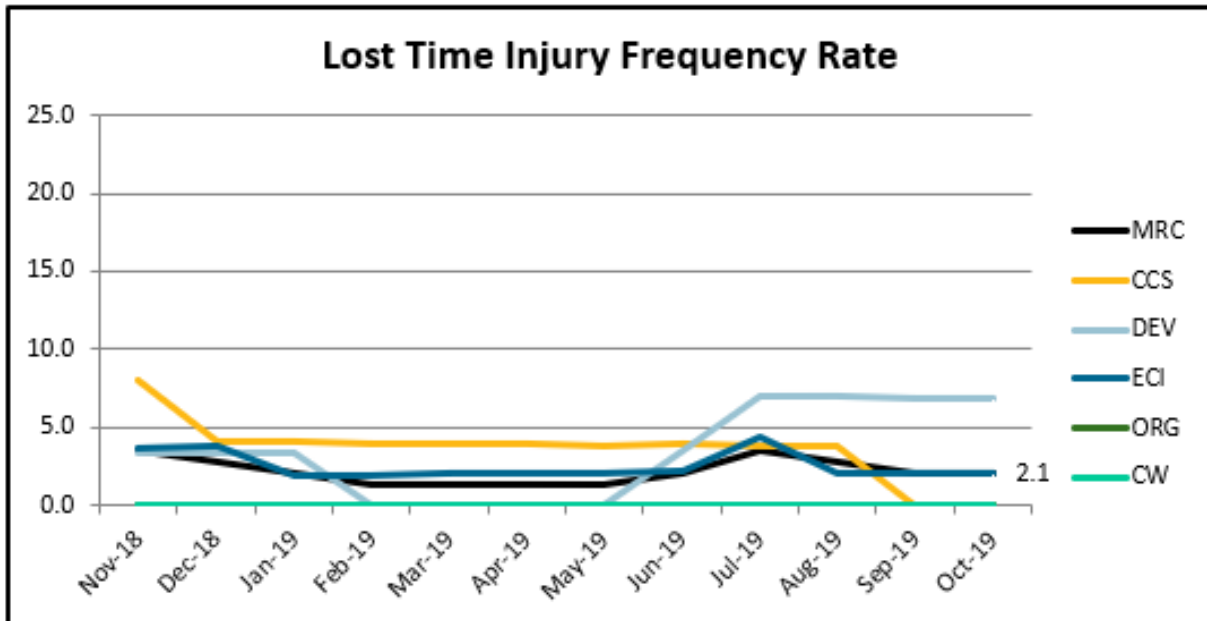


Department	2015-16		2016-17		2017-18		2018-19		2019-20	
	LTI	Days Lost	LTI	Days Lost	LTI	Days Lost	LTI	Days Lost	LTI	Days Lost
Capital Works										
Community & Client Services	2	4	3	6	1	1	1	18		
Organisational Services	1	4			2	25				
Development Services	3	29	3	55	1	13	1	33	1	3
Engineering & Commercial Infrastructure	5	158	1	13	6	83	1	13	1	62
Mackay Regional Council	11	195	7	74	10	122	3	64	2	65

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

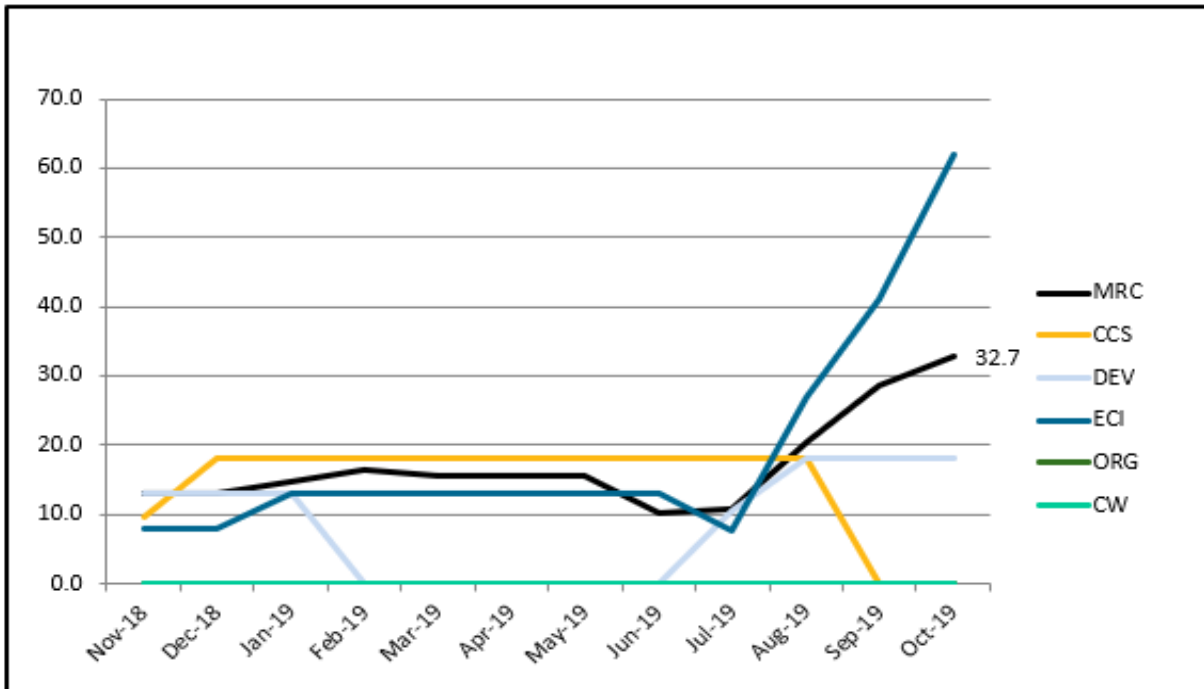
- While standing up from a crouching position an employee felt severe back pain. Three days were lost as the worker recovered.
- In late July, an employee fell as they were alighting from mobile plant, suffering from concussion. Two days were lost in July, 20 days were lost in August, 19 days lost in September and 21 days lost in October as they recover.

Injury Frequency Rates 12 month rolling average



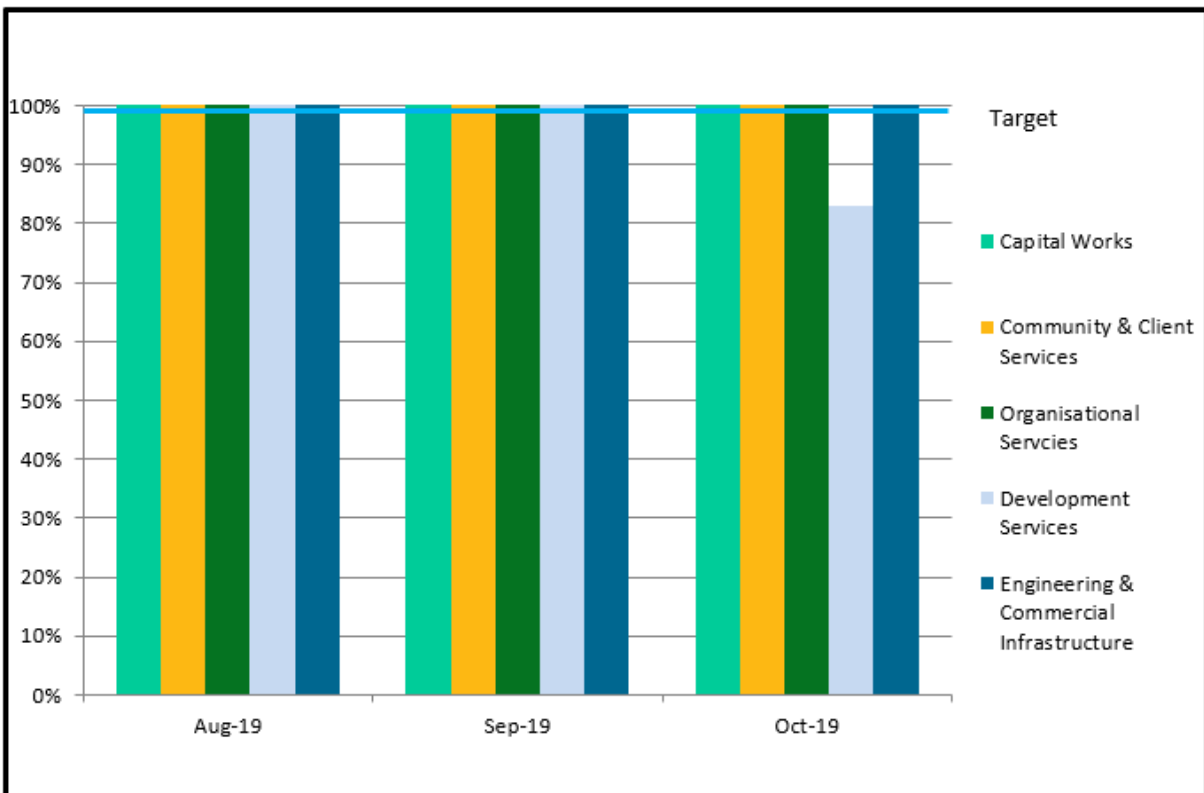
There have been two LTIs for the 2019-20 year.

Duration Rates 12 months rolling average



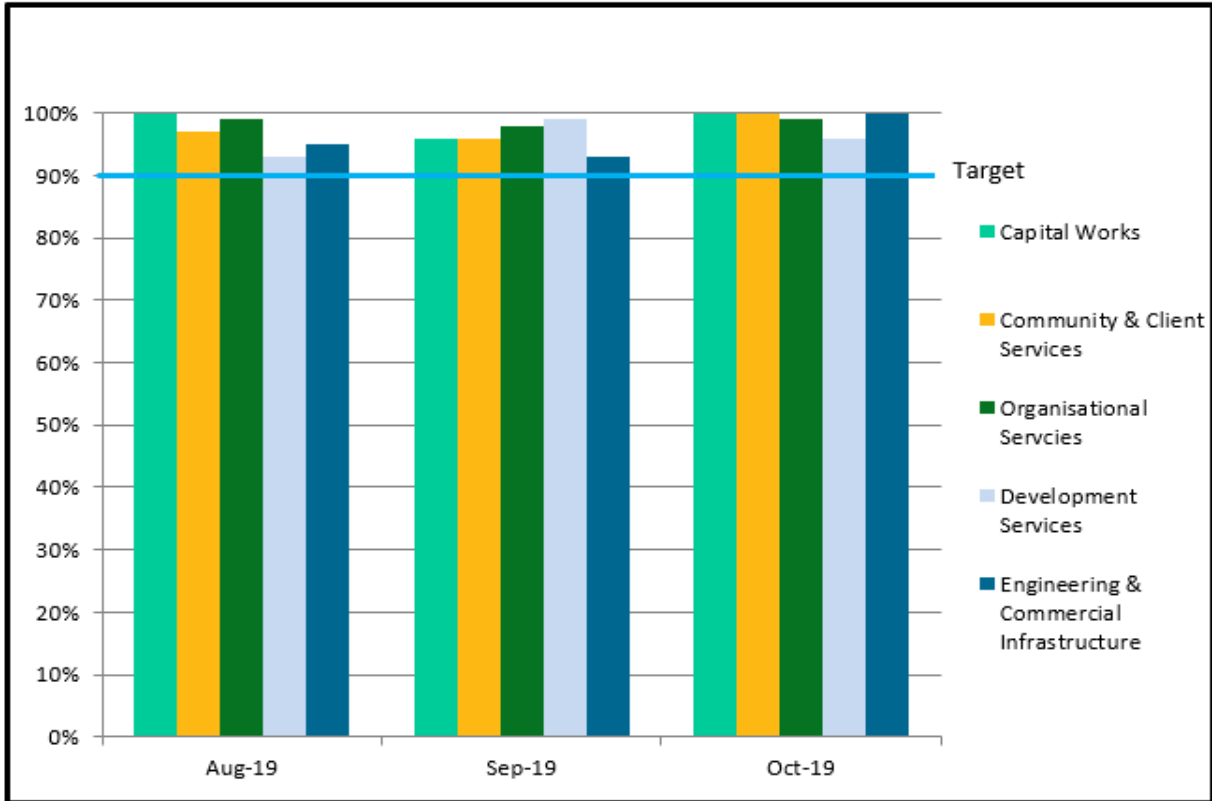
This graph shows the average severity of injuries which is based on the number of days lost divided by the number of lost time injuries.

Site Safety Inspection Checklists



The outstanding inspection has been scheduled for November.

Monthly Action Plans



Monthly Action Plans (MAP) are planned safety-related actions allocated to work groups over a 12-month schedule and are developed in response to identified risks.

Glossary

Group E Incident	Councils with wages greater than \$50 million Any unplanned event resulting in or having a potential for injury or ill health.
Lost Time Injury (LTI)	Incidents that resulted in a fatality, permanent disability or time lost from work of one day / part of a day or more
Lost time incident frequency rate (LTIFR)	The number of lost-time injuries per million hours worked. Calculated as follows: $\frac{\text{No of LTI} \times 1,000,000}{\text{total hours worked during period}}$
Duration rate	$\frac{\text{Days Lost}}{\text{\# of LTIs}}$
Reportable Injuries (RI)	Incidents that result in a Lost Time Injury (LTI), Suitable Duties Injury (SDI) and Medical Treatment Injury (MTI)

KEY INITIATIVES

This section provides a summary of key initiatives linked directly to the Office of the Mayor and CEO for 2018/19. Many of these initiatives utilise staff and resources from key areas of the business however are not necessarily reported through Standing Committee reports.

2.1. Summary of key projects and initiatives

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	Jun 20	★	New marketing activities have commenced. A pilot workshop will be conducted in November to educate diverse groups in the community on Council’s selection process.
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 Implement a whole of business training needs analysis (TNA) system inclusive of cost analysis at strategic and operational levels	Strategy approved by SLPT Whole of business TNA system implemented	Jul 19 Jun 19	May 20 Jun 20	★ ★	Existing P&C strategy is being reviewed; strategy drafting to commence early in the new calendar year The training needs analysis (now being referred to as organisational learning needs analysis) is well advanced

Strategy	Action	Measure	Start Date	Est Complete Date	Status	Comments
	Undertake 2020 Enterprise Agreement negotiations	Complete EA negotiations by deadline with a fair and responsible outcome for employees and council	Aug 19	Jun 20	★	Consultations with the management team to identify gaps and opportunities has been undertaken First EA meeting set down for 7 November 2019
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 Improve fraud control through the development and implementation of the Fraud Corruption and Prevention Action Plan Annual review of Corporate Register of Strategies Provide efficient and cost-effective legal services to all MRC departments and functions	Audits completed in accordance with the approved Internal Audit Plan Percentage of actions completed in accordance with the Fraud and Corruption Prevention Action Plan Register reviewed and alignment with Business Plans/Action Plans complete Proportion of legal services provided in-house in 2019-2020 is greater than 2018-2019	Jul 19	Jun 20	★	On track Internal Audit Reviews currently underway are: <ul style="list-style-type: none"> • Financial Delegations • Building & Facility Security • Inventory Management. 2019/20 Fraud and Corruption Prevention Action Plan implementation progressing in accordance with the plan Annual Strategy report produced. SLPT workshop planned for early in 2020. On track
Financial Governance Meet or better 19/20 budget targets for operational and capital. Ensure LTFF data and information		Meet business budget target. Stretch target to achieve/exceed full year budget Implement new processes to ensure all capital projects	Jul 19 Jul 19	Jun 20 Jun 20	★ ★	On Track New LTFF expanded Steering group meeting regularly with

Strategy	Action	Measure	Start Date	Est Complete Date	Status	Comments
is sustainable and accurate.		and inputs into LTFF are consistent applied across Council and fully implemented by Jul 20				focus on defining key processes for any capital projects entry into LTFF.
Capital Delivery Improve capital delivery and associated planning outcomes efficiency	Deliver the capital works program for 19/20 as planned and introduce future years planning structure and review.	Percentage of the capital works 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%	Jul 19	Jun 20	★	Spend near on target YTD
		- Business case identification process embedded for projects 2 years out form current	Jul 19	Mar 20	★	Review of Business cases completed
		- Pre-design works projects approved and set for > 70% of total works one year out	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.	Update Asset Management Development Plan to include actions relevant until June 2022	Asset Management Development Plan is updated and endorsed by the Asset Management Working Group	Apr 19	Jun 20	★	Generally, on track
	The corporate maintenance management system is used for the majority of works completed for the following asset classes: <ul style="list-style-type: none"> • roads; • drainage; • water; 	Maintenance management reports are generated from the corporate system, demonstrating that work orders have been completed				

Strategy	Action	Measure	Start Date	Est Complete Date	Status	Comments
	<ul style="list-style-type: none"> waste water; and parks. 					
Environment	Increase recycling and reuse by diverting waste from landfill and raising community 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	Monitor and report the impacts of the current change to markets and government policy on MRC's recycling service. Develop and agreed strategy on way forward.	Jul 19	Ongoing	●	Report on MIRF performance monthly through Department report and continue to work on possible 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	●	Updates have taken place on evacuation plans and disaster readiness key documents

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)	<p>Finalise key projects within PDA that will be focus for next 2-3 years. Commence those projects to concept/detailed design phase</p> <p>Seek external investment through marketing of PDA and placemaking initiatives</p>	Jul 19	Jun 20	●	<p>Consultation on the draft Mackay Waterfront Master Plan closes in November.</p> <p>Further promotional activities for the Mackay Waterfront and the masterplan will be held in Brisbane to coincide with the next PDA Advisory Committee meeting</p>

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	★	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	★	Stage 1 of works completed and will open on 9 November and Stage 2 works is on track.
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	★	Invitation received to inspect first Qantas Pilot Academy in Toowoomba on 18 November.
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.	Mar 18	Apr 20	★	Site works have commenced, and Council has approved the operational lease with RIN. Project on track
		Commence discussions on future stages with key stakeholders	Jul 19	Jul 20	★	Some 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	Northern Beaches Community Hub	Acquire site for Hub and commence	Jul 19	Jun 20	★	Preferred land site now finalised and

Strategy	Action	Measure	Start Date	Est Complete Date	Status	Comments
Community facilities Provide community facilities to improve the liveability of the region ensuring equitable focus.	Sarina CBD Revitalisation	detailed design in 19/20 Seek external funding for project	Jul 19	Jun 20	★	working on finalisation. Federal Government election commitment of \$6.5M approved for this project 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	★	Briefing held with Council in October with formal approval to move to detailed design phase being presented on 27 November
	New Mackay Animal Facility	Complete detailed design and finalise funding for project	Jul 19	Jun 20	★	Building our Region's grant application has been approved to advance to the Business Case stage.
	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 review has commenced by consultants
	Brewers park Masterplan	Update masterplan and complete key infrastructure drainage and other projects as first priority.	Jul 19	Jun 20	★	Review of previous masterplan 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 with MTL presentation occurring in late October
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	★	Finalising key focus areas for remainder of financial year in November
Libraries, museums and art Enhance lifelong learning opportunities that improve literacy and public access to information and	Develop a Museum Strategy	Adopted Museum Strategy	Jul 19	Jun 20	★	Preliminary work completed with plan to brief council before end of year

Strategy	Action	Measure	Start Date	Est Complete Date	Status	Comments
knowledge, history and art.						
Partnerships for a diversified economy 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	★	Draft Strategy to be released for public consultation in November
	Manage and promote the Facilitating Development in Mackay Region Policy	Undertake review of policy and monitor applications	Jul 19	Jun 20	★	Review planned for November presentation to Council.
	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	★	On track
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 relationships and free trade agreements.	Develop relationships with key international trade related stakeholders in collaboration with Trade and Investment Queensland (TIQ), GW3 and Regional Development Australia	Number of international trade related activities completed	Jul 19	Jun 20	★	On going
Facilitate development	Facilitate catalytic land and	Minimum of four advocacy activities undertaken for	Jul 19	Jun 20	★	Identification of opportunities ongoing

Strategy	Action	Measure	Start Date	Est Complete Date	Status	Comments
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.	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	identified opportunities				
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
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	Number of Mackay Regional issues that GW3 advocate on behalf of the region	Jul 19	Jun 20	★	Funding agreement approved by Council with KPI's and GW3 working through their yearly plan of projects. Also, GW3 currently recruiting for a new CEO

Strategy	Action	Measure	Start Date	Est Complete Date	Status	Comments
	benefit of the region					

✱ On Track
 ✱ Potential Issues
 ✱ Definite Issue

2.4. Cyclone Debbie and N & FNQ Monsoon Trough Update

Cyclone Debbie - Beach Restoration (Category D & Resilience)

The Cape Hillsborough and Haliday Bay vehicular beach accesses have been completed.

The construction of the St Helens Beach groyne project has been awarded to Haber Excavations Pty Ltd. The works will commence in early November and should be completed in early December.

NQ & FNQ Monsoon Trough – Road Restoration Works

The funding submission for the restoration of the Boundary Creek causeway on Doughertys Road has been approved by QRA. Detailed design will be finalised once the waterway barrier permit has been received in late October. Construction of the works will be undertaken by a council crew commencing in early November. The required culverts have been ordered so that they will be available when required.

The Dalrymple Road landslips funding submission, for the restoration totalling \$2.8M, is being assessed by QRA. Tenders for the roadworks have been delayed by some queries raised by QRA and by delays in the geotechnical consultant finalising the micropiling design and now will be called in early November, and in mid-November for the micropiling. Roadwork construction should commence in early December with the micropiling to follow in January.

The gravel road submission will be sent to QRA in early November for assessment and approval. Some gravelling works have been completed with the balance being undertaken over the next 3 months. The final submission comprising minor works on 8 roads will be completed and sent to QRA in early November. Some of these works have been completed with the balance to be finished by December 2019.

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 from applicable Councils.

A CEO's Group has been established as part of the GWCoM's. The intent of this group is to handle the more Council '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 meeting was held Thursday 10 October 2019 as a workshop on possible Regional Deal. The workshop was in preparation for the October GWCoM's meeting.

With bi-monthly meetings, the last standard GWCoM's meeting was held 17 October 2019 in Mackay, with the next formal meeting to be held Thursday 21 November 2019 (and will be the last one for 2019).

The GWCoM's October meeting was attended by a number of representatives, including from:

- Mackay Issac Whitsunday Regional Development Authority (MIWRDA)
- Greater Whitsunday Alliance (GW3)
- Department of State Development Manufacturing & Infrastructure Planning (DSDMIP)
- Department of Premier and Cabinet

Each gave an interactive update on their respective areas and key projects.

As well, a presentation was given by the Bowen Collinsville Enterprise Inc on the Urannah Dam project planning.

The meeting also received update reports from the LGAQ, and RSDC (with RSDC being part of milestone reporting under funding agreement). Each with key points as below:

LGAQ

1. Local Government Electoral (Implementing Stage 2 of Belcarra) and Other Legislation Amendment Bill 2019
2. Partners in Government Agreement
3. Waste Update
4. Professional indemnity insurance and private building certification
5. Queensland Climate Resilient Councils Program (Q CRC)

6. Reef 2050 Plan Review
7. Superannuation on Leave Loading
8. National Redress Scheme for Institutional Child Sexual Abuse
9. Stock Route Regulations Review and Stock Route Network Management Strategy
10. LGAQ Eight Point Action Plan on Drought
11. Trade and Investment Initiatives
12. Productivity Commission Inquiry into Australia's Remote Area Tax Concessions and Payments
13. LGAQ Submissions Update

RSDC

Their report updated activities around:

- Capacity building activities – workshops and meetings with organisations
- Community Engagement – attendance at regional interagency meetings, regional forums
- Building collaborative partnerships
- Work on development of a regional community alliance

The meeting also discussed options regarding development of a Regional Deal proposal, noting the need to liaise with individual Councils and to develop a business plan. Further consideration to be given at the next meeting.

Next Stages

The schedule for GWCoM's meetings has been set for 2019 with the next meeting listed for 21 November 2019 to be held in Mackay.