



# Office of Mayor and CEO

Monthly Review

Period - December 2019

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## OVERVIEW

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

- There were no lost time injuries throughout Council in November.
- Pleasing to see the Economic Development and Events Strategies endorsed in late November which is a major milestone for this Council.
- Stage 1 of the Camilleri Park upgrade project was opened in early November with second stage opening by mid-December. This project has been well received by the community in the Northern Beaches.
- Progress on the construction of the Resource Centre of Excellence is on track and progressing well. Plan to be complete by May 2020.
- Council endorsed staff in November to progress to the detailed design phase of the Mountain Bike track at Eungella/Finch Hatton and work will progress on this immediately.
- All major internal initiatives are on track at this stage of the financial year.
- \* Wishing Councillors, staff and the community a very Merry Christmas and a safe and prosperous 2020.

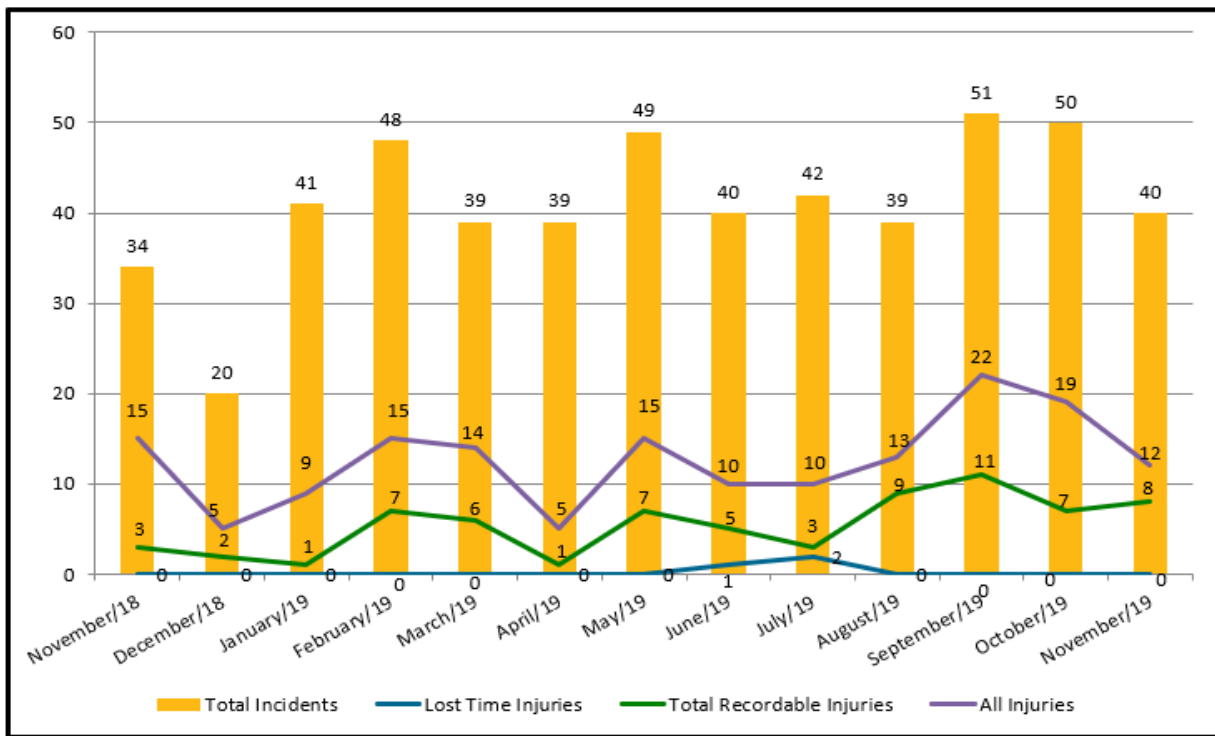


# SAFETY

## 1.1. Overview

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

### Incidents and Injuries



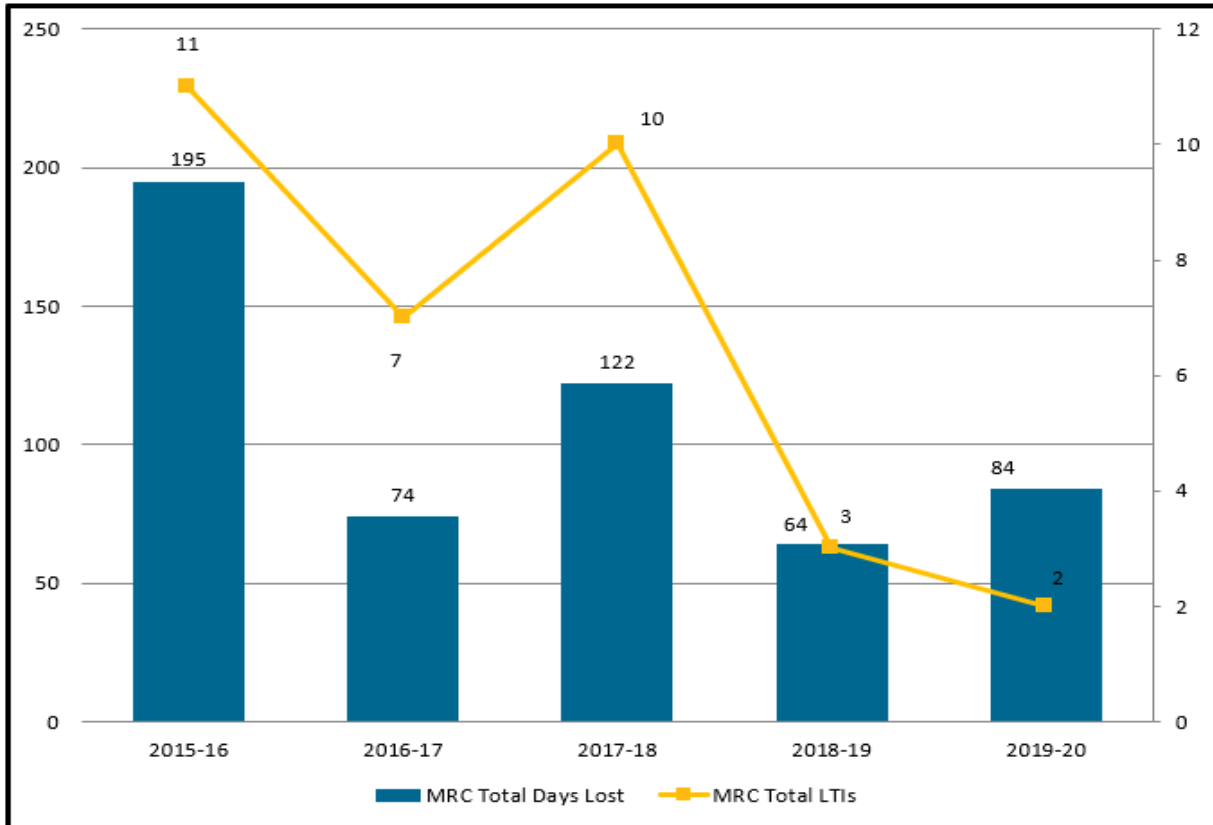
This graph shows the total number of safety-related incidents and injuries recorded across all of MRC.

The following injuries to MRC employees were reported in November:

- Pain in shoulder after spraying weeds while carrying a hand-held spray unit.
- Minor finger burns while cleaning a BBQ.
- A minor bite from an unleashed dog while cleaning BBQs.
- Elbow soreness after using a pole saw.
- Spider bite.
- Knee sprains after slipping on tiles.
- A child lashed out at a MRC staff member.
- Bumped head on a TV that became stuck while being pushed down a corridor.
- Bumped head on a door while standing up from a kneeling position.
- Lower back pain after twisting whilst opening door of road roller.
- Laceration to middle finger when cutting up broken pipe.
- Wrist pain while using crowbar to open stormwater lid.

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

### Lost Time injuries and Days Lost

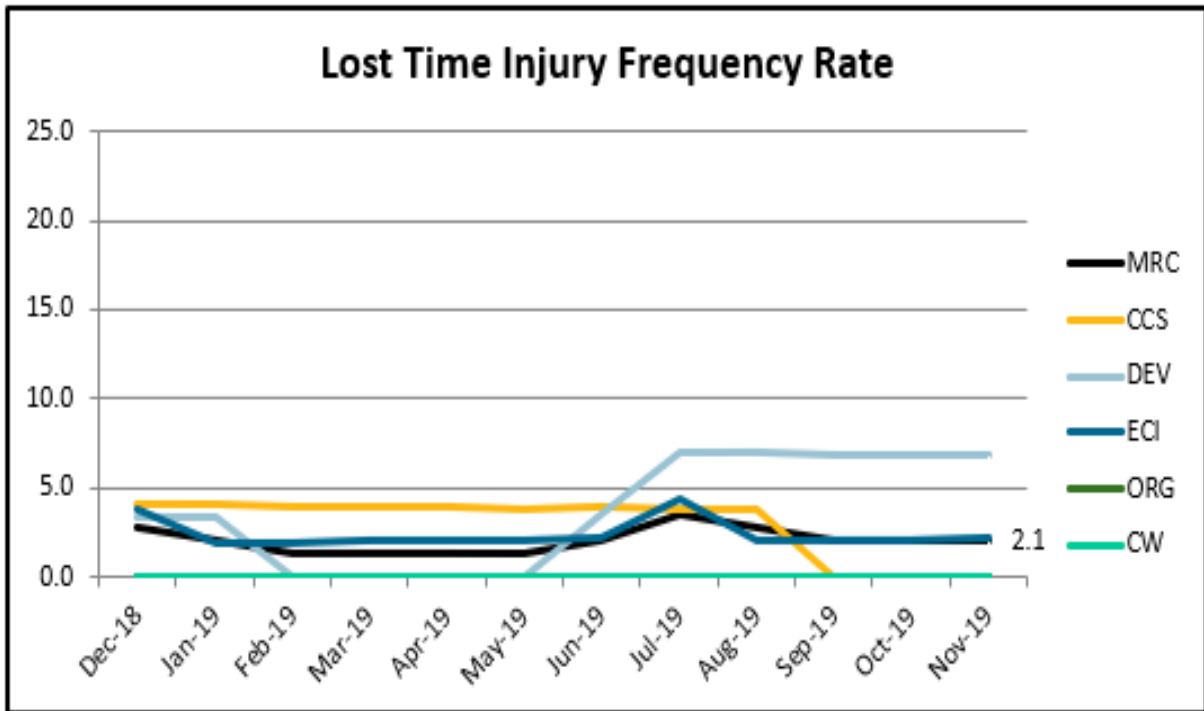


Department	2015-16		2016-17		2017-18		2018-19		2019-20	
	LTI	Days Lost	LTI	Days Lost	LTI	Days Lost	LTI	Days Lost	LTI	Days Lost
Capital Works										
Community & Client Services	2	4	3	6	1	1	1	18		
Organisational Services	1	4			2	25				
Development Services	3	29	3	55	1	13	1	33	1	3
Engineering & Commercial Infrastructure	5	158	1	13	6	83	1	13	1	81
<b>Mackay Regional Council</b>	<b>11</b>	<b>195</b>	<b>7</b>	<b>74</b>	<b>10</b>	<b>122</b>	<b>3</b>	<b>64</b>	<b>2</b>	<b>84</b>

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

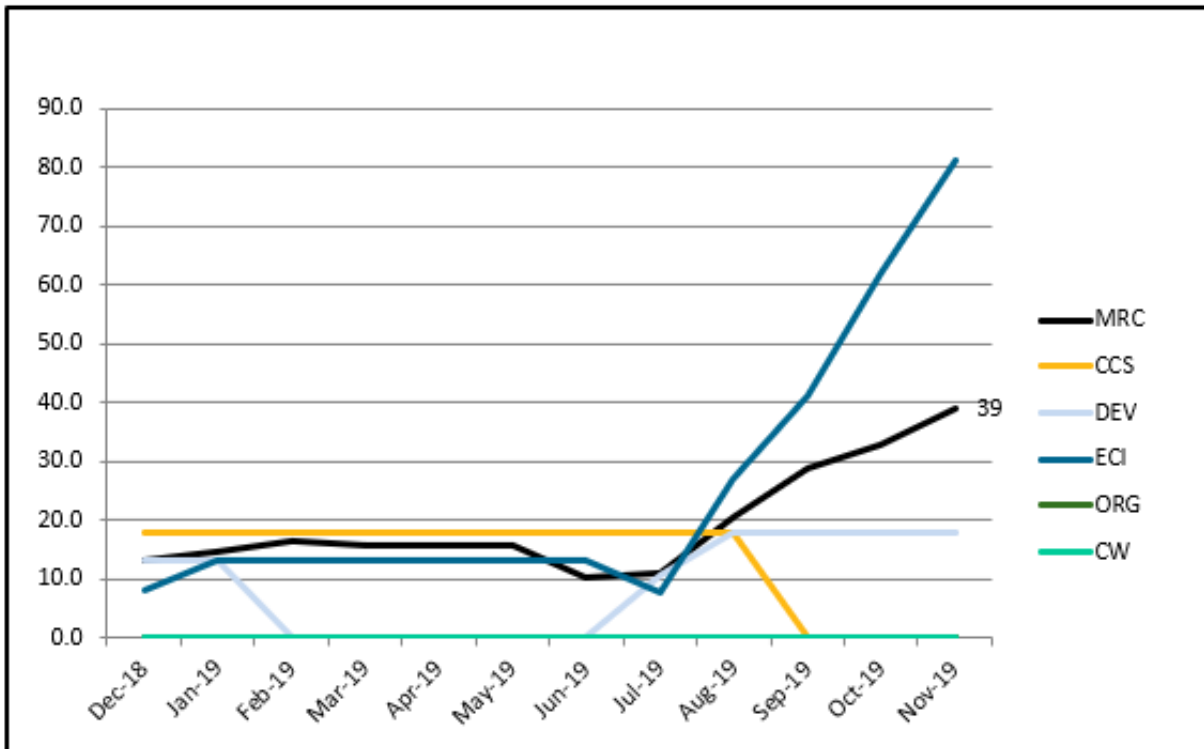
- While standing up from a crouching position an employee felt severe back pain. Three days were lost as the worker recovered.
- In late July, an employee fell as they were alighting from mobile plant, suffering from concussion. Two days were lost in July, 20 days were lost in August, 19 days lost in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

**Injury Frequency Rates 12 month rolling average**



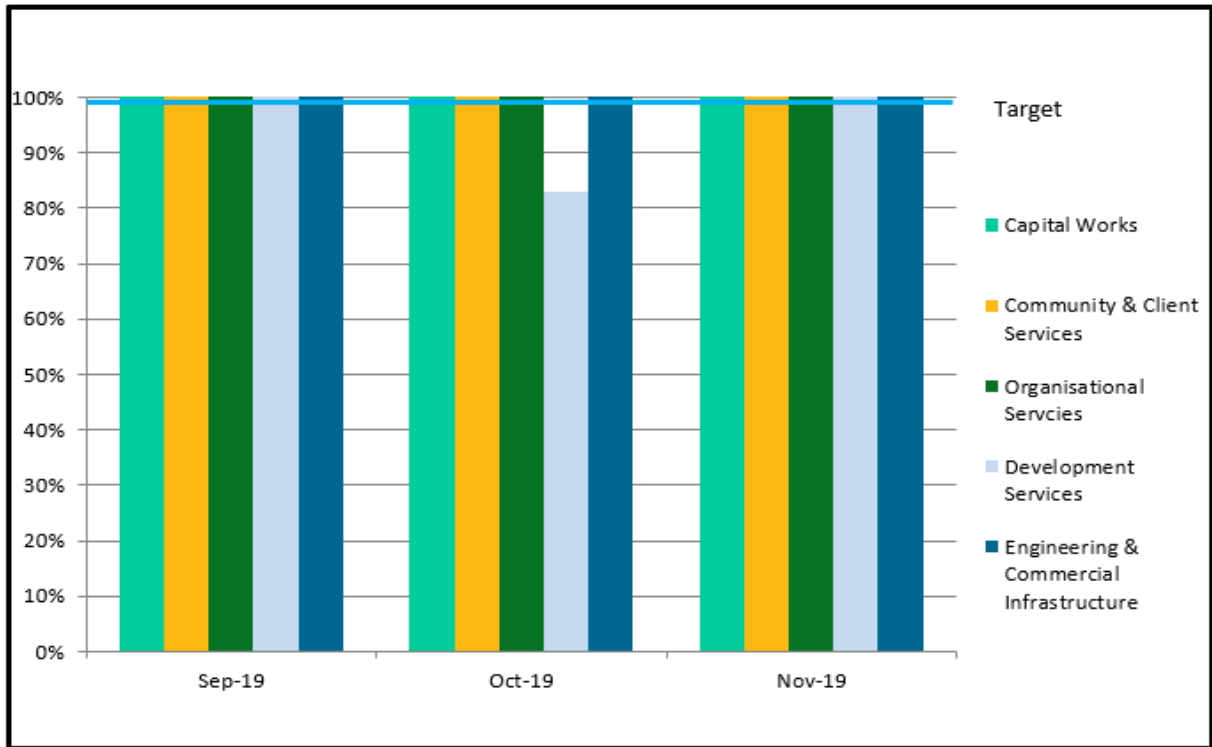
There have been two LTIs for the 2019-20 year.

**Duration Rates 12 months rolling average**



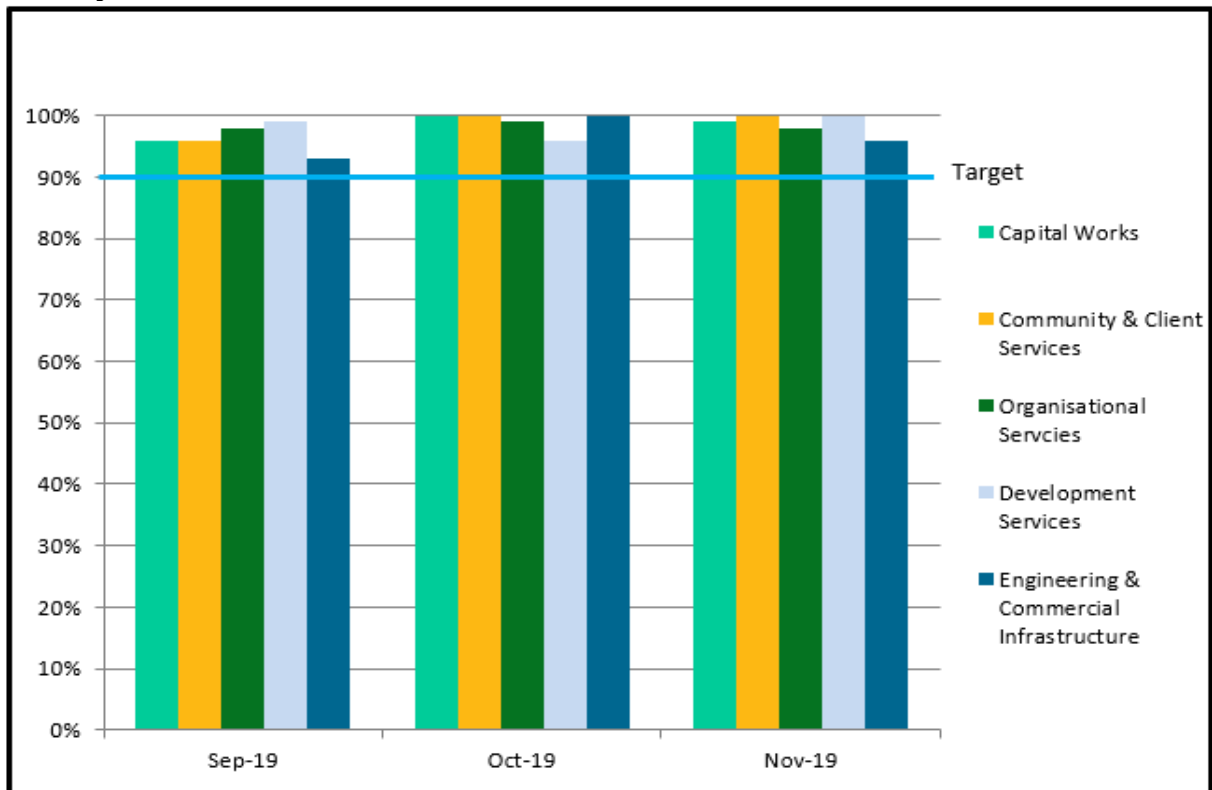
This graph shows the average severity of injuries which is based on the number of days lost divided by the number of lost time injuries.

### Site Safety Inspection Checklists



The outstanding inspection has been scheduled for December.

### 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 2019/20. Many of these initiatives utilise staff and resources from key areas of the business however are not necessarily reported through Departmental Monthly Review reports.

### 2.1. Summary of key projects and initiatives

Strategy	Action	Measure	Start Date	Est Complete Date	Status	Comments
<b>Safety in the workplace</b> 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
<b>Our culture</b> 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"> <li>new marketing aspects of public recruitment activities;</li> <li>revised new starter packs;</li> <li>tailored inductions to job families; and</li> <li>new employee effectiveness survey regime.</li> </ul>	Increased new employee engagement and satisfaction	Jul 19	Jun 20	★	A review by P&C found that there was a need to better stage the delivery of many interrelated initiatives in an orderly and priority-based manner. A number of initiatives are underway to improve Council’s understanding of the diverse needs of employees and the public to better inform Council’s employee value proposition. Therefore, completion of this initiate has been deferred to Dec 2020.
<b>Our people</b> 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	May 20	★	This initiative is well advanced with the current strategy under review. P&C are consulting with the business regarding human resource management needs and researching contemporary

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>evidence-based best practice strategies that will benefit Council over the coming 5 years.</p> <p>This initiative is well advanced. The organisational learning needs is an integral element of the Job Evaluation major project which will elevate Council's job analysis, job size &amp; levels, learning, and position description processes to best practice.</p> <p>The first EA meeting was held on 7 November 2019 where it was agreed that logs of claim would be exchanged on 11 December prior to the second meeting on 12 December</p>
<p><b>Governance and performance</b></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 Prevention Action Plan</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 Prevention Action Plan</p> <p>Register reviewed and alignment with</p>	<p>Jul 19</p>	<p>Jun 20</p>	<p>★</p>	<p>Internal Audit Reviews currently underway are:</p> <ul style="list-style-type: none"> <li>• Financial Delegations</li> <li>• Building &amp; Facility Security</li> <li>• Inventory Management.</li> <li>• Contract Management</li> </ul> <p>The 2019/20 Fraud and Corruption Prevention Action Plan implementation progressing in accordance with the plan</p> <p>Annual Strategy report produced.</p>

Strategy	Action	Measure	Start Date	Est Complete Date	Status	Comments
	Annual review of Corporate Register of Strategies	Business Plans/Action Plans complete				SLPT workshop planned for early in 2020.
	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
<b>Financial Governance</b>  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	Jul 19	Jun 20	★	On Track
		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	Jun 20	★	New LTFF expanded Steering group meeting regularly with focus on defining key processes for any capital projects entry into LTFF.
<b>Capital Delivery</b>  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 from 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

Strategy	Action	Measure	Start Date	Est Complete Date	Status	Comments
<b>Asset management</b> 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  The corporate maintenance management system is used for the majority of works completed for the following asset classes: <ul style="list-style-type: none"> <li>• roads;</li> <li>• drainage;</li> <li>• water;</li> <li>• waste water; and</li> <li>• parks.</li> </ul>	Asset Management Development Plan is updated and endorsed by the Asset Management Working Group  Maintenance management reports are generated from the corporate system, demonstrating that work orders have been completed	Apr 19	Jun 20	●	Asset Management Development Plan has been endorsed by the Asset Management Working Group with scheduled works for FY2020.  Civil Operations Mobile Maintenance Management System implementation complete for sealed roads  Parks pilot project has commenced  Stormwater and Roads data cleanse under way
<b>Environment</b>	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.
<b>Disaster preparedness</b> 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
<b>Economy – Activation of the Mackay Waterfront</b>	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	Jul 19	Jun 20	★	Draft Mackay Waterfront Master Plan being progressed following community consultation.
	Enhance the aesthetic and recreational aspects of the Pioneer River and Binnington Esplanade.	Seek external investment through marketing of PDA and placemaking initiatives  Complete Queens Park and BWL State funding (\$8.8M) project	Jul 19	Jul 20	★	Promotional activities for the Mackay Waterfront and the masterplan were successfully held in Brisbane to coincide with the PDA Advisory Committee meeting  Works well advanced at Queens Park and on track for completion by mid-2020.
<b>Camilleri Street Park Upgrade</b>	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 Stage 2 works are on track.
<b>Qantas Regional Pilot Academy</b>	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	★	Mayor and CEO inspected first Qantas Pilot Academy in Toowoomba on 18 November.
<b>Resource Centre of Excellence</b>	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	★	Discussions commenced with RIN, GW3 and

Strategy	Action	Measure	Start Date	Est Complete Date	Status	Comments
						external parties re future stages.
<b>Works for Queensland</b>	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.
<b>Shovel ready Projects</b>	<b>Northern Beaches Community Hub</b>	Acquire site for Hub and commence detailed design in 19/20	Jul 19	Jun 20	★	Acquisition of preferred site progressing on-track.
<b>Community facilities</b>	<b>Sarina CBD Revitalisation</b>	Seek external funding for project	Jul 19	Jun 20	★	Business case draft focus with aim to look for external funding opportunities as they arise.
Provide community facilities to improve the liveability of the region ensuring equitable focus.	<b>Mountain Biking</b>	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 will commence on detailed design and managing land tenures.
	<b>New Mackay Animal Facility</b>	Complete detailed design and finalise funding for project	Jul 19	Jun 20	★	Building our Region's grant Business Case has been submitted. The prerequisite application to convert the land from Reserve to freehold has also been submitted.
	<b>Mirani Heritage Precinct</b>	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.

Strategy	Action	Measure	Start Date	Est Complete Date	Status	Comments
	<b>Sarina Sugar Shed Business Analysis</b>	Complete business case analysis	Jul 19	Jul 20	★	Business Analysis review by consultants is underway.
	<b>Brewers park Masterplan</b>	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
<b>Prioritise the promotion of the Mackay Region</b> 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
<b>Sustainability</b> 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"> <li>replace existing lighting with LED lighting</li> </ul>	Scheduled energy efficiency initiatives are completed on time and on budget	Jul 19	Jun 20	★	Finalising key focus areas for remainder of financial year.

Strategy	Action	Measure	Start Date	Est Complete Date	Status	Comments
	as part of the scheduled maintenance program; and <ul style="list-style-type: none"> <li>replace air conditioning systems at various MRC buildings and facilities</li> </ul>					
<b>Libraries, museums and art</b> 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.
<b>Partnerships for a diversified economy</b> 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 completed & approved on 27 November
	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
<b>Strong local businesses with a global reach</b>	Develop relationships with key international	Number of international trade	Jul 19	Jun 20	★	On going



Strategy	Action	Measure	Start Date	Est Complete Date	Status	Comments
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.	trade related stakeholders in collaboration with Trade and Investment Queensland (TIQ), GW3 and Regional Development Australia	related activities completed				
<b>Facilitate development</b> 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"> <li>attracting investment through joint ventures and partnerships with the private sector; and</li> </ul> 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
<b>Mackay Ring Road</b> 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
<b>Bowen Basin Service Link</b> 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	Preliminary design commenced	Jul 19	Jun 20	★	We understand from the State this project is on track

Strategy	Action	Measure	Start Date	Est Complete Date	Status	Comments
	Mackay to Bowen Basin Service Link					
<b>Northern Australia Alliance</b> 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	Jul 19	Jun 20		Funding Agreement with GW3 signed. GW3 led a delegation to 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 N & FNQ Monsoon Trough Update**

### **Cyclone Debbie - Beach Restoration (Category D & Resilience)**

The construction of the St Helens Beach groyne project has been completed except for some minor revegetation work adjacent to northern groyne. This work will be undertaken in early December.

### **NQ & FNQ Monsoon Trough – Road Restoration Works**

Construction of the restoration of the Boundary Creek causeway on Doughertys Road being undertaken by a council crew commenced in early November. It is anticipated that the structure will be partially completed by Christmas. The causeway should be open for traffic by mid-February 2020. As a condition of the waterway barrier permit, the downstream fishway works cannot be undertaken until after the wet season.

The Dalrymple Road landslips funding submission, for the restoration totalling \$2.8M, has been approved by QRA. Because of some queries raised by QRA, it was necessary to make some minor changes to the design. With these changes and delays in the geotechnical consultant finalising the micropiling design, the tenders will now be called in early December. Construction should commence early in 2020.

The gravel road submission has been sent to QRA for assessment and approval. Gravelling works are in progress and should be completed early in 2020. The final submission comprising minor works on 7 roads is being finalised and will be sent to QRA in early December. Two of these projects have been completed with the balance to be finished by March 2020.

## 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 GWCoM's meeting was held on 21 November 2019 in Mackay. Reports were provided by a number of agencies including:

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

The meeting was provided with an update on the activities of the Regional Waste Sub-group; a coordination group set up by the CEOs Group. The Sub-group has made good progress through collaboration including investigating the feasibility of a shared resource to deal with illegal dumping, optimising the use of 'Mandalay' as the common database, and investigating alternative waste treatments.

The meeting also discussed options regarding the development of a Regional Deal proposal, noting the need to liaise with individual Councils and to plan for timeframes that reflect appropriate engagement with regional stakeholders as well as the State and Commonwealth governments. The CEOs Group will progress the development of a detailed & costed Project Plan for GWCoMs' consideration in early Feb 2020 (pending formal endorsement of the concept by the three councils)

The schedule for GWCoM's meetings has been set for 2020 with the next meeting being held in Isaac Regional Council on 20 February 2020.