



Office of Mayor and CEO

Monthly Review

Period - January 2020

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OVERVIEW

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

- We are now half way through this financial year and generally all key performance measures and projects are on track and as planned.
- Our safety performance year to-date has seen many minor incidents as a result of increased reporting with one LTI in particular resulting in a lengthy time off work. The number of medical treatments has increased, and further work is being undertaken to evaluate the causes and initiate new initiatives in the key areas of concern.
- The 2020/21 budget remains on track to deliver a small surplus with a further budget reforecast to occur in February.
- Our capital delivery is also tracking to plan with all major projects now tendered and construction well advanced or about to commence. The Resource Centre of Excellence project is on time and budget and on track for completion by May.
- Staff turnover has stabilised albeit at historical higher levels than normal. While this is placing some pressure on delivery of key initiatives in some areas we remain on target to complete them this year.
- The 2020 enterprise Agreement negotiations have now commenced with the next meeting planned for late February and the log of claims of all parties now distributed.
- * As we approach the March Local Government Elections we are ensuring all key activities of Council will be maintained as normal during Caretaker mode.



SAFETY

1.1. Overview

During the quarter, one lost time injury was recorded. A worker strained their shoulder while alighting from mobile plant.

For the 2019-20-year, three lost time injuries have been recorded and a total of 110 days have been lost. One of the LTI's has contributed to 99 days of the total 110 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. An explanation of why some actions were not completed is given later in report.

Safety activities conducted during the quarter include:

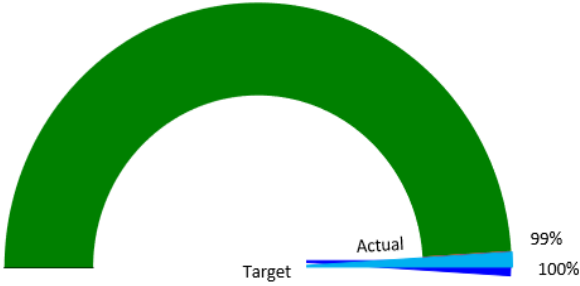
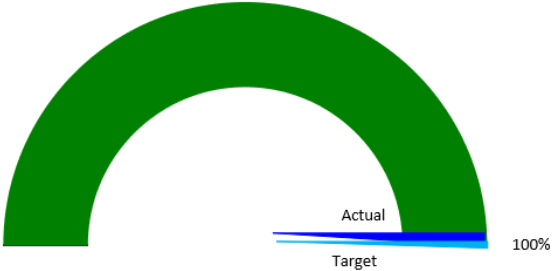
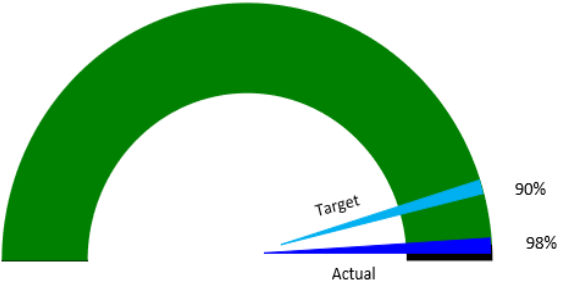
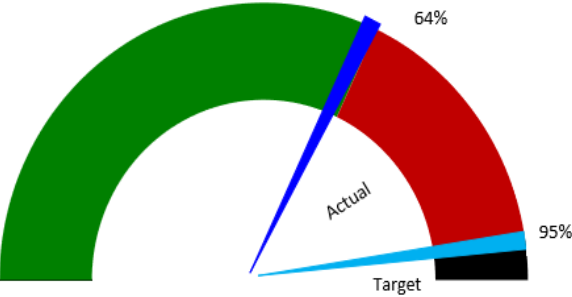
- As part of SafeWork Month in October, approximately 400 of our people attended a safety presentation from Dallas Adams; 'Why Safety Matters'. Dallas' presentation covered the loss of his father and brother in workplace incidents and was an emotional reminder of the flow on effects of having two family members who went to work and didn't come home.
- MRC staff attended the WHS Queensland SafeWork Month breakfast. Topics included a focus on out-of-work influences such as quality of sleep and diet, and how these can impact upon a worker's safety in the workplace.
- Attendance at local safety networking meetings hosted by WHS Queensland and the Resource Industry Network.
- Attendance at Regional Safety Exchange – a meeting of safety teams from councils in our region. These meetings provide the opportunity to network and share learnings to improve safety outcomes in our organisation.
- The WHS Management Committee and each Departmental Health and Safety Committee met.
- Assistance was provided to WHS Queensland Inspectors in their visits to MRC workplaces, undertaken as part of their compliance and monitoring programs.
- Development of a draft risk assessment and traffic, pedestrian, plant movement plan for Depot.
- Investigated and reported on critical incidents – including identifying appropriate corrective actions for implementation.
- The working group established to identify improvements to the safety aspects of contractor management reached a key milestone, with endorsement of the proposed Procedure and Guideline documents. Progress continues with development of associated forms and communication activities.

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

1.1. Lead Indicators

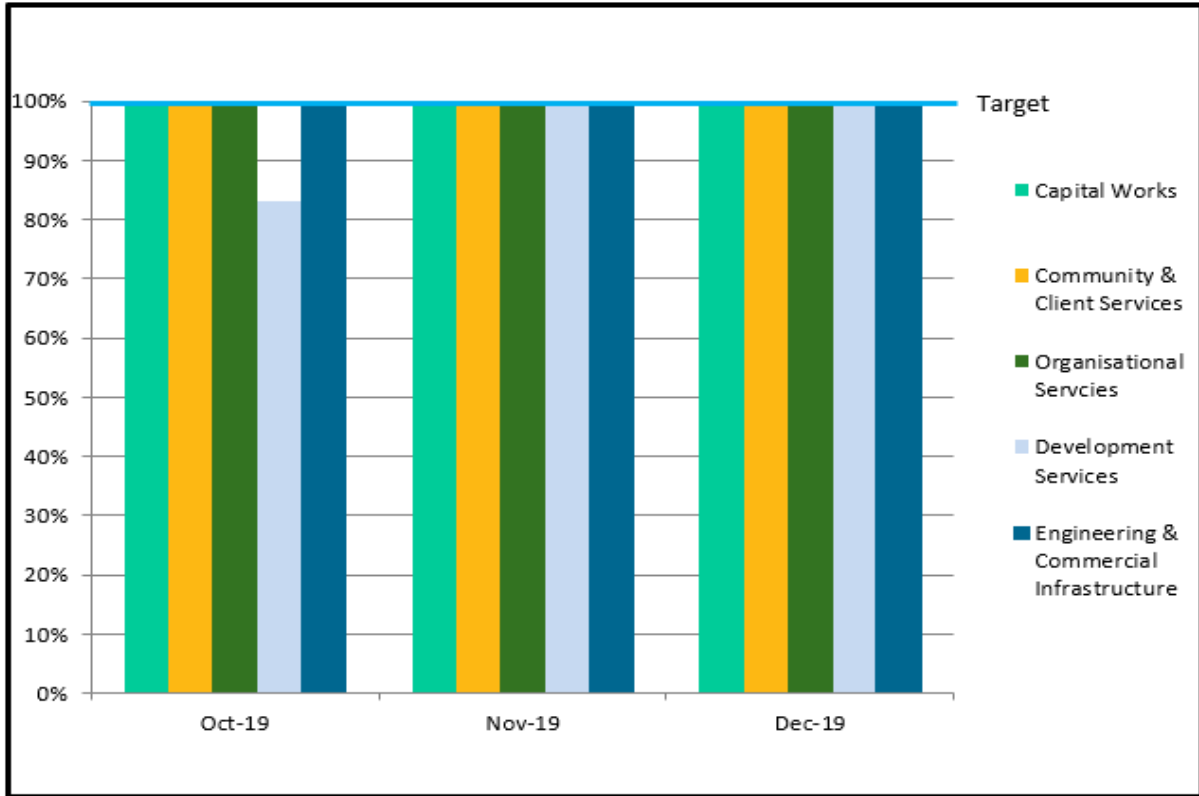
Quarterly Result

The program-specific data behind the graphs below is shown in section 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: 98% (one inspection completed outside timeframe) • Engineering and Commercial Infrastructure: 100% • Organisational Services: 100%
<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>Performance in this area continues to fall short of our target of 95% finalised on-time.</p>

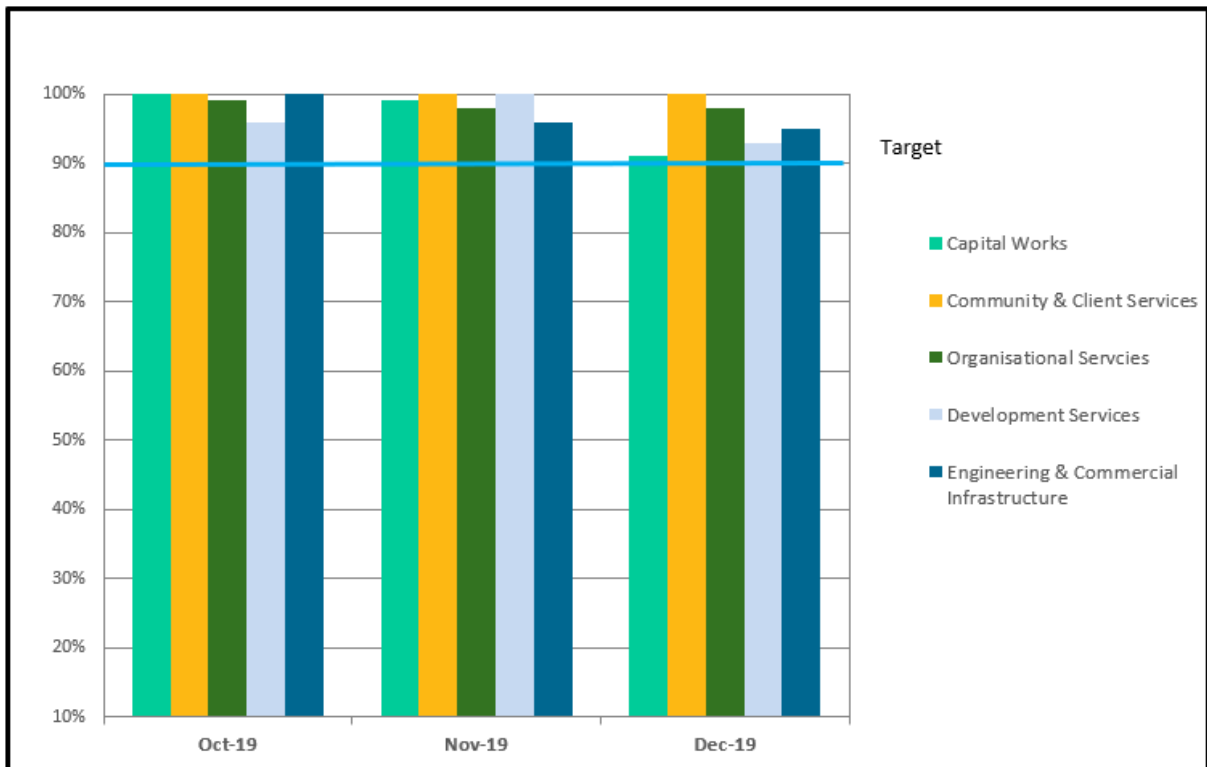
Many of the corrective actions that were not complete and have become overdue are within the Organisational Services directorate and most relate to external parties completing agreed actions for aquatic facilities and some other areas. All overdue actions are now being actioned and will be complete in the next period.

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 October have since been finalised.

Monthly Action Plans Completed



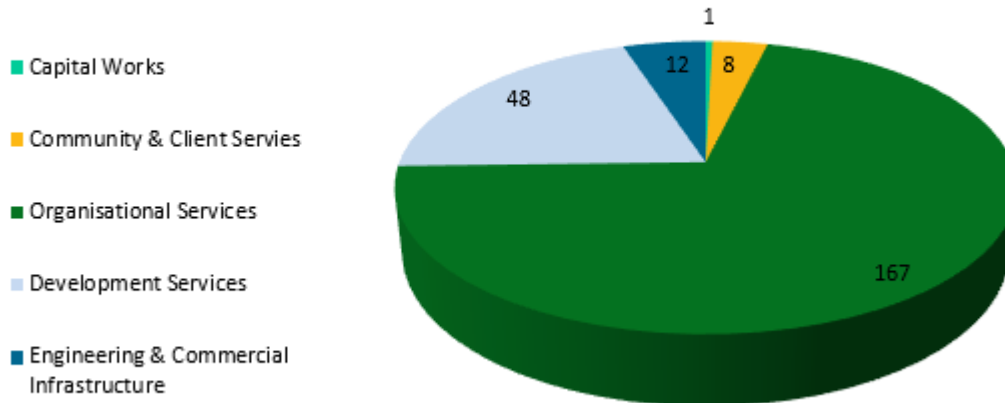
Lead Indicators Break-up by Program

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			9	6	100%	100%	50%	
	Major Projects			7	6	100%	100%	100%	
	Field Services	4	4	100%	8	6	100%	100%	75%
	Contract Services				7	6	100%	98%	100%
	Portfolio Management				8	6	100%	93%	100%
	Design Services				9	6	100%	90%	100%
Total	4	4	100%			100%	97%	75%	
Community & Client	CCS Management			6	6	100%	100%	100%	
	Corporate Communication			6	6	100%	100%	100%	
	Community Lifestyle	7	7	100%	6	6	100%	100%	100%
	MECC & Events				6	6	100%	100%	100%
	Emergency Management				3	3	100%	100%	67%
	Health & Reg Services	2	2	100%	6	6	100%	100%	100%
Total	9	9	100%			100%	100%	93%	
Development	DEV Management			6	6	100%	100%	100%	
	Development Engineering			6	6	100%	100%	100%	
	Development Assessment			6	6	100%	98%	100%	
	Parks	39	39	100%	6	6	100%	100%	95%
	Strategic Planning				7	6	100%	99%	100%
	Economic Development	0	1	0%	6	6	100%	81%	100%
Total	39	40	98%			100%	96%	95%	
Engineering &	ECl Management			16	12	100%	100%	100%	
	T'sport & Drain Infra Plng			7	6	100%	100%	100%	
	Civil Operations	19	19	100%	9	6	100%	100%	95%
	Waste Services	4	4	100%	6	6	100%	89%	100%
	Water Network	7	7	100%	7	6	100%	91%	75%
	Planning & Sustainability				6	6	100%	100%	100%
	Water Treatment	1	1	100%	7	6	100%	95%	100%
	Asset Management				7	6	100%	99%	100%
Total	31	31	100%			100%	97%	95%	
Organisational Services	ORG Management			9	6	100%	100%	100%	
	Financial Services			6	6	100%	100%	100%	
	Shared Services			6	6	100%	100%	100%	
	Procurement & Plant	5	5	100%	10	6	100%	100%	96%
	Property Services	7	7	100%	7	6	100%	100%	27%
	Governance & Safety				6	6	100%	93%	100%
	People & Culture				6	6	100%	99%	100%
	Information Services				6	6	100%	90%	100%
	Office of the Mayor & CEO				8	6	100%	100%	100%
	Executive Officer				9	6	100%	-	100%
Total	12	12	100%			100%	98%	48%	

Corrective Action Status Report

Total Active Corrective Actions

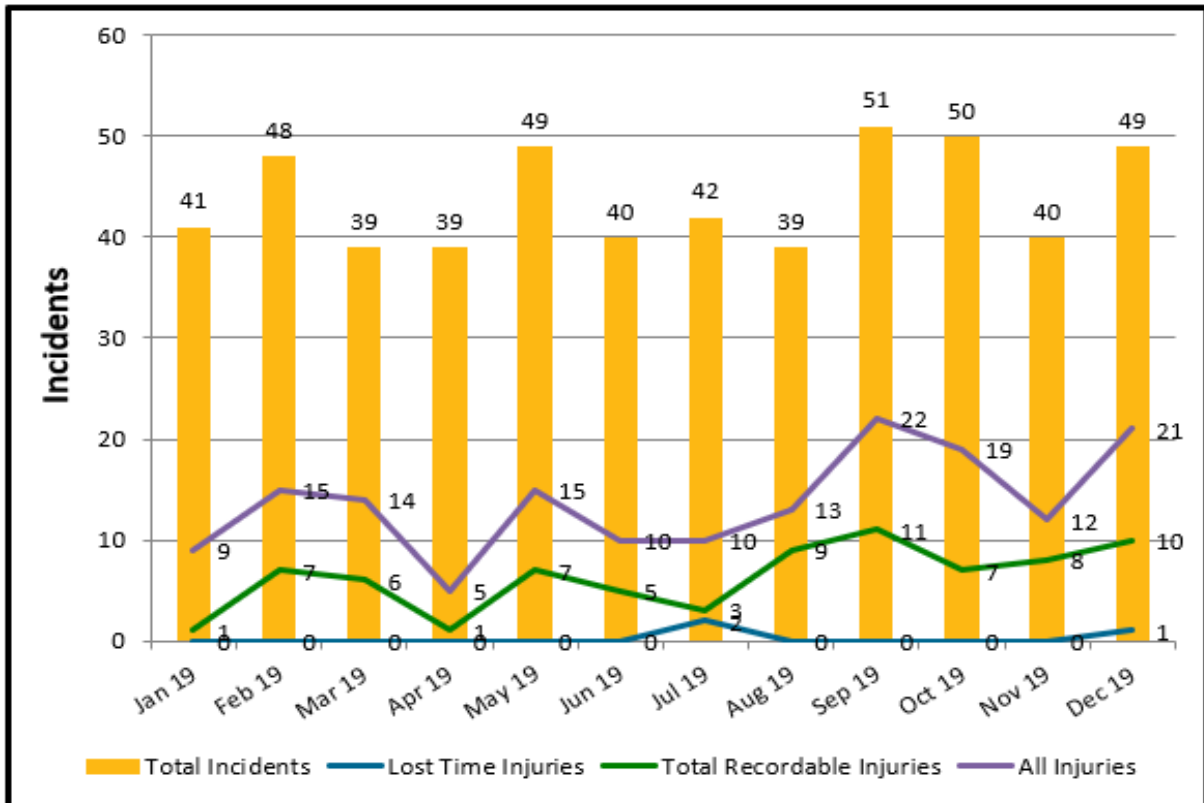


Department	CAs Outstanding (not yet due)	CAs Overdue				% of active CA's overdue
		<30 days	30-60 days	60 -360 days	>12 months	
Capital Works	0	0	0	1	0	100%
Community & Client Services	7	0	0	1	0	13%
Organisational Services	45	26	18	78	0	73%
Development Services	48	0	0	0	0	0%
Engineering & Commercial Infrastructure	10	2	0	0	0	17%
Mackay Regional Council	110	28	18	80	0	53%

This table above the 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'.

1.2. LAG INDICATORS Incidents and Injuries



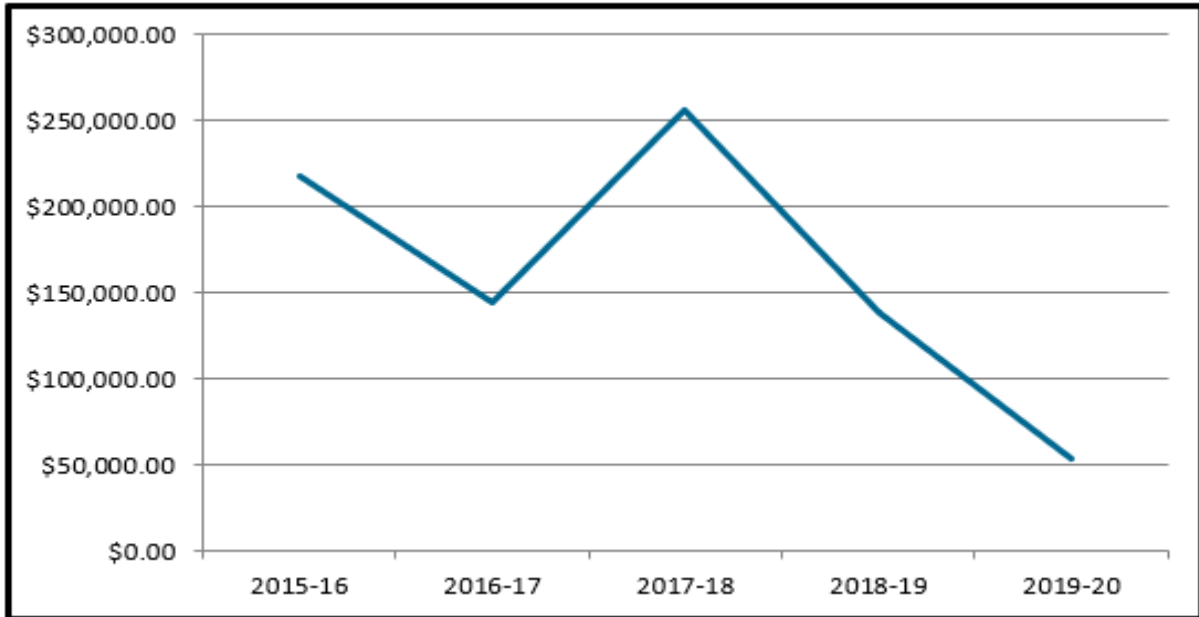
One hundred thirty-nine incidents were reported during the quarter.

The following injuries to MRC employees were reported in December:

- Ear irritation following exposure to a bug.
- Back strain while shovelling.
- Spider bite to wrist.
- Opening tool box on truck and a bottle fell out and hit leg, cutting shin.
- Shoulder pain while lifting sand bags onto ute.
- Mild heat stroke when conducting on-site inspections.
- Tripped on edge of raised paver and strained a leg muscle.
- Tripped over electrical cable cover, felt soreness in knee the next day.
- Injured knee while mulching on sloping ground.
- Soreness in knee over time, aggravated after a prolonged period of walking during the day.
- Pain in ankle when stepping from truck.
- Closed car door on knee when exiting vehicle, causing cut.
- Shoulder strain whilst alighting from mobile plant (lost time injury).
- Burnt forearm on exhaust when leaning over rear of Polaris to fix a loose chain.
- While retracting a steel measuring tape, and the edge of the tape cut a finger as it slid past. First aid was provided for a small cut.
- A concrete pump boom clipped a tree branch, which fell and hit a worker's shoulder. No injury was sustained.
- A customer behaved aggressively towards a library staff member. Police attended, and the person has been temporarily banned.
- Muscle pain in forearm after hauling ropes on flyline.
- Tripped over forklift extension tyne, injuring wrist.
- Arm was itchy after moving some equipment in a storage area. Suspected spider bite.
- Allergic reaction caused skin rash and irritation.

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

Workers Compensation Claims Costs

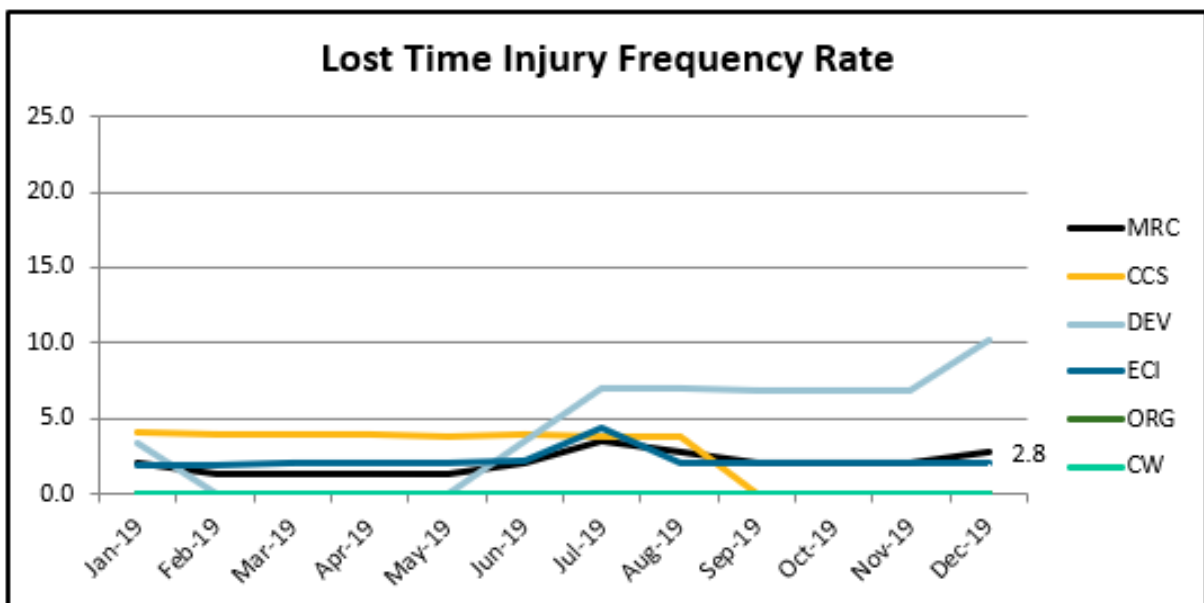


This graph depicts the total worker’s compensation claim costs over five years.

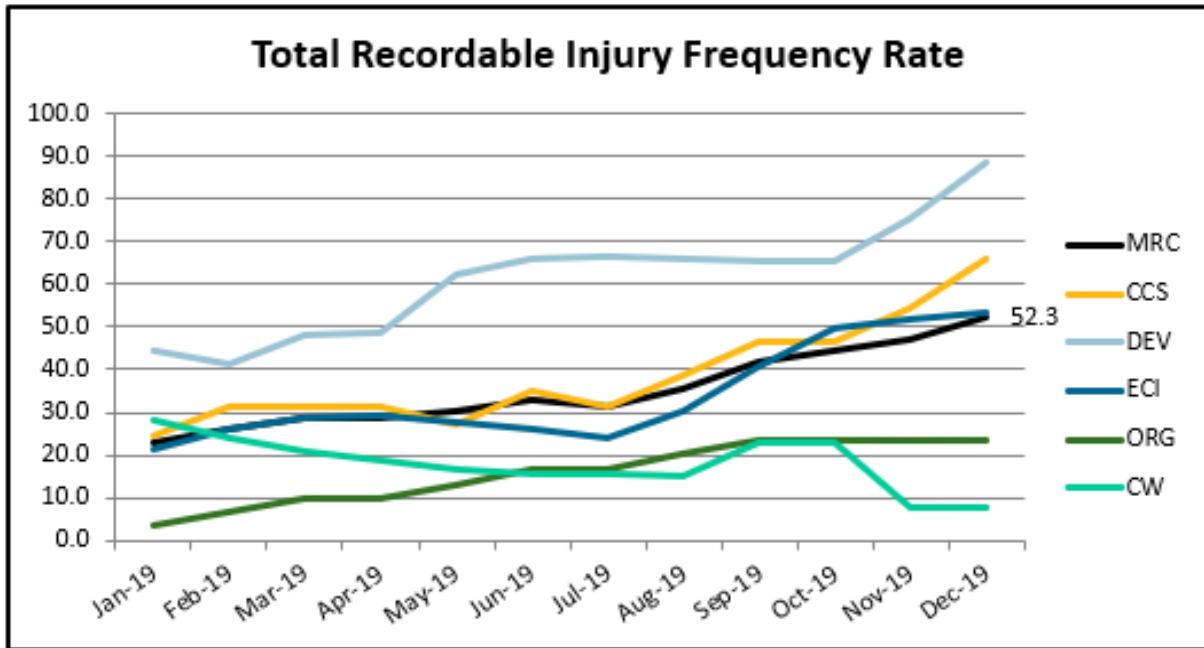
Claim costs are payments made in relation to accepted claims. This includes compensation payouts and medical costs and expenses relating to claims.

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

Injury Frequency Rates 12 month rolling average

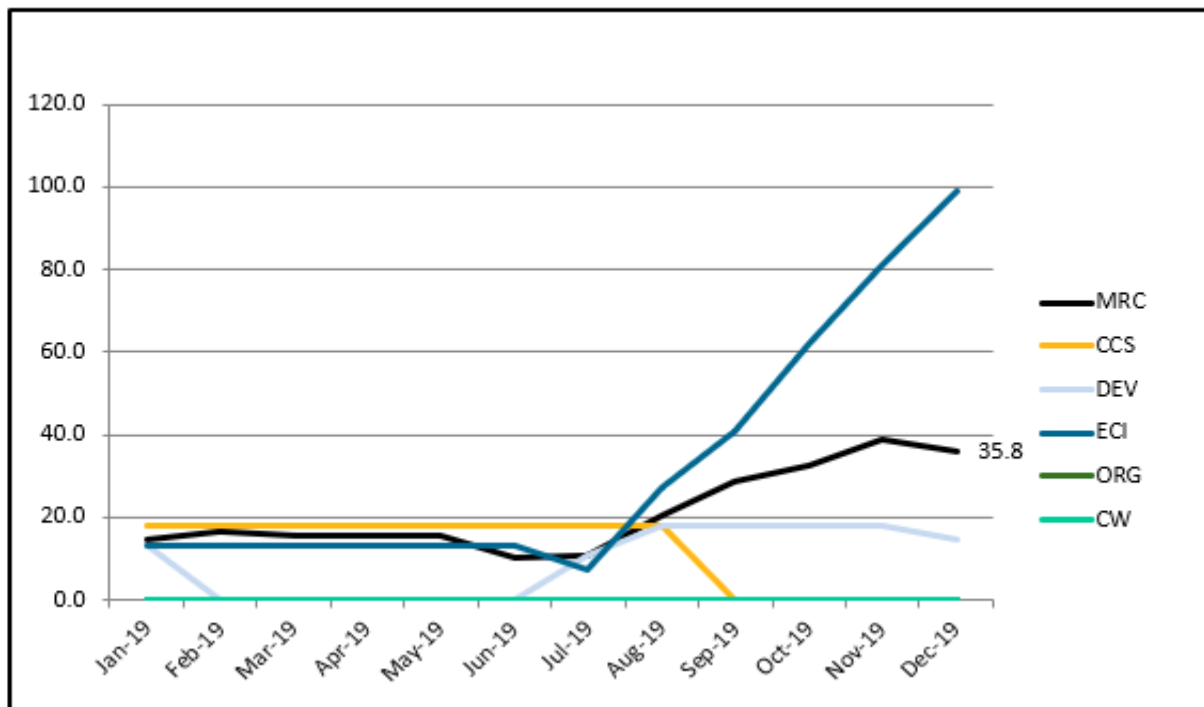


MRC recorded one LTI during the quarter (in December), which explains the slight increase in the LTIFR for Development Services (DEV) and MRC.



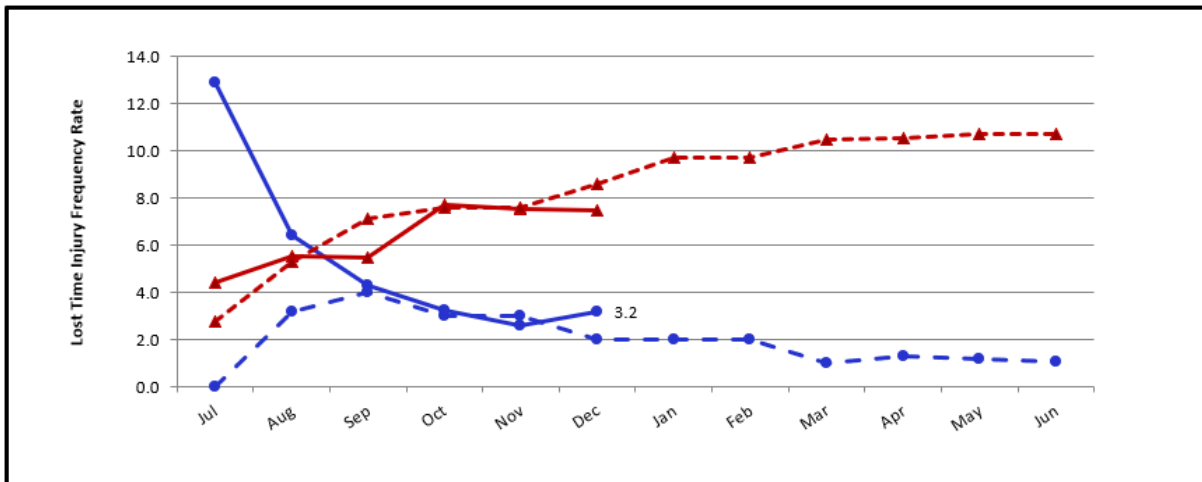
Twenty-five recordable injuries were reported during the quarter. The TRIFR is increasing so further detailed analysis of the TRIFR will be undertaken to identify any underlying causes, patterns or trends that could inform measures to reduce the number of injuries sustained.

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

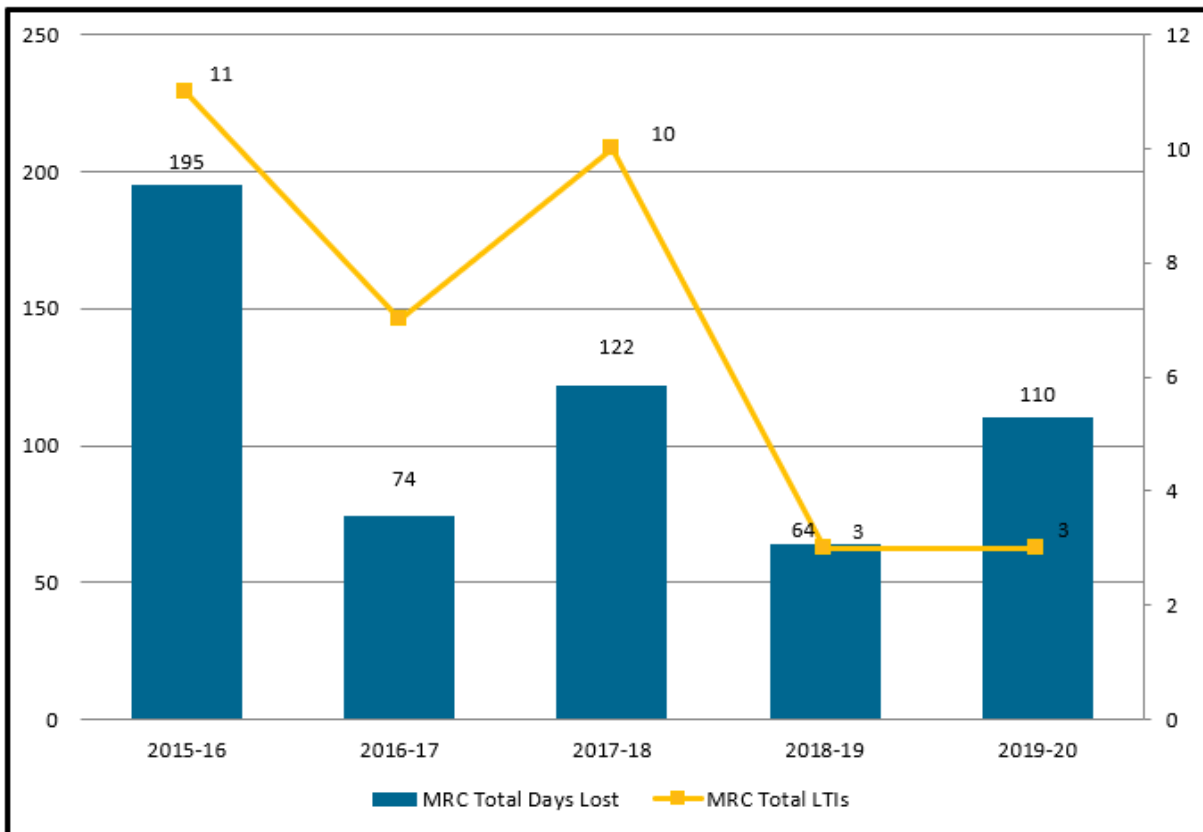
MRC	This year	
	Last year	

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 two LTIs. This has resulted in a LTI frequency rate of 3.2, which is below the *All Group E Councils* rate and equal to MRC’s rate at the same time last year.

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	2	11
Engineering & Commercial Infrastructure	5	158	1	13	6	83	1	13	1	99
Mackay Regional Council	11	195	7	74	10	122	3	64	3	110

For the 2019-20 year, three 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. The employee has not yet been able to return to work and continues to receive medical support to enable the employee to return to work on suitable duties as soon as possible.
- While alighting from mobile plant an employee suffered a shoulder strain. Eight days were lost in December while they recovered.

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			1		1		2		1	2	1	2	1	6
	Contract Services						1	1						1	1
	Portfolio Management														
	Design Services			1				1			1				1
	Total			2		1	1	4		1	3	1	2	3	9
Community & Client	CCS Management														
	Corporate Comm.			1				1			1				1
	Community Lifestyle			3	4	3	5	15		1	5	7	3	15	30
	MECC & Events		5	8			9	17		9	16			9	25
	Emergency Manag.													1	1
	Health & Reg		1	1		3		4		1	1		5		6
	Total		6	13	4	6	14	37		11	23	7	8	25	63
Development	DEV Management														
	Development Eng			1				1			1				1
	Development Ass														
	Parks,	1	10	18	2	4	2	26	2	14	31	6	13	6	56
	Strategic Planning														
	Economic Dev			1	1			2			1	1	1		3
	Total	1	10	20	3	4	2	29	2	14	33	7	14	6	60
Engineering & Commercial	ECI Management														
	Tran Drain Infra Plng			2				2			2		1		3
	Civil Operations		6	8	1	8	1	18	1	14	19	6	25	4	54
	Waste Services		1	1	1	1	9	10		1	1	1	1	19	20
	Water Network		2	4			1	7		2	7	1	2	1	13
	Planning & Sust									1	1				1
	Water Treatment				3			3		1	1	5			6
	Assets Management											1			1
	Total		9	15	5	9	11	40	1	19	31	14	29	24	98
Organisational Services	ORG Management														
	Financial Services														
	Shared Services			1				1			2				2
	Procurement & Plant					1		1					2		2
	Property Services			1			26	27		1	2	1		30	33
	Governance & Safety														
	People & Culture										1				1
	Information Services									1	1				1
	Office of the Mayor & CEO									1	1			1	2
	Total			2		1	26	29		3	7	1	2	31	41

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 (LTIFR)	The number of lost-time injuries per million hours worked. Calculated as follows: $\frac{\text{No of LTI} \times 1,000,000}{\text{total hours worked during period}}$
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.
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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.

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. As at 31 Dec 2019, the plan was 50% complete. Slight delays in progress with this initiative have been incurred with planning 30% complete at this time. However significant advancement in

Strategy	Action	Measure	Start Date	Est Complete Date	Status	Comments
	Implement a whole of business training needs analysis (TNA) system inclusive of cost analysis at strategic and operational levels	Whole of business TNA system implemented	Jun 19	Jun 20	★	<p>research of contemporary people 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>
	Undertake 2020 Enterprise Agreement negotiations	Complete EA negotiations by deadline with a fair and responsible outcome for employees and council	Aug 19	Jun 20	★	<p>Certified agreement negotiations continue as planned. Logs of claims were exchanged on 11 December 2019 and clarified at a meeting with unions on 12 December 2019. Bargaining notifications will be delivered in mid-January 2020 and the next meeting is scheduled for 27 February 2020.</p>
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	Deliver an internal audit program targeting areas of highest risk and greatest potential for business improvement gains	Audits completed in accordance with the approved Internal Audit Plan	Jul 19	Jun 20	★	<p>Internal Audit Reviews currently underway are:</p> <ul style="list-style-type: none"> • Financial Delegations • Building & Facility Security • Inventory Management. • Contract Management

Strategy	Action	Measure	Start Date	Est Complete Date	Status	Comments
performance reporting.	Improve fraud control through the development and implementation of the Fraud Corruption and Prevention Action Plan	Percentage of actions completed in accordance with the Fraud and Corruption Prevention Action Plan				The 2019/20 Fraud and Corruption Prevention Action Plan implementation progressing in accordance with the plan
	Annual review of Corporate Register of Strategies	Register reviewed and alignment with Business Plans/Action Plans complete				Annual Strategy report produced. 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
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	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.
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

Strategy	Action	Measure	Start Date	Est Complete Date	Status	Comments
		<ul style="list-style-type: none"> - Business case identification process embedded for projects 2 years out from 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.	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"> • roads; • drainage; • water; • waste water; and • parks. 	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
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.

Strategy	Action	Measure	Start Date	Est Complete Date	Status	Comments
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)	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	●	Draft Mackay Waterfront Master Plan being progressed following community consultation. Promotional activities for the Mackay Waterfront and the masterplan were successfully held in Brisbane to coincide with the PDA Advisory Committee meeting
	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	●	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	●	Mayor and CEO inspected first Qantas Pilot Academy in

Strategy	Action	Measure	Start Date	Est Complete Date	Status	Comments
						Toowoomba on 18 November. Further meetings planned with Qantas in coming months.
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	★	Construction is well underway and on schedule.
		Commence discussions on future stages with key stakeholders	Jul 19	Jul 20	★	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 Community facilities Provide community facilities to improve the liveability of the region ensuring equitable focus.	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.
	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.
	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. The prerequisite application to convert the land

Strategy	Action	Measure	Start Date	Est Complete Date	Status	Comments
	Mirani Heritage Precinct	Complete masterplan and feasibility and make decision on concept design phase and seek funding	Jul 19	Jun 20	★	from Reserve to freehold has also been submitted. 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 distributed/discussed by mid-February with Councillors.
	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
Sustainability Promote sustainable practices and respond	Implement the Environmental Sustainability	Environmental Sustainability Strategy actions for	Jul 19	Jun 20	★	Actions on track to be completed as per the plan

Strategy	Action	Measure	Start Date	Est Complete Date	Status	Comments
to climate change in council operations.	Strategy (2017-2022) 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 	2019/20 are completed or initiated Scheduled energy efficiency initiatives are completed on time and on budget	Jul 19	Jun 20	★	Finalising key focus areas for remainder of financial year.
Libraries, museums and art 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.
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	Implement the Mackay Region Economic Development Strategy (2020-2025) Manage and promote the Facilitating Development in Mackay Region Policy	Economic Development Strategy funded actions for 2019-2020 are delivered Undertake review of policy and monitor applications	Jul 19 Jul 19	Jun 20 Jun 20	★ ★ ★	Economic Development Strategy now approved and working through actions Review approved by Council on 27 November. Council has approved the

Strategy	Action	Measure	Start Date	Est Complete Date	Status	Comments
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 Mackay Region Mountain Bike Strategy actions for which Economic Development & Tourism is lead program	2019-2020 funded actions are delivered				establishment of a Regional Mountain Bike Alliance to support the delivery of the Mackay Region Mountain Bike Strategy
<p>Strong local businesses with a global reach</p> <p>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.</p> <p>Develop networks that capitalise on the government's trading relationships and free trade agreements.</p>	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
<p>Facilitate development</p> <p>Utilising the Planning Scheme to deliver an integrated approach to the facilitation of development and sustainable growth.</p> <p>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.</p>	<p>Facilitate catalytic land and infrastructure development by</p> <ul style="list-style-type: none"> attracting investment through joint ventures and partnerships with the private sector; and <p>by working with state and federal governments on joint initiatives</p>	Minimum of four advocacy activities undertaken for identified opportunities	Jul 19	Jun 20	★	Identification of opportunities ongoing
<p>Mackay Ring Road</p> <p>Support the construction of</p>	Advocate for delivery of Stage 2 of the Mackay	Advocacy for State and Federal Government Stage 2	Jul 19	Jun 20	★	Ongoing advocacy to finalise full funding

Strategy	Action	Measure	Start Date	Est Complete Date	Status	Comments
Mackay's Ring Road network	Ring Road which will connect the Bruce Highway north of Mackay to Harbour Road and the Mackay Port	Mackay Ring Road funding is completed				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 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

2.1. Cyclone Debbie 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 January.

All Cyclone Debbie submissions, except for the beach resilience works, have been sent to QRA for acquittal. Of the 14 submission acquittals approved by QRA totalling \$8.5mil, only \$3,000 was deemed ineligible. Only two submission acquittals are awaiting approval by QRA.

NQ & FNQ Monsoon Trough – Road Restoration Works

Construction of the restoration of the Boundary Creek causeway on Doughertys Road is progressing with the culverts installed before Christmas. The concrete approaches will be undertaken in January with the causeway expected to 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. Tenders for the roadworks were called in early December and close in mid-January. The roadworks should commence early in 2020. Tenders for the micropiling will be called later in January. The pile installation will be dependent on the availability of the specialist contractor.

The submission for the emergency works completed in the first three months after the event has been approved by QRA. The gravel road submission has been sent to QRA for assessment and approval. Graveling 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 January. 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 Isaac 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.