



# Office of Mayor and CEO

Monthly Review

Period - July 2020

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## OVERVIEW

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

- Pleasingly there were no lost time injuries or any major incidents in July across Council.
- The COVID 19 Special Grants program that was approved by Council as part of the 2002/21 budget has progressed very well during July, with now over 140 organisations accessing grant funding to a total of \$520,000. This program remains open until September.
- July saw several major capital projects completed and opened to the public. The Resource Centre of Excellence is now complete, Queens Park upgrade is complete and is now open and the Shared Pathway along Ron Searle Drive and to the Harbour is complete. The Mackay Tourism new Information Centre was also handed over in July.
- We continue to monitor the COVID 19 pandemic risks both internally and externally and have all plans and processes in place should we need to change our current status. We also continue to work closely with QPS, Qld Health and other key stakeholders.
- Great to see the expression of Interest for Council owned land in the Priority Development Area has now gone out to market and closes in late August. A very successful webinar was also held in July with 40 participants to provide an update on the Mackay Waterfront project.
- Two of the four parcels of privately-owned land at Finch Hatton for the Mountain Bike Project has now settled with the other two sites agreed in principle with some finalisation of planning matters now being finalised. Two community update sessions on this exciting project is set down for mid-August in Finch Hatton and Eungella.
- Three employee business updates were held at the MECC during July.

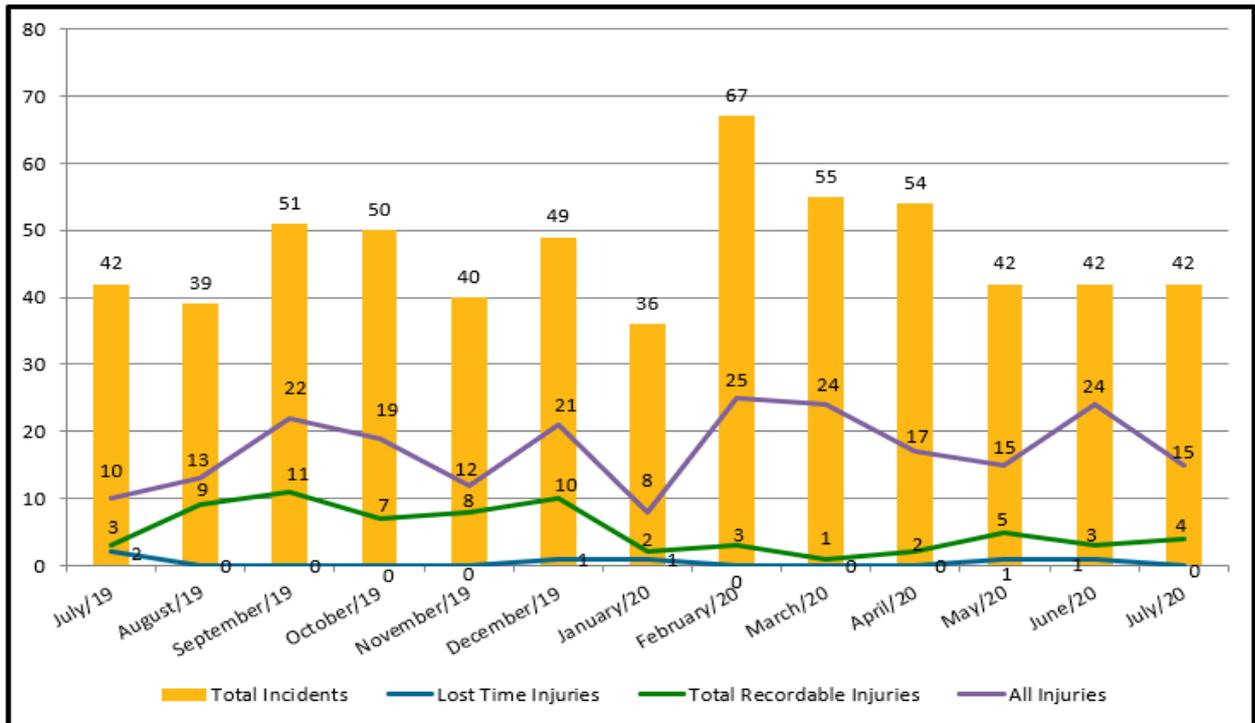


# SAFETY

## 1.1. Overview

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

### Incidents and Injuries

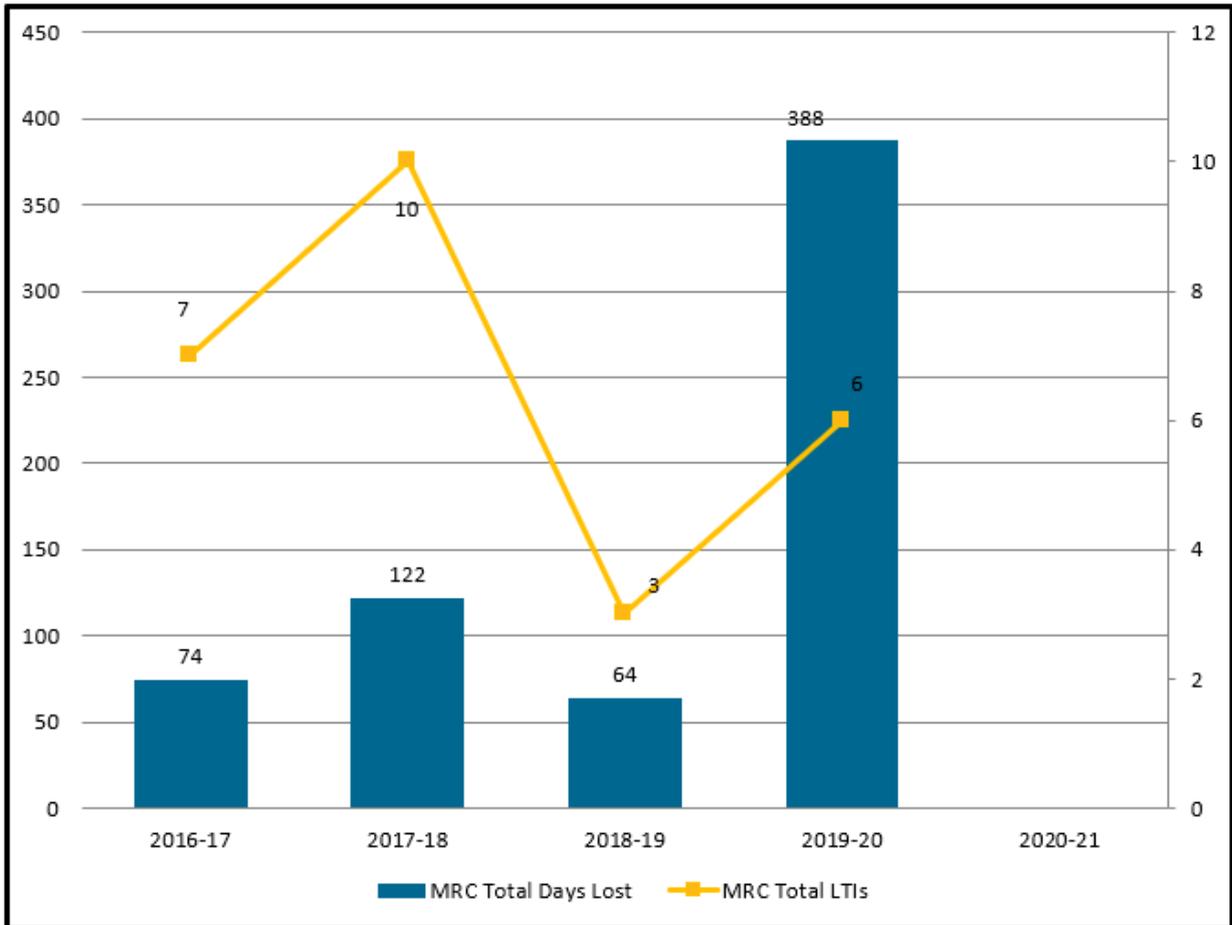


Forty-two incidents were reported involving MRC employees, contractors, and members of the public, including the following 15 injuries to MRC employees:

- Minor shoulder and arm strain after tripping and falling over storage boxes.
- Minor abrasions on hand and knee and some neck pain after tripping on gutter whilst walking in car park.
- Pinched finger in frame whilst changing sign.
- Shoulder strain while lifting bags from storage pallet into vehicle.
- Grazed knee after tripping and falling in car park.
- Back pain whilst pulling a trolley.
- Cut on hand whilst laying out sealant on culvert.
- Bruised finger while installing storm water pit grate.
- Finger pain after struck against vehicle door.
- Minor cut to finger whilst cleaning a pipe.
- Laceration to leg when hit by closing car door.
- Neck strain whilst lifting pit lid.
- Grazed arm against door frame while pushing trolley.
- Finger burn when removing mug from microwave.
- Minor finger strain after operating at workstation for an extended period.

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

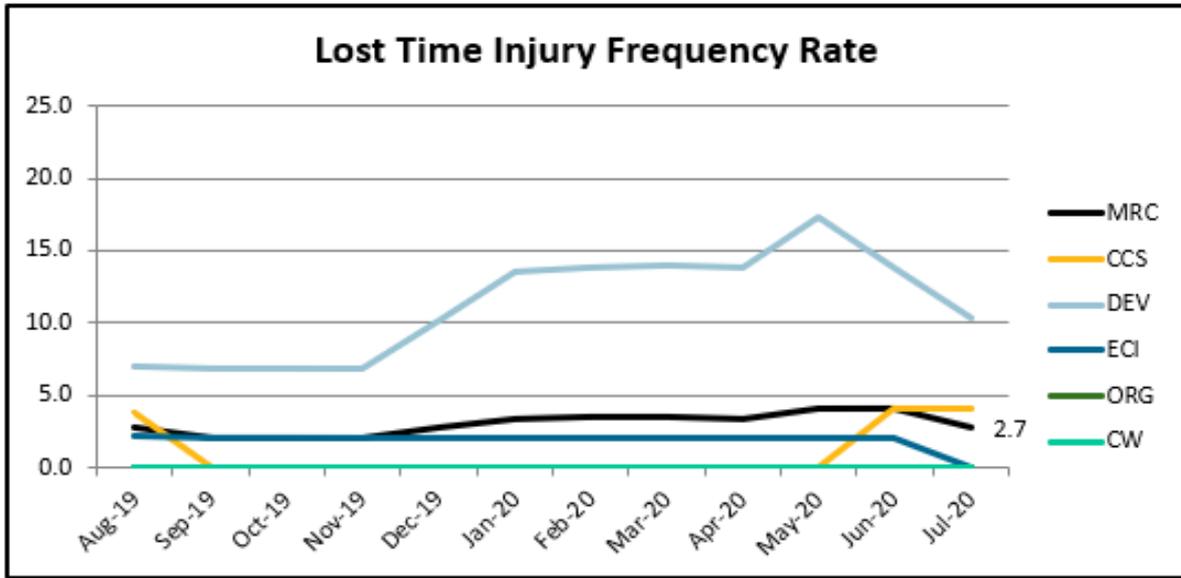
### Lost Time Injuries and Days Lost



| Department                              | 2016-17  |           | 2017-18   |            | 2018-19  |           | 2019-20  |            | 2020-21 |           |
|---|----------|-----------|-----------|------------|----------|-----------|----------|------------|---------|-----------|
|   | LTI      | Days Lost | LTI       | Days Lost  | LTI      | Days Lost | LTI      | Days Lost  | LTI     | Days Lost |
| Capital Works                           |          |           |           |            |          |           |          |            |         |           |
| Community & Client Services             | 3        | 6         | 1         | 1          | 1        | 18        | 1        | 2          |         |           |
| Organisational Services                 |          |           | 2         | 25         |          |           |          |            |         |           |
| Development Services                    | 3        | 55        | 1         | 13         | 1        | 33        | 4        | 154        |         |           |
| Engineering & Commercial Infrastructure | 1        | 13        | 6         | 83         | 1        | 13        | 1        | 232        |         |           |
| <b>Mackay Regional Council</b>          | <b>7</b> | <b>74</b> | <b>10</b> | <b>122</b> | <b>3</b> | <b>64</b> | <b>6</b> | <b>388</b> |         |           |

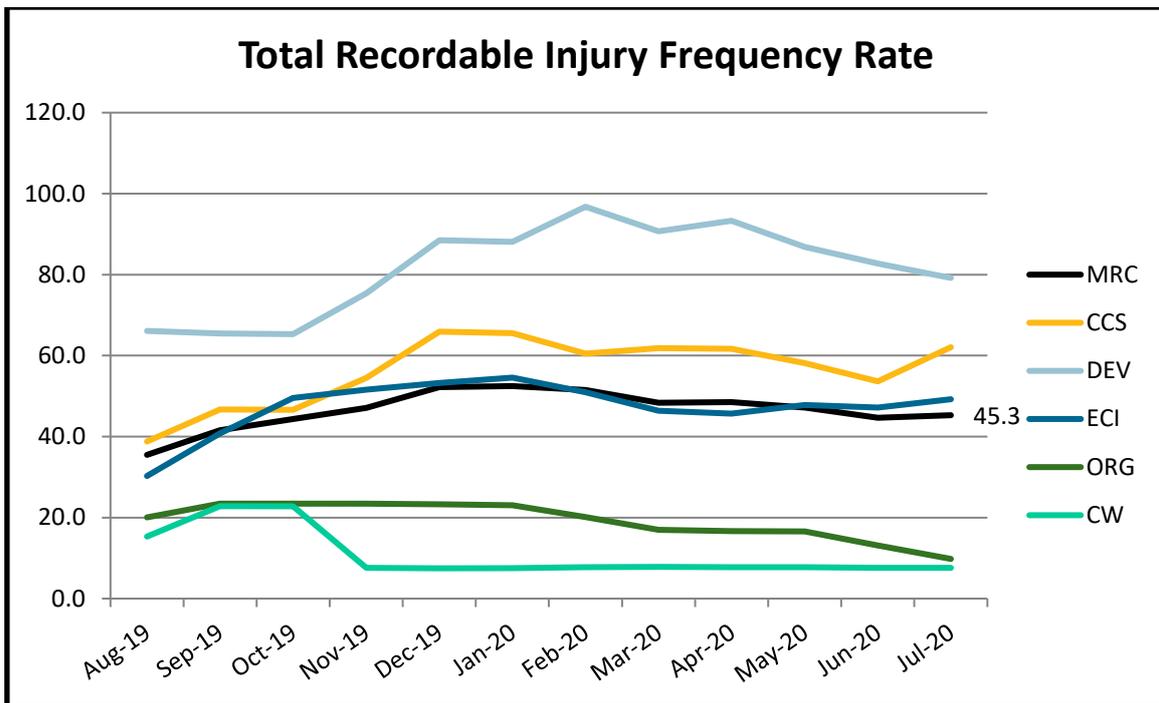
For the 2020-21 year, no lost time injuries have been recorded:

**Injury Frequency Rates 12 month rolling average**



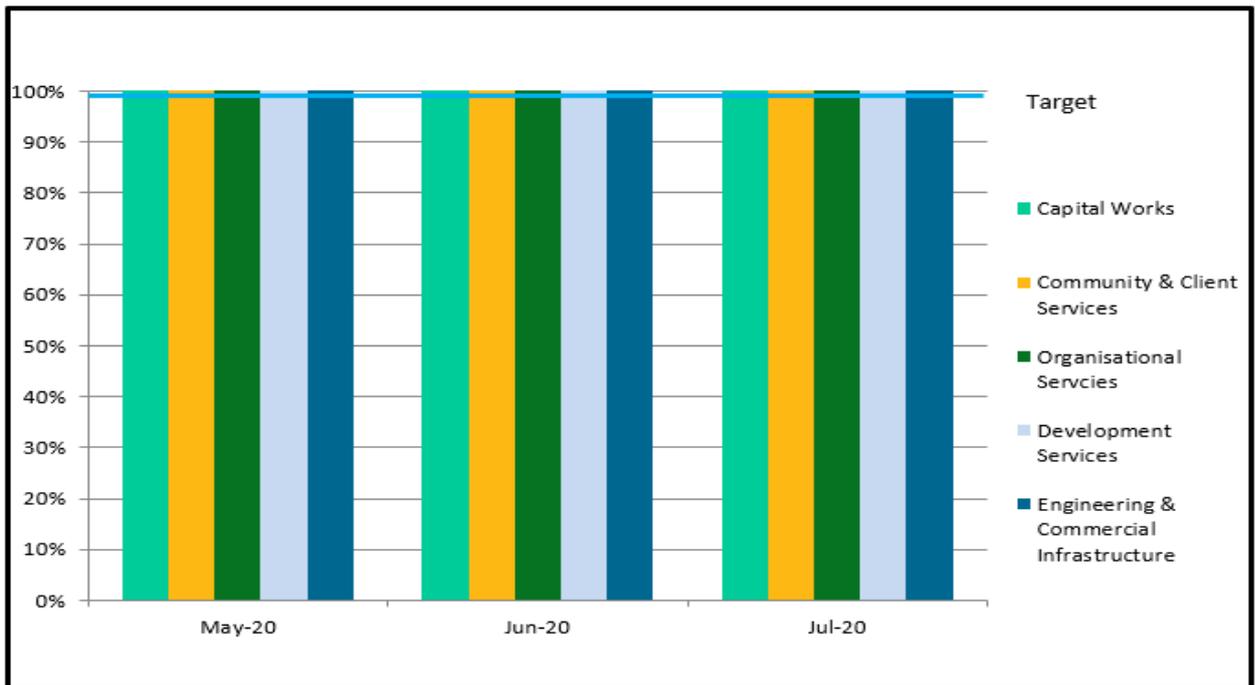
Six lost time injuries were reported in the 2019-20 year.

**Total Recordable Injury Frequency Rates 12 month rolling average**



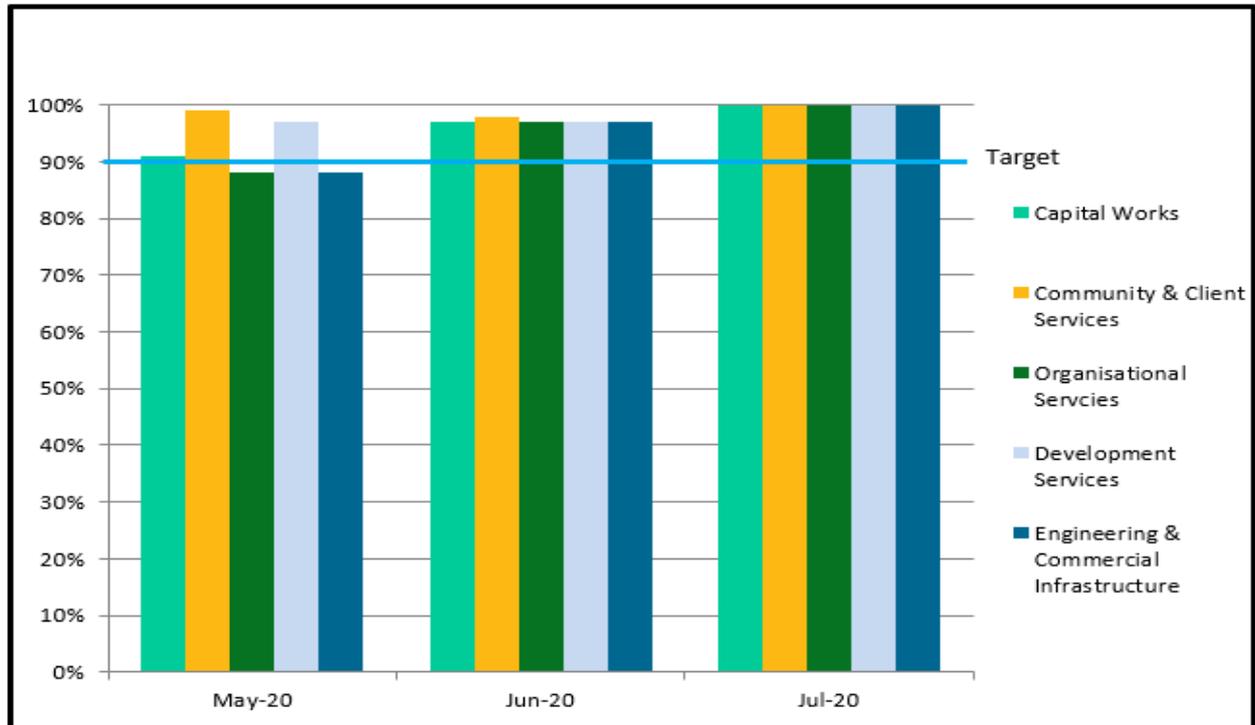
Detailed analysis has been undertaken to identify ways to reduce the number of injuries requiring medical treatment. Most of the injuries involve ‘muscular stress’. The actions that have been implemented are beginning to have a positive impact. The areas of focus include: pre-employment checks; new employee inductions; fitness for work; hazardous manual task identification & management; and improved incident investigation.

### Site Safety Inspection Checklists



All inspections have been completed.

### 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                                   | Councils with wages greater than \$50 million   |
| Incident                                  | 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) | <p>The number of lost-time injuries per million hours worked.</p> <p>Calculated as follows:</p> $\frac{\text{No of LTI} \times 1,000,000}{\text{total hours worked during period}}$ |
| Total Recordable Injuries (TRI)           | Incidents that result in a Lost Time Injury (LTI), Suitable Duties Injury (SDI) and Medical Treatment Injury (MTI)  |

## KEY INITIATIVES

### 2.1. Summary of key projects and initiatives

This section provides a summary of key initiatives linked directly to the Office of the Mayor and CEO for 2020/21. 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  |
|--|--|--|------------|-------------------|--------|---|
| <b>Safety in the workplace</b><br>Practise a “safety first” attitude to ensure the safety and wellbeing of council employees, contractors and volunteers.                    | Implement the actions contained in the 2020-2021 Safety Action Plan  | Percentage of actions completed in accordance with the Safety Action Plan                          | Jul 20     | Jun 21            | ●      | Work has commenced as planned on actions  |
|  | Review MRC’s past and ongoing response to the Coronavirus pandemic   | Provide summary reports to Council at least twice per year   |            |                   |        | ●   |
| <b>Our culture</b><br>Foster a culture where staff willingly engage in council’s values and expected service delivery outcomes for our community.                            | Create a high-performance teams-focused organisational culture leveraging previous values-based culture initiatives. | Increased employee engagement and satisfaction from 2019/20 levels                                 | Jul 20     | Dec 21            | ●      | Results on survey outcomes will not be known until end of calendar year or early 2021 |
| <b>Our people</b><br>Implement industry-leading people management practices including recruitment, training and development, performance management, and workforce planning. | Implement the Health and Wellbeing Strategy  | Strategy implemented   | Jul 20     | Jun 21            | ●      | Strategy being developed  |
|  | Undertake 2020 Enterprise Agreement negotiations   | Complete EA negotiations by deadline with a fair and responsible outcome for employees and council | Nov 20     | Jun 21            | ●      | Monthly EA meetings continue to be held   |

| Strategy  | Action  | Measure  | Start Date | Est Complete Date | Status | Comments  |
|---|---|--|------------|-------------------|--------|---|
| <b>Governance and performance</b><br>Ensure that council complies with all of its statutory obligations, minimises its exposure to litigation, manages its risk, undertakes targeted internal audits, and meets community expectations of transparency and performance reporting. | Deliver an internal audit program targeting areas of highest risk and greatest potential for business improvement gains                 | Audits completed in accordance with the approved Internal Audit Plan                         | Jul 20     | Jun 21            | ★      | On track to-date  |
|   | Improve fraud control through the development and implementation of the Fraud Corruption and Prevention Action Plan                     | 100% of actions completed in accordance with the Fraud and Corruption Prevention Action Plan |            |                   | ★      | No issues at end of July                                      |
|   | Annual review of Corporate Register of Strategies   | Register reviewed and alignment with Business Plans/Action Plans complete                    |            |                   | ★      | On track  |
|   | Provide efficient and cost-effective legal services to all MRC departments and functions  | Proportion of legal services provided in-house in 2020/21 is greater than 2019-2020          |            |                   | ★      | Currently ~220 active legal issues being dealt with in house. |
|   | Deliver information sessions to the local community regarding opportunities for work or the provisions of goods and services to Council | Hold at least three information sessions or communications with community                    |            |                   | ★      | Due to COVID limited engagement occurred in July              |
|   | Adaptation to industry evolution and delivery of cyber security   | Complete plan  |            |                   | ★      | Plan starting to be developed                                 |

| Strategy  | Action   | Measure  | Start Date | Est Complete Date | Status | Comments  |
|---|--|--|------------|-------------------|--------|---|
|   | continuous improvement plan  |  |            |                   |        |   |
| <b>Financial Governance</b><br><br>Meet or better 20/21 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 20     | Jun 21            | ★      | First reforecast being undertaken mid-August with no major change to operating result forecast.                 |
|   |  | Complete new processes to ensure all capital projects and inputs into LTFF are consistent applied across Council and fully implemented by Jul 21   | Jul 20     | Jun 21            | ★      | Additional dedicated resource being reviewed for this project to accelerate outcomes.                           |
| <b>Capital Delivery</b><br><br>Improve capital delivery and associated planning outcomes efficiency   | Deliver the capital works program for 20/21 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 ~90% | Jul 20     | Jun 21            | ★      | Capital spend to budget for July is 70% well under target however expect this to return to above 90% in August. |
|   |  | - Concept/Business case identification process embedded for projects 2 years out from current  | Jul 20     | Jun 21            | ★      | Concept design projects for year being reviewed by SLPT in August   |
|   |  | - > 70% pre-design works projects for future years capital works to be in pre -design phase in preceding year  | Jul 20     | Jan 21            | ★      | On track  |

| Strategy  | Action  | Measure  | Start Date | Est Complete Date | Status | Comments  |
|---|---|--|------------|-------------------|--------|---|
|   |   | - New KPI's implemented and reported monthly   | Jul 20     | Oct 20            | 🟢      | Suite of new high level KPI's being developed and will be reported by October in monthly report |
|   |   | - Minimum of 10% of all projects > \$500K spend undertake post audit review  | Jul 20     | Jun 21            | 🟢      | No audits yet carried out   |
| <b>Asset management</b><br>Ensure that asset management aligns to the council's strategic direction and that effective asset management practices are in place to optimise the use of council's assets required to deliver services to the community. | <p>Update Asset Management Development Plan to include actions relevant until June 2022</p> <p>Build the MRC Asset Management Framework which will articulate all the components that have to be developed to be able to successfully align to Council's strategic direction and optimise the asset portfolio</p> <p>The corporate maintenance management system is continued to be rolled out and implemented into all remaining asset classes:</p> <ul style="list-style-type: none"> <li>• Parks</li> <li>• Waste</li> <li>• Property</li> </ul> | <p>Asset Management Development Plan is updated and endorsed by the Asset Management Working Group</p> <p>Stakeholder engagement groups across all MRC asset classes</p> <p>A program on planned roll out is set and agreed for delivery</p> | Jul 20     | Jun 21            | 🟢      | <p>New Asset manager commenced early July. On track</p> <p>Rollout to plan to-date</p>          |
| <b>Recycling &amp; Reuse</b>  | Develop the Waste Management Strategic Plan (WMSP) that aligns to the State Govt waste strategy.  | The WMSP is workshopped with all key stakeholders and is formally adopted by Council.  | Jul 20     | Jul 21            | 🟢      | Yet to hold workshop  |

| Strategy  | Action   | Measure   | Start Date | Est Complete Date | Status | Comments                                 |
|---|--|---|------------|-------------------|--------|--|
| <b>Disaster preparedness</b><br>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 20     | Jun 21            | ●      | New sub plans endorsed by LDMG in August |

## 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<br><br>Seek to encourage external investment through marketing of PDA and placemaking initiatives | Jul 20     | Jun 21            | ●      | EOI for Council owned land out to market and closes late August |
| <b>Qantas Regional Pilot Academy</b>                 | Continue to work with Qantas and other key Stakeholders to progress the pilot Academy fort  | Obtain surety around project success   | Jul 20     | Jun 21            | ●      | No engagement with Qantas in July due to COVID situation        |
| <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)   | Jul 20     | Jun 21            | ●      | On track  |

| Strategy   | Action                                | Measure  | Start Date | Est Complete Date | Status | Comments   |
|--|---------------------------------------|--|------------|-------------------|--------|--|
|  |                                       | Round 3 and the COVID 19 special \$6.93M funding   |            |                   |        |  |
| <b>Shovel ready Projects</b><br><br><b>Community facilities</b><br>Provide community facilities to improve the liveability of the region ensuring equitable focus. | <b>Northern Beaches Community Hub</b> | Finalise master plan for site and commence concept/detailed design for stage 1 works. Execute Federal funding agreement and seek other external funding for this project | Jul 20     | Jun 21            | ●      | Finalising master plan so funding agreement with Federal Government can be finalised.<br><br>Seeking funding from State election   |
|  | <b>Sarina CBD Revitalisation</b>      | Seek external funding for project  | Jul 20     | Jun 21            | ●      | Seeking funding from State Election  |
|  | <b>Mountain Biking</b>                | Complete detailed design and land access arrangements with State and seek external funding for this project  | Jul 20     | Jun 21            | ●      | Land acquisition (2 remaining sites) on track for completion by end September.<br><br>Community update planned for 20 August<br><br>Briefing held with Council late July |
|  | <b>New Mackay Animal Facility</b>     | Commence construction by end of 2020 with completion by end of 2021  | Jul 20     | Jun 21            | ●      | Finalising funding agreement with State and tenders now out to market for construction. Close early September  |
|  | <b>Mirani Heritage Precinct</b>       | Complete detailed design by end August 2021 and seek external funding for project to commence construction in 2021   | Jul 20     | Aug 21            | ●      | Seeking funding from State election and design progressing to plan   |

| Strategy | Action                                     | Measure   | Start Date | Est Complete Date | Status | Comments   |
|----------|--|---|------------|-------------------|--------|--|
|          | <b>Sarina Sugar Shed Business Analysis</b> | Finalise Business Review Implementation Plan for SSS and commence the development of a concept for future redevelopment of the facility | Jul 20     | Jun 21            | ●      | Implementation Plan being developed to discuss with Councillors              |
|          | <b>Brewers park Masterplan</b>             | Update masterplan and complete key infrastructure drainage and other projects as first priority.  | Jul 20     | Jun 21            | ●      | Drainage project for 2020/21 progressing through detailed design as planned. |

### 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><br>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 | Finalise longer term agreement with firm KPIs by end 2020 with new agreement commencing in July 2021. | Jul 20     | Jan 21            | ●      | Work commenced with Economic Development team and MTL |
| <b>Sustainability</b><br>Promote sustainable practices and respond to climate change in council operations.                  | Implement the Environmental Sustainability Strategy (2017-2022)  | Environmental Sustainability Strategy actions for 2020/21 are completed or initiated                  | Jul 20     | Jun 21            | ●      | On track  |
| <b>Libraries, museums and art</b><br>Enhance lifelong learning opportunities that improve literacy                           | Develop a Museum Strategy  | Adopted Museum Strategy   | Jul 20     | Jun 20            | ●      | Consultation progressing for draft Strategy           |

| Strategy   | Action   | Measure  | Start Date | Est Complete Date | Status | Comments  |
|--|--|--|------------|-------------------|--------|---|
| and public access to information and knowledge, history and art.   |  |  |            |                   |        |   |
| <b>Partnerships for a diversified economy</b><br>Champion the growth of globally competitive local industries by working with industry stakeholders.<br><br>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 2020-2021 are delivered | Jul 20     | Jun 21            | ●      | On track  |
|  | Manage and promote the Facilitating Development in Mackay Region Policy                                    | Undertake review of policy and monitor applications                      | Jul 20     | Dec 20            | ●      | A number of applications processed in July. Review of policy has commenced internally |
| <b>Strong local businesses with a global reach</b><br>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.<br><br>Develop networks that capitalise on the government's trading relationships and free trade agreements.   | Support establishment and operation of the Mackay Isaac Whitsunday Small-medium Enterprise METS Export Hub | Number of projects supported   | Jul 20     | Jun 21            | ●      | Working on setup  |

| Strategy  | Action  | Measure  | Start Date | Est Complete Date | Status | Comments   |
|---|---|--|------------|-------------------|--------|--|
| <p><b>Facilitate development</b></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"> <li>attracting investment through joint ventures and partnerships with the private sector; and</li> <li>* by working with state and federal governments on joint initiatives</li> </ul> | <p>Minimum of four advocacy activities undertaken for identified opportunities</p> | Jul 20     | Jun 21            | ●      | Minimal to report in July  |
| <p><b>Northern Australia Alliance</b></p> <p>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.</p>   | <p>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</p>   | <p>Number of Mackay Regional issues that GW3 advocate on behalf of the region</p>  | Jul 20     | Jun 21            | ●      | MOU signed with QCN fibre through GW3 to work on possible high-speed fibre connection opportunities for Mackay |

 On Track    
  Potential Issues    
  Definite Issue

## **2.4 Cyclone Debbie and NQ & FNQ Monsoon Trough Update**

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

The State Government funded beach restoration projects are still awaiting acquittal by QRA.

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

The Dalrymple Road Landslips roadworks was slowed by ongoing wet weather. Site 2 and the RHS of Site 1 were sealed in late July and the LHS of Site 1 was sealed in early August. The one-way traffic arrangements are now reduced to 200m. The micropiling contractor commenced in early August and should be completed by November. The second seal will be undertaken after the micropiling has been finished.

Gravelling works are progressing and will be completed in late 2020.

All minor works projects, except the Armstrong Beach Road pavement repairs, have been completed. Quotes for this project will be called in early August.

## 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.

Meetings continue in the development of a regional project lists for COVID-19 recovery funding.

The last GWCoM's meeting was last held on 11 June 2020.

At the June meeting Directors welcomed Rod Ferguson, newly appointed CEO of Whitsunday Regional Council, and also farewelled Craig Doyle CEO of Mackay Regional Council at his last GWCoM's meeting.

The meetings are held bi-monthly with the next planned meeting for GWCoM's is Thursday 20 August 2020 at 10am to be held in the Whitsundays.

However, in the interim Whitsunday Regional Council Mayor Willcox as Chair and David McKendry of Mackay Regional Council as Secretary, represented the GWCoM's at the LGAQ's ROC (Regional Organisation of Councils) Assembly on 29<sup>th</sup> and 30<sup>th</sup> June 2020. The Assembly was attended by representatives of most ROC's throughout Queensland and also had as presenters a number of State Ministers (including the Treasurer and Deputy Premier), and also Opposition Leader and Shadow Ministers.