



Office of Mayor and CEO

Monthly Review

Period - August 2019

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OVERVIEW

This report is for the Office of the Mayor and CEO for August 2019. As this is the first report for the new financial year, key performance indicators and other targets have been changed to reflect the new year.

- The new year has commenced with two LTI's in July. Both are relatively minor in nature however both resulted in some days lost.
- The feasibility study for the Mountain bike project in the Pioneer valley is progressing well with track alignments and infrastructure requirements now being looked at. On track to present to Council in late September/early October for decision on way forward
- A significant amount of work is being undertaken on the finalisation of the Masterplan for the Priority Development Area and also defining early projects in the area.
- A strong focus on increasing the accuracy and setting clear processes and increased analysis capability around the long term financial forecast of Council has commenced.
- The business case development process for future years has commenced with eventual aim to have a pipeline of projects of up to three years in progress at point in time. Pre - design project approvals for the 2020/21 year are also being reviewed in August with aim to bring to Council soon for approval
- Major projects such as Camilleri Park and Queens park have commenced and are on track. The Resource Centre of Excellence tenders will close in late August with aim to award tender by early September.



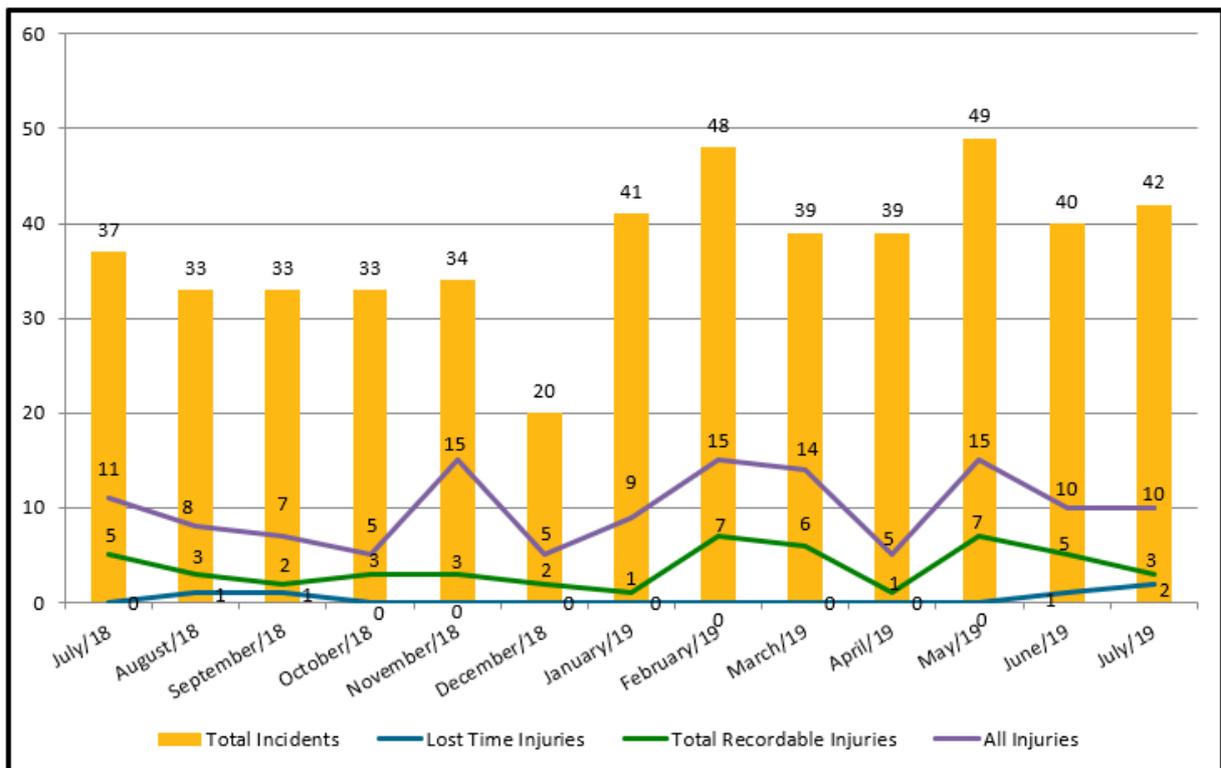
SAFETY

1.1. Overview

Forty-two incidents were reported involving MRC employees, contractors, and members of the public; including two lost time injuries:

- Back strain while standing up from a crouching position.
- Concussion after falling to the ground while alighting from mobile plant.

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 July:

- Injured finger after tripping and landing on hands.
- Pain in right shoulder after completing whipper snipper work.
- Cut finger while clearing rubble.
- Back strain while standing up from a crouching position (lost time injury).
- Bruised heel when door closed suddenly on foot.
- Scratched arm on door lock when walking through doorway.
- Caught arm between a fridge and doorway while moving the fridge.
- Grazed back on fridge door handle when re-stocking fridge.
- Wrist pain while carrying floorboard panels.
- Concussion after falling to the ground while exiting mobile plant (lost time injury).

Asset damage incidents reported in July included vehicle incidents resulting in minor damage.

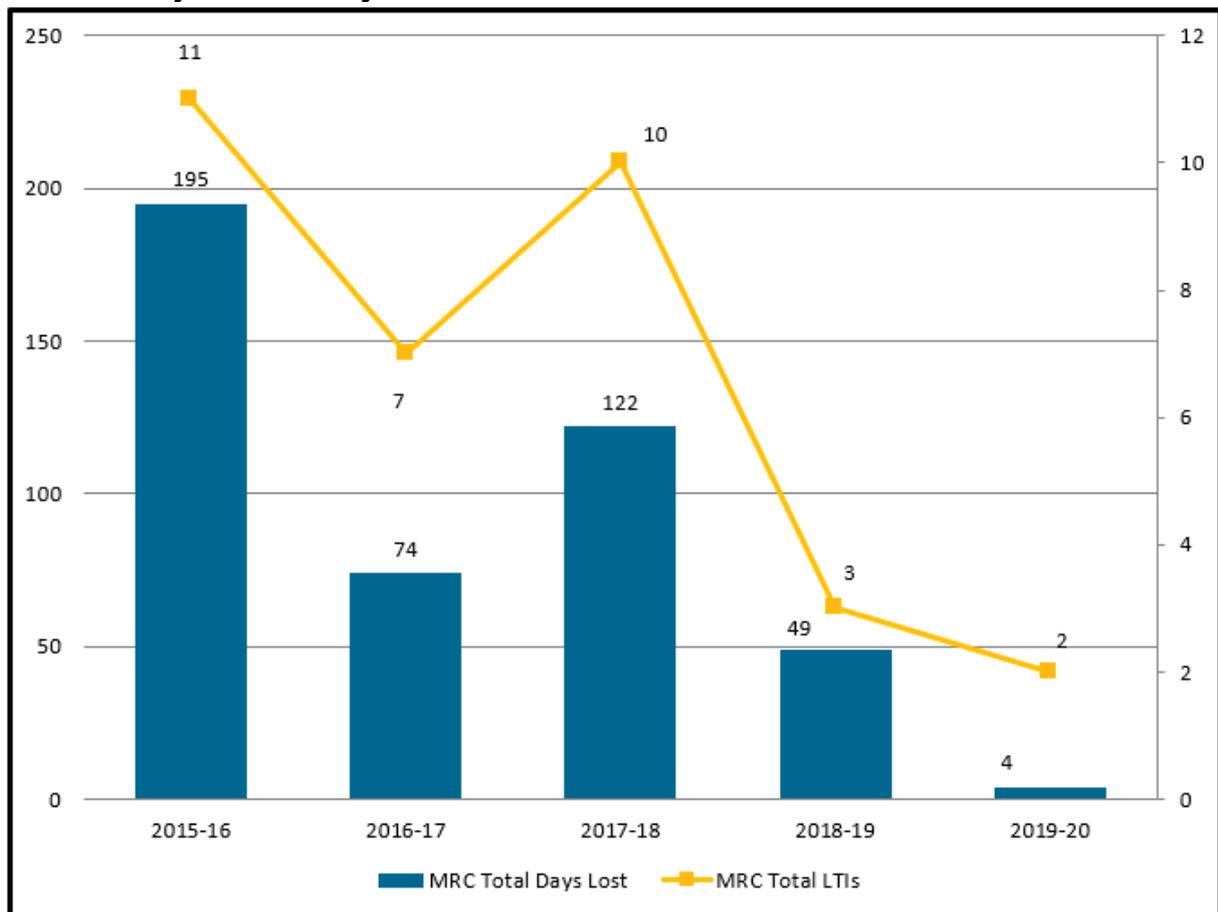
Near miss incidents reported in July included anti-social behaviour towards MRC staff, staff observed not wearing PPE correctly and two instances where MRC drivers were forced to take action to avoid a collision.

Incidents involving contractors in July included working without appropriate licence and safety documentation, insect sting, damaged underground service and a fall resulting in a graze.

Incidents involving members of the public reported in July included a fall on a wet path and a book shelf falling over when it was leant on.

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

Lost Time injuries and Days Lost



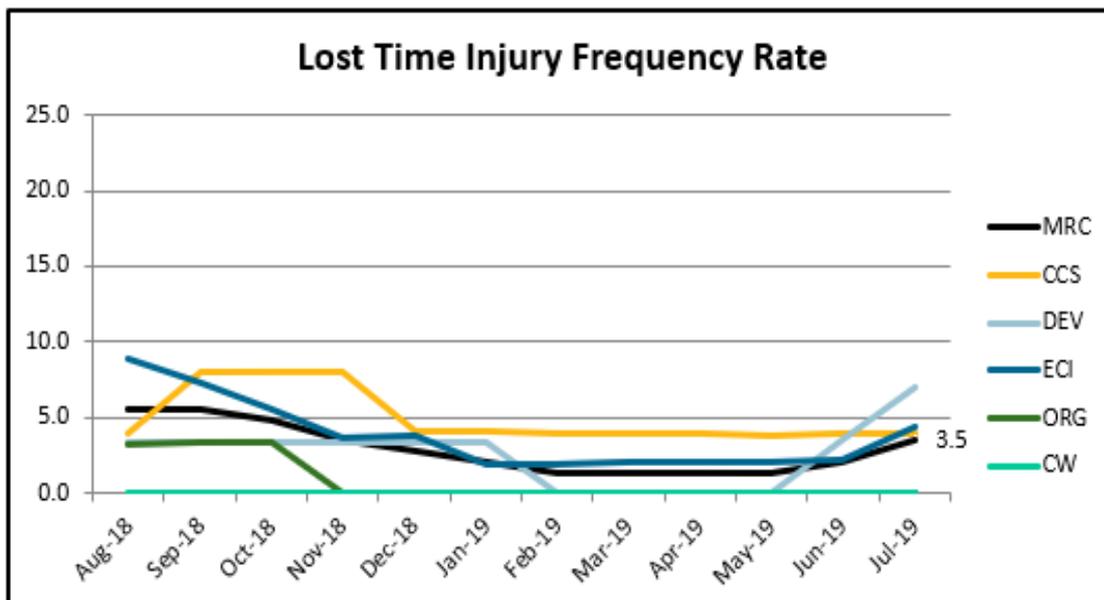
Department	2015-16		2016-17		2017-18		2018-19		2019-20	
	LTI	Days Lost	LTI	Days Lost	LTI	Days Lost	LTI	Days Lost	LTI	Days Lost
Capital Works										
Community & Client Services	2	4	3	6	1	1	1	18		
Organisational Services	1	4			2	25				
Development Services	3	29	3	55	1	13	1	18	1	3
Engineering & Commercial Infrastructure	5	158	1	13	6	83	1	13	1	1
Mackay Regional Council	11	195	7	74	10	122	3	49	2	4

An additional lost time injury was recorded in July 19 due to an incident in June, resulting in three LTI's for the 2018-19 year. The incident concerned the aggressive behaviour of a member of the public which prompted police intervention. To date, 18 days have been lost but more are likely as the worker receives ongoing support to recover.

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

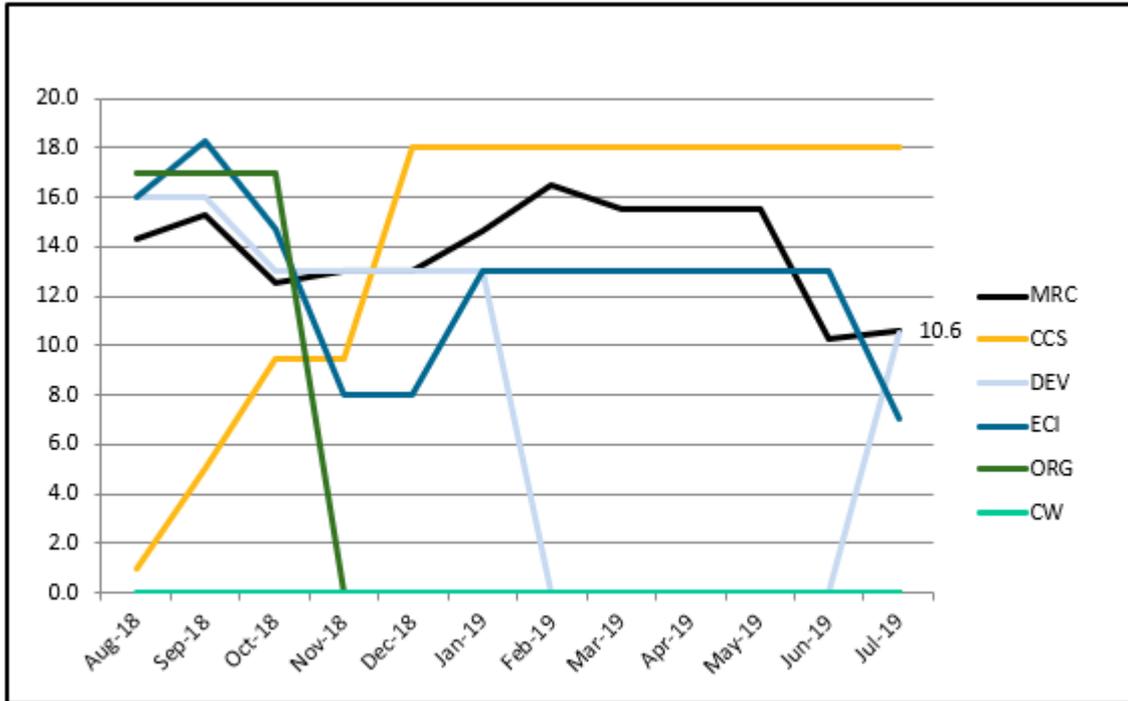
- While standing up from a crouching position an employee felt severe back pain. Three days were lost as the worker recovered.
- In late July, an employee fell as they were alighting from mobile plant, suffering from concussion. One day was lost in July and further days will be lost in August as they recover.

Injury Frequency Rates 12 month rolling average



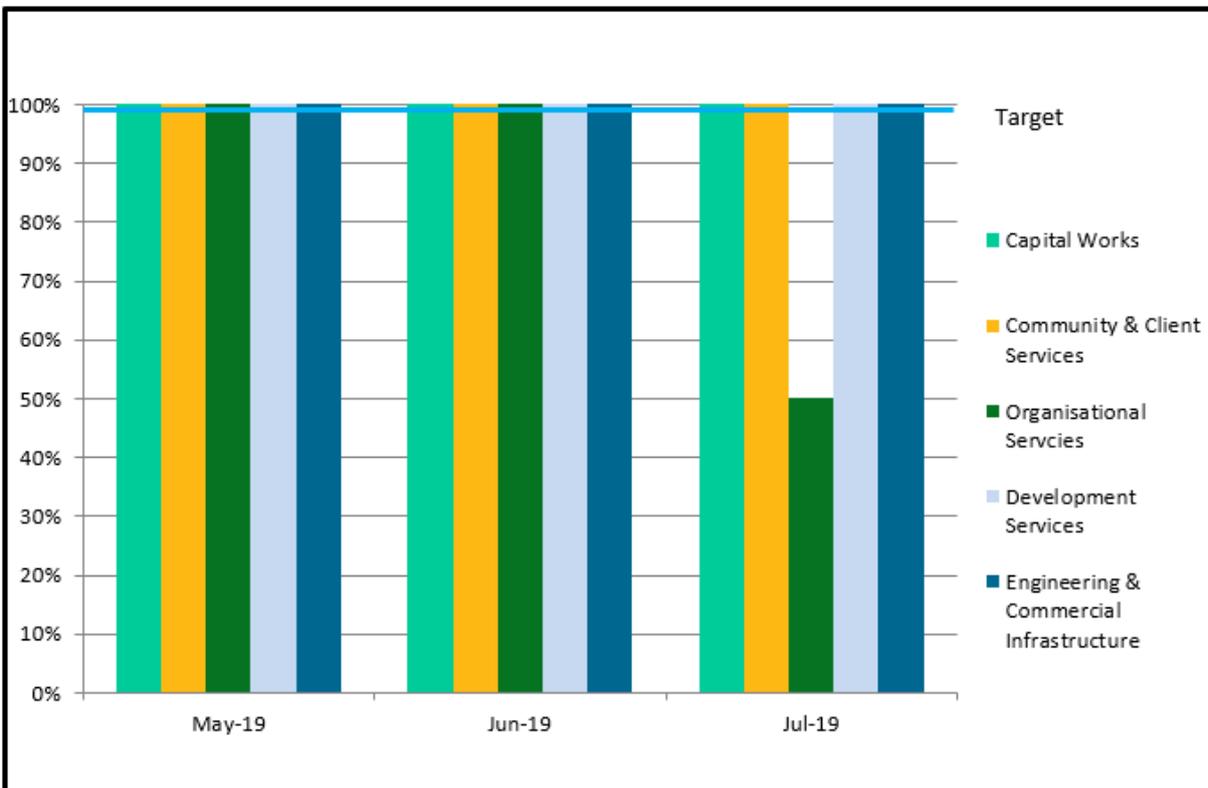
There have been two LTIs for the 2019-20 year.

Duration Rates 12 months rolling average



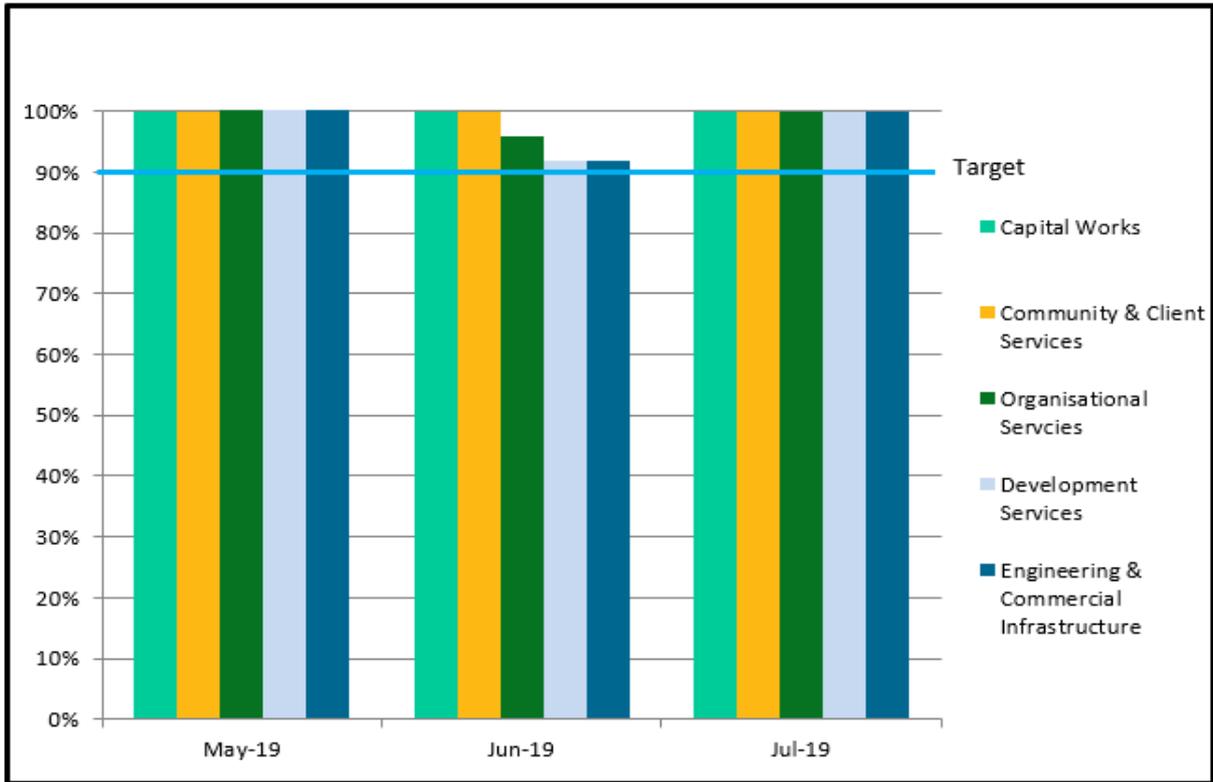
This graph shows the average severity of injuries which is based on the number of days lost divided by the number of lost time injuries.

Hazard Inspection Checklists



Two of the four July inspections for Organisational Services were rescheduled to be completed on 6 August to align to availability of the contractors managing the facilities.

Monthly Action Plans



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

Glossary

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

KEY INITIATIVES

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

2.1. Summary of key projects and initiatives

Strategy	Action	Measure	Start Date	Est Complete Date	Status	Comments
Safety in the workplace Practise a “safety first” attitude to ensure the safety and wellbeing of council employees, contractors and volunteers.	Implement the actions contained in the 2019-2020 Safety Action Plan	Percentage of actions completed in accordance with the Safety Action Plan	Jul 19	Jun 20	★	Key actions commenced as per the plan
Our culture Foster a culture where staff willingly engage in council's values and expected service delivery outcomes for our community.	Implement new Employee Value Proposition framework: <ul style="list-style-type: none"> new marketing aspects of public recruitment activities; revised new starter packs; tailored inductions to job families; and new employee effectiveness survey regime. 	Increased new employee engagement and satisfaction	Jul 19	Jun 20	★	Work has commenced on all initiatives
Our people Implement industry-leading people management practices including recruitment, training and development, performance management, and workforce planning.	Develop the 2020-2025 People and Culture Strategy Implement a whole of business training needs analysis (TNA) system inclusive of cost analysis at strategic and operational levels	Strategy approved by SLPT Whole of business TNA system implemented	Jul 19 Jun 19	May 20 Jun 20	★ ★	Discussions and drafting has commenced. Awaiting new P&C Manager to progress further Interviews with senior group has commenced to identify gaps and opportunities

Strategy	Action	Measure	Start Date	Est Complete Date	Status	Comments
	Undertake 2020 Enterprise Agreement negotiations	Complete EA negotiations by deadline with a fair and responsible outcome for employees and council	Aug 19	Jun 20	🟢	Initial discussions on meeting timeline for negotiations will be discussed at JCC meeting on 8 August
Governance and performance Ensure that council complies with all of its statutory obligations, minimises its exposure to litigation, manages its risk, undertakes targeted internal audits, and meets community expectations of transparency and performance reporting.	Deliver an internal audit program targeting areas of highest risk and greatest potential for business improvement gains	Audits completed in accordance with the approved Internal Audit Plan	Jul 19	Jun 20	🟢	All on track at this stage
	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				
	Annual review of Corporate Register of Strategies	Register reviewed and alignment with Business Plans/Action Plans complete				
	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				
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	Jul 19	Jun 20	🟢	New LTFF expanded Steering group has met in July and now finalising terms of

Strategy	Action	Measure	Start Date	Est Complete Date	Status	Comments
		across Council and fully implemented by Jul 20				reference for outcomes.
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 in July slightly lower than forecast however expect to meet full year target
		- Business case identification process embedded for projects 2 years out form current	Jul 19	Mar 20	★	Work has commenced on identification of Business cases
		- Pre-design works projects approved and set for > 70% of total works one year out	Jul 19	Jan 20	★	First list of pre-design projects to be brought to Council in late August for consideration.
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 	Asset Management Development Plan is updated and indorsed 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	★	On track

Strategy	Action	Measure	Start Date	Est Complete Date	Status	Comments
	<ul style="list-style-type: none"> parks. 					
Environment	Increase recycling and reuse by diverting waste from landfill and raising community awareness to reduce the costs of providing waste services, gain the economic advantages of producing material for reuse and reducing the impact on the environment	Monitor and report the impacts of the current change to markets and government policy on MRC's recycling service. Develop and agreed strategy on way forward.	Jul 19	Ongoing	★	Report on MIRF performance monthly through Department report and continue to work on possible future waste to energy and other options.
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	★	On track

2.2 Summary of key projects and initiatives – Key Capital Projects

Strategy	Action	Measure	Start Date	Est Complete Date	Status	Comments
Economy – Activation of the Mackay Waterfront	Work in Partnership with the community, government agencies and other stakeholders to deliver an urban waterfront Priority Development Area (PDA)	<p>Finalise key projects within PDA that will be focus for next 2-3 years. Commence those projects to concept/detailed design phase</p> <p>Seek external investment through marketing of PDA and placemaking initiatives</p>	Jul 19	Jun 20	★	<p>Masterplan nearing finalisation and on track for initial key project identification to be completed by October 19</p> <p>A number of promotional activities are being planned</p>

Strategy	Action	Measure	Start Date	Est Complete Date	Status	Comments
	Enhance the aesthetic and recreational aspects of the Pioneer River and Binnington Esplanade.	Complete Queens Park and BWL State funding (\$8.8M) project	Jul 19	Jul 20	★	Works have commenced at Queens park and on track for completion by mid 2020
Camilleri Street Park Upgrade	Advocate, seek funding, commence works and complete key projects linked to the promotion and liveability of the Mackay region	Complete all works at Park by Jan 20	Jul 18	Jan 20	★	Stage 1A of works has commenced on site and Stage 1B and 2 tenders will be presented to 14 August Council meeting for endorsement.
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	★	Announced in July that Mackay will be second site for Qantas academy. Waiting for Toowoomba to further advance first site before further discussions held with Qantas
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	★	Tenders went out 20 July with award aimed for first Council meeting in September. Draft operational agreement with RIN nearing completion
		Commence discussions on future stages with key stakeholders	Jul 19	Jul 20	★	Some discussions commenced with RIN, GW3 and external parties re future stages.
Works for Queensland	Plan for delivery of public infrastructure and services to match the needs of our changing population	Complete identified and approved projects under the Works for Queensland (W4Q) Round 3	Jul 19	Jun 21	★	Round 3 funding list of projects has been approved.

Strategy	Action	Measure	Start Date	Est Complete Date	Status	Comments
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	★	Working on securing preferred land site in August 19. Election commitment of \$6.5M approved for this project
	Sarina CBD Revitalisation	Seek external funding for project	Jul 19	Jun 20	★	Draft business case is now complete for possible future funding. Awaiting to brief council on way forward.
	Mountain Biking	Complete feasibility study and if agreeable move into concept/detailed design phase by Jun 20	Jul 19	Jul 20	★	Feasibility study well advanced and on track for delivery to Council by late September/Early October 2019
	New Mackay Animal Facility	Complete detailed design and finalise funding for project	Jul 19	Jun 20	★	Currently building off initial concept design work and identifying scope and costs options and operating model options.
	Mirani Heritage Precinct	Complete masterplan and feasibility and make decision on concept design phase and seek funding	Jul 19	Jun 20	★	Masterplan now complete with briefing held in July with move toward feasibility phase commenced.
	Sarina Sugar Shed Business Analysis	Complete business case analysis	Jul 19	Jul 20	★	Scope for review now complete and out to market for submissions.
		Update masterplan and complete key infrastructure	Jul 19	Jun 20	★	

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

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

Strategy	Action	Measure	Start Date	Est Complete Date	Status	Comments
<i>Prioritise the promotion of the Mackay Region</i> 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
<i>Sustainability</i> 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	★	On track
	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 	Scheduled energy efficiency initiatives are completed on time and on budget	Jul 19	Jun 20	★	Identifying key areas of focus now

Strategy	Action	Measure	Start Date	Est Complete Date	Status	Comments
	maintenance program; and <ul style="list-style-type: none"> replace air conditioning systems at various MRC buildings and facilities 					
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	★	Developing scope of strategy review in August and will brief council within next 2 months.
Partnerships for a diversified economy Champion the growth of globally competitive local industries by working with industry stakeholders. Support the economic development and viability of the Region by implementing the Mackay Regional Council Economic Development Strategy 2015 -2020 (EDS) in partnership with key stakeholders including GW3, Mackay Tourism, RIN, Mackay Region Chamber of Commerce, Regional Development Australia, Urban Development Institute of Australia, universities, state and federal government agencies, and other business and industry groups.	Implement the Mackay Region Economic Development Strategy (2020-2025)	Economic Development Strategy funded actions for 2019-2020 are delivered	Jul 19	Jun 20	★	Work commenced in 18/19 with strategy development now underway by consultants. Second briefing of Council set down for August
	Manage and promote the Facilitating Development in Mackay Region Policy	Undertake review of policy and monitor applications	Jul 19	Jun 20	★	Policy review will commence shortly
	Implement Mackay Region Mountain Bike Strategy actions for which Economic Development & Tourism is lead program	2019-2020 funded actions are delivered	Jul 19	Jun 20	★	On track
Strong local businesses with a global reach Support stakeholder groups to assist	Develop relationships with key international trade related stakeholders in	Number of international trade related activities completed	Jul 19	Jun 20	★	On going

Strategy	Action	Measure	Start Date	Est Complete Date	Status	Comments
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.	collaboration with Trade and Investment Queensland (TIQ), GW3 and Regional Development Australia					
Facilitate development Utilising the Planning Scheme to deliver an integrated approach to the facilitation of development and sustainable growth. Facilitate catalytic land and infrastructure developments by attracting investment through joint ventures and partnerships with the private sector, and by working with State and Federal governments on joint initiatives.	Facilitate catalytic land and infrastructure development by <ul style="list-style-type: none"> attracting investment through joint ventures and partnerships with the private sector; and by working with state and federal governments on joint initiatives	Minimum of four advocacy activities undertaken for identified opportunities	Jul 19	Jun 20	🟢	Identification of opportunities ongoing
Mackay Ring Road Support the construction of Mackay's Ring Road network	Advocate for delivery of Stage 2 of the Mackay Ring Road which will connect the Bruce Highway north of Mackay to Harbour Road and the Mackay Port	Advocacy for State and Federal Government Stage 2 Mackay Ring Road funding is completed	Jul 19	Jun 20	🟢	Ongoing advocacy to finalise full funding commitments for this project
Bowen Basin Service Link Support the implementation of the proposed Bowen Basin Service Link	Support Department of Transport and Main Roads in the design and construction phases of the Mackay to Bowen Basin Service Link	Preliminary design commenced	Jul 19	Jun 20	🟢	We understand from the State this project is on track

Strategy	Action	Measure	Start Date	Est Complete Date	Status	Comments
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	★	



On Track



Potential Issues



Definite Issue

2.2. Cyclone Debbie Update

Cyclone Debbie - Road Works (Category B & D)

Repairs to landslips on Dalrymple Road are complete except a small section damaged by the 500mm of rain between 5 & 7 July. This will be repaired after the Chelmans Road works are finished in early August.

Cyclone Debbie - Beach Restoration (Category D & Resilience)

The Midge Point sand nourishment has been completed. The realigned fencing with the shade cloth wind barrier has been completed. The construction of the two vehicular beach accesses is in progress and will be completed in early August as will the erection of replacement signage. The revegetation watering and maintenance will continue to September.

The Lamberts Beach sand nourishment has been completed. The revegetation and fencing works have been completed. Turfing of bare areas at the northern end of the park has also been completed. Plant and turf watering and maintenance will continue to September. Erection of replacement signage will be undertaken in early August.

The required prescribed tidal works for reconstruction of the vehicular beach accesses at Cape Hillsborough and Holiday Bay were lodged in April. The permit for Holiday Bay was received in late July and the Cape Hillsborough permit should be received in early August. As there is 15 business day notification period before works can commence, the works are proposed for late August.

The detailed design of the St Helens Beach groyne project (\$0.24M) has been finalised and the necessary permit applications have been lodged. After some queries from State Government departments and delays in preparing detailed response, it is now expected that the permit will be issued in late August. This delay has pushed the construction commencement into September.

NQ & FNQ Monsoon Trough – Road Restoration Works

The Dalrymple Road landslips funding submission, for the restoration totalling \$2.8M., has been sent to QRA. Detailed design has commenced and should be completed in late August with tenders to be called in early September.

The concept design and estimate for the restoration of the Boundary Creek causeway on Doughertys Road has been completed. The estimated cost of the restoration is approximately \$0.9M. The funding submission has been sent to QRA. Detailed design has commenced and should be completed in mid-August. The waterway barrier permit will be lodged in early August.

2.3. Renewable Energy – Small Scale Solar Installation

Following EOI and Tender processes, Council awarded contract MRC 2018-038 to Akcome Power Pty Ltd (Akcome).

Akcome have now **completed all** of their installation works and commissioning for all sites, including panel and inverter installs.

Major sites including Mackay Administration Building, and MECC (Auditorium) were connected since last report. However, whilst most sites are now connected via meters simply meaning creating power, there are a few sites with complexity around the end connection including issues with Council switchboards and pending Ergon CT approvals. The following sites remain for final connection –

1. Mirani Sewerage Treatment Plant – Connection shut-down to be scheduled August
2. Mackay North Sewerage Treatment Plant – Connection shut-down 13 August
3. Mackay South Sewerage Treatment Plant – Connection shut-down 14 August
4. Nebo Road Water Treatment Plant – Connection shut-down to be scheduled August
5. MECC Convention Centre – A switchboard issue has been identified and is being investigated by Council contractors to allow connection

GREATER WHITSUNDAY COUNCILS OF MAYORS (GWCoM'S)

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

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

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

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

A CEO's Group teleconference meeting was held Friday 2 August 2019 in preparation for the upcoming GWCoM's meeting. At the meeting Kenn Donohoe, new CEO of Whitsunday Regional Council, was welcomed to the group.

With bi-monthly meetings, the last standard GWCoM's meeting was held 27 June 2019 in Mackay and reported on within the July monthly report, with the next scheduled meeting planned for 14 August 2019 to be held in Bowen in conjunction with the Northern Alliance of Councils conference.

Next Stages

The schedule for GWCoM's meetings has been set for 2019 with the next meeting listed for 14 August 2019 to be held in Bowen in conjunction with the Northern Alliance of Council conference.