



Office of Mayor and CEO

Monthly Review

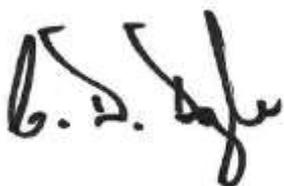
Period - April 2020

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OVERVIEW

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

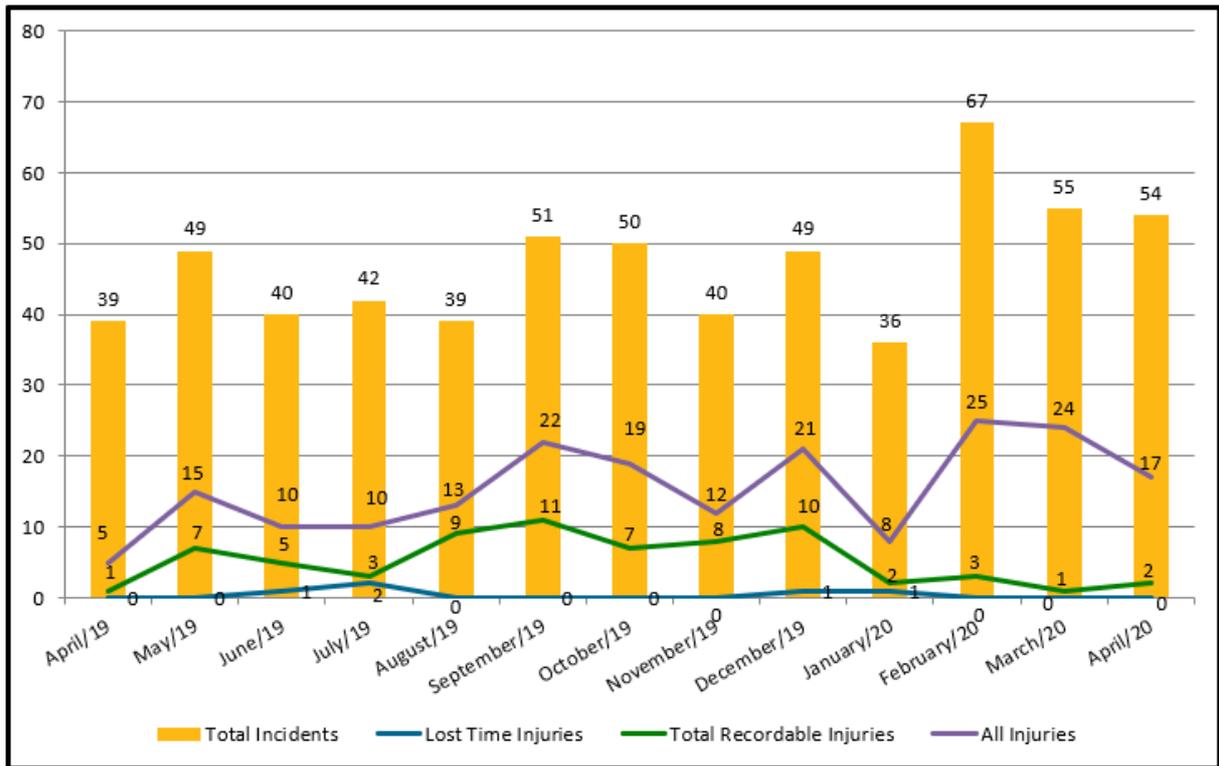
- The finalisation of the 2020 Local Government Election occurred in April with all Councillors now sworn in and our first formal meeting was held in late April. Congratulations to all those who have been elected to serve the Mackay community for the next four years.
- COVID 19 has been the main focus during April both internally within MRC and for the region.
- Some of Council's key services were closed on 25 March namely the MECC, libraries, pools, Artspace, community halls and some other parks, skate bowls and other infrastructure. Except for Platypus Beach which was opened on 2 May all other of these services remain closed and could be for some time.
- We have been successful in maintaining all other key services during COVID 19 with no major issues or complaints being received during April. This was achieved while managing the risk of the virus spread amongst our staff and the community. There was also no significant injuries or incidents to our employees during this period.
- As at early May it is very pleasing to see there has been no new cases of COVID 19 in Mackay for nearly 4 weeks and there are no current active cases. Our focus is now switching to recovery mode as restrictions start to be slowly lifted.
- Our 2019/20 financial result and the proposed 2020/21 budget has been changed significantly as result of COVID 19. The 2019/20 result is expected to be close to a balanced budget with revenue down in last quarter due mainly to COVID 19 however a near equal reduction in expenses has balanced out the likely end result. Our focus for 2020/21 budget is to provide as much relief as possible to those most affected by the virus.
- Some of our capital projects have been impacted by the COVID 19 crisis related to equipment deliveries, external service providers and some other factors. Our major projects however remain generally on track to be completed by mid- year 2020.
- We are working on a number of requests from Federal and State departments for potential funding projects linked to the COVID 19 crisis.



SAFETY

1.1. Overview

Fifty-four incidents were reported involving MRC employees, contractors, and members of the public, including the following 17 injuries to MRC employees. Two injuries required medical treatment beyond first aid.



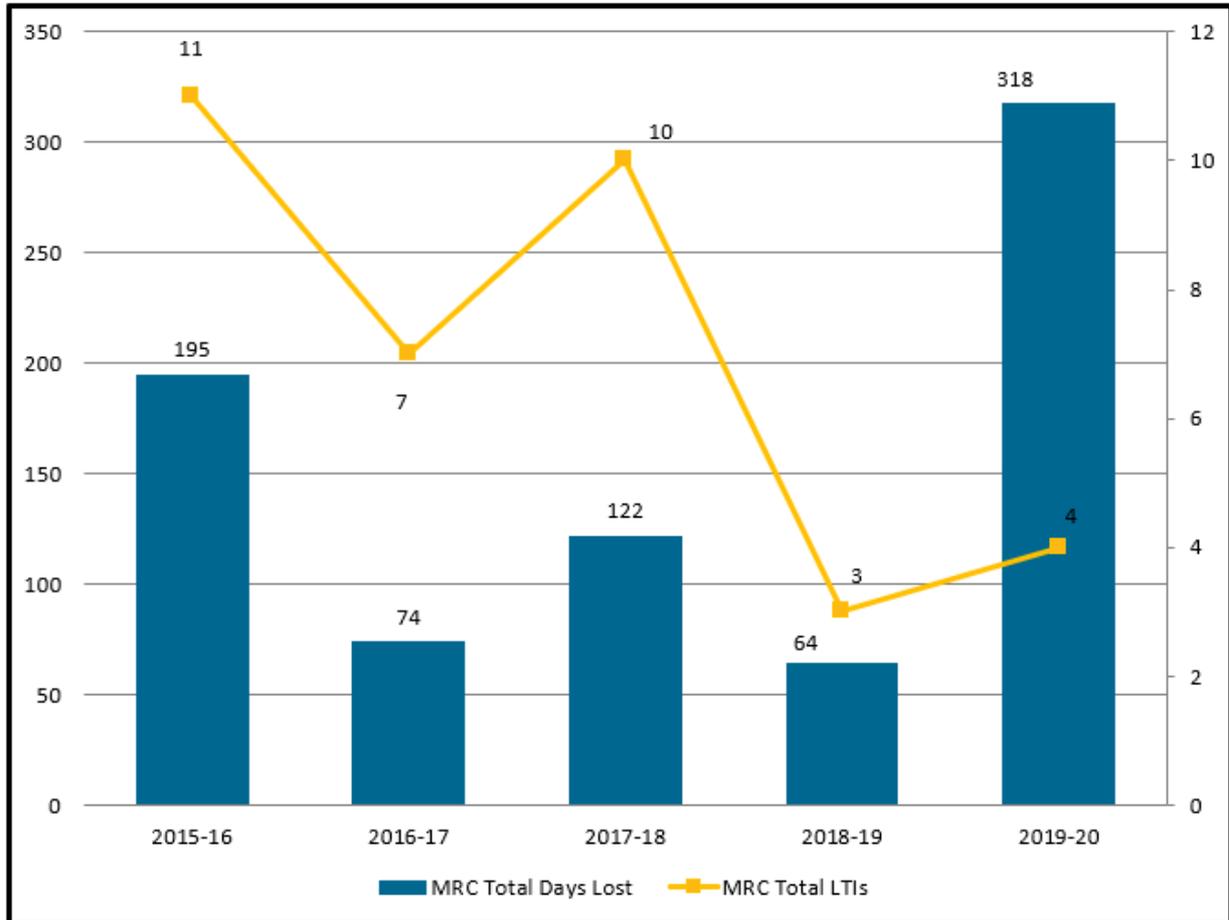
This graph shows the total number of safety-related incidents and injuries recorded across all of MRC.

- Staff member was threatened by a member of the public.
- Cut finger while using small cutters to remove heat shrink off cable.
- Thumb nail caught and damaged while operating staging fly line.
- Minor knee and hip pain after tripping and falling over shallow trench.
- Anaphylactic reaction caused by food allergy. First aid provided. Ambulance called with transfer to hospital.
- Small cut to head after tripping, falling and hitting head on chair. Attended hospital as precaution.
- Multiple tick bites after working in gardens.
- Neck pain after operating a pole saw over a period of hours.
- Minor irritation when backpack sprayer leaked onto backpack straps and onto shirt.
- Small laceration on leg when bumped against side of chipper.
- Stepped in hole while whipper snipping, spraining ankle.
- Small cut on back of hand when removing trailer from vehicle.
- Lower back soreness while shovelling.
- Lower back pain while using crowbar to remove a sign.
- Neck pain while hitting in replacement guideposts.

- Hand strain after struggling to remove a tight-fitting vehicle fuel cap.
- Elbow injury whilst trying to remove a water meter valve.

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

Lost Time Injuries and Days Lost

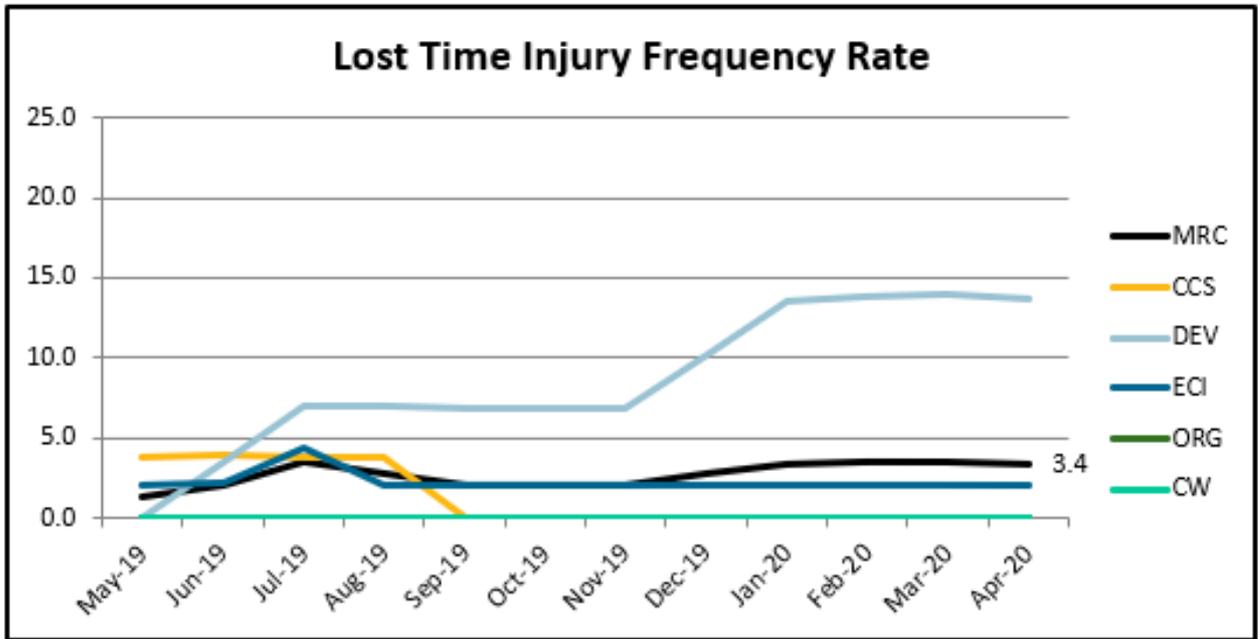


Department	2015-16		2016-17		2017-18		2018-19		2019-20	
	LTI	Days Lost	LTI	Days Lost	LTI	Days Lost	LTI	Days Lost	LTI	Days Lost
Capital Works										
Community & Client Services	2	4	3	6	1	1	1	18		
Organisational Services	1	4			2	25				
Development Services	3	29	3	55	1	13	1	33	3	145
Engineering & Commercial Infrastructure	5	158	1	13	6	83	1	13	1	173
Mackay Regional Council	11	195	7	74	10	122	3	64	4	318

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

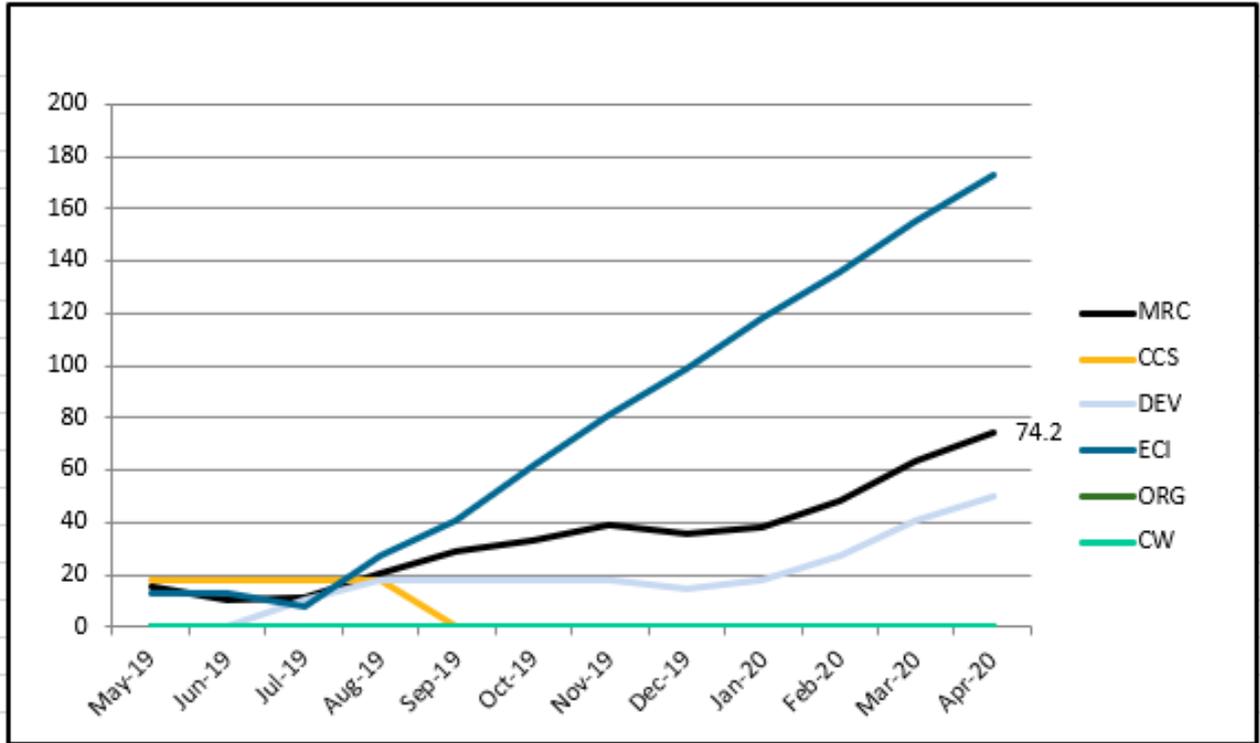
- While standing up from a crouching position an employee felt severe back pain. Three days were lost as the worker recovered.
- In late July 2019, an employee fell as they were alighting from mobile plant, suffering from concussion. 173 days have been lost to-date as the worker continues to undergo rehabilitation.
- While alighting from mobile plant an employee suffered a shoulder strain. 76 days were lost.
- An employee suffered an ankle injury whilst alighting from a vehicle. Sixty-Six days were lost as the worker continues to recover.

Injury Frequency Rates 12 month rolling average



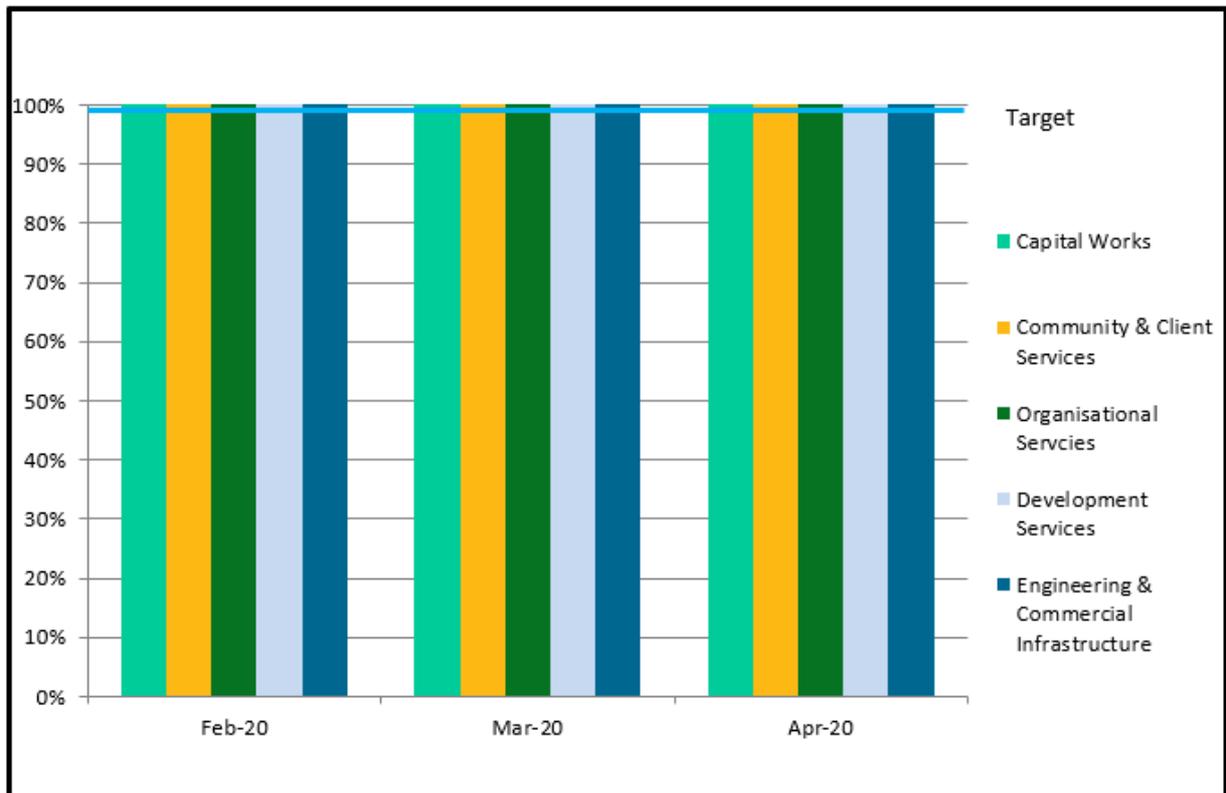
There have been four LTIs for the 2019-20 year.

Duration Rates 12 month rolling average



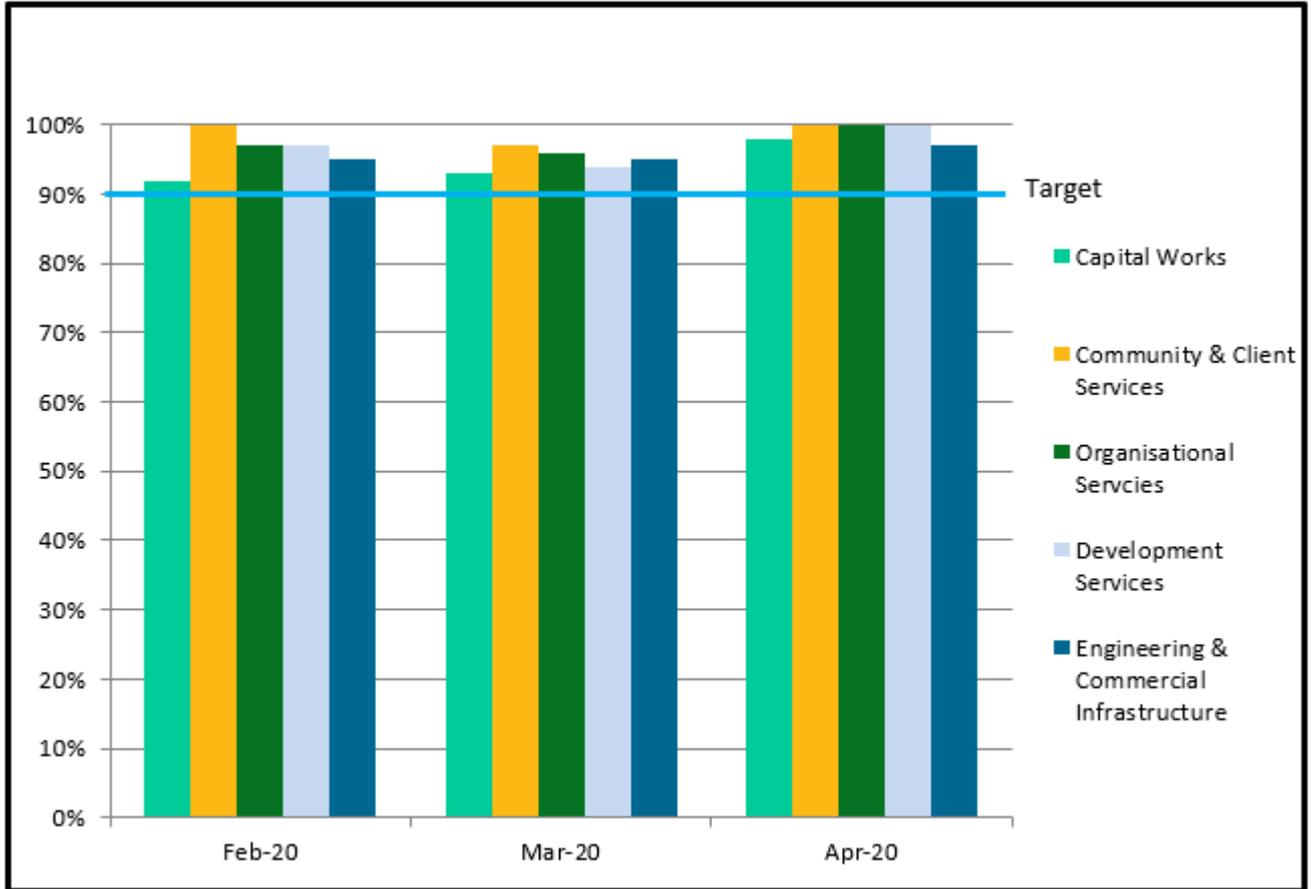
This graph shows the average severity of lost time injuries which is based on the number of days lost divided by the number of lost time injuries.

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
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:

No of LTI x 1,000,000
total hours worked during period

Duration rate

Days Lost

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

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 2019/20. 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 June 2020 in the SLPT business case referred to above. Slight delays in progress with this initiative have been incurred with planning continuing. However significant advancement in research of contemporary people

Strategy	Action	Measure	Start Date	Est Complete Date	Status	Comments
						management strategies have been undertaken.
	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	★	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.
	Undertake 2020 Enterprise Agreement negotiations	Complete EA negotiations by deadline with a fair and responsible outcome for employees and council	Aug 19	Jun 20	★	At April meeting of the bargaining unit it was agreed to suspend negotiations due to COVID 19.
Governance and performance Ensure that council complies with all its statutory obligations, minimises its exposure to litigation, manages its risk, undertakes targeted internal audits, and meets community expectations of transparency and performance reporting.	Deliver an internal audit program targeting areas of highest risk and greatest potential for business improvement gains Improve fraud control through the development and implementation of the Fraud Corruption and Prevention Action Plan	Audits completed in accordance with the approved Internal Audit Plan Percentage of actions completed in accordance with the Fraud and Corruption Prevention Action Plan	Jul 19	Jun 20	★	Internal Audit Reviews have been completed for: <ul style="list-style-type: none"> • Financial Delegations • Building & Facility Security • Inventory Management. With the following matters currently underway – <ul style="list-style-type: none"> • Contract Management • Public event management

Strategy	Action	Measure	Start Date	Est Complete Date	Status	Comments
	Annual review of Corporate Register of Strategies	Register reviewed and alignment with Business Plans/Action Plans complete				<ul style="list-style-type: none"> Regulatory licensing compliance <p>The 2019/20 Fraud and Corruption Prevention Action Plan implementation progressing in accordance with the plan</p> <p>Strategies status regularly reviewed with briefings planned for new Council</p>
	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	★	Budget running to plan as at end of March however the COVID 19 impact is still being evaluated on full year result. Expect result to be slightly unfavourable at year end compared to original budget
		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	★	A more concentrated focus on the LTFF and associated related policies and procedures will commence in May 2020.
Capital Delivery Improve capital delivery and	Deliver the capital works program for 19/20 as planned and introduce future years planning	Percentage of the capital works program including carry-overs completed against	Jul 19	Jun 20	★	After March reforecast, expecting delivery for full year to be ~ 90% of reforecast total

Strategy	Action	Measure	Start Date	Est Complete Date	Status	Comments
associated planning outcomes efficiency	structure and review.	the original budget including carry-overs considering scope changes, contingency and project savings and new or deferred projects ~95%				
		<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	Update Asset Management Development Plan to include actions relevant until June 2022	Asset Management Development Plan is updated and endorsed by the Asset Management Working Group	Apr 19	Jun 20	★	Asset Management Development Plan has been endorsed by the Asset Management Working Group with scheduled works for FY2020.
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.	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. 	Maintenance management reports are generated from the corporate system, demonstrating that work orders have been completed				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	Monitor and report the impacts of the current change to markets and government policy on MRC's recycling service. Develop and	Jul 19	Ongoing	★	Report on MIRF performance monthly through Department report and continue to work on possible future waste to energy and other options.

Strategy	Action	Measure	Start Date	Est Complete Date	Status	Comments
	services, gain the economic advantages of producing material for reuse and reducing the impact on the environment	agreed strategy on way forward.				Alternative uses for crushed glass in unsealed road maintenance works being trailed.
Disaster preparedness Build community preparedness and responsiveness to emergencies and natural disasters.	Monitor existing disaster preparedness arrangements across all MRC programs and identify opportunities for improvement	Emergency management response is reviewed after all significant events or if there is a change in State policy or legislation	Jul 19	Ongoing	★	<p>Disaster readiness key documents, including business continuity plans, have been regularly reviewed during the recent unprecedented COVID 19 event.</p> <p>As well as Stand-up of LDMG, MRC has established a specific COVID 19 Management Response Team, dealing with the daily changing situation and impacts of this pandemic.</p>

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>Mackay Waterfront Master Plan was adopted by Council on 22 January 2019 following community consultation.</p> <p>Continue to field some interest from private sector on investment in the PDA however COVID 19 has seen an easing of this</p>

Strategy	Action	Measure	Start Date	Est Complete Date	Status	Comments
	Enhance the aesthetic and recreational aspects of the Pioneer River and Binnington Esplanade.	Complete Queens Park and BWL State funding (\$8.8M) project	Jul 19	Jul 20	★	Works well advanced at Queens Park and on track for completion by mid-2020.
Camilleri Street Park Upgrade	Advocate, seek funding, commence works and complete key projects linked to the promotion and liveability of the Mackay region	Complete all works at Park by Jan 20	Jul 18	Jan 20	★	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	★	Qantas has announced that whilst still committed to the 2 nd Australian site in Mackay that due to COVID 19 impacts they have postponed any planning until the end of 2020
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 to plan.
Shovel ready Projects Community facilities Provide community facilities to improve the liveability of the	Northern Beaches Community Hub	Acquire site for Hub and commence detailed design in 19/20	Jul 19	Jun 20	★	Land has now been acquired in Rural View and master panning of the site is progressing.
	Sarina CBD Revitalisation	Seek external funding for project	Jul 19	Jun 20	★	Business case draft focus with aim to

Strategy	Action	Measure	Start Date	Est Complete Date	Status	Comments
region ensuring equitable focus.	Mountain Biking	Complete feasibility study and if agreeable move into concept/detailed design phase by Jun 20	Jul 19	Jul 20	★	look for external funding opportunities as they arise. Design of ~ 100 kilometres of track is continuing along with land tenure issues and private land approaches.
	New Mackay Animal Facility	Complete detailed design and finalise funding for project	Jul 19	Jun 20	★	Expect formal announcement on funding application for facility to be finalised in coming weeks. The prerequisite application to convert the land from Reserve to freehold has also been submitted awaiting advice.
	Mirani Heritage Precinct	Complete masterplan and feasibility and make decision on concept design phase and seek funding	Jul 19	Jun 20	★	Expect formal announcement of funding request for detailed design funds to be finalised in coming weeks.
	Sarina Sugar Shed Business Analysis	Complete business case analysis	Jul 19	Jul 20	★	Business Analysis draft review has been received and will be discussed with new Council in May 2020 to do so.
	Brewers park Masterplan	Update masterplan and complete key infrastructure drainage and other	Jul 19	Jun 20	★	Review of previous masterplan commenced with drainage projects

Strategy	Action	Measure	Start Date	Est Complete Date	Status	Comments
		projects as first priority.				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 to climate change in council operations.	Implement the Environmental Sustainability Strategy (2017-2022)	Environmental Sustainability Strategy actions for 2019/20 are completed or initiated	Jul 19	Jun 20	★	Actions on track to be completed as per the plan
	Continue implementation of energy efficiency initiatives at MRC facilities to reduce energy costs and improve energy productivity, including: <ul style="list-style-type: none"> replace existing lighting with LED lighting as part of the scheduled maintenance program; and replace air conditioning systems at various MRC buildings and facilities 	Scheduled energy efficiency initiatives are completed on time and on budget	Jul 19	Jun 20	★	On track
Libraries, museums and art	Develop a Museum Strategy	Adopted Museum Strategy	Jul 19	Jun 20	★	Planning work for the Museum

Strategy	Action	Measure	Start Date	Est Complete Date	Status	Comments
Enhance lifelong learning opportunities that improve literacy and public access to information and knowledge, history and art.						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 GW3, Mackay Tourism, RIN, Mackay Region Chamber of Commerce, Regional Development Australia, Urban Development Institute of Australia, universities, state and federal government agencies, and other business and industry groups.	Implement the Mackay Region Economic Development Strategy (2020-2025)	Economic Development Strategy funded actions for 2019-2020 are delivered	Jul 19	Jun 20	★	Economic Development Strategy now approved and working through actions
	Manage and promote the Facilitating Development in Mackay Region Policy	Undertake review of policy and monitor applications	Jul 19	Jun 20	★	Review approved by Council on 27 November.
	Implement Mackay Region Mountain Bike Strategy actions for which Economic Development & Tourism is lead program	2019-2020 funded actions are delivered	Jul 19	Jun 20	★	Council has approved the establishment of a Regional Mountain Bike Alliance to support the delivery of the Mackay Region Mountain Bike Strategy
Strong local businesses with a global reach Support stakeholder groups to assist Mackay and Regional business and industry to become export-ready and extend the global reach of their products and services.	Develop 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 however lower priority as a result of COVID 19

Strategy	Action	Measure	Start Date	Est Complete Date	Status	Comments
Develop networks that capitalise on the government's trading relationships and free trade agreements.						
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 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	Assist Greater Whitsunday Alliance (GW3) to participate as a strategic and active regional partner, ensuring	Number of Mackay Regional issues that GW3 advocate on behalf of the region	Jul 19	Jun 20	★	Working with GW3 on regional priorities and economic support as a result of COVID 19

Strategy	Action	Measure	Start Date	Est Complete Date	Status	Comments
Alliance ensuring the Mackay Region maximises these opportunities to advocate for, and influence, government policies for the benefit of the Region.	the Mackay Region maximises opportunities to advocate for, and influence, government policies for the benefit of the region					

★ On Track
 ★ Potential Issues
 ★ Definite Issue

2.4 Cyclone Debbie and NQ & FNQ Monsoon Trough Update

Cyclone Debbie - Beach Restoration (Category D & Resilience)

All restoration works have been completed. Only the State Government funded beach restoration project is awaiting acquittal by QRA.

NQ & FNQ Monsoon Trough – Road Restoration Works

The Boundary Creek Causeway on Doughertys Road has been completed and is open for traffic. Sealing of the approaches was undertaken in late April. The fishway works including the completion removal of the old causeway will commence at the end of May.

The Dalrymple Road Landslips roadworks are progressing with completion by the end of May. The contract for the micropiling has been awarded to Queensland Pre-stressing Pty Ltd. It is anticipated that the work will commence at the end of May and be completed by September.

The Gravel Road Submission has been approved by the Queensland Reconstruction Authority (QRA). Gravelling works are approximately 85% complete. These works will be completed by August 2020.

The minor works project at Staffords Road will be completed by early June. Other projects are being scheduled for completion over the next three months. The largest project, Armstrong Beach Road pavement repairs (\$200k), is being documented so that quotes can be called.

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 last held on 30 April 2020, and whilst planned to be held in Mackay it was undertaken electronically by "Teams". This was the first meeting post the local government elections and saw the return of all three (3) Mayors elected unopposed.

The GWCoM's decided to appoint Mayor Andrew Willcox of Whitsunday Regional Council as the Chairperson for the coming term. He takes over from Mayor Anne Baker from Isaac Regional Council.

A number of agencies regularly attend and present at these meetings, including GW3, MIWRDA, DSDMIP, and the Premiers Department, however given that this was the first meeting post the elections it was a "closed" meeting addressing internal matters.

RSDC and LGAQ provided written updates.

Key topics discussed included –

- 2020/21 GWCoM's Budget
- COVID 19 regional impacts
- Regional Deal options

Media releases were agreed on the topics of –

- Announcement of New Chairperson
- Mayors advocate for sustainable air services

The next planned meeting is Thursday 11 June 2020 at 10am to be held in Mackay, subject to future travel restrictions.