



Office of Mayor and CEO

Monthly Review

Period - September 2019

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OVERVIEW

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

- Two (2) LTI's were reported in July with some days lost, however August has been LTI free continuing the improvement in this area and focus on safety.
- Tenders have been assessed and a contract awarded under delegation to local firm Fergus Builders for a major component of the Resources Centre of Excellence project. Announcement was made early September from the State who are providing \$3.6M funding assistance for the project.
- The Greater Whitsunday Council of Mayors took the opportunity to combine the meeting scheduled for the Whitsundays area with the Northern Alliance of Councils conference held in Bowen. This was a good opportunity, along with two (2) other MRC Councillors, to mix for various Council's and industry reps from across North Queensland
- CEO Craig Doyle is currently on leave due back for the Council meeting on 25 September, however all projects and initiatives continue in his absence.
- The physical installation works for all the solar sites has now been completed with only three (3) remaining to be connected which have been delayed due to their associated complexities.
- Another successful Council in Community day held for the northern region with good public participation numbers for the community catch up session at Midge Point.



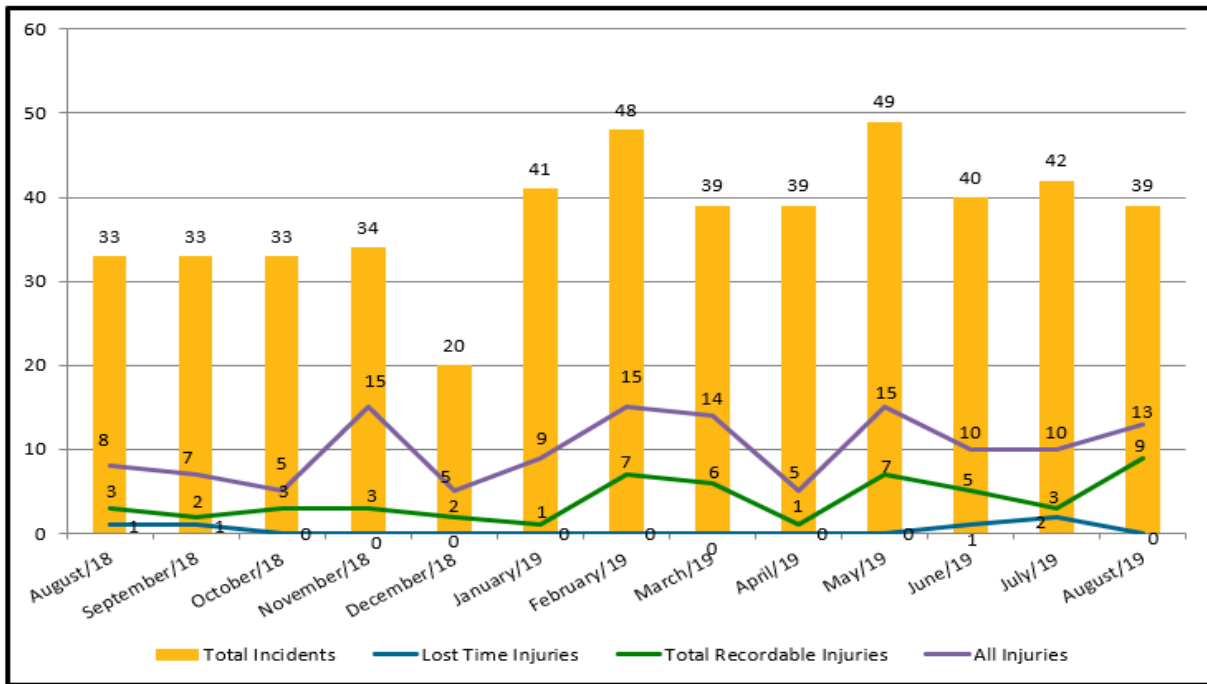
Acting Chief Executive Officer
JASON DEVITT

SAFETY

1.1. Overview

Thirty-nine incidents were reported involving MRC employees, contractors, and members of the public.

Incidents and Injuries



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

The following injuries to MRC employees were reported in August:

- Forearm pain while clearing grass from concrete.
- Pain after bumping knee against trailer while unloading mulch.
- A staff member intervened to provide emergency assistance to a distressed member of the public. An ambulance was called who provided lifesaving emergency care.
- Stings and bites to the wrist after disturbing an ant’s nest.
- Ankle strain after tripping while walking down stairs.
- Back pain while opening a door and carrying a load.
- Minor concussion after falling from a chair and hitting head on a bench. The chair moved as the person was sitting down.
- Wrist sprain while lifting a speaker.
- Knee injury after slipping while stepping out of a trench.
- Rib injury when winding in a hose on a water truck.
- Wrist pain while lifting a heavy chair.
- Cut finger on weld burr under a chair.
- Minor chemical exposure when a dosing line fitting failed; immediately irrigated via safety shower.

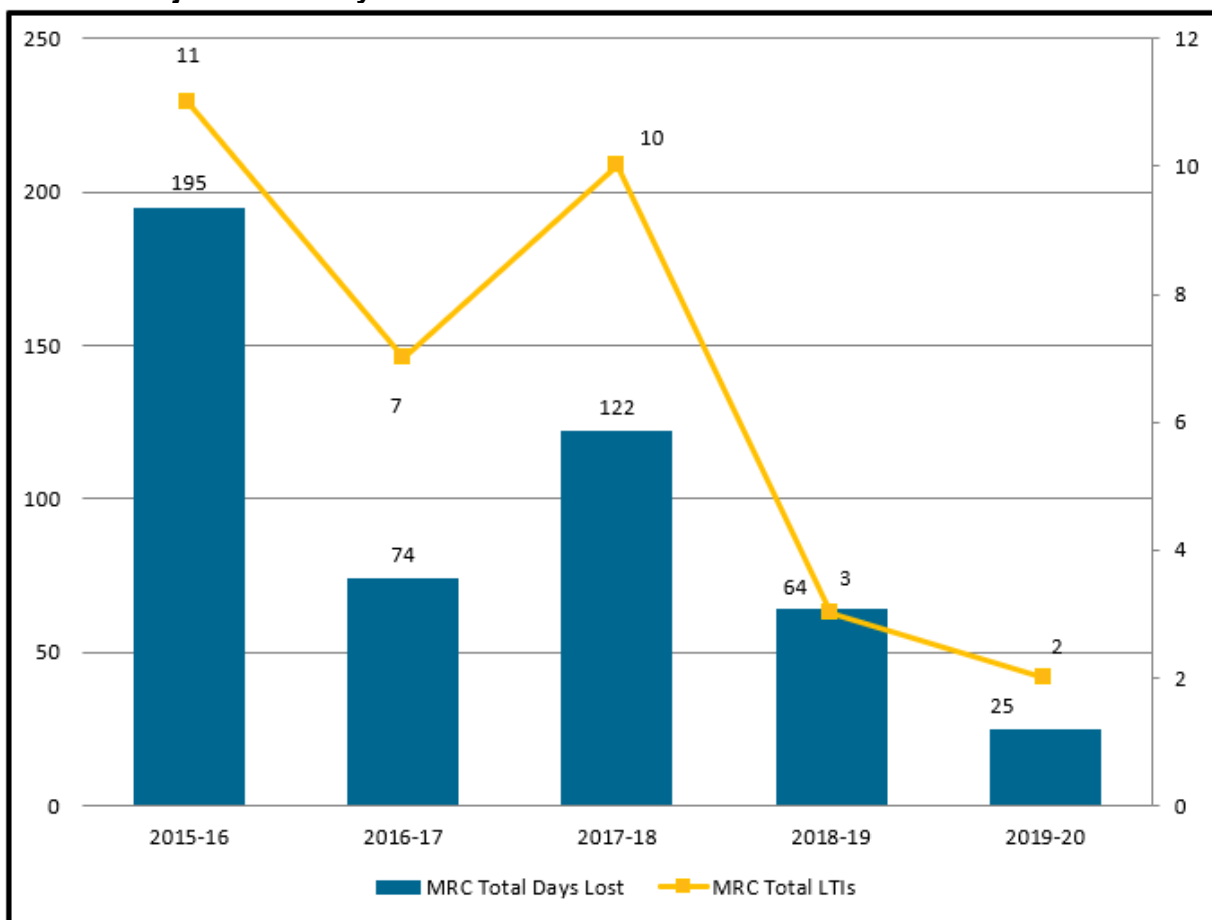
Asset damage incidents reported in August included vehicle incidents resulting in minor damage.

Near miss incidents reported in August included non-compliant electrical lead and switches on a construction site, minor slips and trips, and a small fuel leak from mobile plant.

Incidents involving contractors in August included a damaged underground water pipe, incorrect disposal of chemical drums at a waste facility, injured knee while lifting, vehicle incident at a waste facility.

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

Lost Time injuries and Days Lost

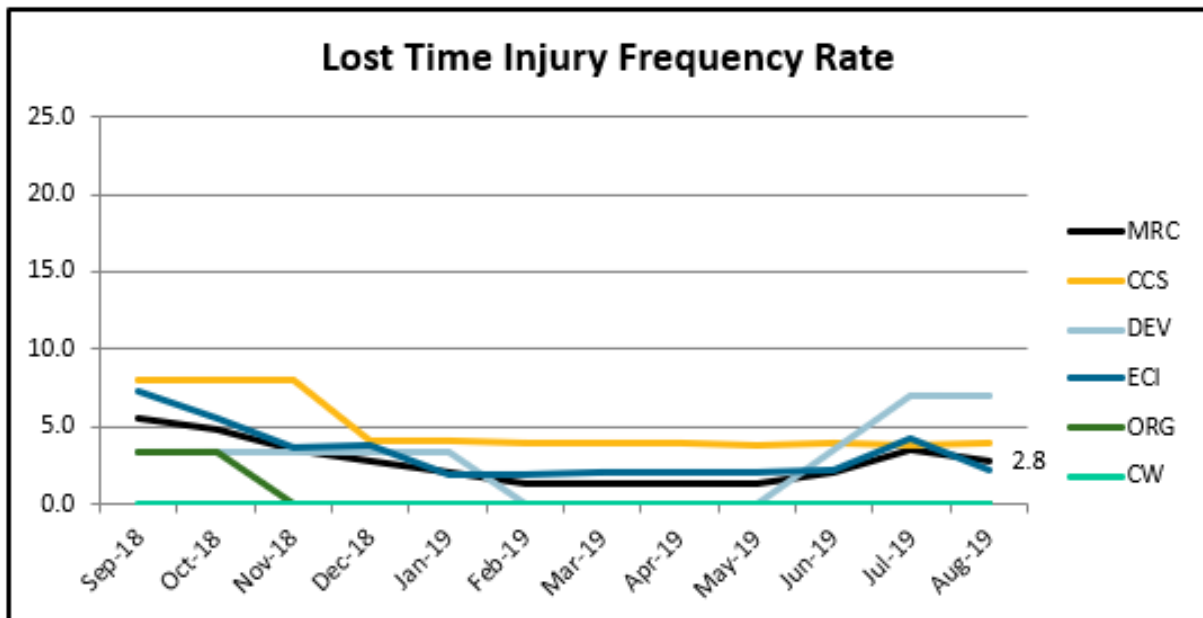


Department	2015-16		2016-17		2017-18		2018-19		2019-20	
	LTI	Days Lost	LTI	Days Lost	LTI	Days Lost	LTI	Days Lost	LTI	Days Lost
Capital Works										
Community & Client Services	2	4	3	6	1	1	1	18		
Organisational Services	1	4			2	25				
Development Services	3	29	3	55	1	13	1	33	1	3
Engineering & Commercial Infrastructure	5	158	1	13	6	83	1	13	1	22
Mackay Regional Council	11	195	7	74	10	122	3	64	2	25

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

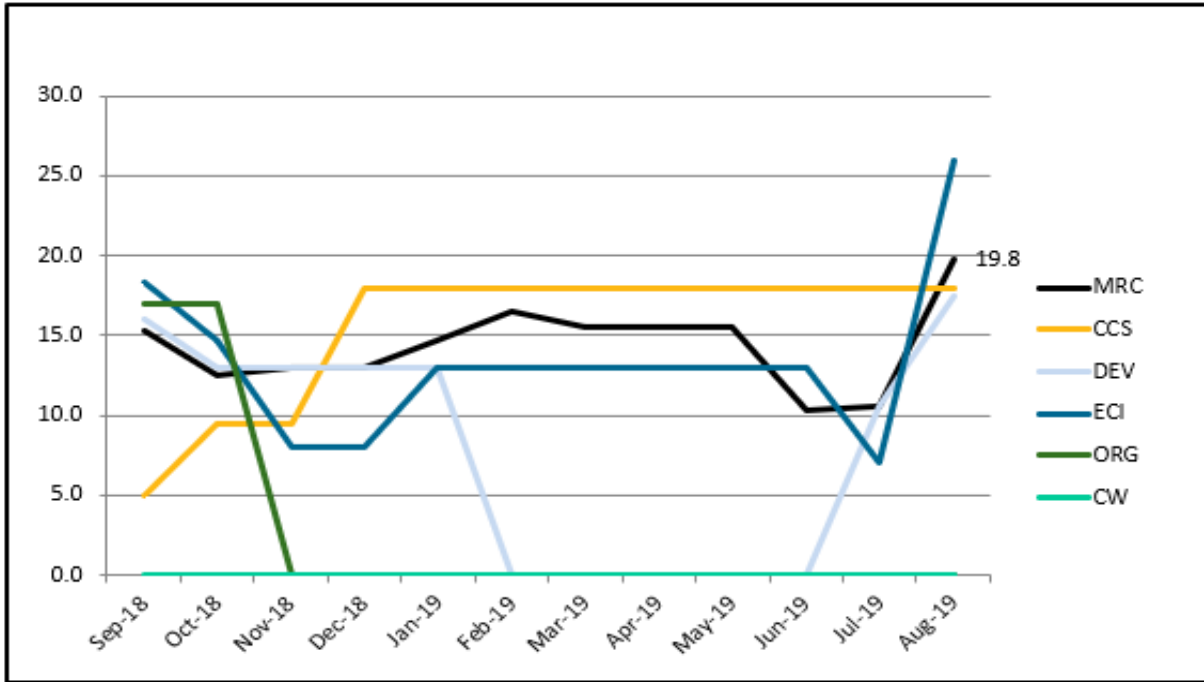
- While standing up from a crouching position an employee felt severe back pain. Three days were lost as the worker recovered.
- In late July, an employee fell as they were alighting from mobile plant, suffering from concussion. Two days were lost in July and a further 20 days were lost in August as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

Injury Frequency Rates 12 month rolling average



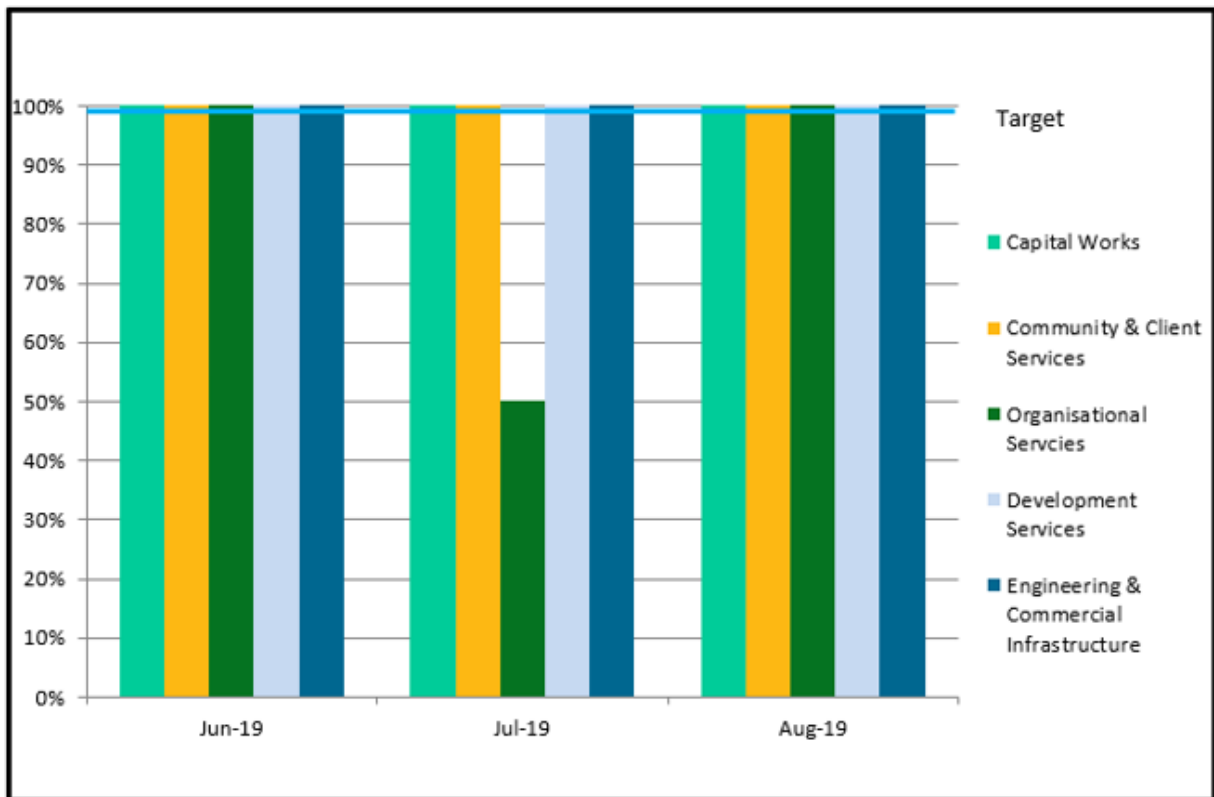
There have been two LTIs for the 2019-20 year.

Duration Rates 12 months rolling average



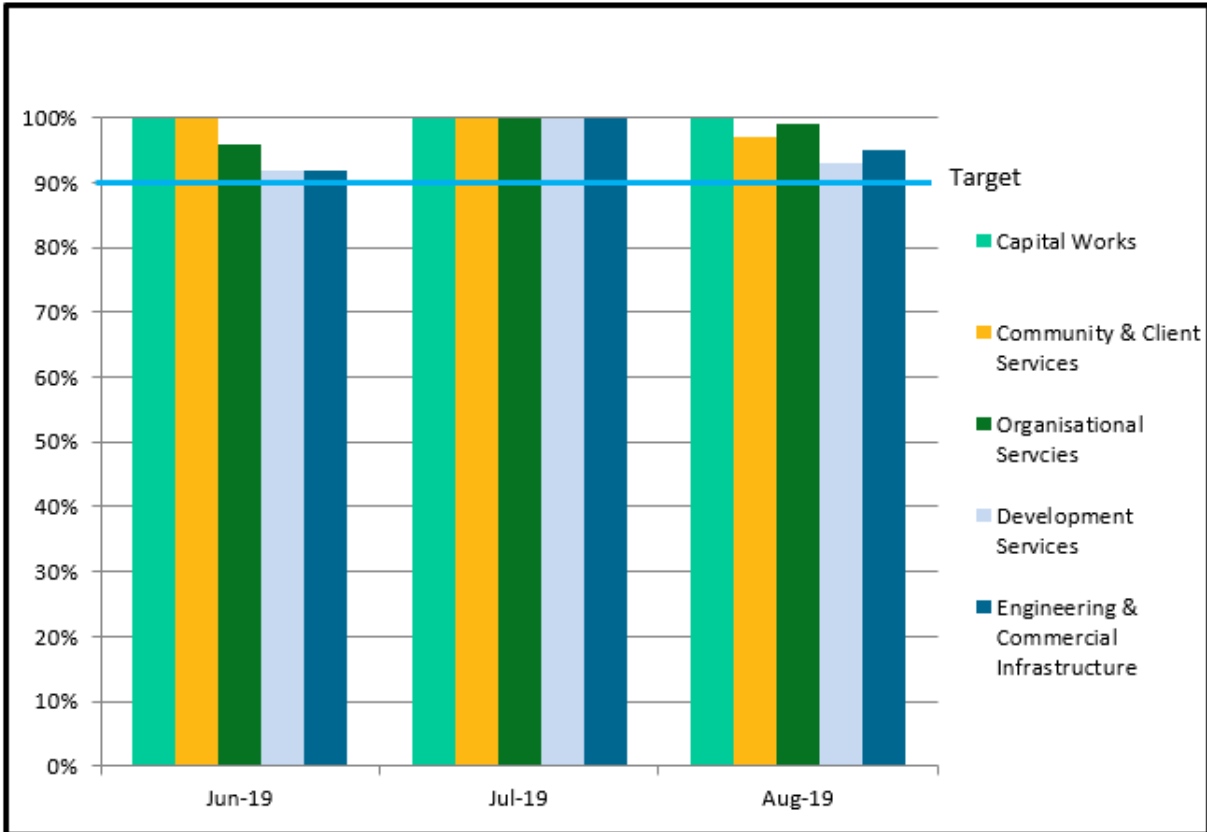
This graph shows the average severity of injuries which is based on the number of days lost divided by the number of lost time injuries.

Site Safety Inspection Checklists



One of the two outstanding inspections for July was completed, the other was rescheduled for September to align to availability of the contractors managing the facility.

Monthly Action Plans



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

Glossary

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

KEY INITIATIVES

This section provides a summary of key initiatives linked directly to the Office of the Mayor and CEO for 2019/2020. 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 have commenced. New P&C Manager has commenced and will 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 was discussed at JCC meeting on 8 August, with tentative meeting dates scheduled to commence late 2019
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 Improve fraud control through the development and implementation of the Fraud Corruption and Prevention Action Plan Annual review of Corporate Register of Strategies Provide efficient and cost-effective legal services to all MRC departments and functions	Audits completed in accordance with the approved Internal Audit Plan Percentage of actions completed in accordance with the Fraud and Corruption Prevention Action Plan Register reviewed and alignment with Business Plans/Action Plans complete Proportion of legal services provided in-house in 2019-2020 is greater than 2018-2019	Jul 19	Jun 20	★	All on track at this stage
Financial Governance Meet or better 19/20 budget targets for operational and capital. Ensure LTFF data and information		Meet business budget target. Stretch target to achieve/exceed full year budget	Jul 19 Jul 19	Jun 20 Jun 20	★ ★	On Track

Strategy	Action	Measure	Start Date	Est Complete Date	Status	Comments
is sustainable and accurate.		Implement new processes to ensure all capital projects and inputs into LTFF are consistent applied across Council and fully implemented by Jul 20				New LTFF expanded Steering group has met twice.
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 August has improved and expect to meet full year target
		<ul style="list-style-type: none"> - Business case identification process embedded for projects 2 years out form current 	Jul 19	Mar 20	★	Review of Business cases completed
		<ul style="list-style-type: none"> - 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 has been reviewed and will be briefed to Council in October.
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:	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	★	On track

Strategy	Action	Measure	Start Date	Est Complete Date	Status	Comments
	<ul style="list-style-type: none"> roads; drainage; water; waste water; and 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. 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	★	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)	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	Jul 19	Jun 20	★	Masterplan adopted and on track for initial key project identification to be completed by October 19 A number of promotional

Strategy	Action	Measure	Start Date	Est Complete Date	Status	Comments
	Enhance the aesthetic and recreational aspects of the Pioneer River and Binnington Esplanade.	placemaking initiatives Complete Queens Park and BWL State funding (\$8.8M) project	Jul 19	Jul 20	★	activities are being planned 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 approved by Council on 14 August.
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. Commence discussions on future stages with key stakeholders	Mar 18 Jul 19	Apr 20 Jul 20	★ ★	Tenders went out 20 July with award aimed early September. Council has approved the operational lease with RIN 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	Complete identified and approved projects under the Works for	Jul 19	Jun 21	★	Round 3 funding list of projects has been approved and works

Strategy	Action	Measure	Start Date	Est Complete Date	Status	Comments
	needs of our changing population	Queensland (W4Q) Round 3				commencing 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	★	Work has commenced on securing preferred land site. 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 being refined and will be distributed to Council for review.
	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	★	Moved to detail design with a Building our Regions funding application submitted.
	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 move toward feasibility phase commenced.
	Sarina Sugar Shed Business Analysis	Complete business case analysis	Jul 19	Jul 20	★	Scope for review now complete and submissions have closed and are being assessed.

Strategy	Action	Measure	Start Date	Est Complete Date	Status	Comments
	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 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 maintenance program; and 	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
	<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	★	Preliminary work only done at this point, with 2 nd quarter targeted for further progression of scoping
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	★	Briefing undertaken with Council, with a further briefing planned during October to review
	Manage and promote the Facilitating Development in Mackay Region Policy	Undertake review of policy and monitor applications	Jul 19	Jun 20	★	Briefing held with Council during August to direct policy review process
	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 Mackay and Regional business and industry	Develop relationships with key international trade related stakeholders in collaboration with	Number of international trade related activities completed	Jul 19	Jun 20	★	On going

Strategy	Action	Measure	Start Date	Est Complete Date	Status	Comments
to become export-ready and extend the global reach of their products and services. Develop networks that capitalise on the government's trading relationships and free trade agreements.	Trade 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
Northern Australia Alliance	Assist Greater Whitsunday	Number of Mackay Regional issues that	Jul 19	Jun 20	★	Funding agreement approved by

Strategy	Action	Measure	Start Date	Est Complete Date	Status	Comments
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.	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	GW3 advocate on behalf of the region				Council with KPI's and GW3 working through their yearly plan of projects. Also, GW3 currently recruiting for a new CEO

★ On Track
 ★ Potential Issues
 ★ Definite Issue

2.4 Cyclone Debbie Update

Category B

Cyclone Debbie - Road Works (Category B & D)

Repairs to landslips on Dalrymple Road and on Chelmans Road have been finished in mid-August. Wet weather delays extended the original 70-day contract by 77 days.

Cyclone Debbie - Beach Restoration (Category D & Resilience)

The Midge Point beach restoration works have been completed except for the revegetation watering and maintenance which will continue to mid-September. The works involved:

- Placement of 1958 4.5t geobags along 280m of beach
- Importing of 57,300m³ of sand nourishment along 900m of beach
- Erection of 540m of post & rail fencing with the shade cloth wind barrier
- Installation of shade cloth on 60m of existing fence
- Reconstruction of the two vehicular beach accesses
- Planting of 23,000 ground covers and trees
- Erection of 19 replacement signs
- Relocation & repairs to “Peter’s Place” shelter

The Lamberts Beach restoration works have been completed except for the revegetation watering and maintenance which will continue to mid-September. The works involved:

- Importing of 36,900m³ of sand nourishment along 650m of beach
- Erection of 270m of post & rail fencing with the shade cloth wind barrier
- Installation of shade cloth on 280m of existing fence
- Planting of 30,000 ground covers

- Erection of 10 replacement signs
- Placement of 2000m² of turf
- Repairs to the northern drainage outlet

The work of the vehicular beach accesses at Cape Hillsborough and Holiday Bay have commenced and will be completed in mid-September.

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 mid-September. This delay has pushed the construction commencement into October.

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 early August with tenders to be called in late 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. Once the waterway barrier permit has been received, the detailed design will be finalised. Construction of the works will be undertaken by a council crew commencing in October.

2.5 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, pending final connection of some.

From last month's report the following sites have been connected –

- Mackay North Waste Water Treatment Plant
- Mackay South Waste Water Treatment Plant

Mirani Waste Water Treatment Plant, and Nebo Rd Water Treatment Plant are in final planning for connection, noting the complexity of the sites.

A solution has been found to the switching issue at the MECC and subject to Ergon availability will be addressed during September. This will allow for easier site shut-down for solar connection, noting the need to juggle availability around major events such as the Eisteddfod.

Council will be briefed on the site monitoring available following the final connections.



Mackay Administration Project

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 August GWCoM's meeting, with the next meeting planned for 13 September. With bi-monthly meetings, the last standard GWCoM's meeting was held 14 August 2019 in Bowen in conjunction with the Northern Alliance of Councils conference.

With a shortened meeting format to accommodate the Northern Alliance of Councils conference commitments, normal presenters such as GW3, MIWRDA, LGAQ, did not attend.

Key items addressed included funding arrangements for GW3 and Regional Social Development Coalition (RSDC), as well as options for a co-funded Regional Deal. RSDC will commence regular reporting through the GWCoM's from the October meeting with summary updates to be provided via this report.

Next Stages

The schedule for GWCoM's meetings has been set for 2019 with the next meeting listed for 17 October 2019 to be held in Mackay.