



Office of Mayor and CEO

Monthly Review

Period - October 2019

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OVERVIEW

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

- The final audited accounts for the 2018/19 financial year are now complete with just a few final steps to be signed off by Council in the coming weeks. The effort by many staff in finance to complete the process has been exceptional.
- Preparations for our next Enterprise Agreement (EA) negotiations have commenced with the first meeting expected in November. Our current EA expires at the end of June 2020 with the aim to finalise the next EA by that expiry.
- The \$8.9M Queens park Upgrade project is progressing well and on track for a mid-2020 completion.
- Great to see site preparations for the new Resource Centre of Excellence in Paget commence with this exciting facility planned to be opened by April 2020.
- With the draft Masterplan for the Priority Development Area now in consultation phase we are progressing scope definition and design for some key initial projects particularly around the Riverside and Mackay City Centre areas in readiness for budget and funding applications.
- We are continuing negotiations on preferred site areas in the Northern Beaches area for our new Northern Beaches Community Hub and expect to finalise something before the Christmas break.
- The Mountain Bike project is also progressing to plan with defined scope and cost the focus at this point in time. Land Tenure and track location is also a key focus at this time.
- We continue to work closely with Whitsunday and Isaac Regional Councils on a possible Regional/City deal for our region. Identification of possible projects and key focus areas is being reviewed in October.



SAFETY

1.1. Overview

For the 2019-20 year, two lost time injuries have been recorded and a total of 44 days have been lost.

Our performance on our lead indicators was generally positive although more effort is required in some areas into completing safety corrective actions on time.

Safety activities conducted during the quarter include:

- Following consultation with the Management Team and Health and Safety Representatives, the review of the Safety Strategy and Action Plan 2019-22 was finalised. The Strategy is built around four key themes: people, workplaces, continuous improvement and technology.
- The Civil Operations Program organized and conducted a successful 'safety reset' meeting. Attendance at the safety reset was a Queensland Government requirement for all mine and quarry workers, following a number of recent fatalities in this industry. The meeting heard from several speakers including Acting CEO Jason Devitt, local Mines Inspector Noel Towers, and a moving presentation from Customer Service Officer Carmela Springer who related her experience following the loss of her husband in a fatal mining incident.



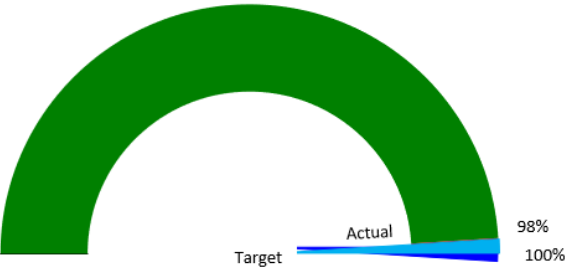
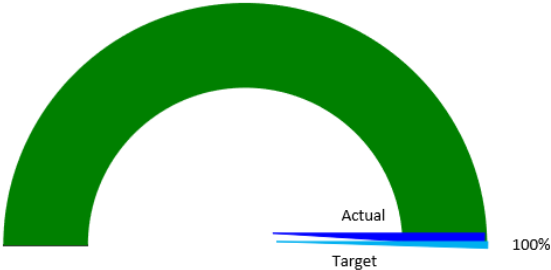
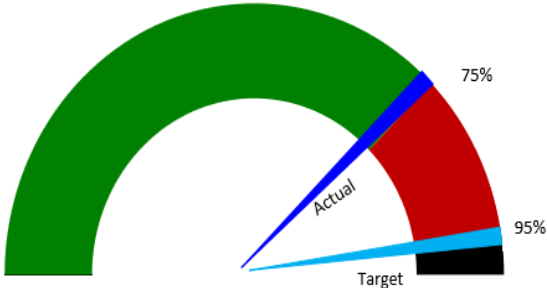
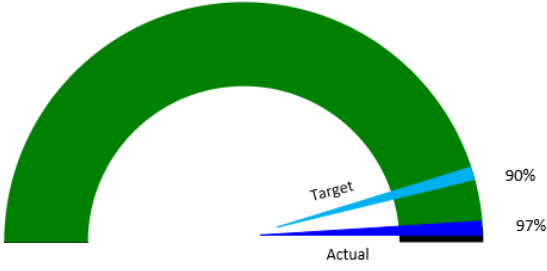
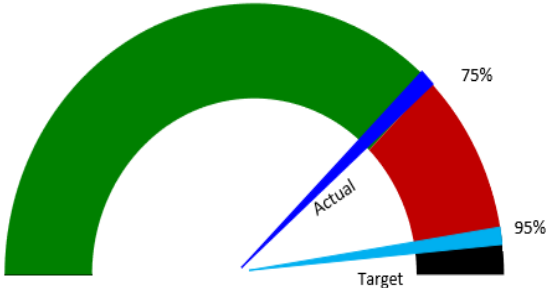
- The working group established to identify improvements to the safety aspects of contractor management has finalised a draft procedure and guideline. This group is now considering the potential impacts of implementation.
- A further 49 staff undertook fit testing of respiratory protective equipment (RPE) for those who are required to wear this PPE.
- Investigated and reported on critical incidents – including identifying appropriate corrective actions for implementation.
- Provided a high level of support to injured workers – including accompanying on doctor visits.
- Other activities include internal audit, procedure reviews, safety observations and interactions, and pre-start meetings and toolbox talks.
- Attendance at local safety networking meetings hosted by WHS Queensland (WHSQ) and the Resource Industry Network.

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

1.2. Lead Indicators

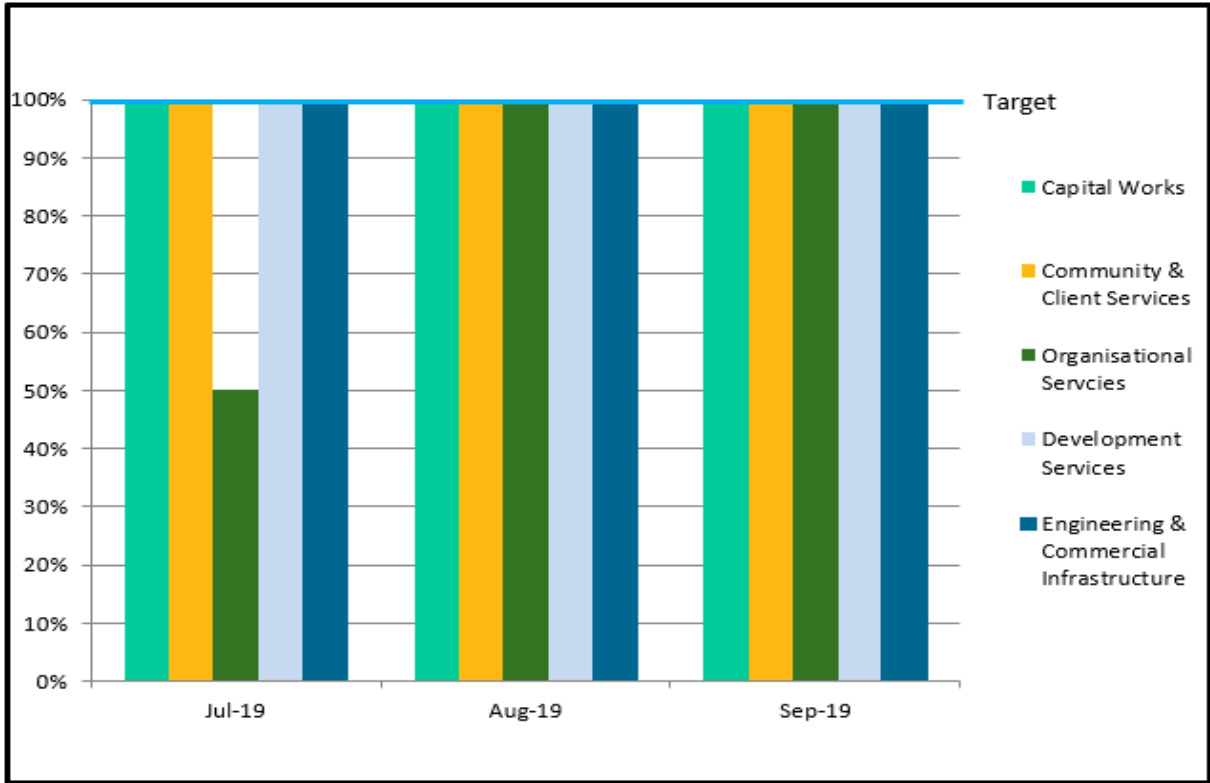
Quarterly Result

The program-specific data behind the graphs below is shown in section 2.4.

<h4>Site Safety Inspections Completed</h4>	<p>This graph shows the percentage of scheduled inspections completed on-time in the quarter.</p> <p>At a department-level the results were:</p> <ul style="list-style-type: none"> • Capital Works:100% • Community and Client Services: 100% • Development Services: 100% • Engineering and Commercial Infrastructure: 100% • Organisational Services: 89% (Inspections have since been completed)
	<p>This graph shows the percentage of members of the management team that have undertaken at least six safety interactions.</p> <p>Whilst not recorded here, the layer of management below program managers are continuing to undertake safety interactions, with a target of three per quarter.</p>
<h4>Manager Safety Interactions Undertaken</h4>	<p>This graph shows the percentage of MAP items completed in the quarter.</p>
	<p>Corrective actions are raised following an incident, site safety inspection, hazard report, or as an action from a WHS meeting.</p> <p>Performance in this area has decreased from the previous quarter when 85% of actions were completed on time. Further investigation and follow-up will be undertaken to ensure that performance continues to improve.</p>
<h4>Monthly Action Plan (MAP) Completed</h4>	
	<p>Page 5</p>
	

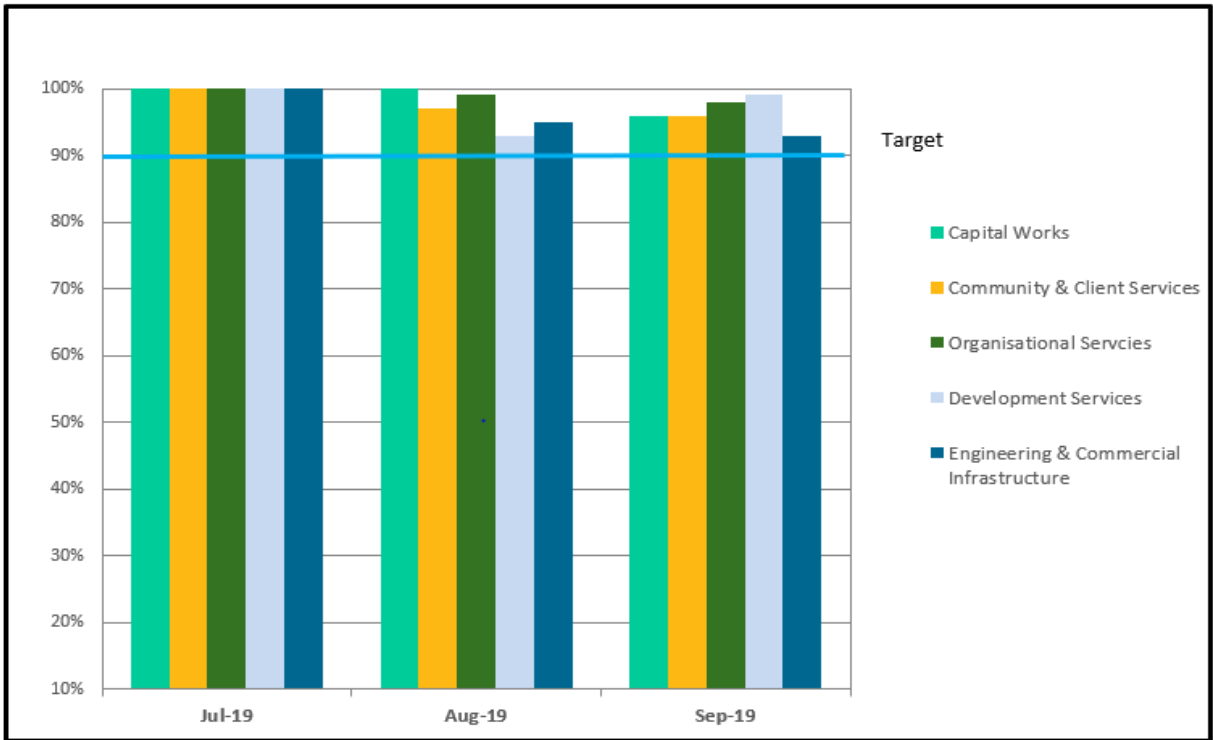
There were a couple of departments that had low close out rates to corrective actions for the quarter however these were linked to a few specific tasks (eg Sarina Sugar Shed compliance projects that have been delayed by tender process) which caused the quarterly compliance level to be lower than target.

Site Safety Inspections Completed



A target of 100% has been set for the completion of scheduled site safety inspections. This graph provides a snapshot of the percentage completed at the end of each month. The inspections not completed in July have since been finalised.

Monthly Action Plans Completed



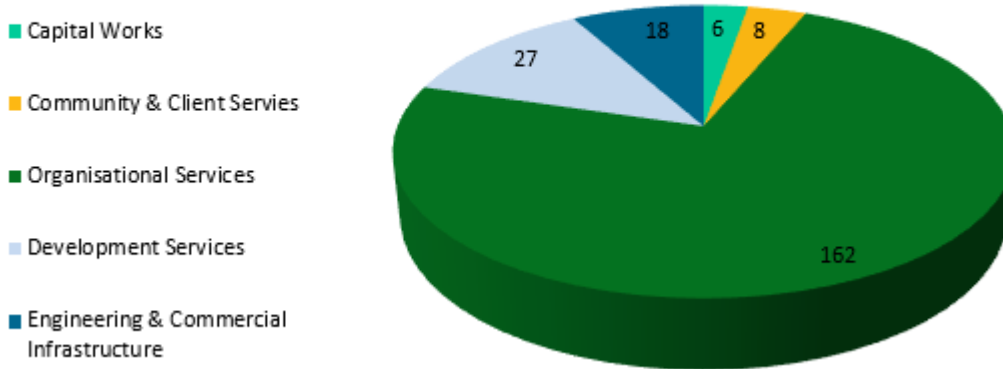
Lead Indicators Break-up by Program

Details for each Department and Program are shown in the table below.

Department / Program		Site Safety Inspection			Manager Safety Interactions			MAPs	Corrective Actions
		¼ Actual	¼ Target	% Achv'd	¼ Actual	¼ Target	% Achv'd	¼ Achv'd	% of CA's actioned on time
Capital Works	CW Management	0	0	100%	6	6	100%	96%	90%
	Major Projects	0	0	100%	7	3	100%	100%	100%
	Field Services	5	5	100%	9	6	100%	100%	64%
	Contract Services	0	0	100%	10	6	100%	100%	100%
	Portfolio Management	0	0	100%	8	6	100%	97%	100%
	Design Services	0	0	100%	9	6	100%	99%	100%
	Total	5	5	100%	49	33	100%	99%	75%
Community & Client Services	CCS Management	0	0	100%	6	6	100%	100%	100%
	Corporate Communication	0	0	100%	7	6	100%	100%	100%
	Community Lifestyle	5	5	100%	6	6	100%	92%	96%
	MECC & Events	2	2	100%	8	6	100%	94%	89%
	Emergency Management	9	9	100%	3	3	100%	100%	100%
	Health & Reg Services	2	2	100%	8	6	100%	100%	100%
	Total	18	18	100%	38	33	100%	98%	96%
Development Services	DEV Management	0	0	100%	6	6	100%	100%	83%
	Development Engineering	0	0	100%	7	6	100%	99%	100%
	Development Assessment	0	0	100%	7	6	100%	98%	100%
	Parks	9	9	100%	6	6	100%	100%	100%
	Strategic Planning	0	0	100%	8	6	100%	97%	100%
	Economic Development	0	0	100%	6	6	100%	89%	0%
	Total	9	9	100%	40	36	100%	97%	43%
Engineering & Commercial Infrastructure	ECI Management	0	0	100%	15	12	100%	100%	100%
	T'sport & Drain Infra Plng	0	0	100%	7	6	100%	100%	75%
	Civil Operations	16	16	100%	8	6	100%	100%	100%
	Business Services	0	0	100%	-	-	-	100%	100%
	Waste Services	3	3	100%	6	6	100%	82%	100%
	Water Network	14	14	100%	7	6	100%	96%	58%
	Planning & Sustainability	0	0	100%	7	6	100%	87%	100%
	Water Treatment	5	5	100%	9	6	100%	97%	50%
	Asset Management	0	0	100%	7	6	100%	99%	100%
Total	38	38	100%	66	54	100%	96%	87%	
Organisational Services	ORG Management	0	0	100%	7	6	100%	100%	100%
	Financial Services	0	0	100%	6	6	100%	100%	100%
	Shared Services	0	0	100%	7	6	100%	100%	100%
	Procurement & Plant	5	5	100%	7	6	100%	100%	90%
	Property Services	11	13	85%	8	6	100%	99%	49%
	Governance & Safety	0	0	100%	6	6	100%	97%	100%
	People & Culture	0	0	100%	2	2	100%	100%	100%
	Information Services	0	0	100%	6	6	100%	98%	100%
	Office of the Mayor & CEO	0	0	100%	6	6	100%	97%	100%
	Executive Officer	0	0	100%	7	6	100%	-	100%
Total	16	18	89%	62	56	100%	99%	64%	

Corrective Action Status Report

Total Active Corrective Actions

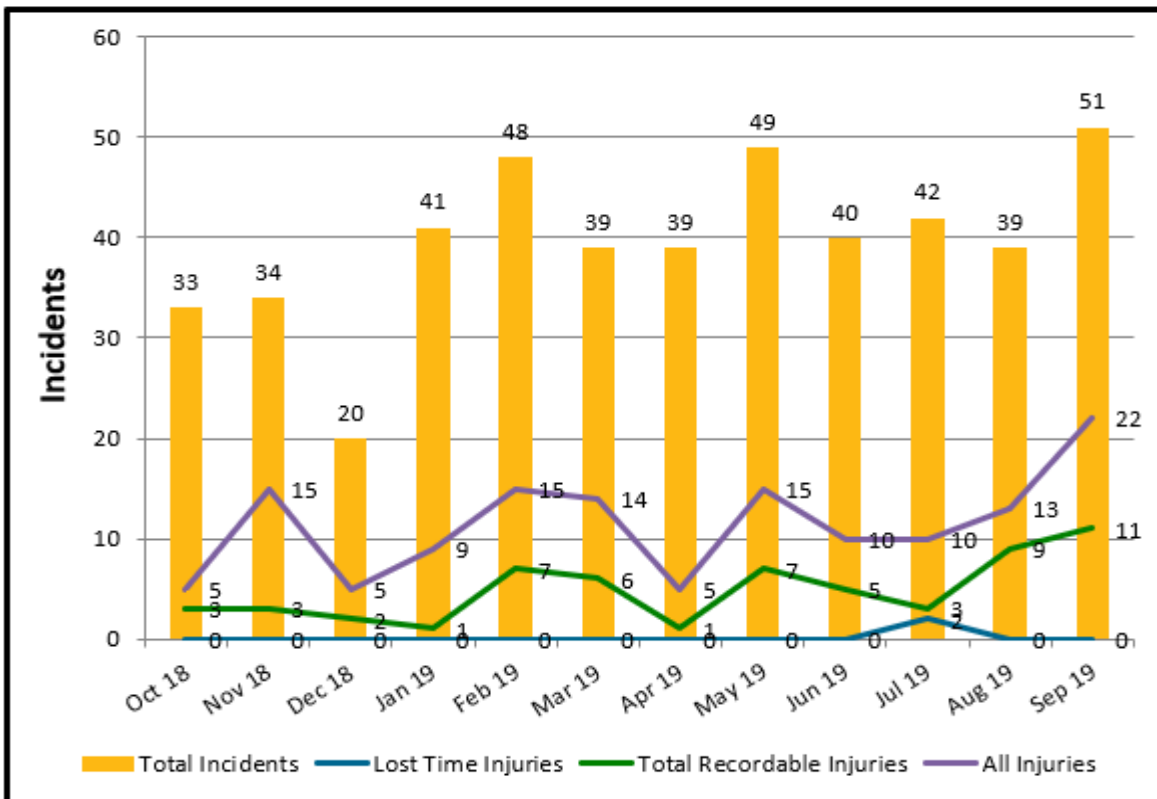


Department	CAs Outstanding (not yet due)	CAs Overdue				% of active CA's overdue
		<30 days	30-60 days	60 -360 days	>12 months	
Capital Works	1	4	1	0	0	83%
Community & Client Services	8	0	0	0	0	0%
Organisational Services	134	28	0	0	0	17%
Development Services	19	8	0	0	0	30%
Engineering & Commercial Infrastructure	18	0	0	0	0	0%
Mackay Regional Council	180	40	1	0	0	19%

This table above the corrective actions which are:

- Outstanding – that is active actions which are not yet due; and
- Overdue – that is active actions not completed by the 'action due date'.

1.3. LAG INDICATORS Incidents and Injuries



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

The following injuries to MRC employees were reported in September:

- Finger laceration while locking a raised crane outrigger into place.
- Injured foot after a ramp fell from its stored position.
- Lower back pain during and after performing numerous manual handling tasks.
- Shoulder pain during and after performing numerous manual handling tasks.
- Wrist pain while throwing bags of rubbish into a skip bin.
- Back pain while mowing.
- Finger injury after jammed in closing door.
- Grass spike in hand while clearing grass from tree stump.
- Rolled ankle while walking on uneven ground.
- Skin rash while maintaining amenities building using cleaning chemicals.
- Back pain after slipping while walking along road shoulder.
- Knee injury while screening asphalt.
- Back pain after tripping on rock and falling to ground.
- Injured fingers while greasing truck.
- Shoulder pain after putting in guide posts.
- Cut finger while unloading concrete from a truck.
- Shoulder pain while ratcheting a load on a trailer.
- Finger injury after being pinched in truck tailgate.
- Bumped head when standing from crouched position.
- Eye injury when unknown object hit whilst driving with window down.
- Back pain when reaching down, while sitting, to pick items up from the ground.
- Staff member received an inappropriate call from a member of the public.

Asset damage incidents reported in September included vehicle incidents resulting in minor damage to the vehicle and / or damage to property.

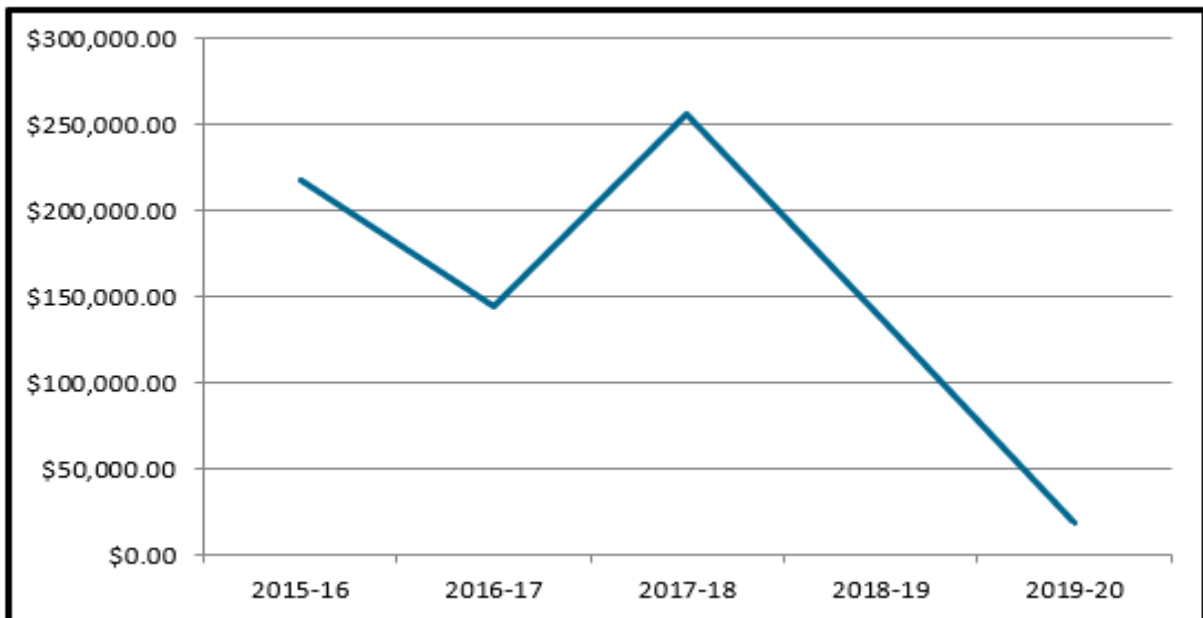
Near miss incidents reported in September included two instances where a member of the public ignored traffic controller signs and instructions and drove into an active worksite, a damaged shelf which fell and a damaged truck step.

Incidents involving contractors in September included an injured finger while unloading a vehicle, vehicle incidents and an unplanned chemical release.

Incidents involving members of the public reported in September included a customer who became stuck in a lift, and minor injuries at libraries and pools.

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

Workers Compensation Claims Costs

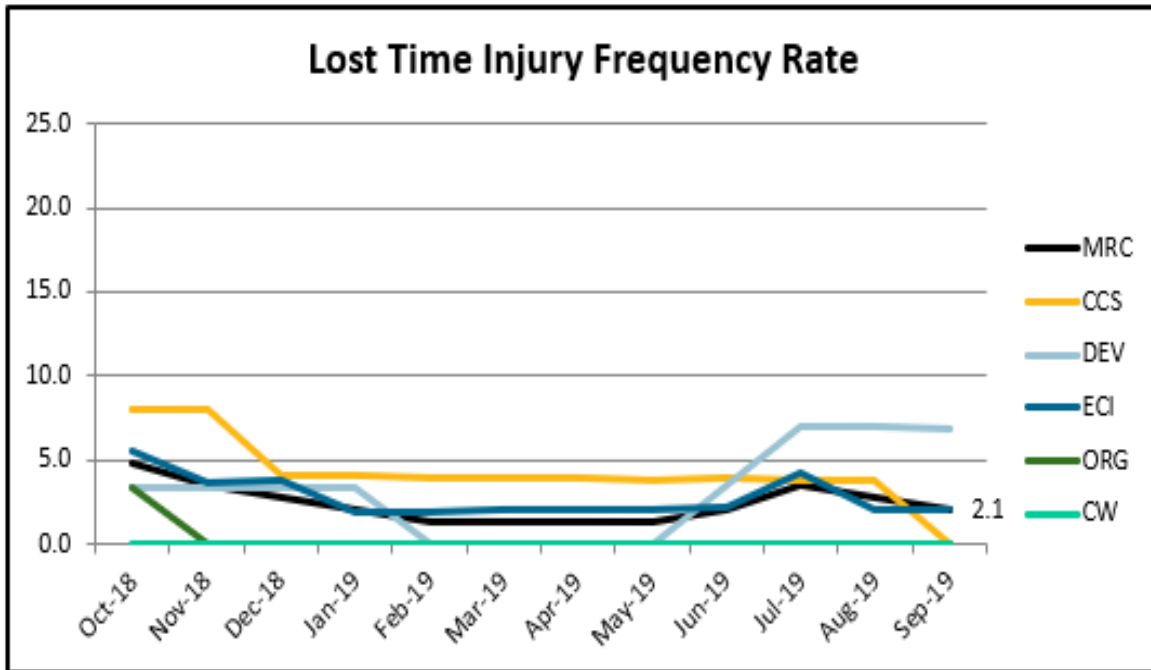


This graph depicts the total worker’s compensation claim costs over five years.

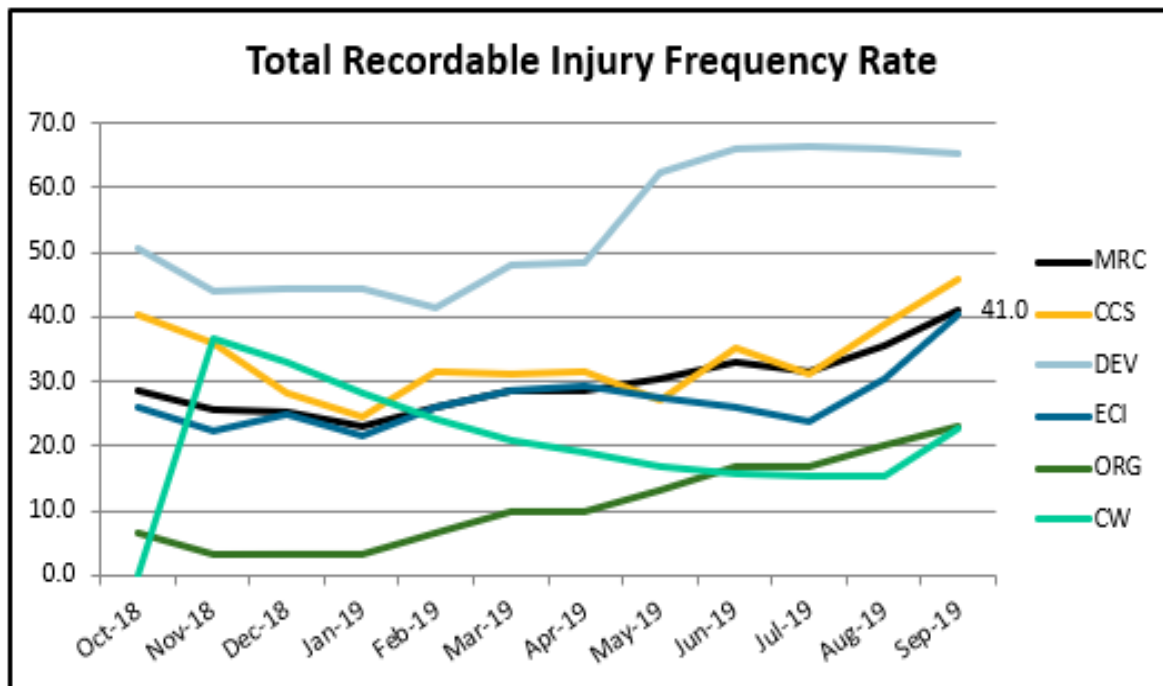
Claim costs are payments made in relation to accepted claims. This includes compensation payouts and medical costs and expenses relating to claims.

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

Injury Frequency Rates 12 month rolling average

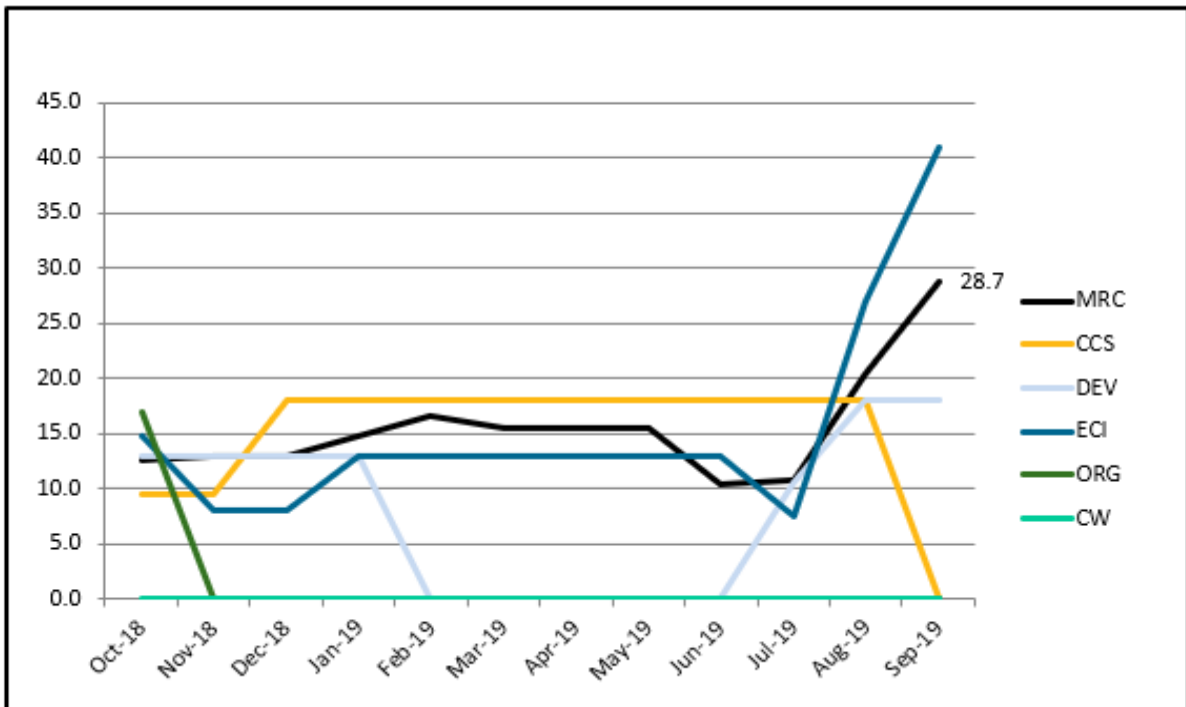


There were two lost time injuries reported within the quarter.



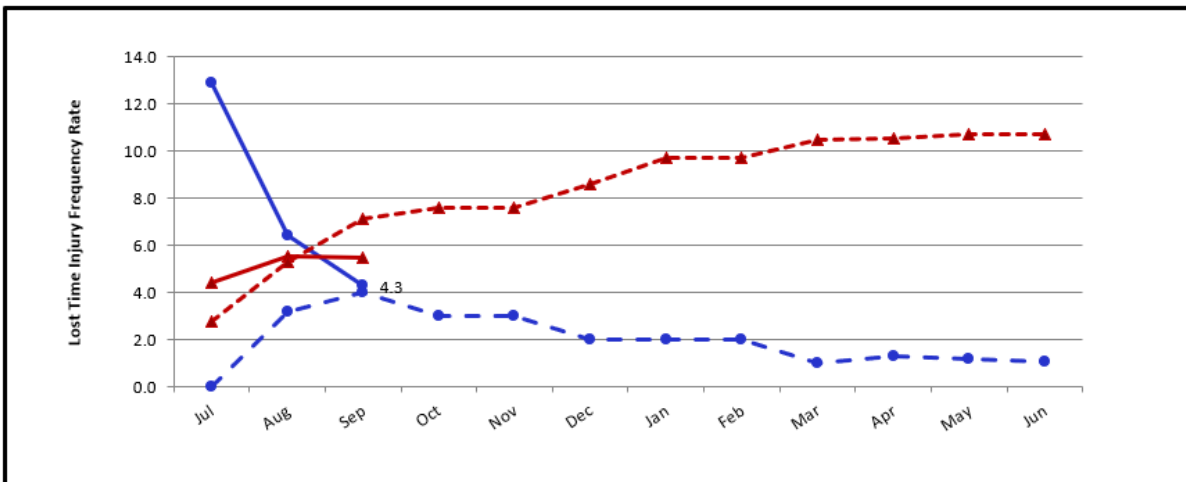
Twenty-three recordable injuries were reported during the quarter.

Duration Rates 12 month rolling average



This graph shows the relative severity of injuries as represented by the average of days lost for each lost time injury. It is calculated by dividing the number of days lost by the number of LTIs over a rolling 12-month period.

Lost Time Injury Frequency Rate Comparison



Legend

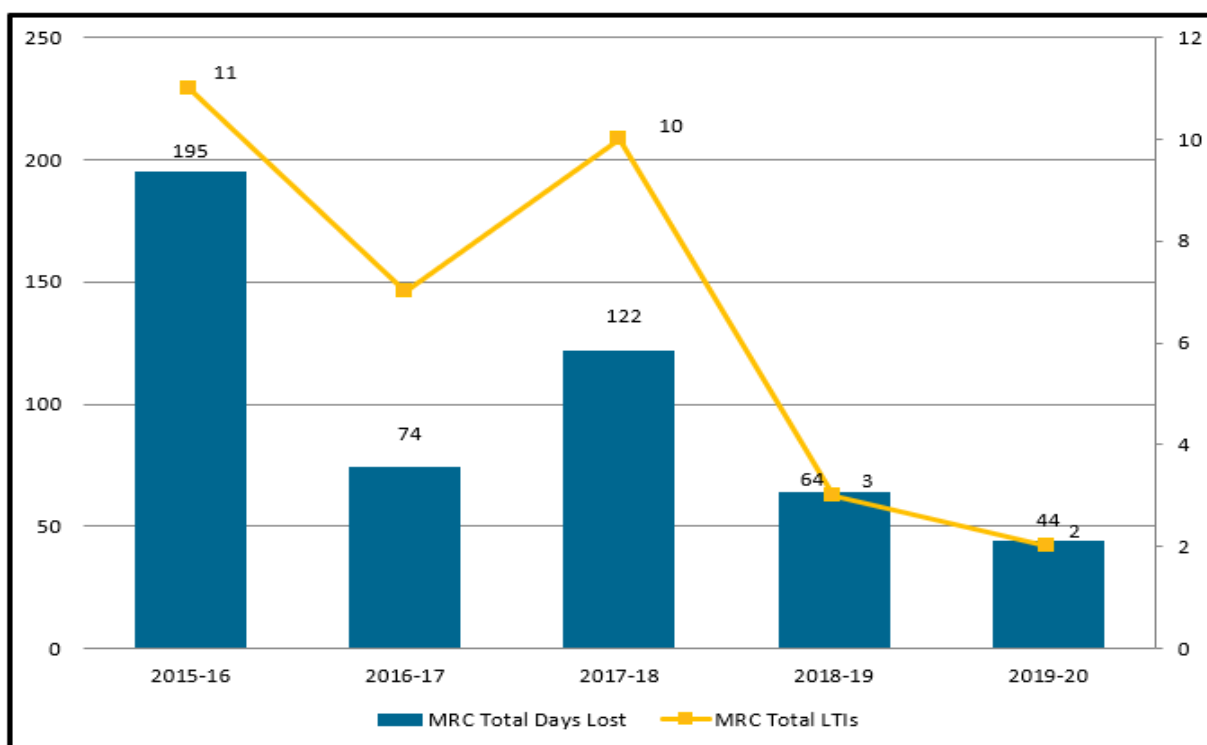
MRC	This year	
	Last year	

All Group E Councils	This year	
	Last year	

This data is provided by MRC’s workers compensation insurer LGW and shows the cumulative LTI frequency rate over the course of the current financial year, compared to similar sized local governments (Group E councils).

MRC has recorded two LTIs. This has resulted in an LTI frequency rate of 4.3, which is below the *All Group E Councils* rate and equal to MRC’s rate at the same time last year.

Lost Time Injuries and Days Lost



Department	2015-16		2016-17		2017-18		2018-19		2019-20	
	LTI	Days Lost	LTI	Days Lost	LTI	Days Lost	LTI	Days Lost	LTI	Days Lost
Capital Works										
Community & Client Services	2	4	3	6	1	1	1	18		
Organisational Services	1	4			2	25				
Development Services	3	29	3	55	1	13	1	33	1	3
Engineering & Commercial Infrastructure	5	158	1	13	6	83	1	13	1	41
Mackay Regional Council	11	195	7	74	10	122	3	64	2	44

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, 20 days were lost in August and 19 days were lost in September as they recover.

WHS Incident Summary

Department / Program		Incident Data (1 st Quarter)						Incident History 2019-20 financial year (YTD)							
		LTI	TRI	All Injury	Near Miss	AD	NSM	Total Incidents	LTI	TRI	All Injury	Near Miss	AD	NSM	Total Incidents
Capital Works	CW Management														
	Major Projects						1	1						1	1
	Field Services		1	1	1	1	1	4		1	1	1	1	1	4
	Contract Services														
	Portfolio Management														
	Design Services														
	Total		1	1	1	1	2	5		1	1	1	1	2	5
Community & Client Services	CCS Management														
	Corporate Comm.														
	Community Lifestyle		1	2	3		10	15		1	2	3		10	15
	MECC & Events		4	8				8		4	8				8
	Emergency Manag.						1	1						1	1
	Health & Reg					2		2					2		2
	Total		5	10	3	2	11	26		5	10	3	2	11	26
Development Services	DEV Management														
	Development Eng														
	Development Ass														
	Parks,	1	4	13	4	9	4	30	1	4	13	4	9	4	30
	Strategic Planning														
	Economic Dev					1		1					1		1
	Total	1	4	13	4	10	4	31	1	4	13	4	10	4	31
1Engineering & Commercial Infrastructure	ECI Management														
	Tran Drain Infra Plng					1		1					1		1
	Civil Operations	1	8	11	5	17	3	36	1	8	11	5	17	3	36
	Business Services														
	Waste Services						10	10						10	10
	Water Network			3	1	2		6			3	1	2		6
	Planning & Sust		1	1				1		1	1				1
	Water Treatment		1	1	2			3		1	1	2			3
	Assets Management				1			1				1			1
	Total	1	10	16	9	20	13	58	1	10	16	9	20	13	58
Organisational Services	ORG Management														
	Financial Services														
	Shared Services			1				1			1				1
	Procurement & Plant					1		1					1		1
	Property Services		1	1	1		4	6		1	1	1		4	6
	Governance & Safety														
	People & Culture			1				1			1				1
	Information Services		1	1				1		1	1				1
	Office of the Mayor & CEO		1	1			1	2		1	1			1	2
	Total		3	5	1	1	5	12		3	5	1	1	5	12

1.4. Definitions

Incident Hierarchy

Incident Definitions

Incident	Any unplanned event resulting in or having a potential for injury or ill health.
Lost Time Injury (LTI)	A work injury that results in a fatality, or an inability to work at least one full day / shift or part of a day / shift, any time after the day / shift in which the injury occurred. As determined by the treating doctor.
Suitable Duties Injury (SDI)	A work injury that results in an injured worker remaining in the workplace, but not being able to return to their normal duties on the next day or scheduled shift. Work is undertaken, subject to restrictions, as determined by the treating doctor.
Medical Treatment Injury (MTI)	A work injury that results in an injured worker being treated by a qualified health professional e.g. doctor, nurse, physiotherapist.
First Aid Treatment Injury (FAI)	A work injury that results in an injured worker being provided treatment which is normally given by a first aider.
Non-Treatment Injury	A work injury which did not require treatment by a first aider or health professional e.g. doctor.
Near Miss Incident (NM)	An incident that could have or had the potential to cause injury or loss.

Recordable Injury (RI)	Incidents that result in a LTI, SDI and MTI.
Lost time injury frequency rate (LTIFR)	The number of lost-time injuries per million hours worked. Calculated as follows: $\frac{\text{No of LTI} \times 1,000,000}{\text{total hours worked during period}}$
Total Recordable Injury Frequency Rate (TRIFR)	The number of recordable injuries per million hours worked. Calculated as follows: $\frac{\text{No of RI} \times 1,000,000}{\text{total hours worked during period}}$
All Injury Frequency Rate (AIFR)	The sum of RIs and FAIs per million hours worked. Calculated as follows: $\frac{\text{No of injuries} \times 1,000,000}{\text{total hours worked during period}}$

Notifiable Incident	Incidents that are notifiable to Workplace Health and Safety QLD (WHSQ). Includes an incident that results in the death, serious injury, or serious illness of a person, or involves a dangerous incident.
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KEY INITIATIVES

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

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 however current market conditions placing pressure on activities.
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	★	First meeting set down for November
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 with first reforecast to occur in October
		Implement new processes to ensure all capital projects and inputs into LTFF are consistent applied across Council and	Jul 19	Jun 20	★	New LTFF expanded Steering group meeting regularly with focus on capital forward project

Strategy	Action	Measure	Start Date	Est Complete Date	Status	Comments
		fully implemented by Jul 20				process at the moment.
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 generally on target YTD
		- Business case identification process embedded for projects 2 years out form current	Jul 19	Mar 20	★	Review of Business cases completed
		- 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: <ul style="list-style-type: none"> • roads; • drainage; • water; • waste water; and 	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"> 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	Jul 19	Jun 20	★	Masterplan adopted and on track for initial key project identification to be completed by October 19
		Seek external investment through marketing of PDA and placemaking initiatives				A number of promotional activities are being planned
	Enhance the aesthetic and recreational aspects	Complete Queens Park and BWL State	Jul 19	Jul 20	★	

Strategy	Action	Measure	Start Date	Est Complete Date	Status	Comments
	of the Pioneer River and Binnington Esplanade.	funding (\$8.8M) project				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	★	Stage 1A of works complete and Stage 1B and 2 works in progress and all on track.
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	★	Site works have commenced and Council has approved the operational lease with RIN
		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 and works commenced on priority projects.
Shovel ready Projects	Northern Beaches Community Hub	Acquire site for Hub and commence	Jul 19	Jun 20	★	Work has commenced on securing preferred

Strategy	Action	Measure	Start Date	Est Complete Date	Status	Comments
Community facilities Provide community facilities to improve the liveability of the region ensuring equitable focus.		detailed design in 19/20				land site. Election commitment of \$6.5M approved for this project
	Sarina CBD Revitalisation	Seek external funding for project	Jul 19	Jun 20	★	Business case draft focus with aim to look for external funding opportunities as they arise.
	Mountain Biking	Complete feasibility study and if agreeable move into concept/detailed design phase by Jun 20	Jul 19	Jul 20	★	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 by external party now awarded.
	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 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	★	Identifying key areas of focus now
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

Strategy	Action	Measure	Start Date	Est Complete Date	Status	Comments
<p>Partnerships for a diversified economy</p> <p>Champion the growth of globally competitive local industries by working with industry stakeholders.</p> <p>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.</p>	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	●	Review planned for November presentation to Council.
	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
<p>Strong local businesses with a global reach</p> <p>Support stakeholder groups to assist Mackay and Regional business and industry to become export-ready and extend the global reach of their products and services.</p> <p>Develop networks that capitalise on the government's trading relationships and free trade agreements.</p>	Develop relationships with key international trade related stakeholders in collaboration with Trade and Investment Queensland (TIQ), GW3 and Regional Development Australia	Number of international trade related activities completed	Jul 19	Jun 20	●	On going
<p>Facilitate development</p> <p>Utilising the Planning Scheme to deliver an integrated approach to the facilitation of</p>	Facilitate catalytic land and infrastructure development by	Minimum of four advocacy activities undertaken for identified opportunities	Jul 19	Jun 20	●	Identification of opportunities ongoing

Strategy	Action	Measure	Start Date	Est Complete Date	Status	Comments
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.	<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					
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 Participate as a strategic and active partner in the Northern Australia Alliance ensuring the Mackay Region maximises these opportunities to advocate for, and influence, government policies for the benefit of the Region.	Assist Greater Whitsunday Alliance (GW3) to participate as a strategic and active regional partner, ensuring the Mackay Region maximises opportunities to advocate for, and influence, government policies for the benefit of the region	Number of Mackay Regional issues that GW3 advocate on behalf of the region	Jul 19	Jun 20	🟢	Funding agreement approved by 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 and N & FNQ Monsoon Trough Update

Cyclone Debbie - Beach Restoration (Category D & Resilience)

The Cape Hillsborough and Holiday Bay vehicular beach accesses have been completed except some minor tidy up works.

The tenders for the St Helens Beach groyne project have been called and will close in early October. The final information requested by the State Government for the prescribed tidal works application has been submitted and it is expected that the permit will be issued in early October. Construction is anticipated to commence in November.

NQ & FNQ Monsoon Trough – Road Restoration Works

The Dalrymple Road landslips funding submission, for the restoration totalling \$2.8M, is being assessed by QRA. Tenders for the roadworks will be called in early October and for the micropiling in mid-October. Roadwork construction should commence in late November/early December with the micropiling to follow.

The funding submission for the restoration of the Boundary Creek causeway on Doughertys Road has received preliminary approval by QRA. Final approval is expected in early October. Detailed design has commenced and will be completed once the waterway barrier permit has been received in mid-October. Construction of the works will be undertaken by a council crew commencing in late October. Quotes have been called for the required culverts so that they will be available when required.

The gravel road submission will be sent to QRA in early October for assessment and approval. Some gravelling works have been completed with the balance being undertaken over the next 3 months. The final submission comprising minor works on 8 roads will be completed and sent to QRA in mid-October. Some of these works have been completed with the balance to be finished by December 2019.

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.

The remaining sites include MECC (Theatre), Mirani Waste Water Treatment Plant, and Nebo Rd Water Treatment Plant.

During September the new main switch was installed at the MECC with the assistance of Ergon who were required to undertake a site shutdown late at night to enable the facility to reopen on

the Monday morning. The switch was installed satisfactorily and now allows easier shut-down for solar connection. The connection is being scheduled subject to finding a suitable gap with the busy period including the Eisteddfod coming up.

The Nebo Rd site has had an issue with Ergon required to relocate CT metering. This is scheduled for 14 October, around the same date that it is planned for connection of both this site and Mirani Waste Water Treatment Plant site.

RPEQ assessment as required under the contract has been completed on most sites pending the final few for 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 13 September 2019 in preparation for the August GWCoM's meeting, but also to discuss the proposed Regional Deal concept.

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 the next formal meeting to be held Thursday 17th October.

Despite not formally meeting for the month there have been a number of teleconference sessions regarding concepts for a Regional Deal as publicised by local MP George Christensen. Background assessment work is continuing around options and processes before wider consultation with applicable stakeholder groups.

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.