



# Office of Mayor and CEO

Monthly Review

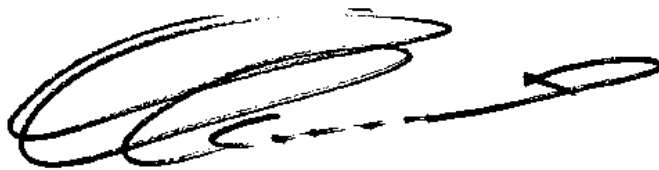
Period - September 2018

<b>OVERVIEW</b> .....	<b>3</b>
<b>SAFETY</b> .....	<b>4</b>
1.1. Overview .....	4
<b>KEY INITIATIVES</b> .....	<b>9</b>
2.1. Summary of key projects and initiatives – Core Organisational Improvement .....	9
2.2. Summary of key projects and initiatives – Key Capital Projects .....	12
2.3. Summary of key projects and initiatives – Key Economic Stimulus/Liveability Initiatives	14
2.4. Cyclone Debbie Update .....	16
<b>GREATER WHITSUNDAY COUNCILS OF MAYORS (GWCoM'S)</b> .....	<b>17</b>
3.1. Greater Whitsunday Council of Mayors (GWCoM's) – formerly Whitsunday Regional Organisation of Councils (WROC) .....	17

## OVERVIEW

This report is for the Office of the Mayor and CEO for September 2018.

- Council continues to focus heavily on the safety of its employees and the public. Unfortunately, we have had a lost time injury in August with a worker suffering a hernia injury that required surgery. We continue to perform significantly better than other similar sized council's in our safety performance.
- Finalisation of the 2017/18 financial accounts continues with an initial presentation to the Audit Committee in early September. The external audit also commences in early September and to date no issues or material changes to the predicted result (~ \$3.8M surplus) have been identified.
- The Sugar Bowl and Mackay Regional Sports Precinct major projects continue to power along with the favourable weather and good contractor performance. Both are on track for completion on time and within budget with the Sugar Bowl forecast to be complete in late September.
- The renewable energy solar project is also progressing well with pre-start meetings undertaken and works commencing on 21 sites. Materials and equipment are currently in transit and due for delivery during September.
- Background planning continues on the Qantas Regional Flight Academy bid pending further contact about possible future steps, noting that Qantas have announced the desire to have two (2) regional facilities.



**Andrew Knight**  
Acting Chief Executive Officer

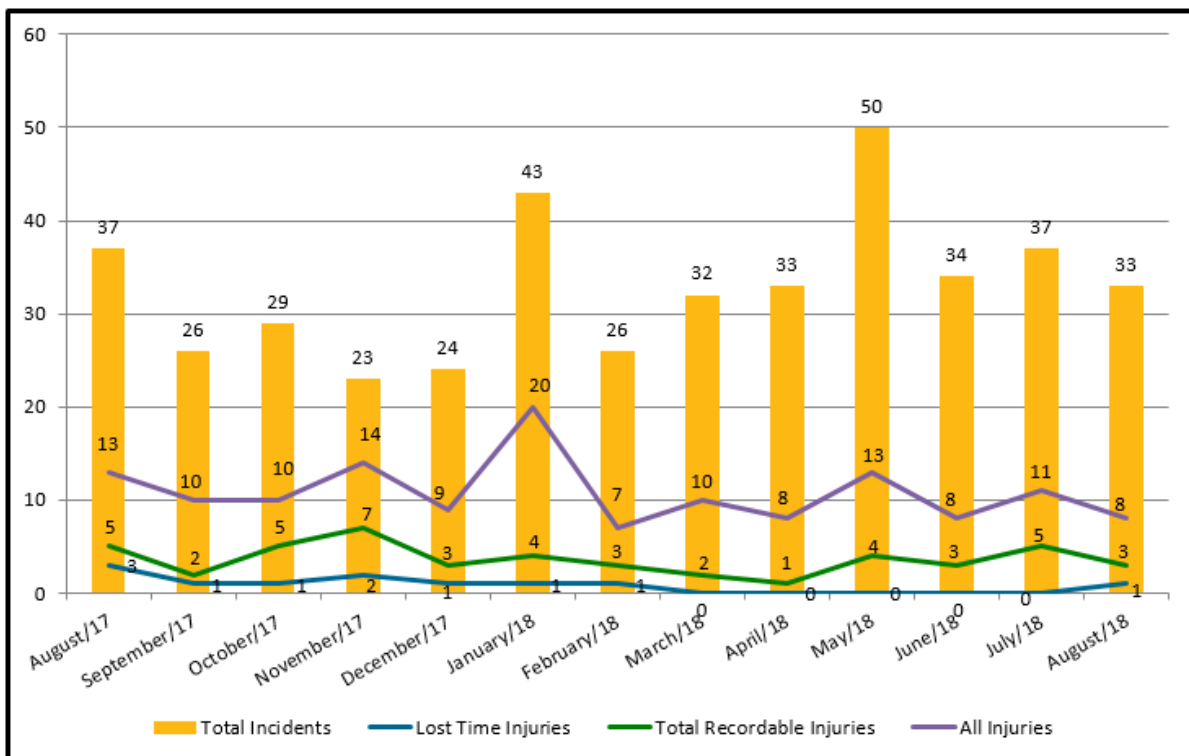
# SAFETY

## 1.1. Overview

Thirty-three incidents were reported during August involving staff, contractors and members of the public.

This report now includes data relating to the Capital Works Department, which was established on 1 July.

### Incidents and Injuries



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

Eight injuries to MRC workers were reported in August:

A worker bruised their hand when it was caught between two desks that were being moved around.

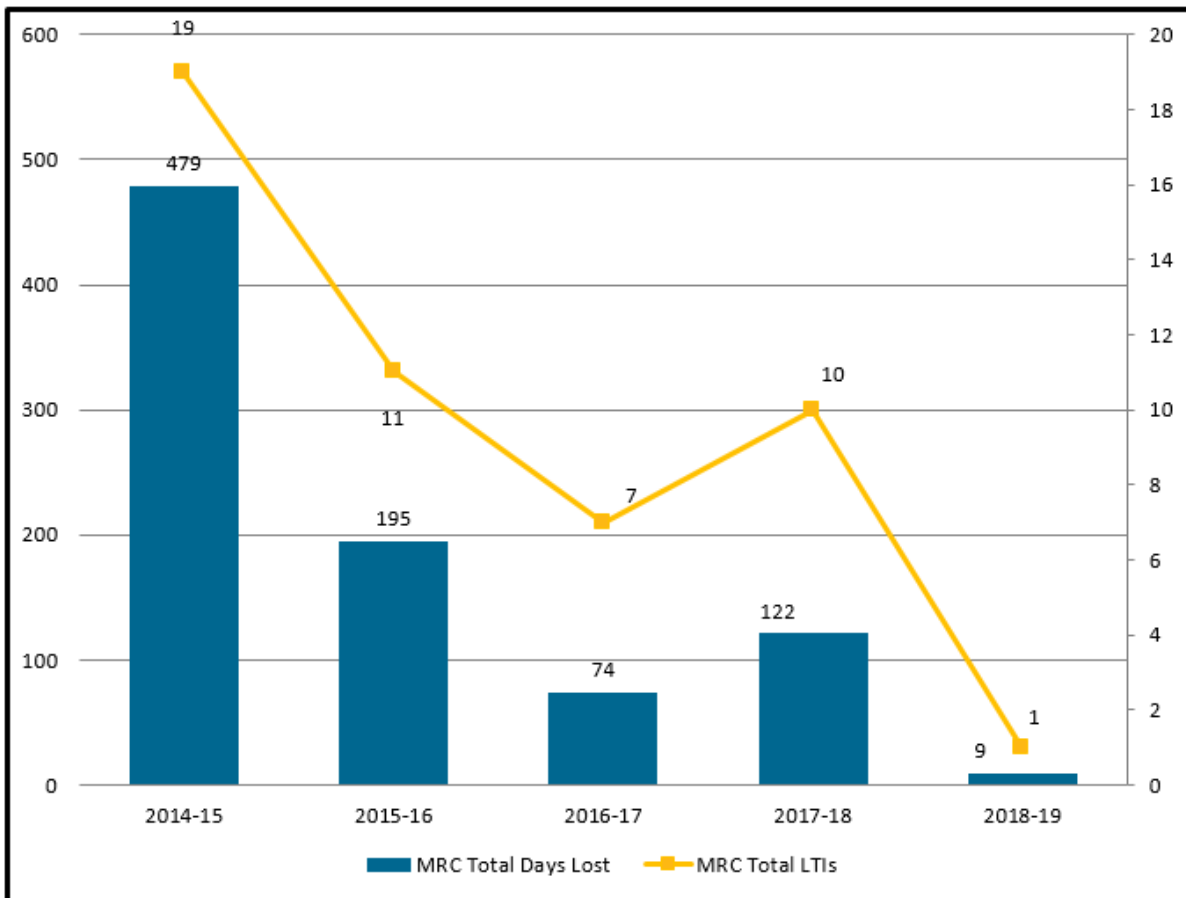
- A worker felt pain in the groin area when removing a guide post, resulting in lost time.
- A worker injured their leg, ankle, and wrist after tripping and falling off the edge of a footpath.
- A worker felt pain in the lower back when bending over to pick up witches' hats.
- A worker felt pain in the groin when lifting metal purlins from a roof.
- A worker injured their arm, after falling from a trailer they were climbing out of.
- A fence frame that was leaning on a fence, fell and hit a worker on the arm.

- A worker injured their hand while shutting a truck tailgate, when they jammed their hand between the gate and a toolbox

Other reported incidents included: vehicle incidents, resulting in minor damage to the vehicle and / or property; exposure to heat; and slips and falls.

Incidents involving contractors or members of the public included: vehicle incidents; a driver (member of the public) not following instructions from a traffic controller, minor slips and falls, and minor chemical spills.

**Lost Time injuries and Days Lost**



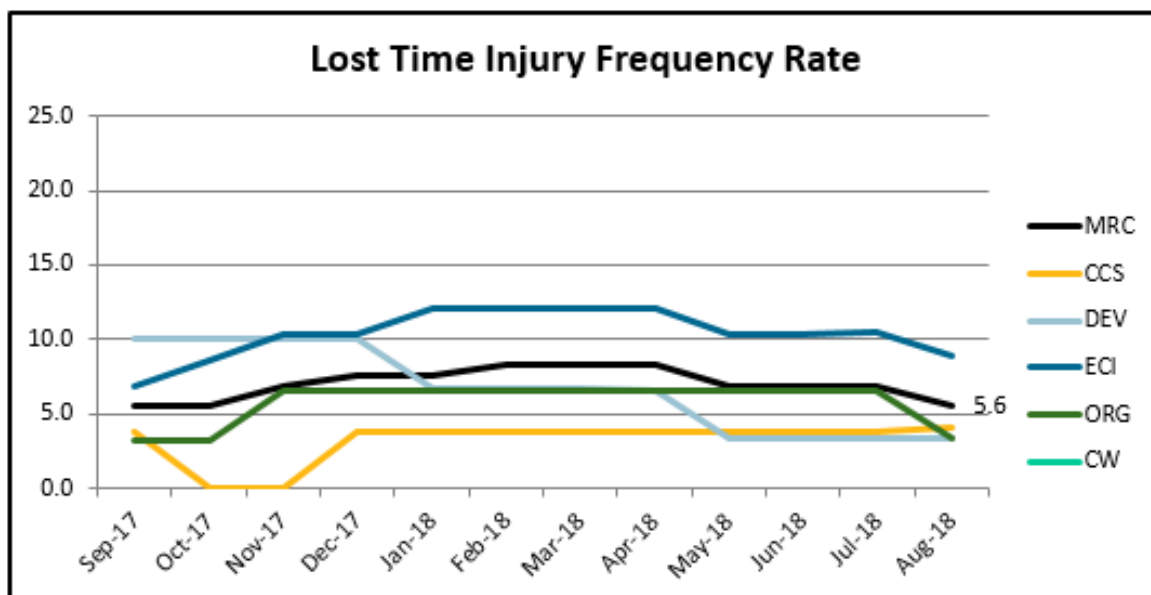
Department	2014-15		2015-16		2016-17		2017-18		2018-19	
	LTI	Days Lost	LTI	Days Lost	LTI	Days Lost	LTI	Days Lost	LTI	Days Lost
Capital Works										
Community & Client Services	1	11	2	4	3	6	1	1		
Organisational Services			1	4			2	25		
Development Services	4	164	3	29	3	55	1	13		
Engineering & Commercial Infrastructure	14	304	5	158	1	13	6	83	1	9
<b>Mackay Regional Council</b>	<b>19</b>	<b>479</b>	<b>11</b>	<b>195</b>	<b>7</b>	<b>74</b>	<b>10</b>	<b>122</b>	<b>1</b>	<b>9</b>

For the 2018-19-year, one lost time injury has been recorded:

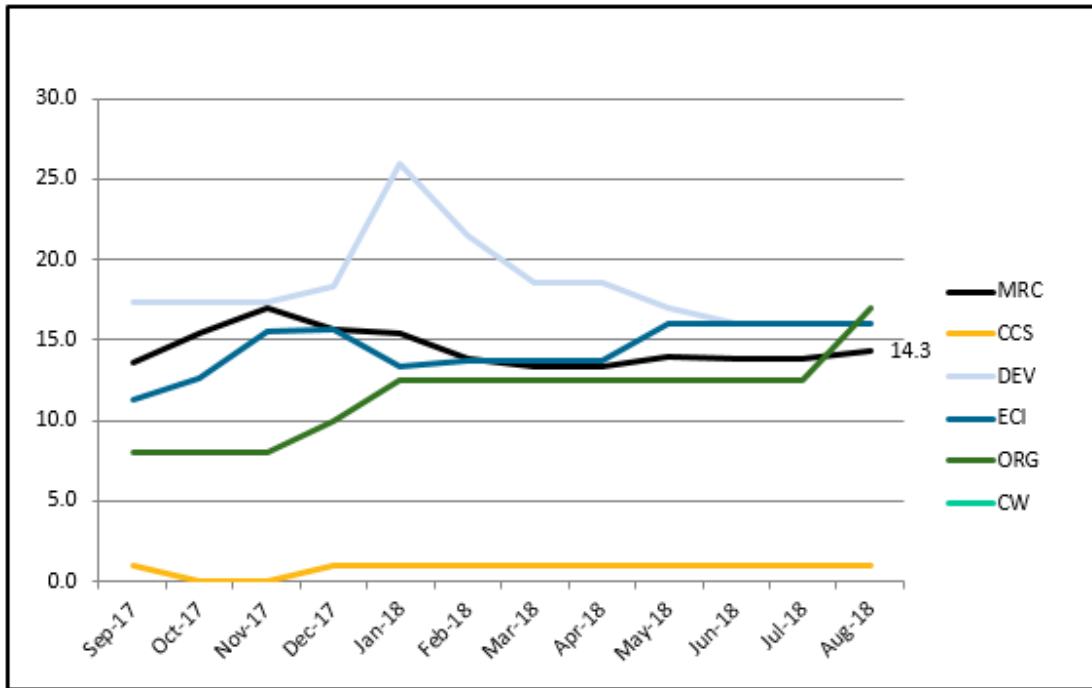
- While removing a guide post, a worker felt pain in the groin area, later identified as a hernia. Following surgery, nine days were lost in August. Further days will be lost in September as the worker recovers.

Historic LTI data for the Programs which have moved Departments, from Engineering and Commercial Infrastructure (ECI) to Capital Works, will continue to be reported within ECI. Future LTIs, should they occur, will be included within the Capital Works Department.

**Injury Frequency Rates 12 month rolling average**

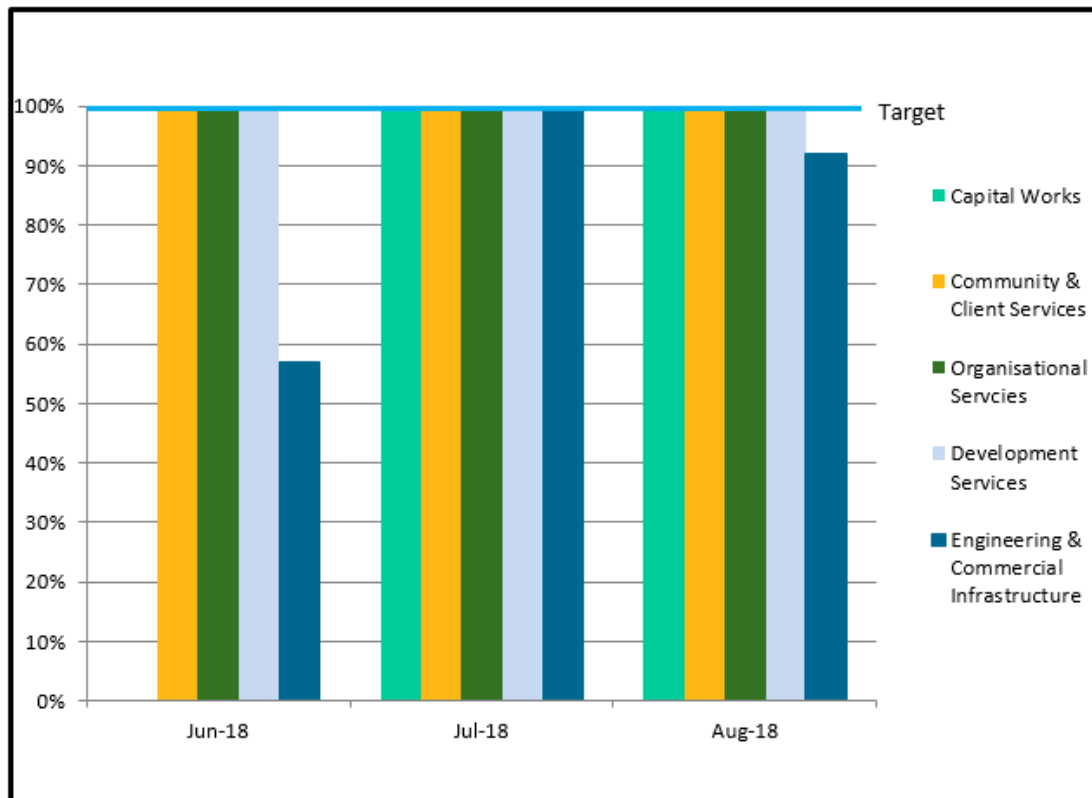


**Duration Rates 12 months rolling average**



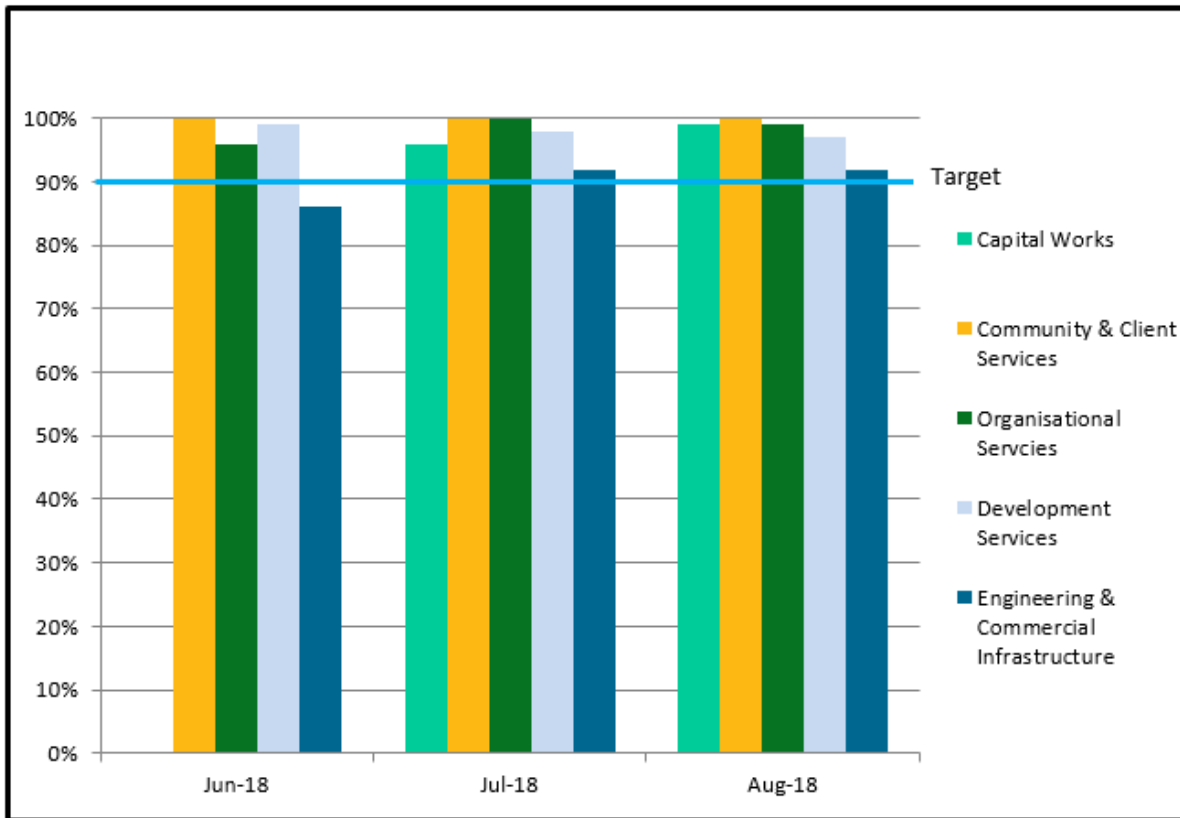
This graph shows the average severity of injuries calculated on 12-month rolling average. The rolling average for the new Capital Works (CW) Department will be based on the months that have passed since the Department commenced on July 2018.

**Hazard Inspection Checklists**



All inspections that were overdue in previous months have since 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: $\frac{\text{No of LTI} \times 1,000,000}{\text{total hours worked during period}}$
Duration rate	$\frac{\text{Days Lost}}{\text{\# of LTIs}}$
Reportable Injuries (RI)	Incidents that result in a Lost Time Injury (LTI), Suitable Duties Injury (SDI) and Medical Treatment Injury (MTI)














## KEY INITIATIVES






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

### 2.1. Summary of key projects and initiatives – Core Organisational Improvement







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.









Strategy	Action	Measure	Start Date	Est Complete Date	Status	Comments
People & Culture	Implement industry-leading people management practices including recruitment, training and development, performance management, and workforce planning.	<ul style="list-style-type: none"> <li>Implement a plan for the use of workforce planning, succession planning and talent management tools and framework</li> </ul>	Jul 18	May 18		Continuation of work commenced in 17/18 is progressing well
		<ul style="list-style-type: none"> <li>Reshape the Council approach to recruitment and selection to improve the quality of successful candidates</li> </ul>	Jul 18	Mar 19		New processes have started to be implemented.
		<ul style="list-style-type: none"> <li>Assess the Human Resource Information System functionality and review processes to provide a platform for accurate, relevant and easily trackable employee information for better people management decision making</li> </ul>	Jul 18	Jun 19		Initial assessment started
Financial Governance	<ul style="list-style-type: none"> <li>Ensure revenue and costs are as per budget or better.</li> <li>Embed Continuous improvement culture with initiatives such as First principles review of Council operations</li> <li>Improve accuracy of LTFF forecasts to ensure minimal increases for ratepayers into future with sustainable outcomes.</li> <li>Undertake a rates review of all rating categories</li> </ul>	<ul style="list-style-type: none"> <li>Meet business budget target. Stretch target to achieve/exceed full year budget</li> </ul>	Jul 18	Jun 19		Budget is for a surplus of ~\$500K for year. No issues to-date after August.
		<ul style="list-style-type: none"> <li>Identify &gt; 30 cost saving initiatives for year that can be reviewed as part of 19/20 budget.</li> </ul>	Jul 18	May 19		Allocation of areas of focus will be discussed with the Management Team in September
		<ul style="list-style-type: none"> <li>Review and optimise LTFF with greater accuracy on future capital forecasts.</li> </ul>	Jul 18	Jun 19		LTFF Working Group will continue with increased focus and allocation of areas of priority to occur.
		<ul style="list-style-type: none"> <li>Initial review undertaken by Nov</li> </ul>	Jul 18			



Strategy	Action	Measure	Start Date	Est Complete Date	Status	Comments
		18 and discussed with Council. Further work then to prepare for 19/20 budget inclusions.		Nov 18 (stage 1)		Initial Council briefing session undertaken to set parameters
<b>Capital Delivery</b>	Deliver the capital works program for 18/19 as planned and introduce future years planning structure and review.	<ul style="list-style-type: none"> <li>Percentage of the capital works program including carry-overs completed against the original budget including carry-overs considering scope changes, contingency and project savings and new or deferred projects – 90%</li> <li>Implement new capital delivery structure with improved delivery outcomes.</li> <li>Implement project planning processes and structure for identification and works for future years (years 2 and beyond from current) capital programs</li> </ul>	Jul 18	Jun 19		Work commenced and tracking well
Improve capital delivery and associated planning outcomes efficiency			Jul 18	Mar 19		New Director has commenced, and required internal changes being planned
			Jul 18	Jun 19		Discussions on way forward commenced to identify potential projects for discussion with Council
<b>Improved asset Management</b>	<ul style="list-style-type: none"> <li>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.</li> <li>Provide oversight and strategic guidance to ensure that assets, property and plant are managed appropriate to the required service delivery standards.</li> </ul>	<ul style="list-style-type: none"> <li>New and revised asset management systems and structure to support are implemented and operational</li> <li>* A detailed Asset management strategy and action plan be finalised</li> <li>Maintenance management activities are transitioned into the corporate Asset Management System</li> </ul>	Jul 17	Jun 19		Further working group has been setup
			Jul 18	Jun 19		Started
			2017	Dec 18		Well advanced

Strategy	Action	Measure	Start Date	Est Complete Date	Status	Comments
<b>Environmental Sustainability</b>	Promote sustainable practices and respond to climate change in council's operations.	Complete the renewable energy solar initiative project on budget and on time.	Jul 17	Mar 19		Contract awarded. Pre-start meetings undertaken and works commencing on 21 sites, with materials and equipment being delivered during September.
<b>Disaster Preparedness</b>  Build community preparedness and responsiveness to emergencies and natural disasters	Develop and implement a Disaster Communications Working Group Action Plan to improve disaster communications in response to the Disaster Communications Review  Develop a Community led SES Management Template	<ul style="list-style-type: none"> <li>Complete all 2018/19 Disaster Communications Working Group action outcomes</li> <li>Complete SES Strategic Directions Group trial as per agreed MRC/QFES actions and agree future way forward.</li> </ul>	Jul 18  Nov 17	Jun 19  Mar 19	  	Working Group meeting regularly and plans being finalised  6-month trial review complete with modified Terms of Reference being finalised.
<b>Environment</b>	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	<ul style="list-style-type: none"> <li>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.</li> </ul>	Jul 18	Jun 19		Continuing to monitor market risks around MIRF and assessing government policy impacts.
<b>Community Pride</b>	Provide a Strategic volunteer program delivering a range of opportunities for residents to contribute to the development of their community through volunteering	<ul style="list-style-type: none"> <li>Implement the recommendations of the review of management and administration of our volunteers</li> </ul>	Jul 18	Jun 19		Scoping of review areas and plan is being developed





**2.2. Summary of key projects and initiatives – Key Capital Projects**

Strategy	Action	Measure	Start Date	Est Complete Date	Status	Comments
<b>Economy – Activation of the Mackay Waterfront</b>	<ul style="list-style-type: none"> <li>Work in Partnership with the community, government agencies and other stakeholders to deliver an urban waterfront Priority Development Area (PDA)</li> <li>Enhance the aesthetic and recreational aspects of the Pioneer River and Binnington Esplanade.</li> </ul>	<ul style="list-style-type: none"> <li>Prepare the Mackay Waterfront PDA Development Scheme and continue with concept designs and development facilitation in the PDA area.</li> <li>Complete Queens Park and BWL State funding (\$8.8M) project by Dec 2019</li> </ul>	2017	Jun 19		<p>Development scheme tracking to plan</p> <p>Progression of key design focus on track including review of current development applications etc.</p> <p>Funding agreement with State completed. Meeting with QRA held in July around scope definition. Project team reviewing masterplan and possible scope following Council briefing.</p>
<b>Mackay Regional Sports Precinct</b>	Complete Project and appoint Operators	<ul style="list-style-type: none"> <li>Commence construction of new sports precinct prior to December 2017 with final completion achieved by Feb 2019.</li> </ul>	Jan 17	Feb 19		Project running to plan and budget with on-site works well advanced. On track for completion February 2019. A Project Steering Advisory Group being established, and Council have approved new operator contract
<b>The Sugar Bowl</b>	Complete project	<ul style="list-style-type: none"> <li>Complete project on time and on budget.</li> </ul>	Mar 18	Sep 18		Tender awarded in late February. On-site works nearing completion with the official opening scheduled for 21 September.
<b>Camilleri Street Park Upgrade</b>	Advocate, seek funding, commence works and complete key projects linked to the promotion and liveability of the Mackay region	<ul style="list-style-type: none"> <li>Finalise work scope and deliver first stage of Park upgrade as per approved funding</li> </ul>	Jul 18	Jun 19		Scope nearing finalisation with detailed design commenced of several areas.
<b>Resource Centre of Excellence</b>	Advocate, seek funding, commence works and complete key projects linked to the promotion and liveability of the Mackay region	<ul style="list-style-type: none"> <li>Funding approval for \$3.6M received from State government in late 2017 and to be constructed and operational by Dec 2019.</li> </ul>	Mar 18	Dec 19		<p>Business case finalised with scope and land options being reviewed with briefing to Council.</p> <p>Likely additional funding will be required to complete subject to final business case details.</p>
<b>Works for Queensland</b>	Plan for delivery of public infrastructure and services to match the needs of our changing population	<ul style="list-style-type: none"> <li>Complete identified and approved projects under the Works for Queensland (W4Q)</li> </ul>	Nov 17	Jun 19		Identified projects for completion on track

Strategy	Action	Measure	Start Date	Est Complete Date	Status	Comments
	Identify and complete initial planning and costing detail for the State approved 2019-2021 W4Q funding form 2019 onwards	2-17-19 funding program  <ul style="list-style-type: none"> <li>Identify projects for completion</li> </ul>	Dec 18	May 19		Yet to commence
<b>Shovel ready Projects</b>	Develop key projects to Shovel Ready status	<ul style="list-style-type: none"> <li>Nine key projects have been identified by Council for development to shovel ready stats in 2018/19</li> </ul>				
		<b>Northern Beaches Community Hub</b>	May 17	Jun 19		Reviewing scope for Hub and land options to bring to Council
		<b>Sarina CBD Revitalisation</b>	2017	Jun 19		Business Case being developed for road funding application to State/Federal as priority
		<b>Mountain Biking</b>	2017	Jun 19		Strategy nearing completion and then will review to identify key projects that can be focused on
		<b>Aquatic Facilities/Wave Pool</b>	2018	Jun 19		Briefing to Council of draft data to date
		<b>New Mackay Animal Facility</b>	2018	Jun 19		Currently building off initial concept design work and identifying scope and costs options and operating model options.
		<b>Driver Education Facility</b>	2018	Jun 19		Business case completed. Initial Briefing to council held in July with follow actions agreed
		<b>Mirani Heritage Precinct</b>	Mar 18	Jun 19		Initial focus was on high level pre-concept only. Focus currently on more detailed scoping and concept design to estimate a cost.

Strategy	Action	Measure	Start Date	Est Complete Date	Status	Comments
		<b>Sarina Sugar Shed Business Analysis</b>	Jul 18	Jun 19		Collecting previous data on future state options etc before plan is set on review
		<b>Brewers park Masterplan</b>	Jul 18	Jun 19		Agreed to reinvigorate Brewers Park action group and will review previous Masterplan as first step to ensure accurate.

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

Strategy	Action	Measure	Start Date	Est Complete Date	Status	Comments
<b>Regional Identity</b>	<b>Working Together with Neighbouring Councils</b>  Maximise the opportunities through active participation in the Greater Whitsunday Region of Mayors to build strategic alliances, advocate on regional priorities and collaborate to capitalise on opportunities for joint cost savings and improve service delivery	<ul style="list-style-type: none"> <li>Number of active/successful ventures through NAS or other mechanisms of 6</li> </ul>	Jul 18	Jun 19		Current initiatives include shared funding for representative to LGAQ international waste study tour, and planning for joint deputations
<b>Economy/Tourism</b>	Support for Key Stakeholder organisations	Support and continue to work closely with; <ul style="list-style-type: none"> <li>- GW3</li> <li>- MTL</li> <li>- RIN</li> <li>- RDA</li> </ul>	Jul 18	Jun 19		Recently agreed to support through funding GW3 for next 12 months.  Working with MTL on second Information centre at Central Mackay location
<b>Economy – Partnerships for a diversified Economy</b>	<ul style="list-style-type: none"> <li>Champion the growth of globally competitive local industries by working with industry stakeholders.</li> <li>Support the economic development and viability of the Region by implementing the Mackay Regional Council Economic Development Strategy 2015 – 2020 in</li> </ul>	<ul style="list-style-type: none"> <li>Develop an updated Mackay Region Economic Strategy 2020 – 2025</li> <li>Identify opportunities to attract co-investment in regional priorities and strategies from State and Federal Governments and</li> </ul>	Nov 18  Jul 18	Jun 19  Jun 19	  	Little work completed to-date  Working through agreed list of regional projects (below) and MRC shovel ready projects. <ul style="list-style-type: none"> <li>- Biosecurity Focus</li> <li>- Cyclone Shelter options</li> </ul>

Strategy	Action	Measure	Start Date	Est Complete Date	Status	Comments
	partnership with key stakeholders.  <b>Qantas Regional Flight Academy</b>	the private sector through Strategic partnerships  <ul style="list-style-type: none"> <li>Mackay submitted an EOI to home the Qantas Regional Flight Academy. Mackay is in the final 9 cities.</li> </ul>	Jun 18	Jun 19		- Mackay Ring Road stages 2/3  - Support for Universities  - Bio products and bio fuel initiatives  Next bid detail being worked through in conjunction with Mackay Airport, CQU, GW3, RDA and the State
<b>Liveability/ promotion of region</b>	Advocate, seek funding, commence works and complete key projects linked to the promotion and liveability of the Mackay region	<b>Recreational Fishing Strategy</b>	2018	Jun 19		Heavy focus on fishing infrastructure currently with other strategy outcomes being developed. Funding under Federal BBRF unsuccessful. Will brief Council on options in August.  Further actions around Strategy being developed.

 On Track      Potential Issues      Definite Issue

## 2.4. Cyclone Debbie Update

### Category B

The detailed design for the proposed restoration works for landslips on Mt Blackwood Access Road, Chelmans Road & Dalrymple Road has commenced with construction commencing in October on Mt Blackwood Access Road and on the other roads, in one contract, in October & November.

The grading and gravelling of the damaged sections of the unsealed road network is continuing. These works are being undertaken in conjunction with normal maintenance and Works for Queensland works. Other restoration works are progressing, particularly in the area south of Mackay.

The detailed design for the Clews Road floodway is nearing completion. The permit approval from Department of Fisheries & Agriculture is expected at the end of August. It is proposed to commence construction in September/October 2018 after the completion of Graham Road.

### Category D

The Hinton Road causeway project was completed at the end of July. The Graham Road culvert replacement project commenced in mid-August with completion expected in late September.

The sand nourishment at Grasstree Beach and Seaforth North & South have been completed and the revegetation works has been undertaken and are being maintained during the establishment period.

The design of the major restoration beach works, to pre STC Debbie condition, at Midge Point and at Lamberts Beach has been completed. The approval of the required permits has been received. The contract for the supply of the geotextile sand containers for Midge Point geobag wall has been awarded. Tenders for the wall construction are being assessed. Works are expected to commence in late September with completion in December 2018. The construction of the Lamberts Beach sand nourishment works will be undertaken starting in late October 2018.

The beach nourishment studies to support the funding for Midge Point (\$2.59M) and Lamberts Beach (\$1.73M) have been received from AECOM for review by Council and the Dept. of Environment & Science (DES). The report for Midge Point has been accepted by QRA with the Lamberts Beach report acceptance expected in early September.

Site survey for the St Helens Beach groyne project (\$0.24M) has been completed. The detailed design will commence in September together with the preparation of the necessary permit. It is anticipated that works will be undertaken in November/December 2018.



## 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. The last meeting was held on Friday 3th August, and addressed matters including those for presentation at the GWCoM's meeting.

With bi-monthly meetings, the last GWCoM's meeting was held in Mackay on 16 August, and the next scheduled for 11 October. The focus of the meeting of 16 August included presentations by GW3, and DSDMIP, along with receipt of an update report from Mackay-Whitsunday-Isaac RDA.

The LGAQ were also represented at the meeting and presented and reported on the following items -

1. Beyond Belcarra
2. Review of State Government Grants to Local Government
3. Waste Update – Submission on State's Directions Paper
4. Waste Regulation – Section 7 and Chapter 5A
5. Peer-to-Peer Economy and Short-Term Holiday Letting
6. Reef Councils Major Integrated Project
7. LGAQ Trade and Investment Training
8. LGAQ Tourism Strategy
9. Heavy Vehicle Update
10. Industrial Relations Update
11. End of Waste Code – Biosolids
12. Vegetation Management Act 1999 'Frequently Asked Questions'
13. LGAQ Submissions Update

#### Next Stages

The schedule for GWCoM's meetings has been set for 2018 with the next meeting listed for 11 October 2018 to be held in Mackay.