



# Office of Mayor and CEO

Monthly Review

Period - October 2018

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## OVERVIEW

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

- There were no lost time injuries (LTI) for September (one LTI for the quarter) with continued focus on high risk areas and focus on key hazards.
- Toowoomba was announced during September as the first site selected by Qantas for their Regional Flight Academy. There will be a second site selected by Qantas and we continue to work on ensuring this will be Mackay.
- The Sugar Bowl project, being a major social infrastructure project critical to the community, was officially opened by the Mayor and local member George Christensen MP on 21 September. This in time for the Rumble on the Reef Queensland Championship of Street Skateboarding event being hosted at the venue.
- Our large solar project is progressing and the following sites will have panels installed commencing from mid-October. Blue Water Lagoon, Paget Water Treatment plant, Mt Bassett Sewerage pump station. Sydney Street, Sarina Admin building and Artspace. The remaining sites installation will continue from November through to early 2019.
- The 2017/18 financial year results are now being finalised with the Audit and Risk Committee approving in early October. The final result will see a surplus of ~\$1.5M for the year against an initial budget deficit of \$1.1M. The result is lower than the forecast of \$3.8M surplus after our new auditors requested a change to the allowance of provisions amount on our balance sheet.
- The number of key initiatives and strategies being undertaken is significant with progress around our Mountain Bike Strategy, Aquatic Facilities Strategy and a number of shovel ready projects occurring in September. A review of resources to manage these key initiatives is being undertaken by the CEO in October to ensure we are able to meet the required timelines and expectations.
- Our new Pool operator Belgravia has been awarded the contracts for Memorial, Pioneer and the new Mackay Regional Sports Precinct Aquatic facility at Ooralea. Contractor commences Memorial and Pioneer facilities from 1 October, with the new facility anticipated to open February 2019.
- The Sugar City Sounds concert went well with no major issues. It is a credit to our staff that MRC managed this entire event.



## SAFETY

### 1.1. Overview

During the quarter, one lost time injury (LTI) was recorded, with a total of 14 days lost.

Our performance on our lead indicators was generally positive although more effort will need to be put into completing safety corrective actions on-time.

- Ninety-nine percent of hazard inspections were completed on-time. One was not completed on time but has since been completed.
- All members of the management team met the target of undertaking at least six safety interactions in the quarter.
- Completion of monthly action plan (MAP) items exceeded the 90 percent target established.
- Ninety percent of safety corrective actions were completed on-time. This is an increase on the previous quarter, when 84 percent were completed on-time. This will remain a focus to ensure the 95 percent target is met in the future.

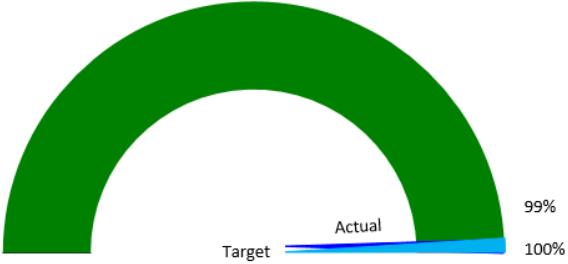
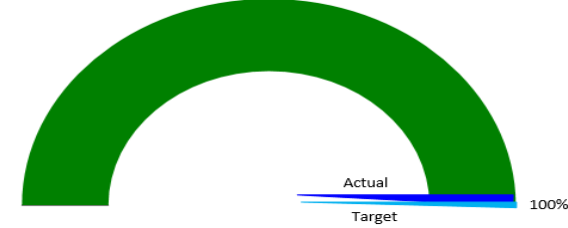
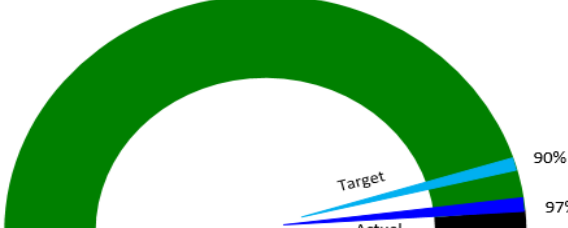
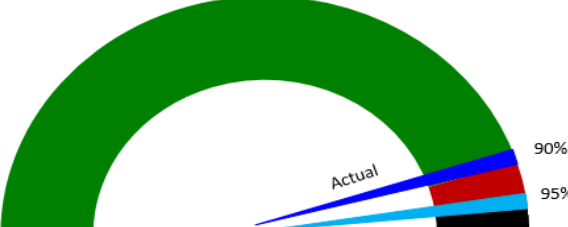
Safety activities conducted during the quarter included:

- The three-year Safety Strategy and Action Plan was approved by SLPT.
- Providing high-level and operational WHS support to MRC event teams – including assisting MECC and Events staff to deliver a safe Sugar City Sounds concert event at BB Print Stadium.
- Undertook site visits and WHS hazard inspections of waste water treatment facilities at Proserpine and Cannonvale, and Bucasia (Mackay North) and Bakers Creek (Mackay South). These visits were conducted in support of the Water treatment team who are preparing for site handover in June 2019. MRC is working closely with the Whitsunday Regional Council safety team to share knowledge and learnings.
- THE HUB was launched – a new site on Bruce that has been created for all safety, quality and environment documentation. It brings together documentation from previous sites such as SafePlan and IMS. Information and awareness sessions have been conducted across MRC to familiarise users.
- The review and amendment of WHS procedures is continuing, as part of 'THE HUB' project.
- The WHS Team participated in and supported a hazardous areas assessment at Sarina Sugar Shed; identifying hazards and risks associated with the milling and distilling processes.
- Forty staff members were provided training on light vehicle operation and load restraint, developed in response to recent incidents. Fifty staff were trained in June. Further sessions will be conducted quarterly.
- Other activities include procedure reviews, safety observations and interactions, incident investigations, and attendance at pre-start meetings and toolbox talks.
- Council was awarded the 'Silver Star' award for the encouraging results of the external safety audit conducted in June 2018. An implementation plan for the recommendations of the audit has been developed.
- There is a glossary at the back of the safety report which explains terms and acronyms.

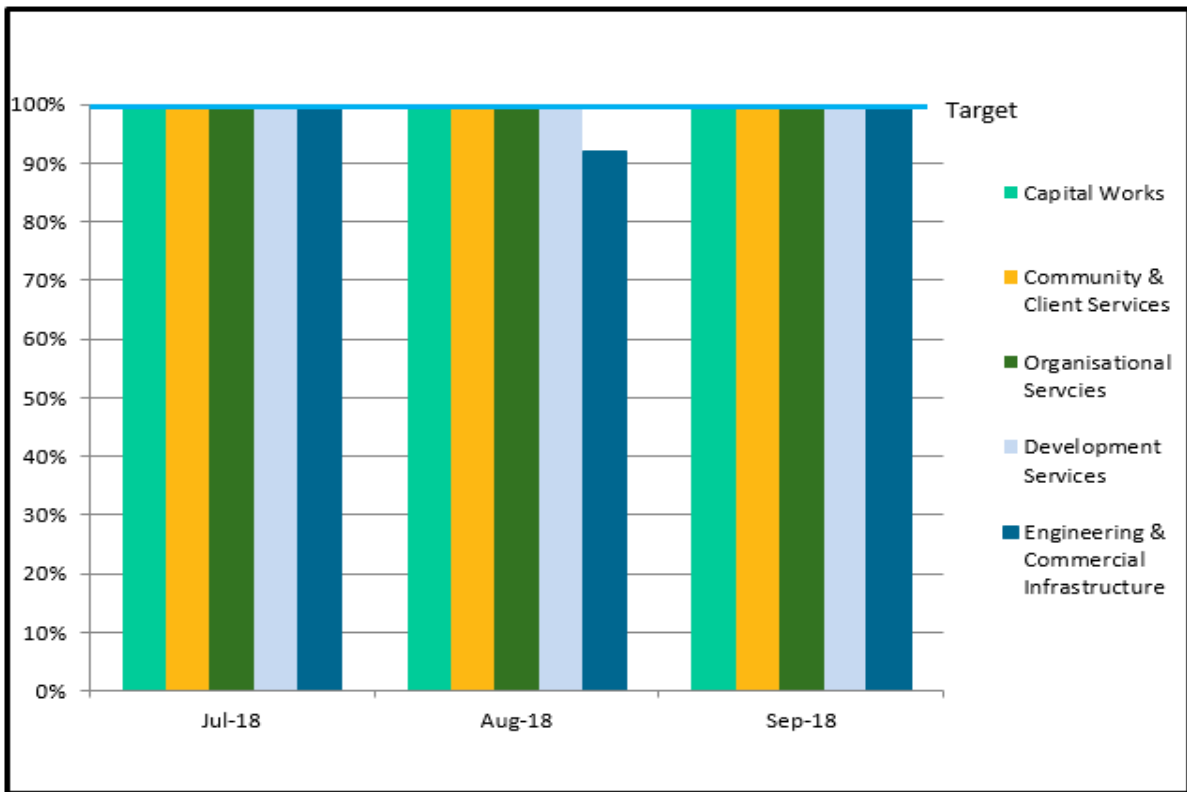
## 2.1 Lead Indicators

### Quarterly Result

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

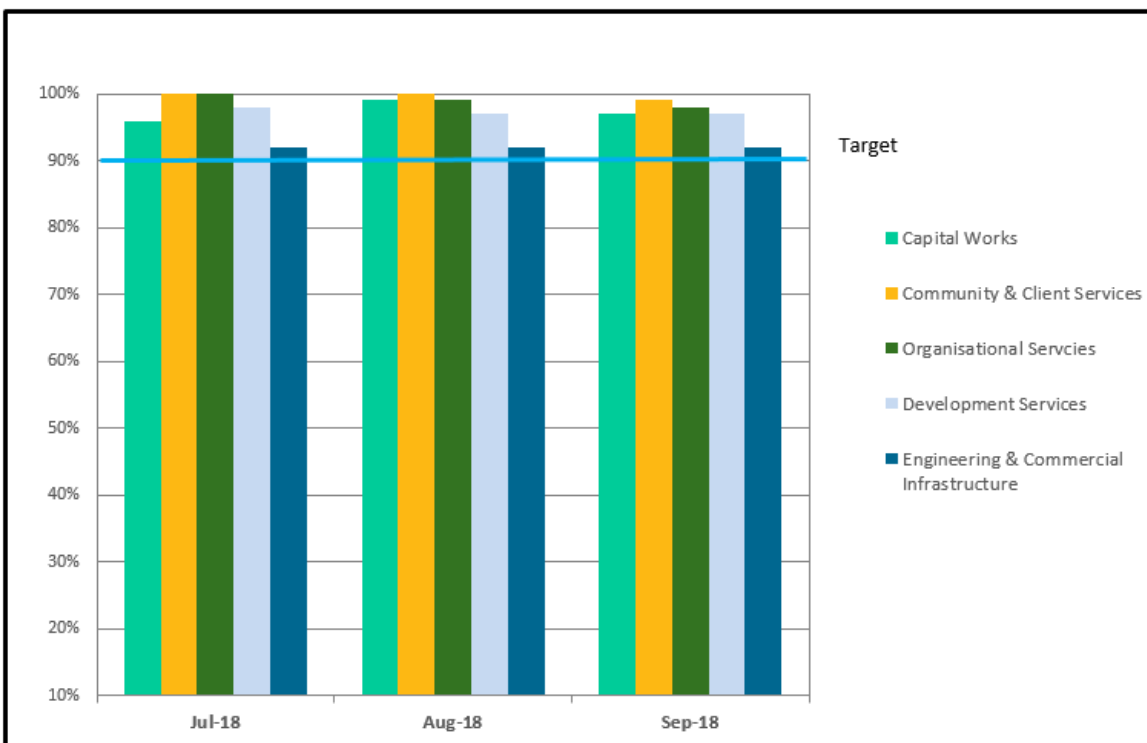
<p><b>Hazard Inspections Completed</b></p> 	<p>This graph shows the percentage of scheduled inspections completed on-time in the quarter.</p> <p>At a department-level the results were:</p> <ul style="list-style-type: none"> <li>• Capital Works:100%</li> <li>• Community and Client Services: 100%</li> <li>• Development Services: 100%</li> <li>• Engineering and Commercial Infrastructure: 97% (one inspection not complete within timeframes)</li> <li>• Organisational Services: 100%</li> </ul> <p>All inspections are now completed.</p>
<p><b>Manager Safety Interactions Undertaken</b></p> 	<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>
<p><b>Monthly Action Plan (MAP) Completed</b></p> 	<p>This graph shows the percentage of MAP items completed in the quarter.</p> <p>The purpose of the MAP is to implement and monitor key actions identified in the WHS Management System Plan.</p>
<p><b>Corrective Actions Completed on Time</b></p> 	<p>Corrective actions are raised following an incident, hazard inspection, hazard report, or as an action from a WHS meeting.</p> <p>Performance in this area has increased from the previous quarter when 89% of actions were completed on time. Further investigation and follow-up will be undertaken to ensure that performance continue to improve.</p>

### Hazard Inspections Completed



A target of 100% has been set for the completion of scheduled hazard inspections. This graph provides a snapshot of the percentage completed at the end of each month. All inspections have been completed at end of the quarter.

### Monthly Action Plans Completed



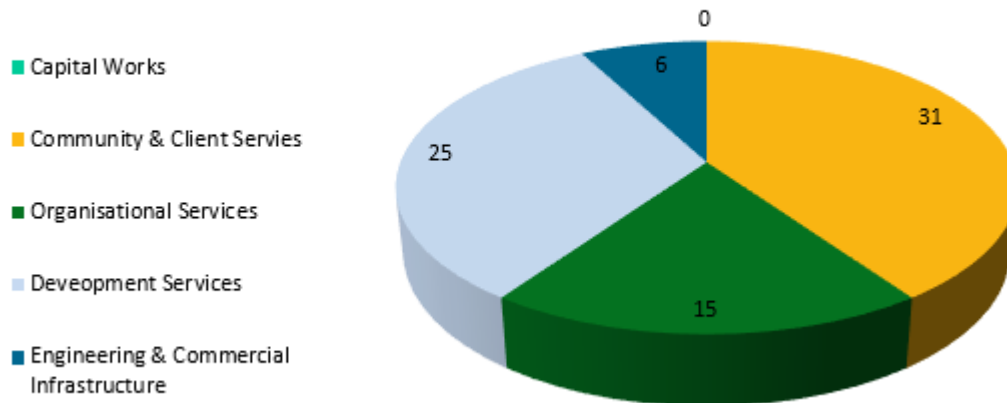
## Lead Indicators Break-up by Program

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

Department / Program		Hazard Inspections			Manager Safety Interactions			Monthly Action Plan (MAP)	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	1	1	100%	9	6	100%	100%	100%
	Major projects	0	0	100%	4	3	100%	100%	100%
	Transport & Infra	6	6	100%	9	6	100%	89%	100%
	Water & Sewerage	4	4	100%	11	6	100%	100%	100%
<b>Total</b>		<b>10</b>	<b>10</b>	<b>100%</b>				<b>97%</b>	<b>100%</b>
Community & Client Services	CCS Management	0	0	100%	6	6	100%	100%	100%
	Corporate Comm	1	1	100%	6	6	100%	100%	0%
	Community Lifestyle	6	6	100%	7	6	100%	96%	95%
	MECC & Events	2	2	100%	6	6	100%	100%	67%
	Emergency Management	11	11	100%	3	3	100%	100%	100%
	Health & Regulatory Services	5	5	100%	7	6	100%	100%	93%
<b>Total</b>		<b>25</b>	<b>25</b>	<b>100%</b>				<b>99%</b>	<b>90%</b>
Development Services	DEV Management	1	1	100%	6	6	100%	100%	100%
	Development Engineering	1	1	100%	6	6	100%	100%	100%
	Development Assessment	1	1	100%	6	6	100%	100%	100%
	Parks	11	11	100%	3	3	100%	84%	88%
	Strategic Planning	1	1	100%	6	6	100%	100%	100%
	Economic Development	1	1	100%	3	6	100%	100%	67%
<b>Total</b>		<b>16</b>	<b>16</b>	<b>100%</b>				<b>97%</b>	<b>85%</b>
Engineering & Commercial Infrastructure	ECI Management	0	0	100%	15	12	100%	100%	100%
	Technical Services	0	0	100%	6	6	100%	100%	100%
	Civil Operations	16	16	100%	8	6	100%	83%	95%
	Business Services	0	0	100%	6	6	100%	100%	100%
	Waste Services	1	1	100%	6	6	100%	77%	100%
	Water Network	14	14	100%	6	6	100%	85%	71%
	Planning & Sustainability	0	0	100%	6	6	100%	100%	100%
	Water Treatment	7	8	88%	6	6	100%	91%	100%
<b>Total</b>		<b>38</b>	<b>39</b>	<b>97%</b>				<b>92%</b>	<b>93%</b>
Organisational Services	ORG Management	0	0	100%	7	6	100%	100%	100%
	Asset Management	1	1	100%	6	6	100%	97%	100%
	Financial Services	0	0	100%	7	6	100%	99%	100%
	Shared Services Centre	2	2	100%	6	6	100%	93%	33%
	Procurement & Plant	2	2	100%	6	6	100%	98%	80%
	Property Services	6	6	100%	6	6	100%	100%	90%
	Governance & Safety	2	2	100%	6	6	100%	97%	100%
	People & Culture	0	0	100%	6	6	100%	100%	100%
	Office of the Mayor & CEO	1	1	100%	7	6	100%	100%	100%
	Executive Officer	0	0	100%	7	6	100%	-	100%
	Senior Legal Counsel	0	0	100%	6	6	100%	-	100%
<b>Total</b>		<b>14</b>	<b>14</b>	<b>100%</b>				<b>96%</b>	<b>87%</b>

## 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 days	>12 months	
Capital Works	0	0	0	0	0	0
Community & Client Services	30	1	0	0	0	3%
Organisational Services	15	0	0	0	0	0
Development Services	23	2	0	0	0	8%
Engineering & Commercial Infrastructure	6	0	0	0	0	0
<b>Mackay Regional Council</b>	<b>74</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>4%</b>

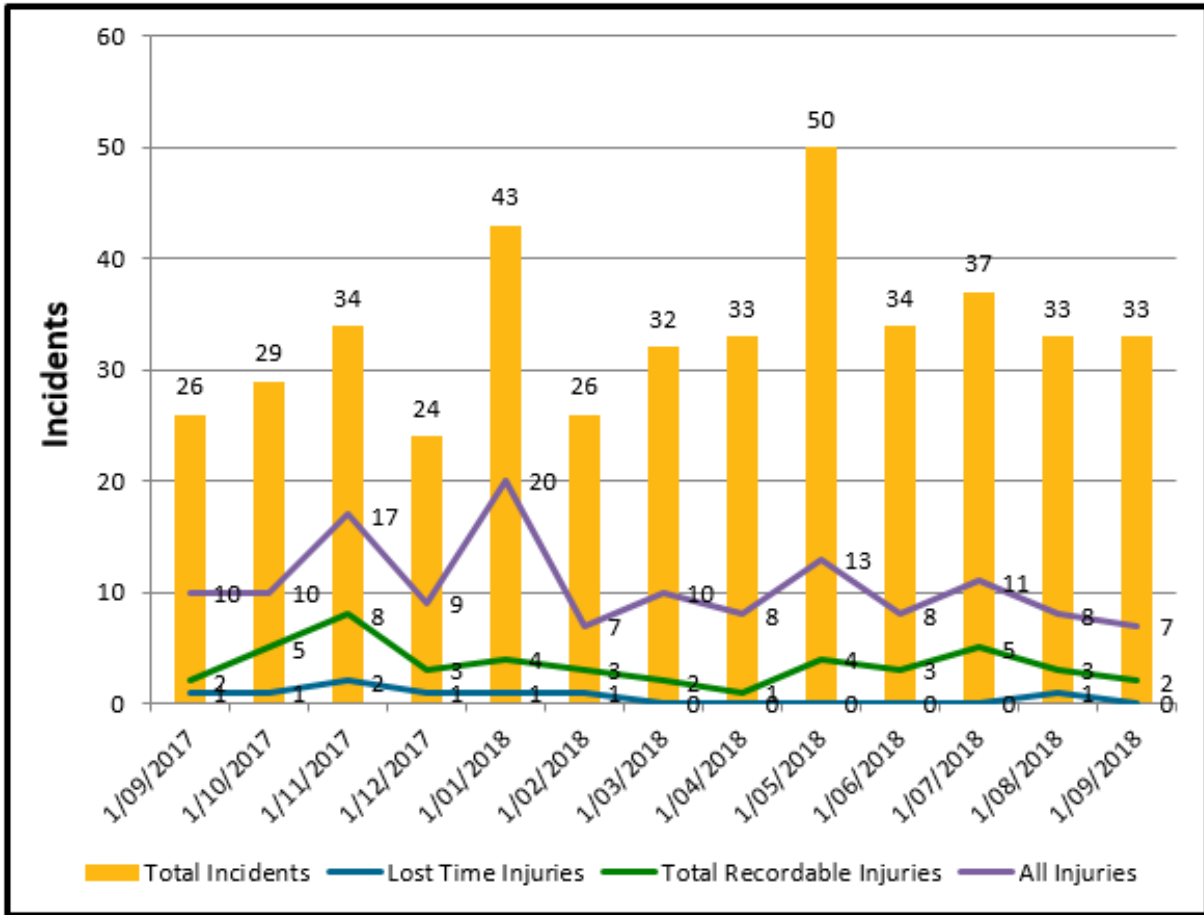
This table above the corrective actions which are:

- 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

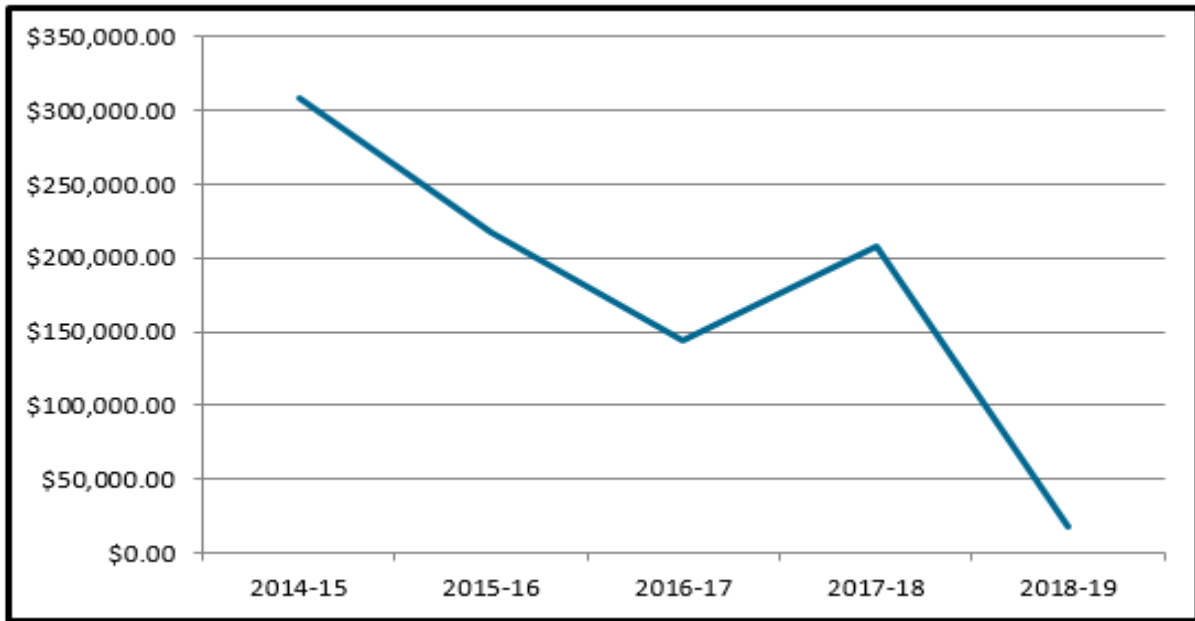


103 incidents were reported during the quarter. Twenty-six incidents resulted in an injury to a MRC employee.

One LTI was recorded during the quarter:

- 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. A further 5 days were lost in September as the worker recovered.
- Other injuries included minor strains and sprains, bites and stings, and lacerations.
- Incidents resulting in asset damage included: vehicle accidents, minor property damage, damage to underground services.
- The number and type being reported is indicative of a positive incident reporting culture.

### Workers Compensation Claims Costs

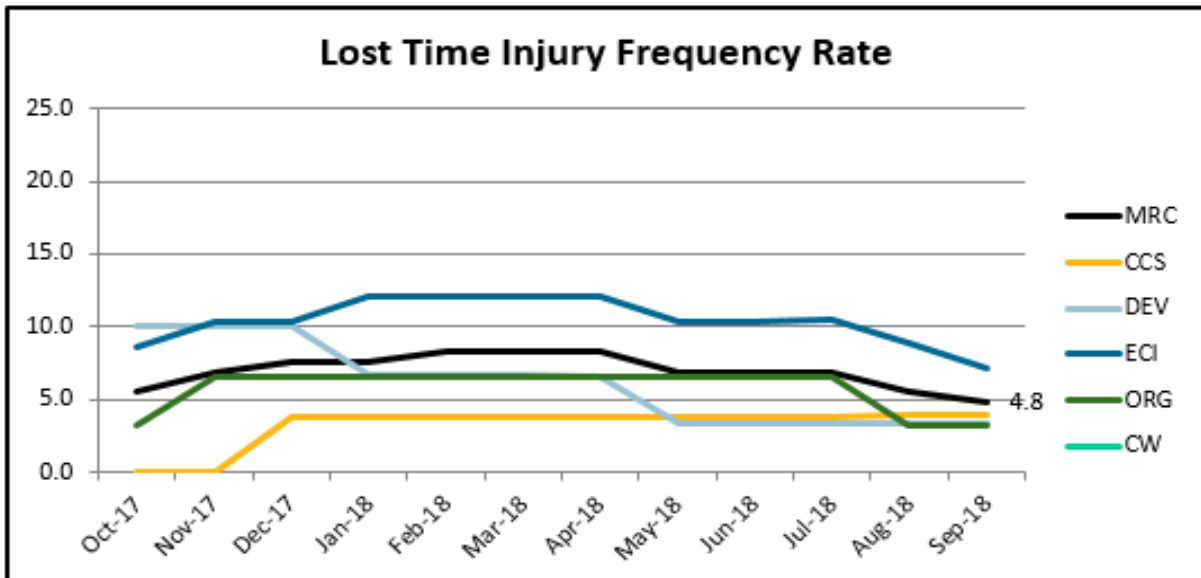


This graph depicts the total worker’s compensation claim costs over five years.

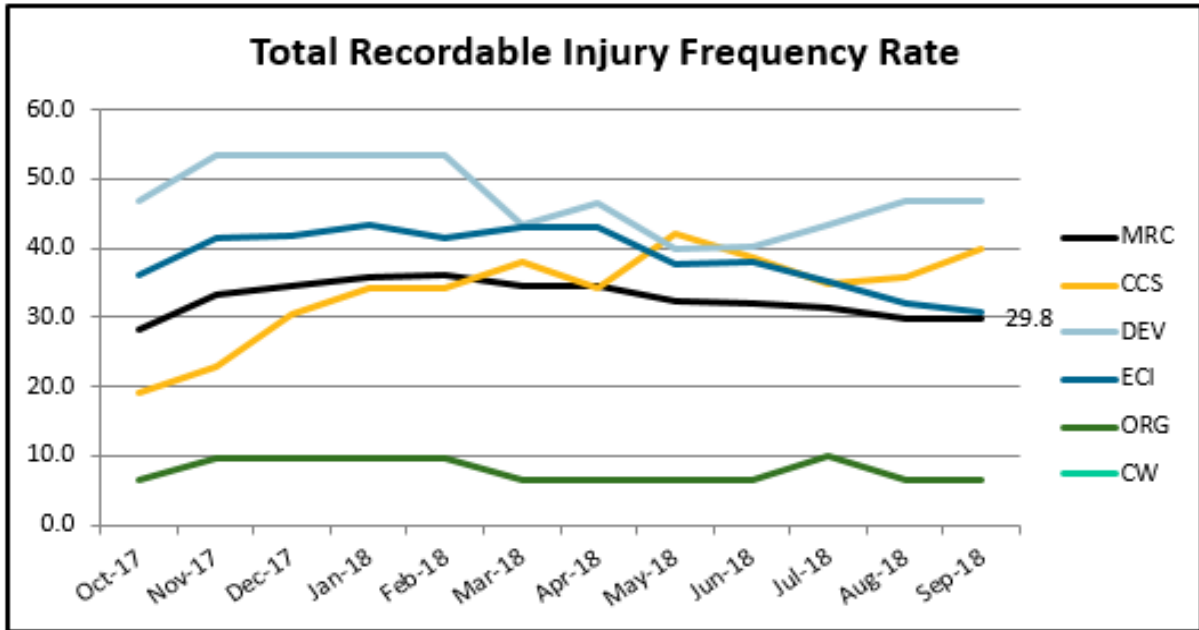
Claim costs are payments made in relation to accepted claims. This includes compensation payouts and medical costs and expenses relating to claims.

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

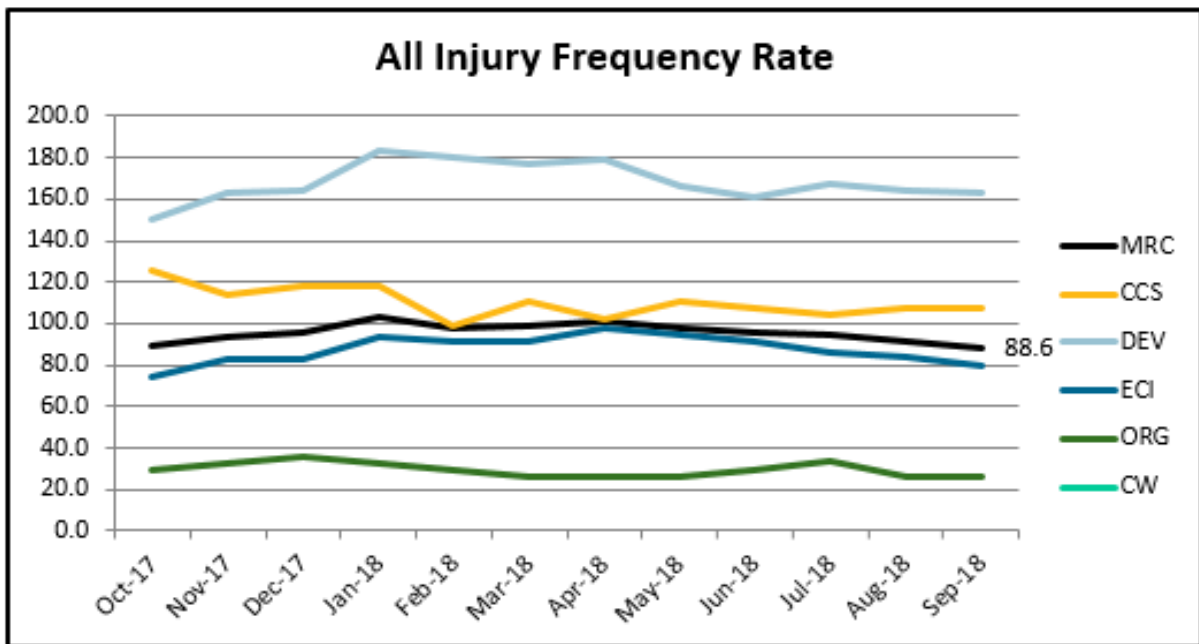
### Injury Frequency Rates 12 month rolling average



One LTI was reported during the quarter.

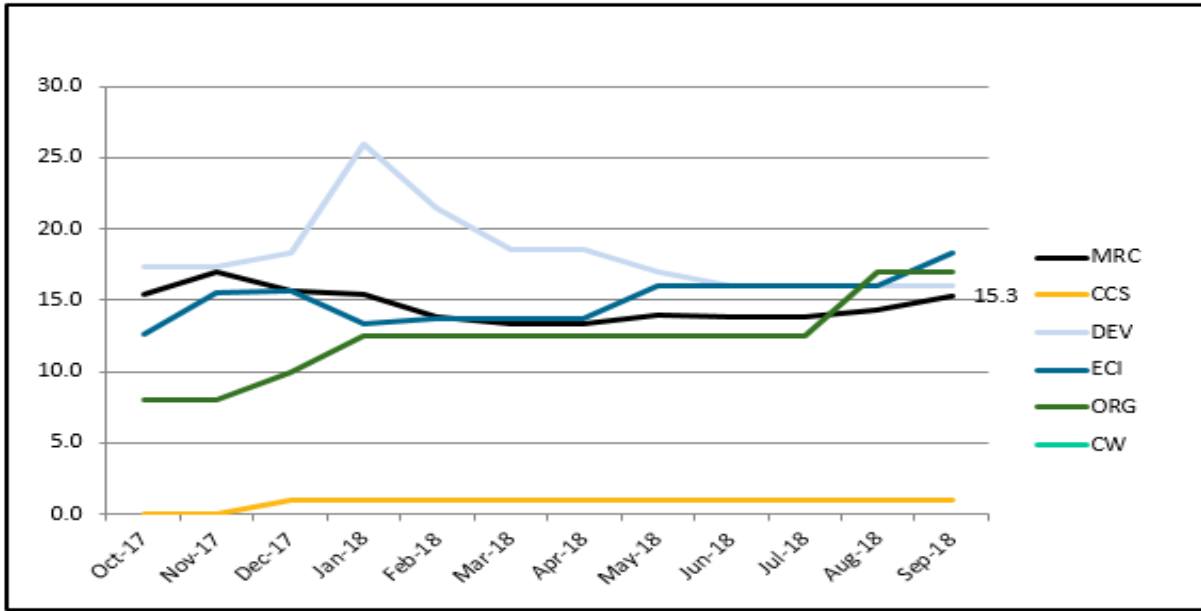


Ten recordable injuries were reported during the quarter.



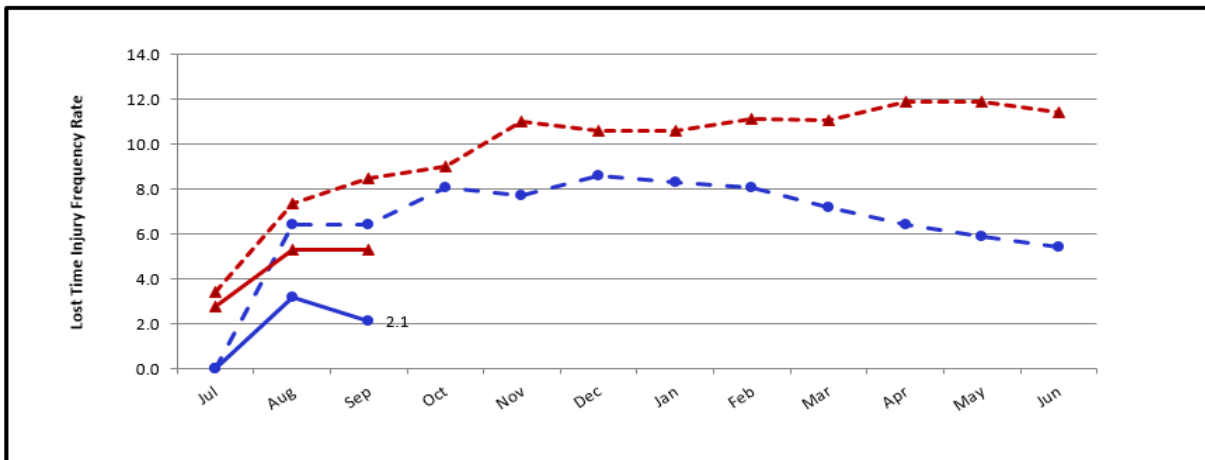
During the quarter, there were 26 incidents which resulted in an injury to a MRC employee.

**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 2017-18**



**Legend**

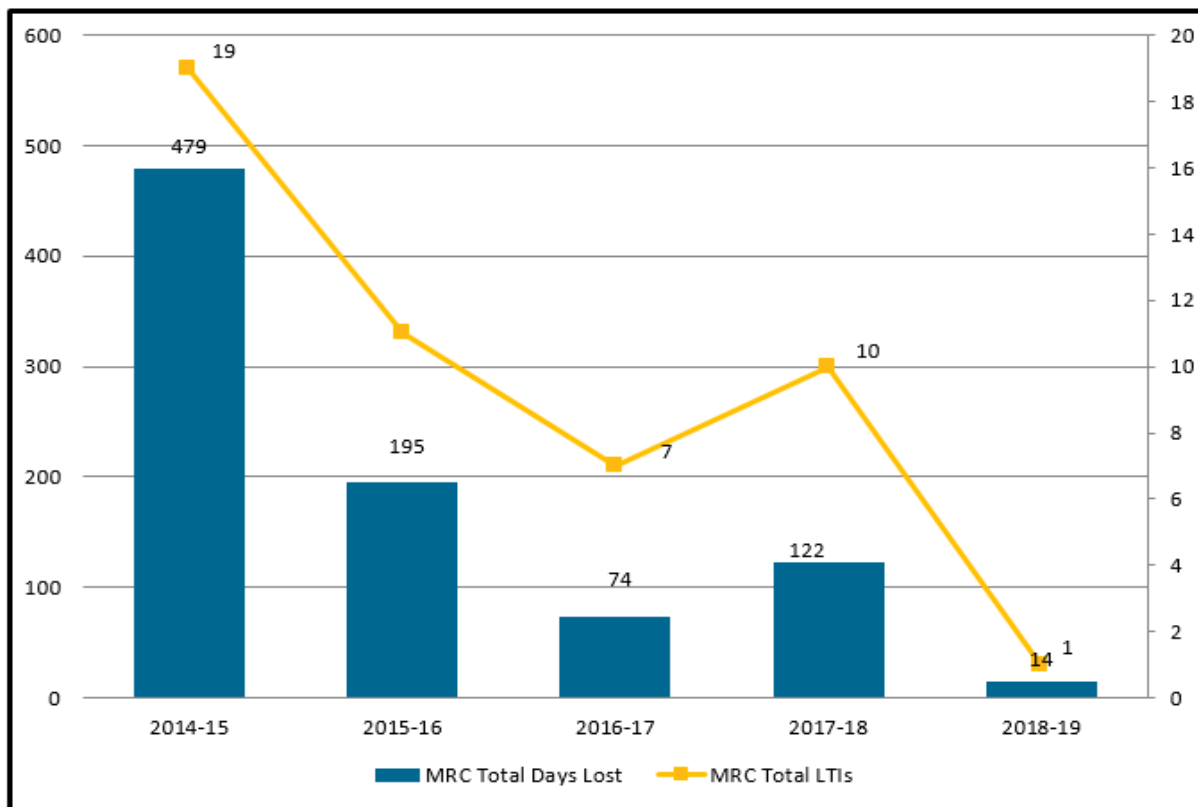
MRC	This year	
	Last year	

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).

As at 27 September 2018, MRC had recorded one LTI. This has resulted in a LTI frequency rate of 2.1, which is below the *All Group E Councils* rate and MRC’s rate at the same time last year.

### 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	14
<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>14</b>

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

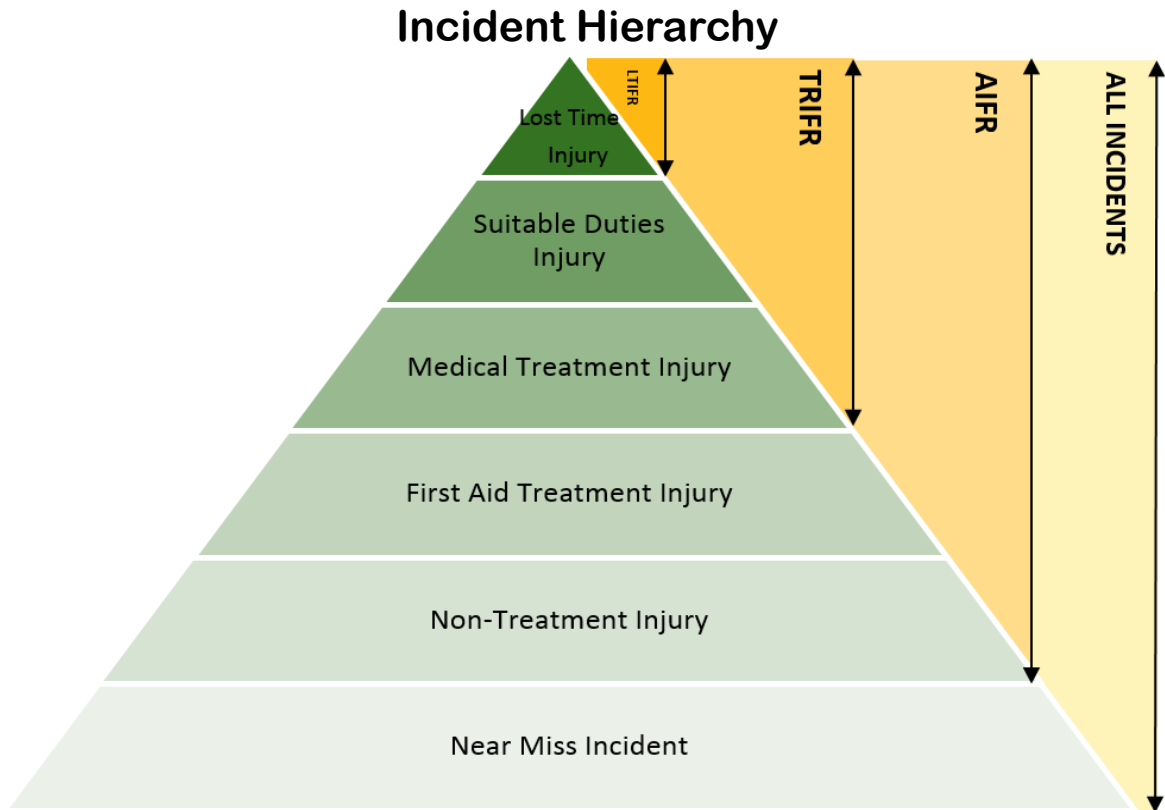
- While removing a guide post, a worker felt pain in the groin area, later identified as a hernia. Following surgery, nine days were lost in August. A further 5 days were lost in September as the worker recovered.

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.

## WHS Incident Summary

Department / Program		Incident Data (1 <sup>st</sup> Quarter)						Incident History 2017-18 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														
	Transport & Infra				1	3	1	5				1	3	1	5
	Water & Sewerage						1	1						1	1
	<b>Total</b>				1	3	2	3				1	3	2	3
Community & Client Services	CCS Management														
	Corporate Comm.														
	Community Lifestyle		1	3	1	3	7	14		1	3	1	3	7	14
	MECC & Events		1	1	1		2	4		1	1	1		2	4
	Emergency Management.														
	Health & Reg				1	1		2				1	1		2
	<b>Total</b>		2	4	3	4	9	20		2	4	3	4	9	20
Development Services	DEV Management														
	Development Eng														
	Development Ass			1				1			1				1
	Parks		4	12	2	10	2	26		4	12	2	10	2	26
	Strategic Planning														
	Economic Dev			1		2		3			1		2		3
<b>Total</b>		4	14	2	12	2	30		4	14	2	12	2	30	
Engineering & Commercial Infrastructure	ECI Management														
	Technical Services				1			1				1			1
	Civil Operations	1	2	5	1	15		21	1	2	5	1	15		21
	Business Services														
	Waste Services						13	13						13	13
	Water Network		1	2	1	1	1	5		1	2	1	1	1	5
	Planning & Sust														
	Water Treatment														
<b>Total</b>	1	3	7	3	16	14	40	1	3	7	3	16	14	39	
Organisational Services	ORG Management														
	Asset Management														
	Financial Services														
	Shared Services				1			1				1			1
	Procurement & Plant		1	1				1		1	1				1
	Property Services				1		2	3				1		2	3
	Governance & Safety					2		2					2		2
	People & Culture														
	Office of the Mayor & CEO														
<b>Total</b>		1	1	2	2	2	7		1	1	2	2	2	7	

1.4 Definitions



### 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
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
		<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> </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 September. Reforecast will occur in late October with no major issues expected.
	<ul style="list-style-type: none"> <li>Embed Continuous improvement culture with initiatives such as First principles review of Council operations</li> </ul>	<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 has occurred with scope of work to be finalised in next month.
	<ul style="list-style-type: none"> <li>Improve accuracy of LTFF forecasts to ensure minimal increases for ratepayers into future with sustainable outcomes.</li> </ul>	<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>Undertake a rates review of all rating categories</li> </ul>	<ul style="list-style-type: none"> <li>Initial review undertaken by Nov 18 and discussed with Council. Further work then to</li> </ul>	Jul 18	Nov 18 (stage 1)		Initial Council briefing session undertaken to set parameters, with a follow-












Strategy	Action	Measure	Start Date	Est Complete Date	Status	Comments
		prepare for 19/20 budget inclusions.				up briefing scheduled during October
<b>Capital Delivery</b>  Improve capital delivery and associated planning outcomes efficiency	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> </ul>	Jul 18	Jun 19		Tracking to plan after three months
		<ul style="list-style-type: none"> <li>Implement new capital delivery structure with improved delivery outcomes.</li> </ul>	Jul 18	Mar 19		Recruitment of new roles in new structure commenced. Changes made to structure internal also commenced.
		<ul style="list-style-type: none"> <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		Discussions on way forward commenced to identify potential projects for discussion with Council in November
<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> </ul>	Jul 17	Jun 19		Further working group has been setup
		<ul style="list-style-type: none"> <li>* A detailed Asset management strategy and action plan be finalised</li> </ul>	Jul 18	Jun 19		Nearing completion of a planned way forward that will be discussed with Council before end of 2018
		<ul style="list-style-type: none"> <li>Maintenance management activities are transitioned into the corporate Asset Management System</li> </ul>	2017	Dec 18		Well advanced
<b>Environmental Sustainability</b>	Promote sustainable practices and respond to climate	Complete the renewable energy solar initiative	Jul 17	Mar 19		Fist 6 sites will have installation started from mid-October. Remaining

Strategy	Action	Measure	Start Date	Est Complete Date	Status	Comments
	change in council's operations.	project on budget and on time.				sites then be completed by early 2019.
<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	<ul style="list-style-type: none"> <li>Complete all 2018/19 Disaster Communications Working Group action outcomes</li> </ul>	Jul 18	Jun 19		Tracking to plan
	Develop a Community led SES Management Template	<ul style="list-style-type: none"> <li>Complete SES Strategic Directions Group trial as per agreed MRC/QFES actions and agree future way forward.</li> </ul>	Nov 17	Mar 19		6-month trial review complete with modified Terms of Reference finalised, including addition of extra committee members. First meeting of expanded group held in September
<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		Operator meeting targets for sale of products. Manager of Waste Services was involved in a LGAQ overseas tour and he will provide feedback to Council and GWCoM by end of October. We are working with some proponents on understanding options in this space as well.
<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. Scope generally agreed with more detailed costings being developed. Some outstanding information to be provided to Council on some areas of concern raised at 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		Project completed, with official opening 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		<p>Scope nearing finalisation with detailed design commenced of several areas.</p> <p>Funding agreement signed</p>
<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 following 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. Briefing to Council during September on clarification of projects

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 from 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 and will form part of 2019/20 capital budget discussions
<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		Briefing to Council scheduled for November
		<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		Briefing to Council on draft Strategy during September. Agreed way forward with focus on Pioneer Valley option to be progressed as high priority
		<b>Aquatic Facilities/Wave Pool</b>	2017	Jun 19		Briefing to Council of draft strategy, with public consultation commenced
		<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-up actions to work with third party progressing
		<b>Mirani Heritage Precinct</b>	Mar 18	Jun 19		Initial focus was on high level pre-concept only. Focus currently on more

Strategy	Action	Measure	Start Date	Est Complete Date	Status	Comments
		<b>Sarina Sugar Shed Business Analysis</b>	Jul 18	Jun 19		<p>detailed scoping and concept design to estimate a cost.</p> <p>Little work done to-date. Collecting previous data on future options and current operations with aim to define agreed scope in next 2 months of review.</p>
		<b>Brewers park Masterplan</b>	Jul 18	Jun 19		<p>Agreed to reinvigorate Brewers Park action group and will review previous Masterplan as first step to ensure accurate.</p>

### 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>	<p><b>Working Together with Neighbouring Councils</b></p> <p>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</p>	<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		<p>Current initiatives include shared funding for representative to LGAQ international waste study tour, WIM Alliance and planning for joint deputations</p>
<b>Economy/Tourism</b>	Support for Key Stakeholder organisations	<p>Support and continue to work closely with;</p> <ul style="list-style-type: none"> <li>- GW3</li> <li>- MTL</li> <li>- RIN</li> <li>- RDA</li> </ul>	Jul 18	Jun 19		<p>Agreed to support through funding GW3 for next 12 months.</p> <p>Agreed with MTL to have a second site at BWL with project scope and timelines being finalised. Aiming for operations at BWL to occur by mid-2019</p>
<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</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-</li> </ul>	<p>Nov 18</p> <p>Jul 18</p>	<p>Jun 19</p> <p>Jun 19</p>	<p></p> <p></p>	<p>Little work completed to-date</p> <p>Working through agreed list of regional projects</p>

Strategy	Action	Measure	Start Date	Est Complete Date	Status	Comments
	<p>viability of the Region by implementing the Mackay Regional Council Economic Development Strategy 2015 – 2020 in partnership with key stakeholders.</p> <p><b>Qantas Regional Flight Academy</b></p>	<p>investment in regional priorities and strategies from State and Federal Governments and the private sector through Strategic partnerships</p> <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		<p>(below) and MRC shovel ready projects.</p> <ul style="list-style-type: none"> <li>- Biosecurity Focus</li> <li>- Cyclone Shelter options</li> <li>- Mackay Ring Road stages 2/3</li> <li>- Support for Universities</li> <li>- Bio products and bio fuel initiatives</li> </ul> <p>Toowoomba announced during September as the first appointed site. Work continues to secure remaining 2<sup>nd</sup> site.</p>
<b>Liveability/ promotion of region</b>	<p>Advocate, seek funding, commence works and complete key projects linked to the promotion and liveability of the Mackay region</p>	<b>Recreational Fishing Strategy</b>	2018	Jun 19		<p>Heavy focus on fishing infrastructure currently with other strategy outcomes being developed. Funding under Federal BBRF unsuccessful. Briefing occurred in August to Council.</p> <p>Further actions around Strategy being developed including additional lighting and CCTV works to be carried out on some boat ramps</p>

 On Track    
  Potential Issues    
  Definite Issue

## 2.4. Cyclone Debbie Update

### Category B

The detailed designs for the proposed restoration works for landslips on Mt Blackwood Access Road, Chelmans Road & Dalrymple Road are being finalised. Construction on Mt Blackwood Access Road will commence in early October and on the other roads, under one contract, in November.

The grading and gravelling of the damaged sections of the unsealed road network is continuing with approximately 80% of the works complete at the end of September. These works are being undertaken in conjunction with normal maintenance and Works for Queensland works. Other restoration works are progressing.

The detailed design for the Clews Road floodway is nearing completion. The permit approval from Department of Fisheries & Agriculture has been received. It is proposed to commence construction in late October 2018 after the completion of Graham Road.

### Category D & Resilience

The Graham Road culvert replacement project commenced in mid-August with completion expected in mid to late October.

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. Other minor works have been undertaken at Ball Bay and are proposed to be undertaken at Cape Hillsborough in October.

The design of the major restoration beach works, to pre STC Debbie condition, at Midge Point and at Lamberts Beach has been completed. The construction of the Midge Point geobag wall will commence in early October with completion in December 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) and have been accepted by QRA. The tenders for the Midge Point and Lamberts Beach sand nourishment projects will be called in early October 2018.

The detailed design of the St Helens Beach groyne project (\$0.24M) commenced in late September together with the preparation of the necessary permit. It is anticipated that works will be undertaken in 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. With periods of leave for key attendees, the last meeting was held on Friday 3th August.

With bi-monthly meetings, the last GWCoM's meeting was held in Mackay on 16 August, and the next scheduled for 11 October.

The highlight for the period was the attendance of a joint funded delegate to the LGAQ's international waste study tour, with the information gathered to be made available to each of the Council's.

#### 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.