



Office of Mayor and CEO

Monthly Review

Period - September 2016

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OVERVIEW

This report is for the Office of the Mayor and CEO for September 2016.

Significant items in this period include:

- There remains a continued focus on safety improvement in the business with increased safety interactions, increasing reporting of lag and lead indicators and focus on risk and hazards.
- The Dudley Denny City Library continues to remain on track for a late November opening. The project remains near budget (expected to be within 2% of budget) with the internal and external play areas now incorporated into the final project plans and timeline.
- The Mackay Regional Sports Precinct master plan and costings have now been revised and reviewed. The scope of works for the precinct that was initially approved by Council for the funding application can be achieved for \$20M. There remains some scope around sewerage and power that needs to be finalised. The Federal Government advised in early September their intention to fund \$10M for this project under a funding agreement, with the balance of \$10M funded by Mackay Regional Council.
- A meeting was held with Adani in early September to explain and showcase the Mackay Regions offerings for a potential Adani Regional Head Office and/or FIFO Hub. Our pitch was supported by the Isaac and Whitsunday Councils, Mackay Airport, North Queensland Bulk Ports, State Government Elected Members and some members of the Indian Community.
- A two day organised visit to Mackay by seven key journalists took place on 21st and 22nd September. The trip was organised to showcase Mackay and region's offerings to southern semi retired/retired audience. The visit included visiting key attractions and meeting key regional identities. The actual publications and stories of the visit are expected to be distributed in October 2016. The visit was very well received and we expect very positive media outcomes.
- The Whitsunday ROC and REDC Board have now agreed on the final constitutiona and Funding Agreement for the establishment of the Greater Whitsunday Alliance (GW3). Members of REDC have 21 days to consider the recommended constitution before a vote is taken (expected around 10th October). Recruitment of the Chairperson and Interim CEO for GW3 have commenced.



Chief Executive Officer

SAFETY

1.1. Summary

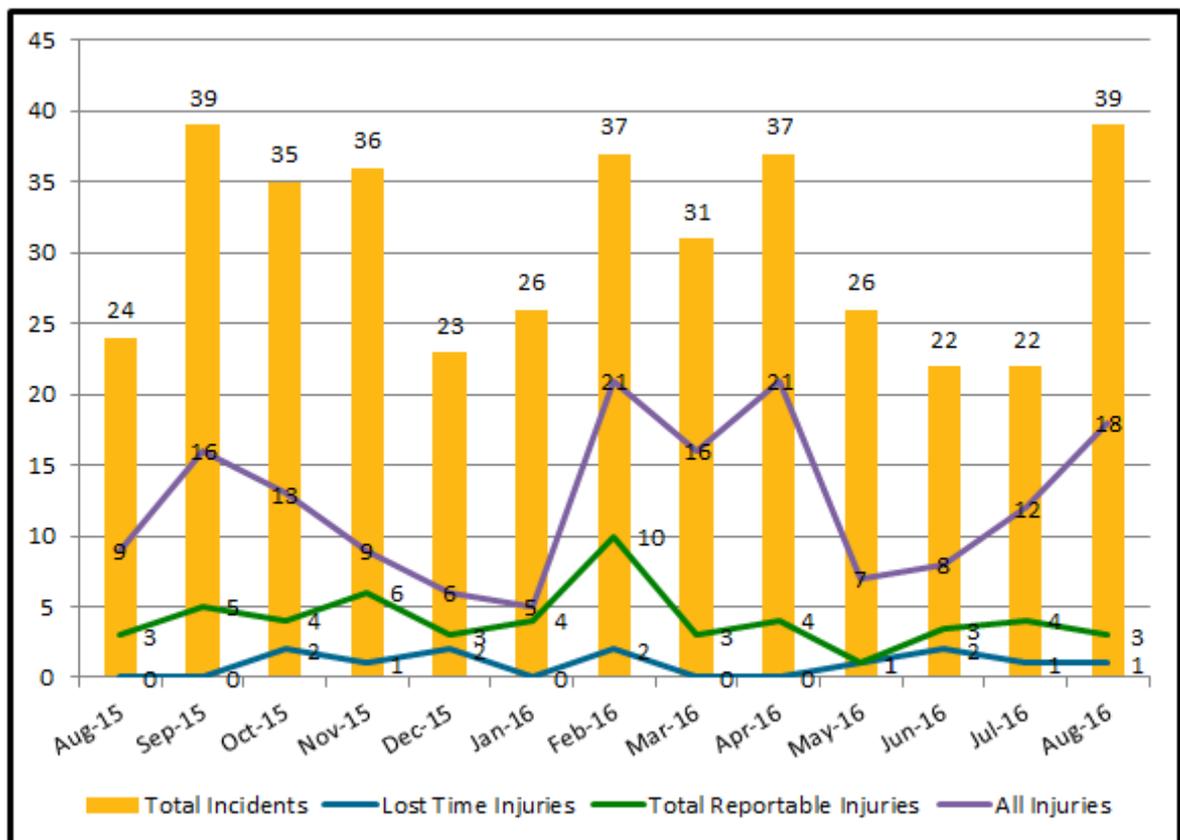
Thirty-nine incidents were reported during August, eighteen of which were an injury.

One of these injuries resulted in three days lost time: a worker suffered an arm injury while positioning an AV projector screen.

So far this year there have been two lost time injuries (LTIs), resulting in a total of five days lost time.

A range of initiatives were developed to raise awareness of mental health during Mental Health Week, which runs from 9 to 15 October. Activities will include a series of information sessions with breakfast/lunch, a fund-raising 'odd socks day' on 7 October, and a photo competition on the theme 'what makes you happy'.

1.2. Incidents and Injuries



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

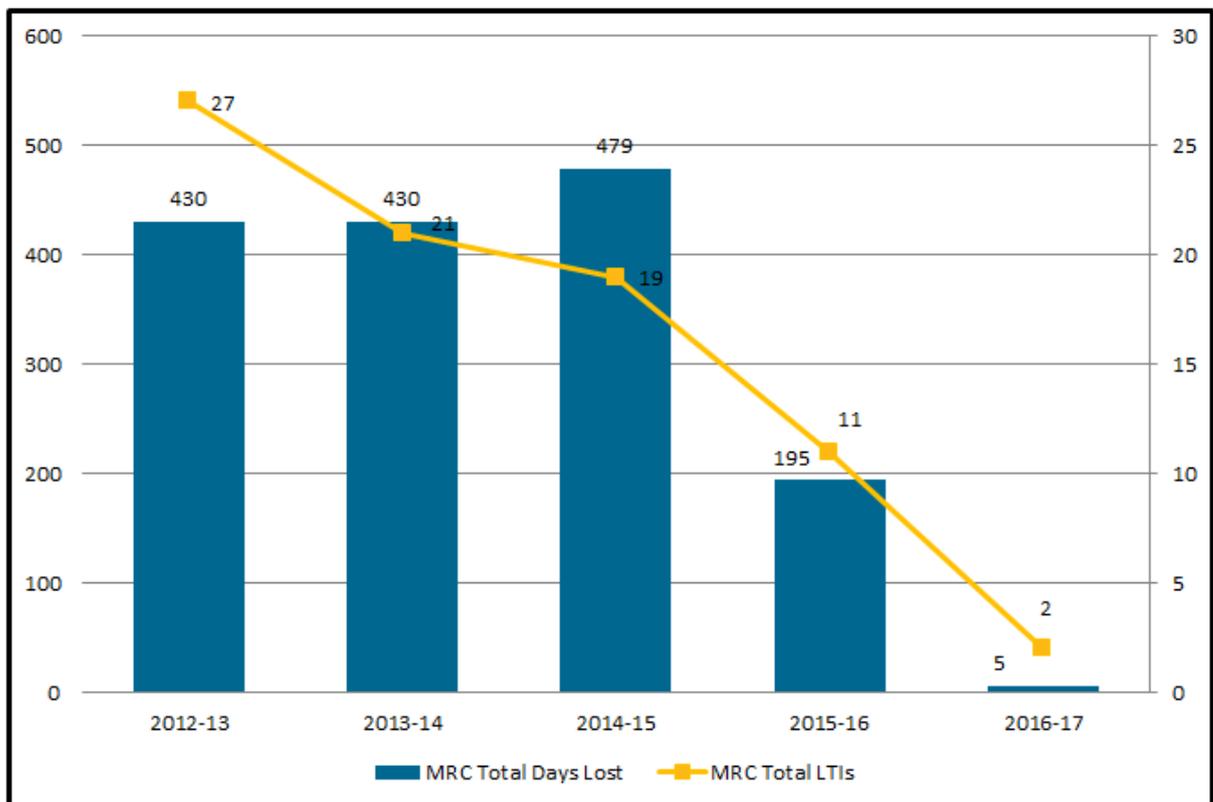
Of the 39 incidents reported, 18 involving an injury, including:

- A lost time injury after a worker injured their arm whilst positioning an AV projector screen.
- A member of the public fell from their bicycle whilst riding through a MRC worksite.
- A worker reported ongoing pain in their wrist. No single incident.
- A labour hire worker required medical treatment after they reported ongoing knee pain over a week. No single incident.
- At the Botanic Gardens, a member of the public tripped and fell on the pathway, resulting in a graze.
- A worker experienced lower back pain after whipper snipping.
- A MRC officer suffered a minor dog bite.
- At the Paget Waste Management Facility a non-staff member was unloading their vehicle and tripped over wheel stop, falling & dislocating their knee. First aid was given and an ambulance called.
- A minor cut to a finger.
- A combination of both emulsion and hand cleaner washed into a worker's eye.
- A non-work related medical condition.

Near misses included vehicle incidents and minor property damage, and reflect a positive reporting culture.

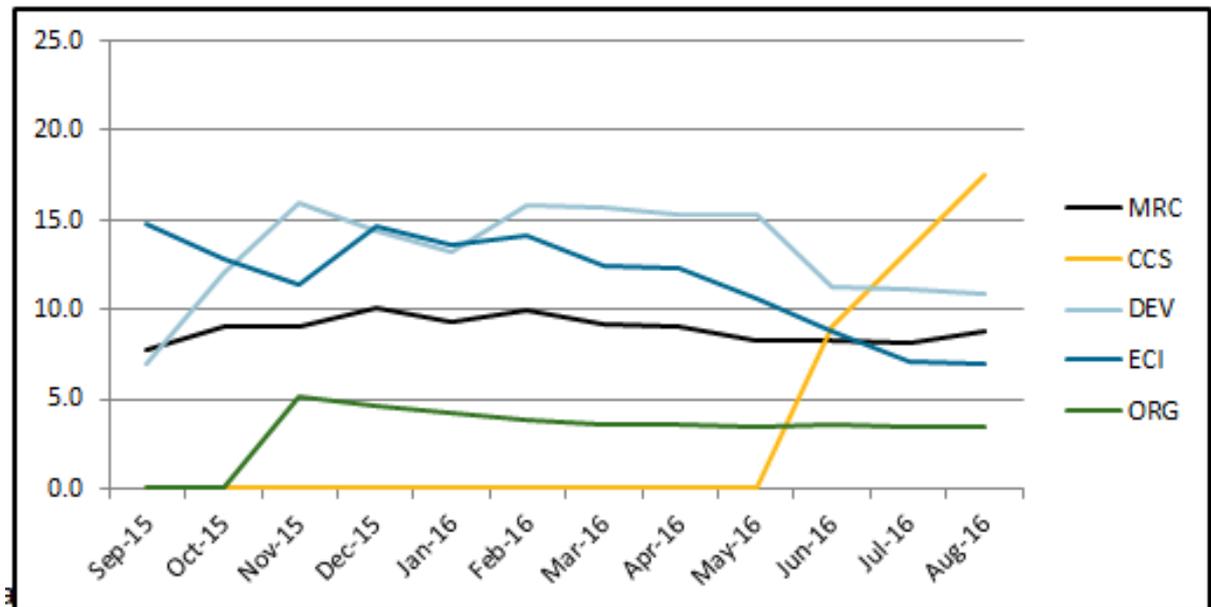
Each of these was investigated and appropriate corrective measures implemented to reduce future risks.

Lost Time Injuries and Days Lost



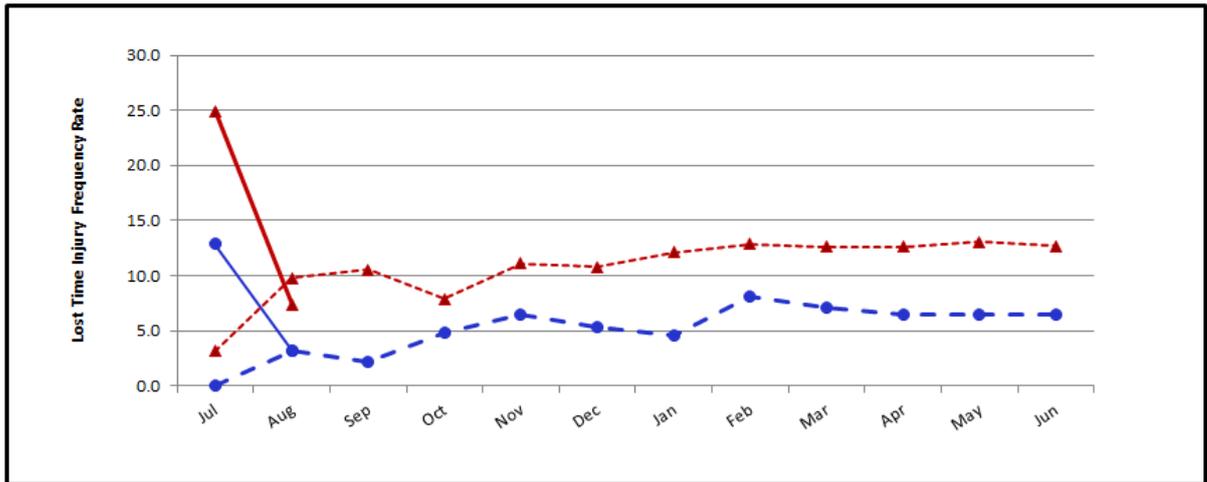
Department	2012-13		2013-14		2014-15		2015-16		2016-17	
	LTI	Days Lost	LTI	Days Lost						
Community & Client Services	3	15	5	155	1	11	2	4	2	5
Organisational Services	3	24	1	4			1	4		
Development Services	9	130	7	201	4	164	3	29		
Engineering & Commercial Infrastructure	12	261	8	70	14	304	5	158		
Mackay Regional Council	27	430	21	430	19	479	11	195	2	5

Injury Frequency Rates 12 month rolling average



The rise in the Community & Client Services average frequency rate reflects the four LTIs recorded in June, July & August.

Lost Time Injury Frequency Rate Comparison



Legend

MRC	This year	
	Last year	

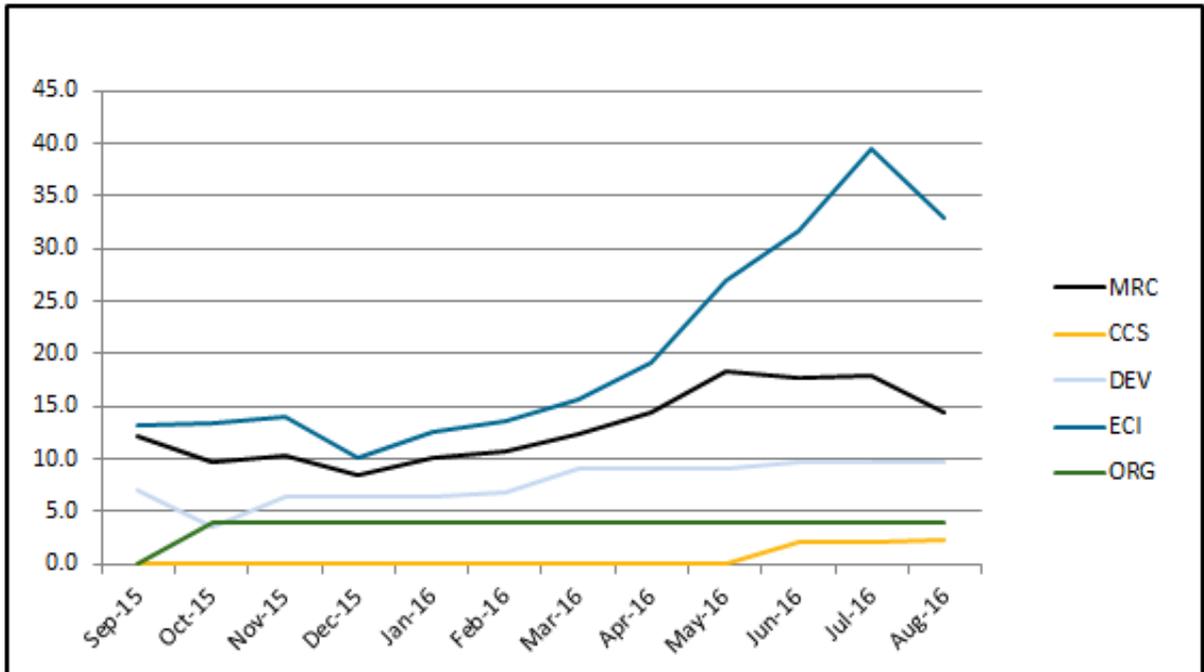
All Group E Councils	This year	
	Last year	

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

As at 31 August, MRC had recorded two LTIs. This has resulted in a LTI frequency rate lower than the *All Group E Councils* rate and identical to the recorded performance for the same timeframe last year.

Where applicable, this data includes ‘journey claims’ ie injuries sustained while travelling to and from work, as these are included in the *All Group E Councils* data.

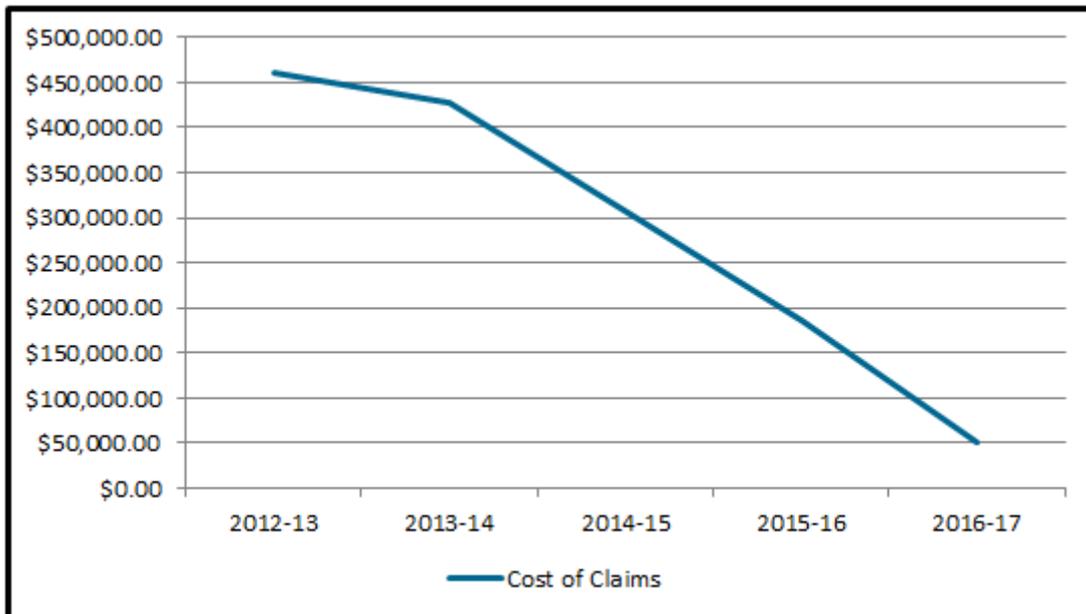
Duration Rates 12 month rolling average



This graph shows the average severity of injuries calculated on 12-month rolling average.

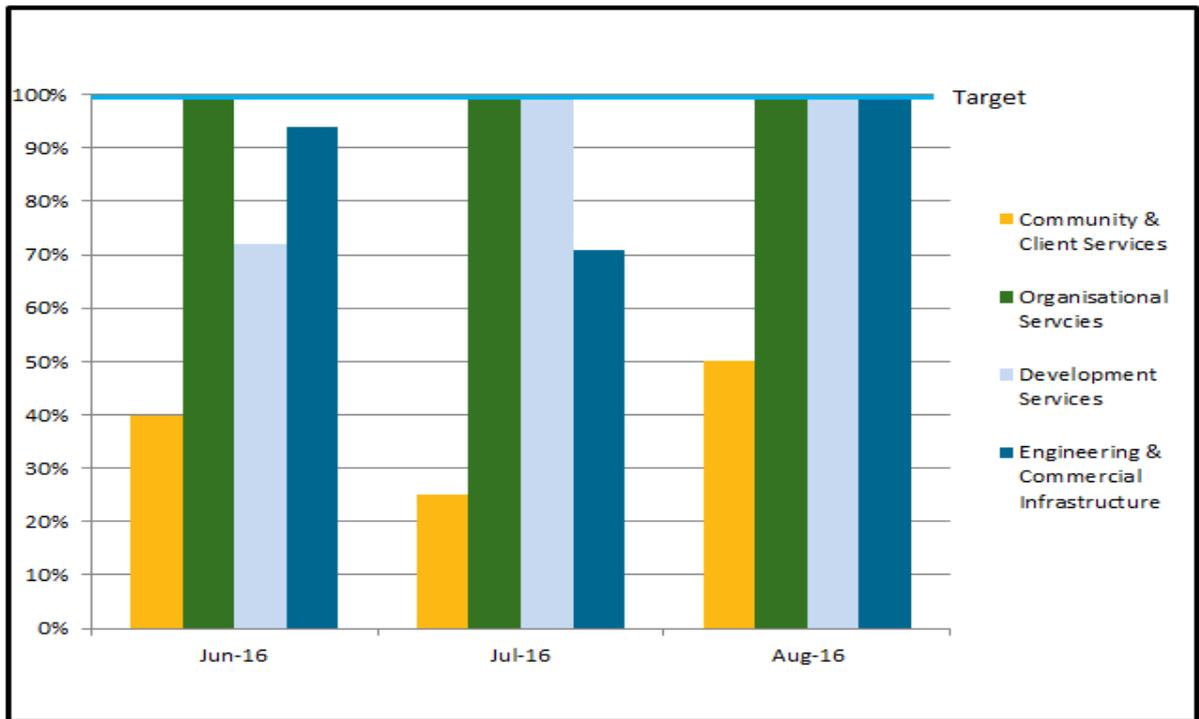
The recent increase in the duration rate for Engineering and Commercial Infrastructure was attributable to a reduction in the number of LTIs, but an increase in the severity of those injuries. For example, a single injury last year associated with a fracture, accounted for 80 days lost work.

Workers Compensation Claims Costs



Reduced workers compensations costs are an indicator of improved safety outcomes and will result in lower insurance premiums over time.

Hazard Inspection Checklists

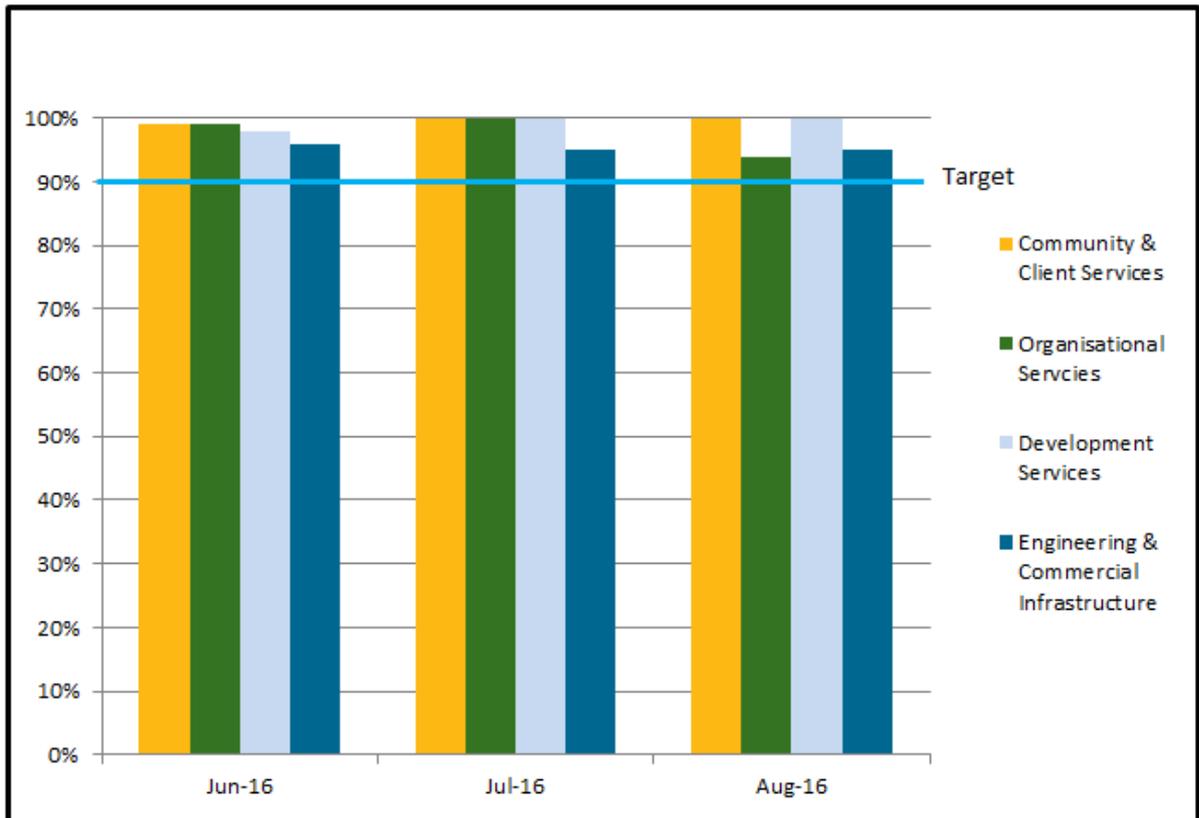


A hazard inspection is a planned activity in which the workplace is inspected, following a checklist, to identify and report potential hazards to be eliminated or controlled. Hazard inspections are an important element of MRCs safety system and help to prevent work-related injury and illnesses.

A target of 100% has been set for the completion of scheduled hazard inspections. Data is shown as recorded at the end of the month. Further inspections have been completed in subsequent months.

Four outstanding inspections in the Community and Client Services Department relate to SES facilities, which have been deferred until the vacant SES Area Controller position is filled.

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.

A target of 90% has been set for the completion of MAP items. Data is shown as recorded at the end of the month. Further actions have been completed in subsequent months.

Glossary

Group E	Councils with wages greater than \$50 million
Incident	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. 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
Diversify Mackay's Economy	Facilitate the creation of an economic development body for the region, which reflects Council's role in regional economic development [NCP]	Economic development body formed	May -16	Sep-16		The New Constitution and Funding Agreement documentation has now been approved by Whitsunday ROC and REDC Boards. Members of REDC will now vote on the constitution and formation of GW3 around 10 October. Recruitment processes for the Chairperson and interim CEO have commenced.
Co-investment for development	Identify opportunities to attract co-investment in regional priorities and strategies from State and Federal Governments and the private sector through strategic partnerships	Identify shovel ready projects and initiatives and develop business cases for these.	June 16	Ongoing		The new economic body formation (GW3 as explained above) will allow a unified regional focus with key funding applications and canvassing support from the State and Federal government. The formation of GW3 will also realise a seat on the Northern Australia Alliance initiative effective from October 2016. Other Mackay specific projects will be progressed through MRC staff. A priority list of shovel ready projects has now been developed with business cases to be initiated within the next 6 months on the key projects identified by Councillors.
Residential showcase developments	Assist Economic Development Queensland (EDQ) to undertake Woodlands residential 'showcase' developments	Completion of Stages 7 & 8 infrastructure civil works	June 16	Feb 17		Contract for civil works for these stages have been now issued to Vassallo Constructions by EDQ. Progress is to plan.
Promotion of local suppliers and local stimulus	Undertake standard review of the Procurement/Local Buy policy	Complete Review with endorsement by Council	July 16	Dec 16		Initial review commenced (progress is slow due to other priorities) with information from other Councils being collated for review and with particular emphasis on what the definition of "local" is?
Corporate Strategy Alignment	Review of Councils 2015-2020 Corporate Plan	Plan reviewed and updated for 2016 – 2021 and endorsed by Council	June 16	Sept 16		A strategy day to discuss plan with Councillors has been set for November.

Strategy	Action	Measure	Start Date	Est		Status	Comments
				Complete Date			
Advocacy for the Mackay Ring Road	Support the State Government progress Stage 1 of the Mackay Ring Road	Ring Road Stage 1 is progressed	2015	2018			Stage 1 of the Ring Road is now fully funded and due for commencement of works in 2017.
	Advocate for State and Federal Government support for Stage 2	Number of advocacy activities undertaken	Jul 16	June 17			Limited advocacy and work undertaken on Stage 2 in this period.
Advocacy for Mackay to Bowen Basin Service Link	Seek funding for the construction of the Mackay to Bowen Basin Service Link Number of advocacy activities undertaken	Funding commitment	July 16	Ongoing			Minimal progress on this initiative in September. Briefing provided by TMR to Council in mid- September on different options and previous work undertaken on this initiative. Engagement with State/Federal stakeholders to occur in future.
Mackay Regional Sports Precinct	Advocate for, and help facilitate the construction of the CQ University Mackay Campus Sports Precinct master plan	Construction activities commenced, subject to funding approval	July 16	Jun 17			<p>Project costs for Stage 1 of \$20M. Confirmation received from Federal Government in September on intention to provide \$10M funding for this project. Remaining \$10M funding will be from MRC.</p> <p>Project Group formed in June 2016 including MRC and CQU. Meeting monthly and more frequently in September to assess costings of revised masterplan.</p> <p>Continue to work on Masterplan and review of costs. See more detailed report on this project below.</p>
Northern Australia Services	Undertake a review of the Northern Australia Services Transition and Transformation process on completion of 1 year [NCP]	Review completed and recommendations implemented.	June 16	Sep 16			Review complete and discussions held with Propel CEO in this period. Employees will be notified by letter from CEO of the review outcomes and way forward by 1 October 2016.
People and Culture	Review and revise the performance planning and review process for managers and directors [NCP]	New process implemented	July 16	Dec 17			<p>Limited work undertaken in the period on this initiative.</p> <p>A strategy session with the full Management Team has been set down for 10th /11th November.</p>
Governance and Performance	Create cost savings and efficiencies through the delivery of in-house legal services	Increased percentage of legal services provided in-house. Savings in overall legal costs compared to 2015/16	July 16	Jun 17			<p>Active legal cases are reducing as we clear up some legacy issues. New Internal Legal advisor commenced in late August.</p> <p>On track to reduce legal costs from 2015/16.</p>

Strategy	Action	Measure	Start Date	Est		Status	Comments
				Complete Date			
Best value service	Undertake a 'first principles' review of Council's activities and services [NCP]	Review completed and recommendations presented to Council	July 16	Apr 17			<p>Significant amount of work undertaken in August/September with focus on data collection costing methodology. A small internal team has been set up on this initiative.</p> <p>Please see separate report on the review principles and aims.</p>
Industrial Relations	To commence negotiations for 2016 EA with workforce.	Complete new EA	July 16	Feb 17			<p>The legal process has now been finalised between the State, Unions and LGAQ.</p> <p>Negotiations on a new EA are expected to commence in early/mid- October.</p> <p>An internal strategy discussion on desired EA outcomes was held on 20 September with a second planned for early October.</p>
Stimulate Local Economy	Identify opportunities to attract people to Mackay to live and visit	Finalise and implement initiatives that result in increased population growth	July 16	June 17			<p>An initiative to attract permanent migration from Southern States (in particular Sydney/Melbourne) to move to Mackay and live. A visit of seven journalists from key publications focused on semi-retired/retired audience occurred on 21st /22nd September and included;</p> <p>The Senior Newspaper Australian over 50's Guide Aust Caravan & RV Magazine Probus South Pacific RACQ Road Ahead Magazine Daily Mercury Cruising Helmsman</p> <p>The visit was very well received and we expect very positive outcomes in each publication in coming months. Tracking of results from visit will be summarised and presented to council.</p>
Improved Efficiency	Identify initiatives to improve cost management and improve ratepayer service delivery.	Achieve 2016/17 budget and aim for reduction in deficit for 2016/17 by > \$2m	July 16	June 17			<p>A review of the management of cash reserves and borrowings took place with QTC in August. Opportunities to reduce borrowings by paying out loans are limited due to market movements against original loan terms. A report will be prepared for Council on this review.</p> <p>Opportunity to utilise cash reserves more efficiently is being investigated with QTC.</p> <p>A number of initiatives are being investigated into reducing</p>

Strategy	Action	Measure	Start Date	Est Complete Date	Status	Comments
						<p>councils \$5.9M annual electricity costs. An Expression of Interest (EOI) process will be run (separate resolution to September full Council meeting) will commence this process.</p> <p>Work has commenced on a rating/criteria based system for key infrastructure such as footpaths, bikeways, roads, boat ramps etc. The aim is to in future use an enhanced criteria base system for allocation of funds where sensible and subject to Council approval.</p>

✱ On Track
 ✱ Potential Issues
 ✱ Definite Issue

Major Project Updates

3.1. Dudley Denny City Library Report

Project details

Client Department	Community & Client Services
Delivery Department	Engineering & Commercial Infrastructure
Project Name:	Dudley Denny City Library, 134 Victoria Street, The Dome
Project description:	Construction of a new city library in the Mackay City Centre, in an existing two storey building gifted to Council by David Denny
Project Manager:	Project Manager – City Centre Projects, Jim Carless
Project Budget	\$ 8,248,741

The Project Control Group (PCG) for this project meets monthly and more frequently as required. The project group consists of:

- Jim Carless - Project Manager
- Craig Doyle - Chief Executive Officer
- Jason Devitt - Director Engineering & Infrastructure
- Bridget Mather - Director Community & Client Services
- David McKendry - Executive Officer

Project status summary

3.1.1. Activities for period

Major project activities

<i>Outline of recent and planned activities on site;</i>	
Recent activities (past month)	<ul style="list-style-type: none"> • Glazing frames installed • Continue high level façade and frontage works • Complete install roofing to new roof section (north) • Continue install of internal wall framing • Continue electrical install • Continue Mechanical systems install • Continue fit out of ceiling and bulkhead installations internally • Demolition of remainder of front entry and façade • Commence glazing install • Complete plant room construction for both east and west plant rooms

Outline of recent and planned activities on site;	
	<ul style="list-style-type: none"> • Continue plumbing rough in • Complete storm water works • Complete air handling unit installs • Install external wall cladding
Scheduled activities (next month)	<ul style="list-style-type: none"> • Install new floor decks at south façade • Install new awning frames • Install fly roof structure • Continue glazing install • Wet area floor bedding • Install hob interface between internal and external floors • Commence tiling • Continue internal plasterboard sheeting • Finish and flash northern roof penetrations • Install lift and escalator by end September • Construct new concrete entry/exit stairs

3.1.2. Budget & Scope

See below summary of financials.

Financial summary (as at 19 September 2016)

Description	Actuals & commitments	Budget	Remaining Expenditure
Design & Planning	\$742,112.95	\$744,589.00	\$2,476.05
Project Management	\$226,689.48	\$296,461.00	\$69,771.52
Demolition	\$179,906.01	\$180,000.00	\$93.99
Main Construction Activities	\$5,660,120.00	\$5,660,120.00	\$0.00
Other Construction Activities	\$624,519.39	\$1,173,470.00	\$548,950.61
Project Contingency	\$196,081.58	\$194,101.00	-\$1,980.58
	\$7,629,429.41	\$8,248,741.00	\$619,311.59

* The children's internal feature and additional external playground and landscape areas were late scope additions to the project and as such, it is anticipated the associated costs of these items will increase costs by ~\$220,000.00 by the end of the project.

3.1.3. Schedule

The project remains on track for a late November finish. However recent advice from the contractor is suggesting they have two work areas of delay which may affect the final completion date. The Council team is working through these claims with the contractor's team.

Progress photos



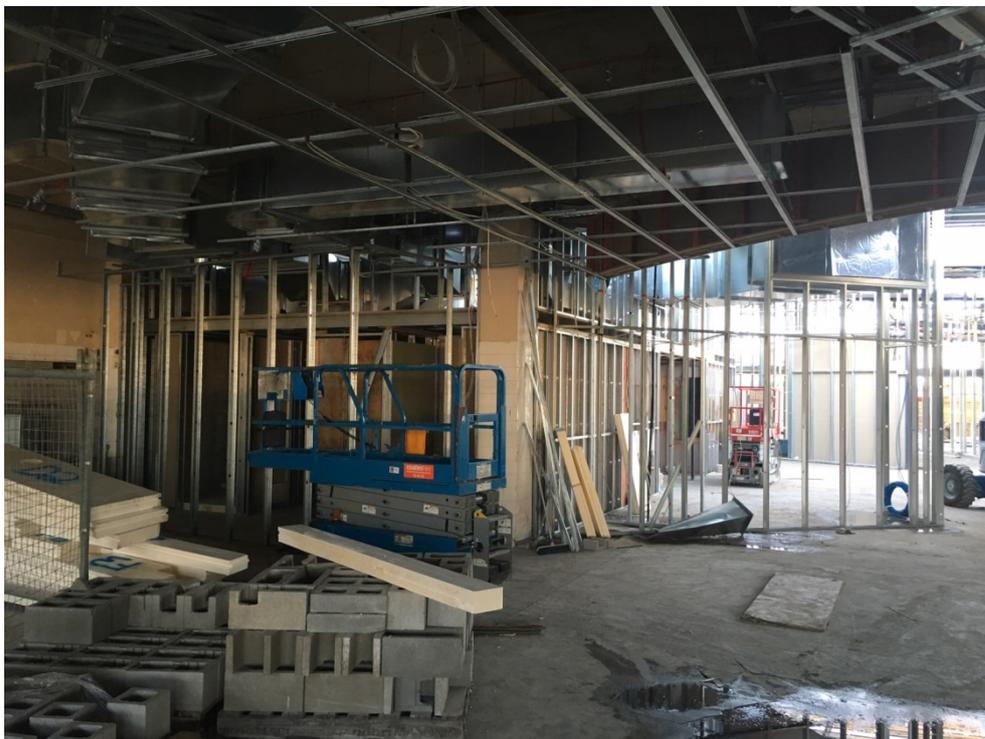
Victoria Street façade steelwork for upper awning roof



Victoria Street façade steelwork for suspended floor



Quiet rooms and Heritage Collections



First floor entry area



Entry foyer works



Public toilet facilities



Rear of building and landscaped terrace

3.2. Staff Accommodation Project

3.2.1. Introduction

The approval of layout plans for renovation work to the ground and first floor of the Sir Albert Abbott Administration Building (SAAAB), rear section of the 42 Wellington Street Building and City Library Building (CLB) has allowed work to continue in regards to project brief refinement and appointment of contractors.

Work associated with the CLB with the exception of minor cabling work cannot commence until the Dudley Denny City Library project is completed.

3.2.2. Project Delivery

The first component of the project work will commence on the 26th September 2016 in the rear section of the 42 Wellington Street Building.

Site meetings have been held with construction, electrical, furniture removalists and carpet contractors and associated orders issued. Meetings have also been held with all programs that will be affected by such works.

On completion of this work the next stage will be the refurbishment of areas at the SAAAB.

The majority of works will be undertaken during regular business hours, but with the most disruptive works to be carried out after hours and during weekends to reduce staff, management and Council disruption.

3.2.3. Project Cost

Scope of work and associated floor plans detailing agreed changes to the City Library Building (Community, co-share and administrative spaces) have been provided to two preferred suppliers in line with procurement guidelines to provided quotations on defined works. Such quotations are to be provided in early October 2016.

The estimated project cost for the first stage of the project being the refit of defined areas in the SAAAB and the 42 Wellington Street Building remains at \$211,685.00.

Arrangements for the transferring funding from the \$250,000.00 allocated to project 10010 – Retravision Building Refurbishment in the Property Services 2016/17 Capital Budget will not be undertaken until full project costs are ascertained and the need defined.

3.2.4. Summary

Works will commence in the rear section of 42 Wellington Street on the 26th September 2016, on completion of such work the Health & Regulatory Program will be relocated from the Daily Mercury Building (DMB) to the completed area. On completion of the mentioned relocation sections of the Community & Client Services Department will be moved from the SAAB to the DMB allowing work to commence in the SAAAB.

Costing for the City Library Community Meeting rooms area of the project is ongoing and expected to have a final cost and design (based on discussions at full Council meeting in August 2016) by early October. Funding for these works was not budgeted in 2016/17 however as part of the first quarter budget review a recommendation will be forthcoming to council on how these works can be funded.

3.3. Mackay Regional Sports Precinct Project

Project Status Report as at 20 August 2016

Project details

The Mackay Regional Sports Precinct is a partnership proposal between Mackay Regional Council, Central Queensland University and sporting associations in Mackay. The overall vision is to jointly develop a multi-facility Precinct which caters for the future growth of Mackay and meets the clearly identified future planning needs for sport and recreation in the region.

Project outcomes for Stage 1

The outputs of Stage 1 (1a and 1b) of the Precinct will include the following deliverables:

Stage 1a - Athletics Facility including synthetic surface running track, and field event facilities. The associated clubhouse building will include spectator stands, general lighting (excluding field lighting), roads/drop-off areas, path links within site and landscaped surrounds.

Stage 1b – Aquatic Centre includes a 50 metre outdoor pool, heated pool and program pool, as well as reception and amenities buildings.

Car parking facilities, security lighting/CCTV cameras and site infrastructure will also be delivered which comprises the services required to the overall site. These include sewerage, water supply, electricity, communications services and minor stormwater.

Items including athletics equipment, and clubhouse/kitchen 'loose' items such as furniture and equipment are not part of the project as they are not eligible for funding under this application. Work will be undertaken with the ultimate facilities users over equipment including existing items held as well as other potential funding opportunities for these items in next 6-9 months.

Project budgets

Total stage 1 budget	\$19,996,196
NSRF funding requested	\$9,996,196

During August/September 2016 the master plan was revised and a revised costing of the scope of works received from the external consultant. The revised cost plan is given in the table below;

Mackay Regional Sports Precinct – Cost Plan (as at September 19, 2016)		
Description	Sub Total	Total
STAGE 1A		
TOTAL Entry Road and Drop-off	795,365	
TOTAL Athletics Field	1,865,630	
TOTAL Athletics Building	700,000	
TOTAL Path Link to TAFE	89,390	
TOTAL Field Events Facilities	25,000	
TOTAL Athletics Parking	202,317	
TOTAL Site Works	1,080,980	
Contingencies, design and management costs	1,652,318	
TOTAL Stage 1A		6,411,000

Mackay Regional Sports Precinct – Cost Plan (as at September 19, 2016)		
Description	Sub Total	Total
STAGE 1B		
TOTAL Aquatic Centre	9,746,150	
TOTAL Aquatic Centre Car parking	697,024	
TOTAL Site Works	511,586	
TOTAL ESD Initiatives Applicable to Stage 1b	25,000	
Contingencies, design and management costs 1b	2,556,240	
TOTAL Stage 1B	13,536,000	13,536,000
TOTAL Stage 1		19,947,000

Project risks (Stage 1)

The cost plan summary outlined above has been prepared by quantity surveyors at AECOM and based on the revised Masterplan layout. Significant work has been undertaken over the past month to interrogate the project and what allowances have been made in the cost plan. There is a level of comfort that the cost plan is an accurate and fair representation of the identified project. It is important to note that within the overall total of just under \$20M is included separate project management costs as well as 8.5% construction contingency. Such construction contingency in particular is seen as appropriate for a project of this size and to the level of design to this point.

Key identified risks at this point include –

- External services capacity – whilst connection costs have been allowed within the cost estimate, final confirmation is yet to be received that the ‘downstream’ external service capacity of electricity and sewerage networks are sufficient to cater for needs. In the event that these networks are not sufficient there is the potential for extra costs not allowed within the cost plan. However, initial verbal advices (received on 22 September 2016) indicate that there is capacity for each, but final and formal confirmation is yet to be received. Execution of funding agreements will be conditional upon confirming these items.
- Tender pricing – whilst every effort has been made to make the cost estimate as robust as possible, there is always an overarching risk that the ultimate tender price is the real test of the value of the project. However again this risk has been mitigated by robust assessment of the cost plan.

Key project dates (Stage 1)

Project commencement is directly linked to federal funding NSRF application. Letter received from Hon Senator Fiona Nash on the 30th August 2016 confirming the Coalition Government’s commitment to the project, however the funding agreement has not yet been received.

The funding application showed a start date for construction activities of 24th Jan 2017 and an estimated completion date for construction of 16th July 2018 however due to the delays in finalising funding approval and the Federal Government election, a more realistic project timeline has been developed as below;

Revised key dates estimated below based on funding agreement being signed in October 2016;

Signed funding agreement (estimated)	Oct 2016
Commence preliminary design stage (3 months)	Nov 2016
Commence tender design stage (3 months)	Feb 2017
Tender Period (2 months)	May 2017
Award contract	Jun/Jul 2017
Commence site works (15 months construction)	Aug 2017
Practical Completion	Nov 2018
Handover	Dec 2018

Project status summary

Work is continuing on pre planning and scoping on the basis of executing a funding agreement during October 2016. The project is in the latter stages of the 'Project Development Phase' in terms of Council's Enterprise Project Management Framework.

The revision and finalisation of the Masterplan, and the associated cost plans, along with the execution of the signed funding agreement will mean the project is effectively ready to hand over to the 'Delivery Stage'.

Project Governance

The project is currently guided by a Project Control Group chaired by the Chief Executive Officer, Craig Doyle.

Project Control Group

The Project Control Group currently consists of the following membership;

- MRC Chief Executive Officer, Craig Doyle (Chair)
- MRC ECI Director, Jason Devitt
- MRC Director Community & Client Services, Bridget Mather
- MRC Executive Officer, David McKendry
- MRC Project Manager, Jim Carless
- CQU, Pierre Viljoen
- CQU Facilities Project Manager, Wayne Milsom
- CQU Campus Coordinator, Leanne Williams

The Project Control Group meets monthly.

A separate internal MRC sub-group of the above Project Control Group members meets monthly.

Financial summary

Total spend to date on design and investigations for Masterplan revision is \$46,327.86. This spend is necessary to ensure scope and costs are aligned with project objectives, however is not recoverable under the funding agreement.

Major Recent Project Activities

- Continuing internal stakeholder liaison around facilities requirements and management.
- Finalise further changes to Masterplan, including co-ordination and cost plan.
- Provide accurate cost estimates to Masterplanning team as required to complete the Masterplan document.
- Develop and research specific technical requirements for athletics and aquatics to feed into master planning exercise.
- Continued discussions with Queensland Athletics and associated relevant bodies regarding possible acquisition and relocation of Commonwealth Games synthetic track from Gold Coast post 2018 Games.
- CEO received 30th August 2016, letter from Hon Senator Fiona Nash confirming coalition government's commitment to funding for Stage 1 of the Mackay Regional Sports Precinct.

Planned project activities

- Receive funding agreement and review prior to signing.
- Review Masterplan and cost plan before funding agreement is signed.
- Prepare internal project team for project initiation including increasing the dedicated resources to project. A Project Engineer (internal transfer) will be assigned to this project from 1 October to assist the Project Manager. A full project team structure and execution plan will be developed over next 2 months once funding agreement is reviewed and executed.
- Conduct risk workshop and risk assessment including risk management plan.
- Execution of NSRF funding agreement by end of October (depends on Government).
- Commence preliminary design process for Stage 1.

Related projects

Baker's One Drainage Catchment Project

The Baker's One Drainage Catchment Project is in concept design stage only and about to head into detailed design stage. These works have a strong influence over the achievable outcomes of the MRSP masterplan.

- The MRSP team are working closely with relevant parties to ensure successful co-ordination of physical site constraints, technical compliance and program.

CQU Masterplan Implementation

The original MRSP Masterplan was based on site constraints to the east driven by the proposed development of the CQU Mackay campus.

The MRSP team are working closely with relevant CQU partners to ensure successful co-ordination of physical site constraints, while developing the final Masterplan in the best interest of both projects.

Relevant documents



Example of the Mondo Track – similar to that which will be used at GC2018 Commonwealth Games



MRSP Masterplan - Proposed Masterplan (Draft for Review and Comment)

3.4. First Principles Review Summary Report

3.4.1. Background

A key initiative in the 2016/17 financial year is a First Principles Review of Mackay Regional Councils activities, service delivery, charges and policies. The review is being led by the Chief Executive Officer.

The initial project team includes members of the finance team, Executive Officer and CEO. This will expand to others within Council as we move through the process.

The key review areas will be completed by April 2017 so that any findings, opportunities and/or changes can be discussed as part of the 2017/18 budget.

3.4.2. Project Deliverables

The key deliverables of the First Principles Review are:

Initial Phase – July 2016 to November 2016

- Develop a key costing summary with consistent application of assumptions for all Council services and activities. Summary of costs to be broken down to per ratepayer, per resident and per user.
- Review all council fees and charges costing methodology and basis for charging.
- Identify key category spend profiles.
- Review key service user numbers to establish accuracy.
- Identify material fee, charges and costs comparisons with other councils to establish relativity using LGAQ data.
- Present to Council (workshop) data analysis and identification of key focus areas.

Intermediate Phase – November 2016 to February 2017

- From data analysis identify key focus areas.
- Set up key focus groups for key areas including employees to identify opportunities.
- Summarise key areas of focus for 2017/18 budget and commence suggested options and sensitivity analysis for review as part of budget deliberations.

Final Phase – March 2017 to June 2017

- Finalise reports on key areas options and recommendations.
- Include in 2017/18 Budget.

The work and data analysis and collection for this review will be setup so that it can be used as a management tool to assess costs, options and analysis for improved future decision making.

3.4.3. Current Project Status

Works completed to-date (until mid-September 2016) are;

- Summary of key services and costs/revenue commenced with 80% complete. Draft example of this will be provided to councillors at the meeting.
- Commencement of fees/charges costing methodology commenced. ~20% complete.
- Collation of comparison data form LGAQ and other councils started.