



Office of Mayor and CEO

Monthly Review

Period - September 2017

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OVERVIEW

This report is for the Office of the Mayor and CEO for September 2017.

- Unfortunately, we had two lost time injuries in August. One was when an employee had a severe reaction to an insect bite (are assuming that may have occurred at MRC) and the other when an employee injured a hand when a section of pipe crushed his finger.
- Two key areas of focus this year is around our delivery and project management of Capital and improving our Asset Management strategy and execution. There has been several meetings and actions developed through August around these and our Long Term Financial Forecast with Working Groups now setup and functioning. A new project management structure is now being finalised for further discussion with Council in October
- The consultant's report on communication issues and problems during and after Tropical Cyclone Debbie, will be completed by the end of September with key interviews and discussions held during August/September. We envisage the outcomes of this report to be evaluated and actions plans developed in October.
- Council finalised its submissions for Category D funding under the Environment and Betterment categories and provided to the State Government by the 8 September deadline. In total, we have submitted projects for Environment totalling ~\$11M and for Betterment ~\$2.5M. Extensive repair works are required particularly at Midge Point, Lamberts and Seaforth beaches and we will work closely with QRA over coming weeks on the funding requests.
- Our Enterprise Agreement negotiations are now near completion with the Single Bargaining Unit agreeing (in principle) to a final agreement in mid-September subject to final review of documents, communication with employees and then a vote of employees. Hopefully we can finalise the EA by end of October 2018.
- The Works for Queensland Stage 1 funding projects valued at \$11.5M remains on track to be completed by 31 November 2017 and this report highlights again the many areas and works that are now completed or close to completion. This funding and the projects that were approved have seen many smaller projects completed particularly in our regional areas. The Stage 2 round of funding has yet to be approved by the State.
- There remains a very large program of capital works being progressed with major projects Ness Street new SES building, Visitor Information centre at Sarina, Mackay Sports Precinct and many others now well advanced through either execution phase or tender phase. The next 12-18 months will see in the order of \$150M of capita works delivered by Mackay Regional Council.

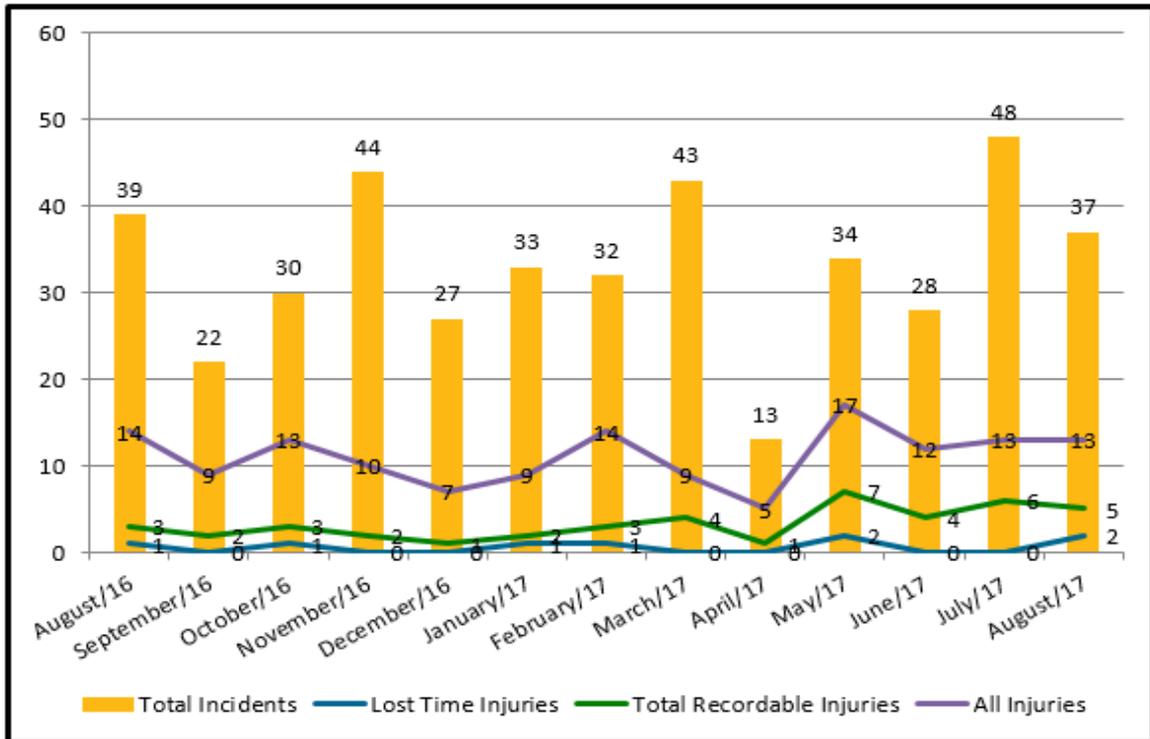


SAFETY

1.1. Summary

During August, 37 incidents were reported which continues to demonstrate a strong reporting culture. Two of these incidents were recorded as lost time injuries, with a total of 20 days lost.

1.2. Incidents and injuries



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

The following injuries to MRC employees were reported in August:

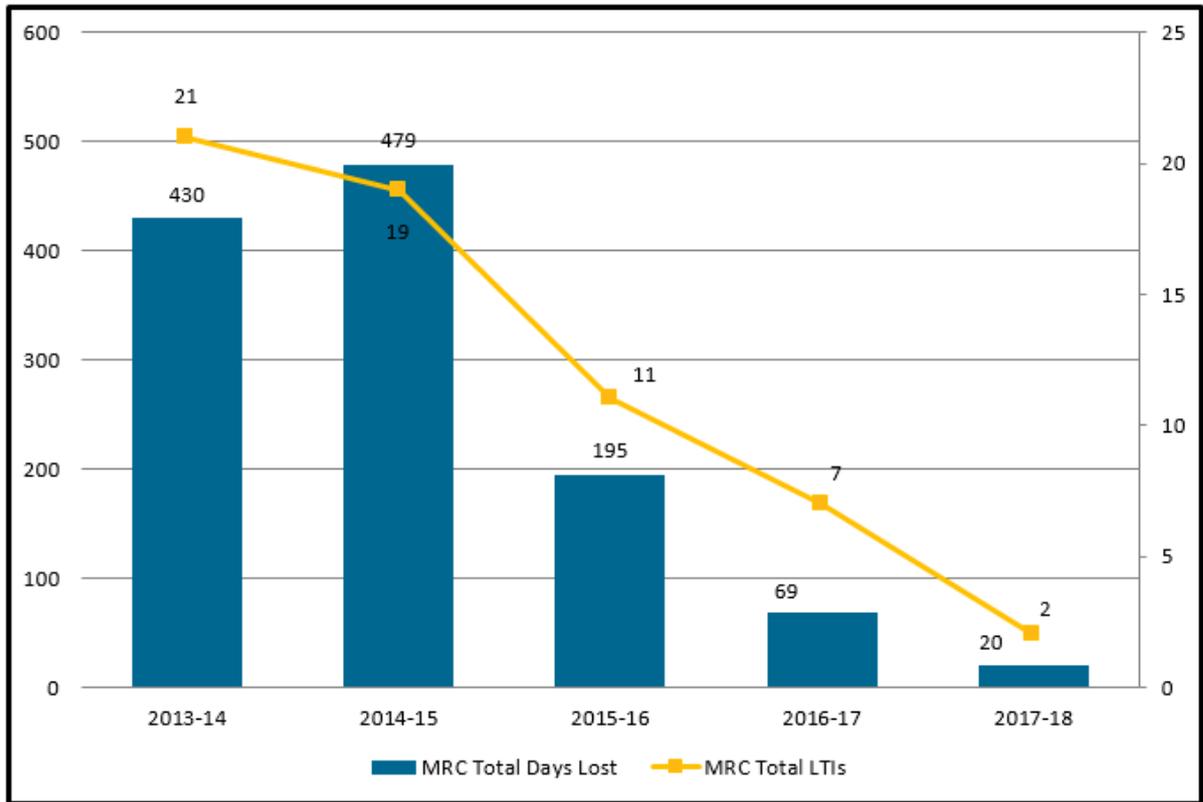
- A staff member injured their knee when removing boxes from floor shelving.
- A staff member suffered a foot blister.
- A staff member was stung by a wasp.
- An injury to the knee was sustained when it was hit by the safety lever on an auger as it struck a rock during operation.
- Two employees had a foreign object enter their eye while removing branches, safety glasses were being worn.
- While changing a tightened brush cutter head, a minor hand injury was sustained.
- A staff member felt soreness in knee while stepping out of a truck.
- A worker fell while climbing into their truck, injuring their wrist and thigh.
- A worker suffered a knee injury when stepping out of a work truck.
- While loading a piece of pipe onto the tray of a truck, a worker's thumb was caught between the pipe and tailgate, resulting in a laceration and fracture (lost time injury).
- A staff member, working in an office environment, suffering a severe allergic reaction to suspected spider bite, which involved hospitalisation and eight days lost time (lost time injury).

- A worker injured their leg while stepping up onto a grader blade, while performing maintenance work.

Other occurrences included vehicle incidents, resulting in minor damage to the vehicle or property and minor incidents reported by contractors.

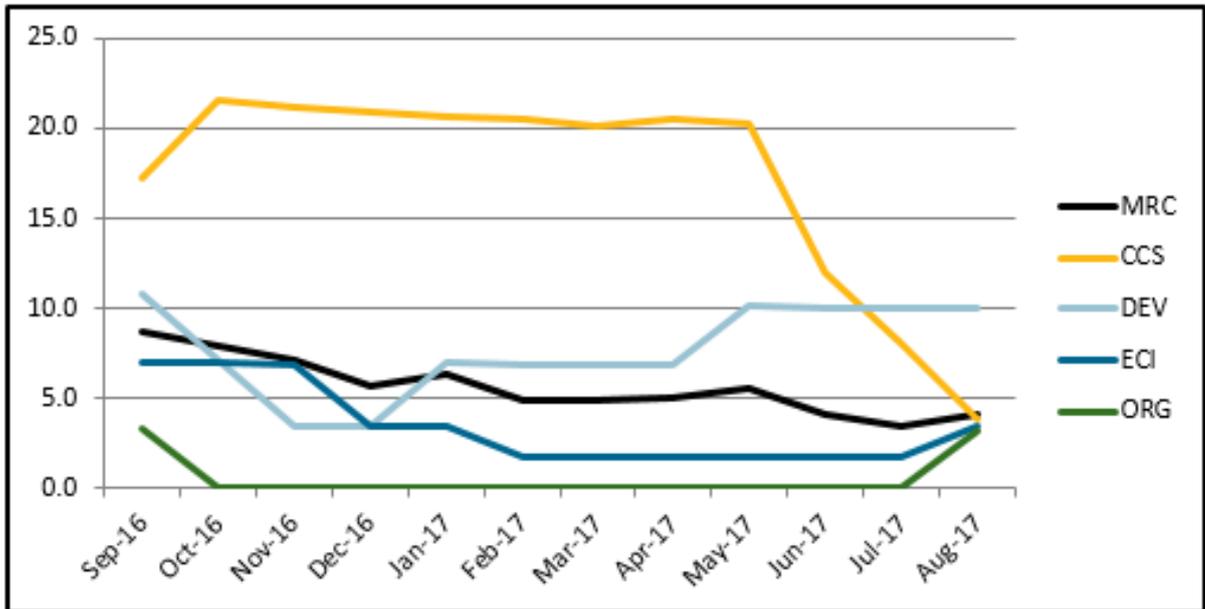
Each incident is investigated and appropriate corrective measures implemented, to reduce future risks.

Lost Time injuries and Days Lost

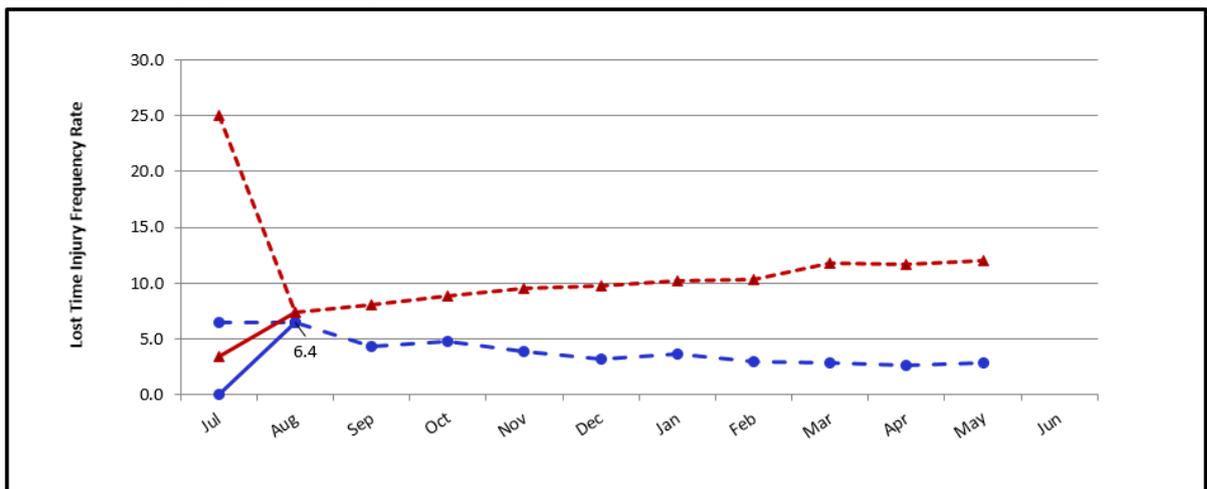


Department	2013-14		2014-15		2015-16		2016-17		2017-18	
	LTI	Days Lost	LTI	Days Lost	LTI	Days Lost	LTI	Days Lost	LTI	Days Lost
Community & Client Services	5	155	1	11	2	4	3	6		
Organisational Services	1	4			1	4			1	8
Development Services	7	201	4	164	3	29	3	52		
Engineering & Commercial Infrastructure	8	70	14	304	5	158	1	11	1	12
Mackay Regional Council	21	430	19	479	11	195	7	69	2	20

Injury Frequency Rates 12 month rolling average



Lost Time Injury Frequency Rate Comparison



Legend

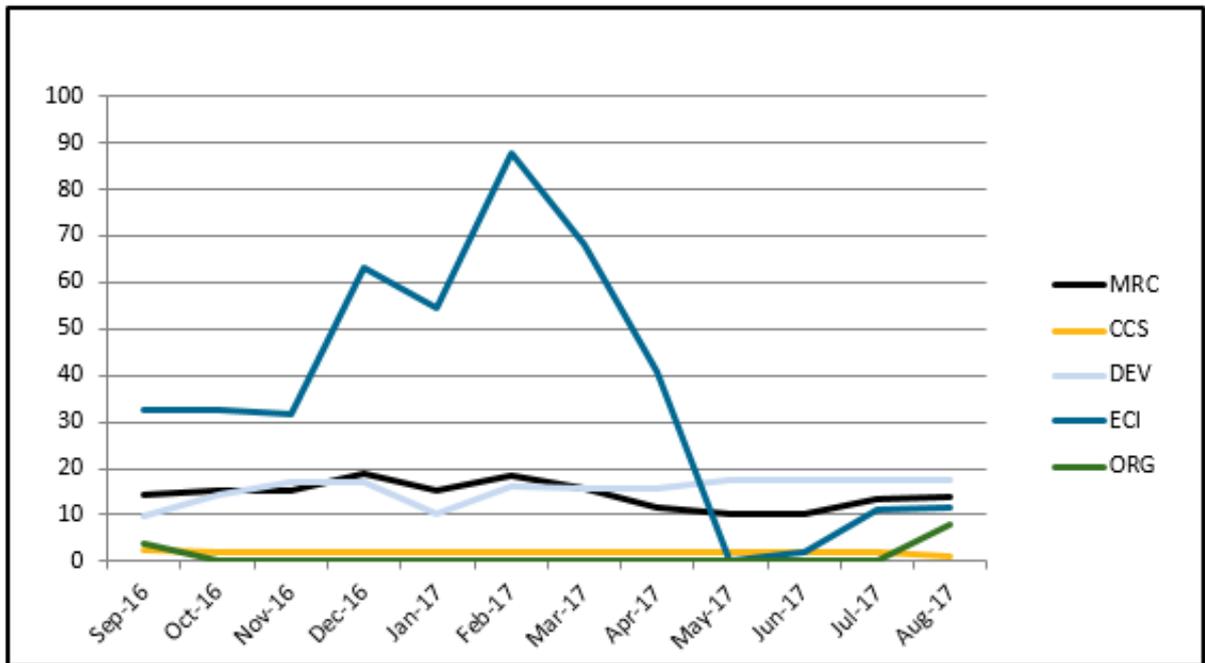
MRC	This year	
	Last year	

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).

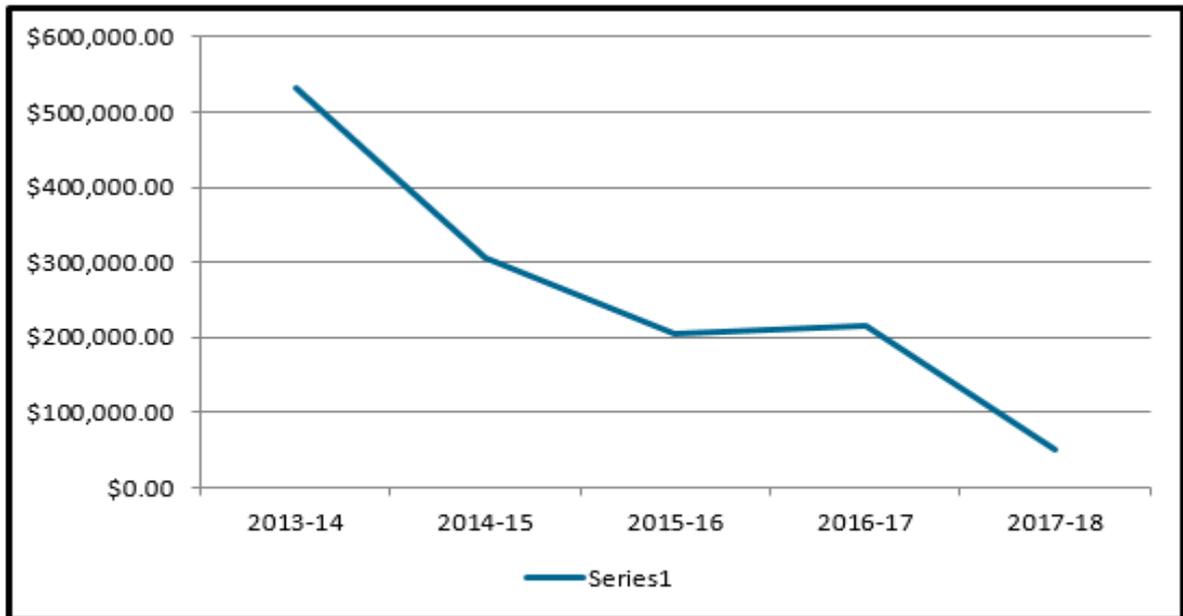
As at 31 August, MRC had recorded two LTIs. Our LTI frequency rate is below the *All Group E Councils* rate.

Duration Rates 12 months rolling average



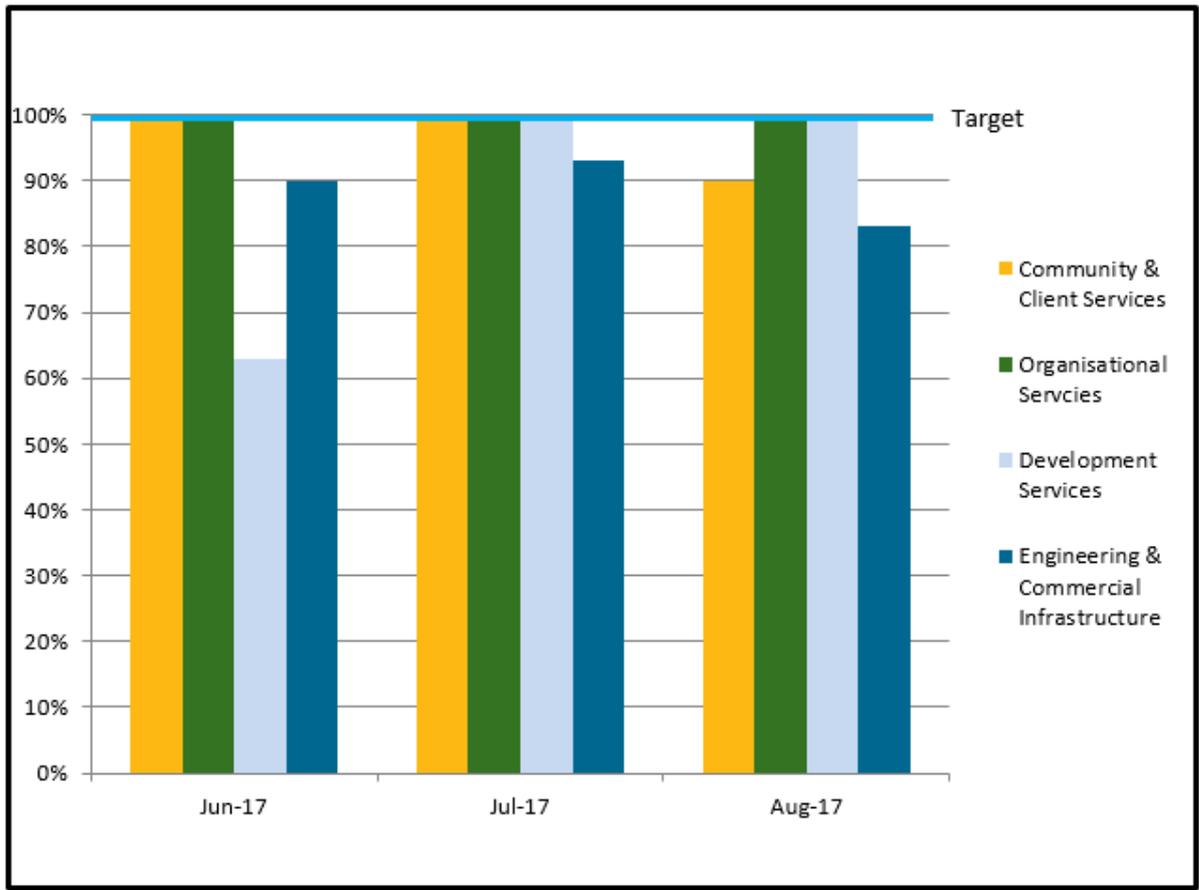
This graph shows the average severity of injuries calculated on 12-month rolling average.

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

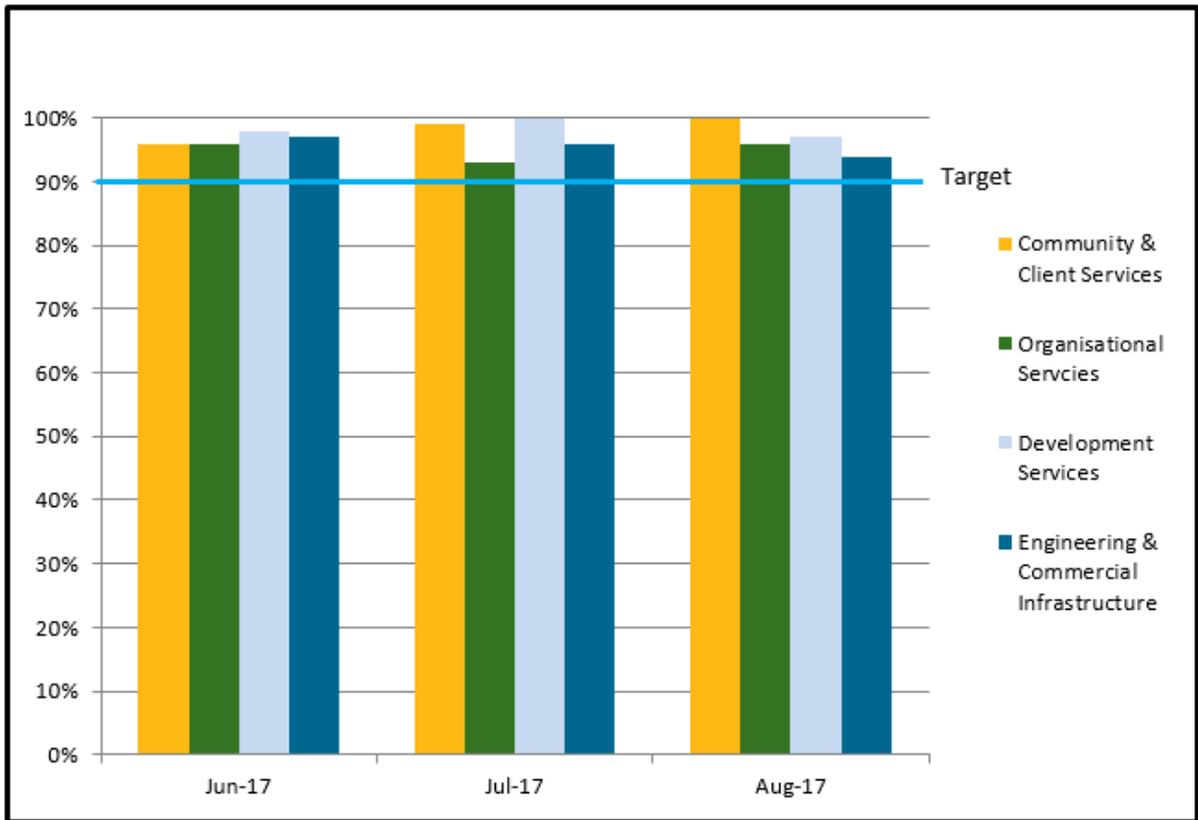


A target of 100% has been set for the completion of scheduled hazard inspections. Data is shown as recorded at the end of the month. Further actions have been completed in subsequent months.

One of 10 hazard inspections remain to be completed in Community and Client Services. Three of 18 remain to be completed in Engineering and Commercial Infrastructure.

Engineering and Commercial Infrastructure and Development Services have now completed all inspections scheduled in previous months.

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 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 2017/18. 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		Status	Comments
				Complete Date			
People & Culture	Implement industry-leading people management practices including recruitment, training and development, performance management, and workforce planning.	<ul style="list-style-type: none"> Develop and implement a plan for the use of workforce planning, succession planning and a talent management tools and framework 	Jul17	May 18		Strategic plan draft commenced.	
		<ul style="list-style-type: none"> Reshape the Council approach to recruitment and selection to improve the quality of successful candidates 	Jul 17	May 18		Some review work commenced.	
Meet or better 17/18 budget targets for operational and capital. Ensure LTFF data and information is sustainable and accurate.	<ul style="list-style-type: none"> Ensure revenue and costs are as per budget or better. 	<ul style="list-style-type: none"> Meet business budget target. Stretch target to balance full year budget 	Jul 17	Jun 18		End of August results indicate on budget YTD.	
	<ul style="list-style-type: none"> Develop strategies to reduce costs with agreed impacts on service levels 	<ul style="list-style-type: none"> Introduce Business plans for all departments as part of the 2018/19 budget 	Jul 17	May 18		Working Group set up to develop standard Business Plan template. On track to be completed by Dec 18 in readiness for 18/19 budget.	
	<ul style="list-style-type: none"> Continue First principles review of Council operations 	<ul style="list-style-type: none"> Implement and improve accuracy of Business cases for all capital projects for 18/19 budget. 	Jul 17	Mar 18		Business case information and improved accuracy commenced.	
	<ul style="list-style-type: none"> Improve accuracy of LTFF forecasts to ensure minimal increases for ratepayers into future with sustainable outcomes. 	<ul style="list-style-type: none"> Total Costs for 18/19 Budget to be at or reduced levels from 17/18 actual estimated costs. 	Jul 17	Jun 18		Due for review in May 2018.	
		<ul style="list-style-type: none"> Review and optimise LTFF with greater accuracy on future capital forecasts. 	Jul 17	Jun 18		Working group set up and first meeting held on each key area of the LTFF with focus groups to finalise key actions.	
	<ul style="list-style-type: none"> Complete financial sensitivity analysis for LTFF for the Priority Development Area project 	<ul style="list-style-type: none"> Prepare and present full LTFF implications of PDA financial sensitivity analysis to Council by Oct 17 	Jul 17	Oct 18		On track.	

Strategy	Action	Measure	Start Date	Est		Status	Comments
				Complete Date			
Deliver capital works projects in accordance with budget timelines	Deliver the capital works program on time and in line with the 2017/18 original budget and carry-overs from previous year	Percentage of the capital works program including carry-overs completed against the original budget including carry-overs taking into account scope changes, contingency and project savings and new or deferred projects – 90%	Jul 17	Jun 18			New capital report identifying areas of activity that need further attention. Actions to deliver a more effective project management delivery structure well advanced with feedback to council to occur in October 17.
Promotion of local suppliers and local stimulus	Undertake standard review of the Procurement/Local Buy policy	Complete Review with endorsement by Council	July 16	Oct 17			Further briefing made to Council in July with new policy to be submitted for approval at the October Council meeting.
Regional Identity	Northern Australia Alliance						
	Participate as a strategic and active partner in the Northern Australia Alliance ensuring the Mackay region maximises these opportunities to advocate for, and influence, government policies for the benefit of the region.	Number of Mackay regional issues that GW3 advocate for via the Northern Australia Alliance minimum of 2	Jul 17	Jun 18			GW3 has secured membership of Northern Australia Alliance. Advocacy items pending.
Regional Identity	Working Together with Neighbouring Councils						
	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	Number of active/successful ventures through NAS or other mechanisms of 6	Jul 17	Jun 18			Current joint activities include: CEO's Group meetings, WIM Alliance, Joint Government Deputations.
Improved Disaster Preparedness	Build community preparedness and responsiveness to emergencies and natural disasters by coordinating recovery actions and learnings from LDMG, State and council following TC Debbie	100% completion of Development of action plan with all key actions listed and targets set with minimum 75% completion of key actions achieved	Jul 17	Feb 18			Action plan from TC Debbie collated with delivery of outcomes on track. Report on communication summary of event will be delivered early by end of September.

Strategy	Action	Measure	Start Date	Est		Status	Comments
				Complete Date			
Environmental Sustainability	Promote sustainable practices and respond to climate change in council's operations.	Complete the renewable energy initiative project with minimum of \$250K of savings to be realised by end 2018.	Jul 17	Jun 18		★	Site investigations have been completed pending report. Briefing to Council on way forward delivered in September
		Adopt new Sustainability Policy and achieve all outcomes for 2017/18 from that policy.	Mar 17	Jun 18			New Sustainability Strategy adopted by Council on 23 August 2017.
Liveability/ promotion of region	Advocate, seek funding, commence works and complete key projects linked to the promotion and liveability of the Mackay region	Mackay region Sports Precinct	Jan 17	Feb 19		★	Tenders issued to shortlisted EOI proponents during August 2017. Will close by end of September Planning to bring tender approval to Council by early November 17.
		Commence construction of new sports precinct prior to December 2017 with final completion achieved by Feb 2019.					
		District Skate Park	Jul 17	Sep 18		★	Approval for funding received in early Aug. Detailed design will commence immediately.
		Project approval with funding from federal Government achieved. Commence construction and complete by mid 2018.					
		Sarina Field of Dreams	Feb 17	Aug 18		★	Civil works and landscaping works commenced and VIC tender approved in September. Project on track. With all major contracts now allocated.
		Complete all works by July 2018 linked to new Visitor Information centre and area upgrade					
Sarina City Centre Revitalisation	Jul 17	Dec 18		★	Concept design progressed with community consultation commenced in August and briefing to Council in September.		
Finalise concept design with accurate costing completed for consideration for the 2018/19 budget							
Complete business case analysis for;	Jul 17	Jun 18		★	Funding application submitted in August and business case work to commence in September.		
* Mining Centre of Excellence						On track.	
* Mountain Bike strategy						Review considered by Council 23 August 2017.	
* RV and Caravan Strategy						Strategy adopted by Council 23 August 2017.	
* Recreational Fishing Strategy							

Strategy	Action	Measure	Start Date	Est		Status	Comments
				Complete Date			
Economic Stimulus	Facilitate catalytic land and infrastructure development by attracting investment through joint ventures and partnerships with the private sector, and by working with state and federal governments on joint initiatives	Number of advocacy activities undertaken for identified opportunities of at least 4	Jul 17	Jun 18		On Track	Consultation and discussions held with key Mackay ED bodies with a further facilitated session set which took place in early September. An agreed list of projects was identified.
Improved asset Management	Ensure that asset management aligns to the council's strategic direction and that effective asset management practices are in place to optimise the use of council's assets required to deliver services to the community.	New and revised asset management systems are implemented and operational – Jun 18	Jul 17	Jun 18		On Track	Initial Gap analysis completed. Asset Management Focus Group established with across Department rep's.
	Provide oversight and strategic guidance to ensure that assets, property and plant are managed appropriate to the required service delivery standards.	Maintenance management activities are transitioned into the corporate Asset Management System – Jun 18				On Track	On Track.
Continuous Improvement Focus	Implement a sustainable and active continuous improvement process.	Identify opportunities to review performance and generate ideas for improvement form all layers of the organisation.	Jul 17	Jun 18		On Track	First Principles Review Committee set up to continue review process. Further options for CI program discussed at Management Forum with a Working Group developed to identify other opportunities.
Industrial Relations	To commence negotiations for 2016 EA with workforce.	Complete new EA	July 16	Dec 17		On Track	EA offer agreed by SBU in early September and Unions will support offer. Communication with employees to take place in early October and vote expected by mid to late October.

 On Track
  Potential Issues
  Definite Issue

2.2. Cyclone Debbie Update

The Natural Disaster Relief and Recovery Arrangements (NDRRA) program is progressing well with submissions for approximately 90% of the damaged road locations approved or under assessment by the State Government. The remaining two submissions will be finalised & lodged with QRA in September. The restoration works on Sonny Boy Creek Road have been completed and the road reopened. The grading and gravelling of the unsealed road network, where 7 grader teams are working on a combination of NDRRA, Works for Queensland and normal maintenance, is continuing. Drainage repairs are being undertaken in the Koumala area including on East Funnel Creek Road.

At the end of August, the Federal Government announced that they would contribute an extra \$18M to the Cat D funding. Council's Cat D expression of interest for Betterment & Environmental Recovery funding on 8 September. The Betterment funding sought for five projects was \$2.5M with a Council contribution of \$370k. The Environmental Package projects totalled \$10.7M for beach damage with \$330k for the green waste costs which were eligible for Cat A or B. Discussions are ongoing with QRA as part of the assessment of the proposed Cat D projects.

GREATER WHITSUNDAY COUNCILS OF MAYORS (GWCoM'S)

3.1. Greater Whitsunday Council of Mayors (GWCoM's) – formerly Whitsunday Regional Organisation of Councils (WROC)

WROC has decided to rebrand under the name Greater Whitsunday Council of Mayor's.

Continuation of the 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 as well as a part time Executive Officer focused on projects.

The major focus since mid-2016 has been the establishment of the Greater Whitsunday Alliance (GW3), which is now fully operational.

Agreed to form a CEO's group between the three Councils. 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 latest CEO group meeting was held 21 July 2017, with the next scheduled meeting on 22 September 2017.

A full GWCoM's meeting was held in Mackay on 17 August 2017 and was reported on in last month's report. The next planned meeting is for 12 October 2017, to coincide with a joint regional deputation by all Mayors and CEO's to the State Government to meet with the Premier and Deputy Premier in promotion of the Region and regional issues.

Next Stages

The next WROC meeting is scheduled for Thursday 12 October 2017.

MAJOR PROJECT UPDATES

4.1. Capital Summary report

The following capital information provides a summary of the status of delivery for the capital program for 2017/18. The amount of the program will increase when the cyclone damage repairs and stage two of Works for Queensland (W4Q) funding allocations are included.

At the moment, we have ~390 projects listed for this financial year.

4.1.1 Financial Performance

The table below summarises the total financial summary for the 2017/18 capital budget. This does not include additional TC Debbie damage projects that fall into Category A, Category B, Category D or insurance as they are still being scoped and finalised re-funding with the State Government as yet. We expect these will be added within the next two months once funding is known.

The second stage of the Works for Queensland funding which was over two years and was worth \$10.95M to MRC is not included in the capital summary as yet. This is a result of us waiting for the State to approve our submitted projects under that funding.

The current forecast total spend is \$110.5M (original budget \$111.5M) as shown below however, this is expected to increase by at least a further \$20M as a result of the cyclone projects and a portion of the second stage of Works for Queensland funding.

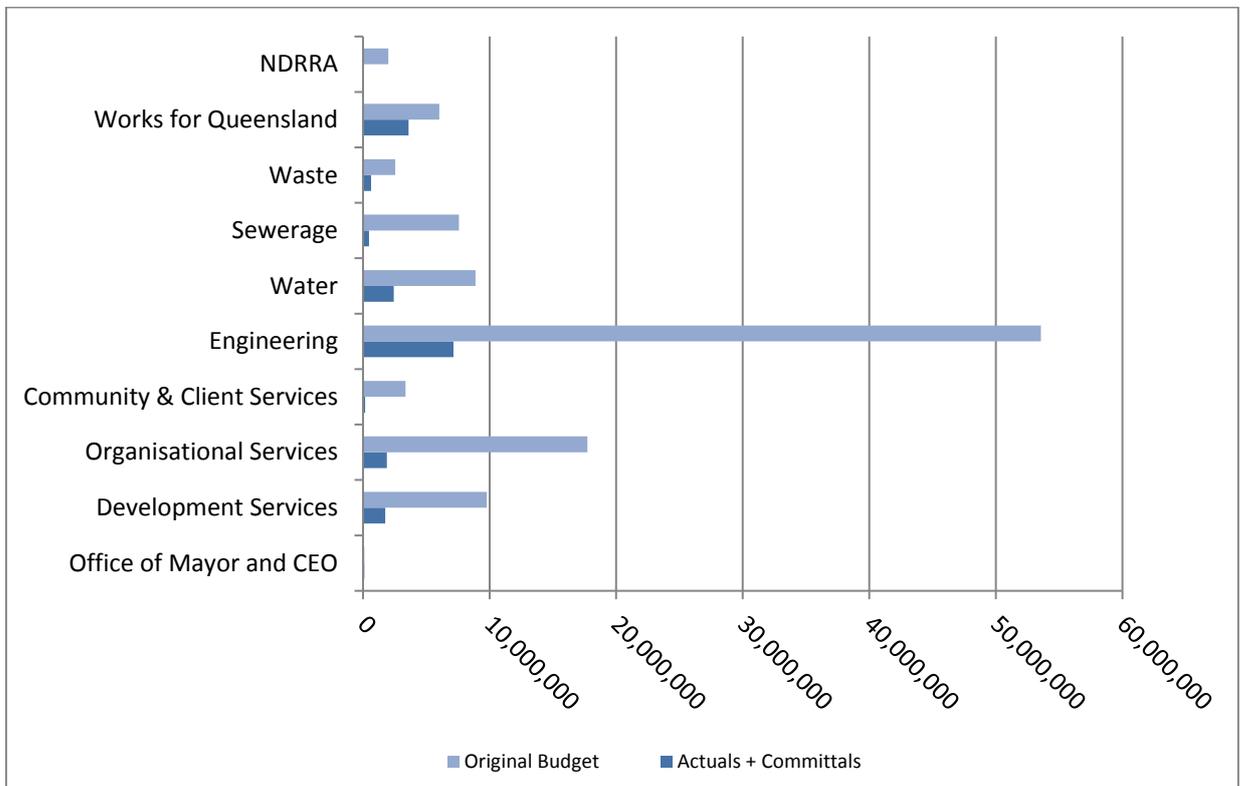
As at 31 August 2017 we have spent \$7.2M of actuals on these projects which represents just over 6% of the total original budget. However, when you include committals for works underway or approved that are not yet invoiced, this increases to \$32.7M or around 29% of total. It is not uncommon to have lower spend earlier in the year as projects are being fully designed and contract documentation is prepared. Into the future, we want to have more of this “upfront” work completed before projects are approved as part of the budget.

The following table shows the spend per department area for actuals plus committals as at end of August against each area's total original budget.

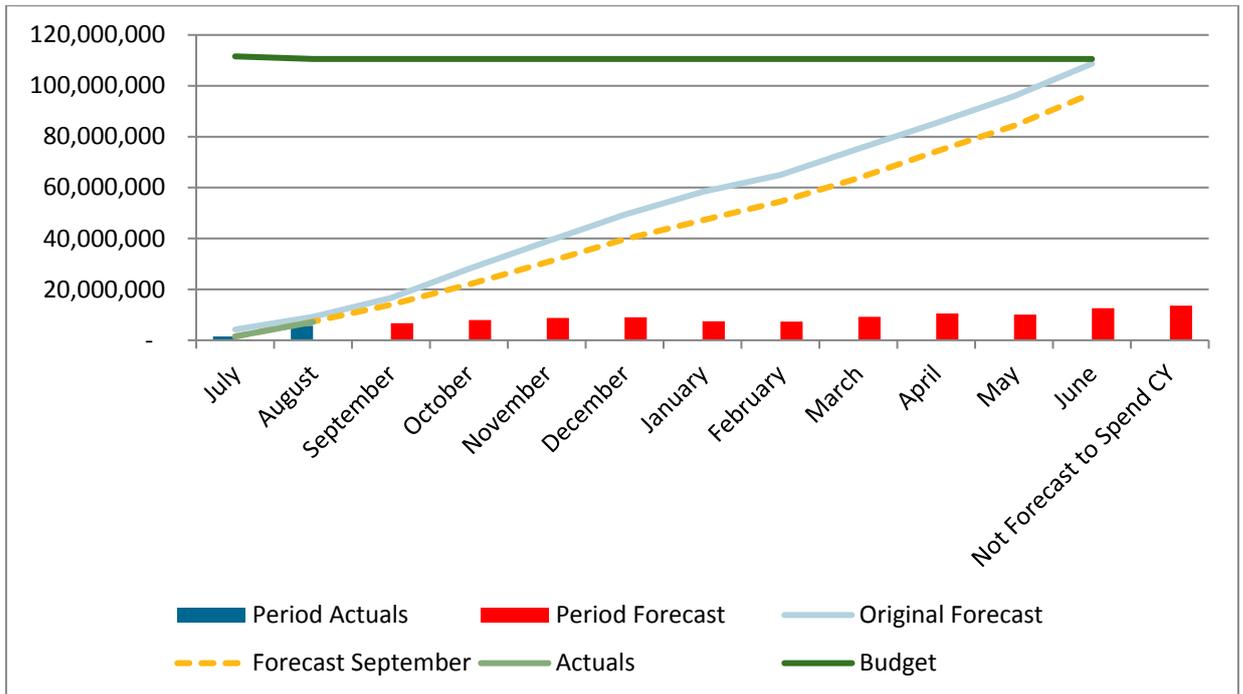
Capital Projects Expenditure 2017/2018

August 2017

Department	Original Budget	Actuals	Actuals + Committals	% Spent of Original Budget
Office of Mayor and CEO	100,000	60,218	139,794	140%
Development Services	9,781,315	710,603	3,337,083	34%
Organisational Services	17,728,235	547,085	5,213,362	29%
Community & Client Services	3,365,278	137,222	2,052,422	61%
Engineering	53,561,957	2,836,421	10,966,178	20%
Water	8,886,462	814,774	2,917,381	33%
Sewerage	7,580,244	190,418	582,006	8%
Waste	2,544,761	220,573	2,492,328	98%
Works for Queensland	6,030,151	1,679,626	4,965,953	82%
NDRRA	2,000,000	7,958	45,731	2%
Total	111,578,403	7,204,898	32,712,238	29%



Capital Expenditure Forecast 2017/18



This graph shows the current predicted spend (actuals only) per month and accumulated spend. As we continue to improve in the amount of pre-work the cash flow will be more even however, we expect for the first half of this year actual spends will be lower than that forecast and will increase dramatically in the second half of the year as contracts commence and works are finalised.

4.1.2 Key Contracts Approved for August

A list of key contracts that have been finalised and approved for the month is given below. In total these contracts are valued at ~ \$2.6M. There are smaller packages of works (not included below) that have also been awarded for the month of August linked to capital.

Contract	Amount Award (ex GST)	Contractor
MRC 2017-072 Sale of houses - 5 and 7 Goldsmith Street	\$22,000	Mackay House Removals (QLD)
MRC 2017-075 Provision of Veterinary Services	Schedule of Rates contract	Andergrove Veterinary Clinic
MRC 2017-076 Provision of Services – Bluewater Lagoon	\$785,327	Global Product Search
MRC 2018-001 Supply and delivery of Audio Equipment and Lighting	\$292,185	Factory Sound Sales Pty Ltd
Works for Queensland – The Dome Refurbishment	\$219,528	Fergus Builders Pty Ltd
Works for Queensland - Civil Works Packages	\$505,663	Seaforth Civil Pty Ltd
Works for Queensland – Aquatic Refurbishment	\$141,250	Fergus Builders Pty Ltd

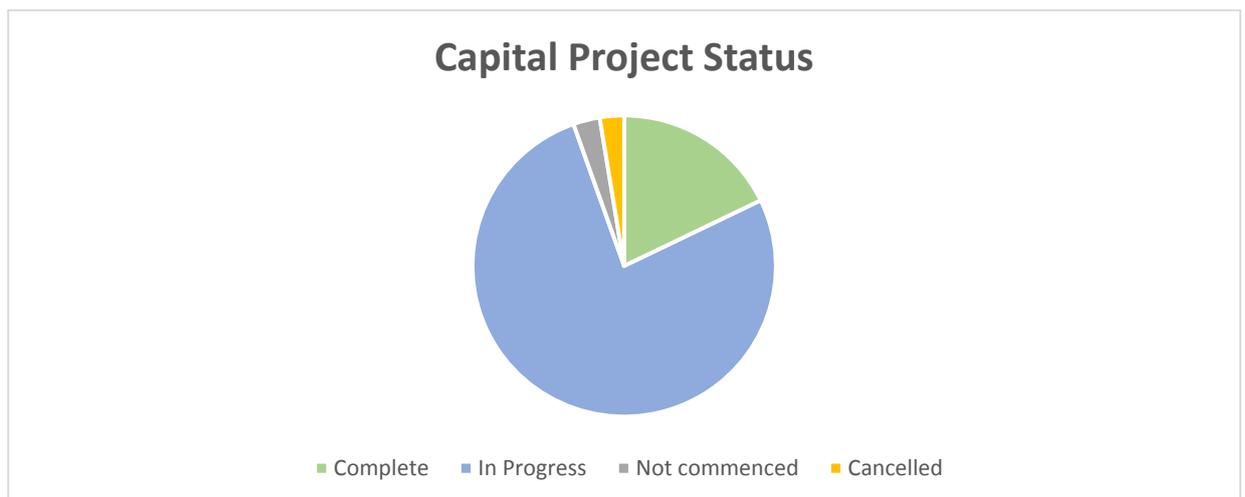
Works for Queensland – Resurfacing Program (September)	\$341,011	Queensland Central Bitumen
Works for Queensland – Asphaltic Concrete Treatment	\$351,991	Fulton Hogan

Further to the above list major contracts have been awarded in early September for the Nelson street Levy, Sarina Field of Dreams Visitor Information centre and the Mount Pleasant Reservoir works which all in total have a value of ~ \$3M.

4.1.3 Project Status

For all of the capital projects we have classified them into four main categories to track progress. These are:

- Not commenced - yet to start any works
- In progress - started and in varying stages of completion
- Completed - project completed physically however with some possible minor financial finalisation required around defects liability, retention monies etc
- Cancelled - These are projects that have been cancelled.



Currently we have ~390 projects listed to complete (excluding Cyclone projects and second stage of W4Q projects) for the year. The breakdown of status is as below;

Complete	82
In Progress	277
Not commenced	17
Cancelled	18

The projects that are completed by end August are mostly ones that were carried over from 2016/17 financial year or in most cases projects from allocated financial years prior to 2016/17, and have now been finished and closed out. We will report those that are deemed complete in each month.

For August, the projects completed are as below noting the total project cost was the total final cost of the project not the spend in 2017/18:

<i>Projects completed</i>	<i>Budget Approval Year</i>	<i>Project Cost</i>
Lamberts Lookout	2016	\$284,915
Avenue Project - Visual Corridor Upgrade	2017	\$157,836
W4Q - McHugh St, Eimeo - Traffic Calming	W4Q17	\$114,000
W4Q - Mansfield Dr Park, Beaconsfield	W4Q17	\$309,000
W4Q - Vic Bridger Park, Calen	W4Q17	\$150,000
W4Q - Caneland Park, Mackay	W4Q17	\$80,000
W4Q - Old Eimeo Road, Eimeo Drop Off Zone	W4Q17	\$40,000
Heaths Rd Sporting Complex Intersection	2014	\$2,359,010
East Gordon St Bridge @ Sandfly Creek	2014	\$2,133,452
Easement Creation - 45 Wattle St, Andergrove	2014	\$83,176
DDA Audit - Bridge Rd Bus Stop & School Crossing	2016	\$5,230
DDA Audit - Bridge Rd & Nebo Rd	2016	\$5,638
DDA Audit - Malcomson St Pathway	2016	\$59,708
DDA Audit - Valley/Malcomson Int, Goose Walk & Arcturus St	2016	\$23,703
DDA Audit - Malcomson St Bus Stop - Centenary Pl	2016	\$54,230
DDA Audit, River St - North Side	2016	\$45,670
Repairs/refurbishments to Pioneer River levee	2017	\$186,683
Sydney/Eighteenth/Thirteenth Lane - SWD easement Acquisition	2017	\$12,618
EAAC Committee DDA Requests	HEADEC18	\$23,927
SPS - Connors Rd PS Augmentation	2013	\$99,589
SPS - Oak St - Pump Replacement	2014	\$21,067
Hogans Pocket future landfill cell construction	2014	\$5,384,070
Commercial Meter Replacement Program Planned	2015	\$462,957
Mackay Base Hospital Sewer Realignment	2016	\$223,117
RWM New Scour Valves for Dumbleton	2017	\$54,984
Hogans Pocket Communications Upgrade	2017	\$13,523

4.2. Mackay Regional Sports Precinct Project

Project Status Report as at 8th September 2017

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.

4.2.1 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, car park, 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. Work will be undertaken with the ultimate facilities users over equipment including existing items held as well as other potential funding opportunities.

4.2.2 Project Budgets/ Financial Summary

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

The project is funded jointly by MRC and the Federal Government.

Total actual spend to date on the project is \$652,171 being mostly design, project management, and site preparation including survey and geotechnical report. Total commitments for the project are \$99,587 which is for the remaining preliminary design and associated consultants of the MRSP.

4.2.3 Key Project Dates (Stage 1)

Signed funding agreement - complete	Dec 2016
Commence preliminary design stage (3-4 months) - Complete	Jan 2017
Design package review (10 weeks) - Complete	May 2017
Commence Tender Period - priced (2 months)	August 2017
Tender Assessment (1 month)	Oct 2017
Award main D&C contract	Nov 2017
*Commence site works (15 months construction)	Nov/Dec 2017
Construction of Stage 1	Nov 2017-through 2018-Feb 2019
Practical Completion	Feb 2019

**Review of designs and addition of trunk drainage works may delay start date but is not expected to delay the practical completion date of the overall project date, of Feb 2019.*

4.2.4 Project Status Summary

The funding agreement was received in December 2016, and is now fully executed.

The lease of the 12Ha subject land with CQU has been agreed and is being executed for registration.

4.2.5 Project Governance

The current Project Control Group (PCG) has been revised from the previously wider group. The PCG has been reduced with a focus on project delivery, with a wider group including representatives from Central Queensland University to be used for reference and liaison generally.

The revised Project Control Group consists of the following membership:

- MRC Chief Executive Officer, Craig Doyle (Chair)
- MRC Executive Officer, David McKendry
- MRC ECI Director, Jason Devitt
- MRC Director Community & Client Services, Bridget Mather
- MRC Project Manager, Jim Carless

The Project Control Group meets monthly.

4.2.6 Major Recent Project Activities

- The Ferris Gully CQU Drainage work and the Mackay Regional Sports Precinct works were combined into one set of tender documents to allow the works to be delivered as one project. Tender documents were sent to the four shortlisted contractors on the 22 August 2017 with a closing date of 29 September 2017.
- A Tenderer's Site Meeting was held on site on 6 September 2017.
- Project Update was completed for Corporate Communications to update Council's web page.

4.2.7 Planned Project Activities

- Ongoing development of the Community Liaison plan for relevant stakeholders.
- Continuing consultation with athletic groups on operating model for precinct.
- Responding to Tender enquiries as required.
- Tender review to commence early October.



Figure 1 - Mackay Regional Sports Precinct Aquatic Centre



Figure 2 - Mackay Regional Sport Precinct - Athletics Track

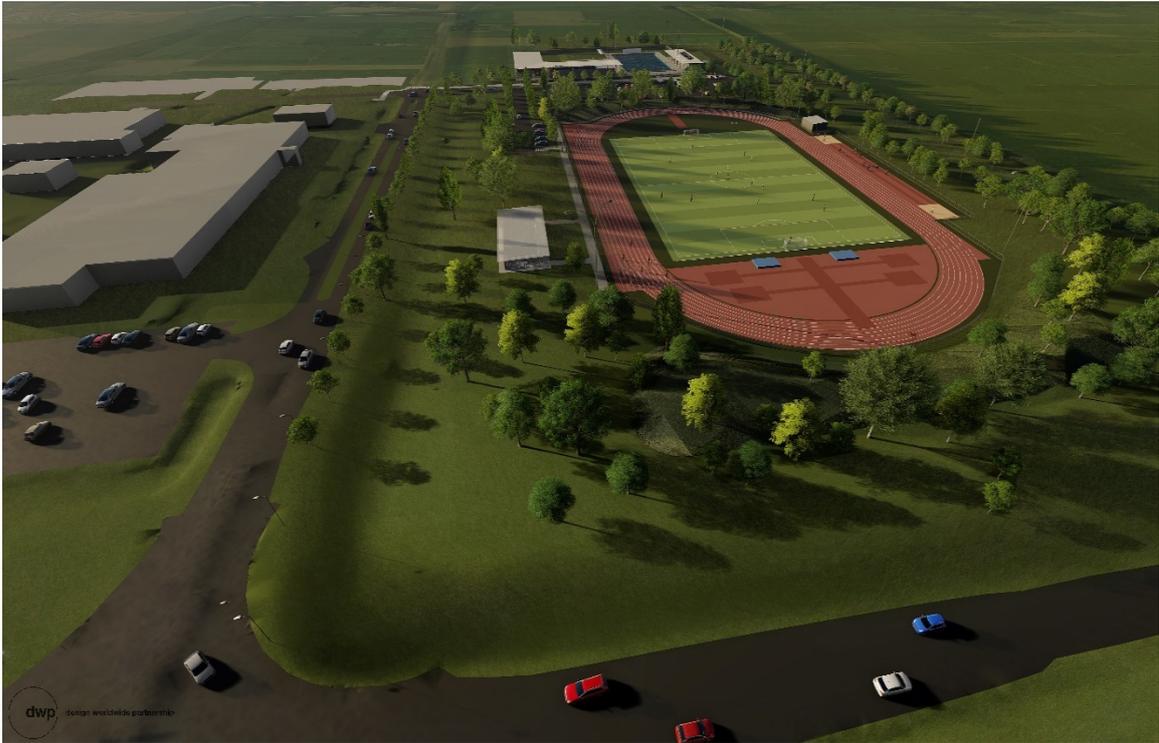


Figure 3 - Overall Site View

4.3. Mackay Showground Redevelopment

4.3.1 Project Summary

The project involves the following aspects:

- Construction of undercover Equestrian arena
- Construction of new Grandstand
- Kitchen install (500 Pavilion & Big Shed)
- Water main relocation

The total project cost is \$4.61M, with contributions from:

- | | |
|-------------------------------|---------|
| • Queensland State Government | \$2.3M |
| • Mackay Show Association | \$1.26M |
| • Mackay Regional Council | \$1.05M |

Council's contribution is made up of \$700,000 for relocation of the water main, and \$350,000 from the Better Community Building Fund.

Mackay Show Association is undertaking procurement and tender processes and associated contract payments directly, with claims to Council for reimbursement under the funding.

4.3.2 Latest Developments

- Work has been completed on the installation of new kitchens for the 500 Pavilion (both floors), and the Big Shed (see photos below). These were installed in time to be able to be utilised during the 2017 Mackay Show.
- TF Woollam Constructions (Woollams) awarded the main construction contract. The contract is a Design and Construct Contract, with designs nearing completion for the new Grandstand, and on-site works expected to commence early September.
- The existing Grandstand has been demolished in preparation for construction of the new facility (see photos below). New construction will incorporate the timber roofing frame from the old Grandstand as a linkage to the original structure.

Concept Plans

Equestrian Centre:



VIEW FROM SOUTH EAST
1:1



VIEW FROM NORTH WEST
1:1

Grandstand:



GRANDSTAND AND CURLY BELLS
1:1

Construction Photos



Old Grandstand Roofing Structure being prepped for re-use



Old structure nearing full demolition

4.3.3 Next Stages

Existing Grandstand will be fully removed, and old roof structure re-engineered for re-use, making way for new works to commence.

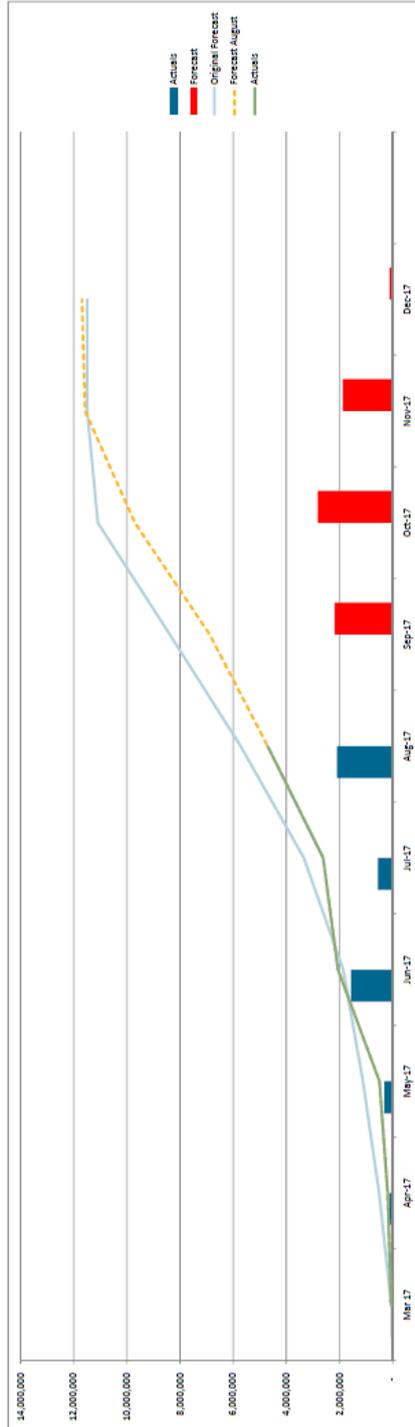
4.4. Works for Queensland - Stage 1

The 2016–17 Works for Queensland (W4Q) program is a \$200 million Queensland Government funding program to support local governments outside of South East Queensland to undertake job-creating maintenance and minor infrastructure works.

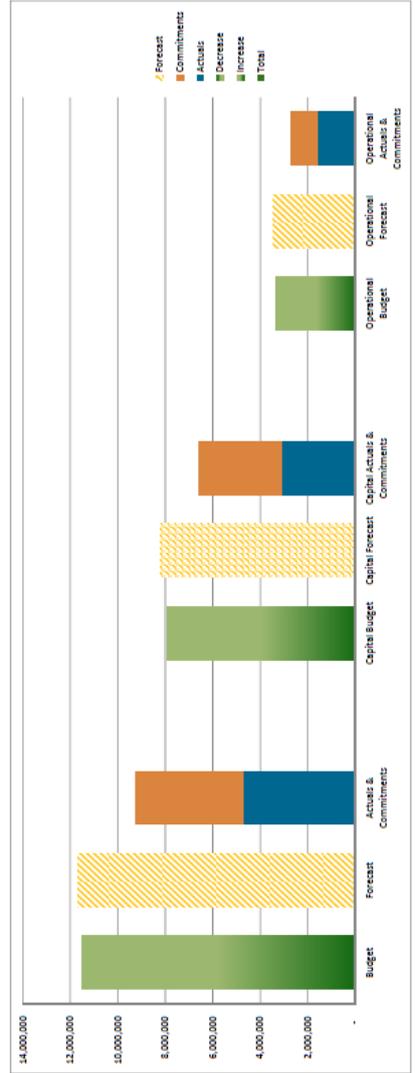
The objective of the 2016–17 W4Q program is to support job-creating maintenance and minor infrastructure works relating to assets owned or controlled by Councils.

The initial Works for Queensland project listing has and will continue to be refined as additional project information comes in as costings and project scopes are finalised. Once firm costings are available, following detailed planning for each project, a small number of projects may be adjusted in scope depending on revised cost estimates, or budgets supplemented as part of the 2017/18 quarterly budget reviews or deferred from the W4Q listing.

Program 3.15 Forecast Review for August
As at 13-Sep-2017



	Mar-17	Apr-17	May-17	Jun-17	Jul-17	Aug-17	Sep-17	Oct-17	Nov-17	Dec-17	Commitments
Forecast August	55,075	183,614	481,623	2,056,549	2,606,772	4,669,749	6,882,849	9,686,349	11,572,880	11,889,080	
Actuals	55,075	183,614	481,623	2,056,549	2,606,772	4,700,290	4,700,290	4,700,290	4,700,290	4,700,290	
Budget	-	-	2,306,540	2,747,554	9,248,986	9,740,294	10,221,574	10,702,864	11,194,162	11,490,000	
Original Forecast	50,000	505,070	1,115,570	1,856,570	3,336,570	5,718,570	8,385,000	11,091,500	11,490,000	11,490,000	



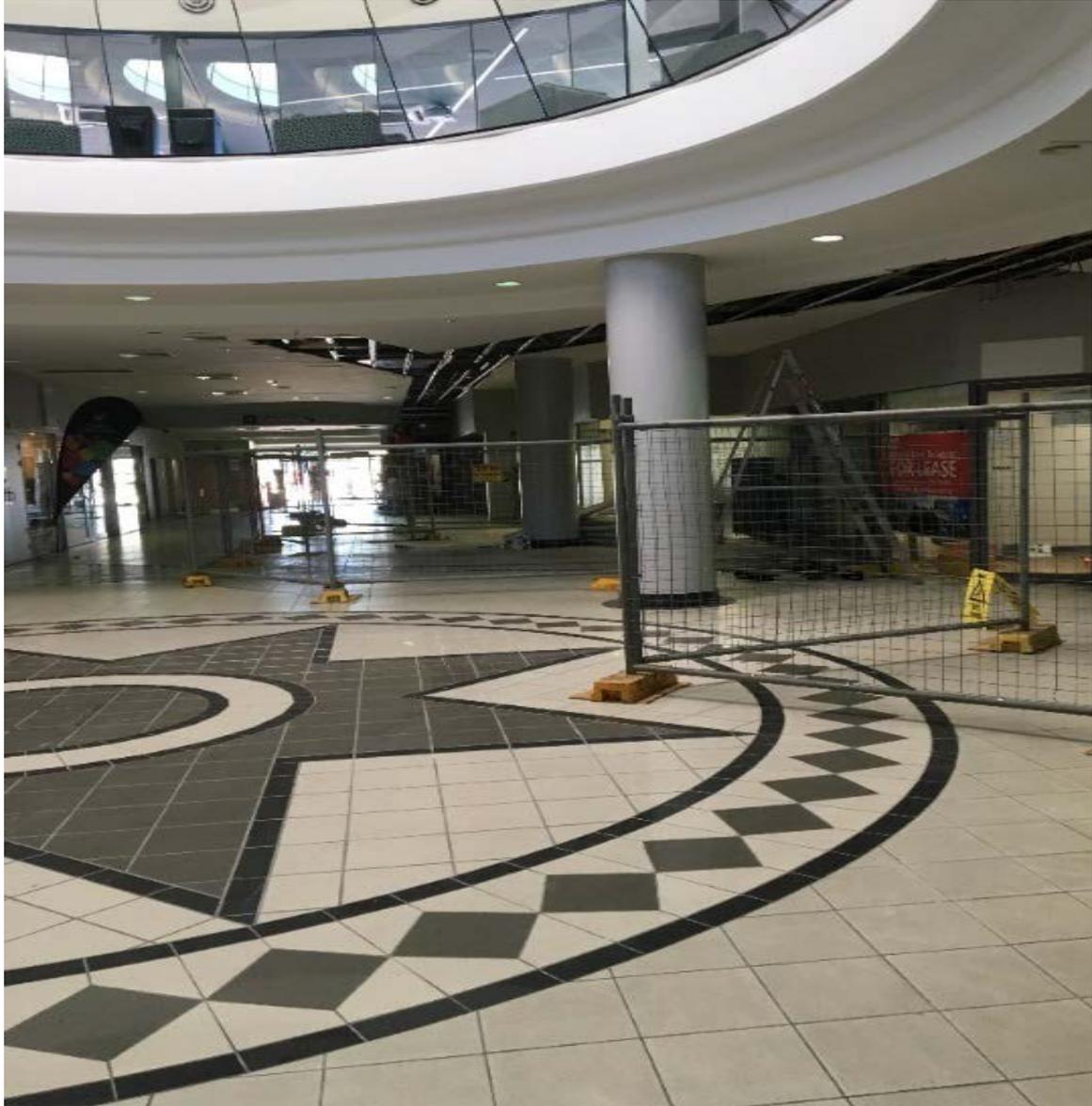
The graph above shows the actual and forecast project spend until the deadline of end November 2017.

4.4.1 Latest Developments

- The Project Control Group has been meeting fortnightly reviewing project delivery issues and costings as project scopes are finalised and firm prices established through procurement.
- A number of projects with budget 'unders' and 'overs' requiring reallocation of funds have been identified and a variation request has been submitted to DILGP.
- All projects bar one have progressed through the procurement evaluation and contract award process, with purchase orders issued for the following projects in the last month,
 - Administration precinct energy efficiency initiatives,
 - Repair to Campwin Beach water pipeline,
 - Construction of Bus stops,
 - Construction of River St boat ramp parking
- Physical construction works have either commenced or in progress on projects across the Mackay Regional Council area, including:
 - Queens Park playground,
 - Seaforth camping amenities upgrade,
 - Minor play equipment upgrades,



- Mackay City Library building refurbishment,
- Dome building amenities refurbishment,



- Air conditioning upgrades 42 Wellington St,
- Gordon White library shade structure replacement,
- Air conditioning upgrades Mirani & Gordon White Libraries,
- Swimming pool amenities upgrades and facility painting at Pioneer, Bluewater Lagoon and Mirani



- Various community hall facility upgrades
- Sarina sewerage network maintenance works,
- Upgrade of Nebo Road WTP bores,
- Resource recovery facility shed extension,
- Open drain maintenance works,
- Rehabilitation of damaged footpath tiles in CBD,



- Minor roadworks across Mackay City,
- Timber bridge upgrades,



- o Sealed road resurfacing,



- o Gravel re-sheeting of unsealed roads.

- Works are substantially complete on a number of projects, including:
 - Mansfield drive Park
 - Platypus beach foreshore, Mirani
 - Ram Chandra Park toilet block, Slade Point
 - Vic Bridger Park playground, Calen
 - Caneland Park softfall replacement
 - Mackay Entertainment and Convention Centre roof
 - Mirani Caravan Park water reticulation



- Smalleys Beach Rd water main renewal
 - Milton & Harney St open drain concrete lining works
 - McHugh Street footpath & traffic calming works near Eimeo Road State school
 - Various roads and drainage minor works and drain maintenance projects across the region
- On track to complete and deliver all projects by 30 November to a value of \$11.49M.

4.4.2 Next Stages

- Administration and supervision of projects now in the construction/installation stage.


Works for Queensland - Monthly Report

Monthly report for the month of:	Aug-17
Date report completed:	13/09/2017
Total W4Q allocation:	\$ 11,490,000.00
% of Allocation expended to date:	40.92%

Project description	Address	W4Q Approved project budget (VARIATION 1)	% Completed (of the project)	To Date Actual Expenditure	Forecast project practical completion date	Council current month comments (including emerging risks)
APPROVED PROJECTS						
Playground, shade structure, pathway, landscaping	Mansfield Drive Park, Beaconsfield	\$ 320,000.00	90.00%	\$180,850.00	2/10/2017	Site works substantially complete except for a number of minor finishing items scheduled for mid-Sept, on program for end of Sept completion.
Shade structure, pathway, landscaping	Eungella Town Park, North Street, Eungella	\$ 360,000.00	40.00%	\$28,402.00	17/11/2017	Procurement process commenced. The scope of works to be re-assessed once firm prices received as initial enquiries with suppliers indicate higher costs than estimated, due to the remote location. Site work start now expected mid Sept.
River foreshore enhancement/recreational area	Platypus Beach, Mackay-Eungella Rd, Mirani	\$ 200,000.00	99.00%	\$172,112.00	2/10/2017	Site works completed, weed control and establishment of plants ongoing. Finalisation works including signage procurement and paperwork in progress. Forecast saving, budget variation application to be submitted.
Playground, shade structure, roadworks, landscaping	Queens Park, Gordon Street, Mackay	\$ 745,000.00	45.00%	\$32,250.00	17/11/2017	Preparatory site works in progress, first lot of playground equipment delivery now mid-Sept, though still expect to complete by mid Nov. Revised estimate exceeds budget, budget variation application to be submitted.

New toilet block and amenities	Ram Chandra Park, Pacific Esp, Slade Point	\$ 180,000.00	99.00%	\$161,388.00	28/08/2017	All site works completed and amenities open for public. Finalisation of paperwork in progress. Forecast saving, budget variation application to be submitted.
Playground, shade structure	Vic Bridger Park, McIntyre St, Calen	\$ 150,000.00	99.00%	\$153,863.00	30/08/2017	All site works completed and playground opened to public on 1 Sept. Finalisation of paperwork in progress. Revised final cost estimate slightly higher than budget.
Rubber soffit replacements	Canelands Park, Matsuura Dve, Mackay	\$ 80,000.00	99.00%	\$82,215.00	30/08/2017	All site works completed and playground opened to public on 1 Sept. Finalisation of paperwork in progress. Revised final cost estimate slightly higher than budget.
Upgrades to public convenience amenities	Various locations	\$ 50,000.00	90.00%	\$37,231.00	13/10/2017	Site works substantially complete except for a number of minor finishing items scheduled for completion mid Oct after school holidays.
Minor play equipment replacement/safety upgrades	Various locations	\$ 50,000.00	90.00%	\$28,667.00	13/10/2017	Site works substantially complete except for a number of minor finishing items scheduled for completion mid Oct after school holidays.
Roof siphonics/drainage and thermoshield application	Mackay Entertainment & Convention Centre, Alfred Street, Mackay	\$ 310,000.00	70.00%	\$139,109.00	30/10/2017	Thermoshield application works nearing completion. Assessment of internal repair works and updating of budget in progress.
Refurbishment of Mackay City Library to provide dedicated community space	Civic Precinct, Gordon Street, Mackay	\$ 150,000.00	70.00%	\$106,202.00	30/10/2017	Works progressing. Revised estimate exceeds budget, budget variation application to be submitted.
Refurbishment of ageing amenities and enhancement of common and tenancy areas (ground floor)	Dome Building, Victoria Street, Mackay	\$ 250,000.00	55.00%	\$16,955.00	30/10/2017	Works in progress
Renewal of plumbing system	Caravan Park, Caroline Street, Mirani	\$ 85,000.00	99.00%	\$65,615.00	30/09/2017	All site works complete. Finalisation of paperwork in progress. Forecast saving, budget variation application to be submitted.
Air conditioning upgrades, UV lighting, enhanced staff facilities at rear of building	Council administration building, 42 Wellington Street, Mackay	\$ 99,430.00	55.00%	\$3,291.00	30/10/2017	Shade structure works in progress. Preparatory works for air conditioning commenced.
Replacement of shade structure	Gordon White Library, Phillip Street, Mount Pleasant	\$ 120,000.00	45.00%	\$2,886.00	30/10/2017	Preparatory foundation works for shade structure commenced. Forecast saving, budget variation application to be submitted.

Energy efficiency initiatives for administration precinct - possible solar or similar	Council administration building, Gordon Street, Mackay	\$ 250,000.00	35.00%	\$23,962.00	17/11/2017	Scope definition finalised. Equipment is being purchased, installation works now expected to commence mid Sept with completion mid-Nov.
Renewal of air conditioning systems - Libraries	Gordon White Library, Phillip Street, Mt Pleasant Mirani Library, Victoria St, Mirani	\$ 138,000.00	55.00%	\$13,418.00	30/10/2017	Preparatory works for air conditioning commenced. Revised estimate exceeds budget, budget variation application to be submitted.
Swimming pool amenity renewals/facility upgrades	Pioneer Pool, Malcomson St, North Mackay Bluewater Lagoon, River St, Mackay Mirani Pool, Caroline St, Mirani	\$ 300,000.00	65.00%	\$48,786.00	17/11/2017	Mirani Pool tiling works complete. External facility painting works nearing completion. Upgrade of facilities commenced. Revised estimate exceeds budget, budget variation application to be submitted.
Community hall facility upgrades	Prince Charles Avenue, Seaforth Wallace St, Bucasia Ivers St, Bakers Creek Celeber Drive, Andergrove Bedford Road, Andergrove Bold St, Walkerton Caroline St, Mirani Wren St, Slade Point Broad St, Sarina	\$ 342,000.00	75.00%	\$58,680.00	17/11/2017	Hall floor refurbishment works complete. Painting works in progress. Forecast saving, budget variation application to be submitted.
Regional Council depots - roofing and plumbing	Pratts Road, Calen Maud Street, Mirani Walkerston Homebush Road, Palmyra Ness Street, West Mackay North Street, Eungella Sarina Beach Road, Sarina	\$ 280,000.00	40.00%	\$37,449.00	17/11/2017	Shade structure work commenced. Roofing & plumbing scope reduced due to budget constraints, tender evaluation completed and Contract awarded. Revised estimate exceeds budget, budget variation application to be submitted.
Upgrades to mitigate public health risks	Place Avenue/Hans Christian Street, Sarina	\$ 260,000.00	60.00%	\$128,028.00	17/11/2017	Works on Sarina sewer maintenance are ongoing, scope of rehabilitation work established and revised estimate under budget, budget variation application to be submitted.
Repair scouring of underwater pipeline	Campwin Beach	\$ 165,000.00	35.00%	\$28,119.00	30/11/2017	Pre-lodgement advice is positive for proposed Geobag solution. Materials and equipment ordered. Construction planning has commenced to target tidal windows. Revised estimate under budget, budget variation application to be submitted.
Replacement of water main	Smalleys Beach Road, Cape Hillsborough	\$ 47,000.00	100.00%	\$43,472.00	30/07/2017	Project completed

Upgrade or raw water bores	Nebo Road WTP, West Mackay	\$ 296,000.00	45.00%	\$71,452.00	30/11/2017	Driller has been engaged to redrill 2 bores. Bore sheds have been ordered. Procurement of flowmeters has been initiated.
Open drain concrete lining works	Milton & Harney Street, Mackay	\$ 225,000.00	97.00%	\$289,416.00	31/08/2017	Physical construction works completed. Project finalisation activities in progress, estimated final cost exceeds budget, budget variation application to be submitted
Resource recovery facility shed extension	Crichtons Road, Paget	\$ 200,000.00	40.00%	\$20,121.00	15/11/2017	Detailed design in progress, slight delay due to certification process. Project completion still expected mid-November
Open drain maintenance works for wet season	Various locations	\$ 300,000.00	80.00%	\$251,027.00	30/09/2017	Works progressing, on schedule for completion end September. Revised estimate exceeds budget, budget variation application to be submitted.
Rehabilitation of damaged tiled surrounds	Victoria Street, Mackay CBD	\$ 120,000.00	40.00%	\$5,395.00	13/10/2017	Materials received and work commenced last week in Aug, project completion now expected end of October. Revised estimate under budget, budget variation application to be submitted.
Traffic calming works Includes footpath works (variation approved)	McHugh Street, Eimeo	\$ 254,000.00	95.00%	\$182,469.00	30/08/2017	Site works completed, project finalisation works in progress.
Various minor works projects to address outstanding customer service requests Includes added projects - Old Eimeo Rd drop off zone, Chelona School car park (variation approved)	Various locations	\$ 414,000.00	90.00%	\$122,030.00	6/10/2017	Site works substantially complete except for a number of minor finishing items. Project finalisation activities in progress, Forecast saving, budget variation application to be submitted.
Construction of DDA bus stops	Various locations	\$ 825,000.00	60.00%	\$50,819.00	30/11/2017	Contracts awarded for both construction works packages. Site works for the first package scheduled to commence early Sept, second package planned to start by late Sept. Revised estimate exceeds budget, budget variation application to be submitted.
Construction of boat ramp facilities	River Street boat ramp, Mackay	\$ 115,000.00	45.00%	\$18,996.00	13/10/2017	Tender closed and contract awarded. Site works scheduled to start early Sept and planned completion mid Oct. Revised estimate exceeds budget, budget variation application to be submitted.

Timber bridge upgrades	Various locations	\$ 300,000.00	55.00%	\$51,327.00	13/10/2017	Detailed design of bridge strengthening complete and reduced scope identified. Revised estimate under budget, budget variation application to be submitted. Internal crew commenced works early August with planned completion now mid Oct.
Sealed road resurfacing (approx 45km)	Various locations	\$ 2,409,570.00	80.00%	\$1,461,581.00	27/10/2017	Works progressing, now expected to complete end of Oct, earlier than scheduled. Forecast saving, budget variation application to be submitted.
Gravel replenishment/resheeting unsealed roads (approx 40km)	Various locations	\$ 1,100,000.00	55.00%	\$583,760.00	15/11/2017	Works progressing well, on schedule for completion mid Nov.
Total:		\$ 11,490,000.00		\$4,701,343.00		