



Office of Mayor and CEO

Monthly Review

Period - August 2018

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OVERVIEW

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

This is the first report for the 2018/19 financial year and I have now removed any detail around capital projects and capital delivery. This will now be incorporated into a separate report each month from the Director Capital Works.

There are also new key initiatives and key performance indicators for the Office of the Mayor and CEO identified for the coming year

- There has been no lost time injuries or major incidents for the month of July. This follows on several months of LTI free activity.
- We have continued to work closely with Mackay Airport, GW3 and others on the Qantas Regional Flight Academy bid. We are waiting to hear back from Qantas on next steps and expect that to occur by mid-August.
- Finalisation of the 2017/18 financial accounts is ongoing with the final result to be a ~ \$3.8M surplus.
- The nine shovel ready projects identified by Council are all being progressed. The report outlines progress of these with a significant amount of work being undertaken. In July the Driver Education Facility Business case was completed and a briefing held with Council. We are moving forward on agreed actions from that briefing.
- Further work has also been undertaken in July around the Queens Park/Bluewater Trail State funding with a review of the Queens Park Masterplan nearing completion. Aiming for finalisation of scope by end of September.
- The Sugar Bowl and Mackay Regional Sports Precinct major projects are progressing very well with favourable weather and good contractor performance. Both are on track for completion on time and within budget.
- The renewable energy solar project is progressing with procurement of items taking place and planning for installation on the 21 sites well progressed.
- A review of the SES Strategic Direction Group trial was completed in July with agreement to increase membership of the group commencing from September and agreed key focus areas.



SAFETY

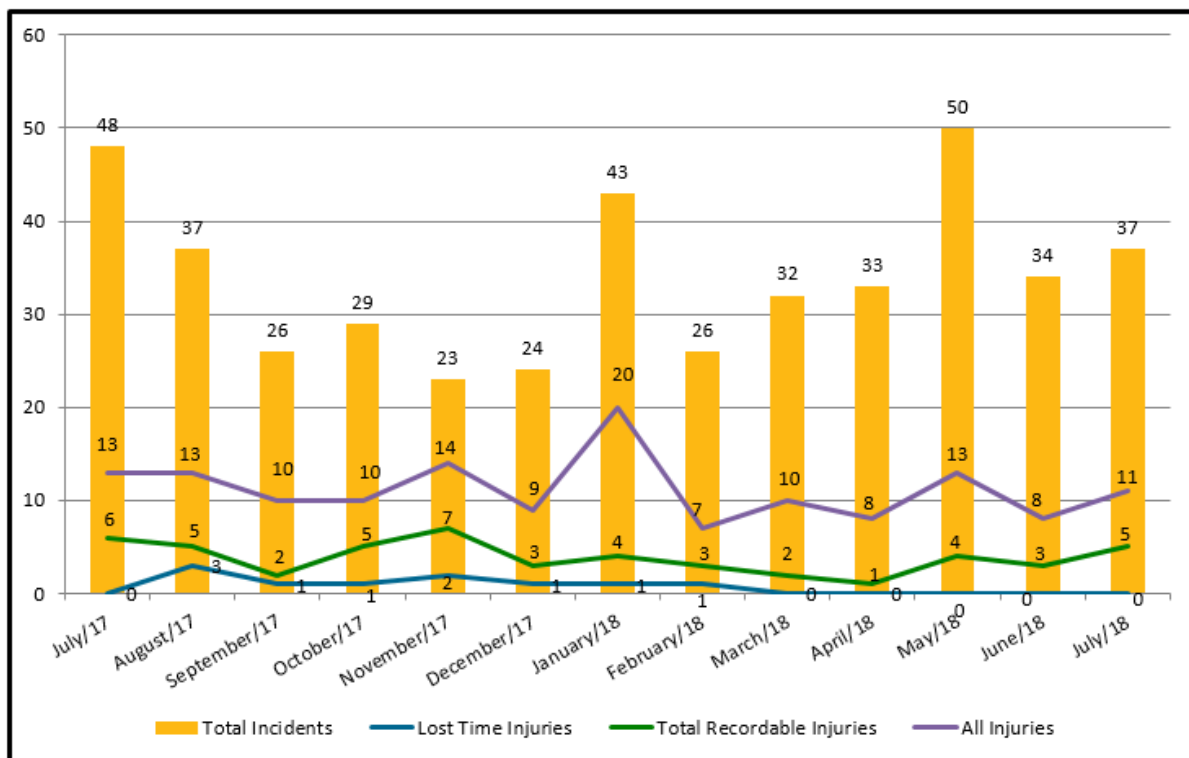
1.1. Overview

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

Data in this report is accurate as of 25 July; data which was not received and / or processed by this date will be included in subsequent reviews.

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

Incidents and Injuries



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

Eleven injuries to MRC workers were reported in July:

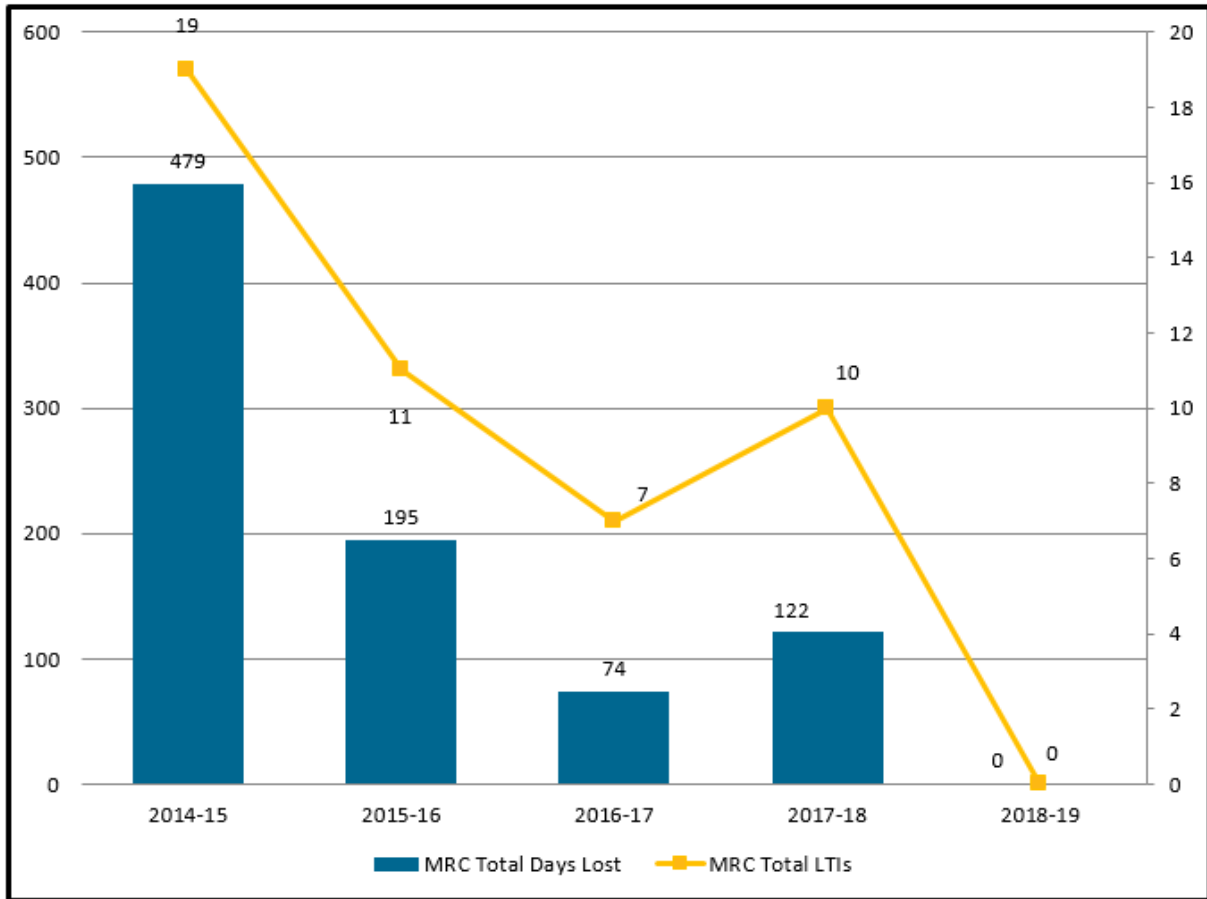
- A worker’s finger was pricked by unknown object while the worker was removing aquatic plants from water.
- A worker’s wrist was scratched when the worker’s hand slipped while drilling a hole into a PVC pipe.
- A worker felt wrist pain after pushing the lever on a mower deck.
- A worker foot was slightly injured when a broken solar light hidden in long grass punctured the worker’s safety boot.
- A worker suffered blisters from using a reciprocating saw.

- A worker’s hand was injured when the worker fell while exiting a truck.
- A worker arm was grazed when the worker tripped over items in a dark room.
- A worker was subjected to personal abuse from members of the public.
- A worker was using a crowbar to prop up a piece of cement when the crowbar slipped and hit the worker on the jaw.
- A worker felt a pain in his ribs when working in a trench, twisting & bending.
- A worker felt pain in their lower abdomen when removing roof guttering.

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

Incidents involving contractors or members of the public included: vehicle incidents; a driver not following instructions from a traffic controller, minor slips and falls at libraries, and a library customer with a medical condition.

Lost Time injuries and Days Lost

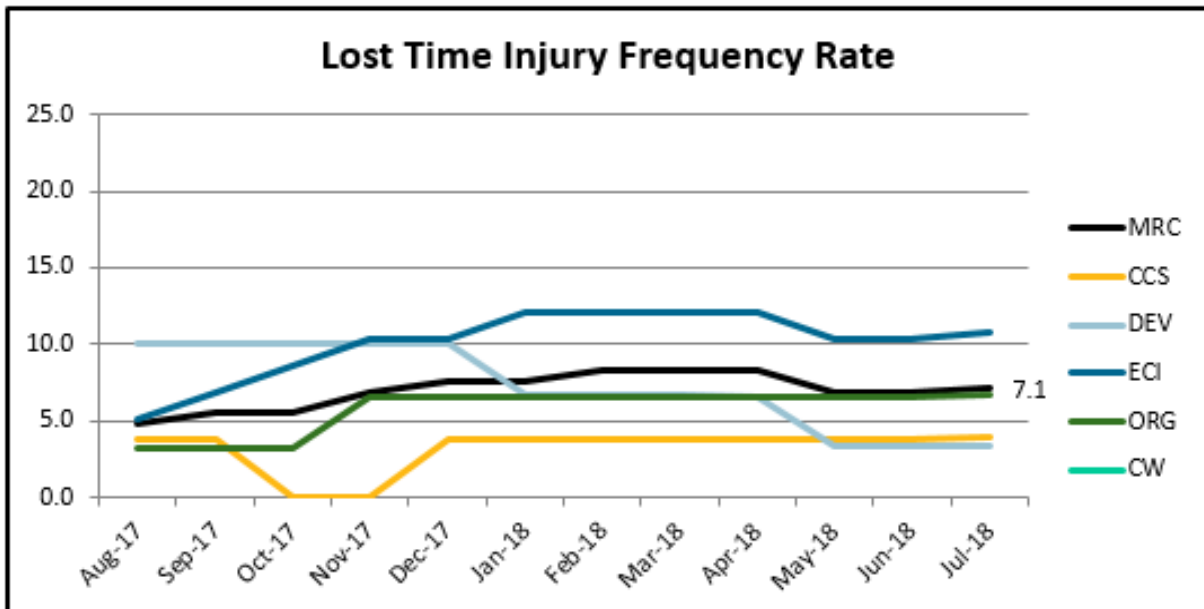


Department	2014-15		2015-16		2016-17		2017-18		2018-19	
	LTI	Days Lost	LTI	Days Lost	LTI	Days Lost	LTI	Days Lost	LTI	Days Lost
Capital Works										
Community & Client Services	1	11	2	4	3	6	1	1		
Organisational Services			1	4			2	25		
Development Services	4	164	3	29	3	55	1	13		
Engineering & Commercial Infrastructure	14	304	5	158	1	13	6	83		
Mackay Regional Council	19	479	11	195	7	74	10	122	0	0

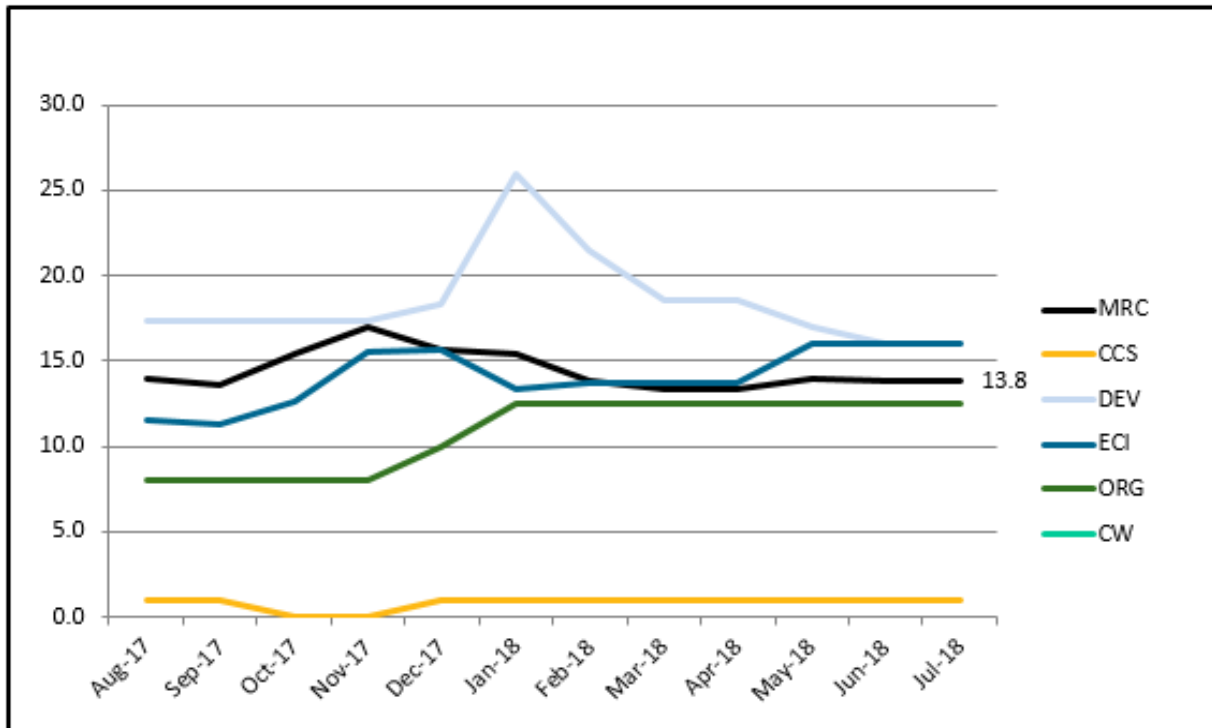
No lost time injuries have been recorded for the 2018-19 year.

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

Injury Frequency Rates 12 month rolling average

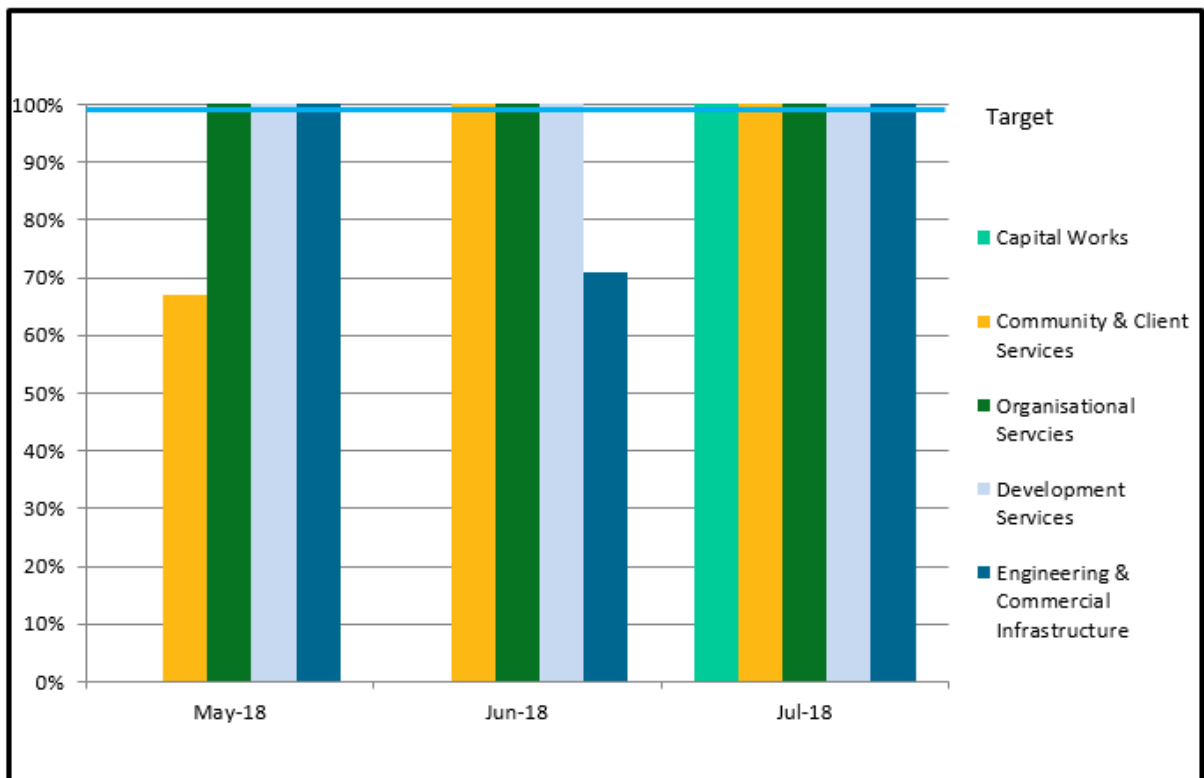


Duration Rates 12 months rolling average



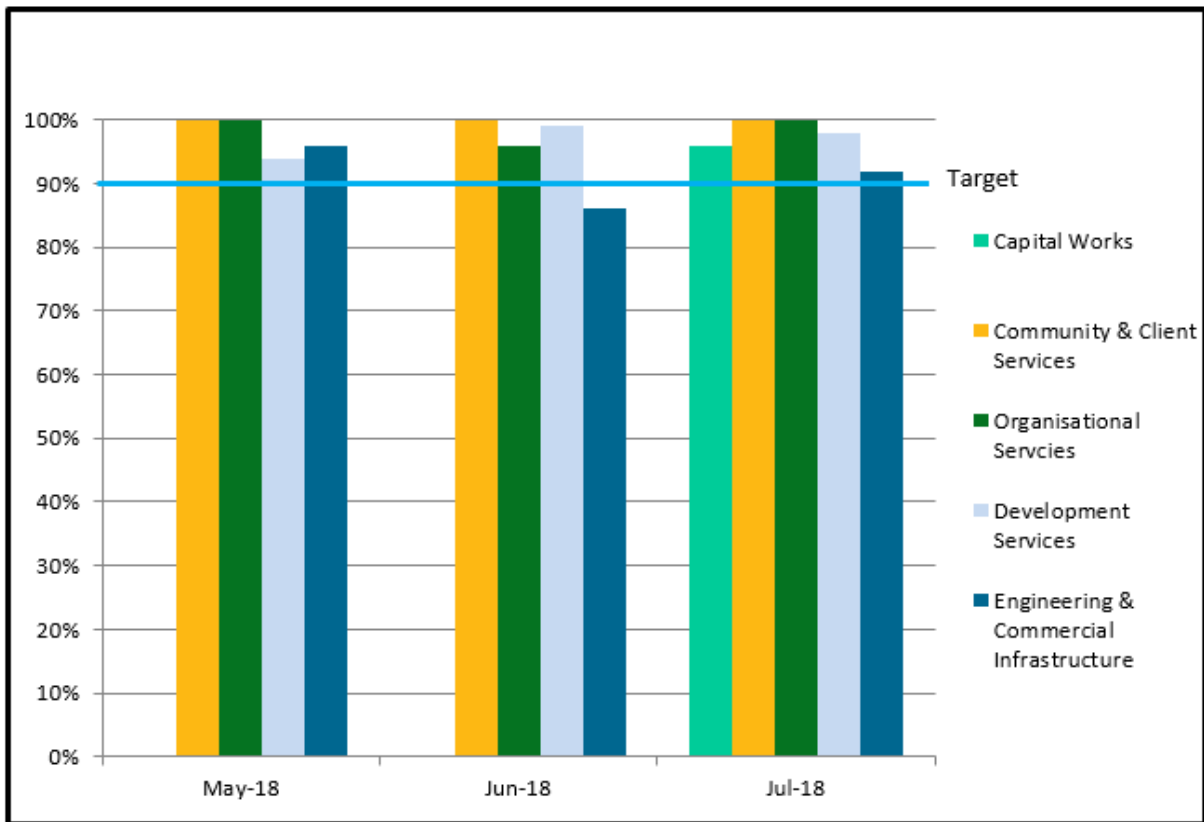
This graph shows the average severity of injuries calculated on 12-month rolling average. The rolling average for the new Capital Works (CW) Department will be based on the months that have passed since the Department commenced on July 2018.

Hazard Inspection Checklists



All inspections scheduled in July were completed. All inspections that were overdue in previous months have since been completed.

Monthly Action Plans



Monthly Action Plans (MAP) are planned safety-related actions allocated to work groups over a 12-month schedule and are developed in response to identified risks.








Glossary








Group E	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 for 2018/19. Many of these initiatives utilise staff and resources from key areas of the business however are not necessarily reported through other reports.







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










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"> Implement a plan for the use of workforce planning, succession planning and talent management tools and framework 	Jul 18	May 18		Continuation of work commenced in 17/18 is progressing well
		<ul style="list-style-type: none"> Reshape the Council approach to recruitment and selection to improve the quality of successful candidates 	Jul 18	Mar 19		New processes have started to be implemented.
		<ul style="list-style-type: none"> 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 	Jul 18	Jun 19		Initial assessment started
Financial Governance	<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 achieve/exceed full year budget 	Jul 18	Jun 19		Budget is for a surplus of ~\$500K for year. No issues to-date after July.
	<ul style="list-style-type: none"> Embed Continuous improvement culture with initiatives such as First principles review of Council operations 	<ul style="list-style-type: none"> Identify > 30 cost saving initiatives for year that can be reviewed as part of 19/20 budget. 	Jul 18	May 19		Allocation of areas of focus will be finalised by end August
	<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"> Review and optimise LTFF with greater accuracy on future capital forecasts. 	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"> Undertake a rates review of all rating categories 	<ul style="list-style-type: none"> Initial review undertaken by Nov 18 and discussed with Council. Further work then to 	Jul 18	Nov 18 (stage 1)		Work yet to commence

Strategy	Action	Measure	Start Date	Est Complete Date	Status	Comments
		prepare for 19/20 budget inclusions.				
Capital Delivery 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"> 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% 	Jul 18	Jun 19		Work commenced
		<ul style="list-style-type: none"> Implement new capital delivery structure with improved delivery outcomes. 	Jul 18	Mar 19		Review commenced
		<ul style="list-style-type: none"> Implement project planning processes and structure for identification and works for future years (years 2 and beyond from current) capital programs 	Jul 18	Jun 19		Discussions on way forward commenced
Improved asset Management	<ul style="list-style-type: none"> 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. Provide oversight and strategic guidance to ensure that assets, property and plant are managed appropriate to the required service delivery standards. 	<ul style="list-style-type: none"> New and revised asset management systems and structure to support are implemented and operational 	Jul 17	Jun 19		Further working group has been setup
		<ul style="list-style-type: none"> * A detailed Asset management strategy and action plan be finalised 	Jul 18	Jun 19		Started
		<ul style="list-style-type: none"> Maintenance management activities are transitioned into the corporate Asset Management System 	2017	Dec 18		Well advanced
Environmental Sustainability	Promote sustainable practices and respond to climate change in council's operations.	Complete the renewable energy solar initiative project on budget and on time.	Jul 17	Mar 19		Contract awarded. Pre-start meetings undertaken and works commencing on 21 sites.

Strategy	Action	Measure	Start Date	Est Complete Date	Status	Comments
Disaster Preparedness Build community preparedness and responsiveness to emergencies and natural disasters	Develop and implement a Disaster Communications Working Group Action Plan to improve disaster communications in response to the Disaster Communications Review Develop a Community led SES Management Template	<ul style="list-style-type: none"> Complete all 2018/19 Disaster Communications Working Group action outcomes Complete SES Strategic Directions Group trial as per agreed MRC/QFES actions and agree future way forward. 	Jul 18 Nov 17	Jun 19 Mar 19	 	Working Group meeting regularly and plans being finalised 6 month trial review complete with modified Terms of Reference being finalised.
Environment	Increase recycling and reuse by diverting waste from landfill and raising community awareness in order 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"> Monitor and report the impacts of the current change to markets and government policy on MRC's recycling service. Develop and agreed strategy on way forward. 	Jul 18	Jun 19		Continuing to monitor market risks around MIRF and assessing government policy impacts.
Community Pride	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"> Implement the recommendations of the review of management and administration of our volunteers 	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
Economy – Activation of the Mackay Waterfront	<ul style="list-style-type: none"> Work in Partnership with the community, government agencies and other stakeholders to deliver an urban waterfront Priority Development Area (PDA) Enhance the aesthetic and recreational aspects of the Pioneer River and Binnington Esplanade. 	<ul style="list-style-type: none"> Prepare the Mackay Waterfront PDA Development Scheme and continue with concept designs and development facilitation in the PDA area. Complete Queens Park and BWL State funding (\$8.8M) project by Dec 2019 	2017	Jun 19		<p>Development scheme tracking to plan</p> <p>Progression of key design focus on track including review of current development applications etc.</p> <p>Funding agreement with State completed. Meeting with QRA held in July around scope definition. Project team reviewing masterplan and possible scope.</p>
Mackay Regional Sports Precinct	Complete Project and appoint Operators	<ul style="list-style-type: none"> Commence construction of new sports precinct prior to December 2017 with final completion achieved by Feb 2019. 	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
The Sugar Bowl	Complete project	<ul style="list-style-type: none"> Complete project on time and on budget. 	Mar 18	Sep 18		Tender awarded in late February. On-site works commenced and project is on track for completion by end of August 2018
Camilleri Street Park Upgrade	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"> Finalise work scope and deliver first stage of Park upgrade as per approved funding 	Jul 18	Jun 19		Scope nearing finalisation with detailed design commenced of several areas.
Resource Centre of Excellence	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"> Funding approval for \$3.6M received from State government in late 2017 and to be constructed and operational by Dec 2019. 	Mar 18	Dec 19		<p>Business case finalised with scope and land options being reviewed.</p> <p>Likely additional funding will be required to complete.</p>
Works for Queensland	Plan for delivery of public infrastructure and services to match the needs of our changing population	<ul style="list-style-type: none"> Complete identified and approved projects under the Works for Queensland (W4Q) 2-17-19 funding program 	Nov 17	Jun 19		Identified projects for completion on track

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

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

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

Strategy	Action	Measure	Start Date	Est Complete Date	Status	Comments
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	<ul style="list-style-type: none"> Number of active/successful ventures through NAS or other mechanisms of 6 	Jul 18	Jun 19		Ongoing focus
Economy/Tourism	Support for Key Stakeholder organisations	Support and continue to work closely with; <ul style="list-style-type: none"> - GW3 - MTL - RIN - RDA 	Jul 18	Jun 19		Recently agreed to support through funding GW3 for next 12 months. Working with MTL on second Information centre at Central Mackay location
Economy – Partnerships for a diversified Economy	<ul style="list-style-type: none"> Champion the growth of globally competitive local industries by working with industry stakeholders. Support the economic development and viability of the Region by implementing the Mackay Regional Council Economic Development Strategy 2015 – 2020 in partnership with key stakeholders. 	<ul style="list-style-type: none"> Develop an updated Mackay Region Economic Strategy 2020 – 2025 Identify opportunities to attract co-investment in regional priorities and strategies from State and Federal Governments and the private sector through Strategic partnerships 	Nov 18 Jul 18	Jun 19 Jun 19	 	Little work completed to-date Working through agreed list of regional projects (below) and MRC shovel ready projects. <ul style="list-style-type: none"> - Biosecurity Focus - Cyclone Shelter options - Mackay Ring Road stages 2/3

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

 On Track
  Potential Issues
  Definite Issue

2.4. Cyclone Debbie Update

Category B

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

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

The detailed design for the Clews Road floodway is nearing completion. The permit application from Department of Fisheries & Agriculture was been lodged. It is proposed to commence construction in September/October 2018.

Category D

The Hinton Road causeway project will be completed by the end of July. The Graham Road culvert replacement project will be undertaken by a second Civil Projects crew commencing in late August. The bow culverts for the project have been ordered and will be delivered in early August.

The sand nourishment at Grasstree Beach and Seaforth North & South have been completed and the revegetation works has been undertaken.

The design of the major restoration beach works, to pre STC Debbie condition, at Midge Point and at Lamberts Beach has been completed. The approval of the required permits is expected by the end of July. The contract for the supply of the geotextile sand containers for Midge Point geobag wall has been awarded. Tenders for the wall construction were called in mid-July so that the works can commence in September 2018. The construction of the Lamberts Beach sand nourishment works will be undertaken starting in September/October 2018.

The beach nourishment studies to support the funding for Midge Point (\$2.59M) and Lamberts Beach (\$1.73M) have been received from AECOM for review by Council and the Dept. of Environment & Science (DES). The reports for both studies should be finalised by the end of July.

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

GREATER WHITSUNDAY COUNCILS OF MAYORS (GWCoM'S)

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

Joint group in conjunction with the Councils of Isaac and Whitsunday.

Membership involves the Mayor and CEO of each of the three (3) Councils, supported by various staff from applicable Councils.

A CEO's Group has been established as part of the GWCoM's. The intent of this group is to handle the more Council 'business' matters and look for possible synergies between Councils at CEO level and allowing focus on higher level and strategic issues for the region by the wider group. The next planned meeting of the CEO Group is Friday 3rd August.

With bi-monthly meetings, the last GWCoM's meeting was held in Mackay on 14 June, and the next scheduled for 16 August. The focus of the meeting of 14 June were reported on within the July report.

Since the last meeting the major undertaking has been agreement by the GWCoM's to jointly support a representative attend the LGAQ's International Zero Waste Study Tour 2018. Such attendance would be funded by the GWCoM's and see attendee provide a debrief and update to all three Council's.

Next Stages

The schedule for GWCoM's meetings has been set for 2018 with the next meeting listed for 16 August 2018 to be held in Mackay.