



# Office of Mayor and CEO

Monthly Review

Period - November 2018

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## OVERVIEW

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

- There were no LTI's in October and our Lost Time Injury Frequency rate has fallen to 4.2 which is the lowest for over 18 months. All lag/lead indicators were met for October and with summer approaching a focus on heat stress and fatigue is being undertaken.
- Our major solar project is progressing well with eight (8) sites completed or under construction to be completed during November. Council will start to see the benefits of this project at these sites immediately through reduced electricity costs.
- After four months of the financial year we continue to track well and have operating costs within all budgeted levels. Revenue remains as per budget at this stage.
- Our capital projects continue to progress well with the Mackay ARC project well on track for a February opening to the public and this project remains on budget.
- The new technology installed in Council Chambers is now complete and was part of the many recommendations and learnings from Tropical Cyclone Debbie and in any future event this technology will allow the Local Disaster Management Group to have access to more information from multiple sources. The technology will also allow Council to commence live streaming of our meetings in 2019.
- There is now little doubt that the Mackay region economy has improved and we are seeing increased activity in most areas. This has resulted in increased pressures on most areas of council and we are also starting to see an increase in staff turnover. We are monitoring this closely to ensure we maintain service levels for our ratepayers.
- There are a number of key strategies and initiatives "on the go" with the draft Aquatic Strategy and Sport and Recreation Strategy both out for public consultation currently and others such as Mountain Biking realising specific future projects finalisation. With the pending Federal election not too far away, we are working on establishing key project information detail to seek funding commitments from all parties.
- The Priority Development Area project continues to move forward with the Development Scheme process on track for a 2019 finalisation and the project team working on the Masterplan and key areas of focus including the \$8.864M Queens Park upgrade.

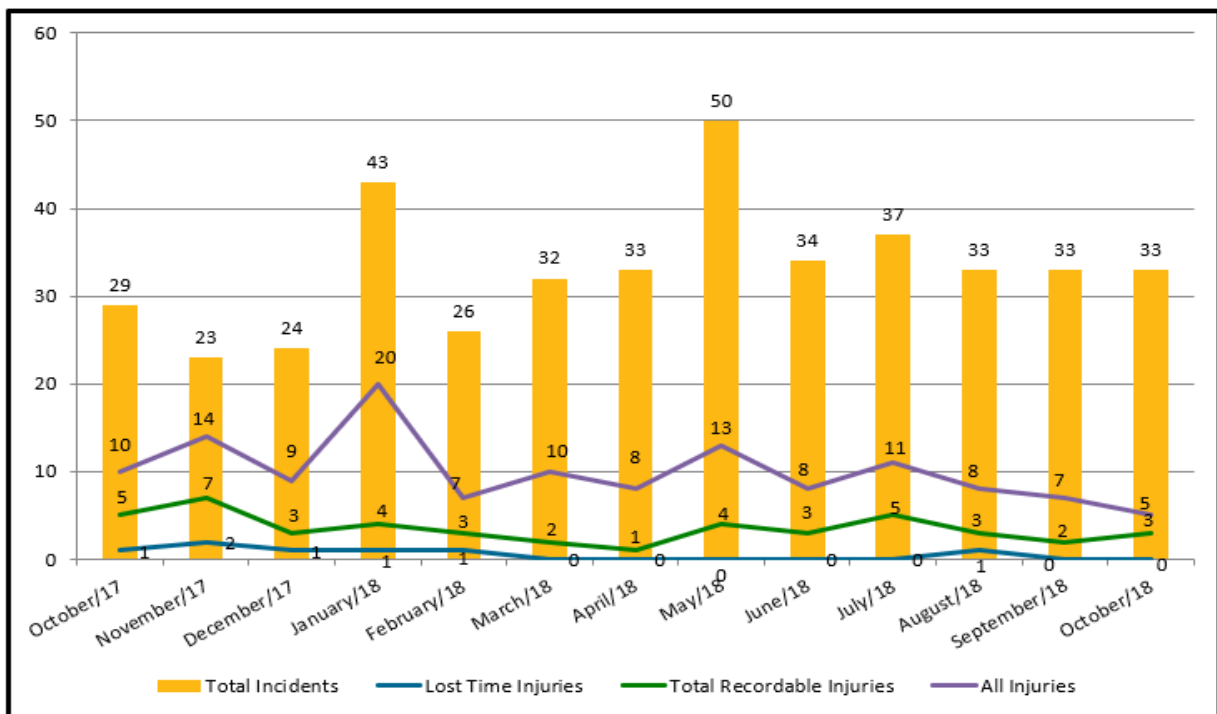


# SAFETY

## 1.1. Overview

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

### Incidents and Injuries



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

Five injuries to MRC employees were reported in October:

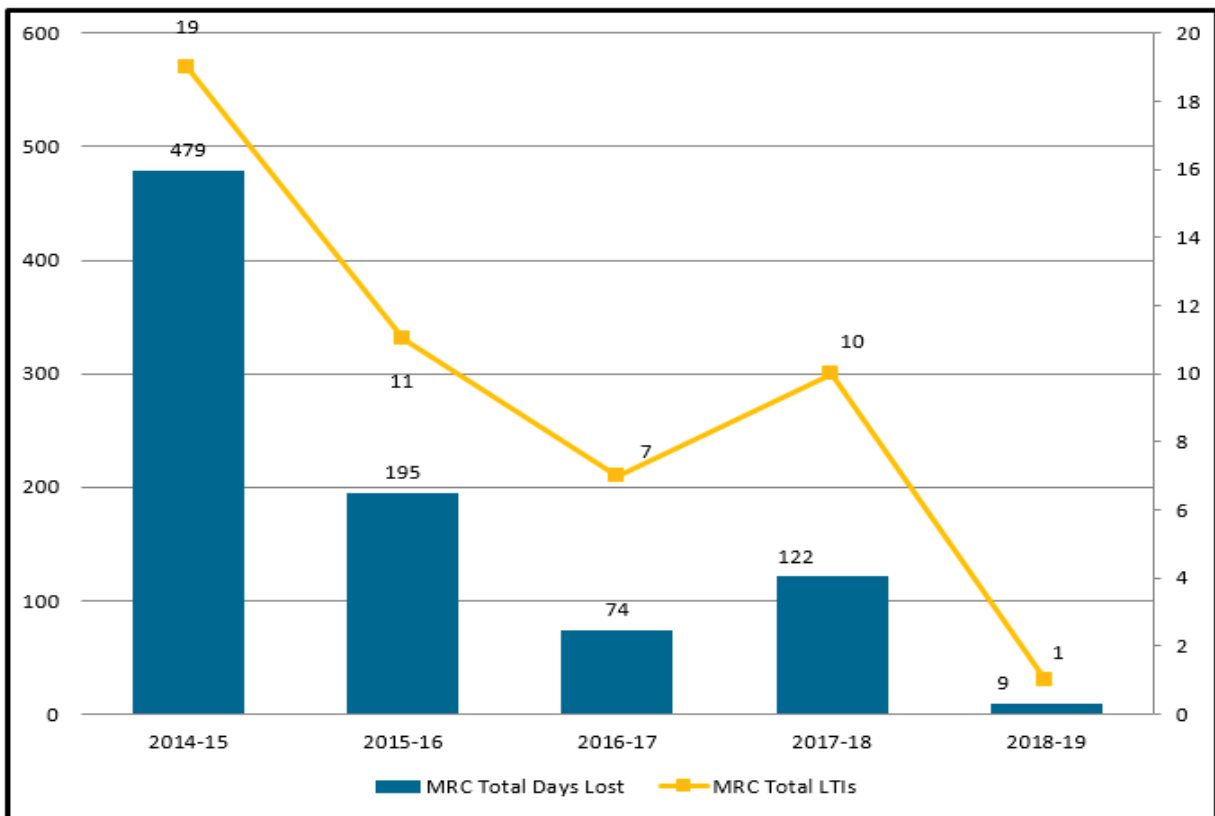
- A worker’s arm was scratched by a cat when transferring it between cages.
- The tip of a palm frond being removed from a tree spiked a worker in the neck – requiring first aid treatment only.
- A worker’s skin became irritated when the fine hairs from a flower they brushed against came into contact with their skin.
- A worker who was whipper snipping tripped over a grave marker and injured their neck.
- A worker suffered pain in their wrist and finger when working temporarily from a different workstation.

Other reported incidents included vehicle incidents, resulting in minor damage to the vehicle.

Incidents involving contractors or members of the public included: a cut to the head requiring first aid; a manual task injury, and minor slips and falls.

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

### Lost Time injuries and Days Lost



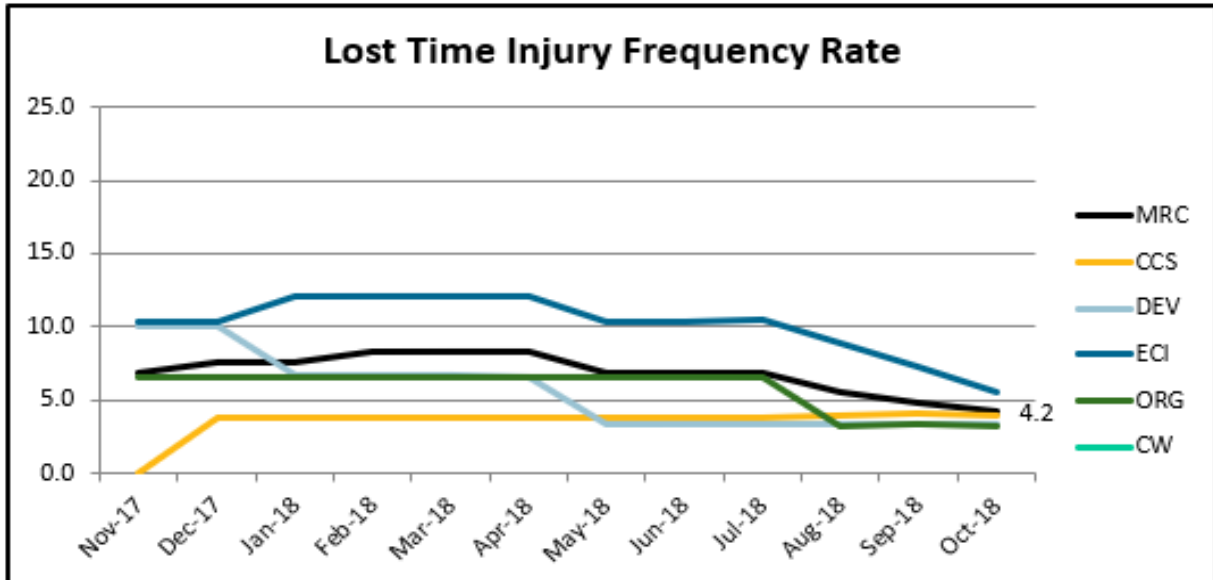
Department	2014-15		2015-16		2016-17		2017-18		2018-19	
	LTI	Days Lost	LTI	Days Lost	LTI	Days Lost	LTI	Days Lost	LTI	Days Lost
Capital Works										
Community & Client Services	1	11	2	4	3	6	1	1		
Organisational Services			1	4			2	25		
Development Services	4	164	3	29	3	55	1	13		
Engineering & Commercial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

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

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

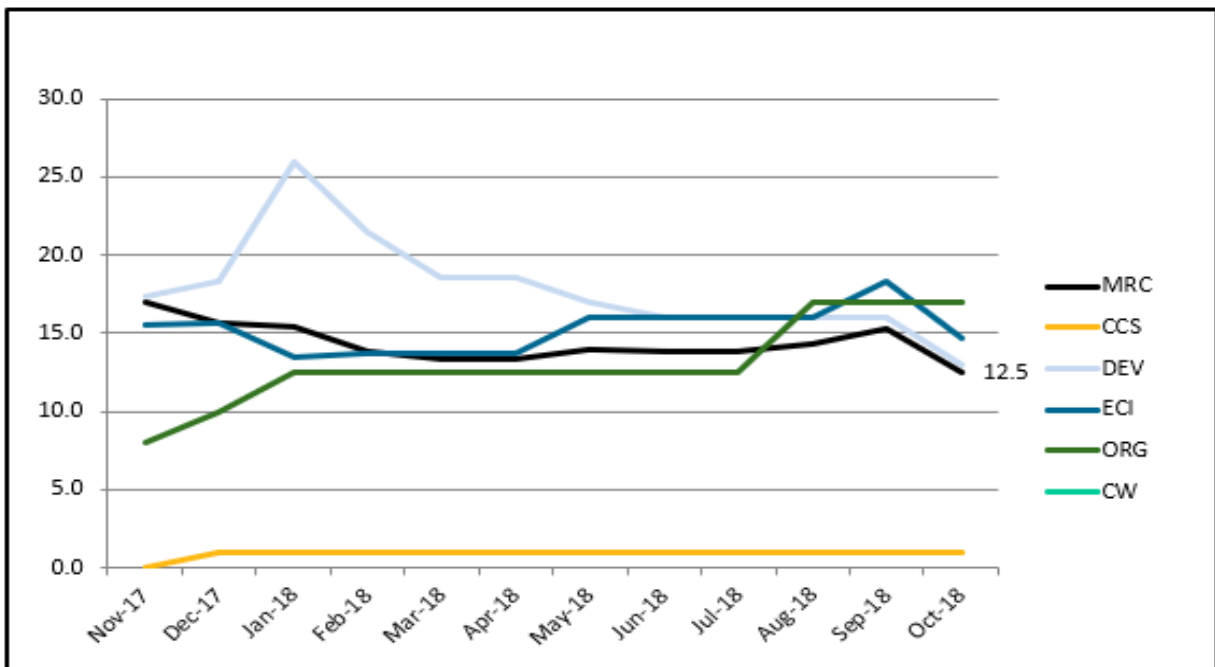
Historic LTI data for the Programs which have moved Departments, from Engineering and Commercial Infrastructure (ECI) to Capital Works, will continue to be reported within ECI. Future LTIs, should they occur, will be included within the Capital Works Department.

**Injury Frequency Rates 12 month rolling average**



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.

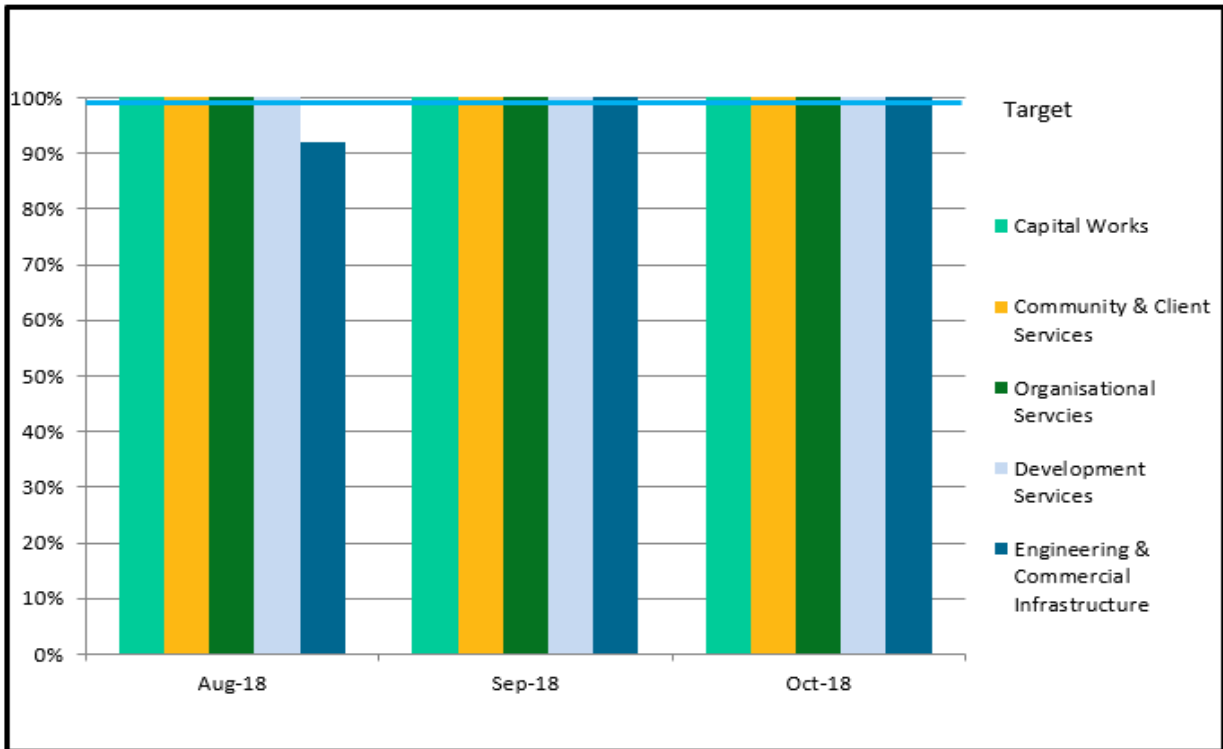
**Duration Rates 12 months rolling average**



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

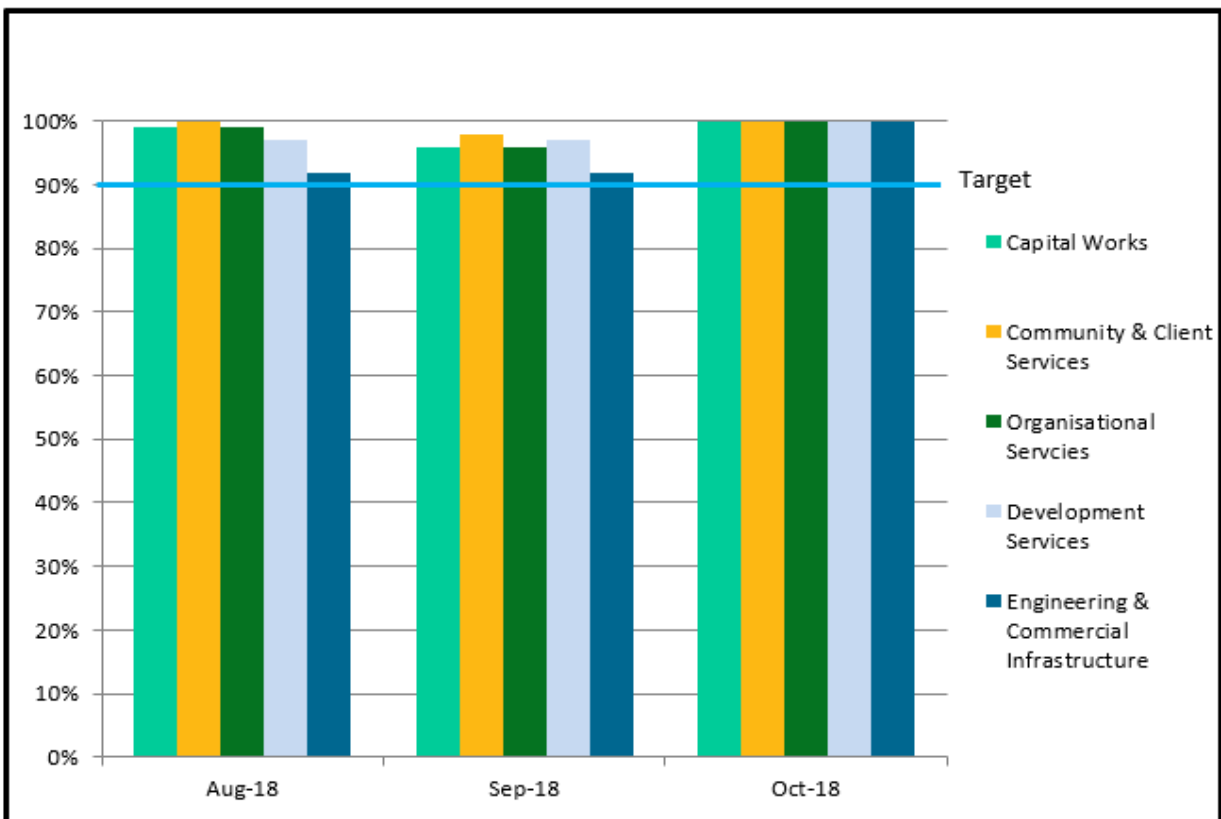
The rolling average for the new Capital Works (CW) Department will be based on the months that have passed since the Department commenced on July 2018.

### Hazard Inspection Checklists



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

### Monthly Action Plans



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

### Glossary








Group E Incident	Councils with wages greater than \$50 million Any unplanned event resulting in or having a potential for injury or ill health.
Lost Time Injury (LTI)	Incidents that resulted in a fatality, permanent disability or time lost from work of one day / part of a day or more
Lost time incident frequency rate (LTIFR)	The number of lost-time injuries per million hours worked. Calculated as follows: $\frac{\text{No of LTI} \times 1,000,000}{\text{total hours worked during period}}$
Duration rate	$\frac{\text{Days Lost}}{\text{\# of LTIs}}$
Reportable Injuries (RI)	Incidents that result in a Lost Time Injury (LTI), Suitable Duties Injury (SDI) and Medical Treatment Injury (MTI)














## KEY INITIATIVES

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






### 2.1. Summary of key projects and initiatives









Strategy	Action	Measure	Start Date	Est Complete Date	Status	Comments
People & Culture	Implement industry-leading people management practices including recruitment, training and development, performance management, and workforce planning.	<ul style="list-style-type: none"> <li>Implement a plan for the use of workforce planning, succession planning and talent management tools and framework</li> </ul>	Jul 18	May 18		Allocation of key resources to this project has occurred and working towards completion of action plan
		<ul style="list-style-type: none"> <li>Reshape the Council approach to recruitment and selection to improve the quality of successful candidates</li> </ul>	Jul 18	Mar 19		Review of current processes complete and development of improvement plan underway
		<ul style="list-style-type: none"> <li>Assess the Human Resource Information System functionality and review processes to provide a platform for accurate, relevant and easily trackable employee information for better people management decision making</li> </ul>	Jul 18	Jun 19		Initial assessment started
Financial Governance	<ul style="list-style-type: none"> <li>Ensure revenue and costs are as per budget or better.</li> <li>Embed Continuous improvement culture with initiatives such as First principles review of Council operations</li> <li>Improve accuracy of LTFF forecasts to ensure minimal increases for ratepayers into future with sustainable outcomes.</li> <li>Undertake a rates review of all rating categories</li> </ul>	<ul style="list-style-type: none"> <li>Meet business budget target. Stretch target to achieve/exceed full year budget</li> </ul>	Jul 18	Jun 19		After first reforecast continue to track for an operating surplus of ~\$400K for year.
		<ul style="list-style-type: none"> <li>Identify &gt; 30 cost saving initiatives for year that can be reviewed as part of 19/20 budget.</li> </ul>	Jul 18	May 19		Allocation of areas of focus has been completed with scope now being defined.
		<ul style="list-style-type: none"> <li>Review and optimise LTFF with greater accuracy on future capital forecasts.</li> </ul>	Jul 18	Jun 19		Increased focus in all areas to improve accuracy of LTFF particularly around capital.
		<ul style="list-style-type: none"> <li>Initial review undertaken by Nov 18 and discussed with Council. Further work then to</li> </ul>	Jul 18	Nov 18 (stage 1)		Two briefing sessions have taken place with feedback sought and a decision on way forward




Strategy	Action	Measure	Start Date	Est Complete Date	Status	Comments
		prepare for 19/20 budget inclusions.				planned by end of November.
<b>Capital Delivery</b>	Deliver the capital works program for 18/19 as planned and introduce future years planning structure and review.	<ul style="list-style-type: none"> <li>Percentage of the capital works program including carry-overs completed against the original budget including carry-overs considering scope changes, contingency and project savings and new or deferred projects – 90%</li> </ul>	Jul 18	Jun 19		Tracking to plan after four months with ~ 95% achievement to cash flow
Improve capital delivery and associated planning outcomes efficiency		<ul style="list-style-type: none"> <li>Implement new capital delivery structure with improved delivery outcomes.</li> </ul>	Jul 18	Mar 19		Recruitment of new roles in new structure commenced and finalised for some roles. Internal restructure near completion.
		<ul style="list-style-type: none"> <li>Implement project planning processes and structure for identification and works for future years (years 2 and beyond from current) capital programs</li> </ul>	Jul 18	Jun 19		A list of some key 2019/20 capital projects seeking design commitment will be forthcoming to Council by end of November.
<b>Improved asset Management</b>	<ul style="list-style-type: none"> <li>Ensure that asset management aligns to the council's strategic direction and that effective asset management practices are in place to optimise the use of council's assets required to deliver services to the community.</li> <li>Provide oversight and strategic guidance to ensure that assets, property and plant are managed appropriate to the required service delivery standards.</li> </ul>	<ul style="list-style-type: none"> <li>New and revised asset management systems and structure to support are implemented and operational</li> <li>* A detailed Asset management strategy and action plan be finalised</li> <li>Maintenance management activities are transitioned into the corporate Asset Management System</li> </ul>	Jul 17	Jun 19		Briefing to Council on suggested future Asset management structure and focus areas set down for 5 December.
			Jul 18	Jun 19		Briefing to Council on suggested future Asset management structure and focus areas set down for 5 December.
			2017	Dec 18		Well advanced
<b>Environmental Sustainability</b>	Promote sustainable practices and respond to climate change in council's operations.	Complete the renewable energy solar initiative project on budget and on time.	Jul 17	Mar 19		Good progress being made with several sites already completed with solar panels. The following sites are now complete pending only Ergon connection:

Strategy	Action	Measure	Start Date	Est Complete Date	Status	Comments
						<ul style="list-style-type: none"> <li>• Bluewater Lagoon</li> <li>• Paget Laboratory</li> <li>• Sydney St Pump Station</li> <li>• Sarina Admin Building</li> </ul> <p>Current sites under construction expected to be completed during November:</p> <ul style="list-style-type: none"> <li>• Mt Bassett SPS</li> <li>• Artspace</li> <li>• Paget WTS</li> <li>• 42 Wellington St</li> </ul>
<b>Disaster Preparedness</b>  Build community preparedness and responsiveness to emergencies and natural disasters	Develop and implement a Disaster Communications Working Group Action Plan to improve disaster communications in response to the Disaster Communications Review	<ul style="list-style-type: none"> <li>• Complete all 2018/19 Disaster Communications Working Group action outcomes</li> </ul>	Jul 18	Jun 19		Tracking to plan
	Develop a Community led SES Management Template	<ul style="list-style-type: none"> <li>• Complete SES Strategic Directions Group trial as per agreed MRC/QFES actions and agree future way forward.</li> </ul>	Nov 17	Mar 19		Group focus now moved to Training as a Strategic area for discussion.
<b>Environment</b>	Increase recycling and reuse by diverting waste from landfill and raising community awareness to reduce the costs of providing waste services, gain the economic advantages of producing material for reuse and reducing the impact on the environment	<ul style="list-style-type: none"> <li>• Monitor and report the impacts of the current change to markets and government policy on MRC's recycling service. Develop and agreed strategy on way forward.</li> </ul>	Jul 18	Jun 19		Operator meeting targets for sale of products.
<b>Community Pride</b>	Provide a Strategic volunteer program delivering a range of opportunities for residents to contribute to the development of their community through volunteering	<ul style="list-style-type: none"> <li>• Implement the recommendations of the review of management and administration of our volunteers</li> </ul>	Jul 18	Jun 19		Scoping of review areas and plan is being developed




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




Strategy	Action	Measure	Start Date	Est Complete Date	Status	Comments
<b>Economy – Activation of the Mackay Waterfront</b>	<ul style="list-style-type: none"> <li>Work in Partnership with the community, government agencies and other stakeholders to deliver an urban waterfront Priority Development Area (PDA)</li> <li>Enhance the aesthetic and recreational aspects of the Pioneer River and Binnington Esplanade.</li> </ul>	<ul style="list-style-type: none"> <li>Prepare the Mackay Waterfront PDA Development Scheme and continue with concept designs and development facilitation in the PDA area.</li> <li>Complete Queens Park and BWL State funding (\$8.8M) project by Dec 2019</li> </ul>	2017	Jun 19		<p>Development scheme tracking to plan</p> <p>Progression of key design focus on track including review of current development applications etc.</p> <p>Funding agreement with State completed. Scope generally agreed with more detailed costings being developed. Some outstanding information to be provided to Council in November to finalise scope.</p>
<b>Mackay Regional Sports Precinct</b>	Complete Project and appoint Operators	<ul style="list-style-type: none"> <li>Commence construction of new sports precinct prior to December 2017 with final completion achieved by Feb 2019.</li> </ul>	Jan 17	Feb 19		Project running to plan and budget with on-site works well advanced. On track for completion February 2019. Advisory Committee discussing opening event options and timing and coordination of key stakeholders' information sharing.
<b>The Sugar Bowl</b>	Complete project	<ul style="list-style-type: none"> <li>Complete project on time and on budget.</li> </ul>	Mar 18	Sep 18		<b>Project completed</b> , with official opening 21 September.
<b>Camilleri Street Park Upgrade</b>	Advocate, seek funding, commence works and complete key projects linked to the promotion and liveability of the Mackay region	<ul style="list-style-type: none"> <li>Finalise work scope and deliver first stage of Park upgrade as per approved funding</li> </ul>	Jul 18	Jun 19		<p>Scope nearing finalisation with detailed design commenced of several areas.</p> <p>Funding agreement signed</p>
<b>Resource Centre of Excellence</b>	Advocate, seek funding, commence works and complete key projects linked to the promotion and liveability of the Mackay region	<ul style="list-style-type: none"> <li>Funding approval for \$3.6M received from State government in late 2017 and to be constructed and operational by Dec 2019.</li> </ul>	Mar 18	Dec 19		<p>Business case finalised with scope and land options being reviewed following briefing to Council. Further briefing to finalise scope and operating agreement framework set down for mid-November.</p> <p>Likely additional funding will be required to complete subject to final business case details.</p>

Strategy	Action	Measure	Start Date	Est Complete Date	Status	Comments
<b>Works for Queensland</b>	Plan for delivery of public infrastructure and services to match the needs of our changing population	<ul style="list-style-type: none"> <li>Complete identified and approved projects under the Works for Queensland (W4Q) 2-17-19 funding program</li> </ul>	Nov 17	Jun 19		Identified projects for completion on track.
	Identify and complete initial planning and costing detail for the State approved 2019-2021 W4Q funding from 2019 onwards	<ul style="list-style-type: none"> <li>Identify projects for completion</li> </ul>	Dec 18	May 19		Yet to commence and will form part of 2019/20 capital budget discussions
<b>Shovel ready Projects</b>	Develop key projects to Shovel Ready status	<ul style="list-style-type: none"> <li>Nine key projects have been identified by Council for development to shovel ready stats in 2018/19</li> </ul>				
		<b>Northern Beaches Community Hub</b>	May 17	Jun 19		Briefing to Council scheduled for November
		<b>Sarina CBD Revitalisation</b>	2017	Jun 19		Business Case being developed for road funding application to State/Federal as priority
		<b>Mountain Biking</b>	2017	Jun 19		Briefing to Council on draft Strategy during September. Agreed way forward with focus on Pioneer Valley option to be progressed as high priority
		<b>Aquatic Facilities/Wave Pool</b>	2017	Jun 19		Briefing to Council of draft strategy, with public consultation commenced
		<b>New Mackay Animal Facility</b>	2018	Jun 19		Currently building off initial concept design work and identifying scope and costs options and operating model options. Briefing set down for late November
		<b>Driver Education Facility</b>	2018	Jun 19		Business case completed. Initial Briefing to council held in July with follow-up actions to work with third party progressing

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

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

Strategy	Action	Measure	Start Date	Est Complete Date	Status	Comments
<b>Regional Identity</b>	<b>Working Together with Neighbouring Councils</b>  Maximise the opportunities through active participation in the Greater Whitsunday Region of Mayors to build strategic alliances, advocate on regional priorities and collaborate to capitalise on opportunities for joint cost savings and improve service delivery	<ul style="list-style-type: none"> <li>Number of active/successful ventures through NAS or other mechanisms of 6</li> </ul>	Jul 18	Jun 19		Current initiatives include shared funding for representative to LGAQ international waste study tour, WIM Alliance and planning for joint deputations. Little Traded services opportunities at this stage.
<b>Economy/Tourism</b>	Support for Key Stakeholder organisations	Support and continue to work closely with; <ul style="list-style-type: none"> <li>- GW3</li> <li>- MTL</li> <li>- RIN</li> <li>- RDA</li> </ul>	Jul 18	Jun 19		Agreed to support through funding GW3 for next 12 months.  Agreed with MTL to have a second site at BWL with project scope and timelines being finalised. Aiming for operations at BWL to occur by mid-2019
<b>Economy – Partnerships for a diversified Economy</b>	<ul style="list-style-type: none"> <li>Champion the growth of globally competitive local industries by working</li> </ul>	<ul style="list-style-type: none"> <li>Develop an updated Mackay Region Economic Strategy 2020 – 2025</li> </ul>	Nov 18	Jun 19		Little work completed to-date

Strategy	Action	Measure	Start Date	Est Complete Date	Status	Comments
	with industry stakeholders.	<ul style="list-style-type: none"> <li>Identify opportunities to attract co-investment in regional priorities and strategies from State and Federal Governments and the private sector through Strategic partnerships</li> </ul>	Jul 18	Jun 19		Working through agreed list of regional projects (below) and MRC shovel ready projects. <ul style="list-style-type: none"> <li>Biosecurity Focus</li> <li>Cyclone Shelter options</li> <li>Mackay Ring Road stages 2/3</li> <li>Support for Universities</li> <li>Bio products and bio fuel initiatives</li> </ul>
	<b>Qantas Regional Flight Academy</b>	<ul style="list-style-type: none"> <li>Mackay submitted an EOI to home the Qantas Regional Flight Academy. Mackay is in the final 9 cities.</li> </ul>	Jun 18	Jun 19		Toowoomba announced during September as the first appointed site. Work continues to secure remaining 2 <sup>nd</sup> site.
<b>Liveability/ promotion of region</b>	Advocate, seek funding, commence works and complete key projects linked to the promotion and liveability of the Mackay region	<b>Recreational Fishing Strategy</b>	2018	Jun 19		Heavy focus on fishing infrastructure currently with other strategy outcomes being developed. Funding application lodged under BBRF for boat ramp infrastructure upgrades

 On Track     Potential Issues     Definite Issue

## 2.4. Cyclone Debbie Update

### Category B

The detailed designs for the proposed restoration works for landslips on Mt Blackwood Access Road, Chelmans Road & Dalrymple Road have been completed. Tenders have been called for the works on Chelmans & Dalrymple Roads and construction is expected to commence at the end of November. Construction on Mt Blackwood Access Road will commence in early November.

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

The detailed design for the Clews Road floodway has been completed and works has commenced on the floodway construction. The associated fishway will be built once the concrete floodway is finished.

### Category D & Resilience

The Graham Road culvert replacement project has been completed except for the sealed approach works which are expected to be completed in mid to late November.

Minor restoration works have been undertaken at Cape Hillsborough with further works proposed in November.

The construction of the Midge Point geobag wall commenced in early October with completion anticipated in December 2018.

The tenders for the Midge Point and Lamberts Beach sand nourishment projects were called in October 2018.

The detailed design of the St Helens Beach groyne project (\$0.24M) is in progress together with the preparation of the necessary permit. It is anticipated that works will be undertaken in early 2019.



## GREATER WHITSUNDAY COUNCILS OF MAYORS (GWCoM'S)

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

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

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

A CEO's Group has been established as part of the GWCoM's. The intent of this group is to handle the more Council 'business' matters and look for possible synergies between Councils at CEO level and allowing focus on higher level and strategic issues for the region by the wider group. The last meeting was held on Friday 5th October prior to the 11 October GWCoM's meeting, with another to be scheduled before the December meeting.

With bi-monthly meetings, the last GWCoM's meeting was held in Mackay on 11 October, and the next scheduled for 13 December to be held in the Whitsundays.

At the meeting of 11 October, a number of presenters attending including from:

- DSDMIP
- RDA
- GW3
- Executive Director Grants Review (Local Government and Regional Services) – update on State Governments Grants review process
- MRC's Manager Waste Services – Debrief on LGAQ's international waste study tour

It was agreed that details from the LGAQ's international waste study tour would be provided in a briefing to key waste staff from each Council, and then also Councillors of each Council.

The LGAQ update report was also received covering the topics of –

1. Beyond Belcarra
2. New Councillor Complaints system
3. Waste Update
4. Disaster Recovery Funding Arrangements
5. Review of State Government Grants to Local Government
6. Reef Councils Major Integrated Projects proposal
7. Queensland Climate Resilient Councils Program (QCRC)
8. Heavy Vehicle Update
9. Industrial Relations Update
10. End of Waste Code – Biosolids
11. Land Protection Fund Update

12. 5G – Queensland Divided for 5G Services
13. LGAQ Submissions Update

### **Next Stages**

The schedule for GWCoM's meetings has been set for 2018 with the next meeting listed for 13 December 2018 to be held in the Whitsundays.