



Office of Mayor and CEO

Monthly Review

Period - February 2019

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OVERVIEW

This report is for the Office of the Mayor and CEO for February 2019.

- It was very pleasing to see that there were no major injuries or incidents during the Christmas Holiday period. Our 12 month rolling average lost time injury frequency rate of 2.1 is the lowest achieved by MRC since amalgamation.
- Recent wet weather has significantly delayed the landscaping works at the MARC. All other works are on track for a February completion including Belgravia has now a full complement of employees at the site and are commissioning areas as they are able. A decision on when the facility will be opened will be made as soon as weather clears.
- It is also pleasing to see the Mountain Bike Strategy and Sport and Recreation Strategies come to Council this month for endorsement. Both strategies set the scene for an exciting future in these key areas.
- A separate report has been included in this report this month with a detailed update on the Council solar project. Many sites are now fully installed and operational with all other areas on track for completion in coming months once a few technical issues are finalised. This project is a significant one for Council and will realise ~ \$500,000 in savings to our energy costs per annum.
- Our 2018/19 financial performance remains on track to meet the budgeted surplus. The 2019/20 budget process has commenced.
- The master planning and Development Scheme initiatives of our Priority Development Area project are on track and progressing well.

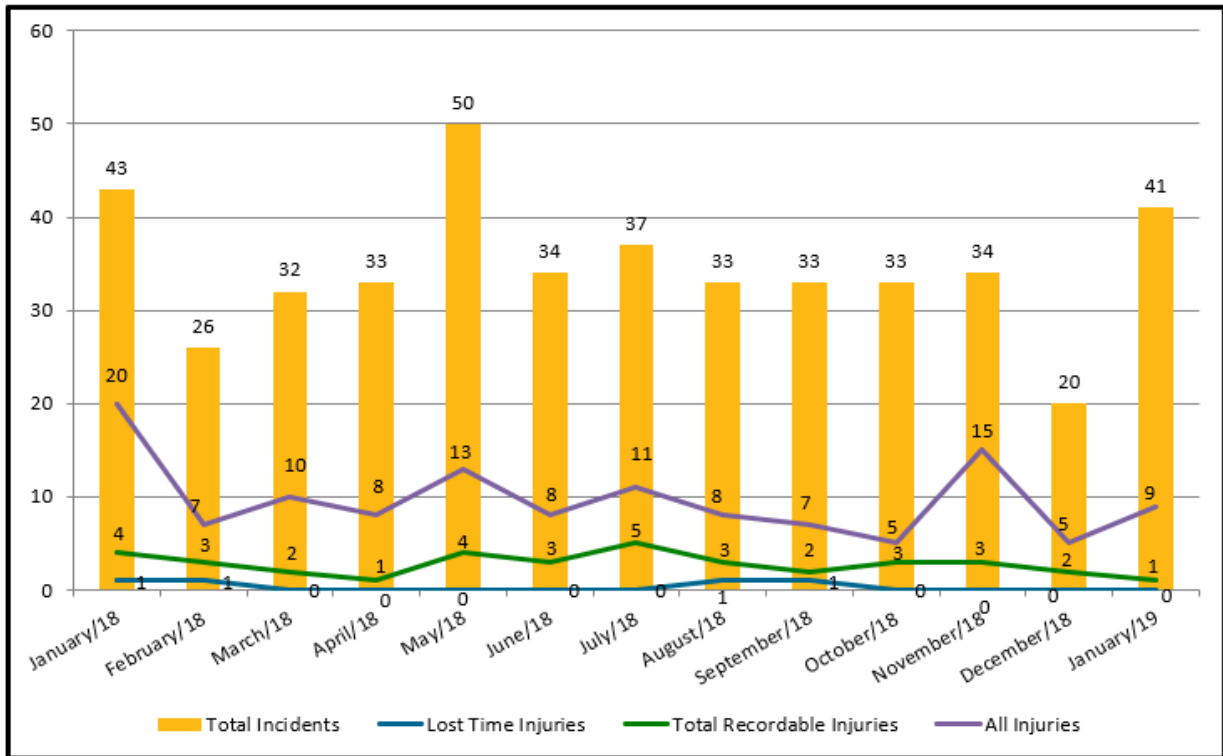


SAFETY

1.1. Overview

Forty-one incidents were reported involving MRC employees, contractors, and members of the public in January.

Incidents and Injuries



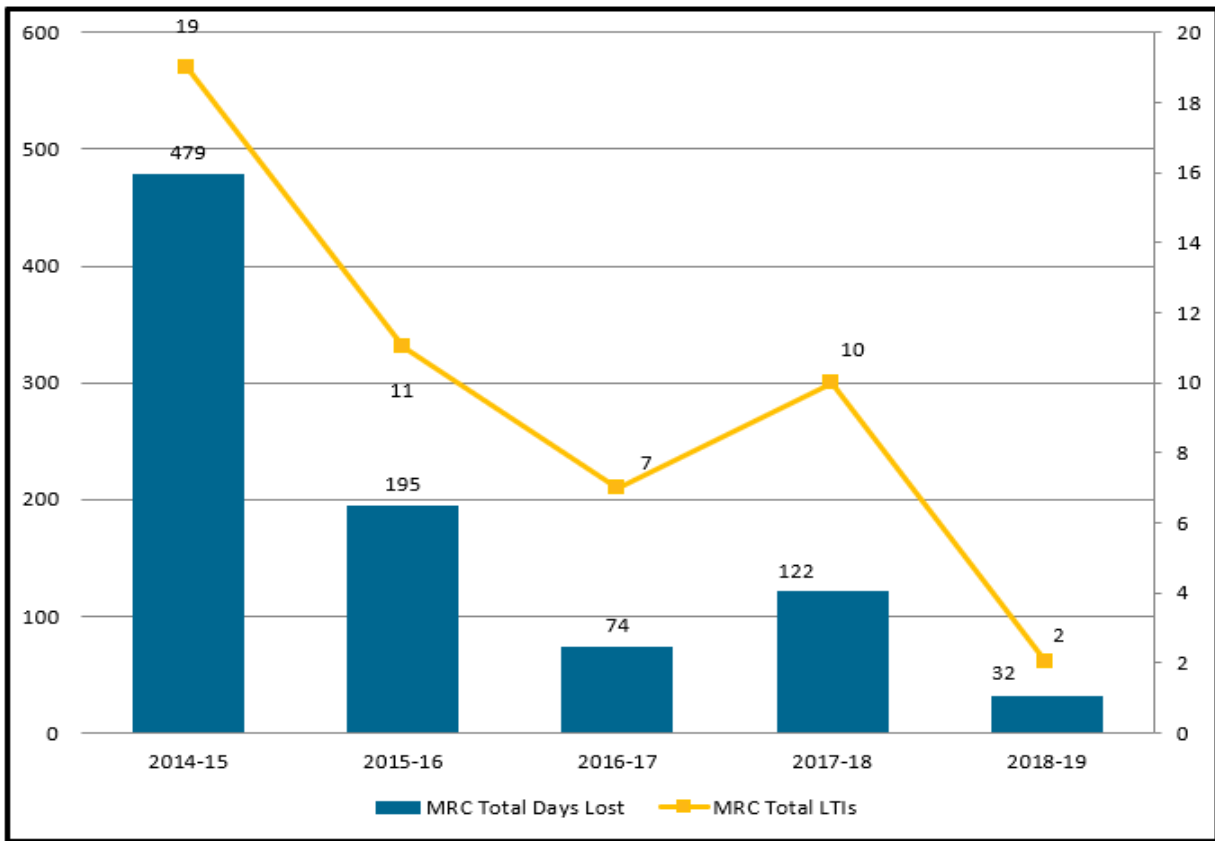
This graph shows the total number of safety-related incidents and injuries recorded across all of MRC.

Nine injuries to MRC employees were reported in January:

- A worker hit and injured their elbow while entering a narrow concrete monument / grave.
- A worker was stung by wasps multiple times when whipper snipping.
- A worker injured their back when they slipped on wet ground while taking down a canopy.
- A worker hit their upper thigh with a hedger blade, resulting in a laceration.
- A worker who was brush cutting bruised their fingers when a stone flicked up and hit their hand.
- A worker felt some discomfort in their back after whipper snipping.
- A worker grazed their hand when removing grader blades from the tray of a ute.
- A worker hitting their shin against a small tap that was protruding from a pole at a service station.
- A worker was stung by wasps.

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	1	18
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
Mackay Regional Council	19	479	11	195	7	74	10*	122	2	32

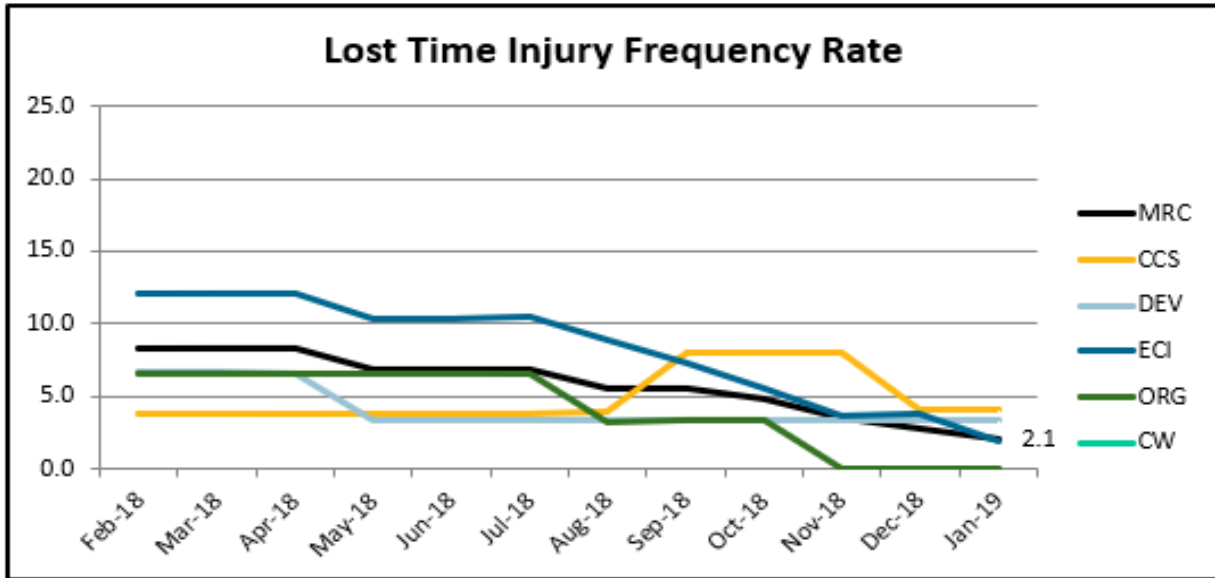
For the 2018-19 year, two lost time injuries have been recorded:

- While removing a guide post, a worker felt pain in the groin area, later identified as a hernia. Following surgery, nine days were lost in August. A further 5 days were lost in September as the worker recovered.
- While unpacking a stack of chairs, a worker suffered a knee injury when the stack fell forward and hit his knee. Following surgery, 18 days were lost as the worker recovered.

The insurer has recently approved an additional historic claim from a casual employee due to a revised interpretation of the policies that applied at the time.

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.

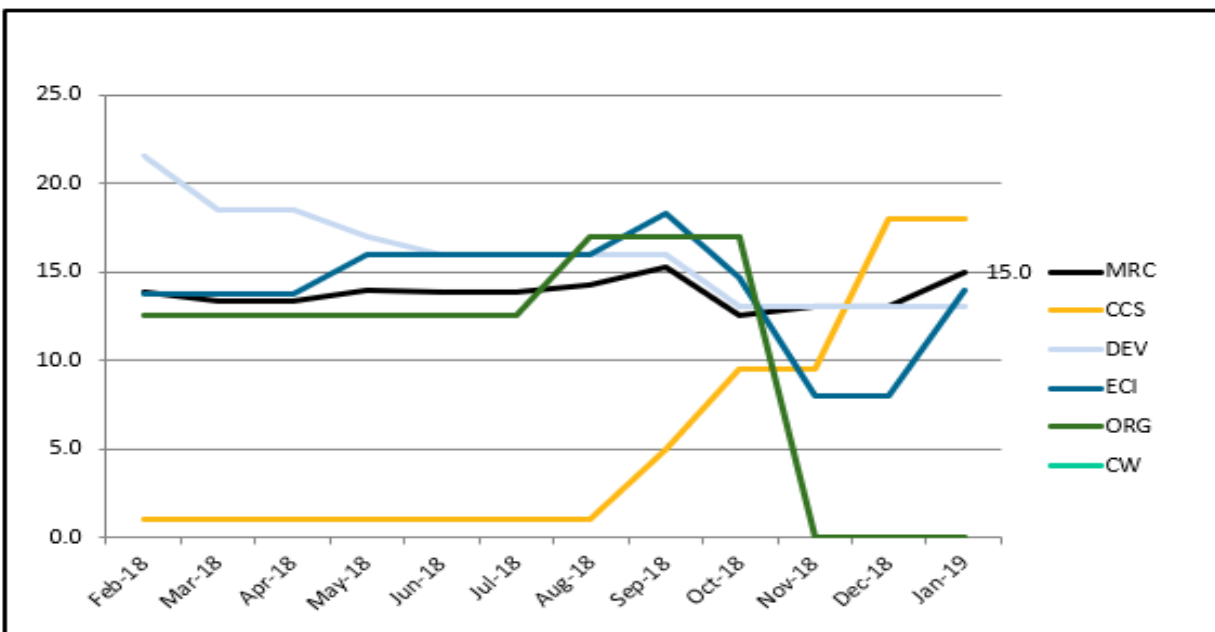
Injury Frequency Rates 12 month rolling average



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.

It is pleasing to see the Org Services directorate have a LTIFR of 0.0 and the 2.1 LTIFR of 2.1 for the whole of MRC is the lowest rolling average ever recorded by MRC.

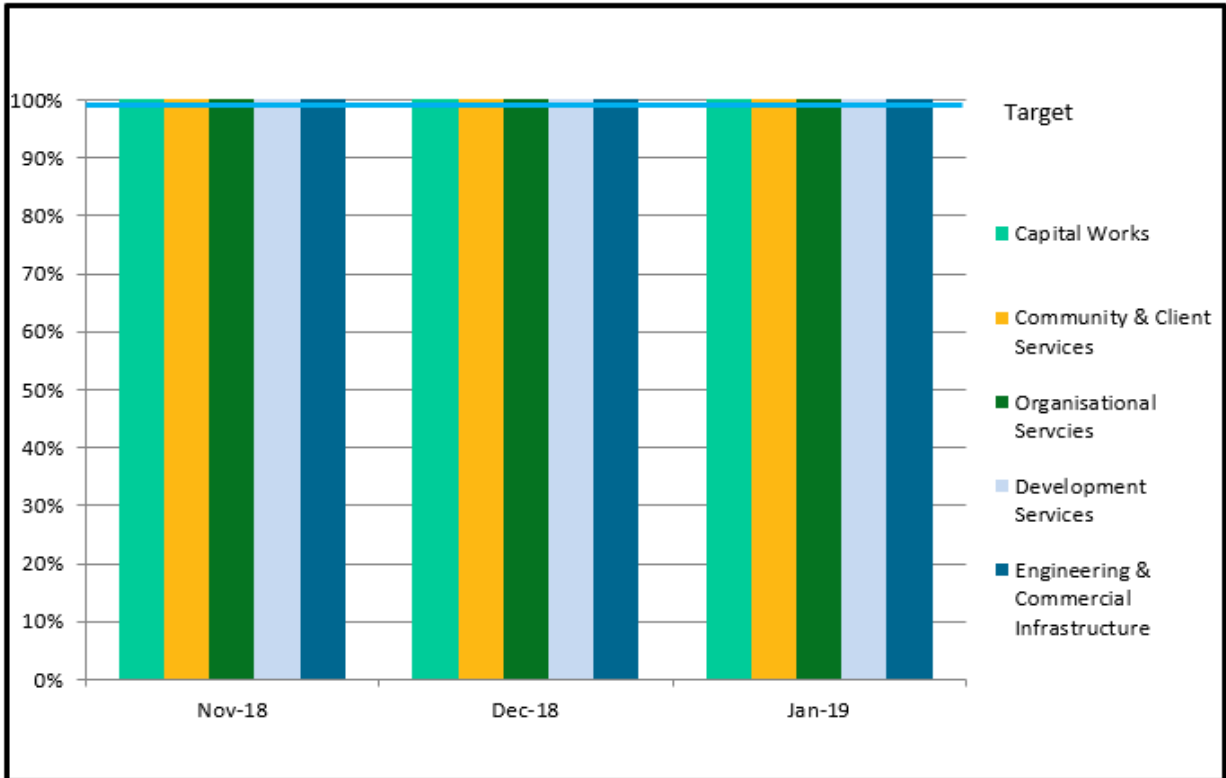
Duration Rates 12 months rolling average



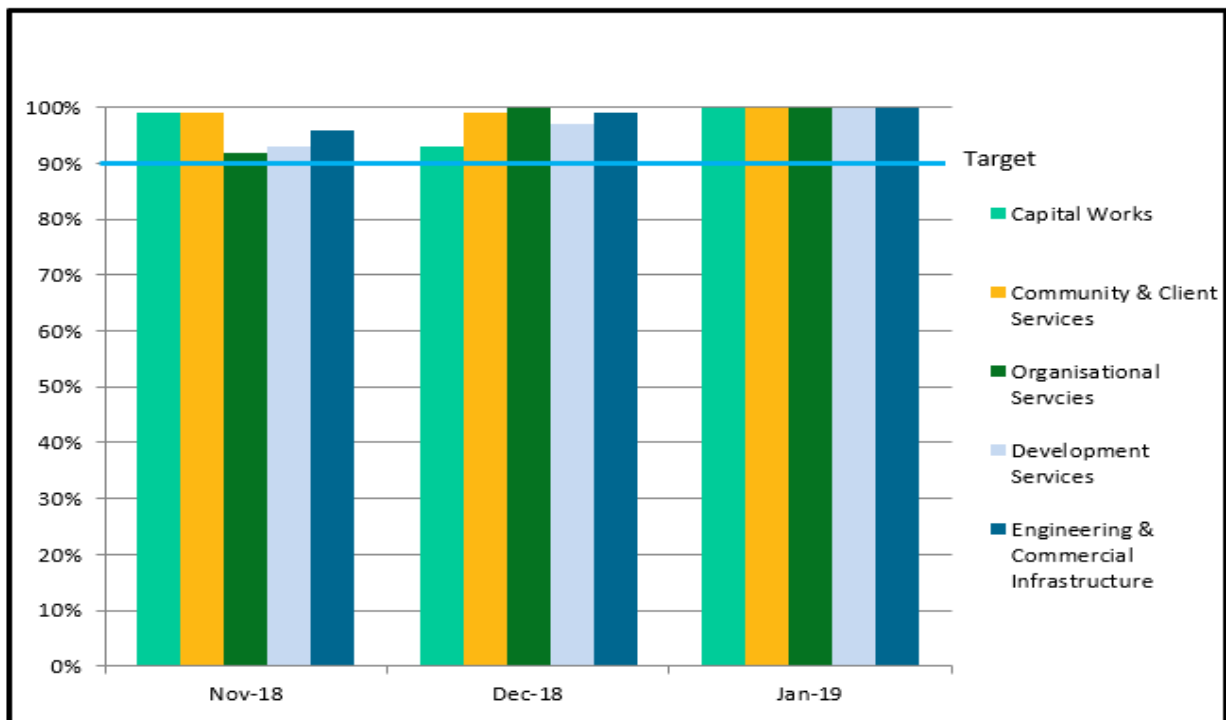
This graph shows the average severity of injuries calculated on 12-month rolling average.

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



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"> Implement a plan for the use of workforce planning, succession planning and talent management tools and framework 	Jul 18	May 18		On track with full complement of resources now on board (however one resignation in recent weeks will have some affect).
		<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		Review of current processes complete and development of improvement plan underway. Resources now on board however project delayed by a few months.
		<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 completed with detailed scoping and work now commenced
Financial Governance	<ul style="list-style-type: none"> Ensure revenue and costs are as per budget or better. Embed Continuous improvement culture with initiatives such as First principles review of Council operations Improve accuracy of LTFF forecasts to ensure minimal increases for ratepayers into future with sustainable outcomes. 	<ul style="list-style-type: none"> Meet business budget target. Stretch target to achieve/exceed full year budget 	Jul 18	Jun 19		Second quarterly reforecast completed and we remain on track to meet an operating surplus of ~\$400K for year.
		<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 has been completed with scope defined for most and work progressing. The 19/20 budget will include some detail on options.
		<ul style="list-style-type: none"> Review and optimise LTFF with greater accuracy on future capital forecasts. 	Jul 18	Jun 19		Increased focus in all areas to improve accuracy of LTFF particularly around capital and an increased focus on LTFF accuracy for future years



Strategy	Action	Measure	Start Date	Est Complete Date	Status	Comments
	<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 prepare for 19/20 budget inclusions. 	Jul 18	Nov 18 (stage 1)		Two briefing sessions have taken place. Need to agree with Councillors on any further scope work in early 2019 as part of budget preparations for 19/20.
Capital Delivery	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% Implement new capital delivery structure with improved delivery outcomes. 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		Tracking to plan after six months with ~ 90% achievement to cash flow
Improve capital delivery and associated planning outcomes efficiency			Jul 18	Mar 19		Structure review complete and recruitment of final roles underway. Some issues with attracting suitable applicants at this stage
			Jul 18	Jun 19		A list of some key 2019/20 capital projects has been approved to commence detailed design by Council.
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 * A detailed Asset management strategy and action plan be finalised Maintenance management activities are transitioned into the corporate Asset Management System 	Jul 17	Jun 19		First briefing held with Council in Dec 18 and follow up more detailed plan included in report to February meeting.
			Jul 18	Jun 19		First briefing held with Council in Dec 18 and follow up more detailed plan to be brought to Council in February.
			2017	Dec 18		Well advanced

Strategy	Action	Measure	Start Date	Est Complete Date	Status	Comments
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		A separate more detailed report on this project progress is included further in this report.
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	 	Internal actions complete with external working group ongoing. Recent fire event realized improvement from a number of communication companies from learnings from TC Debbie. Group focus now moved to Training as a Strategic area for discussion. Likely will seek an extension to trail period in March
Environment	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"> 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		Operator continuing to meet targets for sale of products.
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 developed with briefing to Council occurring in late November. Actions from that briefing being undertaken, including the appointment of a dedicated role being Human Resources Advisor - Volunteers.




2.1. 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. Masterplan process well advanced</p> <p>Project now handed to Capital Delivery Directorate for delivery with design near complete and tenders ready to be called shortly.</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		Recent wet weather has caused significant delays to the landscaping works. Was preparing for a mid to late February opening however likely to now be delayed. Date will be set once weather clears.
The Sugar Bowl	Complete project	<ul style="list-style-type: none"> Complete project on time and on budget. 	Mar 18	Sep 18		Project completed , with official opening 21 September.
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		Detailed design basically complete. Tenders for some components linked to State funding has gone out. Remaining tender to be out to market in coming weeks. On track for completion by end 2019.
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		State Funding agreement finalised. Detailed design commenced and operating agreement with RIN started. Completion by 31 December 2019 will be tight.
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		All identified projects for completion on track in Round 2.

Strategy	Action	Measure	Start Date	Est Complete Date	Status	Comments
	Identify and complete initial planning and costing detail for the State approved 2019-2021 W4Q funding from 2019 onwards	<ul style="list-style-type: none"> Identify projects for completion 	Dec 18	May 19		Round 3 funding potential list of projects being developed as part of 19/20 budget.
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 status in 2018/19 				
		Northern Beaches Community Hub	May 17	Jun 19		Land options review tender being finalised now Also seeking federal election funding commitment
		Sarina CBD Revitalisation	2017	Jun 19		Business Case being developed for road funding application to State/Federal as priority as for possible Federal election funding
		Mountain Biking	2017	Jun 19		Mountain Bike Strategy seeking endorsement by Council at 13 February meeting. Feasibility study underway.
		Aquatic Facilities/Wave Pool	2017	Jun 19		Draft EOI for Wave Pool facility being prepared for Council consideration. Aquatic Strategy second briefing set down for 20 February.
		New Mackay Animal Facility	2018	Jun 19		Currently building off initial concept design work and identifying scope and costs options and operating model options. Also seeking federal election funding commitment
		Driver Education Facility	2018	Jun 19		Working with Palmyra on options for funding and scope.
		Mirani Heritage Precinct	Mar 18	Jun 19		Initial high-level Concept plan options and costings have been completed. Further consultation with

Strategy	Action	Measure	Start Date	Est Complete Date	Status	Comments
		Sarina Sugar Shed Business Analysis	Jul 18	Jun 19		Council and community to occur in next month or so. Review has commenced by CEO. Collecting previous data on future options and current operations with aim to define agreed scope in next 2 months.
		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.

2.2. 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		Current initiatives include shared funding for representative to LGAQ international waste study tour, WIM Alliance and planning for joint deputations.
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		Agreed to support through funding GW3 until mid-2019. Agreed with MTL to have a second site at BWL with Council approval for project sought at 13 February meeting through the budget reforecast process.
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. 	<ul style="list-style-type: none"> Develop an updated Mackay Region Economic Strategy 2020 – 2025 	Nov 18	Jun 19		Little work completed to-date. Draft scope of the review has commenced for discussion with Councillors before work starts.

Strategy	Action	Measure	Start Date	Est Complete Date	Status	Comments
	<ul style="list-style-type: none"> 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"> Identify opportunities to attract co-investment in regional priorities and strategies from State and Federal Governments and the private sector through Strategic partnerships 	Jul 18	Jun 19	🌟	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 Support for Universities Bio products and bio fuel initiatives
	<p>Qantas Regional Flight Academy</p>	<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	🌟	Toowoomba announced during September as the first appointed site. Work continues in earnest to secure remaining 2 nd site.
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 application lodged under BBRF for \$2.938M total project for boat ramp infrastructure upgrades

🌟 On Track
 🌟 Potential Issues
 🌟 Definite Issue

2.3. Cyclone Debbie Update

Category B

Road Works (Category B & D)

Repairs to landslips on Chelmans Road and Dalrymple Road were to commence in mid-January 2019 but have been delayed because Vassallo Construction have had issues with arranging the necessary permit to cart their excavators to the sites. It is hoped that this will be resolved by the end of January.

The grading and gravelling of the damaged sections of the unsealed road network is continuing with approximately 85% of the works complete at the end of January. These works are being undertaken in conjunction with normal maintenance and Works for Queensland works. Other restoration works are progressing.

The construction of the Clews Road floodway has been halted due to high creek flows. It is hoped to recommence work in early February. The associated fish ladder will be built in April when the creek flows are low.

The sealing of the Graham Road culvert approaches and the southern approach on Sievers Road has been completed. This completes the three betterment projects.

Beach Restoration (Category D & Resilience)

The construction of the Midge Point geobag wall will be completed in early February after some weather delays in late January. The revegetation and fencing will be undertaken in February and March.

The Midge Point sand nourishment project will commence in early February and should be completed in 13 weeks. The works will start at the northern end adjacent to the completed geobag wall.

The Lamberts Beach sand nourishment will commence in early February with a 16-week construction program. The revegetation and fencing will be undertaken from March to May as each section of the sand nourishment is completed.

The detailed design of the St Helens Beach groyne project (\$0.24M) and the necessary permit application have been prepared. The prescribed tidal works permit will be lodged in early February. It is anticipated that works will be undertaken in March/April 2019.

2.4. Renewable Energy – Small Scale Solar Installation

Following EOI and Tender processes, Council awarded contract MRC 2018-038 to Akcome Power Pty Ltd at its meeting of 9th May 2018.

Since that time the associated panels, inverters and ground mounts have been ordered and supplied.

Given that a number of the ground mounted sites involved critical infrastructure facilities such as water and sewerage treatment plants, the contract terms designated the responsibility for trenching etc through these sites to remain with Council.

The below table confirms the current status of all sites noting that three (3) sites are fully connected, with another seven (7) to be connected during February 2019.

The following points also to be noted:

- The Laboratory site has been completed regarding solar install, however as the current site works on fit-out will see the electrical switch-board relocated the solar has not been fully connected. It is however ready as soon as the switch-board relocation is complete
- The roofing for both the Mackay Administration Building, and MECC (Auditorium), were originally identified as a certain profile. However, with detailed investigation the profile was a unique profile and not standard. This has meant the need to engineer a clamp design which has delayed the install of these 2 sites
- North Mackay Sewerage Treatment Plant originally identified ground mounted site turned out not to be suitable. A new site closer to the electrical systems has been identified and agreed upon. Consent was required from the Department of State Development, Manufacturing, Infrastructure and Planning regarding removal of a small number of trees within the compound site. This consent has now been given and the site can proceed
- Nebo Rd Water Treatment Plant site was originally constrained, and regardless of removal of some trees (some still to be finalised) it has been agreed to relocate some of the allocated panels to another site. Assessment is awaited, for confirmation however, the preferred site to add these to is the Mirani Sewerage Treatment Plant, in anticipation of the increased use from the currently underway expansion project.
- Unfortunately, the recent wet weather has delayed finalisation of some of the roof mounted sites which otherwise would have been installed.

	<u>Site</u>	<u>Size</u>	<u>Status</u>
1	Bluewater Lagoon	25kw	Completed – connected to power and generating
2	Paget Laboratory	30kw	Solar install Completed – pending Council electrical switch-board works

3	Sydney Street Pump Station	12kw	Solar install Completed – pending site ‘shut-down’ as critical infrastructure which is scheduled 18 th February
4	Sarina Admin	16kw	Completed – connected to power and generating
5	Mt Basset SPS	30kw	Solar install Completed – pending site ‘shut-down’ as critical infrastructure which is scheduled 20 February
6	Gordon White Library	50kw	Solar install Completed – pending final approval for connection scheduled 25 February
7	Paget WTS	50kw	Solar install partially completed – pending final works and approval scheduled 18 February
8	The Dome	30kw	Completed – connected to power and generating
9	Artspace	100kw	Solar install Completed – pending final approval for connection scheduled 25 February
10	Paget Depot	100kw	Pending weather install and connection scheduled 26 February
11	Wellington Street Admin	45kw	Pending weather install and connection scheduled 6 March
12	Pioneer Swim Centre	12kw	Pending engineering approval of roof mounted clamps – estimated final completion date late March
13	Mackay Admin Building	70kw	Pending specialist engineer design for roof mounted clamps
14	MECC – Auditorium	70kw	Pending specialist engineer design for roof mounted clamps
15	MECC – Convention Centre	100kw	Pending engineering approval of roof mounted clamps – estimated final completion date late March
16	Mirani Depot	40kw	Redesign of specialist site being undertaken with battery storage

17	Mirani STP	50kw	Relocated to new on-ground site – completion estimated 11 April
18	Sarina STP	80kw	On-ground site – completion estimated 5 March
19	Mackay Nth Sewerage Treatment Plant	200kw	Relocated to new on-ground site – completion estimated 11 April
20	Mackay South Sewerage Treatment Plant	200kw	On-ground site – completion estimated 5 March
21	Nebo Rd Water Treatment Plant	420kw	Pending removal of final trees – completion estimated 21 April

Photos of sites:



Bluewater Lagoon



Sarina Administration Building



Artspace



Paget Laboratory

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 CEO's group is planned for 11th February in Mackay, prior to the next GWCoM's meeting.

With bi-monthly meetings, the last GWCoM's meeting was held 13 December 2019 in the Whitsundays, with the next meeting planned for 21 February 2019 to be held in Moranbah.

Next Stages

The schedule for GWCoM's meetings has been set for 2019 with the next meeting listed for 21 February 2019 to be held in Isaac.