



MINUTES

Ordinary Meeting

**Held at Council Chambers
Sir Albert Abbott Administration Building
73 Gordon Street, Mackay**

On Wednesday 22 November 2023

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His Worship the Mayor, Cr Williamson conducted an acknowledgement of Country acknowledging the traditional custodians of the land on which we meet today.

Mayor Williamson advised that the Council Meeting is being streamed live, recorded and published in accordance with Council's Standing Orders, including publishing on Council's web-site.

Mayor Williamson advised those present in the public gallery that, by attending a public meeting of the Council they are consenting to their image, voice and comments being recorded and published, and comments will form part of the live stream and recording.

Attendees were also advised that they may be subject to legal action if their actions result in inappropriate and/or unacceptable behaviour and/or comments.

1. ATTENDANCE

His Worship the Mayor, Cr G R Williamson (Chairperson), Crs M J Bella, L G Bonaventura, J F Englert, M I Green, B C Hassan, A N Jones, K L May, R J Seymour and P A Townsend were in attendance at the commencement of the meeting.

Also present was Mr S Owen (Chief Executive Officer), Ms K Hoare (Minute Secretary), Mr D McKendry (Executive Officer), Mr J Devitt (Director - Engineering & Commercial Infrastructure), Ms A Nugent (Director - Planning, Growth & Sustainability), Mr J Carless (Director - Capital Works), Ms J McKay (Director - Community Services), Ms A Hays (Director - Corporate Services), Mr M Sleeman (Manager - Corporate Communications & Marketing) and Mrs K Verroen (Coordinator - Corporate Governance).

The meeting commenced at 10:00 am.

Moved Cr Hassan

Seconded Cr Jones

CARRIED UNANIMOUSLY

2. OPENING PRAYER

Pastor Paul Hicks led those present in Prayer.

3. ABSENT ON COUNCIL BUSINESS

4. APOLOGIES

4.1 LEAVE OF ABSENCE - Cr Mann

THAT Cr Mann be granted leave of absence for today's Meeting.

Council Resolution ORD-2023-287

Moved Cr Hassan

Seconded Cr Jones

CARRIED UNANIMOUSLY

5. CONDOLENCES

Cr Hassan expressed condolences, on behalf of Council to the family of Lynette Laffin, who passed away recently. Born in Gladstone in 1950 before moving to Mackay and Marian with her family, her disability never stopped her living her life and her strength and determination inspired everyone who knew her. Lyn was very active in our community with over 35 years as a Lifeline Counsellor and Girl Guides volunteer. In 2013 she was Mackay Citizen of the Year and was involved in many clubs in our community.

6. CONFLICT OF INTEREST

In accordance with Chapter 5B of the *Local Government Act 2009*, I Cr Jones inform the meeting that I have a Declared conflict of interest in Agenda Item 11.4.3, Decide to make and prepare TLPI 01/2023 (Finch Hatton Flood Hazard Regulation).

The nature of my interest is as follows:

My brother-in-law is a property owner and business owner in Finch Hatton.

The Particulars:

- (a) The name of the related party is Jeffery Jones
- (b) The nature of my relationship with the related party is that of sister-in-law.
- (c) The nature of the related party's interest in this matter is property owner in Finch Hatton

7. CONFIRMATION OF MINUTES

Council Resolution ORD-2023-288

THAT the Ordinary Meeting Minutes dated 25 October 2023 be adopted.

Moved Cr Green

Seconded Cr Hassan

CARRIED UNANIMOUSLY



MINUTES

Ordinary Meeting

**Held at Council Chambers
Sir Albert Abbott Administration Building
73 Gordon Street, Mackay**

On Wednesday 25 October 2023

ORDINARY MEETING - 25 OCTOBER 2023

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ORDINARY MEETING - 25 OCTOBER 2023

His Worship the Mayor, Cr Williamson conducted an acknowledgement of Country acknowledging the traditional custodians of the land on which we meet today.

Mayor Williamson advised that the Council Meeting is being streamed live, recorded and published in accordance with Council's Standing Orders, including publishing on Council's web-site.

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Attendees were also advised that they may be subject to legal action if their actions result in inappropriate and/or unacceptable behaviour and/or comments.

1. ATTENDANCE

His Worship the Mayor, Cr G R Williamson (Chairperson), Crs M J Bella, L G Bonaventura, J F Englert, M I Green (via Teams), B C Hassan, A N Jones, F A Mann, K L May and R J Seymour were in attendance at the commencement of the meeting.

Also present was Mr S Owen (Chief Executive Officer), Mrs J Ronald (Minute Secretary), Mr D McKendry (Executive Officer), Mr J Devitt (Director - Engineering & Commercial Infrastructure), Ms A Nugent (Director - Planning, Growth & Sustainability), Mr J Carless (Director - Capital Works), Ms J McKay (Director - Community Services), Ms A Hays (Director - Corporate Services) and Mr M Sleeman (Manager - Corporate Communications & Marketing).

Cr Green is joining today's meeting by audit visual link as allowed under Section 254K of the *Local Government Regulation 2012*.

The meeting commenced at 10:00 am.

2. OPENING PRAYER

Ven Dr Rosemary Dunn, Archdeacon of Mission and Ministry, Anglican Diocese of North Queensland led those present in Prayer.

3. ABSENT ON COUNCIL BUSINESS

Nil

4. APOLOGIES**4.1. LEAVE OF ABSENCE - CR TOWNSEND**

THAT Cr Townsend be granted leave of absence for today's Meeting as approved at the Council Meeting on 27 September 2023.

5. CONDOLENCES

Cr May expressed condolences, on behalf of Council to Cr Williamson and his family on the passing of his father of Doug. Doug was a family orientated man who lived the majority of his life in South Mackay and worked in the City Centre. Doug was devoted to his family and enjoy the many family gatherings and in his later years enjoyed listening to music and dancing.

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6. CONFLICT OF INTEREST

Nil

7. CONFIRMATION OF MINUTES

7.1. CONFIRMATION OF MINUTES - ORDINARY MEETING - 27 SEPTEMBER 2023

Council Resolution ORD-2023-265

THAT the Ordinary Meeting Minutes dated 27 September 2023 be adopted.

Moved Cr Mann

Seconded Cr Bonaventura

CARRIED UNANIMOUSLY

8. BUSINESS ARISING OUT OF PREVIOUS MINUTES

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UPDATE ON QUESTIONS ARISING FROM COUNCIL MEETING – 27 SEPTEMBER 2023

AGENDA ITEM	MATTER	RESPONSE
11.1.2	Chief Executive Officer's Monthly Review Report – August 2023	<p>Koch's Road Culvert Replacement</p> <p>As an update to the statement in the Engagement Section of the CEO Report. The work has not yet commenced. Below details of the planned work and traffic management strategy.</p> <ul style="list-style-type: none">• The work is scheduled for late October start (23/10/23).• Works anticipated to take 8 weeks to complete (weather permitting).• The work is scheduled to be completed by mid December.• Engagement has commenced with the local farmers/residents and is ongoing.• Traffic is planned to be managed to allow access for haulage movements through the site.

MACKAY REGIONAL COUNCIL

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9. MAYORAL MINUTES

Nil

10. CONSIDERATION OF COMMITTEE REPORTS & RECOMMENDATIONS

10.1. AUDIT COMMITTEE - MINUTES OF MEETING 10 OCTOBER 2023

Author	Secretariat (Jeanne Ronald)
Responsible Officer	Executive Officer (David McKendry)
File Reference	Audit Committee

Attachments	1. Final Minutes [10.1.1 - 4 pages]
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Purpose

To receive the draft final minutes of the Audit Committee (the Committee) meeting held on 10 October 2023.

Related Parties

Nil

Corporate Plan Linkage

Priority: Organisational Performance

Strategy: Governance and performance - Ensure that council complies with all of its statutory obligations, minimises its exposure to litigation, manages its risk, undertakes targeted internal audits, and meets community expectations of transparency and performance reporting.

Background/Discussion

In accordance with Section 211 (1) (c) of the *Local Government Regulation 2012* (the regulation), the Committee must as soon as practicable after a meeting, give the local government a written report about the matters reviewed at the meeting and the committee’s recommendations about the matters.

Furthermore, under Section 211 (4) of the regulation, the Chief Executive Officer must present the report at the next meeting of the local government.

Consultation and Communication

The draft minutes were approved by the Chair of the Committee and circulated to the Committee.

Resource Implications

Nil

Risk Management Implications

Nil

Officer’s Recommendation

THAT the minutes of the Committee meeting of 10 October 2023 is presented.

ORDINARY MEETING - 25 OCTOBER 2023

Council Resolution ORD-2023-266

THAT the minutes of the Committee meeting of 10 October 2023 is received.

Moved Cr May

Seconded Cr Mann

CARRIED UNANIMOUSLY

11. CORRESPONDENCE AND OFFICER'S REPORTS**11.1. OFFICE OF THE MAYOR AND CEO****11.1.1. MAYOR'S MONTHLY REVIEW REPORT**

Author	Mayor (Greg Williamson)
Responsible Officer	Mayor (Greg Williamson)
File Reference	DMRR

Attachments

1. Mayoral Monthly Report - September- October 2023 [**11.1.1.1** - 11 pages]

Purpose

To provide Council with the Mayor's Monthly Review Report for the month of September/October 2023.

Related Parties

Nil

Officer's Recommendation

THAT the Mayor's Monthly Review Report for September/October 2023 be received.

Council Resolution ORD-2023-267

THAT the Mayor's Monthly Review Report for September/October 2023 be received.

Moved Cr Williamson

Seconded Cr Hassan

CARRIED UNANIMOUSLY

11.1.2. CHIEF EXECUTIVE OFFICER'S MONTHLY REVIEW REPORT - SEPTEMBER 2023

Author	Chief Executive Officer (Scott Owen)
Responsible Officer	Chief Executive Officer (Scott Owen)
File Reference	DMRR

Attachments

1. FINAL - CEO Monthly Report - September 2023 [**11.1.2.1** - 21 pages]

Purpose

To provide Council with the Chief Executive Officer's Monthly Review Report for the month of September 2023.

Related Parties

Nil

Officer's Recommendation

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THAT the Chief Executive Officer's Monthly Review Report for September 2023 be received.

Council Resolution ORD-2023-268

THAT the Chief Executive Officer's Monthly Review Report for September 2023 be received.

Moved Cr Englert

Seconded Cr May
CARRIED UNANIMOUSLY

11.1.3. SCHEDULE OF COUNCIL MEETINGS 2024

Author	Executive Officer (David McKendry)
Responsible Officer	Chief Executive Officer (Scott Owen)
File Reference	Council Meetings Ordinary

Attachments

1. Letter from DSDISLGP - Section 257 LG Regulation - Ability to request exemption from holding Ordinary
 [11.1.3.1 - 1 page]

Purpose

To confirm changes to the Mackay Regional Council Ordinary Meeting schedule for 2024 in the lead up to the local government elections.

Related Parties

Nil.

Corporate Plan Linkage

Operational Excellence

Customer/Community Focus - Improving community wellbeing is a primary goal of our services to the Mackay region. This encompasses residents, businesses, visitors and investors. Council believes all members of the community play a crucial role in supporting the vision and strategic outcomes and we encourage community engagement.

Background/Discussion

Council at its Ordinary meeting of 26 July 2023 approved changes to the meeting schedule for 2023/24, including to accommodate the upcoming Christmas/New Year period.

With the pending Christmas and New Year 2023-2024 period consideration needs to be given to operations of Council and the associated Council meeting dates.

The below is a listing of the approved changed schedule –

- Last Ordinary Meeting 2023 - **Wednesday 13 December 2023** commencing at 10.00 am
- First Ordinary Meeting 2024 - **Wednesday 24 January 2024** commencing at 10.00 am
- For 2024 Ordinary Meetings, meetings would return to the normal schedule of commencing at 10.00 am on the fourth Wednesday of the month.

ORDINARY MEETING - 25 OCTOBER 2023

From this, Ordinary Meetings for 2024 would essentially follow the standard fourth Wednesday of the month schedule, which post 24 January would for February and March would then be –

- Wednesday 28 February
- Wednesday 27 March

Section 257 of the *Local Government Regulation 2012 (Regulation)* requires councils to hold an Ordinary meeting at least once per calendar month. With confirmation of the local government elections in Queensland being Saturday 16 March 2024, this provides some practicality issues for the holding of the February and March meetings as scheduled.

In raising the scheduling clash with the Department of State Development, Infrastructure, Local Government and Planning (DSDILGP), upon consideration they have confirmed the ability for Council's to apply to the Minister for Local Government to vary the requirement to hold a meeting in each month.

Depending on the publishing of the public notice by the Election Commission of Queensland for the holding of elections, Caretaker period for Council would apply from this date. Whilst the date proposed for publishing is unknown, there is a window to do so which would see Caretaker provisions in place for at least all of February 2024 (if not earlier). During Caretaker period there are restrictions on Councillors decision making powers (prohibiting Major Policy decisions), although the day to day operations of Council can continue. Essentially the application of Caretaker provisions would restrict what is able to be decided at Council meetings during this time, and thus supporting any proposal to vary dates, or seek an exemption to hold a meeting during March. In simple terms the items able to be considered at such meetings would be limited in any event.

Given the above, for practicality purposes it is proposed that the meeting schedule for 2024 be amended as –

January - Wednesday 24 January 2024

February - Wednesday 7 February 2024

March - An exemption be sought from the Minister for the requirement to hold a Council meeting during March 2024 given the impracticality of doing so given the date of the local government elections of Saturday 16 March 2024

Post the election there is a requirement to hold a post-election meeting, which would meet the requirement of holding a meeting in April, and would also enable the elected Council to set the meeting schedule for 2024.

Consultation and Communication

- Department of State Development, Infrastructure, Local Government and Planning (DSDILGP)
- Mayor and Councillors
- CEO and Directors

Resource Implications

There are no identified resource implications of note.

Risk Management Implications

The major legislative item required for approval during this period, and to enable Council functions to continue, relate to Budget reviews. Advice from Organisational Services is that whilst the timeframes are tight for the December Budget Review, they can be achieved.

Conclusion

ORDINARY MEETING - 25 OCTOBER 2023

Whilst it is possible to hold a meeting in March 2024, doing so is not considered practical and would essentially only be held to meet the legislative requirement of holding a meeting each calendar month.

For practicality, it is suggested that the 2024 meeting for February be rescheduled, and an application be lodged with the Minister for Local Government for an exemption to hold a Council meeting in March 2024.

Following the local government elections in March 2024, a newly elected Council will decide on future meeting schedules as part of the post-election meeting.

Officer's Recommendation

THAT Mackay Regional Council's Ordinary Meeting schedule for 2024 be resolved as -

1. Wednesday 24 January 2024 commencing at 10.00 am.
2. Wednesday 7 February 2024 commencing at 10.00 am.
3. For an application be lodged by the Chief Executive Officer with the Minister for Local Government for an exemption for Council to hold a meeting in March 2024 due to practicality issues.
4. Meetings post the 2024 local government elections to be set by the newly elected Council at the legislated post-election meeting.

All Ordinary Meetings to be held in the Council Chambers, Administration Building 73 Gordon Street Mackay, unless otherwise advised.

FURTHER THAT Per section 254B of the *Local Government Regulation 2012*, that public advertisement of Council meeting changes via the Councils website and posting of notices on official notice boards at Council offices, be undertaken of the meeting changes, supported by a specific media release.

Council Resolution ORD-2023-268

THAT THAT Mackay Regional Council's Ordinary Meeting schedule for 2024 be resolved as -

5. Wednesday 24 January 2024 commencing at 10.00 am.
6. Wednesday 7 February 2024 commencing at 10.00 am.
7. For an application be lodged by the Chief Executive Officer with the Minister for Local Government for an exemption for Council to hold a meeting in March 2024 due to practicality issues.
8. Meetings post the 2024 local government elections to be set by the newly elected Council at the legislated post-election meeting.

All Ordinary Meetings to be held in the Council Chambers, Administration Building 73 Gordon Street Mackay, unless otherwise advised.

FURTHER THAT Per section 254B of the *Local Government Regulation 2012*, that public advertisement of Council meeting changes via the Councils website and posting of notices on official notice boards at Council offices, be undertaken of the meeting changes, supported by a specific media release.

Moved Cr Hassan

Seconded Cr May
CARRIED UNANIMOUSLY

ORDINARY MEETING - 25 OCTOBER 2023

11.1.4. ADOPTION OF COUNCIL POLICIES

Author	Senior Governance Officer - (Pam Currell)
Responsible Officer	Executive Manager, Ethical Standards, Audit & Risk - (Anthony Bigby)
File Reference	011 - Subdivision Plan Approval / 121 - Social Media / 037 - Audit Committee / 098 - Liability Claims against MRC / 026 - Kerbside Numbering / 026 - Kerbside Numbering

Attachments

1. 011 - Subdivision Plan Approval [11.1.4.1 - 17 pages]
2. 121 - Social Media [11.1.4.2 - 9 pages]
3. 037 - Audit Committee Policy and Charter [11.1.4.3 - 13 pages]
4. 098 - Liability Claims against Mackay Regional Council [11.1.4.4 - 4 pages]
5. 026 - Kerbside Numbering [11.1.4.5 - 4 pages]

Purpose

To present the following Council policies for consideration an adoption:

1. COU011 – Subdivision Plan Approval
2. COU121 – Social Media
3. COU037 – Audit Committee

Further to present the following Council policies for rescission as they are no longer required:

1. COU098 - Liability Claims against Mackay Regional Council
2. COU026 – Kerbside Numbering

Related Parties

There are no identified related parties.

Corporate Plan LinkageFinancial Strength

Ethical Decision-Making and Good Governance - We are committed to keeping our community informed about our activities and performance and employing robust governance policies and procedures to ensure legislative compliance and organisational integrity.

Background/Discussion

Mackay Regional Council (MRC) have a process of reviewing policies and any associated corporate standards to ensure that they remain relevant and current. The process involves a review by the responsible program manager, circulation to the management team for consultation and final submission to the executive leadership team (ELT) for review and endorsement by the Chief Executive Officer (CEO), prior to presenting to Council for adoption.

COU011 – Subdivision Plan Approval

This policy and its associated guideline apply to all new Subdivision Plan applications submitted under Schedule 18 of the *Planning Regulation 2017*.

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This policy and its guideline have been reviewed as part of MRC's policy review process.

COU121 – Social Media

This policy is a better practice policy redrafted to enhance to reflect the responsibility and obligations for Council and Staff when using social media platforms.

COU037 – Audit Committee

The Audit Committee (the committee) is a committee established in accordance with the *Local Government Act 2009* and *Local Government Regulation 2012*.

The Audit Committee Charter (the charter) defines the role, responsibilities, composition and operating guidelines of the committee.

The review of this policy and it associated charter have been reviewed as part of MRC's policy review process including incorporation of Queensland Treasury guidelines for Audit Committees, including;

- More detailed roles and responsibilities
- Amendment of external member contract term, to allow for a maximum of 6-years.

COU098 – Liability Claims against Mackay Regional Council

This policy wording is now directly located on the MRC webpage to provide consistent information for potential claims. This webpage also incorporates a direct link to the new Customer Request – Insurance Claim/Enquiry. This now enables customers to lodge their claims directly online which compliments the existing process.

The policy is now redundant and can be rescinded.

COU026 – Kerbside Numbering

This policy as part of its review has been determined an operational policy, including policy processes. It has subsequently been converted and endorsed into Operational Policy 101 and associated Corporate Standard 101.1.

The policy is now redundant and can be rescinded.

Consultation and Communication

As part of the review process consultation has been undertaken with relevant stakeholders including responsible and associated program managers, directors and ELT.

Resource Implications

The implementation and rescission of these policies will not require additional resources beyond those currently budgeted.

Risk Management Implications

There were no risk management implications identified regarding the proposed policies.

Conclusion

It is recommended that Council adopt the following policy:-

1. COU011 – Subdivision Plan Approval

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2. COU121 – Social Media
3. COU037 – Audit Committee

I further recommend that Council rescind the following Council policies as they are no longer required:

1. COU098 - Liability Claims against Mackay Regional Council
2. COU026 – Kerbside Numbering

Officer's Recommendation

THAT Council adopt the following policy:-

1. COU011 – Subdivision Plan Approval.
2. COU121 – Social Media
3. COU037 – Audit Committee

AND THAT Council rescind the following policies as they are no longer required:-

1. COU098 – Liability Claims against Mackay Regional Council
2. COU026 – Kerbside Numbering

Council Resolution ORD-2023-270

THAT Council adopt the following policy:-

1. COU011 – Subdivision Plan Approval.
2. COU121 – Social Media
3. COU037 – Audit Committee

AND THAT Council rescind the following policies as they are no longer required:-

1. COU098 – Liability Claims against Mackay Regional Council
2. COU026 – Kerbside Numbering

Moved Cr Jones

Seconded Cr Hassan

CARRIED UNANIMOUSLY

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11.1.5. CONTRACTUAL ARRANGEMENT EXEMPTION - EXTERNAL REPRESENTATIVES FOR THE AUDIT COMMITTEE

Author Senior Internal Auditor (Jacqueline Wix)
Responsible Officer Chief Executive Officer (Scott Owen)
File Reference

Attachments Nil

Purpose

To recommend that MRC enter into a contractual arrangement, for the external representatives for Audit Committee, without the invitation of written quotes, in accordance with Section 235 (b) of the *Local Government Regulation 2012*.

Related Parties

Nil

Corporate Plan Linkage

Financial Strength

Ethical Decision-Making and Good Governance - We are committed to keeping our community informed about our activities and performance and employing robust governance policies and procedures to ensure legislative compliance and organisational integrity.

Background/Discussion

The *Local Government Regulation 2012*, Section 235 (b), allows;
 “a Local Government to enter into a medium-sized contractual arrangement without first inviting written quotes if the local government resolves that, because of the specialised or confidential nature of the services that are sought, it would be impractical or disadvantageous for the local government to invite quotes or tenders.”

In accordance with the *Local Government Act 2009*, Section 105(2), Council is required to establish an Audit Committee. Council Policy 37 – Audit Committee Policy & Charter (the policy) stipulates the Audit Committee will comprise of four members, two of whom shall be independent external members.

The policy, adopted by Council today, included an amendment of the appointment term for external members, to align with Queensland Treasury guidelines. The policy now states;

“The term of appointment is for two years and can be extended for a further term subject to composition and skill requirements of the committee. The maximum term is six years.”

As a result of this change, it is proposed that the contract terms for the two current external members be amended, and that this amendment be exempt from requiring an invitation to quote. This exemption will allow;

- External member contracts to align with the recently adopted policy (providing a maximum of six-year appointment)
- No financial impact, with the amendment being cost neutral
- Negate the need to undertake an invitation to quote, as one member has reached the previous maximum period of 4-years, which is considered impractical at this time, due to impending local government elections and the current organisational realignment

It is considered impractical and disadvantageous to call public quotations for what would be a two (2) year extension only. Such an undertaking would require significant input from interested parties, along with Council resourcing. Current appointees have the required skill set, and calling quotations for potential new external

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representatives would be disruptive. Following the expiry of extended six (6) year periods public quotations would be called for six-year appointments.

External Member	Contract Contractual Term	Proposed Contractual Option
Tim Cronin	Member Contract; <ul style="list-style-type: none"> 1 March 2020 – 28 February 2022 (2 years) Option – 2-year extension (28 February 2024) Chair Contract; <ul style="list-style-type: none"> 1 March 2022 – 28 February 2024 (2 years) No second option 	Provision for 1 additional 2-year option. Allowing a maximum of a 6-year term, ending 28 February 2026.
Monica McKendry	Member Contract; <ul style="list-style-type: none"> 1 March 2022 – 28 February 2024 (2 years) Option - 2-year extension (28 February 2026) 	Provision for 1 additional 2-year options. Allowing a maximum of a 6-year term, ending 28 February 2028

Upon approval of the exemption, it is recommended that the below extensions be applied;

- Tim Cronin – offer of a second and final 2-year option; 1 March 2024 – 28 February 2026
- Monica McKendry – offer of the first 2-year option, and provision for a second 2-year option (2026-2028): 1 March 2024 – 28 February 2026

It is noted that the two members have the desired mix of skills, with one having expertise in auditing, risk management finance and other Queensland local government audit committee experience, and the other having a very strong financial background. Tim Cronin has served for 4 years, including 2 years as the Chair, Monica McKendry has served as a committee member for 2 years. Both have fulfilled the role to a high standard and have a thorough understanding of MRC. The extension also allows MRC to maintain staggered appointments of external members to ensure continuity.

Consultation and Communication

Consultation has been undertaken with relevant stakeholders including the CEO, Director Organisational Services, Executive Officer, Manager Procurement and Plant and MRC Audit Committee members.

Resource Implications

External Audit Committee members are a paid position, these costs are included in Relevant Programs' 2023/2024 Financial Year's Operational budget. The amendment of the contract term is cost neutral.

Risk Management Implications

There are no risk management implications to the appointment of two external members.

Conclusion

It is recommended that Council;

- Approve the contract amendment for the two Audit Committee external members without the invitation to quote, in accordance with Section 235(b) of *the Local Government Regulations* that Council resolve that due to the specific nature of the service that it is impractical for Council to invite tenders.
- Approve the offer of a contract extension to Tim Cronin as Chair of the Audit Committee, for a period of 2 years.
- Approve the offer of a contract extension to Monica McKendry as a member of the Audit Committee, for a period of 2 years, with an option to extend for a further 2 years subject to agreement over the terms of appointment.

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Officer's Recommendation

THAT pursuant to *section 235(b) Local Government Regulations*, Council resolves that because of the specific nature of the service, it would be impractical and disadvantageous for Council to invite quotes or tenders for external representatives for the Audit Committee.

THAT Council approve the offer of a contract extension to Tim Cronin as the Chair, for a period of 2 years (1 March 2024 – 28 February 2026), with no further option to extend.

THAT Council approve the offer of a contract extension to Monica McKendry as a member, for a period of 2 years (1 March 2024 – 28 February 2026), with an option to extend for a further 2 years subject to agreement over the terms of appointment.

FURTHER THAT the Chief Executive Officer finalise contract negotiations over their tenures.

Council Resolution ORD-2023-271

THAT pursuant to *section 235(b) Local Government Regulations*, Council resolves that because of the specific nature of the service, it would be impractical and disadvantageous for Council to invite quotes or tenders for external representatives for the Audit Committee.

THAT Council approve the offer of a contract extension to Tim Cronin as the Chair, for a period of 2 years (1 March 2024 – 28 February 2026), with no further option to extend.

THAT Council approve the offer of a contract extension to Monica McKendry as a member, for a period of 2 years (1 March 2024 – 28 February 2026), with an option to extend for a further 2 years subject to agreement over the terms of appointment.

FURTHER THAT the Chief Executive Officer finalise contract negotiations over their tenures.

Moved Cr Jones

Seconded Cr May
CARRIED UNANIMOUSLY

ORDINARY MEETING - 25 OCTOBER 2023

11.2. CAPITAL WORKS

11.3. COMMUNITY SERVICES

11.3.1. MACKAY LOCAL DISASTER MANAGEMENT PLAN

Author	Emergency Management Co-ordinator (Kristie Brown)
Responsible Officer	Director Community Services (Janine McKay)
File Reference	LDMG

Attachments Nil

Purpose

To provide Council with the 2023 Mackay Local Disaster Management Plan (LDMP) for endorsement.

Related Parties

Mackay Local Disaster Management Group Members

Corporate Plan Linkage

Community and Environment

Safe, Healthy and Engaged Region - Our Region is a safe and resilient community, with services that support high standards of public health, and extends friendship and support to each other through both good and challenging times.

Operational Plan Linkage

Community and Environment:

- Established partnerships across the Local Disaster Management Group ensure a collaborative
- multi-agency response to disaster activations.
- Promote disaster preparedness through community education to build empowerment, knowledge and resilience.

Background/Discussion

The Draft 2023 LDMP review was conducted by the Emergency Management Program in consultation with LDMG partner agencies.

The 2023 LDMP is not an exhaustive document rather, it is a document written with the intent to provide a high level process on how Mackay Regional Council and Local Disaster Management Group will prevent, prepare, respond and recover for disaster events.

This plan was distributed to the Mackay LDMG on the 12th July 2023 for consultation before being accepted by the Local Disaster Management Group on the 9th October 2023.

Consultation and Communication

The Draft 2023 Mackay Local Disaster Management Group was distributed to the Local Disaster Management Group for consultation with comments assessed and implemented as required.

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Resource Implications

Nil

Risk Management Implications

The LDMP has been revised to not only be legislatively compliant but also effective for functional disaster management through integration of LDMG membership agency activities and resources.

The risk in not proceeding is that the Local Disaster Management Group may not be operating within the current framework or best practice.

Conclusion

The Local Disaster Management Plan is a public document as required under Section 60 Disaster Management Act and will be made available to the public via the Mackay Regional Council Website and Council operating locations.

Officer's Recommendation

THAT Council resolves to endorse the 2023 Local Disaster Management Plan.

Council Resolution ORD-2023-272

THAT Council resolves to endorse the 2023 Local Disaster Management Plan.

Moved Cr May

Seconded Cr Englert
CARRIED UNANIMOUSLY

ORDINARY MEETING - 25 OCTOBER 2023

11.4. PLANNING, GROWTH & SUSTAINABILITY**11.4.1. FACILITATING DEVELOPMENT IN THE MACKAY REGION POLICY - CHILDCARE CENTRE - LOT 710 CUTLER DRIVE, ANDERGROVE**

Author Principal Economic Development Officer (Nadine Connolly)
Responsible Officer Director Planning Growth & Sustainability (Aletta Nugent)
File Reference Facilitating Development in the Mackay Region Policy

Attachments

1. Childcare Centre - Cutler Drive - Andergrove - Site Plans [11.4.1.1 - 8 pages]

Purpose

To assess an application under the Facilitating Development in the Mackay Region Policy.

Related Parties

- Ink Developments Pty Ltd
- Alto Architects Pty Ltd
- Pinnacle Engineering Group
- Zone Planning Group
- RPS AAP Consulting Pty Ltd

Corporate Plan Linkage**Invest and Work**

Diversified Economy - We have a diversified economy that attracts new and emerging industries, such as sport, tertiary education, health, tourism, agribusiness, biofutures industry, and the Mining Equipment Technology and Services (METS) sector.

Industries, Jobs and Growth - Our core industries are growing and prosperous, encouraged to innovate, create jobs, and drive growth.

Live and Visit

Enhance Liveability - We have a range of housing and social infrastructure options that supports a great quality of life and wellbeing in our community.

Places and Spaces - We provide well planned and designed places, facilities and infrastructure that meet the needs of our residents and visitors.

Background/Discussion

The proposed development by Ink Development Pty Ltd will deliver a Childcare Centre at Lot 710 Cutler Drive, Andergrove. The development will provide 100 new childcare places within an existing large residential population base and will also be in proximity to growth areas around the Northern Beaches.

The development will cater to ages 0 – 5 years. The single storey building (gross floor area of 717m²) will include activity rooms for babies, toddlers and kindergarten aged children, laundry, staff room, kitchen, dining and outdoor play areas. The development is estimated to cost approximately \$3.725M, with the total capital investment anticipated at around \$5.6M.

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The development application (DA-2023-30) for a Material Change of Use - Childcare Centre was approved on 15 June 2023. Construction is scheduled to commence in late 2023 and should be operational by July 2024. It is anticipated that the centre will create 19 new FTE positions for educators, support staff, administrators and maintenance personnel.

Incentive Requests

The applicant submitted an Expression of Interest under the Facilitating Development in the Mackay Region Policy (Policy) on 7 July 2023, and the subsequent Stage 2 application was received on 5 September 2023. The applicant is seeking concessions under Schedule 6 Community Facilities which includes a Material Change of Use for a Childcare Centre.

The following concessions have been requested:

- a. 75% concession on infrastructure charges:
 - o Infrastructure Charges = \$98,257.45
 - o Requested concession = \$73,693.09
 - o Charges payable = \$24,564.36

Under Schedule 6 Community Facilities in the Policy (as at April 2023), infrastructure charges may be reduced by up to 75% of the net charge amount identified on the Infrastructure Charges Notice, after the subtraction of any offsets or credits, and following annual adjustments, to a maximum concession value of \$1,000,000 for a Childcare Centre.

Council may consider reductions in infrastructure charges beyond these rates for applications that can demonstrate they will generate significant long-term economic benefits, job creation and have transformative outcomes that will diversify the existing economic base of the region.

- b. Service connection fee refund

As per Schedule 6 Community Facilities, water and sewage connection fees can be discounted by up to 50% or a maximum of \$500 per service.

- c. Delayed payment of infrastructure charges.

As per Schedule 6 Community Facilities, delayed payment of Infrastructure Charges can be considered for eligible applications.

General Eligibility Criteria

The Policy seeks to attract investment in qualifying developments to stimulate growth, diversify and add value to the economy of the Mackay region.

Based on information provided by the applicant, the proposed development satisfies the requirements under the General Eligibility Criteria in Schedule 6 Community Facilities as follows:

Criteria	Eligibility
Timing of development Lots are registered within 2 years.	Commencement of construction – Late 2023 Commencement of use – July 2024
Non-Government Development	Yes
Infrastructure capacity	The applicant has advised all required urban services are already provided to the site, and no external or trunk infrastructure upgrades will be required to service the proposed development.

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	As per the Infrastructure Charges Notice, no offsets are in place for DA-2023-30.
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Specific Eligibility Criteria

Based on information provided by the applicant, the proposal satisfies the requirements under the Eligibility Criteria in Schedule 6 Community Facilities in the Policy:

Criteria	Eligibility
Economic Investment Minimum capital investment in the development is equal to or greater than \$100,000 under Schedule 6 Community Facilities.	<ul style="list-style-type: none"> Estimated construction cost of development is \$3.725M. Estimated total capital investment of \$5.6M (plant, equipment, land, construction costs) Based on Council's economic modelling, a direct injection of \$3.725M (construction costs) will result in combined supply chain and consumption effects of \$4.382M, totalling \$8.106M economic impact. The applicant has committed to utilising local contractors and suppliers during construction of the development.
Employment Generation	<ul style="list-style-type: none"> The applicant has proposed that the development will generate approximately 40 to 50 temporary workers for the construction period. Post construction, the applicant anticipates the development will result in 19 direct FTE jobs once operational. Based on Council's economic modelling, the project will generate 4 direct and 11 indirect jobs, totalling 15 jobs during construction. The applicant has committed to utilising local contractors and suppliers during construction of the development.
Applicable Area	The development is located within the Emerging Community Zone under the current Planning Scheme.
Applicable Land Uses The Policy applies to material change of use (MCU) for applicable land uses in Schedule 6 Community Facilities (Refer to the table in the Policy).	The development application is for a Material Change of Use for Childcare Centre, which is included in the land uses identified in Schedule 6 Community Facilities.

Business and Regional Benefits

The applicant proposes the development will deliver immediate benefits to the Mackay region's economy, these being:

- The project involves the delivery of 100 new childcare places strategically located adjacent to key residential areas.
- The project will provide opportunity for more parents to return to and / or increase their hours in the workplace. This will relieve some pressure on the critical skills shortage challenges currently being experienced in the Mackay region.
- The proposed Andergrove childcare centre is part of the Andergrove Lakes Estate. The location of services such as childcare will positively impact land sales and housing development providing a further stimulus.
- The project will result in 19 FTE staff positions post construction.
- The development supports increased business activity within the local construction industry, manufacturers and suppliers, and provides additional employment opportunities across various industry sectors.

Consultation and Communication

ORDINARY MEETING - 25 OCTOBER 2023

The Development Planning and Engineering Program has considered the development application through the statutory assessment provisions under the *Planning Act 2016*. As part of this assessment process, other relevant sections of Council were consulted.

The Director Development Services has also considered this application and provided approval for the Expression of Interest to progress to a Stage 2 application.

Resource Implications

a. Concessions on Infrastructure Charges

In accordance with the Infrastructure Charges Notice, the development will give rise to net infrastructure charges of \$98,257.45 (after the subtraction of offsets or credits).

Under Schedule 6 Community Facility (Childcare Centre), infrastructure charges may be reduced by up to 75% of the net charge amount, to a maximum concession value of \$1,000,000.

Using the Policy incentive of 75%, the applicant will receive a concession of \$79,452.56, with \$24,564.36 charges payable.

It is proposed that infrastructure charge concessions only apply to the net charge amount calculated following the subtraction of any offsets and credits, and after annual adjustments. The application of this methodology will ensure that the granting of concessions does not introduce any additional infrastructure costs to Council.

Gross Infrastructure Charge (IC)	Credit Unit (Residential dwelling)	Net Infrastructure Charge (IC minus Credit)	Concession (%)	Concession (\$)	Charges Payable
\$128,484.15	\$30,226.70	\$98,257.45	75%	\$79,452.56	\$24,564.36

b. Service connection fee refund

As per Schedule 6 Community Facilities, water and sewage connection fees can be discounted by 50%, up to maximum of \$500 per service. A total discount of \$1000 would apply to this application.

c. Delayed Payment

As per Schedule 6 Community Facilities, the applicant can request delayed payment of Infrastructure Charges, allowing a delay of up to 12 months from the commencement of use.

Risk Management Implications

There is a risk that granting significant concessions can leave Council exposed to similar claims in the future and that a potential infrastructure funding gap could present. These risks are sufficiently mitigated through the following measures:

- An existing development approval is in place and on-site infrastructure requirements have been reviewed as part of the assessment process.
- A condition has been included as part of the officer's recommendation stating that the approved concessions are dependent on Council not incurring any additional infrastructure costs (including 'bring forward costs') to service the development.

ORDINARY MEETING - 25 OCTOBER 2023

- Strict timeframes are placed for claiming approved concessions. If the use has not commenced within the recommended timeframe, the concessions will no longer be applicable and 100% of the applicable Infrastructure Charges will be applicable to the development.
- Council can review the application of the Policy at any time.

Conclusion

The Policy provides incentives for developments that will deliver economic development and growth outcomes in alignment with Council's policy and planning objectives.

The proposed development supports the desired outcomes of Schedule 6 of the Policy. The provision of concessions will facilitate the delivery of the project, resulting in jobs during construction, on-going jobs post construction and increased economic output for the region.

Officer's Recommendation

THAT the following Specific Incentives are approved under the Facilitating Development in the Mackay Region Policy for the Childcare Centre, Ink Developments Pty Ltd, located at Lot 710 Cutler Drive, Andergrove:

- a. Concessions of 75% (estimated at \$79,452.56) apply to the net charge amount on the Infrastructure Charge Notice (calculated following annual adjustments and subtraction of any offsets and credits) for DA-2023-30;
- b. Reduction in water and sewer service connection fees (50% discount up to a maximum of \$500 for each service, totalling a maximum discount of \$1000) apply at the time when the fees would be payable for the activity;
- c. Delayed payment of the Infrastructure Charges, allowing a delay of up to 12 months from the commencement of use.

AND THAT the approval of concessions is dependent on:

- d. The development must be completed and use commenced by 25 October 2025.
- e. No additional infrastructure costs incurred by Council (including establishment and bring forward costs).
- f. The developer utilising local contractors and suppliers.

Council Resolution ORD-2023-273

THAT the following Specific Incentives are approved under the Facilitating Development in the Mackay Region Policy for the Childcare Centre, Ink Developments Pty Ltd, located at Lot 710 Cutler Drive, Andergrove:

- a. Concessions of 75% (estimated at \$79,452.56) apply to the net charge amount on the Infrastructure Charge Notice (calculated following annual adjustments and subtraction of any offsets and credits) for DA-2023-30;
- b. Reduction in water and sewer service connection fees (50% discount up to a maximum of \$500 for each service, totalling a maximum discount of \$1000) apply at the time when the fees would be payable for the activity;
- c. Delayed payment of the Infrastructure Charges, allowing a delay of up to 12 months from the commencement of use.

AND THAT the approval of concessions is dependent on:

ORDINARY MEETING - 25 OCTOBER 2023

- d. The development must be completed and use commenced by 25 October 2025.
- e. No additional infrastructure costs incurred by Council (including establishment and bring forward costs).
- f. The developer utilising local contractors and suppliers.

Moved Cr May**Seconded Cr Englert****CARRIED**

Mayor Williamson, Crs Bonaventura, Englert, Green, Hassan, Jones, Mann, May and Seymour voted for the Resolution.

Cr Bella voted against the Resolution.

11.4.2. FACILITATING DEVELOPMENT IN THE MACKAY REGION POLICY - XANTH LODGE - 62 SMALLEY'S BEACH ROAD, CAPE HILLSBOROUGH

Author	Principal Economic Development Officer (Nadine Connolly)
Responsible Officer	Director Planning, Growth & Sustainability (Aletta Nugent)
File Reference	Facilitating Development in the Mackay Region Policy

Attachments

1. Xanth Lodge - Approved Plan [11.4.2.1 - 6 pages]

Purpose

To assess an application under the Facilitating Development in the Mackay Region Policy.

Related Parties

- Dylan T Vallance and Benita J Vallance
- Jewell Planning
- Tempus Design Studio

Corporate Plan Linkage

Invest and Work

Diversified Economy - We have a diversified economy that attracts new and emerging industries, such as sport, tertiary education, health, tourism, agribusiness, biofutures industry, and the Mining Equipment Technology and Services (METS) sector.

Industries, Jobs and Growth - Our core industries are growing and prosperous, encouraged to innovate, create jobs, and drive growth.

Live and Visit

Community Participation and Active Lifestyles - Our region is vibrant and culturally rich, home to a wide variety of events, experiences and attractions.

Eco-Tourism Adventure and Leisure - We are a world-famous tourism destination, providing eco, adventure and water-based sport, recreation, and leisure opportunities.

ORDINARY MEETING - 25 OCTOBER 2023

Places and Spaces - We provide well planned and designed places, facilities and infrastructure that meet the needs of our residents and visitors.

Background/Discussion

The development, Xanth Lodge, will provide nature-based holiday accommodation located on 17 acres of bushland approximately 40 minutes north of Mackay at 62 Smalleys Beach Road, Cape Hillsborough (Lot 3 RP736127).

The development will result in six eco-based cabins, over six stages, with anticipated construction costs of \$1.8M. This application is for Stages 1 and 2 (two cabins), with an anticipated construction cost of \$600,000. Each cabin will comprise of one-bedroom, kitchen, bathroom, dining, living room, carport and deck – approximately 100m². The cabins will be individually powered by rooftop solar (with battery storage) and water will be collected and stored in tanks at each site.

The cabins will be located on an elevated area well above the storm tide impact area and will be built from hardwood sourced from a local timber mill 20 minutes away (Platypus Timbers at Kuttatbul).

The completed development will also include several pergolas and BBQ areas as well as a kids play area. The facilities will be linked together by footpaths and bike trails.

The development would be aimed at families or couples who wish to spend a few days away in the privacy of the bush.

Incentive Requests

The applicant submitted an Expression of Interest under the Facilitating Development in the Mackay Region Policy (Policy) along with the Stage 2 application on 13 June 2023. The applicant is seeking concessions under Schedule 4 Tourism Development which includes a Material Change of Use for Nature-based tourism.

Total infrastructure charges of \$51,818.40 will apply to this development when all six cabins are complete. However, the applicant only intends to construct stages 1 and 2 (two cabins) at this point in time which will result in charges of \$17,272.32. Subsequent concessions will be requested as future stages are developed.

This application is seeking the following concessions:

- a) 100% concession on infrastructure charges:
 - o Infrastructure Charges = \$17,272.32
 - o Requested concession = \$17,272.32
 - o Charges payable = \$0

Under Schedule 4 Tourism Development in the Policy (version 9), infrastructure charges may be reduced by up to 100% of the net charge amount identified on the Infrastructure Charges Notice, after the subtraction of any offsets or credits and inclusive of annual adjustments, to a maximum concession value of \$1,000,000 for tourism development.

- b) Service connection fee refund – water service

As per Schedule 4 Tourism Development, water and sewage connection fees can be discounted by 50%, up to maximum of \$500 per service. Water connection concessions only apply to this application.

General Eligibility Criteria

The Policy seeks to attract investment in qualifying developments to stimulate growth, diversify and add value to the economy of the Mackay region.

ORDINARY MEETING - 25 OCTOBER 2023

Based on information provided by the applicant, the proposed development satisfies the requirements under the General Eligibility Criteria in Schedule 4 Tourism Development as follows:

Criteria	Eligibility
Timing of development Lots are registered within 2 years.	Commencement of construction – Early 2024 Commencement of use – Mid 2025
Non-Government Development	Yes
Infrastructure capacity	<p>The applicant has advised no additional Council infrastructure will be required for the development. The subject site is located outside of the existing serviced area for reticulated sewer with the proposed development will include onsite sewerage systems for each of the six cabins. The cabins will collect water from the roof which will be stored in tanks at each cabin. Each cabin will also be individually powered by rooftop solar with battery storage. In times of low rainfall, the water tanks may be supplemented with water pumped from the reticulated network.</p> <p>As per the Infrastructure Charges Notice, no offsets or refunds are applicable for DA-2022-95.</p>

Specific Eligibility Criteria

Based on information provided by the applicant, the proposal satisfies the requirements under Eligibility Criteria in Schedule 4 Tourism Development in the Policy:

Criteria	Eligibility
Economic Investment There is no minimum capital investment for Schedule 4.	<ul style="list-style-type: none"> Estimated construction cost for stages 1 and 2 is \$600,000. Estimated total construction cost of all 6 stages is approximately \$1.8M. Estimated total capital investment of \$2.6M (plant, equipment, land, construction costs) for all stages. Based on Council's economic modelling, a direct injection of \$0.6M (construction costs for stages 1 and 2) will result in combined supply chain and consumption effects of \$0.636M, totalling \$1.236M economic impact. Based on Council's economic modelling, and for all stages of development, a direct injection of \$1.8M (construction costs for stages 1-6) will result in combined supply chain and consumption effects of \$1.9M, totalling \$3.707M economic impact. The applicant has committed to utilising local contractors and suppliers during construction of the development.
Employment Generation	<ul style="list-style-type: none"> Based on Council's economic modelling, stages 1 & 2 of the project will generate one direct and one indirect job, totalling two jobs during construction. Based on Council's economic modelling, and for all stages of development (\$1.8M), the project will generate two direct and five indirect jobs, totalling seven jobs during construction. The applicant has committed to utilising local contractors and suppliers during construction of the development.
Applicable Area	The development is on appropriately zoned land outside of Mackay urban area.

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Applicable Land Uses The Policy applies to material change of use (MCU) for applicable land uses in Schedule 4 Tourism Development (Refer to the table in the Policy).	The development application applies to a Material Change of Use for Nature-based Tourism, which is consistent with land uses identified in Schedule 4 Tourism Development outside of Mackay urban area.
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Business and Regional Benefits

The applicant proposes the development will deliver immediate benefits to the Mackay region's economy, these being:

- The proposal will supply unique nature-based accommodation located in secluded bushland. It will not replicate mainstream accommodation.
- The proposal provides a unique tourism experience to both local and intra/interstate tourists.
- The proposal provides \$600,000 (construction costs) into the local economy, and potentially \$1.8M for all stages.
- The development will result in full time permanent and temporary jobs.
- The project supports current tourism assets in the region – ie. Sunrise with the Wallabies at Cape Hillsborough.
- The development supports increased business activity within the local construction industry, manufacturers and suppliers, and provides additional employment opportunities across various industry sectors.

Consultation and Communication

The Development Planning and Engineering Program has considered the development application through the statutory assessment provisions under the *Planning Act 2016*. As part of this assessment process, other relevant sections of Council were consulted.

The Director Development Services has also considered this application and provided approval for the Expression of Interest to progress to a Stage 2 application.

Resource Implications

a) Concessions on Infrastructure Charges

In accordance with the Infrastructure Charges Notice, the development gives rise to infrastructure charges of \$51,818.40 + annual adjustments. This application only applies to Stage 1 and 2 (two cabins) which raises infrastructure charges of \$17,272.32.

Under Schedule 4 Tourism Development, infrastructure charges may be reduced up to 100% of the net charge amount identified on the Infrastructure Charges Notice, to a maximum concession value of \$1,000,000 for tourism developments.

Using the Policy incentive of 100%, the applicant will receive a concession of \$17,272.32 for Stages 1 and 2 of the development, with \$0 charges payable.

Gross Infrastructure Charge (IC)	Adopted Infrastructure charge	Number of cabins for this application	Infrastructure charge for this application	Concession (%)	Concession (\$)	Charges Payable
\$51,816.96	\$8,636.16 per cabin	2	\$17,272.32	100%	\$17,272.32	\$0

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It is proposed that infrastructure charge concessions only apply to the net charge amount calculated following annual adjustments, and after subtraction of any offsets and credits. The application of this methodology will ensure that the granting of concessions does not introduce any additional infrastructure costs to Council.

b) Service connection fee refund – water service

As per Schedule 4 Tourism Development, water and sewage connection fees can be discounted by 50%, up to maximum of \$500 per service. As there is no sewer service to this site, a refund of \$500 only applies to the water connection fee.

Risk Management Implications

There is a risk that granting significant concessions can leave Council exposed to similar claims in the future and that a potential infrastructure funding gap could present. These risks are sufficiently mitigated through the following measures:

- An existing development approval is in place and on-site infrastructure requirements have been reviewed as part of the assessment process.
- A condition has been included as part of the officer's recommendation stating that the approved concessions are dependent on Council not incurring any additional infrastructure costs (including 'bring forward costs') to service the development.
- Strict timeframes are placed for claiming approved concessions. If the lots are not registered within the recommended timeframe, the concessions will no longer be applicable and 100% of the applicable Infrastructure Charges will be applicable to the development.
- Council can review the application of the Policy at any time.

Conclusion

The Policy provides incentives for developments that will deliver economic development and growth outcomes in alignment with Council's policy and planning objectives.

The proposed development supports the desired outcomes of Schedule 4 of the Policy. The provision of concessions will facilitate the delivery of the project and result in increased tourism activity and economic growth outcomes for the region.

Cr Bonaventura asked what size and type of water main runs along Cape Hillsborough Road, have there been any reliability issues with that main line, and do we anticipate the life span of that services, similar to others which is around 80 years to be the same.

The Director, Engineering and Commercial Infrastructure, Jason Devitt advised he would take the question on notice.

Officer's Recommendation

THAT the following Specific Incentives are approved under the Facilitating Development in the Mackay Region Policy for Xanth Lodge, located at 62 Smalleys Beach Road, Cape Hillsborough (Lot 3 RP736127):

- a) Concessions of 100% (estimated at \$17,272.32) apply to the net charge amount on the Infrastructure Charge Notice (calculated following annual adjustments and subtraction of any offsets and credits) for Stage 1 and 2 (two cabins) of DA-2022-95.
- b) Reduction in water service connection fees (50% discount up to a maximum of \$500) apply at the time when the fees would be payable for the activity.

AND THAT the approval of concessions is dependent on:

ORDINARY MEETING - 25 OCTOBER 2023

- c) The development must be completed and use commenced by 25 October 2025.
- d) No additional infrastructure costs incurred by Council (including establishment and bring forward costs).
- e) The developer utilising local contractors and suppliers.

Council Resolution ORD-2023-274

THAT the following Specific Incentives are approved under the Facilitating Development in the Mackay Region Policy for Xanth Lodge, located at 62 Smalleys Beach Road, Cape Hillsborough (Lot 3 RP736127):

- a. Concessions of 100% (estimated at \$17,272.32) apply to the net charge amount on the Infrastructure Charge Notice (calculated following annual adjustments and subtraction of any offsets and credits) for Stage 1 and 2 (two cabins) of DA-2022-95.
- b. Reduction in water service connection fees (50% discount up to a maximum of \$500) apply at the time when the fees would be payable for the activity.

AND THAT the approval of concessions is dependent on:

- c. The development must be completed and use commenced by 25 October 2025.
- d. No additional infrastructure costs incurred by Council (including establishment and bring forward costs).
- e. The developer utilising local contractors and suppliers.

Moved Cr Englert

Seconded Cr Mann

CARRIED

Mayor Williamson, Crs Bonaventura, Englert, Green, Hassan, Jones, Mann, May and Seymour voted for the Resolution.

Cr Bella voted against the Resolution.

ORDINARY MEETING - 25 OCTOBER 2023

11.4.3. FACILITATING DEVELOPMENT IN THE MACKAY REGION POLICY - BEACONSFIELD CHILDCARE CENTRE - 106 AND 108 EAGLEMOUNT ROAD, BEACONSFIELD

Author Principal Economic Development Officer (Nadine Connolly)
Responsible Officer Director Development Services (Aletta Nugent)
File Reference Facilitating Development in the Mackay Region Policy Applications

Attachments

1. Beaconsfield Childcare Centre - Approved Plans [11.4.3.1 - 10 pages]

Purpose

To assess an application under the Facilitating Development in the Mackay Region Policy.

Related Parties

- Belo Developments
- GGBSC Properties Seven Pty Ltd
- GGBSC Properties Seven Unit Trust
- Place Design Group
- Laudink
- MPN Consulting
- Local Office Architecture

Corporate Plan Linkage

Invest and Work

Diversified Economy - We have a diversified economy that attracts new and emerging industries, such as sport, tertiary education, health, tourism, agribusiness, biofutures industry, and the Mining Equipment Technology and Services (METS) sector.

Industries, Jobs and Growth - Our core industries are growing and prosperous, encouraged to innovate, create jobs, and drive growth.

Live and Visit

Places and Spaces - We provide well planned and designed places, facilities and infrastructure that meet the needs of our residents and visitors.

Background/Discussion

The proposed development by Griffith Group will deliver a Childcare Centre at 106 and 108 Eaglemount Road, Beaconsfield (Lot 4 on RP852449 and Lot 10 on RP817143). A development permit for the Material Change of Use (DA-2022-94) for a Childcare Centre was approved on 9 August 2022.

The site comprises a rectangular configuration over two allotments with an area of 2,478m² benefitting from access to both Eaglemount Road and Broomdykes Drive. The proposed centre will be a single storey facility, with a maximum capacity of 110 children, ranging from infants to kindergarten. Outdoor play areas are a mix of indoor and outdoor spaces with landscaping and acoustic fencing located along the neighbouring boundaries to minimise any amenity concerns. The centre will provide a modern and state of the art facility for the community of Beaconsfield and surrounds.

The tenant, Eden Childcare, has already established one centre in the region, and is looking to establish more centres over the next three years.

ORDINARY MEETING - 25 OCTOBER 2023

The centre is estimated to cost approximately \$3.7M to construct, with total capital investment anticipated at around \$5.25M. The development is scheduled to commence construction in late 2023 and should be operational by December 2024. It is anticipated that the centre will create 22 new FTE positions for educators, support staff, administrators and maintenance personnel.

Incentive Requests

The applicant submitted an Expression of Interest under the Facilitating Development in the Mackay Region Policy (Policy) on 2 September 2023, and the subsequent Stage 2 Application was received on 24 September 2023. The applicant is seeking concessions under Schedule 6 Community Facilities of the Policy which supports Material Change of Use development for a Childcare Centre.

The following concessions have been requested:

- a) 75% concession on infrastructure charges:
 - o Infrastructure Charges = \$67,651.55
 - o Requested concession = \$50,738.66
 - o Charges payable = \$16,912.89

Under Schedule 6 Community Facilities of the Policy (April 2023), infrastructure charges may be reduced by up to 75% of the net charge amount identified on the Infrastructure Charges Notice (after the subtraction of any offsets or credits, and following annual adjustments) to a maximum concession value of \$1,000,000 for a Childcare Centre.

Council may consider reductions in infrastructure charges beyond these rates for applications that can demonstrate they will generate significant long-term economic benefits, job creation and have transformative outcomes that will diversify the existing economic base of the region.

- b) Service connection fee refund

As per Schedule 6 Community Facilities, water and sewage connection fees can be discounted by up to 50% or a maximum of \$500 per service.

- c) Delayed payment of infrastructure charges.

As per Schedule 6 Community Facilities, delayed payment of Infrastructure Charges can be considered for eligible applications.

General Eligibility Criteria

The Policy seeks to attract investment in qualifying developments to stimulate growth, diversify and add value to the economy of the Mackay region.

Based on information provided by the applicant, the proposed development satisfies the requirements under the General Eligibility Criteria in Schedule 6 Community Facilities as follows:

Criteria	Eligibility
Timing of development Lots are registered within 2 years.	Commencement of construction – December 2023 Commencement of use – December 2024
Non-Government Development	Yes
Infrastructure capacity	The applicant has advised all required urban services are already provided to the site, and no external or trunk infrastructure upgrades will be required to service the proposed development.

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	As per the Infrastructure Charges Notice, no offsets are in place for DA-2022-94.
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Specific Eligibility Criteria

Based on information provided by the applicant, the proposal satisfies the requirements under Eligibility Criteria in Schedule 6 Community Facilities of the Policy:

Criteria	Eligibility
Economic Investment Minimum capital investment in the development is equal to or greater than \$100,000 under Schedule 6 Community Facilities.	<ul style="list-style-type: none"> Estimated construction cost of development is \$3.7M. Estimated total capital investment of \$5.25M (land, construction costs, project management, consultant costs, DA costs, etc), with an additional \$850,000 for tenant set-up costs (furniture, equipment, resources, playscape). Based on Council's economic modelling, a direct injection of \$3.7M (construction costs) will result in combined supply chain and consumption effects of \$4.352M, totalling \$8.052M economic impact. The applicant has committed to utilising local contractors and suppliers during construction of the development.
Employment Generation	<ul style="list-style-type: none"> Based on Council's economic modelling, the project will generate four direct and 11 indirect jobs, totalling 15 jobs during construction. Post construction, the applicant anticipates the development will result in 22 direct FTE jobs once operational. The applicant has committed to utilising local contractors and suppliers during construction of the development.
Applicable Area	The subject site is identified within the Low Density Residential zone, which triggered a code assessment development application. A Development Permit for the Material Change of Use (DA-2022-94) for a Childcare Centre, was granted on 9 August 2022.
Applicable Land Uses The Policy applies to material change of use (MCU) for applicable land uses in Schedule 6 Community Facilities (Refer to the table in the Policy).	The development application applies to a Material Change of Use for Childcare Centre, which is consistent with land uses identified in Schedule 6 Community Facilities.

Business and Regional Benefits

The applicant proposes the development will deliver immediate benefits to the Mackay region's economy, these being:

- This project will deliver 110 new childcare spaces for infants to kindergarten-aged children.
- The project will deliver a new modern, state-of-the art facility, strategically located to key residential areas.
- The project will allow more parents to return to and or increase their hours in the workplace. This will relieve some pressure on the critical skills shortage challenges currently being experienced in the Mackay region.
- The project will result in 22 FTE staff positions post construction.
- The tenant, Eden Childcare, has already established one centre in the region and looking to establish more centres over the next three years.
- The development supports increased business activity within the local construction industry, manufacturers and suppliers, and provides additional employment opportunities across various industry sectors.

Consultation and Communication

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The Development Planning and Engineering Program has considered the development application through the statutory assessment provisions under the *Planning Act 2016*. As part of this assessment process, other relevant sections of Council were consulted.

The Director Development Services has also considered this application and provided approval for the Expression of Interest to progress to a Stage 2 application.

Resource Implications

a) Concessions on Infrastructure Charges

In accordance with the Infrastructure Charges Notice, the development gives rise to total net infrastructure charges of \$67,651.55 (+ annual adjustments).

Gross Infrastructure Charge (IC)	Credit Unit (Residential dwellings)	Net Infrastructure Charge (IC minus Credit)	Concession (%)	Concession (\$)	Charges Payable
\$128,104.95	\$60,453.40	\$67,651.55	75%	\$50,738.66	\$16,912.89

Under Schedule 6 Community Facility (Childcare Centre), infrastructure charges may be reduced up to 75% of the net charge amount (identified on the Infrastructure Charges Notice after the subtraction of any offsets or credits) to a maximum concession value of \$1,000,000.

It is proposed that infrastructure charge concessions only be applied to the net charge amounts calculated following the subtraction of any offsets and credits. The application of this methodology will ensure that the granting of concessions does not introduce any additional infrastructure costs to Council.

b) Service connection fee refund

As per Schedule 6 Community Facilities, water and sewage connection fees can be discounted by 50%, up to maximum of \$500 per service.

c) Delayed Payment

As per Schedule 6 Community Facilities, the applicant can request Delayed Payment of the Infrastructure Charges, allowing a delay of up to 12 months from the commencement of use.

Risk Management Implications

There is a risk that granting significant concessions can leave Council exposed to similar claims in the future and that a potential infrastructure funding gap could present. These risks are sufficiently mitigated through the following measures:

- An existing development approval is in place and on-site infrastructure requirements have been reviewed as part of the assessment process;
- A condition has been included as part of the officer's recommendation stating that the approved concessions are dependent on Council not incurring any additional infrastructure costs (including 'bring forward costs') to service the development;
- Strict timeframes are placed for claiming approved concessions. If the use has not commenced within the recommended timeframe, the concessions will no longer be applicable and 100% of the applicable Infrastructure Charges will be applicable to the development;
- Council can review the application of the Policy at any time.

ORDINARY MEETING - 25 OCTOBER 2023

Conclusion

The Policy provides incentives for developments that will deliver economic development and growth outcomes in alignment with Council's policy and planning objectives.

The proposed development supports the desired outcomes of Schedule 6 of the Policy. The provision of concessions will facilitate the delivery of the project, resulting in jobs during construction, on-going jobs post construction and increased economic output for the region.

Officer's Recommendation

THAT the following Specific Incentives are approved under the Facilitating Development in the Mackay Region Policy for the proposed development by Griffith Group, Beaconsfield Childcare Centre, at 106 and 108 Eaglemount Road, Beaconsfield (Lot 4 on RP852449 and Lot 10 on RP817143):

- a) Concessions of 75% (estimated at \$50,738.66) apply on the net charge amount on the Infrastructure Charge Notice (calculated following annual adjustments, and subtraction of any offsets and credits) for DA-2022-94;
- b) Reduction in water and sewer service connection fees (50% discount up to a maximum of \$500 for each service, totalling a maximum discount of \$1000) that apply at the time when the fees would be payable for the activity;
- c) Delayed Payment of the Infrastructure Charges, allowing a delay of up of to 12 months from the commencement of use.

AND THAT the approval of concessions is dependent on:

- d) The development must be completed and use commenced by 25 October 2025;
- e) No additional infrastructure costs incurred by Council (including establishment and bring forward costs); and
- f) The developer utilising local contractors and suppliers.

Council Resolution ORD-2023-275

THAT the following Specific Incentives are approved under the Facilitating Development in the Mackay Region Policy for the proposed development by Griffith Group, Beaconsfield Childcare Centre, at 106 and 108 Eaglemount Road, Beaconsfield (Lot 4 on RP852449 and Lot 10 on RP817143):

- a. Concessions of 75% (estimated at \$50,738.66) apply on the net charge amount on the Infrastructure Charge Notice (calculated following annual adjustments, and subtraction of any offsets and credits) for DA-2022-94;
- b. Reduction in water and sewer service connection fees (50% discount up to a maximum of \$500 for each service, totalling a maximum discount of \$1000) that apply at the time when the fees would be payable for the activity;
- c. Delayed Payment of the Infrastructure Charges, allowing a delay of up of to 12 months from the commencement of use.

AND THAT the approval of concessions is dependent on:

- d. The development must be completed and use commenced by 25 October 2025;

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- e. No additional infrastructure costs incurred by Council (including establishment and bring forward costs); and
- f. The developer utilising local contractors and suppliers.

Moved Cr Englert**Seconded Cr May****CARRIED**

Mayor Williamson, Crs Bonaventura, Englert, Green, Hassan, Jones, Mann, May and Seymour voted for the Resolution.

Cr Bella voted against the Resolution.

11.4.4. FACILITATING DEVELOPMENT IN THE MACKAY REGION - 3 WELLINGTON STREET, MACKAY

Author	Principal Economic Development Officer (Nadine Connolly)
Responsible Officer	Director Planning, Growth & Sustainability (Aletta Nugent)
File Reference	Facilitating Development in the Mackay Region Applications

Attachments

1. Approved Plans - 3 Wellington Street, Mackay [**11.4.4.1** - 14 pages]

Purpose

To assess an application under the Facilitating Development in the Mackay Region Policy (Policy).

Related Parties

- Jewell Planning Consultants
- Chanine Developments
- CD Architects
- 3 Wellington Pty Ltd ATF

Corporate Plan Linkage**Invest and Work**

Diversified Economy - We have a diversified economy that attracts new and emerging industries, such as sport, tertiary education, health, tourism, agribusiness, biofutures industry, and the Mining Equipment Technology and Services (METS) sector.

Industries, Jobs and Growth - Our core industries are growing and prosperous, encouraged to innovate, create jobs, and drive growth.

Live and Visit

Enhance Liveability - We have a range of housing and social infrastructure options that supports a great quality of life and wellbeing in our community.

Places and Spaces - We provide well planned and designed places, facilities and infrastructure that meet the needs of our residents and visitors.

ORDINARY MEETING - 25 OCTOBER 2023

Background/Discussion

The applicant, 3 Wellington Pty Ltd ATF, is applying for concessions under the Policy for a Material Change of Use, Multiple Dwellings and Health Care Services (DA-2023-141), for a proposed unit development located at 3 Wellington Street, Mackay.

The development will encompass a six-story building containing 16 dwelling units and 176m² of commercial area on the ground floor. It is envisaged that the commercial area will focus on health care activities. The new units will be purpose-built "specialist disability accommodation" (SDA) to cater exclusively for NDIS supported disabled persons, providing a higher level of independent living. The proposal will allow disabled residents to live independently, in their own apartment, with the option to have family or friends stay-over in a second bedroom. A full-time on-site carer will reside in a separate unit.

Each unit will be fully self-contained and include two bedrooms, kitchen, dining and living rooms, balcony / outdoor living area, bathroom, separate ensuite and laundry. Level five will contain a large common open space incorporating a covered BBQ area and landscaped recreation area. Parts of the ground floor and level one will be used as carparking and include 15 accessible residential parking spaces with share-zones, one commercial accessible parking space, plus four other spaces.

The project will increase housing stock in Mackay, specifically providing critical SDA units, helping to alleviate the current housing crisis in Mackay.

The development will be located within the CBD. The total estimated construction cost of the development is approximately \$7M, with a total capital investment of around \$17M.

A Development Permit was issued for the development on 28 August 2023.

Incentive Requests

The applicant submitted an Expression of Interest under the Policy on 3 October 2023, and the subsequent Stage 2 Application was received the same day.

The application has been assessed against version 9 of the Policy, which has been in effect since 17 April 2023.

The applicant is seeking concessions under both Schedule 7 Housing Diversity and Schedule 6 Community facilities of the Policy.

1) Infrastructure Charge concessions

It is important to note that the infrastructure charges for this development have been calculated using residential and essential services (health care) categories. Credit from the existing dwelling (ie. \$30,226.70) has been apportioned to both charge categories.

i. Schedule 7 – Housing Diversity – requested 100% concession

As per Schedule 7 Housing Diversity, the applicant is seeking 100% concession for the residential component on the net charge amount identified in the Infrastructure Charges Notice.

Gross Infrastructure Charges	Apportioned Credit \$	Gross Less Apportioned Credit	FDP Discount	Concession	Charges payable
\$345,488	\$27,318.40	\$318,129.60	100%	\$318,129.60	\$0

ii. Schedule 6 – Community Facilities – requested 75% concession

ORDINARY MEETING - 25 OCTOBER 2023

As per Schedule 6 Community Facilities, Infrastructure Charges may be reduced up to 50% for commercial developers, 75% for not for profit organisations, and 100% for charities. As the applicant is a commercial business, concessions of 50% will apply for this component.

Gross Infrastructure Charges	Apportioned Credit \$	Gross Less Apportioned Credit	FDP Discount	Concession	Charges payable
\$36,776.25	\$2,908.30	\$33,867.95	50%	\$16,933.97	\$16,933.97
\$36,776.25	\$2,908.30	\$33,867.95	75%	\$25,400.96	\$8,466.99

2) Service connection fee refund

As per Schedule 7 Housing Diversity and Schedule 6 Community Facilities, water and sewage connection fees can be discounted by 50% (or a maximum of \$500) per service, to a maximum of \$1,000.

General Eligibility Criteria

The Policy seeks to attract investment in qualifying developments to stimulate growth, diversify and add value to the economy of the Mackay region.

Based on information provided by the applicant, the proposed development satisfies the requirements under the General Eligibility Criteria in Schedule 7 Housing Diversity and Schedule 6 Community Facilities, as follows.

Criteria	Eligibility
Timing of development The development will be completed within 2 years of the approval of the incentives under this policy	Commencement of construction – May 2024 Commencement of use – September 2025
Non-Government Development	Yes
Infrastructure capacity	The proposed development is accommodated by existing infrastructure servicing the site, with no upgrades to trunk infrastructure required. As per the Infrastructure Charges Notice, no offsets or refunds are applicable.

Specific Eligibility Criteria

Based on information provided by the applicant, the proposal satisfies the Specific Eligibility Criteria in Schedule 7 Housing Diversity and Schedule 6 Community Facilities of the Policy:

Criteria	Eligibility
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Economic Investment	<ul style="list-style-type: none"> Estimated construction cost of development is \$7M. Estimated total capital investment of \$17M. Based on Council's economic modelling, a direct injection of \$7M (construction costs), along with a combined supply chain and consumption effects of \$8.23M, will result in a total economic impact of \$15.23M for the region. The applicant will utilise local contractors and suppliers.
Employment Generation	<ul style="list-style-type: none"> Based on Council's economic impact modelling, the project will generate eight direct and 21 indirect jobs, totalling 29 FTE jobs during construction.
Applicable Area	The development is on appropriately zoned land in the urban area.
Applicable Land Uses	The Policy applies to material change of use development for uses that are consistent with "applicable land uses" in Schedule 7 Housing Diversity and Schedule 6 Community Facilities.

Business and Regional Benefits

Based on the information provided by the applicant, the new multi-dwelling and health care services development supports increased business activity within the local construction industry, provides additional employment opportunities across various industry sectors and addresses critical shortages in disability housing stock in the Mackay region.

Further, the applicant proposes that the development will deliver additional benefits to the Mackay region's economy, these being:

- The project involves the delivery of 16 dwelling units and 176m² of commercial area to Mackay's property market.
- The project will be providing specialist disability accommodation stock in Mackay, which is in critical demand.
- The proposal allows for SDA residents to live independently, in their own apartment, with the option to have family or friends stay-over in a second bedroom.
- The proposed health care services will provide easy access to products and services for the building occupants. These services could include pharmacy, doctors/dentist/physiotherapy/occupational health services, etc.
- The proposal supports inner city living which is a desired outcome for Mackay City and Waterfront PDA.
- The site is located within easy access to schools, employment, retail centres and recreational facilities.
- The development has the potential to encourage further investment in the Mackay Waterfront PDA.
- The developer will invite local construction companies to tender for the construction of the development.

Consultation and Communication

The Development Planning and Engineering Program has considered the development application through the statutory assessment provisions under the *Planning Act 2016*. As part of this assessment process, other relevant sections of Council were consulted.

The Director Development Services has also considered this application and provided approval for the Expression of Interest to progress to a Stage 2 Application.

Resource Implications

In accordance with the Infrastructure Charges Notice (DA-2023-141), the development gives rise to a total net infrastructure charge of \$351,997.55 (+ annual adjustments) after the credit application of \$30,226.70.

ORDINARY MEETING - 25 OCTOBER 2023

Net Infrastructure Charge (IC)	Charge for Multidwellings (100%)	Charge for Health Services (50%)	Concessions	Charges Payable
\$351,997.55	\$318,129.60	\$33,867.95	\$318,129.60 +\$16,933.97	\$16,933.97

Under Schedule 7 Housing Diversity, Infrastructure Charges may be reduced by up to 100% based on the net charge amount identified on the Infrastructure Charges Notice, up to a maximum concession value of \$500,000. For this component of the charge, the amount of \$318,129.60 is eligible for concession.

As per Schedule 6 Community Facilities, Infrastructure Charges may be reduced up to 50% on the net charge amount for commercial developers. Application of the Policy for this component of the charge will result a concession of \$16,933.97, with total charges payable of \$16,933.97.

It is proposed that infrastructure charge concessions only be applied to the net charge amounts calculated after annual adjustments and subtraction of any offsets and credits. The application of this methodology will ensure that the granting of concessions does not introduce any additional infrastructure costs to Council.

Risk Management Implications

There is a risk that granting concessions for any development can leave Council exposed to similar claims in the future and that a potential infrastructure funding gap could present. These risks are sufficiently mitigated through the following measures:

- An existing development permit is in place and on-site infrastructure requirements have been reviewed as part of the assessment process.
- A condition has been included as part of the officer's recommendation stating that the approved concessions are dependent on Council not incurring any additional infrastructure costs (including 'bring forward costs') to service the development.
- Infrastructure charge concessions are based on the net charge amount identified on the Infrastructure Charges Notice, following adjustments and after the application of any offsets.
- Strict timeframes are in place for claiming approved concessions. If the use has not commenced within the recommended timeframe, the concessions will no longer apply and 100% of the applicable Infrastructure Charges will be payable.
- Council can review the application of the Policy at any time.

Conclusion

The Policy provides incentives for developments that will deliver economic development and growth outcomes in alignment with Council's policy and planning objectives.

The proposed application supports the desired outcomes of Schedule 7 Housing Diversity and Schedule 6 Community Facilities of the Policy and the provision of concessions will facilitate the delivery of this project.

Officer's Recommendation

THAT the following Specific Incentives are approved under the Facilitating Development in the Mackay Region Policy for the proposed development by 3 Wellington Pty Ltd ATF for Multiple Dwelling Units and Health Services at 3 Wellington Street, Mackay (Lot 1 on RP700730):

- Concessions of 100% (estimated at \$318,129.60) be applied against the net charge amount (following annual adjustments and after application of any offsets and credits) for the residential component on Infrastructure Charge Notice DA-2023-141;

ORDINARY MEETING - 25 OCTOBER 2023

- b. Concessions of 50% (estimated at \$16,933.97) be applied against the net charge amount (following annual adjustments and after application of any offsets and credits) for the Essential Services component on Infrastructure Charge Notice DA-2023-141;
- c. Reduction in water and sewer service connection fees (50% discount up to a maximum of \$500 for each service, totalling a maximum overall discount of \$1000) be applied at the time when the fees would be payable for the activity.

AND THAT the approval of concessions is dependent on:

- d. The development must be completed and commenced use by 25 October 2025.
- e. No additional infrastructure costs incurred by Council (including establishment and bring forward costs).
- f. The developer utilising local contractors and suppliers.

Council Resolution ORD-2023-276

THAT the following Specific Incentives are approved under the Facilitating Development in the Mackay Region Policy for the proposed development by 3 Wellington Pty Ltd ATF for Multiple Dwelling Units and Health Services at 3 Wellington Street, Mackay (Lot 1 on RP700730):

- a. Concessions of 100% (estimated at \$318,129.60) be applied against the net charge amount (following annual adjustments and after application of any offsets and credits) for the residential component on Infrastructure Charge Notice DA-2023-141;
- b. Concessions of 50% (estimated at \$16,933.97) be applied against the net charge amount (following annual adjustments and after application of any offsets and credits) for the Essential Services component on Infrastructure Charge Notice DA-2023-141;
- c. Reduction in water and sewer service connection fees (50% discount up to a maximum of \$500 for each service, totalling a maximum overall discount of \$1000) be applied at the time when the fees would be payable for the activity.

AND THAT the approval of concessions is dependent on:

- d. The development must be completed and commenced use by 25 October 2025.
- e. No additional infrastructure costs incurred by Council (including establishment and bring forward costs).
- f. The developer utilising local contractors and suppliers.

Moved Cr Englert

Seconded Cr May
CARRIED UNANIMOUSLY

ORDINARY MEETING - 25 OCTOBER 2023

11.4.5. REQUEST FOR WAIVER OF INFRASTRUCTURE CHARGES AND HEADWORKS CONTRIBUTIONS

Author Manager Development Planning and Engineering (Matthew Kelly)
Responsible Officer Director Development Services (Aletta Nugent)
File Reference DA-2005-160, DA-1991-9, DA-1991-9/A, DA-2008-200, DA-2007-358

Attachments Nil

Purpose

To seek Council's consideration of a number of requests to waive all or part of the infrastructure charges or headworks contributions owing for several developments.

Related Parties

- Sailipar Pty Ltd C/- Glen Croker
- Mackay Brothers Football Club Incorporated
- Caneola Investments Pty Ltd
- P&L Maguire Pty Ltd
- John Carroll Retravisio Mackay Pty Ltd
- G&J Paterson Superannuation Pty Ltd
- Hatrail Pty Ltd
- Leprechaun Park Pty Ltd
- Roslyn Gunning
- Kerry Duprez
- Mark Duprez
- MR & KH Duprez Superannuation Fund

Corporate Plan Linkage**Financial Strength**

Affordable Living - Our rates and charges provide value for residents and are sufficient in providing for required infrastructure, facilities and services.

Background/Discussion

As part of the ongoing material change of use audit being undertaken by Council's Development Planning & Engineering Program, steps continue to be taken to recover infrastructure charges and headworks contributions owing for development that has already commenced. As a result of this process, Council has received requests from landowners to waive all or part of the outstanding infrastructure charges or headworks contributions owing for development on their land. Details in relation to these requests is provided below.

ORDINARY MEETING - 25 OCTOBER 2023

Application Number:	DA-2005-160
Property Owner:	Sailipar Pty Ltd C/- Glen Croker
Address:	2/10 Southgate Drive, Paget
Description of Development:	Material Change of Use – Extension to Existing Use (Showroom - Machinery)
Total Headworks Charge:	\$28,522.03 (indexation approximately \$4,720.23)
Request Detail:	<p>Landowner is requesting that Council apply a 50% discount against the outstanding Transport Network Contributions and waive the indexation applied to the contributions over the past 18 years.</p> <p>The discontinued Economic Development Incentive Strategy (initially adopted by Council on 12 October 2005) offered a 50% subsidy against Transport Network Contributions for Industrial Developments. This Policy is no longer in effect and the Industrial Developments subsidy with the Policy was withdrawn by Council, effective 1 April 2010.</p>
Recommendation:	<p>It is recommended that:</p> <ol style="list-style-type: none"> 1. A 50% waiver on Transport Networks Contribution be applied to outstanding headworks charges inclusive of indexation. 2. No further waiver of indexation is granted. 3. The value of charges payable becomes \$14,261.02.

Application Number:	DA-1991-9 and DA-1991-9/A
Property Owner/s:	<p>Caneola Investments Pty Ltd P&L Maguire Pty Ltd John Carroll Retravision Mackay Pty Ltd G&J Paterson Superannuation Pty Ltd Hatrail Pty Ltd Leprechaun Park Pty Ltd</p>
Applicant:	Mackay Brothers Football Club
Address:	435 Milton Street, Paget (Leprechaun Park)
Description of Development:	Caretaker's Residence and Sport and Recreation including Gymnasium
Total Infrastructure Charge:	\$26,115.84
Request Detail:	<p>The applicant has requested Council consider the waiver of the infrastructure charges owing for the development for the following reasons:</p> <ol style="list-style-type: none"> 1. The club is a not for profit sporting club; 2. The facilities at Leprechaun Park including the gymnasium are utilised by multiple sporting organisations without charge; 3. The club relies solely on sponsorship, donations and revenue raised to maintain facilities; 4. Access to the grounds are unsealed/impacted by flooding; and 5. It was not communicated by Council that charges would be levied for the construction of the gymnasium.
Recommendation:	It is recommended that, as the applicant is an incorporated association providing sporting services to the community, that the charges be waived in full.

ORDINARY MEETING - 25 OCTOBER 2023

Application Number:	DA-2007-358
Property Owner:	Kerry Duprez, Mark Duprez MR & KH Duprez Superannuation Fund
Address:	6 Coolum Court, Blacks Beach
Description of Development:	Material Change of Use – Dual Occupancy
Total Headworks Charge:	\$12,686.00
Request Detail:	<p>Council was briefed on 25 May 2022 regarding the waiver of outstanding charges for small scale residential developments, where recovery of charges could be considered unreasonable. It was agreed that the following criteria would be applied to the consideration as to whether charges should be waived for small scale residential developments:</p> <ol style="list-style-type: none"> 1. The use commenced prior to 2012 (10 years); 2. There has been a change in ownership since the use commenced and the charge remains due and owing; 3. The use is either a Dual Occupancy, Secondary Dwelling or Multiple Dwelling; and 4. The charge owed is no more than the maximum capped indexed amount Council could currently levy for an additional dwelling \$30,677.65 in accordance with the Planning Regulation. <p>Council officers consider the above criteria to have been met for this development.</p>
Recommendation:	It is recommended that the outstanding headworks contributions are waived in full.

Application Number:	DA-2008-200
Property Owner:	Roslyn Gunning
Address:	108 Glenella-Richmond Road, Glenella
Description of Development:	Material Change of Use – Dependent Person's Accommodation
Total Headworks Contribution:	\$5,011.20
Request Detail:	<p>The landowner has paid the amount owing as advised by Council officers in response to notification that the charges were due and owing.</p> <p>Due to the age and small scale nature of the development, it is therefore considered unreasonable that Council pursue the remaining balance due to this error.</p>
Recommendation:	It is recommended that the amount of \$1,081.00 of indexation be waived.

Consultation and Communication

There have been ongoing discussions with the affected landowners that have requested that their adopted infrastructure charges and headworks contributions be waived.

Resource Implications

The total loss of revenue is \$54,143.86 which is considered minor in context of the number of outstanding charges that remain outstanding, taking into account the costs that would be associated with pursuing recovery of the outstanding charges.

Risk Management Implications

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Risks associated with recommending the waiver of outstanding charges includes the loss of revenue from infrastructure charges and headworks contributions that would otherwise be budgeted for and used for the funding of trunk infrastructure projects as identified within Council's Local Government Infrastructure Plan Schedule of Works.

Conclusion

Consideration has been given to the circumstances of each development approval, with the recommendations outlined below.

Officer's Recommendation

THAT Council:

1. Waive the headworks charges and indexation associated with DA-2005-160 being a total of \$14,261.02;
2. Waive the adopted infrastructure charges associated with DA-1991-9 and DA-1991-9/A being a total of \$26,115.84;
3. Waive the headworks charges for development approval DA-2007-358 being a total of \$12,686.00; and
4. Waive the indexation applied to headworks charges for development approval DA-2008-200 of \$1,081.00.

Council Resolution ORD-2023-277

THAT Council:

1. Waive the headworks charges and indexation associated with DA-2005-160 being a total of \$14,261.02;
2. Waive the adopted infrastructure charges associated with DA-1991-9 and DA-1991-9/A being a total of \$26,115.84;
3. Waive the headworks charges for development approval DA-2007-358 being a total of \$12,686.00; and
4. Waive the indexation applied to headworks charges for development approval DA-2008-200 of \$1,081.00.

Moved Cr May

Seconded Cr Englert

CARRIED

Mayor Williamson, Crs Englert, Green, Hassan, Jones, Mann and May voted for the Resolution.

Crs Bonaventura, Bella and Seymour voted against the Resolution.

ORDINARY MEETING - 25 OCTOBER 2023

11.5. ENGINEERING AND COMMERCIAL INFRASTRUCTURE

11.6. CORPORATE SERVICES

11.6.1. BUDGET REVIEW - SEPTEMBER 2023-2024

Author Chief Financial Officer (Chris Molyneaux)
Responsible Officer Director Corporate Services (Angela Hays)
File Reference 2023-2024 Budget Review

Attachments

- 1. Summary Fees & Charges Changes 2023-24 v 3 [11.6.1.1 - 2 pages]
- 2. Statement of Income and Expenses 10 Yr SBR [11.6.1.2 - 1 page]
- 3. Statement of Financial Position 10 Yr SBR [11.6.1.3 - 1 page]
- 4. Statement of Cashflow 10 Yr SBR [11.6.1.4 - 1 page]
- 5. Statement of Changes in Equity 10 Yr SBR [11.6.1.5 - 1 page]
- 6. Ratios 10 Yr SBR [11.6.1.6 - 1 page]

Purpose

To present the 2023-2024 first quarter budget review.

Related Parties

Nil.

Corporate Plan Linkage

Ethical Decision-Making and Good Governance - We are committed to keeping our community informed about our activities and performance and employing robust governance policies and procedures to ensure legislative compliance and organisational integrity.

Planned Capital and Forecasting - Our planned capital and operational projects are delivered with agility in the line with our business needs.

Background/Discussion

In accordance with section 170(3) of the *Local Government Regulation 2012*, Council may by resolution, amend the budget for a financial year at any time before the end of the financial year.

Following completion of the first quarter of the financial year, it is timely to review the budget, for any known variations, to better reflect the forecasted closing position for the 2023-2024 financial year.

The revised budget proposed for adoption with this report is summarised as follows:

Operational

Revenue

Category	Amount	Comments
Recurrent grants, subsidies, contributions and donations	\$262,539	Additional grants income to be recognised for Neighbourhoods Centres \$212K; and for the Coastal Hazard Adaption Study \$46K.

ORDINARY MEETING - 25 OCTOBER 2023

Other recurrent income	\$215,584	Additional revenue forecast as responsibility for the operations of the Stadium transitions to MRC (revenue income is offset in materials and services).
Fees and charges	\$212,823	Additional income recognised for returning parking compliance to previous levels \$136K; and higher than predicted use of camping grounds \$50K.
Rental Income	(\$65,200)	Reduction in anticipated lease income this financial year.
Sales contracts and Recoverable works	(\$150,000)	A review has indicated that recoverable works from Street Trees in new developments will be lower than previously predicted.
Operational Income in Capital Projects	\$366,628	Net operational income increased due to the recognition of grants income.
	\$842,374	Total operating revenue adjustments

Total revenue is forecasted to favourably increase by \$842K, with adjustments to fees & charges, rentals income, recoverable works, grants & subsidies, and other operating income.

It should be noted that adjustments to grants & subsidies and some fees and charges for events has a corresponding increase or decrease in expenses.

Expenses

Category	Amount	Comments
Employee Benefits	\$1,362,419	Reduction in expenditure due to staff vacancies across Council and time required to fill vacant positions in the current economic climate.
Materials and Services	(\$711,420)	Additional need for contractors in our outdoor programs to offset staff vacancies \$385K. Recognition of increased electricity costs \$324K and additional Payroll and fringe benefits tax \$300K. Savings in TDIP Asset data collection costs \$245K offset some expenses.
Finance Costs	(\$3,554,878)	Recognition of finance costs related to the provision of funds to support the aftercare and rehabilitation of landfill sites in future years.
Depreciation	(\$3,273,067)	The value of council's assets increased as a result of recent valuations, which requires adjustments to depreciation and amortisation to recognise the adjusted cost of the asset over its useful life.
Operational Expenses in Capital Projects	(\$348,578)	Changes have been made to reflect timing and forecasted spending of capital projects. Increases in some areas are mostly offset by savings in other areas, with a net operational increase related to recognition of landscaping costs.
	(\$6,525,524)	Total operating expenditure adjustments

Operating expenditure is forecasted to increase overall by \$6.5M. Most of the expenditure is associated with increases in depreciation and the recognition of finance costs associated with rehabilitation provisions. Other cost increases and part of depreciation and finance costs are offset by savings in employee benefits costs.

	Original Budget \$'000	Current Amended Budget \$'000	September Budget Review Adjustment \$'000	Amended Budget \$'000
Operating Revenue	\$292,143	\$292,194	\$842	\$293,036
Operating Expense	(\$291,592)	(\$291,935)	(\$6,525)	(\$298,460)
Operating Surplus/(Deficit)	\$551	\$259	(\$5,683)	(\$5,424)

ORDINARY MEETING - 25 OCTOBER 2023

As a result of the above movements in revenue and expenses, MRC's forecasted operating result will change to report a deficit of \$5.4M.

Capital Projects

Project	Capital Expenditure Amount	Operational Expenditure Amount	Capital Income Amount	Operational Income Amount
New Projects	(\$448,029)	\$0	\$0	\$0
Project Adjustments	(\$7,398,087)	(\$667,644)	(\$295,783)	\$366,628
Project Savings	\$2,657,773	\$1,607	(\$1,818,447)	\$0
Projects Deferred	\$5,138,714	\$317,459	\$581,361	\$0
TOTAL	(\$49,629)	(\$348,578)	(\$2,695,591)	\$366,628

Capital projects expenditure is forecast to increase overall by \$398K. This is made up of savings and deferrals of \$8.1M offset by additional capital project expenditure \$8.5M. It should be noted that \$5.4M of expenditure is being deferred to next financial year in line with expected delivery timeframes.

Overall capital projects revenue is decreasing by \$2M as a result of net grant income adjustments from existing and deferred projects.

	Original Budget \$'000	Current Amended Budget \$'000	September Budget Review Adjustment \$'000	Amended Budget \$'000
Capital project budget	(\$126,548)	(\$123,376)	(\$398)	(\$123,775)
- Capital Expenditure	(\$124,420)	(\$120,636)	(\$50)	(\$120,686)
- Operational Expenditure	(\$2,128)	(\$2,740)	(\$348)	(\$3,089)
Capital Funding budget	\$45,137	\$44,559	(\$2,329)	\$42,230
- Capital funding	\$45,110	\$44,472	(\$2,695)	\$41,776
- Operational funding	\$27	\$88	\$366	\$454

In summary, known changes to the capital works program have been identified and adjusted as detailed above.

Ongoing review of the capital program will continue throughout the year.

Fees and Charges

Council has identified Fees and Charges that required amendment. Changes relate to items that have been made obsolete, resolving errors, and identifying changed services requiring a new fee structure.

*** Refer to attachment - Summary of Fees & Charges Changes 2023-24 ***

Consultation and Communication

The requirements of the capital program are monitored during the financial year, including detailed monthly reporting to Management and Councillors.

ORDINARY MEETING - 25 OCTOBER 2023

Identified changes which require budget amendments will be reviewed by the Executive Leadership Team and presented regularly to Council for approval.

Resource Implications

The revised capital project expenditure program for 2023-2024 has increased by \$398K to \$123.8M.

The Operating Result will change to report a deficit of \$5.4M. This change is mostly as a result of increased depreciation costs resulting from an increase in the value of council's assets, and rehabilitation provisions to set aside funds now to fund the aftercare and rehabilitation of landfill sites in the future. This will continue to be monitored during the remainder of the year.

Risk Management Implications

The budget needs to reflect expected costs of delivery, therefore changes to budgets associated with changes in delivery timing and changes in costs need to be addressed as soon as possible.

This budget review brings to account known variations to the original budget adopted on 21 June 2023 and adjustments throughout the year.

Conclusion

The September 2023-2024 budget review amendments will be included in the current approved budget and become the current amended budget.

The amended budget will be reflected in the October monthly Strategic Financial Report.

The Long-Term Financial Forecast has been updated based on the changes identified in this report and the effect on future forecasts.

Council's current forecasted operating deficit is \$5.4M for the 2023-2024 financial year. Costs and revenue will continue to be monitored.

Capital expenditure delivery is progressing and will continue to be monitored. Known adjustments have been made to the budget to reflect any changes to estimates, current construction market and delivery timing. Capital delivery remains a focus of Council.

Officer's Recommendation

THAT the changes identified in the September budget review be adopted and become the approved amended budget from October 2023.

Council Resolution ORD-2023-278

THAT the changes identified in the September budget review be adopted and become the approved amended budget from October 2023.

Moved Cr May

Seconded Cr Englert
CARRIED UNANIMOUSLY

ORDINARY MEETING - 25 OCTOBER 2023

11.6.2. STRATEGIC FINANCIAL REPORT - SEPTEMBER 2023

Author Chief Financial Officer (Chris Molyneaux)
Responsible Officer Director Corporate Services (Angela Hays)
File Reference Strategic Financial Report

Attachments

1. Strategic Financial Report September Update with OB [11.6.2.1 - 20 pages]

Purpose

To adopt Mackay Regional Council's Strategic Financial Report for the month of September 2023.

Related Parties

Nil

Corporate Plan LinkageFinancial Strength

Ethical Decision-Making and Good Governance - We are committed to keeping our community informed about our activities and performance and employing robust governance policies and procedures to ensure legislative compliance and organisational integrity.

Background/Discussion

Under Part 9, section 204 of the *Local Government Regulation 2012*, the local government is required to prepare a financial report which the Chief Executive Officer presents at a meeting of the local government once a month.

The financial report must state the progress that has been made in relation to the local government's budget for the period of the financial year up to a day as near as practicable to the end of the month before the meeting is held.

Consultation and Communication

Chief Executive Officer, Directors, Acting Manager Financial Services.

Resource Implications

MRC is forecasting an operating surplus of \$0.3M for the 2023/24 financial year. The actual operating result for September 2023 is within the 0% to $\pm 2.99\%$ range, with a favourable variance of \$0.2M against YTD budget.

Risk Management Implications

Variances will be closely reviewed and considered in future budget processes where required. Council revenue and expenditure forecasts are being reviewed as part of the quarterly (September) budget review process, which will be reflected in future strategic monthly reports.

Conclusion

For the period ending September 2023, MRC reported a favourable operating variance of \$0.2M against YTD budget. Operating revenue is reporting slightly above YTD budget, with lower than anticipated rates, levies and charges income being received to date. Higher than anticipated expenditure across MRC is largely attributable to materials and services, specifically contractors, consultants and equipment hire being utilised to meet community service levels while ongoing labour vacancies are experienced.

ORDINARY MEETING - 25 OCTOBER 2023

To date, \$23.5M has been expended in the delivery of Council Projects; \$22.7M capital expenditure and \$0.8M operational expenditure. Council projects includes accrued expenditure for works in progress and associated operational costs expended in the delivery of these works.

Officer's Recommendation

THAT the Strategic Financial Report for September 2023 be received.

Council Resolution ORD-2023-279

THAT the Strategic Financial Report for September 2023 be received.

Moved Cr May

Seconded Cr Englert

CARRIED UNANIMOUSLY

11.6.3. NEW LEASE TO YUWI ABORIGINAL CORPORATION RNTBC - EX TOURIST INFORMATION CENTRE - NEBO ROAD, WEST MACKAY

Author	Commercial Lease & Property Officer (Barb Sauer)
Responsible Officer	Director Corporate Services (Angela Hays)
File Reference	135633-003-SP

Attachments

1. Lease Area Nebo Road Mackay [**11.6.3.1** - 1 page]

Purpose

To approve a new lease for Yuwi Aboriginal Corporation RNTBC (YAC) over an area of approx. 450m², being part of Lot 3 on SP135633, 316 Nebo Road, West Mackay for a period of five (5) years for the purpose of a First Nations Cultural Hub and associated activities to display Yuwi stories, artwork, knowledge, images and artefacts for the local community and tourists.

Related Parties

Mackay Regional Council and Yuwi Aboriginal Corporation RNTBC

Corporate Plan Linkage

Community and Environment

First Nations People - Mackay Regional Council respects the traditional custodians of the lands that make up our region, the Yuwi and Widi people. We also acknowledge all other A&TSI people who call our region home. Council, through our RAP, acknowledges the values, history and culture of our A&TSI people. Council is committed to developing strong relationships with the Traditional Custodians of our land and aims to protect and promote our region and celebrate our histories.

Live and Visit

Live, Visit and Play - We have a diverse mix of accessible spaces to live, visit and play.

Background/Discussion

ORDINARY MEETING - 25 OCTOBER 2023

Mackay Regional Council is trustee over the reserve for Local Government located at 316 Nebo Road, West Mackay. The reserve has a sub purpose of "Tourist" and the former Tourist Information Centre Building is located within the reserve. The building is currently vacant.

Yuwi Aboriginal Corporation have made application for a lease over the building for the purpose of establishing a "First Nations Cultural Hub".

YAC was incorporated in April 2017 and registered as the Native Title Registered Body Corporation in March 2020. YAC operates with participatory membership with 192 current members. Through the YAC strategic plan and workplans for both the Traditional Use of Marine Resources Agreement and Ranger Programs, the importance of Indigenous Tourism has been highlighted for the future of the organisation.

As there is currently no location in the Mackay region that displays Yuwi stories, artwork, images or artefacts YAC wish to establish a premises where they can share their knowledge and tourists, schools and the community can go to view the displays and learn about the rich culture of the Yuwi people.

YAC note the advantages of the site being at the southern entrance to Mackay, thereby capturing tourists as they enter town. The site is also in close proximity to the Australian South Sea Islander Hut and the Torres Strait and First Nation sections in Mackay Regional Botanic Gardens therefore would be the perfect location for a First Nations Hub.

The premises will also be used for board meetings and for the ranger, sea ranger, cultural heritage and TUMRA projects.

Due to the "Tourist" sub purpose of the reserve, some previous enquiries to lease the building were not accepted by Council, as they did not meet the "Tourist" purpose. Council officers are satisfied that the proposed use is consistent with the tourist purpose of the reserve and the Department of Resources offered no objection to the proposed lease.

The lease will be over part of the lot only, with the remainder of the reserve and the public amenities attached to the exterior of the building to be available for use by the general public.

According to Section 236 (1) (b) (ii) of the Local Government Regulation 2012, "a local government may dispose of a valuable non-current asset other than by tender or auction if – the valuable non-current is disposed of to a community organisation."

YAC is a "community organisation" for the purposes of the exception in section 236(1)(b)(ii) of the Local Government Regulation.

Therefore, Council is not required to tender this before leasing the property.

Consultation and Communication

Consultation occurred between representatives of Yuwi Aboriginal Corporation RNTBC., Manager Property Services, Supervisor Land Operations – Property Services, Legal Counsel, Cultural Heritage Officer, Manager Economic Development and Tourism, and Department of Resources.

Resource Implications

All costs incurred in respect of the preparation and lodgement of the lease documentation will be borne by the Lessee.

The lease will be a standard "Trustee" lease inclusive of rental in accordance with the Mackay Regional Council's Community Leasing Policy and other like conditions.

ORDINARY MEETING - 25 OCTOBER 2023

Risk Management Implications

Yuwi Aboriginal Corporation RNTBC are committed to establishing a First Nations Cultural Hub and promoting Indigenous Tourism. Should the lease not be approved, both the community and region would not be able to benefit from the opportunities that arise from activities of the organisation.

Conclusion

That approving a new lease to Yuwi Aboriginal Corporation RNTBC., who are committed to the land, its infrastructure and the local community is the most advantageous outcome to Council and the Community.

Officer's Recommendation**THAT Council**

1. Resolves that an exemption applies under Section 236 (1) (b) (ii) of the Local Government Regulation 2012, "a local government may dispose of a valuable non-current asset other than by tender or auction if – the valuable non-current is disposed of to a community organisation.
2. Council approve a new lease for Yuwi Aboriginal Corporation RNTBC over an area of approx. 450m2 being part of Lot 3 on SP135633 for a period of five (5) years. The rent will be in accordance with the Mackay Regional Council's Community Leasing Policy

Council Resolution ORD-2023-280**THAT Council**

1. Resolves that an exemption applies under Section 236 (1) (b) (ii) of the Local Government Regulation 2012, "a local government may dispose of a valuable non-current asset other than by tender or auction if – the valuable non-current is disposed of to a community organisation.
2. Council approve a new lease for Yuwi Aboriginal Corporation RNTBC over an area of approx. 450m2 being part of Lot 3 on SP135633 for a period of five (5) years. The rent will be in accordance with the Mackay Regional Council's Community Leasing Policy.

Moved Cr Jones**Seconded Cr Englert**
CARRIED UNANIMOUSLY

ORDINARY MEETING - 25 OCTOBER 2023

11.6.4. FOOTBALL QUEENSLAND - ADDITIONAL LEASE AREA

Author Land and Property Officer (Jacinta Pollock Bonnett)
Responsible Officer Director Corporate Services (Angela Hays)
File Reference Current Securities Lease 292 10 Hewitt Way GLENELLA QLD 4740

Attachments

1. FQ Current & Proposed Lease Area [11.6.4.1 - 1 page]
2. FQ Master Plan [11.6.4.2 - 1 page]

Purpose

To approve a new lease for a term of ten (10) years to Football Queensland Ltd (FQ) over approximately 193,966sqm being part of Lot 7 on SP271086, known as 10 Hewitt Way, Glenella to incorporate the existing Lease Agreement and additional 23,366sqm to the east, and surrender the existing Lease.

Related Parties

Football Queensland Ltd

Corporate Plan LinkageLive and Visit

Live, Visit and Play - We have a diverse mix of accessible spaces to live, visit and play.

Places and Spaces - We provide well planned and designed places, facilities and infrastructure that meet the needs of our residents and visitors.

Background/Discussion

In October 2014 Council entered into a lease with Mackay & Regional Football Zone Inc over part of Lot 7 on SP271086, now known as 10 Hewitt Way, Glenella, after they were requested to relocate from Barbour Park by the Mackay Airport. The incorporation established the site, building the facility which has female, male & disabled toilets, change rooms, kitchen / kiosk, clubhouse and developed fields (4 seniors, 15 + juniors).

FQ were assigned the lease from Mackay & Regional Football Zone Inc in January 2022. FQ has continued to grow the sport within the Mackay Region and have developed a master plan for the premises.

Patrons have identified the insufficient carparking as an inconvenience and safety issue. FQ have developed the future plans around this feedback and propose the land to the east of the current lease area would be appropriate for parking.

According to Section 236 (1) (b) (ii) of the Local Government Regulation 2012, "a local government may dispose of a valuable non-current asset other than by tender or auction if – the valuable non-current asset is disposed of to a community organisation."

Therefore, Council is not required to tender this before approving a new Lease Agreement.

Consultation and Communication

Representatives of Football Queensland Ltd, Land and Road Use Committee, Manager Transport and Drainage Infrastructure Planning, Manager Property Services, Land Operations Supervisor, Commercial Lease and Property Officer, Land and Property Officer, Sport and Recreation Development Officer

ORDINARY MEETING - 25 OCTOBER 2023

Resource Implications

All costs incurred in respect to the preparation and lodgement of the lease documents to be borne by the Lessee.

The lease will be a standard community lease, inclusive of rental in accordance with the Mackay Regional Council's Community Leasing Policy and other like conditions.

Risk Management Implications

FQ holds a successful history within the Mackay Region, and have shown their commitment to the land, its infrastructure and the local community. The additional areas will provide a benefit to their patrons and increase safety.

Conclusion

The approval of a new ten (10) year lease to include the current lease area and additional area to FQ, who have shown their commitment to the land, its infrastructure and the local community, is the most advantageous outcome to Mackay Regional Council.

Officer's Recommendation**THAT Council**

1. Resolves that an exemption applies under Section 236 (1) (b) (ii) of the Local Government Regulation 2012, "a local government may dispose of a valuable non-current asset other than by tender or auction if – the valuable non-current is disposed of to a community organisation."; and
2. Approves a new lease for a term of ten (10) years to Football Queensland Ltd (FQ) over approximately 193,966sqm being part of Lot 7 on SP271086, known as 10 Hewitt Way, Glenella to incorporate the existing Lease Agreement and additional 23,366sqm to the east, and surrender the existing Lease.

Council Resolution ORD-2023-281**THAT Council**

1. Resolves that an exemption applies under Section 236 (1) (b) (ii) of the Local Government Regulation 2012, "a local government may dispose of a valuable non-current asset other than by tender or auction if – the valuable non-current is disposed of to a community organisation."; and
2. Approves a new lease for a term of ten (10) years to Football Queensland Ltd (FQ) over approximately 193,966sqm being part of Lot 7 on SP271086, known as 10 Hewitt Way, Glenella to incorporate the existing Lease Agreement and additional 23,366sqm to the east, and surrender the existing Lease.

Moved Cr Green

Seconded Cr Englert
CARRIED UNANIMOUSLY

ORDINARY MEETING - 25 OCTOBER 2023

12. RECEIPT OF PETITIONS**12.1. PETITION - OFF LEASH DOG PARK FOR SLADE POINT**

Author Chief Executive Officer (Scott Owen)
Responsible Officer Chief Executive Officer (Scott Owen)
File Number Dog Off Leash

Attachments 1. Petition - Off Leash Dog Park for Slade Point [12.1.1 - 4 pages]

Purpose

A petition was received by Council on the 9 October 2023 and relates to a request to provide an off-leash dog park for the Slade Point area utilising the undeveloped reserve adjacent to Wren Street Oval Park

Related Parties

Listed petitioners per the attached petition.

Corporate Plan Linkage

N/A

Background/Discussion

In terms of Council's Standing Orders, where a petition is put to a meeting no debate is undertaken on the petition itself, with the only motion which may be moved being:

- (a) the petition be received, and consideration stand as an order of the day for:
 - (i) the meeting; or
 - (ii) a future meeting; or
- (b) the petition be received and referred to the Chief Executive Officer for consideration and a report to the local government; or
- (c) the petition not be received.

The petition meets the requirements as per the Standing Orders, in that it is legible and has more than 25 signatures.

Consultation and Communication

That the petitioners, through their lead petitioner, be informed that Council acknowledges receipt of the Petition and that it has been accepted as a formal submission. The issues raised will be addressed in the report to be tabled before Council in the future.

Resource Implications

NIL at this stage as the recommendation relates only to the preparation of a report on the matter.

Risk Management Implications

NIL.

ORDINARY MEETING - 25 OCTOBER 2023

Conclusion

It is proposed that as the petition meets the necessary requirement for consideration by Council, that the petition be referred to the Chief Executive Officer for a report to be prepared for further consideration by Council.

Officer's Recommendation

THAT the petition be received and referred to the Chief Executive Officer for a report to be prepared for consideration by Council which investigates the issues identified within the petition.

THAT the principle petitioner be advised of Council's determination.

Council Resolution ORD-2023-282

THAT the petition be received and referred to the Chief Executive Officer for a report to be prepared for consideration by Council which investigates the issues identified within the petition.

THAT the principle petitioner be advised of Council's determination.

Moved Cr Jones

Seconded Cr Hassan
CARRIED UNANIMOUSLY

13. TENDERS

14. CONSIDERATION OF NOTIFIED MOTIONS

Nil.

15. PUBLIC PARTICIPATION

Nil.

16. LATE BUSINESS

Nil.

17. CONFIDENTIAL REPORTS

17.1. APPROVED SPONSORSHIP UNDER THE INVEST MACKAY EVENTS CONFERENCE ATTRACTION PROGRAM - SEPTEMBER 2023

Confidential

Confidential Report to be forwarded separately.

This report is **CONFIDENTIAL** in accordance with the Section 254J (3) (c) of the *Local Government Regulation 2012* which permits the meeting to be closed to the public to discuss a matter **relating to Council's budget**.

Council Resolution ORD-2023-284

MACKAY REGIONAL COUNCIL

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ORDINARY MEETING - 25 OCTOBER 2023

THAT the sponsorship approved under the Invest Mackay Events and Conference Attraction Program are noted.

Moved Cr May

Seconded Cr Englert
CARRIED UNANIMOUSLY

**17.2. DRAFT MINUTES - INVEST MACKAY EVENTS AND CONFERENCE ATTRACTION PROGRAM
ADVISORY COMMITTEE - 3 OCTOBER 2023**

Confidential

Confidential Report to be forwarded separately.

This report is **CONFIDENTIAL** in accordance with the Section 254J (3) (c) of the *Local Government Regulation 2012* which permits the meeting to be closed to the public to discuss a matter **relating to Council's budget**.

Council Resolution ORD-2023-285

THAT the draft minutes of the Invest Mackay Events and Conference Attraction Program Advisory Committee meeting dated 3 October 2023 be received.

AND THAT funding is approved as recommended by the Invest Mackay Events and Conference Attraction Program Advisory Committee for Item 10.1.

AND THAT funding is approved as recommended by the Invest Mackay Events and Conference Attraction Program Advisory Committee for Item 10.2.

AND THAT funding is approved as recommended by the Invest Mackay Events and Conference Attraction Program Advisory Committee for Item 10.3.

Moved Cr Hassan

Seconded Cr Mann
CARRIED UNANIMOUSLY

**17.3. APPROVED CONCESSIONS UNDER THE FACILITATING DEVELOPMENT IN THE MACKAY
REGION POLICY - SEPTEMBER 2023**

Confidential

Confidential Report to be forwarded separately.

This report is **CONFIDENTIAL** in accordance with the Section 254J (3) (c) of the *Local Government Regulation 2012* which permits the meeting to be closed to the public to discuss a matter **relating to Council's budget**.

Council Resolution ORD-2023-286

ORDINARY MEETING - 25 OCTOBER 2023

THAT the concessions approved under the Facilitating Development in the Mackay Region Policy are noted.

Moved Cr Hassan

Seconded Cr Mann

CARRIED UNANIMOUSLY

18. MEETING CLOSURE

Meeting closed at 11:02 am.

19. FOR INFORMATION ONLY

19.1. DEVELOPMENT APPLICATIONS - SEPTEMBER 2023

19.2. BUILDING WORKS STATISTICS - SEPTEMBER 2023

Nil

Confirmed on Wednesday

MAYOR

8. BUSINESS ARISING OUT OF PREVIOUS MINUTES
UPDATE ON QUESTIONS ARISING FROM COUNCIL MEETING – 25 OCTOBER 2023

AGENDA ITEM	MATTER	RESPONSE
11.4.2	Facilitating Development in the Mackay Region Policy – Xanth Lodge – 62 Smalley's Beach Road, Cape Hillsborough	<p>Question on Notice - CR Bonaventura asked what size and type of water main runs along Cape Hillsborough Road, have there been any reliability issues with that main line, and do we anticipate the life span of that services, similar to others which is around 80 years to be the same.</p> <p>Response The water main in question is a HDPE 63mm poly pipe that was installed in 2017. This asset nominally has an asset life of 60 years which is less than a PVC water main. There have been no apparent additional maintenance requirements with this main as compared to any other similarly aged water main assets up until this point in time</p>

9. MAYORAL MINUTES

10. CONSIDERATION OF COMMITTEE REPORTS & RECOMMENDATIONS

10.1. LOCAL DISASTER MANAGEMENT GROUP (LDMG) MINUTES - 10 OCTOBER 2023

Author Emergency Management Co-ordinator (Kristie Brown)
Responsible Officer Director Community Services (Janine McKay)
File Number LDMG

Attachments 1. MINUTES - LDMG Meeting - 10 October 2023 [10.1.1 - 4 pages]

Purpose

To present to Council the Local Disaster Management Group (LDMG) Minutes of the meeting held on 10 October 2023 for information purposes.

Related Parties

n/a

Corporate Plan Linkage

Priority: Community Health & Wellbeing

Strategy: Disaster preparedness - Build community preparedness and responsiveness to emergencies and natural disasters.

Officer's Recommendation

THAT the Minutes of the Local Disaster Management Group Meeting of 10 October 2023 be received.

Council Resolution ORD-2023-290

THAT the Minutes of the Local Disaster Management Group Meeting of 10 October 2023 be received.

Moved Cr May

Seconded Cr Englert

CARRIED UNANIMOUSLY

MACKAY LOCAL DISASTER MANAGEMENT GROUP MEETING

Monday, 10 October 2023, 9.00am

MRC: Reception Room & Microsoft Teams Teleconference

MINUTES

Meeting Opened: 9:02am

ATTENDEES	
AGENCY	NAMES
Mackay Regional Council	Cr Greg Williamson
	Scott Owen
	Cr Karen May
	Cr Fran Mann
	Jason Devitt
	Angela Hays
	Janine McKay
	Kristie Brown
	Aletta Nugent
	Mark Sleeman
	Brenton Niemz
	Vicki Booth
Dalrymple Bay Coal Terminal	Sam Franettovich
Department of Communities, Housing and Digital Economy	Scott Green
Department of Transport and Main Roads (TMR)	Priyanga Senanayaka
Mackay Airport	Philip Clark
Mackay Hospital and Health Service (MHHS)	Claire Molloy
Marine Safety Queensland	Matthew Cummings
North Queensland Bulk Ports	Anthony Lee
Queensland Fire and Emergency Services (QFES)	Darryl Youngberry, Geoff Dimond
Queensland Police Service (QPS)	Jeremy Novosel, Mark Leyer
Rural Fire (QFES)	Andrew Houley, Kim Polzin
State Development, Infrastructure, Local Government & Planning	Yolande Smith
Sunwater	Jason Smith
The Salvation Army	David Dobbie
Reef Catchments	Katrina Dent
Mackay Regional Council Guest Speakers	Vivian Luxton, Max Corte, Tracie Harvison

APOLOGIES	
AGENCY	NAMES
Mackay Regional Council	Cr Justin Englert
Department of Education	Rod Wood
Ergon	Dan Chilcott, Dan Werthenbach, Jade Hammer
Marine Safety Queensland	Jason Britton
NBN Co	Mick Allen
North Queensland Primary Health Network	Nicola Hall, Karin Barron
Queensland Fire and Emergency Services (QFES)	Carla Duck
Queensland Police Service (QPS)	Mitch Benson
Red Cross	Sharon Schoneveld
State Development, Infrastructure, Local Government & Planning	Nikki Wright
State Emergency Services (SES)	Alex McPhee

TOPIC	
1	<p>WELCOME – Chair – Mayor, Cr Greg Williamson</p> <p>The Chair thanked everyone for their attendance at this LDMG meeting and acknowledged the Traditional Custodians of the land we met and in the Mackay region this is the Yuwi people.</p> <p>Additional Apologies noted above.</p>
2.	<p>MINUTES OF PREVIOUS MEETING</p> <ul style="list-style-type: none"> No business arising from the minutes dated 3 July 2023. <p>Moved: Cr Karen May Seconded: Cr Fran Mann CARRIED</p>
3.	<p>ACTION LIST</p> <p>Nil</p>
4.	<p>CORRESPONDENCE</p> <p>Outwards correspondence was received and noted by the LDMG.</p>
AGENDA ITEMS:	
5.	<p>BUSHFIRE SEASON UPDATE RURAL FIRE (QFES) – Andrew Houley, Kim Polzin</p> <p>Attendees watched the latest Climate Outlook – Overview—Outlook video – Climate Outlooks (bom.gov.au)</p> <ul style="list-style-type: none"> Mackay sitting below average with higher soil moisture levels (compared to further down south) Wet winter which was unseasonal Soil moisture reasonable with grass growing Rain delayed some planned burns, mitigation works still being undertaken Resourcing is good including appliances and equipment Well prepared communities – impressed on how people are upkeeping their properties from a fire threat point of view Chair asked from DDMG's prospective do you have an overview of the situation – Mark responded that they receive an overview from Andrew incorporating Issac and Whitsundays, they keep in close contact with adjoining areas and QFES Rural Fire and are up to date Chair asked - what we should be doing? <ul style="list-style-type: none"> Fundamentals: <ul style="list-style-type: none"> Cleaning of gutters Removing dead long grass away from your assets eg Caravan, house etc Be familiar with our website as it has a lot relevant information - Bushfires Queensland Fire and Emergency Services (qfes.qld.gov.au) <ul style="list-style-type: none"> prepare a bushfire survival plan Bushfire Planning Queensland Fire and Emergency Services (qfes.qld.gov.au) Monitor Fire danger ratings Manage accordingly Education – QFES have been campaigning for 6 weeks on all social media platforms <ul style="list-style-type: none"> Repetitive messaging Cr May asked a question in regards to fire risks in certain areas – Andrew will follow up offline <p>Chair thanked Andrew and Fiona for coming along to the meeting and providing an overview of our position. Reminder to all agencies not to become complacent and share relevant information at every opportunity.</p>
6	<p>2023 FIRE SEASON (MRC) – Vivan Luxton, Max Corte, Tracie Harvison</p> <p>Queensland has recently been issued with the highest fire danger ratings since 2018</p> <p>El Nino announced by Bureau of Meteorology late September.</p> <ul style="list-style-type: none"> Chair asked – Need to identify what could catch us unprepared <ul style="list-style-type: none"> Responses: <ul style="list-style-type: none"> Look at biggest risk factors – <ul style="list-style-type: none"> what mitigation planned for to enhance resilience public information sharing community reference groups to flow information out to relevant agencies

	<ul style="list-style-type: none"> ▪ Good to advertise all disasters with key focal when needed subject to disaster event ▪ Council - establishment of firebreaks <ul style="list-style-type: none"> • inspections are BAU as part of our mitigation plan ▪ Fire Management Group active in our region <p>Summary of MRC Bushfire Mitigation Plan presentation by Vivian Luxton</p> <p>Strong media campaign leading up to Disaster Ready Saturday on Saturday 4th November which incorporates all disasters – Fire, Flood, Cyclone, Heatwave</p>
7	<p>MACKAY LOCAL DISASTER MANAGEMENT PLAN - LDMP</p> <ul style="list-style-type: none"> ▪ Feedback was sought from the LDMG and the plan has now been updated ready for endorsement of the group. Thank you to the members/ agencies who provided feedback. <p>RECOMMENDATION</p> <p>THAT the Mackay Local Disaster Management Plan be endorsed by the LDMG membership and that the LDMP be forwarded to Mackay Regional Council for formal approval on 25th October 2023</p> <p>Moved: Anthony Lee Seconded: Cr Karen May</p>
8	<p>REPORTING: Agency Status Reports</p> <p>Mater Private Hospital, Mackay HHS, Maritime safety Queensland, North Queensland Bulk Ports, Queensland Fire and Emergency Services, State Emergency Services and MRC Emergency Management submitted status reports. No further updates were noted.</p> <p>Chair called for any adhoc reports from attendees:</p> <ul style="list-style-type: none"> • Mackay Airport, Phil Clark <ul style="list-style-type: none"> ◦ Exercise Southern Overrun 2023 went really well and received valuable feedback. I would like to thank all attendees that gave their time. • QPS, Mark Lewer <ul style="list-style-type: none"> ◦ Transformation with QPS/QFES/SES/VMR is progressing ◦ 70 Emergency Management staff move to QPS in the next couple of weeks <ul style="list-style-type: none"> ▪ No change to their roles, functions ◦ SES and VMR will move over in 2024 <ul style="list-style-type: none"> ▪ Main messages given – no degradation of positions, same uniforms/cars/offices
9	<p>Proposed Meeting Dates for 2024:</p> <ul style="list-style-type: none"> ▪ Monday, 29th January ▪ Monday, 25th March ▪ Monday, 17th June ▪ Monday, 9th September ▪ Monday, 2nd December <p>Public Holidays 2024 – 26 Jan Australia Day, 29 Mar- 1 April Easter, 25 April Anzac, 6 May Labour Day, 20 June Mackay Show Holiday, 7 October Kings Birthday.</p> <p>School Holidays 2023 – Returns 22 Jan, 29 March to 14 April, 21 June to 7 July, 14-29 Sept, 14 Dec</p> <p>RECOMMENDATION</p> <p>To be accepted by LDMG – Please add these dates to your calendars</p> <p>Moved: Anthony Lee Seconded: Kristie Brown</p>
10	<p>GENERAL BUSINESS:</p> <ul style="list-style-type: none"> ▪ Disaster Ready Saturday (formally known as Cyclone Saturday) event being held at Caneland Central on 4th November 2023, outside Target from 9am-1pm. Event opened up this year to include agencies outside of emergency services. Thirteen agencies across LDMG and Recovery Groups have registered. ▪ Disaster Management Training for LDMG Members: <ul style="list-style-type: none"> ◦ It is important that if you are a representative on the LDMG for your organisation (primary or proxy) you must have the necessary training and skills to do so. <ul style="list-style-type: none"> ▪ those of you who are unsure about what training you may have completed please contact EMC, QFES Carla Duck – Carla.duck@qfes.qld.gov.au
11	<p>NEXT MEETING</p>

	<ul style="list-style-type: none"> ▪ Monday, 4th December <p>Future Meetings:</p> <ul style="list-style-type: none"> ▪ Monday, 29th January ▪ Monday, 25th March ▪ Monday, 17th June ▪ Monday, 9th September ▪ Monday, 2nd December <p><u>School Holidays 2023</u> – 8 December</p> <p><u>Public Holidays 2024</u> – 26 Jan Australia Day, 29 Mar- 1 April Easter, 25 April Anzac, 6 May Labour Day, 20 June Mackay Show Holiday, 7 October Kings Birthday.</p> <p><u>School Holidays 2024</u> – Returns 22 Jan, 29 March to 14 April, 21 June to 7 July, 14-29 Sept, 14 Dec</p> <p>Chair thanked both online and in person members for their attendance at the meeting.</p>
12	MEETING CLOSE – 10.09am

10.2. DRAFT MINUTES - SUSTAINABILITY ADVISORY COMMITTEE MEETING - 3 NOVEMBER 2023

Author Executive Manager Strategic Planning (Jaco Ackerman)
Responsible Officer Director Planning, Growth & Sustainability (Aletta Nugent)
File Reference SPSUS-002

Attachments 1. Draft Minutes - Sustainability Advisory Committee Meeting - 3 November 2023 [10.2.1 - 5 pages]

Purpose

For Council to receive the draft minutes of the Sustainability Advisory Committee meeting held on 3 November 2023.

Related Parties

- Linked Group Services - Jason Sharam
- Dalrymple Bay Coal Terminal (DBCT) – Ricci Churchill
- North Queensland Bulk Ports (NQBP) – Odette Langham
- Sugar Research Australia (SRA) – Dylan Wedel
- Reef Catchments – Katrina Dent
- Tyson Willoughby
- Alison Adair
- Judith Wake

Corporate Plan Linkage

Community and Environment

Sustainable Practices - We are responsible and active custodians of our natural environment, with future targets and commitments aimed at driving us towards a cleaner, greener and more sustainable region. Climate change will continue to be a consideration in forward planning and we will continue to implement sustainability initiatives in council operations.

Officer's Recommendation

THAT the draft minutes of the Sustainability Advisory Committee meeting held on 3 November 2023 be received.

Council Resolution ORD-2023-291

THAT the draft minutes of the Sustainability Advisory Committee meeting held on 3 November 2023 be received.

Moved Cr May

Seconded Cr Jones

CARRIED UNANIMOUSLY



Minutes Sustainability Advisory Committee

Purpose:	Provide executive oversight and support for implementation of the Environmental Sustainability Strategy 2017-2025 .		
Date:	Friday, 3 November 2023	Time:	9.30am
		Venue:	Council Chambers
Chairperson:	Cr Karen May		
MRC Attendees:	Cr Michelle Green Director Planning, Growth & Sustainability - Aletta Nugent Executive Manager Parks & Open Spaces - Max Corte Executive Manager Strategic Planning – Jaco Ackerman Principal Planner - Philip Grobler Sustainability Advisor - Michael Hewerdine Senior Strategic Planner – Vivian Luxton		
External Representatives:	Manager Risk & Environment Dalrymple Bay Coal Terminal - Ricci Churchill Managing Director Linked Group Services - Jason Sharam (arrived 9.54am) CEO Reef Catchments - Katrina Dent Managing Director Linked Group Services - Jason Sharam Individual Representative - Judith Wake Individual Representative - Tyson Willoughby Manager Environment North Queensland Bulk Ports – Odette Langham (via MS Teams)		
Apologies:	Cr Alison Jones (Deputy Chairperson) District Manager Sugar Research Australia - Dylan Wedel Environmental Coordinator North Queensland Bulk Ports - Luke Galea Individual Representative - Alison Adair		

Item No. / Requestor		Discussion	Actions
1.	Standing Item	Welcome, Acknowledgement of Country & Apologies	
	1.1	<ul style="list-style-type: none"> Cr Karen May conducted Acknowledgement of Country 	



2.	Standing Item	Conflicts of Interest Declaration	
	2.1	<ul style="list-style-type: none"> Nil declared. 	
3.	Standing Item	Adoption of Previous Minutes	
	3.1	<ul style="list-style-type: none"> Minutes of Sustainability Advisory Committee meeting of 18 August 2023 was received by Council on 27 September 2023 - noted and accepted as is. 	
4.	Standing Item	Outstanding Action Items	
	4.1	<ul style="list-style-type: none"> Nil. 	
5.	Standing Item	Strategic Funding Opportunities	
	5.1	<ul style="list-style-type: none"> Nil. 	
6.	Standing Item	Presentations	
	6.1	<p>Mackay Regional Council - Greening Strategy – Vivian Luxton</p> <p>Discussion:</p> <ul style="list-style-type: none"> Trees planted as part of National Tree Day (i.e. 2,500 in Finch Hatton) was excluded from figures in presentation (81 planted). Judith noted the importance of considering the choice of trees to be replanted, and using local native plants in Mackay region. Invited MRC to tap into knowledge of Native Plants QLD. Mackay Natural Environment Centre (MNEC) is working with Native Plants QLD regarding native plants. Max noted that Council is close to getting trees into the ground, based on the actions identified through the Greening Strategy. Aletta noted the shift made within Council business operations to ensure replacement of trees. Katrina advised that Reef Catchments have partnered with Alluvium on riparian vegetation restoration, including the estimated value of vegetation loss in riparian areas. A report is being finalised and Reef Catchments will consider long term actions. Ricci congratulated MRC on setting targets for canopy cover and tree numbers in the Greening Strategy. DBCT are looking at next funding programme and Green Strategy projects could be considered. Judith noted that care should be taken in peri-urban areas where sugarcane was removed, and making way for replacement by weed type species and encroaching on natural vegetation. The 'Gardens for Wildlife' programme (part of the Greening Strategy projects) is not restricted to any particular area and program. Judith noted the tourism benefit of native plants also needs to be considered. 	<p>MRC to forward 'Gardens for Wildlife' information to:</p> <ul style="list-style-type: none"> Ricci Churchill so program can be promoted across DBCT organisation. Katrina Dent so program can be promoted across Reef Catchments network.



6.2	Reef Catchments Activities in 2023 – Katrina Dent Discussion: <ul style="list-style-type: none"> Cr May queried statement on Plane Creek in the Preparing Australian Communities (PAC) project, which is identified as critical location where erosion threatened volumes of fine sediment that would impact Reef water quality. Katrina advised that sediment loss in last 5 years is higher than anticipated but the cause is unknown. Cr May suggested the change in sediment might be because water is no longer being received or taken from Middle Creek Dam for human consumption. Plane Creek mill still draw on this water supply. Katrina will take that information back to consultant. Tyson queried if Reef Catchments are concerned about the impact of the proposed Pumped Hydro. Katrina advised that environmental impacts not clear yet, however supportive of sourcing renewable energy. It will take time to compile and review information to consider impacts. Tyson suggested there may be opportunity to get funding from QLD Hydro to offset negative impacts of the project in the region. 	
7.	Standing Item	Agenda Items
7.1	<ul style="list-style-type: none"> Nil. 	
8.	Standing Item	General Business
8.1	<u>Stakeholder updates</u> <u>DBCT</u> <ul style="list-style-type: none"> DBCT is a member of the Mackay-Whitsunday-Isaac Healthy Rivers to Reef partnership. Data collection project is delivering results to improve reporting on condition of waterways. DBCT signed another 3-year funding agreement for data collection. DBCT hosted the MRC Waste Services team to share learning on waste. DBCT is in the final stages of developing a waste management strategy. Starting next 5-year cycle of project planning. DBCT has appointed a new Manager in Sustainability. DBCT celebrates its 40-year anniversary this year, and hosted different tours and opportunities to share terminal with community. Consultants starting a biodiversity assessment to look at natural capital and what it means for DBCT. <u>Reef Catchments</u> <ul style="list-style-type: none"> See presentation (refer 6.2) <u>Sugar Research Australia</u> <ul style="list-style-type: none"> No update. 	Distribute presentation with minutes



	<p><u>Linked Group Services</u></p> <ul style="list-style-type: none"> • Solar powered pontoon boat now in water and working. Working with Blacker Marine who are local qualified boat builders on the project. Interest from a local tourism operator who is looking at purchasing a 40-seat boat. There is also interest from an operator in Cairns. • Deployed first rapid charge electric car charger for NRMA. Other clients also investigating to purchase product. • Put up multiple solar power carports including for CQ Field Mining Services, businesses in Cairns, Cooktown and locations in central Australia. • Working with Endura Hydrogen on fuel cell solutions. Working on a prototype, with hydrogen as back up power source. • Jason is now member of the Minister's Manufacturing Committee. Committee is meeting in Mackay soon and Minister will tour the Linked Group Services operations. Working groups have been formed as part of committee and Jason is part of net zero working group. • Working on a solar hybrid skid for communication tower resilience. <p><u>NQBP</u></p> <ul style="list-style-type: none"> • New CEO, Brendan Webb has started. • Board has recently approved ESC Climate Road Map and engaged an Energy Specialist, Renee McGlashan. Renee will attend SAC meetings as NQBP representative moving forward. • Focusing on natural capital in large land holdings. <p><u>MRC</u></p> <p>Cr Green</p> <ul style="list-style-type: none"> • Recently toured Space Orbital Launch pad in Bowen owned by Gilmore Space Technologies. It is a great economic diversification project in the region. Globally, there has never been a successful first launch of a rocket, however the rocket has advanced sensors to provide information on what needs to be improved for a next successful launch. <p>Michael Hewardine</p> <ul style="list-style-type: none"> • Carbon sequestration have been included as consideration in internal Energy & Carbon Management Plan • Supports use of locally grown native plants in vegetation initiatives. <p>Philip Grobler</p> <ul style="list-style-type: none"> • Environmental Sustainability Strategy 2017-2025 has 42 actions, with 70% completed or in progress. • Coastal Hazard Adaptation Strategy is on public consultation to 5 November 2023, and there is a public consultation session at Canelands Shopping Centre on Saturday, 4 November 2023. • Energy & Carbon Management Plan – Council is starting a journey to 2030 on improving energy management and reducing carbon emissions. 	
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		<ul style="list-style-type: none"> Reef Guardian Councils – Council is member of Reef Guardian Councils, and recent Executive Committee held on 18-19 Oct 2023, showed the range of collectively actions across QLD coastal reef councils. <p><u>Individual Representatives</u></p> <p>Judith Wake</p> <ul style="list-style-type: none"> QLD Water and Landcare hosting QLD Landcare awards. PCL has come along in last few years with organisation, working in Eungella at Crediton Hall, platypus surveys and working with Quolls. Native Plants QLD report show increased plant sales - now selling more plants through Botanic Gardens than at their plant sale events. <p>Tyson Willoughby</p> <ul style="list-style-type: none"> Noticed an increase in community interest in native plants. Impressed with MRC's 'Gardens for Wildlife' program. Interested in finding ways to engage renters in taking advantage of free native plants. 	
9.	Standing Item	Next Meeting	
	9.1	<ul style="list-style-type: none"> TBC in 2024 	

10.3. DRAFT MINUTES - HERITAGE REFERENCE GROUP - 30 OCTOBER 2023

Author	Executive Manager Strategic Planning (Jaco Ackerman)
Responsible Officer	Director Planning, Growth and Sustainability (Aletta Nugent)
File Reference	SPLP-031

Attachments

1. Draft Minutes - Heritage Reference Group - 30 October 2023 [**10.3.1** - 2 pages]

Purpose

To receive the draft minutes of the Heritage Reference Group meeting held on 30 October 2023.

Related Parties

- Sandra Field
- Steven Pritchard
- Jean Turvey
- Christine Vaughan
- Kate Large
- Nicholas McDougall
- Beverley Currie
- Sandra Amooore

Officer's Recommendation

THAT the draft minutes of the Heritage Reference Group meeting dated 30 October 2023 be received.

Council Resolution ORD-2023-292

THAT the draft minutes of the Heritage Reference Group meeting dated 30 October 2023 be received.

Moved Cr May

Seconded Cr Jones

CARRIED UNANIMOUSLY



Heritage Reference Group Minutes

Date:	30 October 2023	Time: 4.00pm – 5.30pm	Venue: JCC – Mackay Room
Chairperson:	Councillor Fran Mann (CFM), Deputy Chairperson Councillor Karen May (CKM)		
Mackay Regional Council Representatives:	Manager Strategic Planning – Jaco Ackerman (JA) Museums Coordinator – Alicia Stevenson (AS)	Director Capital Works – Jim Carless (JC) Administration Officer – Chelsea Lamb (CL)	
External Representatives:	Sandra Field (SF) Steven Pritchard (SP)	Jean Turvey (JT) Christine Vaughan (CV)	
Circulation Members:	Heritage Collections Supervisor - Lara Clarke (LC) Manager Property Services – Maurie Fatnowna (MF)	Senior Coordinator Community Programs - Robert Ryan (RR)	
Purpose:	Provide information and advice to Council on current and emerging cultural heritage and historical matters within the Mackay Local Government Area.		
Apologies:	Kate Large (KL), Nicholas McDougall (NM), Beverley Currie (BC), Sandra Amooore (SA)		

Item Number	Item	Action Officer	Discussion/Actions/Update
Item 1	Acknowledgement to Country		
1.1	Welcome to meeting	CFM	Cr Mann conducted Acknowledgement to Country.
Item 2	Adoption of Previous Minutes		
2.1	Previous minutes adopted by Council	CFM	Previous minutes of 26 June 2023 endorsed by Council on 26 July 2023.
Item 3	Conflict of Interest Declaration		
3.1	At this time, we ask all committee members to declare any perceived or actual conflict of interest they may have in respect to matters listed in this agenda before the commencement of a meeting.	CFM	Cr May noted a conflict of interest for item 4.1
Item 4	Standing Items		
4.1	Local Heritage Register Review - Update	JA	Group has been briefed at previous meetings. The next steps discussed for 2024 include high level consultation and production of factsheets and collateral.

			Comments and feedback were requested at previous meeting. None received by SP. JA to send information to SB.
Item 5	Agenda Items		
5.1	Overview of elements / stories / signage installed to tell the stories of Finch Hatton in conjunction with the opening of the first trails	JC	JC presented signage concepts for the trailhead site including Bin Shed, Turntable and Admin building. The committee appreciated the attention given to incorporate heritage concepts and stories in signage and points of interest.
5.2	Cemetery Tours	NM	JT provided update on behalf of NM. Information have been collated and getting ready for the first tour. Launch date to be confirmed – depends on the condition of graves included in the tour. The group will start with the original tour and hope to expand to themed tours in future. Tours will be capped, and bookings required.
5.3	Update on Commonwealth Bank Building	CFM	Council understands there have been some discussions with interested buyers, nothing firm at the moment.
5.4	Museums Collection Rationalisation Project Update	AS	Project update provided to the group. The Heritage Collections team have made significant progress in logging items and have a detailed programme for the year ahead.
Item 6	General Business		
6.1	Camping sign at river bank		This customer request has been forwarded to Local Laws program for further investigation.
6.2	Commemorative street signs		ADF have provided feedback on the proposed Ensign noting this would not apply to service personnel prior to 1976. Council will investigate further, including considering a bespoke logo or image to mark signs. The group discussed that this might be a poppy.
6.3	Customs House		Plaque on the fence of Customs House requires maintenance/replacement. This is private property, but request will be discussed with owner.
6.4	Martin Webster Honor Board		Family History Society have the Martin Webster Honor Board. They intend to display it on the wall at Town Hall.
Item 7	Future Events		
7.1	An opportunity to discuss future events	ALL	No events to discuss.
Item 8	Next Meeting Date		
8.1	Future Heritage Reference Group meetings:	TC	There are no meetings scheduled for early 2024. Meetings to reconvene after Local Government Elections – can schedule special meeting if needed.

11. CORRESPONDENCE AND OFFICER'S REPORTS

11.1. OFFICE OF THE MAYOR AND CEO

11.1.1. MAYOR'S MONTHLY REVIEW REPORT

Author	Mayor (Greg Williamson)
Responsible Officer	Mayor (Greg Williamson)
File Reference	DMRR

Attachments

1. Mayoral Monthly Report - October- November 2023 [**11.1.1.1** - 9 pages]

Purpose

To provide Council with the Mayor's Monthly Review Report for the month of October/November 2023.

Related Parties

Nil

Officer's Recommendation

THAT the Mayor's Monthly Review Report for October/November 2023 be received.

Council Resolution ORD-2023-293

THAT the Mayor's Monthly Review Report for October/November 2023 be received.

Moved Cr Williamson

Seconded Cr Hassan

CARRIED UNANIMOUSLY

MAYORAL MONTHLY REVIEW REPORT

OCTOBER/NOVEMBER 2023



Mayor Greg Williamson



SUMMARY OF CONTENT

Key Events Attended

Key Events Attended – Points of Note

Key Meetings Held

Key Meetings Held – Points of Note

KEY EVENTS ATTENDED

Listing of key events attended as Mayor representing council

- Provided Welcome at Opening Ceremony of Lions Club of North Queensland District 201Q2 Convention
- Attended Finch Hatton Community Update (Mountain Bike Trails Project)
- Speaker at United Nations Day Event
- Attended Qld Champion of Club Champions Bowls Finals Medal Presentations
- Attended CQU and BMA First Nations Partnership Launch
- Attended YIRS AGM
- Attended Mirani State School Musical Moana
- Speaker at Zonta Says No Dinner
- Speaker at Launch of F1 in Schools State Finals
- Attended Council in Community Day
- Greeted Gold Coast Suns Players and Executive Delegation at Mackay Airport
- Provided Welcome at Lunch with Gold Coast Suns Delegation
- Provided Welcome at Dinner for Gold Coast Suns Executives and Corporate Partners
- Speaker at Year 5 Fitzgerald State School Student Leadership Session
- Tour of Kool Beanz Academy with Gold Coast Suns Executives and Corporate Partners
- Speaker and Performed Coin Toss at Gold Coast Suns Match
- Speaker at 4CRM 30th Anniversary Dinner
- Attended Disaster Ready Saturday at Canelands
- Provided Welcome at PainWISE Expo
- Reviewing Officer at 122 Army Cadet Unit Annual Ceremonial Parade
- Provided Welcome at NQ Sportstar Awards Gala Dinner
- Starter at the Muscle Garden Charity Run Mirani
- Opened Paxtons Portrait Prize
- Attended Queensland Resources Council 2023 Annual Forum
- Attended Moranbah Miners Memorial
- Provided Welcome at Mackay Remembrance Day Ceremony
- Speak at Opening of World War II Honour Gallery at Finch Hatton
- Attended WBBL Event – Brisbane Heat v Adelaide Strikers
- Speaker at Finch Hatton Mountain Bike Brand Launch

KEY EVENTS ATTENDED

Listing of key events attended as Mayor representing council

- Presented awards at Calen District State College Annual Awards Night
- Speaker at Mackay Cutters Connect Breakfast
- Speaker at Launch of Culturally Safe Space “Yinda Bidhi Yamba” Your Dream Place
- Chaired Mackay Meals on Wheels AGM
- Attended Holy Spirit College Speech Night and Presentation of Awards
- Guest Speaker at Mackay State High School Annual Awards Night
- Attended International Men’s Day Breakfast 2023

KEY EVENTS ATTENDED - POINTS OF NOTE

From the listing of key events attended, the following are listed as points of note

Gold Coast Suns

Was exciting to host Round 10 of the 2023 AFLW Premiership Season at the Great Barrier Reef Arena (GBRA).

GBRA is now considered a "Home Ground" for the Gold Coast Suns and this game was critical for them. In the final home game of the home and away season a win against Essendon would put them in the finals round. A loss would have relegated them to number 10.

A big Mackay Region crowd brought the Suns home in a comfortable win in an excellent night of AFL.

The game also brought to Mackay the Suns executive and most of their Board members. Our relationship with the Suns has already produced significant investment in Mackay with their number one ticket holder about to open a very modern childcare centre across the road from GBRA with at least two more centres to come.

Disaster Ready Saturday

This used to be called "Cyclone Saturday" but the name was changed to reflect the need to be prepared for a wide range of potential "disasters". We had representatives present from 13 emergency management, recovery, service providers or community support agencies.

Council's Emergency Management Group gave out over 1,200 info packs which included our Emergency Management Guide. We were also very pleased to have 260 surveys completed during the morning which were designed to determine just how prepared our community is. Our staff introduced over 200 new residents to our Emergency Management Dashboard on our website and signed up over 100 people to the "opt-in" facility to get emergency notifications direct to their device.

Almost all our Councillors were in attendance to assist staff in what was an excellent community engagement.

WBBL

Another great sporting event that Council's events team managed to secure for Mackay was the WBBL Brisbane Heat / Adelaide Strikers fixture match played before a record Mackay crowd at the Great Barrier Reef Arena (GBRA). GBRA is now considered a home ground for the Heat, so it was great to see them put an end to the Striker's four game winning streak. It was nail biting for the crowd with the Heat requiring three runs from the last two balls.

KEY EVENTS ATTENDED - POINTS OF NOTE

One of the reasons we invest in bringing premier matches to our region is the inspiration it gives to our young sportspeople seeing their sporting heroes playing here. It was tremendous to see the fence jam-packed with young people after the match looking to get player signatures.

Another reason is that the metro clubs bring their partners / board members to Mackay for the match. The Brisbane Heat officials brought senior reps from Great Southern Bank (Aussie Home Loans), Toyota, National Storage, CUB and Betta. Our economic development team then has the opportunity to look for investment potential.

The Heat have committed to expand their support of Mackay Region in 2024, including bringing up sponsors, engaging with local businesses with a networking event and looking to raise the profile of local tourism operators through player appearances.

Moranbah Miners Memorial

The Isaac Regional Council and a special committee along with ten Union lodges and the MEU, conduct an annual memorial service to honour the people who went to work in the Moranbah coal mines and never came home. The service also honours those workers who have lost their lives on the roads or from coal-related diseases.

It was a moving tribute held at dusk in the grounds of the Moranbah Town Square where the community has erected a striking memorial garden. There are names from Mackay on the wall – including the husband of a Mackay Regional Council employee.

North Queensland Sportstar Awards Gala Dinner

For the first time since 1994 (!) we were able to host the NQ Sportstar Awards in Mackay. The MECC did an excellent job once again with over 300 people from all over NQ sitting down to dinner.

These awards are the longest running sports awards in Queensland and for 32 years they have been recognising the sports men and women in the north.

It was great to see our Mackay sports people taking home a fair percentage of the awards.

Councillor Laurence Bonaventura was elected as the organisation's Vice President.

Mackay Meals on Wheels AGM

It was an honour to be asked to be the Chairman again at the Annual General Meeting of Mackay Meals on Wheels. This is a remarkable organisation with a small number of paid staff, a volunteer board of directors, and a group of community volunteers who deliver over 100,000 meals to more than 600 clients each year.

KEY EVENTS ATTENDED - POINTS OF NOTE

Like most organisations these days, Meals on Wheels is struggling to maintain service levels because they cannot get enough people. There are two critical areas – chefs and volunteer meal distributors.

Although they have 80 volunteers registered, the geographical spread of their service really stretches their ability. Talking to the volunteers, it is a very fulfilling way to put something back into the community. The councillors present at the AGM all agreed to use their networks to spread the word about assisting Meals on Wheels

School Awards Nights

All our high schools are presenting their awards nights during November to mark the approaching end of the school year and to celebrate the class of 2023 who finish their twelve years of schooling around this time. We wish all the departing year twelves all the best for this next exciting stage of their lives and say thank you to the teachers and support staff at our regional schools for the great work they do in educating our future citizens.

KEY MEETINGS HELD

Key meetings attended as Mayor representing council

- Rebecca Trewick, New General Manager, SCA
- Rebecca Oelkers, CEO, BHC Creating Liveable Communities
- CR Mining re CR Mining Bucket CQ300 Celebration
- NQ Strata Action Group
- Mayor's Domestic Violence Taskforce Meeting

KEY MEETINGS HELD - POINTS OF NOTE

From the listing of key meetings held, the following are listed as points of note

Rebecca Oelkers CEO, BHC Creating Liveable Communities

The meeting with Rebecca was a result of networking around the housing issue presenting a challenge for most cities in Queensland today.

BHC is a leading provider of affordable housing with a demonstrated ability to deliver innovative solutions around social and affordable housing.

BHC has to date developed over 2000 units across Brisbane and some regionally in Gladstone as well. Their focus has been on catering for people on low to moderate incomes who are being priced out of the rental market.

They are interested in other opportunities in regional Queensland. We have introduced them to local contacts.

CR Mining re CR Mining Bucket CQ300 Celebration

CR Mining is now an Epiroc company but can trace its origins back to a company started in Mackay.

CQMS Razer started when American Tom Meyers saw an opportunity to develop a new breed of dragline buckets, and he did that from Mackay.

The company is still in Mackay, and they are about to sell their 300th dragline bucket – designed and manufactured in Mackay. It is a fantastic feat and representative of the IP we have in Mackay in the resources sector.

NQ Strata Action Group

This group has been formed to tackle the growing problem with insurance in North Queensland. Their particular focus is on strata title insurance which has a huge impact on the delivery of unit block solutions to our housing problems.

Their figures show that NQ strata insurance is 6 to 12 times more expensive than southern Queensland. Even general house insurance is up to 3 times the cost of southern Queensland insurance.

The monetary difference in premiums is where the concern really hits home.

They are able to demonstrate premiums for an \$89M strata title property in southern Queensland which pays \$49,000 in insurance, against a \$44M property in north Queensland which pays \$510,000 in insurance.

Their correct assumption is that if this continues it will lead to a lack of appetite to develop when we are in dire need of some higher density living to address the housing shortages.

11.1.2. CHIEF EXECUTIVE OFFICER'S MONTHLY REVIEW REPORT - OCTOBER 2023

Author	Chief Executive Officer (Scott Owen)
Responsible Officer	Chief Executive Officer (Scott Owen)
File Reference	DMRR
Attachments	1. FINAL - CEO Monthly Report - October 2023 [11.1.2.1 - 22 pages]

Purpose

To provide Council with the Chief Executive Officer's Monthly Review Report for the month of October 2023.

Related Parties

Nil

Officer's Recommendation

THAT the Chief Executive Officer's Monthly Review Report for October 2023 be received.

Cr Bella queried the storage of the ladders while in transit ie where are they to be stored and secured on the truck?

CEO, Scott Owen advised that he would take the question on notice.

Cr Bonaventura queried Page 109 of the report regarding the economic indicators and the lots registered, is that per quarter or per month as it seems low.

The Director, Planning Growth & Sustainability, Aletta Nugent advised that she would take the question on notice.

Council Resolution ORD-2023-294

THAT the Chief Executive Officer's Monthly Review Report for October 2023 be received.

Moved Cr Hassan

Seconded Cr Townsend

CARRIED UNANIMOUSLY

CEO MONTHLY REVIEW REPORT OCTOBER 2023



Scott Owen CEO



SUMMARY OF CONTENT

CEO's summary

Safety

Highlights

Workforce profile

Utilisation of council facilities

Council community grant recipients

Christmas grant recipients

Community events

Community engagement

Customer contacts

Regional growth

Economic snapshot

Development activity

CEO'S SUMMARY

It is with pleasure that I present the consolidated CEO's report for council for the month of October 2023.

Whilst each is further detailed in the report, items of note include the below in what has been a very big month:

- Recent firefighting activities in the Midge Point area resulted in the unusual by-product of water quality issues for the Midge Point supply area due to large draw on the water supply. This issue was quickly identified and fixed, with credit to the range of staff involved.
- Council's Economic Development team supported a range of activities in support of Indigenous Business Month, with good attendance from local and regional businesses and organisations.
- Council services and facilities were again winners and highlighted as part of the 2023 Mackay Isaac Tourism Awards, with the MECC taking home its sixth Gold award, and the Sarina Sugar Shed winning a Gold and two Silver awards on the night. We are also very proud of the Friends of the MECC who were recognised with a Gold for the invaluable volunteer work that they do in supporting the MECC.
- Council continues to invest in the local community, with a number of key events as part of Council's Events Attraction hosted during October (Annual Convention of Lions Club District of North Queensland, Oktoberfest, Mackay Beach Games and Queensland Champion of Champions Bowls Tournament), and this report also lists the latest successful recipients for RADF and Christmas Grant funding.

SAFETY

General snapshot

- On the back of a trend of incidents with electrical services, a Safety Bulletin has been developed and distributed for overhead power lines. This is further to the Safety Stop session held with key staff previously and involved presentations from industry experts (as well as recent training sessions for supervisors by DBYD Australia on how to read and interpret DBYD plans).
- With a growing trend also of interactions Council staff are having with members of the public, new psychological procedure and risk assessment template have been developed and published for staff as the start of work in this area.
- Focus for the month for most WHS staff has been preparation for Safety Day being held Thursday 9 November. Full details to be provided in the November CEO's report, however the following slide details one of the staff-initiated safety solutions promoted at Safety Day along with a range of others, showing the ingenuity of Council staff when faced with a challenge.



This month there were **74** safety interactions, **27** site safety inspections across council, and **92%** of MAP actions were carried out.

HIGHLIGHTS

Access ladders being fabricated and installed on dog trailers

Civil Operations regularly uses dog trailers to relocate larger items of plant, such as backhoes. Unfortunately, these dog trailers do not have safe access at the front of the trailer onto the “A” frame, as was highlighted with a recent incident.

Consequently, dog trailers do not possess a safe form of egress and access for operators once plant is loaded onto the dog trailer. This requires workers to walk in close to the trailer edge to access ramps and creates a fall risk potential of about one metre.

This risk is increased if inclement weather conditions exist on the day. Following investigation of a fall from a dog trailer earlier in the year, a design was drafted for an engineered safe access/egress system (ladder) for these trailers for plant operators to use when loading/unloading plant.

The ladders are being fabricated and installed on council dog trailers as a priority.

Photo 2 – Backhoe loaded- note lack of available space for operator to walk around plant on trailer deck.

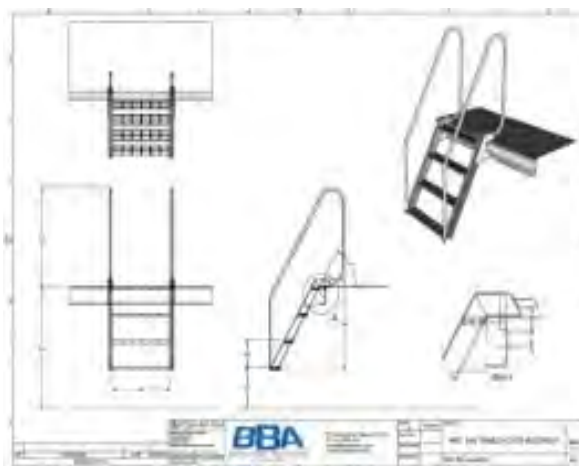


Backhoe on dog trailer- note minimal access available between backhoe and trailer edge for operator to move around trailer

Photo 3 Backhoe trailer clearance / measurements



Photo 5. Example of proposed access/ egress: removable ladder for the existing dog trailers in the fleet.



Water Services shares expertise with Isaac Regional Council

Mackay Regional Council's Water Services is sharing its expertise in the Smart Metering space with its Isaac colleagues.

Representatives spent three days at Isaac Regional Council providing training on the installation of remote readers onto water meters, including use of the App to complete these installs.

Isaac staff were also given an insight into the portal, the data produced, and the next steps required. Feedback received was extremely positive, highlighting the great collaboration between the two councils.

Mackay Regional Council's  registrations are currently:

Owners	16,692
Tenants	998
Agents	377
TOTAL	18,067

Midge Point water quality issues resolved

Collaboration between council's Water Network and Water Treatment teams helped resolve water quality issues at Midge Point quickly last month.

The water discolouration was due to firefighting activities in the area on the last weekend in October. The Water Network team started a targeting flushing program in Midge Point and collected samples for analysis.

Our Laboratory results indicated that the water was not fit for drinking, so residents were advised to not drink the water. A water tanker was organised to provide drinking water for residents.

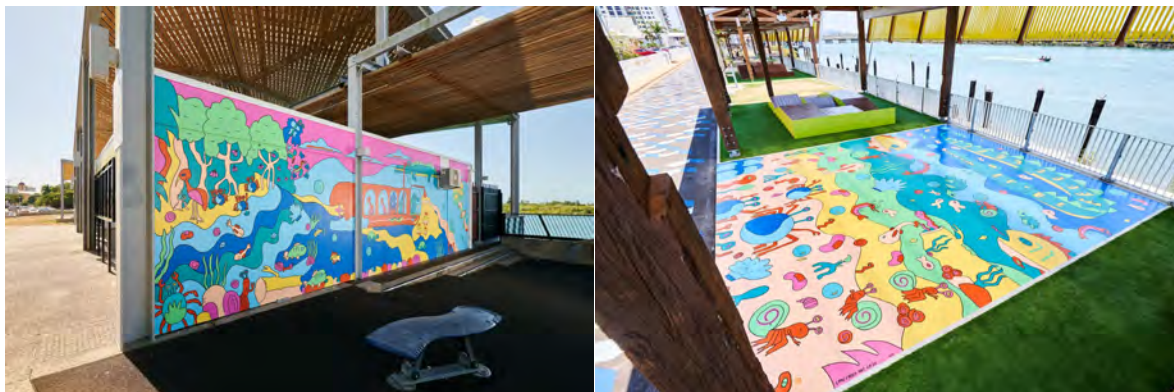
Ongoing flushing and testing activities by our teams restored the water to Australian Drinking Water guidelines within a couple of days, with communications provided to Midge Point residents throughout.

Council conducts regular water quality testing and any results that don't meet the guideline values are reported to Queensland Health and the Department of Regional Development, Manufacturing and Water. The Regulator was impressed with the management of the incident from the response and reporting to the close out of all issues.



Murals decorate Riverside precinct

Emu Creek Art recently completed two murals in the Riverside Precinct. One is at Bluewater Quay and the other at River Wharves. "A Dive in the Bluewater River" celebrates the diversity of plant and aquatic life located in and around the river.



Investing in Mackay pays dividends

The Invest Mackay Events and Conference Attraction Program sponsored three events and one conference in October.

The conference sponsored was the Annual Convention of Lions Club District of North Queensland and the events sponsored were Oktoberfest, Mackay Beach Games and Queensland Champion of Champions Bowls Tournament.

As part of council's Great Barrier Reef Arena/Harrup Park sponsorship, council supported the Marsh Sheffield Shield cricket event.

Indigenous Business Month activities popular

Council's Economic Development team supported the Meet the Buyer and Supplier event on October 19 as part of Indigenous Business Month. The event was significantly bigger than last year and featured 26 new and existing indigenous businesses from the Mackay region.

The event attracted more than 115 attendees from local and regional businesses and organisations.

In addition, the Economic Development team held an Indigenous Business Activation each Friday of the month on the corner Victoria and Wood streets.

This created a platform for the business community to come together in a casual setting to promote and showcase Indigenous business, with the main goal being to assist local Indigenous businesses to gain more visibility and access to potential customers and partners.



MECC and Sugar Shed shine at Mackay Isaac Tourism Awards

The Mackay Entertainment and Convention Centre (MECC) and Sarina Sugar Shed once again shone at the 2023 Mackay Isaac Tourism Awards.

The MECC once again took home the gold award in the Business Events Venue category. This marks the sixth gold award win for the venue, which is an incredible achievement for the staff delivering events daily.

The Friends of the MECC were also honored with gold via the Outstanding Achievement Award for Contribution by a Volunteer Group.

This is the first time the volunteer group have achieved this acknowledgement, which recognised the group's dedication and efforts towards delivering high quality services to the community of the Mackay Isaac Region.

Sarina Sugar Shed won three awards on the night – a Gold in Excellence in Food Tourism, a Silver in Best of Queensland Food and Dining, and a Silver in Best of Queensland Tour Operator.

Well done to all the team at the Sugar Shed, MECC and Friends of the MECC.



WORKFORCE PROFILE

Staff Contingent

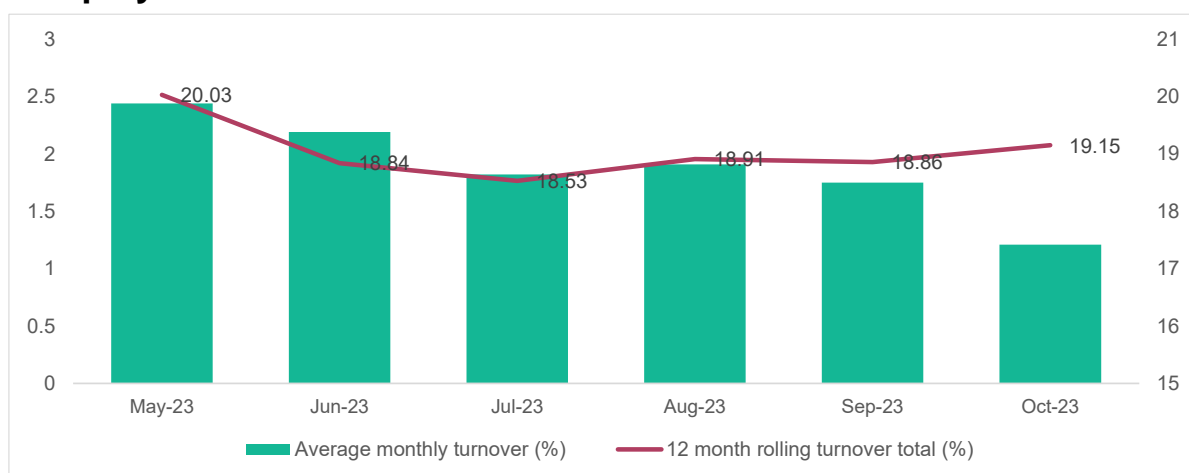
The current make-up of council's workforce is below. Of note, more than 80 per cent of staff are permanently employed. The number of active vacancies remains relatively consistent.

	CW	CCS	DS	ECI	OM & CEO	OS	TOTAL	Prev. month
Casual	1	82	6	3	1	3	96	96
Contract	3	5	5	8	3	6	30	29
Permanent Full Time	79	108	173	296	21	167	844	841
Permanent Part Time	3	25	9	6	2	33	78	78
Permanent Job Share	0	4	0	1	0	3	8	9
Temporary Full Time	3	18	14	22	1	22	80	71
Temporary Part Time	1	7	2	1	0	5	16	17
Temporary Job Share	0	1	1	0	0	3	5	5
TOTAL EMPLOYEES*	90	250	210	337	28	242	1157	1146
TOTAL ACTIVE VACANCIES**	26	28	32	29	2	28	145	176

* Total employees excludes Councillors, Mayor & Deputy Mayor

** Total active vacancies are defined as vacant positions which have been approved for and are undergoing recruitment

Employee Turnover



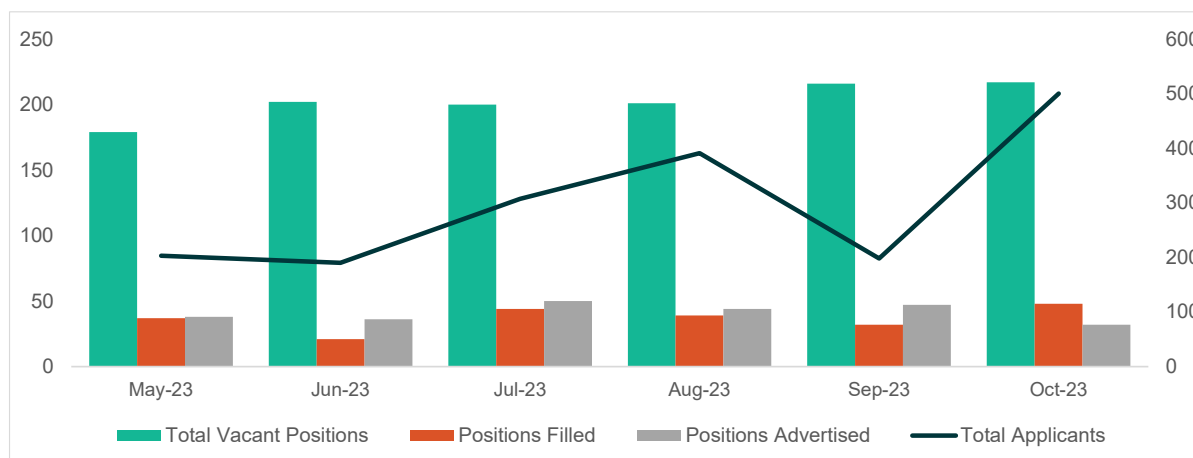
STAFF TURNOVER



12 month rolling average was **19.15%**
The monthly turnover for October was **1.21%**

The calculation for the annual rolling average has been corrected, reflecting an amendment of the June turnover rate.

Monthly Recruitment



This month there were **217** vacant positions, **32** positions were advertised resulting in **500** applicants and **48** positions filled.

Key Workforce Initiatives

- Workforce Capability Planning will start across council in late November. The process this year will involve reviewing the information provided in the previous financial year and refreshing it with the programs to ensure relevance to current workforce-related issue and projects.
- Work on actions following the latest Employee Engagement Survey is well under way.
- Good numbers of nominations have been received for the Annual Staff Awards. It is good to see leaders and staff nominating their colleagues for recognition.
- The Resource Industry Network (RIN) hold a leadership development conference each year to bring like-minded professionals together to "invest" in themselves. Council supported employees across each directorate to attend and experience keynote speakers talking about their experience and methods to build capability and develop as a leader in their field.

UTILISATION OF COUNCIL FACILITIES

Aquatic Facilities

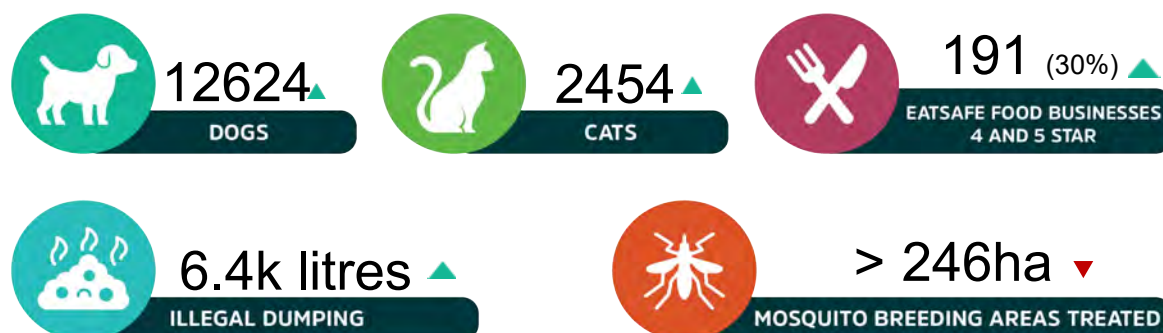


Public Programs and Facilities



Library loans decreased slightly from the September figure of 83,653. Program participants are up from 10659 in September.

Health and Regulatory Services registrations and statistics



The area of mosquito breeding areas treated decreased compared to September due to reduced rainfall and mosquito numbers observed through monitoring. Illegal dumping volumes increased by 1.8KI compared to the previous month, with 33 customer requests received [no change from September 2023.]

REGIONAL ARTS DEVELOPMENT FUND GRANT RECIPIENTS

Applicant	Project	Amount Approved
Fiona Flohr	<i>Place: Community Connection and Creative Growth</i> - Two community-ceramic-workshops and an open-door studio weekend accessible to community members. Category: Projects/Programs RADF Priority: Placemaking; Lifelong Learning	\$10,120.00
Evan Daly	<i>The Wild Sky recording</i> - Record a high-quality original music single and approach Public Relations companies to represent them upon release. Category: Projects/Programs RADF Priority: Local Content/Local Product	\$6,045.00
Janet Ambrose	<i>Mangrove: Peeling back the past</i> - Showcase our community Elders as they tell the story of multicultural Australia, including traditional owners, the Yuwibara, Widi, Biriah, Jangga, and Barada Barna peoples, and Torres Strait Islanders. Category: Projects/Programs RADF Priority: Telling our Stories	\$6,000.00
Noosa Film Academy	<i>Mackay Youth Film Festival with Acting for Screen, Screen Production Workshops and Red-Carpet Community Screening Events for Youth</i> - Academy Award Winning Cinematographer, Greg Huglin, delivers Acting for Screen and Screen Production Digital Entrepreneurship Workshops for Youth and Red-Carpet Screening Events in Sarina, Mackay, and the Pioneer Valley. Category: Young People RADF Priority: Lifelong Learning	\$6,941.00
Bucasia Community Kindergarten Association	<i>TIDELINES: An Ephemeral Sculpture Walk at Bucasia Esplanade</i> - Engage four local weaving artists to complete a five-week residency at four local northern beaches schools culminating in an ephemeral sculpture walk along the Bucasia Esplanade. Category: Green Arts RADF Priority: Local Content/Local Product	\$12,000.00
Innovative Disability Employment and Liaison Association Incorporated T/A IDEAL Placements	<i>Howdy Partner</i> - An inter-generational project to link young men and older men to disclose their strengths, weaknesses, and cultural understanding of each other through artforms, identity workshops and photography. Category: Community Wellbeing RADF Priority: Arts and Health; Lifelong Learning; Telling our Stories	\$9,143.00



CHRISTMAS GRANT RECIPIENTS

Applicant	Amount Approved	Activity
Grasstree Beach Progress Association Secretary	\$750	Beachside Family Christmas Concert to be held at Grasstree Beach foreshore.
Sarina Pony Club Incorporated	\$455	Christmas movie event night at the Sarina Pony Club.
Midge Point Progress Assn. Inc.	\$750	Beach Christmas Party involving the community of Midge Point and surrounding areas.
Pioneer River Valley Hack and Pony Club	\$350	Christmas event to celebrate the end of a fantastic year whilst giving back to the local community who have supported our club and events throughout 2023.
Armstrong Beach Area Progress Association Inc	\$750	Armstrong Beach & Freshwater Point a lolly drop and Christmas party.
Sarina Beach Progress Association	\$695	The Sarina Beach Progress Association (SBPA) Community Christmas BBQ and movie night.
Mackay Northern Beaches Neighborhood Watch	\$750	Northern Beaches Community Christmas Party.
Habana & Districts Progress Association Inc.	\$750	Carols Under the Stars in Habana.
Sarina Surf Lifesaving Club	\$750	Sarina Surf Lifesaving Club Carols By Candlelight event.
Mackay Aeroclub	\$750	Mackay Aeroclub Christmas party to bring together the local community in a spirit of unity and joy. Partnership between both the Mackay Tiger moth Museum and the Mackay Aeroclub.
St Helens Beach Progress Association	\$750	St Helens Beach Progress Association Christmas Events: Christmas Light Competition; Christmas Day Santa Lolly Drop; Nativity Scene Display at the Bus Stop; Christmas Movie Night.
McEwens Beach Neighborhood Watch Group	\$650	McEwens Beach Community Event.
Calen and District War Memorial Hall	\$750	Calen and District Christmas Party
Pioneer Valley Rotary	\$350	Christmas themed morning tea for older members of the Pioneer Valley community.
Mackay City Band	\$750	The Mackay City Band will perform a Christmas program at a number of community carols and Christmas events around the Mackay District, including the Habana carols and various retirement village performances.

Event details included in the events calendar

COMMUNITY EVENTS

Upcoming events

Date	Event	Location
13/11/23	Finch Hatton Mountain Bike Trails Brand Launch	Finch Hatton
17-19/11/23	QLD U13 Indoor State Championships (Invest Mackay)	Indoor Hockey Stadium
24-26/11/23	U13 Boys Indoor Hockey State Championships (Invest Mackay)	Indoor Hocket Stadium
27/11/23	Mackay Regional Council Libraries Volunteer Christmas Party	Gordon White Library
1/12/23	International Day of people with a disability exhibition opening	JCC foyer
1/12/23	City Heart Christmas Celebrations	City Heart
1/12/23	Library food swap	Gordon White Library
2/12/23	Sarina Community Christmas Party	Bob Wood Hall
2/12/23	Festival of Small Halls - Sarina	Bob Wood Hall
4/12/23	Finch Hatton TLPI Community Information Session	Finch Hatton Showground Hall

COMMUNITY ENGAGEMENT

Active and upcoming engagement

Finch Hatton Mountain Bike Trails (inform and consult)

October was a busy month for this project. Two community information sessions were held to inform and consult the community about stage one and two works. They also informed the community about the brand launch and bike ready business workshops in November and started working on the content for the mountain bike trails website.

Caneland Station Bus Interchange (inform)

Notification letters were sent to surrounding residents and businesses near Mangrove Road to inform them about the installation of the steel frame for the Caneland Station Bus Interchange. The works happened over three nights, and there were minor noise disruptions, with the use of a small crane and a pedestrian detour in place near the work area.

Riverside Revitalisation – Pontoon Installation (inform)

The floating pontoon installation started in November. A laydown area has been established at the River Street Boat Ramp to offload equipment and the pontoon. The boat ramp will not be closed during this work. The Brisbane Street fishing pier will be closed for some works to be completed. Signage will be in place when this happens. The pontoon is anticipated to be complete by late December, weather permitting.

Pioneer St and Holts Road intersection upgrade (inform)

Two-way traffic was due to resume on Pioneer Street on November 12. The community was notified via a media update, social media and project update email.

Bucasia Esplanade Water Main Works (inform)

Works have started along Bucasia Esplanade. In the lead-up, meetings were held with two businesses in the work zone and letters provided to residents. Works are due to take 12 weeks to complete, with the Christmas Shutdown toward the back end of works.

Stays Rd Parking Extension (inform)

Works are due to start this month for a parking extension to a section of Stays Rd, which backs onto Marian State School. We met with the school and connected with a daycare within the area to inform of the works and provide an opportunity to share feedback on the works plan with the project manager. Residents in the works area have been letterbox dropped.

Northern Beaches Community Hub upgrade (inform and consult)

The next Northern Beaches Community Hub Reference Group meeting will be on November 22. A project update will be presented to the group, with an opportunity to discuss how the facility could be used by the community.

Seaforth Esplanade Redevelopment (inform)

Maintenance works will be undertaken at Seaforth Esplanade. The splash pad will be closed intermittently on November 21 and 22. A full closure will be in place from November 27 to December 1.

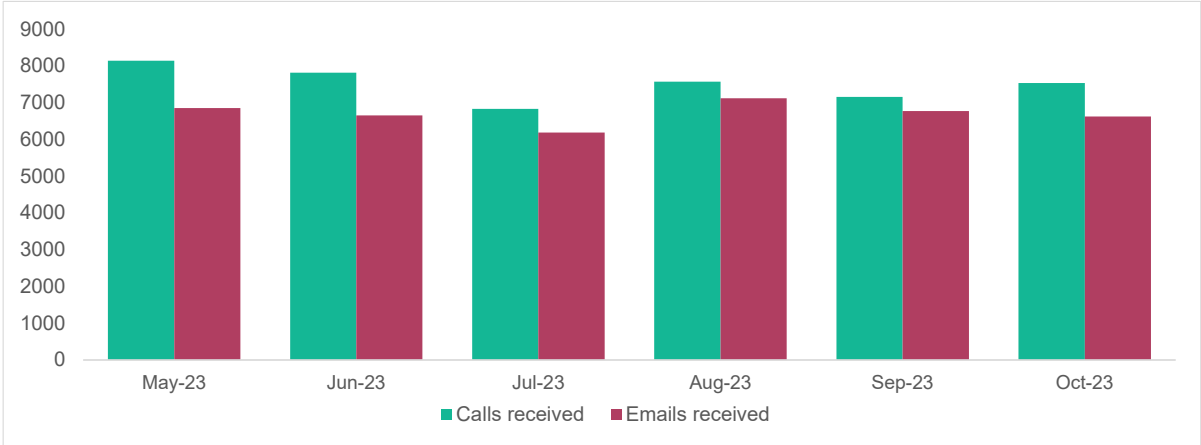
CUSTOMER CONTACTS

Top Five Customer Requests

Pathway requests lodged	Volume	% of total requests
Replace wheelie bin	539	17.1%
Phone Message	308	9.8%
Water – leak (public area)	136	4.3%
Change of mailing address	121	3.8%
Repair wheelie bin	112	3.6%

Across council, **79%** of customer requests were responded to on time.

Customer Enquiries

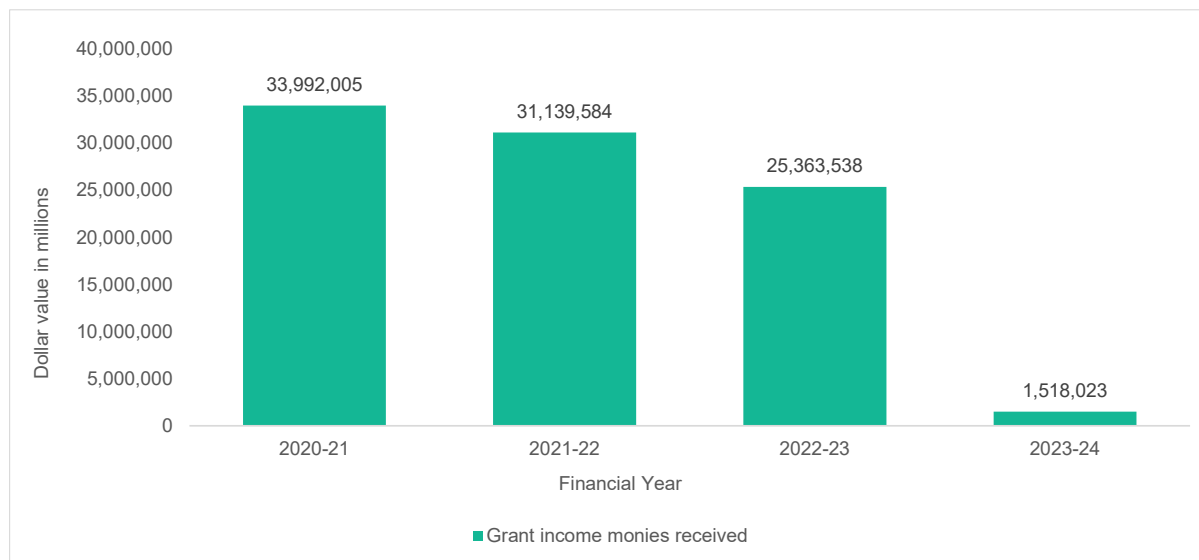


KPI	KPI Description	Target			Result
		Red (Under KPI)	Green (Met KPI)	Blue (Exceed KPI)	
First Contact Resolution (FCR)	The percentage of external customer enquiries that are resolved at the first point of contact.	< 50%	50-60%	> 60%	52%
Abandoned Calls	The percentage of customers that abandon their call before being served.	> 6%	4.5-6%	< 4.5%	6%
Customer Satisfaction	A measure of customer satisfaction as reported by the end of call survey.	< 80%	80-85%	> 85%	97%



REGIONAL GROWTH

External Grant Funding



Successful funding submissions announced

- Nil

Key Applications Submitted

- Festivals Australia – Illuminate 2024 - \$50,000.00
- Tourism & Events Queensland – Mackay Festival of Arts 2024 Marketing - \$25,000
- Dalrymple Bay Coal Terminal Pty Ltd – 2024/25 Libris Awards - \$30,000
- Australia Day Council – Australia Day 2024 - \$10,000
- Department of Transport & Main Roads – STIP Funding – Pindi Pindi State School - \$269,000
- Department of Transport & Main Roads – STIP Funding – Chelona State School - \$215,900



SIGNIFICANT PROJECTS



Pioneer Street and Holts Road Intersection Upgrade

Construction scheduled from October 2023 to December 2023.

Project budget: \$815,000

Project status: On track.



Northern Beaches Community Hub Stage 1A - Multipurpose Space and Play Area

Construction scheduled from March 2024 to May 2025.

Project budget: \$ 10,750,000

Project status: On track.



Camilleri Street District Park Upgrade Stage 3

Design scheduled from May 2022 to November 2023.

Project budget: \$120,000

Project status: Near completion.



Kochs Road Culvert Replacement

Construction scheduled from October 2023 to December 2023.

Project budget: \$278,000

Project status: On track.

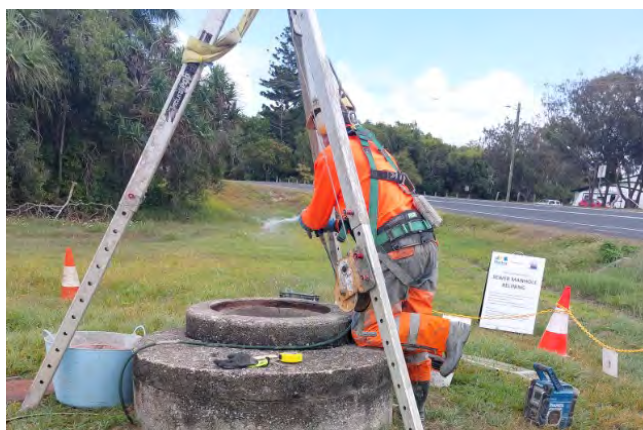


Water Sensitive Urban Design - Bioretention Basin Renewals Ooralea

Construction scheduled from August 2023 to November 2023.

Project budget: \$663,000.00

Project status: Nearing completion.



Sewer Manholes Renewals FY 2023-24

Construction scheduled from September 2023 to December 2023.

Project budget: \$400,000.00

Project status: On track.

ECONOMIC SNAPSHOT

Economic Indicators (Quarterly)

Indicator	Jun 22	Sep 22	Dec 22	Mar 23	Jun 23	Sep 23
Employment						
Unemployment rate	2.6%	2.6%	2.4%	2.7%	3.1%	NA
Employed persons	68,335	70,470	70,721	71,847	69,676	NA
Real Estate						
Median house sale	\$425,000	\$440,000	\$440,000	\$445,000	\$450,000	NA
Median house rent 3 bed house (12 month ending)	\$425	\$450	\$450	\$460	\$470	\$480
Median rent 2 bed unit (12 month ending)	\$325	\$340	\$350	\$350	\$360	\$370
Res. Vacancy rate	0.5%	0.6%	1.0%	1.0%	0.8%	0.5%
Residential Lot Supply						
Lots approved	21	78	3	NA	NA	NA
Lots registered	44	56	26	27	74	75

Data relates to the Mackay Local Government Area and is updated on a quarterly basis as it is received by council. There is often a 3-6 month lag from the receipt of data for a previous quarter. The 'employed persons' data does get adjusted retrospectively by the source. This may see quarterly figures change but is a valuable indicator for recognising trends. ^ Queensland Government data (QLD Treasury).

NA = data not yet released.

E-Statistics

	May 23	Jun 23	Jul 23	Aug 23	Sep 23	Oct 23
Mackay Region Joblink Analytic Report Active Users	601	560	331	545	759	512
Internet Vacancy Index (Central Qld) Advertised Jobs*	4,984	4,926	5,117	5,206	5,187	NA
SEEK Advertised Jobs**	1,834	1,667	1,767	1,646	1,493	1,604
Sarina Field of Dreams Website Visitation	400	519	599	699	585	479
Hooked on Mackay Facebook	6,135	6,245	6,320	6,403	6,444	6,502
Hooked on Mackay Instagram	931	942	945	959	963	966
Hooked on Mackay Youtube Subscribers	398	420	425	435	442	462
Net Free Zone Voluntary Code Sign-ups	716	716	716	716	716	716
Mackay Region Event Organisers Connect Facebook Group Members	152	153	155	156	156	160
Invested in Mackay Subscribers	589	594	596	590	598	598

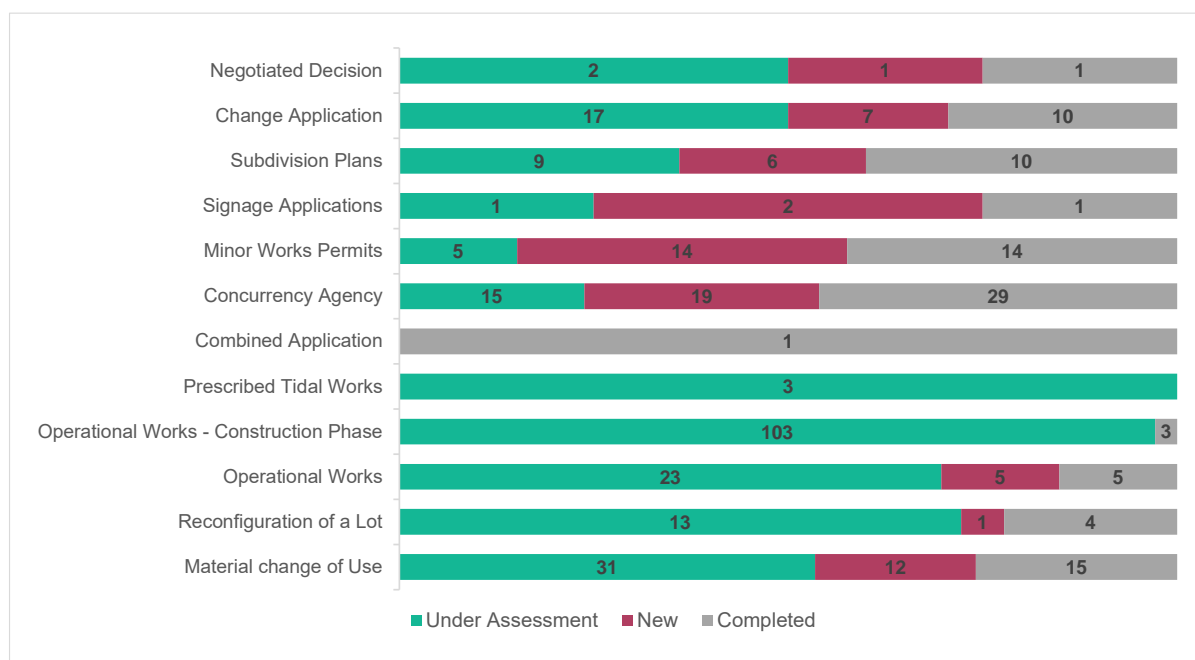
*The Internet Vacancy Index (IVI) is the only publicly available source of detailed data on online vacancies, for 350 occupations (at all skill levels), and for all states/territories and 37 regions. The IVI is based on a count of online job advertisements newly lodged on SEEK, CareerOne and Australian JobSearch during the month. As such, the IVI does not reflect the total number of job advertisements in the labour market as it does not include jobs advertised through other online job boards, employer websites, word of mouth, in newspapers, and advertisements in shop windows. The IVI does not take account of multiple positions being advertised in a single job advertisement. The data is broken down to Central QLD covering 9 Local Government Areas (including Mackay Regional Council) and is calculated on a 3-month moving average.

**SEEK data is captured on the 1st Tuesday of each month.



DEVELOPMENT ACTIVITY

Applications received by Development Planning and Engineering

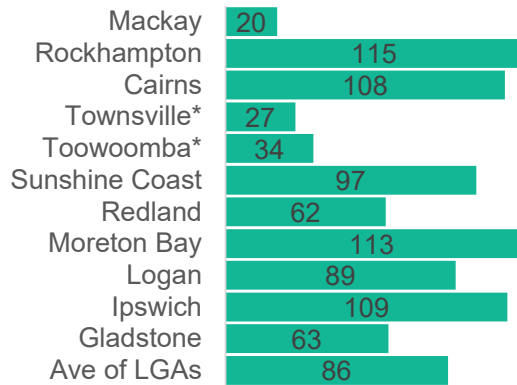
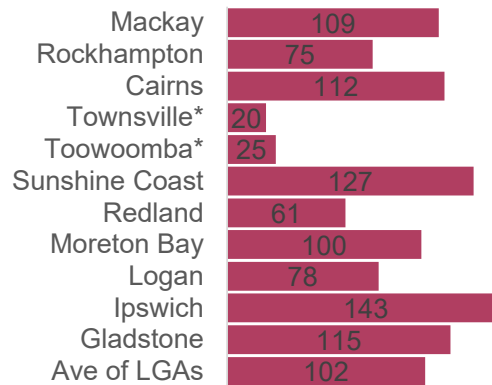
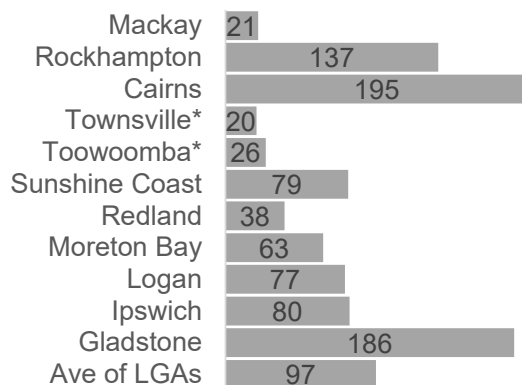
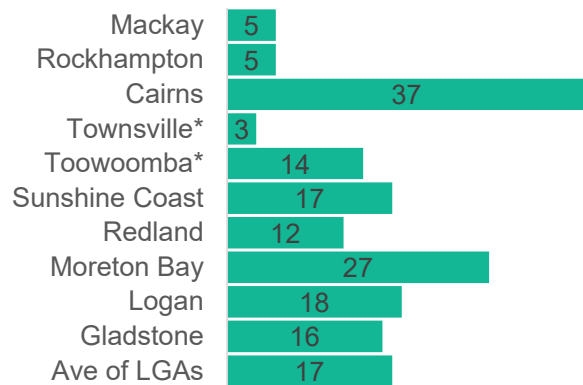
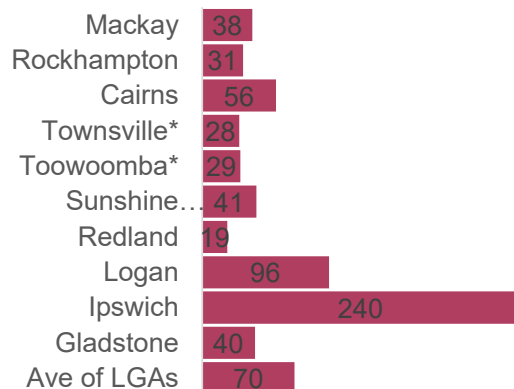
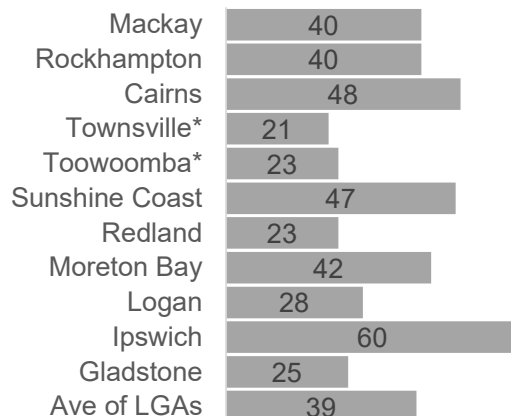


This month **155** building approvals incl. amendments together with **162** development and **64** plumbing applications were lodged.



Building applications lodged with council

Class	October 22	October 23	Year to date	Total value of proposed works
Class 1A	40	31	378	\$7,955,518
Other classes	124	131	1,065	\$10,644,029
Totals	164	162	1,443	\$18,599,547

Material Change of Use**Reconfiguration of a Lot****Operational Works****Concurrence Referrals****Negotiated Decisions****Minor Change Development Approvals**

*Statistics provided by Toowoomba Regional Council (TRC) for MCU, RoL, OPW and BWA reflects decision periods only. Townsville is also reporting decision period only for all categories.
The information in these tables is supplied by Urban Development Institute of Australia and updated quarterly.

11.1.3. 2022-23 AUDITED FINANCIAL STATEMENTS

Author	Financial Accounting Co-ordinator (Jena Prinsloo)
Responsible Officer	Director Corporate Services (Angela Hays)
File Reference	Financial Statements

Attachments

1. Signed 2023 Audited Financial Statements - Mackay Regional Council [**11.1.3.1** - 46 pages]

Purpose

To present the end of year result to Council, upon finalisation of the external audit of the 2022/23 Annual Financial Statements.

Related Parties

Nil

Consultation and Communication

Chapter 5 Part 3 of the *Local Government Regulation 2012* prescribes the required information that must be included in Council's annual report and the financial statements.

Included in Chapter 5 Part 3 is:

- Section 182 that requires Council to prepare and adopt its annual report and financial statements within one month of the Auditor-General's report on the annual financial statements.
- Section 183 that prescribes information that the annual financial statements must contain.
- Section 184 to 190 that prescribes information that the annual report must contain.
- Mackay Regional Council's Annual Report and Annual Financial Statements for the 2022/23 financial year meets the requirements of the Regulation and is presented for adoption.

In accordance with section 182 of the *Local Government Regulation 2012*, it is recommended that Council adopt the Mackay Regional Council Annual Report and Annual Financial Statements for the year ended 30 June 2023

Council's 2022/23 Annual Financial Statements have been reviewed by the Audit Committee and issued an unmodified audit opinion by the Auditor-General.

Resource Implications

Council reported a \$4.3M operating deficit for the 2022/23 financial year, with the net result being a surplus of \$36.7M.

Risk Management Implications

The 2022/23 end of year result is now reflected as the opening balance of Council's long term financial forecast.

Conclusion

In accordance with section 182 of the *Local Government Regulation 2012*, it is recommended that Council adopt the Mackay Regional Council Annual Report and Annual Financial Statements for the year ended 30 June 2023

Officer's Recommendation

THAT the Audited Financial Statements for the financial year ended 30 June 2023 be received by Council.

Council Resolution ORD-2023-295

THAT the Audited Financial Statements for the financial year ended 30 June 2023 be received by Council.

Moved Cr Townsend

Seconded Cr Jones

CARRIED UNANIMOUSLY



ANNUAL FINANCIAL STATEMENTS

For the year ended 30 June 2023

**Mackay Regional Council
Financial Statements
For the year ended 30 June 2023**

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**Mackay Regional Council
Statement of Comprehensive Income
For the year ended 30 June 2023**

	Note	2023 \$000's	2022 \$000's Restated
Income			
Recurrent revenue			
Rates and charges	3(a)	231,141	225,147
Fees and charges	3(b)	19,447	21,819
Rental income	3(c)	1,187	1,226
Interest income	3(d)	6,188	1,741
Sales contracts and recoverable works	3(e)	8,244	8,474
Other recurrent income		6,007	5,892
Grants, subsidies, contributions and donations	4(a)	12,029	13,421
Total recurrent revenue		284,243	277,719
Capital revenue			
Grants, subsidies, contributions and donations	4(b)	48,120	42,082
Other capital income	5	477	1,597
Total capital revenue		48,597	43,679
Total income		332,841	321,398
Expenses			
Recurrent expenses			
Employee costs	6	91,857	89,754
Materials and services	7	107,969	100,839
Finance costs	8(a)	5,413	11,103
Depreciation and amortisation	14, 15, 17(a)	83,333	75,075
Total recurrent expenses		288,572	276,771
Capital expenses			
Finance costs	8(b)	-	328
Loss on disposal of non-current assets	9(a)	5,666	5,080
Other capital expenses	9(b)	1,933	(201)
Total capital expenses		7,599	5,207
Total expenses		296,171	281,978
Net result		36,670	39,420
Other comprehensive income			
Items that will not be reclassified to net result			
Increase or (decrease) in asset revaluation surplus	23	221,674	220,228
Total other comprehensive income for the year		221,674	220,228
Total comprehensive income for the year		258,344	259,648

The above statement should be read in conjunction with the accompanying notes and significant accounting policies.

**Mackay Regional Council
Statement of Financial Position
As at 30 June 2023**

	Note	2023 \$000's	2022 \$000's Restated
Current assets			
Cash and cash equivalents	10	95,165	99,104
Trade and other receivables	11	23,005	24,027
Financial assets	12	55,000	70,000
Contract assets	16(a)	3,323	2,552
Other assets		4,506	3,216
Inventories		3,136	2,988
Non-current assets held for sale		-	79
Total current assets		184,135	201,966
Non-current assets			
Trade and other receivables	11	1,676	1,676
Financial assets	12	-	2
Investment property	13	5,580	5,275
Property, plant and equipment	14	3,938,870	3,669,726
Intangible assets	15	4,138	3,970
Right of use assets	17(a)	1,223	1,303
Total non-current assets		3,951,487	3,681,952
Total assets		4,135,622	3,883,918
Current liabilities			
Contract liabilities	16(b)	6,207	10,417
Lease liabilities	17(b)	68	66
Trade and other payables	18	17,078	16,459
Employee entitlements	19	21,387	22,309
Borrowings	20	14,143	13,292
Provisions	21	60,685	59,127
Other liabilities	22	18,821	20,044
Total current liabilities		138,389	141,714
Non-current liabilities			
Lease liabilities	17(b)	1,230	1,299
Employee entitlements	19	1,601	1,699
Borrowings	20	38,755	52,771
Provisions	21	21,685	13,268
Other liabilities	22	9,684	11,219
Total non-current liabilities		72,955	80,256
Total liabilities		211,344	221,970
Net community assets		3,924,278	3,661,948
Community equity			
Retained surplus		2,313,188	2,272,532
Asset revaluation surplus	23	1,611,090	1,389,416
Total community equity		3,924,278	3,661,948

The above statement should be read in conjunction with the accompanying notes and significant accounting policies.

**Mackay Regional Council
Statement of Changes in Equity
For the year ended 30 June 2023**

		Retained surplus	Asset revaluation surplus	Total
	Note	\$000's	\$000's	\$000's
Restated balance as at 1 July 2022	1(f)	2,272,532	1,389,416	3,661,948
Adjustment to opening values of property, plant and equipment	14f	3,986	-	3,986
Restated balance as at 1 July 2022		2,276,518	1,389,416	3,665,934
Net result		36,670	-	36,670
Increase or (decrease) in asset revaluation surplus	23	-	221,674	221,674
Total comprehensive income for the year		36,670	221,674	258,344
Balance as at 30 June 2023		2,313,188	1,611,090	3,924,278
Balance as at 1 July 2021		2,237,858	1,169,188	3,407,047
Adjustment to opening value		3,554	-	3,554
Restated balance as at 1 July 2021		2,241,412	1,169,188	3,410,601
Adjustment due to provision for aftercare management costs for closed sites as the result of a legal obligation as set out in environmental guidance	1(f)	(8,299)	-	(8,299)
Restated balance as 1 July 2021		2,233,112	1,169,188	3,402,300
Restated net result	1(f)	39,420	-	39,420
Increase or (decrease) in asset revaluation surplus		-	220,228	220,228
Total comprehensive income for the year		39,420	220,228	259,648
Restated balance as at 30 June 2022		2,272,532	1,389,416	3,661,948

The above statement should be read in conjunction with the accompanying notes and significant accounting policies.

**Mackay Regional Council
Statement of Cash Flows
For the year ended 30 June 2023**

	Note	2023 \$000's	2022 \$000's
Cash flows from operating activities			
Receipts from customers		260,959	290,892
Payments to suppliers and employees		(202,016)	(196,593)
Interest income		5,713	2,069
Recurrent grants, subsidies, contributions and donations	4(a)	12,029	13,421
Borrowing costs		(3,644)	(10,533)
Net cash inflow from operating activities	27	73,041	99,256
Cash flows from investing activities			
Payments for property, plant and equipment		(103,694)	(91,545)
Payments for other non-current assets		(496)	(234)
Payments for investments		15,002	-
Other capital income		288	260
Capital project costs expensed		(2,652)	(739)
Proceeds from sale of property, plant and equipment		2,268	1,392
Capital grants, subsidies, contributions and donations		25,562	18,242
Net cash outflow from investing activities		(63,722)	(72,623)
Cash flows from financing activities			
Repayment of borrowings		(13,164)	(51,521)
Principal lease repayments		(94)	(62)
Net cash outflow from financing activities		(13,258)	(51,583)
Net increase or (decrease) in cash and cash equivalents		(3,939)	(24,950)
Cash and cash equivalents at beginning of the period		99,104	124,056
Cash and cash equivalents at end of the period	10	95,165	99,104

The above statement should be read in conjunction with the accompanying notes and significant accounting policies.

**Mackay Regional Council
Notes to the Financial Statements
For the year ended 30 June 2023**

1) Summary of significant accounting policies

a) Basis of preparation

These general purpose financial statements are for the period 1 July 2022 to 30 June 2023. They are prepared in accordance with the *Local Government Act 2009* and the *Local Government Regulation 2012*. They comply with Australian Accounting Standards and Interpretations issued by the Australian Accounting Standards Board (AASB). Mackay Regional Council (MRC) is a not-for-profit entity for financial reporting purposes and these financial statements comply with Australian Accounting Standards and Interpretations as applicable to not-for-profit entities.

These financial statements have been prepared under the historical cost convention, except for financial assets and liabilities, certain classes of property, plant and equipment and investment property which are measured at fair value and assets held for sale which are measured at fair value less cost of disposal.

MRC is constituted under the Queensland *Local Government Act 2009* and is domiciled in Australia. The Australian dollar is used as its functional and presentation currency.

b) Basis of consolidation

Up to the date of its dissolution on 11 April 2023, Mackay Region Enterprises Pty Ltd (MRE) was a controlled entity of MRC. On this date all liabilities were discharged and net assets were transferred to MRC.

c) Rounding and comparatives

Amounts included in the financial statements have been rounded to the nearest one thousand dollars or, where the amount is \$500 or less, to zero, unless otherwise stated. Consequently, rounded balances in the notes to the financial statements may not exactly agree to the amounts reported in the primary statements.

Comparative information is generally restated for reclassifications, errors and changes in accounting policies, unless permitted otherwise by transition rules in a new Accounting Standard.

d) New and revised accounting standards adopted during the year

MRC adopted all Australian Accounting Standards which became effective for annual reporting periods beginning on 1 July 2022. None of the standards had a material impact on reported position, performance and cash flows.

e) Standards issued by the Australian Accounting Standards Board not yet effective

The AASB has issued Australian Accounting Standards and Interpretations which are not yet effective at 30 June 2023. These standards have not yet been adopted by MRC and will be included within the financial statements on their effective date. At this time, it is not anticipated that these standards will have a material impact upon MRC's future financial statements.

f) Estimates, judgements and errors

(i) Estimates and judgements

MRC is required to make judgements, estimates and assumptions in preparing these financial statements. These are based on historic experience and other factors or indicators that are considered to be relevant and reasonable. By nature, these assumptions may change over time.

Significant judgements, estimates and assumptions relate to the following notes:

- note 3 revenue analysis – revenue recognition
- note 4 grants, subsidies, contributions and donations – revenue recognition
- note 9 capital expenses – fair value measurement
- note 13 investment property – valuation of investment property
- note 14 property, plant and equipment – valuation of property, plant and equipment, depreciation, asset useful lives and residual values
- note 15 intangible assets – valuation of intangibles, amortisation and asset useful lives
- note 19 employee entitlements
- note 21 provisions
- note 22 other liabilities – revenue recognition
- note 25 contingencies

**Mackay Regional Council
Notes to the Financial Statements
For the year ended 30 June 2023**

(ii) Correction of Provisions

As stated in Guideline – Landfill siting, design, operation and rehabilitation (ESR/2015/1627) a council must manage the landfill site to prevent any environmental impact until the landfill has sufficiently decomposed or stabilised such that it no longer presents a risk to the environment. This includes the development of an aftercare management plan that proposes frequency of monitoring and inspection of the landfill and infrastructure.

In the calculation of the provision for Waste Restoration for closed sites the costs for aftercare management have been excluded in prior years, MRC has a legal obligation to develop an aftercare management plan and to incur the associated costs, meeting the criteria of *AASB 137 Provisions, Contingent Liabilities and Contingent Assets*. As per AASB Interpretation 1 para.07 where the related asset has reached the end of its useful life, subsequent changes in the provision are recognised in profit or loss as they occur. This resulted in a material understatement of operational costs recognised for the prior financial years.

This has been corrected by restating each of the affected financial statement line items for the period as follows:

Statement of Financial Position	Closing balance at 30 June 2022			Opening balance at 1 July 2021		
	30 June 2022	Increase or (Decrease)	30 June 2022 (Restated)	1 July 2021	Increase or (Decrease)	1 July 2021 (Restated)
	\$000's	\$000's	\$000's	\$000's	\$000's	\$000's
Provisions	51,203	7,924	59,127	51,540	8,299	59,839
Total current liabilities	133,790	7,924	141,714	127,950	8,299	136,249
Total liabilities	214,046	7,924	221,970	248,106	8,299	256,405
Net community assets	3,669,872	(7,924)	3,661,948	3,410,601	(8,299)	3,402,302
Retained surplus	2,280,456	(7,924)	2,272,532	2,237,858	(8,299)	2,229,559
Total community equity	3,669,872	(7,924)	3,661,948	3,410,601	(8,299)	3,402,302

Statement of Comprehensive Income	Closing balance at 30 June 2022		
	30 June 2022	Increase or (Decrease)	30 June 2022 (Restated)
	\$000's	\$000's	\$000's
Materials and services	101,214	(375)	100,839
Total recurrent expenses	277,147	(375)	276,772
Total expenses	282,353	(375)	281,978
Net result	39,045	375	39,420
Total comprehensive income for the year	259,273	375	259,648

g) Volunteer services

MRC operations are carried out with the assistance of volunteers, where individuals donate their time and skills to help MRC achieve its objectives within the community. MRC has not recognised volunteer services in these financial statements, as the value donated cannot be reliably measured.

h) Taxation

The income of local government and public authorities is exempt from income tax. However, MRC is subject to Fringe Benefits Tax (FBT), Goods and Services Tax (GST) and Payroll Tax on certain activities. The net amount of GST recoverable from or payable to the Australian Taxation Office (ATO) is shown as an asset or liability respectively.

**Mackay Regional Council
Notes to the Financial Statements
For the year ended 30 June 2023**

2) Analysis of results by function

a) Components of Mackay Regional Council by function

The purpose and activities relating to MRC's components are as follows:

Office of the Mayor and Chief Executive Officer

The purpose of the Office of the Mayor and Chief Executive Officer (CEO) is to support MRC to be open, accountable and transparent and to deliver value for money community outcomes. This function includes legal and administrative support for the Mayor, Councillors and CEO and the functions of workplace health and safety, governance, performance and risk and internal audit.

Development Services

The purpose of Development Services is to facilitate the liveability, growth, and prosperity of the region, through planning for our communities, ensuring quality development outcomes, and promoting the economic development of the area. This ensures that the Mackay region is liveable, efficiently serviced and economically sustainable. This function cares for our natural areas and ensures our recreational open spaces are accessible and effectively managed.

Organisational Services

The purpose of Organisational Services is to provide enterprise-wide support services employing specialist knowledge, best practices and technology enablers. A key outcome is the provision of accurate, timely and appropriate information to support sound decision making and meet statutory requirements. This includes advice and support to other departments particularly in areas of people and culture, financial information and information technology needs, and customer service support to Mackay's residents. Organisational Services also manages MRC's extensive fleet, contract and procurement activities as well as managing and maintaining all MRC owned land and buildings.

Community and Client Services

The purpose of Community and Client Services is to provide opportunities for all residents, workers and visitors to participate in cultural and recreational activities which foster inclusion and stronger communities, as well as keeping our community safe through the coordination of emergency management activities and the provision of compliance and regulatory services. The department includes libraries, entertainment venues, art galleries and museums, community development, sport and recreation programs, corporate communications and marketing, emergency management and health and regulatory services.

Engineering and Commercial Infrastructure

Engineering

The purpose of Engineering is to provide a high quality and effective road network within the region. The engineering function is responsible for asset management and providing and maintaining transport infrastructure; including the roads, bridges and drainage network.

Commercial Infrastructure

The purpose of the Commercial Infrastructure function is to support healthy and safe communities and natural environments by sustainably managing water and sewerage services. This function also protects and supports the community by providing sustainably managed waste collection and disposal services.

Capital Works

The purpose of the Capital Works Directorate is to deliver Council's annual Capital Program through a centralised service. This function includes providing overall governance and portfolio management, field services through staff crews and managing contracted works through Contract Services and Major Projects.

Mackay Regional Council
Notes to the Financial Statements
For the year ended 30 June 2023

b) Income and expenses defined between recurrent and capital and total assets are attributed to the following functions:

	Income				Total income	Expenses		Total expenses	Net result	Total assets
	Recurrent		Capital			Recurrent	Capital			
	Grants	Other	Grants	Other						
	\$000's									
Office of the Mayor and CEO	-	9	-	-	9	9,436	-	9,436	(9,427)	-
Development Services	1,100	6,193	4,117	-	11,410	33,505	-	33,505	(22,095)	124
Organisational Services	8,265	116,021	-	246	124,532	84,416	3,082	87,498	37,034	516,223
Community and Client Services	1,700	9,153	-	-	10,853	26,701	-	26,701	(15,848)	3,689
Engineering	27	8,115	6,991	-	15,133	31,672	2,240	33,912	(18,779)	2,111,138
Commercial Infrastructure	197	132,552	6,540	198	139,487	102,015	2,276	104,291	35,196	1,504,449
Capital Works	740	171	30,472	33	31,416	828	-	828	30,588	-
Total at 30 June 2023	12,029	272,214	48,120	477	332,840	288,573	7,598	296,171	36,669	4,135,623
Office of the Mayor and CEO	-	1	-	-	1	9,647	-	9,647	(9,646)	-
Development Services	505	6,856	5,061	-	12,422	32,099	-	32,099	(19,677)	85
Organisational Services	10,665	112,387	-	1,367	124,419	76,652	1,665	78,317	46,102	557,786
Community and Client Services	1,575	9,878	-	-	11,453	26,057	-	26,057	(14,604)	3,652
Engineering	65	8,059	4,627	-	12,751	32,783	3,157	35,940	(23,189)	1,972,010
Commercial Infrastructure (restated)	473	126,962	9,657	199	137,291	96,357	389	96,746	40,545	1,350,383
Capital Works	138	154	22,738	31	23,061	3,177	(5)	3,172	19,889	-
Total at 30 June 2022	13,421	264,297	42,083	1,597	321,398	276,772	5,206	281,978	39,420	3,883,916

**Mackay Regional Council
Notes to the Financial Statements
For the year ended 30 June 2023**

3) Revenue analysis**a) Rates and charges**

Rates and charges are recognised as revenue at the beginning of the rating period to which they relate. Prepaid rates are recognised as a financial liability until the beginning of the rating period.

	Note	2023 \$000's	2022 \$000's
General rates		125,992	122,641
Separate and special rates and charges		3,789	3,734
Water consumption and utility charges		45,788	44,958
Sewerage utility charges		53,520	51,844
Waste management utility charges		23,717	22,952
Less: discounts and remissions		(21,665)	(20,982)
		231,141	225,147

b) Fees and charges

Revenue from fees and charges is recognised at the point in time when the performance obligation is satisfied and the customer receives the benefit of the goods or services being provided.

The performance obligation relates to the specific services which are provided to the customer and generally the payment terms are within 30 days of the provision of the service. In some cases, the customer is required to pay on arrival, for example at caravan parks. There is no material obligation for MRC in relation to refunds or returns.

A small quantity of low value and short-term fees and charges are recognised at the time of receipt.

	Note	2023 \$000's	2022 \$000's
Application fees		2,269	2,896
Licence fees and registrations		2,426	2,514
Fines and penalties		393	526
Venues, events and cultural fees		1,549	2,544
Waste and recycling fees		7,003	7,045
Other fees and charges		5,807	6,295
		19,447	21,820

c) Rental income

Rental income is recognised as income on a straight-line basis over the lease term.

	Note	2023 \$000's	2022 \$000's
Investment property		441	436
Other property		746	790
		1,187	1,226

**Mackay Regional Council
Notes to the Financial Statements
For the year ended 30 June 2023**

d) Interest income

Interest earned on deposits at call and fixed term deposits is accrued over the term of the investment.

	2023	2022
Note	\$000's	\$000's
Interest on deposits	5,818	1,306
Interest on debtor arrears	370	435
	6,188	1,741

e) Sales contracts and recoverable works

Sales of goods are recognised when the significant risks and rewards of ownership are transferred to the buyer. Generally, this is when the customer has taken undisputed delivery of the goods.

MRC generates revenue from a number of services including contracts for water, sewerage and road works. Revenue from contracts and recoverable works generally comprises a recoupment of material costs together with an hourly charge for equipment and labour. Where consideration is received for the service in advance, it is only recognised as revenue in the period the service is performed.

	2023	2022
Note	\$000's	\$000's
Roads recoverable works	6,820	6,712
Water operations	526	938
Sewer operations	680	507
Other sales contracts and recoverable works	218	317
	8,244	8,474

4) Grants, subsidies, contributions and donations

Grant revenue arising from an enforceable agreement containing sufficiently specific performance obligations is recognised as revenue progressively, as the performance obligations are satisfied. MRC deems costs incurred as the most appropriate measure of satisfying sufficiently specific performance obligations.

Grants received with the intent to further MRC's objectives, with no sufficiently specific performance obligations are recognised at fair value, at the point in time in which MRC receives the asset.

Where assets are donated, or purchased for significantly below fair value, revenue is recognised when the asset is acquired or controlled by MRC.

Enforceable capital grants received to enable MRC to acquire or construct a specified item of property, plant and equipment, to be controlled by MRC, are recognised as revenue progressively as the sufficiently specific performance obligations are satisfied in accordance with the grant agreement. MRC deems costs incurred as the most appropriate measure of satisfying sufficiently specific performance obligations.

**Mackay Regional Council
Notes to the Financial Statements
For the year ended 30 June 2023**

a) Recurrent

	Note	2023 \$000's	2022 \$000's
General purpose grants*		5,213	8,015
Government grants and subsidies		5,486	4,679
Non-government grants and subsidies		387	252
Contributions and donations		943	476
		12,029	13,422

*Payment of the Financial Assistance Grant from the Department of State Development, Infrastructure, Local Government and Planning has been determined in line with a revised three-year calculation methodology that commenced in 2022. As a result, MRC expects to receive a reduced allocation into the future. The Financial Assistance Grant (\$5.2M) is recognised at a point in time with all other grants recognised over time.

b) Capital

Capital revenue includes grants and subsidies which are tied to specific projects for the replacement or upgrade of existing non-current assets or investment in new assets. It also includes non-cash contributions which are usually infrastructure assets received from developers.

Developers also pay infrastructure charges for trunk infrastructure such as pump stations, treatment works, mains, sewers and water pollution control works. There is no associated enforceable performance obligation in relation to these charges and as such, they are recognised upon receipt.

Non-cash contributions with a value in excess of MRC's non-current asset recognition threshold of \$5,000, are recognised by increasing non-current assets and capital revenue. When the threshold is not met, an operating revenue and operating expense are recorded.

	Note	2023 \$000's	2022 \$000's
Government grants and subsidies		19,680	10,646
Contributions and donations		7,424	7,607
Contributed non-current assets at fair value		22,559	23,840
Less: discounts allowed on developer contributions		(1,543)	(11)
		48,120	42,082

5) Other capital income

	Note	2023 \$000's	2022 \$000's
Fair value increase of investment property		189	95
Reversal of revaluation decrements previously expensed		-	1,242
Other income		288	260
		477	1,597

**Mackay Regional Council
Notes to the Financial Statements
For the year ended 30 June 2023**

6) Employee costs

Employee costs are recorded when the service has been provided by the employee.

	Note	2023 \$000's	2022 \$000's
Wages and salaries		62,459	60,940
Annual, sick and long service leave		17,507	17,388
Superannuation	26	10,252	9,820
Other employee costs		175	171
		90,393	88,319
Councillor remuneration		1,465	1,436
		91,857	89,755

7) Materials and services

Expenditure for materials and services is recorded as the goods or services are received.

	Note	2023 \$000's	2022 \$000's Restated
Advertising and marketing		870	886
Audit of financial statements by the Auditor-General*		162	155
Capital project costs expensed		817	410
Communications and IT		7,203	6,337
Community facilities and entertainment		4,274	3,624
Consultants and services		9,544	9,699
Contractors		30,899	29,681
Donations, grants, subsidies and contributions		2,877	3,555
Electricity and public utilities		8,686	7,470
Equipment and hire fees		4,684	5,054
Fees and charges		2,532	2,354
Fuel and chemicals		6,218	5,461
Insurance		4,562	4,162
Registrations and subscriptions		2,594	2,172
Repairs and maintenance		16,493	15,124
Waste Levy payment		4,242	4,080
Waste Levy refund**		(4,242)	(3,820)
Other materials and services		5,556	4,434
		107,969	100,839

*The total fee quoted by the Queensland Audit Office in the external audit plan, for the audit of the 2023 annual financial statements, was \$162K (2022: \$155.2K).

**The State Government rebated \$4.2M (2022: \$3.8M) to mitigate the direct impact of the Waste Levy on households. Any portion of the refund not applied to the Waste Levy payment is reported in note 4 grants, subsidies, contributions and donations as government grants and subsidies.

**Mackay Regional Council
Notes to the Financial Statements
For the year ended 30 June 2023**

8) Finance costs**a) Recurrent**

	Note	2023 \$000's	2022 \$000's
Borrowing costs - Queensland Treasury Corporation		3,644	6,766
Market realisation expense*		-	3,768
Bank charges		438	488
Interest on lease liabilities		28	21
Unwinding of the discount		1,370	-
Impairment of receivables		(67)	62
		5,413	11,104

*In June 2022, MRC repaid \$40.7M in QTC borrowings ahead of the scheduled repayment date in 2029.

b) Capital

	Note	2023 \$000's	2022 \$000's
Unwinding of discounted provisions		-	328

9) Capital expenses**a) Loss on disposal of non-current assets**

	Note	2023 \$000's	2022 \$000's
Property, plant and equipment		5,587	5,074
Non-current assets held for sale		79	-
Intangible assets		-	6
		5,666	5,080

b) Other capital expenses

	Note	2023 \$000's	2022 \$000's
Capital project costs expensed		2,652	739
Adjustments to remediation provisions		(832)	(940)
Other expenses		113	-
		1,933	(201)

**Mackay Regional Council
Notes to the Financial Statements
For the year ended 30 June 2023**

10) Cash and cash equivalents

Cash and cash equivalents include cash on hand, all cash and cheques receipted but not banked at the year end, deposits held at call with financial institutions and other short-term, highly liquid investments. Original terms to maturity are three months or less and they are readily convertible to known amounts of cash and which are subject to an insignificant risk of changes in value. Cash deposits are required to have a minimum credit rating of A-, therefore the likelihood of the counterparty having capacity to meet its financial commitments is strong.

MRC may be exposed to credit risk through investments in the Queensland Treasury Corporation (QTC) cash fund, which is an asset management portfolio that invests with a wide range of high credit rated counterparties. Deposits in the QTC cash fund are capital guaranteed.

MRC's approach to managing liquidity is to ensure, as far as possible, that it will have sufficient liquidity to meet its liabilities when they are due, under both normal and stressed conditions, without incurring unacceptable losses or risking reputational damage.

	2023	2022
Note	\$000's	\$000's
Cash at bank and on hand	11,472	9,058
Deposits at call	83,693	90,046
	95,165	99,104

MRC's cash balance is subject to internal and external restrictions that limit amounts available for discretionary or future use. Expenditure restrictions at the reporting date relate to:

	2023	2022
Note	\$000's	\$000's
Externally restricted		
Unspent grants and subsidies	6,207	10,417
Waste Levy refund paid in advance	13,286	14,911
	19,493	25,328
Internally restricted		
Separate and special rates and charges	4,410	4,261
Capital reserves	71,876	69,708
Donations	252	284
	76,538	74,253

Funds held on behalf of other parties

Funds held in trust on behalf of other parties include security deposits lodged to guarantee performance, bonds and unclaimed monies paid into the trust account by MRC. MRC performs a custodian role only in respect of these monies. As these funds are for a specific purpose and cannot be used by MRC, they are not brought to account in these financial statements, as MRC has no rights over the assets. The amount held in trust by MRC is \$2.4M (2022: \$2.7M).

**Mackay Regional Council
Notes to the Financial Statements
For the year ended 30 June 2023**

11) Trade and other receivables

Trade receivables are recognised at the amounts due at the time of sale or service delivery. MRC's standard settlement terms are 30 days from invoice date. No significant concentration of credit risk has been identified, as exposure is spread over a large number of counterparties and customers.

MRC used an allowance matrix to measure the expected credit losses of trade and other receivables from individual customers, which comprise a large number of small balances. Loss rates are calculated, based on the probability of the receivable progressing to write-off. The rates were derived using both observable historic default rates and assumptions of forward-looking market and economic conditions applied against like debtor segments where similar loss patterns exist or could be expected to exist.

Interest is charged on overdue rates and other receivables at 8.17% per annum (2022: 8.03%), compounding monthly. MRC is empowered under the provisions of the *Local Government Act 2009* to sell an owner's property to recover rates arrears. For this reason, MRC does not generally impair any rates receivables. However, in the case of rates on state leased land, where the lease has been cancelled or land leased by MRC, the right to sell is forfeit. In addition to this and where other avenues to pursue the debt are doubtful, a provision for impairment will be made, pending the exhaustion of all legal options.

	Note	2023 \$000's	2022 \$000's
Current			
Rates and utility charges		7,237	7,672
Interest receivable		1,273	798
GST recoverable		3,646	2,168
Developer contributions		6,219	7,286
Other debtors		4,967	6,507
Less: loss allowance		(337)	(404)
		23,004	24,027
Non-current			
Other debtors		1,676	1,676

**Mackay Regional Council
Notes to the Financial Statements
For the year ended 30 June 2023**

12) Financial assets

Financial assets are recognised in when the entity becomes a party to the contractual provisions to the financial instrument. Financial assets are initially measured at fair value plus transaction costs. Transaction costs directly attributable to the acquisition of financial assets at fair value through profit and loss is recognised immediately in profit or loss. All recognised financial assets are measured subsequently in their entirety at either amortised cost or fair value, depending on the classification of the financial assets.

	Note	2023 \$000's	2022 \$000's
Current			
Term deposits		55,000	70,000
Non-current			
Equity instruments at fair value through profit or loss		-	2

a) Term deposits

In accordance with the *Statutory Bodies Financial Arrangements Act 1982*, MRC has category 1 investment power and currently holds term deposits with various financial institutions; all of which are considered to be low risk with fixed rates and fixed original terms to maturity greater than 3 months, but less than 12. All term deposits are intended to be held to maturity.

b) Equity instruments at fair value through profit or loss

MRC holds 1 fully paid share at \$1 in Mackay Regional Housing Company Limited (trading as Connect Housing Group); as this is not listed on any stock exchange and there is no active market, fair value cannot be reliably measured and therefore it is reported as cost. Due to rounding this amount is reported as \$0 for 2023.

13) Investment property

Investment property is initially recognised at cost; being purchase price inclusive of any transaction costs. Fair value is subsequently measured at current market value, which is derived by reference to market-based evidence, including observable historical sales data for properties of similar nature and specification.

Revaluations are conducted annually at 30 June by an independent, registered valuer. This was last conducted by Jones Lang La Salle Public Sector Valuations Pty Ltd (JLL). JLL is a leading professional services firm with highly skilled valuers, experienced in the valuation of local government and public sector assets across Australia.

The carrying value of investment property is assessed annually for impairment indicators.

	Note	2023 \$000's	2022 \$000's
Opening balance at 1 July		5,275	5,100
Transfers to or from property, plant and equipment		116	80
Fair value increase or (decrease)		189	95
Closing balance at 30 June		5,580	5,275

Mackay Regional Council
Notes to the Financial Statements
For the year ended 30 June 2023

14) Property, plant and equipment**Current year movements:**

Asset Class	Opening written down value 1 July 2022	Adjustment to opening value	Additions	Transfers	Disposals and write offs	Revaluation	Depreciation expense	Closing written down value 30 June 2023
	\$000's	\$000's	\$000's	\$000's	\$000's	\$000's	\$000's	\$000's
Land	162,555	77	(17)	1,765	(486)	17,038	-	180,932
Site improvements	144,122	(883)	4	(12,942)	(524)	(6,473)	(5,973)	117,329
Buildings	170,344	(166)	-	15,830	(1,080)	726	(7,701)	177,955
Roads, bridges and drainage network	1,920,848	5,303	17,034	75,787	(2,219)	68,401	(31,245)	2,053,910
Water	468,412	(80)	1,537	19,265	(1,729)	64,776	(15,397)	536,784
Sewerage	658,978	(265)	3,084	7,290	(519)	77,555	(15,527)	730,595
Plant and equipment	43,361	-	-	10,990	(1,299)	-	(7,371)	45,681
Capital work in progress	101,106	-	107,076	(112,498)	-	-	-	95,684
	3,669,726	3,986	128,718	5,487	(7,856)	222,023	(83,214)	3,938,870

Prior year movements:

Asset Class	Opening written down value 1 July 2021	Adjustment to opening value	Additions	Transfers	Disposals and write offs	Revaluation	Depreciation expense	Closing written down value 30 June 2022
	\$000's	\$000's	\$000's	\$000's	\$000's	\$000's	\$000's	\$000's
Land	153,787	-	17	-	(485)	9,236	-	162,555
Site improvements	137,105	-	60	2,454	(183)	10,081	(5,394)	144,122
Buildings	151,486	-	118	933	(1,534)	25,978	(6,638)	170,344
Roads, bridges and drainage network	1,725,579	1,224	17,048	34,423	(2,934)	173,978	(28,470)	1,920,848
Water	513,632	3,639	2,104	8,735	(282)	(45,048)	(14,369)	468,412
Sewerage	612,958	1,532	4,515	7,181	(108)	45,796	(12,895)	658,978
Plant and equipment	42,784	-	-	8,649	(940)	-	(7,131)	43,361
Capital work in progress	72,032	-	93,065	(63,991)	-	-	-	101,106
	3,409,363	6,395	116,927	(1,616)	(6,466)	220,021	(74,897)	3,669,726

Additions include contributed assets and developer offsets. Transfers comprise capitalised expenditure on constructed or purchased assets transferred out of capital work in progress, transfers between asset classes, other non-current assets, and to the Statement of Comprehensive Income. Amounts expensed to the Statement of Comprehensive Income are reported in note 7 materials and services and note 9 capital expenses.

Mackay Regional Council
Notes to the Financial Statements
For the year ended 30 June 2023

Gross asset cost and accumulated depreciation by asset class:

Asset Class	Closing balance at 30 June 2023			Opening balance at 1 July 2022			Closing balance at 30 June 2022		
	Gross asset value	Accumulated depreciation	Written down value	Gross asset value	Accumulated depreciation	Written down value	Gross asset value	Accumulated depreciation	Written down value
	\$000's	\$000's	\$000's	\$000's	\$000's	\$000's	\$000's	\$000's	\$000's
Land	180,932	-	180,932	162,632	-	162,632	162,555	-	162,555
Site improvements	203,946	(86,617)	117,329	228,020	(84,781)	143,239	229,866	(85,744)	144,122
Buildings	312,657	(134,702)	177,955	282,858	(112,680)	170,178	283,910	(113,566)	170,344
Roads, bridges and drainage network	3,180,814	(1,126,903)	2,053,910	2,911,163	(985,012)	1,926,151	2,901,300	(980,452)	1,920,848
Water	955,808	(419,024)	536,784	878,772	(410,440)	468,332	878,761	(410,349)	468,412
Sewerage	1,090,977	(360,382)	730,595	1,004,273	(345,560)	658,713	1,004,908	(345,930)	658,978
Plant and equipment	87,976	(42,295)	45,681	81,396	(38,034)	43,361	81,396	(38,034)	43,361
Capital work in progress	95,684	-	95,684	101,106	-	101,106	101,106	-	101,106
	6,108,794	(2,169,923)	3,938,870	5,650,220	(1,976,507)	3,673,712	5,643,802	(1,974,075)	3,669,726

Reported values include adjustments relating to ongoing data validations taken to the opening value at 1 July.

Key valuation information:

Asset class	Useful life (years)	Basis of measurement	Level	2023 valuation type	2023 valuation performed by	Last comprehensive valuation	Last comprehensive valuation performed by	Next comprehensive valuation planned
Land	Indefinite	Valuation	2 or 3	Comprehensive	JLL	2023	JLL	2026
Site improvements	5 - indefinite	Valuation	2 or 3	Comprehensive	JLL	2023	JLL	2026
Buildings	10 - 100	Valuation	2 or 3	Comprehensive	JLL	2023	JLL	2026
Roads, bridges and drainage network	5 - indefinite	Valuation	3	Desktop - 8.0%	JLL	2020	JLL	2024
Water	5 - 150	Valuation	3	Index - 7.9%	JLL	2022	JLL	2025
Sewerage	7 - 160	Valuation	3	Index - 7.9%	JLL	2022	JLL	2025
Plant and equipment	2 - 50	Cost						

**Mackay Regional Council
Financial Statements
For the year ended 30 June 2023**

a) Recognition

Items of property, plant and equipment with a total value of less than \$5,000 except for land which has a recognition threshold of \$1, are treated as an expense in the year of acquisition. Individual assets valued below the asset recognition threshold are recognised as an asset if connected to a larger network. All other items of property, plant and equipment are capitalised to the relevant asset class.

Land under the roads and reserve land, which falls under the *Land Act 1994* or the *Land Title Act 1994* is controlled by the Queensland Government pursuant to the relevant legislation. This land is not recognised in these financial statements.

b) Measurement of assets acquired during the period

All assets purchased or constructed during the reporting period are initially recorded at cost. Cost is determined as the fair value of the assets given as consideration, plus costs incidental to acquisition; including architects' fees, engineering design fees and other establishment costs. Cost for constructed assets include the cost of all services, materials and plant used in construction, direct labour on the project and an appropriate proportion of indirect labour costs attributable to bringing the asset to the location and condition necessary for it to operate in the manner intended.

Property, plant and equipment received in the form of contributions or as offsets to infrastructure charges are brought to account as capital contribution revenue, based on the fair value of each asset, at such time that the asset is acquired or controlled by MRC and the value exceeds the recognition threshold for the respective class. Where an active market does not exist, as is the case for most infrastructure assets contributed to MRC, fair value is deemed to be current replacement cost.

Costs incurred on assets after initial recognition are capitalised if the associated work either renews, extends or upgrades the assets underlying service potential. Routine operating maintenance, repair costs and minor renewals to maintain the operational capacity of a non-current asset are expensed as incurred.

When MRC raises a provision for the restoration or rehabilitation of an MRC-controlled waste or quarry site, the provision is initially recognised against property, plant and equipment. Subsequent changes in the provision relating to the discount rate or the estimated amount or timing of restoration costs are recognised in capital expenses or taken against the asset revaluation surplus.

c) Valuation

Non-current physical assets measured at fair value are revalued, where required, so that the carrying amount of each class of asset does not materially differ from its fair value at the reporting date. This is achieved by engaging independent, professionally qualified valuers to determine the fair value for each relevant class of property, plant and equipment assets at least once every 5 years. This process involves the valuer physically sighting a representative sample of MRC assets across all asset classes and making their own assessments of the condition of the assets at the date of inspection.

In the intervening years, MRC uses internal engineers and asset managers to assess the condition and cost assumptions associated with all infrastructure assets; the results of which are considered in combination with an appropriate cost index for the region. Together these are used to form the basis of a management valuation for infrastructure asset classes in each of the intervening years. Where indicators exist that the asset class has experienced a significant and volatile change in value since the last reporting period, management will engage independent, professionally qualified valuers to perform a "desktop" valuation. This involves management providing updated information to the valuer regarding additions, deletions and changes in assumptions such as useful life, residual value and condition rating. The valuer then determines suitable indices which are applied to each of these asset classes.

Materiality concepts are considered in determining whether the difference between the carrying amount and the fair value of an asset is significant or experienced a volatile change, in which case a revaluation is undertaken. Upon revaluation, accumulated depreciation is restated proportionately with the change in the carrying amount of the asset and any change in the estimate of remaining useful life. Separately identified components of assets are measured on the same basis as the assets to which they relate.

**Mackay Regional Council
Notes to the Financial Statements
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d) Depreciation

Assets are depreciated from the date of acquisition or, in respect of internally constructed assets, from the date noted on the relevant source documents; at which time they are capitalised and transferred from work in progress to the appropriate property, plant and equipment class.

Property, plant and equipment assets held at cost having a limited useful life are depreciated on a straight-line basis over their estimated useful lives. Capital work in progress, land, formation work and certain heritage and cultural assets are not depreciated.

Where assets have significant separately identifiable components that are subject to regular replacement, these components are assigned useful lives distinct from the asset to which they relate. Any expenditure that increases the originally assessed capacity or service potential of an asset is capitalised and the revised depreciable amount is depreciated over the remaining useful life of the asset to MRC.

Depreciation methodology, estimated useful lives and residual values of property, plant and equipment assets are reviewed at the end of each reporting period and adjusted where necessary to reflect any changes in the pattern of consumption, physical wear and tear, technical or commercial obsolescence, or management intentions.

e) Impairment

Property, plant and equipment is assessed for indicators of impairment annually. If an indicator of material impairment exists, MRC determines the recoverable amount of the asset. Any amount, by which the carrying amount exceeds the recoverable amount, is recorded as an impairment loss.

MRC's asset base largely consists of highly specialised infrastructure and other specialist assets for which there is no active market. As a result, infrastructure asset classes rarely experience volatility and significant changes in value as a result of market sentiment are not probable.

f) Fair value measurement

The methods used to estimate fair value comprise:

Level 1 – calculated using quoted prices in active markets

Level 2 – estimated using inputs that are directly and indirectly observable, such as prices for similar assets

Level 3 – estimated using unobservable inputs for the asset

There is no market for MRC's infrastructure assets due to their specialised nature and the services they provide. As such, the fair value of all infrastructure assets is determined on the basis of replacement with a new asset having similar service potential. Infrastructure assets are recorded at fair value, using written down current replacement cost (CRC). This comprises the CRC, less accumulated depreciation representing the amount of the asset already consumed or the expired future economic benefits of the asset.

CRC is measured by reference to the lowest cost at which the gross economic benefits (i.e. service potential) of the asset could be obtained in the normal course of business. It is assumed that the infrastructure assets will be replaced by their modern equivalent, in order to provide the required service potential required by MRC.

This method utilises a number of inputs that require judgement and are therefore classed as unobservable. While these judgements are made with the greatest care, and based upon years of experience, different judgements could result in a different valuation.

i) Land

Fair value of land at 30 June 2023 was determined by comprehensive revaluation processes, performed by professional valuers Jones Lange La Salle Public Sector Valuations (JLL).

Sales evidence across the relevant local markets was researched. Value adjustments for considerations such as location, development potential, aspect, size and date of sale were made to the most appropriate evidence to determine fair value. This is referred to as the market approach. All land assets have been valued according to this methodology.

**Mackay Regional Council
Notes to the Financial Statements
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Fair value measurements developed utilising the market approach are generally classified as either level 2 or 3 in the fair value hierarchy depending on the volume of market transactions; the level of judgement required to adjust for differences in characteristics between the subject asset and sales evidence; and the sensitivity of those adjustments to the fair value measurement.

	2023	2022
Note	\$000's	\$000's
Non-specialised (level 2)	29,692	47,739
Specialised (level 3)	151,240	114,815
Total written down value at 30 June	180,932	162,554

ii) Site improvements

The site improvements class was subject to comprehensive valuation at 30 June 2023. This was performed by professional valuers JLL.

Both the cost approach and market approach were utilised to determine the fair value of assets. The selection of the most appropriate technique was dependent on the nature of the asset being measured and the exit market within which the asset would transact.

Fair values are benchmarked by the valuer to externally available published rates and internally generated data for similar works performed by MRC and contractors. Where an active market exists, such as for certain artworks, fair value was measured in accordance with the market approach. This is derived by reference to market-based evidence, including observable historical sales data. Assets valued according to this methodology are classified as level 2 per the fair value measurement hierarchy.

For most site improvement assets, fair value was determined on the basis of replacement with a new asset having similar service potential. A sample of assets were physically inspected to determine asset attributes and conditions, else existing asset register data was relied upon. These conditions are in turn used to reflect the remaining life of the assets. This is referred to as the cost approach. Asset are attributed a fair value hierarchy of level 3 if valued according to this methodology.

	2023	2022
Note	\$000's	\$000's
Non-specialised (level 2)	704	943
Specialised (level 3)	116,625	143,179
Total written down value at 30 June	117,329	144,122

iii) Buildings

MRC engaged independent valuers, JLL to perform a comprehensive valuation of buildings assets, as at 30 June 2023. The valuation methodology included a review of the financial hierarchy and componentisation attributes of assets recorded within the class.

Where MRC buildings are of a specialised nature and there is no active market for the assets, fair value has been determined on the basis of replacement with a new asset having similar service potential. This is known as the cost approach and was utilised for all buildings assets, with the exception of one location.

The fair value measurement of all assets in this class has been deemed level 3, with the exception of the above noted building, measured using the market approach and is classified with a fair value hierarchy of level 2.

A sample of assets were physically inspected to determine asset attributes and condition. Allowances for physical depreciation and obsolescence were made and systematically categorised. The final determination of condition assessments was based on JLL's onsite condition assessments, in discussion with appropriate staff. Assets were rated using a scale with a range between 1 and 5, where 1 indicates brand new and 5 represents an asset near the end of its useful life.

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Notes to the Financial Statements
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In establishing fair value using the cost approach, it was necessary to determine the current gross replacement cost to construct a modern equivalent asset. The main sources of data included:

- Cost guides such as Rawlinsons and Cordells which provide indicative unit rates for a variety of building and infrastructure assets.
- Recent MRC project costs were utilised where the asset cost is readily identifiable.
- JLL database of building asset costs.

Note	2023 \$000's	2022 \$000's
Non-specialised (level 2)	1,991	6,563
Specialised (level 3)	175,963	163,781
Total written down value at 30 June	177,954	170,344

iv) Roads, bridges and drainage network

In the 12 months ended 30 June 2023, JLL reported a cost movement increase for the class of 8%. Professional valuation services of this provider were also engaged to perform a desktop valuation to bring to account new information in respect to certain subcategories of assets.

MRC continues to undertake significant multi-year asset data improvement initiatives, intended to validate, standardise and enhance the classification and attribute accuracy of infrastructure assets recorded within the class. These processes incorporate separate operational phases which are categorised by asset sub-class and geographical location. The current year outcomes of these initiatives are reported within these financial statements.

Retrospective adjustments to prior year comparatives have not been applied in any instances due to the impractical nature of determining the period specific effects and given that the amounts were immaterial to property, plant and equipment and equity balances.

MRC make assessments annually to identify any indicators that the carrying value of a class materially differs from the reported fair value. Any such indicators are considered in the requirement to comprehensively revalue the class.

The last comprehensive revaluation for this class was completed in 2020. The unit rates applied were based on project costs and include materials, labour and overheads. Fair values are benchmarked by the valuer to externally available published rates and internally generated data for similar works performed by MRC and contractors.

The desktop valuation methodology was performed on the basis inputs utilised for the last comprehensive revaluation remain valid. Unit rates were reviewed and updated where appropriate, including application of the 8% cost movement increase.

v) Water and sewerage

For the 12 months ended 30 June 2023, JLL determined a 6% increase in cost movement across the classes. Since the last comprehensive valuation undertaken in the 2022 financial year, a cumulative cost movement of 7.9% for both water and sewer is evident. This being due movement in the final quarter of which the valuation was performed, with consideration to the timing of unit rate development. This was determined to be material by internal stakeholders and as such, a commensurate adjustment was applied to the fair value of water and sewer asset in the current financial year.

The 2022 valuation methodology determined that water and sewer assets can be broken into 2 broad groups, active and passive assets. Active assets include pump stations, bore fields, reservoirs and treatment plants, while passive assets primarily comprise network assets such as water and sewerage mains and manholes.

**Mackay Regional Council
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Assets were either subject to a site inspection or an assessment to determine remaining useful life. Where site inspections were conducted, the assets were allocated a condition rating, which is based on factors such as the age of the asset, overall condition as noted by the valuer during inspection, economic and or functional obsolescence. The condition rating was made using a scale with a range between 0 and 5, where 0 indicates a brand new or rehabilitated asset and 5 represents an asset near the end of its useful life. The condition rating directly translates to the level of depreciation applied and was used to estimate remaining useful life.

Where site inspections were not conducted, the remaining useful life was calculated on an age basis after taking into consideration current and planned maintenance records.

Fair value of water and sewerage assets was determined using a cost approach and derived from MRC's internal construction costs for similar projects, Rawlinson's, communication with suppliers to determine applicable unit rates, schedule rates for construction of assets or similar assets and performance of comprehensive condition assessment.

15) Intangible assets

Intangible assets with a total value of more than \$5,000 are capitalised at cost and then amortised on a straight-line basis to best represent the pattern of consumption over the expected period of benefit. Where the capitalisation threshold is not met, items are expensed in the year of acquisition.

Intangible assets include land easements and software in use. Software as a service arrangements are expensed in the period in which the service is provided. Easements have indefinite useful lives and are not amortised, while software assets have a useful life of 5 years. Capital work in progress is recorded at cost and not amortised.

	Intangible assets	Capital work in progress
Note	\$000's	
Opening written down value at 1 July 2022	3,883	87
Additions	-	208
Transfers	295	(295)
Amortisation expense	(40)	-
Closing written down value at 30 June 2023	4,138	-
Closing accumulated amortisation at 30 June 2023	4,739	-
Closing gross asset value at 30 June 2023	8,877	-
Opening written down value at 1 July 2021	6,173	7
Opening value adjustment	(2,345)	-
Additions	-	238
Transfers	169	(159)
Disposals and write offs	(6)	-
Amortisation expense	(108)	-
Closing written down value at 30 June 2022	3,883	87
Closing accumulated amortisation at 30 June 2022	4,699	-
Closing gross asset value at 30 June 2022	8,582	87

Transfers comprise capitalised expenditure transferred out of work in progress, transfers to or from other non-current assets and transfers to the Statement of Comprehensive Income. Amounts expensed to the Statement of Comprehensive Income are reported in note 7 materials and services and note 9 capital expenses.

**Mackay Regional Council
Notes to the Financial Statements
For the year ended 30 June 2023**

16) Contract balances

	Note	2023 \$000's	2022 \$000's
Contract assets		3,323	2,552
Contract liabilities		6,207	10,417

a) Contract assets

Where work has been performed but a contract milestone is not yet met, the amount is recognised as a contract asset. This means amounts recognised as revenue in a given period do not necessarily coincide with the amounts billed to or certified by the customer.

b) Contract liabilities

The reported contract liabilities received includes advanced consideration from funding providers for construction projects in total of \$5.8M for which revenue will be recognised over time as the performance obligations are met. MRC expects to recognise the reported contract liabilities as revenue in the next 12 months.

	2023 \$000's	2022 \$000's
Funds received upfront to construct Council controlled assets	5,835	9,993
Non-capital performance obligations not yet satisfied	372	424
	<u>6,207</u>	<u>10,417</u>
Revenue recognised that was included in the contract liability balance at the beginning of the year		
Funds to construct Council controlled assets	6,143	4,054
Non-capital performance obligations	422	407
	<u>6,565</u>	<u>4,461</u>

17) Leases

MRC has leases in place over buildings and other assets. Where MRC assesses that an agreement contains a lease, a right of use asset and lease liability are recognised. MRC does not separate lease and non-lease components for any class of assets.

The right of use asset is measured using the cost model where cost on initial recognition comprises the lease liability, initial direct costs, prepaid lease payments, estimated cost of removal and restoration, less any lease incentives received. The right of use asset is amortised over the lease term on a straight-line basis. The carrying amount is reduced for impairment, where appropriate.

The lease liability is initially recognised at the present value of the remaining lease payments at the commencement of the lease.

MRC has applied the exceptions available for short-term leases, with a term of less than or equal to 12 months, and leases of low value assets. MRC recognises the payments associated with these leases as an expense on a straight-line basis over the lease term.

a) Right of use assets

	Buildings	Other \$000's	Total
Opening balance at 1 July 2022	521	782	1,303
Amortisation expense	(50)	(30)	(80)
Closing balance at 30 June 2023	471	752	1,223
Opening balance at 1 July 2021	10	812	822
Additions	550	-	550
Amortisation expense	(38)	(30)	(69)
Closing balance at 30 June 2022	521	782	1,303

**Mackay Regional Council
Notes to the Financial Statements
For the year ended 30 June 2023**

b) Lease liabilities

At each reporting date, MRC assesses whether it is reasonably certain that the extension options will be exercised based on current operations and corporate strategy. As at 30 June 2023, extension options are available.

	Note	2023 \$000's	2022 \$000's
Within one year		92	91
Later than one year but not later than five years		476	471
Later than five years		987	1,084
Total contractual cash flows		1,555	1,646
Carrying amount		1,298	1,365

18) Trade and other payables

Creditors are recognised when goods or services are received, at the amount owed. Amounts owing are unsecured and are generally settled on 30-day terms.

	Note	2023 \$000's	2022 \$000's
Creditors		726	659
Accruals		16,353	15,800
		17,079	16,459

19) Employee entitlements

Employee entitlements are measured at the present value of the estimated future cash outflows to be made in respect of services provided by employees up to the reporting date. The estimated future cash outflows have been discounted to their present value based on interest rates on Australian Government bond yields as at the reporting date. The value of the liability was calculated using current pay rates and projected future increases in those rates and includes related employee on-costs. Long service leave entitlements have been adjusted for the probability of the employees remaining in MRC's employment.

Where employees have met the prerequisite length of service and MRC does not have an unconditional right to defer this liability beyond 12 months, long service leave is classified as a current liability. Otherwise, it is classified as non-current. Annual leave is classified as a current liability as MRC considers there is no right to defer settlement. Further information is available in note 6 employee costs.

	Note	2023 \$000's	2022 \$000's
Current			
Annual leave		8,616	9,217
Long service leave		11,975	12,226
Other entitlements		796	866
		21,387	22,309
Non-current			
Long service leave		1,601	1,699

**Mackay Regional Council
Notes to the Financial Statements
For the year ended 30 June 2023**

20) Borrowings

All MRC borrowings are held with QTC. Borrowings are initially recognised at fair value plus any directly attributable transaction costs. Subsequent to initial recognition these liabilities are measured at amortised cost, with interest expensed as it accrues. Principal and interest repayments are made quarterly in arrears for all borrowings.

All borrowing costs are expensed in the period in which they are incurred. No interest has been capitalised during the current or comparative reporting period. There have been no defaults or breaches of loan agreements during the period.

Final payment dates vary from 2024 to 2033 for all borrowings. The market value of borrowings at the reporting date was \$54.1M. This represents the value of the debt if MRC repaid it all on that date. At the reporting date, it is the intention of MRC to hold the debt for its full term, as such no provision is required to be made in these accounts.

Reconciliation of liabilities arising from financing activities:

	2023	2022
Note	\$000's	\$000's
Opening balance at 1 July	66,063	117,583
Cash flows	(13,164)	(51,521)
Closing balance at 30 June	52,898	66,063

In June 2022, MRC repaid \$40.7M in QTC borrowings ahead of the scheduled repayment date in 2029.

The following table sets out the liquidity risk in relation to borrowings held with QTC. It represents the remaining undiscounted contractual cashflows (principal and interest) of financial liabilities at the end of the reporting period.

	2023	2022
Note	\$000's	\$000's
Within one year	16,808	16,808
Later than one year but not later than five years	34,034	44,717
Later than five years	10,601	16,726
Total contractual cash flows	61,443	78,251
Carrying amount	52,898	66,063

The outflows of the liabilities in the above table are not expected to occur significantly earlier or for significantly different amounts than indicated. MRC borrows using fixed rate loan products to limit exposure to interest rate risk and reduce the risk of adverse effects on future cash flows. To further manage exposure to the risk of not being able to meet financial obligations as they fall due, MRC maintains sufficient cash deposits at call to cater for unexpected volatility in cash flows. Further details of cash deposits are disclosed in note 10 cash and cash equivalents.

**Mackay Regional Council
Notes to the Financial Statements
For the year ended 30 June 2023**

21) Provisions

A provision is made for the cost of restoring waste and quarry sites where it is probable MRC will be liable or required to complete restoration works when the use of the facilities is complete. Refuse restoration provision represents the present value of anticipated future costs associated with the closure of the dump site, decontamination and monitoring of historical residues and leaching on these sites. Quarry rehabilitation provision represents the present value of the anticipated future costs associated with the closure of the quarries, refilling the basin, and reclamation and rehabilitation of these sites.

The calculation provides assumptions which are reviewed annually, such as the application of environmental legislation, site closure dates, available technologies and engineering cost estimates. These uncertainties may result in future actual expenditure differing from amounts currently provided. Because of the long-term nature of the liability, the most significant uncertainty in estimating the provision, is the year costs will be incurred. Estimates relating to closed waste and quarry sites are classified as current as MRC cannot defer remediation work when requested under the State Government Environmental Regulations.

	Note	2023 \$000's	2022 \$000's Restated
Current			
Waste restoration		60,054	56,307
Quarry rehabilitation		631	2,820
		60,685	59,127
Non-current			
Waste restoration		20,486	10,459
Quarry rehabilitation		1,177	2,787
Other		22	22
		21,685	13,268

The cost of restoring waste sites is expected to be incurred between 2024 and 2038, after site closure and allowing a period for settlement. No works are identified for completion within the next 12 months.

Golder Associates Pty Ltd (Golder) were engaged in 2022 to determine landfill provision cost estimates. Golder are a leading consultant, with highly skilled engineers and scientists who provide specialist services in the area of earth and environment, including remediation. The estimates reflect Golder's review of site-specific data including; geo-technical information, size, existing conditions, unique environmental and human health risks that require site specific closure works, long-term management strategies and current legislative obligations.

The cost of rehabilitating quarry sites is expected to be incurred between 2024 and 2033, after site closure and allowing a period for settlement. The portion estimated to be payable during the next 12 months is \$1.4M based on the current schedule of works.

MRC determines estimates for quarry remediation annually, through the use of highly skilled internal engineers and other specialists with relevant expertise in this field. The cost estimates have been based on extensive site analysis, current legislative requirements and guidelines and encompass remediation and revegetation costs.

**Mackay Regional Council
Notes to the Financial Statements
For the year ended 30 June 2023**

	Waste restoration	Quarry rehabilitation \$000's	Other
Opening balance at 1 July 2022	58,841	5,608	22
Restatement of the provision due to the inclusion of aftercare management costs for closed sites, refer note 1(f)	7,924	-	-
Provisions recognised or (derecognised)	9,302	(1,201)	-
Amounts used or (paid)	(583)	(108)	-
Unwinding of discount	2,076	180	-
Change due to escalation rates	1,543	139	-
Change in the estimate of forecast expenses	3,570	(2,556)	-
Change due to discount rates	(2,133)	(254)	-
Closing balance at 30 June 2023	80,540	1,808	22

Restatement of opening balance at 1 July 2022:

The costs for aftercare management of closed sites have not been previously included in the provision for waste site restoration. This has been corrected by restating operational expenses for the prior years. Further information on the correction of the opening balance of provisions is set out in note 1(f).

22) Other liabilities

Revenue is classified as a liability if it relates to an obligation to supply specific goods and services in future periods. Prepaid rates are recognised as a liability until the beginning of the rating period to which they relate.

	Note	2023 \$000's	2022 \$000's
Current			
Infrastructure charges offsets		278	969
Prepaid rates and charges		11,875	10,563
Waste Levy refund paid in advance		3,874	4,382
Other liabilities		2,794	4,129
		18,821	20,043
Non-current			
Infrastructure charges offsets		273	691
Waste Levy refund paid in advance		9,412	10,528
		9,685	11,219

**Mackay Regional Council
Notes to the Financial Statements
For the year ended 30 June 2023**

23) Asset revaluation surplus

The asset revaluation surplus comprises adjustments relating to changes in the value of property, plant and equipment that do not result from the use of those assets. Net incremental changes in the carrying value of classes of non-current assets, since their initial recognition, are accumulated in the asset revaluation surplus. Increases and decreases on revaluation are offset within a class of assets.

Where a class of assets is decreased on revaluation, that decrease is offset first against the amount remaining in the asset revaluation surplus in respect of that class. Any excess is treated as a capital expense. When an asset is disposed of, the amount reported in surplus in respect of that asset, is retained in the asset revaluation surplus and not transferred to retained surplus.

	Balance at 1 July 2022	Movement \$000's	Balance at 30 June 2023
Land	8,048	17,038	25,086
Site improvements	36,958	(6,822)	30,136
Buildings	31,762	726	32,488
Roads, bridge and drainage network	792,775	68,401	861,176
Water	188,398	64,776	253,174
Sewerage	331,475	77,555	409,030
	1,389,416	221,674	1,611,090

24) Commitments for expenditure

Commitments for contractual expenditure at balance date but not recognised in the financial statements are as follows:

Note	2023 \$000's	2022 \$000's
Waste operational commitments	33,122	27,432
Other operational commitments	7,914	3,746
Capital commitments	26,840	17,220
	67,876	48,399
This expenditure is payable:		
Within one year	44,029	35,077
Later than one year but not later than five years	23,847	13,322
	67,876	48,399

**Mackay Regional Council
Notes to the Financial Statements
For the year ended 30 June 2023**

25) Contingencies

Details and estimates of the maximum amounts of contingent assets and liabilities are as follows:

Legal matters

As at 30 June, various cases filed in the Courts naming MRC as defendant and other formal requests or demands for financial compensation, for which no fault or liability is admitted, were pending.

The outcomes of many of these disputes are uncertain and as such it is not possible to make a reliable estimate of any potential financial liability. However, for matters where a financial liability is probable and can be reasonably estimated, the potential liability has been determined by MRC's legal Counsel as \$2M (2022: \$0).

Local Government Mutual

MRC is a member of the Local Government Mutual liability self-insurance pool, LGM Queensland. In the event of the pool being wound up or it is unable to meet its debts as they fall due, the trust deed and rules provide that any accumulated deficit will be met by the individual pool members in the same proportion as their contribution is to the total pool contributions in respect to any year that a deficit arises.

As at 30 June 2023, the financial statements reported an accumulated surplus and it is not anticipated any liability will arise.

Local Government WorkCare

MRC is a member of the Queensland local government worker's compensation self-insurance scheme, Local Government WorkCare. Under this scheme, MRC has provided an indemnity towards a bank guarantee to cover bad debts which may remain should the self-insurance licence be cancelled and there were insufficient funds available to cover outstanding liabilities. Only the Queensland Government's worker's compensation authority may call on any part of the guarantee should the above circumstances arise.

MRC's maximum exposure to the bank guarantee is \$1.8M (2022: \$1.7M).

**Mackay Regional Council
Notes to the Financial Statements
For the year ended 30 June 2023**

26) Superannuation

MRC contributes to the LGIASuper Regional Defined Benefits Fund (the scheme), at the rate of 12% for each permanent employee who is a defined benefit member. This rate is set in accordance with the LGIASuper trust deed and may be varied on the advice of an actuary. The Regional Defined Benefits Fund is a complying superannuation scheme for the purpose of the Commonwealth Superannuation Industry (Supervision) legislation and is also governed by the *Local Government Act 2009*. The scheme is managed by the LGIASuper trustee as trustee for LGIASuper trading as Brighter Super.

The scheme is a pooled defined benefit plan and it is not in accordance with the deed to allocate obligations, plan assets and costs at the council level.

Any amount by which the scheme is over or under funded may affect future contribution rate obligations, but has not been recognised as an asset or liability of the council.

MRC may be liable to the scheme for a portion of another local governments' obligations should that local government be unable to meet them. However the risk of this occurring is extremely low and in accordance with the LGIASuper trust deed changes to council's obligations will only be made on that advice of an actuary.

The last completed actuarial assessment of the scheme as required under *Superannuation Prudential Standard 160* was undertaken as at 1 July 2021. The actuary indicated that "at the valuation date of 1 July 2021, the net assets of the scheme exceeded the vested benefits and the scheme was in a satisfactory financial position as at the valuation date." The measure of vested benefits represents the value of benefit entitlements should all participating employees voluntarily exit the scheme. MRC is not aware of anything that has happened since that time that indicated the assets of the scheme are not sufficient to meet the vested benefits, as at the reporting date.

No changes have been made to prescribed employer contributions which remain at 12% of employee salary or wages and there are no known requirements to change the rate of contributions.

The next triennial actuarial review is not due until 1 July 2024.

The most significant risks that may result in LGIASuper increasing the contribution rate, on the advice of the actuary, are:

- The risk that the scheme's investment returns will be lower than assumed and additional contributions are needed to fund the shortfall.
- The risk that wages or salaries will rise more rapidly than assumed, increasing vested benefits to be funded.

The amount of superannuation contributions paid by MRC during the period for the benefit of employees was:

		2023	2022
	Note	\$000's	\$000's
Superannuation contributions to the scheme		304	345
Other superannuation contributions for employees		9,949	9,475
	6	10,253	9,820

**Mackay Regional Council
Notes to the Financial Statements
For the year ended 30 June 2023**

27) Reconciliation of net result to net cash inflow from operating activities

	Note	2023 \$000's	2022 \$000's
Net result		36,670	39,045
Non-cash items			
Depreciation and amortisation		83,333	75,075
Interest on lease liabilities		25	20
Finance costs on lease liabilities		1,373	1
Unwinding of discounted provisions		-	328
Prior year adjustments		87	-
		84,818	75,423
Investing and development activities			
Grants, subsidies, contributions and donations	4(b)	(48,120)	(42,082)
Other capital income	5	(477)	(1,597)
Capital expenses	9	7,598	4,880
		(40,999)	(38,800)
Movement in operating assets and liabilities			
Trade and other receivables		1,021	4,309
Other assets		(1,290)	(506)
Contract assets		(771)	1,533
Inventories		(148)	(243)
Trade and other payables		619	(5,200)
Employee entitlements		(1,020)	813
Other liabilities		(1,648)	16,950
Contract liabilities		(4,211)	5,932
		(7,448)	23,588
Net cash inflow from operating activities		73,041	99,256

28) National Competition Policy

MRC applies the competitive code of conduct to:

- Mackay Water Services, which manages water and sewerage activities; and
- Mackay Waste Services, which manages waste activities.

This requires the application of full cost pricing, identifying the cost of community service obligations (CSO) and eliminating the advantages and disadvantages of public ownership within that activity.

The CSO value is determined by MRC and represents a cost which would not be incurred if the primary objective of the activities was to make a profit. MRC provides funding from general revenue to the business activity to cover the cost of providing non-commercial community services or costs deemed to be CSO's by MRC.

**Mackay Regional Council
Notes to the Financial Statements
For the year ended 30 June 2023**

The following operating statement is for activities subject to the code of competitive conduct for the period ended 30 June 2023:

	Mackay Water Services	Mackay Waste Services
Note	\$000's	
Revenue for services provided to MRC	4,289	955
Revenue for services provided to external clients	100,697	32,020
Community service obligations (community or sporting rebates)	205	36
Less: Expenditure	(75,725)	(29,915)
Operating result before tax and dividend	29,466	3,096

29) Transactions with related parties

Most of the entities and people that are related parties of MRC live and operate within the MRC region. Therefore, ordinary citizen transactions occur between MRC and its related parties on a regular basis. Examples of such would include payment of rates/animal registration, use of aquatic facilities etc. These transactions have not been disclosed as they were on the same terms and conditions available to the general public.

a) Transactions with key management personnel

Key management personnel (KMP) include the Mayor, CEO and the Executive Leadership Team. KMP and other persons occupying or acting in KMP positions are required to complete a related party declaration bi-annually each financial year.

The compensation paid to KMP during the reporting period comprised the below. Detailed remuneration disclosures are provided in the annual report.

	2023	2022
Note	\$000's	\$000's
Short term employee entitlements	3,591	3,552
Post employee entitlements	377	415
Long term entitlements	72	8
Termination benefits	90	284
	4,130	4,259

b) Transactions with other related parties

Other related parties include the close family members of KMP and any entities controlled or jointly controlled by KMP or their close family members. Close family members include a spouse, child and dependent of a KMP or their spouse.

MRC employs a total of 1142 staff (2022: 1,109), of which only 2 (2022: 1) are close family members of KMP. All close family members of KMP were employed through an arm's length process. They are paid in accordance with the Award for the job they perform. Employee expenses for those staff members amounted to \$55.6K (2022: \$45.3K). In some instances, these amounts do not represent a full financial year, but rather the actual period of employment. Further details are disclosed in note 6 employee costs.

30) Events after the reporting period

MRC continues to undertake significant asset data improvement processes to enhance the classification and attribute accuracy of assets recorded on corporate asset registers. The impact of this body of work is not yet known and the effects on future reporting periods cannot yet be reasonably estimated. Management will conduct assessments through the period to determine at the earliest opportunity any financial impacts arising from this comprehensive project.

There are no known further matters or circumstances which have arisen since the report date which have affected the financial position of MRC.

**Mackay Regional Council
Notes to the Financial Statements
For the year ended 30 June 2023**

Management Certificate

These general purpose financial statements have been prepared pursuant to s176 and 177 of the *Local Government Regulation 2012* (the Regulation) and other prescribed requirements.

In accordance with s212(5) of the Regulation we certify that:

- a) The prescribed requirements of the *Local Government Act 2009* and *Local Government Regulation 2012* for the establishment and keeping of accounts have been complied with in all material respects; and
- b) the general purpose financial statements, as set out on pages 1 to 35, present a true and fair view, in accordance with Australian Accounting Standards, of MRC's transactions for the financial year and financial position at the end of the year.



**Mayor Mackay Regional Council
Cr Greg Williamson**

13.10.23

Date



**Chief Executive Officer
Scott Owen**

17.10.23

Date

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**Mackay Regional Council
Financial Statements
For the year ended 30 June 2023**

Current Year Financial Sustainability Statement

MRC's performance at 30 June 2023, against key financial ratios and targets:

Key financial sustainability metrics	Target	Actual
Operating surplus ratio (%)		
Net result (excluding capital items) divided by total operating revenue (excluding capital items)	0% - 10%	-1.5%
Asset sustainability ratio (%)		
Capital expenditure on renewals divided by depreciation expense	> 90%	63.6%
Net financial liabilities ratio (%)		
(Total liabilities less current assets) divided by total operating revenue (excluding capital items)	< 60%	9.6%

1 a) Basis of preparation

The current year financial sustainability statement is a special purpose statement prepared in accordance with the requirements of the *Local Government Regulation 2012* and the Financial Management (Sustainability) Guideline 2013.


The amounts used to calculate the 3 reported measures are prepared on an accrual basis and are drawn from MRC's audited general purpose financial statements for the year ended 30 June 2023.

**Mackay Regional Council
Financial Statements
For the year ended 30 June 2023**

**Certificate of Accuracy
Current Year Financial Sustainability Statement**


This current year financial sustainability statement has been prepared pursuant to s178 of *the Local Government Regulation 2012*.

In accordance with s212(5) of the Regulation, we certify that this current year financial sustainability statement has been accurately calculated.



**Mayor Mackay Regional Council
Cr Greg Williamson**
13.10.23

Date



**Chief Executive Officer
Scott Owen**
17.10.23

Date

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**Mackay Regional Council
Financial Statements
For the year ended 30 June 2023**

Long Term Financial Sustainability Statement (Unaudited)

Key financial sustainability metrics	Target	Actual	Projection for the financial year ended								
			2024	2025	2026	2027	2028	2029	2030	2031	2032
Operating surplus ratio (%) Net result (excluding capital items) divided by total operating revenue (excluding capital items)	0% – 10%	-1.5%	0.2%	1.3%	1.3%	2.4%	3.0%	2.8%	3.3%	3.5%	3.1%
Asset sustainability ratio (%) Capital expenditure on renewals divided by depreciation expense	> 90%	63.6%	67.9%	98.4%	98.3%	88.5%	88.9%	99.0%	94.0%	92.4%	97.1%
Net financial liabilities ratio (%) (Total liabilities less current assets) divided by total operating revenue (excluding capital items)	< 60%	9.6%	3.6%	5.7%	9.1%	12.6%	15.0%	19.5%	29.6%	39.2%	45.6%

Mackay Regional Council's financial management strategy

Operating surplus ratio

Council is within the benchmark range for the long term financial forecast. Council is forecasting minor operating surpluses for the forecast period available for capital funding, to service long-term debt required to fund the capital program and allows scope to absorb financial shocks.

Asset sustainability ratio

Council is forecasting a sustainable asset replacement and renewal program for the forecast period. A number of asset groups are reaching an age requiring rehabilitation, renewal or replacement which will result in higher investment in existing assets in certain years. An increased focus on asset management and long-term capital planning will further improve council's ability to make informed decisions regarding asset management into the future.

Net financial liabilities ratio

The financial liabilities ratio is within acceptable limits for the life of the 10-year plan, indicating that council has the capacity to fund liabilities and capacity to increase loan borrowings if required. Council's debt reduction strategy in recent years now allows scope to increase borrowings to fund an increased capital projects program.

**Mackay Regional Council
Financial Statements
For the year ended 30 June 2023**

**Certificate of Accuracy
Long Term Financial Sustainability Statement (Unaudited)**

This long term financial sustainability statement has been prepared pursuant to s178 of the *Local Government Regulation 2012*.

In accordance with s212(5) of the Regulation, we certify that this long term financial sustainability statement has been accurately calculated.



**Mayor Mackay Regional Council
Cr Greg Williamson**

13.10.23

Date



**Chief Executive Officer
Scott Owen**

17.10.23

Date

11.1.4. ADOPTION OF 2022-2023 ANNUAL REPORT

Author	Executive Manager Corporate Communications & Marketing (Mark Sleeman)
Responsible Officer	Director Community Services (Janine McKay)
File Reference	Annual Report

Attachments

1. Annual Report 22-23 FINAL WEB [11.1.4.1 - 77 pages]
2. Signed 2023 Mackay Regional Council financial statements [11.1.4.2 - 46 pages]

Purpose

For council to adopt the Mackay Regional Council Annual Report (inclusive of the Audited Financial Statements) for the period from July 2022 to June 2023.

Related Parties

No related parties are impacted by the adoption of this report.

Corporate Plan Linkage

Financial strength and Operational Excellence.

Deliver an easy-to-read and informative annual report, detailing council's performance and meeting legislative requirements.

Provide a governance framework to ensure public accountability, transparency and conformance with policies and legislation.

Background/Discussion

Under the *Local Government Regulation 2012(Regulation)*, it is a requirement for a local government authority to prepare an annual report for each financial year, with the report to be presented to council for adoption within one month after the day the auditor-general gives the auditor-general's audit report about the local government's financial statements for the financial year.

With council now meeting once a month, rather than twice a month, an extension of one week was sought and approved by Deputy Premier Steven Miles, Minister for State Development Infrastructure, Local Government and Planning, for the adoption of this report at today's November 22 meeting.

Mackay Regional Council's 2022-2023 Annual Report has been prepared with the cooperation of Financial Services, Corporate Governance, management, and staff. It meets all statutory requirements.

This is the first annual report to report on council's 2022-2027 Corporate Plan, which includes outward pillars Invest and work; Live and visit: Community and environment; and inward pillars Financial strength and Operational excellence.

The report also reports on council's commercialised business units: Waste and Water services.

It has been developed with a focus on providing an overview of the achievements, information on key projects and a detailed synopsis of how the organisation fared for the 2022-2023 financial year.

This year's annual report has been designed in a landscape orientation and once again a link to a digital version is via a QR code. This year's report once again features snapshots of council's major projects and key accomplishments in The Year in Review section at the front of the publication.

Managers and staff from most council programs contributed information to assist with compilation of the annual report.

Consultation and Communication

There was extensive consultation with all council programs, with most providing statistical data and information about their key achievements for 2022-2023. Additional consultations were conducted with the Local Government Association of Queensland.

Resource Implications

Compilation of the annual report was completed by the staff in Corporate Communications and Marketing. The report's design was produced by council's graphic design team. Printing costs will amount to a total of about \$1700. In total, only 100 copies will be printed, and we will be directing people online where applicable.

Risk Management Implications

It is a requirement under the Local Government Regulation 2012 to adopt an Annual Report within one month of receiving the auditor-general's audit report.

Conclusion

The 2022-2023 Annual Report has been prepared in compliance with the requirements of the *Local Government Act 2009* and *Local Government Regulation 2012*. The report includes the Audited Financial Statements for the period July 1, 2022, to June 30, 2023.

Officer's Recommendation

THAT the 2022-2023 Mackay Regional Council Annual Report, including the Audited Financial Statements, be adopted.

Council Resolution ORD-2023-314

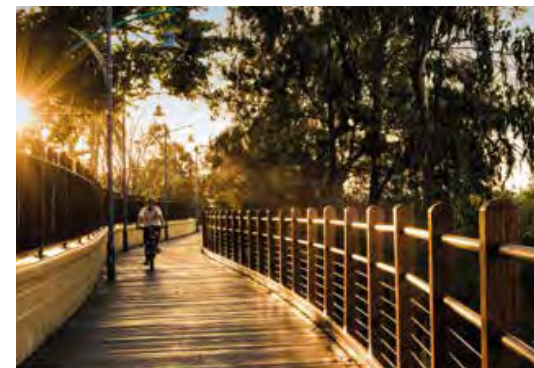
THAT the 2022-2023 Mackay Regional Council Annual Report, including the Audited Financial Statements, be adopted.

Moved Cr Townsend

Seconded Cr May

CARRIED UNANIMOUSLY

ANNUAL REPORT 2022-2023



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ABOUT THIS REPORT

WELCOME

Welcome to Mackay Regional Council's Annual Report 2022-2023. It is a comprehensive summary of our performance from July 1, 2022, to June 30, 2023.

The Annual Report is guided by our Corporate Plan 2022-2027, which outlines key strategic issues and projects council will advocate for on behalf of the community. It provides a blueprint for our strategic direction and priorities and is an overview of our effectiveness in delivering for the community against the backdrop of that Corporate Plan. The report is a snapshot of our achievements, setbacks, opportunities, future direction and how we plan to tackle any new challenges together with a united and systematic approach. The Annual Report meets our statutory reporting requirements and informs all council stakeholders, including ratepayers, residents, businesses, media, all levels of government, community and interest groups, council staff and the wider general community. The report is also part of our commitment to transparent performance reporting.

Mackay Regional Council acknowledges the traditional owners and custodians of the land in our region, and we pay respect to the Elders past, present and emerging.



Feedback

Please direct any feedback or suggestions about this annual report to our Corporate Communications and Marketing program on 1300 MACKAY (622 529) or email council@mackay.qld.gov.au.

Our purpose

Create opportunity to thrive

Our vision

To become the best region for liveability and livelihood

Strategic outcomes

- Looking outwards:
Invest and work, live and visit and community and sustainability.
- Looking inwards:
Financial strength and operational excellence.

This report is printed on 100 per cent recycled paper.

OUR PROFILE

MACKAY



Gross Regional Product (GRP)
\$10.508 billion

Spread across a diverse economic base featuring health care and social assistance, retail trade, real estate, logistics and tourism



Key employment sectors:

- 8324 - Health care and social assistance
- 5662 - Retail trade
- 5006 - Construction
- 4471 - Education and training
- 3737 - Manufacturing



Total economic output of
\$22.261 billion

\$8.013 billion mining and manufacturing sectors supporting 7141 jobs.

One-third of region's economic output produced by mining and manufacturing sectors.

Tourism outputs of \$780.4 million and 4300 jobs (Source: Queensland Tourism Satellite Account (TSA) 2021-2022).

World leader in resource technology and innovation.



Area
7622km2

Five times the size of Brisbane City Council (1367km²), double the size of Townsville (3736km²) and larger than Cairns (4135km²) and the Sunshine Coast (2883km²) combined.



125,162
population estimate



54,582
people work in the region

A WORD FROM OUR **MAYOR****MAYOR****Greg Williamson**1300 MACKAY (622 529)
council@mackay.qld.gov.au.

“THERE HAS BEEN PLENTY TO CELEBRATE WITH MAJOR PROJECT WORKS, SUCCESSFUL CAMPAIGNS AND WELL ATTENDED EVENTS. BUT IT’S THE ‘BUSINESS’ OF COUNCIL THAT MAKES ME VERY PROUD.”

The 2022-2023 financial year was huge for Mackay Regional Council. It was a very productive year where we made some great progress on many of this council’s landmark projects and delivered some fantastic events.

Operationally, it was a year of renewed strategic direction. We adopted a new Corporate Plan (2022-2027) and appointed a new CEO – Scott Owen – in November 2022. Our Corporate Plan is framed around a vision “to become the best region in Australia for liveability and livelihood”. To deliver that vision, the plan is built on five key pillars: invest and work, live and visit, community and environment, financial strength and operational excellence.

The pages of this Annual Report tell the story of how we are working towards that vision.

During this financial year we have celebrated some momentous milestones with our landmark projects. The Waterfront PDA and the Pioneer Valley Mountain Bike Trails Project are the standouts.

It was tremendous to unveil the newly redeveloped River Wharves public realm area between Paxton’s Warehouse and Mackay Fish Market in December 2022.

The events being held in this space so far are exactly what the vision wanted to achieve – to reconnect our people with one of the only blue water rivers in the state. It was also sensational to be able to turn the sod on stage one of the Pioneer Valley Mountain Bike Trails at Finch Hatton on June 12. The mountain bike project will be transformative for our valley and for the region’s tourism industry.

Another project we are very proud of is the opening of our new Animal Management Centre. This new multi-million-dollar facility is three times the size of the old pound it replaces and is designed to improve the conditions for dogs and cats as well as for our staff and volunteers who care for them.

Socially, 2022-2023 has been a year of great events and renewed attendance, thanks to the removal of COVID restrictions. It was great to have the Sports Expo and Sign-on Day back at the MECC after a couple of years of online-only content. Thousands of families came through the doors and there was a feeling of finally being back to pre-COVID normalcy. Our other community events also recorded excellent attendance numbers, with Wisely Wine and Food Day being the biggest at almost 23,000.

There has been plenty to celebrate with major project works, successful campaigns and well attended events. But it’s the “business” of council that makes me very proud. Every day our 1100 staff deliver outstanding service to our region. Here’s a small sample of what our people did in the last 12 months:

- Our Civil Operations teams maintained 2454km of roads.
- Our Shared Services team received and processed 43,610 customer requests.
- Our Vector Control teams treated 3903ha for mosquitos.
- Our Nurseries team grew more than 45,000 native plants.
- Our Water laboratory team conducted more than 350,000 individual tests.

That’s just a fraction of the work and effort that has been put into this region by council staff in 2022-2023. When you consider how hard it has been finding enough people to fill our vacancies – like most businesses in the state – it makes the service delivery achieved by our staff very impressive.

The ratepayers of our region can be assured that the elected body, the CEO, directors and staff of council are actively working to deliver our vision to be the best region in Australia to live and work in.

A WORD FROM OUR CEO

CEO

Scott Owen
1300 MACKAY (622 529)
council@mackay.qld.gov.au.



“MY PERSONAL GOALS IN LOCAL GOVERNMENT ARE BUILT AROUND SIMPLIFYING OPERATIONS AND REMOVING RED TAPE TO DELIVER THE RATEPAYER AND THE COMMUNITY A GREAT COUNCIL EXPERIENCE.”

Since being appointed to the role of CEO in November 2022, I’ve been fortunate to meet the passionate group of individuals working behind the scenes to deliver council’s core services to the community. I’ve seen firsthand their commitment to delivering the best customer service possible to their clients.

The 2022-2023 Annual Report is an excellent snapshot of what our staff achieved over the last 12 months. Some of the highlights include turning the first sod at our world-class Pioneer Valley Mountain Bike Trails, starting construction on the eagerly anticipated Seaforth Esplanade Redevelopment, and unveiling the new River Wharves public realm space, which is an excellent first step in unlocking the full potential of our beautiful Pioneer River.

One of the key strategic projects I’ve been personally working on over the last seven months is the development of a new organisational structure that will shape the direction of council into the future. I’ve used my own experience, coupled with employee and customer feedback, to develop a plan to realign the organisation so that it has a focus on business improvement, change management and the overall customer experience.

The changes we are making will ensure that every employee feels empowered to take ownership of their work, be accountable for their actions and exhibit leadership at all levels. It will also position us as an organisation to be simpler, faster and more transparent with our community and stakeholders. The realignment has two phases; the realignment of the executive and senior leadership roles to ensure end-to-end flow of accountability and a review and realignment of processes and procedures.

The structure includes the establishment of a new Organisational Capability and Risk directorate, which will focus on capturing business needs and changing the way council operates to move forward. Another key change is the merging of two current directorates – Engineering and Commercial Infrastructure and Capital Works – to Infrastructure and Operations to provide clear strategic direction and a focus on the whole asset life cycle.

I’m excited about the possibilities that lie ahead. I envision a council that is more agile, responsive and innovative. I hope to see us set new benchmarks in service delivery and community engagement whilst supporting our most important asset – our people.

GET TO KNOW OUR CEO

CEO Scott Owen is a passionate, enthusiastic and innovative leader, who brings significant senior executive experience to Mackay Regional Council.

Before joining council, he had more than five years of local government experience in a number of senior executive roles, including with the largest council in Australia – Brisbane City Council, which prior to leaving he was managing a team of 2000 staff with a budget of more than \$900 million. A continual focus point of his has been around continuous improvement and simplifying council operations to enhance the customer and community experience. He has also led significant organisational transformation.

Hailing from Birmingham in the United Kingdom, he credits his 10 years in the British Armed Forces as making him the person he is today, and two operational tours in the Afghanistan conflict for grounding his desire to make life better for people where he can.

Mr Owen holds a postgraduate diploma in strategic leadership, as well as multiple leadership and business administration qualifications.

COUNCILLOR PROFILES

COUNCILLORS



MAYOR GREG
WILLIAMSON MACKAY
REGIONAL COUNCIL

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4961 9455

Mayor Greg Williamson has an undeniable enthusiasm for the region he’s always called home. Whether it be inspiring local sporting teams at their season launch or telling anyone who will listen that the Mackay region is the best place in the world to live, he speaks with unbridled passion when it comes to Mackay.

A fifth generation local, Mayor Williamson was re-elected unopposed at the 2020 local government elections. Prior to that he’d returned to the mayoralty in 2016, having previously been Mayor of the then Mackay City Council from 1991 to 1994 before amalgamation with the former Pioneer Shire Council. Following that first stint in the top job in the early 90s, he gained vast management experience in large businesses and brought that skillset back to the mayoralty.

Mayor Williamson has a long history of service to the community, ranging from Rotary to the then Small Business Association and Mackay Tourism and more than 35 years of service with the Australian Air Force Cadets.

Mayor Williamson has also been at the helm of the Local Disaster Management Group as chair during Cyclone Debbie in 2017, the bushfires in 2018 and the Coronavirus pandemic in 2020.



DEPUTY MAYOR
KAREN MAY

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0419 669 134

Cr Karen May’s vast local government experience, which totals more than 19 years, holds her in good stead for her role as Deputy Mayor. She was a councillor, deputy mayor and mayor of the former Sarina Shire Council. As mayor, she led Sarina through amalgamation with Mackay City and Mirani Shire councils in 2008.

Cr May is a member of council’s Heritage Reference Group, Sustainability Advisory committee, Sarina Field of Dreams Advisory Committee and Regional Arts Development Fund. She also represents council on the Regional Development Australia Greater Whitsunday committee and Chairs the Greater Whitsunday Community Committee. Cr May is passionate about our social infrastructure, community infrastructure and asset management. She also represents council on the Sarina Landcare Group, Mackay Regional Housing Company, North Queensland Bulk Ports Community Reference Group for the Port of Hay Point, as well as the Dalrymple Bay Coal Terminal Engagement Group. She acts as Chair, on a voluntary basis, for the Community Bank Sarina and the Mackay Women’s Service.

Cr May has more than 26 years experience as a small business owner and is an advocate for issues facing regional Queensland. She played a leading role in the recovery from Cyclone Debbie and the region’s bushfires. Cr May is the current Chair of council’s Human and Social Recovery group and, as Deputy Mayor, she is a key support for the Mayor on the Local Disaster Management Group.

COUNCILLOR PROFILES


**CR MARTIN
BELLA**

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0419 793 479

Cr Martin Bella is serving his second term on council, having been re-elected in 2020. During his first term from 2016-2020, he earned a reputation for being straight-talking and a strong voice for rural landholders. He is especially a key advocate for residents in the southern part of our region, including Sarina, Sarina Range and Koumala.

After being heavily involved in recovery in that southern region post Cyclone Debbie in 2017, he again helped lead residents in those areas during an unprecedented bushfire crisis in November 2018 and through the subsequent recovery. A former Queensland State of Origin and Australian representative in rugby league, he's tackled his role as a councillor with plenty of passion. His expertise in sugar and beef provides council with a good insight into these industries.

Cr Bella is a member of council's Water and Waste and Transport and Drainage advisory boards and the Audit Committee. He also represents council on the Whitsunday Regional Roads Group and the Northern Alliance of Councils. Cr Bella's career has included a vast range of roles, such as cane farming, grazier, mining, retail agricultural sales, construction and maintenance, sales, hospitality and transport and freight. He is a qualified physiotherapist and has owned and operated his own practice in Anzac Street, Sarina.


**CR LAURENCE
BONAVENTURA**

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0427 638 673

Cr Laurence Bonaventura, who is serving his third term on council, has plenty of experience and knowledge when it comes to our waste facilities and initiatives. During his first term in 2012-16, he held the Waste, Health and Regulatory Services portfolio. Waste, including facilities, projects and initiatives, remained an area of interest for him during the 2016-2020 term.

Cr Bonaventura is a member of the Water and Waste and Transport advisory boards, as well as the Traffic and Regulated Parking Advisory Committee. He's the chair of council's Community Grants Advisory and Sports Expo and Sign-on Day working group and member of the Mackay Waterfront PDA Strategic Advisory committee. He represents council on the North Queensland Sports Foundation, Road Accident Action Group (RAAG) and the Rural Safety Working Group. Cr Bonaventura's rural experience is wide ranging. Raised at Habana and still a resident there today, his entire working life before local government had been in sugar cane farming, earthmoving and construction.

Cr Bonaventura also has an extensive history of involvement in the community, ranging from Habana and District Progress Association to St Vincent de Paul. He has a passion for bringing people together and rallying behind worthy causes.


**CR JUSTIN
ENGLERT**

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0439 611 580

Cr Justin Englert, serving his second term on council, has a passion for the regional economy, including tourism. He's council's representative on the Mackay Tourism board and is also a representative on the Mountain Bike Alliance. During his first term in 2016-2020, he was a key advocate for a mountain biking project planned for the Pioneer Valley.

Cr Englert is also a member of council's Invest Mackay Events and Conferences Attraction Program Advisory Committee and represents council on Crimestoppers. Before becoming a councillor, he had a thorough understanding of the workings of council, having previously been local controller for the State Emergency Service (SES). That experience is valuable in his position on the Mackay Local Disaster Management Group. He's also completing an Advanced Diploma of Public Safety (Emergency Management).

Cr Englert holds three trade qualifications, including industrial protective coatings, avionics fitter with the Royal Australian Air Force and electrician. Much of his community involvement has been through the SES as a volunteer trainer and responder, co-founder and facilitator of the PCYC Emergency Service Cadets in Mackay and co-founder of the SES Association of Queensland.

COUNCILLOR PROFILES



**CR MICHELLE
GREEN**

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0434 589 161

Michelle Green has a life-long proclivity for challenging the status quo and advocating for diverse leadership. She was raised in Mackay's Northern Beaches and has returned to the region to raise her children.

Michelle's natural curiosity and ability to embrace change has earned her the opportunity to have a diverse career path. A former exercise physiologist; access, inclusion, and wellbeing is a strong focus when making decisions for her community. Cr Green has extensive experience in the mining sector and is a past recipient of the Operator of the Year in the Queensland Women in Mining Awards. She is a big picture thinker, motivated to cultivate social and economic co-development and embrace emerging industries to enable our communities to thrive.

Cr Green is energised when closely engaging with her community whether it be on individual issues or large projects. She chairs the Sports and Recreation Advisory Committee and is deputy chair of the Mountain Bike Alliance and Northern Beaches Community Hub Reference Group, along with involvement on the RADF Committee, Sustainability and Environment Committee, Invest Mackay Committee, GWCoM Suicide Prevention Taskforce and the GWCoM 2032 Olympics Taskforce.



**CR BELINDA
HASSAN**

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0412 421 451

This is Cr Belinda Hassan's first term on local government. She is a fifth-generation Mackay region local with a proven passion for supporting the community through both her professional work and volunteer efforts.

The former manager of Mackay Funerals and Sarina Funerals is also committed to several community organisations, including Zonta Club of Mackay, Mackay Women's Services, and CrimeStoppers Mackay, and is the Treasurer / Secretary of Sarina Lions Club, Secretary of the Rotary Club of Mackay Corporate, and previous volunteer member of Cancer Council Queensland, Mackay Region Suicide Prevention Network and Road Accident Action Group (RAAG). A top priority for Cr Hassan is for all residents to have access to activities and events that promote healthy and active lifestyles including sporting, recreational and outdoor activities.

Cr Hassan sits on the Sport and Recreation Advisory Committee and the Sports Expo and Sign-on Day working group. She is Chair of the Recreational Fishing Strategy Steering Group, and a member of the Mountain Bike Alliance and Local Authority Waste Management Advocacy Committee (LAWMAC). She's also council's representative on the Reef Catchments Board and St Vincent De Paul Housing Committee, as well as the Mayor's DV Taskforce.



**CR ALISON
JONES**

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0407 690 248

Cr Alison Jones has lived in the Mackay region for the past 40 years and is serving her third term on council. She has had a diverse professional career, including plant operator, stevedore, and meat works supervisor. She has also driven trucks at the mines and managed a drug and alcohol testing company.

Post 2016, Cr Jones spent time working in the NDIS sector, advocating for people with disabilities. She has more than 32 years of volunteer experience, including executive positions with not-for-profit organisations associated with the NDIS and homelessness, as well as the Indigenous, recreational fishing, and environmental sectors. As part of her current term, she holds roles across several committees within council, including Community Grants, Local Buying Foundation, Sports Expo working group and the Sustainability Advisory Committee. Council projects she is most proud of include Bluewater Lagoon, redevelopment of the Lamberts Beach Lookout and Seagull Street Boat Ramp. She has also been involved in advocating for the Pioneer Valley Rail Trail, which is currently under construction. Cr Jones is passionate about supporting people of all abilities, our indigenous community members, including the indigenous business community, and has provided first-hand support advocating for the homeless in our region, including the Mackay Sleep Bus project.

COUNCILLOR PROFILES


**CR FRAN
MANN**

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0418 819 680

Cr Fran Mann is a second-term councillor with a passion for the region's heritage and history, and is the chair of the Heritage Reference Group, as well as a council representative on the Combined Museums Committee.

Cr Mann is the Chair of the Regional Arts Development Fund Assessment Committee and is a strong advocate for local artists and the arts in general and the role art plays in supporting stronger and more resilient communities. She serves on boards and committees such as the Mackay Regional Housing Company, Pioneer Catchment and Landcare Group, Youth Information Referral Service (YIRS), Australian Local Government Women's Association Qld Branch Treasurer, Whitsunday Regional Roads and Transport Group and Sister Cities Mackay.

As a long-term resident, Cr Mann is a passionate advocate for all parts of our region, and prior to joining council as an employee, had experience in a diverse range of industries and held roles in retail and real estate. She actively participates and volunteers with many groups, including Secretary of Zonta Club of Mackay, athlete leader mentor and Secretary / Treasurer of Special Olympics Mackay and is a proud patron of the Trudy Crowley Foundation.


**CR RUSSELL
SEYMOUR**

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0418 776 942

Cr Russell Seymour, a builder by trade, is serving his first term on council. Born and raised in the Pioneer Valley, he's operated his building business in the region for more than 30 years. He decided he wanted a break from the building industry to focus on giving back to the community.

Cr Seymour entered council to be a voice of the people, especially rural communities, and has pledged to be a "plain speaker". He's keen to promote the region's tourism industry, advocate for our local building industry, improve our roads and revitalise the Mackay City Centre. Cr Seymour is a member of council's Community Grants Committee and the Sports Expo and Sign-on Day working group. He's also a council representative on the Roads Accident Action Group (RAAG). A director of Wests Leagues Club for the past 19 years, he was involved in the recent rebuild of the new bowls green at that Walkerston club.

He believes this is an example of the types of council and community partnership projects that can make huge differences throughout our region.


**CR PAULINE
TOWNSEND**

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0438 503 873

Cr Pauline Townsend, who is serving her first term on council, has strong connections with the business community and various local charity organisations. Much of her early career was in recruitment and case management of the long-term unemployed.

With experience in administration, training and development, sales and business development roles, team leadership, including working with the Chamber of Commerce and Industry Queensland, Cr Townsend made the progression to commence her own successful small business consulting firm over nine years before being elected in 2020. She's well-known through her years of volunteer and fundraising and is currently the Chairperson on the Board for the Trudy Crowley Foundation, a local not-for-profit organisation which provides support, education and services for cancer patients in the Mackay and Whitsunday communities.

Born and raised in Mackay, she has an extraordinary passion for her community. She is a council representative on the Visual Arts Advisory Committee, the Community Grants Advisory Committee and the Mayor's DV Taskforce. She's also a member of the Mountain Bike Alliance, the Mackay Waterfront Priority Development Area Strategic Advisory Committee, the Invest Mackay Event and Conference Attraction Program Advisory Committee and Sister Cities Mackay.

OUR CORPORATE **STRUCTURE**

OUR STRUCTURE



EXECUTIVE OFFICE		CHIEF EXECUTIVE OFFICER		LEGAL SERVICES
<ul style="list-style-type: none">• Governance and Safety				
CAPITAL WORKS <ul style="list-style-type: none">• Contract Services• Design Services• Field Services• Major Projects• Portfolio Management	COMMUNITY AND CLIENT SERVICES <ul style="list-style-type: none">• Community Lifestyle• Corporate Communications and Marketing• Emergency Management• Health and Regulatory Services• MECC and Events	DEVELOPMENT SERVICES <ul style="list-style-type: none">• Development Planning and Engineering• Economic Development and Tourism• Mackay City and Waterfront• Parks and Environment• Strategic Planning	ENGINEERING AND COMMERCIAL INFRASTRUCTURE <ul style="list-style-type: none">• Asset Management• Civil Operations• Transport and Drainage Infrastructure Planning• Water and Waste Services	ORGANISATIONAL SERVICES <ul style="list-style-type: none">• Financial Services• Information Services• People and Culture• Procurement and Plant• Property Services• Shared Services

CORPORATE PLAN

OUR PLAN 2022-2027



Council adopted a new Corporate Plan in 2022 that provides an exciting blueprint for the region over the next five years.

The Mayor and councillors' Corporate Plan 2022-2027 is a major overhaul of the previous plan and was developed through consultation with senior leadership, staff and the community.

The Corporate Plan drives and coordinates all strategic document policies and forms the basis of strategic decision-making.

The plan includes key projects already under way, such as the Mackay Waterfront Priority Development Area, Pioneer Valley Mountain Bike Trails and the Northern Beaches Community Hub.

The plan also outlines key strategic issues or projects that council will advocate for on behalf of the community through five pillars.

Of the five pillars, the following three are outward facing:

- Invest and work
- Live and visit
- Community and environment

The final two pillars are inward facing:

- Financial strength
- Operational excellence

As documented in the plan, council's purpose is to "create opportunity to thrive" with a vision that is "to become the best region for liveability and livelihood."

We monitor our progress towards achieving the objectives of the Corporate Plan through the Operational Plan, which is prepared annually and reported on quarterly.

THE YEAR IN REVIEW 2022



JULY

- Council renewed its partnership with the Gold Coast Suns until 2026.
- Wisely Wine and Food Day was held at Queens Park with about 23,000 attendees rocking out to local and interstate acts, such as the Choirboys.
- Despite starting July with a little bit of rain, the 2022 Festival delivered a jam-packed 30-day program hosting a record number of 27 events throughout the Mackay region.



AUGUST

- About 500 book lovers attended the Mackay Regional Council Libraries Picnic in the Garden Book Week event.
- Local contractor Vassallo Constructions were awarded the tender to complete the highly anticipated Seaforth Esplanade project, worth \$8.6 million.
- The Mackay Disability Expo on August 12 attracted more than 1000 people and 63 stallholders to the new Mackay Showgrounds location.
- Council began a detailed signage audit of all council owned locality/suburb signs in the Mackay region, which included more than 100 signs.



SEPTEMBER

- More than three tonnes of rubbish was collected across 11 sites by 97 volunteers during the Clean Up Mackay Region campaign.
- Council's Animal Management Centre opened its doors, with 42 dog enclosures and 22 cat condos.
- Hundreds of orchids were on display at the annual Orchid Extravaganza in Queens Park.
- Brewers Park Development group formed in Sarina.
- More than 30 artisans brought the Mackay Civic Precinct to life on September 11 for the Rock Paper Scissors Art and Design Market.



OCTOBER

- Council launched the new Ride Mackay web platform, designed to be the ultimate guide for active transport in our region.
- The Mackay Seniors Expo was held on October 11, with 70 exhibitors and 2000 residents on hand.
- Global Grooves returned to Queens Park on October 22 and showcased the cultures of more than a dozen proud local multicultural communities to a crowd of about 6500.
- Council announced eight new positions as part of its 2023 Apprentice and Trainee Intake.



NOVEMBER

- The signature Sugar Shed Rum was awarded silver at the Australian Rum Awards.
- Council joined with Isaac and Whitsunday councils to launch the "Let's get it right!" recycling campaign.
- DMR Leisure Pty Ltd was awarded the management of Memorial Swim Centre for 2023.
- Council's annual Cyclone Saturday event was held at Caneland Central, with 500 info packs handed out.
- Council began the Mackay Coast Our Future study to prepare for the future effects of climate change.
- Work began on the Northern Beaches Community Hub site.
- The Fifth Lane rejuvenation won the Great Place category at the 2022 Awards for Planning Excellence.



DECEMBER

- Council adopted a new Mackay Urban Greening Strategy.
- The \$2 million Koumala Water Treatment Plant was completed on December 1.
- The Good Access Equals Good Business guide was launched to help businesses become more accessible.
- SpongeBob SquarePants, and his friend Patrick, performed at council's New Year's Eve River Party.
- Council called for tenders to rejuvenate 8 River Street, formerly Maria's Donkey, as part of council's Mackay Waterfront redevelopment.

THE YEAR IN REVIEW 2023



JANUARY

- Council approved a development application for stage one of the Pioneer Valley Mountain Bike Trails project.
- The 2023 Australia Day Awards saw 172 nominations and Police District Crime Prevention Coordinator Sergeant Nigel Dalton was awarded the Citizen of the Year.



FEBRUARY

- A new public art exhibition program, titled Blueprint, launched at Foodspace Café to showcase young and emerging talent from our region.
- The JET Maintenance Services Sports Expo and Sign-on Day was held in the MECC with more than 100 interactive sport and recreation booths and more the 5000 attendees.
- Council's Youth Development team, the MECC and The Push delivered "Firecracker" workshops that focused on upskilling young people to run events in our region.
- Council signed a five-year naming rights sponsorship agreement for the Mackay Festival of Arts' "Wisely" Wine and Food Day with Wisely Group.



MARCH

- The "Be a Legendary Neighbour" campaign, which builds community connectivity, provided 30 families with Legendary Neighbour boxes.
- Council adopted changes to switch to monthly council meetings as part of a strategic focus on becoming more streamlined and efficient.
- Council completed upgrades to Mirani reservoir and began work upgrading Marian No.1 reservoir.
- The YOL1000 report (Youth Out Loud), which is the culmination of 1000 conversations with local youth, was launched.
- Council signed up for and encouraged the region's residents to take part in the 2023 Australian Liveability Census.



APRIL

- The 2023 Mackay Festival of Arts program dropped on Friday, April 21, with more than 30 events.
- A Community Attitude Survey began with an aim of checking on the goals of our Corporate Plan.
- The Mackay Anzac Day parade assembly point moved to Caneland Central to accommodate about 6000 marchers.
- A new round of City Safety grants (up to \$3000) was opened for the Mackay City and Waterfront area.
- Karen Jacobsen and the MECC teamed up to deliver Misogyny Opus.
- Council awarded a tender for resurfacing works at the Bluewater Lagoon to Aquatic Project Solutions.
- Three contracts, worth a total of more than \$6.25 million, were awarded for the Pioneer Valley Mountain Bike Trails project.



MAY

- The 2023 Mayor's Charity Ball brought a slice of Cuba to Mackay.
- The Mackay Volunteer Expo had 52 stall holders and more than 1200 community members.
- Artspace Mackay and Mackay Regional Botanic Gardens celebrated their 20th birthdays.
- Red Dog Brewery was selected as the new licensee for the former Ashtart site at the Bluewater Quay.
- A tender was awarded for the \$2.44 million construction of the Pioneer River Floating Pontoon.
- A tender was awarded for the \$3.75 million design and refurbishment of 8 River Street.
- Council resolved ownership of 30 habitat reef modules to assist Reef Catchments.



JUNE

- Beam's e-scooter 12-month trial was extended for another year.
- The award-winning Sarina Sugar Shed shook up their product range with the release of a new cocktail book.
- Council's Mackay Show display had one of the sweetest displays in the event's history, with the Sarina Sugar Shed as the centrepiece for the first time.

MAJOR PROJECTS

OUR PROJECTS

MACKAY WATERFRONT PRIORITY DEVELOPMENT AREA (PDA)

This project identified significant opportunities to unlock the full potential of the pristine waterfronts along the Pioneer River and Binnington Esplanade. It also promotes the City Centre as a key business hub. In December 2022, council unveiled the redeveloped River Wharves public realm area between Paxton’s Warehouse and Mackay Fish Market. The project has transformed the area into a popular meeting spot and event space overlooking the Pioneer River.

In May 2023, council approved two tenders for the project’s next stage. SMC Marine Pty Ltd was awarded the tender for the \$2.44 million construction of the Pioneer River Floating Pontoon at Bluewater Quay while Woollam Constructions successfully tendered for the \$3.75 million design and refurbishment of 8 River Street. These projects will mark the third major milestone in the Mackay Waterfront PDA – the first being the Queens Park redevelopment, followed by the construction of the new River Wharves area. The pontoon will promote access for recreational vessels, river cruises, barbecue boats and jet skis, while the building remediation involves a full structural refreshment with the aim of refurbishing the building as a food and beverage facility. Works have commenced on 8 River Street and works are expected to be complete on the pontoon by the end of December 2023, weather permitting. This project is jointly funded by the Australian Government’s Building Better Regions Fund and Mackay Regional Council.



PIONEER VALLEY MOUNTAIN BIKE TRAILS PROJECT

This exciting project will feature a 95-kilometre network of mountain bike trails in the picturesque Pioneer Valley, spanning from Finch Hatton to Eungella. The international standard trails will navigate through the tropical rainforests of Eungella National Park and Crediton State Forest and will provide visitors with more than three days’ worth of riding experiences. Both Eungella and Finch Hatton will act as trail towns. They will provide starting and finishing points for riders as well as essential services such as accommodation, food and eateries, shuttle services and supporting infrastructure.

In June 2023, the first sod was turned to mark the beginning of the stage one works. Mackay company J Mac Constructions is building the trailhead infrastructure, which includes the entry statement, picnic areas with shelters, amenity blocks, bike wash and open recreational space. Renowned trail builder, World Trail is constructing the stage one trail network in the spectacular mountain ranges of Finch Hatton. There will be 16 trails in total measuring 13.5 kilometres. This network will be Australia’s largest cluster of airflow trails. Bike Tracks Australia is designing and constructing the pump track at the Finch Hatton Trailhead site. The design will include many exciting features and accommodate riders of all levels. Stage one is expected to be completed before Christmas, weather permitting.

MAJOR PROJECTS

NORTHERN BEACHES
COMMUNITY HUB

The Northern Beaches Community Hub will be council’s largest community infrastructure project in more than 20 years. It is planned to be delivered over three stages. Stage one will provide residents with access to a range of community facilities, including meeting rooms, a library and recreational and youth spaces, among other things. Subsequent stages are planned as future works, including the stage two aquatic centre and stage three is being set aside for future development.

In November 2022, council started civil works on a parcel of land opposite Mackay Northern Beaches State High School to make way for the Northern Beaches Community Hub. This included the construction of J4 Road, off Rosewood Drive and Eimeo Road, and associated earthworks. Once the civil works are completed, construction will begin on stage 1A, which has received \$6.5 million in funding from the Australian Government and a \$4.2 million contribution from council. Stage 1A will include a nature play area, a covered multipurpose court with line marking for various ball sports and a picnic area, among other things. Council is seeking further funding to complete stage one.



SEAFORTH ESPLANADE

One of the region’s most popular leisure destinations is being redeveloped. A new recreation hub will be located directly in front of Seaforth’s existing swimming enclosure. It features new playground facilities that will appeal to a wide range of ages and an all-abilities water play area will replace the old wading pool. Other features of this project include a coastal walk linking Elizabeth Street to Poinciana Street, new and improved amenities and a new barbecue and picnic area that will overlook the swimming enclosure and provide visitors with the opportunity to take in the scenery from sun lounges.

In August 2022, council awarded local contractor Vassallo Constructions the tender to complete the upgrades to Seaforth Esplanade. The cost of the project is valued at \$8.6 million and the official opening will be held on September 2, 2023. This project is proudly funded by the Queensland Government’s Works for Queensland Program in association with Mackay Regional Council.

WOODLANDS DISTRICT PARK

Woodlands District Park is set to become a must-visit destination in the Beaconsfield/Andergrove area. The beautiful bushland will continue to be protected and remains a key feature of the new 21ha park. This expansive park has been created through the joining of several council-owned allotments, a park and open space reserves, including the 10ha Woodlands Reserve. The site contains open green spaces, remnant bushland and a picturesque lake. As the park is developed, it will boast an all-abilities playground, public amenities, shared pathways and family-friendly barbecue facilities and picnic shelters.

In May 2023, council finalised drainage and earthworks at the site. The next stage of this project is the construction of Woodlands Track, which is due to take place in 2023. It will involve the construction of a multipurpose active track, which is suitable for all ages and a range of wheeled devices, including bikes, scooters, skateboards and more. This project is proudly funded by the Queensland Government’s Works for Queensland Program in association with Mackay Regional Council.

INVEST AND **WORK**

INVEST AND WORK



2973 roads maintained (2454.4km)

938 rural roads (1707.8km including 858km of unsealed roads)
2035 urban roads (746.6km)



405km of footpaths/shared pathways and cycle paths cleaned and maintained.

259 car park areas maintained.



302 bus shelters maintained.

29 boat ramps cleaned and maintained (12 owned by council and 17 owned by the Department of Transport and Main Roads).

220 bridge structures inspected and maintained including 40 pedestrian bridges.



3639 traffic management devices maintained including medians and calming devices.



3026 rural culverts and 909 urban culverts inspected and maintained.



34 river stations, one tidal station and 16 rain and repeater stations monitored and managed.

486 drainage assets maintained and mowed.

Council's local contracts spend within the Mackay region this financial year was \$189,296,667.30 (77.39 per cent of total spend), up from \$162,599,794 in 2021-2022.

INVEST AND WORK

FACILITATING DEVELOPMENT

Council approved concessions for five significant developments through our Facilitating Development in the Mackay Region Policy, delivering a combined economic output of over \$43 million and an estimated 95 construction jobs for the region. We also:

168 Approved 168 new residential lots.

187 Registered 187 new residential lots.

424 Released 424 lots on survey plans.

317 Received 317 development applications.

1465 Handled 1465 planning advice enquiries.

Mackay region's building approvals totalled \$595,539,000, including \$210,508,000 in residential approvals.



CITY SAFETY GRANT

These grants assist licensed venues and businesses to create safer public environments. Three grant applications were received, requesting a total grant value of \$6,981.50.

However, the combined total of all project costs, including the requested funding, equalled \$15,187.

MAKE YOUR PLACE GRANTS

These grants support projects and activities that connect the local community, and create places people want to go to or be in.

Applications opened from November 22, 2022, until January 18, 2023. In total, nine submissions were approved for \$39,977. However, the combined total of all the approved project costs, including the requested funding, equalled \$68,976. Events ranged from a Mackay River Wharves Festival run by Red Dog Brewery to fishing clinics run by Mudskipper.

MACKAY CITY CENTRE LAUNCHED CITY HEART FRIDAYS

On Friday, July 22, council launched its first City Centre Friday event. Music, dancing, eating, drinking, shopping and painting – take your pick – these events had something for everyone.

Council, through the Activate My Place Grants program, offered micro-grants of up to \$1000 to small businesses in the city precinct to hold these fun events. Over the 2022-23 financial year, 10 City Heart Friday events were held.

INVEST AND **WORK**

EVENTS

31 Events and Conferences were approved for funding support through our Invest Mackay Events and Conferences Attraction Program. These will inject an estimated \$28.1 million into the local economy.

COUNCIL SIGNS WITH SUNS

Council announced on July 27 that it had renewed its partnership with the Gold Coast Suns until 2026.

Since the partnership began in 2019, the Mackay region has hosted three AFLW matches and many youth development opportunities. The Suns currently have four players from our region – Lauren Bella, Alana Gee, Kaylee Kimber and Wallis Randell. The partnership has allowed council to generate exclusive national brand exposure through signage and branding across both AFL and AFLW.

MACKAY REGION DEVELOPS RV STRATEGY

Council released an online survey to help identify and prioritise key actions that will enable the Mackay region to increase its appeal to the growing recreational vehicle (RV) market.

The camping and caravanning market has a significant role to play in the region's tourism product with outdoor recreation opportunities like camping, fishing, cycling and other related activities experiencing substantial growth annually.

DEVELOPMENT POLICY TO REMAIN IN PLACE

In April 2023, councillors voted that a revised policy that provides incentives to encourage development in the Mackay region would remain in place for at least another 12 months.

The amended policy aims to promote the development of different housing types, like dual occupancy and multi-dwelling developments, contributing to a diversity of housing options and a greater choice for the community. The Facilitating Development in the Mackay Region Policy has been in place since late 2014 and is reviewed and amended annually.



INFRASTRUCTURE AND TRANSPORT

Capital works remains a key focus for council in 2022-2023, with \$109 million delivered. Of the \$109 million spent, 21 contracts, totalling \$34,261,590.79, were finalised and approved during the 2022-2023 financial year. Of these, 14 contracts totalling \$28,134,647 were awarded to local businesses. The largest contracts awarded included:

Project	Contractor	Amount
Bus stop upgrades	Seaforth Civil	\$2,028,061
Woodlands District Park – Stage 1	Vassallo Constructions Pty Ltd	\$1,989,826
Pioneer River Levee – Valetta Gardens to Kay Court	Vassallo Constructions Pty Ltd	\$6,132,535
Pioneer Valley Mountain Bike Trailhead	J. Mac Constructions Pty Ltd	\$3,851,929

INVEST AND WORK

LOCAL COMPANY AWARDED \$6 MILLION LEEVE CONTRACT

Vassallo Constructions Pty Ltd. was awarded a \$6.13 million tender for construction of a levee wall to complete the missing link on the northern bank of the Pioneer River.

The reinforced concrete blockwork and earth levee and associated works, such as culverts and drainage, is being built between Valetta Gardens and Kay Court. The project received grant funding from the Australian Government. As part of that funding agreement, construction must be completed by the end of June 2024.

NEW ANIMAL MANAGEMENT CENTRE OPENED ITS DOORS

The Mackay Animal Management Centre opened on September 30, 2022. The new facility will ensure council continues to meet the needs of the community into the future.

It is three times the size of the existing Animal Management Centre and the upgrades have brought the facility into line with current standards. The facility features 42 dog enclosures (increased from 18) and 22 cat condos (increased from nine cat cages).

WIDESPREAD COUNCIL CIVIL WORKS PROJECTS DELIVERED

Many significant civil construction projects were undertaken across the Mackay region.

Projects included:

- Koumala Water Supply Project
- Marian one and Mirani three reservoir refurbishment
- City Centre footpath upgrades
- Pioneer River stages one and two north bank shared paths
- Cluster housing footpaths, Mackay City and Beaconsfield
- Webberley St, West Mackay, shared path
- Owens Creek Loop Rd, Owens Creek, culvert replacements
- Gorge and Boulder Rd, Finch Hatton, last causeway upgrade
- Pioneer St and Glenella Road rehabilitation
- Marwood Sunnyside Rd, Balberra, shoulder widening
- Creek St and Lorne Rd, Walkerston, shoulder widening
- Canberra St, North Mackay and Evans Ave, Seaforth, bank protection works
- Peak Downs Hwy, Alexandria, water main renewal
- Kelsey Creek Water Treatment Facility upgrades.



LIVE AND VISIT

LIVE AND VISIT



Approved funding from \$400 to \$1000 for 13 Australia Day celebrations by local not-for-profit groups with more than 2900 people attending.

Welcomed 306 new Australian citizens at four ceremonies.



Artspace Mackay showcased 20 exhibitions, had 30,406 people visit and had 11,503 participate in public programs.

Attracted 58,065 attendees to Festival of Arts events.



Overall attendance for the MECC was 97,709 with an annual satisfaction rating of 95 per cent.

Libraries processed 919,958 loans, including 239,471 digital loans, to 52,276 members.



Libraries delivered 1880 programs and 152 outreach events across the region, which were attended by more than 58,225 attendees.

194,037 trips were taken on Beam scooters.



The Sarina Sugar Shed Dinner with the Distiller event with Flackyard Dining sold out in five hours.

The Sarina Sugar Shed won a Gold Award for Most Outstanding Contribution by a Volunteer Group at the Mackay Isaac Tourism Awards.



The total attendance for the region's aquatic facilities was 415,563 (up from 339,412 in 2021-2022).

LIVE AND VISIT

SARINA SUGAR SHED

Sarina Sugar Shed performed strongly during the 2022-2023 financial year, with substantial growth in several areas:

- Unpaid visitation was up by 51 per cent, increasing from 29,055 to 43,780.
- Online sales were up 143 per cent, from \$35,564 to \$86,351.
- Total ticketed revenue was up 54 per cent and the café also achieved a 59 per cent revenue increase.








The increase in visitation can be attributed to additional marketing campaigns to raise the facility's profile. Also, a focus on collaborations and partnerships has helped lift ticketed event revenue. Collaborations with local suppliers and businesses included Kokoloko Chocolates, Flackyard Dining, Bottletops and Brushes, One Hungry Mumma, Azure glass (cocktail kits) and Mingle Events (shopping tours).

New product releases, including Banana Caramel Schnapps, the launch of a new cocktail recipe book and an aromatic bitters range has helped to ensure sales remain strong.

The sugar shed's new rum distillery tour commenced in June 2022 and has helped attract visitors back to the facility. Ticketed events accounted for eight per cent of all ticketed revenue in 2022, which represents a 700 per cent increase.



Other achievements included:

-  The product inventory growing to 255 active merchandise and reseller products (excludes in-house products), resulting in an increase of 28 per cent in retail revenue for 2022.
-  Customer EDM database subscription grown by 81 per cent.
-  In January 2023 the facility purchased five 20 litre barrels (Spanish sherry) for future rum production.
-  A special limited release of cask strength five-year barrel-aged rum sold out in two weeks.
-  The cocktail master class sessions were attended by 128 people (300 per cent increase).
-  A Cocktail Book Launch Party event in June 2023 for 80 people.
-  The menu being developed to include new menu items that focus on local produce complemented with Sarina Sugar Shed productions items.

The sugar shed also won:

- Australian Rum Awards 2022 - Silver
- Top Tourist Guide Award: Betty Burrows, top three finalists
- Mackay Isaac Tourism Gold Awards:
 - Excellence in Food Tourism
 - Most Outstanding Contribution by a Volunteer Group
- Best of Queensland with TEQ for Attraction, Cafe and Tours. Attraction rated at 94.6 per cent (6.88 per cent higher than Queensland average).



LIVE AND VISIT



MECC DELIVERS STRONG PERFORMANCE

The Mackay Entertainment and Convention Centre (MECC) was a hive of activity this year. The team sold 70,410 tickets (including 2182 outside of the region); hosted 172 performances, catered 117 events and 2864 students were supported to visit the MECC by the Pathways to Performance program.

The team also delivered several state-of-the-art upgrades, including a number of technical production upgrades. These works played an integral role in securing future business events and live performances, with strong future bookings secured through until 2025. Overall attendance for the MECC (97,709) and BB Print Stadium (22,283) was 119,992, with an annual satisfaction rating of 95 per cent.

PATHWAYS TO PERFORMANCE PROGRAM

The program continues to assist schools in Mackay and surrounding districts.

For the financial year, \$11,508 of funding was allocated for 620 students, with a further 340 students attending the theatre as a “flow on” from the targeted relationship marketing established during this time. The combined ticketing income from these students contributed \$10,609 to the venue.

MACKAY FESTIVAL PROGRAM BREAKS EVENT RECORDS

Despite starting July with a little bit of rain, the 2022 Mackay Festival of Arts delivered a jam-packed 30-day program, hosting a record number of 27 events throughout the Mackay region.

There were exceptional local performers and major interstate highlights such as the Choirboys. All up, the festival attracted 58,065 attendees, including 1567 visitors from outside the region. In addition to this, the program included 463 performers, 19 local businesses, 53 food vendors and market stalls, as well as seven local school groups. The festival had a significant impact on the local economy, generating direct and incremental expenditure of \$351,187 attributable to the Mackay economy and \$126,453 attributable to the Queensland economy.

TENDERS AWARDED FOR TWO MAJOR AQUATIC FACILITIES

DMR Leisure Pty Ltd was awarded the management of Memorial Swim Centre for 2023, with the tender announced at a November 9 council meeting. The contract was for a five-year term with the option of two one-year extensions at council's discretion.

Council also awarded a tender for resurfacing works at the Bluewater Lagoon to PWI Contracting Pty Ltd, trading as Aquatic Project Solutions, on April 12. Resurfacing works were carried out to all three Bluewater Lagoon pools during winter and will continue over the 2024 winter closure period.

LIVE AND VISIT

LIBRARY SERVICES

There was continued strong support for our Libraries across the community, with about 264,027 visits by our residents over the year and 919,958 items borrowed. Mackay Libraries App saw an increase of 11.58 per cent in downloads with more than 1675 copies of the app downloaded.

Libraries saw an increase in loans of printed physical items by 45,911 since the previous year. The team believes this is due to customers feeling more comfortable coming into these spaces post-pandemic. Libraries continue to support community demand by maintaining collections, with 60 per cent of Libraries’ physical library collection purchased during the last five years.

LIBRARIES LAUNCH EXCITING NEW COLLECTIONS

Libraries launched the Words for Wellbeing Collection, which is a great partnership with the Queensland Public Health Network, Isaac Regional Council and Whitsunday Regional Council. The service allows health professionals in our region to provide specialised resources to their patients from a curated collection of quality-assured resources endorsed by local health experts.

Libraries also launched a Seed Library Program where members can “borrow” seeds to sow, grow, save and share. Borrowers can then collect and return seeds from the plants once they grow.



LIBRARY FAST FACTS:

- 4701 - new members.
- 52,276 - active members.
- 20,865 - public computer bookings.
- 18,182 - hours of computer usage.

AQUATIC FACILITY ATTENDANCE:

- Bluewater Lagoon - 205,135
- Memorial Swim Centre - 13,419
- Pioneer Swim Centre - 66,770
- Sarina Swim Centre - 27,317
- Mirani Swim Centre - 17,900
- Mackay ARC - 85,022
- TOTAL: 415,563 (up from 339,412)

ARTSPACE MACKAY TURNED 20

Artspace Mackay celebrated 20 years of amazing exhibitions, artist talks and art activities with a special pottery exhibition – Fire and Ash: Woodfire Pottery of Arthur and Carol Rosser.

Over those 20 years, the facility has welcomed more than 600,000 visitors and showcased 343 exhibitions.

BEAM SCOOTERS PROVE POPULAR

Council’s 12-month trial of Beam scooters, which saw 300 e-scooters deployed in the region in June 2021, was extended until June 2024.

Over the 2022-23 financial year, 194,037 trips were taken on these scooters for a total of 37,372 hours ridden by 24,775 riders. These riders covered 423,878km.

COMMUNITY AND ENVIRONMENT

COMMUNITY AND ENVIRONMENT



4183 people attended Active in Regions, Activate Mackay Region and Healthier Parents programs.



72 attendees from local clubs took part in the first Accessible Active Living Seminar on May 3, 2023, at the MECC.



More than 1200 people took part in Ride to Work, Ride to School and Walk Safely to School initiatives.

\$564,963 worth of Community Grants were awarded.



More than 5000 people visited council's Sports Expo and Sign-on Day which was back in the MECC for the first time since COVID-19 restrictions began.

Clubs Connect, an online one-stop-shop for information, guidance and support, now has 147 clubs and organisations registered.



The Mackay ARC hosted training camps for two high-performance swimming squads – St Andrews Sunshine Coast and QAS Brisbane Hub.

The Mackay Mayor's Charity Ball hit the milestone of more than \$1 million donated to local charities since the creation of the event.



About 15,000 museum items have been viewed with their condition, significance and location recorded as part of the Museum Rationalisation Project.

\$231,934 in RADF funding was awarded to support arts, cultural and heritage opportunities in our community.

COMMUNITY AND ENVIRONMENT

COUNCILLORS OUT AND ABOUT

Councillors and senior management were out and about throughout our regional footprint as part of the Council in Community initiative. A total of five days were held throughout the year.

2022	Area
September	Central

2023	Area
February	Central
March	Western
April	Southern
June	Central

MAYOR PUT THROUGH PRE-CHRISTMAS BOOT CAMP

With encouragement from members of Mackay's 122 Army Cadet Unit and SES volunteers, Mayor Williamson was put through his paces at the Komiatum Barracks in Shakespeare Street. He and members of the cadets and SES tackled an obstacle course for the annual Mayor's Christmas video.



LOCAL HEROES RECOGNISED AT AUSTRALIA DAY AWARDS

Nigel Dalton was named the 2023 Mackay Regional Council Citizen of the Year at the Australia Day Awards Gala for his work as our local Police District Crime Prevention Coordinator. Nigel's impact on the Mackay community has been immense. From teaching children road rules, teenagers how to stay safe online or at schoolies, or redirecting disengaged youth from reoffending, Nigel's work saves lives and makes our community a better place.

Also recognised on the night was 2023 Young Citizen of the Year Keira Brown. Keira is an active member and current coordinator of the Valley District Youth Council who volunteers countless hours to run events, fundraise and support her community.

The 2023 Lori Burgess Community Volunteer of the Year is Mackay Riding for the Disabled coach of 30 years Jody Burrows.

The other award winners were:

- Arts and Culture Award: Alison Richardson
- Environmental Achievement Award: Dr Judith Wake
- Community Group Award: Pioneer Valley Machinery Preservationists Society
- Senior Sports Award: Brenda Windsor
- Junior Sports Awards: Connor Parish

COMMUNITY AND ENVIRONMENT

MAYOR’S
BALL CRACKS
\$1 MILLION

The Mackay Mayor’s Charity Ball hit the milestone of more than \$1 million donated to local charities since the creation of the event.

The Ball was formerly organised by Sunrise Rotary Club of Mackay and raised about \$600,000 over 15 years before the reins were handed over to council, the MECC and a community committee. It has since raised about \$410,000, including about \$98,000 from the event held on Saturday, May 6.

The funds raised from the 2023 event were presented to Ronald McDonald House Charities (Mackay Family Room) and Australian Street Aid Project at a sponsor’s morning tea on May 30 at the Jubilee Community Centre.

RAP ACTIONS REVIEWED

This year, council undertook a review of our Reconciliation Action Plan (RAP) actions as they relate to program areas. It was identified that many actions remain unmet, resulting in the need for council to consider future RAP commitments.

Council engaged with Reconciliation Australia, who facilitated a workshop with council staff and external stakeholders to better describe desired outcomes and actions while preparing the next version of council’s Reconciliation Action Plan. Council’s next RAP, the Innovate Reconciliation Plan (June 2023 to June 2025) is expected to be adopted next financial year.

Successful RAP actions 2022-2023

Artspace Mackay continued to build on its relationship with Indigenous communities and acquired the following Indigenous artworks for the Mackay Regional Council Art Collection:

- Tamika Grant-Iramu *Undulations* (2022)
- Dylan Mooney *Phaius australis-swamp orchid* (2022)
- Brian Robinson *Spring + Sprout II [working title]* (new artwork commission) (2022)



COUNCIL RELAUNCHED LEGENDARY NEIGHBOUR
CAMPAIGN WITH A TWIST

Council put a new twist on the successful annual Neighbour Day campaign in 2023. Rather than reaching out to the community to recognise neighbours and neighbourhoods that are already tight-knit and generous, council’s campaign focussed on helping those who didn’t feel connected to their neighbourhoods.

The “Be a Legendary Neighbour” campaign provided 30 families with Legendary Neighbour boxes complete with everything they would need to host an introductory get-together with their neighbours. Council also hosted five Cuppa with your Neighbour events in regional locations to improve community connectivity.



COMMUNITY AND ENVIRONMENT

NEW FITNESS PROGRAMS FOR PARENTS A SUCCESS

Our new Healthier Parents Program, which offered parents and guardians of young children a way to take time for themselves and focus upon their own health and wellbeing, was a success. The program started with 210 participants taking part in a six-week trial and then, due to popularity, continued for two further 10-week blocks with 309 participants.

Our Active in the Regions program delivered subsidised physical activities in the rural localities of Sarina, Pioneer Valley and Dows Creek, running from July 2022 to June 2023. All up, there were 1012 attendees. Activate Mackay Region, formerly Active in the City, delivered subsidised activity programs in the Mackay CBD, Blacks Beach and West Mackay, running from August 2022 to June 2023. All up, there were 2652 attendees.

NEW WEB PLATFORM IS ULTIMATE RIDING GUIDE

Council launched the new Ride Mackay web platform on October 19, designed to be the ultimate guide for active transport in our region.

The platform has video flythroughs of our trails and interactive maps to navigate the 250km of shared pathways in our region, as well as video guides on riding etiquette, safety and maintenance and updates on cycling-related projects.



ONE THOUSAND CONVERSATIONS CREATE MOMENTUM FOR CHANGE

Mayor Greg Williamson launched the YOL1000 report (Youth Out Loud) in March. The report is the result of one of the most extensive, targeted engagement projects ever undertaken locally. A youth sector stakeholder group set out to have conversations with 1000 youth, aged 10 to 21, over a number of years to find out how they feel about living in our region and what they would like to see change.

The report revealed that young people wanted more access to safe spaces to gather, outside the school and home environment, and entertainment options that are specifically for young people. The report will be used to develop exciting initiatives for youth in the community.

MACKAY ELECTS YOUTH COUNCIL

A partnership between council and the Foundation for Young Australians (FYA) brought the Young Mayors program and youth cabinet to our region.

All up, 1464 of Mackay’s young people took to the polls in Australia’s first democratically elected Youth Council election. The youth councillors were announced in May 2023 and are serving a 12-month term. They are delivering projects, campaigns and events based on a priority agenda.

The 12 members of the 2023 Mackay Youth Council are Bridget Wright (Young Mayor), Krystopher Gakowski (Deputy Mayor), Nate Ralph (Deputy Mayor), Caitlin Rourke, Deegan McCormack, Evelyn O’Brien, Henry Burrell, Lily Cheyne, Ojas Goti, Reuben Pulikkottil, Rory McPhail and Stephen Miranda.

COMMUNITY AND ENVIRONMENT

CLUBS CONNECT EXPANDS

Community groups and not-for-profits were given access to Clubs Connect, an online one-stop-shop for information, guidance and support.

With its secure, club-specific digital vault for records and documents, educational webinars and comprehensive resources that cover every facet of managing a club, including committee structures and roles, the platform has been a run-away success. The platform now services 147 local clubs and organisations.

GOOD ACCESS IS GOOD BUSINESS

Mayor Greg Williamson launched the Good Access Equals Good Business guide at Caneland Central on December 8.

This guide was created to help businesses to identify areas where a small change can make a big difference to their customers, especially those with disability.



MUSEUM RATIONALISATION PROJECT

Council is currently undertaking a rationalisation project that will provide council with a comprehensive understanding of its museum collection. The project began with the collection currently housed at the Pioneer Valley Museum in Mirani and is now focused on the collection at Mackay Museum.

Through the efforts of the project team, about 15,000 items have been viewed, with their condition, significance and location recorded in the project database. Council and the project team were thankful to have a team of volunteers who supported the project. These volunteers were able to share their knowledge of the collection and the stories these items tell of our history.

REGIONAL ARTS DEVELOPMENT FUND (RADF)

This fund is a partnership between council and Arts Queensland that supports one-off, short-term projects that offer professional arts, cultural and heritage opportunities for our community. The total amount allocated to the RADF program for the financial year was \$231,934. Of that funding, council successfully secured \$100,000 from Arts Queensland.

Breakdown of RADF allocations	Amount
Allocation for community projects – three rounds at \$46,000 per round	\$138,500
Council-led initiatives	\$45,000
Green Arts round	\$33,434
Youth round	\$15,000

COMMUNITY AND ENVIRONMENT

COMMUNITY GRANTS (2022-2023)

Funding included grants for small equipment (up to \$1500), community initiatives, programs, events and upgrades (up to \$7500) and minor infrastructure and assets (up to \$30,000).

Applications were accepted three times during the financial year and local not-for-profit organisations could apply for funding through the following four categories:

- Minor Asset Grant
- Minor Infrastructure Grant
- Community Grant
- Small Equipment.

Grants awarded for the year totalled \$564,963. Grants that awarded more than \$7000 to applicants are listed on the right.

Applicants	Project	Amount
Mackay and District Italian Association	Contribution towards the annual Italian Festival.	\$7500
Mackay Contract Bridge Club	Renovation of the disability and female clubhouse toilets to the required standard and purchase of transportable card tables.	\$7055
Mackay Art Society	Design and drafting for a staged plan for extensions and improved accessibility.	\$26,916
122 Army Cadet Unit	Purchase and equipping a twin-axle galvanised trailer for shared use amongst other cadet units.	\$10,242
Football Queensland	Purchase of an electric buggy for Mackay Football Park.	\$10,900
St Helen's Beach Progress Association	Purchase of a mobile toilet for events held at St Helens Beach and surrounds.	\$7350
Mackay and District BMX Club	Development of a Mackay Multisport Cycling Complex business case.	\$30,000
Western Suburbs Rugby League Football Club	Development of a master plan.	\$30,000
Mackay Rainbow Pride	Contribution towards the Mackay Rainbow Pride event.	\$7500
Mackay Woodturners Association	Contribution to solar panel system.	\$7500
Carinya Care Inc	Replacement of two cottage roofs that contain asbestos.	\$28,000
Sarina Pony Club Inc	Purchase of a tractor and slasher.	\$21,600
Safe Sleep Mackay	Purchase of a "sleep bus" to assist with the region's housing crisis.	\$30,000
Pioneer Potters	Purchase of a large front-loading electric kiln.	\$23,800
Pioneer Catchment Landcare	Purchase of a zero-turn mower, trailer and accessories.	\$15,000
Queensland PCYC Welfare Association	Roof replacement and maintenance from damage occurred during recent large rainfall event.	\$20,000
Souths Suburban Bowls Club Inc	Installation of large industrial fans over the covered green.	\$24,000
Mackay Zone 10 Pony Club	Contribution towards a super summer clinic.	\$7200
Mackay and District Pipe Band	Contribution towards the Mackay Bluewater Fling.	\$7500
Mackay PopCon	Contribution towards a Pop Culture Convention.	\$7500
Pioneer Swimming Club	Purchase of six bulk-head lane dividers and a drinks refrigerator.	\$18,000
Grasstree Beach Progress Association	Development, creation and installation of a public art mural along Grasstree Beach foreshore.	\$15,500
Sarina Western Performance and Equestrian Club	Purchase and delivery of portable, temporary PVC fencing.	\$18,000
Mackay and District Kart Club	Stage one repairs to the track – removal and replacement of two areas.	\$29,999
Pioneer Tennis	Improving storage capability and installation of a solar system.	\$18,265

COMMUNITY AND ENVIRONMENT



Volunteers contributed 3285 hours at the Mackay Natural Environment Centre and Mackay Regional Botanic Gardens Nursery.



45,776 native plants were grown at the Mackay Natural Environment Centre.



2976 plants were also grown at the botanic gardens nursery for the botanic gardens and parks.



35,085 local native plants were sold (wholesale plant orders and click and collect).



6370 native plants given away as part of the Free Native Plant Program and 1482 native plants were given to schools, community groups and new citizens.



696 native plants went to council projects.

2143 plants were planted as part of National Tree Day along the Bluewater Trail and Woodlands Reserve by 153 students and 70 volunteers.

5233 people visited the Ken Burgess Orchid House at Queens Park, including 1266 during the Orchid Extravaganza.

1200 Everlasting Daisies were planted for Daisy Day.

220 events were held at the botanic gardens.

About 5000 people attended Carols in the Gardens.

A GREENER FUTURE ADOPTED

Council now has a plan to make Mackay cooler, greener and more connected. It's all part of council's new Mackay Urban Greening Strategy, which was adopted at an ordinary council meeting on December 7.

Urban greening is the process of strategically identifying ways to protect, plan and plant vegetation across urban areas. The strategy put a plan in place to increase vegetation coverage across the region over the next 20 years.

The strategy sets the following key targets:

- An average of 40 per cent tree canopy cover over pathways (up from 16.8 per cent in 2021).
- An average of 40 per cent tree canopy cover over public parks and open space network (up from 33.6 per cent in 2021).
- An annual net gain of public tree numbers, ensuring more trees are planted than removed.

COMMUNITY AND ENVIRONMENT

MACKAY REGIONAL BOTANIC GARDENS CELEBRATED 20 YEARS

Mackay Regional Botanic Gardens celebrated its 20th birthday and held a Botanic Gardens Open Day on Saturday, May 27.

Costa Georgiadis, who is best known as the host of ABC’s Gardening Australia, and landscape architect Lawrie Smith were special guests. To celebrate, 1000 Mt Blackwood Holly plants were also given away to attendees.

SOMETHING VERY FISHY IS GOING ON IN THE PIONEER RIVER

Underwater video monitoring surveys revealed the fish habitat reef modules in the Pioneer River were thriving.

An amazing 22 fish species were recorded using the new habitat reefs which were deployed in 2021 by council. All up, 45 habitat reef modules were deployed at the base of three easily accessible fishing platforms on Bridge Road, Brisbane Street and Carlyle Street.



EAST POINT VEHICLE ACCESS MAINTAINED

In July 2022, council worked proactively with the developer of the Dunes Estate development to maintain vehicle access to East Point while still allowing for the developer to revegetate the foreshore reserve.

While a section of the existing track was closed for environmental and safety reasons, access to the popular recreation and fishing area was maintained.

WORKSHOPS WILL TURN THE TIDE ON COASTAL HAZARDS

Environmental consultants Alluvium visited the region in February to showcase their wave tank to the community as part of the Mackay Coast Our Future program.

The wave tank simulates the ocean’s movements to demonstrate how different combinations of coastal defences such as seawalls and groynes can affect the coastline in different wave and tide conditions. The workshops allowed residents to gain a better understanding of what coastal adaptation options would be most suitable in different locations in our region.

OPERATIONAL EXCELLENCE

OPERATIONAL EXCELLENCE



Received 92,748 customer enquiries through 1300 MACKAY – 2737 more than last year.



There are 8356 registrations for customers to receive notices electronically for rates, water, animals, tradewaste and backflow through eNotices.



Received 4939 applications across the 575 jobs advertised.

The Health and Regulatory Services team received 7143 requests for service, with 79 per cent completed within the nominated timeframe.



Animal Management Centre achieved an impressive milestone of four years since a rehomingable cat was euthanised and six years for rehomingable dogs.

Council recorded 10,935 dog registrations.



Twelve food safety training sessions were held, with 146 people successfully trained from non-profit organisations, as well as food handlers for festivals and events.

We conducted 1520 safety interactions and 337 site safety inspections.

Council’s Facebook audience grew 8.6 per cent to 38,145.

Council’s LinkedIn audience grew 14.6 per cent (from 7881 to 9034).

Mackay Waterfront grew its website audience from 431 to 8573.



Performed 3976 hours of invasive plant pest management.

More than 1000 new people signed up for eNotices.

OPERATIONAL EXCELLENCE

TOP FIVE
CUSTOMER
REQUEST
TYPES

5675
Local laws - animals

4940
Waste bins

4534
Water

2455
Libraries

2024
Customer service

There were 55,564 customer requests received for the year.

E-PETITIONS NOW
AVAILABLE ON
WEBSITE

Council introduced a new e-Petition platform, meaning anyone wanting to petition council was now able to do so digitally.

The principal petitioner is now able to start the petition on council's website and then promote its availability to sign throughout the community. The platform ensures signatures meet the conditions for a petition to council.

COUNCIL LAUNCHED
A COMPETITION TO
PROMOTE ENOTICES

Council launched an incentive for residents to register for eNotices and go paper-free in February. \$1500 in Porters Mitre 10 gift cards were up for grabs as part of the campaign and everyone who registered for electronic notices during the period was eligible to win.

The campaign ran from February 16 to March 19, with more than 1000 people signing up online.



WEBSITES

Over the past year, web traffic trends in the Mackay region varied. Mackay Regional Council's website saw a modest increase of about 1.3 per cent, while the MECC experienced a decline of 16.2 per cent. Artspace Mackay and Mackay Regional Botanic Gardens had slight drops and the Sarina Sugar Shed gained moderate traction, with an increase of 14.6 per cent.

Other sites, including Connecting Mackay, Sarina Field of Dreams, Mackay Waterfront and Know Your Burb, showed fluctuating traffic, highlighting the need for adaptable online strategies to meet changing user preferences in this dynamic digital landscape.

Websites	2021-2022	2022-2023
Mackay Regional Council	742,848	752,764
MECC	249,360	208,002
Artspace Mackay	21,202	18,486
Botanic Gardens	19,000	18,911
Sarina Sugar Shed	31,140	35,636
Mackay City Centre	11,267	-
Sarina Field of Dreams	4693	5,442
Mackay Waterfront	431	8,573
Connecting Mackay	32,997	32,681
Know Your Burb	2425	3631

OPERATIONAL EXCELLENCE

SOCIAL MEDIA

Council’s presence on Facebook and Instagram exhibited remarkable growth, each surging by more than seven per cent. These two platforms emerged as frontrunners in terms of capturing audience attention and interaction. Correspondingly, all the council’s social media channels demonstrated substantial expansion, apart from YouTube and Twitter, which experienced a decline compared to the previous year.

Social media	2021-2022	2022-2023	Growth
Twitter	2977	2966	-0.4%
Instagram	5554	5979	7.6%
YouTube	106,139 views	84,614 views	-19.5%
LinkedIn	7881	9034	14.6%
Facebook	35,125	38,145	8.6%

COUNCIL LIVE STREAM

Live stream recordings are accessible on council’s website, YouTube, and Facebook, offering the public on-demand access. This year, views of council meetings dropped by 62.1 per cent on Facebook and 18.8 per cent on YouTube, underlining the need to consistently evaluate the platforms and methods employed to share council meetings, ensuring optimal accessibility and engagement for the public.

Council live stream	2021-2022	2022-2023	Growth
YouTube	2787	2263	-18.8%
Facebook	2142	811	-62.1%

ENEWSLETTERS

Over the course of the 2022-2023 financial year, our subscription base demonstrated a noteworthy increase of 4.1 per cent. It is worth highlighting the persistent robust growth of Mackay Regional Council Libraries’ eNewsletter, which now boasts an extensive subscription base exceeding 19,000. This achievement underscores the effective outreach and engagement efforts employed by our libraries.

eNewsletters	2021-2022	2022-2023
Artspace Mackay	1843	1856
Botanic Gardens	1141	1145
Council Connect	3449	3426
Libraries	18,377	19,422
Recreation Services	1082	1064
Mackay Planning News	1221	1241
Connecting Mackay	2899	2802
Mackay City Centre and Waterfront	-	282
Total	30,012	31,238

Discontinued Libris Awards, Sarina Sugar Shed and P-CEP



OPERATIONAL EXCELLENCE

INVASIVE PLANTS
SUMMARY BREAKDOWN

Plants	Control hours
Rats Tail Grass	1388
Environmental weeds	401
Sicklepod	348
Water Hyacinth	207
Salvinia	205
Pathenium	150
African Tulip Tree	127
Lantana	123
Cactus	118
Water Lettuce	64
Madeira Vine	62
Other Invasive plants	59
Hymenachne	58
Navua Sedge	49
Singapore Daisy	35
Rubber Vine	29
Elephant Ear	20
Thunbergia	7

VECTOR CONTROL

The table below represents the mosquito control work carried out by the Vector Control team during 2022-2023

Sites inspected	Sites treated	Hectares treated
1176	652	3903ha

PEST MANAGEMENT

Sites inspected	Requests	Properties baited	Total hours to perform all activities relating to topic
Dingo / wild dog	43	149	775 hours
Pigs	8		517 hours
Invasive plants	61		3976 hours

ENVIRONMENTAL HEALTH ACTIVITIES

Area	Requests
Food	49 requests 326 inspections
Nuisance	174 requests
Noise	112 requests
Health/misc	130 requests

PROACTIVE PATROLS

The Local Laws team conducted 626 patrols throughout the year.



INFRINGEMENT ACTIVITY

Activity	Amount
Regulated parking	2151
Local Laws	427
Development compliance	4
Environmental	3

OPERATIONAL EXCELLENCE

LICENSING AND APPROVALS

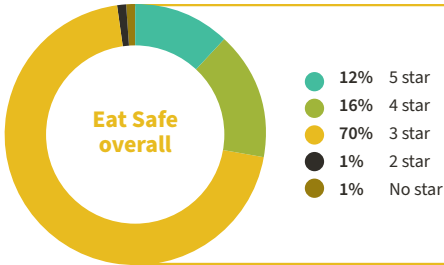
Premises	Inspections
Accommodation	13
Caravan parks	6
ERA	6
Food	315
Footpath dining	14
Skin penetration	5
Swimming pools	7
Temporary food permit (commercial)	11
Vending	2
Temporary entertainment events	8
Total	387

Compliance levels varied between premises. However, the majority of premises' compliance levels were at a satisfactory standard. Officers found that accommodation, footpath trading, public swimming pools and food businesses had opportunities for improvement relating to structure, storage, handling, water quality and procedures.

EAT SAFE MACKAY

Eat Safe Mackay is designed to provide assistance and incentives to food businesses to comply with food safety laws and to achieve the highest standards in food safety. A food business can receive either no star, two, three, four or five stars.

Businesses that demonstrate high levels of food safety standards will receive three or more stars and can choose to display their food safety star rating onsite and online. The display of Eat Safe Mackay star ratings is voluntary for food businesses. At the end of June 2023, 30 per cent of businesses in the region were actively engaged in the program and agreed to display their star ratings. Further information on Eat Safe Mackay, can be found on council's website.



PET REGISTRATION

This financial year, we recorded 10,935 dog registrations. Cat registrations were 2019. We impounded 589 dogs and 180 cats. The decrease in cat impoundments was due to the construction of the cat condos at the Animal Management Centre and the inability to impound any for about three months.

No healthy cats or dogs were euthanised during this period. Of the total animals impounded, 99 cats and 130 dogs had to be forwarded to either the RSPCA or foster groups in the region. Our Local Laws team conducted 626 patrols in areas popular with dog owners.

OPERATIONAL EXCELLENCE

MACKAY PARKING APP

This financial year, council changed to a new parking system and provider through Duncan Solutions, utilising the Mackay Parking App (UbiPark).

Parking in the City Centre’s off-street car parks was free for the month of July 2022 whilst the new system was implemented.

Month	Long-term	Meters	UbiPark
Jul 22	0	0	0
Aug 22	\$6208	\$799	\$13,941
Sep 22	\$4032	\$611	\$10,705
Oct 22	\$3520	\$517	\$10,886
Nov 22	\$3456	\$735	\$11,488
Dec 22	\$2164	\$452	\$6256
Jan 23	\$2816	\$312	\$5191
Feb 23	\$3520	\$566	\$7871
Mar 23	\$3904	\$651	\$10,348
Apr 23	\$2624	\$341	\$6893
May 23	\$3712	\$424	\$11,200
Jun 23	\$2816	\$440	\$7818

REGULATED PARKING INFRINGEMENTS



Officers issued infringements by hand from August to December 2022 whilst the new parking system was implemented.

OUR STAFF

We are an innovative and responsive council striving for excellence for our customers and the community. We operate efficiently and effectively to develop strong partnerships with all stakeholders providing valuable services.

People and Culture play an essential role in developing and aligning people, systems and processes to meet strategic organisational directives. As a values-led organisation, our five values create a shared meaning and purpose, and guide all decision-making.

VALUES

Our values shape our culture. Our core values, Code of Conduct, competency framework and performance review process collectively create the foundation for a sound workplace philosophy.

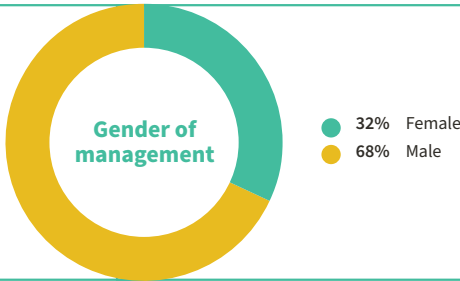
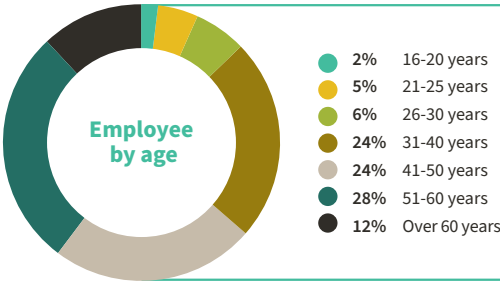


OPERATIONAL EXCELLENCE

WORKFORCE PROFILE

As of June 30, 2023, we employed 1113 people. A breakdown of our workforce headcount per employment type is as follows:

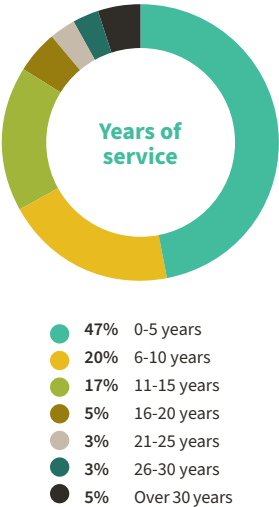
Employee status	Total
Casual	73
Contract	41
Job share	13
Permanent full time	829
Permanent part time	83
Temporary full time	60
Temporary part time	14



WORKFORCE ATTRACTION AND RETENTION

Council strives to be an attractive employer, offering a variety of careers. During the financial year, council received 4939 applications across the 575 jobs advertised.

Council formally celebrates employment anniversaries of 10, 15, 20 and 25-plus years of accumulated service with Mackay Regional Council and all pre-amalgamated Mackay councils. Eligible employees are presented with a recognition of service gift and a framed certificate, as a gesture of appreciation.



REWARD AND RECOGNITION PROGRAM

Council celebrates the achievements of its employees, monthly and annually. There were 89 nominations across seven annual awards. The 2022 winners were:

Awardee	Award
Ronald Turner - Parks and Environment	Safety and Wellbeing Advocate Award
Lachlan Watkins - Water Network	Service Excellence Award
Jacob Godwell - Information Services, Kerri Verroen - Executive Office, Priya Sinha - Information Services, Shane Green - Corporate Communications	Innovation Award
Eddie Tiller - MECC and Events	Jason Vassallo Trainee or Apprentice of the Year Award
Karlee Hayden - Contract Services	Core Values Award
Carl Teske - Field Services	Leadership Excellence Award
Lara Russell - Community Lifestyle	Mayoral Perpetual Award

OPERATIONAL EXCELLENCE

EXTERNAL AWARDS

Council is proud to attract, grow and inspire high-quality employees. We are excited when our employees are recognised. In 2022-2023, council and its employees were successfully nominated for and/or won the following external awards.

Awardee	Award	Awarding Body
Mackay Regional Council – Nebo Road WTP, QLD	IXOM Water of State of Origin - NSW v QLD 2023; Winner - Best Water	Water Industry Association of Australia (WIOA)
Mackay Regional Council – Kalum O'Donnell and Wes Smith	Main Tapping Competition - Sponsored by Reece Civil and Viadux - Runner up (2 minutes, 51 seconds)	WIOA
John Holmes – Mackay Regional Council	Best Paper by an Operator. Sponsored by ProMinent - Third place	WIOA
Peta Burridge - Mackay Regional Council	Bob Marshman Trainee of the Year. Central Qld Regional Winner and Qld State Finalist	Department of Youth Justice, Small Business, Employment and Training
Sarina Sugar Shed	Gold Award, Excellence in Food Tourism	Mackay Isaac Tourism Awards
Sarina Sugar Shed	Gold Award, Most Outstanding Contribution by a Volunteer or Volunteer Group	Mackay Isaac Tourism Awards
Sarina Sugar Shed	Silver – Sugar Shed Rum	Australian Rum Awards
Mackay Regional Council	2022 Ixom Water of Origin (NSW/QLD) - Finalist/Winner	WIOA QLD Awards. Sponsored by IXOM
Kevin Kippenberger	Queensland Operator of the Year - Finalist	WIOA QLD Awards

Awardee	Award	Awarding Body
Matthew Gosper	Queensland Young Operator of the Year - Highly Commended	WIOA QLD Awards
Mark Vairy, Brad Richards	Best Paper (third) by an Operator (Technical Paper – Bloomsbury Bore: Remote supply challenges, one bore with Iron and Manganese)	WIOA QLD Awards
Mackay Regional Council	Best of the Best Queensland Water Taste Test – Grand Champion 2022	Queensland Water Annual Forum
Andrea Thayer	Customer Impact Award	Taggle User Group Conference
Mackay Regional Council (Fifth Lane Revitalisation)	Great Place	Planning Institute of Australia (Queensland)
Mackay Regional Council (City Heart Fridays)	Most sustainable main street or town centre and best traditional/digital marketing - Council/ Government	Main Street Australia
The MECC	Gold Winner – Business Event Venues	Mackay Isaac Region Tourism Awards

OPERATIONAL EXCELLENCE

DIVERSITY AND INCLUSION

Council is deeply committed to fostering a culture of diversity and inclusion. We passionately believe that embracing diverse perspectives and backgrounds is essential for innovation and success.

Our commitment to diversity goes beyond representation; we strive to create an inclusive environment where everyone feels valued and respected. We actively encourage open dialogue, support diversity training programs, and implement inclusive policies and practices. Embracing diversity enables our organisation to better understand and meet the needs of our diverse customer base, cultivate a more creative and collaborative workforce, and ultimately drive sustainable growth and success.



INDIVIDUAL FLEXIBILITY ARRANGEMENTS

Council understands the importance of a healthy work-life balance and provides a range of work-life options and benefits to support employees.

Contemporary working arrangements are supported by offering various flexible work options to meet business and workforce needs. These include time off in lieu, flexible working hours, and part-time and job share arrangements.



EDUCATION ASSISTANCE PROGRAM

Our education assistance program encourages employees to undertake formal tertiary studies as an option for ongoing professional development.

Council has supported 102 employees under this arrangement since the program's inception in 2011, with 10 new applications this financial year. The total self-education assistance spend equates to \$37,849 for this financial period, with these funds allocated across 20 employees.

APPRENTICES AND TRAINEES

As a large employer, we are dedicated to growing our workforce and providing opportunities to Mackay residents through various initiatives, such as our apprentice and trainee program, academic bursaries, work placement and internal education assistance programs.

This year we continued to see abundant interest in our apprentice and trainee program, with roles receiving a high number of applications and all being filled. Seven apprentices or trainees successfully completed their training contracts, with six securing full-time employment in our region and one going on to further study. The program is expanding in 2023 to support the regional skills needs.

WORK PLACEMENTS AND BURSARIES

We facilitated work experience placements for 34 students from the region in 2022-2023. Experience was gained in areas such as Libraries, MECC, Botanic Gardens and Natural Environment, Water Networks, Information Services, Youth Services, Strategic Planning, Engineering and Local Laws.

We awarded three bursaries in 2022 and four in 2023. One bursary recipient completed activities during the 2022-2023 financial year. Areas of study included digital media, nursing, marine science, business and engineering.

OPERATIONAL EXCELLENCE

COMMITMENT TO CONSULTATION

Council consults in line with the conditions outlined in the current Mackay Regional Council Determination 2022. Council remains committed to consulting with our employees through the following consultative methods:

- The Joint Consultative Committee (JCC), which consists of the council's management, union officials and delegates, and council staff, focuses on items, such as significant workplace change.
- Operational discussions occur with the relevant work area and council leaders, representing union parties and employees directly affected. Where items remain unresolved, these are also escalated to the JCC.

Some significant achievements that have occurred through effective consultation with employees and their representing union bodies this year include:

- Regular consultation regarding employee initiatives, such as the Elev8 Supervisory Training Program, recruitment strategies, leave options, uniform options and health and wellbeing initiatives.
- Consultative discussion regarding the updating of existing and creation of new policies.
- Implementation of the:
 - Position Description Library.
 - Workforce Planning Process, which addresses workforce needs to meet future work commitments and demands.
 - Recruitment Selection Appointment Standard.

In the latter half of the 2023 year, council will engage with the workforce and the representing union bodies regarding the current Mackay Regional Council Determination 2022, which has a nominal expiry of June 30, 2024. In setting up the bargaining process for success, leaders will meet to scope out pre-bargaining plans, including committing to timelines and formalising communication strategies to ensure that all stakeholders are effectively consulted.

SAFETY

Safety and Wellbeing is one of our leading corporate values and is fundamental to the way we do business. We have continued to implement our three-year Safety Strategy and Safety Action Plan to improve our safety performance and we undertook a review to ensure we have effective activities in response to safety issues.

Every new employee at council undertakes an extensive induction, including corporate and site-specific workplace inductions. During the year we facilitated 2020 workplace health and safety (WHS) inductions for contractors, volunteers and work experience students.

We conducted 1520 safety interactions and 337 site safety inspections – activities which provide an opportunity to engage with our workforce and identify workplace safety issues and hazards. We met or exceeded targets set for the following pro-active safety activities: safety interactions, monthly action plans and site safety inspections. Our performance in closing out corrective actions (actions raised following an incident, site safety inspection, hazard report, or as an action from a WHS meeting) whilst not met, did improve throughout the year, with strategies in place to ensure that this target is achieved in the future.

Internal and external training was provided across a broad range of topics, including manual tasks, confined spaces, work at heights, vehicle load restraint, working near overhead powerlines, traffic control, first aid, emergency response, bullying and harassment, and fitness for work. We continued to work closely with the safety teams from other local governments in our region – the Regional Safety Exchange – sharing knowledge and experiences so that we can all continue to improve our safety performance. Council also participates in local safety networking forums hosted by the Resource Industry Network and WHS Queensland.

Council has implemented a WHS ride along program with the executive and management leadership teams to promote further safety/health consultation and discussion at the workplace. We are currently in the process of developing improvements to our WHS systems in particular CoR, psychosocial and contractor management safety aspects across the business.

Whilst our overall safety performance is encouraging, the challenge is to maintain our momentum. This means that we will continue to focus strongly on safety and involve every employee in the organisation as we aim for our goal that no person shall come to any harm while working at or visiting council.



OPERATIONAL EXCELLENCE

RIGHT TO INFORMATION

In 2022-2023, council:

- Received 17 Right to Information applications.
- A total of 1194 pages were considered.
- A total of 848 pages were released in full.
- A total of 248 pages were released in part.
- Another 98 pages were determined to be contrary to public interest in accordance with the provisions of the Right to Information Act 2009.
- Two applications were withdrawn.
- A total of two applications were listed on the disclosure log on the council website.

Requests for information under the Right to Information Act 2009 must be made on the required form available on our website or by calling 1300 MACKAY (622 529).

OFFICIAL DOCUMENTS

Our Inclusive Workplace Policy and Community Engagement Policy are available on council’s website at mackay.qld.gov.au.

The Code of Conduct and delegation register (which records the delegated levels of authority and instruments of authority held by all council officers) is also a public document and available on request.

AUDIT COMMITTEE

The Audit Committee (AC) is an advisory committee of council established in accordance with Section 105 of the Local Government Act 2009 and Section 208-211 of the Local Government Regulation 2012.

The committee assists council in fulfilling its oversight responsibilities relating internal audit, external audit, financial statements and reporting, internal controls and risk management and legislative and policy compliance. During 2022-2023, the committee met five times.

The AC is made up of:

- Mr Tim Cronin - Independent Member until February 2022, chair from February 25, 2022
- Ms Monica McKendry - independent member from February 25, 2022
- Cr Greg Williamson - Mayor (voting)
- Cr Martin Bella - councillor (voting)
- Cr Karen May - councillor (non-voting)
- Cr Belinda Hassan - councillor (non-voting)

INTERNAL AUDIT

The purpose of our internal audit function is to provide the independent assurance and advice to improve operations by evaluating the effectiveness of governance, internal controls and risk management.

In addition to the traditional role of internal audit, the focus is also on “adding value” by working with management to recommend improvements to systems, processes, work practices, compliance and business effectiveness. It operates in accordance with the Internal Audit Charter, State Government legislative requirements and the Institute of Internal Auditors International Professional Practices Framework. Internal audit reviews are undertaken according to the Internal Audit Plan endorsed by the Audit Committee and approved by the CEO.

Activities in 2022-2023 included:

- Internal audit reviews - Aquatic Facilities Venue Management, Asset Management - Acquisition, ICT Cloud Management, Stadium Venue Management, Customer Request Management and Follow up of Audit Action Recommendations from previous Internal Audits.
- Development and refinement of data analytic methodology.
- Development of Internal Audit Plan 2023-2024.
- Monitoring the actions resulting from internal and external audit recommendations.



OPERATIONAL EXCELLENCE

CODE OF COMPETITIVE CONDUCT FOR BUSINESS ACTIVITIES

In accordance with sections 45 and 47 of the Local Government Act 2009, council resolved not to apply the Code of Competitive Conduct (the Code) to the following business activities: Mackay Entertainment and Convention Centre, Sarina Sugar Shed, off-street parking and sporting facilities.

Council determined the costs of applying the Code would outweigh the benefits, and the activities have significant non-commercial objectives. We do not conduct any other prescribed business activities.

Business activity	Level of national competition policy reform
Water and Sewerage	Commercialisation
Waste Services	Commercialisation
MECC	No application of the code of competitive conduct or full cost pricing
Sarina Sugar Shed	No application of the code of competitive conduct or full cost pricing
Off street park	No application of the code of competitive conduct or full cost pricing
Sporting facilities	No application of the code of competitive conduct or full cost pricing

SIGNIFICANT BUSINESS ACTIVITIES

Below is a list of all business activities that council has conducted during the financial year. When assessing business activities as part of the compilation of the 2022-2023 original budget, section 19 of the Local Government Regulation 2012 prescribes the threshold that a business activity must meet to be a significant business activity for a financial year.

- If the business activity is the provision of combined water and sewerage services, the threshold is 10,000 or more premises being connected to a water service as of June 30 of the financial year, ending immediately before the current financial year.
- For any other business activity, the threshold is expenditure of at least \$9.7 million for the financial year ending immediately before the current financial year.

Council has two significant business activities – Mackay Water and Mackay Waste. In accordance with legislation, it was resolved that these business activities be conducted as business units. No new significant business activities were identified during the year.



CONTROLLED ENTITIES AND BENEFICIAL ENTERPRISES

Council's controlled entities, and significant beneficial enterprises, include:

Controlled entities

- Mackay Region Enterprises Pty Ltd

Beneficial enterprises

- Whitsunday ROC Limited (Trading as Greater Whitsunday Council of Mayors)
- Mackay Regional Housing Company (Trading as Connect Housing Group)
- Mackay Tourism Limited
- The Minister for Economic Development Queensland (MEDQ) - (formally Urban Land Development Authority)
- Regional Development Australia Mackay-Isaac-Whitsunday Inc (RDA)
- Greater Whitsunday Alliance Limited (GW3)
- Regional Queensland Council of Mayors Inc.

COMMERCIALISED BUSINESS UNITS

COMMERCIALISED BUSINESS UNITS



MACKAY WASTE SERVICES



Responded to 9086 client service requests.



Provided a total of 2,374,176 waste bin services and 928,954 recycling bin services, and replaced 2906 waste bins and 592 recycling bins.



Processed 6610 tonnes of green waste and collected 34,178 tonnes of household waste and 7727 tonnes of kerbside recycling.



Received 11,897 additional tonnes of recyclables from commercial and other regional council collections, 3853 tonnes more than 2021-2022.



Organised 11 sites for the Great Northern Clean Up and collected almost 3.3 tonnes of rubbish.

Delivered 111 waste education lessons to 2660 members of the community and provided free composting and worm farm workshops to 29 people.

Recovered 2583 tonnes of material through our Resource Recovery Facility.

Disposed of 92,972 tonnes of waste at Hogan's Pocket landfill, 9118 tonnes more than the previous year. Destroyed 30,254 tonnes of Co2-e from Hogan's Pocket Landfill via gas flaring.

COMMERCIALISED BUSINESS UNITS

MACKAY WASTE SERVICES

Mackay Waste Services is a commercialised business unit of Mackay Regional Council and is responsible for weekly waste and fortnightly recyclable bin collection services, processing of recyclables, transfer station management and operations, landfill and haulage management and operations, green waste processing, resource recovery operations, legacy waste management and landfill gas management.

Our vision

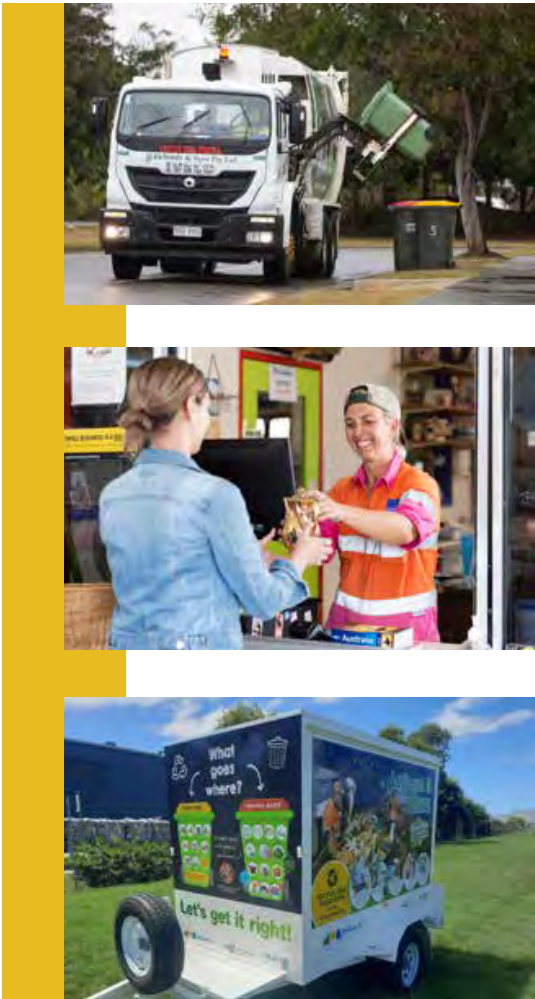
- Is to be an innovative waste service provider recognised for its commercial performance, that provides regional leadership, has the respect of its clients and industry regulators and prides itself on its sustainability.

Our mission

- Is to deliver sustainable waste services to the Mackay region in an efficient and commercially responsible manner.

Overview

- We had nine active staff on the reporting date and an annual operating expense budget of \$28.33 million and a capital budget of \$760,885. Our operations were carried out according to the Annual Performance Plan that defines council's expectations in terms of performance, reporting, level of service and policy compliance.



DIGITALLY MANAGING OUR ASSETS

A Digital Asset Management Plan (DAMP) has been developed for all waste assets. The DAMP incorporates all asset condition and criticality data to assess asset risk and recommends a 10-year investment profile for capital and operational activities. The DAMPs will assist council in effectively managing our assets to provide services to the community at the lowest practicable lifecycle cost.

COMMUNITY CLEAN UP

The 2022 Clean Up The Mackay Region event involved 97 volunteers who collected 3.278 tonnes of material. This consisted of six shopping trolleys (all returned to supermarkets), 36 tyres, 531 Containers For Change donated to Incredible Tip Shop, and 852kg of resources recovered for recycling and resale at Incredible Tip Shop.

COMMUNITY WASTE EDUCATION

In addition to waste education classes, new "Waste Hacks" food dehydrating education sessions commenced at libraries and proved popular. Six community composting and worm farm workshops were also held, and two waste education talks to retirement villages were conducted.

Waste education engagement also took place at a variety of local events including St Lawrence Wetlands Weekend, Mackay Regional Botanic Gardens 20th anniversary, Conservation Volunteers Australia National Day of Action, Mackay Show, Seniors Week and NAIDOC Week celebrations.

COMMERCIALISED BUSINESS UNITS

RECYCLABLES SENT TO MARKET

We processed 12,632 tonnes of recyclables at our Materials Recovery Facility (MRF) and sent these to market. This represents 6.37 per cent reduction in the tonnages received from 2021-2022. Glass, paper and cardboard, HDPE, aluminium and steel remain stable.

Recyclables	2020-2021	2021-2022	2022-2023
Glass	3622	2465	2437
Paper/cardboard	10,871	9676	9418
H.D.P.E.	154	209	195
P.E.T.	195	161	63
Aluminium	124	121	116
Steel/tin	188	405	399
Mixed plastics/plastic film	455	454	3*
Landfill	2328	3029	2685
Total Tonnes	17,937	16,520	15,317

*450 tonnes of mixed plastics/plastic film is currently being stockpiled awaiting increased commodity prices.

CUSTOMER SERVICE STANDARDS

We are committed to delivering excellent customer service, environmental management and efficient operation. This commitment and the acceptable guidelines for the delivery of waste services is outlined in our Customer Charter, available at: mackay.qld.gov.au/wastecharter

ENVIRONMENTAL MONITORING

We performed regular environmental monitoring at both our operational and closed landfill sites. The following activities occurred in 2022-2023:

- Groundwater monitoring was undertaken quarterly at active, inactive and former landfill sites in accordance with Environmental Authority conditions.
- Surface water was also monitored quarterly at 13 sites, including Bayersville and Hogan's Pocket. Leachate monitoring also occurred at these two sites.
- Landfill gas monitoring was undertaken during the reporting period at 21 different operational and closed landfill sites.



CLIENT SERVICE STANDARDS

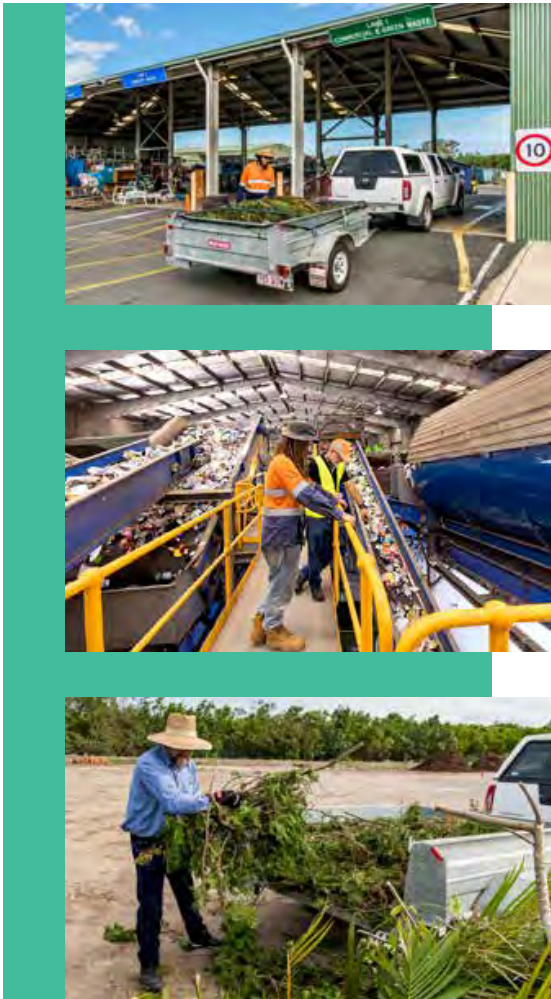
Our client service standards are a result of legislative and/or regulatory requirements and key performance indicators as set by council.

Category	Waste service standards and targets
Customer response times	Repair or replacement of bin upon customer request by next collection day
	Provision of new bins for a new standard service request within three business days
Deliver essential services	Waste collection service – once a week
	Recyclable collection services – once a fortnight
	Collection of bins on scheduled service day – aim to have one or less missed kerbside bin per 5000 services per month
	Waste disposal facilities open on published days and operating times – 100 per cent compliance
Education and community	Perform 70 waste minimisation education sessions per annum at the MRF, in schools and the community each year
	Conduct a minimum of five council registered sites for 2023 Great Northern Clean Up
Safety	Zero lost time injuries recorded

COMMERCIALISED BUSINESS UNITS

PARTNERSHIPS

- **LAWMAC:** Council affiliation with the Local Authority Waste Management Advisory Committee (LAWMAC) was significant during the 2022-2023 year with much discussion of the Queensland Government’s Waste and Resource Recovery Strategy and the national ban on exports of recycled product. Council’s Manager of Waste Services was acting in the honorary position of LAWMAC’s Technical Officer.
- **DrumMUSTER Initiative:** Council continued to provide DrumMUSTER collection sites, providing a cost effective and sustainable option for recycling of empty farm chemical containers benefiting the environment, user, industry and wider community.
- **Paintback Scheme:** The Paget Waste Management Centre continued to house a Paintback Collection point so residents and tradies could recycle their unwanted paint. This scheme diverted paint from landfill.
- **Fertiliser Bag Recycling Scheme:** Six collection points for fertiliser bag recycling are offered throughout the region. This scheme enables farmers to recycle their unwanted used fertiliser bags and divert farm waste from landfill.



ANNUAL FINANCIAL STATEMENTS

OUR ASSETS AND ASSET VALUE

Asset category	Asset type	Qty
Landfill	Active	1
	Inactive (legacy)	20
Disposal facilities	Waste Management Centre	1
	Transfer Stations	9
	Green Waste Only Facility	2
Recyclate receivals	Material Recovery Facility	1
	Resource Recovery Facility	1

Asset	Total replacement value	Written down value as of June 30, 2023
Waste	\$115,537,996	\$56,148,711

The written down value is the difference between the replacement value and the current accumulated depreciation.

WASTE LEVIES

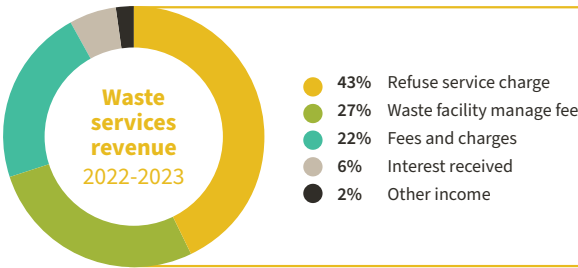
Waste facilities operations charge - \$156.40. This is applied to all assessments and partially funds council’s waste program. The charges and gate fees fund residual program costs.

Refuse service charge - \$273.90. This funds bin service and contributes towards bin collection, processing and disposal costs.

COMMERCIALISED BUSINESS UNITS

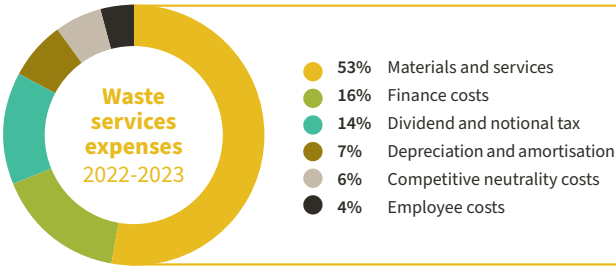
WHERE OUR MONEY CAME FROM

Our revenue for the 12 months ending June 30, 2023, totalled \$32 million, with 92 per cent generated from rates and fees and charges.



WHERE OUR MONEY WENT

Our expenditure for the 12 months ending June 30, 2023, totalled \$33.9 million. The main expenses were materials and services and finance costs.



DUMP VOUCHERS

In a concerted effort to keep our region clean and tidy, we continued to provide three dump vouchers per rates notice to residential properties in 2022-2023. The vouchers were valid for the disposal of self-hauled domestic and green waste under one tonne. Voucher usage totalled \$705,245.

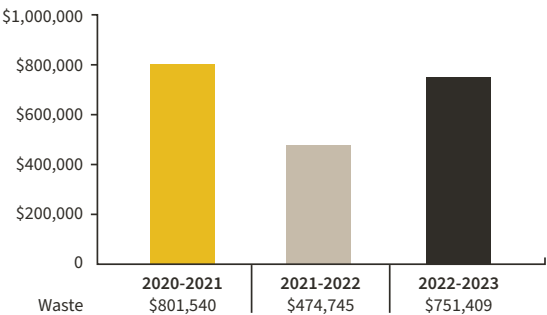


INVESTING IN INFRASTRUCTURE

In 2022-2023 council spent \$751,409 on waste infrastructure. This included new waste oil disposal facilities at a number of rural transfer stations, re-sheeting of green waste hardstand areas, stage one of Hogan’s Pocket batter chute replacement and environmental monitoring.

The green waste hardstand areas project was jointly funded by the Australian Government’s Local Roads and Community Infrastructure Program and Mackay Regional Council.

CAPITAL EXPENDITURE PAST THREE YEARS



COMMUNITY SERVICE OBLIGATIONS

Council provided waste disposal support to not-for-profit community groups during the year totalling \$54,142.

COMMERCIALISED BUSINESS UNITS



MACKAY WATER SERVICES



Provided treated water to 41,606 residential and 3233 commercial and industrial connections (104,102 consumers).



Provided sewage collection and treatment services to 40,363 residential and 2675 commercial and industrial connections.



Provided high quality non-potable recycled water to more than 29 local farmers and two public recreational facilities for irrigation.



Performed 3068 plumbing inspections (a 19 per cent decrease) **and completed 643 plumbing approvals** (a 27 per cent decrease).



Sent more than 63,000 water leak notifications, reducing the number of concealed leak concession applications to 115.



Received 1904 notifiable works (plumbing and drainage), **completed required audit inspections, conducted 200 trade waste audits and issued 64 approvals to discharge trade waste.**

Delivered the “Watch the Flow” water education program to 1708 students.

MACKAY WATER SERVICES

Mackay Water Services is a commercialised business unit of Mackay Regional Council and is responsible for the delivery of water and sewerage services, providing high quality, safe and reliable water as well as providing collection, treatment and disposal of wastewater in accordance with our environmental obligations.

Our vision

- To be an innovative water service provider that is recognised for its commercial performance, provides regional leadership, has the respect of its clients and industry regulators and prides itself on sustainability.

Our mission

- We are committed to delivering sustainable water services to the Mackay region in an efficient and commercially responsible manner.

Overview

- We had 138 active staff and an annual operating expense budget of \$97.99 million and a capital budget of \$25.63 million. Our operations were carried out in accordance with the annual Performance Plan that defines council's expectations in terms of performance, reporting, level of service and policy compliance.

COMMERCIALISED BUSINESS UNITS

MONITORING AND TESTING

In 2022-23 the laboratory:

- Purchased new equipment which expanded the capability and efficiency of the laboratory. The new instrumentation means that only a small percentage of samples are now outsourced and sent to external laboratories for analysis.
- Extended the scope and achieved continuation of National Association of Testing Authority (NATA) accreditation. Council's Water and Waste laboratory is the only laboratory in Central Queensland that has accreditation in the areas of water chemistry, microbiology and water sampling. Over 90 per cent of all tests performed in the laboratory are now NATA accredited.
- Performed testing and supplied scientific advice to neighbouring councils - Isaac, Whitsundays and the Central Highlands.
- Had over 80 regular clients that included local and state-wide companies as well as individual members of the community.
- Performed over 350,000 individual tests, which is above the levels seen before COVID.
- Gave in-kind support to local environmental groups, university and TAFE students.

PRESENTATIONS

The following table lists the presentations that were given by our team during the 2022-2023 financial year.

Conference / event	Name of paper/presentation	Staff member
Water Industry Operators Association (WIOA) QLD Conference and Exhibition, Logan, August 3-4, 2022	Technical Paper - Mackay North and Mackay South: Running with a sequence batch reactor for Diffuser Replacements	John Holmes, Emma Schmitz
	Technical Paper – Bloomsbury Bore: Remote supply challenges, one bore with Iron and Manganese	Mark Vairy, Brad Richards
Qldwater Annual Forum, Gold Coast, September 6-8, 2022	Presentation at the Research and Innovation Showcase Day - 'Using Satellite Imagery to Detect Leaks'	Dushyant Patel
Australian Water Association Queensland Conference, Cairns, October 20-21, 2022	Presentation: 'Benefits of Secondment - The Tangible and Intangible Advantages of Shifting People around the Organisation'	Pamela Olsen, Jaie Harris
	Presentation: 'There's Trouble in Paradise – An Undertaking of a Large Coordinated Repair on a Critical Piece of Infrastructure'	Keith Hyatt, Andrew Walz
	Presentation: 'When Iron-Man Attacks - Dirty Water at Midge Point'	Cameron Jessup
Mackay Services Trades Council Industry Forum, May 29, 2023	Presentation: 'Plumbing Permit Application – avoiding delays in processing applications'	Dean Eiser



COMMERCIALISED BUSINESS UNITS

COUNCIL SAVES RESIDENTS BUCKET LOADS

Using innovative techniques and their world-class expertise, council’s Water Treatment team saved about \$1 million in capital replacement costs by carrying out a major overhaul to the Sarina Water Recycling Facility, avoiding a costly replacement bill.

The works at the facility involved a ‘slack adjustment’ on the membranes which filter recycled water and ensure it is of high quality for agricultural use or release back into the environment.

WATER QUALITY UPGRADE FOR KOUMALA RESIDENTS

Construction of the Koumala Water Treatment Plant began in late-April 2021, with the plant being fully commissioned in December 2022. The \$2 million plant (partly funded by Queensland Government Grants and Subsidies Program) includes a water softening unit to reduce the hardness of the town’s water supply as well as water storage tanks and a pump station on-site.

As part of the works, the old water tower was decommissioned, and three storage tanks installed on-site to cater to the needs of the growing Koumala community.



SERVICE DELIVERY

- Inspected 900 maintenance manholes and repaired 180 sewer maintenance manholes.
- Continued the sewer network refurbishment program. Twelve kilometres of sewer was inspected using CCTV cameras and five kilometres of trunk main were relined.
- Completed water main renewal works on Anzac Ave (Marian), Fifth Lane (Mackay CBD) and Ian Reddacliffe Drive.
- Completed renewal program for sewage pump station switchboards.
- Completed renewal of water supply Bores at Finch Hatton, Koumala and Sarina.
- Completed the Goldsmith Street sewer rising main renewal.
- Completed the prawn farm sewer rising main extension to bypass Dump Road sewer pump station.

COMMERCIALISED BUSINESS UNITS

MACKAY WATER STRATEGY

The Mackay Water Strategy for the water supply schemes that service the Mackay and Sarina urban areas and the Mirani and Mirani townships has been extensively updated.

The aim of Mackay Water Strategy 2022 is to develop a robust, sustainable capital investment program for water infrastructure based on information sourced from the Mackay Growth Allocation Model, and water demand projections, raw water allocation security and supply and Water Treatment Plant and water network capacity assessments.

MAKEOVERS FOR KEY RESERVOIRS

Council spent \$400,000 on both Mirani and Marian reservoirs to repair any cracks and leaks and to replace the external face and roof where needed.

These works eliminated the need to build new reservoirs, saving ratepayers money.



DIGITALLY MANAGING OUR ASSETS

A Digital Asset Management Plan (DAMP) has been developed for all our Water and Wastewater Network and Treatment Assets.

The DAMP incorporates all Asset Condition and Criticality Data to assess asset risk and recommends a 10-year investment profile for capital and operational activities. The DAMPs will assist council in effectively managing our assets to provide services to the community at the lowest practicable lifecycle cost.

WATER RECYCLING FACILITY HANDOVER

The inhouse operation of the Mirani Water Recycling Facility by Mackay Regional Council (Water Treatment team) commenced in December 2022.

The design and construction of the Mirani Water Recycling Facility upgrade commenced in 2018 to increase the plant's existing design capacity. Due to contractual issues, council was forced to take control of the plant before all contractual milestones were met. As part of the handover, the plant was condition assessed and several improvements to process and safety issues were addressed.

COMMERCIALISED BUSINESS UNITS

PARTNERSHIPS

- **Choose Tap Coalition:** Water Services continued to work with the national Choose Tap coalition in the 2022-2023 financial year raising awareness about the health, environmental and financial benefits of drinking tap water.
 - **CTM Water Alliance:** The water businesses of Cairns, Townsville and Mackay councils (CTM Water Alliance) worked on a single water-business design and construction code for use across all three council businesses. The Cairns, Townsville, Mackay Water Alliance Design and Construction Code (CTM Code) is based on the Southeast Queensland Water Supply and Sewerage Design and Construction Code and presents a comprehensive and united set of technical standards for water supply and sewerage infrastructure, specifically designed for use across North Queensland. The CTM Code was adopted by council resolution in November 2020 and remains in implementation phase.
 - **The Whitsunday, Isaac and Mackay (WIM) Water Alliance:** The WIM Water Alliance continued their collaboration and teamwork during the year. Innovation in research has been strengthened with a range of ongoing joint projects undertaken over the financial year. These included the optimisation of solar energy at Bowen Water Treatment Plant assessing presence of contaminants of emerging concern (CEC) associated with WWTP discharges and finalisation of the ongoing research project to develop an in-field biosensor for nitrogen detection in waterways with expertise drawn from Central Queensland University (CQU) and WIM Alliance entities.
- The Alliance Work Plan activities over the 2022-2023 year have continued to focus on the strategic objectives contained in its terms of reference and several collaborative project and discussion groups looking at regional alignment.
- **Queensland Water Regional Alliance Program (QWRAP):** Our involvement with the Queensland Water Regional Alliance Program (QWRAP) gained momentum during 2022-2023 securing a three-year funded Regional WIW Training Framework initiative based out of Mackay. The increased funding for QWRAP allows enhanced regional collaboration and accelerated growth that supports strategies to build future water sector roles and provide greater sharing initiatives.
 - **Water Industry Worker (WIW) Program:** The WIW Program is in its fourth financial year expanding beyond field-based and construction teams of reticulation, civil and sewage workforces and now includes Water and Wastewater Treatment Operators. The 2022-2023 program continued to gain traction with strong participant enrolment numbers and with the buy-in from regional councils now numbering 16 councils across several QWRAP regions. Program feedback has been positive, with students benefiting from face-to-face training, formalising work skills and networking opportunities available with collaborative training. A key success of the program was the provision of a project coordinator under Mackay Regional Council's leadership.



COMMERCIALISED BUSINESS UNITS

ANNUAL FINANCIAL STATEMENTS

OUR ASSETS

Asset category	Asset type	Qty
Raw water	Dams/weirs	1
	Pump stations	2
	Boreholes	45
Water treatment	Water treatment plants	2
	Water treatment facilities/schemes	7
	Re-chlorination systems	9
Water distribution network	Service Reservoirs	38
	Water pump stations	40
	Water Mains	1279km
Wastewater Collection Network	Wastewater Network	967km
	Wastewater Manholes	18,106
	Sewage Pumping Stations	220
Wastewater Treatment	Sewage Treatment Plants	5
Recycled Water	Recycled Water Storages	5
	Recycled Water Network (Mains)	31km
	Recycled Water Pump Stations	3

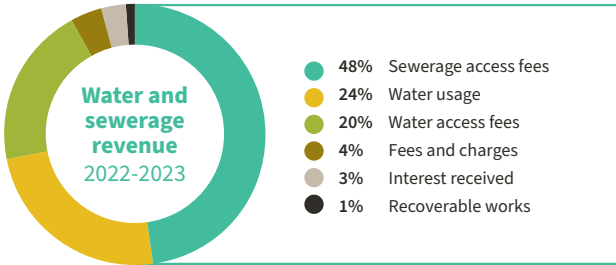
OUR ASSET VALUE

Asset	Total replacement value	Written down value as of June 30, 2023
Water	\$965,512,894	\$544,971,896
Sewerage	\$1,116,670,375	\$755,764,839

The written down value is the difference between the replacement value and the current accumulated depreciation.

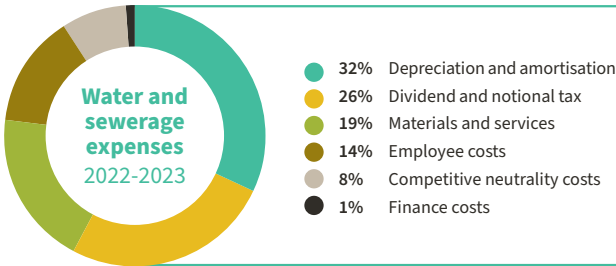
WHERE OUR MONEY CAME FROM

Our revenue for the 12 months ending June 30, 2023, totalled \$100.7 million, with 92 per cent generated from rates and fees and charges.



WHERE OUR MONEY WENT

Our expenditure for the 12 months ending June 30, 2023, totalled \$98.3 million. The main expenses were depreciation and amortisation, dividend and notional tax and materials and services.



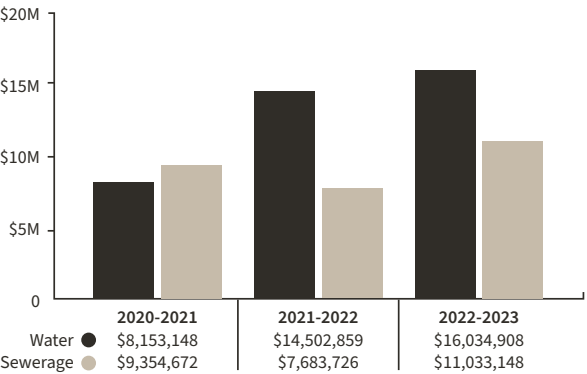
COMMERCIALISED BUSINESS UNITS

INVESTING IN INFRASTRUCTURE

Council spent \$27.07 million during the year on water and sewerage infrastructure.

This was \$4.88 million more than the previous year, to complete significant projects including refurbishment works at both Mackay North Water Recycling Facility and Mackay South Water Recycling Facility and the design and construction of a separate inlet main for the Midge Point Reservoir to assist with management of water quality.

CAPITAL EXPENDITURE PAST THREE YEARS



COMMUNITY SERVICE OBLIGATIONS

Council supported local not-for-profit community groups with water and sewerage services during the year totalling \$204,786.

WATER ACCESS CHARGE

The annual water access charge in 2022-2023 was \$386.50. Properties where a metered water supply was connected were charged on a per factor basis. Vacant land was allocated one factor per allotment.

WATER CONSUMPTION TARIFFS

Council is responsible for providing water and sewerage infrastructure to existing and future users of these services. The charges are listed below:

- Tariff 1: 0-150 kilolitres per half year \$1.91/kl
- Tariff 2: Over 150 kilolitres per half year \$2.83/kl



SEWERAGE ACCESS CHARGE

The annual sewerage access charge in 2022-2023 was \$934.70. Charges were based on the number of sewerage pedestals or urinal services installed on the premises. Vacant land was allocated one per allotment. Single occupation residence had a maximum of one pedestal charge.

CROSS SUBSIDIES EVALUATION

No cross subsidies existed between consumer classes in the provision of water and sewerage services.

CUSTOMER SERVICE STANDARDS

We are committed to delivering quality water and sewerage services to enhance our community. This commitment and the acceptable guidelines for the delivery of water and sewerage services is outlined in our Customer Charter, available at: mackay.qld.gov.au/watercharter

FINANCIAL STRENGTH

FINANCIAL STRENGTH



COMMUNITY FINANCIAL REPORT

Vision

Corporate Plan 2023-2028

Strategy

- 10-year Long Term Financial Forecast
- Asset Management Plan
- Local Government Infrastructure Plan

Direction

Operational plans, annual budgets, fortnightly council meetings and strategic advisory committee

Monitoring

Budget and operational plan reviews, monthly strategic financial reports and departmental performance reports

Inform our community

- Annual Report
- Independent Annual Audit
- Audit Committee
- Public access to audit reports and council minutes

HOW WE REPORT

A Community Financial Report contains a summary and analysis of a Local Government's financial performance and position for the financial year.

This report makes it easier for readers to understand council's financial management and performance by focusing on the four key financial statements.

- Statement of Comprehensive Income**
How did we perform in relation to our trading result over the last 12 months?
- Statement of Financial Position**
What do we own and owe at year end?
- Statement of Cashflows**
Where has our cash been received and used during the past 12 months and how much remains at year end?
- Statement of Changes in Equity**
What is the wealth of the community at year end?

Amounts disclosed are rounded to the nearest thousand (\$000) unless otherwise stated.

FINANCIAL STRENGTH

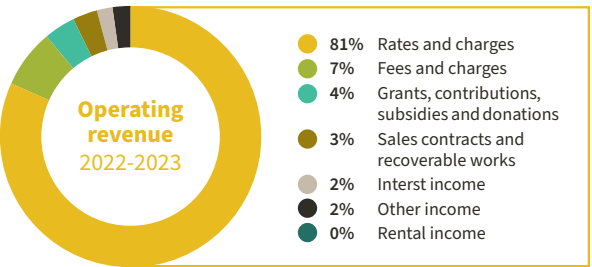
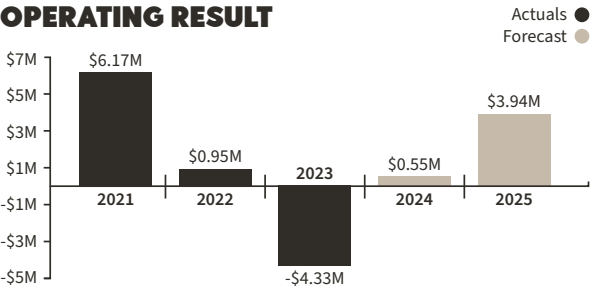
STATEMENT OF COMPREHENSIVE INCOME

This statement presents council’s consolidated revenues (where the money comes from) and expenses (where the money is spent). This result does not necessarily represent surplus funds available for general use as certain items of revenue have restrictions on their use. Some revenue is non-monetary (for example, contributed infrastructure assets, such as roads, sewerage mains and water mains constructed by developers on council’s behalf in new land subdivisions), while other revenue is constrained for use on specific future activities (for example, developer contributions or grants used to maintain and/or expand the region’s infrastructure).

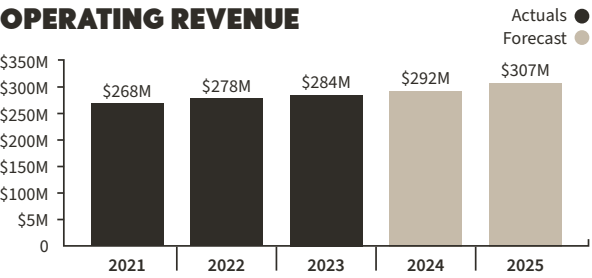
The operational result of council’s operations (total operating revenue less total operating expenses) shows if an operational surplus or deficit was reported during the year. This is graphed on the right and excludes capital items. Council reports an increase of \$7 million in total operating revenue in comparison to the prior year. The biggest contributors to this being rates and charges, and interest income. Council experienced a net increase of \$12 million in operating expenses for the reporting period. Materials and services represent a significant amount of this variance. Depreciation and amortisation also notably increased.

Council is currently forecasting a \$0.6 million surplus in the 2023-2024 financial year, continuing to increase in the 2024-2025 financial year. The local government maintains a financially sustainable long-term outlook and remains focused on continuing to provide a wide range of services to the community.

OPERATING RESULT



OPERATING REVENUE



TOTAL REVENUE – WHERE OUR MONEY COMES FROM

Total revenue of \$333 million was recognised during the 12 months ending June 30, 2023. Operational revenue represents 85 per cent of this amount, with the remainder being capital revenue received through grants, subsidies, contributions and donations and other capital income. Capital revenue relates to the capital funding of infrastructure, mainly through contributions or donated assets.

Council actively seeks revenue from other sources and attempts to maximise investment earnings to assist in funding the many services we provide. Council’s operational revenue is generated from the sources on the left.

FINANCIAL STRENGTH

EXPENSES - WHERE OUR MONEY GOES

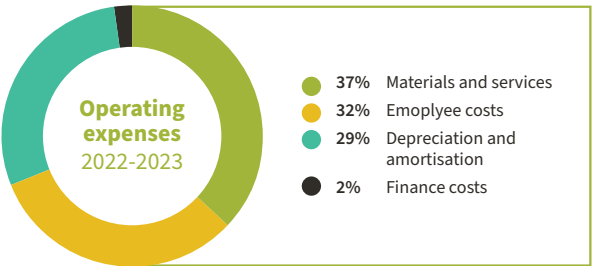
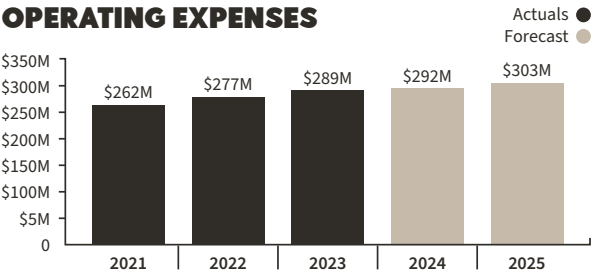
Council incurs both operational and capital expenditure in providing services to the community. Capital spending is added to the carrying value of assets as it maintains and expands council's asset base. The graph on the right shows the components of operating expenditure only.

The level of council's expenditure is monitored constantly throughout the year. Detailed budgets are prepared at the beginning of each financial year and performance is measured against these budgets through regular budget reviews, ensuring funds are utilised as efficiently as possible.

Council's recognised operating costs of \$289 million during the financial year and expended a further \$107 million on capital projects. Major capital expenditure recognised in the period included:

- Transport and Drainage Infrastructure Planning \$40 million
- Water and Sewage Infrastructure Planning \$27 million
- Parks, Environment and Sustainability \$12 million

OPERATING EXPENSES



STATEMENT OF FINANCIAL POSITION

The statement of financial position measures what council owns and owes to relevant stakeholders at the end of financial year.

The result of these two components determines the net wealth of council, which is also the net wealth of the community. Our community's net wealth at the end of the financial year was \$3.9 billion.

Statement of financial position as at June 30, 2023 (\$'000's)	
Assets (what we own)	\$4,135,622
Liabilities (what we owe)	\$211,345
Equity (community wealth)	\$3,924,277

FINANCIAL STRENGTH

ASSETS - WHAT DO WE OWN?

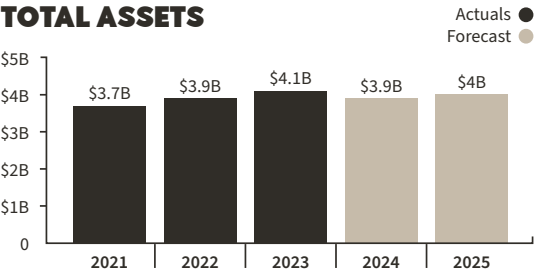
The bulk of council’s assets are in the form of infrastructure, such as roads, drainage, water and sewerage assets. These asset types collectively make up 86 per cent of council’s total asset base.

Significant parts of council’s expenditure in the long-term financial forecast are focused on the construction, upgrade and renewal of these assets. The table below illustrates council’s major assets as at June 30, 2023.

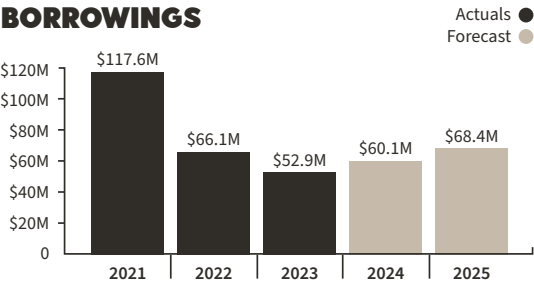
Cash, cash equivalents and financial assets (term deposits) represent 2.3 per cent of council’s \$4.1billion total assets as at June 30, 2023. Financial assets are separately classified from cash and cash equivalents and represent term deposits with fixed interest rates, held for periods greater than three months.

Asset class	Asset value (\$000’s)	Written down value (\$000’s)
Buildings	\$312,657	\$177,955
Land	\$180,932	\$180,932
Plant and equipment	\$87,976	\$45,681
Roads, bridge and drainage network	\$3,180,814	\$2,053,910
Sewerage	\$1,090,977	\$730,595
Site improvements	\$203,946	\$117,329
Water	\$955,808	\$536,784
Work in progress	\$95,684	\$95,684
Total	\$6,108,794	\$3,938,870

TOTAL ASSETS



BORROWINGS



LIABILITIES - WHAT DO WE OWE?

Liabilities are the amounts council owes to suppliers, employees and lenders both now and in the future.

The bulk of council’s liabilities are in the form of loans and provisions which collectively represent 64 per cent of our total liabilities. Borrowing to undertake the construction or purchase of long-term assets is an effective way of spreading the cost of community infrastructure over the life of the assets in such a way that those deriving a benefit from the investment pay for it as it is being used. Provisions include retainment of funds to rehabilitate waste and quarry sites administered by council as well as expenses relating to employee entitlements (for example, long service leave).

Council’s long-term financial forecast reflects a concerted effort to reduce debt and borrowing over the life of the plan. To this end, council has not borrowed any funds for the past five financial years, concentrating on the repayment of existing debt. Council’s outstanding debt at financial year end was \$53 million. The graph on the left shows the council’s debt balance.

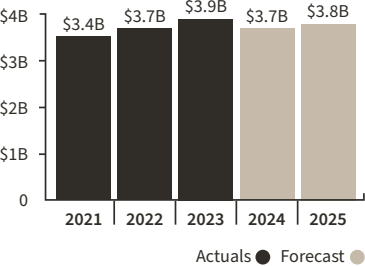
FINANCIAL STRENGTH

STATEMENT OF CHANGES IN EQUITY

This statement measures the change in our net wealth – what council owns, less what it owes. Community equity consists of the asset revaluation surplus and the retained surplus, which increased by a net movement of \$254 million during the year.

This followed recognition of cumulative cost increases applied to majority of council's financial asset classes, and comprehensive revaluation of Water and Sewerage infrastructure. The long-term financial forecast, represented by the financial years 2024 and 2025 is still to be updated to reflect closing June 30, 2023 balances. This is anticipated to result in an increase in net assets and reported equity when completed.

EQUITY



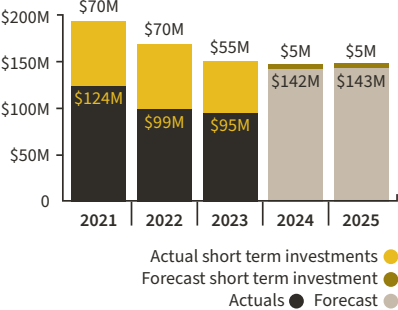
STATEMENT OF CASH FLOWS

This statement identifies how council received and spent its money during the year. The result details what cash is available at year end.

While council's cash balance was \$94 million at the end of the year, it is important to note that an additional \$55 million is held in short-term cash investments (term deposits) that are separately classified at June 30, 2023.

Council pools and invests funds throughout the year in low-risk short-term investments in accordance with our investment policy with the aim to optimise the best rate of return. Looking forward, council's short and long-term cash flows indicate that sufficient cash is available to meet recurring activities and capital expenditure.

CASH AT BANK



MOVING FORWARD

Council's financial results are reflective of a strong economic base and a sound capacity to service its obligations. Our long-term financial forecast provides a plan for the challenges and demands council faces now and into the future.

Council strives to deliver financial sustainability through the implementation of several initiatives, including the continual review of operations to improve efficiencies, a focus on further reductions in borrowings and to maintain effective use of cash reserves. The effective management of capital projects to optimise the costs of operating and maintaining the asset over its useful life and the improvement of asset management practices remains a priority of the local government.

OVERALL TRENDS

Financial ratios are calculated using inputs from financial statements to gain information about an organisation's financial performance. The following ratios are measures of financial sustainability and have been prepared in accordance with the requirements of the *Local Government Regulation 2012* and the *Financial Management (Sustainability) Guideline 2023*.

Council's current year financial sustainability statement, the related Auditor-General's report and council's long-term financial sustainability statement are located at the end of council's Annual Financial Statements within this report.

FINANCIAL STRENGTH

OPERATING SURPLUS RATIO

This is an indicator of the extent to which operating revenue covers operating expenses or are available for capital funding purposes. Council's current year operating surplus ratio is slightly below target range at period end, in line with the reported deficit.

A return to within target range is expected, with a \$0.6 million surplus estimated for 2023-2024 and \$4 million surplus estimated for 2024-2025. This indicates that council is in a sound financial position and reinforces the continuing ability to fund proposed capital expenditure and debt service repayments.



ASSET SUSTAINABILITY RATIO

This ratio approximates the extent to which the infrastructure assets managed by council are being replaced as they reach the end of their useful lives.

The asset sustainability ratio is calculated by comparing the planned capital expenditure on renewal assets to the depreciation expense. While projected renewal expenditure is lower than the calculated depreciation, council continues to invest adequately in asset renewals to ensure continued services to the community over the long-term. Due to significant investments in new assets in the past few years, council can boast a relatively new infrastructure asset base, which reduces the immediate need for renewal of those assets. The renewals expenditure is calculated based on sound asset management principles and is designed to optimise the costs of operating and maintaining the asset over its useful life. Continued refinement of council's asset management plans will improve the ability to make informed decisions regarding asset management into the future.

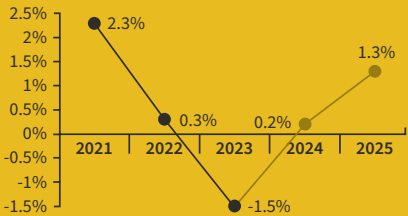
NET FINANCIALS LIABILITIES RATIO

This ratio is an indicator of the extent to which the net financial liabilities of council can be serviced by its operating revenues. The net financial liabilities ratio is within the target range.

This indicates the capacity to fund liabilities and a capacity to increase loan borrowings if required. Council has made a concentrated effort to reduce debt and future borrowings in the short term.

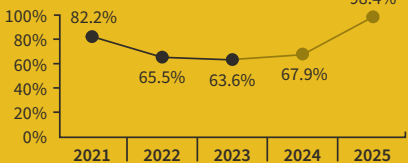
OPERATING SURPLUS RATIO

Target range: 0-10%



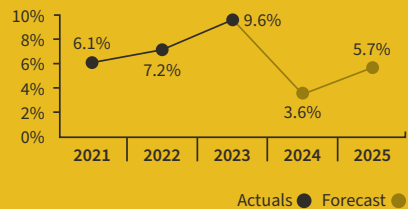
ASSET SUSTAINABILITY RATIO

Target range: >90%



NET FINANCIALS LIABILITIES RATIO

Target range: <60%



FINANCIAL STRENGTH

LEGISLATIVE REQUIREMENTS

DEBT POLICY (ADOPTED 2022-2023 FY)

Loans are used to fund major capital and infrastructure works so that repayments are spread over a number of years, as they have extended useful lives. The default repayment term of new loans is 20 years. However, this is set out on a case-by-case basis to ensure best use of council's surplus funds. Our current Debt Policy details new borrowings, the purpose of the borrowings and repayment terms. They are as follows:

Year and Purpose of Borrowing	Amount
2022-2023	Nil
2023-2024	Nil
2024-2025: new and upgrade infrastructure assets	\$17M
2025-2026: new and upgrade infrastructure assets	\$17.6M
2026-2027: new and upgrade infrastructure assets	\$20M
2027-2028: new and upgrade infrastructure assets	\$17M
2028-2029: new and upgrade infrastructure assets	\$11.7M
2029-2030: new and upgrade infrastructure assets	\$14M
2030-2031: new and upgrade infrastructure assets	\$24M
2031-2032: new and upgrade infrastructure assets	\$14M

OVERSEAS TRAVEL

Council supported international travel for an employee during the 2022-2023 financial year. Executive Support Officer Sally Wood was delegated to attend the Japan Sister City Youth Ambassador Program in Matsuura, Japan. The friendship tour provided a unique cultural experience to the employee, eleven local students and their teacher. The total cost of the travel was \$3929.

REVENUE POLICY

The Revenue Policy is a strategic document that sets out the principles used in exercising council's revenue powers. This policy is required to be prepared each financial year and a copy can be found on council's website under Council, Policies and Fees.

PURPOSES OF BORROWINGS

The types of projects that are funded by loan borrowings are those that will have a financial impact over a number of years. This method ensures that the region's ratepayers are not burdened by unrealistic expenditure levels. The funding for these capital works, which creates an asset for council and/or the community, can then be repaid over the years relating to the life of the asset, where appropriate.



REVENUE STATEMENT

Council levies rates and charges to raise sufficient revenue to enable it to maintain assets and to provide services to the community at an appropriate level for meeting the requirements for both current and future community. The Revenue Statement in conjunction with the Budget resolutions and other revenue related policies set out the mechanisms by which council will collect its revenue for the financial year, in particular its rates and charges and other fees, including any concessions that it may grant. A copy of the Revenue Statement can be found on council's website under Council, Policies and Fees.

FINANCIAL STRENGTH

REBATES AND CONCESSIONS

Council has seven different rebates and concessions for our rates. These are:

- Concessions for Eligible Pensioners.
- Rating Remission for Non-Profit Community Organisations.
- Conservation Remission Policy.
- Rates Relief Policy.
- Debt Recovery Policy.
- Concession for Concealed Leaks Policy.
- Concession for Exceptional Circumstances Policy.

Full details of these concessions and rebates are available within the Revenue Statement from mackay.qld.gov.au.

SPECIAL RATES AND CHARGES

Under the *Local Government Regulation 2012*, we are required to provide details of action taken in relation to, and expenditure on, a service facility or activity for which the local government made and levied a special rate or charge for the financial year and a summary of all rebates and concessions allowed by the local government in relation to rates.



SPECIAL CHARGE (RURAL FIRE SERVICES)

Where requested by a Rural Fire Brigade (or group thereof), we levy a Special Charge to provide assistance with their operations. All funds levied (less an administration charge) are paid to the relevant Rural Fire Brigade or group.

PROPERTY, PLANT AND EQUIPMENT

In accordance with the *Local Government Regulation 2012*, council has recognised items of property, plant and equipment with a total value of less than \$5000, except for land which has a recognition threshold of \$1 as an expense in the year of acquisition. All other items of property, plant and equipment are capitalised and reported in the relevant asset class.

ADMINISTRATIVE ACTION COMPLAINTS

We acknowledge the right of our customers and the community in providing feedback, both positive and negative, and/or to lodge a complaint about a council decision or action. Council recognises that effective complaints management is integral to good customer service and therefore values all complaints. As well as encouraging a proactive approach to complaints management, the administrative action complaints procedure ensures that the correct legislation, policies and procedures have been followed to make a fair, lawful and reasonable decision.

Council has a Complaint Management System (CMS) in place, and it is recognised as an essential part of good quality and governance practices. The assessment of a complaint has three stages: stage one - initial complaint; stage two - internal review; stage three - external review. The CMS is an important process used to measure and improve our service to the community. Council has set a benchmark of 90 per cent for all complaints to be completed within their required timeframe. A quarterly report is presented to the management team and an annual report presented to the Audit Committee. In this, there were 243 administrative action complaints made to the local government. There were four administrative action complaints not resolved by the local government under the complaints management process. No complaints were unresolved from the previous financial year. There were no human rights complaints received within this financial year, which was resolved and determined as not sustained. There were no competitive neutrality complaints received within this financial year.

COMPETITIVE NEUTRALITY COMPLAINTS

Competitive neutrality is the policy that a public sector business, or agency, should not have a competitive advantage (or disadvantage) over the private sector solely due to their government ownership. There were no investigation notices given in the financial year for competitive neutrality complaints and no responses to complaints.

FINANCIAL STRENGTH

COUNCILLORS' REMUNERATION POLICY

Our councillors' remuneration is determined by the Local Government Remuneration Tribunal that sets remuneration levels for all councils across the state. Our council adheres to recommendations by the Local Government Remuneration Tribunal.

COUNCILLORS' REIMBURSEMENT POLICY

Our councillors' reimbursement of expenses and provision of facilities policy (as required under the *Local Government Regulation 2012*) ensures accountability and transparency in the reimbursement of expenses incurred by our councillors and ensures they are provided with reasonable facilities to assist them in carrying out their civic duties. This policy was endorsed by council July 22, 2020, and is as follows:

"THAT council adopt the amended Mackay Regional Council Reimbursement of Expenses and Provision of Facilities for Councillors Policy No 002."

A full copy of the policy is available for viewing on council's website, with a summary of the policy shown on the right.

PAYMENT OF EXPENSES

Expenses will be paid to a councillor through administrative processes approved by our CEO subject to the limits outlined in this policy, or council endorsement by resolution. Councillors do not have any discretionary funds budgeted for the financial year.

Section	Heading	Description
6.1.1	Conferences/seminars/workshops	Acceptance of costs, including travel and accommodation, associated with attending council-approved conferences, seminars or workshops.
6.1.2	Discretionary professional development	Allowance for up to \$5000 per councillor per term of council for a councillor to undertake personal development courses or similar, including associated travel and accommodation expenses, if applicable.
6.1.3	Travel as required to represent council	Acceptance of costs associated with travel on behalf of and representing council.
6.2	Vehicles	Provision of a council-supplied vehicle, including private use, for the Mayor. Access for councillors to council fleet vehicles, or reimbursement of mileage for private vehicle use, for council business travel.
6.3.1	Administrative tools and access to council office amenities	Provision within council of office space, carparking, laptops/IT needs, printer/copier etc.
6.3.2	Insurance cover	Insurance coverage for public liability, professional development, workers compensation etc.
6.3.3	Council memberships	Ability for councillors at their own expense to access staff-offered benefits and memberships, such as Fitness Passport.
6.3.4	Support resources	Dedicated support via executive assistant allocation (one for Mayor and one accessible by councillors). Plus, provision of communication specialist services for Mayor.
6.3.5	Legal assistance	Acceptance of legal assistance costs as required in support of actions against councillors in undertaking their role.
6.4.1	Telecommunication needs and mobile phones	Mobile phone allowance of \$135/month. Home internet allowance of \$75/month.
6.4.2	Uniforms and safety equipment	Provision of safety equipment as required, and access to uniform in line with staff annual allowance.
6.4.3	Attendance at community events etc	Acceptance of attendance costs for official invites to attend community events.
6.4.4	Hospitality	Acceptance of hospitality costs in hosting dignitaries etc outside formal council events – councillors - \$500/annum, Mayor - \$6000/annum.

FINANCIAL STRENGTH

EXPENSE CATEGORIES

(i) Professional development:

We will reimburse expenses incurred for mandatory professional development and/or discretionary professional development deemed essential for the councillors' roles. Any professional development, regardless of category and requiring overseas travel, requires formal council resolution. The Mayor attends the Local Government Association Queensland (LGAQ), Australian Local Government Association (ALGA) and any other relevant seminars/conferences/workshops as the primary delegate. Councillors can attend workshops, courses, seminars and conferences that are related to their roles. Approval to attend is made by council resolution and therefore councillors should advise the CEO of their desire to attend an event. The CEO will provide a report to council seeking approval on behalf of the councillor.

(ii) Discretionary professional development:

Each councillor can attend (at their own discretion) courses, workshops, seminars and conferences that improve their skills relevant to their role. This training is initially limited to \$5000 per councillor over the current term of office, but will be reviewed annually when setting the budget. There is no requirement for a council resolution to approve these attendances, however, the councillor would need to submit a request to the CEO (prior to attendance) and provide all relevant documentation within 14 days of attending the event to ensure their expenses are reimbursed.

(iii) Travel as required to represent council:

We will reimburse local, interstate and, in some cases, overseas travel expenses (such as accommodation, flights, motor vehicle, meals and associated registration fees) deemed necessary to achieve the business of council where a councillor is an official representative of council and the activity/event and travel has been endorsed by resolution of council. Approval for such travel is to be approved either by resolution

of council or by the Mayor and/or the CEO. We will pay for reasonable expenses incurred for overnight accommodation when a councillor is required to stay outside our council area. Wherever possible all councillor travel approved by council will be booked and paid for by us in advance.

(iv) Private vehicle usage:

Councillors' private vehicle usage will be reimbursed if the usage is for official council business. This includes to:

- attend official council business/meetings/community events, functions and public meetings in the role of councillor
- investigate issues/complaints regarding council services raised by residents/ratepayers and visitors to the region.

Councillors making a claim for reimbursement of private vehicle usage can do so by submitting the appropriate form detailing the relevant travel based on log book details. The amount reimbursed will be based on the published Australian Tax Office business-use-of-motor-vehicle-cents-per-kilometre method and kilometre rate applicable at the time of travel. Councillors will be provided with an appropriate log book to assist in this process.

(v) Meals:

We will reimburse reasonable costs of meals for a councillor when the councillor has incurred the cost personally and the meal was not provided within the registration cost of the approved activity/event, upon production of a valid tax invoice. The following limits apply to the amount we will reimburse for meals: \$26 for breakfast (if the councillor is required to depart their home prior to 6am), \$30 for lunch and \$50 for dinner (if the councillor returns to their home after 9pm). Expenses relating to the consumption of alcohol will not be reimbursed. Should the councillor choose not to attend a provided dinner/ meal, then the full cost of the

alternative meal shall be met by the councillor. Only one method of reimbursement will be permitted. Meal limits are in accordance with Taxation Determination TD 2009/15 and will escalate in line with future Taxation Determinations as issued by the ATO from time-to-time.

(vi) Hospitality:

Councillors may have occasion to incur hospitality expenses while conducting council business apart from civic receptions organised by council. The Mayor may particularly require additional reimbursement when entertaining dignitaries outside of official events. To allow for this expense, the following amounts can be claimed: \$500 per annum for councillors and Deputy Mayor and up to \$6000 per annum for the Mayor (based on the category assigned to council by the Local Government Remuneration Tribunal). To claim, the Mayor or councillor must provide a written statement of whom they entertained and an indication of the costs. Receipts, if available, should be provided but are not mandatory. These limits will be increased annually on July 1 each year, adjusted by the movement in the Brisbane Consumer Price Index (CPI) at March 30 each year.

(vii) Accommodation:

Councillors may need to stay away from home overnight while attending to council business. When attending conferences, they should take advantage of the package provided by conference organisers (if applicable) and therefore stay in the recommended accommodation unless prior approval has been granted by the CEO. All councillor accommodation for council business will be booked and paid for by us. Suitable accommodation will be sought within a reasonable distance to the venue that the councillor is to attend. Should more than one councillor attend the same event, we will book and pay for a separate room for each attending councillor.

FINANCIAL STRENGTH

PROVISION OF FACILITIES

Council will provide facilities for the use of councillors in the conduct of their respective roles with council. All facilities provided remain our property and must be returned when the councillor's term expires. The facilities provided by us to councillors are to be used only for council business unless prior approval has been granted by resolution of council.

FACILITY CATEGORIES

(a) Administrative tools and access to council office amenities

Councillors will be provided with:

- Suitable office space at the administration building in Gordon Street, Mackay, and council meeting rooms for daily use,
- Secretarial support for Mayor and councillors located at the administration building,
- Desktop and/ or laptop computer,
- Use of our landline telephone and internet access,
- Fax and/or scanner,
- Printer, photocopier, paper shredder, filing cabinet,
- Hands-free mobile telecommunications device for councillors' private vehicle,
- Stationery and any other administrative necessities, which we resolve are necessary to meet the business of council.

(b) Home office

We recognise that by using contemporary communication technologies (such as internet for the electronic distribution of agendas and minutes) and the distance some councillors will have to travel if this technology was not used, there is a necessity to provide home-office facilities to councillors. Accordingly, we will supply and pay for an internet connection and land-based phone line at the councillor's

residence. We will pay installation costs (if required) and monthly costs for line rental and current internet package. These services will be in the name of the councillor and personal usage will be the responsibility of his/her responsibility.

(c) Maintenance costs of council-owned equipment

We are responsible for the ongoing maintenance and reasonable wear-and-tear costs of council-owned equipment that is supplied to councillors for official-business use. This includes the replacement of any facilities that fall under council's asset replacement program.

(d) Uniforms and safety equipment

We will provide a councillor with a uniform allowance as per staff policy - council blazer, tie or scarf and necessary safety equipment for use on official business (for example, safety helmet, boots and safety glasses).

(e) Use of council vehicles

Councillors will have access to a suitable council vehicle for official business. A councillor wishing to use a council vehicle for official business must submit a request to the CEO at least two days prior to use, except in exceptional circumstances as determined between the councillor, Mayor and CEO.

(f) Mayoral vehicle

The Mayor will be provided with a fully maintained suitable council vehicle below the threshold for luxury car tax (ex GST and on road costs) determined by the Australian Tax Office including fuel and all running costs for unlimited and unrestricted use by the Mayor for council business and private purposes in recognition of the duties required to be performed by the Mayor and the irregular hours required to attend council, community and civic responsibilities.

(g) Fuel costs

All fuel used in a council-owned vehicle on official council business will be provided or paid for by us.

(h) Car parking amenities

We will provide councillors with car parking spaces at the main administration building. Councillors will be reimbursed for parking costs they have paid while attending official council business (for example, secured vehicle parking at an airport).

(i) Telecommunication needs: mobile phones

The councillor mobile phone package allowance will be the \$135 per month. The councillor is to arrange for the plan in their own name and be paid the allowance monthly. Any costs over and above those covered by the plan shall be at the councillor's expense. Council will also provide of support service for the mobile phones. Where such service is not provided in-house, the costs for provision of the service will be borne by council.

(j) Home internet

Council will pay a one-off installation cost (if required) and an allowance towards the monthly costs for the line rental and current internet package (set at \$75/month). Councillors are to arrange for the plan in their own name and be paid the allowance monthly. Any costs over and above those covered by the package shall be at the councillor's expense.

ADMINISTRATIVE SUPPORT

Council provides as support to Mayor and councillors necessary administrative support, through executive assistant and support staff, as well as a communication specialist to provide expert assistance in supporting the Mayor's official online social media communications.

FINANCIAL STRENGTH

SENIOR MANAGEMENT REMUNERATION

Under section 201 of the *Local Government Act 2009*, we provide the total remuneration paid to senior executive employees, including the CEO and employees reporting directly to the CEO during the financial year. The total remuneration packages payable to senior management in 2022-2023 is \$2.26 million. The annual package bands for council's senior management during 2022-2023 are:

Executive Leadership Team	
Income Range	Number of Packages*
\$400,000 - \$499,999 band	1
\$300,000 - \$399,999 band	1
\$200,000 - \$299,999 band	6
\$100,000 - \$199,999 band	0
Total	\$2,261,477

**These figures include salary, allowances and super (total remuneration) and reflect the number of senior management positions, not the number of employees who held those positions during the year.*



COUNCILLORS' ALLOWANCES AND SUPERANNUATION

Total remuneration and superannuation payable to each of our councillors for the year 2022-2023.

Councillor	Allowance	Superannuation
Mayor Greg Williamson	\$186,806	\$22,417
Cr Karen May	\$127,366	\$15,284
Cr Martin Bella	\$110,386	\$13,246
Cr Laurence Bonaventura	\$110,386	\$13,246
Cr Justin Englert	\$110,386	\$13,246
Cr Michelle Green	\$110,386	\$13,246
Cr Belinda Hassan	\$110,386	\$13,246
Cr Alison Jones	\$110,386	\$13,246
Cr Fran Mann	\$110,386	\$13,246
Cr Russell Seymour	\$110,386	\$13,246
Cr Pauline Townsend	\$110,386	\$13,246
Total	\$1,307,646	\$156,915



COUNCILLOR EXPENSES

A summary of the Mayor's and councillors' expenses including conferences and travel, vehicle costs and other support for 2022-2023.

Councillor	Conferences / Travel	Vehicle Costs	Other Support	Travel as required to represent council	Total
Mayor Greg Williamson	\$4251	\$ 7184	\$18,954	-	\$30,389
Cr Karen May	\$8897	-	\$7601	-	\$16,498
Cr Martin Bella	\$1568	\$11,848	\$3157	-	\$16,573
Cr Laurence Bonaventura	\$2024	\$5499	\$6138	\$1839	\$15,500
Cr Justin Englert	\$12,811	\$984	\$4810	-	\$18,605
Cr Michelle Green	\$3911	-	\$4754	-	\$8665
Cr Belinda Hassan	\$8530	-	\$5768	\$3721	\$18,019
Cr Alison Jones	\$1062	\$14,690	\$8958	-	\$24,710
Cr Fran Mann	\$9898	-	\$6429	\$496	\$16,823
Cr Russell Seymour	\$5544	-	\$2964	-	\$8508
Cr Pauline Townsend	\$ 6787	-	\$5522	-	\$12,309
Total	\$65,283	\$40,205	\$75,055	\$6056	\$186,599

FINANCIAL STRENGTH

COUNCILLOR ATTENDANCE

Councillor attendance at meetings, briefings, community days and training from July 1, 2022 to June 30, 2023.

Councillor	Ordinary meeting	Special meeting	Absent on council business	Leave of absence	Council in community day	Councillor briefings	Training/workshops
Mayor Greg Williamson	18	1	2	-	4	24	2
Cr Karen May	20	1	-	-	4	24	2
Cr Martin Bella	17	1	-	3	4	18	2
Cr Laurence Bonaventura	20	1	-	-	5	23	2
Cr Justin Englert	19	1	-	1	5	23	2
Cr Michelle Green	17	1	-	3	4	22	2
Cr Belinda Hassan	20	1	-	-	5	24	2
Cr Alison Jones	20	1	-	-	5	23	2
Cr Fran Mann	19	1	1	-	3	22	2
Cr Russell Seymour	18	1	-	2	5	22	2
Cr Pauline Townsend	19	-	-	1	4	20	2

COMMITTEES

External Local, State or Federal Government Committees. The following is a list of councillor appointments to committees and groups, both internal and external to council from July 1, 2022, to June 30, 2023.

Committee name	Internal/external	Councillor appointment	Committee name	Internal/external	Councillor appointment
Audit Committee	Advisory	Mayor Williamson, Cr Bella, (Cr May, Cr Hassan - observers)	Invest Mackay Event and Conference Attraction Program Advisory Committee	Advisory	Cr May, Cr Green, Cr Englert, Cr Hassan, Cr Townsend
Australian Local Government Women's Association (ALGWA) Queensland Branch	External	Cr Mann	LGAQ Financial Sustainability and Asset Management Advisory Group	External	Cr May
Combined Museums Meeting	External	Cr May, Cr Mann	Local Authority Waste Management Action Committee (LAWMAC)	External	Cr Green, Cr Hassan
Community Grants Assessment Committee	Internal	Cr Bonaventura, Cr Jones, Cr Seymour, Cr Townsend	Local Buying Foundation Advisory Committee	External	Cr Hassan, Cr Jones
Connect Housing Group	External	Cr May, Cr Mann	Local Jobs Plan Taskforce	External	Cr May
Crime Stoppers Mackay	External	Cr Englert	Mackay Show Trustees	External	Mayor Williamson
DBCT Engagement Group	External	Cr May	MADEC Housing Advisory Committee	External	Cr May
Geo Science Australia - North Bowen Galilee Basin Reference Group	External	Cr Hassan	Mackay CBD Safe Night Precinct	External	Cr Englert
Greater Whitsunday Alliance Limited (GW3)	External	Mayor Williamson	Mackay Community Foundation Limited	External	Mayor Williamson
Greater Whitsunday Communities	External	Cr May, Cr Hassan, Cr Mann	Mackay District Disaster Management Group (DDMG)	External	Mayor Williamson
Greater Whitsunday Council of Mayors (Whitsunday ROC Ltd)	Internal	Mayor Williamson, Cr May, Cr Green, Cr Hassan	Mackay Institute of Research and Innovation Let's Shape Up! Initiative	External	Cr Hassan
Greater Whitsunday Council of Mayors Suicide Prevention Taskforce	External	Mayor Williamson	Mackay Local Disaster Management Group (LDMG)	External	Mayor Williamson, Cr May, Cr Mann, Cr Englert, Cr Hassan, Cr Seymour
Headspace Sarina	External	Cr May	Mackay Local Disaster Management Group - Economic Recovery Sub Group	External	Cr Bella, Cr Englert, Cr Green
Heritage Reference Group	Advisory	Cr May, Cr Mann			

FINANCIAL STRENGTH

Committee name	Internal/ external	Councillor appointment
Mackay Local Disaster Management Group - Environment Recovery Sub Group	External	Cr Bonaventura, Cr Jones
Mackay Local Disaster Management Group - Human Social Recovery Sub Group	External	Cr May, Cr Mann
Mackay Local Disaster Management Group - Infrastructure Recovery Sub Group	External	Cr Bella, Cr Hassan
Mackay Local Disaster Recovery Group	External	Mayor Williamson, Cr May, Cr Englert, Cr Hassan, Cr Mann, Cr Seymour
Mackay Region Chamber of Commerce INC - City Centre Reference Group	External	Cr Townsend
Mackay Road Accident Action Group (RAAG)	External	Cr Bonaventura, Cr Seymour
Mackay Region Enterprises Pty. Ltd.	Advisory	Mayor Williamson, Cr Bella
Mackay Region Mountain Biking Alliance	External	Cr Englert, Cr Green, Cr Hassan Cr Seymour, Cr Townsend
Mackay Region Recreational Fishing Strategy Steering Group	External	Cr Englert, Cr Hassan, Cr Jones
Mackay Isaac Tourism	External	C Englert, Cr Hassan
Mayor's Olympics 2032 Taskforce	External	Mayor Williamson, Cr Green, Cr Hassan
Michelle Landry - MP - Federal Member for Capricornia - Grant Advisory Committee	External	Cr May
NQBP Community Reference Group Mackay	External	Cr Townsend
NQBP Community Reference Group Hay Point	External	Cr May
North Queensland Sports Foundation Limited	External	Cr Bonaventura, Cr Hassan
Northern Beaches Community Hub - Community Reference Group	External	Cr May, Cr Green, Cr Hassan
Pioneer Landcare Group	External	Cr Mann

Committee name	Internal/ external	Councillor appointment
Queensland Coastal Council Adaption Taskforce (C-CAT)	External	Cr Jones
Rates Payment Review Tribunal	Internal	Cr Bella, Cr Jones
Reef Catchments	External	Cr Hassan
Regional Arts Development Fund Advisory Committee	Internal	Cr May, Cr Green, Cr Mann
RDA Greater Whitsundays	External	Cr May, Cr Jones
Regional Queensland Council of Mayors (RQCOM)	External	Mayor Williamson
Rural Safety Working Group	Internal	Cr Bonaventura
Sarina Field of Dreams Parklands Advisory Committee	Internal	Cr May, Cr Mann
Sarina Landcare Group	External	Cr May
Sarina Rural Skills Centre Community Board INC	External	Cr May
Sister Cities Mackay	Advisory	Cr May, Cr Jones, Cr Mann, Cr Townsend
Sport and Recreation Advisory Committee	Advisory	Cr Green, Cr Hassan
Sports Expo and Sign-on Day Working Group	Internal	Cr Bonaventura, Cr Hassan, Cr Jones, Cr Seymour
St Vincent De Paul Housing Committee	External	Cr Hassan
State Emergency Services (SES) Strategic Advisory Group	External	Cr May, Cr Englert
Sustainability and Environmental Advisory Committee	Advisory	Cr May, Cr Green, Cr Jones
The Mayor's DV Taskforce	External	Mayor Williamson, Cr May, Cr Hassan, Cr Townsend
Traffic Advisory Committee	Advisory	Cr Bonaventura, Cr Mann
Transport and Drainage Advisory Board	Advisory	Cr May, Cr Bella, Cr Hassan, Cr Bonaventura, Cr Mann
Visual Arts Advisory Committee	Advisory	Cr Townsend
Water and Waste Advisory Board	Advisory	Cr May, Cr Bella, Cr Mann, Cr Bonaventura, Cr Green, Cr Hassan
Whitsunday Regional Roads Group	External	Cr Bella, Cr Mann

FINANCIAL STRENGTH

REGISTERS

Council maintains a list of registers that are available on request. These include:

Registers required as per LGA and LGR legislative requirements

- Local Laws register
- Roads map and register
- Register of cost-recovery fees
- Asset register
- Councillor conduct register
- Register of interest of councillors, councillor advisors
- Delegations register
- Register of interests for senior executive employees
- Register of pre-qualified suppliers

Records required as per LGA and LGR legislative requirements

- Record of unsuitable meeting conduct
- Record of taking of declaration of office
- Record about conflicts of interest at meetings
- Land record
- Record of financial management risks and control managers
- Record of administrative action complaints

Other Registers

- Register of animal impoundment
- Register of authorised persons
- Register of cats and dogs
- Register of cemetery
- Register of conflicts of interest (employees)
- Register of infrastructure agreements
- Register of infrastructure notices
- Register of installed on-site sewerage and greywater use facilities
- Register of licensing
- Register of lobbyists
- Register of regulatory fees
- Register of stock impoundment
- Register of testable backflow prevention devices
- Register of abandoned vehicle impoundment
- Register of gifts and benefits for councillors
- Register of gifts and benefits for employees
- Register of lost/stolen or unaccounted for assets



COUNCILLOR CONDUCT

The *Local Government Regulation 2012* sets out standards of behaviour and processes for accepting and assessing any complaints regarding the activities of councillors.

The Regulation provides a framework for assessing complaints about the conduct and performance of councillors. Under the Regulation, each complaint is required to be assessed to determine whether it is about inappropriate conduct, misconduct, corrupt conduct under the *Crime and Corruption Act 2001* or another matter. If the complaint is not frivolous, vexatious or lacking in substance, it is referred to the appropriate office for investigation.

- 21 councillor complaints were recorded for the period July 1, 2022, and June 30, 2023.
- Six complaints were referred by council to the Office of Independent Assessor, 15 complaints were received directly by the Office of the Independent Assessor.
- 20 complaints have been finalised and dismissed as follows:
 - Four complaints in accordance with 150X(a)(ii);
 - One complaint in accordance with section 150Y(b)(i);
 - 11 complaints in accordance with section 150Y(b)(iii);
 - Two complaints in accordance with section 150X(c)(ii);
 - Two complaints in accordance with section 150W(1)(b).
- One complaint is still pending.

FINANCIAL STRENGTH

Section of Local Govt Act	Type of order/complaint	Number
150I(2) - Chairperson may deal with unsuitable meeting conduct	Orders made about unsuitable meeting conduct	Nil
150AH(1) - Disciplinary action against councillor	Orders made for inappropriate conduct	1
150AR(1) - Disciplinary action against councillor	Decisions, orders and recommendations made	Nil
150P(2)(a) – Complaints about councillor conduct must be referred to assessor	Complaints referred to the assessor by council, a councillor and the Chief Executive Officer	4
150P(3) - Complaints about councillor conduct must be referred to assessor	Complaints referred to the Crime and Corruption Commission	Nil
150R(2) - Local government official must notify assessor about particular conduct	Notices issued	2
150S(2)(a) - Local government must notify assessor about misconduct	Notices issued	Nil
150W(1)(a), (b) and (e) - Decision about conduct	Decisions made	1
150AC(3)(a) - Referral of suspected inappropriate conduct	Occasions referred by Assessor	1
150AF(4)(a) – Investigating suspected inappropriate conduct and information provided to assessor	Number investigated	1
Chapter 5A, part 3, division 5 – Referral of conduct to local government	Occasions the local government asked another entity to investigate the suspected inappropriate conduct of a councillor	1
150AJ (1) – Application to conduct tribunal about alleged misconduct	Applications heard by the conduct tribunal about the alleged misconduct of a councillor	Nil

In accordance with Section 186(1)(e) of the current Local Government Regulation 2012, council must report on the following during the financial year:

- (i) the name of each councillor for whom a decision, order or recommendation mentioned in paragraph (d) was made;
- (ii) a description of the unsuitable meeting conduct, inappropriate conduct or misconduct engaged in by each of the councillors;
- (iii) a summary of the decision, order or recommendation made for each councillor.

In accordance with Section 186(1)(3):

Name: Cr Martin Bella

Allegation: It was alleged that Cr Bella made defamatory and derogatory statements about a deceased youth and his parents in social media posts on July 28, 2022.

Summary of Decision: The Decision of the Deputy Mayor made under Delegation from council at the Ordinary Meeting of May 24, 2023:

That noting the outcome of the report from the Councillor Conduct Tribunal "that the evidence is sufficient for the Council to reach a determination that the allegation of inappropriate conduct is sustained on the balance of probabilities"; having been

delegated to make a decision on this matter my decision is that per the Tribunal report that there is sufficient evidence that Cr Bella has engaged in inappropriate conduct as per section 150AG(1)(a) of the Local Government Act 2009 (LGA) in relation to the allegation that Cr Bella has breached the behavioural standard in the Code of Conduct for Councillors in Queensland.

Further, that having made this decision, determine that the disciplinary action applicable per the legislative options is that –

1. Cr Bella makes a public admission (per section 150AG(1)(b)(i) of the LGA) – However accepting that the written statement provided by Cr Bella and tabled at today's meeting fulfills this acknowledgement;

2. Cr Bella attends applicable social media training to address the councillor's conduct, the content of which to be confirmed.

The Chief Executive Officer to write to Cr Bella and the Office of the Independent Assessor advising of council's decision. The Chief Executive Officer to update the Councillor Conduct Register with the decision in accordance with section 150DX of the LGA.

The full register of councillor conduct complaint outcomes is available on council's website.

FINANCIAL STRENGTH

FUNDING ACKNOWLEDGEMENTS

Council received major funding through the year from the State and Federal governments. Below is a list of those major grants.

Funding provider	2022-2023	Total funding	Program name	Description
Arts Queensland	\$100,000	\$100,000	Regional Arts Development Fund 2022-2023	Community Grants and Council Initiated Projects
BMA Alliance Coal Operations Pty Ltd	\$14,250	\$71,250	Community Project Program	BMA Kidspace 2023-2027
Dalrymple Bay Coal Terminal Pty Ltd	\$5000	\$5000	Sponsorship	Sarina School District Vouchers
Department of Agriculture and Fisheries	\$20,000	\$50,000	Supporting Communities Manage Pest Animals and Weeds Program (2021-2022 to 2024-2025)	Strategic Invasive Grass Control
Department of Children, Youth Justice and Multicultural Affairs	\$20,000	\$20,000	Celebrating Multicultural Queensland	Global Grooves 2023
	\$37,655	\$135,006	Community Services Funding Stream	Sarina Youth Centre - April 21 - March 24
	\$47,981	\$134,991		Valley Youth Centre - April 21 - March 24
Department of Communities, Housing and Digital Economy	\$3412	\$22,158	Community Services Funding Stream	Sarina Neighbourhood Centre Emergency Relief 2020-2022
	\$6973	\$6973		Sarina Neighbourhood Centre Emergency Relief 2022-2023
	\$3557	\$20,472		Sarina Neighbourhood Centre Emergency Relief 2023-2025
	\$31,836	\$304,880		Sarina Neighbourhood Centre Local Development Worker 2021-2022
	\$227,282	\$285,120		Sarina Neighbourhood Centre 2022-2023
Department of Education	\$216,351	\$216,351	Traineeship	Traineeship Subsidies
Department of Employment, Small Business and Training	\$135,000	\$150,000	First State Initiative - Trainees 2023	Trainee Support Program
Department of Environment and Science	\$98,315	\$191,577	Illegal Dumping Partnerships Program	Illegal Dumping Compliance Officer
Department of Industry, Science, Energy and Resources	\$727,462	\$3,315,093	Preparing Australian Communities - Local Stream	Pioneer River Levee Valetta Gardens / Rivers Edge
	\$1,718,494	\$4,125,629	Building Better Regions Round Five	Mackay Riverside Waterfront
Department of Industry, Science and Resources	\$50,000	\$50,000	Reducing Light Pollution in Coastal Communities	Light Pollution - Mackay Coastal Communities
Department of Infrastructure, Transport, Regional Development, Communications and the Arts	\$2,871,398	\$9,782,950	Roads to Recovery 2019-2024 Funding	Various Projects
	\$45,861	\$45,861	Festivals Australia Round 15	Daly Bay Illuminate 2023-2024

FINANCIAL STRENGTH

Funding provider	2022-2023	Total funding	Program name	Description
Department of Infrastructure, Transport, Regional Development, Communications and the Arts	\$437,371	\$4,373,723	Local Roads and Community Infrastructure Phase Two	Various Projects
	\$1,565,272	\$3,913,180	Local Roads and Community Infrastructure Phase Three	Various Projects
Department of State Development, Infrastructure, Local Government and Planning	\$721,275	\$5,595,070	Financial Assistance Grant 2022-2023	Financial Assistance Grant 2022-2023
	\$4,491,507	\$4,919,218	Financial Assistance Grant 2023-2024	Financial Assistance Grant 2023-2024
	\$318,625	\$1,274,500	Building our Regions Round Five	Mackay Animal Management Centre Expansion
	\$600,000	\$2,000,000	Building our Regions Round Six	Bloomsbury Water Supply Scheme
	\$235,273	\$801,768	Local Government Grants and Subsidies Program 2019-2021	Koumala Water Quality Upgrade
	\$534,791	\$1,782,635	Local Government Grants and Subsidies Program 2022-2024	Mackay Stadium Refurbishment
	\$3,996,000	\$9,990,000	Works for Queensland Round Four	Various Projects
Department of Tourism, Innovation and Sport	\$158,250	\$500,000		Pioneer Valley Mountain Bike Trail Investigations and Designs
Department of Transport and Main Roads	\$298,390	1,641,980	Cycle Network Local Government Grants Program 2019-2020	Pioneer North Bank Shared Path Stage One Design and Construction
	\$20,000	\$80,000	Cycle Network Local Government Grants Program 2020-2021	Eimeo Blacks Beach Rd Design
	\$393,722	\$787,445	Cycle Network Local Government Grants Program 2021-2022	Pioneer North Bank Shared Path Stage Two Construction
	\$16,125	\$21,500	Cycle Network Local Government Grants Program 2019-2020	Pioneer North Bank Shared Path Stage Four Design
	\$41,250	\$165,000	Cycle Network Local Government Grants Program 2022-2023	Pioneer North Bank Shared Path Stage Three Design
	\$226,471	\$905,882	Cycle Network Local Government Grants Program 2022-2023	Blue Water Trail, Sydney St and River St
	\$1,007,376	\$4,029,503	Bus Stop Upgrades	Mangrove Road Bus Interchange and Caneland Central Pedestrian Walkway Shelter
	\$117,389	\$307,012	Passenger Transport Infrastructure Investment Program	Royal Sands Estate Bus Stop
	\$378,075	\$1,074,756	Passenger Transport Accessible Infrastructure Program and Bus Stop Shelter Program 2021-2022	Various Projects
	\$613,133	\$997,799	Passenger Transport Accessible Infrastructure Program and Bus Stop Shelter Program 2022-2023	Various Projects
	\$251,750	\$503,500	Black Spot Program 2021-2022	Sydney/Alfred Street
	\$891,346	\$4,289,372	Transport Infrastructure Development Scheme	Webberley St / Glenella Rd / Heaths Rd / Gorge Rd / Malcomson St and WRRGTG Administration

FINANCIAL STRENGTH

Funding provider	2022-2023	Total funding	Program name	Description
Local Government Association of Queensland	\$36,605	\$137,685	QWRAP Bid Pool Funding 2018-2022	Water Industry Worker Learning and Development - WIM Alliance
	\$74,460	\$284,540	QWRAP Bid Pool Funding 2022-2025	Water Industry Worker Learning and Development - WIM Alliance
	\$210,464	\$290,290	Coastal Hazard Adaptation Program	QCoast 2100
Northern Qld Primary Healthcare Network	\$15,000	\$15,000	Words for Wellbeing Program	Words for Wellbeing 2023
Office of the Queensland Chief Scientist	\$4842	\$16,795	Engaging Science Grant	Leaper Reef - Diversity and Resilience Study
Queensland Reconstruction Authority	\$43,650	\$48,500	Get Ready Queensland 2022-2023	Get Ready Queensland
	\$48,916	\$467,841	Queensland Resilience and Risk Reduction Fund	Community Resilience
	\$100,309	\$195,000		McCready's Creek Flood and Stormwater Management Study
	\$64,475	\$230,000	North and Far North Queensland Monsoon Trough	Flood Warning Infrastructure Network
	\$113,551	\$378,502	North Queensland Natural Disasters Mitigation	South Mackay Levee
	\$249,464	\$831,546		Petrie Street Floodgate Upgrade
State Emergency Service	\$31,255	\$31,255	Local Government Subsidy 2022-2023	Annual Local Government Subsidy
State Library of Queensland	\$94,637	\$94,637	First 5 Forever Funding 2022-2026	Family Literacy Program
	\$571,695	\$571,695	Public Library Grant 2022-2024	Annual Funding for Libraries
Tourism and Events Queensland	\$10,000	\$10,000	Queensland Destination Events Program Round 20	Festival of Arts 2023



ANNUAL FINANCIAL STATEMENTS



Scan the QR code above to view Mackay Regional Council's 2022-2023 financial statements. They can also be accessed at:

- mackay.qld.gov.au/financialstatements

ANNUAL REPORT 2022-2023

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ANNUAL FINANCIAL STATEMENTS

For the year ended 30 June 2023

**Mackay Regional Council
Financial Statements
For the year ended 30 June 2023**

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**Mackay Regional Council
Statement of Comprehensive Income
For the year ended 30 June 2023**

	Note	2023 \$000's	2022 \$000's Restated
Income			
Recurrent revenue			
Rates and charges	3(a)	231,141	225,147
Fees and charges	3(b)	19,447	21,819
Rental income	3(c)	1,187	1,226
Interest income	3(d)	6,188	1,741
Sales contracts and recoverable works	3(e)	8,244	8,474
Other recurrent income		6,007	5,892
Grants, subsidies, contributions and donations	4(a)	12,029	13,421
Total recurrent revenue		284,243	277,719
Capital revenue			
Grants, subsidies, contributions and donations	4(b)	48,120	42,082
Other capital income	5	477	1,597
Total capital revenue		48,597	43,679
Total income		332,841	321,398
Expenses			
Recurrent expenses			
Employee costs	6	91,857	89,754
Materials and services	7	107,969	100,839
Finance costs	8(a)	5,413	11,103
Depreciation and amortisation	14, 15, 17(a)	83,333	75,075
Total recurrent expenses		288,572	276,771
Capital expenses			
Finance costs	8(b)	-	328
Loss on disposal of non-current assets	9(a)	5,666	5,080
Other capital expenses	9(b)	1,933	(201)
Total capital expenses		7,599	5,207
Total expenses		296,171	281,978
Net result		36,670	39,420
Other comprehensive income			
Items that will not be reclassified to net result			
Increase or (decrease) in asset revaluation surplus	23	221,674	220,228
Total other comprehensive income for the year		221,674	220,228
Total comprehensive income for the year		258,344	259,648

The above statement should be read in conjunction with the accompanying notes and significant accounting policies.

**Mackay Regional Council
Statement of Financial Position
As at 30 June 2023**

	Note	2023 \$000's	2022 \$000's Restated
Current assets			
Cash and cash equivalents	10	95,165	99,104
Trade and other receivables	11	23,005	24,027
Financial assets	12	55,000	70,000
Contract assets	16(a)	3,323	2,552
Other assets		4,506	3,216
Inventories		3,136	2,988
Non-current assets held for sale		-	79
Total current assets		184,135	201,966
Non-current assets			
Trade and other receivables	11	1,676	1,676
Financial assets	12	-	2
Investment property	13	5,580	5,275
Property, plant and equipment	14	3,938,870	3,669,726
Intangible assets	15	4,138	3,970
Right of use assets	17(a)	1,223	1,303
Total non-current assets		3,951,487	3,681,952
Total assets		4,135,622	3,883,918
Current liabilities			
Contract liabilities	16(b)	6,207	10,417
Lease liabilities	17(b)	68	66
Trade and other payables	18	17,078	16,459
Employee entitlements	19	21,387	22,309
Borrowings	20	14,143	13,292
Provisions	21	60,685	59,127
Other liabilities	22	18,821	20,044
Total current liabilities		138,389	141,714
Non-current liabilities			
Lease liabilities	17(b)	1,230	1,299
Employee entitlements	19	1,601	1,699
Borrowings	20	38,755	52,771
Provisions	21	21,685	13,268
Other liabilities	22	9,684	11,219
Total non-current liabilities		72,955	80,256
Total liabilities		211,344	221,970
Net community assets		3,924,278	3,661,948
Community equity			
Retained surplus		2,313,188	2,272,532
Asset revaluation surplus	23	1,611,090	1,389,416
Total community equity		3,924,278	3,661,948

The above statement should be read in conjunction with the accompanying notes and significant accounting policies.

**Mackay Regional Council
Statement of Changes in Equity
For the year ended 30 June 2023**

		Retained surplus	Asset revaluation surplus	Total
	Note	\$000's	\$000's	\$000's
Restated balance as at 1 July 2022	1(f)	2,272,532	1,389,416	3,661,948
Adjustment to opening values of property, plant and equipment	14f	3,986	-	3,986
Restated balance as at 1 July 2022		2,276,518	1,389,416	3,665,934
Net result		36,670	-	36,670
Increase or (decrease) in asset revaluation surplus	23	-	221,674	221,674
Total comprehensive income for the year		36,670	221,674	258,344
Balance as at 30 June 2023		2,313,188	1,611,090	3,924,278
Balance as at 1 July 2021		2,237,858	1,169,188	3,407,047
Adjustment to opening value		3,554	-	3,554
Restated balance as at 1 July 2021		2,241,412	1,169,188	3,410,601
Adjustment due to provision for aftercare management costs for closed sites as the result of a legal obligation as set out in environmental guidance	1(f)	(8,299)	-	(8,299)
Restated balance as 1 July 2021		2,233,112	1,169,188	3,402,300
Restated net result	1(f)	39,420	-	39,420
Increase or (decrease) in asset revaluation surplus		-	220,228	220,228
Total comprehensive income for the year		39,420	220,228	259,648
Restated balance as at 30 June 2022		2,272,532	1,389,416	3,661,948

The above statement should be read in conjunction with the accompanying notes and significant accounting policies.

**Mackay Regional Council
Statement of Cash Flows
For the year ended 30 June 2023**

	Note	2023 \$000's	2022 \$000's
Cash flows from operating activities			
Receipts from customers		260,959	290,892
Payments to suppliers and employees		(202,016)	(196,593)
Interest income		5,713	2,069
Recurrent grants, subsidies, contributions and donations	4(a)	12,029	13,421
Borrowing costs		(3,644)	(10,533)
Net cash inflow from operating activities	27	73,041	99,256
Cash flows from investing activities			
Payments for property, plant and equipment		(103,694)	(91,545)
Payments for other non-current assets		(496)	(234)
Payments for investments		15,002	-
Other capital income		288	260
Capital project costs expensed		(2,652)	(739)
Proceeds from sale of property, plant and equipment		2,268	1,392
Capital grants, subsidies, contributions and donations		25,562	18,242
Net cash outflow from investing activities		(63,722)	(72,623)
Cash flows from financing activities			
Repayment of borrowings		(13,164)	(51,521)
Principal lease repayments		(94)	(62)
Net cash outflow from financing activities		(13,258)	(51,583)
Net increase or (decrease) in cash and cash equivalents		(3,939)	(24,950)
Cash and cash equivalents at beginning of the period		99,104	124,056
Cash and cash equivalents at end of the period	10	95,165	99,104

The above statement should be read in conjunction with the accompanying notes and significant accounting policies.

**Mackay Regional Council
Notes to the Financial Statements
For the year ended 30 June 2023**

1) Summary of significant accounting policies

a) Basis of preparation

These general purpose financial statements are for the period 1 July 2022 to 30 June 2023. They are prepared in accordance with the *Local Government Act 2009* and the *Local Government Regulation 2012*. They comply with Australian Accounting Standards and Interpretations issued by the Australian Accounting Standards Board (AASB). Mackay Regional Council (MRC) is a not-for-profit entity for financial reporting purposes and these financial statements comply with Australian Accounting Standards and Interpretations as applicable to not-for-profit entities.

These financial statements have been prepared under the historical cost convention, except for financial assets and liabilities, certain classes of property, plant and equipment and investment property which are measured at fair value and assets held for sale which are measured at fair value less cost of disposal.

MRC is constituted under the Queensland *Local Government Act 2009* and is domiciled in Australia. The Australian dollar is used as its functional and presentation currency.

b) Basis of consolidation

Up to the date of its dissolution on 11 April 2023, Mackay Region Enterprises Pty Ltd (MRE) was a controlled entity of MRC. On this date all liabilities were discharged and net assets were transferred to MRC.

c) Rounding and comparatives

Amounts included in the financial statements have been rounded to the nearest one thousand dollars or, where the amount is \$500 or less, to zero, unless otherwise stated. Consequently, rounded balances in the notes to the financial statements may not exactly agree to the amounts reported in the primary statements.

Comparative information is generally restated for reclassifications, errors and changes in accounting policies, unless permitted otherwise by transition rules in a new Accounting Standard.

d) New and revised accounting standards adopted during the year

MRC adopted all Australian Accounting Standards which became effective for annual reporting periods beginning on 1 July 2022. None of the standards had a material impact on reported position, performance and cash flows.

e) Standards issued by the Australian Accounting Standards Board not yet effective

The AASB has issued Australian Accounting Standards and Interpretations which are not yet effective at 30 June 2023. These standards have not yet been adopted by MRC and will be included within the financial statements on their effective date. At this time, it is not anticipated that these standards will have a material impact upon MRC's future financial statements.

f) Estimates, judgements and errors

(i) Estimates and judgements

MRC is required to make judgements, estimates and assumptions in preparing these financial statements. These are based on historic experience and other factors or indicators that are considered to be relevant and reasonable. By nature, these assumptions may change over time.

Significant judgements, estimates and assumptions relate to the following notes:

- note 3 revenue analysis – revenue recognition
- note 4 grants, subsidies, contributions and donations – revenue recognition
- note 9 capital expenses – fair value measurement
- note 13 investment property – valuation of investment property
- note 14 property, plant and equipment – valuation of property, plant and equipment, depreciation, asset useful lives and residual values
- note 15 intangible assets – valuation of intangibles, amortisation and asset useful lives
- note 19 employee entitlements
- note 21 provisions
- note 22 other liabilities – revenue recognition
- note 25 contingencies

**Mackay Regional Council
Notes to the Financial Statements
For the year ended 30 June 2023**

(ii) Correction of Provisions

As stated in Guideline – Landfill siting, design, operation and rehabilitation (ESR/2015/1627) a council must manage the landfill site to prevent any environmental impact until the landfill has sufficiently decomposed or stabilised such that it no longer presents a risk to the environment. This includes the development of an aftercare management plan that proposes frequency of monitoring and inspection of the landfill and infrastructure.

In the calculation of the provision for Waste Restoration for closed sites the costs for aftercare management have been excluded in prior years, MRC has a legal obligation to develop an aftercare management plan and to incur the associated costs, meeting the criteria of *AASB 137 Provisions, Contingent Liabilities and Contingent Assets*. As per AASB Interpretation 1 para.07 where the related asset has reached the end of its useful life, subsequent changes in the provision are recognised in profit or loss as they occur. This resulted in a material understatement of operational costs recognised for the prior financial years.

This has been corrected by restating each of the affected financial statement line items for the period as follows:

Statement of Financial Position	Closing balance at 30 June 2022			Opening balance at 1 July 2021		
	30 June 2022	Increase or (Decrease)	30 June 2022 (Restated)	1 July 2021	Increase or (Decrease)	1 July 2021 (Restated)
	\$000's	\$000's	\$000's	\$000's	\$000's	\$000's
Provisions	51,203	7,924	59,127	51,540	8,299	59,839
Total current liabilities	133,790	7,924	141,714	127,950	8,299	136,249
Total liabilities	214,046	7,924	221,970	248,106	8,299	256,405
Net community assets	3,669,872	(7,924)	3,661,948	3,410,601	(8,299)	3,402,302
Retained surplus	2,280,456	(7,924)	2,272,532	2,237,858	(8,299)	2,229,559
Total community equity	3,669,872	(7,924)	3,661,948	3,410,601	(8,299)	3,402,302

Statement of Comprehensive Income	Closing balance at 30 June 2022		
	30 June 2022	Increase or (Decrease)	30 June 2022 (Restated)
	\$000's	\$000's	\$000's
Materials and services	101,214	(375)	100,839
Total recurrent expenses	277,147	(375)	276,772
Total expenses	282,353	(375)	281,978
Net result	39,045	375	39,420
Total comprehensive income for the year	259,273	375	259,648

g) Volunteer services

MRC operations are carried out with the assistance of volunteers, where individuals donate their time and skills to help MRC achieve its objectives within the community. MRC has not recognised volunteer services in these financial statements, as the value donated cannot be reliably measured.

h) Taxation

The income of local government and public authorities is exempt from income tax. However, MRC is subject to Fringe Benefits Tax (FBT), Goods and Services Tax (GST) and Payroll Tax on certain activities. The net amount of GST recoverable from or payable to the Australian Taxation Office (ATO) is shown as an asset or liability respectively.

**Mackay Regional Council
Notes to the Financial Statements
For the year ended 30 June 2023**

2) Analysis of results by function

a) Components of Mackay Regional Council by function

The purpose and activities relating to MRC's components are as follows:

Office of the Mayor and Chief Executive Officer

The purpose of the Office of the Mayor and Chief Executive Officer (CEO) is to support MRC to be open, accountable and transparent and to deliver value for money community outcomes. This function includes legal and administrative support for the Mayor, Councillors and CEO and the functions of workplace health and safety, governance, performance and risk and internal audit.

Development Services

The purpose of Development Services is to facilitate the liveability, growth, and prosperity of the region, through planning for our communities, ensuring quality development outcomes, and promoting the economic development of the area. This ensures that the Mackay region is liveable, efficiently serviced and economically sustainable. This function cares for our natural areas and ensures our recreational open spaces are accessible and effectively managed.

Organisational Services

The purpose of Organisational Services is to provide enterprise-wide support services employing specialist knowledge, best practices and technology enablers. A key outcome is the provision of accurate, timely and appropriate information to support sound decision making and meet statutory requirements. This includes advice and support to other departments particularly in areas of people and culture, financial information and information technology needs, and customer service support to Mackay's residents. Organisational Services also manages MRC's extensive fleet, contract and procurement activities as well as managing and maintaining all MRC owned land and buildings.

Community and Client Services

The purpose of Community and Client Services is to provide opportunities for all residents, workers and visitors to participate in cultural and recreational activities which foster inclusion and stronger communities, as well as keeping our community safe through the coordination of emergency management activities and the provision of compliance and regulatory services. The department includes libraries, entertainment venues, art galleries and museums, community development, sport and recreation programs, corporate communications and marketing, emergency management and health and regulatory services.

Engineering and Commercial Infrastructure

Engineering

The purpose of Engineering is to provide a high quality and effective road network within the region. The engineering function is responsible for asset management and providing and maintaining transport infrastructure; including the roads, bridges and drainage network.

Commercial Infrastructure

The purpose of the Commercial Infrastructure function is to support healthy and safe communities and natural environments by sustainably managing water and sewerage services. This function also protects and supports the community by providing sustainably managed waste collection and disposal services.

Capital Works

The purpose of the Capital Works Directorate is to deliver Council's annual Capital Program through a centralised service. This function includes providing overall governance and portfolio management, field services through staff crews and managing contracted works through Contract Services and Major Projects.

Mackay Regional Council
Notes to the Financial Statements
For the year ended 30 June 2023

b) Income and expenses defined between recurrent and capital and total assets are attributed to the following functions:

	Income				Total income	Expenses		Total expenses	Net result	Total assets
	Recurrent		Capital			Recurrent	Capital			
	Grants	Other	Grants	Other						
	\$000's									
Office of the Mayor and CEO	-	9	-	-	9	9,436	-	9,436	(9,427)	-
Development Services	1,100	6,193	4,117	-	11,410	33,505	-	33,505	(22,095)	124
Organisational Services	8,265	116,021	-	246	124,532	84,416	3,082	87,498	37,034	516,223
Community and Client Services	1,700	9,153	-	-	10,853	26,701	-	26,701	(15,848)	3,689
Engineering	27	8,115	6,991	-	15,133	31,672	2,240	33,912	(18,779)	2,111,138
Commercial Infrastructure	197	132,552	6,540	198	139,487	102,015	2,276	104,291	35,196	1,504,449
Capital Works	740	171	30,472	33	31,416	828	-	828	30,588	-
Total at 30 June 2023	12,029	272,214	48,120	477	332,840	288,573	7,598	296,171	36,669	4,135,623
Office of the Mayor and CEO	-	1	-	-	1	9,647	-	9,647	(9,646)	-
Development Services	505	6,856	5,061	-	12,422	32,099	-	32,099	(19,677)	85
Organisational Services	10,665	112,387	-	1,367	124,419	76,652	1,665	78,317	46,102	557,786
Community and Client Services	1,575	9,878	-	-	11,453	26,057	-	26,057	(14,604)	3,652
Engineering	65	8,059	4,627	-	12,751	32,783	3,157	35,940	(23,189)	1,972,010
Commercial Infrastructure (restated)	473	126,962	9,657	199	137,291	96,357	389	96,746	40,545	1,350,383
Capital Works	138	154	22,738	31	23,061	3,177	(5)	3,172	19,889	-
Total at 30 June 2022	13,421	264,297	42,083	1,597	321,398	276,772	5,206	281,978	39,420	3,883,916

**Mackay Regional Council
Notes to the Financial Statements
For the year ended 30 June 2023**

3) Revenue analysis

a) Rates and charges

Rates and charges are recognised as revenue at the beginning of the rating period to which they relate. Prepaid rates are recognised as a financial liability until the beginning of the rating period.

	Note	2023 \$000's	2022 \$000's
General rates		125,992	122,641
Separate and special rates and charges		3,789	3,734
Water consumption and utility charges		45,788	44,958
Sewerage utility charges		53,520	51,844
Waste management utility charges		23,717	22,952
Less: discounts and remissions		(21,665)	(20,982)
		231,141	225,147

b) Fees and charges

Revenue from fees and charges is recognised at the point in time when the performance obligation is satisfied and the customer receives the benefit of the goods or services being provided.

The performance obligation relates to the specific services which are provided to the customer and generally the payment terms are within 30 days of the provision of the service. In some cases, the customer is required to pay on arrival, for example at caravan parks. There is no material obligation for MRC in relation to refunds or returns.

A small quantity of low value and short-term fees and charges are recognised at the time of receipt.

	Note	2023 \$000's	2022 \$000's
Application fees		2,269	2,896
Licence fees and registrations		2,426	2,514
Fines and penalties		393	526
Venues, events and cultural fees		1,549	2,544
Waste and recycling fees		7,003	7,045
Other fees and charges		5,807	6,295
		19,447	21,820

c) Rental income

Rental income is recognised as income on a straight-line basis over the lease term.

	Note	2023 \$000's	2022 \$000's
Investment property		441	436
Other property		746	790
		1,187	1,226

**Mackay Regional Council
Notes to the Financial Statements
For the year ended 30 June 2023**

d) Interest income

Interest earned on deposits at call and fixed term deposits is accrued over the term of the investment.

	2023	2022
Note	\$000's	\$000's
Interest on deposits	5,818	1,306
Interest on debtor arrears	370	435
	6,188	1,741

e) Sales contracts and recoverable works

Sales of goods are recognised when the significant risks and rewards of ownership are transferred to the buyer. Generally, this is when the customer has taken undisputed delivery of the goods.

MRC generates revenue from a number of services including contracts for water, sewerage and road works. Revenue from contracts and recoverable works generally comprises a recoupment of material costs together with an hourly charge for equipment and labour. Where consideration is received for the service in advance, it is only recognised as revenue in the period the service is performed.

	2023	2022
Note	\$000's	\$000's
Roads recoverable works	6,820	6,712
Water operations	526	938
Sewer operations	680	507
Other sales contracts and recoverable works	218	317
	8,244	8,474

4) Grants, subsidies, contributions and donations

Grant revenue arising from an enforceable agreement containing sufficiently specific performance obligations is recognised as revenue progressively, as the performance obligations are satisfied. MRC deems costs incurred as the most appropriate measure of satisfying sufficiently specific performance obligations.

Grants received with the intent to further MRC's objectives, with no sufficiently specific performance obligations are recognised at fair value, at the point in time in which MRC receives the asset.

Where assets are donated, or purchased for significantly below fair value, revenue is recognised when the asset is acquired or controlled by MRC.

Enforceable capital grants received to enable MRC to acquire or construct a specified item of property, plant and equipment, to be controlled by MRC, are recognised as revenue progressively as the sufficiently specific performance obligations are satisfied in accordance with the grant agreement. MRC deems costs incurred as the most appropriate measure of satisfying sufficiently specific performance obligations.

**Mackay Regional Council
Notes to the Financial Statements
For the year ended 30 June 2023**

a) Recurrent

	Note	2023 \$000's	2022 \$000's
General purpose grants*		5,213	8,015
Government grants and subsidies		5,486	4,679
Non-government grants and subsidies		387	252
Contributions and donations		943	476
		12,029	13,422

*Payment of the Financial Assistance Grant from the Department of State Development, Infrastructure, Local Government and Planning has been determined in line with a revised three-year calculation methodology that commenced in 2022. As a result, MRC expects to receive a reduced allocation into the future. The Financial Assistance Grant (\$5.2M) is recognised at a point in time with all other grants recognised over time.

b) Capital

Capital revenue includes grants and subsidies which are tied to specific projects for the replacement or upgrade of existing non-current assets or investment in new assets. It also includes non-cash contributions which are usually infrastructure assets received from developers.

Developers also pay infrastructure charges for trunk infrastructure such as pump stations, treatment works, mains, sewers and water pollution control works. There is no associated enforceable performance obligation in relation to these charges and as such, they are recognised upon receipt.

Non-cash contributions with a value in excess of MRC's non-current asset recognition threshold of \$5,000, are recognised by increasing non-current assets and capital revenue. When the threshold is not met, an operating revenue and operating expense are recorded.

	Note	2023 \$000's	2022 \$000's
Government grants and subsidies		19,680	10,646
Contributions and donations		7,424	7,607
Contributed non-current assets at fair value		22,559	23,840
Less: discounts allowed on developer contributions		(1,543)	(11)
		48,120	42,082

5) Other capital income

	Note	2023 \$000's	2022 \$000's
Fair value increase of investment property		189	95
Reversal of revaluation decrements previously expensed		-	1,242
Other income		288	260
		477	1,597

**Mackay Regional Council
Notes to the Financial Statements
For the year ended 30 June 2023**

6) Employee costs

Employee costs are recorded when the service has been provided by the employee.

	Note	2023 \$000's	2022 \$000's
Wages and salaries		62,459	60,940
Annual, sick and long service leave		17,507	17,388
Superannuation	26	10,252	9,820
Other employee costs		175	171
		90,393	88,319
Councillor remuneration		1,465	1,436
		91,857	89,755

7) Materials and services

Expenditure for materials and services is recorded as the goods or services are received.

	Note	2023 \$000's	2022 \$000's Restated
Advertising and marketing		870	886
Audit of financial statements by the Auditor-General*		162	155
Capital project costs expensed		817	410
Communications and IT		7,203	6,337
Community facilities and entertainment		4,274	3,624
Consultants and services		9,544	9,699
Contractors		30,899	29,681
Donations, grants, subsidies and contributions		2,877	3,555
Electricity and public utilities		8,686	7,470
Equipment and hire fees		4,684	5,054
Fees and charges		2,532	2,354
Fuel and chemicals		6,218	5,461
Insurance		4,562	4,162
Registrations and subscriptions		2,594	2,172
Repairs and maintenance		16,493	15,124
Waste Levy payment		4,242	4,080
Waste Levy refund**		(4,242)	(3,820)
Other materials and services		5,556	4,434
		107,969	100,839

*The total fee quoted by the Queensland Audit Office in the external audit plan, for the audit of the 2023 annual financial statements, was \$162K (2022: \$155.2K).

**The State Government rebated \$4.2M (2022: \$3.8M) to mitigate the direct impact of the Waste Levy on households. Any portion of the refund not applied to the Waste Levy payment is reported in note 4 grants, subsidies, contributions and donations as government grants and subsidies.

**Mackay Regional Council
Notes to the Financial Statements
For the year ended 30 June 2023**

8) Finance costs**a) Recurrent**

	Note	2023 \$000's	2022 \$000's
Borrowing costs - Queensland Treasury Corporation		3,644	6,766
Market realisation expense*		-	3,768
Bank charges		438	488
Interest on lease liabilities		28	21
Unwinding of the discount		1,370	-
Impairment of receivables		(67)	62
		5,413	11,104

*In June 2022, MRC repaid \$40.7M in QTC borrowings ahead of the scheduled repayment date in 2029.

b) Capital

	Note	2023 \$000's	2022 \$000's
Unwinding of discounted provisions		-	328

9) Capital expenses**a) Loss on disposal of non-current assets**

	Note	2023 \$000's	2022 \$000's
Property, plant and equipment		5,587	5,074
Non-current assets held for sale		79	-
Intangible assets		-	6
		5,666	5,080

b) Other capital expenses

	Note	2023 \$000's	2022 \$000's
Capital project costs expensed		2,652	739
Adjustments to remediation provisions		(832)	(940)
Other expenses		113	-
		1,933	(201)

**Mackay Regional Council
Notes to the Financial Statements
For the year ended 30 June 2023**

10) Cash and cash equivalents

Cash and cash equivalents include cash on hand, all cash and cheques receipted but not banked at the year end, deposits held at call with financial institutions and other short-term, highly liquid investments. Original terms to maturity are three months or less and they are readily convertible to known amounts of cash and which are subject to an insignificant risk of changes in value. Cash deposits are required to have a minimum credit rating of A-, therefore the likelihood of the counterparty having capacity to meet its financial commitments is strong.

MRC may be exposed to credit risk through investments in the Queensland Treasury Corporation (QTC) cash fund, which is an asset management portfolio that invests with a wide range of high credit rated counterparties. Deposits in the QTC cash fund are capital guaranteed.

MRC's approach to managing liquidity is to ensure, as far as possible, that it will have sufficient liquidity to meet its liabilities when they are due, under both normal and stressed conditions, without incurring unacceptable losses or risking reputational damage.

	2023	2022
Note	\$000's	\$000's
Cash at bank and on hand	11,472	9,058
Deposits at call	83,693	90,046
	95,165	99,104

MRC's cash balance is subject to internal and external restrictions that limit amounts available for discretionary or future use. Expenditure restrictions at the reporting date relate to:

	2023	2022
Note	\$000's	\$000's
Externally restricted		
Unspent grants and subsidies	6,207	10,417
Waste Levy refund paid in advance	13,286	14,911
	19,493	25,328
Internally restricted		
Separate and special rates and charges	4,410	4,261
Capital reserves	71,876	69,708
Donations	252	284
	76,538	74,253

Funds held on behalf of other parties

Funds held in trust on behalf of other parties include security deposits lodged to guarantee performance, bonds and unclaimed monies paid into the trust account by MRC. MRC performs a custodian role only in respect of these monies. As these funds are for a specific purpose and cannot be used by MRC, they are not brought to account in these financial statements, as MRC has no rights over the assets. The amount held in trust by MRC is \$2.4M (2022: \$2.7M).

**Mackay Regional Council
Notes to the Financial Statements
For the year ended 30 June 2023**

11) Trade and other receivables

Trade receivables are recognised at the amounts due at the time of sale or service delivery. MRC's standard settlement terms are 30 days from invoice date. No significant concentration of credit risk has been identified, as exposure is spread over a large number of counterparties and customers.

MRC used an allowance matrix to measure the expected credit losses of trade and other receivables from individual customers, which comprise a large number of small balances. Loss rates are calculated, based on the probability of the receivable progressing to write-off. The rates were derived using both observable historic default rates and assumptions of forward-looking market and economic conditions applied against like debtor segments where similar loss patterns exist or could be expected to exist.

Interest is charged on overdue rates and other receivables at 8.17% per annum (2022: 8.03%), compounding monthly. MRC is empowered under the provisions of the *Local Government Act 2009* to sell an owner's property to recover rates arrears. For this reason, MRC does not generally impair any rates receivables. However, in the case of rates on state leased land, where the lease has been cancelled or land leased by MRC, the right to sell is forfeit. In addition to this and where other avenues to pursue the debt are doubtful, a provision for impairment will be made, pending the exhaustion of all legal options.

	Note	2023 \$000's	2022 \$000's
Current			
Rates and utility charges		7,237	7,672
Interest receivable		1,273	798
GST recoverable		3,646	2,168
Developer contributions		6,219	7,286
Other debtors		4,967	6,507
Less: loss allowance		(337)	(404)
		23,004	24,027
Non-current			
Other debtors		1,676	1,676

**Mackay Regional Council
Notes to the Financial Statements
For the year ended 30 June 2023**

12) Financial assets

Financial assets are recognised in when the entity becomes a party to the contractual provisions to the financial instrument. Financial assets are initially measured at fair value plus transaction costs. Transaction costs directly attributable to the acquisition of financial assets at fair value through profit and loss is recognised immediately in profit or loss. All recognised financial assets are measured subsequently in their entirety at either amortised cost or fair value, depending on the classification of the financial assets.

	2023 \$000's	2022 \$000's
Note		
Current		
Term deposits	55,000	70,000
Non-current		
Equity instruments at fair value through profit or loss	-	2

a) Term deposits

In accordance with the *Statutory Bodies Financial Arrangements Act 1982*, MRC has category 1 investment power and currently holds term deposits with various financial institutions; all of which are considered to be low risk with fixed rates and fixed original terms to maturity greater than 3 months, but less than 12. All term deposits are intended to be held to maturity.

b) Equity instruments at fair value through profit or loss

MRC holds 1 fully paid share at \$1 in Mackay Regional Housing Company Limited (trading as Connect Housing Group); as this is not listed on any stock exchange and there is no active market, fair value cannot be reliably measured and therefore it is reported as cost. Due to rounding this amount is reported as \$0 for 2023.

13) Investment property

Investment property is initially recognised at cost; being purchase price inclusive of any transaction costs. Fair value is subsequently measured at current market value, which is derived by reference to market-based evidence, including observable historical sales data for properties of similar nature and specification.

Revaluations are conducted annually at 30 June by an independent, registered valuer. This was last conducted by Jones Lang La Salle Public Sector Valuations Pty Ltd (JLL). JLL is a leading professional services firm with highly skilled valuers, experienced in the valuation of local government and public sector assets across Australia.

The carrying value of investment property is assessed annually for impairment indicators.

	2023 \$000's	2022 \$000's
Note		
Opening balance at 1 July	5,275	5,100
Transfers to or from property, plant and equipment	116	80
Fair value increase or (decrease)	189	95
Closing balance at 30 June	5,580	5,275

Mackay Regional Council
Notes to the Financial Statements
For the year ended 30 June 2023

14) Property, plant and equipment**Current year movements:**

Asset Class	Opening written down value 1 July 2022	Adjustment to opening value	Additions	Transfers	Disposals and write offs	Revaluation	Depreciation expense	Closing written down value 30 June 2023
	\$000's	\$000's	\$000's	\$000's	\$000's	\$000's	\$000's	\$000's
Land	162,555	77	(17)	1,765	(486)	17,038	-	180,932
Site improvements	144,122	(883)	4	(12,942)	(524)	(6,473)	(5,973)	117,329
Buildings	170,344	(166)	-	15,830	(1,080)	726	(7,701)	177,955
Roads, bridges and drainage network	1,920,848	5,303	17,034	75,787	(2,219)	68,401	(31,245)	2,053,910
Water	468,412	(80)	1,537	19,265	(1,729)	64,776	(15,397)	536,784
Sewerage	658,978	(265)	3,084	7,290	(519)	77,555	(15,527)	730,595
Plant and equipment	43,361	-	-	10,990	(1,299)	-	(7,371)	45,681
Capital work in progress	101,106	-	107,076	(112,498)	-	-	-	95,684
	3,669,726	3,986	128,718	5,487	(7,856)	222,023	(83,214)	3,938,870

Prior year movements:

Asset Class	Opening written down value 1 July 2021	Adjustment to opening value	Additions	Transfers	Disposals and write offs	Revaluation	Depreciation expense	Closing written down value 30 June 2022
	\$000's	\$000's	\$000's	\$000's	\$000's	\$000's	\$000's	\$000's
Land	153,787	-	17	-	(485)	9,236	-	162,555
Site improvements	137,105	-	60	2,454	(183)	10,081	(5,394)	144,122
Buildings	151,486	-	118	933	(1,534)	25,978	(6,638)	170,344
Roads, bridges and drainage network	1,725,579	1,224	17,048	34,423	(2,934)	173,978	(28,470)	1,920,848
Water	513,632	3,639	2,104	8,735	(282)	(45,048)	(14,369)	468,412
Sewerage	612,958	1,532	4,515	7,181	(108)	45,796	(12,895)	658,978
Plant and equipment	42,784	-	-	8,649	(940)	-	(7,131)	43,361
Capital work in progress	72,032	-	93,065	(63,991)	-	-	-	101,106
	3,409,363	6,395	116,927	(1,616)	(6,466)	220,021	(74,897)	3,669,726

Additions include contributed assets and developer offsets. Transfers comprise capitalised expenditure on constructed or purchased assets transferred out of capital work in progress, transfers between asset classes, other non-current assets, and to the Statement of Comprehensive Income. Amounts expensed to the Statement of Comprehensive Income are reported in note 7 materials and services and note 9 capital expenses.

Mackay Regional Council
Notes to the Financial Statements
For the year ended 30 June 2023

Gross asset cost and accumulated depreciation by asset class:

Asset Class	Closing balance at 30 June 2023			Opening balance at 1 July 2022			Closing balance at 30 June 2022		
	Gross asset value	Accumulated depreciation	Written down value	Gross asset value	Accumulated depreciation	Written down value	Gross asset value	Accumulated depreciation	Written down value
	\$000's	\$000's	\$000's	\$000's	\$000's	\$000's	\$000's	\$000's	\$000's
Land	180,932	-	180,932	162,632	-	162,632	162,555	-	162,555
Site improvements	203,946	(86,617)	117,329	228,020	(84,781)	143,239	229,866	(85,744)	144,122
Buildings	312,657	(134,702)	177,955	282,858	(112,680)	170,178	283,910	(113,566)	170,344
Roads, bridges and drainage network	3,180,814	(1,126,903)	2,053,910	2,911,163	(985,012)	1,926,151	2,901,300	(980,452)	1,920,848
Water	955,808	(419,024)	536,784	878,772	(410,440)	468,332	878,761	(410,349)	468,412
Sewerage	1,090,977	(360,382)	730,595	1,004,273	(345,560)	658,713	1,004,908	(345,930)	658,978
Plant and equipment	87,976	(42,295)	45,681	81,396	(38,034)	43,361	81,396	(38,034)	43,361
Capital work in progress	95,684	-	95,684	101,106	-	101,106	101,106	-	101,106
	6,108,794	(2,169,923)	3,938,870	5,650,220	(1,976,507)	3,673,712	5,643,802	(1,974,075)	3,669,726

Reported values include adjustments relating to ongoing data validations taken to the opening value at 1 July.

Key valuation information:

Asset class	Useful life (years)	Basis of measurement	Level	2023 valuation type	2023 valuation performed by	Last comprehensive valuation	Last comprehensive valuation performed by	Next comprehensive valuation planned
Land	Indefinite	Valuation	2 or 3	Comprehensive	JLL	2023	JLL	2026
Site improvements	5 - indefinite	Valuation	2 or 3	Comprehensive	JLL	2023	JLL	2026
Buildings	10 - 100	Valuation	2 or 3	Comprehensive	JLL	2023	JLL	2026
Roads, bridges and drainage network	5 - indefinite	Valuation	3	Desktop - 8.0%	JLL	2020	JLL	2024
Water	5 - 150	Valuation	3	Index - 7.9%	JLL	2022	JLL	2025
Sewerage	7 - 160	Valuation	3	Index - 7.9%	JLL	2022	JLL	2025
Plant and equipment	2 - 50	Cost						

**Mackay Regional Council
Financial Statements
For the year ended 30 June 2023**

a) Recognition

Items of property, plant and equipment with a total value of less than \$5,000 except for land which has a recognition threshold of \$1, are treated as an expense in the year of acquisition. Individual assets valued below the asset recognition threshold are recognised as an asset if connected to a larger network. All other items of property, plant and equipment are capitalised to the relevant asset class.

Land under the roads and reserve land, which falls under the *Land Act 1994* or the *Land Title Act 1994* is controlled by the Queensland Government pursuant to the relevant legislation. This land is not recognised in these financial statements.

b) Measurement of assets acquired during the period

All assets purchased or constructed during the reporting period are initially recorded at cost. Cost is determined as the fair value of the assets given as consideration, plus costs incidental to acquisition; including architects' fees, engineering design fees and other establishment costs. Cost for constructed assets include the cost of all services, materials and plant used in construction, direct labour on the project and an appropriate proportion of indirect labour costs attributable to bringing the asset to the location and condition necessary for it to operate in the manner intended.

Property, plant and equipment received in the form of contributions or as offsets to infrastructure charges are brought to account as capital contribution revenue, based on the fair value of each asset, at such time that the asset is acquired or controlled by MRC and the value exceeds the recognition threshold for the respective class. Where an active market does not exist, as is the case for most infrastructure assets contributed to MRC, fair value is deemed to be current replacement cost.

Costs incurred on assets after initial recognition are capitalised if the associated work either renews, extends or upgrades the assets underlying service potential. Routine operating maintenance, repair costs and minor renewals to maintain the operational capacity of a non-current asset are expensed as incurred.

When MRC raises a provision for the restoration or rehabilitation of an MRC-controlled waste or quarry site, the provision is initially recognised against property, plant and equipment. Subsequent changes in the provision relating to the discount rate or the estimated amount or timing of restoration costs are recognised in capital expenses or taken against the asset revaluation surplus.

c) Valuation

Non-current physical assets measured at fair value are revalued, where required, so that the carrying amount of each class of asset does not materially differ from its fair value at the reporting date. This is achieved by engaging independent, professionally qualified valuers to determine the fair value for each relevant class of property, plant and equipment assets at least once every 5 years. This process involves the valuer physically sighting a representative sample of MRC assets across all asset classes and making their own assessments of the condition of the assets at the date of inspection.

In the intervening years, MRC uses internal engineers and asset managers to assess the condition and cost assumptions associated with all infrastructure assets; the results of which are considered in combination with an appropriate cost index for the region. Together these are used to form the basis of a management valuation for infrastructure asset classes in each of the intervening years. Where indicators exist that the asset class has experienced a significant and volatile change in value since the last reporting period, management will engage independent, professionally qualified valuers to perform a "desktop" valuation. This involves management providing updated information to the valuer regarding additions, deletions and changes in assumptions such as useful life, residual value and condition rating. The valuer then determines suitable indices which are applied to each of these asset classes.

Materiality concepts are considered in determining whether the difference between the carrying amount and the fair value of an asset is significant or experienced a volatile change, in which case a revaluation is undertaken. Upon revaluation, accumulated depreciation is restated proportionately with the change in the carrying amount of the asset and any change in the estimate of remaining useful life. Separately identified components of assets are measured on the same basis as the assets to which they relate.

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d) Depreciation

Assets are depreciated from the date of acquisition or, in respect of internally constructed assets, from the date noted on the relevant source documents; at which time they are capitalised and transferred from work in progress to the appropriate property, plant and equipment class.

Property, plant and equipment assets held at cost having a limited useful life are depreciated on a straight-line basis over their estimated useful lives. Capital work in progress, land, formation work and certain heritage and cultural assets are not depreciated.

Where assets have significant separately identifiable components that are subject to regular replacement, these components are assigned useful lives distinct from the asset to which they relate. Any expenditure that increases the originally assessed capacity or service potential of an asset is capitalised and the revised depreciable amount is depreciated over the remaining useful life of the asset to MRC.

Depreciation methodology, estimated useful lives and residual values of property, plant and equipment assets are reviewed at the end of each reporting period and adjusted where necessary to reflect any changes in the pattern of consumption, physical wear and tear, technical or commercial obsolescence, or management intentions.

e) Impairment

Property, plant and equipment is assessed for indicators of impairment annually. If an indicator of material impairment exists, MRC determines the recoverable amount of the asset. Any amount, by which the carrying amount exceeds the recoverable amount, is recorded as an impairment loss.

MRC's asset base largely consists of highly specialised infrastructure and other specialist assets for which there is no active market. As a result, infrastructure asset classes rarely experience volatility and significant changes in value as a result of market sentiment are not probable.

f) Fair value measurement

The methods used to estimate fair value comprise:

Level 1 – calculated using quoted prices in active markets

Level 2 – estimated using inputs that are directly and indirectly observable, such as prices for similar assets

Level 3 – estimated using unobservable inputs for the asset

There is no market for MRC's infrastructure assets due to their specialised nature and the services they provide. As such, the fair value of all infrastructure assets is determined on the basis of replacement with a new asset having similar service potential. Infrastructure assets are recorded at fair value, using written down current replacement cost (CRC). This comprises the CRC, less accumulated depreciation representing the amount of the asset already consumed or the expired future economic benefits of the asset.

CRC is measured by reference to the lowest cost at which the gross economic benefits (i.e. service potential) of the asset could be obtained in the normal course of business. It is assumed that the infrastructure assets will be replaced by their modern equivalent, in order to provide the required service potential required by MRC.

This method utilises a number of inputs that require judgement and are therefore classed as unobservable. While these judgements are made with the greatest care, and based upon years of experience, different judgements could result in a different valuation.

i) Land

Fair value of land at 30 June 2023 was determined by comprehensive revaluation processes, performed by professional valuers Jones Lange La Salle Public Sector Valuations (JLL).

Sales evidence across the relevant local markets was researched. Value adjustments for considerations such as location, development potential, aspect, size and date of sale were made to the most appropriate evidence to determine fair value. This is referred to as the market approach. All land assets have been valued according to this methodology.

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Fair value measurements developed utilising the market approach are generally classified as either level 2 or 3 in the fair value hierarchy depending on the volume of market transactions; the level of judgement required to adjust for differences in characteristics between the subject asset and sales evidence; and the sensitivity of those adjustments to the fair value measurement.

	2023	2022
Note	\$000's	\$000's
Non-specialised (level 2)	29,692	47,739
Specialised (level 3)	151,240	114,815
Total written down value at 30 June	180,932	162,554

ii) Site improvements

The site improvements class was subject to comprehensive valuation at 30 June 2023. This was performed by professional valuers JLL.

Both the cost approach and market approach were utilised to determine the fair value of assets. The selection of the most appropriate technique was dependent on the nature of the asset being measured and the exit market within which the asset would transact.

Fair values are benchmarked by the valuer to externally available published rates and internally generated data for similar works performed by MRC and contractors. Where an active market exists, such as for certain artworks, fair value was measured in accordance with the market approach. This is derived by reference to market-based evidence, including observable historical sales data. Assets valued according to this methodology are classified as level 2 per the fair value measurement hierarchy.

For most site improvement assets, fair value was determined on the basis of replacement with a new asset having similar service potential. A sample of assets were physically inspected to determine asset attributes and conditions, else existing asset register data was relied upon. These conditions are in turn used to reflect the remaining life of the assets. This is referred to as the cost approach. Asset are attributed a fair value hierarchy of level 3 if valued according to this methodology.

	2023	2022
Note	\$000's	\$000's
Non-specialised (level 2)	704	943
Specialised (level 3)	116,625	143,179
Total written down value at 30 June	117,329	144,122

iii) Buildings

MRC engaged independent valuers, JLL to perform a comprehensive valuation of buildings assets, as at 30 June 2023. The valuation methodology included a review of the financial hierarchy and componentisation attributes of assets recorded within the class.

Where MRC buildings are of a specialised nature and there is no active market for the assets, fair value has been determined on the basis of replacement with a new asset having similar service potential. This is known as the cost approach and was utilised for all buildings assets, with the exception of one location.

The fair value measurement of all assets in this class has been deemed level 3, with the exception of the above noted building, measured using the market approach and is classified with a fair value hierarchy of level 2.

A sample of assets were physically inspected to determine asset attributes and condition. Allowances for physical depreciation and obsolescence were made and systematically categorised. The final determination of condition assessments was based on JLL's onsite condition assessments, in discussion with appropriate staff. Assets were rated using a scale with a range between 1 and 5, where 1 indicates brand new and 5 represents an asset near the end of its useful life.

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In establishing fair value using the cost approach, it was necessary to determine the current gross replacement cost to construct a modern equivalent asset. The main sources of data included:

- Cost guides such as Rawlinsons and Cordells which provide indicative unit rates for a variety of building and infrastructure assets.
- Recent MRC project costs were utilised where the asset cost is readily identifiable.
- JLL database of building asset costs.

Note	2023 \$000's	2022 \$000's
Non-specialised (level 2)	1,991	6,563
Specialised (level 3)	175,963	163,781
Total written down value at 30 June	177,954	170,344

iv) Roads, bridges and drainage network

In the 12 months ended 30 June 2023, JLL reported a cost movement increase for the class of 8%. Professional valuation services of this provider were also engaged to perform a desktop valuation to bring to account new information in respect to certain subcategories of assets.

MRC continues to undertake significant multi-year asset data improvement initiatives, intended to validate, standardise and enhance the classification and attribute accuracy of infrastructure assets recorded within the class. These processes incorporate separate operational phases which are categorised by asset sub-class and geographical location. The current year outcomes of these initiatives are reported within these financial statements.

Retrospective adjustments to prior year comparatives have not been applied in any instances due to the impractical nature of determining the period specific effects and given that the amounts were immaterial to property, plant and equipment and equity balances.

MRC make assessments annually to identify any indicators that the carrying value of a class materially differs from the reported fair value. Any such indicators are considered in the requirement to comprehensively revalue the class.

The last comprehensive revaluation for this class was completed in 2020. The unit rates applied were based on project costs and include materials, labour and overheads. Fair values are benchmarked by the valuer to externally available published rates and internally generated data for similar works performed by MRC and contractors.

The desktop valuation methodology was performed on the basis inputs utilised for the last comprehensive revaluation remain valid. Unit rates were reviewed and updated where appropriate, including application of the 8% cost movement increase.

v) Water and sewerage

For the 12 months ended 30 June 2023, JLL determined a 6% increase in cost movement across the classes. Since the last comprehensive valuation undertaken in the 2022 financial year, a cumulative cost movement of 7.9% for both water and sewer is evident. This being due movement in the final quarter of which the valuation was performed, with consideration to the timing of unit rate development. This was determined to be material by internal stakeholders and as such, a commensurate adjustment was applied to the fair value of water and sewer asset in the current financial year.

The 2022 valuation methodology determined that water and sewer assets can be broken into 2 broad groups, active and passive assets. Active assets include pump stations, bore fields, reservoirs and treatment plants, while passive assets primarily comprise network assets such as water and sewerage mains and manholes.

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Assets were either subject to a site inspection or an assessment to determine remaining useful life. Where site inspections were conducted, the assets were allocated a condition rating, which is based on factors such as the age of the asset, overall condition as noted by the valuer during inspection, economic and or functional obsolescence. The condition rating was made using a scale with a range between 0 and 5, where 0 indicates a brand new or rehabilitated asset and 5 represents an asset near the end of its useful life. The condition rating directly translates to the level of depreciation applied and was used to estimate remaining useful life.

Where site inspections were not conducted, the remaining useful life was calculated on an age basis after taking into consideration current and planned maintenance records.

Fair value of water and sewerage assets was determined using a cost approach and derived from MRC's internal construction costs for similar projects, Rawlinson's, communication with suppliers to determine applicable unit rates, schedule rates for construction of assets or similar assets and performance of comprehensive condition assessment.

15) Intangible assets

Intangible assets with a total value of more than \$5,000 are capitalised at cost and then amortised on a straight-line basis to best represent the pattern of consumption over the expected period of benefit. Where the capitalisation threshold is not met, items are expensed in the year of acquisition.

Intangible assets include land easements and software in use. Software as a service arrangements are expensed in the period in which the service is provided. Easements have indefinite useful lives and are not amortised, while software assets have a useful life of 5 years. Capital work in progress is recorded at cost and not amortised.

	Intangible assets	Capital work in progress
Note	\$000's	
Opening written down value at 1 July 2022	3,883	87
Additions	-	208
Transfers	295	(295)
Amortisation expense	(40)	-
Closing written down value at 30 June 2023	4,138	-
Closing accumulated amortisation at 30 June 2023	4,739	-
Closing gross asset value at 30 June 2023	8,877	-
Opening written down value at 1 July 2021	6,173	7
Opening value adjustment	(2,345)	-
Additions	-	238
Transfers	169	(159)
Disposals and write offs	(6)	-
Amortisation expense	(108)	-
Closing written down value at 30 June 2022	3,883	87
Closing accumulated amortisation at 30 June 2022	4,699	-
Closing gross asset value at 30 June 2022	8,582	87

Transfers comprise capitalised expenditure transferred out of work in progress, transfers to or from other non-current assets and transfers to the Statement of Comprehensive Income. Amounts expensed to the Statement of Comprehensive Income are reported in note 7 materials and services and note 9 capital expenses.

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16) Contract balances

	Note	2023 \$000's	2022 \$000's
Contract assets		3,323	2,552
Contract liabilities		6,207	10,417

a) Contract assets

Where work has been performed but a contract milestone is not yet met, the amount is recognised as a contract asset. This means amounts recognised as revenue in a given period do not necessarily coincide with the amounts billed to or certified by the customer.

b) Contract liabilities

The reported contract liabilities received includes advanced consideration from funding providers for construction projects in total of \$5.8M for which revenue will be recognised over time as the performance obligations are met. MRC expects to recognise the reported contract liabilities as revenue in the next 12 months.

	2023 \$000's	2022 \$000's
Funds received upfront to construct Council controlled assets	5,835	9,993
Non-capital performance obligations not yet satisfied	372	424
	<u>6,207</u>	<u>10,417</u>
Revenue recognised that was included in the contract liability balance at the beginning of the year		
Funds to construct Council controlled assets	6,143	4,054
Non-capital performance obligations	422	407
	<u>6,565</u>	<u>4,461</u>

17) Leases

MRC has leases in place over buildings and other assets. Where MRC assesses that an agreement contains a lease, a right of use asset and lease liability are recognised. MRC does not separate lease and non-lease components for any class of assets.

The right of use asset is measured using the cost model where cost on initial recognition comprises the lease liability, initial direct costs, prepaid lease payments, estimated cost of removal and restoration, less any lease incentives received. The right of use asset is amortised over the lease term on a straight-line basis. The carrying amount is reduced for impairment, where appropriate.

The lease liability is initially recognised at the present value of the remaining lease payments at the commencement of the lease.

MRC has applied the exceptions available for short-term leases, with a term of less than or equal to 12 months, and leases of low value assets. MRC recognises the payments associated with these leases as an expense on a straight-line basis over the lease term.

a) Right of use assets

	Buildings	Other \$000's	Total
Opening balance at 1 July 2022	521	782	1,303
Amortisation expense	(50)	(30)	(80)
Closing balance at 30 June 2023	471	752	1,223
Opening balance at 1 July 2021	10	812	822
Additions	550	-	550
Amortisation expense	(38)	(30)	(69)
Closing balance at 30 June 2022	521	782	1,303

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b) Lease liabilities

At each reporting date, MRC assesses whether it is reasonably certain that the extension options will be exercised based on current operations and corporate strategy. As at 30 June 2023, extension options are available.

	Note	2023 \$000's	2022 \$000's
Within one year		92	91
Later than one year but not later than five years		476	471
Later than five years		987	1,084
Total contractual cash flows		1,555	1,646
Carrying amount		1,298	1,365

18) Trade and other payables

Creditors are recognised when goods or services are received, at the amount owed. Amounts owing are unsecured and are generally settled on 30-day terms.

	Note	2023 \$000's	2022 \$000's
Creditors		726	659
Accruals		16,353	15,800
		17,079	16,459

19) Employee entitlements

Employee entitlements are measured at the present value of the estimated future cash outflows to be made in respect of services provided by employees up to the reporting date. The estimated future cash outflows have been discounted to their present value based on interest rates on Australian Government bond yields as at the reporting date. The value of the liability was calculated using current pay rates and projected future increases in those rates and includes related employee on-costs. Long service leave entitlements have been adjusted for the probability of the employees remaining in MRC's employment.

Where employees have met the prerequisite length of service and MRC does not have an unconditional right to defer this liability beyond 12 months, long service leave is classified as a current liability. Otherwise, it is classified as non-current. Annual leave is classified as a current liability as MRC considers there is no right to defer settlement. Further information is available in note 6 employee costs.

	Note	2023 \$000's	2022 \$000's
Current			
Annual leave		8,616	9,217
Long service leave		11,975	12,226
Other entitlements		796	866
		21,387	22,309
Non-current			
Long service leave		1,601	1,699

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20) Borrowings

All MRC borrowings are held with QTC. Borrowings are initially recognised at fair value plus any directly attributable transaction costs. Subsequent to initial recognition these liabilities are measured at amortised cost, with interest expensed as it accrues. Principal and interest repayments are made quarterly in arrears for all borrowings.

All borrowing costs are expensed in the period in which they are incurred. No interest has been capitalised during the current or comparative reporting period. There have been no defaults or breaches of loan agreements during the period.

Final payment dates vary from 2024 to 2033 for all borrowings. The market value of borrowings at the reporting date was \$54.1M. This represents the value of the debt if MRC repaid it all on that date. At the reporting date, it is the intention of MRC to hold the debt for its full term, as such no provision is required to be made in these accounts.

Reconciliation of liabilities arising from financing activities:

	2023	2022
Note	\$000's	\$000's
Opening balance at 1 July	66,063	117,583
Cash flows	(13,164)	(51,521)
Closing balance at 30 June	52,898	66,063

In June 2022, MRC repaid \$40.7M in QTC borrowings ahead of the scheduled repayment date in 2029.

The following table sets out the liquidity risk in relation to borrowings held with QTC. It represents the remaining undiscounted contractual cashflows (principal and interest) of financial liabilities at the end of the reporting period.

	2023	2022
Note	\$000's	\$000's
Within one year	16,808	16,808
Later than one year but not later than five years	34,034	44,717
Later than five years	10,601	16,726
Total contractual cash flows	61,443	78,251
Carrying amount	52,898	66,063

The outflows of the liabilities in the above table are not expected to occur significantly earlier or for significantly different amounts than indicated. MRC borrows using fixed rate loan products to limit exposure to interest rate risk and reduce the risk of adverse effects on future cash flows. To further manage exposure to the risk of not being able to meet financial obligations as they fall due, MRC maintains sufficient cash deposits at call to cater for unexpected volatility in cash flows. Further details of cash deposits are disclosed in note 10 cash and cash equivalents.

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21) Provisions

A provision is made for the cost of restoring waste and quarry sites where it is probable MRC will be liable or required to complete restoration works when the use of the facilities is complete. Refuse restoration provision represents the present value of anticipated future costs associated with the closure of the dump site, decontamination and monitoring of historical residues and leaching on these sites. Quarry rehabilitation provision represents the present value of the anticipated future costs associated with the closure of the quarries, refilling the basin, and reclamation and rehabilitation of these sites.

The calculation provides assumptions which are reviewed annually, such as the application of environmental legislation, site closure dates, available technologies and engineering cost estimates. These uncertainties may result in future actual expenditure differing from amounts currently provided. Because of the long-term nature of the liability, the most significant uncertainty in estimating the provision, is the year costs will be incurred. Estimates relating to closed waste and quarry sites are classified as current as MRC cannot defer remediation work when requested under the State Government Environmental Regulations.

	Note	2023 \$000's	2022 \$000's Restated
Current			
Waste restoration		60,054	56,307
Quarry rehabilitation		631	2,820
		60,685	59,127
Non-current			
Waste restoration		20,486	10,459
Quarry rehabilitation		1,177	2,787
Other		22	22
		21,685	13,268

The cost of restoring waste sites is expected to be incurred between 2024 and 2038, after site closure and allowing a period for settlement. No works are identified for completion within the next 12 months.

Golder Associates Pty Ltd (Golder) were engaged in 2022 to determine landfill provision cost estimates. Golder are a leading consultant, with highly skilled engineers and scientists who provide specialist services in the area of earth and environment, including remediation. The estimates reflect Golder's review of site-specific data including; geo-technical information, size, existing conditions, unique environmental and human health risks that require site specific closure works, long-term management strategies and current legislative obligations.

The cost of rehabilitating quarry sites is expected to be incurred between 2024 and 2033, after site closure and allowing a period for settlement. The portion estimated to be payable during the next 12 months is \$1.4M based on the current schedule of works.

MRC determines estimates for quarry remediation annually, through the use of highly skilled internal engineers and other specialists with relevant expertise in this field. The cost estimates have been based on extensive site analysis, current legislative requirements and guidelines and encompass remediation and revegetation costs.

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	Waste restoration	Quarry rehabilitation \$000's	Other
Opening balance at 1 July 2022	58,841	5,608	22
Restatement of the provision due to the inclusion of aftercare management costs for closed sites, refer note 1(f)	7,924	-	-
Provisions recognised or (derecognised)	9,302	(1,201)	-
Amounts used or (paid)	(583)	(108)	-
Unwinding of discount	2,076	180	-
Change due to escalation rates	1,543	139	-
Change in the estimate of forecast expenses	3,570	(2,556)	-
Change due to discount rates	(2,133)	(254)	-
Closing balance at 30 June 2023	80,540	1,808	22

Restatement of opening balance at 1 July 2022:

The costs for aftercare management of closed sites have not been previously included in the provision for waste site restoration. This has been corrected by restating operational expenses for the prior years. Further information on the correction of the opening balance of provisions is set out in note 1(f).

22) Other liabilities

Revenue is classified as a liability if it relates to an obligation to supply specific goods and services in future periods. Prepaid rates are recognised as a liability until the beginning of the rating period to which they relate.

	Note	2023 \$000's	2022 \$000's
Current			
Infrastructure charges offsets		278	969
Prepaid rates and charges		11,875	10,563
Waste Levy refund paid in advance		3,874	4,382
Other liabilities		2,794	4,129
		18,821	20,043
Non-current			
Infrastructure charges offsets		273	691
Waste Levy refund paid in advance		9,412	10,528
		9,685	11,219

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23) Asset revaluation surplus

The asset revaluation surplus comprises adjustments relating to changes in the value of property, plant and equipment that do not result from the use of those assets. Net incremental changes in the carrying value of classes of non-current assets, since their initial recognition, are accumulated in the asset revaluation surplus. Increases and decreases on revaluation are offset within a class of assets.

Where a class of assets is decreased on revaluation, that decrease is offset first against the amount remaining in the asset revaluation surplus in respect of that class. Any excess is treated as a capital expense. When an asset is disposed of, the amount reported in surplus in respect of that asset, is retained in the asset revaluation surplus and not transferred to retained surplus.

	Balance at 1 July 2022	Movement \$000's	Balance at 30 June 2023
Land	8,048	17,038	25,086
Site improvements	36,958	(6,822)	30,136
Buildings	31,762	726	32,488
Roads, bridge and drainage network	792,775	68,401	861,176
Water	188,398	64,776	253,174
Sewerage	331,475	77,555	409,030
	1,389,416	221,674	1,611,090

24) Commitments for expenditure

Commitments for contractual expenditure at balance date but not recognised in the financial statements are as follows:

Note	2023 \$000's	2022 \$000's
Waste operational commitments	33,122	27,432
Other operational commitments	7,914	3,746
Capital commitments	26,840	17,220
	67,876	48,399
This expenditure is payable:		
Within one year	44,029	35,077
Later than one year but not later than five years	23,847	13,322
	67,876	48,399

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25) Contingencies

Details and estimates of the maximum amounts of contingent assets and liabilities are as follows:

Legal matters

As at 30 June, various cases filed in the Courts naming MRC as defendant and other formal requests or demands for financial compensation, for which no fault or liability is admitted, were pending.

The outcomes of many of these disputes are uncertain and as such it is not possible to make a reliable estimate of any potential financial liability. However, for matters where a financial liability is probable and can be reasonably estimated, the potential liability has been determined by MRC's legal Counsel as \$2M (2022: \$0).

Local Government Mutual

MRC is a member of the Local Government Mutual liability self-insurance pool, LGM Queensland. In the event of the pool being wound up or it is unable to meet its debts as they fall due, the trust deed and rules provide that any accumulated deficit will be met by the individual pool members in the same proportion as their contribution is to the total pool contributions in respect to any year that a deficit arises.

As at 30 June 2023, the financial statements reported an accumulated surplus and it is not anticipated any liability will arise.

Local Government WorkCare

MRC is a member of the Queensland local government worker's compensation self-insurance scheme, Local Government WorkCare. Under this scheme, MRC has provided an indemnity towards a bank guarantee to cover bad debts which may remain should the self-insurance licence be cancelled and there were insufficient funds available to cover outstanding liabilities. Only the Queensland Government's worker's compensation authority may call on any part of the guarantee should the above circumstances arise.

MRC's maximum exposure to the bank guarantee is \$1.8M (2022: \$1.7M).

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26) Superannuation

MRC contributes to the LGIASuper Regional Defined Benefits Fund (the scheme), at the rate of 12% for each permanent employee who is a defined benefit member. This rate is set in accordance with the LGIASuper trust deed and may be varied on the advice of an actuary. The Regional Defined Benefits Fund is a complying superannuation scheme for the purpose of the Commonwealth Superannuation Industry (Supervision) legislation and is also governed by the *Local Government Act 2009*. The scheme is managed by the LGIASuper trustee as trustee for LGIASuper trading as Brighter Super.

The scheme is a pooled defined benefit plan and it is not in accordance with the deed to allocate obligations, plan assets and costs at the council level.

Any amount by which the scheme is over or under funded may affect future contribution rate obligations, but has not been recognised as an asset or liability of the council.

MRC may be liable to the scheme for a portion of another local governments' obligations should that local government be unable to meet them. However the risk of this occurring is extremely low and in accordance with the LGIASuper trust deed changes to council's obligations will only be made on that advice of an actuary.

The last completed actuarial assessment of the scheme as required under *Superannuation Prudential Standard 160* was undertaken as at 1 July 2021. The actuary indicated that "at the valuation date of 1 July 2021, the net assets of the scheme exceeded the vested benefits and the scheme was in a satisfactory financial position as at the valuation date." The measure of vested benefits represents the value of benefit entitlements should all participating employees voluntarily exit the scheme. MRC is not aware of anything that has happened since that time that indicated the assets of the scheme are not sufficient to meet the vested benefits, as at the reporting date.

No changes have been made to prescribed employer contributions which remain at 12% of employee salary or wages and there are no known requirements to change the rate of contributions.

The next triennial actuarial review is not due until 1 July 2024.

The most significant risks that may result in LGIASuper increasing the contribution rate, on the advice of the actuary, are:

- The risk that the scheme's investment returns will be lower than assumed and additional contributions are needed to fund the shortfall.
- The risk that wages or salaries will rise more rapidly than assumed, increasing vested benefits to be funded.

The amount of superannuation contributions paid by MRC during the period for the benefit of employees was:

		2023	2022
	Note	\$000's	\$000's
Superannuation contributions to the scheme		304	345
Other superannuation contributions for employees		9,949	9,475
	6	10,253	9,820

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27) Reconciliation of net result to net cash inflow from operating activities

	Note	2023 \$000's	2022 \$000's
Net result		36,670	39,045
Non-cash items			
Depreciation and amortisation		83,333	75,075
Interest on lease liabilities		25	20
Finance costs on lease liabilities		1,373	1
Unwinding of discounted provisions		-	328
Prior year adjustments		87	-
		84,818	75,423
Investing and development activities			
Grants, subsidies, contributions and donations	4(b)	(48,120)	(42,082)
Other capital income	5	(477)	(1,597)
Capital expenses	9	7,598	4,880
		(40,999)	(38,800)
Movement in operating assets and liabilities			
Trade and other receivables		1,021	4,309
Other assets		(1,290)	(506)
Contract assets		(771)	1,533
Inventories		(148)	(243)
Trade and other payables		619	(5,200)
Employee entitlements		(1,020)	813
Other liabilities		(1,648)	16,950
Contract liabilities		(4,211)	5,932
		(7,448)	23,588
Net cash inflow from operating activities		73,041	99,256

28) National Competition Policy

MRC applies the competitive code of conduct to:

- Mackay Water Services, which manages water and sewerage activities; and
- Mackay Waste Services, which manages waste activities.

This requires the application of full cost pricing, identifying the cost of community service obligations (CSO) and eliminating the advantages and disadvantages of public ownership within that activity.

The CSO value is determined by MRC and represents a cost which would not be incurred if the primary objective of the activities was to make a profit. MRC provides funding from general revenue to the business activity to cover the cost of providing non-commercial community services or costs deemed to be CSO's by MRC.

**Mackay Regional Council
Notes to the Financial Statements
For the year ended 30 June 2023**

The following operating statement is for activities subject to the code of competitive conduct for the period ended 30 June 2023:

	Mackay Water Services	Mackay Waste Services
Note	\$000's	
Revenue for services provided to MRC	4,289	955
Revenue for services provided to external clients	100,697	32,020
Community service obligations (community or sporting rebates)	205	36
Less: Expenditure	(75,725)	(29,915)
Operating result before tax and dividend	29,466	3,096

29) Transactions with related parties

Most of the entities and people that are related parties of MRC live and operate within the MRC region. Therefore, ordinary citizen transactions occur between MRC and its related parties on a regular basis. Examples of such would include payment of rates/animal registration, use of aquatic facilities etc. These transactions have not been disclosed as they were on the same terms and conditions available to the general public.

a) Transactions with key management personnel

Key management personnel (KMP) include the Mayor, CEO and the Executive Leadership Team. KMP and other persons occupying or acting in KMP positions are required to complete a related party declaration bi-annually each financial year.

The compensation paid to KMP during the reporting period comprised the below. Detailed remuneration disclosures are provided in the annual report.

	2023 \$000's	2022 \$000's
Note		
Short term employee entitlements	3,591	3,552
Post employee entitlements	377	415
Long term entitlements	72	8
Termination benefits	90	284
	4,130	4,259

b) Transactions with other related parties

Other related parties include the close family members of KMP and any entities controlled or jointly controlled by KMP or their close family members. Close family members include a spouse, child and dependent of a KMP or their spouse.

MRC employs a total of 1142 staff (2022: 1,109), of which only 2 (2022: 1) are close family members of KMP. All close family members of KMP were employed through an arm's length process. They are paid in accordance with the Award for the job they perform. Employee expenses for those staff members amounted to \$55.6K (2022: \$45.3K). In some instances, these amounts do not represent a full financial year, but rather the actual period of employment. Further details are disclosed in note 6 employee costs.

30) Events after the reporting period

MRC continues to undertake significant asset data improvement processes to enhance the classification and attribute accuracy of assets recorded on corporate asset registers. The impact of this body of work is not yet known and the effects on future reporting periods cannot yet be reasonably estimated. Management will conduct assessments through the period to determine at the earliest opportunity any financial impacts arising from this comprehensive project.

There are no known further matters or circumstances which have arisen since the report date which have affected the financial position of MRC.

**Mackay Regional Council
Notes to the Financial Statements
For the year ended 30 June 2023**

Management Certificate

These general purpose financial statements have been prepared pursuant to s176 and 177 of the *Local Government Regulation 2012* (the Regulation) and other prescribed requirements.

In accordance with s212(5) of the Regulation we certify that:

- a) The prescribed requirements of the *Local Government Act 2009* and *Local Government Regulation 2012* for the establishment and keeping of accounts have been complied with in all material respects; and
- b) the general purpose financial statements, as set out on pages 1 to 35, present a true and fair view, in accordance with Australian Accounting Standards, of MRC's transactions for the financial year and financial position at the end of the year.



**Mayor Mackay Regional Council
Cr Greg Williamson**

13.10.23

Date



**Chief Executive Officer
Scott Owen**

17.10.23

Date



INDEPENDENT AUDITOR'S REPORT

To the Councillors of Mackay Regional Council

Report on the audit of the financial report

Opinion

I have audited the financial report of Mackay Regional Council.

In my opinion, the financial report:

- a) gives a true and fair view of the council's financial position as at 30 June 2023, and of its financial performance and cash flows for the year then ended
- b) complies with the *Local Government Act 2009*, the Local Government Regulation 2012 and Australian Accounting Standards.

The financial report comprises the statement of financial position as at 30 June 2023, the statement of comprehensive income, statement of changes in equity and statement of cash flows for the year then ended, notes to the financial statements including material accounting policy information, and the certificate given by the Mayor and Chief Executive Officer.

Basis for opinion

I conducted my audit in accordance with the *Auditor-General Auditing Standards*, which incorporate the Australian Auditing Standards. My responsibilities under those standards are further described in the *Auditor's responsibilities for the audit of the financial report* section of my report.

I am independent of the council in accordance with the ethical requirements of the Accounting Professional and Ethical Standards Board's APES 110 *Code of Ethics for Professional Accountants* (the Code) that are relevant to my audit of the financial report in Australia. I have also fulfilled my other ethical responsibilities in accordance with the Code and the *Auditor-General Auditing Standards*.

I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

Other information

Other information comprises financial and non-financial information (other than the audited financial report) in an entity's annual report.

At the date of this auditor's report, the available other information in Mackay Regional Council's annual report for the year ended 30 June 2023 was the current year financial sustainability statement and long-term financial sustainability statement.

The councillors are responsible for the other information.

My opinion on the financial report does not cover the other information and accordingly I do not express any form of assurance conclusion thereon. However, as required by the Local Government Regulation 2012, I have formed a separate opinion on the current year financial sustainability statement.



In connection with my audit of the financial report, my responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial report and my knowledge obtained in the audit or otherwise appears to be materially misstated.

If, based on the work I have performed, I conclude that there is a material misstatement of this information, I am required to report that fact. I have nothing to report in this regard.

Responsibilities of the councillors for the financial report

The councillors are responsible for the preparation of the financial report that gives a true and fair view in accordance with the *Local Government Act 2009*, the Local Government Regulation 2012 and Australian Accounting Standards, and for such internal control as the councillors determine is necessary to enable the preparation of the financial report that is free from material misstatement, whether due to fraud or error.

The councillors are also responsible for assessing the council's ability to continue as a going concern, disclosing, as applicable, matters relating to going concern and using the going concern basis of accounting unless it is intended to abolish the council or to otherwise cease operations of the council.

Auditor's responsibilities for the audit of the financial report

My objectives are to obtain reasonable assurance about whether the financial report as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the Australian Auditing Standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of this financial report.

As part of an audit in accordance with the Australian Auditing Standards, I exercise professional judgement and maintain professional scepticism throughout the audit. I also:

- Identify and assess the risks of material misstatement of the financial report, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for forming an opinion on the effectiveness of the council's internal control.
- Evaluate the appropriateness of material accounting policy information used and the reasonableness of accounting estimates and related disclosures made by the council.



- Conclude on the appropriateness of the council's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the council's ability to continue as a going concern. If I conclude that a material uncertainty exists, I am required to draw attention in my auditor's report to the related disclosures in the financial report or, if such disclosures are inadequate, to modify my opinion. I base my conclusions on the audit evidence obtained up to the date of my auditor's report. However, future events or conditions may cause the council to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial report, including the disclosures, and whether the financial report represents the underlying transactions and events in a manner that achieves fair presentation.

I communicate with the council regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.

Report on other legal and regulatory requirements

In accordance with s. 40 of the *Auditor-General Act 2009*, for the year ended 30 June 2023:

- a) I received all the information and explanations I required
- b) I consider that, the prescribed requirements in relation to the establishment and keeping of accounts were complied with in all material respects.

Prescribed requirements scope

The prescribed requirements for the establishment and keeping of accounts are contained in the *Local Government Act 2009*, and the Local Government Regulation 2012. The applicable requirements include those for keeping financial records that correctly record and explain the council's transactions and account balances to enable the preparation of a true and fair financial report.

18 October 2023

Michael Claydon
as delegate of the Auditor-General

Queensland Audit Office
Brisbane

**Mackay Regional Council
Financial Statements
For the year ended 30 June 2023**

Current Year Financial Sustainability Statement

MRC's performance at 30 June 2023, against key financial ratios and targets:

Key financial sustainability metrics	Target	Actual
Operating surplus ratio (%)		
Net result (excluding capital items) divided by total operating revenue (excluding capital items)	0% - 10%	-1.5%
Asset sustainability ratio (%)		
Capital expenditure on renewals divided by depreciation expense	> 90%	63.6%
Net financial liabilities ratio (%)		
(Total liabilities less current assets) divided by total operating revenue (excluding capital items)	< 60%	9.6%

1 a) Basis of preparation

The current year financial sustainability statement is a special purpose statement prepared in accordance with the requirements of the *Local Government Regulation 2012* and the Financial Management (Sustainability) Guideline 2013.


The amounts used to calculate the 3 reported measures are prepared on an accrual basis and are drawn from MRC's audited general purpose financial statements for the year ended 30 June 2023.

**Mackay Regional Council
Financial Statements
For the year ended 30 June 2023**

**Certificate of Accuracy
Current Year Financial Sustainability Statement**


This current year financial sustainability statement has been prepared pursuant to s178 of *the Local Government Regulation 2012*.

In accordance with s212(5) of the Regulation, we certify that this current year financial sustainability statement has been accurately calculated.



**Mayor Mackay Regional Council
Cr Greg Williamson**
13.10.23

Date



**Chief Executive Officer
Scott Owen**
17.10.23

Date



INDEPENDENT AUDITOR'S REPORT

To the Councillors of Mackay Regional Council

Report on the Current-Year Financial Sustainability Statement

Opinion

I have audited the accompanying current year financial sustainability statement of Mackay Regional Council for the year ended 30 June 2023, comprising the statement, explanatory notes, and the certificate of accuracy given by the Mayor and the Chief Executive Officer.

In accordance with s. 212 of the Local Government Regulation 2012, in my opinion, in all material respects, the current year financial sustainability statement of Mackay Regional Council for the year ended 30 June 2023 has been accurately calculated.

Basis of opinion

I conducted my audit in accordance with the *Auditor-General Auditing Standards*, which incorporate the Australian Auditing Standards. My responsibilities under those standards are further described in the *Auditor's responsibilities for the audit of the current year financial sustainability statement* section of my report.

I am independent of the council in accordance with the ethical requirements of the Accounting Professional and Ethical Standards Board APES 110 *Code of Ethics for Professional Accountants* (the Code) that are relevant to my audit of the statement in Australia. I have also fulfilled my other ethical responsibilities in accordance with the Code and the *Auditor-General Auditing Standards*.

I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

Emphasis of matter – basis of accounting

I draw attention to Note 1 which describes the basis of accounting. The current year financial sustainability statement has been prepared in accordance with the Financial Management (Sustainability) Guideline 2013 for the purpose of fulfilling the council's reporting responsibilities under the Local Government Regulation 2012. As a result, the statement may not be suitable for another purpose. My opinion is not modified in respect of this matter.

Other information

Other information comprises financial and non-financial information (other than the audited financial report) in an entity's annual report.

At the date of this auditor's report, the available other information in Mackay Regional Council's annual report for the year ended 30 June 2023 was the general purpose financial report and long-term financial sustainability statement.

The councillors are responsible for the other information.

My opinion on the current year financial sustainability statement does not cover the other information and accordingly I do not express any form of assurance conclusion thereon.



However, as required by the Local Government Regulation 2012, I have formed a separate opinion on the general purpose financial report.

In connection with my audit of the financial report, my responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial report and my knowledge obtained in the audit or otherwise appears to be materially misstated.

If, based on the work I have performed, I conclude that there is a material misstatement of this information, I am required to report that fact. I have nothing to report in this regard.

Responsibilities of the councillors for the current year financial sustainability statement

The councillors are responsible for the preparation and fair presentation of the current year financial sustainability statement in accordance with the Local Government Regulation 2012. The councillors' responsibility also includes such internal control as the councillors determine is necessary to enable the preparation and fair presentation of the statement that is accurately calculated and is free from material misstatement, whether due to fraud or error.

Auditor's responsibilities for the audit of the current year financial sustainability statement

My objectives are to obtain reasonable assurance about whether the current year financial sustainability statement as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the Australian Auditing Standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of this statement.

My responsibility does not extend to forming an opinion on the appropriateness or relevance of the reported ratios, nor on the council's future sustainability.

As part of an audit in accordance with the Australian Auditing Standards, I exercise professional judgement and maintain professional scepticism throughout the audit. I also:

- Identify and assess the risks of material misstatement of the statement, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the council's internal control.
- Evaluate the appropriateness of material accounting policy information used and the reasonableness of accounting estimates and related disclosures made by the council.



- Evaluate the overall presentation, structure and content of the statement, including the disclosures, and whether the statement represents the underlying transactions and events in a manner that achieves fair presentation.

I communicate with the council regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.

A handwritten signature in black ink that reads "M. Claydon".

Michael Claydon
as delegate of the Auditor-General

18 October 2023

Queensland Audit Office
Brisbane

**Mackay Regional Council
Financial Statements
For the year ended 30 June 2023**

Long Term Financial Sustainability Statement (Unaudited)

Key financial sustainability metrics	Target	Actual	Projection for the financial year ended								
			2024	2025	2026	2027	2028	2029	2030	2031	2032
Operating surplus ratio (%) Net result (excluding capital items) divided by total operating revenue (excluding capital items)	0% – 10%	-1.5%	0.2%	1.3%	1.3%	2.4%	3.0%	2.8%	3.3%	3.5%	3.1%
Asset sustainability ratio (%) Capital expenditure on renewals divided by depreciation expense	> 90%	63.6%	67.9%	98.4%	98.3%	88.5%	88.9%	99.0%	94.0%	92.4%	97.1%
Net financial liabilities ratio (%) (Total liabilities less current assets) divided by total operating revenue (excluding capital items)	< 60%	9.6%	3.6%	5.7%	9.1%	12.6%	15.0%	19.5%	29.6%	39.2%	45.6%

Mackay Regional Council's financial management strategy

Operating surplus ratio

Council is within the benchmark range for the long term financial forecast. Council is forecasting minor operating surpluses for the forecast period available for capital funding, to service long-term debt required to fund the capital program and allows scope to absorb financial shocks.

Asset sustainability ratio

Council is forecasting a sustainable asset replacement and renewal program for the forecast period. A number of asset groups are reaching an age requiring rehabilitation, renewal or replacement which will result in higher investment in existing assets in certain years. An increased focus on asset management and long-term capital planning will further improve council's ability to make informed decisions regarding asset management into the future.

Net financial liabilities ratio


The financial liabilities ratio is within acceptable limits for the life of the 10-year plan, indicating that council has the capacity to fund liabilities and capacity to increase loan borrowings if required. Council's debt reduction strategy in recent years now allows scope to increase borrowings to fund an increased capital projects program.

**Mackay Regional Council
Financial Statements
For the year ended 30 June 2023**

**Certificate of Accuracy
Long Term Financial Sustainability Statement (Unaudited)**

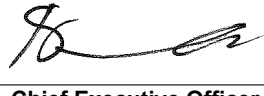
This long term financial sustainability statement has been prepared pursuant to s178 of the *Local Government Regulation 2012*.

In accordance with s212(5) of the Regulation, we certify that this long term financial sustainability statement has been accurately calculated.



**Mayor Mackay Regional Council
Cr Greg Williamson**
13.10.23

Date



**Chief Executive Officer
Scott Owen**
17.10.23

Date

11.1.5. ADOPTION OF COUNCIL POLICIES

Author Senior Governance Officer (Pam Currell)
Responsible Officer Executive Manager, Ethical Standards, Audit & Risk (Anthony Bigby)
File Reference 042 - Asset Management / 043 - Enterprise Risk Management / 104 - Councillor Acceptable Requests / 107 - Councillor Advisors and Administrative Support

Attachments

1. Asset Management [11.1.5.1 - 8 pages]
2. Enterprise Risk Management [11.1.5.2 - 6 pages]
3. Councillor Acceptable Requests [11.1.5.3 - 12 pages]
4. Councillor Advisors and Administrative Support [11.1.5.4 - 6 pages]

Purpose

To present the following Council policies for consideration, and adoption:

1. COU042 – Asset Management
2. COU043 – Enterprise Risk Management
3. COU104 – Councillor Acceptable Requests

Further to present the following Council policy for rescission as it is no longer required:

1. COU107 – Councillor Advisors and Administrative Support Staff

Related Parties

There are no identified related parties.

Corporate Plan Linkage

Financial Strength

Ethical Decision-Making and Good Governance - We are committed to keeping our community informed about our activities and performance and employing robust governance policies and procedures to ensure legislative compliance and organisational integrity.

Background/Discussion

Mackay Regional Council (MRC) have a process of reviewing policies and their associated corporate standards to ensure that they are relevant and up to date. The process involves a review by the responsible program manager, circulation to the management team for consultation and final submission to the Executive Leadership Team (ELT) for review and endorsement by the CEO, prior to presentation to Council for adoption.

COU042 - Asset Management

This policy is a mandated policy by the Local Government Association of Queensland and has been reviewed as part of MRC's policy review process.

COU043 – Enterprise Risk Management

This policy supports the implementation of a formal integrated risk management system and creating an environment where all identified risk will be assessed utilising Council's Risk Management Framework.

The policy has been reviewed as part of MRC's policy review process.

COUNCIL POLICY

ASSET MANAGEMENT

Program: Asset Management
Date of Adoption:
Resolution Number:
Review Date:

Scope

This policy applies to all assets owned and/or managed by Mackay Regional Council (Council) and to all functions relating to the management of these assets.

Objective

The purpose of this policy is to ensure that assets owned and maintained by Council are managed safely, effectively and efficiently such that an appropriate and consistent level of service is provided now and into the future. Asset management practices at Council will also consider the balance of whole of lifecycle costs, effective risk management and alignment to organisational objectives.

The policy will:

- Demonstrate alignment to Council's Corporate Plan
- Define Council's asset management principles
- Provide guidance for implementation of consistent asset management processes

Policy Statement

The overall intent of this policy is encapsulated in the following statement:

Council through strong asset management practices shall provide an appropriate and consistent level of service to current and future stakeholders. The level of service provided shall consider social, safety, environmental and financial sustainability and any other drivers contained with Council's Corporate Plan.

Council considers that to the extent this policy engages and limits, or potentially limits, any human rights, that limitation is reasonable in that it is proportionate and justified.

This process to remain in force until otherwise determined
by Mackay Regional Council

COUNCIL POLICY

ASSET MANAGEMENT

Contents

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COUNCIL POLICY

ASSET MANAGEMENT

1.0 Principles

Council will apply the following principles for the development and delivery of its Asset Management Policy:

1.1 Asset Ownership

Each asset will have a designated Asset Owner.

1.2 Level of Service

The purpose of asset ownership for Council is to provide services to an agreed standard.

For all services Council delivers, Level of Service outcomes will be defined and measured. Both community and technical levels of service will be defined and an agreed level of service determined for delivery.

Level of Service outcomes impact the wider community and stakeholders and include, but are not limited to:

- Safety;
- Public Health;
- Environment;
- Levels of Service;
- Cost of Service; and
- Relationships Between Services

1.3 Importance of Asset Management

- The lifecycle cost of assets is recognised as having the biggest impact on the cost of service delivery.
- Assets are used to provide services to our community and stakeholders and there is an expectation from these groups that assets perform consistently, reliably and safely.
- Council has an asset base with a gross replacement value in excess of \$4.5 billion.
- Effective asset management is balancing these requirements to ensure financial sustainability of service provision. As a guiding principle Council should ensure alignment with Queensland Audit Office Asset Sustainability Ratio recommendations for each asset class.

1.4 Document Hierarchy

- An Asset Management Framework will be applied across all of Council to leverage economies of scale and scope and ensure standardisation across all asset functions. The framework shall incorporate all aspects

COUNCIL POLICY

ASSET MANAGEMENT

of the asset and project lifecycle and will be detailed within the Strategic Asset Management Plan (SAMP).

- The SAMP will be developed to align with Council's Corporate Plan and other key documents and applied across the organisation.
- The effect of each asset on service outcomes will be understood and included in individual Asset Management Plan (AMP).
- All assets will be covered by an AMP or approved equivalent with an overarching portfolio management plan that considers infrastructure risk and alignment to the corporate plan.
- The AMPs, overarching portfolio management plan and other asset planning documents, including business cases and strategies, will inform the development of the Long-Term Financial Forecast (LTFF) and Long-Term Financial Plan (LTFP).

1.5 Decision Making

- The decisions with the largest impact to whole-of-life costing are made prior to the acquisition of the asset.
- Alternative service delivery options need to be considered before the acquisition of an asset including:
 - Outsourcing;
 - Leasing;
 - Demand Management;
 - Modification of existing Asset Base; and
 - Adjusting Level of Service.
- New assets can add costs to the business which alters operating performance and bottom line. The effects of the following costs will be understood and included in any business case for capital budget:
 - Operations;
 - Maintenance;
 - Depreciation; and
 - Disposal/Replacement.
- The full cost of service delivery will be understood and considered in any project with the objective to provide effective services at the lowest total practicable lifecycle cost.
- Decision making will be informed through the delivery of AMPs, Strategies and Business Case documents. Projects that are not identified through one of these means will not be considered for delivery.
- Decision making for assets will be delegated to the Manager – Asset Management by the Asset Management Steering Committee.

COUNCIL POLICY

ASSET MANAGEMENT

1.6 Relationship between Risk, Cost and Service Outcomes

- The impact of changing level of service on cost-of-service provision is understood and communicated particularly if it results in a cost of service that is greater than the lowest practicable total lifecycle cost.
- Level of Services outcomes are reviewed to ensure alignment with community expectations and the operating environment.
- The effective delivery of services requires an appropriate balance of risk, lifecycle cost and level of service outcomes.
- The responsibility of the Asset Owner is to plan for and provide services (infrastructure and non-infrastructure) that meet the agreed level of service, manage risk in alignment with Council's risk appetite and is provided at the lowest total practicable lifecycle cost.

1.7 Climate Change

Council recognises that climate change is likely to affect asset design and construction standards, asset life and asset performance requirements. Asset planning and analysis will examine this risk and consider appropriate mitigation in both AMPs and Business Cases.

2.0 Processes

This Policy and its associated principles will be embedded into Council processes including:

- AMPs will be the responsibility of the Asset Management Program.
- AMPs will work in conjunction with the corporate performance planning and reporting framework which includes:
 - Corporate plan
 - Operational Plan
 - Annual Program Plans
- AMPs will consistently consider Asset Risk as a product of Asset Condition and Asset Criticality.
- Asset Condition assessment works will be completed in accordance with an agreed industry standard or best practice.
- Asset Criticality will be assessed in alignment with Council's Enterprise Risk Management Framework.
- Asset capital and operational investment requirements will be informed by agreed intervention points within individual AMPs. These are to be determined based on Asset Risk.

COUNCIL POLICY

ASSET MANAGEMENT

- AMPs will be updated annually and will cover a rolling 10 year period.
- AMPs will inform the LTFF, Operational Budgets and assessment of Council's Asset Sustainability Ratio in accordance with reporting requirements.
- Asset Management Strategies will be applied within a continuous improvement context.
- AMPs, Strategies or Business cases will be required for any project to be added to the LTFF. The extent of documentation required will be informed by the cost, benefit and risk of any potential project.
- Fit for purpose governance processes will be used to ensure consistent and effective management of assets across Council. Governance processes will be endorsed by the Asset Management Steering Committee as will asset decision making for development of the LTFF.

3.0 Definitions

To assist in interpretation the following definitions shall apply:

Asset means an item or resource controlled by Council with a useful life of more than 12 months from which future economic benefits are expected to flow to Council.

Asset Maintainer means the Council officer responsible for day-to-day operations and maintenance of the Council asset to ensure that it is providing an appropriate level of service for users.

Asset Management (AM) means the combination of management, financial, economic and technical practices applied to assets to achieve required levels of service now and into the future at the lowest practicable total lifecycle cost.

Asset Management Plan (AMP) means a documented approach for an asset class to achieve the organisation's asset management objectives and is aligned to Council's Corporate Plan and Strategic Asset Management Plan. The AMP will include a documented approach outlining how an asset's criticality, condition, risk and performance are determined and contain a decision-making approach to drive capital and operational budgeting to ensure assets provide an appropriate level of service at the lowest practicable total lifecycle cost.

Asset Management Steering Committee (AMSC) means a committee that represents the organisational interests across the asset and service lifecycle. The role of the committee will be to oversee delivery of asset management services across the organisation and to approve asset management documentation including:

- Asset Management Policy
- Strategic Asset Management Plan
- Asset Management Plans
- Asset Planning documentation including strategy and business case templates
- Capital prioritisation processes informing the LTFF
- Asset related risk reporting

COUNCIL POLICY

ASSET MANAGEMENT

- Asset management benchmarking and reporting

Asset Owner means the Council officer accountable for management decisions, performance, and the level of risk appetite associated with an asset.

Asset Sustainability Ratio is a measure of an organisation's approach to replacing assets as they reach the end of their useful life and is expressed as a percentage calculated by the dollar value of capital expenditure on asset renewal divided by the organisation's depreciation expense. A rolling 5-year target of >90% is recommended by the Queensland Audit Office.

Business Case means a document that demonstrates the advantage and value of a proposed service/asset including consideration of alternative delivery methods and a recommended option based on the overarching principles of prudence and efficiency. That is delivery of the asset/service will achieve strong alignment to Council corporate objectives and/or mitigation of organisational risk and will do so at the lowest practicable total lifecycle cost.

Council means Mackay Regional Council.

Level of Service means the parameters, or combination of parameters, which reflect social, political, environmental and economic outcomes that the organisation delivers. The Level of Service that is provided shall align with Council's Corporate Plan objectives.

Long-Term Financial Forecast (LTFF) means Council's financial projections for a 10 year period and will include projections for revenue, expenditure, assets and liabilities. This information is used to assess Council's sustainability through calculation of sustainability ratio values in accordance with Queensland Audit Office requirements.

Long-Term Financial Plan (LTFP) means Council's 10 year financial strategy, this document is informed by the Long-Term Financial Forecast, AMPs and other strategic planning documents. The LTFP contains summary financial data, a statement of MRC's financial position and cash flows and an overview of Council's capital program.

Lowest Practicable Total Lifecycle Cost means the lowest total cost of an asset throughout its life, including planning, design, construction, acquisition, operation, maintenance, rehabilitation and ultimately disposal costs that meets organisational objectives, level of service expectations and any other requirements.

Strategic Asset Management Plan (SAMP) means the Strategic Asset Management Plan being a guide to prioritise Council's activities in data, maintenance and asset management to ensure a coordinated effort to achieve organisational objectives.

4.0 Review of Policy

This policy will be reviewed when any of the following occur:

- The related documents (Corporate Plan, SAMP) are amended or replaced.
- Other circumstances as determined from time to time by a resolution of Council.

COUNCIL POLICY

ASSET MANAGEMENT

Notwithstanding the above, this policy is to be reviewed at intervals of no more than three (3) years.

5.0 Reference

- *Local Government Act 2009*
- *Local Government Regulations 2012*
- *Mackay Regional Council Corporate Plan 2022-2027*
- *International Standard ISO 55000 Asset Management*
- *International Infrastructure Management Manual 2015*
- *Global Forum on Maintenance & Asset Management – The Asset Management Landscape 2014*
- *Australian Accounting Standards Board – Relevant Australian Accounting Standards*
- *Queensland Treasury – Non-current Asset Policies for the Queensland Public Sector*

Version Control:

Version	Reason / Trigger	Change	Endorsed / Reviewed	Date
1	To be review		Council	22.03.17
2	Review of Policy	Updated	Council	22.07.20
3	Review of Policy	Updated	xxx	

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COUNCIL POLICY**ENTERPRISE RISK MANAGEMENT**

Program: Ethical Standards, Audit & Risk
Date of Adoption:
Resolution Number:
Review Date:

Scope

This policy applies to all Mackay Regional Council (MRC) Employees.

Objective

Council is committed to an enterprise-wide approach to managing risks through increasing awareness of potential threats and opportunities impacting capacity to achieve corporate objectives.

Council supports the implementation and maintenance of a formal integrated risk management system that will mitigate these risks and take advantage of identified opportunities.

Additionally, this Policy directs – in accordance with the Australian/New Zealand Standard ISO 31000:2018:

- A consistent and structured approach in identifying, assessing, monitoring and controlling enterprise risk.
- The implementation of integrated risk management practices across council that provides for:
 - Decision making in support of achieving strategic, operational and project objectives.
 - The consideration of risk in the development of corporate, operational and project plans
 - Employees being aware of and considering their risk management responsibilities.
 - Formalisation of council's commitment to the principles of risk management and incorporating these into all areas of the organisation.

Policy Statement

Council recognises that as a public authority it is exposed to a broad range of risks which, if not managed, could adversely impact on the organisation achieving its strategic objectives. Council is committed to creating an environment where:

COUNCIL POLICY**ENTERPRISE RISK MANAGEMENT**

- All identified risks will be assessed utilising Council's Enterprise Risk Management Framework (ERMF).
- Appropriate training and resources will be made available to assist Employees in understanding, managing and reporting risk.
- Identification and reporting of risks is encouraged.

Council is committed to embedding ERM to all areas of the business in order to drive consistent, effective and accountable action and decision-making. This policy must be read in conjunction with the ERMF.

The ERMF outlines the risk management arrangements which guide the implementation of risk management across council. The framework also sets out the methodologies for the monitoring, review and reporting of risks. It was developed with reference to AS/NZS ISO 31000:2018 *Risk Management Guidelines*.

This process to remain in force until otherwise determined.

by Mackay Regional Council

COUNCIL POLICY

ENTERPRISE RISK MANAGEMENT

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COUNCIL POLICY**ENTERPRISE RISK MANAGEMENT****1.0 Principles**

ERM and its processes have been defined in the Australian and New Zealand ISO 31000:2018 *Risk Management - Principles and Guidelines* as the culture, processes, and structures that are directed towards realising potential opportunities whilst managing adverse effects.

Key drivers for risk management include sound governance, legislative frameworks, decision-making, environmental sustainability, social sustainability, community sustainability and financial sustainability.

Further weight has also been added to the importance of effective ERM by the Queensland Audit Office. The Queensland Auditor General has stated that he believes ERM to be a significant factor in ensuring the good governance of all Local Governments.

1.1 Consultation and Communication

Council acknowledges that:

- Effective and open communication and consultation with stakeholders during all stages of the risk management process is crucial for successful identification and mitigation of risk.
- The ERMF will outline processes for the communication and escalation of risk ensuring all impacted stakeholders are appropriately engaged.

1.2 Responsibilities

The various Stakeholder responsibilities and accountabilities are broadly outlined in the ERMF document at 7.0 and more specifically in ERMF Appendix 1: Stakeholder Roles, Responsibilities and Accountabilities.

- Are responsible for the implementation of organisational policies to achieve effective risk management, and for ensuring adherence to policies by Employees.
- Are responsible for identifying and evaluating risks within their area of responsibility and implementing agreed actions to manage risk.

1.3 Enterprise Risk Management Performance

ERM performance will be measured and reported in accordance with the ERMF.

2.0 Definitions

To assist in interpretation the following definitions shall apply:

COUNCIL POLICY

ENTERPRISE RISK MANAGEMENT

Audit Committee shall mean the advisory committee of Council consisting of Councillors and independent external members charged with providing assurance, oversight and advice to Council and the Chief Executive Officer in relation to the operations of Mackay Regional Council and its controlled entities.

Council shall mean all elected representatives of Mackay Regional Council.

Employees shall mean all persons employed at MRC on a permanent, temporary, volunteer or casual basis and may include persons engaged under a contract of service.

Enterprise Risk Management, (ERM) shall mean co-ordinated activities to direct and control an organisation with regard to risk.

Enterprise Risk Management Process shall mean the systematic application of management policies, procedures and practices to the tasks of communicating, establishing the context, identifying, analysing, evaluating, treating, monitoring and reviewing risk.

Enterprise Risk Management Framework, (ERMF) shall mean set of components that provide the foundations and organisational arrangements for designing, implementing, monitoring, reviewing and continually improving Enterprise Risk Management through the organisation.

MRC shall mean Mackay Regional Council.

Operational risks are those which will impact an operational process, function or expected outcome.

Risk shall mean effect of uncertainty on objectives.

Risk appetite is the level of risk that Council is willing to take or accept in order to achieve its objectives.

Strategic risks are internal and/or external events or scenarios that could impact (negative or positive) MRC'S ability to achieve its corporate objectives.

3.0 Review of Policy

This policy will be reviewed when any of the following occur:

- The related documents are amended or replaced.
- Other circumstances as determined from time to time by a resolution of Council

Notwithstanding the above, this policy is to be reviewed at intervals of no more than three (3) years.

4.0 Reference

- *Local Government Act 2009*

COUNCIL POLICY**ENTERPRISE RISK MANAGEMENT**

- *Local Government Regulation 2012, Section 164 (1)*
- *AS/NZS ISO 31000:2018 Risk Management Guidelines*
- Enterprise Risk Management Framework

Version Control:

Version	Reason / Trigger	Change	Endorsed / Reviewed	Date
2	Review of Policy	Amendments to Policy	Council	12.09.2018

COUNCIL POLICY**COUNCILLOR ACCEPTABLE REQUESTS**

Program: Ethical Standards, Audit & Risk
Date of Adoption:
Resolution Number:
Review Date:

Scope

This Policy applies to all Councillors and Staff of Mackay Regional Council (MRC).

Objective

The purpose of this policy is to provide guidance for Councillors and Staff about the provision of advice and information to assist Councillors in accordance with the *Local Government Act 2009* (*the Act*).

Policy Statement

MRC is committed to ensuring that its elected representatives have appropriate access to relevant advice or information they require to fulfil their roles and to make informed decisions.

This Policy confirms MRC's committed to Section 170A of the Act to establish:

- (a) The way in which Councillors may ask Staff for advice, to help a Councillor carry out their responsibilities under the Act;
- (b) The way in which a Councillor may ask the Chief Executive Officer (CEO) to provide information, that the local government has access to, relating to the local government; and
- (c) The reasonable limits on requests that a Council may make.

This process to remain in force until otherwise determined
by Mackay Regional Council

COUNCIL POLICY

COUNCILLOR ACCEPTABLE REQUESTS

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COUNCIL POLICY**COUNCILLOR ACCEPTABLE REQUESTS****1.0 Principles**

The following protocol is to provide guidance for all day-to-day communication between Councillors and Staff:

1.1 Councillor Responsibilities**1.1.1 Communication by Councillors with Staff must be conducted:**

- a) In a respectful, reasonable and professional manner;
- b) In accordance with the law and the local government principles;
- c) In accordance with MRC's policies, corporate standards and procedures;
- d) In accordance with Council's organisational culture values – Safety and Wellbeing, Respect, Working Together, Service Excellence and Integrity;
- e) In good faith.

1.1.2 Councillors shall not direct, or attempt to direct, Staff in the course of their employment, with the exception of the Mayor who may direct the CEO in accordance with the Act. A breach of this clause may result in action being taken in accordance with clause 1.1.12.

1.1.3 The preferred method of communication of requests is via email to ensure that MRC can maintain appropriate records in accordance with the *Public Records Act 2002*.

1.1.4 Councillors may request advice or information from the following:

- CEO;
- Director;
- Executive Officer;
- Staff identified in the approved designated staff register in Attachment 1.

Where the approved designated Staff members are not available, another suitably qualified Staff may provide the advice or information requested subject to clause 1.1.5.

1.1.5 Councillors may be given approval by the CEO, Directors or Executive Officer to request advice and information from Staff other than the designated positions, in specific circumstances. In these circumstances, written approval will be provided to both the Councillor and relevant Staff member.

1.1.6 Councillors may request, in writing, access to confidential information through the CEO, Executive Officer or Director.

COUNCIL POLICY

COUNCILLOR ACCEPTABLE REQUESTS

Councillors should be mindful that any documentation provided which contains confidential material must be handled appropriately to ensure that the Council and MRC maintains its reputation and good standing with the community and to meet its obligations at law.

No Staff, other than a Director or the CEO, is entitled to distribute commercial-in-confidence information or data to a Councillor.

- 1.1.7 A Councillor must only use information or advice obtained from staff for a proper purpose, and must not use the information or advice in contravention of Section 171 of the Act.
- 1.1.8 Councillors shall not discuss any Staff employment contract, employment record, disciplinary matter or any other human resource/industrial matter with any Staff member. Councillors should refer the staff member to the CEO or the relevant Director.
- 1.1.9 Councillors are not able to request copies of the following information:
 - a) A record from the Councillor Conduct Tribunal;
 - b) A record of a former conduct review body;
 - c) A disclosure of information or document to the Councillor which is contrary to an order of a court or tribunal;
 - d) Information that would be privileged from production in a legal proceeding on the grounds of legal professional privilege;
 - e) Is confidential information under the *Crime and Corruption Act 2001*;
- 1.1.10 This policy should not be used as an alternative procedure for dealing with customer enquiries and complaints. Please refer to clause 1.5 for the preferred process.
- 1.1.11 To avoid inappropriate interaction opportunities with staff, Councillors should limit their access to necessary areas and paths only within office areas, and not enter general staff areas unless necessary.
- 1.1.12 Any breach of clause 1.1.2 will be considered misconduct in accordance with section 150L of the Act. In accordance with section 150S of the Act and the Code of Conduct for Councillors, misconduct will be referred to the Office of Independent Assessor (OIA) for assessment and investigation. The OIA may then refer the matter to the Conduct Tribunal to be heard and determined.

1.2 Chief Executive Officer Responsibilities

- 1.2.1 The CEO must keep and make available a record of each direction given by the Mayor.
- 1.2.2 The CEO or delegate must comply with a request for advice or information made in accordance with this policy within ten business

COUNCIL POLICY

COUNCILLOR ACCEPTABLE REQUESTS

days after receiving the request. If the CEO or delegate reasonably believes it is not practicable to comply with the request within ten business days, the CEO, or delegate, must comply with the request within 20 business days, providing notice to the Councillor that effect within ten business days of the request.

1.3 Employee's Responsibilities

1.3.1 Communication by Staff with Councillors must be conducted:

- a) In a respectful, reasonable and professional manner;
- b) In accordance with the law and the local government principles;
- c) In accordance with MRC's policies, guidelines and procedures;
- d) In accordance with Council's organisational culture values - Safety and Wellbeing, Respect, Working Together, Service Excellence and Integrity;
- e) In good faith.

1.3.2 Approved designated staff are to reasonably ensure that any information that is provided to a Councillor is accurate and correct and brought to the attention of an appropriate Manager or Director in a timely manner.

Staff shall consider the likely resource implications in responding to the Councillors' requests for assistance or information, and where the staff member has concerns to either the cost or other use of resources, they should refer the request to their Manager, Director, Executive Officer or CEO.

1.3.3 If a Councillor directs or attempts to direct Staff about the way in which their duties are to be performed, or if they believe a Councillor has behaved in a manner contrary to this policy, Staff should report the circumstances to their Manager and Director as soon as possible.

1.3.4 Any request for information by a Councillors which cannot be answered quickly with minimal resources or is allocated to an officer for response shall be recorded in a Councillor Requests Document and where necessary MRC's electronic records management system by the relevant approved designated staff.

1.3.5 Staff shall not discuss with a Councillor any Staff employment contract, employment record, disciplinary matter or any other human resource/industrial relation matter.

COUNCIL POLICY**COUNCILLOR ACCEPTABLE REQUESTS****1.4 Response Timeframes**

The following timeframes shall be met by all approved designate staff:

- 1.4.1 Where the information requested by the Councillors is routine and is readily available from Council's business systems, a response would ordinarily be provided within one business day.
- 1.4.2 All other requests requiring investigation or resources will be considered in priority with other business requests, but would ordinarily be provided within ten business days after receiving the request, except where the information requested is of a complex nature or requires substantial research.
- 1.4.3 Where the matter is complex and requires substantial research and analysis or requires input from various directorates, a response will be provided within twenty business days after receiving the request.

1.5 Emergency Situations

- 1.5.1 When an emergency situation occurs after hours, Councillors may contact one of the following:
 - CEO;
 - Director;
 - Executive Officer.
- 1.5.2 Other than in emergency situations (as per clause 1.4.1) Councillors are not to contact any other Staff member outside normal office hours, other than with the prior approval of the CEO.
- 1.5.3 For all other customer requests outside of normal office hours Councillors are requested to lodge a request through the general after-hours customer service phone number.

1.6 Customer Requests/Complaints

Where Councillors through interaction with customers receive requests for assistance or complaints, the following process should be followed:

- In the first instance Councillors should direct customers to contact MRC directly via 1300 Mackay, or by lodging the request via MRC's website.
- Alternatively, Councillors can take the details and have them registered within Council's Customer Request System as follows:

COUNCIL POLICY

COUNCILLOR ACCEPTABLE REQUESTS

1. Any such customer requests are forwarded to the Councillors Executive Support Officer for submission;
2. A Customer Request number will be allocated and advised to the Councillor;
3. Councillors can pass this request number on to the customer, and also retain the number for further follow-up of status;
4. A report will be produced monthly recording the status of the requests submitted by the Councillor under such a process, including updated status comments.

2.0 Administrative Support and Councillor Advisors

2.1 Administrative Support Staff

The following Employee positions and resources are specifically provided in direct support of Councillors and their functions:

- Executive Assistant – Provision for the Mayor of a full time Council staffed Executive Assistant position with the Office of the Mayor and CEO;
- Executive Support Officer – Provision for Councillors of access to the services of a Council staff Executive Support Officer position with the Executive Office; and

As well as the above, adhoc Support Staff may include but not be limited to the below to assist Councillors –

- co-ordination of committees or groups that Councillors Chair or are members of as part of their Council appointed roles;
- co-ordination of community consultation sessions or community meeting sessions attended by Councillors
- other Council appointed or directed tasks allocated to Councillors and for which adhoc support is needed.
- Support staff to assist with the coordination of registers of interests.

The following tasks may be directed by a Councillor to Support Staff, and include but are not limited to:

- Answering telephone calls;
- Managing appointments calendar;
- Photocopying, printing and ordering stationery;
- Liaising with Council about office maintenance or health and safety issues on behalf of the Councillor;
- Room or travel bookings, for example booking Council vehicles or meeting rooms;
- Logging requests for service jobs from the community, for example requests for street or park maintenance;
- Locating information for Councillors such as legislation, information from Council's website or other sources; or
- Assisting the Mayor with communication to the community through emails, e-newsletters, informational advice flyers about construction

COUNCIL POLICY

COUNCILLOR ACCEPTABLE REQUESTS

works, or other similar mediums, if the communication is objective, factual, informational, 'business as usual' and an efficient use of funds.

Except in exceptional circumstances, and if approved and arranged in advance, any Support Staff services will be –

- within standard working hours;
- shared between multiple Councillors;

When a request for advice or information is received that is considered to be outside the scope of a Councillor's official duties or a request for advice or information is received which, upon consideration, will take a significant amount of resources to satisfy or cause an undue impact on the Support Staff, the matter is to be escalated to the CEO and/or the Executive Officer or applicable Director to make a decision as to whether it is considered that the fulfilment of the request is required to allow the Councillor to perform their duties.

Council Support Staff cannot assist with the Councillor's re-election or other 'campaigning' tasks.

Should a Councillor have concerns or are dissatisfied with their Support Staff they must submit their concerns directly to the CEO and/or Executive Officer or applicable Director who are generally responsible for managing Support Staff.

2.2 Councillor Advisor/s

MRC is permitted under the Act to appoint two appropriately qualified Councillor Advisors to assist the Mayor in performing their duties.

As standard terms, the requirements under the Act for MRC to employ a Councillor Advisor is that:

- Council must resolve to allow a Councillor to appoint an appropriately qualified Councillor Advisor.
- A Councillor must not appoint a close associate of the Councillor as a Councillor Advisor.
- Should a Councillor have concerns or are dissatisfied with their Advisors they must submit their concerns directly to the CEO who is responsible for managing all Councillor Advisors.
- The Councillor Advisor must enter into a written contract of employment with MRC.

3.0 Complaints

A Councillor's failure to follow any Council Policy regarding Support Staff and/or contracted Councillor Advisor contravenes the behaviour standards set out under the *Code of Conduct for Councillors in Queensland* and is considered inappropriate conduct. MRC Employees including Support Staff and Councillor Advisors, other Councillors or

COUNCIL POLICY

COUNCILLOR ACCEPTABLE REQUESTS

members of the community may lodge complaints about suspected inappropriate conduct to the Office of the Independent Assessor.

Telephone: 1300 620 722

Via Email: OIAcomplaints@oia.qld.gov.au

4.0 Human Rights Complaints

When an individual feels that they are the subject of MRC's failure to act compatibly with human rights, they can make a complaint directly to MRC. These complaints will be assessed against the Human Rights Act 2019.

2.0 Definitions

To assist in interpretation the following definitions shall apply:

Act shall mean the *Local Government Act 2009*.

Advice shall mean an opinion or recommendation offered as a guide to action, conduct etc.

CEO shall mean the Chief Executive Officer. A person who holds an appointment under section 194 of the *Local Government Act 2009*. This includes a person acting in this position.

Constituent shall refer to any resident, ratepayer or person residing within the Mackay Regional Council's local government area including business and commercial operators.

Council shall mean all elected representatives of Mackay Regional Council.

Councillors shall mean an individual elected representative of Mackay Regional Council.

Councillor Advisor shall mean an appropriately qualified person to assist the Mayor in performing their responsibilities, including administrative support, coordinating media activities, event management functions, policy development and office management.

Councillor Administrative Support Staff (Support Staff) shall mean an MRC employee who assists the Mayor and Councillors in meeting the responsibilities of their roles and delivery of important services and infrastructure for local communities.

Councillor Conduct Tribunal shall mean an independent body appointed by the Governor in Council for dealing with complaints of misconduct by councillors.

Emergency Situation shall mean a matter that may cause harm to MRC or the community or damage the reputation of Council if not dealt with promptly.

Information shall include letters, reports/documents, facsimiles, attachments, tapes, emails, electronic media and or other forms of information including discussions during meetings.

COUNCIL POLICY

COUNCILLOR ACCEPTABLE REQUESTS

MRC shall mean Mackay Regional Council.

Register of Interest shall mean a Register to record a Councillor Advisors interests or person who is related to that Councillor Advisor.

Staff shall mean all persons employed by Mackay Regional Council on a permanent, temporary, casual basis, or otherwise engaged by Mackay Regional Council including those under a contract of service or a volunteer program.

3.0 Review of Policy

This policy will be reviewed when any of the following occur:

- The related documents are amended or replaced.
- Other circumstances as determined from time to time by a resolution of Council.

Notwithstanding the above, this policy is to be reviewed at intervals of no more than three (3) years.

4.0 Reference

- *Local Government Act 2009*
- *Local Government Regulation 2012*
- *Electoral and Other Legislation (Accountability, Integrity and other Matters) Act 2020*
- *Information Privacy Act 2009*
- *Right to Information Act 2009*
- *Public Sector Ethics Act 2004*
- Councillor Code of Conduct
- Employee Code of Conduct
- 002 – Reimbursement of Expenses and Provision of Facilities for Councillors Policy

Version Control:

Version	Reason / Trigger	Change	Endorsed / Reviewed	Date
1	New		Council	13/05/2020
2	Review of Policy	Amendments to Policy	Council	

COU104 – COUNCILLOR ACCEPTABLE REQUESTS

Electronic version current – uncontrolled copy valid only at time of printing.

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COUNCIL POLICY**COUNCILLOR ACCEPTABLE REQUESTS****Attachment 1 – Approved Designated Staff**

- Chief Executive Officer
- All Directors
- All Executive Managers
- Executive Officer
- Relevant Directorate Executive Assistants
- Executive Support Officer

Corporate Governance

- Coordinator Corporate Governance
- Senior Governance Officer

Information Services Help Desk

- Team Leader ICT
- Team Leader ICT Service Desk
- ICT Operations Officer

Advisory Committees


- All Secretariat Positions to relevant advisory committees

COUNCIL POLICY

COUNCILLOR ACCEPTABLE REQUESTS

Attachment 2 – Approved Communication Channels for Councillors

Topic	CEO	Executive Officer	Relevant Directors	Relevant Executive Manager	Relevant Directorate Executive Assistants	Councillor Support	Corporate Governance	Information Service Help Desk	Relevant Advisory Committee Secretariats
Council Plan, Strategy and Policy	√	√	√	√		√	√		
Operational Issues, Service Delivery, Complaints	√	√	√	√	√	√	√		
Media, promotions and communications	√	√	√	√		√			
Civil and Ceremonial	√	√	√	√	√	√			
IT Help	√	√				√		√	
Council Meetings/Agendas; Meeting procedures; Notified motions	√	√	√			√			
Councillor General Questions	√	√	√	√	√	√			
Planning/Development Matters	√	√	√	√	√	√			
Regulatory Matters	√	√	√	√	√	√			
Councillor Code of Conduct	√	√							
Register of Interests	√	√				√	√		
Declaration and Perceived Conflicts	√	√	√			√			
Legal Assistance	√	√	√	√					
Advisory Committees (Chairperson and Committee Members)									√

	COUNCIL POLICY	
	Councillor Advisors and Administrative Support Staff	
	POLICY NO	107
	DEPARTMENT	Office of the Mayor and CEO
	PROGRAM	Office of the Mayor and CEO
	ENDORSED BY COUNCIL	28 October 2020 Resolution ORD-2020-289

1.0 Scope

This policy applies to the elected Mayor, Deputy Mayor and Councillors (Councillors) of Mackay Regional Council (MRC).

2.0 Purpose

This policy will ensure accountability in respect to the assistance provided to Councillors in carrying out their responsibilities as elected representatives in an open and transparent manner.

3.0 Reference

- *Local Government Act 2009*
- *Local Government Regulation 2012*
- *Electoral and Other Legislation (Accountability, Integrity and other Matters) Act 2020*
- *Information Privacy Act 2009*
- *Right to Information Act 2009*
- *Public Sector Ethics Act 2004*
- Councillor Code of Conduct
- Employee Code of Conduct
- 002 – Reimbursement of Expenses and Provision of Facilities for Councillors Policy
- 104 - Councillor Acceptable Request Guidelines Policy.

4.0 Definitions

To assist in interpretation the following definitions shall apply:

Act shall mean the *Local Government Act 2009*.

Councillors shall mean the Mayor, Deputy Mayor and Councillors as elected representatives of Mackay Regional Council.

Councillor Advisor shall mean an appropriately qualified person to assist the Councillors in performing their responsibilities, including administrative support, coordinating media activities, event management functions, policy development and office management.

Councillor Administrative Support Staff (Support Staff) shall mean an MRC employee who assists the Mayor and Councillors in meeting the responsibilities of their roles and delivery of important services and infrastructure for local communities.

MRC Employee shall mean all persons employed by MRC on a permanent, temporary or casual basis and includes persons engaged under a contract of service, and volunteers.

MRC shall mean Mackay Regional Council.

Register of Interest shall mean a Register to record a Councillor Advisors interests or person who is related to that Councillor Advisor.

5.0 Background

Part of the Queensland Government's rolling reform agenda in the local government sector includes new legislation for administrative support staff, and Councillor Advisors.

This Policy meets the reform and principles pertaining to:-

1. Councillors directing Support Staff consistent with Council guidelines about administrative assistance;
2. Council making a resolution to create Councillor Advisor positions;
3. Councillor Advisors appointment by contract for the Councillors term, and cease if a Councillor ceases to be a Councillor, unless re-appointed by a new Councillor;
4. Councillor Advisors requirement to submit registers of interest;
5. Councillor Advisors offences about integrity matters and about the use of information obtained in their role;
6. The Cost of Councillor Advisors being reported (e.g. in annual report).

6.0 Policy Statement

6.1 Councillors directing Administrative Support Staff (Support Staff)

In relation to administrative support staff, a new section of the Act includes—

“170AA Guidelines about provision of administrative support to councillors

- (1) *The chief executive officer of a local government may make guidelines about the provision of administrative support by local government employees to a councillor.*
- (2) *The guidelines must include—*
 - (a) *when a councillor may be provided with administrative support by a local government employee; and*
 - (b) *how and when a councillor may give a direction to a local government employee in relation to the provision of administrative support; and*

- (c) *a requirement that a councillor may give a direction to a local government employee only if the direction relates directly to administrative support to be provided by the local government employee to the councillor under the guidelines.*
- (3) *A direction purportedly given by a councillor to a local government employee is of no effect if the direction does not comply with the guidelines."*

6.1.1 MRC provides Support Staff for Councillors.

The following MRC Employee Support Staff positions and resources are specifically provided in direct support of Councillors and their functions:

- Executive Assistant – Provision for the Mayor of a full time Council staffed Executive Assistant position with the Office of the Mayor and CEO;
- Executive Support Officer – Provision for Councillors of access to the services of a Council staff Executive Support Officer position with the Office of the Mayor and CEO; and
- Communication Specialist – Provision for the Mayor of a strategic communications contractor in supplement to services from Council's Corporate Communications program

As well as the above, adhoc Support Staff may include but not be limited to the below as assistance to Councillors –

- co-ordination of committees or groups that Councillors Chair or are members of as part of their Council appointed roles;
- co-ordination of community consultation sessions or community meeting sessions attended by Councillors
- other Council appointed or directed tasks allocated to Councillors and for which adhoc support is needed

The following tasks may be directed by a Councillor to Support Staff, and include but are not limited to:

- Answering telephone calls;
- Managing appointments calendar;
- Photocopying, printing and ordering stationery;
- Liaising with Council about office maintenance or health and safety issues on behalf of the Councillor;
- Room or travel bookings, for example booking Council vehicles or meeting rooms;
- Logging requests for service jobs from the community, for example requests for street or park maintenance;
- Locating information for Councillors such as legislation, information from Council's website or other sources; or
- Assisting the Mayor with communication to the community through emails, e-newsletters, informational advice flyers about construction works, or other similar mediums, if the communication is objective, factual, informational, 'business as usual' and an efficient use of funds.

Except in exceptional circumstances, and if approved and arranged in advance, any Support Staff services will be –

- within standard working hours;
- shared between multiple Councillors;

For any urgent out of standard hours services or requests contact should be made via the CEO and/or the Executive Officer or applicable Director and not initially directly with the Support Officer.

When a request for advice or information is received that is considered to be outside the scope of a Councillor's official duties or a request for advice or information is received which, upon consideration, will take a significant amount of resources to satisfy or cause an undue impact on the Support Staff, as per Policy 104 - Councillor Acceptable Request Guidelines the matter is to be escalated to the CEO and/or the Executive Officer or applicable Director to make a decision as to whether it is considered that the fulfilment of the request is required to allow the Councillor to perform their duties.

Council Support Staff cannot assist with the Councillor's re-election or other 'campaigning' tasks.

Should a Councillor have concerns or are dissatisfied with their Support Staff they must submit their concerns directly to the CEO and/or Executive Officer or applicable Director who are generally responsible for managing Support Staff.

6.2 Councillor Advisors

It should be noted that MRC has no allocated Councillor Advisor positions, however MRC is permitted under the Act to appoint one(1) appropriately qualified Councillor Advisor to assist the Mayor in performing their duties and as such this policy is established to cover any future possible role creation.

6.2.1 As standard terms, the requirements under the Act for MRC to employ a Councillor Advisor are that:

- Council must vote to pass a resolution to create a Councillor Advisor position.
- A Councillor must not appoint a close associate of the Councillor as a Councillor Advisor.
- Should a Councillor have concerns or are dissatisfied with their Advisors they must submit their concerns directly to the CEO who is responsible for managing all Councillor Advisors.
- The Councillor Advisor must enter into a written contract of employment with MRC, which contract must provide for:
 - Their conditions of employment, including remuneration, leave and superannuation entitlements; and
 - Their functions and key responsibilities; and

- A requirement that they comply with the Councillor Advisor code of conduct made by the Minister under section 197C of the Act; and
- When disciplinary action may be taken, and the types of disciplinary action that may be taken, against the Councillor Advisor which will be directed and managed by the CEO; and
- The contract ends two weeks after the day either of the following happen:-
 - The term of the Councillor who appointed the Councillor Advisor ends; or
 - The Councillor who appointed the Councillor advisor is suspended.
- A Councillor Advisor when at the end of their contract may be re-appointed by a new Councillor and enter into a new contract.
- MRC must report the costs of the Councillor Advisors to the community within each respective MRC Annual Report.

6.2.2 Requirements for Councillor Advisors:

- a). Must submit and maintain a "Register of Interests";
- b). Must not assist in an activity related to a Councillor campaign for re-election;
- c). Must comply with the local government principles and can be found guilty of integrity offences;
- d). Must not direct an MRC Employee.

6.3 Complaints

A Councillor's failure to follow any Council Policy regarding Support Staff and/or contracted Councillor Advisor contravenes the behaviour standards set out under the *Code of Conduct for Councillors in Queensland* and is considered inappropriate conduct. MRC Employees including Support Staff and Councillor Advisors, other Councillors or members of the community may lodge complaints about suspected inappropriate conduct to the Office of the Independent Assessor.

Telephone: 1300 620 722

Via Email: OIAcomplaints@oia.qld.gov.au

6.4 Human Right Complaints

When an individual feels that they are the subject of MRC's failure to act compatibly with human rights, they can make a complaint directly to MRC. These complaints will be assessed against the Human Rights Act 2019.

7.0 Review of Policy

This policy will be reviewed when any of the following occur:

1. The related documents are amended or replaced.
2. Other circumstances as determined from time to time by a resolution of Council

Notwithstanding the above, this policy is to be reviewed at intervals of no more than three (3) years.

Version Control:

Version	Reason / Trigger	Change	Endorsed / Reviewed	Date
1	New Policy		Council	28.10.20

11.1.6. OPERATIONAL PLAN 2023 2024 1ST QUARTER REPORT

Author	Senior Risk Officer (Audrey Kenny)
Responsible Officer	Executive Manager, Ethical Standards, Audit & Risk (Anthony Bigby)
File Reference	Operational Plan 2023-2024 Q1 Report

Attachments

1. Q 1 Operational Plan Quarterly Report 2023-2024 [**11.1.6.1** - 18 pages]

Purpose

To advise the Mayor and Councillors of progress made during the first Quarter (1 July to 30 September 2023) toward delivering actions in the Operational Plan 2023/2024.

Related Parties

N/A

Corporate Plan Linkage

Financial Strength

Ethical Decision-Making and Good Governance - We are committed to keeping our community informed about our activities and performance and employing robust governance policies and procedures to ensure legislative compliance and organisational integrity.

Resilient and Agile Economy - Our long-term vision guides our planning for present and future needs, understanding the future implications of decisions made today.

Operational Excellence

Customer/Community Focus - Improving community wellbeing is a primary goal of our services to the Mackay region. This encompasses residents, businesses, visitors and investors. Council believes all members of the community play a crucial role in supporting the vision and strategic outcomes and we encourage community engagement.

Background/Discussion

Section 174 Local Government Regulation 2012 requires that a written assessment of the local government's progress towards implementing the annual operational plan is presented at meetings of the local government held at regular intervals of not more than three months.

The Operational Plan Quarterly Report – First Quarter details Mackay Regional Council's (MRC) performance in delivering actions detailed in the annual Operational Plan 2023-2024, as at 30 September 2023.

Performance against targets is reported as 'on target', 'ahead of target', 'ongoing', 'below target' or 'not required this quarter'.

Performance measures have been updated to reflect a new category where an action is progressing towards being achieved it is reported as 'ongoing' as opposed to being identified as 'below target'. Below target is reserved for actions with a defined date where the action did not meet target.

At the close of the first quarter 51 Operational Plan KPIs were reported as progressing with 24 (47%) KPIs on target, 11 (21.5%) ahead of target, 7 (13.7%) actions ongoing and 9 (17.6%) actions not required this quarter.

Pages 4 - 5 of the report include a list of the goals and key performance indicators that are actions on-going and an explanatory comment regarding variance from the forecast quarterly target.

The largely positive progress this quarter provides confidence that the Corporate Objectives of the current Corporate Plan are on track to be achieved as planned.

This quarter's key achievements section has a low number of milestones being reached which is noted to correlate with the year's projected targets.

Consultation and Communication

Inputs to the Operational Plan quarterly report are gathered from Directors and Program Managers, drawing on insights provided against KPIs in the relevant Program Plans.

Following Adoption by Council, the Operational Plan quarterly report is made available to the community via Council's website.

The report is available to all staff through MRC's intranet with dedication communication to the Management Team that is encouraged for sharing and discussing with teams.

Resource Implications

Nil

Risk Management Implications

The risks associated with achieving objectives are identified and monitored through Council's Enterprise Risk Management Framework.

Conclusion

The largely positive progress this quarter of Operational Plan items, provides confidence that the Corporate Objectives of the current Corporate Plan are on track to be achieved as planned.

Officer's Recommendation

THAT Council receive the Operational Plan Quarterly report for the First Quarter of 2023-2024, in accordance with Section 174 of the *Local Government Regulation 2012*.

Council Resolution ORD-2023-296

THAT Council receive the Operational Plan Quarterly report for the First Quarter of 2023-2024, in accordance with Section 174 of the *Local Government Regulation 2012*.

Moved Cr Hassan

Seconded Cr Townsend

CARRIED UNANIMOUSLY

OPERATIONAL PLAN **QUARTERLY REPORT**

FIRST QUARTER 2023-2024



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INTRODUCTION

The Operational Plan 2023-2024 outlines how we will progress implementation of our Corporate Plan 2022-2027 during the financial year.

Our Corporate Plan 2022-2027 sets our strategic direction over the five-year period with five pillars (shown in Figure 1), supported by a range of strategies.

The Operational Plan details programs, projects and services that we will delivery in 2023-2024 to achieve our vision. Each action has a lead council program and an evaluation measure that we will use to monitor and report on our performance.

Preparation of an operational plan is required under s. 174(1) Local Government Regulation 2012. An annual operational plan for a local government must be consistent with its annual budget, include an annual performance plan for each commercial business unit, state how the local government will progress implementation of the five-year corporate plan during the period of the annual operational plan.

Our Operational Plan 2023-2024 is consistent with our Budget 2023-2024 which allocates funding for projects, programs and services that will be delivered during the financial year.



Figure 1: Mackay Regional Council Corporate Plan 2022-2027 Pillars



MESSAGE FROM THE CEO

Being only the first Quarter report for the 2023-2024 year, not unexpectedly there are only a small number of actions to highlight as completed, with some of these listed below in line with the Corporate Plan pillars.

As the year progresses we will continue to see more KPI's achieved, and will highlight these in future reports.

At this point there are also a small number noted as below target. However, these are below target against year to date expected progress milestones only, and per the descriptions all are still expected to be achieved within the financial year term of the 2023-2024 Operational Plan.

Scott Owen
Chief Executive Officer

CEO HIGHLIGHTS



INVEST AND WORK

- Launch of the new Discover Mackay website. The website is the ultimate destination for all things related to our vibrant region – live, work, invest and explore.



OPERATIONAL EXCELLENCE

- RAP Finalised – Elevated RAP to sit with ELT. Reference group formed
- Rates notice insert developed to inform rate payers of what their rates are spent on by August 2023 - Information was included in rates notices issued in August.



LIVE AND VISIT

- Mackay Isaac Tourism, in partnership with MRC, IRC and TEQ, commenced the Lucky Catch & Snap fishing competition which will run from 9 September to 8 October.
- QTenders applications opened for the Pioneer Valley MTB Trails for Commercial Shuttle Bus Operations.
- The Invest Mackay Events and Conference Attraction Program had its biggest month in September with over 15 funded Conference & Events delivered.

ACTIONS ONGOING

Ref.	Key Result Area	Goal	Key Performance Indicators	Responsibility	Annual target	Q1 Target %	Q1 Actual %	Status	Commentary
OP 05	Our Customer, Our Community	Matching of council projects with appropriate funding opportunities	\$30M of external funding received	Executive Office	100%	10%	2%	●	Whilst below early target, some large funding applications being prepared which would see this amount increase significantly
OP 15	Our Customer, Our Community	Commence preparation of Mackay City and Waterfront car parking strategy	Data collection and scoping of car parking strategy undertaken	Mackay City and Waterfront	100%	50%	5%	●	Development of strategy has been deferred to next financial year. Work this financial year will now focus on data collection, with initial work undertaken on usage of Brisbane Street and Gregory Street off road carparks
OP 29	Our Customer, Our Community	Use of a consistent Asset Management Plan (AMP) template for all asset classes and confidence of the data outputs is high	AMPs for all asset classes are complete by June 2024	Asset Management	100%	10%	5%	●	Proposal received late September and undergoing review - seek to award early October
OP 37	Our Customer, Our Community	Strengthen working relationships with key stakeholders	Levels of service with internal stakeholders implemented and monitored	Asset Management	100%	25%	15%	●	Process in place but needs formal documentation to be developed and endorsed through AVRGs
OP 38	Our Customer, Our Community	Strengthen working relationships with key stakeholders	Levels of service with external stakeholders defined	Asset Management	100%	25%	5%	●	Completion Q3 Initial conversations held with some asset owners and technical levels of service in place. These need to be confirmed with customers through surveys.

● On Target ▲ Ahead of target ● Ongoing ● Under Target ● Not required this quarter

Mackay Regional Council Operational Plan Quarterly Report I First Quarter 2023-2024

ACTIONS ONGOING

Ref.	Key Result Area	Goal	Key	Responsibility	Annual target	Q1 Target %	Q1 Actual %	Status	Commentary
OP 45	Our Customer, Our Community	Disciplinary Framework Design	Disciplinary Framework reset by December 31, 2023	People and Culture	100%	50%	0%	●	Work has commenced in line with boarder policy review. While currently behind schedule, the original timeframe of end of year can still be achieved, with other activities being deprioritised.
OP 49	Our People, Our Culture	Develop the council criteria for an Employer of Choice framework	Employer of Choice framework is developed by November 30, 2023	People and Culture	100%	50%	5%	●	Work required has been rescheduled to be completed by end of June 2024.

● On Target ▲ Ahead of target ● Ongoing ● Under Target ● Not required this quarter

OUR PERFORMANCE STATUS OF OPERATIONAL PLAN ACTIONS

INVEST AND WORK

We will attract investment, create educational opportunities, develop partnerships that drive growth and increase connectivity and digital access in the region.

Ref.	Key Result Area	Goal	Key Performance Indicators	Responsibility	Annual target	Q1 Target %	Q1 Actual %	Status	Commentary
OP 01	Our Customer, Our Community	Build on and deliver a Discover Mackay marketing campaign	Discover Mackay campaign delivered	Corporate Communications and Marketing	100%	25%	25%	●	
OP 02	Our Customer, Our Community	Deliver identified actions in the Economic Development Strategy 2020-2025	Deliver four funded projects from the Economic Development Strategy 2020-2025	Economic Development and Tourism	100%	0%	25%	▲	Commences Q2
OP 03	Our Customer, Our Community	Educate business community on Mackay City and Waterfront progress and opportunities through periodic partnership briefings	Undertake four public business briefings with key partners (e.g. Chamber of Commerce, Mackay Tourism)	Mackay City and Waterfront	100%	25%	25%	●	
OP 04	Our Customer, Our Community	Scheduled work orders for parks and public open spaces are completed within timeframes	80% of scheduled work orders are completed within set timeframes	Parks and Environment	100%	25%	25%	●	
OP 05	Our Customer, Our Community	Matching of council projects with appropriate funding opportunities	\$30M of external funding received	Executive Office	100%	10%	2%	●	Whilst below early target, some large funding applications being prepared which would see this amount increase significantly
OP 06	Our Customer, Our Community	Explore options to reach a larger business audience, smaller businesses and local business	First Nations business engagement plan implemented in conjunction with council's RAP	Procurement and Plant	100%	0%	0%	●	Commences Q2 Discussions in relation to RAP have commenced.

● On Target ▲ Ahead of target ● Ongoing ● Under Target ● Not required this quarter

Mackay Regional Council Operational Plan Quarterly Report I First Quarter 2023-2024

OUR PERFORMANCE STATUS OF OPERATIONAL PLAN ACTIONS

LIVE AND VISIT

Council is committed to improving the lifestyle of Mackay region residents by delivering infrastructure, services, travel options and accessibility improvements. We will advocate for greater access to public transport and increase the number of walkable and cyclable neighbourhoods, creating an inclusive region for people of all ages, abilities and backgrounds.

Ref.	Key Result Area	Goal	Key Performance Indicators	Responsibility	Annual target	Q1 Target %	Q1 Actual %	Status	Commentary
OP 07	Our Customer, Our Community	Increase awareness of doing business with council for all local businesses	Finalise and implement the working/doing business with MRC engagement plan - Face to face session/question and answer	Procurement and Plant	100%	0%	0%	●	Commences Q2
OP 08	Our Customer, Our Community	Increased patronage at MECC and Stadium, MECC to 90,000 Stadium Mackay to 15,000	Increase attendance to pre-COVID levels across the program	MECC and Events		0%	0%	●	On track in line with current attendance levels
OP 09	Our Customer, Our Community	Development of local stage product	Continuation of Harvest program via consultation with Arts Organisations with increased linking to First Nations artists in the Mackay region	MECC and Events	100%	25%	25%	●	
OP 10	Our Customer, Our Community	Strategic growth of council Festivals in region	Mackay Festival of Arts Strategic Plan submitted to ELT for approval and council for endorsement by end of Q1	MECC and Events	100%	100%	100%	●	
OP 11	Our Customer, Our Community	Support Mackay Isaac Tourism and Tourism and Events Queensland to implement the Mackay Isaac Destination Tourism Plan	Mackay Isaac Tourism annual partnership funding acquitted	Economic Development and Tourism	100%	50%	50%	●	

● On Target ▲ Ahead of target ● Ongoing ● Under Target ● Not required this quarter

Mackay Regional Council Operational Plan Quarterly Report I First Quarter 2023-2024

LIVE AND VISIT

Ref.	Key Result Area	Goal	Key Performance Indicators	Responsibility	Annual target	Q1 Target %	Q1 Actual %	Status	Commentary
OP 12	Our Customer, Our Community	Implement the Pioneer Valley Mountain Bike Trail destination marketing and brand guide	Deliver short-term funded actions from the Pioneer Valley Mountain Bike Trail destination marketing and brand guide	Economic Development and Tourism	100%	0%	25%	▲	Commences Q2 Completed business name registration, framework for website and QTenders applications opened for the Pioneer Valley MTB Trails for Commercial Shuttle Bus Operations. Draft Branding Toolkit and Marketing Strategy and Action Plan received for finalisation. Currently planning for brand launch and business workshops in November. Investigating promotional materials, icons for trail names, and trade marking of brand elements.
OP 13	Our Customer, Our Community	Implement the Invest Mackay Events and Conference Attraction Program	Deliver funding and support for 20 events and conferences with an Economic Output of \$20M	Economic Development and Tourism	100%	25%	25%	●	
OP 14	Our Customer, Our Community	Establish the city centre as a key precinct within the Mackay Waterfront, not a competing precinct	Deliver 10 City Heart Fridays with local business partners	Mackay City and Waterfront	100%	10%	30%	▲	City Heart Fridays held at the start of each month, July, August and September
OP 15	Our Customer, Our Community	Commence preparation of Mackay City and Waterfront car parking strategy	Data collection and scoping of car parking strategy undertaken	Mackay City and Waterfront	100%	50%	5%	●	Development of strategy has been deferred to next financial year. Work this financial year will now focus on data collection, with initial work undertaken on usage of Brisbane Street and Gregory Street off road carparks

● On Target ▲ Ahead of target ● Ongoing ● Under Target ● Not required this quarter

Mackay Regional Council Operational Plan Quarterly Report I First Quarter 2023-2024

LIVE AND VISIT

Ref.	Key Result Area	Goal	Key Performance Indicators	Responsibility	Annual target	Q1 Target %	Q1	Status	Commentary
OP 16	Our Customer, Our Community	Implement Place Plan activations and initiatives	One placemaking activation implemented per quarter	Mackay City and Waterfront	100%	15%	25%	▲	Sunday Sessions at River Wharves held July, August and September. Mural painting at River Wharves in September. 2nd Laneway Art in September.
OP 17	Our Customer, Our Community	Ensure sustainable urban growth planning and land use management	Complete update to Growth Allocation Model (MGAM)	Strategic Planning	100%	25%	25%	●	

● On Target ▲ Ahead of target ● Ongoing ● Under Target ● Not required this quarter

Mackay Regional Council Operational Plan Quarterly Report I First Quarter 2023-2024

OUR PERFORMANCE STATUS OF OPERATIONAL PLAN ACTIONS COMMUNITY AND ENVIRONMENT

We are committed to creating a safe, connected and resilient community, with a focus on protecting and enhancing the Mackay region's natural environment.

Ref.	Key Result Area	Goal	Key Performance Indicators	Responsibility	Annual target	Q1 Target %	Q1 Actual %	Status	Commentary
OP 18	Our Customer, Our Community	Progress 10-year review of the planning scheme	Progress planning Scheme 10-year review program	Strategic Planning	100%	25%	25%	●	
OP 19	Our Customer, Our Community	Understand Museum offerings	Museum Strategy developed	Community Lifestyle	100%	0%	0%	●	Commences Q2
OP 20	Our Customer, Our Community	Build Connecting Mackay active panel member numbers	Connecting Mackay Panel members grow 10% annually	Corporate Communications and Marketing	100%	25%	25%	●	
OP 21	Our Customer, Our Community	Promote disaster preparedness through community education to build empowerment, knowledge and resilience	Develop and implement culturally and linguistic diverse community messaging mechanisms	Corporate Communications and Marketing	100%	0%	0%	●	Commences Q2
OP 22	Our Customer, Our Community	Ensure an effective collaborative multi-agency response to disaster activations	One disaster management exercise is undertaken annually	Emergency Management	100%	0%	0%	●	Commences Q2
OP 23	Our Customer, Our Community	To encourage more food businesses to opt into EatSafe Mackay	35% of food businesses have opted into EatSafe Mackay	Health and Regulatory Services	100%	25%	83%	▲	29% of food businesses have currently opted into Eat Safe

● On Target ▲ Ahead of target ● Ongoing ● Under Target ● Not required this quarter

Mackay Regional Council Operational Plan Quarterly Report I First Quarter 2023-2024

COMMUNITY AND ENVIRONMENT

Ref.	Key Result Area	Goal	Key Performance Indicators	Responsibility	Annual target	Q1 Target %	Q1 Actual %	Status	Commentary
OP 24	Our Customer, Our Community	Maintain parks and high profile public open space areas in line with adopted service standards and to protect public safety	80% customer requests actioned within specified timeframes	Parks and Environment	100%	25%	25%	●	
OP 25	Our Customer, Our Community	Progress flood and coastal hazard policy, studies, plans and guidelines	Adopt the Coastal Hazard Adaptation Study	Strategic Planning	100%	50%	50%	●	
OP 26	Our Customer, Our Community	Progress flood and coastal hazard policy, studies, plans and guidelines	Commence the Upper Pioneer Valley Flood Risk Study	Strategic Planning	100%	25%	25%	●	LiDAR completed, initial community consultation commenced and procurement of Consultant nearly completed.
OP 27	Our Customer, Our Community	Implementation of Waste Management and Resource Recovery Strategy	Annual report on progress of implementation of the Waste Management and Resource Recovery Strategy recommendations complete	Waste Services	100%	0%	0%	●	Commences Q4
OP 28	Our Customer, Our Community	Land Management strategy	Draft Land management strategy complete	Property Services	50%	10%	10%	●	
OP 29	Our Customer, Our Community	Use of a consistent Asset Management Plan (AMP) template for all asset classes and confidence of the data outputs is high	AMPs for all asset classes are complete by June 2024	Asset Management	100%	10%	5%	●	Proposal received late September and undergoing review - seek to award early October

● On Target ▲ Ahead of target ● Ongoing ● Under Target ● Not required this quarter

Mackay Regional Council Operational Plan Quarterly Report I First Quarter 2023-2024

OUR PERFORMANCE STATUS OF OPERATIONAL PLAN ACTIONS

FINANCIAL STRENGTH

We will maintain the financial sustainability of council through good governance and efficient financial management practices. Council is committed to ensuring transparency and education to the community around the provision of council services and facilities.

Ref.	Key Result Area	Goal	Key Performance Indicators	Responsibility	Annual target	Q1 Target %	Q1 Actual %	Status	Commentary
OP 30	Our Customer, Our Community	Convert all Network AMPs to Digital Asset Management Plans (DAMPs)	Network AMPs converted to digital AMPs	Water and Sewerage Infrastructure Planning	100%	30%	90%	▲	
OP 31	Our Customer, Our Community	Prepare DAMP for treatment assets	Regional Treatment Plants added to DAMP	Water and Sewerage Infrastructure Planning	100%	50%	50%	●	
OP 32	Our Customer, Our Community	Commit to reconciliation within our program	Community Lifestyle actions as identified within the RAP are initiated completed as identified	Community Lifestyle	50%	0%	0%	●	Commences Q3
OP 33	Our Customer, Our Community	Develop a new Marketing and Communications strategy, including a digital medial strategy Digital media strategy is implemented throughout the organisation	Develop a new Marketing and Communications strategy, including a digital medial strategy Digital media strategy is implemented throughout the organisation	Corporate Communications and Marketing	100%	25%	25%	●	

● On Target ▲ Ahead of target ● Ongoing ● Under Target ● Not required this quarter

Mackay Regional Council Operational Plan Quarterly Report I First Quarter 2023-2024

FINANCIAL STRENGTH

Ref.	Key Result Area	Goal	Key Performance Indicators	Responsibility	Annual target	Q1 Target %	Q1	Status	Commentary
OP 34	Our Customer, Our Community	Refresh of the Emergency Liaison Officer Program Emergency Liaison Officer Program is in line with Council's Volunteer Management Strategy Emergency Management	Refresh of the Emergency Liaison Officer Program Emergency Liaison Officer Program is in line with Council's Volunteer Management Strategy Emergency Management	Emergency Management	100%	25%	100%	▲	
OP 35	Our Customer, Our Community	Action customer requests within service level timeframes	Action 85% of requests within service level timeframes	Health and Regulatory Services	100%	25%	25%	●	
OP 36	Our Customer, Our Community	Carry out routine inspections of licensed activities	60% of routine inspections completed	Health and Regulatory Services	100%	25%	25%	●	

● On Target ▲ Ahead of target ● Ongoing ● Under Target ● Not required this quarter

Mackay Regional Council Operational Plan Quarterly Report I First Quarter 2023-2024

OUR PERFORMANCE STATUS OF OPERATIONAL PLAN ACTIONS

OPERATIONAL EXCELLENCE

We are a community-focussed, values-led council, underpinned by robust decision making, strategic leadership and being responsive to the needs of the community.

Ref.	Key Result Area	Goal	Key Performance Indicators	Responsibility	Annual target	Q1 Target %	Q1 Actual %	Status	Commentary
OP 37	Our Customer, Our Community	Strengthen working relationships with key stakeholders	Levels of service with internal stakeholders implemented and monitored	Asset Management	100%	25%	15%	●	Process in place but needs formal documentation to be developed and endorsed through AVRGS
OP 38	Our Customer, Our Community	Strengthen working relationships with key stakeholders	Levels of service with external stakeholders defined	Asset Management	100%	25%	5%	●	Completion Q3 Initial conversations held with some asset owners and technical levels of service in place. These need to be confirmed with customers through surveys
OP 39	Our Customer, Our Community	Enterprise Risk Management Framework matured in line with the Queensland Audit Office maturity model	Updated Enterprise Risk Management Framework launched	Executive Office	100%	75%	80%	▲	Draft Enterprise Risk Framework and policy documents out for consultation with ELT and then SLT with response required by 27.09.2023 and inline with expected timeline
OP 40	Our Customer, Our Community	Enterprise Risk Management Framework matured in line with the Queensland Audit Office maturity model	Operational Risk format within the context of the updated Enterprise Risk Management Framework approved	Executive Office	100%	50%	50%	●	
OP 41	Our Customer, Our Community	Identify (Internal Audit Plan) and conduct audit reviews to provide assurance and add value to council	Complete audit as per IA Plan 90%	Executive Office	100%	10%	10%	●	

● On Target ▲ Ahead of target ● Ongoing ● Under Target ● Not required this quarter

Mackay Regional Council Operational Plan Quarterly Report I First Quarter 2023-2024

OPERATIONAL EXCELLENCE

Ref.	Key Result Area	Goal	Key Performance Indicators	Responsibility	Annual target	Q1 Target %	Q1 Actual %	Status	Commentary
OP 42	Our Customer, Our Community	Review of Corporate Plan in response to outcomes of council election	Corporate Plan review process with new council prepared for new council by end of the third quarter 2023-2024	Executive Office	100%	0%	0%	●	Commences Q2
OP 43	Our Customer, Our Community	Implement the three year Safety Strategy	90% of year two Safety Strategy WHS actions finalised	Executive Office	100%	25%	25%	●	Initial target met. Whole year program to be monitored
OP 44	Our Customer, Our Community	Strategic alignment of councillors to appropriate focus areas within the community	Strategic framework developed pre 2024 election, that supports alignment of councillors with appropriate areas of focus related to external/community entities/committees involvement.	Executive Office	100%	0%	10%	▲	Commences Q2
OP 45	Our Customer, Our Community	Disciplinary Framework Design	Disciplinary Framework reset by December 31, 2023	People and Culture	100%	50%	0%	●	Work has commenced in line with boarder policy review. While currently behind schedule, the original timeframe of end of year can still be achieved, with other activities being deprioritised.
OP 46	Our Customer, Our Community	Investigate Business Management System - Building management system	Business Management System procured	Property Services	100%	25%	100%	▲	

● On Target ▲ Ahead of target ● Ongoing ● Under Target ● Not required this quarter

Mackay Regional Council Operational Plan Quarterly Report I First Quarter 2023-2024

OPERATIONAL EXCELLENCE

Ref.	Key Result Area	Goal	Key Performance Indicators	Responsibility	Annual target	Q1 Target %	Q1 Actual %	Status	Commentary
OP 47	Our Customer, Our Community	Staff accommodation strategy - how we best utilise our working space	Consultant's recommendations tabled with ELT	Property Services	100%	25%	80%	▲	
OP 48	Our Customer, Our Community	Improve accessibility and functionality of online services	Scope and understand customer requirements to inform channel migration strategy by June 2024	Shared Services	100%	25%	25%	●	
OP 49	Our People, Our Culture	Develop the council criteria for an Employer of Choice framework	Employer of Choice framework is developed by November 30, 2023	People and Culture	100%	50%	5%	●	Work required has been rescheduled to be completed by end of June 2024.
OP 50	Our People, Our Culture	Develop and enable the council Employee Value Proposition	The council Employee Value Proposition is defined by March 31, 2024	People and Culture	100%	50%	50%	●	
OP 51	Our Service Delivery	Scope and plan community consultation/ engagement requirements on Rates and Fees and Charges	Rates notice insert developed to inform rate payers of what their rates are spent on by August 2023	Financial Services	100%	100%	100%	●	

● On Target ▲ Ahead of target ● Ongoing ● Under Target ● Not required this quarter

Mackay Regional Council Operational Plan Quarterly Report | First Quarter 2023-2024