



MINUTES

Ordinary Meeting

**Held at the
Mackay Entertainment and Convention Centre
258 Alfred Street, Mackay**

On Wednesday 9 February 2022

ORDER OF BUSINESS

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His Worship the Mayor, Cr Williamson acknowledged the traditional custodians of the land on which we meet today, the Yuwibara and Yuibera people and paid his respects to their Elders past and present. He also extended his acknowledgement to all Aboriginal members of the Birri Gubba Nation.

Cr 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.

Cr 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, F A Mann, K L May, R J Seymour and P A Townsend were in attendance at the commencement of the meeting.

Also present was Mr M Thomson (Chief Executive Officer), Mrs J Ronald (Minute Secretary), Mr D McKendry (Executive Officer), Mr J Devitt (Director - Engineering & Commercial Infrastructure), Ms A Nugent (Director - Development Services), Mr J Carless (Director - Capital Works), Mr S Bourke (Acting Director - Community & Client Services), Ms K Lamb (Director - Organisational Services), Mr M Sleeman (Manager - Corporate Communications & Marketing) and Ms Melissa Rogers (Communications Coordinator).

The meeting commenced at 10:00 am.

2. OPENING PRAYER

Reverend Dr Julia Pitman from the Uniting Church led those present in Prayer.

3. ABSENT ON COUNCIL BUSINESS

Nil

4. APOLOGIES

Nil

5. CONDOLENCES

Cr May expressed condolences on behalf of Council, to the family of Ian Scott who passed away recently. Cr May noted that Ian, together with his wife Carolyn, had been stalwarts of the Sarina community, contributing to many community projects with Ian always working hard in the background to make sure events ran smoothly. Cr May expressed her condolences to Carolyn, Toni-Marie, Christopher and the rest of the family.

6. CONFLICT OF INTEREST

Nil

7. CONFIRMATION OF MINUTES

7.1. CONFIRMATION OF MINUTES - 27 JANUARY 2022

Council Resolution ORD-2022-21

THAT the Ordinary Meeting Minutes dated 27 January 2022 be adopted.

Moved Cr Mann

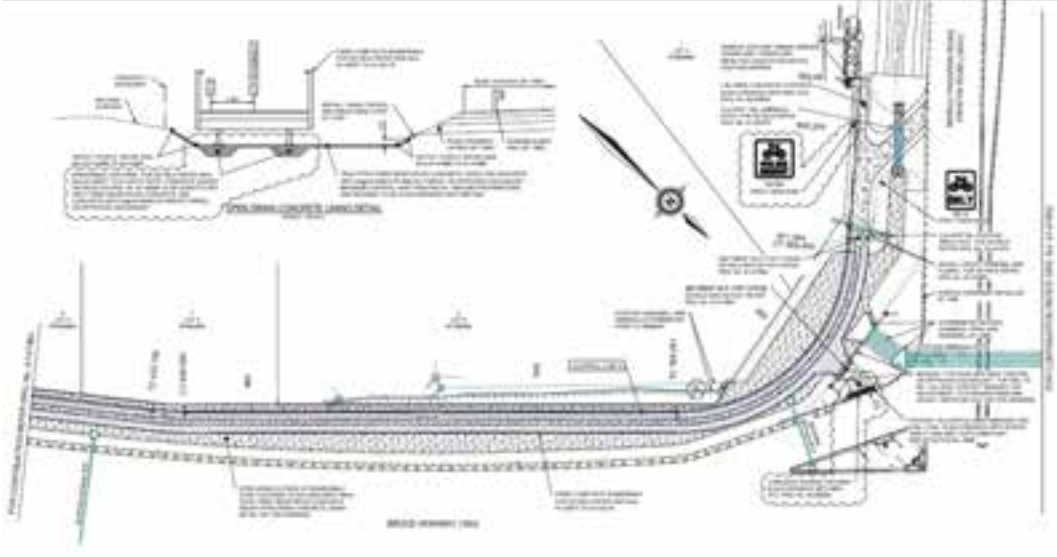
Seconded Cr Bonaventura

CARRIED

8. BUSINESS ARISING OUT OF PREVIOUS MINUTES

UPDATE ON QUESTIONS ARISING FROM COUNCIL MEETING – 27 JANUARY 2022

AGENDA ITEM	MATTER	RESPONSE
11.1.1 Office of the Mayor and CEO Monthly Review Report – Nov/Dec 2021	Legal Services Costs Cr Mann queried the cost of legal services work under for the Enterprise Agreement Directions Hearing.	External legal costs were \$11,931.81 Internal legal time (Senior Legal Counsel) app 200 hours
11.2.1 Capital Works Monthly Review Report – Nov/Dec 2021	Obscured Traffic Signals Cr Mann queried comments made that some of the traffic signals at the Cnr Shakespeare and Sydney Streets were obscured.	2 signals are obscured by a building awning and was considered in the design and construction but due to multiple underground services, power poles and lines, the placement of the signals could not be positioned unobstructed. To counter the obstruction, and as per standards and guidelines, additional signal lanterns were installed. Two approaches were affected. On the Sydney St Northern Approach, a total of 5 signal faces were able to be included. On the Shakespeare St Eastern Approach, 3 signal faces were included. Guidelines recommend a minimum of 3 signal faces to counter for obstructions of view.
11.2.1 Capital Works Monthly Review Report – Nov/Dec 2021	Capital List Cr Jones sought further information about the 5 cancelled projects and queried if she could obtain a list of current business cases and the projects that are in design state.	BUSINESS CASES CANCELLED – 55308 Fishing Barrier (Jolimont Creek) - Original budget for FY21/22 was \$468,000, twice went to tender and pricing was too high both times. 29090 Beach Access Ways – Renewals – Original budget for FY21/22 was \$25,000, Parks not ready to progress Business Case yet. Will progress in future in line with revised asset renewal plans. 29091 Coastal Fencing Renewals – Original budget for FY21/22 was \$5,000, Parks not ready to progress Business Case yet. Will progress in future in line with revised asset renewal plans. 21144 Future Park Assets Renewals – Original budget for FY21/22 was \$15,000, Parks not ready to progress Business Case yet. Will progress in future in line with revised asset renewal plans. PROJECT CANCELLED -

		62069 Marian WTP - Upgrades - Bird Proofing – Original budget for FY21/22 was \$29,914, not progressed as other planned changes at this site means project invalid.
11.2.1 Capital Works Monthly Review Report – Nov/Dec 2021	Pioneer River North Bank Shared Pathway Cr May queried if a deck would be placed on the drain in the Report photo and whether people are expected to walk in the drain to gain access under the Ron Camm Bridge to the path that comes onto Heaths Road.	<p>The public does not walk in the base of the concrete drain as there will be an elevated boardwalk which is located over the drain.</p> 
11.4.1 Development Services Monthly Review Report – Nov/Dec 2021	GW3 Regional Digital Connectivity Forum Cr Jones queried if she would be able to attend the Forum.	GW3 have advised that this is a working group not a forum. MRC are represented by Jaco Ackerman, Nadine Connolly, Stuart Hildred and David McKendry.
11.4.1 Development Services Monthly Review Report – Nov/Dec 2021	Operational Works and Development Applications Cr May queried if it was possible to track where Council is now compared to the previous boom in 2011/12.	It is planned to display this information in the next monthly report.

11.5.2 ECI – Waste Services Monthly Review Report – Nov/Dec 2021	Recycling Products Processing Cr Jones queried how much longer Council would be processing recyclable products for Rockhampton Regional Council and Central Highlands Regional Council.	Contractor is currently finalising the design of replacement MRF. The best outcome is December 2022 but with current delays and disruptions, the worst-case scenario would be December 2023.
11.5.2 ECI – Waste Services Monthly Review Report – Nov/Dec 2021	MRF – Decrease in Product to Market Cr Bonaventura queried the decrease in product to market.	Glass was bypassed due to wet weather, paper cardboard contamination was high with some bales needing to be reprocessed, difficulty with transportation. Holding Rockhampton Regional Council material for 2 weeks to allow Mackay to catch up.
11.5.3 ECI – Water Services Monthly Review Report – Nov/Dec 2021	Myh2o Notifications Cr Green queried if it was normal for customers to received Myh2o notifications from different phone numbers.	The service provider that Council uses to generate the SMS notifications access and utilise a number of mobile numbers to send these alerts.
11.5.4 Petition response – Powells Road Sealing	Traffic Count Numbers Cr Bonaventura asked if the traffic count numbers could be supplied.	Traffic count numbers distributed. Recording period 15.12.21 – 11.1.22.
11.6.1 Organisational Services Monthly Review Report – Nov/Dec 2021	Shared Services Vacancies Cr Mann sought more detail on the 12 work orders for external structure and 43 for air conditioning.	12 work orders associated with external structures: <ul style="list-style-type: none"> • Water Ingress (roof leaks) – 90% • Repair of structure related assets, ramps and decks etc – 10% 43 work orders associated with air conditioning: <ul style="list-style-type: none"> • New installs (replacing failed or failing units) – 20% - replacement of units that have failed and beyond useful life, parts not available etc. • Temperature change – 20% - uncomfortable temperatures (but within recommendations) • Breakdown repairs – 60% - this consists of a range of issues, failures due to power outages, vermin (that is uncontrollable outside regular pest treatments) crawling across electrical boards, wear and tear caused breakdowns, belts, fan motors, gas leaks, etc.
11.6.1 Organisational Services Monthly	Employee Resignations Cr Jones queried if the 9 resignations were casual or permanent employees.	Full time – 7 Part time – 1 Casual - 1

Review Report – Nov/Dec 2021		
11.6.1 Organisational Services Monthly Review Report – Nov/Dec 2021	HVAC Project Cr Jones queried when the HVAC project would be finalised.	It is anticipated that work will be completed by the end of May 2022.
11.6.1 Organisational Services Monthly Review Report – Nov/Dec 2021	Resignations – Left Without Notice Cr Townsend queried what left without notice meant.	The term left without notice is defined as “used if no notice has been provided by the employee for termination and they just don’t come back.”
11.6.1 Organisational Services Monthly Review Report – Nov/Dec 2021	Graph – Resignation Areas Cr Townsend queried if a graph could be included indicating the area staff are leaving from.	It is planned to display this information in the next monthly report.

9. MAYORAL MINUTES

Nil

10. CONSIDERATION OF COMMITTEE REPORTS & RECOMMENDATIONS

Nil

11. CORRESPONDENCE AND OFFICER'S REPORTS

11.1. OFFICE OF THE MAYOR AND CEO

11.1.1. THE OFFICE OF THE MAYOR AND CEO MONTHLY REVIEW REPORT - JANUARY 2022

Author	Chief Executive Officer (Michael Thomson)
Responsible Officer	Chief Executive Officer (Michael Thomson)
File Reference	DMRR
Attachments	1. Report for Office of Mayor & CEO - Monthly Review - January 2022 [11.1.1.1 - 16 pages]

Purpose

To provide Council with the Office of the Mayor and Chief Executive Officer's Monthly Report for the month of January 2022.

Related Parties

Nil

Officer's Recommendation

THAT the Office of the Mayor and Chief Executive Officers Monthly Report for January 2022 be received.

The Chief Executive Officer (CEO) provided an overview and highlights of the Office of Mayor and CEO Monthly Review Report for January 2022.

Cr Mann referred to the Lost Time Injury (LTI) information and queried if there was more than one injury as the description varied in different sections of the report.

The CEO advised that there was only the one injury.

Cr Bonaventura noted how pleased he was to see funding for the Mangrove Road Bus Interchange and queried if there was a proposed start date.

The Director for Capital Works Jim Carless, advised that the design work was continuing with no formal start date at this stage, but suggested it may commence around October or November 2022.

Cr Bonaventura referred to the Legal Services table in the report and noted there were three native title issues listed under three separate departments, and queried if these were the same matter.

The CEO advised that they were three separate matters.

Cr May queried why there were two separate amounts of money listed for the Mangrove Road Bus Interchange and Caneland Central Pedestrian Walkway Shelter.

The CEO advised that he would take the question on notice.

Council Resolution ORD-2022-22

THAT the Office of the Mayor and Chief Executive Officers Monthly Report for January 2022 be received.

Moved Cr May

Seconded Cr Hassan

Cr May noted that it was sad to see that there had been a LTI and highlighted several items from the report including the Governance and Safety team joining the Office of Mayor and CEO, the impact of COVID on Council events and community functions, the great adaptability of the Mackay Entertainment and Convention Centre (MECC) staff, the number of site safety inspections conducted, the development by Workplace Health and Safety of plant risk assessments and the positive second quarter report.

Cr Bonaventura welcomed Governance and Safety as part of this report, noting the importance of their work to the organisation and congratulated them on the preparation of chemical manifests and the provision of online resources to users.

Cr Mann noted the pleasing result of monthly action plans being at 100% for all departments and expressed disappointment at a recent incident when an aggressive customer threw a laptop at a staff member, noting that this behaviour is not acceptable in any situation.

CARRIED



Office of Mayor and CEO

Monthly Review

Period – January 2022



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OVERVIEW

This report is for the Office of the Mayor and CEO for January 2022.

- During the month there was one (1) Lost Time Injury (LTI), involving a staff member injuring their knee whilst rising from a bended position. This brings the Council totals to 7 LTI's and 56 lost days for the year to date.
- January sees the first months reporting with the Governance and Safety team within the Office of the Mayor & CEO. This followed the retirement of the Manager Governance and Safety, and the opportunity to align this team under the Executive Office. This team has been welcomed within the Office of the Mayor & CEO, and the transition has to date gone very well with minimal changes to services provided.
- COVID-19 impacts for the area were most evident by the cancelling of the planned February 2022 Council in Community Day, and to meet COVID-19 restriction distancing requirements moving of the Council meetings back to the not unfamiliar venue of the MECC. Thanks to the MECC staff this has been a smooth transition. The duration of this move is unknown at this stage but will be monitored with the constantly changing COVID-19 environment.
- External funding received year to date is reported at just over \$18M, a significant figure only just halfway through the financial year.
- This report shows the productivity of our Legal Services team who are working on over 190 matters, specific details of which are reported separately, and although not specifically listed in the report the work for the month involved in supporting Council's appearance at the Directions Hearing for the Enterprise Agreement matter needs to be recognised.

A handwritten signature in blue ink that reads "Michael Thomson".

Michael Thomson
Chief Executive Officer

SAFETY

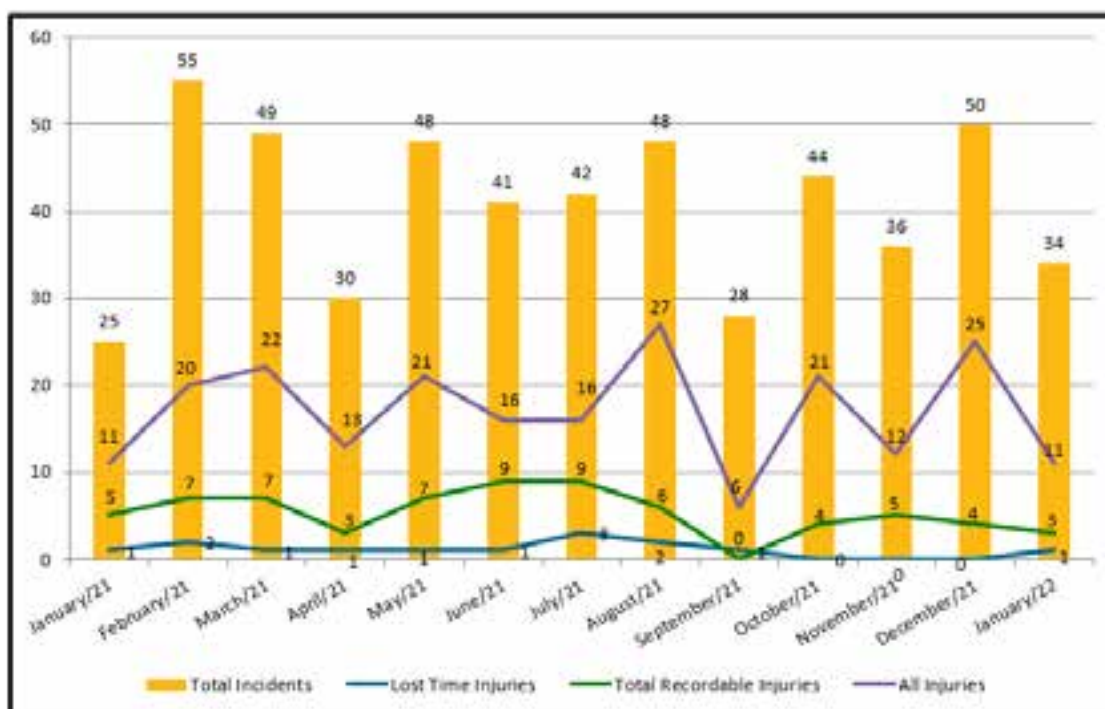
1.1. Overview

In January 2022:

- Twenty safety interactions were undertaken.
- Forty site safety inspections were undertaken.
- 100% of monthly action plan activities were carried out.

Thirty-four incidents were reported involving MRC employees, contractors, and members of the public.

Incidents and Injuries



The following injuries to MRC employees were reported in January:

- Lost Time Injury, Suitable duties, and medical treatment injuries:
 - LTI- While grinding post on bus shelter, twisted knee and felt pain
 - SDI- Felt pain in back while lifting sewer manhole.
 - SDI- While lifting 20kg sample container felt a pop in rib area
- First aid and non-treatment injuries:
 - Unknown to driver, someone had pulled out/stood up windscreen wiper and driver walked into it, hitting their face.
 - Tour leader felt a little lightheaded during 1230 tour possible minor heat stress.
 - Felt pain in shoulder, potentially caused by carrying crates.
 - Stepped on lump of bitumen hidden in long grass, rolling ankle and falling to ground.
 - While leaning across desk to gather belongings at end of day, have come into contact with item that has poked eye lid. Some blurred vision and stinging to eye

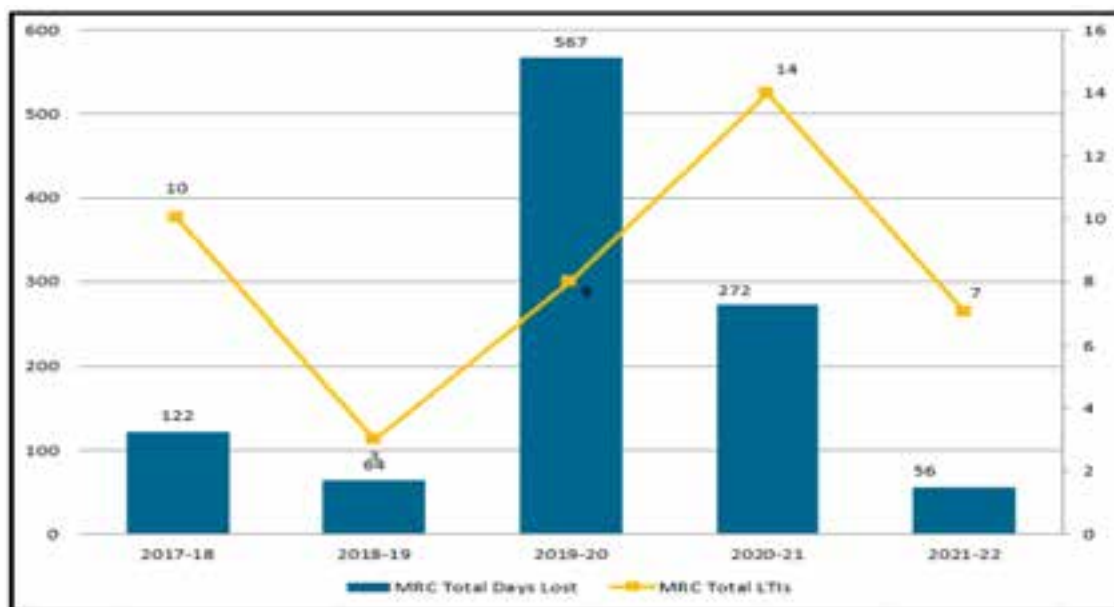


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- Aggressive customer, throwing MRC laptop.
- Lifting hose reel off and cut finger on sheeting of wall.
- Slipped while crossing road, after recent rain, falling and injuring knee.

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

Lost Time Injuries and Days Lost



Department	2017-18		2018-19		2019-20		2020-21		2021-22	
	LTI	Days Lost	LTI	Days Lost	LTI	Days Lost	LTI	Days Lost	LTI	Days Lost
Capital Works							1	10		
Community & Client Services	1	1	1	18	1	3	2	14	1	10
Organisational Services	2	25							1	3
Development Services	1	13	1	33	4	154	5	78	3	14
Engineering & Commercial Infrastructure	6	83	1	13	3	410	5	148	2	29
Mackay Regional Council	10	122	3	64	8	567	13	250	7	56

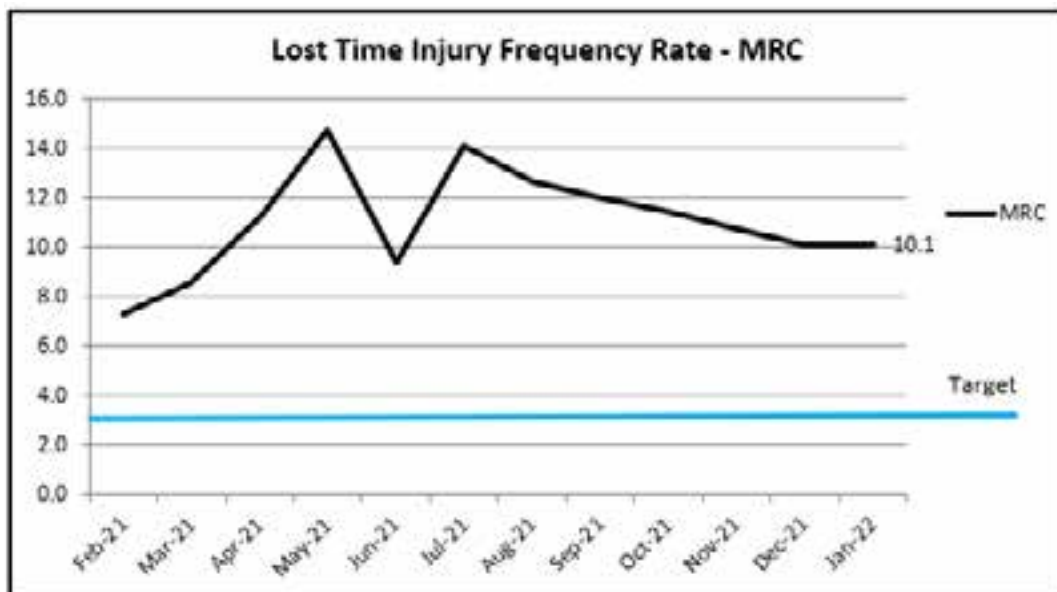
For the 2021-22-year, seven lost time injuries have been recorded:

1. In July, a person suffered a finger laceration after coming into contact with the blades of a sand spreader. Following minor surgery, ten days were lost whilst the person recovered.
2. In July 2021, a person had an allergic reaction to a tick bite on the head. One day was lost.
3. In July 2021, a person suffered a knee injury while raking sand in a playground, resulting in minor surgery. Eleven days have been lost while the person recovered.

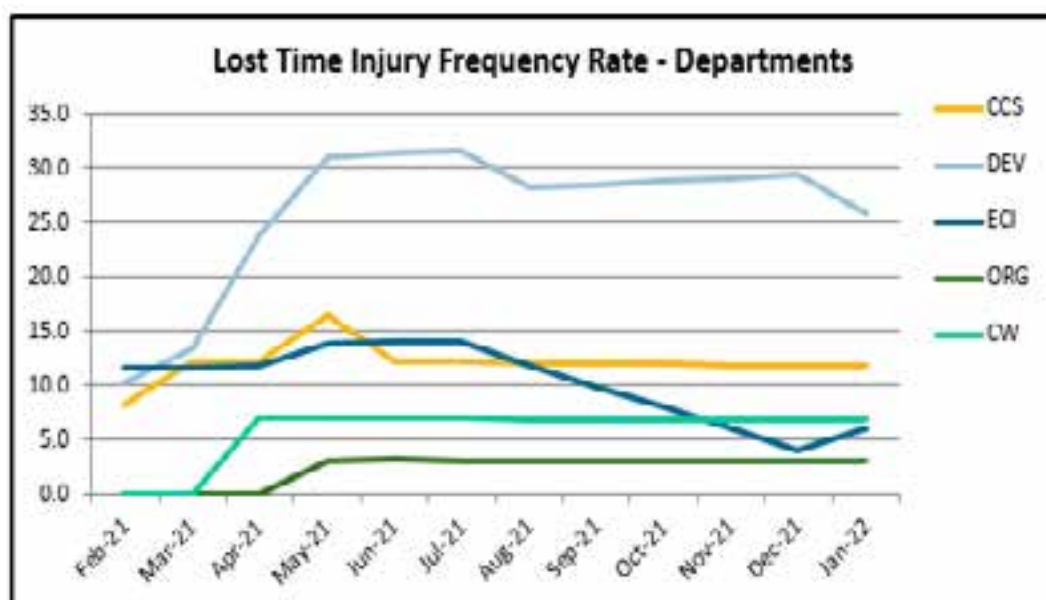


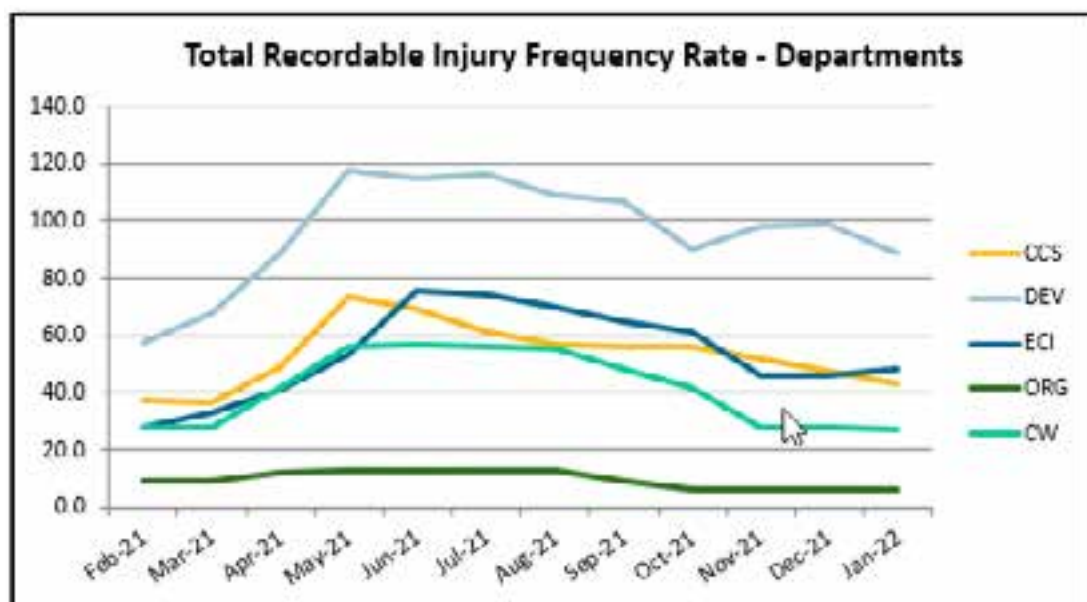
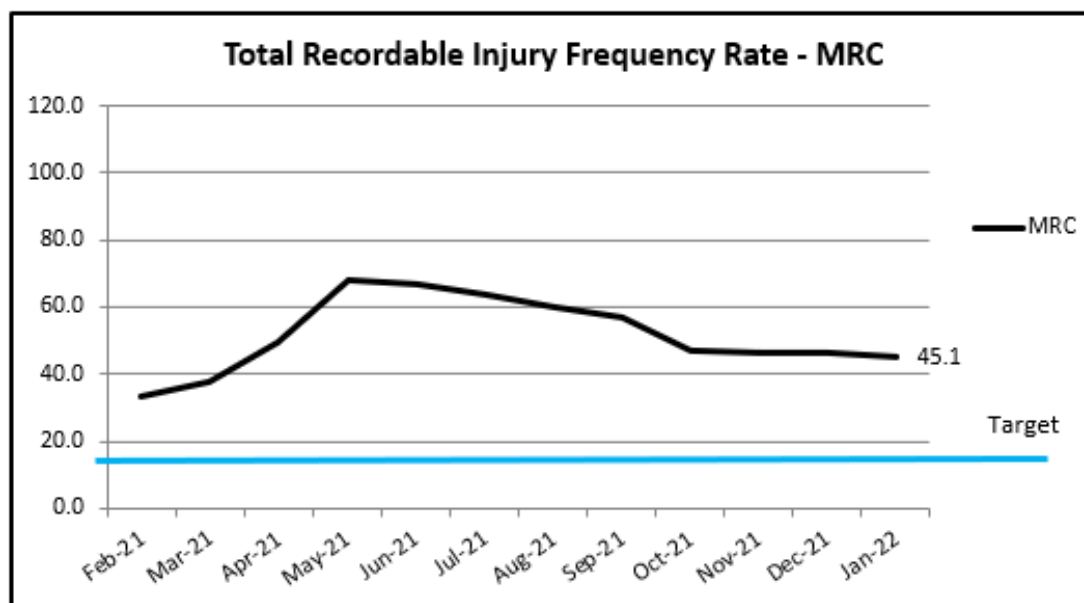
4. In August, a person injured their knee while rising from their chair. Three days were lost.
5. In August, a person fell while latching truck tailgate, striking back of head. This resulted in 22 days lost as they recovered.
6. In September 2021, a person fell while exiting a vehicle, grazing their hands and face. Two days were lost as they recovered.
7. In January, a worker twisted their knee while grinding a post, resulting in 7 days lost as they recovered.

Injury Frequency Rates 12 month rolling average

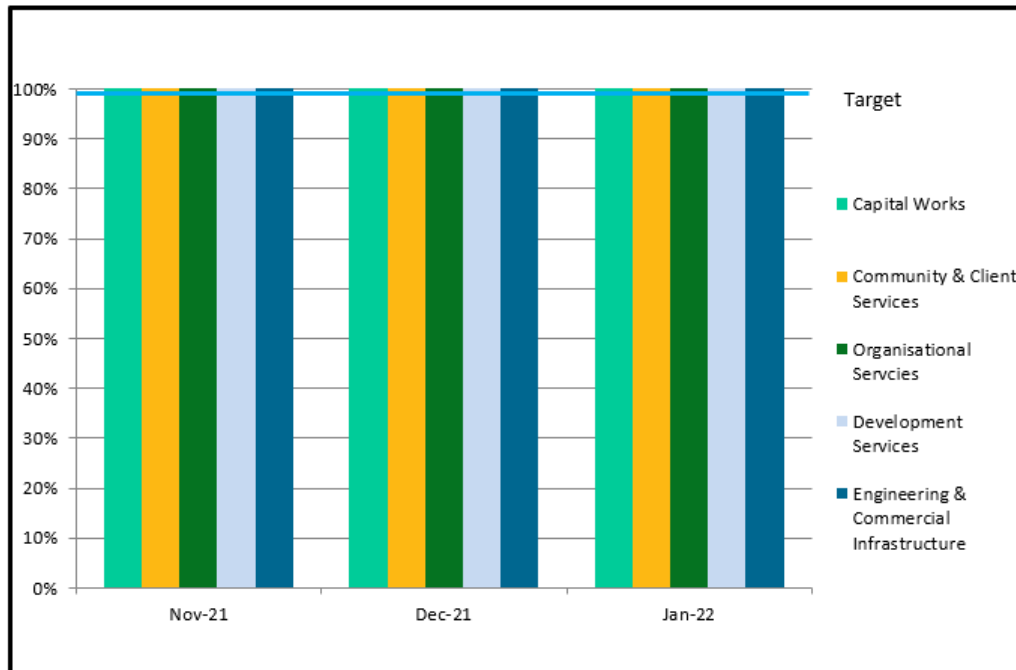


Seven lost time injuries have been recorded in the 2021-22 year.



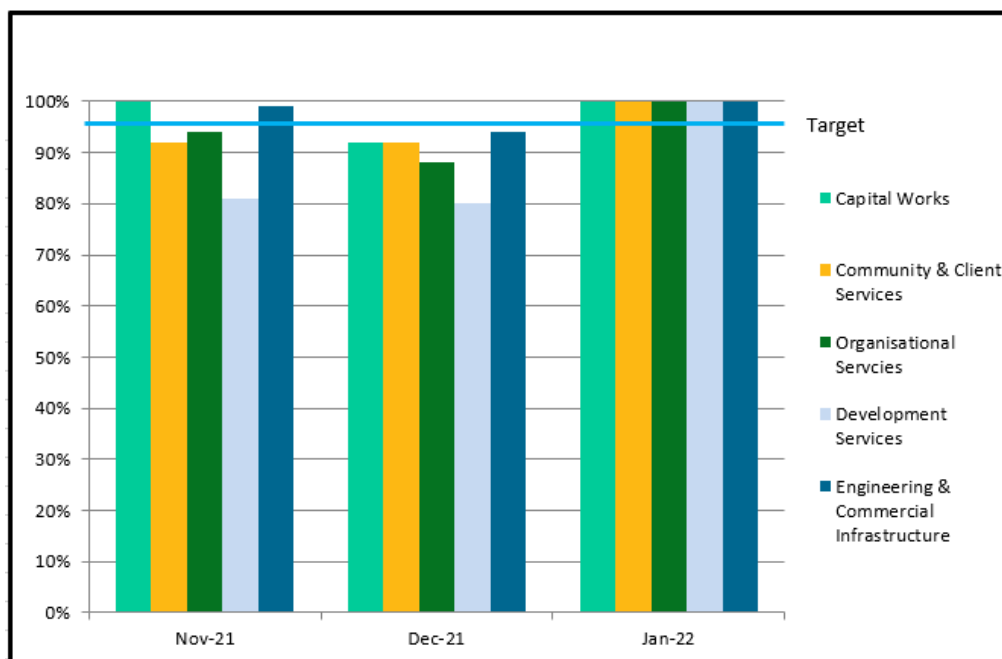
Total Recordable Injury Frequency Rates 12 month rolling average


Site Safety Inspection Checklists



All inspections were completed on time.

Monthly Action Plans





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

Glossary

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

KEY INITIATIVES

2.1. Summary of key projects and initiatives

This section provides a summary of key initiatives linked directly to the Office of the Mayor and CEO for 2020/21.

Councillor Activities

Council in Community Day

There was no Council in Community Day held in the month of January and the Council in Community Day planned for February 2022 was cancelled due to COVID-19 restrictions.

Meetings/Briefings

For the month of January, the following Council meetings/briefings were co-ordinated:

- Ordinary Council meeting 27 January
- Briefing Day – 27 January

The Ordinary meeting was moved to the MECC to meet COVID-19 restrictions on distancing, and the public were excluded from the meeting also due to COVID-19 restrictions under section 277E of the *Local Government Regulation 2012*. Future meeting are still planned to be held in the MECC pending changing COVID-19 requirements, with the public now again able to attend under restricted numbers, noting that regardless live streaming of all Council meetings continues to ensure public access.

Details of Council meeting minutes, and recorded live streaming, are all available on Council's website.



Legal Services

Legal Services is currently working on 190 Matters spread across all Directorates as follows:

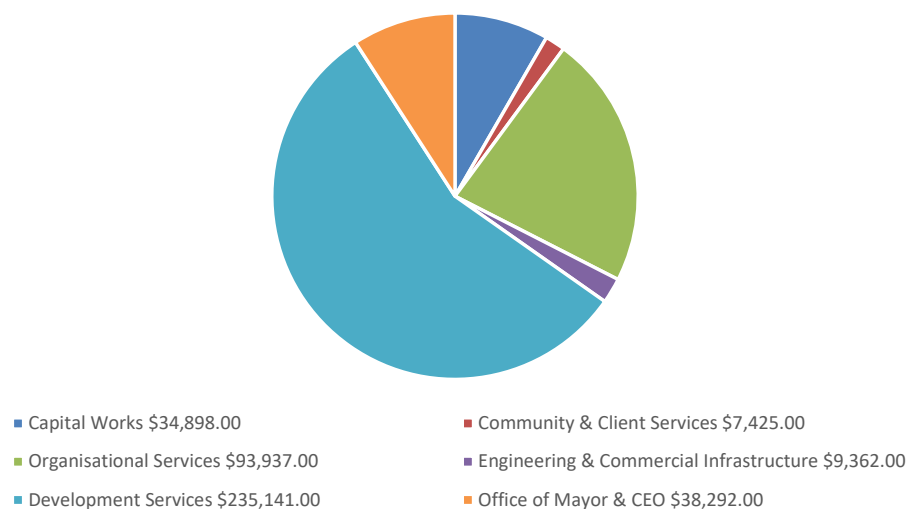
Directorate	Matter Type	No.	No.
Capital Works	Aboriginal/Cultural Heritage	2	15
	Disputes/Litigation	1	
	General Advice	3	
	Land Acquisition	6	
	Leasing/Licencing	2	
	Native Title	1	
CCS	Aboriginal/Cultural Heritage	1	20
	Disputes/Litigation	1	
	Drafting/Reviewing	5	
	Regulatory Compliance & Enforcement (<i>particularly Warrants for overgrown properties and dangerous dogs</i>)	7	
	General Advice	6	
Development Services	Disputes/Litigation	4	24
	Infrastructure Agreements	2	
	General Advice	11	
	Land Acquisition/Disposal	2	
	Drafting/Reviewing	4	
	Land Tenure	1	
ECI	Land Acquisition	21	59
	Disputes/Litigation	7	
	General Advice	13	
	Infrastructure Agreements	1	
	Drafting/Reviewing	13	
	Land Tenure	1	
	Native Title	1	
	Leasing/Licencing	1	
	Regulatory Compliance & Enforcement	1	
OM&CEO	Land Acquisition/Conveyancing	3	21
	Disputes/Litigation	4	
	Drafting/Reviewing	4	
	General Advice	10	
Organisational Services	Disputes/Litigation	6	51
	General Advice	15	
	Drafting/Reviewing	7	
	Investigation	1	
	Leasing/Licensing	20	
	Native Title	1	
	Land Tenure	1	
TOTAL CURRENT MATTERS			190



External Fees Paid

Total external legal fees and outlays paid for the financial year to date are **\$419,056.00** broken down by Directorate as follows:

Fees Paid Financial Year to Date



External Grant Funding

2021/22 external funding monies for 2021/22 year to date to 31 January 2022 being actually received by payments to Council is \$18,277,237.31

The major components received in January being:

- Department of Transport & Main Roads – Mangrove Rd Bus Interchange and Caneland Central Pedestrian Walkway Shelter \$2,014,751.51
- Department of Environment & Science – Illegal Dumping Partnerships Program Round 2A \$81,261.60
- Department of Environment & Science – Waste Levy Funding \$941,445
- Department of State Development, Infrastructure, Local Government & Planning – Koumala Water \$325,964.14

Funding applications successful during January include:

- Department of Infrastructure, Transport, Regional Development and Communications – Festival of Arts 2022 Shipping Container Selfie Museum \$50,000.00
- Department of Environment & Science – Leaper Reef Diversity & Resilience Study \$16,795.00
- Department of Transport & Main Roads – Mangrove Rd Bus Interchange and Caneland Central Pedestrian Walkway Shelter \$4,029,503.01

GOVERNANCE & SAFETY

3.1 Workplace Health & Safety

- WHS Advisors facilitated 40 site safety inspections across the business
- Additional chemical manifests were created, and users provided access to online resources
- WHS Advisors developed several plant risk assessments
- Critical incidents were investigated and recommendations presented.

3.2 Corporate Performance Planning & Reporting

- January saw the second quarter report that measures MRC's performance against the 2021/2022 Operational Plan Report endorsed by ELT in preparation for adoption by Council. Noting the first second quarter results remain positive with the majority of actions on target as planned. This gives confidence for Council in achieving the objectives set out in the current Corporate Plan.

Whilst there has been some minor slippage with a small increase in the number of actions below target this quarter, comparatively with previous years for the second quarter progress remains positive.

For all exceptions, the relevant business area has made the required changes to ensure improved progress moving forward.

- The Policy, Planning and Risk Project (PPR) that will deliver improvements to MRC's Corporate Performance Planning and Reporting Framework continues this month with the Corporate Plan reaching it's final stages of development. Next steps over the coming months includes building of content to inform the remaining layers of the refreshed framework, including the 2022/2023 Operational Plan.

3.3 Enterprise Risk Management

- The second quarter strategic risk report that examines MRC's progress of additional control actions for each of its Strategic Risks was presented as planned to ELT this month in preparation for the February Audit Committee.

Whilst the first quarter was largely positive with all additional control actions on track as planned, the second quarter has identified some minor slippage. For all exceptions, the relevant business area has made the required changes to ensure improved progress moving forward. It should also be noted that the exceptions have not impacted MRC's risk profile.

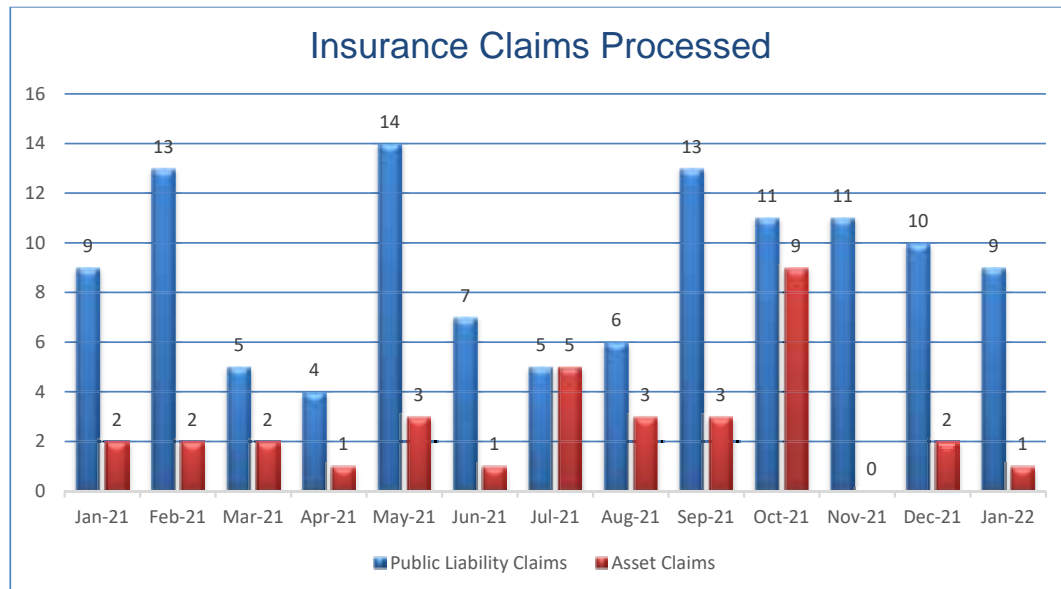
The second quarter Strategic Risk Report provides confidence that strategic risks are being actively monitored and managed so as to understand and manage any identified impacts on Council achieving its strategic objectives as set out in the current Corporate Plan.

- Throughout January, business continuity in an operational context has also been a focus in response to Government directions regarding the COVID-19 pandemic. Business continuity is also a focus of MRC's COVID-19 Management Response Group.



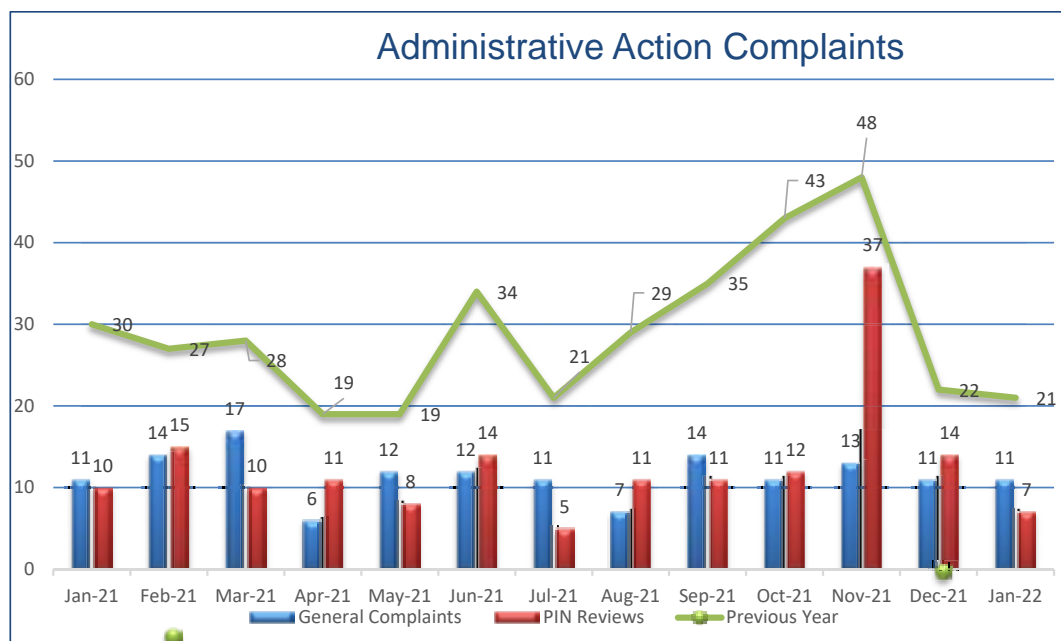
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3.4 Corporate Governance



Public Liability Claims (include Personal Injury, Public Liability Plant, Public Liability & Professional Indemnity.

Asset Claims (include Motor Vehicle, Water Damage, Theft, Malicious Damage, Other)





Right to Information (RTI) Applications Processed in January 2022	Documents Requested	Status
No. 9	Information regarding a complaint at Mt. Martin.	
No. 10	Information regarding a complaint of a dangerous dog. Internal Review request received and processed.	
No.11	Information regarding a complaint at Mt. Martin.	

In Progress	Complete
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3.5 Fraud & Corruption Prevention

2021/22 Fraud and Corruption Prevention Plan Actions for January 2022		
Action No.	Action Description	Status
2.6	Fraud Risk Assessment action register circulated for update.	

3.6 Internal Audit

2021/22 Internal Audit Plan – Progress Update			
Sundry Debtor Management		Information & Communications Technology (ICT)	
Asset Accounting		Infrastructure Assets – Condition Assessment, Operations and Maintenance	
Asset Management		COVID Fraud impact Assessment	
Design Services Operations		Human Resources – Employee Investigations	
Business Process Documentation			
The next Audit Committee is scheduled for 24 February 2022.			



REGIONAL REPRESENTATIVE GROUPS

4.1 Greater Whitsunday Council of Mayors (GWCoM's)

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

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

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

The last CEO's Group meeting was held on 12 November 2021, with no further meetings held over the Christmas/New Year period.

The latest GWCoM's meeting was held on the amended date of Monday 29 November 21, in Mackay, and attended in person by all CEO's, and the Mayors of Mackay, Isaac and Whitsunday. The meeting was rescheduled to align with the AGM of Greater Whitsunday Alliance (GW3)

GW3 also attend the meeting providing an activity update, and also a precursor to individual visits to present to each Council.

A representative of the LGAQ attended the meeting and provided their briefing report including key topics of –

1. Policy Executive meeting update
2. Inquiry into the Office of Independent Assessor (OIA)
3. Parliamentary Crime and Corruption Committee Inquiry
4. LG Financial Sustainability Framework – Discussion Paper
5. Planning & Development Update – Housing Matters
6. Waste Update
7. Rural & Remote Councils Compact
8. Goondiwindi Regional Council v Tait
9. 2022 ROC Assembly
10. Water and Wastewater Update
11. Natural Resources and Environment Update
12. Works for Queensland campaign to restore funding to \$100m per annum
13. LGAQ Submissions Update

The meetings for 2022 have been set and are held bi-monthly with the next GWCoM's meeting scheduled for Thursday, 17 February in Moranbah.



4.2 Regional Queensland Council of Mayors (RQCoM's)

The Regional Queensland Council of Mayors Inc (RQCoM's) is transforming from the previous entity of Northern Alliance of Council's, with a focus on representing and ensuring the powerhouse of the whole of Regional Queensland is heard, and receives its fair share of recognition.

The following have been adopted by the executive –

Purpose – A Council of Mayors representing Regional Queensland

Mission – Influence Government policy to promote growth in Regional Queensland through investment in infrastructure and social development

Areas of strategic direction include –

- City Deals
- Energy
- Water
- Tourism
- Roads
- Ports
- Communication
- Social Infrastructure
- Olympics

Mackay Regional Council Mayor, Greg Williamson, is the Chair, with other current executive committee members including Mayor Jenny Hill (Townsville) Vice Chair, Mayor Andrew Willcox (Whitsunday), Mayor Bob Manning (Cairns), Mayor Michael Kerr (Douglas), Mayor Peter Scott (Cook), Mayor Frank Beveridge (Charters Towers).

The last meeting was the AGM, held virtually via videoconference on Thursday, 9 December 2021, with the next meeting scheduled for Thursday, 10 February 2022, originally planned to be held in Brisbane but now to be held virtually.

11.1.2. DECEMBER 2021 BUDGET REVIEW

Author Manager Financial Services (Justin Rule)
Responsible Officer Chief Executive Officer (Michael Thomson)
File Reference 2021/2022 Budget

Attachments

1. Capital Project Listing [11.1.2.1 - 1 page]
2. Budget Statements [11.1.2.2 - 6 pages]

Purpose

To present the December 2021 second quarter budget review.

Related Parties

Nil.

Corporate Plan Linkage

Priority: Organisational Performance

Strategy: *Financial sustainability and efficiencies* - Maintain the financial sustainability of the council by implementing rigorous financial management practices across all council programs.

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 second quarter of the financial year, it is timely to review the budget, for any known variations at this time, to better reflect the forecasted closing position for the 2021/22 financial year.

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

Operational**Revenue**

Category	Description	Amount	Comments
Fees and charges	Application Fees	(\$78,053)	Higher than expected income received for Development applications and Development Engineering fees.
Fees and charges	Licence Fees and Registrations	(\$50,358)	Higher than expected Health Regulatory Services Health licence fees and Local Laws fees.
Fees and charges	Fines and Penalties	(\$36,620)	Higher than expected Health Regulatory Services Health income received for mowing overgrown allotments (\$10K), Local Laws fines income (\$20K) and SPER infringement income (\$7K).

Fees and charges	Other fees and charges	(\$31,761)	Revised income estimates for Waste disposal facility income (\$38K) and Development Engineering income (\$17K). Offset by reductions in Health & Regulatory Services Local Laws Parking fines income \$21K.
Fees and charges	Venues, events and cultural fees	\$37,427	Lower than estimated income received for Council events.
Rental Income	Rental Revenue Investment Property	\$39,880	Reduced Dome Building rental income due to tenancy vacancies.
Interest received	Interest on investments	(\$369,901)	Increase in interest received due to higher than anticipated investment returns.
Sales contracts and Recoverable works	Sales contracts and recoverable works	\$89,546	Reduced level of Water networks recoverable works activities \$115K offset by increased Developer Street Tree Planting contributions (\$25K).
Other recurrent income	Other recurrent revenue	(\$257,532)	Increase in anticipated income for MECC ticket sales (\$177K), Invest Mackay Conference Attraction Program (\$62K) and Scrap metal sales income from the Paget transfer station (\$23K). Offset by reduced by Artspace Exhibition income \$18K.
Other recurrent income	Inventory Sales	(\$213,312)	Recognition of higher than expected Sugar Shed trading income received (\$175K) and Stadium inventory catering sales (\$38K).
Other recurrent income	Commission earned	(\$40,035)	Recognition of commission earned from Stadium events.
Recurrent grants, subsidies, contributions and donations	Contributions	(\$90,098)	Recognition of additional Development Engineering stormwater quality offset income.
Recurrent grants, subsidies, contributions and donations	Non-Government Grants and Subsidies	(\$22,443)	Recognition of Australia Day Grant (\$20K) and Dalrymple Bay Sarina School District vouchers grant (\$5K).
Recurrent grants, subsidies, contributions and donations	Donations	(\$2,730)	Recognition of additional Mackay Festival of Arts income received (\$14K) and Botanic Gardens Nursery income (\$0.4K). Offset by a reduction in Wine & Food Day income \$9K and Jasmine Togo-Brisby Touring Exhibition income due to event cancellation \$3K.

Recurrent grants, subsidies, contributions and donations	Government Grants and Subsidies	\$152,374	Youth Activities – Sarina after hours grant will not be received \$121K, Sporting Infrastructure Audit grant was unsuccessful \$75K, Jasmine Togo-Brisby touring exhibition event cancelled \$69K and reduction in funding from Qld Resilience and Risk due to vacant positions \$46K. Offset by new grant funding for Wastewater Stewardship Strategic Assessment for soil run off (\$63K), SES annual funding (\$31K), Road Safety grant (\$20K), Training grant – Plant & Procurement and Parks & Environment (\$29K) and Engaging Science Library Citizen Project (\$17K).
Operational Income in Capital Projects	Various	\$27,181	TIDS grant funding reduced due to re-distribution of funding in the region \$76K. Offset by movement of budgeted capital grant funding to operational to match actual expenditure (\$46K).
Total operating revenue adjustments		(\$846,435)	

Overall total revenue is forecasted to favourably increase by \$846K, with various adjustments to fees & charges, grants & subsidies, interest received, recoverable works and other recurrent income.

It should be noted that adjustments to grants, recoverable works income and some fees and charges for events has a corresponding increase or decrease in expenses.

Revenue forecasts will continue to be monitored throughout the year, especially in this period of high economic uncertainty due to the COVID-19 pandemic.

Expenses

Category	Description	Amount	Comments
Employee Benefits	Wages and salaries, entitlements and superannuation	(\$1,733,585)	Various wage adjustments due to vacant positions. Note some of this is offset by increases in labour hire services which are included in materials and services.
Materials and services	Contractors	\$774,325	Parks & Environment external labour hire expenses and contractor costs due to vacant positions \$652K, additional Health & Regulatory Compliance expenditure \$46K, MECC additional labour hire to assist with shows/events due to staff vacancies \$40K, Digitisation – Heritage Collection \$32K, Arts & Culture Plan/Community Development Strategy \$14K.
Materials and services	Equipment and hire fees	\$653,859	Increased use of external equipment and labour hire by Civil Operations due to staff vacancies \$428K, additional water truck expenditure at Bloomsbury WTP due to water quality issues \$129K, Plant & Procurement two-way radio expenses \$85K.

Materials and services	Consultants and services	\$492,348	Recognition of Sugar Shed feasibility study expenditure \$100K, external staff recruitment services \$100K, additional expenditure incurred for Footpath/K&C data collection \$76K, Development Planning & Engineering \$70K, Wastewater Stewardship Strategic Assessment for soil run off \$63K, Waterways management \$50K, Workplace investigations \$50K and Invest Mackay Events Attraction Program – after event audit and impact assessments \$44K. Offset by a reduction in expenses for Sports and Recreation due to unsuccessful Sporting Infrastructure Audit Grant (\$75K)
Materials and services	Community entertainment and facilities	\$239,305	Recognition of MECC show distribution costs \$177K, MECC catering expenses \$19K, Wine and Food Day performance fees \$14K, MECC Friends of the Theatre \$10K, Sugar Shed packaging \$8K and Australia Day event entertainment expense \$6K.
Materials and services	Grants, subsidies, contributions and donations	\$206,000	Additional funds allocated to Invest Mackay Events Attraction Program.
Materials and services	Waste Levy Payment	\$189,863	Additional levy payment calculation based on current income predictions.
Materials and services	Repairs and Maintenance	\$22,582	Settlement with contractor of out of specification Biosolids claim \$230K, Stadium Mackay repair costs \$33K and MECC – ticket search software maintenance fee \$28K. Offset by a reduction in Civil Ops unsealed road maintenance - grant funding expenses, which were reallocated to the correct account (\$170K) and reduction in Water Networks recoverable works expenses (\$85K).
Materials and services	Advertising and marketing	(\$6,959)	Reduction in exhibition cost due to cancellation of Jasmine Togo-Brisby Touring Exhibition (\$8K). Offset by additional Australia Day expenses \$2K.
Materials and services	Communications and IT	(\$9,100)	Reduction in exhibition printing costs due to cancellation of Jasmine Togo-Brisby Touring Exhibition.
Materials and services	Security	(\$20,031)	Reduction in security costs for Youth Activities due to unsuccessful Sarina Afterhours Grant application.
Materials and services	Registrations and subscriptions	(\$53,331)	Savings in various training budgets across Council due to the current COVID-19 pandemic uncertainty.
Materials and services	Insurance	(\$199,194)	Annual insurance renewal cost was lower than anticipated for the MECC

Materials and services	Other Materials and Services	(\$254,188)	Paget Transfer Station fees charged to capital projects (\$68K). Additional Development Compliance & Governance recovered expense income (\$46k). Reduction in exhibition freight expenditure due cancellation of Jasmine Togo-Brisby Touring Exhibition (\$38K). Savings in Academic Bursary study cost reimbursements (\$25K) and plant operations – transmission drive training expenditure (\$20K).
Finance Costs	Bank Charges	\$144,826	Recognition of QTC transaction fees.
Operational Expenses in Capital Projects	Various	\$374,522	Net operational movement across multiple capital projects \$98K. Plus prior year capital costs expensed from asset capitalisation processing.
Total operating expenditure adjustments		\$821,243	

Operating expenditure is forecasted to increase overall by \$821K. The majority of the expenditure is associated with increased consultant, contractor and equipment and hire fees is predominately offset by a saving in employee benefits costs due a high number of vacant positions.

	Original Budget \$'000	Current Amended Budget \$'000	December Budget Review Adjustment \$'000	Amended Budget \$'000
Operating Revenue	(\$268,648)	(\$271,012)	(\$846)	(\$271,858)
Operating Expense	\$267,966	\$270,933	\$821	\$271,754
Operating Surplus/Deficit	(\$682)	(\$79)	(\$25)	(\$104)

As a result of the above movements in revenue and expenses, MRC's forecasted operating surplus will increase to \$104K. Work will continue during the remainder of the financial year to closely monitor the effects of COVID-19 on Council operations.

Capital Projects

- See detailed project listing attached

Project	Capital Expenditure Amount	Operational Expenditure Amount	Capital Income Amount	Operational Income Amount
New Project Adjustments	\$513,162	\$15,000	\$0	\$0
Existing Project Adjustments	\$4,452,278	\$132,034	\$1,041,395	\$27,181
Existing Project Savings/Cancel	(\$2,481,157)	(\$49,012)	\$0	\$0
Existing Projects Deferred	(\$5,438,203)	\$0	\$934,430	\$0
TOTAL	(\$2,953,920)	\$98,022	\$1,975,825	\$27,181

Capital projects expenditure is forecast to decrease overall by \$3M. This is made up of additional capital project expenditure \$5M offset by savings and deferrals of \$8M. It should be noted that \$5.4M of expenditure is being deferred until future years (carryover) in line with expected delivery timeframes.

Overall capital grant revenue is decreasing by \$1.9M due to the correction of budget for previously recognised grant funding and the reallocation of TIDS grant funding to another regional Council.

	Original Budget \$'000	Current Amended Budget \$'000	December Budget Review Adjustment \$'000	Amended Budget \$'000
Capital project budget	\$111,978	\$126,686	(\$2,856)	\$123,830
- <i>Capital Expenditure</i>	\$109,537	\$123,487	(\$2,954)	\$120,533
- <i>Operational Expenditure</i>	\$2,441	\$3,199	\$98	\$3,297
Capital Funding budget	(\$13,562)	(\$15,589)	\$1,818	(\$13,771)
- <i>Capital funding</i>	(\$13,358)	(\$15,250)	\$1,791	(\$13,459)
- <i>Operational funding</i>	(\$204)	(\$339)	\$27	(\$312)

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

Ongoing review of the capital program will continue throughout the year and changes identified will be reported to Council for approval.

Consultation and Communication

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

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 2021/22 has decreased overall by \$3M to \$123.8M.

The operating surplus has increased to \$104K. This will continue to be monitored during the year and adjusted if required in future budget reviews.

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 23 June 2021 and adjustments throughout the year.

Conclusion

The December 2021 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 next 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 surplus is \$104K for the 2021/22 financial year. Costs and revenue will continue to be monitored especially in relation to the ongoing effects of COVID-19 on our business.

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 and delivery timing. Capital delivery remains a focus of Council.

Officer's Recommendation

THAT the changes identified in the December budget review be adopted and become the approved amended budget.

The Chief Executive Officer provided an overview and highlights of the December 2021 Budget Review Report.

Mayor Williamson congratulated the finance team and the directors on the great financial result, noting the approximately \$800,000 change in both expenditure and revenue which leads Council close to a balanced budget.

Cr Mann noted that the report shows savings in various training budgets and queried if the funds will be reallocated in the next financial year.

The CEO noted that these savings had occurred predominantly because of COVID and the reduction of travel and training opportunities and advised that there was the expectation that there will be a training backlog so Council will cater to that, but may not roll over all the funding.

Cr Bella noted the reduced income due to tenancy vacancies and queried what the percentage of tenancy vacancies is and whether these are commercial rates.

The CEO advised that the Dome tenancies are commercial rents and would take the occupancy question on notice.

Cr Hassan queried if the reduced income was new vacancies or anticipated income that was not realised in that period.

The CEO advised that he would take the question on notice.

Cr Bonaventura referred to the deferral of approximately \$930,000 in plant and equipment replacement and queried the reason behind that deferral.

The CEO advised that those funds refer to five or six items of fleet which Council has struggled to source from overseas due to COVID impacts on the supply chain. The CEO advised that the current fleet is adequate for the time being, noting that this is not the optimal economic trade-off for Council.

Council Resolution ORD-2022-23

THAT the changes identified in the December budget review be adopted and become the approved amended budget.

Moved Cr May

Seconded Cr Mann

Cr May noted that it was obvious that there had been a very comprehensive budget review when the financials show an expenses increase of \$821,000 and a revenue increase of \$846,000 and expressed confidence that Council's budget will be met by 30th June.

Cr Bonaventura noted the higher than expected Sugar Shed trading income of \$175,000 which contributed to Council's revenue and the feasibility study for the Sugar Shed which cost \$100,000 which contributed to the overspend, but expressed the belief that the study was necessary to provide direction to the Sarina Sugar Shed and agreed with Cr May that this review shows a great overall result.

CARRIED

Project	Period	Type	Project Description	PROJECT ADJUSTMENTS				PROJECT SAVINGS/CANCELLATIONS				DEFERRED PROJECT				COMMENTS
				Capital Expenditure Amount	Operational Expenditure Amount	Capital Income Amount	Operational Income Amount	Capital Expenditure Amount	Operational Expenditure Amount	Capital Income Amount	Operational Income Amount	Capital Expenditure Amount	Operational Expenditure Amount	Capital Income Amount	Operational Income Amount	
			NEW PROJECTS													
57253	55	NEW	Forbes Rd, Bloomsbury - Concrete Floodway Restoration	350,000	-	-	-	-	-	-	-	(253,356)	-	-	-	Change in project scope: Rebuild of flood ways to gain access.
51874	55	NEW	Kellys Rd Passenger Transport Accessible Infrastructure	40,000	-	-	-	-	-	-	-	-	-	-	-	Additional re-design & construction cost of small median island.
60401	55	NEW	Shakespeare Street, East Mackay WMB	35,000	-	-	-	-	-	-	-	-	-	-	-	Preliminary design cost.
23344	55	NEW	Seaforth Camping Ground Fence Replacement	30,940	-	-	-	-	-	-	-	-	-	-	-	Emergency fence replacement
74021	55	NEW	Monique Crt - SPS Pump Renewal	15,000	-	-	-	-	-	-	-	-	-	-	-	Emergency works.
10521	55	NEW	Elevated Work Platform - Parks	12,500	15,000	-	-	-	-	-	-	-	-	-	-	New EWP purchase.
90706	55	NEW	Paget Waste Facility Security Fencing	12,432	-	-	-	-	-	-	-	-	-	-	-	Operational deemed Capital.
90707	55	NEW	Sarina Sugar Shed CCTV	9,860	-	-	-	-	-	-	-	-	-	-	-	New project deemed capital.
57252	55	NEW	Retrus 2 HD Back-Eye Camera for Drainage Studies	7,430	-	-	-	-	-	-	-	-	-	-	-	YTF operational budget 1.5539.
			EXISTING PROJECTS													
10506	56	EXG	Mountain Biking	702,230	-	-	-	-	-	-	-	-	-	-	-	Ground works & trail head design cultural heritage costs to start this FY.
62097	56	EXG	Kounala WTP Ground Level Water Storage Tanks & Pump Station	500,000	-	-	-	-	-	-	-	-	-	-	-	Tendered price requires budget in FY 21/22. Budget was previously deferred in JBR.
51731	56	EXG	Creek St & Lorne Rd Shoulder Widening	440,000	-	-	-	-	-	-	-	-	-	-	-	Stage 2 concept estimate completed without survey information.
73040	56	EXG	Mirani Liquid Stream Upgrade	350,000	-	-	-	-	-	-	-	-	-	-	-	Additional costs for delay in dispute resolutions & commissioning works complete on.
51699	56	EXG	Stormwater Relining FY21-22	250,000	-	-	-	-	-	-	-	-	-	-	-	Variation to Napier St construction costs.
63408	56	EXG	Range Rd Sarina Water Main Renewal, Mt Blarney Rd to Leslie	231,810	-	-	-	-	-	-	-	-	-	-	-	Change in project scope.
62088	56	EXG	Phillip St & North View Tce, Mt Pleasant WM Upgrade	154,000	-	-	-	-	-	-	-	-	-	-	-	Revised price higher than budget.
51783	56	EXG	Harwood Sunnyside Shoulder Widening Stage 1	151,344	-	-	-	-	-	-	-	-	-	-	-	Scope change due to alignment issues.
10395	56	EXG	Mirani Council Services/Precinct Project - Concept Design	120,000	-	-	-	-	-	-	-	-	-	-	-	Additional cost to complete stage works for funding submission.
90286	56	EXG	Tenancy 13 & 14 Dome Roof Water Damage	120,000	(20,000)	-	-	-	-	-	-	-	-	-	-	Additional investigation & rectification roof cost. YTF OPEX to CAPEX.
53786	56	EXG	Juliet Street Rehabilitation	100,000	-	-	-	-	-	-	-	-	-	-	-	Additional project scope & contingency costs.
90526	56	EXG	HVAC System Wellington Street	98,000	-	-	-	-	-	-	-	-	-	-	-	Additional project scope & contingency costs.
62058	56	EXG	WPS-Booster Station Upgrades / Improvements - FY21/22	70,000	-	-	-	-	-	-	-	-	-	-	-	Tender prices higher than estimates.
51741	56	EXG	Celeber Drive Traffic Calming	63,000	-	-	-	-	-	-	-	-	-	-	-	Additional works required from detailed design.
55721	56	EXG	Lingers St, Wb Mackay kerb and channel	60,000	-	-	-	-	-	-	-	-	-	-	-	Change in project scope.
51782	56	EXG	Horse & Jockey / Landsdowne Roads	58,867	-	-	-	-	-	-	-	-	-	-	-	Additional geotechnical investigations and design costs.
70239	56	EXG	Sewerage Pump Station Refurbishment / Renewals - FY21/22	50,000	-	-	-	-	-	-	-	-	-	-	-	Additional project scope and service location costs.
51538	58	EXG	Milton St / Archibald St Intersection Upgrade	-	-	982,802	75,862	(450,000)	-	-	-	-	-	-	-	Actual cost less than project estimate. TIDS funding reallocated.
51735	58	EXG	Belmunda Rd Culvert Rehabilitation	-	-	-	-	(300,000)	-	-	-	-	-	-	-	Actual cost less than project estimate.
51728	58	EXG	Glenella-Richmond Rd Rehab-Habana to Holts Rd	-	-	-	-	(200,000)	-	-	-	-	-	-	-	Actual cost less than project estimate.
55532	58	EXG	Rocky Waterholes / Wollongford Rd RW7/RW9	-	-	-	-	(136,363)	-	-	-	-	-	-	-	Reduced contingency cost.
90585	58	EXG	Sarina Yukon Building - deck renewal	-	-	-	-	(125,000)	-	-	-	-	-	-	-	Lower than expected contract pricing.
62089	58	EXG	David Muir & Lester Hansen St, Slade Point WM Upgrade	-	-	-	-	(110,000)	-	-	-	-	-	-	-	Actual cost less than project estimate.
53404	58	EXG	Spray Seal Resurfacing Program - FY20-21	-	-	-	-	(100,000)	-	-	-	-	-	-	-	Contingency not required.
54465	58	EXG	Pioneer River levee construction - Rivers Edge to Heaths Rd	-	-	-	-	(63,911)	-	-	-	-	-	-	-	Actual costs less than project estimate.
51673	58	EXG	Gooseponds Creek Bridge Rehabilitation	-	-	-	-	(54,950)	-	-	-	-	-	-	-	Project complete - Actual costs less than project estimate.
10390	54	EXG	Plant & Equipment - Replacement Program	-	-	-	-	-	-	-	-	(932,946)	-	-	184,430	Plant deferred to FY 22/23.
92111	54	EXG	River Street Service Road and riverside improvements for Mac	-	-	-	-	-	-	-	-	(750,000)	-	-	750,000	Deferred to FY 22/23 based on current construction program.
70205	54	EXG	Sewerage Pump Station Refurbishment / Renewals - FY20/21	-	-	-	-	-	-	-	-	(600,000)	-	-	-	Deferred to FY 22/23.
53258	54	EXG	Oak St Andergrove Pavement Restoration SWD Rehab	-	-	-	-	-	-	-	-	(368,174)	-	-	-	Deferred to FY 22/23.
92114	54	EXG	Riverside - Pioneer River Floating Pontoon	-	-	-	-	-	-	-	-	(277,000)	-	-	-	Deferred to FY 22/23.
20500	54	EXG	Vine Showcase Arbors incl Footpath & Landscaping	-	-	-	-	-	-	-	-	(240,383)	-	-	-	Deferred to FY 22/23. Design still in progress.
90516	54	EXG	Admin Building Level 2 - Staff Accommodation	-	-	-	-	-	-	-	-	(220,000)	-	-	-	Deferred to FY 22/23.
51637	54	EXG	Walker-Finn Rd Bridge, Pinnacle, Bridge Rehabilitation	-	-	-	-	-	-	-	-	(196,000)	-	-	-	Deferred to FY 22/23.
90696	54	EXG	MECC Entrance Pavement Replacement	-	-	-	-	-	-	-	-	(196,000)	-	-	-	Deferred to FY 22/23.
70250	54	EXG	SPS - 23/23 - Telemetry Regional - Upgrades	-	-	-	-	-	-	-	-	(156,877)	-	-	-	Deferred to FY 22/23.
92112	54	EXG	Bluewater Quay Improvements Mackay Waterfront	-	-	-	-	-	-	-	-	(125,000)	-	-	-	Deferred to FY 22/23.
51654	54	EXG	Sarina Pool - Amenities Mobile	-	-	-	-	-	-	-	-	(109,230)	-	-	-	Deferred to FY 22/23 due to resource constraints impacting delivery.
57203	54	EXG	Maplethorpe Bridge EMERGENT Ch305-BRDG12288	-	-	-	-	-	-	-	-	(102,000)	-	-	-	Deferred to FY 22/23.
51677	54	EXG	Smith-Cross Road Foot Bridge Bridge Rehabilitation	-	-	-	-	-	-	-	-	(86,000)	-	-	-	Deferred to FY 22/23.
51675	54	EXG	Lucas Paddock Bridge Rehabilitation	-	-	-	-	-	-	-	-	(75,000)	-	-	-	Deferred to FY 22/23.
51676	54	EXG	Newmans Road (A915) Bridge Rehabilitation	-	-	-	-	-	-	-	-	(75,000)	-	-	-	Deferred to FY 22/23.
57202	54	EXG	Bullerina Bridge EMERGENT Ch365-BRDG12266	-	-	-	-	-	-	-	-	(60,000)	-	-	-	Deferred to FY 22/23.
90383	54	EXG	Building Management System Renewals	-	-	-	-	-	-	-	-	(60,000)	-	-	-	Deferred to FY 22/23.
53436	54	EXG	Seninis Rd Road Off Alignment	-	-	-	-	-	-	-	-	(53,206)	-	-	-	Deferred to FY 22/23.
57206	54	EXG	Clive Rogers Bridge EMERGENT Ch8790-BRDG12327	-	-	-	-	-	-	-	-	(50,000)	-	-	-	Deferred to FY 22/23.
57209	54	EXG	Pup Creek Bridge EMERGENT Ch 450-BRDG12330	-	-	-	-	-	-	-	-	(50,000)	-	-	-	Deferred to FY 22/23.
57210	54	EXG	Bustard Creek Bridge EMERGENT Ch2090-BRDG12311	-	-	-	-	-	-	-	-	(50,000)	-	-	-	Deferred to FY 22/23.
70235	58	EXG	SLP-Sewer Renewals / Replacement Programme 21/22	(30,916)	30,916	-	-	(120,000)	-	-	-	-	-	-	-	Savings transferred as to change in project scope. Transfer of CAPEX funding to OPEX expenditure.
			Various Projects under \$50k (247 Projects)	963,942	121,119	58,594	(48,681)	(818,933)	(49,012)	-	-	(362,081)	-	-	-	Various projects.
			TOTAL	4,965,440	147,034,450	1,041,395	27,181	(2,481,157)	(49,012,160)	-	-	(5,438,203)	-	-	934,430	-

MACKAY REGIONAL COUNCIL
STATEMENT OF INCOME AND EXPENSES
For the year ending 30 June 2022
(including long term forecast until 2030/31)

	Budget 2021/22 \$000	Forward Estimate								
		2022/23 \$000	2023/24 \$000	2024/25 \$000	2025/26 \$000	2026/27 \$000	2027/28 \$000	2028/29 \$000	2029/30 \$000	2030/31 \$000
Operating revenue										
Rates and charges	246,226	253,167	260,251	267,034	273,996	281,270	288,034	294,961	302,102	309,415
Discounts	(18,571)	(19,128)	(19,702)	(20,243)	(20,800)	(21,320)	(21,853)	(22,399)	(22,959)	(23,533)
Remissions	(2,379)	(2,451)	(2,524)	(2,594)	(2,665)	(2,732)	(2,800)	(2,870)	(2,942)	(3,015)
Net Rates and charges	225,276	231,588	238,025	244,197	250,531	257,218	263,381	269,692	276,201	282,867
Fees and charges	19,372	18,282	18,646	19,019	19,399	19,875	20,362	20,861	21,376	21,904
Rental income	1,417	1,477	1,505	1,535	1,566	1,597	1,629	1,662	1,698	1,735
Sales - contracts and recoverable works	8,126	7,887	8,037	8,198	8,362	8,529	8,699	8,873	9,069	9,268
Grants and subsidies	11,453	10,794	10,999	9,207	9,391	9,579	9,770	9,966	10,185	10,362
Interest earned	1,812	1,023	1,208	1,375	1,711	2,154	2,453	2,844	3,276	3,647
Other operating revenue	4,402	3,825	3,898	3,976	4,055	4,136	4,219	4,303	4,398	4,495
Total operating revenue	\$ 271,858	\$ 274,876	\$ 282,318	\$ 287,507	\$ 295,015	\$ 303,088	\$ 310,513	\$ 318,201	\$ 326,203	\$ 334,278
Operating expenses										
Employee costs	87,049	91,834	94,436	97,195	100,037	102,963	106,229	110,120	114,426	118,904
Materials and services	97,564	94,840	99,298	100,819	103,663	107,504	110,636	115,232	117,640	120,642
Finance costs	7,819	6,481	5,367	5,069	4,827	4,607	4,234	4,068	4,243	4,282
Depreciation	79,322	80,180	81,177	81,969	83,005	81,848	81,244	82,434	83,361	84,566
Total operating expenses	271,754	\$ 273,335	\$ 280,278	\$ 285,052	\$ 291,532	\$ 296,922	\$ 302,343	\$ 311,854	\$ 319,670	\$ 328,394
Operating result	\$ 104	\$ 1,541	\$ 2,040	\$ 2,455	\$ 3,483	\$ 6,166	\$ 8,170	\$ 6,347	\$ 6,533	\$ 5,884
Capital revenue										
Grants and subsidies	13,416	24,310	21,916	27,119	23,669	25,580	25,649	24,955	27,222	27,638
Contributions from developers	5,000	3,000	3,500	3,500	3,500	3,500	3,500	3,500	3,500	3,500
Donated assets	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000
Other capital income	43	-	-	-	-	-	-	-	-	-
Total capital revenue	\$ 22,459	\$ 31,310	\$ 29,416	\$ 34,619	\$ 31,169	\$ 33,080	\$ 33,149	\$ 32,455	\$ 34,722	\$ 35,138
Capital expenses										
Loss on disposal or sale of assets	740	885	1,077	742	752	1,622	994	1,027	1,015	1,148
Revaluation decrement and loss on impairment	-	-	-	-	-	-	-	-	-	-
Other capital expenses	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000
Total capital expenses	2,740	\$ 2,885	\$ 3,077	\$ 2,742	\$ 2,752	\$ 3,622	\$ 2,994	\$ 3,027	\$ 3,015	\$ 3,148
Net result	\$ 19,823	\$ 29,966	\$ 28,379	\$ 34,332	\$ 31,900	\$ 35,624	\$ 38,325	\$ 35,775	\$ 38,240	\$ 37,874
Other comprehensive income										
Increase or (decrease) in asset revaluation surplus	-	-	-	-	-	-	-	-	-	-
Total comprehensive income for the year	\$ 19,823	\$ 29,966	\$ 28,379	\$ 34,332	\$ 31,900	\$ 35,624	\$ 38,325	\$ 35,775	\$ 38,240	\$ 37,874

MACKAY REGIONAL COUNCIL
STATEMENT OF FINANCIAL POSITION
For the year ending 30 June 2022
(including long term forecast until 2030/31)

	Budget 2021/22 \$000	Forward Estimate								
		2022/23 \$000	2023/24 \$000	2024/25 \$000	2025/26 \$000	2026/27 \$000	2027/28 \$000	2028/29 \$000	2029/30 \$000	2030/31 \$000
Current assets										
Cash, cash equivalents and investments	143,343	98,202	74,402	71,540	74,686	72,342	73,118	74,514	72,315	72,425
Trade and other receivables	19,916	20,258	20,738	21,166	21,696	22,261	22,726	23,328	23,888	24,458
Contract assets	3,500	3,500	3,500	3,500	3,500	3,500	3,500	3,500	3,500	3,500
Other assets	2,710	2,710	2,710	2,710	2,710	2,710	2,710	2,710	2,710	2,710
Inventories	2,745	2,745	2,745	2,745	2,745	2,745	2,745	2,745	2,745	2,745
Non-current assets held for sale	79	79	79	79	79	79	79	79	79	79
Total current assets	\$ 172,293	\$ 127,494	\$ 104,174	\$ 101,740	\$ 105,416	\$ 103,637	\$ 104,878	\$ 106,876	\$ 105,237	\$ 105,917
Non-Current Assets										
Investments	5,102	5,102	5,102	5,102	5,102	5,102	5,102	5,102	5,102	5,102
Trade and other receivables	-	-	-	-	-	-	-	-	-	-
Property, plant and equipment	3,452,964	3,511,040	3,578,418	3,618,312	3,646,290	3,680,786	3,718,630	3,762,970	3,800,330	3,850,063
Intangible assets	5,158	4,312	3,230	2,149	1,067	32	5	2	-	-
Right of use assets	782	730	678	626	574	521	469	417	365	313
Total non-current assets	\$ 3,464,006	\$ 3,521,184	\$ 3,587,428	\$ 3,626,189	\$ 3,653,033	\$ 3,686,441	\$ 3,724,206	\$ 3,768,491	\$ 3,805,797	\$ 3,855,478
Total assets	\$ 3,636,299	\$ 3,648,678	\$ 3,691,602	\$ 3,727,929	\$ 3,758,449	\$ 3,790,078	\$ 3,829,084	\$ 3,875,367	\$ 3,911,034	\$ 3,961,395
Current liabilities										
Contract liabilities	3,500	3,500	3,500	3,500	3,500	3,500	3,500	3,500	3,500	3,500
Lease liabilities	25	25	25	25	25	25	25	25	25	25
Trade and other payables	9,763	9,608	9,999	10,203	10,491	10,864	11,157	11,639	11,924	12,258
Borrowings	16,974	18,103	16,672	14,452	13,182	14,335	13,722	10,173	7,887	9,086
Provisions	63,111	62,694	60,990	56,490	49,312	46,166	38,931	34,215	29,571	24,649
Other liabilities	12,654	12,654	12,654	12,654	12,654	12,654	12,654	12,654	12,654	12,654
Total current liabilities	\$ 106,027	\$ 106,584	\$ 103,840	\$ 97,324	\$ 89,164	\$ 87,544	\$ 79,989	\$ 72,206	\$ 65,561	\$ 62,172
Non-current liabilities										
Lease liabilities	791	750	709	669	628	588	547	506	466	425
Borrowings	84,703	66,600	83,930	92,480	99,300	96,965	105,245	123,575	127,688	143,604
Provisions	16,746	16,746	16,746	16,746	16,746	16,746	16,746	16,746	16,746	16,746
Other liabilities	1,163	1,163	1,163	1,163	1,163	1,163	1,163	1,163	1,163	1,163
Total non-current liabilities	\$ 103,403	\$ 85,259	\$ 102,548	\$ 111,058	\$ 117,837	\$ 115,462	\$ 123,701	\$ 141,990	\$ 146,063	\$ 161,938
Total liabilities	\$ 209,430	\$ 191,843	\$ 206,388	\$ 208,382	\$ 207,001	\$ 203,006	\$ 203,690	\$ 214,196	\$ 211,624	\$ 224,110
Net community assets	\$ 3,426,869	\$ 3,456,835	\$ 3,485,214	\$ 3,519,547	\$ 3,551,448	\$ 3,587,072	\$ 3,625,394	\$ 3,661,171	\$ 3,699,410	\$ 3,737,285
Community equity										
Retained surplus	2,257,681	2,287,647	2,316,026	2,350,358	2,382,259	2,417,883	2,456,207	2,491,982	2,530,223	2,568,097
Asset revaluation reserve	1,169,188	1,169,188	1,169,188	1,169,188	1,169,188	1,169,188	1,169,188	1,169,188	1,169,188	1,169,188
Total community assets	\$ 3,426,869	\$ 3,456,835	\$ 3,485,214	\$ 3,519,546	\$ 3,551,447	\$ 3,587,071	\$ 3,625,395	\$ 3,661,170	\$ 3,699,411	\$ 3,737,285

MACKAY REGIONAL COUNCIL
STATEMENT OF CHANGES IN EQUITY
For the year ending 30 June 2022
(including long term forecast until 2030/31)

	Orig Budget 2020/21 \$000	Amd Budget 2020/21 \$000	Actual 2020/21 \$000	Budget 2021/22 \$000	Forward Estimate								
					2022/23 \$000	2023/24 \$000	2024/25 \$000	2025/26 \$000	2026/27 \$000	2027/28 \$000	2028/29 \$000	2029/30 \$000	2030/31 \$000
Retained Surplus													
Opening balance	2,018,682	2,164,719	2,164,720	2,237,858	2,257,680	2,287,646	2,316,026	2,350,358	2,382,258	2,417,882	2,456,207	2,491,982	2,530,222
Adjustment to opening balance	-	-	22,635	-	-	-	-	-	-	-	-	-	-
Net result for the period	18,638	30,979	50,503	19,823	29,966	28,379	34,332	31,900	35,624	38,325	35,775	38,240	37,874
Closing balance	\$ 2,037,320	\$ 2,195,698	\$ 2,237,858	\$ 2,257,680	\$ 2,287,646	\$ 2,316,026	\$ 2,350,358	\$ 2,382,258	\$ 2,417,882	\$ 2,456,207	\$ 2,491,982	\$ 2,530,222	\$ 2,568,096
Asset Revaluation Reserve													
Opening balance	1,456,398	1,067,351	1,067,349	1,169,188	1,169,188	1,169,188	1,169,188	1,169,188	1,169,188	1,169,188	1,169,188	1,169,188	1,169,188
Adjustment to opening balance	-	-	26,619	-	-	-	-	-	-	-	-	-	-
Asset revaluation adjustments	-	-	75,217	-	-	-	-	-	-	-	-	-	-
Closing balance	\$ 1,456,398	\$ 1,067,351	\$ 1,169,188	\$ 1,169,188	\$ 1,169,188	\$ 1,169,188	\$ 1,169,188	\$ 1,169,188	\$ 1,169,188	\$ 1,169,188	\$ 1,169,188	\$ 1,169,188	\$ 1,169,188
Total													
Opening balance	3,475,080	3,232,070	3,232,071	3,407,046	3,426,868	3,456,834	3,485,214	3,519,546	3,551,446	3,587,070	3,625,395	3,661,170	3,699,410
Adjustment to opening balance	-	-	49,254	-	-	-	-	-	-	-	-	-	-
Net result for the period	18,638	30,979	50,503	19,823	29,966	28,379	34,332	31,900	35,624	38,325	35,775	38,240	37,874
Asset revaluation adjustments	-	-	75,217	-	-	-	-	-	-	-	-	-	-
TOTAL COMMUNITY EQUITY	\$ 3,493,718	\$ 3,263,049	\$ 3,407,045	\$ 3,426,868	\$ 3,456,834	\$ 3,485,214	\$ 3,519,546	\$ 3,551,446	\$ 3,587,070	\$ 3,625,395	\$ 3,661,170	\$ 3,699,410	\$ 3,737,284

MACKAY REGIONAL COUNCIL
STATEMENT OF CASH FLOW
For the year ending 30 June 2022
(including long term forecast until 2030/31)

	Orig Budget 2020/21 \$000	Amd Budget 2020/21 \$000	Actual 2020/21 \$000	Budget 2021/22 \$000	Forward Estimate								
					2022/23 \$000	2023/24 \$000	2024/25 \$000	2025/26 \$000	2026/27 \$000	2027/28 \$000	2028/29 \$000	2029/30 \$000	2030/31 \$000
Cash flows from operating activities:													
Receipts from customers	249,924	255,425	248,401	266,201	262,728	269,644	276,366	283,396	290,804	297,837	304,806	312,197	319,713
Payments to suppliers and employees	(185,442)	(206,610)	(178,294)	(207,255)	(187,873)	(195,687)	(202,959)	(211,254)	(213,918)	(224,502)	(230,290)	(237,148)	(244,873)
	\$ 64,482	\$ 48,815	\$ 70,107	\$ 58,946	\$ 74,855	\$ 73,957	\$ 73,407	\$ 72,142	\$ 76,886	\$ 73,335	\$ 74,516	\$ 75,049	\$ 74,840
Interest received	2,572	2,104	3,075	1,812	1,023	1,208	1,375	1,711	2,154	2,453	2,844	3,276	3,647
Non capital grants and contributions	17,249	17,407	15,536	11,236	10,782	10,986	9,337	9,377	9,565	9,758	9,949	10,169	10,349
Borrowing Costs	(7,925)	(7,923)	(7,918)	(6,922)	(5,853)	(4,727)	(4,416)	(4,161)	(3,928)	(3,542)	(3,361)	(3,521)	(3,544)
Net cash inflow (outflow) from operating activities	\$ 76,378	\$ 60,403	\$ 80,800	\$ 65,072	\$ 80,807	\$ 81,424	\$ 79,703	\$ 79,069	\$ 84,677	\$ 82,004	\$ 83,948	\$ 84,973	\$ 85,292
Cash flow from investing activities:													
Payments for property, plant and equipment	(115,083)	(106,133)	(86,100)	(120,322)	(136,071)	(146,405)	(118,972)	(108,811)	(114,638)	(117,643)	(126,542)	(120,828)	(133,239)
Payments for intangible assets	-	-	(26)	(212)	-	-	-	-	-	-	-	-	-
Net movement in loans and advances	1,738	1,738	-	1,975	-	-	-	-	-	-	-	-	-
Proceeds from sale of property plant and equipment	1,730	1,784	2,116	1,933	1,828	1,906	1,500	2,211	1,759	1,641	2,796	3,147	1,845
Grants, subsidies, contributions and donations	22,520	31,686	33,753	18,745	27,310	25,416	30,619	27,169	29,080	29,149	28,455	30,722	31,138
Other investing activities	-	(1,361)	39	(1,957)	(2,000)	(2,000)	(2,000)	(2,000)	(2,000)	(2,000)	(2,000)	(2,000)	(2,000)
Net cash inflow (outflow) from investing activities	\$ (89,095)	\$ (72,286)	\$ (50,218)	\$ (99,838)	\$ (108,933)	\$ (121,083)	\$ (88,853)	\$ (81,431)	\$ (85,799)	\$ (88,853)	\$ (97,291)	\$ (88,959)	\$ (102,256)
Cash flow from financing activities:													
Proceeds from borrowings	-	-	-	-	-	34,000	23,000	20,000	12,000	22,000	28,500	12,000	25,000
Repayment of borrowings	(15,211)	(15,213)	(15,217)	(15,906)	(16,974)	(18,100)	(16,671)	(14,451)	(13,181)	(14,334)	(13,720)	(10,172)	(7,885)
Principal lease repayments	-	-	(68)	(41)	(41)	(41)	(41)	(41)	(41)	(41)	(41)	(41)	(41)
Net cash inflow (outflow) from financing activities	\$ (15,211)	\$ (15,213)	\$ (15,285)	\$ (15,947)	\$ (17,015)	\$ 15,859	\$ 6,288	\$ 5,508	\$ (1,222)	\$ 7,625	\$ 14,739	\$ 1,787	\$ 17,074
Net increase (decrease) in cash held	\$ (27,928)	\$ (27,096)	\$ 15,297	\$ (50,713)	\$ (45,141)	\$ (23,800)	\$ (2,862)	\$ 3,146	\$ (2,344)	\$ 776	\$ 1,396	\$ (2,199)	\$ 110
Cash at beginning of reporting period	153,912	178,759	178,759	194,056	143,343	98,202	74,402	71,540	74,686	72,342	73,118	74,514	72,315
Cash at end of reporting period	\$ 125,984	\$ 151,663	\$ 194,056	\$ 143,343	\$ 98,202	\$ 74,402	\$ 71,540	\$ 74,686	\$ 72,342	\$ 73,118	\$ 74,514	\$ 72,315	\$ 72,425

MACKAY REGIONAL COUNCIL
KEY FINANCIAL SUSTAINABILITY METRICS
For the year ending 30 June 2022
(including long term forecast until 2030/31)

	Target	Budget 2021/22	Forward Estimate								
			2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
Operating surplus ratio <i>Operating result (excluding capital items) as a percentage of operating revenue</i>	0% - 10%	0.0%	0.6%	0.7%	0.9%	1.2%	2.0%	2.6%	2.0%	2.0%	1.8%
Current ratio <i>Current assets / current liabilities</i>	Between 1 and 4	1.6	1.2	1.0	1.0	1.2	1.2	1.3	1.5	1.6	1.7
Interest coverage ratio <i>Net interest expense / operating revenue</i>	0% - 5%	2.2%	2.0%	1.5%	1.3%	1.1%	0.8%	0.6%	0.4%	0.3%	0.2%
Net financial liabilities ratio <i>(Total liabilities - current assets) / total operating revenue (excluding capital items)</i>	< 60%	13.7%	23.4%	36.2%	37.1%	34.4%	32.8%	31.8%	33.7%	32.6%	35.4%
Asset sustainability ratio <i>Capital expenditure on renewals / depreciation expense</i>	> 90%	83.9%	87.5%	91.9%	87.0%	83.0%	89.2%	98.3%	101.7%	105.7%	98.6%
Capital expenditure ratio <i>Capital expenditure / depreciation</i>	> 1.1 times	1.6	1.8	1.9	1.5	1.4	1.5	1.5	1.6	1.5	1.6

MACKAY REGIONAL COUNCIL
CAPITAL WORKS PROGRAM
For the year ending 30 June 2022
(including long term forecast until 2030/31)

	Budget 2021/22 \$000	Forward Estimate								
		2022/23 \$000	2023/24 \$000	2024/25 \$000	2025/26 \$000	2026/27 \$000	2027/28 \$000	2028/29 \$000	2029/30 \$000	2030/31 \$000
Buildings and Facilities	10,003	21,707	33,571	9,773	9,224	8,851	8,390	5,229	5,033	5,330
Renewal	3,485	6,062	10,017	5,015	5,570	5,587	5,070	4,954	5,033	5,330
Upgrade	518	175	5,151	17	231	-	-	-	-	-
New	5,999	15,470	18,404	4,741	3,423	3,264	3,319	276	-	-
Parks, Gardens, Coastal & Foreshores, Waste	9,114	15,508	12,479	10,601	3,972	4,502	14,264	20,550	4,370	5,663
Renewal	4,208	3,338	2,676	4,372	2,444	2,873	12,071	18,008	4,053	5,160
Upgrade	2,292	4,272	3,751	737	785	1,236	1,161	334	163	347
New	2,615	7,897	6,052	5,492	743	393	1,032	2,208	154	157
Intangible	212	-	-	-	-	-	-	-	-	-
Renewal	111	-	-	-	-	-	-	-	-	-
Upgrade	-	-	-	-	-	-	-	-	-	-
New	101	-	-	-	-	-	-	-	-	-
Land	1	-	1,208	-	27	512	3,807	3,872	-	1,870
Renewal	-	-	-	-	-	-	-	-	-	-
Upgrade	-	-	-	-	-	-	-	-	-	-
New	1	-	1,208	-	27	512	3,807	3,872	-	1,870
Plant & Equipment	12,806	10,886	11,954	10,367	13,784	12,340	10,588	11,755	18,688	13,471
Renewal	12,268	10,079	11,513	10,328	13,744	12,299	10,546	11,712	18,490	13,428
Upgrade	81	42	159	20	20	20	21	21	22	22
New	457	765	282	20	20	20	21	21	176	22
Roads, Drainage & Network	60,959	61,506	60,106	55,550	57,432	46,737	54,169	49,399	70,554	86,729
Renewal	29,355	31,915	30,066	30,198	27,359	27,486	27,383	28,254	39,123	40,127
Upgrade	18,064	9,955	12,277	14,025	19,634	10,933	11,696	7,521	23,521	22,733
New	13,540	19,637	17,763	11,326	10,439	8,318	15,091	13,624	7,910	23,870
Sewerage	9,566	8,955	11,074	15,620	9,583	14,361	9,793	4,472	4,187	4,258
Renewal	5,504	5,030	8,094	8,713	8,341	9,195	8,350	3,803	3,507	3,566
Upgrade	1,962	2,423	1,959	6,297	701	2,768	1,094	315	320	325
New	2,099	1,502	1,021	610	541	2,397	349	354	360	367
Water	17,874	17,510	16,013	17,059	14,789	27,336	16,634	31,265	17,996	15,917
Renewal	10,805	12,766	11,174	11,668	10,476	14,562	16,399	17,048	17,825	15,742
Upgrade	2,584	3,101	2,052	1,939	287	1,058	151	10,621	86	87
New	4,485	1,643	2,788	3,452	4,027	11,716	83	3,597	86	87
	\$ 120,533	\$ 136,071	\$ 146,405	\$ 118,972	\$ 108,811	\$ 114,638	\$ 117,643	\$ 126,542	\$ 120,828	\$ 133,239

11.1.3. OPERATIONAL PLAN 2021/2022 - QUARTER 2

Author Coordinator Performance & Risk (Sarah Shuttlewood)
Responsible Officer Executive Officer (David McKendry)
File Reference Operational Plan 2021/2022 – Quarter 2

Attachments 1. Operational Plan Quarterly Report Q2 2122 [11.1.3.1 - 49 pages]

Purpose

To advise the Mayor and Councillors of progress made during the Second Quarter (1 October to 31 December 2021) towards delivering actions in the Operational Plan 2021/22.

Related Parties

Not applicable

Corporate Plan Linkage

Priority: Organisational Performance

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

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 – Second Quarter details Mackay Regional Council's (MRC) performance in delivering actions detailed in the annual Operational Plan 2021/22, as at 31 December 2021.

Performance against targets is reported as 'on target', 'below target', 'reporting not required this quarter' or 'complete'.

At the Second Quarter, a total of 94 actions are on target (including 1 complete) and 14 are below target. 7 actions do not require reporting for this quarter. Pages 5 and 6 of the report include a list of the actions that are below target and an explanatory comment regarding variance from the forecast quarterly target.

The continuing positive progress this quarter provides confidence that the Corporate Objectives of the current Corporate Plan are on track to be achieved as planned.

Consultation and Communication

The Chief Executive Officer, Directors and Program Managers were consulted in development of the Operational Plan Quarterly Report.

Once received by the Mayor and Councillors, the report will be published on the MRC website to allow the community to review the organisation's progress in achieving corporate plan priorities.

Resource Implications

There are no resource implications directly related to the operational plan report. The operational plan is designed to measure implementation of the corporate plan priorities and strategies and to ensure appropriate resources are allocated to priority areas.

Risk Management Implications

Review of the operational plan minimises risk to council by ensuring performance is managed and monitored.

Conclusion

It is recommended that the Operational Plan Quarterly Report for the Second Quarter of 2021/22 be received as tabled.

Officer's Recommendation

THAT council receive the Operational Plan Quarterly Report for the Second Quarter of 2021/22, in accordance with Section 174 of the *Local Government Regulation 2012*.

Council Resolution ORD-2022-24

THAT council receive the Operational Plan Quarterly Report for the Second Quarter of 2021/22, in accordance with Section 174 of the *Local Government Regulation 2012*.

Moved Cr Englert

Seconded Cr Green

Cr Englert highlighted several items from the report including the 94 actions on target, the 14 below target, the Walkerston Library relocation, the refurbishment of the old Cattle Creek Mill building, the awards won by the Sarina Sugar Shed, the Marian Water Treatment Plant taking out the best tasting tap water in Queensland again and the recognition received by the Water and Waste Services team from the External WHS Auditor.

CARRIED

OPERATIONAL PLAN QUARTERLY REPORT

SECOND QUARTER 2021 - 2022



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Introduction

The Corporate Plan 2021 - 2026 sets our strategic direction over the five-year period to 2026 with eight key priorities supported by a range of corporate strategies. The Operational Plan 2021-2022 outlines how Mackay Regional Council (MRC) will progress implementation of its Corporate Plan 2021-2026 during the financial year. Cumulative, quarterly targets are set for each action in the Operational Plan.

We are required to report on implementation of the Operational Plan on a quarterly basis, in accordance with s.174(3) *Local Government Regulation 2012*. Performance against quarterly targets are reported as 'on target', 'below target' or 'complete'. Actions that will be progressed in a later quarter are reported as 'report not required this quarter' and have a zero target in the reporting period.

This report is for the second quarter ending 31 December 2021 and is presented to the ordinary meeting of Council on 9th February 2021.

Message from the Chief Executive Officer

A number of significant initiatives were progressed during the second quarter.

Some key highlights have been:

- Safety remains a priority for Council operations. Performance this quarter against our lead indicators was generally positive, however opportunity to improve on contractor safety spot-checks has been identified and will be a focus in the next quarter. Unfortunately, six lost time injuries were reported in the quarter.
- The first stage of the new Animal Management Centre was completed and became operational.
- Council received a number of awards across various Programs, highlighting the quality work being undertaken -

- Emergency Management received a Highly Commended award in the Local Government category at the National Resilient Australia Awards Ceremony
- The Sarina Sugar Shed claimed a number of awards. Bronze in two categories at the 2021 Queensland Tourism Awards, Gold in two categories at the Mackay Isaac Tourism Awards, Gold in the Rum Liqueur category at the 2021 Queensland Distilled Spirits Awards
- Marian Water Treatment Plant was awarded the best tasting tap Water in Queensland at the "Best of the Best" Queensland Water Taste Test
- Council endorsed the Northern Beaches Community Hub master plan for detailed design.
- Along with the announcement of funding for the Riverside Revitalisation Project, Council also endorsed an agreement to allow ReNew Mackay to develop six Council owned sites subject to agreed terms.
- Refurbishment of the previous Cattle Creek Mill building completed in Finch Hatton sees the initial stages of the Mountain Bike project progress
- The annual Financial Statements were presented and adopted, and positive outcome received for our Annual External audit by QAO.

Michael Thomson

Chief Executive Officer

Our Key Achievements

OFFICE OF THE MAYOR AND CHIEF EXECUTIVE OFFICER

Michael Thomson, Chief Executive Officer

Executive Office | Legal Services

- Mackay successfully hosted the LGAQ Conference in October, with the Mayor and all Councillors able to participate
- Mayor and Councillors heavily involved in development of a new Corporate Plan, which is currently undergoing community consultation
- A funding highlight for the period included announcement of successful funding for the Mackay Waterfront PDA - Riverside Revitalisation Project - Stage 1, with \$4.125M in funding to be provided by the Federal Government under its Building Better Regions Fund

COMMUNITY AND CLIENT SERVICES

Angela Hays, Director Community and Client Services

Community Lifestyle | Corporate Communications | Emergency Management | Health and Regulatory Services | MECC and Events

- Marketing and Corporate Communications prepared the Community Attitude Survey, incorporating Corporate Plan consultation.
- Marketing and Corporate Communications launched the Discover Mackay video and the annual Christmas video.
- Artspace launched self-guided, interactive StoryMaps for the Mackay Public Art Walk and Ron McBurnie Artist Trail
- Community Program's Sport and Recreation section delivered a series of events for the Bike Week program.
- Community Lifestyle's Community Development sections successfully delivered the Seniors Expo and Disability Expo.
- Community Lifestyle's Arts Development section partnered with Creative Recovery Training for artists and artworkers to work with communities affected by disaster experiences.
- Libraries, in partnership with Property Services and Information Services, relocated the Walkerston Library to the Walkerston Village Shopping Centre in preparation for opening in the new year.

- Health and Regulatory Services Pest Management Officers continued to work hard responding to wild dog and pig complaints across the region, assisting landowners with baiting and trapping. This has helped reduce numbers during this period when wild dogs and pigs are highly mobile.
- Stage 1 construction of the new Animal Management Centre completed with Local Laws Officers transitioning from the old facility while maintaining animal management services.
- Emergency Management received a Highly Commended award in the Local Government category at the National Resilient Australia Awards Ceremony for its work in improving the safety and wellbeing of persons with a disability in disasters.

DEVELOPMENT SERVICES

Aletta Nugent, Director Development Services

Development Assessment | Development Engineering | Economic Development and Tourism | Strategic Planning | Parks, Environment and Sustainability

- The Mackay Floodplain Management Plan was adopted by Council in November 2021. The Pioneer River, Mackay City and Bakers Creek (Walkerston) flood studies were also adopted as part of the larger Floodplain Management study.
- Council endorsed the Northern Beaches Community Hub master plan for detailed design.
- Submissions on Planning Scheme Major Amendment 2 were considered and the Major Amendment and Planning Scheme Policy Amendment – Bushfire submitted to the State for consideration. Major Amendment 2 will facilitate new development opportunities like emerging industries to ensure the region remains competitive.
- A local area planning session was held in Finch Hatton to discuss proposed recommendations to the planning scheme and supporting public realm initiatives for the Finch Hatton and Eungella areas. Council decided to commence with the proposed planning scheme amendments (Major Amendment 3) in December 2021.
- The Sarina Sugar Shed was awarded Bronze in two categories at the 2021 Queensland Tourism Awards: Tourism Wineries, Distilleries and Breweries, and Excellence in Food Tourism.

Mackay Regional Council

Operational Plan Quarterly Report | Second Quarter | 2021/2022

- The Sarina Sugar Shed was awarded Gold in two categories at the Mackay Isaac Tourism Awards: Excellence in Food Tourism, and Outstanding Contribution by a Volunteer Group.
- The Sarina Sugar Shed was awarded a Gold in the Rum Liqueur category at the 2021 Queensland Distilled Spirits Awards for its Sugar Shed Classic Rum Liqueur.
- Through the Invest Mackay multi-year partnership with Queensland Cricket and Brisbane Heat, Mackay hosted 9 WBBL matches at the Great Barrier Reef Arena during November with over 12,000 attending the games.
- The Strategic Planning and Economic Development & Tourism programs facilitated an industry workshop for the review of the Facilitating Development in Mackay Region Policy with invited representatives from the development and construction industry.
- The Development Assessment and Development Engineering Programs have now been successfully merged to form the Development Planning and Engineering Program.
- A significant milestone was achieved for the Mackay Waterfront, with the endorsement by Council to proceed with the agreement to allow ReNew Mackay to develop six Council owned sites subject to agreed terms.
- The Mackay City and Waterfront team led and funded successful activations in the City Centre, including the 5th Lane showcase event over 5 weeks, roaming Christmas Carollers, sponsorship of the Christmas light convoy and New Years Eve fireworks.

CAPITAL WORKS

Jim Carless, Director Capital Works

Major Projects | Portfolio Management Office | Field Services | Contract Services | Design Services

- Health and Regulatory Services commence operations from the new Animal Management Centre to allow Separable Portion 2 works to commence.
- Mirani Precinct detailed design of the precinct completed.
- Riverside Link design completed and tender released allowing construction to commence in early 2022, seeing the first construction works commence along the river as part of the Mackay Waterfront.

- Shoal Point Reservoir design fundamentals finalised and design tenders received for January 2022 commencement.
- Refurbishment of the previous Cattle Creek Mill building completed in Finch Hatton
- Completion of David Muir & Lester Hansen St water augmentation in Slade Point.
- Completion of Kellys Rd and Pugsley St culvert replacements in Walkerston.
- Completion of concrete shared path on Blacks Beach Rd between Eimeo Rd and the Tavern.
- Belmunda Rd culverts replaced with final restoration works only outstanding.

ENGINEERING AND COMMERCIAL INFRASTRUCTURE

Jason Devitt, Director Engineering and Commercial Infrastructure

Asset Management | Business Services | Civil Operations | Transport and Drainage Infrastructure Planning | Planning and Sustainability | Water Network | Waste Services Water Treatment

- Marian Water Treatment Plant was awarded the best tasting tap Water in Queensland at the “Best of the Best” Queensland Water Taste Test in September 2021. This is the third time MRC has won this competition in the last four years. Water samples from across Queensland were put to a blind taste test during which they were judged on taste, colour, clarity and odour. Mayor Greg Williamson was presented with the winning trophy at the Ordinary Council Meeting on 22 September 2021 by Water Treatment Plant staff. The Marian Water Treatment Plant water will now compete against national Water Utilities at the Ixom Best Tasting Tap Water in Australia in early 2022.
- Several outstanding safety records in Water & Waste Services:
 - Waste Services and Water & Sewerage Infrastructure Planning have continued their unblemished records of zero LTIs since Safety Records began in 2016
 - The Water Treatment Team has been 2-years LTI free
 - The Water Treatment Team has been 1-year LTI free
 - WWS received recognition from the External WHS Auditors for the high standard of safety demonstrated by WWS staff at WWS sites.

- A new paper/cardboard baler has been installed at the MRF in Paget. The new horizontal baling press uses hydraulic power to compress wastepaper and cardboard into compact bales. The new baler brings the facility in line with industry standard and ensures our product can access the commodity market.
- Representatives from Redland, Logan and Ipswich City Councils participated in a virtual tour of the MRF during October 2021. The delegates appreciated the opportunity to visit Council's MRF as they undertake their own recycling process investigations.
- Water Network consistently exceeded the KPI target of 4.25 Customer Satisfaction Star Rating (achieving yearly average of 4.5 Stars).
- Water Services hosted a Regional Hub for an Australian Water Association (AWA) Technical Event in October 2021. The Panel Presentation/Discussion explored Contracting Models in the Water Sector focusing on project and contract delivery models. Jason Devitt participated as one of the Panellists along with representatives from Sunwater, Aurecon and Veolia Water Australia. The Regional Hub was attended by Council staff from Engineering & Commercial Infrastructure, the Capital Delivery Department and the CEO together with local Cardno employees.
- Water Services also hosted the Australian Water Association (AWA) North Queensland Annual Conference during July 2021. The North Queensland Conference was the biggest to date and surpassed records for Conference attendance, exhibitors and trade visitors which is a huge achievement in the current Covid environment.
- The Local Authority Waste Management Advisory Committee (LAWMAC) Executive took the opportunity to meet in Mackay on 25 October 2021 while many of them were attending the LGAQ State Conference hosted by Council. The LAWMAC Executive is comprised of elected members representing council regions. The meeting attendees discussed preparations for the upcoming full LAWMAC Meeting to be held in Airlie Beach in November 2021.
- The Local Authority Waste Management Advisory Committee (LAWMAC) met at Whitsunday Regional Council on 18 and 19 November 2021, with 74 delegates attending. It was a pivotal meeting where the membership decided to change LAWMAC from an unincorporated association into a standalone Incorporated Association but retaining its main objective to advocate for regional local governments on waste management. Apart from incorporation, presentations were held on Qld Organic Waste Strategy, landfill mapping and gas monitoring using drone technology and the criticality of education to obtain good behavioral outcomes.
- The Whitsunday Isaac Mackay (WIM) Water Alliance Annual Forum was hosted by MRC on Friday, 12 November 2021. The Conference commenced with the annual "Mains Tapping" Competition held at Paget Depot between the 3 council's "gun" plumbing teams. The Annual Forum was well attended with 31 representatives (from the 3 councils, the Local Government Association of Qld (LGAQ), Regional Development Manufacturing & Water (RDMW), and the Qld Water Directorate) and a further 5 attending remotely.
- Plastic is currently a "Hot Topic" and Council has recently agreed to undertake a trial of Polyrok which is a recycled mixed plastic waste asphalt additive. Polyrok is designed to melt into, extend and modify the bituminous binder mastic in asphalt. It improves the mechanical properties of asphalt, leading to improved durability. The mixed plastics are recovered and recycled from bread bags, biscuit packets, pasta/rice bags, frozen food, veggie bags, confectionary bags, plastic bags, old green bags, cereal box liners. Polyrok can be used in the manufacture of bollards, decking, furniture, exercise equipment, garden products, sheeting, fencing, signage, traffic control.
- The Hogan's Pocket Road Gravel Re-sheeting Project has commenced. The Project utilises Federal Funding from the Local Roads and Community Infrastructure Program. This re-sheeting project incorporates recycled crushed glass into the material blend and will be completed by the end of 2021.

ORGANISATIONAL SERVICES

Kylie Lamb, Director Organisational Services

Governance and Safety | People and Culture | Financial Services | Procurement and Plant | Property Services | Shared Services Centre | Information Services

- HWB digital platform implementation planning completed with launch in February 2022.
- Values and Behaviours refresh activity completed and implemented.
- Engagement survey Program-level action plans underway.
- *Elev8* leadership programs for Managers and two Coordinator cohorts delivered.
- Annual Financial Statement Delivered on time with a positive outcome reported from QAO.
- Travel and Training Coordination process streamlined, now includes electronic cab charge.
- Five year roll out of Business Process Management completed with view to move into improvement phase.
- Continuation of Cyber Security maturity progression with extended training and testing being conducted.
- Draft Encroachment Policy embraced by stakeholders; formal adoption process underway.
- Drafting and implementing the building portfolio structure for built infrastructure across the organisation.
- Completed essential pool surface and circulation line works at the Bluewater Lagoon to enable reopening.

Actions Below Target

Action	Evaluation	2021/22 Target	Second quarter (% complete)		Responsibility	Commentary
			Target	Actual		
Museum collection sorted and catalogued.	Museum collection sorted and catalogued for one site.	30/06/2022	50%	30%	Community Lifestyle	Museum collection rationalisation project is proving to be larger than anticipated as the extent of the collection was unknown at the outset. Queensland Museum coming onsite to view all collections to assess Collection Storage requirements. Progress reports being provided to council.
Licence, audit and inspect businesses that are required to hold licenses, registrations or approvals under relevant legislation.	Routine compliance inspections are completed for all regulated premises.	100%	55%	33%	Health & Regulatory Services	The Environmental Health team has been unable to meet this target due to resource constraints. With current vacancies and unavoidable leave, they are operating at less than 50% capacity.
Respond to client requests in line with agreed timelines.	90% client requests are responded to within agreed timelines.	90%	50%	42%	Civil Operations	84% of 1,618 YTD Client Requests resolved on time. An improvement over the previous quarter.
Deliver and track progress of capital works program each month.	90% delivery of the capital works against the original budget - as amended.	30/06/2022	50%	40%	Capital Works Directorate	Capital delivery spend behind due to inconsistent spend profile across the financial year. Spend is at 99% of Year to Date forecasted expenditure. Some delays have been encountered with wet weather impacting delivery early in December.

Mackay Regional Council

Operational Plan Quarterly Report | Second Quarter | 2021/2022

Action	Evaluation	2021/22 Target	Second quarter (% complete)		Responsibility	Commentary
			Target	Actual		
Review and publish the Waste Management Strategic Plan (WMSP).	WMSP reviewed and published.	50% complete (2-year plan)	50%	15%	Waste Services	Delays in capacity to progress this Action this quarter were encountered through a longer than planned procurement process, following the need to address unplanned operational issues. Engagement of the Consultant has occurred, however, there has been some delay in finalising contract arrangements. Despite this, the initiating workshop has occurred, and new timeline will be distributed for this quarter for the work to occur in Quarter 3 and Quarter 4.in 2022. An update will be given during the Workshop Phase of the Project.
Roll out culture education.	Education rollout	30/06/2022	25%	0%	People & Culture	This action has dependencies with the design of the high-performance culture and tools referenced below. Progress will not be commencing now until 2022/2023.
Procure and implement new Human Resource Information System (HRIS).	HRIS procurement and implementation progressed.	HRIS implemented	50%	10%	People & Culture	Delayed as per Quarter 1, new resource recruited for to provide specific focus on this initiative. Progress will become evident during Quarter 3.
Design high performance culture and supporting tools.	Design complete; tools developed.	Design complete	100%	0%	People & Culture	Dependencies with this initiative that have also been delayed has triggered a revised schedule for the completion of this action, with commencement now for consideration in 2022/2023.
Communicate intention of culture change and baseline data established.	Communication delivered; baseline established.	Communication complete	50%	0%	People & Culture	Dependencies with this initiative that have also been delayed has triggered a revised schedule for the completion of this action, with commencement now for consideration in 2022/2023.

Mackay Regional Council

Operational Plan Quarterly Report | Second Quarter | 2021/2022

Action	Evaluation	2021/22 Target	Second quarter (% complete)		Responsibility	Commentary
			Target	Actual		
Implement a succession planning framework.	Implement framework and system	System implemented	100%	0%	People & Culture	Despite delays being encountered due to excessive workforce change load, this initiative will be progressed in 2021/2022, however the target to complete will be extended to the fourth quarter.
Implement an integrated talent framework, linked to succession planning and workforce capability planning.	Implement framework and system.	System implemented	100%	0%	People & Culture	Despite delays being encountered due to excessive workforce change load, this initiative will be progressed in 2021/2022, however the target to complete will be extended to the fourth quarter.
Prepare new Supervisory Control and Data Acquisition (SCADA) Strategy.	Strategy completed.	30/06/2022	50%	25%	Water Networks	MRC has an existing SCADA strategy which is continuing to be reviewed and developed. This update was to incorporate a common approach across the Whitsunday Isaac Mackay Water Alliance which is progressing slower than anticipated. Council has also experienced some resourcing issues and a higher reactive workload. Contractors are now being used to provide resourcing support so that the project will not be significantly delayed however it is expected that delivery of the project may not be complete until the first half of FY23.
Annual report on Corporate (Admin + Council) Strategies (method of implementation, key outcomes of the strategy)	Corporate strategy report complete & endorsed by SLPT	30/11/2021	100%	50%	Governance & Safety	Data received, however competing priorities and resource constraints have impacted capacity to finalise. Later in Q3 as resources on-board to the it is anticipated that this report will then be prepared.

Mackay Regional Council





Operational Plan Quarterly Report | Second Quarter | 2021/2022

Action	Evaluation	2021/22 Target	Second quarter (% complete)		Responsibility	Commentary
			Target	Actual		
Monitor the value of the buildings and facilities asset base.	No change to the base value of buildings and facilities.	Zero change	50%	30%	Property Services	Data collected, however resourcing changes have required a change to be explored informing a potential change to roles and responsibilities moving forward. To overcome a contractor has been engaged to assist in the next quarter.

Our Performance - Status of Operational Plan Actions

Community Pride: *A community that creates a supportive environment for people of all social, cultural and linguistic background.*




Corporate Plan Strategy	Operational Plan Action	Evaluation	2021/22 Target	Second quarter (% complete)		Status	Responsibility	Commentary (for actions below target only)
				Target	Actual			
Cultural diversity Support cultural activities and pursuits which seek to recognise and celebrate diverse backgrounds within our community.	Deliver the suite of programmed events and assist with community festivals and civic events.	Event key performance indicators are met.	30/06/2022	50%	50%	●	MECC & Events	
Community facilities Provide community facilities to improve the liveability of the region and to promote community connection.	Undertake a local area planning project for Finch Hatton and Eungella to support the Mountain Bike Trail project.	Completed local area planning project endorsed by Council.	30/06/2022	50%	50%	●	Strategic Planning	
	Seek funding for the Mirani Community Precinct.	Through success in gaining funding for the Mirani Community Precinct, community facilities in the area can be improved.	30/06/2022	50%	50%	●	Office of the Mayor & CEO	

 On Target
  Below Target
  Complete
  Report not required this quarter

Mackay Regional Council

Operational Plan Quarterly Report | Second Quarter | 2021/2022

Corporate Plan Strategy	Operational Plan Action	Evaluation	2021/22 Target	Second quarter (% complete)		Status	Responsibility	Commentary (for actions below target only)
				Target	Actual			
Strategic volunteer program Provide a strategic volunteer program delivering a range of opportunities for residents to contribute to the development of their community through volunteering.	Implement the Volunteer Management Strategy.	At least 90% of Strategy Actions completed in accordance with timeframes.	Actions implemented	100%	100%	●	People & Culture	
Regional and community events In partnership with other stakeholders, support the development and delivery of significant regional and community events that stimulate the economy, and promote civic pride and community enjoyment.	Contribute to the delivery of a suite of programmed events, including the Global Grooves multicultural festival, and assist with other community festivals and civic events.	Number of community events held.	30/06/2022	0%	25%	●	Community Lifestyle	




 On Target
  Below Target
  Complete
  Report not required this quarter

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Mackay Regional Council

Operational Plan Quarterly Report | Second Quarter | 2021/2022

Corporate Plan Strategy	Operational Plan Action	Evaluation	2021/22 Target	Second quarter (% complete)		Status	Responsibility	Commentary (for actions below target only)
				Target	Actual			
	Prioritise the delivery of events and event development which increases levels of domestic tourism visitation and/or increases the length of stay of international visitors.	Delivery of the Invest Mackay Conference and Events Attraction Program.	10 Events/ Conferences	0%	25%	●	Economic Development	
	Enhance livestream capabilities at the MECC to support hosting of remote events.	Enhancements delivered.	30/06/22	50%	50%	●	MECC & Events	
Engaging young people in the region Attract and retain young people in the region. This includes leveraging the tertiary education sector; improving liveability through expanding job opportunities and providing affordable accommodation; recreational and sporting opportunities.	Working groups focused on improving youth sector and its associated programs.	Young people have improved access to the youth sector and its support systems – survey. results reveal increased youth engagement.	30/06/2022	25%	25%	●	Community Lifestyle	
	Develop and deliver youth leadership programs.	Youth leadership programs are developed and implemented.	30/06/2022	25%	25%	●	Community Lifestyle	

 On Target
  Below Target
  Complete
  Report not required this quarter

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Mackay Regional Council





Operational Plan Quarterly Report | Second Quarter | 2021/2022

Corporate Plan Strategy	Operational Plan Action	Evaluation	2021/22 Target	Second quarter (% complete)		Status	Responsibility	Commentary (for actions below target only)
				Target	Actual			
Not for profit organisations We will actively support and develop not for profit organisations across the region that support a great quality of life and wellbeing for our community.	Facilitate professional development initiatives and workshops that build the capacity of the not-for-profit sector.	Feedback indicates an increase of knowledge and skill.	30/06/2022	0%	0%	●	Community Lifestyle	

● On Target	● Below Target	● Complete	● Report not required this quarter
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Regional Identity: *Develop a strong regional voice to promote and facilitate growth to become a leading community in Northern Australia. Recognise that our satellite towns have and cherish their own identities.*

Corporate Plan Strategy	Action	Evaluation	2021/22 Target	Second quarter (% complete)		Status	Responsibility	Commentary (for actions below target only)
				Target	Actual			
Northern Australia Alliance Participate as a strategic and active partner in the Northern Australia Alliance ensuring the Mackay region maximises these opportunities to advocate for, and influence, government policies for the benefit of the region.	Assist Greater Whitsunday Alliance (GW3) to participate as a strategic and active regional partner, ensuring the Mackay Region maximises opportunities to advocate for, and influence, government policies for the benefit of the region.	Number of Mackay Regional issues that GW3 advocate on behalf of the region.	2 issues identified	50%	50%		Office of the Mayor & CEO	
Working together with neighbouring councils Maximise the opportunities through active participation in the Greater Whitsunday Council of Mayors (formerly the Whitsunday ROC); build strategic alliances; advocate on regional priorities and collaborate to capitalise on opportunities for joint cost savings and improved service delivery.	Promote collaborative ventures by the Greater Whitsunday Council of Mayors, including advocacy on regional priorities and collaborate to capitalise on opportunities for joint cost savings and improved service delivery.	Number of active ventures.	6 ventures	50%	50%		Office of the Mayor & CEO	

 On Target
  Below Target
  Complete
  Report not required this quarter

Mackay Regional Council





Operational Plan Quarterly Report | Second Quarter | 2021/2022

Corporate Plan Strategy	Action	Evaluation	2021/22 Target	Second quarter (% complete)		Status	Responsibility	Commentary (for actions below target only)
				Target	Actual			
Place management of suburbs and localities across the region Implement place management principles and an integrated approach in particular suburbs and localities to achieve social, economic, environmental potential and activate places through targeted services, facilities and events.	Continue placemaking efforts across Mackay and other townships and centres.	Number of projects completed.	4	0%	0%	●	Economic Development & Tourism	
Prioritise the promotion of the Mackay Region Promote the Mackay Region through the development of a shared brand.	Provide funding support to Mackay Tourism Ltd for destination marketing.	Destination marketing in accordance with the Mackay Tourism Limited's Destination Tourism Plan.	From 20	25%	25%	●	Economic Development & Tourism	

● On Target	● Below Target	● Complete	● Report not required this quarter
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Community health and wellbeing: *Deliver a safe, healthy and accessible community that offers a diverse range of services and facilities.*



Corporate Plan Strategy	Action	Evaluation	2021/22 Target	Second quarter (% complete)		Status	Responsibility	Commentary (for actions below target only)
				Target	Actual			
Active and healthy community Promote active and healthy lifestyles by providing equitable access and encouraging sporting, recreational and outdoor activities throughout the region.??	Implement the Clubs Connect Program, as per the Mackay Sport and Recreation Strategy.	100 clubs registered in the program.	30/06/2022	50%	50%	●	Community Lifestyle	
	Progress the development of the Pioneer Valley Mountain Bike Park.	Project is design finalised and 'shovel-ready'.	30/06/2022	50%	50%	●	Office of the Mayor and CEO	
Parks and open spaces Provide well designed and maintained parks and open space networks which cater for the changing needs of the community, to promote	Maintain parks and high profile public open space areas in line with adopted service standards and to protect public safety.	Requests actioned within specified timeframes.	100%	50%	50%	●	Parks, Environment & Sustainability	

 On Target
  Below Target
  Complete
  Report not required this quarter

Mackay Regional Council

Operational Plan Quarterly Report | Second Quarter | 2021/2022

Corporate Plan Strategy	Action	Evaluation	2021/22 Target	Second quarter (% complete)		Status	Responsibility	Commentary (for actions below target only)
				Target	Actual			
outdoor social and recreational activities.	Customer requests receive a personal response, where capacity allows.	Average 4-star customer satisfaction rating received per year.	100%	50%	50%	●	Parks, Environment & Sustainability	
	Plan for the sustainable management of parks, and natural areas in line with community needs.	Open Space Maintenance Plans developed for all new or renewed parks.	100%	50%	50%	●	Parks, Environment & Sustainability	
	Plan for the development of parks that meet community needs and achieve minimum parks service levels.	Open Space Strategy reviewed and updated.	100%	50%	50%	●	Parks, Environment & Sustainability	
Environmental health Implement a range of public information and education programs and other measures to prevent, control and reduce risks to public health.	Licence, audit and inspect businesses that are required to hold licenses, registrations or approvals under relevant legislation.	Routine compliance inspections are completed for all regulated premises.	100%	50%	33%	●	Health & Regulatory Services	The Environmental Health team has been unable to meet this target due to resource constraints. With current vacancies and unavoidable leave, they are operating at less than 50% capacity.
Disaster preparedness	Train staff in accordance with the Queensland Disaster	All staff have been suitably trained in	100%	50%	50%	●	Emergency Management	

 On Target
  Below Target
  Complete
  Report not required this quarter

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Mackay Regional Council





Operational Plan Quarterly Report | Second Quarter | 2021/2022

Corporate Plan Strategy	Action	Evaluation	2021/22 Target	Second quarter (% complete)		Status	Responsibility	Commentary (for actions below target only)
				Target	Actual			
Build community preparedness and responsiveness to emergencies and natural disasters.	Management Training Framework's (QDTMF) Queensland Disaster Management Arrangements (QDMA).	accordance with the QDTMF.						
	Work with the Local Disaster Management Group to enact the pandemic disaster recovery sub plan.	Plan enacted.	30/06/2022	25%	25%	●	Emergency Management	

● On Target	● Below Target	● Complete	● Report not required this quarter
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Environment: *Minimise our environmental impact by adopting best practice; to achieve a well-managed and healthy environment that provides a balance between built infrastructure and the conservation of our natural and cultural resources.*

Corporate Plan Strategy	Action	Evaluation	2021/22 Target	Second quarter (% complete)		Status	Responsibility	Commentary (for actions below target only)
				Target	Actual			
Sustainability Promote sustainable practices and respond to climate change in council operations.	Implement the Environmental Sustainability Strategy (2017-2022).	Complete 80% of the relevant actions in the plan	100%	50%	50%	●	Parks, Environment & Sustainability	
Coastal management Manage the beaches and coastal areas of the region in order to improve resilience against coastal erosion, increase biodiversity, improve amenity and access, and promote eco-tourism.	Develop a beach unit prioritisation formula for future Local Coastal Plan development or review.	Prioritisation formula developed and endorsed.	100%	50%	100%	●	Parks, Environment & Sustainability	
Recycling and reuse Increase recycling and reuse by diverting waste from landfill and raising community awareness, in order to reduce the costs of providing waste services, gain the economic advantages of producing material for reuse, and	Monitor and report the impacts of the current change to markets on MRC's recycling service.	Through reports to council, in the Engineering and Commercial Infrastructure Waste Services Monthly Review, impacts of current change to markets on MRC's recycling service is understood.	100%	50%	50%	●	Waste Services	

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  Complete
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				Target	Actual			
reducing the impact on the environment.								
Natural environment Work in partnership with the community to protect and enhance the Mackay Region's natural assets and its biodiversity.	Environmental and waterway activities are undertaken with the active involvement of local communities.	Ten community events are facilitated per year	100%	50%	75%	●	Parks, Environment & Sustainability	

● On Target	● Below Target	● Complete	● Report not required this quarter
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Lifelong Learning: *Build an informed, involved and digitally connected community that retains and attracts knowledge.*




Corporate Plan Strategy	Action	Evaluation	2021/22 Target	Second quarter (% complete)		Status	Responsibility	Commentary (for actions below target only)
				Target	Actual			
Tapping into the experience of seniors Utilise the skills and experience of older residents to support early childhood learning and to transfer sporting skills and knowledge.	Plan and deliver a Volunteers Week Expo.	Volunteers Expo participation target met.	30/06/2022	0%	0%	●	Community Lifestyle	
Libraries, museums and art Enhance lifelong learning opportunities that improve literacy and public access to information and knowledge, history and art.	Increase library membership, including membership options.	5% net increase in library membership, based on the baseline recorded 30 June 2021	5% increase	50%	50%	●	Community Lifestyle	
	Museum collection sorted and catalogued.	Museum collection sorted and catalogued for one site.	30/06/2022	50%	30%	●	Community Lifestyle	Museum collection rationalisation project is proving to be larger than anticipated as the extent of the collection was unknown at the outset. Queensland Museum coming onsite to view all collections to assess Collection Storage requirements.

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				Target	Actual			
								Progress reports being provided to council.
Northern Beaches Community Hub and Mirani Community Precinct Progress the development of the Northern Beaches Community Hub and the Mirani Community Precinct.	Support the operation of the Resource Centre of Excellence.	Successful operation.	30/06/2022	0%	25%	●	Economic Development & Tourism	
	Undertake preliminary design works for the Mirani Community Precinct, including development of full scope of works.	Project concept design finalised and 'shovel-ready'.	30/06/2022	50%	50%	●	Strategic Planning/Major Projects	
	Finalise the Masterplan for the Northern Beaches Community Hub to get project 'shovel-ready'.	Masterplan is finalised to concept design level and infrastructure studies completed.	30/06/2022	50%	50%	●	Strategic Planning	

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Corporate Plan Strategy	Action	Evaluation	2021/22 Target	Second quarter (% complete)		Status	Responsibility	Commentary (for actions below target only)
				Target	Actual			
Cultural heritage We recognise, value, protect and promote, the rich cultural heritage, history and stories of our region.	Quarterly meetings with Council's Character and Heritage Advisory Committee.	Meeting minutes of the Character and Heritage Advisory Committee considered by Council.	4 Meetings	50%	50%	●	Strategic Planning	
	Prepare development plan for the region's heritage sites and collections.	Development plan for heritage sites and collections established.	30/06/2022	0%	0%	●	Community Lifestyle	





● On Target	● Below Target	● Complete	● Report not required this quarter
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Economy: We will encourage a buoyant, diverse economy that creates opportunities and employment and builds on our strengths so that we are a key player in the regional, state and global economy.

A key foundation to the Mackay region's long term prosperity and lifestyle is a strong and resilient economic base, supported by the resource sector, service industries, agricultural industries, education and tourism.

Recognising that our outlying areas are major contributors to our economy – we will adopt strategies to enhance the lifestyles and business opportunities in our regional areas which benefit the entire region.





Corporate Plan Strategy	Action	Evaluation	2021/2022 Target	Second quarter (% complete)		Status	Responsibility	Commentary (for actions below target only)
				Target	Actual			
Partnerships for a diversified economy that embraces all industry and jobs of the future Champion the growth of globally competitive local industries by working with industry stakeholders. Support the economic development and viability of the region by implementing council's long-term economic development plans in partnership with key stakeholders, including Greater Whitsunday Alliance (GW3), Mackay Tourism, Resource Industry Network, Mackay Region Chamber of Commerce, Regional Development	Identify opportunities to attract co-investment in regional priorities and strategies from State and Federal Governments and the private sector through strategic partnerships.	40 grant applications received.	30/06/2022	50%	50%	●	Office of the Mayor and CEO	
		>\$7.5M funding received.	30/06/2022	50%	50%	●	Office of the Mayor and CEO	
	Continue to implement, monitor and evaluate the Facilitating Development in the Mackay Region Policy.	Number of applications received.	5	25%	25%	●	Economic Development & Tourism	
	Together with partners, conduct a regional marketing campaign in key	Campaign developed.	30/06/2022	0%	0%	●	Economic Development & Tourism	

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				Target	Actual			
Australia, Urban Development Institute of Australia, universities, State and Federal government agencies, and other business and industry groups.	interstate workforce markets regarding the benefits of moving to Mackay.							
	Support Split Spaces to provide infrastructure and to encourage business start-ups and innovation through program and events.	Number of initiatives supported.	10	25%	25%	●	Economic Development & Tourism	
	Monitor the impacts of COVID-19 on the local economy and implement initiatives to promote economic recovery.	Initiatives developed.	30/06/2022	0%	0%	●	Economic Development & Tourism	
Strong local businesses with a global reach Support stakeholder groups to assist Mackay and Regional business and industry to become export-ready and extend the global reach of their products and services Develop networks that capitalise on the government's trading	Support establishment and operation of the Mackay Isaac Whitsunday Small-medium Enterprise METS Export Hub.	Number of projects supported.	2	0%	25%	●	Economic Development & Tourism	
	Partner with stakeholders to support local businesses impacted by COVID-19.	Joint initiatives undertaken.	30/06/2022	0%	0%	●	Economic Development & Tourism	




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Corporate Plan Strategy	Action	Evaluation	2021/2022 Target	Second quarter (% complete)		Status	Responsibility	Commentary (for actions below target only)
				Target	Actual			
relationships and free trade agreements								
Enhance regional centres Focus on regional centres to enhance identity and local economies.	Continue to provide support to the region's business centres through the Building Improvement Rebate.	Number of applications approved.	8	25%	25%	●	Economic Development & Tourism	
Activation of the Mackay Waterfront Work in partnership with the community, government agencies and other stakeholders to deliver an urban waterfront Priority Development Area (PDA) Enhance the aesthetic and recreational aspects of the Pioneer River system and Binnington Esplanade	Undertake concept designs and place making initiatives for key priorities with relevant stakeholders.	Concept designs completed and place making initiatives implemented.	30/06/2022	50%	50%	●	Mackay City and Waterfront	
	Undertake concept designs and place making initiatives for priorities to increase activation of key locations.	Concept designs completed and place making initiatives implemented.	30/06/2022	50%	50%	●	Mackay City and Waterfront	




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				Target	Actual			
	Deliver the strategies highlighted in the Implementation Strategy of the Development Scheme and ensure all designs and initiatives reflect the Master Plan vision.	Strategies implemented as per endorsed schedule.	30/06/2022	50%	50%	●	Mackay City and Waterfront	
Facilitate development Utilising the Planning Scheme to deliver an integrated approach to the facilitation of development and sustainable growth. Facilitate catalytic land and infrastructure developments by attracting investment through joint ventures and partnerships with the private sector, and by working with State and Federal governments on joint initiatives.	Conduct a regular review of the Mackay Region Planning Scheme and policies and make appropriate amendments.	Number of planning scheme amendments adopted by council.	2 amendments commenced per year	50%	50%	●	Strategic Planning	
	Work with partners to proactively identify and engage with prospective investors/businesses in identified targeted sectors.	Develop and maintain the Invest Mackay prospectus and supporting investment attraction material. .	50	25%	25%	●	Economic Development & Tourism	
	Review the Mackay Growth Allocation Modelling based on updated data to inform land use and infrastructure planning.	Model reviewed and updated.	30/06/2022	50%	50%	●	Strategic Planning	





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Corporate Plan Strategy	Action	Evaluation	2021/2022 Target	Second quarter (% complete)		Status	Responsibility	Commentary (for actions below target only)
				Target	Actual			
	Undertake region-wide demographic analysis, audit of social and community infrastructure to inform actions within prioritised catchments.	Completed demographic analysis and audit of social/community infrastructure needs per catchment.	100%	0%	50%	●	Strategic Planning	
	Continue statutory review of the Local Government Infrastructure Plan (LGIP) and work with asset owners.	Project milestones met.	100%	50%	50%	●	Strategic Planning	
	Assist in implementation and interpretation of the LGIP.	Assistance provided.	100%	50%	50%	●	Strategic Planning	
	Prepare and monitor a set of development indicators to monitor market conditions and growth trends.	Updated quarterly development indicators created.	4	50%	50%	●	Strategic Planning	
	Complete an annual internal desktop review of industrial land demand and supply.	Annual review completed.	1 completed region-wide report	50%	50%	●	Strategic Planning	

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				Target	Actual			
	Attend and arrange meetings with consultants and development industry bodies to ensure MRC is aware of emerging issues and projects.	Project/emerging issue meetings held with industry stakeholders.	30/06/2022	50%	50%	●	Development Assessment	
	Ensure all actions at various phases of operational works application are compliant with legislated timeframes.	Actual timeframes and imposed conditions comply with legislative requirements.	30/06/2022	50%	50%	●	Development Engineering	
Supports local business Ensure that council's procurement activities support local businesses where possible.	Deliver an annual information session to the Mackay public.	Information session delivered.	1	100%	100%	●	Procurement & Plant	
Mountain biking Progress the Pioneer Valley Mountain Bike Trail to optimise economic, social and environmental opportunities for the region.	Advocate for delivery and funding of the Pioneer Valley Mountain Bike Trail to Government agencies and regional stakeholders.	Investment material developed and meetings held with funding agencies.	30/06/2022	50%	50%	●	Economic Development & Tourism	

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Corporate Plan Strategy	Action	Evaluation	2021/2022 Target	Second quarter (% complete)		Status	Responsibility	Commentary (for actions below target only)
				Target	Actual			
	Delivery of the Pioneer Valley Mountain Bike Trail.	Complete the relevant masterplans and designs associated with the Pioneer Valley Mountain Bike Trail Project. Completion of Stage 1 & 2 of the Environmental Assessment and Cultural Heritage Assessment.	30/06/2022	50%	50%	●	Major Projects	
	Deliver business development and branding activities to optimise economic and investment opportunities.	Marketing Plan and collateral developed, and Business Mentoring Program delivered.	8 businesses completed the program.	50%	50%	●	Economic Development & Tourism	
	Continued coordination of the Mackay Region Mountain Bike Alliance and implementation of the Mackay Region Mountain Bike Strategy.	Quarterly meetings with the Mountain Bike Alliance, and delivery of three action items from Mackay Region Mountain Bike Strategy.	Quarterly meetings and 3 items from strategy	50%	50%	●	Economic Development & Tourism	
Tourism We support initiatives that build on and enhance our	Provide funding support to Mackay Tourism Ltd for the	Visitor information services delivered in accordance with the Mackay Tourism	From 20	50%	50%	●	Economic Development & Tourism	

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Corporate Plan Strategy	Action	Evaluation	2021/2022 Target	Second quarter (% complete)		Status	Responsibility	Commentary (for actions below target only)
				Target	Actual			
unique tourism experiences and opportunities.	delivery of visitor information services.	Limited's Destination Tourism Plan.						
	Work with partners to proactively identify and engage with prospective investors/businesses in identified targeted sectors.	Develop and maintain the Invest Mackay prospectus and supporting investment attraction material.	50	50%	50%	●	Economic Development & Tourism	
	Consider business support and potential grant programs for tourism product development.	Program identified.	30/06/2022	50%	50%	●	Economic Development & Tourism	

● On Target	● Below Target	● Complete	● Report not required this quarter
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Infrastructure and Transport: *Develop and maintain regional infrastructure that will support a high standard of living. Council will have robust strategic asset management practices to optimise the planning, delivery and maintenance of public assets.*



Corporate Plan Strategy	Action	Evaluation	2021/22 Target	Second quarter (% complete)		Status	Responsibility	Commentary (for actions below target only)
				Target	Actual			
Mackay Ring Road Support the construction of Mackay's Ring Road network.	Advocate for delivery of Stage 2 of the Mackay Ring Road which will connect the Bruce Highway north of Mackay to Harbour Road and the Mackay Port.	Advocacy for State and Federal Government Stage 2 Mackay Ring Road funding is completed.	30/06/2022	50%	50%	●	Office of the Mayor & CEO	
Bowen Basin Service Link Support the implementation of the proposed Bowen Basin Service Link.	Support Department of Transport and Main Roads in the design and construction phases of the Mackay to Bowen Basin Service Link.	Preliminary design commenced.	30/06/2022	50%	50%	●	Office of the Mayor & CEO	
Infrastructure assets Maintain and improve councils, sealed and unsealed road network, drainage network, water and sewerage networks, and waste facilities by	Prepare 20-year Capital Works Program (CWP) and submission for adoption by council within corporate timeframes.	Draft CWP prepared and submitted.	21/12/2021	50%	50%	●	Transport & Drainage Infrastructure Planning	

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				Target	Actual			
adopting more efficient service delivery mechanisms, prioritisation and improved practices in consultation with the community.	Develop a 3-year CWP schedule, for council approval.	Rolling 3-year CWP completed and council indicative approval in place.	21/12/2021	50%	50%	●	Transport & Drainage Infrastructure Planning	
	Defect inspections are undertaken in line with the approved inspection schedule.	95% of asset defect inspections are completed on time.	30/06/2022	50%	50%	●	Civil Operations	
	Respond to client requests in line with agreed timelines.	90% client requests are responded to within agreed timelines.	90%	50%	42%	●	Civil Operations	84% of 1,618 YTD Client Requests resolved on time. An improvement over the previous quarter.
	Conduct Client Satisfaction Surveys to assess satisfaction rating on a bi-monthly basis and achieve target satisfaction rating.	Maintain client satisfaction star rating at or above an average of 4 over the 12-month period.	≥4	50%	50%	●	Civil Operations	
	Implement actions in the 10-year Flood and Stormwater Strategy.	Implement actions as required for 2021/22 or out-years.	30/06/2022	50%	50%	●	Strategic Planning	
	Undertake continuous improvement to eliminate or reduce	Priority projects as identified by the Stormwater Strategy	30/06/2022	50%	50%	●	Strategic Planning	




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				Target	Actual			
	risks identified in the stormwater strategy, floodplain management plan and other flood studies.	Project Control Group (PCG).						
	Implement the Pioneer Floodplain Management Plan.	Pioneer Floodplain Management Plan finalised, and recommendations considered.	30/06/2022	50%	50%	●	Strategic Planning	
	Ensure coastal and inland flood hazard studies remain current and planning scheme updated.	Planning Scheme reflects best information on coastal hazards (coastal erosion and storm tide) and risk management controls.	1 study completed	50%	50%	●	Strategic Planning	
	Enhance the community's resilience by assisting with evacuation planning.	Provide flood hazard information online.	30/06/2022	50%	50%	●	Strategic Planning	
	Develop a capital program to maintain required services over the next 10 years at optimal investment, with business cases	Program developed.	30/06/2022	50%	50%	●	Transport & Drainage Infrastructure Planning	




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				Target	Actual			
	developed for projects identified for the first year.							
		Indicative 2021-22 water and sewerage capital works program supported by the Water and Waste Advisory Board and endorsed by council.	30/06/2022	50%	50%	●	Water & Sewage Infrastructure Planning	
	Provide safe, reliable and high-quality water services to the community.	99% compliance with Health Guidelines of Australian Drinking Water Guidelines.	99% compliance	50%	50%	●	Water Treatment	
	Work with the Department of Regional Development, Manufacturing and Water and Department of Environment and Science to ensure the meeting of all regulatory obligations.	Nil regulatory enforcement notices.	0 enforcement notices	50%	50%	●	Water Treatment Waste Services	
	Optimise the quality of effluent (treated sewage) released into the environment.	95% regulatory compliance with licence requirements for treated sewage.	95% compliance	50%	50%	●	Water Treatment	





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				Target	Actual			
	Review and publish the Waste Management Strategic Plan (WMSP).	WMSP reviewed and published.	50% complete (2-year plan)	50%	15%		Waste Services	Delays in capacity to progress this Action this quarter were encountered through a longer than planned procurement process, following the need to address unplanned operational issues. Engagement of the Consultant has occurred, however, there has been some delay in finalising contract arrangements. Despite this, the initiating workshop has occurred and new timeline will be distributed for this quarter for the work to occur in Quarter 3 and Quarter 4 in 2022. An update will be given during the Workshop Phase of the Project.





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				Target	Actual			
Planning for growth Plan for the delivery of public infrastructure and services to match the needs of our changing population.	Complete identified and approved projects under the Works for Queensland (W4Q) funding program.	Completion of identified projects to funding level.	30/06/2022	60%	60%	●	Office of the Mayor & CEO	
Asset management Ensure that asset management aligns to the council's strategic direction and that effective asset management practices are in place to optimise the use of council's assets required to deliver services to the community.	Develop a conservation management plan/asset management sub-plan to guide future investment in Greenmount Homestead and its collection	Plan developed and exemption certificates obtained	30/06/2022	50%	50%	●	Community Lifestyle	
	Develop an Asset Management Improvement Plan.	Results against actions in the plan.	31/03/2022	50%	50%	●	Asset Management	
	The corporate maintenance management system is used for the majority of works completed for all MRC assets.	Maintenance management modules are fully used.	30/06/2022	50%	50%	●	Asset Management	
	Prepare new Supervisory Control And Data Acquisition (SCADA) Strategy.	Strategy completed.	30/06/2022	50%	25%	●	Water Networks	MRC has an existing SCADA strategy which is continuing to be reviewed and




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				Target	Actual			
								developed. This update was to incorporate a common approach across the Whitsunday Isaac Mackay Water Alliance which is progressing slower than anticipated. Council has also experienced some resourcing issues and a higher reactive workload. Contractors are now being used to provide resourcing support so that the project will not be significantly delayed however it is expected that delivery of the project may not be complete until the first half of FY23.
	Monitor the value of the buildings and facilities asset base.	No change to the base value of buildings and facilities.	Zero change	50%	30%		Property Services	Data collected, however resourcing changes have required a change to be explored informing a potential change to

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				Target	Actual			
								roles and responsibilities moving forward. To overcome a contractor has been engaged to assist in the next quarter.
Advocacy for better public transport Work closely with the state government to secure funding to increase the frequency and number of public transport services in the Mackay Local Government Area.	Implement the actions from the Mackay Region Integrated Transport Strategy	Completion/progression of priorities that require action in 2021-22	30/06/2022	50%	50%	●	Strategic Planning	

● On Target	● Below Target	● Complete	● Report not required this quarter
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Organisational Performance: *We are an innovative and responsive council that strives for excellence to achieve for our customers and the community. We operate efficiently and effectively to develop strong partnerships with all stakeholders providing value for money services.*



Corporate Plan Strategy	Action	Evaluation	2021/2022 Target	Second Quarter (% complete)		Status	Responsibility	Commentary (for actions below target only)
				Target	Actual			
Financial sustainability and efficiencies Maintain the financial sustainability of the council by implementing rigorous financial management practices across all council programs.	Deliver and track progress of capital works program each month.	90% delivery of the capital works against the original budget - as amended.	30/06/2022	50%	40%	●	Capital Works Directorate	Capital delivery spend behind due to inconsistent spend profile across the financial year. Spend is at 99% of Year to Date forecasted expenditure. Some delays have been encountered with wet weather impacting delivery early in December.
	Share financial information and concepts via knowledge shares to allow staff to improve the accuracy of data inputs into the financial system.	Accurate financial reporting and minimal issues arising from audit.	30/06/2022	0%	50%	●	Financial Services	
	Prepare draft financial statements on or prior to planned date.	Draft statements should be of sufficient quality for management approval, without any	31/12/2021	100%	100%	●	Financial Services	

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				Target	Actual			
		material errors or adjustments.						
Safety in the workplace Practise a "safety first" attitude to ensure the safety and wellbeing of council employees, contractors and volunteers.	Implement the actions contained in the 2021-2022 Safety Action Plan.	Percentage of actions completed in accordance with the Safety Action Plan.	30/06/2022	50%	50%	●	Governance & Safety	
Our culture Foster a culture where staff willingly engage in council's values and expected service delivery outcomes for our community.	Roll out culture education.	Education rollout	30/06/2022	25%	0%	●	People & Culture	This action has dependencies with the design of the high performance culture and tools referenced below. Progress will not be commencing now until 2022/2023.
Community engagement Ensure that council officers and elected members have the tools and skills to effectively communicate with our customers to enable a positive interaction with council.	Community Engagement officers attend staff meetings of relevant programs and brief councillors to provide an overview of the International Association for Public Participation	Relevant programs are briefed.	30/06/2022	50%	50%	●	Corporate Communications & Marketing	





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				Target	Actual			
	(IAP ²), Council's community engagement processes and portal.							
Promote council's services Raise community awareness about council's services and initiatives.	Deliver local promotion in October 2021 and MRC Mackay Show stand in June 2022.	Two marketing campaigns are delivered.	30/06/2022	50%	50%	●	Corporate Communications & Marketing	
	Undertake a quarterly review of digital media operations and continue to investigate effective monitoring platforms.	Visits to MRC's digital media platforms are maintained.	30/06/2022	50%	50%	●	Corporate Communications & Marketing	
Smarter technologies Optimise the use of information and communication technologies (ICT) and other innovations to improve service delivery and operate more efficiently.	Review the MRC ICT Strategy 2020-2023.	Review of the MRC ICT Strategy 2020-2023 is completed, and an updated strategy is prepared and approved by SLPT.	31/01/2021	50%	50%	●	Information Services	
	Procure and implement new Human Resource Information System (HRIS).	HRIS procurement and implementation progressed.	HRIS implemented	50%	10%	●	People & Culture	Delayed as per Quarter 1, new resource recruited for to provide specific focus on this




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				Target	Actual			
								initiative. Progress will become evident during Quarter 3.
	Work with stakeholders to deliver the MIW Digital Infrastructure Study and other initiatives to support the region's digital growth and transformations towards smart technologies.	Number of actions supported.	2	50%	50%	●	Economic Development & Tourism	
Our people Implement industry-leading people management practices including recruitment, training and development, performance management, and workforce planning.	Design high performance culture and supporting tools.	Design complete; tools developed.	Design complete	100%	0%	●	People & Culture	Dependencies with this initiative that have also been delayed has triggered a revised schedule for the completion of this action, with commencement now for consideration in 2022/2023
	Communicate intention of culture change and baseline data established.	Communication delivered; baseline established.	Communication complete	50%	0%	●	People & Culture	Dependencies with this initiative that have also been delayed has triggered a





 On Target
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  Complete
  Report not required this quarter

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Mackay Regional Council

Operational Plan Quarterly Report | Second Quarter | 2021/2022

Corporate Plan Strategy	Action	Evaluation	2021/2022 Target	Second Quarter (% complete)		Status	Responsibility	Commentary (for actions below target only)
				Target	Actual			
								revised schedule for the completion of this action, with commencement now for consideration in 2022/2023.
	Implement a succession planning framework.	Implement framework and system.	System implemented	100%	0%	●	People & Culture	Despite delays being encountered due to excessive workforce change load, this initiative will be progressed in 2021/2022, however the target to complete will be extended to the fourth quarter.
	Implement an integrated talent framework, linked to succession planning and workforce capability planning.	Implement framework and system.	System implemented	100%	0%	●	People & Culture	Despite delays being encountered due to excessive workforce change load, this initiative will be progressed in 2021/2022, however the target to





 On Target
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  Complete
  Report not required this quarter

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Mackay Regional Council

Operational Plan Quarterly Report | Second Quarter | 2021/2022

Corporate Plan Strategy	Action	Evaluation	2021/2022 Target	Second Quarter (% complete)		Status	Responsibility	Commentary (for actions below target only)
				Target	Actual			
								complete will be extended to the fourth quarter..
	Implement position profiling process.	Process implemented.	Process implemented	50%	50%	●	People & Culture	
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.	Deliver an internal audit program targeting areas of highest risk and greatest potential for business improvement gains.	Audits completed in accordance with the approved Internal Audit Plan.	30/06/2022	30%	30%	●	Governance & Safety	
	Improve fraud control through the development and implementation of the Fraud Corruption and Prevention Action Plan.	Percentage of actions completed in accordance with the Fraud and Corruption Prevention Action Plan.	100%	50%	50%	●	Governance & Safety	
	Complete quarterly risk reports.	Prepare and submit quarterly strategic risk reports to ELT and the Audit Committee.	30/06/2022	50%	50%	●	Governance & Safety	
	Facilitate the annual review of Business Plans.	ELT endorsement of business plans developed by the business and used to	28/02/2022	0%	0%	●	Governance & Safety	The timing of this action has been deferred to ensure that it




 On Target
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  Complete
  Report not required this quarter

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Mackay Regional Council

Operational Plan Quarterly Report | Second Quarter | 2021/2022

Corporate Plan Strategy	Action	Evaluation	2021/2022 Target	Second Quarter (% complete)		Status	Responsibility	Commentary (for actions below target only)
				Target	Actual			
		guide operations ensuring strategic objectives are met						aligns to the project underway to reform MRC's Corporate Planning and Reporting Framework, and to reflect the new Corporate Plan that is currently in development.
	Annual report on council strategies (method of implementation, key outcomes of the strategy).	Council strategy report complete & endorsed by ELT	30/11/2021	100%	50%	●	Governance & Safety	Data received, however competing priorities and resource constraints have impacted capacity to finalise. Later in Q3 as resources on-board to the it is anticipated that this report will then be prepared.
	Identify, collaborate and support implementation of organisational efficiencies.	Processes between teams streamlined, value add activities identified and integrated into service provision.	30/06/2022	50%	50%	●	Shared Services Centre	





 On Target
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  Complete
  Report not required this quarter

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Mackay Regional Council

Operational Plan Quarterly Report | Second Quarter | 2021/2022

Corporate Plan Strategy	Action	Evaluation	2021/2022 Target	Second Quarter (% complete)		Status	Responsibility	Commentary (for actions below target only)
				Target	Actual			
	Develop channel migration framework.	Framework developed and approved for implementation.	30/06/2022	50%	50%	●	Shared Services Centre	
	Provide efficient and cost-effective legal services to all MRC departments and functions.	Proportion of legal services provided in-house in 2021-2022 is greater than 2020-2021.	30/06/2022	50%	50%	●	Office of the Mayor & CEO	
	Provide legal training and education programs in-house to increase the capacity of MRC officers to understand and coordinate legal matters.	Through a minimum of four in-house legal training sessions each year, MRC officers have an improved understanding and capacity for coordinating legal matters.	4	50%	50%	●	Office of the Mayor & CEO	

 On Target
  Below Target
  Complete
  Report not required this quarter

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11.1.4. COUNCILLOR ATTENDANCE AT THE ALGWA NATIONAL AND STATE CONFERENCE - 1-3 MARCH 2022

Author Councillors Support Officer (Pam Jaenke)
Responsible Officer Executive Officer (David McKendry)
File Reference Councillors General

Attachments 1. ALGWA National and Qld State Conference Preliminary Program 2022
[11.1.4.1 - 5 pages]

Purpose

This report is to request Council approval for Cr Karen May, Cr Pauline Townsend, Cr Fran Mann, Cr Michelle Green and Cr Belinda Hassan to attend the Australian Local Government Women's Association (ALGWA) National and Queensland State Conference in Airlie Beach on 1 – 3 March 2022.

Related Parties

Not applicable

Corporate Plan Linkage

Priority: Community Pride

Regional and Community Events – In partnership with other stakeholders, support the development and delivery of significant regional and community events that stimulate the economy, and promote civic pride and community enjoyment.

Background/Discussion

The ALGWA National and Queensland State Conference is being held in Airlie Beach on 1 – 3 March 2022 after being postponed from 17 – 19 August 2021 due to COVID.

With branches in every State and Territory in Australia, the national board is a collaborative body comprised of membership from each of the state branches, and seeks to strengthen networking, mentoring and innovative opportunities that encourage and support women in local government.

The Queensland Branch of ALGWA provides networking opportunities for those interested in encouraging women's participation in Local Government and seeks to create networks and support groups and develop opportunities for members to grow their skill set both personally and professionally.

Consultation and Communication

Mayor and Councillors

As per Council's policy, a report on the Conference will be tabled at a future Council meeting.

Resource Implications

The total cost for attendance at the Conference including registration and accommodation is estimated at \$1,450 per attendee.

Conclusion

This Conference provides an excellent opportunity for Councillors to network with their peers to promote the importance of, and opportunities for women in Local Government.

Officer's Recommendation

THAT Council approve Cr Karen May, Cr Pauline Townsend, Cr Fran Mann, Cr Michelle Green and Cr Belinda Hassan's attendance at the ALGWA National and State Conference in Airlie Beach from 1 – 3 March 2022.

Mayor Williamson advised that there had been an updated report from that on the Agenda circulated, with revised attendees.

Council Resolution ORD-2022-25

THAT Council approve Cr Karen May, Cr Pauline Townsend, Cr Fran Mann, Cr Michelle Green and Cr Belinda Hassan's attendance at the ALGWA National and State Conference in Airlie Beach from 1 – 3 March 2022.

Moved Cr Englert

Seconded Cr Mann

Cr Englert advised that this Council term was the first time in our Region's history that the majority of Councillors are women and noted that the Conference seeks to strengthen networking and mentoring and encourage and support women in local government.

CARRIED



“Women Connected and Unshaken”

ALGWA National and Qld State Conference

Airlie Beach, 1-3 March 2022

Coral Sea Marina Resort, 25 Ocean View Avenue, Airlie Beach



**AUSTRALIAN LOCAL
GOVERNMENT WOMEN'S
ASSOCIATION
QUEENSLAND BRANCH**



PROGRAM

Day 1 Tuesday, 1 March 2022

3.00 pm – 5.00 pm	Registration
5.00 pm – 10.30 pm	Welcome Event Hosted by Whitsunday Regional Council Location: Coral Sea Marina Resort, The Rocks Poolside Restaurant and Bar Dress Code: Smart Casual

Day 2 Wednesday, 2 March 2022

7.00am – 8.00am	Registration
8.00 am - 8.10 am	Forum Open Ms Kim Skubris, MC
8.10 am – 8.15 am	Welcome to Country
8.15 am – 8.30 am	Opening Address Cr Marianne Saliba, ALGWA National President Cr Jo McNally, ALGWA Queensland State President Mayor Andrew Willcox, Whitsunday Regional Council
8.30 am – 9.15 am	Presentation – Cyber Security Jo Stewart-Rattray
9.15 am – 10.30 am	Workshop – Story Telling & Public Speaking Kim Skubris
10.30 am - 10.45 am	Morning tea
10.45 am – 11.15 am	Guest Speaker – Churchill Fellowship Learnings Coral Ross – President of Municipal Association of Victoria and Immediate Past National President
11.15 am – 11.45 am	Guest Speaker – Stepping Stones Amanda Camm – State Member for Whitsunday
11.45am – 12.30 pm	Presentation – Nanotechnology Paul Darrouzet
12.30 pm – 12.45 pm	Sponsor Presentation
12.45 pm – 1.45 pm	Lunch
1.45 pm – 2.30 pm	Guest Speaker – Shattered Lives Estelle Blackburn



Day 2 Cont'd Wednesday, 2 March 2022	
2.30 pm – 3.00 pm	Afternoon Tea
3.00 pm – 3.30 pm	Presentation – Defamation and Libel Lara Cressa, Gadens Lawyers
3.30 pm – 4.30 pm	Panel Discussion (to be confirmed)
6.30 pm – 10.30 pm	Gala Dinner Location: Coral Sea Marina Resort, The Jetty/Poolside Lawn & Deck Dress Code: Smart Casual Tropical

Day 3 Thursday, 3 March 2022	
7.30 am – 8.30 am	Registration
8.30 am – 9.30 am	Case Study – Local Government's Approach to Homelessness Gold Coast City Council
9.30 am – 10.15 am	Presentation – National Environmental Legislation Sam Hall and Nadia Czachor
10.15am – 10.45am	Morning tea
10.45 am – 12.00pm	Workshop – Social Media Kim Skubris
12.00 pm – 12.15 pm	Presentation by sponsor
12.15 pm – 1.15 pm	Lunch
1.15 pm – 2.45 pm	Workshop - Banish Bias Jilinda Lee
2.45 pm – 3.00pm	Conference Close Cr Jo McNally, President ALGWA Qld Branch

Dress Code

Event	Dress Code
Welcome Function	Smart Casual.
Registration and Conference Sessions	Business casual. As the conference room temperature may vary, we suggest you wear layered clothing to ensure you are comfortable throughout the event.
Gala Dinner <i>Seafood smorgasbord and drinks will be served</i>	Tropical theme



Registration

Full registration includes welcome function, all conference sessions and gala dinner.

	Early Bird (until 11 February 2022)	After 11 February 2022
ALGWA Member Registration	\$900	\$1,000
Non-Member Registration	\$1,000	\$1,100
ALGWA Member Day Registration	\$450	\$500
Non-Member Day Registration	\$500	\$550
Additional Welcome Function Tickets	\$70	
Additional Gala Dinner Tickets	\$160	

Please visit Whitsunday Tickets to complete your registration.

Accommodation

Discounted accommodation is available via the At Hotel Group. Please visit www.athotelgroup.com.au and enter 'ALGWA' into the discount code to receive 15% discount on the best available price.

Transportation

Heart of Reef Shuttles run from Proserpine Airport to Airlie Beach accommodation. They have kindly offered 20% discount for ALGWA delegates. Please use promo code 'ALGWA' on the payment page when booking your transportation.

Contact: 07 4948 2385
www.heartofreefshuttles.com.au

Further Information:

Please contact President, ALGWA Queensland, Cr Jo McNally on 0408 819 983 or email jo.mcnally@sdrc.qld.gov.au

Terms and Conditions

A full refund will be made for cancellations received 7 days before the conference. Cancellations received after this date or non-attendance will not receive a refund.
 ALGWA will accept a substitute delegate.

Disclaimer of Liability:

Although every effort is made to ensure the programme is correct at the time of printing, sometimes unforeseen circumstances can result in changes to the programme. ALGWA National and ALGWA Queensland Branch apologise for any inconvenience caused by these changes and will make every effort to ensure all delegates and sponsors are made aware of these changes.

Privacy Notice:

Some information you provide on the registration form is personal information. This information is being collated for the purpose of: processing your registration; keeping you informed of upcoming events; marketing the services of ALGWA Queensland Branch to you; and enhancing and developing ALGWA Queensland Branch relationship with you. A list of all delegates including their email address will be provided to sponsors on their request. If you do not wish for your contact details to be provided, please indicate on your registration form. ALGWA will also be taking photos throughout the event for use in future promotion and media activities. If you do not wish to have your image used for this purpose, please indicated on your registration form.



SPEAKERS

Kim Skubris - MC

Kim has been a broadcast news journalist, mostly with the Seven Network, for 25 years. During that time, she has reported on some of Australia's most emotive and divisive stories, natural disasters locally and internationally, and yarns which have touched hearts globally, like the story of Daniel Morcombe which she had the privilege of telling from day one of his disappearance. Kim will deliver two workshops over the conference on Story Telling & Public Speaking and Social media and give delegates insights into how to create social media content and getting the best out of your social media platforms.

Jo Stewart-Rattray

Jo has over 25 years' experience in the Technology field some of which were spent as CIO in the Utilities and Tourism arenas, and 19 in the Information Security arena. She underpins her technology and cyber security background with her qualifications in education and management. Recently, Jo has had an award established in her honour to recognize her outstanding leadership and commitment to increasing the representation of women in technology leadership and the tech workforce more broadly.

Amanda Camm

Amanda is the service member for Whitsunday and has served as a Councillor and Deputy Mayor of Mackay. She has held Executive Leadership roles across Local Government and the Not-for-Profit Sector including Regional Economic and Social Development. She is a former primary producer and sugar industry advocate. Amanda will talk about her experience in moving from local government to State Government.

Paul Darrouzet

Paul is the owner and Director of the award-winning Abell Point Marina in the Australian Whitsundays and Chairman of Ellume. Ellume has developed a suite of products in response to the COVID 19 pandemic including a rapid diagnostic test.

Estelle Blackburn

Estelle is a journalist who took it upon herself to investigate the claim by a stranger that had been wrongfully convicted of killing a woman in Perth 30 years earlier. She has won many awards for her work including an Order of Australia honour. Her motivational story is about how she took on the justice system and, against all odds, rectified two grave injustices, demonstrating the power of an individual to alter history and improve society at a fundamental level. There is a surprising Whitsunday connection to her story!

Lara Cressa

Lara is a Director in the Corporate Advisory team in Brisbane. With degrees in law, creative industries and a masters of intellectual property, Lara has a highly specialised expertise in a range of areas including corporate litigation, dispute resolution, intellectual property, social media and general corporate and commercial advice work. She is passionate about the social media and digital space and is a vital member of the Corporate Advisory team acting in highly technical applications.

Sam Hall and Nadia Czachor

Samantha is the General Counsel for Ausbuild. Samantha is a multidisciplinary lawyer who specialises in planning, infrastructure, government, environmental and property development law. Nadia Czachor is a special counsel in the planning and environment team. Together they will provide an informative presentation on the recent changes to environmental legislation.

Coral Ross

Coral is the president of the Municipal association of Victoria and immediate past president of ALGWA National. Making a considerable contribution to the City of Boroondara as a three times past Mayor and now as a Ward councillor, Cr Ross has a breadth of experience in the media and as a political journalist. In 2018, Coral was awarded the prestigious Churchill Fellowship to investigate improving gender equality in local councils and was inducted into the Victorian Honour Roll of Women.

Jilinda Lee

Known for her vibrant, outspoken personality; playing small and subtle is not her style. Jilinda has built her reputation as a change champion and passionate influencer of all things leadership and gender equality related. In 2019 she delivered the Women Leading in Local Government – Leadership Program funded by the Department of State Development, Infrastructure, Local Government and Planning under its Women in Local Government Strategy. Jilinda will deliver an interactive, action-provoking workshop on how to recognise, respond and rectify gender bias.



11.2. CAPITAL WORKS

11.2.1. CAPITAL WORKS MONTHLY REVIEW REPORT - JANUARY 2022

Author	Director Capital Works (Jim Carless)
Responsible Officer	Director Capital Works (Jim Carless)
File Reference	Departmental Monthly Review Reports
Attachments	1. Capital Works Monthly Review Report - January 2022 [11.2.1.1 - 31 pages]

Purpose

To provide Council with the Capital Works Monthly Review Report for the month of January 2022.

Related Parties

Nil.

Officer's Recommendation

THAT the Capital Works Monthly Review Report for the month of January 2022 be received.

The Director for Capital Works Jim Carless, provided an overview and highlights of the Capital Works Monthly Review Report for January 2022.

Cr Bonaventura referred to the Capital Summary Report noting that seven months into the financial year, only 45.4% of the Amended Budget has been spent, and queried how close Council would go to spending the remaining 54.6% in the next five months.

The Director advised that the department continues to experience slippages and delays primarily in the contractor delivered areas, but also in plant and equipment purchases. The Director advised that the department continues to work to see what plant can be delivered and also works closely with contractors to identify delays and track projects. The Director advised that he was still hopeful that a 90% spend will be reached.

Cr Seymour referred to the Animal Management facility and queried if stage 2 has commenced and when stage 3 would commence.

The Director advised that stage 3 is not funded at this point but stage 2, which consists of the demolition of an old building and construction of new pound facility, is underway.

Mayor Williamson noted that Council would need to seek funding for stage 3.

Cr Englert referred to the Koumala water quality upgrade noting that the works were behind with a target of March listed, and queried if this meant that there may be further delays.

The Director advised that the delay was that a particular component for the electrical control system had been unable to be sourced and the contractor is considering whether an alternative can be used.

Council Resolution ORD-2022-26

THAT the Capital Works Monthly Review Report for the month of January 2022 be received.

Moved Cr Townsend

Seconded Cr Green

Cr Townsend noted that it was great to see so much work being undertaken in the Region and highlighted several items from the report including safety, the key contracts approval of the Riverside Revitalisation and water main construction in Glenella, the many projects being undertaken by Design Services, the park improvement projects, the Koumala water quality upgrade, Sydney Street water main replacement, shared paths, animal management facility, Northern Beaches Community Hub and the Riverside link project.

Mayor Williamson noted that when documented like that, there was a significant amount of work being undertaken by Council.

Cr Green agreed that there was a substantial number of projects underway and urged residents to subscribe to the Connecting Mackay website which provides the best way to stay in touch with Council's projects.

Cr Bonaventura noted the survey work being undertaken at Forbes Road, Bloomsbury and reiterated the need for Council to work on the upgrading of rural infrastructure.

CARRIED



Capital Works Monthly Review

January 2022



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OVERVIEW

This report is for Capital Works Department activities during the month of January 2022. Significant items in this period include:

- No lost time injuries.
- The YTD capital project spend is \$57.6M which is approximately \$0.8M below the YTD forecast of \$58.4M (approximately 98.7%).
- Capital Works Department Review completed. Project Steering Group now established to oversee the implementation of the recommended changes.
- Projects where construction was completed* during January includes:
 - Camilleri St District Park Stages 1 & 2 additional works
 - Asphalt Resurfacing Program 2021/22
 - Yakapari Seaforth Rd Shared Path Construction, Stages 2 and 3, culvert and footpath works
 - Bloomsbury Raw Water Bore
 - Dump Rd, Sewer Pump Station pump replacement
 - Walkerston Cemetery driveway
 - MECC - Grand MA 1 Ultra Lite Replacement LX Department
 - Flood Warning Infrastructure Network

** Note: construction means practical works were completed however project accounts remain open to close out financials and to manage defects and maintenance periods, and as constructed/handover documents.*

A handwritten signature in black ink, appearing to read "Jim Carless".

Jim Carless
Director Capital Works

SAFETY

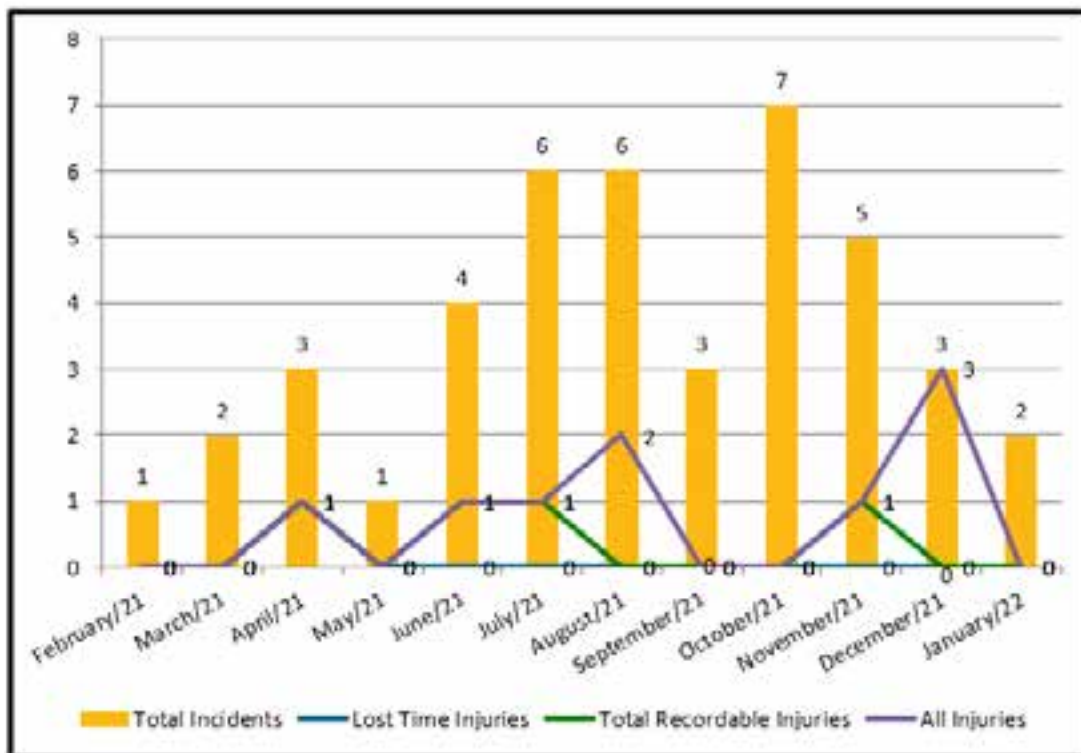
1.1. Summary

In January 2022:

- Two site safety inspections were completed.
- 100% of monthly action plan activities were carried out.

Two incidents were reported in January.

1.2. Incidents and Injuries



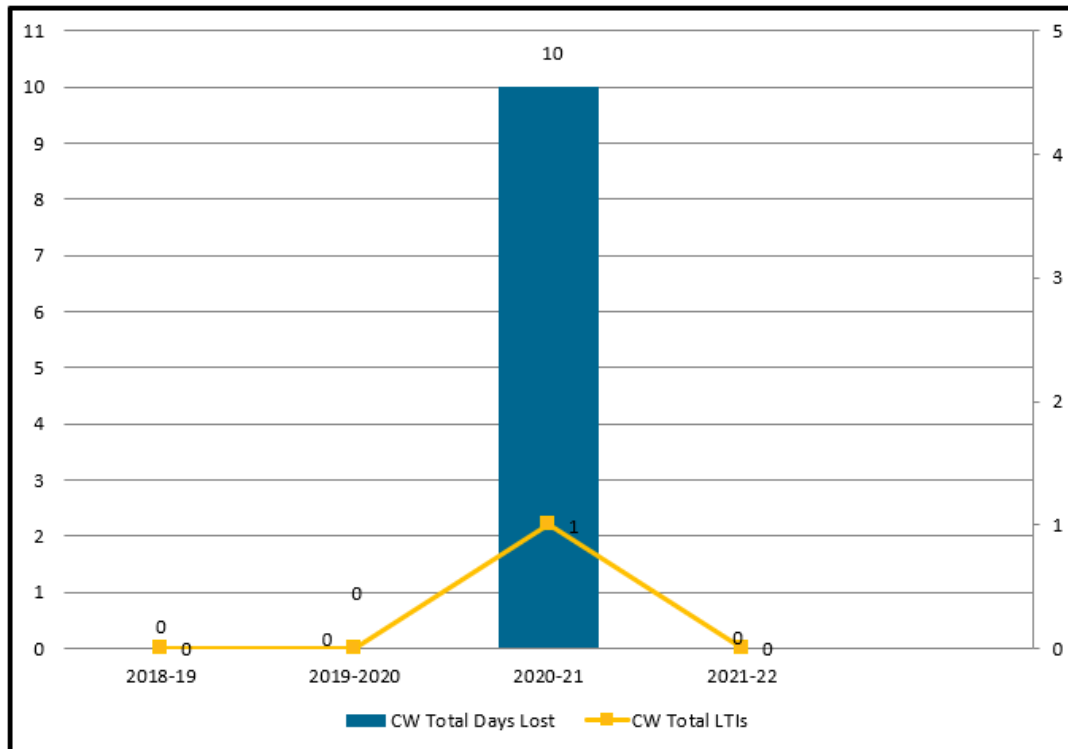
The following incidents involving a contractor were reported in January:

- While putting out signs, traffic controller has fallen and hit head – first aid injury.
- Worker closed finger in car door, causing laceration – first aid injury.

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



1.3. Lost Time Injuries & Days Lost



Department	2018-19		2019-20		2020-21		2021-22	
	LTI	Days Lost	LTI	Days Lost	LTI	Days Lost	LTI	Days Lost
Major Projects					1	10		
Portfolio Management Office								
Field Services								
Contract Services								
Design Services								
Capital Works Total	0	0	0	0	1	10	0	0

For the 2021-22 year, there have been no lost time injuries recorded.



CAPITAL PROJECT UPDATES

2.1. Capital Summary Report

Following is the capital financial summary for the YTD delivery to end of January 2022.

The current approved 2021/22 amended budget is \$126.7M. This value now includes the carryover of incomplete projects from the prior financial year.

The YTD capital project spend is \$57.6M which is approximately \$0.8M below the YTD forecast of \$58.4M (approximately 98.7%). The top five projects underspent account for \$1.3M of this variance. Context and comments on each variance can be found on page 7 of this the report.

The project spend to the end of January is \$57.6M, approximately \$69.1M below the 21/22 Amended Budget of \$126.7M (45.4% delivered against 21/22 Amended Budget).

2.2. Financial Performance

The table below summarises the year to date financial summary for the 2021/22 Capital program at the end of January 2022.

Capital Projects Expenditure 2021/2022

January 2022

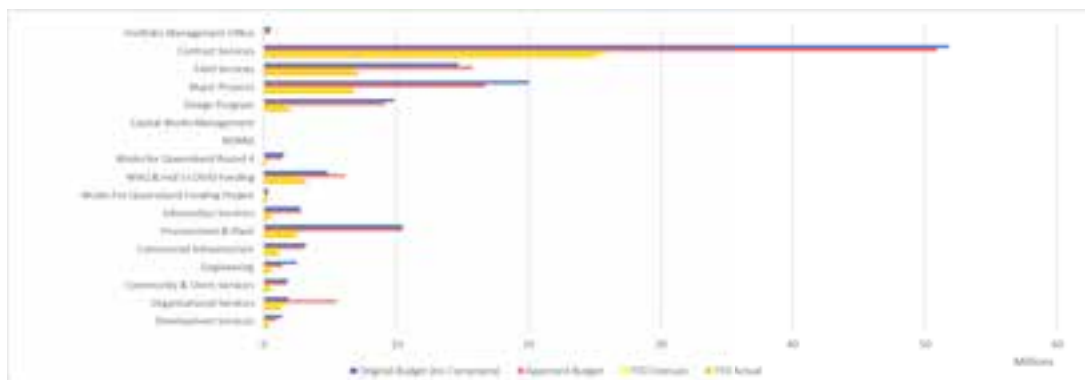
Department	Original Budget (inc Carryovers)	Approved Budget	Current Forecast	YTD Forecast	YTD Actual	% Spent of YTD Forecast	% Spent of Approved Budget
<u>PLANT & EQUIPMENT PURCHASES</u>							
Development Services	226,390	166,390	121,345	111,345	111,295	100.0%	66.9%
Organisational Services	14,975	152,975	43,745	22,745	22,745	100.0%	14.9%
Community & Client Services	985,801	977,971	941,912	373,631	333,338	89.2%	34.1%
Engineering	121,394	121,394	128,614	53,380	53,380	100.0%	44.0%
Commercial Infrastructure	431,999	416,999	352,598	148,907	119,907	80.5%	28.8%
Procurement & Plant	10,497,992	10,532,991	9,602,668	2,568,993	2,601,442	101.3%	24.7%
Information Services	2,737,371	2,868,871	2,876,699	616,200	650,155	105.5%	22.7%
W4Q & Fed's COVID Funding	31,650	13,637	13,661	13,661	13,661	100.0%	100.2%
Design Program	373,753	282,345	276,805	45,387	45,387	100.0%	16.1%
Field Services	50,000	50,000	50,000	0	0	0.0%	0.0%
Contract Services	66,455	72,455	70,840	25,218	26,587	105.4%	36.7%
	15,537,779	15,656,028	14,478,886	3,979,467	3,977,897	100.0%	25.4%
<u>CAPITAL PROJECTS (Excluding Plant & Equipment)</u>							
Development Services	1,147,240	727,913	652,748	327,855	266,556	81.3%	36.6%
Organisational Services	2,076,281	5,561,624	5,158,814	1,792,107	1,797,784	100.3%	32.3%
Community & Client Services	819,989	739,545	860,695	364,552	304,383	83.5%	41.2%
Engineering	2,374,226	1,226,177	1,006,986	561,166	499,841	89.1%	40.8%
Commercial Infrastructure	2,792,311	2,614,107	2,646,179	1,221,125	1,136,846	93.1%	43.5%
Works For Queensland Funding Project	293,094	297,463	277,291	277,291	276,291	99.6%	92.9%
W4Q & Fed's COVID Funding	4,809,336	6,091,603	6,094,449	3,868,897	3,684,129	95.2%	60.5%
Works for Queensland Round 4	1,550,000	1,375,000	1,375,000	229,781	226,494	98.6%	16.5%
Design Program	8,933,991	8,321,510	8,802,580	2,325,939	2,160,916	92.9%	26.0%
Major Projects	20,359,515	16,978,095	16,396,312	7,804,550	7,431,818	95.2%	43.8%
Field Services	14,638,733	15,722,466	15,697,434	8,039,151	8,173,279	101.7%	52.0%
Contract Services	51,797,198	50,874,266	48,823,181	27,567,176	27,639,911	100.3%	54.3%
Portfolio Management Office	500,000	500,000	500,000	0	0	0.0%	0.0%
	112,091,914	111,029,768	108,291,669	54,379,590	53,598,247	98.6%	48.3%
Total	\$ 127,629,693	\$ 126,685,796	\$ 122,770,555	\$ 58,359,057	\$ 57,576,144	98.7%	45.4%
Capital Expenditure	124,929,339	123,487,142	119,564,031	57,226,734	56,605,495	98.9%	45.8%
Operational Expenditure	2,700,354	3,198,654	3,206,523	1,132,323	970,649	85.7%	30.3%



Capital Works Monthly Review > January 2022

Capital Spend by Department for January 2022

The table below summarises the year to date financial summary for the 2021/22 Capital program at the end of January 2022.



Capital Expenditure Forecast 2021/2022

The top five variances (underspend) between actuals and forecast for the month of January 2022 are:

Project	Description	Comments	Variance	Forecast Spend Achieved (%)
51732	Spray Seal Resurfacing Program - FY21-22	Costing correction to reallocate incorrectly allocated costs to correct project number. Forecast spreading to be reviewed.	(\$459,365)	78%
52629	Eimeo Blacks Beach Rd Shared Path	Delay in completion of some contracted work – line marking and tree removal - as well as some internal resources being reassigned to other works temporarily to cover absentees. Also, some potential savings on works being completed.	(\$150,707)	82%
53832	Pioneer River North Bank Shared Path	Slower than predicted progress by the contractor due to contractor staff shortages.	(\$397,194)	81%
70207	Mt Basset SPS renewals	The delay of works is due to contractor staff shortages relating to the Covid-19 pandemic.	(\$112,479)	90%
73040	Mirani Liquid Stream Upgrade	Project is still going through Optimisation phase. Currently on around Day 120 of Optimisation. This is delaying progression of project.	(\$141,187)	80%

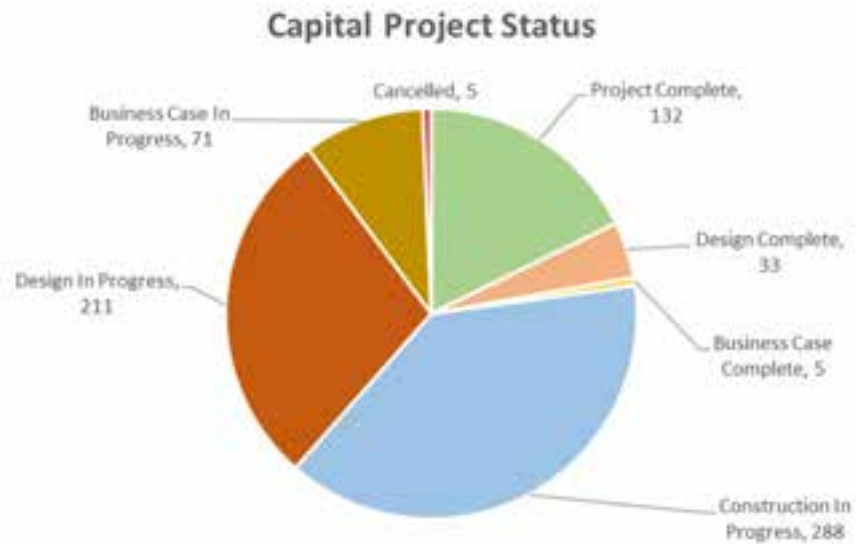
2.3. Capital Projects Phases at End of January 2022



Capital Works
Monthly Review > January 2022

Currently tracking 745 capital projects in the 2021/22 year.

The below graph shows the phases of capital projects at the end of January 2022.



2.4. Key Contracts Approved for January 2022

Contracts finalised and approved during January 2022 are valued at \$5,919,814.48

Below is a listing of the key contracts awarded during the same period.

Contract	Design / Construction	Amount Award (ex GST)	Contractor
MRC 2022-012 92111 - Riverside Revitalisation	Construction	\$5,514,240.39	Woollams Construction Pty Ltd
MRC 2022-023 62088 Water Main Construction – Intersection of Mooney Court and Kinnon Steet to Foundation Street, Glenella	Construction	\$405,574.09	Roebuck Civil Pty Ltd



PORTFOLIO MANAGEMENT OFFICE

3.1 Monthly Achievements

We are reviewing Capital Projects that are programmed for delivery in the last quarter to ensure these are monitored to avoid any slippage into the next financial year.

Reviewing and drafting business processes and work instructions has been a focus this month. As part of the EPMF Review, collaboration is ongoing with the Asset Management capitalisation team to gain a better understanding of how the 'As Constructed' and project finalisation information is used by their team. To ensure the efficiency in the processes used by project managers and responsible officers to supply this information.

Further to the EPMF Review, we have been collaborating with Quality Assurance and Capital teams to discuss the existing 'Lessons Learnt' meeting templates and to explore further development of these and linkages with Empower.

DESIGN SERVICES

4.1 Design Summary Report

Overview

Design Services commenced and completed several notable design projects during this period.

The concept design for the Pioneer Valley Finch Hatton trail head is now complete and approved which allows the detailed design phase to be undertaken.

Detailed design is about to commence on the upgrade and renewal works for the Shoal Point reservoir. Major residential development is proposed within the water reticulation catchment and this existing asset is in poor condition with forecast demand triggering its refurbishment.

Designs Completed

- ✓ Traffic Signal upgrades for the following intersections:
 Malcomson/Greenfields
 Malcomson/Valley
 Glenpark/Short
- ✓ Allan Cameron Park upgrade
- ✓ Kochs Rd Culvert Replacement
- ✓ Plath Crt K&C
- ✓ Hamilton St Drainage

Notable Designs in Progress:

- Sarina Youth Centre Expansion
- Pioneer Valley Finch Hatton mountain bike trail head
- Stages 1, 2 & 3 of Marwood/Sunnyside Road shoulder widening (nine kilometres)
- Continuation of the stormwater and road design of the Phillip Street extension through to Norris Road.
- Brewers Road Bank Stabilisation
- Design of four major culvert rehabilitation works to upgrade their bearing capacity throughout the region
- Design of Vine arbours and pathway within the Botanic Gardens
- Camilleri Park upgrade stage 3.
- Sarina Northern Drainage
- Woodlands Park drainage
- East Gordon St and Goldsmith St Watermain replacements

4.2 Survey Office Summary Report

Overview

In the first month of 2022 were able to complete various surveys for detail and service locations. The start of the year is typically staggered for the team with some staff returning from holidays at different times.

Surveys were completed for:

- ✓ Goldsmith St Line Marking
- ✓ East Gordon and Goldsmith St WM Service Locations and Invert Levels
- ✓ Valroy St Pedestrian Crossing
- ✓ Sweeney Ct Cul-de-sac
- ✓ Dennis St Kerb Replacement
- ✓ Scott St Drainage Upgrade
- ✓ Norris Rd Guiderail Installation
- ✓ Burgess St Kerb Replacement
- ✓ Carlyle St Footpath
- ✓ Gordon St ArtSpace Upgrade



Surveys in Progress:

- ✓ Midge Point Rd Water Main (11.3km)
- ✓ Forbes Rd, Bloomsbury Causeway
- ✓ Shakespeare St Trash Rack



Figures 1 & 2: Forbes Rd Causeway & Sweeney Ct 360° Photos for Google Maps

4.3 Estimating and Specifications Summary Report

Overview

The Capital Works Estimating & Specifications (CWES) team have developed pre-set project cost estimating templates in Benchmark Estimating Software for Road, Drainage and Water project categories. Also, we have started to build up unit rates based on the first principles estimating method for road work activities and continue to develop more in the coming months.

The CWES team have also completed reviews of the following estimates to identify any rates that are below current market conditions:

- **Detailed Design Estimates**
 - 22341 – Penn Rd Park Louisa Creek, Amenity Block Decommissioning & Installation
 - 51719 – Holts Rd Beaconsfield, K&C North side (Emergency Services to Rural access)
 - 51783 – Marwood Sunnyside Rd, Shoulder widening (CH 9670 to 11570)
 - 53981 – Hans Christian St, Drainage Upgrade
 - 53995 – Brewers Rd, Bank Stabilisation.

Our teams will continue to monitor and report on market trends and in particular changes to construction timeframes and costs, where it may affect council's delivery program.



CONTRACT SERVICES

5.1 Park Improvement Projects

Overview

Council will be delivering in the coming months a couple of Park upgrades for the community, to provide well designed parks and open space networks which cater for the changing needs of the community and to promote outdoor social and recreational activities.

Northview Park

A full-sized basketball court will be installed at the popular park in Glenella, which will complement recent works to the playground completed last year.

The improvement works also include new lighting for the basketball court, footpaths, additional safety fencing and landscaping in the area adjacent the children's playground.

The project was originally scheduled to begin in December 2021, however, there has been some delays due to extended tender review, with the contract awarded on 2 December 2021.

Project Status

Activity	Delivery	Start Date	Completion Date	Budget	Comments
Construction	External	18 January 2022	May 2022	\$372,930	Awarded to BH Building

Recent Project Activities

- ✓ Possession of Site granted as of 18th January 2022
- ✓ Site established and works are progressing: demolition completed, new underground services and excavations progressing
- ✓ Court base works underway
- ✓ Contractor has placed order on park furniture (such as bubbler, seat, bike stand, basketball hoops)

Diane Street Park

New play equipment installation with an emergency services theme, complete with police car and ambulance rocker, swings and other play options catering to toddlers and older children.

The existing roofed shade shelter remained in place, but to assist with the park's maintenance, new softfall edging is being installed and access to the play space improved for parents and caregivers with the construction of a new footpath.

Project Status

Activity	Delivery	Start Date	Completion Date	Budget	Comments
Construction	External	November 2021	February 2022	\$132,445	Works complete however compliance issues identified with play equipment. Working through supplier to resolve.



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Recent Project Activities

- ✓ Play equipment, bubbler and seating installed. Some additional minor items including a new pram ramp and concrete base for the existing bubbler has been completed.
- ✓ New turf installed currently being established;
- ✓ A third-party inspector conducting final inspection raised concern that some equipment could be non-compliant. Council is working through issues with the play equipment supplier to resolve the matter as soon as possible. The park shall be opened to the public once the concerns are addressed.



5.2 Koumala Water Quality Upgrade – Water Treatment Plant

Overview

This project comprises the design and construction of a new water treatment plant in Koumala, Water Tower Road. The proposed project works includes the direct treatment of raw water being softened with the use of an ion exchange softening process.

Project Status

Activity	Delivery	Start Date	Completion Date	Budget	Comments
Construction	External	Mid December 2020	December 2021	\$2,563,301.00	Works behind schedule. Now targeting March 2022 completion. Contractor experiencing Covid-related delays on some specific components and is working with Council to resolve.

Funds have been obtained from 2019-21 Local Government Grants and Subsidies Program.

Recent Project Activities

- ✓ Structural works – blockwork complete, roof installation complete, interior and exterior painting complete
- ✓ Mechanical works - epoxy coating complete, tank installation complete, off-site package plant container fit-out complete, package plant container shipped and installed on site, deliveries of equipment to site ongoing.
- ✓ Installation of package plant external pipework, pumps and components ongoing.
- ✓ Agitator installation complete, Ixom chlorine dosing shed installed.
- ✓ Electrical works – underground cabling installation ongoing



Figure 3: Chlorine dosing shed installation.



Figure 4: Agitator installation



5.3 Sydney Street Water Main Replacement between River Street and Shakespeare Street

Overview

This project includes the replacement of the DN200 mPVC (Unlined) water main running along the eastern side of Sydney Street between the extents of River Street and Shakespeare Street.

The works will entail open trenching within a barricaded area, as well as horizontal directional drilling (HDD) / under-boring installation, in highly trafficked cross sections of the project extents (Gordon Street and Alfred Street intersections). The works will predominantly be within the existing kerbside parking lane / road shoulder, however, also include new customer service connection trenching from the new main to existing water meters. Construction works will also include connections to house services, connections to existing reticulation infrastructure, supply and installation of new valves and hydrants, decommission of existing water main, road restoration and rehabilitation works to work areas, footpaths and grassed areas to pre-existing condition.

Project Status

Activity	Delivery	Start Date	Completion Date	Budget	Comments
Construction	External	Early September 2021	February 2022	\$3,881,616.00	Currently completion expected end of March 2022.

Recent Project Activities

- ✓ The Stage 1 works starting from Shakespeare Street end through to Alfred St is complete,
- ✓ Stage 2 works complete between Alfred St and Gordon St this including the under bore of Gordon Street.
- ✓ Stage 4 works under way and works just short of Victoria St

5.4 Resurfacing Reseal Program 2021/2022

Overview

The resurfacing and rehabilitation program comprises resurfacing works on various streets and roads around the region. Resurfacing includes two types of treatments, one being Asphalt on urban streets and roads, the other Bitumen Spray Resealing on rural roads. Resurfacing works are carried out to protect the pavement and extend the road pavement life.

Project Status

Activity	Delivery	Start Date	Completion Date	Budget	Comments
Asphalting Works 2021/2022					
Construction	External	July 2021	November 2021	\$1,829,182	Line marking remaining on Holts and Beaconsfield roads. Currently completion expected end of January 2022.
Resealing Works 2021/2022					
Construction	External	July 2021	September 2021	\$ 1,889,184	Complete.
Total Resurfacing Reseal Program 2021/2022				\$ \$3,718,366	

Recent Project Activities

- ✓ RPQ have completed the rural road surfacing package
- ✓ RPQ have substantially completed the Urban road Package with only line marking left on Holts and Beaconsfield road remanning this is scheduled for the 28/01/2022 weather permitting.



Figure 5 & 6: Beaconsfield Road Night Works



5.5 Stormwater and Sewer Relining Works 2021/2022

Overview

The Project includes:

- Structural relining of stormwater Reinforced Concrete Pipes (RCP).
- Structural Relining of sewer gravity mains.

These works are located in Mackay, Sarina and surrounding areas.

The key Project Drivers are:

- Rehabilitation of deteriorating sewer and stormwater mains before structural failure.
- Increasing knowledge of sewer and stormwater mains asset condition and rate of degradation.

Project Status

Activity	Delivery	Start Date	Completion Date	Budget	Comments
Sewer Main Relining					
Construction	External	Early July 2021	December 2021	\$2,050,000	Works commenced in early July and are substantially complete
Stormwater Main Relining					
Construction	External	October 2021	December 2021	\$1,287,325	Additional Scope added to program with works now scheduled to be finalised end January 2022

Recent Project Activities

- ✓ Stormwater drainage and Sewer relining works substantially complete, QA Documentation finalisation underway.
- ✓ Additional stormwater drainage lining works identified on Napier St underway and expected to be complete by end of January 2022

5.6 Pioneer River North Bank Shared Path Stage 1

Overview

This project is the first stage of the Pioneer River North Bank shared path project which will link major residential areas, commercial precincts, parks/recreational areas, principal activity centres, Hospitals and the CBD and is staged to be constructed over a number of years. This stage comprises delivering 0.5km of 3m wide (nominal) concrete shared path, 0.39km of boardwalk and also various size connecting paths along the eastern and western sides of the Bruce Highway from the Sams Road intersection South to the Ron Camm Bridge, with a bridge underpass. Council was successful in obtaining 50% funding of the project estimated cost, under the Cycle Network Local Government Grants Program 2019-2020.

The figure below shows the approximate location of works under this stage.

Project Status

Activity	Delivery	Start Date	Completion Date	Budget	Comments
Construction	External	Early August 2021	March 2022	\$2,997,510.50	Works progressing on schedule. Awaiting TMR handover of Area affected by Northern access upgrade works.

Recent Project Activities

- ✓ Drain liner complete in front of car yards
- ✓ Installation of fibre composite boardwalk significantly progressed under Ron Cam Bridge.
- ✓ Awaiting TMR Approval for possession of site in front of Beacon lighting.



Figure 7: Ongoing Composite Boardwalk installation



Figure 8: Composite walkway installation under Ron Camm raised walkway ready for tread installation.



5.7 Warland Street Drain Reconstruction Stage 1, 2 & 3

Overview

This project comprises reconstruction of the existing open channel trunk drain in South Mackay. The extent of the open drain runs between in 2 reaches sections Paradise Street to Warland Street and Warland Street to Milton Street running west to east within a freehold allotment behind residential properties. Approximate length in total is 530m.

Warland Street Drain has seen significant adjacent development since the drain was originally constructed causing increased flow in the open channel. The drain has been subject to significant public complaints due to flood overtopping potential and bank erosion and slip circle failure. In addition, it has been difficult to maintain due to poor access and vegetation growth. Silting during minor events largely reduces the cross-sectional depth and erosion of banks on major events has raised safety concerns from the adjoining properties.

Project Status

Activity	Delivery	Start Date	Completion Date	Budget	Comments
Construction	External	Early July 2021	Early December 2021	\$2,968,795	Works underway, recent rain events have slowed progress. Revised completion date of end of March 2022 due to covid related delays.

Recent Project Activities

- ✓ Concrete base, batters and cut off walls installed from Paradise Street end.
- ✓ Existing headwalls removed and installation of new wingwalls and aprons at Paradise Street culverts underway.
- ✓



Figure 9: Stage 3 rock base installed



Figure 10: Concrete base, batters and cut-off walls



Figure 11: Stage 3 rock base installed



Figure 12: Concrete base, batters and cut-off walls

5.8 Shakespeare Street Drainage Upgrade Evan Street to Open Drain

Overview

This project comprises installation of new drainage infrastructure to the Shakespeare Street sub catchments extents from Dalrymple Street to Evan Street at East Mackay.

The Shakespeare Street sub-catchment extends from Dalrymple Street in the north to Evan Street in the south with east and west boundaries past Hoey Street and Rae Street respectively. There is currently no underground drainage system and stormwater flows are above ground and through shallow intersection box culverts which connect kerb and channel inverts under traffic lanes.

The existing overland flow paths are very flat with potential ponding throughout the stormwater catchment. To eliminate nuisance ponding and minor flooding the upgrade the drainage infrastructure in this area of Shakespeare Street will eliminate this. The drainage upgrades are aimed at improving flood immunity to the surrounding properties and reduce flow widths in the road reserve.

Project Status

Activity	Delivery	Start Date	Completion Date	Budget	Comments
Construction	External	Early August 2021	End of November 2021	\$2,530,157	Works underway, water table and tides have impacted the installation of large diameter pipes slowing progress. Current approved completion date is early March 2022.

Recent Project Activities

- ✓ The installation of the 1500mm diameter stormwater pipe along Shakespeare Street, including 3 x SW Chambers (2.4m diameter) and road re-surfacing complete and road has been re-opened to public.
- ✓ Additional resources mobilised to site and installation of the side stormwater pipes on Rae Street and Stage 3 works within Marsh and Pearce Streets progressing.
- ✓ High water tables and tides have impacted the construction at times.



Figures 13 & 14: Works in progress

MAJOR PROJECTS

6.1 Animal Management Centre

Overview

The Animal Management Centre (AMC) is in construction phase, the new facility will cater for the growing needs of the Mackay Animal Management Services. The scope of works includes the construction of a new administration building and two new kennel buildings.

Activity	Delivery	Start Date	Completion Date	Budget	Comments
Construction	External	STAGE 1 December 2020	STAGE 1 December 2021	\$3.39M	Project delays due to COVID19 impacts on resources and wet weather.
		STAGE 2 December 2021	STAGE 2 May 2022		Project is within budget.

Stage 1 of the project is now complete and is now operational for Council Health & Regulatory Services staff and the public.

The contractor has commenced preparation for demolition works of the old facility, making way for a new purpose-built enforcement kennel and cattery building to be constructed in its place (Stage 2).

Upcoming planned works includes:

- Earthworks for Stage 2
- Construction of building foundations
- Installation of underground services

The outcomes of the project will include increased capacity to house cats and dogs, increased wellbeing for the animal's housed and an increase in safety and risk reduction for both animals and staff.

The Health & Regulatory Services staff will continue to provide their current level of service during the entire construction process.

Recent Project Activities

STAGE 1

- ✓ Construction Complete
- ✓ Facility operational
- ✓ Carpark complete
- ✓ Street lighting complete

STAGE 2

- ✓ Demolition Complete
- ✓ Earthworks Commenced



Figure 15: Stage 2 Earthworks Commenced



6.2 Northern Beaches Community Hub

Overview

The Northern Beaches Community Hub is a large multi-staged project that will ultimately provide a community facility for all of Mackay's resident's, visitors and businesses and is situated within the Northern Beaches area.

The project is currently broken into the following stages:

1. Multi-sports covered area including some pavement, services and landscaping components
2. Community Hub – Main Building
3. Infrastructure including earthworks and stormwater construction
4. Construction of J4 Road including intersections of Eimeo Road and Rosewood Drive.
5. Future Stages including an Aquatic Facility and Commercial Premises

Some funding has been provided by the Federal Government through the Department of Infrastructure, Regional Cities' Development Grants program to a value of \$6.5M.

Project Status

Activity	Delivery	Start Date	Completion Date	Budget	Comments
Multi-sports covered area (Stg 1A)	Design and Construction	January 2022	Mid 2023	\$10.75M (\$6.5M funded)	Preparing design tender documentation
Community Hub – Main Building (Stg 1B)	Design and Construction	TBA	TBA	TBA	Concept Design completed and adopted by council 8 December 2021, Preparing design tender documentation.
Infrastructure Works	Design and Construction	Design - Mid 2021. Construction – June 2022	Design – Late February 2022 Construction – TBA	\$4.5M	Design in Progress
J4 Road and Intersections	Design and Construction	Design – Mid 2021, Construction – Late 2022	Design – Late February 2022 Construction – TBA	TBC	Design in Progress

Recent Project Activities

- ✓ Building Concept adopted by council 8th December 2021
- ✓ Negotiations with Federal Governments undertaken regarding funding works
- ✓ Stormwater, Traffic including pedestrian, Earthworks and Road design all in progress
- ✓ Functional Brief development commenced for Building Works
- ✓ Stakeholder engagement continuing



Figure 16: Artist Impression of Northern Beaches Community Hub



6.3 Mirani Community Precinct

Overview

Mirani is located on the Pioneer River and has historically been the most significant town of the Pioneer Valley in the hinterland west of Mackay city. Mirani is the location of the former Mirani Shire Council and contains the primary community infrastructure, services and facilities for the region.

The Mirani 'main street' creates a strong sense of identity with its very generous width, a central median park with mango trees, the railway line, the old station building and other landscape elements. This is a unique central feature of the town and its value will be strengthened in parallel with tourism and community identity initiatives. The enhancement of the community and cultural facilities within the community precinct has great potential for the Pioneer Valley community. It will contribute to a stronger sense of place and identity for locals and visitors alike. The precinct will include a new library, a modern museum, administrative and customer services as well as a number of spaces for use by community groups.

Enhancing the relationship between the external spaces and the library and museum is of particular importance. This will expand the activities that each service can provide, encourage interaction and improve the visibility and appeal within the community. The landscape solution ties the community precinct to the adjacent land and improves its presence on Mackay-Eungella Road and to the Mirani shops.

Project Status

Activity	Delivery	Start Date	Completion Date	Budget	Comments
Detailed Design of Precinct	External		30 June 2022	Funding discussions underway, Project Estimate at \$8M	100% design completed, 80% electrical & mechanical, discussion underway with stakeholder to finalise design.
Detailed Design of Road and Parkland	External	Dec 2021	May 2022	\$170K	Design Commenced

Recent Project Activities

- ✓ Detailed Design in Progress
- ✓ Stakeholder discussion in progress
- ✓ Contaminated Land register errors being resolved

6.4 Seaforth Esplanade

Overview

The Seaforth Esplanade Master Plan sets a vision for the continued development of the Seaforth Esplanade, and identifies the community's priorities for delivering additional recreational infrastructure aimed at increasing the liveability of Seaforth and attracting visitors to the Hibiscus Coast.

Project Deliverables will include:

- Children's playground.
- Waterplay feature to replace the aged wading pool.
- New public amenities with change room facilities and external beach showers.
- Accessible adult change facility.
- Extension of the existing car park.
- Replacement of the existing picnic /BBQ facilities (shelters and furniture).
- New fencing and/or bollards to control unauthorised vehicle access to the Recreational Hub.
- Expansion of the path network

Works for Queensland announced funding to the value of \$2.2M in conjunction with council's contribution of \$1.9M bring the total estimated project costs to \$4.1M.

Project Status

Activity	Delivery	Start Date	Completion Date	Budget	Comments
Detailed Design	External	Commenced	February 2022	\$4.219m	Detail design in progress, Construction to commence April/May 2022
Construction	External	May 2022	December 2022		

Recent Project Activities

- ✓ Stakeholder engagement
- ✓ Finalising of Detailed Design
- ✓ Preparation of Tender Documentation



Figure 17: Overview of Seaforth Esplanade design



6.5 Riverside Revitalisation

Overview

The Mackay Waterfront Priority Development Area was declared on 25 May 2018 to kick start a visionary project that will improve the tourism aesthetic, liveability and economic activity in Mackay's CBD and wider region.

The Mackay Waterfront Revitalisation project is being development in three stages:

- ❖ Riverside Link
- ❖ Riverside Pontoon
- ❖ 8 River Street Improvements

The projects aim to enhance the public realm along the riverfront and allow the Mackay community to access and enjoy the amenity provided by the Pioneer River.

Project Deliverables include:

- Roadworks to convert the two-way section of River Street into a one-way street (west bound)
- General minor earthworks to support the roadworks;
- Shared footpaths and surface treatments;
- Significant landscaping improvements (numerous trees & other plantings, seating, irrigation);
- Bespoke pavilion shelters and furniture;
- Public toilet facilities;
- Bank stabilisation works (tidal works) along the rock wall opposite Burns Street
- Road lighting, feature lighting and other electrical works;
- New water & sewer infrastructure works as required to service the area;
- Refurbishment of 8 River Street; and
- New pontoon to encourage tourism and recreation activities

This project has received \$4.1M in funding from the Australian Government, Building Better Regions Fund.

Project Status

Activity	Delivery	Start Date	Completion Date	Budget	Comments
Riverside Link	Construction (External)	March 2022	Late 2022	\$7.3M	Tender awarded at council meeting 27.01.2022.
Riverside Pontoon	Design (External)	Design commenced			Design underway.
8 River Street Improvement	Design & Construction	Investigations commenced			Design review, investigations & stakeholder engagement ongoing.

Recent Project Activities

- ✓ Riverside Link
 - Design finalised
 - Tender issued & evaluated
 - Contract awarded
 - Stakeholder Engagement
- ✓ Riverside Pontoon
 - Stakeholder Engagement
 - Design & review
- ✓ 8 River Street Improvements
 - Stakeholder Engagement
 - Scope of works development
 - Construction method investigations



Figure 18: Artists impression of bespoke pavilions



Figure 19: Artists impression of overall precinct

6.6 Woodlands District Park

Overview

The Woodlands District Park project is being undertaken to address a critical shortage of district-level parks in the region. The park will cater to the recreational needs of residents living in the adjoining suburbs of Andergrove & Beaconsfield.

The 21 hectare Woodlands District Park will be created by the amalgamation of several existing parks including Broomdykes Drive Park, Schnappers Court Park, Woodlands Reserve, Domino Crescent Park and Council owned allotments.

In accordance with the Masterplan, the works to be included in the park have been broken into four stages. The first stage will include widening the drainage channel, new pathway connectivity, installation of BBQs and picnic settings, provision of amenities, lighting and landscaping improvements. Also, to be included is an accessible adult change facility (AACF) and an All Abilities playground.

This project has received \$2M funding from the State Government's Works for Queensland (W4Q) funding.

Project Status

Activity	Delivery	Start Date	Completion Date	Budget	Comments
Detailed Design	Internal / External	Commenced	January 2022		Detailed design underway

Recent Project Activities

- ✓ Civil Design progressing
- ✓ Landscape design underway



Figure 20: Extract from Woodland District Park masterplan



Figure 21: Concept design development of Stage 1 works

FIELD SERVICES

7.1 Glenella Richmond Road Rehabilitation

Overview

All road networks suffer pavement surface deterioration from traffic and environmental impact. Rehabilitation treatments are designed to restore the road surface to a suitable condition as works could include pavement drainage, surface correction and pavement strengthening. This treatment type has an expected treatment life of 20 years and will extend the life of the pavement by addressing minor pavements defects and providing a new waterproofing membrane.

Project Status

Activity	Delivery	Start Date	Completion Date	Budget	Comments
Construction	Internal	Late Aug 2021	Late Feb 2022	\$2,902,250	On track for forecast completion date revised to end of Feb 2022.

Recent Project Activities

- ✓ Final section of subbase cement stabilisation completed in mid-Jan. Approx. CH400-0.
- ✓ Final Base layer has commenced
- ✓ Concrete dish drain being poured late Jan
- ✓ Asphalt being scheduled for late Feb.



Figures 22 & 23: Sub-soil Drainage & Stabilisation is completed in final section on Glenella Richmond Road

7.2 Seagull Street Boat Ramp

Overview

This project is joint funded by Department of Transport and Main Roads (DTMR) and MRC. The project involves the construction of a new boat ramp in McCrearys Creek, off Seagull Street, Slade Point and new parking facilities on both sides of Seagull Street. The boat ramp is comprised of precast concrete planks for the lower portion and in situ concrete to be poured towards the top. The northern carpark has 6 boat and trailer parks including 2 derigging locations, the southern carpark has 9 car and trailer parks and 4 car parks including a disabled carpark.

Project Status

Activity	Delivery	Start Date	Completion Date	Budget	Comments
Construction	Internal & Contractors	Early August 2021	April 2022	\$1,752,000	Delays in engaging contractors for marine works have pushed expected completion out.

Recent Project Activities

- ✓ Contractors for boat ramp works commenced 13th January 2022.
- ✓ Commenced works on rock core and footings.
- ✓ Precast planks for ramp delivered to site



Figure 24: Works underway on ramp core



Figure 25: Precast concrete ramp planks

11.3. COMMUNITY AND CLIENT SERVICES

11.3.1. COMMUNITY & CLIENT SERVICES MONTHLY REVIEW JANUARY 2022

Author A/Director Community & Client Services (Stephen Bourke)
Responsible Officer A/Director Community & Client Services (Stephen Bourke)
File Reference DMRR

Attachments 1. CCS MONTHLY REVIEW JANUARY 2022 [11.3.1.1 - 45 pages]

Purpose

Attached is a copy of the Community and Client Services Monthly Review for the month of January 2022.

Related Parties

N/A

Corporate Plan Linkage

This links to various corporate objectives and strategies within the corporate plan.

Officer's Recommendation

THAT the Community and Client Services Monthly Review for the month of January 2022 be received.

The Acting Director for Community and Client Services Stephen Bourke, provided an overview and highlights of the Community and Client Services Monthly Review Report for January 2022.

Cr Bonaventura referred to the Print Loans by Month graph and queried if it was an error that there was no loans listed for December.

The Acting Director advised that this was an error and it would be corrected in the following report.

Cr Bonaventura noted that the MECC was expecting delivery of 1,800 banquet chairs shortly and query if the used chairs could be offered to not for profit organisations.

The Acting Director advised that the department is working on process to allow as many of the chairs as possible, to be offered to not for profit organisations.

Cr Bonaventura noted that there had been a significant increase in client requests for public health and safety and environment, and queried the reason for this.

The Acting Director advised that he believed it was because Council was closed at the end of the year and typically people follow up with their concerns after Christmas.

Council Resolution ORD-2022-27

THAT the Community and Client Services Monthly Review for the month of January 2022 be received.

Moved Cr Townsend

Seconded Cr Green

Cr Townsend offered her thanks to Dalrymple Bay Coal Terminal (DBCT) for their ongoing support of the Back-to-School program at the Sarina Neighbourhood Centre, noted the Library membership milestone, the relocation of the Walkerston Library, the works on display at Artspace, the LIBRIS awards, the Australia Day ceremonies and expressed disappointment at the act of vandalism at the Dudley Denny Library.

Cr Green thanked continuing sponsor BHP and new sponsor Independent Mining Services, for their support of the 2022 Pathways to Performance program and also thanked Dalrymple Bay Coal Terminal for their ongoing sponsorship of the Kids Theatre Season.


Cr May referred to the photo in the report of the Walkerston Library and noted that it portrayed the range of activities available to the Library and congratulated all involved in the transition. Cr May welcomed the appointment of a Disaster Risk Reduction Officer and was pleased that the Local Disaster Management Group hadn't been required to stand up over the Christmas period.

Cr Bonaventura noted that the Sports Expo is again an online event which runs for the month of February and urged anyone with a interest in sport to browse the site and take advantage of various come and try days being offered.

CARRIED



Community and Client Services Monthly Review 1-31 January 2022



Community and Client Services

Monthly Review

January 2022



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1. Highlights of the Month

Highlights during January include:

- Mackay Libraries Membership surpasses 50,000 members. This represents approximately 42.5% of the Mackay community.
- Walkerston Library relocates after 30 years
- Community heroes honoured at Australia Day eve dinner
- New citizens welcomed at two ceremonies on Australia Day
- Commencement in the Emergency Management Team of a Disaster Risk Reduction Officer, funded under the Qld Resilience & Risk Reduction Funding program.
- The Blue Light Upgrade in the MECC auditorium has replaced the original backstage working/performance mode lights, greatly improving the safety of staff and hirers when working in these areas in the dark.
- Department is contributing leadership, health and regulatory services, emergency management and communications expertise to the organisation's Covid-19 response that is focussed on safety and well-being of employees and mitigating risks to business continuity.



Stephen Bourke
A/Director Community & Client Services.

2. Workplace Health & Safety

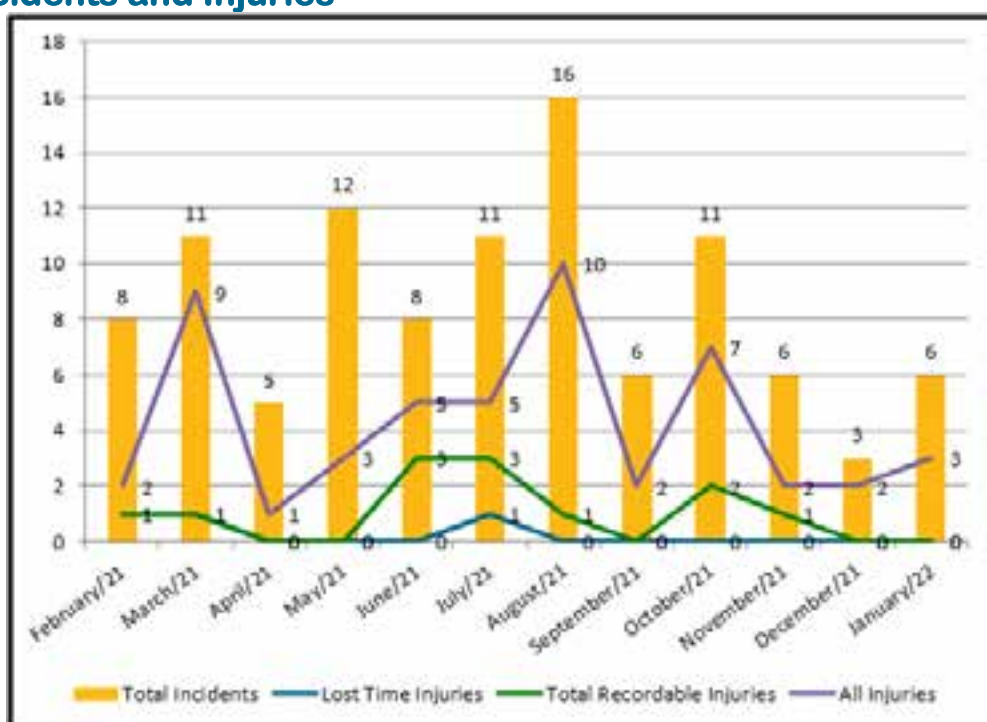
Summary

In January 2022:

- Six safety interactions were undertaken.
- One site safety inspection was undertaken.
- 100% of monthly action plans activities were carried out.

Six incidents were reported in January, involving MRC employees, members of the public, or contractors.

Incidents and Injuries



The following injuries to MRC employees were reported in January:

- FAI- While leaning across desk to gather belongings at end of day, have come into contact with item that has poked eye lid. Some blurred vision and stinging to eye
- NTI- Aggressive customer, throwing MRC laptop.
- FAI- Lifting hose reel off and cut finger on sheeting of wall.

The following incidents involving a member of the public were reported in January:

- FAI- Child's hand became trapped between sliding glass door and fixed glass.

The following asset damage incident involving an MRC employee was reported in January:

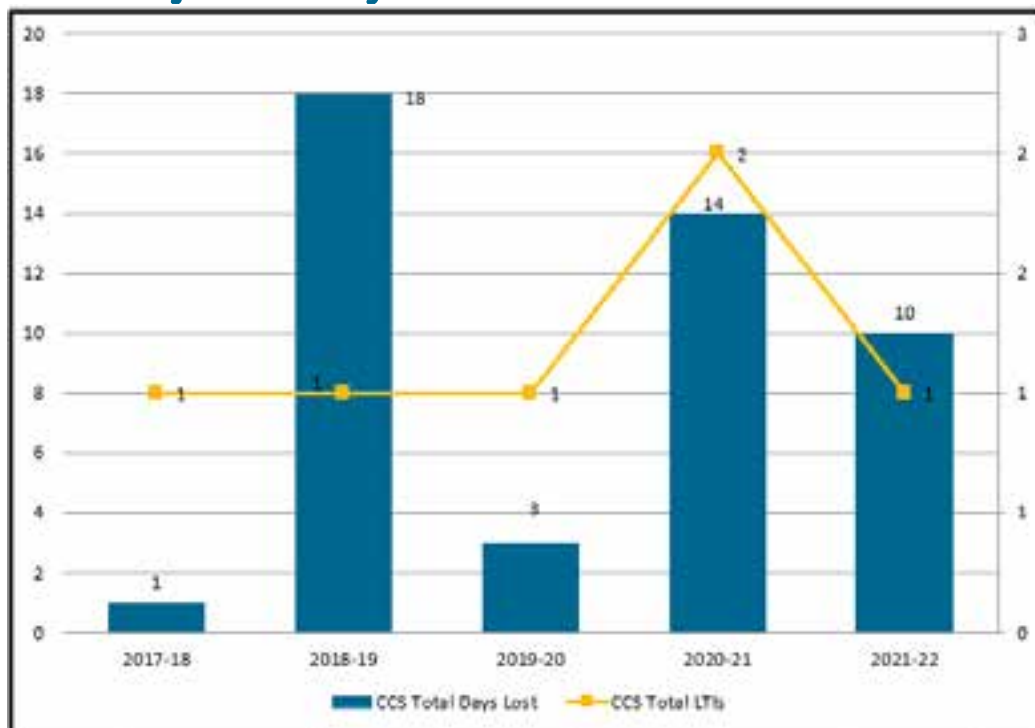
- Struck over hanging tree branch while reversing in narrow laneway.

The following near miss incident involving MRC employee was reported in January:

- Unwell dog impounded by Health and Regulatory officers – showed symptoms of Leptospirosis on Vet examination, blood tests confirmed negative result

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

Lost Time Injuries & Days Lost



Department	2017-18		2018-19		2019-20		2020-21		2020-21	
	LTI	Days Lost	LTI	Days Lost	LTI	Days Lost	LTI	Days Lost	LTI	Days Lost
Corporate Communications										
Community Lifestyle					1	3	1	13		
MECC & Events			1	18			1	1		
Emergency Management										
Health & Regulatory Services	1	1							1	10
Community & Client Services	1	1	1	18	1	3	2	14	1	10

For the 2021-22-year, one lost time injury has been recorded:

1. In July, a person suffered a finger laceration after coming into contact with the blades of a sand spreader. Following minor surgery, ten days were lost whilst the person recovered.

Glossary

Incident

Any unplanned event resulting in or having a potential for injury or ill health.

Lost Time Injury (LTI)

Incidents that resulted in a fatality, permanent disability or time lost from work of one day / part of a day or more

Total Recordable Injuries (TRI)

Incidents that result in a Lost Time Injury (LTI), Suitable Duties Injury (SDI) and Medical Treatment Injury (MTI)



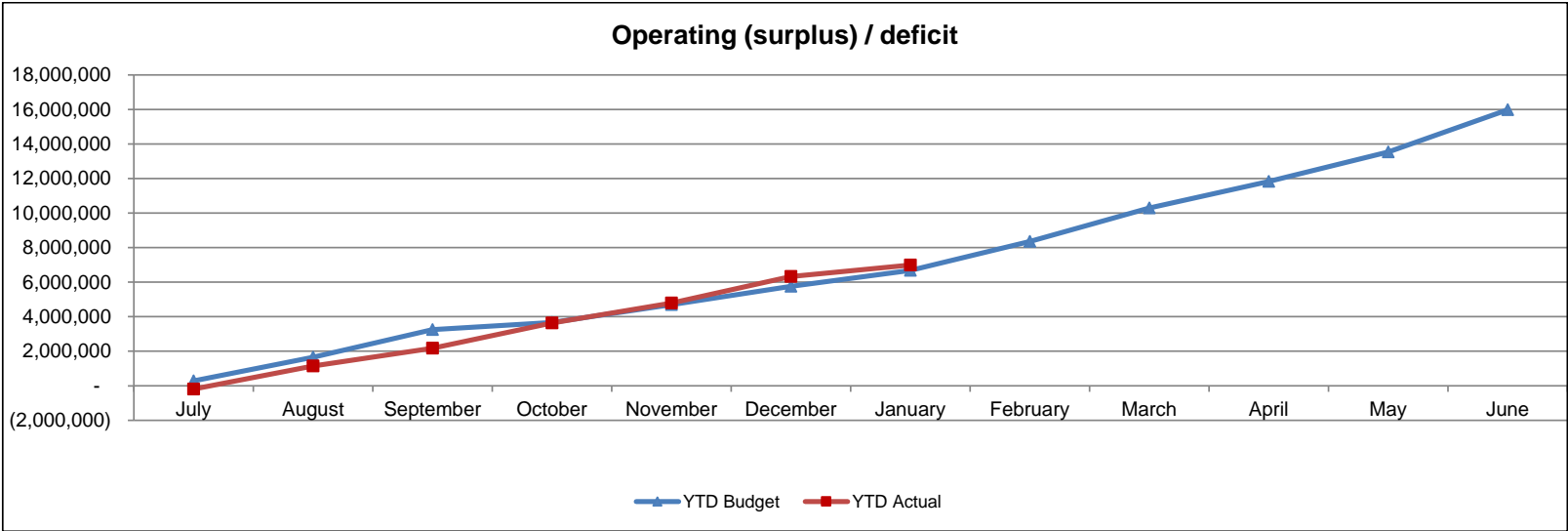
Community and Client Services Monthly Review 1 - 31 January 2022

3. Financial Performance - January 2022

Financial Performance Report		Community & Client Services			% YTD Variance of YTD Budget	
Period Covered: 1 July 2021 to 31 January 2022					<div> <div></div> YTD Variance favourable of budget <div></div> YTD Variance unfavourable, between 0% and 5% of YTD Budget <div></div> YTD Variance unfavourable, more than 5% of YTD Budget </div>	
	Revised Budget	YTD Budget	Actual	YTD Variance	Comments	
4.01 - Community & Client Services Management	366,318	198,971	205,735	6,765	Small variance due to timing of staff leave	
4.03 - Community Lifestyle	8,007,855	4,090,808	4,263,963	173,154	Variation attributed to spending in advance of Grant receipts and overspend in Library Casuals budget due to backfilling requirements	
4.04 - MECC & Events	2,653,674	762,540	1,153,985	391,445	Pending Dec budget review and January expenses during shutdown without income.	
4.05 - Corporate Communication & Marketing	1,743,275	952,246	922,721	(29,524)	On track	
4.07 - Health & Regulatory Services	3,082,153	883,699	701,374	(182,325)	Increased income from licenses and registrations received ahead of forecast	
4.08 - Emergency Management	129,222	(212,623)	(255,459)	(42,836)	On track	
Operating (surplus) / deficit	15,982,497	6,675,640	6,992,319	316,678		



Community and Client Services Monthly Review 1-31 January 2022



4. Community Lifestyle

4.1 Community Programs

Number of Community Enquiries: Community Building - 194

Lifelong Learning - 11

Civic Participation - 2

Number of Emergency Relief Assistance Packages provided – 28


Sarina Neighbourhood Centre meeting rooms utilisation – 9 services visited weekly, servicing 96 clients

Occasions of JP Services provided to community - 5

Number of external bookings in Jubilee Community Centre for the month – 12

Total Jubilee Community Centre usage (internal/external) – 145

Community Development

Activity	Comments
Sarina Neighbourhood Centre Back-to-School Funding	<p>The Sarina Neighbourhood Centre has been successful in receiving funding from Dalrymple Bay Coal Terminal (DBCT) to once again run the Back-to-School program.</p> <p>The program provides funding for those families in the Sarina region who are struggling with back-to-school expenses, particularly uniforms. Support per family is dependant on number of children, school year level, and individual financial circumstances.</p> <p>DBCT has provided \$5,000 for 2022, and an additional \$5,000 for 2023. The Sarina Neighbourhood Centre runs the program at the beginning and middle of each year.</p> 
General Community Organisation Support	<p>January is typically a quiet month for community organisations as they slowly emerge from the holiday season, however with the added layer of COVID in community, this January has been a busy period in supporting organisations to cancel or reschedule some of their upcoming events or activities and navigating their organisational responsibilities in managing COVID within their groups. Groups have also been supported to submit Community Grant applications which close on Friday, 4 February.</p>
Mackay Community Directory	<p>Community Programs team members have been working with the My Community Directory team to integrate some of our email networks into the directory platform. The directory network tool will allow stakeholders to share their own content directly to network members without it having to be disseminated centrally by Community Programs staff. It is hoped by using this tool it will assist to delete email pollution that is often the result of content being cross posted.</p>



Community Meetings / Events / Interagency Meetings.

58 meetings and events were held or attended; highlights include:

Disability Service Provider Network Meeting	The Disability Service Provider Network meeting held their first meeting via Teams on Wednesday, 19 January. The meeting welcomed strong attendance with 22 participants connecting in.
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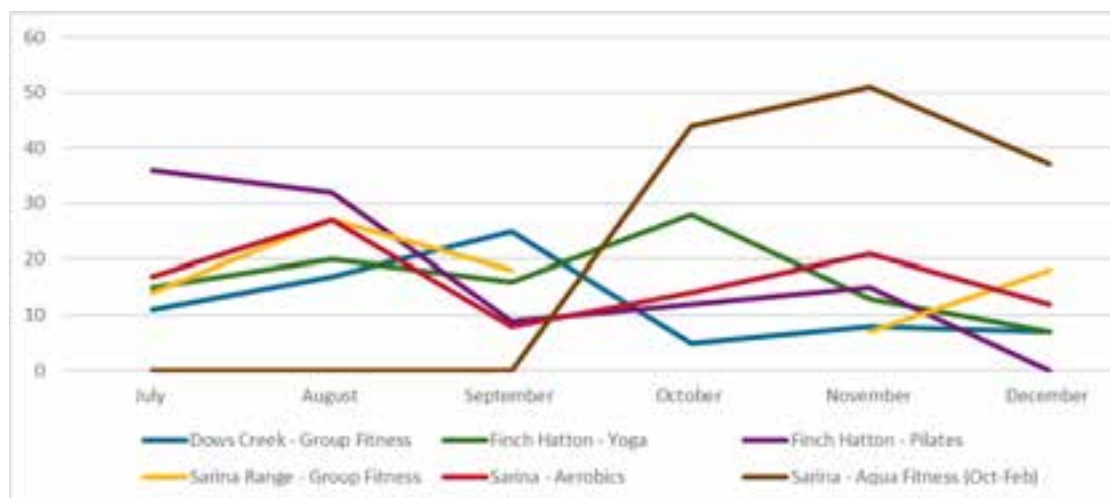
Sport and Recreation

Activity	Comments
2022 Sports Expo and Sign-On	Whilst the plan was to hold both an in-person and online event for 2022, COVID has once again changed our plans. The 2022 event will now be held online only for the month of February. This year, a new online platform is being trialled, making the experience more user-friendly for the public.

Active in the Regions

Active in the Regions is funded by the North Queensland Public Health Network and administered by the North Queensland Sports Foundations *Move It* program to deliver subsidised physical activities in rural localities such as Sarina, Pioneer Valley and Dows Creek.

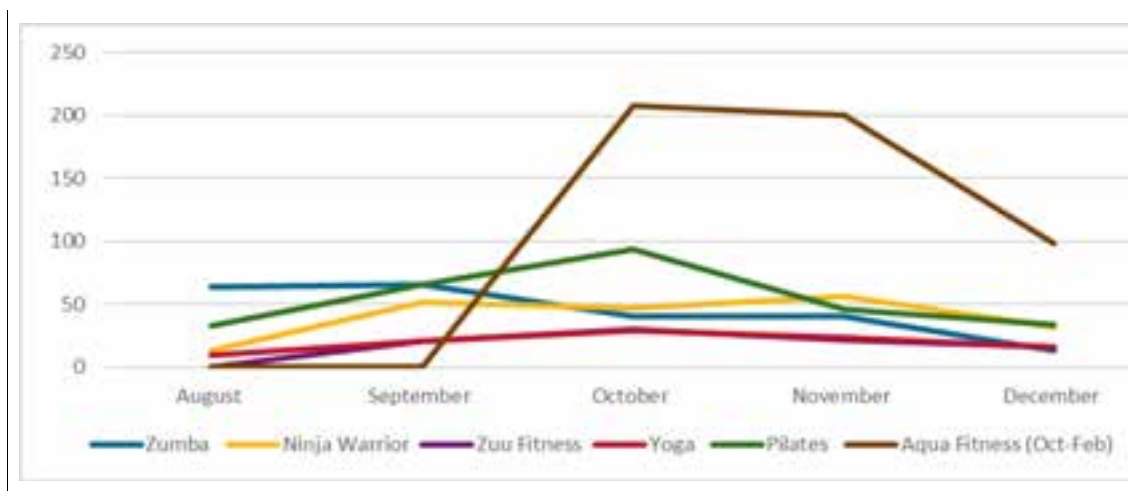
Participation numbers for *Active in the Regions* activities are reflected below.
(Please note that Finch Hatton Pilates only operates during the school term)



Activate Mackay Region

Formerly *Active in the City*, this program is funded by Mackay Regional Council and currently delivers subsidised activity programs in Mackay CBD, Blacks Beach and West Mackay.

Participation numbers for Activate Mackay Region activities are reflected below.



Museums

Museum	Comments
All Museums	All museums are currently closed for the summer.
Ongoing Staff Projects	<p>Pioneer Valley Museum Collection Rationalisation Program statistics as at 21/01/2022:</p> <ul style="list-style-type: none"> Estimated size of collection: 13,000 – 15,000 items, including photographs Number of objects inventoried: 3306 Number of photographs sighted: 3735 Estimated percentage completed: 50% <ul style="list-style-type: none"> Ongoing investigations into history of Hamilton Dairy building and liaison with Museum Development Officer, Queensland Museums, to inform upcoming recommendation report. Investigations into request for assistance with a local, privately owned heritage listed property.



Junior Sporting and Arts and Culture Grant




No Junior Sporting Grants or Arts and Culture Grants were processed this month.

**Inkind Assistance**

Organisation	Event	Date	Support Provided	Amount
Queensland Corrective Services	National Corrections Day	21-28 Jan 2022	Lighting the Sir Albert Abbott Administration Building	\$250.00
Rare Voices Australia	Rare Diseases Day	28 Feb - 7 Mar 2022	Lighting the Sir Albert Abbott Administration Building	\$250.00
St Helens Beach Progress and Environment Assoc	Australia Day Celebrations	26 Jan 2022	2 General Bins and 2 Recycle Bins	\$120.07
Haemochromatosis Australia	World Haemochromatosis Week	1 - 7 Jun 2022	Lighting the Sir Albert Abbott Administration Building	\$250.00
				\$870.07

4.2 Libraries

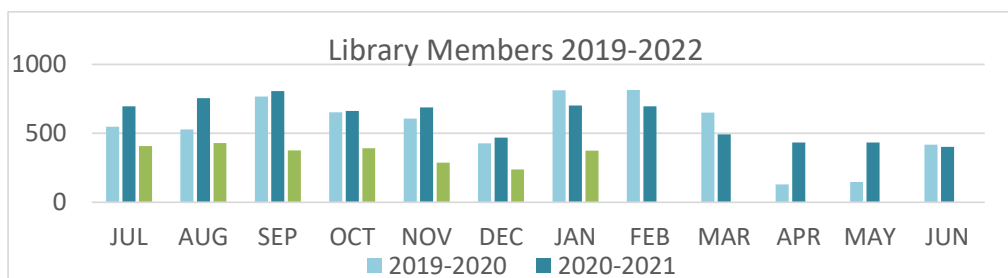
Activity	Comments
Highlights	<p>Mackay Libraries Membership surpasses 50,000 members! This milestone was achieved during January 2022 with more than 50,161 of the Mackay community now holding library membership. This represents approx. 42.5% of the Mackay community.</p> <p>Walkerston Library relocation Walkerston Library closed its doors in November for the last time in the Dutton Street location after 30 years at this location.</p> <p>A number of contractors and staff were involved in the deconstruction and relocation works with the new facility reopening as planned on Wednesday 5th January 2022.</p> <p>The relocation has been very well received by the Walkerston community and is reaping rewards through increased library membership, loans and visitors. Over 40 new members joined the library in Walkerston in January – this is an increase of 225% on a regular monthly average for Walkerston memberships. Loans have increased by around 16% for January.</p>  <p>A formal re-opening celebration will be rescheduled once the COVID restrictions are reduced.</p>
Young People's Services and First 5 Forever	<p>Programs # of events: 0 Programs # of events: 2 All face-to-face programs cancelled due to Covid with the exception of 2 x Reef Rocks and Summer Reading Club sessions as they were Covid Safe events.</p>  <p>Reef rocks: Once again this rock activity has been extremely popular in our local Mackay community. Fifty rocks were hidden across the region with 'hints'</p>

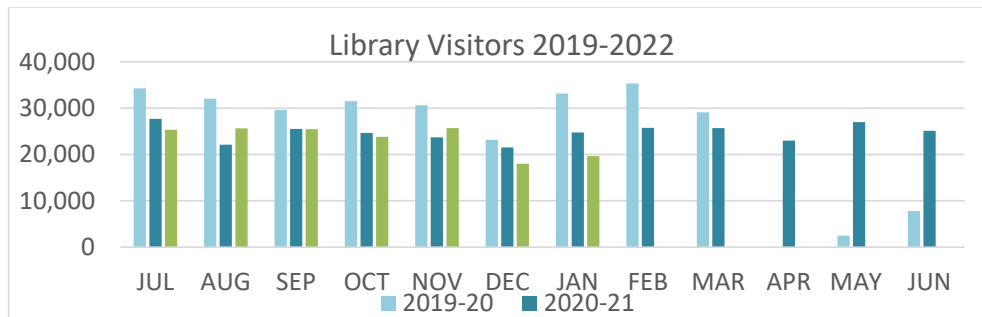
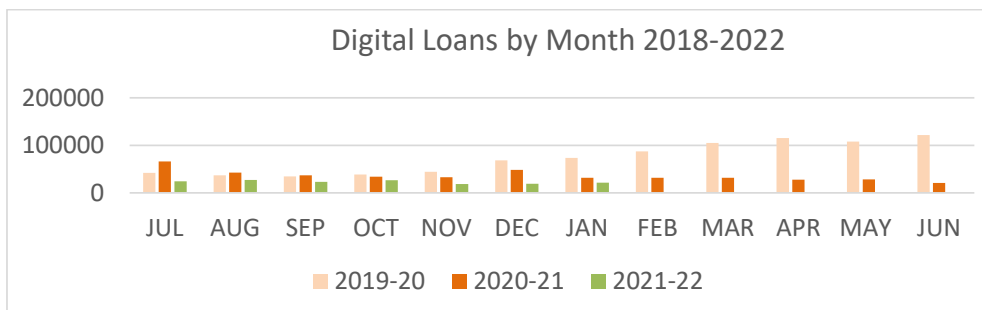
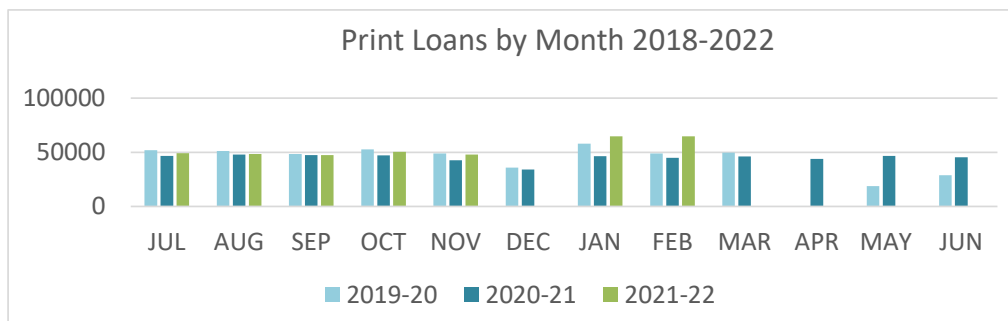
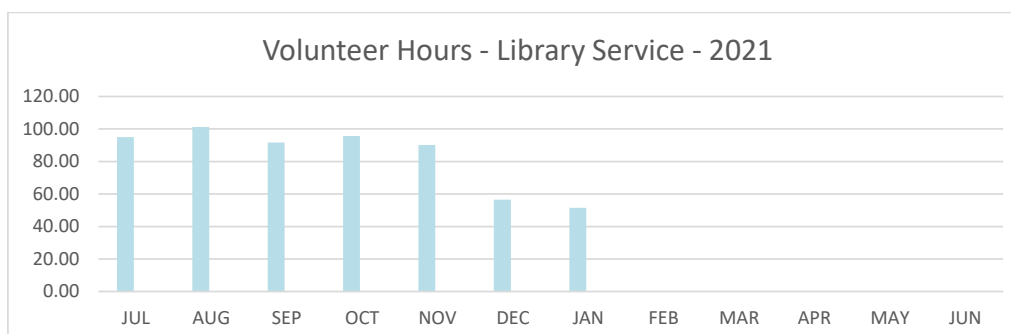
	<p>posted on our Facebook site. All the lucky rock finders were able to redeem their rock for a new 'ocean themed book'. A great Covid safe experience encouraging our families to get out and explore our beautiful region.</p> <p>Reef Rocks - 50 children</p> <p>Summer Reading Club: has been a popular covid safe activity for this holiday break. Over 70 people registered for this event across the 5 branches, including Scarlett from Walkerston who was very 'excited' to share her Koala drawings.</p> <p>Summer Reading Club - 74 (71 children, 3 adults)</p> 
Community Outreach Programs	<p>Face-to-Face Programs: Programs # of events: 53 Programs # attendance: 1,086 # new adult attendees: 27</p> <p>During January, with programs paused, the Community Outreach Team devoted time to Home Library Service deliveries that needed to be made, as volunteers were unable to assist due to Covid-19 reasons. While restrictions didn't allow deliveries to some of our aged care facilities, the team still provided 1,021 items over 7 bulk deliveries, 15 select and collects, 81 home library customers and 9 new customers over the previous month.</p>  
Digital Literacy & Young Adult Programs	<p>Face-to-Face Programs: Programs # of events: 8 Programs # attendance: 366</p> <p>Due to the increasing demand from community to link COVID vaccination certifications to the Check in QLD app, staff continued to offer Tech Talks for customers as these are one-to-one and could be delivered to a COVID Safe standard. Young adult school holiday activities and scheduled digital literacy and family history programs were cancelled due to COVID requirements.</p>

Outreach and Engagement	<p>Outreach # engagements First 5 Forever / Young People Services: 14 adults</p> <p>With programs paused, the key activity in January was an online workshop in collaboration with Department of Education to support Playgroup facilitators.</p>
Virtual Programs	<p>Virtual Programs YPS: 0</p> <p>Total Posts: 19</p> <p>Total Reach: 18555 (Instagram 1232, Facebook 17323)</p> <p>Total Engagement: 1893 (Instagram 14, Facebook 1879)</p> <p>Total Comments: 38 (Instagram 8, Facebook 30)</p> <p>Total Shares: 21 (Instagram 1, Facebook 20)</p> <p>Reef Rock social media activity was a highlight of the month. Social media posts featured highlights of our collection that members could assess from their home such as Hoopla, Libby and LOTE for Kids.</p>
Heritage Collection	10 information requests were received from clients with staff conducting 7 hours of research
Library Operations	<p>January saw an increase in Building Maintenance Requests relating to urgent toilet cleaning requirements at Dudley Denny City Library and vandalism of the male toilet hot water control panel.</p> <p>Operational hours were temporary reduced in response to the unplanned staff absences due to the evolving COVID-19 pandemic and return to school delays. The temporary hours will remain in effect until Sunday, February 6, with usual business hours scheduled to resume from Monday, February 7.</p> <p>The onboarding of six new casual staff continued throughout January.</p>

Statistics

New Library Members



Library Visitors**Digital Loans by Month****Print Loans by Month****Volunteer Hours**

**Monthly KPI Update**

Service/Activity	Annual KPI	YTD Achievement	Status	Comment
Library Membership	54,500	50,161	●	42.5% of community
Library Loans	1,000,000	505,857	●	On target
Database Hits	75,000	38,653	●	On target
Social Media Followers	8,000	Instagram: 1,634 Facebook: 7,767	●	
eNewsletter audience	-	18,584	●	Registrations remain steady
In-Person Visits	350,000	163,265	●	On target
Web + Catalogue Visits	300,000	256,740	●	On target
Active Volunteer Hours	N/A	581.95 hours	●	
% of Scheduled Programs Delivered	95%-105%	90.43%	●	To date: 1003 program sessions advertised with 96 cancelled due to COVID impacts, attendance or staffing constraints
Number of new program initiatives	5	32	●	<ul style="list-style-type: none"> • Frank the Kindy dog • Story time at St Francis Kindy OSHC • Play Group – Victoria Park • Collaborative Youth activities with Valley District Youth Council • Live Virtual Author Talk – Chris Hammer • Made by You! Paper Beads • Sunflower Seeds for Mindfulness • Skin care hacks from your pantry • Yuwi Language Workshop • Oral History Kits • Forensics Workshop • Speechie Library Talk for parents • Loanable cricket sets – part of ALIA National Backyard Cricket 2022



Community and Client Services Monthly Review 1-31 January 2022

<i>Outreach Events</i>	N/A	72 events 12,155 attendees	★	
<i>New Virtual Programs * Outcomes</i>	N/A	110,512 reached 9,841 engaged	★	

4.3 Artspace Mackay

Exhibitions

Activity	Comments
Jasmine Togo-Brisby: Home Swit Hom Main Gallery, Artspace Mackay 28 January – 27 March	<p><i>Hom Swit Hom</i> is a Bislama language version of "home sweet home," an expression that speaks to artist Jasmine Togo-Brisby's ancestral connections to Vanuatu, blackbirding, and indentured labour in the late-nineteenth century sugar industry in Australia. Through her large-scale sculpture, photography and cinematic installations, the artist delves deep into her Australian South Sea Islander story.</p> 
Dylan Mooney: Boundless Foyer Gallery, Artspace Mackay 14 January – 20 March	<p>Yuwi, Torres Strait Islander and Australian South Sea Islander artist Dylan Mooney explores intersections between identity and ancestry in <i>Boundless</i>, a combination of graphic illustration and mixed media work. 'Queer, Blak and Here,' Mooney's first major series of graphic illustrations, narrate the artists' lived experience of love within the queer community. Mooney also looks to his South Sea Islander heritage in a new series of portraits rendered in sugar. This symbolic choice of material draws attention to the artist's familial legacy in the Mackay region, starting a dialogue about contemporary Australian South Sea Islander identity.</p> 



Lindy Lee: Moon in a Dew Drop Main Gallery, Artspace Mackay 5 November 2021 – 16 January 2022	<p>Using light, shadow and scale, the work of influential Australian-Chinese artist Lindy Lee will mesmerise you. Slow down and absorb Lee's reflective, meditative works and her spectacular array of processes. In this major survey exhibition of the artist's work, see how Lee melts bronze, pours ink, and burns paper and steel to examine ideas around art history, cultural authenticity, identity and our relationship to the cosmos.</p>
Jonathan McBurnie: Birdland Foundation Gallery, Artspace Mackay 5 November 2021 to 16 January 2022	<p>North Queensland artist Jonathan McBurnie draws upon the aesthetics of professional wrestling, a performative genre he describes as a fascinating paradox: "on one level it's a fiction with planned storylines and predetermined victories and losses; and on another level it's all too real with a high physical toll, frequent injuries and subsequent self-medication."</p>
Jenna Lee: Cont.ained 22 October 2021 – 9 January 2022	<p>Jenna Lee is an artist of Indigenous (Larrakia, Wardaman, and Karrajarrri), Asian (Japanese, Chinese, and Filipino) and Anglo-Australian ancestry who manipulates paper to explore her many overlapping identities. Her research into ancestral cultural objects and archival practices inform an artist's book-making practice that often imitates the display of specimens or artefacts. According to the artist, museums often present objects in which "meaning is severely cont.(ained), instead of allowing for a cont.(inued) function."</p>
2022 Libris Awards: Australian Artists' Book Prize Entries open: 30 November to 5 January	<p>Entries opened 30 November 2021 for the <i>2022 Libris Awards</i>. With four awards and \$14,500 in total prize money, the prize is a flagship event for Queensland regional gallery Artspace Mackay. The prize continues the gallery's dedication to artists' books by showcasing leading and emerging artists of the form, including special categories for locally based artists of the Mackay, Isaac or Whitsundays region and art students from any national university. 108 entries were received for this year's <i>Libris Awards</i>, with 58 finalists being selected for exhibition and announced 31 January by guest 2022 <i>Libris Award</i> judges Brian Robinson and Adele Outteridge.</p>



MRC Art Collection

Activity	Comments
MRC Art Collection Online	The MRC Art Collection online received 286 page views in January with users from Australia, Spain, US, UK and the Philippines accessing the site.
Display of Recent Acquisition	Dylan Mooney's folio ' <i>Queer, Blak & Here</i> ', acquired into the MRC Art Collection in 2021, was framed in-house and is being display in current exhibition <i>Boundless</i> .

Public Programs

Activity	Comments
Note: All MRC public programs and events paused from 11 January 2022 until further notice due to Coronavirus.	
2022 Rick Wood Bursary presentation Outside between JCC and MECC 8:45am, Thursday 27 January	Mayor Cr. Greg Williamson awarded 2022 <i>Rick Wood Bursary</i> to recipient Georgia Farlow at a small, invite-only event on Thursday 27 January. Leonie Wood, Rick Wood's widow, was also in attendance to award the bursary and Georgia's parents and Principal Whitsunday Anglican College Mr Andrew Wheaton were also in attendance.
Exhibition Opening 3:30pm, Friday 28 January	The exhibitions <i>Jasmine Togo-Brisby: Hom Swit Hom</i> and <i>Dylan Mooney: Boundless</i> were officially launched at an invite-only launch event on Friday 28 January, with 24 people in attendance. The launch event was also streamed live via Facebook, with 232 engagements (as of 01.02.2022)
Art After Hours 5pm – 7:30pm, Friday 28 January	Artspace Mackay remained open after hours for all members of the community to have extra opportunity outside of working hours to enjoy new exhibitions <i>Jasmine Togo-Brisby: Hom Swit Hom</i> and <i>Dylan Mooney: Boundless</i> . Artists, Jasmine Togo-Brisby and Dylan Mooney, were on site from 6 - 7.30 pm to meet with gallery visitors. 42 people attended during the extended opening hours.
APT10: Kids on Tour 11 December 2021 to 9 January 2022	During the summer holidays Artspace hosted the <i>QAGOMA APT10: Kids on Tour</i> activities. These activities are suitable for all ages and were ongoing until end January until public programs paused introduced 11 January, from which time Artspace switched to handing out take-home packs and encouraging families to complete the activities at home. 48 packs have been given out since 11 January.

**Monthly KPI Update**

Service / Activity	Annual KPI	YTD January 2022	January 2022	Comments
Visitors: Artspace	20,000	9,726	784	On target.
Web Visits	14,000	6,218	870	On target.
Total Number of e-Newsletter Subscribers	1,800	1,835	1,835	Subscriber numbers increased by 3 for the month of January. Above KPI target.
Facebook Subscribers	6,600	8151	112	112 new subscribers in the month of January Combined total for Artspace and Rock Paper scissors Facebook pages. Above KPI target.
Exhibitions	12	6	2	Two new exhibitions during the month of January
Public Program Participants	5,000	6,410	442	Covid-19 impacted
Public programs (Inc. tours, BMA Kidspace, workshops, exhibition openings, markets, etc.)	140	46	3	On target.
Volunteer hours	1,200	1,277.50	164.5	On target.

5. Mackay Entertainment & Convention Centre and Events


	Target	as at JANUARY		Comments
Number of Performances fully cost recovered	50%	41%	★	On Track
Minimum number of catered functions (excluding performances)	120	67	★	On Track
Average attendance at events	Auditorium 260	444	★	On Track
	Foyer/space 100	359	★	On Track
	Halls 300	336	★	On Track
	One Hall only 100	51	★	On Track
Number of non-utilised days	200	67	★	On Track
Number of Performances at the MECC	180	133	★	On Track
Number of Conferences/Expos	14	4	★	Impacted by Covid-19
Number of Events with Attendance from outside Mackay Region LG area (Post Code Data)	30	29	★	On Track
#Events at BB Print Stadium	10	21	★	Reached target
#in Attendance at BB Print Stadium	10000	37264	★	Reached target
Number of Student Attendances	1,000	1,327	★	Reached target
Number of workshops > Youth	6	10	★	Reached target
Number of engagement workshops/activities	6	6	★	Reached target
Yearly occupancy of facility	65,000	61,619	★	On Track
Customer Hire Satisfaction	80%	97%	★	On Track
Number of regional events assisted through either financial or in-kind assistance	6	1	★	On Track
Number of regional events ticketed	8	11	★	Reached target
Friends of the MECC Volunteer Hours	N/A	3653		



Events delivered by the team during January:

- Funeral Service – Ron Mackrodt
- Australian Day Awards Gala Event
- Citizenship Ceremony
- MRC – Council Chambers Meeting

Team Updates


Team	Actions Completed
Festival and Events	<p>Mackay Festivals have successfully sourced funding with Festivals Australia, for the sum of \$50,000 for upcoming MFOA inclusion, <i>Wonder Rooms</i>. <i>Wonder Rooms</i> will support local and QLD-based artists with employment opportunities to convert shipping containers into vibrant, portable and immersive art exhibits. The funding will assist with artist fees, materials and equipment hire. Expressions of interest from local artists will be presented to the Visual Arts Advisory Committee through Artspace Mackay for consideration. The Festivals Team will release expression of interest information in February.</p>  <p>Planning of Mackay's Festival of Arts is well underway. With multiple large-scale projects scheduled the team will be working at full capacity for the upcoming months in preparation for July.</p>
Catering	<p>A productive month for the MECC Catering team with the successful Recruitment of Catering Assistant and Foodspace Supervisor.</p> <p>The team has been busy to ensure that all retail areas are deep cleaned at the MECC & Foodspace.</p> <p>Full clean of the retail area at the stadium in preparation for the upcoming season.</p> <p>Development and delivery of menus for the stadium for upcoming events and Cutters Season (Corporate Boxes, Retail and Players menus).</p> <p>Successfully delivery of catered events including Australia Day Gala Awards (350 patrons) and 2022 Citizenship Ceremony.</p>
Operations	<p>The Operations Team utilised the shutdown period to complete routine cleaning of Auditorium chairs, all carpets and sanitation throughout the venue.</p> <p>We are expecting delivery of 1800 banquet chairs at the end of February.</p>
Technical Services	<p>The Blue Light Upgrade in the MECC auditorium has replaced the original backstage working/performance mode lights in all sound locks, side stage and the catwalks above the auditorium. This upgrade greatly improves the safety of staff and hirers when working in these areas in the dark and while in show mode. In addition to these areas, blue lights have also been installed in the dressing room corridor, orchestra pit and side stage tech office.</p>





New Lighting Console (GrandMA 3) was released in 2018, this is the new platform and updated technology from a manufacturer of high-end industry standard lighting consoles. This console will service our needs well into the future and will provide our team with the ability to start training on this new platform to ensure a smooth transition as we adapt and implement this technology across the venue. The new lighting console replaces the existing 10-year-old console which was at end of life and no longer supported by the manufacturer.



New Audio Console aligns with all current MECC audio consoles to allow further flexibility within the MECC to deliver outstanding events not only from an audience perspective but as a hirer as well.

	 <p>New Radios: TR HireCom has now completed the installation of the radio repeater in the MECC tower, with 36 new radio handsets due to arrive by the end of February. The new two-way radio system will greatly increase the capacity for communication across the whole site and due to the versatility and capacity of the system we will be able to also utilise these handsets at Mackay Festival Events.</p>
Sales and Business Development	<p>2022 Sponsorship – Pathways to Performance</p> <p>The 2022 Pathways to Performance program is an initiative of The Friends of the MECC and the Mackay Entertainment & Convention Centre (MECC). Our valued sponsors recognise that a barrier to schools attending theatre and associated educational programs is the distance that needs to be travelled and cost of the travel whether by bus and or train.</p> <div data-bbox="710 1265 1101 1377" data-label="Image"> </div> <p>Once again, we have been successful in receiving the continued support from BHP in 2022. This year we have also received the generous support of a new sponsor, Independent Mining Services (IMS)</p> <p>2022 Sponsorship - DBCT Kids Theatre Season</p> <p>We have been successful in securing Dalrymple Bay Coal Terminal as sponsors of the Kids Season again in 2022.</p> <div data-bbox="813 1680 1013 1747" data-label="Image"> </div>

**Other Highlights**

Activity	Comments						
Social Stats Facebook 	<table> <tr> <td>People reached</td><td>31,355</td></tr> <tr> <td>Page visits</td><td>819</td></tr> <tr> <td>New likes and followers</td><td>37</td></tr> </table>	People reached	31,355	Page visits	819	New likes and followers	37
People reached	31,355						
Page visits	819						
New likes and followers	37						
Social Stats Instagram 	<table> <tr> <td>Reach</td><td>1,424</td></tr> <tr> <td>Profile visits</td><td>68</td></tr> <tr> <td>New Followers</td><td>16</td></tr> </table>	Reach	1,424	Profile visits	68	New Followers	16
Reach	1,424						
Profile visits	68						
New Followers	16						

6. Corporate Communications and Marketing



Community heroes honoured at Australia Day eve dinner

Our 2022 *Citizen of the Year* Frank Cowell (centre) has dedicated himself to helping men in our community by spreading messages of shared experience, personal growth, and mateship.

He was joined by *Young Citizen of the Year* William Deeley (left) and Lori Burgess *Community Volunteer Award* winner Carmel Wheeler as Mackay's major Australia Day Award winners for 2022.



The awards were presented at a gala dinner at the MECC on Australia Day eve to recognise winners and all nominees.

More than 160 nominations were received for individuals and groups across eight award categories. The night was an outstanding success, with plenty of Mackay pride and patriotism on show. Entertainment was provided by Brad Butcher and his band, as well as up-and-coming Mackay singer and musician Tiffany Grace. The MECC put on a wonderful two-course Aussie-themed dinner.

Other category winners included:

- > Environmental Achievement Award – Rotary Club of Mackay North
- > Community Group Award – Bakers Creek Tigers AFL Club
- > Art and Culture Award – Charli Bliss
- > Senior Sports Award – Chris Breckell
- > Young Sports Award – Karla Grobler

New citizens welcomed at two ceremonies on Australia Day

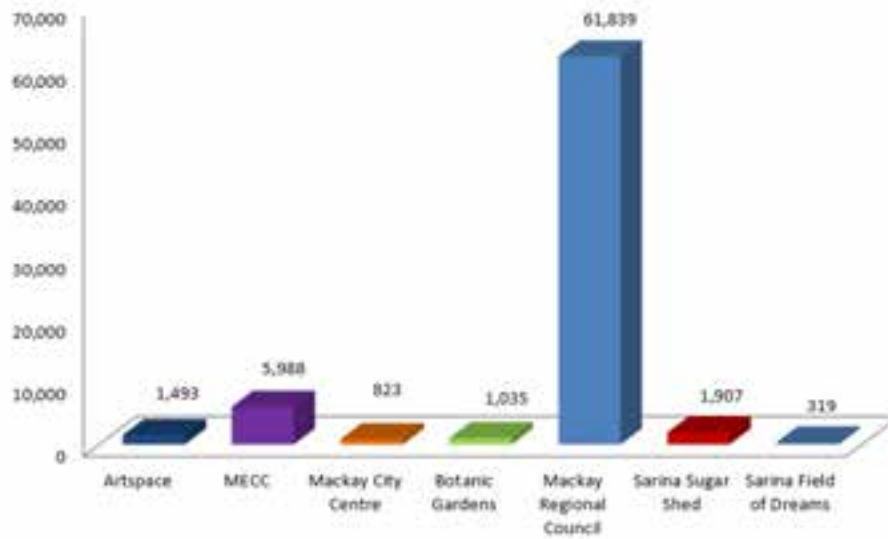
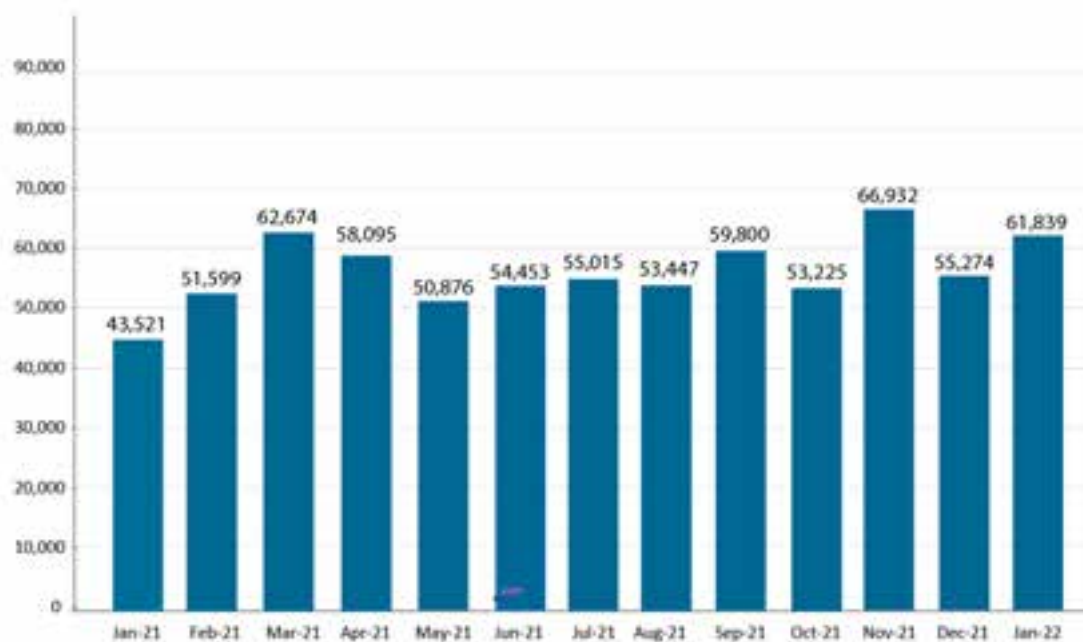
Congratulations to our newest Aussie citizens!

Council welcomed 99 new citizens on Australia Day at two ceremonies – one at the MECC followed by one in Jubilee Park – to celebrate Australia Day.

The new citizens came from 22 different countries around the world but now call Australia home. Due to the State Government mandate, patrons need to be vaccinated against COVID to enter the MECC. That meant the unvaccinated could attend and were likely to have to take their oath or affirmation in an impersonal online ceremony.

Mayor Greg Williamson and council opted to stage a second outdoors ceremony instead and it was well received by those in attendance.

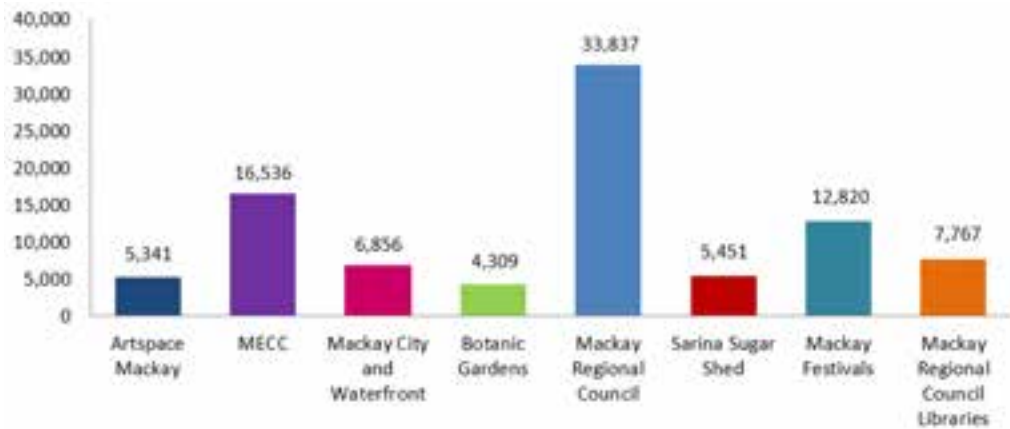


All website visits for January 2022**Trend of MRC website (mackay.qld.gov.au) visits**

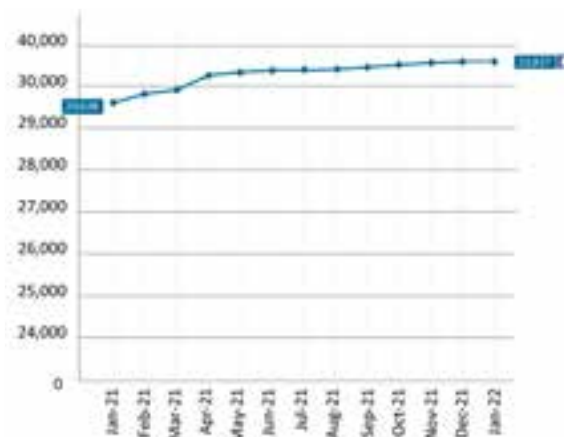


Community and Client Services Monthly Review 1-31 January 2022

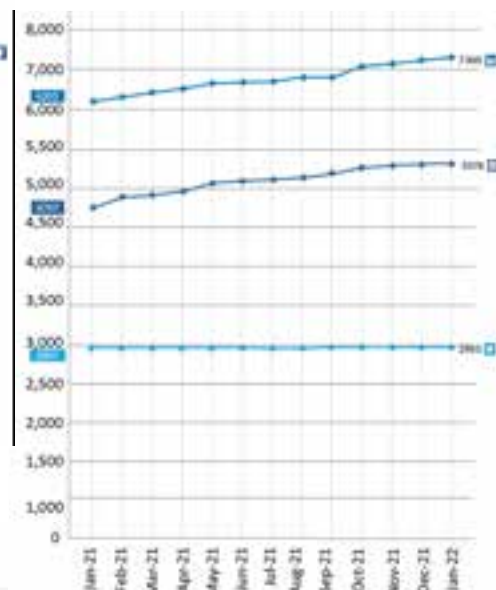
Facebook facilities followers for January 2022



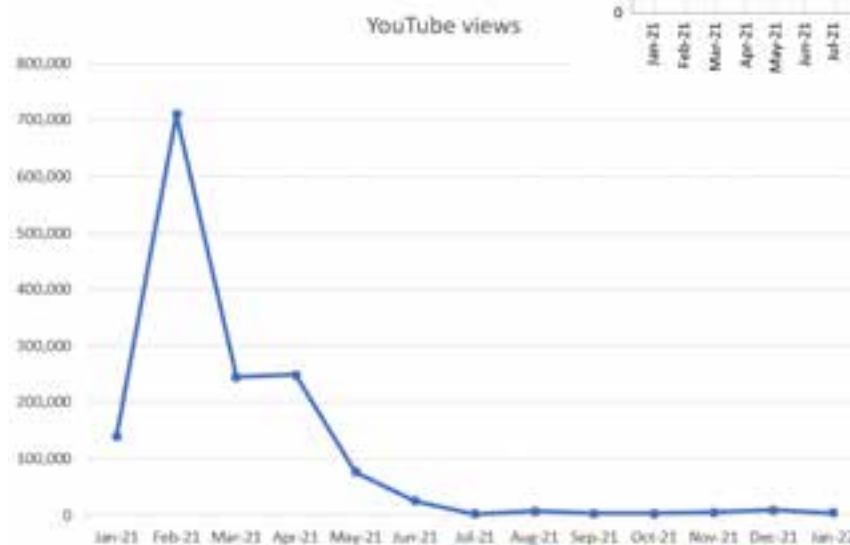
MRC Facebook followers for January 2022

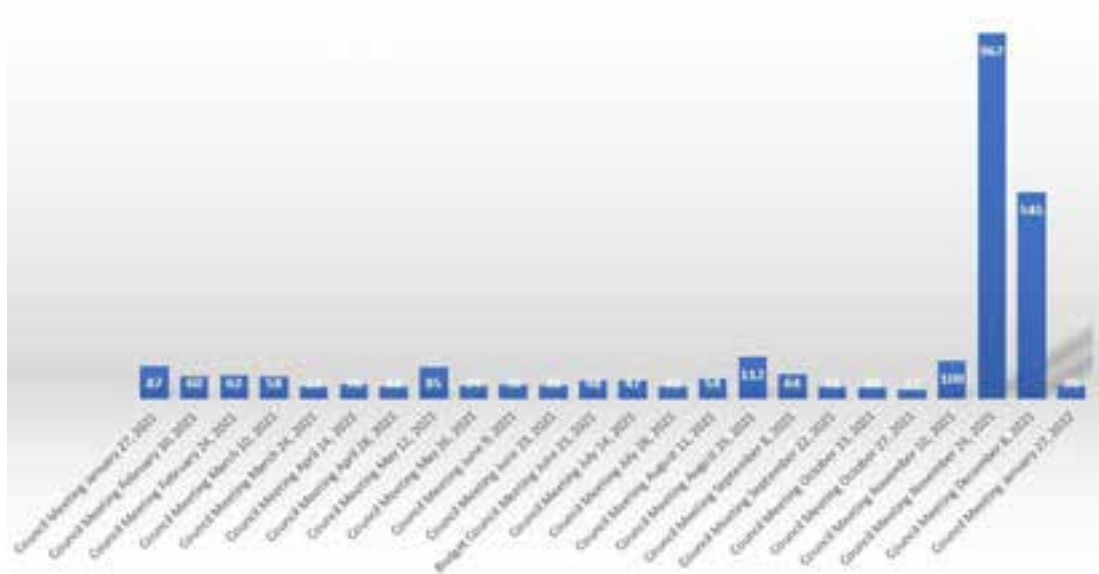
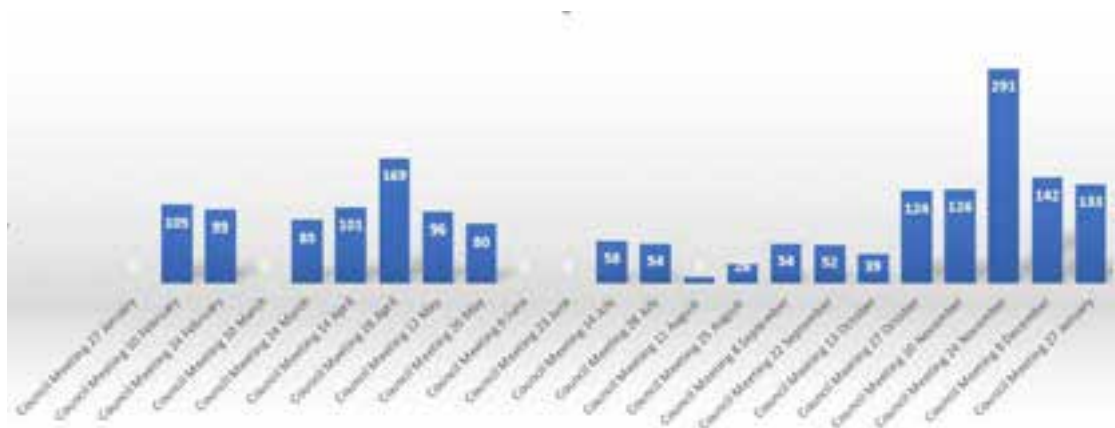


MRC social media for January 2022



MRC YouTube views for January 2022



Council Meeting Live Stream – January 2022: YouTube**Facebook**



Community and Client Services Monthly Review 1-31 January 2022

Top 5 Facebook posts for January 2022

Recent content	Type	Reach	Likes and reactions
 Severe to extreme heat warning... Sun Jan 2, 10:00am	Post Boost post	32.1K	213
 Severe thunderstorm warning... Wed Jan 5, 10:45pm	Post Boost post	24.7K	133
 2022 Australia Day Award - major... Tue Jan 25, 10:17am	Post Boost post	20.7K	720
 Congratulations to our first round... Tue Jan 25, 3:43pm	Post Boost post	18.6K	215
 Mackay region residents are... Fri Jan 14, 12:00pm	Post Boost post	15.5K	41

eNewsletter Subscribers

Publication	January 2022	December 2021
Artspace	1830	1833
Botanic Gardens	1145	1145
Council Connect	3429	3453
Library:	17,764	17,716
Recreation Services	1077	1077
Mackay Planning	1216	1214
Connecting Mackay	2990	3010
Sarina Sugar Shed	446	355

Advertising spend across council





Community Engagement

Range Road Sarina water main renewal

Council's Field Services is installing a new water main along the western side of Range Road and the southern side of Leslie Street. They are also decommissioning the existing line as part of the project. A notification letter was mailed to residents and a Connecting Mackay page created. Works are expected to be completed in April 2022, weather permitting. Traffic control will be in place for the project. There will be water interruptions during the project, advanced notice will be given to affected stakeholders. A town wide water interruption will be required at the end of the project, media will be done closer to the interruption.

connectingmackay.com.au/range-road-and-leslie-street-water-main-renewal

Sydney St water main renewal

Roebuck Civil, on behalf of council, is completing the Sydney Street water main renewal. Stage one works are completed, excluding line marking. Stage two and three are almost complete. A project update was letterboxed by the contractor in early January. Businesses and residents have been notified of the upcoming works and the Connecting Mackay page has been updated.

connectingmackay.com.au/sydney-street-water-main-replacement

Sydney and Shakespeare streets traffic signal upgrade

Improvement works are happening at the intersection of Shakespeare and Sydney streets. The works include the replacement of existing traffic signs, light poles and footpath removal and reinstatement. Vassallo Construction is completing the works on behalf of council. The works are being completed at night, Sunday through to Thursday, between 6pm and 6am. There will be traffic changes and detours in place during the works, however all traffic will return to normal flow each morning. Surrounding residents and businesses are being updated regularly by the contractor. The project began in early November and was expected to be completed in late January 2022, weather permitting, and Ergon will complete their works in the coming months. VMS boards, a notification letter, a media release, social media and radio commercials have been done for this project and will be used for updates when required. A connecting Mackay page has also been created.

connectingmackay.com.au/traffic-signal-improvements-shakespeare-and-sydney-streets

Milton Street and Archibald Street single lane roundabout

A single-lane roundabout at Milton Street and Archibald Street intersection is currently being installed to improve safety and drainage in the area. Contractor Bellwether is completing the works. The project is expected to be completed by March 2022, weather permitting. VMS boards are being used to notify general commuters of upcoming traffic changes. The next traffic change is expected late January. Media releases and social media posts will be issued as required.

connectingmackay.com.au/milton-street-and-archibald-street-intersection-upgrade

East Mackay drainage project

Seaforth Civil, on behalf of council, is completing the East Mackay Drainage project. Works started on the second stage in mid-October. Asphalt was completed in stage one in mid-December and opened to traffic prior to the contractor leaving site for the Christmas closure. Traffic control will be in place for the duration of the project. Notification letters have been letterboxed to residents and businesses in surrounding streets. Works are expected to finish in February 2022, weather permitting.

connectingmackay.com.au/east-mackay-drainage-improvements

Bedford Road water main renewal

This project is now completed.

**Seagull Street boat ramp**

A letter was sent to nearby residents in January to advise them that construction of the boat ramp would start in mid-January and works would coincide with the lowest tides. There will also be noise and dust associated with the project and lighting towers used during night works. The contractor's contact details and council's details were provided in the letter. This project is expected to be completed by April 2022.

connectingmackay.com.au/seagull-street-boat-ramp

New Animal Management Centre

The demolition of the old animal management centre building was completed in January and construction of the enforcement dog and cattery building will start soon. Key stakeholders have been informed about the stage two works and the works have been publicised on council's Connecting Mackay website and social media pages. This project is expected to be completed by May 2022.

connectingmackay.com.au/animal-management-centre

Pioneer Valley Mountain Bike Trails

The refurbishment of the Cattle Creek Mill administration building on the Finch Hatton Trailhead site has been completed. Internal and external stakeholders have been informed about the completion, and it has been publicised on council's Connecting Mackay website and social media.

connectingmackay.com.au/mountain-bike-trails

Woodlands District Park, stage one

An engagement plan is being developed for stage one of this project

connectingmackay.com.au/woodlands-district-park

2022 RADF survey

An online and hard copy survey has been developed and asks the community to share their ideas on the Regional Arts Development Fund. The survey is open to anyone with an interest in the RADF and is being promoted by media release and social media along with flyers distributed to high traffic areas the stakeholders frequent. Consultation closes on March 30, 2022

connectingmackay.com.au/2022-regional-arts-development-fund-community-review

McCreadys Creek flood and stormwater management study

Residents surrounding McCreadys Creek have been invited to assist council fill in the gaps in flood data for a developing area in Mackay. Stakeholders have been informed of the consultation by a media release, social media and with postcards to all households in the McCreadys Creek area. Residents can participate via Connecting Mackay or by contacting Strategic Planning directly and providing photos, rainfall records or relevant information. The consultation closes Friday, February 24, 2022.

connectingmackay.com.au/mccreadys-creek-flood-and-stormwater-management-study

7. Emergency Management

Overview

Review of Cyclone Shelter Management Plan

Cyclone Shelter Operations Sub Plan has been reviewed by the Emergency Management Team. Once amendments have been completed, the document will be provided to Local Disaster Management Group (LDMG) members for final feedback. Through the review process, the Q-Build managed Public Shelter – Operations Checklist Description was also reviewed post-cyclone shelter training conducted in December 2021. Feedback has been provided and amendments are with the Q-Build Cyclone Shelter Team to make the necessary changes.

Development of MRC Bushfire Mitigation Sub Plan

The development of the MRC Bushfire Mitigation Sub Plan has commenced with the Emergency Management Team and Strategic Planning. Through the development of this sub plan there will be extensive consultation with various stakeholders on the LDMG, internally in MRC (Parks and Environment), external stakeholders (QFES – Urban and Rural), traditional landowners and so on.

MRC Essential Services and Critical Infrastructure Power requirement – Ergon

Reviewing and documenting MRC essential services and critical infrastructure power requirements for Ergon. This will be a prioritised list of essential and critical services that do not have back up power generation. Details will include generator required, capacity, capacity for connection of generator, site access, location, can run without power, if so, how long.

Disaster Risk Reduction Officer

EMT welcomed one of the Disaster Risk Reduction Officers - funding for these positions is under the Qld Resilience & Risk Reduction Funding program. The roles will play an integral role in identifying and building resilience and risk reduction strategies across the region.

Emergency Management Coordinator

The recruitment process for the Emergency Management Coordinator has commenced.

SES Operations

The Mackay SES Unit entered 2022 with a focus on training and recruitment. The soon to be completed training for the Mentees of Flood boat rescue were out on the water at Kinchant Dam bring them up to a higher level of training in preparation for their final assessments.

A recruitment night was held on the 19th for 6 new prospective members of which all took great interest in the presentation and asked a lot of questions.



Mackay SES Members retrieving an injured bush walker.



Mackay SES Unit flood boat Trainers, Mentees and Operators were on Kinchant dam for competency maintenance and training for the Mentees for the upcoming Flood Boat Course in March.



Mackay Flood boat operators have to be able to work in cross current situations, using other boats to make the current is the only way to do this safely



SES Operational Capability

The Mackay Regional SES Unit has the capability to provide operators in all core SES functions throughout the Mackay local government area.

Function	Members / teams available	Notes
Flood boat	15 teams	1 team = 2 members
Storm damage	115 members	Teams usually 2-4 members
Chainsaw	16 teams	1 team = 2 members
Working at heights Roof	24 teams	1 team = 4 members
Working at heights ground	27 teams	1 team = 4 members
Vertical rescue	10 members	Team size varies on task parameters. Operational performance target is 10 members per team
Land search	74 members	Team size varies on task parameters
Traffic control	38 members	Team size varies on task parameters, but usually 2-4 members
Incident management	37 members	Team size varies on task parameters

Mackay Regional SES Unit Hours

The following indicates hours put in by volunteers across various functions.

Group	Operational	Training	Maintenance	Admin	Community Engagement
Calen	0	8	7	5	0
Mackay	28.30	147.15	25	14	9.15
Mirani	15.15	75.45	7.15	12.45	0
Sarina	0	16	2	2	0
Armstrong Beach	0	8	1	0	0
Midge Point	0	0	9	9	0
DLC North	0	12	0	16	0
DLC South	0	16	0	4	0
DLC Central	0	8	0	2	0

Future Emergency Management monthly reports will be included in Office of the CEO reports until further notice.

8. Health & Regulatory Services

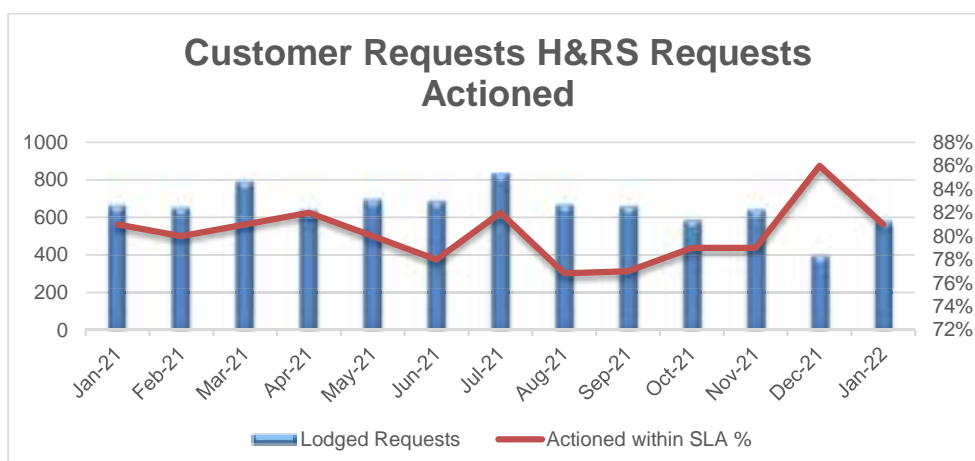
Overview

Health and Regulatory Services has been busy over the past months. All service areas, including environmental health, environmental protection, pest management, vector control, development compliance, animal management, regulated parking and local laws have actively been responding to requests for service and assistance from the community and taking action to ensure public health, safety, order, equity and environmental values are being maintained.

Customer Requests

Throughout January 2022, 582 requests for service were received, compared with 398 requests for December 2021.

81% were completed in nominated timeframes for this month. Health and Regulatory Services aim to complete 85% of requests for service within nominated timeframes, however, depending on the circumstances of each individual matter and the speed at which compliance can be achieved using compliance processes, timeframes for completion can be influenced.



Customer Request Status Tracking – total 977





Animal Registrations - Number of Dogs & Cats Registered

From the commencement of the animal registration renewal period on 1 June 2021 to the end of January 2022, the numbers of new and renewed cat and dog registrations has continued to increase compared to previous years. The total number of animals registered at the end of January 2022 was 16,799.

Animal Type	Renewed Registrations	New Registrations	Total Registrations
Cat	2,326	359	2,685
Dog	12,243	1,871	14,114

Proactive Patrols

Proactive Patrols are conducted at times when dog owners are most likely to be walking with their pets.

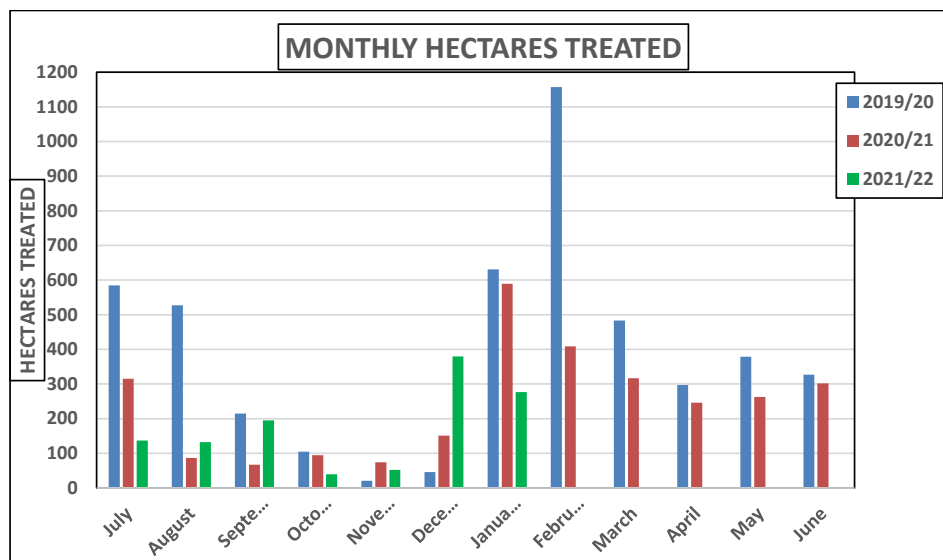
During January 2022, 57 patrols were conducted across the region at locations including Mount Pleasant, East Mackay, South Mackay, Beaconsfield, Andergrove, Blacks Beach, Bucasia, Gooseponds, North Mackay, Queens Park, Mackay Harbour, Ooralea, Slade Point, Beaconsfield, The Leap, Sarina, West Mackay, Botanical Gardens, Mount Pleasant, Campwin Beach, and Sarina Beach.

251 dogs were identified on leash, 38 people were cautioned and provided education at Gooseponds, North Mackay, East Mackay, Blacks Beach, Bucasia, Queens Park, Mackay Harbour, Mount Pleasant, 5 people were issued an infringement for their dog not being on a leash at the Gooseponds, North Mackay and Mackay Harbour.

Vector Control

The table below represents the mosquito control work carried out in January 2022.

Sites Inspected	Sites Treated	Hectares Treated
165	79	277Ha





Licensing and Approvals Summary for January 2022

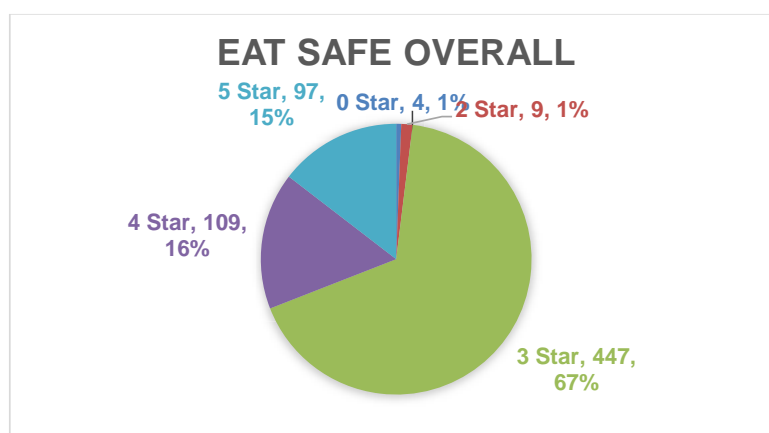
Premises	Premises Inspected	% Compliant	% Non - compliant	New and Renewal Applications Approved
Accommodation	1	100%		
Public Swimming Pool	3	33%	66%	
Vending				1
Caravan Park	4	100%		
Total	8			1

Premises	Premises Inspected	5 Star	4 Star	3 Star	2 Star	0 Star	New / Renewal Applications Approved
Food Business	9	0	1	7	1	0	2

Basic summary of star rating meanings:-

 5 Star	Excellent performer – Excellent record keeping, procedures, cleanliness and sustainable food safety practices.
 4 Star	Very good performer – Very good cleanliness, food safety practices and some records and procedures.
 3 Star	Good performer – Good level of compliance and overall acceptable standard. Clean and meeting legislation.
 2 Star	Poor performer – Low level of compliance, more effort required. I.e. Very unclean premises, poor hygiene practices.
 NO STAR	Non-compliant performer – A general failure to comply, with major effort required to rectify issues. Critical non-compliances. I.e. Very unclean premises, poor hygiene practices, incorrect temperatures and presence of pests and vermin.

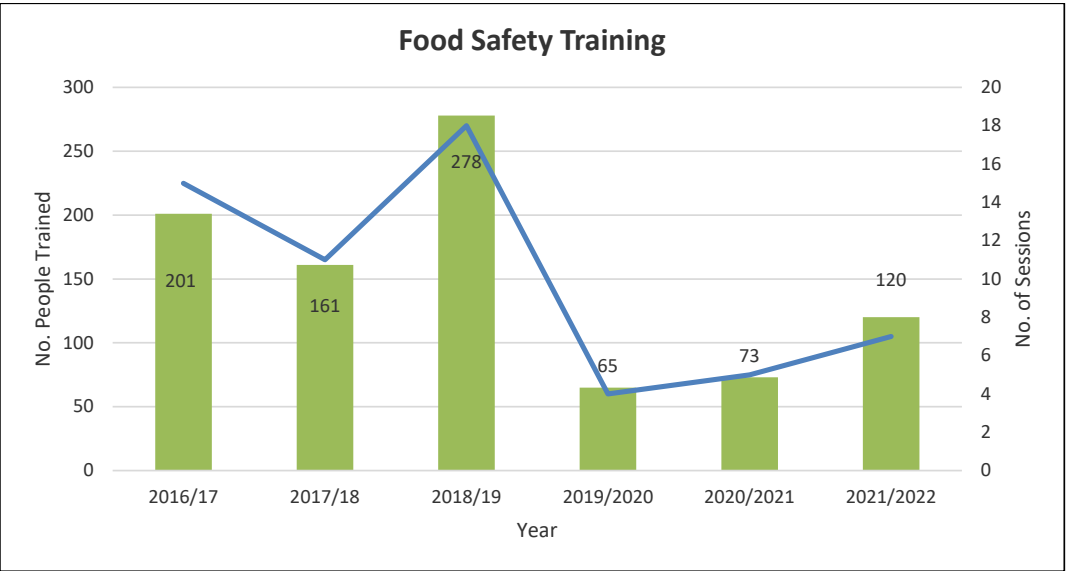
Note: Officers actively work with business operators to achieve compliance using regulatory tools.





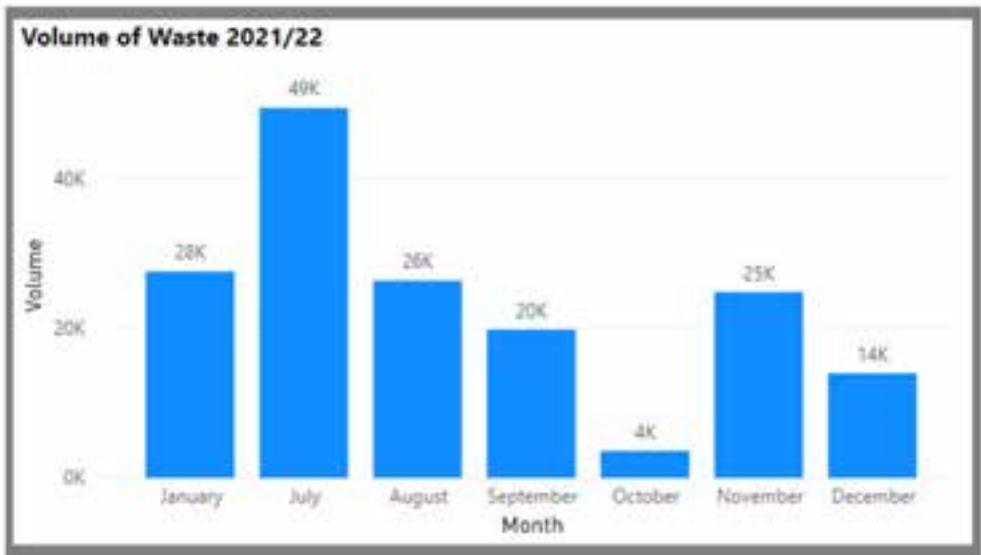
Education and Training Sessions

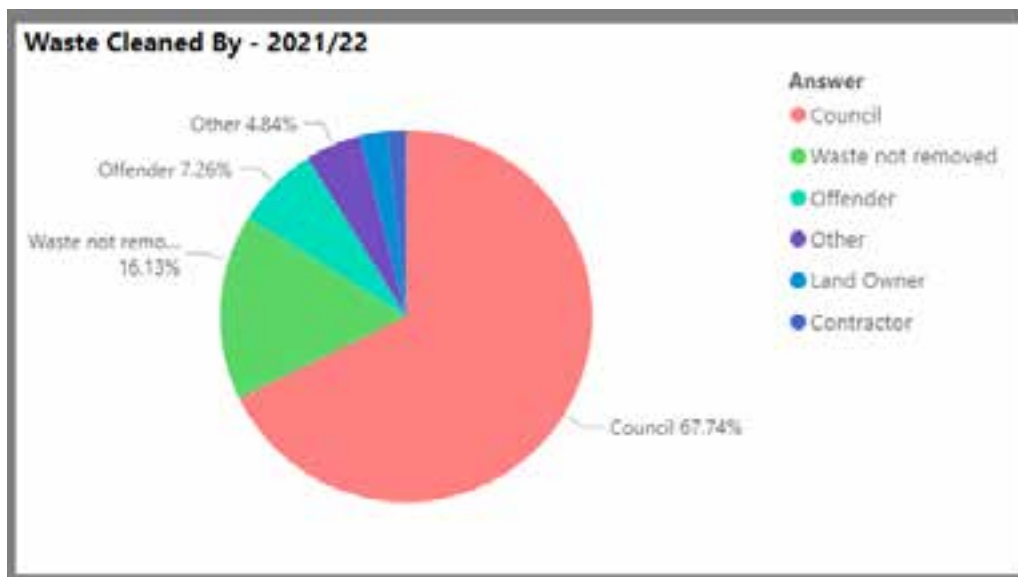
Food training sessions are conducted for non-profit organisations and for festival and events.
Summary of sessions conducted: -



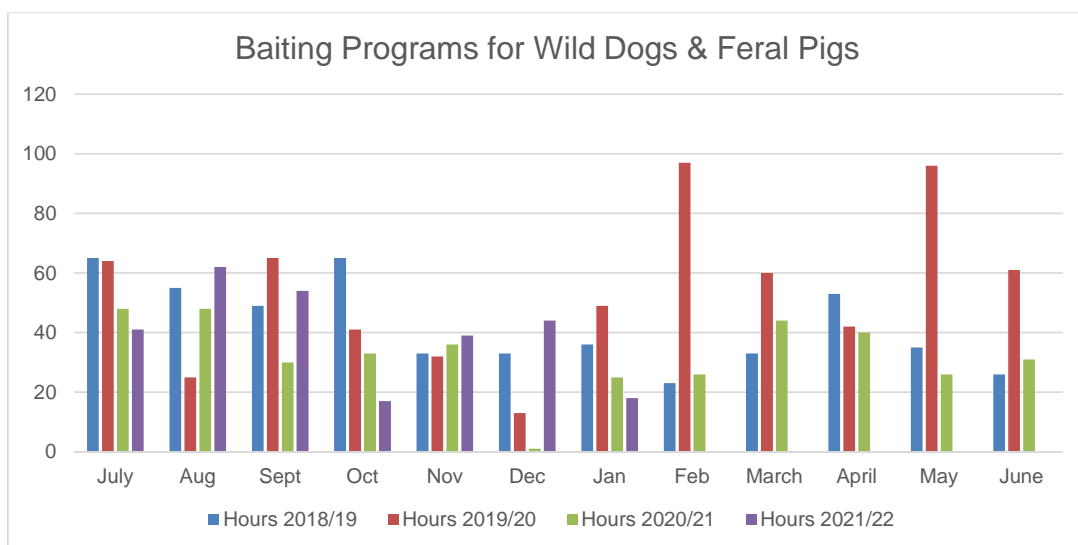
Illegal Dumping and Littering

Improved collection of information relating to illegal dumping and littering now allows a more comprehensive analysis of the volume (litres) of waste dumped each month and who has taken action to clean up dumped waste.

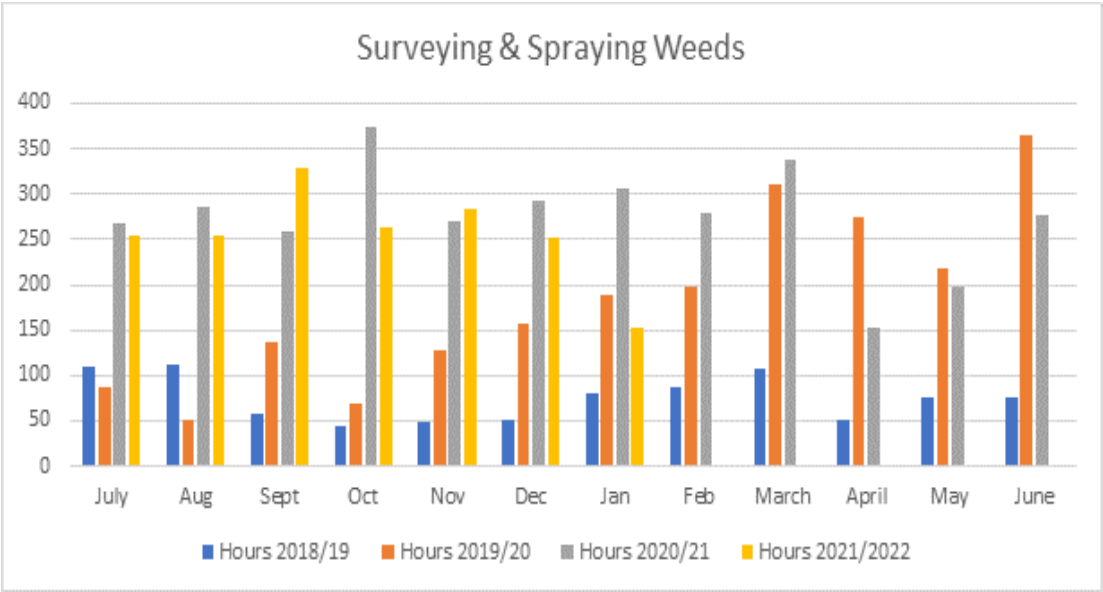




Pest Management



The hours noted above include preparation activities and conducting baiting sessions. Baiting is not conducted in wet weather due to the ineffectiveness.



Surveying and spraying are conducted on roads. Surveying is also conducted on private property throughout the region.

Points of interest:

Giant Rat’s Tail Grass treated at a Council Quarry at Crediton.

Control of weeds in quarries is a high priority because road maintenance activities have the potential to spread weeds along the roadside if material used is contaminated with weed seed.

Best practice for Giant Rat’s Tail Grass control is to remove and bag the seed heads, apply herbicide, and follow up regularly.



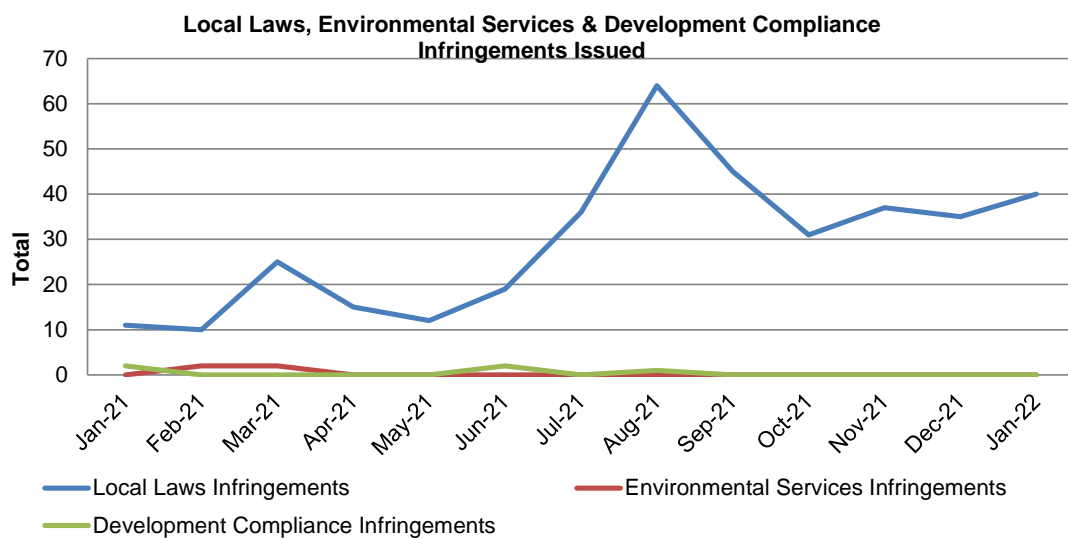
Before treatment



Seed heads removed for appropriate disposal

Monthly Infringements Activity

The graphs below provide a summary of infringement activity by Health & Regulatory Services over the past 12 months.

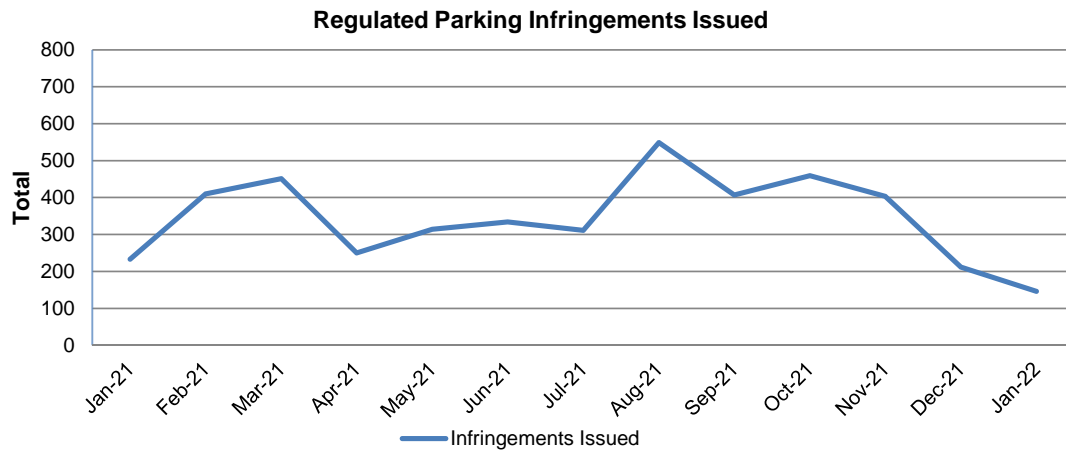


January 2022

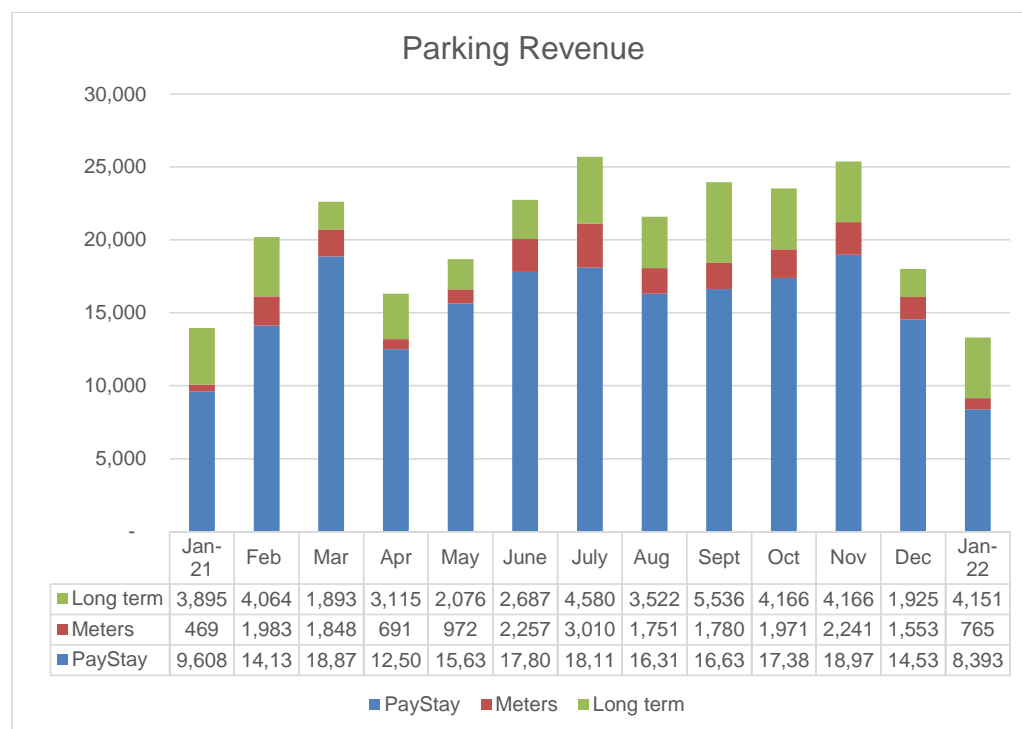
Local Laws Infringements	Environmental Services Infringements	Development Compliance Infringements
<ul style="list-style-type: none"> Animal not registered within 14 days (15) Animal wandering at large (7) Fail to comply with compliance notice (7) Fail to comply with dangerous dog conditions (4) Overgrown allotment more than once in 12 months (6) Undertaking a prescribed activity without Approval (1) 	<ul style="list-style-type: none"> Nil 	<ul style="list-style-type: none"> Nil



Community and Client Services Monthly Review 1-31 January 2022



Officers regulate 2,525 on street car parks, off street car parks, loading zones and car parks designated for disabled people, daily.



Revenue from Paystay and long-term permits has increased since December 2021 and is relative to January 2021.

11.4. DEVELOPMENT SERVICES

11.4.1. FACILITATING DEVELOPMENT IN THE MACKAY REGION POLICY REVIEW (POLICY 81)

FACILITATING DEVELOPMENT IN THE MACKAY REGION POLICY REVIEW (POLICY 81)

Author	Principal Infrastructure Planner (Jay Rosenberg)
Responsible Officer	Director Development Services (Aletta Nugent)
File Number	081 – Facilitating Development in the Mackay Region Policy
Attachments	A. AEC Summary Report B. Proposed Policy 081 – <i>Facilitating Development in the Mackay Region</i> (Version 8)

Purpose

To present the amended Facilitating Development in the Mackay Region Policy No 81 (the Policy) for consideration and adoption by Council.

Related Parties

- Urban Development Institute (Mackay/Whitsunday Branch)
- Mackay Chamber of Commerce
- Master Builders (Mackay)
- Housing Industry Australia
- Pointglen Developments Pty Ltd
- Fergus Builders
- Woollam Constructions
- Property Council of Australia
- Real Estate Institute of Queensland (Mackay)
- SHD Pty Ltd (Kerrisdale Estate)
- Andergrove Lakes Pty Ltd (Wake House)
- Mackay Tourism
- AEC Consulting Group

Corporate Plan Linkage

Priority: Facilitate development

Strategy: Facilitate development - Utilising the Planning Scheme to deliver an integrated approach to the facilitation of development and sustainable growth. Facilitate catalytic land and infrastructure developments by attracting investment through joint ventures and partnerships with the private sector, and by working with State and Federal governments on joint initiatives.

Strategy: Activation of the Mackay Waterfront – Work in partnership with the community, government agencies and other stakeholders to further the objectives of the Mackay Waterfront project. Enhance the aesthetic and recreational aspects of the Pioneer River system and Binnington Esplanade.

Strategy: Tourism – We support initiatives that build on and enhance our unique tourism experiences and opportunities.

Background and Discussion

The Policy was first endorsed by Council on 3 December 2014 and became effective on 10 December 2014. The Policy has been reviewed and amended each following year with the last amendment adopted by Council at its meeting on 9 December 2020, where Schedule 7 – *Housing Diversity* was introduced.

The current schedules of the Policy are listed below:

- Schedule 1 – *Development within the Mackay Waterfront Priority Development Area (PDA)*
- Schedule 2 – *Major industry development in the Industrial investigation zone*
- Schedule 3 – *Health, Aged care and Retirement living*
- Schedule 4 – *Tourism development*
- Schedule 5 – *Bio-futures industry development*
- Schedule 6 – *Community facilities*
- Schedule 7 – *Housing diversity*

Since the adoption of the first version of the Policy, a total of 59 applications have been approved through the Policy. The approved applications have a combined construction value of \$484 million which is modelled to generate \$1147 million economic output and 2,163 construction jobs. If all approvals were to be constructed and completed in accordance with the timeframes and approval conditions, the following concessions would be realised:

- Infrastructure charge concessions - \$11 million (initial infrastructure charges were \$30 million)
- Service connection application discount - \$36,500
- Food/trade waste application discount - \$2,500
- Potential delayed payment for 30 applicants.

Monitoring of the status of approvals indicates that not all developments will be completed within the 2-year approval timeframe and the concessions to be realised will be much less than what has been approved. The ongoing monitoring is an important consideration of the Policy review as it allows for a more accurate representation of the concessions likely to be realised and reduces the risk to Council of approving disproportionate concessions and forfeiting excessive revenue.

The review of the Policy for 2021 was commenced following the Notified Motion and Council resolution of 26 May 2021, which stated:

THAT Council brings forward its formal review of Policy No 81 – Facilitating Development in the Mackay Region, with such review to be completed by the end of August 2021.

FURTHER THAT as part of the review Councillors are involved in a workshop to understand the changes in the Mackay economic situation prior to staff developing an updated policy.

Following an initial Councillor Briefing on 9 June 2021 and in consultation with internal stakeholders, the scope for the proposed stakeholder workshop was prepared. The final scope for the workshop included a review of the existing Policy, a presentation of key statistics and trends relating to the development and construction industry, facilitation of a workshop with Councillors and key external stakeholders and preparation of a summary report. AEC Consulting were engaged in late August to complete the review, present the required information and facilitate the stakeholder workshop. The workshop was held on 29 October 2021.

Workshop Outcomes

Following the workshop, AEC Consulting prepared the *Facilitating Development Policy Workshop Summary report* (Attachment A), which provides an overview of their review, key issues from their presentation, and

outlines some of the key discussion, responses and outcomes from the workshop. A high-level summary of parts of the report is provided below.

Key Issues / Factors

- After a decline in population between 2016 and 2018, Mackay's population is again growing, with projected growth at approximately 1.2% per annum to 2041.
- Mackay's economy although having strong links to mining and agriculture has a high level of diversity (ratio – indicator) which is positive for business attraction.
- The residential housing market is rising across much of Australia with increased demand and higher median house prices. Mackay had an earlier recovery in its residential market when compared to some of the surrounding regions.
- Although Mackay has seen increased demand for housing, the majority of this has been for detached dwellings with units not seeing similar increases in demand or median price.
- Development supply chain and labour market issues are affecting the construction industry across Australia, contributing to cost escalation and project delays. It is not unique to Mackay.
- Most other comparable local governments offer some form of incentives for development, similar to the Council Policy. There is competition among local governments for investment and it is an important consideration.

Stakeholder Responses

- Stakeholders have the most confidence in the detached residential market with strong responses for Retirement and Aged Care.
- Liveability is a very important factor for the future development and competitiveness of Mackay along with supporting infrastructure and community and social services to support the population.
- Job security and a strong economy are key drivers for investment confidence in Mackay.
- Key risks for the region include the rising construction costs, access to input materials and labour. Commodity prices are a risk factor for Mackay.
- Factors that are affecting diversity in housing include insurance costs and body corporate fees, as well as lower demand when compared to the affordability of detached housing.
- Development demand, return on investment and costs are still key considerations for deciding to progress with a development
- In facilitating development, Council needs to consider reducing costs, quicker approvals, streamlined applications and improved collaboration. Reduced infrastructure charges are a component of this.
- Labour availability and labour costs were seen as the key barriers to development with material supply and costs following.
- Council should facilitate development which includes promoting the region more generally as well as addressing specific market and development factors.

Opportunities / Outcomes

- The region's liveability is viewed as a major factor influencing demand for future development and is a key factor for people choosing to migrate to Mackay – the FDP should reflect liveability as one of its objectives.
- For larger projects, concessions may not provide sufficient impact to project feasibility – Council may want to consider increasing the limit on concessions for larger projects.
- There has been an increase in demand for housing which has resulted in an increase in house prices. This same growth has not been realised to the same extent with units where there is less demand. The policy should focus on areas of housing that have not realised the same level of increase in demand and could introduce a scaled increase to incentives to further promote housing diversity.
- Although Council has limited opportunity to directly address the rising costs of construction, Council should continue to promote liveability, work with business and industry, continue delivery of Council projects to build local capacity and training opportunities, work with industry and promote apprenticeships and engage with recruitment agencies to promote the region.
- Council may want to consider providing additional scope of development facilitation such as assisting with site selection, facilitate contacts with other government departments and provide local intelligence and networking opportunities.

Proposed Amendments

In response to stakeholder feedback received from the workshop and other internal consultation, there are a number of proposed amendments to the Policy, including:

- Requiring pre-lodgement advice for Stage 2 applications under the policy where there is no existing development approval.
- Update references to internal program areas to reflect current naming.
- Include tourism related uses within Schedule 1 – *Development within the Mackay Waterfront Priority Development Area (PDA)* to make this schedule relevant for all potential incentives within the PDA.
- Increase the potential reduction in infrastructure charges in *Schedule 7 – Housing diversity* from 25% to 50% and the limit from \$250,000 to \$500,000.

These proposed amendments are discussed further below.

Stage 2 – Application

The Policy currently allows Council to approve a Stage 2 application prior to a development approval being obtained by the Applicant. To provide the Applicant with more certainty around the potential development requirements and application timeframes related to their proposal, it is proposed to include the requirement for a pre-lodgement meeting with the Development Planning & Engineering program before lodging a Stage 2 application.

Responsibilities

To reflect recent name changes to internal Council programs, Section 13 – *Responsibilities* is proposed to be amended to refer to the Economic Development and Tourism and Development Planning & Engineering programs.

Schedule 1 – Development within the Mackay Waterfront Priority Development Area

Under the current policy, an Applicant that is proposing tourism related uses within the Mackay Waterfront Priority Development Area (PDA), would apply under *Schedule 4 – Tourism development* of this Policy and potentially be eligible for up to 100% reduction in infrastructure charges. To better promote the Mackay Waterfront PDA as a unique development precinct and have all potential applications within the Mackay Waterfront PDA be considered under a single Policy schedule, it is proposed to include an applicable land use schedule which includes specific tourism uses for Schedule 1.

To maintain the potential for a 100% reduction in infrastructure charges for tourism related uses, it is also proposed to amend section 3.1 of Schedule 1 to reflect up to 100% reduction for tourism related uses and 75% for all other uses. This maintains the existing potential reductions for infrastructure charges that are currently provided for in the policy for eligible development within the Mackay Waterfront PDA.

Schedule 4 – Tourism development

Schedule 4 provides for potential incentives for eligible development within appropriately zoned land in both rural and urban areas. For the rural areas, the existing policy states that appropriately zoned land outside of the established urban areas of Mackay, Marian, Mirani Walkerston and Sarina. To clarify that this includes land within the established townships across the region, it is proposed to make minor changes to note that this may include land within the Township zone of the Mackay Region Planning Scheme.

Schedule 7 – Housing diversity

Mackay, like many other parts of Queensland, has more recently seen a significant increase in demand for housing, which has been buoyed by the earlier State and Federal government grants. This increase in demand has resulted in a large number of new housing projects being commenced or committed to by purchasers as well as an increase in the median house price. This growth in housing and median prices has not translated comparably to unit developments, which has improved but not to the same extent as detached dwellings.

One of the key outcomes of the stakeholder workshop was around the importance of including housing diversity as an important part of the Policy (scoring 8.2 out of 10) but also identifying that the effectiveness of the Policy to facilitate the development was 4.2 out of 10. This was reflective of the discussion which identified that while median unit sale prices are low and demand is low, the ability to make a project viable was difficult.

Since the introduction of Schedule 7 in December 2020, only one application has been received, with a further three in the Expression of Interest stage. This indicates that even though there was a surge in demand for housing, the existing 25% discount (up to \$250,000) was not enough to promote additional unit type developments.

To promote the development of alternative housing types and increase the potential viability, it is proposed to increase the reduction in infrastructure charges from 25% to 50% and to also increase the maximum amount from \$250,000 to \$500,000. Based on the existing rate for a 3 or more bedroom dwelling, the proposed amendment would reduce the charge down from \$30,226.70 to \$15,113.35. For the maximum amount to be realised by a single development it would need to include approximately 33 new 3 bedroom dwellings. Based on a 1 or 2 bedroom dwelling, the 50% reduction would bring the charge down from \$21,590.50 to \$10,795.25 which would equate to 46 new dwellings for a single development to reach the maximum amount.

Consultation and Communication

Councillors were initially briefed on 9 June 2021 about the review and provided input to staff about their requirements for the scope for the stakeholder workshop. The stakeholder workshop was facilitated by AEC Consulting on 30 October 2021, where Councillors, staff and representatives from the property, development, real estate and State government sectors participated.

Following the workshop, Councillors were briefed on 17 November about the draft workshop outcomes and suggested amendments to the Policy.

The stakeholders who attended the workshop were then sent an email on 17 December 2021 requesting any feedback on the suggested amendments to the Policy. Responses were received from Fergus Builders, Pointglen Developments and the Mackay / Whitsunday branch of the Urban Development Institute of Australia (UDIA).

All responses indicated their support for increasing the potential incentives in Schedule 7 – Housing diversity and specifically increasing the incentive on infrastructure charges from 25% to 50% and increasing the cap on concessions from \$250,000 to \$500,000. Specific reasons for supporting this included helping to offset the higher cost of construction in Mackay. In relation to other proposed amendments no issues were raised.

UDIA (Mackay-Whitsunday) in their submission also raised a number of other matters that have been previously identified by the UDIA in previous reviews of the Policy. These matters were not specifically raised through the stakeholder workshop and no further information was provided to justify further consideration as part of this review.

Internal consultation has also been undertaken with Development Services' Economic Development and Tourism, Development Planning & Engineering, and Strategic Planning programs.

Resource Implications

The current resource requirements of the policy include:

- The Economic Development and Tourism Program to act as a first point of contact for qualifying developments, consideration of business cases submitted by the proponent, determining the required level of facilitation and support and issue documentation containing detail of the specific incentives offered and conditions related to the incentives
- Infrastructure programs to assess the impact of the proposed development on available infrastructure
- Legal services may need to facilitate agreements in some circumstances where deferral of charges is requested
- The Development Planning & Engineering Program to accelerate development assessment of Development Applications of major projects.

The proposed amendments to Schedule 7 – *Housing diversity* to increase the concessions on infrastructure charges for eligible development may result in additional applications under the Policy. However, it is unlikely that the proposed new schedule will have a significant impact on resources in the next 12 months based on the current demand for these types of development. Other amendments are not anticipated to have any material impact to demand for application under the Policy.

Risk Management Implications

Currently, a database of applications and approvals is presented as a monthly confidential Committee Report in accordance with Section 275 (1)(c) of the Local Government Regulation 2012. This monitoring and reporting process will continue to be undertaken and will provide for the regular monitoring of any applications received under the proposed new schedule, as well as the existing schedules. All applications and approvals under the policy are also considered as part of Council budget processes.

In terms of the financial risk of the proposed amendment to Schedule 7, the key risk is in relation to the increase of the reduction in infrastructure charges from 25% to 50% and an increase in the maximum amount from \$250,000 to \$500,000 for each application. For the maximum reduction in charges to be realised by a single development, it would need to include approximately 33 new 3 bedroom dwellings or 46, 1 or 2 bedroom dwellings. Although it is possible for there to be a number of applications proposed under the Policy, it is highly unlikely that there would be several that reach the market simultaneously and realise the full charges reduction.

If the amendment to Schedule 7 is successful in promoting the intended development types to the market, whether new development applications or existing approvals, the financial incentives will impact the charges revenue, as outlined above. However, in the absence of the amended schedule then potentially the desired development that achieves greater housing diversity would not occur, or an alternative development outcome would be realised that either has less charges revenue overall or provides a lower density for the same area of land.

Further to the above, all Council approvals under the Policy are discretionary and are subject to the application process. This allows Council to evaluate the risks and benefits to ensure that only those developments that are meeting the objectives of the Policy. The next review of the policy will commence in late 2022. It is noted however that Council can review the Policy at any time it deems necessary.

Conclusion

To continue to facilitate a range of developments in the Mackay Region and to facilitate development that will contribute to housing diversity and greater choice for the community, it is recommended that Council adopt the amended Council Policy - Facilitating Development in the Mackay Region – Version 8 (Attachment B), to replace the current policy.

Officer's Recommendation

THAT Council adopt the attached Facilitating Development in the Mackay Region Policy (Version 8) as a formal Policy of Mackay Regional Council for a period of approximately one year, commencing Monday 14 February 2022 to Friday 24 February 2023.

Attachment A – AEC Summary Report

Attachment B – Draft Facilitating Development in the Mackay Region Policy (Version 8)

Mayor Williamson noted that the review process had commenced in June 2021 and included a workshop.

Council Resolution ORD-2022-28

THAT Council adopt the attached Facilitating Development in the Mackay Region Policy (Version 8) as a formal Policy of Mackay Regional Council for a period of approximately one year, commencing Monday 14 February 2022 to Friday 24 February 2023.

Moved Cr Mann

Seconded Cr Seymour

Cr Mann noted the excellence of the workshop held and noted it was a shame that not all Councillors had been in attendance. Cr Mann noted that she was happy with the outcome and policy being presented, especially in line with competition from other local authority areas.

Cr Seymour noted that the policy was designed to keep the community moving forward and felt that the revised policy offers a number of positives and some concerns, but that ultimately, consultation undertaken allows the policy to give developers and future developers the opportunity to keep evolving.

Cr Green advised that she had welcomed the stakeholder workshop, noting one of the key outcomes of the workshop was ensuring that housing diversity was an important part of the policy. Cr Green noted how difficult it is for local government to influence the housing market, but the policy provides an avenue for Council to entice and promote the development of alternative housing types in the Region.

Cr May noted that it had been outlined in the workshop the difficulty developers have in undertaking unit type developments and believes that the policy will assist with the encouragement of this type of housing diversity. Cr May expressed the view that Council's focus on tourism and the PDA is essential if Council is to be competitive in the Region.

Cr Englert noted that Mackay Region's population is projected to grow by over 34,000 in the next 20 years and with over 1,000 jobs readily available in the Region and the difficulties experienced by people in obtaining accommodation, this policy ensures Council maintains its housing diversity.

Mayor Williamson thanked the Director and infrastructure planning team for this very comprehensive review and also thanked Councillors and staff who participated in the review process.

CARRIED

FACILITATING DEVELOPMENT POLICY WORKSHOP SUMMARY

MACKAY REGIONAL COUNCIL
NOVEMBER 2021

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DOCUMENT CONTROL

Job ID:	J002212
Job Name:	Mackay Facilitating Development Policy Workshop
Client:	Mackay Regional Council
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Document Name:	Mackay Facilitating Development Policy Workshop Summary
Last Saved:	17/11/2021

Version	Date	Reviewed	Approved
WD1.0	08/11/2021	GJ	
Final	13/12/2021	GJ	ARP

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1. INTRODUCTION

1.1 BACKGROUND

The Mackay Regional Council (MRC) incentivises certain development through the Council Policy 081 – Facilitating Development in the Mackay Region (FDP)¹. The FDP provides a mechanism for qualifying developments that meet specific land use and economic requirements to receive financial, non-financial incentives or a combination of both.

The FDP targets specific development types, and in the case of the Mackay Waterfront Priority Development Area, targets development in specific areas. In monetary terms, the most significant incentive provided through the FDP is the potential for reduction in infrastructure charges. The types of development which will deliver higher priority outcomes for Council are currently provided the greatest reduction in infrastructure charges.

A regular review of the FDP is undertaken by MRC to ensure that it remains targeted and aligned to the Council's priorities and policies and remains responsive to market conditions. The current version (adopted December 2020) is the seventh adopted version of the policy. Progressive changes have been made resulting in the expansion and restriction of the scope and incentives, reflecting the changes in Council's priorities and market conditions.

Council has requested that key stakeholders from across the local development industry be engaged through an engaged focus group workshop to inform the current review of the policy.

MRC engaged AEC Group Pty Ltd (AEC) to prepare and deliver a presentation during the workshop that provides an overview of the current market conditions and economic indicators, as well as a summary and comparison of development incentives provided by other comparable local government authorities.

1.2 PURPOSE OF THIS REPORT

The broader objective of the project is *to deliver an independently facilitated workshop with key development stakeholders in the Mackay Region to obtain their input about their experiences in undertaking development and gather their views on how MRC can better support development through the FDP.*

This report provides a summary of the workshop discussions and the views provided by stakeholders present at the workshop, including some opportunities flowing from the key issues identified for the region.

1.3 APPROACH

AEC was engaged to plan and facilitate a workshop that involved a range of stakeholders from across the Mackay region's development industry, along with Councillors and key Council staff. The workshop was to provide a forum to discuss the local development market and explore ways Council can help to facilitate targeted development through the FDP.

AEC facilitated the workshop on the 29th October 2021 and prepared a Summary Report – being this report. Council was responsible for selecting and inviting the attendees.

As part of the workshop facilitation, AEC was engaged to deliver a presentation on the overall development market conditions as relevant to the Mackay region. The presentation set the scene for the workshop (context, market trends, issues, constraints) as well as including a discussion on how local government can incentivise or intervene in the market to support development. To inform the discussion AEC completed research on what incentives were provided by comparable local government authorities.

To gather and record the views and suggestions of the attendees AEC used Mentimeter (<https://www.mentimeter.com/>) to create live polls, quizzes and word clouds to get real-time input from the attendees. The responses from the attendees were anonymous (responses were not identified) and the results were displayed in real-time to the audience, enabling further observations and discussion regarding the responses from the audience. The results of the workshop live polling are outlined in this report.

¹ https://www.mackay.qld.gov.au/business/invest_mackay/opportunities/facilitating_development_in_the_mackay_region_policy

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2. WORKSHOP ATTENDANCE

Workshop facilitators:

- Jonathan Pavetto, AEC Senior Economist
- Graham Jarvis, AEC Principal Consultant, Finance

Attendees representing organisations outside of Council:

- Malcolm Hull, Master Builders
- Peter Fry, HIA
- Amanda Pelagalli, Wake House
- Craig Percival, Woollam Constructions
- Lawrie Shuttlewood, Kerrisdale
- Paul Thompson, Pointglen Developments
- Nikki Wright, DSDILGP
- Adam Wright, Fergus Builders
- Craig Stack, Property Council of Australia
- Allison Cunningham, REIQ Mackay

Officers from Council that attended:

- Michael Thomson
- Aletta Nugent
- Jay Rosenberg
- Jaco Ackerman
- David McKendry
- Teona Cousin
- Nadine Connolly

Councillors that attended:

- Cr Fran Mann
- Cr Karen May
- Cr Martin Bella
- Cr Justin Englert
- Cr Michelle Green
- Cr Belinda Hassan
- Cr Russell Seymour
- Cr Pauline Townsend.

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3. KEY ISSUES

The following outlines the key issues that were discussed at the workshop. The information provided below is sourced from the presentation provided by AEC at the workshop, and the attendees responses to the live polling questions.

Where relevant, AEC has provided a description of opportunities that exist for MRC to further enhance the facilitation of desired development.

3.1 MACKAY ECONOMY

3.1.1 Population Growth

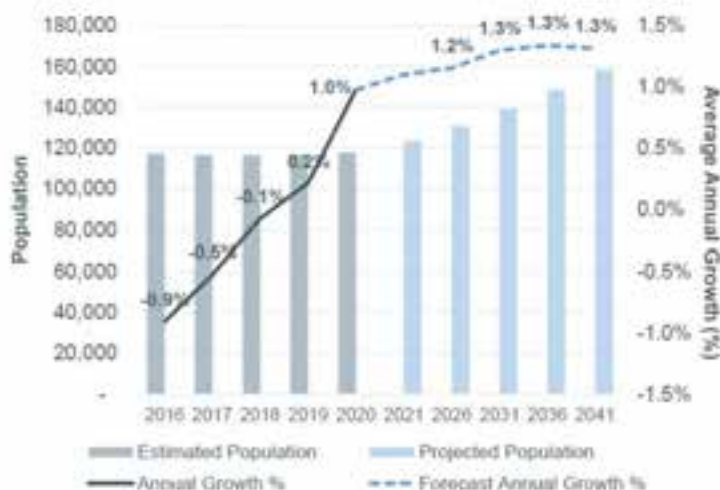
Mackay's annual population growth/ decline is a net result of three components:

- Natural increase
- Net overseas migration
- Net internal migration – net gain/loss of people moving into or out from the Mackay Region (excluding overseas)

While Mackay experienced a net population decline during 2016-2018, Mackay population is expected to continue to grow at a rate of 1.2-1.3% from 2021-2025 – see Figure 3.1. While COVID travel restrictions will have impacted upon the net overseas migration, the net internal migration is expected to continue the trend from a net outflow of population in the 2016-2018 period to a positive net migration of populations moving from other regions.

The population is projected to increase by 34,700 persons over the next 20 years – an annualised increase of 1,735 people.

Figure 3-1 Estimated & Projected Population, Mackay LGA

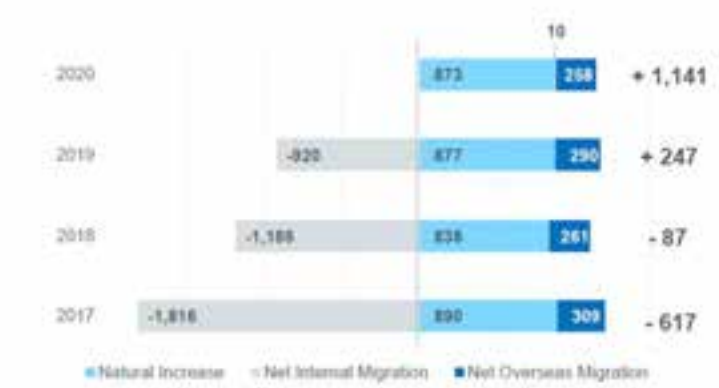


Source: ABS (2021), QGSO (2018)

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Figure 3-2 Drivers of Population Growth, Mackay LGA



Source: ABS (2021)

Opportunity – The Region’s liveability is viewed by the workshop attendees as a major demographic factor influencing the demand for future development and a key factor for people choosing to migrate to the Mackay Region. The FDP supports Council’s vision to become the best region for liveability and livelihood. This should be a key objective of the FDP. The quality of life that residents enjoy will be influenced by the development in their neighbourhoods, workplaces and places of interest and is central to liveability. Maintaining and improving liveability requires housing, infrastructure and services in the right locations to meet people’s needs. This includes living within a reasonable travel time to jobs and offers diversity of housing, including affordable housing. Enabling elderly persons to stay in their neighbourhoods and within their communities as they transition through different stages of life will be an important consideration in the targeted development.

3.1.2 Changing Demographics

Over the next 20 years there is expected to be an ageing of the population, with an average annual growth rate of 4.8% for population aged 75—79, 6.7% for population aged 80-84 and 8.6% for population aged 85 or greater – see Figure 3.3 and Figure 3.4.

It is also expected that by 2041 there will be a greater retention of populations aged 20-34, most likely due to educational opportunities, livelihood for families and employment opportunities.

The workshop attendees scored the importance of the FDP to achieve the desired development for aged care as 7.7 out of 10 (weighted average). For effectiveness of the FDP in achieving the desired aged care development, the attendees scored the FDP as 6.8 out of 10 – aged care was scored the highest in terms of the effectiveness of the FDP to facilitate targeted development.

There is strong support for the retention of aged care as a targeted development for inclusion in the FDP and the current policy settings were considered by the workshop to be generally effective.

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Figure 3-3 Projected Population Growth by Age, Mackay LGA 2019 - 2041

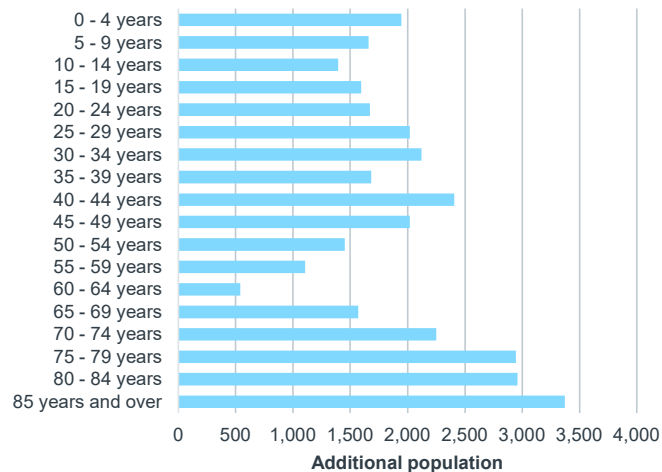
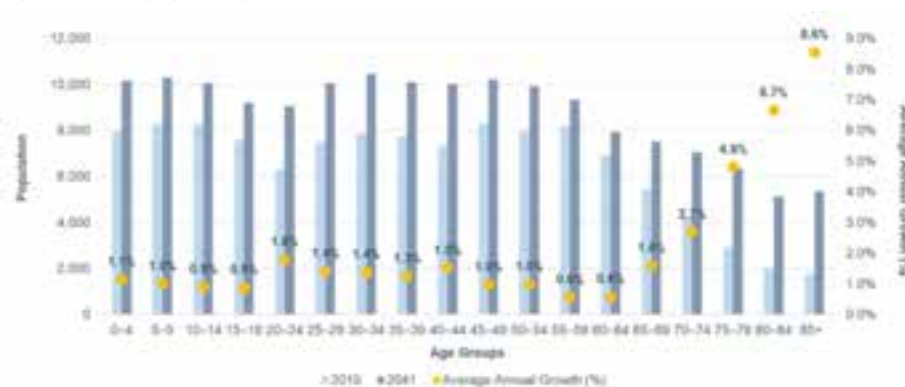


Figure 3-4 Changing Demographics



3.1.3 Enhancing Economic Diversity and Investment Attraction

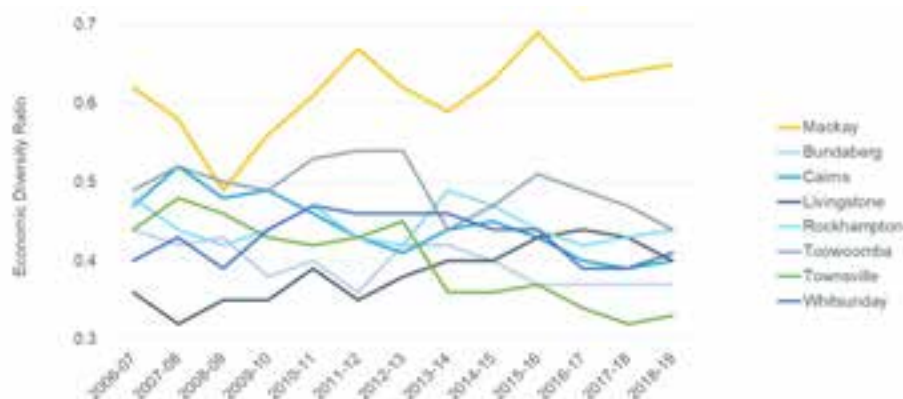
The economic diversity ratio is an indicator of the diversification of the industry employment profile (the ratio is calculated from the number of workers in top three industry sectors compared to number of workers in the bottom seven sectors). Facilitating diversity across industries is an effective strategy to offset the risks from a reliance on one or more key industries and decrease the economic volatility that is often present in regional areas that have a heavy reliance upon a single or small number of industries. Diversity provides a cushion to external shocks and mitigates the negative effects on the region's employment security, income and living standards.

Figure 3.5 compares Mackay diversity indicator to other comparable LGAs in Queensland. Mackay has achieved an increase in the diversity of workers in industry over the 2006-2019 period, whereas comparable LGAs have achieved a slight decline in diversity.

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Figure 3-5 Economic Diversity Indicator



Source: AEC

The FDP has an important role to play in encouraging new industries to the Region. Increasing the diversity of the economy is included as a desired outcome of the current FDP.

AEC has assisted many other Councils with investment attraction strategies and in our experience and research, incentives are an important consideration for developers when considering where to invest. There is broadly acknowledged to be some truism to the saying “*put some skin in to be in the game*”.

As the major development project, the Mackay Waterfront Priority Development Area is seeking to enhance diversification through developing a precinct for innovation and knowledge, growing the city centre as key business hub and increasing the tourism appeal. Furthermore, development in aged care and retirement living, bio-futures industry and development in the industrial investigation zones are opportunities for further diversification through attracting new entrants to the local economy.

Opportunity – The approved concessions provided as part of the FDP represent 1-5% of total construction costs for a majority of applications approved by Council. For developments of smaller scale, concessions could represent up to 20% of total construction costs. For larger projects, the influence/ impact on project feasibility and profitability resulting from reduced charges is expected to be low, if not immaterial. It is questionable whether the current incentives are significant enough to influence larger developments – noting that there is a \$2M limit on development in the PDA. Council may need to consider increasing the limit on the concessions for larger projects for the concession to be effective in influencing the project feasibility.

3.1.4 Rising Residential Market

Figure 3-6 (and comparisons in Figure 3-7 and Figure 3-8) highlights the median sales prices in Mackay for detached houses has continued to increase from 2016-17 to 2020-21, although had not yet recovered to the median sales price in 2012-13. In 2012-13 the median house price was at \$440,000. Decline in house prices resulted in a median house sales price in 2016-17 of \$345,000 – a reduction of 21.6% from 2012-13. The median house price in 2020-21 has risen to \$400,000 – and will most likely continued to increase given recent publications of further increased sales being achieved.

While the decline in median unit sales price followed a similar trend as houses, the median sales for units in 2017-18 was \$223,750 – a reduction of 34.0% from 2012-13. In comparison to houses, the median sales for units has not increased by the same amount.

The absolute price differential between the median house price and the median unit price in 2020-21 is \$154,500. In comparison, the price differential in 2012-13 was only \$68,000. This is an important consideration for the FDP,

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and in particular the objective of achieving housing diversity, due to the higher sales prices possible for houses and therefore most likely a higher yield possible in the development of housing compared to units.

The relative price differential and value for money are important factors discussed in the workshop. It was considered by the workshop participants that buyers of residential properties will likely prefer a detached house, with additional value for money, if the relative price differential between detached houses and units is not significant and detached housing remains affordable.

When asked the reasons that median sales prices for units had not increased similar to houses, the workshop attendees provided the following notable responses:

- Market cycle – detached housing is affordable
- Lack of good quality designed units
- More families moving to the region wanting detached housing with a yard
- Investor interest inhibited by increasing cost. Rental growth is change this now.
- Unwillingness of developers to lump unit sites in with new estates
- Overpriced before, market demand still catching up
- Perception of better resale (for housing).

Opportunity – There is currently a positive trend in the house prices, less so with units. The economic stimulation provided by other levels of government and the RBA (including grants and low interest rates) has produced a high level of demand for construction of housing. Council does not need to further facilitate development in areas where strong market demand already exists. Arguably, with increased sales prices being achieved the yield potential for developers has increased significantly more than any reduction in charges would provide.

However, Council should focus the policy on areas of housing that are currently not experiencing the increase in demand and potential yield for developers. This is addressed below in section 3.1.5.

Figure 3-6 Median Sales Prices, Mackay LGA



Source: PriceFinder

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Figure 3-7 Annual Growth Rate, Median House Prices – Comparable LGAs



Source: PriceFinder

Figure 3-8 Median House Prices, Year ended 30 June

	Mackay	Bundaberg	Cairns	Livingstone	Rockhampton	Townsville	Whitsunday
FY21	400,000	330,000	453,000	450,000	300,000	355,000	450,000
FY20	375,250	302,000	420,000	410,500	275,000	330,000	375,000
Growth %	6.6%	9.3%	7.9%	8.4%	9.1%	7.6%	6.7%

Source: PriceFinder

3.1.5 Housing Diversity

The FDP provides incentives for “housing diversity” projects which include dual occupancy, rooming accommodation and multiple dwelling developments. Under this schedule, infrastructure charges may be reduced up to 25% based on the net charge amount (after offsets) up to a maximum concession value of \$250,000. Within the PDA, charges may be reduced up to 75% or a maximum of \$2,000,000.

While the workshop attendees indicated that the inclusion of housing diversity was an important inclusion on the FDP (8.2 out of 10), in terms of effectiveness of the current FDP to facilitate development the attendees scored housing diversity as a 4.6 out of 10.

It was also noted that the median sales price of units has not increased in line with houses. Reflecting upon this, attendees at the workshop expressed a lack of confidence (and potential yield) in developing multi-dwelling developments.

Acknowledging that the PDA is a significant initiative to facilitate housing diversity within the PDA, and that the FDP provides significantly more incentives, it is apparent that Council should look to improve the effectiveness of the FDP in facilitating the development of housing diversity outside of the PDA.

Opportunity – The current FDP limits the charges reduction to 25% or up to \$250K for housing diversity. Given the variability of housing types that may comply with the schedule criteria (from multiple dwellings to relocatable home parks), Council could introduce a scaled approach, providing gradually increasing incentives to provide higher incentives for the types of development that Council is seeking e.g. 10 – 20 dwellings townhouse developments and tapering away as the developments increase in larger number of dwellings.

3.1.6 Rising Cost and Supply Delays in Construction

The recent increase in construction costs and supply issues of goods and labour was raised as a major concern at various stages in the workshop, contributing to the risk of development and hesitancy in confidence in development.

Master Builders Queensland conducted a survey of members, which identified major delays across all key building materials, particularly in timber, non-tile roofing materials and steel products. Approximately 40% of respondents were waiting over a month for timber. Master Builders further identified that shortage of supply was causing price increase across all building products, in the order of 10%. Some respondents have struggled with price increase

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of 25% for timber and roofing materials. Approximately 40% of respondents experienced an increase in timber and roofing material of over 26%. Labour supply was a further constraint, with approximately 60% of respondents waiting over a month for a roof installer. Other trades with major delays include steel workers, tilers, carpenters, and bricklayers.

The shortage of labour and materials is not expected to be a long-term issue. The Impact of COVID, government stimulus and households spending more on property renovations is providing a spike in demand at the same time as supply chains are impacted. Prices are expected to soften as supply increases to meet demand. Normal supply and demand forces will return to a normal equilibrium.

Opportunity - The issue of rising cost and supply delays is a nation-wide, and international, issue. There is very little that Council can do, either through the FDP or otherwise, to influence or impact upon the macro-economic constraints currently being experienced. This was recognised by workshop attendees when asked if Council could do anything to assist. Although the following suggestions to assist with the labour supply issues in the long run are worth noting:

- Increase the liveability of region to attract workers
- Work with business and industry groups on affordable housing solutions
- Consistency and continuity of projects may assist with confidence in providing local skills development and training
- Work with industry to assist skills and training
- Apprenticeships – continue to work with industry and education
- Engage nationally with recruitments agencies to promote the region

3.1.7 Competition for Development - Incentives Provided by Other Councils

AEC undertook research into what incentives are provided by other comparable Councils. Table 3.1 below summarises the outcomes of the research.

Competition with other Councils to attract development is an important consideration, particularly when attracting larger developments from outside the region, State or even international investments.

MRC currently provides similar incentives to other Councils, with the exceptions being:

- Assistance in facilitating contact with State Government Agencies/ Funding (Rockhampton and Cairns)
- Local intelligence and networking (Cairns and Fraser Coast)
- Site selection (Cairns and Fraser Coast)

Opportunity – Council may consider providing additional scope for the FDP to include the incentives outlined above that are provided by other Councils.

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Table 3-1 Comparison of Incentives provided by Mackay and Comparable Local Government Authorities

Incentive	MACKAY	ROCKHAMPTON	LIVINGSTONE	CAIRNS	TOWNSVILLE	TOOWOOMBA	BUNDABERG	FRASER COAST
General Infrastructure Charges Concessions for Eligible Land Uses/Desired Economic Activities	✓	✓			✓	✓	✓	
RAL Infrastructure Charges Deferral	✓	✓	✓	✓	✓	✓	✓	✓
Specific Uses Only	✓			✓	✓	✓	✓	✓
Specific Locations Only	✓			✓	✓	✓		✓
MDU Infrastructure Charges Deferral	✓			✓	✓	✓	✓	✓
Specific Uses Only	✓			✓	✓	✓	✓	✓
Specific Locations Only	✓			✓	✓	✓		✓
Other Fee Waivers	✓				✓			
Temporary in Nature				✓		✓		
Advice and Guidance on Approval Process	✓	✓		✓	✓			✓
Pre-Lodgement Meetings with Council Officers	✓	✓		✓	✓			✓
Fast Tracking of Development Applications	✓			✓				✓
Assistance in Facilitating Contact with State Government Agencies/ Funding		✓		✓				
Local Intelligence & Networking				✓				✓
Site Selection				✓				✓

Source: AEC



4. STAKEHOLDER RESPONSES – MACKAY ECONOMY

4.1 CONFIDENCE OF DEVELOPMENT IN MACKAY

When asked to indicate how confident they were in Mackay as a place to invest, the audience responded to each development type as follows:

- The greatest confidence was in detached residential development, with a weighted average of 7.2 out of 10, with the distribution of scores more tightly centred around the weighted average.
- There was also a higher confidence for retirement/aged care development, with a weighted average of 7.1 out of 10.
- Tourism and commercial properties were scored as the lowest average weighted confidence score (5.5 out of 10). While the weighted average was the same, the distribution of the scores for commercial properties indicates a higher number of people conveying a greater lack of confidence in commercial properties, with slightly higher confidence for Tourism.
- The confidence in multi-dwelling residential developments (weighted average of 6 out of 10) was lower than detached residential (7.2 out of 10). Although there were some attendees that indicated high confidence (10 out of 10) for multi-dwelling residential developments.
- The weighted average confidence score for industrial developments was 6.3 out of 10.



4.2 MOST IMPORTANT DEMOGRAPHIC FACTORS TO FUTURE DEVELOPMENT IN MACKAY

From the 22 respondents, 54 answers were provided to the question - Considering the forecast in demographics, what factors are most important in the future development for Mackay?

The responses have been grouped by AEC in the following table.

Group	Actual Responses
Region liveability	<i>Liveability</i> <i>Retirement liveability</i> <i>Liveability to Attract health care professionals, particularly in aged care</i> <i>Liveability</i> <i>Liveability</i> <i>Liveability</i> <i>Liveability, Retirement liveability, Aged Care Facilities,</i> <i>"City center liveability improvements.</i> <i>General liveability improvements.</i> <i>Tourism development."</i>

MACKAY FACILITATING DEVELOPMENT POLICY WORKSHOP SUMMARY



Group	Actual Responses
	<i>Define liveability?</i>
Infrastructure	<i>Ensuring there is sufficient supporting community infrastructure</i> <i>Transport and good safe bikeways</i> <i>"Transport</i> <i>Improved local traffic movement</i> <i>Ensuring the right housing or commercial products are available to meet demand and future changes in the nature of demand</i> <i>Accessibility</i> <i>"Road networks and good safe bike ways and paths.</i> <i>Parklands and cafe precincts"</i> <i>Transport</i> <i>Transport</i> <i>Aged Care Facilities</i> <i>Transportation</i> <i>Public transport</i>
Community and Social Services	<i>"Social services</i> <i>Health facilities</i> <i>Educational facilities"</i> <i>"Education facilities</i> <i>Childcare through to tertiary"</i> <i>Increase in support services</i> <i>Social and support services</i> <i>Access to specialist health services</i> <i>Aged care facilities</i> <i>Aged Care Facilities</i> <i>Retirement Villages</i> <i>"Retirement availability</i> <i>Connected community</i> <i>Social development</i> <i>A vibrant community with places to go and things to do for all demographics</i> <i>Festivals and events</i> <i>Affordable Housing"</i> <i>Semi retirement and retirees having options, just as important as keeping our kids in Mackay</i>
Affordable Housing	<i>Affordable housing</i> <i>Affordable and diverse housing</i> <i>Affordable housing</i> <i>Rental vacancies</i> <i>More housing options</i> <i>Housing availability that meets market demand</i>
Employment	<i>Job growth/stability</i> <i>Construction employment</i> <i>Wage growth</i> <i>Addressing skills shortages</i> <i>Providing job security for family groups 35-50 and providing housing accessibility and affordability for young 20 to 30</i> <i>Access to money</i> <i>Job security</i>
Other	<i>Outdoor enjoyment</i> <i>Flight access to more destinations"</i> <i>Growth stability</i> <i>Manufacturing opportunities</i> <i>Planning, Doing, keeping up, Keeping ahead,</i> <i>Population shift to Mackay bringing new skills and investment to region</i> <i>Good partnership between council and developers. There should be equal give take.</i> <i>Economic diversity</i> <i>Social infrastructure</i> <i>Profit for investors</i>

Source – Workshop Attendees Responses (Mentimeter)

AEC

When asked what the key drivers for investment confidence in the region were, there was a wide range of responses provided. The most common response was employment related – such as job security, employment, strong economy, job vacancy rate and jobs.



4.4 ECONOMIC RISKS

[illegible]

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4.5 COMMERCIAL OPPORTUNITIES

When asked to respond with what are the commercial opportunities in the region for development, the most common responses related to either aged care/retirement homes or renal homes.





5. STAKEHOLDER RESPONSES – PROPERTY MARKET

5.1 PREVENTING DIVERSITY (TOWNHOUSE/APARTMENT) IN HOUSING DEVELOPMENT

The most common response when asked what is preventing diversity (townhouse/apartment) in housing development was costs – including construction costs and costs of ownership (body corporate fees and insurance costs).

Interestingly, the following discussion on this topic identified that lifestyle choices (in particular needing space for a shed and land) was driving the demand for detached buildings.



5.2 REASONS FOR THE VALUE OF UNITS REMAINING FLAT

The attendees were asked to indicate the reasons for the value of units remaining flat over the past 2-3 years, while detached houses has increased. The reasons provided by the attendees were:

- Demand
- Body Corporate Fees
- More families
- Available land to develop units
- Houses still remain affordable. People still want lifestyle space and sheds.
- Insurance costs
- Market appetite is low
- Dealing with close neighbours
- No room for a shed with unit
- Market hasn't recovered after downturn
- Market cycle - detached housing is affordable
- More families moving to the region, wanting detached housing with a yard

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- *People move to regions for the space*
- *Body corporate fees*
- *Due to covid families looking at different living options open space and value on investment*
- *Regional living = house and land*
- *Lack of good quality designed units*
- *Investor interest inhibited by increasing cost. Rental growth is changing this now*
- *Unit size as opposed to a house*
- *Low Agent value recommendation*
- *Overpriced before*
- *Market demand still catching up*
- *Not the dream home. Availability of house and land options. Not much new stock.*
- *Size and liveability*
- *Demand prefers housing*
- *Unwillingness of developers to lump unit sites in with new estates*
- *People still want the backyard*
- *Perception of better resale*



6. STAKEHOLDER RESPONSES – DEVELOPMENT CONSIDERATIONS

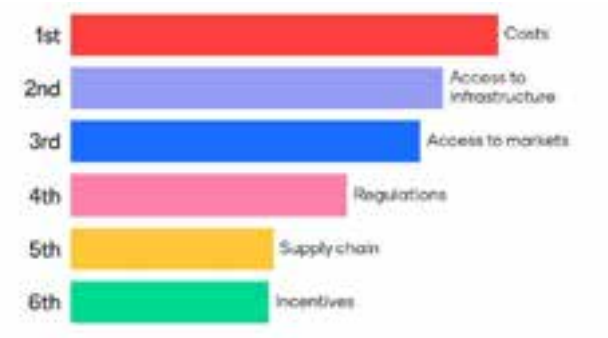
6.1 KEY CONSIDERATIONS TO PROGRESS WITH A DEVELOPMENT OR NOT

When considering to progress with a development, the most common considerations raised by the attendees were demand and return on investments, followed by cost.



6.2 RANKED IMPORTANCE OF FACTORS WHEN DECIDING THE LOCATION OF A DEVELOPMENT

Cost to construct a development was ranked by the attendees as the most important consideration for the location of the development, following by access to infrastructure. Incentives was ranked last.



6.3 MOST IMPORTANT CHANGE TO FACILITATE DEVELOPMENT IN MACKAY

When the attendees were asked what would be the most important changes that Council could make to facilitate development in Mackay, they provided the following responses:

- Quicker DA & Ops Work approval time
- Focus on rental market

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- *Less red tape*
- *Positive sustainable growth*
- *Streamline application processes*
- *Have greater incentives for smaller communities*
- *Fast track approvals*
- *Working together*
- *Easier and open application*
- *Increase incentive for PDA*
- *Easier application processes*
- *Faster DA turnaround*
- *Bigger council incentives for quality estates or construction*
- *Streamline approval process*
- *Increase incentive for tourism development*
- *Simple streamlined approval process.*
- *Allow diversity of product without so many reports showing need*
- *Allow multiple uses on site"*
- *Locals knowing what we've got*
- *Support CBD - needs based growth in shopping centre*
- *Increase concessions*
- *Significant incentives for residential unit development near CBD*
- *One stop shop to coordinate investor interest*
- *Improve DA turnover*
- *Dep of housing hub*
- *Cost of utilities*
- *Developers and councils working together*

6.4 BARRIERS TO DEVELOPMENT IN MACKAY

Labour availability was ranked the highest as a barrier to development in Mackay, followed by labour costs, materials supply and material costs. Infrastructure costs was ranked 6th, above development approvals and access to finance.

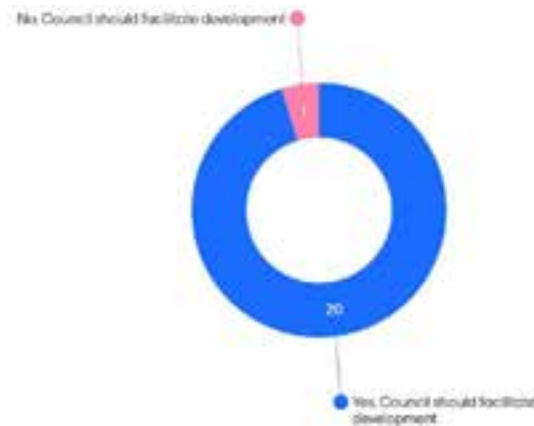


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6.5 SHOULD COUNCIL HELP FACILITATE DEVELOPMENT IN THE REGION?

Almost all attendees, except for one, indicated that Council should facilitate development in the region.



6.6 WHAT CAN COUNCIL DO TO DRIVE DEMAND?

Promoting the region and enhanced liveability were the most common words used by attendees when responding what Council can do to drive demand for development.



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6.7 WHAT CAN COUNCIL DO TO DRIVE SUPPLY?

Promoting the region, streamlining processes, incentives and working with industry were the most common words used by attendees to describe what Council could do to drive supply of development.



6.8 WHAT IS MORE IMPORTANT - COUNCIL FACILITATING DEMAND OR FACILITATING SUPPLY?

When forced to choose between facilitating demand or facilitating supply, 11 out of 20 attendees responded that it was more important for Council to facilitate demand, highlighting the need to consider both sides of the supply/ demand equation.



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7. STAKEHOLDER RESPONSES – USE OF DEVELOPMENT INCENTIVES BY LOCAL GOVERNMENT

7.1 IS THERE ANYTHING ELSE (WITHIN OR OUTSIDE OF THE FDP POLICY) THAT COUNCIL COULD DO TO ACHIEVE THE TARGETED DEVELOPMENT?

The most common words used by attendees to indicate what else Council could do to achieve development were streamline processes and investment attraction.



7.2 WHAT CAN COUNCIL DO TO ASSIST WITH THE MATERIAL SUPPLY ISSUES?

When the attendees were asked to suggest what Council could do to assist with the material supply issues the following responses were provided:

- Not really
- NA
- Advocate to other levels government
- Minimal
- Not a lot unfortunately
- Better planning on council projects
- Advocacy?
- Advocate for government to engage industry to address this issue
- Grow trees and start a concrete plant
- Build a space ship
- Not sure on this one
- Work directly with state government

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- *Encourage wholesalers to region*
- *Nothing*
- *Advocacy*
- *Work closely with CQU*

7.3 WHAT CAN COUNCIL DO TO ASSIST WITH THE LABOUR SUPPLY ISSUES?

When the attendees were asked to suggest what Council could do to assist with the labour supply issues the following responses were provided:

- *Liveability*
- *Liveability*
- *Attract residents*
- *Ensure housing exists when we recruit*
- *Improved rental market*
- *Enhance liveability*
- *Promote the region*
- *Give incentives for people to move to Mackay*
- *Housing in the region*
- *Promotion of our liveability*
- *Work with business and industry groups*
- *Promote Mackay as a fabulous place to live and have a family life*
- *Incentives to live here*
- *Promote our region*
- *Work with industry to assist both skills training direction*
- *Affordable housing*
- *Liveability*
- *Help with consistency of projects. Continuity helps with confidence around training*
- *Apprenticeships - Continue working with industry & education*
- *Advocacy with industry bodies*
- *Promotion of area*
- *Engage nationally with recruitment agencies to promote the region*
- *Promote our thriving economy*
- *Hard to compete when they have work elsewhere.*
- *Local apprenticeships*



8. STAKEHOLDER RESPONSES – FACILITATING DEVELOPMENT POLICY

8.1 HOW IMPORTANT IS THE FDP TO ACHIEVE THE TARGETED DEVELOPMENT?

Attendees scored how important the FDP was to the different types of targeted development. In general, there was strong support for all types of development, with community facilities being the highest importance (weighted average of 8.9) and industrial being the lowest importance (6.8 out of 10). There was also a large distribution of scores for industrial development, with some attendees scoring very high importance and some scoring very low importance.

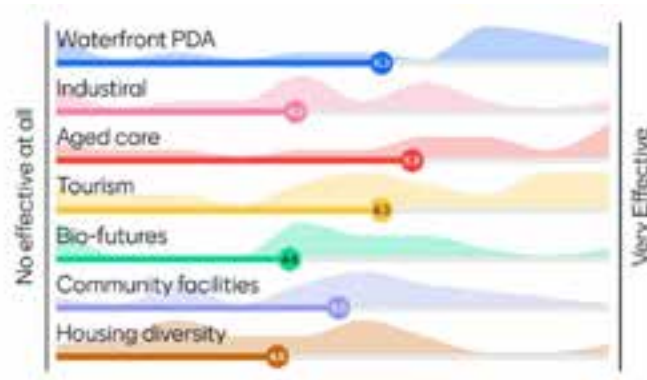


8.2 HOW EFFECTIVE IS THE FDP IN ACHIEVING THE TARGETED DEVELOPMENT?

In general, the effectiveness of the current FDP in achieving the target development was not scored high by the attendees. The weighted average score for aged care was the highest (6.8 out of 10), followed by Waterfront PDA (6.3 out of 10) and tourism (6.3). Housing diversity was scored the lowest (4.6 out of 10), with bio-futures (4.8 out of 10) and industrial (4.9 out of 10) only slightly higher in effectiveness.

It is important to note that the distribution of the scores varied significantly for some of the development types, particularly for Waterfront PDA, industrial, tourism and housing diversity development types, showing a level of disagreement on the effectiveness of the FDP.

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8.3 ARE THERE OTHER TYPES OF DEVELOPMENT THAT SHOULD BE CONSIDERED WITHIN THE FDP?

The most common word used by attendees to indicate what other types of development should be considered within the FDP were city centre, and no (no further types should be added). Although similar wording was used to suggest residential should be considered.

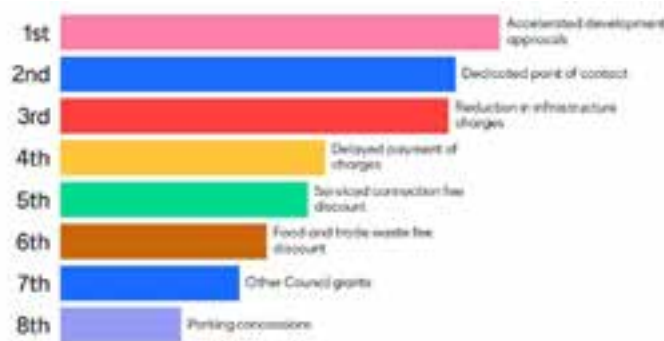


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8.4 RANK IMPORTANCE OF THE FOLLOWING TO FACILITATE DEVELOPMENT

Accelerated development approvals was ranked the highest importance to facilitate development, followed by a dedicated point of contact and reduction in infrastructure charges.



8.5 IF YOU COULD CHANGE ONE THING WITH THE FDP WHAT WOULD THAT BE?

The attendees provided the following suggestions for one change that could be made to the FDP:

- Increase incentives for multiple dwellings
- Encourage local developers as their success will bring other interest
- Minimise concessions
- Local incentives
- Improve incentives for diverse housing
- Quantify the social as well as economic benefit
- Add residential small communities category
- Faster approval process
- Improve application process and approvals
- Not needing to apply for it. Could it not be applied to the DA automatically during approval process.
- Streamline approvals
- Incentive for multiple dwellings
- Sub dividing
- Residential housing incentive
- Quantify social and economic benefits
- Incentives for transforming retail to residential
- Improve application processes
- Upfront assistance
- Priority for reinvestment
- More on sustainability
- Streamline approval

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OUTCOME DRIVEN



	COUNCIL POLICY	
	Facilitating Development in the Mackay Region	
	POLICY NO	081
	DEPARTMENT	Office the Mayor and CEO and Development Services
	PROGRAM	Economic Development and Strategic Planning
ENDORSED BY COUNCIL		TBC

1.0 Scope

The “*Facilitating Development in the Mackay Region Policy*” (the policy) applies to targeted development within the Mackay Regional Council area as defined in the policy. Development that qualifies under this policy will be eligible for the incentives detailed in Section 8.0 and the applicable schedules.

The Schedules include:

- Schedule 1: Development within the Mackay Waterfront Priority Development Area (PDA)
- Schedule 2: Major industry development in the Industrial investigation zone
- Schedule 3: Health, Aged care and Retirement living
- Schedule 4: Tourism development
- Schedule 5: Bio-futures industry development
- Schedule 6: Community facilities
- Schedule 7: Housing diversity.

The policy is effective from Monday 14 February 2022 to Friday 24 February 2023.

2.0 Purpose

The policy provides incentives for developments that will deliver economic development and growth outcomes in alignment with Council’s policy and planning objectives. These include but are not limited to the Mackay Region Planning Scheme, Mackay Waterfront PDA Development Scheme, Economic Development Strategy 2015-2020, development processes, economic development initiatives and City Centre revitalisation objectives.

3.0 References (as amended or replaced from time to time)

- *Economic Development Act 2012*
- *Environmental Protection Act 1994*
- *Environmental Protection Regulation 1998*
- *Planning Act 2016*
- Mackay Region Planning Scheme 2017
- Mackay Waterfront Priority Development Area Development Scheme 2019
- Adopted Charges Resolution
- Economic Development Strategy 2020-2025

4.0 Definitions

To assist in interpretation the following definitions shall apply:

PIA – means the Priority Infrastructure Area as defined in the Mackay Region Planning Scheme's Local Government Infrastructure Plan.

PDA – means the Priority Development Area

FTE – means Full Time Equivalent

MRPS – means the proposed Mackay Region Planning Scheme

Not-for-profit – means an organisation that does not operate for the profit or gain of particular people including its individual members.

Recognised charity – a not-for-profit that is a recognised charity by the Australian Charities and Not-for-profits Commission and/or is recognised as a charity for tax purposes by the Australian Tax Office.

5.0 Background

The policy seeks to attract investment in qualifying developments to stimulate growth, diversify and add value to the economy of the Mackay region. The policy is discretionary and seeks to support projects that will deliver the greatest economic benefits to the area of Mackay Regional Council.

6.0 Policy Statement

The policy seeks to encourage development to occur within prescribed timeframes by conditioning ongoing eligibility on deadlines for completion of the development. The focus of the policy is on developments that will:

- create new jobs and investment;
- boost the local economy, making it more sustainable and resilient; and
- provide a key local and regional service.

The policy does not replace the function or application of the relevant Adopted Charges Resolution or any representations made against an Infrastructure Charge Notice that may result in a Negotiated Infrastructure Charge Notice.

The policy is subject to an applicant demonstrating eligibility and no additional cost to Council by bringing forward costs or new necessary infrastructure as a result of the development. The incentives offered will be linked to the regional economic benefit of development in the short term, availability of infrastructure to service the development and no additional cost to Council.

7.0 Application of Policy

Unless otherwise stated in an approval under this policy, the policy applies to:

- a) Future development that requires development approval from Council, or
- b) Existing development approvals that are subject to an Infrastructure Charges Notice, where infrastructure charges have not yet been paid and construction has not commenced.

8.0 Incentives

8.1 General Incentives

8.1.1 Dedicated point of contact

Council established a dedicated point of contact from within the Economic Development program. The dedicated point of contact will work with proponents to:

- a) Determine the required level of facilitation and support from inception to completion.
- b) Assess the program suitability of the proposed development.
- c) Facilitate access to the relevant departments and officers within the appropriate area of Council to assist with:
 - Identifying the necessary approvals and permitting processes;
 - Assess any relevant Council approvals that are required;
 - Assist with state and federal agencies where applicable; and
 - Work through approval and condition requirements.
- d) Assist with the preparation of the Stage 2 application, including determining the economic benefits of the proposed development to the Mackay Regional Council area.

8.1.2 Accelerated development assessment

Where a development approval is required, Council commits to facilitate accelerated development assessment timeframes, subject to:

- a) The payment of all applicable application fees;
- b) A prelodgement meeting with relevant staff;
- c) The lodgement of a properly made application;
- d) All mandatory and supporting information lodged with the application;
- e) Demonstrated compliance with the relevant planning instrument in force at the time of application, which may include minor discretionary requests;
- f) The application and supporting information demonstrates that the capacity of infrastructure networks, particularly sewerage, water, roads and drainage, can accommodate the development.

8.2 Specific Incentives

The Specific Incentives that may apply are outlined in the relevant Schedules, but may include:

- Reduced infrastructure charges;
- Delayed payment of infrastructure charges;
- Service connection fee discount;
- Planning instrument concessions.

9.0 General Eligibility Criteria

9.1 Timing of development

Unless otherwise stated in an approval under this policy, the development will be completed within 2 years of the approval of the incentives under this policy:

- For a material change of use, the use must commence within 2 years;
- For a reconfiguring a lot, the lots are registered within 2 years.

As outlined in Section 11.1, in the event that an approval under this policy lapses, the approved incentives will no longer apply. Council may consider applications for an extension of up to 12 months where the applicant can demonstrate that the development will be completed within the extended timeframe.

9.2 Government development

Development undertaken by, or on the behalf of State or Federal Government Departments, Agencies or Government Owned Corporations is not eligible for incentives under this policy.

9.3 Infrastructure capacity

The trunk infrastructure requirements of the development can be accommodated by either the existing or planned trunk infrastructure based on the timing of the development.

If the development requires new trunk infrastructure or brings forward the requirement for trunk infrastructure that has a cost to Council, incentives may not be supported by Council.

9.4 Eligibility criteria detailed in the applicable Schedules

Additional eligibility criteria are outlined in each of the Schedules.

10.0 Process

To be eligible for incentives under this policy, the development must be approved as 'qualifying development'. There are two stages of approval as detailed in the table below.

Stage	Purpose
1 – Expression of Interest	Provide general information about the applicant, requested incentives and demonstration that the proposed development will meet the key eligibility criteria
2 - Application	Demonstrate that the development provides sufficient economic benefit and will meet the relevant general eligibility criteria.

The applicant's eligibility will be assessed based on the information provided in the Expression of Interest (EOI) stage.

This application process and Council's assessment is separate to any development application.

Council staff from the Economic Development program can provide assistance to the applicant throughout the process.

10.1 Stage 1 – Expression of interest

The applicant must submit an Expression of Interest in the approved form that addresses, but is not limited to the following:

- a) Key information about the developer or proponent/s;
- b) General information about the proposed development including location and land use;
- c) An estimate of the construction costs and capital investment to be made as part of the development (not including the land value/purchase);
- d) Estimated commencement of use;
- e) Initial assessment of the availability and capacity of infrastructure required to service the development;
- f) Details of prior agreements; and
- g) The General and Specific Incentives being requested.

The Expression of Interest can be lodged at any time, provided the applicant has sufficient information about the proposed development to support their application.

Following an assessment of the application, Council will provide a written notice to the applicant advising them of the outcomes of the Stage 1 application process. The **Stage 1 Notice** will state either of the following:

- a) The development is approved as a qualifying development including the general incentives that will be offered and any other specific conditions; or

- b) The development is approved as a qualifying development and a Stage 2 Application will be accepted for consideration of Specific Incentives; or
- c) The development is not considered eligible and the reasons for this decision.

10.2 Stage 2 – Application

The applicant must submit their Stage 2 application in the approved form for a request for Specific Incentives within 12 months of receiving a **Stage 1 Notice**. The application will need to address, but not be limited to the following:

- a) Demonstrate that the development remains eligible for consideration based on the general eligibility criteria mentioned in Section 9.0 and any specific criteria identified in the applicable Schedules;
- b) Provide a comprehensive estimate of the capital investment, including construction costs to be made as part of the development (not including the land value/purchase);
- c) Submit the number of temporary (construction) and new permanent jobs (in Full Time Equivalent's) based on the construction activity and the proposed use, with assistance from the Economic Development Program;
- d) Where there is no current development approval or development application lodged with Council, the Applicant will need to provide evidence of a Pre-lodgement meeting including Council's Pre-Lodgement Reference Number.
- e) Include an assessment of the infrastructure required to service the development to demonstrate that there will be no additional infrastructure costs to Council. Where there is no current development approval, any Stage 2 approval under this policy will be contingent upon there being no additional infrastructure costs to Council (including 'bring forward costs') as determined at the development application stage; and
- f) Provide an economic assessment of the project that clearly identifies the anticipated economic benefits of the project. The types of considerations will include:
 - i) The development is facilitating the supply of a product that is required in the overall market and is not already in over-supply;
 - ii) The development facilitates a new business activity to enter the market that currently is not represented in the local economy;
 - iii) The development facilitates innovation and or value-adding to the existing business activity;
 - iv) For a development that is an expansion or relocation of an existing use, there is a net benefit beyond the construction phase of the project.
 - v) Demonstrate a commitment to use of local contractors and suppliers.

Stage 2 Applications will be considered and where supported, approved by the Council at an Ordinary Meeting.

Following an assessment of the Stage 2 application, Council will provide a written notice to the applicant, advising them of the outcomes. The **Stage 2 Notice** will state either of the following:

- a) The development is approved as a qualifying development (Stage 2), for incentives under the Policy, including the Specific Incentives that will be offered and any other specific conditions; or
- b) The development is not supported and the reasons for this decision.

Where the Stage 2 application is not supported, Council will provide feedback and assist the applicant further as necessary.

11.0 Approval under this policy

Any approval for General or Specific Incentives under this Policy is at the sole discretion of Council.

11.1 When the notice lapses

Unless otherwise stated in an approval under this policy, the approved incentives will lapse in any of the following:

- a) The Stage 2 application has not been submitted in the approved form within 12 months of the date of the **Stage 1 Notice**.
- b) Either the approved use has not commenced or the reconfiguring a lot has not been completed within 2 years of the approval of the incentives; or
- c) The conditions of a development approval have not been met by the required time; or
- d) When any other condition or requirement of the **Stage 2 Notice** has not been met.

The Council may consider applications for an extension of up to 12 months, where the applicant can demonstrate that the development will be completed within the extended timeframe. A request for an extension must be made prior to the lapsing of the approved incentives.

11.2 Effect of lapse

In the event that an approval under this policy lapses, the approved incentives will no longer apply to the development.

Any outstanding or future fees or charges applicable to the development will be payable in accordance with Council's adopted fees and charges schedule, the Infrastructure Charges Notice or the Negotiated Infrastructure Charges Notice.

11.3 Prior Agreements

The incentives available under this policy may not be available to applicants who have previously entered into an Infrastructure Agreement for the development.

12.0 Review Timelines

This Policy will be reviewed when any of the following occur:

- a) Within 12 months of the adoption date of this policy; or
- b) At another time at the sole discretion of the Council.

13.0 Responsibilities

Sponsor	Chief Executive Officer
Business and Process Owner	Economic Development & Tourism in consultation with Development Planning and Engineering
Dedicated Point of Contact	Economic Development & Tourism in consultation with Development Planning & Engineering
Accelerated Development Assessment	Development Planning and Engineering
Policy Owner	Strategic Planning

Version Control:

Version	Reason / Trigger	Change	Endorsed / Reviewed	Date	DWS
1	New Policy		Council	3/12/2014	5434861
2	Review of Policy	Amendments made to Policy	Council	3/02/2016	
3	Review of Policy	Amendments made to Policy	Council	23/11/2016	
4	Review of Policy	Amendments made to Policy	Council	22/11/2017	
5	Review of Policy	Amendments made to Policy	Council	28/11/18	
6	Review of Policy	Amendments made to Policy	Council	27/11/19	
7	Review of Policy	Amendments made to Policy	Council	9/12/2020	
8	Review of Policy	Amendments made to Policy	Council	TBC	

**Schedule 1:
Development within the Mackay Waterfront Priority Development Area**

1.0 Rationale

The Mackay Waterfront Priority Development Area (PDA) was declared by regulation on 25 May 2018 under the *Economic Development Act 2012*. The PDA establishes an overarching framework that will support the future development and community outcomes in the area. The PDA provides:

- opportunities to redevelop public spaces along the Pioneer River and Binnington Esplanade waterfronts;
- establishes a precinct for innovation and knowledge industries;
- promotes the city centre as a key business hub; and
- provides for exciting and activated streets, places and attractions that improve the city's liveability, tourism appeal and investment attraction.

Council is committed to the development of Mackay Waterfront PDA and this schedule provides for a range of incentives to promote and support development in the PDA.

2.0 Eligibility criteria

The proposed development is within the PDA and demonstrates:

- Compliance with the Mackay Waterfront Priority Development Area Development Scheme, as relevant to the PDA at the time
- Generates an increase in one or a combination of the following in the Mackay Waterfront PDA:
 - High quality public spaces that promote economic and social activity;
 - permanent residential population; or
 - workforce population; or
 - short-term accommodation offerings; or
 - tourism opportunities; or
 - commercial activities (office, shop, restaurant, café and the like).

2.1 Economic investment

There is no minimum capital investment, however the applicant must demonstrate how the development will contribute to the overall objectives of the Mackay Waterfront PDA and the broader economy of Mackay during construction and when operational.

2.2 Employment generation

The Stage 2 application must provide detail and supporting information about the number of construction jobs and ongoing jobs created by the development.

The number of jobs shall be measured in Full Time Equivalent (FTE) positions.

2.3 Applicable Area

This schedule is applicable to development on land within the bounds of Mackay Waterfront PDA are shown in the map below.



2.4 Applicable Land Uses

The policy applies to making a material change of use (MCU) or carrying out building works for any residential or non-residential land uses consistent with the following “applicable land uses” (refer to the applicable land uses table below).

MACKAY WATERFRONT AREA	
Mackay Waterfront PDA Development Scheme – other than tourism related uses	
<ul style="list-style-type: none"> • All uses identified in the Preferred land uses table for each precinct other than tourism related uses 	
Mackay Waterfront PDA Development Scheme – tourism related uses	
<ul style="list-style-type: none"> • Function facility • Low impact industry (where involving brewery, coffee roasting or distilling alcohol) – when in the Mackay city centre or Riverside precinct • Medium impact industry (where involving brewery, coffee roasting or distilling alcohol) – when located Enterprise precinct • Market • Resort complex • Short-term accommodation` • Tourist attraction 	

3.0 Location Specific Incentives: Mackay Waterfront PDA

3.1 Reduction in Infrastructure Charges

For tourism related uses infrastructure charges may be reduced up to 100% and for uses other than tourism related uses, infrastructure charges may be reduced up to 75% based on the net charge amount identified on the Infrastructure Charges Notice and after the application of any offsets, to a maximum concession value of \$2,000,000. The maximum concession value will include any previous stages of the development, or other development of the site, that has been approved under the policy.

Council may consider reductions in infrastructure charges beyond 75%, for applications that will fast track their development and/or can demonstrate that they will:

- Generate significant long-term economic benefits, job creation and have transformative outcomes that will support the objectives of the PDA;
- Be designed and delivered to provide exemplar design outcomes that are high quality, innovative, engaging and positively contribute to the character and identity of a place within the PDA;
- Promote a human-centred approach and delivery of smart city initiatives and opportunities through design to meet the needs of people and end users;
- Contributes to public art in accordance with Mackay Region's Public Art Strategy policy and/or guidelines, as current at the time of application.

3.2 Delayed payment

Delayed payment of the infrastructure charges payable under the Infrastructure Charges Notice may be considered as per the table below.

Development type	Typical payment trigger	Potential delayed trigger
Material Change of Use	Prior to the commencement of the use	<p>For residential development - at the time of sale of each dwelling unit, or within 12 months of commencement of the use, whichever occurs first.</p> <p>For other development – within 12 months of the commencement of the use.</p>

Delayed payment of infrastructure charges will be subject to an acceptable infrastructure agreement between the Developer, Landowner and Council.

3.3 Concession on residential and non-residential car parking rates

Council may grant parking concessions for qualifying developments for residential and non-residential activities within the PDA on a case by case basis, where development:

- demonstrates a no worsening effect to on-street parking;
- incorporates substantial end of trip facilities for the building occupants, and including creative, efficient and safe public bicycle parking areas within the streetscape for visitors and patrons; and
- demonstrates compliance with the intended development intensity and built form parameters of the Mackay Waterfront PDA Development Scheme.

3.4 Construction outside of normal hours

The timing of construction activity is mostly governed by the provisions of the Environmental Protection Act 1994 (Division 3). Under s440R, a person must not carry out building work in a way that makes an audible noise:

- on a business day or Saturday, before 6.30am or after 6.30pm; or
- on any other day, at any time.

Except in extraordinary circumstances, this requirement will be the default condition on any qualifying development's Work Permits and Development Approvals, where construction works are a part of the approved or permitted activity as defined.

Where it is considered important to the success of the development and sufficient justification is provided demonstrating the need for exemptions or concessions from

these provisions, Council will assist the applicant to obtain exemptions or concessions under the terms of the *Environmental Protection Act 1994*.

This will require the submission of a construction program highlighting likely works required to be undertaken outside of normal construction hours and separate approval or permits will be required for each occurrence of out of hours work.

3.5 Reduction in Food License and Trade Waste Fees

A reduction in the annual food license and commercial trade waste fees may be provided for eligible development, as per the table below.

Application	Discount	Timing
1 st year of operation	100% discount	Applied at the time when the fees would be payable for the activity
2 nd year of operation	50% discount	Calculated at the anniversary date of the 1 st year of operation, when the fees would be due for the activity.

3.6 Service connection fee discount

The applicable costs for service connections may be discounted as per the table below.

Connection fees	Discount	Timing
Water	50% discount up to maximum of \$500	Applied at the time when the fees would be payable for the activity
Sewerage	50% discount up to maximum of \$500	Applied at the time when the fees would be payable for the activity

3.7 Facilitation of footpath activity

Qualifying development will be offered assistance through the dedicated point of contact, for any application proposed under the Footpath Trading and Structures Policy Guideline 2015.

3.8 Facade Improvement Scheme

Qualifying development will be offered assistance through the dedicated point of contact, for any application proposed under the Facade Improvement Scheme.

Schedule 2:
Major Industry Development in Industry investigation zone.

1.0 Rationale

Council recognises the strategic importance of the region's industrial sector and the significant economic benefits it delivers to the region through employment and economic output.

Council continues to invest in infrastructure projects that ensure future industrial areas are supported through high levels of service, including accessibility for a diverse range of industrial activities and services.

2.0 Eligibility criteria**2.1 Economic investment**

The applicant must demonstrate that the minimum capital investment in the development is equal to or greater than \$1 million.

Where the capital investment is less than the threshold, the policy may still be applicable where there is a demonstration that the development is providing a significant positive contribution to the economy.

1.1 Employment generation

To be eligible for financial incentives as per this Schedule, the Stage 2 application must provide detail and supporting information about the number of construction jobs and ongoing jobs created by the development.

The number of jobs shall be measured in Full Time Equivalent (FTE) positions.

1.2 Applicable Area

For eligible development, the policy is applicable to land within the bounds of the Industry investigation zone areas as detailed in the MRPS zoning maps.

1.3 Applicable Land Uses

The policy applies to material change of use (MCU) consistent with the following "applicable land uses" (refer to the applicable land uses table below).

MACKAY REGIONAL COUNCIL AREA
Mackay Region Planning Scheme
<ul style="list-style-type: none"> • High impact industry • Low impact industry • Medium impact industry • Research and technology industry • Service industry • Special industry • Transport depot • Warehouse

3.0 Location specific incentives: Industry investigation zone

3.1 Reduction in Infrastructure Charges

Infrastructure charges may be reduced up to 50% based on the net charge amount identified on the Infrastructure Charges Notice and after the application of any offsets, to a maximum concession value of \$1,000,000. The maximum concession value will include any previous stages of the development, or other development of the site, that has been approved under the policy.

Council may consider reductions in infrastructure charges beyond 50%, for applications that will fast track their development and/or can demonstrate that they will generate significant long-term economic benefits, job creation and have transformative outcomes that will diversify the existing economic base of the region.

3.2 Delayed payment

Delayed payment of the infrastructure charges payable under the Infrastructure Charges Notice may be considered as per the table below.

Development type	Typical payment trigger	Potential delayed trigger
Material Change of Use	Prior to the commencement of the use	Within 12 months of the commencement of the use.

Delayed payment of infrastructure charges will be subject to an acceptable infrastructure agreement between the Developer, Landowner and Council.

3.3 Service connection fee refund

The applicable costs for service connections may be refunded as per the table below.

Connection fees	Discount	Timing
Water	50% discount up to maximum of \$500	Applied at the time when the fees would be payable for the activity
Sewerage	50% discount up to maximum of \$500	Applied at the time when the fees would be payable for the activity

Schedule 3:
Schedule 3: Health care, Aged care and Retirement living

1.0 Rationale

With decreasing mortality rates (people living longer) and reducing fertility rates (less births), the population of Australia is ageing. For the Mackay Regional Council area, it is forecast that the number of residents aged over 65 years of age will increase from a proportion of 10.6% of the population (12,265) in 2011 to 15.2% in the year 2036 (30,164). These demographic changes will have a significant impact on the community. The ageing population will create a shift in the demand for housing types, lifestyle opportunities, increased services and different infrastructure.

Mackay Regional Council recognises that with a growing and ageing population, the demand for health care services will continue to increase to support this population. To help ensure that Mackay is positioned to support its population, Council will incentivise a range of health care, aged care and retirement developments. It is expected that in the short term there will be an increase in construction and investment as well as new jobs created to run and operate new facilities.

2.0 Eligibility criteria

2.1 Economic investment

The applicant must demonstrate that the minimum capital investment in the development is equal to or greater than \$1 million.

Where the capital investment is less than \$1 million, the Policy may still be applicable where there is demonstration that the development is providing a significant positive contribution to the economy.

2.2 Employment generation

To be eligible for financial incentives as per this Schedule, the Stage 2 application must provide detail and supporting information about the number of construction jobs and new ongoing jobs created by the development.

The number of jobs shall be measured in Full Time Equivalent (FTE) positions.

2.3 Applicable Area

Appropriately zoned land located within the Priority Infrastructure Area.

2.4 Applicable Land Uses

The policy applies to material change of use (MCU) for uses that are targeted towards accommodation and/or the provision of services associated with the ageing population. The uses must be consistent with the following “applicable land uses” (refer to the applicable land uses table below) as defined below.

Should there be instances where the below land uses are also identified under another Schedule, it will be at the discretion of Council to determine the most appropriate Schedule for which concessions will be assessed against.

MACKAY REGIONAL COUNCIL AREA	
Mackay Region Planning Scheme	
<ul style="list-style-type: none"> • Community care centre • Community residence • Health care services • Hospital • Residential care facility • Retirement facility 	

3.0 Location specific incentives

3.1 Reduction in Infrastructure Charges for Material Change of Use

Infrastructure charges may be reduced up to 50% based on the net charge amount identified on the Infrastructure Charges Notice and after the application of any offsets, to a maximum concession value of \$1,000,000. The maximum concession value will include any previous stages of the development, or other development of the site, that has been approved under the policy.

Infrastructure charges may be reduced up to 100% based on the net charge amount identified on the Infrastructure Charges Notice including application of any offsets, for Not-for-profit groups that are a Recognised charity, to a maximum concession value of \$1,000,000.

Council may consider reductions in infrastructure charges beyond 50%, for applications that will fast track their development and/or can demonstrate that they will generate significant long-term economic benefits, job creation and have transformative outcomes that will diversify the existing economic base of the region.

3.2 Delayed payment

Delayed payment of the infrastructure charges payable under the Infrastructure Charges Notice may be considered as per the table below.

Development type	Typical payment trigger	Potential delayed trigger
Material Change of Use	Prior to the commencement of the use	<p>For Retirement facility - at the time of sale of each dwelling unit, or within 12 months of commencement of the use, whichever occurs first.</p> <p>For other development – within 12 months of the commencement of the use.</p>

Delayed payment of infrastructure charges will be subject to an acceptable infrastructure agreement between the Developer, Landowner and Council.

3.3 Service connection fee discount

The applicable costs for service connections may be discounted as per the table below.

Connection fees	Discount	Timing
Water	50% discount up to maximum of \$500	Applied at the time when the fees would be payable for the activity
Sewerage	50% discount up to maximum of \$500	Applied at the time when the fees would be payable for the activity

Schedule 4: Tourism development

1.0 Rationale

Tourism is a major economic and lifestyle driver for the Mackay Region which supports several industry sectors. The Policy seeks to support private investment in tourism related business which encourage tourists to visit and stay in the Mackay region.

In urban areas it is the intent of the Policy to promote development that will support increased tourism to the region and/or enhance the reputation of the Mackay Region as a tourist destination.

In rural areas it is the intent of the Policy to promote development in the local tourism industry and the diversification in the use of rural properties to support new business opportunities that will take advantage of the environment or natural assets.

Anticipated benefits include:

- Increased tourism activity and expenditure in region
- Alternative income source and increased profitability of rural business
- Rural and environmental education

The types of development that are anticipated include:

- On-farm tours
- Accommodation such as tourist parks, bed and breakfast, nature retreats or farm-stays
- Dining and entertainment facilities
- Low-impact small scale tourism developments

2.0 Eligibility criteria

2.1 Economic investment

The level of economic investment will be assessed on a case by case basis.

2.2 Employment generation

To be eligible for financial incentives as per this Schedule, the Stage 2 application must provide detail and supporting information about the number of construction jobs and new ongoing jobs created by the development.

The number of jobs shall be measured in Full Time Equivalent (FTE) positions.

2.3 Applicable Area

In urban areas, appropriately zoned land that supports the development of tourism-uses or accommodation options that principally services short-stay needs.

In rural areas, appropriately zoned land for the applicable land use located outside established urban areas of Mackay, Marian, Mirani, Walkerston and Sarina. This may include Township zones.

2.4 Applicable Land Uses

The policy applies to material change of use (MCU) for uses that are consistent with the following “applicable land uses” (refer to the applicable land uses table below).

Should there be instances where the below land uses are also identified under another Schedule, it will be at the discretion of Council to determine the most appropriate Schedule for which concessions will be assessed against.

MACKAY REGIONAL COUNCIL AREA	
Mackay Region Planning Scheme – rural areas	
<ul style="list-style-type: none"> • Bar • Environment facility • Food and drink outlet • Function facility • Hotel • Market • Motor sport facility • Nature-based tourism • Resort complex • Roadside stall • Short-term accommodation • Tourist attraction • Tourist park • Winery 	
Mackay Region Planning Scheme – urban areas	
<ul style="list-style-type: none"> • Function facility • Market • Resort complex • Short-term accommodation • Tourist attraction • Tourist park 	

3.0 Location specific incentives

3.1 Reduction in Infrastructure Charges for Material Change of Use

Infrastructure charges may be reduced up to 100% based on the net charge amount identified on the Infrastructure Charges Notice and after the application of any offsets, to a maximum concession value of \$1,000,000. The maximum concession value will include any previous stages of the development, or other development of the site, that has been approved under the policy.

In consideration of a request for a 100% concession, Council may consider the impacts the development will have on long-term economic benefits, job creation and/or the enhancement of the Mackay Region's profile as a tourism destination.

3.2 Delayed payment

Delayed payment of the infrastructure charges payable under the Infrastructure Charges Notice may be considered as per the table below.

Development type	Typical payment trigger	Potential delayed trigger
Material Change of Use	Prior to the commencement of the use	Within 12 months of the commencement of the use.

Delayed payment of infrastructure charges will be subject to an acceptable infrastructure agreement between the Developer, Landowner and Council.

3.3 Service connection fee discount

The applicable costs for service connections may be discounted as per the table below.

Connection fees	Discount	Timing
Water	50% discount up to maximum of \$500	Applied at the time when the fees would be payable for the activity
Sewerage	50% discount up to maximum of \$500	Applied at the time when the fees would be payable for the activity

3.4 Reduction in Food License and Trade Waste Fees

A reduction in the annual food license and commercial trade waste fees may be provided for eligible development, as per the table below.

Application	Discount	Timing
1 st year of operation	100% discount	Applied at the time when the fees would be payable for the activity
2 nd year of operation	50% discount	Calculated at the anniversary date of the 1 st year of operation, when the fees would be due for the activity.

Schedule 5: Biofutures industry development

1.0 Rationale

The biofutures industry provides a major opportunity for diversification of the regional economy through the creation of significant high-value and high-knowledge jobs and economic output.

In accordance with the State Government Queensland Biofutures 10-Year Roadmap and Action Plan, the biofutures sector *'focuses on the development and manufacturing of products from sustainable organic and/or water resources, rather than fossil fuels. It encompasses a spectrum of innovative scientific and industrial technologies designed to convert sustainable feedstock s or waste into a diverse range of bioproducts'*.

The industry is a growing global market and one that the Mackay region is well positioned to capitalise on given our access to feedstock, climate and established involvement in the sector. Council seeks to attract development that supports domestic and international investment, research and commercialisation of products in the biofutures industry.

2.0 Eligibility criteria

2.1 Economic investment

The applicant must demonstrate that the minimum capital investment in the development is equal to or greater than \$1 million.

Where the capital investment is less than \$1 million, the Policy may still be applicable where there is demonstration that the development is providing a significant positive contribution to the economy.

2.2 Employment generation

To be eligible for financial incentives as per this Schedule, the Stage 2 application must provide detail and supporting information about the number of construction jobs and new ongoing jobs created by the development.

The number of jobs shall be measured in Full Time Equivalent (FTE) positions.

2.3 Applicable Area

Appropriately zoned land suitable for the proposed use.

2.4 Applicable Land Uses

The policy applies to material change of use (MCU) for biofutures industry uses across the council area. The uses should be consistent with the following "applicable land uses" (refer to the applicable land uses table below) and must be related to the biofutures industry (industrial biotechnology and bioproducts sectors).

MACKAY REGIONAL COUNCIL AREA
Mackay Region Planning Scheme
<ul style="list-style-type: none"> • High impact industry • Low impact industry • Medium impact industry • Research and technology industry • Special industry

3.0 Location specific incentives

3.1 Reduction in Infrastructure Charges for Material Change of Use

Infrastructure charges may be reduced up to 50% based on the net charge amount identified on the Infrastructure Charges Notice and after the application of any offsets, to a maximum concession value of \$1,000,000. The maximum concession value will include any previous stages of the development, or other development of the site, that has been approved under the policy.

Council may consider reductions in infrastructure charges beyond 50%, for applications that will fast track their development and/or can demonstrate that they will generate significant long-term economic benefits, job creation and have transformative outcomes that will diversify the existing economic base of the region.

3.2 Delayed payment

Delayed payment of the infrastructure charges payable under the Infrastructure Charges Notice may be considered as per the table below.

Development type	Typical payment trigger	Potential delayed trigger
Material Change of Use	Prior to the commencement of the use	Within 12 months of the commencement of the use.

Delayed payment of infrastructure charges will be subject to an acceptable infrastructure agreement between the Developer, Landowner and Council.

3.3 Service connection fee discount

The applicable costs for service connections may be discounted as per the table below.

Connection fees	Discount	Timing
Water	50% discount up to maximum of \$500	Applied at the time when the fees would be payable for the activity
Sewerage	50% discount up to maximum of \$500	Applied at the time when the fees would be payable for the activity

Schedule 6: Community facilities

1.0 Rationale

The expansion and/or development of new community facilities will ultimately increase the availability and/or type of services available to the community. These facilities will typically be not-for-profit and provide a range of opportunities and benefits to support local communities and improve the liveability of the region. The development and construction phase can also create jobs and in most cases there will be ongoing job opportunities.

2.0 Eligibility criteria

2.1 Community Impact

The applicant must demonstrate that the project will enhance the lifestyle and liveability of the region and contribute towards community development.

2.2 Economic investment

The applicant must demonstrate that the minimum capital investment in the development is equal to or greater than \$100,000.

Where the capital investment is less than \$100,000, the Policy may still be applicable where there is demonstration that the development is providing a significant positive contribution to the community.

2.3 Employment generation

To be eligible for financial incentives as per this Schedule, the Stage 2 application must provide detail and supporting information about the number of construction jobs and new ongoing jobs created by the development.

The number of jobs shall be measured in Full Time Equivalent (FTE) positions.

2.4 Applicable Area

Appropriately zoned land.

2.5 Applicable Land Uses

The policy applies to material change of use (MCU) for uses that will provide new or additional facilities that support the community. The uses must be consistent with the following "applicable land uses" (refer to the applicable land uses table below).

Should there be instances where the below land uses are also identified under another Schedule, it will be at the discretion of Council to determine the most appropriate Schedule for which concessions will be assessed against.

MACKAY REGIONAL COUNCIL AREA
Mackay Region Planning Scheme
<ul style="list-style-type: none"> • Child care centre • Club • Community use • Crematorium • Educational establishment • Environment Facility • Funeral parlour • Health care services • Hospital • Outdoor sport and recreation • Place of worship

3.0 Location specific incentives

3.1 Reduction in Infrastructure Charges for Material Change of Use

Infrastructure charges may be reduced as follows:

- Up to 75% based on the net charge amount identified on the Infrastructure Charges Notice and after the application of any offsets, for not-for-profit groups to a maximum concession value of \$1,000,000;
- Depending on the nature of the proposal in relation to the intent of the policy, up to 100% based on the net charge amount identified on the Infrastructure Charges Notice and after the application of any offsets, for Not-for-profit groups that are a Recognised charity, to a maximum concession value of \$1,000,000;
- In any other scenario up to 50% based on the net charge amount identified on the Infrastructure Charges Notice and after the application of any offsets, to a maximum concession value of \$1,000,000.

The maximum concession value above, will include any previous stages of the development, or other development of the site, that has been previously approved under the policy.

Council may consider reductions in infrastructure charges beyond 75% or 50%, for applications that will fast track their development and/or can demonstrate that they will generate significant long-term economic benefits, job creation and have transformative outcomes that will diversify the existing economic base of the region.

3.2 Delayed payment

Delayed payment of the infrastructure charges payable under the Infrastructure Charges Notice may be considered as per the table below.

Development type	Typical payment trigger	Potential delayed trigger
Material Change of Use	Prior to the commencement of the use	Within 12 months of the commencement of the use.

Delayed payment of infrastructure charges will be subject to an acceptable infrastructure agreement between the Developer, Landowner and Council.

3.3 Service connection fee discount

The applicable costs for service connections may be discounted as per the table below.

Connection fees	Discount	Timing
Water	50% discount up to maximum of \$500	Applied at the time when the fees would be payable for the activity
Sewerage	50% discount up to maximum of \$500	Applied at the time when the fees would be payable for the activity

Schedule 7: Housing diversity

1.0 Rationale

A residential housing market that provides a range of options and choices for buyers and renters can help to create more affordable housing, better meet local demands and increase diversity within communities. Council already promotes the development of smaller residential lots of less than 550m² through its Adopted Charges Resolution, however this schedule is about promoting the development of different housing types such as dual occupancy and multiple dwelling development. In new development areas, ideally these types of development are integrated into the design of new subdivisions.

2.0 Eligibility criteria

2.1 Community Impact

The applicant must demonstrate that the project will enhance the lifestyle and liveability of the region and contribute towards community development.

2.2 Economic investment

The applicant must demonstrate that the minimum capital investment in the development is equal to or greater than \$500,000.

Where the capital investment is less than \$500,000, the Policy may still be applicable where there is demonstration that the development is providing a significant positive contribution to the community.

2.3 Employment generation

To be eligible for financial incentives as per this Schedule, the Stage 2 application must provide detail and supporting information about the number of construction jobs and new ongoing jobs created by the development.

The number of jobs shall be measured in Full Time Equivalent (FTE) positions.

2.4 Applicable Area

In relevant zones within the PIA where the applicable land uses are Code assessable development.

2.5 Applicable Land Uses

The uses must be consistent with the following “applicable land uses” (refer to the applicable land uses table below).

Should there be instances where the below land uses are also identified under another Schedule, it will be at the discretion of Council to determine the most appropriate Schedule for which concessions will be assessed against.

MACKAY REGIONAL COUNCIL AREA
Mackay Region Planning Scheme
<ul style="list-style-type: none"> • Dual occupancy • Multiple dwelling • Rooming accommodation • Relocatable home park

3.0 Location specific incentives

3.1 Reduction in Infrastructure Charges for Material Change of Use

Infrastructure charges may be reduced as follows:

- Up to 50% based on the net charge amount identified on the Infrastructure Charges Notice and after the application of any offsets, up to a maximum concession value of \$500,000;

The maximum concession value above, will include any previous stages of the development, or other development of the site, that has been previously approved under the policy.

Council may consider reductions in infrastructure charges beyond 50%, for applications that will fast track their development and/or can demonstrate that they will generate significant long-term economic benefits, job creation and have transformative outcomes that will diversify the existing economic base of the region.

3.2 Delayed Payment

Delayed payment of the infrastructure charges payable under the Infrastructure Charges Notice may be considered as per the table below.

Development type	Typical payment trigger	Potential delayed trigger
Material Change of Use	Prior to the commencement of the use	Within 12 months of the commencement of the use.

Delayed payment of infrastructure charges will be subject to an acceptable infrastructure agreement between the Developer, Landowner and Council.

3.3 Service connection fee discount

The applicable costs for service connections may be discounted as per the table below.

Connection fees	Discount	Timing
Water	50% discount up to maximum of \$500	Applied at the time when the fees would be payable for the activity
Sewerage	50% discount up to maximum of \$500	Applied at the time when the fees would be payable for the activity

12. RECEIPT OF PETITIONS

Nil

13. TENDERS

Nil

14. CONSIDERATION OF NOTIFIED MOTIONS

Nil

15. PUBLIC PARTICIPATION

Nil

16. LATE BUSINESS

Nil

17. CONFIDENTIAL REPORTS

Nil

18. MEETING CLOSURE

Meeting closed at 10:59 am.

19. FOR INFORMATION ONLY

Nil

Confirmed on Wednesday 23 February 2022.

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MAYOR