

CEO MONTHLY REVIEW REPORT

February 2026



Gerard Carlyon CEO

SUMMARY OF CONTENT

Highlights

Workforce profile

Safety

Utilisation of council facilities

Infrastructure and operations

Council online statistics

Community events

Community engagement

Customer contacts

Regional growth

Significant projects

Economic snapshot

Development activity

HIGHLIGHTS



Matsuura Citizens tour our region

Mackay was delighted to welcome our sister city friends from Matsuura, Japan, for their 2026 citizens tour recently. The three-day visit was filled with cultural exchange, local experiences, and warm community connections that further strengthened the long-standing relationship between our two cities.

The compact yet vibrant itinerary showcased some of the region's clubs, iconic attractions and standout visitor experiences - from Mackay Pickleball, Mackay Tennis Association and the Northern Beaches Community Hub, to the scenic Eimeo Surf Life Saving Club and the adventure-filled Finch Hatton Pump Track with the Finch Hatton MTB Club. Guests also enjoyed the flavours of Nonno's Woodfired Pizzas and One Hungry Mumma, explored Dalrymple Bay Coal Terminal, Artspace Mackay and our council administration precinct, and experienced the warm hospitality of local favourites, including Hay Point Hotel, Ocean International and the Ibis Mackay Airport Hotel.



Mackay Region Housing Strategy

Council adopted a new Housing Strategy in February to improve housing diversity, increase the delivery of public and social housing, and accelerate the rate of new housing supply across the region. The strategy outlines a long-term plan to ensure the housing delivered in the region meets the changing needs of its residents.

[View the Mackay Regional Housing Strategy.](#)



Libraries' Net Promoter Score pleasing

Libraries recorded a **1.5% increase in NPS in February**, lifting the monthly score to **85.6%**. This improvement contributes to a strong **year-to-date NPS of 81.7%**. The February result is based on **706 survey responses**, with shifts across all respondent categories:

Promoters: 88.5% (↑1.4%)

Passives: 8.5% (↓1.3%)

Detractors: 3.0% (↓0.1%)

These results reflect sustained community satisfaction and continued positive engagement with library services.



Growing together through strengthening connections

An initiative created to engage residents across the Mackay region at every stage of life, these diverse and innovative programs are made possible through grant funding from the Australian Library and Information Association, in collaboration with the Office of Community Cohesion. They aim to strengthen social cohesion and foster a genuine sense of belonging among the region's diverse communities by creating inclusive opportunities for meaningful participation, connection, and empowerment. More than 90 residents participated in events held across various library branches in February, ranging from Auslan sessions and screen-printing workshops to Moments That Matter: A Workshop for Women Aged 40+ Seeking Meaningful Social Connections plus more.

Attendees shared valuable feedback including: *"Great initiative allowing members of the Deaf community and those learning Auslan to come together for a friendly chat". "Was really valuable to see the community come together and the kids learning some Auslan in a fun way. Need to happen regularly".*



Sports and Rec Expo kicks goals

The 2026 Sports and Rec Expo was held on Sunday, February 15, at the MECC. The Expo boasted 90 stalls with sports ranging from AFL to roller derby and NFL Flag Football attending with their open activation on council lawns. The expo welcomed more than 4000 attendees with active zone demonstrations available for participants. StarFM was onsite with their live broadcast of the event and their own StarFM Mascot Competition being taken out by Magpies JRL.



Development Bus Tour

Despite less than favourable weather conditions on the day, Councillors took part in a development site bus tour throughout the region. A valuable and informative experience, the bus tour provided councillors with a comprehensive, on-the-ground overview of key current and future development areas across the region, offering important context to support informed decision-making. Participants gained meaningful insights through firsthand observation and discussion with technical staff and the challenging weather did little to dampen engagement, with attendees making the most of the opportunity to better understand the scale, diversity and strategic importance of local development projects.



Stadium hosts successful NRL trial match with sell-out

The MECC successfully delivered the NRL trial match between the North Queensland Cowboys and the Penrith Panthers at BB Print Stadium, achieving a full sell-out. About 6000 patrons attended the event, contributing to a vibrant atmosphere and demonstrating strong community engagement with elite sporting events in the region. The successful delivery of this high-profile match highlights the MECC's capability to support major events and reinforces our role in bringing significant sporting content to Mackay.



MECC auditorium lighting capital project shines

Stage one of the auditorium house lighting capital project has now been successfully completed, with stage two scheduled to begin in May. The installation of new energy-efficient LED fixtures has significantly enhanced the auditorium's versatility. These upgraded lights provide greater control over brightness levels and colour temperature, improving functionality for house lighting and conference mode. The system now supports room theming and can be fully integrated into performance mode.

Keywatcher Implemented

Implementation of the new Carpool Booking (Keywatcher) System, Formbird, commenced across council during February 2026. The new system provides a range of benefits including:

- Centralised key collection points making it easier and faster for staff to access the vehicles they need.
- Improved key security ensuring keys remain secure and are always available when a vehicle is booked
- Increased vehicle availability with a wider range of vehicles accessible across the fleet
- Accurate usage and reporting Insights supporting better planning, accountability and fleet optimisation
- Automatic alerts for overdue key returns improving turnaround times and vehicle readiness.

This is a multi-stage rollout with more pool vehicles being added over coming months and overtime the number of pool vehicles may be reduced as our systems are optimised.



Major events confirmed for 2026

February has been a significant month for major event announcements confirmed for the region. The return of Legends on the Lawn at Harrup Park in May, headlined by Jimmy Barnes and supported by a strong Australian lineup and Mackay's first-ever Test cricket match, with Australia set to take on Bangladesh at the Great Barrier Reef Arena in August 2026. Looking ahead, 2026 is shaping up to be an exciting year for events, with the season kicking off from March and a strong pipeline of large-scale events scheduled to come to the region.

Mackay region drives tourism signage project

Council, together with Mackay Isaac Tourism, is developing a tourism wayfinding and signage strategy to improve how visitors navigate and experience the region. The project commenced in February with a consultant undertaking a signage audit of the region, along with two engagement workshops in Finch Hatton and Sarina, and the release of an on-line community survey. The consultation period was open from Monday February 9 until Friday, February 27, 2026.

[Information on the project is on Connecting Mackay.](#) The final signage strategy and implementation plan is expected in May 2026. The Drive Tourism Signage project will guide future signage planning and ensure a consistent, safe and welcoming visitor experience across the Mackay region.

Facilitating Development Policy reviewed

A recent review ensures the policy is focused on activating the Waterfront Priority Development Area, support for tourism developments, community facilities and housing diversity. The policy provides for reductions to the infrastructure charges developers are required to pay council for targeted development identified in the policy. The Infrastructure Charges Resolution which sets the amount of infrastructure charges council levies on different types of development, was also amended. The levied charges were increased to the maximum charge prescribed under the State Government's Planning Regulations, an increase of 6.5 per cent, to ensure council continues to collect charges to help fund growth related infrastructure.

WORKFORCE PROFILE

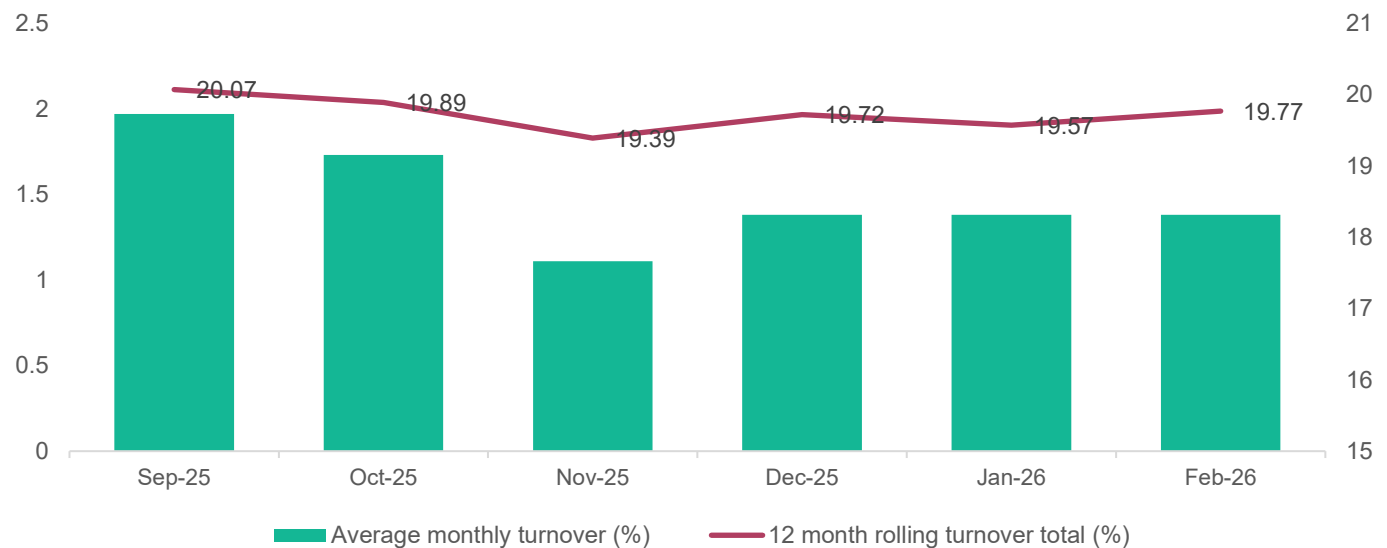
Staff Contingent

The current make-up of council's workforce is below.

	COMS	CORS	IO	OCR	PGS	TOTAL	Prev. month
Casual	95	3	4	1	7	110	111
Contract	4	5	13	4	4	31	32
Permanent Full Time	104	114	512	38	58	829	830
Permanent Part Time	35	32	14	8	14	103	104
Permanent Job Share	4	0	2	0	0	6	6
Temporary Full Time	17	12	29	3	5	66	58
Temporary Part Time	5	1	3	2	0	11	10
Temporary Job Share	2	0	3	0	0	5	6
TOTAL EMPLOYEES*	267	170	580	56	88	1161	1157

* Total employees excludes elected members

Employee Turnover

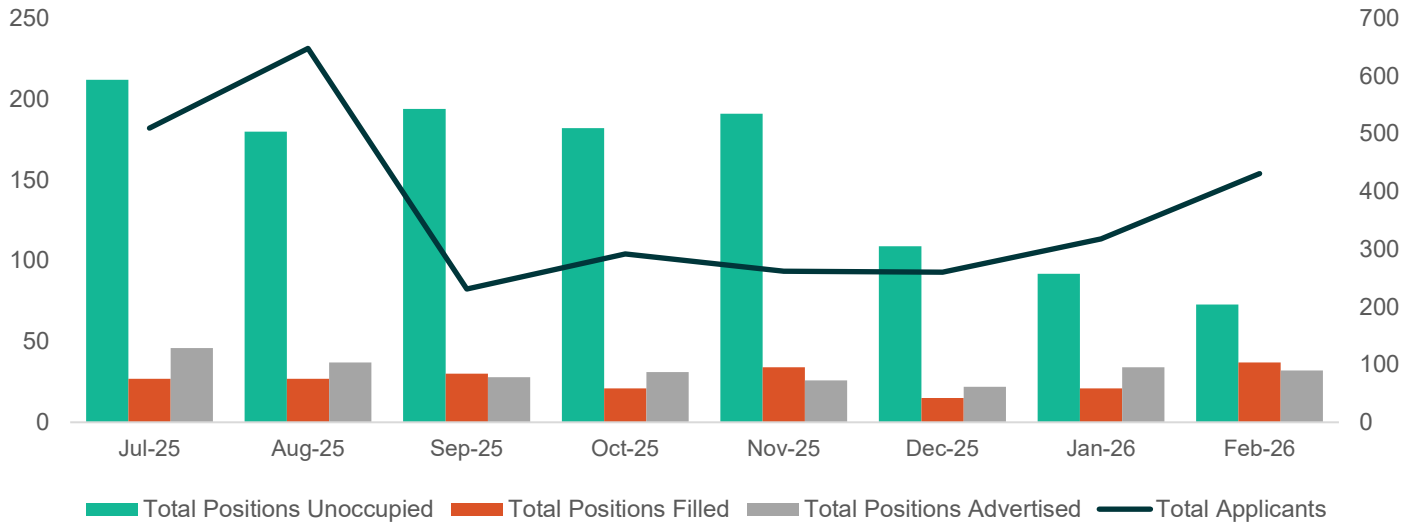



STAFF TURNOVER



The monthly turnover for February was **1.38%** with the 12-month rolling turnover being **19.77%**

Monthly Recruitment





During February 2026, Council maintained an average of approximately 85–95 vacant positions at any given time. Across the month, around 47 positions were filled, reflecting steady recruitment activity with a notable increase in commencements mid-month.

Key Workforce Initiatives

Skills Gap Programs - Accredited Training Programs

- Certificate III and Certificate IV in Civil for existing workers has commenced.

Council Career Pathways - Apprenticeships and Traineeships

- This month we had three completions. Our Survey & Spatial Information Trainee, our Live Production and Staging Trainee and one of our Civil Construction Trainees have all completed their study. Our Live Production and Staging Trainee has remained within council as a casual technician working in her field.

Council Employee Programs - Self-Education Assistance Program

- We have 20 active employees participating in self-education study across a broad range of study areas, including graduate certificate, bachelor's and associate degrees and diplomas.

SAFETY

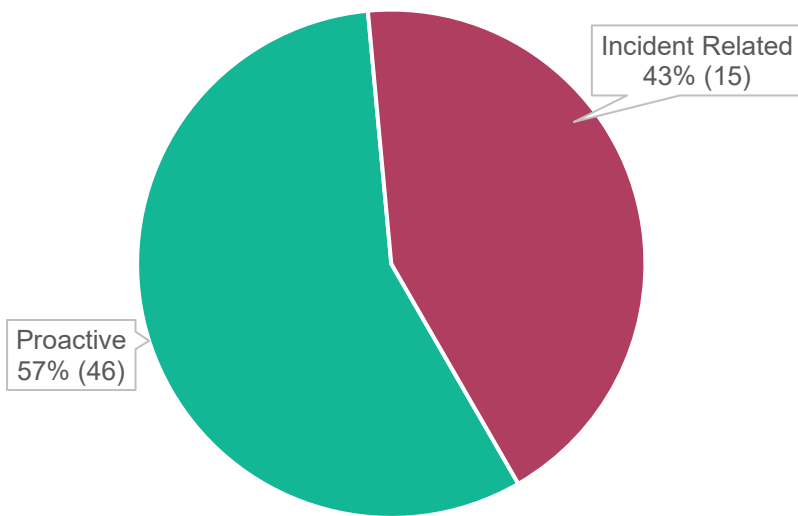
Winner - Safety Competitions

As the Workplace Health and Safety Team embarks on delivering the operational targets outlined in our newly endorsed Safety Strategy for 2026, we would also like to recognize the contributions of work crews to the Summer Heat Blitz initiatives. Heat stress is a serious hazard, and our Heat Blitz initiatives encourage crews to be sun safe and understand the risks around heat related illnesses.

Our winners are:

- Sun Safe Selfie – Shane Lawson and Thomas Johnston (Individuals) and Parks Maintenance City Team (Teams)
- 90 Days of Summer - Sydney Doyle and the Civil Operations Team

Corrective Actions – February 2026



In the month of February, a total of 51 corrective actions were raised.

Of these, 29 actions were proactively undertaken through measures such as site inspections, safety interactions, hazard reporting, and emergency exercises.

The remaining 22 were initiated following investigations related to safety incidents.

There were a total of 27 corrective actions closed for the month of January. This figure includes historical actions from previous months.



Safety interactions play a key role in helping enhance our safety culture. In February, 85 **safety interactions** were completed by leaders.



In February, 126 **individuals completed inductions** – 99 contractors, 22 staff, one volunteer and 4 work experience students.



UTILISATION OF COUNCIL FACILITIES FEBRUARY 2026

Aquatic Facilities – February 2026

Facility	Previous FY	Current FY	
MARC	15,008	11,715	▼
Pioneer	2,926	4,428	▲
Mirani	3,300	891	▼
Sarina	4,010	1,461	▼
Memorial	4,108	4,223	▲

Public Programs and Facilities

Program / facility	Previous FY	Current FY	
Library loans	62,304	58,182	▼
Artspace - YTD	11,428	21,018	▲
MECC - YTD	67,098	68,616	▲
Stadium - YTD	14,252	22,063	▲
Program participants	3829	4019	▲
Sarina Sugar Shed	391	296	▼
Park bookings	26	27	▲
Botanic Gardens	8	12	▲

Health and Regulatory Services registrations and statistics

Service	Previous FY	Current FY	
Dogs	13,700	13,105	▼
Cats	2,659	2,414	▼
Routine inspections on-time delivery	68%	78%	▲
Illegal dumping	5.48 KL	4.49 KL	▼
Mosquito breeding areas treated - YTD	3129.58 Ha	2416.61 Ha	▼



Large high tides and above average rainfall saw an increase in mosquito activity .

COUNCIL ONLINE STATISTICS

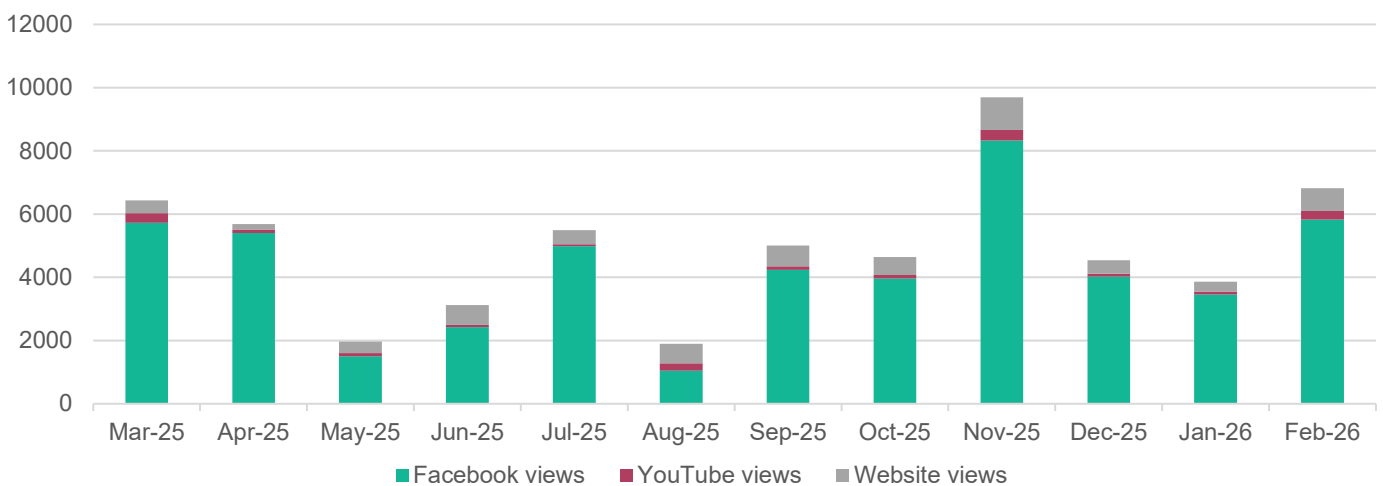
Council's digital and social media channels experienced a forecast decline in views in February following an exceptionally high engagement in January. The spike in January was driven by major community interest in the Australia Day awards and community events, Tropical Cyclone Koji alerts and updates and the opening of the Disc Golf Course. Despite the month-on-month drop, our broader performance remains strong with views over the last six-month period increasing by 46% compared to the previous six months from March to August, 2025. This upward trend demonstrates the continued effectiveness of council's digital communications in keeping the community informed and engaged.

Top 3 - Facebook Engagement

Total Facebook views for February were 1,666,106, down by 49.9% since January.

- 1 Sarina continues to receive heavy rain**
227,228 people reached
- 2 Minor flood warning - Pioneer River**
105,641 people reached
- 3 Launch of Disc Golf Course**
77,951 people reached

Council meetings online statistics



Website views: include visits to meeting web page that contains agendas, minutes, livestream and dates of meetings and the media release containing the livestream.

**Facebook – Aug 2025: Livestreaming for one of the two council meetings this month, was unable to be achieved.*

^November 2025: Two council meetings

INFRASTRUCTURE AND OPERATIONS STATISTICS



Drainage maintenance continued through February 2026 with grass cutting and desilting activities progressing across the Network. In preparation for peak wet-season conditions, monthly cuts remained in place for high-profile drains in Paget, South Mackay, East Mackay and Ooralea to mitigate flash-flooding risks. Key performance indicators highlight February 2026 closed at 91% service levels across these suburbs. March 2026 cutting commenced on 2 March 2026. Contractor support continued to supplement Council crews to sustain full Network coverage. Parks grass cutting achieved 93 per cent completion in February 2026. Council procured two new 5910 mowers, pictured below. These machines have a cutting width at over 5.5 metres, allowing operators to cover more ground in our open spaces and parks.

COMMUNITY EVENTS

Recent and upcoming events

Date	Event	Location
25/01/26	Australia Day Gala Awards	MECC
26/01/26	Australia Day Citizenship Ceremony	MECC
26/01/26	MRC Grant funded – Community Australia Day Events <u>Mackay Regional Council - Australia Day community events</u>	Various
29/01/26	Matsuura Sister Cities Citizens Visit to Mackay	Various
03/03/26	Let's Chat	Eungella Chalet and Finch Hatton
04/02/26	Creative Horizons youth program	JCC foyer exhibition space
10/02/26	Sarina Field of Dreams Precinct Activation Plan Drop-In Session	Sarina Field of Dreams
13/02/26	2026 Water Polo Queensland Senior Country Championships	Mackay Aquatic and Recreation Complex
13/02/26	2026 Water Polo Queensland Senior Country Championships	Mackay Aquatic and Recreation Complex
13/02/26	NRL Pre-Season Challenge - Cowboys vs Panthers	BB Print Stadium
14/02/26	Glitter and Glam Valentine's Cocktail Party	Bottletops and Brushes
15/02/26	Mackay Sport and Rec Expo	MECC
16/02/26	Seaforth Master Plan Amendment - Community Consultation Session	Seaforth Community Hall
FEB TBA	RADF showcase/networking event	JCC Foyer

COMMUNITY ENGAGEMENT

Updated Seaforth Esplanade Master Plan (Consult)

Council consulted with key Seaforth stakeholders and the wider community on the updated Seaforth Esplanade Master Plan in February. Seaforth residents were informed about the consultation via a notification letter, posters in local businesses and a corflute in Seaforth. The wider community were informed via a media update, social media posts and a dedicated Connecting Mackay web page. More than 30 people attended the consultation sessions, and the survey closes on March 1.

Let's Chat Eungella and Finch Hatton (Consult)

Let's chat – council connect was held in Eungella and Finch Hatton in February. Both events were well attended, and residents had the opportunity to talk with councillors on local topics and raise specific issues and ideas with senior council officers.

Sarina Field of Dreams Precinct Activation Plan (Consult)

A drop-in information session was held at Bob Wood Cultural Hall, Sarina, on February 10. The session also included community group stalls. The session was promoted via media update, social media, posters and flyers. The consultation was open for 11 weeks due to the Christmas holiday period and closed on February 15.

ANZAC Day March (Consult)

The Community Engagement Team sent an Expression of Interest form to schools to complete to participate in the 2026 ANZAC Day march. More than 7,000 students are registered to participate in this year's march including more than 200 kindergarten students.

Mackay region wayfinding and tourism signage (Inform, Consult)

Tourism operators, community members and stakeholders were encouraged in February to provide their feedback and help shape how visitors were guided around the region. Consultation was available online through a Connecting Mackay survey and mapping tools, in-person workshops in Sarina and Finch Hatton, and hard-copy surveys. Council and Mackay Isaac Tourism promoted the survey through email and social media. Feedback is currently being reviewed.

River Street pathway upgrade (Inform)

Vassallo Constructions, on behalf of council, is upgrading the footpath along River Street between Wellington and Nelson streets to improve pedestrian safety. Nearby stakeholders were informed via letter on February 17, with work commencing on March 2.

Proposed lease of reserve land – Celeber Drive Park (Inform, Consult)

Council was approached by Whitsunday Anglican School with a proposal to lease a portion of the reserve land adjoining the school at Celeber Drive, Andergrove, for car parking. Local residents were advised of the proposal and consultation via letter, media update and social media. Residents have four weeks to have their say via an online and hard-copy survey.

McIntyre Street footpath works (Consult, Inform)

Council's Field services crew is completing concrete footpath works in McIntyre Street in East Mackay in March. Surrounding residents were notified in February via a letter, social media post and Connecting Mackay web page. Impacted residents were consulted about their driveway works and/or tree removal.

Shoal Point Park Beach access replacement and DDA upgrade (Inform)

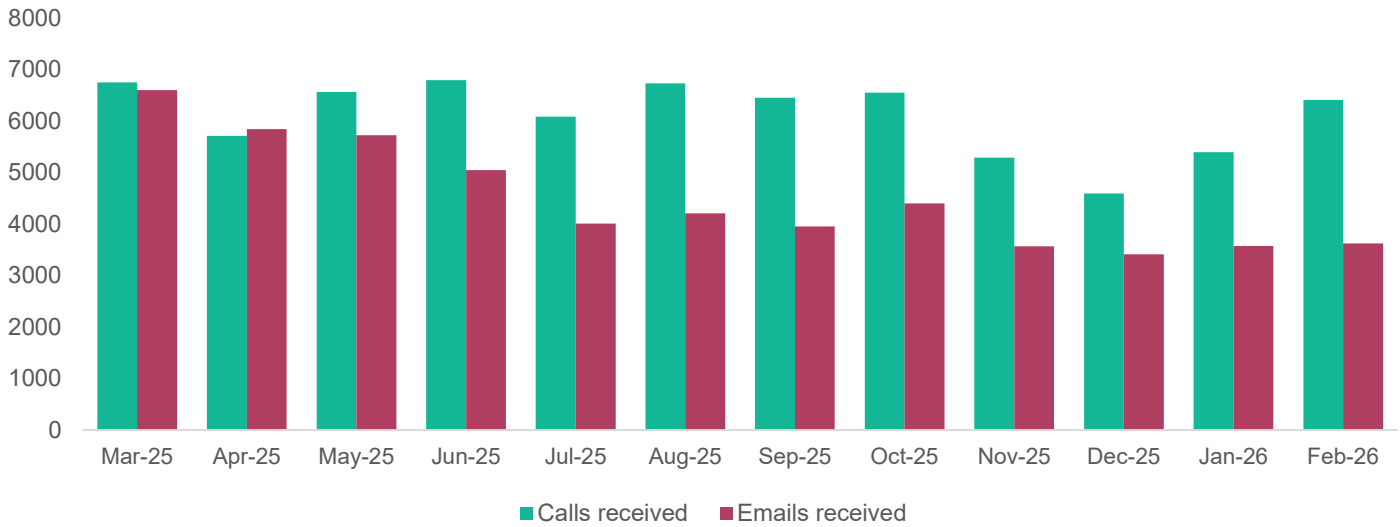
The aged timber beach access ramp will be replaced with a new, contemporary all-abilities ramp. The project will also improve pathways through the park and enhance connections to the carpark and nearby public amenities while formalising the disabled car parking. Residents were sent a notification letter about the works, and a Connecting Mackay page was created.

Sports and Recreation Expo (Inform)

Community Engagement promoted council's Connecting Mackay website and all the sports and recreation projects that had been completed in the last 12 months and upcoming projects. The booth was well visited with lots of enquiries on the Northern Beaches Community Hub and council's shared footpath program.

CUSTOMER CONTACTS

Contact Centre Customer Enquiries



KPI	KPI Description	Target			Result February 2026
		Orange (Under KPI)	Pink (Met KPI)	Aqua (Exceed KPI)	
First Contact Resolution (FCR)	The percentage of external customer enquiries that are resolved at the first point of contact.	< 50%	50-60%	> 60%	66%
Abandoned Calls	The percentage of customers that abandon their call before being served.	> 6%	4.5-6%	< 4.5%	5%

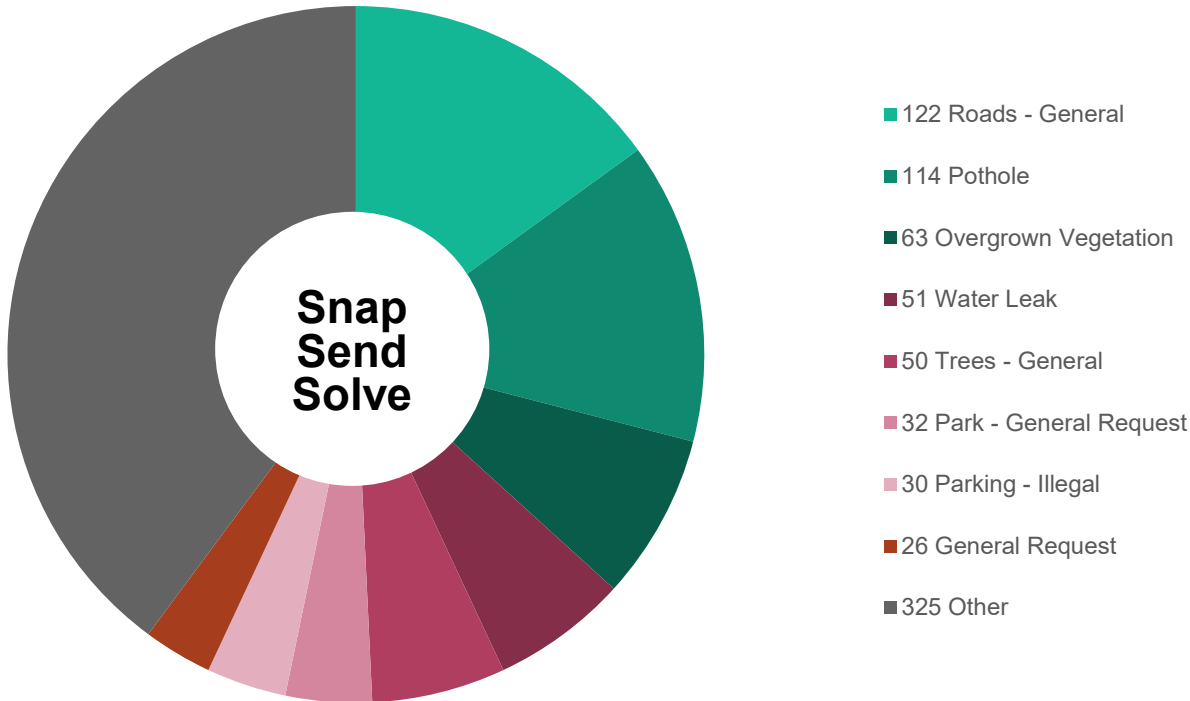
Top Five Customer Requests

Pathway Requests Lodged – February 2026	Volume
Replace General Waste Bin	460
Phone Message Request	386
Tree Maintenance	250
Roads - General	243
Potholes	199

Snap Send Solve

Customers lodged 819 SSS cases for February. The monthly breakdown for reports by category are highlighted below.

Across council, in February 77% of customer requests were responded to on time.



After-agent survey captures feedback

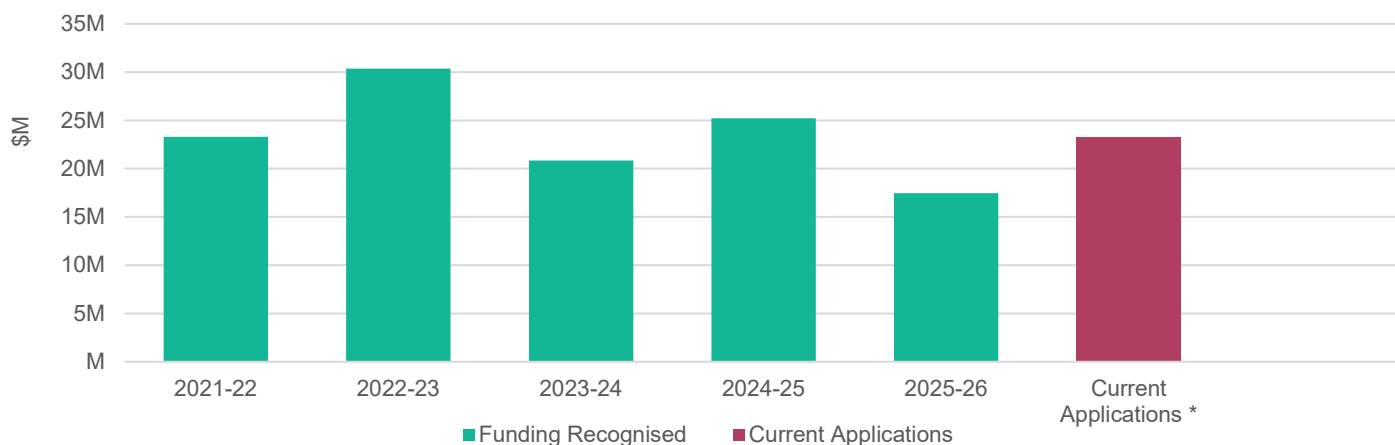
The after-agent survey captures community sentiment on a specific council service or issue. The current topic is Council's Parks and Open Spaces and overall satisfaction with Council. Customers make their selection of 1-5 on the keypad to provide their rating. For the month of February 2641 surveys were offered with 608 completed.

Question	Average rating out of 5	Percentage
Please rate your satisfaction with your call today?	4.75	95%
Please rate your satisfaction with the general appearance of Council Parks and open spaces?	3.92	78%
Please rate your overall satisfaction with council?	4.06	81%

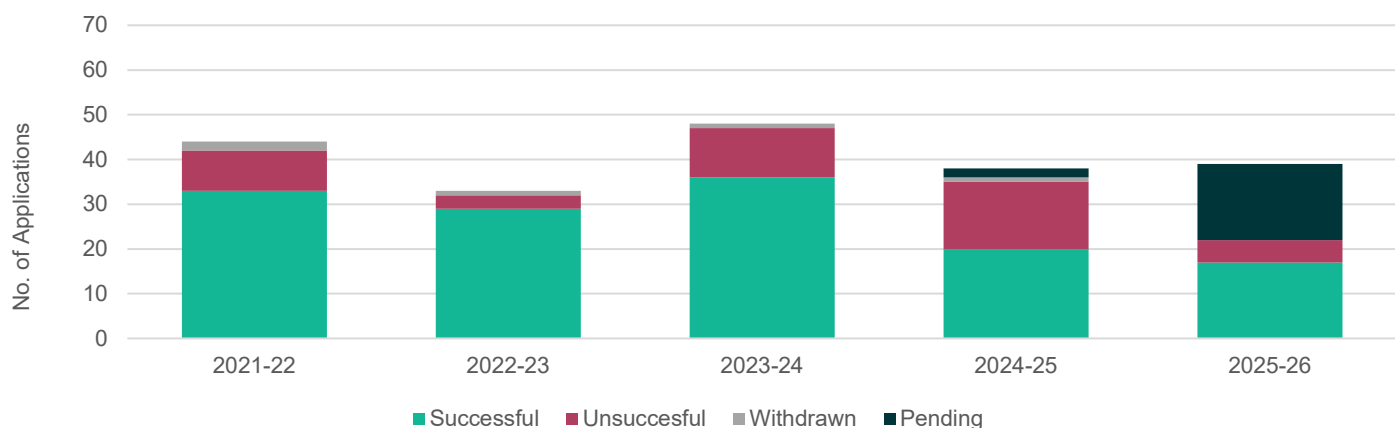
****Rating: 1 = poor, 2 = below average, 3 = average, 4 = good and 5 = excellent**

REGIONAL GROWTH

External Grant Funding Recognised by Financial Year



Grant Applications Submitted by Financial Year



February Movements

Key successful funding submissions announced

- Queensland Reconstruction Authority – REPA – North & Far North Tropical Low Event Jan-Feb 2025:
 - WP01 Calen P1a \$1,293,463.09
 - WP03 Southern P1b \$1,163,571.03
 - WP03 Southern P2 \$1,616,189.96
 - Pioneer River Levee Drainage \$133,699.78
 - Perna’s Road Calen WP01 \$100,166.69
 - Diggins Rd, Southern WP03 \$18,192.89

Key Applications Submitted

- Fighting Illegal Dumping Partnership Program Round 1A \$295,000
- Active Transport Grants Program:
 - Milton Street \$420,039
 - Keely’s Road \$873,213.67
 - Beaconsfield Road (planning) \$50,000

SIGNIFICANT PROJECTS



Ron Camm Levee, Mackay

Budget: \$16,000,000

Project Status: Tenders have closed for this construction project with Tender Award timed for 31 March 2026 with construction expected to commence early April 2026 extending to December 2026.



2025-2026 Concrete Package, Mackay

Budget: \$1,800,000

Project Status: The Package commenced in early January 2026 and is anticipated to be completed by late July 2026 subject to weather conditions. Scope of Work is the construction of new footpaths in five locations.



Sarina Bores Disinfection Upgrade, Sarina

Project Budget: \$475,000

Project Status: Upgrades to the Chlorine Gas Disinfection from Hypochlorite Solution Dosing. The bores have been fitted with new Chlorine Dosing Systems including instrumentation and Automatic SCADA Installation for remote and after-hours monitoring. Practical Completion was granted late January 2026.

+



\$12.4M or **73.12%** of council spend in February 2026 was with local suppliers.



Sewer Relining Works FY 2025-2026, Mackay

Budget: \$1,230,000

Project Status: On track, expected to be complete in late April 2026. The project consists of relining 70 sewer mains including 28 patch repairs on 7 sewer mains.



Northern Beaches Community Hub

Budget: \$36,400,000

Project Status: Building 1 ground-level works are well advanced with reinforcement 75% complete and half the slab poured. Building 2 undercroft blockwork and external site works continue. Recent inclement weather resulted in delays impacting productivity on planned activities.



Petrie Street East Mackay Culvert Upgrade

Budget: \$1,400,000

Project Status: Practical completion was awarded late January 2026 with the project having a 50/50 funding split with the Queensland Reconstruction Authority (QRA). Project aims at improving the operational performance of the Petrie Street floodgates to support routine maintenance activities.

ECONOMIC SNAPSHOT

Economic Indicators (Quarterly)

Indicator	Dec 24	Mar 25	Jun 25	Sep 25	Dec 25
Employment					
Unemployment rate	2.4%	2.0%	2.1%	2.9%	N/A
Employed persons	67,122	67,656	68,446	70,048	N/A
Real Estate					
Median house sale	\$540,000	\$574,200	\$601,000	\$630,000	N/A
Median house rent 3 bed house (12 month ending)	\$560	\$580	\$600	\$620	\$650
Median rent 2 bed unit (12 month ending)	\$430	\$450	\$450	\$450	\$460
Rental vacancy rate	0.8%	0.8%	0.8%	0.9%	1.1%
Residential Lot Supply					
Lots approved	4	2	55	141	N/A
Lots registered	141	48	70	69	165

Data relates to the Mackay Regional Council Area and updated quarterly as received by council. There is often a 3-6 month lag from the receipt of data for a previous quarter. Lot Registered data has changed since September 2025 due to new QGSO source methodology. The 'employed persons' data is adjusted retrospectively by the source. This may see quarterly figures change but remains a valuable indicator for recognising trends. ^ Queensland Government data (QLD Treasury). N/A = data not yet released. Reminder to update this footnote in CEO report.

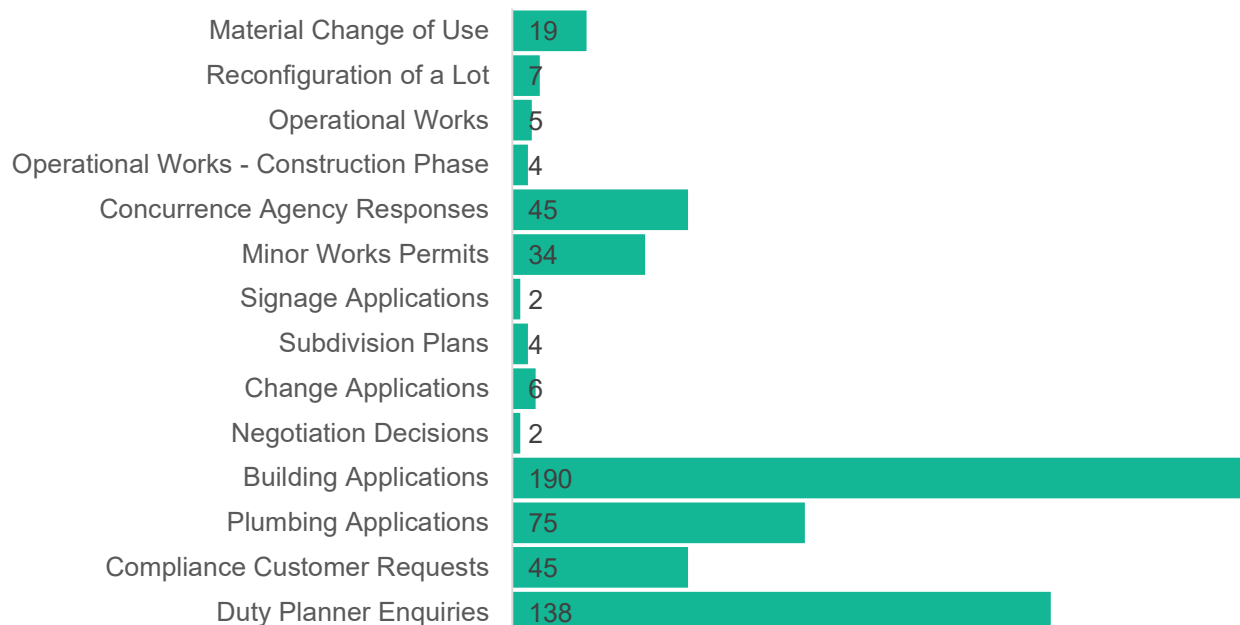
E-Statistics

	Sep 25	Oct 25	Nov 25	Dec 25	Jan 26	Feb 26
Mackay Region Jobs Analytic Report Active Users	1,701	1,709	1,719	1,713	1,717	1,794
SEEK Advertised Jobs*	1,509	1,381	1,310	896	1,351	1,330
Discover Mackay Website Visitation	1,693	1,918	1,839	1,184	1,490	1,979
Invested in Mackay Newsletter Subscribers	576	572	574	574	572	570
Finch Hatton MTB total users reached	-	-	-	44,798	76,097	42,307
Finch Hatton MTB content views	-	-	-	75,235	122,135	64,476
Finch Hatton MTB total followers	-	-	-	9,434	9,608	9,702
Beam e-scooter total trips	11,756	13,352	12,557	12,588	11,969	9,728
Hooked on Mackay total users reached	-	-	-	53,011	31,202	135,687
Hooked on Mackay content views	-	-	-	60,743	40,727	179,270
Hooked on Mackay total followers	-	-	-	12,094	12,138	12,370

Change to reporting of statistics for Finch Hatton MTB and Hooked on Mackay as of Dec 2025. Total users reached, content views and total followers across all platforms (i.e. social media platforms, newsletter and website). *SEEK data is captured on the 1st Tuesday of each month. N/A = data not yet released.

DEVELOPMENT ACTIVITY

Applications received by Planning, Growth and Sustainability in February



Application/Enquiry Type	KPI Target	Ave. Days of Assessment	Status	Comments
Material Change of Use	75% < 20 BD	8	●	67% Six applications were decided in reporting period. Four decided in an average of 1.5 days. One decided on day 28 (within statutory timeframes). One on day 42 due to its complexity and the need for negotiation with the applicant regarding flood overlay matters. Excluding the flood-affected application, the average decision time was 6.8 days, which is an exceptional outcome given current staffing levels.
Reconfiguring a Lot	75% < 20 BD	13	●	0% One application decided on day 32 and the other required multiple extensions to negotiate infrastructure matters with the applicant and their consultants. Whilst not meeting KPIs, both outcomes were within expectations of the applicant.
Operational Works	75% < 20 BD	33	●	0% KPI not met due to vacancies and negotiations with developers for greater development outcomes and designs.
Concurrence Referrals	75% < 10 BD	4	●	89%
Minor Works Permit	75% < 7 BD	6	●	89%
Signs	75% < 7 BD	-	-	-
Survey Plans	75% < 15 BD	8	●	100%
Planning Advice Enquiries	75% < 5 BD	4	●	81%
Compliance Investigation Requests	75% < 20 BD	42	●	55% KPI exceeded due to staff vacancies.

Overall performance reflects solid progress, with most application types meeting or exceeding targets. Operational Works and RAL's remain below benchmark primarily due to external dependencies and staffing gaps. Recruitment and onboarding scheduled for 2026, with an aim to restore full resourcing and enable faster turnaround times.