



AGENDA

Ordinary Meeting

**To be held at Council Chambers
Sir Albert Abbott Administration Building
73 Gordon Street, Mackay**

On Wednesday 22 April 2026

Commencing at 10:00 AM

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1. **ATTENDANCE**
2. **OPENING PRAYER**
3. **ABSENT ON COUNCIL BUSINESS**
4. **APOLOGIES**

THAT Cr MacRae be granted leave of absence for the Council Meeting on 22 April 2026.

THAT Cr Johnson be granted leave of absence for the Council Meeting on 22 April 2026.

5. **CONDOLENCES**
6. **CONFLICT OF INTEREST**
7. **CONFIRMATION OF MINUTES**
- 7.1. **CONFIRMATION OF MINUTES - 31 MARCH 2026**

THAT the Ordinary Meeting Minutes dated 31 March 2026 be adopted.

8. **BUSINESS ARISING OUT OF PREVIOUS MINUTES**
9. **MAYORAL MINUTES**
10. **CONSIDERATION OF COMMITTEE REPORTS & RECOMMENDATIONS**

10.1. SUSTAINABILITY STRATEGIC ADVISORY COMMITTEE - DRAFT MINUTES - 9 MARCH 2026

Author	Director Planning, Growth & Sustainability (Aletta Nugent)
Responsible Officer	Director Planning, Growth & Sustainability (Aletta Nugent)
File Reference	Sustainability Strategic Advisory Committee

Attachments

1. Sustainability Strategic Advisory Committee - Draft Minutes - 9 March 2026 [**10.1.1** - 5 pages]

Purpose

For Council to receive the draft minutes of the Sustainability Strategic Advisory Committee meeting held on 2 December 2025.

Related Parties

- Canegrowers Mackay
- Dalrymple Bay Coal Terminal
- Greater Whitsunday Alliance (GW3)
- Mackay Conservation Group
- North Queensland Bulk Ports
- Reef Catchments
- Resources Industry Network
- Yuwi Aboriginal Corporation RNTBC
- Losee Consulting

Corporate Plan Linkage

Community and Environment

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

Officer's Recommendation

THAT the draft minutes of the Sustainability Strategic Advisory Committee meeting held on 2 December 2025 be received.



MINUTES
SUSTAINABILITY STRATEGIC ADVISORY COMMITTEE
Monday, 9 March 2026, 9.30am – 11.30am, Council Chambers

Purpose:	<ul style="list-style-type: none"> Provides advice and guidance on sustainability, planning and environmental matters in the Mackay Region 	
Co-Chairs:	<ul style="list-style-type: none"> Cr Alison Jones Cr Peter Sheedy 	
Committee Members:	<ul style="list-style-type: none"> Georgia Lavers – GW3 Katrina Dent – Reef Catchments Kirili Lamb – Canegrowers Mackay 	In person
	<ul style="list-style-type: none"> Renee McGlashan – NQBP Sarah Ballard – DBCT 	Via MS Teams
Supporting Staff:	<ul style="list-style-type: none"> Aletta Nugent – Director Planning, Growth & Sustainability Philip Grobler – Acting Executive Manager Strategic Planning Sherry Tseng – Senior Sustainability Officer Brenton Niemz – Executive Manager Health & Regulatory Services Zach Birkin – Acting Team Leader Pest Management Scott Losee – Losee Consulting 	In person
Observing Councillors:	<ul style="list-style-type: none"> Cr Namarca Corowa 	Via MS Teams
Apologies:	<ul style="list-style-type: none"> Jaco Ackerman – Executive Manager Strategic Planning Ricci Churchill – DBCT 	

Item No. / Requestor	Agenda Item / Discussion	Actions
1.	Standing	Acknowledgement of County/Introductions /Apologies
1.1	Chair	<ul style="list-style-type: none"> Cr Jones conducted Acknowledgement of Country Apologies noted.
2.	Standing	Conflicts of Interest
2.1	Chair	<ul style="list-style-type: none"> No conflicts declared.
3.	Standing	Adoption of Previous Minutes
3.1	Chair	<ul style="list-style-type: none"> Minutes of meeting on 23 January 2026 endorsed by Council on 25 February 2025 and circulated to SSAC on 5 March 2026. Noted and accepted as is.
4.	Standing	Outstanding Action Items
4.1		<ul style="list-style-type: none"> SSAC Meeting Action List.xlsx



		<ul style="list-style-type: none"> All actions updated. 	
5.	Standing	Presentations	
5.1	MRC	<p>Environmental Sustainability Strategy – Phil Grobler – Coordinator Environment & Sustainability and Scott Losee – Losee Consulting</p> <ul style="list-style-type: none"> A draft Strategy has been prepared and is scheduled to go on public consultation in April 2026 Strategy has Five Strategic Pillars: <ul style="list-style-type: none"> Sustainability leadership as an organisation Natural and coastal environment Climate change adaptation and resilience Resource use and emission reductions Community wellbeing and sustainability <p><u>Discussion/Feedback:</u></p> <ul style="list-style-type: none"> Sustainability leadership as an organisation <ul style="list-style-type: none"> The Strategy is an internal focused document on what council can do in relation to sustainability and considers impacts and cooperation within the community. Clarification on the scope of this strategy: The strategy proposes 5 pillars, with Pillar 5 focusing on partnerships and working with community This first pillar seeks to embed sustainability in Council governance, operations, planning and processes Highlighted the importance of annual reporting (score card), to communicate progress on sustainability actions to community. Natural and coastal environment <ul style="list-style-type: none"> Cr Jones noted that the protection of natural environment is an outward-facing pillar and requires environmental stewardship and delivery with community and local organisations. Cr Jones noted natural environment planning is very important to move forward, and council plans to prepare a Natural Environment Plan, which can start in FY26/27. Council has a distinct role to mitigate nutrient sediment impacts, through stormwater quality management and regulation of development. Kirili noted that natural asset management needs to include feral animals also, as opposed to a limited focus (such as water quality and weed management around waterways). Council requires clear mapping and prioritisation of high biodiversity assets to inform actions. Aletta noted that this would be addressed in the natural environment plan. The plan should also include all land tenures – i.e. include port land. Once a baseline on natural environment is established, highest priorities can be identified, targets set and reassess the impact of the work undertaken. The timing of preparing a natural environment plan coincides with Reef Catchments preparing an updated Natural Resource Management Plan and Council updating its Biosecurity Plan. Climate change adaptation and resilience <ul style="list-style-type: none"> This pillar includes actions related to work undertaken on the Coastal Hazard Adaptation Study (CHAS) ones noted that the climate risk management framework is incorporated into Enterprise Risk Framework. 	<p>SSAC to raise profile of consultation.</p> <p>Link to presentation to be passed on to SSAC.</p>



		<ul style="list-style-type: none"> • Resource use and emission reductions <ul style="list-style-type: none"> ○ Cr Jones noted that emissions reduction could be achieved if we built more footpaths and promoted active transport. Phil noted this would be considered under implementing the Active Transport Strategy. ○ Cr Corowa queried: How do we prioritise projects with regards to funding for a return on investment? This includes footpaths, which are cost effective way for members of the public to help reduce emissions. Sustainability team would need to look at ways to produce data to inform decision making. ○ Aletta noted that all initiatives form part of the annual process of budget preparation, and this committee can also advise council on priorities for investment. ○ Georgia noted the need for more focus around scope 3 emissions, including supply chain emissions. ○ Georgia noted existing partnerships and the need to consider what is already happening in region. GW3 is working on a business case for emission reduction validation scheme, and supply chain emissions. ○ Council will report on its emissions as part of its sustainability journey. ○ Regarding sustainable building and construction, the Queensland Development Code has provisions that applies when Council undertakes projects and construction. Council can consider promoting specific guidelines in the future. ○ Delivering public transport systems fall under State government. However, Council has a bike plan and Active Transport Strategy that supports active transport. • Community wellbeing and sustainability <ul style="list-style-type: none"> ○ Cr Jones noted the shortage with volunteers and queried how we can get more volunteers – even in supporting the sustainability strategy actions? ○ Renee noted that she volunteers personally with council on natural environment restoration jobs and identified community events as a good platform to draw others and increase volunteers. ○ Katrina noted with regards to engagement & education, that this goes beyond just natural environment action and that the strategy should consider other areas for engagement. ○ Renee noted that stakeholder identification is critical step for partnerships. There is a lot happening in the region and staying on top of the range of stakeholders is key. ○ Kirili noted procurement could feature under this pillar (not just under resource use), as organisations in the region also have to procure materials and services sustainably. Council can support organisations to deliver projects in a sustainable way through competitive tendering and favouring groups with stronger ability to deliver on sustainability. <p><u>Next step:</u></p> <ul style="list-style-type: none"> • Consultation on the Draft Strategy will be done through Connecting Mackay during April-May 2026, and committee members are requested to promote this in their networks 	
6.	Standing	Agenda Items	
6.1	MRC	<p>African Tulip Trees</p> <ul style="list-style-type: none"> • Proposed community education campaign. <p><u>Discussion/Feedback:</u></p> <ul style="list-style-type: none"> • Council has spent 66 treatment hours on African Tulip Trees in last 12 months. This is a difficult invasive species to deal with as it is not just killing the tree but safely removing it. It is especially harmful to native bees. 	Create information



		<ul style="list-style-type: none"> • Example: Lots located behind Canelands Shopping Centre where there are other safety concerns with accessing and removing African Tulip Trees • Members of community can contact and alert the State of any such trees on State land. • Council does provide advise to the public. When a customer request comes through, the Health & Regulatory (H&R) team provides information on the harm the trees cause and options for removal. • Mackay & District Woodchoppers have a vested interest in chopping down African Tulip Trees so they can use them in competitions. Removal works are led by an arborist. Suggest that they need to promote this service through their own networks/socials. • Mackay & District Woodchoppers could “piggy back” off a campaign on ‘How to identify an African Tulip Tree’ and utilising ‘Grow me instead’ literature. 	<p>campaign around African Tulip Trees with a focus on identifying juvenile species for earlier and easier removal.</p>
6.2	MRC	<p>Giant Rats Tail (GRT) Forum</p> <ul style="list-style-type: none"> • Giant rat's tail grass Business Queensland • Extract from The Billet November 2025 attached to agenda. <p><u>Discussion/Feedback:</u></p> <ul style="list-style-type: none"> • Glen Kelly MP organised a Forum with Dept of Primary Industries and commercial operators in attendance. • The Forum discussed various treatments, including mechanical and chemical removal and fungal treatment. • Council spent 1,971 treatment hours spent on GRT treatment in last 12 months, totalling 56% of H&R team’s workload. • Current approach is management not eradication. • The intent of Council’s Biosecurity Plan is to move beyond just treatment, but clear controls of GRT and identifying how actions by Council and landowners contribute to the spread of GRT. • Need to advocate to the State to be more proactive as the state identified the species to be managed. 	
6.3	MRC	<p>Update on Leucaena mapping</p> <ul style="list-style-type: none"> • Integration of data from platform provided to the SSAC and platform used by Pest Management staff <p><u>Discussion/Feedback:</u></p> <ul style="list-style-type: none"> • Cr Jones drove around for six hours over Christmas break and identified 40 hectares of land under leucaena. • Cr Jones noticed and thanked NQBP for poisoning leucaena on port land. • Need to advocate to State to get the weed declared. Currently listed as “weed of national significance” so doesn’t have the same requirements as a declared weed to be managed. • Mackay Regional Council is working with Isaac (IRC) and Whitsunday Regional Councils (WRC) and have put motions up to LGAQ for funding for current research as well as social, economic and cultural impacts of Leucaena. • Starting to ramp up conversations around Leucaena, want to elevate higher up to state with all other issues. • WRC is only Council to identify Leucaena as local weed, and have been focusing on Leucaena around tourism hotspots. WRC is spending \$100k per year on Leucaena treatment. • Kirili has been informed that the stock feed variety of Leucaena has become mutated to the more invasive variety that is an emerging pest variety. • Keep item on agenda for update on data. 	<p>Brenton will get updated leucaena mapping data from H&R team to pass on to SSAC.</p> <p>Collected data to be merged on map and provided to SSAC for information.</p>
7.	Standing	Stakeholder Updates	
7.1	All	GW3	



		<ul style="list-style-type: none"> Decarbonisation Accelerated project is currently offering SMEs an opportunity to participate in the Climate Change Reports for Businesses project. This project is delivered in partnership with the University of Queensland (UQ) and ThinkZero. The project uses UQ's Master of Sustainable Energy students and ThinkZero's consultants to develop real-world Climate Change Reports and net zero plans tailored to the businesses' needs at no cost. Key benefits to participating businesses (at no cost) include: <ul style="list-style-type: none"> A tailored Climate Change Report designed specifically for the business' operations Hands-on support from UQ Master of Sustainable Energy students Professional GHG emissions analysis and advice from ThinkZero Scenario planning and a practical net zero pathway Requirements for businesses to participate: <ul style="list-style-type: none"> Small to Medium sized business Main office located in Mackay, Isaac or Whitsunday Have an interest in establishing their first greenhouse gas inventory and climate change report Do not currently have or utilise a strategy to achieve net zero <p>Canegrowers Mackay</p> <ul style="list-style-type: none"> Queensland Canegrowers launched an emissions reporting calculator for growers to use, so they can report back into supply chain emissions. 	Georgia will email through information to SSAC members to pass on to their networks/share on socials etc.
8.	Standing	Relevant Conferences and Key Take-aways	
8.1		<ul style="list-style-type: none"> Georgia attended the Energy Exchange Expo, where Decarbonisation Accelerated leaders met in February 2026. A site tour to Howard Smith wharves in Brisbane demonstrates excellent waste management and solutions on sustainability. The precinct shifted 95% landfill to recycling and are happy to host tours at their precinct. Cr Jones suggested Councillors that visit Brisbane should visit the Howard Smith Wharves. 	Georgia will send through information to pass on to the SSAC.
9.	Standing	Strategic Funding Opportunities	
9.1		<ul style="list-style-type: none"> Mackay Regional Council was not successful for Reefwise grant towards McCreadys Creek wetland restorative works. Katrina noted that conversations have started at ministerial level around funding in the Great Barrier Reef space, but not as much at State Government level. Reef Catchments continues to look at advocacy needs and putting projects forward for funding opportunities. 	
10.	Standing	General Business	
10.1		<ul style="list-style-type: none"> Nil. 	
11.	Standing	Future Meeting Dates	
11.1		<ul style="list-style-type: none"> 15 June 2026, 21 September 2026, 30 November 2026 	

Meeting closed: 11.30am
 Minutes recorded by: Nicole Smith

10.2. LIVEABILITY AND SOCIAL INCLUSION STRATEGIC ADVISORY COMMITTEE - DRAFT MINUTES - 20 MARCH 2026

Author Director Community Services (Mark Sleeman)
Responsible Officer Director Community Services (Mark Sleeman)
File Reference Liveability and Social Inclusion Strategic Advisory Committee

Attachments

1. Draft Minutes 20032026 Liveability and Social Inclusion Strategic Advisory Committee [10.2.1 - 3 pages]
2. Draft NBCH Reference Group Terms of Reference 2026 [10.2.2 - 4 pages]

Purpose

For Council to receive the draft minutes of the Liveability and Social Inclusion Strategic Advisory Committee meeting held on 20 March 2026.

Related Parties

n/a

Corporate Plan Linkage

Community and Environment

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

Live and Visit

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

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

Officer's Recommendation

THAT the draft minutes of the Liveability and Social Inclusion Strategic Advisory Committee meeting held on 20 March 2026 be received.

FURTHER THAT Council:

1. Commit to allocating additional funding and prioritising the construction and renewal of footpaths/pathways within the 2026/2027 Capital Works Budget, aligned with the draft Mackay Active Transport Strategy.
2. Allocate sufficient resources in 2026/2027 for forward planning and design to ensure a developed and deliverable program of footpath works for inclusion in the Long Term Financial Forecast Plan.
3. Continue footpath delivery based on demonstrated community need, with reference to the identified priorities in the 2023 & 2025 Mackay Regional Council Australian Liveability Census.

AND FURTHER THAT the draft Northern Beaches Community Hub Reference Group Terms of Reference be adopted.



MINUTES
LIVEABILITY AND SOCIAL INCLUSION STRATEGIC ADVISORY COMMITTEE
20 March 2026 at 1.00pm – Council Chambers

Purpose: Provide a forum to enable MRC to enhance Liveability and Social Inclusion through strategic social planning, regulatory mechanisms, community projects, initiatives and creating safe places where community voices can be heard and contribute to society:
 Provide information, advice and views to MRC on current and emerging matters within the Mackay Local Government area:
 Enable Councillors to engage with sectors of the community through identified stakeholder groups and individuals.

Committee Members:

- Cr Ash-Lee Johnson (Co-Chair)
- Cr Karen May (Co-Chair)
- Mark Sleeman Director Community Services (MS)

Supporting Staff:

- Maurie Fatnowna Executive Manager Community Lifestyle (MF)
- Cara Gjuzi Acting Senior Coordinator Community Programs (CG) (part)
- Jonathon Greenhalgh Community Development Officer (JG) (part)
- Tamara Flynn Community Development Officer (TF) (part)
- Elisa Crooks Community & Youth Development Officer (EC) (part)
- Gillian Hayles (GH) - minute taker

Guests:

- Cr Anne Baker
- Cr Peter Sheedy (part)
- Cr Alison Jones (part)

Item No. / Requestor	Items	Actions
1	Standing	Acknowledgement of Country / Introductions / Apologies
	Chair	The Acknowledgment of Country was conducted by Cr Johnson.
2	Standing	Conflicts of Interest
	Chair	Nil.
3	Standing	Related Parties
	Chair	Nil.
4	Standing	Presentation
4.1	CDO's	Community Development Officers provided an update on their work in the community.

Item No. / Requestor	Items	Actions
5	Standing	Adoption of Previous Minutes
5.1	Chair The minutes of the meeting held on 9 February 2026, having been previously circulated and received at Council's Ordinary Meeting on 25 February 2026, were approved.	Noted.
6	Standing	Agenda Items
6.1	Chair Mackay Active Transport Strategy <ul style="list-style-type: none"> Discussion on the prioritisation and development of footpath budget for 26/27 Capital budget. 	ACTION: It is recommended that Council: <ol style="list-style-type: none"> Commit to allocating additional funding and prioritising the construction and renewal of footpaths/pathways within the 2026/2027 Capital Works Budget, aligned with the draft Mackay Active Transport Strategy. Allocate sufficient resources in 2026/2027 for forward planning and design to ensure a developed and deliverable program of footpath works for inclusion in the Long Term Financial Forecast Plan. Continue footpath delivery based on demonstrated community need, with reference to the identified priorities in the 2023 & 2025 Mackay Regional Council Australian Liveability Census.
6.2	Chair Customer Experience – Transition to Luna AI <ul style="list-style-type: none"> Discussion on oversight parameters for the SAC. 	Noted.
6.3	Chair Northern Beaches Reference Group <ul style="list-style-type: none"> Discussion and amendments provided for the Northern Beaches Reference Group Terms of Reference. 	ACTION: It is recommended that the draft Northern Beaches Community Hub Reference Group Terms of Reference be adopted.
6.4	Chair Mackay Region Housing Strategy <ul style="list-style-type: none"> Discussion on meeting with State Members (noting next actions and report from Co-Chairs) 	Noted.
6.5	Chair Youth Fest 2026 <ul style="list-style-type: none"> Discussion on advocacy opportunities 	Noted.
6.6	Chair Sarina Youth Centre <ul style="list-style-type: none"> Discussion on data collection moving forward 	Noted.

Item No. / Requestor	Items	Actions
6.7	Chair Thank You / Appreciation – Recognition for Community Volunteers <ul style="list-style-type: none"> • Progression of this strategy focussing on Progress Associations • Progress with officers suggested community wide media campaign 	Noted.
6.8	Chair Community Feedback on Red Tape Reduction <ul style="list-style-type: none"> • Progress on this project from the Northern Beaches Let's Chat Session 	Noted.
7	Standing	Review of Outstanding Actions Items
7.1	Chair Actions reviewed and updated provided.	Actions completed or in progress
8	Standing	General Business
8.1	Sarina Museum MF advised that the newly formed Sarina and District Historical Centre Inc have signed a Deed of Gift and Licence Agreement for the Sarina Museum.	Noted.
9	Standing	Next Meetings and frequency
9.1	Chair The next meeting is scheduled for Monday 13 April 2026.	Noted.

Meeting closed: 2.48 pm

Minutes recorded by: GH



MACKAY REGIONAL COUNCIL

NORTHERN BEACHES COMMUNITY HUB REFERENCE GROUP

TERMS OF REFERENCE

1. Background

The Northern Beaches is a key growth area in the Mackay Region, with the population expected to rise from 20,000 in 2018 to 30,000 by 2036. Multiple studies and surveys have highlighted the need for community facilities. In 2019, a business case examined various sites to establish a central, multi-purpose community hub, including a library and flexible indoor/outdoor spaces, based on community input.

Mackay Regional Council purchased a 3.7 hectare site at Rural View, between Rosewood Drive and Eimeo Road. A master plan, developed with the Community Reference Group and Agency Group, was adopted in December 2021 to guide the site's staged development. This plan aims to deliver a hub with diverse facilities for current and future residents, supporting phased construction over several years.

The community hub's vision is to create a vibrant space for learning, recreation and celebration, with varied indoor and outdoor areas reflecting the region's climate, culture and lifestyle. The NBCH will offer opportunities for interaction and engagement, becoming the heart of Northern Beaches community life.

The Community Reference Group is a small volunteer group representing hub's potential users. Broader updates and feedback are shared via Connecting Mackay, where anyone can register for news. The NBCH Reference Group is inclusive, welcoming input from a wide range of community groups and individuals.

- Representatives from established groups representing library program users;
- General library users; community groups;
- School user groups;
- Youth and Arts groups;
- First Nations and South Sea Islander groups; and
- General community representatives.
- State Government agencies, including Queensland Health

2. Purpose

The purpose of the Northern Beaches Community Hub Reference Group is to support the active use and activation of the hub by providing informed stakeholder input that strengthens partnerships, encourages participation, and supports the delivery of inclusive programs and outreach services, including those delivered by health and wellbeing organisations.



3. Scope

The scope of the NBCH Reference Group is to:

- Act as a key Council engagement forum to support the activation and effective use of the NBCH, ensuring the hub is actively utilised by community stakeholders and partner organisations.
- Provide informed input into how hub's spaces can be used to support learning, recreation, community events, inclusive engagement, and the delivery of outreach programs, including those led by health and wellbeing organisations.
- Explore and promote innovative approaches to activating indoor and outdoor spaces that enable accessible, flexible and collaborative use by community groups, service providers and agencies.
- Support awareness, participation and partnerships by championing the Northern Beaches Community Hub as a welcoming, well used community hub that facilitates connection, service delivery and community wellbeing.

4. Roles and Responsibilities

The Northern Beaches Community Hub Reference Group is to be strategically focussed to:

- Ensure the broad views of the relevant stakeholder groups and broader community are reflected in discussions on the development of the hub
- Serve as an information and communication link between groups, agencies and stakeholders and Council
- Actively promote discussion within the community and source feedback on options for development of the hub's site
- Contribute to discussion on matters brought before the reference group
- Attend meetings regularly, or if representing an organisation and unable to attend, appoint a delegate to attend in their absence.

5. Authority

The NBCH Reference Group does not hold any delegated authority or separate budget or financial delegation from council.

6. Membership

6.1. Key Representation

- Reference group members were selected from key external stakeholders.
- Where existing members resigned, new members will be selected based on their relevant experience, and the input they can provide to the reference group.
- Additional representation from stakeholder groups may be sought as required.
- Government and non-Government Agencies with an interest in the Northern Beaches and the hub will be invited to participate in Reference Group meetings.



6.2. Composition of Membership

Councillor Chair/ Membership

The Northern Beaches Community Hub Reference Group will consist of two (2) Councillors (Co Chairs: Deputy Mayor Cr Karen May and Cr Ash-Lee Johnson).

Community Representatives

- Members will be requested if they wish to continue for an additional period of 12 months.
- Where required, replacing members will be selected from expressions of interest submitted.
- Up to fourteen (14) members representing the diverse range of Northern Beaches interests will be selected from the nominations based on meeting most of the following criteria:
 - Endorsement by a related stakeholder or community organisation or group/s if applicable
 - Demonstrated strong community networks and an understanding of community issues relevant to the hub.
 - An ability to represent more than just a single agenda or club or interest
 - Currently involved in service provision, policy or program development in the Northern Beaches.

Council Officers

- Director Community Services
- Executive Manager Community Lifestyle
- Other officers of MRC may attend meetings as required in a non-decision-making capacity.
- Administrative support will be provided by MRC.

Government and non-government Agencies with an interest in the Northern Beaches and the future community hub will also be invited to participate in discussion.

Meetings will not be open to members of the public. Other community representatives or organisations may be invited to address the NBCH Reference Group on specific matters.

Membership will be discontinued if a member, or their delegate, fails to attend three (3) consecutive meetings without notification. The intent of the reference group may evolve with a revised Terms of Reference depending on the progress of implementing the hub's planning and design.

7. Quorum

A quorum consists of five (5) members including at least one Councillor and one Mackay Regional Council officer representative.



8. Meetings

Meetings will be held every two months during the lead up to the opening of the Northern Beaches Community Hub (or as required). In the event of the Northern Beaches Community Hub Reference Group being unable to meet at the delegated time, the meeting will be rescheduled at a date as close as possible to the original date.

An agenda will be distributed to Reference Group Members the day before the meeting.

9. Reporting Requirements

Each meeting shall be properly recorded by the taking of minutes.

The minutes and any recommendations of the Northern Beaches Community Hub Reference Group will be presented for consideration to the next available meeting of Council. Minutes will be presented to council with covering report.

DRAFT

10.3. REGIONAL INFRASTRUCTURE STRATEGIC ADVISORY COMMITTEE - DRAFT MINUTES – 23 MARCH 2026

Author Executive Assistant (Robyn Smith)
Responsible Officer Director Infrastructure and Operations (Simon Taylor)
File Reference RISAC

Attachments

1. 23 March 2026 - Minutes - Regional Infrastructure Strategic Advisory Committee Meeting [10.3.1 - 6 pages]

Purpose

For Council to receive the Draft Minutes of the Regional Infrastructure Strategic Advisory Committee Meeting of 23 March 2026.

Related Parties

- Infrastructure & Operations Management

Corporate Plan Linkage

Financial Strength

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

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

Optimised Asset Management - Our asset spend is aligned with the optimised maintenance, replacement and renewal of our asset base.

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

Resilient and Agile Economy - Our long-term vision guides our planning for present and future needs, understanding the future implications of decisions made today.

Officer's Recommendation

THAT the Draft Minutes of the Regional Infrastructure Strategic Advisory Committee Meeting of 23 March 2026 be received.

AND FURTHER THAT Council:

1. Commit to allocating additional funding and prioritising the construction and renewal of footpaths/pathways within the 2026/2027 Capital Works Budget, aligned with the draft Mackay Active Transport Strategy.
2. Allocate sufficient resources in 2026/2027 for forward planning and design to ensure a developed and deliverable program of footpath works for inclusion in the Long Term Financial Forecast Plan.
3. Continue footpath delivery based on demonstrated community need, with reference to the identified priorities in the 2023 & 2025 Mackay Regional Council Australian Liveability Census.

MINUTES
REGIONAL INFRASTRUCTURE STRATEGIC ADVISORY COMMITTEE
23 March 2026 – 9am - Council Chambers, 1st Floor

Purpose:	1. Provide a forum to enable MRC and community projects, initiatives and strategic issues to be discussed; 2. Provide information, advice and views to MRC on current and emerging matters within the Mackay Local Government area; and 3. Enable Councillors to engage with sectors of the community through identified stakeholder groups
Committee Members:	Cr Karen May (Co-Chair); Cr Anne Baker (Co-Chair); Simon Taylor (ST), Director Infrastructure & Operations; Kylie Rogers (KR), Associate Director Infrastructure; Jeremy Rowe (JR), Associate Director Operations
Guest: TBC	Cr Ash-Lee Johnson; Cr Peter Sheedy; Cr Alison Jones (from 10am); Matthew Harris (MH), Executive Manager Water Treatment, Sean Jakstas (SJ), Executive Manager Mobile Assets
Apologies:	N/A

Item No. / Requestor	Items	Actions
1.	Standing	Acknowledgement of County/Introductions /Apologies
	Director	<ul style="list-style-type: none"> Acknowledgement of Country was conducted by Cr May
2.	Standing	Adoption of Previous Minutes, Matters Arising and Outstanding Actions Items
	Chair	<ul style="list-style-type: none"> 23 February 2026 - Minutes - Regional Infrastructure Strategic Advisory Committee Meeting.pdf Not discussed
3.	Standing	Hot Topic Roundup
	Chair	<ul style="list-style-type: none"> Infrastructure Priority Projects for Advocacy for Queensland State Budget Consideration Process continues
4.	Standing	Terms of Reference for Regional Infrastructure Strategic Advisory Committee Chek-In
	Chair	<ul style="list-style-type: none"> ECM 10752974 v1 Regional Infrastructure Strategic Advisory Committee Terms of Reference 19 6 24.pdf – updated This Standing Item is now to be removed from the Agenda <p>Action: Terms of Reference to be removed from the Agenda.</p>

5.	Standing	Waste to Energy and Waste Services Update	
	Chair	<ul style="list-style-type: none"> • Councillors' site visit of the Wildfire Energy site in Brisbane was very positive with Wildfire Energy very giving of their time • Noted that the Waste to Energy Feasibility Report should be received next month and will be presented to the April meeting • Then the next step required will be the preparation and presentation of a fully costed Business Case • A Strategic Procurement process will be undertaken when the time comes • Confirmed that it will be beneficial to revisit the Wildfire Energy site when the bigger plant is up and running • Brisbane City Council will be participating in a trial of their waste, and this trial can be used for comparison purposes • Acknowledged that there are technical complexities involved in increasing the size of the chamber • An initiative included for next financial year is the provision of 10 tonne of our waste to be trialled • Important to understand that this is a gasification process which leads to diversion of waste landfill • Wildfire Energy has completed quite a bit of work on air emissions testing • Waste to Energy will deliver the bulk of the reduction in targets set by the State Government • Confirmed that the Waste Levy will be removed from any waste processed through gasification • Wildfire Energy has already been through a lengthy Development Approval process with Brisbane City Council which will also assist us to navigate through that process 	<p>Action: Waste to Energy Feasibility Report to be presented to the April 2026 meeting.</p>
6.	Director	Water Treatment Update	
		<p><i>Drinking Water Quality Policy</i></p> <ul style="list-style-type: none"> • Presentation of Council's Drinking Water Quality Policy provided by Matt Harris, Executive Manager Water Treatment • No recent amendments have been made to this Policy • The Drinking Water Quality Management Plan (DWQMP) is reviewed every four (4) years with a full Risk Assessment undertaken at this time • Advised that the State has recently implemented several Legislative amendments but all treatment processes are still meeting requirements • Confirmed that all Water Service Providers across the State are facing similar issues 	<p>Actions:</p> <ol style="list-style-type: none"> 1. Present the outcomes of the Drinking Water Quality Management Plan review to the July or August 2026 meeting. 2. Investigate the creation of a Dashboard showing current Water Allocation, Water Usage and tracking.

	<ul style="list-style-type: none"> • The State Government has commenced the introduction of Health Based Targets which will place Water Service Providers under further pressures as Health Based Target levels continue to decrease • Different water sources are categorised and scored differently, e.g. surface water which includes runoff from cane/cattle farms requires further treatment <p><i>State Water Plan</i></p> <ul style="list-style-type: none"> • State Water Plan for Mackay is currently open for review with discussions being undertaken on both Surface and Ground Water Allocations with the State (Sunwater) • Discussions are currently occurring in relation to Surface Water Allocations with calculations having been completed on both current usage and demand • Care is being taken on navigating the purchase of new water as new water purchased will be purchased at a different rate to water purchased under our existing Plan • The existing contract executed in 1988 expires in 2030 • Confirmed that we are close to utilising our full Surface Water allocation each year • Noted that our use of bore water is limited for various reasons at present • Currently investigating whether we can adjust bore allocations across our various bore sites • Also currently exploring alternative bore locations (e.g. Walkerston) • Surface Water Allocation is currently 16 gigalitre (GL) with demand currently sitting at 15.2 gigalitre (GL) • Historically Council has purchased Water Licences from individuals but this may no longer be an option • Noted that currently the biggest pressure is the limited availability of the bores • This may result in the need to purchase additional water sooner than previously anticipated • Current average demand on a summer day is 58 megalitres (ML) • Council applies a permanent Water Conservation Program with Water Week also being promoted annually • Going forward Council will need to explore adjustment to the existing cost structure, i.e. Water Access Charges and Water Usage Charges • The purchase of new Water Allocations needs to be appropriately timed • We currently have significant raw water users with the possibility of additional raw water users coming online once the State Development Area (SDA) is developed • Investigations to occur around the ability to utilise available recycled water for industrial purposes • Use of recycled water by both the growers and golf course are weather dependant • Sarina's water is covered under a separate Water Plan which is not currently open for review 	
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7.	Director	Capex Planning 2026/2027	
		<ul style="list-style-type: none"> • Work continues on the review, prioritisation and finalisation of the Capital Program for 2026/2027 • Further budget sessions will be presented to Councillors in the coming days 	
8.	Associate Director Infrastructure	Capital Delivery 2025/2026 Update	
		<ul style="list-style-type: none"> • Capital Program update presented by Kylie Rogers, Associate Director Infrastructure • Lengthy discussions around the complexities of the Capital Program which consists of hundreds of projects down to the granular detail, e.g. individual Pump Station Renewal Projects rather than just an overall figure for the Pump Station Renewal Program • Noted that the Capital Program is ongoing and does not work on a 12-month cycle focusing on project completion rather than annual budget completion • Various projects are continually moved in and out of the Capital Program during the financial year to deliver the dollar value of the adopted Capital Program each year • Confirmed that the dollar value of the Capital Program adopted will include the Carryovers from the previous financial year's adopted Capital Program • Further confirmed that if emergent works need to be brought into the Capital Program due to asset failures, other projects will need to be removed from the Capital Program so that the dollar value remains unaltered • We adopt the Long-Term Financial Plan (LTFP) in addition to the Capital Program • Confirmed that reconciliation occurs at Quarterly Budget Reviews which is currently a very manual process • Portfolio Management Office (PMO) Governance complete much manual reporting • It was confirmed that the process would be far more efficient if it was an automatic process but the software linkages are not currently available to enable this to occur • An initiative included in the 2026/2027 budget is provision for the LTFP to be imported into Finance 1 • Further provision will need to be made for Microsoft pmo365 – Project Portfolio Management (PPM) and the LTFP within Finance 1 to be implemented into budget software • The Finance Program will be completing this implementation 	<p>Action: Provide the Capital Program percentages for projects:</p> <ul style="list-style-type: none"> • Delivered • Committed • Deferred

		<ul style="list-style-type: none"> It would be beneficial to be able to confirm what percentage budgeted for Procurement represent straight purchase items 	
9.	Executive Manager Mobile Assets	Operational Update – Sole Supply Contract Proposal	
		<ul style="list-style-type: none"> Business Case and presentation of Sole Supply Contract Proposal presented by Sean Jakstas, Executive Manager Mobile Assets 	
10.	Director	Forward Business Update – April 2026	
		<ul style="list-style-type: none"> Presentation of the Waste to Energy (WtE) Feasibility Report Invite new District Director Mackay/Whitsunday District Department of Transport & Main Roads (DTMR) to next meeting to discuss: <ul style="list-style-type: none"> Introduction to Councillors and staff Discussion re policing of State-controlled Rest Areas for illegal camping being pushed to Local Government Review of Local Roads of Regional Significance Discussion around Whitsunday Regional Roads and Transport Group Review of Queensland Transport & Roads Investment Program (QTRIP) 	<p>Action:</p> <p>Invite new District Director Mackay/Whitsunday District Department of Transport & Main Roads (DTMR) to next meeting</p>
11.	Director	General Business	
		<p><i>Policing of State-Controlled Roads for Illegal Campers</i></p> <ul style="list-style-type: none"> The Department of Transport and Main Roads (DTMR) has recently written to all Queensland Mayors about a body of work being undertaken to help address the issue of illegal camping on State-controlled roads. This work includes: <ul style="list-style-type: none"> Review of current Transport Infrastructure (State-controlled Roads) Regulation 2017 (TIA Regulation) Inclusion of camping in agreements under Section 66 of the Transport Operations (Road Use Management) Act 1995 (TOURUM) This effectively pushes the policing of Rest Areas for illegal campers from State to Local Government 	<p>Actions:</p> <ol style="list-style-type: none"> Circulate correspondence from DTMR re review of State-controlled road Legislative amendments. Include cross over motion from Liveability and Social Inclusion Strategic Advisory Committee (LASISAC) as a Minute and Motion. Review Local Roads of Regional Significance.

		<p><i>Cross Over Motion - Liveability and Social Inclusion Strategic Advisory Committee (LASISAC) Meeting – 20 March 2026</i></p> <ul style="list-style-type: none"> • Discussion around the cross-over motion recently adopted at the Liveability and Social Inclusion Strategic Advisory Committee (LASISAC) Meeting on 20 March 2026 which noted: <ul style="list-style-type: none"> ○ <i>Agenda Item</i> – Mackay Active Transport Strategy – Discussion on the prioritisation and development of footpath budget for 2026/2027 Capital budget ○ <i>Actions:</i> <ul style="list-style-type: none"> It is recommended that Council: <ol style="list-style-type: none"> 1. Commit to allocating additional funding and prioritising the construction and renewal of footpaths/pathways within the 2026/2027 Capital Works Budget, aligned with the draft Mackay Active Transport Strategy. 2. Allocate sufficient resources in 2026/2027 for forward planning and design to ensure a developed and deliverable program of footpath works for inclusion in the Long Term Financial Forecast Plan. 3. Continue footpath delivery based on demonstrated community need, with reference to the identified priorities in the 2023 & 2025 Mackay Regional Council Australian Liveability Census. • <i>Footnote: It is not the intention to increase the overall 2026/2027 Capital Works Budget, however, it is the intention to prioritise footpaths/pathways which are aligned with the Mackay Active Transport Strategy. This aligns with exactly what the CEO's advice was to Council recently when moving into this budget preparation, we need to provide priority direction.</i> <p><i>Whitsunday Regional Roads and Transport Group (WRRG)</i></p> <ul style="list-style-type: none"> • Next WRRG Technical Group Meeting is scheduled for May 2026 • Next WRRG Executive Committee Meeting is scheduled for June 2026 • MRC has only two (2) projects included in the 2025/2026 round of the Transport Infrastructure Development Scheme (TIDS) funding 	
12.	Standing	Next Meeting	
		Monday, 27 April 2026 – 9am	

Meeting closed: 11.37am
 Minutes recorded by: Robyn Smith

11. CORRESPONDENCE AND OFFICER'S REPORTS

11.1. OFFICE OF THE MAYOR AND CEO

11.1.1. MAYOR'S MONTHLY REVIEW REPORT

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

Attachments

1. Mayoral Monthly Report - March- April 2026 [**11.1.1.1** - 5 pages]

Purpose

To provide Council with the Mayor's Monthly Review Report for the month of March/April 2026.

Related Parties

Nil

Officer's Recommendation

THAT the Mayor's Monthly Review Report for March/April 2026 be received.

MAYORAL MONTHLY REVIEW REPORT

MARCH/APRIL 2026

Key Events Attended
Key Meetings Held and Relevant Points of Note



Mayor Greg Williamson



KEY EVENTS ATTENDED

- Opened Women's Northern Challenge Lawn Bowls Competition
- LGAQ Civic Leaders Mayoral Function – QLD Parliament
- LGAQ Civic Leaders Summit
- Launch of 2026 Queensland Leaders Annual Dialogue - QLD Futures Institute
- Media Launch of Disney: The Exhibition – A Century of Magic
- Launched Connecting Gardens Through Art at Botanic Gardens
- Speaker at launch of Bosses on Buses – Sleep Bus Mackay
- Attended Councillor in Community Day and Let's Chat in Sarina
- Presentation of Prizes to Legendary Neighbour Competition Winners
- Tour of Hastings Deering Mackay Parts Fulfilment Centre
- Speaker at 60th Anniversary of Zarb Transport

KEY MEETINGS

Glenn Burrell and Adrian Bold (Southport Yacht Club)

Glenn Burrell is the Commodore of the Southport Yacht Club which is the sponsoring club for the Gold Coast to Mackay Yacht Race. This visit was to firm up the arrangements with our staff for the third annual race starting this year on the 30th July. The 520nm race is now Australia's fastest growing yacht race. With 114 days to go (when this report was compiled) there are already 25 yachts registered. The timing this year has been slightly altered so that most competitors will arrive in Mackay Harbour over the weekend of the 1st and 2nd of August. Mackay Marina is setting up a Race Village to encourage residents to be at the marina to welcome the yachts. A website is now active for the race at goldcoastmackay.com

Advocacy Visit to Parliament House with CEO

The Honourable Brent Mickelberg MP (Minister for Transport and Main Roads)

This was a lengthy meeting which allowed us time to raise concerns in several areas:

Our Road Maintenance Performance Contract

We were able to outline the additional servicing Council delivers for TMR on our contracted services for their road network in our region. The extra service we deliver is to meet community expectations but we are not compensated for the costs Council incurs, For example in TMR visual corridors and medians Council is funded for 12 cuts per year but to meet community expectations we service 16 times annually. At \$29,000 per cut the extra cost to our ratepayers is \$116,000. When added to other TMR contract services which we provide extra for the cost to our ratepayers is substantial. The Minister will address the issue and get back to us.

Mackay-Bucasia Road

We were able to outline the following concerns to the Minister:
Traffic and congestion on the Mackay-Bucasia Road is one of the most significant State-controlled road issues in the Mackay Region. This is having a cost impact to the community and is a barrier to future investment in the area.

Although there is now a project within the QTRIP to upgrade to the Mackay-Bucasia Road and Golf Links Road intersection, Council has concerns that this will only provide limited benefits and will not address the overall network issue. Another key concern, is the lack of engagement and information by TMR. Council was not engaged as part of the planning study for the Mackay-Bucasia Road and still has not seen any information from this planning. The Minister will take this up with the TMR Regional Director.

KEY MEETINGS

Regional Roads

We raised the condition of the Bruce Highway Mackay to Sarina; Mackay Eungella Road and Lizzie Creek Road. The Minister suggested applications under the Governments' \$100M Country Roads Connect funding program.

Boat Ramps

Highlighted the shortfall in all-tide boat ramps in our region and that Council infrastructure around boat ramps is heavily dependent on State funding for in-water infrastructure.

The Minister noted both areas of concern and outlined the overall funding shortfall in his Departmental deliverables.

Mackay Port Access Road (MPAR)

There has been robust working relationships between Council and TMR on this road corridor. Council supports the MPAR but has outlined the potential for a huge impact on our local road network where the MPAR feeds onto Slade Point Road to access the port instead of the original plan to go directly onto port land as the rail line does. Council's position is that we should not have to fund local road network upgrades that are triggered by the MPAR.

We spoke at length about the overall lack of regional engagement by TMR with Council primarily because the Regional Director works in Rockhampton.

The Minister noted the concerns.

The Honourable Andrew Powell MP (Minister for the Environment and Tourism)

This meeting was to discuss funding for Regional Tourism Organisations.

We highlighted the contribution that Mackay Regional Council makes to attracting events to the region and wanted to ensure that State funding would still be there as the lead up to 2032 focusses more on South East Queensland.

The Honourable David Crisafulli MP (Premier of Queensland)

Mining Royalties and the impact on regional communities was the focus of this meeting. The Premier heard from us how the negative fallout of the fight between the major miners and the Government is driving down business confidence in our region. The Premier left us in no doubt that there will be no change to the Royalties.

We also finalised the commitment to jointly fund some temporary change rooms for Womens Rugby League at BB Print Stadium.

KEY MEETINGS

The Honourable Deb Frecklington MP (Attorney-General)

Following a meeting of the Mackay Safer Gambling Network I attended in February it was evident that there was not enough funding coming into our region to support organisations like Relationships Australia who deal with the people in our community who suffer from gambling addiction.

This meeting with the Attorney General was also attended (at our invitation) by Ben Rodgers and Vicki Penner from Relationships Australia, and Brad Strong representing Drug ARM.

The Attorney-General was very receptive and committed to reviewing the funding arrangements.

Canberra Meetings

The CEO and I attended Parliament House Canberra for a series of meetings to support James Cook University's push to have the Federal Government allocate the majority of university medical placement funding to Mackay to allow JCU to deliver a complete Medical Degree course here.

The meetings were:

Professor Simon Biggs VC JCU, Professor Martin Nakata DVC Indigenous Education & Strategy, Tianna Graham XO to VC, Elissa Hatherly JCU Head of Mackay Clinical School.

Andrew Wilcox MP, Member for Dawson

Senator the Hon Nita Green, Senator for Queensland, Assistant Minister for Northern Australia

Senator Corrine Mulholland, Senate Legislative and GP Standing Committee on Education and Employment

While no firm commitments on funding outcomes are ever given, we received guarantees from the Government Senators that they would advocate to the Minister for Education in support of our request for support for JCU in Mackay. The Member for Dawson has since had a meeting with the Minister to advocate for medical places for Mackay.

11.1.2. CHIEF EXECUTIVE OFFICER'S MONTHLY REVIEW REPORT - MARCH 2026

Author Chief Executive Officer (Gerard Carlyon)
Responsible Officer Chief Executive Officer (Gerard Carlyon)
File Reference DMRR

Attachments 1. FINAL - CEO Monthly Review Report - March 2026 [11.1.2.1 - 24 pages]

Purpose

To provide Council with the Chief Executive Officer's Monthly Review Report for the month of March 2026.

Related Parties

Nil

Officer's Recommendation

THAT the Chief Executive Officer's Monthly Review Report for March 2026 be received.

CEO MONTHLY REVIEW REPORT

March 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

Disney: The Exhibition – A Century of Magic to make Australian debut in Mackay



Mackay has secured a major cultural milestone, with *Disney: The Exhibition – A Century of Magic* confirmed to make its Australian debut at the Mackay Entertainment & Convention Centre from December 2026 to May 2027. Previously hosted in global cities including London, Paris and Seoul, Mackay will be the first Australian destination to present this world-renowned exhibition.

Created by the Walt Disney Archives in collaboration with Semmel Exhibitions, the experience celebrates 100 years of Disney storytelling through immersive galleries featuring artifacts, original costumes and works of art.



A landmark achievement for our region. Mackay's selection as host of the Australian premiere of *Disney: The Exhibition – A Century of Magic* is the result of strategic ambition, collaboration and confidence in what our region can deliver. This globally recognised exhibition reinforces Mackay's position as a capable host city for major cultural events and creates long-term value for our community, economy and tourism sector. Visitors can join the waitlist now for more information about the on-sale dates or sign up as a MECC Member for pre-sale access.

Tom Moore: Natural Oddity drawing competition winners shine at Artspace



In conjunction with his exhibition *Natural Oddity*, Tom Moore is holding a drawing competition. He selected three winners (under 16, 60+ and all ages) and made their drawings into glass. Two of the winning entries (under 16 and 60+) have both been made with Tom beginning work on the final All Ages category winner soon. A total of 224 entries were received in March.

Youth Ambassadors Induction & Engagement



MECC Youth Ambassadors began with a joint induction with Friends of the MECC.

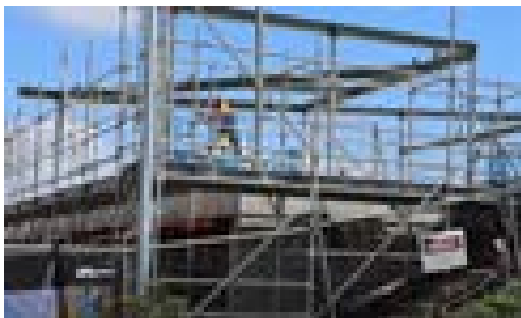
The 2025 cohort includes seven students from Years 10–12, drawn from Mackay Christian College, Whitsunday Anglican School, Mirani State High School, Holy Spirit College and Mackay Northern Beaches State High School. Training covered workplace safety, emergency procedures, customer service and MECC volunteering pathways, preparing ambassadors to support front-of-house operations confidently and safely.



The group then supported the Where Is the Green Sheep performance on Thursday 5 March, running a pre-show foyer activation. Ambassadors guided children through a hands-on craft, helping them create sheep for a felt-wall display. The activity was well received and gave ambassadors practical experience in audience engagement while adding value to the family patron experience.

They helped staff with crowd flow and answering questions, strengthening communication skills. Participation confirmed their readiness for events and broadened awareness of volunteering opportunities across performances and programs.

Northern Beaches Community Hub project reaches milestone



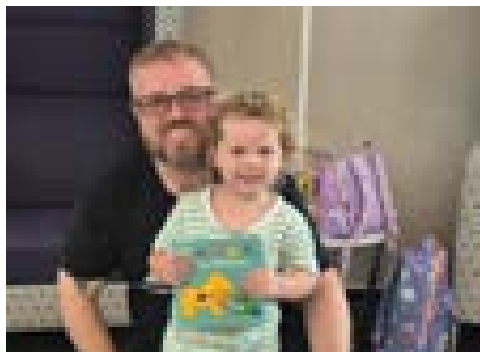
Stage 1B of the Northern Beaches Community Hub project reached a major milestone towards the end of March.

The erection of structural steel for the buildings, which will house multiple community spaces, leased areas, library, wet arts and crafts room and undercover car parking is under way.

A courtyard for market stalls and events will also be provided.



Early Literacy, Programs and Digital Engagement



March delivered strong, measurable results across junior collections, First 5 Forever (0–5) programs and digital engagement, showing continued community response to core services. Borrowing and participation patterns suggest families are finding the right materials and programs, while digital tools are complementing in-branch service. Overall performance indicates momentum heading into the next month, with consistent delivery across collections and program activity for customers.



Net Promoter Score was exceptionally strong at 81.7% for March and the financial year. Promoters were 88.5% and detractors just 4.8%; 645 responses provide reliable insight into community engagement. Junior beginner readers loans rose 35% month on month. Picture books increased 17%. Vox Books sustained growth (+5% month on month; +30% year on year), reinforcing the value of supported reading formats.

Junior non-fiction grew 6%, supporting learning through inquiry. Library app searches increased 10% month on month (6,630 to 7,291), reflecting growing reliance on self-service and digital discovery tools.



Amplify Mackay

The launch of the new Amplify Mackay project took place at the annual Mackay Events and Conference Connect function held at the Mackay Entertainment and Convention Centre (MECC) on Wednesday, 18 March. More than 60 event and tourism industry businesses and organisations were in attendance. The event provided industry updates from council, Mackay Isaac Tourism and an overview of the Queensland Mining & Engineering Expo (QME) 2026, and marked the introduction of the Amplify Mackay initiative, which is designed to help local businesses capitalise on Mackay's drawcard events by creating and promoting event-linked offers and activations. The initiative aims to boost local business visibility, encourage visitors and locals to explore and spend across the region during major event periods, strengthen the overall destination experience, raise the profile of events in the Mackay region and increase the economic benefit of hosting them.

More information can be found here - [Discover Mackay event energy | Mackay Events](#)

The Event Organiser Toolkit was also launched at the Mackay Events and Conference Connect function. The toolkit is a free, practical, ready-to-use marketing resource designed to support event organisers to promote their events and showcase the Mackay region as a destination, encouraging increased visitation, longer stays and greater local economic benefit through consistent regional storytelling. The toolkit includes high-resolution images of the Mackay Region, destination videos, social media tiles and hashtags, and suggested social media content ideas for events. The toolkit can be found here - [MRC Event Organiser Toolkit.pdf](#)





Investment Attraction

Council participated in a range of targeted investment-focused engagement activities, including the Trade and Investment Queensland (TIQ) Queensland Trade and Investment Program (QTIP), which involved attendance at a China Roundtable in Brisbane and a Greater Whitsunday Region Working Breakfast in Townsville. These forums provided valuable opportunities to profile the region's investment proposition, engage directly with domestic and international stakeholders, and strengthen relationships with industry and government partners. The forums generated a high volume of meaningful conversations and early-stage leads that reinforced strong interest in the region and supported the ongoing investment attraction pipeline.



Council also continued active engagement with several investors, including a China-based company. This engagement progressed from virtual meetings to an in-region visit, with discussions indicating strong interest in investment opportunities across a range of industries and confirming continued strong investor interest in the region.



Free Mentoring for Growth

Council was proud to partner with the Queensland Government in March to deliver free business mentoring sessions. A total of nine sessions were held in Sarina and Finch Hatton, supported by two experienced business mentors and a facilitation officer from the Department of Customer Services, Open Data and Small and Family Business.

The Mentoring for Growth Program is a key part of council's Small Business Friendly commitment, which was reaffirmed in June 2025. This is the second consecutive year council has helped coordinate these sessions, with 19 local businesses taking part in the program since its creation.

Two additional Mentoring for Growth sessions are also scheduled for May 12 and 13 as part of Small Business Month celebrations in May. The first session will be held at the Andergrove Community Centre, followed by a session at the Jubilee Community Centre. Businesses can book a mentoring session by clicking [here](#). More information can be found online at [Mentoring for Growth program | Business Queensland](#).



WORKFORCE PROFILE

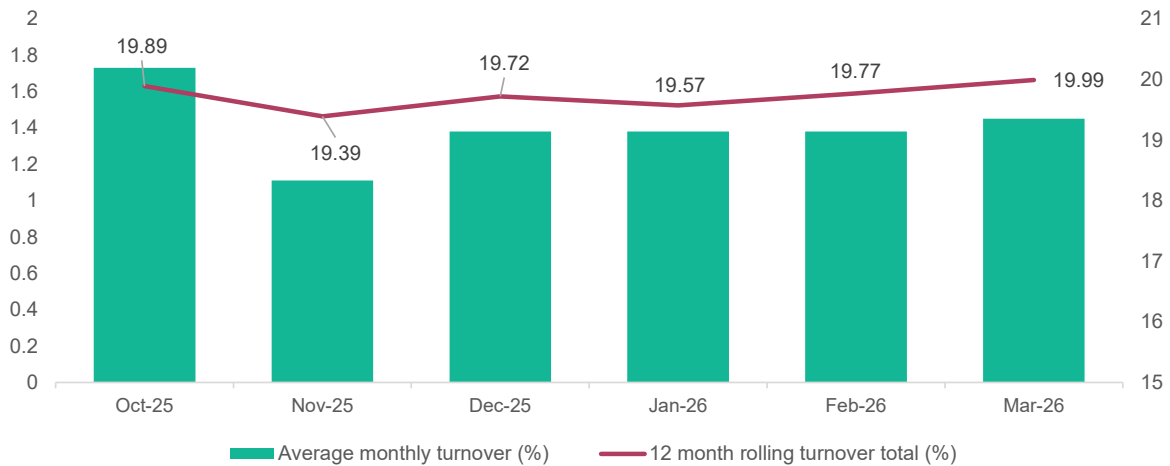
Staff Contingent

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

	COMS	CORS	IO	OCR	PGS	TOTAL	Prev. month
Casual	91	3	5	1	5	105	110
Contract	5	5	13	4	4	31	31
Permanent Full Time	98	121	519	35	59	832	829
Permanent Part Time	37	32	15	8	14	106	103
Permanent Job Share	4	0	1	0	0	5	6
Temporary Full Time	19	14	28	6	5	72	66
Temporary Part Time	7	1	3	2	1	14	11
Temporary Job Share	2	0	2	0	0	4	5
TOTAL EMPLOYEES*	263	176	586	56	88	1169	1161

* Total employees excludes Councillors, Mayor and Deputy Mayor

Employee Turnover

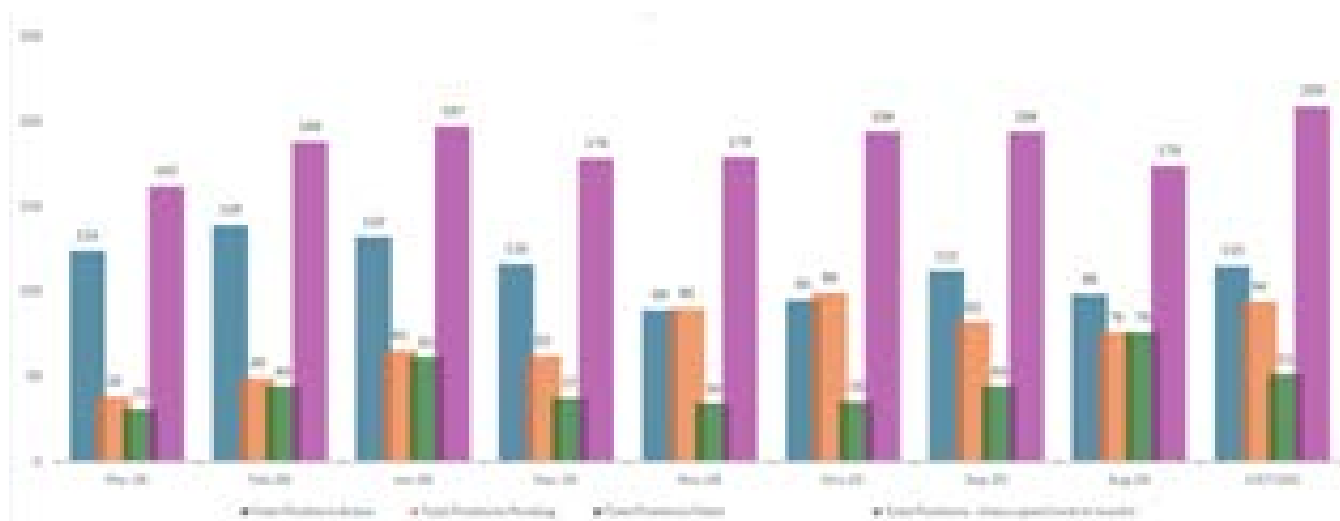


STAFF TURNOVER


The monthly turnover for March was **1.45%** with the 12-month rolling turnover being **19.99%**.



Monthly Recruitment



+



For **March**, there were **31** position filled with new employees, additionally **12** internal transfers. **302** total applications over the month with 30 new adverts placed online. We closed the month at **162** Total Unoccupied Positions with **124** Active, and a data cleansing exercise is underway as part of the 2026-27 budget preparation to improve vacancy reporting.

+

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 one completion, our Warehouse Trainee who completed 6 months early.
- Our Live Production and Staging Trainee commenced and recruitment was finalised for our last Trainee position – Water Treatment Traineeship.
- The Qld Training Awards (QTA)2026 nominations closed this month. Council has two trainees nominate for the Bob Marshman Trainee of the Year category and one trainee nominated for the Aboriginal and Torres Strait Islander Student of the Year.
- Council nominated for the category of Large Employer of the Year in the QTA. This category recognises employers who demonstrate excellence in all aspects of vocational education and training.

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. The program is currently being utilised across four of the directorates within council.

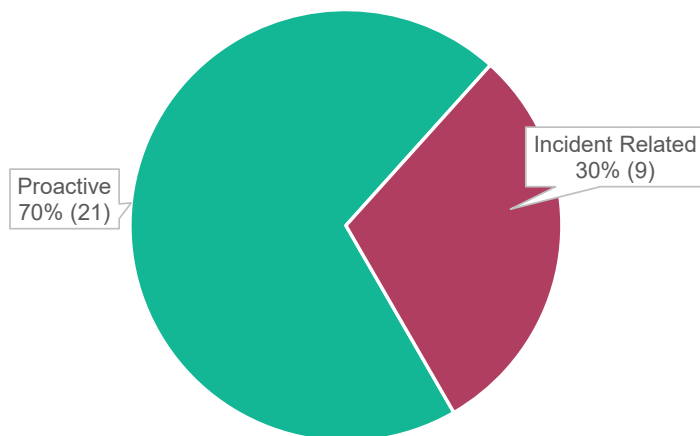


SAFETY

Throughout March, the Workplace Health and Safety Team has been actively progressing key actions aligned with the 2026 Safety Strategy. Key achievements include:

- The new Mackay Regional Council Workplace Health and Safety Management Plan has been endorsed by the Chief Executive Officer and the Executive Leadership Team and is now scheduled for release to operational work crews for consultation and feedback.
- Enhanced Workplace Health and Safety reporting and communication processes have been implemented to support improved visibility and engagement across the organisation.
- Several Workplace Health and Safety documents are currently under development, including a detailed Risk Management Procedure, a Chemical Management Procedure, and a Health Monitoring System.

Corrective Actions – March 2026



In the month of March, a total of 30 corrective actions were raised.

Of these, 21 actions were proactively undertaken through measures such as site inspections, safety interactions, hazard reporting, and emergency exercises.

The remaining 9 were initiated following investigations related to safety incidents.

There were a total of 18 corrective actions closed for the month of March. This figure includes historical actions from previous months.



Safety interactions play a key role in helping enhance our safety culture. In March, 149 safety interactions were completed by leaders.



In March, 121 individuals completed inductions – 91 contractors, 22 staff, 4 volunteers and 4 work experience students.

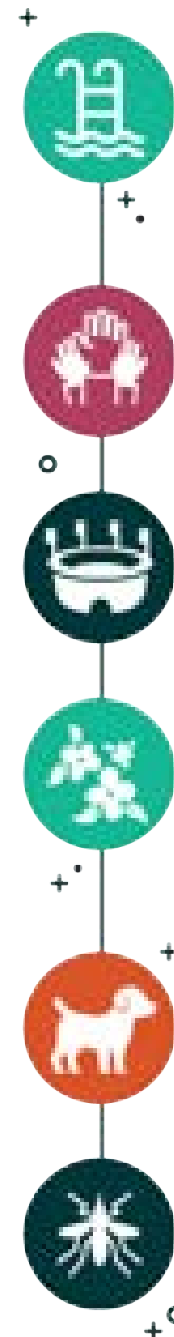


UTILISATION OF COUNCIL FACILITIES MARCH 2026

Aquatic Facilities – March 2026

Facility	Previous FY	Current FY	
MARC	12,731	14,724	▲
Pioneer	6,068	*1,494	▼
Mirani	3,665	2,005	▼
Sarina	2,528	2,709	▲
Memorial	4,589	5,237	▲

• Pioneer Pool Closed from 5 March 2026



Public Programs and Facilities

Program / facility	Previous FY	Current FY	
Library loans	68,843	65,159	▼
Artspace - YTD	13,525	23,658	▲
MECC - YTD	75,309	75,394	▲
Stadium - YTD	15,232	24,093	▲
Library program participants i.e. story time, book club etc	3,453	4,436	▲
Sarina Sugar Shed	526	356	▼
Park bookings	36	60	▲
Botanic Gardens i.e. weddings, events etc	15	18	▲

Health and Regulatory Services registrations and statistics

Service	Previous FY	Current FY	
Dogs	13,896	13,278	▼
Cats	2,681	2,436	▼
Routine inspections on-time delivery	68%	79%	▲
Illegal dumping	6 KL	35 KL	▲
Mosquito breeding areas treated - YTD	5,207 Ha	2,941 Ha	▼



COUNCIL ONLINE STATISTICS

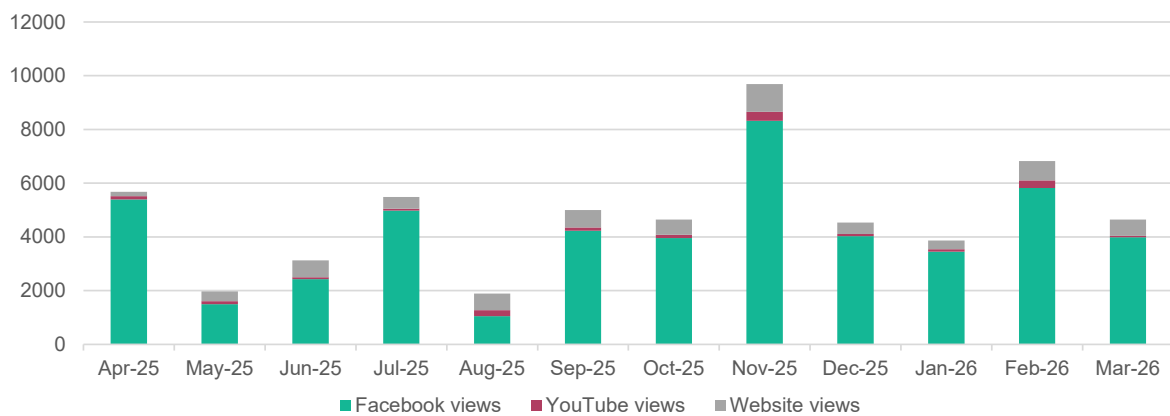
Council’s digital and social media channels saw a 292% increase due to significant national, local and international coverage at the end of March reporting Disney: The Exhibition – A Century of Magic would be making its Australian premiere in Mackay. There was strong engagement throughout March, with audience interest driven by severe weather events earlier in the month and the second Australian Citizenship Ceremony for the year. Community interest in the exhibition and associated ticket sales is expected to continue building as the event approaches, reinforcing the ongoing effectiveness of council’s digital channels in informing and engaging the community on matters of local significance.

Top 3 – Social Media Engagement

Total social media views increased by 292% with 670,220 content and video views in March.

- 1 **Disney: The Exhibition – A Century of Magic Video Announcement - YouTube**
498,000 views
- 2 **Council Are Your Everyday – Mackay Regional Council and LGAQ campaign - YouTube**
88,779 views
- 3 **Disney: The Exhibition – A Century of Magic – Mayor's Announcement - Facebook**
65,000 views

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 March 2026 with grass cutting and desilting progressing across the Network. To manage wet-season conditions, monthly mowing was maintained for high-profile drains in Paget, South Mackay, East Mackay and Ooralea to mitigate flash-flooding risk. Service level achieved across these suburbs during March 2026 was 91 per cent.

March 2026 drainage cutting commenced on 2 March 2026 with contractor support continuing to supplement Council Crews to maintain full Network coverage.

Parks mowing also performed strongly achieving 92 per cent completion in March 2026.

Revitalisation works continue along the River Wharves with debris and rubbish being cleaned regularly.

In Facilities, between 1-31 March 2026, a total of 276 Work Requests were approved and converted to corrective Work Orders together with 685 Contractor Work Orders with 50 per cent of these being allocated to preventative maintenance. .



COMMUNITY EVENTS

Recent and upcoming events

Date	Event	Location
Tuesday, 3 March 2026	Let's Chat - Midge Point	The Point Tavern
Friday, 6 March 2026	Resource Industry Network - IWD Business Luncheon	MECC
Friday, 6 March 2026	Mackay Airport Twilight City Run	Bluewater Quay
Thursday, 12 March 2026	Mayor's Charity Ball Launch	The Neighborhood Hub
Friday, 20 March 2026	Citizenship Ceremony	MECC
Friday, 27 March 2026	Harmony Day	CQU Sydney Street Campus
Tuesday, 7 April 2026	Let's Chat - Sarina	Sarina Bob Wood Cultural Hall
Thursday, 9 April 2026	BMA Contractor Safety Forum	MECC
Friday, 10 April 2026	Creative Horizons Exhibition Opening	JCC Gallery
Friday, 10 April 2026	Barrier Reef Markets in the City Heart	Wood Street
Saturday, 11 April 2026	Mackay Waterfront Outdoor Cinema	Bluewater Quay
Tuesday, 14 April 2026	National Indigenous Cricket Championships	GBRA Harrup Park
Tuesday, 14 April 2026	2026 FQ Academy Football Carnival	Mackay School Park Glenella
Wednesday, 15 April 2026	Kids Fun at River Wharves	River Wharves
Friday 17 April 2026	'Matters of Time' etc. exhibition opening	Artspace Mackay
Monday, 20 April 2026	Life Skills for Creative Humans	JCC
Friday, 24 April 2026	Youth Fest '26	Northern Beaches Community Hub

COMMUNITY ENGAGEMENT

Shakespeare Street stormwater rehabilitation (Inform)

Council is upgrading the stormwater line on Shakespeare Street between Sydney and Hague streets from Monday, April 13 to mid-October 2026, weather permitting. Work will take place at night. There will be noise impacts and changes to traffic conditions. Stakeholders in the impacted area have been notified by letter. Information was also shared via social media, media release, and a dedicated Connecting Mackay web page. Coreflute bollards have also been installed along Shakespeare Street.

Cooks Lane kerb and channel replacement (Inform)

Vassallo Constructions, on behalf of council, is replacing the concrete kerb and channel to a section of Cooks Lane, Bakers Creek and installing new ramp access to the children's crossing. Consultation was completed with Dundula State School, resulting in a temporary drop-off zone being implemented on Main Street for student safety. Nearby stakeholders were informed via letter, social media and a dedicated Connecting Mackay web page. Work is expected to be completed in July 2026, weather permitting.

Let's Chat Midge Point (Consult)

Let's Chat – Council Connect was held at the Midge Point Tavern on Tuesday, March 3. The session was promoted in the Connecting Mackay and Council Connect newsletters, posters in local businesses, and on social media. Around 30 residents attended the session and spoke to councillors and senior council officers on specific issues and ideas for the region.

ANZAC Day (Inform)

The Community Engagement team emailed all the schools and kindergartens participating in this year's ANZAC Day parade a copy of the ANZAC Day parade process, the new parade route map, assembly map, dispersal map and ANZAC Day educational resources. The new parade route has been promoted to the wider community via a press release, social media post, dedicated web page and radio advertising. Corflute signs will also be erected along the parade route to advise the community.

Grasstree Beach water main valve replacement (Inform)

Residents in Grasstree Beach, Campwin Beach and Sarina Beach were notified about the water main valve replacement works and associated water interruption via a notification letter, posters in local businesses, emails to key stakeholders groups, a media update and social media posts on council and local community noticeboard pages.

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

The proposed lease of reserve land – Celeber Drive Park consultation closed on Sunday, March 22. The Connecting Mackay web page was visited 616 times and council received 131 survey responses and 1 email response. The Community Engagement Team is currently reviewing the feedback and developing a consultation report for council.

Paget and Thorning streets culvert replacement (Inform)

Key stakeholders, Catherine McAuley College and Hot Tots daycare were notified about the works via a telephone call and an email, and surrounding residents were informed via a notification letter, social media post and a dedicated Connecting Mackay page.

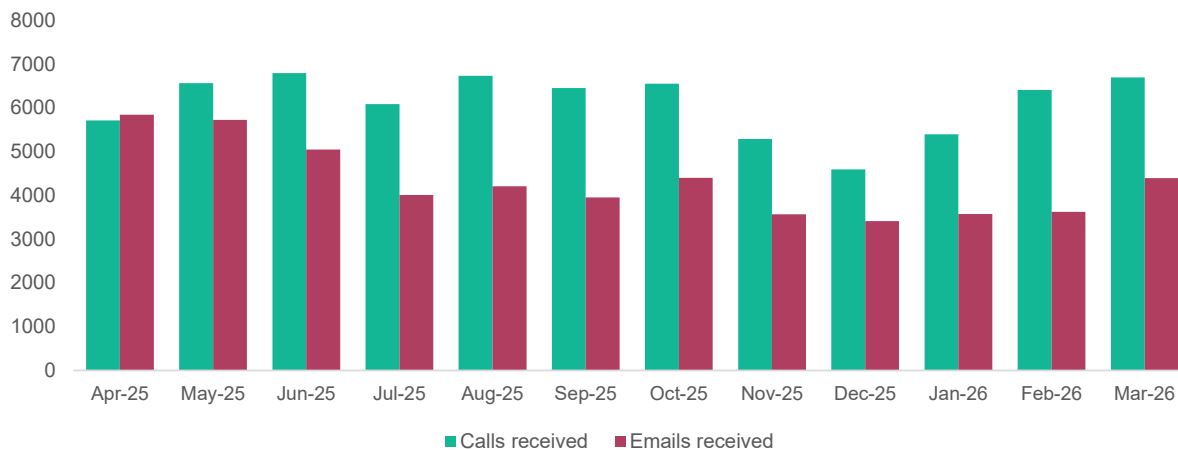
Asphalt resurfacing works 2025-2026 (Inform)

Contractor Downer, on behalf of council, is completing asphalt resurfacing works to a number of roads and roundabouts in the region. Surrounding residents and businesses were notified via a notification letter and door knock and motorists were informed via social media and a dedicated Connecting Mackay web page.



CUSTOMER CONTACTS

Contact Centre Customer Enquiries



KPI	KPI Description	Target			Result March 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%	5.8%

Top Five Customer Requests

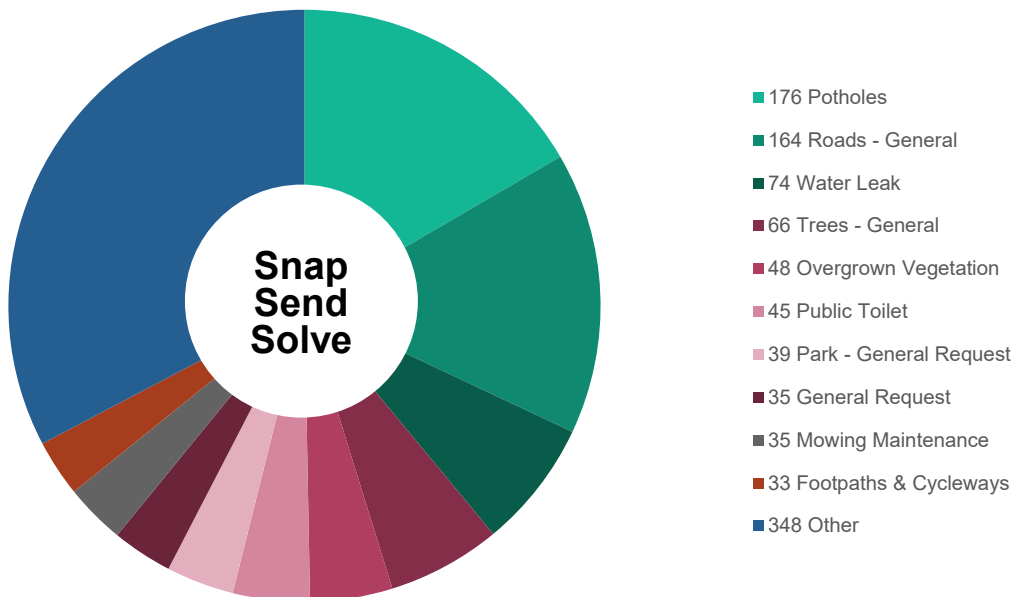
Pathway Requests Lodged – February 2026	Volume
Replace General Waste Bin	460
Phone Message Request	386
Tree Maintenance	250
Roads - General	243
Potholes	199



Snap Send Solve

Customers lodged 1,064 SSS cases for March. The monthly breakdown for reports by category are highlighted below.

Across council, in March 62% 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 March, 2,234 surveys were offered with 467 completed.

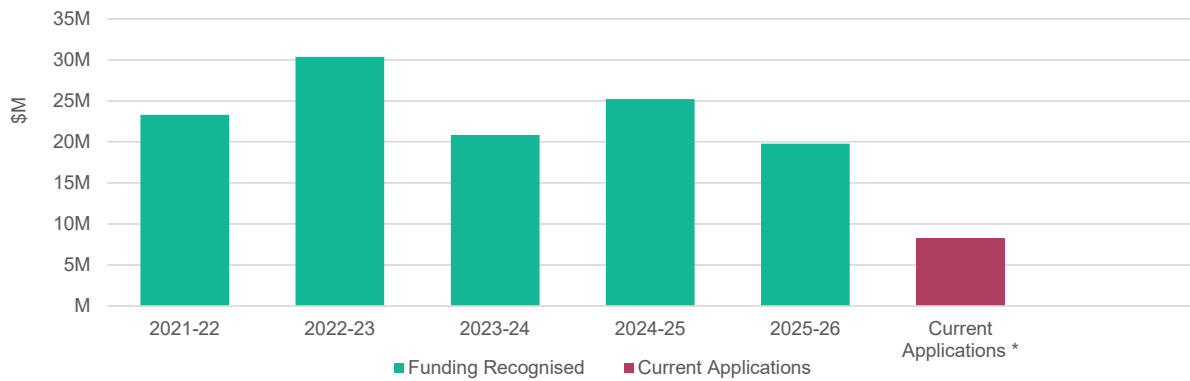
Question	Average rating out of 5	Percentage
Please rate your satisfaction with your call today?	4.73	94%
Please rate your satisfaction with the general appearance of Council Parks and open spaces?	4.02	80%
Please rate your overall satisfaction with council?	3.99	79%

***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



March Movements

Key successful funding submissions announced

- Queensland Reconstruction Authority – REPA – North & Far North Tropical Low Event Jan-Feb 2025:
 - WP04 Southern North P1a \$1,465,894.7
 - WP04 Southern North P2 \$393,537.51
 - WP05 Central P1 \$1,132,233.54
 - WP01 Central P2 \$2,242,530.90
 - Sealed Roads \$3,897,404.78
 - Floodways & Embankment \$150,825.19
- First 5 Forever 2026-29 \$127,526 p/year

Key Applications Submitted

- EOI - Games on! Lighting & Shade Structure upgrades to MARC \$3,000,000
- Council of the Aging – Age Friendly Seniors Month \$15,000
- Secure Communities Partnership Program Round 2 – Mackay CBD & Laneways CCTV & Lighting improvements \$212,720



SIGNIFICANT PROJECTS



Sarina Reservoir No. 2, Sarina

Budget: \$1,700,000

Project Status: The refurbishment of Sarina Reservoir No. 2 is now complete marking an important milestone for the local community. The reservoir is now ready to be refilled, after which it will be formally handed over to Council's Water Network Team for ongoing operation.



Ann Street Concrete Footpath, Mackay

Budget: \$340,000

Project Status: Ann Street footpath has now been fully reopened to the public. This Project was delivered with the support of grant funding helping us to complete the works efficiently and on schedule.



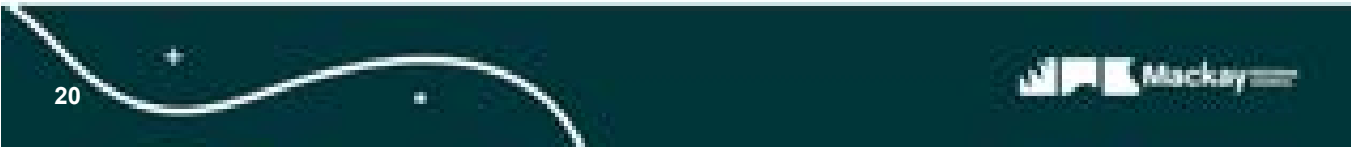
Botanical Garden Path Upgrades, West Mackay

Project Budget: \$660,000

Project Status: The Shade Garden Footpath Upgrade Project remains on track for completion in April 2026. Vassallo Constructions has completed the concrete footpath works and is currently progressing well with construction of the boardwalk sections. The MRC Parks Team is scheduled to install new plantings along the upgraded footpath ahead of formally opening the area to the community.



\$13.1M or **71.39%** of council spend in March 2026 was with local suppliers.





Hogans Pocket Cell 4, Hogans Pocket

Budget: \$9,500,000

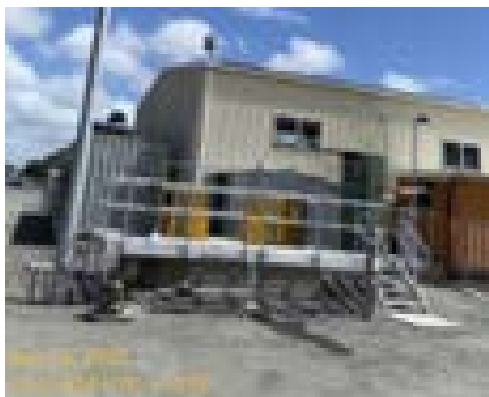
Project Status: This project comprises construction of landfill cell 4, an extension to the existing site perimeter road and a new high-efficiency sedimentation basin. Due to recent wet weather events, works have been delayed.



Seaforth Shared Pathway, Seaforth

Budget: \$560,000

Project Status: The Rural Bikeway Seaforth Project commenced in mid-February 2026 and includes the construction of a shared path from the Fire Service to the campground. These works are expected to be completed in April 2026.



Sewer Pump Station Refurbishment Project, Mackay Region

Budget: \$3,400,000

Project Status: This Project comprises the refurbishment of multiple pump stations throughout the region including Patch Street, Shakespeare Street, Galasheils Street, Broomdykes Drive and Graffunder Street with Practical Completion of the project package expected in June 2026.



ECONOMIC SNAPSHOT

Economic Indicators (Quarterly)

Indicator	Mar 25	Jun 25	Sep 25	Dec 25	Mar 26
Employment					
Unemployment rate	2.0%	2.1%	2.9%	2.8%	N/A
Employed persons	67,659	68,437	70,019	70,330	N/A
Real Estate					
Median house sale	\$580,000	\$607,000	\$630,000	N/A	N/A
Median house rent 3 bed house (12 month ending)	\$580	\$600	\$620	\$650	N/A
Median rent 2 bed unit (12 month ending)	\$450	\$450	\$450	\$460	N/A
Rental vacancy rate	0.8%	0.8%	0.9%	1.1%	N/A
Residential Lot Supply					
Lots approved	3	55	141	N/A	N/A
Lots registered	48	70	69	165	N/A

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.

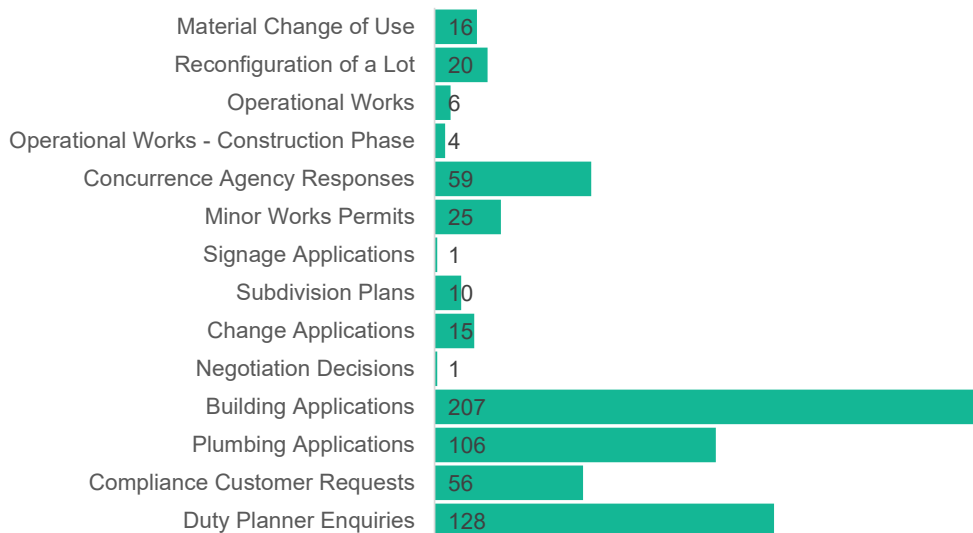
E-Statistics

	Oct 25	Nov 25	Dec 25	Jan 26	Feb 26	Mar 26
Mackay Region Jobs Analytic Report Active Users	1,709	1,719	1,713	1,717	1,794	1,780
SEEK Advertised Jobs*	1,381	1,310	896	1,351	1,330	1,377
Discover Mackay Website Visitation	1,918	1,839	1,184	1,490	1,979	1,378
Invested in Mackay Newsletter Subscribers	572	574	574	572	570	569
Finch Hatton MTB total users reached	-	-	44,798	76,097	42,307	43,063
Finch Hatton MTB content views	-	-	75,235	122,135	64,476	49,218
Finch Hatton MTB total followers	-	-	9,434	9,608	9,702	9,764
Beam e-scooter total trips	13,352	12,557	12,588	11,969	9,728	11,881
Hooked on Mackay total users reached	-	-	53,011	31,202	135,687	59,290
Hooked on Mackay content views	-	-	60,743	40,727	179,270	42,024
Hooked on Mackay total followers	-	-	12,094	12,138	12,370	13,299

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 March



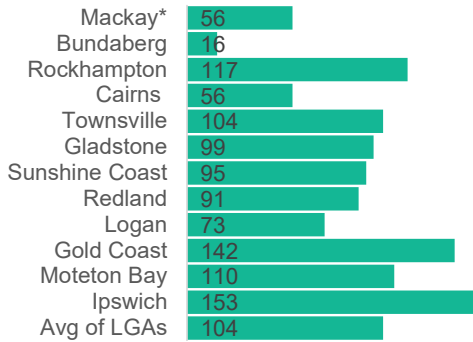
Application/Enquiry Type	KPI Target	Ave. Days of Assessment	Status	Comments
Material Change of Use	75% < 20 BD	13	●	75%
Reconfiguring a Lot	75% < 20 BD	11	●	78%
Operational Works	75% < 20 BD	63	●	17% KPI not met due to staff vacancies and negotiations with developers for greater development outcomes and designs.
Concurrence Referrals	75% < 10 BD	3	●	98%
Minor Works Permit	75% < 7 BD	7	●	93%
Signs	75% < 7 BD	11	●	50% KPI not met due to negotiations for greater amenity outcomes for the development.
Survey Plans	75% < 15 BD	8	●	100%
Planning Advice Enquiries	75% < 5 BD	5	●	60% KPI not met due to staff vacancies. Interim arrangements have been put in place to assist with response times.
Compliance Investigation Requests	75% < 20 BD	49	●	62% KPI not met 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.

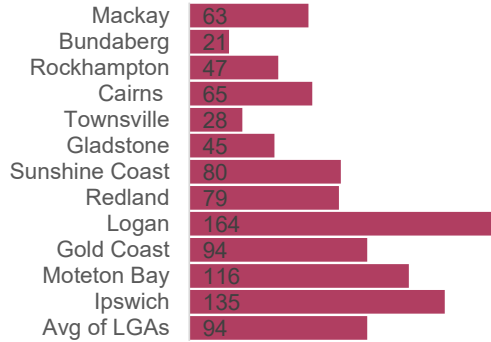


Urban Development Institute of Australia Decision Timeframe Averages – Q3 2025

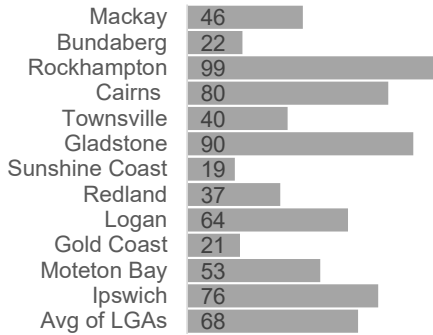
Material Change of Use



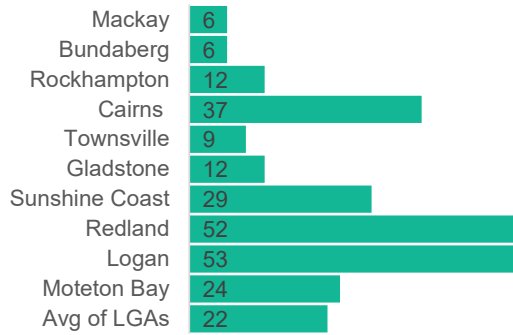
Reconfiguration of a Lot



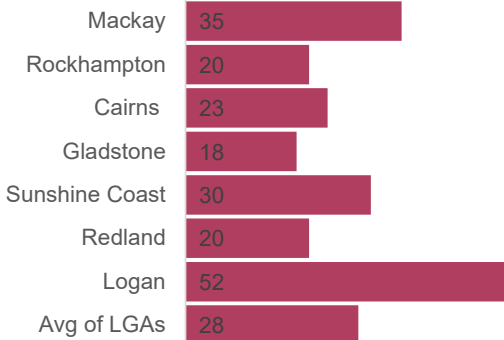
Operational Works



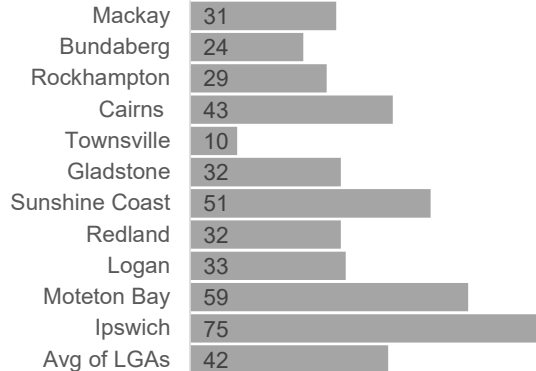
Concurrence Referrals



Negotiated Decisions



Minor Change Development Approvals



Only data included from participating Councils. Days are rounded to the nearest whole day. Generally lodged to decision including stop the clock periods as well as information request and notification periods if applicable. On this basis timeframes reported may exceed the statutory time period. Average decision time in business days for each category by LGA. "AVG OF LGAs" is calculated by combining the average decision timeframes for each council that reported for that quarter and dividing it by the number of councils that reported for that quarter. Townsville and Bundaberg have reported 'Assessment Timeframes Only'. Their times are not included in the calculation of the average. If a council is missing from a reporting category it is because they did not provide figures. If the response was zero that will be shown.



11.1.3. MACKAY REGIONAL COUNCIL – ORGANISATIONAL STRUCTURE

Author Acting Director Organisational Capability & Risk (Chris Molyneux)
Responsible Officer Chief Executive Officer (Gerard Carlyon)
File Reference Organisational Structure

Attachments

1. Organisational Structure - Current State [11.1.3.1 - 1 page]
2. Organisational Structure - Future State [11.1.3.2 - 1 page]

Purpose

To recommend to Council a revised organisational structure for adoption.

Related Parties

- Relevant Unions and affected staff

Corporate Plan Linkage

Operational Excellence

Process and Systems - We develop and continually improve and innovate to create efficient processes that deliver value for our community. Council will endeavour to make service levels more transparent and harness opportunities for existing and emerging technologies to aid this delivery.

Background/Discussion

The establishment of Council's organisation structure is a legislative requirement under the *Local Government Act 2009 (Act)* to be set by Council Resolution (to a management level only) -

Division 2 Other local government employees 196 Appointing other local government employees

(1) A local government must, by resolution, adopt an organisational structure that is appropriate to the performance of the local government's responsibilities.

(2) The local government may employ local government employees for the performance of the local government's responsibilities.

Following the vacancy of the Director Organisational Capability and Risk role which has not been permanently filled, and with the commencement of a new Chief Executive Officer, it is opportune to undertake a minor review of Council operations and structure.

The proposal includes the dissolution of the Organisational Capability & Risk (OCR) directorate.

OCR functions would be realigned into:

- Corporate Services
- Executive Office
- Community Services

The proposed realignment aims to:

- a) improve role clarity and accountability
- b) strengthen capability alignment with operational priorities
- c) reduce duplication and complexity in current structures
- d) better position the organisation to respond to emerging service demands and workforce risks

Summary of changes:

- OCR directorate is removed from the structure with the director role abolished.
- Executive Manager Business improvement and Change Management is removed from the structure with the Business Improvement team moved into the Corporate Governance & Performance program and transitioned to Corporate Services directorate.
- WH&S and Quality team moved into Corporate Services directorate with the Emergency Management team transitioning to Community Services directorate.
- Legal and Internal Audit teams transitioned into the Office of the Mayor and CEO under the Executive Officer.
- A new advocacy role established within the Office of the Mayor and CEO, reporting to the Executive Officer, to drive Council advocacy with State and Federal Governments and improve grant management and identification.

Consultation and Communication

Councillors have been briefed on this proposal, with the tabling of this report formalising support for proposed changes.

Impacted staff were formally consulted as part of the change process, as were the relevant Unions. This consultation process involved one-on-one discussions where relevant but also group meetings and minor changes have been made to the proposal based on staff feedback. The changes do not affect the overall intent of the change proposal.

Council's Senior Leadership Team (SLT) have also been briefed on the changes.

The structure is proposed to take effect from Tuesday 5 May 2026.

Resource Implications

Changes identified will be included within the 2026/27 Budget, however, the budget will continue to be monitored and adjusted where required. Overall, the change has a positive impact on the budget of approximately \$350,000.

Risk Management Implications

The management of the change process was critical to the management of risks.

Importantly one of the key principles for the change includes no full-time employee (FTE) reductions in salaried staff. The only reductions in head count result from the removal of 1 director level role and 1 executive manager level role, both of these roles are vacant.

Both of these roles were largely focussed on internal service delivery and administrative functions, and their removal is in line with Council's risk appetite and desire to have less focus on bureaucracy and more focus on external service delivery to the community.

Conclusion

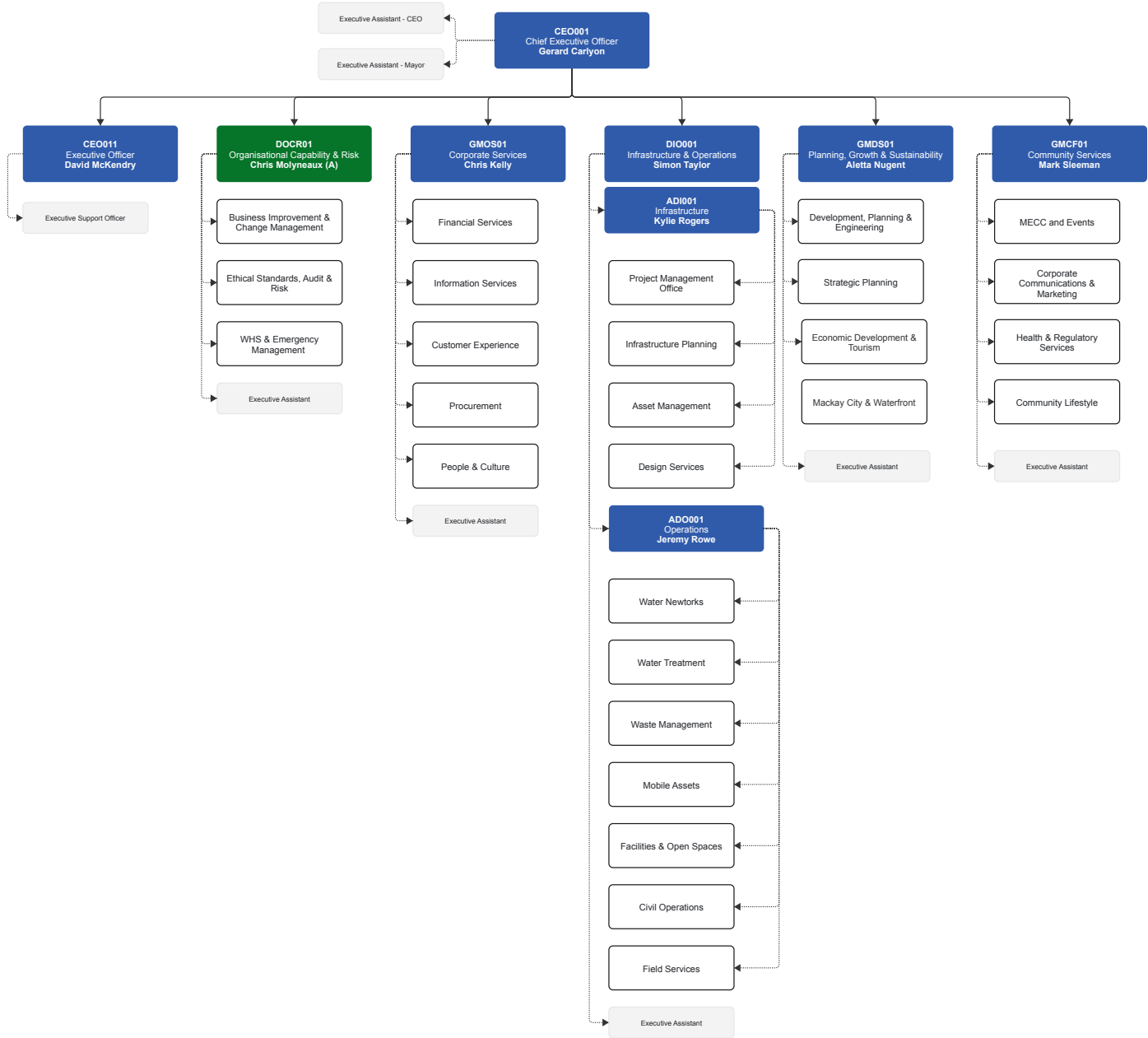
The tabled new organisational structure is the result of a review of Council operations, strengthening governance, clarifying accountability and aligning work where it is best delivered. It is also taking advantage of the opportunity of current vacancies and will free up significant funds which can be redeployed into better outward focussed service delivery.

It is recommended that Council formalises the new organisational structure.

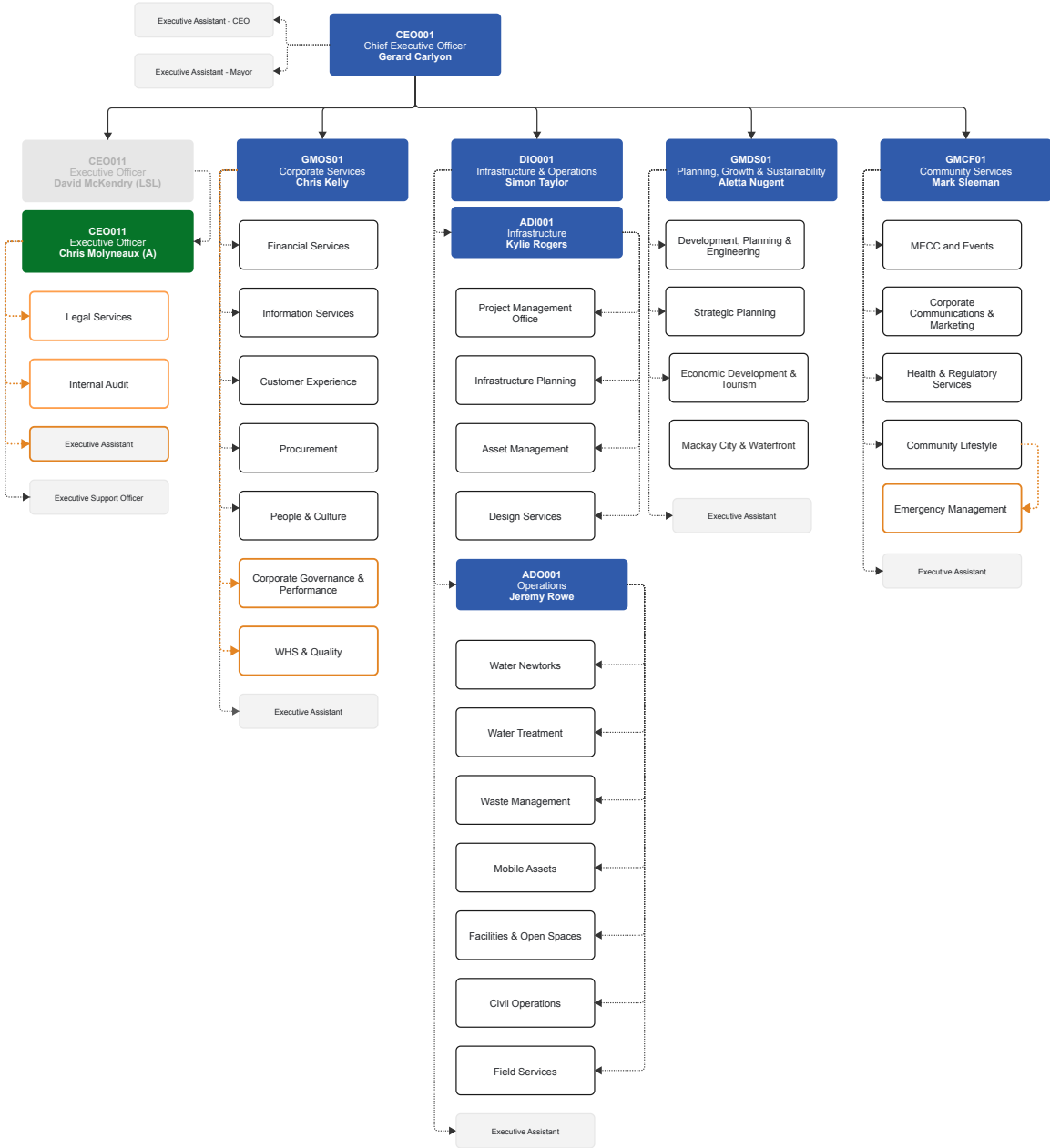
Officer's Recommendation

THAT Council endorses the amended Mackay Regional Council organisational structure as presented.

CURRENT STATE | DIRECTORATE STRUCTURE



FUTURE STATE | DIRECTORATE STRUCTURE



11.1.4. AMENDMENT TO COUNCIL MEETING DATES

Author Acting Director Organisational Capability and Risk (Chris Molyneux)
Responsible Officer Chief Executive Officer (Gerard Carlyon)
File Number Council Meetings Ordinary

Attachments Nil

Purpose

To change the proposed Council Ordinary meeting date for June 2026 from Wednesday 24th, to Monday 29th to accommodate Councillors attendance at the National General Assembly 2026.

Related Parties

Nil.

Corporate Plan Linkage

Organisational Excellence - We are a community-focused, values-led council, underpinned by robust decision making, strategic leadership and being responsive to the needs of the community.

Background/Discussion

Council's current Ordinary Meeting Schedule sees meetings held on the 4th Wednesday of each month (schedule last adopted 27 August 2025).

For June 2026 it is proposed to –

- Amend the meeting date from Wednesday 24 June 2026 to Monday 29 June 2026.
- Amend the time for the Special Budget meeting from 10am to 1pm start on Monday 29 June 2026

This change to the Ordinary Meeting schedule will enable Councillors to participate in the National General Assembly 2026.

Following the June 2026 meeting the schedule will return to the 4th Wednesday of the month.

In considering such a recommendation the following aspect was taken into consideration –

- Under the provisions of the *Local Government Regulation 2012 (Regulation)*, section 257 requires that a local government must meet at least once per month.

Consultation and Communication

Public advertisement related to Council meeting changes is required as per section 254B of the *Regulation*, with the exact method of advertisement left to Council's to decide with website and a conspicuous place at its public office (ie official notice board) required as a minimum.

It is proposed to amend the Council website, post a notice on Council's notice board, but also undertake media updates.

Resource Implications

N/a

Risk Management Implications

The risk of confusion from the public regarding the change of meeting dates will be mitigated through advertising and promotion of change.

Conclusion

For the reasons mentioned in the report it is proposed to amend the scheduled Council Ordinary Meetings as –

- Amend the meeting date from Wednesday 24 June 2026 to Monday 29 June 2026.
- Amend the time for the Special Budget meeting from 10am to 1pm start on Monday 29 June 2026

Following the June 2026 meeting that the schedule return to the 4th Wednesday of the month.

In relation to advertising for Council meetings, with website and publishing at Council's public office (ie official notice board) as a minimum, this is seen as satisfactory to advise the public subject also to release of a specific media statement for promotion through local media outlets generally.

Officer's Recommendation

THAT Mackay Regional Council's Ordinary Meeting schedule be amended as below -

- Amend the meeting date from Wednesday 24 June 2026 to Monday 29 June 2026.
- Amend the time for the Special Budget meeting from 10am to 1pm start on Monday 29 June 2026

FURTHER THAT post the 29 June 2026 Ordinary Meeting, meetings would return to the normal schedule of the fourth (4th) Wednesday of the month.

FURTHER THAT all Ordinary Meetings to be held at 10am in the Council Chambers, Administration Building 73 Gordon Street Mackay

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

11.1.5. COUNCILLOR CONFERENCE ATTENDANCE - 2026 AUSTRALIAN LOCAL GOVERNMENT ASSOCIATION ANNUAL CONFERENCE

Author Acting Director Organisational Capability and Risk (Chris Molyneux)
Responsible Officer Chief Executive Officer (Gerard Carlyon)
File Reference Councillors - General

Attachments

1. 2026 NGA Information Flyer [11.1.5.1 - 7 pages]

Purpose

This report is to request Council approval for Mayor Greg Williamson, Cr Belinda Hassan and Cr Heath Paton to attend the 32nd National General Assembly for the Australian Local Government Association Annual Conference “Stronger Together: Resilient. Productive. United” in Canberra on 23 – 25 June 2026.

Related Parties

N/A

Corporate Plan Linkage

Financial Strength

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

Background/Discussion

The Australian Local Government Association Annual Conference “Stronger Together: Resilient. Productive. United” is being held in Canberra between 23 – 25 June 2026. As well as the Conference itself, a Regional Forum is being held in conjunction with the Conference.

Details of the Conference, and Regional Forum, are contained within the attached Registration Information program listing.

Consultation and Communication

Mayor and Councillors

Resource Implications

The cost for Conference registration, travel and accommodation is approximately \$3,500. Costs will be covered within the Councillor’s budget allocation.

Risk Management Implications

Nil

Conclusion

The 2026 Australian Local Government Association Annual Conference offers Councillors the chance to learn from various speakers and presentations, and to network with other local government colleagues. Additionally,

it provides a valuable platform for local government to present a unified voice to the Federal Government regarding policies and funding partnerships.

Officer's Recommendation

THAT Council approves the attendance of Mayor Greg Williamson, Cr Belinda Hassan and Cr Heath Paton at the 2026 Australian Local Government Association Annual Conference, and associated Regional Forum, being held in Canberra between 23 – 25 June 2026.



NGA 2026
National General Assembly

**INFORMATION
FLYER**

National Convention Centre, Canberra 23 - 25 June 2026

2026 Proposed Programs

Forums

TUESDAY 23 JUNE REGIONAL FORUM: ROYAL THEATRE

8.00am	Registrations Open
9.00am	Regional Forum Opening Session
10.00AM	MORNING TEA
10.30am	Opportunities & Challenges - Renewable Transition
11.30am	State of the Regions
12.30PM	LUNCH
1.30pm	Disaster Management Fatigue
2.30pm	National productivity & local roads
3.30PM	AFTERNOON TEA
4.30pm	Regional Health
5.30pm - 7.30pm	National General Assembly Welcome Reception & Exhibition Opening Sponsored by Payble

TUESDAY 23 JUNE URBAN FORUM: BRADMAN THEATRE

8.00am	Registrations Open
9.00am	Urban Forum Opening Session
10.00AM	MORNING TEA
10.30am	State of the Cities
11.30am	Precinct Building: Creating places people want to be
12.30PM	LUNCH
1.30pm	Emergency Management: Communicating to large populations
2.30pm	Growing pains: Rapid urban growth
3.30PM	AFTERNOON TEA
4.30pm	Decarbonisation in the urban context
5.30pm - 7.30pm	National General Assembly Welcome Reception & Exhibition Opening Sponsored by Payble

National General Assembly

WEDNESDAY 24 JUNE NATIONAL GENERAL ASSEMBLY

8.00am	Registrations Open
9.00am	Opening Session MC Welcome and Introduction Welcome to Country
10.00am	Session 1 David Speers (MC) in conversation with Ministers
11.00AM	MEAL BREAK ONE
12.00pm	Session 2: Listen and Action With Jason Clarke, including the launch of the Jobs and Skills Survey
2.00PM	MEAL BREAK TWO
3.00pm	Session 3: Debate on Motions
5.30pm	Close of day one

THURSDAY 25 JUNE NATIONAL GENERAL ASSEMBLY

8.30am	Session 4: Debate on Motions
11.00AM	MEAL BREAK ONE
12.00pm	Session 5: Financial Sustainability Launch of State of the Assets & Around the Grounds (Association Presidents)
1.00pm	Session 6: Disability Inclusion in Action
2.00PM	MEAL BREAK TWO
3.00pm	Session 7: Securing Funds How to Get that Grant & Payable Research
4.00pm	Session 8: Respectful communication in the online world
7.00pm	General Assembly Dinner Australian War Memorial Sponsored by Telstra
7.00pm	Networking Event Verity Lane Market

View the full program on the website
NGA26.com.au

NGA 2026 INFORMATION

SOCIAL FUNCTIONS

Welcome Reception & Exhibition Opening

Sponsored by Payble
Tuesday 23 June 2026

Venue: National Convention Centre Canberra
The Welcome Reception will be held in the exhibition hall and foyer.

5:30pm - 7:30pm

\$55.00 per person for day delegates and guests. No charge for full registered delegates. No charge for registered accompanying partners.

Dress Code: Smart casual

General Assembly Dinner

Sponsored by Telstra
Thursday 25 June 2026

Venue: Australian War Memorial
7:00pm - 10:00pm

\$245.00 per person

Dress Code: Formal/Cocktail

Numbers to this dinner are strictly limited. Tickets are allocated on a first in basis.

Networking Night at Verity Lane

Thursday 25 June 2026

Venue: Verity Lane Market
7:00pm - 11:00pm

\$109.00 per person

Dress Code: Formal/Cocktail

****Note: These functions are on the same night ****

General Assembly Business Sessions

Wednesday 24 June 2026 - Thursday 25 June 2026

Venue: National Convention Centre Canberra

All plenary sessions will be held in the Royal Theatre at the National Convention Centre.

Dress Code: Smart casual

Exhibition

Tuesday 23 June 2026 - Thursday 25 June 2026

Venue: National Convention Centre Canberra

The exhibition is being held in the Exhibition Hall and the Upstairs Ballroom at the National Convention Centre.

Partner Tours

The partners meet at the Crowne Plaza Hotel each morning to commence their tour.

A Day in Hall
Wednesday 24 June - 9.45am

Explore the character and charm of Hall on this relaxed, full-day experience. Begin at the Hall School Museum & Heritage Centre, where local stories and historic displays paint a picture of the region's past. Move on to a guided spirit and wine tasting with Local Spirit Group, complemented by a fresh lunch from 1882 Hall. Finish the day with a wander through Cockington Green Gardens, taking in the detailed miniature villages and beautifully maintained grounds. Enjoy a ride on the miniature steam train before heading off. A balanced mix of history, flavour and leisurely sightseeing.

Lake Side Art & History Tour
Thursday 25 June - 9:45am

Experience Canberra from three unique angles on the Lakeside Art & History Tour tour. Start with a relaxed circuit of Lake Burley Griffin, where the calm surroundings provide a comfortable setting for a lakeside life-drawing session and Morning Tea. Enjoy a laid-back lunch at Wilma Asian BBQ, combining good food with an easy atmosphere. Finish with a guided visit to Calthorpes House, exploring its well-preserved architecture, gardens and the stories that reflect Canberra's early heritage. A balanced mix of art, nature, food and history.

NOTE These programs are subject to change without notice.

REGISTRATION INFORMATION

Registration form available at NGA26.COM.AU

GENERAL ASSEMBLY REGISTRATION

- Attendance to all General Assembly sessions
- Meal breaks as per the General Assembly program
- One ticket to the Welcome Reception & Exhibition Opening
- General Assembly satchel and materials

Early Bird Payment received by Thursday 30 April 2026	\$999.00
Late Payment received after Thursday 30 April 2026	\$1,125.00

DAY REGISTRATION FEES

- Attendance to all General Assembly sessions on the day of registration
- Meal breaks as per the General Assembly program
- One ticket to the Welcome Reception & Exhibition Opening
- General Assembly satchel and materials

Wednesday 24 June 2026	\$570.00
Thursday 25 June 2026	\$570.00

TUESDAY REGIONAL FORUM OR URBAN FORUM REGISTRATION FEES

- Attendance to all registered Forum sessions
- Meal breaks as per the Forum program

Forum Only Tuesday 23 June 2026	\$555.00
Forum NGA Delegate Discount	\$350.00

ACCOMPANYING PARTNER REGISTRATION FEES

- 1 ticket to the Welcome Reception & Exhibition Opening
- Day tour Wednesday 24 June 2026
- Day tour Thursday 25 June 2026

Partner Registration Fee	\$335.00
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All amounts include GST

GENERAL INFORMATION

PRIVACY DISCLOSURE

ALGA collects your personal contact information in its role as a peak body for local government. ALGA may disclose your personal contact information to the sponsors of the event for the purposes of commercial business opportunities.

If you do not consent to ALGA using and disclosing your personal contact information in this way, please tick the appropriate box on the registration form.

Importantly, your name can also be included in the General Assembly List of Participants. You must tick the appropriate box on the registration form if you wish your name to appear in this list.

Photographs

During the General Assembly there will be a contracted photographer taking photographs during the sessions and social functions. If you have your picture taken it is assumed that you are giving consent for ALGA to use the image. Images may be used for print and electronic publications.

CAR PARKING

Parking for delegates is available underneath the National Convention Centre for a cost of approximately \$23.50 per day. Alternatively, voucher public parking is available 300m from the Centre at a cost of approximately \$20.00 per day. The voucher machines accept either cash or cards (Visa or MasterCard).

PAYMENT PROCEDURES

Payment can be made by:

Credit card MasterCard and Visa

Electronic Funds Transfer
Bank: Commonwealth Bank
Branch: Woden
BSB No: 062905
Account No: 10097760

ALGA ABN
31 008 613 876

Canberra Weather in June

Winter days in Canberra are characterised by clear sunny skies but the days are cool at around 11-15°C and temperatures do drop to 0°C on average in the evenings, so be sure to bring a warm jacket.

Mornings can be foggy so keep this in mind when booking flights. It is best to avoid early arrivals or departures in case of delays due to fog.

CANCELLATION POLICY

STANDARD REGISTRATION TERMS

An administration charge of \$220.00 will be made to any participant cancelling before Thursday 30 April 2026. Cancellations received after Thursday 30 April 2026 will be required to pay full registration fees. However, if you are unable to attend, substitutes are welcome at no additional cost

By submitting your registration you agree to the terms of the cancellation policy.

Substitutions

As with all ALGA events, substitutions are allowed for delegates. Please notify the conference organisers in writing if substitutions are required.

No refund will be available to no shows.

ACCOMMODATION TERMS

All cancellations or amendments must be made in writing to Conference Co-ordinators and will be acknowledged by email.

All rooms cancelled 30 day prior to check-in will be charged the full amount unless the room can be resold.

You are required to pay for your full accommodation account and any incidental expenses incurred during your stay when checking in to the hotel.

No refund will be available to no shows.

Conference Hotels

A by Adina

1 Constitution Avenue, Canberra

A by Adina Canberra is the newest hotel to Canberra which is located on Constitution Avenue only a 5-minute walk from the National Convention Centre.

The hotel combines spacious apartment living with 24-hour reception, room service, service provided by knowledgeable concierges and a well-equipped gym.

A new dining district is also newly constructed in the immediate area.

All rooms have a king bed and the studios offer a twin option of two singles beds.

Studio Rooms: \$249 per night
— Single/twin/double

1 Bedroom Apartments: \$299 per night
— Single/double

Adina Serviced Apartments

79 Northbourne Avenue, Canberra

Adina Serviced Apartments Canberra James Court (formerly Medina) is located in the heart of the city on Northbourne Ave. offering contemporary spacious one bedroom apartments. Each apartment features a fully-equipped kitchen, in-room laundry and modern conveniences including flat screen TVs and free WiFi, outdoor pool, sauna, gym, spa and undercover parking on site (\$20/day). The hotel is approximately a 20-minute walk from the National Convention Centre.

1 Bedroom Apartments: \$219 per night
— Single

Avenue Hotel

80 Northbourne Avenue, Canberra

The Avenue Hotel is one of the only 5 star options in the Canberra city and offers guests both studio and apartment style rooms. The hotel is a 15-20 minute walk from the Convention Centre.

The apartments have a fully functioning kitchen. Twin option at the hotel consists of two king singles.

Superior King Rooms \$330 per night
— Single/twin/double

1 Bedroom Apartments \$360 per night
— Single/double

Crowne Plaza

1 Binara Street, Canberra

The Crowne Plaza is adjacent to the Convention Centre and only a short walk from restaurants, bars and the main shopping district.

Twin option at the hotel consists of two double beds.

City View Room \$375 per night
— Single/twin/double

Park View Room \$420 per night
— Single/twin/double

Mantra on Northbourne

84 Northbourne Avenue, Canberra

Mantra on Northbourne is centrally located within the CBD and approximately a 15-20 minute walk from the National Convention Centre. The hotel features underground parking (for a fee), a 24 hour reception, a heated indoor pool, sauna and a fully-equipped gymnasium.

All apartments offer one king bed, individually controlled air-conditioning, WiFi (for a fee), pay per view movies, mini bar, tea/coffee making facilities, a separate lounge and dining area, kitchen and a fully equipped laundry.

1 Bedroom Apartments: \$219 per night
— Single/double

Nesuto Apartments

2 Akuna Street, Canberra

Located in the heart of Canberra's CBD, the Nesuto Apartments is only a five-minute walk from the National Convention Centre. The one-bedroom apartments also offer a separate lounge/dining area.

Twin option at the hotel consists of two single beds. Additional costs will apply if more than two guests are within the one room.

Studio Apartment \$289 per night
— Single/twin/double

1 Bedroom Apartments \$309 per night
— Single/twin/double

Qt Hotel

1 London Circuit, Canberra

The Qt Hotel is a modern hotel with boutique style furnishings, central to the city and a 10-minute walk to the National Convention Centre.

Twin option at the hotel consists of two single beds.

King Room \$249 per night
— Single/twin/double

Superior King Room \$269 per night
— Single/twin/double

The Sebel Canberra Civic

197 London Circuit, Canberra

The Sebel Canberra Civic is one of Canberra's newest hotels which opened in June 2019 and is just a 7-minute walk from the National Convention Centre.

This property offers free WiFi throughout the hotel, a fully equipped gym, and an onsite restaurant and bar lounge.

All rooms come with a fully equipped kitchenette with Nespresso machine and dining table. Every bathroom is accessibility friendly with walk in showers.

Superior Room \$235 per night
— Single/double

Executive Room \$265 per night
— Single/double

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ALGA
Australian Local
Government Association



11.1.6. COUNCILLOR CONFERENCE ATTENDANCE - WORLD TRAILS CONFERENCE

Author Acting Director Organisational Capability and Risk (Chris Molyneux)
Responsible Officer Chief Executive Officer (Gerard Carlyon)
File Reference Councillors General

Attachments

1. Conference Overview WTC 2026 [**11.1.6.1** - 4 pages]

Purpose

This report is to request Council approval for Cr Belinda Hassan to attend the World Trails Conference in Perth on Monday 19 to Thursday 22 October 2026.

Related Parties

N/A

Corporate Plan Linkage

Live and Visit

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

Background/Discussion

The World Trails Conference 2026 brings together the global trails community to share knowledge, exchange ideas, and highlight the role of trails in connecting people, cultures, and landscapes.

The program has been carefully designed to deliver a comprehensive and engaging experience, combining keynote presentations, panel discussions, field-based learning opportunities, and cultural events that showcase Western Australia.

Over four days, participants will hear from international experts, local practitioners, First Nations representatives, and trail advocates who are shaping the future of sustainable recreation, tourism, and conservation. The conference provides valuable opportunities to learn, collaborate, and contribute to global discussions on how trails can support community development, environmental regeneration, and meaningful connections with nature.

In addition to the formal sessions, the conference offers immersive experiences that encourage networking, knowledge sharing, and first-hand engagement with landscapes and trail projects.

Overall, the World Trails Conference 2026 represents a significant professional development opportunity and a comprehensive forum for advancing best practice in trail planning, management, and advocacy.

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 associated cost for registration, travel, accommodation and attendance to the Conference as per Councillor Reimbursement of Expenses Policy and is estimated at \$3,600 per person.

Risk Management Implications

Nil

Conclusion

The attendance at the World Trails Conference 2026 offers substantial professional and strategic value. The conference provides a unique platform to gain insight into global best practice, engage with diverse experts and stakeholders, and explore innovative approaches to sustainable trail development and management. Through its combination of knowledge-sharing, collaboration, and immersive experiences, the conference supports informed decision-making and strengthens capacity to contribute to resilient communities, environmental stewardship, and the long-term success of trail networks.

Officer's Recommendation

THAT Council endorse the attendance of Cr Belinda Hassan at the World Trails Conference in Perth on Monday 19 to Thursday 22 October 2026.

Explore. Connect. Reimagine the Future of Trails.

The World Trails Conference 2026 is where the global trails community comes together — to share knowledge, exchange ideas, and celebrate the power of trails to connect people, cultures, and landscapes.

This year’s agenda has been thoughtfully crafted to take you on a journey — from inspiring keynote presentations and engaging panel discussions to immersive field experiences and cultural events that showcase the best of Western Australia.

Across four dynamic days, you’ll hear from international leaders, local innovators, First Nations voices, and passionate trail advocates shaping the future of sustainable recreation, tourism, and conservation. You’ll have the chance to learn, collaborate, and contribute to global conversations about how trails can regenerate land, support communities, and inspire meaningful connection with nature.

Beyond the sessions, the conference is an experience in itself — with opportunities to walk the land, meet fellow trailblazers, and celebrate shared achievements under WA’s vast southern skies.

This isn’t just a schedule of sessions — it’s a living, breathing celebration of what trails represent.

Discover what’s planned below and start mapping your path through an agenda designed to inform, inspire, and transform.



View of the Perth City Skyline from Optus Stadium. Credit: Tourism WA

Conference snapshot:**WTC2026 – Agenda at a Glance**

Start	Tuesday 20 October 2026			
7:00	<i>Self-guided Urban Trail Walk: East Perth</i>			
8:00	<i>Registration and Refreshments</i>			
9:00	<i>Matagarup: Connection to Noongar Boodja – Jayden Boundry, Mirliny</i>			
9:20	<i>Welcome to WTC2026</i>			
9:40	<i>Ministerial Address</i>			
10:00	<i>Crossing the Ice – James Castrission, MyAdventureGroup</i>			
11:00	<i>Morning Tea</i>			
	<i>Concurrent Session</i>	<i>Concurrent Session</i>	<i>Concurrent Workshop</i>	<i>Concurrent Workshop</i>
11:40	<u>Trails that Build Peace</u>	<u>Beyond Building: Trail Governance</u>	Knowledge Task Team	Cities & Towns
12:55	<i>Lunch</i>			
13:55	<u>Policy, Partnership, and Trails</u>	<u>Equity of Access on Trails</u>	Education & Inclusive Engagement Task Team	<u>Using Google Street View to Reveal Green Trail Infrastructure</u>
15:10	<i>Room Change</i>			
15:30	<u>Australian Trail Case Studies</u>	<u>Finding the Funds</u>	Sustainability and Governance Task Team	<u>Trails as Engines of Regenerative Tourism</u>
16:30	<i>Welcome Reception</i>			

Conference snapshot:

Start	Wednesday 21 October 2026			
7:00	Self-guided Urban Trail Walk: West Perth			
8:00	Morning Refreshments			
9:00	Kaarta Koomba: The Culture of Place – Jayden Boundry, Mirliny			
9:15	World Trails Network Showcase			
9:45	Panel: Exploring the Global Political Landscape and its Impact			
10:15	Morning Tea			
	Concurrent Session	Concurrent Session	Concurrent Workshop	Concurrent Workshop
10:55	<u>Trails as Active Transport</u>	<u>Trails: Shaping Tourism</u>	Media Task Team	<u>Enabling Safer Outdoor Adventures on Our Trails</u>
12:10	Lunch			
13:10	<u>Engaging with Local Communities</u>	<u>When Trail Walking Becomes Art</u>	<u>Emerging Priorities in Trail-Based Tourism</u>	<u>Utilising Trail User Behaviour to Develop Educational Campaigns and Stewardship Programs</u>
14:25	Room Change			
14:45	<u>Trail Economy: Costs, Value, Returns</u>	<u>Trails, Media and Meaning</u>	<u>Arts & Culture Task Team</u>	Conservation
16:00	World Trails Network Film Festival Premiere			

Conference snapshot:

Start	Thursday 22 October 2026			
7:00	<i>Self-guided Urban Trail Walk: Northbridge</i>			
8:00	<i>Morning Refreshments</i>			
9:00	<i>Dyoondalup: Conservation of Country and Self – Jayden Boundry, Mirliny</i>			
9:20	<u>Bruce Trail Conservancy Panel</u>			
9:50	<i>Panel: Multi-Agency Nature-Based Solutions in the South West</i>			
10:20	<i>Morning Tea</i>			
	<i>Concurrent Session</i>	<i>Concurrent Session</i>	<i>Concurrent Workshop</i>	<i>Concurrent Workshop</i>
11:05	<u>Trails Designed with Purpose</u>	<u>Data-Driven Trail Innovation</u>	<u>Amplifying the Role of Trails in Conservation</u>	<i>Health & Wellbeing Outdoors</i>
12:20	<i>Room Change</i>			
12:30	<u>Trails for Conservation</u>	<u>Creating Sustainable Trails</u>	<u>Trail Design & Stewardship Task Team</u>	<u>What Adaptive Riders See; Practical Insights for Trail Planning</u>
13:45	<i>Lunch</i>			
14:45	<u>Managing Trails for Risk and Resilience</u>	<i>Technology Task Team Workshop</i>	<i>Trails & Environmental Systems Task Team</i>	<u>Connecting Trail Design, Innovation and Experiential Learning</u>
16:00	<i>Room Change</i>			
16:10	<i>World Trails Network Awards</i>			
16:40	<i>Introducing WTC2028</i>			
16:50	<i>Conference Close</i>			
17:30	<i>Drinks on the Derbarl Yerrigan – Barrack Square, Boorloo Perth</i>			

Agenda subject to change.

11.1.7. COUNCILLORS' MONTHLY REVIEW REPORTS

Author Councillors
Responsible Officer Acting Director Organisational Capability and Risk (Chris Molyneux)
File Reference Councillors General

Attachments

1. Monthly Report Cr Jones [11.1.7.1 - 1 page]
2. Monthly Report Cr Sheedy [11.1.7.2 - 1 page]

Purpose

To provide Council with the Councillors' Monthly Review Reports for the month of March 2026.

Related Parties

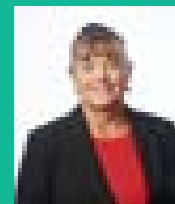
Nil

Officer's Recommendation

THAT the Councillors' Monthly Review Reports for March 2026 be received.

Cr Alison Jones Monthly Report

Key Events Attended



Month of March

- Matsuura Sister Cities Australia Day link up with Matsuura
- Radio Interview with My105fm and other media
- Monthly catchup for the Sustainability Strategic Advisory Committee
- Attended Council in Community Day in Midge Point
- Attended Let's Chat session in Midge Point
- Called in for a catch up with Cindy and the ladies at the IWD High Tea with Footprints
- Had a lovely catch up with a couple of ladies at Neighbour Day in Mt Ossa
- Attended Financial Sustainability Strategic Advisory Committee as an Observer
- Zonta International Women's Day event
- Attended as Councils elected representative to the Reef Guardian Exec Meeting
- Attended Senior Citz AGM
- Attended as Patron of Pioneer River Plant and Orchid Association Meeting
- Attended a Cycling Group Meeting
- Invited to Canegrowers Centenary 100-year Gala Dinner
- Attended the federal Government opening event of the Urgent Care Clinic
- Attended Harmony Day Citizenship Ceremony
- Welcomed the opportunity to catch up with the Maltese Club at a Luncheon
- Attended Jessica Rigby, Ed Rigby and Venita Mooney Art Exhibition at the Rehab Hospital
- Attended the Liveability and Social Inclusion Strategic Advisory Committee as an observer
- Invited to Habana Progress Association AGM what a great night to here about their progress
- Safe Sleep Mackay meeting getting ready to put this service into operation
- Tourism and events launch at the MECC
- Attended SV Partners St Patricks Day celebrations
- Regional Infrastructure Strategic Advisory Committee as a observer
- Daly Bay Respect Launch with Mackay Rotary
- 26 Briefings in chambers through out the month
- Volunteered at the Bosses on Buses fundraising event
- Attended Yuwi Aboriginal Corp Consultation session

Cr Peter Sheedy Monthly Report

Key Events Attended



Month of March 2026

- March 2nd : Catch up with Co Chair of Sustainability Strategic Advisory Committee and Director, Planning Growth and Sustainability
- March 3rd: Attended a 9 am catch up with other councillors at the Councillors Rooms
 Attended an 11am catch up with CEO and Councillors in the Council Chambers
 Attended Council in Community Day at Midge Point and a Let's Chat session to The Point Tavern
- March 4th: Attended a briefing day in the Chambers on 6 topics commencing at 9.20am
- March 5th: Attended a Neighbour Day Cuppa at Zarbys Café, Mt Ossa
- March 6th: Attended Financial Sustainability Strategic Advisory Committee at 10 am
 Attended Resource Industry Network Women's Day Business Lunch at the MECC
- March 9th: Attended Sustainability Strategic Advisory Committee meeting at Council Chambers
- March 10th: Attended Councillor catch up in Councillor Rooms at 9 am and briefing session on 3 topics commencing at 1 pm
- March 11th: CEO and Councillors catch up at 8.30 am
 Briefings on several topics from 9.30 am for the rest of the day.
- March 18th: Attended briefings mainly on budget preparations commencing at 9 am
- March 19th: Attended Mackay and District Senior Citizens Association Inc AGM
 Attended UDIA Mackay and Whitsunday Mayoral and CEO Update
- March 20th: Attended Selectability's Harmony Day Morning Tea
 Attended the Liveability and Social Inclusion Strategic Advisory Committee meeting
 Attended SV Partners invitation event for a St Patrick's Day catch up
- March 23rd: Attended Infrastructure Strategic Advisory Committee meeting
- March 24th: Attended Councillor catch up at 9am in Councillors rooms
 Attended budget briefings and workshops
- March 27th : Attended Announcement of the Disney Major Event coming to the MECC
 Attended Harmony Day 2026 at CQUniversity Sydney Street campus at
 Attended Connecting Gardens Through Art Launch at Botanic Gardens
 Attended Sleep Bus "Bosses on Bus" sponsorship event
- March 30th: Attended meeting of CEP Performance Review Panel
 Attended Councillor catch up in the Councillors Rooms at 2 pm.
- March 31st : Attended Council Morning Tea at Jubilee Centre where special recognition was given to two employees with long service milestone achievements.
 Attended March Monthly Meeting of Council in Council Chambers at 10 am.
 Attended briefing sessions at the conclusion of the monthly meeting

11.2. ORGANISATIONAL CAPABILITY AND RISK

11.2.1. LEASE RENEWAL FOR COBIE ELISE BUCHHOLZ

Author Commercial Lease & Property Officer (Barb Sauer)
Responsible Officer Acting Director Organisational Capability and Risk (Chris Molyneux)
File Reference Current 40-58 Hoey Street SARINA QLD 4737

Attachments

1. Lease Area [11.2.1.1 - 1 page]

Purpose

To approve a new lease to Cobie Elise Buchholz trading as Creative Edge Dance Studio (Creative Edge) for a period of one (1) year plus 2 x 1 year option terms for an area of approximately 6,848sqm, over part of Lot 4 on RP729913, known as 40-58 Hoey Street, Sarina, for the purpose of operation of a dance studio and associated activities.

Related Parties

Cobie Elise Buchholz trading as Creative Edge Dance Studio

Corporate Plan Linkage

Live and Visit

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

Background/Discussion

Mackay Regional Council owns the freehold land situated at 40–58 Hoey Street, Sarina, described as Lot 4 on RP729913.

The lease area, formerly the Sarina basketball stadium, comprises of the hall/building, outdoor court area and adjacent toilet block.

Creative Edge has operated successfully at the site since 2016 and made improvements to the building such as an airconditioned office/utility room. Creative Edge still requires the premises and wish to proceed with renewing the Lease for a further term.

According to Section 236 (1) (c) (iii) of the Local Government Regulation 2012, “a local government may dispose of a valuable non-current asset other than by tender or auction if – the valuable non-current asset is disposed of for the purpose of renewing the lease of land to the existing tenant of the land.”

Section 236 also states that a local government may only dispose of land under the above exemption if the consideration of the disposal is equal to, or more than the market value of the land and Council has obtained a written report from a registered valuer as evidence of this.

A rental valuation has been completed by Knight Frank Mackay with the opinion that a market rental of \$5,200 per annum excluding GST is appropriate in this circumstance.

As Creative Edge is an existing tenant, Council is exempt from the requirement to retender this lease arrangement.

Consultation and Communication

- Cobie Buchholz
- Coordinator Land & Cultural Heritage
- Commercial Lease & Property Officer
- Land & Property Officer
- Land & Road Use Committee

Resource Implications

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

The Lease will be a standard Lease inclusive of rental of \$5,200 per annum with CPI increases being applied if the Lessee exercises their options to renew the lease.

Risk Management Implications

Creative Edge hold a long-term commitment to the land, its infrastructure and the local Sarina community by providing recreational activities to community members. If the Lease to Creative Edge is not renewed this may impact the recreational and social benefits provided to the community.

Conclusion

The approval of a new one (1) year lease with 2 x 1 year option to Cobie Elise Buchholz would represent the most advantageous outcome to Mackay Regional Council and the community as Council will receive market rental and the community will benefit from the recreational activities provided by the dance studio.

Officer's Recommendation

THAT Council

1. Resolves that an exemption applies under Section 236 (1) (c) (iii) of the Local Government Regulation 2012, "a local government may dispose of a valuable non-current asset other than by tender or auction if – the disposal is for the purpose of renewing the lease of the land to the existing tenant of the land;" and
2. Approves a new lease to Cobie Elise Buchholz over an area of approximately 6,848sqm being part of Lot 4 on RP729913 known as 40-58 Hoey Street, Sarina for a period of 1 (one) year plus 2 x 1(one) year option terms.

Lease Area



Cobie Elise Bucholz trading as Creative Edge Dance Studio

Part of 4 on RP729913

11.2.2. OPERATIONAL PLAN QUARTERLY REPORT - THIRD QUARTER 2025-2026

Author Executive Manager Ethical Standards Audit and Risk (Justin Neilsen Bradshaw)
Responsible Officer Acting Director Organisational Capability and Risk (Chris Molyneux)
File Reference 2025-2026 Operational Plan Quarterly Report - Third Quarter

Attachments

1. Operational Plan Quarterly Report Third Quarter 2025-2026 [**11.2.2.1** - 21 pages]

Purpose

To advise the Mayor and Councillors of progress made during the third quarter (1 January 2026 to 31 March 2026) toward delivering actions in the Operational Plan 2025-2026.

Related Parties

N/A

Corporate Plan Linkage

Financial Strength

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

Resilient and Agile Economy - Our long-term vision guides our planning for present and future needs, understanding the future implications of decisions made today.

Operational Excellence

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

Background/Discussion

Section 174 *Local Government Regulation 2012* requires that a written assessment of the local government's progress towards implementing the annual operational plan is presented at meetings of the local government held at regular intervals of not more than three months.

The Operational Plan Quarterly Report – Third Quarter details Mackay Regional Council's (MRC) performance in delivering actions detailed in the annual Operational Plan 2025-2026 as of 31 March 2026.

Performance against targets is reported as being either 'on target', 'above target', 'no action required' or 'actions ongoing'.

At the close of the third quarter, 35 Operational Plan KPIs were reported as progressing with 26 KPIs on target, five actions exceeded their performance targets, and four actions were recorded as being under target.

Council is also being asked to resolve to remove one item from the 2025–2026 Operational Plan (OP 04), which relates to the development of a long-term, cost-effective quarry sourcing strategy for gravel delivery to unsealed

roads and narrow sealed shoulder networks. This initiative included completion of a strategy report with a full whole-of-life cost analysis and definition of future volumes and sourcing arrangements. However, the project has experienced significant delays since quarter two, and investigation activities have now been placed on hold due to resource constraints and competing priorities, with the associated budget deferred to the next financial year. As a result, it is proposed that this item be removed from the current operational plan.

Consultation and Communication

Inputs to the Operational Plan quarterly report are gathered from Directors and Program Managers, drawing on insights provided against KPIs in the relevant Program Plans.

Following adoption by Council, the Operational Plan quarterly report is made available to the community via Council's website.

The report is available to all staff through MRC's intranet with dedication communication to the Management Team that is encouraged for sharing and discussing with teams.

Resource Implications

NIL

Risk Management Implications

The risks associated with achieving objectives are identified and modified through Council's Enterprise Risk Management Framework.

Conclusion

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

Officer's Recommendation

THAT Council receive the Operational Plan Quarterly Report for the Third Quarter of 2025-2026, in accordance with Section 174 of the *Local Government Regulation 2012*.

AND THAT Council resolve to remove OP 04 from the 2025-2026 Operational Plan.

OPERATIONAL PLAN **QUARTERLY REPORT** THIRD QUARTER 2025-2026

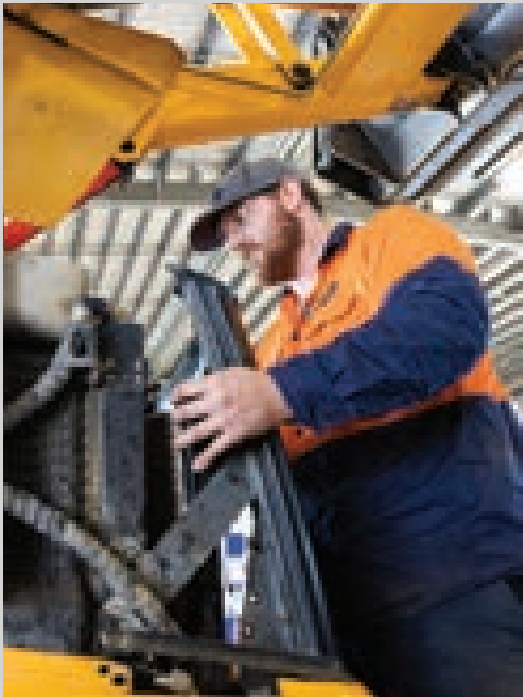
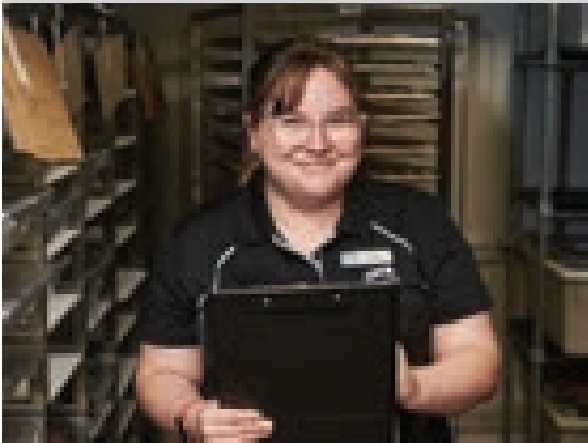


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INTRODUCTION

The Operational Plan 2025-2026 outlines how we will progress implementation of our Corporate Plan 2024-2029 during the financial year.

Our Corporate Plan 2024-2029 sets our strategic direction over the five-year period with five pillars (shown in Figure 1), supported by a range of strategies.

The Operational Plan details programs, projects and services we will deliver in 2025-2026 to achieve our vision. Each action has a lead council program and an evaluation measure that we will use to monitor and report on our performance.

Preparation of an Operational Plan is required under s.174(1) Local Government Regulation 2012. An annual Operational Plan for a local government must be consistent with its annual budget, include an annual performance plan for each significant business activity, and state how the local government will progress implementation of the five-year corporate plan during the period of the annual operational plan.

Our Operational Plan 2025-2026 is consistent with our Budget 2025-2026, which allocates funding for projects, programs and services that will be delivered during the financial year.



Figure 1: Mackay Regional Council Corporate Plan 2024-2029 Pillars

MESSAGE FROM THE CEO

I am pleased to present the third quarter Operational Plan for 2025-2026. This report outlines the progress of our initiatives so far and highlights key achievements in alignment with the Corporate Plan 2024-2029 pillars.

In the third quarter, council achieved 89 per cent of key performance indicators, either meeting or exceeding targets. Some indicators are currently below target, but these are only below the expected progress milestone for the year to date and council officers are implementing strategies to address any roadblocks to ensure projects remain on track for completion across the rest of the year.

Mackay Regional Council is a dynamic organisation managing close to \$4.5 billion in assets and with an annual budget for the 2025-2026 year of over \$450 million. Council provides a vast array of services to the community, and this report demonstrates our commitment to our strategic goals and provides insight into the council's performance and operations.

Our staff live and work right across the Mackay Regional Council footprint and strive to deliver world class services and facilities for our community and on behalf of my dedicated team I hope you will enjoy reading this snapshot of our quarter three 2025-2026 results.



HIGHLIGHTS



INVEST AND WORK

Council is actively delivering a targeted investment attraction program in close partnership with Trade and Investment Queensland. Recent activity included participation in the Queensland Trade and Investment Program in Townsville and Brisbane, with direct engagement with international Trade Commissioners and key investors. This work is supported by ongoing one-on-one investor engagement in region, collaboration with regional partners on investment-ready projects, and preparation of investment collateral.

Council has completed a review of the Facilitating Development in the Mackay Region Policy to ensure it is more targeted and aligned with council's economic development priorities. The updated policy was adopted by council in February 2026 and is now in effect, providing a framework to support targeted investment, stimulate development and attract projects that deliver the greatest economic benefit to the region.



HIGHLIGHTS



LIVE AND VISIT

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.

The Mackay Region Event and Conference Connect held on March 18, at the MECC, showcased the region's upcoming 2026 event lineup and launched the new Event Organiser Marketing Toolkit, providing organisers and tourism operators with clearer planning tools and enhanced promotional resources. The event brought together Mackay Regional Council, MECC, Mackay Isaac Tourism and local tourism and business operators, highlighting strong regional collaboration aimed at growing a year-round events and conference sector. The event provided a valuable networking opportunity, strengthening industry relationships and reinforcing shared strategic goals around building a vibrant, diverse events calendar and driving tourism-related economic growth.



HIGHLIGHTS



COMMUNITY AND ENVIRONMENT

The significant number of community engagements recorded through the RADF grant program in January (10,054) reflects a range of opportunities supported through this funding program. RADF investment contributed to a diverse range of activities, including music recording and release, skills-based workshops and both professional development and program development. Funding also enabled the scaling of programs into other regions, including Isaac and the Whitsundays, and supported skills development opportunities for young people.

The Mackay City and Waterfront Team have begun a no-fee food truck permit trial at River Wharves to support the efforts of activating the Riverfront. Initial participating food trucks have reported great success, with the Boat Ramp Bakehouse selling out within 20 minutes and Tambay Eats establishing a regular Wednesday and Sunday afternoon trade. In addition to reactivating the CBD and Riverfront, council's riverfront action plan to reclaim public realm and address anti-social behaviour is seeing strong success. The operation has however required significant resources with over \$200,000 spent since November on addressing vandalism, graffiti and other related cleanups across the area.

Over recent months council staff, accompanied by the Queensland Police Service or local security services, have undertaken daily cleans of public areas along both the Bluewater Quay and the River Wharves. During January, a thorough clean of public areas in Queens Park was also undertaken. This has been hot, dirty and challenging work not without risk to council staff who have continued to rise to the challenge and are to be congratulated for their considerable efforts. Reactivation of these important public areas has now commenced, with public sentiment overwhelmingly positive through social media.



HIGHLIGHTS



COMMUNITY AND ENVIRONMENT

Growing together through strengthening connections is 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.



HIGHLIGHTS



FINANCIAL STRENGTH

Our Mobile Assets team continues to work through our fleet transition to electric vehicles, with the ongoing trial demonstrating that for general site visits and inspections the electric vehicles range and battery life meet the needs. The cost saving realised throughout the trial will be used to identify opportunities for future investment in electric vehicles as we continue to look for ways to offset our operating costs and improve community outcomes.

Our Civil Operations team has worked tirelessly through our road network with the support of a specialised contractor to identify damage that occurred as part of the recent wet weather events. This investment in the contract support has resulted in the over \$20 million worth of works being identified and submitted for Disaster Recovery Funding. To date nearly 80 per cent of claims submitted have been approved leading to restorative works being undertaken through other funding sources.



HIGHLIGHTS



OPERATIONAL EXCELLENCE

Localised scouring occurred along one section of the Finch Hatton levy wall adjacent to the Showgrounds gate as a result of Tropical Cyclone Koji and the subsequent rain event. The Levy Wall itself was not impacted or compromised and repairs have been undertaken backfilling the scour with oversized rocks locked in with smaller rocks.

The water main located on the eastern side of Cattle Creek (Gargett) sustained significant damage as a result of Tropical Cyclone Koji and the associated rainfall event. Council's infrastructure teams undertook prompt repair works, with the restoration of water supply to the Gargett and Pinnacle townships treated as a priority.

The Supervisory Control and Data Acquisition (SCADA) system continues to be rolled out across all council asset classes to improve real time visibility of asset performance, with HVAC systems at some libraries being moved onto the internal system. The system has already demonstrated how real time data can minimise disruption to operations when a recent mechanical issue was identified at a library, the system was stopped remotely to avoid further damage resulting in a minor repair being completed this avoided long-term impact to the sites opening hours.



ACTIONS ONGOING

OP Plan	Goal Description	KPI Description	Program	Target	Actual	Status	Commentary
OP 04	Develop a long-term, cost-effective quarry sourcing strategy for gravel delivery to unsealed roads and narrow sealed shoulder networks.	Complete the strategy report, including a full cost breakdown of whole-of-life costs, and define the volumes and sourcing strategy for future years.	Civil Operations	65%	10%	●	Investigation work on hold with budget to be deferred to next financial year.
OP 09	Implement priority actions from the Mackay Region Integrated Transport Strategy (MRITS).	Complete the Active Transport and Micro Mobility Plan and prioritise the development of business cases for the actions identified in the plan.	Strategic Planning	100%	90%	●	Council was briefed on the findings and actions of the project in March 2026. The draft Active Transport and Micro Mobility Plan is finalised, and a report will now be prepared for council to consider adoption.
OP 23	Maintain and deliver capital infrastructure in line with approved budget.	90 per cent delivery of capital infrastructure against budget.	Portfolio Management Office	90%	85.5%	●	Project delivery behind forecast predominantly due to procurement delays, variable and inconsistent market response to Tenders, and prolonged wet weather impacts. Some savings also realised for projects that have been closed out during the quarter.
OP 27	To deliver efficient services that provide value for our community while endeavouring to make service levels more transparent.	To action customer requests within defined service level agreements with a target of 90 per cent completion.	Customer Experience	90%	77%	●	Council - Organisation Wide Customer Request Completion Average Dec - 76%, Jan - 79%, Feb - 77%

● On Target ● Ahead of target ● Ongoing ● Not required this quarter

OUR PERFORMANCE STATUS OF OPERATIONAL PLAN ACTIONS

INVEST AND WORK

We will attract investment, create educational opportunities, develop partnerships that drive growth and increase connectivity and digital access in the region.

Reference	Goal	Key Performance Indicators	Responsibility	Annual target	Q3 Target	Q3 Actual	Status	Commentary
OP 01	To facilitate growth, job creation and investment opportunities.	Implement funded actions from year one outlined in the Mackay Region Economic Development Strategy.	Economic Development & Tourism	100%	75%	75%	●	Meetings were held with prospective international investors. Identification of priority projects underway. Small business actions implemented. Short term accommodation review underway. Coordination of Facilitating Development Policy. Continued engagement with partners.
OP 02	Facilitate investment attraction in the Mackay region.	Review of Facilitating Development in the Mackay Region Policy is complete and endorsed.	Economic Development & Tourism	100%	100%	100%	●	Reviewed policy endorsed by council.

● On Target ● Ahead of target ● Ongoing ● Not required this quarter

OUR PERFORMANCE STATUS OF OPERATIONAL PLAN ACTIONS

LIVE AND VISIT

Council is committed to improving the lifestyle of Mackay region residents by delivering infrastructure, services, travel options and accessibility improvements. We will advocate for greater access to public transport and increase the number of walkable and cyclable neighbourhoods, creating an inclusive region for people of all ages, abilities and backgrounds.

Reference	Goal	Key Performance Indicators	Responsibility	Annual target	Q3 Target	Q3 Actual	Status	Commentary
OP 03	Develop a deep understanding of the Museum collection through the completion of the collection rationalisation project.	Engage community to facilitate further understanding of the provenance and significance of collection items.	Community Lifestyle	100%	75%	75%	●	The Collection Rationalisation Project was finalised this quarter. The Sarina volunteers are progressing to re-open the Sarina Museum under a community-led model. Sarina collection has been returned to a new incorporated organisation.
OP 04	Develop a long-term, cost-effective quarry sourcing strategy for gravel delivery to unsealed roads and narrow sealed shoulder networks.	Complete the strategy report, including a full cost breakdown of whole-of-life costs, and define the volumes and sourcing strategy for future years.	Civil Operations	100%	65%	10%	●	Investigation work on hold with budget to be deferred to next financial year.
OP 05	Support the attraction of major sporting and cultural events, concerts and conferences to stimulate the local economy.	Delivery of funding and support for Mackay region events and conferences.	Economic Development & Tourism	100%	75%	75%	●	Mackay Region Event and Conference Connect event held on March 18.
OP 06	Promote the Mackay Region as a Recreational Vehicle destination.	Implement funded actions from the Mackay Region Recreational Vehicle Strategy.	Economic Development & Tourism	100%	75%	75%	●	Regional Tourism Signage Guidelines project progressing on track.
OP 07	Implement the Mackay Waterfront Place Strategy to support the activation of the Mackay Waterfront, City Centre and Riverside Precincts.	Deliver the funded actions from the Mackay Waterfront Place Strategy.	Mackay City & Waterfront	100%	75%	75%	●	In accordance with the Place Strategy, implementation plans have refocused on the Riverside precinct to support activation of the Mackay Waterfront.

● On Target ● Ahead of target ● Ongoing ● Not required this quarter

LIVE AND VISIT

Reference	Goal	Key Performance Indicators	Responsibility	Annual target	Q3 Target	Q3 Actual	Status	Commentary
OP 08	Facilitate the implementation of the Mackay Waterfront Signage and Wayfinding Strategy.	Design and install the next package of the City Centre and Riverside Signage and Wayfinding Strategy.	Mackay City & Waterfront	100%	75%	75%	●	Project progressing in accordance with project plan.
OP 09	Implement priority actions from the Mackay Region Integrated Transport Strategy (MRITS).	Complete the Active Transport and Micro Mobility Plan and prioritise the development of business cases for the actions identified in the plan.	Strategic Planning	100%	100%	90%	●	Council was briefed on the findings and actions of the project in March 2026. The draft Active Transport and Micro Mobility Plan is finalised, and a report will now be prepared for council to consider adoption.
OP 10	Ensure sustainable urban growth planning and land use management.	Progress Planning Scheme 10-year review program.	Strategic Planning	100%	75%	75%	●	Review report being prepared for council to consider in quarter four.

● On Target ● Ahead of target ● Ongoing ● Not required this quarter

OUR PERFORMANCE STATUS OF OPERATIONAL PLAN ACTIONS

COMMUNITY AND ENVIRONMENT

We are committed to creating a safe, connected and resilient community, with a focus on protecting and enhancing the Mackay region's natural environment.

Reference	Goal	Key Performance Indicators	Responsibility	Annual target	Q3 Target	Q3 Actual	Status	Commentary
OP 11	Develop a sustainable model for the Young Mayors Program that offers a platform for meaningful engagement with the region's young people.	Implement a long-term operational model for the Young Mayors Program, including an options analysis and a recommendation for council endorsement.	Community Lifestyle	100%	75%	75%	●	Business case completed and submitted for budget consideration. Work continues with Foundation for Young Australians to embed identified efficiencies into 2026 election planning.
OP 12	Facilitate the establishment of the Community Creative Hub to enhance access to learning opportunities for individuals of all ages within the community.	Plan and implement the Community Creative Hub to support the Arts & Culture strategy.	Community Lifestyle	100%	75%	75%	●	Tender opened during the quarter and closed in March. Tender assessment to occur in April.
OP 13	Facilitate the development of a carbon measurement footprint for the Mackay Entertainment Convention Centre (MECC) to support sustainability initiatives and meet client expectations.	Provide a report on carbon measurement, establish a baseline, and develop an action plan for endorsement by the Executive Leadership team.	MECC	100%	70%	100%	●	Completed
OP 14	Complete Stage 1A and initiate the delivery of Stage 1B for the Northern Beaches Community Hub to advance community development and services.	Achieve completion of Stage 1A within Quarter 1 and commence the delivery of Stage 1B as scheduled in line with construction program and funding milestones.	Portfolio Management Office	100%	34%	34%	●	While works were hindered by wet weather over the quarter and slightly delaying construction works, program currently still maintains a December completion at this point in time.
OP 15	Ensure drainage network is well maintained and prevent infrastructure failure or property damage.	Develop and implement vegetation maintenance schedule for Bridge Road drainage.	Parks & Open Spaces	100%	90%	100%	●	Bridge road drainage works complete for this FY. Will recommence next FY. Southern drainage grass cutting 100 per cent complete for Ooralea, South Mackay and Paget for February 2026.

● On Target ● Ahead of target ● Ongoing ● Not required this quarter

COMMUNITY AND ENVIRONMENT

Reference	Goal	Key Performance Indicators	Responsibility	Annual target	Q3 Target	Q3 Actual	Status	Commentary
OP 16	Conduct a feasibility and community assessment study for the regions Aquatic facilities.	Present recommendations and findings to council for endorsement.	Parks & Open Spaces	100%	75%	75%	●	Consultant is working through agreed scope of project, with community Consultation sessions being planned with council's Community Program. Strategy to be completed on time, by June 30, 2026, to present to council.
OP 17	Conduct a feasibility and community assessment study for the regions Community Hall facilities.	Present consolidated feedback from stakeholder groups and feasibility assessment to council for endorsement.	Parks & Open Spaces	100%	50%	50%	●	Consultant now engaged, agreed scope developed. Consultant to commence asset condition analysis and needs assessment across March - May 2026.
OP 18	Develop Mackay Waste and Resource Recovery Strategy and align with Regional Waste Management Plans where applicable.	Present Energy-from-Waste feasibility study to council.	Waste Services	100%	0%	75%	●	Final Report Drafting has commenced. Findings to be presented to Regional Infrastructure Strategic Advisory Committee by end of quarter four. Councillors completed site visit on March 13.
OP 19	Develop a recycled water distribution plan that maximises water recycling and minimises environmental risks.	Prepare a business case for enhanced data capture and automation of recycled water systems.	Water Treatment	100%	75%	75%	●	
OP 20	Disaster Risk mitigation mechanisms are in situ, tested and are best practice.	Deliver a series of exercises (minimum of two) to train and engage staff on disaster response roles using the Australasian Inter-Service Incident Management System (AIIMS) Framework adopted by the Local Disaster Management Group.	WHS & Emergency Management	100%	100%	100%	●	Planning complete for cyclone shelter exercise scheduled to occur to align with school holidays

● On Target ● Ahead of target ● Ongoing ● Not required this quarter

COMMUNITY AND ENVIRONMENT

Reference	Goal	Key Performance Indicators	Responsibility	Annual target	Q3 Target	Q3 Actual	Status	Commentary
OP 21	Develop a new Environmental Sustainability Strategy that will provide direction for sustainability, including environmental stewardship by council.	Environmental Sustainability Strategy with action plan detailed for adoption.	Strategic Planning	100%	50%	50%	●	Draft strategy prepared and presented to Council and Sustainability Strategic Advisory Committee for feedback. Public consultation scheduled to occur in April.

● On Target ● Ahead of target ● Ongoing ● Not required this quarter

OUR PERFORMANCE STATUS OF OPERATIONAL PLAN ACTIONS

FINANCIAL STRENGTH

We will maintain the financial sustainability of council through good governance and efficient financial management practices. Council is committed to ensuring transparency and education to the community around the provision of council services and facilities.

Reference	Goal	Key Performance Indicators	Responsibility	Annual target	Q3 Target	Q3 Actual	Status	Commentary
OP 22	Facilitate the implementation of the Asset Management Improvement Plan (AMIP).	Deliver the identified 2025-2026 actions from the AMIP being: 1. Develop and implement the prioritisation tool. 2. Develop the accountability framework. 3. Establish service management framework.	Asset Management	100%	75%	75%	●	Accountability Framework development commenced - Consultant engaged and consultation across organisation underway with aim to complete by May 2026.
OP 23	Maintain and deliver capital infrastructure in line with approved budget.	90 per cent delivery of capital infrastructure against budget.	Portfolio Management Office	90%	90%	85.5%	●	Project delivery behind forecast predominantly due to procurement delays, variable and inconsistent market response to Tenders, and prolonged wet weather impacts. Some savings also realised for projects that have been closed out during the quarter.
OP 24	Achieve practical completion of number of planned capital projects.	Measure progress quarterly, reporting completion rates as a percentage of the total projects planned to be completed.	Portfolio Management Office	90%	50%	57%	●	96 projects of the 168 projects originally planned have been completed to mid March. A further 14 projects have also been created and completed within the time period.
OP 25	Ensure the council engages at all levels of government, advocating for the Mackay region and the broader Whitsundays region.	Establish advocacy plan and build campaigns to support engagement with all levels of government.	Organisational Capability & Risk	100%	75%	75%	●	Engagement continued with Strategic Advisory Committees (SACs) and Councillors throughout quarter three to identify advocacy projects for prioritisation. Councillors completed prioritisation scoring, with the endorsed priority projects confirmed as part of the council briefing held on February 24. Following this confirmation, the Acting Director Organisational Capability and Risk will work with the Corporate Communications Program to develop the Advocacy Priorities document, which is scheduled for adoption by council in quarter four.

● On Target ● Ahead of target ● Ongoing ● Not required this quarter

OUR PERFORMANCE STATUS OF OPERATIONAL PLAN ACTIONS

OPERATIONAL EXCELLENCE

We are a community-focussed, values-led council, underpinned by robust decision making, strategic leadership and being responsive to the needs of the community.

Reference	Goal	Key Performance Indicators	Responsibility	Annual target	Q3 Target	Q3 Actual	Status	Commentary
OP 26	Shift council's website services to a new platform provider to enhance customer experience and service efficiency.	Successful launch of the new website with full content migration by quarter four and implement a baseline for measuring improvements in digital transactions.	Corporate Communications & Marketing	100%	80%	80%	●	The team is progressing the critical tasks of web migration with the additional support of Local Government Association Queensland and contractor to overcome the shortfall last quarter due to key vacancies and training time for new team member. Migration of the council site is aimed for April with subsites April - June.
OP 27	To deliver efficient services that provide value for our community while endeavouring to make service levels more transparent.	To action customer requests within defined service level agreements with a target of 90 per cent completion.	Customer Experience	100%	90%	77%	●	Council - Organisation Wide Customer Request Completion Average Dec - 76%, Jan - 79%, Feb - 77%
OP 28	To optimise interactions between the organisation and its customers, focusing on improving customer satisfaction, reputation and overall engagement through a structured and systematic approach.	Implement the funded actions from the Customer Experience Framework across focus areas.	Customer Experience	90%	75%	75%	●	Several staff vacancies have impacted delivery of project work however upgrade of after-hours service has been bought forward to 2025-2026.
OP 29	To establish a robust and scalable corporate data architecture that centralises data, enabling comprehensive analytics, informed decision-making, and strategic insights.	Adoption of new data architecture and migration of current reporting.	Information Services	100%	50%	50%	●	Continuing works on priority Services In Full and On Time provision of data through the architecture.

● On Target ● Ahead of target ● Ongoing ● Not required this quarter

OPERATIONAL EXCELLENCE

Reference	Goal	Key Performance Indicators	Responsibility	Annual target	Q3 Target	Q3 Actual	Status	Commentary
OP 30	To leverage innovative technologies and best practices to improve service delivery, data management and ensure the security and accessibility of information for all stakeholders.	Implement funded actions from the Information Services Roadmap and prepare business cases for year two planning.	Information Services	100%	75%	75%	●	Pathway Software as a Service (SaaS) delayed with planning activities underway to November 2026, this will become therefore a carryover program action into FY26/27. iChris as a SaaS solution being explored to enable optimisation and upgrade of system.
OP 31	Effectively measure councils ability to deliver services in full and on time. (SIFOT)	Develop service delivery performance measures and initiate analysis to detect deviations from targets, enabling the implementation of measurable corrective actions to restore service level.	Multiple	100%	75%	75%	●	Five measures currently being published, break down at time of publishing, other measures developed with internal trialling ongoing: - 91% of grass cutting services completed in full on time - 89% of potholes repaired in full on time - 100% of compliance water testing completed - 92% of bin replacements completed in full on time - 95% bin repairs completed in full on time
OP 32	Maintain and deliver councils' maintenance services in full and on time.	90 per cent delivery of agreed scheduled maintenance works in full and on time.	Multiple	90%	90%	93%	●	Five measures currently being published, break down at time of publishing: - 91% of grass cutting services completed in full on time - 89% of potholes repaired in full on time - 100% of compliance water testing completed - 92% of bin replacements completed in full on time - 95% bin repairs completed in full on time
OP 33	Effectively measure councils' ability to deliver water supply to the region.	Benchmark the national performance review metric report published by the Bureau of Meteorology, aiming for a target of 3.2 water main breaks, bursts, and leaks per 100 km per year.	Water Network	100%	100%	100%	●	Current Water Main Breaks are sitting at 1.67 per 100km

● On Target ● Ahead of target ● Ongoing ● Not required this quarter

OPERATIONAL EXCELLENCE

Reference	Goal	Key Performance Indicators	Responsibility	Annual target	Q3 Target	Q3 Actual	Status	Commentary
OP 34	To create a more transparent, efficient, and responsive council services that effectively meets the needs of the community.	Develop a catalogue of council products and services, including relevant data points, to monitor and enhance service delivery through performance dashboard.	Ethical Standards Audit & Risk	100%	75%	75%	●	Presentations delivered to Councillors. Current manager presentations have been drafted and embedded into existing Corporate Performance Plan along with Key Initiatives. More work to be conducted in quarter four to determine future of this initiative.
OP 35	Achieve a higher level of integration of risk by embedding a proactive risk culture, strengthening risk management processes, and increasing organisational awareness.	Deliver prioritised improvements in the Risk Maturity Roadmap to achieve an 'Integrated' rating in the Queensland Audit Office Risk Maturity Model and incorporate these enhancements into the annual review of the Enterprise Risk Management Framework.	Ethical Standards Audit & Risk	100%	75%	75%	●	Roadmap has progressed through several significant milestones. Risk Tolerance and Appetite Statement workshop with Councillors was finished. Statement have been drafted and awaiting adoption. Supplier insurance has been handed over to procurement with continuous assistance provided for embedding. This work is likely to result in integrated rating.

● On Target ● Ahead of target ● Ongoing ● Not required this quarter

11.2.3. ENTERPRISE RISK MANAGEMENT POLICY

Author Senior Risk Officer (Audrey Kenny)
Responsible Officer Acting Director Organisational Capability and Risk (Chris Molyneux)
File Reference 043 - Enterprise Risk Management Policy

Attachments 043 Enterprise Risk Management - April 2026

Purpose

To present the updated Enterprise Risk Management Policy for adoption.

Related Parties

Nil

Corporate Plan Linkage

Financial Strength

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

Background/Discussion

Mackay Regional Council (Council) has a process of reviewing policies and their associated documents to ensure that they are relevant and up to date. The process involves a review by the responsible program manager, circulation to the management team for consultation and final submission to the Executive Leadership Team (ELT) for review and endorsement by the CEO, prior to presentation to Council for adoption

Enterprise Risk Management Document Overview

1. Council Policy 043 (COU043) – Enterprise Risk Management

Council Policy 043 (COU043) - Enterprise Risk Management serves as the primary governance document for the Enterprise Risk Framework, Enterprise Risk Guide, and all related risk management activities within Council.

The policy is reviewed every three years as part of MRC's policy review process and any other time changes are required.

2. Enterprise Risk Management Framework (ERMF)

The Enterprise Risk Management Framework (ERMF) defines the arrangements for managing risk throughout Council. It establishes the methodologies used for monitoring, reviewing, and reporting risks. The framework has been developed in accordance with AS/NZS ISO 31000:2018 *Risk Management Guidelines*.

3. Enterprise Risk Guide

The Enterprise Risk Guide constitutes an integral component of the Enterprise Risk Management Framework (ERMF) and provides practical tools to support the implementation of the COU043 policy.

It facilitates the integration of risk management into Council operations, supporting innovation, risk-based decision-making, and enhanced performance, while ensuring Council's objectives are achieved.

The Enterprise Risk Framework, Enterprise Risk Guide and associated tools are reviewed every two years and anytime changes are required.

Consultation and Communication

As part of the review of this policy, consultation was undertaken with the relevant stakeholders including Executive Managers, Executive Leadership Team, and subject matter experts.

On 10 February 2026, Council participated in a risk workshop aimed at enhancing their Enterprise Risk knowledge and jointly developing the Appetite and Tolerance statements.

A subsequent briefing was held with Council on April 1, 2026, for Council Policy 043 (COU043) Enterprise Risk Management and the co-designed Risk Appetite and Tolerance statements.

Resource Implications

The implementation of this policy will not require additional resources beyond those currently budgeted.

Risk Management Implications

Council Policy 043 – Enterprise Risk Management provides the overarching governance for Council’s Enterprise Risk management and supporting risk-based decision-making.

Risk Category	Risk Appetite	Implications of Risks Assessed & Mitigation strategy	Risk Rating
Governance & Compliance	Open	There are minimal risk implications in adopting the updated policy.	Low

Conclusion

That Council recommend adopting the adjusted policy COU043 Enterprise Risk Management.

Officer’s Recommendation

THAT Council adopts the adjusted policy COU043 - Enterprise Risk Management.

COUNCIL POLICY**ENTERPRISE RISK MANAGEMENT**

Program: Ethical Standards, Audit & Risk
Date of Adoption:
Resolution Number:
Review Date:

Scope

This policy applies to all Mackay Regional Council (council) Employees.

Objective

Council is committed to an enterprise-wide approach to managing risks through increasing awareness of potential threats and opportunities impacting capacity to achieve corporate objectives.

Council supports the implementation and maintenance of a formal integrated risk management system that will mitigate these risks and take advantage of identified opportunities.

Additionally, this Policy directs – in accordance with the Australian/New Zealand Standard ISO 31000:2018:

- A consistent and structured approach in identifying, assessing, monitoring and controlling enterprise risk.
- The implementation of integrated risk management practices across council that provides for:
 - Decision making in support of achieving strategic, operational and project objectives.
 - The consideration of risk in the development of corporate, operational and project plans
 - Employees being aware of and considering their risk management responsibilities.
 - Formalisation of council's commitment to the principles of risk management and incorporating these into all areas of the organisation.

Policy Statement

Council recognises that as a public authority it is exposed to a broad range of risks which, if not managed, could adversely impact on the organisation achieving its strategic objectives. Council is committed to creating an environment where:

COUNCIL POLICY

ENTERPRISE RISK MANAGEMENT

- All identified risks will be assessed utilising Council's Enterprise Risk Management Framework (ERMF).
- Appropriate training and resources will be made available to assist Employees in understanding, managing and reporting risk.
- Identification and reporting of risks is encouraged.
- Staff are encouraged to accept an appropriate level of risk, in line with Council's adopted appetite statements, to ensure that Council delivers on its corporate and operational plan objectives.

Council is committed to embedding ERM to all areas of the business in order to drive consistent, effective and accountable action and decision-making. This policy must be read in conjunction with the ERMF and the Enterprise Risk Guide.

The ERMF outlines the risk management arrangements which guide the implementation of risk management across council. The framework also sets out the methodologies for the monitoring, review and reporting of risks. It was developed with reference to AS/NZS ISO 31000:2018 *Risk Management Guidelines*.

This process to remain in force until otherwise determined.

by Mackay Regional Council

COUNCIL POLICY

ENTERPRISE RISK MANAGEMENT

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COUNCIL POLICY

ENTERPRISE RISK MANAGEMENT

1.0 Principles

ERM and its processes have been defined in the Australian and New Zealand ISO 31000:2018 *Risk Management - Principles and Guidelines* as the culture, processes, and structures that are directed towards realising potential opportunities whilst managing adverse effects.

Key drivers for risk management include robust governance, legislative compliance, effective decision-making, and a focus on environmental, social, community, and financial sustainability. These drivers promote transparency, accountability, and resilience, enabling Council to achieve its strategic objectives and deliver positive outcomes for stakeholders.

Further weight has also been added to the importance of effective ERM by the Queensland Audit Office which consistently states that effective risk management is fundamental to good governance in Queensland public sector entities. It emphasises that risk management should support the achievement of strategic and operational objectives, and be reflected in organisational culture, behaviours and decision making.

1.1 Consultation and Communication

Council acknowledges that:

- Effective and open communication and consultation with stakeholders during all stages of the risk management process is crucial for successful identification and mitigation of risk.
- The ERMF will outline processes for the communication and escalation of risk ensuring all impacted stakeholders are appropriately engaged.
- The Enterprise Risk Guide is a subset of the Enterprise Risk Management Framework, providing the tools for stakeholders to use in risk-based decisions.

1.2 Responsibilities

The various Stakeholder responsibilities and accountabilities are broadly outlined in the ERMF document at 8.0 and more specifically in ERMF Appendix 1: Stakeholder Roles, Responsibilities and Accountabilities. All staff are responsible for ensuring compliance with the requirements of the risk management policy and risk related procedures.

The Senior Leadership Team and wider Leadership group

- Are responsible for the implementation of organisational policies to achieve effective risk management, and for ensuring adherence to policies by Employees.
- Are responsible for identifying and evaluating risks within their area of responsibility and implementing agreed actions to manage risk.

COUNCIL POLICY

ENTERPRISE RISK MANAGEMENT

1.3 Enterprise Risk Management Performance

ERM performance will be measured and reported in accordance with the ERMF.

Council Appetite and Tolerance statements are documented in the Enterprise Risk Guide, used in risk assessment processes and considered in the risk implications of Council reports

2.0 **Definitions**

To assist in interpretation the following definitions shall apply:

Audit Committee shall mean the advisory committee of Council consisting of Councillors and independent external members charged with providing assurance, oversight and advice to Council and the Chief Executive Officer in relation to the operations of Mackay Regional Council and its controlled entities.

Council shall mean all elected representatives of Mackay Regional Council.

Employees shall mean all persons employed at Mackay Regional Council on a permanent, temporary, volunteer or casual basis and may include persons engaged under a contract of service.

Enterprise Risk Management, (ERM) shall mean co-ordinated activities to direct and control an organisation with regard to risk.

Enterprise Risk Management Process shall mean the systematic application of management policies, procedures and practices to the tasks of communicating, establishing the context, identifying, analysing, evaluating, treating, monitoring and reviewing risk.

Enterprise Risk Management Framework, (ERMF) shall mean set of components that provide the foundations and organisational arrangements for designing, implementing, monitoring, reviewing and continually improving Enterprise Risk Management through the organisation.

MRC shall mean Mackay Regional Council.

Operational risks are those which will impact an operational process, function or expected outcome.

Risk shall mean effect of uncertainty on objectives.

Risk appetite is the level of risk that Council is willing to take or accept in order to achieve its objectives.

COUNCIL POLICY

ENTERPRISE RISK MANAGEMENT

Risk tolerance is the amount of deviation from the level of risk appetite Council is prepared to accept.

Strategic risks are internal and/or external events or scenarios that could impact (negative or positive) council's ability to achieve its corporate objectives.

3.0 Review of Policy

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

- The related documents are amended or replaced.
- Other circumstances as determined from time to time by a resolution of Council

Notwithstanding the above, this policy is to be reviewed at intervals of no more than three (3) years.

4.0 Reference

- *Local Government Act 2009*
- *Local Government Regulation 2012, Section 164 (1)*
- *AS/NZS ISO 31000:2018 Risk Management Guidelines*
- Enterprise Risk Management Framework
- Enterprise Risk Guide

Version Control:

Version	Reason / Trigger	Change	Endorsed / Reviewed	Date
2	Review of Policy	Amendments to Policy	Council	12.09.2018
3.0	Review of Policy	Updated policy	Council	13.12.2023
4.0	Review of Policy	Updated policy		

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11.2.4. RECEIPT OF DONATIONS POLICY

Author Senior Governance Officer (Pam Currell)
Responsible Officer Acting Director Organisational Capability and Risk (Chris Molyneux)
File Reference 059 - Receipt of Donations

Attachments

1. COU059 - Receipt of Donations [11.2.4.1 - 23 pages]

Purpose

To present the Receipt of Donations Policy and its associated corporate standard for consideration and adoption.

Related Parties

There are no identified related parties.

Corporate Plan Linkage

Financial Strength

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

Background/Discussion

The Receipt of Donations Policy establishes Mackay Regional Council's framework for the acceptance, management and refusal of monetary and non-monetary donations, ensuring decisions are made consistently, transparently and in alignment with Council values, operational objectives and human rights obligations.

The policy confirms Council's discretion to accept or refuse donations, sets approval delegations, outlines documentation and complaints processes, and requires periodic review.

The associated corporate standards: Mackay Regional Botanic Gardens Donations and Artspace Mackay Donations, provide detailed operational guidance for specific donation contexts, including suitability criteria, donor recognition, asset management, and compliance with relevant collection and legislative requirements. Together, the policy and standards establish a sound, risk-aware framework that manages donor expectations and supports ethical decision-making and good governance across Council.

Wording in the Mackay Regional Botanic Gardens Donation Corporate Standard was amended as requested by Council following the Council briefing on 11 March 2026.

The key policy and standard changes include:

- Clarified the overarching governance framework for receiving, managing and refusing monetary and non-monetary donations.
- Strengthened suitability and assessment criteria for donations.
- Clarified donor recognition arrangements.

Consultation and Communication

As part of the review consultation was undertaken with the relevant stakeholders, including responsible and associated program Executive Managers, ELT and legal counsel.

The policy was also requested and briefed with Council on 11 March 2026.

Resource Implications

The implementation of this policy will not require additional resources beyond those currently budgeted.

Risk Management Implications

The Receipt of Donations Policy mitigates the risk of perceived influence, conflicts of interest and reputational harm arising from inappropriate or unclear donation arrangements. The policy establishes clear acceptance and refusal criteria, clearly distinguishes donations from sponsorship or benefit-based arrangements, applies delegated decision-making, and requires donations to be managed in accordance with donor intent.

In the absence of the policy, Council would face a moderate residual risk due to the potential for inappropriate or conditional donations, confusion between donations and sponsorship, inconsistent decision-making, and associated perceptions of undue influence or misalignment with Council's values and objectives.

These risks are mitigated through the implementation of the policy and supporting controls, resulting in a low residual risk.

Conclusion

The policy COU059 - Receipt of Donations and its two associated corporate standards are presented to Council for adoption.

Officer's Recommendation

THAT Council adopts COU059 – Receipt of Donations and its two associated Corporate Standards.



COUNCIL POLICY

RECEIPT OF DONATIONS

Program: Community Lifestyle & Facilities & Open Spaces
Date of Adoption:
Resolution Number:
Review Date:

Scope

To outline Mackay Regional Council's (MRC's) expectations regarding the receipt of donations from members of the public, community groups or organisations.

Objective

The objective is to establish clear parameters for decision making regarding the receipt of donations, ensuring all decisions to accept or reject donations are made consistently in accordance with the core guidelines and values of MRC.

Policy Statement

To establish the process by which members of the public, community groups or organisations may make monetary or non-monetary donations to MRC, and set out the criteria for MRC's acceptance or refusal of such donations.

Council considers that to the extent this policy engages and limits, or potentially limits, any human rights, that limitation is reasonable in that it is proportionate and justified.

This process to remain in force until otherwise determined
by Mackay Regional Council



COUNCIL POLICY

RECEIPT OF DONATIONS

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COUNCIL POLICY

RECEIPT OF DONATIONS

1.0 Principles

MRC appreciates all Donations; however, it does have the discretion to refuse a Donation if it that Donation is inconsistent with MRC's values or operational objectives.

This Policy does not address other forms of assistance that may be better defined as tied or untied grants, cash or in-kind support which could be part of a sponsorship or partnership arrangement, or other agreement in which benefits are exchanged between the parties as part of the agreement for the assistance. Such assistance and agreed exchange of benefits is usually arranged through a negotiated contractual agreement.

This policy must be read in conjunction with its associated Corporate Standards 059.1 Mackay Botanic Gardens Donations and 059.2 Artspace Donations.

1.1 Monetary Donation

A member of the public, community group or organisation may make a monetary donation to MRC by:

- contacting the Director of Corporate Services; or at
- designated donations boxes; or
- designated electronic donation devices.

Depending on their suitability, monetary donations can be tied to specific areas within MRC for example:

- Mackay Regional Botanic Gardens
- Ken Burgess Orchid House at Queens Park
- Parks and Reserves
- Property Services
- Museums
- Artspace
- Libraries
- Youth/Neighbourhood Centres

The Director Corporate Services has authority to approve or refuse the receipt of the Donation.

All documentation in relation to the receipt or refusal of the Donation is to be recorded in MRC information management system.

Once the Donation has been accepted and acknowledged by MRC, it is at the discretion of Director Corporate Services as to how the Donation is managed, unless it has been donated for a specific purpose.

1.2 Non-monetary Donation

A member of the public, community group or organisation may make a non-monetary Donation by contacting MRC for further direction.

COUNCIL POLICY

RECEIPT OF DONATIONS

These types of Donations may include, but not limited to:

- Plants - see associated Corporate Standard 059.1 Mackay Regional Botanic Gardens Donations attached hereto.
- Historical items/artifacts - see Council Policy 115 – Museum Collections.
- Artworks - see [Artspace Mackay - Donate now](#)
- Books; or
- Other donation for consideration by MRC.

The associated department Director with that Donation has authority to approve or refuse Donations.

Should the Donation be accepted and acknowledged by MRC, it will be at the discretion of that associated department Director as to how the Donation will be managed, unless it has been donated for a specific purpose.

2.0 Complaints

Any complaints in relation to a decision or a service relating from this policy will be assessed and managed in accordance with MRC's Administrative Action Complaints Policy, a copy of which can be found on MRC's website.

When an individual feels that they are the subject of MRC's failure to act compatibly with human rights, they can make a complaint directly to MRC. These complaints will be assessed against the *Human Rights Act 2019*.

Complaints may be made as following:

In writing to
Chief Executive Officer
Mackay Regional Council
PO Box 41
MACKAY QLD 4740

Via Email - complaints@mackay.qld.gov.au

In person at the following Council Client Services Centres:

- MRC Mackay Office – 73 Gordon Street, Mackay
- MRC Sarina Office – 65 Broad Street, Sarina
- MRC Mirani Office – 20 Victoria Street, Mirani

3.0 Definitions

To assist in interpretation the following definitions shall apply:

Council shall mean the collective body of all elected representatives of Mackay Regional Council, as constituted under the *Local Government Act 2009*, responsible for governing the local government area and making decisions in the public interest.

COUNCIL POLICY

RECEIPT OF DONATIONS

Donation shall mean a monetary or non-monetary gift or contribution that is voluntarily given by a member of the public, community group or organisation to MRC without compensation or benefit, for the benefit of the community.

MRC shall mean Mackay Regional Council.

Tied Donation shall mean a donation tied to a specific purpose.

Untied Donation shall mean a donation not tied to a specific purpose.

4.0 Review of Policy

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

- The related documents are amended or replaced.
- Other circumstances as determined from time to time by a resolution of Council.

Notwithstanding the above, this policy is to be reviewed at intervals of no more than four (4) years.

5.0 Reference

- *Income Tax Assessment Act 1997*
- *Human Rights Act 2019*
- MRC Policy 010 - Roadside Memorials
- MRC Policy 041 - Gifts and Benefits
- MRC Policy 080 - Memorial Monument and Plaque Requests
- MRC Policy 115 – Museum Collections
- Corporate Standard 059.1 – Mackay Regional Botanic Gardens Donations
- Corporate Standard 059.2 – Artspace Donations.
- Collection Development Plan

6.0 Attachments

- Corporate Standard 059.1 – Mackay Regional Botanical Gardens Donations
- Corporate Standard 059.2 – Artspace Donations

Version Control:

Version	Reason / Trigger	Change	Endorsed / Reviewed	Date
1	New Policy		Council	04.07.12
2	Review of Policy	Amendments made	Council	16.12.15
3	Review of Policy	Amendments made	Council	25.10.17
4	Review of Policy	Update	Council	9.12.20
5	Review of Policy	Amendments	Council	08.02.23
6	Review of Policy			

COU059 – RECEIPT OF DONATIONS

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Program Facilities & Open Spaces
Date of Endorsement
Review Date

1.0 Scope

This Corporate Standard outlines the process for individuals, groups, or organisations to donate plants or funds to the Mackay Regional Botanic Gardens (MRBG) and provides clarity on why a donation may or may not be accepted.

2.0 Objective

To provide clear parameters for decision-making regarding Donations and define the requirements and process for consideration of offers. This will ensure all decisions to accept or reject Donations are made consistent with the core guidelines and values of the Mackay Regional Botanic Gardens.

3.0 Reference

- *Human Rights Act 2019*
- MRC Council Policy 059 – Receipt of Donations
- Mackay Regional Botanic Gardens Living Collections Policy

4.0 Definitions

To assist in interpretation the following definitions shall apply:

Donation shall mean a monetary or non-monetary gift or contribution that is voluntarily given by a member of the public, community group or organisation to MRC without compensation or benefit, for the benefit of the community.

MRBG shall mean *Mackay Regional Botanic Gardens*.

Employees shall mean all persons employed at MRC on a permanent, temporary, volunteer or casual basis and may include persons engaged under a contract of service.

5.0 Standard Statement

Before making a donation, donors should consider whether the contribution is intended for a specific purpose or is provided without conditions, allowing MRBG to allocate it at its discretion.

MRBG strongly prefers donations that support the procurement of the Living Collection—our curated plant collection and displays. Bequests and all untied funds will be directed to an appropriate current or future project. Other donations will be assessed on merit and MRBG's capacity to accept and maintain them, in accordance with the guidelines in this document.

This Standard does not apply to other forms of assistance, such as tied or untied grants, cash or in-kind support provided through sponsorships, partnerships, or agreements involving an exchange of benefits. Such arrangements are typically formalised through negotiated contractual agreements.

This Corporate Standard must be read in conjunction with its associated Council Policy 059 – Receipt of Donations.

5.1 Suitability

Council reserves the right to remove recognition at any time, particularly when a donated item reaches the end of its life.

It is acknowledged that some donations may be deemed unsuitable for acceptance. Reasons include:

- The donation does not align with the MRBG Living Collections Policy, procurement schedule, or associated guidelines.
- The donation imposes conditions that conflict with MRBG policies, such as requiring permanent acknowledgement, a commemorative plaque, or the placement of a specific species in a requested location.
- The donation is considered offensive, inappropriate, or poses safety risks for display or maintenance.

Once a donation is accepted and acknowledged, the Curator retains discretion over its placement and the duration it is displayed or maintained, unless otherwise agreed in writing.

Due to age, illness, damage, or unsuitability upon review, a donated item that reaches the end of its natural life may or may not be replaced. This decision will be made by the Curator in accordance with the guidelines outlined in this document.

Example Scenario

A family may wish to commemorate a special occasion, such as a milestone birthday or family gathering, by purchasing and planting a tree on a specific date. The Curator will advise on an appropriate location within the Gardens and recommend a suitable species in line with the MRBG Living Collections Policy. The tree will then be purchased using donated funds and planted with assistance from MRBG staff.

A temporary sign or plaque may be displayed during the planting event; however, permanent plaques are generally not permitted under the MRBG Signage Strategy.

If the tree dies after 15 years, the Curator will determine whether it should be replaced, guided by the current MRBG Living Collections Policy and best-practice horticultural standards.

While MRBG appreciates all offers of support, not all donations can be accepted. Donations must meet the specific requirements outlined in this document.

5.2 Plaques and Signage

Plaques will only be considered for seating or substantial infrastructure, such as picnic shelters donated to the MRBG, and must comply with the MRBG Signage Strategy.

Plaques will be installed on the seat or infrastructure at the time of placement. If the item requires replacement in the future, all best endeavours will be made to contact the donor or relevant family members. Where the original donor cannot be reached or declines to contribute, a new donor may be sought to fund the replacement, and that donor will then be acknowledged on the item.

Permanent plaques or signage are not permitted for donations to the Living Collection.

5.3 Living Collections Policy

The MRBG Living Collections Policy (attached hereto and marked 'A') sets out the criteria for the development of the living collections (the plants) housed at the MRBG. All Donations to these Collections must meet the guidelines set out in the MRBG Living Collections Policy.

This Policy identifies seven categories, that define the themes for the MRBG Living Collections. Individual Collections may fall within one or more of the following categories. Many existing collections have a multi-layered composition which adds to their potential for interpretation and research.

- (a) Geographical
- (b) Biological and Ecological
- (c) Taxonomic and Evolutionary
- (d) Ornamental and Landscape
- (e) Ethnobotanic and Cultural
- (f) Conservation
- (g) Research

This means that not all Donations of plants may be able to be accepted by or displayed in particular locations within the MRBG.

In the event that a mature, donated plant in a living collection reaches the end of its natural life, and that plant is deemed to be a highly-significant part of the collection, the MRBG will use its best endeavours to contact the original donator or a family member regarding the situation.

6.0 **Review of Standard**

This corporate standard will be reviewed when any of the following occur:

1. When any related policy documents are amended or replaced.
2. Other circumstances as determined from time to time.

Notwithstanding the above, this Corporate Standard is to be reviewed at intervals of no more than four (4) years.

7.0 Attachments

- Mackay Regional Botanic Gardens Living Collections Policy

Version Control:

Version	Reason / Trigger	Change	Endorsed / Reviewed	Date
1	Conversion from IOG		Manager	21/05/20
2	Conversion into CS		Council	08.02.2023
3	Review of CS			



Mackay Regional Botanic Gardens Living Collections Policy



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Document Control				
Version	Description	Date	Author	Review
0.1	Living Collection Policy – Draft	19 October 2015	Richard Brown	Horticultural Reference Group
0.2	Living Collection Policy – Review	9 th December 2015	Richard Brown	Horticultural Reference Group
1.0	Living Collection Policy - Adoption	1 st January 2016	Richard Brown	Horticultural Reference Group
2.0	Living Collection Policy - Review	15 th August 2017	Richard Brown	RB & AB
3.0	Living Collection Policy - Review	19 th March 2018	Richard Brown	RB
4.0	Living Collection Policy Review	October 2024	Lisa Kermode	Horticultural Reference Group
5.0	Living Collection Policy Review			

1. Statement of Purpose

This **Living Collections Policy (LCP)** establishes the criteria for the development and management of the living collections within the Mackay Regional Botanic Gardens (MRBG). This policy provides a consistent, methodical approach for the procurement of future living collection material.

The MRBG Master Plan 2010 provides a general overview of the current and proposed collections to be established onsite. Collection-specific **Garden Bed Management plans (GBMP)** are to be developed, as an adjunct to this policy.

2. Function

The need to consider the value of each specimen held within the MRBG is essential. This process is a fundamental aspect of any botanic gardens and of the utmost importance. Different collections will hold different values but should all meet specific criteria in order for them to be included within the site. The MRBG, by definition, needs to hold specific significance to the Central Queensland Coast (CQC) Bioregion and this should be considered at the forefront of any botanic acquisition.

The function of this policy is to:

- Provide direction for the development and management of the MRBG's living collections and displays.
- Define the categories that all collections must fit into in order to keep the MRBG aligned to its mission.
- Determine the areas of management responsible for the many aspects of the collections, display, interpretation, integrity and security.
- Define the purpose, roles and desired outcomes of all collections so they can be used as a tool in the production of management and strategic plans.

Applied strategic planning will enable the MRBG:

- To identify resources required for development and future management of the MRBG.
- To produce defined living collections management plans and in turn develop horticultural maintenance programs for all collections and displays.

3. Living Collection Categories

The LCP will be guided by seven categories that set down primary themes for the collections. Collections may fall into only one of the categories; others may be in more than one. The multi-layered composition of many existing collections adds to their potential for interpretation and research.

Ultimately, plants that are identified to be housed at the MRBG must be suited to the on-site conditions available, such as soil type, sun and shade etc. Provision of special growing conditions may

be considered for the inclusion for specific collections that are deemed to be of extreme importance. As this may involve creating unique conditions not found at the MRBG site, the cost of construction and maintenance of such collections will only be considered with due care and planning.

Repeatedly 'unsuccessful' species (species repeatedly unable to be grown at the MRBG site due to specific requirements) will only continue to remain part of the MRBG living collections if of *such significance* to warrant the extra care and upkeep associated with their procurement and maintenance.

The categories are as follows:

1. Geographical

A collection or display of plants based on a defined geographical area.

Some Geographical Themes:

- A representation of native plants found in a defined region;
- Plants from key vegetation regions;
- Plants with biogeographical connections;
- Plants of cultural significance to a region.

The MRBG's primary focus is on the Central Queensland Coast (CQC) Bioregion. The future Meadowlands area should have collections solely dedicated to this collection objective. Plants sourced for this collection require documented provenance in order to be added. Self-seeded propagules will be removed to maintain as pure a provenance history as possible.

Other collections based on geographical area may be developed but on a smaller scale and within specified sections within the MRBG. Additions to these collections should follow the same procedures for procurement as all others.

2. Biological and Ecological

Collections and displays of plants which grow together in biological or ecological communities defined by a range of environmental conditions.

Biological and Ecological Themes:

- Representatives of habitats existing within the site e.g. the Lagoons waterways.
- Characteristic plant associations of a particular ecological community (species interaction).
- The association between plants as found in their natural environment (Regional Ecosystems) and the details of these habitats (subtle landform differences).

A focus of those Regional Ecosystems most under threat in the CQC Bioregion for the conservation of threatened species and provenance from these communities is a vital role of the MRBG.

3. Taxonomic and Evolutionary

- A collection of plants which demonstrates principles of plant classification and evolution; or sub collections to compare taxonomic traits in a greater horticultural or thematic collection e.g. Lauraceae, Myrtaceae, Euphorbiaceae etc.

Taxonomic and Evolutionary Themes:

- Plants demonstrating selected principles or features of plant classification or evolution;
 - Plants from a defined taxonomic group and related taxa;
 - A reference collection of particular plant taxa;
 - Collections relating to evolutionary adaptations.
-

4. Ornamental and Landscape

A collection of plants grown for their ornamental and landscape qualities. A focus of the MRBG is to trial and promote species currently growing in the wild and not readily available in cultivation, as well as including cultivars (either hybrid or selected forms) and in some select gardens, latest plant releases to gauge their suitability in Mackay's climate.

Ornamental and Landscape Themes:

- Traditional or modern horticultural themes;
- Hybrids, cultivars and species grown for horticultural interest, trial or display;
- Plants which are important to the landscape design which do not fit into any other categories.

Cultivars and hybrids will only be considered for use in specific 'display' gardens. Proposed cultivar and hybrid plants will be investigated and monitored to ascertain whether they could potentially cross with species in the living collection resulting in genetic contamination. The risk for any non-local species to become a "weed" should be assessed prior to its accession and continually throughout its time within the MRBG.

5. Ethnobotanic and Cultural

Plants which represent historic or social values for past and present generations.

Ethnobotanic Themes:

- Plants that have heritage associations with the Mackay region;
- Plants which are remnants of the original vegetation before the MRBG was developed;
- Plants which are linked to the past and represent ethnobotanical, or heritage use;
- Plants which are important to represent key cultural groups;
- Plants of economic importance.

Modern ethnobotanical themes addressing sustainability and climate change will be addressed in future display and educational gardens.

6. Conservation

Plants which require conservation due to their status in line with state, national or international conservation strategies. Threatened species and remnant vegetation communities are also highlighted. This may also cover the conservation of 'old' cultivars and heritage plant collections.

Conservation Themes:

- Sufficient stock of known-provenance plants, with the maximum biological diversity available, to maintain a viable collection of rare or threatened plants in conjunction with other botanic gardens or institutions;
- Plants which are threatened in Australia or overseas;
- Remnant plant communities and those under threat due to climate change or other reasons;

- Plantings which convey a conservation message;
- Plants necessary to provide food and shelter for identified wildlife at the MRBG.

BGCI and BGANZ charters focus attention on the increased preservation of threatened species by botanic gardens holding as many of these species as can be grown, from as diverse a genetic stock as is possible. Partnerships between QPWS, other relevant organisations, and the MRBG are to be developed and will continue to determine the role that the MRBG perform in assisting with the conservation of threatened flora via ex-situ cultivation.

7. Research Collection

Specific collections that are assembled for scientific research.

Research Themes:

- Plants related to research projects undertaken by the MRBG or in collaboration with other organisations;
- Evaluation of horticultural practices or products;
- Plants with taxonomic interest to plant scientists, e.g. undescribed taxa held within various collections that over time could be a source of fertile material for herbaria and horticulture.

Any plants that are to be procured or grown for the purpose of scientific research need to be justified by an appropriate scientific research proposal. This needs to include relevant hypotheses, methodologies and timeframes.

The Curator and HRG will assess these proposals with the ultimate decision remaining with the Curator as to whether it is a suitable project to be undertaken at the MRBG.

4. Management and Development of Collections and Displays

The MRBG Master Plan 2010 outlines the key botanic collections proposed for various different areas within the site. The development of the gardens will mirror this plan as closely as possible although it is expected that there will be some minor deviations based on site constraints or management direction.

The process of individual collection planning, procurement, installation, accession and de-accession resides with the MRBG Curator, staff and the Horticultural Reference Group.

Horticultural Reference Group (HRG): Was established to assist with the development of stages 1 and 2 of the MRBG and was reformed in 2008 from the remaining members of the original working group. The group plays an active part in the ongoing development, procurement and management of the collections through consultation with MRBG staff and key stakeholders. Please refer to Appendix 1 for current members.

General Horticultural Guidelines and **Specific Individual Collection Management Plans** are to be developed in order to more specifically guide the horticultural maintenance of the collections as well as accession or de-accession of specimens.

Identified plants in the living collection that may cross-pollinate (genetically contaminate) naturally occurring plants to form hybrids or different forms are to be monitored and may be deemed inappropriate to the living collection. The source of this type of contamination can be cultivars as well as native species.

Monitoring of the adjacent gardens shall be carried out on an annual basis. Where weeds or hybrid plants originating from the living collection are found, action must be taken to remove the source as well as the progeny.

5. Accession

When a plant has been identified as a suitable specimen to be included within the living collection of the MRBG it is essential that it is properly sourced and recorded to ensure the integrity of the collection and associated reference material.

Any new addition must be approved by both the Team Leader and Curator as a suitable candidate along with a specific location identified for it to be placed within the gardens.

New acquisitions will be of known wild provenance where possible and of known identity or of known authentic cultivars.

The following guidelines *must* be followed:

- Plants and propagating material of wild collected Australian taxa to be with: Duplicate Herbarium voucher specimens for each species – 1 x A3 sized that will be sent to the Queensland Herbarium (BRI) to provide or confirm identification and an A4 sized duplicate that will be retained in the MRBG Herbarium collection.
 - Date of collection
 - Full provenance details
 - Reliable and specific identifying an actual collection site
 - GPS coordinates with a nominated degree of accuracy (i.e. within 200m/500m etc.)
 - All relevant data required to complete the BRI Specimen Cover Sheet;
 - Species that are already in the Living Collection, for which there is no voucher specimen, should have a representative specimen collected and processed as a **Reference Specimen** for the MRBG Herbarium. Vouchers of such species will only be sent to BRI if identification needs to be confirmed.
 - The aim of the MRBG Herbarium Team is to collect and process as soon as possible, fertile material of every species in the living collection for which no specimen is in the MRBG Herbarium collection.
- Plants obtained as seed from other botanic organisations or accredited collectors should, where possible, be without danger of hybridisation and should be free of contamination from other species, particularly recognised or potential pest plants. It should also be accompanied by duplicate herbarium vouchers with all relevant data;
- Any cultivars, hybrids or selected forms can be linked to their origin and reflect the development of plant breeding or selection;
- Cultivars or hybrids of demonstrated authenticity (verified at source).

Plants will only be acquired from the following sources:

- Direct collection of propagating material. This collection process must follow the:

- International Plant Exchange Network Code of Conduct for botanic gardens governing the acquisition, maintenance and supply of living plant material (*see Appendix 2*)
- and;
- Queensland Department of Environment and Heritage Protection Code of Practice For the harvest and use of protected plants (*see Appendix 3*)
- Requests and exchange from other botanic organisations and accredited collectors;
- Purchase from reputable nurseries or collectors able to provide necessary information;
- Donations from reputable sources (and in line with the MRBG Donation policy);
- Collections from 'historic' gardens and nurseries in certain specific cases.

The following will only be acquired in special circumstances and with full permission of relevant authorities, in order to display key themes and education:

- Permitted via permit agricultural taxa (*Musa sp.*, *Saccharum officinarum* etc.)

Instigation and planning of field collections must be endorsed through the Curator. This will ensure field collection activities align with collection development priorities.

The following will not be acquired:

- Plants that contravene the CITES agreement (Convention on International Trade in Endangered Species of Wild Fauna and Flora);
- Prohibited imports;
- Plants that could cause genetic contamination of species or introgression problems;
- Known or suspected environmental, agricultural and water weeds;
- Declared pest plants (Queensland's *Land Protection (Pest and Stock Route Management) Act 2002*);
- Plants that whilst not declared, are of potential or future environmental concern.

6. Recording

All plant specimens are to be recorded in the MRBG living collection database which is the central repository for information on species located at the MRBG.

The primary responsibility for the living collection database lies with the Curator and MRBG staff. Any plant specimen being accession or de-accessioned from the collection must be updated in the living collection database as soon as practical.

Back vouchering is acceptable although not preferred. In order for that to happen the following information is the minimum amount of data required to be captured in order for the plant to be accessioned and enter the collection:

- Date of collection
- Full provenance details
 - Reliable and specific identifying an actual collection site

Voucher specimens of all new propagating material or from species in the living collection, with or without provenance history, where identification needs to be confirmed, are to be submitted to BRI. In general, specimens sent to BRI will be identified but not incorporated by BRI unless they of value to their collection. Specimens collected from the wild with accurate locality details may be incorporated

by BRI but only if they don't already hold adequate numbers of specimens from the relevant location (pastoral district). Duplicates are to become part of the MRBG Herbarium.

Reference specimens collected from the living collection, are to be added to the MRBG Herbarium for species, with or without provenance history, where identification is not in doubt. They will only be lodged with BRI if the species is displaying weed potential. Specimen data is also to be added to the database, particularly material that has been identified by BRI.

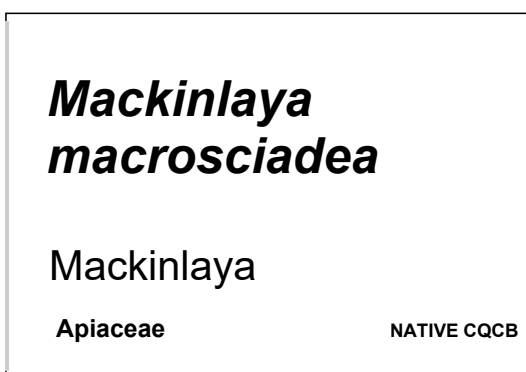
The botanical nomenclature used at the MRBG follows that which is accepted by the Queensland Herbarium. Changes are recorded within the system and used as soon as practical.

Labels

Plant labels are placed adjacent to key plants in order to pass information on to MRBG visitors. The minimum information requirement for each label is as follows:

- Scientific name,
- Family
- Common name/s
- Origin (CQCB Native, Native or Exotic)
- Cultivar or Native Cultivar (if applicable)

Labels are designed to display accepted botanic nomenclature and accepted common names for identification and education. Locally accepted common names are to be given priority.



Example of plant label without garden bed or accession number (not to size)

7. Deaccession

Deaccessioning occurs when specimens have been identified as:

- Having died or in a state of health that will lead to death
- Having become unsafe and/or a danger to humans, infrastructure or other specimens with no practical way of repair
- Contracted a pest/disease that will ultimately result in the death of the specimen or spread to another specimen within the MRBG
- Having questionable authenticity/identification;
- A declared/listed weed species no longer suitable for display;
- No longer relevant to the MRBG Living Collection Policy categories.
- Poor form, unattractive or past the point of appeal.
- Suitable for replacement with a more appropriate botanic specimen

Deaccessioning must be decided jointly by the Curator and Team Leader. All records should be updated including the reason for removal as soon as practical.

Deaccessioned material should be, where possible, recycled via composting or other natural process, unless there is a risk of disease transmission. In certain instances, deaccessioned material can be donated to other botanic gardens or interested parties.

8. Living Collection Management Plans

Living Collection Management Plans will record the management intent for each collection and display. The details within these plans will include:

- The objectives of the collection
- Documentation of maintenance;
 - Standards
 - Procedures
 - Responsibilities
 - Schedules - daily, weekly, monthly and annual
- Approved species lists, numbers and locations for accession/deaccession
- Restoration standards if collections are disturbed.

As the norm, best practice horticultural and industry standards shall be used to maintain the MRBG living collection. This includes precautionary action to prevent weeds, pests, pathogens, and diseases entering or spreading within the site. This applies to importing plants, soils, potting mixes, mulches and other materials, and when carrying out horticultural work within the site or when visiting collection sites. All plant imports should be held in a state of quarantine with no exceptions for a minimum period of four weeks (or as per NIASA recommendations) to assess for potential problems, pests or diseases.

A new collection should not be commenced or established unless resources are available to record and maintain the new collection. This shall be jointly decided by the Curator and Team Leader.

9. Access

A botanic garden holds a wealth of knowledge, data and plant material. There will be opportunities to share this knowledge, data and propagules from the living collection and from research activities. To allow for fair and transparent processes, all relationships must be stated via written guidelines e.g. a letter of permission signed by the Curator, or via ongoing relationships to be established via MoU with various groups/individuals signed by both the Curator (or appropriate person specified in Delegation of Authority No. ADEL09 – Signing of Correspondence) and the group representative.

Information and data should be readily and freely available to other botanic gardens and government on request. Information and data requests from specialist interest as well as private and business interests are at the discretion of the Curator and should be documented.

Propagules from the living collection should be readily and freely available to other botanic gardens and government on request. The collection of propagules by private and business interests must be via a letter of permission signed by the Curator or a MoU signed by both the Curator/delegated person and the group representative.

10. Review

The need to review the LCP at regular intervals is essential. The Curator will carry out an annual review in the initial years of the development policy and then every 5 years from 2024. The timetable for review is detailed below:

Year	Action
2016	Adoption
2017	Annual review
2018	Annual review
2019	Annual review
2024	5 year review

11. Appendices

Appendix 1. Horticultural Reference Group (HRG)

Current members of the HRG as at October 2024:-

MRC Staff

- Curator Botanic Areas, Lisa Kermode
- Team Leader Botanic Areas, Carolyn Wilks
- Visitor Experience Officer, Simone Mellor

Non-staff Members

- Irene Champion
- Grant Patterson
- Meryl Ritchie
- Judith Wake

Appendix 2. International Plant Exchange Network Code of Conduct for botanic gardens governing the acquisition, maintenance and supply of living plant material

[link](#)

Appendix 3. Queensland Department of Environment and Heritage Protection Code of Practice For the harvest and use of protected plants

[link](#)

12. Acronyms

BGANZ - Botanic Gardens Australia and New Zealand

BGCI - Botanic Gardens Conservation International

BRI – Queensland Herbarium (Brisbane Botanic Gardens Mt Coot-tha)

CITES - Convention on International Trade in Endangered Species

CQC – Central Queensland Coast

GBMP – Garden Bed Management Plan

HRG – Horticultural Reference Group

LCP - Living Collections Policy

MRBG – Mackay Regional Botanic Gardens

MRC – Mackay Regional Council

NIASA – Nursery Industry Accreditation Scheme Australia

QPWS – Queensland Parks and Wildlife Service

Program Community Lifestyle
Date of Endorsement
Review Date

1.0 Scope

This Standard applies to individual, groups or organisation wishing to donate to Artspace Mackay (Artspace) or make a financial donation or bequeath funds.

2.0 Objective

To provide clear parameters for decision-making regarding Donations and define the requirements and process for consideration of offers. This will ensure all decisions to accept or reject Donations are made consistent with the core guidelines and values of Artspace.

3.0 Reference

- *Human Rights Act 2019*
- MRC Policy 059 – Receipt of Donations
- MRC Policy 071 – Art Collection
- MRC Policy 088 – Artspace Mackay – Deductable Gift Recipient (DGR) Fund
- MRC Art Collection Development Plan

4.0 Definitions

To assist in interpretation the following definitions shall apply:

Donation shall mean a monetary or non-monetary gift or contribution that is voluntarily given by a member of the public, community group or organisation to MRC without compensation or benefit, for the benefit of the community.

Employees shall mean all persons employed at MRC on a permanent, temporary, volunteer or casual basis and may include persons engaged under a contract of service.

MRC shall mean Mackay Regional Council.

5.0 Standard Statement

This Corporate Standard must be read in conjunction with its associated Council Policy 059 – Receipt of Donations.

5.1 Monetary Donation

Artspace seeks support through Donations, individual and corporate partnerships, grants and bequests with a view to raise funds for investment into the Mackay

community. This valuable support funds ongoing educational community art programs, workshops, exhibitions and cultural events, as well as the acquisition of artworks for Mackay Regional Council's Art Collection which is stored and cared for at Artspace.

5.2 Donate Art

Artspace welcomes offers of artwork for the collection. Please contact Artspace Gallery Director to discuss your wishes in this regard as all artwork donations must comply with Mackay Regional Council's (MRC) current Art Collection Policy. If the Donation meets policy requirements and identified collection priority areas, gallery Employees may also assist in arranging a valuation of the work and assembling your submission to claim a tax deduction through the Australian government's Cultural Gifts program.

5.3 Make a Bequest

Making a bequest is a very special way to make a lasting contribution to art and culture in your community. If you are planning to make a bequest to the gallery, we invite you to discuss your intentions with us. Artspace Gallery Director and Employees can meet with you confidentially and work with you and your solicitor to enable your contribution through your estate. If you are considering the option of bequeathing Artspace a gift of artwork, please discuss this directly with the Gallery Director, as all art acquisitions must satisfy MRC's current Art Collection Policy.

6.0 Review of Standard

This corporate standard will be reviewed when any of the following occur:

1. When any related policy documents are amended or replaced.
2. Other circumstances as determined from time to time.

Notwithstanding the above, this Corporate Standard is to be reviewed at intervals of no more than four (4) years.

Version Control:

Version	Reason / Trigger	Change	Endorsed / Reviewed	Date
1	Conversion to CS		Council	08.02.23
2	Review			

11.3. COMMUNITY SERVICES

11.3.1. INTRODUCTION OF NEW FEE FOR COLLECTION AND IMPOUNDING OF ABANDONED SHOPPING TROLLEYS

Author Executive Manger Health and Regulatory Services (Brenton Niemz)
Responsible Officer Director Community Services (Mark Sleeman)
File Reference Health and Regulatory Services

Attachments Nil

Purpose

To seek Council approval for the introduction of a new fee for the collection and impounding of abandoned shopping trolleys recovered from council-controlled land, in accordance with *Local Law No. 1 (Administration)*.

Related Parties

Coles Group
Woolworths Group
Aldi Australia
Independent Grocers of Australia

Corporate Plan Linkage

Financial Strength

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

Live and Visit

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

Background/Discussion

Council, and the broader community, are increasingly aware of abandoned shopping trolleys on roads, parks and other council-controlled land. These trolleys present safety risks to pedestrians and motorists, obstruct accessways, and detract from visual amenity.

Under sections 36 and 37 of *Local Law No. 1 (Administration)*, an authorised person may seize and impound goods reasonably believed to be abandoned within a local government area or on a road. Shopping trolleys located beyond the immediate vicinity of an associated retailer, and where there is no apparent customer use, may reasonably be considered abandoned for the purposes of the local law.

Section 37(4) of the local law provides that impounded goods may be reclaimed by their owner upon written application to Council, subject to satisfactory proof of ownership and payment of the prescribed impounding fee.

Health and Regulatory Services propose the introduction of a fee of \$183.00 (each) for the collection and impounding of shopping trolleys.

The proposed fee is calculated to recover Council's reasonable costs associated with:

- collection and transportation of abandoned shopping trolleys;
- impounding and storage;
- administrative processing; and
- coordination of return to the owner.

The introduction of this fee will ensure cost recovery, provide a consistent and transparent approach under the local law framework, and encourage retailers to implement effective trolley management practices.

Consultation and Communication

Internal consultation has been undertaken with Health and Regulatory Services and relevant operational teams to confirm the appropriateness of the proposed fee and its alignment with *Local Law No. 1 (Administration)*. Should Council approve the new fee, affected retailers will be notified in writing, and the updated Fees and Charges Schedule will be published on Council's website.

Mackay Regional Council Schedule of Fees and Charges 2025-2026						
Council Product/Service	Unit	LLA Legislative Authority	Relevant Legislation /Policy	Adopted Fee	SEP Inclusive of GST applied	SEP Changes
Regulation						
Parking Approvals and Permits						
Abandoned Vehicles and Other Impounded Goods						
Removal Fee for Seized and Impounded Goods (including Signage)	Each	Item 22A	FALD	100.00	100.00%	
Removal and Towing Fee	Each	Item 22A	FALD	100.00	100.00%	
Administrative Fee	Each	Item 22A	FALD	100.00	100.00%	
Shopping Trolley Collection and Impounding	Each	LL No 1		100.00	100.00% New Fee	

Council has engaged with retailers to raise concerns about the management of shopping trolleys, particularly within the City Centre. The introduction of this fee reinforces Council's position that responsibility should rest with retailers to implement appropriate containment measures.

Resource Implications

The proposed fee is intended to fully recover the operational and administrative costs associated with the collection and impounding of abandoned shopping trolleys. No additional staffing or budget allocation is required.

Risk Management Implications

Failure to introduce an appropriate impounding fee would result in ongoing unrecovered costs to Council and may limit enforcement effectiveness. Introducing the fee mitigates financial risk and supports consistent application of *Local Law No. 1 (Administration)*.

Conclusion

The introduction of a shopping trolley collection and impounding fee provides a lawful, cost-recovery mechanism to address abandoned shopping trolleys on council-controlled land. The proposal supports public safety, amenity and operational sustainability while remaining consistent with the powers available under *Local Law No. 1 (Administration)*.

Officer's Recommendation

THAT Council approve the introduction of a fee of **\$183.00** (each) for the collection and impounding of abandoned shopping trolleys under *Local Law No. 1 (Administration)*, to be included in the Schedule of Fees and Charges for the remainder of the current 2025/26 financial year, and inclusion as a fee for 2026/27 financial year.

11.4. PLANNING, GROWTH AND SUSTAINABILITY

11.4.1. FACILITATING DEVELOPMENT IN THE MACKAY REGION POLICY - SOLANA MACKAY PTY LTD, 121 ROSEWOOD DRIVE, RURAL VIEW

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

Attachments

1. Solana Site Plans [11.4.1.1 - 22 pages]

Purpose

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

Related Parties

- Solana Mackay Pty Ltd
- Stockwell Property Management Pty Ltd
- Stockwell Development Group Pty Ltd
- CPO Architects
- MPN Consulting

Corporate Plan Linkage

Live and Visit

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

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

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

Background/Discussion

Solana Mackay Pty Ltd is seeking concessions under the Facilitating Development in the Mackay Region Policy (Policy) to facilitate construction of Stages 2 and 3 of the Solana Mackay development (DA-2021-101/B). This project is a four-stage retirement facility at 121 Rosewood Drive, Rural View, formally known as Lot 988 SP327452, with stage one currently under construction.

The development was approved by Council on 10 February 2022 as a Material Change of Use for a Retirement Facility for a Manufactured Housing Estate. Minor changes to the original approval were received during 2022 and 2023, resulting in changes to the number of dwellings and amendments to the staging plan. The final development layout provides for the following staging outcomes:

- Stage 1 – 82 lots (under construction and not eligible for Policy concessions)
- Stage 2 – 44 lots. Target completion date: May 2027. Estimated construction costs: \$23,540,000
- Stage 3 – 53 lots. Target completion date: December 2027. Estimated construction costs: \$28,355,000
- Stage 4 – 65 lots. Target completion date: July 2028. Estimated construction costs: \$34,775,000

The approved retirement facility allows for a total of 244 individual dwelling houses, comprising two or three bedrooms. In addition to the residential component, the project includes a Livewell Centre featuring a gym,

library, craft space, lawn bowls, pool and other outdoor activities for residents. Visitor car parking and designated recreational vehicle parking are also included within the development.

An Infrastructure Charges Notice has been issued for the development, with total charges for all stages calculated at \$5,237,855 (subject to relevant indexation). This application for concessions relates solely to Stages 2 and 3, for which the applicable infrastructure charges total \$2,094,278.

Stage 4 will be ineligible for future concessions as the maximum concession value includes any previous stages of the development, or other development of the site, that has been previously approved under the Policy.

All necessary infrastructure and services are available to support the development, and no upgrades to Council infrastructure are anticipated as a result of this proposal.

Construction of Stages 2 and 3 is scheduled to commence in the first half of 2026, with commencement of use anticipated towards the end of 2027.

The development is considered to contribute to the provision of affordable and diverse housing options for the over 50s cohort within the Mackay Region.

Incentive Requests

The applicant submitted an Expression of Interest under the Policy on 9 December 2025, with the subsequent Stage 2 application lodged on 3 March 2026. The applicant is seeking concessions under Schedule 3 – Health Care, Aged Care and Retirement Living.

The application has been assessed against version 11 of the Policy, which was in effect at the time of the Expression of Interest.

The applicant is seeking the following concession:

a) Concession on Infrastructure Charges

	Adopted Infrastructure Charge	Concession requested
Stage 2 – 44 lots	\$949,982	50%
Stage 3 – 53 lots	\$1,144,296	50%

Under Schedule 3 of the Policy, infrastructure charges may be reduced for commercial enterprises by up to 50% on the net charge amount identified on the Infrastructure Charges Notice (after the application of any offsets), to a maximum concession value of \$1,000,000.

General Eligibility Criteria

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

Based on information provided by the applicant, the proposed development satisfies the requirements under the General Eligibility Criteria in Schedule 3 – Health Care, Aged Care and Retirement Living of the Policy, as follows:

Criteria	Eligibility
Timing of development Completed within 2 years.	Commencement of Construction – May 2026 (estimated) Commencement of Use – December 2027 (estimated)
Non-Government Development	Yes
Infrastructure capacity	The applicant has advised no upgrades to Council infrastructure are required to service the proposed development. All infrastructure connections will be from the existing connections to the site or within the adjoining road reserve. There will be no additional infrastructure costs to Council from the proposed development.
Construction costs	The Applicant has noted that construction for Stages 2 and 3 is anticipated to cost approximately \$51.9 million.

Specific Eligibility Criteria

Based on information provided by the applicant, the proposal satisfies the requirements under Eligibility Criteria in Schedule 3 – Health Care, Aged Care and Retirement Living of the Policy:

Criteria	Eligibility
Economic Investment	<ul style="list-style-type: none"> Estimated construction cost of the development is \$51.9M. Estimated total capital investment of \$58M. Capital investment includes land, civil works, construction of dwellings, bulk earthworks and all infrastructure relating to roads, footpath upgrades (Eimeo Road), water, fire, stormwater, electrical and communications. Based on Council's economic modelling, a direct injection of \$51.9M (construction costs) will result in combined supply chain and consumption effects of \$53.8M, totalling \$105.707 economic impact.
Employment Generation	Based on Council economic modelling, the project will generate 52 direct and 128 indirect full-time equivalent (FTE) jobs, totalling in 180 FTE jobs.
Applicable Area	The development is within appropriately zoned land located within the Priority Infrastructure Area.
Applicable Land Uses	The approved uses are recognised as Preferred Land Uses under Schedule 3 – Health Care, Aged Care and Retirement Living of the Policy.

Business and Regional Benefits

Based on the information provided by the applicant, Stages 2 and 3 of the development supports increased business activity within the local construction industry, provides additional employment opportunities across various industry sectors and addresses critical housing shortages. While Stages 2 and 3 will result in the establishment of 97 dwellings, the full development will result in 244 dwellings in the Mackay region.

The applicant advises that the development will deliver the following benefits to the Mackay region's economy:

- Due to the extent of the development, it is expected to support an extensive number of jobs, including jobs within civil construction and the building industries.
- The development provides housing supply in an affordable location that is in proximity to several community services (including schools and commercial centres).

- Solana Mackay is the first Manufactured Home Estate in the Mackay region which provides housing for downsizers and in turn makes larger family homes available for those who require more space.
- Construction of homes is contracted to a local builder, using local subcontractors and staff. Furthermore, a large portion of materials are purchased through a local supplier. Local staff will also be employed to manage the estate area.

Consultation and Communication

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

The Director Planning, Growth and Sustainability has also considered this application and provided approval for the Expression of Interest to progress to a Stage 2 application.

Resource Implications

a) Concessions on Infrastructure Charges

In accordance with the Infrastructure Charges conditioned under Development Approval DA-2021-101/B, the Material Change of Use has the following levied charges for Stages 2 and 3:

Gross Infrastructure Charge (IC)	Concession (%)	Concession (\$)	Charges Payable
\$2,094,278	50%	\$1,000,000 (capped)	\$1,094,278

Under Schedule 3 – Health Care, Aged Care and Retirement Living, Infrastructure Charges may be reduced by up to 50% based on the net charge amount identified on the Infrastructure Charges Notice, up to a maximum concession value of \$1,000,000. The amount of \$2,094,278 is eligible for concession, resulting in a concession of \$1,000,000 (capped) and a payable charge of \$1,094,278 (+ annual adjustments).

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

Risk Management Implications

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

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

Conclusion

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

The proposed application supports the desired outcomes of Schedule 3 – Health Care, Aged Care and Retirement Living of the Policy, and the provision of concessions will facilitate the delivery of the project, increase economic output, and assist in alleviating the regional housing shortage.

Officer's Recommendation

THAT the following Specific Incentive be approved under the Facilitating Development in the Mackay Region Policy for the proposed Stage 2 and Stage 3 development by Solana Mackay Pty Ltd (DA-2021-101/B) located at 121 Rosewood Drive, Rural View, being Lot 988 SP327452:

- a. Concession of 50% (estimated at \$1,000,000) be applied against the net charge amount for DA-2021-101/B, being a Development Permit for Material Change of Use for a Retirement Facility for a Manufactured Housing Estate, applicable to Stage 2 and Stage 3 only, to the maximum concession value of \$1,000,000.
- b. The concession is to be calculated following applicable annual indexation, and after the deduction of any applicable offsets and credits.

AND THAT the approval of concessions is dependent on:

- a. The development must be completed and the use commenced by 22 April 2028.
- b. No additional infrastructure costs are to be incurred by Council, including establishment or bring forward costs
- c. The developer must utilise local contractors and suppliers.

1.0 SITE PLANS / 1:100 SITE PLAN

SITE DATA

LOT 988 ON SP327452

TOTAL SITE AREA 115 100 m²
 SITE COVER 40 728.9 m² (35.39%)

LIVEWELL CENTRE 873.8m²
 GYM 75.1m²

- LOT SETBACK TO BOUNDARY
- BUILDING OUTERMOST PROJECTION SETBACK TO BOUNDARY

LEGEND

■	MONARCH	(16m WIDE x 19m DEEP)	23 (9%)
■	WREN	(16m WIDE x 19m DEEP)	23 (10%)
■	ROSELLA 2.0	(15m WIDE x 19m DEEP)	81 (33%)
■	GREY HERON	(13.5m WIDE x 19m DEEP)	38 (16%)
■	COCKATOO	(13.5m WIDE x 19m DEEP)	36 (15%)
■	KOOKABURRA	(12m WIDE x 19m DEEP)	38 (14%)
■	SPECIAL LOT		5 (3%)

TOTAL: 244 LOTS

PARKING

PARKING SPACES	MIN 1 PER SITE
Vx	VISITOR PARKING SPACES 96
Rvx	RV PARKING SPACES 76
Bx	BUS PARKING SPACES 2



1 SITE PLAN
1:2000

Mackay REGIONAL COUNCIL

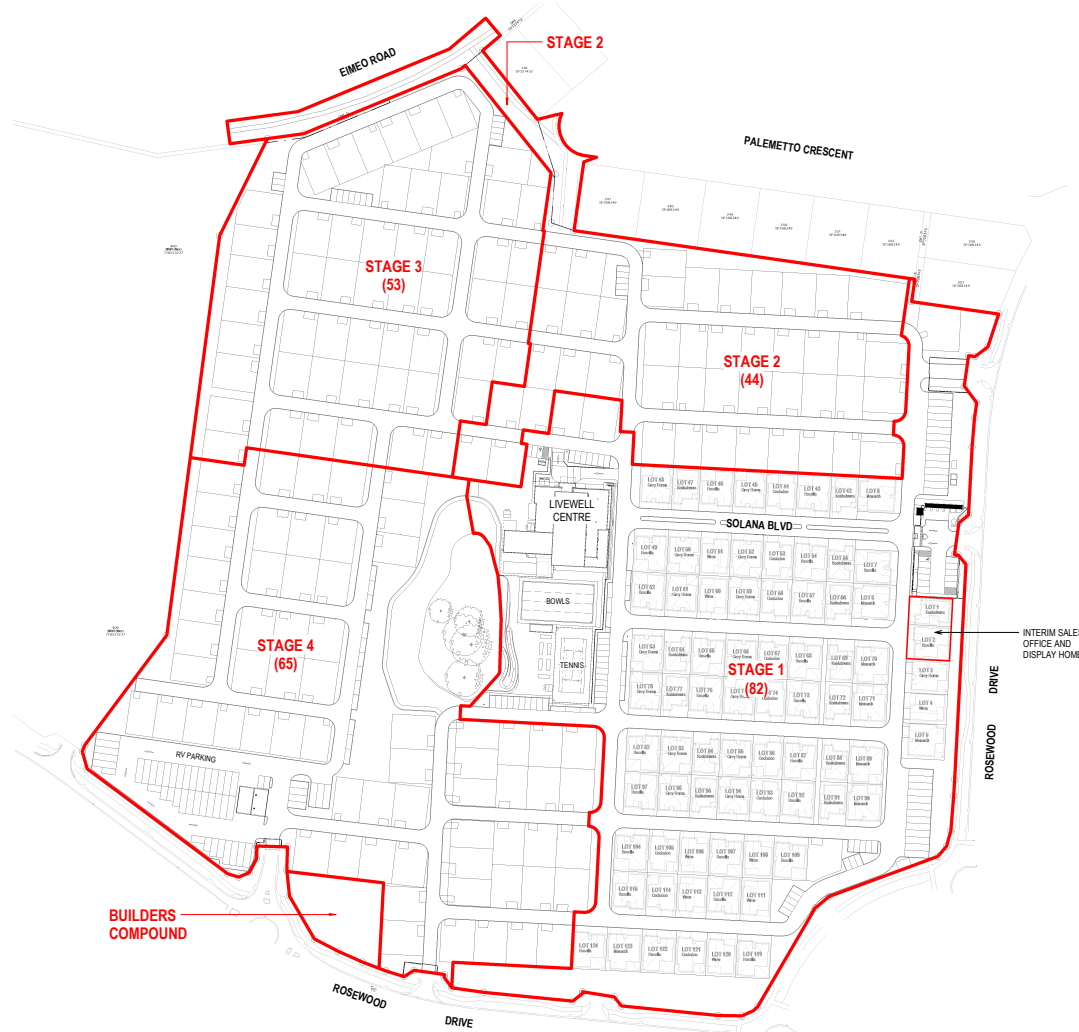
DECISION NOTICE
 DA-2021-101/B
 APPROVED PLAN
 15 SEP 2023

DEVELOPMENT APPLICATION

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JOB No. 20200131 DWG No. DA-020 REVISION S





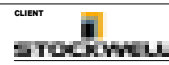
NOTES
REFER TO CURRENT SURVEY DOCUMENTS FOR DETAILS. REFER TO CURRENT CIVIL DOCUMENTS FOR DETAILS. REFER TO CURRENT ELECTRICAL DRAWINGS FOR DETAILS. CONTOURS SHOWN ILLUSTRATE EXISTING SITE LEVELS PER CONTOUR DETAIL SURVEY DWG NO. 2204C 100A DATED 22/07/2022 BY MACKAY SURVEYS.
LEGEND
STAGING PLAN
STAGE 1 - 82 LOTS 65 VISITOR PARKS + 28 RV PARKS INCL. INTERIM SALES OFFICE AND DISPLAY HOME
STAGE 2 - 44 LOTS 9 PARKS
STAGE 3 - 53 LOTS 15 PARKS
STAGE 4 - 65 LOTS 12 PARKS + 48 RV PARKS
TOTAL LOTS = 244 TOTAL RV PARKS = 76 RV PARKS TOTAL VISITOR PARKS = 97 VISITOR PARKS
ABBREVIATIONS



ISSUE	REVISION	DATE
1	PRELIMINARY RDS SET	04/11/22
2	STAGING UPDATE	22/05/23



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 p 07 3062 2098 / a/n 85 437 227 153 | www.cpoarchitects.com.au



CLIENT
MHE MACKAY

LOCATION
EIMEO ROAD, RURAL VIEW QLD 4740

PROJECT DESCRIPTION
MHE MACKAY

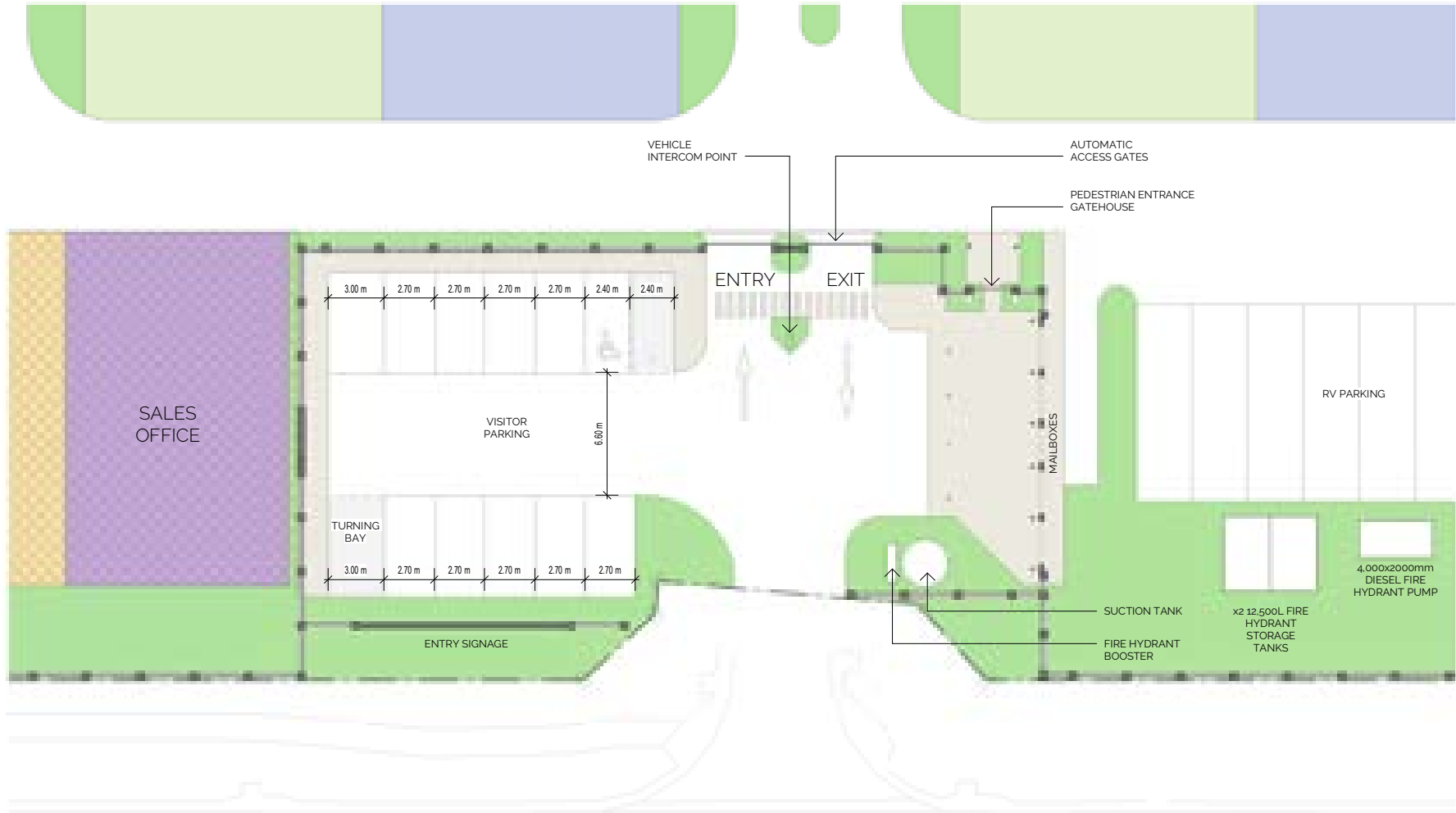
DRAWING
STAGING PLAN

SCALE	DATE	DRAWN BY
1:1000@A1	22.05.23	TC
JOB No.	DRAWING No.	REVISION
20200131	WD-020	2



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1.0 SITE PLANS / 1.02 ENTRANCE DETAILS



1 ENTRANCE DETAIL PLAN
1:200



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Version: 1, Version Date: 19/09/2023



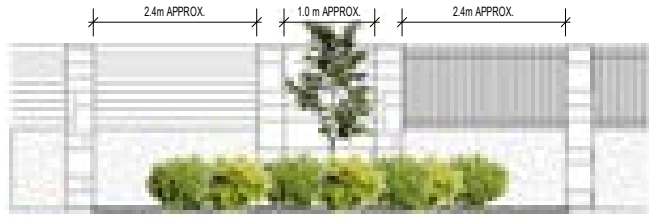
ROSEWOOD DRIVE

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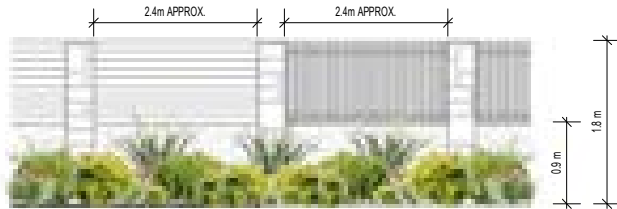
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1.0 SITE PLANS / 103 FENCING PLAN



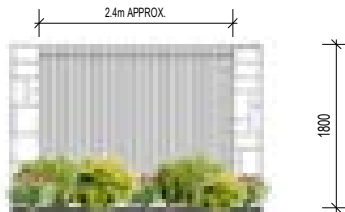
TYPE 01 FENCE

1800mm HIGH FENCE ON 900mm HIGH BLOCK WALL. FENCE TO BE COMBINATION OF SOLID HORIZONTAL FENCE AND POOL FENCE



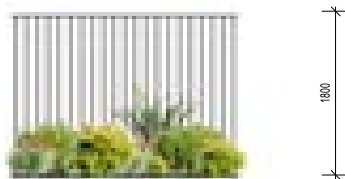
TYPE 02 FENCE

1800mm HIGH FENCE ON 900mm HIGH BLOCK WALL. FENCE TO BE COMBINATION OF SOLID HORIZONTAL FENCE AND POOL FENCE



TYPE 03 FENCE

1800mm HIGH POOL FENCE



TYPE 04 FENCE

1800mm HIGH TIMBER ACOUSTIC LAPPED FENCE



1 FENCING PLAN
1:2000



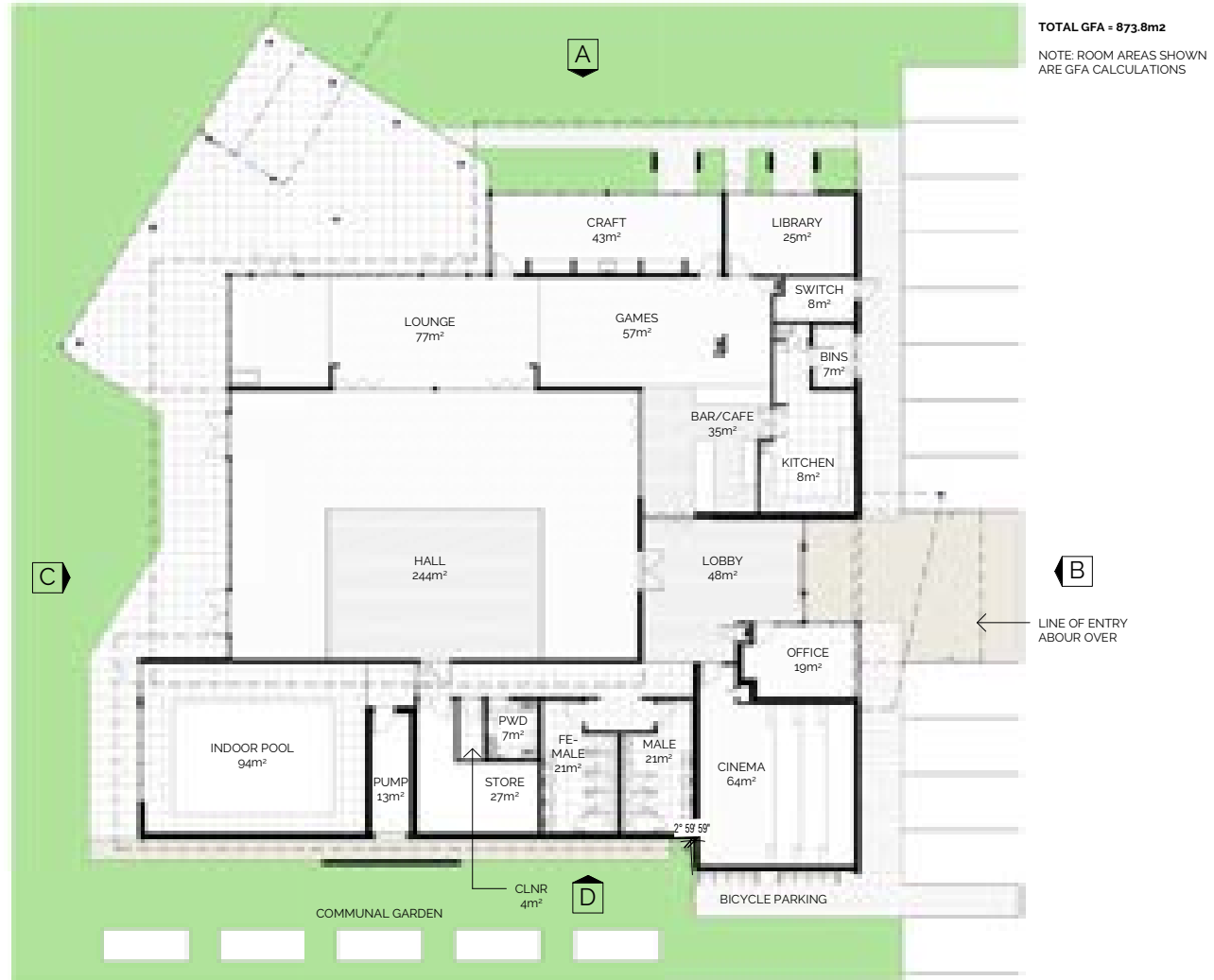
DEVELOPMENT APPLICATION

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JOB No. 20200131 DWG No. DA-023 REVISION G



2.0 BUILDING DETAILS/ 2.00 LIVEWELL CENTRE



1 LIVEWELL CENTRE - FLOOR PLAN
1:200



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Version: 1, Version Date: 19/09/2023

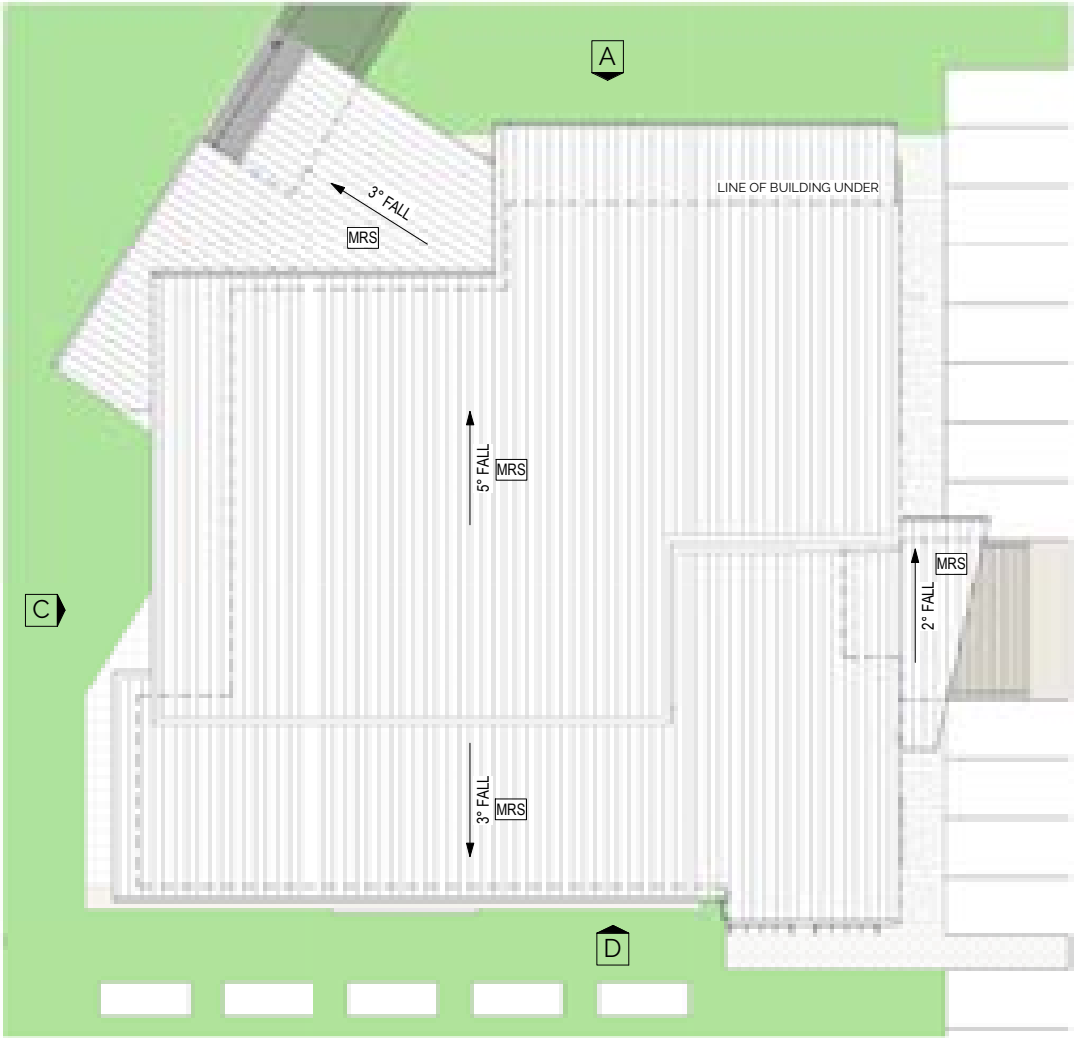


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JOB No. 20200131 DWG No. DA-100 REVISION D

2.0 BUILDING DETAILS/ 2.00 LIVEWELL CENTRE



1 LIVEWELL CENTRE - ROOF PLAN
1:200

2.0 BUILDING DETAILS/ 2.00 LIVEWELL CENTRE

LEGEND

- RH** RENDERED FINISH

- SA1** VERTICAL CLADDING TYPE 1
- SA2** VERTICAL CLADDING TYPE 2

- FS** FEATURE STONE

- WB1** HORIZONTAL CLADDING TYPE 1
- WB2** HORIZONTAL CLADDING TYPE 2

- MRS** METAL ROOF SHEETING

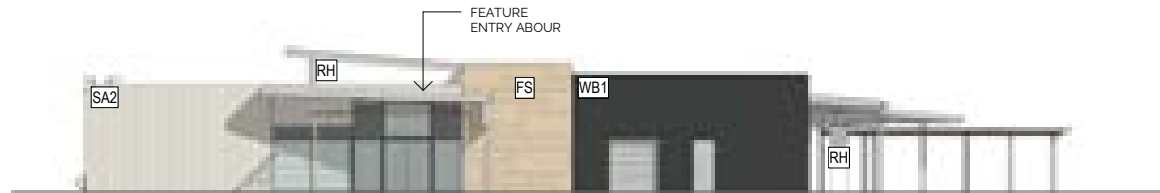
- MWS** METAL WALL SHEETING

NOTE: ALTERNATIVE FACADE AND EXTERNAL COLOUR SCHEMES TO BE SELECTED BY PURCHASERS



A LIVEWELL CENTRE - ELEVATION A

1 : 200



B LIVEWELL CENTRE - ELEVATION B

1 : 200



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Version: 1, Version Date: 19/09/2023



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JOB No. 20200131 DWG No. DA-102 REVISION C

2.0 BUILDING DETAILS/ 2.00 LIVEWELL CENTRE

LEGEND

- RH** RENDERED FINISH

- SA1** VERTICAL CLADDING TYPE 1
- SA2** VERTICAL CLADDING TYPE 2

- FS** FEATURE STONE

- WB1** HORIZONTAL CLADDING TYPE 1
- WB2** HORIZONTAL CLADDING TYPE 2

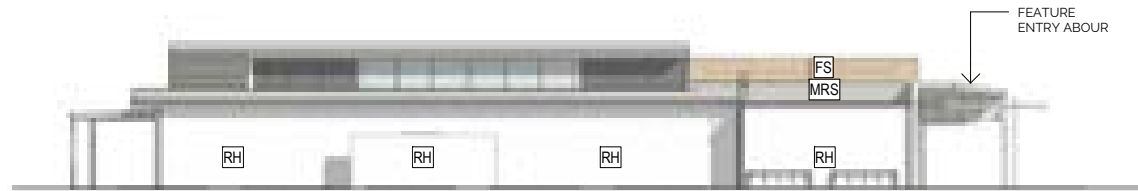
- MRS** METAL ROOF SHEETING

- MWS** METAL WALL SHEETING

NOTE: ALTERNATIVE FACADE AND EXTERNAL COLOUR SCHEMES TO BE SELECTED BY PURCHASERS



C LIVEWELL CENTRE - ELEVATION C
1:200



D LIVEWELL CENTRE - ELEVATION D
1:200



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JOB No. 20200131 DWG No. DA-103 REVISION C



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Version: 1, Version Date: 19/09/2023

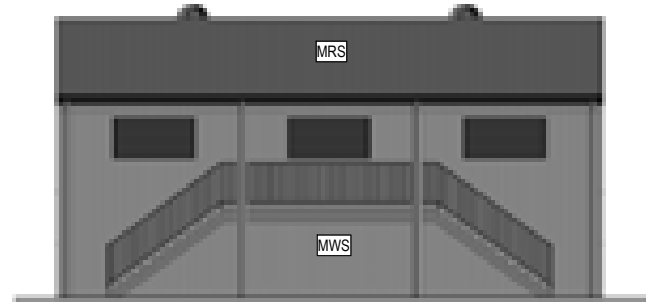


2.0 BUILDING DETAILS/ 2.00 WORKSHOP



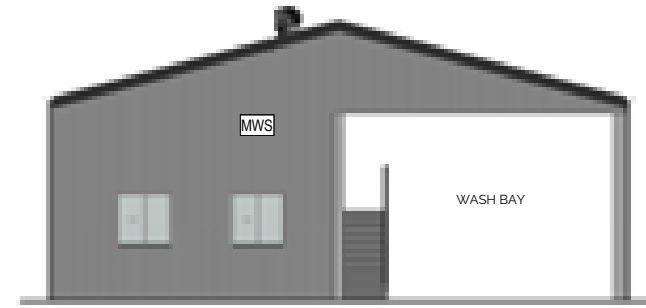
1 FLOOR PLAN - WORKSHOP GROUND FLOOR

1:100



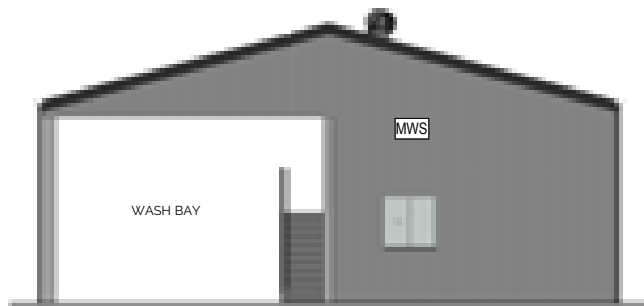
B WORKSHOP - ELEVATION A

1:100



C WORKSHOP - ELEVATION C

1:100



A WORKSHOP - ELEVATION D

1:100



D WORKSHOP - ELEVATION B

1:100

LEGEND

- RH** RENDERED FINISH
- SA1** VERTICAL CLADDING TYPE 1
- SA2** VERTICAL CLADDING TYPE 2
- FS** FEATURE STONE
- WB1** HORIZONTAL CLADDING TYPE 1
- WB2** HORIZONTAL CLADDING TYPE 2
- MRS** METAL ROOF SHEETING
- MWS** METAL WALL SHEETING

NOTE: ALTERNATIVE FACADE AND EXTERNAL COLOUR SCHEMES TO BE SELECTED BY PURCHASERS



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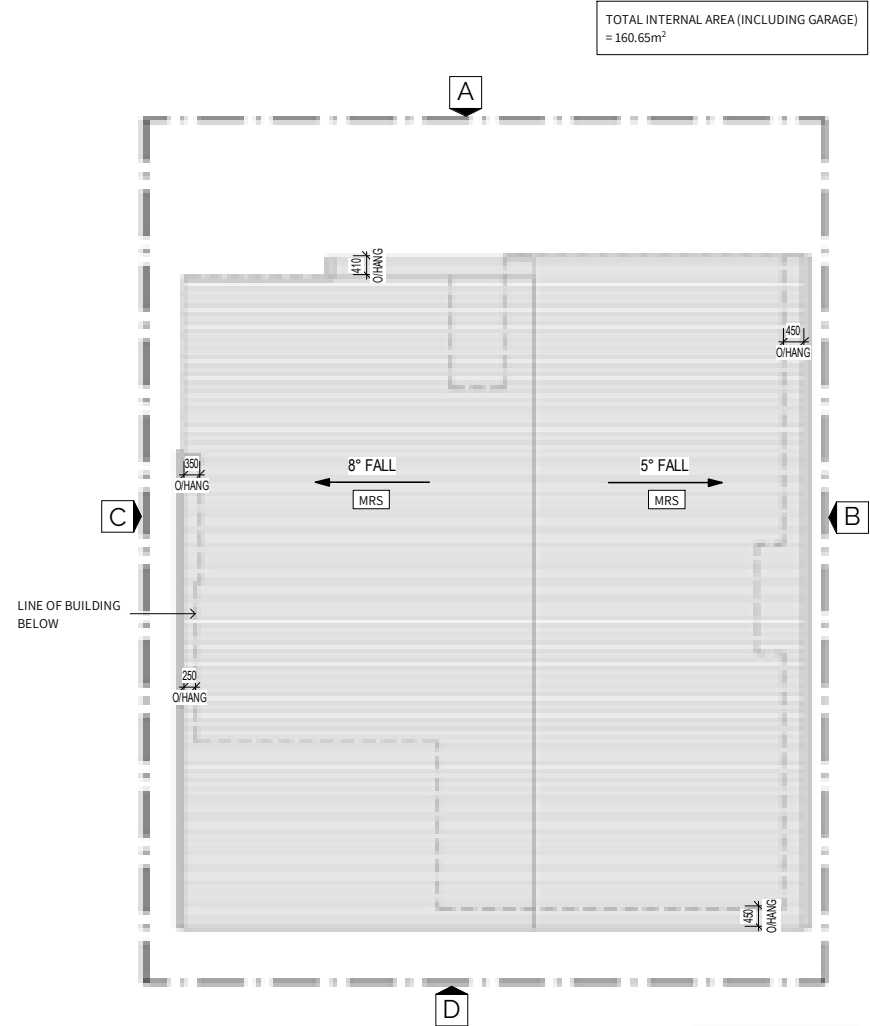


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Version: 1, Version Date: 19/09/2023





1 Rosella 2.0 - Contemporary Floor Plan
1:100 @ A3



2 Rosella 2.0 - Contemporary Roof Plan
1:100 @ A3

TOTAL INTERNAL AREA (INCLUDING GARAGE)
= 160.65m²




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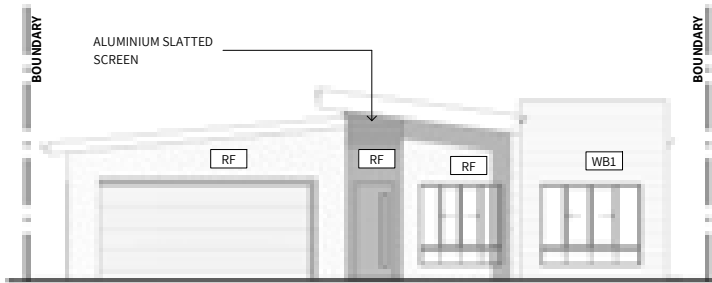
Solana MHE

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dwg no. DA-210 revision D

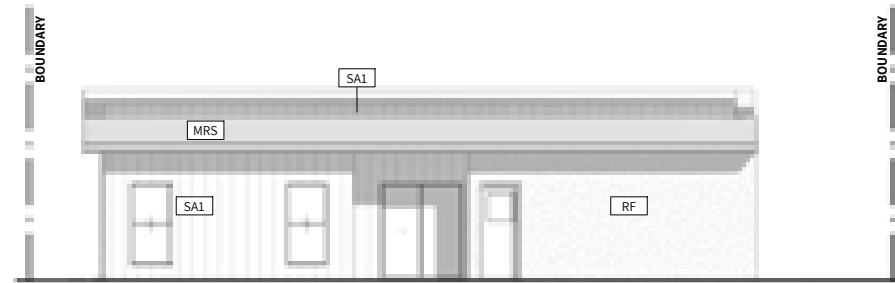
LEGEND

	RF	RENDERED FINISH		WB1	HORIZONTAL CLADDING TYPE 1
	SA1	VERTICAL CLADDING TYPE 1		WB2	HORIZONTAL CLADDING TYPE 2
	SA2	VERTICAL CLADDING TYPE 2		MRS	METAL ROOF SHEETING

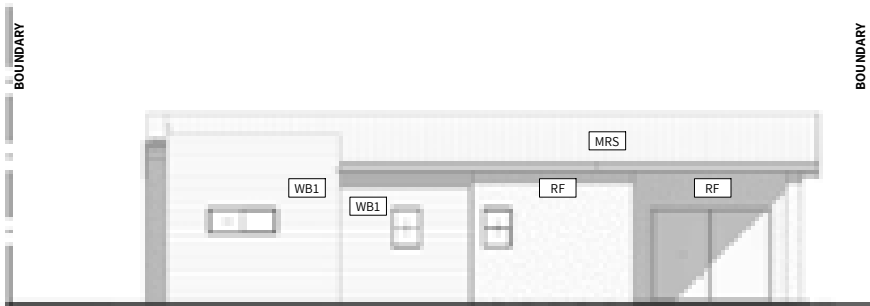
NOTE: ALTERNATIVE FACADE AND EXTERNAL COLOUR SCHEMES TO BE SELECTED BY PURCHASERS



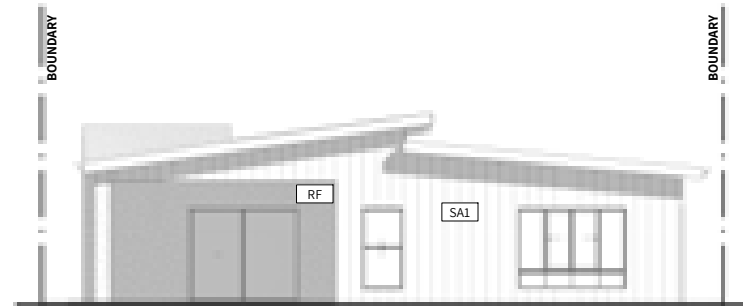
A Rosella 2.0 - Contemporary Elevation A
1:100 @ A3



B Rosella 2.0 - Contemporary Elevation B
1:100 @ A3



C Rosella 2.0 - Contemporary Elevation C
1:100 @ A3



D Rosella 2.0 - Contemporary Elevation D
1:100 @ A3

LEGEND

	RF	RENDERED FINISH		WB1	HORIZONTAL CLADDING TYPE 1
	SA1	VERTICAL CLADDING TYPE 1		WB2	HORIZONTAL CLADDING TYPE 2
	SA2	VERTICAL CLADDING TYPE 2		MRS	METAL ROOF SHEETING

NOTE: ALTERNATIVE FACADE AND EXTERNAL COLOUR SCHEMES TO BE SELECTED BY PURCHASERS



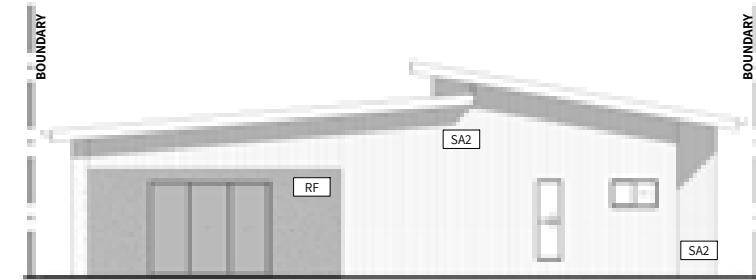
A Monarch - Contemporary Elevation A
1:100 @ A3



B Monarch - Contemporary Elevation B
1:100 @ A3



C Monarch - Contemporary Elevation C
1:100 @ A3



D Monarch - Contemporary Elevation D
1:100 @ A3



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Version: 1, Version Date: 19/09/2023



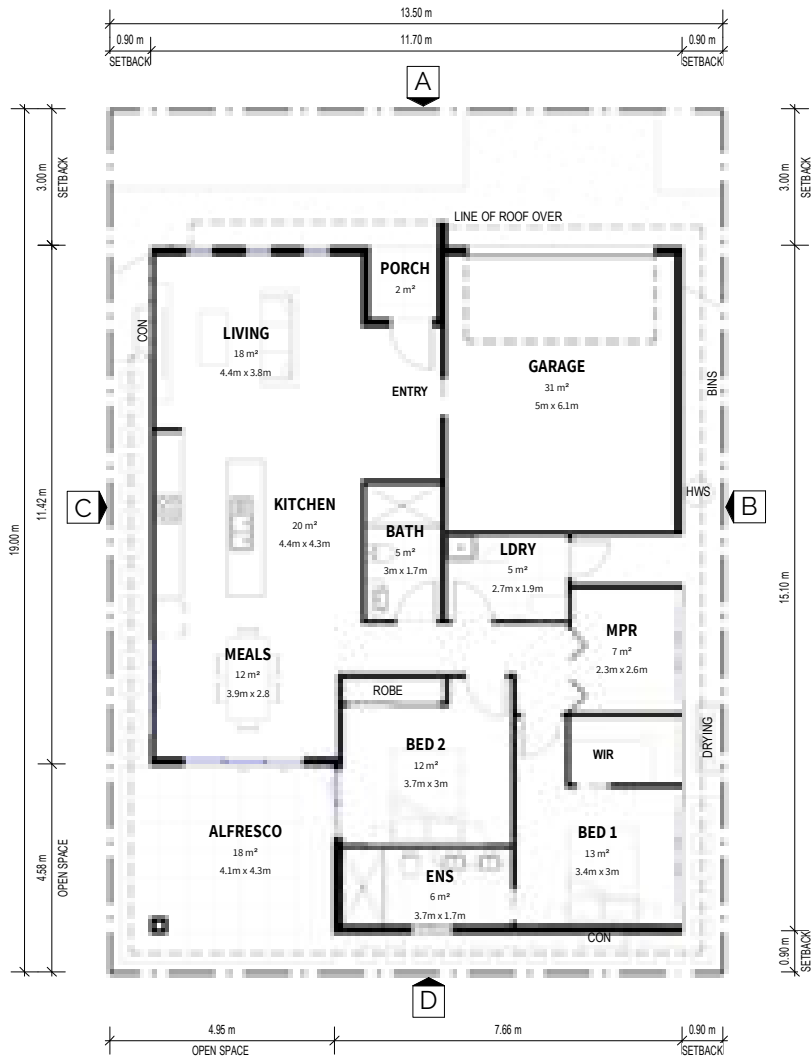
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Solana MHE

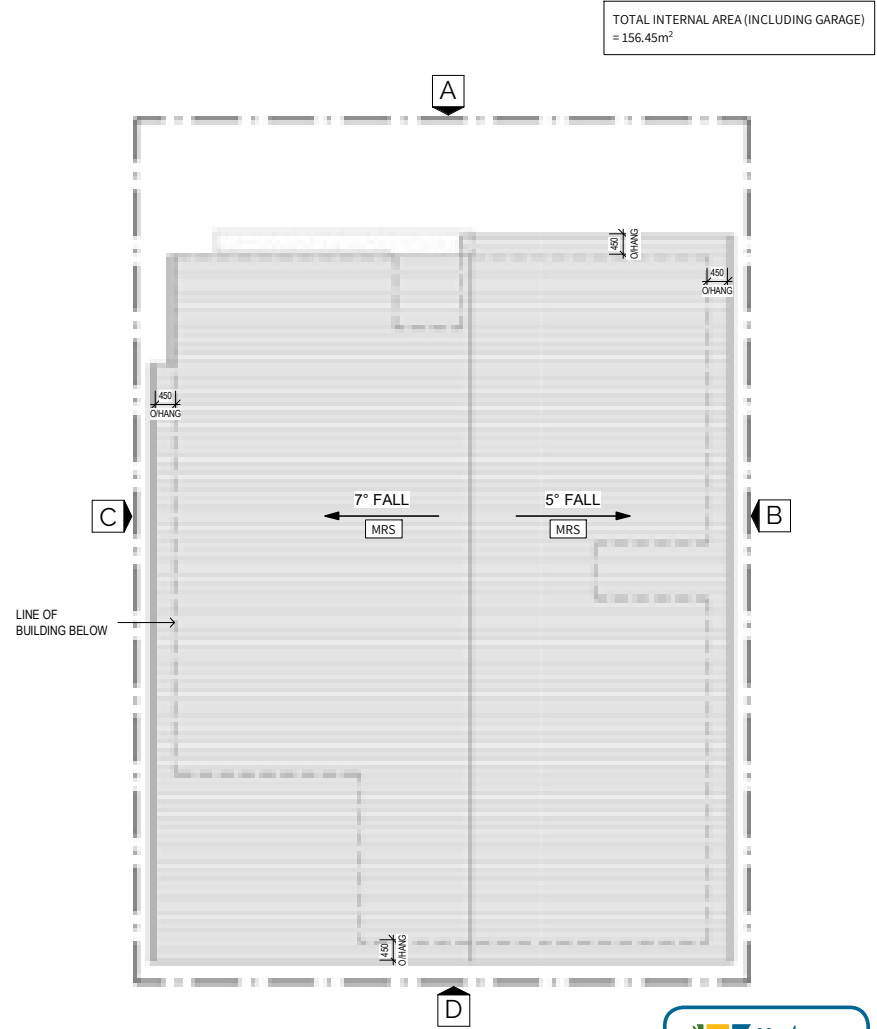


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dwg no. DA-221 revision B




1 Grey Heron - Contemporary Floor Plan
1:100 @ A3



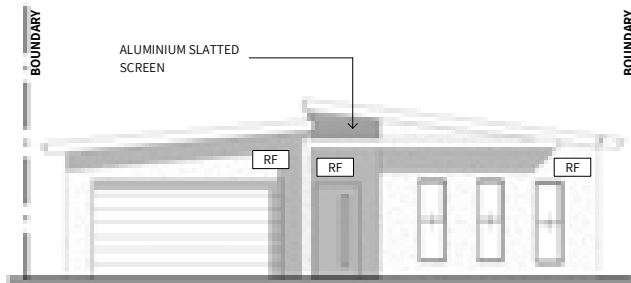
2 Grey Heron - Contemporary Roof Plan
1:100 @ A3



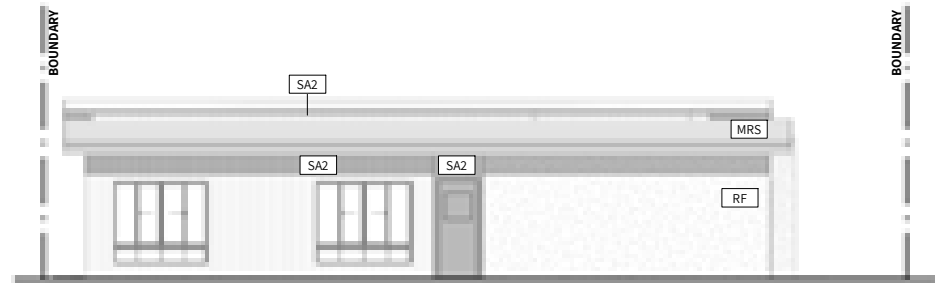
LEGEND

	RF	RENDERED FINISH		WB1	HORIZONTAL CLADDING TYPE 1
	SA1	VERTICAL CLADDING TYPE 1		WB2	HORIZONTAL CLADDING TYPE 2
	SA2	VERTICAL CLADDING TYPE 2		MRS	METAL ROOF SHEETING

NOTE: ALTERNATIVE FACADE AND EXTERNAL COLOUR SCHEMES TO BE SELECTED BY PURCHASERS



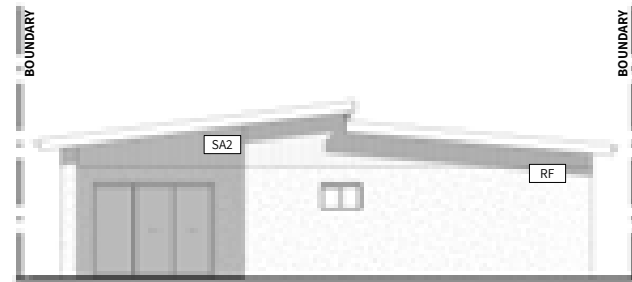
A Grey Heron - Contemporary Elevation A
1:100 @ A3



B Grey Heron - Contemporary Elevation B
1:100 @ A3

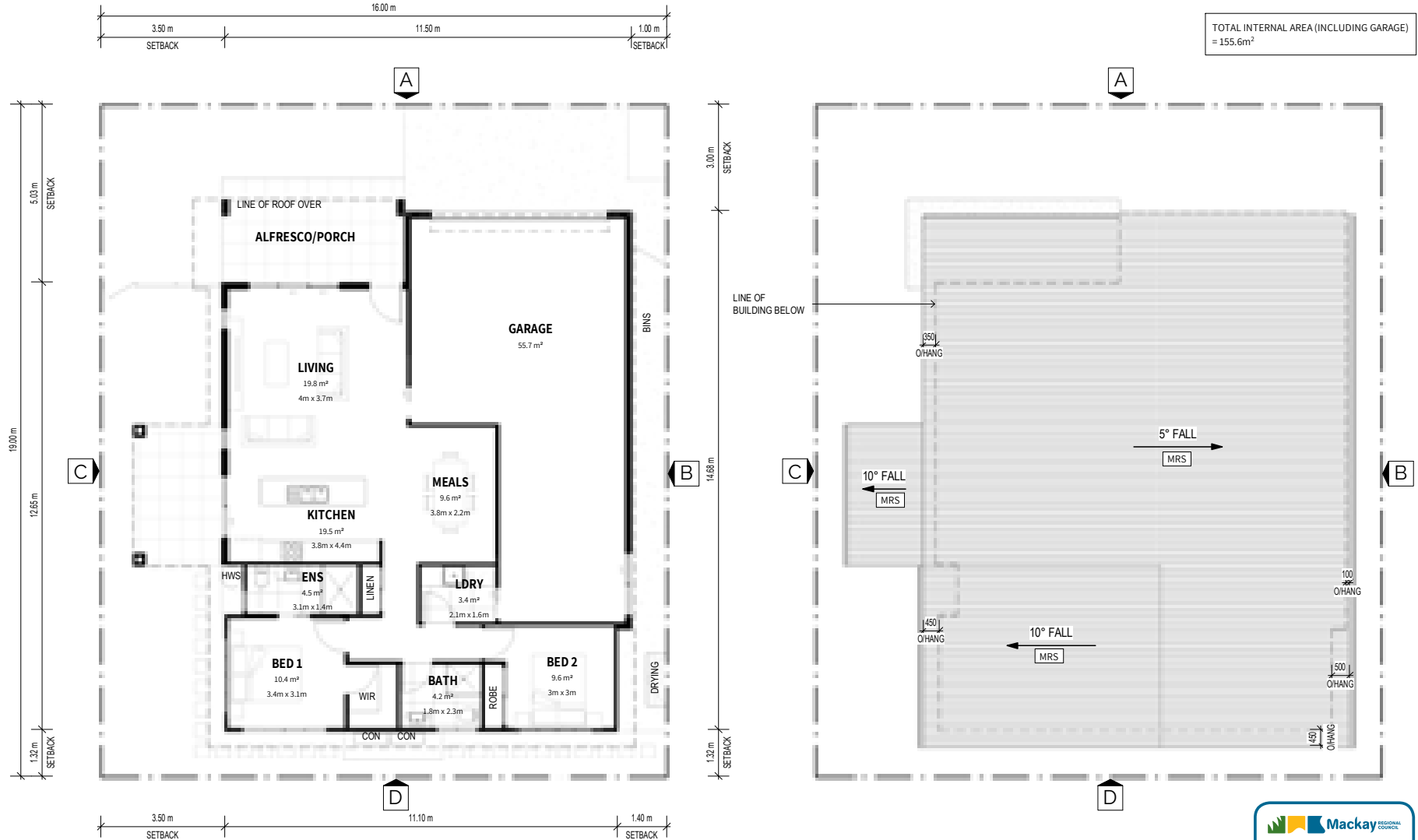


C Grey Heron - Contemporary Elevation C
1:100 @ A3



D Grey Heron - Contemporary Elevation D
1:100 @ A3





1 Wren - Contemporary Floor Plan
1:100 @ A3

2 Wren - Contemporary Roof Plan
1:100 @ A3

Mackay REGIONAL COUNCIL
DECISION NOTICE
DA-2021-101/B
APPROVED PLAN
15 SEP 2023

CPO ARCHITECTS




STOCKWELL

PRELIMINARY

Solana MHE

Job no. 20220081
dwg no. DA-240 revision B

LEGEND

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	SA1	VERTICAL CLADDING TYPE 1		WB2	HORIZONTAL CLADDING TYPE 2
	SA2	VERTICAL CLADDING TYPE 2		MRS	METAL ROOF SHEETING

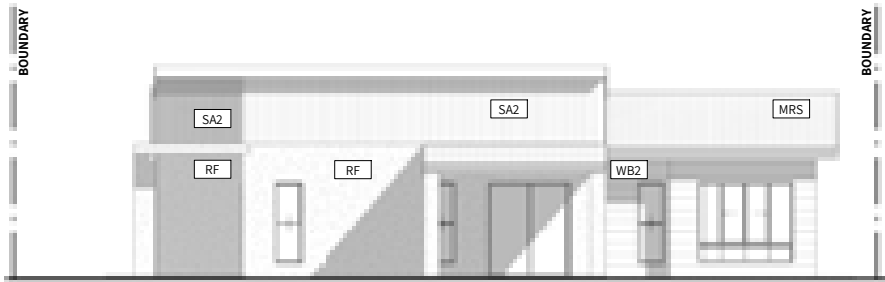
NOTE: ALTERNATIVE FACADE AND EXTERNAL COLOUR SCHEMES TO BE SELECTED BY PURCHASERS



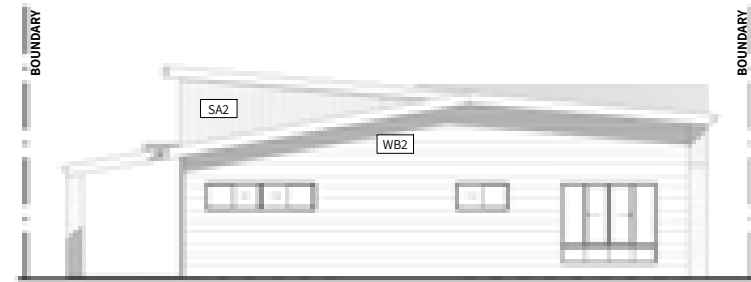
A Wren - Contemporary Elevation A
1:100 @ A3



B Wren - Contemporary Elevation B
1:100 @ A3



C Wren - Contemporary Elevation C
1:100 @ A3



D Wren - Contemporary Elevation D
1:100 @ A3



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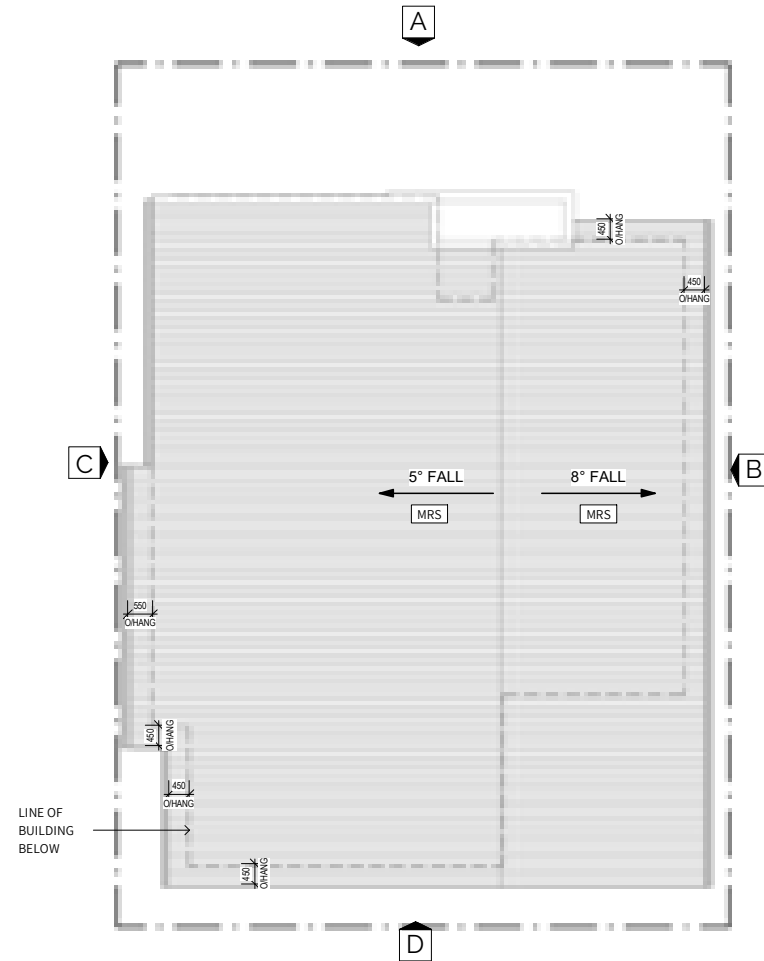
Job no. 20220081

dwg no. DA-241 revision B



1 Cockatoo - Contemporary Floor Plan
1:100 @ A3

TOTAL INTERNAL AREA (INCLUDING GARAGE)
= 147.8m²



2 Cockatoo - Contemporary Roof Plan
1:100 @ A3

Mackay REGIONAL COUNCIL
DECISION NOTICE
DA-2021-101/B
APPROVED PLAN
15 SEP 2023

CPO ARCHITECTS

STOCKWELL

PRELIMINARY

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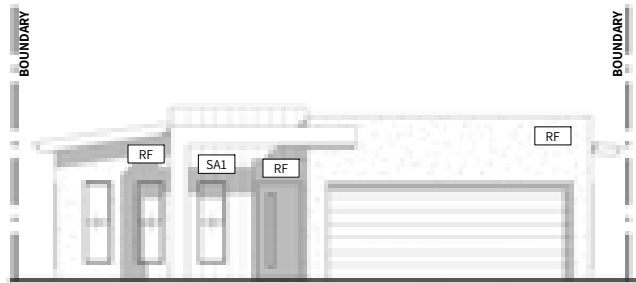
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dwg no. DA-250 revision B

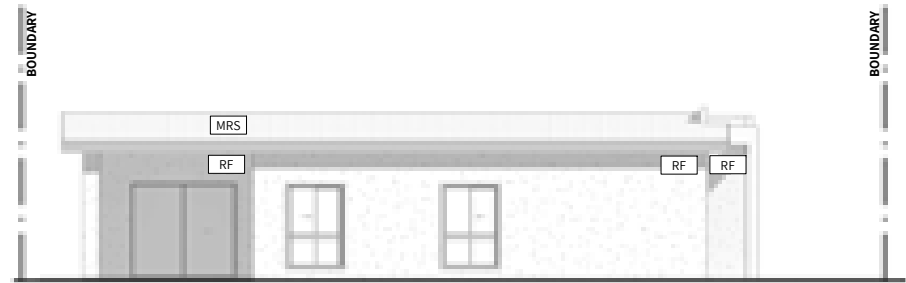
LEGEND

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	SA1	VERTICAL CLADDING TYPE 1		WB2	HORIZONTAL CLADDING TYPE 2
	SA2	VERTICAL CLADDING TYPE 2		MRS	METAL ROOF SHEETING

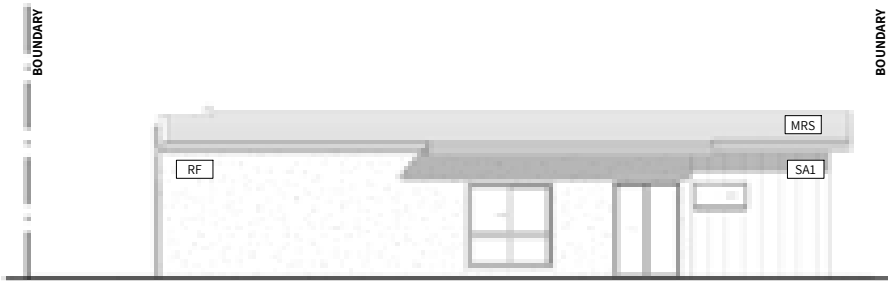
NOTE: ALTERNATIVE FACADE AND EXTERNAL COLOUR SCHEMES TO BE SELECTED BY PURCHASERS



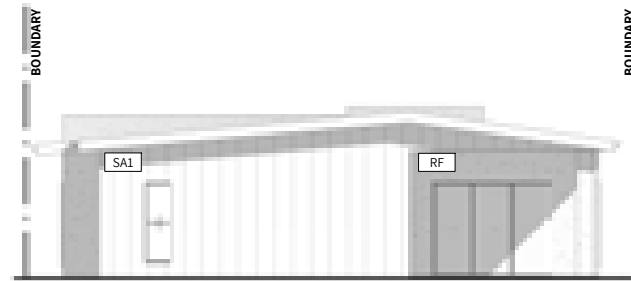
A Cockatoo - Contemporary Elevation A
1:100 @ A3



B Cockatoo - Contemporary Elevation B
1:100 @ A3



C Cockatoo - Contemporary Elevation C
1:100 @ A3



D Cockatoo - Contemporary Elevation D
1:100 @ A3



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PRELIMINARY

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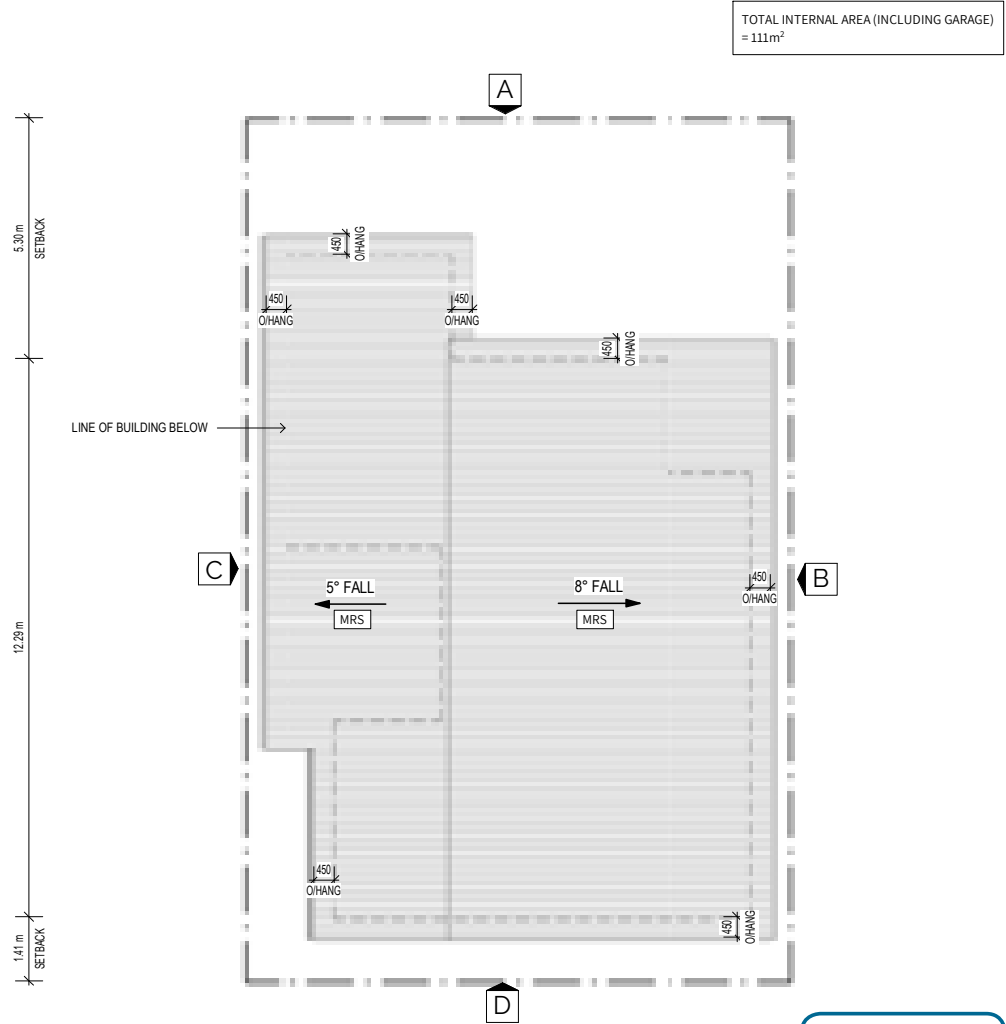


Job no. 20220081

dwg no. DA-251 revision B



1 Kookaburra - Contemporary Floor Plan
1:100 @ A3



2 Kookaburra - Contemporary Roof Plan
1:100 @ A3

Mackay REGIONAL COUNCIL
DECISION NOTICE
DA-2021-101/B
APPROVED PLAN
15 SEP 2023

CPO ARCHITECTS



STOCKWELL

PRELIMINARY

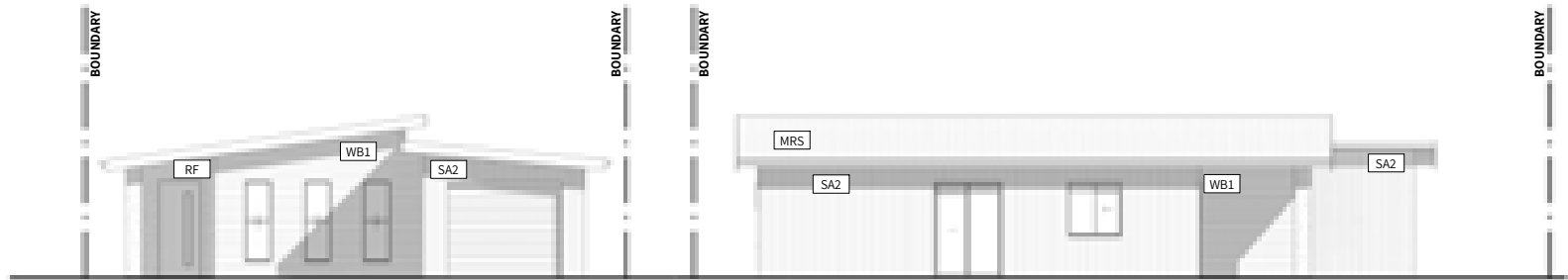
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Job no. 20220081
dwg no. DA-260 revision B

LEGEND

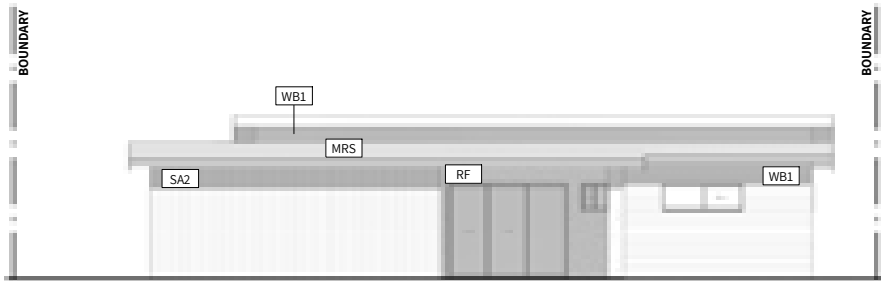
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	SA1	VERTICAL CLADDING TYPE 1		WB2	HORIZONTAL CLADDING TYPE 2
	SA2	VERTICAL CLADDING TYPE 2		MRS	METAL ROOF SHEETING

NOTE: ALTERNATIVE FACADE AND EXTERNAL COLOUR SCHEMES TO BE SELECTED BY PURCHASERS

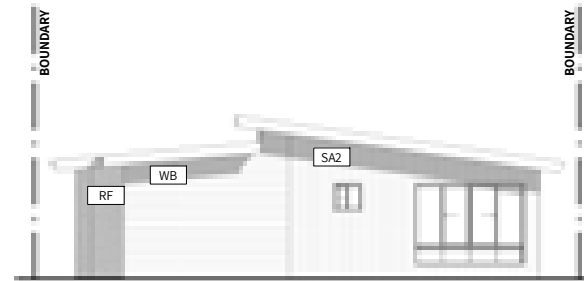


A Kookaburra - Contemporary Elevation A
1:100 @ A3

B Kookaburra - Contemporary Elevation B
1:100 @ A3



C Kookaburra - Contemporary Elevation C
1:100 @ A3



D Kookaburra - Contemporary Elevation D
1:100 @ A3



Document Set ID: 10194051
Version: 1, Version Date: 19/09/2023



PRELIMINARY

Solana MHE



Job no. 20220081

dwg no. DA-261 revision B




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Landscape Design
2.2 Landscape Design: Overall Masterplan



 **ZONE LANDSCAPE ARCHITECTURE** | SOLANA MACKAY

REVISION C **SEPTEMBER 2022** 

11.4.2. SMALL BUSINESS FRIENDLY ACTION PLAN 2026-2027

Author	Coordinator Economic Development (Nadine Connolly)
Responsible Officer	Director Planning, Growth & Sustainability (Aletta Nugent)
File Reference	Small Business Friendly Action Plan 2026-2027

Attachments

1. Small Business Friendly Action Plan 2026-2027 [**11.4.2.1** - 8 pages]

Purpose

To seek endorsement of the Small Business Friendly Action Plan 2026-2027.

Related Parties

- Industry partners including Mackay Region Chamber of Commerce, Young Professionals, Mackay Isaac Tourism, Greater Whitsunday Alliance, Greater Whitsunday Innovation, Resources Centre of Excellence and Resource Industry Network
- Indigenous support organisations such as Marabisda, Trading Tracks, Yuwi Aboriginal Corporation RNTBC, Many Rivers, etc
- Local businesses
- State Government (e.g. Small Business Friendly Program, Small Business Assistance Office)
- Government funded programs (Rural Financial Counselling Service and Business Wellness Coaching)
- Leah Stevenson from Progress Village (facilitator)

Corporate Plan Linkage

Invest and Work

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

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

Background/Discussion

On 18 June 2025, Council re-signed the Small Business Friendly (SBF) Commitment and subsequently commenced an engagement program with the local small business community, in collaboration with Progress Village and the Mackay Region Chamber of Commerce. The purpose of the engagement was to build a clear understanding of the operating environment for small businesses and identify priority areas for Council action.

The engagement process included an online survey and four small business consultation sessions held in Andergrove, Sarina and Mackay, along with one online session. The outcomes of this engagement were subsequently presented to and workshopped with the board members of the Mackay Region Chamber of Commerce.

Key priorities emerging from the engagement included:

- Improving navigation of Council processes and reducing regulatory complexity, including clearer guidance, more consistent information and simpler pathways for approvals, compliance and enquiries.
- Strengthening small business capability, with demand for practical, locally delivered support in areas such as business planning, financial literacy, digital skills, procurement readiness and mentoring.

- Enhancing access to information and support, including greater visibility of Council services, training opportunities and external business support programs through clearer communication channels.
- Improving procurement and tendering pathways, including clearer guidance, earlier notification of opportunities, improved transparency and feedback, and better support for local businesses seeking to participate in Council procurement.
- Supporting place-based improvements and precinct activation, particularly initiatives that enhance the vibrancy, visibility and attractiveness of local business areas such as Mackay and Sarina.
- Strengthening partnerships and collaboration, with a focus on deeper collaboration between Council, the Mackay Region Chamber of Commerce, industry groups and delivery partners to maximise impact and reach, and ensure inclusive engagement with micro, start-up and disengaged businesses.

These priorities form the foundation of the SBF Action Plan and reflect both the immediate operational challenges facing small businesses and the longer-term structural improvements required to enhance the regional business operating environment.

Consultation and Communication

Council, the Mackay Region Chamber of Commerce and Progress Village delivered a collaborative engagement program to understand the operating environment for small businesses and identify priorities for the SBF Action Plan. The engagement process included an online survey, four small business consultations and a leadership workshop involving councillors, council officers and Chamber representatives.

Together, these activities provided a consistent evidence base for regional priorities, used to form the Action Plan.

Councillors were briefed on the Action Plan on 11 March 2026.

Resource Implications

The SBF Action Plan will be implemented within existing resources and operational budgets of the Economic Development and Tourism Program, supported by collaboration with internal Council teams and external delivery partners. Any actions requiring new or additional funding will be subject to separate consideration through Council's annual budget and approval processes or resourced from external funding sources.

Risk Management Implications

The SBF Action Plan presents a low level of organisational risk. The Plan responds to identified challenges faced by local small businesses and seeks to reduce broader economic and reputational risk to Council by improving regulatory navigation, strengthening business capability and enhancing engagement with the small business sector.

Delivery risks will be managed through staged implementation, prioritisation of actions, use of existing resources, and partnerships with industry and delivery organisations. Any actions requiring additional resourcing will be subject to separate consideration through Council's budget and governance processes, ensuring financial and operational risks remain controlled.

Conclusion

The SBF Action Plan provides Council with a clear, evidence-based framework to deliver on its SBF Commitment and respond to the priorities identified through engagement with the local business community. The Plan focuses on practical, achievable actions that improve regulatory navigation, strengthen business capability and foster collaboration with industry and delivery partners, while allowing flexibility to respond to emerging opportunities. Endorsement of the Plan will enable Council to progress targeted implementation from July 2026 to June 2027

and demonstrate a coordinated, proactive approach to supporting the sustainability and growth of small businesses across the Mackay region.

Officer's Recommendation

THAT Council endorse the Small Business Friendly Action Plan 2026–2027.



Small Business Friendly Action Plan 2026/2027



MAYOR'S MESSAGE

Small businesses are the backbone of the Mackay region, contributing to jobs, innovation and liveability. The Small Business Action Plan 2026–2027 outlines a clear, practical roadmap to help small and family businesses start, grow and succeed.

Developed through collaboration between Mackay Regional Council, Mackay Region Chamber of Commerce and local business stakeholders, this plan focuses on simplifying processes, building business capability, strengthening networks and fostering a vibrant local community.

It sets out targeted actions and measurable outcomes to ensure our region remains a great place to do business - now and into the future.

Mayor Greg Williamson
Mackay Regional Council



SMALL BUSINESS ACTION PLAN

OUR SMALL BUSINESS COMMUNITY

Challenges:

- Regulatory processes are confusing, complex, time-consuming and hard to navigate.
- Difficulty accessing clear, consistent information across multiple sources.
- Difficulty engaging with some sections of the small business community, particularly micro businesses.
- Gaps in foundational business capabilities and skills, particularly for new and early stage operators.
- Limited time, skills and confidence to adopt digital tools and emerging technologies.
- Procurement and tendering processes that are difficult to understand and navigate.

Opportunities:

- Strengthening partnerships and facilitating collaboration to deliver practical business outcomes.
- Improving the promotion and visibility of business information pathways and Council support services.
- Building skills, mentoring and shared learning opportunities, with a particular focus on start-ups and youth entrepreneur cohorts.
- Supporting place-based improvements and precinct activations to enhance foot traffic and business activity.
- Improving awareness and access to procurement and tendering opportunities.

OUR SMALL BUSINESS FRIENDLY COMMITMENT

Mackay Regional Council will enhance the operating environment for small and family businesses by:

- Uplifting the capability of small businesses.
- Fostering ecosystems that help small businesses thrive.
- Promoting small businesses and vibrant economies.
- Enabling small business development and success.
- Working together for small business.

HOW WILL WE GET BUY-IN?

- Engage early and often with small businesses through a mix of online surveys, focus groups and in-person discussions.
- Deliver initiatives in partnership with trusted business and industry associations to extend reach and maximise participation.
- Track progress with partners and communicate outcomes to demonstrate momentum, transparency and results.
- Promote wins and success stories to build confidence, advocacy and support within the business community.
- Regularly review the Action Plan with Chamber leadership to ensure actions remain practical, achievable and responsive to business needs.

Mackay Regional Council, Small Business Action Plan 2026-27

WHAT ARE OUR OBJECTIVES? (Deliverables)	WHAT WILL WE DO? (Actions)	WHO IS INVOLVED? (Lead and partners)	WHEN WILL IT BE DONE? (Timeline)	HOW WILL WE MEASURE SUCCESS? (Key performance indicators)
1. Better access to small business information	1.1 Review small business content on council's website to ensure it is relevant, easy to find and links to other relevant content.	Council – Economic Development Team	July 2026 – September 2026	<ul style="list-style-type: none"> Review completed by September 30, 2026.
	1.2 Implement review recommendations and monitor website usage.	Council – Economic Development Team	July 2026 – December 2026	<ul style="list-style-type: none"> Website usage regularly reviewed and upgraded as required. Peer reviewed by Chamber as external party.
	1.3 Lobby State Government to get a member of the Small Business Concierge team to be based in Mackay permanently. Aiming for the Concierge to work closely with council and Chamber to provide access to small business information and support.	Council and Chamber	July 2026 – June 2027	<ul style="list-style-type: none"> Advocacy efforts made by council and Chamber.
	1.4 Work with the Small Business Friendly Team to promote and share business information content via council and Chamber platforms.	Council and Chamber	July 2026 – June 2027	<ul style="list-style-type: none"> SBF content and information promoted on council's platforms.
	1.5 Promote council's small business support services and online information.	Council – Economic Development Team	July 2026 – June 2027	<ul style="list-style-type: none"> Council sponsorship of 2 x B2B events, resulting in improved awareness of business support services. Staff attendance at 10 x B2B events, resulting in improved awareness of council's business support services. Established pathways for businesses to access support services. Article on council's support services in Invested in Mackay eNewsletter. Social media promotion of services.

WHAT ARE OUR OBJECTIVES? (Deliverables)	WHAT WILL WE DO? (Actions)	WHO IS INVOLVED? (Lead and partners)	WHEN WILL IT BE DONE? (Timeline)	HOW WILL WE MEASURE SUCCESS? (Key performance indicators)
2. Provide clear regulatory process navigation	2.1 Undertake consultation with small businesses to identify red tape and regulatory challenges	Council and Chamber	July 2026 – December 2027	<ul style="list-style-type: none"> 1-2 red tape challenges identified, reviewed, and actions implemented to streamline processes.
	2.2 Continue to implement council's business support services / first-point-of-contact to assist small business navigate council processes.	Council – Economic Development Team	July 2026 – June 2027	<ul style="list-style-type: none"> Number of inbound enquiries followed up Council staff resource dedicated to assisting small business. Direct phone number for business support added to council's website Small business decision tree created and circulated to industry partners.
3. Practical capability-building support	3.1 Investigate opportunity to deliver a coordinated program of short, practical capacity-building workshops. Focus on basic business skills, marketing, digital skills, financial literacy and procurement. Open to all small businesses.	Council and Chamber	July 2026 – June 2027	<ul style="list-style-type: none"> Programs/workshops delivered as opportunity, funding and resources allow.
	3.2 Promote and support partner programs, training and workshops.	Council, with partners including Greater Whitsundays Innovation, Chamber of Commerce, RCOE, RIN and MIT.	July 2026 – June 2027	<ul style="list-style-type: none"> Partner programs, training and workshops promoted on council's platforms (as information is available).
	3.3 Investigate viability of a local mentoring program for small business. If supported, establish and promote program in community.	Council with the support of Chamber	July 2026 – June 2027	<ul style="list-style-type: none"> Mentoring program explored with Chamber. If progressed, hold one mentoring program throughout the year, including online and / or face to face sessions.
	3.4 Continue to work with the State Government Mentoring for Growth program and host day-sessions in Mackay region.	Council	July 2026 – June 2027	Host 3 x Mentoring for Growth days in Mackay region.

WHAT ARE OUR OBJECTIVES? (Deliverables)	WHAT WILL WE DO? (Actions)	WHO IS INVOLVED? (Lead and partners)	WHEN WILL IT BE DONE? (Timeline)	HOW WILL WE MEASURE SUCCESS? (Key performance indicators)
4. Strengthen procurement pathways	4.1 Council to present a small business procurement session to raise awareness of procurement processes and opportunities.	Council – Economic Development Team and Procurement Team	July 2026 – June 2027	<ul style="list-style-type: none"> • Minimum of one session held. • Experienced Chamber business representatives included in running the session.
	4.2 Work with the Brisbane 2032 team to provide procurement presentations in Mackay to demonstrate opportunities for small businesses.	Chamber and council with the Brisbane 2032 Team.	July 2026 – June 2027	<ul style="list-style-type: none"> • A 'legacy' session conducted with Brisbane 2032 team to promote opportunities for small business. Subject to funding and availability.
	4.3 Continue to provide support to the annual Meet the Buyer and First Nations Trade and Talent events.	Council – Economic Development Team and Procurement Team	July 2026 – June 2027	<ul style="list-style-type: none"> • 2 x events supported throughout the year.
5. Provide networking and collaboration opportunities for small businesses	5.1 Host regular B2B networking events	Chamber	July 2026 – June 2027	<ul style="list-style-type: none"> • Minimum of 25 x B2B networking events hosted.
	5.2 Host informative educational evening networking sessions for small businesses – ie. The Brief.	Chamber	July 2026 – June 2027	<ul style="list-style-type: none"> • 3 x 'The Brief' networking sessions held.
	5.3 Support small business engagement activities, including start-up chats and community drop-in sessions, throughout the region.	Council – Economic Development Team, in collaboration with partners (ie. Greater Whitsunday Innovation, Resource Industry Network, Chamber, Resource Centre of Excellence, etc).	July 2026 – June 2027	<ul style="list-style-type: none"> • 2 x business networking sessions held with partners.

WHAT ARE OUR OBJECTIVES? (Deliverables)	WHAT WILL WE DO? (Actions)	WHO IS INVOLVED? (Lead and partners)	WHEN WILL IT BE DONE? (Timeline)	HOW WILL WE MEASURE SUCCESS? (Key performance indicators)
6. Foster youth and startup businesses in the region	6.1 Progress youth-focused engagement initiatives, including mentoring and introductory business activities.	Council – Economic Development Team, in collaboration with partners.	July 2026 – June 2027	<ul style="list-style-type: none"> 1 initiative targeting young entrepreneurs supported. VET District school meeting attended by council's Economic Development Officer as an introduction and to build networks.
	6.2 Chamber to offer 12-month free membership to eligible young entrepreneurs.	Chamber	July 2026 – June 2027	<ul style="list-style-type: none"> 12-month free memberships provided to 2 eligible young businesses.
7. Promote and engage with and support small business	7.1 Encourage businesses and community to 'buy local'.	Chamber with the support of council	July 2026 – June 2027	<ul style="list-style-type: none"> 'Buy local' campaign conducted.
	7.2 Promote small businesses success stories.	Council and partners	July 2026 – June 2027	<ul style="list-style-type: none"> 5-6 x business success stories promoted during the year.
	7.3 Implement resilience and disaster planning resources for small businesses.	Council – Various Teams	July 2026 – June 2027	<ul style="list-style-type: none"> Resources for small businesses included in the 2026 disaster preparedness week.
	7.4 Undertake and / or sponsor Small Business Month activities.	Council – Economic Development Team and Chamber	July 2026 – June 2027	<ul style="list-style-type: none"> Small business month activities and events undertaken in May (eg. Small Business Awards, Spotlight on Small Business, etc).
	7.5 Sponsor and support Indigenous Business activities	Council – Economic Development Team and Chamber	July 2026 – June 2027	<ul style="list-style-type: none"> Sponsorship support provided to Indigenous Business Month activities in October. Attendance at other indigenous business events throughout the year.
	7.6 Support Mackay Regional Council's place-making activities.	Council – Economic Development Team and City and Waterfront Team.	July 2026 – June 2027	<ul style="list-style-type: none"> Place-making activities supported.
	7.7 Annually review the Small Business Action Plan together with Chamber	Council – Economic Development Team and Chamber	June 2027	<ul style="list-style-type: none"> Annual review conducted.

WHAT DO WE HAVE/NEED?

Mackay Regional Council and the Mackay Region Chamber of Commerce are committed to the delivery of this Action Plan and have a dedicated budget for the small business initiatives and activities. Existing Queensland Government programs, such as Mentoring for Growth, will be leveraged wherever possible and additional grant funding or government support may be pursued as needed.

HOW WILL WE CHECK PROGRESS?

Progress will be monitored through a quarterly check in with council, Mackay Region Chamber of Commerce and community partners. The results will be summarised in an end-of-year report and the Action Plan modified as needed and implemented for the following year.

SMALL BUSINESS FRIENDLY COMMITMENT

Council and the Mackay Region Chamber of Commerce reaffirmed the Small Business Friendly Commitment in 2025, reinforcing a shared focus on supporting and growing local businesses. This Action Plan will guide ongoing efforts and will be reviewed, updated and delivered each year to ensure it continues to meet the needs of the local business community.



The Small Business Action Plan 2026–2027 is a shared commitment to make the Mackay region a great place to do business by reducing barriers, building capability and strengthening local connections.

Get involved and stay informed. Be part of our small business future.

Contact council's Business Support Service or connect with your local Chamber to learn more.

Mackay Regional Council
1300 MACKAY (1300 622 529)
Business Support Officer -
07 4961 9637
business@mackay.qld.gov.au
discovermackay.com.au/business

Mackay Region Chamber of Commerce
07 4953 1603
admin@mackayregionchamber.com.au
mackayregionchamber.com.au





11.5. INFRASTRUCTURE AND OPERATIONS

11.6. CORPORATE SERVICES

11.6.1. BUDGET REVIEW MARCH 2025-2026; STRATEGIC FINANCIAL REPORT – MARCH 2026

Author	Acting Chief Financial Officer (Tania Caldwell)
Responsible Officer	Director Corporate Services (Chris Kelly)
File Reference	Budget Review March 2025-2026; Strategic Financial Report – March 2026

Attachments

1. Income and expenses 10 YR MAR [11.6.1.1 - 1 page]
2. Financial Position 10 YR MAR [11.6.1.2 - 1 page]
3. Changes in Equity 10 YR MAR [11.6.1.3 - 1 page]
4. Cashflow 10 YR MAR [11.6.1.4 - 1 page]
5. Ratio 10 YR MAR [11.6.1.5 - 1 page]
6. Capital 10 YR MAR [11.6.1.6 - 1 page]
7. MRC Strategic Financial Report - March 2026 [11.6.1.7 - 19 pages]

Purpose

To present changes to the 2025-2026 budget as part of the March Budget Review.

To adopt Mackay Regional Council's (MRC) Strategic Financial Report for the month of March 2026.

Related Parties

Nil

Corporate Plan Linkage

Financial Strength

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

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

Background/Discussion

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

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

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

December Budget Review

Operational

Operational adjustments included in this budget review are largely reflective of known revenue adjustments to interest received, rates and charges, fees and charges, grants and subsidies and recoverable works. This is offset by increased material and services expenditure for contractors, repairs and maintenance, and fuel and chemicals.

Revenue

Category	Amount Favourable / (Unfavourable) \$'000	Comments
Interest received	\$1,579	Increase in interest received due to higher than anticipated interest rates.
Rates, levies and charges	\$1,317	Supplementary rates income \$990K and increase in sewerage charges \$280K.
Fees and charges	\$609	Increase in development applications income \$238K, Mackay Natural Environment Centre fees income \$175K (budget moved from other revenue), rates search fees \$161K, MECC hire fees \$79K.
Grants and subsidies	\$372	Recognition of QRA disaster funding \$441K for Tropical Low February 2025 Event.
Sales contracts and recoverable works	\$346	Septic waste receipt – Bakers Creek \$171K, water recoverable works \$83K and sewerage recoverable works \$42K.
Sales revenue	\$36	Additional Stadium beverage sales \$75K and Stadium food sales \$8K offset by reduced MECC beverage sales (\$47K).
Other revenue	\$2	Recognition of income received at Transfer Station – Paget \$120K, Woodlands Joint Venture \$38K, Mackay MRF \$19K. Offset by reduction in Natural Environment Centre fees income \$175K (budget moved to Fees and charges).
Rental income	(\$24)	Reduction in leasing income.
Total operating revenue adjustments	\$4,237	

Expenses

Category	Amount Favourable / (Unfavourable) \$'000	Comments
Employee benefits	\$1,129	Overall movement in employee benefits expenditure.
Materials and services	(\$5,190)	Increase in contractor costs (\$3.037M), predominately due to Mackay waste collection (\$454K), Cyclone Koji emergent works (\$207K), regional landfill Hogans Pocket (\$185K) and plant operations (\$175K). Increase in Repairs and Maintenance (\$1.234M), predominately due to plant operations (\$459K), Cyclone Koji emergent works (\$381K) and fire systems maintenance contract (\$142K).

		Increase in fuel and chemicals (\$967K) predominately in plant operations due to increase in fuel and diesel costs. Offset by a saving on insurance estimates \$542K.
Depreciation and amortisation	(\$103)	Revised depreciation estimate.
Finance costs	(\$73)	Increase in QTC account fees, interest on lease liability and merchant fees.
Total operating expenditure adjustments	(\$4,237)	

Capital

This report identifies changes to the 2025-2026 capital budget largely due to project deferrals of \$12.1M in line with changes in expected delivery timeframes, and project savings \$4.1M; offset by funds being brought forward of \$4.9M due to projects ahead of schedule and additional funding requests due to increased project costs of \$2.3M.

In addition to the above adjustments to expenditure some adjustments to external income are reflected in accordance with revenue recognition requirements.

The following table contains all the identified adjustment amounts.

Capital Project Adjustments	Amount Favourable / (Unfavourable) \$'000
Capital grants income (increase)	\$365
Capital expenditure (decrease)	\$8,956
Net capital project adjustments	\$9,321

Summary

In summary, the total changes included in this budget review are identified in the tables below:

	Original Budget \$'000	Amended Budget \$'000	March Budget Review \$'000	Revised Amended Budget \$'000
Operating Revenue	\$328,977	\$336,751	\$4,237	\$340,988
Operating Expense	\$328,836	\$339,342	(\$4,237)	\$343,579
Operating Surplus/(Deficit)	\$141	(\$2,591)	\$0	(\$2,591)

As a result of the above movements in revenue and expenses, MRC's forecasted operating deficit will remain unchanged at \$2.59M. Work will continue during the remainder of the financial year to closely monitor revenue and expenditure in relation to the ongoing impacts of the current market conditions on our business.

	Original Budget \$'000	Amended Budget \$'000	March Budget Review \$'000	Revised Amended Budget \$'000
Capital grants income	\$18,561	\$20,285	\$365	\$20,650
Capital expenditure	\$125,573	\$125,175	\$8,956	\$116,219
Net capital project adjustments	\$107,012	\$104,890	\$9,321	\$95,569

In summary, known changes to the program of works have been identified and adjusted as detailed above. Overall, Council's contribution to capital expenditure has reduced in the 2025-2026 financial year due mainly to the net deferral of current year projects and project savings offset by increased project costs and funding brought forward.

Ongoing review of the capital program will continue throughout the year, and changes identified will be reported to Council for approval, with particular emphasis being placed on deliverability of projects.

Consultation and Communication

The requirements of the amended budget and in particular the capital program is 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 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 since original budget was adopted on 30 June 2025 and adjustments throughout the year.

Conclusion

The March 2026 Budget Review amendments will be included in the current approved budget and become the current amended budget.

The amended budget has been reflected as part of the March Strategic Financial Report.

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

Council's current forecasted operating deficit is \$2.59M for the 2025-2026 financial year. Revenue and expenditure will continue to be monitored for any ongoing impacts on Council business.

Capital project expenditure forecast has reduced by \$8.9M. Any known adjustments have been made to the budget to reflect changes to estimates and delivery timing at this time this report was developed. Delivery of Council's capital program remains a key focus.

For the month ending March 2026, MRC reported a favourable operating variance of \$3.28M against YTD budget. Operating revenue is above budget, reporting a favourable variance of \$3.06M against YTD budget at the end of March 2026. This is largely the result of favourable variances in grants and subsidies \$1.86M, rates

and charges \$1.46M, and interest received \$732K, offset against an unfavourable variance in sales revenue (\$589K) and recoverable works (\$304K). The favourable variance in rates and charges of \$1.46M is due to higher than anticipated supplementary rates levy \$1.02M, sewerage charges \$348K and water charges \$169K. The favourable variance in grants and subsidies \$1.86M is due to timing in the delivery and recognition of operational grant activities. The unfavourable variance in sales revenue (\$589K) is largely due to lower than anticipated ticket, catering, food and beverage sales at the MECC (\$451K).

Operating expenses are above budget, reporting a favourable variance of \$221K against YTD budget at the end of March 2026.

This favourable variance is predominantly due to favourable variances in depreciation \$590K and employee benefits \$445K, offset by an unfavourable variance in materials and services (\$657K). The unfavourable variance in materials and services is largely due to higher than anticipated costs associated with fuel (\$454K) and repairs and maintenance (\$502K), predominately relating to roads maintenance and council building and community halls and capital cost expense (\$547k). This is offset by a favourable timing variance in consultant costs \$756K.

To date, \$75.5M has been expended in the delivery of Council Projects. Council projects include accrued expenditure for works in progress.

Officer's Recommendation

THAT the changes identified in the March Budget Review be adopted and become the approved amended budget.

FURTHER THAT the Strategic Financial Report for March 2026 be received.

MACKAY REGIONAL COUNCIL
STATEMENT OF COMPREHENSIVE INCOME
For the year ending 30 June 2026
(including long term forecast until 2034/35)

	Budget 2025/26 \$000	Forward Estimate								
		2026/27 \$000	2027/28 \$000	2028/29 \$000	2029/30 \$000	2030/31 \$000	2031/32 \$000	2032/33 \$000	2033/34 \$000	2034/35 \$000
Revenue										
Recurrent revenue										
Rates and charges	289,949	301,844	317,252	331,918	347,497	368,675	389,468	407,413	423,251	438,753
Discounts	(10,932)	(11,475)	(12,088)	(12,674)	(13,302)	(14,175)	(15,032)	(15,766)	(16,415)	(17,050)
Remissions	(2,943)	(2,846)	(2,873)	(2,897)	(2,923)	(2,949)	(2,977)	(3,006)	(3,033)	(3,063)
Rates and charges	276,074	287,523	302,291	316,347	331,272	351,551	371,459	388,641	403,803	418,640
Fees and charges	26,119	24,972	25,971	27,009	28,090	29,213	30,382	31,597	32,861	34,175
Sales Revenue	5,672	5,841	6,074	6,317	6,570	6,833	7,106	7,391	7,686	7,994
Contracts and recoverable works	8,699	7,976	8,295	8,627	8,972	9,331	9,704	10,092	10,496	10,916
Grants, subsidies, contributions and donations	14,216	11,076	11,409	11,751	12,103	12,467	12,841	13,226	13,623	14,031
Total recurrent revenue	\$ 330,780	\$ 337,388	\$ 354,040	\$ 370,051	\$ 387,007	\$ 409,395	\$ 431,492	\$ 450,947	\$ 468,469	\$ 485,756
Capital revenue										
Grants, subsidies, contributions and donations	32,837	31,963	30,761	33,845	36,508	38,128	40,993	43,983	42,168	43,334
Total capital revenue	\$ 32,837	\$ 31,963	\$ 30,761	\$ 33,845	\$ 36,508	\$ 38,128	\$ 40,993	\$ 43,983	\$ 42,168	\$ 43,334
Interest received	6,919	9,023	7,149	6,381	5,314	4,859	4,380	4,757	5,389	5,998
Rental income	1,448	1,515	1,561	1,608	1,656	1,706	1,757	1,810	1,864	1,920
Other income	1,841	786	817	850	884	919	956	994	1,034	1,075
Other capital income	2,923	750	750	750	750	750	750	750	750	750
Total revenue	\$ 376,748	\$ 381,425	\$ 395,078	\$ 413,485	\$ 432,119	\$ 455,757	\$ 480,328	\$ 503,241	\$ 519,674	\$ 538,833
Expenses										
Recurrent expenses										
Employee benefits	110,378	121,480	127,617	134,065	140,839	148,684	156,965	165,708	174,938	184,682
Materials and services	126,934	113,365	119,721	124,333	129,027	133,454	138,212	142,977	147,931	153,051
Finance costs	4,871	6,104	7,031	7,348	8,927	10,488	11,522	13,154	13,430	13,765
Depreciation and amortisation	101,396	102,217	104,578	106,708	108,194	107,685	109,715	111,408	113,670	115,900
Total recurrent expenses	\$ 343,579	\$ 343,166	\$ 358,947	\$ 372,454	\$ 386,987	\$ 400,311	\$ 416,414	\$ 433,247	\$ 449,969	\$ 467,398
Capital expenses										
Loss on disposal of assets	7,281	980	877	853	913	-	1,037	1,059	1,127	1,149
Other capital expenses	3,042	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000
Total capital expenses	\$ 10,323	\$ 2,980	\$ 2,877	\$ 2,853	\$ 2,913	\$ 2,000	\$ 3,037	\$ 3,059	\$ 3,127	\$ 3,149
Total expenses	\$ 353,902	\$ 346,146	\$ 361,824	\$ 375,307	\$ 389,900	\$ 402,311	\$ 419,451	\$ 436,306	\$ 453,096	\$ 470,547
Net result	\$ 22,846	\$ 35,279	\$ 33,254	\$ 38,178	\$ 42,219	\$ 53,446	\$ 60,877	\$ 66,935	\$ 66,578	\$ 68,286
Other comprehensive income										
Increase or (decrease) in asset revaluation surplus	-	131,698	135,919	140,737	145,868	151,279	156,755	162,479	167,967	173,133
Total comprehensive income for the year	\$ 22,846	\$ 166,977	\$ 169,173	\$ 178,915	\$ 188,087	\$ 204,725	\$ 217,632	\$ 229,414	\$ 234,545	\$ 241,419

**MACKAY REGIONAL COUNCIL
STATEMENT OF FINANCIAL POSITION
For the year ending 30 June 2026
(including long term forecast until 2034/35)**

	Budget 2025/26 \$000	Forward Estimate								
		2026/27 \$000	2027/28 \$000	2028/29 \$000	2029/30 \$000	2030/31 \$000	2031/32 \$000	2032/33 \$000	2033/34 \$000	2034/35 \$000
Current assets										
Cash and cash equivalents	159,505	133,217	106,281	101,238	96,831	88,968	98,876	120,888	145,245	172,547
Trade and other receivables	24,712	25,128	26,293	27,556	28,816	30,478	32,032	33,565	34,868	36,154
Contract assets	3,500	3,500	3,500	3,500	3,500	3,500	3,500	3,500	3,500	3,500
Other assets	3,924	3,924	3,924	3,924	3,924	3,924	3,924	3,924	3,924	3,924
Inventories	4,312	4,312	4,312	4,312	4,312	4,312	4,312	4,312	4,312	4,312
Total current assets	\$ 195,953	\$ 170,081	\$ 144,310	\$ 140,530	\$ 137,383	\$ 131,182	\$ 142,644	\$ 166,189	\$ 191,849	\$ 220,437
Non-Current Assets										
Investment property	5,175	5,175	5,175	5,175	5,175	5,175	5,175	5,175	5,175	5,175
Trade and other receivables	-	-	-	-	-	-	-	-	-	-
Property, plant and equipment	4,595,399	4,803,982	5,004,806	5,217,527	5,432,899	5,652,958	5,885,754	6,087,945	6,298,858	6,524,044
Right-of-use assets	997	918	839	760	681	602	523	484	454	424
Intangible assets	4,744	4,713	4,688	4,673	4,669	4,669	4,669	4,669	4,669	4,669
Total non-current assets	\$ 4,606,315	\$ 4,814,788	\$ 5,015,508	\$ 5,228,135	\$ 5,443,424	\$ 5,663,404	\$ 5,896,121	\$ 6,098,273	\$ 6,309,156	\$ 6,534,312
Total assets	\$ 4,802,268	\$ 4,984,869	\$ 5,159,818	\$ 5,368,665	\$ 5,580,807	\$ 5,794,586	\$ 6,038,765	\$ 6,264,462	\$ 6,501,005	\$ 6,754,749
Current liabilities										
Trade and other payables	10,721	9,651	10,155	10,570	10,966	11,344	11,713	12,147	12,567	12,999
Employee entitlements	24,101	24,313	24,424	24,555	24,685	24,835	24,986	25,162	25,339	25,526
Borrowings	6,068	7,320	5,933	5,278	6,864	8,099	9,992	9,137	9,980	11,235
Lease liabilities	76	79	82	85	88	65	31	32	32	32
Provisions	1,098	1,442	5,605	12,113	13,522	11,814	7,306	3,430	4,286	4,286
Contract liabilities	3,500	3,500	3,500	3,500	3,500	3,500	3,500	3,500	3,500	3,500
Other liabilities	16,801	14,044	14,044	14,044	14,044	14,044	14,044	14,044	14,044	14,044
Total current liabilities	\$ 62,365	\$ 60,349	\$ 63,743	\$ 70,145	\$ 73,669	\$ 73,701	\$ 71,572	\$ 67,452	\$ 69,748	\$ 71,622
Non-current liabilities										
Employee entitlements	2,223	2,223	2,223	2,223	2,223	2,223	2,223	2,223	2,223	2,223
Borrowings	41,156	61,839	69,907	105,634	139,774	160,678	196,691	200,556	204,577	219,345
Lease liabilities	1,042	963	881	796	708	642	611	579	547	515
Provisions	78,219	76,890	71,285	59,172	45,651	33,836	26,530	23,100	18,814	14,528
Contract liabilities	1,635	-	-	-	-	-	-	-	-	-
Other liabilities	3,068	3,068	3,068	3,068	3,068	3,068	3,068	3,068	3,068	3,068
Total non-current liabilities	\$ 127,343	\$ 144,983	\$ 147,364	\$ 170,893	\$ 191,424	\$ 200,447	\$ 229,123	\$ 229,526	\$ 229,229	\$ 239,679
Total liabilities	\$ 189,708	\$ 205,332	\$ 211,107	\$ 241,038	\$ 265,093	\$ 274,148	\$ 300,695	\$ 296,978	\$ 298,977	\$ 311,301
Net community assets	\$ 4,612,560	\$ 4,779,537	\$ 4,948,711	\$ 5,127,627	\$ 5,315,714	\$ 5,520,438	\$ 5,738,070	\$ 5,967,484	\$ 6,202,028	\$ 6,443,448
Community equity										
Retained surplus	2,349,225	2,384,505	2,417,759	2,455,938	2,498,157	2,551,603	2,612,480	2,679,415	2,745,992	2,814,278
Asset revaluation surplus	2,263,335	2,395,032	2,530,952	2,671,689	2,817,557	2,968,835	3,125,590	3,288,069	3,456,036	3,629,170
Total community assets	\$ 4,612,560	\$ 4,779,537	\$ 4,948,711	\$ 5,127,627	\$ 5,315,714	\$ 5,520,438	\$ 5,738,070	\$ 5,967,484	\$ 6,202,028	\$ 6,443,448

MACKAY REGIONAL COUNCIL
STATEMENT OF CHANGES IN EQUITY
For the year ending 30 June 2026
(including long term forecast until 2034/35)

	Budget 2025/26 \$000	Forward Estimate								
		2026/27 \$000	2027/28 \$000	2028/29 \$000	2029/30 \$000	2030/31 \$000	2031/32 \$000	2032/33 \$000	2033/34 \$000	2034/35 \$000
Retained Surplus										
Opening balance	2,326,380	2,349,225	2,384,504	2,417,759	2,455,938	2,498,157	2,551,602	2,612,479	2,679,414	2,745,991
Adjustment to opening balance	-	-	-	-	-	-	-	-	-	-
Net result for the period	22,846	35,279	33,254	38,178	42,219	53,446	60,877	66,935	66,578	68,286
Closing balance	\$ 2,349,225	\$ 2,384,504	\$ 2,417,759	\$ 2,455,938	\$ 2,498,157	\$ 2,551,602	\$ 2,612,479	\$ 2,679,414	\$ 2,745,991	\$ 2,814,278
Asset Revaluation Reserve										
Opening balance	2,263,335	2,263,335	2,395,033	2,530,952	2,671,689	2,817,557	2,968,836	3,125,591	3,288,070	3,456,037
Adjustment to opening balance	-	-	-	-	-	-	-	-	-	-
Asset revaluation adjustments	-	131,698	135,919	140,737	145,868	151,279	156,755	162,479	167,967	173,133
Closing balance	\$ 2,263,335	\$ 2,395,033	\$ 2,530,952	\$ 2,671,689	\$ 2,817,557	\$ 2,968,836	\$ 3,125,591	\$ 3,288,070	\$ 3,456,037	\$ 3,629,170
Total										
Opening balance	4,589,715	4,612,560	4,779,537	4,948,711	5,127,627	5,315,714	5,520,438	5,738,070	5,967,484	6,202,028
Adjustment to opening balance	-	-	-	-	-	-	-	-	-	-
Net result for the period	22,846	35,279	33,254	38,178	42,219	53,446	60,877	66,935	66,578	68,286
Asset revaluation adjustments	-	131,698	135,919	140,737	145,868	151,279	156,755	162,479	167,967	173,133
TOTAL COMMUNITY EQUITY	\$ 4,612,560	\$ 4,779,537	\$ 4,948,711	\$ 5,127,627	\$ 5,315,714	\$ 5,520,438	\$ 5,738,070	\$ 5,967,484	\$ 6,202,028	\$ 6,443,448

MACKAY REGIONAL COUNCIL
STATEMENT OF CASH FLOW
For the year ending 30 June 2025
(including long term forecast until 2034/35)

	Budget 2025/26 \$000	Forward Estimate								
		2026/27 \$000	2027/28 \$000	2028/29 \$000	2029/30 \$000	2030/31 \$000	2031/32 \$000	2032/33 \$000	2033/34 \$000	2034/35 \$000
Cash flows from operating activities:										
Receipts from customers	312,191	327,966	343,867	359,524	376,209	397,918	419,836	439,022	456,470	473,464
Receipts from grantors, donors for operational activities	13,896	11,309	11,386	11,723	12,077	12,440	12,815	13,195	13,593	14,001
Payments to suppliers and employees	(251,856)	(240,723)	(252,319)	(267,734)	(285,861)	(299,676)	(311,147)	(320,197)	(330,665)	(346,509)
Interest received	6,919	9,023	7,149	6,381	5,314	4,859	4,380	4,757	5,389	5,998
Borrowing costs	(1,365)	(2,070)	(2,876)	(3,068)	(4,519)	(5,947)	(6,845)	(8,337)	(8,468)	(8,654)
Net cash inflow from operating activities	\$ 79,785	\$ 105,505	\$ 107,207	\$ 106,826	\$ 103,220	\$ 109,594	\$ 119,039	\$ 128,440	\$ 136,319	\$ 138,300
Cash flow from investing activities:										
Payments for property, plant and equipment	(112,962)	(176,832)	(167,142)	(176,365)	(175,467)	(172,386)	(183,615)	(149,039)	(154,613)	(165,972)
Payments for capital projects	(3,193)	(4,008)	(1,250)	(1,250)	(1,250)	(1,250)	(1,250)	(1,250)	(1,250)	(1,250)
Proceeds from sale of property, plant and equipment	835	860	886	912	940	-	900	900	900	900
Receipts from grantors, donors for capital projects	16,350	26,328	26,761	29,845	32,508	34,128	36,993	39,983	38,168	39,334
Net cash outflow from investing activities	\$ (98,970)	\$ (153,652)	\$ (140,745)	\$ (146,858)	\$ (143,269)	\$ (139,508)	\$ (146,972)	\$ (109,406)	\$ (116,795)	\$ (126,988)
Cash flow from financing activities:										
Proceeds from borrowings	26,969	28,000	14,000	41,000	41,000	29,000	46,000	13,000	14,000	26,000
Repayment of borrowings	(7,582)	(6,065)	(7,319)	(5,929)	(5,273)	(6,861)	(8,094)	(9,991)	(9,135)	(9,978)
Repayments made on leases (principal only)	(67)	(76)	(79)	(82)	(85)	(88)	(65)	(31)	(32)	(32)
Net cash outflow from financing activities	\$ 19,320	\$ 21,859	\$ 6,602	\$ 34,989	\$ 35,642	\$ 22,051	\$ 37,841	\$ 2,978	\$ 4,833	\$ 15,990
Net increase or (decrease) in cash and cash equivalents	\$ 135	\$ (26,288)	\$ (26,936)	\$ (5,043)	\$ (4,407)	\$ (7,863)	\$ 9,908	\$ 22,012	\$ 24,357	\$ 27,302
Cash and cash equivalents at beginning of the period	159,370	159,505	133,217	106,281	101,238	96,831	88,968	98,876	120,888	145,245
Cash and cash equivalents at end of the period	\$ 159,505	\$ 133,217	\$ 106,281	\$ 101,238	\$ 96,831	\$ 88,968	\$ 98,876	\$ 120,888	\$ 145,245	\$ 172,547

2026 Long-Term Sustainability Statement

Type	Measure	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Financial Capacity	Council-Controlled Revenue*	88.6%	89.6%	90.3%	90.6%	91.0%	91.3%	91.6%	91.7%	91.6%	91.5%
	Population Growth*	1.1%	1.1%	1.1%	1.1%	1.1%	1.1%	1.0%	1.0%	1.1%	1.0%
Operating Performance	Operating Surplus Ratio	-0.8%	1.6%	1.3%	1.7%	2.0%	4.0%	5.1%	5.5%	5.6%	5.5%
	Operating Cash Ratio	30.4%	32.7%	32.0%	31.8%	31.7%	32.3%	32.7%	32.7%	32.3%	31.7%
Liquidity	Unrestricted Cash Expense Cover Ratio	7.7	N/A for long-term sustainability statement								
Asset Management	Asset Sustainability Ratio	49.4%	81.8%	84.9%	73.9%	82.6%	91.2%	89.5%	66.0%	65.4%	64.6%
	Asset Consumption Ratio	63.5%	66.1%	67.5%	68.8%	70.2%	71.6%	72.8%	74.6%	75.8%	77.1%
	Asset Renewal Funding Ratio*	Information not currently available to calculate ratio.	N/A for long-term sustainability statement								
Debt Servicing Capacity	Leverage Ratio**	0.5	0.6	0.7	0.9	1.2	1.3	1.4	1.4	1.4	1.5

* The **Council-Controlled Revenue**, **Population Growth** and **Asset Renewal Funding Ratio** measures are reported for contextual purposes only and are not audited by the QAO.

The **Leverage Ratio is not required to be reported if a council has not held any QTC or other debt within the last five financial years.



**MACKAY REGIONAL COUNCIL
CAPITAL WORKS PROGRAM
For the year ending 30 June 2026
(including long term forecast until 2034/35)**

	Budget 2025/26 \$000	Forward Estimate								
		2026/27 \$000	2027/28 \$000	2028/29 \$000	2029/30 \$000	2030/31 \$000	2031/32 \$000	2032/33 \$000	2033/34 \$000	2034/35 \$000
Buildings and Facilities	19,823	35,419	15,163	13,883	9,320	6,739	5,773	5,073	4,194	4,361
Renewal	5,069	6,855	11,140	13,787	8,923	6,739	5,773	5,073	4,194	4,361
Upgrade	707	159	-	-	-	-	-	-	-	-
New	14,047	28,405	4,023	95	397	-	-	-	-	-
Parks, Gardens, Coastal & Foreshores, Waste	17,866	17,507	9,859	12,763	9,803	10,608	14,858	17,480	8,040	12,205
Renewal	5,896	4,997	4,446	5,075	4,725	6,026	8,719	14,083	3,903	3,738
Upgrade	2,623	1,792	1,904	2,468	1,713	2,823	218	1,205	1,118	1,078
New	9,347	10,718	3,510	5,220	3,365	1,760	5,921	2,192	3,019	7,390
Land	4,048	7,753	1,429	-	-	-	-	-	39	152
Renewal	-	-	-	-	-	-	-	-	-	-
Upgrade	-	-	-	-	-	-	-	-	-	-
New	4,048	7,753	1,429	-	-	-	-	-	39	152
Plant & Equipment	11,774	13,140	13,644	11,963	13,644	12,071	12,581	13,494	13,081	18,821
Renewal	9,811	12,949	13,003	11,591	13,644	12,071	12,581	13,494	13,081	18,821
Upgrade	364	161	641	244	-	-	-	-	-	-
New	1,599	29	-	127	-	-	-	-	-	-
Roads, Drainage & Network	32,350	64,786	54,880	71,563	90,510	98,313	112,852	86,151	95,869	97,779
Renewal	24,512	33,462	26,261	38,991	44,201	59,058	59,688	52,662	58,513	65,837
Upgrade	4,204	6,685	10,896	14,803	20,146	22,280	21,954	14,531	25,914	30,868
New	3,635	24,639	17,723	17,770	26,163	16,975	31,210	18,957	11,442	1,075
Sewerage	13,138	17,491	37,810	29,196	28,225	11,950	11,519	7,530	12,077	10,319
Renewal	9,669	14,012	17,989	11,610	12,416	7,760	10,990	6,978	10,511	9,481
Upgrade	2,014	2,717	10,211	6,388	7,212	2,233	530	551	1,539	660
New	1,456	761	9,610	11,198	8,596	1,957	-	-	26	178
Water	16,058	20,735	34,356	36,997	23,965	32,705	26,031	19,312	21,314	22,334
Renewal	10,768	15,361	18,620	15,411	20,250	26,344	19,806	18,000	19,098	20,217
Upgrade	1,888	3,273	7,171	16,308	1,482	103	107	179	755	659
New	3,402	2,102	8,565	5,279	2,234	6,257	6,118	1,132	1,462	1,457
Quarry, Landfill Remediaton and Other Capital Expense	1,025	985	1,442	5,605	12,113	13,522	11,814	7,306	3,430	4,286
Renewal	970	985	1,442	5,605	12,113	13,522	11,814	7,306	3,430	4,286
Upgrade	55	-	-	-	-	-	-	-	-	-
New	-	-	-	-	-	-	-	-	-	-
Other Capital Expense	136	-	-	-	-	-	-	-	-	-
Renewal	130	-	-	-	-	-	-	-	-	-
Upgrade	-	-	-	-	-	-	-	-	-	-
New	6	-	-	-	-	-	-	-	-	-
	\$ 116,219	\$ 177,817	\$ 168,584	\$ 181,970	\$ 187,580	\$ 185,908	\$ 195,429	\$ 156,345	\$ 158,043	\$ 170,258

Strategic Financial Report March 2026



March 2026

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Background

Under the requirements of the Local Government Regulation 2012, Council must prepare a financial report that states the progress that has been made in relation to the Council's budget for the period of the financial year up to the end of the month.

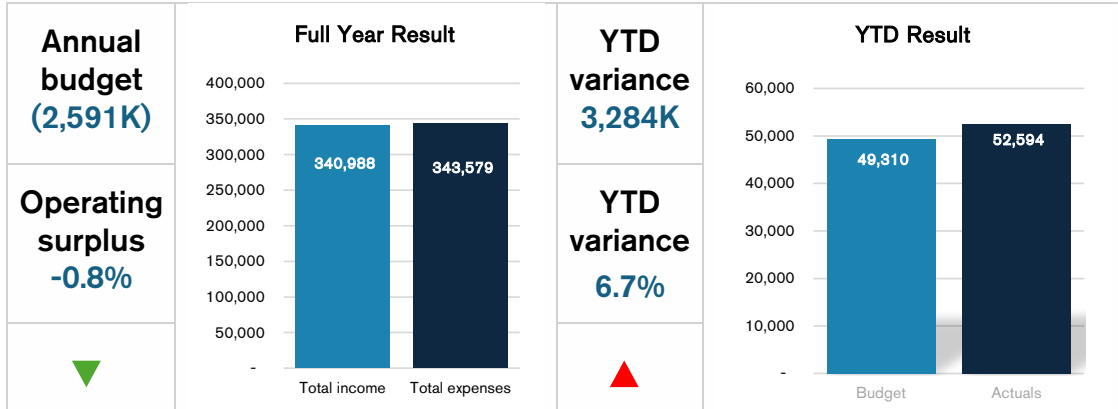
The end of month financial statements within the report include:

- Statement of Profit or loss
- Statement of Financial Position
- Statement of Cash Flows

The report is prepared based on the revised March 2026 budget review to be adopted at the council meeting on 22 April 2026.

Amounts disclosed are rounded to the nearest thousand (\$'000) unless otherwise stated.

March 2026 results at a glance



Available cash

214.9M Cash and investments at call
4.22% MRC Portfolio returns on cash at call

Liquidity

3.10 Current ratio
17M Rates in arrears at March 2026
6.2% Rates in arrears as a percentage of rates charged

Borrowings

22.2M Loan borrowings outstanding

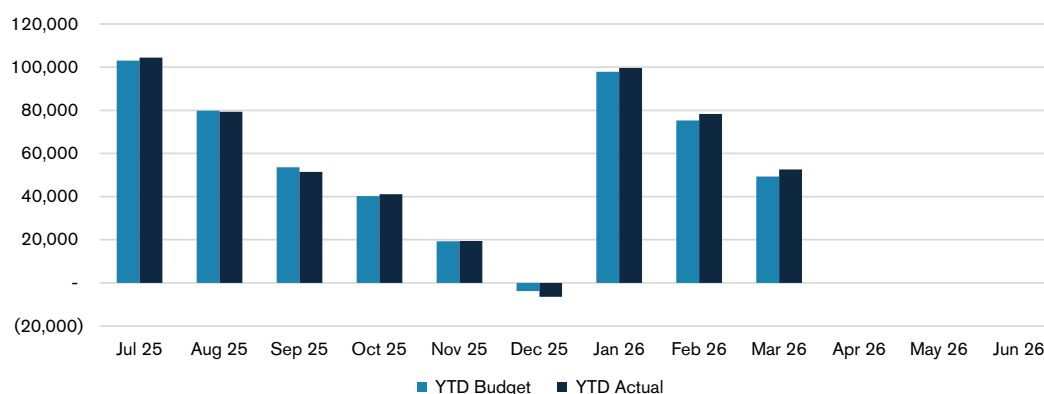
Capital expenditure

75.5M Capital expenditure for the period ended March 2026
60% YTD Actual capital expenditure for the period ended March 2026 divided by the Revised Budget

Operating result

Annual Budget DBR \$'000	Annual Budget MBR \$'000	Annual Variance \$'000	YTD Budget \$'000	YTD Actual \$'000	YTD Variance \$'000	% YTD variance from YTD budget	
						YTD Variance: 0% to ± 2.99%	YTD Variance: ± 3% to ± 4.99%
336,751	340,988	4,237	303,440	306,503	3,063		Operating revenue
339,342	343,579	(4,237)	254,130	253,909	221		Operating expenses
(2,591)	(2,591)	-	49,310	52,594	3,284		Operating surplus

Monthly performance



Operating surplus ratio*

Historical results					5yr avg	Actuals	Revised budget
2020/21	2021/22	2022/23	2023/24	2024/25	2024/25	2025/26	2025/26
2.3%	0.2%	-1.5%	-4.3%	-1.50%	-1.0%	17.16%	-0.8%

Benchmark: Greater than 0%

Operating cash ratio*

Historical results					5yr avg	Actuals	Revised budget
2020/21	2021/22	2022/23	2023/24	2024/25	2024/25	2025/26	2025/26
32.7%	31.1%	29.1%	27.5%	28.8%	29.8%	42.85%	30.4%

Benchmark: Greater than 0%

* Refer to glossary

Operating revenue

Annual Budget DBR \$'000	Annual Budget MBR \$'000	Annual Variance \$'000	YTD Budget \$'000	YTD Actual \$'000	YTD Variance \$'000	
274,757	276,074	1,317	261,092	262,551	1,459	Rates and charges
25,510	26,119	609	18,025	18,094	69	Fees and charges
5,636	5,672	36	4,222	3,633	(589)	Sales revenue
8,353	8,699	346	4,864	4,560	(304)	Recoverable works
13,844	14,216	372	7,963	9,823	1,860	Grants and subsidies
5,340	6,919	1,579	4,324	5,056	732	Interest received
1,472	1,448	(24)	1,133	1,067	(66)	Rental income
1,839	1,841	2	1,817	1,719	(98)	Other income
336,751	340,988	4,237	303,440	306,503	3,063	

Rates and charges: \$1,459K This favourable variance is due to higher than anticipated supplementary rates levies \$1,017K, sewerage charges \$348K and water charges \$169K.

Grants and subsidies: \$1,860K This favourable variance is due to timing differences in the delivery and recognition of operational grant activities.

Interest received: \$732K This favourable variance is due to higher than anticipated interest rates.

Sales revenue: (\$589K) This unfavourable variance is largely due to lower than anticipated ticket, catering, food and beverage sales at the MECC (\$451K).

Operating expenditure

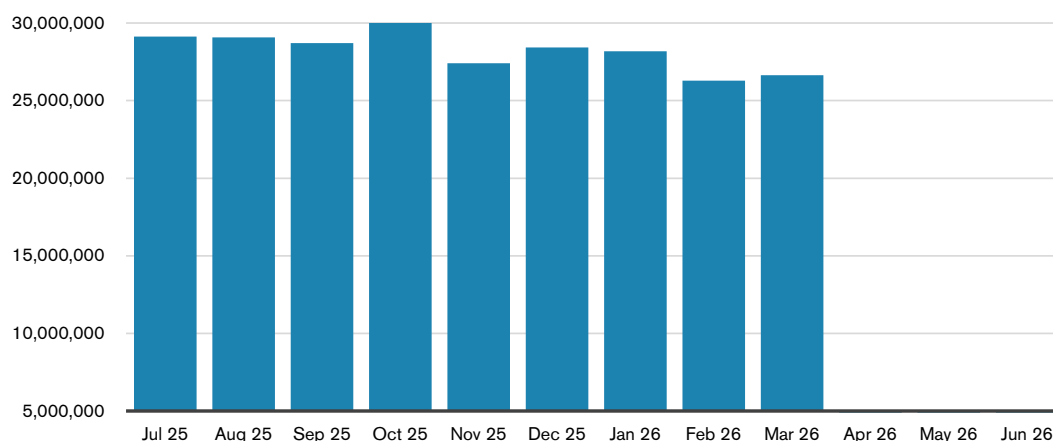
Annual Budget DBR \$'000	Annual Budget MBR \$'000	Annual Variance \$'000	YTD Budget \$'000	YTD Actual \$'000	YTD Variance \$'000	
111,506	110,378	1,128	81,130	80,685	445	Employee benefits
121,745	126,934	(5,189)	93,834	94,491	(657)	Materials and services
4,798	4,871	(73)	3,490	3,647	(157)	Finance costs
101,293	101,396	(103)	75,676	75,086	590	Depreciation
339,342	343,579	(4,237)	254,130	253,909	221	

Depreciation: \$590K This favourable variance is largely due to timing of capitalisation of assets.

Employee benefits: \$445K This favourable variance is largely due to higher than anticipated savings due to vacancies of \$710K, offset by higher payments for overtime (\$374K).

Materials and services: (\$657K) This unfavourable variance is largely due to price increases in fuel (\$454K), timing of payments for repairs and maintenance (\$502K), capital costs expensed (\$547K); offset by the timing of payments for consultants \$756K.

Monthly operating expenses



Council-controlled revenue*

Historical results					5yr avg	Actuals	Revised budget
2020/21	2021/22	2022/23	2023/24	2024/25	2024/25	2025/26	2025/26
88.4%	88.9%	88.2%	89.9%	88.00%	88.7%	91.56%	88.6%

Capital income and expenses

Annual Budget DBR \$'000	Annual Budget MBR \$'000	Annual Variance \$'000	YTD Budget \$'000	YTD Actual \$'000	YTD Variance \$'000	
(2,591)	(2,591)	-	49,310	52,594	3,284	Operating surplus
28,093	32,837	4,744	14,141	24,530	10,389	Capital grants, subsidies
1,693	2,923	1,230	1,125	1,745	620	Other capital revenue
6,518	7,281	(763)	5,421	6,194	(773)	Disposals and write offs
1,314	3,042	(1,728)	1,510	2,024	(514)	Other capital expenses
19,363	22,846	3,483	57,645	70,651	13,006	Net surplus

Capital grants, subsidies: \$10,389K This favourable variance is attributable to the accelerated delivery of capital grant activities, with works progressing ahead of the scheduled timeline.

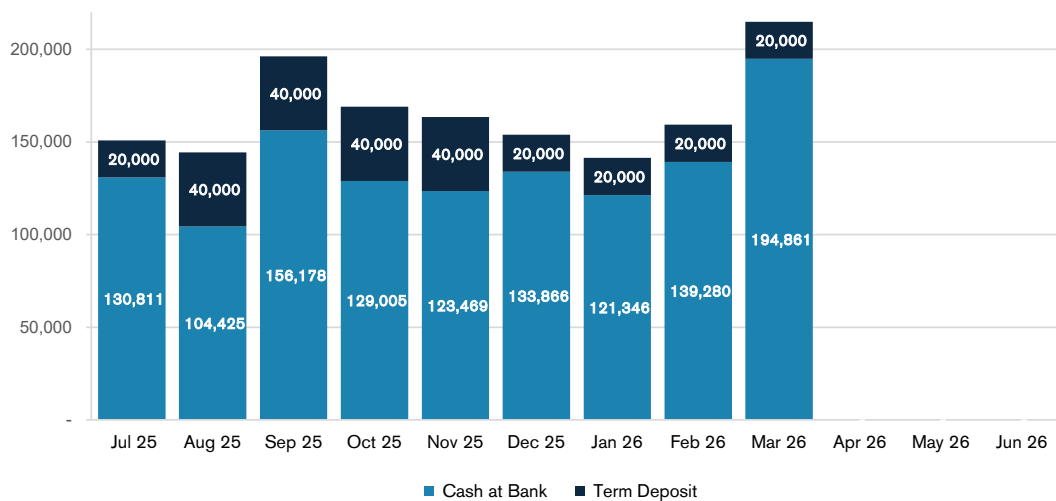
Disposals and write offs: (\$773K) This unfavourable variance is attributable to the reviews of asset register data relating to stormwater infrastructure and water meters.

* Refer to glossary



Money matters

Cash at call



\$55.6M increase in cash at call.

March 2026	12-month comparative	
4.22%	4.53%	Funds invested with QTC
4.20%	4.61%	Term Deposits

* Refer to glossary

Liquidity

(can council pay its debts when they fall due)

Annual Budget DBR \$'000	Annual Budget MBR \$'000	YTD Actual \$'000	
180,822	195,953	254,088	Current assets
61,955	62,365	82,053	Current liabilities
2.92	3.14	3.10	Current ratio

Unrestricted cash expense cover ratio*

Historical results					Actuals	Revised budget
2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2025/26
12.6 months	9 months	7.8 months	6.8 months	7.4 months	14.72 months	7.7 months

Benchmark: Greater than 2 months

Debtors

	Actual \$'000	Actual %
Rates and utility charges	22,066	78.0%
Development contributions	1,625	5.7%
Other debtors	4,607	16.3%
Trade and other receivables	28,298	100.0%



* Refer to glossary

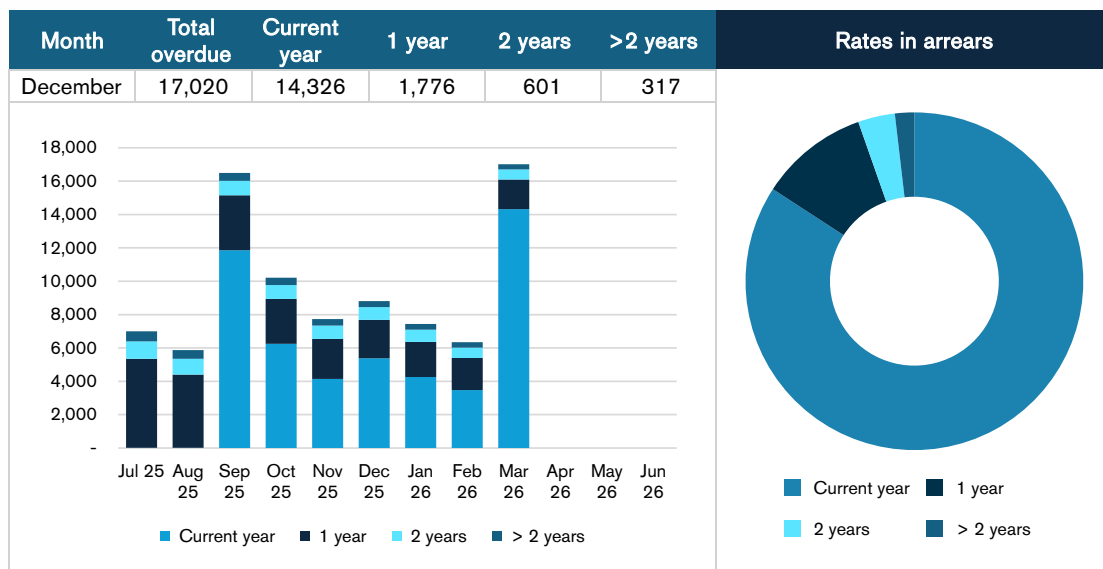
Rates collection

Council's standard settlement terms for trade receivables are 30 days from invoice date.

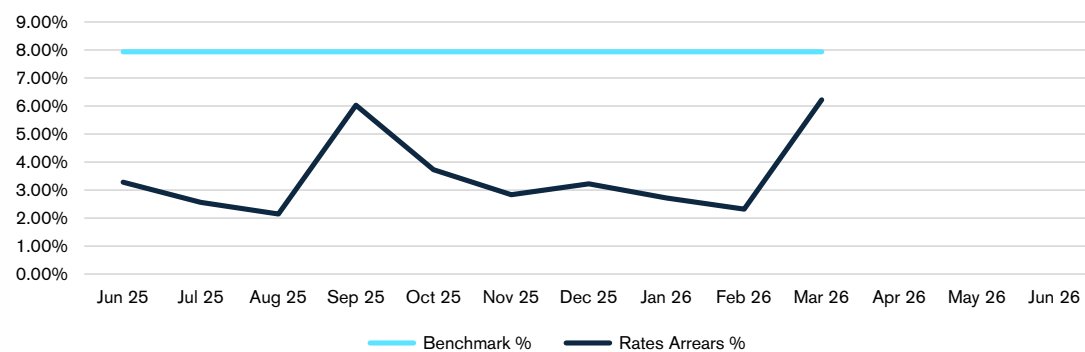
	Issue date of notice	Due date of payment
Rates notice	09/02/2026	11/03/2026
Pensioner rates notice	09/02/2026	03/06/2026

Council collection processes ensure rates are collected efficiently and effectively, whilst being cognisant of individual circumstances. Collection action is continuing, both with our external collection agency and monitoring of in-house payment schedules. In-house collection methods include the use of SMS reminders for ratepayers.

Rates arrears



Rates in arrears as a percentage of rates charged March 2026: 6.22%
 Benchmark: 7.94% (average rates arrears percentage of Tier 2 Councils for 2022-23)

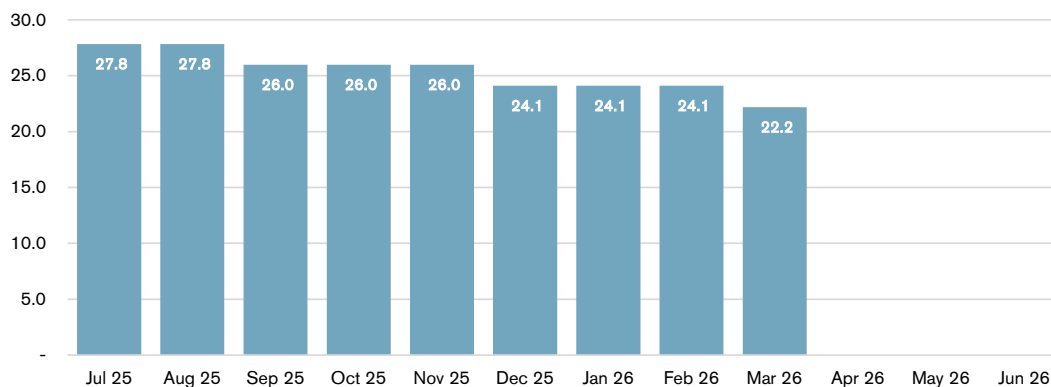


* Refer to glossary

Borrowings

\$22.2M total loan borrowings outstanding.

Loan borrowings are an important funding source for council; reflecting that the full cost of infrastructure should not be borne entirely by present-day ratepayers alone, rather by all those who benefit from the infrastructure over its lifetime.



Leverage ratio*

This ratio measures the extent to which available cash flow covers current debt obligations.

Historical results					5yr avg	Actuals	Revised budget
2020/21	2021/22	2022/23	2023/24	2024/25	2024/25	2025/26	2025/26
1.3 times	0.8 times	0.7 times	0.5 times	0.3 times	0.7 times	0.2 times	0.5 times

Benchmark: 0 to 4 times

* Refer to glossary

Cash flows for the period

Cash at call on 1 July 2025	\$'000 159,370
Cash inflows	
Receipts from customers	272,426
Receipts from grantors	34,234
Interest received	4,609
Cash outflows	
Payments to suppliers and employees	(174,394)
Payments for property, plant and equipment	(73,203)
Repayment of borrowings and leases	(5,650)
Finance costs and other repayments	(1,045)
Other	(1,485)
Cash at call on 31 March 2026	214,862



* Refer to glossary

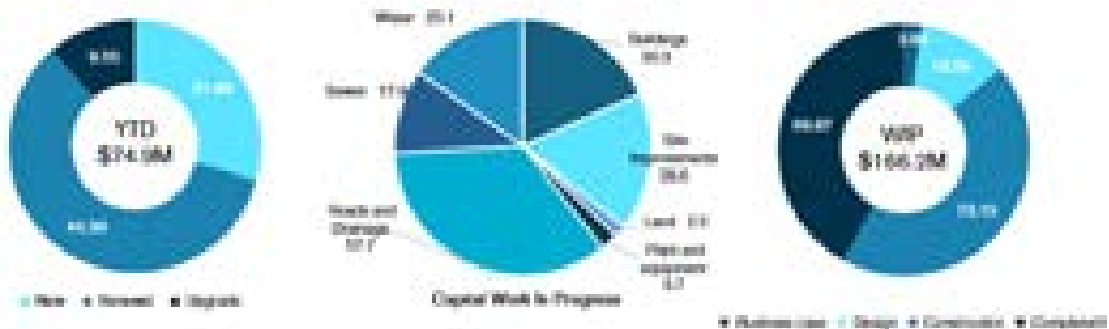
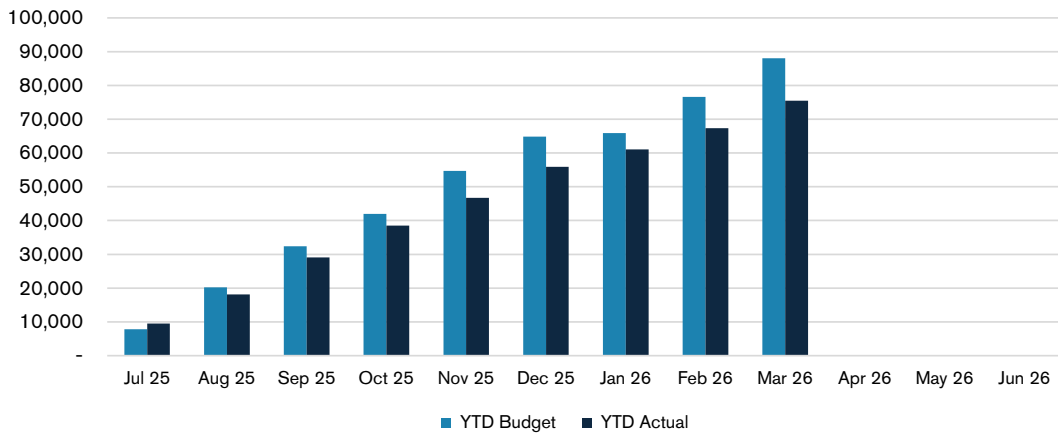
Infrastructure

Council manages the construction, upgrade, and renewal of community assets as part of its capital works program.

Annual Budget DBR \$'000	Annual Budget MBR \$'000	Annual Variance \$'000	YTD Budget \$'000	YTD Actual \$'000	YTD Variance \$'000	
125,175	116,219	(8,956)	88,065	75,478	12,587	Capital expenditure

60% of annual revised budget expended on capital projects.

YTD capital expenditure against YTD budget



WIP – Works in Progress, reflects all projects that are currently in progress or completed and awaiting capitalisation.

* Refer to glossary

Major projects

The projects reflected below are the largest projects being delivered as part of Council's capital works program based on current amended budget.

Project	Forecasted Project Completion	Project phase	Construction % complete*	Annual Budget DBR \$'000	YTD Budget \$'000	YTD Actuals \$'000	YTD Variance \$'000
Northern Beaches Community Hub - Stage 1B	15/01/2027	Construction	40%	13,834	9,140	7,494	1,645
Hogans Pocket - Cell 4 Construction	30/06/2026	Construction	66%	7,060	6,135	3,761	2,374
Asphalt Resurfacing Works	28/05/2026	Construction	85%	4,078	4,078	2,665	1,413
Bell Creek Bridge Replacement	5/01/2026	Finalisation	100%	3,530	3,530	2,974	557
Trucks – Plant & Equipment	30/06/2026	Construction	56%	3,407	960	1,900	(939)
Pioneer River Shakespeare St Levee	23/04/2027	Construction	0%	3,280	975	314	661
Reed St, Rural View - Extension to McCreedy Creek Bridge	15/04/2027	Construction	19%	2,949	1,604	1,658	(54)
Mt Pleasant 2 - Reservoir Refurbishment	19/06/2026	Construction	40%	2,857	1,858	1,499	359
Meter Replacement Program	30/06/2026	Construction	95%	2,483	2,405	2,326	79
Sydney St River St Intersection and Bluewater Trail Upgrade	20/11/2025	Finalisation	100%	2,446	2,117	2,047	70
Hogans Pocket Landfill Facility, Stormwater Management	28/05/2026	Construction	67%	2,291	2,025	2,118	(92)
Sewer Pump Station Refurbishment - Package A	29/05/2026	Construction	81%	2,077	1,668	1,684	(16)
Oak St Drainage Culvert Rehabilitation – Keeley's to Cambell	31/10/2025	Complete	100%	2,059	2,059	2,058	1
Stormwater Relining- Condition State 16 and Above - current year	16/09/2026	Construction	17%	2,047	20	64	(45)
Bloomsbury Water Supply Scheme	29/06/2026	Finalisation	100%	1,985	1,985	2,027	(42)
Petrie Street Culvert Upgrade	30/01/2026	Finalisation	100%	1,880	1,711	1,422	289
Bluewater Lagoon, Replacement of PLC and Plant Upgrade	1/05/2026	Finalisation	100%	1,836	1,782	1,760	22
Sarina Reservoir No. 2 Renewal	31/03/2026	Construction	100%	1,754	1,754	1,457	297
Norris Road Rail Overpass	16/04/2026	Construction	99%	1,631	1,631	1,490	141
Stormwater Relining- Condition State 16 and Above - prior year	18/12/2025	Complete	100%	1,512	1,512	1,512	-

* Construction Percentage Complete relates to the entire project program, which may be over multiple financial years, whereas budget reporting is for the current financial year only.

* Refer to glossary

13

Council is responsible for the provision of a diverse range of services to meet community needs and expectations. A significant number of these services are provided through infrastructure assets and other property, plant, and equipment.

Annual Budget DBR \$'000	Annual Budget MBR \$'000	Annual Variance \$'000	YTD Actual \$'000	
4,605,237	4,595,399	(9,838)	4,585,299	Property, plant and equipment
5,175	5,175	-	5,175	Investment properties
997	997	-	1,017	Right of use assets
4,744	4,744	-	4,752	Intangible assets

Asset consumption ratio*

This ratio indicates that council is willing to invest more than depreciation into expanding its assets base for the life of the adopted Long-Term Financial Forecast.

Historical results					5yr avg	Actuals	Revised budget
2020/21	2021/22	2022/23	2023/24	2024/25	2024/25	2025/26	2025/26
64.1%	63.5%	63.0%	68.7%	67.5%	65.3%	66.6%	63.5%

Benchmark: 5-year average greater than 60%.

Asset sustainability ratio*

This ratio is calculated based on the planned capital expenditure on the renewal of assets.

Historical results					5yr avg	Actuals	Revised budget
2020/21	2021/22	2022/23	2023/24	2024/25	2024/25	2025/26	2025/26
74.5%	62.8%	63.6%	48.7%	59.3%	61.8%	55.8%	49.4%

Benchmark: 5-year average greater than 60%.

* Refer to glossary

Appendices

Statement of Profit or Loss for the period ended March 2026

	Annual Original DBR \$'000	Annual Budget MBR \$'000	Annual Variance \$'000	YTD Budget \$'000	YTD Actual \$'000	YTD Variance \$'000	
Income							
Recurrent revenue							
Rates and charges	274,757	276,074	1,317	261,092	262,551	1,459	
Fees and charges	25,510	26,119	609	18,025	18,094	69	
Sales revenue	5,636	5,672	36	4,222	3,633	(589)	
Contracts and recoverable works	8,353	8,699	346	4,864	4,560	(304)	
Grants, subsidies, contributions, donations	13,844	14,216	372	7,963	9,823	1,860	
Total recurrent revenue	328,100	330,780	2,680	296,166	298,661	2,495	
Interest received	5,340	6,919	1,579	4,324	5,056	732	
Rental income	1,472	1,448	(24)	1,133	1,067	(66)	
Other income	1,839	1,841	2	1,817	1,719	(98)	
Total operating revenue	336,751	340,988	4,237	303,440	306,503	3,063	
Capital income							
Grants, subsidies, contributions, donations	28,093	32,837	4,744	14,141	24,530	10,389	
Other capital income	1,693	2,923	1,230	1,125	1,745	620	
Total capital income	29,786	35,760	5,974	15,266	26,275	11,009	
Total income	366,537	376,748	10,211	318,706	332,778	14,072	
Recurrent expenses							
Employee benefits	111,506	110,378	1,128	81,130	80,685	445	
Materials and services	121,745	126,934	(5,189)	93,834	94,491	(657)	
Finance costs	4,798	4,871	(73)	3,490	3,647	(157)	
Depreciation and amortisation	101,293	101,396	(103)	75,676	75,086	590	
Total recurrent expenses	339,342	343,579	(4,237)	254,130	253,909	221	
Capital expenses							
Loss on disposal of assets	6,518	7,281	(763)	5,421	6,194	(773)	
Other capital expenses	1,314	3,042	(1,728)	1,510	2,024	(514)	
Total capital expenses	7,832	10,323	(2,491)	6,931	8,218	(1,287)	
Total expenses	347,174	353,902	(6,728)	261,061	262,127	(1,066)	
Net result	19,363	22,846	3,483	57,645	70,651	13,006	
Operating revenue	336,751	340,988	4,237	303,440	306,503	3,063	
Operating expenses	339,342	343,579	(4,237)	254,130	253,909	221	
Operating surplus	(2,591)	(2,591)	-	49,310	52,594	3,284	

% YTD variance from YTD budget ■ 0% to ± 2.99% ■ ± 3% to ± 4.99% ■ greater than ± 5%

* Refer to glossary

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Statement of Financial Position as at March 2026

	Annual Budget DBR \$'000	Annual Budget MBR \$'000	YTD Actual \$'000
Current assets			
Cash and cash equivalents	144,571	159,505	194,861
Trade and other receivables	24,515	24,712	28,298
Financial assets	-	-	20,000
Contract assets	3,500	3,500	4,389
Other assets	3,924	3,924	1,925
Inventories	4,312	4,312	4,615
Total current assets	180,822	195,953	254,088
Non-current assets			
Investment property	5,175	5,175	5,175
Property, plant and equipment	4,605,237	4,595,399	4,585,299
Right-of-use assets	997	997	1,017
Intangible assets	4,744	4,744	4,752
Total non-current assets	4,616,153	4,606,315	4,596,243
Total assets	4,796,975	4,802,268	4,850,331
Current liabilities			
Trade and other payables	10,290	10,721	21,462
Employee entitlements	24,122	24,101	22,778
Borrowings	6,068	6,068	1,985
Lease liabilities	76	76	92
Provisions	1,098	1,098	1,178
Contract Liabilities	3,500	3,500	19,966
Other liabilities	16,801	16,801	14,592
Total current liabilities	61,955	62,365	82,053
Non-current liabilities			
Employee entitlements	2,223	2,223	2,222
Borrowings	41,156	41,156	20,207
Lease liabilities	1,024	1,042	1,112
Provisions	76,836	78,219	81,426
Contract liabilities	1,635	1,635	-
Other liabilities	3,068	3,068	273
Total non-current liabilities	125,942	127,343	105,240
Total liabilities	187,897	189,708	187,293
Net community assets	4,609,078	4,612,560	4,663,038
Community equity			
Retained surplus	2,345,743	2,349,225	2,400,727
Asset revaluation surplus	2,263,335	2,263,335	2,262,311
Total community equity	4,609,078	4,612,560	4,663,038

* Refer to glossary

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Statement of Cash Flows for the period ended March 2026

	Annual Budget DBR \$'000	Annual Budget MBR \$'000	YTD Actual \$'000
Cash flows from operating activities			
Receipts from customers	310,086	312,191	272,426
Receipts from grantors, donors for operational activities	13,540	13,896	9,822
Payments to suppliers and employees	(248,224)	(251,856)	(174,394)
Interest received	5,340	6,919	4,609
Borrowing costs	(1,347)	(1,365)	(1,045)
Net cash inflow from operating activities	79,395	79,785	111,418
Cash flows from investing activities			
Payments for property, plant and equipment	(123,981)	(112,962)	(73,203)
Payments for capital projects	(4,005)	(3,193)	(2,024)
Proceeds from sale of property, plant and equipment	787	835	539
Receipts from grantors, donors for capital projects	13,703	16,350	24,411
Net cash outflow from investing activities	(113,496)	(98,970)	(50,277)
Cash flows from financing activities			
Proceeds from borrowings	26,969	26,969	-
Repayment of borrowings	(7,582)	(7,582)	(5,644)
Repayments made on leases (principal only)	(85)	(67)	(6)
New cash outflow from financing activities	19,302	19,320	(5,650)
Net increase or (decrease) in cash and cash equivalents	(14,799)	135	55,491
Cash and cash equivalents at beginning of the period	159,370	159,370	139,370
Cash and cash equivalents at end of the period	144,571	159,505	194,861

* Refer to glossary

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Glossary

Council Controlled Revenue Ratio	Council-controlled revenue is an indicator of a council's financial flexibility, ability to influence its operating income, and capacity to respond to unexpected financial shocks	$\frac{\text{Net Rates, Levies and Charges add Fees and Charges}}{\text{Total Operating Revenue}}$
Population Growth Ratio	Population growth is a key driver of a council's operating income, service needs, and infrastructure requirements into the future.	$\frac{\text{Prior year estimated population.}}{\text{Previous year estimated population}}$ <p style="text-align: center;">-1</p>
Operating Surplus Ratio	The operating surplus ratio is an indicator of the extent to which operating revenues generated cover operational expenses. Any operating surplus would be available for capital funding or other purposes.	$\frac{\text{Operating Result}}{\text{Total Operating Revenue}}$
Operating Cash Ratio	The operating cash ratio is a measure of a council's ability to cover its core operational expenses and generate a cash surplus excluding depreciation, amortisation, and finance costs.	$\frac{\text{Operating Result add Depreciation and Amortisation add Finance Costs}}{\text{Total Operating Revenue}}$
Unrestricted Cash Expense Cover Ratio	The unrestricted cash expense cover ratio is an indicator of the unconstrained liquidity available to a council to meet ongoing and emergent financial demands, which is a key component to solvency. It represents the number of months a council can continue operating based on current monthly expenses.	$\frac{(\text{Total Cash and Equivalents add Current Investments add Available Ongoing QTC Working Capital Facility Limit Less Externally Restricted Cash})}{(\text{Total Operating Expenditure Less Depreciation and Amortisation less Finance Costs})}$ <p style="text-align: center;">x 12</p>
Asset Sustainability Ratio	The asset sustainability ratio approximates the extent to which the infrastructure assets managed by a council are being replaced as they reach the end of their useful lives.	$\frac{\text{Capital Expenditure on Replacement of Infrastructure Assets (Renewals)}}{\text{Depreciation Expenditure on Infrastructure Assets}}$
Asset Consumption Ratio	The asset consumption ratio approximates the extent to which council's infrastructure assets have been consumed compared to what it would cost to build a new asset with the same benefit to the community.	$\frac{\text{Written Down Replacement Cost of Depreciable Infrastructure Assets}}{\text{Current Replacement Cost of Depreciable Infrastructure Assets}}$
Leverage Ratio	The leverage ratio is an indicator of a council's ability to repay its existing debt. It measures the relative size of the council's debt to its operating performance.	$\frac{\text{Book Value of Debt}}{\text{Operating Results add Depreciation and Amortisation and Finance Costs}}$

Council adopted the new Local Government Sustainability Framework ratios in the 2023/24 Annual Financial Statements.

* Refer to glossary

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12. RECEIPT OF PETITIONS

13. TENDERS

14. CONSIDERATION OF NOTIFIED MOTIONS

14.1. NOTICE OF MOTION - ASSI RECOGNITION

Author	Acting Director (Chris Molyneaux)
Responsible Officer	Chief Executive Officer (Gerard Carlyon)
File Reference	Notified Motion

Attachments	Nil
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Purpose

The purpose of this report is to present a notified motion requested by Cr Corowa for Council's consideration. This motion proposes the rescission of Council's resolution ORD-2025-88 of 28 May 2025 relating to the installation of an additional flagpole at the Civic Precinct for the flying of the Australian South Sea Islander (ASSI) flag, and to outline an alternative pathway for recognition that is culturally appropriate and capable of achieving broader community support.

Related Parties

Yuwi Aboriginal Corporation
MADASSIA

Corporate Plan Linkage

Community and Environment

Arts, Culture and Heritage - We invest in the Mackay region's arts and culture and protect the rich cultural heritage and history of our region in line with council's Art and Cultural Development Policy.

Background/Discussion

On 28 May 2025, Council resolved to provide in-principle support for the installation of an additional flagpole at the Civic Precinct to fly the Australian South Sea Islander flag, and to undertake community engagement on that proposal.

Following that resolution, community engagement was undertaken in accordance with Council's decision. While that engagement process demonstrated general support for the recognition of Australian South Sea Islanders and acknowledgement of their significant historical and contemporary contribution to the Mackay region - particularly to the establishment of the sugar industry - it also identified concern and some confusion regarding the proposed installation of an additional flagpole at the Civic Precinct.

2025 marked 25 years since the Queensland Government formally recognised Australian South Sea Islanders as a distinct cultural group, acknowledging their history in Queensland since 1863. This milestone underscores the importance of appropriate recognition; however, it also reinforces the need for recognition approaches that are inclusive, culturally respectful, and supported by the wider community.

This notified motion therefore seeks to rescind the earlier resolution and reaffirm Council's commitment to recognising the Australian South Sea Islander community through alternative means. It proposes that the Chief Executive Officer engage with relevant stakeholders, including Yuwi Aboriginal Corporation and Australian South

Sea Islander representatives such as MADASSIA, to develop culturally appropriate recognition options within the Civic Precinct that can achieve broader community support.

The motion also reflects Council's recent adoption of an early visibility approach to identifying potential risks and community impacts, requesting that matters with significant cultural or whole-of-community implications be considered prior to being progressed to Council for decision-making.

Consultation and Communication

Community engagement was undertaken following the Council resolution (ORD-2025-88) of 28 May 2025 regarding the proposal for an additional flagpole at the Civic Precinct. That feedback indicated general support for recognising Australian South Sea Islanders but also highlighted community concern and some confusion regarding the specific proposal for an additional flagpole.

Resource Implications

There are no immediate financial or resource implications associated with Council's consideration of the notified motion.

All activities are expected to be accommodated within existing operational resources. Any future financial implications associated with implementation of a preferred recognition option would be subject to further Council consideration and approval.

Risk Management Implications

If the previous resolution is not rescinded, there is a risk of ongoing community division, reputational risk to Council, and reduced trust in Council's decision-making processes regarding culturally sensitive matters.

Proceeding without a broader engagement framework, or without options that are capable of achieving community consensus, may exacerbate perceptions of inequity or exclusion among different community groups.

Rescinding the resolution and adopting a more considered engagement approach mitigates these risks by allowing Council to reset the process, strengthen stakeholder involvement, and ensure that future recognition initiatives are aligned with Council's early risk visibility approach and broader community expectations.

Conclusion

This report reflects the notified motion by Cr Corowa to rescind Council Resolution ORD-2025-88 and to reset Council's approach to recognising the Australian South Sea Islander community within the Civic Precinct. The proposed approach reaffirms Council's commitment to culturally appropriate recognition, acknowledges the outcomes of community feedback undertaken to date, and provides a more structured and inclusive pathway for developing options capable of achieving broad community support.

Recommendation

THAT Council consider the notified motion by Cr Corowa of:

1. THAT Council rescind the resolution ORD-2025-88 of Council dated 28 May 2025 which provided in-principle support for an additional flagpole at the Civic Precinct to fly the Australian South Sea Islander flag on an ongoing basis and to undertake community engagement on the proposal; and
2. AND THAT Council note, following the community feedback undertaken in accordance with that resolution, and recognising that the original resolution did not specify targeted engagement with particular community groups, feedback indicates that while recognition of Australian South Sea Islanders is supported, the proposal

for an additional flagpole has generated concern, uncertainty and in some cases clear opposition within the community; and

3. AND FURTHER THAT Council reaffirms its commitment to recognising the Australian South Sea Islander community, particularly in light of 2025 marking 25 years since the Queensland Government formally recognised Australian South Sea Islanders as a distinct cultural group living and working in Queensland since 1863 and acknowledging their significant contribution to the foundations of Mackay's sugar industry and broader economic development;

4. AND FURTHER THAT the Chief Executive Officer engages with relevant stakeholders, including Yuwi Aboriginal Corporation and the Australian South Sea Islander community, including MADASSIA, to develop options for culturally appropriate recognition within the Civic Precinct that are capable of broad community support;

5. AND FURTHER THAT Council notes the recent adoption of an early visibility approach to identifying potential risks and community impacts, and request that matters of significant cultural or whole-of-community impact be considered through that process prior to being brought forward for Council consideration;

6. AND FURTHER THAT the Chief Executive Officer report back to Council within 60 days with recommended options for consideration.

15. PUBLIC PARTICIPATION

16. LATE BUSINESS

17. CONFIDENTIAL REPORTS

17.1. Legal Services Quarterly Report - Third Quarter 2025-2026

Confidential

Confidential Report to be forwarded separately.

Reason for Confidentiality

This report is **CONFIDENTIAL** in accordance with the Section 254J (3) (e) of the *Local Government Regulation 2012* which permits the meeting to be closed to the public to discuss a matter relating to **legal advice obtained by Council or legal proceedings involving Council including for example, legal proceedings that may be taken by or against Council.**

This report is **CONFIDENTIAL** in accordance with the Section 254J (3) (g) of the *Local Government Regulation 2012* which permits the meeting to be closed to the public to discuss a matter relating to **negotiations relating to a commercial matter involving the Council for which a public discussion would be likely to prejudice the interests of the Council.**

This report is **CONFIDENTIAL** in accordance with the Section 254J (3) (h) of the *Local Government Regulation 2012* which permits the meeting to be closed to the public to discuss a matter **relating to negotiations relating to the taking of land by the Council under the *Acquisition of Land Act 1967.***

17.2. Economic Development & Growth Strategic Advisory Committee Sub-Committee Draft Minutes - 2 April 2026

Confidential

Confidential Report to be forwarded separately.

Reason for Confidentiality

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

17.3. Approved Sponsorship Under the Invest Mackay Events and Conference Attraction Program - March 2026

Confidential

Confidential Report to be forwarded separately.

Reason for Confidentiality

This report is **CONFIDENTIAL** in accordance with the Section 254J (3) (g) of the *Local Government Regulation 2012* which permits the meeting to be closed to the public to discuss a matter relating to negotiations relating to a commercial matter involving the Council for which a public discussion would be likely to prejudice the interests of the Council.

17.4. Approved Concessions Under the Facilitating Development in the Mackay Region Policy - March 2026

Confidential

Confidential Report to be forwarded separately.

Reason for Confidentiality

This report is **CONFIDENTIAL** in accordance with the Section 254J (3) (g) of the *Local Government Regulation 2012* which permits the meeting to be closed to the public to discuss a matter relating to negotiations relating to a commercial matter involving the Council for which a public discussion would be likely to prejudice the interests of the Council.

17.5. Infrastructure Charges and Headworks Charges Waivers Considered by the Chief Executive Officer

Confidential

Confidential Report to be forwarded separately.

Reason for Confidentiality

This report is **CONFIDENTIAL** in accordance with the Section 254J (3) (g) of the *Local Government Regulation 2012* which permits the meeting to be closed to the public to discuss a matter relating to negotiations relating to a commercial matter involving the Council for which a public discussion would be likely to prejudice the interests of the Council.

18. MEETING CLOSURE

19. FOR INFORMATION ONLY