

## WELCOME

Mackay Regional Council acknowledges the Yuibera People as the traditional custodians of this land.

Mackay Regional Council's 2010-2011 Annual Report provides a comprehensive account of council's performance from July 1, 2010 to June 30, 2011. Mackay Regional Council's Corporate Plan 2009-2014 is the highest order document within council and, as such, directs and informs all other plans, activities, budgets and policies of council.

Mackay Regional Council's 2010-2011 Annual Report provides an update on the highlights and achievements emanating from this report, addresses the minor setbacks experienced throughout the year and also identifies the future challenges that lie ahead for our region.

The information in this report demonstrates accountability to stakeholders, who include residents and ratepayers, staff, councillors, investors, community groups, government departments and other interested parties.

## COPIES OF THE ANNUAL REPORT

Copies of the 2009-2014 Corporate Plan, this Annual Report and council's financial statements are available free of charge electronically on council's website at [www.mackay.qld.gov.au](http://www.mackay.qld.gov.au).

## FEEDBACK

Mackay Regional Council aims to make this Annual Report transparent and easy to read. Council welcomes your feedback and suggestions for improvement. If you have comments you wish to share, please direct them to council's corporate communications department by phoning 1300 MACKAY (622 529) or email [council@mackay.qld.gov.au](mailto:council@mackay.qld.gov.au).

## OUR VISION

**THE MACKAY REGION:  
PROSPEROUS, SUSTAINABLE  
AND VIBRANT.**

## OUR MISSION

**IS TO DELIVER THE VISION FOR THE  
MACKAY REGION IN PARTNERSHIP WITH  
OUR COMMUNITY AND TO STRIVE FOR  
EXCELLENCE IN PLANNING, DELIVERING  
AND MANAGING COMMUNITY SERVICES  
AND FACILITIES.**

<b>INTRODUCTION</b>	<b>PAGE 2</b>
a word from our Mayor and CEO fast facts	
<b>HIGHLIGHTS FOR 2010-2011</b>	<b>PAGE 8</b>
outstanding achievements	
<b>CORPORATE STRUCTURE</b>	<b>PAGE 15</b>
elected representatives corporate structure our values our organisation our volunteers corporate governance	
<b>COMMUNITY FINANCIAL REPORT</b>	<b>PAGE 29</b>
statement of comprehensive income statement of financial position statement of changes in equity statement of cash flow funding agreements	
<b>MEETING OUR CORPORATE PLAN OBJECTIVES</b>	<b>PAGE 38</b>
communication links in the community our corporate plan objectives community and lifestyle economic development environmental sustainability strategic planning engineering services mackay water and waste services organisational excellence and governance	
<b>DEPARTMENTAL SNAPSHOTS</b>	<b>PAGE 61</b>
corporate services community services engineering services development services mackay water and waste services	
<b>POLICIES, REGISTERS AND ALLOWANCES</b>	<b>PAGE 72</b>
<b>REPRESENTATIVE COMMITTEES</b>	<b>PAGE 80</b>
<b>MACKAY WATER SERVICES ANNUAL PERFORMANCE REPORT</b>	<b>PAGE 84</b>

## A WORD FROM OUR MAYOR



*I am extremely proud of what we have achieved in 2010-2011, delivering a wide range of projects that benefited the entire community.*

The Mackay region is a vibrant and thriving region that is growing at an annual rate of 2.9 per cent. To cater for the needs of our growing community council is planning and investing in services and infrastructure that meet the needs of our growing community.

During the 2010-2011 year council invested over \$150 million on capital works projects throughout the region; including road alignments and drainage installation, the completion of the Nebo Road Water Treatment Plant and the upgrade of five sewerage pump stations to service our growing community.

Council managed to complete these projects and focus on 'rebuilding our road' network, damaged by the ongoing wet weather, which is a great credit to them.

To continue to manage growth sustainably, council has commenced the development of a new Planning Scheme for the Mackay region, the Mackay Region 200k Planning Scheme. This scheme will replace the three existing planning schemes and provide a uniform control system that will coordinate growth over the next two decades. As the planning scheme progresses council will be seeking input from the community and I encourage everyone to have their say to ensure that their requirements are being met.

Keeping the region's green house gas emissions down and providing healthy and active environments were another key focus of council during 2010-2011. Council forged a partnership with a number of sporting organisations to stage the first ever Sports Expo and Sign On day encouraging residents to live an active life.

Our Open Space, Sports and Recreation Strategy was released during the year, which helps shape the future infrastructure needs of our sporting and recreational community.

The introduction of sustainable initiatives like the community car pooling website and the ecoMackay website that offers sustainable living tips, will see our energy consumption and co<sup>2</sup> levels continue to decrease ensuring that our waterways and rainforests are around for future generations to enjoy.

I am extremely proud of what we have achieved in 2010-2011, delivering a wide range of projects that benefited the entire community. Planning for our future growth will continue to be a priority for myself and my fellow councillors to ensure that we maintain a prosperous, sustainable and vibrant region.

## A WORD FROM OUR CEO



2010-2011 has been a satisfying year for us as an organisation. Staff's attitude, commitment and skill has allowed us to be innovators and lead the way, help those in need and deliver vital services to our growing community.

With residents and businesses across Australia feeling the pressure of increases in the cost of living and operating costs, council undertook a service level review and reshaped its 10 year Long Term Financial Plan.

Reprioritisation of council's capital works program coupled with operational efficiencies has enabled council to keep rate increases low and deliver modest rate rises in the future, helping to protect the financial security of our region.

With sound experience in disaster management and recovery, council was able to provide assistance to our fellow neighbours, Rockhampton and Emerald during the 2011 floods and take part in the biggest road rebuilding project in Mackay.

Over 1000 roads across the region were damaged by the ongoing wet weather and staff knowing the importance of safety and keeping our region moving were quick to put their hands up and begin the mammoth task of transforming our road network. Up until July 2011, hundreds of roads throughout the region have undergone restoration works and culvert repairs.

As you can see safety is at the forefront of our organisation. Council implemented a new Workplace Health and Safety Management System 'SafePlan' in February 2011 which has had outstanding results. Council has reduced days lost to injury claims by 67 per cent and monthly action plans were distributed to staff encouraging them to *Think Safe, Stay Safe*. This is not only being utilized in their workplace but in their day-to-day living, ensuring that we have a safe region for all.

I would like to thank staff and councillors for their dedication to improving and making our region safe and I look forward to Mackay Regional Council continuing to be the leader in the delivery of services and facilities to the community.

## FAST FACTS:

## OUR REGION'S PROFILE:

POPULATION: **118,842** PEOPLE 

**2.9%** ANNUAL GROWTH RATE (2005-2010)

AREA: **7261** SQUARE KILOMETRES 



**47,466** RATEABLE PROPERTIES

GROSS REGIONAL PRODUCT: **\$5.1 BILLION**  
(UP 13.3% FROM 2008-2009)



**17°C TO 26.7°C** AVERAGE DAILY TEMPERATURE

OVER **30** DIFFERENT NATIONALITIES

A WORLD CLASS **MARINA** 



**31** UNSPOILT COASTAL BEACHES

PRISTINE **RAINFOREST** HINTERLAND 

A PICTURESQUE **BLUE RIVER**



IN 2010-2011 MACKAY REGIONAL COUNCIL:

HAD A BUDGET OF **\$417.3M** EXCLUDING DEPRECIATION

**\$2.5 BILLION** IN ASSETS

MANAGED **1000 KILOMETRES**  OF WATER MAINS

**805 KILOMETRES** OF SEWER MAINS

 **2420 KILOMETRES** OF ROADS

**16 KILOMETRES** OF BIKEWAYS 



AND **210** KILOMETRES OF FOOTPATHS



MAINTAINED **550** HECTARES OF PARKS

AND **1314** HECTARES OF RESERVES

RECYCLED **5,494** TONNES OF WASTE



MANAGED **FIVE** LIBRARIES

AND **ONE**  MOBILE LIBRARY

OPERATED **FOUR** PUBLIC SWIMMING POOLS 

AND THE THREE TIERED **BLUEWATER LAGOON**

OFFERED RESIDENTS **CULTURAL** EXPERIENCES  
MACKAY ENTERTAINMENT AND CONVENTION CENTRE, ARTSPACE MACKAY,  
MACKAY REGIONAL BOTANIC GARDENS AND THE ORCHID HOUSE.

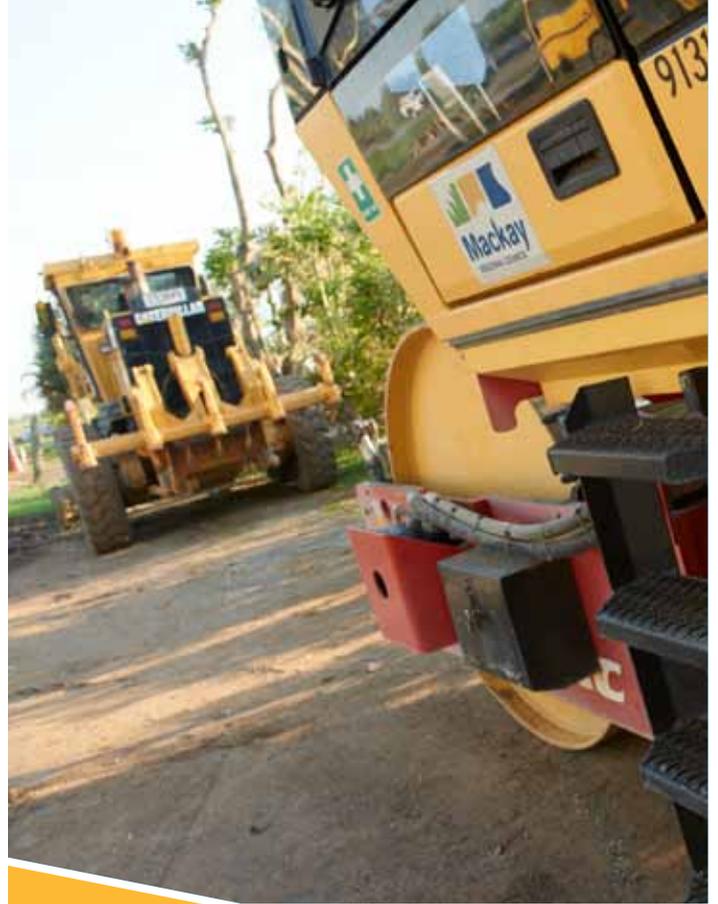


**HISTORICAL** EXPERIENCES 

THROUGH THE GREENMOUNT HOMESTEAD, THE PIONEER VALLEY MUSEUM,  
THE SARINA DISTRICT HISTORICAL CENTRE AND THE SARINA SUGAR SHED

AND MANAGED **9**  **CEMETERIES.**

## 2010-2011 HIGHLIGHTS



### REBUILDING OUR ROADS

Council is focused on "Rebuilding our road network" damaged by the ongoing wet weather. Work has commenced to repair and restore over 1000 roads across our region.

The Federal-Queensland Government Natural Disaster Relief and Recovery Arrangements approved an initial \$106 million in the wake of Cyclone Ului to assist with the repairs.

### DELIVERING VITAL COMMUNITY INFRASTRUCTURE

Council is committed to providing community facilities and infrastructure that meets the needs of our growing community.

Over \$26 million has been spent upgrading the Nebo Road Water Treatment Plant to a 75 Mega Litre per day capacity to service the Mackay community for the next 10 years. Five sewerage pump stations have also been upgraded and the second stage of the Mackay to Sarina pipeline project, and the South Mackay Trunk Main has been completed and will cater for the ongoing industrial and commercial development in the Paget area.



## STATE OF THE ART ALL-ABILITIES PLAYGROUND

Mackay is one of only 16 Queensland cities that has a state-of-the-art playground that is suitable for children of all abilities.

The \$400,000 project, jointly funded by Mackay Regional Council and the Department of Communities enables children of all abilities to enjoy and experience all that the parkland has to offer. More than 150 local residents participated in the design of the playground which includes a maze and lookout, sensory plantings and interactive panels. The all abilities playground was officially opened by Minister for Disability Services Annastacia Palaszczuk, Local MP Tim Mulherin and Community Services and Facilities portfolio councillor Karen May in August 2010.



## 6.2% REDUCTION IN GREEN HOUSE GAS EMISSIONS

Council remains committed to a sustainable future, reducing council's green house gas emissions by 2113 tonnes in 2010-2011.

This was achieved by introducing a number of sustainable practices including the installation of dual flush toilets and water timers in the administration building, a mandate of 80 per cent recycled printing paper in all council buildings, incandescent light fittings and bulbs in the Mackay Entertainment and Convention Centre and the development of the ecoMackay website. We are continuing to monitor and investigate ways to tackle climate change and reduce our green house gas emissions to protect our region for future generations to enjoy.



a reduction of  
**2113 TONNES**  
of greenhouse gas

## BUDGET SAVINGS

A key focus in 2010-2011 was the review of our 10 year Long Term Financial Plan, the blueprint of council's estimated future financial position, to improve efficiencies and deliver modest rate rises over the next decade.

Operational efficiencies coupled with a reprioritisation of council's capital works program enabled us to keep rate increases well under five percent in the 2011-2012 budget and to deliver modest rate rises in the future.



## PLANNING FOR FUTURE GROWTH

Over 200,000 people are expected to reside in Mackay by 2031. To manage growth sustainably, we have commenced the development of a new Planning Scheme for the Mackay region, the Mackay Region 200k Planning Scheme. This scheme will replace the three existing planning schemes and provide a uniform control system that will coordinate growth over the next two decades.



## 67% REDUCTION IN DAYS LOST DUE TO INJURIES

An increase in total statutory claims, lost time claims and days lost due to injury in 2009-2010 resulted in a review of our safety management system. Council implemented the Workplace Health and Safety Management System, 'SafePlan' in February 2011. The system contains safety information and monthly action plans that are distributed to all work sections and monitored to ascertain the degree of success of compliance. From 2009 to 2011 council has reduced their days lost to injury claims by 67 per cent.



## WINNER OF THE 2010 PLANNING INSTITUTE OF AUSTRALIA (QLD) AWARD

### EXCELLENCE IN SMALL AND LOCAL COMMUNITIES MACKAY LOCAL AREA PLANNING PROJECT

A commitment to sound planning outcomes through a consultative process resulted in Mackay Regional Council being recognised by the Planning Institute of Australia. Council's Mackay Local Area Planning Project received a Queensland Award for Excellence in Small and Local communities. The PIA awards recognise individuals, companies, community groups and public sector agencies for their innovation, leadership and excellence in the Queensland planning profession.

# OUTSTANDING ACHIEVEMENTS

In 2010-2011 council and its staff received widespread recognition for their efforts to improve community life in the Mackay region, with individuals and initiatives receiving state, national and international awards, which included:



## WINNER OF THE 2010 NATIONAL HEART FOUNDATION LOCAL GOVERNMENT AWARD

### THE MACKAY BLUEWATER TRAIL

The Mackay Bluewater Trail, a shared pedestrian and bicycle pathway around the city that links local recreational facilities was named the 2010 National Heart Foundation winner for its commitment to promote physical activity and provide a sustainable pedestrian and cyclist friendly activity.

## WINNER OF THE 2010 MUSEUMS AUSTRALIA PUBLICATION DESIGN AWARDS

MAJOR EXHIBITION CATALOGUE  
ARTSPACE MACKAY  
RECYCLED LIBRARY: ALTERED BOOKS

*Recycled Library: Altered Books* was produced by eight Artspace Mackay staff and focused on Mackay Regional Council's collection of artists' books. 17 artists are featured in the book including well known artists such as Marion Borgelt, Simryn Gill, Julie Gough, Archie Moore, Glen Skien and Hossein Valamanesh. The Museums Australia Multimedia and Public Design Awards (MAPDA) celebrate excellence in design and communication in the museum and collections sector across Australasia.

Image: **Glen SKIEN** *I'm coming back for my wings I* (detail) 2009. Book and collage. Mackay Regional Council Collection, Artspace Mackay.



**WINNER OF THE NATIONAL AWARDS  
FOR LOCAL GOVERNMENT  
ASSET AND FINANCIAL MANAGEMENT**  
THE CAIRNS, TOWNSVILLE, MACKAY (CTM)  
WATER ALLIANCE

Mackay is a partner of the CTM Water Alliance, which won the National Award for Asset and Financial Management for their work in conjunction with the Queensland Treasury Corporation (QTC) on a Long Term Water Pricing and Financial Sustainability Model. The model has been designed to assist Queensland Local Governments incorporate total cost into pricing water and wastewater services together with the preparation of financial forecasts.



**AUSTRALIAN LOCAL GOVERNMENT  
WOMEN'S ASSOCIATION 50:50 VISION  
- BRONZE AWARD -  
COUNCILS FOR GENDER EQUITY PROGRAM**

Mackay Regional Council was recognised nationally for creating equality and diversity in the workplace. Council was awarded a bronze award by the Australian Local Government Women's Association 50:50 Vision for reflecting the diversity of the region we serve.



**YOUNG ENGINEER OF THE YEAR  
WATER SERVICES EXECUTIVE MANAGER  
- DAVID BROOKER -**

**INSTITUTE OF PUBLIC WORKS ENGINEERING AUSTRALIA  
QUEENSLAND (IPWEAQ) AWARDS 2010**

Executive Manager of Water Services David Brooker was named "Young Engineer of the Year" for his academic excellence, professional experience, leadership and community service. The Institute of Public Works is a professional organisation providing advocacy for those involved in delivering public works and engineering services to the community.

## YOUNG MANAGER OF THE YEAR DIRECTOR OF COMMUNITY SERVICES - GERARD CARLYON -

LOCAL GOVERNMENT MANAGERS ASSOCIATION  
(LGMA) AWARDS 2011

Gerard Carlyon has worked more than 12 years in a variety of State Government areas and two years at Mackay Regional Council and attributes his accolade, LGMA Young Manager of the Year award to the ongoing commitment of staff, the Chief Executive Officer and councillors. The LGMA Young Manager of the Year Award recognises individuals who have demonstrated visionary leadership, innovation and made outstanding contributions in Local Government.



## NATIONAL ASSOCIATION OF TESTING AUTHORITIES (NATA) ACCREDITATION

MACKAY REGIONAL COUNCIL  
WATER AND WASTE SERVICES LABORATORY

Council's water and waste services laboratory has received NATA accreditation for the laboratory's capabilities to perform specific types of testing, inspection and calibration. NATA accreditation is of a great benefit to the lab, the water and waste services department and the community as it provides a benchmark for performance through an independent evaluation.

# CORPORATE STRUCTURE

## > ELECTED REPRESENTATIVES



### COL MENG MAYOR

PHONE: (07) 4961 9455 EMAIL: COL.MENG@MACKAY.QLD.GOV.AU

The first Mayor of Mackay Regional Council, Cr Meng was elected to the position on March 15, 2008. He successfully operated his own mechanical and tyre business for 33 years before selling to his employees in 2007.

Col has resided most of his life in Mackay, except for four years when he lived in the Northern Territory and aims to achieve better master planning for residential and industrial areas to ensure that the necessary infrastructure is in place to meet the needs of our growing community. He is the chair of the Local Disaster Management Group and a member of council's Audit Committee, Mackay Whitsunday Regional Economic Development Corporation and Regional Roads Group.

A life member of Life Education and a long serving Rotarian, Cr Meng was a past chair of the Mackay Chamber of Commerce and the Area Consultative Committee.



### DARRYL CAMILLERI

#### DEPUTY MAYOR, FINANCE AND TECHNOLOGY

MOBILE: 0408 151 031 EMAIL: DARRYL.CAMILLERI@MACKAY.QLD.GOV.AU

Cr Camilleri, a chartered accountant, is in his first term of council. He was appointed Deputy Mayor and is chair of council's Audit Committee and Smart Housing Working Group.

He is a member of the Mackay Whitsunday Regional Economic Development Corporation (MWREDC) and former chair of Mackay Chamber of Commerce and Mackay and District Health Council. He is currently a board member of Regional Development Australia and is committed to good governance and financial sustainability.



### CR WENDY CAMERON RURAL AND COMMUNITIES

MOBILE: 0458 226 801 EMAIL: WENDY.CAMERON@MACKAY.QLD.GOV.AU

Cr Cameron was elected to council in 2008. A former secondary school teacher, she is committed to building better communities and delivering services across the rural and urban area.

Cr Cameron is chair of the Rural Affairs Advisory Committee, Heritage Advisory Committee and Sarina Community Development Committee. Cr Cameron regularly attends progress association meetings and travels to many parts of the regional council area to identify priority issues.



### CR KEVIN CASEY ROADS AND INFRASTRUCTURE

MOBILE: 0417 168 730 EMAIL: KEVIN.CASEY@MACKAY.QLD.GOV.AU

This is Cr Casey's second term in council. He has a background in small business and is an active member of sporting, cultural and church groups.

He is the portfolio councillor for Roads and Infrastructure and is chair of Traffic Advisory Committee and acting chair of the Pioneer River Improvement Trust. Delivering better roads and improved maintenance of the region's road network are priorities for Cr Casey.



### CR DEIRDRE COMERFORD WATER AND WASTEWATER

MOBILE: 0419 028 016 EMAIL: DEIRDRE.COMERFORD@MACKAY.QLD.GOV.AU

Serving her 14th year in Local Government, Cr Comerford holds the Water and Wastewater Services portfolio. She is chair of Cairns Townsville Mackay (CTM) Water Alliance, a member of Regional Water Supply Strategy Committees, council's Audit Committee, City Focus Advisory Committee and Sustainable Futures Committee.

Cr Comerford is a life member of Mackay Tourism Ltd and is a passionate advocate of meaningful community engagement in decision-making and the capacity of communities to address local issues.



### CR DIANE HATFIELD PLANNING AND DEVELOPMENT

MOBILE: 0417 790 812 EMAIL: DIANE.HATFIELD@MACKAY.QLD.GOV.AU

With a strong background in small business, Cr Hatfield is serving her first term on council. She is the Planning and Development portfolio councillor with a focus on sustainable development. Cr Hatfield is chair of the Development Industry Forum, the NQBP Port of Mackay Community Reference Group and a member of both the Smart Housing Working Group and the Public Community Transport Advisory Committee.

Cr Hatfield is a patron of the Mackay Choral Society and a member of the Port of Mackay Rotary Club.



### CR KAREN MAY COMMUNITY SERVICES AND FACILITIES

MOBILE: 0419 669 134 EMAIL: KAREN.MAY@MACKAY.QLD.GOV.AU

Cr May holds the portfolio of Community Services and Facilities. Cr May boasts over 11 years Local Government experience, including Mayor of Sarina Shire Council, prior to amalgamation.

Cr May is chair of council's Multicultural Advisory Committee, the Regional Arts Development Fund, Equity and Access Advisory Committee, Public and Community Transport Committee and the Grants Committee. Cr May holds positions on various other community committees and is a patron of Sarina and District Historical Centre, Mackay City Band and the Kucom Theatre.



### CR DAVID PERKINS TOURISM AND ECONOMIC DEVELOPMENT

MOBILE: 0418 776 799 EMAIL: DAVID.PERKINS@MACKAY.QLD.GOV.AU

Cr Perkins has more than 40 years experience in the media industry and is a passionate supporter of tourism and economic growth in the Mackay region.

He is a committee member of Mackay Tourism Limited. He chairs the City Focus, Mackay-Matsuura Sister City, Sarina Sugar Shed and Field of Dreams Advisory Committees. Cr Perkins also chairs the City Safe, Coal to Coast and River Rock to Mountain Top Festival committees.



### CR PAUL STEINDL HEALTH, SPORT AND RECREATION

MOBILE: 0403 266 216 EMAIL: PAUL.STEINDL@MACKAY.QLD.GOV.AU

Cr Steindl is a board member of the North Queensland Sports Foundation. In his third term of council, Cr Steindl has been instrumental in the development of the Master Plan for the Brewers Park Sporting Precinct, the Sports Expo and Sign On Day in Mackay and delivering the North Queensland Games to Mackay.

Chair of the Brewers Park Sports Committee, he is also a member of the Mackay Stadium Committee, Mackay-Matsuura Sister Committee and the Mackay Physical Activity Reference Group.



### CR GREG THOMSEN WASTE SERVICES

MOBILE: 0408 076 470 EMAIL: GREG.THOMSEN@MACKAY.QLD.GOV.AU

This is Cr Thomsen's third term in Local Government. He is the Chairman of Pioneer Employment Service and the TriQ/ChancesR recycling organisation, current President of the Queensland Council of Unions Mackay and Secretary for the AMWU District Committee.

He is committed to recycling and better waste management. Cr Thomsen is the chair of the Local Authority Waste Management Advisory Committee and is a member of council's Sustainable Futures Advisory Committee.

### CR GEORGE CHRISTENSEN PARKS AND NATURAL ENVIRONMENT MARCH 1, 2010 – SEPTEMBER 7, 2010

Cr George Christensen resigned from council on September 7, 2010 after being appointed Federal Member for Dawson. In a by-election in November 2010, Ross Walker was appointed portfolio councillor for Parks, Natural Environment, Sustainability.



### CR ROSS WALKER PARKS, NATURAL ENVIRONMENT, SUSTAINABILITY

MOBILE: 0429 615 711 EMAIL: ROSS.WALKER@MACKAY.QLD.GOV.AU

Cr Walker has extensive experience in small and rural business and was the chair of several agri-business companies. With a farming background Cr Walker understands the importance of and is committed to delivering sustainable environmental outcomes.

He is chair of the Natural Environment Advisory Committee, the Natural Environment Working Group and is a member of the Sustainable Futures Advisory Committee, the Rural Affairs Advisory Committee, the Pioneer Catchment and Landcare Group and is a long serving Rotarian.

## > MACKAY REGIONAL COUNCIL'S CORPORATE STRUCTURE



## QUALITY SERVICE AND OUTCOMES >

Recognising that service to our community is our reason for being.

Encouraging an innovative and professional customer service focus.

## INTEGRITY WITH ACCOUNTABILITY & RESPONSIBILITY >

Acting in an honest, impartial and trustworthy manner and engendering a confidence both within our community and our organisations.

## CUSTOMER SATISFACTION >

Respecting internal and external customers.  
Developing services and service levels that meet customer expectations.  
Monitoring service delivery.

## COMMITMENT TO THE REGION >

Ensuring our actions serve the people of the Mackay region and their long-term interests.

## VALUE >

Providing services and facilities that offer value for the community in terms of cost, quality and reliability and that are economically and ecologically sustainable.

## TEAMWORK AND COLLABORATION >

Effective and efficient teamwork ensuring the principles of good governance are applied to achieve the best value outcomes for the community.

## PARTICIPATION AND COMMUNITY ENGAGEMENT >

Providing genuine opportunities for informed community involvement in decision-making in a framework of local democracy.

## > OUR VALUES

Council is responsible for meeting tangible outcomes that are achieved in an appropriate workplace culture and environment. In support of this, the organisation embraces the following guiding principles:

## > OUR ORGANISATION

### TOTAL HEADCOUNT OF STAFF BY YEAR

Annual headcount includes all staff except councillors. Full-time, part-time, casual, temps, apprentices and trainees.

2008 to 2009 = 983

2009 to 2010 = 1053

2010 to 2011 = 1055

### BREAKDOWN OF STAFF

828 full-time

71 part-time

86 casual

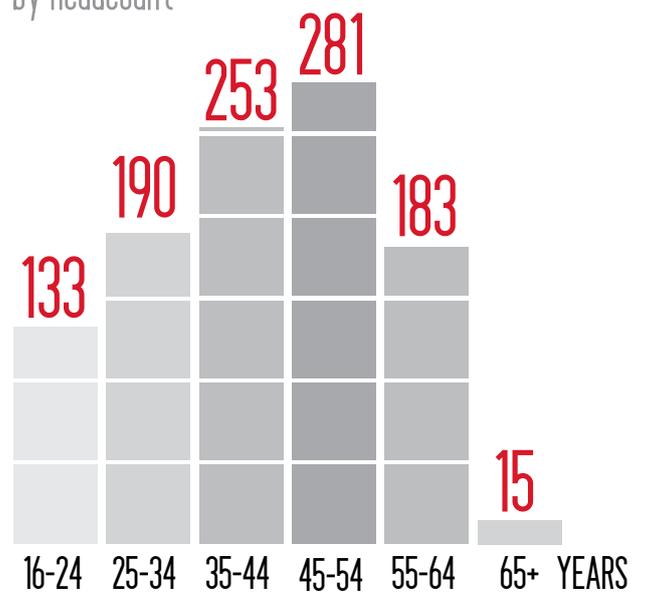
70 other: temps, apprentices and trainees

### RECRUITMENT AND SELECTION

More than 1000 people are employed at Mackay Regional Council. During the 2010-2011 financial year, human resources filled 335 positions and hired 212 new staff members.

A new strategy, the pool recruitment strategy was introduced to enable the pre-selection of identified positions in the outside workforce and in the administration area; seven new employees were recruited using this method.

### AGE SPREAD OF EMPLOYEES by headcount

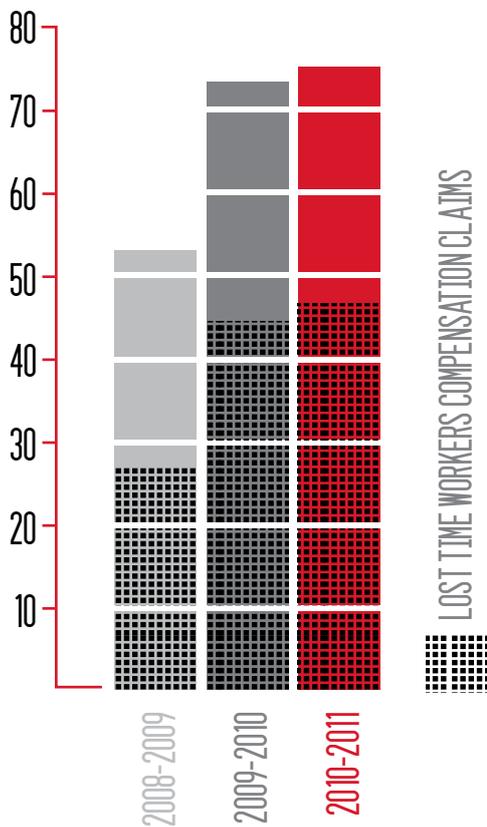




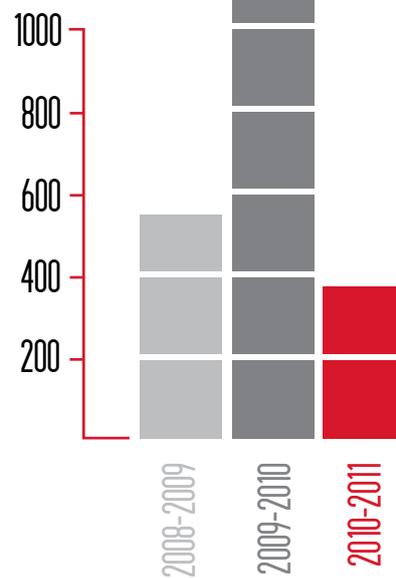
## 67% REDUCTION IN DAYS LOST DUE TO INJURIES

In 2011 council introduced a new Workplace Health and Safety System called 'SafePlan'. The system contains safety information and monthly action plans that are distributed to all work sections. As you can see in the table below, there has been a 67 per cent reduction in days lost due to injury claims from 2009 to 2011.

### TOTAL WORKERS COMPENSATION CLAIMS



### DAYS LOST DUE TO INJURY





## INCREASE IN TRAINEES AND APPRENTICES

Human Resources managed and coordinated more than 90 trainees and apprentices during 2010-2011, 20 more than the previous year.

	Started	Completed	Continued
Full Time Trainees	25	25	23
School Based Trainees	Nil	Nil	Nil
Existing Worker Trainees	17	5	57
Full Time Apprentices	4	1	10
Existing Worker Apprentices	Nil	1	Nil

Please note that 23 of the trainee completions relate to trainees whose commencement date was during the 2009-2010 financial year.

## LEARNING AND DEVELOPMENT ACTIVITIES

Council sponsored and coordinated 5661 training attendances in the 2010-2011 year. The training activities/courses included induction and policy training, software training, mandatory training and personal or professional development training.



### SIX STAFF

## RECEIVE SELF EDUCATION ASSISTANCE

Six new applicants were approved for Self Education Assistance during the 2010-2011 year, bringing the total to 23 employees who undertook study.

## MENTORING PROGRAM

With a view to support and guide individuals currently working for the organisation, council's inaugural mentoring program was implemented to broaden employees' knowledge, leadership and skills within the Local Government sector. This program included structured training in August 2010 and March 2011 and workshops in the latter half of 2011.



## 20 STUDENTS TAKE PART IN COUNCIL'S WORK EXPERIENCE PROGRAM

The 2010-2011 financial year saw council continue to support high school students from across the region. Through council's Work Experience program, over 20 school students were able to work with professionals in their chosen industry to 'watch, do and learn'.

## RECOGNITION OF SERVICE AWARDS

Council acknowledges the efforts and contributions of staff who have given 25 years of service. These staff are a valuable asset to council and have made a significant contribution to the region and the community during their service.

## STAFF WHO REACHED THE 25 YEAR MILESTONE THIS YEAR



Bente McDonald  
Catherine Murphy  
Patrick O'Riely  
Laurie Warren  
John Wilson

## EMPLOYEE EXCELLENCE AWARDS

Each year council rewards and recognises individuals and teams who have excelled over the last 12 months. The staff award categories are: the Star Award, Outstanding New Comer, Innovation Award, Excellence in Customer Service Award and the Mayoral Perpetual Award.

**STAR AWARD** Service, teamwork, attitude & reliability  
Winner: Charlie Ward (Civil Operations)  
Runner up: Peter Leaver (Human Resources)

**OUTSTANDING NEW COMER**  
Winner: Joanne Bettridge (Civil Operations & Projects)  
Runner Up: Shane Green (Corporate Communications)



## INNOVATION AWARD

Winner: Mark Goodman (Health and Regulatory)  
Runner Up: Christine Lindsey (Human Resources)

## EXCELLENCE IN CUSTOMER SERVICE

Winner: Michelle Cameron, Leeann Perschel and Kacoe Ensbey (Civil Operations)  
Runner Up: Rose Steidl (Business Services)

## MAYORAL PERPETUAL AWARD

Winner: Laurie Warren (Health and Regulatory)  
Runner Up: Donna Langer (Information Services)

## > OUR VOLUNTEERS

Volunteering is integral to our organisation and the community that we serve. Over 500 volunteers offer their commitment, support and experience to help deliver essential services to our community.

A big thank you goes out to the volunteers who generously give up their time to care and provide assistance to community members and visitors to Mackay. Volunteers help at the following facilities:

### Artspace Mackay

Artspace Mackay volunteers help with the operation of Artspace and the Artspace Mackay Visitor Information Centre. Artspace Mackay is an award winning Regional Art Gallery that boasts an ever changing program of international and curated exhibitions.

### Greenmount Homestead

Friends of Greenmount, is a non-profit group that supports and promotes the Greenmount Homestead. The Greenmount homestead is one of the oldest properties in the Mackay district and houses a collection of more than 200,000 historical items. Friends of Greenmount take tour groups through the homestead and assist with the conservation and indexing of the collection.



### Libraries

In 2011, the Friends of Mackay Libraries celebrated 30 years of dedication and support to the libraries, with volunteers offering their time and assistance in re-shelving resources, delivering books via the Home Library Service to customers physically unable to visit the library, organising annual book sales, invigilating exams for distance education students and supporting Heritage Collections staff with various projects. Mackay Regional Council has five library branches and one mobile library serving an estimated population of over 118,000 people.

### Mackay Entertainment and Convention Centre (MECC)

Friends of the MECC staff key areas of the Centre including door attending, front-of-house management, program selling and the collation of mail outs. The Mackay Entertainment and Convention Centre is the largest convention, banqueting and performing arts facility in the region.

## Mackay Region Festival of Arts

Dozens of volunteers assist council with events including the Mackay Region Festival of Arts, River 2 Reef and Global Grooves. The volunteers assist with the sale of merchandise, help stage managers and are green room hosts.



## Sarina Sugar Shed

Volunteers at the Sarina Sugar Shed provide a wide range of assistance to the tourist facility including tours of the facility and nearby sugar fields, manning the gift shop, cooking sugar cane products including gourmet sauces, liqueurs, fairy floss and lollies and assisting with the maintenance of the Shed. The Sarina Sugar Shed is Australia's only miniature sugar mill and distillery.



## Mackay Regional Botanic Gardens

The Friends of the Gardens take part in guided walks and excursions, participate in 'on the ground' planting, weeding and watering programs at the Gardens and share a sense of accomplishment as they create green spaces for the whole community to enjoy.

## Natural Environment Program

The Natural Environment Centre is a base for which members of the local community can take part in various environmental projects and initiatives which help to protect and restore the region's natural environment. The volunteer projects vary and include seed collection, propagation of indigenous plants, weed control and regular working bees.



## Pioneer Valley Museum

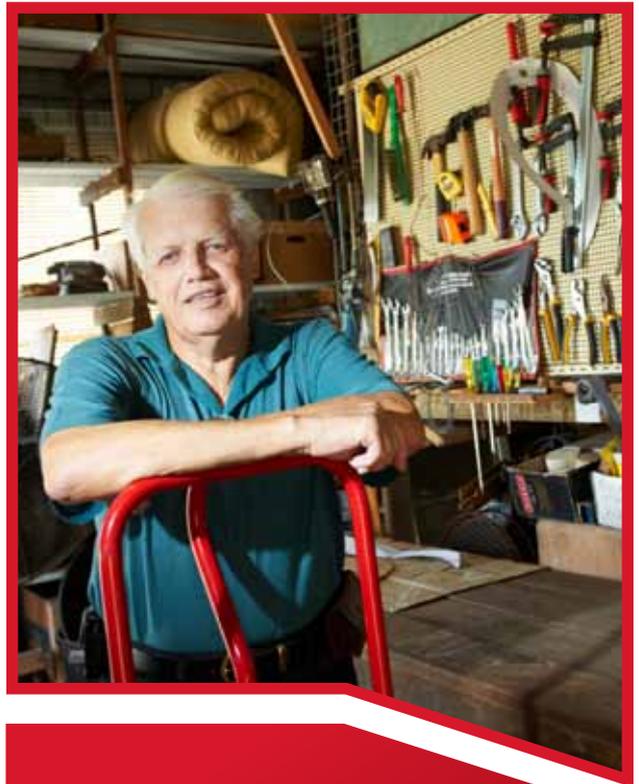
Managed by the Friends of the Museum, the small but beautifully presented social history museum includes a large natural history section, the fossilised remains of a Diprotodon, indigenous artefacts, a collection of artefacts from Jack Williams of Eungella, a display on the sugar industry and a well used reading nook with many publications on the Valley. The Friends of the Museum provide regular tours, archive artefacts and carry out maintenance.

## Sarina District Historical Centre

Friends of the Museum offer their time to teach visitors about the region's gold mining, sugar, coal and rail industries as well as the lost Phoenicians at the Sarina Historical Centre. The Centre is the former St Anne's Catholic Convent building built in 1923.

## Mackay Historical Society and Museum

Friends of the Museum also man the Mackay Historical Society and Museum located at Casey Avenue. The volunteers educate visitors about the history of Mackay and the Pioneer Valley.



» If you are interested in volunteering at one of council's facilities please contact Community Development on 1300 MACKAY (1300 622 529) or complete the online application form on council's website: [www.mackay.qld.gov.au](http://www.mackay.qld.gov.au)



## > CORPORATE GOVERNANCE

Corporate Governance refers to the rules, processes and behaviours that affect the way in which power or authority is exercised. Good governance is about being accountable, participatory, transparent, effective and efficient and following the rule of law. The corporate governance framework is there to encourage the efficient use of resources and to align as close as possible the interests of individuals, the organisation and the community.

### CODE OF CONDUCT

Council's code of conduct is designed to encourage high standards of official conduct and encourages effective disciplinary action if staff members behave unethically. The code describes appropriate behaviour towards colleagues, supervisors, councillors and the public. In order to avoid potential conflict, it is highly desirable that there be mutual agreement about appropriate behaviour in each of these relationships.

### AUDIT COMMITTEE

Council maintained an Audit Committee and an internal audit function during the reporting period. The Audit Committee met five times during the reporting period to consider reports presented by internal and external auditors.

### OUR COMMITMENT TO CONSULTATION AND PARTICIPATION

Mackay Regional Council has clear Community Engagement Guidelines to ensure that as many people as possible who are potentially affected by council's actions have the opportunity to be consulted about their needs and concerns prior to decisions being made.

### DELEGATION REGISTER CHANGES

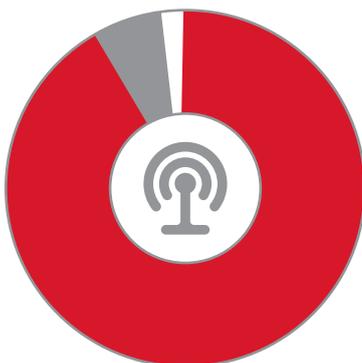
Council's delegation register, which records the delegated levels of authority and instruments of authority held by all council officers, is regularly updated. The current delegations have provided council with the ability to conduct its day-to-day operations in a more efficient and effective manner.

## RIGHT TO INFORMATION

Requests for information under the Right to Information Act 2009 (RTI) must be made on the required form (available on council's website or by contacting council on 1300 MACKAY).

During the period July 1, 2010 to June 30, 2011 council received 21 RTI applications. A total of 2578 pages were considered and 2358 pages (91.5%) were released in full. 220 pages contained information which was determined to be contrary to the public interest and in accordance with the provisions of the Right to Information Act, 181 pages were released in part and 39 pages were refused.

## INFORMATION RELEASED UNDER RTI



- Released in full
- Released in part
- Refused

## EQUAL EMPLOYMENT OPPORTUNITY

Council's Equal Employment Opportunity (EEO) annual plan states all staff members have an equal opportunity to increase their skills to meet work demands, attend training courses, act in higher duties and apply for available positions.

This policy aims to ensure fair practices are conducted in the workplace, management decisions are made without bias, respect is shown for the social and cultural backgrounds of all staff and customers and the workforce reflects the diversity of the region it serves.

This will also serve to improve productivity by guaranteeing that the best person is recruited and/or promoted, skilled staff are retained, training and development are linked to the needs of employees and customers and the workplace is efficient and free of harassment and discrimination.

## MANAGED BUSINESS UNITS

Council operated a number of business enterprises on a commercial and semi-commercial basis during the financial year. Those enterprises were: Mackay Water (Type 2 business), Mackay Entertainment and Convention Centre, Cleansing, Plant/Workshop, Roads and the Main Roads contract (Type 3 businesses).

Section 58 (1) of the *Local Government Act 1993* requires that council "must ensure an annual statement on the operations of each commercial business unit for the preceding financial year is given to council". The annual statement for each of council's Type 1 significant business activities is presented in this report. These statements provide the basis for informed assessment of their operations during 2010-2011.

### *Type 2 commercial business activity*

Section 547 of the Act requires council to conduct an annual review of business activities while section 548 requires us to notify the Minister of any new Type 2 business activities. The significant business activities of water and wastewater, and waste services, are business units of Mackay Regional Council Water and Waste Services Department. These were treated as Type 2 business activities. A snapshot of their business activities has been included in this report.

### *Type 3 commercial business activity*

Section 768 of the Act requires council to provide "a list of its activities during the financial year and a statement of whether the code was applied to each of the activities and, if not, the reason it was not applied". In accordance with section 766 (1), an annual review of each of council's Type 3 business activities was conducted. Mackay Regional Council's Entertainment and Convention Centre is a Type 3 business.

## COUNCIL MEETINGS

Council meetings are held on Wednesdays at 10am. All meetings are open to the public and conclude with an invitation for public participation. This allows members of the public to raise issues or ask questions directly of the full council. Council also receives community deputations which are arranged through the office of the Chief Executive Officer.

## COUNCILLOR SUPPORT

Every endeavour is made to keep councillors abreast of issues by providing them with current information through a daily media monitoring service, individual laptops and BlackBerries as well as access to all media releases issued by council.

# COMMUNITY FINANCIAL REPORT

STATEMENT OF COMPREHENSIVE INCOME >

A Community Financial Report contains a summary and analysis of a Local Government's financial performance and position for the financial year. This report makes it easier for readers to understand council's financial management and performance by focusing on the four key financial statements.

How did we perform in relation to our trading results over the last 12 months?

STATEMENT OF FINANCIAL POSITION >

What do we own and owe at year end?

STATEMENT OF CHANGES IN EQUITY >

What is the wealth of the community at year end?

STATEMENT OF CASH FLOWS >

Where has our cash been received and used during the past 12 months and how much remains at year end?

## STATEMENT OF COMPREHENSIVE INCOME

This statement measures how council performed in relation to income and expenses during the financial year.

This result does not necessarily represent surplus funds available for general use as certain items of revenue have restrictions on their use. Some revenue is non-monetary (eg. contributed infrastructure assets such as roads, sewerage mains and water mains, constructed by developers on council's behalf, in new land subdivisions), while other revenue is constrained for use on specific future activities (eg. developer contributions or grants used to maintain and/or expand the region's infrastructure).

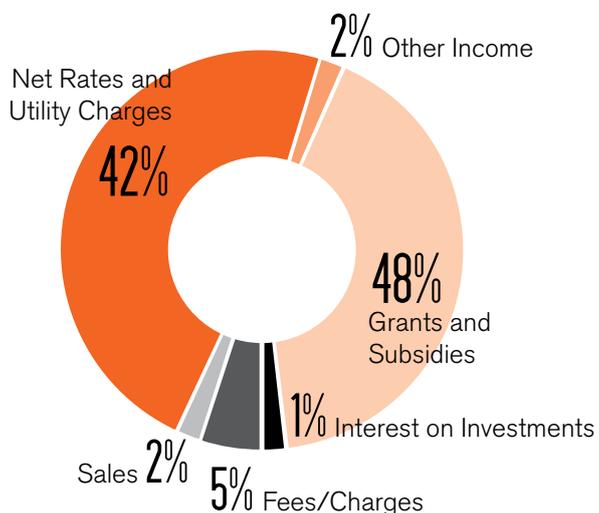
While further explanation is offered, council continues to provide a wide range of services whilst maintaining a financially sustainable long term outlook.

TOTAL INCOME	\$385,942,319
- TOTAL EXPENSES	\$242,183,370
	<hr/>
	<b>=\$143,758,949</b>
	<b>SURPLUS</b>

### TOTAL REVENUE – WHERE OUR MONEY COMES FROM

Total revenue of \$386 million was recognised during the 12 months ending June 30, 2011. The graph below indicates that 42 per cent of council's revenue is generated from rates and around 48 per cent is received as grants and subsidies. The higher revenue amount and percentage of grant funding compared to the previous year, is related to the funding for the delivery of significant flood damage repairs. In addition to this, council actively seeks revenue from other sources and attempts to maximise investment earnings to assist in funding the many services council provides.

### WHERE OUR MONEY IS GENERATED FROM:



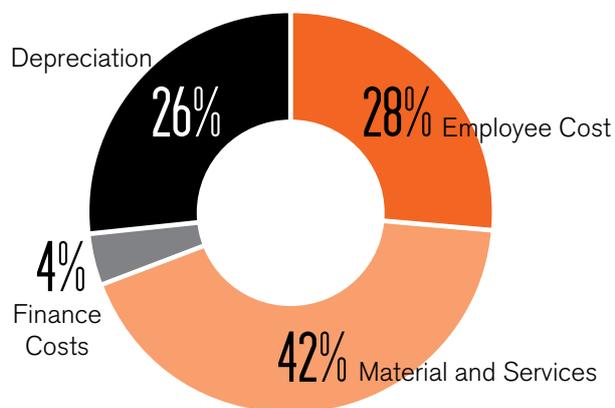
### WHERE OUR MONEY GOES

Council incurs both operational and capital expenditure in providing services to the community. Capital spending is added to the carrying value of assets as it maintains and expands council's asset base. The graph shows the components of operating expenditure only.

The level of council's expenditure is monitored constantly throughout the year. Detailed estimates are prepared at the beginning of each financial year and performance is measured against these estimates through regular budget reviews, ensuring funds are utilised as efficiently as possible.

While council's operating costs amounted to \$232 million, council also spent \$132 million on capital projects during the year. Areas of capital expenditure include (see right):

### WHERE OUR MONEY GOES



BLUEWATER TRAIL: \$2.8M



\$24M PAGET DEPOT DEVELOPMENT

\$35.7M WATER INFRASTRUCTURE

WASTEWATER INFRASTRUCTURE: \$10M

ROADS, BRIDGES & DRAINAGE: \$29.5M

\$22M FLOOD DAMAGED ROAD REPAIRS

PARKS AND ENVIRONMENT: \$2.7M



# STATEMENT OF FINANCIAL POSITION

The statement of financial position measures what council owns and owes to relevant stakeholders at the end of financial year. The result of these two components determines the net wealth of council, which is net wealth of the community.

Our community's net worth (what we own less what we owe) at the end of the financial year was approximately \$2.6 billion.

ASSETS (WHAT WE OWN) **\$2.831 billion**  
 LIABILITIES (WHAT WE OWE) **\$260 million**  
 EQUITY (COMMUNITY WEALTH) **\$2.571 billion**

## WHAT DO OUR ASSETS CONSIST OF?

The bulk of council's assets are in the form of infrastructure such as roads, drainage, water and sewerage assets which collectively make up 75 per cent of council's total asset base.

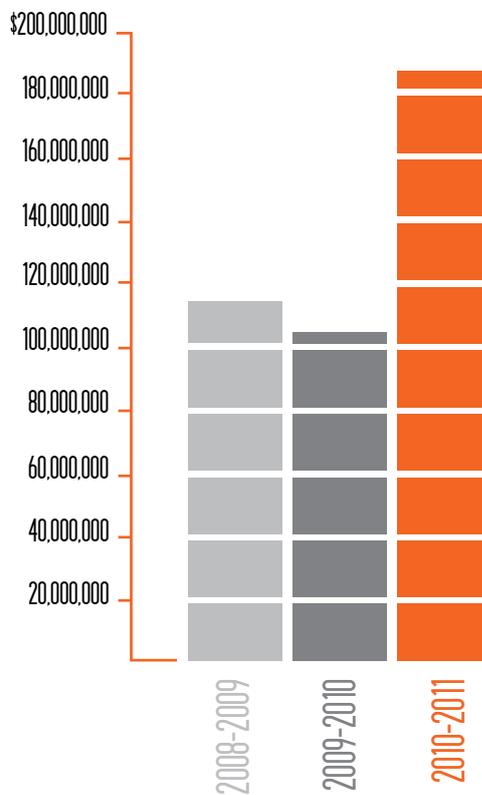
Significant parts of council's expenditure in the long term financial strategy are focused on maintaining and upgrading these infrastructure assets to cater for recent and projected future growth.

## WHAT DO OUR LIABILITIES CONSIST OF?

The bulk of council's liabilities are in the form of loans and provisions which collectively represent 88 per cent of council's total liabilities. Council uses loans to finance certain projects in order to ensure costs are shared across the generations who will receive a benefit from those assets. Provisions include the setting aside of funds to rehabilitate landfill and quarry sites administered by council as well as expenses relating to employee entitlements (eg. annual leave and long service leave).

Council's long term financial strategy shows debt increasing over time as investment continues in major community infrastructure. 2010-2011 borrowings included areas such as Water Supply Trunk Mains, Waste Water Pump Stations, the Paget Depot, Hogans Pocket landfill and Transfer Stations, Bridges and Trunk Drainage. These infrastructure investments have all been driven by strong growth in the region and the use of debt ensures that residents of the future also contribute their fair share to the cost for these long-life assets.

## OUTSTANDING DEBT BALANCE:



Council's outstanding debt at financial year end was approximately \$190 million. The graph on the previous page shows the borrowings of Mackay Regional Council since amalgamation. The significant increase in borrowings from the previous year is a result of the deferral of the 2009-2010 borrowings until the 2010-2011 year. If the proposed borrowings had been drawn down in 2009-2010 total outstanding debt for that year would have been approximately \$140 million.

## STATEMENT OF CHANGES IN EQUITY

This statement measures the change in our net wealth and considers such items as retained earnings, revaluations of our asset base and reserves held for future capital works.

A portion of the community wealth is cash backed by an appropriate level of reserves held to plan for future projects. With good planning this can place less reliance on loan borrowings and provides flexibility to ensure council can weather any unforeseen financial shocks or adverse changes in its business. The current balance of these reserves total approximately \$133 million.

## STATEMENT OF CASH FLOWS

This Statement identifies how council received and spent its money during the year. The end result details what cash is available at year end.

While council's cash balance is \$159 million, it is important to note that a large portion of this amount is restricted for specific purposes such as flood damage repairs and future capital works.

Council pools and invests funds throughout the year in low risk short term investments in accordance with council's investment policy.

Looking forward council's short and long term cash flows indicate that sufficient cash is available to meet recurring activities and capital expenditure.

## OVERALL TRENDS

Council ended the 2010-2011 financial year in a strong financial position, and council's long term position has been rated as sound by Queensland Treasury Corporation. Council is committed to maintaining financial sustainability in the long term which allows council to meet its future obligations and the demands of our community for the foreseeable future. This is supported by the 2011 Credit Review undertaken by Queensland Treasury Corporation, which included the following financial sustainability measures.

OPENING BALANCE	\$69,964,301
+ CASH RECEIVED	\$390,873,185
- CASH SPENT	\$301,753,524
<b>CASH AVAILABLE AT YEAR END</b>	<b>\$159,083,962</b>

RATIO	TARGET	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020
WORKING CAPITAL	Between 1:1 and 1:4	1: 2.9	1: 1.2	1: 1.3	1: 1.3	1: 1.3	1: 1.4	1: 1.5	1: 1.5	1: 1.6	1: 1.8
OPERATING SURPLUS	Between 0 - 10%	59.2%	(1.6%)	3.0%	5.0%	7.1%	10.1%	12.9%	14.4%	16.0%	17.7%
NET FINANCIAL LIABILITIES	Not greater than 60%	31.1%	58.1%	94.7%	94.2%	86.4%	71.2%	69.0%	76.3%	72.3%	75.2%
INTEREST COVERAGE	Between 0 - 5%	1.7%	1.2%	3.8%	4.1%	4.0%	3.6%	3.1%	3.4%	3.6%	3.7%
ASSET SUSTAINABILITY	Greater than 90%	N/A	279.4%	107.5%	98.9%	91.3%	65.7%	95.8%	128.3%	105.4%	87.1%
ASSET CONSUMPTION	Between 40 - 80%	79.0%	79.2%	78.2%	77.1%	76.0%	74.9%	76.9%	77.2%	76.0%	76.2%

#### WORKING CAPITAL RATIO :

This measures an organisation's ability to meet commitments when they fall due, and is important in determining financial health. A result of better than 1:1 reflects a sound position and indicates that the organisation has an ability to meet its commitments. Council has consistently exceeded this benchmark and as such is in a strong financial position.

#### OPERATING SURPLUS RATIO :

This is an indicator of the extent to which revenues raised cover operational expenses only or are available for capital funding purposes. A positive ratio indicates that funds are available for capital expenditure and the suggested target range is between 0% and 10%. Council's long term commitment to funding future capital growth is reflected in these results.

#### NET FINANCIAL LIABILITIES RATIO :

This is an indicator of the extent to which the net financial liabilities of council can be serviced by its operating revenues. The benchmark established for the Local Government sector is a maximum of 60 per cent and results higher than this indicate that the flexibility to use debt to fund future projects may be restricted. Council is currently within this target range, although council's long term financial strategy indicates that with continued growth in the region there will be an increased need to utilise borrowings as a source of funds.

#### INTEREST COVERAGE RATIO:

This measures the extent to which council's operating revenues are committed to pay for interest on borrowings. To maximise long term sustainability the ratio should ideally be less than 5 per cent, council is well within this tolerance and this ensures council has the flexibility to meet its debt funding requirements and expand the use of debt where appropriate.

#### ASSET SUSTAINABILITY RATIO :

This ratio indicates whether council is renewing or replacing its existing assets at the same time that its overall stock of assets is wearing out, expressed as a percentage. As council has not yet finalised full asset management plans for all its assets, this ratio is not available for the current year and future year ratios are an estimate.

#### ASSET CONSUMPTION RATIO:

This measure highlights the aged condition of the community's assets and provides an indication if appropriate asset management practices exist. The healthy range is between 40 per cent and 80 per cent. Council is within the acceptable range although the cost of maintaining existing assets continues to be an ongoing challenge for the organisation.

## SENIOR OFFICERS' REMUNERATION

A Senior Officer is a Chief Executive Officer, or any contracted position which reports directly to the Chief Executive Officer.

The Senior Officers at Mackay Regional Council during the 2010-11 year were:

- Peter Franks, Chief Executive Officer
- Gerard Carlyon, Director of Community Services
- Daniel McKinlay, Director of Corporate Services
- Peter Cardiff, Director of Development Services
- Stuart Holley, Director of Engineering Services
- Jason Devitt, Director of Water and Waste Services

The Total Remuneration for the reporting year for Senior Officers was \$1,344,392.

The total remuneration packages for Senior Officers at council for the 2010-2011 financial year are listed below:

INCOME RANGE	NUMBER OF REMUNERATION PACKAGES
\$150,000 - \$200,000	2
\$201,000 - \$250,000	3
\$251,000 +	1

## OVERSEAS TRAVEL

Tourism and Economic Development portfolio councillor David Perkins represented council on the REDC Trade and Investment Mission to Beijing and Yantai, in October 2010. The trip cost \$5890.95 and was paid for by Mackay Regional Council.

## RESERVES AND CONTROLLED ROADS

Mackay Regional Council controls 4092 hectares of reserves with about 775 hectares leased to various bodies and about 2474 kilometres of council-controlled roads plus about 701 kilometres of State-controlled roads.

## MOVING FORWARD

Council's financial results are reflective of a strong economic base and a sound capacity to service its obligations in the future. Our long term financial strategy provides a plan for the challenges and demands council faces in the projected sustained growth environment.

## SNAPSHOT OF THE REGION'S ASSETS

The table below illustrates Mackay Regional Council's assets as at June 30, 2011.

ASSETS	TOTAL ASSET VALUE	WRITTEN DOWN VALUE
Land	\$279,357,804	\$279,357,804
Site improvements	\$52,636,403	\$47,764,111
Buildings	\$157,817,868	\$139,448,826
Plant and equipment	\$44,499,048	\$33,497,869
Heritage and cultural assets	\$2,320,171	\$2,210,995
Roads, bridges and drainage	\$1,524,822,339	\$1,349,462,843
Water	\$513,331,328	\$308,971,909
Sewerage	\$560,602,015	\$393,621,848
Waste	\$17,491,923	\$14,965,048
Work in progress	\$154,291,540	\$154,291,540
<b>Total</b>	<b>\$3,307,170,439</b>	<b>\$2,723,592,793</b>

### BASIC STATISTICS FOR RATES IN 2010-2011

NUMBER OF RATEABLE ASSESSMENTS: **47,466**

**\$2,457** THE AVERAGE RATES/CHARGES PER RESIDENTIAL PROPERTY:

LEVEL OF RATE ARREARS **\$7.929 M**

As per section 24(b) of the Local Government Finance Standard, please find below expenditure pertaining to consulting, advertising and entertaining or hospitality for the financial year ended June 30, 2011.

### TOTAL OF ALL CONSULTING, ADVERTISING AND ENTERTAINMENT/HOSPITALITY FROM 1/07/2010 – 30/06/2011.

DEPARTMENT	CONSULTING	ADVERTISING	ENTERTAINMENT/HOSPITALITY
Community Services	\$58,956	\$361,333	\$301,902
Corporate Revenue and Expenditure	-	-	\$338
Corporate Services	\$115,121	\$96,876	\$68,379
Engineering Services	\$239,757	\$55,435	\$19,959
Water and Waste Services	\$807,364	\$46,946	\$15,839
Development Services	\$302,460	\$12,308	\$6,371
<b>Total</b>	<b>\$1,523,658</b>	<b>\$572,898</b>	<b>\$412,788</b>

## FUNDING AGREEMENTS

### COMMUNITY GRANT PROGRAM

Council's Community Grant Program assists local not-for-profit community organisations provide services, events and activities that benefit the Mackay community.

The program accepts applications twice each financial year and there are six categories local not-for-profit organisations can apply for:

- > Community Organisation Development
- > Community Facilities Upgrade/Development
- > Sport and Recreation Development
- > Community Arts and Cultural Development
- > Community Events Development.



### REGIONAL ARTS DEVELOPMENT FUND

The Regional Arts Development Fund (RADF) a partnership between Arts Queensland and council supports professional and creative artists in our region to develop quality arts and arts practices for our community.

The total amount allocated to the RADF program for the 2010-2011 financial year was \$147,843 made up of co-contributions between council and Arts Queensland as represented in the table pictured right.

WHERE RADF FUNDING CAME FROM	AMOUNT RECEIVED
Arts Queensland base contribution	\$69,137.00
Required council contribution	\$78,706.00
BREAKDOWN OF ALLOCATIONS	AMOUNT RECEIVED
Allocation for community – four rounds @ \$29,000/round	\$116,000
Allocation for Council Led Initiative One – Hiromi Hotel Art Farm – Regional Partnership	\$12,000
Allocation for Council Led initiative Two New Media Public Art Project – Concept Development	\$15,000
Allocation for RADF Community Committee Training	\$4,143

## SUMMARY OF EXPENDITURE FROM COUNCIL'S COMMUNITY GRANT PROGRAM

Grants over \$4000 for the financial year ended June 30, 2011 are listed below (grants less than \$4000 totalled \$76,632).

NAME OF ORGANISATION	AMOUNT	PURPOSE
Central Queensland Helicopter	\$50,000	Support and sponsor RACQ-CQ Rescue
Mackay Eisteddfod Committee	\$15,000	Contribution to the annual Mackay Eisteddfod
Birralee Child Care Association Inc.	\$5000	The purchase and erection of a sunshade for the Toddler yard
Gum Valley Veterans and Natural Terrain Motorcycle Club	\$5000	Funds towards the 2011 Australian 4 Day Enduro event
Habana & District Progress Association Inc.	\$7000	Funding to install electrical wiring and fittings to a new shed and installation of a water catchment tank
Kidney Support Network Inc. - Mackay Branch	\$4522	To support the setup of an office for the Mackay branch of Kidney Support Network
Mackay Community Garden	\$5000	To rebuild the outdoor meeting place after it was destroyed by fire
Mackay Ladies Vigoro Association Inc.	\$5000	Installation of irrigation at the Mackay Vigoro fields
Mackay Netball Association Inc.	\$5000	Purchase of shade shelters and seating
Mackay Sport Expo/ Sign on Day Committee	\$5000	Funding for the Mackay Sport Expo and sign on day
National Day of Thanksgiving Committee	\$5000	Funding for the 2011 National Day of Thanksgiving Event
Sarina Community Art and Craft Co-operative Ltd.	\$5000	Funding to repair & upgrade the old watch house building located in the Field of Dreams in Sarina
Slade Point Rugby Club Inc.	\$5773	Contribution to the installation of lights at Cathy Freeman Athletic Park

NAME OF ORGANISATION	AMOUNT	PURPOSE
The Mackay & District Bowmen Inc.	\$9900	Contribution to the purchase and construction of a shed
Mackay Brothers Football Club Inc.	\$5000	Upgrade canteen facilities
Mackay Church of Christ	\$5000	Contribution to the establishment of Men's Shed
Mackay Musical Comedy Players Inc.	\$5000	Upgrade of Community Theatre facility
Marian Community War Memorial Hall	\$5000	Contribution to maintenance cost of the hall
Northern Suburbs Rugby League Football Club	\$5000	Contribution to the construction and fit out of a gymnasium for use by the NSRLFC players and members
Pioneer River Valley Hack and Pony Club Inc.	\$5000	Establishment of a gravel based sand filled horse riding arena
Sarina and District Aged Peoples Housing Settlements Assoc. Inc.	\$4700	Replacement of ageing water pipes
Sarina Arts Extravaganza	\$5000	Contribution to the cost of planning, presenting and producing the Sarina Arts Extravaganza
Sarina Rural Skills Centre Community Board	\$4500	Contribution to the establishment of a handyman woodworking facility at the Sarina Skills Centre
Sarina Saints Football Club	\$5000	Contribution to improve current lights at the Sarina Saints football grounds
Mackay Regional Council for Social Development	\$5000	Contribution to Community Development programs

# COMMUNICATION LINKS IN THE COMMUNITY AND COUNCIL PARTNERSHIPS

The dialogue between council and the community is open, transparent and on-going. It is exercised through four-yearly Local Government elections, deputations, correspondence, public meetings and planned consultation on projects and initiatives. More informally, the community's views are submitted through regular meetings and community engagement opportunities, surveys, polls, community participation opportunities at council meetings and contact with councillors.

A formally adopted Community Engagement Policy ensures that all groups – council, community and other spheres of government – are clear about the principles that guide council's efforts to involve the community in the planning and evaluation of council's activities.



# MEETING OUR CORPORATE PLAN OBJECTIVES

Council's strategic priorities are those major opportunities and challenges that our community believes need to be addressed in the Mackay region. The key strategic priorities and their corresponding corporate objectives identified are listed below.

## 1 COMMUNITY & LIFESTYLE >

To build safe, strong and self-reliant communities with access to a diverse range of community services and facilities aimed at providing opportunities for participation in community life.

## 2 ECONOMIC DEVELOPMENT >

To promote a strong, competitive and diverse economy throughout the region by supporting and investing in sustainable business development and local employment opportunities.

## 3 ENVIRONMENTAL SUSTAINABILITY >

To enhance and protect the environmental assets of the region, ensuring a protected/preserved natural environment for future generations.

## 4 STRATEGIC PLANNING >

To take an active approach to integrated regional planning to reflect the aspirations and lifestyle of our community.

## 5 INFRASTRUCTURE SERVICES >

To effectively plan, deliver and maintain physical services and infrastructure networks for our community's current and future needs.

## 6 MACKAY WATER & WASTE SERVICES > FORMERLY COMMERCIAL SERVICES

To provide and manage high-quality water and waste programs on a commercial basis that meet social and environmental objectives.

## 7 ORGANISATIONAL EXCELLENCE & GOVERNANCE >

To pursue excellence as an organisation which embraces exceptional customer service, values its staff and promotes ethical standards of practice supported by clear policies and strategies responsive to the needs of the community.

# COMMUNITY & LIFESTYLE



## Festival and events

The Mackay Regional Council Festivals and Events team is responsible for organising most festival and events in the region. The team coordinates the *Mackay Region Festival of Arts*, *River 2 Reef Festival* and *Coal to Coast Festival*, multicultural event *Global Grooves*, *New Year's Eve* celebrations, Mackay CBD Sunday Markets and Christmas tree lighting and carol ceremonies throughout the region.

## All abilities playground — Iluka Park

Mackay is one of only 16 cities in Queensland that has a state-of-the-art playground that is suitable for children of all abilities. The \$400,000 project, jointly funded by Mackay Regional Council and the Department of Communities enables children of all abilities to enjoy and experience all that a park has to offer.

## New Master Plan for the Botanic Gardens

The Mackay Regional Botanic Gardens is set to be a place of colour and entertainment. In 2010 council adopted the *Mackay Regional Botanic Gardens Master Plan 2010* that will see water features, pathways, interpretive features, an outdoor entertainment precinct, car parking and connectivity to the entire gardens implemented over a further seven stages at a projected cost of \$16.42 million.

The revised Master Plan was produced in consultation with gardens staff, community representatives and specialist horticultural groups to meet today's environmental and community needs and is reliant on grant funding.

40

MACKAY REGIONAL COUNCIL ANNUAL REPORT 2010-2011

## HIGHLIGHTS >

A \$400,000  
ALL ABILITIES PLAYGROUND

A NEW MASTER PLAN  
FOR THE MACKAY REGIONAL  
BOTANIC GARDENS

THE MECC NAMED  
BEST 'OTHER' TOURIST FACILITY  
AT THE 2011 MACKAY ISAAC TOURISM AWARDS

THE ESTABLISHMENT OF A SERIES OF  
HERITAGE BROCHURES AND  
A DEDICATED HERITAGE WEBSITE

## Sports Expo and Sign On Day

To encourage residents to live an active, healthy life Mackay Regional Council partnered with the Australian Sports Commission, PCYC Mackay, the Queensland Government and Dalrymple Bay Coal Terminal to host a Sports Expo and Sign On Day at the Mackay Entertainment and Convention Centre (MECC) to showcase the variety of sporting and recreational activities on offer in our region.

Over 4000 people checked out 74 individual clubs ranging from league to lawn bowls and met Olympians Jessicah Schipper OAM, Nikki Hudson, Tracey Belbin and Linda MacKenzie OAM .

Such a positive response has assured the event will become an annual part of the calendar to get everyone active to help reduce our levels of illness and impact on our health care system.

## Councillors visit rural areas

To keep up-to-date with the needs of communities in rural areas, each fortnight a councillor visits the Sarina and Mirani Customer Service Centres.

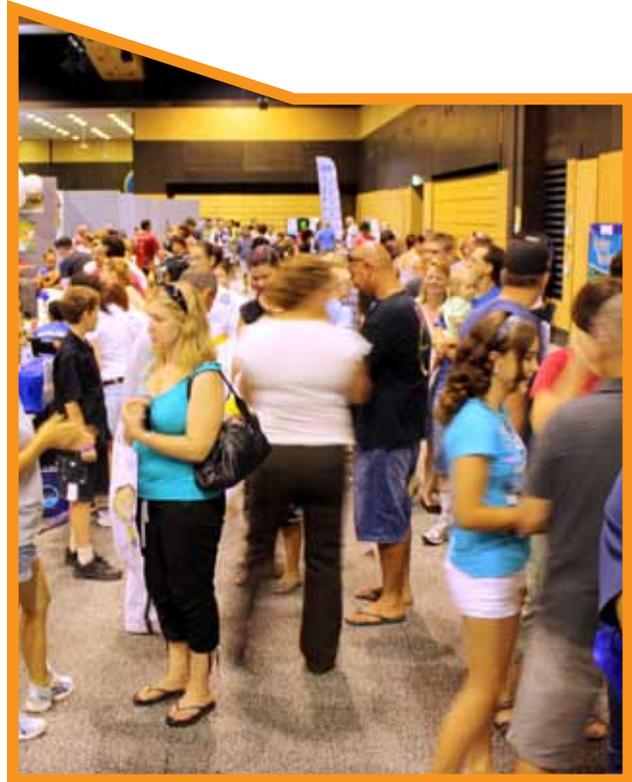
Residents are encouraged to book a meeting and discuss issues of concern to them.

A copy of the 2011 councillor visit schedule is made available on council's website for residents to refer to.

## Preserving our region

Council is going to great lengths to preserve the history of the Mackay region.

In 2010-2011 with the assistance of the Heritage Advisory Committee, council produced a booklet on conserving heritage houses in the Mackay region, a series of heritage brochures and a dedicated heritage planning webpage on council's website. There are currently 98 places of local heritage significance in the region and three residential character areas that need to be maintained.



## Mackay-Matsuura sister city relationship

The Mackay-Matsuura sister city relationship continues to grow from strength to strength. In July 2010, 26 visitors from Matsuura spent four nights in the Mackay region visiting the local attractions and tasting local cuisine. In honour of our relationship council named a newly developed area of Mackay, Matsuura Drive.

In September 2010, eight students from the Mackay region visited Matsuura on the Sister City Scholarship Program. Students were billeted with Matsuura families and got to experience life in a Japanese family for a week.

## Rural Addressing campaign

To improve the identification of rural properties in the region council in partnership with Emergency Services and local media launched a public awareness campaign to encourage rural landowners to embrace council's Rural Addressing system.

The system assigns an individual number to the main entrance of a property and reflective rural numbers are handed out free of charge from council.

The information gathered by council is used by State Government agencies and more importantly the ambulance, fire and police services.

A two month public awareness campaign was run, with Channel 7, Win Television, Channel Ten, Daily Mercury and ABC Tropical North Radio supporting the project.

## Mackay Entertainment and Convention Centre

In its second year of operation, the MECC, was named the best 'other' tourist facility at the 2011 Mackay Isaac Tourism Awards. The \$29 million state-of-the-art facility, hosted an increasingly diverse range of commercial, not-for-profit, and private hirers during the 2010-2011 year including Regional Parliament which attracted accolades and much media attention, the Australian Coal Preparation Conference, the State Road Crash Rescue and repeat events, including the Home and Lifestyle Show, the FOGS (Former Origin Greats) Employment Expo, John Butler Trio, Dora the Explorer and Ben 10.



If you own or live on a property, you must have reflective rural address.

**It's free, easy and can save lives.**

**Act Now.**

Contact council today for your FREE reflective rural number - Phone 1300 MAC (1300 622 529) [www.mackay.qld.gov.au](http://www.mackay.qld.gov.au)

## Artspace Mackay

Through its exhibition and education programs for 2010-2011, Artspace Mackay continued to present a diverse range of activities to appeal to the widest possible audience. Highlights for the year included the very popular Namatjira to Now and the Printbank Awards.

Altered books, curated by Artspace Mackay staff, which includes works from the Mackay Regional Council Collection continues to tour Australia thanks to a Visions Australia Grant.

## Sarina Sugar Shed

For a second year in a row the Sarina Sugar Shed was named the Winner of the Tourism Attraction Category of the Mackay Isaac Region Tourism Awards. The Sarina Sugar Shed is a tourist facility where you can take the tour and taste the action.

During 2010-2011 the Shed focused its attention on local marketing. For the first time, the Chef's Gusto range of sauces were made available at shops and other outlets around the region bringing in added revenue and also acting as an additional marketing tool and participation in the Bureau of Sugar Experiment Station Field Day increased our market exposure. Participation in the BSES Field Day will be repeated in the future.

## Council's library services a big hit

Council provides six libraries (including the mobile library). In the 2010-2011 financial year, more than 100,420 items were loaned out using the libraries' self-checkout system, 11,000 more than the previous year. Total loans for this period were 835, 200 and 26,168 items were added to the collections. Our libraries offer a wide range of activities and events for the community including free IT Classes, Baby Bounce programs and Storytime sessions. Storytime sessions continued to be a big success region wide with 10, 697 parents and children attending the sessions held at Gordon White, Mackay City, Mirani, Sarina and Walkerston libraries.

## Open Space, Sports and Recreation Strategy

After significant consultation with the community and a 12-month study period, council adopted the Open Space, Sports and Recreation Strategy in December 2010. This high level document will form the direction for the use of open spaces and the future development of all matters regarding sports, recreation and aquatics. Since adopting this document, council has improved the opening hours at Sarina and Mirani pools, completed the \$3 million Bluewater Trail section near Caneland Shopping Centre and completed a detailed condition analysis of Memorial and Pioneer Swim Centres.

## Sarina bus service

In its second year of trials residents in the Sarina Beach communities continued to take advantage of the Sarina public bus service funded through the Queensland Government's Blueprint for the Bush program. The service provided a twice-weekly connection from the southern beach communities to Sarina and Mackay.

The service takes in 15 communities including Armstrong Beach, Freshwater Point, Grasstree Beach, Campwin Beach, Sarina Beach, Hay Point, Louisa Creek and Timberlands. Council is working to secure ongoing funding to continue the service beyond the trial period which finished on June 30, 2011.



# ECONOMIC DEVELOPMENT

2



## Innovative e-Business Networks

For time-poor businesses located in the Mackay region, council's e-business networks provide an excellent alternative to the traditional committee meeting format. Council's convenient and effective e-networks foster regional economic identity, and seek to contribute to a framework for business offering access to a range of seminars, training and innovation opportunities.

Council maintains three, free business networks: an overarching regional network, (Regional Focus) plus two, additional centres-based networks, which are the City Focus covering the Mackay City Centre and the Sarina Focus reaching businesses in and around the region's second largest urban centre. Anyone involved, or with an interest in business in the region, is able to join the networks to gain access to a range of web based information, links, email updates and to share in networking opportunities offered through face-to-face forum style events, business seminars and workshops. Information is shared on the digital networks allowing members to collaborate and exchange knowledge.

44

MACKAY REGIONAL COUNCIL ANNUAL REPORT 2010-2011

## HIGHLIGHTS >

THE LAUNCH OF AN  
INTERACTIVE CITY CENTRE  
WEBSITE

PROMOTIONAL USBs  
IN ENGLISH AND MANDARIN

FREE E-BUSINESS  
NETWORKS

## City Deals Launched

The new Mackay City Centre website [www.mackaycitycentre.com.au](http://www.mackaycitycentre.com.au) is under continuous upgrade, with new programs such as the exciting City Deals web-based business promotion being loaded.

City Deals is managed by the businesses themselves who upload deals ranging from food and fashion to hair and beauty and much more. More businesses are joining the network and listing details each day.

## Sarina on Show Business Expo

Around 25 businesses and organisations took the opportunity to promote their goods and services, as part of the September 2010 Sarina on Show Business Expo, held at the Sarina Cultural Hall. Guest speakers included Mr Simon Smart, General Manager of QR National (North) presenting an overview of current and future rail infrastructure development in the region.

The interactive round table discussion forum segments which formed part of the Expo, gave participants an opportunity to discuss and identify a range of matters, important to the future of Sarina and the region. Feedback from the September forum was channelled to the creation of a strategic plan for the entire region and the ongoing development of Sarina's Local Area Plan (LAP). To view the LAP process and outcomes report, visit [www.mackay.qld.gov.au](http://www.mackay.qld.gov.au).

## Publications now available on Mackay Region USB

Promotional USBs featuring economic development materials for the Mackay region were developed and released in 2010, with English and Mandarin language versions. The attractive format offers business information, economic and other statistics and even caters for video presentations. The promotional USBs were used successfully for the REDC Yantai Trade Mission in November 2010 plus the REDC Invest Mackay Conference held in April 2011.



## Development Applications

Mackay Regional Council proudly approved a number of large-scale Development Applications during the year including:

- a 15,400 square-metre expansion of Mt Pleasant Shopping Centre in two stages plus a service station on Mackay-Bucasia Road, Mt Pleasant
- a 4720 square-metre Shopping Centre and Service Station on corner of Broadsound and Boundary Road, Ooralea
- reconfiguration of a lot application to create 132 Residential Lots in three stages at Shoal Point Waters Estate on the western side of Shoal Point Road at Shoal Point
- reconfiguration of a Lot application to create 302 Residential Lots plus park in five stages off Hodges Road, Shoal Point.

Development Applications under assessment as at June 30, 2011 include:

- a Mixed Use development comprising 191 multiple-dwelling units, catering shop, health-care centre, commercial premises (2550 square metres), a 148-room motel and an indoor entertainment/conference centre off Binnington Esplanade, Mackay
- a 15,782 square-metre Bunnings Hardware Store at corner of Holts Road and Mackay Habana Road, Richmond
- a 5,856 square-metre Shopping centre at Parkside site off Bridge Road, West Mackay

Four hundred and seventy-seven new lots were approved and 960 lots were created during the 2010-2011 financial year. The assessment time for deciding these applications was reduced via improving the efficiency of council's internal assessment processes by introduction of electronic lodgement of planning applications via Smart eDA and electronic assessment of all planning applications.



# ENVIRONMENTAL SUSTAINABILITY

3



## HIGHLIGHTS >

A 6.4% REDUCTION  
IN GREENHOUSE GASES

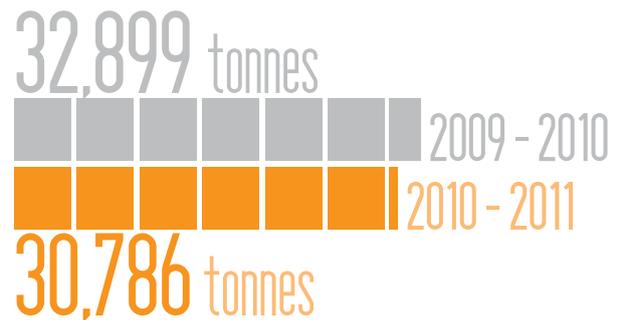
THE LAUNCH OF  
**ECOMACKAY.COM.AU**  
A SUSTAINABLE LIVING  
WEBSITE

\$1M WORTH OF SUSTAINABLE FEATURES  
AT NEW PAGET DEPOT

## Sustainable Futures

Council's Sustainable Futures Advisory Committee continued its proactive leadership role in delivering sustainable practices across the organisation. Six working groups implemented a number of strategies during the year to tackle climate change and reduce council's green house gas emissions by 2113 tonnes.

### ANNUAL GREEN HOUSE GAS EMISSIONS FROM ALL SOURCES



## Recycled water irrigation system at the Pioneer Valley Golf Course

Golfers are treated to greener fairways at the Pioneer Valley Golf Course thanks to a new recycled water irrigation system at the facility.

The water conservation project funded by Mackay Regional Council and a grant from the Federal Government, allows recycled water to be pumped from the Mirani Wastewater Treatment Plant via a 3.5 kilometre pipeline into a 65 mega litre storage dam situated on the Golf Course.



## Council's new Paget Depot

Council's Paget Depot, due for completion in late 2011, incorporates environmental sustainable design principles to reduce council's energy and water consumption costs as well as reduce the impact on the environment.

Rainwater will be collected in tanks around the site and distributed using a siphon transfer system. Motion and daylight sensors, LED lighting, roof insulation and solar power panels on roofs will produce significant energy and water savings. These initiatives are valued at just over \$1 million.



## Mackay Coasts and Communities project

Council worked in partnership with Reef Catchments to develop individual beach plans for all beaches in the council area, as part of Coastal Management Guidelines. Community consultation and participation was a key feature of this project, providing regular opportunities for coastal communities to help get involved in managing the coast.

A total of 16 beach plans have been produced with a further seven due in early 2012. The project is supported by the Natural Environment Levy and the Australia Government's Caring for our Country Program.

## Pest Management

Council's Pest Management Officers assisted landowners in keeping declared plants and wild animal numbers down. Targeted baiting programs for wild animals were supported throughout the region as well as spraying activities aimed at reducing declared plants such as Sicklepod, Giant Rats Tail Grass and Parthenium Weed.

Officers also attended shed meetings and agricultural shows to provide information to landowners on the latest pest management techniques and products.

## Introduction of energy and water saving initiatives

The introduction of double-sided printing of documents, a mandate of 80 per cent recycled printing paper in all council buildings and the installation of dual flush toilets and water timers in the administration building, saved around 4800 litres of water per day.

## Other sustainable initiatives included:

- The launch of the ecoMackay website, which provides 40 sustainable living actions that residents and businesses can easily adopt to reduce their carbon footprint
- Council partnered with Ergon Energy to provide 12 DIY Carbon Warrior Kits at council libraries to help residents reduce greenhouse gas emissions
- The Mackay Entertainment and Convention Centre (MECC) joined the ClimateSmart Business Cluster Program and adopted three key water, waste and energy efficient initiatives including the replacement of all incandescent light fittings and bulbs in the foyer and auditorium with low voltage LED lights and fittings (thanks to an Arts Queensland Grant), implemented recycling bin systems and increased staff awareness and education towards sustainable practices
- Investing \$20,000 for a community car pooling website. The site allows members of the community to search the database to match other registered commuters who travel the same route. It was trialled by council staff in readiness for a launch in November 2011.

# STRATEGIC PLANNING

4



## Planning scheme amendments

The region's planning schemes are designed to accommodate business and industry growth, maintain the distinctive character of our region's rural and urban areas, protect good-quality agricultural land and conserve environmentally sensitive areas. Our region's fast-paced growth rate adds pressure on our infrastructure and environment, which makes council's planning schemes vital documents to manage development.

Mackay Regional Council adopted a range of amendments to the three current planning schemes including:

- Rezoning and other minor amendments: The Mackay City Planning Scheme Amendments 1 of 2009 was finalised after a second state interest review and public consultation.
- Updating State Heritage listings: Council finalised the Mackay City Planning Scheme Amendments 3 of 2010 on updating the state heritage listings in the planning scheme.
- Housing diversity and affordability amendments: Proposed Amendments 1 of 2010 to Mackay City Planning Scheme, Sarina Shire Planning Scheme and Mirani Shire Plan. Council adopted the proposed planning scheme amendments after public consultation. The purpose of the proposed "Housing diversity and affordability amendments" is to simplify, streamline and standardise the planning scheme provisions regarding small residential lots, densities, dual occupancies and dwelling houses.
- Non-rural uses in rural areas: The purpose of Amendments 4 of 2010 to Mackay City Planning Scheme and Amendments 2 of 2010 to the Mirani and Sarina Planning Schemes is to strengthen planning scheme provisions for prohibiting non rural uses in rural areas.

50

MACKAY REGIONAL COUNCIL ANNUAL REPORT 2010-2011

## HIGHLIGHTS >

THE DEVELOPMENT OF A  
A NEW PLANNING SCHEME FOR  
THE MACKAY REGION

LOCAL INDUSTRIES SIGN UP  
TO COUNCIL'S SPECIAL INTEREST  
WORKING GROUPS

PLANNING & DEVELOPMENT  
WEBSITE A ONE-STOP-SHOP FOR  
DEVELOPMENT INFO

## New Planning Scheme

Two hundred thousand residents are expected to live, work and play within the Mackay region within the next 20 years.

We are developing a new Planning Scheme for the entire region – called the Mackay Region 200k Planning Scheme. The three existing Planning Schemes from Mackay, Mirani and Sarina are being consolidated to provide a uniform control system for growth and development in the region.

## Local Area Plans

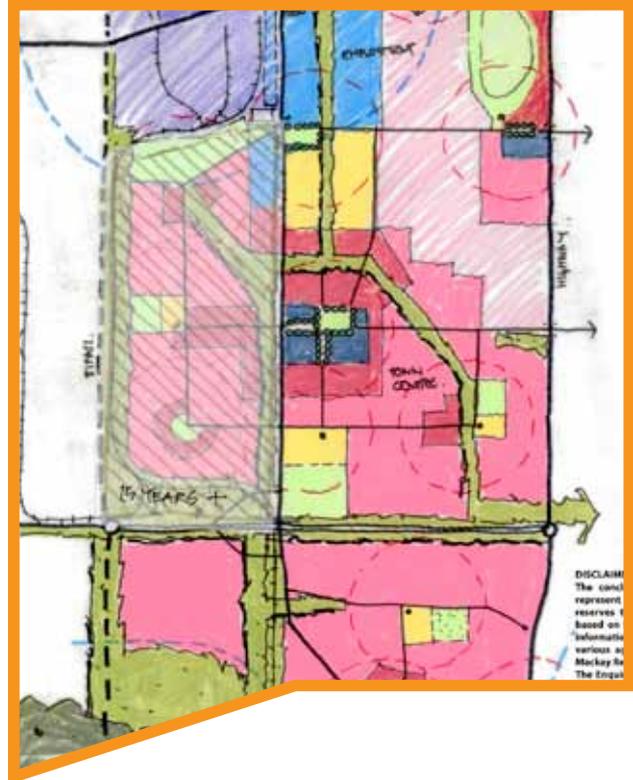
As part of the development process various local area plans are being developed to inform the strategic planning of the region. We continued work on three new local area planning processes (Mirani/Marian, Sarina and Ooralea) and commenced local planning for the City Centre.

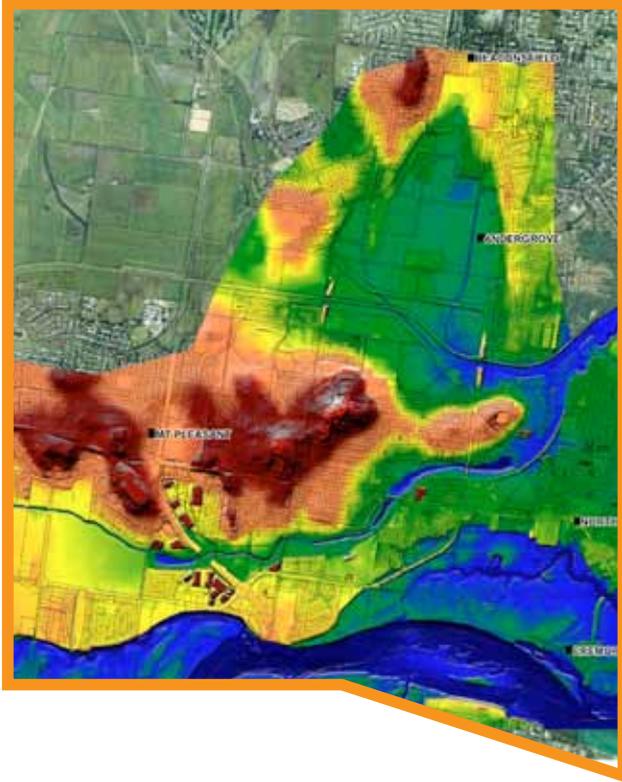
Our Local Area plans for Sarina, Mirani and Marian received an award for Excellence in the Small and Local Communities category from the Planning Institute of Australia - Queensland Division in November 2010.

In presenting the award, the Institute labelled the project *“an example of logical and well-coordinated planning investigations that was able to elicit a wide range of community and technical views to establish a sound planning basis for a range of outcomes.”*

## Northern Beaches Planning Reform Project

Council initiated a Northern Beaches planning reform process to coordinate future development in the Northern Beaches study area. The purpose of the planning reform process is to provide a strategic vision for the area to efficiently coordinate future growth. The Northern Beaches Plan will inform the Mackay Region 200k Planning Scheme.





## Regional Planning

The Queensland Government released the draft Mackay-Isaac-Whitsunday Regional Plan on May 26, 2011 and was available for public comment until September 9, 2011. Council made a submission on the draft regional plan and also made submissions on various draft State and Federal Planning Policies during the year, including the:

- Draft Queensland Regionalisation Strategy
- Draft Queensland Infrastructure Plan
- Draft Queensland State Planning Policy on Strategic Cropping Land
- Draft Sustainable Resource Communities Policy
- Draft Federal Government National Urban Policy
- Draft Federal Government National Sustainable Population Strategy

## Waterways and Open Space planning

The Gooseponds/Janes Creek Flood Study was completed after public consultation. A new draft Pioneer River Flood Study was released for comment and work is continuing on the McCready's Creek South Stormwater Trunk Infrastructure Study.

Draft guideline documents on Water Sensitive Urban Design (WSUD) were developed Deemed to Comply Solutions for the Mackay region and Water Sensitive Urban Design (WSUD) for Flat Sites.

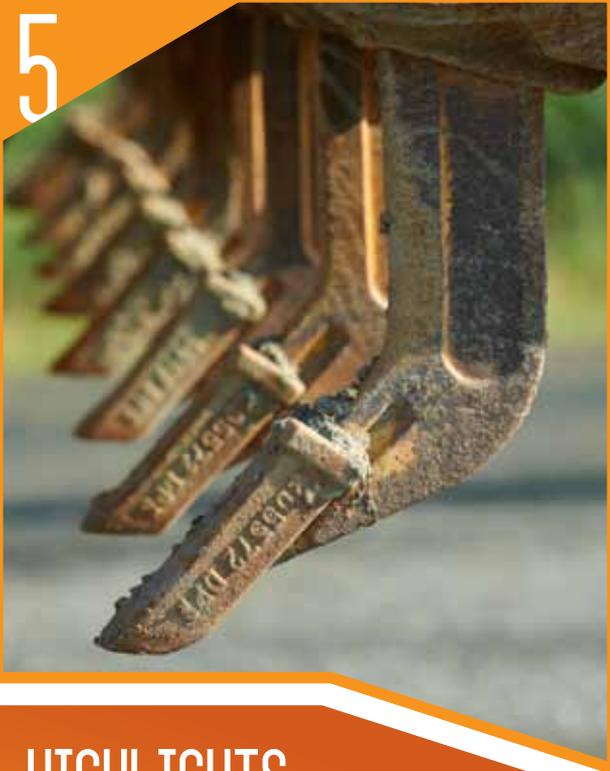
## New planning and development website

Significant improvements were made to our planning and development webpage on council's website to provide a one-stop-shop for residents engaging in planning projects.

This new initiative transformed many elements of the planning and development process online and provided comprehensive and up-to-date information on the development industry for residents.

# ENGINEERING SERVICES

5



## HIGHLIGHTS >

REBUILDING OVER  
**1000 ROADS**  
DAMAGED BY ONGOING WET WEATHER

**\$16.1 MILLION SPENT**  
ON ROAD WORK IMPROVEMENTS

**\$5.06 MILLION**  
SPENT ON IMPROVING OUR TRUNK &  
MASTER DRAINAGE NETWORK

## Bridge Replacement Program

Substantial works totalling \$2.16 million in 2010–2011 were carried out around the region to replace bridges, improve alignments and upgrade bridge approaches. A key project in this program was the construction of an alternative access to the bridge on Casey Avenue servicing the fuel storage to Mackay Airport and the sporting venues on Casey Avenue. This alternative access will be utilised as the sole access to the area during the replacement of the current bridge in 2010-2011 and 2011-2012 financial years.

## Boat ramps upgraded

A number of boat ramp facilities were upgraded around the region in 2010-2011 including the construction of Stage 3 car park at Victor Creek, earth car park construction at Dunnrock and a 16 bay car parking facility at Freshwater Point Boat Ramp. Ongoing funding was provided for the extension of parking areas at Victor Creek in 2010-2011.



## Rebuilding our Roads

We reprioritised much of our Capital Works Road program to focus on "Rebuilding our road network" damaged by the ongoing wet weather.

Over 1000 roads across the region have been earmarked for repair and thanks to The Federal-Queensland Government Natural Disaster Relief and Recovery Arrangements, council received an initial \$106 million in the wake of Cyclone Ului.

To keep residents and motorists informed on the progress of the repairs, work schedules were posted on council's website.

The "Rebuilding our Roads" campaign is set to be a three year program of repair and reconstruction.

## Road Shoulder Treatment Program

To continue to improve conditions on the region's older residential streets, council allocated \$1.67 million towards the continuation of our successful Road Shoulder Treatment Program. Some of the streets to be improved were Taylor Street (George to Longair), Smith Street (Wilson to Nebo), Hunter Street, George Milton Street (Paget to Field), High Street, McKenney Street (Scott to opposite Lamb) and Mengel Street (Bridge to opposite Village).



## LATM traffic and road safety

Funds of \$2.3 million were allocated to improving and upgrading the region's traffic facilities, as part of the Local Area Traffic Management (LATM) safety program. Key projects addressed under this program included traffic calming devices in the Beaconsfield precinct, funding of Blackspot projects in Rifle Range Road and Courtney Gap Road, curve realignment at Middle Creek Road, intersection improvements at Pioneer/Holts and the installation of traffic signals at the intersection of Beaconsfield and Norris Roads, Andergrove.

## Trunk Road Upgrades and Pavement improvements

Council spent about \$16.1 million on substantial roadworks region-wide. Works ranged from road alignment improvements, drainage infrastructure installation, pavement reconstruction and resurfacing.

Some of the major works conducted throughout the year included:

- Farrellys Road (Connors to Broadsound) – road upgrade and intersection signalisation
- Design, land acquisition and service relocation for construction in 2011-2012 for Connors Road from Farrellys Road to Archibald Street
- Contributions to DTMR delivery of Broadsound/ Boundary Intersection and construction of Boundary Road, Ooralea
- Farleigh Habana Road pavement improvement (ongoing funding)
- Keeleys Road rehabilitation
- Kinchant Dam Road, Pioneer Valley
- Contribution to DTMR works in Broad St, Sarina, parking land upgrades and drainage works
- Armstrong Beach Road reconstruction (0.8k)
- Pavement improvements at Petersen Street, Sarina,

## Trunk Drainage

Council delivered \$5.06 million in improvements to the trunk and master drainage network. Some of the key projects included:

- Contribution to DTMR works Broad Street, Sarina including trunk drainage upgrades
- Oak Street Drainage augmentation
- Culvert replacement Bothwick/Hague streets, Mackay
- Contributions to culvert upgrades and parallel drain construction Boundary Road West
- Ongoing contributions for CBD Oviform refurbishment
- Holts Road culvert upgrade
- Land purchases associated with Caledonian Drive stormwater quality proposal.

# MACKAY WATER & WASTE SERVICES



56

MACKAY REGIONAL COUNCIL ANNUAL REPORT 2010-2011

## HIGHLIGHTS >

12,440ML OF WATER SUPPLIED

44,268 WASTE BINS COLLECTED

6% INCREASE  
IN KERBSIDE RECYCLING  
MATERIAL

## Bin Inspection Program

In an effort to continually improve recycling rates across the region council undertook a six week recycling bin audit to identify recycling bins that have been contaminated with major waste, and to remind residents that only specific items can be recycled through the yellow-lidded recycling bin.

A total of 5848 bins from different areas of Mackay were randomly selected for inspection and the overall contamination rate recorded was 16 per cent. Council's recycling bin inspection program is continually being reviewed and modified to address contamination rates.



## Free composting workshops

Council ran a series of free composting workshops to reduce the amount of waste going to landfill.

The free workshops were held during International Composting Week (May 1 to 7) August and November.

Residents learnt how to reuse their leftovers and turn their waste into a rich soil-like substance for their gardens.

## Clean up Australia Day

Over 500 volunteers stepped out in March 2011, to help clean up our region. Council registered 18 sites and supplied 14 skip bins for rubbish removal throughout the region. A total weight of 5.4 tonnes of waste was collected as well as 37 tyres of various sizes weighing 207kgs that were collected and disposed of by Veolia.

Due to the extreme heat and humidity in the Mackay region in March, council has decided to no longer participate in the national Clean Up Australia Day event but support the Great Northern Clean Up in September, cleaning up our region prior to the wet season.

# ORGANISATIONAL EXCELLENCE AND GOVERNANCE

7



## Service Level Review produces budget savings

We have reshaped our 10 year Long Term Financial Plan, which provides a blueprint of the organisation's estimated future financial position to help deliver modest rate rises over the next decade.

Operational efficiencies coupled with reprioritisation of council's capital works program has enabled council to keep rate increases well under five per cent in the 2011-2012 budget and to deliver modest rate rises in the future.

Council has established a Business Improvement Team to continually review its services to find efficiencies.

## Leader in Electronic Assessment of Applications

To improve the level of service to our customers, council introduced a range of new electronic assessment systems including;

- Smart eDA - a system where development applications are prepared, lodged and tracked electronically. The system has received over 500 applications, 40 per cent more than any other local authority
- eAssessment – has the ability to assess and mark-up plans and sign documents electronically. Mackay was the first council in Queensland to introduce eAssessment for all applications. Since its introduction in February 2011, 100 per cent of applications have been assessed electronically and the Development Engineering Program is testing the system to see if it can be expanded to Operational Works applications
- Planning and Development Online – was implemented as part of the Federally Funded Housing Affordability Fund electronic Development Assessment initiative. This system allows anyone to access details of development applications and approvals online. Since its commencement in November 2010, 5163 documents have been viewed online.

58

MACKAY REGIONAL COUNCIL ANNUAL REPORT 2010-2011

HIGHLIGHTS >

IMPROVED  
OPERATIONAL EFFICIENCIES

LEADERS  
IN ELECTRONIC ASSESSMENT

CAREER PROGRESSION  
A PRIORITY

## New mentoring program for staff

In its first year, 18 participants and 15 mentors signed up for council's new Mentoring program. The program aims to achieve; staff retention, career progression and a happy, productive environment. Employee of eight years Kerri Verroen from Governance, said the program has allowed her to broaden her knowledge, leadership skills and self-esteem.

## 17,000 dogs and cats registered with council

Council continued to identify the need for pets, particularly dogs and cats, to be registered with council. This mandatory legal requirement allows owners to have their pets safely returned in the event of such animals straying from home.

In the 2010-2011 year, council officers responded to 1411 requests for straying dogs. Of these, 866 dogs were impounded with 368 returned to owners and 206 unregistered dogs sold to new owners. 15,087 dogs were registered in the council area and the amnesty on registration fees for cats resulted in 2609 registrations.





## 98% business compliance

Council's Environment and Health teams continued to visit licensed premises, particularly food premises and Industrial/Commercial premises to promote safe handling and service of food and efficient environmental practices. A risk based method of licensing of premises, with high performers being offered reduced annual licence fees, resulted in 98 per cent of food premises in the medium to high range of full compliance. This has reduced the numbers of complaints received and allowed officers to more proactively assist operators in meeting their licensing requirements.

## Cross promotion

We continued our commitment towards electronic distribution of information in the 2010-2011 financial year.

Growth in visitations was significant with over 500,000 unique visitors viewing council's corporate website in the 2010-2011 year. This equates to an average 42,000 unique visitors a month - about a 20 per cent increase on the previous year's monthly average.

Our social media presence gained momentum with 1875 friends registered on Facebook at the end of June 2011. This compared to 183 in June 2010, a staggering 92 per cent increase in 12 months.

In February 2011, council implemented a new initiative "Council Connect" to provide regular information to our ratepayers and residents on events, programs and services. This replaced the bi-monthly In Focus Resident Newsletter.

The strategy comprised a monthly newspaper feature in the Daily Mercury, Sarina Advertiser and Walkerston-Valley Advertiser, tailored with information for the specific areas. It was complemented by a fortnightly e-Newsletter and a fortnightly television infomercial, aired on Channel 7 and Win Television. The Infomercial was also placed on council's website via YouTube.

# DEPARTMENT SNAPSHOTS

## > CORPORATE SERVICES

### Corporate Communications

COUNCIL'S ELECTRONIC COMMUNICATION TOOLS:



WEBSITE VISITORS PER MONTH

**35,000** VISITS 2009-10

**42,660** VISITS 2010-11



NUMBER OF FACEBOOK FANS

**183** FANS 2009-2010

**1875** FANS 2010-2011



E-NEWSLETTER SUBSCRIBERS

**832** SUBSCRIBERS 2009-2010

**3860** SUBSCRIBERS 2010-2011



### OTHER COUNCILS' FACEBOOK NUMBERS AS OF JUNE 6, 2011:

Logan City Council	1930
Rockhampton Regional Council	28
Sunshine Coast Regional Council	633
Townsville Disaster Coordination Centre <i>(active only in disasters)</i>	13,286
Cairns Disaster Coordination Centre <i>(active only in disasters)</i>	6697

### VISITS TO COUNCIL WEBPAGES:

Webpages	2009 - 2010	2010 - 2011
Council Corporate	407,093	511,926
MECC	52,541*	61,831
Artspace	19,407	11,208
Botanic Gardens	12,322	9420
Festival of Arts	15,178	6604^
Sarina Sugar Shed	3350	4567

\* Please note the MECC webpage was not live until November 2009.

^ Festival of Arts website was discontinued from March, 2011. It is now a part of the MECC website.

## Customer Service

### TOP 10 CALLS BY ATTRIBUTE

1. rates enquiries 23%
2. local neighbourhood issues 22%
3. customer assistance 12%
4. wheelie bins 9%
5. water services 9%
6. roads and drainage 7%
7. waste management 6%
8. planning 5%
9. parks 4%
10. emergency management 3%

## Information Technology

### LODGED IT SUPPORT REQUESTS

Business Analysis	1
Manager/Admin	32
Systems and Networks	1023
Database	1157
Helpdesk	4638
<b>Total</b>	<b>6851</b>

## > COMMUNITY SERVICES

### Mackay Entertainment and Convention Centre

Over the last 12 months patronage at the Mackay Entertainment and Convention Centre has increased by more than 10,000 people after the MECC's program was reviewed and a number of initiatives were implemented, including the introduction of a hard and soft quarterly "What's On" distributed electronically and in hard copy format and increased use of social media and e-marketing tools to engender a greater understanding of arts product. The MECC website now includes YouTube clippings and increased promotion/awareness of the Convention Centre's operations.

INDICATORS	2009-2010	2010-2011
Performances	234	224
Patrons	157,725	168,626
Tickets sold for off-site events	10,862	10,829
Events held	407	255

### Artspace Mackay

BMA agreed to continue their sponsorship of popular children's program Kidspace, and Artspace exhibited the Ranomok Glass Exhibition for the first time, as well as a wide range of exhibitions designed to appeal to a wide audience. Unfortunately there was a slight decrease in visitor numbers during the financial period to Artspace, which the Convention Precinct and Events Department will focus on improving in the 2011-2012 financial period.

INDICATORS	2009-2010	2010-2011
Visitors	39,338	32,339
Guided tour visitors	3739	4118
Exhibitions and displays	32	134
Artists in residence	1	Nil

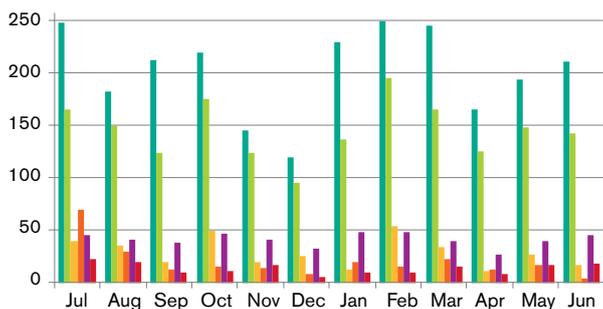
## Mackay Regional Council Library Services

### NEW ITEMS ADDED TO THE LIBRARY COLLECTION

Month	Selections by librarians/Peter Pal	Customer suggestions
July	2129	419
August	2059	426
September	1104	372
October	909	363
November	1201	381
December	1443	276
January	1349	304
February	1389	420
March	2176	375
April	1074	354
May	3152	344
June	3765	386

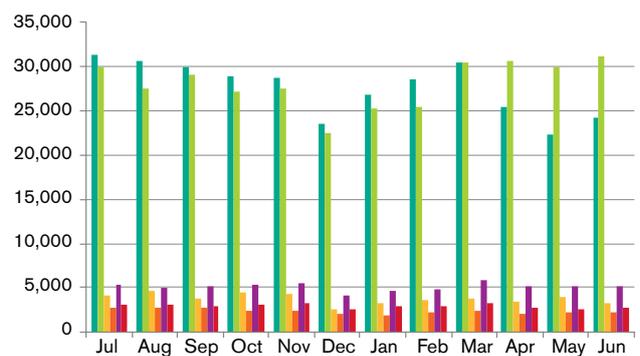


### MEMBERS BY BRANCH



■ Mackay City 
 ■ Gordon White 
 ■ Mobile 
 ■ Walkerston 
 ■ Sarina 
 ■ Mirani

### LOANS PER MONTH BY BRANCH



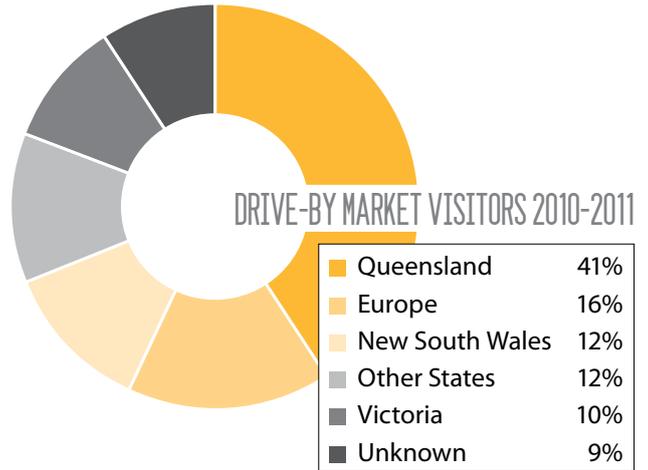


## Sarina Sugar Shed

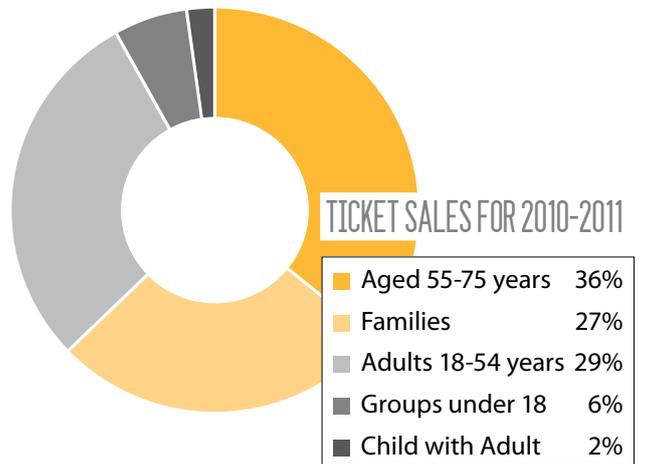
During 2010-2011 the Sarina Sugar Shed focused their attention on the local market and the drive-by market increasing their visitors by 20 per cent. Partnerships with local businesses and participation in local field days enabled the tourist facility to achieve this significant increase.

RECORDED VISITORS TO SARINA 2010-2011:

**8,799** PEOPLE  
**6,428** TOOK A SUGAR SHED TOUR  
 = **73%** CAPTURED MARKET



Queensland	27%
Victoria	15%
New South Wales	14%
Overseas	11%
Western Australia	5%
Territories/Tasmania	3%
Unknown	25%



Concessions	35%
Adults	33%
Families	25%
Discounted child	6%
Child	1%



## Aquatic Facilities

Attendance figures at aquatic facilities and Learn 2 Swim classes during 2010-2011 were lower due to extreme weather conditions.

### MACKAY REGION SWIM CENTRE ATTENDEES:

Location	2009-2010	2010-2011
Memorial Swim Centre	35,415	29,957
Pioneer Swim Centre	27,375	23,428
Mirani Swim Centre	5188	7139
Sarina Swim Centre	4798	4623
Bluewater Lagoon	413,374	321,184

### LEARN 2 SWIM CLASS ATTENDEES: (NOT INCLUDED IN ABOVE FIGURES)

Location	2009-2010	2010-2011
Memorial Swim Centre	8565	4052
Pioneer Swim Centre	20,230	18,511

## > ENGINEERING SERVICES

### Construction

CAPITAL WORKS PROGRAM	2010-2011 BUDGET
Trunk Roads	\$16,747,500
LATM traffic and road safety	\$2,309,700
General works	\$2,523,000
Trunk Drainage and Storm Water Quality	\$5,065,000
Shoulder treatment initiatives	\$1,673,000
Pavement improvements	\$3,765,000
Bridge replacement	\$2,158,000
Footpaths and bikeways	\$1,247,350
Boat ramps	\$181,000
Traffic signals	\$60,000
Off-street car parking	\$100,000
Bus shelters	\$125,000
<b>Total</b>	<b>\$35,954,550</b>

## Parks and Environment



ITEM/ACTION	2009-2010	2010-2011
Toilets cleaned (each)	33,957	34,921
Barbecues cleaned	16,726	16,744
Litter (hours)	859	312*
Brush cutting (hours)	4444	1822*
Herbicide spraying (hours)	664	528
Mowed area	31,863,109m <sup>2</sup>	26.5ha*
Irrigation repairs (hours)	757	271
Trees pruned	4514	5097
Garden area serviced	22,918,46m <sup>2</sup>	26,15,000m <sup>2</sup>
Scheduled palm trees de-seeded	900	498
Requests – branch pick up	1078	252
Coconut trees de-nutted	98	3
Requests - minor prune	217	357
Requests - major prune	711	1120
Trees attended in juvenile stage	757	1189
Trees planted in streetscapes	453	583
Burials at Mt Bassett	160	140
Burials at Mt Bassett (ashes)	35	29
Burials at Mackay Cemetery	13	14
Burials at Mackay Cemetery (ashes)	17	3
Burials at Walkerston Cemetery	94	79
Burials at Walkerston (ashes)	20	12
Burials at Mirani Cemetery	13	12
Burials at Marian Cemetery	5	6
Burials at Sarina Cemetery	29	27
Graves dug by hand	25	25

\*New software system was introduced, recording method changed.

## > DEVELOPMENT SERVICES

### Development Assessment

RESIDENTIAL AND NON-RESIDENTIAL BUILDING  
APPROVALS BY LOCAL GOVERNMENT AREA 2010-2011:

DWELLINGS IN NEW RESIDENTIAL BUILDINGS

27,200 QLD

865 MACKAY

=3.2% OF QLD



RESIDENTIAL BUILDING VALUE

6.8 billion QLD

245 million MACKAY

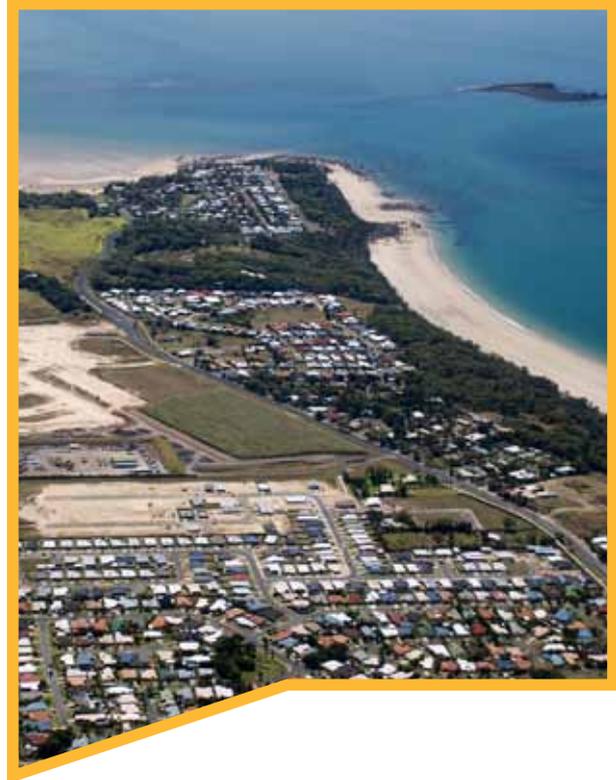
=3.6% OF QLD

TOTAL RESIDENTIAL BUILDING VALUE

8 billion QLD

274.4 million MACKAY

=3.4% OF QLD



PROPORTION OF TOTAL VALUE THAT IS RESIDENTIAL

54.7% QLD

71.8% MACKAY

TOTAL BUILDING VALUE

14.7 billion QLD

382.2 million MACKAY

=2.6% OF QLD

TOTAL NON - RESIDENTIAL BUILDING VALUE

6.6 billion QLD  
 107.9 million MACKAY  
 =1.6% OF QLD

VALUE OF ALL BUILDING APPLICATIONS:

\$636.4 million 2009-2010  
 \$728.5 million 2010-2011

MINOR WORKS APPLICATIONS COMPLETE  
IN THE 10 DAY PERIOD AND KPI:

97% 2009-2010 99% 2010-2011

MATERIAL CHANGE OF USE (MCU) AUDITS PROCESSED  
AND OUTSTANDING INFRASTRUCTURE RECOVERED:

Years	MCU audits	Contributions recovered
2009-2010	94	\$68,913
2010-2011	273	\$1,821,590

REQUESTS RECEIVED/COMPLETED BY EACH AREA:

Area	2009-2010	
	Received	Completed
Local Laws	3540	3536
Environmental Services	261	259
Environmental Health	779	779
Compliance	1395	1390
Pest Management	146	146

Area	2010-2011	
	Received	Completed
Local Laws	3749	3501
Environmental Services	200	192
Environmental Health	811	805
Compliance	1226	1205
Pest Management	158	156



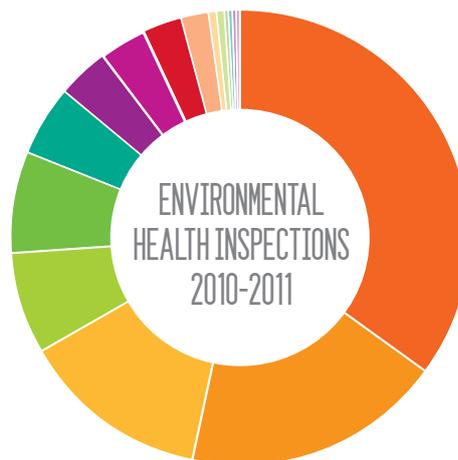
## Health and Regulatory

### PEST MANAGEMENT COMPLAINTS AND INSPECTIONS:

Complaint	Inspections
Dingo/Wild Dog	289
Feral Pig	165
Giant Rats Tail Grass	35
Parthenium Weed	30
Sicklepod	27
Tobacco Weed	10
Fox	10
Singapore Daisy	5
Feral Cats	5
Salvinia	4
Other Plant	3
Lantana	3
Water Hyacinth	1
Rabbits	1
Other Animal	1

### LOCAL LAWS REQUESTS:

Request	Investigations
Overgrown allotments	792
Aggressive dogs	700
Dogs barking	493
Abandoned vehicles	449
Livestock/poultry/birds	371
Excessive dog numbers/unregistered	135
Straying dogs	135
Illegal camping	53



### NUMBER OF HEALTH INSPECTIONS :

- 251 Food inspections
- 131 Noise
- 96 Nuisances
- 53 Flammable liquids
- 51 Water pollution
- 36 Food complaints
- 26 Swimming pools
- 23 Accommodation
- 21 Caravan parks
- 14 Vermin control
- 4 Caravan park complaints
- 3 Lights
- 3 Accommodation complaints
- 1 Footpath dining
- 1 Vendors
- 1 Flammable liquid complaint
- 1 Swimming pool complaint

> MACKAY WATER AND WASTE SERVICES

Waste Services

KERBSIDE COLLECTION SERVICES:

DOMESTIC WASTE COLLECTION - WEEKLY

45,460 bins 2009-2010

46,268 bins 2010-2011

= 1.8% increase

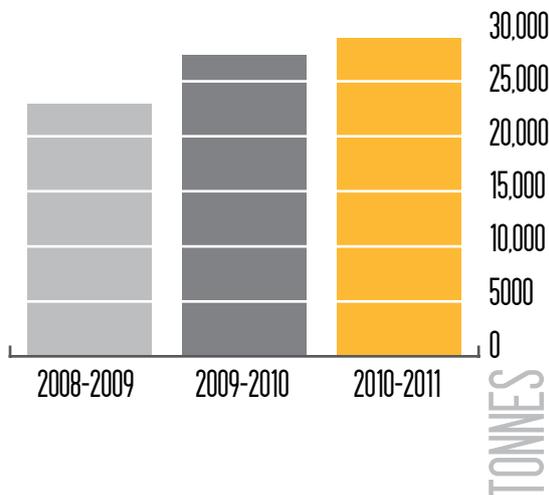
KERBSIDE WASTE BIN COLLECTIONS

29,402 tonnes 2009-2010

30,709 tonnes 2010-2011

= 4.4% increase

DOMESTIC WASTE COLLECTION



GREEN WASTE RECYCLING AMOUNTS



20,936 tonnes\* 2009-2010

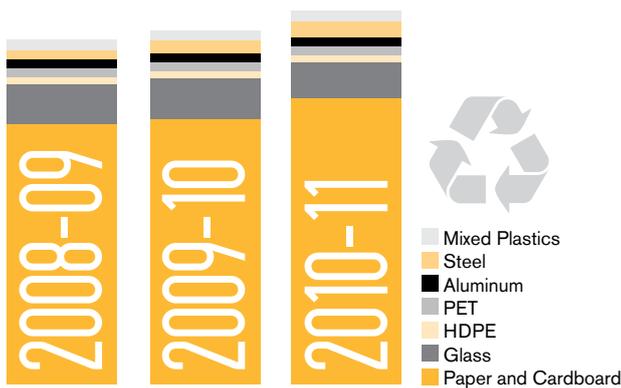
10,206 tonnes 2010-2011

\*In March 2010, Cyclone Ului struck the Mackay region significantly increasing the amount of green waste processed. 2010-2011 figures reflect a typical year for the Mackay region.

RECYCLING COLLECTION - FORTNIGHTLY 

43,432 bins 2009-2010  
 44,687 bins 2010-2011  
 = 2.9% increase

MATERIALS RECOVERY FACILITY  
 PROCESSED RECYCLABLES



Recyclable Material	2009-2010 (tonnes)	2010-2011 (tonnes)	% difference
Glass	595.72	534.54	- 10%
Paper and cardboard	3895.82	4196.43	+ 8%
HDPE High-density polyethylene	108.34	104.37	- 4%
PET Polyethylene terephthalate	134.11	126.82	- 5%
Aluminum	134.39	135.34	+ 1%
Steel	181.1	231.13	+ 28%
Mixed plastics	158.1	166.12	+ 5%
<b>Total</b>	<b>5207.58</b>	<b>5494.75</b>	<b>+ 6%</b>

WASTE RECEIVED AT HOGAN'S POCKET LANDFILL

84,106 tonnes 2009-2010  
 97,789 tonnes 2010-2011

Significant increase in the total tonnes of waste landfilled in 2010-2011. The change is a 16.3 per cent increase from 2009-2010 to 2010-2011. There was no single contributing factor. The region was hit by cyclone Yasi and its associated preparation. Also there were a large number of construction projects that were conducted during the year that contributed towards this increase.

Month	2009-2010	2010-2011
	(tonnes)	(tonnes)
July	6770.40	7713.94
August	6111.52	7618.40
September	6947.14	7689.59
October	6857.86	7959.70
November	6831.16	7782.08
December	7431.58	9383.96
January	6664.98	7896.70
February	6935.10	8260.92
March	8787.32	9086.42
April	7092.96	8015.82
May	6872.48	9134.98
June	6803.76	7246.80



For more information, please refer to the Mackay Water Services Annual Performance Report, page 84.

# POLICIES, REGISTERS AND ALLOWANCES

## POLICIES :

### BORROWING POLICY:

Loans are used to fund major capital and infrastructure works so that repayments are spread over a number of years - usually the expected life of the asset. The Borrowings Policy deals with new borrowings, the purpose of the borrowings and repayment terms.

Proposed borrowings and repayments are as follows:

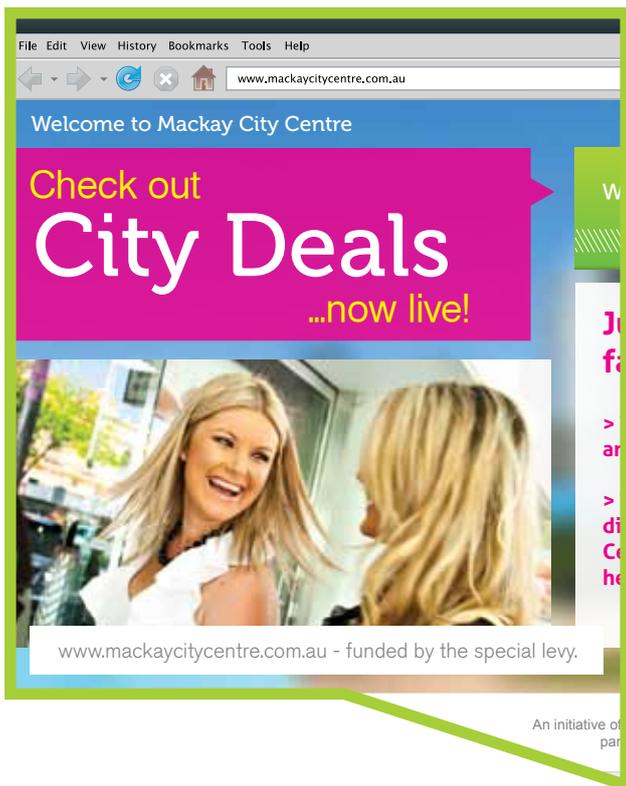
Project	2009-2010 Loan	2010-2011 Loan	2011-2012 Loan	Repayment Term
General	25,774,000	35,963,734	15,105,500	9 to 20 years
Water	3,283,705	15,519,609	8,842,283	20 years
Sewerage	4,259,501	-	16,153,054	20 years
Cleansing	-	2,251,893	8,160,401	15 to 20 years
<b>Total</b>	<b>\$33,317,206</b>	<b>\$53,735,236</b>	<b>\$48,261,238</b>	

### PURPOSES OF BORROWINGS :

The type of projects that are funded by loan borrowings are those that will not have a financial impact over a number of years. This method ensures that ratepayers are not burdened with unrealistic expenditure levels. The repayment for these capital works creates an asset for council, which can then be repaid over the years relating to the life of the asset, where appropriate.

### REVENUE POLICY :

The Revenue Policy, adopted annually at the budget meeting governs council's revenue raising activities. The policy provides details on how rates are levied and explains the differential rating system that more fairly shares the burden of rates including differential categories. All water, sewerage and waste charges are based on this policy, as well as special levies, rate remissions, payments and discounts, and overheads on private work. Copies of the Revenue Policy are available from [www.mackay.qld.gov.au](http://www.mackay.qld.gov.au).



### ADMINISTRATIVE ACTION COMPLAINTS:

Mackay Regional Council is committed to the efficient, effective and fair management of customer complaints. Council has developed an open, customer-focused and responsive complaints handling process, and endeavours to resolve complaints in a consistent and systematic manner, in accordance with relevant policies and procedures. Council uses data gathered from its complaint management activities to identify trends, eliminate the causes of complaints and improve council's operations.

Council has adopted a Complaint Policy, which has been subject to review by a group of senior council officers, to ensure that it is compliant with the requirements of the Local Government Act (2010).

During the 2010-2011 financial year:

- 58 administrative action complaints were made to council
- 53 administrative action complaints were resolved by council under the complaints management process; and
- five administrative action complaints were not resolved by the Local Government under the complaints management process and are subject to on-going investigation and review

102 administrative action complaints were made to council in 2009-2010.

### SPECIAL RATES AND CHARGES :

Under section 534 1(a and e) council is required to provide details of action taken in relation to, and expenditure on, a service facility or activity for which the Local Government made and levied a special rate or charge for the financial year and a summary of all rebates and concessions allowed by the Local Government in relation to rates.

#### SPECIAL RATE (CITY CENTRE MANAGEMENT):

A special rate was levied on properties within the City Centre Precinct for 'City Centre Management'. The revenue from these rates was used as core funding for the promotion, revitalisation and enhancement of the City Centre area.

#### SPECIAL CHARGE (RURAL FIRE SERVICES):

Where requested by a Rural Fire Brigade (or group thereof) council levies a Special Charge to provide assistance with their operations. All funds levied (less an administration charge) are paid to the relevant Rural Fire Brigade or group.

#### REBATES AND CONCESSIONS :

Council has five different rebates and concessions in relation to rates. These are Pensioner Rates Concession, Rates Remission for non-profit community organisations, Rates Remission - Conservation Strategy, Rates Relief Policy and Undetected Water Leak Relief. Full details of these rebates and concessions are available within the Revenue Policy from [www.mackay.qld.gov.au](http://www.mackay.qld.gov.au).

## COUNCILLORS' REMUNERATION POLICY

Councillors' remuneration is determined by the Local Government Remuneration Tribunal who set remuneration levels for all councils across the State. Mackay Regional Council adheres to the recommendation by the Local Government Remuneration Tribunal.

## COUNCILLORS' REIMBURSEMENT POLICY :

The councillors' reimbursement of expenses and provision of facilities policy (as required under the LGA) ensures accountability and transparency in the reimbursement of expenses incurred by councillors and ensures that councillors are provided with reasonable facilities to assist them in carrying out their civic duties. The policy is as follows:

### PAYMENT OF EXPENSES

Expenses will be paid to a councillor through administrative processes approved by Mackay Regional Council's Chief Executive Officer (CEO) subject to the limits outlined in this policy, or council endorsement by resolution.

### EXPENSE CATEGORIES

#### (i) Professional development

Council will reimburse expenses incurred for mandatory professional development and/or discretionary professional development deemed essential for the councillors' role. The Mayor attends the Local Government Association Queensland (LGAQ), Urban Local Government Association (ULGA), Australian Local Government Association (ALGA) and any other relevant conferences/seminars/workshops as the primary delegate (council shall appoint the other delegates). Councillors can attend workshops, courses, seminars and conferences that are related to the role of a councillor. Approval to attend is made by council resolution and therefore councillors should advise the CEO of their desire to attend an event. The CEO will provide a report to council seeking approval on behalf of the councillor.

### DISCRETIONARY PROFESSIONAL DEVELOPMENT

Each councillor can attend (at their own discretion) workshops, courses, seminars and conferences that improve the skills relevant to their role. This training is initially limited to \$5000 per councillor over the current term of office, but will be reviewed annually when setting the budget. There is no requirement for a council resolution to approve these attendances, however, the councillor would need to submit a request to the CEO (prior to attendance) and provide all relevant documentation within 14 days of attending the event to ensure their expenses are reimbursed. Any professional development requiring overseas travel requires council approval.

#### (ii) Travel as required to represent council

Council will reimburse local, interstate and, in some cases, intrastate and overseas travel expenses (such as flights, motor vehicle, accommodation, meals and associated registration fees) deemed necessary to achieve the business of council where a councillor is an official representative of council and the activity/event and travel has been endorsed by resolution of council.

Council will pay for reasonable expenses incurred for overnight accommodation when a councillor is required to stay outside the Mackay Regional Council area. All councillor travel approved by council will be booked and paid for by council. This includes transfers to and from airports (eg. taxis, trains and buses).

#### (iii) Private vehicle usage

Councillors' private vehicle usage will be reimbursed if the usage is for official council business. This includes travel to and from councillors' principal place of residence to:

- attend official council business/meetings/functions/ community events and public meetings in the role of councillor
- investigate issues/complaints regarding council services raised by residents/rate payers and visitors to the region.

Councillors making a claim for reimbursement of private vehicle usage can do so by submitting the appropriate form detailing the relevant travel based on log book details. The amount reimbursed will be based on the published Australian Tax Office business-use-of-motor-vehicle-cents-per-kilometre method, and kilometre rate applicable at the time of travel. Councillors will be provided with an appropriate log book to assist in this process.

#### (iv) Meals

Council will reimburse reasonable costs of meals for a councillor when the councillor has incurred the cost personally and the meal was not provided within the registration cost of the approved activity/event, upon production of a valid tax invoice. If a councillor elects not to produce tax invoices and seek reimbursement for meals while attending official council business, he/she may claim the following meal allowance where the meal was not provided within the registration costs of the approved activity/event: \$23 for breakfast (if the councillor is required to depart their home prior to 6am) \$25 for lunch and \$43 for dinner (if the councillor returns to their home after 9pm). Expenses relating to the consumption of alcohol will not be reimbursed. Should the councillor choose not to attend a provided dinner/meal, then the full cost of the alternative meal shall be met by the councillor.

#### (v) Incidental daily allowance

An incidental daily allowance of \$16.50 will be paid to councillors to cover incidental costs incurred while they are travelling and staying away from home overnight. Councillors claiming this allowance should do so on the appropriate form within 14 days of the conclusion of the event to the CEO for reimbursement.

#### (vi) Hospitality

Councillors may have occasion to incur hospitality expenses while conducting council business apart from civic receptions organised by council. The Mayor may particularly require additional reimbursement when entertaining dignitaries outside of official events. To allow for this expense, the following amounts can be claimed: \$500 per annum for councillors and up to \$6000 per annum for the Mayor (based on the category assigned to council by the Local Government Remuneration Tribunal).

#### (vii) Accommodation

Councillors may need to stay away from home overnight while attending to council business. When attending conferences, councillors should take advantage of the package provided by conference organisers (if applicable) and therefore stay in the recommended accommodation unless prior approval has been granted by the CEO. All councillor accommodation for council business will be booked and paid for by council. Suitable accommodation will be sought within

a reasonable distance to the venue that the councillor is to attend. Should more than one councillor attend the same event, council will book and pay for a separate room for each attending councillor.

### PROVISION OF FACILITIES

Council will provide facilities for the use of councillors in the conduct of their respective roles with council. All facilities provided remain the property of council and must be returned when the councillor's term expires. The facilities provided by council to councillors are to be used only for council business unless prior approval has been granted by resolution of council.

### FACILITY CATEGORIES

#### (a) Administrative tools and access to council office amenities

Councillors will be provided with the following:

- suitable office space at the administration building, Gordon Street, Mackay, and council meeting rooms for daily use
- secretarial support for Mayor and councillors located at the administration building, Gordon Street, Mackay
- desktop and/or laptop computer
- use of council landline telephone and internet access
- fax and/or scanner
- printer, photocopier, paper shredder, filing cabinet
- stationery
- hands-free mobile telecommunications device for councillors' private vehicle
- any other administrative necessities, which council resolves are necessary to meet the business of council.

#### (b) Home office

Council recognises that by using contemporary communication technologies (such as the internet for the electronic distribution of agendas and minutes) that some councillors would be required to travel long distances, therefore, it is necessary to provide home-office facilities to councillors. Accordingly, council will supply and pay for: an internet connection (broadband or dial-up), phone line for internet connection, fax/printer/modem and scanner suitable for connection to a council-supplied laptop – for each councillor residence.

## (c) Maintenance costs of council-owned equipment

Council is responsible for the ongoing maintenance and reasonable wear-and-tear costs of council-owned equipment that is supplied to councillors for official-business use. This includes the replacement of any facilities that fall under council's Asset Replacement Program.

## (d) Uniforms and safety equipment

Council will provide to a councillor:

- uniform allowance as per staff policy
- Necessary safety equipment for use on official business (eg. safety helmet, boots and safety glasses).

## (e) Use of council vehicles on council business

Councillors will have access to a suitable council vehicle for official business. A councillor wishing to use a council vehicle for council business use must submit a request to the CEO at least two days prior, except in exceptional circumstances as determined between the councillor concerned, Mayor and CEO.

## (f) Private use of council vehicles

The Mayor will be provided with a fully maintained Land Cruiser Sahara (or equivalent) including all running costs provided for unlimited and unrestricted use by the Mayor for council business and private purposes in recognition of the duties required to be performed by the Mayor and the irregular hours required to attend council, community and civic responsibilities.

## (g) Fuel costs

All fuel used in a council-owned vehicle on official council business will be provided or paid for by council.

## (h) Car parking amenities

Council will provide councillors with car-parking spaces at all council premises, as provided for council staff. Councillors will be reimbursed for parking costs they have paid while attending to official council business (eg. secured vehicle parking at the airport).

## (i) Telecommunication needs: mobile phones

Either of the following options for mobile phones shall be available to councillors:

## ▪ Mobile phone provided by council

Where a councillor is provided with a mobile phone by council, all costs attributed to council-business use shall be paid by council (including total plan costs). Unless otherwise determined, the private use component will be deemed to be \$120 per annum and this will be deducted automatically, in equal portions, from the councillor's monthly salary.

## ▪ Mobile phone provided by councillor

When a councillor uses his/her own personal mobile phone for business use, council shall reimburse the councillor up to 90 per cent of the total phone account each month. This includes plan costs and actual calls made. The respective councillor is to provide the CEO with a copy of their monthly account for reimbursement. (Note: Councillors may request that council take over their number - and plan if so required - for the term of office and likewise councillors may request to keep the number as an individual at the end of their term of office).

The Mayor and CEO shall in the event of a dispute be the final arbiters as to what costs are council business and may withdraw specific limits to benefits under this clause.

## (j) Insurance cover

Councillors will be covered under relevant council insurance policies while discharging civic duties. Specifically, insurance cover will be provided for public liability, professional indemnity, councillors' liability and personal accident. Council will pay the excess for injury claims made by a councillor resulting from the conduct of official council business and on any claim made under insurance cover. Council will cover costs incurred through injury, investigation, hearings or legal proceedings into the conduct of a councillor, or arising out of (or in connection with) the councillor's performance of his/her civic functions. If it is found the councillor breached the provisions of the Local Government Act 1993, the councillor will reimburse council with all associated costs incurred by council.

## (k) API card

Councillors may become API members.

## (l) Limit

Council may by resolution reduce or limit benefits receivable under this policy.

## COUNCILLORS' ALLOWANCES

Under section 534 (1g[i]) of the Local Government Act 1993, council must provide the total remuneration paid by it to each of its councillors under the remuneration schedule during the year.

### REMUNERATION PAID TO COUNCILLORS DURING 2010-2011

Cr Col Meng	\$156,609
Cr Darryl Camilleri	\$105,759
Cr Wendy Cameron	\$95,499
Cr Kevin Casey	\$95,499
Cr George Christensen	\$17,725
Cr Deirdre Comerford	\$95,499
Cr Diane Hatfield	\$95,499
Cr Karen May	\$95,499
Cr David Perkins	\$95,499
Cr Paul Steindl	\$95,499
Cr Greg Thomsen	\$95,499
Cr Ross Walker	\$55,708

Under Section 42 (5) of the Local Government (Operations) Regulation 2010, councillors voted to maintain their 2010 total remuneration levels throughout 2011 and opted not to receive the 2.5 per cent increase recommended by the Local Government Remuneration Tribunal in January 2011 to help keep operational costs down.

### SUPERANNUATION CONTRIBUTIONS PAID 2010-2011

Cr Col Meng	\$18,793
Cr Darryl Camilleri	\$12,691
Cr Wendy Cameron	\$11,460
Cr Kevin Casey	\$11,460
Cr George Christensen	\$2127
Cr Deirdre Comerford	\$11,460
Cr Diane Hatfield	nil*
Cr Karen May	\$11,460
Cr David Perkins	\$11,460
Cr Paul Steindl	\$11,460
Cr Greg Thomsen	\$11,460
Cr Ross Walker	\$6685



\* Councillor Diane Hatfield elected not to take the superannuation contribution.

## BREAKDOWN OF COUNCILLORS' EXPENSES

Under section 534 of the LGA, the expenses incurred by, and the facilities provided to, each of its councillors under the local government's expenses reimbursement policy during the year must be disclosed.

COUNCILLORS	CONFERENCES AND TRAVEL	PRIVATE VEHICLE USAGE	PROVISION OF FACILITIES	TOTAL
Cr Col Meng	14,504		20,746	35,249
Cr Darryl Camilleri	2295		2420	4715
Cr Wendy Cameron	1867	4759	2079	8705
Cr Kevin Casey	3405	9464	2453	15,322
Cr George Christensen	-40.91		2159	2118
Cr Deirdre Comerford	1132		3032	4164
Cr Diane Hatfield	4697		2213	6910
Cr Karen May	5890		2632	8522
Cr David Perkins	7317	8092	3361	18,769
Cr Paul Steindl	3700		2176	5876
Cr Greg Thomsen	3943	3488	3642	11,073
Cr Ross Walker	175	4646	2330	7151
<b>TOTALS</b>	<b>\$48,884</b>	<b>\$30,449</b>	<b>\$49,243</b>	<b>\$128,574</b>

## LIST OF REGISTERS

Council maintains a list of registers that are available on request. These include:

- Register of assets
- Register of authorised persons
- Register of cats and dogs
- Register of animal impoundment
- Register of stock impoundment
- Register of vehicle impoundment
- Register of licensing
- Register of cemetery
- Register of contracts
- Register of councillor complaints
- Register of conflict/material personal interest
- Register of interests
- Register of local laws and subordinate local laws
- Register of roads and road maps
- Register of gifts and benefits
- Register of lobbyists
- Register of complaints
- Register of testable backflow prevention devices
- Register of installed on-site sewerage and greywater use facilities
- Register of electoral gifts
- Register of infrastructure notices
- Register of infrastructure agreements
- Register of land records
- Register of regulatory fees
- Register of delegations

## REGISTER OF COUNCILLOR COMPLAINTS

COMPLAINT NO.	DATE COMPLAINT RECEIVED	NAME OF COUNCILLOR COMPLAINT IS MADE AGAINST	NATURE OF ALLEGATION	OUTCOME
001	8/11/2010	Cr Diane Hatfield	Inappropriate conduct under section 176(4) of the Local Government Act 2009 and the Charter for Councillors - in regards to an email.	In terms of Section 177 (9) of the Local Government Act 2009, written notice was given to the complainant and the accused councillor, of the following: a) As required by section 177 (5), the complaint was assessed as inappropriate conduct and hence as per section 177 5(b) referred to the Mayor. b) The Mayor, after consideration of the information available to him, reprimanded the councillor for inappropriate conduct.
002	16/11/2010	Cr Diane Hatfield	In appropriate conduct under section 176 (4) of the Local Government Act 2009 and the Charter for councillors – misrepresentation of facts.	In terms of Section 177 (9) of the Local Government Act 2009, written notice was given to the complainant and the accused councillor, of the following: c) As required by Section 177 (5), the complaint was assessed as inappropriate conduct and hence as per section 177 (5)b referred to the Mayor. d) The Mayor, after consideration of the information available to him, found the councillor not guilty.

# REPRESENTATIVE COMMITTEES

## ADVISORY COMMITTEES

COMMITTEE	COUNCILLOR
Audit Advisory Committee	Cr Col Meng Cr Darryl Camilleri Cr Deirdre Comerford (Observer/Proxy)
City Focus Advisory Committee	Cr Dave Perkins Cr Deirdre Comerford
Community Grants Advisory Committee	Cr Karen May Cr Wendy Cameron Cr Paul Steindl Cr Dave Perkins
Heritage Advisory Committee	Cr Wendy Cameron
Local Area Multicultural Partnership Committee	Cr Karen May
Local Disaster Management Group	Cr Col Meng Cr Darryl Camilleri Cr Karen May
Local Marine Advisory Committee (GBRMPPA)	Cr Ross Walker
Corporate Projects Committee	Cr Col Meng Cr Darryl Camilleri Cr Dave Perkins
Mackay Matsuura Sister City Committee	Cr Dave Perkins Cr Paul Steindl
Mackay Public and Community Transport Advisory Committee	Cr Karen May Cr Di Hatfield
Mackay Water Recycling Project Advisory Committee	Cr Col Meng Cr Deirdre Comerford
Equitable Access Advisory Committee	Cr Karen May
Natural Environment Advisory Committee	Cr George Christensen* Cr Ross Walker* Cr Wendy Cameron Cr Paul Steindl
Regional Arts Development Fund	Cr Karen May Cr Wendy Cameron

COMMITTEE	COUNCILLOR
Rural Affairs Advisory Committee	Cr Wendy Cameron Cr Ross Walker Cr Karen May
Sarina Community Development Advisory Committee	Cr Wendy Cameron Cr Karen May
Sarina Field of Dreams Advisory Committee	Cr Dave Perkins Cr Wendy Cameron Cr Karen May
Sarina Sugar Shed Advisory Committee	Cr Dave Perkins Cr Darryl Camilleri Cr Karen May
Stormwater Quality Management Advisory Committee	Cr Deirdre Comerford Cr Kevin Casey
Sustainable Futures Advisory Committee	Cr Karen May Cr George Christensen* Cr Ross Walker* Cr Deirdre Comerford Cr Greg Thomsen
Traffic, Regulated Parking and Bicycle Advisory Committee	Cr Kevin Casey Cr Paul Steindl Cr Wendy Cameron

## EXTERNAL LOCAL, STATE OR FEDERAL GOVERNMENT COMMITTEES

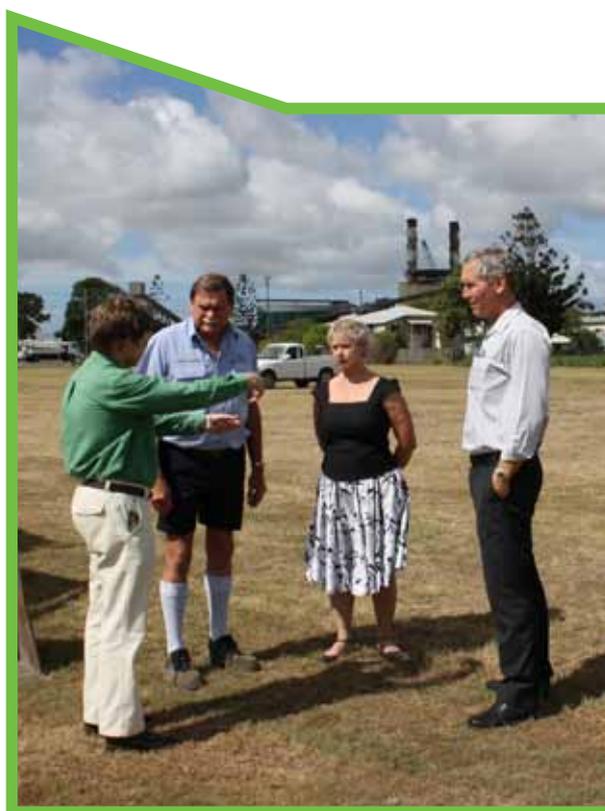
COMMITTEE	COUNCILLOR
Art Advisory Group for the Mackay Base Hospital Redevelopment Project	Cr Darryl Camilleri
Artspace Mackay Foundation Executive Committee	Cr Col Meng
Australia Wide Rural Road Group (AWRRG)	Cr Col Meng
CTM Water Alliance Executive Committee	Cr Deirdre Comerford
Events Precinct Steering Committee	Cr Darryl Camilleri
LGAQ Social Policy Reference Group	Cr Deirdre Comerford
LGAQ Environment and Health Reference Group	Cr Greg Thomsen
LGAQ Finance and Governance Reference Group	Cr Darryl Camilleri
LGAQ Natural Resource Management and Climate Change Group	Cr Karen May
LGAQ Regional Development and Relationships Group	Cr Dave Perkins
Local Authorities Waste Management Advisory Committee	Cr Greg Thomsen Cr Paul Steindl – Proxy
Mackay District Disaster Management Group	Cr Col Meng
Mackay Local Marine Advisory Committee	Cr Karen May Cr Ross Walker (to apply)
Mackay Region Boating Facilities (QLD Transport)	Cr Kevin Casey
Mackay Sarina Coastal Project	Cr George Christensen* Cr Ross Walker*
Mackay Whitsunday Community Jobs Priority Committee	Cr Karen May

Mackay Whitsunday Regional Economic Development Corporation	Cr Col Meng
Mackay Whitsunday Regional Roads Group	Cr Col Meng
Mackay Whitsunday Regional Water Supply Strategy Management Committee	Cr Deirdre Comerford
North Queensland Regional Water Supply Strategy Management Committee	Cr Deirdre Comerford
Regional Development Australia – Mackay Whitsunday Inc.	Cr Darryl Camilleri
North Queensland Sports Foundation	Cr Paul Steindl
North Queensland Local Government Association	Cr Greg Thomsen
Pioneer River Improvement Trust	Cr Kevin Casey Cr Wendy Cameron
Road Accident Action Committee	Cr Dave Perkins
Mackay Isaac Whitsunday Regional Planning Committee	Cr Col Meng
Mackay Isaac Whitsunday Regional and Transport Planning Program	Cr Col Meng Cr Di Hatfield (Observer)
Whitsunday Hinterland and Mackay Bowen Regional Organisation of Councils	Cr Col Meng

## EXTERNAL COMMUNITY COMMITTEE

COMMITTEE	COUNCILLOR
Brewers Park Sports Ground Committee	Cr Paul Steindl
Citysafe	Cr Dave Perkins
Coal to Coast Festival Sarina	Cr Dave Perkins Cr Karen May
DBCT Community Working Group	Cr Karen May Cr Wendy Cameron
JCU Community Consultation	Cr Darryl Camilleri
Mackay Area Fish Stocking Association	Cr Dave Perkins
Mackay Base Hospital Community Reference Group	Cr Darryl Camilleri
Mackay Physical Activity Reference Group	Cr Paul Steindl Cr Wendy Cameron
Regional Social Development Centre	Cr Karen May
Mackay Tourism	Cr Dave Perkins
Pine Islet Lighthouse Preservation Society Incorporated	Cr Greg Thomsen
Pioneer Catchment and Landcare Group Inc.	Cr Wendy Cameron Cr George Christensen* Cr Ross Walker*
Pioneer Valley Community Action Network Group	Cr Wendy Cameron
Pioneer Valley Museum	Cr Wendy Cameron Cr Karen May
North Qld Bulk Ports Community Reference Group – Hay Point	Cr Karen May
North Qld Bulk Ports Community Reference Group – Mackay	Cr Di Hatfield
Reef Catchments	Cr George Christensen* Cr Ross Walker*
Safe Communities	Cr Wendy Cameron Cr Dave Perkins Cr Karen May
Sarina Historical Centre Committee	Cr Karen May

COMMITTEE	COUNCILLOR
Sarina Landcare Integrated Catchment Management Association	Cr George Christensen* Cr Ross Walker* Cr Wendy Cameron
Sarina Primary Health Care Council	Cr Wendy Cameron
Sarina Rural Skills Centre Management Board	Cr Wendy Cameron
Stadium Project Committee	Cr Paul Steindl
St Vincents De Paul Housing Committee	Cr Kevin Casey



## INTERNAL WORKING GROUPS

COMMITTEE	COUNCILLOR
Asset Management Steering Committee	Cr Darryl Camilleri
Carbon Pollution Reduction Technical Reference Group	Cr Deirdre Comerford Cr Karen May Cr Ross Walker
Community Plan	Cr Karen May Cr Darryl Camilleri
Development Assessment Review Team (DART)	Cr Di Hatfield
Development Industry Forum	Cr Col Meng Cr Di Hatfield Cr Darryl Camilleri
MRC Open Space, Sports and Recreation Study Reference Group	Cr Karen May Cr George Christensen* Cr Ross Walker* Cr Paul Steindl

COMMITTEE	COUNCILLOR
Natural Environment Working Group	Cr Wendy Cameron Cr Karen May Cr Ross Walker
Plant, Fleet and Procurement Working Group	Cr Deirdre Comerford
Rates Steering Committee	Cr Darryl Camilleri Cr Paul Steindl
Sarina Transport Working Group	Cr Wendy Cameron
Strategic Planning Managers	Cr Di Hatfield
Smart Housing Working Group	Cr Darryl Camilleri Cr Deirdre Comerford Cr Di Hatfield
Transport Working Group	Cr Kevin Casey

**\* PLEASE NOTE:** On November 17, 2010, Cr Ross Walker assumed Cr George Christensen's committee functions.

## ATTENDANCES

Under section 534 (1h) of the Local Government Act, council must provide details of the number of meetings attended by each councillor during the year. These details are illustrated in the table (right).

\* In September 2010, Cr George Christensen resigned from council after being appointed Federal Member for Dawson. In a by-election in November 2010, Ross Walker was appointed councillor and portfolio councillor for Parks, Natural Environment, Sustainability.

COUNCILLORS	ORDINARY	SPECIAL MEETINGS	ABSENT ON COUNCIL BUSINESS	LEAVE OF ABSENCE
Cr Col Meng	31	1	3	5
Cr Darryl Camilleri	37	1		2
Cr Wendy Cameron	31		1	7
Cr Kevin Casey	38	1	1	
Cr George Christensen*	3			
Cr Deirdre Comerford	33	1	1	5
Cr Diane Hatfield	37	1		2
Cr Karen May	35	1		4
Cr David Perkins	36	1	3	
Cr Paul Steindl	37	1		2
Cr Greg Thomsen	38	1	1	
Cr Ross Walker*	22	1		1
<b>Total council meetings for 2010-2011</b>	<b>39</b>	<b>1</b>		

# MACKAY WATER SERVICES

## ANNUAL PERFORMANCE REPORT 2010-2011

---

### VISION

Mackay Water Services will be an innovative water service provider which is recognised for its commercial performance, provides regional leadership, has the respect of its customers and industry regulators and prides itself on its sustainability.

### MISSION

Mackay Water Services is committed to delivering sustainable water services to the Mackay region in an efficient and commercially responsible manner.

## OVERVIEW OF 2010-2011 FINANCIAL YEAR

Mackay Water Services is a commercialised business unit of Mackay Regional Council that provides water and sewerage services to its residential, commercial and industrial customers. The business unit employs over 170 staff and has a combined annual operating and capital budget of over \$118 million. Its operations are carried out according to the annual Performance Plan that defines council's expectations in terms of performance, reporting, level of service and policy compliance.

The directorate is made up of three programs, Planning and Sustainability, Infrastructure Delivery and Operations. Combined, these programs work together to provide quality, cost effective and environmentally sustainable water and wastewater services to the Mackay region.

During 2010-2011 the business continued to provide high quality drinking water and effectively manage reticulated sewerage services throughout the region. A total of 12,540ML of water was supplied, 12,650ML of sewerage treated and 1165 ML of water recycled for agricultural purposes.

Work continued to deliver infrastructure upgrades to increase the reliability and security of water supplies in the region, although significant wet weather and an extended wet season saw delays in the Capital Program.

## PLANNING AND SUSTAINABILITY

The Planning and Sustainability program of Mackay Water Services is responsible for forecasting and planning short and long term water and wastewater infrastructure investment solutions for the Mackay Regional Council area. These solutions address:

- Renewal and replacement of existing infrastructure at the end of economic life
- New or augmented infrastructure capacity to service growth in demand for services

The program actively develops projects from the first indication that a need exists to a point where sufficient planning outcomes are available to support infrastructure delivery.

The past year has seen a number of projects take shape including those which form the 2011-2012 capital investment program. Significant new projects planned or finalised for Infrastructure Delivery are:

### WATER SERVICES

- Dumbleton Raw Water Supply Phase 1:  
Increased capacity to provide raw water to the recently completed Nebo Road Water Treatment Plant upgrade
- Augmentation of Mirani Water Supply Networks to improve pressure
- Replacement of Nebo Road Trunk Water Mains
- Concept Planning of District Metered Areas as a water loss management initiative

### SEWERAGE SERVICES

- Gooseponds Sewage Pump Station upgrade
- Dump Road Sewage Pump Station upgrade
- Prawn Farm Sewage Pump Station upgrade
- Goldsmith Street Sewage Pump Station upgrade

### KEY ACHIEVEMENTS

- Development and implementation of risk assessment based project prioritisation approach for all identified capital projects
- Introduction of best practice project development principles in the planning process
- Development of standardised approaches to documenting the various project development stage milestones
- Development of the Sewerage Hydraulic models in support of strategic planning

## INFRASTRUCTURE DELIVERY

The key drivers determining the Capital Program include customer service, environmental and social standards, population growth and Mackay's strategic plan. 2010-2011 saw significant wet weather and an extended wet season resulting in delays to the Capital Program.

### WORKS UNDERTAKEN

#### TO ACHIEVE THESE OUTCOMES INCLUDED:

- > Completion of a number of water main upgrades and renewals including Shakespeare Street (Milton – Sydney) and Shakespeare Street (Nebo – Gardiner), Broad Street, Sarina, Lawson and Tennyson Streets, Howard and Hinton Streets, Boundary Road (Connors – highway), Connors Road (Archibald – Boundary)
- > Completion of five sewerage pump station mechanical upgrades in Sarina and six in Mackay City

#### CONSTRUCTION WORKS IN PROGRESS INCLUDED:

- > Marian water network upgrade – 60% complete
- > Place Avenue sewerage rising/gravity main, Sarina – 50% complete
- > Bold to Creek Street water main, Walkerston – 75% complete
- > Construction of the South Mackay trunk main – 45% complete

#### DESIGN AND PROCUREMENT INITIATED:

- > Dumbleton raw water supply upgrade
- > Nebo Road water main replacement
- > Sewage Pump Stations – Dump Road, Prawn Farm, Gooseponds and Goldsmith Street



## SIGNIFICANT ACHIEVEMENTS FOR THE 2010-2011 YEAR INCLUDED:

### SARINA PIPELINE PROJECT COMPLETED

The Sarina Pipeline project, totalling \$9.5 million, was completed in the 2010-2011 year. The project allows the direct transfer of potable water from the Nebo Road Water Treatment Plant to Sarina through a 13.2 kilometre pipeline.

### NEBO ROAD WATER TREATMENT PLANT UPGRADE

The upgraded Nebo Road Water Treatment Plant was commissioned in May 2011. The project cost a total of \$26 million and forms part of the major infrastructure plan to provide a reliable, secure and safe water supply to the community. The upgraded plant now has a peak capacity of 75ML and can service the growing population of Mackay for the next 10 years.

### SOUTH MACKAY TRUNK MAIN

The South Mackay Trunk Main project was also completed in 2010-2011. This project makes up the second stage of the Mackay to Sarina pipeline and caters for the ongoing industrial and commercial development in the Paget area.

### MAJOR WASTEWATER PUMP STATIONS UPGRADED

\$17.3 million has been spent upgrading three major sewerage pump stations located at Beaconsfield Road, Gordon Street and Coles Road to provide a more reliable and up-to-date system for our growing community.

Considerable work was undertaken at the three sites, including pipework, emergency relief storage tanks and the installation of new electrical and control systems.

The upgrades will also help reduce the risk of environmental overflow incidents from equipment or power failure during extreme weather events.



## OPERATIONS

### TRADE WASTE

The 2010-2011 year has seen the continuation of the trade waste inspection program rollout in the Mackay CBD. Since the inspection program commenced in early 2010, over 540 businesses have been visited with more than 90 approvals issued. It is anticipated that all businesses within the CBD will have been inspected and issued with a trade waste approval, if required, by the end of the 2012 financial year.

Preliminary site visits were also conducted on the majority of identified trade waste generators within the Sarina benefitted sewerage area. These site visits were to primarily educate the affected business operators of the implications of trade waste on the sewerage network and to request servicing of pre-treatment systems (eg. grease traps) at a minimum three month frequency. Plans are currently underway to carry out a full trade waste inspection program in Sarina similar to that being carried out in the Mackay CBD, ideally starting in late 2011.



### TREATMENT PLANTS

- > \$26 million has been spent upgrading the Nebo Road Water Treatment Plant to service the Mackay community for the next 10 years
- > Fluoridation of Sarina's water supply was commissioned and operating on November 12, 2010. This project was legislated and fully funded by the State Government
- > Effluent from the Mirani sewage treatment plant is now being reused for irrigation at the Pioneer Valley Golf course. This reuse concludes an agreement which was made with Mirani Shire Council prior to amalgamation
- > The Mackay Water Recycling Project (MWRP) provides recycled water to 7000 hectares of agricultural land in the Chelona/Homebush area. In the 2010-2011 period the Mackay South Water Recycling Facility discharged 1165ML of recycled water to storage dams.

### NETWORK

- > The inflow and infiltration project continued in 2010-2011 as part of council's ongoing commitment to reduce stormwater inflow and groundwater infiltration into the sewerage reticulation system. Inspections have progressed steadily with crews identifying areas where stormwater is entering the sewerage system and unnecessarily contributing to the wet weather loads imposed on the wastewater system.
- > Council supported participation of two water industry staff in the Water Industry Worker pilot program. Each staff member successfully achieved qualifications in the program.

## BUSINESS SERVICES

The Business Services program provides financial, scientific analytical, operational administration, quality assurance, and marketing and communication services to the Water and Waste Services Directorate. The program works with the operational units to identify and implement improvement programs. It also works on ensuring compliance with all legislative and regulatory requirements, including the testing of drinking water, wastewater and ground water samples. Over the 2010-2011 financial year a more sustained effort has been made on ensuring all backflow devices are registered and testing is brought up-to-date. The initial response to this initiative, which is important in ensuring the safety of the drinking water supply, has been quite positive.



## SCIENTIFIC AND ANALYTICAL SERVICES

The Water and Waste Services Laboratory (located at the Water Treatment Plant on Nebo Road) monitors the quality of water that is generated from the region's water and wastewater treatment plants, and groundwater from bores at all of the waste disposal sites.

During the last financial year around 88,000 tests were carried out on over 3900 different samples for 125 different parameters.

Some of the major projects included:

- > Sarina Raw Sewage Characterisation – testing raw sewage at Sarina with the data being used in the design for the new treatment plant
- > Commissioning verification testing for the MSWRF Recycled Water Management Plan – A microbiological assessment of the quality of the effluent at MSWRF, the recycled water storages, and the onsite farmer dams
- > Bakers Creek Environmental Monitoring – monitoring of Bakers Creek to evaluate the impacts that the discharged effluent has on the localised environment
- > Waste Services Groundwater Monitoring – testing the groundwater monitoring bores at over 20 landfill sites across the region
- > NATA (National Association of Testing Authorities) Accreditation was granted for chemical testing on the February 23, 2011. Biological accreditation was granted on the July 27, 2011.

## CONSERVATION

During 2010-2011, water restrictions remained in place across all of Mackay Regional Council's water supply areas.

Level 1 restrictions were put in place across Mackay City urban area, Bakers Creek, McEwens Beach, Seaforth, Walkerston and Midge Point due to constraints in the Trunk Infrastructure Capacity to deliver water from the water source at Dumbleton Weir to the reticulation network and to treat the water at the Nebo Road Water Treatment Plant.

Level 2 water restrictions were put in place across Eton, Calen, Koliyo, Bloomsbury, Sarina, Louisa Creek, Hay Point, Koumala, Armstrong Beach, Freshwater Point, Sarina Beach, Campwin Beach, Grasstree Beach, Salonika Beach and Half Tide due to limitations in the availability of water sources or due to the low water allocations available from ground water sources.

Level 3 water restrictions were put in place across Mirani, Gargett, Marian, Finch Hatton and Pinnacle due to the low water allocations available from ground water sources.

## WATERWISE REBATES

The Waterwise Rebate Scheme continued, offering residents rebates on the cost of purchasing a water efficient shower rose, dual flush cistern and rainwater tank. During 2010-2011, more than \$4500 was paid out to residents who purchased more than \$16,300 worth of water saving products.

## EDUCATION

Mackay Water Services continued its Water Education Program to help school students and the community learn about the importance of water. The school program provides insight into our local water story, the water cycle and the journey water takes to reach our taps. It also provides students with valuable information on water conservation practices around the home and at school. More than 1300 students received water education with council's Water Education Program visiting over 30 schools.

## TOTAL REGION WATER USAGE FOR 2010-2011

LOCATION	MEGALITRES
Nebo Road Water Treatment Plant *surface water + bores	11,002
Sarina WTP	315
Sarina bore 1	79
Sarina bore 2	88
Marwood bore 1	38
Marwood bore 2	196
Marwood bore 3	65
Marwood bore 4	66
Marwood bore 5	0
Koumala bore 1	7
Koumala bore 2	6
Armstrong Beach bore	31
Belly Keel bore	85
Marian	195
Mirani	85
Finch Hatton	29
Gargett/Pinnacle	22
Walkerston	0
Eton	50
Midge Point	152
Calen	28
Bloomsbury	7
<b>TOTAL</b>	<b>12,546</b>

## MACKAY WATER SERVICES SNAPSHOT:

**2 WATER TREATMENT PLANTS**

11 WATER TREATMENT FACILITIES

 **DAMS/WEIRS: 2**

**RAW WATER PUMP STATIONS: 2** 

**27 BOREHOLES**

**42 SERVICE RESERVOIRS**

**WATER PUMP STATIONS: 37**

**936kms** TOTAL LENGTH OF WATER MAINS

**36,056 WATER CONNECTIONS**

TOTAL WATER SUPPLIED/ANNUM **12,546 ML**

 **288 KL** AVERAGE HOUSEHOLD CONSUMPTION/ANNUM

**4 WASTEWATER TREATMENT PLANTS** 

**171 WASTEWATER PUMP STATIONS**

**12,894 WASTEWATER MANHOLES**

**732 kms** TOTAL LENGTH OF SEWER MAIN 



**31,575 SEWER CONNECTIONS**

TOTAL WASTEWATER TREATED/ANNUM: **11,099 ML**

**\$610.40** AVERAGE RESIDENTIAL SEWERAGE BILL/ANNUM

**5 RECYCLED WATER STORAGES (MAIN)**

**27 RECYCLED WATER STORAGES (FARM DAMS)**

**1165 ML** TOTAL WATER RECYCLED FOR AGRICULTURAL

## CROSS-SUBSIDIES EVALUATION

Mackay Regional Council has undertaken an analysis of cross subsidies for the provision of water and sewerage services in accordance with the guidelines provided by the Department of Natural Resources (1998). The guidelines state that cross subsidies exist when one class of consumer pays less than the marginal cost of providing a given service, while another consumer pays more than the marginal cost for that same service. The findings of an internal analysis undertaken found that no cross subsidies exist between consumer classes in the provision of water and sewerage services.

## WATER ACCESS: \$278.60

The annual water access charge in 2010-2011 was \$278.60. Properties where a metered water supply has been connected were charged on a per factor basis. Vacant land is allocated one factor per allotment.

## WATER CONSUMPTION TARIFFS

Council is responsible for providing water and sewerage infrastructure for existing and future users of these services.

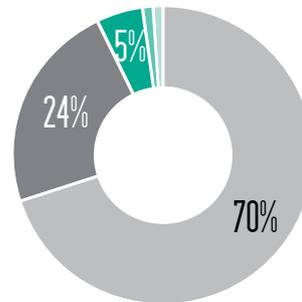
TARIFF 1 \$1.33/kl 0-150 KILOLITRES PER HALF YEAR	TARIFF 2 \$2.01/kl OVER 150 KILOLITRES PER HALF YEAR
--	---

STAR RATING:

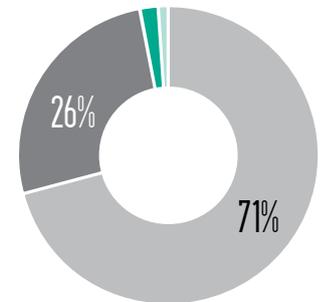


## CUSTOMER SATISFACTION LEVELS

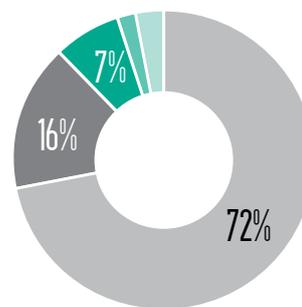
ATTITUDE OF STAFF RECEIVING REQUESTS



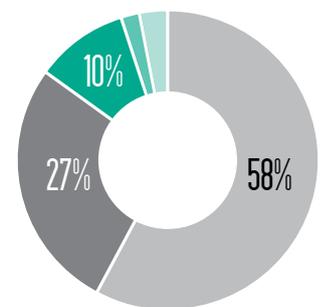
ATTITUDE OF STAFF ATTENDING REQUESTS



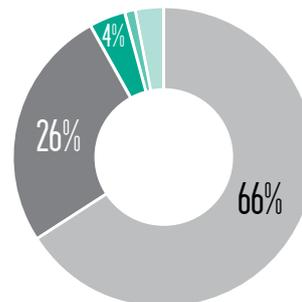
TIME TAKEN TO ADDRESS REQUEST



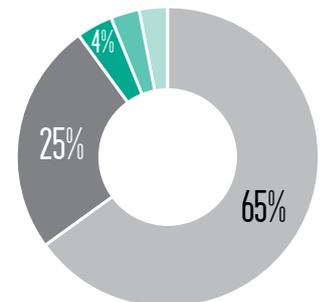
APPEARANCE OF COMPLETED WORK



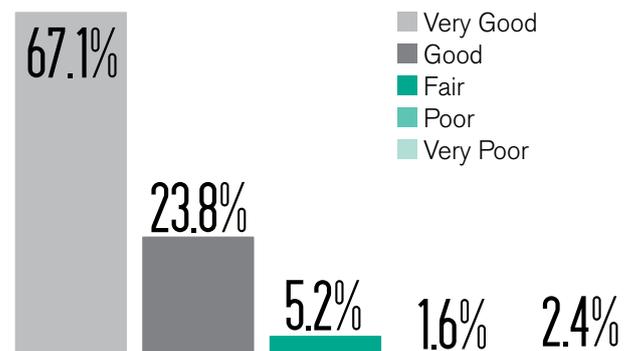
DEGREE THAT WORK ADDRESSED REQUEST



OVERALL SATISFACTION WITH RESPONSE



SURVEY AVERAGE:



KEY:

- Very Good
- Good
- Fair
- Poor
- Very Poor



