

ANNUAL REPORT 2020-2021



About this report

Mackay Regional Council respectfully acknowledges the Traditional Custodians of the land, the Yuwi People, and we pay our respects to Elders past and present, and to the young emerging leaders. We also extend our acknowledgment to all Aboriginal members of the Birri Gubba Nation.

Welcome to Mackay Regional Council's Annual Report 2020-2021. It is a comprehensive summary of our performance from July 1, 2020, to June 30, 2021. The Annual Report is guided by our Corporate Plan 2016-2021, which outlines key strategic issues or projects council will advocate for on behalf of the community. It provides a blueprint for our strategic direction and priorities heading towards 2021 and is an overview of our effectiveness in delivering for the community against the backdrop of that Corporate Plan. The report is a snapshot of our achievements, setbacks, future direction, opportunities and how we plan to tackle any new challenges together with a united and systematic approach. The Annual Report meets our statutory reporting requirements and informs all council stakeholders, including ratepayers, residents, businesses, community and interest groups, media, all levels of government, council staff and the wider general community. The report is also part of our commitment to transparent performance reporting.

Feedback

Please direct any feedback or suggestions about this annual report to our Corporate Communications and Marketing program by emailing communications@mackay.qld.gov.au.

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OUR PURPOSE

Create opportunity to thrive



OUR VISION

To become the best region for liveability and livelihood



STRATEGIC OUTCOMES

LOOKING OUTWARDS: Invest and work, live and visit and community and sustainability

LOOKING INWARDS: Financial strength and operational excellence

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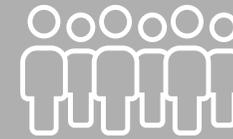


MACKAY REGIONAL COUNCIL



Area: 7622km²

Five times the size of Brisbane City Council (1367km²), double the size of Townsville (3736km²) and larger than Cairns (4135km²) and the Sunshine Coast (2883km²) combined



117,902
population estimate

Gross Regional Product (GRP)

\$9.015 billion

spread across a diverse economic base featuring health care and social assistance, retail trade, real estate, logistics and tourism

EMPLOYMENT

47,975 people work in the region

Key employment sectors:

- ▶ 5948 - Health care and social assistance
- ▶ 5454 - Retail trade
- ▶ 4038 - Education and training
- ▶ 3988 - Construction
- ▶ 3542 - Manufacturing



Total economic output of **\$17.722 billion**



\$6.305 billion mining and manufacturing sectors supporting 7530 jobs



One-third of region's economic output produced by mining and manufacturing sectors



Tourism outputs of \$512.7 million and 2960 jobs



World leader in resource technology and innovation

In 2020-2021 council:

- ▶ Managed expenditure budget of \$298 million
- ▶ Delivered capital works program of \$88 million
- ▶ Reduced borrowings by \$15.2 million
- ▶ Delivered \$900,000 in a special COVID-19 community grants program



MAYOR GREG WILLIAMSON

"Our ratepayers can be assured that their elected members are all actively involved in providing the best possible local government for this fantastic region we call home."

A WORD FROM OUR MAYOR

Our 2020-2021 financial year performance can be summed up in three words: - persistent, progressive, and prosperous.

We started off the financial year welcoming our new CEO Michael Thomson to council. Michael hit the ground running engaging with council staff, reviewing internal processes and continuing a strong organisational focus on safety.

Leadership in our council and leadership in our community is more critical than ever as the COVID pandemic continues to place pressure on our way of life. The "new normal" for commerce, industry and community will be a continuing challenge.

As a council and as a community, we dealt with imposed restrictions and reduced operations early in the year, and while this resulted in hard times for some sectors, it did allow council time to pause and reassess.

Sarina Sugar Shed took the opportunity to reset and reimagine, following a three-month closure in the previous year due to COVID and the appointment of a new coordinator. The Sugar Shed reopened and delivered the three highest revenue months in its operating history – a tremendous turnaround.

The 2021 Mayor's Charity Ball was a much-needed night out for the Mackay community following a hiatus on events. Our magnificent team at the MECC delivered a spectacular evening with record attendance and a record amount raised for local charities - DVRS and HeartKids Mackay.

As our region has done so often in tough times, we bounced back with gusto. Our construction and manufacturing sectors took advantage of the State and Federal housing incentives and council approved lots went from 368 in the previous year to a whopping 3144.

The Mackay Waterfront Priority Development Area had some stake-in-the-ground moments during the year. An Expression of Interest (EOI) tender process where tenderers were asked to identify potential development opportunities at six key council-owned sites within the Mackay Waterfront area produced two fantastic submissions.

The submissions included some excellent ideas that we look forward to exploring in more detail including plans for luxury residential properties, retired living, commercial offices and tourism opportunities across the majority of the council-owned sites listed in the EOI, as well as adjoining privately-owned sites.

Another PDA milestone was unlocking Pioneer River views for the first time in more than 100 years with the demolition of 6 River Street. The removal of this building allows for this section of riverfront to be returned to the community. We expect construction of the public realm between Paxtons Warehouse and the Mackay Fish Mackay to begin late 2021.

The highly anticipated Pioneer Valley Mountain Bike Project continued to gain momentum with local area planning framework consultations delivered for both the Finch Hatton and Eungella townships.

We delivered a completely subsidised small business mentoring program for 10 businesses in the Pioneer Valley area with great results. Council also engaged with the community to deliver stakeholder input on three proposed concepts for the Finch Hatton trailhead site and we kept the community up to date with regular community consultation sessions.

Your elected members are all actively involved in providing the best possible local government for this fantastic region we call home. We will continue to work hard to create opportunities for our region to thrive and do what we can to make the Mackay region, the best region in Australia for liveability and livelihood.

A WORD FROM OUR CEO



CEO MICHAEL THOMSON

"It gives me great satisfaction to know that we've been able to deliver some wonderful results for the community."

Having joined Mackay Regional Council in August 2020, I was delighted to become part of such a hard-working and innovative organisation.

Taking up the role after being CEO of the Northern Territory's Power and Water Corporation for four years, this is my first foray into local government.

Over the past 12 months, I've enjoyed the challenge and the ability to make a tangible difference in the community. Having always loved working and living in regional areas, I can confidently say that the Mackay region is a spectacular slice of tropical paradise which we're very lucky to work, play and live in.

The key to any organisation is its people. Council's leadership team has been working hard to deliver a solid framework, ranging from safety and governance to culture, to ensure the organisation can excel when it comes to service and project delivery.

Workplace Health and Safety remains a key priority for the organisation. As a modern local government, we strive to be innovative and efficient in everything we do.

A notable deliverable this financial year was our Doing Business with council information session held at the MECC, which was attended by more than 100 contractors and suppliers, as well as prospective contractors and suppliers.

As part of this session, we were able to deliver information on contractor safety. We've made some changes with regards to our requirements to contractor safety, which has been an important piece of work. At the end of the day, we want to ensure our staff, contractors and the public all go home safely.

Mackay has been fortunate that the impacts of COVID have been less than other parts of Australia and the world. However, we haven't gone unscathed.

As part of council's plan to alleviate financial stress on residents, a conscious decision was made to adopt a zero per cent change in rates revenue across all rating categories for the financial year. And although council's budget initially had a forecasted deficit of \$5 million due to COVID assistance measures and substantial reductions in revenue in the previous financial year, we expect to return to surplus in 2021-2022.

The year was a particular busy one for council with design work for major projects ranging from the Pioneer Valley Mountain Bike Trails to the Northern Beaches Community Hub and Mackay Waterfront PDA, steaming ahead.

We also embarked on a significant employee engagement exercise and involved staff in a refresh of council's values and behaviours which had previously been implemented back in 2013, so well overdue for review.

I'd like to thank our staff members for their contribution and hard work throughout times, an uncertain year.

It gives me great satisfaction to know that we've been able to deliver some wonderful results for the community, many of which are detailed in this annual report.

COUNCILLOR PROFILES



MAYOR GREG WILLIAMSON

P: (07) 4961 9455 | E: greg.williamson@mackay.qld.gov.au

Mayor Greg Williamson has an undeniable enthusiasm for the region he's always called home. Whether it be inspiring local sporting teams at their season launch or telling anyone who will listen that the Mackay region is the best place in the world to live, he speaks with unbridled passion when it comes to Mackay. A fifth generation local, Mayor Williamson was re-elected unopposed at the 2020 local government elections. Prior to that he'd returned to the mayoralty in 2016, having previously been mayor of the then Mackay City Council from 1991 to 1994 before amalgamation with the former Pioneer Shire Council. Following that first stint in the top job in the early 90s, he gained vast management experience in large businesses and brought that skillset back to the mayoralty. Mayor Williamson has a long history of service to the community, ranging from Rotary to the then Small Business Association and Mackay Tourism and more than 35 years of service with the Australian Air Force Cadets. Mayor Williamson has also been at the helm of the Local Disaster Management Group as chair during Cyclone Debbie in 2017, the bushfires in 2018 and the Coronavirus pandemic in 2020.



DEPUTY MAYOR KAREN MAY

P: 0419 669 134 | E: cr.karen.may@mackay.qld.gov.au

Cr Karen May's vast local government experience, which totals more than 17 years, holds her in good stead for her role as Deputy Mayor in the current council. The most experienced councillor on council, she was a councillor, deputy mayor and mayor of the former Sarina Shire Council. As mayor, she led Sarina through amalgamation with Mackay City and Mirani Shire councils in 2008. Cr May is a member of council's Character and Heritage, Regional Arts Development Fund, Sarina Field of Dreams, Priority Development Area and Sustainability and Environment advisory committees, as well as the Combined Museums Reference Group. She also represents council on the Regional Development Australia Greater Whitsunday committee and Headspace Sarina reference group. With extensive knowledge in infrastructure and asset management, Cr May is a member for the Transport and Drainage and Water and Waste advisory boards. Additionally, a member of the Sarina Landcare Group and a council representative the Mackay Housing Company and the North Queensland Bulk Points Community Group for Hay Point, as well as the Dalrymple Bay Coal Terminal Engagement Group. She is a strong advocate for issues in our region and played a leading role in recovery from Cyclone Debbie and bushfires. As Deputy Mayor, she is a key support for Mayor Greg Williamson on the Local Disaster Management Group (LDMG).

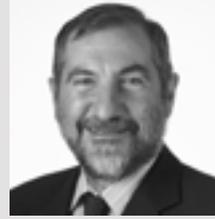


Cr Martin Bella

P: 0419 793 479

E: cr.martin.bella@mackay.qld.gov.au

Cr Martin Bella is serving his second term on council, having been re-elected in 2020. During his first term from 2016-2020, he earned a reputation for being straight-talking and a strong voice for rural landholders. He is especially a key advocate for residents in the southern part of our region, including Sarina, Sarina Range and Koumala. After being heavily involved in recovery in that southern region post Cyclone Debbie in 2017, he again helped lead residents in those areas during an unprecedented bushfire crisis in November 2018 and through the subsequent recovery. A former Queensland State of Origin and Australian representative in rugby league, he's tackled his role as a councillor with plenty of passion. His expertise in sugar and beef provides council with a good insight into these industries. Cr Bella is a member of council's Water and Waste and Transport and Drainage advisory boards and the Audit Committee. He also represents council on the Whitsunday Regional Roads Group and the Northern Alliance of Councils. Cr Bella's career has included a vast range of roles, such as cane farming, grazier, mining, retail agricultural sales, construction and maintenance, sales, hospitality and transport and freight. He is a qualified physiotherapist and has owned and operated his own practice in Anzac Street, Sarina.



Cr Laurence Bonaventura

P: 0427 638 673

E: cr.laurence.bonaventura@mackay.qld.gov.au

Cr Laurence Bonaventura, who is serving his third term on council, has plenty of experience and knowledge when it comes to our waste facilities and initiatives. During his first term in 2012-16, he held the Waste, Health and Regulatory Services portfolio. Waste, including facilities, projects and initiatives, remained an area of interest for him during the 2016-2020 term. Cr Bonaventura is a member of the Water and Waste and Transport advisory boards, as well as the Traffic and Regulated Parking Advisory Committee. He's the chair of council's Community Grants Advisory and Sports Expo and Sign-on Day working group and member of the Mackay Waterfront PDA Strategic Advisory committee. He represents council on the North Queensland Sports Foundation, Road Accident Action Group (RAAG) and the Rural Safety Working Group. Cr Bonaventura's rural experience is wide ranging. Raised at Habana and still a resident there today, his entire working life before local government had been in sugar cane farming, earthmoving and construction. Cr Bonaventura also has an extensive history of involvement in the community, ranging from Habana and District Progress Association to St Vincent de Paul. He has a passion for bringing people together and rallying behind worthy causes.



Cr Justin Englert

P: 0439 611 580

E: cr.justin.englert@mackay.qld.gov.au

Cr Justin Englert, serving his second term on council, has a passion for the regional economy, including tourism. He's council's representative on the Mackay Tourism board and is also a representative on the Mountain Bike Alliance. During his first term in 2016-2020, he was a key advocate for a mountain biking project planned for the Pioneer Valley. Cr Englert is also a member of council's Invest Mackay Event and Conference Attraction Program Advisory Committee and represents council on Crimestoppers. Before becoming a councillor, he had a thorough understanding of the workings of council, having previously been local controller for the State Emergency Service (SES). That experience is valuable in his position on the Mackay Local Disaster Management Group. He's also completing an Advanced Diploma of Public Safety (Emergency Management). Cr Englert holds three trade qualifications, including industrial protective coatings, avionics fitter with the Royal Australian Air Force and electrician. Much of his community involvement has been through the SES as a volunteer trainer and responder, co-founder and facilitator of the PCYC Emergency Service Cadets in Mackay and co-founder of the SES Association of Queensland.



Cr Michelle Green

P: 0434 589 161

E: cr.michelle.green@mackay.qld.gov.au

This is Cr Michelle Green's first term as a councillor on Mackay Regional Council but her second foray into local government. Her passion for local government began in 2016 when elected as a councillor for Muswellbrook Shire Council in the Upper Hunter Valley in New South Wales. Michelle and her husband are Mackay born and raised and have returned to the region to raise their children in the Northern Beaches. Cr Green is a qualified exercise physiologist and advocates for access, inclusion and well-being for all. She chairs the Sports and Recreation Advisory Committee and is deputy chair of the Mountain Bike Alliance and Northern Beaches Community Hub reference group. Cr Green has extensive experience in the mining and METS sector, having been a past winner of the Operator of the Year in the Queensland Women in Mining Awards. She is a future-forward strategic thinker, motivated to promote social and economic co-development and embrace the Industries of the Future to enable our communities to evolve and thrive. Cr Green sits on the RADF committee, Sustainability and Environment Committee, Invest Mackay Committee, LAWMAC and the Water and Waste Advisory Board.



Cr Belinda Hassan

P: 0412 421 451

E: cr.belinda.hassan@mackay.qld.gov.au

This is Cr Belinda Hassan's first term on local government. She is a fifth-generation Mackay region local with a proven passion for supporting the community through both her professional work and volunteer efforts. The former manager of Mackay Funerals and Sarina Funerals is also committed to several community organisations, including Samaritan House Women's Domestic Violence Shelter, Zonta Club of Mackay, the Domestic Violence Resource Service/Mackay Women's Centre, is a member and past-President of the Sarina Lions Club, past-President of the Rotary Club of Mackay Sunrise, and previous volunteer member of Cancer Council Queensland, Mackay Region Suicide Prevention Network and Road Accident Action Group (RAAG). A top priority for Cr Hassan is for all residents to have access to activities and events that promote healthy and active lifestyles including sporting, recreational and outdoor activities. Cr Hassan sits on the Sport and Recreation Advisory Committee and the Sports Expo and Sign-on Day working group. Chair of the Recreational Fishing Strategy Steering Group and a member of the Mountain Bike Alliance and Local Authority Waste Management Advocacy Committee (LAWMAC). She's also council's representative on the Reef Catchments Board, Diabetes and Obesity Project - Let's Shape Up! Committee and St Vincent De Paul Housing Committee, as well as the Mayor's DV Taskforce.



Cr Alison Jones

P: 0407 690 248

E: cr.alison.jones@mackay.qld.gov.au

This is Cr Alison Jones' third term on council, with her first local government experience dating back 17 years. She served as a councillor on the then Mackay City Council in 2004-2008 prior to amalgamation with Sarina and Mirani councils. She was also councillor on Mackay Regional Council for the 2012-2016 term before being elected again in 2020. Cr Jones has lived in Mackay for 40 years and has had a diverse career, including as a licensed excavator, forklift operator, stevedore and meat work supervisor and registered trainer. She has driven trucks at the mines and managed a drug and alcohol testing company. Since 2016, she had spent time working in the NDIS sector advocating for people with disabilities. Her more than 20 years of volunteer experience includes work with the Red Cross, Mackay Drop-In Centre, Mackay Training and Employment and the Healthy Rural Communities Program. Cr Jones is a member of council's Community Grants Advisory Committee, the Local Buying Foundation, the Sports Expo and Sign-on Day working group and the Sustainability and Environment Advisory Committee. She's also a member of council's Rates Review Tribunal. Cr Jones remains "committed to her community".



Cr Fran Mann

P: 0418 819 680

E: cr.fran.mann@mackay.qld.gov.au

Cr Fran Mann, who is a second-term councillor, has a passion for the region's heritage and history, and is the chair of the Character and Heritage Advisory Committee, as well as a council representative on the Combined Museums Committee. Cr Mann is the Chair of the Regional Arts Development Fund Committee this term, and a member of the Sarina Field of Dreams Advisory Committee. Additionally, she is the proxy for the PDA Advisory Committee. Cr Mann has a strong understanding of council operations as she worked in the finance program for more than nine years prior to being elected for the first time as a councillor in 2016. She serves on boards and committees such as the Mackay Regional Housing Company, Pioneer Catchment and Landcare Group, Better Together Housing Advisory, Whitsunday Regional Roads and Transport Group and Sister Cities Mackay. As a long-term resident, Cr Mann attended primary and secondary schools in the Pioneer Valley and is a passionate advocate for all parts of our region. Prior to joining council as an employee, she had experience in a diverse range of industries and held roles in retail and real estate. She actively participates with many groups, including Treasurer of Zonta Club of Mackay, volunteer Secretary of Friends of Morag McNichol Reserve.



Cr Russell Seymour

P: 0418 776 942

E: cr.russell.seymour@mackay.qld.gov.au

Cr Russell Seymour, a builder by trade, is serving his first term on council. Born and raised in the Pioneer Valley, he's operated his building business in the region for more than 30 years. He decided he wanted a break from the building industry to focus on giving back to the community. Cr Seymour entered council to be a voice of the people, especially rural communities, and has pledged to be a "plain speaker". He's keen to promote the region's tourism industry, advocate for our local building industry, improve our roads and revitalise the Mackay City Centre. Cr Seymour is a member of council's Community Grants Committee and the Sports Expo and Sign-on Day working group. He's also a council representative on the Roads Accident Action Group (RAAG). A director of Wests Leagues Club for the past 19 years, he was involved in the recent rebuild of the new bowls green at that Walkerston club. He believes this is an example of the types of council and community partnership projects that can make huge differences throughout our region.



Cr Pauline Townsend

P: 0438 503 873

E: cr.pauline.townsend@mackay.qld.gov.au

Cr Pauline Townsend, who is serving her first term on council, has strong connections with the business community and numerous charity organisations. Much of her early career was in recruitment for the long-term unemployed. With additional experience in administration, sales and business development roles, including working with the Chamber of Commerce and Industry Queensland, she started her own small business consulting firm eight years ago. She's also well-known through her volunteer and fundraising efforts, including her involvement in not-for-profit groups like Make-A-Wish Foundation, Rotary and the Engedi Inc Disability Accommodation Services. She is currently the Chairperson on the Board for the Trudy Crowley Foundation, a local NFP organisation which provides support, education and services to women in the Mackay community walking the journey of Ovarian Cancer. Born and raised in Mackay, Cr Townsend has a passion for the region and its people. She is a council representative on the Visual Arts Advisory Committee, the Community Grants Advisory Committee and the Mayor's DV Taskforce. She's also a member of the Mountain Bike Alliance, the Mackay Waterfront Priority Development Area Strategic Advisory Committee, the Invest Mackay Event and Conference Attraction Program Advisory Committee and Sister Cities Mackay.

OUR CORPORATE STRUCTURE



Chief Executive Officer

Executive Office

Legal Services

Community and Client Services

- Community Lifestyle
- Corporate Communications and Marketing
- Emergency Management
- Health and Regulatory
- MECC and Events

Organisational Services

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

Development Services

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

Capital Works

- Contract Services
- Design Services
- Field Services
- Major Projects
- Portfolio Management

Engineering and Commercial Infrastructure

- Asset Management
- Civil Operations
- Transport and Drainage Infrastructure Planning
- Water and Waste Services

CORPORATE PLAN

CORPORATE PLAN 2021-2026



Our Corporate Plan 2016-2021 outlines a shared vision and covers eight priority areas, including:

- Economy
- Community pride
- Regional identity
- Health and wellbeing
- Environment
- Infrastructure
- Lifelong learning
- Organisational performance

The eight priority areas of the Corporate Plan and council's two business units - Water and Waste Services - are the basis for reporting in this Annual Report.

COVID-19



In 2020-2021, we allocated \$7 million in measures to assist businesses and residents during recovery from effects of the COVID-19 pandemic. We also made a conscious decision to adopt a zero per cent change in rates revenue across all its rating categories. Other COVID-19 support measures included:

- The waiving of fees in the order of \$1 million for businesses impacted by COVID-19
- The City Centre levy, which was halved in 2019-2020, has now been abolished to further assist businesses
- Supporting the community with a \$1.2 million special COVID-19 grants package for not-for-profit sporting and community groups.

The special COVID grant provided additional income to those clubs struggling because of these unprecedented times. Organisations were able to apply for up to \$5000 in assistance to help offset the impacts of restrictions that have been in place because of the COVID-19 pandemic. An independent COVID-19 Community Pulse Survey was undertaken to assess the impact of coronavirus and its social distancing restrictions on the Mackay community. The survey included a random phone poll of residents, as well as the option for people to respond online. It was undertaken by IRIS Research on behalf of council in May 2020, with results released to the community in July 2020. The survey found about one-third of Mackay region residents had their employment negatively impacted by the COVID-19 pandemic. This has included reduced hours, being stood down or difficulty finding work. And 20 per cent of residents needed to access financial support, such as accessing superannuation, financing or sale of assets, or seeking rent reductions. We conducted another pulse survey in May 2021 to gauge the impact of COVID-19 twelve months on. Results from this new survey will be benchmarked against the original survey to provide a clear picture of how residents are faring. Results can be found on council's website.

THE YEAR IN REVIEW 2020



July

- Queens Park \$8.66 million revitalisation program completed and unveiled to the community
- Incredible Ltd awarded further three years to manage council's Resource Recovery Facility
- Council and BB Print Pty Ltd signed off on a four-year deal to cement the naming rights of Mackay's stadium
- MECC opens its doors after being closed for four months due to COVID-19
- New 2.6km shared pathway connecting Mackay Harbour to the City Centre completed and open to the community.



August

- Council accepts a \$300,000 donation for Artspace Mackay's foundation legacy
- New CEO Michael Thomson endorsed by council
- Ratepayers given an extra three months to pay their rates due to COVID-19 pandemic impacts
- Council named as a finalist in two categories in the 2020 Queensland Training Awards (Premier's Industry Collaboration and Large Employer of the Year)
- Mackay Festival Sessions is a huge success with more than 82,000 people tuning in via social media
- New Mackay Visitor Information Kiosk at the Bluewater Lagoon officially opened.



September

- Recycled glass project incorporates 320 tonnes of crushed glass from council's Materials Recovery Facility, which was mixed with gravel to regrade and top up the 1.3km of road from the Peak Downs Highway to the Hogan's Pocket Landfill site
- Building Improvement Rebate program launched to assist businesses in improving their shopfronts and facades
- Council unveils draft master plan for Woodlands District Park to protect the site's remnant vegetation while highlighting unique natural attractions
- A new contract for the management of Memorial Swim Centre saves ratepayers \$73,000 per annum.



October

- Mackay Waterfront Expression of Interest tender receives excellent response with seven submissions in total
- Meadowlands Connectivity pathway is completed providing a valuable connection for shared path users between Meadowlands Amphitheatre and Alexandra Street
- Extensive drainage studies for West Mackay, North Mackay, Andergrove and Beaconsfield completed to understand future flooding and mitigation options.



November

- Demolition works begin on the old Sea Fresh Seafood building located at 6 River Street as part of the Mackay Waterfront PDA
- Community invited to help shape the evolution of our region's museums through extensive community engagement campaign.



December

- Digital self-guided heritage tour of Mackay's City Centre and waterfront launched for residents and visitors to enjoy
- Mirani Library celebrates 50 years of operation with some of the facility's original members
- Council approves Seaforth Esplanade Master Plan and Woodlands District Park Master Plan
- Completion of a rock ramp fishway at Sandy Creek provides uninhibited passage to thousands of fish per day
- Works commence on the \$3.39 million Animal Management Centre which will house more animals and improve the customer service experience
- North Mackay Rotary Lookout opens in time for Christmas.

THE YEAR IN REVIEW 2021



January

- Mackay ARC hosts elite Australian swim team ahead of the 2021 Olympic trials
- Outstanding community members recognised with Australia Day honours at awards gala dinner. More than 140 nominations were received across the eight categories
- Online Sports Expo and Sign-on goes digital due to COVID-19 restrictions.



February

- Waste collection contractor JJ Richards reported a fire in a load while servicing bins in the South Mackay area. This was the second fire for 2021 and the tenth fire in the last 12 months causing concern for reckless waste disposal across the region
- Fifth Lane revitalisation works commence, the package of works includes water main work, new road pavement, electrical works including festoon lighting
- A four-month water main replacement project commences in Anzac Avenue in Marian
- Platypus Beach closed due to public health concerns (vomiting and gastro). Regular water testing and monitoring implemented with results published on council's website.



March

- Sarina Beach Road drainage project totalling \$2.3 million gets under way to reduce flooding in the area
- Council formally votes to dissolve a community reference group which was originally set up to inform plans for redevelopment of the Mackay Memorial Swim Centre due to the site being listed on the Queensland Heritage Register
- Online consultation opens for Finch Hatton Trailhead Master Plan as part of the Pioneer Valley Mountain Bike project.
- Council receives \$500,000 funding from the Queensland State Government to support the Pioneer Valley Mountain Bike Trails project.



April

- Anzac Day services across the region return "as normal" this year after residents commemorated from their driveways in 2020
- Libraries hit major membership milestone with 40 per cent of the region's residents a library member
- Koomala Water Treatment Plant \$2 million upgrades commence in an effort to reduce the hardness of the town's water supply
- A new Property Flood Report online tool released to the community to allow residents to check a Mackay region property's flood hazard risk.



May

- An independent COVID-19 Community Pulse Survey completed to gauge how the Mackay community was faring a year on from when the original survey was completed in May 2019.



June

- Council successfully secured \$9.9 million in Works for Queensland Funding for 2021-2024
- 2021 Mackay Festival of Arts program announced with a diverse mix of entertainment on offer for residents
- Milton and Archibald streets T-intersection upgrade commences with trunk drainage infrastructure and single-lane roundabout
- Small Business Mentoring Program commences for 10 Pioneer Valley businesses
- Three new public art installations share in \$30,000 of funding from Activate My Place grant program
- Council adopted \$298 million budget which is forecasted to return to surplus in 2021-2022 following COVID-impacted deficits for the past two years.



Mackay Waterfront Priority Development Area (PDA)

A visionary project that will transform the city and unlock the true value of Queensland's Bluewater Edge. The PDA provides significant opportunities to redevelop the Pioneer River and Binnington Esplanade waterfronts; establishing a precinct for innovation and knowledge industries; promoting the City Centre as a key business hub; and providing exciting and activated streets, places and attractions that improve the city's liveability, tourism appeal, and investment attraction. This financial year, we received an excellent response to an Expression of Interest (EOI) tender, with seven submissions received. Of these, two companies were shortlisted to proceed to the next stage of consultation - they included Brisbane-based Sentinel Group Holding and local consortium ReNew Mackay Pty Ltd. As part of the EOI, tenderers were asked to identify potential development opportunities at six key council-owned sites within the Mackay Waterfront area. Another milestone for the project was when the Pioneer River views were unlocked for the first time in more than 100 years with the demolition of 6 River Street. The building removal allows this section of riverfront to be returned to the community. Construction of the public realm between Paxtons Warehouse and the Mackay Fish Market is expected to begin early 2022.

Pioneer Valley Mountain Bike Project

This exciting project proposes a 100km network of mountain bike trails spanning from Eungella to Finch Hatton in the picturesque Pioneer Valley. The international standard trails will navigate through the tropical rainforests of Eungella National Park and Crediton State Forest and will provide visitors with more than three days of riding experiences. Both Eungella and Finch Hatton will act as trail towns, the key service hubs for the trails, and offer starting/finishing points and additional ancillary services, such as accommodation, food and eateries, shuttle services and supporting infrastructure. As part of this project, council has:

- held regular community update sessions and Mackay Region Mountain Bike Alliance meetings
- undertaken Finch Hatton and Eungella local area planning
- purchased land for the development of the Finch Hatton Trailhead
- commenced consultation and drafted a master plan for the Finch Hatton Trailhead
- commenced a Small Business Mentoring Program.





Mirani Community Precinct

Rich history revealed by the Mirani Community Precinct will excite visitors and capitalise on the Pioneer Valley's appeal as a tourism destination. Enhancing Mirani as a great place to live, the Community Precinct will support residents, businesses and visitors alike. We have endorsed a concept for a redeveloped Mirani Community Precinct. The redevelopment will be on the site of the existing council administration offices, library, and museum in Victoria Street. This project builds on the work of the Mirani Master Plan, prepared in 2019. The concept design envisages a new customer service area, council administration and flexible museum space along with a refreshed library and bookable meeting rooms. Work is continuing on detailed design to have the project shovel-ready for government funding opportunities. *The Mirani Community Precinct Detailed Design is proudly funded by the Queensland Government in association with council.*

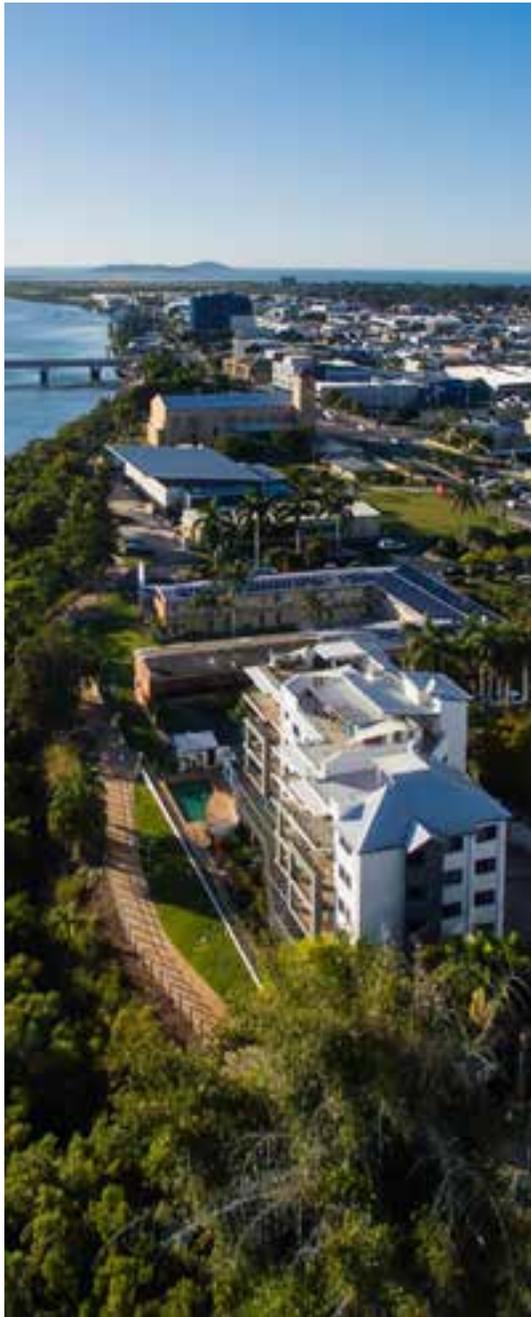
Northern Beaches Community Hub

This community hub is anticipated to be a welcoming local meeting place with access to a range of community facilities in the heart of the fastest growing area in Mackay. Currently, the Federal Government has committed \$6.5 million, and we are seeking further funding to deliver the project. A key to the success of a planned Community Hub will be the ownership residents feel about the exciting facility. With that in mind, we have formed a Northern Beaches Community Hub Reference Group. Members from council include Deputy Mayor Karen May (chair), Cr Michelle Green (deputy chair), Cr Belinda Hassan, Development Services director Aletta Nugent, Community and Client Services director Angela Hays, as well as council officers. Community representatives include Sian Burrows, Tegan Jones, Rae Lee Cox, Maighan Grant, Maria (Ela) Maglente, Geoff Berger, Valeriya Edsall, David Southwood and Laurence Mayer.

Animal Management Centre

In partnership with the Queensland Government, we are building a new Animal Management Centre to house more animals and improve the customer service experience. A tender was awarded to WHF Group Pty Ltd at a council meeting in October. WHF Group Pty Ltd represented the best value for money and the group had the experience, capacity and resources needed to complete this important project for our community. The project includes the demolition of the existing structure and the construction of three interconnected buildings, a car park and culverts, and the installation of new infrastructure services. The upgraded facility will include 42 dog enclosures (increased from 18 in the current facility) and 22 cat condos (increased from nine cat cages in the current facility). The centre is anticipated to be completed and opened by May 2022. *This project is jointly funded by council and the Queensland Government's Building our Regions program.*

ECONOMY



We are a proud supporter of attracting events and conferences to our region and recognise the role events play in building social capital, encouraging community participation and generating tourism and economic opportunities.

42 events and conferences were provided funding support through our Invest Mackay Events and Conference Attraction Program > injecting an estimated \$40 million into the local economy

Approved concessions for six new developments through our Facilitating Development in the Mackay Region Policy, delivering a combined estimated economic output of \$83.86 million and an estimated 155 construction jobs

- ✓ **3144 new lots approved**
- ➔ **744 survey plans released**
- ⌵ **849 development applications received**
- ❓ **1672 planning advice enquiries handled**



Valued Mackay's building applications at

\$453,035,149

> including \$255,424,766 in residential applications

\$138,511,256

local contracts spend within the Mackay region this financial year

Building Improvement Rebate provided

- ▶ **13 approvals**
- ▶ **\$24,000 worth of rebates**
- ▶ **\$77,000 spend with local contractors**





Mackay Tourism welcomes visitors to new home

The new Mackay Visitor Information Kiosk located at Bluewater Lagoon officially opened in August. The kiosk takes advantage of the high volume of tourists who visit Bluewater Lagoon every year. The new kiosk replaces the Visitor Information Centre at Nebo Road.

Invest Mackay continues to deliver

As identified in our Mackay Region Events Strategy 2020-2025, we have a vision for Mackay to be recognised as a leading regional events destination. We are confident that the necessary strides are being made to achieve this vision by continuing to support the events industry through the Invest Mackay Events and Conference Attraction Program, investing another \$1 million budget for the funding initiative this financial year. That investment helped attract 42 events and conferences to the region, which is anticipated to inject about \$40 million into the economy.

Major events and conferences supported by the program and staged or secured in 2020-2021 included:

- Gold Coast Suns partnership
- Queensland Cricket partnership
- Women's National Basketball League
- Brisbane Roar training camp and match
- 2021 Mackay Region Pro-Am Series Tour
- 2021 Rhythm and the Reef music and arts festival
- Rumble on the Reef action sports festival, comprising:
 - Australian Street Skateboarding Titles
 - Queensland Skateboarding Bowl Titles
 - Hydrofoil Pro Tour
 - Wakeboarding competition
- 2021 Fox Superflow Series event
- 2021 Australian Junior Basketball Championships
- 2021 National Economic Development Conference (NEDC)
- 2022 Developing Northern Australia Conference



Doing business with council made easy

To assist local businesses in understanding how we conduct our business operations, a “Doing business with council” information session was held. The free information session provided an overview of our safety management requirements, including chain of responsibility, how to best meet our requirements for submitting quotations and tenders, and an overview of potential future projects. Council officers delivered presentations on how our Procurement Policy operates, how to find upcoming tender information and how to address tender submissions, and what we require in relation to contractor safety.

Calls for yearly review of industrial land supply

We were advised to conduct a yearly review of the Mackay region’s economy and industrial land use to make sure we have adequate land supply into the future. The recommendation came after we commissioned and received an independent report on industrial land supply developed by Ethos Urban Consultancy. The report recommended the annual supply and demand review based on the uncertainty of future land take-up caused by international coal market trade risks and the COVID-19 pandemic. Future growth scenarios also showed the Paget industrial area could be exhausted by the year 2033. The report found that developed industrial land in Paget increased from 110ha to 333ha between 2000 and 2020. This significant increase corresponded with mining construction in the Bowen Basin and required \$200 million for trunk services to develop land in Paget.



Lookout upgrades enhance must-see million-dollar views

More than \$1.42 million in upgrades to enhance views from the North Mackay Rotary Lookout are complete. The iconic tourist attraction provides impressive views of Mackay, with a new architecturally designed pavilion replacing the observation deck. Additional works included replacing overhead lighting with underground services, upgrading the entry road and parking facilities, and rebuilding the public walkway to increase site accessibility. The Queensland Government contributed \$694,687 in funding through their Building our Regions (BoR) program.

COMMUNITY PRIDE, REGIONAL IDENTITY



Our region has some amazing people who do so much for our community and this year, with its special set of challenges, has been tougher for many. Lots of people really stepped up and worked harder than ever to deliver programs and services amongst social distancing restrictions.

\$1.2 million

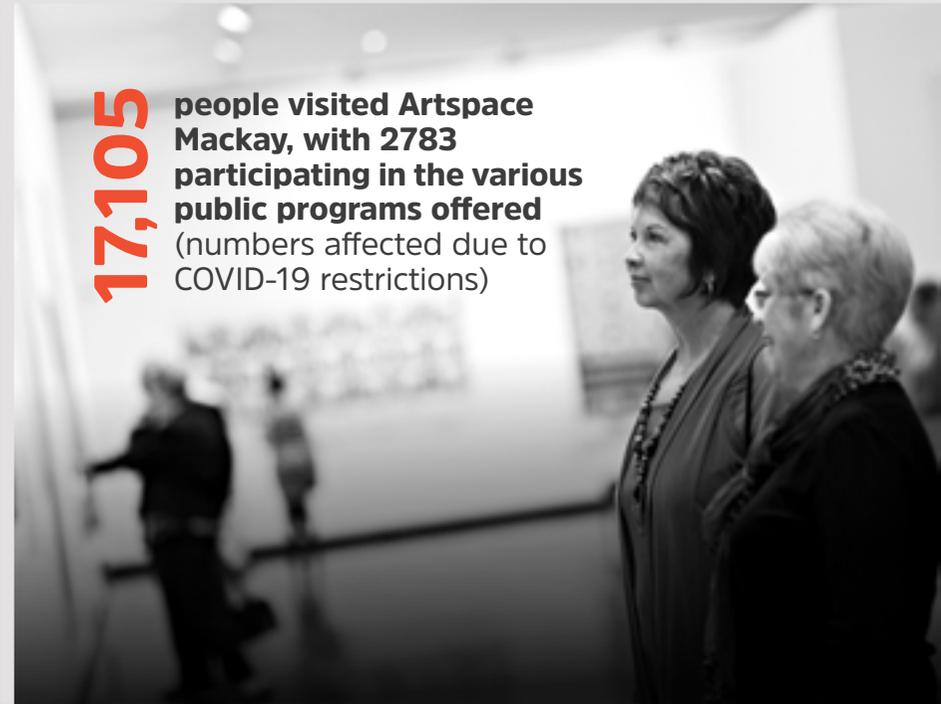
in COVID-19 Assistance Grants offered to not-for-profit groups and clubs

Sarina Sugar Shed

launched a new NOI (Nice Over Ice) product - Tropical NOI

17,105

people visited Artspace Mackay, with 2783 participating in the various public programs offered (numbers affected due to COVID-19 restrictions)



Mackay Volunteer Expo

800 residents gained information from 48 volunteer organisations with more than 150 new volunteers registered on the day



An extensive engagement campaign for the Mackay region's museums was delivered to gather ideas, identify areas for improvement and discover the community's vision for the future

Approved funding from \$750 to \$1000 for 12 Australia Day celebrations by local not-for-profit groups

Council received a total of 48 applications for Christmas Grant funding, almost double the previous record number of applications, which was 25. Total support equaled \$10,000 amongst 14 exciting festive celebrations which received between \$500 and \$750



Launched the online self-guided **Mackay Heritage Discovery Trails** covering 22 buildings, events and areas of historical and cultural interest in the Mackay City Centre



Collection goes digital

Residents can now curate their own digital art exhibition from more than 620 works, with the click of a mouse. About half of the Mackay Regional Council art collection has been made available through the Artspace Mackay online collection database, which will continue to steadily grow. The development of an online database for the art collection had been a long-standing business priority for council. Our art collection was started in the late 1980s by the Mackay City Library and has since grown to more than 1200 works of art.

Regional museums

Work started on a collection rationalisation project which includes a full inventory of all objects comprised within the Mackay Museum, Sarina Museum and Pioneer Valley Museum collections, assessing their significance and material condition. Commencing in April, to date the project has catalogued over 1100 items.

Know Your Burb

Inspired by a wave of home turf discovery, a website was created that detailed the locations of council assets in an easy-to-navigate, searchable map. With 105 public playgrounds, 21 basketball half courts, 271,000m of shared pathways and a dozen parks with exercise equipment in our region – there's plenty of scope for residents to explore somewhere new. The digital initiative received monetary support from the Queensland Government and the North Queensland Sports Foundation.

Greenmount Homestead

Several significant projects were undertaken including the rejuvenation of the heritage-listed formal gardens. Staff also created a 3D virtual tour of the formal gardens and fernery, engaging a 3D photographer to capture the space and enhancing the tour with information and images from the Greenmount archives spanning from 1916 to 1976.

Regionally significant works acquired

Artspace Mackay secured the purchase of an artwork by internationally acclaimed local Indigenous artist, Pairabeenee woman Jemima Wyman. Wyman's Flourish 9 collage has been added to the Mackay Regional Council art collection along with a work by leading Australian potter David Ray. Flourish 9 focuses on patterns and masking used by marginalised groups to gain power. We are committed to embracing opportunities to promote local Aboriginal and Torres Strait Islander culture to the wider community.



PRIDE IN OUR REGION

Councillors out and about

Although impacted by COVID-19 restrictions, councillors and senior management were able to undertake limited travel throughout our regional footprint as part of the Council in Community initiative. A total of nine days were held throughout the year.

2020	Area
September	Western Region
October	Southern Region
November	Mackay City
December	Northern Coast and Beaches

2021	Area
February	Western Region
March	Central Area
April	Mackay City
May	Central Area
June	Northern Region

Outstanding community members recognised with Australia Day honours

Mackay's 2021 Citizen of the Year Mabel Quakawoot has been many things to many people – an active citizen, an educator, a mentor and volunteer. She was joined by Young Citizen of the Year Emmett Withers and Lori Burgess Community Volunteer Award winner Russell McLennan as the major winners for 2021.

Other winners included:

- **Daryl Barnes** - Environmental Achievement Award
- **Chances Café Mackay** - Community Group Award
- **Brenden Borellini** - Art and Culture Award
- **Melissa Milton** - Senior Sports Award
- **Jordan Bliss** - Junior Sports Award

Much-loved statue replaced

We stepped up to the tune of \$30,000 to help replace one of the Pioneer Valley's most iconic landmarks. A minor infrastructure and assets community grant was awarded to the Pioneer Valley Tourism and Development Association to replace the statue of the canecutter in Edward Lloyd Park, Marian. The bronze canecutter statue will stand proud for generations to come once completed in early 2022.



Light shone on legendary neighbours

The My Legendary Neighbour campaign held in early 2021, encouraged residents to nominate a legendary neighbour, street or cul-de-sac. The campaign encouraged people to think about their relationships with their neighbours and as a result, we received 52 fantastic nominations, celebrating people in our community.

Mayor's Charity Ball record results

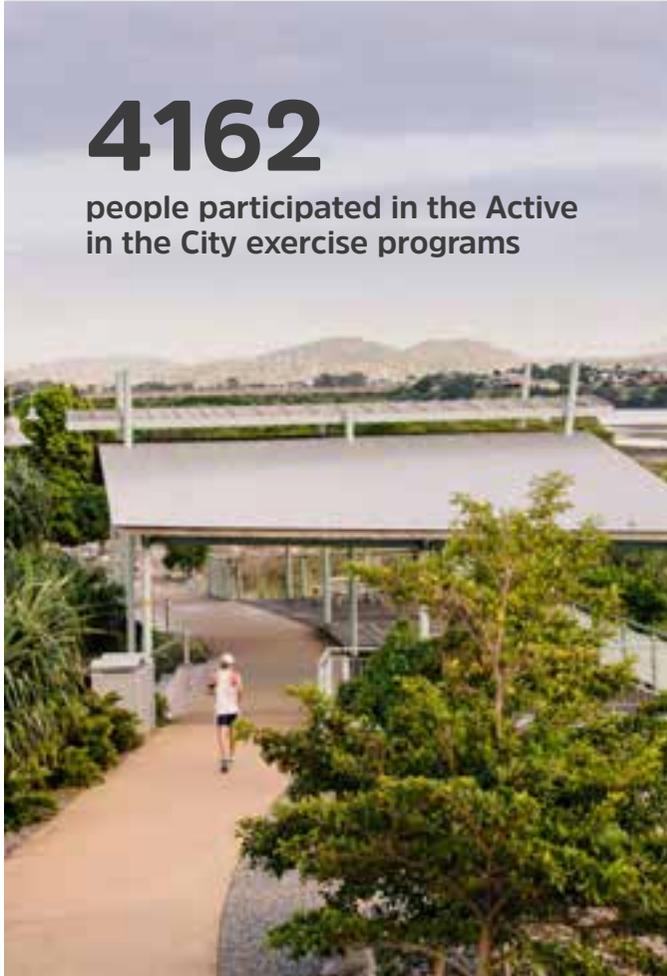
The biggest and best Mackay Mayor's Charity Ball yet, which attracted a record attendance of 422 people, also raised a record amount. Domestic Violence Resource Service (DVRS) and Heartkids Mackay each received \$44,508.

HEALTH AND WELLBEING

We are committed to creating more inclusive areas for the community like the new play area for the Bluewater Lagoon. The new splash pad was designed for people of all-abilities with members from All Abilities Mackay invited to be the first to try the new facility.

4162

people participated in the Active in the City exercise programs



Celebrated 50 years of operations at the Mirani Library

389,800

visitors at our six aquatic facilities, down from 403,434 last financial year





Held our Annual Cyclone Saturday event
for residents to gain knowledge on how to prepare for a natural disaster

105 clubs helped “return to play”
after COVID restrictions eased

 **\$555,000**
worth of Community
Grants awarded



Bluewater Lagoon received upgrades to the children’s play area, replacing the old play equipment with a new all-abilities splash pad featuring water sprayers, bubblers and a drop bucket

Attendance figures for region's aquatic facilities

218,549

Bluewater Lagoon

79,278

Mackay ARC

35,700

Pioneer Swim Centre

21,542

Sarina Swim Centre

17,875

Memorial Swim Centre

16,856

Mirani Swim Centre

389,800

Total



One-stop-shop for clubs

Known as Clubs Connect, we launched an exciting new online resource for sporting clubs that provides access to a range of information, guidance and support. Clubs Connect makes it easier for those who volunteer their time with sporting clubs to run and grow their clubs in a simpler and easier fashion.

Survey checks 'pulse' of residents

About one-third of Mackay region residents had their employment negatively impacted by the COVID-19 pandemic. This has included reduced hours, being stood down or difficulty finding work. And 20 per cent of residents needed to access financial support, such as accessing superannuation, financing or sale of assets, or seeking rent reductions. These were some of the key findings of a COVID-19 Community Pulse Survey conducted in July 2020 by IRIS Research on behalf council. The survey, which included a random phone poll and an online option, showed the biggest negative impacts had been on residents' mental and emotional health and social wellbeing.

YOL1000

A collaborative project about creating change for the benefit of young people aged 10-21 years in the Mackay region. The aim being to undertake conversations with 1000 young people, gathering their thoughts on what is good/bad about growing up in the Mackay region and, if they could change anything, what would they change. Over 600 conversations have been completed providing valuable data that supports the project's future stages.



Regional Arts Development Fund (RADF)

This fund is a partnership between council and Arts Queensland that supports one-off, short-term projects that offer professional arts, cultural and heritage opportunities for our community. The total amount allocated to the RADF program for the financial year was \$220,297. Of that funding, council successfully secured \$99,500 from Arts Queensland.

Breakdown of RADF allocations	Amount
Allocation for community projects – three rounds at \$46,000 per round	\$138,000
Community Resilience Round	\$17,758
Council-led initiatives	\$17,672
Green Arts round	\$17,730
Platform Round	\$8340
RADF committee training and program promotion	\$3297
Re-Connect COVID	\$17,500
Total additional allocation for community funding pool – from returned and surplus RADF allocations over the 12-month period	NIL

COVID-19 Hardship Grants

In response to the COVID-19 pandemic, we supported applicants from the not-for-profit sector with one-off grants ranging from \$1000 to \$5000.

Total spend	\$903,403.55
Applicants approved	228

Community Grants

Funding included grants for small equipment (up to \$1500), community initiatives, programs, events and upgrades (up to \$7500) and minor infrastructure and assets (up to \$30,000). Applications were accepted three times during the financial year and local not-for-profit organisations could apply for funding through the following four categories:

- Minor Asset Grant
- Minor Infrastructure Grant
- Community Grant
- Small Equipment

Grants awarded for the year totalled \$556,189.79. Grants that awarded more than \$7000 to applicants are listed in the tables.

Organisation	Project description	Amount approved
ATSI Community Health Service Mackay Ltd	Replacement of the IT servers.	\$8000
Bakers Creek AFL Club	Painting of the canteen walls and the new roofing area.	\$7500
Carinya Care Inc	Removal and replacement of asbestos roofing on two cottage roofs.	\$19,300
Community Accommodation and Support Agency Inc	Purchase of a motor vehicle to support the continued delivery of services.	\$22,500
City Brothers Football Club Inc	Purchase of two new sets of moveable goal posts and nets.	\$9291
Hampden State School P&C Association	Resurfacing of tennis court at the school, 2880 Bruce Highway, Hampden.	\$11,000
Kidney Support Network Inc	Purchase of a Nissan X Trail vehicle for provision of personalised transport trips for clients. The vehicle will be stored at 5/237 Shakespeare Street, Mackay.	\$20,000
Mackay Amateur Water Polo Association Incorporated	Purchase of water polo clocks and shot clocks for use at the Memorial Swim Centre and Mackay ARC.	\$7500
Mackay and District Agricultural Pastoral and Industrial Association Incorporated	Purchase of a new tractor to assist with ground maintenance at the Mackay showgrounds.	\$15,000
Mackay Brothers Football Club Inc	Preliminary design and costing towards female amenities block at 435 Milton Street, Paget.	\$11,000
Mackay Choral Society Inc	Replacement of carpet in the Ken Martin Choral Centre.	\$11,633
Mackay Hockey Association Inc	Replacement of the 3/4 training pitch that is used for juniors and the disabled academy at 2 Harney Street, South Mackay.	\$30,000
Mackay Hospital Foundation	Contribution towards the "Closing the Gap – Growing a Healthy Future" forum.	\$7500
Mackay RSL Memorial Bowls Club	Upgrading the bowling green lighting and equipment.	\$18,558
Mackay Surf Life Saving Club Inc	Installation of air conditioners.	\$9917.50

Organisation	Project description	Amount approved
Mackay Surf Life Saving Supporters Club Inc	Replacement of the bi-fold door.	\$14,400
Marian Ladies Bowls Club Inc	Upgrading the clubhouse kitchen.	\$8500
Palmyra Drag Racing Club	Upgrading of the computer system at 29 Bells Road, Palmyra.	\$11,000
Pioneer Valley Golf Club Inc	Purchase of a new roller mower for use at the club.	\$16,312
Pioneer Valley Sporting Association	Renewal of the audio system for the club house, upgrading of the batten/fluorescent lighting in the club house, installation of an up-to-date fire alarm system and undertaking repairs to our green mower.	\$18,578.50
Pioneer Valley Tourism and Development Assoc Inc	Replacement of the statue of a canecutter in Edward Lloyd Park in Marian.	\$30,000
QCWA - Gargett Branch	Sanding and re-polishing the hardwood floor, side staircase to stage and three large front stage steps in the CWA Hall at Gargett.	\$10,000
QCWA - Mackay Branch	Full air conditioning, installation of solar panels on the roof and upgrading of the internal lighting and current switchboard at the branch located at 43 Gordon Street, Mackay.	\$11,500
QCWA - Pioneer Division	Repairs to the Grasree Cottage and installation of an air conditioner at the Slade Point QCWA Hall.	\$7500
RSL Marian Sub-Branch	Cleaning and painting walls of hall in Marian, upgrading of the current switchboard and installation of a generator plug.	\$9603
Sarina Beach Progress Association	Contribution towards the Sarina Beach Coconut Festival.	\$7500
Sarina Bowls Club	Refurbishment of the green and ditch.	\$25,000
Sarina Demons Junior AFL Club Inc	Purchase of a four-tier sun safe grandstand.	\$10,000
Sarina Junior Rugby League	Purchase of a traveling irrigator and a speaker system	\$7000
The Neighbourhood Hub	Contribution towards The Early Years Health and Wellbeing Program.	\$7500
Total		\$410,093

ENVIRONMENT



We have been busily working with stakeholders to improve the region's fisheries through fish stocking, education and waterway improvements.



Launched a click and collect system as part of the Free Native Plant Program, with 156 ratepayers using the online service



Conducted an interim review of the Environmental Sustainability Strategy and adopted new targets and actions

116,727

local native plants grown

19,726

native plants given to residents, schools and community groups as part of the Free Native Plant Program

4120

hours of volunteer activities at the Mackay Natural Environment Centre nursery

13.67ha

of native bushland at Morag McNichol Reserve in Andergrove managed by a dedicated team of volunteers

325m²

of nursery production area increased at the Mackay Natural Environment Centre

503

native plants provided to Land for Wildlife property owners

24

completed priority projects funded from the Natural Environment Levy





Continued mangrove condition monitoring along Pioneer River, McCrearys Creek and Bakers Creek as part of a three-year Mangrove Watch monitoring proposal with Mangrove Watch Australia and in conjunction with James Cook University



Supported Pioneer Catchment and Landcare Group and Sarina Landcare Catchment Management Association to deliver 10 displays at community events, six environmental awareness events and provide activities for 16 local schools



Partnered with Landcare groups to undertake weed control work at eight sites under the Reef Assist Program

Showcased local native plants at the Gordon White Library gardens which are water efficient, low maintenance and wildlife attracting



21

new properties added to the Land for Wildlife Program

4

coastcare activities conducted in partnership with Reef Catchments



Barramundi numbers explode at Kinchant Dam hotspots

Over the last three years, 197 fish-attracting structures have been installed in Kinchant Dam, in a joint venture between council and the Department of Agriculture and Fisheries. Electrofishing surveys in early 2020 revealed a staggering three-fold increase in barramundi numbers at the 36 sites where structures have been installed in the dam. A tremendous result for local anglers and the tourism industry.

Seaforth Esplanade Master Plan

The 5.77-hectare site at Seaforth Esplanade will be transformed into a vibrant and exciting space where residents and visitors to the area can spend quality time with their family and friends. The swimming enclosure will be retained as a unique attraction for Seaforth and the plan recommends creating a new recreational hub by expanding and upgrading the existing picnic area and public amenities opposite the enclosure. A small contemporary-style water play feature is proposed to replace the aged wading pool. The project has successfully secured \$2.3 million from the Works for Queensland (W4Q) funding program for 2021-2024.

Corporate Emissions Reduction Plan

Guided by our Environmental Sustainability Strategy, significant effort has gone into developing a corporate emissions reduction plan that explores the costs and benefits of adopting both a 2030 and 2040 net zero corporate emissions pathway. The report will be used to develop a Corporate Energy and Carbon Management Plan which will include specific emission reduction targets to be formally considered. Key areas of focus include an organisation-wide energy efficiency program, sustainable infrastructure and procurement policies, renewable energy power purchase agreements, more solar power and an electric vehicle transition plan.

Woodlands District Park

The master plan for Woodlands District Park will see the 21-hectare site split into three distinct precincts – Central Precinct, Lake Precinct and Woodlands Reserve Precinct. Each precinct will have its own unique feel. The Lake Precinct will allow residents to take in the serenity around the existing water feature while also incorporating large open spaces and shared paths for exercise. The Central Precinct will serve as the focus for active recreation, with an inclusive district-level playground earmarked for this location, which will be similar in scale to the playgrounds at Northview Park and Queens Park. And the Woodlands Reserve Precinct will highlight the significant environmental value of the park's remnant bushland. Stage one of Woodlands District Park successfully secured \$2 million from the Works for Queensland (W4Q) funding program for 2021-2024.



Reduced camping fees to increase demand

The cost to camp at Ball Bay and St Helens Beach camping reserves were reduced. Council endorsed a 44 per cent reduction in fees across the two sites, with the cost of a daily site reducing from \$27 per night to \$15 per night and the weekly fee dropping from \$156 to \$87. The reduction is hoped to encourage more locals and visitors to enjoy the facilities, as the camping industry injects more than \$10 billion into the Australian economy annually and the reduced fees represent a real opportunity to capture a greater share of this market.

Illegal dumpers caught red handed

We cracked down on illegal dumping with offenders warned that large fines would be applied for those caught breaking the law. During the financial year, council officers tracked down the owners of 60 per cent of all rubbish that was illegally dumped in the Mackay region. Of the total one million litres of waste found, more than 583,000 litres were linked to offenders, which is equivalent to 2915 wheelie bins of waste. Council received funding for cameras and fencing through the Department of Environment and Science's Illegal Dumping Hotspots program.

Changes to patrols at Harbour Beach

We stopped 365-day patrols at Harbour Beach, instead opting to have the beach patrolled on weekends, school holidays and public holidays only - bringing Harbour Beach into line with the other patrolled beaches in the Mackay region. The changes were a result of the decreasing number of people using Harbour Beach and rising costs. Over the last three years, the number of swimmers at Harbour Beach have also been steadily decreasing by about 1000 people per year.

River reefs help anglers get hooked

Recreational and tourist fishing experiences have been enhanced via complex marine habitat installations adjacent to three popular fishing platforms in the Pioneer River. Bridge Road, Brisbane Street and Carlyle Street fishing platforms all benefited from having the underwater installations within casting distance. The habitat reefs are made from environmentally-friendly concrete, and over time the habitat reefs will become indistinguishable due to the rapid growth of reef-building marine organisms, adding further habitat and biodiversity.

INFRASTRUCTURE AND TRANSPORT

Providing high quality infrastructure and facilities in our regional areas is a high priority for council.

125 bridge structures inspected and maintained

3519 roads maintained

- ▶ 2214 urban roads
- ▶ 1305 rural roads



A scramble crossing was installed at the intersection of Milton and Alfred streets to improve pedestrian safety to the Mackay Showgrounds

28 boat ramps
cleaned and maintained

11 owned by council and
17 owned by the Department
of Transport and Main Roads



226 footpaths/shared pathways and 416 cycle paths cleaned and maintained

310 bus shelters inspected, cleaned and maintained

2478 signage repair work orders completed

640km of open drains maintained and mowed

Carried out general maintenance on 69 off-street car parks

Monitored and managed 46 weather monitoring stations

Delivered a \$697,000 pathway project in Seaforth to formalise a safe, dedicated travel path for pedestrians and cyclists from Seaforth State School to the township





On the road to an integrated and accessible transport network

We sought feedback on an integrated transport strategy for the Mackay region. The draft Mackay Region Integrated Transport Strategy (MRITS) represents the vision for our transport system into 2036 and will be used to guide the development, management and operation of Mackay's transport system over the next 15 years.

Key contracts approved

Capital works remains a key focus with 70 contracts totalling \$58,095,613 finalised and approved. Of these, 47 contracts totalling \$51,218,437 were awarded to local businesses. The largest contracts awarded included:

Project	Local contractor	Amount
Animal Management Centre	WHF Group Pty Ltd	\$3,398,176
Asphalt and bitumen reseal package FY 21-22	RPQ Mackay Pty Ltd	\$3,027,074
Bitumen and asphalt package FY 20-21	Fulton Hogan Industries Pty Ltd	\$1,809,586
Pioneer River north bank shared path	Fergus Builders Pty Ltd	\$2,455,838
Paradise Street stage 2b	Seaforth Civil Pty Ltd	\$2,198,612
Sarina north drainage	BMD Constructions Pty Ltd	\$1,419,537
Shakespeare Street pipeline upgrade stage 1,2,3	Seaforth Civil Pty Ltd	\$2,530,156

Full steam ahead on upgrades to Ooralea playground

A new playground was installed at Canecutters Drive Park in Ooralea, which included a combination unit resembling a train, paying tribute to the former Planlands Railway Station that operated in the area during the early years of Mackay. The upgrades included two new play units catering to children of various age groups, a large shade structure, a spring rocker, swings and a learn-to-ride bicycle track. The existing picnic shelters and barbecue facilities were retained and a new drinking bubbler was installed. Care was also taken to keep as many of the existing trees as possible, with more trees planted around the play space to provide additional shade.



Walk, run or cycle to the Mackay Harbour

A new 2.6-kilometre shared pathway was completed in July and has become a vital link in Mackay's shared path network. The pathway and boardwalk begin at Vines Creek Bridge on Harbour Road and continues along to Ron Searle Drive. The Harbour Road shared path provides safe, continuous, all-abilities access linking Mackay Harbour to the City Centre by connecting to the existing Bluewater Trail.

Drainage works to reduce flooding

We delivered a drainage project totalling \$2.3 million in Sarina that will reduce flooding along Sarina Beach Road. The area was prone to flash flooding in heavy downpours and now a duplication of culverts installed underneath Sarina Beach Road will further complement the existing infrastructure in place.



Sarina parks receive new lease on life

Brooksfield Drive Park at Sarina Beach and Brownsey Court Park in Sarina underwent park revitalisation works. The work included the installation of a multi-sports half court at Brooksfield Drive Park and a new, fully-fenced playground featuring a themed combo unit, seesaw and swings at Brownsey Court Park.

Pioneer River levee bank extended

We delivered works to reduce the risk of flooding in West Mackay by extending the levee bank on the Pioneer River. The levee extension, located within the Mackay Community Gardens in Sarah Street, West Mackay, also included a new block wall and floodgate.

LIFELONG LEARNING AND ORGANISATIONAL PERFORMANCE

The Sarina Sugar Shed started with an idea and thanks to the hard work of the Sarina community and dozens of volunteers and dedicated staff, it has become a national award-winning attraction.

972,195

library loans processed, including 203,783 digital loans to 47,860 members



1,492,602

YouTube views up from 50,746 - an impressive 2841% increase

90,011

customer enquiries received through 1300 MACKAY - 2731 less than last year

43,240

people attended 1323 library programs and 121 outreach events across the region

3946

applications received for 290 vacancies

2235

downloads for the Mackay Libraries App - an increase of 25%

The Health and Regulatory Services team received 7403 requests for service, with 81% completed within the nominated timeframe



Sarina Sugar Shed had three of the highest revenue months in its operating history



Customer Service saw an increase in the use of online services including payments, customer request lodgements and email correspondence



New technology to remind residents when accounts were due resulted in significantly less escalations to external providers in the recovery of funds

Overall attendance for the MECC was 53,134 with an annual satisfaction rating of 96%

The Pathways to Performance Program assisted 835 students with the financial costs associated when visiting the MECC

422 cats rehomed and 38 cats returned to their owners

73 people successfully trained from four food safety training sessions

Eight school sessions were held with 197 students covering responsible pet ownership and dengue fever awareness



Sarina Sugar Shed

After 14 years of successful operation, including multiple tourism and distilling awards, Sarina Sugar Shed took the opportunity this financial year to reset, reevaluate and reimagine, following a three-month closure in the previous year due to the COVID-19 pandemic and the appointment of a new coordinator. The facility underwent a number of changes to improve operating efficiencies and revenue growth performance, including:

- added new experiences including a distiller's sensory experience
- hosted several corporate and community events
- developed new alcoholic and condiment products
- increased its digital media presence
- upgraded operational software with a new ticketing system and point of sale system
- revitalised the merchandise range
- rejuvenated café offerings and capabilities including receiving a 5-star food safety standard rating
- transitioned to the artisan producer's licence
- collaborated with local industry for increased cooperative opportunities.

The Sarina Sugar Shed achieved the following results this financial year:

- Three highest revenue months in its operating history
- 38 per cent reduction in the overall budget
- 151 per cent trading surplus against full-year targets
- \$85,000 increase in gross profit
- \$44,000 increase in ticket sales.



Top five customer request types



6499
phone
messages



3592
wheelie bin
replacements



3080
mailing address
changes



1670
wheelie bin
repairs



1654
planning advice
enquiries

DIGITAL MEDIA

Websites

Council's website saw a one per cent decrease in visitation, with a total of 622,058 visits for the financial year. This can be attributed to residents preferring to use social media platforms over the council website to gain information. Sarina Sugar Shed website saw close to a 70 per cent increase on their visits as a direct result of their ongoing marketing efforts in promoting their online ticket sales. The Sarina Field of Dreams also experienced a 66.5 per cent increase on website visits. Overall, council-owned websites had a combined increase of 1.7 per cent in visits compared to the previous financial year.

Websites	2019-2020	2020-2021
Mackay Regional Council	628,709	622,058
MECC	106,686	148,107
Artspace Mackay	19,936	17,719
Botanic Gardens	26,701	16,726
Sarina Sugar Shed	16,961	28,658
Mackay City Centre	32,714	11,112
Sarina Field of Dreams	2248	3743

eNewsletters

Our subscription base grew 32.7 per cent. The introduction of four new eNewsletters attributed to this number, as did strong growth in the number of subscriptions for the Libraries eNewsletter, which increased by 24.6 per cent in the last 12 months.

eNewsletters	2019-2020	2020-2021
Artspace Mackay	1833	1830
Botanic Gardens	1176	1144
Council Connect	3348	3353
Libraries	13,863	17,280
Recreation Services	1116	1089
Mackay Planning News	1220	1218
Connecting Mackay	-	3064
Libris Award	-	454
Sarina Sugar Shed	-	218
P-CEP	-	291
Total	22,556	29,941

Social media

Council's Facebook page experienced a 14.4 per cent increase in growth, increasing to 32,500 followers. Similarly, all council social media platforms experienced solid growth, with YouTube showing an impressive 2841 per cent increase in views in the last 12 months.

Platforms	2019-2020	2020-2021	Growth
Twitter	2862	2872	0.35%
Instagram	4059	5120	26%
YouTube	50,746 views	1,492,602 views	2841%
LinkedIn	5378	6712	24.8%
Facebook	28,406	32,500	14.4%

Council live stream

Recordings of the live streams are available on council's website, YouTube channel and Facebook for members of the public to access at any time. With the addition of Facebook live streaming this financial year, the number of views of council meetings grew 53.1 per cent.

YouTube views - 1165 | Facebook - 1966

*Note: council meeting did not record on Facebook on January 27, March 10, June 9 and June 23 due to glitches on Facebook.

Library Services

There was continued strong support for our libraries across the community, with residents making about 296,620 visits to our branches during the year and borrowing almost 972,195 items. This was a slight decrease on the previous year's visitation due to COVID-19 impacts, something felt in public libraries across the country. Library collections saw an injection of almost 20,600 new items which contributed to the increase of more than 12 per cent in physical loans, whilst digital loans decreased by 50 per cent compared to the previous year, this was largely related to the COVID-19 closure periods experienced in 2019-2020.

▶ **7238**
new members

▶ **47,860**
active members

▶ **20,700**
public computer bookings

▶ **16,670**
hours of computer usage

MECC delivers in a tough climate

The Mackay Entertainment and Convention Centre (MECC) delivered a wide-ranging program to the Mackay community in both their entrepreneurial program and commercial hires. Due to the public health direction, the MECC restarted on site event operations in August 2020 at 50 per cent limited capacity in the theatre and 4sqm per person in all other venue hire spaces. The venue is now operating at 100 per cent capacity in the theatre and the one person per 2sqm rule in other indoor spaces. Numbers were down due to the COVID-19 closure and restrictions, with 91 fewer performances. However, 156 events were delivered at the centre – this is up 30 events from last financial year. The MECC sold tickets to 4310 patrons at 53 performances external to the Mackay region footprint, adding great value to the local economy.

Pathways to Performance program

The program continues to assist schools in Mackay and surrounding districts. For the 2021 calendar year, \$11,000 was contributed by BHP to provide support for this program. This amount, in addition to the funds carried over from previous years (\$8261 from Glencore Hail Creek Mine, \$960.60 from The Friends of the MECC, and \$272.90 from BHP) totalled \$20,494.50. Engagement activity and targeted relationship marketing with educators helped the venue attract a further 642 students over seven shows. The ticket revenue from these Pathways to Performance funded students and the additional flow on students contributed \$29,394 to the venue.



HEALTH AND REGULATORY SERVICES

Local laws amended

Council unanimously voted to support the adoption of proposed amendments to six local laws following extensive government and community consultation. Increases to poultry numbers, dog off-leash areas and the infringement penalty for disabled parking areas are just some of the amended local laws. Residents on land sizes of 700m² to 4000m² can now have up to 10 birds (including ducks and geese). Additionally, Apex Park and Queens Park were identified as dog off-leash areas, while all council-controlled land in Cape Hillsborough no longer permits dogs in line with National Parks rules and guidelines.

Pest management activities

	Requests	Properties baited	Total hours to perform all activities relating to topic
Dingo/wild dog	25	121	737 hours
Pigs	2		517 hours
Invasive plants	65		5140 hours

The table below represents the mosquito control work carried out during 2020-2021.

Sites inspected	Sites treated	Hectares treated
1533	825	2915ha



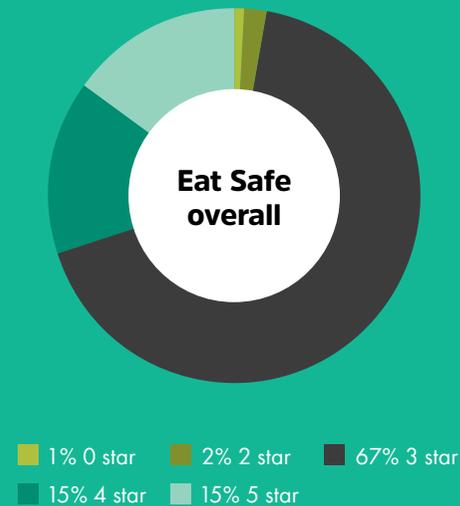
Invasive plants summary breakdown

Plants	Hours
Rats Tail Grass	1,757.42
Sicklepod	612.94
Other invasive plants	527.34
Water Hyacinth	299.16
Parthenium	292.62
Environmental weeds	207.42
African Tulip Tree	126.46
Salvinia	122.98
Hymenachne	105.82
Singapore Daisy	103.38
Navua Sedge	101.50
Lantana	49.46
Rubber Vine	36.66
Elephant Ear	32.14
Water Lettuce	26.16
Thunbergia	13.50

The Local Laws team conducted 505 patrols throughout the year

Eat Safe Mackay

Eat Safe Mackay is designed to provide assistance and incentives to food businesses to comply with food safety laws and to achieve the highest standards in food safety. A food business can receive either no star, two, three, four or five stars. Businesses that demonstrate high levels of food safety standards will receive three, or more stars and can choose to display their food safety star rating onsite and online. The display of Eat Safe Mackay star ratings is voluntary for food businesses. At the end of June 2021, 35 per cent of businesses agreed to display their star ratings and 97 per cent of food businesses were rated three star or higher. Further information on Eat Safe Mackay, can be found on council's website.



Licensing and approvals

Premises	Inspections
Accommodation	40
Caravan parks	13
ERA	6
Food	568
Footpath dining	17
Skin penetration	13
Swimming pools	29
Temporary food	2
Vending	5
Temporary entertainment events	7
Total	700

Compliance levels varied between premises. However, the majority of premises compliance levels were at a satisfactory standard. Officers found that accommodation, footpath trading and food businesses had opportunities for improvement relating to structure, storage, handling and procedures.



Pet registration

This financial year, we recorded 13,251 dog registrations, a two per cent decrease from 13,489 the previous year. Cat registrations were 2457, a 1.5 per cent decrease from 2527 last financial year. We impounded 616 dogs and 326 cats. No healthy cats or dogs were euthanised during this period. Of the total animals impounded, 218 cats and 209 dogs had to be either adopted or forwarded to the RSPCA. Our Local Laws team conducted 505 patrols in areas popular with dog owners.

Year	Cat registrations	Dog registrations
2019 - 2020	2527	13,489
2020 - 2021	2457	13,251

Responsible pet ownership

The annual pet registration day was cancelled due to COVID-19 restrictions. Instead, we delivered a registration campaign in June with social media promotion reaching over 15,000 people. The campaign and online engagement proved extremely successful in distributing our responsible pet ownership messages across the community.

PayStay

This financial year, revenue from PayStay increased by 16 per cent over the previously affected financial year due to COVID. In addition, the year also saw the introduction of long-term tickets to PayStay, which generated \$44,189.

Month	PayStay	Meters	Long-term tickets
July 20	\$16,780	\$1752	\$3637
Aug 20	\$13,506	\$2195	\$8426
Sept 20	\$14,221	\$2238	\$4403
Oct 20	\$13,703	\$2073	\$4308
Nov 20	\$15,347	\$2743	\$5197
Dec 20	\$12,509	\$2447	\$489
Jan 21	\$9608	\$469	\$3895
Feb 21	\$14,137	\$1983	\$4064
Mar 21	\$18,871	\$1848	\$1893
Apr 21	\$12,501	\$691	\$3115
May 21	\$15,637	\$972	\$2076
June 21	\$17,800	\$2257	\$2687
Total	\$174,619	\$21,668	\$44,189

Infringement activity



3854
regulated parking



9
development compliance

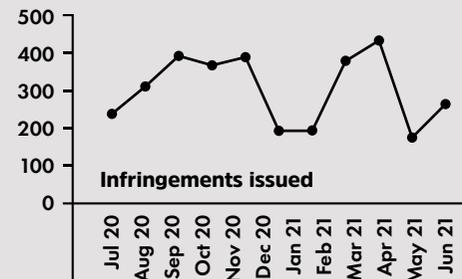


332
local laws



10
environmental

Regulated parking infringements



Environmental health activities

Area	Requests
Food	72
Nuisance	183
Noise	105
Health / misc	108

OUR STAFF

We are an innovative and responsive council that strives for excellence to achieve for our customers and the community. We operate efficiently and effectively to develop strong partnerships with all stakeholders providing valuable services. People and Culture play an important role in the development and alignment of people, systems and processes to meet strategic organisational directives. As a values-led organisation, our five values create a shared meaning and purpose, and act as a guide for all decision-making.



Council values

Our culture is shaped by our values. Our core values, Code of Conduct, competency framework and performance review process collectively create the foundation for a sound workplace philosophy.

- Employee health and safety
- Client satisfaction
- Respect
- Teamwork
- Accountability

"Working as
one team
to achieve for
our clients
and community"

Workforce profile and performance

As of June 2021, council employed 1106 people. A breakdown of our workforce head count per employment type is:

- 864 permanent employees
- 65 fixed term contract employees (includes apprentice/trainees)
- 102 part time employees
- 75 casual employees



- 1% 15-20 years
- 4% 20-25 years
- 6% 25-30 years
- 11% 30-35 years
- 12% 35-40 years
- 12% 40-45 years
- 13% 45-50 years
- 13% 50-55 years
- 15% 55-60 years
- 9% 60-65 years
- 3% 65-70 years
- 0.7% 70-75 years
- 0.3% 75-80 years



Workforce turnover

Council strives to be an attractive employer, offering a wide variety of jobs and careers across multiple occupational groups. Our employees are enthusiastic, highly trained and dedicated to a better Mackay.



Commitment to consultation

The current Certified Agreement expired on June 30, 2020, however, it remains in force. Unfortunately, the negotiations between the parties have reached an impasse and the matter is proceeding to arbitration through the Queensland Industrial Relations Commission. The arbitration relates specifically to the outdoor unions request for a separate Certified Agreement for those employees covered by the Stream B and Stream C awards. It is council's clear view that we are one team and as such, our employees should be covered by one agreement. We monitor the current agreement's operation and application through a joint consultative committee and council remains committed to consulting with our employees.

Healthy and supported workforce

Council understands that employees are vital to the delivery of council's vision and have a direct impact daily on the experiences of our clients and community. When our employees are healthy, motivated and have a sense of wellbeing then the experience and outcomes for our community improves. Health and wellbeing initiatives promoted to staff and supported by council in 2020-2021 include:

- Health and Wellbeing Committee – representatives of the workforce who have an interest in their own and others health and wellbeing meet regularly to discuss concerns of the staff or ideas on new health and wellbeing initiatives.
- Health and wellbeing officer continues to engage with and support staff with the promotion of initiatives and education on topics that can assist their health and wellbeing
- Fitness Passport - a corporate gym and pool membership to inspire staff to exercise regularly through a program that offers value and variety
- Confidential counselling services provided through the Employee Assistance Program
- Regular e-learning sessions on a variety of health and wellbeing topics
- Annual influenza vaccinations
- Red Cross Red25
- Salary packaging options
- Corporate discount program that offers staff access to discounts on everyday items.

We recognise the importance of supporting employees in achieving their physical, mental, social and financial health goals.

Education assistance program

Our education assistance program encourages employees to undertake formal tertiary studies as an option for ongoing professional development. We have supported 103 employees under this arrangement since the inception of the program in 2011. We approved eleven new applicants to commence their study this financial year.

Apprentices and trainees

Council believes in its responsibility and commitment to employees, apprentices and trainees within our region. As a large employer, we offer opportunities to Mackay residents through a range of initiatives, such as our apprentice and trainee program, academic bursaries, work placement and internal education assistance programs. There was enormous interest again this year with just over 1000 applications. The most popular positions this year were heavy commercial vehicle mechanic and business administration. We currently engage 24 apprentices and trainees.

Work placements

We facilitated eight work experience placements for 28 secondary school students from across the region in 2020-2021. Students gained experience in various areas, including the workshop, Information Services, Libraries, MECC, Botanic Gardens and natural environment.

Diversity and inclusion

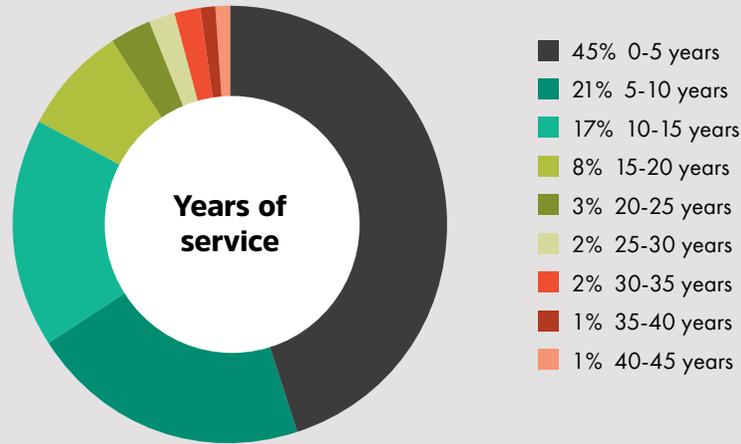
Our continued commitment to workforce diversity and inclusion ensures our organisation stays innovative, sustainable and continues to meet the needs of our clients. Council's extensive range of experience, skills and views are key strengths and critical to the wide range of services we deliver.

Individual flexibility arrangements

We understand the importance of a healthy work-life balance and provide a range of options and benefits to support employees. Contemporary working arrangements are supported by offering a variety of flexible work options to meet business and workforce needs. These include time off in lieu and flexible working hours, part-time and job share arrangements.

Recognition of service

Council boasts well-balanced service tenure rates for employees with just over 33 per cent of employees serving 10 years or greater. Council formally recognises employees celebrating employment anniversaries of 10, 15, 20, 25 and 30-plus years of service. Eligible employees receive a framed certificate as a gesture of appreciation from council for their contribution.



Reward and recognition program

We believe in celebrating the achievement of our employees. Outstanding achievement is recognised monthly and annually. A total of 230 nomination across nine annual awards were submitted and the winners were:

Awardee	Award
Peter Kingi and Brodie French	Safety Contribution Award
Amber Doyle	Excellence in Client Services
Lee Brake, Mark Sleeman, Lyneale Thrupp, Reyna Pakowski, Shannon Kelly, Angela Hays, Robert Ryan Leah Chambers, Jeanette Elms, Sharee Helm, Sarah Rewald, Alina Garnham and Kristen McCubbin	One Team Award
Mark Ware	Sustainability Award
Kevin Stack	Outstanding Newcomer Award
Leahanna Lacey	Jason Vassallo Trainee or Apprentice of the Year Award
Elisa Crooks	STAR Award
Aaron Ward	Leadership Excellence Award
Jay Rosenberg	Mayoral Perpetual Award

Safety

Employee health and safety is one of our leading corporate values and is fundamental to the way we do business. We have continued to implement our three-year Safety Strategy and Safety Action Plan to improve our safety performance and we undertook a review to ensure we have effective activities in response to safety issues.

An analysis of recordable injuries at council identified that musculoskeletal injury continues to be most common, with manual tasks being the most common cause. Other factors include the work environment, and the plant and equipment being used. This enabled initiatives to be implemented to work towards improved safety outcomes. These include enhanced pre-employment medical processes, a continued focus on manual tasks during new employee inductions, improved identification of hazardous manual tasks, and trialling approaches using external experts to identify people who may be in poor musculoskeletal health and require assistance and encouragement.

Every new employee at council undertakes an extensive induction, including corporate and site-specific workplace inductions. During the year we facilitated 2017 workplace health and safety (WHS) inductions for contractors, volunteers and work experience students.

We conducted 1312 safety interactions and 359 site safety interactions; activities which provide an opportunity to engage with our

workforce and identify workplace safety issues and hazards.

Our safety performance over the year, in relation to lost time injuries, declined slightly. In 2020-2021 there was 12 lost time injuries, compared with eight in 2019-2020.

We met or exceeded targets set for the following pro-active safety activities: safety interactions, monthly action plans and, site safety inspections. Our performance in closing out corrective actions (actions raised following an incident, site safety inspection, hazard report, or as an action from a WHS meeting) whilst not met, did improve throughout the year, with strategies in place to ensure that this target is achieved in the future.

Our lost time injury frequency rate has remained lower than the average of all councils in our size category.

Internal and external training was provided across a broad range of topics, including manual tasks, confined spaces, work at heights, vehicle load restraint, working near overhead powerlines, traffic control, first aid, emergency response, bullying and harassment, and fitness for work.

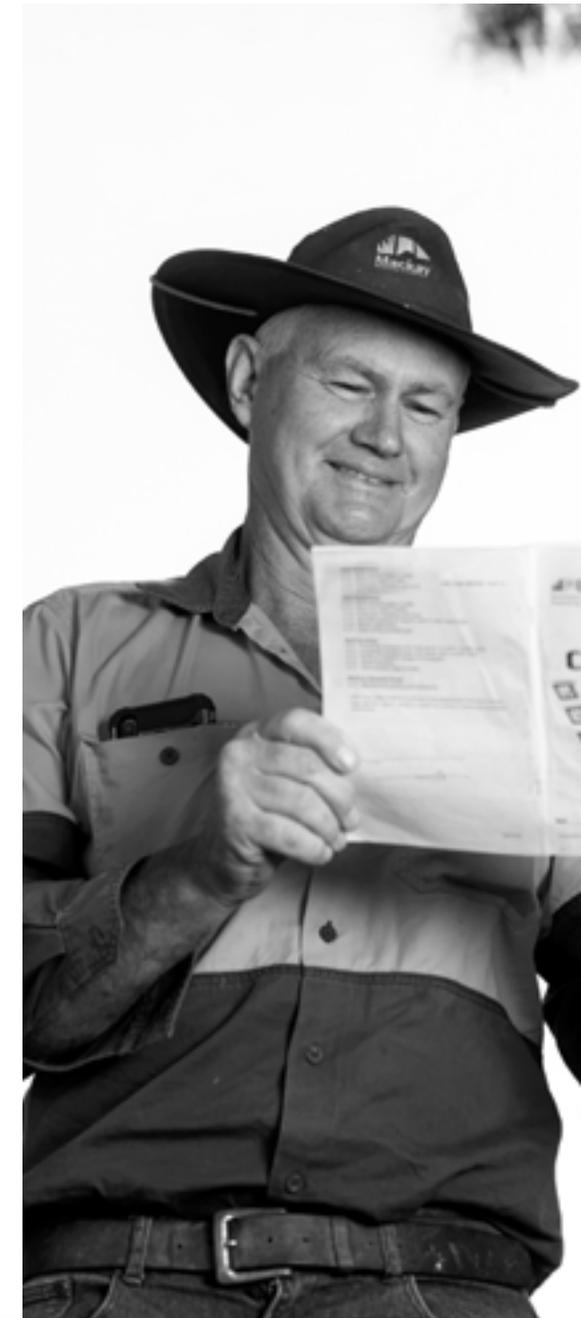
We continued to work closely with the safety teams from other local governments in our region – the Regional Safety Exchange – sharing knowledge and experiences so that we can all continue to improve our safety performance.

Council also participates in local safety networking forums hosted by the Resource Industry Network and WHS Queensland.

During the year, a significant upgrade to InControl (our safety incident and risk reporting system) was undertaken to improve user experience and data management. The cross-program working group responsible for reviewing and implementing improvements to the safety aspects of contractor management developed a suite of new procedures and guidelines, which was implemented in the first quarter of 2021. This included formalising on-site spot checks to ensure contractors are implementing appropriate safe work practices.

In March 2021, an external WHS audit was conducted as part of our workers' compensation obligations within the Local Government WorkCare scheme. The audit identified no non-conformances and a score of 84.4 per cent which exceeds the pass mark of 70 per cent and places Mackay amongst the top councils in Queensland. JLT who insure over 500 councils across Australia conducted the audit and described Mackay as an "industry leader" when it comes to safety.

Whilst our overall safety performance is encouraging, the challenge is to maintain our momentum. This means that we will continue to focus strongly on safety and involve every employee in the organisation as we aim for our goal that no person shall come to any harm while working at or visiting council.





Right to Information

In 2020-2021, council:

- received 13 Right to Information applications
- a total of 768 pages were considered
- a total of 304 pages were released in full
- a total of 302 pages were released in part
- another 43 pages were determined to be contrary to public interest in accordance with the provisions of the Right to Information Act 2009
- no applications were withdrawn
- a total of two applications were listed on the disclosure log on the council website.

Requests for information under the Right to Information Act 2009 must be made on the required form available on our website or by calling 1300 MACKAY (622 529).

Official documents

Our Inclusive Workplace Policy and Community Engagement Policy are available on council's website at mackay.qld.gov.au. The Code of Conduct and delegation register (which records the delegated levels of authority and instruments of authority held by all council officers) are also public documents and available on request.



Audit Committee

The Audit Committee (AC) is an advisory committee of council established in accordance with Section 105 of the Local Government Act 2009 and Section 208-211 of the Local Government Regulation 2012. The committee assists council in fulfilling its oversight responsibilities relating to risk management, internal control, governance and external accountability responsibilities. The AC Committee made up of:

- Mr Peter Tait – Independent member and Chair
- Mr Tim Cronin – Independent member
- Cr Greg Williamson – Mayor (voting)
- Cr Martin Bella – Councillor (voting)
- Cr Karen May – Councillor (non-voting)
- Cr Belinda Hassan – Councillor (non-voting)

During 2020-2021, the committee met five times.



Internal audit

The internal audit function is an integral component of our corporate governance framework. It operates under an approved charter and complies with State Government legislative requirements, as well as meeting the professional standards of the Institute of Internal Auditors. In accordance with legislation, internal audit reviews are undertaken according to the Internal Audit Plan endorsed by the Audit Committee and approved by the CEO. The purpose of our internal audit function is to provide the independent assurance and advice to improve operations by evaluating the effectiveness of governance, internal control and risk management. In addition to the traditional role of internal audit, the focus is also on “adding value” by working with management to recommend improvements to systems, processes, work practices, compliance, and business effectiveness.

Activities in 2020-2021 included:

- Internal audit reviews - parking fees and infringements, council vehicles - commuter/privacy use, infrastructure assets - condition assessments and maintenance, asset management, major projects, waste collection services contract and public events, facility hire and public programming
- Development of Internal Audit Plan 2021-2022
- Monitoring the actions resulting from internal and external audit recommendations.

Code of competitive conduct for business activities

In accordance with sections 45 and 47 of the *Local Government Act 2009*, council resolved not to apply the Code of Competitive Conduct (the Code) to the following business activities: Mackay Entertainment and Convention Centre, Sarina Sugar Shed, off-street parking and sporting facilities. Ultimately, council determined the costs of applying the Code would outweigh the benefits, and the activities have significant non-commercial objectives. We do not conduct any other business activities or prescribed business activities.



Significant business activities

Below is a list of all business activities that council has conducted during the financial year. When assessing business activities as part of the compilation of the 2020-2021 original budget, section 19 of the regulation prescribes the threshold that a business activity must meet to be a significant business activity for a financial year.

- If the business activity is the provision of combined water and sewerage services, the threshold is 10,000 or more premises being connected to a water service as of June 30 of the financial year, ending immediately before the current financial year.
- For any other business activity, the threshold is expenditure of at least \$9.7 million for the financial year ending immediately before the current financial year.

Council has two significant business activities – Mackay Water and Mackay Waste. In accordance with legislation, it was resolved that these business activities be conducted as business units. No new significant business activities were identified during the year.

Controlled entities and beneficial enterprises

Council's controlled entities, and significant beneficial enterprises, include:

Controlled entities

- Mackay Region Enterprises Pty Ltd
- Artspace Mackay Foundation Limited (dissolved Oct 2020)

Beneficial enterprises

- Whitsunday ROC Limited (Trading as Greater Whitsunday Council of Mayors)
- Mackay Regional Housing Company (Trading as Connect Housing Group)
- Mackay Tourism Limited
- The Minister for Economic Development Queensland (MEDQ) - (formally Urban Land Development Authority)
- Regional Development Australia Mackay-Isaac-Whitsunday Inc (RDA)
- Greater Whitsunday Alliance Limited (GW3)
- Regional Queensland Council of Mayors Inc.

MACKAY WATER SERVICES

107,028 consumers received treated water services

- ▶ 42,812 residential connections
- ▶ 3370 commercial and industrial connections



Supplied high quality non-potable recycled water from the Mackay South, Sarina and Mirani water recycling facilities to more than 29 local farmers and two public recreational facilities for irrigation purposes



Conducted 200 trade waste audits and issued 64 approvals to discharge trade waste to sewer

Delivered the 'Watch the Flow' water education program to 1708 students



99,282 clients received sewage collection and treatment services

- ▶ 39,713 residential connections
- ▶ 2527 commercial and industrial connections



3862 plumbing inspections performed
27% more than the previous financial year

1053 plumbing approvals completed
59% more than the previous financial year

1608 notifiable works received (plumbing and drainage) and completed the required 5% audit inspections

63,000

Water leak notifications sent, reducing the number of concealed leak concession applications to 97



Our vision

REFRESH: Building renewed engagement that is focused on relating to create efficient, sustainable services through a holistic approach.

Our mission

To deliver water and waste services for the community of the Mackay region in a sustainable, prudent and efficient manner.

Our overview

We had 136 staff and an annual operating expense budget of \$93.6 million and a capital budget of \$20.08 million.

Our operations were carried out in accordance with the annual business plan that defines council's expectations in terms of performance, reporting, level of service and policy compliance.

Major projects

- Continued the design and construction of the Koumala softening plant - a joint initiative of council and the Queensland Government to improve the hardness of the town's water supply
- Completed significant refurbishment works at both Mackay North Water Recycling Facility and Mackay South Water Recycling Facility, including upgrades to the Odour Control Unit, inlet screens and launders. These were Works for Queensland projects delivering jobs for Queensland and were funded by the Queensland Government
- Completed the design and construction of a separate inlet main for the Midge Point Reservoir to assist with management of water quality
- Commenced the upgrade of Supervisory Control and Data Acquisition systems at Mackay North Water Recycling Facility and Mackay South Water Recycling Facility
- Continued the \$16.2 million upgrade to the Mirani Water Recycling Facility
- Completed the Alligator Creek water pump station upgrade.



Service delivery

- Inspected 900 maintenance manholes
- Repaired 180 sewer maintenance manholes
- Continued the sewer network refurbishment program - 12km of sewer was inspected using CCTV cameras and 5km of trunk main were relined
- Completed water main renewal works on Anzac Avenue (Marian), Fifth Lane (Mackay CBD) and Ian Reddacliff Drive
- Completed renewal program for sewage pump station switchboards
- Completed renewal of water supply bores at Finch Hatton, Koumala and Sarina
- Completed the Goldsmith Street sewer rising main renewal
- Completed the prawn farm sewer rising main extension to bypass Dump Road sewage pump station.

Monitoring and testing

- Purchased new equipment which expanded the capability and efficiency of the laboratory. The new instrumentation means that only a small percentage of samples are now outsourced and sent to external laboratories for analysis
- Extended the scope and achieved continuation of National Association of Testing Authority (NATA) accreditation. Council's Water and Waste laboratory is the only laboratory in Central Queensland that has accreditation in the areas of water chemistry, microbiology and water sampling. Over 90 per cent of all tests performed in the laboratory are now NATA accredited
- Performed testing and supplied scientific advice to neighbouring councils - Isaac, Whitsundays and the Central Highlands
- Had over 80 regular clients that included local and state-wide companies as well as individual members of the community
- Performed over 350,000 individual tests, which is above the levels seen before COVID-19
- Gave in-kind support to local environmental groups and university and TAFE students.

Awards

Awardee	Award	Awarding body
Mark Vairy (Water Services)	Queensland Operator of the Year - Winner	Water Industry Operators Association (WIOA) QLD Awards
Brett Donald (Water Services)	Queensland Operator of the Year - Civil/All Rounder - Winner	Water Industry Operators Association (WIOA) QLD Awards
Mackay Regional Council (Water Services)	Best of the Best Queensland Water Taste Test - Runner up	QldWater
Mackay Regional Council (Water Services)	Premier Industry Collaboration Category: Water Industry Worker Program - Finalist	2020 Queensland Training Awards - Department of Employment, Small Business and Training
Mackay Regional Council (Water Services)	Projects over \$10m and Innovation and Sustainability in Water Categories: Shared Superintendency Mirani Water Recycling Facility / Bowen Sewage Treatment Plant - Finalist	Institute of Public Works Engineering Australasia (IPWEA)
Mackay Regional Council (Water Services)	Innovation category: Water Industry Worker Pilot Program - Finalist	Institute of Public Works Engineering Australasia (IPWEA)
Mackay Regional Council (Water Services)	Queensland Awards - Organisational Excellence Award: The Water Industry Worker Pilot Program - Winner	Australian Water Association (AWA)
Mackay Regional Council (Water Services)	Australian Water Awards (OzWater '21) Water Industry Safety Excellence Award: The Claw: Eliminating the Need for Confined Space Entry - Finalist	Australian Water Association (AWA)
Mackay Regional Council (Water Services)	Australian Water Awards (OzWater '21) Organisational Excellence Award: Regional Water Industry Worker Pilot Program - Finalist	Australian Water Association (AWA)
Mackay Regional Council (Water Services)	Queensland Awards for Excellence Collaboration Category - Water Industry Worker Program - Finalist	Local Government Managers Australia (LGMA)

Presentations

The following table lists the presentations that were given by our team during the year.

Conference / event	Name of paper/presentation	Staff member
Australian Water Association Queensland Conference (incorporating North Qld Conference, which was cancelled due to COVID-19), Sunshine Coast, November 18-19, 2020	'Shutting down the house – lessons learned from inlet bypasses'	Emma Schmitz and Ron Bailey (assisting Gary Edwards from DGH)
Water Industry Operations Association Conference, Toowoomba, June 2-3, 2021	'Thinking outside the box – How do we change to deliver processes for the future'	Stuart Boyd
Water Industry Operations Association Conference, Toowoomba, June 2-3, 2021	'How to Flog a Dead Horse - Bringing Life to an Old WRF'	Emma Schmitz and John Holmes



Partnerships

Choose Tap coalition

Water Services continued to work with the national Choose Tap coalition in the 2020-2021 financial year, raising awareness about the health, environmental and financial benefits of drinking tap water.

CTM Water Alliance

The water businesses of Cairns, Townsville and Mackay councils (CTM Water Alliance) worked on a single water-business design and construction code for use across all three council businesses. The Cairns, Townsville, Mackay Water Alliance Design and Construction Code (CTM Code) is based on the Southeast Queensland Water Supply and Sewerage Design and Construction Code and presents a comprehensive and united set of technical standards for water supply and sewerage infrastructure specifically designed for use across North Queensland. The CTM Code was completed in 2020 and the alliance worked on the implementation phase during the financial year.

The Water and Waste Advisory Board

The Water and Waste Advisory Board (WWAB), consisting of external and industry specialists, last met in Mackay in November 2019. The WWAB provided valuable input into council's business cases, the progress of capital projects, safety results and departmental initiatives.

The Whitsunday, Isaac and Mackay (WIM) Water Alliance

The Whitsunday, Isaac and Mackay (WIM) Water Alliance continued their strong collaboration and teamwork during the year. Projects delivered included service level agreements and common WIM register of documents, shared procurement documentation and joint procurement of bulk chemicals initiatives. An innovative research project was also developed, an in-field biosensor for nitrogen detection in waterways. Funding was secured and expertise was drawn from Central Queensland University and the WIM Alliance entities.

Queensland Water Regional Alliance Program

We became a member of the Queensland Water Regional Alliance Program (QWRAP). Five regions with over 200 communities have joined the alliance and are working on common goals and projects including asset management, skills development, water security, water quality and infrastructure.

Water Industry Worker program

The WIW program is in its second financial year, with council continuing to lead the project across the region with the provision of a project coordinator. Ten councils are participating in the program, with 28 water network staff across five regions successfully obtaining a formal qualification and 47 additional students enrolled in next year's program. The program is designed to multi-skill regional operators and provide them with the same training as their neighbouring councils. The program continues to be funded by the Queensland Water Regional Partnership Alliance (QWRAP) and the participating councils.

Annual financial statement

Our assets

Asset category	Asset type	Qty
Raw water	Dams	1
	Pump stations	2
	Boreholes	25
Water treatment	Water treatment plants	5
	Water treatment facilities	8
	Re-chlorination systems	9
Water distribution network	Service reservoirs	40
	Water pump stations	33
	Water mains	1279km
Wastewater collection network	Wastewater network	996km
	Wastewater manholes	17,931
	Sewage pumping stations	188
Wastewater treatment	Sewage treatment plants	5
Recycled water	Recycled water storages	5
	Recycled water network (mains)	31 km
	Recycled water pump stations	3

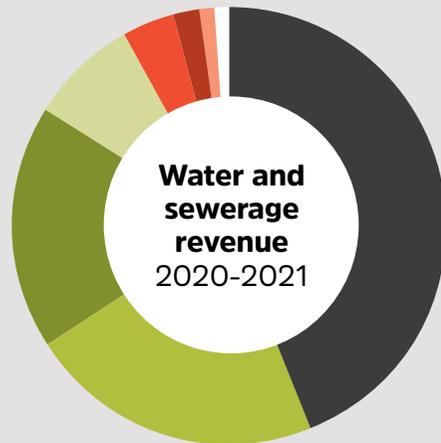
Our asset value

Asset	Total replacement value	Written down value as of 30 June 2021
Water	\$859,988,757	\$519,622,697
Sewerage	\$913,778,097	\$633,878,980

The written down value is the difference between the replacement value and the current accumulated depreciation. The reported asset values relate to Property, Plant and Equipment.

Where our money came from

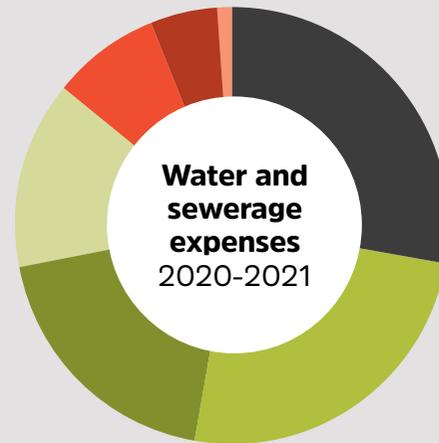
Our revenue for the 12 months ending June 30, 2021, totalled \$105.2 million, with 84 per cent generated from rates, access and usage charges.



- 44% Sewerage access fees
- 22% Water usage
- 18% Water access fees
- 8% Capital income
- 4% Fees and charges
- 2% Recoverable works
- 1% Interest received
- 1% Other income

Where our money went

Our expenditure for the 12 months ending June 30, 2021, totalled \$94.5 million. The main expenses were depreciation and amortisation, dividend and notional tax, materials and services.

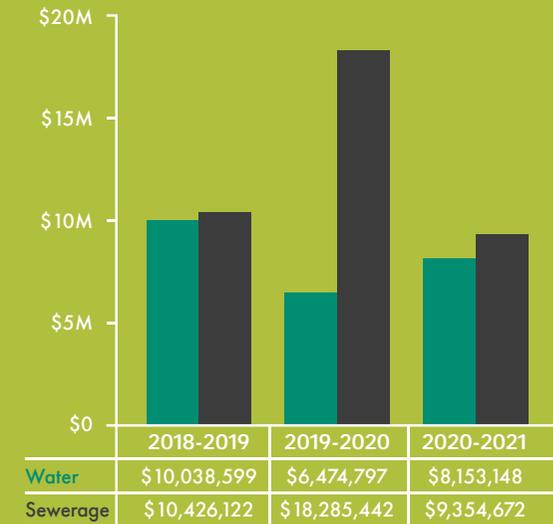


- 28% Depreciation and amortisation
- 25% Dividend and notional tax
- 19% Materials and services
- 14% Employee costs
- 8% Competitive neutrality costs
- 5% Finance costs
- 1% Capital expenses

Investing in infrastructure

We spent \$17.5 million during the year on water and sewerage infrastructure. This included completing significant projects including refurbishment works at both Mackay North Water Recycling Facility and Mackay South Water Recycling Facility and the design and construction of a separate inlet main for the Midge Point Reservoir to assist with management of water quality. This was \$7.25 million less than the previous year.

Capital expenditure past three years





Community service obligations

We supported local not-for-profit community groups with water and sewerage services during the year totalling \$201,760.

Changes to the annual performance plan

A comprehensive update of the annual performance plan was undertaken to ensure it provided a full overview of all activities undertaken by Water Services, and in line with the *Local Government Regulation 2012*.

Water access charge

The annual water access charge in 2020-2021 was \$371.50. Properties where a metered water supply was connected were charged on a per factor basis. Vacant land was allocated one factor per allotment.

Water consumption tariffs

We are responsible for providing water and sewerage infrastructure to existing and future users of these services. The charges are listed below:

Tariff 1	0-150 kilolitres per half year	\$1.83/kl
Tariff 2	Over 150 kilolitres per half year	\$2.72/kl

Sewerage access charge

The annual sewerage access charge in 2020-2021 was \$898.40. Charges were based on the number of sewerage pedestals or urinal services installed on the premises. Vacant land was allocated one per allotment. Single occupation residence had a maximum of one pedestal charge.

Cross subsidies evaluation

No cross subsidies existed between consumer classes in the provision of water and sewerage services.

Customer service standards

We are committed to delivering quality water and sewerage services to enhance our community. This commitment and the acceptable guidelines for the delivery of water and sewerage services is outlined in our customer charter, available at mackay.qld.gov.au/charter

MACKAY WASTE SERVICES

8611 client service requests
1129 more than the previous year

Delivered 111 waste education lessons
to 2660 members of the community



Collected
34,177 tonnes of household waste
7727 tonnes of kerbside recycling
355 tonnes more than the previous year

6610 tonnes
of green waste processed,
105 tonnes more than the
previous year

11,897 tonnes
of additional recyclables
received from commercial
and other regional council
collections, 3853 tonnes
more than the previous
year



2906 waste and **592** recycling bins replaced
2,374,176 waste and **928,954** recycling bins serviced
(rateable services - 51,360 weekly waste collection services and 51,140 fortnightly recycling bin collection services)



92,972 tonnes

of waste disposed at Hogan's Pocket Landfill, 9118 tonnes more than the previous year

30,254 tonnes

of Co2-e destroyed from Hogan's Pocket Landfill via gas flaring

Organised 11 sites for the Great Northern Clean Up and collected 3.3 tonnes of rubbish

Mackay Waste Services is a commercialised business unit of Mackay Regional Council and is responsible for the following waste management services:

- Weekly waste and fortnightly recyclable bin collection services
- Processing of recyclables
- Transfer station management and operations
- Landfill and haulage management and operations
- Green waste processing
- Resource recovery operations
- Legacy waste management
- Landfill gas management
- Strategic planning.

2583 tonnes

of material recovered through our Resource Recovery Facility

Provided free composting and worm farm workshops to 29 members of the community, slightly down from the previous year due to COVID-19 restrictions



Our vision

To be an innovative waste service provider which is recognised for its commercial performance, provides regional leadership, has the respect of its clients and industry regulators and prides itself on its sustainability.

Our mission

To deliver sustainable waste services to the Mackay region in an efficient and commercially responsible manner.

Our overview

We had 13 staff and an annual operating expense budget of \$27.16 million and a capital budget of \$993,000. Our operations were carried out according to the Annual Performance Plan that defines council's expectations in terms of performance, reporting, level of service and policy compliance.

Waterproof recycling stickers

Waterproof Recycle Right stickers were made available to residents to go on their yellow-lidded bins. The new clear waterproof and UV resistant stickers remind residents what can and cannot be recycled.

Recyclables sent to market

We processed 17,937 tonnes of recyclables at our Materials Recovery Facility (MRF) and sent these to market. This was 13.5 per cent more than the previous financial year. We received an increase in paper, cardboard and mixed plastics.

Recyclables	2019 -2020	2020 -2021
Glass	2537	3622
Paper and cardboard	10,323	10,871
H.D.P.E.	150	154
P.E.T.	163	195
Aluminium	108	124
Steel/tin	292	188
Mixed plastics	483	455
Landfill	1740	2328
Total	15,796	17,937



Drones used to complete environmental testing

The use of drones at landfill sites means council can access more areas. It reduces the risk of accidents to staff and reduces our carbon footprint by limiting the amount of vehicle travel required.

Environmental monitoring and management

We performed regular environmental monitoring at both our operational and closed landfill sites. The following activities occurred:

- Groundwater monitoring was undertaken quarterly at active, inactive, and former landfill sites in accordance with environmental authority conditions
- Surface water was also monitored at Hogan's Pocket Landfill
- Landfill gas monitoring was undertaken during the reporting period at Hogan's Pocket, Bayersville, Koliyo and Seaforth sites.

Client service standards

Our client service standards are a result of legislative and/or regulatory requirements and key performance indicators as set by council.

Service	Standard	Indicator
Waste collection services	Once a week	●
Recyclables collection services	Once a fortnight	●
Bins not collected on scheduled service day	Less than 0.1 per cent	●
Provision of new bins for a new standard service request	Three business days	●
Repair or replacement of bin upon a client request	The next collection day	●
Perform waste minimisation education sessions at the MRF and out in schools and the community each year	Forty-two sessions due to the closure of the MRF facility due to COVID-19 restrictions.	●
Organise a minimum of 10 Mackay Regional Council registered sites for the Great Northern Clean Up	Seven sites - There was a reduction in Mackay Regional Council site registrations in 2020 due to COVID-19 restrictions.	●
Waste disposal facilities open on published day and operating times	99 per cent compliance, a transfer station was closed for one day, due to a staff member being unwell.	●

- Full compliance in all areas
- General compliance with some expectations
- Significant non-compliance against standards

Partnerships

LAWMAC

Continued to be a member of the Local Authority Waste Management Advisory Committee (LAWMAC). During the financial year, they discussed the Queensland Government's Waste and Resource Recovery Strategy and the national ban on exports of recycled product. Council's manager of Waste Services was acting in the honorary position of LAWMAC's technical officer.

DrumMUSTER initiative

Provided DrumMUSTER collection sites so residents could recycle their empty chemical containers during the year. The following sites had collection points - Bloomsbury, Gargett, Koliyo and the Seaforth transfer stations as well as the Paget and Sarina waste management centres.

Paintback scheme

Paintback Collection points at the Paget Waste Management Centre allowed residents and tradies to recycle their unwanted paint - diverting paint from landfill.

Fertiliser bag recycling scheme

Continued to be a host in the fertiliser bag recycling scheme, with collection points at six sites throughout the region. This enabled farmers to recycle their unwanted used fertiliser bags and divert farm waste from landfill.

Presentations

The following table lists the presentations that were given by our team.

Conference/event	Name of paper/presentation	Staff member
Local Authority Waste Management Advisory Committee (LAWMAC) Townsville, November 19-20, 2020	Hogan's Pocket Recycled Gravel Pavement Project 2019-2020'	Jason Grandcourt (Mackay Regional Council)

Annual financial statement

Our assets

Asset category	Asset type	Qty
Landfill	Active	1
	Inactive (legacy)	20
Disposal facilities	Waste management centre	1
	Transfer stations	10
	Green waste only facility	2
Recyclate receivables	Material recovery facility	1
	Resource recovery facility	1

Our asset value

Asset	Total replacement value	Written down value as of 30 June 2021
Waste	\$98,183,796	\$46,571,437

The written down value is the difference between the replacement value and the current accumulated depreciation. The reported asset values relate to Property, Plant and Equipment.



Waste levies

Waste facilities operations charge - \$156.40. This is applied to all assessments and partially funds council's waste program. The charges and gate fees fund residual program costs.

Refuse service charge - \$273.90. This funds bin service and contributes towards bin collection, processing and disposal costs.

Dump vouchers

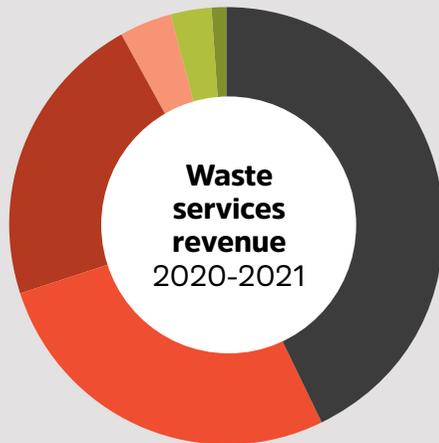
In a concerted effort to keep our region clean and tidy, we continued to provide three dump vouchers per rates notice to residential properties. The vouchers were valid for the disposal of self-hauled domestic and green waste under one tonne - voucher usage totalled \$618,756.

Community service obligations

We provided waste disposal support to not-for-profit community groups during the year totalling \$42,045.

Where our money came from

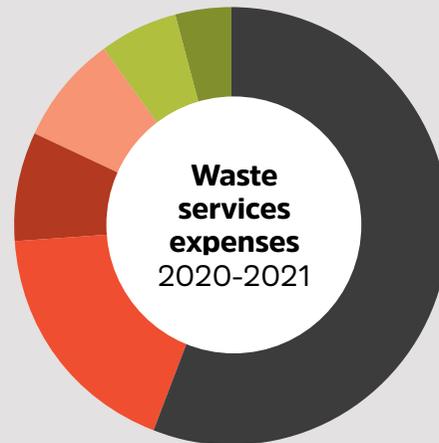
Our revenue for the 12 months ending June 30, 2021, totalled \$30 million, with 92 per cent generated from rates and fees and charges.



- 43% Refuse service charge
- 27% Waste facility manage fee
- 22% Fees and charges
- 4% Capital income
- 3% Other income
- 1% Interest received

Where our money went

Our expenditure for the 12 months ending June 30, 2021, totalled \$25.3 million. The main expenses were materials and services and dividend and notional tax.

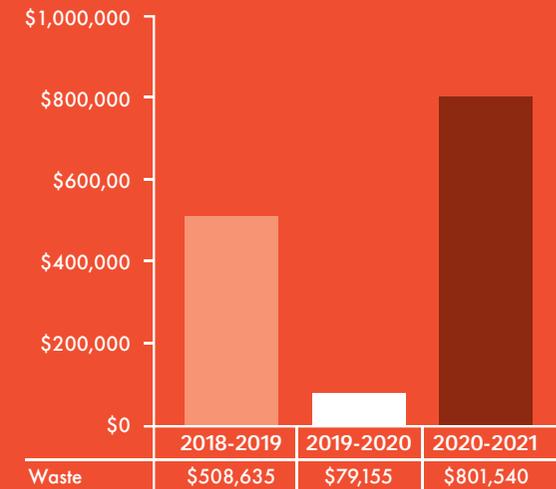


- 56% Materials and services
- 18% Dividend and notional tax
- 8% Competitive neutrality costs
- 8% Depreciation and amortisation
- 6% Employee costs
- 4% Finance costs

Investing in infrastructure

We spent \$801,540 on waste infrastructure. This included new waste oil disposal facilities at a number of rural transfer stations, re-sheeting of green waste hardstand areas, stage 1 of Hogan's Pocket batter chute replacement and environmental monitoring. The green waste hardstand areas project was jointly funded by the Australian Government's Local Roads and Community Infrastructure Program and council.

Capital expenditure past three years



COMMUNITY FINANCIAL REPORT



Vision

Corporate Plan 2021-2026 (adopted May 21, 2021)

Strategy

- 10-year Long Term Financial Forecast
- Asset Management Plan
- Local Government Infrastructure Plan

Direction

Operational plans, annual budgets, fortnightly council meetings and strategic advisory committee

Monitoring

Budget and operational plan reviews, monthly strategic financial reports and departmental performance reports

Inform our community

- Annual Report
- Independent Annual Audit
- Audit Committee
- Public access to audit reports and council minutes

HOW WE REPORT

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



1. Statement of comprehensive income

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

2. Statement of financial position

What do we own and owe at year end?

3. Statement of cashflows

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

4. Statement of changes in equity

What is the wealth of the community at year end?

Amounts disclosed are rounded to the nearest thousand (\$000) unless otherwise stated.

STATEMENT OF COMPREHENSIVE INCOME

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

The operational result of council's operations (total operating revenue less total operating expenses) shows if an operational surplus or deficit was reported during the year. This is graphed below and excludes capital items.

The novel coronavirus (COVID-19) outbreak continues to impact council operations from its initial declaration as a global pandemic in March 2020 by The World Health Organisation. Council's operations continue to respond in accordance with the National Cabinet's directives. During the period, council adopted a range of stimulus measures to support our local community across the 2020 and 2021 financial years.

Council reports a slight reduction of \$0.1M in total operating revenue in comparison to the prior year. A decrease in interest income from reduced market rates and sales contracts and recoverable works were offset by an increase in fees and charges mainly from increased development activity and grants and subsidies.

Council experienced a net decrease of \$8.5M in operating expenses for the reporting period, representing a downward trend over the past two financial years. Current year depreciation savings, following the comprehensive valuation of the roads, bridges and drainage network asset class as at June 30, 2020, represents a significant amount of this variance. Further details are reported in note 12 of the 2021 Annual Financial Statements.

Council is currently forecasting a \$0.7M surplus in the 2021-2022 financial year, continuing to slightly increase in the 2022-2023 financial year. The local government maintains a financially sustainable long-term outlook and remains focused on continuing to provide a wide range of services to the community.

Operating result



Total revenue - where our money comes from

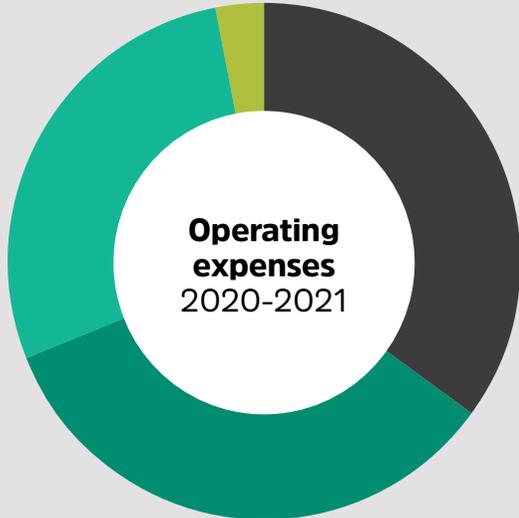
Total revenue of \$319M was recognised during the 12 months ending June 30, 2021. Operational revenue represents 84 per cent of this amount, with the remainder being capital revenue received through grants, subsidies, contributions and donations and other capital income. Capital revenue relates to the capital funding of infrastructure mainly through contributions or donated assets. The graph shows council's operational revenue sources.

Expenses - where our money goes

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

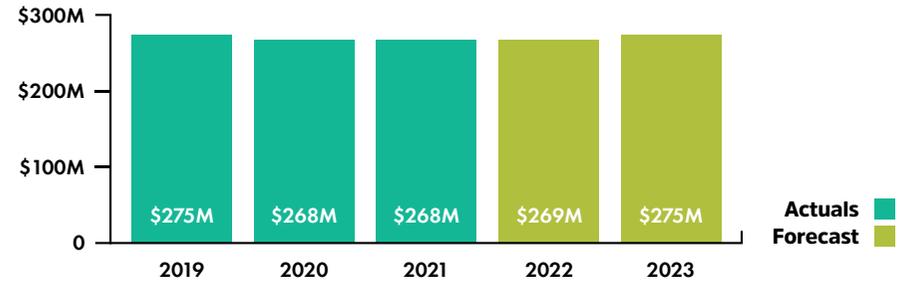


- 82% Rates and charges
- 6% Fees and charges
- 6% Grants, subsidies, contributions and donations
- 3% Sales contracts and recoverable works
- 1.7% Other recurrent income
- 0.8% Interest received
- 0.5% Rental income



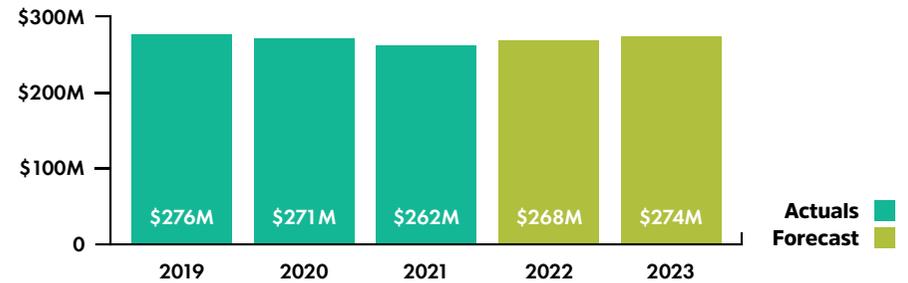
- 35% Materials and services
- 34% Employee benefits
- 28% Depreciation and amortisation
- 3% Finance costs

Operating revenue



Council actively seeks revenue from other sources and attempts to maximise investment earnings to assist in funding the many services we provide.

Operating expenses



The level of council's expenditure is monitored constantly throughout the year. Detailed budgets are prepared at the beginning of each financial year and performance is measured against these budgets through regular budget reviews, ensuring funds are utilised as efficiently as possible. Council recognised operating costs of \$262M during the financial year and expended a further \$88M on capital projects. Major capital expenditure recognised in the period included: **Water infrastructure \$8.2M | Wastewater infrastructure \$9.4M | Roads, bridges and drainage \$44.1M | Parks and environment \$5.5M.**



The statement of financial position measures what council owns and owes to relevant stakeholders at the end of financial year. The result of these two components determines the net wealth of council, which is also the net wealth of the community. Our community's net wealth at the end of the financial year was \$3.4B.

Statement of financial position as at June 30, 2021 (\$'000's)	
Assets (what we own)	\$3,655,152
Liabilities (what we owe)	\$248,106
Equity (community wealth)	\$3,407,046

Assets: what do we own?

The bulk of council's assets are in the form of infrastructure, such as roads, drainage, water and sewerage assets. These asset types collectively make up 78 per cent of council's total asset base. Significant parts of council's expenditure in the long-term financial forecast are focused on the construction, upgrade and renewal of these assets. The table below illustrates council's assets as at June 30, 2021.

Total property, plant and equipment asset values		
Asset class	Asset value (\$'000s)	Written down value (\$'000s)
Buildings	\$259,401	\$151,486
Land	\$153,787	\$153,787
Plant and equipment	\$75,660	\$42,784
Roads, bridge and drainage network	\$2,680,998	\$1,725,579
Sewerage	\$892,307	\$612,958
Site improvements	\$217,717	\$137,105
Water	\$853,323	\$513,632
Works in progress	\$72,032	\$72,032
Total	\$5,205,225	\$3,409,363

Cash and cash equivalents and investments (fixed term deposits) represent five per cent of council's \$3.7B total assets as at June 30, 2021. Investments are separately classified from cash and cash equivalents and represent term deposits with fixed interest rates, held for periods greater than three months.

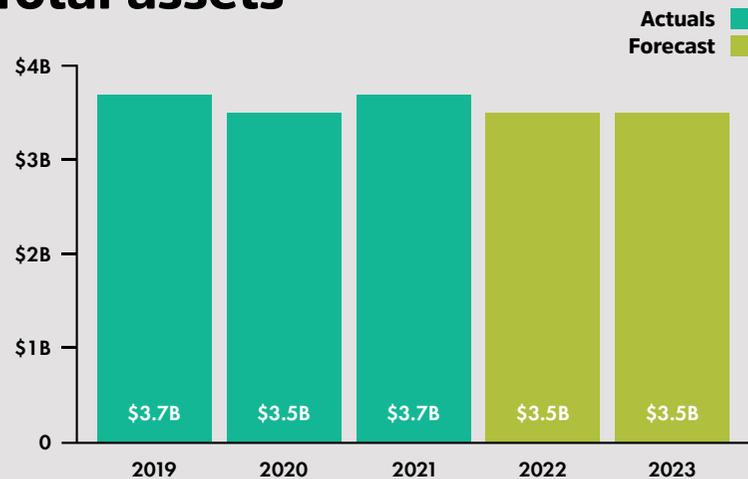


Liabilities: what do we owe?

Liabilities are the amounts council owes to suppliers, employees and lenders both now and in the future. The bulk of council's liabilities are in the form of loans and provisions which collectively represent 80 per cent of our total liabilities. Borrowing to undertake the construction or purchase of long-term assets is an effective way of spreading the cost of community infrastructure over the life of the assets in such a way that those deriving a benefit from the investment pay for it as it is being used. Provisions include retainment of funds to rehabilitate waste and quarry sites administered by council as well as expenses relating to employee entitlements (for example, long service leave).

Council's long-term financial forecast reflects a concerted effort to reduce debt and borrowing over the life of the plan. To this end, council has not borrowed any funds for the past five financial years, concentrating on the repayment of existing debt. Council's outstanding debt at financial year end was \$118M. The graph below shows the council's debt balance.

Total assets



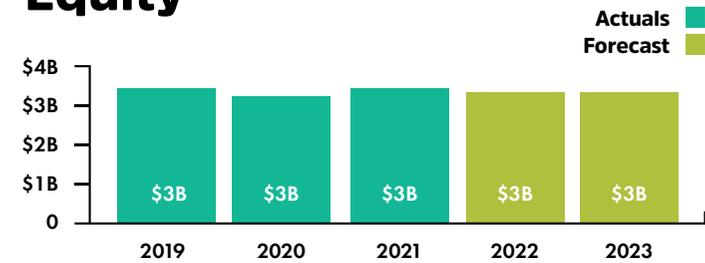
Borrowings



STATEMENT OF CHANGES IN EQUITY

This statement measures the change in our net wealth – what council owns, less what it owes. Community equity consists of the asset revaluation surplus and the retained surplus, which decreased by a net movement of \$175M during the year following the comprehensive revaluation of some of council’s infrastructure assets. Equity is forecast to remain relatively constant into the future.

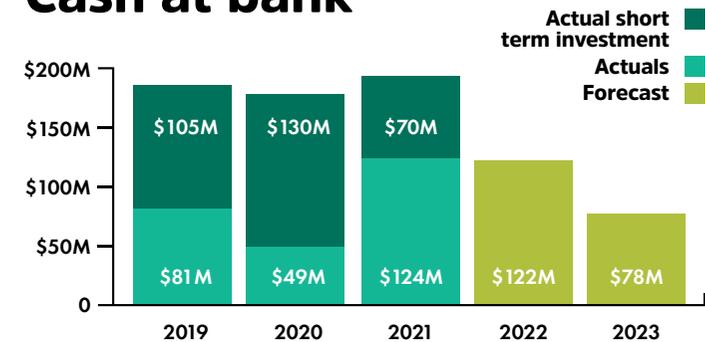
Equity



STATEMENT OF CASH FLOWS

This statement identifies how council received and spent its money during the year. The result details what cash is available at year end. While council’s cash balance was \$124M at the end of the year, it is important to note that an additional \$70M is held in short-term cash investments (term deposits) that are separately classified at June 30, 2021. Council pools and invests funds throughout the year in low-risk short-term investments in accordance with our investment policy with the aim to optimise the best rate of return. Looking forward, council’s short and long-term cash flows indicate that sufficient cash is available to meet recurring activities and capital expenditure.

Cash at bank



Moving forward

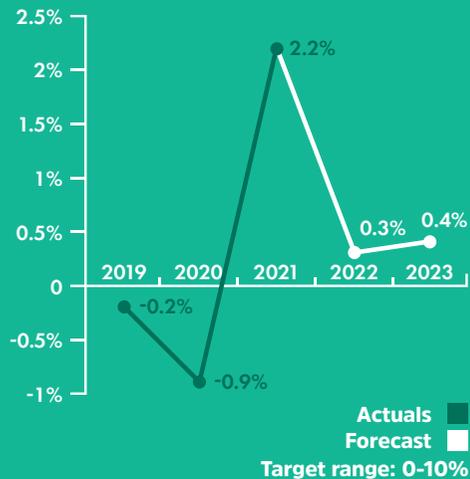
Council’s financial results are reflective of a strong economic base and a sound capacity to service its obligations. Our long-term financial forecast provides a plan for the challenges and demands council faces now and into the future. Consideration has been given to the impacts of COVID-19 in the compilation of estimates, judgements and calculation methodologies used in the long-term forecast. Council will continue to review these assumptions, as uncertainty remains on the long-term effects of the pandemic on business processes and our region. Council strives to deliver financial sustainability through the implementation of several initiatives, including the continual review of operations to improve efficiencies, a focus on further reductions in borrowings and to maintain effective use of cash reserves. The effective management of capital projects to optimise the costs of operating and maintaining the asset over its useful life and the improvement of asset management practices remains a priority of the local government.

Overall trends

Financial ratios are calculated using inputs from financial statements to gain meaningful information about an organisation’s financial performance. The following ratios are measures of financial sustainability and have been prepared in accordance with the requirements of the *Local Government Regulation 2012* and the *Financial Management (Sustainability) Guideline 2013*. Council’s current year financial sustainability statement, the related auditor-general’s report and council’s long-term financial sustainability statement are located at the end of council’s Annual Financial Statements published within this report.

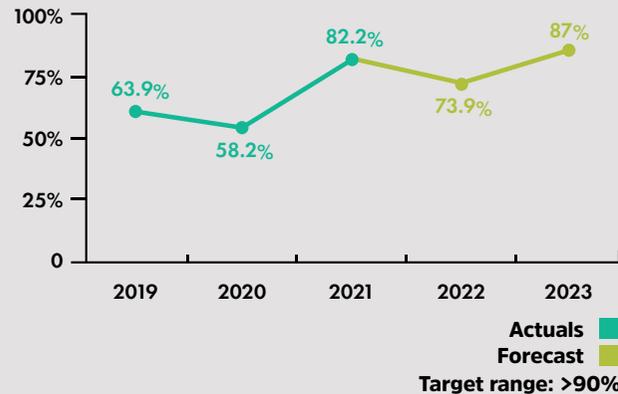
Operating surplus ratio

This is an indicator of the extent to which operating revenue covers operating expenses or are available for capital funding purposes. Council's current year operating surplus ratio is within target range at period end, in line with the reported surplus. This trend is forecast to continue, with a \$0.7M surplus estimated for 2021-2022 and \$1M surplus estimated for 2022-2023. This indicates that council is in a sound financial position and reinforces the continuing ability to fund proposed capital expenditure and debt service repayments.



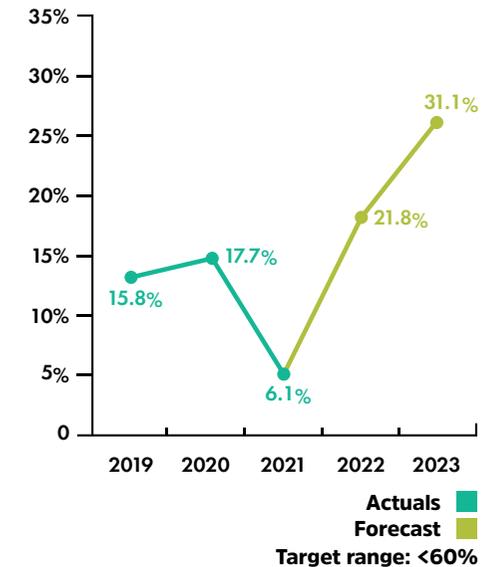
Asset sustainability ratio

This ratio approximates the extent to which the infrastructure assets managed by council are being replaced as they reach the end of their useful lives. The asset sustainability ratio is calculated by comparing the planned capital expenditure on renewal assets, to the depreciation expense calculated in keeping with accounting principles. While projected renewal expenditure is lower than the calculated depreciation, council continues to invest adequately in asset renewals to ensure continued services to the community over the long-term. Due to significant investments in new assets in the past few years, council can boast a relatively new infrastructure asset base, which reduces the immediate need for renewal of those assets. The renewals expenditure is calculated based on sound asset management principles and is designed to optimise the costs of operating and maintaining the asset over its useful life. Continuing refinement of council's asset management plans will improve the ability to make informed decisions regarding asset management into the future.



Net financial liabilities ratio

This ratio is an indicator of the extent to which the net financial liabilities of council can be serviced by its operating revenues. The net financial liabilities ratio is within the target range. This indicates the capacity to fund liabilities and a capacity to increase loan borrowings if required. Council has made a concentrated effort to reduce debt and future borrowings in the short term.



Debt policy (adopted 2020-2021 FY)

Loans are used to fund major capital and infrastructure works so that repayments are spread over a number of years, as they have extended useful lives. The default repayment term of new loans is 20 years. However, this is set out on a case-by-case basis to ensure best use of council's surplus funds. Our current Debt Policy details new borrowings, the purpose of the borrowings and repayment terms. They are as follows:

Year and purpose of borrowing	Amount
2020-2021	Nil
2021-2022	Nil
2022-2023	Nil
2023-2024 – new and upgrade infrastructure assets	\$20M
2024-2025 – new and upgrade infrastructure assets	\$26M
2025-2026 – new and upgrade infrastructure assets	\$24M
2026-2027 – new and upgrade infrastructure assets	\$19.1M
2027-2028 – new and upgrade infrastructure assets	\$4.8M
2028-2029 – new and upgrade infrastructure assets	\$15.5M
2029-2030 – new and upgrade infrastructure assets	\$9M

Purposes of borrowings

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

Revenue Policy

The Revenue Policy is a strategic document that sets out the principles used in exercising council's revenue powers. This policy is required to be prepared each financial year and a copy can be found on council's website under Council, Policies and Fees.

Revenue Statement

The Revenue Statement in conjunction with the Budget resolutions and other revenue related policies set out the mechanisms by which council will collect its revenue for the financial year, in particular its rates and charges and other fees, including any concessions that it may grant. A copy of the Revenue Statement can be found on council's website under Council, Policies and Fees.

Special rates and charges

Under the Local Government Regulation 2012, we are required to provide details of action taken in relation to, and expenditure on, a service facility or activity for which the local government made and levied a special rate or charge for the financial year and a summary of all rebates and concessions allowed by the local government in relation to rates.

NOTE: Special rate (City Centre management) was removed from the revenue statement in the FY2020-2021 budget adoption.

Special Charge (Rural Fire Services)

Where requested by a Rural Fire Brigade (or group thereof), we levy a special charge to provide assistance with their operations. All funds levied (less an administration charge) are paid to the relevant Rural Fire Brigade or group.

Special Charge (Slade Point Seawall)

A special charge was levied on rateable land within the defined benefited area to contribute to the funding of the construction of a seawall. The cost of carrying out the overall plan is estimated to be spread across 10-year period, commencing July 1, 2012.

Rebates and concessions

Council has seven different rebates and concessions for our rates. These are concessions for eligible pensioners, rating remission for non-profit community organisations, Conservation Remission Policy, Rates Relief Policy, Debt Recovery Policy, Concession for Concealed Leaks Policy and Concession for Exceptional Circumstances Policy.

Full details of these rebates and concessions are available within the Revenue Statement from mackay.qld.gov.au.

Property, plant and equipment

In accordance with the *Local Government Regulation 2012*, council has recognised items of property, plant and equipment with a total value of less than \$5000, except for land which has a recognition threshold of \$1 as an expense in the year of acquisition. All other items of property, plant and equipment are capitalised and reported in the relevant asset class.

Administrative action complaints

We are committed to providing a high level of service to our customers and the community, and also acknowledge the right of persons to provide feedback, both positive and negative, and/or to lodge a complaint about a council decision or action. Council recognises that effective complaints management is integral to good customer service and therefore values all complaints. As well as encouraging a proactive approach to complaints management, the administrative action complaints procedure ensures that the correct legislation, policies and procedures have been followed to make a lawful and reasonable decision. Council has a Complaint Management System (CMS) in place and it is recognised as an essential part of good quality and governance practices. The assessment of a complaint has three stages:

Stage 1 – Initial Complaint

Stage 2 – Internal Review

Stage 3 – External Review

The CMS is an important process used to measure and improve our service to the community. Council has set a benchmark of 90 per cent for all complaints to be completed within their required timeframe. A quarterly report is presented to the management team and annual report presented to the Audit Committee. In this financial year, there were 389 administrative action complaints made to the local government and 381 administrative action complaints resolved by the local government under the complaints management process. There were eight administrative action complaints not resolved by the local government under the complaints management process. No complaints were unresolved from the previous financial year.

Competitive Neutrality Complaints

Competitive neutrality is the policy that a public sector business, or agency, should not have a competitive advantage (or disadvantage) over the private sector solely due to their government ownership. There were no investigation notices given in the financial year for competitive neutrality complaints and no responses to complaints.

Councillors' Remuneration Policy

Our councillors' remuneration is determined by the Local Government Remuneration Tribunal that sets remuneration levels for all councils across the state. Our council adheres to recommendations by the Local Government Remuneration Tribunal.

Councillors' Reimbursement Policy

Our councillors' reimbursement of expenses and provision of facilities policy (as required under the *Local Government Regulation 2012*) ensures accountability and transparency in the reimbursement of expenses incurred by our councillors and ensures they are provided with reasonable facilities to assist them in carrying out their civic duties. This policy was endorsed by council on July 22, 2020, and is as follows:

THAT council adopt the amended Mackay Regional Council Reimbursement of Expenses and Provision of Facilities for Councillors Policy No 002.

A full copy of the policy is available for viewing on council's website. A summary of the policy is as follows:

Payment of expenses

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

Section	Heading	Description
6.1.1	Conferences/ seminars / workshops	Acceptance of costs, including travel and accommodation, associated with attending council-approved conferences, seminars or workshops
6.1.2	Discretionary professional development	Allowance for up to \$5000 per councillor per term of council for a councillor to undertake personal development courses or similar, including associated travel and accommodation expenses, if applicable
6.1.3	Travel as required to represent council	Acceptance of costs associated with travel on behalf of and representing council
6.2	Vehicles	Provision of a council-supplied vehicle, including private use, for the Mayor. Access for councillors to council fleet vehicles, or reimbursement of mileage for private vehicle use, for council business travel
6.3.1	Administrative tools and access to council office amenities	Provision within council of office space, carparking, laptops/IT needs, printer/copier etc
6.3.2	Insurance cover	Insurance coverage for public liability, professional development, workers compensation etc
6.3.3	Council memberships	Ability for councillors at their own expense to access staff-offered benefits and memberships, such as Fitness Passport
6.3.4	Support resources	Dedicated support via executive assistant allocation (one for Mayor and one accessible by councillors) Plus, provision of communication specialist services for Mayor
6.3.5	Legal assistance	Acceptance of legal assistance costs as required in support of actions against councillors in undertaking their role
6.4.1	Telecommunication needs and mobile phones	Mobile phone allowance of \$135/month. Home internet allowance of \$75/month.
6.4.2	Uniforms and safety equipment	Provision of safety equipment as required, and access to uniform in line with staff annual allowance
6.4.3	Attendance at community events etc	Acceptance of attendance costs for official invites to attend community events
6.4.4	Hospitality	Acceptance of hospitality costs in hosting dignitaries etc outside formal council events – Councillors - \$500/annum. Mayor - \$6000/annum

Expense categories

(i) Professional development

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

(ii) Discretionary professional development

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

(iii) Travel as required to represent council

We will reimburse local, interstate and, in some cases,

overseas travel expenses (such as 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. Approval for such travel is to be approved either by resolution of council or by the Mayor and/or the CEO. We will pay for reasonable expenses incurred for overnight accommodation when a councillor is required to stay outside our council area. Wherever possible all councillor travel approved by council will be booked and paid for by us in advance.

(iv) Private vehicle usage

Councillors' private vehicle usage will be reimbursed if the usage is for official council business. This includes to:

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

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

(v) Meals

We will reimburse reasonable costs of meals for a councillor when the councillor has incurred the cost personally and the meal was not provided within the registration cost of the approved activity/event, upon production of a valid tax invoice. The following limits apply to the amount we will

reimburse for meals: \$25.90 for breakfast (if the councillor is required to depart their home prior to 6am), \$29.15 for lunch and \$49.65 for dinner (if the councillor returns to their home after 9pm). Expenses relating to the consumption of alcohol will not be reimbursed. Should the councillor choose not to attend a provided dinner/meal, then the full cost of the alternative meal shall be met by the councillor. Only one method of reimbursement will be permitted. Meal limits are in accordance with Taxation Determination TD 2009/15 and will escalate in line with future Taxation Determinations as issued by the ATO from time-to-time.

(vi) Hospitality

Councillors may have occasion to incur hospitality expenses while conducting council business apart from civic receptions organised by council. The Mayor may particularly require additional reimbursement when entertaining dignitaries outside of official events. To allow for this expense, the following amounts can be claimed: \$500 per annum for councillors and Deputy Mayor and up to \$6000 per annum for the Mayor (based on the category assigned to council by the Local Government Remuneration Tribunal). To claim, the Mayor or councillor must provide a written statement of whom they entertained and an indication of the costs. Receipts, if available, should be provided but are not mandatory. These limits will be increased annually on July 1 each year, adjusted by the movement in the Brisbane Consumer Price Index (CPI) at March 30 each year.

(vii) Accommodation

Councillors may need to stay away from home overnight while attending to council business. When attending conferences, they should take advantage of the package provided by conference organisers (if applicable) and therefore stay in the recommended accommodation unless prior approval has been granted by the CEO.

All councillor accommodation for council business will be booked and paid for by us. Suitable accommodation will be sought within a reasonable distance to the venue that the councillor is to attend. Should more than one councillor attend the same event, we will book and pay for a separate room for each attending councillor.

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

(b) Home office

We recognise that by using contemporary communication technologies (such as the internet for the electronic distribution of agendas and minutes) and the distance some councillors will have to travel if this technology was not used, there is a necessity to provide home-office facilities

to councillors. Accordingly, we will supply and pay for an internet connection and land-based phone line at the councillor's residence. We will pay installation costs (if required) and monthly costs for line rental and current internet package. These services will be in the name of the councillor and personal usage will be his/her responsibility.

(c) Maintenance costs of council-owned equipment

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

(d) Uniforms and safety equipment

We will provide to a councillor:

- uniform allowance as per staff policy
- council blazer, tie or scarf
- necessary safety equipment for use on official business (for example, safety helmet, boots and safety glasses).

(e) Use of council vehicles

Councillors will have access to a suitable council vehicle for official business. A councillor wishing to use a council vehicle for council business 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) Use of council vehicles on council business

The Mayor will be provided with a fully maintained suitable

council vehicle of no higher value than a Holden Statesman Caprice 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. Should the Mayor elect to use a privately-owned vehicle, we shall pay for all kilometres travelled at the applicable ATO rate. Payment shall be made monthly, based on the monthly opening and closing odometer readings of the nominated vehicle.

(g) Fuel costs

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

(h) Car parking amenities

We will provide councillors with car parking spaces at the main administration building. Councillors will be reimbursed for parking costs they have paid while attending official council business (for example, secured vehicle parking at an airport).

(i) Telecommunication needs: mobile phones

To enable councillors to be able to communicate effectively, councillors will have the costs of a mobile phone package paid by us. The package will be the \$135 per month Personal Freedom Connect Plan, amended from time-to-time by the CEO as required. The councillor is to arrange the plan and provide us with the account details. Council will then pay the \$135 into the account monthly and any costs over and above those will be the councillor's responsibility.

(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. We 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. We 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 2009, the councillor will reimburse us with all associated costs incurred by council.

(k) API card

Councillors may become API members.

(l) Limit

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

Administrative support

Council provides as support to Mayor and councillors necessary administrative support, through executive assistant staff, as well as a communication specialist to provide expert assistance in supporting the mayor's official online social media communications.

Senior management remuneration

Under section 201 of the Local Government Act 2009, we provide the total remuneration paid to senior executive employees, including the CEO and employees reporting directly to the CEO during the financial year. The total remuneration packages payable to senior management in 2020-2021 is \$2.2 million. The annual package bands for council's senior management during 2020-2021 are:

Income Range	Number of Packages*
\$400,000 - \$499,999	1
\$300,000 - \$399,999	0
\$200,000 - \$299,999	6
\$100,000 - \$199,999	1
Total	\$2,224,922

**These figures include salary, allowances and super (total remuneration) and reflect the number of senior management positions, not the number of employees who held those positions during the year.*

Councillors' allowances and superannuation combined

Combined amount of remuneration and superannuation payable to each of our councillors for the year 2020-2021.

Councillor	Allowances	Superannuation
Mayor Greg Williamson	\$183,032	\$21,964
Cr Karen May	\$124,794	\$14,975
Cr Martin Bella	\$108,156	\$12,979
Cr Laurence Bonaventura	\$108,156	\$12,979
Cr Justin Englert	\$108,156	\$12,979
Cr Michelle Green	\$108,156	\$12,979
Cr Belinda Hassan	\$108,156	\$12,979
Cr Alison Jones	\$108,156	\$12,979
Cr Fran Mann	\$108,156	\$12,979
Cr Russell Seymour	\$108,156	\$12,979
Cr Pauline Townsend	\$108,156	\$12,979
Total	\$1,281,230	\$153,750

Expenses

Summary of councillor's expenses and conferences expenses for the period July 1, 2020, to June 30, 2021.

Councillor	Conferences /Travel	Vehicle Costs	Other Support	Total
Mayor Greg Williamson	\$3129	\$6943	\$8346	\$18,418
Cr Karen May	\$3680	-	\$5508	\$9188
Cr Martin Bella	\$477	\$10,040	\$3129	\$13,646
Cr Laurence Bonaventura	\$477	\$4868	\$3266	\$8611
Cr Justin Englert	\$1933	-	\$3144	\$5077
Cr Michelle Green	\$2524	-	\$3400	\$5924
Cr Belinda Hassan	\$2010	-	\$3590	\$5599
Cr Alison Jones	\$2649	-	\$2997	\$5645
Cr Fran Mann	\$1505	-	\$3442	\$4948
Cr Russell Seymour	\$477	-	\$2704	\$3181
Cr Pauline Townsend	\$2615	-	\$4021	\$6636
Total	\$ 21,476	\$21,851	\$43,548	\$86,874

Meetings

Council meetings from July 1, 2020, to June 30, 2021.

Councillor	Ordinary Meeting	Special Meeting	Absent on Council Business	Leave of Absence
Mayor Greg Williamson	22	1	-	-
Cr Karen May	22	1	-	-
Cr Martin Bella	21	1	-	1
Cr Laurence Bonaventura	19	1	-	3
Cr Justin Englert	21	1	-	1
Cr Michelle Green	21	1	-	1
Cr Belinda Hassan	21	1	-	1
Cr Alison Jones	20	1	-	2
Cr Fran Mann	21	1	-	1
Cr Russell Seymour	22	1	-	-
Cr Pauline Townsend	20	1	-	2
Total	22	1	-	12



Committees

External Local, State or Federal Government committees. The following is a list of councillor appointments to committees and groups, both internal and external, to council from July 1, 2020, to June 30, 2021.

Committee Name	Internal/External	Councillor Appointment
Audit Committee	Statutory	Mayor Williamson, Cr Bella, Cr Hassan, Cr May
Character & Heritage Advisory Committee	Advisory	Cr Mann, Cr May
City Centre Reference Group (Mackay Region Chamber of Commerce sub-group)	External	Cr Townsend
Coastal Council Adaptation Taskforce (C-CAT)	External	Cr Jones
Combined Museums Meeting	External	Cr Mann, Cr May
Community Grants Advisory Committee	Internal	Cr Bonaventura, Cr Jones, Cr Seymour, Cr Townsend
Crimestoppers	External	Cr Englert
DBCT Engagement Group	External	Cr May
Diabetes & Obesity Project - Let's Shape Up!	External	Cr Hassan
Economic Recovery Sub Group	External	Cr Bella, Cr Green, Cr Englert
Environment Recovery Sub Group	External	Cr Bonaventura, Cr Jones
Greater Whitsunday Communities (previously Regional Social Development Centre RSDC)	External	Cr May. Proxy - Cr Hassan
Greater Whitsunday Council of Mayors (Whitsunday ROC Ltd)	External	Mayor Williamson
Human-Social Recovery Sub Group	External	Cr Mann, Cr May
Invest Mackay Event and Conference Attraction Program Advisory Committee	Internal	Cr Englert, Cr Green, Cr Hassan, Cr May, Cr Townsend
Infrastructure Recovery Sub Group	External	Cr Bella, Cr Hassan
LGQA Policy Executive	External	Mayor Andrew Willcox (no MRC Rep)
Local Authorities Waste Management Advisory Committee	External	Cr Hassan. Proxy - Cr Green

Committee Name	Internal/External	Councillor Appointment
Local Buy Foundation	External	Cr Jones
Mackay Community Foundation	External	Mayor Williamson
Mackay District Disaster Management Group	Statutory External	Mayor Williamson
Mackay Regional Housing Company Ltd	External	Cr Mann, Cr May
Mackay Local Disaster Management Group	Statutory External	Mayor Williamson (Chair) Cr Englert, Cr Mann, Cr May. Proxy - Cr Hassan, Cr Seymour
Mackay Local Disaster Recovery Group	External	Not applicable
Mackay Region Enterprises Pty Ltd	Internal	Mayor Williamson, Cr Bella
Mackay Region Recreational Fishing Strategy Steering Group	Internal	Cr Hassan, Cr Englert, Cr Jones
Mackay Show Trustees	Statutory External	Mayor Williamson
Mackay Tourism	External	Cr Englert. Proxy - Cr Hassan
Mayor's DV Taskforce	External	Cr Hassan, Cr Townsend
Memorial Swimming Centre Community Reference Group	External	Cr Bonaventura, Cr Mann, Cr May
Mountain Bike Alliance	External	Cr Englert, Cr Green, Cr Hassan, Cr Seymour, Cr Townsend
North Queensland Sports Foundation	External	Cr Bonaventura. Proxy - Cr Hassan
NQBP Community	External	Cr May - Hay Point. Cr Townsend - Mackay
PDA Advisory Committee	Advisory Internal	Mayor Williamson, Cr Bonaventura, Cr Englert, Cr Hassan, Cr May, Cr Townsend. Proxy - Cr Mann
Pioneer Landcare Group	External	Cr Mann

Committee Name	Internal/External	Councillor Appointment
Rates Payment Review Tribunal	Internal	Cr Bella, Cr Jones
Reef Catchments	External	Cr Hassan. (Endorsed as the region's local gov rep by GWCOM on 11.6.20)
Regional Arts Development Fund Advisory Committee	Advisory External	Cr Green, Cr Mann, Cr May
Regional Development Australia Mackay-Isaac-Whitsunday Inc (RDA)	External	Cr May. Proxy - Cr Jones
Regional Queensland Council of Mayors Inc	External	Mayor Williamson
Roads Accident Action Group	External	Cr Bonaventura, Cr Seymour
Rural Safety Working Group	External	Cr Bonaventura
Sarina Field of Dreams Advisory Committee	Internal	Cr Mann, Cr May
Sarina Headspace Steering Committee	External	Cr May
Sarina Landcare Group	External	Cr May
Sarina Rural Skills Centre Community Board Inc	External	Cr May
Sister Cities Mackay	External	Cr Jones, Cr Mann, Cr May, Cr Townsend
Sport and Recreation Advisory Committee	Advisory	Cr Green, Cr Hassan
Sports Expo and Sign on Day Working Group	Internal	Cr Bonaventura, Cr Hassan, Cr Jones, Cr Seymour
St Vincent De Paul Housing Committee	External	Cr Hassan
Sustainability & Environment Advisory Committee	Advisory External	Cr Green, Cr Jones, Cr May
Traffic & Regulated Parking Advisory Committee	Advisory External	Cr Bonaventura, Cr Mann
Transport & Drainage Advisory Board	Advisory External	Cr Bella, Cr Bonaventura, Cr Hassan, Cr Mann, Cr May
Visual Arts Advisory Committee	Internal	Cr Townsend
Water & Waste Advisory Board	Advisory External	Cr Bella, Cr Bonaventura, Cr Green, Cr Hassan, Cr Mann, Cr May
Whitsunday Regional Roads Group	External	Cr Bella, Cr Mann



Registers

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

Registers required as per LGA and LGR legislative requirements

- Local laws register
- Roads map and register
- Register of cost-recovery fees
- Asset register
- Councillor conduct register
- Register of interest of councillors, councillor advisors
- Delegations register
- Register of interests for senior executive employees
- Register of pre-qualified suppliers

Records required as per LGA and LGR legislative requirements

- Record of unsuitable meeting conduct
- Record of taking of declaration of office
- Record about conflicts of interest at meetings
- Land record
- Record of financial management risks and control managers
- Record of administrative action complaints



Other Registers

- Register of animal impoundment
- Register of authorised persons
- Register of cats and dogs
- Register of cemetery
- Register of conflicts of interest (employees)
- Register of infrastructure agreements
- Register of infrastructure notices
- Register of installed on-site sewerage and greywater use facilities
- Register of licensing
- Register of lobbyists
- Register of regulatory fees
- Register of stock impoundment
- Register of testable backflow prevention devices
- Register of abandoned vehicle impoundment
- Register of gifts and benefits for councillors
- Register of gifts and benefits for employees
- Register of lost/stolen or unaccounted for assets
- Register of authorised persons

Under s186 (d), (e) and (f) of the *Local Government Regulation 2012*, council's annual report must contain details of any orders and complaints about councillors during the financial year. Details for 2020-2021 are as follows:

Section of Local Govt Act	Type of Order/Complaint	Number
150I(2) - Chairperson may deal with unsuitable meeting conduct	Orders made about unsuitable meeting conduct	Nil
150AH(1) - Disciplinary action against Councillor	Orders made for inappropriate conduct	Nil
150AR(1) - Disciplinary action against Councillor	Decisions, orders and recommendations made	Nil
150P(2)(a) - Complaints about councillor conduct must be referred to assessor	Complaints referred to the assessor by council, a councillor and the Chief Executive Officer	4
150P(3) - Complaints about councillor conduct must be referred to assessor	Complaints referred to the Crime and Corruption Commission	1
150R(2) - Local government official must notify assessor about particular conduct	Notices issued	Nil
150S(2)(a) - Local government must notify assessor about misconduct	Notices issued	Nil
150W(1)(a), (b) & (e) - Decision about conduct	Decisions made	Nil
150AC(3)(a) - Referral of suspected inappropriate conduct	Occasions referred by Assessor	Nil
150AF(4)(a) - Investigating suspected inappropriate conduct and information provided to assessor	Number investigated	Nil
Chapter 5A, part 3, division 5 - Referral of conduct to local government	Occasions the local government asked another entity to investigate the suspected inappropriate conduct of a councillor	Nil
150AJ (1) - Application to conduct tribunal about alleged misconduct	Applications heard by the conduct tribunal about the alleged misconduct of a councillor	Nil

* Note – only one was received directly by council with another two lodged directly with the Office of the Independent Assessor.

Funding acknowledgments

Council received major funding through the year from the State and Federal governments. Below is a list of those major grants:

Funding Provider	2020 -2021 Total Funding		Program Name	Description
Arts Queensland	\$20,000	\$20,000	Play Local Program	September Weekender Event
	\$3141	\$31,415	Exhibition Funding	Contemporary Touring Initiative - Violent Salt
	\$99,500	\$99,500	Regional Arts Development Fund 2019-20	Community Grants and Council Initiated Projects
Australian Garden History Society	\$4545	\$9091	Australian Garden History Society Funding	Upgrades to Greenmount Homestead
BHP Billiton Mitsubishi Alliance	\$10,000	\$10,000	Benefiting My Community Program	Yuwi Language Project
BMA Alliance Coal Operations Pty Ltd	\$15,000	\$15,000	Sponsorship	BMA Kidspace 2021
Council on the Ageing	\$1000	\$1000	Seniors Month 2021	Seniors Expo
Dalrymple Bay Coal Terminal	\$10,000	\$10,000	Sponsorship	Artspace Libris Awards
Department of Child Safety, Youth and Women	\$33,747	\$85,498	Community Services Funding Stream	Valley Youth Centre - July 20 - Apr 21
	\$33,750	\$85,508		Sarina Youth Centre - July 20 - Apr 21
Department of Children, Youth Justice and Multicultural Affairs	\$11,252	\$135,006		Sarina Youth Centre - Apr - Jun 21
	\$11,250	\$134,991		Valley Youth Centre - Apr - Jun 21
Department of Communications and the Arts	\$24,200	\$24,200	Festivals Australia Program - September 2019	Mackay Festival of Arts - Illuminate String Symphony
Department of Communities, Disability Services and Seniors	\$6534	\$22,158	Community Services Funding Stream	Sarina Neighbourhood Centre Emergency Relief 2019-21
	\$121,952	\$304,880		Sarina Neighbourhood Centre
	\$119,775	\$337,152	Community Recovery Cat C - CQ Bushfires Round 1	Community Development Officer - CQ Bushfires
	\$10,000	\$100,000	CQ Bushfires Cat C Flexible Funding Program	Emergency Resilience Officer
	\$114,948	\$127,720	FNQ & NQ Monsoon Trough Category C Flexible Funding Program Round 2 Large	Flood Warning Station Flood Level Classification
	\$42,300	\$47,000	FNQ & NQ Monsoon Trough Category C Flexible Funding Program Round 2 Small	Flood Planning Report Tool
	\$15,000	\$150,000	Community Recovery Cat C - CQ Bushfires Round 2	Mackay Emergency Management Approach for Vulnerable People Project
Department of Employment, Small Business and Training	\$135,000	\$135,000	First Start Program	Trainee Support Program
Department of Environment and Science	\$47,149	\$134,710	Illegal Dumping Partnerships Program	Illegal Dumping Compliance Officer
	0	\$288,567	Waste Levy Excess	Excess of Waste Levy

Funding Provider	2020 -2021 Total Funding		Program Name	Description
Department of Environment and Science	\$84,000	\$210,000	Wastewater Stewardship Strategic Assessment Stage 2	Wastewater Stewardship Strategic Assessment
Department of Infrastructure, Regional Development and Cities	\$1,956,590	\$9,782,950	Roads to Recovery 2019-2024 Funding	Various Projects
	\$480,397	\$1,350,000	Building Better Regions Fund	Mackay Region Recreational Fishing Facilities Upgrade
Department of Infrastructure, Transport, Cities and Regional Development	\$420,000	\$700,000	Bridges Renewal Program Round 4	Caping Bridge Road
Department of Infrastructure, Transport, Regional Development and Communications	\$1,956,590	\$1,956,590	Local Roads and Community Infrastructure Phase 1	Various Projects
	\$2,186,862	\$4,373,723	Local Roads and Community Infrastructure Phase 2	Various Projects
Department of Local Government, Racing and Multicultural Affairs	\$2,778,228	\$6,014,021	Financial Assistance Grant 2020-21	Financial Assistance Grant 2020-21
	\$2,992,561	\$6,133,357	Financial Assistance Grant 2021-22	Financial Assistance Grant 2021-22
	\$4,990,000	\$9,980,000	Works for Queensland Round 3	Various Projects
	\$6,930,000	\$6,930,000	Works for Queensland COVID	Various Projects
Department of State Development, Tourism and Innovation	\$347,347	\$694,687	Building our Regions Round 4	North Mackay Rotary Lookout
	\$637,250	\$1,274,500	Building our Regions Round 5	Mackay Animal Management Centre Expansion
	\$175,680	\$292,800	Building our Regions Round 5 Planning	Mirani Community Precinct Detailed Design
Department of Transport and Main Roads	\$55,368	\$116,118	Black Spot Program 2019-20	Palmer/Grendon Streets
	\$1,802,762	\$1,802,762	Transport Infrastructure Development Scheme 2019	Milton Street / Boundary Road & Ball Bay Road
	\$128,425	\$245,175	Passenger Transport Accessible Infrastructure Program 2020-21	PTAIP Funding
	\$209,000	\$209,000	Bus Stop Shelter Program 2020-21	Bus Shelters
	\$246,875	\$987,500	Cycle Network Local Government Grants Program	Ron Searle Drive Shared Path
	\$410,495	\$1,641,980		Pioneer River North Bank Stage 1 Shared Path
	\$60,000	\$80,000		Eimeo Road and Blacks Beach Road Design
	\$16,125	\$21,500		Pioneer North Bank Stage 2 Design
	\$18,750	\$25,000	Cycle Network Local Government Grants Infra+ Program	Various Projects
	\$129,534	\$259,068	Passenger Transport Infrastructure Investment Program	Mackay Bus Station
	\$254,553	\$282,837	Transport and Tourism Connections	Gorge Road Rehabilitation
	\$148,540	\$336,500	School Transport Infrastructure Program	Bus Shelter Magees Road Bloomsbury
	\$360,000	\$360,000	Landscaping and Revegetation Works	Northern Entry Statement, Bruce Highway Ring Road
	\$18,500	\$18,500	Bike Riding Encouragement Program Community Grant - Round 1	Bike Riding Encouragement Program
Good Things Foundation	\$2,500	\$2,500	Be-Connected, Building Digital Skills 2020-21	Building Digital Skills

Funding Provider	2020 -2021 Total Funding		Program Name	Description
Local Government Association of Queensland	\$43,150	\$137,685	QWRAP Bid Pool Funding	Water Industry Worker Learning and Development - WIM Alliance
	\$30,000	\$45,000		Nitrogen Field Sensor - PhD Student
	\$2,203	\$2,203		SEQ Study Collaboration Tour
National Australia Day Council	\$1,000	\$1,000	Australia Day Branding Grant Round 1	Australia Day Collateral
	\$20,000	\$20,000	COVID Safe Australia Day Grant	Mackay Australia Day
	\$1,000	\$1,000	Australia Day Branding Grant Round 2	Australia Day Collateral
National Queensland Sports Foundation	\$15,000	\$15,000	NQSF Health and Wellbeing Project	Active in the Regions Expansion
North Queensland Primary Health Network	\$5,000	\$55,000	Connect Communities to Cook	Connect Communities to Cook - Mackay
	\$5,000	\$55,000		Connect Communities to Cook - Sarina
Queensland Reconstruction Authority	\$111,435	\$881,546	Natural Disaster Relief and Recovery Arrangements	NDRRA 2017 Events
	\$843,828	\$8,864,000	Severe Tropical Cyclone Debbie - State Funded Projects	Queens Park Revitalisation
	\$59,483	\$84,975	Queensland Disaster Resilience Fund	Flood Camera Network
	\$48,500	\$48,500	Get Ready Queensland	Get Ready Queensland 2020-21
	\$3,532	\$1,606,957	North and Far North Queensland Monsoon Trough - Reconstruction of Essential Public Assets	Gravel Roads
	\$1,066,568	\$2,036,324		Dalrymple Road
	\$46,076	\$699,622		Boundary Creek, Doughertys Road
	\$164,382	\$328,188		Minor Works
	\$58,500	\$195,000	Queensland Resilience and Risk Reduction Fund	McCreadys Creek Flood Study
	\$69,000	\$230,000	Disaster Recovery Funding Arrangements (DRFA) Category D	Flood Warning Infrastructure Network
Queensland Water	\$10,000	\$10,000	Cross Regional Learning and Development	Water Industry Working Contribution
State Emergency Service	\$31,255	\$31,255	Local Government Subsidy	Annual Local Government Subsidy
State Library of Queensland	\$559,082	\$559,082	Public Library Grant	Annual Funding for Libraries
	\$89,365	\$223,411	First 5 Forever Funding	Family Literacy Program
	\$10,000	\$10,000	Deadly Digital Communities Grant 2020	Deadly Digital Communities - Digital Technology Skills and Oral Histories
	\$25,000	\$25,000	Public Libraries Strategic Priorities Grant	Innovation Hub
	\$5,000	\$5,000	First 5 Forever Innovation Micro Grant	Strolling Stories in Botanic Gardens
	\$5,000	\$5,000		Strolling Stories with a Technical Twist
Tourism Australia	\$10,000	\$10,000	Business Events Boost Program 2020-21	MECC Business Events Business Boost

ANNUAL FINANCIAL STATEMENTS



This USB contains Mackay Regional Council's 2020-2021 financial statements.
They can also be viewed at mackay.qld.gov.au/financialstatements



PO Box 41, Mackay Qld 4740 | Phone 1300 MACKAY (622 529) | mackay.qld.gov.au

