



CREATING A
CONNECTED
COMMUNITY



2016-2017
annual report

About this report

Welcome to Mackay Regional Council's Annual Report 2016-2017. This report is a comprehensive summary of our performance from July 1, 2016, to June 30, 2017.

The Annual Report is guided by council's Corporate Plan 2016-2021, which was revised and adopted by the current council, just prior to the end of the financial year.

Our Corporate Plan outlines key strategic issues or projects that council will advocate for on behalf of the community. It provides a blueprint for council's strategic direction and priorities for five years.

The theme for the 2016-2017 Annual Report is *Creating a connected community*. The period covered by this Annual Report marks the first full year of the current council, elected in March, 2016.

Creating a connected community has been a key goal of the new council, with initiatives ranging from monthly Council in Community Days to economic stimulus measures. This Annual Report provides an overview of our effectiveness in delivering for the community.

The report is a snapshot of the highlights, our achievements and addresses any setbacks we've faced throughout the year. It also identifies future directions and opportunities.

The Annual Report 2016-2017 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 be transparent in performance reporting.

Mackay Regional Council acknowledges the Yuwibara People, the traditional owners and custodians of the lands in our region, and we pay respect to the Elders both past and present.

Feedback

Please direct any feedback or suggestions about this annual report to our Corporate Communications and Marketing program on 1300 MACKAY (622 529) or email council@mackay.qld.gov.au. We want to hear from you.

Our vision

Prosperous, Sustainable and Vibrant

Our mission

To deliver the vision for the Mackay region in partnership with our community and to strive for excellence in planning, delivering and managing community services and facilities.

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OUR PROFILE

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



employment:

44,770 workers

Key employment sectors:

5234 - Retail trade

4842 - Manufacturing

4596 - Health care and social assistance

4129 - Construction



population:

estimated 117,703



industry

World leader in resource technology and innovation



gross regional product (GRP)

\$7.226 billion

- spread across a diverse economic base featuring manufacturing, construction, real estate, mining and logistics



tourism

2956 jobs and \$543M

output generated by visitors to our region

IN 2016-2017:

- Managed a budget of \$288 million
- Reduced borrowings by nearly \$12 million
- Managed a \$76 million capital works program
- Provided \$3 million to help build infrastructure for not-for-profit groups and to attract major sporting events and conferences to stimulate economy
- Collected 32,831 tonnes of household waste.



mining and manufacturing sectors

worth \$4.6 billion

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

A WORD FROM OUR MAYOR

Words to describe the Mackay region community in 2016-2017 would certainly include connected, resilient and thriving. Another is positive – this is a region which is absolutely positive about the future we have ahead of us.

A connected community that is resilient and prosperous has been the key goal of your current council.

Council's increased connection to the community in 2016-2017 is evident through the success of our monthly Council in Community Days. Having our elected members and senior management group travelling to all parts of the large Mackay Regional Council footprint regularly keeps us on top of the issues that matter most to our community.

Strong connection to the community was vitally important as we experienced Cyclone Debbie in late March, 2017. The resilience shown by our region in the lead-up to, during and after the cyclone was outstanding and demonstrated a community spirit, which we can all be proud of. Additional Council in Community Days were held in the hardest-hit parts of our region in the immediate aftermath of the cyclone to help start the recovery process. While recovery was under way quickly, the effects of such a devastating weather event will be felt by our community for many months yet as we work through the huge personal and infrastructure costs.

The Mackay region community has also showed resilience through the economic adjustment of the resources sector in recent years, with positive signs that we are again thriving.

The green shoots of 2015-2016 have grown and are now providing the investment, development and positive vision our community deserves.

There were plenty of highlights for Mackay Regional Council in 2016-2017, including another successful Invest Mackay Events Attraction Program, which attracted high-profile events, such as the State of Origin Maroons Fan Day, Channel 9 Footy Show Live from Mackay and an AFL game at Harrup Park.

The highlight of the program was securing a Sir Elton John "Once In A Lifetime" concert. The event, scheduled for September, 2017, was one of only four concerts the iconic world superstar planned to play on his Australian tour.

We also provided another \$2 million in Better Community Building Fund grants to assist sporting and not-for-profit community groups with shovel-ready projects. On top of this, council began delivering \$11.49 million of State Government-funded Works for Queensland projects in addition to our normal capital works projects.

We opened the new Dudley Denny City Library in December, 2016, and planning got under way for the \$20 million stage one of a Mackay Regional Sports Precinct, jointly funded by the Federal Government and council, with CQUniversity's Mackay campus providing the land.

A connected, united community with shared beliefs and values is unstoppable. All the key indicators now show the Mackay region is back in positive territory. Our goal as a community has to be to maintain the pace, working together to ensure that we give every citizen the cause to say: "We live here because we love it".



MAYOR

Greg Williamson

Phone: (07) 4961 9455

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As mayor, Cr Williamson is required by law to be a member of all four of council's statutory committees.

- Infrastructure and Services
- Economic Development and Planning
- Community Engagement
- Corporate Services

A WORD FROM OUR CEO

Our focus on safety produced positive trends on that front in 2016-2017.

We suffered seven lost time injuries (LTIs) – that is still seven too many as we strive for zero harm across the organisation.

But the number of days lost was less than a third of 2015-2016, continuing a positive trend of recent years.

I am pleased to say our safety stats compare favourably with other local governments in Queensland. In fact, our lost time injury duration rate, an indication of the severity of injuries, was the lowest in the state in our category.

We will not be resting on our laurels though and safety will remain the key focus of 2017-2018 as we keep striving to ensure no-one is injured at work.

The 2016-2017 year marked my first full year with the organisation, having joined Mackay Regional Council in early 2016.

It was a year of challenges but it was also professionally rewarding in terms of council's achievements. As CEO, I am immensely proud of how our staff responded to challenges throughout the year and continued to deliver for our community.

Decreasing revenue, particularly in our water business, and the impact of Cyclone Debbie meant we were facing a hefty budget deficit. Cost-saving measures identified and implemented across council turned that around to finish the year slightly better than the original budget forecast.

It was an extremely busy year. As well as our normal capital works program, we were tasked with delivering Works For Queensland projects after receiving \$11.49 million in funding from the State Government.

On top of that, Cyclone Debbie made her presence felt in our region in late March, 2017. We played a key role in responding to that natural disaster, both during the initial threat and in the recovery phase in the aftermath.

Important work, such as this, from local government helps in *Creating a connected community*.

Congratulations to the mayor and councillors for their contributions in 2016-2017. The financial year also marked their first full year as a new council after being elected in March, 2016. We met the challenges of 2016-2017 and can also celebrate the many achievements together.

Once again, thank you to staff members of Mackay Regional Council for their contribution. The 2017-2018 year will be equally as busy but I am confident we will again deliver for our community.



CEO

Craig Doyle

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COUNCILLOR PROFILES



Deputy Mayor Amanda Camm

Phone: 0438 377 125 **Email:** amanda.camm@mackay.qld.gov.au

Locality area: City **Committees:** Economic Development and Planning (chair), Infrastructure Services

Deputy Mayor Amanda Camm is also chair of council's Economic Development and Planning Committee. Key achievements during 2016-2017 ranged from signing off on a new, single planning scheme for the region to the success of economic stimulus measures, including the Facilitating Development in the Mackay Region Policy and Invest Mackay Events Attraction Program. Cr Camm also played a key role on the Mackay Local Disaster Management Group during Cyclone Debbie, providing back-up support for chair of the group, Mayor Greg Williamson. Prior to joining council, Cr Camm had a strong background in economic development and professional experience as an executive in roles across many not-for-profit and community organisations, including Mackay Whitsunday REDC, Mackay Regional Council and Local Government Association of Queensland. Throughout her career, she has worked for a diverse range of industries, including travel and tourism, business development workforce solutions for the mining and engineering sector, corporate and community philanthropic partnerships across Central Queensland. As a former primary producer, she is also committed to promoting opportunities for agriculture.



Cr Martin Bella

Phone: 0419 793 479 **Email:** martin.bella@mackay.qld.gov.au

Locality area: Southern Region

Committees: Infrastructure and Services, Corporate Services

Cr Martin Bella, a former Queensland State of Origin and Australian representative in rugby league, has tackled his first term as a councillor with plenty of passion. He's a keen advocate of a back to basics philosophy and takes a keen interest in issues facing rural landholders. His expertise in sugar and beef provides council with a good insight into these industries. The southern parts of our region, such as Sarina, Sarina Range and Koumala, were hard-hit by Cyclone Debbie. Cr Bella, as a resident of this area and one of two councillors appointed by council to look after the Southern Region, has been active in assisting with the cyclone recovery process. 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 physiotherapist and has owned and operated his own practice in Anzac Street, Sarina.



Cr Laurence Bonaventura

Phone: 0427 638 673 **Email:** laurence.bonaventura@mackay.qld.gov.au

Locality area: North Coast and Beaches

Committees: Community Engagement, Infrastructure and Services, Corporate Services

This is Cr Laurence Bonaventura's second term on council. During his first term, he held the Waste, Health and Regulatory Services portfolio. His experience is valuable in his roles as member of the Infrastructure and Services, Community Engagement and Corporate Services committees. He was part of the Environment Recovery Sub Group post Cyclone Debbie and was also council's representative on 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. That made him a good choice by council to be a go-to representative for North Coast and Beaches residents. 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 Kevin Casey

Phone: 0417 168 730 **Email:** kevin.casey@mackay.qld.gov.au

Locality area: City **Committees:** Infrastructure and Services (deputy chair), Community Engagement

This is Cr Kevin Casey's fourth term of council, having been first elected to the then Mackay City Council in 2004. That local government experience is one of his strengths. Cr Casey was deputy mayor of the previous council and was responsible for the Roads and Drainage portfolio. It remains a key area of interest for him as deputy chair of the Infrastructure and Services Committee on the current council. He was also chair of the Community Engagement Committee for much of 2016-2017 and remains a member of that committee. Cr Casey played a key support role on the Mackay Local Disaster Management Group during Cyclone Debbie. He is also chair of council's Sports Expo and Sign-on Day Working Group, as well as a member of the North Queensland Sports Foundation and North Queensland Local Government Association. The fourth-generation Mackay local has community roles, ranging from patron and life member of Mackay Hockey and Mackay Surf Life Saving Club to member of Rotary and the Road Accident Action Group (RAAG).

COUNCILLOR PROFILES



Cr Justin Englert

Phone: 0439 611 580 **Email:** justin.englert@mackay.qld.gov.au
Locality area: Northern Suburbs **Committees:** Community Engagement (deputy chair), Economic Development and Planning

This is Cr Justin Englert's first term as a councillor but he brings a thorough understanding of the workings of council to the role, having previously been local controller for the State Emergency Service (SES). Cr Englert is deputy chair of the Community Engagement Committee and a council representative on the Sports Expo and Sign-on Day working group. He's also a council representative on a variety of external working groups, including City Safe, the South Mackay Sporting Precinct Working Group and the Regional Arts Development Fund Advisory Committee. Cr Englert's previous careers have been wide and varied, ranging from jobs as a labourer, scaffolder, sandblaster and spray painter to avionics fitter with the Air Force, an electrician and business manager. 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 Ross Gee

Phone: 0438 549 002 **Email:** ross.gee@mackay.qld.gov.au
Locality area: North Coast and Beaches
Committees: Economic Development and Planning, Community Engagement

Cr Ross Gee, serving his first term on council, has a keen interest in activating recreation. During 2016-2017 he was heavily involved in work to develop a Mackay Fishing Strategy. He also drove a new skate park facility for the region. Outside of council, he's also responsible for the Change the Game initiative between the Mackay Cutters and the Mackay Regional Suicide Prevention Network, driving this community initiative to "Tackle Mental Health Head On". Cr Gee is an award-winning builder with more than 20 years' experience and brings to council the skills of running a successful business. Cr Gee's community involvement has ranged from founding club captain of Eimeo SLSC and junior soccer, netball and league coach to the founder of Facebook group FINS (fun in natural sun). Raised in Eimeo and Blacks Beach, he still lives in the Northern Beaches. Jobs, liveability, growth and sustainability are Cr Gee's focus.



Cr Fran Mann

Phone: 0418 819 680 **Email:** cr.fran.mann@mackay.qld.gov.au
Locality area: Northern Suburbs
Committees: Community Engagement (chair), Economic Development and Planning

Cr Fran Mann may be a first-term councillor but she came into her new role with a strong understanding of the operations of council. She worked for council in its finance department for more than nine years before being elected as a councillor. Cr Mann has embraced her role as an elected representative and community advocate. She was appointed chair of the Community Engagement Committee towards the end of 2016-2017 and is relishing the role, which sees her engage with and actively participate in groups including our Matsuura Sister Cities Committee and Slade Point Neighbourhood Watch. She also chairs the Community Grants and RADF Grants assessment committees and has a passion and interest in the region's heritage as chair of council's Character and Heritage Advisory Committee – a sub-committee to the Economic Development and Planning Committee. Cr Mann assisted with recovery functions post Cyclone Debbie as chair of the Economic Recovery sub-committee, assisted the Mackay Local Disaster Management Group during the event, and was involved with working towards the formulation of council's RV & Caravan Park Strategy. She has a keen interest in community consultation and engagement, the heritage of our region, sustainable growth and employment opportunities and affordable housing.



Cr Karen May

Phone: 0419 669 134 **Email:** karen.may@mackay.qld.gov.au

Locality area: Southern Region

Committees: Infrastructure and Services (chair), Corporate Services (deputy chair), Economic Development and Planning (deputy chair)

Cr Karen May's experience in local government, which now totals 13 years, has stood her in good stead during the first full year of the new council. That experience prompted fellow councillors to appoint her chair of the Infrastructure Services Committee and deputy chair of the Economic Development and Planning and Corporate Services committees. Her role heading up the Infrastructure Services Committee was particularly busy in 2016-2017, with State Government-funded Works For Queensland projects being added to council's capital works program and cyclone recovery efforts post Cyclone Debbie. Cr May was a former councillor, deputy mayor and mayor of Sarina Shire Council. As mayor, she led the Sarina council through its amalgamation with Mackay City and Mirani Shire councils in 2008. She takes a particular interest in issues in our Southern Region.



Cr Ayril Paton

Phone: 0409 593 806 **Email:** ayril.paton@mackay.qld.gov.au

Locality area: Western Region **Committees:** Infrastructure and Services, Corporate Services (chair)

Cr Ayril Paton, a first-term councillor, was elected chair of the Corporate Services Committee towards the end of 2016-2017, with a strong interest in rates, finance, policies and governance. He's also a member of council's audit committee, Transport and Drainage Advisory Committee, Water and Waste Advisory committee and council delegate for the Local Authority Waste Management Advisory Committee. Cr Paton was elected chair of the Human Social Disaster Recovery sub-committee, assisting with recovery functions after Cyclone Debbie. Cr Paton also has many years of community service, holding committee roles in school P&C, sporting clubs and is passionate for the health and wellbeing of our community youth, being a committee member of the YRS One Stop Youth Shop. Having a rural background, being based at Munbura and the family farm at Racecourse, made him an ideal choice by council to represent the Western Region locality. Cr Paton is an advocate for a whole of region approach to ensure all residents are represented in the Mackay Regional Council area.



Cr Ross Walker

Phone: 0429 615 711 **Email:** ross.walker@mackay.qld.gov.au

Locality area: Western Region

Committees: Corporate Services (chair), Infrastructure and Services

Cr Ross Walker is a third-term councillor, making him one of the most experienced on Mackay Regional Council. First elected at a by-election in 2010, he was re-elected in 2012 and again in 2016. In his first two terms, he was responsible for the Parks, Environment and Sustainability portfolio and then the Finance, Asset Management and IT portfolio. For much of 2016-2017, he was chair of council's Corporate Services Committee and remains a member of that committee, as well as Infrastructure and Services. A cane farmer for 35 years, Cr Walker was chairman of the Australian Cane Farmers Association and chairman of a diverse retail company before joining council. That rural experience made him an obvious choice by council to represent the Western Region locality. Cr Walker has been a dedicated member of Mackay West Rotary Club for more than 30 years, is currently president of Mackay West Rotary Club, and in 2003 was honoured with a Paul Harris Fellow award from Rotary for exceptional service to the sugar industry.

OUR CORPORATE STRUCTURE





LEADERSHIP TEAM: CEO Craig Doyle (second from right) with directors (from left) Engineering and Commercial Infrastructure's Jason Devitt, Community and Client Services' Bridget Mather, Organisational Services' Andrew Knight and Development Services' Gerard Carlyon.

CORPORATE PLAN



In June, 2017, we adopted a revised Corporate Plan 2016-2021 to guide our strategic direction for delivering a sustainable, vibrant future for our region.

The revised plan was adopted after the new council, elected in March, 2016, reviewed council's Corporate Plan 2015-2020.

That original plan had been developed through a series of internal workshops and external discussion forums.

Feedback from a Community Attitude Survey also provided key information in the development of the plan.

The Corporate Plan 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 – have been used as the basis for reporting in this Annual Report.



CYLCONE DEBBIE: Damage caused to the region's roads and infrastructure.



CYCLONE DEBBIE



CYCLONE DEBBIE: Governor of Queensland, His Excellency the Honourable Paul de Jersey AC, and Mayor Greg Williamson at a meeting of the Mackay Local Disaster Management Group.

The arrival of Cyclone Debbie on our coastline in late March was the most significant event that confronted Mackay Regional Council in 2016-2017. Although Cyclone Debbie crossed the coast just north of our northern boundary, she made her presence felt – the effects of her destructive winds and associated heavy rainfall are still being felt in some parts of our resilient community. The recovery process is ongoing.

We played a major role in managing the natural disaster threat, through our Mackay Local Disaster Management Group (LDMG), and helped coordinate recovery, both in the immediate aftermath and ongoing efforts.

Our LDMG, chaired by Mayor Greg Williamson, moved to “alert” status on March 24 and progressed to “stand up” on March 26. It didn’t revert to “stood down” until April 4, operating on a 24/7 basis for several days, fielding numerous requests for assistance, including 000 telephone calls for flood rescues.

Helicopter rescue and relief missions were coordinated in conjunction with the Queensland Police Service (QPS), with 44 residents being airlifted to safer places.

Emergency Alerts campaigns were issued to residents in relation to predicted storm tide inundation and evacuation. Directed evacuations were ordered and door knocking was done by QPS and Emergency Services for the “red”, “green”, “orange”, “brown” and “yellow” Evacuation Zones in the Midge Point and Seaforth Beach areas. In the Mackay urban and southern region, directed evacuations were ordered for the “red” and “green” zones and precautionary advice was issued to residents in the “orange” zone.

Both the Northern Beaches public cyclone shelter and the Sarina Cultural Hall were opened as evacuation centres. Seven other sites were also prepared as possible post-cyclone refuges.

Rainfall in excess of 1328mm over four days was recorded at Mt William and in excess of 500mm in nine hours at Marian.

Major flooding was reported in the Plane Creek, Sandy Creek, Bakers Creek and Pioneer River Catchments. Major spilling occurred at both Middle Creek Dam and Kinchant Dam.

More than 150 dwellings were rendered uninhabitable as a result of water inundation and significant vegetation damage was received throughout the district.

Large areas of the region were left without power and communications for varying times – several days up to a fortnight. A major response and recovery effort was required and recovery is ongoing.

The LDMG met on six occasions during the event – the final meeting was attended by the Governor of Queensland, His Excellency the Honourable Paul de Jersey AC – and held a debrief in May.



Spreading the word: Messages delivered instantly

Mayor Greg Williamson delivered calm, clear and concise messaging as Cyclone Debbie approached the coast and in the aftermath of her coastal crossing. Communications during Cyclone Debbie were made easier by the ability to tap into the social media and online resources of council and traditional media.

There was a tremendous thirst for information about the approaching cyclone from residents. They sought out council for information, both on our website and social media channels. People who like Mackay Regional Council's Facebook page hit the 15,000 milestone on the Saturday before Cyclone Debbie crossed the coast. Within days this had soared to more than 19,000 Facebook likes as residents turned to council for information on the cyclone.

There was phenomenal engagement on posts related to the cyclone. During March, engagement on posts (likes, comments and shares) on council's Facebook page were more than 640,000. Of those, 219,000 were on Monday, March 27, as the cyclone approached the coast. Our Facebook reach for March was more than 830,000, with a reach of nearly 370,000 on Monday, March 27.

Of more than 188,000 video views on the Facebook page for the month, 62,000 were on that Monday.

There were nearly 200,000 visits to our website in March – about four times the normal traffic. These figures included 47,198 visits on Sunday, March 26, and 50,337 on Monday, March 27. There were 145,026 page views of our Emergency Evacuation plans, which include maps of zones.

Media conferences after LDMG meetings were streamed live on Facebook and the videos attracted huge audiences. Two of council's Facebook live videos as Cyclone Debbie approached the coast attracted more than 41,000 and 19,000 views respectively. Traditional media outlets were also going Facebook live on their pages, increasing the audience reach of the messages even further.

However, there were communications problems between the LDMG and more remote areas of the Mackay Regional Council footprint.

As soon as weather allowed, Mayor Williamson and CEO Craig Doyle flew by chartered helicopter to check on communities, such as Midge Point to the north and Eungella and the Pioneer Valley. The communication problems experienced will be the subject of a review requested by the Mackay LDMG in the first half of 2017-2018.



Council helps GIVIT assist cyclone and flood victims

We teamed up with Australian not-for-profit organisation GIVIT to provide assistance to residents affected by destruction caused by Cyclone Debbie.

Residents were able to request support through GIVIT to replace household items which had been damaged or lost in the cyclone or flooding.

In partnership with the Queensland Government, GIVIT manages all offers of assistance, including cash and item donations, following disasters through its website givit.org.au

We also assisted the Department of Communities with its Community Recovery Hubs.

ECONOMY

Fast Facts

In 2016-2017 council:

- Provided funding support to 43 events and conferences through our Invest Mackay Events and Conference Attraction Program
- Injected an estimated \$20.5 million into the local economy through that program
- Approved concessions for 15 developments through our Facilitating Development in the Mackay Region Policy
- These 15 approvals have a combined estimated economic output of \$466 million and are estimated to create 936 construction jobs
- Met with developers regularly to discuss upcoming projects
- Approved 527 new lots
- Received 103 development applications through Smart eDA and council's new online lodgement system ePathway
- Processed 14 multiple dwelling unit applications (includes dual occupancy applications)
- Handled 1194 duty planner enquiries received during the year
- Valued Mackay's building applications at \$160,746,484 (including \$67,396,604 in residential applications).



"The funding is an economic stimulus measure in the budget as events such as these provide a boost to local businesses and the economy"

Mayor Greg Williamson



Investment in events kicks goals

Major events and conferences play a vital role in attracting visitors to Mackay and stimulating the local economy. Events and conferences support the region's tourism industry by boosting tourist numbers and by creating fantastic opportunities for local operators, such as hotels, restaurants and retailers.

Council allocated \$1 million from the 2016-2017 budget to continue the Invest Mackay Events Attraction Program and the Invest Mackay Conference Attraction Program. The funding program supported the attraction of 43 events and conferences, with funding allocated to support several additional conference bids yet to be determined. The program is estimated to have injected an estimated \$20.5 million into the local economy.

Major events and conferences supported by the program in 2016-2017 included:

- NRL trial match NQ Cowboys v Sydney Roosters
- AFL JLT Community Series Gold Coast Suns v Essendon Bombers
- XXXX Queensland Maroons Fan Day
- Footy Show live from Mackay
- Queensland Bulls Masters v NSW Baggy Blues T20 Cricket Festival
- Quadrangular international cricket series
- Australian Indoor Cricket Championships
- Australian National Budgerigar Council Championship Show
- Destination Q Conference
- The Elton John and his Band "Once in a Lifetime Concert" (scheduled to be held September, 2017).

Following the success of the initiative, council committed a further \$1 million to continue the Invest Mackay Events and Conference Attraction Program into 2017-2018.

"The policy has proved popular in attracting investment from the development industry and helping kick-start projects in our region"

Economic Development and Planning Committee chair Cr Amanda Camm



Policy facilitates development in region

Our Facilitating Development in the Mackay Region Policy was amended in November, 2016, to include three additional schedules to facilitate the development of community facilities and commercial, retail and residential development in urban areas.

The amended policy now includes the following schedules:

- Major development within the Mackay City Centre
- Major industry development inside the priority infrastructure area in Paget, Marian, Mirani, Sarina, Slade Point and the Glenella industry areas
- Aged care and retirement living inside the priority infrastructure area
- Rural-based and nature-based tourism
- Commercial and retail development in urban areas
- Community facilities
- Residential development in urban areas.

The policy received significant traction 2016-2017, with approval being granted to 15 applications. These 15 approvals have a combined estimated economic output of \$466 million and are estimated to create 936 construction jobs.

The construction of two developments previously approved under the policy have been completed in 2016-2017, with an additional five approved developments under construction.

The concessions, which are conditional on being completed within two years and the use of local contractors, are expected to provide a major stimulus to the local economy.



Economic Development Strategy delivers

The Economic Development Strategy 2015-2020 is in its second year of implementation and a range of economic initiatives have been undertaken in conjunction with its action plan.

Plan to attract more RVs

Economic Development has had a focus on delivering greater RV visitation to the region. Preliminary consultation was undertaken in 2016-2017 with existing caravan park operators and industry groups - Caravan and Motorhome Club of Australia, Caravanning Queensland and Caravan Industry of Australia. Council will continue to work with existing stakeholders to explore development opportunities and review legislative requirements.

Mirani declared an RV Friendly Town

The Campervan and Motorhome Club of Australia (CMCA) officially declared Mirani, Pioneer Valley, an RV Friendly Town. In order to qualify for the program, the town had to successfully meet the needs of self-contained RV travellers and satisfy key criteria.

General aviation strategy taking off

An Expression of Interest (EOI) was called among existing airport owners and operators to explore opportunities around the expansion or formalisation of their aviation operations. This EOI was made in response to requests from members of the aviation industry. Council has subsequently been engaging with interested parties.

Hooking into fishing strategy

"Being one of only three new Net Free Zones in Queensland, we have a real opportunity to attract considerable tourism to our region"

Cr Ross Gee

A Mackay Regional Recreational Fishing Strategy 2017-2022 has been prepared to guide the sustainable management and development of the Mackay region's recreational fishing sector and provides a plan for maximising the industry's economic benefits and opportunities. The strategy provides an action plan over five key themes:

- Ecology and fisheries management
- Recreational fishing infrastructure
- Business and product development
- Marketing and positioning
- Enabling partnerships

Extensive public consultation was undertaken from March to June, 2017, and the strategy was expected to be adopted in the first quarter of 2017-2018.



Mackay Waterfront revitalisation

Exciting opportunities for redeveloping the Mackay waterfront areas of the Pioneer River and Binnington Esplanade are being planned to create a vibrant, active, memorable and engaging waterfront for residents and visitors.

Council initiated the Mackay Waterfront redevelopment project to deliver a long-term vision for transformation of these waterfront areas as a must-see waterfront destination, with recreational, lifestyle and investment opportunities that benefit the community, economy and the man-made and natural environments.

Several context and feasibility investigations have been completed and preliminary community consultation was undertaken, which received positive feedback and support for redevelopment of the waterfront. The project will continue in the next year to identify the best planning mechanism to deliver the vision and development opportunities to transform the Mackay Waterfront.

"This exciting project will deliver a Visitor Information Centre on the Bruce Highway at the southern entry point to the Mackay region"

Infrastructure and Services Committee chair Cr Karen May



Sarina Town Centre

Council also embarked on an ambitious project to revitalise Broad Street in Sarina. The purpose of this project is to develop a revitalisation strategy for the town centre that draws on community involvement to deliver a modernised masterplan, ready to seek external funding. The strategy will aim to ensure the Sarina town centre is maintained and strengthened as the major activity centre for southern areas of the region and is a distinctive, diverse, attractive and sustainable urban environment.

The strategy will be based on concept plans which are developed in collaboration with the community. The concepts preferred by the community will then be transformed into a masterplan. A primary aim of the project is to have a shovel-ready project ready for delivery when funding from other levels of government becomes available. The Sarina community can help create a vibrant, economically viable and pedestrian friendly centre and facilitate development.

Sarina Field of Dreams Parklands and new Visitor Information Centre

The 2016-2017 financial year has seen the re-establishment of the Sarina Field of Dreams Advisory Committee, which was formed to provide strategic direction and guide the long-term vision of the community and tourism facility.

One of the key interests of the advisory committee is to enhance the awareness of the Field of Dreams Parklands with the development of a brand identity to attract tourists and locals to the parklands, facilities and the region. The committee has successfully developed branding material, including logo and website.

Queensland Day celebrations at Sarina's Field of Dreams Parklands in June doubled as the official launch of a \$3.45 million Visitor Information Centre project for the tourist precinct.

A sod turning ceremony for the new Mackay Region Visitor Information Centre, a joint Queensland Government and council project, was held at the Field of Dreams. A major component of the project will be the \$800,000 refurbishment of the Sarina Railway Station building to deliver a new Visitor Information Centre. Another \$2.5 million will be spent as part of development of the Sarina Field of Dreams Parklands Masterplan.

employee profile



Meet Lassara Reinke, Senior Economic Development Officer

Lassara's role in Economic Development is to manage the Invest Mackay Events and Conference Attraction Program which was introduced to attract and deliver major sporting and cultural events, concerts and conferences to stimulate the local economy.

The program was implemented to help boost the economy by attracting visitors to the Mackay region for these events and conferences and provide wellbeing, lifestyle and cultural benefits to local residents and beyond. Some events and conferences that secured support in 2016-2017 included the T20 Allstars Cricket Festival, The Grass is Greener Music Festival, Australian Indoor Cricket National Championships, NRL trial match, Maroons Fan Day, International Rugby 7s Australia v Japan matches and the Australian National Budgerigar Conference.

"Having grown up in Mackay, I am passionate about our region and promoting it as a tourism destination. There is so much to see and do in the Mackay region and I am proud to work in a role that is dedicated to attracting significant events that attract tourists to our region."



City Centre spaces activated

Mackay City Centre hosted a range of events, promotions and ongoing programs with the view to drive continuous customer traffic and spend throughout the City Centre.

City Centre events and promotions included Twilight City Spooktacular; celebrity cooks Alex and Gareth at the Greater Whitsunday Farmers' Market; Fashion Week Mackay's Streets of Style; Christmas Wonderland and Christmas competition; New Year's Eve Celebrations; Flavours of the World Dining Guide and Competition; Chinese New Year Celebrations; Easter Carnival; World Tai Chi Day and the National Heritage Festival Walking Tours.

Programs held on an ongoing basis in the City Centre include Active in the City (weekly Zumba and dog walking), as well as Active Kids in the City (sporting and craft sessions every school holidays).

Mackay City Centre supported several activities and events throughout the year, including the Greater Whitsunday Farmers' Market relocation, Mackay Beach Horse Races, Professional Bull Riding Tour, Bluewater Highland Fling, Mechanos Thunder Run, Marina Run Launch, Criterium Series, Bridal Expos (August and February), helloworld Expo, the Italian Festival and Maroons Fan Day. Other trade shows and expos attended included the Seniors Expo, Greenmount Heritage Fair and Mackay Show.



INTERNATIONAL ENERGY AGENCY BIOENERGY TASK FORCE: At the Wilmar BioEthanol Sarina Distillery are international bioenergy experts (from left) Murray McLaughlin, of Canada, Owenroe Lemass, of Ireland, Ed De Jong, of the Netherlands, Geoff Bell, of Australia, Eric Soucy, of Canada, and Michael Mandl, of Austria.

International Business Relations – Global Reach Program

This financial year marked the continued development of the Global Reach Program which aims to enhance the region's international business relations and assist Mackay businesses and industry expand into global markets.

During 2016-2017, the first tailored Export Ready Program was delivered by the Export Council of Australia to 11 local companies over a 10-week period from August to November.

Council hosted an Australia-India Business Networking Luncheon to coincide with the one-day cricket game between India A and Australia A in August, and Mayor Greg Williamson attended a private business roundtable meeting in Sydney with special guest, the Hon. Shri Piyush Goyal, Indian Federal Minister for Power, Coal, New and Renewable Energy and Mines, in October.

Local companies received a visit from the Queensland Trade Commissioner to India in October, and council supported the Resource Industry Network's participation in the TIQ Trade Mission to India for the Indian Mining and Machinery Expo (IMME) in November.

As a result of these activities, Mackay region was fortunate to host the third National Energy and Resource Services Forum; an initiative of the Australia India Business Council and Australia India Institute, in May, 2017. More than 100 delegates attended the two-day event, including national and international guests from the mining and engineering sectors.

International attention was also received when the International Energy Agency Bioenergy Task Force brought delegates to Mackay to conduct site tours of the local biorefining industries.

Continuing the momentum that has been achieved, and broadening our partnerships with stakeholders across key industry sectors, will be the focus for the team in 2017-2018.

"It is hoped this will encourage visitors to stay longer and put Lamberts Lookout on the map as a must-do tourist attraction for the region"

Mayor Greg Williamson



LAMBERTS LOOKOUT : Councillors inspecting progress at the new whale-watching lookout.

Council joins forces for economic alliance

We joined forces with Whitsunday and Isaac regional councils to form a new economic body for the region – the Greater Whitsunday Alliance (GW3). GW3 is a reconstituted company governed by a board of directors. Inaugural chair is John Glanville. The three councils have committed funding to GW3 for three years. GW3's charter is to work with stakeholders from across the Greater Whitsunday region to promote development opportunities and be the lead agency for investors into the region.



Lamberts Lookout upgrade a whale of a time

Work on an upgrade of popular whale-watching vantage point Lamberts Lookout was nearing completion. The project was co-funded by the Queensland Department of Transport and Main Roads. Located adjacent to Ram Chandra Park, the project provides for a covered shade pavilion and two viewing areas offering seating and interpretative signage detailing aspects of the coastline and local flora and fauna.

Onsite parking was being reorganised to accommodate small tourist buses and a disabled parking bay. The walkways have also been designed for all-abilities and the safety around the cliff's edge addressed with fencing.

The site was due to be officially opened by the Honourable Paul de Jersey AC, Governor of Queensland, on August 18, 2017.



PLANNING SCHEME: Marking finalisation of the Mackay Region Planning Scheme 2017 are (from left) Development Services director Gerard Carlyon, Mayor Greg Williamson and Deputy Mayor and Economic Development and Planning Committee chair Cr Amanda Camm.

"Whether it be opening a new commercial business in the City Centre, or residents seeking planning approvals for backyard sheds, this new scheme makes processes much easier"

Economic Development and Planning Committee chair Cr Amanda Camm

Local spend from organisational services

| Area | 2015 - 2016 | % | 2016 - 2017 | % |
|--|---------------|-----|---------------|-----|
| Local Spend (Mackay region) | \$130,465,688 | 75% | \$134,833,218 | 76% |
| Regional Spend (Whitsunday - Mackay - Isaac) | \$740,751 | 0% | \$641,735 | 1% |
| External Spend | \$42,496,439 | 25% | \$41,131,015 | 23% |

Planning scheme unifies region

We have a new, unified planning scheme for the Mackay region. On June 28, 2017, council adopted the Mackay Region Planning Scheme as a blueprint for future development and it delivers "one region, one vision". For the first time, development in the region is regulated under a single planning instrument, replacing the Mackay City Planning Scheme 2006, Sarina Shire Council Planning Scheme 2005 and Mirani Shire Plan 2007. The new scheme means it has never been easier to do business in Mackay.



SARINA SUGAR SHED AWARDS: Cr Karen May (right) and Sarina Sugar Shed coordinator Glenys Mansfield collect a silver award at the Australian Tourism Awards.

Awards

Sweet success for Sarina Sugar Shed

Our iconic Sarina Sugar Shed – Australia's only miniature sugar mill and distillery – had another award-winning year in 2016-2017. The highlight was a silver award for wineries, distilleries and breweries at the Australian Tourism Awards.

Mackay Region Tourism Awards:

- GOLD – Excellence in Food Tourism
- GOLD – Attractions
- GOLD – Most Outstanding Contribution by a Volunteer of Volunteer group

Queensland Tourism Awards:

- GOLD – Excellence in Food Tourism
- GOLD – Wineries, Distilleries and Breweries
- BRONZE - Attractions

Australian Tourism Awards:

- SILVER - Wineries, Distilleries and Breweries

Australian Distilling Awards:

- BRONZE – Celebration Rum Liqueur

A woman in traditional Indian attire, including a black sari with gold and green borders, a gold headband with a red and gold floral ornament, and a red bindi on her forehead. She is wearing multiple colorful bangles (red, green, and gold) on both wrists and has her hands raised in a dance gesture. The background is dark with a small blue light spot.

COMMUNITY PRIDE,
REGIONAL IDENTITY



AUSTRALIA DAY 2017: Winners of the 2017 Australia Day Awards with Mackay Mayor Greg Williamson.

Fast Facts

In 2016-2017 council:

- Welcomed 586 new Australian citizens at nine ceremonies
- Attracted a total audience of 36,477 at 11 Mackay Mazda Festival of Arts events
- Facilitated or assisted about 90 community engagement projects
- Helped organise the Maroons Fan Day street parade and luncheon ahead of the second State of Origin in 2017
- Received 147 nominations for eight awards presented at an Australia Day Eve sit-down dinner attended by more than 500 people
- Funded 10 community events for Australia Day.



Highlights

"This year's event line-up reinforces Mackay's creativity and showcases our city as a destination for great events"

Mayor Greg Williamson

Festival features pop-up city Metropolis

The 2016-2017 year started with bang (and a big tent) at the Mackay Mazda Festival of Arts. The festival attracted an audience of 36,477 at 11 festival events. From an acclaimed cabaret show to the Gourmet Safari, Jazz Brunch and a mind-blowing pop-up city called Metropolis on the Civic Precinct lawn, 2016's Festival of Arts offered a plethora of entertainment and dining options.

For the first time, the entire oval was fully licensed at Queens Park for the G&S Engineering Wine and Food Day. This open layout was met with high praise from festival goers who reported that it made the event more family friendly. Former Home & Away star and singer Tim Campbell and power vocalist Danni Da Ros from The Voice headlined the event.

2016-2017 annual report



EVENTS: Wine and Food Day - part of the Mazda Mackay Festival of Arts.



Wine and Food Day - part of the Mazda Mackay Festival of Arts.



Mazda Mackay Festival of Arts.



Mackay Mazda Festival of Arts.



Heritage Fair 2017.



Global Grooves 2016.



EVENTS: Global Grooves 2016

"NAIDOC had a very special atmosphere today. It was a great for me to live out this year's theme of 'Songlines' and meet some people I have not seen in years and listen to their stories"

Cr Laurence Bonaventura

EVENTS HELP CONNECT OUR COMMUNITY

Nothing helps connect a community more than some fantastic family-friendly events. Council was involved in a range of events in 2016-2017, from organising and running them to supporting them with funding through initiatives like our Invest Mackay Events Attraction Program. As well as the Mazda Festival of Arts and the City Centre Spooktacular (covered in the Economy section of this annual report), council also organised some other wonderful events, including Global Grooves, the BB Print New Year's Eve River Party on Bluewater Quay, the MLC Advice Easter Carnival and the Greenmount Heritage Fair.

About 8000 people attended Global Grooves in Queens Park in October, 2016. More than a dozen different food vendors created mouth-watering cultural cuisine from around the world for the festival. The air was filled with the sounds of everything from Scottish bagpipes to African drums and Bollywood rhythms. And the stage was a whirlwind of colours and movement as the costumes and traditional dances of more than a dozen cultural groups entertained the crowd. Held Saturday, October 29, this one-day, open-air event was free to the public and a celebration of the cultural diversity of the Mackay region.

Council held an annual NAIDOC flag-raising ceremony in the Civic Precinct on July 4, 2016, as part of NAIDOC Week celebrations, which also included an art exhibition at the City Library and Artspace drop-in activities.

Kids were entertained by an Easter wonderland while parents kicked back to some toe-tapping tunes at the MLC Advice Easter Carnival on Sunday, April 16. A line-up of stellar local acts included the smooth, captivating sounds of Lloyd Saunders, the upbeat, ukulele-accompanied melodies of Jade Fiyen and the folky, foot-stomping, indie-rock tunes of Wildfolk.

The Greenmount Heritage Fair unveiled a pop-up museum reverently displaying heritage wedding dresses up to a century old. In fact, the 36 metres of display space, a first for the Fair, contained dresses representing every decade from 1917 through to 1979. The dresses were just a small part of the Heritage Wedding theme of this year's Fair at Greenmount Homestead (5km past Walkerston), on Sunday, May 28. More than 5000 people attended the popular event at the historic homestead grounds.

“(The) awards ceremony, attended by about 550 people, is fitting recognition for the winners and also all of the wonderful nominees. Their stories are inspirational”

Mayor Greg Williamson



AUSTRALIA DAY 2017: Eight awards were presented at the MECC on Australia Day Eve.

Australia Day Award winners honoured

Award winners were:

- Citizen of the Year: Andrew Birch
- Young Citizen of the Year: Zoe Barnes
- Lori Burgess Community Volunteer Award: Hazel Cooper
- Environmental Achievement Award: Andrea and Ian Gottke (Fauna Rescue Whitsundays)
- Arts and Culture Award: Kiralee Welsh
- Community Group Award: PCYC Mackay
- Senior Sports Award: Janelle Tilse
- Junior Sports Award: Benjamin Mandall

Major award winners of Mackay's Australia Day Awards had one thing in common – they don't seek accolades for the tireless volunteer work they do.

2017 Citizen of the Year, Andrew Birch, is well-known through his position at the helm of engineering firm Absolute Enterprises. But it is his behind-the-scenes volunteer work that prompted judges to award him the top honour at the Mackay Regional Council Australia Day Awards at the MECC.

Similarly, 2017 Young Citizen of the Year, Zoe Barnes, is a selfless giver of her time. When many of her schoolmates were at Schoolies, she was on her first international volunteer trip to Fiji, working at an orphanage. Battling depression during her teenage years, Zoe found giving back to the community was an ideal outlet to improve her mental health.

Her story was a 2016 winner in ABC's Heywire competition and now she can add the 2017 Mackay Young Citizen of the Year to her list of achievements.

Lori Burgess Community Volunteer Award winner, Hazel Cooper, has dedicated 70 years to volunteering, particularly through the Salvation Army.

Amazingly, her dedication to Salvation Army volunteer work began when she was just 12 years old, teaching Sunday School.

We presented eight awards at the Australia Day Eve function for all award nominees at the MECC. This was the first year where council provided a sit-down award-style dinner event, which attracted more than 500 guests to the function, to recognise the region's nominees. The event was well received by all who attended.

We received 147 nominations in eight categories for the awards.



AUSTRALIA DAY 2017: A total of 10 community events were funded across the region, including "Australia Day at the Beach" at Mackay Harbour Beach.

Council helps with Aussie Day fun

We proudly supported 10 Aussie-themed community events throughout the Mackay region for Australia Day. Not-for-profit groups in the Mackay region could apply for funds to support their Australia Day event and council approved 10 event grants, ranging from \$500 to \$1000 each.

2017 events included:

- Australia Day at the Beach (Mackay Harbour Beach)
- Australia Day at Sarina Beach
- Australia Day - Banksia Scout Group Fun Day (Jaycee Park, Andergrove)
- Family BBQ (Iluka Park, Town Beach)
- We Are One Family BBQ (Quota Park, Binnington Esplanade)
- Australia Day 'Beach' Party, Habana (Habana Progress Association - Mackay, Queensland)
- Pioneer Valley Australia Day Celebrations
- Wests Leagues Club Mackay Family Fun Day
- Norths Junior Devils Fishing Competition (Shoal Point Beach)
- Hibiscus Coast Progress & Sports Association Australia Day Party 2017 (Seaforth Foreshore Park).



Larger role in Anzac Day

We played a larger role in organising Mackay's main Citizens Parade for Anzac Day in 2017. With RSL members aging, they've asked council to take over organisation of the Mackay parades and services, so this year was part of a handover plan. As usual, we also helped the RSL organise and stage Anzac Day parades and ceremonies right across our region.

Local legends to carry Queen's Baton

Local legends were called on to carry the Queen's Baton in Mackay as we prepare to host the Queen's Baton Relay.

Mackay was announced as one of the Australian Celebration Communities for the Queen's Baton Relay ahead of the Gold Coast 2018 Commonwealth Games (GC2018).

The eyes of the Commonwealth will be on Mackay in March, 2018, as the Baton journeys towards its destination — the Games' Opening Ceremony on April 4, 2018.

"The Queen's Baton Relay is a rare opportunity to shine a light on the people and places that help make our community truly great"

Mayor Greg Williamson



Council in Community connects

Our commitment to better engage with the community resulted in councillors taking on allocated localities across the Mackay Regional Council area. The Council in Community initiative delivered improved representation and provided a vehicle for residents to know who to approach to discuss specific issues in their area.

The region was split into five localities, with two councillors sharing each locality. As part of the initiative, Council in Community Days were held in the various localities each month, hosted by the representative councillors. Each included Community Catch-up sessions open to the public so they could meet with councillors.

There were 11 Council in Community days held in 2016-2017, including three additional ones in cyclone-hit areas following Cyclone Debbie.

| Month | Area |
|-----------|-----------------------------|
| August | Southern Region |
| September | Western Region |
| October | North Coast and Beaches |
| November | Northern Suburbs |
| March | Mackay City |
| April | Western Region |
| April | Eton * |
| May | Midge Point * |
| May | Sarina Range * |
| May | Southern Region and Koumala |
| June | Northern Suburbs |

**Additional Council in Community days scheduled following Cyclone Debbie.*



SWEET SECRETS: Cr Fran Mann with ambassadors Sharmin and Chelsea (the Hungry Travellers) at the launch of the Sweet Secrets Trail.

PRIDE IN OUR REGION

Proud of our Sweet Secrets Trail

"It was great to hear that some of the participating restaurants and cafes had sold out of their Sweet Secrets Trail dessert on a number of occasions due to the high demand"

**Community Engagement
Committee chair
Cr Fran Mann**

The latest edition of the award-winning #MackayPride campaign proved to be the tastiest and sweetest yet. It celebrated the sugar cane heritage of the region and created some taste sensations.

The Sweet Secrets Trail was launched at the Greater Whitsunday Farmers' Market with a two-chef cook off. The trail took locals and visitors on a journey throughout the Mackay region, with more than 20 restaurants and cafes creating signature desserts. The campaign was tagged the "rush before the crush", as the desserts were only available in May – just before the sugar crush season began.

A local social media duo, Sharmin and Chelsea from The Hungry Travellers, proudly accepted the honour of being #MackayPride ambassadors for the campaign.

At the end of the campaign, young Marian mother Zoe Night won the major prize of the #MackayPride Sweet Secrets Trail competition — two nights' accommodation at The Feathered Nest Wildlife Retreat.



MACKAY SHOW: Cr Laurence Bonaventura assisting local residents to enter the State of Origin III prize draw.

#MackayPride on Show

Our #MackayPride display at the 2017 Mackay Show was greener than ever before. The display was a mini-Mackay-inspired theme and had something for young and old. A new feature of this year's display was a flower and water digital projected pond by the Mackay Regional Botanic Gardens.

Plenty of give-aways were also available, including free native plants from Parks and Environment, 3D printed fidget spinners for the kids from Libraries and dog chews and dog leads from Local Laws.

Show-goers were also able to rehydrate at a free "Choose Tap" water bottle refill station set up by Mackay Water. Local resident Wayne Hedrick won a trip to State of Origin III at a prize draw of almost 2000 entries in which entrants described what they loved about living in the Mackay region.

Extraordinary women make us proud

Our second annual Women Who Make Us Proud Awards (#MackayPride) showcased the hard work and achievements of local women across our region as part of Queensland Women's Week in March.

Award ceremonies were held in Mackay at the MECC and at Sarina. There was also an All About Women Satellite livestream at the MECC, as well as an International Women's Day Expo at Sarina Cultural Hall.

HEALTH AND WELLBEING

Fast Facts

In 2016-2017 council:

- Catered for 337,551 visitors to our five aquatic facilities
- Provided \$2 million in funding to community and not-for-profit sporting groups through our Better Community Building Fund
- Processed 15,862 dog and cat registrations

Council assets:

- 4 swimming pools and a three-tiered Bluewater Lagoon
- 7 skate parks and a new regional one planned
- 1 international sports stadium (BB Print Stadium)
- Planning under way on new sports precinct at CQUniversity
- 1 Bluewater Trail (shared pathway around the city)
- 5 libraries and 1 mobile library
- 1 youth centre
- 13 community halls
- 11 SES facilities.





Highlights

Aquatic facilities make a splash

The 2016-2017 financial year marked back-to-back record patronage years for Sarina, with the experienced operators actively engaging with the community and key stakeholders to enhance opportunities and attendances.

Attendances at Bluewater Lagoon again improved slightly, with another year of weather conducive to an aquatic season.

Mirani pool, suffering plant failure, failed to reopen post Cyclone Debbie, impacting on what was otherwise a solid year. The Mirani Swim Club, chaired by the lessee, has successfully obtained about \$75,000 in grant funding to enhance the facility and to support the club's growth.

| Facility | 2013-14 | 2014-15 | 2015-16 | 2016-17 |
|------------------|---------|---------|---------|---------|
| Memorial | 28,746 | 35,967 | 30,703 | 32,610 |
| Pioneer | 34,581 | 41,779 | 33,081 | 40,310 |
| Mirani | 44,772 | 26,730 | 26,556 | 21,626 |
| Sarina | 25,210 | 13,711 | 30,136 | 31,897 |
| Bluewater Lagoon | 261,463 | 185,005 | 208,657 | 211,108 |

Vector Control

The table (right) represents the mosquito control work carried out by the Vector Control team during 2016-2017.

| Mosquito control | 2016-17 |
|------------------|---------|
| Sites Inspected | 2301 |
| Sites Treated | 944 |
| Hectares Treated | 7325ha |

Licensing and approvals

Compliance levels varied between premises and officers found that accommodation and food businesses had more opportunities for improvement relating to structure, storage, handling and procedures.

| Premises | Inspections |
|------------------------------------|-------------|
| Accommodation | 23 |
| Caravan parks | 12 |
| Food | 418 |
| Footpath dining | 5 |
| Swimming pools | 18 |
| Temporary food permit (commercial) | 112 |
| Temporary home | 1 |
| Skin penetration | 13 |
| Total | 602 |

Pet registration

| Year | Cats | Dogs | Totals |
|-----------|------|--------|--------|
| 2013-2014 | 2307 | 11,040 | 13,347 |
| 2014-2015 | 2339 | 11,886 | 14,225 |
| 2015-2016 | 2445 | 12,861 | 15,306 |
| 2016-2017 | 2492 | 13,370 | 15,862 |

Our records indicate there are nearly 16,000 registered pets in the Mackay region. Of those, 13,370 were registered dogs in 2016-2017 and 2492 were registered cats.

Our annual Pet Rego Day was held near the Police Dog Tunza Off-leash Dog Park at the Gooseponds in 2016 as the Civic Precinct lawns were being used for the Mackay Festival of Arts. There was an excellent turnout.

We impounded 1056 dogs in 2016-2017 but achieved an 84 per cent success rate of rehoming the animals, with 890 being rehomed.

Environmental Health

| Area | Requests |
|----------|----------------------------------|
| Food | 83 complaints 530 inspections |
| Nuisance | 223 complaints |
| Noise | 96 complaints |

Pest management

| Pest | Requests | Properties Baited | Total hours |
|-----------------|----------|-------------------|-------------|
| Dingo/Wild dog | 28 | 115 | 755 hours |
| Pigs | 13 | 31 | 304 hours |
| Giant Rats Tail | 15 | - | 552 hours |

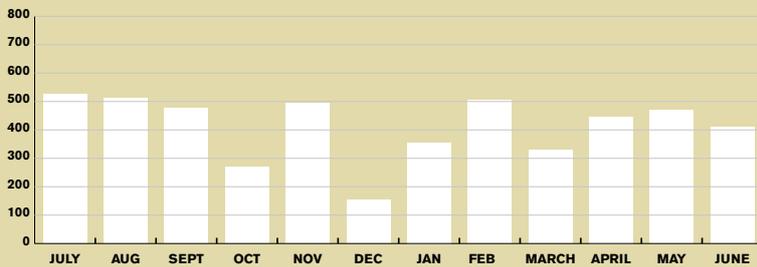
For better reporting on cats, we have separated domestic and feral animals. This year we impounded 701 cats – 20 per cent of which were feral pests.

Of the remaining domestic cats, we rehomed 434, bringing our cat rehoming rate to 62 per cent for the period.

The Local Laws team patrolled areas that are popular with dog owners, including the Gooseponds, Botanic Gardens, Andergrove, Beaconsfield, Eimeo, Mount Pleasant, Marian, Seaforth, Glenella, Sarina, Midge Point, Walkerston, North Mackay, South Mackay, West Mackay, East

Mackay, Ooralea, Slade Point, Blacks Beach and Bucasia. Throughout the year, 99 patrols were conducted.

Parking infringements issued



Digital paid parking

"Rather than replacing parking meters with an updated model, PayStay represents an opportunity for council to switch to a quick and easy way to manage paid parking"

**Community Engagement Committee chair
Cr Fran Mann**

A new way to pay for parking was introduced in the Mackay City Centre in April, 2017. PayStay is a pay-by-the-phone system that allows motorists to pay for parking via their phone rather than at a parking meter.

PayStay eliminated the need for coins and made it quicker and easier for residents pay for parking. The parking meters that were in place were prone to maintenance issues, costing council thousands of dollars each year. In addition, they operated on the 2G network, which was permanently switched off from Saturday, April 1, meaning they would no longer be operational

employee profile



Meet Tracey Heathwood, Community Development Officer

Tracey grew up in Mackay and is a member of the Community Programs team at council. Tracey and the team interact with a diverse range of community and cultural groups and are committed to empowering both individuals and groups with the skills they need to effect change.

Tracey currently oversees community volunteer support and development, support of our ageing community and community development in the North Coast and Beaches localities. She delivers community projects, such as the annual Mackay Volunteer Expo and Mackay Seniors Expo, and professional development opportunities for community groups, such as the recent Community Strengthening: Board Development Conferences.

"I am passionate about the place that I call home. I feel proud to be part of a team that creates real, meaningful opportunities for people from all walks of life to actively participate in making our community great."

Park bookings





"The annual expo, organised by council, continues to grow in popularity and draws big crowds each year"

Sports Expo and Sign-on Day Committee chair Cr Kevin Casey

SPORTS EXPO: Queensland Firebird netballer Romelda Aitken paid the Sports Expo a visit in 2017.

Seniors Expo proves popular

We celebrated the contribution older people make in the community with two great events as part of Seniors Week 2016.

Celebrated from August 13 to 21, Seniors Week is an opportunity for Queenslanders of all ages to join and recognise the valuable contribution of older people. Our first event was the annual Seniors Expo, with more than 70 exhibitors at the Senior Citizens Centre on August 16. It was such a success that plans were put in place to move to a bigger location at Mackay Showgrounds for the 2017 event. The expo was followed two days later by a free light luncheon at Sarina Cultural Hall.

Sports Expo kicks plenty of goals

The 2017 Sports Expo and Sign-on Day was held at the Mackay Entertainment and Convention Centre on Sunday, February 12.

This annual event was again a resounding success, attended by about 8000 people. They could gather information from the 100 sporting clubs and community groups in attendance. Special guests included Queensland Firebirds netball superstar Romelda Aiken and NQ Cowboys players, who were in town for a trial game against the Sydney Roosters the night before. The expo was also treated to a visit by Borobi, the Commonwealth Games mascot.



BETTER COMMUNITY BUILDING FUND : Recipients of Better Community Building Fund grants for 2016-2017 with Mayor Greg Williamson.

\$2 million to help deliver community projects

Projects ranging from relocation of a former country church building to upgrades of footy clubs were given guernseys to share in \$2 million in council funding.

A total of 23 applicants were granted funding, ranging from \$18,000 to \$350,000, as part of council's 2016-2017 Better Community Building Fund.

The \$350,000 amount towards redevelopment of a complex at Mackay Showgrounds to include equestrian, grandstand and kitchen facilities had been announced previously.

| Applicant | Amount |
|--|--------------------|
| Bakers Creek Tigers Australia Football Club | \$25,000 |
| Brothers Bulldogs JRL | \$80,000 |
| Central Coast Region Scouts | \$39,000 |
| Eastern Swans Australian Football Club | \$30,000 |
| Eungella Community Development Association | \$250,000 |
| Habana & Districts Progress Association Inc. | \$100,000 |
| Mackay Aero Club | \$50,000 |
| Mackay Area Fish Stocking Association | \$18,000 |
| Mackay Basketball Inc | \$100,000 |
| Mackay Brothers Football Club | \$100,000 |
| Mackay Junior Rugby League | \$80,000 |
| Mackay North Horse and Pony Club | \$50,000 |
| Mackay Pioneer BMX Club | \$120,000 |
| Mackay Rowing Club | \$100,000 |
| Mackay Show Association | \$350,000 |
| Mackay Tennis Association | \$119,000 |
| North Mackay Saints AFC | \$33,000 |
| Palmyra Drag Racing Club | \$26,000 |
| Pioneer Tennis | \$80,000 |
| Pioneer Valley Golf Club | \$75,000 |
| Seaforth Bowls Club | \$50,000 |
| Southern Suburbs Junior Rugby League | \$80,000 |
| The Valley Theatrical Players Inc | \$45,000 |
| Total | \$2,000,000 |



PARK MAKEOVERS: Schaffers Paddock Park in South Mackay was just one of a number of playground and park upgrades undertaken.

Playgrounds given makeovers

The region's newest playground was installed in Schaffers Paddock Park, South Mackay. The modern play equipment now caters to a wide age range and is protected with a roofed shade structure making the playground useable year-round, regardless of the weather conditions.

This project was one of three playgrounds improved during 2016-2017. The other two projects included an upgrade to the playground facilities in Royal Sands Park, Bucasia. In addition to reconditioning the existing play equipment and retrofitting a permanent roofed shade structure, a new half-basketball court was installed along with a covered picnic area. The old shade sails were also replaced with permanent roofed shade to protect the play equipment at Tom McLean Park.

Several parks were also upgraded in 2016-2017, including Fairmeadow Drive Park, Mount Pleasant, Mulherin Industrial Park, Paget, and Bundesen Street Reserve, North Mackay.

Improvements ranged from the addition of park shelters with picnic settings and other provisions, new paths connecting these parks to their surrounds and shade tree planting.



SPORTS PRECINCT: Sod turning with Mayor Greg Williamson (centre), Federal Member for Capricornia Michelle Landry and CQUniversity Mackay deputy vice-chancellor Pierre Viljoen.



DOMESTIC VIOLENCE LEADERSHIP FORUM: Guest speaker 2015 Australian of the Year Rosie Batty.

Sports precinct construction ground-breaking

"The region will benefit for years to come as the new complex will offer not only modern sporting facilities, but also research capabilities, which will assist our students when completing their university degrees"

Mayor Greg Williamson

The sod was turned on the multi-million-dollar state-of-the-art Mackay Regional Sports Precinct in February.

The Mackay Regional Sports Precinct is a joint initiative between the Australian Government, Mackay Regional Council and CQUniversity. The Australian Government and council have each contributed \$10 million to develop stages 1A and 1B of the facility, and CQUniversity has donated 12 hectares of its land at Ooralea, valued at about \$4.52 million, to house it. Stages 1A and 1B will feature a synthetic athletics track and aquatic facility, both built to international standards.

Leadership shown on combating domestic violence

There were some extremely powerful messages at Mayor Greg Williamson's Domestic Violence Leadership Forum at the MECC in May, 2017.

Among the speakers were 2015 Australian of the Year Rosie Batty, Queensland Police Service Mackay District Superintendent Bruce McNab and Magistrate Damien Dwyer. The forum was a conversation-starter to take a stand and help combat domestic and family violence in our community.



Mackay ranks well in disaster management

Mackay was given a big tick of approval for its disaster management in January, 2017.

The Mackay group rated from “well-placed to strong” in all six categories in a State Government review for 2016-2017. The Inspector-General Emergency Management report, tabled in State Parliament, was a review of capability at the district and local level for the Mackay Disaster District. The other local governments in our district – Whitsunday and Isaac – also rated well in the review, as did the over-arching Mackay District Disaster Management Group.

Alert stations take disaster response to new heights

Seven new rainfall and river height alert stations were installed across the region in February, 2017.

The stations are located within the Pioneer Valley along Cattle Creek, Finch Hatton Gorge Creek and the Pioneer River between Netherdale and Mirani, including the Finch Hatton Showgrounds. The stations will be an indispensable tool in emergency situations and will help to improve council's decision-making processes in emergency events.

Community Grant Program

We provided grants to local not-for-profit community groups to help provide services, events and activities to benefit our community.

Applications are accepted twice each financial year and local not-for-profit organisations can apply for funding through the following six categories:

- Community organisation development
- Community facilities upgrade/development
- Sport and recreation development
- Community arts and cultural development
- Community events development
- Small equipment.

| Applicant | Project description | Amount approved |
|---|--|-----------------|
| Rotary Club Mackay North Inc | Contribution towards the second Mental Health & Well-Being Fair, promoting awareness of mental illness and disbursement of real life experiences and information through 40 professional services in a relaxed, fun environment. | \$5000 |
| Mackay & District Australian South Sea Islander Association Inc | Contribution towards maintenance of the Australian South Sea Islander Hut, including removal of deteriorated thatching on the roof, painting of the floors and exterior of the meeting house, construction of walls for an office, upgrading of the artefacts room and construction of a shelter over the underground cooking pit. | \$5000 |
| Mackay Swimming Academy Inc | Contribution towards the 43rd Great Barrier Reef Swim Meet, one of the biggest events on the swimming calendar, outside of Brisbane. | \$5000 |
| Northern Australia Primary Health Limited | Contribution towards the purchase of a purpose-built trailer to allow headspace Mackay to actively engage with the community and raise awareness of youth mental health. The trailer will include a barbecue, television, stereo and lighting. | \$5000 |
| Mackay Friends of the RSPCA Inc | Contribution towards the purchase of a zero-turn ride on mower to assist volunteers in efficiently mowing the grounds at the RSPCA Animal Care Centre Mackay. | \$4400 |
| George Street Neighbourhood Centre Association Inc. | Contribution towards the launch of 'Paint the Town REaD', a program that encourages the whole community to support the development of children's early literacy skills. | \$4620 |
| Shed Happens G'day Mate Inc | Contribution towards 'The Shed' program, a course of interactive learning for male students in Grades 11 and 12 sponsored by the School Chaplain. | \$4000 |
| KMEIA (Mackay Chapter) | Contribution towards the 25th consecutive choral festival. | \$5000 |
| Mackay & District Italian Association Inc | Contribution towards the inaugural Mackay Italian Street Party, an open air, traffic controlled event that will showcase the very best Italian culture has to offer. | \$5000 |
| Community Radio Assoc. of Mackay - 4CRM | Contribution towards the purchase of a new transmitter at the transmission site on Black Mountain. | \$4545 |
| Pioneer Amateur Swimming Club Inc | Contribution towards the promotion and running of the annual two-day A & B Family Carnival. | \$4500 |
| Road Accident Action Group | Contribution towards a Chain of Responsibility seminar, focussing on the supply chain of goods and services that has been legislated and administered by state governments and regulators. | \$4500 |
| Sarina Beach Progress Association | Contribution towards the Sarina Beach Coconut Festival, an annual event set up to gain recognition of Sarina Beach area from our wider regions. | \$5000 |
| Slade Point Rugby Club | Support for the cost of replacing Oval 2 flood lights and lopping branches around buildings and lights. | \$4822 |
| Sugar City Con Inc | Financial support for the hosting of Sugar City Con 2016. | \$5000 |

ENVIRONMENT

Fast Facts

In 2016-2017 council:

- Actively managed 1500 hectares of natural land
- Undertook 20 key projects funded by the Natural Environment Levy
- Grew 130,000 native plants at our Mackay Natural Environment Centre
- Restored a popular river swimming hole to its former glory
- Began work on a new \$1.6 million operations centre at our Botanic Gardens
- Developed Local Coastal Plans for Bucasia, Blacks and Grasstree beaches.



Platypus Beach restored to former glory

Works for Queensland funding enabled a river enhancement project to be undertaken at Platypus Beach, Mirani, which restored a sandy beach frontage and access to the river.

Previously a popular swimming and recreation spot, the site had been smothered in accumulated sediment over many years resulting in the growth of weeds and the loss of the beach. A picnic shelter was installed and local volunteers and school groups planted more than 4000 plants to provide shade and help stabilise the area.

"The restoration will help attract those who want to get back in touch with nature and take in the beauty of the region's natural surroundings, which includes viewing platypus in their natural environment"

**Economic Development and Planning Committee chair
Cr Amanda Camm**



LOCAL COASTAL PLANS: Plans have been developed for three Mackay beaches.

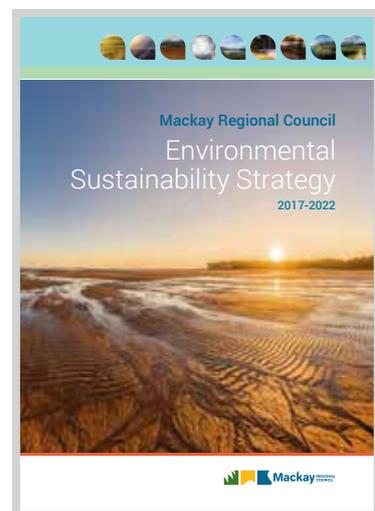
Local Coastal Plans developed

Local Coastal Plans have been developed for Bucasia Beach, Blacks Beach and Grasstree Beach. The plans describe the natural and recreational values of the areas and provide clear actions to manage, restore and enhance the sites. Extensive community consultation was undertaken as part of this project with opportunities for input into the content of the plans.

Council has plan for environmental sustainability

Sustainability is an important priority for our region and the Environmental Sustainability Strategy 2017-2022 provides an integrated and coordinated approach to advancing sustainability in the Mackay region.

The vision of the strategy, which was being finalised at the end of 2016-2017, is that our region's prosperity, liveability and lifestyle is underpinned by a healthy and sustainable environment managed through council, industry and community partnerships. Strategy actions will be delivered over the next five years.





LAGOONS CREEK: The entire grassed area between Glenella Connection and Lansdowne roads was reshaped.

Lagoons Creek rehabilitated

Residents helped council put the finishing touches to the Lagoons Creek Rehabilitation Project as part of National Tree Day.

The entire grassed area between Glenella Connection and Lansdowne roads was recently reshaped to create a naturalised waterway connecting the creek adjacent to the Bluewater Trail to the Botanic Gardens lagoon. The final stage of the project involved planting more than 5000 plants to assist in providing habitat, improving water quality and the general aesthetics of the area.

"These plants will not only make the area look fantastic in years to come but they play a fundamental role in the establishment of the ecosystem that will encourage fish habitat and migration"

Cr Fran Mann

Remediation work will attract more fish to Gooseponds

The Gooseponds became even more fish-friendly. We remediated the fishway located downstream from Willetts Road so that important local fish species could move freely through the area. Several projects aimed at improving fish passage through the area have been completed over the last year, including the construction of several fishways and the installation of 10 fish "hotels".

employee profile



Meet Luke Galea, Supervisor Waterways Team

Luke has had a love of fishing since he was old enough to physically pick up a rod and reel. Being supervisor of the Waterways Team within Mackay Regional Council has allowed him to bring his passion into the workplace and deliver projects that make a real difference to our natural environment – especially to the fish! Examples include commissioning the design, construction and maintenance of fishways, improving aquatic habitat, riparian revegetation and weed eradication projects and improving urban stormwater quality.

"In all honesty, how many people can say that they absolutely love going to work in the morning? I can. Work for me is an extension of my passion as an avid recreational fisher. Making a difference to the health of current and future fish stocks in the Mackay region is the best feeling in the world and I wouldn't want to be anywhere else....except maybe fishing!"



New centre and nursery to flourish

A new \$1.6 million operations centre and nursery began to flourish at the Mackay Regional Botanic Gardens.

The facility was being built within the Meadowlands section on the eastern side of Cowleys Road. It will provide an important platform for the ongoing development of the Mackay Regional Botanic Gardens. In March, 2016, council approved a tender for the project, with the contract awarded to WHF Group Pty Ltd for just over \$1.6 million.

Council received a grant for the project of \$745,510 from the Department of Infrastructure, Local Government and Planning's 2016-17 Local Government Grants and Subsidies Program.

The balance will be funded from council's current budget for Parks Capital Funds.

"The operations centre and nursery will give us the infrastructure required to curate botanic specimens onsite for the remainder of the Botanic Gardens collection at Meadowlands"

**Economic Development and Planning Committee chair
Cr Amanda Camm**



"By including the Botanic Gardens staff and three of our Horticulture, and Conservation and Land Management trainees, we were able to upskill them in the collection and propagation of native plants, as well as nursery procedures"

**Economic Development and Planning Committee chair
Cr Amanda Camm**

Hillside salvage a true team effort

To many, it might have simply looked like hillside scrub. But to Irene Champion, the plants on the soon-to-be-cleared site for the Lamberts Lookout expansion were too good to lose.

She had attended a public consultation meeting on the site as secretary for Native Plants Queensland, Society for Growing Australian Plants (SGAP). From that, she suggested Mackay branch members could salvage more than a dozen different native species growing on the site. Realising any salvage operation on the precarious site was bound to be hot and hard work, Mackay Natural Environment Centre nursery supervisor Sue McCormack decided to recruit some helpers. An "A-Team" of native plant enthusiasts gathered on March 1.

The team included nine members

of council's Natural Environment team, five Mackay Regional Botanic Gardens staff members, two members from the coastal division of Reef Catchments and three branch members from SGAP.

By the end of the morning, about 200 whole plants had been potted, seeds had been sown, many hundreds of cuttings had been processed and everything was labelled with species, common name, date and place of collection.

INFRASTRUCTURE AND TRANSPORT

Fast Facts

Our 150 road maintenance workers:

- Maintained 2942 roads, including 1048 rural roads and 1894 urban roads. That equates to 2501km, comprising 690km of urban roads and 1811km of rural roads
- Carried out routine maintenance for the Department of Transport and Main Roads (TMR) on 174km of the Bruce Highway and 492km of State-controlled roads. This included \$4.34 million, as well as \$380,000 in Tropical Cyclone Debbie emergent works delivered for TMR
- Cleaned and maintained 242km of footpaths/shared pathways and cycle paths
- Undertook open drainage mowing of 1100ha
- Carried out general maintenance on 54 off-street car parks
- Maintained 72 bridges (25 timber, 42 concrete, two steel/concrete, three steel/timber)
- Cleaned and maintained 23 boat ramps (eight owned by Mackay Regional Council and 15 owned by the Department of Transport and Main Roads)
- Maintained 269 bus shelters.

Cyclone Debbie:

- Emergent works on council road and drainage networks equated to \$2.2 million.

Unsealed road activities:

- Graded 303.14km
- Delivered 51,827m³ loose gravel
- 303km of roadside drainage maintained.

Timber bridge rehabilitation projects:

- Cathay Creek Road Bridge, Broken River
- Crediton Creek Bridge, Crediton Loop Road
- Cathay Creek Bridge.



Highlights

Works for Queensland supports projects

The 2016–2017 Works for Queensland (W4Q) program was a \$200 million Queensland Government funding program to support local governments outside of South East Queensland to undertake job-creating maintenance and minor infrastructure works.

This initiative was delivered by the Department of Infrastructure, Local Government and Planning and funded under the State Infrastructure Fund. We were allocated \$11.49m. Whilst given an allocation, a formal submission listing projects had to be lodged for final approval against funding eligibility. The recommended projects for Mackay included a wide variety (both new and upgrades) for facilities, amenities and infrastructure across the whole council area.



"Moving the toilets away from the beachfront also means we won't need to worry about the same thing happening in the next cyclone"

**Economic Development and Planning Committee chair
Cr Amanda Camm**



LAMBERTS BEACH: The old toilet block overhanging Lamberts Beach after Cyclone Debbie.

New toilets installed at Lamberts Beach

Public toilets that were left overhanging the beachfront at Lamberts Beach following Cyclone Debbie were replaced.

The toilets were a hazard to public safety following Cyclone Debbie and had to be removed immediately. This project supported up to 20 existing jobs in the Mackay region and was part of the State Government-funded Works for Queensland Funding initiative.

Road resurfacing does the job

We began preventative maintenance work on more than 38kms of road in September, 2016, as part of the 2016-2017 road resurfacing program. About 65 roads were resurfaced between September and December through the program. The resurfacing program is a proactive approach to limit future damage to roads by waterproofing the surface and protecting the gravel below. It has a similar effect to painting timber with varnish or wood sealer to protect it from the weather. The 2016-2017 road resurfacing works were spread over several areas, including:

- Armstrong Beach
- Freshwater Point
- Farleigh
- Kuttabul and Mt Ossa
- Mirani
- Mackay City.

Funding increases roads capital works budget

Council's road network received a \$2.4 million boost thanks to the State Government's Works for Queensland program. The works involved resurfacing roads to improve trafficability, better waterproofing and to extend the life of roads. The work was being undertaken by local contractor Rock N Road Bitumen Pty Ltd.

"It is great to see a local contractor awarded these works and for the funds to remain locally"

**Infrastructure Services Committee chair
Cr Karen May**



LAMBERTS BEACH: The new toilet block installed as part of the Works for Queensland funding.

employee profiles



Meet Bevin Price, Leading Hand, Bridge Rehabilitation Crew

Bevin's position is mostly responsible for the timber bridge rehabilitation program which incorporates inspection and the delivery of works associated with rehabilitation. These works ensure that the safety and structural integrity of the bridges are not compromised and can continue to service the community into the future.

"Having worked for council for 31 years, I consider it a privilege to be part of a team delivering good outcomes for the community."

Transport model updated

The Mackay Area Transport Model (MATM) was updated in consultation with the Department of Transport and Main Roads to improve future road network planning.

The model incorporates updated growth modelling that underpins the Mackay Region Planning Scheme and aligns to the Queensland Government Statistician's Office demographic forecasts. The outputs from the transport model will inform council's Local Government Infrastructure Plan, strategic infrastructure planning, as well as program development and project planning for the road network.



Meet Lou McNeil, Grader Operator, Civil Operations

Lou has a passion for earthmoving and heavy machinery, operating that equipment since 2008. He strives to get a great result out of every job he is tasked. He strives to do his best for the community of Mackay

"I am proud to be part of the Mackay community. I would like to do more for the community by being involved in helping out at community events - I enjoy a safe environment for myself and my work mates."

LIFELONG LEARNING AND ORGANISATIONAL PERFORMANCE

Fast Facts

In 2016-2017 we:

- Opened the new state-of-the-art Dudley Denny City Library
- Received 808,284 visits to council's website mackay.qld.gov.au – an 11 per cent increase
- Grew our Facebook fan base by 66 per cent to 20,324 likes
- Received 86,935 customer enquiries through 1300 MACKAY
- Had 678,460 items borrowed at our libraries
- Hosted 14 conferences at our MECC, bringing 2000-plus visitors to the region
- Received more than 6339 applications for 824 job vacancies.





"There is some really hard work by the council staff being put in to cutting any fat out of costs"

Cr Martin Bella
(in the lead-up to the 2016-2017 budget)

Highlights



Council cuts costs and retains services

Nine out of 10 ratepayers saw a reduction or no change in their total rates bill in the 2016-2017 year.

Described as a benchmark budget, it was directly attributed to a disciplined approach to reviewing operational costs and slashing council-controlled charges. The average residential ratepayer saw a reduction of about 1.7 per cent on their total rates bill.

Two existing council levies were also cut, with the Roads Improvement Levy slashed by 70 per cent to \$20 per property and the Natural Environment Levy reduced by 20 per cent.

"Overall, the 2016-2017 budget is a good budget and shows council is endeavouring to do the best it can in the tough economic conditions. Council has over the past five years delivered rate reductions to ratepayers"

Cr Ross Walker

The 2017-2018 budget, adopted just prior to the end of the 2016-2017 financial year, committed to a modest increase of 2.5 per cent on all rates and charges. The only exception was the Roads Improvement charge, which was maintained at \$20. Almost eight out of 10 ratepayers were to pay \$2 or less extra a week on their total rates notice to continue to improve the economic prosperity of the Mackay region.

Call centre traffic

We experienced an increase in enquiries to our call centre over the past financial year, receiving a total of 6509 additional enquiries, averaging 542 per month.

The increase is largely a result of changing the way we're interacting with the community, with proactive communication relating to water leak notifications and defaults on payment arrangements, which drives inbound phone based enquiries. The top five enquires were consistent with last year.

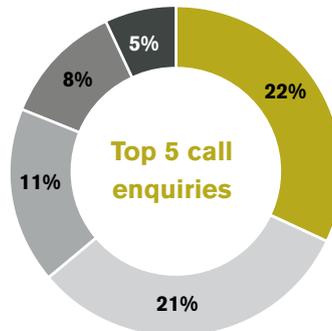
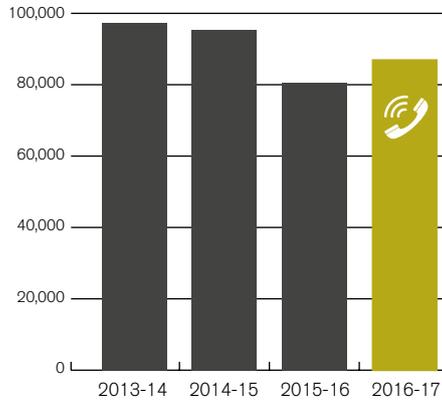
Our Shared Service Centre had another strong year of operational performance, having met 97 per cent of KPIs to satisfactory standard and 88 per cent to an exceeded standard. Following the completion of 43 initiatives delivered in our transformation phase, which delivered operational, financial and customer service benefits, we've now moved into our steady state operational phase.

An internal restructure was one of the key initiatives delivered throughout the year, delivering efficient, streamlined operational processes via a flexible, cross skilled workforce. Additionally, simplifying and organising our structure to meet current and future demands provides a platform for continuous improvement and creates career path opportunities.

Digital media

There was an 11 per cent jump in website visitation in 2016-2017 with a total of 825,250 visits for the year. Tropical Cyclone Debbie resulted in three times the average monthly visitation occurring in March.

Contact Centre calls



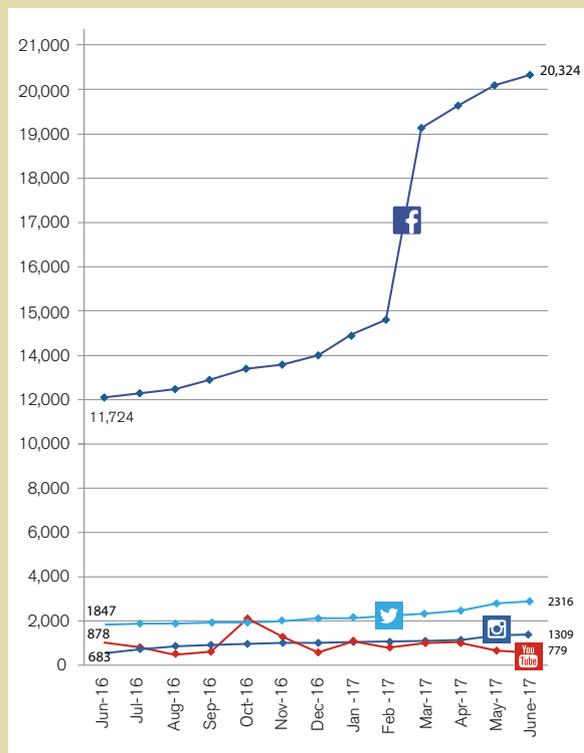
- **Rates** 19,980
- **Local Laws** 19,889
- **Water** 10,644
- **Bins** 7329
- **Waste** 4305

| Website | 2015-16 | 2016-2017 |
|---------------------------------|---------|-----------|
| Mackay Regional Council | 692,059 | 808,284 |
| MECC | 184,831 | 209,921 |
| Artspace Mackay | 15,884 | 17,928 |
| Mackay Regional Botanic Gardens | 18,050 | 16,083 |
| Sarina Sugar Shed | 11,782 | 8432 |
| Mackay City Centre | 76,637 | 40,261* |

* New analytics used for Mackay City Centre website in 2016-2017. Same analytic now used for all council-related websites

Social Media communication

There was a significant increase in Facebook followers to the Mackay Regional Council page in 2016-2017, with a 66 per cent jump to 20,324 in the last 12 months. Much of this extraordinary growth was a direct result of Cyclone Debbie in late March, 2017.



There has been solid growth in all of council's social media platforms during the 12 months.

| Platform | 2015-16 | 2016-2017 | % increase |
|-----------|-----------|-----------|------------|
| Twitter | 1881 | 2356 | 25.25% |
| Instagram | 808 | 1354 | 67.57% |
| Youtube | 600 views | 779 views | 22.9% |
| Linkedin | 1243 | 1558 | 25.34% |
| Facebook | 12228 | 20324 | 66.21% |



Video: An important communication tool

There was an increased focus on videos as a communication tool used by council in 2016-2017. Some examples of council videos posted on Facebook and Youtube throughout the year include:

Mayor's Christmas message

mackay.qld.gov.au/mayorschristmas

2017 Sports Expo and Sign-On Day

mackay.qld.gov.au/sportsexpo2017

NQ Cowboys v Sydney Roosters

mackay.qld.gov.au/nqcowboysroosters

AFL Gold Coast Suns v Essendon Bombers

mackay.qld.gov.au/AFL2017

Better Community Building Fund

mackay.qld.gov.au/bcbfund

Sweet Secrets Trail

mackay.qld.gov.au/sweetsecrets2017

State of Origin Fan Day

mackay.qld.gov.au/originfanday

Works For Queensland

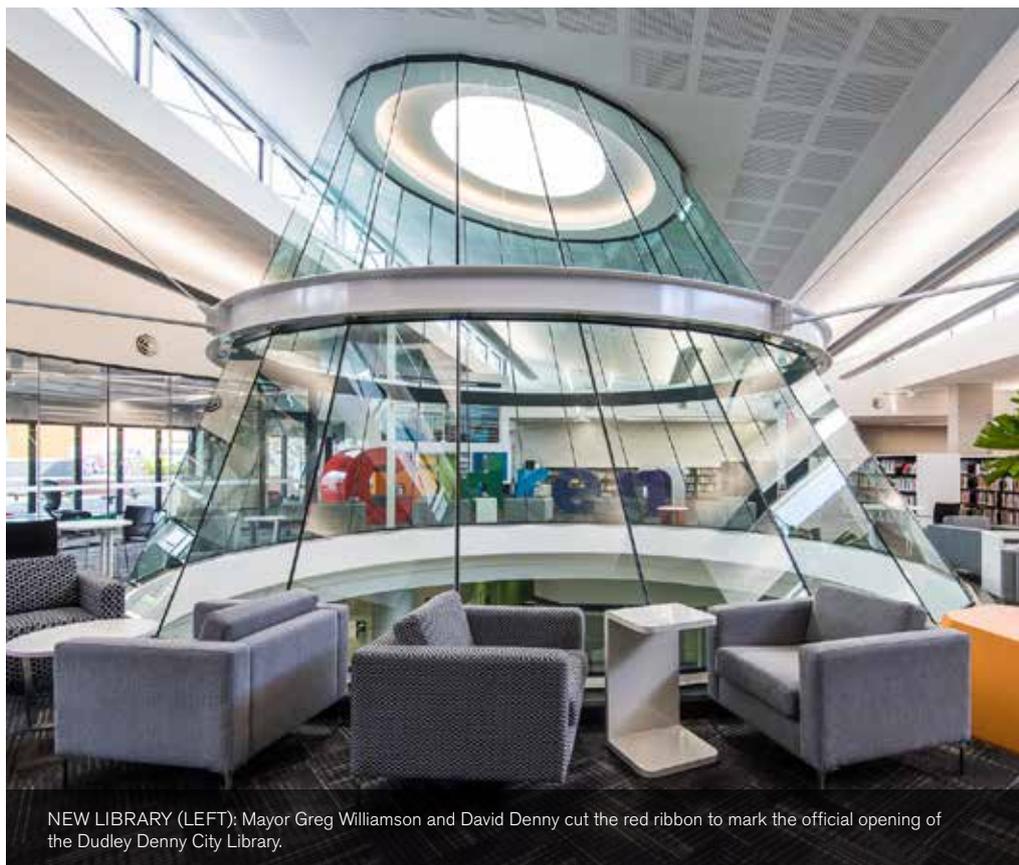
mackay.qld.gov.au/worksforqld

Waterfront Redevelopment

mackay.qld.gov.au/waterfrontredevelopment

Mayor's Domestic Violence Forum

mackay.qld.gov.au/domesticviolenceforum



NEW LIBRARY (LEFT): Mayor Greg Williamson and David Denny cut the red ribbon to mark the official opening of the Dudley Denny City Library.

Library Services

During 2016-2017, the Mackay Regional Council Library Service conducted 1.4 million transactions with more than 413,000 visits to our five library branches and mobile library.

Our region's library membership grew by 5919 during the financial year, bringing the total membership count to 41,344.

More than 28,000 people attended our diverse programs for all ages throughout the year. Programs include Baby Bounce, Story Time, school holiday activities, Social Sewing Saturday, Coding and Robotics, Computers – to name just a few!

Libraries added 11,775 new items to the collection, bringing our total collection count to 128,113 items.

Members borrowed 678,460 items, ranging from books to DVDs and CDs. Total loans included 105,948 eLoans from services, such as BorrowBox eBooks, Freegal Music, IndieFlix eMovies and Zinio Digital magazines.

New library ignites imagination

It's a new high-tech modern library layout packed with features and a "smart" shelf that automatically checks books in by itself. The Dudley Denny City Library doors swung open in December, 2016.

The \$8.5 million project was made possible after local businessman David Denny gifted the Dome building to Mackay Regional Council. Local firm Fergus Builders and 20 local contractors helped deliver an iconic new library. An official opening, attended by David Denny, was held in February, 2017



Mackay Entertainment and Convention Centre

The MECC performed very well considering some of the challenges it faced through the year. We had some unfortunate weather events that were both unseasonal and unexpected for the 2016 Festival of Arts, which added cost to the program and reduced participation. However, it was nevertheless still a resounding success. The program hosted some high-profile events, including “The Footy Show Live” and the Queensland Maroons Fan Day luncheon, which boosted community spirit and gave Mackay great national exposure.

The Footy Show's national ratings in Mackay, based on figures from capital cities and regional Australia, were 468,415 Australia-wide.

Overall attendance to the MECC was up, with more than 24,700 additional patrons attending venues throughout the year. Total patronage for the year across all venues was 169,789, with a customer satisfaction rating of 95 per cent. There were about 400 events across the year, which included eight workshops for youth.

A total of 14 conferences brought 2000-plus delegates to region — double the year prior. Support for the Invest Mackay Events and Conference Attraction Program included identifying industry-related business events, preparing regional destination bids, and proactively engaging with Queensland and national event planners.

Attendance at Australian Convention Bureau Association meetings, as well as two national and one state-based event planner exhibitions, strengthened lead opportunities and relationships. Our region featured in 16 separate articles in business events media.

The team submitted 34 professional bid documents, 13 lost (mainly due to a geographic preference, particularly for south-east Queensland), 13 won (2017–2020), including an international scientific conference, with eight bids still pending at the end of the financial year.

Three separate event planner “families” saw a total of 30 planners from Sydney, Melbourne, Brisbane and New Zealand leaving the region impressed with the MECC, our accommodation situation, and the capacity of the region to host business events.



MECC takes home prestigious award

The MECC was awarded Business Event Venue of the Year at the Mackay Region Tourism Awards.

Artspace Mackay

Council's regional art gallery, Artspace Mackay, had a packed year of exhibitions, programs and events.

Highlights included:

- The annual Rock Paper Scissors Art Market, which attracted around 5000 artists and community members to the civic precinct.
- The bi-annual National Libris Artist Book Awards competition and exhibition opening at Artspace Mackay, which was attended by more than 200 people. A Welcome to Country and Smoking Ceremony were well received by attendees and were worthwhile additions to the program.

Award winners were: Britt May Mosshammer: Tapping the Knowledge; Brooke Ferguson: The small garden (for M.S.) and George Matoulas and Angela Cavalieri: Europa to Oceania.

"Rock Paper Scissors Art Market is about giving creatives a forum to promote their work, whilst giving the public a chance to purchase something that's local and unique"

**Community Engagement Committee deputy chair
Cr Justin Englert**



ARTSPACE MACKAY: Indo Pop exhibition.

Artspace exhibitions

Artspace Mackay's gallery exhibitions included:

- Indo Pop, an exhibition of Indonesian art from the Queensland Gallery of Modern Art
- Copier Jam! A touring exhibition that showcased zines, independent comic creators, collectives and distributors from across Australia.
- The Pet Portrait Project, an Artspace Mackay community art project, was inspired by the love, humour, comfort and inspiration that is shared between a person and their pet.
- ASSI 150, a selection of objects from the Museum of Applied Arts and Sciences. The exhibition aimed to introduce viewers to the cultural diversity, vitality and spirit resonance of Oceanic art and to some of its universe of forms, both old and new.
- No Human Being is illegal (In all our glory), a touring exhibition by Deborah Kelly. Originally created for the 19th Biennale of Sydney (2014), the exhibition comprised 20 life-sized photographic portraits realised through ongoing discussion, exchange and art-making between the artist, the subjects and the contributors.
- Punuku Tjurkupa Artback NT, the first touring exhibition of artworks from the Maruku Arts archive based at Mutitjulu, near Uluru in the Northern Territory.

Among programs delivered by the gallery was a school holiday program featuring Australian South Sea Islander craft activities, which proved to be popular with the community. A total of 190 children and adults attended the free drop-in style program.

our staff



Our staff

We are an innovative and responsive council that strives for excellence when achieving for our customers and the community. We operate effectively and with purpose 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 process to meet strategic organisational directive and operational outcomes.

Values

Mackay Regional Council's culture is shaped by its values. Council's values, Code of Conduct, and supporting People and Culture policies, procedures and operating guides collectively create the foundation for a sound workplace philosophy.

As a values-led organisation, our five values are:

- Employee Health and Safety
- Client Satisfaction
- Respect
- Teamwork
- Accountability.

These values create a shared meaning and purpose, and act as a guide for all decision-making.

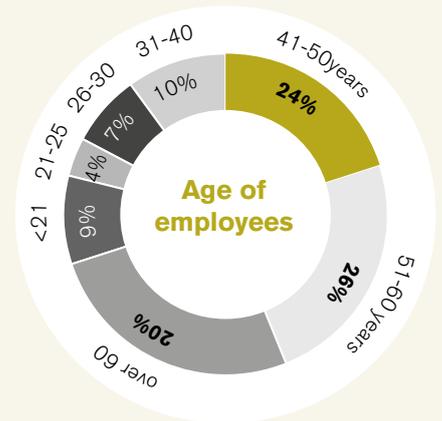
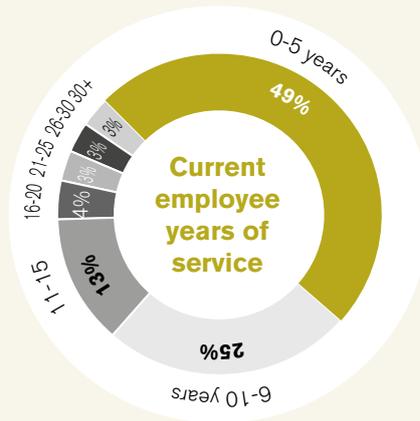
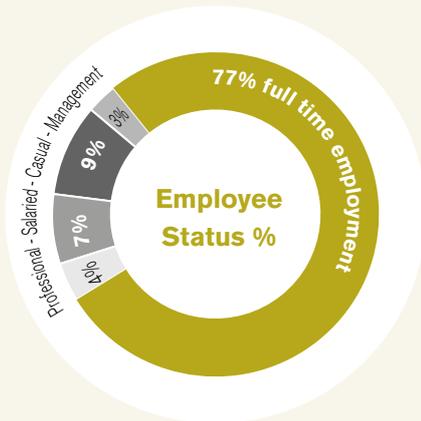
Workforce Profile and Performance

As at June, 2017, we employed 1077 people, with a full-time equivalent (FTE) of 936. Whilst our staff numbers increase slightly during summer due to a seasonal operating requirement, direct employees of the council complete the majority of our work.

A breakdown of our workforce headcount per employment type is:

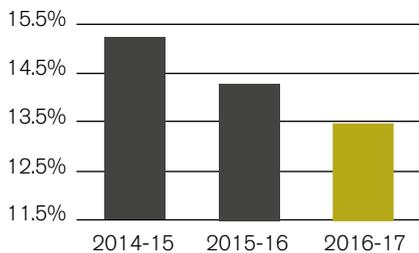
- 908 permanent employees
- 24 temporary employees
- 109 casual employees.

The graph (opposite page) illustrates the council's established workforce.



Our directorate percentage by gender

| | | |
|-------------------------------|----------|------------|
| Community and Client Services | 26% | 74% female |
| Development Services | 68% male | 32% |
| Engineering and Commercial | 84% male | 16% |
| Office of the Mayor and CEO | 25% | 75% female |
| Organisational Services | 38% | 62% female |



Workplace turnover

Council turnover on a 12-month rolling average over three years is shown in this graph (above).

Council is an attractive employer, offering a wide variety of jobs and careers across multiple occupational groups. Council employees are enthusiastic, highly trained and dedicated to a better Mackay. In 2016-2017, council received nearly 6340 applications.

Commitment to consultation

Council is committed to consulting with its employees and was continuing formal negotiations for a new certified agreement. The current agreement expired on June 30, 2014. We monitored the current agreement's operation and application through a joint consultative committee, which met on a regular basis.

Individual flexibility arrangements

Council understands the importance of a healthy work-life balance and provides a range of work-life 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.

Diversity and inclusion

Mackay Regional Council's 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.

In 2016-2017, council approved the implementation of a Diversity and Inclusion Strategy that will address and improve a range of issues between 2017-2020, supported by data from a range of government and non-government agencies.

Growing Locals

Council's overall productivity improves through investing in personal and professional development in the workplace. Council provides targeted and role-specific learning opportunities to meet the needs of our clients and further build the knowledge, skills and abilities of our employees for long-term organisational success. Learning and development opportunities are provided for employees via on-the-job training, internal and external workshops and other learning opportunities.

These initiatives result in recognised qualifications, attendance at conferences and seminars, and the completion of online study programs.

- Compliance training spend 2016-2017 = \$206,000
- Total Compliance Classroom Sessions held = 125

Great leaders are critical to build values-aligned culture throughout the business. Council continues to expand the SUPERvisor Leadership program, an initiative designed to focus on both business and people leadership skills. Thus far, 157 employees have completed the program since its introduction, including 63 employees in 2016.

In 2016-2017, council approved the implementation of a Leadership Development Strategy that will address and improve a range of issues between 2017-2020, including building leadership capabilities, developing high performance teams, adapting the performance management processes and re-introducing mentoring programs.

To get the best out of our people we want to build a culture that empowers employees to use their skills and judgement to make good decisions. We take our commitment to our employees seriously, providing opportunities to develop and grow and evolve their capabilities.

Self-Education Assistance Programs

Self-education assistance programs encourage continuous and self-propelled learning. Nine employees were approved for self-education assistance, making a total of 49 employees who studied under the arrangement since 2011. In 2016-2017, \$45,234.46 was reimbursed to employees under this program.

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 apprentice and trainee programs, academic bursaries, work placement and internal education assistance programs.

Council was awarded the Queensland Training Award for Large Employer of the Year for the Central Queensland region in 2017, following on from the same award in 2016. Council appreciates the recognition this award provides for the range of employees who are a part of the broad learning and development programs undertaken within council. Council currently engages 37 apprentices and trainees.

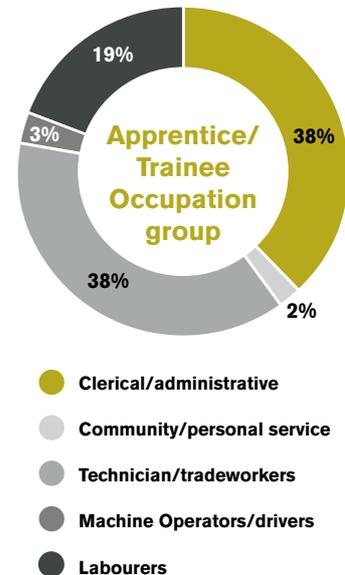
Apprentices and Trainees make up 3.28 per cent of council's workforce. On average, we have more than 90 per cent completion rates for students participating in the program.

The predominant qualifications offered through our program include:

- Certificate III in Business (18.92%)
- Certificate III in Horticulture (13.51%)
- Certificate III in Engineering - Mechanical Trade (Maintenance - Diesel Fitting) (11.8%)

22 per cent of our apprentices undergo co-hosting with external community businesses for further skill development.

Of our current apprentices and trainees, 54% are males and 46% female.



Work placements

Council facilitated 87 work experience placements for 67 secondary school and 20 tertiary students from the Mackay region in 2016-2017. Students gained experience in areas, including the library, the MECC, our nurseries and workshops.



ACADEMIC BURSARY: Mayor Greg Williamson and CEO Craig Doyle with 2017 Mackay Regional Council Academic Bursary recipients (from left) Shannon O'Brien, Jodie-Lee Beikoff, Shayne Stockdale, Adam Tippett and Andrea Perna.

"In reading the details of their applications and hearing their stories it is apparent that their bursaries are well deserved"

Mayor Greg Williamson

Academic Bursary

The Mackay Regional Council Academic Bursary Program encourages the development of tertiary students from the region who are studying within current or predicted skills shortage areas. The Bursary program not only financially supports students, but also encourages them to remain in our beautiful region on completing studies. In 2017, the program was expanded to encompass students who may face barriers to study and employment. Of the five bursaries awarded, two students were awarded under this category. Students receive \$5000 over the two years of the bursary and opportunities for paid work placements within council.

Engaged workforce

To promote a values-aligned culture and promote great community service, we need an engaged workforce. In our 2016 survey of employee engagement, the results indicated 61 per cent engagement of our employees. Although a good result, our leaders have more to do in addressing the impacts of past organisational change and linking individual KPIs to business objectives.

Council continues to support business areas in developing actions in response to feedback received from the 2016-2017 employee engagement survey.

Healthy and supported workforce

Mackay Regional Council values all employees and continually strives to achieve a healthy and supported workplace. Health and Wellbeing initiatives that council either produces, participates in or promotes include:

- Mental Health Awareness
- Confidential counselling services (Employee Assistance Program)
- Influenza vaccinations
- CQ Rescue-supported Health Checks:
 - Chronic lung disease
 - Prostate cancer risk and awareness alerts (men only):
 - Breast cancer alerts (women only)
 - Stress and depression using the Kessler K10
 - Sleep disorder, sleepiness and fatigue
 - Tobacco-related harm
- Relay for Life
- Red Cross Bloodbank Red25
- Men's Health Week
- Mackay Marina Run

Council has approved the implementation of the Health and Wellbeing Strategy for 2017-2020. This strategy recognises the importance of supporting employees achieving their goals for physical, mental, social and financial health. Furthermore, well formulated health and wellbeing strategies assist in attracting employees to live and work locally in the micro-community that is Mackay Regional Council.

Reward and Recognition Program

Council believes in celebrating the achievements of its employees. Outstanding achievement is recognised monthly and annually. There were a total 240 employees nominated across council's seven annual awards. The 2016 winners were:

- **Safety Contribution Award:**
Jamie Burke
- **Excellence in Client Services Award:**
John Houston
- **One Team Award:**
Katie Neve, Tracey DePonte, Shane Green, Alanna Brake, Brett White, Mark Goodman, Chris Wilesmith and Adrienne Burke
- **Sustainability Award:**
Waste Services Team – Jason Grandcourt, Mark Goodman, Fiona Patterson, Shannon Gorman, Robyn Billings, Brett White, Peter Westwood, Jane McGregor, Judy Mathieson and Sarah Borchardt.
- **Outstanding Newcomer Award:**
Kristie Brown
- **Jason Vassallo Trainee or Apprentice of the Year Award:**
Laura Ellul
- **STAR Award:**
Sonja Hollenbeck
- **Mayoral Perpetual Award:**
Susan McCormack

25-Year Club

The council formally recognises employees celebrating employment anniversaries of 10, 15, 20, 25 and 30+ years of service. Eligible employees receive a framed certificate as a gesture of appreciation from council for their contribution. During 2016-2017, a total of 49 employees were recognised for 10 years or more of service, including 38 with over 30 years. Three new inductees joined the 25-Year Club in 2016-2017. They were:

- **Katrina Dunbar**
Library Courier, Community Lifestyles
- **Ron Ahmat** Fleet and Workshop Coordinator, Procurement and Plant
- **Colin "Wal" Grandison**
Water Treatment Plant Operator, Sarina Depot

External awards

Council is proud to attract, grow and inspire high-quality employees. We are more so excited when our employees are recognised on the national stage. In 2016-2017, council employees have successfully been nominated and/or won the following external awards.

- **Rebecca Barrett**
Trainee of the Year 2016 (Queensland Landscape Construction Awards)
- **Ron Ahmat**
Finalist in the IPWEA Fleet Achievement Award
- **Nicole Bourne**
Finalist in the 2017 Queensland Training Awards - *Harry Hauenschild Apprentice of the Year* (Queensland Government Department of Education and Training)
- **Jade Crawley**
Finalist in the 2017 Queensland Training Awards - *Vocational Student of the Year* (Queensland Government Department of Education and Training)
- **Mackay Regional Council**
Finalist in the 2017 Queensland Training Awards - *Large Employer of the Year* (Queensland Government Department of Education and Training)



VOLUNTEERS: Nursery volunteers (from left) David Petrie and Sally Morley enjoy the camaraderie of volunteering.

"There are exciting opportunities for young people looking to upskill themselves and build their resumes as well as stay-at-home mums and dads looking for a social activity during school hours"

Community Engagement Committee chair Cr Fran Mann

Our volunteers

Volunteers play an important part in assisting us to operate many of our community programs and facilities. Our volunteers range from Friends of the MECC to Friends of the Gardens and Mackay Branch SGAP (Society for Growing Australian Plants/Native Plants Australia) at the Botanic Gardens. The hundreds of volunteers who offer their commitment, support and experience to assist community members and visitors to the region make an invaluable contribution.

Volunteer expo

Council organised an inaugural Volunteers Expo in May, 2017. It was a huge success, with 52 community organisations hosting information stalls at the expo, attended by about 1500 people wanting information on volunteering.

employee profile



Meet Nicole Bourne, Serviceperson, Procurement and Plant

Nicole began her diesel fitter apprenticeship with council at our Mirani depot in February, 2012. She then took on additional study to gain a second trade qualification as a heavy commercial vehicle mechanic, which she successfully completed in July, 2016. This was a first for council's apprenticeship program, with Nicole completing her dual qualification at the age of 22.

She has been recognised with multiple awards for her achievements. In her spare time, Nicole is involved with her local pony club and is an active participant in the Relay for Life in Sarina. It is a privilege for council to contribute to the development of our youth and the future for our diverse community.

"I did pretty well with my first studies, so council was happy to assist with fees for the second one (trade qualification)."

Safety

Employee health and safety is Mackay Regional Council's leading corporate value and is fundamental to the way we do business. Our aim is that no person shall come to any harm while working at or visiting council. We strive for zero harm.

Our safety performance over the year has been generally positive, reflecting the increased focus on safety across the whole organisation. We suffered seven lost time injuries, which is seven too many, but in relative terms it continues the positive downward trend over recent years, with the number of days lost being less than a third of 2015-2016 and equivalent to about 15 per cent of the days lost in 2014-2015. Our statistics compare favourably with other local governments, as our lost time injury frequency rate stands at 2.7 compared to the average of all councils in our size category which is 12.2. This was the second-lowest of all the local governments. Our lost time injury duration rate, which is an indicator of the relative severity of injuries, was the lowest in the state.

The most common cause of incidents and injuries involved slips and trips, or were a result of manual tasks.

The WHS Team continued to provide support in facilitating manual task training and risk assessments to reduce these types of incidents.

Some of the initiatives that have contributed to improving our safety performance this year have been the development and implementation of our Safety and Wellbeing Strategy, the improved safety notification and performance reporting processes, new injury management processes, and a new safety reward scheme.

During the year, we conducted: 652 workplace hazard inspections; 449 safety interactions; and 2017 WHS inductions for new employees, contractors, volunteers, and work experience students.

Internal and external training was provided across a broad range of topics including: Confined spaces; work at heights; traffic

control; first aid; emergency response; bullying and harassment; and fitness for work.

A very important element is the pivotal role played by our strong network of passionate and committed Health and Safety Representatives throughout the organisation, which operate effectively through our workplace health and safety committees.

Whilst the trend we are seeing in our safety performance is encouraging, the challenge is to maintain our momentum. This means that we will continue to focus very strongly on safety and involve every employee in the organisation as we aim for our goal of "zero harm".

Right to information

In 2016-2017, we received 27 Right to Information applications. A total of 3230 pages were considered and 2752 pages were released in full. Another 489 pages were determined to be contrary to public interest, thus (in accordance with the provisions of the Right to Information Act) 470 were released in part and 19 were exempt in full. One application was withdrawn. Three applications lapsed as they were not considered a properly made application as per Section 24. Requests for information under the Right to Information Act 2009 (RTI) must be made on the required form available on our website or by calling 1300 MACKAY (622 529).

Official documents

Our Code of Conduct, Delegation Register (which records the delegated levels of authority and instruments of authority held by all council officers), Equal Employment Opportunity Plan and Community Engagement and Guidelines Policy is available on our website at mackay.qld.gov.au.

Engaging our community

Community engagement continues to grow across our region. Community members have increasing opportunities to have their say on council initiatives, programs and services due to our ongoing commitment to community engagement. Our online engagement platform, Connecting Mackay, has led the way with engagement. More departments and programs are using this council asset, including the survey, quick poll and discussion forums. Face-to-face consultations have continued to occur in conjunction with our online engagement, with the Community Engagement Team finding good traction from further incorporating social media and emails to connect with stakeholders. In 2016-2017, community members had their say in relation to a range of council initiatives, including the development and design of Lamberts Lookout, enhancement of a range of community parks and development of an animal management strategy.

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 Sections 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.

During the first six months of 2016, the membership of AC comprised two councillors and three independent external members with significant relevant experience and skills. The Charter was reviewed during 2016 and the membership now comprises two councillors and two independent external members:

- Mr Peter Sheville - Independent Member and Chair
- Mr Peter Tait - Independent Member
- Cr Greg Williamson - mayor
- Cr Ayril Paton – councillor

Note: Cr Ross Walker was a member of this committee for nine months (replaced by Cr Ayril Paton)

Internal audit

The internal audit function is an integral component of council's corporate governance framework. It operates under a charter approved by council 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 chief executive officer.

The purpose of council's internal audit function is to provide independent assurance and consulting services to improve operations by evaluating the effectiveness of governance, risk management and internal control. 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 2016-2017 included:

- Internal Audit reviews - Community Grants & Sponsorship, Conflict of Interest – Councillors, Lease Management, Legislative Compliance Framework, IT Governance – Cyber Security and Sarina Sugar Shed Operations.
- Development of data analytic reports.
- Monitoring the actions resulting from internal and external audit recommendations.

- In October, 2016, the 14th Annual Local Government Internal Audit Conference was hosted in Mackay.

Code of competitive conduct for business activities

In accordance with sections 45 and 47 of the Local Government Act 2009, we resolved not to apply the Code of Competitive Conduct (the Code) to the Mackay Entertainment and Convention Centre and the Sarina Sugar Shed. Ultimately, we decided 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 we as a council have conducted during the financial year. When assessing business activities as part of the compilation of the 2016-2017 original budget, the regulation stated that a significant business activity is a business activity which has expenditure exceeding \$13.75 million for water and sewerage combined activities and \$9.2 million for other business activities.

Our council has two significant business activities – Mackay Water and Mackay Waste. In accordance with legislation, we have resolved that these business activities be conducted as business units.

Beneficial enterprises

Below is a list of all beneficial enterprises that Mackay Regional Council conducted or participated with benefiting the whole council area;

- Whitsunday ROC Limited
- Artspace Mackay Foundation Limited
- Mackay Regional Housing Company Limited
- Casey Avenue Stadium Limited
- Mackay Region Enterprises Pty Ltd

MACKAY WASTE SERVICES

Vision

Mackay Waste Services will 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.

Mission

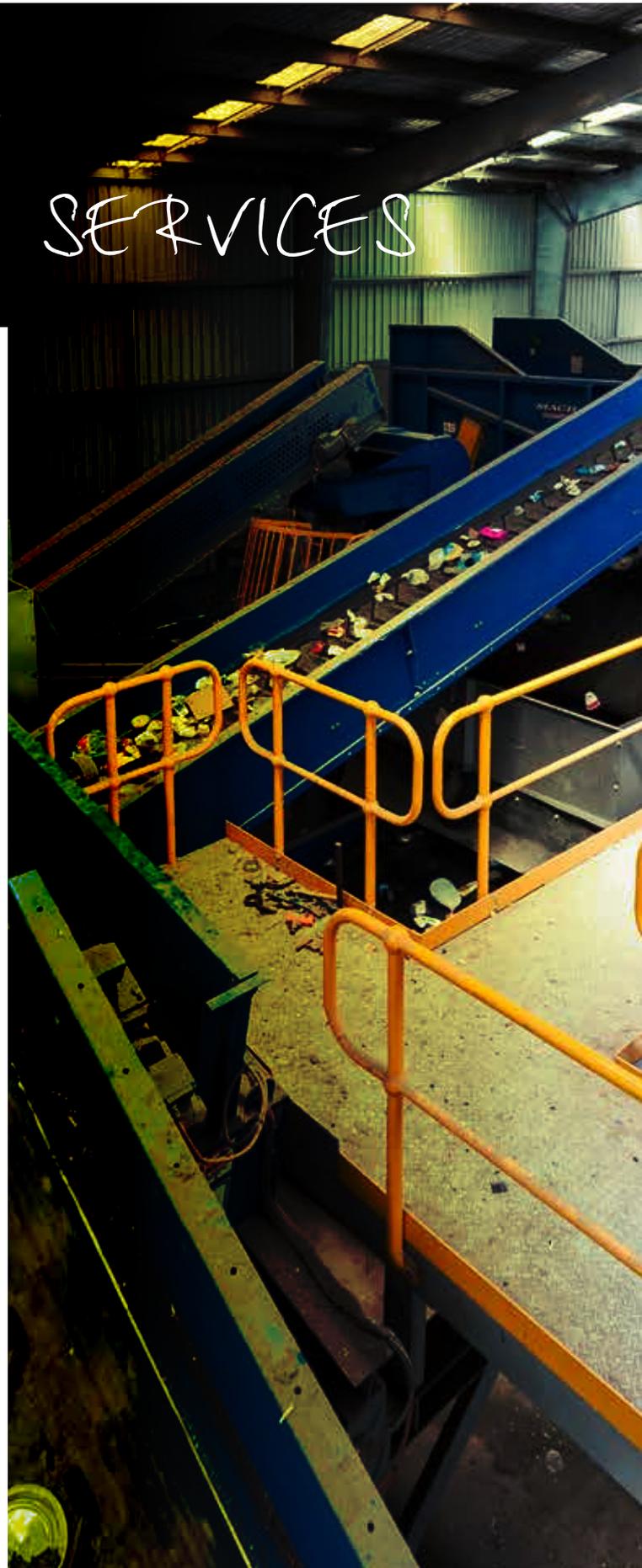
Mackay Waste Services is committed to delivering sustainable waste services to the Mackay region in an efficient and commercially responsible manner.

Overview

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

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

The business unit employs 14 staff and has an annual operating budget of \$20.5 million and a capital budget of \$5.8 million. Its operations are carried out according to the Annual Performance Plan that defines council's expectations in terms of performance, reporting, level of service and policy compliance.





Fast Facts

In 2016-2017 we:

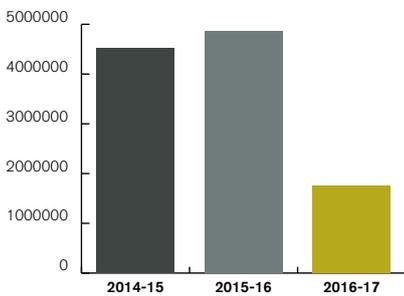
- ▶ Responded to 4842 client service requests
- ▶ Serviced 50,127 waste and 49,906 recycling bins
- ▶ Collected 32,831 tonnes of household waste, 360 tonnes more than the previous year
- ▶ Collected 8967 tonnes of kerbside recycling, 35 tonnes less than the previous year
- ▶ Replaced 2220 waste bins and 551 recycling bins
- ▶ Received 6090 additional tonnes of recyclables from commercial and other regional council collections
- ▶ Delivered 160 waste education lessons to 3418 members of the community
- ▶ Organised 11 sites for the Great Northern Clean Up and collected four tonnes of rubbish
- ▶ Processed 11,980 tonnes of green waste, 5000 tonnes more than the previous year due to the impact of Cyclone Debbie
- ▶ Disposed of 79,417 tonnes of waste at Hogan's Pocket landfill, 2753 tonnes less than the previous year due to continued reduction in commercial and industrial waste
- ▶ Destroyed 22,742 tonnes of CO₂-e from Hogan's Pocket Landfill via gas flaring
- ▶ Recovered 3990 tonnes of material through the Resource Recovery Facility, doubling last year's total.

Assets

Waste assets total value is \$88,790,777 with a written down value as of June 30, 2017, of \$55,770,519.

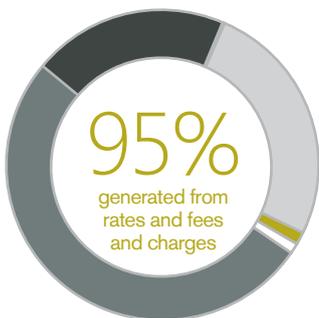
Capital Expenditure

In 2016-17 \$1,756,042 was spent on capital projects, down from \$4860,946 in 2015-16 and \$4,523,061 in 2014-15.



Where our money comes from

Our revenue for the 12 months ending June 30, 2017, totalled \$25.8 million, with 95 per cent generated from rates and fees and charges.



- 50% Refuse Service Charge
- 20% Fees and Charges
- 25% Waste Facility Management Fee
- 4% Other Income
- 1% Interest Received

| Waste assets | | Quantity |
|----------------------|----------------------------|----------|
| Landfill | Active | 1 |
| | Inactive (Legacy) | 18 |
| Disposal Facilities | Waste Management Centre | 1 |
| | Transfer Stations | 10 |
| | Green Waste Only Facility | 2 |
| Recycling Facilities | Material Recovery Facility | 1 |
| | Resource Recovery Facility | 1 |

Waste levies

Waste Facilities Management Fee - \$146.60

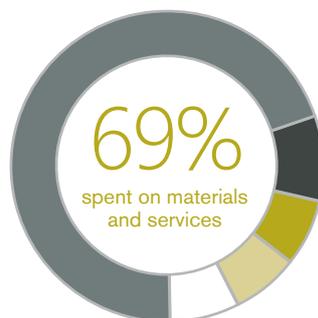
Applied to all assessments and partially funds council's waste program. The charge and gate fees fund residual program costs.

Refuse Service Charge - \$256.80

This funds bin service and contributes towards bin collection, processing and disposal costs.

Where our money goes

Our expenditure for the 12 months ending June 30, 2017, totalled \$20.9 million. The main expense was materials and services.



- 69% Material and Services
- 11% Other expenses
- 6% Employee costs
- 7% Finance costs
- 7% Depreciation and amortisation

Client Service Standards

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

| Service | Standard | |
|---|-------------------------|---|
| 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 | 50 sessions per annum | ● |
| Organise a minimum of 10 Mackay Regional Council registered sites for the Great Northern Clean Up | 10 sites | ● |
| Waste disposal facilities open on published day and operating times | 100% compliance | ● |

- Full compliance in all areas
- General compliance with some exceptions
- Significant non-compliance

Community service obligations

Council provided waste disposal to support not-for-profit community groups during the 2016-2017 year totalling \$45,000.

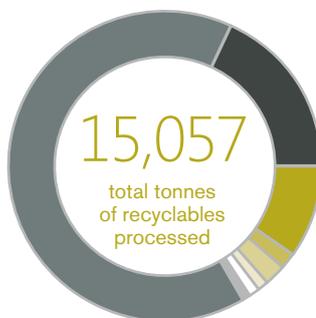
Environmental monitoring and management

Waste Services performed regular environmental monitoring at both its operational and closed landfill sites. The following activities occurred in the 2016-2017 year:

- Groundwater monitoring was undertaken quarterly at all of our licensed active and inactive landfills and unlicensed sites
- Due to Tropical Cyclone Debbie, there was surface water releases at Hogan's Pocket landfill. An uncontrolled release occurred from March 23, 2017, until April 11, 2017. From April 12-15, 2017, a controlled release occurred, with 30ML of surface water being released in compliance with the site's environmental licence for controlled releases.
- Surface water was also tested at Hogan's Pocket Landfill
- Gas monitoring was undertaken at Bayersville and Hogans Pocket landfills in October, 2016, and May, 2017
- Annual landfill gas monitoring was undertaken at Koliyo and Seaforth during May 2017.

Recyclables

We received 15,057 tonnes of recyclables and processed the below tonnages in our Materials Recovery Facility.



- Paper and Cardboard - 9844
- Glass - 2721
- Landfill - 1429
- Steel/Tin - 332
- Mixed plastics - 266
- P.E.T. - 195
- Aluminium - 148
- H.D.P.E. - 122

employee profile



Meet Brett White, Waste Management Officer, Waste Services

Brett is a local Mackay boy and has been the Waste Management Officer at council for close to five years. Brett oversees all the domestic waste collections and is the liaison between the customer and contractor to fix any waste collection issues, from missed services to bin replacements. He also carries out council's recycling bin audit program and helps educate the community about recycling right.

"Waste collection is such an important service and I pride myself on making sure everyone's rubbish is collected in a timely and efficient manner to help keep our region beautiful."



AWARDS:

Waste Management Association of Australia Awards:

- "Hogans Pocket Regional Landfill"
FINALIST in the
2017 Landfill Excellence Award

Keep Australia Beautiful Awards:

- "Materials Recovery Facility Upgrade"
WINNER of a Resource Recovery
and Waste Management Award

Bin collection services improved

To provide a more efficient and environmentally responsible bin collection service, council made changes to its service. The number of bins collected on peak days was reduced and the number of collections on slower days increased to provide an evenly distributed service.

"The changes will reduce the amount of travel time for our waste collection services which in turn will reduce vehicle emissions"

**Infrastructure and Services
Committee Chair
Cr Karen May**



"We have built a landfill that is not only meeting the current environmental standards but it's exceeding it"

**Infrastructure and Services
Committee Chair
Cr Karen May**

New era in waste management

A high-tech fleet will look after the region's waste haulage and landfill services for the next eight years. Industry leader Suez Recycling and Recovery was awarded the \$40 million contract at Hogan's Pocket Landfill and Paget Waste Transfer Station. The new contract is performance-based and encourages best practice.

New landfill cell completed

The third stage of the \$5 million Hogan's Pocket Regional Landfill Development project has been completed. The new cell will provide the region with one million cubic metres of landfill space and should serve the region's needs for about eight years, if the region continues to maintain good waste management practices. This project received \$2.5 million in funding from the Queensland Government's Regional Infrastructure Funding Program and supported an estimated 35 jobs during construction.

Cyclone recovery mammoth task

Waste Services and a team of local contractors assisted in the Cyclone Debbie recovery process. Council offered free green waste disposal, free kerbside collection of green waste and set up temporary green waste sites for residents to dispose of their unwanted green waste material. The team worked around the clock and collected and processed a whopping 43,000 cubic metres of green waste and 65 tonnes of hard waste.

"I would like to thank the Waste Services team and the local contractors who assisted in the kerbside pick-up program. It was a mammoth task and by working together we were able to remove all the unwanted waste quickly"

Mayor Greg Williamson.

MACKAY WATER SERVICES

Vision

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

Mission

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

Overview

Mackay Water Services is a type-two commercialised business unit of Mackay Regional Council that provides treated water services to 42,866 residential connections and 3228 commercial and industrial connections – a total of 103,725 consumers. The business also provides sewage collection and treatment services to 37,807 residential connections and 2505 commercial and industrial connections – a total of 91,350 clients.

High-quality, non-potable recycled water is also supplied from the Mackay South, Sarina and Mirani water recycling facilities to more than 30 local farmers and two public recreational establishments for use as irrigation.

The business unit employs about 153 staff and had an annual operating expense budget of \$68.8 million and a capital budget of \$16.9 million for the year. The operations are 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.





Fast Facts

In 2016-2017 we:

- ▶ Treated 12,206 ML of water and 9876 ML of sewage
- ▶ Produced 2602 ML of recycled water for agricultural and recreational irrigation use
- ▶ Performed 1649 plumbing inspections and 434 plumbing approvals
- ▶ Received 1419 notifiable (plumbing and drainage) works forms (Form 4) and performed the required 5% audit inspections
- ▶ Achieved 128 trade waste audits and 127 approvals
- ▶ Delivered the myh2o Water Education Program to 1950 students
- ▶ Joined the national Choose Tap coalition to raise awareness about the benefits of drinking tap water as opposed to bottled water
- ▶ Reduced the number and cost of concessions for concealed leaks from 259 applications in 2014-2015 (\$57,000 in concessions) to 86 in 2016-2017 (\$18,000 in concessions).

Assets

Mackay Water Services' property, plant and equipment assets total replacement value is \$1,562,535,740 with a written down value as of June 30, 2017, of \$1,056,550,971.

The written down value is the difference between the replacement value and the current accumulated depreciation.

| Asset | Description | Qty |
|----------------------------|--------------------------------|---------|
| Raw water | Dams/weirs | 1 |
| | Pump stations | 3 |
| | Ground water bores | 42 |
| Water Treatment | Water treatment plants | 3 |
| | Water treatment facilities | 12 |
| Water Distribution Network | Service reservoirs | 39 |
| | Water pump stations | 37 |
| | Water mains | 1181 km |
| Sewage collection Network | Sewage network | 975 km |
| | Sewage manholes | 17,180 |
| | Sewage pumping stations | 199 |
| Sewage treatment | Sewage Treatment Plants | 4 |
| Recycled water | Recycled Water Storages (Main) | 4 |

Where our money comes from

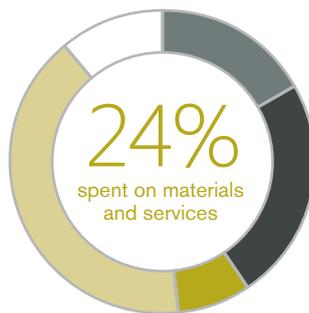
Our revenue for the 12 months ending June 30, 2017, totalled \$89 million, of which 90 per cent was generated from rates, access and usage charges.



- 48% Sewerage Access Fees
- 22% Water Usage Fees
- 20% Water Access Fees
- 3% Fees and charges
- 3% Other income
- 2% Interest received
- 2% Recoverable works

Where our money goes

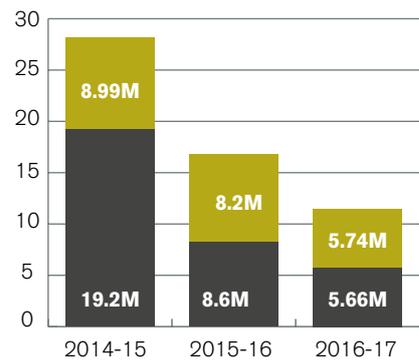
Our expenditure for the 12 months ending June 30, 2017, totalled \$72.5 million. The main expenses were materials and services, depreciation and amortisation and employee costs.



- 17% Employee costs
- 24% Material and services
- 8% Finance costs
- 36% Depreciation and amortisation
- 15% Other expenses

Investment in infrastructure

Our investment in water and sewerage infrastructure for the 12 months ending June 30, 2017, totalled almost 12 million.



- Water Infrastructure costs
- Sewerage Infrastructure costs

Community service obligations

Council supported local not-for-profit community groups with water and sewerage services during the 2016-2017 financial year totalling \$197,000.

Client service standards

Water Services is committed to engaging with our clients to deliver quality water and sewerage services to enhance our community. This commitment is outlined in the Water Services Client Charter, available at: mackay.qld.gov.au/services/water/client_charter

Annual Performance Plan

No changes were made to the Annual Performance Plan this financial year.

Water access charge

The annual water access charge in 2016-2017 was \$348.35. Properties that had a metered water supply connected were charged on a per factor basis. Vacant land is allocated one factor per allotment.

Water consumption tariffs

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

Tariff 1 0-150 kilolitres per half year
\$1.70/kl

Tariff 2 Over 150 kilolitres per half year
\$2.55/kl

Sewerage access charge

The annual sewerage access charge in 2016-2017 was \$842.45. Charges are based on the number of sewerage pedestals or urinal services installed on the premises. Vacant land is allocated one per allotment. Single occupation residences have a maximum of one pedestal charge.

Cross subsidies evaluation

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

Monitoring and testing

Rigorous testing is performed by council's Water and Waste Laboratory to ensure our potable water and raw water sources are of the highest quality and that waste disposal (both sewage and solid waste) is disposed of in an environmentally responsible manner.

In 2016-2017 the laboratory:

- Achieved continuation of National Association of Testing Authority (NATA) accreditation. Council's Water and Waste laboratory is the only one in Central Queensland that has accreditation for water sampling.
- Performed testing and supplied scientific advice to neighbouring councils — Isaac, Whitsunday and Central Highlands
- Expanded its routine client base to include several local and statewide companies, as well as many individuals
- Performed 326,035 individual tests — about 30 per cent more than the previous year
- Participated in the formalised laboratory alliance as part of the Cairns Townsville Mackay (CTM) water alliance

- Gave in-kind support to local environmental groups (Reef Catchments and Catchment Solutions) and university and TAFE students.

Service delivery

During 2016-2017 we:

- Completed resilience upgrade works on 42 sewage pump stations (Funded by council and the Queensland Government Building our Regions funding program)
- Installed 120 smart sewer sensors into the sewer network (Funded by council and the Queensland Government Building our Regions funding program)
- Installed five new electromagnetic flow meters at water booster pump stations
- Retrofitted Taggle receivers to all district bulk water meters in Sarina
- Designed and installed 1.8km of DN600 pipe to relocate the raw water main in Peak Downs Highway as part of the Mackay Ring Road Project
- Replaced 360 domestic & 370 commercial water meters
- Retrofitted 1290 water meters with Automatic Meter Readers
- Managed the repair of the sewer rising main at Barnes Creek Bridge
- Replaced 140m of gravity sewer main and five manholes at the Mackay Base Hospital
- Continued the water services replacement program
- Continued the sewer refurbishment program including structural relining and inspections of manholes
- Continued condition assessment works on water mains and reservoirs
- Commenced refurbishment work to number one Mount Pleasant Reservoir

Our Infrastructure Delivery crews also installed about 3.5 kilometres of new water mains to enhance our network. Suburbs that benefited included: Andergrove, Mt Pleasant, Sarina, North Mackay, South Mackay and West Mackay.

Highlights

IWA AWARDS: Business Services manager Stephen Fernando (second from left) and Engineering and Commercial Infrastructure director Jason Devitt (second from right) accept the award.

AWARDS:

The International Water Association PIA 2016 Operations & Management Awards:

- "Mackay Regional Council, Australia" WINNER of the Digital Innovation in Local Government Award

"This award recognises the exceptional work of our water team who invested in new technologies to better understand our network"

Mayor Greg Williamson

Keep Australia Beautiful Awards:

- "Sarina Water Recycling Facility (Mackay Regional Council)" WINNER of a 2016 Queensland Sustainable Cities Water Award

"The new state-of-the-art Sarina Water Recycling Facility contributes recycled water to the local golf course and has reduced effluent disposal, which aids in the protection of our waterways"

Infrastructure and Services Committee Chair Cr Karen May



Sewage pump stations upgraded

Forty-two sewage pump stations received much-needed resilience upgrades thanks to council and the Queensland Government's Building our Regions funding program.

The governments jointly contributed \$2.25 million towards the project. The pump stations received upgrades to the power supply and switchboards, wet well and vent pole rehabilitations and access improvements.

Council also installed smart sensors to allow for real-time sewer flow monitoring, to help reduce incidents of sewage overflows.

Eton's water supply improved

A total of \$650,000 was earmarked to improve Eton's water supply after elevated selenium and uranium levels were detected in the two town water bores. After consultation with residents it was decided that an additional new bore, "shandyng" or mixing bore supplies, and softening processes would help reduce the hardness of the town's water supply.

The project is expected to start in the 2017-2018 year and be finished by 2018-2019.

Fluoride removed from supply

After extensive public consultation, including a telephone survey, a community forum, and online consultation, council decided to remove fluoride from the region's water supply on September 28, 2016.

Fluoride was first added to the Mackay water supply in 2009 after the Queensland Government made it mandatory for any town with a population of more than 1000 people.

In 2012, the LNP Government made it optional for councils to fluoridate the public water supply.

employee profile



Meet Fiona McMullan, Administration Officer, Water & Waste Services

Fiona has been in the role of administration officer for the Water Services team for more than four years. Fiona is one of two staff responsible for scheduling and dispatching all the water and sewerage customer service requests, which is around 500 per month. She is also responsible for gathering a range of data from the field staff to finalise jobs. The data collected is compiled into statistics which helps us better understand the nature of customer service and the performance of our network.

"My job is very busy and challenging but it's rewarding too. You get to see a job from the start to the finish and the team of field staff and admin work well together to get the job done."



Local partnerships strengthened

Mackay Water Services continued to work with the water directorates of Cairns and Townsville councils during the financial year under the banner of the CTM Alliance.

During the 2016-2017 year, the alliance continued to facilitate the sharing of information, ideas and documentation and progressed their work on drafting a common water and sewerage design and construction code.

The Whitsunday, Isaac, Mackay (WIM) Water Alliance focused their attention on assessing the levels of maturity in asset management at the three councils. The information will form the basis of a common approach to asset management for the WIM Alliance members.

COMMUNITY FINANCIAL REPORT

VISION

Corporate Plan 2016-2021

STRATEGY

- 10-year Strategic Financial Forecast
- Asset Management Plan

DIRECTION

Operational plans, annual budgets, monthly council meetings and four standing committees

MONITORING

Quarterly budget and operational plan reviews, monthly strategic financial reports and departmental performance reports

INFORM OUR COMMUNITY

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

Communication links in the community and council partnerships

The dialogue between council and the community is open, transparent and ongoing. It is exercised through four-yearly Local Government elections, deputations, correspondence, public meetings and planned consultation on projects and initiatives. More informally, the community's views are submitted through regular meetings and community engagement opportunities, surveys, polls, community participation opportunities at council meetings and contact with councillors. The engagement of the community is an essential component in responsible governance and an important key to the development of a vibrant local democracy. A formally adopted Community Engagement Policy ensures that all groups – council, community and other spheres of government – are clear about the principles that guide council's efforts to involve the community in the planning and evaluation of council's activities.

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:

Statement of Comprehensive Income:

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

Statement of Financial Position:

What do we own and owe at year end?

Statement of Cashflows:

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

Statement of Changes in Equity:

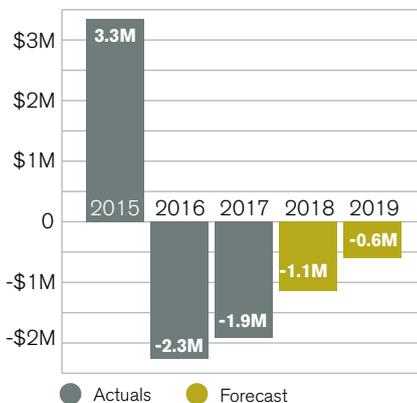
What is the wealth of the community at year end?

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 (e.g. 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 (e.g. 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 whether or not an operational surplus or deficit was reported during the year. This is graphed below and excludes capital items.



An operational deficit is observed for the 2016-2017 financial year, and is forecast to remain until 2019. These deficits are funded by previously constrained reserve funds, and will have minimal impact on liquidity. Council continues to provide a wide range of services whilst maintaining a financially sustainable long-term outlook.

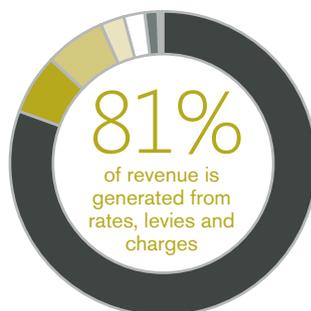
An increase of \$3.2 million in materials and services costs during 2017 compared to the prior year is partially offset by a reduction in depreciation and finance costs.

Rates, levies and charges revenue realised during the year was reduced by \$7.6 million, and is negated by a \$7.9 million increase in grants, subsidies, contributions and donations funding. An operational deficit of \$1.9 million is reported at June 30, 2017.

Total Revenue – where our money comes from

Total revenue of \$282 million was recognised during the 12 months ending June 30, 2017. Operational revenue represents 91 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.

Council's operational revenue is generated from the below sources:



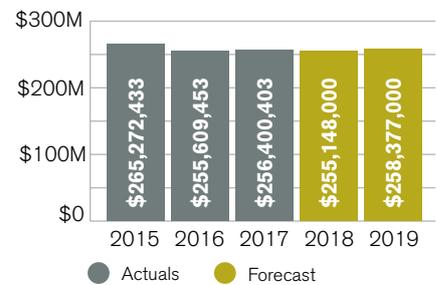
- 80.6% Rates, levies and charges
- 6.5% Fees and charges
- 6.5% Grants, subsidies, contributions and donations
- 2.6% Sales contracts and recoverable works
- 2.2% Interest received
- 1.3% Recurrent income
- 0.3% Rental income

Council's operating revenue is slightly higher at June 30, 2017, in comparison to the prior year. Rates, levies and charges represent 81 per cent of total operational revenue recognised for the financial year, noting the amount realised is \$7.6 million lower than the comparative period.

This is mainly through a reduction in water consumption revenue although a decrease in non-PPR rates and a reduced amount of rateable properties were also contributing factors.

Offsetting the decrease in rates revenue was \$7.9 million in increased grant income. A total of \$3.2 million relates to prepayments of grant income for the 2017-2018 financial year while \$3.6 million was associated with funding for Cyclone Debbie. There was a corresponding increase in expenditure associated with this revenue. Council actively seeks revenue from other sources and attempts to maximise investment earnings to assist in funding services.

Operating Revenue



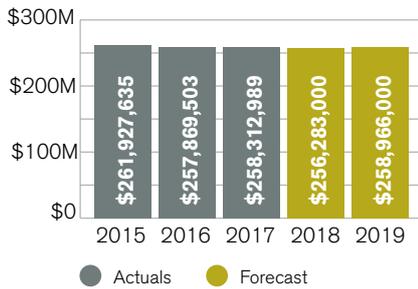
Expenses - where our money goes

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 below shows the components of operating expenditure only.



- 37% Materials and services
- 30% Employee benefits
- 28% Depreciation and amortisation
- 5% Finance costs

Operating Expenses



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

Council's operating costs amounted to \$258 million, this is in line with prior years' expenses. Council also spent \$61 million on capital projects during the year.

Major items of capital expenditure included:

- Water Infrastructure (\$5.7M)
- Waste Water Infrastructure (\$5.6M)
- Roads, Bridges and Drainage (\$30.2M)
- Parks & Environment (\$4.1M)
- Waste Infrastructure (\$1.8M)

Statement of Financial Position

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

Our community's net worth (what we own less what we owe) at the end of the financial year was about \$3.19 billion.

| 2016-17 Statement of financial position | |
|---|-----------------|
| Assets (what we own) | \$3,442,217,987 |
| Liabilities (what we owe) | \$248,438,405 |
| Equity (community wealth) | \$3,195,779,582 |

| Assets | Total asset value | Written down value |
|-------------------------------------|------------------------|------------------------|
| Land | \$140,727,336 | \$140,727,336 |
| Site improvements | \$108,770,327 | \$83,252,530 |
| Buildings | \$214,675,880 | \$136,297,484 |
| Plant and equipment | \$60,930,347 | \$35,997,722 |
| Heritage and cultural assets | \$4,506,989 | \$4,187,390 |
| Roads, bridges and drainage network | \$2,224,326,418 | \$1,692,313,466 |
| Water | \$756,419,092 | \$501,910,306 |
| Sewerage | \$795,495,580 | \$545,012,412 |
| Waste Infrastructure | \$65,257,199 | \$36,632,829 |
| Work in progress | \$52,599,837 | \$52,599,837 |
| Total | \$4,423,709,005 | \$3,228,931,312 |

What do our assets consist of?

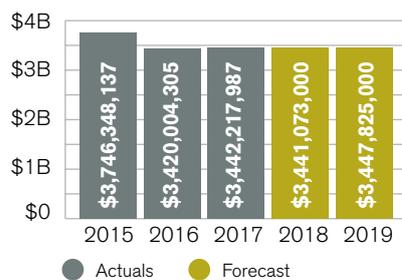
The bulk of council's assets are in the form of infrastructure such as; roads, drainage, waste, water and sewerage assets. These asset types collectively make up 81 per cent of council's total asset base.

Significant parts of council's expenditure in the long-term financial forecast are focused on constructing, upgrading and renewal of these assets.

The table above illustrates council's assets as at June 30, 2017.

Cash and cash equivalents and investments (fixed term deposits) represent five per cent of council's \$3.44 billion total assets as at June 30, 2017. Fixed term deposits are separately classified from cash and cash equivalents and represent investments with fixed rates and held for periods greater than three months.

Total assets

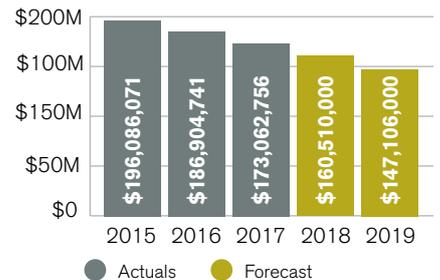


What do our liabilities consist of?

The bulk of council's liabilities are in the form of loans and provisions which collectively represent 91 per cent of council's total liabilities. Borrowing for 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 the setting aside of funds to rehabilitate landfill and quarry sites administered by council as well as expenses relating to employee entitlements (such as long service leave).

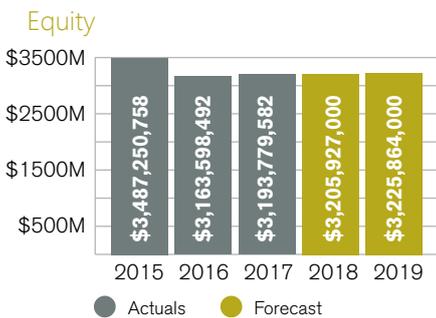
Council's long-term financial forecast reflects a concerted effort by council to reduce debt and borrowing over the life of the plan. To this end, council has not borrowed any funds for the past three financial years concentrating on the repayment of existing debt. Council's outstanding debt at financial year end was about \$173 million.

Borrowings



Statement of Changes in Equity

This statement measures the change in our net wealth and considers such items as retained earnings and revaluations of our asset base. Equity has slightly improved from 2016 levels and will continue to remain at that level into the future. The net decrease of \$333 million reported for the 2016 financial year was the result of a comprehensive revaluation of our infrastructure assets.

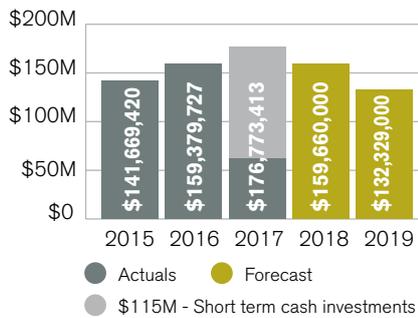


Statement of Cash Flows

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 is \$62 million at the end of the year, it is important to note that an additional \$115 million is held in short term cash investments (term deposits) that are separately classified at June 30, 2017. Council pools and invests funds throughout the year in low-risk, short-term investments in accordance with council's investment policy with the aim to optimise the best rate of return.

Cash and short term investments



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

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. Council's goals in the future are to continue to review operations to improve efficiencies, focus on further reductions in borrowings and effective use of cash reserves, and management of capital projects. Improved asset management will continue to be a focus with strategies enhanced.

Overall trends

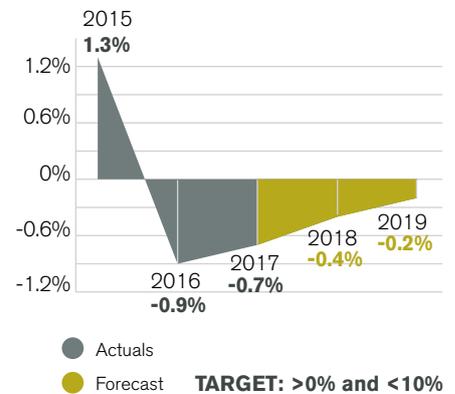
Financial ratios use figures from financial statements to demonstrate relationships between key numbers. Ratios which focus on financial sustainability are particularly relevant for measuring the financial sustainability of the organisation.

Operating Surplus Ratio

This is an indicator of the extent to which operating revenue raised covers operational expenses only or are available for capital funding purposes.

Council's forecast operating surplus ratio is slightly below benchmark, with small deficits expected until the end of the financial year ending 2019, when a return to surplus position is expected. These small deficits will be covered by previously constrained reserve funds which will have minimal impact on liquidity.

Operating Surplus Ratio



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 the 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.

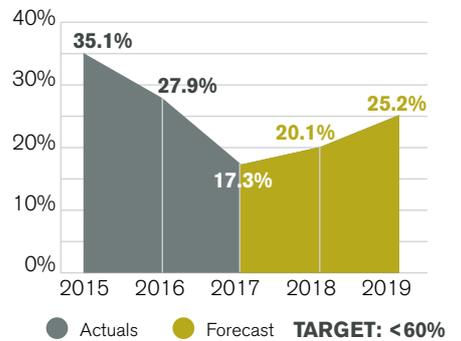


Continuing refinement of council's asset management plans will improve the ability to make informed decisions regarding asset management into the future.

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.

Net Financial Liabilities Ratio



LEGISLATIVE REQUIREMENTS

Debt policy (adopted 17-18 FY):

Loans are used to fund major capital and infrastructure works so that repayments are spread over several years, as they have extended useful lives.

The default repayment term of new loans is 20 years. However, this is set on a case-by-case basis to ensure best use of council's surplus funds.

Our Debt Policy details new borrowings, the purpose of the borrowings and repayment terms. They are as follows:

| Year and purpose of borrowing | Amount |
|--|--------------|
| 2017-18 | NIL |
| 2018-19 | NIL |
| 2019-20: New and upgrade infrastructure assets | \$7,229,000 |
| 2020-21: New and upgrade infrastructure assets | \$9,480,000 |
| 2021-22: New and upgrade infrastructure assets | \$13,464,000 |
| 2022-23: New and upgrade infrastructure assets | \$26,099,000 |
| 2023-24: New and upgrade infrastructure assets | \$18,203,000 |
| 2024-25: New and upgrade infrastructure assets | \$17,315,000 |
| 2025-26: New and upgrade infrastructure assets | \$6,273,000 |
| 2026-27: New and upgrade infrastructure assets | \$14,926,000 |

Purposes of borrowings

The types of projects that are funded by loan borrowings are usually large infrastructure projects which would have a significant financial impact if funded in one financial year. This method ensures that ratepayers are not burdened with unrealistic expenditure levels. The repayment for these capital works creates an asset for council, which can then be repaid over several years reflective of the extended life of the asset, where appropriate.

Overseas travel

Mayor Greg Williamson travelled to India during the financial year as part of a State Government delegation, an official Trade Mission called by Premier Annastacia Palaszczuk. Travel costs incurred by council, including flights and accommodation, totalled \$9175.

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 at: mackay.qld.gov.au under the heading "About Council/Other laws and policies".

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 at: mackay.qld.gov.au/about_council/your_council/budget_2017-18

Special rates and charges

Under the Local Government Act 2009, 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.

Special Rate (City Centre Management)

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

Special Charge (Rural Fire Services)

Where requested by a Rural Fire Brigade (or group thereof), we levy a special charge to aid 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 a 10-year period, commencing July 1, 2012.

Rebates and concessions

Council has six 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, Concession for Concealed Leaks Policy and Exceptional Circumstances Policy. Full details of these rebates and concessions are available within the Revenue Policy from mackay.qld.gov.au.

Administrative action complaints

We recognise that effective complaints management is integral to good customer service. We are committed to providing fair and consistent handling of all complaints and recognise the need for an open and responsible administrative action complaints process.

A centralised complaints management system has been implemented to ensure that we will respond to administrative action complaints promptly, professionally and in a manner respectful to the complainant. We recognise that this system is an essential part of quality service and an important process we can use to measure and improve our service to the community.

Our administrative actions complaint policy and procedure is in place to efficiently investigate and manage complaints from our customers.

We are required under section 187 of the Local Government Regulation 2012 to disclose the number of administrative action complaints made and resolved.

A total of 743 administrative action complaints were received in 2015-2016. Of the 24 complaints that were not resolved as at June 30, 2016, each of these complaints are now resolved.

A total of 636 administrative action complaints were received in 2016-2017. From this total, 628 complaints were resolved and eight were yet to be resolved as at June 30, 2017.

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. 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.

► 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: \$23 for breakfast (if the councillor is required to depart their home prior to 6am), \$25 for lunch and \$43 for dinner (if the councillor returns to their home after 9pm). Expenses relating to the consumption of alcohol will not be reimbursed. Should the councillor choose not to attend a provided dinner/meal, then the full cost of the alternative meal shall be met by the councillor. 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.

➤ Provision of facilities

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

➤ Facility categories

(a) Administrative tools and access to council office amenities

Councillors will be provided with the following:

- suitable office space at the administration building 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
- stationery
- hands-free mobile telecommunications device for councillors' private vehicle
- 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 the responsibility of 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 on council business

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

(f) Private use of council vehicles

The Mayor will be provided with a fully maintained 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 \$129 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. We will pay \$129 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.

Councillors' allowances

Total remuneration paid to each of our councillors during 2016-2017, minus superannuation:

| Councillor | Total |
|-------------------------|-----------|
| Cr Greg Williamson | \$168,566 |
| Cr Amanda Camm | \$114,931 |
| Cr Martin Bella | \$99,608 |
| Cr Laurence Bonaventura | \$99,608 |
| Cr Kevin Casey | \$99,608 |
| Cr Justin Englert | \$99,608 |
| Cr Ross Gee | \$99,608 |
| Cr Fran Mann | \$99,608 |
| Cr Karen May | \$99,608 |
| Cr Ayril Paton | \$99,608 |
| Cr Ross Walker | \$99,608 |

Councillors' superannuation

Total superannuation paid to each of our councillors during 2016-2017:

| Councillor | Total |
|-------------------------|----------|
| Cr Greg Williamson | \$20,228 |
| Cr Amanda Camm | \$13,792 |
| Cr Martin Bella | \$11,953 |
| Cr Laurence Bonaventura | \$11,953 |
| Cr Kevin Casey | \$11,953 |
| Cr Justin Englert | \$4,321 |
| Cr Ross Gee | \$11,953 |
| Cr Fran Mann | \$11,953 |
| Cr Karen May | \$11,953 |
| Cr Ayril Paton | \$11,953 |
| Cr Ross Walker | \$11,953 |

Councillors' expenses

Summary of councillor's expenses for the period of July 1, 2016, to June 30, 2017:

| Councillor | Conferences and Travel | Private Vehicle Usage | Provision of Facilities | TOTAL |
|-------------------------|------------------------|-----------------------|-------------------------|------------------|
| Cr Greg Williamson | \$18,989 | \$- | \$23,104 | \$42,093 |
| Cr Amanda Camm | \$5863 | \$- | \$9857 | \$15,720 |
| Cr Martin Bella | \$341 | \$13,322 | \$4360 | \$18,022 |
| Cr Fran Mann | \$3616 | \$- | \$5679 | \$9295 |
| Cr Karen May | \$3804 | \$- | \$5336 | \$9140 |
| Cr Justin Englert | \$5610 | \$6638 | \$5550 | \$17,799 |
| Cr Ross Gee | \$341 | \$8991 | \$5219 | \$14,551 |
| Cr Ayril Paton | \$2476 | \$5823 | \$5033 | \$13,331 |
| Cr Ross Walker | \$1850 | \$5175 | \$4142 | \$11,167 |
| Cr Laurence Bonaventura | \$562 | \$6273 | \$4667 | \$11,502 |
| Cr Kevin Casey | \$4584 | \$4083 | \$5550 | \$14,217 |
| Total Expenses | \$48,036 | \$50,305 | \$78,495 | \$176,836 |

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. Remuneration for senior management positions during 2016-2017:

| Income range | Number of packages |
|-----------------------|--------------------|
| \$300,000 - \$400,000 | 1 |
| \$200,000 - \$300,000 | 4 |
| \$100,000 - \$200,000 | 2 |

Meetings

Council meetings from July 1, 2016,
to June 30, 2017:

| Councillors | Ordinary | Special meetings | Infrastructure & Services Standing Committee | Economic Development & Planning Standing Committee | Community Engagement Standing Committee | Corporate Services Standing Committee | Absent on Council Business | Leave of Absence |
|-----------------------|-----------|------------------|--|--|---|---------------------------------------|----------------------------|------------------|
| Martin Bella | 12 | 5 | 13 | | | 13 | | 0 |
| Laurence Bonaventura | 11 | 5 | 11 | | 12 | 8* | | 4 |
| Kevin Casey | 11 | 5 | 12 | | 13 | | 1 | 1 |
| Amanda Camm | 11 | 5 | | 11 | 10 | | 1 | 5 |
| Justin Englert | 12 | 5 | | 13 | 13 | | | 0 |
| Ross Gee | 12 | 5 | | 13 | 13 | | | 0 |
| Fran Mann | 12 | 5 | | 12 | 13 | | | 1 |
| Karen May | 11 | 4 | 11 | 10 | | 11 | 1 | 8 |
| Ayril Paton | 12 | 5 | 14 | | | 13 | | 0 |
| Ross Walker | 11 | 5 | 12 | | | 12 | | 4 |
| Greg Williamson | 12 | 5 | 13 | 13 | 13 | 13 | | 0 |
| Total meetings | 12 | 5 | 13 | 13 | 13 | 13 | | |

* Cr Laurence Bonaventura also attended five Corporate Service Standing Committee meetings as a non-committee member before being appointed a new committee member.

Attendance by non-committee members*

Council meetings from July 1, 2016,
to June 30, 2017:

| Councillors | Infrastructure & Services Standing Committee | Economic Development & Planning Standing Committee | Community Engagement Standing Committee | Corporate Services Standing Committee |
|----------------------|--|--|---|---------------------------------------|
| Martin Bella | | 6 | 7 | |
| Laurence Bonaventura | | 6 | | 5 |
| Kevin Casey | | 8 | | 11 |
| Amanda Camm | | | | 2 |
| Justin Englert | 7 | | | 11 |
| Ross Gee | 7 | | | 9 |
| Fran Mann | 6 | | | 11 |
| Karen May | | | 9 | |
| Ayril Paton | | 10 | 11 | |
| Ross Walker | | 8 | 8 | |

* Attendance at committee meetings is not compulsory for non-committee members, who have no voting rights. Their attendance often depends on other council business they may need to attend to.

Committees

The following is a list of councillor appointments to committees and groups, both internal and external to council, from July 1, 2016, to June 30, 2017.

| Community Engagement Standing Committee | | |
|---|-----------------------|---|
| Committee | Internal/ External | Councillor Representatives |
| Mackay District Disaster Management Group | External | Mayor Greg Williamson |
| Mackay Local Disaster Management Group | External | Mayor Greg Williamson Cr Amanda Camm Cr Kevin Casey Cr Karen May |
| Mackay Show Trustees | External | Mayor Greg Williamson |
| Whitsunday ROC Ltd | External | Mayor Greg Williamson |
| Mackay Local Disaster Recovery Group | External | Mayor Greg Williamson plus the four chairs of sub-groups |
| Economic Recovery Sub Group | External | Cr Amanda Camm Cr Fran Mann |
| Environment Recovery Sub Group | External | Cr Laurence Bonaventura Cr Ross Gee |
| Human Social Recovery Sub Group | External | Cr Ayril Paton Cr Justin Englert |
| Infrastructure Recovery Sub Group | External | Cr Karen May Cr Kevin Casey |
| Crimestoppers | External | Cr Ross Gee |
| North Queensland Local Government Association | External | Cr Kevin Casey |
| North Queensland Sports Foundation | External | Cr Kevin Casey |
| City Safe Mackay | External | Cr Justin Englert |
| Mackay Community Foundation | External | Mayor Greg Williamson |
| Roads Accident Action Group | External | Cr Karen May Cr Kevin Casey |
| Rural Safety Working Group | External | Cr Laurence Bonaventura |
| St Vincent De Paul Housing Committee | External | Cr Kevin Casey |
| Sister Cities Mackay | External | Cr Amanda Camm Cr Fran Mann |
| South Mackay Sporting Precinct Working Group | External | Cr Justin Englert Cr Ross Gee |
| Rural Affairs Advisory Committee | Advisory | Cr Amanda Camm Cr Karen May Cr Martin Bella |
| Equitable Access Advisory Committee | Advisory | Cr Fran Mann |
| Regional Arts Development Fund Advisory Committee | Advisory | Cr Fran Mann Cr Justin Englert Cr Ross Gee |
| Embracing 2018 Regional Steering Committee | External | Cr Kevin Casey |
| Community Grants Advisory Committee | Internal | Cr Fran Mann Cr Laurence Bonaventura |
| Sports Expo and Sign-On Day Working Group | Internal | Cr Kevin Casey Cr Justin Englert |

| Corporate Services Standing Committee | | |
|---------------------------------------|-----------------------|---|
| Committee | Internal/ External | Councillor Representatives |
| Audit Committee | External | Mayor Greg Williamson Cr Ayril Paton |
| Rates Payment Review Tribunal | Advisory | Cr Ross Walker Cr Martin Bella |

| Economic Development and Planning Standing Committee | | |
|---|-----------------------|---|
| Committee | Internal/ External | Councillor Representatives |
| Character & Heritage Advisory Committee | Advisory | Cr Fran Mann Cr Justin Englert |
| DBCT Community Reference Group | External | Cr Amanda Camm Cr Fran Mann |
| Sustainability and Environment Advisory Committee | Advisory | Cr Amanda Camm Cr Karen May |
| Sarina Field of Dreams Parklands Advisory Committee | Advisory | Cr Karen May Cr Fran Mann |
| Sarina Field of Dreams and Visitor Information Steering Committee | Advisory | Mayor Greg Williamson Cr Amanda Camm |
| Sarina Landcare Integrated Catchment Management Association | External | Cr Karen May |
| Mackay Housing Company | External | Cr Amanda Camm Cr Fran Mann |
| Mackay Tourism Limited | External | Cr Amanda Camm |
| MIW Regional Development Australia | External | Cr Amanda Camm |
| NQBP Community Reference Group | External | Cr Justin Englert (Mackay) Cr Fran Mann (Mackay) Cr Karen May (Hay Point) |
| Local Buying Foundation | External | Cr Ayril Paton |

| Infrastructure Services Standing Committee | | |
|---|-----------------------|---|
| Committee | Internal/ External | Councillor Representatives |
| CTM Water Alliance Executive Committee | External | Cr Karen May |
| Local Authorities Waste Management Advisory Committee | External | Cr Ayril Paton |
| Whitsunday Regional Roads Group | External | Mayor Greg Williamson Cr Karen May |
| Water & Waste Services Community & Client Reference Group | Advisory | Cr Karen May |
| Traffic Advisory Committee | Advisory | Cr Karen May Cr Kevin Casey |
| Transport & Drainage Advisory Board | Advisory | Mayor Greg Williamson Cr Karen May Cr Kevin Casey Cr Ross Walker Cr Martin Bella Cr Laurence Bonaventura Cr Ayril Paton |
| Water & Waste Advisory Board | Advisory | Mayor Greg Williamson Cr Karen May Cr Kevin Casey Cr Ross Walker Cr Martin Bella Cr Laurence Bonaventura Cr Ayril Paton |

Registers

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

These include:

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

Regional Arts Development Fund (RADF)

This fund is a partnership between our 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 2016-2017 financial year was \$215,705.

Of that, Arts Queensland's contribution was \$83,000, external funding from partnered projects contributed \$5,000 and council contributed \$127,705.

| Breakdown of RADF allocations | Amount |
|--|-----------|
| Allocation for community projects – three rounds at \$45,000 per round | \$135,000 |
| Total additional allocation for community funding pool – from returned surplus RADF allocations over the 12-month period | \$8,705 |
| Green Arts round | \$30,000 |
| Council Lead Initiatives | \$40,000 |
| RADF training | \$2,000 |

Councillor complaints

The Local Government Act 2009 (Act) sets out standards of behaviour and processes for accepting and assessing any complaints regarding the activities of councillors.

During the 2016-17 year, two (2) complaints were received and processed as below:

Section 176C(2)

Two (2) separate complaints received and considered to be possible inappropriate conduct according to the Act.

Matters were investigated and at Preliminary Assessment stage dismissed as "lacking in substance". Advice of the matters and outcomes were provided to the Department of Infrastructure, Local Government and Planning for their information.

Funding acknowledgments

In 2016-2017 council received \$6.3 million in funding from the Federal Government under the Financial Assistance Grants program. This important federal funding allows for the continued delivery of council services and infrastructure.

We also received funding from the State Government Department of Communities, Child Safety and Disabilities, who fund the Sarina Neighbourhood Centre Program and

contribute to our Youth Programs and the Emergency Relief program. Funding was also received from the Department of Multicultural Affairs, which supports the Community Action for Multicultural Society program (CAMS) that fund work to support Australian South Sea Islander communities state-wide.

Council received major funding through the year from the State and Federal governments. On the following page is a list of those major grants.

| Funding Provider | Funding Amount | Program name | Completion dates |
|--|---|--|---------------------|
| Department of Infrastructure & Regional Development (Federal) | \$6,225,319.00 | Financial Assistance Grant | Annual funding |
| | \$1,156,000.00 | Roads to Recovery Program | December 2016 |
| | \$1,260,195.00 | Roads to Recovery Program | June 2017 |
| | \$2,524,425.00 | Roads to Recovery Program | December 2017 |
| | \$1,191,291.00 | Black Spot Program | June 2017 |
| | \$9,996,196.00 | Community Development Grants Program | December 2018 |
| Department of Infrastructure, Local Government & Planning (State) | \$1,000,000.00 | Building Better Regions Fund | November 2018 |
| | \$461,400.00 | Local Government Grants & Subsidies Program | November 2016 |
| | \$745,510.00 | Local Government Grants & Subsidies Program | August 2017 |
| | \$168,000.00 | Local Government Grants & Subsidies Program | November 2017 |
| | \$216,000.00 | Local Government Grants & Subsidies Program | November 2017 |
| | \$11,490,000.00 | Works for Queensland Program | November 2017 |
| | \$40,000.00 | Development Assessment System Transition Grant | One off funding |
| \$51,339.00 | Get Ready Queensland Program | June 2017 | |
| \$92,000.00 | Planning Reform Innovation & Improvement Fund | May 2018 | |
| Department of State Development (State) | \$2,500,000.00 | Royalties for the Regions Round 3 | November 2016 |
| | \$2,249,902.00 | Building our Regions Round 1 | September 2017 |
| | \$2,307,467.00 | Building our Regions Round 2 | May 2018 |
| | \$1,804,306.00 | Building our Regions Round 3 | August 2018 |
| Department of Transport & Main Roads (State) | \$324,730.00 | Cycle Network Local Government Grants Program | January 2017 |
| | \$163,035.00 | Cycle Network Local Government Grants Program | July 2017 |
| | \$274,500.00 | Cycle Network Local Government Grants Program | August 2017 |
| | \$168,637.00 | Cycle Network Local Government Grants Program | December 2017 |
| | \$1,545,842.00 | Transport Infrastructure Delivery Schemed (TIDS) | June 2017 |
| | \$158,750.00 | Scenic Lookout Restoration Fund | August 2017 |
| Department of Transport & Main Roads - Translink (State) | \$44,100.00 | Passenger Transport Accessibility Program | June 2017 |
| | \$746,424.00 | Passenger Transport Facilities Program | June 2017 |
| | \$150,000.00 | Passenger Transport Facilities Program | January 2017 |
| | \$141,000.00 | Passenger Transport Facilities Program | January 2017 |
| State Library of Queensland (State) | \$553,442.00 | Annual Funding | Annual funding |
| | \$512,788.00 | First Five Forever Program | Jan 2015 - Dec 2018 |
| | \$16,000.00 | Public Library Strategic Priorities Grant | June 2018 |
| Department of Tourism, Major Events, Small Business and the Commonwealth Games (State) | \$250,000.00 | Queensland Tourism Infrastructure Fund | April 2017 |
| Department of Tourism, Major Events, Small Business and the Commonwealth Games (State) | \$1,300,000.00 | Significant Regional Infrastructure Projects Program | July 2018 |
| Department of Education & Training (State) | \$287,500.00 | First Start Initiative | June 2017 |
| | \$60,000.00 | Queensland Apprenticeship Pledge Incentive Program | June 2017 |
| Department of National Parks, Recreation, Sport & Racing (State) | \$17,655.00 | Get Out, Get Active Program | November 2016 |
| | \$50,000.00 | Sport & Recreation Planning Program | March 2018 |
| Queensland Fire and Emergency Services (State) | \$15,000.00 | SES Non-Recurrent Subsidy Program | December 2017 |
| | \$31,093.97 | Local Government SES Subsidy Program | Annual funding |
| Arts Queensland (State) | \$83,000.00 | Regional Arts Development Fund (RADF) | Annual funding |
| Department of Communities, Child Safety and Disability Services (State) | \$2,000.00 | Domestic Violence Prevention Community Grant | May 2017 |
| Department of Communications and the Arts (Federal) | \$40,000.00 | Festivals Australia Program | July 2017 |
| Tourism and Events Queensland (State) | \$10,000.00 | Queensland Destination Events Program | July 2017 |
| Multicultural Affairs Queensland (State) | \$20,000.00 | Celebrating Multicultural Queensland Grants Program | October 2016 |
| Council on the Ageing Queensland (State) | \$1,000.00 | Seniors Week Funding | August 2016 |
| National Climate Change Adaptation Research Facility (Other) | \$20,000.00 | Tool Development Partnership | May 2017 |
| Local Government Association of Queensland (State) | \$199,318.00 | Qcoast2100 Coastal Hazard Adaptation Program | July 2017 |

INDEPENDENT AUDITOR'S REPORT

Our Independent Auditor's Report can be found in full on the CD included.

The following is a copy of our:

- Financial Sustainability Statement
- Management Certificate and;
- Certificate of Accuracy.



**Mackay Regional Council
Financial Statements
For the year ended 30 June 2017**

Management Certificate

These general purpose financial statements have been prepared pursuant to s176 and 177 of the *Local Government Regulation 2012* (the Regulation) and other prescribed requirements.

In accordance with s212(5) of the Regulation we certify that:

- a) the prescribed requirements of the *Local Government Act 2009* and *Local Government Regulation 2012* for the establishment and keeping of accounts have been complied with in all material respects; and
- b) the general purpose financial statements, as set out on pages 1 to 27, present a true and fair view, in accordance with Australian Accounting Standards, of MRC's transactions for the financial year and financial position at the end of the year.

Mayor Mackay Regional Council
Cr Greg Williamson

5/06/17
Date

Chief Executive Officer
Craig Doyle

5/06/17
Date

INDEPENDENT AUDITOR'S REPORT

To the Councillors of Mackay Regional Council

Report on the Audit of the Financial Report

Opinion

I have audited the financial report of Mackay Regional Council.

In my opinion, the financial report:

- a) gives a true and fair view of the council's financial position as at 30 June 2017, and of its financial performance and cash flows for the year then ended
- b) complies with the *Local Government Act 2009*, the Local Government Regulation 2012 and Australian Accounting Standards.

The financial report comprises the statement of financial position as at 30 June 2017, the statement of comprehensive income, statement of changes in equity and statement of cash flows for the year then ended, notes to the financial statements including significant accounting policies and other explanatory information, and the certificate given by the Mayor and Chief Executive Officer.

Basis for opinion

I conducted my audit in accordance with the *Auditor-General of Queensland Auditing Standards*, which incorporate the Australian Auditing Standards. My responsibilities under those standards are further described in the *Auditor's responsibilities for the audit of the financial report* section of my report.

I am independent of the council in accordance with the ethical requirements of the Accounting Professional and Ethical Standards Board's APES 110 *Code of Ethics for Professional Accountants* (the Code) that are relevant to my audit of the financial report in Australia. I have also fulfilled my other ethical responsibilities in accordance with the Code and the *Auditor-General of Queensland Auditing Standards*.

I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

Other information

Other information comprises the information included in Mackay Regional Council's annual report for the year ended 30 June 2017, but does not include the financial report and my auditor's report thereon. At the date of this auditor's report, the other information was the Current Year Financial Sustainability Statement and Long-Term Financial Sustainability Statement.

My opinion on the financial report does not cover the other information and accordingly I do not express any form of assurance conclusion thereon. However, as required by the Local Government Regulation 2012, I have expressed a separate opinion on the Current Year Financial Sustainability Statement.

In connection with my audit of the financial report, my responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial report and my knowledge obtained in the audit or otherwise appears to be materially misstated.

If, based on the work I have performed, I conclude that there is a material misstatement of this information, I am required to report that fact. I have nothing to report in this regard.

Responsibilities of the council for the financial report

The council is responsible for the preparation of the financial report that gives a true and fair view in accordance with the *Local Government Act 2009*, the Local Government Regulation 2012 and Australian Accounting Standards, and for such internal control as the council determines is necessary to enable the preparation of the financial report that is free from material misstatement, whether due to fraud or error.

The council is also responsible for assessing the council's ability to continue as a going concern, disclosing, as applicable, matters relating to going concern and using the going concern basis of accounting unless it is intended to abolish the council or to otherwise cease operations.

Auditor's responsibilities for the audit of the financial report

My objectives are to obtain reasonable assurance about whether the financial report as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the Australian Auditing Standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of this financial report.

As part of an audit in accordance with the Australian Auditing Standards, I exercise professional judgement and maintain professional scepticism throughout the audit. I also:

- Identify and assess the risks of material misstatement of the financial report, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for expressing an opinion on the effectiveness of the council's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the council.
- Conclude on the appropriateness of the council's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the council's ability to continue as a going concern. If I conclude that a material uncertainty exists, I am required to draw attention in my auditor's report to the related disclosures in the financial report or, if such disclosures are inadequate, to modify my opinion. I base my conclusions on the audit evidence obtained up to the date of my auditor's report. However, future events or conditions may cause the council to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial report, including the disclosures, and whether the financial report represents the underlying transactions and events in a manner that achieves fair presentation.

I communicate with the council regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.

Report on other legal and regulatory requirements

In accordance with s.40 of the *Auditor-General Act 2009*, for the year ended 30 June 2017:

- a) I received all the information and explanations I required.
- b) In my opinion, the prescribed requirements in relation to the establishment and keeping of accounts were complied with in all material respects.

C. G. Strickland



Charles Strickland
as Delegate of the Auditor-General

Queensland Audit Office
Brisbane

INDEPENDENT AUDITOR'S REPORT

To the Councillors of Mackay Regional Council

Report on the Current-Year Financial Sustainability Statement

Opinion

I have audited the accompanying current year financial sustainability statement of Mackay Regional Council for the year ended 30 June 2017, comprising the statement, explanatory notes, and the certificate of accuracy given by the Mayor and the Chief Executive Officer.

In accordance with section 212 of the Local Government Regulation 2012, in my opinion, in all material respects, the current year financial sustainability statement of Mackay Regional Council for the year ended 30 June 2017 has been accurately calculated.

Basis of opinion

I conducted my audit in accordance with the *Auditor-General of Queensland Auditing Standards*, which incorporate the Australian Auditing Standards. My responsibilities under those standards are further described in the *Auditor's responsibilities for the audit of the current year financial sustainability statement* section of my report.

I am independent of the council in accordance with the ethical requirements of the Accounting Professional and Ethical Standards Board APES 110 *Code of Ethics for Professional Accountants* (the Code) that are relevant to my audit of the statement in Australia. I have also fulfilled my other ethical responsibilities in accordance with the Code and the *Auditor-General of Queensland Auditing Standards*.

I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

Emphasis of matter – basis of accounting

I draw attention to Note 1 which describes the basis of accounting. The current year financial sustainability statement has been prepared in accordance with the Financial Management (Sustainability) Guideline 2013 for the purpose of fulfilling the council's reporting responsibilities under the Local Government Regulation 2012. As a result, the statement may not be suitable for another purpose. My opinion is not modified in respect of this matter.

Other information

Other information comprises the information included in Mackay Regional Council's annual report for the year ended 30 June 2017, but does not include the Current Year Financial Sustainability Statement and my auditor's report thereon. At the date of this auditor's report, the other information was the General Purpose Financial Report and Long-Term Financial Sustainability Statement.

My opinion on the Current Year Financial Sustainability Statement does not cover the other information and accordingly I do not express any form of assurance conclusion thereon. However, as required by the Local Government regulation 2012, I have expressed a separate opinion on the General Purpose Financial Report.

In connection with my audit of the financial report, my responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial report and my knowledge obtained in the audit or otherwise appears to be materially misstated.

If, based on the work I have performed, I conclude that there is a material misstatement of this information, I am required to report that fact. I have nothing to report in this regard.

Responsibilities of the council for the current year financial sustainability statement

The council is responsible for the preparation and fair presentation of the current year financial sustainability statement in accordance with the Local Government Regulation 2012. The council's responsibility also includes such internal control as the council determines is necessary to enable the preparation and fair presentation of the statement that is accurately calculated and is free from material misstatement, whether due to fraud or error.

Auditor's responsibilities for the audit of the current year financial sustainability statement

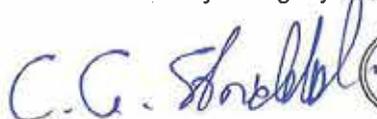
My objectives are to obtain reasonable assurance about whether the current year financial sustainability statement as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the Australian Auditing Standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of this statement.

My responsibility does not extend to forming an opinion on the appropriateness or relevance of the reported ratios, nor on the council's future sustainability.

As part of an audit in accordance with the Australian Auditing Standards, I exercise professional judgement and maintain professional scepticism throughout the audit. I also:

- Identify and assess the risks of material misstatement of the statement, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the council's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the council.
- Evaluate the overall presentation, structure and content of the statement, including the disclosures, and whether the statement represents the underlying transactions and events in a manner that achieves fair presentation.

I communicate with the council regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.



Charles Strickland
as delegate of the Auditor-General



Queensland Audit Office
Brisbane

**Mackay Regional Council
Financial Statements
For the year ended 30 June 2017**

**Certificate of Accuracy
Long Term Financial Sustainability Statement**

This long term financial sustainability statement has been prepared pursuant to s178 of the *Local Government Regulation 2012*.

In accordance with s212(5) of the Regulation, we certify that this long term financial sustainability statement has been accurately calculated.



**Mayor Mackay Regional Council
Cr Greg Williamson**

5/10/17

Date



**Chief Executive Officer
Craig Doyle**

5/10/17

Date



*If this CD is missing, you can view the
independent Auditor's Financial Report by
visiting www.mackay.qld.gov.au*





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