



ANNUAL REPORT 2019-2020

TACKLING NEW CHALLENGES TOGETHER

ABOUT THIS REPORT

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

Welcome to Mackay Regional Council's Annual Report 2019-2020. It is a comprehensive summary of our performance from July 1, 2019, to June 30, 2020.

The Annual Report is guided by our Corporate Plan 2016-2021, which outlines key strategic objectives and projects council will advocate for on behalf of the community.

It provides a blueprint for our strategic direction and priorities heading towards

2021 and is an overview of our effectiveness in delivering for the community against the backdrop of that Corporate Plan.

In the 2019-2020 financial year we welcomed a new council and faced unprecedented challenges associated with the COVID-19 pandemic.

The report is a snapshot of our achievements, setbacks, future direction, opportunities and how we plan to tackle any new challenges together with a united and systematic approach.

The Annual Report 2019-2020 meets our statutory reporting requirements and informs all council stakeholders, including ratepayers, residents, businesses, community and interest groups, media, all levels of government, council staff and the wider general community.

The report is also part of our commitment to transparent performance reporting.

Feedback

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

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OUR PROFILE

MACKAY REGIONAL COUNCIL



AREA 7622km²

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



POPULATION ESTIMATE

116,763



GROSS REGIONAL PRODUCT (GRP) \$9.132 billion

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



EMPLOYMENT 47,975 workers

Key employment sectors in the region:

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

TOTAL ECONOMIC OUTPUT OF \$16.477 billion



\$5.508 billion in mining and manufacturing sectors supporting **6165 jobs**



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



Tourism outputs of **\$541 million** and **2903 jobs**



World leader in resource technology and innovation

FAST FACTS IN 2019-2020 COUNCIL:



Managed a budget of \$309 million



Reduced borrowings by \$14.3 million



Managed a \$102 million capital works program

Unveiled a draft master plan for the Mackay Waterfront Priority Development Area and completed revitalisation works at Queens Park



Built the Resources Centre of Excellence, which will ensure the Mackay region remains one of the world's best sources of mining expertise and innovation in the mining equipment, technology and services (METS) sector.





A WORD FROM OUR MAYOR

Mayor Greg Williamson

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We knew 2019-2020 would be a year of change as a local government election was scheduled for March. As we entered the second half of the financial year, that election looked to be the only variable on the horizon. Things were humming along nicely.

Council's service and project delivery was going as planned and we were on track for a small 2019-2020 budget surplus we'd forecast. There was a buzz in the community, with exciting projects in the pipeline and the region's economy on an upward trajectory.

Then the COVID-19 pandemic struck. Unprecedented, extraordinary and unforeseen – adjectives that don't do justice to just how challenging the second half of 2019-2020 was.

Mackay Regional Council and the community we serve, like the rest of Queensland, Australia and the world, struggled to come to terms with the COVID-19 pandemic crisis and its impact on our lives.

Our community has weathered natural disasters in recent years – Cyclone Debbie in 2017 and a bushfire crisis in late 2018 – but a worldwide pandemic was uncharted territory for council and our Local Disaster Management Group (LDMG).

For a period, we had to shut many of our community facilities, including key revenue-

generating ones like the MECC. High-profile events, many of which our community look forward to each year, were also casualties.

The local government elections were conducted amid the COVID uncertainty in late March. It was the right thing to do, but there was a lot of angst in the community over the safety of going to a polling station. Nevertheless, we got a new council and the returned and newly elected councillors were eager to get to work to help lead our community through the COVID-19 crisis and recovery.

Our forecast small budget surplus was severely challenged during the COVID shutdowns. As has been the case so often with the senior leadership team we have at council, an immense amount of hard work and rework of expenditure budgets has

resulted in close to a "balanced budget" for 2019-2020.

The pre-work for the 2020-2021 budget was however thrown out the window because of the rapidly changing environment, and we started from scratch with the new council.

A forecast \$5 million deficit for 2020-2021 is one of the biggest deficits ever tabled by this council and was certainly a difficult pill to swallow. But it was necessary to put in place measures to help our community recover from the economic crisis created by the pandemic.

The new budget includes \$7 million in measures to assist businesses and residents deal with COVID. That includes a business support package, waiving fees and charges for businesses impacted by COVID-19,

worth \$1 million, and a special \$1.2 million Community Grants COVID-19 round.

We adopted a zero per cent change in general rates. That means council decided to raise no more in rates revenue in 2020-2021 than we did last year, despite CPI being around 1.8 per cent. Some smaller but important measures, such as freezing most fees and charges, removing the City Centre Levy and providing a 50 per cent reduction in development fees, were all designed to promote business confidence and encourage investment.

Council conducted a COVID-19 Community Pulse Survey, undertaken by IRIS Research which showed, among other key findings, one-third of Mackay region residents had their employment negatively impacted by the COVID-19 pandemic.

We are fortunate that good financial management over many years has placed council in a good position to budget for support in 2020-2021. Even with our COVID support package and deficit budget,

residents will not have a massive financial burden to overcome and none of our services have been curtailed.

The work that council's management, staff and elected members have delivered during the ongoing pandemic makes me extremely proud. We showed how quickly a local government can act to ensure the uninterrupted delivery of critical services to its residents.

Thank you to CEO Craig Doyle, who left us in August 2020 for a great opportunity with a start-up company in the resources sector. Craig's four-and-a-half years as our CEO with his inclusive, passionate and influential leadership style has left a lasting positive impression on council and our community.

We welcome new CEO Michael Thomson who joins a great council in a fantastic region. Leadership in our council and our community is critical as COVID continues to place pressure on the "old normal" way of conducting business and life. Council is confident we will have that leadership in Michael.

“THE WORK THAT COUNCIL'S MANAGEMENT, STAFF AND ELECTED MEMBERS HAVE DELIVERED DURING THE ONGOING PANDEMIC MAKES ME EXTREMELY PROUD.”

Mayor Greg Williamson has an undeniable enthusiasm for the region he's always called home. Whether it be inspiring local sporting teams at their season launch or telling anyone who will listen that the Mackay region is the best place in the world to live, he speaks with unbridled passion when it comes to Mackay.

A fifth generation local, Mayor Williamson was re-elected unopposed at the 2020 local government elections. Prior to that he'd returned to the mayoralty in 2016, having previously been mayor of the then Mackay City Council from 1991 to 1994 before amalgamation with the former Pioneer Shire Council. Following that first stint in the top job in the early 90s, he gained vast management experience in large businesses and brought that skillset back to the mayoralty. He also served as an alderman for three years prior to being elected mayor in 1991.

Mayor Williamson has a long history of service to the community, ranging from Rotary to the then Small Business Association and Mackay Tourism and more than 35 years of service with the Australian Air Force Cadets. Mayor Williamson has also been at the helm of the Local Disaster Management Group (LDMG) as chair during Cyclone Debbie in 2017, the bushfires in 2018 and the COVID-19 pandemic in 2020.



A WORD FROM OUR CEOs

Former CEO Craig Doyle

“DESPITE THE PANDEMIC, COUNCIL WAS STILL ABLE TO DELIVER SOME MAJOR CAPITAL INFRASTRUCTURE IN 2019-2020.”

The 2019-2020 financial year was my last as CEO of Mackay Regional Council after a four-and-a-half-year stint. It was a memorable year, and not just because it was my final year at the helm.

The worldwide COVID-19 pandemic ensured it was a year like no other.

2019-2020 will be remembered by current generations as the most extreme in its variability.

Up until March 2020, the organisation was tracking well to hit most of its key targets, customer service levels were continuing to improve, we remained on target to meet our budget and the work on our capital delivery and asset management was starting to reap positive results.

Then the unprecedented pandemic struck. The arrival of the COVID-19 threat created major economic and social wellbeing challenges for the organisation, staff and our community.

What I am most proud of is the way management, councillors and staff rose to this challenge.

We responded extremely well in the way we interacted with our community and managed

staff wellbeing while continuing to provide critical and essential services to our region.

A forecast surplus for 2019-2020 turned into a modest deficit. Although we're disappointed with any deficit, given the serious impacts of COVID-19 on some of our key revenue streams, the result was a good one.

The 2020-2021 budget adopted in late June forecasted a large deficit of around \$5 million but it was necessary to assist our community through the recovery from the pandemic. Council was fortunate to be able to respond in this way due to the position it was in due to good financial management.

It was fantastic to be able to include support measures for businesses and not-for-profit groups to assist the community in its fight to recover from the COVID-19 health and economic crisis.

Despite the pandemic, council was still able

to deliver some major capital infrastructure, including signature projects like the Queens Park revitalisation, funded by the Queensland Government. About \$20 million in new infrastructure came online in the final weeks of the financial year.

Excellent planning progress was made on other signature projects, including the mountain bike project, Mackay Waterfront and Northern Beaches Community Hub.

Safety of our staff, community and contractors remained the highest priority. I am proud of the great strides forward the organisation has made in this area in recent years.

Council's 2019-2020 safety performance highlighted it still has a way to go. However, it continues to perform better in safety than the average of other large Queensland councils.



CEO Michael Thomson

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I'm proud to, along with Mayor Greg Williamson and councillors, present our annual report for 2019-2020.

The report is an excellent snapshot of council's achievements and highlights for the 12 months. The period covered is before my time – I took up the role in August 2020.

Hence, the former CEO Craig Doyle has also provided a message for this annual report.

Soon after starting in the job, the annual reviews of each directorate were adopted at my first council meeting.

They gave me an insight into the wonderful projects and service delivery council had been involved in for the previous financial year.

I also gained a good understanding during a short hand-over with the former CEO and subsequent catch-ups with various programs throughout council.

Congratulations to the Mayor and councillors from the last term of council on the achievements of 2019-2020. Also, congratulations to councillors who started the new four-year term of council in April 2020.

They picked up the ball and ran with it strongly and had to do so against a backdrop of COVID-19.

Also, well done to the senior leadership and management teams and all staff at council. You can be extremely proud of what you achieved in 2019-2020.

“CONGRATULATIONS TO COUNCILLORS WHO STARTED THE NEW FOUR-YEAR TERM OF COUNCIL IN APRIL 2020.”

Michael Thomson is well-credentialed when it comes to delivering key services and infrastructure to a vast area.

In his most previous role – four years as CEO of the Northern Territory's Power and Water Corporation – his organisation serviced 1.4 million square kilometres. He had responsibility for delivery of electricity generation and distribution, water and gas services throughout the Northern Territory.

He enjoys working with his chairman/mayor in an engaged and collaborative partnership. Michael and his partner have three children, and he has an affinity with working and living in regional areas.

Prior to his four years with Power and Water Corporation, he was a member of the senior leadership team at United Energy and Multinet Gas in Victoria from 2013 to 2015, including as interim CEO for about six months.

This is his first senior leadership role in local government and it was an attractive opportunity as it means he can make a tangible difference in the community he now calls home.

COUNCILLOR PROFILES

The following councillors served Mackay Regional Council up until the Local Government election was declared after the March 28, 2020, elections.

- Mayor Greg Williamson
- Cr Amanda Camm (Deputy Mayor)
- Cr Martin Bella
- Cr Laurence Bonaventura
- Cr Kevin Casey
- Cr Justin Englert
- Cr Ross Gee
- Cr Fran Mann
- Cr Karen May
- Cr Ayril Paton
- Cr Ross Walker



Deputy Mayor **Karen May**

Cr Karen May's vast local government experience, which totals more than 16 years, will hold her in good stead for her role as Deputy Mayor in the current council. The most experienced councillor on council, she was a councillor, deputy mayor and mayor of the former Sarina Shire Council. As mayor, she led Sarina through amalgamation with Mackay City and Mirani Shire councils in 2008. She is a strong advocate for issues in our region and played a leading role in recovery from Cyclone Debbie and bushfires. As Deputy Mayor, she is a key support for Mayor Greg Williamson on the Local Disaster Management Group (LDMG).

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Cr Martin Bella

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

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Cr Laurence Bonaventura

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

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Cr Justin Englert

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

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Cr Michelle Green

This is Michelle Green's first term as a councillor on Mackay Regional Council but her second foray into local government. Her passion for local government began in 2016 when elected as a councillor for Muswellbrook Shire Council in the Upper Hunter Valley in New South Wales. She and her husband are Mackay born and raised and after travelling extensively have returned to the region to raise their children in the Northern Beaches. Cr Green is a qualified exercise physiologist, has a passion for active living, and is a member of the Sports and Recreation Advisory Committee and the Mountain Bike Alliance. She is a future-forward strategic thinker, motivated to promote economic diversity and embrace the 4th Industrial Revolution to enable our communities to evolve and thrive in a rapidly changing future. Cr Green sits on the Water and Waste Advisory Board, LAWMAC, Sustainability and Environment Committee and Invest Mackay Committee. She has extensive experience in the METS sector, having been a past winner of Operator of the Year in the Queensland Women in Mining Awards.

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Cr Belinda Hassan

This is Cr Belinda Hassan's first term on local government. She is a fifth-generation Mackay region local with a proven passion for supporting the community through both her professional work and volunteer efforts. The former manager of Mackay Funerals and Sarina Funerals is also committed to several community organisations, including Samaritan House Women's Domestic Violence Shelter, Zonta Club of Mackay, the Domestic Violence Resource Service/Mackay Women's Centre. She is also a member and past-President of the Sarina Lions Club, past-President of the Rotary Club of Mackay Sunrise, and previous volunteer member of Cancer Council Queensland, Mackay Region Suicide Prevention Network and Road Accident Action Group (RAAG). A top priority for Cr Hassan is for all residents to have access to activities and events that promote healthy and active lifestyles including sporting, recreational and outdoor activities. Since joining council, she's been appointed to the Sport and Recreation Advisory Committee and the Sports Expo and Sign-on Day working group.

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Cr Alison Jones

This is Cr Alison Jones' third term on council, with her first local government experience dating back 16 years. She served as a councillor on the then Mackay City Council in 2004-2008 prior to amalgamation with Sarina and Mirani councils. She was also councillor on Mackay Regional Council for the 2012-2016 term before being elected again in 2020. Cr Jones has lived in Mackay for 40 years and has had a diverse career, including as a licensed excavator, forklift operator, stevedore and meat work supervisor and registered trainer. She has driven trucks at the mines and managed a drug and alcohol testing company. Since 2016, she had spent time working in the NDIS sector advocating for people with disabilities. Her more than 20 years of volunteer experience includes work with the Red Cross, Mackay Drop-In Centre, Mackay Training and Employment and the Health Rural Communities Program. Cr Jones is a member of council's Community Grants Advisory Committee, the Local Buying Foundation, the Sports Expo and Sign-on Day working group and the Sustainability and Environment Advisory Committee.

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Cr Fran Mann

Cr Fran Mann, a second-term councillor, has a passion for the region’s heritage and history. She is chair of the Character and Heritage Advisory Committee, as well as a council representative on the Combined Museums Committee. Cr Mann is also once again a key representative on the Regional Arts Development Fund Advisory Committee this term and a member of the Sarina Field of Dreams Advisory Committee. Cr Mann has a strong understanding of council operations as she worked in the finance program for more than nine years prior to being elected as a councillor in 2016. She is also a board member of the Mackay Housing Company, Pioneer Landcare Group and Sister Cities Mackay. As a long-term resident, Cr Mann attended primary and secondary schools in the Pioneer Valley and is a passionate advocate for all parts of our region. Prior to joining council as an employee, she had experience in a diverse range of industries and held roles in retail and real estate. She actively participates with many groups, including Zonta International and Friends of Morag McNichol Reserve.

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Cr Russell Seymour

Cr Russell Seymour, a builder by trade, is serving his first term on Mackay Regional Council. Born and raised in the Pioneer Valley, he’s operated his building business in the region for more than 30 years. He decided he wanted a break from the building industry to focus on giving back to the community. Cr Seymour entered council to be a voice of the people, especially rural communities, and has pledged to be a “plain speaker”. He’s keen to promote the region’s tourism industry, advocate for our local building industry, improve our roads and revitalise the Mackay City Centre. Cr Seymour is a member of council’s Community Grants Committee and the Sports Expo and Sign-on Day working group. He’s also a council representative on the Roads Accident Action Group (RAAG). A director of Wests Leagues Club for the past 18 years, he was involved in the recent rebuild of the new bowls green at that Walkerston club. He believes this is an example of the types of council and community partnership projects that can make huge differences throughout our region.

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Cr Pauline Townsend

Cr Pauline Townsend, who is serving her first term on council, has strong connections with the business community. Much of her early career was in recruitment for the long-term unemployed. With additional experience in administration, sales and business development roles, including working with the Chamber of Commerce and Industry Queensland, she started her own small business consulting firm eight years ago. She’s also well-known through her volunteer and fundraising efforts, including her involvement in not-for-profit groups like Make-A-Wish Foundation, Rotary and the Engedi Inc Disability Accommodation Services and Nude Lunch committees. She loves that Mackay employed Australia’s first ovarian cancer care nurse, made possible thanks to community support and the fundraising efforts of the Nude Lunch. Born and raised in Mackay, Cr Townsend has a passion for the region and its people. She is a council representative on the Visual Arts Advisory Committee, the Community Grants Advisory Committee and the Mayor’s DV Taskforce.

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CORPORATE STRUCTURE

CHIEF EXECUTIVE OFFICER

EXECUTIVE OFFICE

LEGAL SERVICES

COMMUNITY AND CLIENT SERVICES

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

ORGANISATIONAL SERVICES

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

DEVELOPMENT SERVICES

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

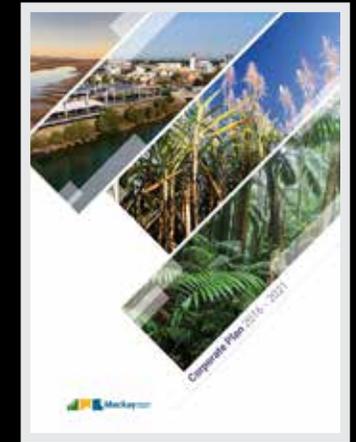
CAPITAL WORKS

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

ENGINEERING AND COMMERCIAL INFRASTRUCTURE

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

CORPORATE PLAN



“THE OPERATIONAL PLAN 2019-2020 OUTLINED HOW MACKAY REGIONAL COUNCIL WOULD PROGRESS THE IMPLEMENTATION OF ITS CORPORATE PLAN. IT CONTAINED 90 ACTIONS ALIGNED TO THE EIGHT KEY PRIORITIES IN THE CORPORATE PLAN, WITH QUARTERLY TARGETS SET FOR EACH ACTION. PROGRESS AGAINST THE OPERATIONAL PLAN WAS FORMALLY REPORTED TO THE COUNCIL EVERY QUARTER AND COPIES WERE MADE AVAILABLE TO THE PUBLIC. AT THE END OF THE YEAR, 76 OF THE 90 ACTIONS WERE FULLY COMPLETED WITHIN TARGET AND FULL EXPLANATIONS WERE PROVIDED FOR THOSE BELOW TARGET.”

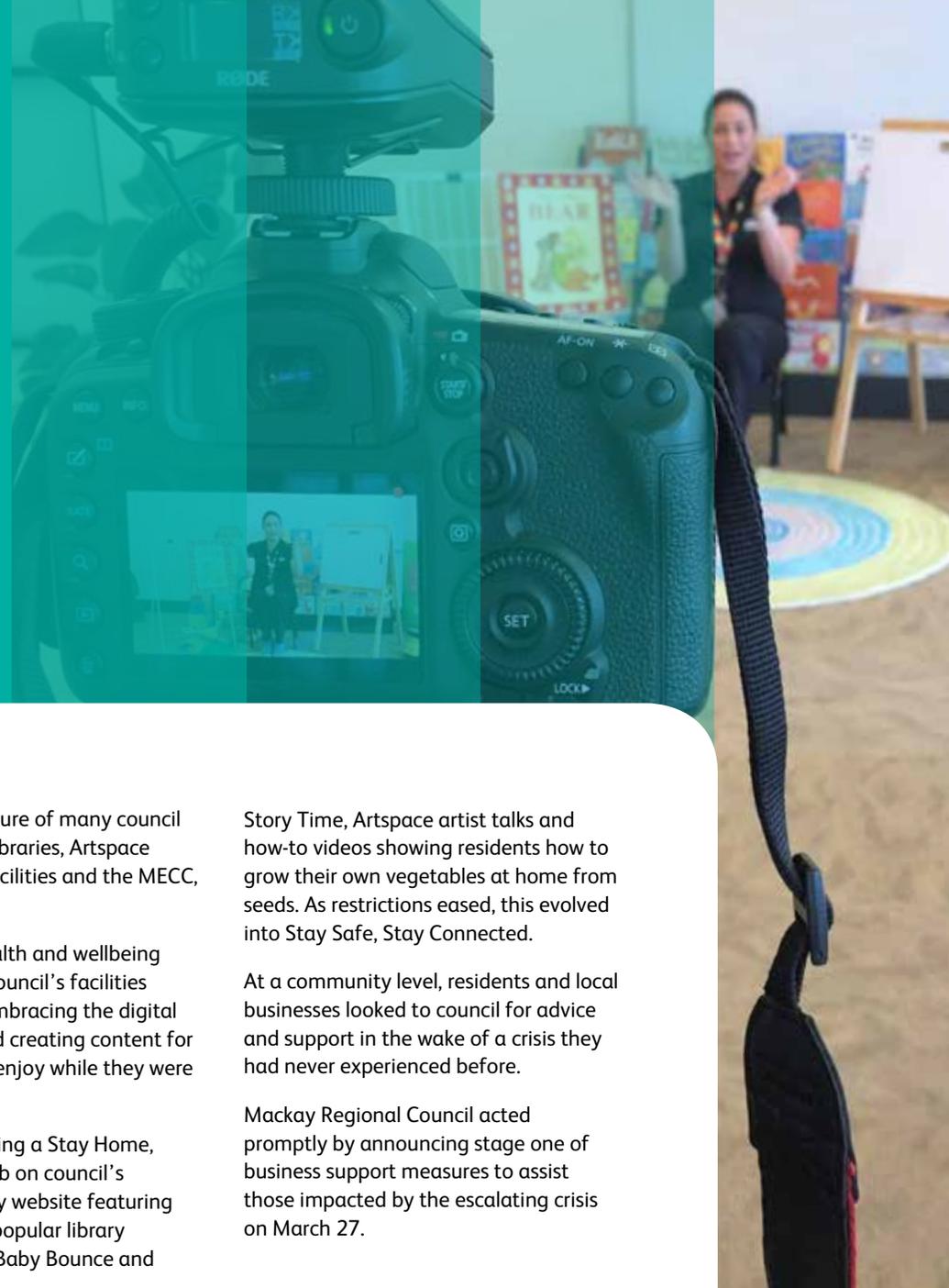
- MICHAEL THOMSON - CEO

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

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

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

COVID-19



The novel coronavirus (COVID-19) pandemic that spread across the globe at alarming speed in early 2020 presented unparalleled challenges for Mackay Regional Council.

On March 22, a lockdown was imposed for Queensland, with non-essential services forced to close to the public.

By March 30 more severe restrictions were put in place that limited groups of more than two people from different households from being together and banned people from being outside their homes, except for reasons considered essential, such as work, groceries,

exercise or medical reasons.

The effects of the virus and the associated lockdown required a swift and integrated approach from council to limit the negative impacts felt across the community relating to community health, social wellbeing and the economy.

Council formed a COVID-19 Management Response Group to guide the direction of council's response as the Local Disaster Management Group moved its activation status to "Stand Up".

From a business perspective, the lockdowns forced the cancellation of

events and the closure of many council facilities, such as Libraries, Artspace Mackay, aquatic facilities and the MECC, just to name a few.

With residents' health and wellbeing in mind, many of council's facilities adapted quickly, embracing the digital world we live in and creating content for the community to enjoy while they were stuck at home.

This included creating a Stay Home, Stay Connected hub on council's Connecting Mackay website featuring digital versions of popular library programs, such as Baby Bounce and

Story Time, Artspace artist talks and how-to videos showing residents how to grow their own vegetables at home from seeds. As restrictions eased, this evolved into Stay Safe, Stay Connected.

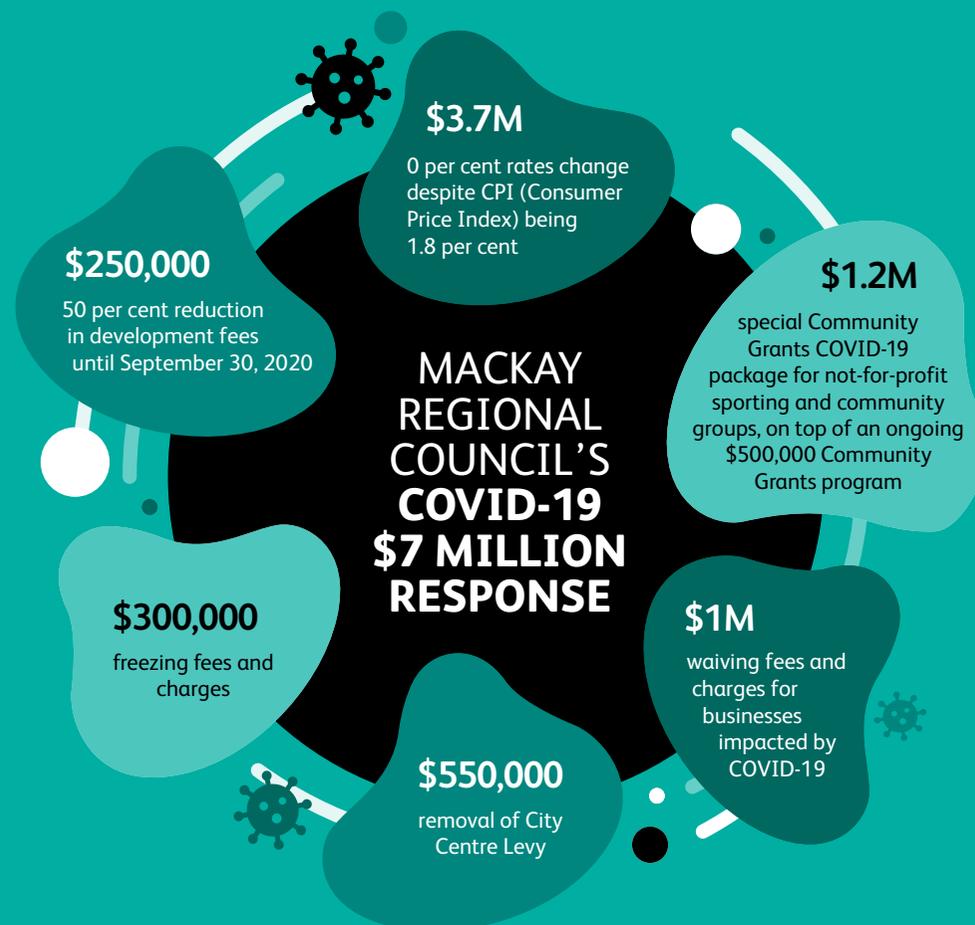
At a community level, residents and local businesses looked to council for advice and support in the wake of a crisis they had never experienced before.

Mackay Regional Council acted promptly by announcing stage one of business support measures to assist those impacted by the escalating crisis on March 27.

STAGE ONE MEASURES INCLUDED:

- Waiving footpath dining and trading fees, food and vendor charges and licence fees for accommodation, swimming and relevant businesses impacted by COVID-19 in the 2020-2021 financial year
- Refunding all fees or charges for events cancelled due to COVID-19
- Setting trade waste licence fees to \$0 for businesses impacted as a result of the virus for the 2020-2021 financial year
- Setting the backflow licence fee for businesses impacted by the virus for the 2020-2021 financial year to \$0
- Applying a 50 per cent reduction in developer application fees for a six-month period between April and September 30, 2020
- Extending the period of due date payment (deferral) of rates due in September 2020 by three months for all ratepayers
- Payment terms for creditors were amended so that they were to be paid in less than 30 days if invoice approval was available
- Free parking was introduced in the City Centre's main car parks from April to June 30, 2020. Compliance checks with timed parking areas continued
- Reducing the losses incurred by operators of council facilities, such as aquatic facilities, because of the closure of these facilities
- Waiving park booking fees from April 1 to June 30, 2020.

The stage one business support measures were supplemented by a generous council budget, which was adopted on Wednesday, June 24. About \$7 million in measures were included as part of the 2020-2021 Budget to assist businesses and residents with COVID-19 recovery. The \$306 million budget forecasted a deficit of \$5 million due to council's COVID-19 assistance measures and substantial reductions in revenue, but it was a necessary shortfall considering the unprecedented nature and impact of the crisis.



To ensure this significant period in our history is never forgotten, Mackay Regional Council Libraries also reached out to residents asking them to submit their personal stories and experiences about how COVID-19 affected them. These contributions will be included in the Libraries' Heritage Collection to create a present-time narrative that will preserve this chapter in our lives in time. This will allow future generations to reflect on what we did – or couldn't do – and how we felt during this pandemic.

ECONOMY

FAST FACTS

IN 2019-2020 COUNCIL:



Provided funding support to 31 events and conferences through our Invest Mackay Events and Conference Attraction Program



Injected an estimated \$27 million into the local economy through that program



Approved concessions for seven developments through our Facilitating Development in the Mackay Region Policy



These seven approvals have a combined estimated economic output of \$51.14 million and are estimated to create 140 construction jobs



Met with developers and consultants regularly to discuss upcoming and ongoing projects



Approved 368 new lots



Received 416 development applications



Handled 1317 planning advice enquiries

Valued Mackay's building applications at \$353,767,061, including \$135,454,265 in residential applications





INVEST MACKAY CONTINUES TO DELIVER

COVID-19 and the subsequent halting of public events and gatherings had unprecedented implications for the events industry.

Mackay Regional Council is a proud supporter of attracting events and conferences to our region and recognises the role of events in building social capital, encouraging community participation and generating tourism and economic opportunities.

Council has continued its support of the events industry through the Invest Mackay Events and Conference Attraction Program by investing another \$1 million budget for the funding initiative this financial year.

That investment helped attract 31 events and conferences to the region, which is anticipated to inject about \$27 million into the economy. Due to the COVID-19 mass gathering restrictions, there were a large number of events that have been postponed until 2021.

Major events and conferences supported by the program and staged or secured in 2019-2020 included:

- 2019 Queensland State BMX Championships (held September 26-28)
- 2019 Sarina Ute Muster (held October 5-7)
- 2019 Brisbane Heat Rebel Women's Big Bash League (held November 2-3)
- 2020 BOMNet Conference – Stage Queensland (held February 24)
- 2020 AFLW Match – Gold Coast Suns vs Geelong (held March 6)
- 2020 Rocky Trail Fox Superflow Series (held October 10-11)
- Etnies Rumble on the Reef skateboarding championships (held September 21-26)
- 2020 Rumble on the Reef - Wakeboarding (held October 1-3)
- 2020 Australian National Kitefoil Series and Queensland Kitefoil Championships (held October 1-3)
- 2020 Zach Mach Adventure Challenge (held October 3-4)
- 2021 MAD Mountain Bike Mackay Cup (to be staged in 2021)
- 2021 Great Barrier Reef Arena Bash for Cash (to be staged in May 2021)
- 2021 Beach Motorcycle Races at Grasstree Beach (to be staged in July 2021)
- 2021 NQ's Rock 'N Country (to be staged in August 2021)



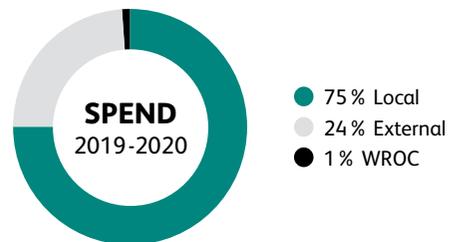
PLANNING SCHEME AMENDMENT TO BOOST RV TOURISM

Council amended the Mackay Region Planning Scheme to allow RV grounds, with 10 sites or less, to be established without the need for a development application. The camping market contributed over \$7 billion annually to the Australian economy and that figure was anticipated to continue to rise.

This amendment will support private sector growth by reducing red tape for existing tourism providers and creating opportunities around our nature-based tourism assets. The flow-on economic benefits for our local tourism industry are expected to be substantial.

LOCAL SPEND REMAINS STEADY

Area	2018-2019	FYTD	2019-2020	FYTD
Local spend (Mackay region)	\$172,717,150	89 %	\$155,826,695	75 %
Regional spend (WROC area)	\$826,197	1 %	\$634,059	1 %
External spend	\$19,551,940	10 %	\$49,499,422	24 %



COMMUNITY SUPPORT HELPS LAND QANTAS FOR MACKAY

Mackay was announced as the preferred location for a second Qantas Group Pilot Academy site in July 2019.

The strength of a submission by the Greater Whitsunday Alliance (GW3) helped put Mackay in the mix of more than 60 applications around Australia, which was then shortlisted to nine. This was boosted by the backing of the State Government, community support, a media campaign and community leaders who had met face-to-face with Qantas. When first mooted, it was proposed that a pilot training academy could create around 2000 to 3000 jobs in a regional city the size of Mackay. However, recent impacts on the tourism and airline industry due to COVID-19 may affect Qantas' plans regarding the pilot academy.

“WE’LL WORK CLOSELY WITH THE STATE GOVERNMENT, THE AIRPORT AND QANTAS TO MAKE SURE WE’RE DOING EVERYTHING WE CAN AS A COMMUNITY TO FAST-TRACK WHATEVER HAPPENS IN MACKAY WITH THE SECOND TRAINING ACADEMY.”

- MAYOR GREG WILLIAMSON

MOUNTAIN BIKE PARK PROJECT PEDALS FORWARD

An investigation into the feasibility of a mountain bike park in the Pioneer Valley in late 2019 revealed a wealth of opportunities. The business case and feasibility study, prepared by Otium Planning Group and World Trail, considered the trail network concept, construction/maintenance costs and economic benefits.

The Eungella-Finch Hatton Mountain Bike Park will deliver 100km of national-international standard mountain bike track across 11 individual trails as proposed by the business case. Council is working on negotiations with landowners regarding freehold land purchase and is commencing work on a detailed design for the mountain bike park. The total capital cost of the mountain bike park is estimated to be more than \$12 million.

“ THE BUSINESS CASE ESTIMATES THAT THE MOUNTAIN BIKE PARK WILL ATTRACT MORE THAN 22,000 RIDERS ANNUALLY. THIS WILL INCLUDE ABOUT 19,000 NON-RESIDENT VISITORS BY ITS FOURTH YEAR OF OPERATION.”

- MAYOR GREG WILLIAMSON



RESOURCES CENTRE OF EXCELLENCE TO DRIVE INNOVATION IN METS SECTOR

Work on the \$7 million Mackay Resources Centre of Excellence was nearing completion at the end of June 2020, with an official opening held in August 2020. The facility will ensure the Mackay region remains one of the world's best sources for mining expertise and innovation in the mining equipment, technology and services (METS) sector.

Featuring a simulated underground coal mine for training and research, a workshop, laboratory and training rooms, the centre will provide training and education, biomedical research, product innovation and demonstration to help create the jobs and skills of the future. This project was jointly funded by the Queensland Government and Mackay Regional Council.

DEVELOPMENT INCENTIVES KICKING GOALS REMAINING IN PLACE

The Facilitating Development in the Mackay Region Policy was adopted again in 2019. It was first put in place in 2014 and is amended annually to ensure it remains the best possible tool for stimulating investment.

The policy's measures, aimed at attracting and stimulating development, had a good conversion rate in terms of approvals translating to projects on the ground. Of 52 approvals, 18 projects have been completed, there are 21 active approvals and only 13 have lapsed. The completed developments, which council supported through concessions of about \$1.1 million, have a combined economic construction value of \$42.82 million and generated an estimated \$89.32 million in economic output and 226 construction jobs.





ROTARY LOOKOUT UPGRADE TRANSFORMS ICONIC LOOKOUT

Work on the Rotary Lookout in North Mackay began in January 2020. The upgrade works involved replacing the current observation deck with an architecturally-designed viewing platform, giving visitors a safe space to enjoy the view in all weather conditions.

This upgrade has transformed the lookout into an iconic tourist attraction for the region, offering an almost 360-degree view of Mackay. Social distancing restrictions due to COVID-19 delayed the completion of this project by a few months and council staff worked with stakeholders to finish construction in the second half of 2020. The \$1,389,375 upgrade is jointly funded by state and local governments, with \$694,687 provided through the Queensland Government's Building our Regions (BoR) program and \$694,688 from Mackay Regional Council.

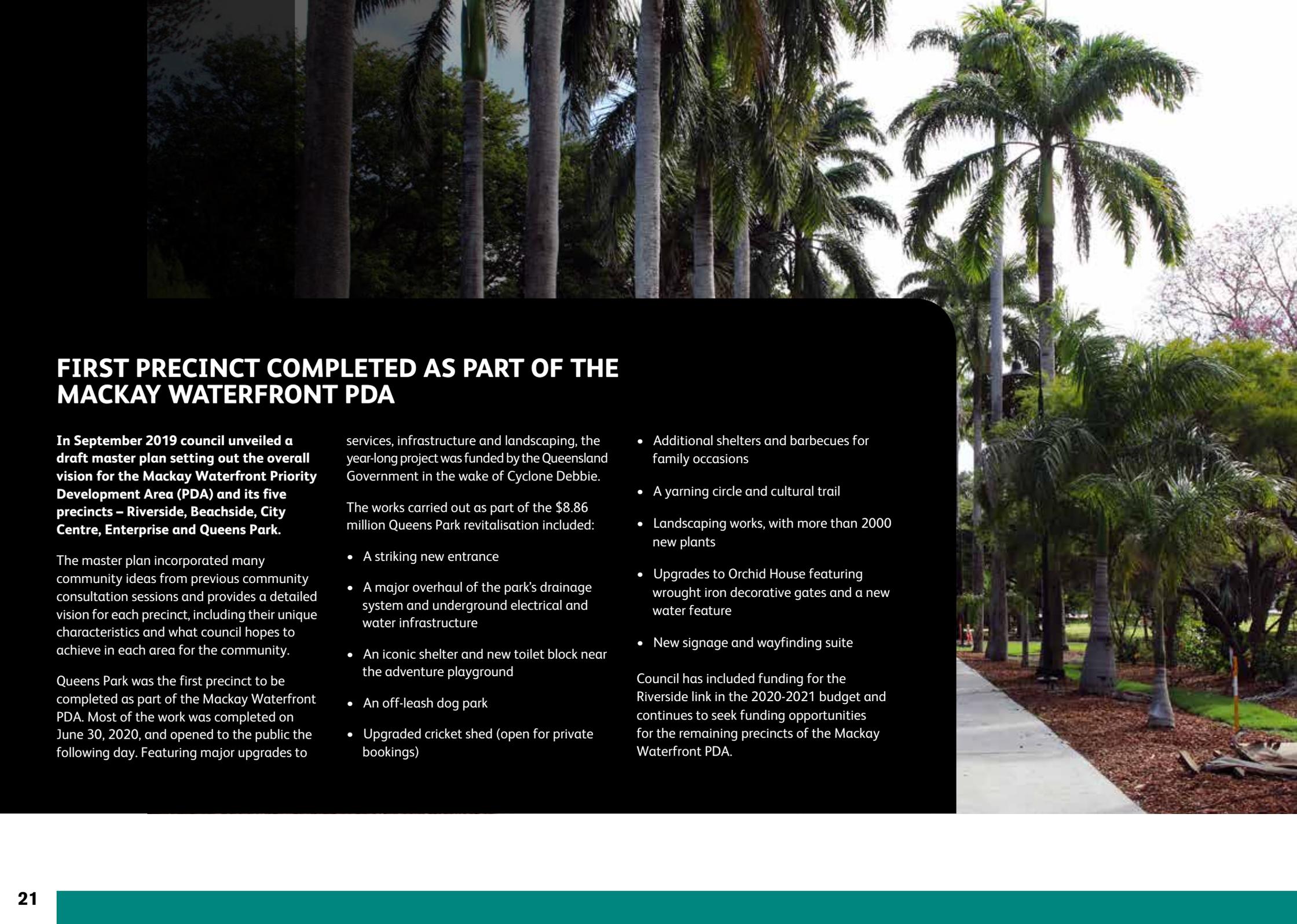
INNOVATIVE COMMUNITY GROWTH PROFILES SHOW REGION'S GROWTH

The population of Mackay's Northern Beaches is tipped to grow by 10,673 residents, or 53.6 per cent, by 2036. It is by far the biggest growth area, with the next closest being Mackay's City Centre, which is forecast to grow by 3408 residents in the next 18 years. Sarina and Beaches (1889) and Andergrove-Beaconsfield (1795) come in next.

This information is all available through council's innovative new Community Growth Profiles, which can be found on council's website. Profiles have been created for 18 areas that will experience population growth in the region. The profiles combine Australian Bureau of Statistics (ABS) data, council growth scenarios and local insights to present a unique growth outlook for each community up to 2036.

"WE'RE ONE OF THE FEW COUNCILS PRODUCING OUR OWN GROWTH MODELLING PROJECTIONS AND FOR THE FIRST TIME WE ARE USING THIS DATA IN THE PUBLIC ARENA."

- MAYOR GREG WILLIAMSON



FIRST PRECINCT COMPLETED AS PART OF THE MACKAY WATERFRONT PDA

In September 2019 council unveiled a draft master plan setting out the overall vision for the Mackay Waterfront Priority Development Area (PDA) and its five precincts – Riverside, Beachside, City Centre, Enterprise and Queens Park.

The master plan incorporated many community ideas from previous community consultation sessions and provides a detailed vision for each precinct, including their unique characteristics and what council hopes to achieve in each area for the community.

Queens Park was the first precinct to be completed as part of the Mackay Waterfront PDA. Most of the work was completed on June 30, 2020, and opened to the public the following day. Featuring major upgrades to

services, infrastructure and landscaping, the year-long project was funded by the Queensland Government in the wake of Cyclone Debbie.

The works carried out as part of the \$8.86 million Queens Park revitalisation included:

- A striking new entrance
- A major overhaul of the park's drainage system and underground electrical and water infrastructure
- An iconic shelter and new toilet block near the adventure playground
- An off-leash dog park
- Upgraded cricket shed (open for private bookings)

- Additional shelters and barbecues for family occasions
- A yarning circle and cultural trail
- Landscaping works, with more than 2000 new plants
- Upgrades to Orchid House featuring wrought iron decorative gates and a new water feature
- New signage and wayfinding suite

Council has included funding for the Riverside link in the 2020-2021 budget and continues to seek funding opportunities for the remaining precincts of the Mackay Waterfront PDA.

MACKAY WATERFRONT EOI PROCESS TESTED APPETITE FOR PRIVATE INVESTMENT

Six council-owned freehold sites in the Mackay Waterfront Priority Development Area (PDA) were earmarked as potential catalysts for exciting inner-city projects. Such projects would support the revitalisation of the City Centre and proposed waterfront public realm upgrades near these sites.

Council gauged interest in the development potential of those sites through an Expressions of Interest (EOI) process.

Mayor Greg Williamson said calling for expressions of interest was an opportunity to test the market appetite for development through private investment. The sites range from the former Retravision building in Wood Street to two waterfront properties in River Street.

“IT IS A COST-EFFECTIVE WAY TO IDENTIFY OPTIONS FOR DEVELOPMENT OF THE LOTS, ESPECIALLY AS COUNCIL HAS NO FIRM VIEW ON POSSIBLE PROJECTS.”

- MAYOR GREG WILLIAMSON





MIRANI COMMUNITY PRECINCT

Concept design is under way for the Mirani Community Precinct project and will assist in seeking external grant funding to deliver the project. The project is estimated to cost \$5 million and aims to transform council's aged facility into a vibrant community and tourism destination, addressing liveability and amenity issues through the redevelopment of the existing Pioneer Valley Museum area.

Subject to funding, the dilapidated buildings will be replaced with a contemporary facility that includes a quality museum and an enhanced library service, community meeting rooms, youth facilities, public toilets and improved visitor parking and a tourist rest area.

GRANTS CREATE ICONIC ATTRACTIONS

Council's Activate My Place (AMP) placemaking grant program returned in 2020. The program assisted in funding two iconic tourism drivers last financial year, including the revitalisation of Slade Point water tower and Fifth Lane in the City Centre. This year's successful applicants were the Mackay Hospital Foundation and the Finch Hatton Progress Association, and they received funding valued at \$8490.

The Mackay Hospital Foundation will use the funding to establish an Indigenous meeting place and healing garden at Mackay Base Hospital that will support and preserve Aboriginal and Torres Strait Islander language, arts and culture within the hospital.

The Finch Hatton Progress Association will begin work on stage two of the Finch Hatton Flood Wall. Stage two involves installing large sepia photographs to the already painted flood wall near the entry to the showgrounds. A local artist has sourced images from pioneering families in the immediate area showcasing various historical scenes involving the cane industry.

AMP grants cover up to 80 per cent of a project budget and can be used to deliver programs, projects and/or events that enhance the amenity, activity or appearance of a place.



Find your next career on the local platform

mackayregionjoblink.com.au

EMPLOYMENT OPPORTUNITIES AT YOUR FINGERTIPS

Mackay Region Joblink, a web platform run by council, saw a surge of listings in June. This local platform offers a free service for job seekers looking for their next career and for employers in the region to advertise their vacant jobs.

Mayor Greg Williamson said it was a great initiative for job seekers and businesses to be a part of, especially considering the impacts of COVID-19 on many industries.

“MACKAY REGION JOBLINK IS A FANTASTIC ONE-STOP-SHOP FOR LOCAL JOBS ACROSS A VARIETY OF INDUSTRIES INCLUDING TRADES, HEALTHCARE, AGRICULTURE, GOVERNMENT AND SO MANY OTHER INDUSTRIES.”

- MAYOR GREG WILLIAMSON



EMPLOYEE PROFILE

**Joanna Harvey,
Tourism and Events Trainee**

Joanna is completing her Certificate IV in Travel and Tourism through a 24-month traineeship in council's Economic Development department. As part of this role she has been involved with the Invest Mackay Events and Conference Attraction Program, which is a strategy that attracts leisure and business events to the region. She also works and trains at the award-winning Sarina Sugar Shed.

“THIS OPPORTUNITY HAS GIVEN ME A GREAT INSIGHT INTO THE TOURISM SECTOR, AND I'VE ENJOYED LIAISING WITH BOTH LOCAL AND NON-LOCAL EVENT ORGANISERS.”



EXPERIENCED CONTRACTOR HOOKED FOR PIER PROJECT

Specialist civil construction company Casa Engineering landed the \$1.7 million contract to construct the new Hospital Bridge Fishing Pier in July. The original timber pier was damaged beyond repair by Cyclone Debbie in 2017.

The new and improved L-shaped pier extends 15m into the river before turning 90 degrees and extending a further 11m downstream. The pier is wheelchair accessible and includes seating and rod holders.

“THE PIER HAS BEEN DESIGNED TO WITHSTAND DEBRIS IMPACTS DURING A MAJOR FLOODING EVENT. IT WILL HAVE CONCRETE PILES AND WILL BE 'L' SHAPED FACING DOWNSTREAM.”

- MAYOR GREG WILLIAMSON

CHINESE NEW YEAR

Mackay Regional Council celebrated the Chinese New Year in the Mackay City Centre on February 8 for the Year of the Rat.

Wood Street was transformed into a mini China Town and performances by Chinese dragon and lion dancers entertained Wood Street diners between 6pm and 9pm.

COUNCIL FINALISES WAVE POOL EOI PROCESS

Council made the financially responsible decision to not seek tenders from commercial operators for a wave pool.

After considering the expressions of interest for a wave pool in the region and noting the level of financial assistance that would be required, council decided to not proceed to shortlist or request tenders from the expressions of interest.

“FROM THE SUBMISSIONS WE RECEIVED, IT WAS CLEAR THAT SIGNIFICANT COUNCIL INVESTMENT WOULD BE NEEDED FOR SUCH A PROJECT TO BE VIABLE IN MACKAY AT THIS TIME.”

- MAYOR GREG WILLIAMSON



STRATEGIES WILL HELP DRIVE THE REGION'S FUTURE ECONOMIC GROWTH

The Economic Development Strategy 2020-2025 and Mackay Region Events Strategy 2020-2025 were adopted at a council meeting on November 27, 2019. Extensive consultation was undertaken to develop both strategy documents.

The Economic Development Strategy identifies a vision of encouraging sustainable and diversified jobs and investment in the region while the Mackay Region Events Strategy outlines a vision for the region to be recognised as a leading events destination. Both strategies reflect the Mackay region – diverse, innovative, forward-thinking and full of exciting opportunities.

COMMUNITY PRIDE REGIONAL IDENTITY

FAST FACTS

IN 2019-2020 COUNCIL:



Council offered not-for-profit groups and clubs \$1.2 million worth of COVID-19 Assistance Grants



Had 19,800 people visit Artspace Mackay, with 14,962 participating in the various public programs offered



Received 2000 photo entries for the Mackay Through the Lens photo competition



Attracted a record of 57,434 attendees to Festival of Arts events



Received 124 nominations for eight awards presented at an Australia Day eve gala dinner attended by about 440 guests



Welcomed 360 new Australian citizens at four ceremonies



MACKAY REGION NOT-FOR-PROFITS TO GET \$1.2 MILLION

From Thursday, June 25, not-for-profits in our region who were impacted by COVID-19 could reach out for financial assistance from council.

In its 2020-2021 budget council approved a \$1.2 million special COVID-19 grants package for not-for-profit sporting and community groups. Mayor Greg Williamson said the grants would provide additional income to those clubs struggling because of these unprecedented times.

“GROUPS AND CLUBS CAN APPLY FOR UP TO \$5000 TO HELP THEM BACK FROM THE IMPACTS THE PANDEMIC AND ASSOCIATED RESTRICTIONS HAVE HAD ON THEIR FINANCES.”

- MAYOR GREG WILLIAMSON

FOOD DRIVE AIMS TO RESUPPLY CHARITIES

Local charities give away up to 50 food parcels each week to locals in need and to help ease the burden on these charities, council launched an anti-poverty food drive.

The food drive has become a regular campaign during Anti-Poverty Week to contribute food, toiletries and also send a message that people do care.

“POVERTY AND SEVERE HARDSHIP AFFECT MORE THAN A MILLION AUSTRALIANS, AND IN OUR REGION, OUR CHARITABLE ORGANISATIONS ARE ON THE FRONT LINE, REACHING A HAND OUT TO THOSE WHO FALL ON HARD TIMES.”

- MAYOR GREG WILLIAMSON

BEAUTY OF THE MACKAY REGION IN FOCUS

Council launched a photo competition to capture the beauty of our region called Mackay Through the Lens.

The competition ran for the month of October and encouraged residents to explore the Mackay region and submit photo entries to the council website of what they love about living in the Mackay region. The M-A-C-K-A-Y letters were also hidden around the region and people had to find and take a photo with each letter.

The campaign exceeded expectations

- More than 2000 entries were received and the quality was exceptional
- More than 12,000 votes were received for the people's choice category
- The campaign generated social media reach of more than 200,000 with more than 23,000 engagements

“FROM THE LUSH, TROPICAL RAINFOREST OF THE PIONEER VALLEY AND ROLLING CANE FIELDS TO PRISTINE WATERHOLES, DAMS AND BEACHES, THERE ARE UNLIMITED PHOTO OPPORTUNITIES IN OUR BEAUTIFUL REGION.”

- MAYOR GREG WILLIAMSON



The winner of the Mackay Through the Lens competition was Liam Murphy, who took this snapshot of the Slade Point Water Tower.

ARTSPACE MACKAY LAUNCHED FIRST TOURING EXHIBITION IN A DECADE

Violent Salt is a thought-provoking exhibition that gives a voice to marginalised, underrepresented and silenced Australians.

The exhibition went on display in Artspace Mackay's FIELD Engineers Gallery from August.

Artspace Mackay director Tracey Heathwood said Violent Salt was particularly exciting for Mackay as it was an exhibition presented by Artspace Mackay that would go on to tour the country.

“ THIS EXHIBITION ALLOWS US TO SHOWCASE SOME OF THE WORLD-CLASS CONTEMPORARY INDIGENOUS ARTWORKS IN OUR COLLECTION.”

- TRACEY HEATHWOOD, ARTSPACE MACKAY DIRECTOR



MACKAY AND MATSUURA CELEBRATE 30 YEARS

A seriously smooth drop from Sarina's own Sugar Shed distillery was sent to Matsuura, Japan in December 2019.

The limited batch rum was hand delivered by Mayor Greg Williamson, Cr Karen May, Cr Fran Mann and 21 Mackay citizens on their special 30-year anniversary tour in December. The citizens and councillors were guests of honour at the opening of a fantastic new park with a Mackay Regional Council plaque and cherry tree honouring the sister city relationship.

GREENMOUNT HOMESTEAD HOSTED NEW EVENTS

Greenmount Homestead hosted a series of events aimed at bringing the community to the historic homestead. A memorable Spring Picnic event was held on Sunday, October 13.

The historic homestead was the perfect grounds for old-fashioned children's games, chilled-out live music, face painting and free-guided homestead tours. A series of spooky Greenmount After Dark tours were also an amazing success. Tours booked out and there was a waiting list for future tours.



COUNCIL SUPPORTED AUSTRALIA DAY EVENTS

While wet weather dulled some of the festivities, council supported 11 free Australia Day events across the region with \$10,000 in grants.

While only six of the events were able to go ahead, the others were postponed to later dates. Events included beach parties, sausage sizzles, thong throwing and plenty of backyard cricket.

HERITAGE PROJECTS RECOGNISED AT GLITTERING AWARDS CEREMONY

The Friends of Greenmount received a Silver Award and the Sarina Field of Dreams and the 'After the Storm' digital story received High Commendations at the 2019 National Trust Queensland Heritage Awards.

LIBRARIES COLLECT LIDS FOR KIDS

Following a call from residents to find an alternative to sending plastic lids to landfill, council Libraries nominated itself as a collection point for the Lids 4 Kids initiative in Mackay.

Lids 4 Kids collects the lids for Envision, an Australian not-for-profit organisation that trains disadvantaged people to use 3D printers to make mobility aids for child amputees.



GLOBAL GROOVES BROUGHT WORLD CULTURE TO MEADOWLANDS

Global Grooves celebrated diversity and multiculturalism at the Meadowlands Amphitheatre in the Mackay Regional Botanic Gardens on Saturday, October 26, with more than a dozen food vendors with delicacies from across the world.

Queens Park was in the middle of revitalisation works, meaning a move in venue for the popular multicultural event.

“THE FOOD IS AMAZING - WHERE ELSE CAN YOU EXPERIENCE AUTHENTIC FOOD FROM SO MANY DIFFERENT NATIONS, ALL IN THE ONE PLACE?”

- GR JUSTIN ENGLERT



EMPLOYEE PROFILE

Alicia Stevenson, Museums Coordinator

Alicia is based at historic Greenmount Homestead, from where she provides the strategic direction and development of council's museum program, including the vast collection housed in our regional museums. Along with Greenmount Homestead at Walkerston, you will find a museum in the Field of Dreams in Sarina, in the civic precinct in Mirani and in Casey Avenue in Mackay.

“I LOVE MACKAY'S NATURAL ENVIRONMENT AND OUR CULTURALLY RICH AND DIVERSE COMMUNITY. I HAVE A PASSION FOR HERITAGE AND THE HISTORY OF OUR REGION AND ENJOY SHARING IT WITH THE COMMUNITY AND VISITORS TO THE REGION. I BELIEVE MUSEUMS PLAY AN IMPORTANT ROLE IN THE ONGOING DEVELOPMENT OF OUR REGION AND IDENTITY AND AM COMMITTED TO ENSURING THEY HAVE A BRIGHT FUTURE.”



AUSTRALIA DAY AWARD WINNERS HONOURED

Charles (Charlie) Symons was named Citizen of the Year at 2020's Australia Day Awards at the Mackay Entertainment and Convention Centre (MECC). Mr Symons was joined by Young Citizen of the Year Olivia Swindells and Lori Burgess Community Volunteer Award winner Kathryn Andrews as Mackay's major Australia Day Award winners.

There were more than 120 nominations among the eight award categories. The Australia Day Awards ceremony was attended by about 440 people. Other winners included:

- Keith Day, Environmental Achievement Award
- Jana Bassan, Art and Culture Award
- Mackay Hockey Association Inc, Community Group Award
- Emma Forster, Senior Sports Award
- Cooper Whitestyles, Junior Sports Award



FESTIVAL PROGRAM BREAKS RECORDS

The 2019 Festival of Arts delivered a nine-day program that included 21 events offered throughout the Mackay region. All up, the festival attracted a record 57,434 attendees, including 1024 visitors from outside the region. Of those visitors, 113 were international visitors staying in the region for an average of 6.9 nights.

There were 524 performers, including 49 interstate performers. The program also included 120 local businesses, 29 food vendors and 24 market stalls, seven schools, eight local dance and music schools and five local charity groups.

ANZAC SERVICE HELD ONLINE DUE TO COVID-19

Due to the COVID-19 public health directive regarding the cancellation of public gatherings, residents were asked to pay their respects from the safety of their own homes this year.

Council produced a special Anzac Day commemorative video featuring local residents honouring our brave war heroes so that everyone could reflect with their families. Residents were asked to share their family's Anzac stories in the video's comments. The video reached about 19,000 people.

PRIDE IN OUR REGION



COUNCIL SUPPORTS COMMUNITY NAIDOC CELEBRATIONS

NAIDOC festivities kicked off in the Civic Precinct on July 8, 2019, with council's Flag Raising Ceremony.

From 10am there were guest speakers, cultural performances and morning tea and it was a fantastic way to support our local Aboriginal and Torres Strait Islander community and recognise their achievements. Cr Fran Mann said Mackay Regional Council Libraries and Artspace also celebrated NAIDOC Week with a variety of activities, readings and workshops.

"ARTSPACE HAD DROP-IN ACTIVITIES ALL WEEK WHERE YOU COULD TAKE PART IN ART MAKING ACTIVITIES INSPIRED BY YUWIBARA LANGUAGE OF THE MACKAY REGION."

- CR FRAN MANN



SUNRISE HANDS OVER MAYOR'S CHARITY BALL BATON

After raising more than \$600,000 for charity during its 15 years at the helm of the Mayor's Charity Ball, Sunrise Rotary Club of Mackay handed over the reins of the popular event in October 2019. Council and the MECC played a greater role in organisation of the 2019 ball, joining Sunrise Rotary Club representatives on an organising committee.

After raising more than \$121,000 for the Domestic Violence Resource Service at the 2019 event, Sunrise Rotary Club decided there was no better time to transfer responsibility for the event to a newly-formed community committee, which includes representatives from council and the MECC.

"THIS YEAR'S EVENT, WITH ASSISTANCE FROM COUNCIL AND THE MECC, WAS THE BIGGEST AND BEST YET AND WE FEEL IT'S A GOOD TIME TO HAND THE BALL OVER TO THE COMMUNITY."

- SUNRISE ROTARY CLUB PRESIDENT ROZ MAHY



DAILY MERCURY HISTORIC ARCHIVES TO LIVE ON

With the Daily Mercury closing in June, the paper's iconic archives found a fitting home.

The Mackay Regional Council Libraries' Heritage Collection team took delivery of 171 boxes, 40 binders, 15 framed items and one Cross of Lorraine pin given to World War II era Daily Mercury editor Harry Moore by French president Charles de Gaulle. The boxes held all the ingredients – news and editorial files, photos, negatives, supplements, correspondence and features – that have gone into Daily Mercury papers in our region since about 1900.

“IT'S SAD TO SEE MORE THAN 100 YEARS OF MERCURY HERITAGE LEAVE THE BUILDING, BUT IT'S GOOD TO KNOW IT'S GOING TO GOOD HANDS.”

- DAILY MERCURY EDITOR RAE WILSON



EMPLOYEE PROFILE

Jemma Carey, Assistant Manager MECC & Events

Jemma's role includes day-to-day operations of the MECC including assistance with facility and staff management, contractor and client relations, project management of large-scale events at the MECC, BB Print Stadium and a number of outdoor venues, as well assistance with the strategic direction of MECC and events.

Jemma also programs many of the MECC's shows, festivals and entertainment seasons and assists with negotiating a wide variety of performing arts and live music events to support economic, cultural and business development needs while entertaining the Mackay community.

“MACKAY HAS A HUGE SENSE OF PRIDE IN ITS WONDERFUL COMMUNITY AND I AM PROUD TO BE PART OF A TEAM ADDING TO THE VIBRANCY OF THIS WONDERFUL REGION.”

COUNCILLORS OUT AND ABOUT

Councillors and senior management travelled to all parts of our regional footprint in 2019-2020 as part of the Council in Community initiative.

A total of five Council in Community days were held throughout the year.

Public community catch-ups were scheduled in each area.

Month	Area
July 2019	Northern Suburbs
August 2019	Northern Coast and Beaches
September 2019	Mackay City
October 2019	Southern Region
November 2019	Western Region

HEALTH AND WELLBEING

FAST FACTS

IN 2019-2020 COUNCIL:



Catered for 403,434 visitors to our six aquatic facilities, up from 342,496 last financial year



Had 80 exhibitors and more than 2000 seniors through the gates of the big shed for the Mackay Seniors Expo in 2019



Drew a crowd of 8000 to our annual Sports Expo and Sign-on Day, with a record number of clubs on display



Delivered Active in the City exercise programs to 1080 people



Officially adopted The Mackay Aquatic Strategy



Recognised the Memorial Swimming Centre as a “valuable community asset”



Helped 75 clubs “Return to Play” after COVID restrictions eased



Awarded Community Grants for the year totalling more than \$555,000



1 WORLD-CLASS SPORTING COMPLEX (MACKAY ARC)
1 INTERNATIONAL SPORTS STADIUM (BB PRINT STADIUM)



1 BLUEWATER TRAIL (SHARED PATHWAY AROUND THE CITY)
9 SKATE PARKS



4 SWIMMING POOLS
THREE-TIERED BLUEWATER LAGOON



13 COMMUNITY HALLS
1 YOUTH CENTRE



1 MOBILE LIBRARY
5 LIBRARIES

COUNCIL ASSISTS WITH RETURN TO PLAY

Following Queensland Health's COVID response, the reintroduction of activities were a key focus for State Government, specifically community sport. "Return to Play" was the State Government's COVID-Safe guidelines that sporting clubs and organisations needed to adhere to in order to recommence activity.

As the local contact, and in many cases the land owner, clubs and organisations came to council for advice and/or landowner's consent. In May and June 2020, the Community Programs team engaged with and assisted 77 clubs and organisations with implementing their Return to Play and COVID-Safe plans.

COUNCIL ADOPT MACKAY REGIONAL AQUATIC STRATEGY

Council adopted its Mackay Regional Aquatic Strategy in November 2019. The strategy identified the Northern Beaches as being underserved by access to aquatic facilities.

It recommended a feasibility study be carried out to investigate the creation of a new aquatic facility to meet community needs in the Northern Beaches. It also flagged the need to investigate the opportunity for aquatic elements to be included into future planning of the development of the Northern Beaches Community Hub.

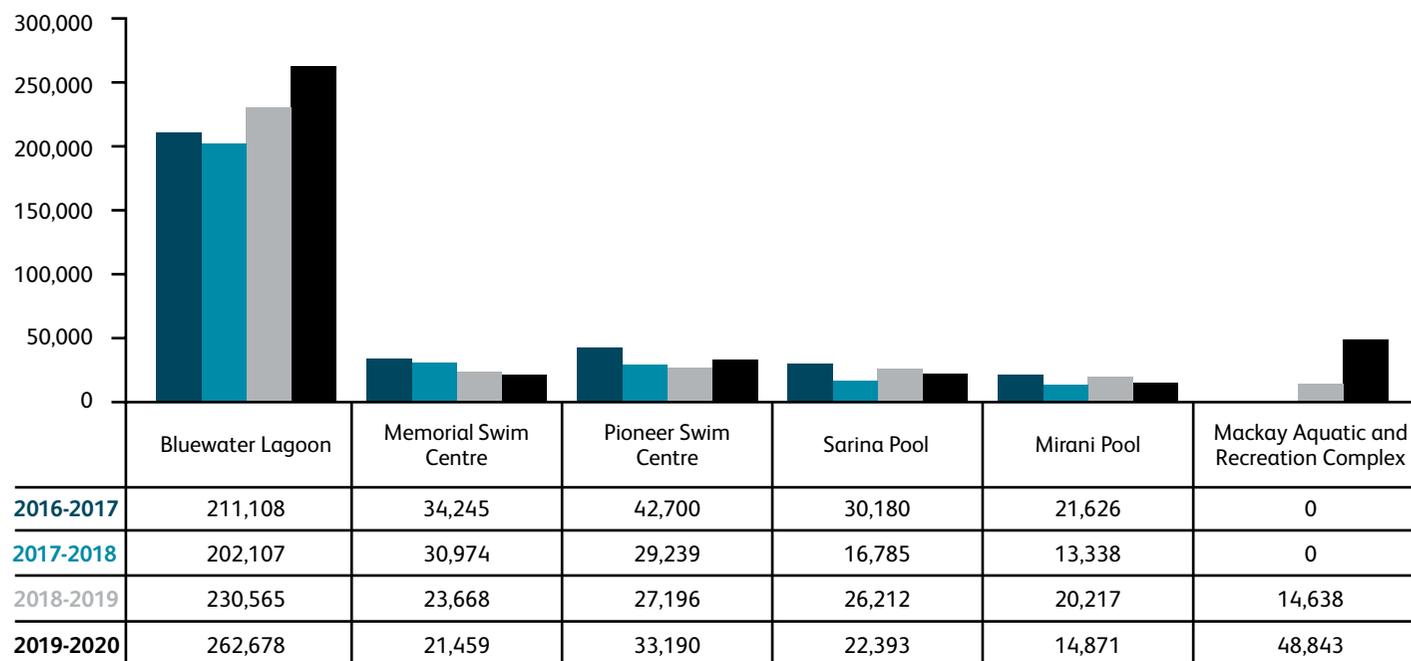


MACKAY SENIORS EXPO 2019 A SUCCESS

Thousands of seniors turned out for an action-packed Seniors Expo on August 20, 2019, at the big shed at Mackay Showgrounds.

The event was an outstanding success with more than 2000 people coming through to try a new sport, collect valuable information, get a health check, look at exciting deals for seniors, test drive a new scooter, look at adopting a senior pet and find out more about interesting outlets for their free time.

AQUATIC FACILITIES ATTENDANCES FINANCIAL YEAR COMPARISON





MEMORIAL SWIM CENTRE FUTURE TO MEET COMMUNITY NEEDS

In September, council formally recognised the Memorial Swim Centre as a “valuable community asset”.

It also recognised the importance of the Second World War memorial aspect of the Memorial Swim Centre site to take the next steps in planning for its future. A community reference group consisting of relevant stakeholders was established to help inform redevelopment plans. Contractor Belgravia Leisure was awarded a new operating contract to June 2022.



BIGGEST SPORTS EXPO IN EVENT'S HISTORY

Upwards of 8000 people came out to chat to exhibitors at the 2020 Optus Sports Expo and Sign-on Day. It was the first time the expo had expanded from the main MECC plenary halls to also include the north foyer and an outdoor area.

More than 120 stallholders attended in 2020, up from previous years, so the extra room helped accommodate that added interest. Dozens of come-and-try activities complemented demonstrations in three jam-packed active zones.

“I LOVE THE NEW LAYOUT - IT ALLOWED STALLHOLDERS TO TALK TO RESIDENTS LONGER WITHOUT THE NEED TO MOVE PEOPLE ON.”

- MADONNA BURGESS, OPTUS MACKAY

TARGET SHOOTING RETURNS TO MT VINCE RIFLE RANGE

The first shots since 2017 were fired at Mt Vince Rifle Range on February 23.

Council helped secure the future of the rifle range when it agreed to purchase the 170-hectare site from the Department of Defence in 2018 for the nominal price of \$1.

Without the off-market purchase, the site would have remained closed to shooters as it was among surplus assets being disposed of by the Department of Defence.



CYCLONE SATURDAY – YOUR ONE-STOP-SHOP FOR BEING PREPARED

Cyclone Saturday was held on Saturday, November 16, from 8am to 1pm in Caneland Central near Sportsgirl.

The event was timely, as 42 councils in Queensland had been declared a state of fire emergency at the time as part of the bushfire crisis.

The event is held annually and is an opportunity for residents to speak with a diverse range of emergency experts and agencies, collect a copy of council's free Emergency Action Guide, as well as learn about our online Emergency Dashboard.

“COUNCIL'S ONLINE DASHBOARD IS A GREAT TOOL THAT RESIDENTS SHOULD HAVE SAVED ON THEIR DIGITAL DEVICES. IT PROVIDES YOU WITH VITAL INFORMATION SUCH AS ROAD CONDITIONS, POWER OUTAGES, WEATHER WARNINGS, RIVER HEIGHTS AND A DIGITAL VERSION OF OUR EMERGENCY ACTION GUIDE.”

- MAYOR GREG WILLIAMSON



NORTHERN BEACHES COMMUNITY WELCOMES NEW RECREATIONAL FACILITIES

Camilleri Street District Park was officially opened on December 12, 2019, and has proven extremely popular with Northern Beaches youth.

The upgrades included:

- A youth hub featuring a skate park, pump-track, a half basketball court and hit-up wall
- New public amenities
- Boardwalk and footpath connectivity from Barber Drive to Camilleri Street car park
- Additional shelters, an electric barbecue, picnic tables and bench seats
- Water bubbler and rubbish bins
- Off-leash dog park.

The project was jointly funded between Mackay Regional Council and the Queensland Government who helped fund the project through a \$1 million election commitment.

RESIDENTS GET ACTIVE IN THE CITY

Our Active in the City program continued throughout the 2019-2020 financial year and adapted well to COVID regulations. Three activities were provided:

- Time Out Tai Chi – Balance Minder by Leanne Simpson (March 2 to June 29)
- Zumba with Elena (February 2 to May 10)
- Aqua Fitness with Sue (February 1 to March 21)

Time Out Tai Chi and Zumba sessions were held at the Bluewater Quay and online during the COVID lockdown. Aqua Fitness was held at the Bluewater Lagoon.

In total 1080 people participated in the programs, including 331 participants who participated online during lockdown.



NORTHERN BEACHES COMMUNITY HUB SITE ANNOUNCED

A site for the Northern Beaches Community Hub was selected in Rural View, with land purchases finalised in April 2020. The 3.7-hectare site, located between Mackay/Eimeo Road and Rosewood Drive, was purchased by council for \$3.6 million after a review of many options in the Northern Beaches area.

Now that the land is finalised, council will continue the master planning of the site and will then move into the concept design phase within the next six months. While council is still working on the final scope of stage one, the hub will likely contain community meeting spaces, library facilities and other services. Stage two is likely to include some aquatic facilities and other services.

Council received \$6.5 million in funding from the Federal Government as an election commitment and will also be seeking State funding, with the balance to be covered by council.

COUNCIL SUPERSIZES COMMUNITY GRANTS

Council more than doubled its grant program in 2019-2020, by adding an additional category for infrastructure and assets.

Funding included grants for small equipment (up to \$1500), community initiatives, programs, events and upgrades (up to \$7500) and minor infrastructure and assets (up to \$30,000).

Applications were accepted twice during the financial year and local not-for-profit organisations could apply for funding through the following four categories:

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

Grants awarded for the year totalled \$555,594.11. Organisations awarded more than \$7000 are listed to the right.

“MANY NOT-FOR-PROFIT ORGANISATIONS HAVE PROJECTS THEY’D LIKE TO UNDERTAKE FOR THE BENEFIT OF THE COMMUNITY, BUT THOSE PROJECTS CAN SEEM DAUNTING AND UNREALISTIC WITH THE GROUP’S CURRENT RESOURCES. THESE GRANTS GIVE THEM THE FUNDS TO TACKLE THOSE BIGGER PROJECTS.”

- CR FRAN MANN

Applicant	Project description	Amount approved
Mackay Society of Model Engineers	Shed extension at Boundary Road	\$14,300
Mackay Riding for the Disabled Association Inc	Construction of a riding arena roof at Loughlane Court	\$30,000
Mackay Netball Association Inc	Leisure Street hall renovations	\$30,000
Mackay Community Visitors Association	Replacement of a transport vehicle	\$24,750
The Scout Assoc of Australia - Qld Branch Inc (Rowallan Park - Hibiscus Coast Dist)	Upgrade to the ablutions amenities at Glendaragh Road	\$27,147
Sarina Golf Club Inc	Purchase of a Kuboto zero turn mower	\$17,400
Bloomsbury Soldiers Memorial Hall Association Inc	Improvement of hygiene and aesthetics of the toilet blocks	\$7500
YIRS One Stop Youth Shop Inc	Structured program to assist disadvantaged youth to gain their learner licence	\$7000
The Neighbourhood Hub	Implementation of an Early Years Health and Wellbeing Program	\$7500
Sarina Surf Lifesaving Club Inc	Cruisin the Coast Fun Run and Walk	\$7500
Mackay Community Gardens	Installation of a stand-alone solar system	\$7500
Mackay NAIDOC Inc	2019 Mackay Family Day	\$7500
Mackay Kennel Club Inc	Contribution towards the Centenary Show and show weekend	\$7500
Pinnacle Cricket Club Inc	Replacement of cricket pitch	\$7500
Mackay Wanderers Football Club Inc	Purchase of a new mower	\$7500
Mackay Women's Centre	Kitchen and car park renovations at 418A Shakespeare Street	\$25,000
Mackay Lions Soccer Club	Construction of an equipment and machinery storage shed, Cnr Glenpark Street and Beaconsfield Road	\$30,000
Mackay Kart Club	Replacement of ride on mower	\$17,500
Mackay Gymnastics Club Inc	Purchase of two industrial large scale fans	\$12,500
Bakers Creek AFL Club	Replacement of 30-year-old mower	\$18,000
Pioneer Community Kindergarten and Pre-school Inc	Replacement of the fort at High Street	\$20,000
Pioneer Valley Agricultural Show Society Inc	Replacement of the Show Hall ceiling and roof at People's Street	\$20,516
Brothers Cricket Club Mackay Inc	Construction of a four lane cricket training facility at the Bridge Road Vigoro Grounds	\$29,850
Brothers Bulldogs Junior Rugby League (Mackay) Inc	Top dressing of the rugby league fields at Beaconsfield Road	\$15,000



Applicant	Project description	Amount approved
Habana and Districts Progress Association Inc	Purchase of zero turn mower, brush cutter and modifications to storage shed to accommodate mower	\$7017
Southern Suburbs Cricket Club Inc	Refurbishment of the cricket net facility at Abbott Park	\$9645
Pioneer Tennis Inc.	Installation of LED court lighting at Leisure Court	\$14,550
Spinal Life Australia	Contribution towards conducting a capacity review to provide accessibility information	\$7500
Finch Hatton Primary P&C Association	Finch Hatton Playgroup facility upgrade	\$10,000
Cancer Patients Foundation	Contribution towards home delivered confidence kits and virtual workshops	\$7000
Total		\$454,675
Other community grants - Australia Day Grants	Grants to support community festivities and events	\$10,000
Other community grants - Christmas Grants	Grants to support community festivities and events	\$10,000
Total		\$20,000

REGIONAL ARTS DEVELOPMENT FUND (RADF)

This fund is a partnership between council and Arts Queensland that supports one-off, short-term projects that offer professional arts, cultural and heritage opportunities for our community.

The total amount allocated to the RADF program for the 2019-2020 financial year was \$255,400. Of that funding, council successfully secured \$96,000 from Arts Queensland.

Breakdown of RADF allocations	Amount
Allocation for community projects - three rounds at \$46,000 per round	\$138,000
Total additional allocation for community funding pool - from returned and surplus RADF allocations over the 12-month period	NIL
Green Arts round	\$38,611
Council-led initiatives	\$67,400
RADF committee training and program promotion	\$3000
Community Resilience round	\$20,000
Platform round	\$5000
Total	\$272,011

ENVIRONMENT

FAST FACTS

IN 2019-2020 COUNCIL:



Worked with 321 students, 14 teachers and 240 community members to plant 4622 trees, shrubs and groundcovers at Illawong Beach as part of National Tree Day



Added 12 new properties to the Land for Wildlife Program



Worked with Birdlife Mackay to produce a brochure highlighting 11 key birdwatching sites across the region as part of the Birdwatching in Mackay Trail



Worked with 60 members of the local community to plant 500 trees and 350 groundcovers at Camilleri Street District Park



Was the national award winner of the 2019 Parks and Leisure Australia Best Regional/ Rural Industry Contribution Award for Platypus Beach



Started a trial to evaluate the effectiveness of different weed control methods including soil amelioration and steam weeding



Completed 21 priority projects funded from the Natural Environment Levy



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



Was recognised by Nursery and Garden Industry Queensland for the Mackay Natural Environment Centre nursery's best practice irrigation system



Supplied local native plants as gifts for citizenship ceremonies



Supplied over 50,000 local native plants for a huge variety of restoration projects across the region



Supervised over 2655 hours of volunteer activities at the Natural Environment Centre nursery despite being closed for three months due to COVID-19 restrictions



Supported a dedicated team of volunteers to help manage 13.67 hectares of native bushland at Morag McNicol Reserve in Andergrove.



Developed a local coastal plan for McEwens Beach



Upgraded seven beach accesses and constructed three new beach accesses



A BLUEPRINT FOR OUR NATURAL ENVIRONMENT

Our region is incredibly biodiverse, containing many unique ecosystems and iconic landscapes. Council's Environmental Sustainability Strategy seeks to ensure that essential elements of our region's natural environment, including landscapes, waterways, wetlands, coastal areas, native plants, animals and their habitats, are well managed, healthy, resilient and valued by the community.

The Natural Environment Network Blueprint was developed in the 2019-2020 financial year to provide baseline data to develop and integrate long-term environmental targets into council's corporate strategies and plans.

The Blueprint considers 39 metrics as indicators for ecological condition, measuring changes in vegetation extent, habitat connectivity, protected regional ecosystems, threatened ecological communities, wetlands, waterways and the region's conservation estate. Riparian corridors were specifically analysed to assess vegetation buffers in all major river catchments.

At a glance, the analysis revealed that our region retains 70 per cent of its remnant vegetation but highlighted land clearing for development, urbanisation and agriculture as a key threat. This has resulted in significant habitat fragmentation in some areas.

The Blueprint considers local drivers and opportunities to maintain and enhance ecological connectivity across the region and proposes a network of strategic biodiversity corridors to be considered as part of council's Natural Environment Plan which will be reviewed in the next one to two years.



FREE NATIVE PLANT PROGRAM DELIVERS

Council's Free Native Plant Program was first established in 2019 and returned for another year in 2020. The program gives ratepayers the opportunity to collect four free native plants of their choice per year.

As part of the program, schools and community groups are also able to collect 50 free native plants per application. More than 11,650 plants were given away in the 2019-2020 financial year, despite having to cancel the April giveaways due to COVID-19. All the native plants are grown in council's Mackay Natural Environment Centre (MNEC), which provides a range of educational and volunteer opportunities for the community.



GORDON WHITE LIBRARY GARDENS RECEIVE MAKEOVER

The Parks, Environment and Sustainability team worked in partnership with staff at the Gordon White Library to replace high maintenance garden plants with local native species.

The project created an attractive, low maintenance, water efficient and wildlife attracting garden, which showcases many of the plants available as part of council's Free Native Plant Program. Significant maintenance cost savings are anticipated and the look, feel and safety of the gardens have been significantly improved. Feedback from neighbours, staff and library customers has been positive.

PLAN ADOPTED FOR MCEWENS BEACH

Council adopted a local coastal plan for McEwens Beach, which will guide the direction of future activities and projects in this area. Residents were able to provide feedback on the draft plan at a community consultation session before it was adopted by council.

McEwens Beach provides important natural habitat while also being a popular recreation area. The plan is a key component of the Coasts and Communities Program, which council has been delivering in partnership with Reef Catchments since 2009.

BOTANIC GARDENS COMMEMORATES SPECIAL ANNIVERSARY

In June 2020 Mackay Regional Botanic Gardens unveiled a new interpretive sign and two self-guided walks to celebrate 250 years since the discovery of flora, previously unknown to Western science, on Australia's east coast.

The anniversary commemorates Captain James Cook's 'voyage of discovery' on the barque Endeavour where Joseph Banks and Daniel Solander made a comprehensive collection of flora, from which they took botanical drawings, seeds and pressed plants back to England.

While the Botanic Endeavour 250 event had to be cancelled due to COVID-19, the Botanic Gardens adapted and pushed ahead with a self-guided walk, which showcase plants discovered on the expedition that residents could enjoy in their own time while practising social distancing.



NURSERY LEADS THE WAY IN WATER CONSERVATION

Nursery and Garden Industry Queensland officially recognised the upgrades to Mackay Natural Environment Centre's (MNEC) sprinkler layout as being best management practice (BMP) in May 2020.

While the facility was designed with elements of BMP when it was first constructed in 2013, including plants being grown on benches and using recycled nursery wastewater, one of MNEC's major failings was the design of the sprinkler system. The new layout changed the spacing of the sprinklers to make them uniform and relocated them to the edges of growing areas where there were problems with inconsistent watering.

“MNEC IS A SMALL NURSERY, BUT THE CHANGES MADE TO THE IRRIGATION SYSTEM HAVE MADE A SIGNIFICANT DIFFERENCE TO THE PRODUCTIVITY OF THE SITE, WHILE IMPROVING WATER EFFICIENCY. STAFF HAVE BEEN ABLE TO INCREASE THE GROWING AREA BY 73 PER CENT, WHILE ALSO DECREASING WATER USE BY 37 PER CENT PER HECTARE ANNUALLY.”

- DEVELOPMENT SERVICES DIRECTOR ALETTA NUGENT



KINCHANT DAM HABITAT ENHANCEMENT PROJECT

This three-year joint project between council and the Department of Agriculture and Fisheries involved baseline surveys of fish numbers, the installation of 197 fish attracting structures and post-project monitoring. Community volunteers constructed the structures, which were then deployed in the dam.

The goals of the project were to increase structural fish habitat diversity, improve angler experiences and catch rates, reduce the number of anglers fishing along the dam infrastructure in closed zones and to evaluate the response of fish to the installation of the new habitat structures. The project was completed in late 2019, and monitoring has been ongoing since that time. Outcomes of the project include a three-fold increase in barramundi numbers at the structure sites, the creation of new fishing hot spots in the dam, an increase in tourism as well as social and environmental benefits.



COUNCIL UPDATES VEGETATION VANDALISM POLICY

An increase in vandalism to vegetation and trees across the region, particularly along the region's foreshores, led to council endorsing amendments to its tree and vegetation vandalism policy, which was first adopted in 2017.

The amendments included changes to the weighting criteria used to classify significant, highly significant and extremely significant acts of vegetation vandalism, as well as minor changes to wording in the policy.

"IT IS FRUSTRATING THAT SOME LOCALS PRIORITISE THE VIEW OF THE BEACH FROM THEIR PROPERTY OVER THE STABILITY, HABITAT AND SAFETY THE FORESHORE PROVIDES."

- CR KAREN MAY

PLATYPUS BEACH TAKES HOME NATIONAL AWARD

Mackay Regional Council took home a national award for its transformation of Platypus Beach at the Parks and Leisure Australia's Awards of Excellence Gala Dinner. The event was held in Perth on October 29, 2019, and Platypus Beach was nominated in the Best Regional/Rural Industry Contribution Award category.

The area has proven extremely popular with locals and visitors to our region since the revitalisation was completed in late 2017 and is a great spot to relax with family and friends on the weekend.

INFRASTRUCTURE AND TRANSPORT

FAST FACTS

IN 2019-2020 COUNCIL:



Maintained 2946 roads, including 1020 rural roads and 1926 urban roads. That equates to 2944km, comprising 689km of urban roads and 1810km of rural roads (including 898km of unsealed roads).



Maintained and mowed 376 open drains



Inspected and maintained 122 bridge structures



Cleaned and maintained 271km of footpaths/ shared pathways and cycle paths



Carried out general maintenance on 65 off-street car parks



Inspected and maintained 1608 rural culverts, 359 urban culverts, 78 vehicle bridges and eight pedestrian bridges



Monitored and managed 34 river stations and 16 rain and repeater stations



Maintained 337 bus shelters

Cleaned and maintained 27 boat ramps (12 owned by council and 15 owned by the Department of Transport and Main Roads)





ASPHALT PAVEMENT REJUVENATION WORKS TRIALLED

Council trialled an asphalt pavement rejuvenation system at Rural View.

Contractor Colas Solutions undertook the works using a water-based bitumen rejuvenation agent. It is aimed at extending the life of the asphalt road pavement before major rehabilitation or reconstruction of the roadway is necessary, reducing maintenance costs. As part of the trial, works were carried out in Talara Court, Driftwood Court and Harriet Street, Rural View.

KEY CONTRACTS APPROVED

Capital works remains a key focus for council, with 72 contracts totalling \$31,861,969 finalised and approved during the 2019-2020 financial year. Of these, 51 contracts totalling \$18,722,823 were awarded to local businesses.

The largest contracts awarded included:

Project	Local contractor	Amount
Resources Centre of Excellence	Fergus Builders Pty Ltd	\$3,284,560
Queens Park	Crusade Developments Pty Ltd	\$3,038,859
Asphalt package	Fulton Hogan Industries Pty Ltd	\$2,888,760
Ron Searle and Harbour Road shared path	Shadforths Civil Pty Ltd	\$2,665,486
Sewer relining	Interflow Pty Ltd	\$2,307,221
Hospital Bridge fishing pier	Casa Engineering Pty Ltd	\$1,708,713



VICTOR CREEK BOAT RAMP UPGRADES

Council completed repairs to the floating walkway at Victor Creek boat ramp and a car park expansion to provide an additional 14 car spaces.

The upgrades allow the boat ramp to cater for more users whilst also preserving as much of the natural environment as possible.



MILTON AND GEORGE STREETS INTERSECTION RECEIVED UPGRADE

Council installed traffic lights at the intersection of Milton and George streets to improve safety for all road users.

Short-term parking has been created opposite Mackay State High School and drainage works were completed in the park area. A new footpath has also been constructed on the western side of Milton Street from Evan to George streets. This project was funded by the Australian Government's Roads to Recovery program.



NEW TRAFFIC LIGHTS IMPROVE SAFETY

Council installed traffic lights at the Milton Street and Boundary Road intersection to improve motorist safety. The works also included significant water main upgrades.

Due to their proximity to the airport and its operations, a distinguishing feature of the traffic lights is their height, measuring between 2.4m and 3.2m tall. This \$4.5 million project was a joint-funded initiative between Mackay Regional Council and the Department of Transport and Main Roads' Transport Infrastructure Development Scheme (TIDS).

NEW PLAY EQUIPMENT TOWERS HIGH ABOVE NORTHVIEW PARK

Council installed some exciting new play equipment at Northview Park in Glenella in June 2020. The existing blue and white climbing towers in the playground were replaced with an impressive new play unit featuring two three-story, interconnected climbing towers measuring 7.6m in height.

The small combination unit, old carousel and two single-seat spring rockers were also replaced as part of the playground's upgrade and a new roofed shelter was installed in the small children's play area. This project was funded by council and the Queensland Government's Works for Queensland program.



ENJOY THE VIEWS AT BARBER DRIVE PARK

Barber Drive Park in Blacks Beach received a \$380,000 upgrade in 2019. The upgrade work included the installation of a new play combo, picnic shelter, seating and a water bubbler.

Stairs were also installed to improve connectivity between Barber Drive and Chapman Court, which feature platforms allowing residents to stop and take in the view.

The park will help meet the growing needs of the Northern Beaches community. This project was funded by the Queensland Government's Works for Queensland program.

ENCOURAGING RESIDENTS TO DRIVE UNDER THE RADAR

A speed monitoring device was set up to slow down traffic following safety concerns about cars speeding near a school zone.

The mobile monitoring device, dubbed "Smiley", was placed on Norris Road in mid-March following concerns from residents about the speed of vehicles travelling on the street. Norris Road has a speed limit of 50kmh and operates a 40kmh school zone twice a day. Smiley was set up to capture traffic between the Phillip Street roundabout and Fitzgerald State School.





PATH PROVES POPULAR WITH SARINA LOCALS

Brewers Road Reserve walk, located along Plane Creek in Sarina, has become a popular recreational area with locals since opening in December 2019. The shared path, which connects Sarina Field of Dreams Parklands to Brewers Road, was carefully designed to complement the area. It has not only improved connectivity, but it has also enhanced liveability.

Being situated so close to the Visitor Information Centre in the Field of Dreams, it is also in the perfect location for travellers who want to stop for a break, stretch their legs and take in the beautiful scenery of Plane Creek. The path is all-abilities accessible and is made of composite fibre decking, mesh boardwalk and concrete. This project was funded by council and the Queensland Government's Works for Queensland program.



EMPLOYEE PROFILE

Luke Ferguson, Infrastructure Planning Engineer

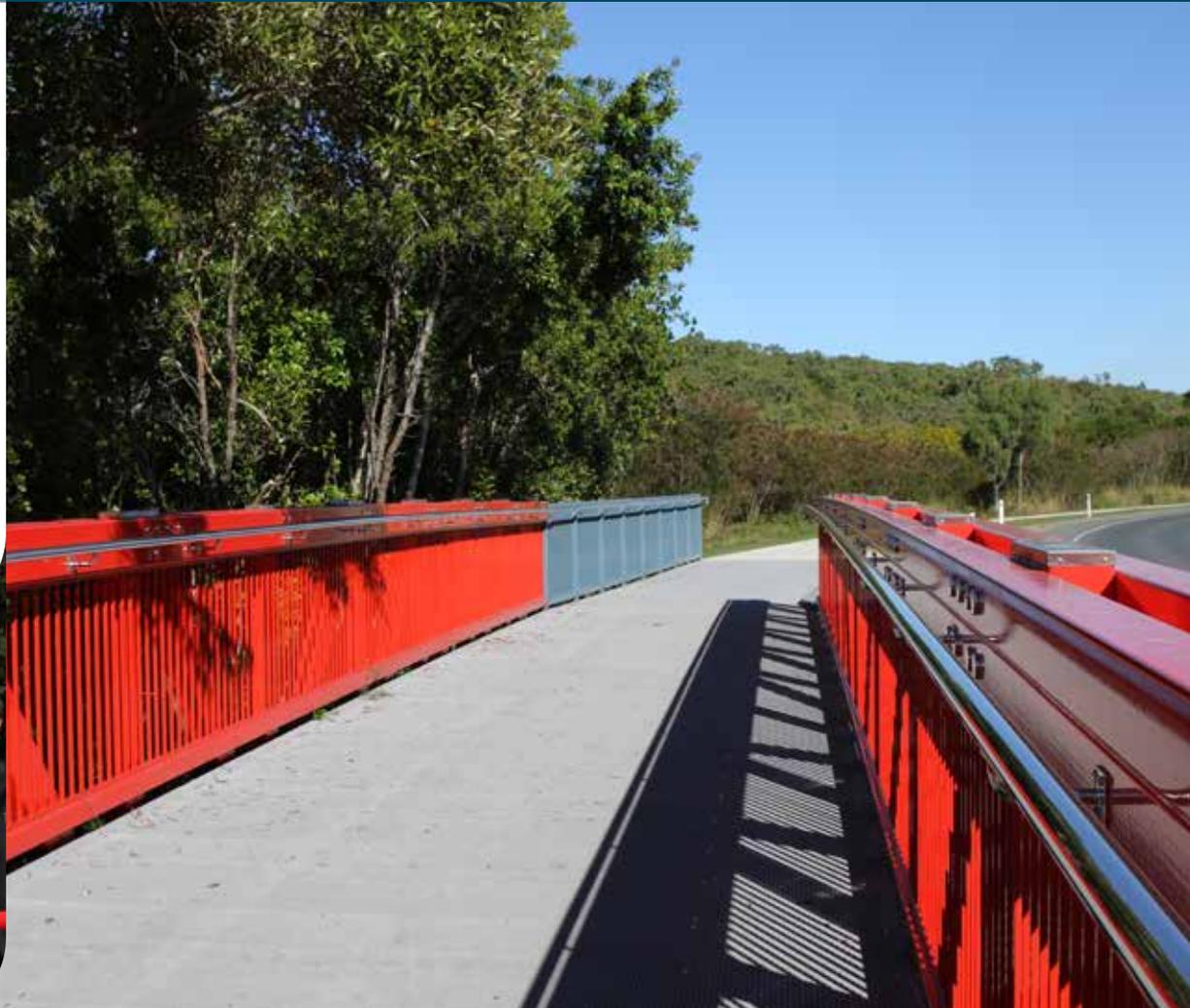
Luke works as part of a team to improve the resilience of the community in terms of flooding and coastal hazards. In his role as Infrastructure Planning Engineer, he prioritises projects that deliver the best value for the region. These are broad and involve non-infrastructure related projects, including new flood studies and flood evacuation plans, to concepts for new infrastructure such as levees and new drains.

“OUR REGION IS BLESSED WITH 320 KILOMETRES OF COASTLINE AND SEVERAL THOUSAND KILOMETRES OF WATERWAYS. THESE ARE SOME OF OUR GREATEST STRENGTHS AS A REGION IN TERMS OF TOURISM AND LIVEABILITY, BUT THEY ALSO PRESENT SOME OF OUR GREATEST CHALLENGES.”

NEW PATHWAY TO CONNECT CITY CENTRE TO MACKAY HARBOUR

Council began work constructing a shared bike and pedestrian pathway linking Mackay Harbour to the Mackay City Centre in late 2019. The project was officially unveiled in July 2020 at an official ribbon-cutting ceremony.

The pathway includes four crossings and provides a continuous link from the Mackay Harbour into the City Centre, connecting to the existing Bluewater Trail. The 2.6 kilometres of shared path and boardwalk starts at Vines Creek Bridge on Harbour Road and travels along Ron Searle Drive. This project was funded by the Department of Transport and Main Roads, with contributions from Mackay Regional Council.



WORKS FOR QUEENSLAND ROUND THREE FUNDING 2019 - 2021



Project name	19/20 income recognised	Total funding
Gravel re-sheeting	\$1,901,425.25	\$3,800,000.00
Gorge Road upgrade	\$113,322.70	\$591,597.00
Footpath on McIntyre Street, Calen	\$18,330.61	\$253,269.00
Botanic Gardens Meadowlands connectivity pathway	\$22,122.95	\$318,600.00
CBD footpath upgrades	\$21,719.50	\$400,000.00
Brewers Park (stage two)	\$458,177.83	\$650,000.00
Yakapari Seaforth shared path (stage one)	\$75,983.46	\$529,096.00
Culvert upgrade - Smith Deveraux Creek	\$38,700.10	\$1,389,224.00
Bluewater Lagoon upgrades	\$378,476.83	\$583,000.00
Foodspace permanent outdoor cover	\$25,323.65	\$136,620.00
Stadium PA system upgrade	\$2,969.79	\$80,000.00
Northview Park play equipment replacement *	\$603,090.86	\$598,782.00
Delachantos Road park improvement	\$86,375.26	\$150,000.00
Sandy Creek fishway on Palm Tree Road	\$13,191.63	\$250,000.00
Greenmount Homestead irrigation and preservation works	\$37,786.36	\$45,504.00
New awning for SES building in Sarina	\$2,591.32	\$30,600.00
Silver Creek guardrail rectification	\$13,292.57	\$115,477.00
Paces Bridge guardrail renewal	\$11,389.67	\$58,231.00
Total	\$3,824,270.34	\$9,980,000.00

* Project income pending variation approval

LIFELONG LEARNING AND ORGANISATIONAL PERFORMANCE

FAST FACTS

IN 2019-2020 COUNCIL:



Received 92,742 customer enquiries through 1300 MACKAY – 8192 more than last year.

Experienced a 94.6 per cent growth in YouTube views up to 50,746 from 26,078



Received 5417 applications for 288 vacancies



The Health and Regulatory Services team received 9034 requests for service, with 80 per cent completed within nominated timeframes



Libraries processed 1,356,000 loans, including 876,500 digital loans to 41,097 members



Have 28,406 Facebook followers, up 7.7 per cent from the previous year



Grew our Instagram followers by 1319, a 48 per cent increase



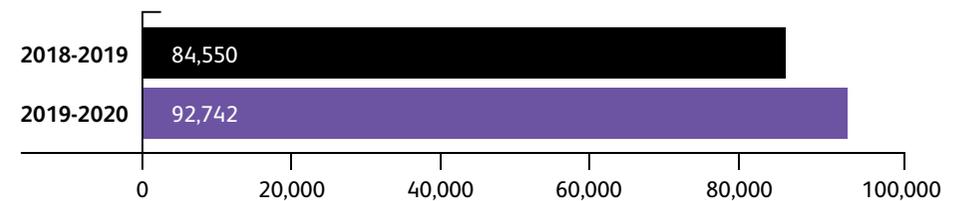


CALL CENTRE BUSY DUE TO COVID-19

We experienced an increase in enquiries to our call centre in 2019-2020, receiving 8192 more phone calls. The increase is attributed to COVID-19 calls, water billing enquiries and natural disaster enquiries.

There were also payment gateway issues during the last lot of rate payments, which caused customers to call in for refunds of double payments. Customers are still taking advantage of our online platforms, including our website and email enquiries. The top five enquiries related to phone messages, replacing wheelie bins, change of mailing addresses, repairing wheelie bins and water leaks.

COUNCIL CONTACT CENTRE CALL VOLUMES



Council's top five customer request types

Phone message	6414
Replace wheelie bin	3331
Change of mailing address	2957
Repair wheelie bin	1736
Water - Leak (public area)	1712

DIGITAL MEDIA

The Mackay Regional Council website saw a two per cent drop in visitation in 2019-2020, with a total of 628,709 visits for the year. This can be mainly attributed to residents using social media more to gain information about council. Visits also dropped due to COVID-19 resulting in the cancellation on many programs and events.

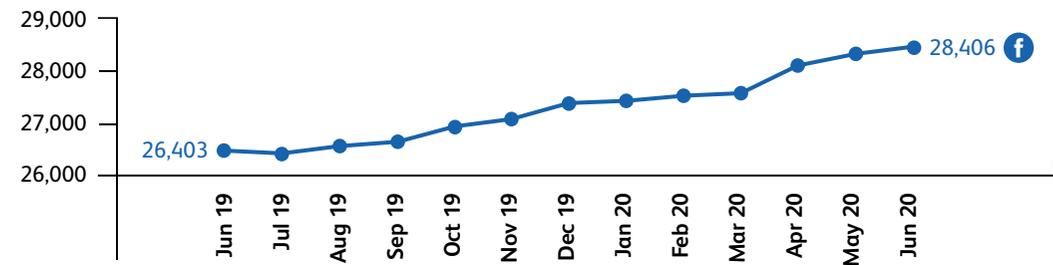
The Mackay Entertainment and Convention Centre website experienced a 48 per cent decrease in visitors for this financial year due to the MECC being closed by the COVID-19 pandemic. Sarina Sugar Shed, however, saw an increase in visitation of 34 per cent, attributed to a concerted marketing campaign around the facility offering online sales and free Australia-wide delivery.

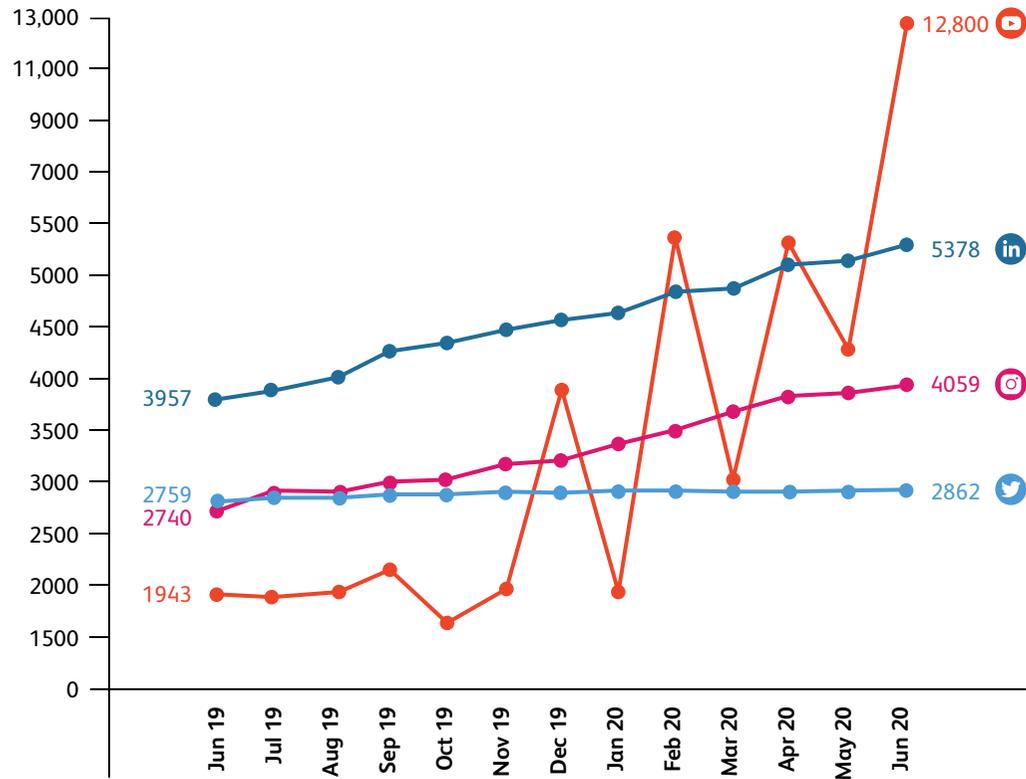


Websites	2018-2019	2019-2020
Mackay Regional Council	641,983	628,709
MECC	206,610	106,686
Artspace Mackay	18,836	19,936
Botanic Gardens	17,565	26,701
Sarina Sugar Shed	12,652	16,961
Mackay City Centre	44,690	32,714

SOCIAL MEDIA COMMUNICATION

There was an increase in Facebook followers to the Mackay Regional Council page in 2019-2020, with a 7.6 per cent jump to 28,406 in the last 12 months. YouTube, LinkedIn and Instagram have all seen remarkable growth over the year.





There was solid growth in all our social media platforms during the 12 months

	2018-2019	2019-2020	Growth
Twitter	2759	2862	3.7 %
Instagram	2740	4059	48 %
YouTube	26,078 views	50,746 views	94.6 %
LinkedIn	3957	5378	36 %
Facebook	26,122	28,406	8.7 %

ENEWSLETTERS

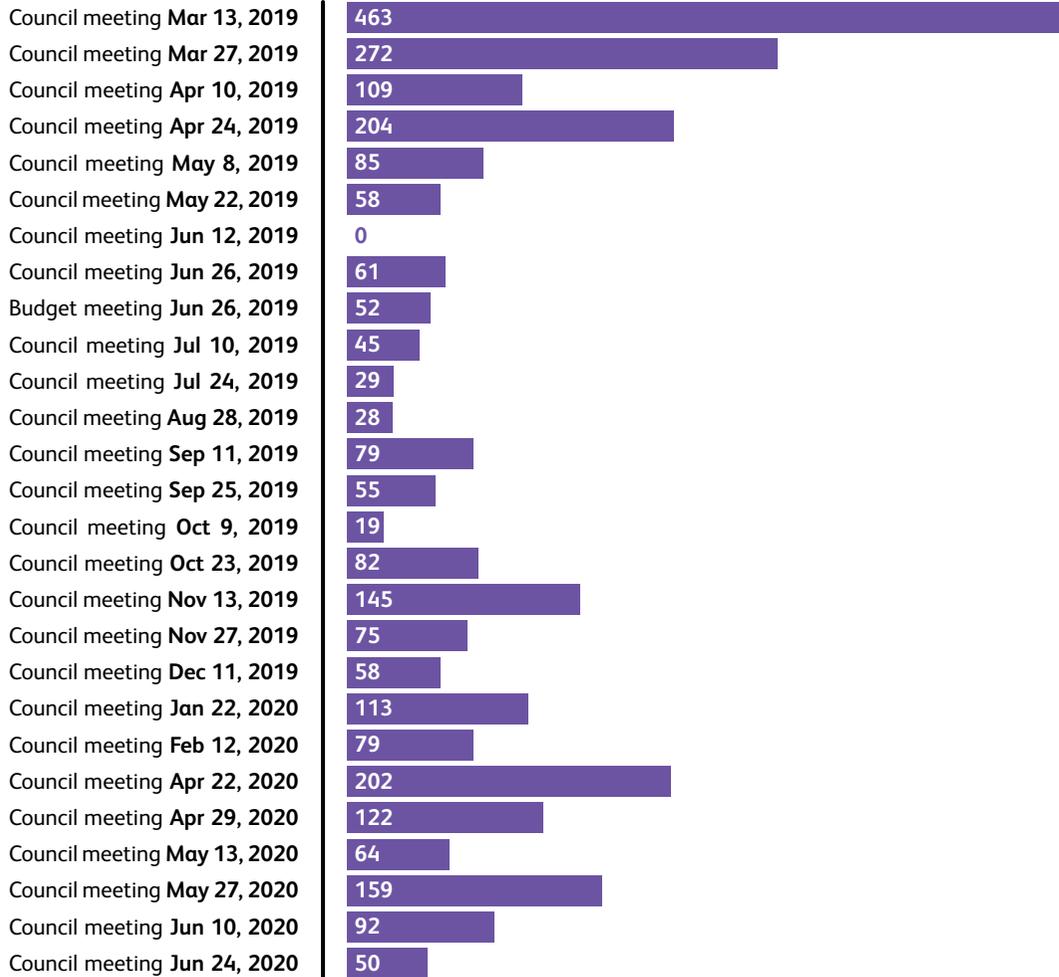
	2018-2019	2019-2020
Artspace Mackay	1855	1833
Botanic Gardens	1199	1176
Community Development	1234	-
Council Connect	3139	3348
Libraries	14,547	13,863
Creative Mackay	1303	-
Recreation Services	1158	1116
MyMackay	1228	1220
Total	25,663	22,556

*Community Development and Creative Mackay eNewsletters have been discontinued.

Our subscription base dropped 12 per cent in the last financial year which was mainly attributed to discontinuing several eNewsletters and residents using social media more to gain information about council.

COUNCIL LIVE STREAM

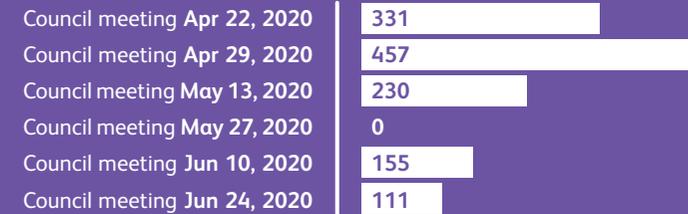
Recordings of the live streams are available on council's website or YouTube channel for members of the public to access any time.



*Note: council meeting did not record on June 12 due to global outage at YouTube.



Council also started live streaming on Facebook.



*Note: council meeting did not record on May 27 due to glitch on Facebook.



MECC DELIVERS FOR ANOTHER YEAR

The Mackay Entertainment and Convention Centre (MECC) delivered a wide-ranging program to the Mackay community in both their entrepreneurial program and commercial hires until March 2020. On March 18, 2020, operations at the MECC were suspended following the government COVID-19 directive relating to inside

gatherings of more than 100 people.

Following this directive, the Box Office team was kept busy liaising with more than 4000 ticket holders while working with more than 60 promoters and event organisers to reschedule events and refund tickets. Staff were also utilised to complete shutdown works and maintenance to clear the

way for a busy 2021. Numbers were down from 2018-2019 due to the COVID-19 closure, with 76 fewer performances and 28 fewer events held at the centre.

Despite this, the MECC sold tickets to 2696 patrons over 49 performances external to the Mackay region footprint, adding great value to the local economy. Overall attendance

was 112,502 for the 2019-2020 financial year, with an annual satisfaction rating of 95 per cent.

During the year, there were:

- 169 performances
- 178 events
- 166 catering engagements (excluding performances)
- 11 youth workshops
- 24 engagement activities.

PATHWAYS TO PERFORMANCE PROGRAM

The program continued to assist schools in Mackay and surrounding districts.

Funding of \$22,000 contributed via BHP, The Friends of the MECC and Glencore Hail Creek Mine assisted 1454 students with the financial costs associated when visiting the MECC.

This included transport costs and, in some cases, ticketing costs. As “flow on” from engagement activity and targeted relationship marketing with educators, the venue attracted a further 1291 students over five shows.

The ticket revenue from these Pathways to Performance funded students and the additional flow of students contributed \$42,906 to the venue.



GORDON WHITE LIBRARY REOPENS WITH A NEW LOOK

The COVID-19 pandemic and closures brought about a rejuvenation of the 20-year-old Gordon White Library.

The facility had a complete overhaul with new booth seating, shelving, collection changes and a revised branch layout. The garden was also revitalised. The library reopened its doors on Wednesday, June 17.



CHILDREN'S BOOKS WITH YUWI LANGUAGE TRANSLATIONS WIN AWARD

The First 5 Forever: Paint the Town REaD Phase 2 Project, which features two books, was announced as the 2019 winner of the Local Government Authority Award.

Mackay Regional Council Libraries received the award for their support of the two books titled Birds Don't have Birthdays and Look and See at Cape Hillsborough. The books combine childhood literacy, local knowledge and Yuwi language translations. They are beautifully illustrated by artists Luke Mallie, Wanda Bennett and local children.

LIBRARIES FLICK FINES FOR GOOD

Council Libraries did away with overdue fees for good in July 2019 and increased the number of times that borrowed items would be automatically renewed from two to 10 times (unless a prior reservation exists).

Not only were there no new fees for overdue books, but existing overdue fees were wiped clean. One of the key goals is to boost literacy levels in the region – overdue fees discourage those who might take a little longer to read through a book or who might live remotely.

“WE ARE CONFIDENT THAT MORE PEOPLE WILL BORROW LIBRARY RESOURCES BECAUSE THEY NOW HAVE MORE TIME TO ENJOY THEM AND THEY’RE NOT UNDER STRICT DEADLINES.”

- CR FRAN MANN



LIBRARY SERVICES

There was continued strong support for our Libraries across the community, with residents making about 289,000 visits to our branches during the year and borrowing almost 1,356,000 items.

This was a decrease on the previous year's visitation due to COVID-19 forcing the closure of branches. However, loans were up by 550,000, which included a massive increase of 561,000 digital loans, up 177 per cent from 2018-2019. We also welcomed 4403 new members, bringing the total number of active members to 41,097.

During COVID-19 closures, Libraries delivered many of their popular programs, like Baby Bounce, Toddler Time, Story Time and STEAM Club digitally.

In March and June these programs had a combined reach of more than 173,000, with more than 12,000 engagements. Digital programs are continuing.



LIBRARY TEAM “APPY” ABOUT LATEST DEVELOPMENT

Mackay Regional Council Libraries introduced a one-stop app for customers wanting to access Library services such as online resources, branch information, eNewsletters, booking a computer, browsing and booking into library programs and even printing documents.

The app also allows residents to check the availability of items by scanning barcodes of any books they might find in stores or at friends' places.



LIBRARIES EXPLORE THE SECRET POWER OF BOOKS

Children's Book Week was held from August 17 to 23, 2019. The 2019 theme was "Reading is My Secret Power" and Mackay Regional Council Libraries encouraged young readers to draw inspiration for costumes from the books that inspired them.

The week of events included Picnic in the Park on Thursday, August 22, in the Civic Precinct and the ever-so-charming Walkerston Book Week Parade on Friday, August 23, which attracted hundreds of marchers dressed as their favourite book characters.

Children's Book Week is an initiative of the Children's Book Council of Australia and was first celebrated nationally in 1946.

"IT'S A WONDERFUL CELEBRATION OF BOOKS AND READING, AND THE PARADE, WHICH IS SUPPORTED BY THE WALKERSTON LIBRARY TEAM AND WALKERSTON ROTARY, IS A GREAT EVENT THAT REALLY BRINGS THE COMMUNITY TOGETHER."

- CR KAREN MAY



EMPLOYEE PROFILE

Michelle Marcum, Digital Literacy and Young Adult Library Assistant

Michelle's gentle demeanour assists hesitant customers in relaxing when learning new technologies. Michelle has risen to the challenge of delivering knowledge and experiences in the virtual world. Her poetry readings are very well received, and we are gaining a solid following for the "ISO Clever" series, showcasing craft and DIY decorating ideas. Michelle also hosts the Anime-Manga Club meetings. The dedicated group share all things Japanese art and entertainment.

"I AM SO PROUD TO BE PART OF SUCH A FANTASTIC TEAM AND I AM VERY THANKFUL THAT I AM ABLE TO MAKE A DIFFERENCE IN THE COMMUNITY. I LOVE BEING ABLE TO HELP OTHERS AND IT'S EXCITING TO WATCH THEM GROW."

HEALTH AND REGULATORY SERVICES

CUSTOMER REQUESTS

Throughout 2019-2020, 9034 requests for service were received with 80 per cent completed within nominated timeframes.

EDUCATION AND TRAINING SESSIONS

Food safety training sessions are conducted for non-profit organisations and for food handlers at festivals and events. Four food training sessions were conducted with 65 people trained.

School education includes responsible pet ownership and dengue fever awareness. Five school sessions, with 125 students in attendance, were carried out during the year.

No sessions were held in 2020 due to COVID-19 restrictions.



PEST MANAGEMENT ACTIVITIES

	Requests	Properties baited	Total hours to perform all activities relating to topic
Dingo/wild dog	29	132	1025 hours
Pigs	6		168 hours
Giant Rats Tail	23	N/A	1247 hours

The table below represents the mosquito control work carried out by the Vector Control team during 2019-2020.

Sites inspected	Sites treated	Hectares treated
2037	1058	4773ha

ENVIRONMENTAL HEALTH ACTIVITIES

Area	Requests
Food	65 complaints 629 inspections
Nuisance	190 complaints
Noise	109 complaints
Health/Misc	117 complaints

EAT SAFE MACKAY

Mackay Regional Council introduced **Eat Safe Mackay, a food safety rating system, in early 2019.**

The star rating system is designed to provide assistance and incentives to food businesses to comply with food safety laws and to achieve the highest standards in food safety.

A food business can receive either no star, two, three, four or five stars. Businesses that demonstrate high levels of food safety standards will receive three or more stars and can choose to display their food safety star rating onsite and online.

The display of Eat Safe Mackay star ratings is voluntary for food businesses. At the end of 2019-2020, 30 per cent of businesses agreed to display their star ratings and 97 per cent of food businesses are three star or higher.

For further information on Eat Safe Mackay and to view the listing of premises visit http://www.mackay.qld.gov.au/eat_safe_mackay.

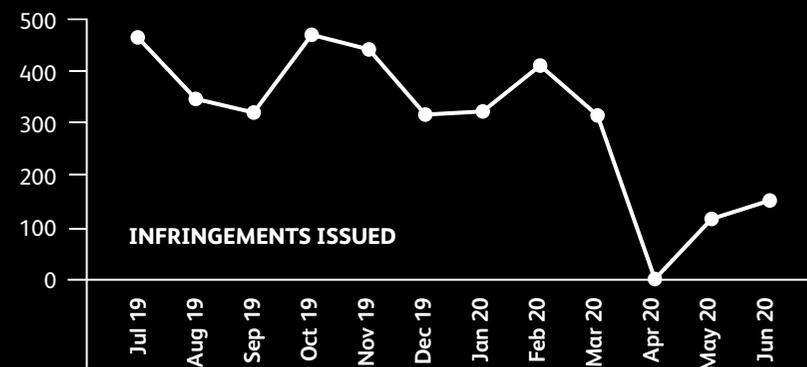
Council strongly encourages the community to look for the stars when deciding where to eat.

LICENSING AND APPROVALS

Premises	Inspections
Accommodation	43
Caravan parks	12
ERA	-
Food	629
Footpath dining	8
Skin penetration	9
Swimming pools	30
Temporary food permit (commercial)	17
Temporary home	-
Vending	2
Total	750

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

REGULATED PARKING INFRINGEMENTS



PAYSTAY

The 2019-2020 financial year is now the third year for our PayStay parking system. February through to June was affected by COVID-19. Free parking was offered in the paid off-street car parking areas from April to June 2020 inclusive.

PayStay generated a total of \$168,074 for the off-street car parking areas, including the use of the two machines in the cinema and City Centre car parks. This was \$54,838 less than the previous financial year.



PET REGISTRATION

We recorded 13,489 dog registrations for 2019-2020, which is a 2.6 per cent decrease from 13,859 registered in the previous financial year. We recorded 2527 cat registrations for 2019-2020, a 1.5 per cent decrease from 2568 registered in 2018-2019.

We impounded 693 dogs and 571 cats in 2019-2020. Only one healthy cat was euthanized during this period and zero dogs. Of the total animals impounded, 422 cats and 282 dogs had to be either adopted or forwarded to the RSPCA.

Our Local Laws team patrolled areas popular with dog owners, with 228 patrols conducted throughout the 2019-2020 year.

RESPONSIBLE PET OWNERSHIP / REGISTRATION DAY

The Responsible Pet Ownership Open Day was held on Saturday, July 27, 2019.

Discounted registrations and microchipping were available as well as a variety of pet-related stalls. \$11,703.70 was accepted on the day for registration and microchipping, which included: 213 dog registrations, 39 cat registrations and 18 standard microchips.

Year	Cat registrations	Dog registrations
2016-2017	2453	13,187
2017-2018	2476	13,012
2018-2019	2568	13,859
2019-2020	2527	13,489



EMPLOYEE PROFILE

Zoe Foxell, Team Leader Local Laws

Zoe started with the Sarina Shire Council in 2007 and since 2016 has overseen the 15-strong Local Laws team. The team's days are never dull as they oversee the local government regulations concerning pets, livestock, regulated parking, overgrown and untidy properties, abandoned vehicles, vegetation damage, vehicle access in parks and reserves, advertising signs and illegal camping.

"THE LOCAL LAWS TEAM RESPOND TO MORE THAN 4000 CALLS FOR ASSISTANCE FROM THE PUBLIC EACH YEAR. I AM EXTREMELY PROUD TO BE A PART OF A TEAM THAT WORKS HARD TO DELIVER HIGH QUALITY SERVICES THAT HELP PROTECT THE HEALTH, SAFETY AND WELLBEING OF OUR COMMUNITY."

OUR STAFF

We are an innovative and responsive council that strives for excellence to achieve for our customers and the community.

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



VALUES

Mackay Regional Council's culture is shaped by its values. Our core values, Code of Conduct, competency framework and performance review process collectively create the foundation for a sound workplace philosophy.

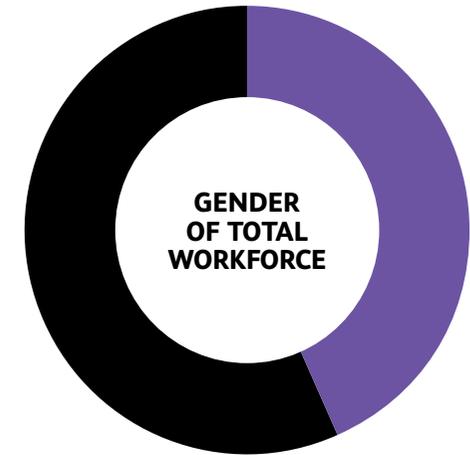
- Employee health and safety
- Client satisfaction
- Respect
- Teamwork
- Accountability

**“WORKING AS
ONE TEAM
TO ACHIEVE FOR OUR
CLIENTS AND
COMMUNITY”**

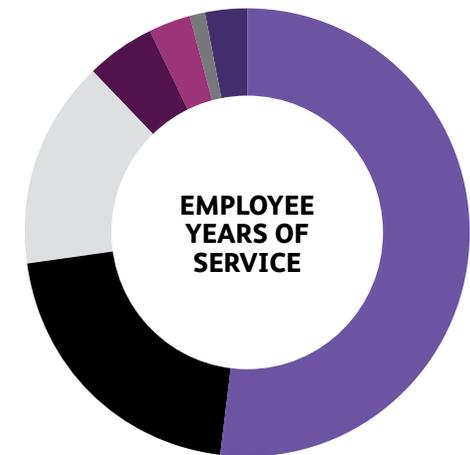
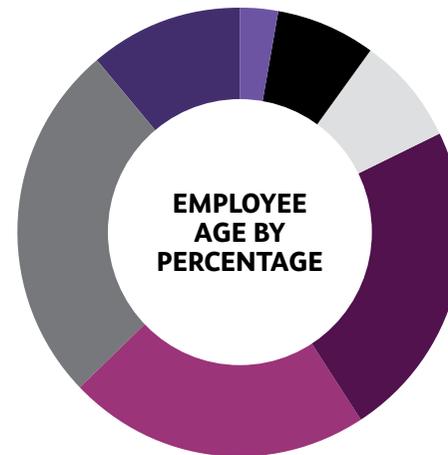
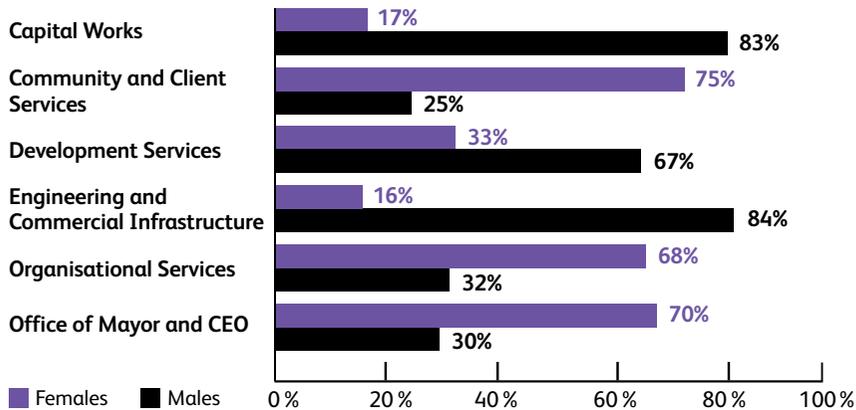
WORKFORCE PROFILE AND PERFORMANCE

As at June 2020, council employed 1342 people.
A breakdown of our workforce head count per employment type is:

- 998 permanent employees
- 119 fixed term contract employees (includes apprentice/trainees)
- 96 part-time employees
- 129 casual employees



GENDER BY DIRECTORATE PERCENTAGE

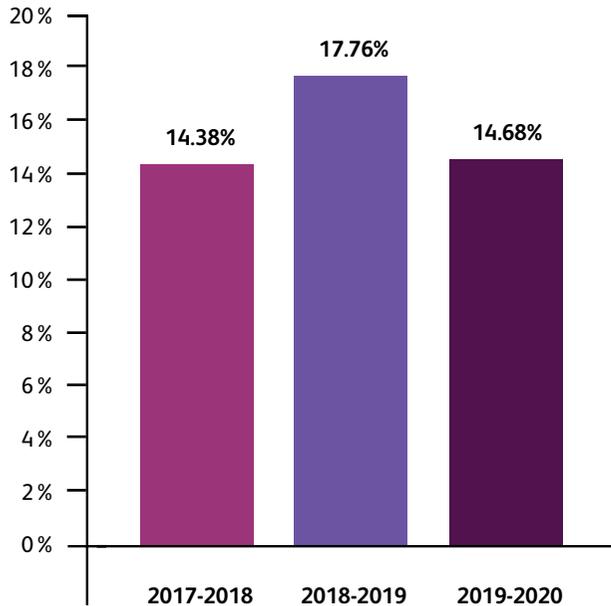


WORKFORCE TURNOVER

Council strives to be an attractive employer, offering a wide variety of jobs and careers across multiple occupational groups.

Our employees are enthusiastic, highly trained and dedicated to a better Mackay. In 2019-2020, we received 5417 applications for 288 vacancies.

COUNCIL TURNOVER



COMMITMENT TO CONSULTATION

The current Certified Agreement expired on June 30, 2020, however it remains in force. Unfortunately, due to the unprecedented circumstances of COVID-19 and the subsequent budgetary impacts, it was decided that negotiations for a new agreement should be delayed.

We monitor the current agreement's operation and application through a joint consultative committee and council remains committed to consulting with our employees.

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

Our continued commitment to workforce diversity and inclusion ensures our organisation stays innovative, sustainable and continues to meet the needs of our clients.

Council's extensive range of experience, skills and views are key strengths and critical to the wide range of services we deliver.

EDUCATION ASSISTANCE PROGRAM

Our education assistance program encourages council employees to undertake formal tertiary studies as an option for ongoing professional development.

Council has supported 92 employees under this arrangement since the inception of the program in 2011. Council has approved seven new applications to commence their study in this financial year.

The total Self Education Assistance spend equates to \$60,368.49 for this financial period. These funds have been allocated across 29 employees undertaking professional development.



APPRENTICES AND TRAINEES

Council believes in its responsibility and commitment to employees, apprentices and trainees within our region. As a large employer, we offer opportunities to Mackay residents through a range of initiatives, such as our apprentice and trainee program, academic bursaries, work placement and internal education assistance programs.

There was enormous interest again this year with just over 1000 applications. The most popular positions this year were diesel fitter, heavy commercial vehicle mechanic, youth work and live production. Council currently engages 28 apprentices and trainees.

WORK PLACEMENTS

We facilitated eight work experience placements for eight secondary school students from the region in 2019-2020.

Students gained experience in various areas, including the workshop, Information Services, Libraries, MECC, Botanic Gardens and Natural Environment.



EMPLOYEE PROFILE

Kellie Lister, Learning and Development Coordinator – Water Industry Worker

Kellie's current project with council is working alongside 12 regional councils to coordinate the Water Industry Worker Pilot Program. This collaborative project started in 2019 and has enabled the regional councils throughout North and Tropical North Queensland and the Wide Bay-Burnett area to provide training and a formal qualification that recognises the important work of our water network teams. The project also creates a new career path and entry into council for our communities.

"IT IS GREAT TO BE ABLE TO ACKNOWLEDGE THE HARD WORK OUR WATER NETWORK CREWS DO IN THE COMMUNITY. COMPLETING OUR FIRST SUCCESSFUL PILOT AND SHARING OUR EXPERIENCES AND JOURNEY WITH OTHER COUNCILS HAS BEEN VERY REWARDING."



HEALTHY AND SUPPORTED WORKFORCE

Council understands that employees are vital to the delivery of its vision and have a direct impact daily on the experiences of our clients and community.

When our employees are healthy, motivated and have a sense of wellbeing, the experience and outcomes for our community improves. Health and wellbeing initiatives promoted to staff and supported by council in 2019-2020 include:

- Health and Wellbeing Committee – representatives of the workforce who have an interest in their own and other’s health and wellbeing meet regularly to discuss concerns of the staff or ideas on new health and wellbeing initiatives
- The Health and Wellbeing Officer continues to engage with and support staff with the promotion of initiatives and education on topics that can assist their health and wellbeing

- Fitness Passport: a corporate gym and pool membership to inspire staff to exercise regularly through a program that offers value and variety
- Confidential counselling services provided through the Employee Assistance Program
- Regular e-learning sessions on a variety of health and wellbeing topics
- Annual influenza vaccinations
- Red Cross Red25
- Salary packaging options
- Corporate discount program that offers staff access to discounts on everyday items.

The Health and Wellbeing Strategy 2017-2020 recognises the importance of supporting employees in achieving their physical, mental, social and financial health goals.

CELEBRATING ACHIEVEMENTS



RECOGNITION OF SERVICE

Council boasts well-balanced service tenure rates for employees with just over 31 per cent of employees serving 10 years or greater.

Council formally recognises employees celebrating employment anniversaries of 10, 15, 20, 25 and 30-plus years of service. Eligible employees receive a framed certificate as a gesture of appreciation from council for their contribution.



REWARD AND RECOGNITION PROGRAM

Council believes in celebrating the achievements of its employees. Outstanding achievement is recognised monthly and annually.

A total of 466 staff were nominated across nine annual awards. In 2019 we celebrated the following winners:

Awardee	Award
Gavin Corlett, Peter Souvlis, Leo Dawe, Steven Martin, Coen Hall, Brett Grosskreutz and Gavin Hick	Safety Contribution Award – The Calen Grader Crew
Kimberley Blythe, Kelly Connolly and Simone Mellor	Excellence in Client Services – The Botanic Gardens Trio
Treatment – Emma Schmitz, Sally Wood, Carolyn Bartos, Leon Atta, Brian Woods, John Holmes, Fambisai Makamure, Ian Bulmer, Ian Frey, Michael Hills, Boris Stiplovsek, Adele Swanton and Gavin Biggam Network – Keith Hyatt, Ron Bailey, Steve Bogert, Jaie Harris, Blake Montiford, Chris Geiger, Andrew Camilleri, Clifton Gadd and Anil Silwal Planning – Sunnie Hollenbeck, Dushyant Patel, Pamela Olsen and Junu Prajapati Business Services – Jodi Falt	One Team Award – Downer EDI Transition Project
Rebekah Reynolds	Sustainability Award
Anna Kahler	Outstanding Newcomer Award
Hayley Clancy	Jason Vassallo Trainee or Apprentice of the Year Award
Pamela Olsen	STAR Award
Greg Walton	Leadership Excellence Award
Norell Binsiar, Carly St Clair and Claire Grandcourt	Mayoral Perpetual Award

EXTERNAL AWARDS

Council is proud to attract, grow and inspire high-quality employees. We are excited when our employees are recognised.

In 2019-2020, council and its employees were successfully nominated for and/or won the following external awards.

Awardee	Award	Awarding body
Mackay Regional Council (Governance and Safety)	LGMS Risk Excellence Award	Local Government Mutual Services
Mackay Regional Council (Waste Services)	Outstanding drumMUSTER Council Collection Agency Award (Council Collection Facility of the Year)	Agsafe Stewardship Award
Mackay Regional Council (Water Services)	2019 IXOM Best of the Best Queensland Water Taste	Queensland Water Directorate Annual Forum
Mackay Regional Council (Water Services)	2019 Best Tasting Tap Water in Australia	Water Industry Operators Association (WIOA)
Mackay Regional Council (Water Services)	2019 Best Municipal Water	Berkeley Springs International Tap Water Tasting competition
Mackay Regional Council (Water Services)	Asset Management – Award Finalist: Mt Pleasant No. 1 Reservoir Refurbishment Project	IPWEA National Excellence Awards
Mackay Regional Council (Water Services)	Program Innovation Award (servicing under 250,000 end users) – Award Finalist: Regional Collaboration	Australian Water Association (AWA) QLD Awards
Stacey Mills	Planning Institute of Australia Queensland Young Planner of the Year Award	Planning Institute of Australia
Jeanette Timor	Aboriginal and Torres Strait Islander Student of the Year Award	Department of Small Business and Training (DESBT) - Queensland Training Awards
Mackay Regional Council	Large Employer of the Year Award Finalist	Department of Small Business and Training (DESBT) - Queensland Training Awards
First 5 Forever: Paint the Town REaD Phase 2 Project	Local Government Authority Award	Queensland Public Libraries Association (QPLA)
Teona Cousin	The Young Manager of the Year Award	Local Government Managers Australia
Sarah Lethbridge	Regional SES Trainer of the Year	Queensland Fire and Emergency Services (QFES)
Sarina Sugar Shed	Mackay Region Tourism Awards: Gold – Outstanding Contribution by a volunteer group.	Mackay Tourism Ltd
The MECC	Mackay Region Tourism Awards: Silver – Festival and Events Category	Mackay Tourism Ltd
Sarina Sugar Shed	Queensland Tourism Awards: Gold – Excellence in Food Tourism Silver – Excellence in Wineries, Breweries and Distilleries.	Queensland Tourism Industry Council
Sarina Sugar Shed	Australian Tourism Awards: Silver - Excellence in Food Tourism	Australian Tourism Awards Inc



SAFETY

Employee health and safety is one of our leading corporate values 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 will strive for zero harm.

Our safety performance over the year, in relation to lost time injuries, declined slightly. In 2019-2020 we suffered six lost time injuries, compared with three in 2018-2019. We were able to achieve our performance targets for three of our four lead safety performance indicators and have strategies in place to ensure that our unmet performance target is achieved. Our lost time injury frequency rate has remained lower than the average of all councils in our size category.

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

and Safety (WHS) team continued to provide training and support to control risks to reduce these types of incidents.

We have continued to implement our three-year Safety Strategy and Safety Action Plan, which have both been reviewed and updated to ensure we continue to target key areas of improvement and risk. Key risk areas that were the subject of more intensive focus and analysis this year included working near overhead powerlines, vehicle safety and recordable injuries.

Every new employee at council undertakes an extensive induction, including corporate and site-specific workplace inductions. During the year we also facilitated 2183 WHS inductions for contractors, volunteers and work experience students.

Internal and external safety training was provided across a broad range of topics,

including manual tasks, confined spaces, work at heights, vehicle load restraint, working near overhead powerlines, traffic control, first aid, emergency response, bullying and harassment, and fitness for work.

During the year, we conducted 293 site safety inspections and 1233 safety interactions. These activities provide an opportunity to engage with our workforce and identify workplace safety issues and hazards.

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

During the year, “The HUB” – a centralised location for all safety, quality and environment documents – transitioned to a new platform, to provide teams working

in the field easier access to procedures and forms on mobile devices.

A cross-program working group that reviews and implements improvements to the safety aspects of contractor management developed a suite of new procedures and guidelines – and will progress to implementation in the first quarter of 2021.

An important element is the pivotal role played by our Health and Safety representatives, who operate effectively through our workplace and support our various safety committees. To assist in their development, forums were held to identify opportunities for improvement.

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

RIGHT TO INFORMATION IN 2019-2020 COUNCIL:

- 25** Received 25 Right to Information applications
- 1217** A total of 1516 pages were considered, and 1217 pages were released in full
- 211** A total of 211 pages were released in part
- 88** Another 88 pages were determined to be contrary to public interest in accordance with the provisions of the Right to Information Act 2009
- 5** Five applications were withdrawn
- 10** A total of 10 applications were listed on the disclosure log on the council website.

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



AUDIT COMMITTEE

The Audit Committee (AC) is an advisory committee of council established in accordance with Section 105 of the *Local Government Act 2009* and section 208-211 of the *Local Government Regulation 2012*.

The committee assists council in fulfilling its oversight responsibilities relating to risk management, internal control, governance and external accountability responsibilities.

During the first eight months of 2019, the membership of AC comprised of four councillors (two voting and two non-voting) and two independent external members.

- Mr Peter Sheville - Independent Member and Chair
- Mr Peter Tait – Independent Member
- Cr Greg Williamson – Mayor (voting)
- Cr Ayril Paton – Councillor (voting)

- Cr Amanda Camm – Councillor (non-voting)
- Cr Ross Walker – Councillor (non-voting)

During 2019, council undertook the tender process to call for nominations for independent external committee members as the contracts were due to expire.

In April 2020, council appointed the new AC made up of:

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

During 2019-2020, the committee met five times.

INTERNAL AUDIT

The internal audit function is an integral component of our corporate governance framework. It operates under an approved charter and complies with State Government legislative requirements, as well as meeting the professional standards of the Institute of Internal Auditors.

In accordance with legislation, internal audit reviews are undertaken according to the Internal Audit Plan endorsed by the Audit Committee and approved by the CEO.

The purpose of our internal audit function is to provide the independent assurance and advice to improve operations by evaluating the effectiveness of governance, 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 2019-2020 included:

- Internal audit reviews – buildings and facilities security; inventory/stores management and stocktakes; regulatory/licensing compliance; contract management; infrastructure charges/ infrastructure agreements; financial delegation framework; human resources and waiving of fees and charges.
- Development of Internal Audit Plan 2020/21
- Monitoring the actions resulting from internal and external audit recommendations

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 Policy is available by request via email at council@mackay.qld.gov.au.

SIGNIFICANT BUSINESS ACTIVITIES

Below is a list of all business activities that council have conducted during the financial year.

When assessing business activities as part of the compilation of the 2019-2020 original budget, the regulation stated that a significant business activity is a business activity which has expenditure exceeding \$13.96 million for water and sewerage combined activities and \$9.35 million for other business activities.

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

CODE OF COMPETITIVE CONDUCT FOR BUSINESS ACTIVITIES

In accordance with sections 45 and 47 of the *Local Government Act 2009*, council resolved not to apply the Code of Competitive Conduct (the Code) to the following business activities; Mackay Entertainment and Convention Centre, Sarina Sugar Shed, off-street parking and sporting facilities.

Ultimately, council determined the costs of applying the Code would outweigh the benefits, and the activities have significant non-commercial objectives. We do not conduct any other business activities or prescribed business activities.



CONTROLLED ENTITIES AND BENEFICIAL ENTERPRISES

Controlled entities

- Mackay Region Enterprises Pty Ltd
- Artspace Mackay Foundation Limited

Beneficial enterprises

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

MACKAY WATER SERVICES REPORT

FAST FACTS

IN 2019-2020 COUNCIL:



Treated water services to 41,753 residential connections and 3496 commercial and industrial connections – a total of 116,215 consumers



Provided sewage collection and treatment services to 36,807 residential connections and 2171 commercial and industrial connections – a total of 95,525 clients



Conducted 140 trade waste audits and issued 90 approvals to discharge trade waste to sewer



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



Received 1470 notifiable works (plumbing and drainage) and completed the required five per cent audit inspections



Performed 2813 plumbing inspections, about 13 per cent more than the previous financial year and completed 659 plumbing approvals, about 15 per cent more than the previous financial year



Delivered the 'Watch the Flow' Water Education Program to 1383 students, 20 per cent less than the previous financial year due to COVID-19 restrictions



Sent more than 52,000 water leak notifications, reducing the number of concealed leak concession applications to 69.



OUR VISION

Water Services vision statement is an expression of the business commitment to delivering quality water services into the future. The vision statement defines where the business wants to be in five or 10 years time. The vision statement for Water Services is:

REFRESH: BUILDING RENEWED ENGAGEMENT THAT IS FOCUSED ON RELATING TO CREATE EFFICIENT, SUSTAINABLE SERVICES THROUGH A HOLISTIC APPROACH.

OUR MISSION

Water Services' mission statement has been developed to reflect the business's current activities, outcomes and customers. The mission statement for Water Services is:

WE DELIVER WATER AND WASTE SERVICES FOR THE COMMUNITY OF THE MACKAY REGION IN A SUSTAINABLE, PRUDENT AND EFFICIENT MANNER.

Mackay Water Services is a commercialised business unit of Mackay Regional Council.

OVERVIEW

We had 146 staff and an annual operating expense budget of \$94.5 million and a capital budget of \$28 million.

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



ASSETS

Asset category	Asset type	Qty
Raw Water	Dams	1
	Pump stations	2
	Boreholes	28
Water Treatment	Water treatment plants	2
	Water treatment facilities	11
Water Distribution Network	Service reservoirs	35
	Water pump stations	36
	Water mains (km)	1229
Wastewater Collection Network	Wastewater network (km)	967
	Wastewater manholes	17,180
	Sewage pumping stations	189
Wastewater Treatment	Sewerage treatment plants (water recycling facilities)	4
Recycled Water	Recycled water storages (main)	5

ASSET VALUE

Asset	Total replacement value	Written down value as of June 30, 2020
Water	\$819,982,593	\$492,143,925
Sewerage	\$868,767,452	\$601,023,388

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



COMMUNITY SERVICE OBLIGATIONS

Council supported local not-for-profit community groups with water and sewerage services during the year totalling \$208,546.

CUSTOMER SERVICE STANDARDS

We are committed to delivering quality water and sewerage services to enhance our community.

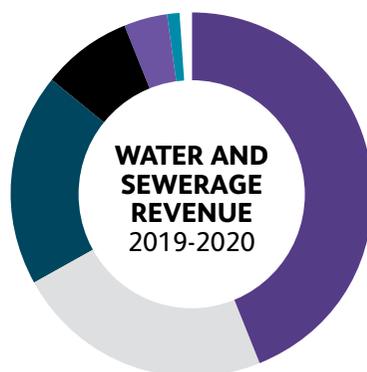
This commitment and the acceptable guidelines for the delivery of water and sewerage services is outlined in our Customer Charter, available on council's website.

CHANGES TO THE ANNUAL PERFORMANCE PLAN

No changes were made during the financial year.

WHERE OUR MONEY CAME FROM

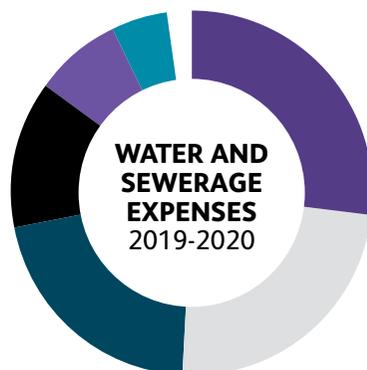
Our revenue for the 12 months ending June 30, 2020, totalled \$104 million, with 86 per cent generated from rates, access and usage charges.



- 44 % Sewerage access fees
- 23 % Water usage
- 19 % Water access fees
- 8 % Capital income
- 4 % Fees and charges
- 1 % Recoverable works
- 1 % Interest received

WHERE OUR MONEY WENT

Our expenditure for the 12 months ending June 30, 2020, totalled \$97.2 million. The main expenses were depreciation and amortisation, dividend and notional tax, material and services.



- 27 % Depreciation and amortisation
- 24 % Dividend and notional tax
- 21 % Material and services
- 13 % Employee costs
- 8 % Competitive neutrality costs
- 5 % Finance costs
- 2 % Capital expenses

WATER ACCESS CHARGE

The annual water access charge in 2019-2020 was \$371.50.

Properties where a metered water supply was connected were charged on a per factor basis. Vacant land was allocated one factor per allotment.

SEWERAGE ACCESS CHARGE

The annual sewerage access charge in 2019-2020 was \$898.40.

Charges were based on the number of sewerage pedestals or urinal services installed on the premises. Vacant land was allocated one per allotment. Single occupation residence had a maximum of one pedestal charge.

CROSS SUBSIDIES EVALUATION

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

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
\$1.83/kl

TARIFF 2

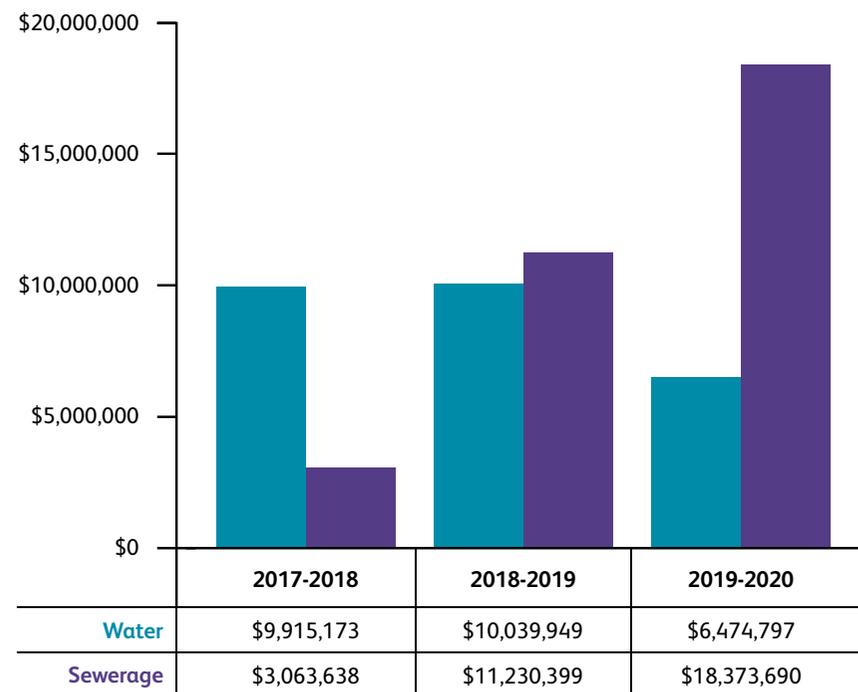
Over 150 kilolitres per half year
\$2.72/kl

INVESTING IN INFRASTRUCTURE

Council spent \$24.8 million during the year on water and sewerage infrastructure.

This was \$3.6 million more than the previous year, to complete significant projects including the Mirani effluent storage dam, the new water and wastewater laboratory on Connors Road, Paget, and sewer relining works.

CAPITAL EXPENDITURE PAST THREE YEARS





MONITORING AND TESTING

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

In 2019-2020 the laboratory:

- Moved into its new state-of-the-art purpose-built laboratory at Connors Road, Paget. This facility will enable the laboratory to expand its services to clients in central and northern Queensland
- Extended the scope and achieved continuation of National Association of Testing Authority (NATA) accreditation. Council's Water and Waste laboratory is the only laboratory in Central Queensland that has accreditation in the areas of water chemistry, microbiology and water sampling. Now over 90 per cent of all tests performed are NATA accredited
- Performed testing and supplied scientific advice to neighbouring councils - Isaac, Whitsundays and the Central Highlands
- Had over 72 regular clients that included local and state-wide companies as well as individual members of the community
- Performed over 300,000 individual tests, which is down from the previous financial year due to COVID-19 delays
- Investigated a formal laboratory alliance with Whitsunday Regional Council through the Whitsunday Isaac Mackay (WIM) Alliance
- Gave in-kind support to local environmental groups, university and TAFE students.

SERVICE DELIVERY

In 2019-2020 we:

- Completed the Mirani Sewerage Treatment Plant effluent storage expansion
- Completed the modification and fit-out of the new water and wastewater laboratory on Connors Road, Paget
- Started the \$16.2 million upgrade to the Mirani Water Recycling Facility
- Completed the Sydney Street Sewerage Pump Station pump refurbishment
- Completed water pump booster station upgrades
- Inspected all 200 inaccessible maintenance manholes
- Repaired 175 sewer maintenance manholes
- Continued the sewer network refurbishment program. Twenty-one kilometres of sewer was inspected using CCTV cameras and 12 kilometres were relined
- Completed water main realignment works on Droughtmaster Drive in Hay Point, Basset Street, Martin Street and The Crescent in North Mackay and Blacks Beach Road, Blacks Beach.

The Mirani Sewerage Treatment Plant effluent storage expansion was partially funded by the Department of Local Government, Racing and Multicultural Affairs.

HIGHLIGHTS



NEW WATER TESTING LABORATORY

In August, council officially opened its new water and wastewater testing laboratory. The \$3 million laboratory located at 89 Connors Road, Paget, houses specialised laboratory equipment to allow a range of chemical and microbiological testing to occur.

Council's old laboratory performed around 350,000 tests each year for council as well as for neighbouring councils, government agencies, environmental groups and private businesses. The new laboratory will allow council to expand its water testing services in central and northern Queensland.

VOTED TOP DROP

Water from our Marian Water Treatment Plant was voted Queensland's best tasting tap water at the Queensland Water Directorate Annual Forum in Logan in September.

Our water then went on to win the Australian title in October and was voted the second-best tasting tap water in the world at the Berkeley Springs International Water Tasting Competition in West Virginia (USA). Our water is worth drinking.

OPERATIONS MOVED BACK IN-HOUSE

In July 2019, council moved the operations of its Mackay North and Mackay South water recycling facilities back in-house for operational and financial gains.

By taking back operations of the two outsourced plants, council now manages all its water and wastewater facilities in-house, ensuring a consistent approach to operations and asset management. It also means financial benefits for purchasing bulk items and additional employment opportunities.



PORTABLE WATER STATIONS TO KEEP THE COMMUNITY HYDRATED

In October 2019, council made available to community groups free portable water stations and chiller boxes.

The water stations can be hired by organisers of big community events to small-scale school fetes, to help keep their patrons hydrated. The stations not only provide an endless supply of our award-winning cold tap water, but they also help to reduce the number of single-use plastic water bottles in our environment.



THREE-TONNE RAGBERG REMOVED FROM THE SEWERAGE NETWORK

In May, council removed a three-tonne ragberg from its Sydney Street Pump Station.

Due to its weight, it had to be extracted using a hydraulic grapple and crane. The ragberg was made up of paper towels and wet wipes, due to the national toilet paper shortage during COVID-19. Residents were reminded to only flush the three Ps down the toilet: pee, poo and (toilet) paper and to bin the wipes and paper towel to avoid blocked pipes.



INNOVATIVE TECHNOLOGIES USED AT MIRANI RECYCLING FACILITY UPGRADE

By September, construction was well under way on the \$16.2 million upgrade to the Mirani Water Recycling Facility (MWRF). Contractor, UGL Pty Ltd, installed Semi Precast Concrete Panels that would form the treatment tanks.

The Mirani site will be a test case for the use of the panels in Australia. The panels, which were 5.4m high, 2.5m wide and 375mm thick, were fabricated off-site in controlled environments. This allows for a faster and safer construction time compared to standard in-situ construction techniques. The MWRF's capacity will be upgraded from 3500 Equivalent People (EP) to 7000 EP, with the possibility to extend to 10,000 EP when required.

“THE MACKAY REGION IS LEADING THE WAY, AND WITH THE SUCCESSFUL DELIVERY OF THIS PROJECT IT IS INTENDED THAT THIS TECHNOLOGY WILL BE TAKEN UP BY THE WATER INDUSTRY ACROSS THE COUNTRY FOR FUTURE PROJECTS.”

- CR MARTIN BELLA

PERMANENT WATER CONSERVATION MEASURES

In December 2019, council adopted a new Water Restriction Policy which included permanent water conservation measures and new level 1, 2 and 3 water restrictions. The permanent measures were introduced to ensure the region's consumption does not outweigh supply.

Residents can only water outdoors before 10am and after 4pm on their allocated watering days; even numbered properties can water on Tuesday, Thursday and Saturday and odd and unnumbered properties on Wednesday, Friday and Sunday. No watering is allowed on Mondays. Council also amended its Level 1, 2 and 3 water restrictions, which will be implemented when needed.

AWARDS



QUEENSLAND WATER 2019 IXOM BEST OF THE BEST QUEENSLAND WATER TASTE TEST

Proving our 2018 win in the Ixom Best of the Best Queensland Water Taste Test wasn't just good luck, water from council's Marian Water Treatment Plant took out the award on September 11.

Delegates at the Queensland Water Directorate (qldwater) Annual Forum at Logan put their senses to the test judging entries from around Queensland by colour, odour and taste. The win meant council would have two shots at the national title being held in Dunkeld, Victoria, in October 2019.

WATER INDUSTRY OPERATORS ASSOCIATION

2019 BEST TASTING TAP WATER
IN AUSTRALIA

Water from our Marian Water Treatment Plant went on to take out the Australian title at the 2019 Ixom Best Tasting Tap Water Competition held in Dunkeld, Victoria, on October 20.

The win saw our water packaged up and sent to the USA for the 30th annual Berkeley Springs International Water Tasting Competition.

BERKELEY SPRINGS INTERNATIONAL TAP WATER TASTING COMPETITION

2020 BEST MUNICIPAL WATER

Just one vote was all that separated Mackay and the gold medal winner of the best tasting tap water in the world title. Engineering and Commercial Infrastructure director Jason Devitt and Water Treatment manager Stuart Boyd travelled to the United States to represent Mackay at the Berkeley Springs International Water Tasting competition held on February 20-23.

The Marian Water Treatment Plant water was entered in the Municipal Water category up against several short-listed entries from USA, Canada and one from Austria.

IPWEA NATIONAL EXCELLENCE AWARDS - ASSET MANAGEMENT

MT PLEASANT RESERVOIR REFURBISHMENT PROJECT

Council was shortlisted as a finalist in the 2019 IPWEA Excellence in Asset Management award for its \$2.4 million refurbishment of its Mt Pleasant No. 1 Reservoir.

The reservoir was fitted with the latest in external post-tensioning technology, maximising use of the existing structure and extending its life at minimal cost.



AUSTRALIAN WATER ASSOCIATION (AWA) QLD AWARDS PROGRAM INNOVATION AWARD (SERVICING UNDER 250,000 END USERS)

REGIONAL COLLABORATION – THE NECESSITIES AND BENEFITS

Council's collaboration across multiple projects saw us shortlisted as a finalist in the AWA Queensland Awards in the category of Program Innovation (servicing under 250,000 end users).

In order to overcome the tyranny of distance and smaller staff numbers in regional centres, Mackay and Whitsunday regional councils have worked collaboratively on a number of projects to provide support, both technical and with supplies. The benefits to the projects, the teams and the communities have been significant.

PRESENTATIONS

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

Conference/event	Name of paper/presentation	Staff member
Australian Water Association North Queensland Regional Conference, Townsville, August 14–15, 2019	'Is there a light at the End of the Tunnel'	Jason Cocker and Jacqueline Stewart
	'WSAA Operational Benchmarking – The Claytons Competition – It's not about looking over the fence; it's more about looking in the mirror'	Nicole Davis and Sen Vigneswaren (TCC)
	'Relining the Void' – Poster Pitch	Pamela Olsen
	'Under Pressure – A case study into the Sarina Sewer Network' – Poster Pitch	Sonja Hollenbeck
Water NZ Regulation Workshop, Hamilton, New Zealand, September 17, 2019	'Transition to a Regulated Water Industry – An Australian Perspective'	Nicole Davis
Australian Water Association Ozwater, online Tues and Thurs, June 2–25, 2020	'It's not about looking over the fence; it's more about looking in the mirror'	Nicole Davis
	'Collaboration is the Key'	Kellie Lister
	'Saving Our Network – Water Mains Prioritisation and Renewal Program' – Poster Presentation	Avneet Sethi
QLD Water - Water Skills Forum Annual Forum, Brisbane, March 5, 2020	'An overview of council's journey and learning of the regional Water Industry Worker (WIW)'	Kellie Lister

PARTNERSHIPS

THE WHITSUNDAY, ISAAC AND MACKAY (WIM) WATER ALLIANCE

The Whitsunday, Isaac and Mackay (WIM) Water Alliance continued their strong collaboration and teamwork during the year. Two significant long-term projects were delivered: the transition of major sewerage treatment plants in-house and the appointment of a joint superintendent for Bowen and Mirani Sewerage Treatment Plants.

The success of these projects was acknowledged by both Mackay and Whitsunday regional councils in awards and media postings and was highlighted in a technical paper presentation at the NQWater AWA regional conference.

QUEENSLAND WATER REGIONAL ALLIANCE PROGRAM

Council became a member of the Queensland Water Regional Alliance Program to build urban water and sewerage (W&S) services in Queensland's regional communities. Five regions with over 200 communities have joined the alliance and are working on common projects.

CTM WATER ALLIANCE

The water businesses of Cairns, Townsville and Mackay councils formed a strategic alliance in 2009 (CTM Water Alliance). Although the CTM Water Alliance did not hold any official meetings during the 2019-2020 year, the Alliance members continued to facilitate the sharing of information and ideas, lessons learned and documentation across the three water utilities.

A key initiative of the CTM Water Alliance in 2019-2020 was the Cairns, Townsville, Mackay Water Alliance Design and Construction Code (CTM Code). This Code is an Addenda to the seqwater Supply and Sewerage Design and Construction Code (SEQ, WS&S, D&C Code). The CTM code presents a comprehensive and united set of technical standards for water supply and sewerage infrastructure specifically designed for use across North Queensland.

THE WATER AND WASTE ADVISORY BOARD

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

WATER INDUSTRY WORKER PILOT PROGRAM

Mackay Regional Council and fellow councils Burdekin, Cairns, Townsville and Whitsundays took part in the Water Industry Worker Pilot training program during the 2019-2020 financial year.

The long-term goal of the program is to co-share a skilled workforce between councils to help reduce operational costs, improve career opportunities and ultimately protect the public health of our water supply networks. A new group is set to start in August 2020 and an additional group of councils are forming a pilot program in the Wide Bay Burnett Region. The WIW pilot program was funded by the QLD Water Regional Partnership Alliance (QWRAP) and the five participating councils.

CHOOSE TAP COALITION

Council continued to be a member of the national Choose Tap coalition in 2019-2020 raising awareness about the health, environmental and financial benefits of drinking tap water.

MACKAY WASTE SERVICES REPORT

FAST FACTS

IN 2019-2020 COUNCIL:



Responded to 7482 client service requests, 1003 more than the previous financial year



Serviced 51,256 waste and 51,257 recycling bins, and replaced 2698 waste bins and 609 recycling bins



Collected 7372 tonnes of kerbside recycling, 814 tonnes less than the previous year due to the State Government's Container Refund Scheme



Received 8044 additional tonnes of recyclables from commercial and other regional council collections, 96 tonnes more than the previous financial year



Delivered 105 waste education lessons to 2250 members of the community. This figure was down 37 per cent from the previous year due to COVID-19 restrictions



Processed 6505 tonnes of green waste, 207 tonnes more than the previous financial year



Disposed of 83,854 tonnes of waste at Hogan's Pocket landfill, 1181 tonnes less than the previous year due to COVID-19 impacts on the community, commercial and industrial waste disposal



Organised 11 sites for the Great Northern Clean Up and collected 2.74 tonnes of rubbish



Destroyed 27,331 tonnes of Co2-e from Hogan's Pocket Landfill via gas flaring



Recovered 3510 tonnes of material through the Resource Recovery Facility.



Provided free composting and worm farm workshops to 31 members of the community (each workshop was capped at 20 participants) This figure was slightly down from the previous year due to the cancellation of a workshop due to COVID-19 restrictions



Collected 33,029 tonnes of household waste





OUR 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.

OUR MISSION

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

OVERVIEW

We had 13 staff and an annual operating expense budget of \$32.49 million and a capital budget of \$122,000. Our operations were carried out according to the Annual Performance Plan that defines council's expectations in terms of performance, reporting, level of service and policy compliance.

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

ASSETS

Asset category	Asset type	Qty
Landfill	Active	1
	Inactive (legacy)	18
Disposal Facilities	Waste Management Centre	1
	Transfer Stations	10
	Green Waste Only Facility	2
Recyclate Receivables	Material Recovery Facility	1
	Resource Recovery Facility	1

ASSET VALUE

Asset	Total replacement value	Written down value as of June 30, 2020
Waste	\$94,184,657	\$44,557,756

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



WHERE OUR MONEY CAME FROM

Our revenue for the 12 months ending June 30, 2020, totalled \$28.2 million, with 96 per cent generated from rates and fees and charges.



- 45% Refuse service charge
- 29% Waste facility management fee
- 22% Fees and charges
- 2% Interest received
- 2% Other income

WHERE OUR MONEY WENT

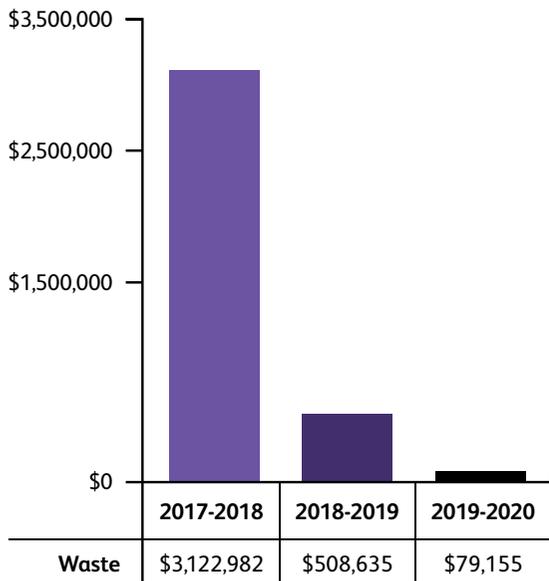
Our expenditure for the 12 months ending June 30, 2020, totalled \$29.2 million. The main expenses were material and services and dividend and notional tax.



- 53% Material and services
- 15% Dividend and notional tax
- 10% Capital expenses
- 7% Depreciation and amortisation
- 6% Competitive neutrality costs
- 5% Employee costs
- 4% Finance costs



CAPITAL EXPENDITURE PAST THREE YEARS



INVESTING IN INFRASTRUCTURE

In 2019-2020 council spent \$79,155 on maintaining waste infrastructure. This included environmental monitoring and stormwater management at Hogan's Pocket Landfill.

WASTE LEVIES

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

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

COMMUNITY SERVICE OBLIGATIONS

Council provided waste disposal support to not-for-profit community groups during the year totalling \$47,637.

DUMP VOUCHERS

In a concerted effort to keep our region clean and tidy, we continued to provide three dump vouchers per rates notice to residential properties in 2019-2020.

The vouchers were valid for the disposal of self-hauled domestic and green waste under one tonne. Voucher usage exceeded budget expectations totalling \$648,304.

ENVIRONMENTAL MONITORING AND MANAGEMENT

We performed regular environmental monitoring at both our operational and closed landfill sites.

The following activities occurred in 2019-2020:

- Groundwater monitoring was undertaken quarterly at active, inactive and former landfill sites in accordance with Environmental Authority conditions
- Surface water was also monitored at Hogan's Pocket Landfill
- Five controlled releases of surface waters occurred at Hogan's Pocket landfill during February and March 2020, with all discharges complying with the site's Environmental Authority discharge conditions
- Landfill gas monitoring was undertaken during the reporting period at Hogan's Pocket, Bayersville, Koliyo and Seaforth sites.

RECYCLABLES

We processed 15,795 tonnes of recyclables at our Materials Recovery Facility (MRF), which was six per cent more than the previous financial year.

We received an increase in paper and cardboard and mixed plastics. However, our aluminium collection continued to decrease, which was likely due to the Container Refund Scheme. Our contamination rate remained at 11 per cent.

Recyclables	2018-2019	2019-2020
Glass	2623	2536.8
Paper and cardboard	9227	10,322.9
H.D.P.E.	158	150.4
P.E.T.	200	162.6
Aluminium	179	108
Steel/Tin	371	291.9
Mixed plastics	401	483
Landfill	1685	1739.6
Total	14,844	15,795.2

CLIENT SERVICE STANDARDS

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

Service	Standard	Indicator
Waste collection services	Once a week	●
Recyclables collection services	Once a fortnight	●
Bins not collected on scheduled service day	Less than 0.1 per cent	●
Provision of new bins for a new standard service request	Three business days	●
Repair or replacement of bin upon a client request	The next collection day	●
Perform waste minimisation education sessions at the MRF and out in schools and the community each year	57 sessions per annum	●
Organise a minimum of 10 Mackay Regional Council registered sites for the Great Northern Clean Up	11 sites	●
Waste disposal facilities open on published day and operating times	99 per cent compliance, a transfer station was closed for one day, due to a staff member being unwell.	●

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

HIGHLIGHTS



GARBAGE TRUCKS TRANSFORMED INTO TOURISM BILLBOARDS

Council's waste truck fleet of 11 general waste trucks and four recycling trucks were transformed into moving tourism billboards in June 2020 and the advertising will remain in place for the next four years.

They featured the slogan "Discover Mackay", with images of Mackay's beautiful natural environments and family-friendly facilities on offer. There was also a reminder to recycle right on the recycling trucks.

"OUR WASTE TRUCKS PROVIDE US WITH GREAT ADVERTISING EXPOSURE. THEY'RE ON THE ROAD EVERY DAY, AND THE LARGE-SCALE IMAGES ENCOURAGE YOU TO EXPLORE OUR GREAT REGION."

- MAYOR GREG WILLIAMSON

SNAP AND CHECK YOUR RECYCLABLES

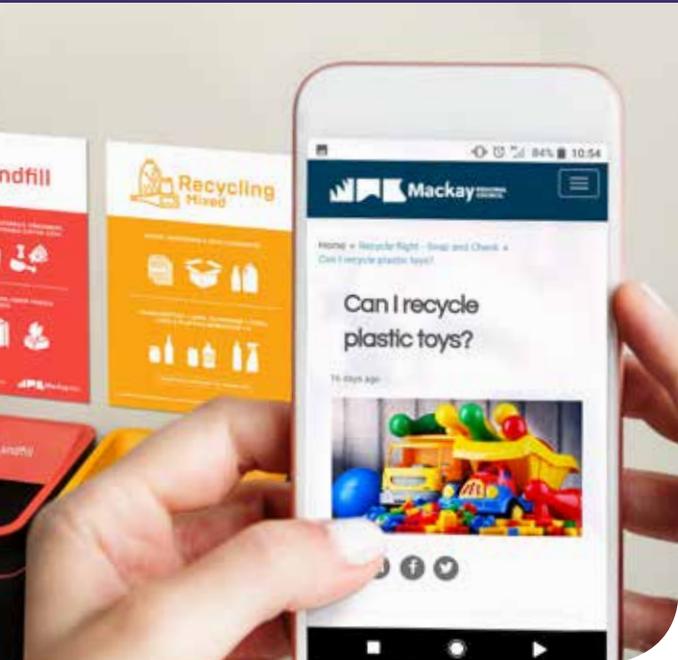
Council developed a Recycle Right – Snap and Check webpage to help improve our recycling.

Our contamination rate, in our yellow-lidded bins, sits at about 11 per cent with the main contaminants being non-recyclable plastics, appliances, food and clothing. Residents can upload a photo of the item they are unsure about and council's waste officers reply with the right disposal advice. The webpage can be found at connectingmackay.com.au

CRUSHED GLASS USED IN ROAD REHABILITATION PROJECT

About 320 tonnes of crushed glass from council's Materials Recovery Facility was mixed with gravel to regrade and top up the road from the Peak Downs Highway to the Hogan's Pocket Landfill site.

This is the first-time council has used crushed glass in a road rehabilitation project. If successful, council will consider using it in other road maintenance projects. The video is here - www.mackay.qld.gov.au/crushedglass



CORRECT DISPOSAL OF WASTE FOR SAFETY

Council continued to educate the community on the correct disposal of waste after a series of incidents caused damage to garbage trucks.

A car battery placed in a kerbside wheelie bin ignited a truck within seconds. When damaged by the truck's machinery, the batteries can easily arc, causing sparks that can ignite flammable material such as paper.

“IT'S IMPORTANT THAT RESIDENTS MAKE THEMSELVES AWARE OF WHAT CAN AND CAN'T BE DISPOSED OF IN THEIR BINS.”

- CR LAURENCE BONAVENTURA

TURNING OUR WASTE INTO AGRICULTURAL COMPOST

The biosolids generated from our wastewater treatment plants and our green waste are being processed together and turned into nutrient-rich compost for local farmers to use on their crops.

AJK Contracting Pty Ltd were awarded council's new Biosolids and Green Waste contract in September. Before this contract, green waste and biosolids were processed separately and biosolids weren't being reused in our local area.

AWARDS

AUSTRALIAN AGSAFE STEWARDSHIP AWARD

COUNCIL COLLECTION FACILITY OF THE YEAR

Council's Waste Services team won the 2019 Australian Agsafe Stewardship Award for outstanding drumMUSTER collection. Council runs the drumMUSTER program at a number of its transfer stations and provides a recycling point for local farmers to dispose of their used chemical containers in a clean and environmentally-friendly manner.

PRESENTATIONS

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

Conference	Name of paper	Staff member
Local Authority Waste Management Advisory Committee (LAWMAC)	Nominated Technical Officer for LAWMAC	Jason Grandcourt (Mackay Regional Council)

PARTNERSHIPS

LAWMAC

Mackay Regional Council continued to be a member of the Local Authority Waste Management Advisory Committee (LAWMAC).

During the 2019-2020 year, they discussed major issues that influenced the management of waste in Queensland, including the adoption of the Queensland Government's Waste and Resource Recovery Strategy and the national ban on exports of recycled product. Council's Waste Services manager Jason Grandcourt was acting in the honorary position of LAWMAC's Technical Officer.

PAINTBACK SCHEME

Council continued to house a Paintback Collection point at the Paget Waste Management Centre, so residents and tradies could recycle their unwanted paint. This scheme diverted paint from landfill.

ADVISORY BOARD

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

DRUMMUSTER INITIATIVE

Council continued to provide DrumMUSTER collection sites, so residents could recycle their empty farm chemical containers during the year.

The following sites had collection points; Bloomsbury, Gargett, Kolijo and the Seaforth transfer stations as well as the Paget and Sarina Waste Management Centres.

COMMUNITY FINANCIAL REPORT

VISION

Corporate Plan 2016-2021

STRATEGY

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

DIRECTION

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

MONITORING

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

INFORM OUR COMMUNITY

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

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





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 Mackay Regional 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 Mackay Regional Council's consolidated revenues (where the money comes from) and expenses (where the money is spent).

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

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

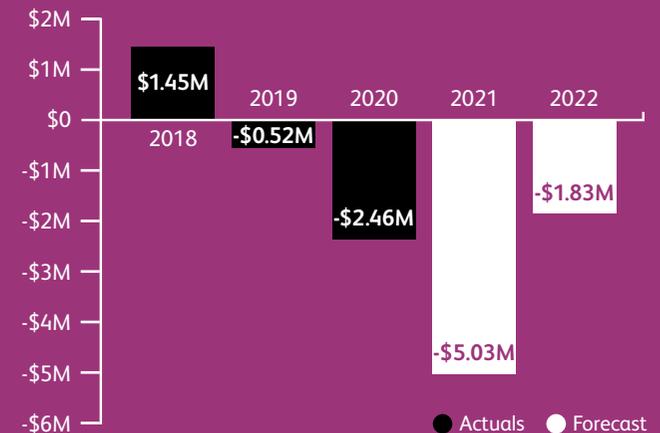
A reduction of \$7M in total operating revenue during the financial year is noted; in particular a decrease of \$3.7M and \$2.7M for grants, subsidies, contributions and donations and other

recurrent income respectively. This reduction is mainly associated with the implementation of new accounting standards and the restriction or suspension of council operations following the declaration of the novel coronavirus (COVID-19) outbreak as a global pandemic.

Council experienced a net decrease of \$5.1M in operating expenses for the reporting period in comparison to the prior year. This is primarily attributable to a decrease in materials and services of \$14.7M, offset by an increase of \$6.7M in depreciation and amortisation, which includes an adjustment made as at July 1, 2019, to recognise assets commissioned or disposed before this date. Further details are reported in note 13 to the 2020 Annual Financial Statements.

Council is currently forecasting a \$5M deficit in the 2020-21 financial year due to a number of stimulus measures introduced to ease the burden associated with COVID-19 within the community and expects to return to a surplus position in the 2023-24 financial year. The local government maintains a financially sustainable long-term outlook and remains focused on continuing to provide a wide range of services to the community.

OPERATING RESULT



TOTAL REVENUE – WHERE OUR MONEY COMES FROM

Total revenue of \$327M was recognised during the 12 months ending June 30, 2020.

Operational revenue represents 82 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. Mackay Regional Council's operational revenue is generated from the below sources:



- 82% Rates and charges
- 6% Fees and charges
- 5% Grants, subsidies, contributions and donations
- 3% Sales contracts and recoverable works
- 2% Interest received
- 1.5% Other recurrent income
- 0.5% Rental income

EXPENSES – WHERE OUR MONEY GOES

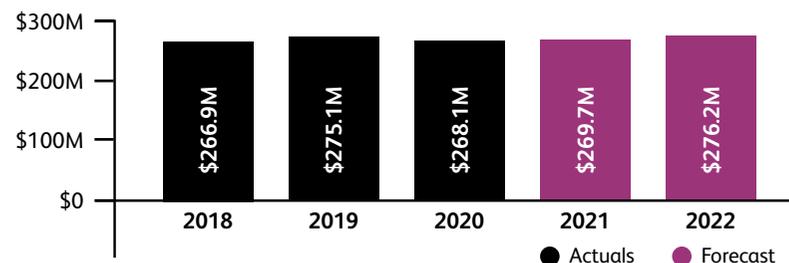
Mackay Regional Council incurs both operational and capital expenditure in providing services to the community.

Capital spending is added to the carrying value of assets as it maintains and expands council's asset base. The graph shows the components of operating expenditure only.



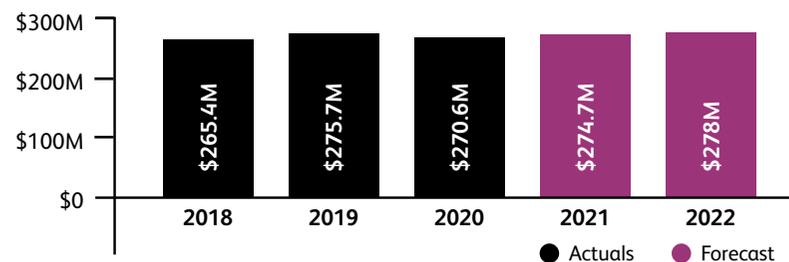
- 34% Materials and services
- 31% Employee benefits
- 31% Depreciation and amortisation
- 4% Finance costs

OPERATING REVENUE



Mackay Regional Council's operating revenue at June 30, 2020, is \$7M lower in comparison to the prior year. Council actively seeks revenue from other sources and attempts to maximise investment earnings to assist in funding the many services council provides.

OPERATING EXPENSES



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

Council recognised operating costs of \$270.6M during the financial year and expended a further \$102M on capital projects. Major capital expenditure recognised in the period included: **Water infrastructure \$6.4M** | **Waste water infrastructure \$18.2M** | **Roads, bridges and drainage \$31.7M** | **Parks and environment \$12.2M**

STATEMENT OF FINANCIAL POSITION

This statement measures what Mackay Regional Council owns and owes to relevant stakeholders at the end of financial year.

The result of these two components determines the net wealth of council, which is also the net wealth of the community.

Our community's net wealth at the end of the financial year was near to \$3.2B.

2019-2020 Statement of Financial Position (\$000s)

Assets (what we own)	\$3,493,552
Liabilities (what we owe)	\$261,482
Equity (community wealth)	\$3,232,070

ASSETS: WHAT DO WE OWN?

The bulk of council's assets are in the form of infrastructure, such as roads, drainage, water and sewerage assets. These asset types collectively make up 78 per cent of council's total asset base.

Significant parts of Mackay Regional Council's expenditure in the long-term financial forecast are focused on the construction, upgrade and renewal of these assets. The table illustrates council's assets as at June 30, 2020.

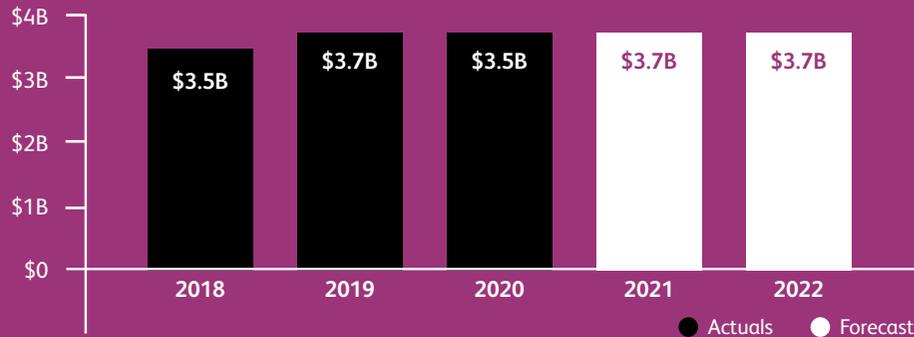
Cash and cash equivalents and investments (fixed term deposits) represent five per cent of council's \$3.5B total assets as at June 30, 2020. Investments are separately classified from cash and cash equivalents and represent term deposits with fixed interest rates and are held for periods greater than three months.



Total property, plant and equipment asset values

Asset class	Asset value (\$'000s)	Written own value (\$'000s)
Land	\$153,240	\$153,240
Site improvements	\$195,036	\$118,010
Buildings	\$246,582	\$144,643
Roads, bridge and drainage network	\$2,596,413	\$1,648,157
Water	\$815,023	\$487,823
Sewerage	\$847,344	\$580,214
Plant and equipment	\$70,637	\$41,108
Works in progress	\$89,774	\$89,774
Total	\$5,014,048	\$3,262,968

TOTAL ASSETS



** As outlined in note 13 to the 2020 Annual Financial Statements, a net adjustment of \$148M was made as at July 1, 2019, to recognise non-current assets, with commission or disposal dates prior to this date.

LIABILITIES: WHAT DO WE OWE?

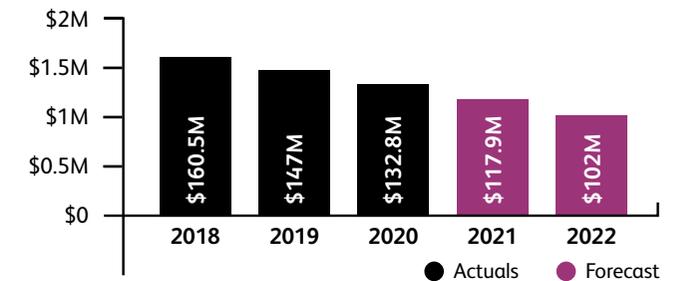
Liabilities are the amounts council owes to suppliers, employees and lenders both now and in the future. The bulk of Mackay Regional Council's liabilities are in the form of loans and provisions, which collectively represent 82 per cent of our total liabilities.

Borrowing to undertake the construction or purchase of long-term assets is an effective way of spreading the cost of community infrastructure over the life of the assets in such a way that those deriving a benefit from the investment pay for it as it is being used. Provisions include retainment of funds to rehabilitate waste and quarry sites administered by council as well as expenses relating to employee entitlements (for example, long service leave).

Council's long-term financial forecast reflects a concerted effort to reduce debt and borrowing over the life of the plan. To this end, council has not borrowed any funds for the past five financial years concentrating on the repayment of existing debt.

Mackay Regional Council's outstanding debt at financial year end was \$133M. The graph below shows council's debt balance.

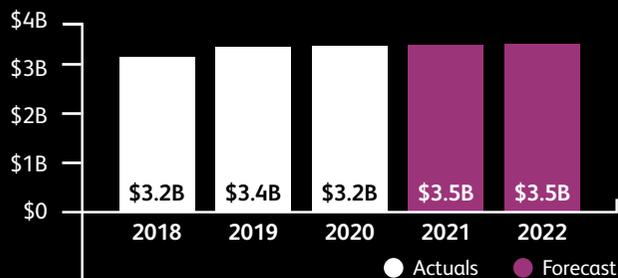
BORROWINGS



STATEMENT OF CHANGES IN EQUITY

This statement measures the change in our net wealth – what council owns, less what it owes. Community equity consists of the asset revaluation surplus and the retained surplus, which decreased by a net movement of \$214M during the year following the comprehensive revaluation of some of council’s infrastructure assets. Equity is forecast to remain relatively constant into the future.

EQUITY

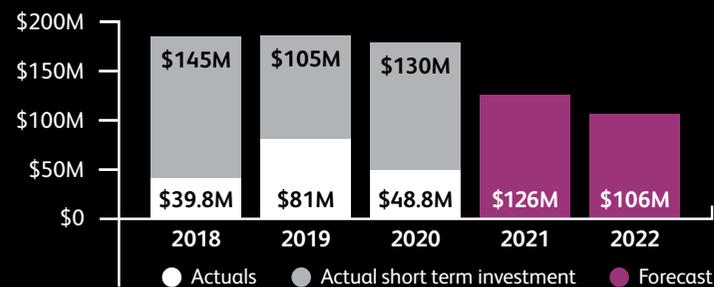


** As outlined in note 13 to the 2020 Annual Financial Statements, a net adjustment of \$148M was made as at July 1, 2019, to recognise non-current assets, with commission or disposal dates prior to this date

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 \$49M at the end of the year, it is important to note that an additional \$130M is held in short-term cash investments (term deposits) that are separately classified at June 30, 2020. Council pools and invests funds throughout the year, in low risk short-term investments in accordance with our investment policy with the aim to optimise the best rate of return. Looking forward, council’s short and long-term cash flows indicate that sufficient cash is available to meet recurring activities and capital expenditure.

CASH AND SHORT TERM INVESTMENTS



MOVING FORWARD

Mackay Regional Council’s financial results are reflective of a strong economic base and a sound capacity to service its obligations.

Our long-term financial forecast provides a plan for the challenges and demands council faces now and into the future. Consideration has been given to the impacts of COVID-19 and allows for the implementation of a range of stimulus measures in 2020-2021, including waiving a raft of fees and charges and providing a three-month extension on the normal due date for the first half-yearly rates and charges issued.

Mackay Regional Council strives to deliver financial sustainability through the implementation of several initiatives, including the continual review of operations to improve efficiencies, a focus on further reductions in borrowings and to maintain effective use of cash reserves. The effective management of capital projects to optimise the costs of operating and maintaining the asset over its useful life and the improvement of asset management practices remains a priority of the local government.

OVERALL TRENDS

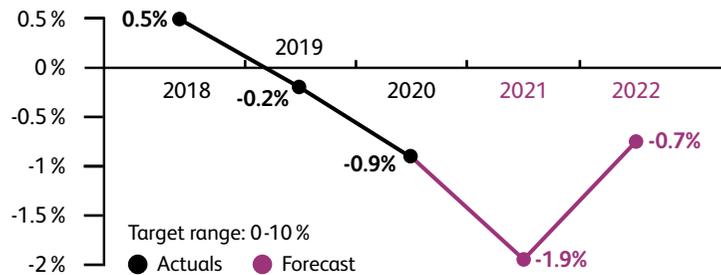
Financial ratios are calculated using inputs from financial statements to gain meaningful information about an organisation's financial performance. The following ratios are measures of financial sustainability and have been prepared in accordance with the requirements of the *Local Government Regulation 2012* and the *Financial Management (Sustainability) Guideline 2013*.

Council's current year financial sustainability statement, the related Auditor-General's report and council's long-term financial sustainability statement are located at the end of Mackay Regional Council's Annual Financial Statements published within this report.

OPERATING SURPLUS RATIO

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

Council's current year operating surplus ratio is slightly below target range at period end, in line with a reported small deficit. This trend is forecast to continue, with a \$5.03M deficit estimated for 2020-2021 before beginning to recover and return to the target range in 2022-2023. This indicates that council is in a sound financial position and reinforces the continuing ability to fund proposed capital expenditure and debt service repayments.



ASSET SUSTAINABILITY RATIO

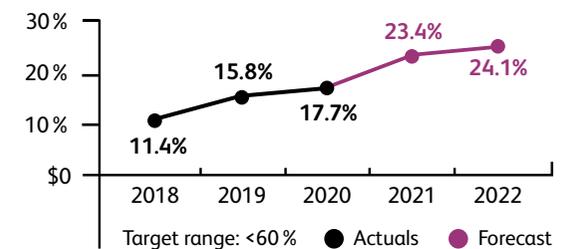
This ratio approximates the extent to which the infrastructure assets managed by council are being replaced as they reach the end of their useful lives. The asset sustainability ratio is calculated by comparing the planned capital expenditure on renewal assets, to the depreciation expense calculated in keeping with accounting principles. While projected renewal expenditure is lower than the calculated depreciation, Mackay Regional 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 Mackay Regional 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.



LEGISLATIVE REQUIREMENTS

DEBT POLICY (ADOPTED 2020-2021FY)

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

PURPOSES OF BORROWINGS

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

Year and purpose of borrowing	Amount
2019-2020	Nil
2020-2021	Nil
2021-2022	Nil
2022-2023 – new and upgrade infrastructure assets	\$18M
2023-2024 – new and upgrade infrastructure assets	\$29.8M
2024-2025 – new and upgrade infrastructure assets	\$30M
2025-2026 – new and upgrade infrastructure assets	\$27M
2026-2027 – new and upgrade infrastructure assets	\$6.6M
2027-2028 – new and upgrade infrastructure assets	\$25.5M
2028-2029 – new and upgrade infrastructure assets	\$28M





OVERSEAS TRAVEL

Name of Employee/Councillor	Position of Councillor/Employee	Destination of Overseas Travel	Purpose of the Overseas Travel	Cost of the Overseas Travel
Stuart Boyd	Manager Water Treatment	Berkeley Springs, USA	Water tasting competition	\$1926
Jason Devitt	Director Engineering and Commercial Infrastructure	Berkeley Springs, USA	Water tasting competition	\$2949
		New Zealand	Water Services Association of Australia (WSAA) Board of Directors Meeting	\$246
Mayor Greg Williamson	Councillor	Matsuura, Japan	Attending 30th Anniversary of Sister City Program	\$2757
Cr Fran Mann	Councillor	Matsuura, Japan	Attending 30th Anniversary of Sister City Program	\$Nil cost to council
Cr Karen May	Councillor	Matsuura, Japan	Attending 30th Anniversary of Sister City Program	\$Nil cost to Council
Robert Ryan	Senior Coordinator Community Programs	Matsuura, Japan	Attending 30th Anniversary of Sister City Program	\$2910
Kimberley Blythe	Visitors Services Officer	New Zealand	Botanic Gardens Australian and New Zealand 2019 Congress	\$3614
Nicole Davis	Chief Operating Officer Water and Waste Services	New Zealand	NZ Regulation Workshop to present paper on "Transition to a Regulated Water Industry - An Australian Perspective"	\$Nil cost to council
Donna Jackson	Botanic Gardens Coordinator	New Zealand	Botanic Gardens Australian and New Zealand 2019 Congress	\$3974
Total				\$18,376.00

RESOLVED EXPRESSIONS OF INTEREST

Council resolved one EOI in the 2019-2020 financial year. EOI – MRC 2021-001 – Mackay Waterfront Development Opportunities was resolved on June 10, 2020, as per section 228 (3) of the *Local Government Regulation 2012*.

The EOI gauged interest in the development of six council-owned freehold sites and was considered to be in the public's best interest as it was undertaken with minimal resource implications for both council and the respondents.

It was also considered to be the most cost-effective way to identify the appropriate options for development of the sites as council had no fixed view on possible arrangements.

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 www.mackay.qld.gov.au/about_council/your_council/budget_2020-21

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: www.mackay.qld.gov.au/about_council/your_council/budget_2020-21

SPECIAL RATES AND CHARGES

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

> 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 provide assistance with their operations. All funds levied (less an administration charge) are paid to the relevant Rural Fire Brigade or group.

> SPECIAL CHARGE (SLADE POINT SEAWALL)

A special charge was levied on rateable land within the defined benefited area to contribute to the funding of the construction of a seawall. The cost of carrying out the overall plan is estimated to be spread across 10-year period, which commenced on 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 www.mackay.qld.gov.au.

PROPERTY, PLANT AND EQUIPMENT

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

All other items of property, plant and equipment are capitalised and reported in the relevant asset class.

ADMINISTRATIVE ACTION COMPLAINTS

Council is committed to providing a high level of service to its customers and the community, and also acknowledges the right of persons to provide feedback, both positive and negative, and/or to lodge a complaint about a council decision or action.

Council recognises that effective complaints management is integral to good customer service and therefore values all complaints. As well as encouraging a proactive approach to complaints management, the administrative action complaints procedure is to ensure that the correct legislation, policies and procedures have been followed to make a lawful and reasonable decision.

Council has a Complaint Management System (CMS) in place and it is recognised as an essential part of good quality and governance practices. The assessment of a complaint has three stages, including: Stage 1 – initial complaint; Stage 2 – internal review; Stage 3 – external review. The CMS is an important process used to measure and improve our service to the community. Council has set a benchmark of 90 per cent for all complaints to be completed within their required timeframe. A quarterly report is presented to the management team and annual report presented to the Audit Committee.

In the 2019-2020 financial year, there were 428 administrative action complaints made to the local government and 412 administrative action complaints resolved by the local government under the complaints management process. There were 16 administrative action complaints not resolved by the local government under the complaints management process. No complaints were unresolved from the previous financial year.

COMPETITIVE NEUTRALITY COMPLAINTS

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

COUNCILLORS' REMUNERATION POLICY

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

COUNCILLORS' REIMBURSEMENT POLICY

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

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

A full copy of the policy is available for viewing on council's website, with a summary of the policy on the next page.

COUNCILLORS' REIMBURSEMENTS

Mackay Regional Council's Reimbursement of Expenses and Provision of Facilities for Councillors Policy No 002 was adopted for the 2019-2020 term on February 13, 2019, and was readopted on April 22, 2020.

A further revision was readopted on July 22, 2020 (as Councillors – Reimbursement of Expenses and Provision of Facilities Policy No 002), however outside the 2019-2020 year. A copy of the latest policy adopted on July 22, 2020, is available on council's website www.mackay.qld.gov.au/about_council/policies_and_fees/policies. Copies of the earlier versions are available on request from council. Below is a summary of the provisions applicable under the February 13, 2019, and April 22, 2020, versions applicable for the 2019-2020 year.

Heading	Description
Conferences/seminars/workshops	Acceptance of costs, including travel and accommodation, associated with attending council approved conferences, seminars or workshops.
Discretionary professional development	Allowance for up to \$5000 per councillor, per term of council, for a councillor to undertake personal development courses or similar, including associated travel and accommodation expenses if applicable.
Travel as required to represent council	Acceptance of costs associated with travel on behalf of and representing council.
Vehicles	Provision of a council supplied vehicle, including private use, for the Mayor. Access for councillors to council fleet vehicles, or reimbursement of mileage for private vehicle use (at the ATO business use motor vehicle mileage rate – up to a max of \$12,000/annum), for council business travel.
Administrative tools and access to council office amenities	Provision within council of office space, car parking, laptops/IT needs, printer/copier etc.
Insurance cover	Insurance coverage for public liability, professional development, workers compensation etc.
Council memberships	Ability for councillors, at their own expense, to access staff-offered benefits memberships such as Fitness Passport.
Support resources	Dedicated support via executive assistant allocation (one for Mayor and one accessible by councillors). Plus, provision of communication specialist services for Mayor.
Legal assistance	Acceptance of legal assistance costs as required in support of actions against councillors in undertaking their role.
Telecommunication needs and mobile phones	Mobile phone allowance of \$135/month. Home line and internet allowance of \$75/month.
Uniforms and safety equipment	Provision of safety equipment as required, and access to uniform in line with staff annual allowance.
Attendance at community events etc	Acceptance of attendance costs for official invites to attend community events.
Hospitality	Acceptance of hospitality costs in hosting dignitaries outside formal council events: Councillors - \$500/annum. Mayor - \$6000/annum.

ADMINISTRATIVE SUPPORT

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

The below lists the policy headings and how collated against individual councillors in the expenses summary table:

Heading	Conferences/ travel	Vehicle costs	Other support
Conferences/ seminars/ workshops	Including registration, accommodation, travel and other costs.		
Discretionary professional development			Including registration, accommodation, travel and other costs.
Travel	Including registration, accommodation, travel and other costs.		
Vehicles		All costs included	
Telecommunication needs/ mobile phones			All costs included
Uniforms and safety equipment			All costs included
Attendance at community events etc			All costs included
Hospitality			All costs included

The below listed categories are not able to be specifically or individually costed, so are not included in the summary table against individual councillors:

- Administrative tools and access to council office amenities
- Insurance cover
- Council memberships
- Support resources
- Legal assistance

SENIOR MANAGEMENT REMUNERATION

Under section 201 of the *Local Government Act 2009*, we provide the total remuneration paid to senior executive employees, including the CEO and employees reporting directly to the CEO during the financial year.

The total remuneration packages paid to senior management in 2019-2020 is \$2,277,214. The annual package bands for council's senior management during 2019-2020 are:

Income Range	Number of Packages*
\$400,000 - \$499,999	1
\$300,000 - \$399,999	0
\$200,000 - \$299,999	6
\$100,000 - \$199,999	1
Total remuneration	\$2,111,463.69

* These figures include salary, allowances and super (total remuneration)

EXPENSES

Summary of councillor's expenses and conference expenses for the period of July 1, 2019, to June 30, 2020.

Councillor	Conferences/ travel	Vehicle costs	Other support	Total
Mayor Greg Williamson	\$7606	\$7179	\$3737	\$18,522
Cr Karen May	\$16,189	-	\$2718	\$18,907
Cr Martin Bella	\$112	\$9880	\$2630	\$12,445
Cr Laurence Bonaventura	\$191	\$5275	\$2934	\$8400
Cr Amanda Camm	\$5692	-	\$2400	\$8092
Cr Kevin Casey	\$7250	\$2970	\$2257	\$12,477
Cr Justin Englert	\$6341	\$1915	\$2782	\$11,038
Cr Ross Gee	\$4838	\$5332	\$2257	\$12,427
Cr Michelle Green	-	-	\$776	\$776
Cr Belinda Hassan	-	-	\$777	\$777
Cr Alison Jones	-	-	\$544	\$544
Cr Fran Mann	\$8794	-	\$2718	\$11,512
Cr Ayril Paton	\$6193	\$4625	\$2257	\$13,075
Cr Russell Seymour	-	-	\$615	\$615
Cr Pauline Townsend	-	-	\$544	\$544
Cr Ross Walker	\$2353	\$2124	\$2257	\$6734
Total	\$65,559	\$39,300	\$32,203	\$136,885

COUNCILLORS' ALLOWANCES AND SUPERANNUATION COMBINED

Combined amount of remuneration and superannuation paid to each of our councillors during 2019-2020.

Councillor	Allowances	Superannuation	Total
Mayor Greg Williamson	\$179,481	\$21,538	\$201,019
Cr Karen May	\$108,757	\$13,051	\$121,808
Cr Martin Bella	\$106,058	\$12,727	\$118,785
Cr Laurence Bonaventura	\$106,058	\$12,727	\$118,785
Cr Amanda Camm	\$100,243	\$12,029	\$112,272
Cr Kevin Casey	\$86,878	\$10,426	\$97,304
Cr Justin Englert	\$106,058	\$12,727	\$118,785
Cr Ross Gee	\$86,878	\$10,426	\$97,304
Cr Michelle Green	\$19,180	\$2302	\$21,482
Cr Belinda Hassan	\$19,180	\$2302	\$21,482
Cr Alison Jones	\$19,180	\$2302	\$21,482
Cr Fran Mann	\$106,058	\$12,727	\$118,785
Cr Ayril Paton	\$86,878	\$10,426	\$97,304
Cr Russell Seymour	\$19,180	\$2302	\$21,482
Cr Pauline Townsend	\$19,180	\$2302	\$21,482
Cr Ross Walker	\$86,878	\$10,426	\$97,304
Total	\$1,256,125	\$150,740	\$1,406,865

MEETINGS

Council meetings from July 1, 2019, to February 12, 2020.

Councillor	Ordinary meeting	Special meeting	Absent on council business	Dates	Leave of absence	Dates
Mayor Greg Williamson	13	-	-	-	-	-
Cr Amanda Camm	7	-	-	-	6	10/7, 24/7, 25/9, 9/10, 27/11, 11/12
Cr Martin Bella	11	-	-	-	2	14/8, 27/11
Cr Laurence Bonaventura	12	-	-	-	1	28/8
Cr Kevin Casey	10	-	1	14/8	2	13/11, 22/11
Cr Justin Englert	12	-	-	-	1	9/10
Cr Ross Gee	12	-	1	23/10	-	-
Cr Fran Mann	11	-	-	-	2	25/9, 9/10
Cr Karen May	10	-	1	10/7	2	24/7, 28/8
Cr Ayril Paton	13	-	-	-	-	-
Cr Ross Walker	11	-	-	-	2	28/8, 23/10
Total meetings for this period	13	-	3		18	

MEETINGS

Council meetings from April 22, 2020, to June 30, 2020.

Councillor	Ordinary meeting	Special meeting	Absent on council business	Leave of absence
Mayor Greg Williamson	6	1	-	-
Cr Karen May	6	1	-	-
Cr Martin Bella	6	1	-	-
Cr Laurence Bonaventura	6	1	-	-
Cr Justin Englert	6	1	-	-
Cr Michelle Green	6	1	-	-
Cr Belinda Hassan	6	1	-	-
Cr Alison Jones	6	1	-	-
Cr Fran Mann	6	1	-	-
Cr Russell Seymour	6	1	-	-
Cr Pauline Townsend	6	1	-	-
Total meetings for this period	6	1	-	-

COMMITTEES

External Local, State or Federal Government Committees

The following is a list of councillor appointments to committees and groups, both internal and external to council from July 1, 2019, to June 30, 2020.

Council advisory, local and state government, external and internal working groups		
Committee name	Internal/external	Councillor appointment
Audit Committee	Statutory	Mayor Greg Williamson, Cr Martin Bella, Cr Belinda Hassan, Cr Karen May
Character and Heritage Advisory Committee	Advisory	Cr Fran Mann, Cr Karen May
Coastal Council Adaption Taskforce	External	Cr Alison Jones
Combined Museums Reference Group	External	Cr Fran Mann, Cr Karen May
Community Grants Advisory Committee	Internal	Cr Laurence Bonaventura, Cr Alison Jones, Cr Russell Seymour, Cr Pauline Townsend
Crimestoppers	External	Cr Justin Englert
DBCT Engagement Group	External	Cr Karen May
Diabetes and Obesity Project - Let's Shape Up!	External	Cr Belinda Hassan
Economic Recovery Sub Group	Statutory External	Cr Martin Bella, Cr Michelle Green, Cr Justin Englert
Environment Recovery Sub Group	Statutory External	Cr Laurence Bonaventura, Cr Alison Jones
Greater Whitsunday Council of Mayors (Whitsunday ROC Ltd)	Statutory External	Mayor Greg Williamson
Human-Social Recovery Sub Group	Statutory External	Cr Fran Mann, Cr Karen May
Invest Mackay Event and Conference Attraction Program Advisory Committee	Internal	Cr Justin Englert, Cr Michelle Green, Cr Belinda Hassan, Cr Karen May, Cr Pauline Townsend
Infrastructure Recovery Sub Group	Statutory External	Cr Martin Bella, Cr Belinda Hassan
LGAQ Policy Executive	Statutory External	Mayor Andrew Willcox (no council Rep)
Local Authorities Waste Management Advisory Committee	External	Cr Belinda Hassan, Proxy – Cr Michelle Green
Local Buy Foundation	External	Cr Alison Jones, Proxy – Cr Belinda Hassan
Mackay Community Foundation	External	Mayor Greg Williamson
Mackay District Disaster Management Group	Statutory External	Mayor Greg Williamson
Mackay Housing Company	External	Cr Fran Mann, Cr Karen May
Mackay Local Disaster Management Group	Statutory External	Mayor Greg Williamson (Chair) Cr Justin Englert, Cr Fran Mann, Cr Karen May, Proxy – Cr Belinda Hassan, Cr Russell Seymour
Mackay Regional Enterprise	Internal	Mayor Greg Williamson, Cr Martin Bella
Mackay Show Trustees	Statutory External	Mayor Greg Williamson

Committee name	Internal/external	Councillor appointment
Mackay Tourism	External	Cr Justin Englert
Mayor's DV Taskforce	External	Cr Belinda Hassan, Cr Pauline Townsend
Memorial Swimming Centre Community Reference Group	External	Cr Laurence Bonaventura, Cr Fran Mann, Cr Karen May
Mountain Bike Alliance	External	Cr Justin Englert, Cr Michelle Green, Cr Pauline Townsend
North Queensland Sports Foundation	External	Cr Laurence Bonaventura, Proxy – Cr Belinda Hassan
Northern Alliance of Council	External	Cr Martin Bella
NQBP Community	External	Cr Karen May – Hay Point, Cr Pauline Townsend – Mackay
PDA Strategic Advisory Committee		Mayor Greg Williamson, Cr Laurence Bonaventura, Cr Justin Englert, Cr Karen May, Proxy – Cr Fran Mann, Observers – Cr Belinda Hassan, Cr Pauline Townsend
Pioneer Landcare Group	External	Cr Fran Mann
Rates Payment Review Tribunal	Internal	Cr Martin Bella, Cr Alison Jones
Reef Catchments	External	Cr Belinda Hassan
Regional Arts Development Fund Advisory Committee	Advisory External	Cr Michelle Green, Cr Fran Mann, Cr Karen May
Regional Development Australia Mackay-Isaac-Whitsunday Inc. (RDA)	External	Cr Karen May, Proxy – Cr Alison Jones
Regional Social Development Centre (RSDC)	External	Cr Karen May, Proxy – Cr Belinda Hassan
Roads Accident Action Group	External	Cr Laurence Bonaventura, Cr Seymour
Rural Safety Working Group	External	Cr Laurence Bonaventura
Sarina Field of Dreams Advisory Committee	Internal	Cr Fran Mann, Cr Karen May
Sarina Landcare Group	External	Cr Karen May
Sister Cities Mackay	External	Cr Alison Jones, Cr Fran Mann, Cr Karen May, Cr Pauline Townsend
Sport and Recreation Advisory Committee	Advisory	Cr Michelle Green, Cr Belinda Hassan
Sports Expo and Sign on Day Working Group	Internal	Cr Laurence Bonaventura, Cr Belinda Hassan, Cr Alison Jones, Cr Russell Seymour
St Vincent De Paul Housing Committee	External	Cr Belinda Hassan
Sustainability and Environment Advisory Committee	Advisory External	Cr Michelle Green, Cr Alison Jones, Cr Karen May
Traffic and Regulated Parking Advisory Committee	Advisory External	Cr Laurence Bonaventura, Cr Fran Mann
Transport and Drainage Advisory Board	Advisory External	Cr Martin Bella, Cr Laurence Bonaventura, Cr Belinda Hassan, Cr Fran Mann, Cr Karen May
Visual Arts Advisory Committee	Internal	Cr Pauline Townsend
Water and Waste Advisory Board	Advisory External	Cr Martin Bella, Cr Laurence Bonaventura, Cr Michelle Green, Cr Belinda Hassan, Cr Fran Mann, Cr Karen May
Whitsunday Regional Roads Group	External	Cr Martin Bella, Cr Fran Mann



EMPLOYEE PROFILE

Dienette du Plessis, Procurement Operations Supervisor

In her role as Procurement Operations Supervisor, Dienette liaises with internal and external clients, ensuring Mackay Regional Council procures goods and services in a fair and cost-effective way, while adhering to council's policies and government legislation.

“GROWING UP IN A CULTURALLY-RICH COUNTRY LIKE SOUTH AFRICA, I UNDERSTAND THE IMPORTANCE OF EQUAL WORK OPPORTUNITIES, PROVIDING PROFESSIONAL SERVICE AND SUPPORTING LOCAL BUSINESSES.”

REGISTERS

Council maintains a list of registers. These include:

Registers required as per LGA and LGR legislative requirements

- Local laws register
- Roads map and register
- Register of cost-recovery fees
- Asset register
- Councillor conduct register
- Delegations register
- Register of interests
- Register of pre-qualified suppliers

Records required as per LGA and LGR legislative requirements

- Record of unsuitable meeting conduct
- Record of taking of declaration of office
- Record of declaration of councillor material personal interest
- Record of declaration of councillor conflict of interest
- Land record
- Record of financial management risks and control managers
- Record of administrative action complaints

Other registers

- Register of animal impoundment
- Register of authorised persons
- Register of cats and dogs
- Register of cemetery

- Register of employee conflict/material personal interest
- Register of infrastructure agreements
- Register of infrastructure notices
- Register of installed on-site sewerage and greywater use facilities
- Register of licensing
- Register of lobbyists
- Register of regulatory fees
- Register of stock impoundment
- Register of testable backflow prevention devices
- Register of abandoned vehicle impoundment
- Register of gifts and benefits
- Register of lost/stolen or unaccounted for assets

The *Local Government Regulation 2012 (Act)* sets out standards of behaviour and processes for accepting and assessing any complaints regarding the activities of councillors.

The Act provides a framework for assessing complaints about the conduct and performance of councillors.

Under the Act, each complaint is required to be assessed to determine whether it is about inappropriate conduct, misconduct, corrupt conduct under the *Crime and Corruption Act 2001* or another matter. If the complaint is not frivolous, vexatious or lacking in substance, it is referred to the appropriate individual or office for investigation.

Three councillor complaints were recorded for the period July 1, 2019, and June 30, 2020, one was

received directly by council and two were received directly by the Office of the Independent Assessor (including one dated June 28, 2019, not advised to council until October 31, 2019, when assessment was completed).

This figure does not include complaints made in the previous reporting period for which outcomes from external agencies were determined in the current reporting period.

In accordance with the requirements of section 186 (d) and (f) of the *Local Government Regulation 2012*, council advises that for the period July 1, 2019, to June 30, 2020, the statistics in the table were reported.

In accordance with section 186 (e) of the current *Local Government Regulation 2012*, council must report on the following during the financial year:

- (i) the name of each councillor for whom a decision, order or recommendation mentioned in paragraph (d) was made;
- (ii) a description of the unsuitable meeting conduct, inappropriate conduct or misconduct engaged in by each of the councillors; and
- (iii) a summary of the decision, order or recommendation made for each councillor.

Council has no information to report for section 186 (e) of the *Local Government Regulation 2012*. The full register of councillor conduct complaint outcomes is available on council's website.

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

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

FUNDING ACKNOWLEDGMENTS

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

Funding Provider	Income 2019-2020	Total Funding	Program Name	Description
Arts Queensland	\$96,000	\$96,000	Regional Arts Development Fund 2019-2020	Community grants and council initiated projects
Australian Garden History Society	\$4545	\$9091	Australian Garden History Society Funding	Upgrades to Greenmount Homestead
Bendigo Bank	\$909	\$909	Bendigo Bank Community Engagement	Sarina Women's Awards dinner
BHP Billiton Mitsubishi Alliance	\$1000	\$1000	Benefiting My Community Program	Sarina Women's Awards dinner
	\$15,000	\$15,000	Community project	Artspace BMA Kidspace partnership
Dalrymple Bay Coal Terminal	\$10,000	\$10,000	Sponsorship	Artspace Libris Awards
Department of Child Safety, Youth and Women	\$43,954	\$85,508	Community Services Funding Stream	Sarina Youth Centre
	\$43,949	\$85,498	Community Services Funding Stream	Valley Youth Centre
Department of Communities, Disability Services and Seniors	\$3191	\$17,682	Community Services Funding Stream	Sarina Neighbourhood Centre Emergency Relief 2016-2019
	\$6203	\$22,158	Community Services Funding Stream	Sarina Neighbourhood Centre Emergency Relief 2019-2021
	\$119,116	\$525,250	Community Services Funding Stream	Sarina Neighbourhood Centre
	\$158,033	\$337,152	Community Recovery Cat C - CQ Bushfires Round 1	Community Development Officer - CQ Bushfires
	\$90,000	\$100,000	CQ Bushfires Cat C Flexible Funding Program	Emergency Resilience Officer
	\$3000	\$3000	Thriving Queensland Community Grants	Sarina food safety training
	\$109,400	\$120,340	NQ & FNQ Monsoon Tough Cat C Funding	Mackay FSMS: Flood Intelligence Plan
	\$135,000	\$150,000	Community Recovery Cat C - CQ Bushfires Round 2	Mackay Emergency Management Approach for Vulnerable People Project
Department of Employment, Small Business and Training	\$240,000	\$240,000	First Start Program	Trainee Support Program
	\$175,000	\$350,000	Regional Skills Investment Strategy	Regional Skills Investment Strategy Officer
Department of Environment and Science	\$53,884	\$134,710	Illegal Dumping Partnerships Program	Illegal dumping Compliance Officer
	\$26,400	\$33,000	Illegal Dumping Hotspots Program	Illegal dumping signage, bollards, fencing and surveillance equipment
	\$177,076	\$177,076	Waste Levy Excess	Excess of Waste Levy
Department of Housing and Public Works	\$850,000	\$1,000,000	Sport and Recreation Services	Camilleri Street District Park - Construction of skate park and recreation hub
Department of Infrastructure, Regional Development and Cities	\$1,956,590	\$9,782,950	Roads to Recovery 2019-2024 Funding	Various projects
	\$46,453	\$1,350,000	Building Better Regions Fund	Mackay region recreational fishing facilities upgrade

Funding Provider	Income 2019-2020	Total Funding	Program Name	Description
Department of Infrastructure, Transport, Cities and Regional Development	\$280,000	\$700,000	Bridges Renewal Program Round 4	Caping Bridge Road
Department of Local Government, Racing and Multicultural Affairs	\$3,042,131	\$6,020,982	Financial Assistance Grant 2019-2020	Financial Assistance Grant 2019-2020
	\$3,235,793	\$6,014,021	Financial Assistance Grant 2020-2021	Financial Assistance Grant 2020-2021
	\$84,159	\$84,159	Community Action for a Multicultural Society Program	CAMS funding
	\$240,530	\$801,768	Local Government Grants and Subsidies Program 2019-21	Koumala water quality upgrade
	\$20,000	\$20,000	Celebrating Multicultural Queensland 2018-2019	Global Grooves event 2019
	\$20,000	\$40,000	Celebrating Multicultural Queensland 2019-2020	Global Grooves events for 2021 and 2022 (due to 2020 event cancellation)
Department of State Development, Manufacturing, Infrastructure and Planning	\$13,052	\$186,364	Maturing the Infrastructure Project Pipeline Program 2	Mackay Waterfront PDA infrastructure investigations
	\$3,600,000	\$3,600,000	Jobs and Regional Growth Fund Assistance Agreement	Resource Centre of Excellence
Department of Transport and Main Roads	\$986,271	\$1,702,000	Black Spot Program 2019	Various projects
	\$1,092,502	\$1,092,502	Transport Infrastructure Development Scheme 2019	Milton Street / Boundary Road & Ball Bay Road
	\$107,683	\$107,683	Passenger Transport Accessible Infrastructure Program	PTAIP funding
	\$133,000	\$133,000	Bus Stop Shelter Program	Bus shelters
	\$246,875	\$987,500	Cycle Network Local Government Grants Program	Ron Searle Drive shared path
	\$820,990	\$1,641,980	Cycle Network Local Government Grants Program	Pioneer River North Bank Stage 1 shared path
	\$706,599	\$1,152,599	Passenger Transport Infrastructure Investment Program	Installation of bus stops
	\$64,767	\$259,068	Passenger Transport Infrastructure Investment Program	Mackay bus station
	\$28,284	\$282,837	Transport and Tourism Connections	Gorge Road rehabilitation
	\$168,250	\$336,500	School Transport Infrastructure Program	Bus shelter, Magee's Road, Bloomsbury
	1,000,000	1,000,000	Marine Infrastructure Program	Boat ramp, Seagull Street, Slade Point
Local Government Association of Queensland	\$124,325	\$137,685	QWRAP Bid Pool Funding	Water Industry Worker Learning and Development - WIM Alliance
	\$1,808	\$7,230	QWRAP Bid Pool Funding	Determination of Life Asset - WIM Alliance
	\$29,621	\$94,779	QWRAP Bid Pool Funding	Transition Management - WIM Alliance
	\$50,000	\$50,000	QWRAP Bid Pool Funding	Superintendent for Mirani MRF
	\$19,351	\$199,318	Coastal Hazard Adaptation Program	Mackay Region CIFHAS Phase 1 to 4

Funding Provider	Income 2019-2020	Total Funding	Program Name	Description
National Queensland Sports Foundation	\$20,000	\$20,000	NQSF Health and Wellbeing Project	MOVE It Program 2019-2020
	\$20,000	\$20,000	NQSF Health and Wellbeing Project	MOVE It Program 2020-2021
North Queensland Primary Health Network	\$50,000	\$50,000	Connect Communities to Cook	Connect Communities to Cook - Mackay
	\$50,000	\$55,000	Connect Communities to Cook	Connect Communities to Cook - Sarina
Queensland Reconstruction Authority	\$770,111	\$770,111	Natural Disaster Relief & Recovery Arrangements	NDRRA 2017 events
	\$5,286,990	\$8,864,000	Severe Tropical Cyclone Debbie - State Funded Projects	Queen's Park revitalisation
	\$85,284	\$4,562,000	Severe Tropical Cyclone Debbie - State Funded Projects	Northern Beaches Extraordinary Funding
	\$25,493	\$84,975	Queensland Disaster Resilience Fund	Flood camera network
	\$48,500	\$48,500	Get Ready Queensland	Get Ready Queensland 2019
	\$485,469	\$485,469	North and Far North Queensland Monsoon Trough - Emergency Works	Emergency works
	\$860,258	\$1,606,957	North and Far North Queensland Monsoon Trough - Reconstruction of Essential Public Assets	Gravel roads
	\$631,276	\$2,104,253	North and Far North Queensland Monsoon Trough - Reconstruction of Essential Public Assets	Dalrymple Road
	\$629,659	\$699,622	North and Far North Queensland Monsoon Trough - Reconstruction of Essential Public Assets	Boundary Creek, Dougherty's Road
	\$138,890	\$328,188	North and Far North Queensland Monsoon Trough - Reconstruction of Essential Public Assets	Minor works
State Emergency Service	\$31,255	\$31,255	Local Government Subsidy	Annual local government subsidy
State Library of Queensland	\$551,820	\$551,820	Public Library Grant	Annual funding for libraries
	\$89,366	\$223,411	First 5 Forever Funding	Family Literacy Program
	\$9700	\$9700	Tech Savvy Seniors Queensland	S.T.E.A.M'ing Seniors 2020
	\$27,559	\$27,559	First 5 Forever Project Grant	Borrowing Books with Berky
	\$9408	\$9408	Community Champions Grant	Connecting local community to local libraries
	\$30,000	\$30,000	Strategic Priorities Grants Program	Sound recording booth and viewing pod
	\$5000	\$5000	First 5 Forever Innovation Micro Grant	New children's play space for Gordon White Library
	\$5000	\$5000	First 5 Forever Innovation Micro Grant	Yuwi translation of The Very Hungry Caterpillar
\$3000	\$3000	Strategic Priorities Micro Grant	All abilities sensory space	
Tourism and Events Queensland	\$10,000	\$10,000	Queensland Destination Events Program	Mackay Festival of Arts
Total	\$30,354,734			

ANNUAL FINANCIAL STATEMENTS



**This USB contains Mackay Regional Council's
2019-20 financial statements.**

They can also be viewed at
www.mackay.qld.gov.au/financialstatements.

TACKLING NEW CHALLENGES TOGETHER

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