



Annual Report 2024-2025



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About this report

Welcome to Mackay Regional Council's Annual Report 2024-2025. It is a comprehensive summary of our performance from July 1, 2024, to June 30, 2025.

The Annual Report is guided by our Corporate Plan 2024-2029, which outlines key strategic issues and projects council will advocate for on behalf of the community. It provides a blueprint for our strategic direction and priorities and is an overview of our effectiveness in delivering for the community against the backdrop of that Corporate Plan. The report is a snapshot of our achievements, setbacks, future direction, opportunities and how we plan to tackle any new challenges together with a united and systematic approach. The Annual Report meets our statutory reporting requirements and informs all council stakeholders, including ratepayers, residents, businesses, community and interest groups, media, all levels of government, council staff and the wider general community. The report is part of our commitment to transparent performance reporting. Mackay Regional Council acknowledges the traditional owners and custodians of the land in our region, and we pay respect to the Elders past, present and emerging.

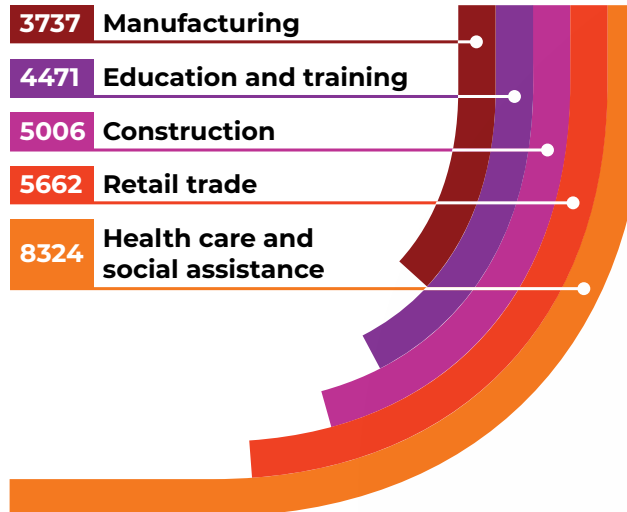
- ▶ **Our purpose:** Create opportunity to thrive.
- ▶ **Our vision:** To become the best region for liveability and livelihood.
- ▶ **Strategic outcomes:** Looking outwards: Invest and work, live and visit and community and environment. Looking inwards: Financial strength and operational excellence.
- ▶ **Feedback:** Please direct any feedback about this annual report to council on 1300 MACKAY (622 529) or email council@mackay.qld.gov.au.

Our profile



Key employment sectors

The following key sectors significantly contribute to employment in the Mackay region:



Area: 7622km²

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

128,361 Population estimate

67,566 People work in the region

Gross Regional Product (GRP) \$14.7B

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

Total economic output of \$27.03B

- ◆ \$11.982 billion mining and manufacturing sectors supporting 7141 jobs.
- ◆ The mining and manufacturing sectors drive the region's economy, making up 44.3 per cent of total output.
- ◆ Tourism contributes \$634 million (GRP) and 3100 direct jobs to the region's economy. (Source: Queensland Tourism Satellite Account TSA 2023-2024)
- ◆ World leader in resource technology and innovation.



About our council



Mackay Regional Council provides vital services, infrastructure and programs that foster growth, enhance the community, promote sustainability and work towards creating an enviable lifestyle for all residents.



A word from our Mayor

- Mayor Greg Williamson

I'm very proud of what this council has achieved in the 2024-2025 financial year and pleased to present this Annual Report. It was a year defined by community collaboration, strategic renewal and sustainable regional growth. As the first full year under our newly elected council, we approached it with a clear mandate - to invest in infrastructure that supports our growing population, deliver essential services efficiently and ensure our region remains a vibrant, inclusive and sustainable place to live, work and play.

Despite economic headwinds and rising operational costs, we delivered a balanced budget that included a capital works program exceeding \$130 million. This included major infrastructure investments that will shape Mackay's future. The Northern Beaches Community Hub and the Resource Centre of Excellence – Stage 2 Future Industries Hub are two standout projects that will keep us ahead of regional growth trends and allow us to capitalise on the industries of the future.

We continued to invest in our roads, parks and water infrastructure, ensuring that our assets remain reliable, safe and fit for purpose. These projects not only improve liveability but also support local jobs and facilitate regional growth. Our Parks and Open Spaces team implemented a series of improvements to enhance how we maintain the 23 million square metres of grass in the region. We took on board feedback from the wet season of 2023 and made a plan to improve service delivery. We invested in a new mower fleet which substantially increased cutting capacity; we overhauled our grass cutting contracts to allow us to more efficiently hire local contractors during the peak growing periods and we implemented a rapid action team to react to urgent customer requests and

high growth areas. The team should be very proud of their hard work; our on-time completion in the peak growth period rose to 97 per cent for the period of December 2024 to March 2025.

We also invested heavily in improving the quality of the Midge Point community's water supply. Council undertook a two-stage cleaning of water mains using a specialised "pigging" process to remove manganese and iron build-up. A new 11-kilometre water main was installed to connect Midge Point to Bloomsbury, featuring storage tanks, a booster pump station and chlorination facility. The project has delivered noticeable improvements in water clarity and pressure for the community.

Community engagement remained a priority over the year, with council undertaking a large body of work to involve stakeholders and community in the revitalisation of the City Centre and Waterfront. This engagement will inform the Mackay Waterfront Place Strategy, which is a roadmap designed to transform the City Centre and Riverside precincts into vibrant, inclusive and thriving destinations. Council conducts community engagement on all of our strategies, but this was different. We were blown away by the tremendous energy surrounding this project. Stakeholders didn't just want to 'have their say' – they wanted to get involved. Residents were brimming with ideas, creativity and energy, and that's something that is really exciting, because that level of community collaboration drives meaningful change.

Your council remains focused on building a region that future generations will be proud of. Thank you to our dedicated Councillors and staff for their commitment to our community. It's an honour to serve as your Mayor.

A word from our new CEO

- Gerard Carlyon

It is an honour to return to the Mackay region and lead this dynamic and forward-thinking council.

This report is a fantastic overview of the vital work that council staff undertake across a wide range of services. From pest management to town planning, community development to civil operations, potholes to palm trees and everything in between, staff work tirelessly to ensure our region is a great place to live. It's terrific to see that council has continued to deliver key infrastructure projects that support sustainable development across our diverse region.

Looking ahead, we are focused on preparing for the region's next phase of growth. Projects like the Finch Hatton Mountain Bike Trails and the Northern Beaches Community Hub future stages reflect our commitment to enhancing liveability and attracting investment. In 2024-2025 council invested in a large body of strategic work that will drive a series of key

economic and liveability initiatives.

That work, which included major community engagement initiatives, included the Mackay Region Economic Development Strategy, the 2025 Australian Liveability Census, the Corporate Plan 2024-2029, the Mackay Waterfront Place Strategy and the consultation on electoral divisions.

This commitment to community consultation and using it to shape meaningful decision making and strategic direction is something that is vital to a forward-thinking council. We will continue to listen, learn and ensure that every initiative is grounded in community needs and long-term sustainability.

Thank you to our dedicated staff and councillors for your tireless efforts. I look forward to working with you and our community to deliver the actions outlined in our strategies and I am excited to see our major projects come to fruition.

Get to know our CEO

Gerard Carlyon was appointed Chief Executive Officer of Mackay Regional Council on August 11. He brings more than two decades of senior leadership experience across State and Local Government. Prior to his appointment, he served as Deputy CEO of Fraser Coast Regional Council and held key roles in Mackay from 2009 to 2018, including Director of Community Services and Planning.

Gerard holds a Bachelor of Arts from Griffith University and an MBA from RMIT, with executive education from Harvard Business School. Passionate about regional development, strategic planning and community engagement, he is committed to fostering sustainable growth and making council a workplace of choice. His return to Mackay marks a personal and professional homecoming.





A word from our acting CEO

- David McKendry

It has been an exciting year, and a pleasure to be Acting CEO for the second half of the year. Council has achieved a great deal, including opening Northern Beaches Community Hub stage 1A to the public. This facility is a big win for our region and especially the Northern Beaches community. It contains beautiful play and entertainment spaces for young families and an undercover multipurpose court which can cater for a variety of sports. We also turned the sod on stage 1B, which will contain a modern library, community rooms, town square, café space and undercover parking.

It was also a big year for driving investment and attracting people to our region. The Economic Development and Tourism program, in partnership with major industry associations, developed the Workforce Attraction Toolkit to help businesses combat the regional skills shortage. We have also directly targeted investors through our partnership with the Gold Coast SUNS, securing significant investment by developers in childcare and residential housing. In a massive coup for the region, council, Tourism and Events Queensland (TEQ) and the Great Barrier Reef Arena (GBRA) were successful in our joint bid to Cricket Australia for hosting rights for two men's international world-class cricket matches between Australia and South Africa in August 2025.

This might be less glamorous, but I would also like to acknowledge the work done on strategic asset renewal throughout the year. Council invested heavily in extending the life of and ensuring our vital assets - bridges, sewer

mains and road networks - are fit for service and reliable. Significant works were undertaken on a critical sewer rising main at Sydney Street Pump Station and council also completed works on restoring and replacing a number of timber bridges in our rural areas.

From a workforce perspective, 2024-2025 has been a year that has seen considerable personal growth within the leadership of the organisation. It has been a privilege to act in the CEO role while we finalised an extensive recruitment process for our new CEO. It was great to see the culmination of that process with the appointment of Gerard Carlyon later in 2025. During that time there was an on-flow of acting roles within the organisation, and I would like to thank everyone who stepped up and performed higher duties during that time. Service levels remained high and those filling the roles were able to gain valuable experience while also bringing exciting ideas and perspectives to their acting roles. Our Community Services Director role was also filled with the permanent appointment of Mark Sleeman. Mark has brought a valuable community lens to the organisation after serving as a leader in council's Corporate Communications and Marketing team for more than a decade.

All in all, 2024-2025 has been a productive year where council has put in place considerable groundwork for future growth while making considerable progress towards our goal of being the best region for liveability and livelihood.

David McKendry took over as acting CEO following a special meeting on February 17, 2025 to accept CEO Scott Owen's resignation. Mr Owen, who served since November 2022, led major transformational change during his tenure.

Councillor profiles

In 2024-2025, Mackay Regional Council saw notable change, with movements in the Deputy Mayor role and a by-election following the resignation of a councillor.

Cr Karen May was elected as Deputy Mayor of Mackay Regional Council on August 7, 2024, following the resignation of Cr Belinda Hassan from the role, which became effective on August 5, 2024. Cr Belinda Hassan stepped down from her role as Deputy Mayor to focus on her campaign for the State seat of Mackay. Cr May's appointment was confirmed during a Special Council Meeting held on the same day.

Cr George Christensen formally resigned from Mackay Regional Council, effective on Friday, May 30, 2025. His resignation was acknowledged at a Special Council Meeting held on June 4, 2025, where council resolved to conduct a by-election via postal ballot in accordance with Section 166(1)(b) of the Local Government Act 2009.

Cr Anne Baker was officially sworn in at council on Wednesday, September 10. Cr Baker secured nearly 30 per cent of the by-election vote in a competitive field of nine candidates.



Mayor Greg Williamson

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 Mackay is the best place in the world to live, he speaks with unbridled passion when it comes to this region.

A fifth generation local, Mayor Williamson was elected for his third consecutive term as mayor at the 2024 local government elections. He returned to the mayoralty in 2016 and again served as mayor from 2020 to 2024. He had also 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 skill set back to the mayoralty. Mayor Williamson has a long history of service to the community, ranging from Rotary to the then Small Business Association and Mackay Tourism and more than 35 years of service with the Australian Air Force Cadets. He 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 Coronavirus pandemic in 2020.

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Deputy Mayor Karen May

Deputy Mayor Karen May's vast local government experience totals 20 years and she is the most experienced councillor on the current council. She served as Deputy Mayor from 2020-2024 and previously held roles as Councillor, Deputy Mayor and Mayor of Sarina Shire Council. She led Sarina through its 2008 amalgamation with Mackay City and Mirani Shire, joining the new Mackay Regional Council, where she was re-elected for a fourth consecutive term in 2024.

Cr May is co-chair of council's Liveability and Social Inclusion Strategic Advisory Committee. She is also a council representative on the not-for-profit regional body for community and social development, Greater Whitsunday Communities and the Mackay Regional Housing Company Limited. During her time on council, Cr May has been dedicated to helping and listening to the community. She is passionate about advocating on behalf of business, industry and tourism for our region. Her volunteer work includes serving as chairperson of the Mackay Women's Service, Community Bank Sarina Bendigo Bank and committee member of Regional Development Australia Greater Whitsunday.

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Cr Martin Bella

Cr Martin Bella is serving his third consecutive term on council. During his first terms from 2016-2024, 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 the southern region post Cyclone Debbie in 2017, he again helped lead residents in those areas during the bushfire crisis in November 2018 and through the subsequent recovery. A former Queensland State of Origin and Australian rugby league player, Cr Bella brings passion and diverse experience to his role as councillor. With a strong background in sugar and beef industries, he offers valuable insights into agriculture and landholder issues. His varied career spans cane farming, mining, grazing, construction, hospitality, retail agri-sales, and transport. He is a qualified physiotherapist and has operated his own practice in Sarina.

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Cr George Christensen

Cr George Christensen's extensive political career has come full circle with his election to Mackay Regional Council in 2024. It is a return to the Council Chamber he'd previously served in two decades ago. He was first elected as a councillor with the then Mackay City Council in 2004. He was then re-elected to Mackay Regional Council in 2008 following amalgamation with the Sarina and Mirani shire councils.

Cr Christensen stepped down from council in 2010 and was elected as the Federal Member for Dawson. He held that Federal seat for 12 years before not recontesting the 2022 election after announcing he was stepping aside to spend more time with his young family. Born in Mackay to third-generation cane farmers, Cr Christensen was a journalist early in his career. After studying journalism at university, he worked as a press secretary and electorate officer for the then Federal Member for Dawson De-Ann Kelly. Later, he became a founding publisher of two community newspapers - the former Walkerston and Valley Advertiser and Northern Beaches Advertiser. Cr Christensen still enjoys writing, contributing articles to various publications.

Cr George Christensen formally resigned, effective on Friday, May 30, 2025.



Cr Namarca Corowa

Cr Namarca Corowa is the first elected councillor on council of Australian South Sea Islander and Aboriginal heritage. Elected as a first-term councillor in 2024, he serves as the co-chair of council's Arts, Culture and Heritage Strategic Advisory Committee and represents council on the Mayor's Domestic Violence Taskforce.

Cr Corowa is the founding director and lead facilitator of Reconcile Life, an organisation that collaborates with various levels of government and the community to provide men's domestic and family violence behavioural change services, as well as domestic violence awareness and prevention programs for youth. His work integrates healthy relationships workshops from cultural perspectives, traditional woodworking, art and music. Raised in working-class families and communities across the region, Cr Corowa brings a grounded and practical perspective to his role on council. He has extensive experience in restorative justice, youth justice, training and employment, foster care and various roles in the construction, mining and sugar industries. In addition to his professional achievements, Cr Corowa is an avid musician and recording artist.

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Cr Belinda Hassan

Cr Belinda Hassan is serving her second term with council and is a fifth-generation local with a strong passion for community service. She co-chairs the Economic Development and Growth Strategic Advisory Committee, which focuses on diversifying the economy, attracting investment, supporting industry growth and boosting tourism and events.

Cr Hassan also represents council for the Local Authority Waste Management Action Committee (LAWMAC), Regional Development Australia (RDA) Greater Whitsunday and the Mayor's Domestic Violence Taskforce. A former manager of Sarina and Mackay Funerals, Cr Hassan is active in community organisations including Zonta Club of Mackay, the Domestic Violence Resource Service, Crossroad Arts and Special Olympics Mackay Fire. Cr Hassan is a past-President and current secretary/treasurer of the Sarina Lions Club, and holds leadership roles with Rotary Mackay Sunrise and Mackay Corporate. She also volunteers with CrimeStoppers and the Pine Islet Lighthouse Preservation Committee. A key priority for Cr Hassan is ensuring all residents have equitable access to activities and events that support a healthy, active lifestyle across the region.

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Cr Ash-Lee Johnson

Cr Ash-Lee Johnson is a dedicated first-time councillor with a good understanding of Mackay Regional Council's operations. Before being elected in March 2024, Cr Johnson worked in various roles in Financial Services and in the Economic Development program, gaining valuable experience to bring to the role.

Cr Johnson is co-chair of council's Liveability and Social Inclusion Strategic Advisory Committee and is an observer/proxy on the Audit Committee. She is also a council representative on the Mackay Regional Housing Company Limited, the North Queensland Sports Foundation and Mayor's Domestic Violence Taskforce.

With an accounting degree and industry accreditation as an Australian Certified Economic Developer, Cr Johnson is committed to contributing to this diverse council. Outside of her professional life, Cr Johnson enjoys exploring the region with her young family, from its beautiful beaches to the unique rainforest.

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Cr Alison Jones

Cr Alison Jones has served the Mackay region for more than four decades and is currently in her fourth term as a councillor. Her commitment to the community is reflected in her leadership roles as co-chair of the Sustainability Strategic Advisory Committee and as council's representative on the Reef Guardian Council program.

With a background in mining, logistics and disability advocacy, her career includes roles such as manager in drug and alcohol testing, stevedore, truck driver and plant operator. More recently, she has worked in the National Disability Insurance Scheme (NDIS) sector. Cr Jones has volunteered for more than 33 years in not-for-profit organisations across disability support, Indigenous affairs, recreational fishing, homelessness and environmental conservation. She helped launch the Mackay Sleep Bus project and has contributed to major council initiatives including the Pioneer Valley Rail Trail, Bluewater Lagoon, Seagull Street Boat Ramp and Lamberts Beach Lookout. Cr Jones is passionate about supporting people of all abilities and strengthening ties with Indigenous communities. Her work reflects a deep commitment to inclusivity, sustainability and community wellbeing.

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Cr Nathenea MacRae

Cr Nathenea MacRae is proud to serve as a first-term councillor on Mackay Regional Council. As a fifth-generation local, born and raised in Mackay, she has a deep connection to the people and places that make the region home.

Passionate about building a strong and liveable community, Cr MacRae is committed to supporting local businesses, strengthening opportunities for young people and ensuring the region remains a welcoming place for families and new residents. She currently serves as co-chair of council's Economic Development and Growth Strategic Advisory Committee and is a board member of Mackay Isaac Tourism, where she works to promote growth, investment and sustainable development across the region. Beyond council, Cr MacRae is a community volunteer with Mackay Street Chaplaincy and the ADRA Op Shop, reflecting her strong belief in compassion, safety and inclusion. As a mum of two daughters, she values family life and understands the importance of creating a community where future generations can thrive. Cr MacRae is dedicated to listening to residents, championing local voices, and helping shape a vibrant, connected Mackay region for all.

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Cr Heath Paton

First-term councillor Heath Paton is used to shaping many Mackay hairstyles. Now he's excited to be playing a part in helping shape the direction of the Mackay region and its future.

Cr Paton, elected at the 2024 local government elections, has owned his own barber store for 12 years and that profession has helped hone his communication skills. The barber shop can be a sanctuary for the community, particularly men, to open up and talk.

Cr Paton, a father of two, has done a lot of outreach work to promote men's mental health. He has also been passionate about sport as a football (soccer) player and coach. Cr Paton is co-chair of council's Arts, Culture and Heritage Strategic Advisory Committee. He describes himself as a creative person and wants to focus on building a stronger community presence. He wants to hear from the community. Cr Paton believes Mackay is a blank slate with a clear canvas from which the region can build and improve.

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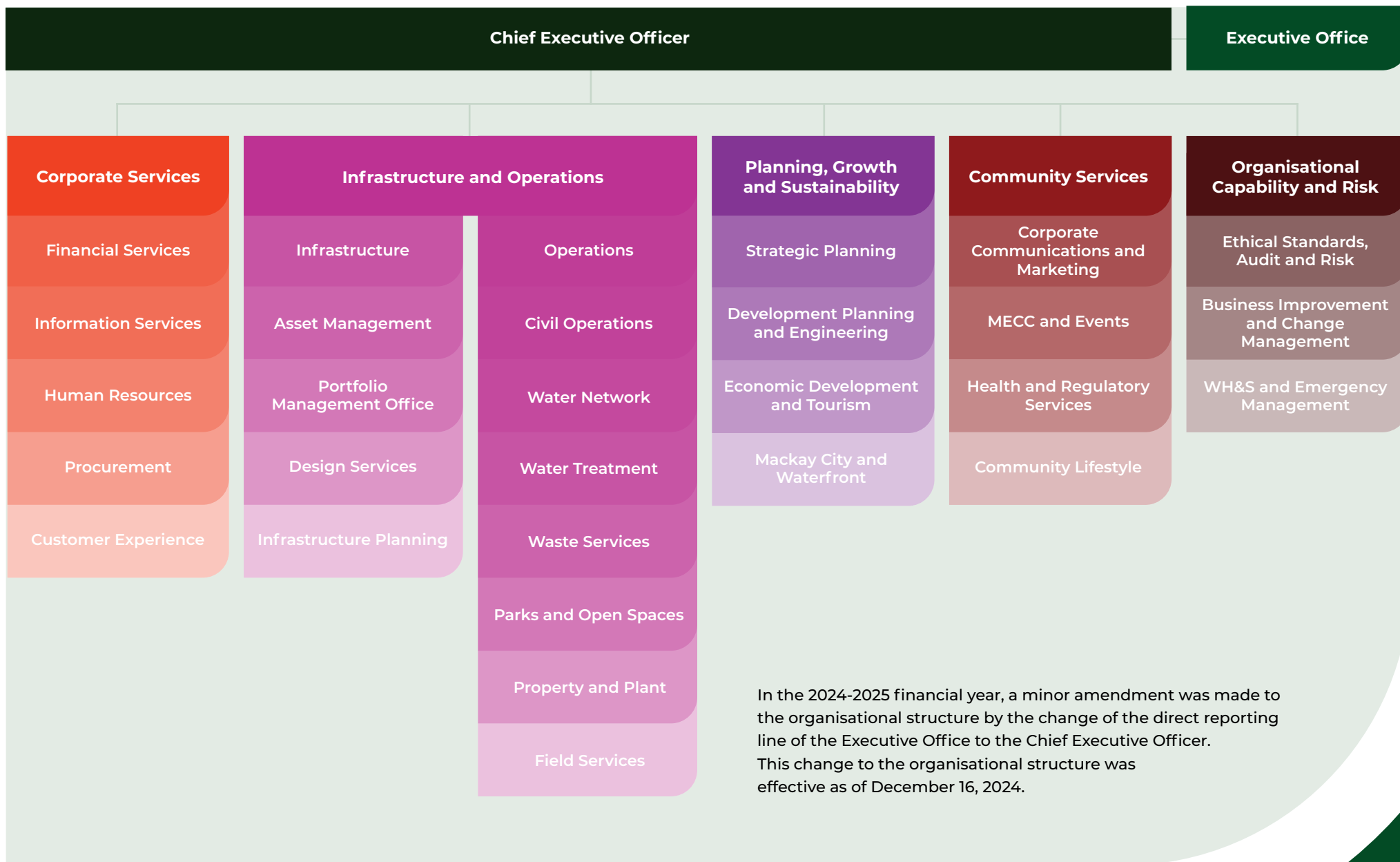
Cr Peter Sheedy

First-term councillor Peter Sheedy is a fourth generation Mackay resident and great nephew of Wentford Street's namesake, Trooper Jack Wentford, who was a casualty in the first World War.

Cr Sheedy grew up at Marian and worked as a clerk at Racecourse Mill whilst embarking on external studies with UQ. He was elected at the 2024 local government elections. A qualified accountant, Cr Sheedy has spent much of his career working with Canegrowers. After a period of four years with Maryborough Sugar as Company Secretary and Financial Accountant, he was in Ingham from 1988 until 2018, where he represented up to 800 farmers and negotiated with CSR and later Wilmar on their behalf. Cr Sheedy will bring a focus on financial responsibility in his role on council. He is co-chair of council's Sustainability Strategic Advisory Committee. Cr Sheedy is a member of West Mackay Rotary Club and attends monthly working bees to support transitional housing in a rural area off Seaforth Road. He is also a foundation member of Pioneer Valley Men's Shed.

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Corporate structure



Corporate plan 2024-2029



Council has adopted a Corporate Plan that provides an exciting blueprint for the region over the next five years. The Mayor and Councillors' Corporate Plan 2024-2029 is a refresh of the previous plan and was developed through consultation with senior leadership, staff and the community.

The plan includes key projects already underway, such as the Mackay Waterfront, Pioneer Valley Mountain Bike Trails and Northern Beaches Community Hub. The plan outlines key strategic issues or projects that council

will advocate for on behalf of the community. As is documented in the plan, council's purpose is to "create opportunity to thrive" with a vision this is to "become the best region for liveability and livelihood. The CEO monitors our progress towards achieving the objectives of the Corporate Plan through the Operational Plan, which is prepared annually and reported on quarterly.



You can view the quarterly reports at mackay.qld.gov.au/quarterlyreports.



The year in review



Vibrant festivals, cultural showcases, youth engagement, infrastructure upgrades, inclusive expos and First Nations' art defined Mackay's dynamic year, fostering community pride, resilience, innovation and regional growth across all strategic pillars.



July 2024

- Council hosted a NAIDOC Week flag raising ceremony and took part in a range of regional celebrations.
- The Whitsunday Wealth Festival Hub was at Bluewater Quay as part of the Mackay Festival of Arts, while Wisely Wine and Food Day drew about 20,000 attendees rocking out to live music.
- After closing for refurbishments in 2023, Artspace Mackay began the reopening process with workshops, programs and activities.
- Council partnered with government and industry to highlight the latest in technological innovations at QME.
- A giant screen was craned into Bluewater Quay as the centrepiece of the Paris 2024 Olympic Live Site.



August 2024

- Council sponsored the very first Gold Coast Mackay Yacht Race, which brought huge economic benefit to the Mackay region.
- Daly Bay Illuminate stunned crowds of 15,000 with a showcase of light, art, creativity and a Bubble Lab.
- The Mackay Disability Expo attracted more than 1500 people and more than 60 stallholders.
- More than 2000 young people voted to elect 12 out of the 21 representatives for the second Mackay Youth Council.
- 450 people dressed as their favourite book characters for Libraries' Picnic in the Gardens Book Week event.
- The Mackay Regional Botanic Gardens Amphitheatre transformed into a Paralympics LIVE site.



September 2024

- The MECC reopened after extensive repairs following significant water damage which occurred during heavy storms over the 2023 Christmas period.
- Council and the Family Support Alliance hosted Party in the Park on September 4 to celebrate and raise awareness of Child Protection Week.
- Hundreds of orchids were on display at the annual Orchid Extravaganza.
- BB Print again threw its support behind entertainment and regional sport, signing a four-year agreement to cement the naming rights of Mackay's 12,000 capacity stadium.
- Applications opened on September 27 for six new positions as part of council's 2024 Apprentice and Trainee intake.



October 2024

- There were more than 1000 competition entries for The Discover Mackay Treasure Trail competition.
- Artspace Mackay opened three solo exhibitions by First Nations female artists - Jemima Wyman, Mandy Quadrio and Kate Harding.
- The Finch Hatton Flood Study, which updated the existing flood data and informed planning for the Finch Hatton township, was adopted.
- About 6500 attended Global Grooves with a vibrant cultural celebration.
- During Get Ready Mackay Week residents were urged to prepare for the approaching disaster season.
- About 3000 people attended the Mackay Seniors Expo and chatted with more than 70 exhibitors.



November 2024

During National Recycling Week council encouraged residents to check out the new sorting guide on the website – the Recycle Mate app.

The Mackay City Heart Collective received an RADF grant to deliver a series of Chinese Lunar New Year celebration events in the City Centre.

Council introduced Snap Send Solve, a free app that eliminated the complexity of knowing where and how to report incidents on the spot.

Council hosted its annual Disaster Ready Saturday event at Caneland Central, with more than 1200 people stopping by for information.

Works began to clean the water mains supplying the Midge Point township using a specialised “pigging” process.



December 2024

More than 20 Christmas celebrations shared in \$10,000 through council's Christmas Grants program.

The annual City Heart Christmas was held throughout the City Centre. Events included a guided silent disco, Christmas markets, Sensory Circus workshop and late-night shopping. More than 2000 people attended.

Council began works on the western side of Alsatia Park at Walkerston and installed a new children's playground.

Keswick Island was officially gazetted as a locality, making it effectively a suburb of Mackay Regional Council.

Bluey and her little sister Bingo were the main attractions at the New Year's Eve River Party at Bluewater Quay.



January 2025

More than 60 contemporary and historical works from Indigenous artists went on display at Artspace as part of the QAGOMA touring exhibition 'I, object!'

The 2025 Australia Day Awards saw 136 nominations and Rebecca Cooper was named the Citizen of the Year for her efforts driving community pride and interaction in the Northern Beaches.

Council proudly supported 12 community events to celebrate Australia Day 2025.

Council completed essential works to extend the life of Cattle Creek Bridge in Finch Hatton.



February 2025

The Mackay Sport and Rec Expo had more than 100 clubs on display, creating a one-stop-shop of sport and recreation opportunities for more than 5000 attendees.

Council consulted with the Slade Point community to determine the best location for an off-leash park in the area.

A special meeting of council was held on February 17 to accept CEO Scott Owen's resignation.

Council hosted an RADF Showcase and networking event with a Creative Business panel discussion from industry experts.



March 2025

- Mackay Regional Council and Mackay Isaac Tourism launched an “ultimate calendar” for events in the region – mackayevents.com.au
- Midge Point residents are now enjoying a renewed and refreshed water supply following the completion of significant works to water infrastructure in the region.
- Council encouraged residents to have their say in the Liveability Census, Australia’s largest social research project to measure livability in regions across the nation.
- Council ran the Legendary Neighbour campaign to encourage community connectivity and resilience.



April 2025

- Council released the free Workforce Attraction Toolkit to help combat the regional skills shortage.
- Artwork inspired by the Mad Max movies featured as one of three outstanding new exhibitions opening at Artspace Mackay.
- In a massive coup for the region, Cricket Australia announced that Mackay would host men’s international world-class cricket matches after a successful joint bid from council and local stakeholders.
- The Mackay Waterfront Team hosted a family movie night at the Bluewater Quay which had about 300 in attendance.



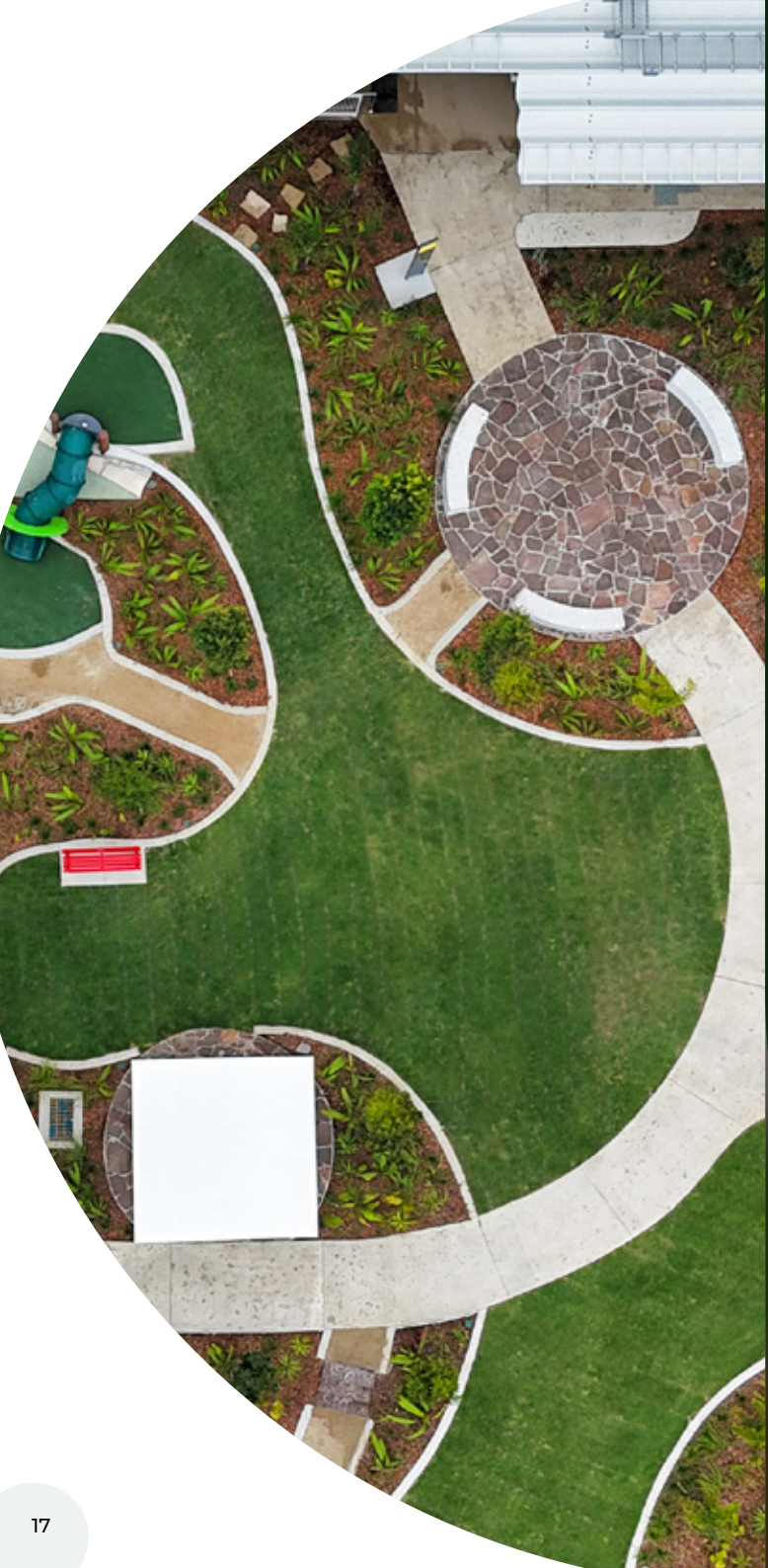
May 2025

- Council encouraged residents to show regional small businesses some love with a series of events and activities to celebrate Small Business Month.
- The Mackay Regional Botanic Gardens celebrated its annual open day event, complete with displays, wildlife encounters and native bee exhibits.
- Guest judges, Ana Estrada and Marian Macken, selected 53 shortlisted artists’ books for display in the 2025 Artspace Mackay’s Libris Awards.
- The Mackay Mayor’s Charity Ball raised \$54,765 for Grapevine Group and The Salvation Army’s Family Violence Service.
- The Mackay Volunteer Expo was held with more than 40 volunteer groups at the Mackay Showgrounds.



June 2025

- Mackay’s City Centre burst into life with SPARK! Wood Street.
- More than 50 volunteer organisations attended the Mackay Volunteer Expo.
- Stan Camm Park in Midge Point reopened after upgrade works.
- Council re-signed the updated Small Business Friendly Commitment.
- Council’s Mackay Show display featured artisans and new technology.
- The 2025 Mackay Festival of Arts kicked off in late June with several events, including the hilarious comedy dinner Confetti and Chaos.
- To mark the 65th anniversary of the Fokker Friendship “Abel Tasman” crash, a commemorative ceremony was held at Illawong Beach.



Major projects



Council is shaping a vibrant future through major infrastructure projects that support regional population growth, protect the environment, improve services to residents and enhance regional livability.



Northern Beaches Community Hub

The Northern Beaches Community Hub will be council's largest community infrastructure project in more than 20 years. It is planned to be delivered over three stages, with an aquatics facility currently proposed for stage two.

In March 2024, contractor Fergus Builders began site works on stage 1A, which has received a \$4.2 million contribution from council and \$6.5 million in funding from the Australian Government. Stage 1A is now completed and opened to the public July 2025 and includes nature play and picnic spaces, an undercover multipurpose court, adjoining kitchenette and storeroom, as well as landscaping, pedestrian links and a parking area.

In May 2024, the Australian Government announced a \$15 million funding boost for stage 1B. Council awarded a \$21 million tender for stage 1B to T.F. Woollam & Son Pty Ltd at the June (2025) ordinary meeting of council. Stage 1B will include a library, flexible community rooms and a town square with event space and a seating area. There will also be a Changing Places facility for people with disabilities. Stage 1B is expected to be completed by December 2026, weather permitting.

Mackay Waterfront Priority Development Area (PDA)

This long term project identifies opportunities to unlock the potential of the pristine waterfronts along the Pioneer River and Binnington Esplanade, and promote the Mackay City Centre.

The Pioneer River Pontoon has been activated with the launch of sunset cruises and jetboat rides in the river. A commercial permit is available for operators to use the pontoon. The Sydney and River Street Intersection and Bluewater Trail upgrade project commenced in January and will improve pedestrian and cycle connectivity between the City Centre and Riverside precincts. Work is scheduled to be completed in 2025. Customised PDA signage and wayfinding is continuing to be implemented through the city and riverside precincts as projects evolve.

Woodlands District Park

Woodlands District Park is set to become a sought-after destination for leisure and social activities in the Beaconsfield/Andergrove area. The beautiful bushland will continue to be protected and remains a key feature of the new 21-hectare park.

This expansive park has been created through the amalgamation of several council-owned allotments, park and open space reserves, including the 10ha Woodlands Reserve. The site contains open green spaces, beautiful remnant bushland and a picturesque lake. As the park is progressively developed, it will boast a range of facilities, including an all-abilities playground, public amenities, shared paths, barbecue facilities and picnic shelters.

The first phase of stage one, which included drainage improvements, barbecue facilities, path construction and lighting was completed in May 2023. The second phase of stage one, which included a 300-metre multipurpose track, public toilets and landscaping works, was completed in August 2024. The third phase is currently in design with the construction works planned for 2026. This phase will include an all-abilities playground and off-street parking off Schnapper Court and Broomdykes Drive, along with associated landscaping works.

This project is proudly funded by the Queensland Government's Works for Queensland Program in association with council.



Resources Centre of Excellence: Future Industries Hub

The expansion of the Resources Centre of Excellence (RCOE) into the stage two Future Industries Hub represents a bold investment in the region's future – one designed to position Mackay at the forefront of emerging industries, cutting-edge technology and sustainable economic growth.

Owned by Mackay Regional Council, the Future Industries Hub building is being developed alongside Stage 1 at 65 Crichtons Road, Paget. Construction commenced in September 2024 and was completed in September 2025. The new Hub features a modern administration facility and a purpose-built industrial tenancy. Fergus Builders, the principal contractor,

have delivered the project with full building works, civil infrastructure, landscaping and integrated technology and services seamlessly connecting stage two with stage one and providing enhanced communication links back to the Mackay Regional Council Paget Depot.

The Future Industries Hub will be a collaboration powerhouse bringing together industry, researchers and innovators. It will also support activities around critical minerals, reprocessing of tailings and other precious metals. This forward-looking facility will ensure our region is ready to capture emerging opportunities and lead the way in building a resilient, future-ready economy.



Bloomsbury water supply

With \$2 million in support from the Queensland Government's Building Our Regions program, council is delivering a major infrastructure upgrade to secure the future of Bloomsbury's water supply.

Bloomsbury has long faced challenges with its small bore-fed water treatment plant. The local groundwater source produced poor quality water with high levels of iron and manganese and in recent years declining bore yields meant the plant could no longer supply enough water for the community. To keep taps running, council had to truck in water – an expensive and unsustainable solution. The new \$8.19 million project puts an end to that uncertainty. By connecting Bloomsbury to the

Midge Point-Kelsey Creek water network, the township now has access to a reliable supply drawn from the Peter Faust Dam via Crystal Brook bores. This source has the capacity to meet the community's needs, with water treated to a consistently high standard at the upgraded Kelsey Creek Water Treatment Plant.

Key features of the project include the construction of a new water storage facility, a booster pump station with chlorination and more than 11 kilometres of new watermains linking Bloomsbury with the regional network. The project also creates opportunities for residents along the pipeline to connect to safe, treated drinking water for the first time.

Jolimont Creek, Fish Habitat

Fish populations in the Mackay-Whitsunday region are set to thrive following the completion of Queensland's largest rock fishway, constructed on Jolimont Creek, north of Mackay. Measuring more than 100 metres in length, the fishway was designed to allow fish safe passage past a three-metre-high concrete weir – a significant barrier to fish migration that had been in place for more than 30 years.

The fish connectivity project was initiated by council, with on-ground works funded through the Australian Government's Reef Guardian Councils program. The fishway was designed and constructed by Catchment Solutions, in partnership with Seaforth Civil.

About half of the region's 50 freshwater fish species migrate between the sea and inland freshwater systems as part of their life cycle, which is a key requirement for many important indigenous fish species and is essential to maintain sustainable fish populations. Several iconic species likely to benefit from the construction of this fishway include barramundi, mangrove jack and jungle perch. The fishway functions like a series of underwater

stairs, allowing fish to use short bursts of energy to navigate faster-flowing sections before resting in calm pools along the way.

The project included the construction of a partial-width rock ramp fishway to bypass the Jolimont Creek Weir and causeway, facilitating fish passage. Rock ramp fishways were constructed using large rocks to create pools and falls. These pools and falls resemble natural watercourse sections, typically in the form of rapids, and are ideal for low-intensity water flow environments. The fish passage is integrated into the weir via a culvert, ensuring the approach and exit ramps meet the necessary incline gradients for the safe movement of heavy farm machinery.

Construction was completed in October 2024. Initial monitoring has confirmed the fishway's success. In just five days, 15 freshwater species were recorded using the passage, with more than 800 fish per day ascending the structure. The new fishway will enhance angling opportunities by helping to boost local fish stocks in the Seaforth and St Helens areas.

These pools and falls resemble natural watercourse sections, typically in the form of rapids, and are ideal for low-intensity water flow environments.





Invest and work



This outward facing pillar focuses on the following strategic goals:
Diversified economy; industries, jobs and growth; region of choice skills, training and education; and technologically advanced region.

In 2024-2025 we:

- Approved 381 and registered 290 new residential lots, and held 110 pre-lodgement meetings.
- Received 1895 planning advice enquiries and 425 development applications including Material Change of Use, Reconfiguration of a Lot and Operational Works applications.
- Approved concessions for 15 significant developments through our Facilitating Development in the Mackay Region Policy, delivering a combined economic output of nearly \$190 million and an estimated 345 jobs during construction for the region. Of the 15 approvals, five were for multiple dwellings (unit developments) and three were for childcare centres.
- Council's local contracts spend within the Mackay region this financial year was \$133,872,871.
- Mackay region's building approvals totalled \$560,002,000 - including \$314,920,000 in residential approvals.

Mackay development planning timeframes among best in the state

Mackay continued to demonstrate strong performance in Development Planning and Engineering, consistently achieving faster decision timeframes than the state average.

According to data published by the Urban Development Institute of Australia (UDIA), Mackay recorded an average of 40 business days for Material Change of Use assessments - well below the state average of 97 business days. For Reconfiguring a Lot, Mackay averaged 41 business days compared to the state's 93, and for Operational Works - 44 business days versus the state average of 72. These results highlight Mackay's commitment to streamlined development processes and its leadership among reporting councils across Queensland.



Capital works projects

Capital works remained a key focus for council in 2024-2025, with \$107.6 million delivered from a revised budget figure of \$118.9 million. Of the \$107.6 million, 31 contracts, totalling \$70,435,604 were finalised and approved during the 2024-2025 financial year. Of these, 19 contracts totalling \$52,377,398 were awarded to local businesses. The largest contracts awarded included:

Project	Contractor	Amount
Bell Creek Bridge and Munbura Road culvert replacement	Pentacon Pty Ltd	\$5,776,353
Mount Pleasant and Sarina reservoirs remedial and upgrade work	Southern Cross Reservoir Services Australia Pty Ltd	\$3,862,770
Northern Beaches Community Hub Stage 1B	Woollam Constructions T. F. Woollam & Son Pty Ltd	\$23,219,737
Resources Centre of Excellence Stage 2	Fergus Builders Pty Ltd	\$4,600,937
Stormwater and sewer rehabilitation	Interflow Pty Ltd	\$7,048,937
Sydney and River Street intersection and Bluewater Trail upgrade	Vassallo Constructions Pty Ltd	\$3,881,442



Before



After

Council completes works to replace 90-year-old bridges

Council completed works to restore or replace six aged timber bridges in rural areas.

The bridges replaced were Palm Tree Creek Bridge (Pinnacle), Ash's Bridge (Devereux Creek), Barren Creek Bridge (Calen), Greens Bridge (Mt Charlton), Old Hampton Road Bridge (Marian) and One Mile Creek Road Bridge (Mount Pelion).

All the bridges have been restored to a 44-tonne (T44) loading capacity.



Infrastructure, civil operations and transport maintenance

Over the last financial year council maintained or completed:

- ◆ 27 boat ramps (nine council owned) and 409km of footpaths/shared pathways and cycle paths.
- ◆ 3135 roads (2442km) - 936 rural roads (totalling 1680km, including 804km of sealed and 876km of unsealed roads) and 2199 urban roads (762km).
- ◆ 512 car parks, 314 bus shelters and 455 bus stops.
- ◆ 166 bridges, 445 major culverts and 1km of underground drainage relined.
- ◆ 338 traffic signals and 2915 traffic management devices, including medians and calming devices.
- ◆ 1095 pothole repair jobs (many including multiple potholes) and 245 footpath repair jobs.
- ◆ 133 emergency callouts and 50 illegal dumping cleanup callouts.



Council advocated for funding to help deliver key projects

Council advocated for the delivery of key projects in the lead-up to the State and Federal elections.

An extension of Reed Street to connect with Norwood Parade would provide an additional route for local traffic in and out of the Northern Beaches. Other projects included stage two of the Finch Hatton Mountain Bike Project, future stages of the Northern Beaches Community Hub, an upgrade of the Holts/Glenella-Richmond roads intersection, and a new flood levee adjacent to Shakespeare Street and Cemetery Road. Funding was also sought for major upgrades to BB Print Stadium.



Council released a free workforce attraction toolkit for businesses

Council, in partnership with major industry associations, developed a new tool for businesses to use to help combat the regional skills shortage.

The Workforce Attraction Toolkit is a completely free, comprehensive resource for businesses that can support employers in addressing their workforce needs by effectively promoting Mackay as a desirable place to live, work, invest and explore. Released in April 2025, it provides a range of helpful tips, resources and digital assets designed to help businesses and recruiters attract employees, especially from out of region.



The Mackay region RV Strategy

The Mackay region RV Strategy was adopted in July 2023 with a range of actions aimed at capturing an even larger portion of the flourishing RV market.

In the past year, the RV Strategy has continued to support Mackay to become a chosen destination for RV travellers. Key achievements include the supporting of a very successful destination marketing campaign run by Mackay Issac Tourism, the development of the Mackay Region Wayfinding Plan and an ongoing education campaign with existing tourism operators.



Academic Bursary recipients

Five university students were given a head start in their careers as recipients of Mackay Regional Council's 2024 Academic Bursary.

The popular Academic Bursary program, now in its twelfth year, provided \$5000 bursaries to assist students, with each recipient receiving biannual installments of \$1250 for their final two years of study. There was also an offer for 12 weeks of paid work experience with council.



City Centre and Waterfront

Mackay Waterfront Place Strategy

During the year, council launched a major community engagement campaign aimed at creating a roadmap to transform the City Centre and Riverside precincts into vibrant, inclusive and thriving destinations.

The campaign aimed to engage the people who live, work and invest in the Mackay Waterfront. Over the course of many conversations with the community, locals painted a picture of the Mackay Waterfront they hoped to see. Council reviewed the feedback in June 2025, with the Mackay Waterfront Place Strategy expected to be adopted in August 2025. Engagement included:

- ◆ 560-plus people engaged at 20-plus workshops and events.
- ◆ 4800-plus dotmocracy votes and 220-plus ideas submitted.
- ◆ 1000-plus website visits and 300-plus online survey responses.

Make Your Place! Grants

Council approved funding for six Make Your Place placemaking projects to strengthen connection between businesses, residents, visitors and the community that occupy the Mackay Waterfront area.

An example of a successful placemaking project from the 2024-2025 round is the River of Life Festival, held at the Bluewater Quay and River Wharves. The festival showcased local performers, dancing, market stalls and more – all brought together by a volunteer-led collective.

Mackay Waterfront Investment Prospectus developed

The Mackay Waterfront Investment Prospectus was developed as a visually engaging and comprehensive resource to support informed decision-making by investors, developers and stakeholders. It outlines key opportunities for business growth, development potential, public realm enhancements and placemaking initiatives within the Mackay Waterfront area.

Façade Improvement Grants

Eight businesses were given a helping hand to breathe new life into their building facades in November 2024 as part of council's Façade Improvement initiative.

The grant funds a co-contribution of up to 50 per cent of the total project costs up to \$5000 and covers projects such as restoration of historic buildings, painting of façades and exterior walls, installation of exterior business signage, renovation of entranceways and installation of external awnings, lighting and street-visible windows. These grants are available to all businesses across the region.

City Safety Grants

The City Safety Grant program awarded three safety improvement projects in the 2024-2025 round. This funding supports projects that improve the late-night economy, community safety and connectivity around licenced venues and surrounding areas within the Mackay City Centre.



Waterfront activations

Kids Fun at River Wharves events were a consistent offering during Mackay's cooler months, from July to October, then April to June.

This once-a-month event involved a collection of free activities including Active Squirtz, face painting and story time with the Mackay Regional Council Libraries team. Numbers varied from 75 up to 200 in the school holidays. The Mackay Waterfront team has also delivered three Moonlight Cinema events within Wood Street Park and the Bluewater Quay. More than 500 people attended across the three screenings.

Mackay ignited with creativity at SPARK! Wood Street event

Engagement on the Waterfront Place Strategy was also sought from the 1300 event participants at the SPARK! Wood Street event.

This activation event was held in the car park on Wood Street next to the old cinema from June 12 to 15. It was a pop-up with a program of small events led by council and community. It aligned with the strategy by demonstrating outcomes such as shade, youth activities, art making, multiculturalism and being itself a gateway marker to the City Centre.



Live and visit



This outward facing pillar focuses on the following strategic goals:
Live, visit and play; eco-tourism adventure and leisure; enhance liveability; places and spaces; and community participation and active lifestyles.

In 2024-2025 we:

- » Welcomed 461 new Australian citizens at five ceremonies.
- » Approved funding up to \$1000 for 12 Australia Day celebrations by local not-for-profit groups with more than 1500 people attending.
- » Organised a #Discovermackay Treasure Trail for the second year in a row with 11 mystery locations to be discovered across the Mackay region. More than 1000 competition entries were submitted.
- » Attracted more than 56,000 attendees to Mackay Festival of Arts events.
- » Overall attendance for the MECC and BB Print Stadium Mackay was 116,376 with an annual satisfaction rating of 93 per cent.
- » Libraries welcomed 283,848 visitors and facilitated the borrowing of 784,184 items.
- » The Mackay Libraries App was launched 63,692 times, a 17 per cent increase on the previous financial year.

Finch Hatton MTB

This financial year, the Finch Hatton Mountain Bike Trails stage one welcomed 30,453 riders, reflecting strong community interest and growing regional visitation. Future stages are currently in design development.

Marketing and promotion of the trails and the Finch Hatton area have remained a key focus for council. Across our digital platforms focusing on the trails, social media engagement continued to grow, with 3541 new followers and a total audience of 8663. We published 966 posts, reaching more than a million users. Video content performed particularly well, generating 461,111 views. Our email campaigns also exceeded industry benchmarks, with a 44 per cent open rate. On the website, we recorded 49,714 page views across 25,527 sessions, highlighting strong interest in our content and initiatives.



Mackay secures men's international cricket games

In a landmark achievement for the region, Cricket Australia announced in April that Mackay would host men's international world-class cricket matches. The Australian men's team were to take on the South African Proteas in two one-day internationals to be played at the Great Barrier Reef Arena as part of a season-opening white ball series in tropical northern Australia.

The Mackay fixtures were to be played on August 22 and August 24, 2025. Mackay Regional Council, Tourism and Events Queensland (TEQ) and the Great Barrier Reef Arena (GBRA) submitted a successful joint bid to Cricket Australia for hosting rights in January 2024.

The matches were expected to attract thousands of visitors, boost local business and showcase the region to globally through televised coverage. This announcement reinforced Mackay's growing reputation on the national sporting map and highlighted the strength of regional partnerships in delivering high-impact events.



Council working to activate “Arts Hub”

Council adopted the Arts and Culture Strategy 2025-2030 on December 18. The strategy set out a clear vision for arts and culture in the region, including the development of an “Arts Hub”.

This hub would be a multi-arts facility and would include low-rent studios, rehearsal spaces, workshop spaces and potential exhibition and retail spaces. Council would explore the City Centre for an ideal location to activate the Arts Hub.



Stan Camm Park reopens with a fresh new look

Stan Camm Park, located on Bundesen Avenue in Midge Point, underwent major upgrades to improve accessibility and community use. The works started early January, 2025 and were completed mid-June, 2025.

These works transformed the park into a vibrant and functional space for the community. The upgrades included a half basketball court and hitting wall, a new picnic shelter with additional barbecue and picnic settings, a modern amenities block, including a unisex disability cubicle and two ambulant cubicles, footpaths, car parking, a refurbished bus shelter and fencing.



Invest Mackay Events and Conference Attraction Program

A total of 37 events and conferences were approved for funding support through the Invest Mackay Events and Conferences Attraction Program, which is expected to inject a forecasted \$69.5 million into the local economy.

Among the standout events was the Fox Superflow. This event was held in the region for the first time in May 2025, launching competitive use of the new Finch Hatton Mountain Bike Trails. The event drew strong local and visitor turnout, boosting business activity in Finch Hatton. Its success has secured its return in future years.



One event calendar to rule them all

Mackay Regional Council and Mackay Isaac Tourism launched Mackay Events - an online calendar that automatically pulls events from platforms like Oztix, Eventbrite and the MECC.

Revealed at the Mackay Event Connect Networking evening, the platform helps locals and visitors easily discover what's on across the region, supporting tourism and local business. Explore the calendar at mackayevents.com.au.



The MECC

Mackay Entertainment and Convention Centre

The Mackay Entertainment and Convention Centre (MECC) was a hive of activity throughout the year. The team hosted 176 performances, catered 129 events and sold 63,041 tickets (including 1910 tickets to people outside of the region). The overall attendance for the MECC (92,854) and BB Print Stadium Mackay (23,522) was 116,376, with an annual satisfaction rating of 93 per cent.

Pathways to Performance program

This program continues to support schools across Mackay and surrounding districts. During the financial year, \$24,450.99 of funding was allocated to assist 2329 students with transport and ticket funding.

Additionally, 1054 students attended the theatre as a “flow on” from the targeted relationship marketing established during this time. The combined ticketing income from these students (flow on and pathways) contributed \$51,644 to the MECC - a strong return that highlights the value of investing in community and education-based initiatives.

Children attend first shows in remediated MECC

The Gruffalo was the first show back in the MECC Auditorium following the significant water damage which occurred during heavy storms over the 2023 Christmas period.

The Auditorium, North Foyer and Lynette Denny Space reopened on September 3, 2024 after an extended closure. More than 2000 kids from 17 schools attended two sold out performances of the Gruffalo.

Mackay Festival of Arts

The 2024 Mackay Festival of Arts delivered a jam-packed 51-day program, hosting a record number of 30 events throughout the Mackay region. There were exceptional local performers and major interstate highlights such as Drapht.

The festival was set to experience significant growth in 2024, but this was cut short with weather impacts forcing cancellations on large scale outdoor events. However, the overall attendance of just over 56,000 people had a positive effect on the local economy, with visitor nights in Mackay topping 3792, up from 2585 in 2023, and equating to \$782,862 in domestic overnight visitor expenditure.

In addition to this, the program included 309 performers, 45 local businesses, 51 food vendors and market stalls. This had a significant economic impact for the Mackay region, with the Mackay Festival of Arts contributing \$1.8 million to the local economy in 2024.



Sarina Sugar Shed

Sarina Sugar Shed annual summary

The Sarina Sugar Shed maintained strong operational momentum throughout the 2024-2025 financial year, navigating a challenging economic landscape marked by rising living costs and reduced discretionary spending.

Additionally, adverse weather conditions in southern regions contributed to a slowdown in the drive market. Despite these broader industry challenges, the Sugar Shed remains a dynamic and welcoming destination for local, interstate and international visitors.

Key highlights for 2024-2025

- ◆ Launched new products including Strawberry NOI and Hazelnut Coffee Liqueur, with demand prompting a second production run for the liqueur.
- ◆ Completed a Building and Tasting Room Relocation Assessment to support ongoing distillery compliance and meet consumer demand.
- ◆ Collaborative Intimate Dinner with celebrity chef Alan Dawes.
- ◆ Paint and Sip event as part of the Mackay Festival of the Arts.
- ◆ Hosted 11 school groups from both state and private institutions, ranging from primary to college level.

Visitation and sales performance

Total paid visitation reached 12,834 touring customers, with an even split across adults, concessions and children - highlighting broad appeal from grey nomads to families. Kitchen production saw a modest increase, with continued strong demand for Sugar Shed's signature condiments and hand-spun ice cream.

Marketing and community engagement

In response to softer visitor spending, the Sugar Shed intensified its local outreach and marketing efforts. Notably, it achieved record sales at both the Mackay Outdoor and Adventure Expo and the Mackay Show. Community-focused events remained a cornerstone of local engagement, with 148 attending the Halloween event, 93 at four cocktail masterclasses and 157 at the Easter Bunny Picnic.

Sugar Shed was one of five Mackay representatives at the Australian Tourism Exchange showcasing tour offerings and the region to national and international tour operators.

Customer satisfaction and recognition

The Sugar Shed maintained exceptional customer satisfaction, earning:

- ◆ TripAdvisor Travellers' Choice Award (Top 10 per cent global attraction, third consecutive year).
- ◆ Best of Queensland Experience Score of 96.6, significantly above the state (91.5) and regional (91.82) averages.

Customer satisfaction and recognition

- ◆ **Australian Rum Awards:**
 - Silver: Bananarama Rum Liqueur (Rum-based Liqueurs)
 - Bronze: Sugar Shed Liqueur (aged two to four year rum)
- ◆ **Royal Queensland Distilled Spirits Awards:**
 - Bronze: Sugar Shed Rum (dark, underproof, ABV 50 per cent)
- ◆ **Best of Queensland Experience and TripAdvisor Travellers' Choice Awards**



Aquatic and recreational facilities

Attendance figures at the region's aquatic and recreational facilities from July 2024 to June 2025 totalled 415,634.

- ▶ 145,605 Bluewater Lagoon
- ▶ 121,468 Mackay ARC aquatics
- ▶ 39,513 Memorial Swim Centre
- ▶ 28,074 Pioneer Swim Centre
- ▶ 26,545 Mackay ARC athletics
- ▶ 18,972 Sarina Swim Centre
- ▶ 16,457 Mirani Swim Centre

The Bluewater Lagoon reopened on September 14, just in time for the school holidays. The facility was closed for significant upgrade work over the winter maintenance period, including replacing the existing surface with a new Polyvinyl Chloride membrane system.



Library Services: A year of connection, discovery and growth

Mackay Regional Council Libraries continued to be a cornerstone of community life in 2025, offering vibrant spaces for learning, creativity and connection. With a strong focus on accessibility and innovation, libraries welcomed 283,848 visitors and facilitated the borrowing of 784,184 items, reflecting the community's enduring love for reading and lifelong learning.

This year saw the continued evolution of Libraries' digital services, with the Mackay Libraries App becoming a key tool for users to access resources, manage loans, discover new content and book into events. The growth in app usage highlights our commitment to meeting the community where they are – online and on the go.

From early literacy sessions and tech talks to author talks and cultural events, Libraries' programs catered to diverse interests and age groups. Each event was a chance to spark curiosity, build skills and foster community connections.

Library highlights for 2024-2025:

- ▶ 4642 New members
- ▶ 41,530 Total members
- ▶ 63,692 Library app opens
- ▶ 1674 Programs delivered
- ▶ 91.51% Satisfaction rating





Community and environment



This outward facing pillar focuses on the following strategic goals:
Safe, healthy and engaged region; Arts, culture and heritage; Sustainable practices;
Integrated social services; and First Nations people.

Community

In 2024-2025 we:

- \$606,792 worth of Community Grants were awarded.
- 5299 people attended the Activate Mackay Region program.
- 674 children from six different schools took part in Walk Safely to School programs.
- Artspace Mackay showcased 13 exhibitions, had 21,071 people visit and had 5116 participate in public programs (includes three-month gallery closure period for critical maintenance/renewals.)
- Almost 400 people attended the Mayor's Charity Ball, with \$54,765 raised for Grapevine Group and The Salvation Army's Family Violence Service.
- An additional 13,000 items were sighted, documented, photographed and assessed as part of the Museums Collection Rationalisation Project.
- RADF funding to a total of \$210,000 was awarded to support 31 arts, cultural and heritage applicants.

Councillors out and about

Councillors and senior management were out and about throughout our regional footprint as part of the Council in Community initiative. A total of seven Council in Community days were held throughout the year.

2024	Area	2025	Area
July	CBD area	March	CBD area
September	West Mackay	May	Pioneer Valley
October	Seaforth/Midge Point		
November	Northern Beaches		
December	Sarina		



Local champions recognised at Australia Day Gala

Rebecca Cooper was named Citizen of the Year for her efforts driving community pride and interaction in the Northern Beaches. Murray Macgroarty was named Young Citizen of the Year for his inspirational efforts to raise awareness of the prevalence of veteran suicide and homelessness.

The Lori Burgess Community Volunteer of the Year award went to Gloria Spratt, known to most as Bonnie, who dedicates her life to volunteering in the Mackay community. Council also presented a new award in 2025, the Brenden Borellini Access and Inclusion Achievement Award. A huge congratulations to:

- **Citizen of the Year:** Rebecca Cooper
- **Young Citizen of the Year:** Murray Macgroarty
- **Lori Burgess Community Volunteer of the Year:** Gloria Spratt
- **Brenden Borellini Access and Inclusion Achievement Award:** Peter Sumpter
- **Arts and Culture Award:** Steven Pritchard
- **Environmental Achievement Award:** Maya Harrison
- **Community Group Award:** North Mackay Sinkers Masters Swimming Club
- **Senior Sports Award:** Dr Lutie van den Berg
- **Young Sports Award:** Monique Bobongie



Worst civil aviation disaster commemorated

It has been 65 years since the Fokker Friendship “Abel Tasman” crashed off the coast of Mackay, claiming the lives of all 29 passengers.

A commemorative ceremony was held at the Fokker Friendship Memorial at Illawong Beach on Tuesday, June 10. Council collected a series of oral histories from friends and relatives at the event, which will be made available via council’s website.



Residents encouraged to connect with neighbours

Every March, residents across the region are encouraged to get to know their neighbours as part of council’s Legendary Neighbour campaign.

In 2025, council hosted free Cuppa with your Neighbour events at Bloomsbury, Slade Point, Seaforth, Hay Point, Eungella and North Eton. More than 150 residents attended and met other members of their community. Residents could also apply to host their own neighbourhood gathering and 20 Legendary Neighbour party packs were distributed. Each pack included a \$100 MeatCo barbecue voucher and all the essentials for a fun meet-and-greet.



Council hot on Santa’s trail with Christmas wish list

Council’s annual Christmas video in 2024 was part Christmas message and part advocacy project. Council’s Christmas (and election) wish list was ready and we were on a mission to make sure our State and Federal politicians saw it!

The list contained six priority projects, including Northern Beaches Traffic Improvements and the next stage of the Finch Hatton Mountain Bike Trails, and the film’s plot was an evolving chase sequence as the Mayor sought out Santa to deliver the list. The video was watched by more than 72,000 people and was sent directly to State and Federal politicians.



Paralympic stars in Mackay discuss accessibility

Gold medal-winning Paralympic athlete Kelly Cartwright OAM, who has found success as a 100m sprinter, long jumper and more recently as a powerlifter, and Paralympic swimmer Dr Brendan Burkett OAM were in Mackay as keynote speakers at council’s 2024 Accessible Active Living Seminar on August 16.

This event aimed to upskill local clubs on easy ways to become more accessible and inclusive.

Museums team progresses work towards regional museum

Following extensive community consultation, council moved to refine and consolidate its museum collections. Planning commenced for a regional museum to showcase the area's history and stories. As the team focused efforts on rationalisation and planning, the Mackay and Sarina museums were closed to the public. This allowed the Mackay Family History Society to relocate alongside the Mackay Historical Society at the former Mackay Museum site.

In June, council moved to reassure the Sarina community that its collection would be returned to the township once a project documenting the items of significance was completed. Lessons learnt from the work on the museum rationalisation project at Pioneer Valley and Mackay Museums showed the process could be expedited if the collection was moved off-site.

Council is currently undertaking an enquiry by design process to look at an improved operational model for the entire Sarina Field of Dreams precinct and how it can be reinvigorated. The Museums program is in the final stages of sorting and documenting the Sarina Museum collection, the last of the three collections.

The Museum Collection Rationalisation project is in its fifth year. In 2024-2025, an additional 13,000 items were sighted, documented, photographed and assessed, bringing the grand total of items assessed across the three museum collections to 33,000 items.



Residents urged to get disaster-ready

Council again joined with Woolworths to make it easier for residents to organise their disaster supply kits.

From October 8 until November 19, eight of the region's Woolworths stores had two dedicated aisle ends stocked with key items for household disaster kits. Banners were also installed with tear-off shopping lists, with all the key items that a household would need in an emergency.

Red-carpet charity event wows

The Mackay Mayor's Charity Ball rocked the MECC on Saturday, May 10. It was an incredible night of entertainment and received 100 per cent satisfaction from ball-goers for the second year in a row.

Almost 400 people attended, with \$54,765 raised for The Salvation Army's Family Violence Service and Grapevine Group.

Council stands united against domestic violence

Council continues to champion domestic and family violence prevention around the region with the Mayor's DV Taskforce working with stakeholders to identify and design our next action initiative.

The Mayor's DV Taskforce and council proudly supported the community-led Mackay Rotary DV Prevention Month activations, including the community march and event. There are now 12 red benches around the region, with council supporting the installation of further benches through partner organisations.





Community input sought on idea of reverting to divisions

Council conducted preliminary community consultation from May to June, 2025 to gauge whether it should embark on a major consultation and change process to seek the establishment of electoral divisions.

While 87 per cent of survey respondents expressed support for introducing electoral divisions, the overall participation was low – only 834 responses in a local government area with more than 90,000 registered voters and 121,000 residents. This equated to less than 0.7 per cent of the population.

Given these limitations, council determined that the level of engagement did not reflect a significant portion of the community. As a result, it was decided that no further action would be taken at the time.



Teams hold specialist expos to connect community

Council's Community Programs team, in collaboration with other council teams, delivered four successful expo events – the Mackay Sport and Rec Expo, the Mackay Disability Expo, the Mackay Seniors Expo and The Mackay Volunteer Expo.

The Disability Expo had its biggest year yet, drawing more than 1500 people to the Mackay Showgrounds to chat with more than 60 specialist exhibitors. These events connect specialist clubs, organisations and businesses with their audiences in an accessible, inexpensive way.

The Mackay Sport and Rec Expo was held on Sunday, February 9. Featuring displays from more than 100 clubs, creating a one-stop-shop of sport and recreation opportunities. More than 5000 people attended.

Rap actions update

As the final year of council's Reconciliation Action Plan (RAP) June 2023 – June 2025, council began to shift focus to the update of the RAP for adoption in the new financial year.

Engagement with Indigenous voices was front and centre as council sought to tap into the rich history and culture of Mackay's First Nations and Australian South Sea Islander people. Council is seeking to build a RAP that reflects an understanding of what First Nations and Australian South Sea Islander people consider important when working towards recognition, respect and reconciliation. While there was a shift in focus towards the update of the RAP, council continued to deliver on the existing actions throughout the course of the year including delivery of:

- ◆ The establishment of the First Nations Network, representing First Nations council employees, with the intent to increase First Nations representation as part of the RAP Reference Group.
- ◆ Council officers have undertaken a number of engagement activities with First Nations businesses including participation in the First Nations Trade Show and representation at The Yarnz Network, designed to build engagement and connection with local First Nations businesses.
- ◆ Coordinating the NAIDOC Flag Raising Ceremony and welcome.
- ◆ Partnered in the delivery of National Reconciliation Week activities.



Artspace Mackay shines a light on First Nations art

Artspace Mackay re-opened to the public on August 9, 2024 after the completion of critical facility maintenance works.

This year the facility had a significant focus on First Nations exhibitions and programming. Artspace hosted six First Nations exhibitions (four curated in-house, two touring exhibitions) and 28 First Nations-led public programs for 697 participants.

Regional Arts Development Fund (RADF)

This fund is a partnership between council and Arts Queensland that supports one-off, short-term projects that offer professional arts, cultural and heritage opportunities for our community. The total amount allocated to the RADF program for the financial year was \$243,768. Of that funding, council successfully secured \$105,000 from Arts Queensland.

RADF funding to a total of \$210,000 was awarded to support 31 arts, cultural and heritage applicants via our Community Funding Pool. This included three rounds with \$50,000 per round for general categories, \$30,000 for the Green Arts Category and \$30,000 for the Young People Category. Strategic initiatives, such as First Nations and RADF applicant Showcase events, networking opportunities and various workshops, also accounted for \$33,768 in spending.



Community Grants (2024-2025)

With the changes to the Community Impact Grants Program coming into place for this financial year, Small Equipment Grants were offered all year until grant funds were fully expended (36 grants were awarded).

Both Community Impact Grants (applications up to \$10,000) and Infrastructure and Asset Grants (applications up to \$30,000) were offered twice per year to properly cater for not-for-profit organisations. These programs support projects that engage or connect residents and contribute to a safe, creative, inclusive, cultural, healthy and connected community. Grants awarded for the year totalled \$606,792. Grants that awarded more than \$7000 to applicants are listed on the right and the Community Grants awarded in 2024-2025 are listed below:

- **Community Impact Grants:** \$128,580
- **Infrastructure and Assets Grants:** \$426,603
- **Small Equipment Grants:** \$51,609



Community Impact Grants (CIG) and Infrastructure and Assets (IAG) Grants

Organisation	CIG	IAG	Amount
City Brothers Football Club		●	\$10,000
Community Accommodation and Support Agency	●		\$10,000
Engedi Inc	●		\$10,000
Habana and Districts Progress Association Inc		●	\$7500
Mackay and District Italian Association Inc	●		\$9880
Mackay Basketball Inc		●	\$10,000
Mackay City Rollers	●		\$7500
Mackay Disk Golf Inc		●	\$10,000
Mackay District Junior Rugby Union		●	\$10,000
Mackay Gymnastics Inc	●		\$10,000
Mackay Musical Comedy Players		●	\$27,940
Mackay Riverside Market Inc	●		\$10,000
Mackay Tennis Association		●	\$13,800
Mackay Torres Strait Islander Cultural Group	●		\$10,000
Mackay Triathlon Club		●	\$22,119
Mackay Women's Services	●		\$10,000
Magpies Mackay and District Obedience Club Inc		●	\$30,000
Maltese Corner Fundraising Group Inc		●	\$29,000
North Mackay Australian Rules Football Club Inc		●	\$30,000
Orange Sky Australia		●	\$30,000
Pioneer Valley Agricultural Show Society		●	\$30,000
Pioneer Valley Rail Trail Group		●	\$30,000
Sarina and District BMX Club		●	\$30,000
Sarina Darts Association		●	\$19,000
Sarina Junior Rugby League		●	\$30,000
Sarina Landcare Catchment Management Association Inc		●	\$19,244
The Rotary Club of Mackay	●		\$10,000
Yuwi Aboriginal Corporation	●		\$10,000



Environment

Plant giveaways

Council's nurseries had a massive year growing plants for the community. More than 56,000 plants were grown and distributed, which included:

- ▶ 7249 for the Mackay Free Plant Giveaway events
- ▶ 4355 that were "clicked and collected" by ratepayers
- ▶ 2533 for council projects
- ▶ 2019 for school and community groups
- ▶ 1813 for the Sarina Free Plant Giveaway event
- ▶ 1746 for the Gardens for Wildlife Program
- ▶ 635 provided to Reef Catchments



St Bees Island revegetation project

Council's Nurseries team worked with Queensland Parks and Wildlife Service (QPWS) on a revegetation project on St Bees Island during the year. This included a site visit to the island with Yuwi Land and Sea Rangers and QPWS to assist with species selection and seed collection.

The team then grew 1306 supertubes of local natives and sent them across by barge. A few of our nursery volunteers and Pioneer Catchment cadets joined in for a planting day on March 12, 2025. It wasn't all fun and games, as the ground was like concrete, but all the plants got planted, watered and protected from wallabies by tree guards. The volunteers went back in June, and the plants were thriving.

Council continues to work on urban greening

Work on the implementation of the Mackay Urban Greening Strategy has focused on increasing the numbers of trees planted, reducing the number of trees removed and providing additional free plants to rate payers to increase tree numbers on private properties.

About 311 trees have been planted, which includes both Development Application (DA) trees and street tree plantings. Another 118 trees have been propagated from the Mackay Natural Environment Centre and will be planted at Edward Lloyd Park, Marian, the footpath off Treloar Place and Iluka Park. In addition, we have about 361 trees still to be planted from requests and replacement tree plantings. We are currently sourcing these trees to support these upcoming projects.



Greening by the numbers

- ◆ Volunteers contributed 3414 hours at the Mackay Natural Environment Centre and the Botanic Gardens Nursery.
- ◆ More than 13,500 free plants were given away to more than 3530 ratepayers.
- ◆ Despite being closed for 10 weeks over the summer months – there were 5583 visitors to the Ken Burgess Orchid House for the year, including 1361 at the Orchid Extravaganza.



Environmental sustainability achievements

Council supports a sustainable and resilient future through caring for the natural environment, improving climate resilience and supporting sustainable practices within council and community. This year, council advanced several initiatives.

Council reduced carbon emissions by switching four fossil fuel vehicles to electric, enhanced solar energy generation and efficiency, and completed a climate risk assessment for better risk management. A major milestone was building Australia's longest rock ramp fishway at Jolimont Creek, which now allows diadromous fish to migrate upstream and complete their lifecycle. This project is expected to boost fish stocks returning to the ocean near the Net Free Fishing Zone, benefiting both the Great Barrier Reef and recreational fishing. The fishway was a finalist for Excellence in Sustainability at the 2025 Local Government Managers Australia Awards.



National Tree Day greens up Glenella

About 3028 plants were grown and planted as part of National Tree Day at Glenfields Park on Wheeler Drive, Glenella by 348 students and teachers from nine schools across the region, and 65 community volunteers.

Established in 1996, Planet Ark's National Tree Day has grown into Australia's largest community tree planting and nature care event. The program is a call to action for all Australians to get their hands dirty and give back to their community. Council is proud to lead this event each year and is always excited to see the growth in planted areas.



Council provides plants for major revegetation projects

About 28,272 plants were also sold to external organisations, mostly for large revegetation projects. This included more than 15,000 plants to Reef Catchments for the Mackay Whitsunday Isaac Landscape Repair Program.

This program kicked off in 2024 and will continue through to 2030. Council expects to provide about 30,000 plants a year for this project alone. The program is focused on delivering fine sediment reductions to the Great Barrier Reef. A considerable number of koala friendly plants were also grown for Reef Catchments' Sarina Koala Habitat Restoration Project.



A native makeover for McEwens Beach foreshore

The foreshore area adjacent to the McEwens Beach swimming enclosure – locally known as “the Knoll” – underwent a makeover in May.

The project, initiated by the McEwens Beach Progress Association, saw 2000-plus tube stock, all local coastal species, planted to reinforce the foreshore's native vegetation and help stabilise the foredune. Beach fencing, which has improved access to the swimming enclosure and will help protect the new plantings, was also installed. This was a fantastic collaboration between the community and council.



Measures to protect fragile East Point extended

A successful education and compliance campaign restricting vehicle access to foreshore areas north of East Point was extended to further protect the environment.

Council resolved to implement measures to prohibit vehicle access to the foreshore and beach on council-controlled land from Harbour Beach to East Point. Access inland to the Pioneer River in this area remained unchanged. The Queensland Police Service teamed up with council's Local Laws officers to patrol the area to help stop illegal motorbike use of the foreshore.



Operational excellence



This inward facing pillar focuses on the following strategic goals:
Customer/community focus; Our people and culture; and Process and systems.

In 2024-2025 we:

- There were 6496 new registrations for customers to receive notices electronically for rates, water, animals, tradewaste and backflow through eNotices. Registrations now total 26,978.
- The Animal Management Centre achieved an impressive milestone of six years since a rehomingable cat was euthanised and eight years for rehomingable dogs.
- We recorded 13,932 dog registrations and 2679 cat registrations.
- Council's Vector Control team treated 4868ha as part of their mosquito control work.
- Council's LinkedIn audience grew by 10.6 per cent.
- Council received 4366 applications across the 413 jobs advertised.



Council took next steps to improve customer service

Customer Experience a key focus

With over 88,000 phone enquiries and 52,000 formal requests handled, the team has been vital to ensuring customers feel heard, supported and informed. From resolving issues like bin repairs to planning advice, their work has helped deliver a more responsive and customer-focused experience across the board.

Top six customer requests	Amount
Repair and replace wheelie bin	9965
Change of address	2378
Water leak (public area)	2088
Planning advice enquiry	1945
Tree maintenance	1751
Potholes	1624

Council introduced Snap Send Solve on November 18, a free app that eliminated the complexity of knowing where and how to report incidents on the spot.

Residents can simply take a photo of any issue they see, such as a pothole, graffiti or dumped rubbish, and submit a report to council. The app also helped to improve council's administration processes, providing efficient and relevant information to officers to assist them to address the issue. Since its inception, 5312 requests have been lodged, with 85 per cent including a photo. The top five requests have been:

- Overgrown vegetation - 11.3%
- Pothole - 9.6%
- Damaged road - 9.5%
- Parking - illegal - 5.8%
- Water leak - 5.6%



Digital media

Websites

In 2024-2025, council's digital platforms recorded significant growth, with major increases across the MECC, Artspace Mackay, Mackay Regional Botanic Gardens and Connecting Mackay, while core sites such as Mackay Regional Council and Sarina Sugar Shed continued to demonstrate strong and consistent engagement.

Websites	2023-2024		2024-2025	
	Views	Users	Views	Users
Artspace Mackay	28,141	10,833	55,214	29,343
Connecting Mackay	47,635	28,714	142,558	17,937
Discover Mackay	14,280	6756	29,081	18,457
Know Your Burb	11,425	7737	19,889	14,798
Mackay Regional Botanic Gardens	36,882	14,848	91,944	31,708
Mackay Regional Council	1,403,182	428,436	1,429,893	474,970
Mackay Waterfront	18,630	8343	48,721	24,659
MECC	359,475	151,963	664,211	303,229
Sarina Field of Dreams	15,147	6292	31,917	14,529
Sarina Sugar Shed	157,763	28,694	133,472	28,401

Social media

In 2024-2025, council's social media channels experienced steady overall growth, with LinkedIn (+10.6 per cent) and Facebook (+6.7 per cent) showing the strongest increases in follower engagement.

Instagram also saw a healthy rise of 5.3 per cent, while YouTube remained relatively stable with a modest 0.1 per cent increase in views. Twitter, however, recorded a marginal decline of 0.9 per cent, reflecting a minor drop in user interaction compared to the previous year.

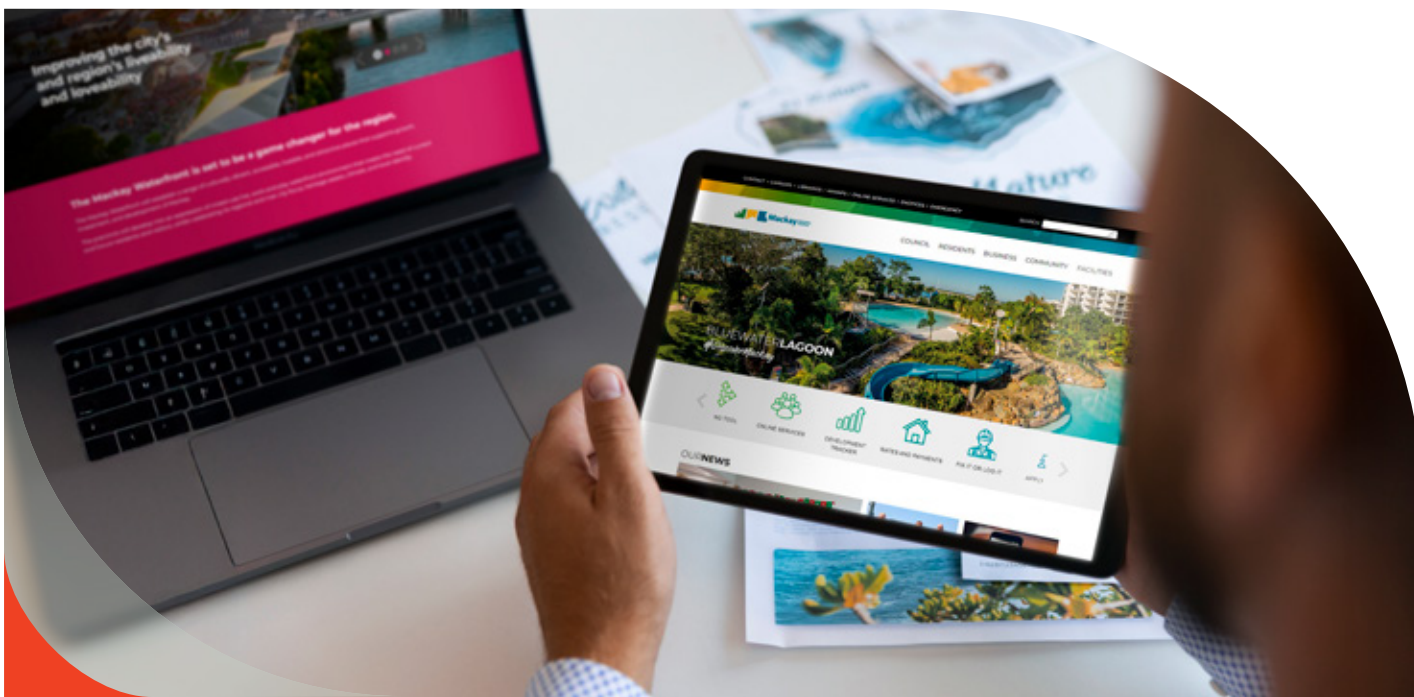
Social media	2023-2024	2024-2025	Growth
Facebook	40,429	43,141	▲ 6.7%
Instagram	6269	6604	▲ 5.3%
LinkedIn	10,058	11,126	▲ 10.6%
Twitter	2967	2940	▼ 0.9%
YouTube	157,478 views	157,649 views	▲ 0.1%

Council live stream

Council's live stream audience (primarily focused on streaming council meetings) grew significantly in 2024-2025, with YouTube views rising by 49 per cent compared to the previous year.

Facebook also achieved exceptional growth, attracting 21,876 viewers between December 2024 and June 2025, highlighting increased public interest and engagement with council proceedings.

Council live stream	2024-2025
Facebook	21,876 (December 2024 - June 2025)
YouTube	2981



eNewsletters

Council newsletters grew to **33,192** subscribers in 2024-2025, marking a **6.7 per cent** increase from the previous year.

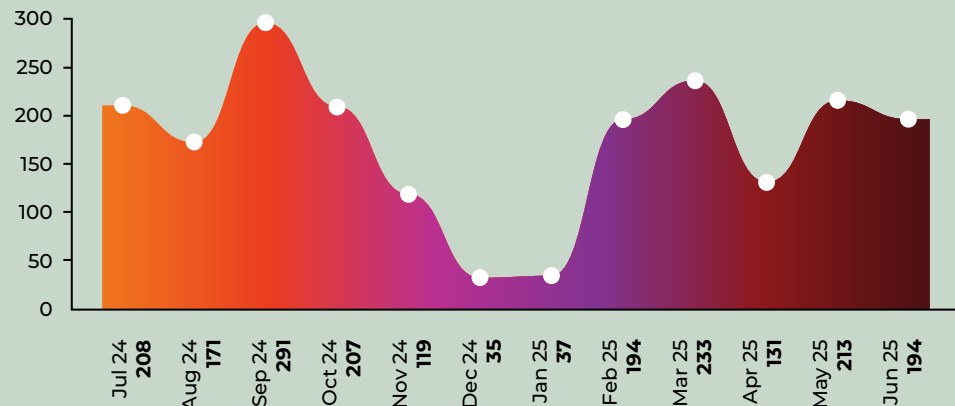
Libraries and Mackay City and Waterfront showed the strongest growth, reflecting rising community interest in local updates, events and services delivered through these targeted eNewsletters.

Connecting Mackay saw a slight decline in subscribers, dropping from 2684 to 2527, possibly indicating changing audience preferences. The overall increase highlights the success of council's communication efforts in engaging a broader community.

eNewsletters	2023-2024	2024-2025
Artspace Mackay	1875	1922
Mackay Regional Botanic Gardens	1149	1118
Connecting Mackay	2684	2527
Council Connect	3297	3144
Libraries	20,460	22,927
Mackay City and Waterfront	333	375
Mackay Planning News	1221	1179
Total	31,098	33,192

Health and Regulatory Services

Regulated parking infringements



Vector Control

The table below represents the mosquito control work carried out by council's Vector Control team during 2024-2025.

Sites inspected	Sites treated	Hectares treated
1182	952	4868 ha

Proactive patrols and infringement activity

Activity	Amount
Local Laws proactive patrol	492
Local Laws infringement activity	375
Regulated parking infringements issued	2034

Pest management

Sites inspected	Requests	No. properties baited	Hours
Dingo/wild dog	43	80	204
Pigs			105
Invasive plants	90	N/A	4554

Green waste tops illegal dumping list

A crackdown on illegal dumping had a positive impact on the community with a noticeable decrease in offences across the region.

However green waste remained a significant issue with grass clippings, branches and palm fronds dumped in parks, reserves and bushland. Residents were reminded they could dispose of green waste in their red-lidded bins or take it to one of council's waste facilities.

New licence/permit assessments

Type	Total
Additional dog permit	134
Additional cat permit	21
Commercial vehicle permit	2
Regulated dog	32
Work zone permit	14
Total	203

Licensing and approvals

Premises	Inspections
Accommodation	52
Caravan parks	14
ERA	2
Food	414
Footpath dining	7
Skin penetration	37
Swimming pools	46
Temporary food permit (commercial)	91
Total	581

Environmental health activities

Area	Actioned requests
Food	80
Health/misc	89
Noise/nuisance	320



Annual pet registration

This financial year, we recorded 13,932 dog and 2679 cat registrations. A total of 453 dogs and 167 cats were impounded, with 77 dogs and 57 cats rehomed through the RSPCA or foster groups in the region.

Our Local Laws team conducted 683 patrols in areas popular with dog owners. The Animal Management Centre achieved an impressive milestone of six years since a rehoming cat was euthanised and eight years for rehoming dogs.

Half price desexing for cat owners

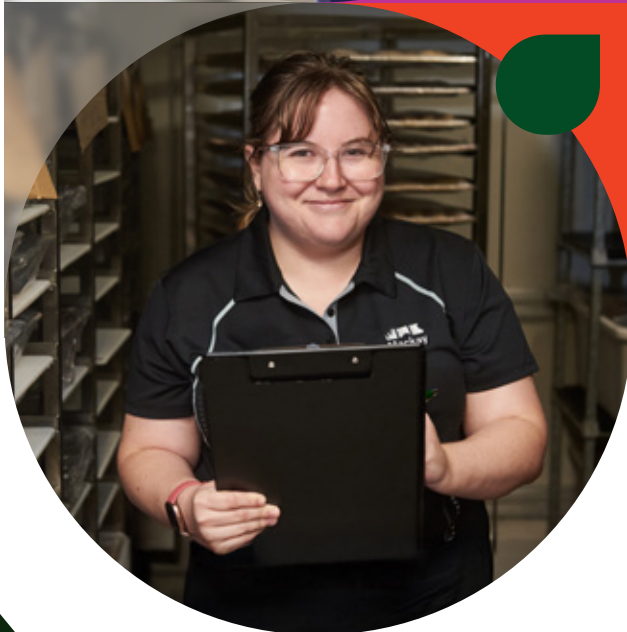
Council offered cat owners a financial incentive to help reduce local feral cat populations.

Residents could apply for a half price voucher which could be used when booking a desexing in April and May. The cat needed to be registered; however, council offered pro rata registration at “desexed” prices for anyone looking to take up the offer with an unregistered cat. A total of 19 owners took up the offer and 72 were declined due to their cats remaining unregistered.

Pet registration inspection programs

Council approved two inspection programs aimed at ensuring compliance with the Animal Management (Cats and Dogs) Act 2008 and related local laws.

These programs ran from October 1, 2024, to December 31, 2024, and focused on properties within the region where unregistered cats and dogs had been identified. As a direct result of the program, and the accompanying media campaign, about 170 new animals were registered.



Invasive plants summary breakdown

Plants	Hours
African Tulip Tree	57
Cactus	84
Elephant Ear	10
Hymenachne	127
Lantana	212
Madeira Vine	155
Navua Sedge	37
Other invasive plants	10
Pathenium	225
Rats Tail Grass	2252
Rubber Vine	0
Salvinia	168
Sicklepod	445
Singapore Daisy	203
Thunbergia	7
Water Hyacinth	453
Water Lettuce	108

Environmental health

Type	Total
Bed and breakfast accommodation approval	1
Caravan park approval	1
Food business licence	127
Footpath trading approval	3
Higher risk personal appearance service licence	17
Hotel accommodation approval	8
Itinerant vending approval	1
Motel accommodation approval	4
Parking permit	1
Public swimming pool approval	4
RV friendly caravan park approval	1
Static vending approval	20
Temporary entertainment event	46
Temporary food permit commercial	35
Temporary home approval	5
Total	274

Compliance levels varied between premises. However, the majority of premises' compliance levels were at a satisfactory standard. In those that had opportunities for improvement, a general lack of knowledge from food handlers on sanitising of food contact surfaces and utensils was apparent.

For swimming pools, there was a general need for some operators to perform more regular water testing to meet approval conditions. Accommodation providers are approved for short term stays, but there is a real trend for rooms to be used for long term occupancy.



Our people

Our people strategy

Council's People Strategy is designed to deliver benefits for our community by focusing on what matters most - community, candidate and customer experience.

By prioritising talent attraction, retention and capability, we are building a workforce that is resilient, adaptable and ready to meet the needs of a growing region. Underpinned by key HR initiatives, including robust talent acquisition, a compelling employee value proposition, cultural alignment, dynamic workforce planning and investment in leadership and technology, our strategy ensures we attract and retain top talent, foster innovation and deliver exceptional service.

Living our council values

Our values are the foundation of our culture, guiding every decision, action and interaction. They set the standard for how we care for our people, deliver for our community and strive for excellence every day. Our values are more than words; they guide how we work together and serve our community. The MRC Way is our guiding philosophy - a framework that brings these values to life and ensures our values are not just words but actions that shape a positive, respectful and high-performing culture. It calls on us to:

- ◆ Care deeply for ourselves, each other, our community and the environment.
- ◆ Lead with curiosity and seek new possibilities.
- ◆ Challenge respectfully and grow courageously.
- ◆ Keep our word and own our impact.
- ◆ Honour our connection to people, culture and country.



Workforce profile

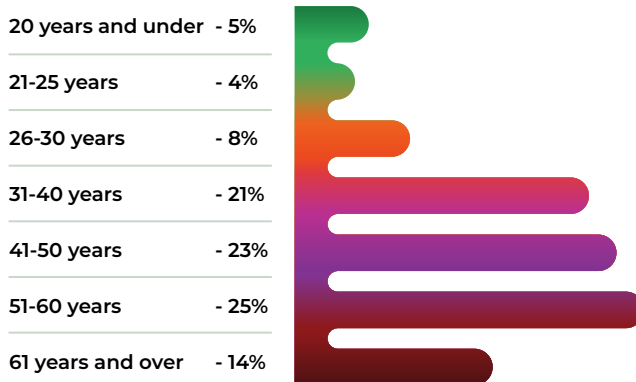
As of June 30, 2025, we employed 1172 people. A breakdown of our workforce headcount per employment type is as follows:

Employment status	Total
Casual	103
Contract	32
Permanent full time	835
Permanent part time	104
Temporary full time	80
Temporary part time	18

Gender of management



Employee by age

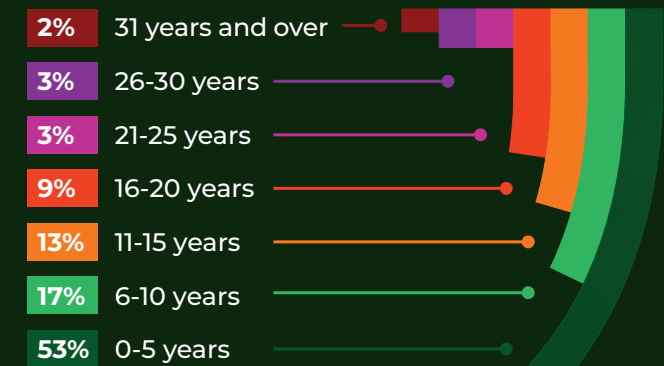


Workforce attraction and retention

Council strives to be an attractive employer, offering a wide variety of jobs and careers. During the financial year, council received 4366 job applications across the 413 jobs advertised.

Council also actively participates in career expos and job fairs, engaging with both the up-and-coming workforce (high school students) and the general population to fill recruitment needs. More than 2420 people attended these events. Council formally celebrates employment anniversaries of 10, 15, 20 and 25-plus years of accumulated service with Mackay Regional Council and all prior pre-amalgamated Mackay councils. Eligible employees are presented with a recognition of service gift and a framed certificate as a gesture of appreciation for their years of service with council.

Years of service





Reward and Recognition Program

Internal awards

At council, we proudly celebrate our people through monthly and annual recognition programs that highlight those who go above and beyond in their roles - contributing to a positive, inclusive workplace culture. These awards reflect our shared commitment to excellence, integrity and community. In 2024, our Annual Staff Awards received 107 nominations, recognising 249 employees across seven award categories.

External awards

Council takes pride in attracting, nurturing and inspiring top-tier talent. We are thrilled when our employees are recognised for their outstanding contributions. During 2024-2025, council and our dedicated staff were honoured with several prestigious external awards and nominations.

Internal award	Presented to
Safety and Wellbeing Advocate Award	Karen-Marie Peeris
Service Excellence Award	Joan Streeter, Christy Dempsey and Sheree Jokovich
Innovation Award	Lewis Sweet
Jason Vassallo Trainee or Apprentice of the Year Award	Luke Pain
Core Values Award	James Dunne
Leadership Excellence Award	Aaron Ward
Mayor Perpetual Award	Henry Walpole

External award	Presented to	Awarding body
Economic Development - Finch Hatton MTB	Finalist - Shaping Community	2025 LGMA Awards for Excellence
Library Services: Unified Access Self-Service Kiosks, with integrated Reading Suggestions	Nominee - Innovation	
Strategic Planning - Jolimont Creek Fishway	Finalist - Sustainability	
Community Programs - Queensland Volunteering Impact Award - Government	Finalist - Mackay Regional Council - accepted by Tamara Flynn	2025 Queensland Volunteering Awards
Silver: Bananarama Rum Liqueur (Rum-based Liqueurs)	Sarina Sugar Shed	Australian Rum Awards
Bronze: Sugar Shed Liqueur (Aged 2-4 Year Rum)		Mackay Isaac Tourism
Best of Queensland Food and Dining 2024		
Best of Queensland Tour or Attraction 2024		
Excellence in Food Tourism 2024		
Bronze: Sugar Shed Rum (Dark, underproof, ABV 50%)		Royal Queensland Distilled Spirits Awards
Best of Queensland Experience 2024		Tourism and Events, Queensland
Travellers' Choice Award 2024	TripAdvisor	
Bob Marshman Trainee of the Year	Nominee - Luke Pain	Queensland Training Awards
Bob Marshman Trainee of the Year	Nominee - Suzannah Elliott Haynes	
VET Equity of the Year Student	Finalist - Christine Yarnold	
Nebo Road Water Treatment Plant	Finalist - 2024 Best of the Best Queensland Water Taste Test	Queensland Water, 2024 Annual Forum



Diversity, equity and inclusion

At council, inclusion is a cornerstone of our People Strategy. We are committed to a workplace where everyone feels respected, valued and empowered. Guided by our values, we foster an environment that welcomes diverse perspectives and backgrounds.

Our commitment goes beyond policy. We invest in open dialogue, education, inclusive practices, equitable opportunities, employee resource groups, wellbeing programs and peer support. By embracing diversity, we strengthen our ability to meet community needs, drive innovation and collaborate effectively. These initiatives help build a creative, adaptable and high-performing workforce, delivering lasting benefits and prosperity for the Mackay region.



Individual flexibility arrangements

Council recognises the importance of a healthy work-life balance and is committed to supporting employees through a range of contemporary work options and benefits. We offer flexible arrangements to meet both business and workforce needs, including time off in lieu, flexible working hours and locations, part time and job share opportunities, and remote work options where possible.

Additional initiatives include paid parental leave, wellbeing programs and access to employee assistance services. These options empower our people to balance their professional and personal commitments, fostering a supportive and productive workplace that benefits both our employees and the wider Mackay community.



Education Assistance Program

Our Education Assistance Program is designed to encourage employees to pursue formal tertiary studies as part of their ongoing professional development. This support ranges from diploma-level qualifications to master's degrees. Since the program's inception in 2011, council has supported 121 employees.

This financial year alone, we received 14 new applications. The total expenditure for self-education assistance amounted to \$58,238 for this period. Currently, funds are being allocated to 24 active employees over several years.

Growing career pathways at council

As one of the largest employers in the region, we are committed to expanding our workforce and offering valuable opportunities to the residents of Mackay. Our initiatives include the apprentice and trainee program, academic bursaries, work placements, graduate programs and internal education assistance.

This year, council's apprentice and trainee program attracted significant interest, with all roles filled. Nine apprentices and trainees completed their training contracts, with eight securing full-time employment with council. The exceptional quality of our trainees was highlighted by one of them representing Mackay as a finalist in the Equity Student of the Year category at the Central Queensland Regional Finals for the Queensland Training Awards.

Our commitment to supporting the Graduate Program at council remained strong, with all five graduates continuing their careers with council. Specialising in Civil Engineering, Urban Planning, Mechanical Engineering and Process Engineering, they gained hands-on experience through various program rotations, ensuring broad exposure in their fields.

Work placements and bursaries

In 2024-2025, we facilitated work experience placements for 33 students from the region. Experience was gained in areas such as Libraries, Customer Experience, MECC, Botanic Gardens and Natural Environment, Water Networks, Information Services, Water Treatment, Trades, Field Services, Corporate Communication and Marketing, and Engineering.

Council staff participated in two Vocational Education and Training (VET) coordinator sessions, sharing insights with high school career counsellors and VET coordinators about our program, processes and opportunities for improvement. We also supported the Smith Family Work Inspiration Program, where our team presented an engaging activity showcasing the diverse career opportunities available within council.

Five academic bursaries were awarded in fields such as nursing science, education, medical science, engineering and clinical chiropractic. Two recipients also completed paid work experience with council during the year.

Employee engagement

At council, employee engagement is vital to our success. Our Annual Employee Engagement Survey gives us clear insight into how our people feel and what matters most to them. This feedback drives targeted action plans across all teams – turning insights into improvements that enhance collaboration, wellbeing and performance.

By listening and acting, we create a workplace where our people feel valued, empowered and connected – creating better outcomes for both our employees and the Mackay community.



Mackay Regional Council Certified Agreement

Council successfully finalised and certified the Certified Agreement 2024, marking a significant achievement in collaborative workplace relations. The agreement was endorsed by the majority of employees, with more than 92 per cent of the workforce participating in the anonymous ballot. This reflects months of dedicated negotiation between council representatives, unions and the workforce.

It was officially certified by the Queensland Industrial Relations Commission on March 26, 2025, with a nominal expiry date of June 30, 2027. This outcome demonstrates council's commitment to transparency, fairness and continuous improvement in employment conditions. The new agreement introduces enhanced provisions across training, development, allowances, leave entitlements and salary scales for various employee streams, reinforcing council's role as a progressive and responsive employer.

Health and wellbeing

In 2025, council continued to lead the way in health and wellbeing initiatives, with staff showing remarkable commitment to community impact and personal wellness. Over a three-month period, council employees donated blood 145 times, helping save an estimated 111 lives. This ongoing participation in the North Queensland Council Blood Drive reflects the generosity and civic spirit embedded in our workplace culture.

The annual Health and Wellbeing Challenge focused on moving more and saw 113 staff members take part – more than double the previous year's participation. With an average of 8053 steps per person per day, the challenge energised teams and encouraged daily movement across the organisation.

Council also made a strong showing at the Mackay Marina Run, with four teams and several additional groups proudly representing council in a sea of branded shirts. Meanwhile, the free skin check initiative, launched in January 2025, continued to support staff health with 97 employees booking appointments.

Together, these efforts highlight council's ongoing dedication to fostering a healthy, active and community-minded workplace.



Safety

At council, we actively seek out every learning opportunity to enhance Workplace Health and Safety (WHS). Safety is a foundational principle that underpins our core values. By continuously learning and adapting, we create a safer environment for all.

The Strategic Roadmap, as endorsed by the Strategic Advisory Committee, maintains a continued focus on fostering alignment and nurturing the desired safety culture and maturity, and provides a strong foundation for embedding safety in all that we do.

Members of the Executive Leadership Team and the WHS team completed a series of safety interactions over the summer months, leading discussions with workgroups across the organisation about the signs and symptoms of heat stress and control measure to minimise risk. Over the past 12 months, council has:

- ◆ Conducted 1550 safety interactions.
- ◆ Conducted 187 site safety inspections.
- ◆ Facilitated 2101 WHS inductions for contractors, volunteers and work experience students.
- ◆ Generated 574 corrective actions.

InControl, the system that supports WHS event reporting and corrective action management, underwent a major upgrade in March 2025, enhancing reporting functionality and improved accessibility via a mobile application.

On September 5, 2024, WHS and People and Culture joined forces and hosted our first combined Safety and Wellbeing Expo. More than 450 staff members attended and actively participated in a diverse range of activities, engaging keynote addresses, interactive elements and valuable information sessions throughout the day.

The facilitation of Learning Teams events over the year allowed council to empower workers and stakeholders to collaboratively explore controls, processes, challenges and improvements through group problem-solving and reflection.

Right to information

In 2024-2025, council:

- ◆ Received 24 Right to Information applications.
- ◆ A total of 3350 pages were considered.
- ◆ A total of 2319 pages were released in full.
- ◆ A total of 548 pages were released in part.
- ◆ Another 654 pages were determined to be contrary to public interest in accordance with the provisions of the Right to Information Act 2009.
- ◆ Four applications were listed on the disclosure log on the council website.

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

Official documents

Our Inclusive Workplace Policy and Community Engagement Policy are available on council's website at mackay.qld.gov.au.

The Code of Conduct and delegation register (which records the delegated levels of authority and instruments of authority held by all council officers) are also public documents and available on request.



Audit Committee

The Audit Committee is an advisory body established by council in accordance with Section 105 of the Local Government Act 2009 and Sections 208-211 of the Local Government Regulation 2012. Its primary function is to support council and the Chief Executive Officer in fulfilling oversight responsibilities across key governance areas, including internal and external audit, financial statements and reporting, risk management, internal controls and legislative and policy compliance.

The committee operates independently and does not hold line-management or financial authority. It serves as a source of objective advice and assurance, complementing the responsibilities of executive management. During 2024-2025, the committee convened five times. In the first nine months of 2024-2025, the committee comprised of:

Independent external members

- ◆ Mr Tim Cronin - Chairperson
- ◆ Ms Monica McKendry - Member

Councillor members

- ◆ Cr Greg Williamson - Mayor (voting member)
- ◆ Cr Martin Bella - Councillor (voting member)
- ◆ Cr Ash-Lee Johnson - Councillor (observer)

In April 2025, following the resignation of Cr Martin Bella, the council appointed a new committee comprising of:

Independent external members

- ◆ Mr Tim Cronin - Chairperson
- ◆ Ms Monica McKendry - Member

Councillor members

- ◆ Cr Greg Williamson - Mayor (voting member)
- ◆ Cr Ash-Lee Johnson - Councillor (voting member)
- ◆ Cr Peter Sheedy - Councillor (observer)

Internal Audit

Internal Audit is an independent assurance and advisory function established by council in accordance with Section 105 of the Local Government Act 2009 and Section 207 of the Local Government Regulation 2012. Its purpose is to provide independent, objective assurance and advice to improve operations by evaluating the effectiveness of governance, internal controls, and risk management.

In addition to its traditional role, Internal Audit focuses on “adding value” by working with management to recommend improvements to systems, processes, work practices, compliance and business effectiveness.

It operates in accordance with the Internal Audit Charter, relevant State Government legislative requirements, and the International Professional Practices Framework issued by the Institute of Internal Auditors.

Key activities undertaken during 2024-2025 included:

- ▶ Internal audit reviews of CCTV systems, recruitment and cessation of employment, human resources and infrastructure assets - parks and buildings.
- ▶ Review and update of policy and charter for the Audit Committee and Internal Audit.
- ▶ Functional review of Internal Audit function against the Global Internal Audit Standards.
- ▶ Development of Internal Audit Plan 2025-2026.
- ▶ Monitoring the actions resulting from internal and external audit recommendations.

Significant business activities

Below is a list of all the significant business activities that council has conducted during the financial year. We apply the competitive neutrality principle to all significant business activities and we manage any competitive advantage by accounting for the likes of community service obligations, tax equivalents and separation of activities by fund to accurately account for the separate services.

When assessing business activities as part of the compilation of the 2024-2025 original budget, section 19 of the Local Government Regulation 2012 prescribes the threshold that a business activity must meet to be a significant business activity for a financial year:

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

Council has two significant business activities – Mackay Water Services and Mackay Waste Services. No new significant business activities were identified during the year.

Competitive neutrality has been implemented in the form of full cost pricing in accordance with section 21 of the Local Government Regulation 2012.

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

Council had no controlled entities. Council's significant beneficial enterprises include:

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



Significant business activities



Mackay Waste Services
Mackay Water Services



Mackay Waste Services

In 2024-2025 we:

- ▶ Responded to 12,008 client service requests.
- ▶ Collected 35,780 tonnes of household (kerbside) waste and 6632 tonnes of household (kerbside) recycling.
- ▶ Received 9649 additional tonnes of recyclables from commercial and other regional council collections.
- ▶ Processed 7226 tonnes of green waste, 337 tonnes more than the previous financial year.
- ▶ Serviced a total of 2,783,924 waste and 1,391,962 recycling bins, replaced 4823 general bins and 1429 recycling bins, and repaired 802 general bins and 704 recycling bins.
- ▶ Recovered 2603 tonnes of material through our Resource Recovery Facility.
- ▶ Disposed of 93,180 tonnes of waste at Hogan's Pocket Landfill and destroyed 18,855 tonnes of Co2-e from Hogan's Pocket Landfill via gas flaring.

Mackay Waste Services

Mackay Waste Services is a significant business activity of Mackay Regional Council.

The program is responsible for 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 and landfill gas management.

Our vision

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

Our mission

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

Overview

We had eight active staff on the reporting date and an annual operating expense budget of \$33.6 million and a capital budget of \$1.6 million. 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.

Paying it forward to charitable organisations

In 2024-2025 waste services provided financial support to 16 charitable organisations who disposed of 279.60 tonnes of waste at its Paget Waste Management Centre.



National Recycling Week

During National Recycling Week, from November 11 to 17, council encouraged residents to improve recycling habits using Recycle Mate on the website.

This easy-to-use tool provides tailored information relevant to council's Materials Recovery Facility (MRF), helping users identify the correct bin for each item by simply searching or uploading a photo. By reducing contamination - caused by incorrect items like nappies, green waste and soft plastics - council aims to protect the environment and lower landfill costs.



The Great Spring Clean Up

In partnership with Clean Up Australia, council hosted The Great Spring Clean Up across September and October, encouraging residents and community groups to help keep our region beautiful.

The initiative focused on cleaning public spaces, beaches and waterways ahead of the wet season, aiming to prevent litter from harming wildlife and ecosystems. Participants could nominate areas and were provided with clean-up kits and free waste disposal at council transfer stations. Held annually since 2009, the event fosters community pride and environmental care across the region.



Lithium battery causes fire at Materials Recovery Facility

Residents were again reminded not to place hazardous items such as batteries, gas bottles, chemicals or flares in their wheelie bins, following a small fire at the Materials Recovery Facility (MRF) on August 16.

Due to the quick-thinking actions of staff, no one was harmed and minimal damage was caused to the facility. The incident highlights the serious risks posed by improper disposal - batteries can spark fires when crushed, endangering workers and equipment.



Local Authority Waste Management Action Committee meeting

Mackay Regional Council hosted the Local Authority Waste Management Action Committee (LAWMAC) meeting on November 22, 2024, welcoming more than 130 members from across regional Queensland.

A key focus was the implementation of regional waste management plans, supported by keynote presentations from Wildfire Technologies on energy-from-waste solutions and the Australian Bedding Stewardship Council on mattress recycling.

Customer service standards

We are committed to delivering excellent customer service, environmental management and efficient operation. This commitment and the acceptable guidelines for the delivery of waste services is outlined in our Waste Services Customer Charter, available on our website.

Recyclables sent to market

A total of 16,281 tonnes of material was processed at our Materials Recovery Facility.

A significant decrease in the amount of glass received can be attributed to the addition of wine and spirit bottles in container refund schemes. The table below identifies materials sent to market:

Recyclables	2022-2023	2023-2024	2024-2025
Glass	2437	2061	1066
Paper and cardboard	9418	9854	9815
H.D.P.E.	195	185	229
P.E.T.	63	225	222
Aluminium	116	122	120
Steel/tin	399	367	392
Mixed plastics/ plastic film	453	531	391
Landfill	2685	3022*	2781*
Total tonnes	15,766	16,367	14,926

* Landfill amount includes 500 tonnes from the result of a severe wet weather event in February which damaged stored stock.



Environmental monitoring

We performed regular environmental monitoring at both our operational and closed landfill sites. The following activities occurred in 2024-2025:

- ◆ Groundwater monitoring was undertaken quarterly at active, inactive and former landfill sites in accordance with Environmental Authority conditions.
- ◆ Surface water was also monitored quarterly at 13 sites, including Hogan's Pocket and Bayersville. Leachate monitoring and collection also occurred at these two sites.
- ◆ Landfill gas monitoring was conducted twice during the reporting period at 21 different operational and closed landfill sites, including habitable dwelling/offices located within the facilities footprint.

Client service standards

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

Category	Waste service standards and targets
Customer response times	Repair or replacement of bin upon customer request within five business days.
	Provision of new bins for a new standard service request within three business days.
Deliver essential services	Waste collection service - once a week.
	Recyclable collection services - once a fortnight.
	Collection of bins on scheduled service day - aim to have one or less missed kerbside bin per 5000 services per month.
	Waste disposal facilities open on published days and operating times - 100 per cent compliance.
Safety	Zero lost time injuries recorded.

Partnerships

LAWMAC

Council's involvement with LAWMAC played a key role throughout 2024-2025, contributing to extensive dialogue around the Queensland Government's Waste and Resource Recovery Strategy, the waste levy and the rollout of regional waste management plans.

drumMUSTER initiative

The Paget and Sarina waste management centres, along with the Koliyo, Bloomsbury, Gargett and Seaforth transfer stations, continued to serve as drumMUSTER collection points. This program offers a reliable, cost-effective and sustainable solution for recycling empty agricultural chemical containers, delivering benefits to users, the industry, the community and the environment.

Paintback scheme

The Paget Waste Management Centre continued to house a Paintback collection point so residents and tradies could recycle their unwanted paint. This scheme diverted paint from landfill.

Fertiliser bag recycling scheme

Six collection points for fertiliser bag recycling are offered throughout the region. This scheme enables farmers to recycle their unwanted, used fertiliser bags and divert farm waste from landfill.

Community service obligations

Council provided waste disposal support to not-for-profit community groups during the year totalling \$75,945.



Our assets and asset value

Asset category	Asset type	Qty
Landfill	Active	1
	Inactive (legacy)	20
Disposal facilities	Waste management centres	1
	Rural transfer stations	9
	Green waste only facilities	2
Recyclate receivals	Material Recovery Facility (MRF)	1
	Resource Recovery Facility (RRF)	1

Asset	Total replacement value	Written down value* as of June 30, 2025
Waste	\$120,886,669	\$58,245,800

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

Waste levies

Waste facilities operations charge - \$173.60. 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 - \$304.20.** This funds bin service and contributes towards bin collection, processing and disposal costs.

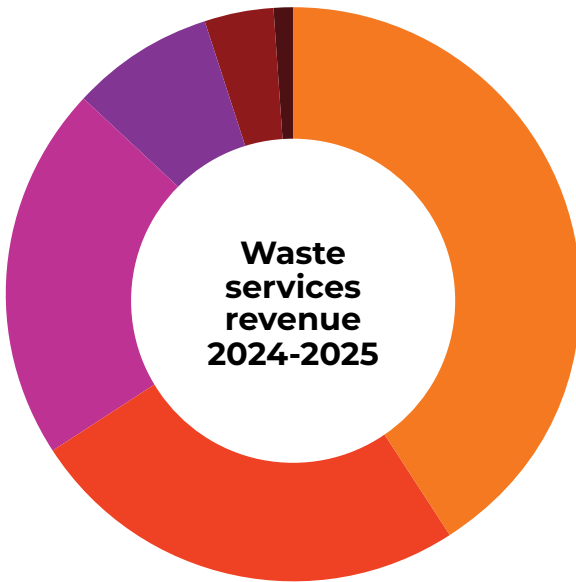
Dump vouchers

In a concerted effort to keep our region clean and tidy, we continued to provide three dump vouchers per rates notice to residential properties in 2024-2025.

The vouchers were valid for the disposal of self-hauled domestic and green waste under one tonne. Voucher usage totalled \$776,184.

Where our money came from

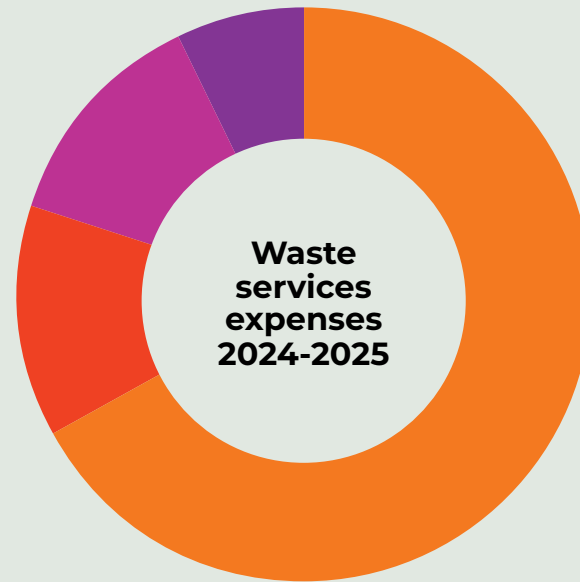
Our operating revenue for the 12 months ending June 30, 2025, totalled \$36.7 million, with 87 per cent generated from rates, access and usage charges.



- 41% Refuse service charge
- 25% Waste facility management
- 21% Fees and charges
- 8% Interest received
- 4% Services provided to council
- 1% Other income

Where our money went

Our operational expenditure for the 12 months ending June 30, 2025, totalled \$29.6 million. The main expenses were material and services, employee and finance costs, and depreciation and amortisation.

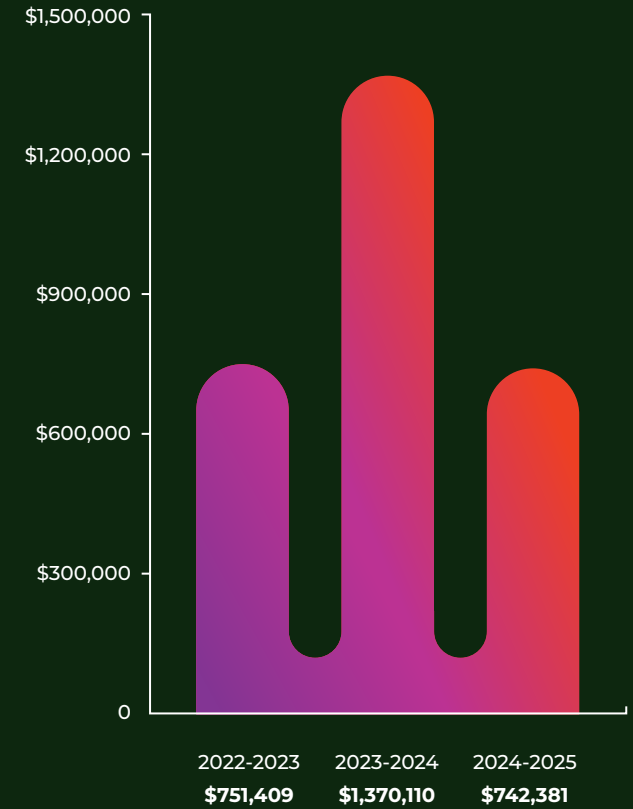


- 67% Materials and services
- 13% Employee and finance costs
- 13% Competitive neutrality costs
- 7% Depreciation and amortisation

Investing in infrastructure

Council spent \$0.74 million on waste infrastructure at Hogan's Pocket and Paget Waste Management Centre.

Capital expenditure over the past three years





Mackay Water Services

In 2024-2025 we:

- ▶ Provided treated water to 42,323 residential properties and 4183 commercial and industrial connections – a total of 46,506 connections.
- ▶ Provided sewage collection, treatment and disposal for 39,382 residential properties and 4258 commercial and industrial connections – a total of 43,640 connections.
- ▶ Provided high quality non-potable recycled water to 32 local farmers and two public recreational facilities for irrigation purposes.
- ▶ Delivered the 'Watch the Flow' water education program to 645 students.
- ▶ Conducted 161 trade waste audits and issued 91 approvals to discharge trade waste to sewer.
- ▶ Sent more than 74,000 water leak notifications, reducing the number of concealed leak concession applications to 119.

Mackay Water Services

Mackay Water Services is a significant business activity of Mackay Regional Council.

The program is responsible for the delivery of water and sewerage services, providing high quality, safe and reliable water as well as providing collection, treatment and disposal of wastewater in accordance with our environmental obligations.

Our vision

To be an innovative water 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 sustainability.

Our mission

We are committed to delivering sustainable water services to the Mackay region in an efficient and commercially responsible manner.

Overview

We had 129 staff and an annual operating expense budget of \$109.5 million and a capital budget of \$29.3 million. Our operations were carried out in accordance with the Annual Performance Plan which defines council's expectations in terms of performance, reporting, level of service and policy compliance.

National Water Week

Residents were encouraged to take up water-saving habits during National Water Week from October 21 – 27. The week was the perfect opportunity to learn new water-saving habits and save money, especially with outdoor watering, where consumption was at its highest.



Monitoring and testing

In 2024-2025, the laboratory:

- ◆ Underwent significant transformation with the introduction of a new team structure. This restructuring improved operational efficiency and enhanced service delivery, particularly in external sample analysis. The laboratory continues to conduct the majority of the testing in-house, with only 10 per cent of samples outsourced to external laboratories.
- ◆ Supported and provided services to over 250 clients including local businesses, state-wide industries and the broader community. A total of 338,000 individual tests were performed - testament to the laboratory team's resilience and dedication amid significant organisational and operational changes.
- ◆ Provided scientific advice and high-quality testing services to the Mackay community and neighboring councils, including Isaac and Whitsunday councils.
- ◆ Successfully maintained accreditation from the National Association of Testing Authorities (NATA), reaffirming its position as one of the leading NATA-accredited laboratories in Central Queensland for water and wastewater chemistry, microbiology and water sampling services.



Smart water meter rollout

Over the next four years, council will replace about 6500 residential water meters annually with new smart meters, as the existing meters approach the end of their service life.

Smart meters provide near real-time data, significantly improving our ability to detect unusual activity such as leaks or reductions in water supply. This technology empowers property owners to monitor their water usage more effectively.

At council, we recognise water as one of our most valuable resources. Managing our water supply to meet growing demand over the next 30 years is a key priority. Smart meters will play a vital role in enhancing water security by reducing losses caused by undetected leaks.

Top drop now flowing through Midge Point taps

Midge Point residents are now enjoying a renewed and refreshed water supply following the completion of significant works to water infrastructure in March.

The most recent and final stage of improvements involved extensive cleaning of watermains supplying the Midge Point township, which required a planned water outage over several days.

Council has engaged a highly skilled contractor, Flo-Max Australia, to clean the watermains supplying the Midge Point township. The works involve a combination of pipeline pigging and air scouring to remove the build-up of iron and manganese in the pipes and address the continued water quality issues. We're proud to deliver cleaner, safer water to our community.

Customer service standards

We are committed to delivering quality water and sewerage services to our community. This commitment and the acceptable guidelines for the delivery of water and sewerage services is outlined in our Water Services Customer Charter, available on council's website.

Service delivery

- ◆ Annual sewer gravity mains relining works.
- ◆ Annual sewer manhole inspection, repair and renewal works.
- ◆ Annual sewerage pumping station renewal, upgrade and improvement works.
- ◆ Annual water service, Automatic Meter Reading (AMR) and water meter replacement works.
- ◆ Disinfection facility upgrade at Eton Water Treatment Plant.
- ◆ Golf Links Road Water Pump Station upgrade.
- ◆ Renewal of water main crossing Alligator Creek Bridge, Sarina.
- ◆ Renewal of water main in Admiral Drive, Dolphin Heads.
- ◆ Renewal of water main in Alfred Street, Mackay.
- ◆ Renewal of water main in Palmer Street (Evans Avenue to Harbour Road), North Mackay.
- ◆ Renewal of water main in Stevenson Street, South Mackay.
- ◆ Replacement, renewal and upgrade of Calen Water Treatment Plant.

Presentations

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

Conference/event	Name of presentation	Staff member
Fitzroy River Water Workshop, Mackay, September 9-10, 2024	Aqualus Portal	Andrea Thayer
	Meter Reads and Process	Andrea Thayer and Blake Montiford
	Understanding the Data	Andrea Thayer, Andrew Walz and Blake Montiford
Fraser Coast Regional Council Workshop, Mackay, April 29-30, 2025	Smart Metering	Andrea Thayer and Jason Cocker
	SCADA	Bala Gurunathan
	Maintenance Planning, Schedule and Dispatch	Fiona McMullan
Institute of Public Works Engineering Australasia (IPWEA) North Queensland Conference, Mackay, May 27-28, 2025	The Great Scour	Andrea Thayer and Andrew Walz

Partnerships

Choose Tap Coalition

In 2024-2025, council continued to work with the national Choose Tap Coalition to promote the financial, health and environmental benefits of drinking tap water.

CTM Water Alliance

The water businesses of Cairns, Townsville and Mackay councils (CTM Water Alliance) have developed a design and construction code for water and sewerage across all three council businesses. The Cairns, Townsville, Mackay Water Alliance Design and Construction Code V1.0 (CTM Code) is based on the Water Services of Australia Codes and Southeast Queensland Water Supply and Sewerage Design and Construction Code and serves as a standard for design and construction of water supply and sewerage reticulation infrastructure relevant to North Queensland.

Queensland Water Regional Alliance Program (QWRAP)

Council's participation in QWRAP strengthens the

region's capacity to deliver safe and essential water and wastewater services. Funding for a dedicated project coordinator has proven invaluable, focusing on improved project management for timely, on-budget delivery of key projects, and establishing a vital communication channel between councils and state departments on workforce training and regional attraction challenges.

The Whitsunday, Isaac and Mackay (WIM) Water Alliance

The WIM Water Alliance maintained its collaborative approach, with a strategic reset of priorities in September and October 2024. This realignment generated key initiatives including the Smart Water Meter Playbook and Water Industry Worker (WIW) Procedures Manual. Throughout 2024-2025, Alliance Work Plan activities remained aligned with the strategic objectives outlined in the Terms of Reference and QWRAP priorities. The ongoing WIW training framework highlights regional

leadership and cooperation, showcasing the alliance's broader collaborative benefits. Collective capabilities continue to grow, with many examples of cross-border cooperation and systems alignment.

Water Industry Worker (WIW) program

The WIW Program is a cornerstone for workforce development in Queensland's water sector. As host of the WIW program, council assisted 28 regional and remote councils in accessing vital upskilling through targeted training and support. In March 2025, council participated in the Biological Nutrient Reduction (BNR) course held at Central Queensland University, with four delegates in attendance. This course provided valuable insights into advanced wastewater treatment processes, focusing on the removal of nutrients such as nitrogen and phosphorus. Council's involvement in the BNR course highlights their commitment to environmental sustainability and improving water quality in the region.

Our assets and asset value

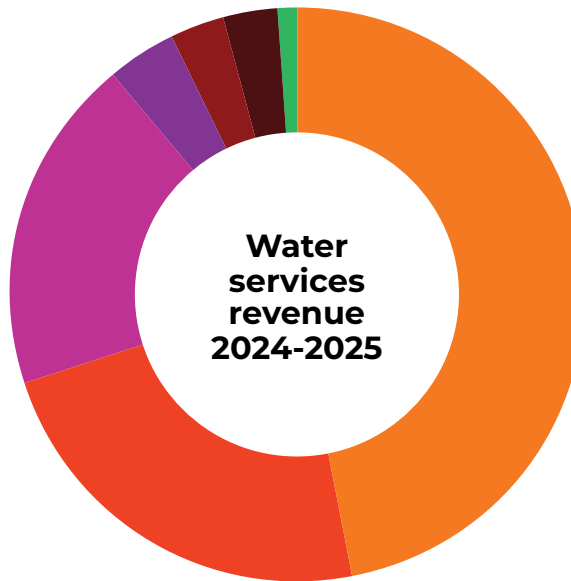
Asset category	Asset type	Qty
Raw water	Dams/weirs	2
	Pump stations	2
	Boreholes	39
Water treatment	Water treatment plants	6
	Water treatment schemes	9
	Disinfection facilities	5
Water distribution network	Service reservoirs	38
	Water pump stations	33
	Water mains	1247km
Wastewater collection network	Wastewater network	967km
	Wastewater manholes	18,276
	Sewage pumping stations	194
Wastewater treatment	Sewage treatment plants	6
Recycled water	Recycled water storages	5
	Recycled water network (mains)	27km
	Recycled water pump stations	8

Asset	Total replacement value	Written down value* as of June 30, 2025
Water	\$1,043,369,305	\$551,025,272
Sewerage	\$1,007,487,678	\$672,245,436

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

Where our money came from

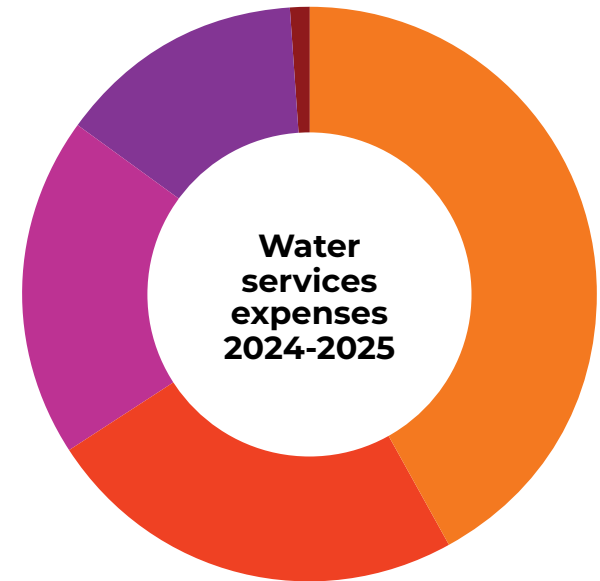
Our operational revenue for the 12 months ending June 30, 2025, totalled \$118.24 million, with 89 per cent generated from rates, access and usage charges.



- 47% Sewerage access fees
- 23% Water usage
- 19% Water access fees
- 4% Interest received
- 3% Fees and charges
- 3% Services provided to council
- 1% Recoverable works

Where our money went

Our operational expenditure for the 12 months ending June 30, 2025, totalled \$86 million. The main expenses were depreciation and amortisation, and materials and services.

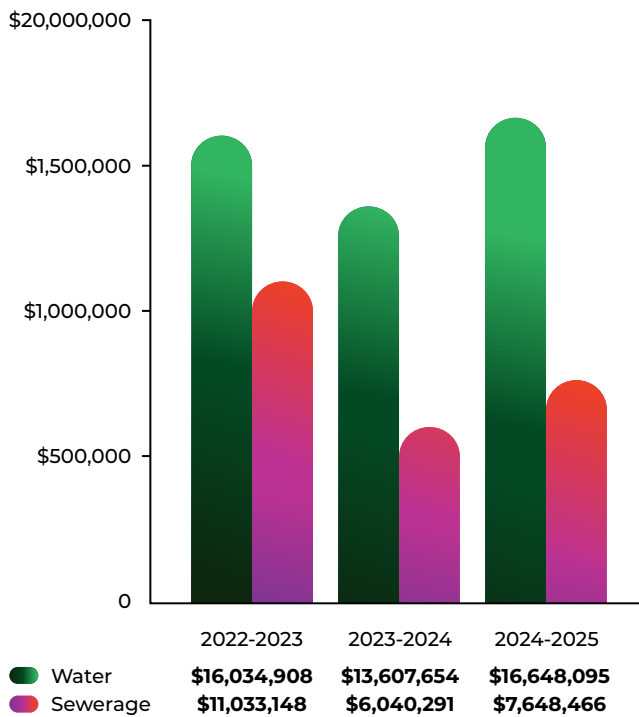


- 42% Depreciation and amortisation
- 24% Materials and services
- 19% Employee costs
- 14% Competitive neutrality costs
- 1% Finance costs

Investing in infrastructure

Council spent \$24.3 million during the year on water and sewerage infrastructure. This was \$4.65 million more than the previous year. These included significant works associated with the Bloomsbury Water Pipeline, Eton Bore and Disinfection Facility, Sarina Water Network Alligator Creek Bridge Crossing, Booster Station Upgrades, Calen Water Softener Project and various water main renewals.

Capital expenditure over the past three years



Water access charge

The annual water access charge in 2024-2025 was \$412.40. Properties with a metered water supply were charged on a per factor basis. Vacant land was allocated one factor per allotment.

Water consumption tariffs

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

- Tariff 1: 0-150 kilolitres per half year - \$2.04/kl
- Tariff 2: Over 150 kilolitres per half year - \$3.02/kl

Community service obligations

Council supported local not-for-profit community groups with water and sewerage services during the year totalling \$169,881.

Sewerage access charge

The annual sewerage access charge in 2024-2025 was \$997.40. Charges were based on the number of sewerage pedestals or urinal services installed on the premises. Single occupation residence had a maximum of one pedestal charge. Vacant land was allocated one per allotment.

Cross subsidies evaluation

No cross subsidies existed between consumer classes for water and sewerage services.



Financial strength



This inward facing pillar focuses on the following strategic goals: Affordable living; Ethical decision-making and good governance; Resilient and agile economy; Optimised asset management; and Planned capital and forecasting.

In 2024-2025 we:

- Recognised a total revenue of \$360 million.
- Recognised operating costs of \$324 million.
- Expended \$107 million on capital projects.
- The community's net wealth was \$4.6 billion.

Community financial report

Vision

Corporate Plan 2024-2029.

Strategy

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

Direction

Operational plans, annual budgets, monthly 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 financial reporting and council minutes.



How we report

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

- **1. Statement of Comprehensive Income**
How did we perform in relation to our trading result over the last 12 months?
- **2. Statement of Financial Position**
What do we own and owe at year end?
- **3. Statement of Cashflows**
Where has our cash been received and used during the past 12 months and how much remains at year end?
- **4. Statement of Changes in Equity**
What is the wealth of the community at year end?

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

Statement of comprehensive income

This statement presents council's consolidated revenues (where the money comes from) and expenses (where the money is spent).

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

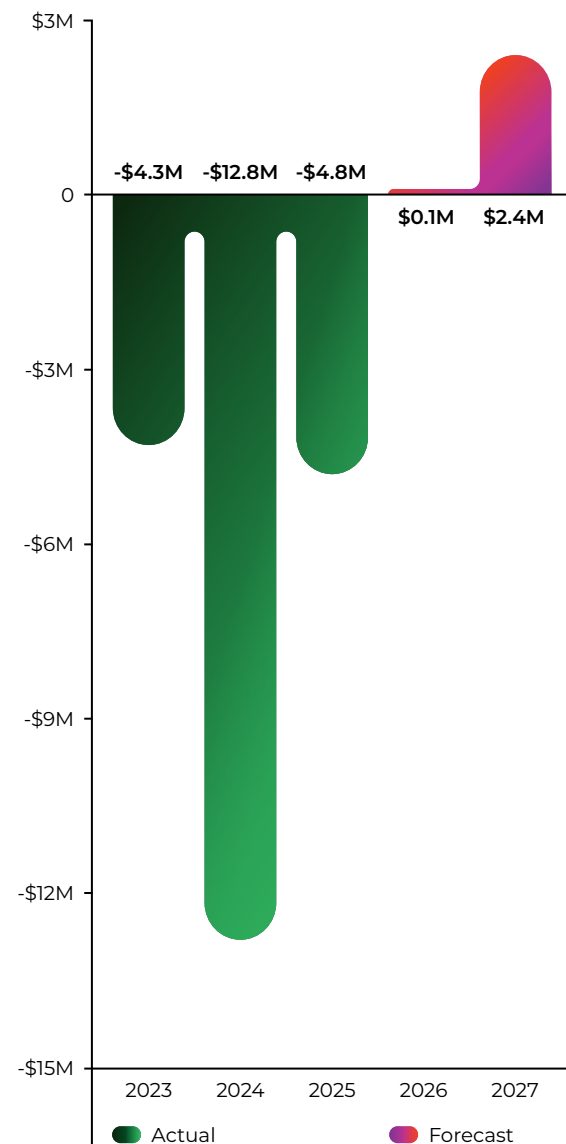
The operational result of council's operations (total operating revenue less total operating expenses) shows if an operational surplus or deficit was reported during the year. This is shown on the right. Council reports an increase of \$25.2 million in total operating revenue compared to the year prior. The biggest contributors to this being rates and charges. Council experienced a net increase of \$17.18 million in operating expenses for the reporting period. Materials and services represent a significant amount of this variance.

Total recurrent income (excluding operational grants and subsidies) increased eight per cent from 2024, in line with employee costs which increased by ten per cent, as well as materials and services that also increased three per cent from 2024. Depreciation and amortisation increased four per cent due to increases in the costs of replacing council assets.

Council forecast a \$0.1 million surplus in the 2025-2026 original budget continuing to increase in the 2026-2027 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 came from

Total revenue of \$360 million was recognised during the 12 months ending June 30, 2025. Operational revenue represents 89 per cent of this amount, with the remainder being capital revenue received through grants, subsidies, contributions and donations, and other capital income.

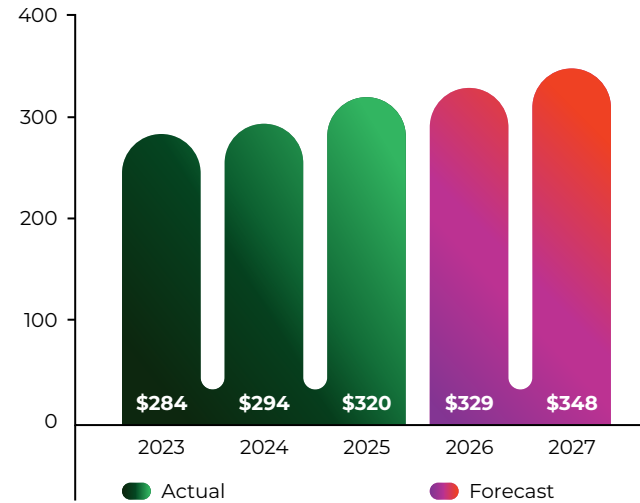
Capital revenue relates to the capital funding of infrastructure mainly through contributions or donated assets. Council's operational revenue is generated from the sources on the right. Council actively seeks revenue from other sources and aims to maximise investment earnings to support the many services council provides.

Expenses: where our money went

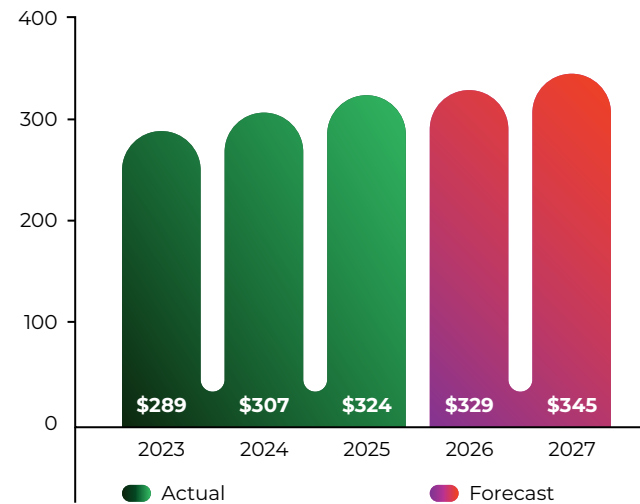
Council incurs both operational and capital expenditure in providing services to the community. Capital spending is added to the carrying value of assets as it replaces and expands council's asset base. The graph on the right shows the components of operating expenditure only.

The level of council's expenditure is closely monitored throughout the year. Detailed budgets are prepared at the beginning of each financial year and performance is measured against these budgets through regular reviews, ensuring funds are utilised efficiently. Council recognised operating costs of \$324 million during the financial year and expended a further \$107 million on capital projects. Major capital expenditure per program recognised in the period included: Strategic Planning (\$10 million), Parks and Open Spaces (\$16 million) and Infrastructure Planning (\$59 million).

Total operating revenue



Total operating expenses



- 81.3% Rates and charges
- 6.7% Fees and charges
- 4.3% Grants, subsidies, contributions and donations
- 2.6% Contracts and recoverable works
- 2.6% Interest income
- 1.5% Sales revenue
- 0.6% Other income
- 0.4% Rental income



- 36.2% Materials and services
- 33% Employee costs
- 29% Depreciation and amortisation
- 1.8% Finance costs

Statement of Financial Position

The statement of financial position measures what council owns and owes to relevant stakeholders at the end of financial year. The result of these two components determines the net wealth of council, which is also the net wealth of the community. Our community's net wealth at the end of the financial year was \$4.6 billion.

Assets: what do we own?

The bulk of council's assets are in the form of infrastructure, such as drainage, roads, water and sewerage assets. These asset types collectively make up 85 per cent of council's total asset base. Significant parts of council's expenditure in the long-term financial forecast are focused on the construction, upgrade and renewal of these assets. The table illustrates council's assets as at June 30, 2025.

Cash and cash equivalents and investments (fixed term deposits) represent 3.33 per cent of council's \$4.8 billion total assets as at June 30, 2025. Investments are separately classified from cash and cash equivalents and represent term deposits with fixed interest rates, held for periods greater than three months.

Liabilities: what do we owe?

Liabilities are the amounts council owes to suppliers, employees and lenders both now and in the future. The bulk of council's liabilities are in the form of loans and provisions which collectively represent 56 per cent of our total liabilities.

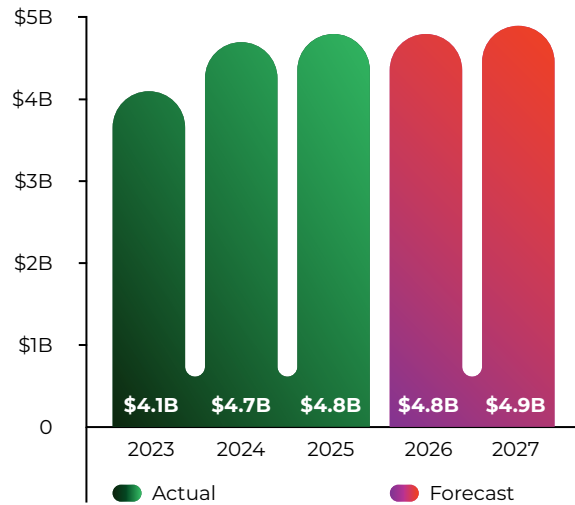
Borrowing to undertake the construction or purchase of long-term assets is an effective way of spreading the cost of community infrastructure over the life of the assets in such a way that those deriving a benefit from the investment pay for it as it is being used. Provisions include retainment of funds to rehabilitate waste and quarry sites administered by council. 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 six financial years, concentrating on the repayment of existing debt. Council's outstanding debt at financial year end was \$27.8 million. The graph shows council's debt balance.



Statement of financial position as at June 30, 2025 (\$'000's)	
Assets (what we own)	\$4,783,062
Liabilities (what we owe)	\$193,347
Equity (community wealth)	\$4,589,715

Asset class	Asset value (\$'000's)	Written down value (\$'000's)
Buildings	\$324,549	\$179,144
Land	\$196,903	\$196,903
Plant and equipment	\$97,388	\$47,246
Roads, bridge and drainage network	\$3,666,213	\$2,707,929
Sewerage	\$996,223	\$661,539
Site improvements	\$221,407	\$123,724
Water	\$1,022,473	\$532,024
Work in progress	\$137,234	\$137,234
Total	\$6,662,390	\$4,585,743

Total assets



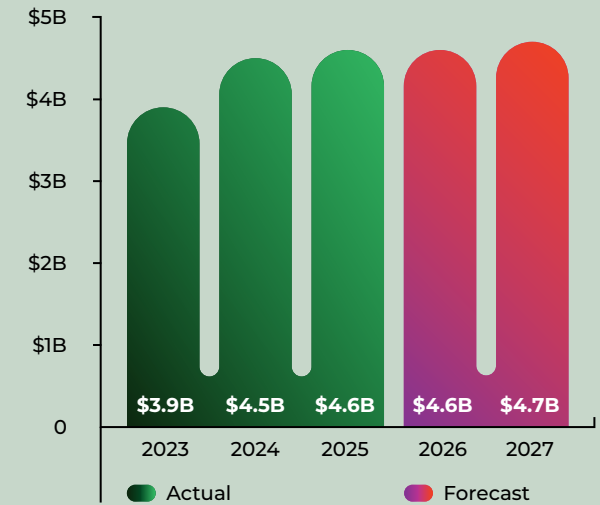
Statement of Changes in Equity

This statement measures the change in our net wealth – what council owns, less what it owes.

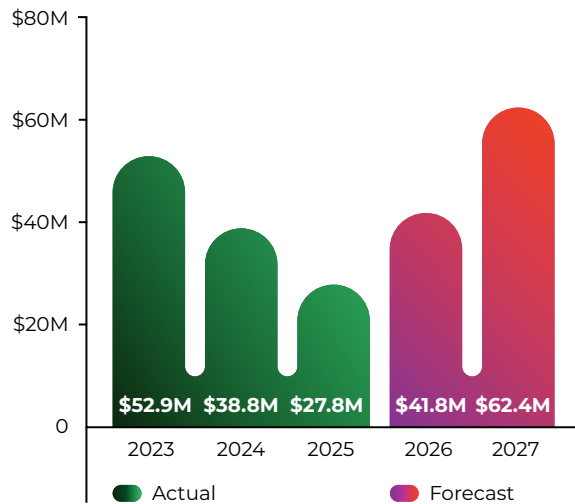
Community equity consists of the asset revaluation surplus and the retained surplus, which increased by a net movement of \$78 million during the year. This was as a result of an increase in value of the roads, bridges and drainage asset class, offset by a decrease in the fair value of sewer assets as a result of the comprehensive revaluation of the water and sewer asset class.

The long-term financial forecast, represented by the financial years 2026 and 2027 is still to be updated to reflect closing June 30, 2025 balances. This is anticipated to result in an increase in net assets and reported equity when completed.

Equity



Total borrowings

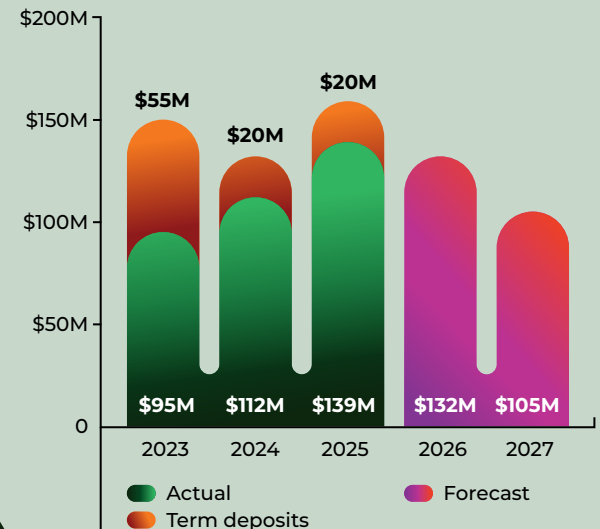


Statement of Cash Flows

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 \$139 million at the end of the year, it is important to note that an additional \$20 million is held in short-term cash investments (term deposits) that are separately disclosed at June 30, 2025. 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-term cash flows indicate that sufficient cash is available to meet recurring activities.

Cash and cash equivalents





Moving forward

Council's financial results are reflective of a strong economic base and a sound capacity to service its obligations. Our long-term financial forecast provides a plan for the challenges and demands council faces now and into the future.

Council strives to deliver financial sustainability through several initiatives, including continual operational reviews to improve efficiencies 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 2024.

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

Operating surplus ratio

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

Council's current year operating surplus ratio is below the target range at the period end. This is in line with the reported deficit. A return to within target range is expected within council's adopted Long Term Financial Forecast position.

Operating cash ratio

This is a measure of council's ability to cover its core operational expenses and generate a cash surplus excluding depreciation, amortisation and finance costs.

A positive cash ratio indicates that council is generating surplus cash from its core operations, which suggests that council can self-fund its capital expenditure requirements.

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 on infrastructure assets. While projected renewal expenditure is lower than the calculated depreciation, council continues to invest adequately in asset renewals to ensure continued services to the community over the long-term. Due to significant investments in new assets in the past few years, council can boast a relatively new infrastructure asset base, which reduces the immediate need for renewal of those assets. The renewals expenditure is calculated based on sound asset management principles and is designed to optimise the costs of operating and maintaining the asset over its useful life. Continuing refinement of council's asset management plans will improve the ability to make informed decisions regarding asset management into the future.

Asset consumption ratio

This ratio approximates the extent to which the infrastructure assets managed by council have been consumed compared to what it would cost to build a new asset with the same benefit to the community.

The minimum target of 60 per cent indicates that council's assets are being broadly consumed in line with their estimated useful lives.

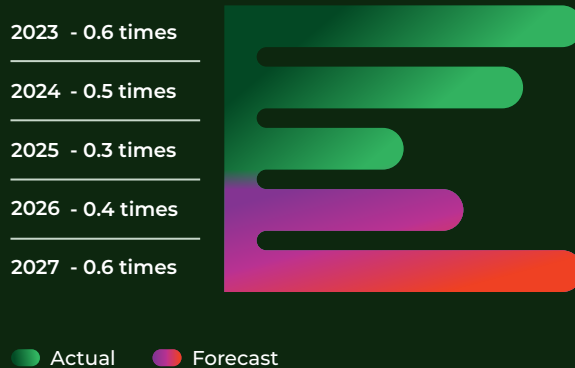
Leverage ratio

This ratio is an indicator of council's ability to repay its existing debt. A lower figure indicates the capacity to support additional borrowings due to already low debt levels.

Council has made a concentrated effort to reduce debt and future borrowings in the short term.

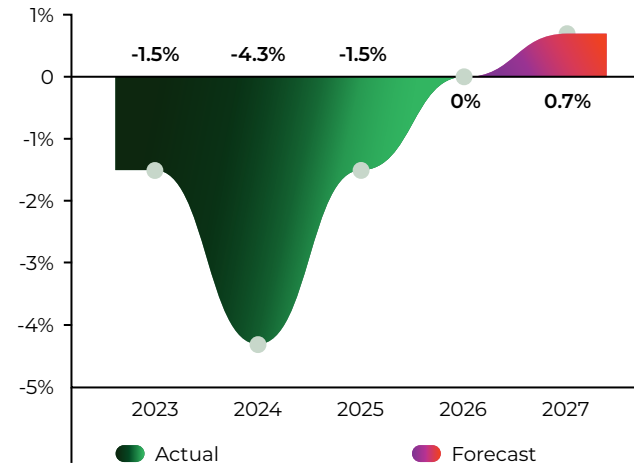
Leverage

Target range: 0 to 4 times



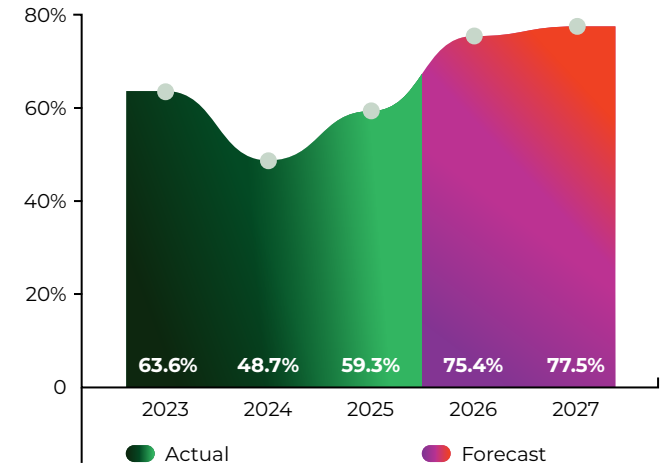
Operating surplus

Target range: greater than 0%



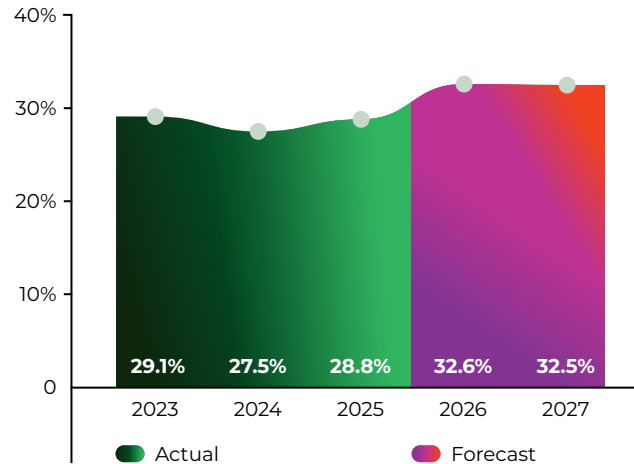
Asset sustainability

Target range: greater than 60%



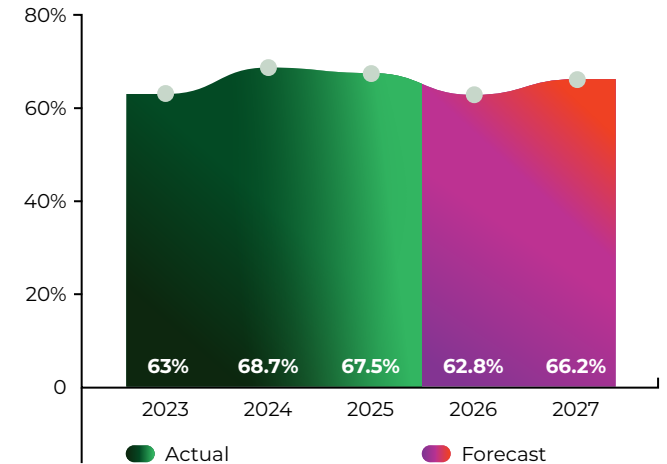
Operating cash

Target range: greater than 0%



Asset consumption

Target range: greater than 60%



Legislative requirements

Debt Policy (adopted 2024-2025 FY)

Loans are used to fund major capital and infrastructure works so that repayments are spread over a number of years, as they have extended useful lives. The default repayment term of new loans is 20 years.

However, this is set out on a case-by-case basis to ensure best use of council's surplus funds. The Debt Policy details new borrowings, the purpose of the borrowings and repayment terms. They were as follows for the financial year:

Year	Amount	Year	Amount	Year	Amount
2025 - 2026	\$29M	2027 - 2028	\$14M	2029 - 2030	\$41M
2026 - 2027	\$28M	2028 - 2029	\$41M	2030 - 2031	\$29M

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.

Overseas travel

In December 2024, Mayor Greg Williamson and CEO Scott Owen, accompanied by an Interpreter, Shelby Barbe, visited Matsuura, Japan for the Mackay Citizens Tour.

The total cost of overseas travel for the 2024-2025 financial year was \$10,064.37.

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.

Revenue Statement

Council levies rates and charges to raise sufficient revenue to enable it to maintain assets and to provide services to the community at an appropriate level for meeting the requirements for both the current and future community.

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

Special rates and charges

Under the Local Government Regulation 2012, council is required to provide details of action taken in relation to, and expenditure on, a service facility or activity for which the local government made and levied a special rate or charge for the financial year and a summary of all rebates and concessions allowed by the local government in relation to rates. For more details on the special rates and charges visit mackay.qld.gov.au/specialcharges2024-25.

Special Charge (rural fire services)

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

Rebates and concessions

Council offers seven different rebates and concessions for our rates. Full details are available in the Revenue Statement at mackay.qld.gov.au. These include:

- ◆ Concessions for Eligible Pensioners.
- ◆ Rating Remission for Non-Profit Community Organisations.
- ◆ Conservation Remission Policy.
- ◆ Hardship Policy.
- ◆ Debt Recovery Policy.
- ◆ Concession for Concealed Leaks Policy.
- ◆ Concession for Exceptional Circumstances (Water Consumption) Policy.

Property, plant and equipment

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



Administrative action complaints

We acknowledge the right of our customers and the community in providing feedback, both positive and negative, and/or to lodge a complaint about a council decision or action. Council recognises that effective complaints management is integral to good customer service and therefore values all complaints. As well as encouraging a proactive approach to complaints management, the administrative action complaints procedure ensures that the correct legislation, policies and procedures have been followed to make a fair, lawful and reasonable decision.

Council has a Complaint Management System (CMS) in place, and it is recognised as an essential part of good quality and governance practices. The assessment of a complaint has three stages: stage one - initial complaint; stage two - internal review; stage three - 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 an annual report presented to the Audit Committee. There were 356 administrative action complaints made to the local government, of which ten were not resolved under the complaints management process. No complaints were unresolved from the previous financial year. There were two Crime and Corruption Commission complaints received within the financial year which were resolved and determined - one complaint was sustained and the other complaint was not sustained. There were no competitive neutrality complaints received within this financial year.

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

The 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 councillors and ensures they are provided with reasonable facilities to assist them in carrying out their civic duties.

This policy was endorsed by council at its Statutory Post-Election meeting of April 11, 2024, 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.

Payment of expenses

Expenses will be reimbursed to a councillor through administrative processes approved by the Chief Executive Officer, subject to the limits outlined in this policy or as endorsed by council resolution.

Section	Heading	Description
1.2	Official Council Business Representative	Acceptance of costs, including travel and accommodation, associated with attending council-approved conferences, seminars or workshops.
1.3	Conferences	Council will pay reasonable registration fees for councillors to attend conferences deemed to be relevant to their role as a councillor.
1.4	Hospitality and Community Events	An allowance of \$2500 will be assigned per councillor per financial year for them to attend any hospitality or community event of their choice.
1.5	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.
1.6	Travel Expenses	Acceptance of costs associated with travel on behalf of and representing the council.
1.7	Vehicles	Provision of a council-supplied vehicle, including private use, for the Mayor. Access for councillors to council fleet vehicles or mileage reimbursement for private vehicle use for council business travel.
1.8	Provision of Facilities, Services and Equipment	Administrative tools and access to council office amenities, insurance coverage, and support resources.
1.9	Other Resources	Communication and technology resources, uniforms and safety equipment.

Administrative support

Council provides the Mayor and councillors with essential administrative support through Executive Assistant staff, along with expert communications assistance via a dedicated specialist who manages the Mayor's official social media presence.

Senior management remuneration

Under section 201 of the Local Government Act 2009, council provides the total remuneration packages payable to senior executive employees, including the CEO and employees reporting directly to the CEO during the financial year.

The total remuneration packages payable to senior management in 2024-2025 was \$1.84 million. The annual package bands for council's senior management during 2024-2025 were:

Executive leadership team	
Income range	No. of packages
\$400,000 - \$499,999 band	1
\$300,000 - \$399,999 band	1
\$200,000 - \$299,999 band	4
Total	\$1,838,861

*These figures include salary, allowances and employer superannuation contributions and reflect the number of senior management positions, not the number of employees who held those positions during the year.



Councillor allowances and superannuation

Total remuneration and superannuation payable to each of the councillors for the year 2024-2025.

Councillor	Allowance	Superannuation
Mayor Greg Williamson	\$198,182	\$23,782
Cr Karen May	\$133,252	\$15,990
Cr Martin Bella	\$117,109	\$14,053
Cr George Christensen	\$108,101	\$12,972
Cr Namarca Corowa	\$117,109	\$14,053
Cr Belinda Hassan	\$104,497	\$12,540
Cr Ash-Lee Johnson	\$117,109	\$14,053
Cr Alison Jones	\$117,109	\$14,053
Cr Nathenea MacRae	\$117,109	\$14,053
Cr Heath Paton	\$117,109	\$14,053
Cr Peter Sheedy	\$117,109	\$14,053
Total	\$1,363,795	163,655

Expenses

A summary of the Mayor's and councillors' expenses including conferences, travel, vehicle costs and other support for 2024-2025.

Councillor	Conferences/ travel	Vehicle costs	Other support	Travel as required to represent council	Hospitality and community events	Total
Mayor Greg Williamson	\$9331	\$11,971	\$5843	\$9852	\$788	\$37,785
Cr Karen May	\$10,508	\$10,261	\$4177	\$4331	\$1049	\$30,326
Cr Martin Bella	-	\$7608	\$3080	-	\$60	\$10,748
Cr George Christensen	\$3140	-	\$1182	-	\$192	\$4514
Cr Namarca Corowa	\$7770	-	\$4544	-	\$1387	\$13,701
Cr Belinda Hassan	\$215	-	\$2925	\$3099	\$285	\$6524
Cr Ash-Lee Johnson	\$9413	\$1570	\$4654	\$1575	\$1757	\$18,969
Cr Alison Jones	\$4603	\$5797	\$3222	\$613	\$1277	\$15,512
Cr Nathenea MacRae	\$9036	\$3286	\$4517	\$613	\$2631	\$20,083
Cr Heath Paton	-	-	\$4062	-	\$37	\$4099
Cr Peter Sheedy	\$4847	-	\$3379	-	\$1060	\$9286
Total	\$58,863	\$40,493	\$41,585	\$20,083	\$10,523	\$171,547

Meetings

July 2024 - June 2025				
Councillor	Ordinary meeting (13)	Special meeting (3)	Leave of absence	Absent on council business
Mayor Greg Williamson	13	3	-	-
Cr Karen May	13	3	-	-
Cr Martin Bella	12	3	1	-
Cr George Christensen	11	2	1	-
Cr Namarca Corowa	13	3	-	-
Cr Belinda Hassan	11	2	2	-
Cr Ash-Lee Johnson	13	3	-	-
Cr Alison Jones	13	3	-	-
Cr Nathenea MacRae	13	3	-	-
Cr Heath Paton	13	3	-	-
Cr Peter Sheedy	12	3	1	-

Committees

The following is a list of councillor appointments to committees and groups from July 1, 2024, to June 30, 2025, including internal and external local, state or federal government committees.

Committee name	Internal/external	Councillor appointment
Arts, Culture and Heritage Strategic Advisory Committee	Advisory	Cr Corowa, Cr Paton
Audit Committee	Advisory	Mayor Williamson, Cr Johnson, Cr Sheedy
Economic Development and Growth Strategic Advisory Committee	Advisory	Cr Hassan, Cr MacRae

Committee name	Internal/external	Councillor appointment
Greater Whitsunday Alliance Limited (GW3)	Internal	Regional representative - Mayor Ry Collins (Whitsunday Regional Council)
Liveability and Social Inclusion Strategic Advisory Committee	Advisory	Cr May, Cr Johnson
Local Authority Waste Management Action Committee INC (LAWMAC)	External	Cr Hassan
Mackay and District Agricultural, Pastoral and Industrial Association INC	External	Mayor Williamson
Mackay District Disaster Management Group (DDMG)	External	Mayor Williamson
Mackay Local Disaster Management Group (LDMG)	External	Mayor Williamson, Cr May
Mackay Local Disaster Recovery Group	External	Mayor Williamson, Cr May
Mackay Regional Council for Social Development Limited	External	Cr May
Mackay Regional Housing Company Limited	External	Cr May, Cr Johnson
Mackay Tourism Limited	External	Cr Hassan, Cr MacRae
Mayor's Olympics 2032 Taskforce	External	Mayor Williamson
North Queensland Sports Foundation Limited	External	Cr Johnson
Reef Guardian Council	External	Cr Jones
Regional Development Australia INC	External	Cr Hassan
Regional Infrastructure Strategic Advisory Committee	Advisory	Cr Christensen, Cr May
Sustainability Strategic Advisory Committee	Advisory	Cr Jones, Cr Sheedy
The Mayor's Domestic Violence Taskforce	External	Mayor Williamson, Cr Hassan, Cr Johnson, Cr Corowa
Traffic Advisory Committee	External	Cr May
Whitsunday Regional Roads and Transport Group	External	Cr May
Whitsunday ROC Limited	Internal	Mayor Williamson



Registers

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

Registers required as per LGA and LGR legislative requirements

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

Records required as per LGA and LGR legislative requirements

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

Other registers

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

- ◆ Register of conflicts of interest (employees)
- ◆ Register of infrastructure agreements
- ◆ Register of infrastructure notices
- ◆ Register of licensing
- ◆ Register of lobbyists
- ◆ Register of regulatory fees
- ◆ Register of stock impoundment
- ◆ Register of testable backflow prevention devices
- ◆ Register of abandoned vehicle impoundment
- ◆ Register of gifts and benefits for councillors and employees
- ◆ Register of lost/stolen or unaccounted for assets



Councillor conduct

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

The Regulation provides a framework for assessing complaints about the conduct and performance of councillors. Under the Regulation, 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 office for investigation.

The full register of councillor conduct complaint outcomes is available on council's website.

**Council term:
July 1, 2024 to June 30, 2025.**



Section of Local Government Act	Type of order/complaint	No.
150I(2) - Chairperson may deal with unsuitable meeting conduct.	Orders made about unsuitable meeting conduct.	Nil
150IA(2)(b) - Dealing with unsuitable meeting conduct of chairperson.	The councillors at the meeting, other than the chairperson, may by resolution: (a) Decide whether the conduct is unsuitable meeting conduct; and (b) If the conduct is unsuitable meeting conduct - make an order reprimanding the chairperson for the 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 by the Conduct Tribunal.	Nil
186(e)(i) - Unsuitable meeting conduct.	The name of each councillor for whom a decision, order, or recommendation under section 150I(2), 150IA(2)(b), 150AH(1) or 150 AR(1) of the LGA was made.	Nil
186(e)(ii) - Unsuitable meeting conduct.	A description of the unsuitable meeting conduct, inappropriate conduct or misconduct engaged in by each of the councillors.	Nil
186(e)(iii) - Unsuitable meeting conduct.	A summary of the decision, order or recommendation made for each councillor.	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.	6
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.	32
150S(2)(a) - Local government must notify assessor about conduct breaches on three occasions during a period of one year.	Notices issued.	Nil
150AF(3)(a) - Investigating suspected conduct breach.	If, in the investigation the conduct, council obtained information indicating the councillor may have engaged in misconduct it must be notified to the assessor.	Nil
Chapter 5A, part 3, division 5 - referral of conduct to local government.	If the assessor reasonable suspects a councillor has engaged in a conduct breach and has referred it to the council.	2
Chapter 5A, part 3, division 6 application to conduct tribunal about misconduct and connected conduct breach.	Matter has been referred to the conduct tribunal by the assessor.	Nil
150AC(1) - Referral of suspected conduct breach.	<ul style="list-style-type: none"> ◆ Total number of suspected conduct breaches; and ◆ Total number of suspected conduct breaches for which an investigation was not started or was discontinued under section 150AEA. 	2 1
150AG(1) - Total number of decisions made by council.		1
150AG(1) - Total number of matters not decided by council.		1
150AG(1) - The average time taken by council in making a decision.	July 1, 2024 to June 30, 2025	179 business days

Funding acknowledgments

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

Funding provider	2024-2025	Program name	Description
BMA Alliance Coal Operations Pty Ltd	\$13,700	Community Project Program	BMA Kidspace 2023-2027
Department of Agriculture and Fisheries	\$8600	Supporting Communities Manage Pest Animals and Weeds Program (2021-2022 to 2024-2025)	Strategic Invasive Grass Control
Department of Child Safety, Seniors and Disability Services	\$52,700	Community Services Funding Stream	Sarina Youth Centre
	\$52,700		Valley Youth Centre
Department of Education	\$285,000	First Start Initiative	First Start Initiative
Department of Environment and Science	\$79,200	Illegal Dumping Partnerships Program	Illegal Dumping Compliance Officer
Department of Housing, Local Government, Planning and Public Works	\$126,500	Local Government Grants and Subsidies Program	Mackay Waterfront Place Strategy
Department of Industry, Science and Resources	\$904,700	Reef Guardian Council Program	Jolimont Creek Fishway
Department of Infrastructure, Transport, Regional Development, Communications and the Arts	\$2,543,600	Roads to Recovery 2024-2029 Funding	Roads to Recovery 2024-2029 Funding
	\$3,912,100	Community Development Grant	Northern Beaches Community Hub Stage 1A
	\$1,128,600	Local Roads and Community Infrastructure Phase 4	Unsealed Roads Maintenance
	\$1,741,300	Bridges Renewal Program	Replacement of Bell Creek Bridge
Department of State Development, Infrastructure and Planning	\$50,900	Australian Government's Growing Regions Program	Northern Beaches Community Hub Stage 1B
Department of State Development, Infrastructure, Local Government and Planning	\$3,642,400	Financial Assistance Grant 2024-2025	Financial Assistance Grant 2024-2025
	\$1,898,100	Financial Assistance Grant 2025-2026	Financial Assistance Grant 2025-2026
	\$1,237,300	Building our Regions Round 6	Bloomsbury Water Supply Scheme
	\$339,500	Local Government Grants and Subsidies Program 2022-2024	Mackay Stadium Refurbishment
	\$3,050,900	Works for Queensland Round 2024-2027	Various Projects
Department of Tourism and Sport	\$25,000	Active Women and Girls Program	Active Women and Girls Program
	\$150,000	Stage 2 Pioneer Valley Mountain Bike Trail Network	Stage 2 Pioneer Valley Mountain Bike Trail Network
Department of Transport and Main Roads	\$23,700	Queensland Black Spot Program	Eversleigh Rd, Sarina Upgrade Roadside Delineation
	\$189,900	Cycle Network Local Government Grants Program 2024-2025	Mackay-Eungella Rd - Collett Cr to Tolchers Ln Footpath
	\$416,700	Cycle Network Local Government Grants Program	Pioneer North Bank Shared Path Stage 4 Construction

Funding provider	2024-2025	Program name	Description
Department of Transport and Main Roads	\$724,400	Cycle Network Local Government Grants Program 2022-2023	Blue Water Trail, Sydney St and River St
	\$154,100	Bus Stop Upgrades	Mangrove Road Bus Interchange and Caneland Central Pedestrian Walkway Shelter
	\$269,000	School Transport Infrastructure Program	Pindi Pindi State School Bus Stop
	\$216,000		Chelona State School Bus Stop
	\$100,400		Sarina State School - Anzac St Railway crossing
	\$143,200	Passenger Transport Accessible Infrastructure Program and Bus Stop Shelter Program 2022-2023	Various Bus Stops
	\$41,200	Passenger Transport Accessible Infrastructure Program and Bus Stop Shelter Program 2023-2024	Various Bus Stops
	\$542,500	Transport Infrastructure Development Scheme	Paradise St/ Webberley St WRRGTG Administration
Department of Treaty, Aboriginal and Torres Strait Islander Partnerships, Communities and the Arts through Arts Queensland	\$107,000	Regional Arts Development Fund 2023-2025	Community Grants and Council Initiated Projects
Department of Treaty, Aboriginal and Torres Strait Islander Partnerships, Communities and the Arts	\$13,300	Community Services Funding Stream	Sarina Neighbourhood Centre Emergency Relief 2023-2025
	\$256,100		Sarina Neighbourhood Centre
Local Government Association of Queensland	\$106,300	QWRAP Bid Pool Funding 2022-2025	Water Industry Worker Learning and Development - WIM Alliance
Multicultural Affairs Queensland	\$20,000	Celebrating Multicultural Queensland	Global Grooves 2024
National Australia Day Council Limited	\$15,000	Australia Day 2025	Australia Day 2025 Events
Queensland Reconstruction Authority	\$48,500	Get Ready Queensland 2024-2025	Get Ready Queensland
	\$335,300	Northern and Central Queensland Monsoon and Flooding 20 December 2022 - 30 April 2023	Reconstruction of Essential Public Assets - Gravel Roads
	\$235,400	North Qld Natural Disasters Mitigation	Petrie Street Floodgate Upgrade
	\$329,200	Disaster Ready Fund - Round 1	Detailed Design - Training Wall Levee
State Emergency Service	\$32,300	Local Government Subsidy 2024-2025	Annual Local Government Subsidy
	\$7300	2024-2025 SES Support Grant	SES Roller Door Replacement - Ness St
State Library of Queensland	\$127,500	First 5 Forever Funding 2022-2026	Family Literacy Program
	\$302,500	Public Library Grant 2022-2024	Annual Funding for Libraries
Tourism and Events Queensland	\$8200	Queensland Destination Events Program Round 26	Festival of Arts Marketing 2024
Total	\$26,007,800		



Annual financial statements



Scan the QR code to view Mackay Regional Council's 2024-2025 financial statements. They can also be accessed at: mackay.qld.gov.au/financialstatements

Annual Report 2024-2025

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