



# Council Strategies

Annual, (18/19) progress report

October 2019

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## 1 EXECUTIVE SUMMARY

Council strategies form a component of the second layer of the Corporate Performance Planning and Reporting Framework. The strategy layer exists between the Corporate Plan and the Business Plan layer of the framework.

Monitoring of Council Strategies is undertaken annually and is a precursor to annual Business Plan activities.

The report provided on this occasion is the second, post implementation of the Corporate Performance Planning and Reporting regime in 2017/2018.

As at 30 June 2019, 26 Council Strategies are recorded on the Corporate Register of Strategies. In addition, the Corporate Register of Strategies records 16 Administrative Strategies.

**Council Strategy** meaning a strategy that is of particular interest to Council.

**Administrative Strategy** meaning a strategy that is focussed on operational matters of Council.

### Key findings:

- There are a total of 42 Corporate Strategies, 16 identified as an *Administrative Strategy* and 26 identified as a *Council Strategy*.
- Of the 7 strategies being developed in 17/18, 6 have progressed to implementation during 18/19 and 1 remains in development.
- During 18/19, 2 new Council Strategies were added to the Corporate Register of Strategies. These are the Mackay Region Integrated Transport Strategy (development in progress) and the Volunteer Management Strategy 2019-2022 (adopted by Council June 2019 with implementation progressing).
- Council Strategies are either progressing (17), under review (1), being developed (2), finalised (3) or not progressing (3).
- For those strategies that are not progressing – an explanatory statement is provided in the body of this report.
- Strategies, (by title or content), are referenced in Business Plans, Action Plans or the Operational Plan.

## 2 INTRODUCTION

There are 42 Corporate Strategies, 16 of which identify as an *Administrative Strategy* and 26 that have been defined as a *Council Strategy*.

During 2018/2019, regular scanning of organisation-wide reports and communication activities assisted the monitoring of activities regarding Corporate Strategies.

Additionally, in 2018/2019, the endorsement of the Council Policy for Corporate Strategies has assisted in the implementation of a corporate direction for the development, implementation, monitoring and review of corporate strategies. Also, the Policy has ensured a more consistent and transparent approach to all phases of strategy development and implementation.

Insight into the progress of each Council Strategy throughout 2018/2019 is provided in the following sections of this report.

### 3 ANALYSIS

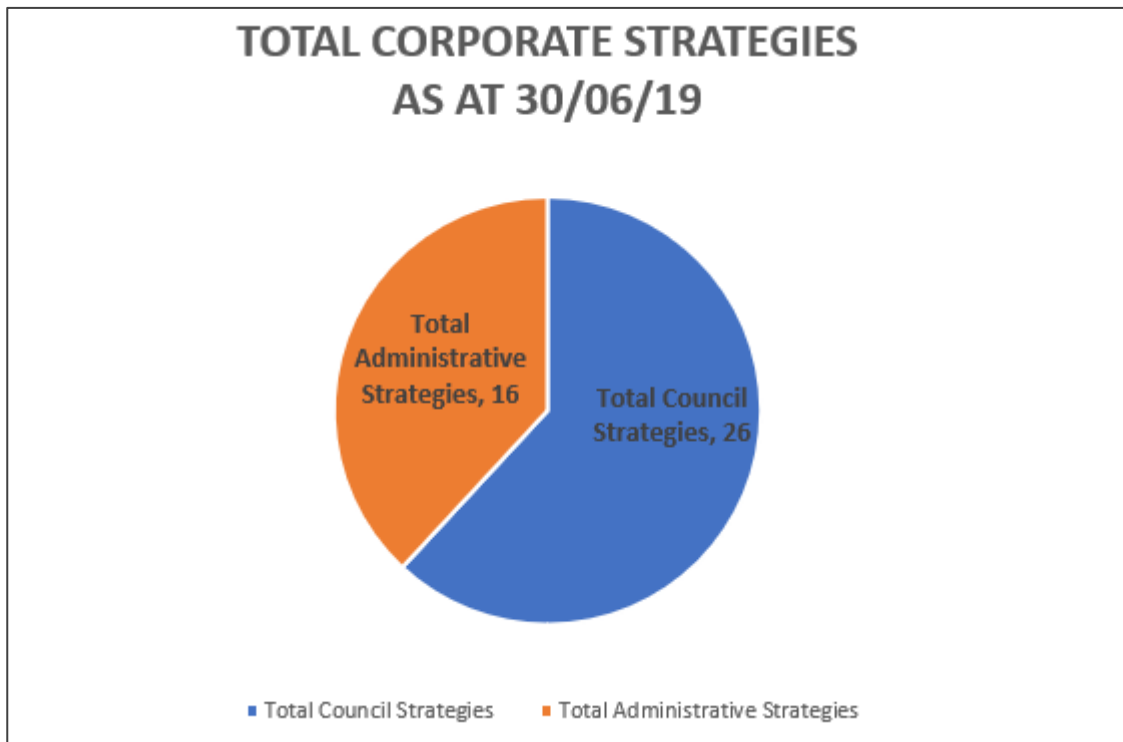
#### What was explored

- The total number of strategies as at 30 June 2019.
- The number of strategies that identified as either a *Council Strategy* or *Administrative Strategy*.
- The number of strategies owned per Department.
- How each strategy is being implemented.
- The progress of implementation of each strategy as at 30 June 2019 and also comparing with status recorded at 30 June 2018.
- Outcomes achieved by the implementation of each strategy.
- Alignment of strategies with Business Plans, Action Plans and the Operational Plan.

#### Findings

##### Number of strategies

As at 30 June, 2019 42 Corporate Strategies were identified. Of these, 16 were *Administrative Strategies* and 26 were *Council Strategies*, (**Figure 1**).



**Figure 1: Council and Administrative Strategies**

In addition to the Corporate Strategies referred to here, an additional strategy (Aquatic Facilities Strategy), whilst in a draft format currently, is being considered for further development during

2019. This strategy is recognised in Council's 2018/2019 Operational Plan and will be monitored accordingly.

*Strategies per Department*

The greatest number of corporate strategies are in the Community and Client Services Department. The least number of corporate strategies are in the Engineering and Commercial Infrastructure Department with no corporate strategies currently owned by either the Office of the Mayor and CEO or the Capital Works Department.

The majority of Council Strategies are owned by the Community and Client Services Department, whilst Organisational Services has ownership of the greatest number of Administrative Strategies, (Figure 2)

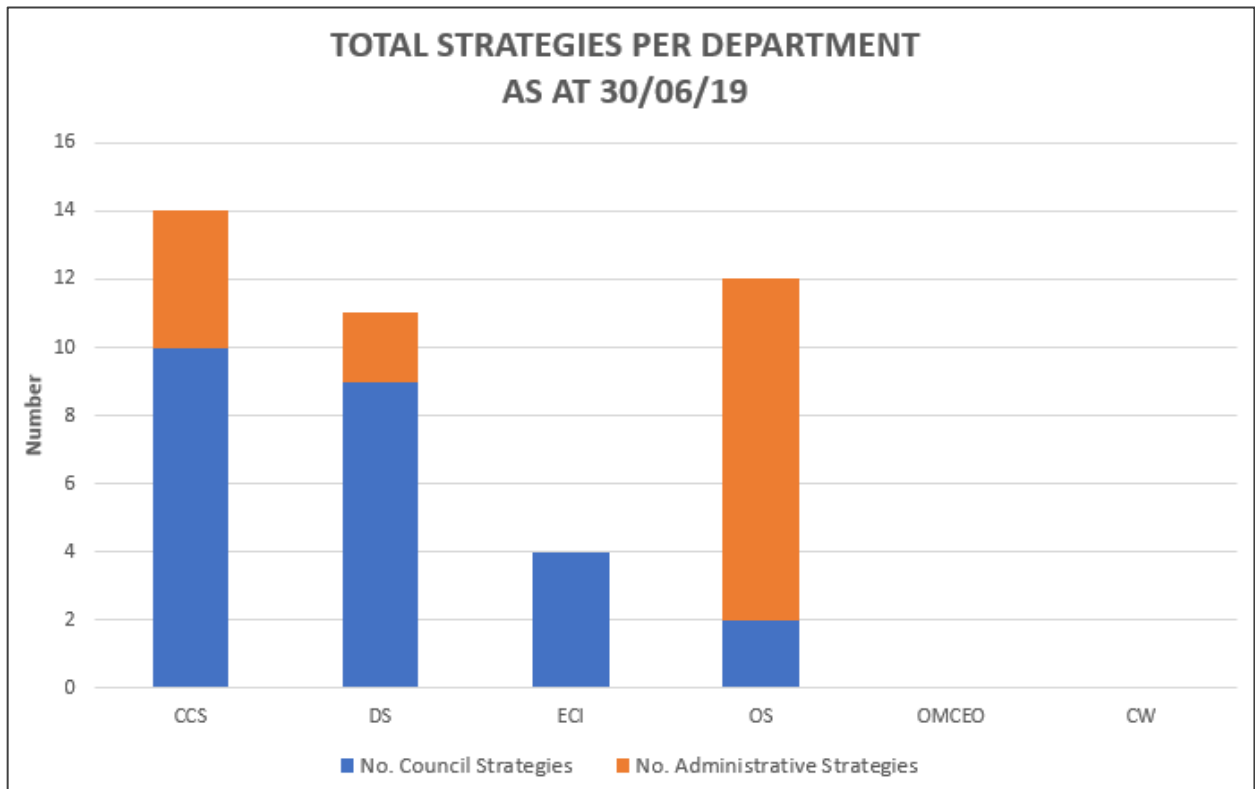


Figure 2: Strategies per department

Implementation and outcomes of each strategy

The implementation method of each strategy is variable, with some being supported formally through an action plan whilst others are implemented in a less structured manner in day to day operations.

The majority of strategies from across Council as at 30 June 2019 have recorded a *progressing* status.

An overview of the implementation status of the corporate strategies is provided below, (Figure 3).

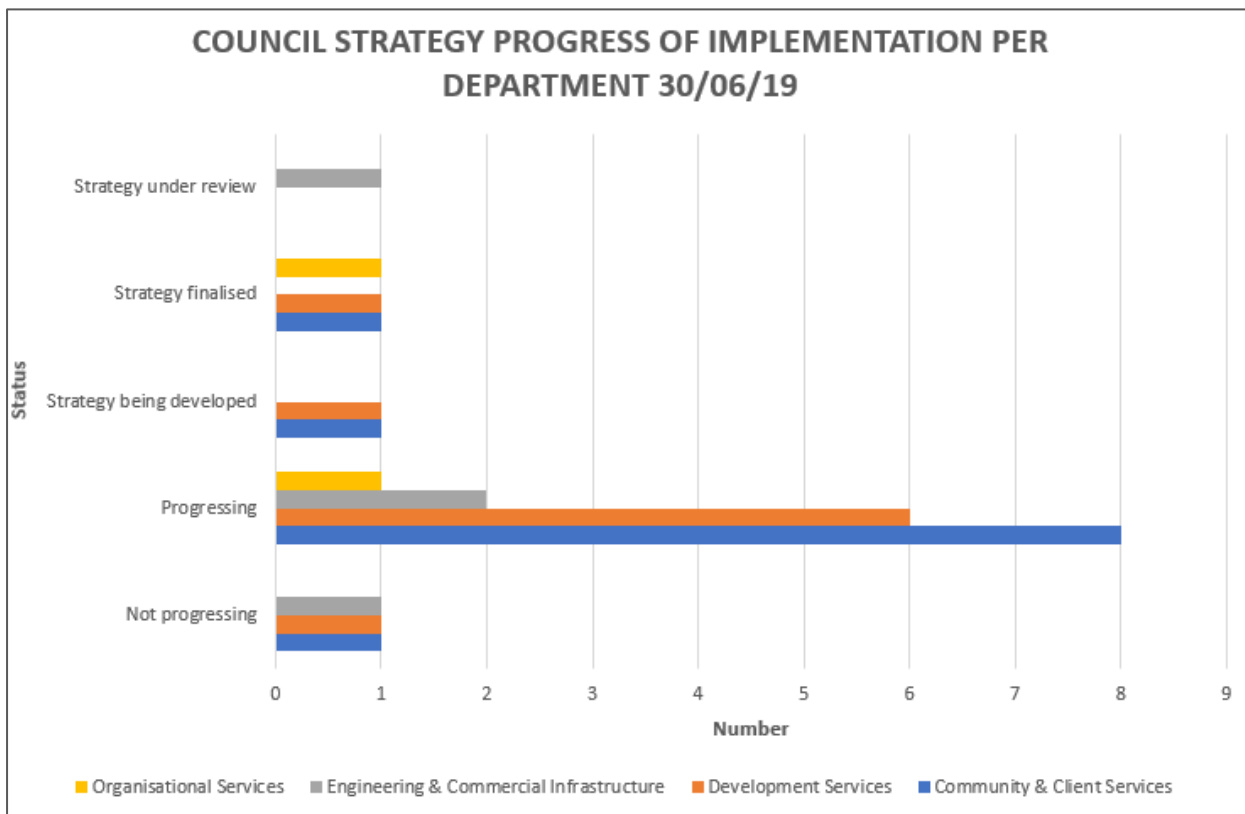


Figure 3: Progress of implementation – Council strategies

Some strategies are under consideration for review or in the process of review:

- Cycleway Strategy 2011-2016 – planning for the review is underway.
- Consideration of the next iteration of the Arts and Culture Plan – 2016-2020 – next iteration is being considered.
- Mackay Museums Strategic Plan 2015-2017 - approval in the 19/20 budget obtained to commence the development of a new Strategy.
- The Economic Development Strategy 2015-2020 - to be superseded by a revised Economic Development Strategy 2020-2025, scheduled for completion November 2019.

With this being the second annual progress report for Council Strategies, a comparison between 17/18 and 18/19 has been considered. Figure 4 below shows there is greater progress of Council strategies this year compared with 17/18.

An additional point to note is that in 18/19 there were two new Council Strategies recorded on the Corporate Register of Strategies:

- Mackay Region Integrated Transport Strategy (to be developed later in 2019)
- Volunteer Management Strategy 2019-2022 (endorsed 12 June 2019).

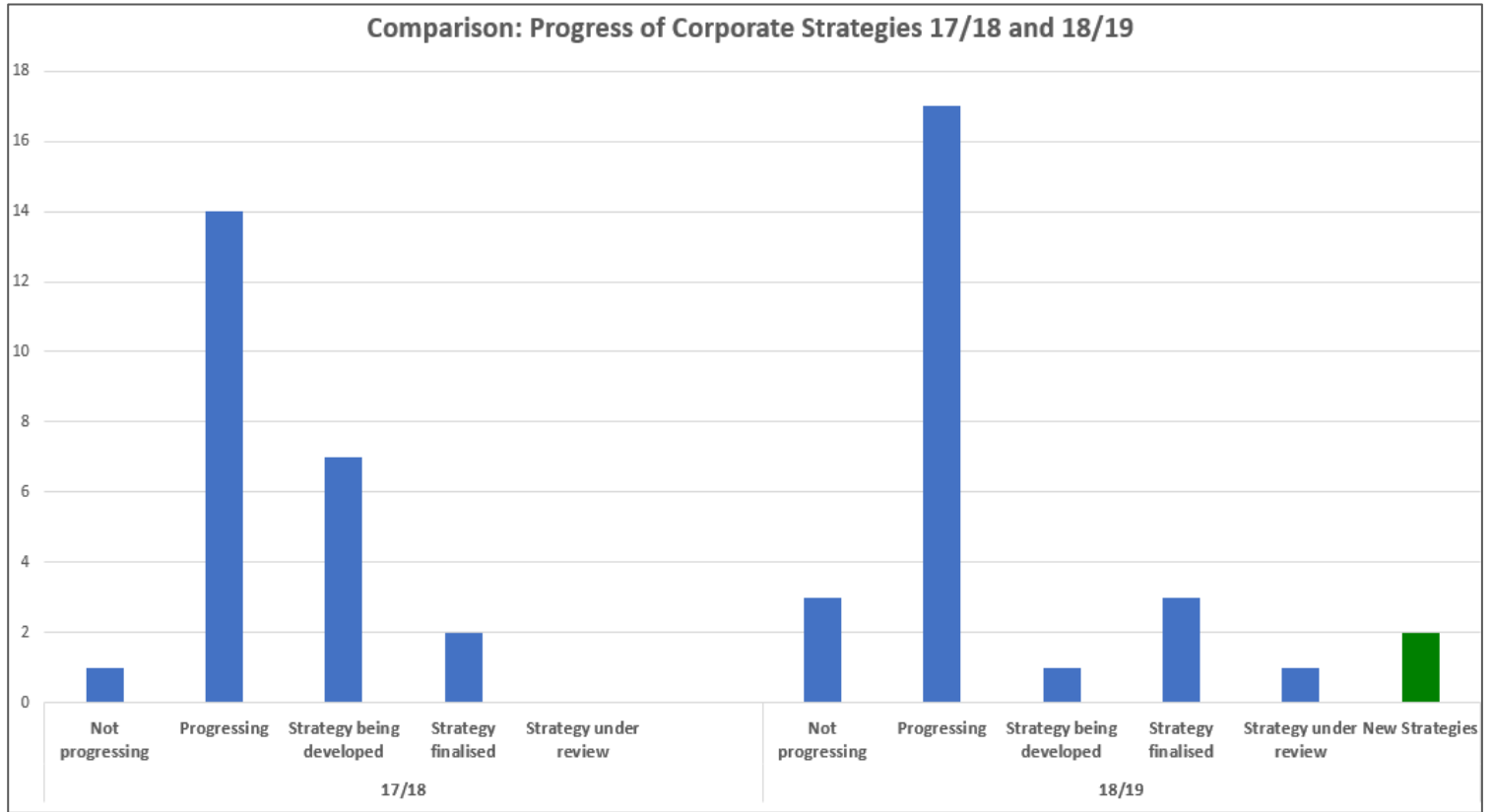


Figure 4: Comparison: Progress of Council Strategies 17/18 and 18/19



In the 17/18 *Council Strategies – Annual progress report* there was one strategy listed as not progressing. As at 30 June 2019, two more strategies are listed as not progressing. An explanatory statement against each is recorded below in Table 1:

**Table 1.0: Strategies not progressing**

Strategy	Strategy type	Owner	Explanatory statement
Community Facilities Strategy	Council	Manager Community Lifestyle	When prepared, this documented was intended as an operational guide for internal reference only. As per 17/18 it contains detailed study information that will continue to be used as a guide as required.  The record of this Strategy will be archived and removed from the <i>Corporate Register of Strategies</i>
<i>New listing as not progressing:</i> Mackay Region Flood and Stormwater Management Strategy	Council	Manger Strategic Planning	Whilst some requirements of this strategy are being progressed, there are some that are not. Where progress is not being made, a review is being undertaken.
<i>New listing as not progressing:</i> Waste Management Strategic Plan 2014-2018	Council	Manager Waste Services	Deferred until the implementation of the Queensland Government's Waste Strategy. Anticipating work to recommence in 20/21.

*Alignment of strategies with Business Plans, Action Plans and the Operational Plan*

During the development of the 2018-2021 Business Plans and supporting 2018/2019 Action Plans, all strategies (by title and or content) were recognised. This has ensured the intended linkages between the Corporate Plan, Corporate Strategies, Business Plans, Action Plans and Operational Plan are realised.

Implementation of this linkage will ensure actions required by each strategy are appropriately planned for and resourced, ensuring objectives are met.

*Related strategies*

It is understood that in some instances, there may be relationships across strategies via linkages between objectives of the relevant strategy. As part of the review process of any strategy, these relationships are explored and considered as part of any strategy development moving forward.

## 4 CONCLUSION

The preparation of this report provides insight into the corporate strategies that are being used to inform business activities across council.

Through the regular scanning of MRC publications and regular engagement with MRC business owners, the Corporate Register of Strategies has remained up to date and progress of implementation of strategies has been monitored.

## 5 NEXT STEPS

- Publication of the Corporate Strategies (internal) and Council Strategies (internal and external) – Annual progress reports 2018/2019.
- Further development of the framework and supporting materials to support an organisation wide approach to strategy development, implementation, monitoring and review.

## 6 APPENDICES

Appendix A: Council list of strategies

Appendix B: Council strategies – progress monitoring data

**Appendix A: Council list of strategies**

<b>Strategy/Plan title</b> (Include if INTERNAL (INT) or EXTERNAL (EXT) compiled)	<b>Document summary</b> (Brief summary that explains the content of the strategy)
<p><del><b>GW3 2017-2018 Strategic Plan (EXT)</b></del></p> <p><b>As at 30/06/19: Mackay-Isaac-Whitsunday Region Economic Development Review, 2018-2022</b></p>	<p>GW3 2017-2018 Strategic Plan was produced by the Greater Whitsunday Alliance.</p> <p>It outlined a set of strategic principles and key priority areas for the Mackay, Isaac and Whitsunday regions.</p> <p><b>As at 30/06/19: This interim strategy was in place while the broader strategy the Mackay-Isaac-Whitsunday Region Economic Development Review, 2018-2022 was developed. This broader strategy was released late in 2018 and is currently being implemented.</b></p>
<p><b>Asset Management Strategy (future)</b></p> <p><b>As at 10/04/19: Strategic Asset Management Plan</b></p>	<p><b>Adopted by Council 10/04/19</b></p> <p>Documented information that specifies how organisational objectives are to be converted into Asset Management objectives, the approach for developing Asset Management plans, and the role of the Asset Management system in supporting achievement of the Asset Management objectives</p>
<p><b>Financial Strategy and Long Term Financial Forecast 2019-2028</b></p>	<p>The strategy establishes the financial framework under which sound and sustainable financial decisions can be made and is reviewed annually with the inclusion of a Long Term Financial Forecast (LTFF) in accordance with section 171 of the LG Reg's 2012</p>
<p><b>Mackay Water Strategy (INT)</b></p>	<p>Identifies the future provision of water for Mackay - infrastructure and product planning, future demands and investment profile.</p> <p>Aligned with the Mackay Regional Water Supply Security Assessment (RWSSA).</p>
<p><b>Cycleway Strategy 2011-2016</b></p>	<p>Currently being reviewed. Establishes a hierarchy and network for footpath and bikeways, setting the standards for these and includes a prioritisation process.</p>

<b>Mackay Region Events Strategy 2015 (EXT)</b>	<p>In progress and for development post current review of events taking place across the Region. It will consider all events being coordinated by the different work areas of Council.</p> <p>It is intended that once this is complete a business plan will be complete.</p>
<b>Animal Management Strategy 2017-2021</b>	<p>Strategy is about responsible pet ownership.</p>
<b>Arts and Culture Plan – 2016-2020</b>	<p>The Arts and Cultural Plan provides a strategic framework to guide council in making timely decisions regarding financial and human resource investments for the development of all forms of arts, culture and heritage, as well as the broader cultural engagement and enrichment of community life.</p> <p>There is also a Council policy that is aligned with this strategy.</p>
<b>Community Development Strategy</b>	<p>Outlines MRC's priorities for community development in the Mackay Region. Helping to bring together services and people to look at solutions to local challenges and make the most of the opportunities available in our region.</p>
<b>Library Strategic Plan 2018-2023</b>	<p>The Library Strategic Plan sets out strategies to enable the creation of a vibrant, engaged community, where there is a culture of learning and customer focus, accessible, sustainable and consistent systems and accountable, transparent, sustainable financial management and governance.</p>
<p><del>Reconciliation Action Plan 2017-2020</del>  <b>Stretch Reconciliation Action Plan 2019-2020</b></p>	<p><del>Development in progress.</del>  <b>Adopted 22/5/19</b></p> <p>Council's second Reconciliation Action Plan will give our staff the opportunities to: strengthen cultural knowledge and understanding, initiate cultural projects and events within the various departments represented on the RAP Working Group, and to advocate to other parts of Council and influence the development of reconciliation values and ideas.</p>

<b>Community Facilities Strategy</b>	<p><b>As at 30/06/19 for two consecutive years this document remains an internal document only that contains study data that may support actions detailed in other strategies. Moving forward this document will be archived from this Register.</b></p> <p>Internal document only, not intended for public release (as per J Brook 15/8/18)</p> <p>The Community Facilities Strategy provides guidance on the provision of community facilities across the region for the purposes of informing the LTFF for the life of the planning scheme. The document was developed following an audit of community facilities and a gap analysis to identify areas of asset under-provision.</p>
<b>Mackay Museums Strategic Plan 2015 - 17</b>	<p>With this strategy reaching an end point, there is 19/20 budget allocation to consider development of a new strategy in 2020.</p>
<b>Environmental Sustainability Strategy 2017-2022</b>	<p>Builds on previous long-term strategies and provides a refreshed and contemporary roadmap for embedding leading practice environmental sustainability principles into council operations and partnerships.</p>
<b>Economic Development Strategy 2015-2020</b>	<p>This strategy identifies the Economic Development Framework that lays the foundation to facilitate economic development within our region. Coordinated and proactive regional planning, creating a positive attitude, enhanced local business skills, and investment attraction are the four strategies required to achieve our goal of a more diversified economy.</p>
<b>Mackay Region Recreational Fishing Strategy 2017-2022</b>	<p>This Strategy sets a framework for the sustainable management and development of the Mackay region's recreational fishing sector and provides a plan for maximising economic benefits and opportunities.</p>
<b>Mackay Destination Tourism Plan (EXT) 2017-2022</b> <b>Mackay Isaac Destination Tourism Plan</b>	<p>The Mackay Destination Tourism Plan has been prepared to provide the framework and strategic direction for the tourism industry to achieve targets and goals over the next 5 years.</p>
<b>Mackay Region Flood and Stormwater Management Strategy</b>	<p>The Strategy prioritises areas most at risk, explores community expectations, focuses on cost-effective solutions and balances growth planning. This strategy delivers a strategic support system to assist decision making and will guide Council's actions for flood and stormwater risk management during the next ten years, fulfilling its strategic vision.</p>

<b>Waste Management Strategic Plan 2014-2018</b>	<p>Provides strategic direction for waste management, and meeting legislative requirements.</p> <p><b>As at 30/06/19: Implementation deferred whilst Queensland Government prepare to implement their Waste Strategy.</b></p>
<b>Mackay Sport &amp; Recreation Strategy 2018-2028</b>	<p><b>Endorsed by Council 13/02/19</b></p> <p>Seeks to define a regional context for the planning and provision of parks, sport and recreation and proposes a new framework for the management and delivery of sport and recreation opportunities.</p> <p>Replaced 2016 Open Space, Sport &amp; Rec Strategy</p>
<b>Recreational Open Space Strategy</b>	<p>Provide policy guidance and standards for future provision of recreational open space.</p> <p>Support a recreational park strategy for Mackay, Walkerston, Marian, Mirani and Sarina as key urban growth areas.</p> <p>Spatial analysis of public open space in the Mackay region.</p>
<b>Mountain bike strategy</b>	<p><b>Endorsed by Council 13/02/19</b></p>
<b>RV and caravan strategy/plan-TBC</b>	<p><b>As at 30/06/19 recognised as not being a strategy and unlikely to become a strategy into the future. This will be archived from this Register moving forward.</b></p>
<b>Public Arts Strategy</b>	<p><b>Endorsed by Council 2019</b></p> <p>The Public Art Strategy articulates a vision, direction and commitment to public art across the Mackay Regional Council area.</p>
<b>Mackay Region Integrated Transport Strategy</b>	<p><b>Development being considered for September 2019.</b></p> <p><b>Confirmed by Manager Strat. Plan. 05/06/19</b></p>
<b>Volunteer Management Strategy 2019-2022</b>	<p><b>Endorsed by Council 12/06/19</b></p> <p>Outlines an approach for an improved approach to the way in which volunteers are able to continue providing support to various operations of Council.</p>

Appendix B: Council strategies – progress monitoring data

**Council Strategies Tracker: *annual reporting on implementation of Council Strategies***

Strategy Title	Method of Implementation as at 30/06/19	Owner	STATUS AT 30/06/19 (strategy in development, strategy under review, implementation progressing, implementation not progressing, or strategy finalised)	COMMENTARY 18/19 (State the outcomes achieved through implementation. If implementation is not progressing, explain why and advise of actions to rectify)  Note: Reports to the SAC on Council (not Administrative) Strategies are publicly available)
GW3 2017-2018 Strategic Plan (EXT)	As part of ongoing relationship with Council and funding agreements, GW3 is committed to regular reporting on achievements.	Manager, Economic Development and Tourism	<b>Strategy finalised</b>	The GW3 2017-2018 Strategic Plan was intended as an interim piece while GW3 developed their broader Regional Economic Development Strategy. This broader strategy, the Mackay-Isaac-Whitsunday Region Economic Development Review, 2018-2022: A Strategy for Regional Prosperity was released by GW3 in late-2018 and is currently being implemented accordingly.
Asset Management Strategy (future)  As at 10/04/19: Strategic Asset Management Plan	Asset Management Working Group and Asset owners.	Manager, Asset Management	<b>Implementation progressing</b>	The Strategic Asset Management Plan was adopted by Council on 10 April 2019. Implementation through the Asset Management Working Group was scheduled to occur soon after and will continue into 19/20.
Financial Strategy and Long Term Financial Forecast 2019-2028	Annual budget is adopted by Council, with quarterly budget reviews also undertaken. Four budget reviews are conducted each financial year. There were four budget reviews conducted in 2018/19 and adhoc budget reviews when needs arose.	Manager, Financial Services	<b>Strategy finalised</b>	As at June 30 2019, a preliminary surplus was reported.

Mackay Water Strategy (INT)		Chief Operating Officer, Water & Waste	<b>Implementation progressing</b>	It must be recognised that current demand still does not dictate a current or near future need for an output of 90mega litres. Completed Planning Studies assist the organisation in understanding when and how the recommendations of the Mackay Water Strategy are to be implemented.
Cycleway Strategy 2011-2016		Manager, Technical Services	<b>Strategy under review</b>	Prioritisation activities have lead to the drafting of this strategy being pushed out until 2019. It is now anticipated that this strategy will instead be complete by 30 June 2020.
Mackay Region Events Strategy 2015 (EXT)		Manager, MECC & Events	<b>Strategy in development</b>	External provider engaged throughout 2018 for the development of the Strategy. The Strategy is due for completion in late October 2019, with endorsement at Council planned for November 2019.
Animal Management Strategy 2017-2021		Manager, Health & Regulatory Services	<b>Implementation progressing</b>	The number of animals registered in the region has improved from previous years. Promotion of microchipping and discounted de-sexing has seen increased uptake. Interestingly, a greater number of people are now registering their cats. Promotion of responsible pet ownership and regular patrols are being undertaken. On track to meet the corporate priority Environmental Health and Promote Council's Services.



Arts and Culture Plan – 2016-2020	Actions are reflected in the Community Lifestyle Action Plan, and form part of BAU activities for the Arts Development team.	Manager, Community Lifestyle	<b>Implementation progressing</b>	The Arts and Culture Plan is nearing it's end and consideration regarding the next iteration of the Plan are underway. Outcomes of the Plan for 1819 include: Position approved to increase staff capacity in the museum program, new collection management software approved to allow Artspace collection to be viewed online, support provided for community art projects (Slade Point Water Tower and 5th Lane), inclusion of an Indigenous Elder and a member of the deaf community of the RADF assessment committee, development of partnership with CQU to have a CQRASN (Central Qld Regional Arts Services Network) Officer based in Mackay to service our wider region.
Community Development Strategy	Actions are reflected in the Community Lifestyle Action Plan and form part of the team's BAU activities. The Community Development team meet quarterly to review progress and adjust future actions as needed to remain on track.	Manager, Community Lifestyle	<b>Implementation progressing</b>	Outcomes to date include: Development and implementation of 2 Progress Association/Community Group meetings per year to deliver common training and support, Indigenous and ASSI cultures promoted through displays in JCC, Facilitation and support of community resilience sessions, Social Media training for team, Community Grants reviewed to include another tier for larger grants, My Community Directory actively used across the region, Volunteer Expo held, continued ongoing focus on supporting youth through the development and implementation of Youth programs.
Library Strategic Plan 2018-2023	Actions are reflected in the Community Lifestyle Action Plan, and in the KPIs for all Library Services team members for key outcomes.	Manager, Community Lifestyle	<b>Implementation progressing</b>	Actions within the strategic plan are on track - some of the related outcomes are: Library overdue fees have been removed, branch opening hours have been revised, an additional 1500 items have been added to DDCL collection, staff wellbeing concerns were addressed via provision of security at DDCL.
<del>Reconciliation Action Plan 2017-2020</del> <b>Stretch Reconciliation Action Plan 2019-2020</b>	Actions are reflected in the Community Lifestyle Action Plan and form part of the Community Development team's BAU activities. The RAP Working Group is	Manager, Community Lifestyle	<b>Implementation progressing</b>	Our Stretch RAP has been endorsed and was launched at the commencement of National Reconciliation Week. Outcomes to date include: collaboration across teams for NAIDOC week, development

	continuing to meet bi-monthly to discuss progress and provide support where necessary.			and distribution of Acknowledgement of Country wallet cards to Councillors and staff, re-energised and expanded RAP working group with additional external representatives.
Community Facilities Strategy	Not progressing.	Manager, Community Lifestyle	<b>Implementation not progressing</b>	Agreed with Council that this document is now just to be used as a guide as required.
Mackay Museums Strategic Plan 2015 - 17	There is funding in current year to develop a new strategy to take us into the future.	Manager, Community Lifestyle	<b>Strategy finalised</b>	This strategy has reached its conclusion. There is funding in our current 19/20 budget to commence development of a new strategy. It is anticipated that this may not commence until early 2020.
Environmental Sustainability Strategy 2017-2022	Strategy Action Plan - actions continue through 19/20	Manager, Parks, Environment and Sustainability	<b>Implementation progressing</b>	Implementation of this strategy is progressing with six new filtered water drinking fountains installed during the financial year in high profile park areas across the region. Additionally, the continued roll out of the new waste bins separating landfill and recycling waste has occurred across additional depots. New systems and process regarding consolidated data capture around utility costs have advanced. It is expected that the baseline data captured as a result will improve decision making and begin to inform future business case preparation to facilitate improved delivery of sustainability objectives.
Economic Development Strategy 2015-2020	Implemented through day to day operations of the Economic Development Program in collaboration with identified stakeholders. Reporting on progress through Directors monthly report.	Manager, Economic Development and Tourism	<b>Implementation progressing</b>	The Strategy is approximately four years old and will be superseded by a revised Economic Development Strategy 2020 – 2025 which is due for completion in November 2019. Many of the identified actions have been completed since adoption, however notable recent outcomes include the development of the Invested in Mackay Newsletter, delivery of the Mackay Region Mountain Bike Park Feasibility and Business Case, delivery of the Resource Centre of Excellence Business Case and providing support towards the project's progression to construction, delivery of the Facilitating Development Policy, Activate my Place Placemaking Grant Program; support for regional stakeholders including

				Mackay Region Chamber of Commerce, Mackay Tourism, Split Spaces, Resource Industry Network, Greater Whitsunday Alliance and Central Queensland University.
Mackay Region Recreational Fishing Strategy 2017-2022	Delivery of the Strategies Action Plan is coordinated and monitored by the Economic Development Program, however implementation involves multiple Programs, (Parks, Tech Services & Economic Development) and external stakeholders, (Mackay Tourism, Mackay Recreational Fishing Alliance, Mackay Area Fish Stocking Alliance). Reporting on progress is managed through Directors monthly report and Council briefings.	Manager, Economic Development and Tourism	<b>Implementation progressing</b>	Current actions underway and/or recently completed include introduction and promotion of the Voluntary Code of Conduct for the Net Free Zone, welcome and interactive signage at boat ramps in the Net Free Zone, development of a Freshwater Fishing Guide, marketing in state and national fishing magazines, development of a feasibility study for a home-grown fishing event, partnering with in-region fishing events such as the World Sooty Competition and Australian Fishing Championships; and delivery of fishing related infrastructure upgrades including lighting and safety at a number of boat ramps and the redevelopment of the Bridge Road fishing platform.
Mackay Destination Tourism Plan (EXT) 2017-2022 Mackay Isaac Destination Tourism Plan	Lead by Mackay Tourism, reporting to Council twice per year on progress.	Manager, Economic Development and Tourism	<b>Implementation progressing</b>	As per twice yearly reporting to Council.
Mackay Region Flood and Stormwater Management Strategy	Reporting on through Risk Register and Op plan. Monthly PCG meeting to monitor and check in on implementation.	Manager, Strategic Planning	<b>Implementation not progressing</b>	Implementation progressing by various programs. Review of some projects not progressing according to the strategy requirements is currently being undertaken. Outcomes as per Op Plan. On track to meet the corporate priority, <i>Infrastructure and transport</i>
Waste Management Strategic Plan 2014-2018		Manager, Waste Services	<b>Implementation not progressing</b>	Implementation of Council's Waste Management Strategic Plan has been deferred at this time awaiting the implementation of the Queensland State Government's Waste Strategy. Work will recommence on Council's Waste Management Strategy in the next financial year.

Open Space, Sport and Recreation Strategy 2010-2016 <b>TO BE REPLACED BY</b> Mackay Sport & Recreation Strategy 2018-2028 (Draft under review as at 08/08/18, SS)	Actions are reflected in the Community Lifestyle Action Plan and form part of the S&R team's BAU activities. The S&R Advisory Committee is kept informed of progress and invited to offer feedback and advice.	Manager, Community Lifestyle	<b>Implementation progressing</b>	The strategy has been broken down into short, medium and long term actions, and prioritised by the Sport and Recreation team with feedback from the Sport and Recreation Advisory Committee. Some early actions have been to commence planning for the 2020 Sports Expo, investigate the option of developing a 'Go Clubs' framework to support and encourage the development of local clubs, promotion of the growing network of trails and paths. The related strategy for Mountain Biking is progressing, and the Fishing Strategy is in implementation.
Recreational Open Space Strategy	Partly through the Planning Scheme and the Parks Upgrade Program via Capital Delivery.	Manager, Parks, Environment and Sustainability	<b>Implementation progressing</b>	Ongoing upgrades and development continues across numerous Parks in the region. Development of the Camilleri Street District Park and Master planning of the Woodlands District Park is due to begin imminently. Critical playground renewals have occurred during the year with more expected to take place in the next financial year
Mountain Bike Strategy	Whilst there are multiple actions outlined in the Strategy, the initial focus is on a feasibility study for a mountain bike park at Finch Hatton.	Manager, Community Lifestyle and Manager, Economic Development and Tourism	<b>Implementation progressing</b>	The strategy was endorsed by Council in February 2019. An outcome to date is the feasibility study for a mountain bike park at Finch Hatton. It is anticipated that the findings of this study will be finalised before the end of 2019.
RV and Caravan Strategy/Plan <u>TBC</u>	Implemented through day to day operations of the Economic Development Program, Health and Regulatory Services and Strategic Planning	Manager, Economic Development and Tourism	<b>Implementation progressing</b>	Not currently a strategy and unlikely to become a strategy in the future. Key outcomes however include changes to local laws and the planning scheme, that are currently underway.
Public Arts Strategy	Actions are reflected in the Community Lifestyle Action Plan and form part of the Artspace team's BAU activities.	Manager, Community Lifestyle	<b>Implementation progressing</b>	Outcomes to date include: facilitation of public art walks with associated collateral developed, expanded representation on the Visual Arts Advisory Committee, the True North sculpture by Donna Marcus has been assessed via the new process contained in the policy, ongoing maintenance has been factored into the development of the current budget.
<b>Mackay Region Integrated Transport Strategy</b>	Project to commence in August 2019. Reporting will be through new PCG to be established.	Manager, Strategic Planning	<b>Strategy in development</b>	New Strategy preparation to commence in September 2019.
<b>Volunteer Management Strategy 2019-2022</b>	Volunteer Management Strategy 2019-2022	Manager, People & Culture	<b>Implementation progressing</b>	Strategy Endorsed by Council 12/06/19

