



# **Council Strategies**

Annual, (22/23) progress report

September 2023

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## 1 EXECUTIVE SUMMARY

As at 30 June 2023, 39 corporate strategies were recorded on the Corporate Register of Strategies. 13 of which are defined as Administrative and the other 26 as Council Strategies.

This report has maintained a simple format since its inception in 2017/2018. 2017/2018 was the first time corporate strategies were acknowledged as a component of Mackay Regional Council's (MRC), Corporate Performance Planning and Reporting Framework.

Coming up is the review of the Council Policy for Corporate Strategies. It is anticipated that an outcome of this Policy review will be a recommendation that looks at enhancing the strategy layer of the Corporate Performance Planning and Reporting Framework.

For the purposes of this particular report however, the definitions of strategy at MRC remain as described below.

- **Strategy** shall mean a long-term plan for the achievement of a particular corporately-significant service outcome aligned to the council's long-term vision and delivered through multiple business units.
- **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 26 Council Strategies..
- Strategies are either progressing (11), under review (6), being developed (3) or finalised (6).
- Strategies, (by title or content), are referenced in Program Plans or the Operational Plan as per MRC's Corporate Performance Planning and Reporting Framework as at the beginning of 2022/2023.
- Alignment of strategies with the Corporate Performance Planning and Reporting Framework will continue to be explored as part of each planning cycle.

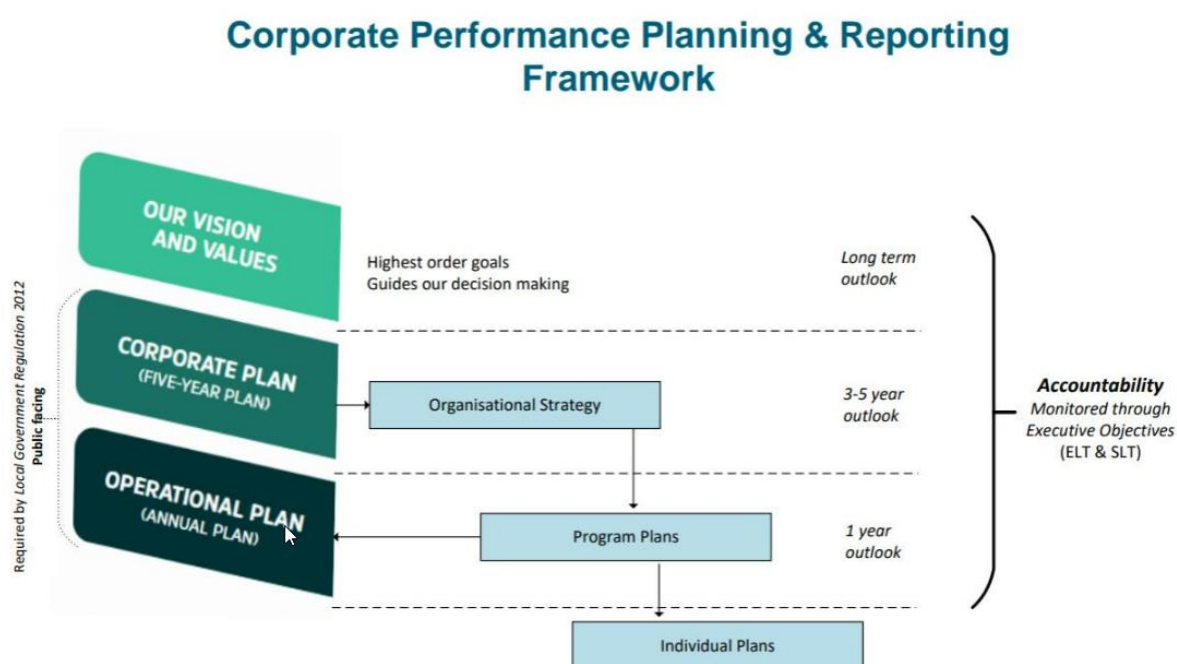
## 2 INTRODUCTION

Corporate strategies for the Financial Year 2022/2023 have formed the layer of the Mackay Regional Council (MRC) Corporate Performance Planning and Reporting Framework, (**Figure 1.0**) beneath the Organisational Strategy as in place at the commencement of the Financial Year.

How the strategy layer is to be incorporated into MRCs Corporate Performance Planning and Reporting Framework in the future, will be considered as part of preparation activities for the 24/25 planning cycle.

Monitoring of corporate strategies is undertaken annually and is typically a precursor to annual Business Planning activities.

The development of strategies in the current framework occurs mostly as a result of a legislative requirement or a specific need identified by the relevant business area. Council Policy 084 mandates the way in which Corporate Strategies are currently developed and implemented.



**Figure 1: Corporate Performance Planning and Reporting Framework as at 2022/2023**

Insight into the progress of each Council Strategy throughout 2022/2023 is provided in the following sections of this report.

### 3 ANALYSIS

#### What was explored

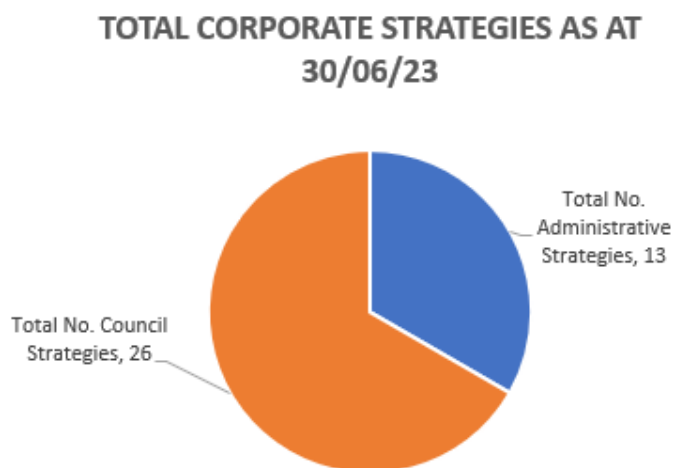
- The total number of strategies as at 30 June 2023 and any changes during 2022/2023.
- The number of strategies that identified as either a *Council Strategy* or *Administrative Strategy*.
- The number of strategies owned per Department.
- How each strategy is being implemented.
- Outcomes achieved by the implementation of each strategy.
- Alignment of strategies with Program Plans.

#### Findings

##### Number of strategies

As at 30 June, 2023, there has been a small shift in the number of recognised Corporate Strategies. At the commencement of 2022/2023, a total 41 Corporate Strategies were recorded on the MRC Register of Corporate Strategies. This number has reduced to 39 Corporate Strategies.

Of the 39 Corporate Strategies recorded on the Corporate Register of Strategies as at 30/06/23, 13 are *Administrative Strategies* and 26 are *Council Strategies*, – see **Figure 2.0** below.



**Figure 2: Council and Administrative Strategies**

The reduction in strategies recognised on the Corporate Register of Strategies has occurred as a result of the strategies in Table 1.0 being marked as finalised or no longer a strategy of Council by the Strategy Owner.

The strategies this specifically relates to is shown in **Table 1.0** below.

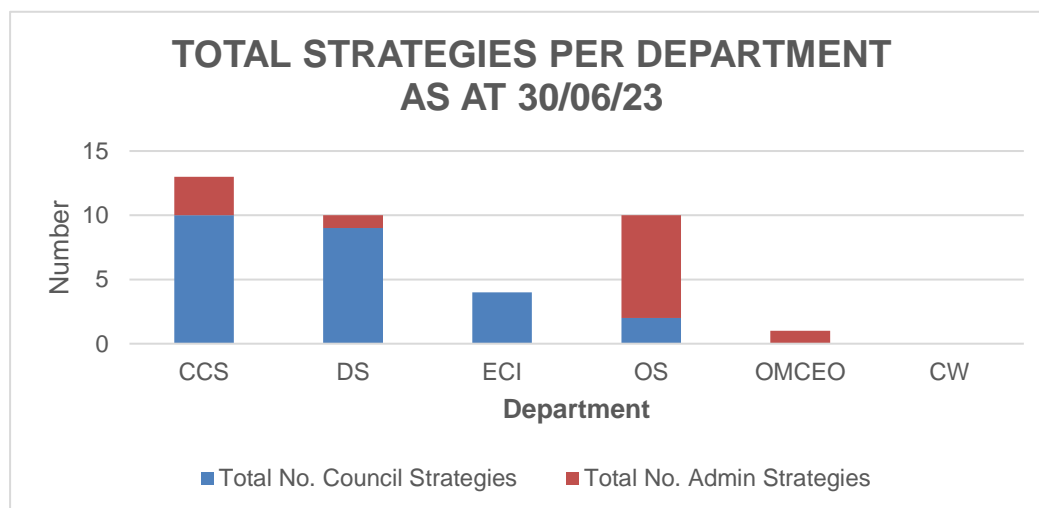
**Table 1.0** Strategies that will now be removed from the Corporate Register of Strategies

Strategy	Strategy type	Owner	Removal – supporting rationale
Mackay-Isaac-Whitsunday Region Economic Development Review, 2018 - 2022	Council	Executive Officer	No longer a strategy of Council
Mackay Isaac Whitsunday Regional Transport Plan	Council	Strategic Planner	No longer a strategy of Council, instead MRC has ownership of contribution to this strategy through the dedicated Mackay Regional Transport Plan

### *Strategies per Department*

The greatest number of corporate strategies is shared across the Departments, Community and Client Services and Development Services. The least number of corporate strategies is shared in each of the Engineering and Commercial Infrastructure and Organisational Services 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 Development Services Department, whilst Organisational Services has ownership of the greatest number of Administrative Strategies, **(Figure 3)**



**Figure 3: 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.

Outcomes achieved from each strategy are also varied in nature, some directly related to strategy objectives, others more indirectly related.

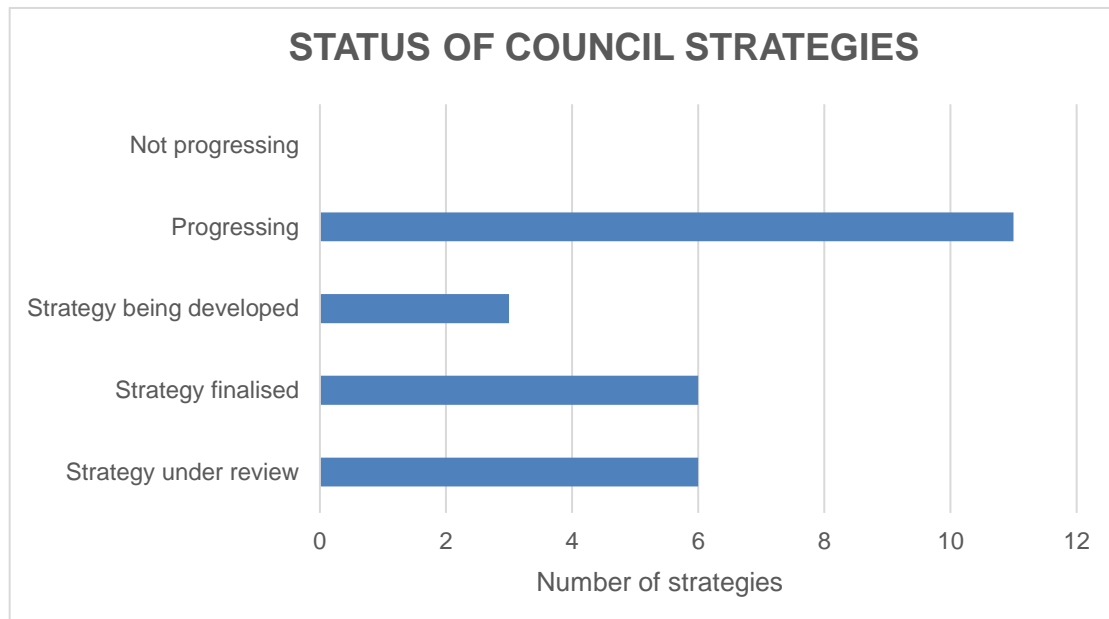
Some strategies are under consideration for review or in the process of review:

- Community Facilities Strategy (Council)
- Cycleway Strategy (Council) – remains under review as per 2020/2021.
- Waste Management Strategic Plan 2014 – 2018 (Council) – remains under review as per 2020/2021.
- Arts and Culture Plan 2016-2020 (Council)
- Public Arts Strategy (Council)
- Animal Management Strategy 2017 – 2021 (Council)

Strategies being developed include as at 30/06/23 and set to continue into 2023/2024:

- Reconciliation Action Plan (Council)
- Strategic Asset Management Plan (Council)
- RV and Caravan Strategy (Council)

An overview of the implementation status of council strategies is provided below, **(Figure 4)**.



**Figure 4: Progress of implementation – Council strategies**

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

During the development of the 2023-2024 Program Plans, strategies have been considered, (by title and or content). This has ensured a linkage between the Corporate Plan, Organisational Strategy and Program Plans is recognised.

Opportunities to improve this alignment will be considered as part of the 2024/2025 planning cycle. Commencement of this planning cycles is likely in October 2023.

Alignment of strategies with the appropriate layer of the Corporate Performance Planning and Reporting Framework ensures actions required by each strategy are appropriately resourced and sequenced appropriately in conjunction with all other initiatives.

Alignment such as this is critical in ensuring corporate objectives are met successfully.

#### *Related strategies*

It is understood that in some instances, strategy objectives may have touchpoints across numerous strategies. Informally, through the administrative processes that support the Corporate Performance Planning and Reporting Framework, where similar objectives are required by multiple strategies, the business owners are encouraged to collaborate ensuring required outcomes are achieved as planned.

## Opportunities

Through the upcoming review of the Council Strategy Policy, there is opportunity to mature the way in which strategies are recognised and also developed with the broader components of the Corporate Performance Planning and Reporting Framework in mind.

This will come to fruition during 2023/2024.

## 4 CONCLUSION

The preparation of this report provides insight at a high level into the council 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 remains mostly current and progress of implementation of strategies monitored.

## 5 NEXT STEPS

- Explore and implement alignment opportunities of this strategy layer within the Corporate Performance Planning and Reporting Framework.
- Strategies identified here to be acknowledged as part of the 2023/2024 planning cycle.
- Strategy Policy review.

## 6 APPENDICES

Appendix A: Corporate list of strategies

Appendix B: Council strategies – progress monitoring data

**Appendix A: Corporate register of strategies as at 1 July 2023**

Item #	Strategy/Plan title (Include if INTERNAL (INT) or EXTERNAL (EXT) compiled)	Document summary (Brief summary that explains the content of the strategy)	Strategy type	
			Council	Administrative
1	<b>Information Services Strategic Plan - 2014-2018</b>	Set the vision and imperative for the Council transformation to a digital, responsive and agile service provider.		✓
2	<b>Digital Economy Strategy and Action Plan (EXT)</b>	Strategy to ready industry, business, government, agencies and communities in the region to maximise opportunities to embrace digital economy.		✓
3	<b>Mackay Water Strategy (INT)</b>	Identifies the future provision of water for Mackay - infrastructure and product planning, future demands and investment profile.  Aligned with the Mackay Regional Water Supply Security Assessment (RWSSA).	✓	
4	<b>Strategic Asset Management Plan</b>	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	✓	
5	<b>Community Development Strategy</b>	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.	✓	
6	<b>Library Strategic Plan 2018-2023</b>	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.	✓	
7	<b>Stretch Reconciliation Action Plan 2019-2022</b>	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.		
8	<b>Community Facilities Strategy</b>	Provides guidance on the provision of community facilities across the region,	✓	
9	<b>Mackay Museums Strategic Plan 2015–17</b>	With this strategy reaching an end point, there is budget allocation to develop a new strategy in 2022/2023.	✓	
10	<b>Mackay Sport &amp; Recreation Strategy 2018-2028</b>	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.	✓	
11	<b>Public Arts Strategy</b>	The Public Art Strategy articulates a vision, direction and commitment to public art across the Mackay Regional Council area.	✓	
12	<b>Mountain bike strategy</b>	Focus of strategy is to understand: 1. What is required to create a nationally significant mountain bike tourism destination? 2. Does the region have the capability to deliver what is needed? 3. If the region is capable, then what are the next steps required?	✓	
13	<b>Communications &amp; Marketing Strategy 2016-2019</b>	Internal document for the corporate communications only. Internal comm's, external comm's, social media, community engagement. Does set actions that link back to the Op Plan.		✓
14	<b>Mackay Region Events Strategy 2020-2025</b>	Sets the direction, mindset and framework for events, and in doing so, maximising the outcomes and benefits that the region receives, as a result of Council's investment in events.	✓	
15	<b>Economic Development Strategy 2020-2025</b>	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.	✓	

16	<b>Mackay Region Recreational Fishing Strategy 2017-2022</b>	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.	✓	
17	<b>Mackay Destination Tourism Plan (EXT) 2017-2022</b> <b>Mackay Isaac Destination Tourism Plan</b>	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.	✓	
18	<b>RV and Caravan Strategy/Plan</b>	References to this Strategy have been apparent over numerous years and for this Financial Year development of the Strategy has been requested and budget allocated for 2021/2022.	✓	
19	<b>Safety Strategy 2018-2021</b>	This document guides improvements to safety in Council for three years, identifying key success factors and focus areas. It is reviewed and extended annually - so it is a continuous 3-year rolling plan  The strategy is supported by an annual action plan.		✓
20	<b>Biosecurity Plan 2017-2021</b>	Weed and pest animal management and control (landholders and MRC)		✓
21	<b>Environmental Sustainability Strategy 2017-2022</b>	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.	✓	
22	<b>Recreational Open Space Strategy</b>	Provide policy guidance and standards for future provision of recreational open space. Support a recreational park strategy for Mackay, Walkerston, Marian, Mirani and Sarina as key urban growth areas. Spatial analysis of public open space in the Mackay region.	✓	
23	<b>Mackay Region Flood and Stormwater Management Strategy (also referred to as the 10-year Flood and Stormwater Strategy)</b>	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.		
24	<b>Coastal Hazard Adaptation Strategy</b>	In progress  Project will identify the Mackay Region's coastal and flood hazards and identify adaptation options to minimise the adverse impact of these hazards.	✓	
25	<b>Mackay Region Integrated Transport Strategy</b>	In progress	✓	
26	<b>Cycleway Strategy 2011-2016</b>	Currently being reviewed. Establishes a hierarchy and network for footpath and bikeways, setting the standards for these and includes a prioritisation process.	✓	
27	<b>Waste Management Strategic Plan 2014-2018</b>	Provides strategic direction for waste management, and meeting legislative requirements.  Under review.	✓	
28	<b>Accessible Communities Action Plan</b>	Key actions for the next five years to create an accessible and inclusive community for the Mackay region.		✓
29	<b>Arts and Culture Plan</b>		✓	
30	<b>Animal Management Strategy</b>		✓	
31	<b>People and Culture Strategy</b>			✓

Appendix B: Council strategies tracker 22/23: Council strategies annual report data

## Corporate Strategies Tracker:

### *Annual reporting on implementation of MRC corporate strategies*

**Council strategies: progress reports to ELT & Council subject to advice from ELT**

**Administrative strategies: progress reports to SLT**

Strategy Title	Strategy Type (Council or Admin.)	Method of Implementation as at 30/6/23	Owner	STATUS AT 30/06/23 (strategy in development, strategy under review, implementation progressing, implementation no progressing or strategy finalised)	COMMENTARY 22/23 (State the outcomes achieved through implementation. If implementation is not progressing, explain why and advise of actions to rectify)  Note: Reports on Council (not Administrative) Strategies will be made public
Asset Management Strategy (future)  As at 10/04/19: Strategic Asset Management Plan, (SAMP)	Council	Digital AMPs for Water and Wastewater Treatment Plants completed Digital AMPs for Waste Services, Water Network and Wastewater Network in development - scheduled for delivery July 2023 Update of existing NAMS+ AMPs for Property Services (Buildings) and Parks and Environment (non-green infrastructure) completed and undergoing review Update of existing Transport and Drainage AMPs using NAMS+ ongoing. Scheduled for	Manager, Asset Management	<b>Strategy in development</b>	Completion of AM Operating Model review considered to be first step forward for the AM program to improve AM effectiveness across the business. Key part of the review is to improve organisational understanding of what AM is and why we have historically struggled to deliver this function effectively.

		completion in Q1/Q2 FY24. Intent to move all AMPs to digital format in FY24 and FY25. Strategic AMP not significantly progressed - scoping document for consultancy to deliver in development.			
Financial Strategy and Long Term Financial Forecast 2019-2028	Council		Manager, Financial Services	<b>Strategy finalised</b>	
Mackay Water Strategy (INT)	Council	Finalisation of project expected within the next 1-2 months.	Chief Operating Officer, Water & Waste	<b>Strategy finalised</b>	Strategy completed and presented to ELT. Strategy has limited capital and operational impact in next 5-10 years however significant capital investment forecast in 2040's and licence agreement with SunWater up for review in coming 5-6 years which will have significant operational impact. Regional Water Strategies still under development Sewer Strategy is nearing finalisation and sewer strategies for regional schemes to be developed in coming 1-2 years.
Cycleway Strategy 2011-2016	Council		Manager, Technical Services	<b>Strategy under review</b>	
Mackay Region Events Strategy 2015 (EXT)	Council	Delivery of the Strategies Action Plan is coordinated and monitored by the Economic Development Program.	Manager, MECC & Events	<b>Implementation progressing</b>	Strategy implementation is ongoing as core business of the Economic Development and Tourism Program. Outcomes are reported in MRR/CEO report and Quarterly Action Tracker.

Arts and Culture Plan – 2016-2020	Council	Review of 2016-20 plan completed and priorities for 2021 identified.	Manager, Community Lifestyle	<b>Strategy under review</b>	Consultants engaged to develop the Arts and Cuultre plan in first half 2023/4. Consultation sessions have been scheduled.
Community Development Strategy	Council		Manager, Community Lifestyle	<b>Implementation progressing</b>	Completed first year (20%) activities
Library Strategic Plan 2018-2023	Council	Strategy to now be reviewed as part of the Library Leadership focus on implementing next strategic plan for 2024-2025. All MRCL team members will participate in Strategic Plan workshops to ensure successful development of future plans and KPI's for FY 24 and FY 25.	Manager, Community Lifestyle	<b>Implementation progressing</b>	Actions from the 2018/23 Plan are complete. Library leadership team has met to reveiw current trends and are developing strategic goals for the next 2 years. Success includes implemntation of GWL Innovation Hub, Library of Things and relocation of Walkerston Library.
Stretch Reconciliation Action Plan 2019-2022	Council	Review of the 2019 -2022 plan underway leading to the development of an updated RAP.	Manager, Community Lifestyle	<b>Strategy in development</b>	The 2017-20 RAP has expired. Work to develop a new Reconciliation Action plan 2023-25 has been completed. ELT members will host information sessions for all staff to share the intent of the plan and seek team members for a reference group that will guide our reconciliation conversation. Information sessions are being held July / August 2023. The Reconciliation Action Plan will not be endorsed by Reconciliation Australia until the reference group is formalised.

Community Facilities Strategy	Council		Manager, Community Lifestyle	Strategy under review	Funding allocated in 22/23 budget to complete first action of the strategy that is understanding the condition of all community facilities, informing maintenance requirements.
Mackay Museums Strategic Plan 2015 - 17	Council	Museum Development Plan to be prepared	Manager, Community Lifestyle	Strategy finalised	The 2015-17 Strategy is complete and informs work undertaken in 2022/23 including the collection rationalisation project. All activities undertaken to date will inform a museum development plan. The plan will describe the development journey that MRC will need take in order to build a quality museum product.
Environmental Sustainability Strategy 2017-2022	Council		Manager, Parks, Environment and Sustainability.	Implementation progressing	
Economic Development Strategy 2020-2025	Council	Delivery of the Strategies Action Plan is coordinated and monitored by the Economic Development Program.	Manager, Economic Development and Tourism.	Implementation progressing	Strategy implementation is ongoing as core business of the Economic Development and Tourism Program. Outcomes are reported in the Directors Monthly Review Report and Quarterly Action Tracker.

Mackay Region Recreational Fishing Strategy 2017-2022	Council	Delivery of the Strategies Action Plan is coordinated and monitored by the Economic Development Program, with input from multiple programs.	Manager, Economic Development and Tourism.	<b>Strategy finalised</b>	Strategy has been finalised. Some actions will continue ongoing as BAU and captured in the EDT Program Plan.
Mackay Destination Tourism Plan (EXT) 2017-2022 Mackay Isaac Destination Tourism Plan	Council	Lead by Mackay Tourism, reporting to Council twice per year on progress.	Manager, Economic Development and Tourism	<b>Implementation progressing</b>	Strategy has been superseded by Destination Tourism Plan 2022-2027.
Mackay Region Flood and Stormwater Management Strategy.	Council	Implemented through a series of action plans based on annual targets and priorities set by the PCG.	Manager, Strategic Planning	<b>Implementation progressing</b>	Strategy is in development. Following an extension to the project by QCoast2100, revised completion is programmed for December 2023.
Waste Management Strategic Plan 2014-2018	Council	Strategy development has occurred with MCA and options analysis. First draft being reviewed by internal stakeholders before presenting to Council for community engagement endorsement. Final adoption following community engagement.	Manager, Waste Services	<b>Strategy under review</b>	The strategy review has reached draft document stage. Final internal stakeholder review and Council endorsement will occur in July 2023 before release for community engagement in August.

Mackay Sport & Recreation Strategy 2018-2028	Council	Actions are reflected in the Community Lifestyle Action Plan.	Manager, Community Lifestyle	Implementation progressing	Strategy implementation is ongoing with several major projects underway or finalised.
Recreational Open Space Strategy	Council		Manager, Parks, Environment and Sustainability	Implementation progressing	
Mountain Bike Strategy	Council		Manager, Community Lifestyle and Manager, Economic Development and Tourism	Implementation progressing	Strategy implementation is ongoing with prioritisation of the Pioneer Valley MTB Trails Project. The MTB Alliance has been established with external and internal representation and is overseeing and guiding the delivery of remaining strategy actions.
RV and Caravan Strategy/Plan	Council		Manager, Economic Development and Tourism	Strategy in development	Mackay Region Recreational Vehicle Strategy will be adopted by Council in July 2023.
Public Arts Strategy	Council		Manager, Community Lifestyle	Strategy under review	Artspace public arts officer currently reviewing plan. Program plan for 2023/4 is to review and update plan.
Greening Strategy	Council	Strategy development nearing completion.	Manager, Strategic Planning	Strategy finalised	Strategy adopted in December 2022. Council is developing an implementation plan and associated governance to guide future initiatives and implementation.

Mackay Region Integrated Transport Strategy	Council		Manager, Strategic Planning	<b>Implementation progressing</b>	Implementation progressing. Priority projects are progressing, including development of a Northern Beaches Transport Model and associated transport plan.
Animal Management Strategy	Council	Implemented through the day to day operations	Manager, Health and Regulatory Services	<b>Strategy under review</b>	With a new Director and Manager in place, the Animal management Plan will need to be reviewed. Incidents and customer complaints have identified opportunities to improve. Legislative review of the governing Act will also need to be completed and incorporated into the new Plan.