



# Council Strategies

Annual, (21/22) progress report

July 2022

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## 1 EXECUTIVE SUMMARY

As at 1 July 2022, 21 Council strategies were recorded on the Council Register of Strategies.

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

As part of the recent refresh of MRC's Corporate Performance Planning and Reporting Framework, the strategy layer has not undergone review, remaining this financial year in accordance with the Council Policy for Corporate Strategies. Whilst this policy currently provides direction for the development, implementation, monitoring and review of these strategies, opportunity to better align as part of the refreshed Corporate Performance Planning and Reporting Framework now exists.

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.

### Key findings:

- There are a total of 21 Council strategies.
- Strategies are either progressing (12), under review (4), being developed (5) or finalised (1).
- Strategies, (by title or content), are referenced in Business Plans, Action Plans or the Operational Plan as per MRC's Corporate Performance Planning and Reporting Framework as at the beginning of 2021/2022.
- Alignment of strategies with the refreshed Corporate Performance Planning and Reporting Framework will be explored as part of the 2022/2023 planning cycle.

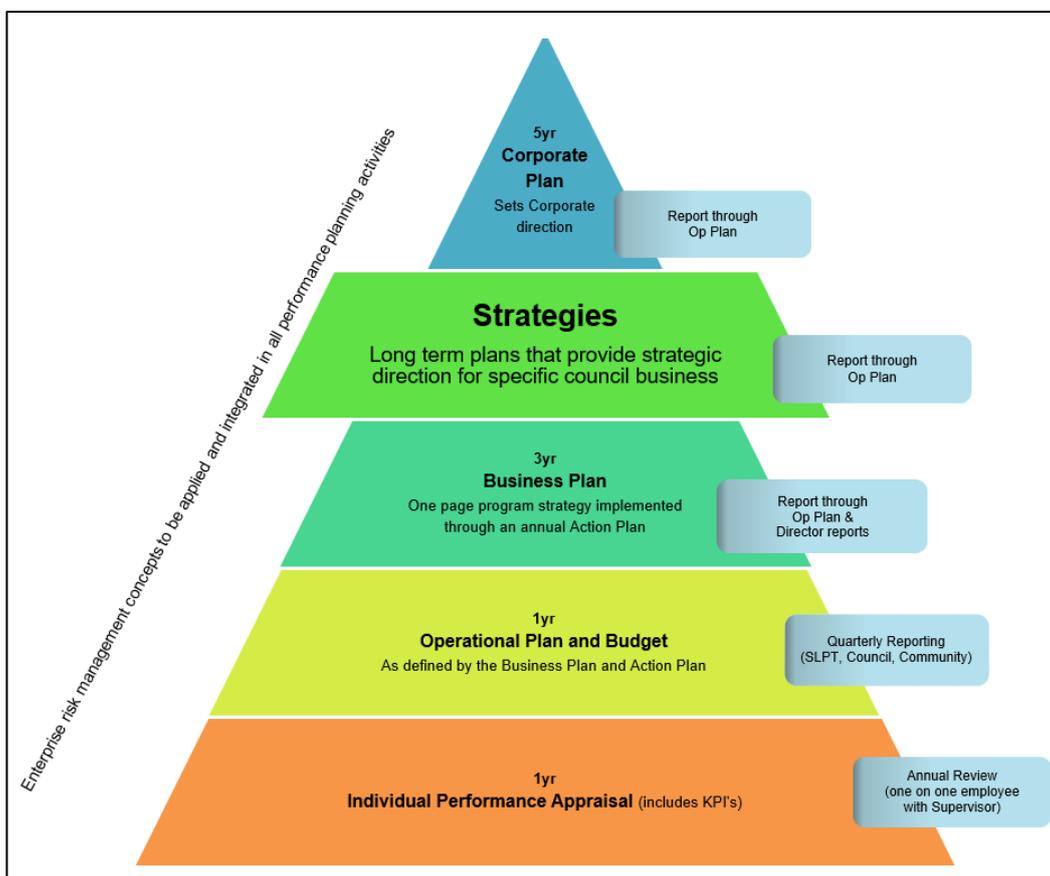
## 2 INTRODUCTION

Strategies for the Financial Year 2021/2022 formed the second layer of the Mackay Regional Council (MRC) Corporate Performance Planning and Reporting Framework, (**Figure 1.0**) in effect at that commencement of the Financial Year.

The strategy layer has previously existed between the Corporate Plan and the Business Plan layer of the framework. How the strategy layer is to be incorporated into the refreshed Corporate Performance Planning and Reporting Framework will be determined as part of the 2022/2023 planning cycle.

Monitoring of 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 2021/2022**

Insight into the progress of each Council Strategy throughout 2021/2022 is provided in the following sections of this report.

### 3 ANALYSIS

#### What was explored

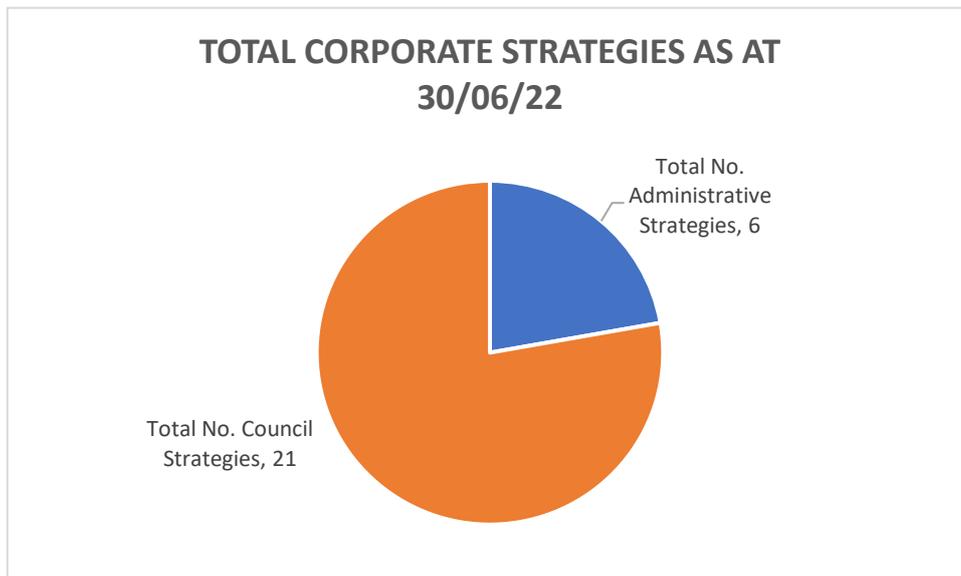
- The total number of strategies as at 30 June 2022 and any changes during 2021/2022.
- The number of strategies owned per Department.
- How each strategy is being implemented.
- Outcomes achieved by the implementation of each strategy.
- Alignment of strategies with Business Plans, Action Plans and the Operational Plan.

#### Findings

##### Number of strategies

As at 30 June, 2022, there has been a reduction in the number of recognised Corporate Strategies. At the commencement of 2020/2021, a total 29 Corporate Strategies were recorded on the MRC Register of Corporate Strategies. This number has reduced to 27 Corporate Strategies.

Of the 27 Corporate Strategies recorded on the Corporate Register of Strategies as at 30/06/22, 6 are *Administrative Strategies* and 21 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.

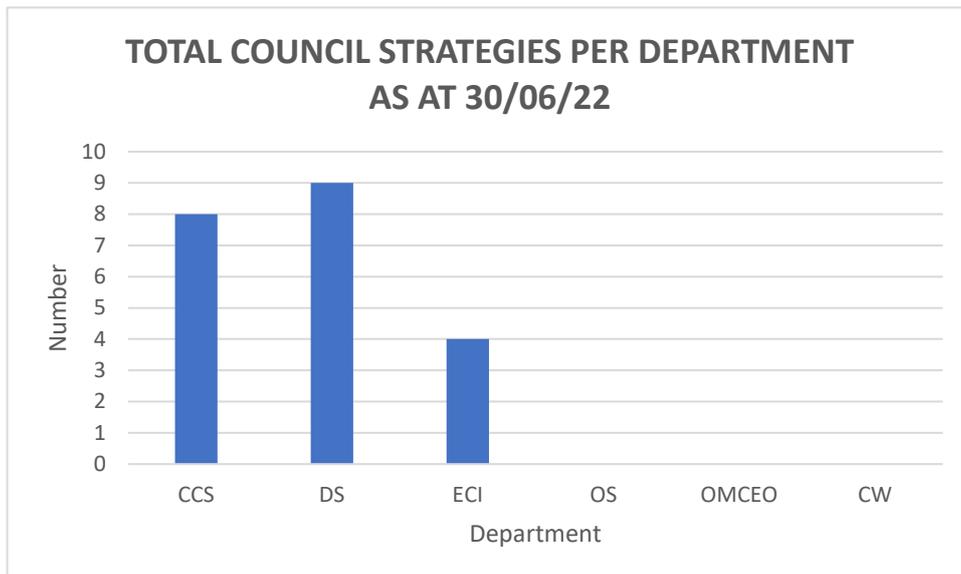
**Table 1.0** Strategies that will now be removed from the Register of Strategies

Strategy	Strategy type	Owner	Removal – supporting rationale
Arts and Culture Plan 2016-2020	Council	Community Lifestyle	Strategy finalised during 2021/2022 with all actions complete. A new plan will be developed 2022/2023 as identified during the corporate performance planning activities for 2022/2023.
Mackay-Isaac-Whitsunday Region Economic Development Review	Council	Economic Development	No longer a strategy of Council

*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. **(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:

- Strategic Asset Management Plan
- Cycleway Strategy – remains under review as per 2020/2021.
- Stretch Reconciliation Action Plan 2019-2020 – after being reported as being under review since 2020/2021, development of a new plan is scheduled for early in the new Financial Year of 2022/2023.
- Waste Management Strategic Plan 2014 – 2018 – remains under review as per 2020/2021.

Strategies being developed include as at 30/06/22 and set to continue into 2022/2023:

- Digital Economy Strategy and Action Plan (External) – the business suggests a digital economy strategy and action plan to now be considered internally to MRC.
- Mackay Water Strategy
- Community Development Strategy
- Mackay Museum Strategic Plan
- RV and Caravan Strategy
- Greening Strategy

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



Figure 4: Progress of implementation – All strategies

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

During the development of the 2020-2023 Business Plans and supporting 2020/2021 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.

The refreshed Corporate Performance Planning and Reporting Framework will explore alignment of strategies as part of the 2022/2023 planning cycle. Commencement of this planning cycles is likely in October 2022.

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

With the development of the refreshed Corporate Performance Planning and Reporting Framework nearing completion, the strategy layer can now be considered ensuring appropriate alignment.

This will come to fruition as part of the upcoming 2022/2023 planning cycle.

## 4 CONCLUSION

The preparation of this report provides insight at a high level into the council strategies that are in place supporting MRC in meeting its corporate objectives.

Through the regular scanning of MRC publications and regular engagement with MRC business owners, the Register of Strategies remains mostly current and progress of implementation of strategies monitored.

## 5 NEXT STEPS

- Explore and implement alignment of this strategy layer within the refreshed Corporate Performance Planning and Reporting Framework.
- Strategies identified here to be acknowledged as part of the 2022/2023 planning cycle.

## 6 APPENDICES

Appendix A: Corporate list of Council Strategies

Appendix B: Council strategies – progress monitoring data

**Appendix A: Corporate register of Council strategies as at 1 July 2022**

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>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).	✓	
2	<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	✓	
3	<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.	✓	
4	<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.	✓	
5	<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.	✓	
6	<b>Community Facilities Strategy</b>	Provides guidance on the provision of community facilities across the region,	✓	
7	<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.	✓	

8	<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.	✓	
9	<b>Public Arts Strategy</b>	The Public Art Strategy articulates a vision, direction and commitment to public art across the Mackay Regional Council area.	✓	
10	<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?	✓	
11	<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.	✓	
12	<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.	✓	
13	<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.	✓	
14	<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.	✓	
15	<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.	✓	

16	<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.	✓	
17	<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.	✓	
18	<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.	✓	
19	<b>Mackay Region Integrated Transport Strategy</b>	In progress	✓	
20	<b>Greening Strategy</b>	Strategy in development	✓	
21	<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.	✓	
22	<b>Waste Management Strategic Plan 2014-2018</b>	Provides strategic direction for waste management, and meeting legislative requirements.  Under review.	✓	

Appendix B: Corporate strategies tracker 21/22: 21/22 Corporate strategies annual report data

## Corporate Strategies Tracker:

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

**Council strategies: progress reports to Strategy, Leadership & Performance Team (SLPT) & Council subject to advice from SLPT**  
**Administrative strategies: progress reports to SLPT**

Strategy Title	Strategy Type (Council or Admin.)	Method of Implementation as at 30/6/22	Owner	STATUS AT 30/06/22 (strategy in development, strategy under review, implementation progressing, implementation no progressing or strategy finalised)	COMMENTARY 20/22 (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	SAMP yet to be updated. Acting Manager Asset Management conducting Asset Management Operating Model review to understand gaps in how MRC delivers asset management. Delivery of updated AMPs and SAMP scheduled for FY23.	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.

Financial Strategy and Long Term Financial Forecast 2019-2028	Council		Manager, Financial Services	<b>Strategy finalised</b>	
Strategy Title	Strategy Type (Council or Admin.)	Method of Implementation as at 30/6/22	Owner	STATUS AT 30/06/22 (strategy in development, strategy under review, implementation progressing, implementation no progressing or strategy finalised)	COMMENTARY 20/22 (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
Mackay Water Strategy (INT)	Council	Finalisation of project expected within the next 1-2 months.	Chief Operating Officer, Water & Waste	<b>Strategy in development</b>	Delay in development due to resource availability and amount of data review and assessment required.
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 the Directors Monthly Review Report and quarterly Program Action Plan.

Arts and Culture Plan – 2016-2020	Council	Review of 2016-20 plan completed and priorities for 2021 identified.	Manager, Community Lifestyle	<b>Strategy finalised</b>	All actions have been complete. A new plan, (Arts and Culture Strategy/Roadmap) will be developed 2022/2023 as per the Community Lifestyle Program Plan.
<b>Strategy Title</b>	<b>Strategy Type</b> (Council or Admin.)	<b>Method of Implementation as at 30/6/22</b>	<b>Owner</b>	<b>STATUS AT 30/06/22</b> (strategy in development, strategy under review, implementation progressing, implementation no progressing or strategy finalised)	<b>COMMENTARY 20/22</b> (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
Community Development Strategy	Council		Manager, Community Lifestyle	<b>Strategy in development</b>	Development is nearing completion, with a Briefing to Council scheduled for September 2022.
Library Strategic Plan 2018-2023	Council	Actions from Library Strategy are being implemented and delivered as budget is allocated. The 5 Year strategy was presented to ELT and Council to outline funding support required.	Manager, Community Lifestyle	<b>Implementation progressing</b>	Customer satisfaction surveys this Financial Year have been positive.

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 under review</b>	Workshops underway that will contribute to the review and development of the new RAP early in the new Financial Year.
Community Facilities Strategy	Council		Manager, Community Lifestyle	<b>Implementation progressing</b>	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	<b>Strategy in development</b>	As per the 2022/2023 Program Plan for Community Lifestyle, this strategy will be complete 30/06/23.
<b>Strategy Title</b>	<b>Strategy Type</b> (Council or Admin.)	<b>Method of Implementation as at 30/6/22</b>	<b>Owner</b>	<b>STATUS AT 30/06/22</b> (strategy in development, strategy under review, implementation progressing, implementation no progressing or strategy finalised)	<b>COMMENTARY 20/22</b> (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
Environmental Sustainability Strategy 2017-2022	Council	The Sustainability Executive Group has responsibility for strategy implementation supported by working groups.	Manager, Parks, Environment and Sustainability.	<b>Implementation progressing</b>	Council briefed on the implementation of this strategy in June 2022. 10 actions from within the Strategy are progressing, some complete, whilst a further 8 actions are currently on hold.

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.	<b>Implementation progressing</b>	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.
<b>Strategy Title</b>	<b>Strategy Type</b> (Council or Admin.)	<b>Method of Implementation as at 30/6/22</b>	<b>Owner</b>	<b>STATUS AT 30/06/22</b> (strategy in development, strategy under review, implementation progressing, implementation no progressing or strategy finalised)	<b>COMMENTARY 20/22</b> (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
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>Implementation progressing</b>	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. The Recreational Fishing Alliance has been established to guide and inform strategy delivery.
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>	As per twice yearly reporting to Council. Development of strategy for 2022 onwards has commenced and is being led by Mackay Tourism Limited.

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>	Various projects being implemented, including flood studies, asset data improvements, data intelligence and automations and coastal hazard adaptation study.
<b>Strategy Title</b>	<b>Strategy Type</b> (Council or Admin.)	<b>Method of Implementation as at 30/6/22</b>	<b>Owner</b>	<b>STATUS AT 30/06/22</b> (strategy in development, strategy under review, implementation progressing, implementation no progressing or strategy finalised)	<b>COMMENTARY 20/22</b> (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
Waste Management Strategic Plan 2014-2018	Council	Project has experienced delays due to resourcing issues within Waste Services as a result of other project work and loss of key staff. Strategy is however progressing and should be completed during FY23.	Manager, Waste Services	<b>Strategy under review</b>	
Mackay Sport & Recreation Strategy 2018-2028	Council	Actions are reflected in the Community Lifestyle Action Plan.	Manager, Community Lifestyle	<b>Implementation progressing</b>	Some progress has slowed, in particular the facilities audit, due to COVID implications. Progress will however be back on track in the first half of 2022/2023.
Recreational Open Space Strategy	Council	Delivery through the Park Long Term Financial Forecast and Capital Works Program.  Parks planning, design and capital works delivery teams.	Manager, Parks, Environment and Sustainability	<b>Implementation progressing</b>	Several Projects initiated to upgrade open space (parks) inline with strategy. Examples being Camilleri and Woodlands District Parks. Review of strategy commenced starting with input into the LGIP review.

Strategy Title	Strategy Type (Council or Admin.)	Method of Implementation as at 30/6/22	Owner	STATUS AT 30/06/22 (strategy in development, strategy under review, implementation progressing, implementation no progressing or strategy finalised)	COMMENTARY 20/22 (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
Mountain Bike Strategy	Council		Manager, Community Lifestyle and Manager, Economic Development and Tourism	<b>Implementation progressing</b>	Strategy implementation is ongoing. Outcomes are reported in the Directors Monthly Review Report and Quarterly Action Plan reporting. The Mountain Bike 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	<b>Strategy in development</b>	Request for quote process completed for preparation of strategy by suitably qualified consultant. Submissions being assessed for commencement 2022/2023.
Public Arts Strategy	Council		Manager, Community Lifestyle	<b>Implementation progressing</b>	This financial year there has been a focus on condition reporting and the ongoing maintenance of public art.
Greening Strategy	Council	Strategy development nearing completion.	Manager, Strategic Planning	<b>Strategy in development</b>	Strategy scheduled for adoption by Council in the second half of 2022.
Mackay Region Integrated Transport Strategy	Council		Manager, Strategic Planning	<b>Implementation progressing</b>	Some projects being implemented, one project on hold as new project identified for implementation 2022/2023.