

2019/20

OPERATIONAL PLAN

Our Goals



To make a positive difference for the region and the lives of our community members by ensuring we provide a service that is forward planning and well managed.



To be a diverse, strong and well governed region of vibrant places, connected as a whole by our community spirit, respect for our natural environment and our innovative and diverse economy.



Managing Operational Risk

Fraser Coast Regional Council is committed to the principles of risk management and to the alignment and integration of these principles into all aspects of Council's functions and operations, including effective decision making and planning at all levels of Council.

Council promotes a consistent approach to Risk Management within the organisation, and supports risk identification, assessment, control, monitoring and review in accordance with Council's Risk Management Policy, associated Procedures and tools.

Internal audits and reporting to the Audit and Risk Committee provide Council with an avenue for monitoring and reviewing the Risk Management Framework, assists in the identification of trends and provides assurance that Council's risk appetite is effectively incorporated into the achievement of its strategic and operational goals and objectives.



Key Strategic themes

LIFESTYLE

A safe and vibrant community that promotes a preferred place to live.

GOVERNANCE

An effective organisation providing excellent service delivery through strong leadership, democratic principles and effective management of people, assets and finances.

BUILT ENVIRONMENT

Resilient regional infrastructure that will support and cater for future growth.



PROSPERITY

A strong, diversified and resilient economy that supports growth and long term employment.

NATURAL ENVIRONMENT

Minimise our environmental impact by preserving the unique natural environment the Fraser Coast has to offer.

1. Governance



INITIATIVE	MEASURE	DEPARTMENT	TARGET QTR			
			1	2	3	4
1. Leadership in advocacy with Government and industry						
1. Active participation in regional planning across a range of industries						
- Participate in the Marine Parks Zone review to obtain access to Dayman Spit as a sand source for beach nourishment.	Lodgement of Marine Parks application	Infrastructure Planning				•
2. Deliver strong leadership and advocacy on behalf of the community						
- Influence policy reform at the Federal level through Regional Capital Australia.	Initiatives supported	Tourism, Economic Development & Partnerships				•
- Bring to the fore community and industry issues through State and Federal government channels.	Initiatives supported	Tourism, Economic Development & Partnerships				•
3. Lead a democratic organisation elected by the community who carry out duties in a transparent and conciliatory way						
- Support Council elections and newly elected Councillors.	Councillors supported and trained	Governance & Customer Service			•	
4. Collaborate with Wide Bay Burnett Regional Organisation of Councils						
- Complete a Waste to Energy feasibility study through the WBBROC Waste Interest Group.	Study completed	Waste Services			•	
- Participate in the Mary River Resilience Strategy.	Study completed	Infrastructure Planning				•
2. Strong governance of council activities						
1. Implement effective strategic management and governance framework						
- Develop Animal Management Policy.	Policy approved	Regulatory Services				•
- Update Disaster Management Plan.	Plan approved	Engineering Services		•		
- Implement Records Digitalisation Policy.	Policy implemented	Governance & Customer Service		•		
- Develop Animal Adoption Centre Marketing Plan.	Plan approved	Regulatory Services		•		
2. Improve focus on forward planning and project management practices						
- Implement Project Management Framework.	Framework implemented	Corporate Projects & Asset Management				•

1. Governance



INITIATIVE	MEASURE	DEPARTMENT	TARGET QTR			
			1	2	3	4
3. An effective and valued workforce						
1. Embed Values based culture						
- Complete annual Performance and Engagement Survey.	Survey completed	Organisational Development and Culture			•	
2. Manage workplace health and safety as a priority activity						
- Review and implement a new Work Health and Safety Framework.	Framework implemented	Organisational Development and Culture				•
3. Enhance customer service						
- Implement Customer Service Strategy initiatives.	Initiatives implemented	Governance & Customer Service				•
- Implement Stage 1 of Enterprise Management System project.	Stage 1 implemented	Information Services				•
4. Promote continuous improvement						
- Develop an Enterprise Management System Implementation Strategy.	Strategy completed	Information Services		•		
- Implement improvements utilising fleet tracking system.	Improvements implemented	Capital Delivery				•
- Complete Performance and Engagement Survey Action Plans.	Individual action plans finalised	Organisational Development and Culture				•
4. Strong financial management						
1. Focus on long term financial sustainability						
- Deliver budget and long term financial plan.	Budget and Plan approved	Financial Services				•

2. Lifestyle

INITIATIVE	MEASURE	DEPARTMENT	TARGET QTR			
			1	2	3	4
1. An engaged community whose voice is heard						
1. Implement opportunities to effectively engage, educate and inform the community - Implement Community Engagement Framework. - Develop a community education and awareness program for high profile issues. - Implement Communication and Marketing Strategy initiatives.	Framework implemented	Community & Culture				●
	Program approved	Regulatory Services				●
	Initiatives implemented	Governance & Customer Service				●
2. A vibrant community focused on cultural diversity and community participation						
1. Promote community driven activities with strong council support or partnership - Develop and implement Events Strategy.	Strategy implemented	Tourism, Economic Development & Partnerships				●
2. Encourage increased volunteer support and engagement in community activities - Develop and implement Volunteer Management Framework. - Implement Community Development Framework. - Undertake community grants review.	Framework implemented	Community & Culture			●	
	Framework implemented	Community & Culture				●
	Review completed	Tourism, Economic Development & Partnerships				●
3. Improve accessibility to key locations including the beach, foreshore, cultural and historical infrastructure and events - Develop Park Master Plan for foreshore. - Develop Master Plan for Maryborough Showgrounds + Equestrian Park.	Plan implemented	Open Space & Environment				●
	Plan adopted	Community & Culture				●
4. Increase engagement with multi-cultural communities - Develop and implement Stretch Reconciliation Action Plan.	Plan implemented	Community & Culture				●

2. Lifestyle

INITIATIVE	MEASURE	DEPARTMENT	TARGET QTR			
			1	2	3	4
3. A community that values its arts, heritage and cultural diversity						
1. Provide facilities that promote activities which celebrate the arts and heritage across the region <ul style="list-style-type: none"> - Update Heritage Building Incentives Policy. - Develop and implement Library Strategy. 2. Support cultural events that highlight the cultural diversity of the region <ul style="list-style-type: none"> - Develop and implement Cultural Strategy. - Continued development of NAIDOC week. - Deliver a range of cultural events. 	Policy approved	Planning & Growth				
	Strategy implemented	Community & Culture				●
	Strategy implemented	Community & Culture			●	
	Support provided	Tourism, Economic Development & Partnerships				●
	Events delivered	Tourism, Economic Development & Partnerships				●
4. A safe, active and healthy community						
1. Support safety to address areas of need and crime prevention strategy <ul style="list-style-type: none"> - Implement CCTV Strategy. - Engage with external organisations to develop initiatives for community safety. 2. Advocate and provide solutions for current and emerging social issues <ul style="list-style-type: none"> - Develop and implement a public awareness and education program for responsible pet ownership. 3. Manage an appropriate number of recreational facilities <ul style="list-style-type: none"> - Develop and implement Sport and Recreation Strategy. - Complete Sport and Recreation Precinct Master Plan. 4. Identify and support a range of emerging and major events <ul style="list-style-type: none"> - Collaborate with Fraser Coast Tourism & Events to deliver on major events for the region. 	Strategy implemented	Information Services				●
	Initiatives delivered	Information Services				●
	Program implemented	Regulatory Services				●
	Strategy implemented	Community & Culture				●
	Plan approved	Corporate Projects & Asset Management				●
	Events delivered	Tourism, Economic Development & Partnerships				●

3. Prosperity

INITIATIVE	MEASURE	DEPARTMENT	TARGET QTR			
			1	2	3	4
1. A strong, diversified and innovative economy						
1. Actively work towards partnerships with industry bodies, all levels of Government and private sector to develop innovative projects that support economic development						
- Implement Hinkler Regional Deal initiatives.	Initiatives delivered	Tourism, Economic Development & Partnerships				•
2. Promote Smart Communities for collaborative innovated solutions and entrepreneurship.						
- Implement Smart Communities initiatives.	Initiatives implemented	Tourism, Economic Development & Partnerships				•
2. A growing tourism industry that capitalises on the full range of opportunities						
1. Investigate expansion of marine and land based tourism opportunities						
- Champion the expansion of the Urangan Harbour with State and Federal governments.	Progress made	Tourism, Economic Development & Partnerships				•
- Deliver the Discover Fraser Coast Initiative (tourism wayfinder and content management framework).	Initiatives implemented	Tourism, Economic Development & Partnerships				•
2. Develop an approach across the region to capitalise on increased tourism						
- Implement Recreation Vehicle Strategy.	Initiatives implemented	Tourism, Economic Development & Partnerships			•	
- Ongoing collaboration and partnership with Fraser Coast Tourism and Events through the Deed of Agreement	Initiatives implemented	Tourism, Economic Development & Partnerships				•
3. Strong job growth						
1. Work in collaboration with educational institutes and government agencies to support skills development and employment opportunities						
- Implement initiative from the Regional Skills Investment Strategy	Initiatives implemented	Tourism, Economic Development & Partnerships				•
3. Identify and attract new business opportunities to the Fraser Coast region						
- Update Development Incentives Policy.	Policy approved	Tourism, Economic Development & Partnerships				•

3. Prosperity

INITIATIVE	MEASURE	DEPARTMENT	TARGET QTR			
			1	2	3	4
4. Carefully managed locations and precincts						
1. Ongoing development of precinct masterplans to provide a strategic approach and economic growth						
- Review the Fraser Coast Esplanade Tourist Precinct Master Plan.	Masterplan reviewed	Tourism, Economic Development & Partnerships		•		
- Develop a Maryborough Central Business District Master Plan.	Masterplan completed	Tourism, Economic Development & Partnerships				•
- Develop Urban Centre Car Parking Strategy.	Strategy approved	Engineering Services				•
2. Promote the Fraser Coast as a preferred location for industry investment						
- Develop a Masterplan for ongoing development of Maryborough North/Economic Precinct.	Masterplan completed	Tourism, Economic Development & Partnerships		•		
- Implement Economic Roadmap initiatives.	Initiatives delevered	Community & Economy				•



4. Natural Environment



INITIATIVE	MEASURE	DEPARTMENT	TARGET QTR			
			1	2	3	4
1. Sustainable practices are applied to all Council operations						
1. Guide the reduction of Council's environmental footprint						
- Participate in LGAQ project Sherlock.	Initiatives determined	Information Services			•	
2. Incorporate renewable energy elements into all Council activities						
- Incorporate energy efficient designs in new administration buildings.	Efficiency Initiatives implemented	Corporate Projects & Asset Management				•
3. Prepare for climate adaptation and maintain climate change hazards and risks						
- Develop and implement a Waterbody Management Strategy.	Strategy implemented	Infrastructure Planning		•		
- Deliver Coastal Hazard Adaptation Strategy Stage 3 initiatives.	Initiatives completed	Planning & Growth			•	
2. Manage waste in a sustainable manner						
1. Deliver efficient and sustainable waste management services						
- Upgrade Fraser Island waste transfer stations.	Design completed for construction	Waste Services		•		
- Conduct a feasibility assessment of options for a new/upgraded material recovery facility to process the Fraser Coast's kerbside collected recyclables.	Business case completed	Waste Services			•	
3. Easy access for all to the natural assets of the region						
1. Improve access and recreational facilities across a range of natural assets						
- Develop Parks Hierarchy Policy.	Policy approved	Open Space & Environment			•	
- Deliver car parking options for River Heads boat ramp.	Option approved	Engineering Services			•	
2. Pursue options to enhance vibrant open spaces suitable for community living						
- Develop Urban Forest/Tree Strategy.	Strategy approved	Open Space & Environment		•		
- Deliver Foreshore Deliberative Democracy Project.	Project completed	Tourism, Economic Development & Partnerships				•
- Deliver water area for Anzac Park.	Water area completed	Open Space & Environment				•

4. Natural Environment

INITIATIVE	MEASURE	DEPARTMENT	TARGET QTR			
			1	2	3	4
4. Protection and enhancement of our Natural Environment Assets						
1. Deliver Council's water and waste water programs in accordance with environmental standards - Achieve ISO 14001 accreditation. 2. Implement and maintain environmental management plans across the region - Develop targeted ground mapping of threatened species action plan (stage 3) in growth corridors. - Develop land management plans for Fay Smith Wetland, Petrie Park and Griggs Dry Vine Forest. - Review environmental provision of significance, including mapping for the Planning Scheme.	Accreditation completed	Waste Services				•
	Mapping completed for three targeted corridors	Open Space & Environment		•		
	Plans approved	Open Space & Environment				•
	Updated Planning Scheme approved	Planning & Growth				•

5. Built Environment

INITIATIVE	MEASURE	DEPARTMENT	TARGET QTR			
			1	2	3	4
1. Integrated planning to support current and future needs of the region and growth						
1. Develop strategic land use and infrastructure plan - Review Flood Hazard - Risk Based Regulation. - Deliver Fraser Coast Planning Scheme package 11 amendments. - Develop Fraser Coast Planning Scheme and LGIP - Statement of Proposal to review.	Updated Planning Scheme approved	Planning & Growth			•	
	Amendments approved and gazetted	Planning & Growth			•	
	Proposal approved	Planning & Growth				•
2. Deliver well planned infrastructure that is sustainable and contributes to vibrant communities						
- Develop a Property Investment Portfolio Strategy. - Develop Caravan Parks Master Plan. - Develop a Strategic Asset Management Plan.	Strategy completed	Property & Commercial Services		•		
	Plan approved	Property & Commercial Services		•		
	Plan completed	Corporate Projects & Asset Management				•
3. Establish and implement asset management planning to ensure asset longevity						
- Develop Wetside Management Plan - Review and update Airports Master Plan - Implement Asset Management Framework	Plan approved	Open Space & Environment				•
	Plan approved	Property & Commercial Services		•		
	Framework implemented	Corporate Projects & Asset Management				•
4. Deliver community venue facilities to support regional growth						
- Review of animal management practices and facilities across the region - Continued growth and development of the Portside Precinct	Review completed	Regulatory Services		•		
	Initiatives implemented	Community & Economy				•

5. Built Environment

INITIATIVE	MEASURE	DEPARTMENT	TARGET QTR			
			1	2	3	4
2. Quality transport networks to support access across the region						
1. Develop an integrated transport network that enhances connectivity, accessibility and effective movement <ul style="list-style-type: none"> - Deliver road and drainage maintenance program in an effective manner. - Develop Walk and Cycle Strategy. - Forward planning of key transport corridors in accordance with the adopted road hierarchy (ie Boundary and Urraween Roads). 	Maintenance program completed	Operations				•
	Strategy approved	Engineering Services				•
	Review undertaken and corridor projects adopted in Capital Works Program	Engineering Services				•
3. Water, waste water and storm water networks that support the current and future needs of the community						
1. Develop and manage networks and services for future growth and demand <ul style="list-style-type: none"> - Determine water security level of service objectives. 	Water security level of service approved	Engineering & Technical Services				•
2. Maximise beneficial reuse of wastewater by-products <ul style="list-style-type: none"> - Develop On-site Wastewater Management Strategy. - Contribute to the development of an End of Waste Framework that maintains the ability to reuse 100% of the Fraser Coast's biosolids. 	Strategy approved	Regulatory Services				•
	Framework implemented	Waste Services				•
3. Establish and maintain networks to provide high quality water and wastewater <ul style="list-style-type: none"> - Develop and implement Water Quality Strategy. - Develop and implement Waterbody Management Strategy. - Develop Water and Sewerage Asset Management Plan. 	Implementation commenced	Infrastructure Planning				•
	Implementation commenced	Infrastructure Planning				•
	Plan approved	Network Operations & Maintenance				•

5. Built Environment

INITIATIVE	MEASURE	DEPARTMENT	TARGET QTR			
4. Transport provisions that service the wider community			1	2	3	4
1. Advocate and collaborate with transport stakeholders and government agencies for improvements in public and private transport services and investment in infrastructure <ul style="list-style-type: none">- Renegotiate road maintenance performance contract conditional agreement.- Implement NatSpec Standards for construction work.- Develop partnerships within the Traffic Advisory Group to deliver an oversight of traffic needs of the community.	Agreement approved	Operations				•
	Standards implemented	Capital delivery				•
	Initiatives delivered	Engineering Services				•

