

2020/21

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 development of the State Government Regional Plan.	Council requirements have been communicated	Tourism, Economic Development & Partnerships				•
2. Deliver strong leadership and advocacy on behalf of the community						
- Commence implementation of the Enterprise Management System.	Project commenced	Information Services				•
- Review and obtain community feedback for potential update of Local Laws.	Feedback received	Governance & Customer Service				•
3. Lead a democratic organisation elected by the community who carry out duties in a transparent and conciliatory way						
- Implement recommendations as a result of the Belcarra reforms.	Recommendations Implemented	Governance & Customer Service				•
4. Collaborate with Wide Bay Burnett Regional Organisation of Councils						
- Ongoing participation in WBBROC meetings and initiatives.	Initiatives completed	Tourism, Economic Development & Partnerships				•
2. Strong governance of council activities						
1. Implement effective strategic management and governance framework						
- Complete the fleet GPS tracking review.	Review completed	Capital Delivery				•
- Review current and emerging compliance tools to ensure that legislative obligations are met in an effective and efficient manner.	Compliance tools are reviewed	Regulatory Services				•
2. Improve focus on forward planning and project management practices						
- Continue to develop and embed Council's Service and Asset Management Framework.	Enhanced collective decision making processes and create better service value for our community	Corporate Projects & Asset Management				•
- Develop and embed Council's 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 - Continued development and delivery of the TRAITS initiative. - Deliver regular internal CEO Engagement Forums with staff.	New initiatives delivered	Organisational Development & Culture				•
	Forums conducted	Organisational Development & Culture				•
2. Manage workplace health and safety as a priority activity - Enhance and approve the WHS Plan.	Plan approved	Organisational Development & Culture				•
3. Enhance customer service - Develop a Customer Service Standard Guide.	Guide approved	Governance & Customer Service			•	
4. Promote continuous improvement - Adopt and implement ADAC (As Design As Constructed) data standards for all infrastructure construction works. - Develop improvement action plans for individual teams as a result of the engagement survey.	ADAC implemented	Corporate Projects & Asset Management				•
	Plans developed	Organisational Development & Culture				•
4. Strong financial management						
1. Focus on long term financial sustainability - Deliver the 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						
- Develop and commence implementation of an industry education and awareness program for the safe and healthy operation of public aquatic facilities, in partnership with Queensland Health (Public Health Unit).	Program approved	Regulatory Services				•
- Establish deliberative democracy pool of resources for use in community engagement panels.	Panels established	Community & Culture				•
2. A vibrant community focused on cultural diversity and community participation						
1. Promote community driven activities with strong council support or partnership						
- Commence implementation of Community Plans for Small Communities (including but not limited to Howard and District, Burrum Heads, Tiaro and Glenwood).	Plans implemented	Community & Culture				•
2. Encourage increased volunteer support and engagement in community activities						
- Implement the FCRC Volunteer Management Program at animal facilities.	Program implemented	Regulatory Services				•
3. Improve accessibility to key locations including the beach, foreshore, cultural and historical infrastructure and events						
4. Increase engagement with multi-cultural communities						
- Develop Stretch Reconciliation Action Plan.	Action Plan commenced	Community & Culture				•
- Establish an Inclusive Communities Committee.	Committee established	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						
- Develop Hervey Bay Regional Gallery Strategic Plan.	Plan approved	Community & Culture				●
2. Support cultural events that highlight the cultural diversity of the region						
- Continued development of Australia Day events.	Support provided	Tourism, Economic Development & Partnerships				●
- Continued support of NAIDOC week.	Support provided	Community & Culture				●
4. A safe, active and healthy community						
1. Support safety to address areas of need and crime prevention strategy						
- Implement CCTV across the region as per Strategy.	Projects delivered	Information Services				●
2. Advocate and provide solutions for current and emerging social issues						
- Investigate further opportunities for social inclusion and support the social plan.	Opportunities investigated	Community & Culture				●
3. Manage an appropriate number of recreational facilities						
- Develop Caravan Parks Master Plan.	Master Plan approved	Property & Commercial Services				●
- Secure tenure for footprint of Maryborough to Hervey Bay Rail Trail.	Tenure for land has been secured	Corporate Projects & Asset Management				●
4. Identify and support a range of emerging and major events						
- Develop Sports Precinct Master Plan.	Master Plan approved	Corporate Projects & Asset Management				●
- Review Events Strategy.	Strategy approved	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 - Delivery of a suite of small business workshops. - Ongoing participation in Regional Capitals Australia. - Work with key stakeholders to deliver the Hinkler Deal.	12 Workshops across the Region	Tourism, Economic Development & Partnerships				•
	Support provided	Tourism, Economic Development & Partnerships				•
	Deal delivered	Corporate Projects & Asset Management				•
2. Promote Smart Communities for collaborative innovated solutions and entrepreneurship. - Conduct trial of free Wi-Fi in Maryborough and Hervey Bay.	Trial completed	Information Services				•
2. A growing tourism industry that capitalises on the full range of opportunities						
1. Investigate expansion of marine and land based tourism opportunities - Develop Marine Tourism Infrastructure Plan.	Plan approved	Planning & Growth				•
2. Work in collaboration with tourism industry bodies, local businesses and all levels of government to build successful visitor experiences - Ongoing collaboration and partnership with Fraser Coast Tourism and Events through the Deed of Agreement.	Initiatives implemented	Tourism, Economic Development & Partnerships				•
3. Develop an approach across the region to capitalise on increased tourism - Collaborate with Fraser Coast Tourism and Events to deliver major events for the region.	Events delivered	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.	Quarterly reports to the Department and successful outcomes of project initiative	Tourism, Economic Development & Partnerships				•

3. Prosperity

INITIATIVE	MEASURE	DEPARTMENT	TARGET QTR			
2. Promote buy locally within the region and support existing businesses and industry - Continued involvement in the Fraser Coast Proud campaign.	Support provided	Governance & Customer Service	1	2	3	4
				•		
3. Identify and attract new business opportunities to the Fraser Coast region.						
4. Carefully managed locations and precincts						
1. Ongoing development of precinct masterplans to provide a strategic approach and economic growth - Review Hervey Bay City Heart Master Plan. (Hinkler Deal Project)	Plan reviewed	Tourism, Economic Development & Partnerships			•	
2. Promote the Fraser Coast as a preferred location for industry investment - Develop Maryborough and Hervey Bay Airport Master Plan.	Plan approved	Property & Commercial Services			•	
- Implement and execute Investment Attraction Plan for targeted industries.	Number and value of businesses attracted to the Fraser Coast	Tourism, Economic Development & Partnerships				•
- Review and revitalise the Invest Fraser Coast website.	New website complete and measured with analytics	Tourism, Economic Development & Partnerships				•



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 - Explore solar panels for location on Council buildings. - Introduce electric/hybrid vehicles into the Council fleet. 2. Incorporate renewable energy elements into all Council activities. 3. Prepare for climate change adaptation and manage climate changes hazards and risks.	Feasibility completed	Property & Commercial Services				•
	Vehicles purchased	Capital Delivery				•
2. Manage waste in a sustainable manner						
1. Deliver efficient and sustainable waste management services - Develop and commence implementation of a community education and awareness program for on-site wastewater systems. - Procure Waste Collection, Material Recovery Facility and Organic Waste Composting Services. - Review the transfer stations required to provide a waste facility within 30 minutes drive for 95% of the residents and ensure equal access times.	Program approved	Regulatory Services				•
	Tender Documents developed	Waste Services				•
	Business case for optimised transfer station network developed	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 2. Pursue options to enhance vibrant open spaces suitable for community living						
4. Protection and enhancement of our Natural Environment Assets						
1. Deliver Council's water and waste water programs in accordance with environmental standards 2. Implement and maintain environmental management plans across the region - Commence implementation of actions from Threatened Species Plan - Develop Tree Planting Strategy	Actions delivered	Open Space & Environment				•
	Strategy approved	Open Space & Environment				•

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 - Commence review of Fraser Coast Planning Scheme.	Review commenced	Planning & Growth				•
2. Deliver well planned infrastructure that is sustainable and contributes to vibrant communities - Develop a Property Investment Portfolio Strategy.	Strategy approved	Property & Commercial Services				•
- Develop modelling of coastal processes on Hervey Bay beaches.	Model delivered	Infrastructure Planning			•	
3. Establish and implement asset management planning to ensure asset longevity - Develop a trunk drainage investigation program (Major Urban Networks - Hervey Bay and Maryborough).	Program approved	Engineering Services				•
- Develop Service Contracts for recurring specialist asset inspections.	Service contracts completed	Infrastructure Planning				•
4. Deliver community venue facilities to support regional growth - Construction of a green rated Animal Refuge and Rehoming Centre.	Construction commenced	Corporate Projects & Asset Management				•
- Undertake community consultation and commence design of the new Hervey Bay Library (Hinkler Deal Project)	Community consultation completed and design commenced	Community & Culture				•
- Undertake consultation and commence design of Hervey Bay Administration Building (Hinkler Deal Project)	Community consultation completed and design commenced	Corporate Projects & Asset Management				•
2. Quality transport networks to support access across the region						
1. Develop an integrated transport network that enhances connectivity, accessibility and effective movement - Deliver road and drainage maintenance program in an effective manner.	Maintenance program completed	Operations				•
- Develop and Deliver Strategic Traffic Models for Pinalba CBD. (Hinkler Deal Project)	Strategy adopted	Engineering Services			•	
- Update the Hervey Bay Mesoscopic Traffic Model to 2040 horizon.	Model Updated	Engineering Services				•

5. Built Environment

INITIATIVE	MEASURE	DEPARTMENT	TARGET QTR			
			1	2	3	4
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"> - Deliver priority actions as identified in the Waterbody Management Strategy. - Develop and Deliver Strategic Drainage Models for Upper Eli Waters Catchment (Urraween) and Urangan South Sub-Catchment. - Develop the Fraser Coast Water Resilience Strategy. 2. Maximise beneficial reuse of wastewater by-products <ul style="list-style-type: none"> - Develop recycled water strategy. 3. Establish and maintain networks to provide high quality water and wastewater <ul style="list-style-type: none"> - Develop Asset Management Plans. - Develop asset replacement profiling across all water network areas. 	Priority actions approved	Infrastructure Planning				
	Strategies adopted	Engineering Services				
	Community consultation commenced	WBW & Waste				
	Strategy approved	Process Operations				
	Plans approved	Operations & Maintenance				
	Completeness of long term investment planning	Operations & Maintenance				
4. Transport provisions that service the wider community						
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. 	Agreement approved	Operations				

