



Fraser Coast
REGIONAL COUNCIL

Building better communities together.

2023-2028 CORPORATE PLAN



Document History

Version	Date	Description of Changes	Approved by
1.0	June 2023	Initial document	Council
1.1	May 2025	Introduced Strategic Lens (Strategic Growth and Liveability) to guide decision-making, added explanatory text and updated framework diagram. Updated councillor details, division map, and foreword.	Council

Acknowledgement of Country

Fraser Coast Regional Council acknowledges the Traditional Custodians of this region, the Butchulla (Badtjala) people to the east, and the Kabi Kabi (Gubbi Gubbi) people to the west.

We recognise the cultural and spiritual practices of Aboriginal and Torres Strait Islander peoples across our nation, and their continuing connection to the lands in which we live and work today.

We pay our respects to all elders past, present and emerging.

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Foreword

Our vision of *building better communities together* is the foundation stone of the 2023–2028 Corporate Plan. It underpins everything we do as a Council, ensuring our region and its communities continue to flourish.

In developing this Plan, we listened to what our community and staff wanted to see over the next five years. This provided clear direction: to preserve the relaxed Fraser Coast lifestyle while protecting our unique natural environment.

In 2024, a new Council was elected, bringing fresh perspectives and reaffirming the strategic direction set in this Plan. In May 2025, the Council endorsed a Strategic Lens to further strengthen how the Corporate Plan is applied. This amendment ensures decisions continue to align with our shared vision and guide how we prioritise, plan, and deliver into the future.

We remain committed to enhancing the region so that future generations can continue to call it home.

We will work with Council staff and the broader community to make sure we get it right—balancing our current needs with those of the future.

The Corporate Plan includes five key focus areas, shaped by what our staff and community told us matters most. Each area is supported by clear objectives, deliverables and performance measures to ensure accountability in everything we do.

Our Operational Plans and Budgets flow from this Plan, creating meaningful connections between strategy and service delivery.

We are proud to present this Plan and confident that our shared vision and strong direction will guide Council to serve the community to the very best of our ability.

Together, we will continue to ensure the Fraser Coast is a great place to visit—and an even better place to live. A place that is prosperous, resilient and connected. A place we all love to call home.

Note: This Foreword was updated in May 2025 to reflect the post-election review and amendment to the Corporate Plan.



Cr George Seymour
Mayor



Ken Diehm
Chief Executive Officer

Regional Snapshot

The Fraser Coast is continually growing and changing.

A dynamic region with a diverse economy and communities, the Fraser Coast is one of the fastest growing areas in Queensland. With pristine natural environments and a carefree lifestyle, it's no wonder over 110,000 people love to call the Fraser Coast home, and where millions love to visit.

Key statistics as at the commencement of this Corporate Plan:



438

Council owned and operated buildings and community facilities



293km

of coastline and foreshore



1,419

open space and environmental areas including reserves and parkland



2,700km

of roads and footpaths



7,105km²

total land size



112,362

population, that's 15.75 people per km²



51 years

median age



1.84 million

visitors per year



Councillors

Our Council consists of the Mayor and 10 Councillors, each representing their local division. Residents have the opportunity to elect a divisional Councillor and a Mayor every four years.

Following the 2024 local government election, a new Council was elected to serve the Fraser Coast Region.

The Mayor and Councillors elected in 2024 are:

**Cr George Seymour
Mayor**



**Cr Michelle Byrne
Division 1**



**Cr Lachlan Cosgrove
Division 6**



**Cr Phil Truscott
Division 2**



**Cr John Weiland
Division 7**



**Cr Paul Truscott
Division 3**



**Cr Denis Chapman
Division 8**



**Cr Daniel Sanderson
Division 4**



**Cr Sara Diana Faraj
Division 9**



**Cr Michelle Govers
Division 5**



**Cr Zane O'Keefe
Division 10**

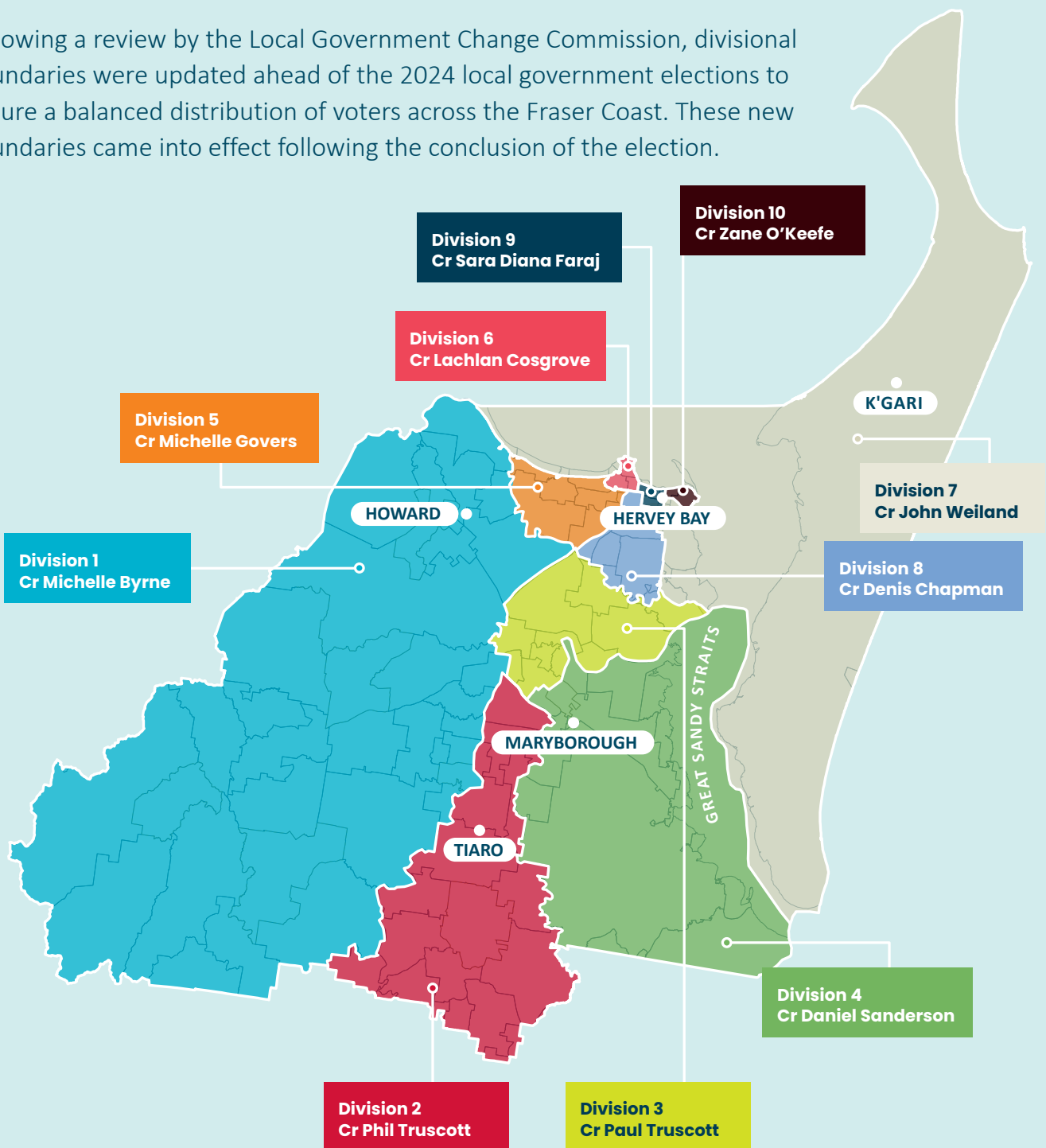


Divisions

March 2024 - current division boundaries

The Fraser Coast Regional Council is made up of 10 divisions, with each division represented by an elected Councillor. The Mayor is elected by the entire region.

Following a review by the Local Government Change Commission, divisional boundaries were updated ahead of the 2024 local government elections to ensure a balanced distribution of voters across the Fraser Coast. These new boundaries came into effect following the conclusion of the election.



Acknowledgement of outgoing Councillors 2020-2024

Fraser Coast Regional Council expresses its sincere thanks to the Councillors who served from 2020 to 2024. Their leadership and commitment to the community were instrumental in the development and original adoption of the 2023–2028 Corporate Plan.

Their work has laid strong foundations for future strategic priorities across the region.

We acknowledge the contributions of:

Cr James Hansen
Division 1



Cr Darren Everard
Division 7
2020–August 2023



Cr Jade Wellings
Division 5



Cr Jan Hegge
Division 7
September 2023–2024



Cr David Lewis
Division 6



Cr David Lee
Division 9



Divisions

March 2020–October 2023 Division Boundaries

Prior to the Change Commission review of the Fraser Coast Regional Council's divisional boundaries, the region's divisions were as follows:



Our Organisation

Fraser Coast Regional Council is proud to serve the region as we work towards building better communities together.

Our core values of trust, respect, accountability, initiative, teamwork and service drive the way in which we operate. These values, or **TRAITS**, serve to guide our Corporate Plan and to help Council achieve its goals.



TRAITS

Trust **Respect** **Accountability** **Initiative** **Teamwork** **Service**

Council has a workforce of just over 1000 staff and five functional areas that work together to serve the community.

These are:



Strategy, Community and Development



Infrastructure Services



Office of the Chief Executive Officer



Organisational Services



Water and Waste Services



Commercial Business Unit

Within the Water and Waste Services directorate exists Wide Bay Water, a commercial business unit that provides water and sewerage services to the region. Wide Bay Water is governed by an Executive Management team and Non-Executive Advisory Committee, consisting of external members and Councillors.

Services provided include management of Wide Bay Water's raw water supply schemes and its customers, water treatment and distribution, sewerage collection and treatment and effluent reuse.

Our Corporate Plan

The Corporate Plan for 2023-2028 (the Plan) is Fraser Coast Regional Council's (Council) key strategic document. It provides a clear framework to guide Council in decision making and policy directions, prioritising and delivering services, programs, projects, and facilities to the community.

The Plan has been developed by our elected members, and informed by engagement with community, key stakeholders and staff, to ensure it delivers meaningful outcomes and is clearly linked to the organisation's Annual Operational Plan and Budget.

Through the engagement undertaken to develop the 2023-2028 Corporate Plan, we have learnt that residents want the future of Fraser Coast to be balanced, protecting our unique natural environment maintaining our wonderful, relaxed lifestyle.

Residents also told us that they want the Fraser Coast to be connected and safe, a place that current and future generations are proud to call home.


These learnings have formed the basis of Council's focus areas in the Corporate Plan.

Our Strategic Lens

Following the 2024 local government election, we undertook a review of the Corporate Plan with our newly elected and returning Councillors.

As part of this review, we introduced a **strategic lens** to guide decision-making and reinforce our shared direction.

This strategic lens ensures our decisions support the overarching vision of *Building Better Communities Together*, by focusing on **Strategic Growth** and **Liveability**. This lens acts as a guiding tool, ensuring that the community thrives across generations, offering a place where older residents can age comfortably while younger people see it as a desirable place to live, work, and raise families.



The Corporate Plan sets our direction, and the Strategic Lens serves as a decision-making tool to bring this plan to life.

Introducing the Strategic Framework

To better understand how our decisions and actions are aligned with our vision, we've created a visual framework.



Unpacking the Elements:

Every decision we make has to connect back to our vision—where we want to go. But getting there isn't just about having a big goal; we need clear steps and priorities along the way.

THE STRATEGIC LENS

Helps us filter decisions through the lens of **Strategic Growth** and **Liveability**, ensuring that all actions align with the long-term vision. It provides clarity and focus, helping us prioritize what matters most and make choices that will have the greatest long-term impact.



VISION (THE WHY)

This is our big-picture goal, our purpose. It guides everything we do.

Building better communities together.



ACTION (THE WHAT)

The **Operational Plan** is where we turn strategy into reality. It's the step-by-step work that makes the vision happen.

STRATEGIC DIRECTION (THE HOW)

Our **Corporate Plan** sets out the priorities to help us achieve our vision. It's like our "wishlist" of what we need to focus on. Our Corporate Plan has been designed around the various roles that local government plays, such as:



- ✓ **Community:** Supporting residents and fostering social connections.
- ✓ **Environment:** Promoting strategic growth and maintaining natural spaces.
- ✓ **Customers:** Providing positive customer experiences and delivering quality services.
- ✓ **Organisation:** Ensuring effective leadership and transparency across all operations.
- ✓ **Staff:** Building organizational capacity and empowering staff to deliver quality services.

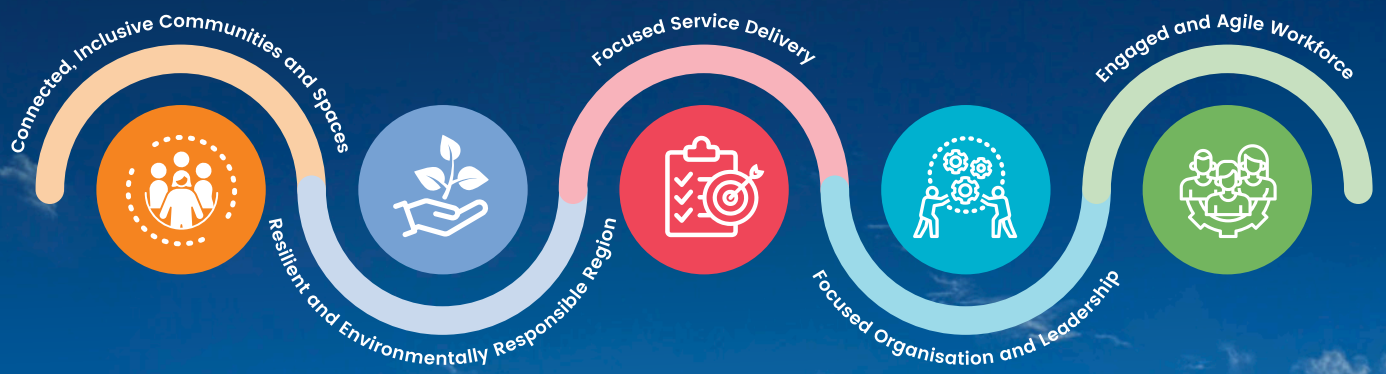
THE NON-NEGOTIABLES

There are four non-negotiables that must always be prioritized and form the foundation for all decisions:



- ✓ Financial Sustainability
- ✓ Managing and Maintaining our Assets
- ✓ Focused Service Delivery
- ✓ Planning for the future

These non-negotiables ensure that Council remains operationally effective, financially sound, and forward-thinking, all while maintaining high levels of service to the community.



The Corporate Plan Explained

Our Corporate Plan 2023-2028 is structured around five focus areas that describe our aspirations for the future of the Fraser Coast region and the Fraser Coast Regional Council. The Focus Areas are the foundation stones of Council's Corporate Plan. They indicate what Council will focus on to bring our vision to life and serve the community.

The focus areas have been developed to help council prioritise service delivery, programs and projects over the next five years. Each focus area contains key objectives which will inform Council's annual Operational Plan and Budget. These focus areas are:



For each focus area, the Corporate Plan nominates:

A STATEMENT OF INTENT

A concise and focused statement of Council's intended outcome for that focus area.

OBJECTIVES

Targeted activities or operations designed to deliver on the Corporate Plan Focus Areas.

KEY DELIVERABLES

Key actions to be taken to ensure Council is delivering on the Objectives.

PERFORMANCE INDICATORS

Important indicators that demonstrate what success looks like over the life of the plan.

TIMEFRAMES

Timeframes are indicated as annually, ongoing or within a given financial year (e.g. July 2023-June 2024).

Connected, Inclusive Communities and Spaces

STATEMENT OF INTENT

To embrace the Fraser Coast way of life and create connected communities through our places, spaces and people.

Objectives	Key Deliverables	Performance Indicators
Create vibrant community spaces to encourage community activation.	<ul style="list-style-type: none"> By 2025, develop a regional library and administration centre, including disaster resilience centre in Hervey Bay City Centre. By 2028, develop a new library facility in Maryborough City Centre. By 2028, develop a new satellite administration office in Maryborough City Centre. 	<ul style="list-style-type: none"> Achievement of key deliverables. Private sector investment and approvals in Maryborough and Hervey Bay City Centres. Council facilities visitation statistics.
Shape the region's natural and built environment to enhance the liveability of our communities and regional lifestyle.	<ul style="list-style-type: none"> By 2024, complete a parks hierarchy study to ensure equitable access to open space, parks and amenities. By 2025, advocate to secure government funding for a large multi-sports and event facility/stadium within the Fraser Coast Sports and Recreation Precinct. 	<ul style="list-style-type: none"> Service standards established for parks and open spaces. Funding acquired for Fraser Coast Sports Precinct.
Enhance connectivity to encourage healthy movement.	<ul style="list-style-type: none"> Annual completion of stages that form part of the Mary to Bay Rail Trail. Ongoing extension and connection of shared paths. 	<ul style="list-style-type: none"> Number of additional kilometres of paths constructed.
Provide inclusive cultural, sporting and recreation opportunities to encourage community participation.	<ul style="list-style-type: none"> By 2026, complete a review of community hall needs. By 2027, expand the range of sporting facilities within the Fraser Coast. By 2027, complete a performance space review and conduct a needs analysis for a Performance Theatre in Hervey Bay. 	<ul style="list-style-type: none"> Future Community and Performance spaces are planned and have been scheduled for delivery. Increase in community sporting facilities.

Resilient and Environmentally Responsible Region

STATEMENT OF INTENT

To shape a healthy future for the Fraser Coast region and create a destination for future generations to come.

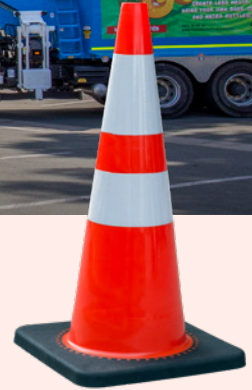


Objectives	Key Deliverables	Performance Indicators
Plan for and provide community infrastructure to support growth, connectivity and liveability.	<ul style="list-style-type: none"> • By 2024, complete a Water Demand Management Strategy to improve water security and reliability through non-infrastructure solutions. • By 2025, adopt a new Planning Scheme. • By 2025, complete the Integrated Transport Strategy in partnership with the State Government. • By 2026, implement a rolling 3 year forward design program to develop shovel ready infrastructure projects. • By 2026, finalise planning and commenced a project to improve water security and reliability through the proposed interconnection of the Hervey Bay and Maryborough Water Service Areas. 	<ul style="list-style-type: none"> • Achievement of key deliverables. • Percentage of completed designs for future works. • Water restriction frequency at or below Council's modelled water security Level of Service.
Strengthen the region's identity as a place to work, visit and do business.	<ul style="list-style-type: none"> • By 2024, develop a development concierge service to assist investors and developers to navigate the Council approval process. • By 2024, develop and progressively implement targeted investment attraction plans. 	<ul style="list-style-type: none"> • Achievement of key deliverables. • Number and value of development incentives approved. • Number of registered businesses in the Fraser Coast region.
Partner with community and industry to protect and enhance our natural environment for future generations to enjoy.	<ul style="list-style-type: none"> • By 2024, develop and progressively implement natural environment conservation strategy. • By 2027, manage our natural areas, including our biosphere, in partnership with traditional owners. • By 2028, develop and progressively implement coastal communities hazard adaption implement plans. 	<ul style="list-style-type: none"> • Achievement of key deliverables. • Agreement with Butchulla Native Title Aboriginal Corporation (BNTAC) for the management of natural areas. • Number of coastal hazard adaption plans developed and implemented.
Manage our activities in a way that reduces our environmental footprint.	<ul style="list-style-type: none"> • Annually improved landfill diversion rates and uptake in recycling. • By 2025, Council has commissioned a new Material Recovery Facility to reduce waste to landfill. • By 2025, Council has undertaken a major review of the Fraser Coast Waste and Resource Recovery Strategy. • By 2028, reduce Council's environmental footprint. 	<ul style="list-style-type: none"> • Annual reduction in Councils environmental footprint. • Reduction in the amount of waste that goes to landfill.

Focused Service Delivery

STATEMENT OF INTENT

To provide positive customer experiences, deliver services and infrastructure to meet the unique needs of our growing community.



Objectives	Key Deliverables	Performance Indicators
Focus on service delivery to promote a positive customer experience.	<ul style="list-style-type: none"> • Ongoing improvement in customer service across council services. • Reduction in customer service wait times. 	<ul style="list-style-type: none"> • Improvement in the biannual customer satisfaction and service survey. • Average customer service wait times are reduced.
Design flexible and innovative services to meet the diverse community needs.	<ul style="list-style-type: none"> • By 2025, increase the number of services offered out of normal business hours. • By 2026, implement on-line customer self-service technology. 	<ul style="list-style-type: none"> • Improvement in the biannual customer satisfaction and service survey. • Percentage of online services being utilised. • Number of services offered out of normal business hours.
Effectively manage and maintain our assets to reduce asset failure.	<ul style="list-style-type: none"> • By 2026, complete strategic asset management plans for all classes of assets. • By 2026, develop annual asset inspection programs. • Ongoing maintenance program to reduce reactive maintenance costs. 	<ul style="list-style-type: none"> • Number of unplanned failures. • Number of annual asset inspection programs developed and % implemented. • Reactive maintenance costs are reduced.
Improve our project management processes to deliver our budgeted commitments.	<ul style="list-style-type: none"> • Annual capital works programs are robust and delivered in accordance with the Operational Plan and Budget. • By 2026, implement an organisational wide Project Management Framework. 	<ul style="list-style-type: none"> • 90% of projects are delivered on time and within Budget annually. • Project Management Framework delivered.



Focused Organisation and Leadership

STATEMENT OF INTENT

To be a leader in local government, instilling confidence in the community we serve and the stakeholders we partner with.

Objectives	Key Deliverables	Performance Indicators
Grow the region through partnerships, advocacy and changemaking for the community.	<ul style="list-style-type: none"> By 2024, establish regular meetings with local State and Federal Members to improve and sustain positive working relationships and advocate on matters of importance to our region. By 2024, establish annual state and federal government delegations to advocate on matters of importance to our region. By 2024, actively engage with the higher education sector to increase presence in the region. 	<ul style="list-style-type: none"> Number of meetings held with state and federal members with clear outcomes. Number of formal delegations. Number of engagements with key stakeholders.
Ensure sound financial management to maintain our long-term financial sustainability.	<ul style="list-style-type: none"> Achieve the State government financial sustainability benchmarks annually. 	<ul style="list-style-type: none"> Achievement of long-term financial sustainability thresholds. Annual Budget is achieved.
Demonstrate good leadership, and effective and ethical decision-making to foster confidence within our community.	<ul style="list-style-type: none"> Ongoing professional development for Councillors to better equip them to fulfil their role. By 2024, complete the local law review. By 2024, complete a review of Council's range and level of services. By 2025, develop and implement a Capital Investment Prioritisation Framework. 	<ul style="list-style-type: none"> Achievement of key deliverables. Amount of Councillors professional development budget spent. Improvement in the biannual customer satisfaction and service survey.

Engaged and Agile Workforce

STATEMENT OF INTENT

To attract, engage and retain the best people, empowering our capable workforce and volunteers to serve and support our community now and into the future.

Objectives	Key Deliverables	Performance Indicators
Embed a values-based culture to enable employees and volunteers to work to the peak of their ability.	<ul style="list-style-type: none"> • Annual employee engagement survey. • Ongoing implementation of cultural improvement initiatives. 	<ul style="list-style-type: none"> • Yearly base point improvement in the employee engagement survey. • Number of cultural improvement initiatives implemented.
Become an employer of choice to attract and retain high performing people.	<ul style="list-style-type: none"> • By 2024, develop and implement a focused Skills/Professional Development Training Program for all employees. • By 2025, review and implement the Employee Value Proposition. • By 2026, implement new information technology systems to better support the activities of Council. 	<ul style="list-style-type: none"> • Employee turnover/retention. • Increased employee satisfaction. • Coast2Cloud implementation timeframes achieved. • Average recruitment time.
Improve workplace health and safety, and employee wellbeing to better support the physical and mental health of our employees.	<ul style="list-style-type: none"> • Annual Program to reduce lag and lead workplace safety indicators. • By 2025, develop and commence a program that focuses on the mental health and wellbeing of our employees. • By 2025, finalise the Work Health and Safety Strategy. • Ongoing and readily available access to Employee Assistance Programs. 	<ul style="list-style-type: none"> • Lower than industry average safety indicators. • Lower than industry average workers compensation claims. • Initiatives delivered to improve workplace safety.

Our Ongoing Commitment




Council is committed to serving the people of the Fraser Coast Region through implementing the Corporate Plan.

As part of our ongoing commitment, we will continually review and monitor the Plan through regular audits and reporting, including engagement with community, staff and key stakeholders. We will ensure all this is available to the Fraser Coast community.

We acknowledge that some events or instances outside our control may impact Council's ability to implement the Plan fully. Any instances where Council cannot implement any commitment made in the plan will be reported and provided to the community. The plan will be regularly updated to reflect changes in priorities and external factors.

Snapshot of Key Deliverables

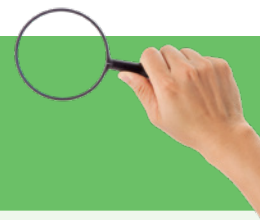
The following snapshot of key deliverables lists Council's commitment.

	 FOCUS AREA 1 Connected, Inclusive Communities and Spaces	 FOCUS AREA 2 Resilient and Environmentally Responsible Region	 FOCUS AREA 3 Focused Service Delivery
2024	<ul style="list-style-type: none"> Complete a parks hierarchy study to ensure equitable access to open space, parks and amenities. 	<ul style="list-style-type: none"> Complete a Water Demand Management Strategy to improve water security and reliability through non-infrastructure solutions. Develop a development concierge service to assist investors and developers to navigate the Council approval process. Develop and progressively implement targeted investment attraction plans. Develop and progressively implement natural environment conservation strategy. 	<ul style="list-style-type: none"> Capital works programs are robust and delivered in accordance with the Operational Plan and Budget.
2025	<ul style="list-style-type: none"> Develop a regional library and administration centre, including disaster resilience centre in Hervey Bay City Centre. Advocate to secure government funding for a large multi-sports and event facility/stadium within the Fraser Coast Sports and Recreation Precinct. 	<ul style="list-style-type: none"> Adopt a new Planning Scheme. Complete the Integrated Transport Strategy in partnership with the State Government. Council has commissioned a new Material Recovery Facility to reduce waste to landfill. Council has undertaken a major review of the Fraser Coast Waste and Resource Recovery Strategy. 	<ul style="list-style-type: none"> Increase the number of services offered out of normal business hours. Capital works programs are robust and delivered in accordance with the Operational Plan and Budget.
2026	<ul style="list-style-type: none"> Complete a review of community hall needs. 	<ul style="list-style-type: none"> Implement a rolling 3 year forward design program to develop shovel ready infrastructure projects. Finalise planning and commenced a project to improve water security and reliability through the proposed interconnection of the Hervey Bay and Maryborough Water Service Areas. 	<ul style="list-style-type: none"> Implement on-line customer self-service technology. Complete strategic asset management plans for all classes of assets. Develop annual asset inspection programs. Implement an organisational wide Project Management Framework. Capital works programs are robust and delivered in accordance with the Operational Plan and Budget.
2027	<ul style="list-style-type: none"> Expand the range of sporting facilities within the Fraser Coast. Complete a performance space review and conduct a needs analysis for a Performance Theatre in Hervey Bay. 	<ul style="list-style-type: none"> Manage our natural areas, including our biosphere, in partnership with traditional owners. 	<ul style="list-style-type: none"> Capital works programs are robust and delivered in accordance with the Operational Plan and Budget.
2028	<ul style="list-style-type: none"> Develop a new library facility in Maryborough City Centre. Develop a new satellite administration building in Maryborough City Centre. Completion of stages that form part of the Mary to Bay Rail Trail. Extension and connection of shared paths. 	<ul style="list-style-type: none"> Develop and progressively implement coastal communities hazard adaption implement plans. Reduce Council's environmental footprint. Improved landfill diversion rates and uptake in recycling. 	<ul style="list-style-type: none"> Improvement in customer service across council services. Reduction in customer service wait times. Maintenance program to reduce reactive maintenance costs. Capital works programs are robust and delivered in accordance with the Operational Plan and Budget.

FOCUS AREA 4 Focused Organisation and Leadership



FOCUS AREA 5 Engaged and Agile Workforce



2024	<ul style="list-style-type: none"> Establish regular meetings with local State and Federal Members to improve and sustain positive working relationships and advocate on matters of importance to our region. Establish annual state and federal government delegations to advocate on matters of importance to our region. Actively engage with the higher education sector to increase presence in the region. Complete the local law review. Complete a review of Council's range and level of services. Professional development for Councillors to better equip them to fulfil their role. Achieve the State government financial sustainability benchmarks. 	<ul style="list-style-type: none"> Develop and implement a focused Skills/Professional Development Training Program for all employees. Employee engagement survey. Program to reduce lag and lead workplace safety indicators.
2025	<ul style="list-style-type: none"> Develop and implement a Capital Investment Prioritisation Framework. Professional development for Councillors to better equip them to fulfil their role. Achieve the State government financial sustainability benchmarks. 	<ul style="list-style-type: none"> Review and implement the Employee Value Proposition. Develop and commence a program that focuses on the mental health and wellbeing of our employees. Finalise the Work Health and Safety Strategy. Employee engagement survey. Program to reduce lag and lead workplace safety indicators.
2026	<ul style="list-style-type: none"> Professional development for Councillors to better equip them to fulfil their role. Achieve the State government financial sustainability benchmarks. 	<ul style="list-style-type: none"> Implement new Information Technology systems to better support the activities of Council. Employee engagement survey. Program to reduce lag and lead workplace safety indicators.
2027	<ul style="list-style-type: none"> Professional development for Councillors to better equip them to fulfil their role. Achieve the State government financial sustainability benchmarks. 	<ul style="list-style-type: none"> Employee engagement survey. Program to reduce lag and lead workplace safety indicators.
2028	<ul style="list-style-type: none"> Professional development for Councillors to better equip them to fulfil their role. Achieve the State government financial sustainability benchmarks. 	<ul style="list-style-type: none"> Readily available access to Employee Assistance Programs. Employee engagement survey. Implementation of cultural improvement initiatives. Program to reduce lag and lead workplace safety indicators.



Building better communities together.

Visit frasercoast.qld.gov.au

Email enquiry@frasercoast.qld.gov.au

Call **1300 79 49 29**

