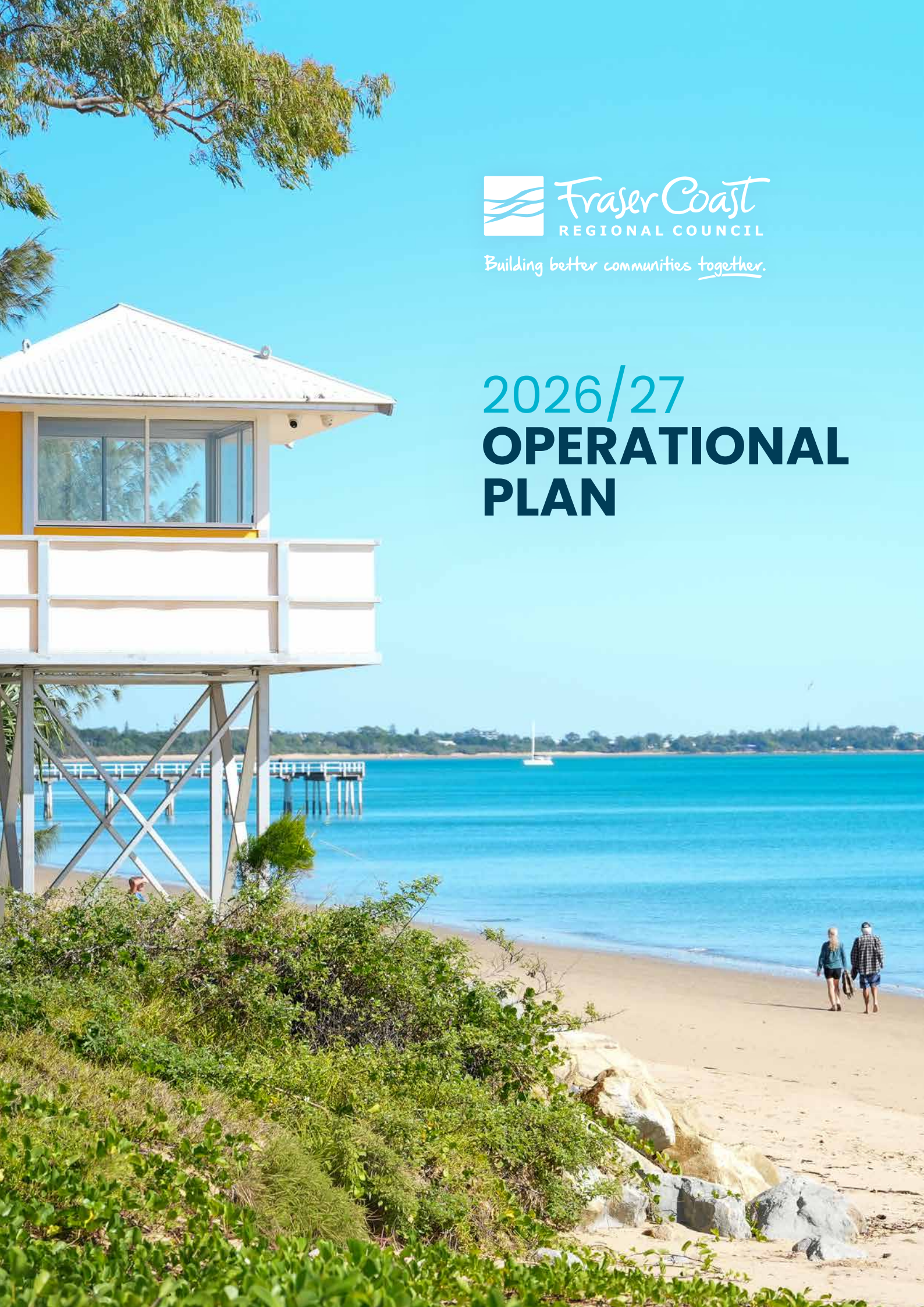




Fraser Coast  
REGIONAL COUNCIL

Building better communities together.

# 2026/27 OPERATIONAL PLAN





## 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.

# Table of Contents

|   |           |
|---|-----------|
| <b>Acknowledgement of Country</b>                         | <b>2</b>  |
| <b>Message from the Chief Executive Officer</b>           | <b>4</b>  |
| <b>Strategic Planning Framework</b>                       | <b>5</b>  |
| <b>The Operational Plan Explained</b>                     | <b>6</b>  |
| Strategic Initiatives                                     | 7         |
| Core Business Activities                                  | 7         |
| <b>Monitoring and Review</b>                              | <b>8</b>  |
| <b>Managing Operational Risk</b>                          | <b>8</b>  |
| <b>Emerging Risks</b>                                     | <b>8</b>  |
| <b>Strategic Initiatives and Core Business Activities</b> | <b>9</b>  |
| <b>Corporate Plan Focus Areas</b>                         | <b>10</b> |
| Office of the Chief Executive Officer                     | 11        |
| Organisational Services and Transformation                | 13        |
| Strategy, Community and Development                       | 19        |
| Economic Development and Advocacy                         | 25        |
| Infrastructure Services                                   | 29        |
| Water and Waste Services                                  | 35        |
| <b>Strategic Initiative Snapshot by Focus Area</b>        | <b>40</b> |

# Message from the Chief Executive Officer

Over the past year, Council has continued strengthening its focus on delivering practical outcomes for our community while building the capacity needed to support the Fraser Coast's future.

This Operational Plan reflects an organisation committed to continuous improvement, stronger alignment and delivering with purpose. As our region grows and community expectations evolve, we are strengthening the capability, systems and culture needed to respond effectively while continuing to provide the services and infrastructure our community relies on every day.

Our focus for 2026/27 is not simply on doing more. It is about improving how we plan, prioritise and deliver outcomes for our community. This means building a more responsive and sustainable organisation that is better equipped to support growth, manage increasing demand and continue delivering value for residents.

Throughout the year ahead, Council will progress significant work across areas such as water security, infrastructure planning, customer experience, digital systems, financial sustainability and organisational capability. These initiatives are designed to strengthen how we operate while ensuring we continue delivering essential services and preparing for the opportunities and challenges ahead.

Importantly, maintaining and improving service delivery remains central to our work. Strengthening our organisation is not separate from serving the community. It is what enables us to better support residents now and into the future.

This Operational Plan reinforces Council's commitment to responsible stewardship of community resources. In a challenging financial environment, we remain focused on balancing affordability with the need to invest in critical infrastructure, maintain service standards and build capacity to support the Fraser Coast's long-term future.

Behind every project, service and initiative outlined in this plan is a simple objective: creating a stronger future for the Fraser Coast and improving quality of life for current and future generations.

That means maintaining trust with our community, strengthening collaboration across the organisation and continuing to improve how we plan, prioritise and deliver outcomes.

I would like to thank our Councillors, staff, community partners and residents for their ongoing contribution and commitment to the Fraser Coast. Delivering meaningful outcomes for a growing region requires collaboration, shared responsibility and a collective belief in our future.

The year ahead presents important opportunities. By continuing to work together, we can strengthen our organisation, respond to emerging challenges and create lasting outcomes for the communities we serve.

I look forward to working alongside Councillors, staff, partners and our community as we continue building a strong, sustainable and future-focused Fraser Coast.



**Mica Martin**  
Chief Executive Officer

# Strategic Planning Framework

The **Operational Plan** is a key component of Council's strategic planning framework.

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

The 2026/27 Operational Plan details the actions Council will take in the fourth year of the 2023-2028 Corporate Plan. Council's strategic planning framework is represented in the following diagram:



# The Operational Plan Explained

The Operational Plan translates priorities from the Corporate Plan into measurable actions for the year ahead.

Capturing these activities in a single document allows Council to communicate to our community and to our employees, the priorities that will be given the most attention during that year.

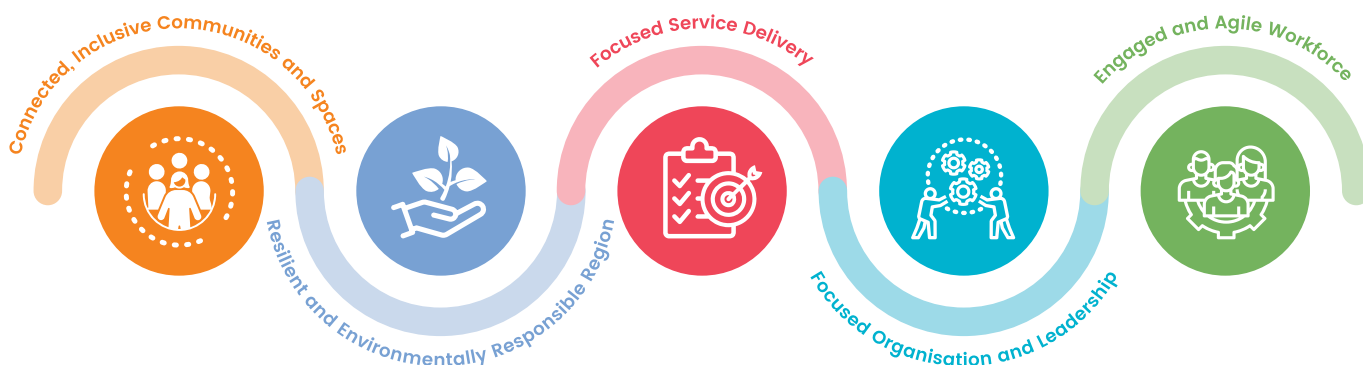
The Operational Plan must be consistent with our annual budget, state how we will manage operational risks and how we are progressing through the five-year Corporate Plan.

The Wide Bay Water Annual Performance Plan is no longer included in the Operational Plan due to recent legislative changes.

This Operational Plan has been structured around the Council Directorates and includes the Office of the Chief Executive Officer:

- **Infrastructure Services**
- **Strategy, Community and Development**
- **Organisational Services and Transformation**
- **Economic Development and Advocacy**
- **Water and Waste Services**

Each Directorate is responsible for strategic initiatives and core business services which contribute to Council's 5 Focus Areas outlined in the Corporate Plan:



## Strategic Initiatives

Our strategic initiatives are ‘special projects’ focused on delivering specific long-term objectives designed to bring the Corporate Plan Focus Areas to life. Each directorate is committed to activities which will reflect a key objective in a Focus Area with a nominated target date and responsible business unit.

Each activity is monitored through quarterly reporting and will form part of Council’s Quarterly Report.

In this Operational Plan, **strategic initiatives** are reflected like this:

| Strategic Initiative                       | Target Date |  |  |  |  |  |
|--|-------------|--|---|---|---|---|
| Implementation of Cyber Security Strategy. | June 2027   |  |  |  |  |  |

## Core Business Activities

Core business activities are the routine tasks, processes, services or ‘business as usual’ that are necessary for the ongoing function of Council.

Each directorate is responsible for core business deliverables. These are measured by internal key performance indicators (KPI) which vary between teams and are dependent on the type of business the unit undertakes.

As a result, not all business units have a reportable KPI. The reporting frequency may be monthly, quarterly or annually. Each Executive Manager and Director is responsible for capturing how our core business is tracking.

Some units do not have strategic initiatives due to the type of core business which they are responsible for. Each unit has their core business services detailed in the relevant section.

## Monitoring and Review

The Operational Plan is monitored every three months, with each Directorate responsible for reporting progress on their activities through performance reports and Council's Annual Report.

Quarterly reporting meets the requirements of section 174(3) *Local Government Regulation 2012* which requires that a written assessment of progress towards implementing the Operational Plan is presented at a Council meeting held at regular intervals of not more than three months.

## 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.

## Emerging Risks

It is the role of Councillors to drive strategic initiatives which are for the benefit of the community. These initiatives are reflected in the Corporate Plan. We know that priorities can change as issues or circumstances arise. It is important that Council can be flexible and adaptive to emerging needs.

One way that these issues can be brought to Council's attention is through a resolution to seek information or ideas about certain matters. These resolutions remain open until Council officers prepare a report back to Council with relevant information or options, and any subsequent actions are determined at a Council meeting.

# Strategic Initiatives and Core Business Activities

The Operational Plan is structured around each Directorate, starting with an overview, followed by a list of strategic activities and core business activities for each Department.



# Corporate Plan Focus Areas



## FOCUS AREA.1

- 1.1
- 1.2
- 1.3
- 1.4

### Connected, Inclusive Communities and Spaces

- Create vibrant community spaces to encourage community activation.
- Shape the region's natural and built environment to enhance the liveability of our communities and regional lifestyle.
- Enhance connectivity to encourage healthy movement.
- Provide inclusive cultural, sporting and recreation opportunities to encourage community participation.



## FOCUS AREA.2

- 2.1
- 2.2
- 2.3
- 2.4

### Resilient and Environmentally Responsible Region

- Plan for and provide community infrastructure to support growth, connectivity and liveability.
- Strengthen the region's identity as a place to work, visit and do business.
- Partner with community and industry to protect and enhance our natural environment for future generations to enjoy.
- Manage our activities in a way that reduces our environmental footprint.



## FOCUS AREA.3

- 3.1
- 3.2
- 3.3
- 3.4

### Focused Service Delivery

- Focus on service delivery to promote a positive customer experience.
- Design flexible and innovative services to meet the diverse community needs.
- Effectively manage and maintain our assets to reduce asset failure.
- Improve our project management processes to deliver our budgeted commitments.



## FOCUS AREA.4

- 4.1
- 4.2
- 4.3

### Focused Organisation and Leadership

- Grow the region through partnerships, advocacy and changemaking for the community.
- Ensure sound financial management to maintain our long-term financial sustainability.
- Demonstrate good leadership, and effective and ethical decision-making to foster confidence within our community.

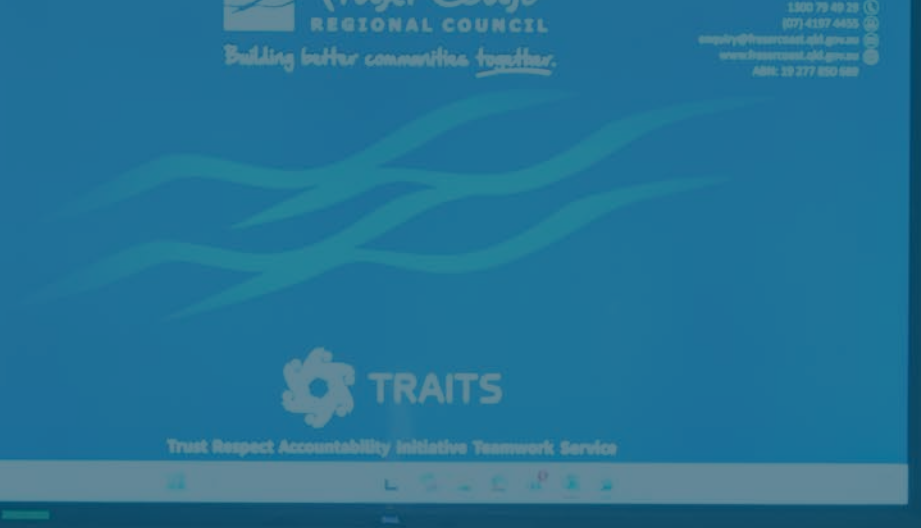


## FOCUS AREA.5

- 5.1
- 5.2
- 5.3

### Engaged and Agile Workforce

- Embed a values-based culture to enable employees and volunteers to work to the peak of their ability.
- Become an employer of choice to attract and retain high performing people.
- Improve workplace health and safety, and employee wellbeing to better support the physical and mental health of our employees.



# Office of the Chief Executive Officer









- Office of the Chief Executive Officer

# Service Profile

Our **Office of the Chief Executive Officer** team is responsible for providing leadership and direction across the organisation, including oversight of the Executive Leadership Team, the Mayor’s office, and councillor support.

In addition, the Office leads the delivery of the community hub, working collaboratively to enhance community engagement and access to services.

By supporting elected representatives and facilitating key strategic initiatives, the Office of the Chief Executive Officer drives organisational excellence and strengthens community confidence in Council operations.

| Strategic Initiative                                   | Target Date |  |  |   |  |   |
|--|-------------|---|--|---|--|---|
| Working Together Across Council- Enterprise priorities | June 2027   |   |  |   |  |  |
| Continuous Improvement Framework                       | June 2027   |   |  |  |  |   |
| Service Planning and Sustainability Project            | June 2027   |   |  |   |  |  |

## Core Business Activities

-  Enterprise governance and coordination
-  Strategic organisational alignment, and performance reporting
-  Mayor and Councillor support
-  External Stakeholder engagement

A smiling woman with blonde hair tied back, wearing a black Fraser Coast Regional Council uniform, holding a tablet. The background is a blurred office or public space.






# Organisational Services and Transformation

- Transformation, Assets and Information
- Financial Services
- Corporate Services
- People, Safety and Wellbeing

# Transformation, Assets and Information

Our **Transformation, Assets and Information** team drives organisational improvement and capacity transformation.

They are responsible for the revision of core business processes and systems; leadership of the organisational Asset Management and Project Management Frameworks; provision of Spatial and Asset management services; Coordination of Enterprise Architecture and related Governance; and provision and renewal of supporting Information Technologies.

| Strategic Initiative  | Target Date |  |  |  |  |  |
|---|-------------|---|--|--|--|--|
| Implementation of annual Transformation Program including Infrastructure Charges Tool; Operational Works system; Community Booking and Event Management system; Training; Volunteers Management; and Safety Phase 2.                          | June 2027   |   |  | ✓  |  |  |
| Implementation of Project Management Framework, including project business cases and prioritisation, life-cycle governance and benefits realisation.  | June 2027   |   |  | ✓  |  |  |
| Implementation of Year 2 of 3-year Cyber Security Strategy including cyber security maturity audit, data security classification, operational technology security uplift, and supply chain security enhancements.                             | June 2027   |   |  |  | ✓  |  |
| Implementation of IT Infrastructure for new Community Hub building, including network connections to building, and all equipment within the building including, network, UPS, audio visual and CCTV.  | August 2026 |   |  | ✓  |  |  |
| Implementation of annual Asset Management Improvement Plan activities including completion of Asset Management Plans and alignment of the Local Government Infrastructure Plan, Strategic Asset Management Plan and Long-Term Financial Plan. | June 2027   |   |  | ✓  |  |  |

## Core Business Activities

- ✓ **Business Transformation**
- ✓ **Strategic Frameworks** (Asset and Project Management)
- ✓ **Information Technology**
- ✓ **Assets and Spatial**
- ✓ **Technical Governance and Architecture**

# Financial Services

Our **Financial Services** team is responsible for the financial management of Council's budget.

This includes revenue and property rating coordination; financial compliance reporting; taxation, treasury functions, payroll, accounts payable and receivable, compilation and presentation of budget and strategic accounting obligations; management of procurement processes including contract, tendering and quotation systems; internal stores coordination and oversight of financial and debt recovery operations.

## Core Business Activities

### ✔ Financial Operations

- › Accounts Payable and Receivable
- › Payroll Services
- › Management Accounting
- › Cash Management and Investments
- › Taxation and GST
- › Operational Grants

### ✔ Financial Compliance and Reporting

- › Management and Council Reporting
- › Annual financial statements and audit program
- › Financial Assets Functions
- › Statutory returns and ABS reporting
- › Consolidated Data Returns

### ✔ Budgeting and Strategic Accounting

- › Budgeting and Long-Term Financial Plan
- › Annual Policy Review for Budget
- › Grant Reporting, Acquittals, Recognition, Annual Fees & Charges Collation
- › Strategic/Complex Modelling
- › Financial Analytics
- › Finance Business Partnering and Support

### ✔ Financial Revenue and Property Rating

- › Maintain & Manage Property Data
- › Maintain Billing Attributes
- › Issue Rates Notices
- › Financial Hardship Policy Functions
- › Debt Collection Functions
- › Rates Modelling and Policy

### ✔ Stores and Procurement

- › Procurement Policy and Compliance Tendering
- › Supplier Relationship Management
- › Contract Establishment and Management
- › Catalogue and Product Management
- › Stores Operations and Inventory
- › Purchasing Functions








### ✔ Financial Services Administration and Management

- › Financial governance and policy
- › System accounting and integrations
- › Management of Wages Oncosts
- › Leave Costs and Provisions
- › Payroll Tax and Workcover Returns

# Corporate Services

Our **Corporate Services** team provides organisational and governance support, manages Council’s commercial interests and oversees legislative compliance obligations.

This includes responsibility for customer service, commercial and community leasing; caravan park management; fleet and property services; Council meetings; mandated governance and public reporting and oversight of internal complaints, record keeping, legal liaison and information privacy.

| Strategic Initiative   | Target Date |  |  |   |  |  |
|--|-------------|---|--|---|--|--|
| Deliver Stage 1 of the City Hall rejuvenation project.           | June 2027   |   |  |  |  |  |
| Implement a Records Digitisation and Storage Transition program. | June 2027   |   |  |  |  |  |

## Core Business Activities

### ✔ Customer Service

- › Call Centre and Counter Operations
- › Records Management

### ✔ Property Works and Services

- › **Planning** – Good asset management
- › **Building** – Better built and management of assets
- › **Maintaining** – Transition from reactive to proactive maintenance of assets
- › **Responding** – To the needs of the organisation and community

### ✔ Communication, Media and Marketing

- › Communication and Campaigns
- › Graphic Design

### ✔ Internal Audit

### ✔ Fleet Management

- › Fleet Coordination
- › Vehicle Workshop
- › Replacement Program








### ✔ Governance

- › Conduct of Council Meetings
- › Right to Information and Information Privacy
- › Administrative Action Complaints
- › Leasing
- › Beachfront Tourist Parks

# People, Safety and Wellbeing

Our **People, Safety and Wellbeing** team manage the human resources relating to Council staff.

This includes being responsible for organising and delivering training opportunities; managing the Code of Conduct, our TRAITS values and culture; implementing workplace health and safety strategies and investigating incidents; coordinating rehabilitation and injury management issues; developing talent retention initiatives and managing Council's recruitment processes.

| Strategic Initiative  | Target Date |  |  |  |  |   |
|---|-------------|---|--|--|--|---|
| Development of new Safety and Wellbeing Strategy.           | June 2027   |   |  |  |  |  |
| Implementation of new People Strategy (multi-year project). | June 2027   |   |  |  |  |  |

## Core Business Activities

### ✔ Recruitment, Learning and Development

- › Recruitment
- › Induction and Onboarding
- › People Development
- › Workplace Training

### ✔ Workplace, Health and Safety

- › Employee Wellbeing
- › Rehabilitation and Injury Management
- › Safety

### ✔ Human Resources

- › Employee and Industrial Relations





# Strategy, Community and Development

- Regulatory Services
- Strategy and Sustainability
- Community and Culture
- Development

# Regulatory Services

Our **Regulatory Services** team manages the approval, investigation and enforcement of the region’s local laws and State legislation.

The team manages approvals for public place activities in addition to conducting inspections, investigations and enforcement of public health related obligations, planning and building matters, plumbing and on-site sewage infrastructure, local law compliance, animal control and animal facility management.

| Strategic Initiative   | Target Date |  |  |   |  |  |
|--|-------------|---|--|---|--|--|
| Deliver a proactive animal inspection program to improve community safety, promote responsible ownership, and strengthen compliance with animal management requirements. | June 2027   |   |  |  |  |  |



## Core Business Activities

- ✔ **Development Compliance and Plumbing Services**
  - › Planning, Plumbing and Building Compliance
  - › Plumbing and On-site Sewage
- ✔ **Community Education**
- ✔ **Public Health and Vector Control**
  - › Approvals, inspections, investigations and enforcement of public health related obligations, including commercial activities and mobile food approvals.
  - › Vector management of risk areas.
- ✔ **Animal Control and Animal Facilities Management**
  - › Management of Pound Facilities
  - › Adoption Centre
  - › Animal Compliance
  - › Local Law Enforcement and approvals
  - › Regulated Parking

# Strategy and Sustainability

Our **Strategy and Sustainability** team coordinates Council’s strategic land use and infrastructure planning for transport, stormwater, parks and community facilities, as well as Council’s strategic portfolio for natural environment, sustainability and climate resilience.

The team is responsible for overseeing the interdepartmental preparation and implementation of the Fraser Coast Planning Scheme and the Local Government Infrastructure Plan. This unit’s core business includes the development and implementation of key corporate strategies.

| Strategic Initiative   | Target Date   |  |  |  |  |  |
|--|---------------|--|---|---|---|---|
| Adopt Package 1 Amendments (and new Local Government Infrastructure Plan (LGIP)) to the Fraser Coast Planning Scheme   | December 2026 | ✓  |   |   |   |   |
| Complete Nikenbah and Dundowran Land Use and Infrastructure Investigation Project.   | December 2026 | ✓  |   |   |   |   |
| Deliver Fraser Coast Regional Council Overland Flow Model  | December 2026 |  | ✓   |   |   |   |
| Natural Environment, Sustainability and Climate Strategy drafts.   | June 2027     |  | ✓   |   |   |   |
| <b>Stage 1</b> – Hervey Bay Catchments. Develop a Community Facilities Strategy to support coordinated, sustainable and community focused delivery of facilities across the region.  | June 2027     |  | ✓   |   |   |   |
| <b>Stage 2</b> – Maryborough Catchments. Develop a Community Facilities Strategy to support coordinated, sustainable and community focused delivery of facilities across the region. | June 2027     |  | ✓   |   |   |   |

## Core Business Activities

### ✓ Strategic Land Use Planning

- › Administration of Local Heritage Register
- › Land use technical studies
- › Policy review input and population forecast analysis
- › Strategic planning support to development assessment

### ✓ Strategic Infrastructure Planning

- › Local Government Infrastructure Plan (LGIP)
- › Flood, coastal hazards, transport, drainage technical studies and scoping.
- › Development Works Planning Scheme Policy

### ✓ Sustainability

- › Strategic coordination of natural hazard, coastal adaptation, water quality, community facilities, and environmental strategies
- › Coordination of Environment and Sustainability Advisory Committee Council representation:
  - Regional Climate Resilient Alliance
  - Reef Guardian Councils

### ✓ Strategy and Governance

- › Coordination of growth-related strategy
- › Growth monitoring and population forecast analysis
- › Community engagement and education

# Community and Culture

Our **Community and Culture** team delivers accessible services for the broader community to foster development, creativity, recreation and inclusiveness.

This includes the management of libraries, museums, art galleries, and the Brolga Theatre; delivery of programs and activities to promote development, understanding and creative space for youth, seniors and vulnerable people; community development, support and engagement; management of aquatic centres and water parks.

| Strategic Initiative   | Target Date   |  |  |  |  |  |
|--|---------------|---|--|--|--|--|
| Commencement of Community and Culture Strategic Plan 2026-2032 | June 2027     |   | ✓  |  |  |  |
| Opening of the new Hervey Bay Library                          | October 2026  | ✓   |  |  |  |  |
| Review of Aquatic Centre Facilities                            | December 2026 | ✓   |  |  |  |  |
| Develop Youth Engagement Framework                             | December 2026 |   |  | ✓  |  |  |

# Community and Culture

## Core Business Activities

### ✓ Aquatic Centres

- › Safe Management of Hervey Bay and Maryborough Aquatic Centres, including:
  - Learn to swim programs
  - Aquatic Aerobic program
  - Land Aerobic program
  - Kiosk Services
  - Facility hire for Community Groups and Businesses
  - School Swimming program
  - School Carnival events
- › Safe Management of Wetside Water Park

### ✓ Community Development and Engagement

- › Empower Individuals and groups with the skills they need to effect change within the Fraser Coast
- › Promote human rights, equality, and social justice
- › Provide opportunities for the broader community to represent their thoughts, ideas and concerns to Council through engagement
- › Manage the dissemination of funding to eligible community groups
- › Apply for grant funds from other sources for Council projects and activities
- › Manage the Mary to Bay Rail Trail And Inclusive Advisory Committees
- › Deliver the 'Seniors in Focus' Program
- › Community Disaster Recovery
- › Cultural venues and programs including:
  - Manage the Brolga Theatre including working with industry partners to present diverse theatre performance program
  - Deliver inclusive exhibition and public programs at Hervey Bay Regional Gallery that create opportunities to learn, share and connect; Manage HBRG, Civic Art and Heritage Collections. Support the creative development of contemporary art across the region

- Manage Gatakers Artspace as a community arts development space through learning and participation programs.
- Disseminate funding to the community through Regional Arts Development Fund
- Deliver Fraser Coast stories through Museums - Story Bank, Bond Store; Manage Heritage Collection; Support and capacity-building of regional historical organisations

### ✓ Libraries

- › Operation of a network of five libraries plus a range of outreach activities in the community across the region, with Hervey Bay central hub and processing centre
- › Provision of physical and online resources for community use
- › Inter-library loans service for lending and return of items across Australia
- › Collection management including special and cultural collections
- › Programs and activities for all ages in house and outreach including early years literacy development, digital literacy, book clubs, chess, films, creative technologies.
- › Seed Libraries at all branches
- › Public PC, WiFi and printing at all branches
- › Information query resolution

# Development

Our **Development** team ensures the region’s compliance with the *Planning Act 2016* and related legislation.

Informed by the Fraser Coast Planning Scheme, the team is responsible for assessing and approving applications for subdivisions, building and land development, and material changes to land use. The team also manages data on PD Online and provides responses to planning and development enquiries.

| Strategic Initiative   | Target Date   |  |  |   |  |  |
|--|---------------|---|--|---|--|--|
| Undertake a review of key Development Assessment processes and identify improvements within the processes to streamline processes and increase customer outcomes and transparency.                               | October 2026  |   |  |  |  |  |
| Undertake a review of all systems that interact with the development and land use planning services and provide a clear action plan to implement best practice systems to support planning outcomes for council. | February 2027 |   |  |  |  |  |

## Core Business Activities

- ✔ **Development Assessment**
  - › Development Application Processing
  - › Land Use Assessment Services
  - › Pre-lodgment Services
  - › Plan Approval services
  - › Planning and Environment Court matters management
  - › Liquor Licensing
  - › Urban Street and address management
  - › Management of PD Online
- ✔ **Development Engineering**
  - › Operational Works Assessment and Inspections
  - › Development Application Assessment



# Economic Development and Advocacy

- Economic Development and Tourism
- Government Relations and Advocacy
- Brisbane 2032 Olympic and Paralympic Readiness
- Fraser Coast Airports Operational Management
- MSEP Operational Management

# Economic Development and Advocacy

Our **Economic Development and Advocacy** directorate provides a single, coordinated approach to driving economic growth and influence for the Fraser Coast by aligning investment attraction, economic development, government relations and advocacy.

The framework establishes a clear “front door” for investors, government and partners, strengthens Council’s ability to influence State and Commonwealth policy and funding decisions, and ensures advocacy is disciplined, evidence-based and focused on Council-endorsed priority projects. It supports delivery of Fraser Coast Futures 2036 by improving coordination, accountability and decision-making, positioning the region to compete effectively for jobs, infrastructure, investment, tourism and visitor servicing and major event opportunities while maximising long-term economic and financial outcomes for the community.

| Strategic Initiative  | Target Date    |  |  |  |  |  |
|---|----------------|--|--|--|--|--|
| Establishment of the Government Relations and Advocacy Division and development of a Government Relations and Advocacy Framework and Roadmap. | September 2026 |  |  |  |  |  |
| Deliver the organisational framework, roadmap and implementation plan to support the region’s Brisbane 2032 Olympic and Paralympic Readiness. | July 2026      |  |  |  |  |  |
| Deliver the Hervey Bay Airport Terminal Upgrade (multi-year project).   | June 2027      |  |  |  |  |  |
| Implementation of Fraser Coast Futures 2036 and establishment of the Fraser Coast Economic Alliance.  | June 2027      |  |  |  |  |  |

## Core Business Activities

### ✔ Economic Development

- › Economic Development Strategy and Implementation
- › Investment and Business Attraction
- › Business Concierge Program
- › Jobs Ready Program
- › Research and Insights
- › Commercial and Partnerships

### ✔ Event Development and Partnerships

- › Event Attraction and Development
- › Delivery of the Regional Events Strategy
- › Event Permits and Sponsorship
- › Festive Fraser Coast and Civic Decor

### ✔ Government Relations and Advocacy

- › Acts as Council's single, coordinated interface with State and Commonwealth governments on advocacy and government engagement.
- › Develops and maintains the Government Relations and Advocacy Plan, annual action plans and priority project advocacy pipeline.
- › Coordinates and prepares advocacy briefings, submissions, business cases and supporting materials for government decision-makers.
- › Supports and aligns Mayor, Councillors, CEO and ELT engagement with Ministers, MPs, departments and agencies.
- › Monitors funding opportunities, policy reform, budget windows and advocacy outcomes, while managing reputational and political risk.

### ✔ Tourism

- › Management of FCTE Funding Agreement and Governance Practices
- › Destination Development and Tourism Product Attraction
- › Aviation Attraction

### ✔ Maryborough Showgrounds and Equestrian Park

- › Manages the Maryborough Showgrounds and Equestrian Park (MSEP), including bookings, operations, asset utilisation and event readiness to maximise community and commercial use.

### ✔ Airport Operations

- › Operations Management of the Hervey Bay and Maryborough Airports
- › Safety and Compliance
- › Aviation attraction and partnerships
- › Commercial Lease Management

### ✔ Brisbane 2032 Olympic and Paralympic Readiness

- › Delivery Partner Obligations
- › Whole-of-Council Readiness Coordination
- › Governance, Risk and Reporting
- › Advocacy and Government Engagement
- › Legacy Planning and Opportunity Realisation





# Infrastructure Services

- Capital Delivery
- Infrastructure Operations
- Infrastructure Engineering
- Open Space and Environment

# Capital Delivery

Our **Capital Delivery** team is responsible for the delivery of Council’s Corporate Capital Projects, and road, bridge, stormwater and pathway capital programs.

The team provides services in project management, civil design, surveying, contract administration and program management. The Capital Delivery team is the lead for numerous projects across the region including caravan park redevelopments, major development constructions, revetment wall management and transport network upgrades.

## Key Capital Projects

Scrub Hill Road, Urraween, Upgrade (Empire Circuit to Urraween Road)

Walker Street, Maryborough, Reconstruction (Yaralla Street to Pallas Street)

Yerra Road, Yerra, Eighteen Mile Creek Bridge Reconstruction

Thinoomba Road, Thinoomba, Bridge Reconstruction

Pialba Caravan Park Redevelopment

Hervey Bay Community Hub Construction

Netherby Road, Netherby, Oakey Creek Culvert Replacement

## Core Business Activities

- ✔ **Civil Design Delivery**
- ✔ **Capital Program and Budget Management**
- ✔ **Contract delivery of Civil Infrastructure and Corporate Projects**

# Infrastructure Operations

Our **Infrastructure Operations** team is responsible for providing planned and unplanned maintenance activities to all of Council's roads, bridges, traffic facilities, stormwater network and footpaths.

The team is also responsible for coordinating Council's Disaster Management response operations during significant events and providing internal services and resources for the operational delivery of Council's related civil construction projects.

## Core Business Activities

### ✔ Operations

- › Maintain the Fraser Coast Regional Council transport network including:
  - Roads (sealed and unsealed)
  - Bridges
  - Traffic Signals
  - Car Parks
  - Footpath & Bikeways
  - Bus Stops
  - Traffic Islands
  - Line Marking
  - Road Furniture
  - K'gari access tracks in Townships
- › Maintain the Fraser Coast Regional Council Stormwater network including:
  - Kerb & Channel
  - Open Drains
  - Retention Basins
  - Gross Pollutant Traps
  - Pit and Pipe network
- › Provides an on-call service to respond to emergencies.

### ✔ Disaster Management

- › Disaster Management Preparedness
- › Disaster Recovery
- › Local Disaster Management Levy Policy

# Infrastructure Engineering

Our **Infrastructure Engineering** team is responsible for asset infrastructure management including monitoring, maintaining, planning and developing asset renewal programs for the future.

The team manages customer service enquiries for road, stormwater, waterbodies and coastal related activities including assessing heavy vehicle permits and road access or closure approvals, and coordinating the initial investigation of transport, drainage, stormwater catchment, waterbody and coastal foreshore infrastructure performance concerns.

| Strategic Initiative   | Target Date   |  |   |  |  |  |
|--|---------------|--|---|--|--|--|
| Complete the Mary River Flood Catchment Study.   | December 2026 |  | ✓ |  |  |  |
| Complete the Burrum Cherwell River Flood Study.  | December 2026 |  | ✓ |  |  |  |
| Deliver the Environmental Recovery Grant funded works.   | June 2027     |  | ✓ |  |  |  |
| Deliver TC Alfred Coastline Rehabilitation Grant Program projects: Moolyyir Creek Mouth clean up, Hervey Bay Beach Nourishment, Maaroom Beach Stabilisation Works, Poona Beach Stabilisation Works (multi-year project). | June 2027     |  | ✓ |  |  |  |

## Core Business Activities

### ✓ Engineering Services Administration

- › Governance, policy, and quality assurance
- › Customer service and internal/external coordination

### ✓ Drainage, Coastal and Catchment Management

- › Coastal and Riverine Environment Management including grants
- › Catchment and Drainage Network Management
- › Stormwater, Waterbodies and Coastal Asset Custodian
- › Asset performance monitoring and stakeholder coordination

### ✓ Roads and Transport

- › Road, Transport and Active Travel Systems Management including Grants
- › Road and Transport network Asset Custodian
- › Transport related compliance
- › Asset performance monitoring and stakeholder coordination

### ✓ Infrastructure Assets

- › Asset inspection, data management, and condition assessment
- › Development of asset management plans and policies
- › Long-term asset planning and renewal programs

# Open Space and Environment

Our **Open Space and Environment** team manages and stewards Council’s open space network in alignment with Park Strategy 2041, including parks, gardens, cemeteries, sports precincts, natural areas and reserves.

The team is responsible for the maintenance and lifecycle management of natural and built park infrastructure, delivering horticultural, arboricultural and environmental services that ensure safe, high-quality and strategically planned public spaces for the Fraser Coast community.


| Strategic Initiative  | Target Date |    |    |    |  |  |
|---|-------------|--|---|---|---|---|
| Implement a structured works management framework within the corporate Works System to deliver programmed, standardised and performance-tracked Natural Environment services. | June 2027   |  |   |  |   |   |
| Implement Priority Actions from the Park Strategy 2041.   | June 2027   |  |   |   |   |   |
| Plan and deliver a rolling capital works program for parks and open space, aligned to Park Strategy 2041 hierarchy, service levels and lifecycle renewal requirements.        | June 2027   |  |   |  |   |   |
| Develop a Public Amenities Strategy, engage with Council to seek endorsement, and use the outcomes to guide future investment in amenities across the region.                 | June 2027   |  |  |   |   |   |

## Core Business Activities

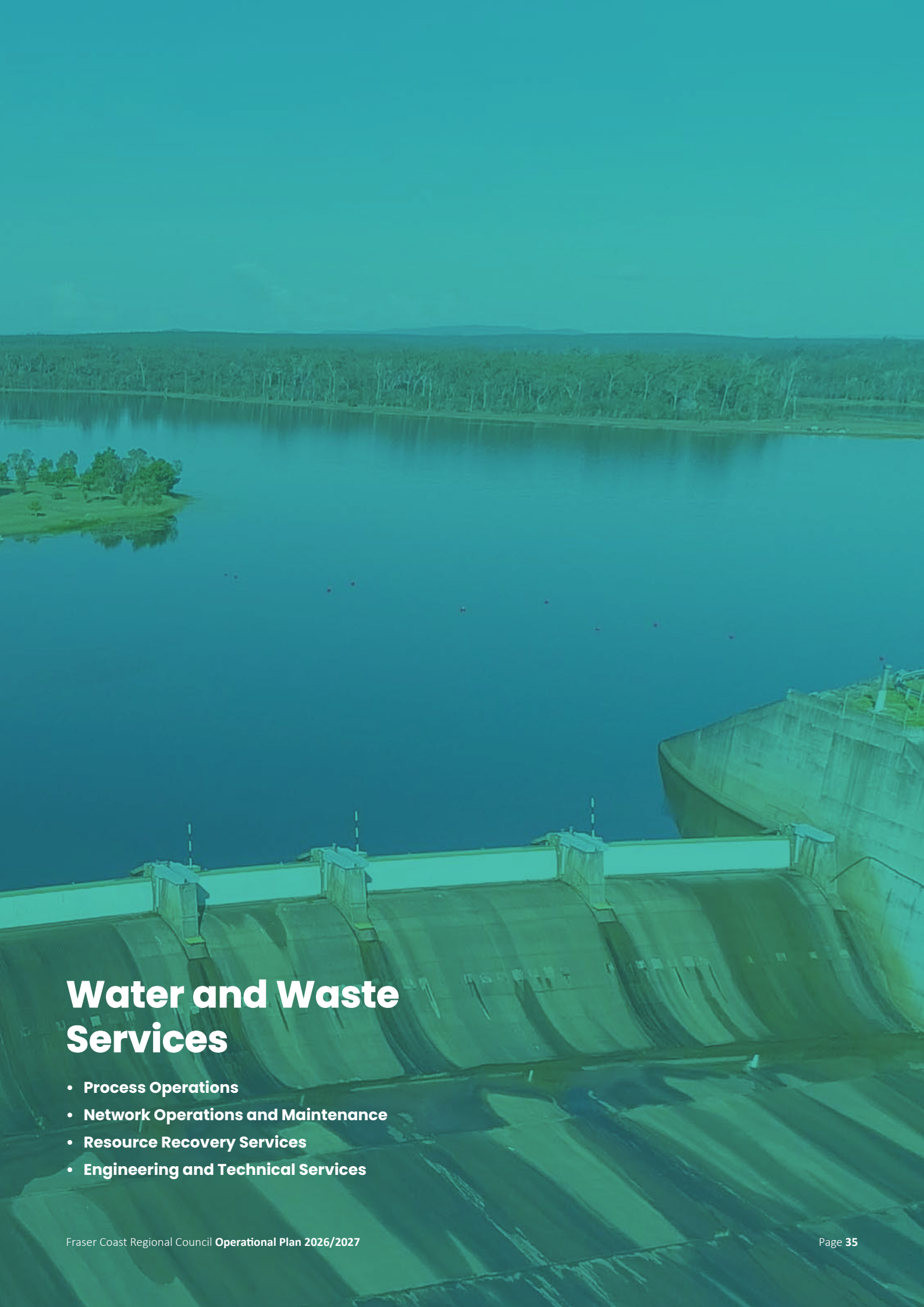
### Parks and Open Spaces

- › Arboriculture Services
- › Horticulture and Parks Infrastructure
- › Botanic Gardens
- › Tree Planting and Rehabilitation
- › Community Nursey
- › Biosecurity Compliance
- › Planning and Capital Delivery

### Education and Volunteer Management

-  Cemeteries Operations
-  Natural Environment





# Water and Waste Services

- Process Operations
- Network Operations and Maintenance
- Resource Recovery Services
- Engineering and Technical Services

# Process Operations

Our **Process Operations** team are responsible for the provision of safe drinking water, including bulk storages and dams, treatment of drinking water, and distribution through to the drinking water reservoirs.

The team also operate the regions sewage treatment plants to produce high quality recycled water that they manage through third party customers and Council owned reuse plantations. Support services that Process Operations provide include operating an accredited Scientific Services Laboratory and management and operation of the operating technology used to monitor and control water and wastewater assets and processes.

## Core Business Activities

- ✔ **Operations Technology**
  - › Management of Water and Sewerage Infrastructure
  - › Regional communication network
- ✔ **Water Dam and Weir Operations**
- ✔ **Water Treatment Operations**
- ✔ **Water Reuse Services**
  - › Bulk Water Management
  - › Forest Management
  - › Farm Management
- ✔ **Scientific Services**
- ✔ **Sewage Treatment Operations**

# Network Operations and Maintenance

Our **Network Operations** and Maintenance team are the operational area responsible for the extensive water and sewerage networks and the control rooms that coordinate customer service and works scheduling.

The team also provide planned and unplanned electrical, plumbing and mechanical maintenance to the water and waste network, undertake asset planning and maintenance, and complete regulatory reporting as well as trade waste management.

| Strategic Initiative                           | Target Date |  |   |  |  |  |
|--|-------------|---|---|--|--|--|
| Completion of scheduled Asset Management Plans | June 2027   |   |  |  |  |  |

## Core Business Activities

- ✔ **Water and Wastewater Network**
  - › Sewer Network Management
  - › Treatment Plant Operations
  - › Water Demand Management
  - › CCTV Network Management
- ✔ **Assets and Maintenance**
- ✔ **Operations Control Room**

# Resource Recovery Services

Our **Resource Recovery Services** team are responsible for improving resource recovery and waste operations across the Fraser Coast region. They manage kerbside collection contracts and administration and provide management and rehabilitation to our tip and landfill resources.

The team coordinates education and community engagement on sustainable waste practices and actively monitors and deals with illegal dumping issues. The team also delivers the K’gari Waste Strategy.

| Strategic Initiative  | Target Date |  |  |  |  |  |
|---|-------------|---|--|--|--|--|
| Development of an Organic Waste Collection Implementation Plan and Procurement Plan                   | June 2027   |   | ✓  |  |  |  |
| Review and amendment of the Nikenbah Transfer Station environmentally relevant activity (ERA) Licence | June 2027   |   | ✓  |  |  |  |






## Core Business Activities

- ✓ **Resource Recovery Services**
- ✓ **Waste Contracts and Administration**
- ✓ **K’gari Waste Strategy**
- ✓ **Waste Operations**
  - › Operation and Maintenance of Waste Facilities
  - › Waste Collection
- ✓ **Illegal Dumping**
- ✓ **Education and Community Engagement**

# Engineering and Technical Services

Our **Engineering and Technical Services** team is responsible for the planning and assessment of capital water and waste projects. The team manage bulk water and catchment supply, provide crews and resources for water and waste construction and strategically assess the regions needs for water planning. They also provide internal and external development services and ensure Council’s compliance with stringent water and waste obligations.

Given the current growth and focus on long term water security there is an acute need to prioritise a broad range of water and sewage planning studies to ensure Council is well placed to accommodate the projected growth, especially around long-term water security planning, both source and treatment.

| Strategic Initiative  | Target Date |  |  |  |  |  |
|---|-------------|--|---|---|---|---|
| Assess Wet Weather Release Options for the Hervey Bay Recycled Water Scheme                 | June 2027   |  | ✓   |   |   |   |
| Develop Sewer Network Master Plan (multi-year project)                                      | June 2027   |  | ✓   |   |   |   |
| Develop Water Network Master Plan (multi-year project)                                      | June 2027   |  | ✓   |   |   |   |
| Prepare Teddington Raw Water Pipeline Feasibility Planning Report                           | June 2027   |  | ✓   |   |   |   |
| Investigate Upgrade Pathways for Satellite Towns and Maryborough Sewage Treatment Plants    | June 2027   |  | ✓   |   |   |   |
| Investigate Upgrade Pathways for Hervey Bay Sewage Treatment Plants                         | June 2027   |  | ✓   |   |   |   |
| Complete investigation of Teddington Water Treatment Plant Upgrade Pathways                 | June 2027   |  | ✓   |   |   |   |
| Investigate Desalination as a Water Source and Develop a Business Case (multi-year project) | June 2027   |  | ✓   |   |   |   |
| Prepare Preliminary Evaluation of Indirect Potable Reuse and Mary River Options             | June 2027   |  | ✓   |   |   |   |
| Undertake Burrum Catchment Dissolved Organic Matter Study (multi-year project)              | June 2027   |  | ✓   |   |   |   |
| Review and Update Paradise Dam Preliminary Evaluation                                       | June 2027   |  | ✓   |   |   |   |

## Core Business Activities

### ✓ Infrastructure Delivery

- › Water, Sewerage and Waste Capital Delivery
- › Engineering Systems

### ✓ Planning and Environment

- › Strategic Infrastructure Planning

- › Water/Sewer Network Modelling
- › Environmental Licensing Compliance
- › Bulk Water Supply Scheme Management
- › Catchment Management

### ✓ Development Services

- › Coordination of Water and Sewage Infrastructure constructed during property development

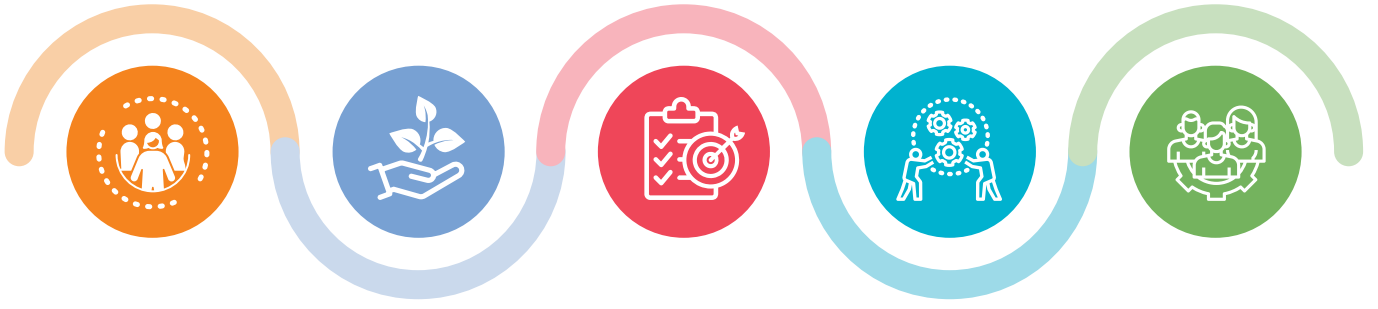
# Strategic Initiative Snapshot by Focus Area

## Connected, Inclusive Communities and Spaces

- Adopt Package 1 Amendments (and new LGIP) to the Fraser Coast Planning Scheme
- Complete Nikenbah and Dundowran Land Use and Infrastructure Investigation Project.
- Opening of the new Hervey Bay Library
- Review of Aquatic Centre Facilities
- Implement Priority Actions from the Park Strategy 2041.

## Resilient and Environmentally Responsible Region

- Deliver Fraser Coast Regional Council Overland Flow Model
- Natural Environment, Sustainability & Climate Strategy drafts.
- Develop a Community Facilities Strategy (Stage 1 – Hervey Bay Catchments; Stage 2 – Maryborough Catchments)
- Commencement of Community and Culture Strategic Plan 2026-2032
- Implementation of Fraser Coast Futures 2036 and establishment of the Fraser Coast Economic Alliance
- Complete the Mary River Flood Study
- Complete the Burrum Cherwell River Flood Study
- Deliver the Environmental Recovery Grant funded works
- Deliver TC Alfred Coastline Rehabilitation Grant Program projects.
- Develop a Public Amenities Strategy, engage with Council to seek endorsement, and use the outcomes to guide future investment in amenities across the region.
- Completion of scheduled Asset Management Plans
- Development of an Organic Waste Collection Implementation Plan and Procurement Plan
- Review and amendment of the Nikenbah Transfer Station ERA Licence
- Assess Wet Weather Release Options for the Hervey Bay Recycled Water Scheme
- Develop Sewer Network Master Plan
- Develop Water Network Master Plan
- Prepare Teddington Raw Water Pipeline Feasibility Planning Report
- Investigate Upgrade Pathways for Satellite Towns and Maryborough Sewage Treatment Plants
- Investigate Upgrade Pathways for Hervey Bay Sewage Treatment Plants
- Complete Investigation of Teddington Water Treatment Plant Upgrade Pathways
- Investigate Desalination as a Water Source and Develop a Business Case
- Prepare Preliminary Evaluation of Indirect Potable Reuse and Mary River Options
- Undertake Burrum Catchment Dissolved Organic Matter Study
- Review and Update Paradise Dam Review Preliminary Evaluation



## Focused Service Delivery

- Continuous Improvement Framework
- Implementation of annual Transformation Program.
- Implementation of Project Management Framework.
- Implementation of IT Infrastructure for new Community Hub building.
- Implementation of annual Asset Management Improvement Plan activities.
- Deliver Stage 1 of the City Hall rejuvenation project
- Implement a Records Digitisation and Storage Transition program
- Deliver a proactive animal inspection program.
- Develop Youth Engagement Framework
- Undertake a review of key Development Assessment processes and identify improvements.
- Undertake a review of all systems that interact with the development and land use planning services and provide a clear action plan
- Deliver the Hervey Bay Airport Terminal Upgrade
- Implement a structured works management framework within the corporate Works System to deliver programmed, standardised and performance-tracked Natural Environment services.
- Plan and deliver a rolling capital works program for parks and open space, aligned to Park Strategy 2041 hierarchy, service levels and lifecycle renewal requirements.

## Focused Organisation and Leadership

- Working Together Across Council- Enterprise priorities
- Service Planning and Sustainability Project
- Implementation of Year 2 of 3-year Cyber Security Strategy.
- Establishment of the Government Relations and Advocacy Division and development of a Government Relations and Advocacy Framework and Roadmap
- Deliver the organisational framework, roadmap and implementation plan to support the regions Brisbane 2032 Olympic and Paralympic Readiness

## Engaged and Agile Workforce

- Development of new Safety and Wellbeing Strategy
- Implementation of new People Strategy



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