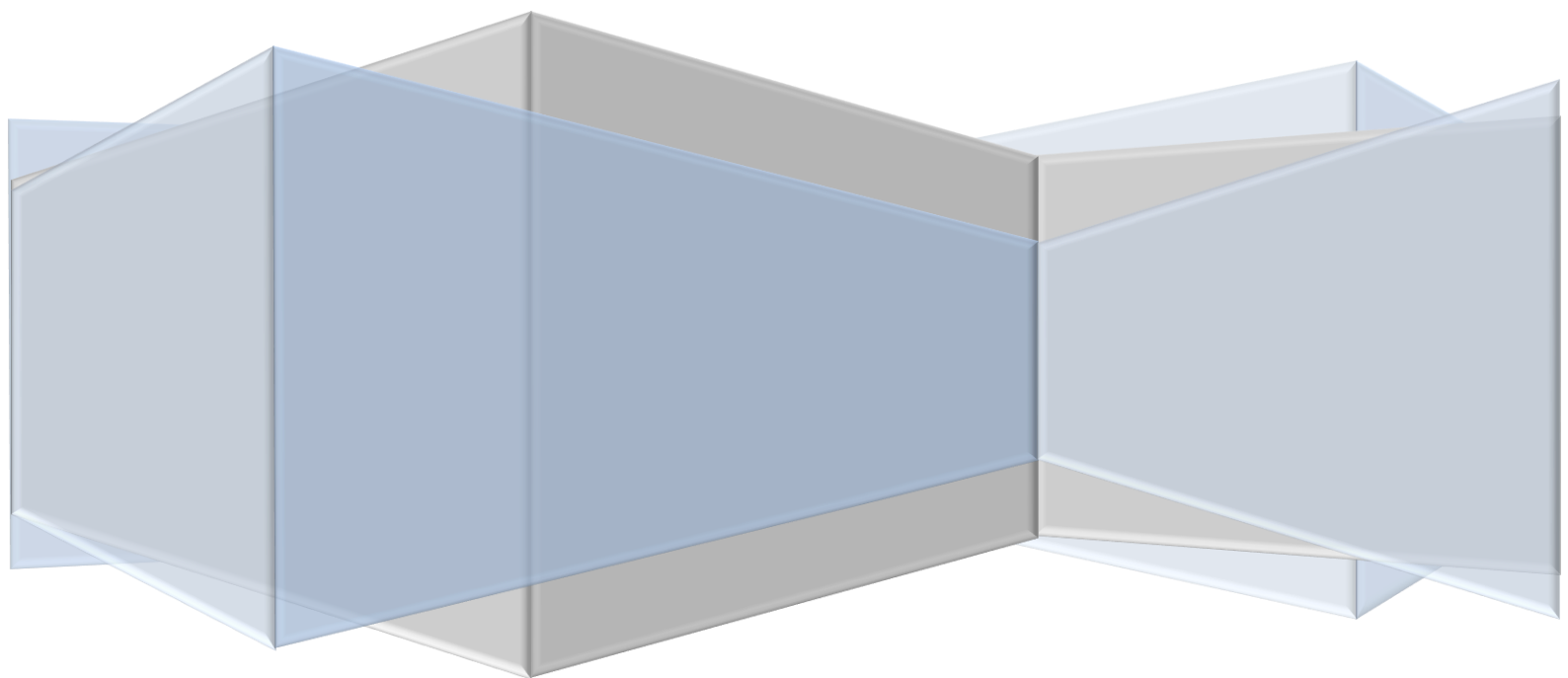




FNQROC Strategic Operational Plan 2018

Adopted 12 February 2018



Vision

- Sustainable Economic Growth and Development for Far North Queensland.

Strategic Economic Goals

- Develop resilient transport infrastructure and connectivity;
- Provide reliable and affordable water and energy;
- Respect and manage our natural assets and environment;
- Develop equitable social infrastructure;
- Provide equitable communication network.

Mission

- Advocate on behalf of, and foster cooperation and resource sharing between FNQROC members.

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Executive Summary – Operational plan 2018/19

The FNQROC Strategic Operational Plan is a long term plan aimed at contributing to the mission and strategic economic goals of FNQROC. The strategic plan will be updated annually with articulated actions for the next financial year. As has been our philosophy, while we work collaboratively councils always maintain their autonomy; member councils can always elect to not participate in regional projects.

As a summary of the operational plan key deliverables for 2018/19 include:

Deliverables	Timeline
1. FNQROC Mayoral delegations to State and Federal Governments	Annually, 2 x State, 2 x Federal
2. Submit State and Federal budget submissions	Annually
3. Continued Operations of FNQROC	Annually
4. Submission on new and changing legislation affecting the region	As required
5. Maintain currency of Strategic Opportunities document	Quarterly
6. Development of regional video to showcase the region	December 2018
7. Development of a Regional Road Investment Strategy	June 2019
8. Define the scope of social infrastructure goal for FNQROC and collect baseline data	June 2019
9. Mobile communication gaps identified	June 2019
10. Broadband black spot scope developed	June 2019
11. Full review of FNQROC development manual	Mid 2019
12. Annual FNQROC Forum	Oct/Dec Annually
13. Contract management of regional arrangements	Ongoing
14. Western Council forums	Quarterly
15. Continue existing technical committees	Ongoing
16. Implementation of FNQROC Regional Animal Management & Wildlife Stewardship Policy	June 2019
17. Develop FNQR Regional Weed Spread Prevention Network	2018 – 2021
18. Implement the Tramp Ant Response Plan	December 2019
19. Regionally consistent contract and procurement documentation	June 2019

FNQROC Strategic Operational Plan 2018 – 2022

The mission of FNQROC to “Advocate on behalf of, and foster cooperation and resource sharing between FNQROC members” is important to the region:

- The opportunities within member council areas to add to the gross state and domestic product are significant. While member councils do advocate well, our councils have a relatively low population base which can mean their voice in State and Federal government is difficult to hear. As a collective, council’s voice increases to 273,000 people covering 18% of Queensland.
- Councils have lean resources (staff, funding etc.), running lean organisations means councils don’t always have the ability to respond to proposed changes in legislation or policy; at times they aren’t even aware that there is a proposal for change which will impact them. The current world environment is changing quickly and often, we need to find a way to manage or take advantage of ‘disrupters’. FNQROC’s role is to keep our eye on these potential ‘disrupters’ and work with councils to proactively interact to ensure our voice is heard, not just from one council but from thirteen councils (17% of Queensland councils).
- Running lean organisations means councils need to be creative and work smarter. There are a significant number of identical activities that each council undertakes, for some of these activities working smarter means working together with neighbouring councils, being creative and changing the way we have traditionally undertaken these activities. The results of this benefits councils and their communities (including businesses) they represent.

Communication is a significant key to meeting our mission. FNQROC communicating to State and Federal Governments, FNQROC communicating to councils (elected members and staff) and most importantly member councils communicating to FNQROC.

To achieve our mission and strategic economic priorities there are a number of mechanisms available in the region (not limited to):

- Elected member representations to State and Federal Ministers;
- FNQROC Officer representation to State and Federal departmental staff;
- Our Advisory Committees;
- In house technical expertise;
- External technical expertise;
- Other organisations (not limited to) LGAQ, ALGA, Northern Australia Council Alliance, LGMA, RDA FNQ&TS TTNQ, Advance Cairns;
- State and Federal agency departments;
- Communication tools:
 - Agenda’s and minutes;
 - FNQROC Website including technical portals;
 - Regular e-newsletters;
 - Board and committee meetings; and
 - Face to face, email, phone etc.

The strategic operational plan presented below identifies the activities and timeframes in which FNQROC will deliver over the short and longer term utilising all mechanisms available to our region.

FNQROC (Board/Staff)

Objective	a	r	c	Deliverable	Target	Measure	Timeline	Goal link
Advocate on behalf of the region	•	•	•	FNQROC Mayor delegation to Federal Government.	2 visits to inform ministers of the priorities of the region.	Number of successful delegations.	Annually	1,2,3,4,5
	•	•	•	FNQROC Mayor delegation to State Government.	2 visits to inform ministers of the priorities of the region.	Number of successful delegations.	Annually	1,2,3,4,5
	•	•	•	Submit State and Federal government budget submissions.	1 per year to State and Federal Governments.	Number of budget submissions made.	Annually	1,2,3,4,5
	•	•	•	Submissions made on changing/new legislation which has an impact on goals/opportunities or member councils.	As required.	Number of submissions made Number of submissions missed.	Annually	1,2,3,4,5
	•	•	•	Maintain a current version of the Strategic Opportunities document.	Updated quarterly.	Document reviewed and updated.	Quarterly	1,2,3,4,5
	•	•	•	Detailed specific advocacy Strategy (engage support – consultancy/CRC) as needed.	Engage support as required for specific advocacy needs.	Detailed advocacy strategy developed when required.	As needed	1,2,3,4,5
	•	•	•	Commission the development of a video to showcase key industries and investment opportunities within the region.	Video is utilised in appropriate forums and promoted through FNQROC website.	Completion of video.	December 2018	1,2,3,4,5
Projects to assist achieving the goals	•	•	•	Develop a Regional Road Investment Strategy encompassing Heavy Vehicles network, Tourism roads and first and last mile roads.	Development of a prioritised road advocacy document for the region.	Strategy developed.	June 2019	1,2,3,4
	•	•	•	Social Infrastructure definition scoped and baseline data collected.	Definition of what social infrastructure is and isn't for the purposes of FNQROC advocacy efforts.	Social Infrastructure definition scoped and adopted by FNQROC Board.	December 2018	4
	•	•	•	Economic and community data collected and monitored.	Economic data for member councils and the region is assessed annually to identify positive outcomes and areas of concern.	Annual assessment of economic data contained within Economy id.	Annually	1,2,3,4,5
	•	•	•	Mobile communication black spot assessment undertaken on Heavy Vehicle and tourism network and LRRS Network.	Document developed to advocate for mobile black spot on priority road networks.	Assessment undertaken and gaps identified.	June 2019	4,5
	•	•	•	Broadband black spot scope developed.	Scope developed to seek quotes for broadband black spot assessment.	Scope developed.	June 2019	4,5
Support member councils	•	•	•	FNQROC Mayor delegation and or response to emergent issues.	Support member councils on emergent issues affecting the region.	Number and type of response to emergent issues.	As required	1,2,3,4,5
	•	•	•	Undertake full Development manual review.	Full review of Development manual.	Development manual reviewed and public consultation commenced.	Mid 2019	1,2,3,4,5

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Objective	a	r	c	Deliverable	Target	Measure	Timeline	Goal link
		•	•	.id training and support.	Ensure Councils are utilising the tools through adequate support and training.	Training is delivered and participation from members.	Annual	1,2,3,4,5
		•	•	Procurement – Research and development and tendering.	Opportunities for regional procurement initiatives are investigated to ascertain if there is regional benefit.	Number of initiatives put forward and investigated.	As required	1,2,3,4,5
Operations of FNQROC	•	•	•	Identify sleeper and future issues/opportunities which will have an impact on the region and bring to the attention of advisory committee/Board.	Sleeper/future issues/opportunities identified and discussed at committee/Board meetings.	The number of opportunities missed.	As required	1,2,3,4,5
	•	•	•	Facilitate relevant training opportunities of value to member councils.	Training of value to member councils is undertaken to continue professional development of staff and reduce costs of travel to locations outside the region.	Financial losses from regional training Training undertaken identified of value through actions from meetings.	As required.	1,2,3,4,5
	•	•	•	Maintaining and up skilling of FNQROC staff to ensure currency of knowledge to support member councils.	FNQROC staff to attend technically relevant and regionally beneficial meetings/workshops/seminars/conferences.	Summary report of items of interest and sharing with the region through Advisory committees and e-newsletter.	Annually and at the conclusion of each conference.	1,2,3,4,5
	•	•	•	Facilitate presentations to the FNQROC Board and Advisory Committees.	FNQROC member councils are informed on matters of relevance to the region.	Presentations to FNQROC Board and Advisory Committees.	As required	1,2,3,4,5
	•	•	•	FNQROC staff to present to key organisations and forums.	Promotion of the regional activities being undertaken to maintain and build the FNQROC Brand.	Number of presentations to external parties. Number of meetings with individual member councils.	As required	1,2,3,4,5
	•	•	•	Coordination of Board meetings.	FNQROC Board meetings are targeted and of value to member councils.	No. of FNQROC Board meetings held and quorums achieved	Bi-monthly	1,2,3,4,5
	•	•	•	Coordination of FNQRRTG meetings.	FNQRRTG meetings are targeted and meet the requirements of the Roads Alliance Guidelines.	Road Alliance Guidelines are met. At least 2 meetings per year.	Ongoing 6 monthly	1,2,3,4,5
	•	•	•	Maintain financial records.	FNQROC Financial records are kept current.	Up to date P&L and Balance Sheet included in each FNQROC Agenda. Independent Audit undertaken with no major risks identified.	Bi-monthly and October annually.	

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Objective	a	r	c	Deliverable	Target	Measure	Timeline	Goal link
				Annual Report is produced for member councils.	Annual report completed to summarise the activities undertaken by FNQROC to achieve the mission and vision for the region and present audited financial records.	Annual report adopted by FNQROC at October AGM.	October annually.	
Communication				Maintain a current FNQROC website with relevant information and resources for member councils.	To ensure the website remains current and relevant for member councils.	No. of out dated pieces of information on the website. Annual review of each page.	As required Annually	
				e-newsletter	E-news sent to subscribers to ensure those that are interested are kept informed of the activities undertaken by FNQROC.	e-newsletter released within a month of each FNQROC Board meeting	Bi-monthly	
				Attend council meetings/workshops as requested.	To enable two-way conversation with member councils on specific issues.	Number of requests for meetings not attended.	October/ December annually	
Ongoing contract management of existing regional arrangements				Facilitate meetings with relevant technical committee and suppliers.	Contract prestart meeting and minimum 1 x meeting per year.	Agenda & Meeting Minutes.	Ongoing	
				Liaise between supplier and councils to facilitate dispute resolution.	Disputes resolved in a timely and effective manner to the satisfaction of all parties.	Number of outstanding disputes unresolved.	Ongoing	
				Review & communication of changes to contract terms i.e. price increases etc.	Timely communications of relevant changes.	Emails/File Notes – Document register.	Ongoing	
				Maintain & Distribute monthly usage/volume data.	Councils have timely and accurate information on contract delivery.	Emails/Files Notes – Document register	Ongoing	
				Maintain insurance register.	Ensure all suppliers hold valid insurance in accordance with contractual requirements.	Valid Certificate of Currency – Document Register.	Ongoing	
				Undertake contract review of expiring regional contracts for either renewal or new procurement process and seek feedback from appropriate technical committee regarding existing arrangements to explore options and progress as per committee recommendations.	Ongoing contractual arrangements that meet council needs.	New and reviewed contracts are adopted to meet council needs.	Ongoing	
				Engage bitumen reseal program superintendent	To act as the regional superintendent to manage the annual bitumen reseal program.	Regional bitumen reseal program is managed between member councils and the supplier.	Annually	

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Objective	a	r	c	Deliverable	Target	Measure	Timeline	Goal link
Facilitate development of new regional procurement opportunities		•	•	Facilitate the establishment of a Project Steering Committee. Conduct appropriate market research and provide information regarding: <ul style="list-style-type: none"> • Council spend and usage • Market Analysis • Benefit Analysis 	Development and establishment of new collective arrangements that delivery benefits to individual councils.	Procurement & Contract Documents	As required	

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Advisory Committees

Western Councils Forum (FNQROC Team)

FNQROC now represents thirteen member councils which pose some difficulties in ensuring a return on investment for each member council. Our difficulties have included but are not limited to:

- The number of technical committees and meetings is placing a resource strain on a number of member councils; particularly those not located on the east coast around Cairns.
- There are diversity in issues; eastern council issues are different or at different levels to western councils. Attempting to ascertain these and work on possible new solutions is diluted through the one technical meeting for all.

We are trialling an operational split of the region into two: eastern and western. Eastern councils will continue as is with the technical committees and meetings, western councils will always be invited to be involved in these meetings and projects however the focus will be on eastern council issues/opportunities.

For western councils we are trialling a new process which will include 2 full days every 3 months to focus on the western councils (in their area). All member councils are invited to attend these forums however the focus will be on western council issues/opportunities.

The benefits of this include the ability to focus on common issues in the relative areas; lessen the burden at current technical committee meetings to ensure all 13 councils are getting a benefit; lessen the travel burden for western councils, cross pollination of ideas/learnings between the two regions.

Objective	a	r	c	Deliverable	Target	Measure	Timeline	Goal link
Enhancing management and operational capacity of local government	•	•	•	Western Councils are engaged (building and maintaining partnerships) through the forums.	4 forums per year with active sharing of knowledge, experience and building regional network.	Forums held and representation and participation.	Annual	
			•	Disseminating information to ensure timely awareness of emerging issues and opportunities.	Information is shared in a timely manner to the relevant network.	Quantitative audit as required.	As required	
Promote and support professional development amongst staff		•	•	Technical officers have opportunities to share and learn from regional peers.	Forums allow the opportunity to share or seek advice.	Quantitative audit as required on minutes of meetings.	Quarterly and at Advisory Committee meetings.	
		•	•	Identify and or facilitate regional training and skill development where appropriate.	Identifying and facilitating relevant training of benefit to the region.	Collate and report training events and attendance.	As required	
Engage external parties - LGAQ - State - Fed - other	•	•	•	Developing relationships with external parties to develop two way communications (shared knowledge and regional impact understanding)	Develop positive relationships and understanding of policy development and drivers	External parties attending forums as invited.	As required	

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Planning (Teresa Schmidt)

The FNQROC Planning Advisory Committee consists of Strategic and Development Assessment Planners from FNQROC member Councils, representatives from the Department of State Development, Manufacturing, Infrastructure and Planning (DSDMIP) and the Local Government Association of Queensland (LGAQ).

The key focus of the group is to provide a forum where the officers can discuss issues around planning legislation and state government policies, share information and resources amongst the group and ensure the timely awareness of emerging issues and opportunities. Our long term goal is to strengthen the participation and engagement within the group and the identification of opportunities to collaborate on regionally relevant projects.

Objective	a	r	c	Deliverable	Target	Measure	Timeline	Goal link
Enhancing management and operational capacity of local government	•	•	•	Technical officers are engaged (building and maintaining partnerships) through advisory committee meeting.	Four (4) meetings per year with active sharing of knowledge, experience and building regional network.	No. of meetings held and representation and participation	Quarterly	
	•	•	•	Disseminating information to ensure timely awareness of emerging issues and opportunities.	Information is shared in a timely manner to the relevant network.	Quantitative audit as required.	As required	
Promote and support professional development amongst staff	•	•	•	Technical officers have opportunities to share and learn from regional peers.	Advisory Committee meetings allow the opportunity to share or seek advice.	Quantitative audit as required on minutes of meetings.	Quarterly	
	•	•	•	Identify and or facilitate regional training and skill development where appropriate.	Advisory Committee meetings.	Collate and report training events and attendance	Annually	
Identify sleeper and future issues/opportunities which will have an impact on the region.	•	•	•	Plan/prepare responses as directed by the FNQROC Board.	FNQROC Board is aware of opportunities and risks.	Number of issues/opportunities not reported to the Board.	As required	
Advise and lead the FNQROC on policy and procedures.	•	•	•	Advisory committee direction/advice to FNQROC and FNQROC directive to Advisory Committee.	That issues/points for noting are clearly articulated to the FNQROC Board. Advisory committees address the directives or requests.	FNQROC Board are informed through the Board meetings. Directives are followed through to a resolution.	As required	
Engage external parties - LGAQ - State - Federal - Other	•	•	•	Developing relationships with external parties to develop two way communications (shared knowledge and regional impact understanding).	Develop positive relationships and understanding of policy development and drivers.	External parties attending forums as invited.	As required	
Advisory Committee specific projects	•	•	•	Assisting Councils in the development and delivery of regionally relevant projects.	Projects are undertaken that support regionally relevant outcomes.	Project is owned and implemented by councils.	As directed by FNQROC	
	•	•	•	Review Development Manual relationship with Planning Schemes.	Identify appropriate development manual review process to minimise the timeframes for adopting amendments.	Options considered and advisory committee recommendation implemented.	December 2018	

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Economic Development (including cross regional events) (Teresa Schmidt)

The FNQROC Regional Economic Development Advisory Committee consists primarily of Economic Development Officers from member Councils, representatives from the Department of State Development, Manufacturing, Infrastructure and Planning (DSDMIP), Tourism Tropical North Queensland (TTNQ), Regional Development Australia Far North Queensland & Torres Strait (RDA FNQ&TS) and Advance Cairns.

The primary purpose of the group is to provide a forum where the officers can discuss issues and share information about programs and projects in participating councils and to ensure the timely awareness of emerging issues and opportunities.

The FNQROC Cross Regional Events Advisory Committee was initially established to develop the FNQROC Best Practice Guidelines for events in the FNQ region and to implement the FNQROC Policy No. 7 – Funding of Cross Regional Events. The Advisory Committee consists of Events Officers from member Councils. The role of FNQROC is to facilitate meetings on an as needs basis to discuss events that cross more than two local government boundaries and opportunities for a collaborative approach to sponsorship requests between the group. To assist in sharing of information and building relationships between the officers an initial meeting will be held at the start of each calendar year for the group to share information on events planned within the region, identify opportunities to leverage off events and garner information on major events that are being supported by TTNQ.

Objective	a	r	c	Deliverable	Target	Measure	Timeline	Goal link
Enhancing management and operational capacity of local government	•	•	•	Technical officers are engaged (building and maintaining partnerships) through advisory committee meeting.	Four (4) meetings per year with active sharing of knowledge, experience and building regional network.	Representation and participation.	Quarterly	
	•	•	•	Disseminating information to ensure timely awareness of emerging issues and opportunities.	Information is shared in a timely manner to the relevant network.	Quantitative audit as required.	As required	
Promote and support professional development amongst staff		•	•	Technical officers have opportunities to share and learn from regional peers.	Advisory Committee meetings allow the opportunity to share or seek advice.	Quantitative audit as required on minutes of meetings.	Quarterly	
		•	•	Identify and or facilitate regional training and skill development where appropriate.	Advisory Committee meetings.	Collate and report training events and attendance.	Annually	
Identify sleeper and future issues/opportunities which will have an impact on the region.	•	•	•	Plan/prepare responses as directed by the FNQROC Board.	FNQROC Board is aware of opportunities and risks.	Number of issues/opportunities not reported to the Board.	As required	
Advise and lead the FNQROC on policy and procedures.	•	•	•	Advisory committee direction/advice to FNQROC and FNQROC directive to Advisory Committee.	That issues/points for noting are clearly articulated to the FNQROC Board. Advisory committees address the directives or requests.	FNQROC Board are informed through the Board meetings. Directives are followed through to a resolution.	As required	
Engage external parties - LGAQ - State - Fed - other	•	•	•	Developing relationships with external parties to develop two way communications (shared knowledge and regional impact understanding).	Develop positive relationships and understanding of policy development and drivers.	External parties attending forums as invited.	As required	
Advisory Committee specific projects		•	•	Assisting councils in the development and delivery of regionally relevant projects.	Projects are undertaken that support regionally relevant outcomes.	Project is owned and implemented by councils.	As directed by FNQROC	

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Natural Asset Management and Sustainability (Travis Sydes)

The Natural Asset Management Committee (NAMAC) is comprised of technical officers who coordinate biosecurity and natural areas management along with representatives from key partners, Biosecurity Queensland and Regional Natural Resource Management (NRM) groups. The key areas of focus for the committee include biosecurity (pests and weeds), wildlife and biodiversity, fire, natural areas/reserves, climate adaptation and response, water quality and coastal/marine management. Other external partners, agencies and research bodies are engaged by the NAMAC on an as needs/project basis. The committee is guided by a regional strategy and a range of supporting documents and guidelines. The NAMAC and member councils execute their legislative responsibilities under the Biosecurity Act 2014 through Local Government Area Biosecurity Plans.

Established partnerships with external agencies and players occur across the local, regional and state scale and are key enablers to local government's strategic and operational capacity. More recently the importance of internal local government alignments, efficiencies and operational/strategic partnerships has come to light as key areas for investment.

Whilst the region has a well-established capacity in the development and delivery of biosecurity management we have identified shortfalls in the development natural areas planning and delivery which incorporates natural assets, landscape and systems repair, wildlife management and stewardship, water quality and climate adaptation.

Local governments have typically always worked in a community education, awareness and compliance space but emerging skill and capacity gaps in this rapidly changing space highlight transition from a 'doer' to a facilitator and agent of community engagement and social change. This is highlighted in the development of the Board direction to pursue a regional policy to animal management and wildlife stewardship.

Objective	a	r	c	Deliverable	Target	Measure	Timeline	Goal link
Enhancing management and operational capacity of local government	•	•	•	Technical officers are engaged (building and maintaining partnerships) through advisory committee meeting.	4 number of meetings per year with active sharing of knowledge, experience and building regional network.	Number of meetings held and representation and participation.	Quarterly	3
	•	•	•	Disseminating information to ensure timely awareness of emerging issues and opportunities.	Information is shared in a timely manner to the relevant network.	Quantitative audit as required.	As required	3
Promote and support professional development amongst staff		•	•	Technical officers have opportunities to share and learn from regional peers.	Advisory Committee meetings allow the opportunity to share or seek advice.	Quantitative audit as required on minutes of meetings.	Quarterly	3
		•	•	Identify and or facilitate regional training and skill development where appropriate.	Advisory Committee meetings.	Collate and report training events and attendance.	Annually	3
Identify sleeper and future issues/opportunities which will have an impact on the region.	•	•	•	Plan/prepare responses as directed by the FNQROC Board.	FNQROC Board is aware of opportunities and risks.	Number of issues/opportunities not reported to the Board.	As required	3
Advise and lead the FNQROC on policy and procedures.	•	•	•	Advisory committee direction/advice to FNQROC and FNQROC directive to Advisory Committee.	That issues/points for noting are clearly articulated to the FNQROC Board. Advisory committees address the directives or requests.	FNQROC Board is informed through the Board meetings. Directives are followed through to a resolution.	As required	3

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Objective	a	r	c	Deliverable	Target	Measure	Timeline	Goal link
Engage external parties - LGAQ - State - Fed - other	•	•	•	Developing relationships with external parties to develop two way communications (shared knowledge and regional impact understanding).	Develop positive relationships and understanding of policy development and drivers.	External parties attending forums as invited.	As required	3
Advisory Committee specific projects		•	•	Assisting councils in the development and delivery of regionally relevant projects.	Projects are undertaken that support regionally relevant outcomes.	Project is owned and implemented by councils.	As directed by FNQROC	3
	•	•	•	Implement FNQROC Regional Animal Management and Wildlife Stewardship Policy.	<p><u>Internal:</u> Workshop planning elements with regional planner's , natural asset & local law committees/ groups to identify key issues and solutions.</p> <p><u>External:</u> Develop MOA with state for delivery</p> <p><u>Community:</u> Review policy applications within Customer Requests systems</p> <p>Develop community self-help/ awareness package</p> <p>Liaise/ consult with relevant local/regional stakeholders</p> <p><u>Monitoring and Evaluation:</u> Establish M&E framework to track implementation.</p>	<p>Issues and solutions identified.</p> <p>Key consultations and engagement conducted.</p> <p>Key products to implement policy delivered.</p> <p>Identify projects for investment to FNQROC Board.</p> <p>Key agreements/ partnerships with State Depts. Established</p> <p>Community self-help awareness package is developed and is available for councils to use internally to respond to customer requests and for community education</p> <p>Key indicators established.</p>	<p>December 2018</p> <p>December 2018</p> <p>June 2019</p> <p>December 2019</p> <p>December 2019</p> <p>June 2019</p> <p>December 2018</p>	3
				Adopt a natural assets planning and implementation approach across councils i.e. Our Natural Assets. FNQROC regional natural asset management strategic framework.	Expand regional biosecurity plan (pest management plan) to incorporate natural assets.	<p>Framework established and adopted by FNQROC.</p> <p>Individual councils establish natural asset management plans.</p>	5 years	3
	•	•	•	Develop FNQ Regional Weed Spread Prevention Network as a strategic approach for investment in weed spread and biosecurity risk management measures.	<p>Measuring, monitoring and evaluation.</p> <p>Risk analysis and assessment- current and future risk.</p> <p>Assess current capacity to mitigate risk.</p>	<p>Key indicators established and are monitored.</p> <p>Current and future risks identified</p> <p>Capacity to mitigate risk in the region is identified</p>	<p>2018/19 – 20/21 (3 years)</p> <p>December 2019</p> <p>December 2019</p>	3

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Objective	a	r	c	Deliverable	Target	Measure	Timeline	Goal link
					Conduct gap analysis (knowledge, capacity, tools).	Gap analysis completed.	June 2019 – June 2020	
					Develop a regional investment blue print.	Incorporate relevant elements into council biosecurity plans	December 2020	
						Identify projects for investment to FNQROC Board	December 2020	
	•	•	•	Address local government biosecurity research investment priorities by: <ul style="list-style-type: none"> Participating in the operations of the Land Protection Fund Co-investment (State Oversight Group), and Build and maintain partnerships with research agencies. 	Identify and table relevant research projects and partnerships and ensure FNQROC councils are comprehensively represented.	Number of successful projects and partnerships. Representation of FNQROC councils with the State Oversight Group (SOG). Representation of regional needs and perspectives in state and national investment programs.	Ongoing	3
		•	•	Implement the Regional Tramp Ant Response Plan.	Maintain of sentinel sites network through annual surveys. Identify gaps and risks to local government and develop a rapid response protocol (from tramp ant detection) developed for operational staff and education purposes. Conduct annual Yellow Crazy Ant (YCA) taskforce. Participate in YCA stakeholder reference group.	Number of sentinel site surveys completed annually. Key gaps and risks to local government identified. Awareness, accreditation and training materials provided to relevant areas of operation. Completed annual YCA taskforce. Number of stakeholder reference group meetings attended.	Ongoing (sentinel sites) December 2018 December 2019 Annually Annually (on going)	3
Support partnership approaches, skills and expertise	•	•		Councils continue collaboration and partnerships in regional taskforce operations and disaster response through the FNQROC Resource sharing in joint operations MOU.	FNQROC support host councils in the delivery of 1 (minimum) taskforce operation per year. Disaster response as required.	Number of regional taskforces undertaken. Regional response following natural disaster.	Ongoing	3

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Regional Road and Transport Group – Technical Committee (Lachlan Rankine)

The Roads and Transport Alliance (the Alliance) is a cooperative governance arrangement between the LGAQ on behalf of local governments, and the Department of Transport and Main Roads. The alliance was established in 2002 to create a more collaborative and coordinated approach to road management and investment and it aligns with the Partners in Government Agreement between LGAQ and the Qld Government. The Alliance vision is “an integrated road and transport system which helps grow the Queensland and national economy through strategic regional collaboration and decision-making across all levels of government.”¹

The Alliance members (Regional Road and Transport Groups) may address any road or transport related issue involving TMR and councils. The main delivery focus of the Alliance is in the development and improvement of regionally significant transport infrastructure, and to improve the knowledge, decision making and capability of its members.²

Currently, the most significant limitation to the development of sustainable economic growth within the region is reliable and resilient transport infrastructure. Resilient transport infrastructure to ensure connectivity across the region is essential if FNQ is to have sustainable economic growth and development. Resilient transport infrastructure is expected to support a diversity of road users from agriculture and the resource industries to a growing tourism industry. The state of our roads is a major safety concern impacting on industry and tourism development.

It is essential to approach investment into our transport infrastructure in an effective, planned, cost effective way. In the coming year, the key tenants of achievement will centre on building collaborative relationships, improving our planning thoroughness, whilst ensuring effective and integrated planning and investment across all levels of government. To achieve this, the following objectives are planned:

Objective	a	r	c	Deliverable	Target	Measure	Timeline	Goal link
Enhancing management and operational capacity of local government	•	•	•	Technical officers are engaged (building and maintaining partnerships) through advisory committee meeting.	6 meetings per year with active sharing of knowledge, experience and building regional network.	No. of meetings held and representation and participation.	Bi-monthly	1
	•	•	•	Disseminating information to ensure timely awareness of emerging issues and opportunities.	Information is shared in a timely manner to the relevant network.	Quantitative audit as required.	As required	1
Promote and support professional development amongst staff		•	•	Technical officers have opportunities to share and learn from regional peers.	Advisory Committee meetings allow the opportunity to share or seek advice.	Quantitative audit as required on minutes of meetings.	Annual	1
		•	•	Identify and or facilitate regional training and skill development where appropriate.	Advisory Committee meetings.	Collate and report training events and attendance.	Annual	1
Identify sleeper and future issues/opportunities which will have an impact on the region.	•	•	•	Plan/prepare responses as directed by the FNQROC Board.	FNQROC Board is aware of opportunities and risks.	Number of issues/issues/opportunities not reported to the Board.	As required	
Advise and lead the FNQROC on policy and procedures.			•	Advisory committee direction/advice to FNQROC/FNQRRTG and FNQROC/FNQRRTG directive to Advisory Committee.	That issues/points for noting are clearly articulated to the FNQROC/FNQRRTG Board. Advisory committees address the directives or requests.	FNQROC/FNQRRTG Board are informed through the Board meetings Directives are followed through to a resolution.	As required	1

¹ Road Alliance Operational Guidelines 2016

² Road Alliance Operational Guidelines 2016

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r = Resource Sharing
c = Cooperation

Objective	a	r	c	Deliverable	Target	Measure	Timeline	Goal link
Engage external parties - LGAQ - State - Fed - other	•	•	•	Developing relationships with external parties to develop two way communications (shared knowledge and regional impact understanding).	Develop positive relationships and understanding of policy development and drivers.	External parties attending forums as invited.	As required	1
Advisory Committee specific projects		•	•	Assisting councils in the development and delivery of regionally relevant projects.	Projects are undertaken that support regionally relevant outcomes.	Project is owned and implemented by councils.	As directed by FNQROC/RRTG	1
		•	•	Develop annual FNQRRTG Capability Agreement and Action Plan.	Develop and implement annual FNQRRTG Capability Agreement and Action Plan.	Adoption of Plan by FNQ RRTG. Actions associated with Asset Management, Program development, Safety, and Joint Purchasing and Resource Sharing are completed.	30 June annually	1
			•	Management of 4 year works program.	The prioritised program is managed to ensure 100% of TIDS is allocated and expended each year.	100% Expenditure.	Annual	1
		•	•	Completion and implementation of Project Prioritisation Tool (PPT).	To have a product that undertakes a mature assessment and regional prioritisation of road projects.	Tool is owned and utilised by Councils for new project submissions.	October 2018	1
	•	•	•	Development of a Regional Investment Strategy.	A regional investment strategy is developed and substantiated for heavy vehicle roads, tourism roads and first and last mile roads.	Strategy completed, guiding future advocacy and investment decisions.	June 2019	1

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Regional Waste (Recycling) (Lachlan Rankine)

Due to large geographical area, and highly varying topography, Far North Queensland faces a unique set of challenges in delivering cost effective and sustainable waste services. The regional issue of transport, for both primary waste product, and the subsequent transportation of product to secondary market customers, in conjunction with the significant legislative difficulty (and cost) in developing new infrastructure places councils in a difficult position in which to be able to provide viable waste disposal and recovery facilities.

There is an obvious need to reduce the environmental impact of municipalities and the reduction of landfill bound waste, which develops the need to consider alternative strategies for recycle and re-use of products in a different way. The ARCADIS report and recommendations will assist in guiding this. To commence this investigation the following objectives are planned:

Objective	a	r	c	Deliverable	Target	Measure	Timeline	Goal link
Enhancing management and operational capacity of local government	•	•	•	Technical officers are engaged (building and maintaining partnerships) through advisory committee meeting.	4 meetings per year with active sharing of knowledge, experience and building regional network	No. of meetings held and representation and participation	Quarterly	3
	•	•	•	Disseminating information to ensure timely awareness of emerging issues and opportunities.	Information is shared in a timely manner to the relevant network.	Quantitative audit as required.	As required	3
Promote and support professional development amongst staff		•	•	Technical officers have opportunities to share and learn from regional peers.	Advisory Committee meetings allow the opportunity to share or seek advice.	Quantitative audit as required on minutes of meetings.	Quarterly	3
		•	•	Identify and or facilitate regional training and skill development where appropriate.	Advisory Committee meetings.	Collate and report training events and attendance.	Annual	3
Identify sleeper and future issues/opportunities which will have an impact on the region.	•	•	•	Plan/prepare responses as directed by the FNQROC Board.	FNQROC Board is aware of opportunities and risks.	Number of issues/opportunities not reported to the Board.	As required	3
Advise and lead the FNQROC on policy and procedures.	•	•	•	Advisory committee direction/advice to FNQROC and FNQROC directive to Advisory Committee.	That issues/points for noting are clearly articulated to the FNQROC Board. Advisory committees address the directives or requests.	FNQROC Board is informed through the Board meetings. Directives are followed through to a resolution.	As required	3
Engage external parties - LGAQ - State - Fed - other	•	•	•	Developing relationships with external parties to develop two way communications (shared knowledge and regional impact understanding).	Develop positive relationships and understanding of policy development and drivers.	External parties attending forums as invited.	As required	3
Advisory Committee specific projects		•	•	Assisting councils in the development and delivery of regionally relevant projects.	Projects are undertaken that support regionally relevant outcomes.	Project is owned and implemented by councils.	As directed by FNQROC	3

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Objective	a	r	c	Deliverable	Target	Measure	Timeline	Goal link
				Regionally consistent waste data schema.	Development of a regionally consistent waste data schema will allow the region to collect and analyse regionally aligned information in which to inform proposals/recommendations.	Waste Data Schema is developed and supported by the Advisory Committee	June 2019	3
				Monitor the implementation of the State Container Refund Scheme	Monitor the regional impact of the Container Refund Scheme implementation to identify both opportunities and risks to member councils.	Risks and opportunities identified and discussed at Advisory Committee meetings. (meeting minutes)	Ongoing	3

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Regional Water Alliance (Lachlan Rankine)

On the back of an AEC report investigating potential Collaborative mechanisms for FNQ Urban Water services the FNQROC Board resolved (10 February 2014) that it noted the conclusion of the first stage, would continue with the status quo and continue collaborative effort to improve the four key areas of: Strategic Asset Management, Regional Demand and Supply Assessment, Legislative requirements, and Full Price Costing. Since this time the group ebbed and flowed. Regionally we have undertaken a regional workshop (October 2016) to identify priorities and a regional audit of our Drinking Water Quality Management Plans in which we received regional recommendations from Viridus and developed and implemented a regional contract for the beneficial reuse of Biosolids. In addition to this there is the licencing subcommittee working with the department to try and resolve legacy issues with licencing requirements.

Historically, experience has demonstrated that a collaborative approach can provide significant benefits both on an operational level, through knowledge, and expertise sharing, and improved economies of scale through procurement, and indirectly via proactive and consistent advocacy efforts with State Government agencies and other stakeholders. After a hiatus, it is now time to refocus and re-scope the water alliance to focus on those issues which are regional and of a real priority to member councils.

Objective	a	r	c	Deliverable	Target	Measure	Timeline	Goal link
Enhancing management and operational capacity of local government	•	•	•	Technical officers are engaged (building and maintaining partnerships) through advisory committee meeting.	4 meetings per year with active sharing of knowledge, experience and building regional network.	No. of meetings held and representation and participation.	Quarterly	2,3
	•	•	•	Disseminating information to ensure timely awareness of emerging issues and opportunities.	Information is shared in a timely manner to the relevant network.	Quantitative audit as required.	Annual	2,3
Promote and support professional development amongst staff		•	•	Technical officers have opportunities to share and learn from regional peers.	Advisory Committee meetings allow the opportunity to share or seek advice.	Quantitative audit as required on minutes of meetings.	Quarterly	2,3
		•	•	Identify and or facilitate regional training and skill development where appropriate.	Advisory Committee meetings.	Collate and report training events and attendance.	Annual	2,3
Identify sleeper and future issues/opportunities which will have an impact on the region.	•	•	•	Plan/prepare responses as directed by the FNQROC Board.	FNQROC Board is aware of opportunities and risks.	Number of issues/opportunities not reported to the Board	As required	2,3
Advise and lead the FNQROC on policy and procedures.	•	•	•	Advisory committee direction/advice to FNQROC and FNQROC directive to Advisory Committee.	That issues/points for noting are clearly articulated to the FNQROC Board. Advisory committees address the directives or requests.	FNQROC Board is informed through the Board meetings. Directives are followed through to a resolution.	As required	2,3
Engage external parties - LGAQ - State - Fed - other	•	•	•	Developing relationships with external parties to develop two way communications (shared knowledge and regional impact understanding).	Develop positive relationships and understanding of policy development and drivers.	External parties attending forums as invited.	As required	2,3
Advisory Committee specific projects		•	•	Assisting councils in the development and delivery of regionally relevant projects.	Projects are undertaken that support regionally relevant outcomes.	Project is owned and implemented by councils.	As directed by FNQROC	2,3

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Objective	a	r	c	Deliverable	Target	Measure	Timeline	Goal link
	•	•	•	Reform and re-scope Advisory Committee.	Review projects and proposed actions to date from: <ul style="list-style-type: none"> - AEC report - October 2016 Workshop - Drinking Water Quality Management Plan Audit – regional recommendations to refocus the Advisory Committee on those recommendations that will make a difference to member councils and where technical officers have the ability/drive to implement.	Priorities are identified, agreed and project plan developed.	August 2018	2,3

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Regional Asset Management (Lachlan Rankine)

The FNQROC Regional asset management group was originally established to develop a Regional Asset Management Strategy in 2006 (later reviewed in 2009). Since this time the group has worked on a number of projects such as the benchmarking tool for useful life and residual values. This committee has ebbed and flowed as each council develops asset management processes within their council. It was seen that there was benefit to continue to meet with the intent to share knowledge and experience held within the region to enable councils to more effectively manage, and improve their Asset Management capabilities. The benefits of which can be found in improvements to Councils' Asset Management Framework and processes, and ultimate, long term financial sustainability.

Whilst councils work individually to provide best practise asset management, common challenges faced by all councils provide opportunity for further collaboration to provide benefit to all members. To extend on these areas of benefit, the following objectives are planned.

Objective	a	r	c	Deliverable	Target	Measure	Timeline	Goal link
Enhancing management and operational capacity of local government	•	•	•	Technical officers are engaged (building and maintaining partnerships) through advisory committee meeting.	2 meetings (+2 Teleconferences when workflow requires) per year with active sharing of knowledge, experience and building regional network.	No. of meetings held and representation and participation.	Quarterly	
	•	•	•	Disseminating information to ensure timely awareness of emerging issues and opportunities.	Information is shared in a timely manner to the relevant network.	Quantitative audit as required.	As required	
Promote and support professional development amongst staff		•	•	Technical officers have opportunities to share and learn from regional peers.	Advisory Committee meetings allow the opportunity to share or seek advice.	Quantitative audit as required on minutes of meetings.	Quarterly	
		•	•	Identify and or facilitate regional training and skill development where appropriate.	Advisory Committee meetings.	Collate and report training events and attendance.	Annual	
Identify sleeper and future issues/opportunities which will have an impact on the region.	•	•	•	Plan/prepare responses as directed by the FNQROC Board.	FNQROC Board is aware of opportunities and risks.	Number of issues/opportunities not reported to the Board.	As required	
Advise and lead the FNQROC on policy and procedures.	•	•	•	Advisory committee direction/advice to FNQROC and FNQROC directive to Advisory Committee.	That issues/points for noting are clearly articulated to the FNQROC Board. Advisory committees address the directives or requests.	FNQROC Board are informed through the Board meetings Directives are followed through to a resolution.	As required	
Engage external parties - LGAQ - State - Fed - other	•	•	•	Developing relationships with external parties to develop two way communications (shared knowledge and regional impact understanding).	Develop positive relationships and understanding of policy development and drivers.	External parties attending forums as invited.	As required	
Advisory Committee specific projects		•	•	Assisting councils in the development and delivery of regionally relevant projects.	Projects are undertaken that support regionally relevant outcomes.	Project is owned and implemented by councils.	As directed by FNQROC	

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Procurement (Amanda Hancock)

Procurement involves the process of finding, agreeing terms and acquiring goods, services or works from an external source, often via tendering or obtaining quotes. Procurement is concerned with acquiring (procuring) all of the goods, services and work that is vital to local government. It is estimated that procurement spend across our region in 2014/2015 was approximately \$525mil.

While Councils closely monitor opportunities to save money, with a coordinated approach there is a prospect of achieving many more outcomes for communities by realising the economic, environmental and social benefits of procurement. The stimulation and support of local economies and the use of local suppliers is important to all Councils and there is an opportunity to build on this. Better understanding of regional supplier capability and a greater emphasis on developing competitive local markets could stimulate economic development across the region. Value for money is a key priority but it is a broader concept than simply price paid.

A focus on the development of both procurement capability and capacity across the region is a key enabler of this vision. The development of procurement planning tools and industry engagement strategies supported by robust and consistent data will also support this. Standardised documentation and automated processes offer the opportunity to improve the efficiency of the procurement process and the sharing of information and knowledge which will all contribute to the delivery of a procurement service across our region.

Where are we now?

- Inconsistent documentation and processes across the region resulting in a lack of efficiency and duplication of effort for both councils and suppliers;
- Some over-reliance on manual processes which lack transparency and increase risk;
- Councils at varying levels of procurement maturity across the region, little or no dedicated procurement resourcing in some councils;
- Knowledge and information needs of procurement function not sufficiently defined or captured resulting in opportunities for savings and efficiency gains being lost;
- Opportunities for collaboration, shared services or outsourcing not easily identifiable.

Where do we want to be?

- Consistent documentation and processes in use across the region which minimise risk and maximise efficiency;
- Excellent employee and supplier engagement;
- Appropriate training and development program in place which is well-utilised with outcomes measured;
- Knowledge and information needs of Procurement function are defined and well met;
- Procurement spend achieving multiple outcomes i.e. stimulate local employment opportunities, provide opportunities for disadvantaged communities, address place based disadvantage, address workforce skills shortage, improve ATSI/youth unemployment;
- Opportunities for collaboration clearly identified and appropriate prioritisation process in place.

Objective	a	r	c	Deliverable	Target	Measure	Timeline	Goal link
Enhancing management and operational capacity of local government	•	•	•	Technical officers are engaged (building and maintaining partnerships) through advisory committee meeting.	4 meetings per year with active sharing of knowledge, experience and building regional network.	No. of meetings held and representation and participation.	Quarterly	
	•	•	•	Disseminating information to ensure timely awareness of emerging issues and opportunities.	Information is shared in a timely manner to the relevant network.	Quantitative audit as required.	As required	
Promote and support professional development amongst staff		•	•	Technical officers have opportunities to share and learn from regional peers.	Advisory Committee meetings allow the opportunity to share or seek advice.	Quantitative audit as required on minutes of meetings.	Quarterly	
		•	•	Identify and or facilitate regional training and skill development where appropriate.	Advisory Committee meetings.	Collate and report training events and attendance.	Annually	
Identify sleeper and future issues/opportunities which will have an	•	•	•	Plan/prepare responses as directed by the FNQROC Board.	FNQROC Board is aware of opportunities and risks.	Number of issues/opportunities no reported to the Board.	As required	

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Objective	a	r	c	Deliverable	Target	Measure	Timeline	Goal link
impact on the region.								
Advise and lead the FNQROC on policy and procedures.	•	•	•	Advisory committee direction/advice to FNQROC and FNQROC directive to Advisory Committee.	That issues/points for noting are clearly articulated to the FNQROC Board. Advisory committees address the directives or requests.	FNQROC Board are informed through the Board meetings Directives are followed through to a resolution.	As required	
Engage external parties - LGAQ - State - Fed - Suppliers - Other	•	•	•	Developing relationships with external parties to develop two way communications (shared knowledge and regional impact understanding).	Develop positive relationships and understanding of policy development and drivers.	External parties attending forums as invited.	As required	
Advisory Committee specific projects		•	•	Assisting councils in the development and delivery of regionally relevant projects.	Projects are undertaken that support regionally relevant outcomes.	Project is owned and implemented by councils.	As directed by FNQROC	
Minimise procurement risk and maximise efficiency for Councils and industry.		•	•	Development of regionally consistent contract and procurement documentation.	Development and implementation of regionally consistent contract and procurement documentation which will benefit both councils and industry. Develop the provision of, and access to, consistent procurement data across all councils.	Documents are completed and are utilised by member councils.	2018/2019	
		•	•	Development of regionally consistent Request for Quote platform.	Development of a request for quote platform to provide: <ul style="list-style-type: none"> consistency for suppliers (quote the same way for each councils); Consistency of data for regional analytics; Reduces fraud opportunities (transparency) . 	Investigate opportunity and development of discussion paper for direction forward. Identify opportunities for savings efficiencies, collaboration, shared services or outsourcing.	2019/2020	
		•	•	Development and implementation of regionally consistent Request for Tender platform.	Development of a tender platform to provide: <ul style="list-style-type: none"> consistency for suppliers (quote the same way for each councils); Consistency of data for regional analytics; Reduces fraud opportunities (transparency) particularly for those still on a manual process. 	Investigate opportunity and development of discussion paper for direction forward. Identify opportunities for savings efficiencies, collaboration, shared services or outsourcing.	2021/2022	
		•	•	Regional Supplier Registration & Prequalification.	Develop a regional supplier registration and prequalification process to provide: <ul style="list-style-type: none"> Consistency and reduction in processes for suppliers; All suppliers for the region in one place – essentially panel for region; Central management of insurance and quality management framework reducing risk for councils. Develop the provision of, and access to, consistent procurement data across all councils. 	Investigate opportunity and development of discussion paper for direction forward. Identify opportunities for savings efficiencies, collaboration, shared services or outsourcing.	2021/2022	

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Objective	a	r	c	Deliverable	Target	Measure	Timeline	Goal link
Maximise Triple Bottom Line procurement benefits – Economic, Social and Environmental	•	•	•	Development and implementation of a regional sustainability policy incorporating triple bottom line benefits into the procurement process.	Maximise procurement outcomes to the region.		2023 onwards	
Development of competitive local markets to stimulate economic development	•	•	•	Regional market gap analysis.	<p>Identify regional suppliers and supply chains and understand local supplier’s capability and capacity.</p> <p>Undertake gap analysis, identifying development opportunities.</p> <p>Link with councils economic development strategies.</p> <p>Establish and implement ways to determine and evaluate economic value of contract awards to local economy.</p>		2023 onwards	

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FNQROC Organisational Chart 2018

