

FNQROC – Information Guide

Councils working together on agreed regional positions and priorities.



March 2016

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Abbreviations

CEO	Chief Executive Officer
CSIRO	Commonwealth Scientific and Industrial Research Organisation
DAF	Department of Agriculture and Fisheries
DILGP	Department of Infrastructure, Local Government and Planning
DEHP	Department of Environment and Heritage Protection
DTMR	Department of Transport and Main Roads
FNQ	Far North Queensland
FNQ2031	Statutory Regional Plan for Far North Queensland
FNQPAF	Far North Queensland Pest Advisory Forum
FNQROC	Far North Queensland Regional Organisation of Councils
FNQRRTG	Far North Queensland Regional Road and Transport Group
GBRMPA	Great Barrier Reef Marine Park Authority
IBAPF	Interactive Biodiversity Assessment Planning Framework
JP&RS	Joint Purchasing and Resource Sharing
LG	Local Government
LGAQ	Local Government Association of Queensland
LRRS	Local Roads of Regional Significance
MRF	Material Recovery Facility
MOA	Memorandum of Agreement
MOU	Memorandum of Understanding
NAMAC	Natural Asset Management Advisory Committee (FNQROC)
NBN	National Broadband Network
NRM	Natural Resource Management
QAO	Queensland Audit Office
QPWS	Queensland Parks and Wildlife Service
Q-WRAP	Queensland Water Regional Alliance Project
RTAPT	Roads and Transport Alliance Project Team
RMPC	Road Maintenance Performance Contract
RA	Roads Alliance
ROC	Regional Organisation of Councils
RPAC	Regional Plan Advisory Committee
SEQ	South East Queensland
TC	Technical Committee
WTMA	Wet Tropics Management Authority
WTWHA	Wet Tropics World Heritage Area

Introduction to FNQROC from the Executive Officer

Over the past 20 years, member Councils of the Far North Queensland Regional Organisation of Councils (FNQROC) have worked together for the betterment of the region and subsequently their respective Council areas.

The FNQROC board (Mayors and CEO's) and the FNQ Regional Road and Transport Group (FNQRRTG) board (traditionally Mayors) currently meet every two months. A Chair for each group is elected annually in August/September.

It has always been FNQROC's commitment to member Councils not to 'empire build' the organisation, and to ensure an appropriate cost benefit ratio is maintained. A recent review identified a direct regional cost benefit of \$24.31 for every \$1 invested in FNQROC.

FNQROC currently employs 5 full time equivalent (FTE) personnel to manage our programs. Current funding is provided by member councils, Roads Alliance, Dept. of Energy and Water supply (via LGAQ), and Dept. Environment and Heritage Protection.

FNQROC membership consisted of the following Councils:

Cairns Regional Council	Hinchinbrook Shire Council
Cassowary Coast Regional Council	Mareeba Shire Council
Cook Shire Council	Tablelands Regional Council
Croydon Shire Council	Yarrabah Aboriginal Shire Council
Douglas Shire Council	Wujal Wujal Aboriginal Shire Council

The following key documents guide FNQROC as an organisation. They can be found on our [website](#) ¹:

- FNQROC Charter
- FNQROC Operational Guidelines
- Strategic Directions 2012 – 2017
- Annual Reports
- FNQROC Policy No. 4 – FNQROC Communication Strategy
- FNQROC Policy No. 5 – Sustainability
- FNQROC Policy No. 7 – Funding of Cross Regional Events
- FNQROC Policy No. 8 – FNQROC Advocacy
- FNQROC Policy No. 9 – Issuing of Letters of Support

For the most part, FNQROC is publically recognised for the Regional Development Manual which guides all civil engineering within the region. However, FNQROC is much more than this. I would like to think that FNQROC is the silent partner to many actions occurring within Councils.

¹ www.fngroc.qld.gov.au/fngroc/about-fngroc

FNQROC focusses on both strategic and associated operational actions. The Board had decided to focus its attentions on three key areas, but it is also important not to lose sight of those issues which may quickly rise in importance through changing legislation or economic impacts. The three key areas include:

- The infrastructure renewal gap;
- Natural Disaster Recovery Relief Arrangements, and
- Managing our environment.

Economic activity rated highly however it is acknowledged that the FNQROC board should actively support our peak organisations focussed on this portfolio.

We are a small core group strongly supported by the expertise held within Councils to develop and deliver initiatives and savings to member Councils.

As an organisation one of the routine roles we have is to provide letters of support. We don't do this lightly and we ensure we can link the support back to regional priorities.

At its core, FNQROC supports Councils on issues where Council boundaries are superfluous or where working collaboratively aides in reducing costs and increasing outcomes for individual Councils. All of these programs compliment Councils' Long Term Corporate and Operational Plans. Any elected member can raise an issue to be discussed at the Board level; we only need to understand the issue to be addressed and why it is important for the region.

A list of technical and sub committees are listed within the organisational chart on the next page.

I look forward to working with the new FNQROC member Councils and their Mayors to further lift our advocacy efforts with the State and Federal Governments which can be supported by our experienced operational technical committees.

As always, myself and the FNQROC staff are here should you have any queries. You also may wish to view our website - www.fnqroc.qld.gov.au - which provides a central point for regional data and information including our agendas and minutes. I look forward to working with the new and returning Mayors and Councillors within the region over the next term.



Darlene Irvine
Executive Officer

History and Growth of FNQROC

1980's FNQROC forms as a result of Heritage Listing of the Wet Tropics Slow organisational growth to meet needs of Member Councils

- 2001 - FNQROC Executive Officer
- 2004 - Regional Natural Asset Management Coordinator
- 2008 - Part time Administration Support
- 2010 - Part time Regional Planning Coordinator
- 2011 - Regional Procurement Coordinator
- 2013 - Regional Infrastructure Project Coordinator
- 2015 - Office and Project Coordinator

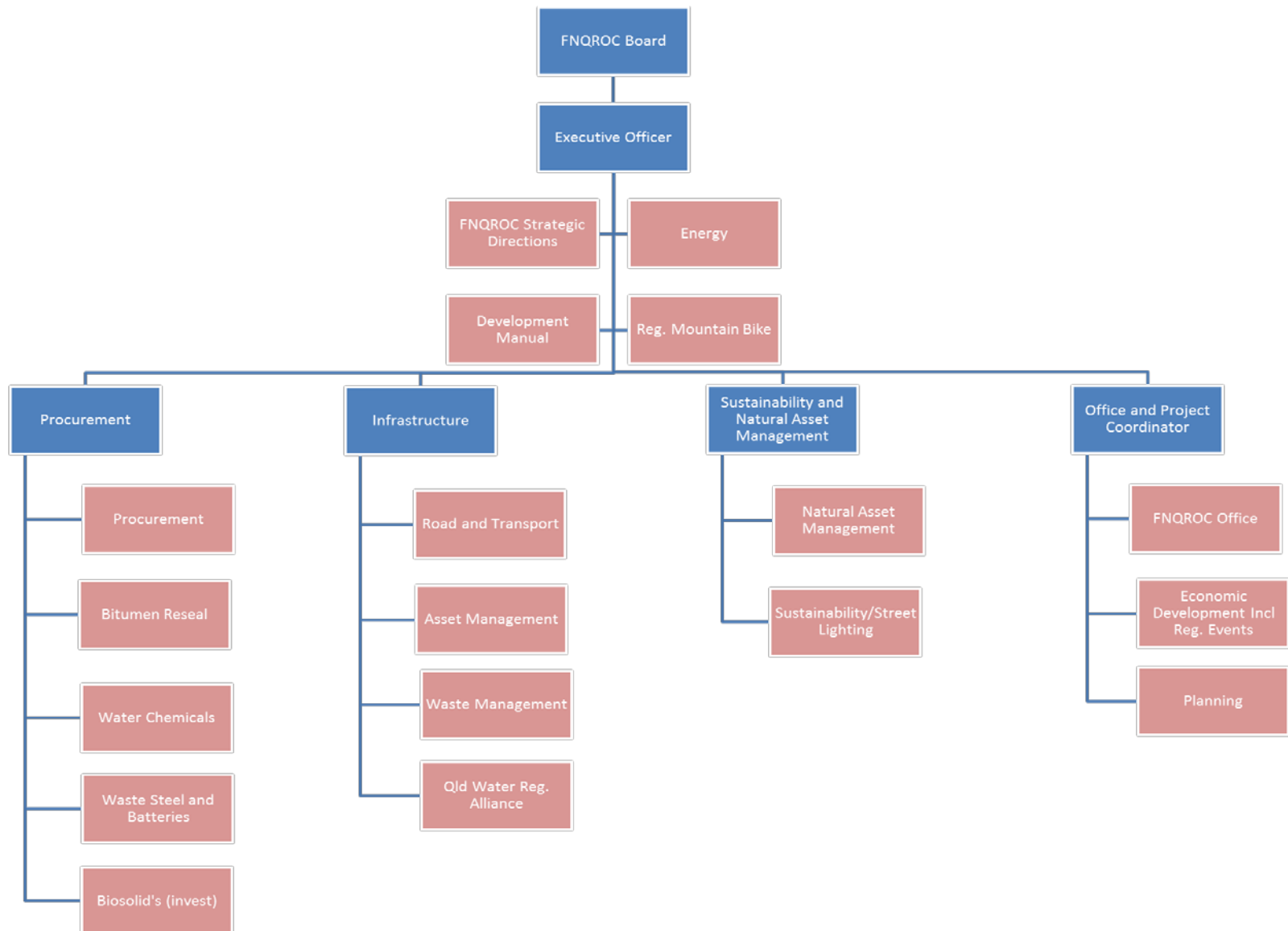
Technical Committees

- FNQ Regional Pest Management Group (operated under own steam pre 2001)
- 2002 - Regional Waste Management Group
- 2003 - Regional Development Manual
- 2003 - FNQ Regional Road and Transport Group
- 2006 - Regional Planners Group
- 2007 - Regional Asset Management Group
- 2010 - Regional Sustainability Group
- 2010 - Regional Procurement Group
- 2012 - Qld Regional Water Alliance Group
- 2013 - FNQROC Cross Regional Events Group
- 2014 - Regional Economic Development
- 2011 - Water Chemical Sub group
- 2012 - Bitumen Reseal Sub Group
- 2014 - Waste Steel and Batteries Sub Group
- 2015 - Biosolids

Strategic Directions/Contracts

- 2001 - Strategic and Business Plan Developed
- 2001 - Response to FNQ2010
- 2002 - Regional Pest Management Strategy (superseded 2010)
- 2003 - Regional Waste Management Strategy
- 2004 - Regional Development Manual (superseded - version 6 current)
- 2006 - Regional Weed Spread Prevention Strategy
- 2007 - Regional Asset Management System and Strategy (superseded 2009)
- 2007 - FNQ 2031
- 2007 - Disaster Management Weed Spread Prevention Code of Practice
- 2008 - Cross Regional Hymenachne Management Strategy
- 2008 - Regional Cities for Climate Protection Action Plan
- 2008 - Focus on FNQ 2031
- 2008 - Regional Weed Spread Prevention Strategy (2008-2010)
- 2009 - Regional Pest Taskforce commences
- 2009 - Regional Biodiversity Priority Mapping
- 2009 - Adaptive Management Plan for Pond Apple in FNQ
- 2009 - Alternative Business Models for Managing our Road Network
- 2010 - Regional Asset Management System and Strategy
- 2010 - Levels of Service Templates for Asset Management
- 2010 - Community Pest and Weeds Portal (no longer operational)
- 2010 - Initiated TNQ Regional Economic Plan
- 2010 - Natural Area Restoration Design Guide and Spec (Draft)
- 2010 - Regional Procurement initiated
- 2010 - Regional Pest Management Strategy (2010-2015)
- 2010 - Regional Resource Sharing in Joint Operations (Natural Asset Management) (superseded 2014)
- 2011 - FNQROC NBN Submission
- 2011 - Independent Review of FNQROC
- 2011 - Regional Greenhouse Gas Inventory & Mitigation Action Plan
- 2012 - FNQROC Strategic Direction 2012 - 2017
- 2012 - Regional Sodium Hypo and Liquid Alum Contract
- 2013 - Regional Bitumen Reseal Contract
- 2014 - Best Practice Guidelines for events in the FNQ Region
- 2014 - Alternative Mechanisms to manage our urban water services
- 2015 - Procurement MOA
- 2015 - Regional Scrap Steel and Battery Contract
- 2015 - TNQ Regional Mountain Bike Strategy

FNQROC Organisational Structure 2016



FNQROC Projects and programs in detail

Natural Asset Management

Introduction

The Regional Natural Asset Management Coordinator role is involved in many projects and initiatives across the region as well as representing your interests within local, regional, state and national advisory structures. The key projects and advisory structures are summarised below.

The role represents the interests of Local Governments across operations related to the natural environment including pests and weeds, landscape repair and restoration, biodiversity management and water quality. The role of the Coordinator is one of representation, advocacy, strategic planning, facilitation, technical support, and communication. Collaborative projects are delivered either within an individual council or at a regional scale. Often a key concept is developed within a single council then used as a template for the rest of our members. An example of this is the delivery of a region-wide pest management planning framework which was developed in collaboration with technical officers of Cairns Regional Council and has since been adopted region-wide. The approach provides for locally distinct but regionally consistent planning tools which provide an economy of scale to councils and communicate a consistent and easily understood message to landholders and partners. Developing and maintaining partnerships and collaborations which add value and create efficiencies to Local Government operations in managing natural assets is a key deliverable.

The Natural Asset Management Advisory Committee (NAMAC) guides the technical aspects of the role. The NAMAC consists of representatives from member Councils, NRM Groups and DAF and so reflects the memorandum of understanding entered into by the State Government (DAF), Natural Resource Management groups (RGC) and Local Government (LGAQ) at a regional level. The committee meets quarterly on a rotational basis hosted by each Local Government in turn.

Where possible the NAMAC coincides with the FNQ Pest Advisory Forum (FNQPAF) which communicates the latest in management, science and policy to the NAMAC and the community.



A taskforce team assembled in Mossman during a collaborative operation between CRC and QPWS in 2013

In 2009 local governments of Far North Queensland began development of an MOU outlining a collaborative approach for delivering regional resource sharing in joint operations referred to as taskforces. The agreement was specific to the management of natural assets in both disaster response and regionally significant issues like invasive species. Taskforces enable the sharing of technical skills and operational resources in joint operations of regional significance. The host council provides for the logistics and partner councils (and more importantly other organisations from indigenous rangers, to NRM groups and State departments) contribute the workforce. Since its adoption by the FNQROC Board in 2009, the taskforce

concept has seen all up around \$500,000 exchanged in-kind between councils which (with preparation and organisation included) equates to almost 1,000 person days committed. On average the taskforce operations deliver a return of 6.6:1 on every dollar invested by the host council. This does not include operational efficiency or site based benefits.

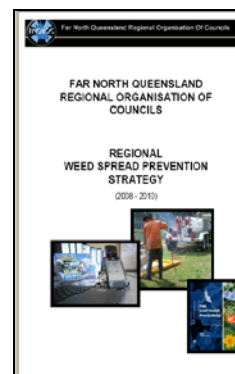
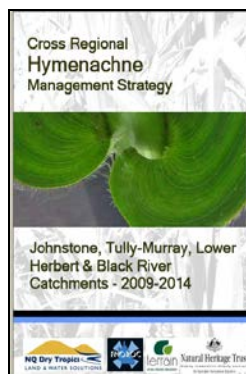
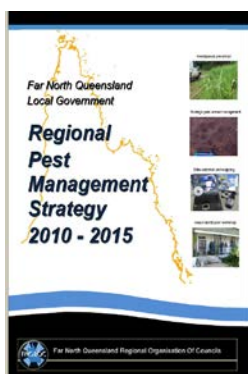
Natural asset planning continues to be at the forefront of the role and presents the next big challenge for the NAMAC. With other major projects such the pest management plans coming to fruition the focus will be re-investing the lessons learned in spatial and strategic planning of the past five years back into a comprehensive natural assets planning framework specific to Councils requirements. Fundamental to this is establishing an understanding of resourcing requirements, delivering and reporting on outcomes of investment and providing councils with the information to make both short and long term decisions on projects.

An ongoing engagement in a rapidly evolving policy space will also continue to be a focus as fundamental review and implementation of State and Federal biosecurity, biodiversity and Reef 2050 policies and plans are undertaken.

In an environment of shrinking resources, development of opportunities around regional determination and direction, integrated planning, and innovative practice/planning will be very much at the fore. In this new integrated planning space we will be looking to develop new partnerships and engage more closely with innovators and researchers to create alternative resourcing models and embrace new technologies and approaches to old problems.



Regional Pest Management Workshop



FNQ Regional Road and Transport Group (FNQRRTG)

Roads Alliance

The Roads Alliance (RA) is a partnership arrangement between LGAQ on behalf of all Queensland Local Governments and DTMR. It was established to create a more collaborative and coordinated approach to road management and investment.

The Roads Alliance evolved due to increasing community expectations for better road infrastructure and recognition that DTMR and Local Governments confront similar problems in managing the road network. In May 2001, DTMR and LGAQ committed to a Memorandum of Understanding (MOU) for a State-wide Road Management and Investment Alliance (Roads Alliance), this has continued with a new MOU 2013 – 2018 being signed.

The key objectives of the Alliance are to:

- Maximise economic development and benefits through better funding allocations;
- Achieve maximum efficiencies for the State and Local Governments through a combined approach to road network planning and project scheduling;
- Invest in improved road management and delivery capability through increased training, advanced technology and systems transfer.



RRTG TC members consider bridge stock in TRC.

Local Roads of Regional Significance (LRRS) are generally higher-order Local Government roads and lower-order DTMR roads. This network should link communities, economic drivers, transport nodes and tourism locations.

The scope of the Roads Alliance is broader than anything attempted before in Queensland. The Roads Alliance is not just about the distribution of road funding, but about working toward improved long term planning, better asset management practices, smarter purchasing, resource sharing and investment, and improvement of DTMR and Local Government technical capability.

The Roads Alliance is underpinned by a number of principles. These principles are contained in the Roads Alliance Memorandum of Agreement. In total, the Roads Alliance framework has eight recognised elements to its operation:

- Regional Road Groups and Technical Committees (RRTG's)
- Local Roads of Regional Significance (LRRS)
- Asset Management
- Program Development and reporting
- Road safety
- Regional funding arrangements, including Transport Infrastructure Development Scheme (TIDS) funding
- Joint Purchasing and Resource Sharing
- Workforce Capability

FNQ RRTG meetings generally follow the FNQROC Board meeting and comprises elected members (generally the Mayor) from each Council together with the District Director of DTMR.

The RRTG's Technical Committee comprises senior staff (in the engineering field) from each Council and DTMR. Both the RRTG and TC meet regularly and separately with recommendations from the TC put to the RRTG for ratification.



Regional Engineers and Environmental Managers inspecting the Woobadda Creek Crossing.

Far North Queensland Regional Road Group

Membership

Cairns Regional Council
 Cassowary Coast Regional Council
 Cook Shire Council (southern part)
 Croydon Shire Council
 Douglas Shire Council
 Etheridge Shire Council
 Mareeba Shire Council
 Tablelands Regional Council
 Wujal Wujal Aboriginal Shire Council
 Yarrabah Aboriginal Shire Council
 Department of Transport and Main Roads (Far North Region)

Incumbent Executive

RRTG Chair	Cr Peter Scott (Cook)
RRTG Deputy Chair	Vacant
RRTG Secretariat	FNQROC
TC Chair	David Goodman (Cassowary Coast)
TC Deputy Chair	Ashley Greenwood (Tablelands)
TC Technical Coordinator	Steven Cosatto (FNQROC)
Roads Alliance Project Team Representatives	Aaron Hieatt (LGAQ) Jo-anne Lencz (TMR)

Operational

- RRTG generally meets four (4) to six (6) times per year in the afternoon after the FNQROC meeting.
- TC generally meets six (6) times per year, with three (3) meetings held in Cairns and the other three (3) held across the region.
- Regular and planned meetings ensure FNQ operations are a “business-as-usual” activity for members and are not neglected. This has been a significant cultural shift during the life of the FNQRRTG.
- RTAPT representatives attend both the RRTG and TC meetings.

- Presentations from industry, other relevant government departments at TC meetings are quite common.
- FNQ is considered one of the leading and progressive RRTGs in the state.

LRRS Network

- LRRS network totals approximately 1,440km in length, with an approximate 50/50 split between sealed and unsealed roads. The current LRRS network is shown below.
- The LRRS network is reviewed regularly – generally every two (2) years as a minimum. A member is required to provide justification should they wish to add or remove a road from the network.
- Each LRRS has a Statement of Intent (SOI) which details attributes such as link function, current status, vision, gap analysis, scope of works and projected investment.
- The SOIs are effectively the “Regional Investment Strategy” for the RRG.

Program Development

- The SOIs should provide the basis for works program development.
- A rolling four (4) year works program for the LRRS network is produced by the TC.
- Funding for the LRRS network is provided through TMR’s TIDS program.
- TIDS funding is matched by Council funding on a minimum 50/50 basis.
- TIDS funding for the RRTG members Councils is \$5,791,150 for 2015/16 and 2016/17 however we are unaware if this figure will go back down to pre-2015 levels of \$3,048,322.
- 100% of funding needs to be spent in the year allocated or it will be lost.
- A minimum 80% of this TIDS must be allocated annually to the LRRS network based on priority.
- A maximum of 20% may be allocated to the member Councils’ non LRRS network based on its priority within the region.
- A maximum 2.5% of this TIDS may be allocated annually to the RRG’s capability development – this does need to be matched.

The current works program is monitored and reviewed at each TC meeting.

Capability Agreement & Action Plan (CAAP)

- The CAAP sets out an RRG’s activities and actions required in order to improve its capability under the 4 key RA functions plus operational effectiveness.
- The RA initiated CAAPs in early 2009 and accordingly FNQ drafted its first CAAP in early 2009.
- A progress review of the CAAP is generally undertaken at each RRG and TC meeting.
- The capability levels are assessed annually and the CAAP is redrafted annually.
- FNQ has gradually improved its capability levels since 2009.



Bridge stock in Cook Shire Council

FNQ LRRS Network

Road Owner	Road Name	Start Description	End Description
Cairns	Abbott Street	Wharf Street	Florence Street
Cairns	Airport Avenue	Captain Cook Highway	Ch 0.710
Cairns	Aumuller Street	Tingira Street	Hoare Street
Cairns	Barron Gorge Road	Valmadre Street	Barron Gorge Hydro Station
Cairns	Cook Street	Draper Street	Aumuller Street
Cairns	Draper Street	Comport Street	Cook Street
Cairns	Florence Street	Abbott Street	Sheridan Street
Cairns	Hoare Street	Aumuller Street	Pease Street
Cairns	Hussey Road	Mt Peter Road	End of Road
Cairns	Kamerunga Road	Stratford Connection Road	Cairns Western Arterial Road
Cairns	Kenny Street	Bunda Street	Sheridan Street
Cairns	Lake Morris Road	Cairns Western Arterial Road	Copperlode Dam
Cairns	Lake Placid Road	Cairns Western Arterial Road	Valmadre Street
Cairns	Lake Street	Florence Street	Moffat Street
Cairns	Maitland Road	Bruce Highway	Mt Peter Road
Cairns	Mt Peter Road	Maitland Road	Hussey Road
Cairns	Munro Street	Bruce Highway	The Boulders Road
Cairns	Redlynch Intake Road	Kamerunga Road	Crystal Cascades
Cairns	The Boulders Road	Munro Street	End of Road
Cairns	Valmadre Street	Lake Placid Road	Barron Gorge Road
Cairns	Wharf Street	Sheridan Street	Abbott Street
Cassowary Coast	Aerodrome Road	Innisfail - Japoon Road	Mundoo Road
Cassowary Coast	Alexander Drive	Bingil Bay Road	Wylie Road & El Arish-Mission Beach Road
Cassowary Coast	Bingil Bay Road	El Arish - Mission Beach Road	Alexander Drive
Cassowary Coast	Bryant Street	Morris Street	Dean Road

Road Owner	Road Name	Start Description	End Description
Cassowary Coast	Butler Street	Bruce Highway	Morris Street
Cassowary Coast	Dean Road	Bruce Highway	Tully Gorge Road/Bryant Street
Cassowary Coast	Fitzgerald Esplanade	Mourilyan Road & McGowan Drive	Flying Fish Point Road
Cassowary Coast	Flying Fish Point Road	Fitzgerald Esplanade	Bay Road
Cassowary Coast	Grace Street	Fitzgerald Esplanade	Bruce Highway (Edith Street)
Cassowary Coast	Kennedy Creek Road	Bruce Highway	Kirrama Range Road
Cassowary Coast	Kirrama Range Road	Kennedy Creek Road	Tablelands/Cassowary Coast Boundary
Cassowary Coast	Middle Murray Road	Upper Murray Road	Murray Falls Road
Cassowary Coast	Morris Street	Butler Street	Bryant Street
Cassowary Coast	Mourilyan Road	Fitzgerald Esplanade & McGowan Drive	Bruce Highway
Cassowary Coast	Mundoo Road	Aerodrome Road	2nd Entrance to Innisfail Airport
Cassowary Coast	Murray Falls Road	Middle Murray Road	National Park
Cassowary Coast	Tully Gorge Road	Dean Road/Bryant Street	Kareeya Power Station
Cassowary Coast	Upper Murray Road	Bruce Highway	Middle Murray Road
Cassowary Coast	Walter Lever Estate Road	Silkwood-Japoon Road (Old Silkwood)	Silkwood-Japoon Road
Cook	Battlecamp Road	McIvor Road	Lakefield National Park Road
Cook	Bloomfield Road	Cooktown Development Road	Wujal Wujal Boundary
Cook	Hope Street (Grassy Hill)	Baird Road	Lighthouse
Cook	Lakefield National Park Road	Peninsula Developmental Road	Marina Plains Road
Croydon	Croydon-Richmond Road	Gulf Developmental Road (92B)	Richmond/Croydon Boundary
Croydon	Nelia Bundah Road	Croydon/McKinlay Boundary	Croydon - Richmond Road
Douglas	Cape Tribulation Road	Mossman - Daintree Road	Cape Tribulation
Douglas	Cape Tribulation to Bloomfield Road	Cape Tribulation	North Bank of Bloomfield River
Douglas	Johnston Road	Mossman - Daintree Road (Front Street, Mossman)	Coral Sea Drive
Douglas	Mossman Gorge Road	Coral Sea Drive	Western end parking area at start of Mossman Gorge access track

Road Owner	Road Name	Start Description	End Description
Etheridge	Forsayth - Einasleigh Road	Gregory Developmental Road (98D)	Forsayth Road (6704)
Etheridge	Undara Road	Gulf Developmental Road (92C)	End of Road
Etheridge	North Head Road	Forsayth Road	Agate Creek Road
Etheridge	Agate Creek Road	North Head Road	Cobbold Gorge Road
Etheridge	Cobbold Gorge Road	Agate Creek Road	End of Road
Mareeba	Black Mountain Road	Kennedy Highway	Euluma Creek Road
Mareeba	Chettle Road	Mareeba-Dimbulah Road	Springmount Road
Mareeba	Chewko Road	Rankin Street	Hansen Road
Mareeba	Euluma Creek Road	Mossman-Mt Molloy Road	Mossman-Mt Molloy Rd
Mareeba	Henry Hannam Drive	Kennedy Highway	Cobra Road & Emerald Falls Road
Mareeba	Leadingham Creek Road	Mareeba-Dimbulah Road	Wolfram Road
Mareeba	Mount Mulligan Road	Leadingham Creek Road	Mt Mulligan Township
Mareeba	Myola Road	Kennedy Highway	Oakforest Road & Barnwell Road
Mareeba	North Walsh Road	Mareeba-Dimbulah Road	Bower Road & Kimalo Road
Mareeba	Ootann Road	Burke Developmental Road	Kennedy Highway
Mareeba	Pickford Road	Peninsula Developmental Road	Mareeba Wetlands
Mareeba	Springmount Road	Mareeba-Dimbulah Road	Hansen Road (Granite Creek)
Tablelands	Boar Pocket Road	Gillies Highway	Danbulla Forest Drive
Tablelands	Brooks Road	Palmerston Highway	Junction Road
Tablelands	Cashmere-Kirrama Road	Gunnawarra, Wairuna Rd intersection 51.9 km from Kennedy Hwy	Gunnawarra, Wairuna Rd intersection 51.9 km from Kennedy Hwy
Tablelands	Curtain Fig Tree Road	Gillies Highway	Atherton-Malanda Road
Tablelands	Danbulla Forest Drive	Tinaroo Falls Dam Road	Boar Pocket Road
Tablelands	East Barron Road	Malanda - Atherton Road	Kennedy Highway
Tablelands	Glendinning Road	Kennedy Highway	Kennedy Highway & Palmerston Highway
Tablelands	Grove Street	Gillies Highway	Kennedy Highway

Road Owner	Road Name	Start Description	End Description
Tablelands	Gunnawarra Road	Kennedy Highway	Cashmere/ Wairuna Intersection
Tablelands	Hansen Road	Kennedy Highway	Springmount Road (Granite Creek)
Tablelands	Hastie Road	Kennedy Highway	Atherton-Herberton Road
Tablelands	Junction Road	Palmerston Highway	Brooks Road
Tablelands	Lake Eacham Road	Lake Barrine Road	Lake Eacham
Tablelands	Lawson Street	Tolga-Kairi Road	Kennedy Highway
Tablelands	Marks Lane	Malanda - Atherton Road	Tinaroo Falls Dam Road
Tablelands	Monument Street	Tumoulin Road	Kidner's Quarry
Tablelands	Silver Valley Road	Kennedy Highway	Herberton-Petford Road
Tablelands	Sluice Creek Road	Kennedy Highway	East Evelyn Road
Tablelands	Theresa Creek Road	Palmerston Highway	Palmerston Highway
Tablelands	Tolga-Kairi Road	Kennedy Highway	Tinaroo Falls Dam Road
Tablelands	Tully Falls Road	Kennedy Highway	Koombooloomba Dam
Tablelands	Wongabel Road	Herberton Road	Kennedy Highway
TMR	Palmerston Highway	Millaa Millaa - Malanda Road	Kennedy Highway
TMR	Kennedy Highway	Malanda - Atherton Road	East Evelyn Road
TMR	Gregory Developmental Road (The Lynd - Quartz Blow Creek)	Kennedy Developmental Road (99A)	Gulf Developmental Road (92C)
TMR	Silkwood - Japoon Road (Section 1)	Bruce Highway	Walter Lever Estate Road
TMR	Silkwood - Japoon Road (Section 2)	Walter Lever Estate Road	Cane Rail Xing (Japoonvale)
TMR	Innisfail - Japoon Road (Section 1)	Bruce Highway	Henderson Drive
TMR	Innisfail - Japoon Road (Section 2)	South Johnstone Road	Cane Rail Xing (Japoonvale)
TMR	Malanda - Lake Barrine Road	Malanda - Atherton Road	Gillies Highway
TMR	Malanda - Upper Barron Road	Malanda - Atherton Road	Kennedy Highway
TMR	Mossman - Daintree Road	Captain Cook Highway	Baileys Creek Road (Daintree Ferry Access)
TMR	Atherton - Herberton Road	Kennedy Highway	Longlands Gap - Herberton Road

Road Owner	Road Name	Start Description	End Description
TMR	Longlands Gap - Herberton Road	Kennedy Highway	Atherton - Herberton Road
TMR	Davidson Road	Bruce Highway	Davidson Creek Bridge
TMR	Tinaroo Falls Dam Road	Gillies Highway	Russell Street
TMR	Port Douglas Road	Captain Cook Highway	Wharf Street
TMR	Shipton's Flat Road	Cooktown Development Road	Bloomfield Road
TMR	Tumoulin Road	Kennedy Highway (Mareeba - Ravenshoe)	Kennedy Highway (Ravenshoe - Mt Garnet)
TMR	Herberton - Petford Road	Atherton - Herberton Road	Burke Developmental Road
TMR	Forsayth Road	Forsayth - Einasleigh Road	Gulf Developmental Road (92B/92C)
TMR	El Arish - Mission Beach Road	Tully - Mission Beach Road	Wylie Road & Alexander Drive
TMR	Tully - Hull Road	Bruce Highway	Tully Heads Road
TMR	South Mission Beach Road	Tully - Mission Beach Road	Kennedy Esplanade
Wujal Wujal	Cape Tribulation to Bloomfield Road	Bloomfield River	WWASC boundary
Wujal Wujal	China Camp Road	Cape Tribulation to Bloomfield Road	WWASC Boundary
Yarrabah	Pine Creek Road	YASC Boundary	Sawmill Road
Yarrabah	Workshop Road	Sawmill Road	End of Workshop Road
Yarrabah	Back Beach Road	Pine Creek Road	YASC Boundary

Adopted four (4) year works program (2015/16 – 2018/19)

The adopted four (4) year works program is two (2) years fixed and two (2) years indicative. Projects are prioritised across the region with the program reviewed and rolled annually. For the 2015/15 and 2016/17 financial years our funding allocation is \$5,791,150. We are yet to confirm funding for 2017/18 and 2018/19 so have developed a program based on reduced funding in these years.

Local Government	Road	Total \$	Allocation Year					
			2014-15 or prior	2015-16	2016-17	2017-18	2018-19	Unfunded
Cairns	Aumuller Street	4,100,000	447,595	502,405				
Cairns	Florence Street	45,000		22,500				
Cairns	The Boulders Road	100,000				50,000		
Cairns	The Boulders Road	100,000				50,000		
Cairns	Aumuller Street	1,000,000					423,300	76,700
Cassowary Coast	Tully Gorge Road	200,000		100,000				
Cassowary Coast	Tully Gorge Road	950,000		475,000				
Cassowary Coast	Utchee Creek Road	500,000		250,000				
Cassowary Coast	Utchee Creek Road	165,000		82,500				
Cassowary Coast	Flying Fish Point Road	145,000			72,500			
Cassowary Coast	Bryant Street	145,000			75,000			
Cassowary Coast	Walter Lever Estate Road	300,300					43,400	106,750
Cassowary Coast	Butler Street	550,000					275,000	
Cook	Hope Street (Seagrem-Walker)	490,000	193,000	52,000				
Cook	Bloomfield Road	480,000		240,000				
Cook	Battlecamp Road	580,000		265,000				
Cook	Lakefield National Park Road	225,000		112,500				

Cook	Railway Avenue	640,000			320,000			
Cook	Railway Avenue	640,000			147,600	172,400		
Cook	Lakefield National Park Road	410,000			205,000			
Cook	Lakefield National Park Road	410,000			205,000			
Cook	Battlecamp Road	500,000			60,115	204,885		
Cook	Battlecamp Road	800,000				400,000		
Cook	Poison Creek Road	555,000					277,500	
Cook	Poison Creek Road	555,000					277,500	
Cook	Poison Creek Road	555,000					277,500	
Croydon	Croydon Richmond Road	698,000		349,000				
Croydon	Croydon - Richmond Road	698,000		349,000				
Croydon	Croydon - Richmond Road	698,000		349,000				
Croydon	Croydon - Richmond Road	40,000		20,000				
Croydon	Croydon - Richmond Road	40,000		20,000				
Croydon	Croydon Richmond Road	698,000			349,000			
Croydon	Croydon Richmond Road	698,000				349,000		
Croydon	Croydon - Richmond Road	698,000				147,000	202,000	
Croydon	Croydon Richmond Road	698,000					349,000	
Croydon	Croydon Richmond Road	698,000					349,000	
Douglas	Cape Tribulation to Bloomfield Road	50,000		25,000				
Douglas	Cape Tribulation to Bloomfield Road	300,000		150,000				
Douglas	Cape Tribulation to Bloomfield Road	510,000			255,000			
Douglas	Cape Tribulation to Bloomfield Road	668,000				334,000		
Etheridge	North Head Road	600,000		300,000				
Etheridge	Forsayth - Einasleigh Road	686,600		343,300				
Etheridge	Forsayth-Einasleigh Road	686,600			343,300			
Etheridge	Forsayth-Einasleigh Road	686,600			343,300			

Etheridge	Forsayth-Einasleigh Road	686,600					343,300	
Etheridge	Forsayth-Einasleigh Road	686,600					343,300	
Etheridge	Forsayth-Einasleigh Road	686,600						343,300
FNQRRTG	RRTG Funded		216,046	142,866	142,866	74,296	74,296	
Mareeba	Chewko Road	590,000		295,000				
Mareeba	Springmount Road	890,000		445,000				
Mareeba	Springmount Road	530,000			265,000			
Mareeba	Oak Forest Road	750,000			375,000			
Mareeba	Chewko Road	1,310,000				655,000		
Mareeba	Euluma Creek Road	160,000					80,000	
Mareeba	Springmount Road	770,000					385,000	
Tablelands	Gunnawarra Road	300,000		149,857				
Tablelands	Danbulla Forest Drive	750,000		650,000				
Tablelands	Danbulla Forest Drive	700,000			650,000			
Tablelands	Cashmere - Kirrama Road	650,000			325,000	175,000		
Tablelands	Cashmere - Kirrama Road	200,000			100,000			
Tablelands	Sluice Creek Road	1,300,000			650,000			
Tablelands	Danbulla Forest Drive	1,500,000			750,000			
Tablelands	Cashmere-Kirrama Road	230,000				115,000		
Tablelands	Gunnawarra Road	560,000				280,000		
Tablelands	Curtain Fig Tree Road	1,350,000					675,000	
Wujal Wujal	Annual allocation	29,273		29,273				
Wujal Wujal		87,819			29,273	29,273	29,273	
Yarrabah	Back Beach Road	200,000		71,805	128,195			
Yarrabah							13,456	

Regional Asset Management Strategy

Introduction

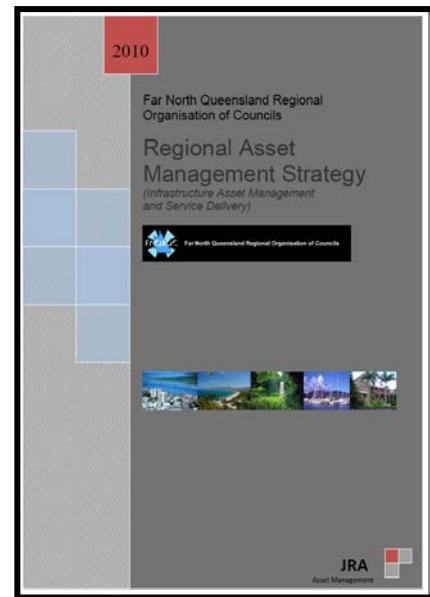
Since 2003 Councils have worked together to develop the Alliance concept and subsequent programs of information gathering.

During this process the question was asked “what is the region’s current standing in relation to assets?” We wanted to know:

1. What is the total value of our assets;
2. What is the remaining life of these assets, and
3. What position are we going to be in, in 10, 15 and 20 years’ time?

Objectives for this regional strategy are to develop a long term approach to service planning and delivery at a Council and Regional Level.

As Councils mature with Asset Management the challenges of long term financial sustainability are becoming apparent. The Federal and State Governments have agreed (through Council of Australian Governments - COAG) on an Asset Management Framework.



Responsible asset management is fast becoming a requirement for State and Federal funding. As an example:

- The *Local Government Act 2009*, legislated the requirement for Councils to adopt Long Term Asset Management Plans and Long Term Financial Plans (which must be integrated),
- National Disaster Relief and Recovery Arrangements (NDRRA) and Qld Reconstruction Authority (QRA) require asset data prior to an event, after an event and after restoration, and
- Recent legislation changes to the *Sustainable Planning Act 2009* require the development of Local Government Infrastructure Plans (LGIP) by 30 June 2016 (or June 2018 with approval). These LGIPs rely on Asset Management Plans and their integration in Long Term Financial Sustainability Plans.

In addition to this, there have been significant reductions in funding options:

- *State*: Since 2002/03, State Government funding has effectively been halved, from levels averaging approximately \$480 million between 2002/03 and 2009/10, to approximately \$225 million in 2013/14. (Source: LGAQ). The years 2015/16 and 2016/17 will see road funding increased by \$60 million.
- *Federal*: Roads to Recovery (R2R), while very much appreciated, has not seen an increase since the program commenced. Financial Assistance Grants (FAGs) have now been frozen for three years. The years 2015/16 and 2016/17 will see a doubling of R2R funding for Councils.

Not all assets owned and maintained by Councils provide services purely for their local community. Many Councils also provide Regional, State or National benefits; particularly in Far North Queensland where tourism is a major industry.

Questions are now being raised about who should assist with the funding for these wider benefits. Recognition of wider service may present Councils with opportunities for funding assistance – but it will also require of them greater accountability and responsibility for asset management.

The issue of regional benefits is not confined to roads and there is greater scope for co-operation between levels of government to promote goals of industrial and agricultural development and tourism.

There are a number of operational activities occurring within this portfolio which are intrinsically linked to other portfolios within FNQROC and councils.

Strategically we will be developing a paper which identifies our asset renewal gap and actions councils are undertaking to close this gap.

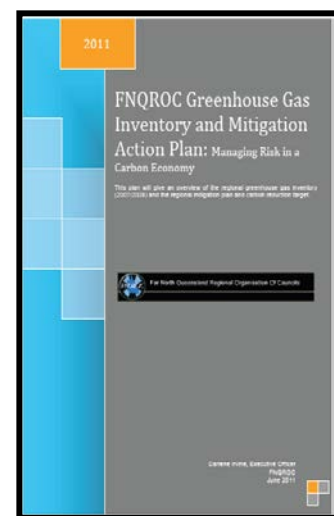
We will also be undertaking an assessment on the community's capacity to pay for services offered by councils.

Street lighting and Sustainability

Sustainability Introduction

The Sustainability agenda has been running for some time with FNQROC. Sustainability crept into the spotlight late in 2008 when the region's Councils signed up to the ICLEI Cities for Climate Protection Program. In 2009, funding for the CCP Program discontinued. It was decided at this point that the regional CCP forum should continue but under the banner of Sustainability – as the agenda had by now expanded beyond Climate Change alone.

In response to uncertainties in relation to understanding and responding carbon emissions/offsets and reduction a Regional Greenhouse Gas Inventory and Mitigation Action Plan was prepared for FNQROC and endorsed in August 2011. The plan was prepared to assist Local Governments monitor and curb their carbon emissions in order to reduce the increased costs associated with normal local government business activities such as waste and fleet management and street lighting.



FNQROC Sustainability Policy

Following the adoption of Cairns Regional Council's Sustainability Policy, the FNQROC Sustainability Group developed a similar policy which would be appropriate at the regional level. This document sets the broad strategic framework in which we seek to move towards more sustainable operations and was endorsed by the FNQROC board in August 2011.

Climate change adaptation and coastal hazard adaptation planning

In response to the wide range of risks and challenges facing councils in a changing climate and coastal zone FNQROC has maintained a watching brief and engagement with the National Climate Change Adaptation Research Flagship (NCCARF) during phase two of the program and are looking forward to the local government specific coastal toolkit in preparation.

We are also working closely with LGAQ's Coastal Hazard Adaptation Program which will be rolling out \$12 million over the next 3 years to assist coastal councils develop or expand coastal hazard adaptation plans.

Other key areas of participation have included investigating opportunities under emissions trading and incentives such as the Commonwealth Emissions Reduction Fund (ERF). In the water quality and reef health planning and implementation space we have been active in the Reef Urban Stormwater Management Implementation Group (RUSMIG), the development of the freshwater (systems repair) component of the Wet Tropics Water Quality Improvement Plan and more recently in the Wet Tropics Healthy Waterways Partnership due to be launched in July 2016.

Future demands on councils and strategic direction provided by the FNQROC Board will determine the whether these diverse projects under the broader sustainability banner are one-off responses and engagements or if formation of additional technical committee's is warranted.

Street lighting

The FNQROC Street Lighting Group was established as a subset of the sustainability group and is engaged in the key areas of; the establishment of a Service Level Agreement between Councils and Ergon Energy, and; the replacement of out of date infrastructure with more energy efficient solutions. Upcoming works in this space will focus on the transition to lower cost and emission public lighting such as LED. Linked to this but in a parallel agenda is understanding and negotiating electricity supply and pricing through tariff review and management.

Electricity pricing and regulation

We have continued our participation in the FNQ Electricity Users Network (FNQEUN) which has met with local MP's as well as Treasurer to put forward the case for real reductions in electricity pricing for regional Queensland. During the year we also made submissions to the draft determination of the revenue cap for Ergon Energy passed down by Australian Energy Regulator (AER) and made specific comment on the components of the proposal which relate to street lighting.



Figure 6. William McCormack Place - Solar Panels



Figure 7. Visit to Johnstone River Community Garden

FNQROC Planners Group

Introduction

Planning reform has been a constant over the past 2 years and implementation of this reform is imminent with the new Planning Bill, regulations and statutory guidelines. The impact of these will be felt strongly across all councils. The FNQROC Planners Group is working collaboratively to stay informed of the changes, manage potential impacts, and work with state agencies and LGAQ. FNQROC facilitates this process and aims to position FNQ to be offered the same opportunities for involvement in the development of guidelines, policies and legislation which is available to SEQ Councils. We also facilitate consultation, representation and advocacy with key State departments in regard to the implementation of relevant legislation, and provide a collective voice for the technical and operational expertise within the region.



Future Actions

1. Continue to provide key presentations at each meeting to address issues, concerns and or strategic directions.
2. Continue to engage LGAQ and Dept. Infrastructure, Local Government and Planning to attend regional meetings.
3. Develop strategies to manage impacts of planning reform.

Economic Development

Introduction

FNQROC works strategically with Advance Cairns and is a Platinum member of the group. This membership provides:

1. Observer status on the Board
2. Membership on the Advisory Council, and
3. Each FNQROC member council general member status.

It should be noted that general members can also be elected as a voting member on the Advisory Council and each Advisory Council member can be elected on to the Board.

In working strategically with Advance Cairns, it is imperative that we link this locally with councils. FNQROC works with councils local economic development officers on issues common across councils. There are limited resources associated with this group however there is also an adopted policy by FNQROC to deal with 'cross regional events'. This is to alleviate councils being pitted against each other for event sponsorships.

Regional Procurement

Introduction

The role of Procurement Coordinator within FNQROC was established in July 2010 and was filled in February 2011. The program was jointly funded by the Roads and Transport Alliance and member Councils until the end of 2013 financial year. For the 2013/2014 financial year, the position was funded via a Council contribution being 15% of identified savings.

For the 2014/15 financial year the decision was made that the five base procurement Councils (Cairns, Cassowary, Cook, Douglas, Mareeba and Tablelands) would contribute a flat \$25,000 annually; this amount being less than the 15% of identified savings per Council. The remaining member Councils would contribute 20% of their savings.

The FNQROC mandate for procurement is:

- Where there exists limited supply for a product and/or service, and/or
- Where member Councils are competing against each other for the same goods and/or services.

As FNQROC procurement has evolved it has become evident that indirect benefits also provide significant benefits to the collective. The following additional operating guidelines were therefore added in 2015:

- Where there is an opportunity for improved service delivery, and/or
- Where member Council would benefit from the sharing of knowledge and collaboration.

Over the last four years we have made significant progress, maintaining contractual administration in relation to our existing arrangements and investigating and progressing new opportunities.

The rationale is that Councils are (in some instances):

- Facing increasing demand on “value for money”,
- Competing against each other for product/services - driving costs up and pushing out delivery timelines,
- At a disadvantage with supplier choice due to comparatively low product quantities.

Current Arrangements

Current arrangements include:

- Sodium Hypochlorite
- Liquid Alum
- Bitumen Reseal
- Waste Steel
- Batteries

These arrangements collectively save councils ~\$2million per year.

Under investigation is biosolids which links with the work being undertaken by the FN QWRAP and Waste technical committees.

Regional Waste Management Group

In 2004 the region (excluding Cairns, Mareeba and Douglas) developed a regional waste management strategy. At the time, FNQROC and regional collaboration was not mature enough to progress a number of the recommendations.

In October 2012 the then General Manager of Cairns Water provided a presentation to the FNQROC Board titled “Regional Recycling Opportunities”. The presentation provided an overview of recycling in Cairns, projected growth, increasing costs (landfill/transport), estimated regional volumes, the increasing public awareness and the benefits of a regional approach.

From that meeting the FNQROC Board recommended that a Technical Committee be re-convened to further investigate the possibility of and options for regional waste solutions.

Project objectives are:

- A. Provide recommendations to the FNQROC Board regarding strategic regional opportunities such as:
 - i. Regional policy development,
 - ii. Integrated approach to the long term provision of regional infrastructure,
 - iii. Commercial waste industry operations, including opportunities to provide regional or sub-regional services, and
 - iv. Long-term financial sustainability of waste management practices and assets.
- B. Increase the capacity of local government to contribute to regional economic development by:
 - i. Supporting existing viable businesses,
 - ii. Providing waste management information to industry to enable informed decision making on commercial opportunities, and
 - iii. Investigating potential markets for regional waste products and facilitate access to commercially viable markets, both within the region and externally.
- C. Support member Councils to achieve outcomes required in:
 - i. The Waste Reduction and Recycling Act 2011,
 - ii. The objectives within the State Government 2014-2024 Year Waste Strategy, and their own Waste and Recycling Plans

The region is now part way through a consultancy (linked to a State review) of options for regional waste solutions. It is envisaged a report will be presented to FNQROC end of 2016.

Far North Queensland Water Regional Alliance Program

In December 2011 LGAQ made a request to FNQROC to participate in a review of institutional arrangements for water service provision. In February 2014 the FNQROC Board considered a report by AEC Consultants ‘*Investigating Potential Collaborative Mechanisms for FNQ Urban Water Services*’. As a result of this report, the Board requested that within a three year timeframe the FNQ WRAP group would;

- Seek additional funding to resource a technical committee,
- Continue the collaborative effort to improve these key areas within the QWRAP:
 - 1. Strategic Asset Management,

2. Regional Demand and Supply Assessment,
3. Legislative Requirements (DWQMS and EMS), and
4. Full Price Costing.

Queensland and New South Wales are the only states where local governments own and manage their water and waste water facilities. This has not escaped the attention of the Federal Government with a number of reports recommending reform. The most recent is Australian Infrastructure Plan – Priorities and reforms for our nation’s future (February 2016).

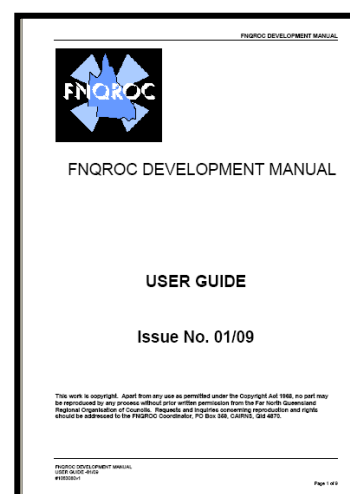
FNQROC Regional Development Manual

Introduction

The FNQROC Planners and Engineers recognised the need to develop comprehensive, structured and practical guidelines to promote consistency in development standards throughout FNQ.

The Regional Development Manual provides a comprehensive set of guidelines for carrying out various civil engineering works and was prepared to achieve the following objectives:

- Provide a comprehensive, practical and authoritative guide through the development approval process from inception to completion, for Developers, Consultants, Contractors and Council Officers.
- Provide consistency in the requirements of the participating Councils for development within the region.
- To ensure assets acquired by Local Governments do not become a burden on the ratepayer in the future.



It is the intention of the Regional Development Manual to set out procedures and requirements which are consistent with the *Sustainability Planning Act (SPA)* and upcoming *Planning Act* and its supporting legislation, and represents ‘best practice’ in accordance with accepted current State and National standards for design and construction.

While the Regional Development Manual provides comprehensive guidelines and requirements for the preparation and submission of approval applications, design details and construction procedures, it is not the intention of the document to prescribe mandatory conditions.

Innovation is encouraged and approval may be given to adopt practices other than those included in the Regional Development Manual providing the applicant is able to demonstrate that the proposed solution will meet, as a minimum, the standards of the manual.

It must be noted however that approval for practices or solutions not expressly included in the Regional Development Manual is at the discretion of the relevant participating local Council.

The Regional Development Manual is a “living document” and subject to review every two years.

FNQROC Website



Regional Objectives

The primary objectives of the FNQROC website are to:

- ✓ Allow Councils to link to the FNQROC Regional Development Manual rather than upload each of the sections;
- ✓ Provide a central point for regional data and information relevant to Council operations;
- ✓ Provide an option to allow Council elected members and staff to download agendas and minutes of meetings.
- ✓ Provide a portal for council staff to collaborate on documents and submissions. There are currently two portals; Procurement and Planning
- ✓ Monthly e-newsletters to elected members, senior staff, technical committee members and other interested parties who subscribe.

Future Actions

Review and update on a regular basis. Also as per the deChastel review, consider the inclusion of a regional 'phone book' to allow Council staff ease of access to relevant personal. It has also been suggested that a training calendar could also be included for all Councils to access and share.

FNQROC Representation

In 2014/15 FNQROC was represented on the following external boards and working groups:

- LGAQ Policy Executive
- Advance Cairns
- FNQ&TS Regional Development Australia
- Regional Managers' Coordination Network (Treasurer)
- QLD ROC collective (through assemblies)
- Reef Urban Stormwater Management Implementation Group
- Roads Alliance (through Chair and Technical Committee assemblies)
- Wet Tropics Water Quality Management Community Advisory Committee
- Weed Society Queensland Executive
- Far North Queensland Electricity Users Network (FNQEUN)
- Biosecurity Act Regulations Reference Group
- Panama TR4 Regional Working Group
- Yellow Crazy Ant Reference Group
- National Tropical Weeds Management Committee
- Tropical Weeds Operational Committee
- Natural Resources and Environment Sub – Committee
- WTMA Community Sector Liaison Group
- Biosecurity Regional Working Group – Terrain NRM Plan review
- Biodiversity Regional Working Group – Terrain NRM Plan review
- Far North Queensland Pest Advisory Forum
- Local Authority Waste Management Advisory Council (LAWMAC)
- Inland Queensland Roads Action Plan (IQ-RAP)
- LGAQ Roads & Transport Advisory Group
- IPWEAQ Lower Order Asset Design

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