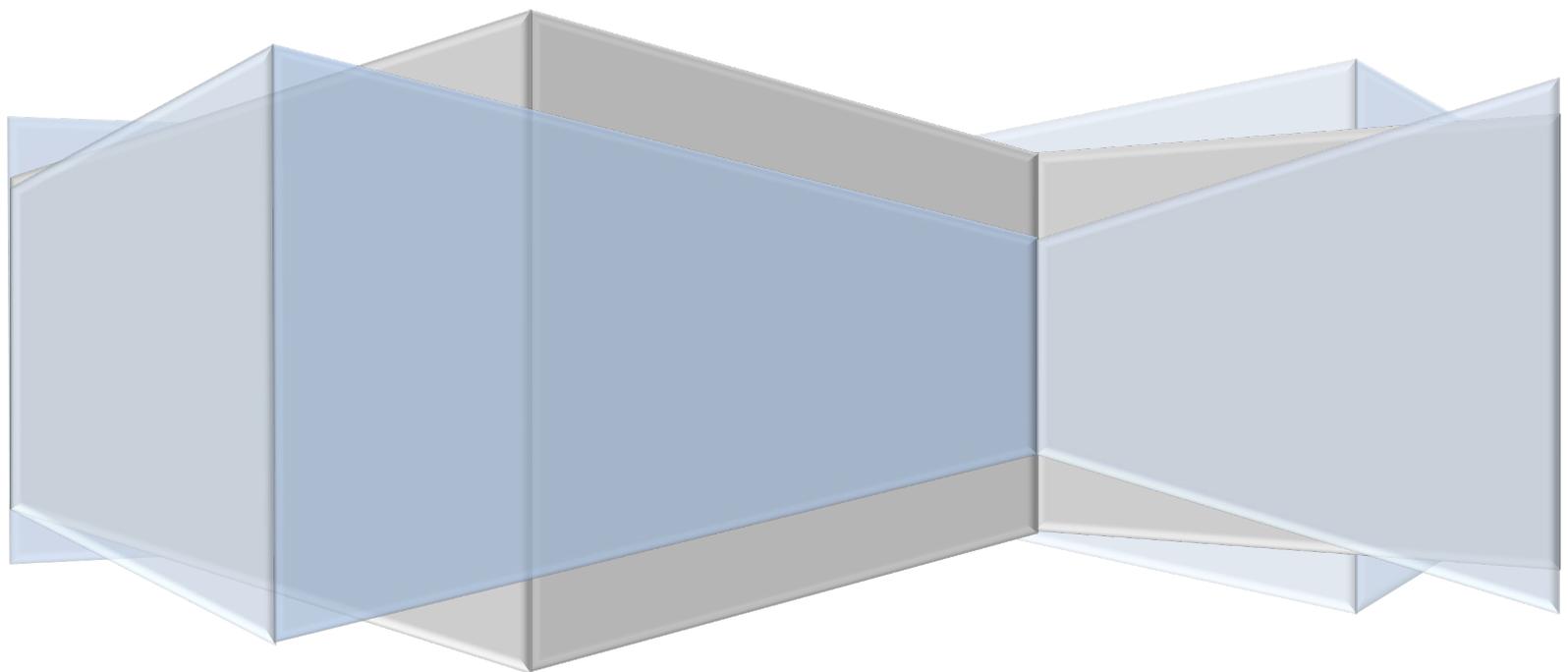




FNQ Regional
Organisation
of Councils

FNQROC Strategic Operational Plan 2022 - 2026

Adopted: 7 April 2022





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Executive Summary

The FNQROC Strategic Operational Plan is a long-term operational plan to guide the activities undertaken by FNQROC Staff. It articulates how we will use the FNQROC mission to achieve our vision and strategic economic goals over the next five years. The strategic plan will be updated annually with articulated actions for the next financial year in the annual budget and operational plan report to be adopted by the FNQROC Board.

The Strategic Operational Plan allows FNQROC staff and member councils to visualise the steps we are taking towards longer term actions.

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.

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

- While member councils 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 280,000 people covering 13.6% of Queensland.
- Councils have lean resources, 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 to ensure our voice is heard. (15.5% of Queensland councils).
- 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.

FNQROC Strategic Operational Plan 2022 – 2026

To achieve our 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 such as:
 - Agendas 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 those operational activities we will undertake to progress the vision and strategic economic goals of the FNQROC Board.

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.	Minimum 1 visit to inform ministers of the priorities of the region.	Number of successful delegations.	Annually	1,2,3,4,5,6
	•	•	•	FNQROC Mayor delegation to State Government.	Minimum 1 visit to inform ministers of the priorities of the region.	Number of successful delegations.	Annually	1,2,3,4,5,6
	•	•	•	Submit State and Federal government budget submissions.	1 per year to State and Federal Governments.	Number of budget submissions made.	Annually	1,2,3,4,5,6
	•	•	•	Submissions made on changing/new legislation which has an impact on goals/opportunities or member councils.	As required.	Number and type of submissions made	Annually	1,2,3,4,5,6
	•	•	•	Maintain a repository of regionally strategic projects for advocacy.	Updated as needed.	Document reviewed and updated prior to each delegation.	Prior to each delegation	1,2,3,4,5,6
	•	•	•	Detailed targeted advocacy Strategy (engage support – consultancy/CRC) as needed.	Engage support as required for specific advocacy needs.	Detailed advocacy strategy developed when required.	As needed	1,2,3,4,5,6
	•	•	•	Understanding of the elements supporting housing in terms of availability, affordability and social.	A clear understanding of the levers local government can employ to support housing in our community.	FNQROC members understand who is responsible for what element and the levers they have at their disposal to support housing in the community.	Ongoing	5
	•	•	•	Continue to advocate the Regional Road Investment Strategy encompassing Heavy Vehicles network, Tourism roads and first and last mile roads.	Continue to utilise the strategy to support our advocacy efforts for a connected transport network	The FNQ Regional Road investment Strategy is used to support funding applications and advocacy efforts	Ongoing	1
	•	•	•	Continue to advocate for mobile communication blackspots utilising the audit and additional studies undertaken such as Northern Gulf NRM/QUT study under disaster funding.	Continue to use the audit and subsequent regional studies to support our advocacy efforts	Federal and State Submissions Support for targeted studies undertaken by other organisations i.e. JCU, QUT, Northern Gulf etc	Ongoing	4,5
	•	•	•	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	1,2,3,4,5,6
Projects to assist in achieving the goals	•	•	•	Regional Waste Management and Resource Recovery Strategy	Development of a regional, long-term and coordinated resource recovery management plan for action and collaboration across FNQ councils on the management of municipal waste. The plan will support the planning for, and investment in, waste and resource recovery infrastructure and non-infrastructure solutions in FNQ	Report and Executive Summary finalised and endorsed by the Board Public launch staged in partnership with the Minister for Environment & the Great Barrier Reef	March/April 2023	4
	•	•	•	Undertake full Development manual review.	Full review of Development manual.	Development manual reviewed and public consultation commenced.	Mid/Late 2022 Mid/Late 2024	1,2,3,4,5,6
Support member councils	•	•	•	.id training and support.	Ensure Councils are utilising the tools through adequate support and training.	Training is delivered and participation from members.	Annual	1,2,3,4,5,6

a = Advocacy
r = Resource Sharing
c = Cooperation

Objective	a	r	c	Deliverable	Target	Measure	Timeline	Goal link
Operations of FNQROC		•	•	Procurement – Research and development and tendering.	Opportunities for regional procurement initiatives are investigated to ascertain if there is regional benefit.	Initiatives put forward are investigated.	As required	1,2,3,4,5,6
	•	•	•	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	1,2,3,4,5,6
	•	•	•	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.	1,2,3,4,5,6
	•	•	•	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.	1,2,3,4,5,6
	•	•	•	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	1,2,3,4,5,6
	•	•	•	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 we don't undertake as requested	As required	1,2,3,4,5,6
	•	•	•	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	1,2,3,4,5,6
	•	•	•	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.	
	•	•	•	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.	

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Objective	a	r	c	Deliverable	Target	Measure	Timeline	Goal link
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 lost links. 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 two weeks 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.	Ongoing	
	•	•	•	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	
Ongoing contract management of existing regional arrangements		•	•	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	
Facilitate development of new regional procurement opportunities		•	•	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	
		•	•	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

Planning

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

The key focus of the group is the FNQ Statutory Regional Plan and 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.

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.	A minimum of two (2) meetings per year with active sharing of knowledge, experience and building regional network.	No. of meetings held and representation and participation	Half yearly	
	•	•	•	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	As required	
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	
	•	•	•	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	
Advise and lead the FNQROC on policy and procedures.	•	•	•	The advisory committee is activated and actively involved in the review of the FNQ Statutory Regional Plan	The Advisory Committee is actively involved in the development of a new statutory regional plan	Councils engaged in the review of a statutory regional plan	As required	1,2,3,4,5,6
	•	•	•	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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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.	Ongoing	

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Local Government Economic Development

The FNQROC Regional Economic Development Advisory Committee consists primarily of Economic Development Officers from member Councils, representatives from the Department of State Development, Infrastructure, Local Government and Planning (DSDILGP), Tourism Tropical North Queensland (TTNQ), Regional Development Australia Tropical North (RDA TN) and Advance Cairns.

The primary purpose of the group is to provide a forum where the LG officers can discuss drivers and share knowledge around programs, grants, policy development and current projects in participating councils to ensure the timely awareness of emerging issues and opportunities impacting regional Economic Development.

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. This role has now been incorporated into the FNQROC Regional Economic Development Advisory Committee where the group identifies collaborative approaches to regional branding and sponsorship to maximise exposure, attendance and opportunities for Cross Regional Events.

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.	Minimum two (2) meetings per year with active sharing of knowledge, experience and building regional network.	Representation and participation.	Half yearly	
	•	•	•	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.	As required	
		•	•	Identify and or facilitate regional training and skill development where appropriate.	Advisory Committee meetings.	Collate and report training events and attendance.	As required	
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	
		•	•	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. Representative at TTNQ Regional Tourism Meetings	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

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.

The Animal Management Technical Committee (AMTC) was formed in 2019 and brings together regional local laws and animal management officers along with Queensland Health, Queensland Police and Department of Primary Industries & Fisheries (Animal Health). The AMTC supports the delivery of the FNQROC Animal Management & Wildlife Stewardship Policy as well as developing opportunities for regional collaborations and partnerships across animal management operations, capacity and partnerships. The Regional Resource Sharing in Joint Operations MOU was expanded in 2019 to include animal management operations across councils.

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FNQROC Strategic Operational Plan 2022 – 2026

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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. (NAMAC & AMTC)	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
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
	•	•	•	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 Stock Management on Roadsides MOU with QPS</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>Complete - December 2018</p> <p>Complete - December 2018</p> <p>Complete - June 2019</p> <p>Complete - December 2019</p> <p>December 2020</p> <p>December 2020</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.	<p>Expand regional biosecurity plan (pest management plan) to incorporate natural assets.</p> <p>Develop templates and processes for development and delivery of LG specific Natural Asset Management Plans</p> <p>Assist LG's in development of Natural Asset Management Plans</p>	<p>Framework established and adopted by FNQROC.</p> <p>Processes and templates develop</p> <p>Individual councils establish natural asset management plans.</p>	<p>Complete December 2018</p> <p>June 2020</p> <p>Ongoing (5 years)</p>	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>Conduct gap analysis (knowledge, capacity, tools).</p> <p>Develop a regional investment blue print.</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>Gap analysis completed.</p> <p>Incorporate relevant elements into council biosecurity plans</p>	<p>2018/19 – 20/21 (3 years)</p> <p>June 2020</p> <p>June 2020</p> <p>June 2019 – June 2020</p> <p>December 2020</p>	3

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Objective	a	r	c	Deliverable	Target	Measure	Timeline	Goal link
Support partnership approaches, skills and expertise	•	•	•	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.	<p>Number of successful projects and partnerships.</p> <p>Representation of FNQROC councils with the State Oversight Group (SOG).</p> <p>Representation of regional needs and perspectives in state and national investment programs.</p>	Ongoing	3
		•	•	Implement the Regional Tramp Ant Response Plan.	<p>Maintain of sentinel sites network through annual surveys.</p> <p>Identify gaps and risks to local government and develop a rapid response protocol (from tramp ant detection) developed for operational staff and education purposes.</p> <p>Conduct annual Yellow Crazy Ant (YCA) taskforce.</p> <p>Participate in YCA stakeholder reference group.</p> <p>Develop Electric Ant Eradication Program/Local Government Communication Plan</p>	<p>Number of sentinel site surveys completed annually.</p> <p>Key gaps and risks to local government identified.</p> <p>Awareness, accreditation and training materials provided to relevant areas of operation.</p> <p>Completed annual YCA taskforce.</p> <p>Number of stakeholder reference group meetings attended.</p> <p>Communication Plan developed</p>	<p>Ongoing (sentinel sites)</p> <p>Complete - December 2018</p> <p>Complete - December 2019</p> <p>Annually</p> <p>Annually (on going)</p> <p>June 2020</p>	3
	•	•	•	Implement the Natural Asset Stewardship Accord	<p>Develop regional and local report cards</p> <p>Conduct annual report card compilation at end of financial year</p> <p>Develop baseline indicators for reporting on net gain of habitat on LG managed reserves</p> <p>Promote the Accord regionally and to relevant parties</p>	<p>Report card template and format developed</p> <p>Report cards compiled (June annually)</p> <p>Baseline indicators and annual audit process develop</p> <p>Press releases, reports card or communications</p>	<p>Complete Dec 2019</p> <p>Ongoing (annually)</p> <p>June 2021</p> <p>ongoing</p>	3
	•	•	•	Facilitate the Navua Sedge Select Committee	<p><u>Research and development</u></p> <p>Promote R&D prospectus to relevant partners and agencies</p> <p>Identify opportunities to resource or partner on research projects</p> <p><u>Regional collaboration across councils</u></p> <p><u>Conduct meetings of the select committee</u></p>	<p>R&D prospectus is available to relevant parties</p> <p>Number of research partnerships or projects supported</p> <p>Number of Select Committee meetings or workshops</p>	<p>Complete 2019</p> <p>Ongoing</p> <p>Ongoing</p>	3

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Objective	a	r	c	Deliverable	Target	Measure	Timeline	Goal link
		•	•	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

The Roads and Transport Alliance (the Alliance) is a cooperative governance arrangement between the Department of Transport and Main Roads and the LGAQ on behalf of local governments, to invest in and regionally manage Queensland’s Road and transport network. Established in 2002, the Alliance was formed to jointly address shared road and transport challenges and deliver improved value from all available resources.

The philosophy of the Alliance is for regional thinking and cooperation between neighbouring Local Government and TMR to deliver regionally focused road and transport network benefits and improve overall road stewardship capabilities. 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:

¹ Road Alliance Operational Guidelines 2021

² Road Alliance Operational Guidelines 2021

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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.	As required	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
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

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Objective	a	r	c	Deliverable	Target	Measure	Timeline	Goal link
			• •	Development of an automated Project Prioritisation Tool (PPT)	To transition the PPT from Excel spreadsheets to an online portal and deliver a product that can be updated directly by individual Councils using interactive dashboards and reports.	The interactive tool is owned and utilised by Councils for new project submissions.	2022/23 - 2023/24	1
			• • •	The Regional Road Investment Strategy is used to inform decisions regarding the application of the PPT and 4 year works program.	Review of the RRIS to identify roads not currently listed as LRRS that should be nominated for inclusion on the FNQRRTG LRRS register.	Gap analysis of RRIS and LRRS roads completed with new LRRS roads added to the FNQRRTG LRRS register.	June 2022	1
			• •	Initiate a project for the development of a regional Airport Services Operational business plan.	Develop a plan that enables Councils to apply a consistent approach to the management, maintenance and renewal of aerodromes across the region over the next 10-20 years.	Report completed and includes plans to address the (recommended) corrective actions required to standardise regional aerodrome management and maintenance.	June 2023	1
			• •	Initiate a regional aerodrome safety inspections/audit program.	Undertake an annual aerodrome safety inspection program to ensure FNQ regional aerodromes are operated and maintained in compliance with Civil Aviation Safety Regulations.	Successful delivery of annual regional audit program.	30 June annually	1

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Regional Waste and Recycling

Far North Queensland faces a set of unique challenges in delivering cost effective and sustainable waste management and resource recovery services. All Councils in the region struggle with issues such as access to secondary markets, transport costs, and increasing costs and difficulties in developing new waste management infrastructure. This impacts on the ability of Councils to achieve strategic ambitions, and to deliver and operate viable networks of resource recovery facilities.

In June 2019 the Queensland Government released its Waste Management and Resource Recovery Strategy which sets a vision to become a zero-waste society, where waste is avoided, reused and recycled to the greatest possible extent. The strategy is underpinned by a waste levy, which commenced on 1 July 2019 to encourage business and industry to reduce, reuse and recycle more and send less waste to landfill. The levy zone covers 9 of FNQROC's 12 member Councils, with 6 paying directly and 3 indirectly through supply chain linkages to the region's main landfill at Springmount.

Since the waste levy started, annual payments have been provided to councils to ensure that the levy has no direct impact on households. However, to progress the State towards achieving its targets, from 1 July 2022 the existing levy zone will be divided into two new zones – metro and regional – and annual payments will be reduced year on year from 1 July 2023 in accordance with each Council's zoning.

To mitigate the impacts of the waste levy, and ensure the region has the infrastructure and services required to contribute to achieving state targets, in June 2021 the Board endorsed the establishment of the Regional Strategic Waste and Materials Recovery Framework Advisory Group. The Advisory Group consists of elected members, technical leads from within Council operations teams, and senior representatives from QTC, DES and LGAQ, and is tasked with guiding the development of a long-term (20+ years) strategic waste framework for FNQ. The Advisory Group is supported in its work by the Technical Waste Management Committee which continues to meet on an as required basis.

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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 Group and Technical committee meetings.	4 meetings per year with active sharing of knowledge, experience and building regional network	No. of meetings held and representation and participation	Quarterly	4
	•	•	•	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	4
Promote and support professional development amongst staff		•	•	Technical officers have opportunities to share and learn from regional peers.	Advisory Group and Technical Committee meetings allow the opportunity to share or seek advice.	Quantitative audit as required on minutes of meetings.	As required	4
		•	•	Identify and or facilitate regional training and skill development where appropriate.	Technical Committee meetings.	Collate and report training events and attendance.	Annual	4
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	4
Advise and lead the FNQROC on policy and procedures.	•	•	•	Advisory Group direction/advice to FNQROC and FNQROC directive to Advisory Committee.	That issues/points for noting are clearly articulated to the FNQROC Board. Advisory group addresses the directives or requests.	FNQROC Board is informed through the Board meetings. Directives are followed through to a resolution.	As required	4
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
		•	•	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
Advisory Committee specific projects				Development of a Regional Strategic Waste Framework	To provide a framework for the ongoing development and investment of waste and recycling infrastructure and investment in the region.	Regional Waste Framework developed and supported by the Advisory Committee	Mid 2021	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

In 2010 the FNQROC Water Alliance was formed as an initiative of the Board to increase collaboration around water sector initiatives. In February 2014, as a result of an AEC report on the region, the Alliance was tasked with collaborating efforts around four keys areas:

1. Strategic Asset Management
2. Regional Demand and Supply Assessment
3. Legislative Requirements
4. Full Cost Pricing

As a backdrop to this task, the large and diverse geographic area, high visitor numbers and low ratepayer base combine to make it challenging for councils to manage resources sustainably while meeting the expectations of water industry regulators and a growing population. The nature of water plant operations is also changing, and councils are looking to take advantage of emerging technology.

To ensure councils remain compliant with regulations, and to help inform regional planning, in early 2021 the Alliance engaged Water Futures to conduct a regional Drinking Water Quality Management Plan (DWQMP) Audit. The findings highlighted a number of risks across the region but most notably, flagged the urgent need to

focus on improving operational staffing levels. The report specifically noted that:

“Organisational capacity (staffing levels) to oversee and undertake certain tasks was often very limited and, in some cases, inadequate. Staffing levels were often very low with high reliance on one or a few experienced and/or thinly spread people. It was noted that some councils had tried to fill positions but not been able to do so which may reflect recruitment challenges in the region.”³

A key Audit recommendation was that systematic workforce planning be undertaken to understand the quantity of staff required and their competency needs.

Having conducted a review of its action plan in 2021, as its main priority for 2022-23 the Alliance has agreed to act on the Audit recommendation to better understand their operational workforce, identify any gaps, and then work towards developing a plan for meeting future workforce needs.

To deliver a more resilient workforce while also addressing operational needs, members of the Alliance will work together on the following key initiatives.

³ FNQROC Drinking Water Quality Management Plan Audits Report, 2021

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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.	Annual	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
	•	•	•	Regional Coordination of Drinking Water Quality Management Plans external audit program.	Regional procurement and coordination to assist with cost management, auditor scheduling, and identification of regional improvement/asset management opportunities	Audits completed within required regulatory reporting timeframes	Bi-Annual	3
	•	•	•	Initiate development of a Regional Water Sector Workforce Plan	Long-term plan (10 years) to develop regional workforce skills and address ongoing issues around workforce development, recruitment and retention, and to prepare Councils for anticipated changes to workforce skill requirements in response to policy and technology advancements.	Regional workforce plan developed and presented to the Board for endorsement.	June 2023	3

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Objective	a	r	c	Deliverable	Target	Measure	Timeline	Goal link
				Develop a suite of operational maintenance standards for key water and wastewater asset classes.	Water and wastewater assets are maintained to an agreed minimum standard based on rules and triggers for when maintenance needs to occur (eg pump hours).	Water and wastewater assets are maintained by Councils in a timely and consistent manner.	December 2023	3
				Investigate opportunities for new regional procurement activities.	Opportunities for regional procurement initiatives are investigated to ascertain if there is regional benefit.	Number of initiatives put forward and investigated.	As required	3

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Procurement

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. Whilst it is difficult to pin-point the exact amount, it is estimated that procurement spend across our region in 2019/2020 was approximately \$312 million.

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 that is greater than the sum of its parts.

The Procurement landscape is changing at a rapid rate and the FNQROC Regional Procurement and

Contract documents together with Local Buy's NexGen ecosystem are examples of several initiatives underway that have the potential to influence the direction and focus of the procurement function within councils. Some other examples include the impact of COVID and council's renewed focus on 'Buy Local', National Waste Policy, National Guidelines for Procurement and Reconciliation Action Plans. With this in mind, the Procurement Advisory Committee have identified that a Regional Procurement Strategy Framework will help establish the direction of the procurement function within councils and help shape the specific activities that it is focused on. The development of a Regional Procurement Strategy is therefore a key focus of FNQROC Procurement, and three core themes have been identified as follows:

- Sustainability
- Supplier Engagement & Innovation and
- Operational Excellence

FNQROC Procurement is focused on the development and implementation of this strategy whilst continuing to deliver tangible benefits to councils in the form of joint procurement initiatives and ongoing contract management which include the following arrangements:

- Regional Bitumen Reseal
- Regional Collection & Disposal of Ferrous Metal & Used Lead Acid Batteries
- Regional Removal & Beneficial Reuse of Biosolids
- Regional Sewer & Manhole Condition Assessments
- Regional Sewer Relining
- Regional Supply & Delivery of Liquid Alum
- Regional Supply & Delivery of Sodium Hypochlorite

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FNQROC Strategic Operational Plan 2022 – 2026

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 per year with active sharing of knowledge, experience and building regional network.	No. of meetings held and representation and participation.	Twice a year	
	•	•	•	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 no 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 - 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.		•	•	Regionally consistent procurement and contract documentation.	Ongoing development and administration of regionally consistent contract and procurement documentation which will benefit both councils and industry.	Documents are completed and are utilised by member councils.	Ongoing	
	•	•	•	Development of Regional Procurement Strategy	Development of a Regional Procurement Strategy specifically targeting the following themes: • Sustainability • Supplier Engagement & Innovation • Operational Excellent	Regional Procurement Strategy delivered and adopted by the FNQROC Board.	2023	

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Objective	a	r	c	Deliverable	Target	Measure	Timeline	Goal link
<p>Maximise Triple Bottom Line procurement benefits – Economic, Social and Environmental</p> <p>Development of competitive local markets to stimulate economic development</p>					•			
	•	•	•	Regional procurement data analytics	<ul style="list-style-type: none"> Development of regional procurement dashboards and reporting enabling the identification of opportunities for savings efficiencies, collaboration, shared services or outsourcing. 	<p>NexGen Procurement Data Analytics customised and utilised at regional level by councils using NexGen.</p> <p>Regional data available on</p> <ul style="list-style-type: none"> Spend by type Spend by supplier 	2023/24	
		•	•	Regional Supplier Registration & Prequalification.	<p>Develop a regional supplier registration and prequalification process to provide:</p> <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. 	<p>Investigate opportunity and development of discussion paper for direction forward.</p> <p>Identify opportunities for savings efficiencies, collaboration, shared services or outsourcing.</p>	2023/24	
	•	•	•	Implementation of Regional Procurement Strategy	Regional Procurement Strategy adopted by councils.	<p>Regional Procurement Strategy implemented under each of the following themes:</p> <ul style="list-style-type: none"> Sustainability Supplier Engagement & Innovation Operational Excellence 	2024 onwards	
	•	•	•	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>	<p>New market supply chain opportunities identified and enabled through procurement initiatives</p>	2025 onwards	

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FNQROC Organisation Chart - 2022

