



OPERATIONAL PLAN 2020-2021



Contents

Introduction	3
Strategic Direction	4
Overview of Organisational Services	5
Key Activities in 2020-2021	6
Understanding the Operational Plan	9
Strategic Direction One	10
Strategic Direction Two	12
Strategic Direction Three	14
Strategic Direction Four	18
Strategic Direction Five	22

Introduction

The *Operational Plan* is a major planning document within Council's corporate planning framework and outlines the significant activities and key operational activities that Council will deliver in 2020-2021.

The plan complies with the *Local Government Regulation 2012* which requires councils to prepare and adopt an Operational Plan for each financial year, which must:

- A) Be consistent with the annual budget; and
- B) State how Council will:
 - Progress the implementation of the 5 year *Corporate Plan* during the period of the annual Operating Plan; and
 - Manage operational risk.



Each area of operation performs day to day activities aligned with policies, procedures, activity specific plans and processes designed to ensure that services are delivered in accordance with the direction set by Councillors and in some instances governed by legislation. Quarterly activity reporting to Council is made with reference to the *Operational Plan*.

Strategic Direction

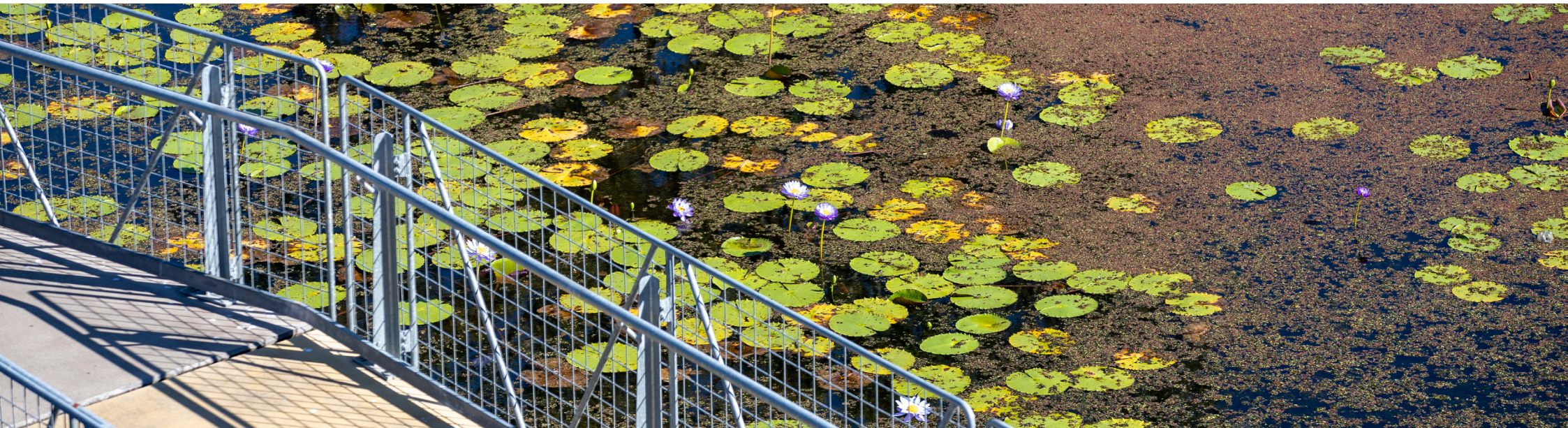
Through discussion, consultation and community engagement Council has determined a number of strategic directions that will be pursued over the next five years.

The 2014-2020 Strategic Directions as established by Council and documented in the *2014-2020 Corporate Plan* are:

1. Fiscally responsive and responsible management of public infrastructure and assets;
2. Responsive and responsible management of land;
3. Responsive and responsible local representation;
4. Council's role in creating an enviable lifestyle and contribution to the whole of life liveability of our Shire; and
5. Council's role in creating and supporting the economic prosperity of our Shire.

With a genuine desire to deliver on these strategic directions, to essentially turn words into actions, Council has determined an appropriate level of involvement for Council, how Council will be involved and what will be seen as the measure of success.

The *Operational Plan* now details specific actions and activities that will be undertaken in 2020-2021 to address the strategic priorities as set by Council.



Overview of Organisational Functions

Mayor and CEO Office

- Mayor and CEO Support
- Executive Support
- Administration Assistance
- Media and Communications
- Corporate Branding
- Legal Services
- Elected Members Support
- Strategic Human Resources
- Strategic Workplace Health and Safety
- Grants
- Governance
- Corporate Support
- Disaster and Emergency Management
- Community Communications
- Stakeholder Communications
- Counter Disaster Operations
- Call Centre Management
- Support and Training Administration
- Strategic Economic Projects
- Strategic Development Projects
- Regional Planning
- Town Plan Compilation

Community and Development Services

- Business Engagement
- Major Events and Activities Development
- Community Support
- Festivals
- Conferences
- Tourism Marketing
- Community Activity Grants
- Local Tourism Product Development
- Tourism and Visitor Information
- Tourism Development Liaison
- Local Tourism Product Support
- Marketing Distribution
- Marketing of Special Assets
- Art Gallery Operations
- Library Services
- Cultural Events
- TYTO Precinct Management
- Regional Arts Development Fund (RADF)
- Community Events
- Sexton/Attendant Services
- Custodian of all Shire Cemeteries
- Undertaker Facilitation
- Youth Development Support
- Youth Engagement and Strategic Planning
- Ageing in Place
- Aged and Youth Aged Services

Corporate and Financial Services

- Financial Services and Audit Management
- Accounts Payable and Receivable
- Financial and Management Accounting
- Insurance Management
- Rating
- Treasury
- Corporate Financial Governance
- Financial Asset Management
- Budget Reporting
- Debtor Management
- Long Term Financial Planning
- Rural and Urban Addressing Database
- Procurement Services and Administration
- Stores and Inventory Control
- Buy Local Support
- Contract Development and Management
- Safe Handling of Material
- Purchase and Order Control
- Information Technology
- Telecommunications Network
- Corporate System Support
- Employee Operational Aspects
- Enterprise Bargaining
- Health and Wellbeing Program
- Human Resources
- Industrial Relations
- Training, Learning and Development
- Performance Management
- Workers Compensation and Rehabilitation
- Workplace Health and Safety Mgt
- Workplace Health and Safety Training
- Payroll Services
- Administration Services
- Records Management
- Right to Information Requests
- Public Information
- Storage and Control of Council's Records
- Planning and Development
- Planning and Development Applications
- Corporate Support
- Building Liaison and Investigations
- Building Certification
- Business Licensing
- Land Dealings and Leases
- Local Laws and Public Health
- Regulatory Enforcement
- Road Regulatory Services
- Plumbing/Drainage Compliance

Infrastructure and Utility Services

- Civil Construction and Maintenance
- Drainage Operations
- Roadside Mowing and Maintenance
- Plant and Fleet Operations
- Workshop Operations
- Martin Street Depot Operations
- Aerodrome Operations
- Road Maintenance Performance Contract (RMPC)
- Flood Damage Reconstruction Works
- Survey and Design Services
- Facilities Maintenance
- Built Infrastructure and Construction
- Community Buildings Asset Management
- Facilities Asset Management
- Cleaning Services
- Regulatory Road Signage
- Asset Strategic Planning
- Asset Management and Implementation
- Road Compliance/Engineering Advice
- Radio Communication
- Rural and Urban Addressing
- Spatial Services
- Flood Damage Reconstruction
- Water and Sewerage Management
- Water and Sewerage Treatment
- Water and Sewerage Reticulation
- Recycling and Waste Operations
- Warrens Hill Waste Management Facility
- Expired Waste Sites Management
- Environmental Strategic Planning
- Environmental Waste Compliance
- River Height and Rainfall Gauge
- Horticulture Services
- Biosecurity Services
- Public Spaces Management
- Parks Beautification and Enhancement
- Parks and Gardens Development
- Public Signage Operations
- Pest Management
- Natural Resource Management
- Nursery and Revegetation
- Feral and Noxious Pests
- Vector Control

Key Activities in 2020-2021

The 2020-2021 key activities and their fit within and influence on the Strategic Directions as established by Council are summarised as follows:

KEY ACTIVITIES	Strategic Directions As detailed in the 2014-2020 Corporate Plan	One Fiscally responsive and responsible management of public infrastructure and assets	Two Responsive and responsible management of land	Three Responsive and responsible local representation	Four Council's role in creating an enviable lifestyle and contribution to the whole of life liveability of our Shire	Five Council's role in creating and supporting the economic prosperity of our Shire
	Shared Footpaths Program to improve pedestrian comfort, safety and promote healthy active living. Footpaths associated with Works for Queensland located at Halifax, Taylors Beach, Lucinda and Forrest Beach.	✓	✓		✓	✓
	Bridge Rehabilitation Program • Waterview Creek Bridge: and • Lannercost Extension Bridge.	✓	✓		✓	✓
	Community Shed and Progress Association Meetings Community meetings with Councillors and senior officers.			✓	✓	✓
	Buy Local Preference Policy Procurement Policy with a buy local preference, increasing support for local and regional business.			✓	✓	✓
	Hinchinbrook Way Develop a comprehensive marketing campaign incorporating <i>Hinchinbrook Way</i> , and continuation of CBD revitalisation program.			✓	✓	✓
	Biosecurity Plan Review and implementation of key pest and weed management strategies.		✓		✓	✓
	Water Security Implementation of Water Security Project.				✓	
	Betterment Program Orient Road, Atkinson Pocket Road, Seymour Road, Abergowrie Road, Baillies Road, Barbagallos Road, Covells Road, Yuruga Road and Menzies Street.	✓				✓

Strategic Directions As detailed in the 2014-2020 Corporate Plan	One Fiscally responsive and responsible management of public infrastructure and assets	Two Responsive and responsible management of land	Three Responsive and responsible local representation	Four Council's role in creating an enviable lifestyle and contribution to the whole of life liveability of our Shire	Five Council's role in creating and supporting the economic prosperity of our Shire
Rates and Charges Initiative To support the growth of the community and assistance for ratepayers and businesses in need.			✓	✓	✓
Investment in systems Focus on generating system and technology efficiencies to enable a more customer centric approach to activities.	✓			✓	✓
Water Security Implementation of automatic meters.				✓	
Waste Management <ul style="list-style-type: none"> Landfill remediation and capping of cell 1; Design of cell 3 of the leachate management system; and Renewal of commercial agreements for waste collection services. 	✓			✓	
NDRRA and DRFA Recovery and reconstruction of essential infrastructure damaged from natural disasters. Primarily roads and bridges.	✓				✓
Capital Works Construction Program Focus on renewal of existing assets and infrastructure, including the construction of new recreational infrastructure.	✓	✓		✓	✓
Economic Development and Foreshores <ul style="list-style-type: none"> Enhancement of foreshore areas at Lucinda, Taylors Beach, Forrest Beach, and recreational services in Rotary Park; Dungeness Carpark Enhancement; and Taylors Beach Dredging. 	✓	✓		✓	✓
Stormwater Drainage Programmed maintenance and Works.	✓	✓	✓		



Understanding the Operational Plan



How to read the Operational Plan

Council's Operational Plan outlines the actions and activities that will be undertaken during the fiscal year in order to achieve Council's strategic goals and objectives as outlined in the Corporate Plan. Below is a guide to reading the tables which are found within the Operational Plan.

Annotations for the table structure:

- This number relates to the strategic direction within the Corporate Plan.** (Points to the '1.1' in the first column)
- This is the strategic direction as outlined in the Corporate Plan.** (Points to the text in the first column)
- This is the proposed action to be undertaken as outlined in the Corporate Plan.** (Points to the text in the second column)
- These numbers relate to the actions that will be undertaken in order to achieve each strategic direction.** (Points to the '1.1.1' through '1.1.7' in the third column)
- This is the action that will be undertaken in the 2019-2020 financial year in order to achieve each strategic direction.** (Points to the text in the third column)
- This is the Lead officer that will manage the action and/or activity.** (Points to the 'ISD' in the fourth column)

Corporate Plan Strategies	Proposed Actions over 2014-2020	2019-2020 Action and Measure	Lead
1.1 Plan and execute timely preventative maintenance regimes that extend the useful life of roads, water and sewerage network infrastructure in a cost effective manner	Continued refinement of long term asset management plans	1.1.1 Integration of long term asset management plans within the Long Term Financial Plan.	ISD
		1.1.2 Implementation of revised Asset Capitalisation Policy.	ISD
		1.1.3 Completion of hierarchy and service level discussion by 31 December 2020.	ISD
	Development of a roads hierarchy and associated service levels	1.1.4 Execution of all remaining 2019 NDRRA Flood Damage Emergent Works and REPA Construction Projects.	ISD
		1.1.5 Review and update the Infrastructure Maintenance Annual Schedule.	ISD
		1.1.6 Complete respective drain profiling improvements associated with the drainage of Dalrymple Road by December 2019.	ISD
		1.1.7 Complete installation of the Automatic Meter Reading Equipment and Roll out of project.	ISD

Lead Abbreviations listed below.

Lead Abbreviations

CEO	Chief Executive Officer
DCDS	Director Community and Development Services
DCFS	Director Infrastructure and Utility Services
DIUS	Director Infrastructure and Utility Services
FM	Finance Manager
HRM	Human Resources Manager
OMC	Office of the Mayor and Chief Executive Officer
PSBM	Public Spaces and Biosecurity Manager
RSM	Regulatory Services Manager
USM	Utilities Services Manager
WHSC	Work Health and Safety Officer

Strategic Direction One

Fiscally Responsive and Responsible Management of Public Infrastructure and Assets

Hinchinbrook Shire Council builds, owns and funds the maintenance of infrastructure that it sees as a benefit to the community. In some areas Council is the only entity that will perform the function of providing public infrastructure. Council provides public infrastructure on the basis that it is an asset to the community, that the community values the provision of this infrastructure and that the infrastructure provides a contribution to the community that is tangible, vital and essential.

Council is committed to supplying infrastructure in an efficient and coordinated manner that provides consistent delivery of services and is seen as value for money by the users of such infrastructure. Further, Council considers infrastructure provision with regard to the impacts on the natural environment, the value add of the amenity to existing infrastructure, and health and safety of the community.

Council will ensure a coordinated and integrated approach to infrastructure planning, implementation, maintenance and renewal. Public infrastructure and assets provided by Council can include:

- Road and drainage network;
- Water and sewerage network;
- Waste management and transfer station facilities;
- Hinchinbrook Aquatic Centre;
- TYTO Precinct;
- Parks, gardens and reserves with pathways, structures, playgrounds, fitness equipment and picnic facilities;
- Marine recreational infrastructure - boat ramps, jetties and fishing platforms; and
- Buildings, like the Shire Hall, smaller community halls and the Kelly Theatre.

Corporate Plan Strategies		Proposed Actions over 2014-2020	2020-2021 Action and Measure		Lead
1.1	Plan and execute timely preventative maintenance regimes that extend the useful life of roads, water and sewerage network infrastructure in a cost effective manner.	Continued refinement of long term asset management plans.	1.1.1	Integration of long term asset management plans within the Long Term Financial Plan.	FM
			1.1.2	Implementation of revised Asset Capitalisation Policy.	DCFS
		Development of a roads hierarchy and associated service levels.	1.1.3	Completion of hierarchy and service level assessment by 31 December 2020.	DIUS
		Planned preventative maintenance regimes are comprehensive in nature and costed for inclusion in ten year forward budgets.	1.1.4	Execution of all remaining 2019 NDRRA Flood Damage Emergent Works and REPA Construction Projects.	DIUS
			1.1.5	Review and update the Infrastructure Maintenance Annual Schedule.	DIUS
			1.1.6	Implement Programmed Drainage Maintenance Schedule throughout Shire, including Lucinda, Forrest Beach and Trebonne. Provide a completion report to Council of works undertaken.	DIUS

Corporate Plan Strategies		Proposed Actions over 2014-2020	2020-2021 Action and Measure		Lead
1.1	Plan and execute timely preventative maintenance regimes that extend the useful life of roads, water and sewerage network infrastructure in a cost effective manner.	Planned preventative maintenance regimes are comprehensive in nature and costed for inclusion in ten year forward budgets.	1.1.7	Complete installation of the Automatic Meter Reading Equipment and Roll out of project.	USM
			1.1.8	Undertake the refinement of long term Asset Management Plans to ensure correct financial reflection of Asset Management Plan activities.	DIUS
			1.1.9	Complete Annual Bitumen and Reseal Program.	DIUS
			1.1.10	Engage temporary design service personnel to complete preliminary design on proposed capital works projects 2021-2022 by March 2021.	DIUS
			1.1.11	Complete construction of resilience and betterment programs for Orient Road, Atkinson Pocket Road, Seymour Road, Abergowrie Road, Baillies Road, Barbagallos Road, Covells Road, Yuruga Road and Menzies Street.	DIUS
			1.1.12	Completion of 100% of TIDS Road Construction Program.	DIUS
			1.1.13	Completion of 85% of Capital Works Program referenced as BUD-2020.01.	DIUS
1.2	Plan and execute timely preventative maintenance regimes for building assets that extend the useful life in a cost effective manner.	Development of preventive maintenance plans for all building assets, including exit strategies for assets deemed surplus to needs.	1.2.1	Review, update and refine Building Preventative Maintenance Plans to reflect a 10 year forward program including financial impact by March 2021.	DIUS
			1.2.2	Link Building Preventative Maintenance Plans to current and long term financial requirements.	DIUS
1.3	Ensure that proposed extensions to road, water or sewerage networks have a demonstrated social and economic imperative.	Investigate water security options for the Hinchinbrook Shire reticulated water system.	1.3.1	Continue water main extension option investigations, progress Orient Road and Warrens Hill Road projects to preliminary design stage by 31 March 2021.	USM
		Investigation of access to identified cane expansion areas in collaboration with industry stakeholders.	1.3.2	Continue Councillor representation on the Regional Plan Implementation Committee to address opportunities for cane expansion areas.	DIUS
1.4	Be open to innovative and alternate solutions for the provision of ongoing public infrastructure needs.	Prior to the end of useful life of current assets review innovative and alternate solutions.	1.4.1	Undertake the construction and delivery of 100% of the 2019-2021 Works for Queensland Program.	CEO
			1.4.2	Undertake the construction and delivery of 100% of the 2020-2021 COVID-19 Works for Queensland Program.	CEO
1.5	Ensure that public infrastructure contributes to lifestyle aspirations of current residents, underpins population attraction and acts as an enabler for economic growth in tourism in particular.	Maintain access to and improve recreational boating and fishing facilities.	1.5.1	Continuation of documentation and lodgement of development application for Dungeness and Taylors Beach Dredging Projects and better marine access at Forrest Beach.	DIUS
		Development of a parks and reserves hierarchy and associated service levels.	1.5.2	Council to adopt Public Open Spaces Maintenance and Hierarchy Plan including levels of service.	DIUS
			1.5.3	Implement works for foreshore clearing and maintenance at Lions Park Lucinda by November 2020.	DIUS
			1.5.4	Effectiveness of Beach Access for ATV vehicles at Lucinda to be reviewed by October 2020.	DCDS

Strategic Direction Two

Responsive and Responsible Management of Land

Hinchinbrook Shire Council seeks to achieve a sustainable, well managed and enviable natural and built environment.

That is a Shire that provides a balance between the development of built infrastructure, demonstrating sound land use principles, while valuing the conservation of our diverse natural resources for the enjoyment of all.

This will be achieved by delivering an enabling Town Planning Scheme, by the development of natural resource management plans, and increasing community awareness of associated issues.



Corporate Plan Strategies		Proposed Actions over 2014-2020	2020-2021 Action and Measure		Lead
2.2	Provision of reliable flood data and intelligence.	Revision of the existing flood study.	2.2.1	Continue to source external funding for construction of Dutton Street Bridge.	DIUS
			2.2.2	Submit funding applications for installation of automatic water over road signage project.	DIUS
2.3	Riverine and riparian environment management.	Funding and advocacy of the riverine environment.	2.3.1	Payment of funds allocated to the Herbert River Improvement Trust and Lower Herbert Water Management Authority.	FM
			2.3.2	Advocacy support to the Lower Herbert Water Management Authority with Federal and State representatives.	OMC
			2.3.3	Advocacy support to the Herbert River Improvement Trust and Lower Herbert Water Management Authority to obtain appropriate permits for drainage vegetation clearing purposes.	OMC
2.4	Natural resource management.	Pest and weed management activities.	2.4.1	Continuous monitoring and improvement of vector control practices and public education, providing a report to Council detailing the practices and undertaking one public education session by 30 June 2021.	PSBM
			2.4.2	Publication of Departmental best practice control manuals to public upon release.	PSBM
			2.4.3	Review and implement the Hinchinbrook Local Government Area Biosecurity Plan and define reporting metrics for performance to plan targets.	PSBM
			2.4.4	Continue the Hinchinbrook Community Feral Pig Management Program – implement all activities identified in the Hinchinbrook Local Government Area Biosecurity Plan and provide a report to Council detailing outcomes.	PSBM
			2.4.5	Develop a Strategy to assist in minimising the spread of the Navua Sedge weed species through Hinchinbrook Shire.	PSBM
		Involvement in catchment management activities.	2.4.6	Develop, assist with and carry out re-vegetation projects including promotion of National Tree Day at least once a year.	PSBM
		Stewardship of the Great Barrier Reef.	2.4.7	Implement agreed activities from the Reef Guardian Action Plan and provide a report to Council defining the outcomes.	PSBM
			2.4.8	Council to collaborate with volunteers in beach clean up activities.	PSBM
		Biosecurity.	2.4.9	Meet Council's obligations under the new Biosecurity Act 2014 minimising, responding to and assisting recovery from pests and diseases. Provide a report to Council defining the outcomes by 30 June 2021.	PSBM

Strategic Direction Three

Responsive and Responsible Local Representation

Councillors will provide strong local leadership, underpinned by responsible governance processes, demonstrating respect for the democratic process. Councillors will communicate openly, be accountable for decisions made and be willing to engage with the community.

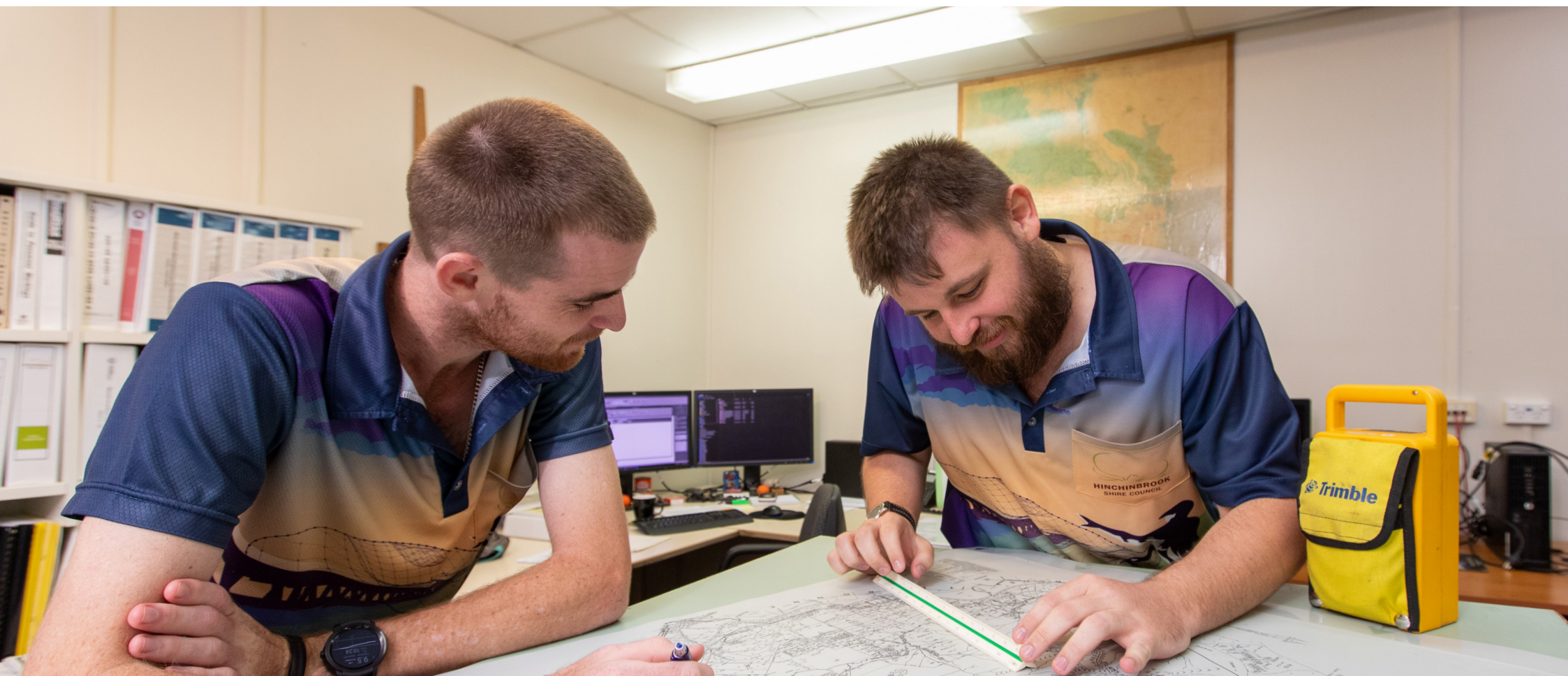
Council will advocate to State and Federal Governments and agencies to deliver outcomes that address the needs of our community.

Council will create an organisation that is empowered to act and develops an internal capacity to respond and to change. Council will seek to be aware of external factors that impact on Local Government as a whole and on Hinchinbrook specifically.

Corporate Plan Strategies		Proposed Actions over 2014-2020	2020-2021 Action and Measure		Lead
3.1	Councillor two way engagement with our community.	Community Shed Meetings.	3.1.1	Hold annual Community Shed Meetings for Mt Fox, Abergowrie and Lower Herbert areas.	CEO
			3.1.2	Consultation, compilation and adoption of Council 2021-2025 Corporate Plan by December 2020.	CEO
3.2	Communication with the community.	Communications Plan developed and executed.	3.2.1	Annual Communication Plan developed and presented to Council by 30 September 2020.	CEO
			3.2.2	Support Councillor media articles.	CEO
			3.2.3	Review and republish Council Identity Manual.	CEO
		Further development of online content.	3.2.4	Annual review of Council's website to be undertaken.	EO
			3.2.5	Ensure accurate and up to date fact sheets are available on Council's website.	EO
			3.2.6	Increase community engagement through social media platforms including Hinchinbrook Shire Council, Visit TYTO, Hinchinbrook Disaster Information and The Hinchinbrook Way pages.	DCDS
			3.2.7	Review Council Social Media Channels and develop policy and style guides accordingly.	
			3.2.8	Consolidate Council's Event web pages.	DCDS
			3.2.9	Review Council's tourism and community websites and consolidate/update as required.	DCDS
			3.2.10	Maintain and continue development of the Hinchinbrook Way website including business listings.	DCDS
		Continued publication of a ratepayers newsletter.	3.2.11	Compile and distribute two ratepayer newsletters annually.	CEO
		Financial Accountability to Community	3.2.12	Provide information to ratepayers regarding the annual audited financial performance of Council including financial performance indicators.	FM

Corporate Plan Strategies		Proposed Actions over 2014-2020	2020-2021 Action and Measure		Lead
3.2	Communication with the community.	Financial Accountability to Community.	3.2.13	Preparation of 2021-2022 Budget.	DCFS
			3.2.14	Preparation of 2022-2031 Long Term Financial Plan.	DCFS
			3.2.15	Undertake review and assessment of water and sewerage units for purposes of service charges by March 2021.	DCFS
3.3	Influencing other levels of Government.	On an as identified basis an advocacy role with other levels of government and service providers of programs to address the needs of at risk community members and youth.	3.3.1	Facilitate meetings of the Youth Development Advisory Committee as per Terms of Reference.	DCDS
			3.3.2	Undertake community information sessions concerning understanding land valuations, particularly for the agricultural sector.	DCFS
		Support for community health service providers to address the needs of at risk community members.	3.3.3	Review the grant funding service provided to the <i>Hinchinbrook Community Support Centre</i> .	DCDS
			3.3.4	Continue community activities focused on seniors.	DCDS
			3.3.5	Build capacity and influence early childhood health and learning via community programing and partnerships with community organisations.	DCDS
			3.3.6	Host a minimum of two community events with inclusive additions for elderly persons and those living with a disability.	DCDS
		Advocate for the delivery of the State's regionalisation agenda specifically as it relates to population growth and regional investment.	3.3.7	Participate in State Government forums to influence the regional agenda.	OMC
			3.3.8	Continue to advocate for implementation of <i>Wet Tropics Water Plan</i> for Lower <i>Herbert Water Management Authority</i> .	OMC
			3.3.9	Maintain membership of and attendance at the Regional Plan Implementation Committee.	OMC
			3.3.10	Continue to advocate for solutions regarding flying fox populations in urban areas.	PSBM
		Membership of LGAQ and participation in relevant discussions and agendas.	3.3.11	State and Regional LGAQ conferences and meetings attendance.	OMC
3.4	Policy and Procedure.	Buy local first preference policy development.	3.4.1	Annual Review of Procurement Policy.	FM
			3.4.2	Continue to review and streamline Council processes interacting with business suppliers.	FM
			3.4.3	Rates Incentive Program and community support with implementation of rates concession.	DCFS
3.5	Organisational Capacity.	Review of the organisational structure and resourcing in response to our strategic direction.	3.5.1	Continue implementation of apprentices and trainees as identified through Executive Management Team.	CEO
			3.5.2	Continued support of business improvement initiatives.	DCDS
		Development of our human resources.	3.5.3	Annual delivery of Mandatory Training Program on an as needs basis.	HRM
			3.5.4	Implementation of Performance Appraisal process.	HRM

Corporate Plan Strategies		Proposed Actions over 2014-2020	2020-2021 Action and Measure		Lead
3.5	Organisational Capacity.	Development of our human resources.	3.5.5	Continue sustainable levels of service and review improved practices and efficiencies in association with the Customer Service Charter.	DCFS
			3.5.6	Implementation of structured staff professional development program.	HRM
		Annual review of Hinchinbrook Shire Council Central Risk Register.	3.5.7	Executive Management Team to meet annually to review Council wide risks to determine risk control measures.	CEO
		Safety Management System maintenance.	3.5.8	Strategic Safety Plan status report to be reviewed each quarter by Workplace Health and Safety Coordinator and Executive Management Team.	WHSC
			3.5.9	Review Safety Committee Support annually.	WHSC





Strategic Direction Four

Council's Role in Creating an Envable Lifestyle and Contribution to the Whole of Life Liveability of our Shire

Notwithstanding the delivery of roads, water and sewerage networks, Council makes many other contributions to our community to endeavour to create a highly desirable environment, where lifestyle, liveability and prosperity are key outcomes. Our community values our relaxed lifestyle and seeks to preserve this in tandem with creating a healthy, vibrant and inclusive place to live.

Arts and culture are an integral part of life for our communities. Council recognises the importance arts and culture plays in our region and is committed to developing and expanding arts and cultural activities that have the capacity to enrich the lives of our residents. Council actively supports arts and cultural groups through its ongoing support for the Regional Arts Development Fund, together with its community donations program.

Community partnerships are about Council working with residents, community groups and other Government agencies to improve the social well-being of the community, making our community a more desirable place to live. It is about partnerships, building capacity, listening to and learning from the community and building the future together.

Council acknowledges the issues of our ageing population and will work to identify strategies to support the needs of older people. We want to recognise the skills and experience of older people to ensure they feel valued and supported in our community. Council sees direct employment opportunities and support service provision for older people as a way to diversify our employment base and assist in the attraction of new residents to Hinchinbrook.

Corporate Plan Strategies		Proposed Actions over 2014-2020	2020-2021 Action and Measure	Lead
4.1	Arts and Cultural Investment.	Maximise the use of the TYTO Precinct for the delivery of arts and cultural programs.	4.1.1 Manage commercial operation streams based on the destination experience: retail, venue hire, public programs/events. Review of business models for commercial operations. Increase revenue in appropriate outlets. Increase visitation by 5% per annum.	DCDS
			4.1.2 Implement a Public Art Strategy with accompanying action plan to enhance urban environments and/or contribute to Authentic Destination Strategies. Implement and manage Strategy Action Plan that complements master planning projects as a priority.	DCDS
			4.1.3 Manage the Hinchinbrook Shire Council Art Collection with relevance to the Acquisition Policy, and make works publicly accessible via exhibition. Increase the number and/or value of works acquired and increase the number of works on display, with one curated show per annum.	DCDS
			4.1.4 Manage the Hinchinbrook Shire Library Special History Collection inclusive of the 31st Battalion - The Kennedy Regiment. Preservation of Local History via the special collection.	DCDS
			4.1.5 Manage Creative Studio to respond to the internal and external requirements of the community, promoting innovative and dynamic spaces. Maximisation of use.	DCDS
		Continued funding of the Regional Arts Development Fund program.	4.1.6 Delivery of the Regional Arts Development Fund programming. Successful application and funding under new funding model. Increased participation and diversification of program reach.	DCDS

Corporate Plan Strategies		Proposed Actions over 2014-2020	2020-2021 Action and Measure		Lead
4.2	Provision of Recreation Opportunities.	Continued community partnerships for the delivery of services at the Kelly Theatre and Hinchinbrook Aquatic Centre.	4.2.1	Continue engagement with the lessees of the Kelly Theatre including development of usage reporting.	DCDS
			4.2.2	Support the Theatre through advertising which promotes the region.	DCDS
			4.2.3	Complete the Kelly Theatre Stage 1 - Works for Queensland program.	DIUS
			4.2.4	Continue engagement with the lessees of the Hinchinbrook Aquatic Centre including development of usage reporting.	DCDS
			4.2.5	Complete the installation of the Heat exchange replacement by 30 December 2020.	USM
		School holidays program featuring children/youth activities.	4.2.6	Publish school holiday program featuring children/youth activities for the 5-10 year age group: <ul style="list-style-type: none"> Build capacity via the delivery of community programing during the April, July and September school holiday periods; Delivery of Inflight Program; and Increase participation by 5% across each holiday program. 	DCDS
			4.2.7	Publish school holidays program featuring children/youth activities for the 10-15 year age group. <ul style="list-style-type: none"> Build capacity via the delivery of community programing during the April, July and September school holiday periods; and Increase participation by 5% across each holiday program. 	DCDS
		Continued support for Hinchinbrook based events that provide both economic returns by way of visitation and opportunities for participation by the community.	4.2.8	Continued support for the following Hinchinbrook based events that provide economic returns by way of visitation and opportunities for participation by the community: <ul style="list-style-type: none"> Tasman Turtle's Picnic Day; Find Your Future in Hinchinbrook; Christmas in Hinchinbrook; Seniors Morning Tea; International Fishing Series; Tea and Trivia; Touring Events Program; Life Skills Workshop Series; Youth Week Program; Hinchinbrook Health and Wellbeing Program; Community Activity Grants Program; and Increased participation, diversification and ROI per event. 	DCDS
			4.2.9	Host key community events including: <ul style="list-style-type: none"> Christmas in Hinchinbrook; Seniors Morning Tea; Tasman Turtle Picnic Day; Host Find Your Future Career Expo; International Fishing Series; Mountain biking; Motorcycle/car rallies; Boat racing; and Fishing competition. 	DCDS
			4.2.10	Undertake planning and development for Motor Sport Precinct.	DCDS
			4.2.11	Undertake planning and development for aerodrome hangar development.	DCDS
			4.2.12	Action items identified in the Hinchinbrook Shire Council Marketing Strategy and Action Plan to attract new regionally significant events and activities to the Shire.	DCDS

Corporate Plan Strategies		Proposed Actions over 2014-2020	2020-2021 Action and Measure		Lead
4.3	Community Partnership Support.	Continue to provide funding for community groups to deliver on the wider social welfare agenda.	4.3.1	Manage Service Level Agreement (SLA) with Hinchinbrook Community Support Centre. Fulfilment of SLA key performance indicators.	DCDS
4.4	Living well over 60 with a highly desirable lifestyle.	Advocate for adequate local facilities and services to support older residents, particularly those that allow them to live longer in their own homes.	4.4.1	Action Hinchinbrook Shire Council Ageing in Place Strategy. Commence process and consultation in order to position Hinchinbrook as one of Australia's most desirable place to retire. Areas to address include transport, outdoor space and building, housing, social participation, communication and information. To be actioned as identified on a needs basis via the Ageing in Place Committee Ten Year Strategy.	DCDS
		Self assess Hinchinbrook against the World Health Organisation Checklist of Essential Features of Age Friendly Cities.	4.4.2	Maintain currency of the Seniors Lifestyle Directory with input from the Ageing in Place Committee.	DCDS
		Plan to address shortcomings.	4.4.3	Items actioned as budgeted under Ageing in Place Committee 10 year strategy.	DCDS
4.5	Regulatory Functions that underpin lifestyle.	Provide meaningful Animal Control Services.	4.5.1	Conduct dog registration and dog ownership education program.	RSM
			4.5.2	Implement online dog registration processes.	RSM
		Provide meaningful business licensing activities.	4.5.3	Inspection programme to be undertaken for 100% of licences food businesses.	RSM
			4.5.4	Respond to complaints in a timely manner and execute appropriate actions that safeguard the public interest.	RSM
		Provide timely building regulatory functions and enforcement action as necessary.	4.5.5	Implement proactive and educational information and respond to complaints in a timely manner and execute appropriate actions that safeguard the public interest.	RSM
			4.5.6	Develop templates and workflows for TechOne to enable the use of core regulator functions.	RSM
		Cemetery Services.	4.5.7	Integrate cemetery systems and processes for Enterprise Software (TechOne). Finalise record rectification.	DCDS
			4.5.8	Investigate option and planning for cemetery extension and provision of a new and alternate burial methods.	RSM
		Environmental Services and Management.	4.5.9	Develop and adopt Council's Environment Policy and Guidelines.	PSBM
		Waste Management.	4.5.10	Develop a community recycling education program to reduce contamination and increase participation in recycling. Investigate recycling opportunities and outsourcing of scavenging services.	USM
			4.5.11	Participate in the development of a North Queensland Regional Waste Strategy to mirror the intent of the new State Government Waste Strategy and the NQ Regional Infrastructure Plan with the aim to reduce the amount of waste disposed to landfill and increase resource recovery and recycling in the Shire.	USM
			4.5.12	Continue to meet waste levy legislation.	USM
			4.5.13	Improve Waste Data Collection - Dashboard Data for Waste Metrics developed and reports set up.	USM

Corporate Plan Strategies		Proposed Actions over 2014-2020	2020-2021 Action and Measure	Lead
4.6	Educational Opportunities that support population attraction.	Foster partnership opportunities with vocational and tertiary educational service providers.	4.6.1 Fulfil State Library of Queensland Service Level Agreement for the First 5 Forever Early Learning Program.	DCDS
			4.6.2 Manage State Library of Queensland Service Level Agreement (SLA) for Regional Library Queensland programming. Meet operational requirements and key performance indicators as per SLA.	DCDS
			4.6.3 Develop and implement learning partnerships with registered training organisations, delivered through the Hinchinbrook Way Ambassador Program.	DCDS
			4.6.4 Investigate implementation of registered training organisations for relevant local careers.	DCDS
			4.6.5 Continue and finalise classification and listing of local historical records to ensure continuity and availability of district archival material.	DCDS



Strategic Direction Five

Council's Role in Creating and Supporting the Economic Prosperity of our Shire

The identification of opportunities to enhance the economic viability of our community is a key priority for Council. To this end we will implement strategies to achieve a strong and sustainable local economy that supports the growth of new and existing industry and business activities and provide long term employment opportunities for all age groups.

The focus of Council's *Disaster Management Program* is on minimising the affects of natural disasters on our community, both from an individual harm prevention minimisation perspective and more widely from an economic loss perspective. Council will continue to liaise with emergency service providers and will strive to build resilience and capacity in our communities to survive natural disaster events, to manage the immediate outcomes of such events and to thrive afterwards.



Corporate Plan Strategies		Proposed Actions over 2014-2020	2020-2021 Action and Measure		Lead
5.1	Our Ingham CBD is attractive, alive and diverse.	CBD refresh and associated actions.	5.1.1	Continue to assess and implement Shire wide wayfinding signage in alignment with the Hinchinbrook Way Wayfinding Signage style guide.	DCDS
			5.1.2	Undertake scoping plan for the Halifax Historical Village.	DCDS
			5.1.3	Continue CBD Revitalisation. Complete Stage Two - Herbert Street.	DCDS
			5.1.4	Implement Laneway Activation RADF funded component in alignment with the Hinchinbrook Shire Visioning Study and Master Plan.	DCDS
5.2	Support for business diversity and employment growth.	Implement Economic Development Strategy and focus on short term actions.	5.2.1	Define target investment markets, engagement strategies and develop high quality marketing collateral. Production and distribution of Hinchinbrook Investment Prospectus and support video. Annual update and distribution of Hinchinbrook Regional Snapshot.	DCDS
			5.2.2	Encourage and promote diversification and agricultural land management.	OMC
			5.2.3	Investigate irrigation capabilities and potential weir development sites.	OMC
			5.2.4	Investigate land banking, adventure tourism, mountain biking and bio-energy production.	DCDS
			5.2.5	Continue to implement strategies from the Hinchinbrook Cropping Report.	DCDS
			5.2.6	Promote diversification in agricultural and tourism product development.	DCDS
			5.2.7	Commence review of the Economic Development Strategy to ensure relevance for 2020-2025 Stage 1 of 2. Economic Development Strategy and Action plan to be adopted December 2020 - Stage 2 of 2.	DCDS
			5.2.8	Create and distribute high quality marketing collateral. Produce and distribute one print/ social media story per market for marketing of liveability. Create new resident information packs to feature on Hinchinbrook Shire Council and Hinchinbrook Way websites.	DCDS
			5.2.9	Develop and implement an Investment Strategy and Action Plan, including an Investment Prospectus.	DCDS
		Funding of the Hinchinbrook Chamber of Commerce, Industry and Tourism.	5.2.10	Manage Service Level Agreement (SLA) with Hinchinbrook Chamber of Commerce, Industry and Tourism. Fulfilment of SLA Key Performance Indicator's.	DCDS
5.3	Tourism development.	Event activity at the TYTO Precinct.	5.3.1	Finalise the development of the Wallaman Falls and Broadwater Ecotourism Master Plan. Identify and develop product development business cases based on the Master Plan.	DCDS
			5.3.2	Build capacity through investment and development of the Meetings, Incentives, Conferences and Exhibitions (MICE) Industry: <ul style="list-style-type: none"> Increase in product awareness alongside an increase in regional conference and events. 	DCDS
		Tourism development.	5.3.3	Finalise the development of the Wallaman Falls and Broadwater Ecotourism Master Plan. Identify and develop product development business cases based on the Master Plan.	DCDS
			5.3.4	Assist with the development of the Paluma to Wallaman Falls walking trail.	DCDS
			5.3.5	Improve brand presence and alignment with regional and state tourism marketing. Manage Townsville Enterprise Service Level Agreement/Action Plan inclusive of Key Performance Indicator's.	DCDS

Corporate Plan Strategies		Proposed Actions over 2014 - 2020	2020-2021 Action and Measure		Lead
5.3	Tourism development.	Tourism development.	5.3.6	Maintain operation of the Forrest Beach Recreational Vehicle Park facility, through reviewing and maintaining a Memorandum of Understanding between Council and the Forrest Beach Progress Association Inc.	DCDS
			5.3.7	Maintain currency of CMCA Recreational Vehicle Park, Ingham Memorandum of Agreement in 2019. Statistical reporting via monthly seasonal Shire Recreational Vehicle infographic.	DCDS
			5.3.8	Plan and deliver high quality journey based products. Progress and implement Hinchinbrook Way Drive product.	DCDS
			5.3.9	Develop and deliver high quality targeted marketing collateral across all media channels highlighting <i>Hinchinbrook's Public Art Trail</i> .	DCDS
			5.3.10	Investigate the potential of Warrens Hill as a lookout site.	DCDS
			5.3.11	Promote the Hinchinbrook Shire by actioning items defined in the Marketing Strategy and Action Plan.	DCDS
5.4	Natural Disaster Management.	Local Disaster Management coordination, awareness raising, planning, service provision and recovery activities.	5.4.1	Local Disaster Management Plan in place, reviewed annually and adopted by Council. Increase public awareness of natural disaster management.	CEO
			5.4.2	Implementation of the additional functions to the Guardian platform.	CEO
5.5	Shire wide branding.	Develop and finalise Shire wide branding project.	5.5.1	Maintain currency of Shire wide branding. Develop comprehensive marketing collateral packages to be incorporated into the Hinchinbrook Way Ambassador Program.	DCDS
			5.5.2	Deliver a comprehensive marketing campaign as defined in the Marketing Strategy and Action Plan.	DCDS
			5.5.3	Finalise the <i>Hinchinbrook Way Walk</i> : <ul style="list-style-type: none"> Continue to promote the Hinchinbrook Way Walk; and Installation of Hinchinbrook Way - Statement Signage. 	DCDS
			5.5.4	Complete Stage 1 of the <i>Hinchinbrook Way Drive Loop</i> in the Lower Herbert and Forrest Beach areas: <ul style="list-style-type: none"> Stage 1 - Complete Design Package; and Stage 2 - Implementation to be completed subject to Road Corridor Permit and QTDDIF funding application. 	DCDS
5.6	Visitor Information Centre.	Refurbishment of the internal layout to the Visitor Information Centre.	5.6.1	Engage and empower local tourism stakeholders. Implementation and management of the Hinchinbrook Way Ambassador program.	DCDS
			5.6.2	Management of TYTO Recreational Vehicle area.	DCDS
			5.6.3	Management of the TYTO Wetlands and Parklands including The Papergrove.	DCDS
			5.6.4	Coordinate operations of Hinchinbrook Visitor Information Centre.	DCDS
			5.6.5	Enhance the visitor experience with the core aim to increase community revenue, enhance visitor experience and improve marketing of the Shire from the Hinchinbrook Visitor Information Centre.	DCDS
			5.6.6	Assess the operation of the Visitor Information Centre to improve the relevance of the service offered.	DCDS



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