



**HINCHINBROOK**  
**SHIRE COUNCIL**



OPERATIONAL PLAN



2011 - 2012

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## INTRODUCTION

The Operational Plan reflects the major initiatives to be undertaken by Council during 2011 - 2012. It is structured and aligned with the Strategic Goals contained in the Corporate Plan 2010 – 2014. The Operational Plan identifies those major actions which Council has funded in the current budget and links them to the Strategic Outcomes of the Corporate Plan 2010 – 2014. It is the tool and process by which Council implements its Corporate Plan strategies.

Council is also required to provide a range of services necessary to implement the provisions of the Local Government Act and other State Government legislation responsibility for which has been devolved to Council. For example, Council has duties and responsibilities under the Environmental Protection Act to enforce noise regulations.

Provision of these services on a day to day basis requires a significant amount of resources too numerous to document individually in the Operational Plan. Council's Organisational Structure is comprised of Corporate Services and Economic Development, Financial Services, Environmental Health Services, and Engineering Services. The following information provides details on the type and extent of services undertaken by these areas on a day to day basis.

Each area of operation performs day to day activities aligned with action plans and processes designed to ensure that services are delivered in accordance with legislation and Council policy and are subject to regular activity reporting to Council. The Local Government Act 2009 requires quarterly reporting on the operational plan.



# ORGANISATIONAL OVERVIEW

## Corporate Services and Economic Development

Services provided include:-

- Administration Support to Council operations;
- Records Management;
- Human Resource Management;
- Information Technology Services;
- Library Services;
- Art and Cultural Services;
- Economic Development;
- Tourism;
- Community Assistance;
- Recreation Activities;
- Corporate Communications;
- Planning and Development.

Operational Actions	
Community	<ul style="list-style-type: none"> <li>• Community Plan</li> <li>• Development Plan for the Ingham Showgrounds</li> <li>• Shire Sport and Recreation</li> <li>• TYTO Technology and Learning Centre Project</li> <li>• TYTO Technology and Learning Centre Precinct</li> <li>• Shire Cultural, Sporting and Social Development</li> <li>• Disaster Management</li> </ul>
Economy	<ul style="list-style-type: none"> <li>• Regional Economic Growth Strategy</li> <li>• Shire Economic Growth Strategy</li> <li>• Priority Infrastructure Plan (PIP) development</li> <li>• Regional Promotions Strategy</li> </ul>
Environment	
Governance	<ul style="list-style-type: none"> <li>• Council Legislation Review</li> <li>• Customer Service Standards</li> <li>• Enterprise Risk Management Plan</li> <li>• Staff Performance Plan</li> <li>• Workforce Planning and Succession Planning</li> <li>• IT Infrastructure</li> <li>• Corporate IT Systems Software</li> <li>• Regional Advocacy and Co-operation</li> </ul>

## Financial Services

Services provided include:-

- Financial Administration;
- Payroll Services;
- Accounts Payable and Receivable Services

### Operational Actions

Community

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Economy

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Environment

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Governance

- Long Term Financial Sustainability
  - Internal Audit Process and External Audit Committee
  - Regional Advocacy and Co-operation
-

## Environmental Health Services

Services provided include:-

- Public Health Administration;
- Animal Control;
- Animal and Plant Pest Management;
- General Community Health;
- Business Licensing;
- Regulatory Enforcement;
- Local Laws;
- Cemeteries;
- Vector Control
- Public Amenities;
- Environmental Management;
- Waste Management.

Operational Actions	
Community	<ul style="list-style-type: none"> <li>• Business Licensing</li> </ul>
Economy	
Environment	<ul style="list-style-type: none"> <li>• Riparian Area Rehabilitation Projects</li> <li>• Community Feral Pig Management Program</li> <li>• Waste Management Strategy</li> <li>• Hinchinbrook Community Cleanup</li> <li>• Reef Guardian Council</li> <li>• Climate Change Adaption and Sustainability Strategy</li> </ul>
Governance	<ul style="list-style-type: none"> <li>• Local Law Review</li> <li>• Regional Advocacy and Co-operation</li> </ul>

## Engineering Services

Services provided include:-

- Engineering Administration;
- Road and Drainage Infrastructure, Construction and Maintenance;
- Marine Infrastructure, Construction and Maintenance;
- Plant Fleet Management;
- Technical Services;
- Building Certification;
- Public Open Space;
- Water and Sewerage Management.

### Operational Actions

#### Community

#### Economy

- Development Plan of the Ingham Aerodrome

#### Environment

- River and Riparian Environment
- Restoration of Flood Damaged Assets
- Ingham Streetscape Project
- Rotary Park – Upgrade
- Open Space Capital Works and Maintenance Program
- Road Infrastructure Capital Works and Maintenance Program
- Drainage Infrastructure Capital Works and Maintenance Program
- Water Infrastructure Upgrades
- Sewerage Infrastructure Upgrades
- Asset Management Plans

#### Governance

- Regional Advocacy and Co-operation





# 1.0 COMMUNITY



## 1.0 COMMUNITY

A vibrant, inclusive and healthy community with access to services and facilities reflecting the unique character, role and needs of residents throughout the Shire.

### Key Points

1. Vibrant, inclusive healthy community.
2. Access to services and facilities.
3. Reflecting character, role and needs of residents.

### Strategic Outcomes

- 1.1 A Safe, Active and Healthy Community.
- 1.2 Equitable access to relevant services and well maintained facilities.
- 1.3 Shire culture, identity and heritage which is valued, documented and preserved.
- 1.4 An inclusive community which is motivated and involved in a range of social, cultural and recreation activities.
- 1.5 Efficient disaster management across the Shire.

## Operational Actions

### Community Plan

Responsible Department: Corporate Services and Economic Development

Strategic Outcome: 1.1

Key Performance Indicators:

- Community Plan developed by 30th November, 2011.

Details:

- Adoption of a Community Plan by 1st December, 2011 in accordance with the requirements of the Local Government Act 2009.
- Strategy developed to link Community Plan with Council planning and operations.

### Business Licensing

Responsible Department: Environmental Health Services

Strategic Outcome: 1.1

Key Performance Indicators:

- Implement an efficient and proactive business licensing and inspection program to ensure relevant businesses comply with their public health and environmental protection obligations.

Details:

- Development of business owner/manager education programs;
- Improve communication with business owners and managers.
- Carry out proactive inspection programs.

### Development Plan for the Ingham Showgrounds

Responsible Department: Corporate Services and Economic Development

Strategic Outcome: 1.2

Key Performance Indicators:

- Develop a masterplan for the Ingham Showgrounds detailing potential development opportunities within the restrictions of the reserve.

Details:

- Seek funding to develop a plan by 30th June, 2012.

## Shire Sport and Recreation

Responsible Department: Corporate Services and Economic Development

Strategic Outcome: 1.2

Key Performance Indicators:

- Appoint Shire Recreation Development Officer.
- Review of the current Shire Sport and Recreation Plan by 30th June, 2012.

Details:

- Appoint Shire Recreation Development Officer.
- Support and facilitate development of sport and recreation clubs, programs and opportunities in the Hinchinbrook Shire.
- Increase participation in sport and recreation and capacity build opportunities for residents to have access to sport and recreation.
- Seek funding to review current Shire Sport and Recreation Plan.
- Appoint a consultant to undertake the review.

## TYTO Technology and Learning Centre Project

Responsible Department: Corporate Services and Economic Development

Strategic Outcome: 1.3

Key Performance Indicators:

- Finalise completion of the project and perform official opening.

Details:

- Complete fitout of digital media production youth space and other capital improvements approved by Council.

## TYTO Technology and Learning Centre Precinct

Responsible Department: Corporate Services and Economic Development

Strategic Outcome: 1.3

Key Performance Indicators:

- Increase usage of the facilities.

Details:

- Instigate and co-ordinate an annual program of activities incorporating the regional gallery, library, digital media production, and youth activities in the TYTO Precinct.
- Develop promotional material for the precinct.

Details:

1. Continuation of financial support and assistance to the Hinchinbrook SES in accordance with Council budget allocation.
2. Completion of Shire evacuation plans for cyclone, flooding and tsunami threats.

## Shire Cultural, Sporting and Social Development

Responsible Department: Corporate Services and Economic Development

Strategic Outcome: 1.4

Key Performance Indicators:

- Support provided in accordance with Council Policy.
- Ensure facilities are maintained to provide effective services.

Details:

- Continuation of financial support to a range of cultural, sporting, social events and activities, and individual achievements within the community in accordance with Council's adopted policy.
- Refurbishment of Kelly Theatre air conditioning.
- Provision of improved access and amenities at Ingham Showgrounds.

## Disaster Management

Responsible Department: Corporate Services and Economic Development

Strategic Outcome: 1.5

Key Performance Indicators:

- Support provided in accordance with Council Budget allocation.
- Evacuation Plans completed by 30th June, 2012.
- Ensure compliance with State Disaster legislation.
- Ensure Shire recovery process from Cyclone Yasi continues in accordance with adopted Recovery Plan.

Details:

- Continuation of financial support and assistance to the Hinchinbrook SES in accordance with Council Budget allocation.
- Completion of Shire Evacuation Plans for cyclone, flooding and tsunami threats.
- Implementation of Flood Enquiry Recommendations at the local level.
- Complete design of Palm Creek Pedestrian Walkway.
- Facilitation of Community Development Officers employment engagement using funding provided by the State and Federal Government.



# 2.0 ECONOMY



## 2.0 Economy

A strong and sustainable economy that supports the growth of new and existing industry and business that enhance local lifestyle and provide long term employment.

### Key Points

1. Strong and sustainable economy.
2. Support growth of new and existing industry business.
3. Enhance local lifestyle.
4. Provide long term employment.

### Strategic Outcomes

- 2.1 Diversified, prosperous and innovative industry and business sectors.
- 2.2 Support and facilitation of employment opportunities for the community.
- 2.3 Enhanced sustainable growth facilitated by Council's infrastructure and utilities.
- 2.4 An integrated approach to town and regional planning that strengthens local identity and lifestyle.
- 2.5 An attractive place to live which encourages a diversity of business investment, development and employment opportunities.

## Operational Actions

### Regional Economic Growth Strategy

Responsible Department: Corporate Services and Economic Development

Strategic Outcome: 2.1

Key Performance Indicators:

- Action plans developed and endorsed by Council by December, 2012.

Details:

- Develop action plans / activities to align with the implementation of The NQ2030 Regional Economic Development Plan.

### Shire Economic Growth Strategy

Responsible Department: Corporate Services and Economic Development

Strategic Outcome: 2.2

Key Performance Indicators:

- Action plans developed and endorsed by Council by December, 2012.
- Provide support to local business.

Details:

- Development of action plans / activities to advance Council's Economic Growth Strategy.
- Provide financial support of \$10,000 to the Hinchinbrook Chamber of Commerce to assist them in delivering services to improve local business sustainability.
- Facilitate the employment of a Job Skills Development Officer funded by the Federal Government to assist local business and employment opportunities.

### Priority Infrastructure Plan (PIP) Development

Responsible Department: Corporate Services and Economic Development

Strategic Outcome: 2.3

Key Performance Indicators:

- Priority Infrastructure Plan finalised and approved by 31st December, 2011.

Details:

- Finalise the development in accordance with legislative requirements of a Priority Infrastructure Plan (PIP) for the Hinchinbrook Shire and receive State Government approval.



## Development Plan of the Ingham Aerodrome

Responsible Department: Engineering Services

Strategic Outcome: 2.5

Key Performance Indicators:

- Completion of master plan by 31st December, 2011.

Details:

- Development of a master plan for future sustainable development of the Ingham Aerodrome to encourage further growth in the region.

## Regional Promotions Strategy

Responsible Department: Corporate Services and Economic Development

Strategic Outcome: 2.5

Key Performance Indicators:

- Development and implementation of new regional brand revised marketing strategy by 31st December, 2011.
- Continue to promote local festivals and events which encourage visitors to our Shire.

Details:

- Development and implementation of new regional brand revised marketing strategy, including management and maintenance of it and a marketing strategy to focus on all economic outcomes as well as tourism.
- Continue financial and inkind support to major local festivals and other events which attract visitors to our Shire.



# 3.0 ENVIRONMENT



## 3.0 Environment

A sustainable, well managed and healthy environment that provides a balance between the development of built infrastructure and the Shire's diverse natural and cultural resources.

### Key Points

1. Sustainable environment.
2. Well managed environment.
3. Health environment.
4. Balance between built infrastructure and diverse natural and cultural resources.

### Strategic Outcomes

- 3.1 A natural environment that is valued and sustainable.
- 3.2 A quality, aesthetically pleasing and well planned built environment that meets basic community needs.
- 3.3 The provision of quality infrastructure that supports the Shire's current and future needs.
- 3.4 An empowered community, environmentally educated and aware.
- 3.5 Minimisation of climate change on our community, natural and built environments.

## Operational Actions

### Riparian Area Rehabilitation Projects

Responsible Department: Environmental Health Services

Strategic Outcome: 3.1

Key Performance Indicators:

- Continue weed management and revegetation of the Cattle Creek and Palm Creek systems.

Details:

- The Cattle Creek project is aimed at rehabilitating the wetland system, ensuring a healthy ecosystem, clean waterways, and promoting a resilient landscape. It is carried out in cooperation with the Herbert River Catchment Group, Terrain NRM and local landowners.
- Utilise National Green Jobs Team to carry out revegetation work in Cattle and Palm Creeks.

### Community Feral Pig Management Program

Responsible Department: Environmental Health Services

Strategic Outcome: 3.1

Key Performance Indicators:

- Feral pig management program is cost effective in reducing feral pig populations.

Details:

- Continue Hinchinbrook community feral pig management program and continuous improvement of community initiatives.

### Waste Management Strategy

Responsible Department: Environmental Health Services

Strategic Outcome: 3.1

Key Performance Indicators:

- Waste management and recycling are carried out in an environmentally conscientious and cost effective manner, in line with Queensland's Waste Strategy 2010 / 2020.
- Implementation of Queensland Commercial Waste Levy.

Details:

- Pursue and develop Hinchinbrook's Waste Management Strategy, with emphasis on waste minimisation, recycling and adequate processing.
- Implement Queensland Commercial Waste Levy as from 1 December, 2011.
- Implement Stage 2 new cell development at Warren's Hill Waste Management Facility estimated cost \$250,000.

## Hinchinbrook Community Cleanup

Responsible Department: Environmental Health Services

Strategic Outcome: 3.1

Key Performance Indicators:

- Develop and implement a number of initiatives with the scope of enabling easy, efficient and environmentally sound waste management.

Details:

- Develop and promote the Hinchinbrook Community Cleanup Calendar containing the dates and details of waste collection runs, recycling initiatives and supplementary services, in consultation with the community and with Hinchinbrook's waste management partners.

## River and Riparian Environment

Responsible Department: Engineering Services

Strategic Outcome: 3.2

Key Performance Indicators:

- Management of the assets continue as from July, 2012.

Details:

- Await direction from the State Government regarding the integration of the roles and responsibility of the management of Herbert River Improvement Trust and (if necessary) the Lower Herbert Water Management Authority assets into Council operations.

## Restoration of Flood Damaged Assets

Responsible Department: Engineering Services

Strategic Outcome: 3.2

Key Performance Indicators:

- Restoration of damaged assets in accordance with Cyclone Yasi Infrastructure Recovery Plan.

Details:

- Repair of assets over a two year period with repair program managed on a contract basis to comply with NDRRA guidelines estimated to cost \$50,000,000 2011 / 2012 and a further \$50,000,000 in 2012 / 2013.

## Ingham Streetscape Project

Responsible Department: Engineering Services

Strategic Outcome: 3.2

Key Performance Indicators:

- Construction is completed by 31st December, 2011.

Details:

- Finalise the construction of the Lannercost Street eastern and western pedestrian crossing centre median covered walkways using State Government Rural Living Infrastructure Program (RLIP) funding.

### Rotary Park – Upgrade

Responsible Department: Engineering Services

Strategic Outcome: 3.2

Key Performance Indicators:

- Construction is to be completed by 31st December, 2011.

Details:

- Upgrade to the park comprising lighting and concrete footpaths estimated to cost \$89,000 with funding provided by the Australian Government Regional & Local Community Infrastructure Program (RLCIP).

### Open Space Capital Works and Maintenance Program

Responsible Department: Engineering Services

Strategic Outcome: 3.2

Key Performance Indicators:

- Program as identified delivered within the financial year.

Details:

- Maintenance, rehabilitation and new works as set out in Council's 2011 / 2012 Works Program and involving capital improvements and beautification work of approximately \$250,000 and open space maintenance of approximately \$885,000.

### Road Infrastructure Capital Works and Maintenance Program

Responsible Department: Engineering Services

Strategic Outcome: 3.2

Key Performance Indicators:

- Program as identified delivered within the financial year.

Details:

- Maintenance, rehabilitation and new works as set out in Council's 2011 / 2012 Works Program and involving capital works of approximately \$2.9 million and road / street maintenance of approximately \$1.4 million.

### Drainage Infrastructure Capital Works and Maintenance Program

Responsible Department: Engineering Services

Strategic Outcome: 3.2

Key Performance Indicators:

- Program as identified delivered within the financial year.

Details:

- Delivery of new works of value \$300,000 as set out in Council's 2011 / 2012 Works Program
- Urban drainage maintenance \$147,000.

## Water Infrastructure Upgrades

Responsible Department: Engineering Services

Strategic Outcome: 3.2

Key Performance Indicators:

- Works completed to required standards in line with budget provisions.

Details:

- Installation of Fluoridation Scheme to Shire water supply using capital funding of \$4,500,000 provided by the State Government.
- Apply for State Government subsidy to interconnect the Forrest Beach water supply with the Ingham water supply to guarantee supply in extremely dry periods.

## Sewerage Infrastructure Upgrades

Responsible Department: Engineering Services

Strategic Outcome: 3.2

Key Performance Indicators:

- Works completed to required standards in line with budget provisions.

Details:

- Investigate and carry out minor refurbishment of Lucinda Treatment Plant pending a decision on eventual sewerage of the coastal areas.
- Staged sewer relining program continues with current years allocation for works of value of \$750,000.

## Asset Management Plans

Responsible Department: Engineering Services

Strategic Outcome: 3.3

Key Performance Indicators:

- Plans in place by 30th September, 2011 as required by the National Framework.

Details:

- Implementation of Asset Management Plans for those classes of assets as required under the National Framework.
- Investigate and purchase appropriate Strategic Asset Management System Software estimated to cost \$125,000.

### Reef Guardian Council

Responsible Department: Environmental Health Services

Strategic Outcome: 3.4

Key Performance Indicators:

- Continued qualification as a Reef Guardian Council.

Details:

- Continue and develop Council's Reef Guardian Action Plan, including community engagement via voluntary initiatives and Reef Guardian Schools.

### Climate Change Adaptation and Sustainability Strategy

Responsible Department: Environmental Health Services

Strategic Outcome: 3.5

Key Performance Indicators:

- Carry out the activities contained in the Climate Change Action Plan and achieve reductions in energy usage and carbon emissions in line with regional targets.

Details:

- Develop and implement the climate change action plan, including actions aimed at increasing the environmental and financial sustainability of Council operations.





# 4.0 GOVERNANCE



## 4.0 Governance

A strong and sustainable economy that supports the growth of new and existing industry and business that enhance local lifestyle and provide long term employment.

### Key Points

1. Service delivery.
2. Responsible policy making.
3. Effective management of:-
  - People
  - Assets
  - Finance

### Strategic Outcomes

- 4.1 Innovative, transparent and accountable local government.
- 4.2 A committed and responsive customer service focus.
- 4.3 Responsible financial management and efficient operations.
- 4.4 A valued work force committed to the Shire delivering quality services.
- 4.5 Strong regional advocacy.

## Operational Actions

### Council Legislation Review

Responsible Department: Corporate Services and Economic Development

Strategic Outcome: 4.1

Key Performance Indicators:

- Policies, Local Laws and Registers are reviewed and align with new Act by 31st December, 2011.

Details:

- Review of all Council Policy and Registers to ensure they are in accordance with the provisions of the new Local Government Act 2009 enacted as from 1st July, 2011.

### Local Law Review

Responsible Department: Environmental Health Services

Strategic Outcome: 4.1

Key Performance Indicators:

- Review completed by 31st December, 2011 and priority Local Laws implemented and amended by 30th June, 2012.

Details:

- In conjunction with Townsville City Council and Burdekin Shire Council, review and amend all Council Local Laws in line with the new Local Government Act and introduction of new Model Local Laws by 30th June, 2012.

### Customer Service Standards

Responsible Department: Corporate Services and Economic Development

Strategic Outcome: 4.2

Key Performance Indicators:

- Standards developed by 31st December, 2010 and fully implemented by 30th June, 2011.
- To ensure that a consistent standard of service delivery to customers is provided by staff.
- To ensure that telephone and service delivery occurs within an appropriate timeframe.
- Consistent level of service with telephone etiquette and service provision.

Details:

- Development of core customer service standards for all customer interaction by Council Staff.
- Implement training for staff in face to face and telephone techniques.
- Implement staff training in how to manage and diffuse difficult situations and diffuse potential for conflict.

## Long Term Financial Sustainability

Responsible Department: Financial Services

Strategic Outcome: 4.3

Key Performance Indicators:

- Long term financial plan is updated in time for budget consideration in May, 2012.
- The Financial Sustainability Review is conducted by Queensland Treasury Corporation (QTC) by 31st December, 2011.
- Mayor's Expenditure Review Committee (MERC) process continues to prepare for 2012 / 2013 Budgets and beyond.

Details:

- The Council long term financial plan based on the Queensland Treasury Corporation model to be updated and considered during the development of the 2012 / 2013 Budget.
- The Financial Sustainability Review conducted by Queensland Treasury Corporation (QTC) in December, 2006 to be updated.
- The Mayor's Expenditure Review Committee (MERC) process continues to review expenditure and services and develop the 2012 / 2013 Budget and beyond.

## Enterprise Risk Management Plan

Responsible Department: Corporate Services and Economic Development

Strategic Outcome: 4.3

Key Performance Indicators:

- Stage 2 to be implemented by June, 2012.

Details:

- Continue with stage 2 implementation of the Enterprise Risk Management process as promoted by and with the assistance of Jardine Lloyd Thompson.

## Internal Audit Process and External Audit Committee

Responsible Department: Financial Services

Strategic Outcome: 4.3

Key Performance Indicators:

- Audit Committee implemented by 31st December, 2011 in accordance with the Local Government Act 2009.
- Develop internal audit plan by 30th June, 2012.

Details:

Internal Auditor to develop the following priorities:-

- Establish the Audit Committee
- Develop the internal audit plan

## Staff Performance Plan

Responsible Department: Corporate and Economic Development

Strategic Outcome: 4.4

Key Performance Indicators:

- Staff Performance Appraisal and development system is implemented by 30th June, 2012.

Details:

- Finalise review of all Position Descriptions by 30th September, 2011.
- Review, adopt and implement a staff performance appraisal and development plan for all employees based on the revised Position Descriptions by the 30th June, 2012.

## Workforce Planning and Succession Planning

Responsible Department: Corporate and Economic Development

Strategic Outcome: 4.4

Key Performance Indicators:

- Plan is developed 30th June, 2012.

Details:

- Review, adopt and implement a workforce and Succession Plan.

## IT Infrastructure

Responsible Department: Corporate Services

Strategic Outcome: 4.3

Key Performance Indicators:

- Capital projects implemented within Budget allocation.

Details:

- Finalise investigation and implement (if appropriate) proposal to install Citrix Platform to operate throughout the organisation which will deliver future infrastructure savings.

## Corporate IT Systems Software

Responsible Department: Corporate Services

Strategic Outcome: 4.3

Key Performance Indicators:

- Implement new Corporate Management Software System.
- Implement upgrade of Microsoft Office applications.

Details:

- Finalise investigations and appointment of provider of new Corporate Management Software System by 30th September, 2011.
- Implement new Corporate Management Software System by 30th June, 2012 or other appropriate date depending on timing of such work in conjunction with Council normal operations.
- Implement upgrade to Microsoft Office Plus Suite by 30th June, 2012.

## Regional Advocacy and Co-operation

Responsible Department: All Departments

Strategic Outcome: 4.5

Key Performance Indicators:

- Continued active engagement.

Details:

- Continue active involvement with relevant regional groups including Far North Queensland Regional Organisation of Councils (FNQROC), North Queensland Regional Organisation of Councils (NQROC), Regional Roads Group (RRG), Townsville Enterprise Limited (TEL), North Queensland Development Alliance (NQDA), Natural Asset Management Advisory Committee (NAMAC), and Local Authority Waste Management Advisory Committee (LAWMAC).





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