



# **OPERATIONAL PLAN 2019-2020**

# Contents

Introduction	3
Strategic Direction	4
Overview of Organisational Services	5
Key Activities in 2019-2020	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 2019-2020.

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 2014-2019 Strategic Directions as established by Council and documented in the *2014-2019 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 2019-2020 to address the strategic priorities as set by Council.



# Overview of Organisational Services

## Corporate Services

Services provided include:

- Services and Management Audit
- Accounts Payable and Receivable Services
- Administrative Customer Services
- Building Maintenance
- Corporate Governance
- Facility Hire
- Financial Accounting
- Information Technology and Telecommunications
- Insurance Management
- Management Accounting
- Payroll Services
- Public Amenities
- Rating
- Records Management
- Treasury

## Development, Planning and Environmental Services

Services provided include:

- Animal Control
- Art, Gallery and Cultural Services
- Business Licensing
- Building and Plumbing Regulatory Services
- Building Certification
- Cemeteries
- Community Support
- Conference Facilities
- Economic Development
- Grants
- Land Dealings and Leases
- Library Services
- Local Laws
- Natural Resource and Environmental Management
- Pest Management and Re-vegetation
- Planning and Development
- Public Health
- Public Safety
- Recycling and Waste Management
- Regulatory Enforcement
- Regulatory Parking
- Support for Festivals and Events
- Tourism and Visitor Information
- TYTO Events, Activities and Tours
- TYTO Precinct Management
- Vector Control

## Infrastructure Services Delivery

Services provided include:

- Asset Management
- Road and Civil Construction and Maintenance
- Engineering Survey and Design
- GIS Services
- Marine Infrastructure Management
- Plant Fleet Management
- Public Open Spaces Maintenance and Management
- Water Management
- Sewerage Management
- Stormwater Drainage Management
- Parks Beautification
- Road Reserve Safety and Regulatory Services
- Traffic Data Management
- Street Lighting
- Aerodrome Management and Maintenance
- Road Signage Management
- Rural Catchments
- Regional Road Advocacy
- Private Construction Works

## Office of the Mayor and CEO

Services provided include:

- Employee Organisational Structure
- Enterprise Bargaining
- Governance
- Health and Wellbeing Program
- Human Resources
- Industrial Relations
- Learning and Development
- Media and Communications
- Performance Management
- Regional Engagement
- Strategic Planning
- Support to Elected Members
- Workers Compensation and Rehabilitation
- Workplace Health and Safety Management
- Workplace Health and Safety Training
- Disaster and Emergency Management

# Key Activities in 2019-2020

The 2019-2020 key activities and their fit within and influence on the Strategic Directions as established by Council are summarised as follows:

KEY ACTIVITIES	<b>Strategic Directions</b> As detailed in the 2014-2019 Corporate Plan	<b>One</b> Fiscally responsive and responsible management of public infrastructure and assets	<b>Two</b> Responsive and responsible management of land	<b>Three</b> Responsive and responsible local representation	<b>Four</b> Council's role in creating an enviable lifestyle and contribution to the whole of life liveability of our Shire	<b>Five</b> Council's role in creating and supporting the economic prosperity of our Shire
	<b>Shared Footpaths</b> Program to improve pedestrian comfort, safety and promote healthy active living. • Sir Arthur Fadden Parade • McIlwraith Street • TYTO Wetlands • Garbutt Park Circuit • Palm Creek Boardwalk	✓	✓		✓	✓
	<b>Bridge Rehabilitation Program</b> • Baillies Bridge • Dalrymple Creek Bridge • Kirks Bridge • First Bridge, Mount Fox Road • Macknade Creek Bridge • Dutton Street Bridge Design	✓	✓		✓	✓
	<b>Community Shed and Progress Association Meetings</b> Community meetings with Councillors and senior officers			✓	✓	✓
	<b>Buy Local Preference Policy</b> Procurement Policy with a buy local preference			✓	✓	✓
	<b>Hinchinbrook Way</b> Develop a comprehensive marketing campaign incorporating <i>Hinchinbrook Way, Hinchinbrook Way Walk, Hinchinbrook Way Drive</i>			✓	✓	✓

KEY ACTIVITIES	<b>Strategic Directions</b> As detailed in the 2014-2019 Corporate Plan	<b>One</b> Fiscally responsive and responsible management of public infrastructure and assets	<b>Two</b> Responsive and responsible management of land	<b>Three</b> Responsive and responsible local representation	<b>Four</b> Council's role in creating an enviable lifestyle and contribution to the whole of life liveability of our Shire	<b>Five</b> Council's role in creating and supporting the economic prosperity of our Shire
	<b>Biosecurity Plan</b> Review and implementation of key pest and weed management strategies		✓		✓	✓
	<b>Rates Initiative</b> Implementation of Rates Initiatives to support and encourage local development and the community			✓	✓	
	<b>Water Security</b> Implementation of Water Security Project				✓	
	<b>Waste Management</b> Landfill Remediation and Capping Stage 1	✓			✓	
	<b>NDRRA and DRFA</b> Recovery and reconstruction of essential infrastructure damaged from natural disasters. Primarily roads and bridges	✓				✓
	<b>Capital Works Construction Program</b> Focus on renewal of existing assets and infrastructure, including the construction of new recreational infrastructure	✓	✓		✓	✓
	<b>Economic Development and Fore-shores</b> Upgrades and improved maintenance of foreshore areas	✓	✓		✓	✓
	<b>Stormwater Drainage</b> 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.

Corporate Plan Strategies	Proposed Actions over 2014-2019	2019-2020 Action and Measure	Lead	Associated
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 Review and update Water and Sewerage Condition ratings and unit rates by March 2020.	ISD	CS
		1.1.2 Completion of 85% of Capital Works Program referenced as BUD-201920.02	ISD	ALL
		1.1.3 Execution of NDRRA Flood Damage Emergent Works and REPA Construction Projects relating to December 2018 and February 2019 events.	ISD	CS
	Development of a roads hierarchy and associated service levels	1.1.4 Review and update of the Infrastructure Maintenance Annual Schedule.	ISD	ALL
		1.1.5 Implement Programmed Drainage Maintenance Schedule throughout Shire, including Lucinda, Forrest Beach and Trebonne.	ISD	ALL
		1.1.6 Complete respective drain profiling improvements associated with the drainage of Dalrymple Road by December 2019.	ISD	OMC
		1.1.7 Commence roll out phase of Smart Water Meter Technology - Stage 1. Target Completion of Stage 2 by June 2021.	ISD	CS

## Department Abbreviations

<b>CS</b>	Corporate Services
<b>DPES</b>	Development Planning and Environmental Services
<b>ISD</b>	Infrastructure Services Delivery
<b>OMC</b>	Office of the Mayor and Chief Executive Officer
<b>ALL</b>	Refers to the three remaining departments not referenced as the "Lead".

# 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 2014-2019	2019-2020 Action and Measure		Lead	Associated
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	Review and update Water and Sewerage Condition ratings and unit rates by March 2020.	ISD	CS
			1.1.2	Completion of 85% of Capital Works Program referenced as BUD-201920.01.	ISD	ALL
			1.1.3	Execution of NDRRA Flood Damage Emergent Works and REPA Construction Projects relating to December 2018 and February 2019 events.	ISD	CS
		Development of a roads hierarchy and associated service levels	1.1.4	Review and update of the Infrastructure Maintenance Annual Schedule.	ISD	ALL
			1.1.5	Implement Programmed Drainage Maintenance Schedule throughout Shire, including Lucinda, Forrest Beach and Trebonne.	ISD	ALL
			1.1.6	Complete respective drain profiling improvements associated with the drainage of Dalrymple Road by December 2019.	ISD	OMC
			1.1.7	Commence roll out phase of Smart Water Meter Technology - Stage 1. Target Completion of Stage 2 by June 2021.	ISD	CS

Corporate Plan Strategies		Proposed Actions over 2014-2019	2019-2020 Action and Measure		Lead	Associated
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	1.1.8	Complete the reconstruction and rehabilitation of Mt Fox First Bridge, Baillies Bridge, Kirks Bridge, Macknade Creek Bridge and Dalrymple Creek Bridge.	ISD	CS
			1.1.9	Engage with refinement of long term Asset Management Plans to ensure correct financial reflection of Asset Management Plan activities.	CS	ISD
			1.1.10	Engage internal audit to review asset capitalisation processes and management of lower value portable infrastructure delivery tools.	CS	ALL
			1.1.11	Undertake review and assessment of water and sewerage units for purposes of service charges by February 2020.	CS	ISD
			1.1.12	Complete Annual Bitumen and Reseal Program.	ISD	CS
			1.1.13	Engage temporary design service personnel to progress 2020-2021 proposed capital works projects.	ISD	CS
			1.1.14	Lodge applications under resilience funding program for Orient Road, Aitkinson Pocket Road, Seymour Road and Flood Monitoring infrastructure and implement if approved.	ISD	CS
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 by February 2020, including financial impact.	CS	ALL
			1.2.2	Link Building Preventative Maintenance Plans to current and long term financial requirements by April 2020.	CS	ALL
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	Complete and commission the Como Road bores duplication and Ingham Water Treatment Plant upgrade project.	ISD	CS
		Investigation of access to identified cane expansion areas in collaboration with industry stakeholders	1.3.2	Investigate water main extension options.	ISD	ALL
			1.3.3	Completion of 100% of TIDS Road Construction Program.	ISD	CS
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	<ul style="list-style-type: none"> <li>Works for Queensland - foreshore areas and Rotary Park. Complete master-planning, consultation and detailed design for Stage 1.</li> <li>Assess viability of Pump Track design.</li> </ul>	OMC	ALL
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	Submit development application for Dungeness Dredging Project.	ISD	ALL
			1.5.2	Forrest Beach Boat Ramp/Cassady Creek Boat Ramp marine access improvement - continue to investigate and develop a shovel ready project to seek funding for.	ISD	ALL
		Development of a parks and reserves hierarchy and associated service levels	1.5.3	Council to adopt Public Open Spaces Maintenance and Hierarchy Plan including levels of service.	ISD	DPES
			1.5.4	Construction of Dungeness commercial wharf pile replacement.	ISD	OMC
			1.5.5	Implement works for foreshore clearing and maintenance at Lions Park, Lucinda.	ISD	OMC
			1.5.6	Implement Beach Access for ATV vehicles at Lucinda.	DPES	ALL

# 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 2014-2019	2019-2020 Action and Measure		Lead	Associated
2.1	Delivery of a robust and meaningful Town Planning Scheme	Consultation for and development of a new Town Planning Scheme that acts as an enabler for life-style aspirations, supports population growth and the realisation of opportunities	2.1.1	Project completed in 2017.	DPES	ALL
		Regularisation of Levees	2.1.2	Project completed in 2017.	DPES	ALL
2.2	Provision of reliable flood data and intelligence	Revision of the existing flood study	2.2.1	Complete the detailed design and tender documents for the Dutton Street Bridge.	ISD	ALL
			2.2.2	Submit applications for funding - installation of automatic water over road signage project.	ISD	ALL
2.3	Riverine and riparian environment management	Funding of the Herbert River Improvement Trust	2.3.1	Funds allocated and payment to the <i>Herbert River Improvement Trust</i> and <i>Lower Herbert Water Management Authority</i> .	CS	OMC
			2.3.2	Advocacy support to the <i>Herbert River Improvement Trust</i> and <i>Lower Herbert Water Management Authority</i> with Federal and State representatives.	OMC	ISD
			2.3.3	Advocacy support to the <i>Herbert River Improvement Trust</i> and <i>Lower Herbert Water Management Authority</i> to obtain appropriate permits for drainage vegetation clearing purposes.	OMC	ISD
2.4	Natural resource management	Pest and weed management activities	2.4.1	Continuous monitoring and improvement of vector control practices and public education.	DPES	ISD
			2.4.2	Review and implement the <i>Hinchinbrook Local Government Area Biosecurity Plan</i> and define reporting metrics for performance to plan targets by 31 December 2019.	DPES	ISD
			2.4.3	Continue the Hinchinbrook Community Feral Pig Management Program – implement all activities identified in the <i>Hinchinbrook Local Government Area Biosecurity Plan</i> .	DPES	ISD
			2.4.4	Develop a Strategy to assist in minimising the spread of the Navua Sedge weed species through Hinchinbrook Shire.	DPES	ISD
		Involvement in catchment management activities	2.4.5	Develop, assist with and carry out re-vegetation projects including promotion of <i>National Tree Day</i> .	DPES	ALL
		Stewardship of the Great Barrier Reef	2.4.6	Implement agreed activities from the <i>Reef Guardian Action Plan</i> .	DPES	ALL
		Biosecurity	2.4.7	Meet Council's obligations under the new <i>Biosecurity Act 2014</i> preventing, responding to and assisting recovery from pests and diseases.	DPES	ISD

# 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 2014-2019	2019-2020 Action and Measure		Lead	Associated
3.1	Councillor two way engagement with our community	Community Shed Meetings	3.1.1	Hold annual Community Shed Meetings for Mt Fox and Lower Herbert areas.	OMC	ALL
		Provide Councillor representation at recognised community group meetings	3.1.2	Facilitate an annual review of Councillor nominations for representational roles.	OMC	ALL
			3.1.3	Support Councillor attendance at community progress association meetings and events.	OMC	ALL
			3.1.4	Consultation and compilation of Council 2020-2024 Corporate Plan.	OMC	ALL
3.2	Communication with the community	Communications Plan developed and executed	3.2.1	Annual Communication Plan developed and presented to Council.	OMC	ALL
			3.2.2	Provide weekly media articles.	OMC	ALL
			3.2.3	Activity and outcome report presented twice a year to Councillors.	OMC	ALL
			3.2.4	Support Councillor media articles.	OMC	ALL
			3.2.5	Review and republish Council Identity Manual by October 2019.	OMC	ALL
		Further development of online content	3.2.6	Continue to develop online functionality through the Hinchinbrook Shire Council website, including Animal Registration (September 2019) and Cemetery Works Requests (March 2020).	OMC	ALL
			3.2.7	Implement a procedure to ensure website content is accurate and up to date.	OMC	ALL
			3.2.8	Ensure accurate and up to date fact sheets are available on Council's website.	OMC	ALL
			3.2.9	Increase community engagement through social media platforms including Hinchinbrook Shire Council, VisitTYTO, Hinchinbrook Disaster Information and The Hinchinbrook Way pages.	OMC	ALL
			3.2.10	Review Council Social Media Channels and develop policy and styleguides accordingly.	OMC	ALL
			3.2.11	Consolidate Council's Event web pages.	OMC	ALL
			3.2.12	Review Council's websites and consolidate/update as required.	OMC	ALL
			3.2.13	Compile and distribute two ratepayer newsletters annually.	OMC	ALL
		Continued publication of a ratepayers newsletter				

Corporate Plan Strategies		Proposed Actions over 2014-2019	2019-2020 Action and Measure		Lead	Associated
3.2	Communication with the community	Financial Accountability to Community	3.2.14	Include information for ratepayers regarding the annual audited financial performance of Council and periodic financial performance indicators.	CS	OMC
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	Review and adopt Youth Development Strategy 2020-2025.	DPES	ALL
			3.3.2	Review the grant funding service provided to the <i>Hinchinbrook Community Support Centre</i> .	DPES	OMC
			3.3.3	Continue community activities focused on Seniors.	DPES	OMC
			3.3.4	Build capacity and influence early childhood health and learning via community programing and partnerships with community organisations.	DPES	OMC
			3.3.5	Host a minimum of two community events with inclusive additions for elderly persons and those living with a disability.	DPES	OMC
		Advocate for the delivery of the State's regionalisation agenda specifically as it relates to population growth and regional investment	3.3.6	Participate in State Government forums to influence the regional agenda.	OMC	ALL
			3.3.7	Continue to advocate for implementation of Wet Tropics Water Plan for Lower Herbert Water Management Authority.	OMC	ISD
			3.3.8	Continue to advocate for solutions regarding flying fox populations in urban areas.	DPES	OMC
		Membership of LGAQ and participation in relevant discussions and agendas	3.3.9	State and regional LGAQ conference and meeting attendance.	OMC	ALL
3.4	Policy and Procedure	Buy local first preference policy development	3.4.1	Implementation of Procurement Policy with Buy Local preference.	CS	ALL
			3.4.2	Compilation of 2020-2021 Budget.	OMC	ALL
			3.4.3	Rates Incentive Program and community support with implementation of rates concession.	OMC	CS
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.	OMC	ALL
			3.5.2	Continued support of business improvement initiatives.	OMC	ALL
			3.5.3	Business operations review and implementation.	OMC	ALL
		Development of our human resources	3.5.4	Annual delivery of employee training on an as needs basis: <ul style="list-style-type: none"> <li>• Code of Conduct;</li> <li>• Customer Service; and</li> <li>• Workplace Health and Safety.</li> </ul>	OMC	ALL
			3.5.5	Continued implementation of: <ul style="list-style-type: none"> <li>• Performance appraisals and updating of position descriptions; and</li> <li>• Relevant staff training program.</li> </ul>	OMC	ALL
			3.5.6	Continue sustainable levels of service and review improved practices and efficiencies in association with the <i>Customer Service Charter</i> .	CS	ALL

Corporate Plan Strategies		Proposed Actions over 2014-2019	2019-2020 Action and Measure		Lead	Associated
3.6	Workplace Health and Safety Committee.	Annual review of Hinchinbrook Shire Council Central Risk Register	3.6.1	Executive Management Team to meet annually to review Council wide risks to determine risk control measures. Any outstanding actions to be uploaded into <i>TechOne Safety</i> .	OMC	ALL
		Safety Management System maintenance	3.6.2	Review of <i>Strategic Safety Plan</i> .	OMC	ALL
			3.6.3	<i>Strategic Safety Plan</i> status report to be reviewed each quarter by Workplace Health and Safety Officer and Executive Management Team and follow up actions determined and assigned as required.	OMC	ALL
			3.6.4	<i>Strategic Safety Plan</i> and Action Plan to be reviewed quarterly by Executive Management Team and follow up actions determined and assigned as required.	OMC	ALL
			3.6.5	Safety Committee Support and Implimentation.	OMC	ALL





# 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 2014-2019	2019-2020 Action and Measure		Lead	Associated
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.	DPES	ALL
			4.1.2	Implement a <i>Public Art Strategy</i> 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.	DPES	ALL
			4.1.3	Manage the Hinchinbrook Shire Council Art Collection with relevance to the <i>Acquisition Policy</i> , 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.	DPES	ALL
			4.1.4	Manage the Hinchinbrook Shire Library <i>Special History Collection</i> inclusive of the <i>31st Battalion - The Kennedy Regiment</i> . Preservation of Local History via the special collection.	DPES	ALL
			4.1.5	Manage <i>Double Daw Creative Studio</i> to respond to the internal and external requirements of the community, promoting innovative and dynamic spaces. Maximisation of use.	DPES	ALL
		Continued funding of the Regional Arts Development Fund program	4.1.6	Delivery of the <i>Regional Arts Development Fund</i> programing. Successful application and funding under new funding model. Increased participation and diversification of program reach.	DPES	ALL

Corporate Plan Strategies		Proposed Actions over 2014-2019	2019-2020 Action and Measure		Lead	Associated
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.	CS	OMC
			4.2.2	Support the Theatre through advertising which promotes the region.	CS	OMC
			4.2.3	Kelly Theatre Stage 1 - <i>Works for Queensland</i> program.	CS	OMC
			4.2.4	Continue engagement with the lessees of the Hinchinbrook Aquatic Centre including development of usage reporting.	CS	ISD
			4.2.5	Storage shed construction and heat exchange replacement.	CS	ISD
		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"> <li>Build capacity via the delivery of community programing during the April, July and September school holiday periods;</li> <li>Delivery of Inflight Program; and</li> <li>Increase participation by 5% across each holiday program.</li> </ul>	DPES	ALL
			4.2.7	Publish school holidays program featuring children/youth activities for the 10-15 year age group. <ul style="list-style-type: none"> <li>Build capacity via the delivery of community programing during the April, July and September school holiday periods; and</li> <li>Increase participation by 5% across each holiday program.</li> </ul>	DPES	ALL
		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 Hinchinbrook based events that provide economic returns by way of visitation and opportunities for participation by the community: <ul style="list-style-type: none"> <li>Community Activity Grants Program; and</li> <li>Increased participation, diversification and ROI per event.</li> </ul>	CS	ALL
			4.2.9	Host key regional events: <ul style="list-style-type: none"> <li>Opera Queensland: A Night with the Opera;</li> <li>Camerata - QLD Chamber Orchestra;</li> <li>Shut Up and Skate;</li> <li>Christmas in Hinchinbrook;</li> <li>THINK Business;</li> <li>Seniors Morning Tea;</li> <li>NQ Sportstar Awards;</li> <li>Festival of Small Halls;</li> <li>Tasman Turtle Picnic Day;</li> <li>Host Find Your Future Career Expo; and</li> <li>International Fishing Series.</li> </ul>	DPES	OMC
			4.2.10	Undertake planning and development for Motor Sport Precinct.	DPES	OMC
4.3	Community Partnership Support	Continue to provide funding for community groups to deliver on the wider social welfare agenda	4.2.11	Undertake planning and development for aerodrome hangar development.	DPES	OMC
			4.2.12	Develop and implement strategy to attract new regionally significant events to the Shire.	DPES	ALL
			4.3.1	Manage Service Level Agreement (SLA) with Hinchinbrook Community Support Centre. Fulfillment of SLA key performance indicators.	DPES	OMC
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	4.3.2	Implementation of the Parkland Wetland Circuit Connector - Stronger Communities Program.	DPES	ALL
			4.4.1	Action Hinchinbrook Shire Council <i>Ageing in Place Strategy</i> . Position Hinchinbrook as 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.	DPES	OMC

Corporate Plan Strategies		Proposed Actions over 2014-2019	2019-2020 Action and Measure		Lead	Associated
4.4	Living well over 60 with a highly desirable lifestyle (cont.)	Self assess Hinchinbrook against the World Health Organisation Checklist of Essential Features of Age Friendly Cities	4.4.2	Production of a <i>Seniors Lifestyle Directory</i> containing information on a range of services, facilities and activities available to Seniors residing in the Hinchinbrook Shire. Ensure information is accessible to older residents with production and distribution of 2,500 directories.	DPES	OMC
		Plan to address shortcomings	4.4.3	Items actioned as budgeted under Ageing in Place Committee 10 year strategy.	DPES	CS
4.5	Regulatory Functions that underpin liveability	Provide meaningful Animal Control Services	4.5.1	Respond to complaints in a timely manner and execute appropriate actions.	DPES	CS
			4.5.2	Continue to partner with animal welfare organisations to attempt to re-home unwanted animals.	DPES	OMC
			4.5.3	Conduct an approved inspection program focused on dog registrations throughout the Shire. 75% of Shire residential areas to be door knocked to check dog registration details by 31 December 2019.	DPES	CS
		Provide meaningful business licensing activities	4.5.4	Food Licencing Administration. 100% of licenced food business inspections completed within a 12 month period.	DPES	ALL
			4.5.5	Continue to provide opportunities for business owners to meet their compliance responsibilities.	DPES	CS
			4.5.6	Respond to complaints in a timely manner and execute appropriate actions that safe guard the public interest. Undertake appropriate legal actions against non-compliant activities.	DPES	CS
		Provide timely building regulatory functions and enforcement action as necessary	4.5.7	Respond to complaints in a timely manner and execute appropriate actions that safe guard the public interest. Undertake appropriate legal actions against non-compliant activities.	DPES	CS
		Cemetery Services	4.5.8	Complete Cemetery Database. External facing search function and mapping database completed by December 2019.	DPES	ISD
			4.5.9	Record errors corrected in Council administration database by 30 November 2019.	DPES	CS
			4.5.10	Surface levelling of Old Ingham Cemetery and enhancement of New Ingham Cemetery.	DPES	ISD
		Environmental Services and Management	4.5.11	Increase opportunities for community engagement with Environmental Services electronically. Enable online dog registration by 31 March 2020.	DPES	CS
			4.5.12	Manage the risk to staff when performing daily operational duties. Undertake risk assessments and develop operational procedures for high risk work function areas by 31 December 2019.	DPES	ALL
			4.5.13	Develop Council's Environment Policy and Guidelines. Adopt Policy by 30 October 2019.	DPES	ALL
		Configure the Enterprise Software Technologyone database for regulatory functions	4.5.14	Develop templates and workflows for TechOne to enable the use of regulatory functions to their full capacity by 30 June 2020.	CS	ALL
		Waste Management	4.5.15	Develop a community recycling education program to reduce contamination and increase participation in recycling.	DPES	ALL
			4.5.16	Environmental Authority EPPR00206513 Third Party Compliance Audit. Develop action plan to mitigate non-compliances and facilitate resource planning by 31 October 2019.	DPES	ALL
			4.5.17	Meet requirements of Environmental Evaluation for Warrens Hill Waste Management Facility. 75% completion of action plan from Interim Report 2 by 30 June 2020.	DPES	ALL
			4.5.18	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.	DPES	OMC
			4.5.19	Implementation of the Queensland Government Waste Disposal Levy from 1 July 2019.	DPES	OMC

Corporate Plan Strategies		Proposed Actions over 2014-2019	2019-2020 Action and Measure		Lead	Associated
4.5	Regulatory Functions that underpin liveability (cont.)	Waste Management (cont.)	4.5.20	Improve Waste Data Collection - Dashboard Data for Waste Metrics developed and reports set up.	DPES	CS
4.6	Educational Opportunities that support population attraction.	Foster partnership opportunities with vocational and tertiary educational service providers	4.6.1	Fulfill State Library of Queensland Service Level Agreement for the <i>First 5 Forever Early Learning Program</i> in partnership with other agencies to offer early learning literacy programs which build parenting skills, promote reading and prepare children for school. Assist in the facilitation of the development of early learning literacy skills through events. Increase participation by 1.5%.	DPES	OMC
			4.6.2	Present <i>Tech Savvy Regional Grant</i> through programing. Increased participation by 10% through local schools.	DPES	ALL
			4.6.3	Manage State Library of Queensland Service Level Agreement (SLA) for Regional Library Queensland programing. Meet operational requirements and key performance indicators as per SLA.	DPES	CS
			4.6.4	Investigate learning partnerships with TAFE and Registered Training Organisations.	DPES	OMC



# 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 2014-2019	2019-2020 Action and Measure		Lead	Associated
5.1	Our Ingham CBD is attractive, alive and diverse.	CBD refresh and associated actions	5.1.1	Prepare and deliver a Shire Wide Wayfinding: • Finalise Ingham CBD Wayfinding Style Guide; and • Implement Ingham CBD Wayfinding Signage.	DPES	ALL
			5.1.2	Undertake scoping plan for the Halifax Historical Village.	DPES	ALL
			5.1.3	Complete installation of lighting to Macrossan Street, Halifax.	DPES	ISD
			5.1.4	Continue CBD Revitalisation - Lannercost Street: • Finalise installation of Ingham CBD seating, bins and pot plants within Lannercost Street.	DPES	ALL
			5.1.5	Continue Urban Style Guide compilation.	DPES	ALL
			5.1.6	Assess Laneway Activation - Pioneer Lane. Compile Landscape Architectural Plan with emphasis on local artisan works.	DPES	ALL
			5.1.7	Investigate Historical Walk from Rotary Park to Lannercost Street.	DPES	ISD
5.2	Support for business diversity and employment growth	Local buy first preference policy development	5.2.1	Continue to review and streamline Council processes interacting with business organisations.	DPES	OMC
			5.2.2	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.	DPES	OMC
		Implement Economic Development Strategy and focus on short term actions	5.2.3	Encourage and promote diversification and agricultural land management.	OMC	DPES
			5.2.4	Investigate irrigation capabilities and potential weir development sites.	DPES	OMC
			5.2.5	Continue to implement strategies from the Hinchinbrook Cropping Report.	DPES	OMC
			5.2.6	Promote diversification in agricultural and tourism product development.	DPES	OMC
			5.2.7	Commence review of the <i>Economic Development Strategy</i> 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.	DPES	OMC
			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.	DPES	OMC
			5.2.9	Solar Feasibility Project - Complete the Site Specific Connection Assessment (SSCA) and Expression of Interest (EOI) for an energy retailer capable of servicing Council, by December 2020.	ISD	OMC
			5.2.10	Determine the range and suitability of crops and livestock and associated value add opportunities. <i>Crops and Livestock Analysis</i> and Action Plan to be assessed.	OMC	ALL
		Funding of the Hinchinbrook Chamber of Commerce, Industry and Tourism	5.2.11	Manage Service Level Agreement (SLA) with Hinchinbrook Chamber of Commerce, Industry and Tourism. Fulfillment of SLA KPI's.	DPES	OMC

Corporate Plan Strategies		Proposed Actions over 2014 - 2019	2019-2020 Action and Measure		Lead	Associated
5.3	Tourism development.	Event activity at the TYTO Precinct	5.3.1	Deliver tourism business development workshops and mentoring services. Delivery of funded and non-funded training modules and programs including but not limited to the <i>Think Business Program</i> to small business.	DPES	ALL
			5.3.2	Continue the plan to become the premier boutique conference and event destination for the rural Tropical Queensland region through: Leveraging the collective value of Council and Commercial conferencing facilities: <ul style="list-style-type: none"> <li>• Increase in product offering to appeal to a larger cross section of the Business Event Industry;</li> <li>• Increase in regional conference and events; and</li> <li>• Maintenance of the currency of event collateral.</li> </ul>	DPES	ALL
			5.3.3	Build capacity through investment and development of the Meetings, Incentives, Conferences and Exhibitions (MICE) Industry: <ul style="list-style-type: none"> <li>• Increase in product awareness alongside an increase in regional conference and events.</li> </ul>	DPES	ALL
		Tourism development	5.3.4	Plan and deliver major tourism infrastructure improving access to natural attractions. Undertake <i>Wallaman Falls and Broadwater Ecotourism Master Planning</i> .	DPES	ALL
			5.3.5	Development of Tourism Trail between Paluma and Wallaman Falls. Work with external stakeholders to secure funding and development.	DPES	ALL
			5.3.6	Improve brand presence and alignment with regional and state tourism marketing. Manage Townsville Enterprise Service Level Agreement/Action Plan inclusive of KPI's.	DPES	ALL
			5.3.7	Maintain currency of Forrest Beach Progress Association Memorandum of Agreement for the operation of the Forrest Beach Recreational Vehicle Park. Facility open from April to October annually. Statistical reporting via monthly seasonal Shire Recreational Vehicle infographic.	DPES	ALL
			5.3.8	Maintain currency of CMCA Recreational Vehicle Park, Ingham Memorandum of Agreement in 2019. Statistical reporting via monthly seasonal Shire Recreational Vehicle infographic.	DPES	ALL
			5.3.9	Plan and deliver high quality journey based products. Progress and implement <i>Hinchinbrook Way Drive</i> product. Deliver three Drives to compliment current product.	DPES	ALL
			5.3.10	Develop and deliver high quality targeted marketing collateral across all media channels highlighting <i>Hinchinbrook's Public Art Trail</i> .	DPES	ALL
			5.3.11	Investigate the potential of Warrens Hill as a lookout site.	DPES	ALL
5.4	Natural Disaster Management	Local Disaster Management coordination, awareness raising, planning, service provision and recovery activities	5.4.1	<i>Local Disaster Management Plan</i> in place, reviewed annually and adopted by Council prior to December 2019. Increase public awareness of natural disaster management.	OMC	ALL
			5.4.2	Implementation of the additional functions to the Guardian platform.	OMC	ALL

Corporate Plan Strategies		Proposed Actions over 2014-2019	2019-2020 Action and Measure		Lead	Associated
5.5	Shire wide branding	Develop and finalise Shire wide branding project	5.5.1	Maintain currency of Shire wide branding. Build a comprehensive Media Centre on <i>The Hinchinbrook Way</i> website.	DPES	OMC
			5.5.2	Develop a comprehensive marketing campaign including the following media avenues: <ul style="list-style-type: none"> <li>Produce high quality print material;</li> <li>Further development of social media opportunities; and</li> <li>Production of media advertisements.</li> </ul>	DPES	ALL
			5.5.3	Finalise the <i>Hinchinbrook Way Walk</i> : <ul style="list-style-type: none"> <li>Continue to promote the Hinchinbrook Way Walk; and</li> <li>Installation of Hinchinbrook Way - Statement Signage.</li> </ul>	DPES	ALL
			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"> <li>Stage 1 - Complete Design Package; and</li> <li>Stage 2 - Implementation to be completed subject to Road Corridor Permit and QTDDIF funding application.</li> </ul>	DPES	ALL
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 Hinchinbrook Shire Council Tourism Partner Program.	DPES	ALL
			5.6.2	Management of TYTO Recreational Vehicle area with 5% increase in visitation per annum.	DPES	ALL
			5.6.3	Management of TYTO Wetlands with an increase in tour group patronage by 5% per annum.	DPES	ALL
			5.6.4	Management of TYTO Parklands including <i>The Papergrove</i> .	DPES	ALL
			5.6.5	Coordinate operations to ensure Hinchinbrook Visitor Information Lounge accreditation criteria is achieved. Maintenance of tourism information accreditation annually.	DPES	ALL
			5.6.6	Enhance the visitor experience with the core aim to increase revenue, at the Hinchinbrook Visitor Information Lounge through staged refurbishment of building and internal content. Redesign of Hinchinbrook Visitor Information Lounge with staged refurbishment to June 2020.	DPES	ALL

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