



Integrated Quality
Infrastructure



Diverse Prosperous
Economy



Healthy Natural
Environment



Proactive Open
Governance

Central Highlands Regional Council

Introduction to 2015-2016 Operational Plan

Welcome to the Central Highlands Regional Councils' Operational Plan 2015-2016

The *Central Highlands Regional Council Operational Plan* is an integral cog in the wheel that drives our corporate planning and performance structure.

Impelled by an overarching *Community Plan CH2022*, the Operational Plan identifies each council department's commitment to key projects, services and activities for the coming twelve months.



All councils have a legislative requirement to prepare and adopt an annual operational plan that is consistent with its annual budget and addresses two elements; how the council will progress the implementation of its five-year corporate plan during the year and how it manages operational risk.

The *2013-2018 Corporate Plan* has seven outcome areas that clarify and direct the regional priorities from the Community Plan.

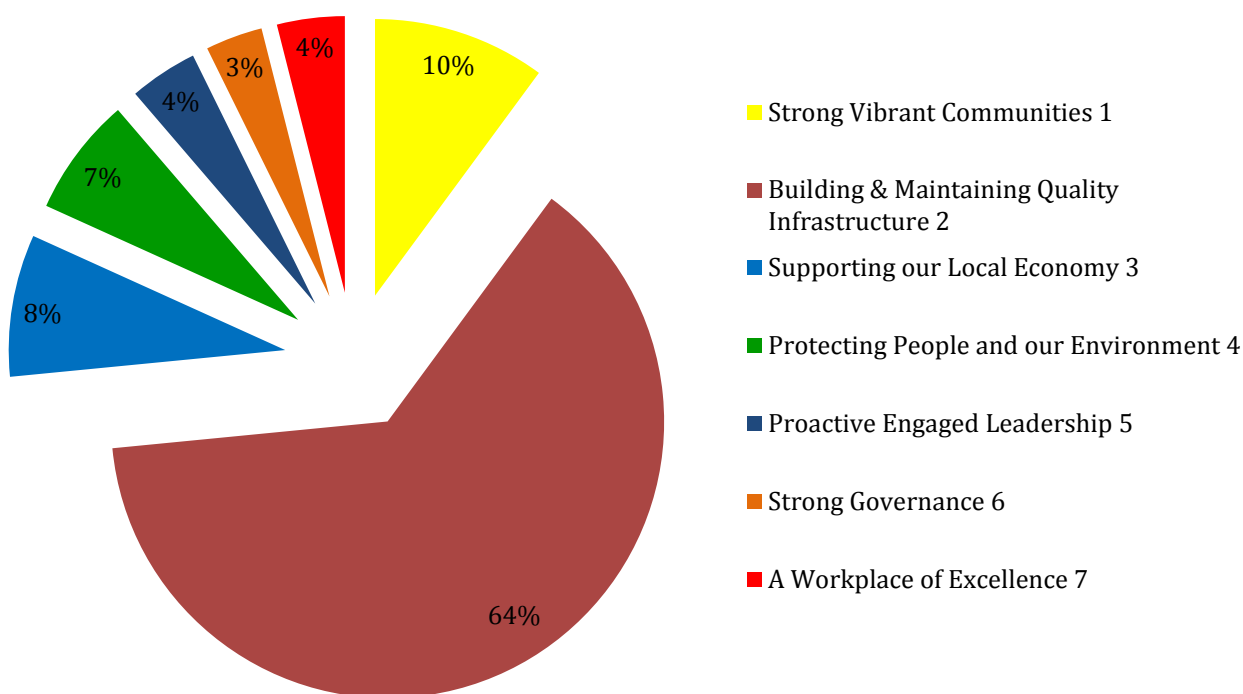


Each priority has a number of strategic focus objectives to which we direct our efforts.

The Operational Plan then guides those objectives by setting program strategies to articulate the activities required to achieve the desired outcome and overall the vision for the region: *Shaping the future by Valuing People, Partnerships and Place.*

The Operational Plan aligns with the *CHRC 2015-2016 Budget* by allocating income and expenditure to each of its strategic programs.

Total expenditure allocated to strategic priorities within 2015/16 year



In the coming year \$83 million will be spent on capital projects throughout the region.

Highlights include:

Project	\$(million)
NDRRA 2015 Event	15
Blackwater Aquatic Centre – Upgrade Concept and Design	10
Black Gully Waste Water Treatment Plant - Augmentation	4
Emerald Airport Runway - Overlay	3
Arthur Street Blackwater Rehabilitation Project	2

Monitoring and Review

It would be timely on my behalf to take this opportunity, at the imminent close of their current term, to thank our current councillors for the contribution they have made to the region during the past three years. Three years that have seen challenges faced and met head on, as well as a more than a fair share of change and compromise.

Above all, apart from reflecting the ambitions of our community, the annual Operational Plan also charts the dedicated contribution of our staff toward ensuring the Central Highlands is a place of choice to work and live.

A handwritten signature in black ink, appearing to read 'S. Mason', written in a cursive style.

Scott Mason
Chief Executive Officer

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Customer Service Centre Locations

EMERALD (Administration Centre)
Corner of Egerton and Borilla Streets, Emerald

BLACKWATER
10 Mackenzie Street, Blackwater

CAPELLA
4 Conran Street, Capella

DUARINGA
12 William Street, Duaringa

ROLLESTON (Rural Transaction Centre)
17 Warrijo Street, Rolleston

TIERI (Rural Transaction Centre)
Corner of Grasstree and Anncrouye Street, Tieri

SPRINGSURE
29 Eclipse Street, Springsure



CHRC Operational Plan 2015-2016



Major Initiatives and Key Operational Activities	Key Activity We Will Deliver	How We Will Measure Our Performance	2015 / 2016 Target	Year Project will be Fully Completed and Delivered	Baseline (2014 / 2015 Target)	Responsible Department
1 Introduction attached here						
2 Capital Works Budget Year 1 2015-2016	Capital Expenditure Report will capture allocations against each key priority etc.					
3 KEY PRIORITY 1 : Strong, Vibrant Communities	Strong social networks. Respecting our heritage. Active, healthy communities.					
4 <i>Corporate Plan Strategy 1.1 Provide and maintain accessible community services and facilities that meet the needs of our diverse communities and offer value for money for all stakeholders.</i>	[-]					
5 1.1.1	Implementation of strategic plans to accommodate a diverse range of sporting and recreational facilities region wide	Establish 50% of Asset Management Plans for facilities region wide	June 2016	2016 / 2017		General Manager - Communities
6		Establish 100% of Asset Management Plans for facilities region wide	June 2017	2016 / 2017		General Manager - Communities
7		Establish 100% of Service Levels for facilities region wide	June 2016	2016		General Manager - Communities
8 1.1.2	Negotiate community based Right of Use Agreements with clubs and stakeholders	Establish 50% of Right of Use Agreements with clubs and stakeholders region wide	June 2016	2016 / 2017		General Manager - Communities
9		Establish 100% of Right of Use Agreements with clubs and stakeholders region wide	June 2017	2016 / 2017		General Manager - Communities
10 <i>Corporate Plan Strategy 1.2 Provide for the heritage and diverse cultures of our communities.</i>	[-]					
11 1.2.1	Develop partnerships with the indigenous community, state government and community organisations aimed at valuing cultural heritage and recognising protocols	Define scope for capturing the history of Central Highlands region	June 2016	2016		Executive Manager - Public Affairs
12 1.2.2	Develop a Cultural Heritage plan for the region	Cultural Heritage Plan Developed and Adopted by Council	June 2016	2016 / 2017		Executive Manager - Public Affairs
13		Implement a Cultural Heritage plan for the region	June 2017	2016 / 2017		Executive Manager - Public Affairs
14 1.2.3	Support Cultural Diversity within our region	Develop an Indigenous Development Strategy and present to Council	December 2015	2015	December 2015	Executive Manager - Public Affairs
15		Facilitate a number of activities in partnership with relevant agencies that raise the profile of the indigenous community	4	2016		Executive Manager - Public Affairs
16 1.2.4	Provide a diverse range of festivals and events that encourage both active and passive community participation	Develop Events Strategy	December 2015	2016 / 2017		Executive Manager - Public Affairs
17		Commence Implementation of Events Strategy	February 2016	2016 / 2017		Executive Manager - Public Affairs
18		Publish and Upload an Annual Events Calendar on CHRC website	August 2015	2015		Executive Manager - Public Affairs
19		Maintain number of attendance at Multi-Cultural Festival	6000	2015		Executive Manager - Public Affairs
20		Number of community groups and volunteers involved in performances and stalls at Multi-Cultural Festival	150	2015		Executive Manager - Public Affairs
21		Working across community to identify and support significant new event opportunities.	June 2016	2016		Executive Manager - Public Affairs
22 1.2.5	Coordinate and administer the Regional Arts Development Fund in accordance with Council and State Government guidelines	Number of applications received	25	2016		Executive Manager - Public Affairs
23 1.2.6	Coordinate and administer Council's Community Grants Program	Number of applications received	70	2016		Executive Manager - Public Affairs
24		Number of organisations assisted through In-Kind Assistance	30	2016		Executive Manager - Public Affairs
25 <i>Corporate Plan Strategy 1.3 Build a strong sense of community, capacity and pride through collaborative partnerships and programs.</i>	[-]					
26 1.3.1	Continued Community Plan 2022 implementation through support of the 13 Community Reference Groups	Numbers of Community Reference Group meetings held.	35	2016		Executive Manager - Public Affairs
27		Develop Community Reference Group Action Plans	13	2016		Executive Manager - Public Affairs
28 1.3.2	Host General Council meetings in the region.	Number of General Council meetings held outside Emerald	3	2016		Executive Manager - Public Affairs
29 1.3.3	Continue to held general Council meetings outside of Emerald	Number of General Council Meetings held outside of Emerald	3	2016		Executive Manager - Public Affairs
30		Community Reference Group Action Plans integrated into CHRC Strategic Planning	June 2016	2016		Executive Manager - Public Affairs
31 1.3.4	Councillor consultation meetings are held.	Number of Councillor consultations held	5	2016		Executive Manager - Public Affairs
32 1.3.5	Continue to participate in Community and Service Agencies Meetings.	Number of Meetings Attended	10	2016		Executive Manager - Public Affairs
33 <i>Corporate Plan Strategy 1.4 Encourage and promote community wellbeing, including healthy and active lifestyles.</i>	[-]					
34 1.4.1	Policy Position for Youth Development for the Region is held.	Develop Youth Strategy incorporating Policy Position for the region	December 2015	2015	Dec 2015	Executive Manager - Public Affairs
35 1.4.2	As part of the Youth Development Strategy, ensure there are opportunities for young people to develop leadership capacity through inclusion in Community Reference Groups.	Report on the viability of Youth Councils in the region.	December 2015	2016		Executive Manager - Public Affairs

Major Initiatives and Key Operational Activities	Key Activity We Will Deliver	How We Will Measure Our Performance	2015 / 2016 Target	Year Project will be Fully Completed and Delivered	Baseline (2014 / 2015 Target)	Responsible Department	
36	1.4.3	Develop youth partnerships and strategies aimed at enhancing the quality of life of young people through facilitation of activities for youth	Number of young people accessing Youth programs	200	2016	June 2016	Executive Manager - Public Affairs
37			Number of youth programs supported	4	2016		Executive Manager - Public Affairs
38			Number of youth programs and activities provided	4	2016	June 2016	Executive Manager - Public Affairs
39			Number of RADF programs funded.	12	2016		Executive Manager - Public Affairs
40	1.4.4	Support community wellbeing through incorporation of safety initiatives	Benchmark Councils with established community safety initiatives and programs	November 2015	2016	Nov 2015	General Manager - Communities
41			Obtain statistics and location areas from Qld Police Service	December 2015	2016	Dec 2015	General Manager - Communities
42			Report to Strategy Form on recommendations for incorporation of community safety initiatives into community facilities	February 2016	2016	Feb 2016	General Manager - Communities
43	1.4.5	Partner State government, non-government and community agencies to promote community safety	Number of active community safety initiatives operating across the region	2	2016		General Manager - Communities
44	1.4.6	Provide a range of support services to community groups	Number of community groups supported to develop skills and capacity to resolve issues	30	2016		General Manager - Communities
45	Corporate Plan Strategy 1.5 <i>Promote love of reading and lifelong learning in the community through responsive programs, services and collections.</i>						
46	1.5.1	Ensure an innovative topical range of activities which promote lifelong learning at CHRC Regional Libraries	Library reform strategy, year two, implemented including report on alternative delivery models for libraries across the region	April 2016	2016	June 2015	General Manager - Communities
47			Develop and implement a Libraries Strategic Plan 2016-2026	June 2016	2016	2026	General Manager - Communities
48	KEY PRIORITY 2 : Building & Maintaining Quality Infrastructure	Building and Maintaining Quality Infrastructure. Well connected. Well serviced. Well planned.					
49	Corporate Plan Strategy 2.1 <i>Plan and deliver infrastructure which aligns with the aspirations of the Central Highlands Community as outlined in the CH2022 Community Plan and other strategic plans for Council and key stakeholders including State and Federal governments.</i>						
50	2.1.1	Secure alternative options for Urban Water Supply	Report presented to Council with alternative options evaluated and recommendations made	June 2016	2016	Collation of data to enable commencement of Strategy Report to Council	General Manager - Infrastructure and Utilities
51			Preferred option for water supply to Capella prepared and presented to Council Strategy session	July 2015	2016		General Manager - Infrastructure and Utilities
52	2.1.2	Develop a 3 year capital works program for roads	Adoption of program by Council	December 2015	2016		General Manager - Infrastructure and Utilities
53	2.1.3	Deliver the roads and capital works program in accordance with developed project plans	Percentage of capital works program delivered	June 2016	2016		General Manager - Infrastructure and Utilities
54	Corporate Plan Strategy 2.2 <i>Plan open spaces and street-scapes to improve civic pride and aesthetic appeal.</i>						
55	2.2.1	Implement civic pride and identity strategies across the region for high traffic areas	Service level plan introduced and monitored	March 2016	2016 / 2017	June 2015	General Manager - Communities
56	2.2.2	Implement existing open space and recreational plan	Existing plan reviewed for consistency with Local Government Infrastructure Plan	June 2016	2016		General Manager - Communities
57			Prioritised planning document produced (linkages to Master Plans and Planning Scheme) for future open space planning across the region	June 2016	2016		General Manager - Communities
58	2.2.3	Enhance and Improve Town Entrances and Street Scapes to Promote Civic Pride and Aesthetic Appeal in all Regional Towns	Dingo town entrances completed.	June 2016	2016 / 2017	June 2016	General Manager - Communities
59			Duringa and Bluff town entrances budget allocation for completion	June 2017	2016 / 2017		General Manager - Communities
60	Corporate Plan Strategy 2.3 <i>Provide sustainable solutions for the collection, disposal and recycling of waste.</i>						
61	2.3.1	Complete second year component of the waste reduction and recycling plan for the region	Community consultation and consideration by Council	November 2015	2016		General Manager - Communities
62			Adoption of CHRC Recycling Plan	February 2016	2016		General Manager - Communities
63	2.3.2	Investigate new regional waste disposal sites	Potential site locations identified and assessed	May 2016	2016		General Manager - Communities
64	2.3.3	Viable options for kerbside waste collection across the region investigated	Report and recommendations to Council for kerbside waste collection	December 2015	2016		General Manager - Communities
65	2.3.4	Manage Council owned landfills and transfer stations in an environmentally responsible manner	Effective asset and site management practices and processes developed and implemented	June 2016	2016		General Manager - Communities
66	Corporate Plan Strategy 2.4 <i>Continue to plan, manage and maintain transport infrastructure to improve quality and safety.</i>						
67	2.4.1	Study on Connection Roads to Yamala.	Completion of design for connection roads	November 15	2016	Call tenders and let successful bid.	General Manager - Infrastructure and Utilities

Major Initiatives and Key Operational Activities	Key Activity We Will Deliver	How We Will Measure Our Performance	2015 / 2016 Target	Year Project will be Fully Completed and Delivered	Baseline (2014 / 2015 Target)	Responsible Department
68	2.4.2	Shovel-Ready Projects nominated by Council for infrastructure e.g. O'Brien's Road, Yamala Grain Haul Roads.	Design nominated projects	May 2016	2016	General Manager - Infrastructure and Utilities
69	2.4.3	Advocate for further investment by State Government on critical area State roads by way of offering Council financial incentives, and further lobbying for additional proven maintenance funding with a review to reducing defect backlog	State commitment to projects	June 2016	2016	General Manager - Infrastructure and Utilities
70	2.4.4	Advocate for State Government Report on Rail By-Pass Options for Emerald.	Report on preliminary investigations presented to Council.	May 2016	2016	General Manager - Infrastructure and Utilities
71	2.4.5	Collaborate with Resource Industry to improve roads in tenement areas prior to field development	Funding commitments secured to capital improvements on roads affected by Coal Seam Gas, Drilling and Exploration	June 2016	2016	General Manager - Infrastructure and Utilities
72	2.4.6	Completion of Transport Infrastructure Development Scheme and Roads to Recovery Projects	Practical and Physical completion of projects nominated	100%	2016	General Manager - Infrastructure and Utilities
73	Corporate Plan Strategy 2.5 <i>Provide and maintain well planned, sustainable community assets to meet the needs of our community.</i>					
74	2.5.1	Overall Concept on Housing Strategy Excluding Central Highlands Housing Company.	Report to Council for adoption of recommended strategy for CHRC Region	September 2015	2016	March 2015 General Manager - Communities
75	2.5.2	Meet environmental outcomes for critical assets and community infrastructure demands	Prepare Scoping Study, Finalisation of Study and presentation to Council Prepare Scoping Study on Waste Water Facilities	March 2016	2016	General Manager - Infrastructure and Utilities
76	2.5.3	Develop asset management and service level plans for Communities Dept. (including public buildings, showgrounds, sporting facilities)	Completion of Asset Management Plans and Service Level Plans for Communities Department region wide	50% Complete	2016 / 2017	General Manager - Communities
77	2.5.4	Complete Drinking Water Quality Management Plans (DWQMP) region wide.	Drinking Water Quality Management Plans submitted to Regulator	November 2015	2016	General Manager - Infrastructure and Utilities
78	KEY PRIORITY 3 : Supporting Our Local Economy. Facilitate opportunities. Advocate for the region.					
79	Corporate Plan Strategy 3.1 <i>Support the Central Highlands Development Corporation to facilitate networks and partnership between local business, industry groups and government.</i>					
80	3.1.1	Continued financial support for CHDC	List of projects undertaken by CHDC presented quarterly with CHRC Operational Plan updates.	Quarterly	2016	Office of the CEO
81	3.1.2	In partnership with regional stakeholders, facilitate the development of a CHRC Region Sustainability and Economic Master Plan	Completion of strategy and adoption by Council	December 2016	2016	Office of the CEO
82	Corporate Plan Strategy 3.2 <i>In partnership with the tourism sector, continue to develop opportunities to market the Central Highlands as a great place to visit.</i>					
83	3.2.1	Ensure effective implementation of 2015 - 2018 Tourism Marketing Strategy	Develop new Memorandum Of Understanding with Capricorn Enterprise.	September 2015	2015	Executive Manager - Public Affairs
84			Deliver Stage 1 of tourism strategy in partnership with CHDC	June 2016	2016	Executive Manager - Public Affairs
85			Workshop with Neighbouring Councils and RTOs to progress Sandstone wilderness project.	June 2016	2016	Executive Manager - Public Affairs
86			Attendance at Caravan and Camping Shows	2	2016	Executive Manager - Public Affairs
87	3.2.2	Continued support for Capricorn Enterprise	Funding for Tourism Destination Marketing	June 2016	2016	Executive Manager - Public Affairs
88	Corporate Plan Strategy 3.3 <i>Encourage a diverse supply of housing affordability and choices.</i>					
89	3.3.1	Develop a strategy for provision of housing affordability and choices with CHRC region	Model housing affordability options through utilisation of Central Highlands Housing Corporation and provide recommendations to Council	June 2016	2016	Office of the CEO
90	Corporate Plan Strategy 3.4 <i>Through CHDC, support opportunities for existing and emerging industries and businesses to consolidate and grow.</i>					
91	3.4.1	Facilitation of development through investment attraction and major projects	Establish first point of contact service for any internal and external queries in relation to development opportunities	December 2015	2016	Office of the CEO
92	3.4.2	Publication of relevant business information to inform decision makers, investors and others	Publication of statistical data in a regional economic profile	December 2015	2016	Office of the CEO
93	3.4.3	Develop partnership opportunities to promote local businesses and support Shop Local	Number of businesses registered on the CHDC and CHRC business directories	720	2016	Office of the CEO
94			Number of businesses registered to receive tenders online	540	2016	Office of the CEO
95			Increase number of Local Businesses procuring CHRC work and winning tenders	5%	2016	Office of the CEO
96	3.4.4	Investigation of a shared services model for the region	Investigation of options for shared services completed	June 2016	2016	Office of the CEO
97	3.4.5	Ensure coordination, support and funding allocation to support CHDC to progress opportunities for existing and emerging industries and business to consolidate and grow	Quarterly CHDC operational plan presented to Council	4	2016	Office of the CEO
98	3.4.6	Council continue to support CHDC subject to the Establishment of a Service Level Agreement	Service Level Agreement Developed	September 2015	2016	Office of the CEO
99			Annual Review of Service Level Agreement	June 2016	2016	Office of the CEO

Major Initiatives and Key Operational Activities	Key Activity We Will Deliver	How We Will Measure Our Performance	2015 / 2016 Target	Year Project will be Fully Completed and Delivered	Baseline (2014 / 2015 Target)	Responsible Department
KEY PRIORITY 4 : Protecting Our People and Our Environment.	Well Managed. Protected. Sustainable.					
100						
101	Corporate Plan Strategy 4.1 Support the region's growth through integrated, well-planned development.					
102	4.1.1 Adoption and implementation of new CHRC Planning Scheme	Adoption of Scheme by Council	September 2015	2016		General Manager - Communities
103		Preparation of Planning Scheme Amendment # 11 to reflect local government's infrastructure plans (LGIP) and any planning amendments as required by state legislation	June 2016	2016		General Manager - Communities
104		Online accessible planning scheme for investors and residents	December 2015	2016		General Manager - Communities
105		Detailed review of current fees and charges for planning and development to reflect full cost pricing and cost recovery	March 2016	2016		General Manager - Communities
106	4.1.2 Energy Efficiencies across Departments	Implement Energy Efficiency Strategy	December 2015	2016		General Manager - Communities
107		Implement Energy Efficiency Initiatives	June 2016	2016		General Manager - Communities
108	4.1.3 Build and maintain a strong Central Queensland Organisation of Councils (CQ ROC) entity	Number of collaborative activities undertaken	5	2016		Office of the CEO
109	Corporate Plan Strategy 4.2 Continue to provide and improve development processes to support continued and sustained growth for future generations.					
110	4.2.1 Continuous improvement in development assessment	Deliver on components of action plan from internal audit report for infrastructure charges only	June 2016	2016		General Manager - Communities
111		Implementation of streamlined assessment process for low risk applications (e.g. Boundary realignments, 1 into 2 lot subdivisions)	December 2015	2016		General Manager - Communities
112		Implement a formal pre-lodgement meeting process	September 2015	2016		General Manager - Communities
113		In conjunction with IT, investigate improved interactive and tracking software to business case to demonstrate efficiency and service improvements	December 2015	2016		General Manager - Communities
114	4.2.2 Business Process Improvement	Number of processes reviewed	20	2016		General Manager - Communities
115	4.2.3 Compliance of Permit Conditions	50% Reduction of current outstanding infrastructure charges	June 2016	2016		General Manager - Communities
116	Corporate Plan Strategy 4.3 Develop and implement strategies to improve, promote and adopt sustainable environmental practices in partnership with the community and relevant stakeholders.					
117	4.3.1 Compliant Gravel Pits and Water Points and investigation of Opportunities for Expansion of these Resources.	Satisfactory Audit by both the Department of Environment and Heritage; and the Department of Agriculture, Fisheries and Forestry .	March 2016	2016		General Manager - Infrastructure and Utilities
118		Number of Non-Compliance Notices Received	0	2016		General Manager - Infrastructure and Utilities
119	4.3.2 Effective pest management and stock route management strategies in place	Pest management plan in place and implemented	October 2015	2016	June 2015	General Manager - Communities
120		Stock route management plan in place and implemented	October 2015	2016	June 2015	General Manager - Communities
121		Provision of information sessions through community education and targeted stakeholder contact groups regarding pest/weed management and stock route management and obligations	June 2016	2016		General Manager - Communities
122	4.3.3 Enter into partnership initiatives with natural resources management groups	Partnerships formed and strategies implemented	June 2016	2016		General Manager - Communities
123		Attraction of grant funding established through partnerships	June 2016			General Manager - Communities
124	4.3.4 Environmental awareness of water consumption through education programs	Water Education and Awareness of Watering Times - run Campaign	June 2016	2016		Executive Manager - Public Affairs
125	4.3.5 Implement sustainability practices into the procurement of fleet, goods, services and construction through management practices in product and service contracts	Options strategy presented to Council for consideration.	June 2016			General Manager - Corporate Services
126	Corporate Plan Strategy 4.4 Develop and deliver initiatives to mitigate, prevent, prepare for, respond to and recover from disasters.					
127	4.4.1 Identify Mitigation Strategies for CHRC Essential Assets	Mitigation options identified and presented to Council.	April 2016	2016		General Manager - Infrastructure and Utilities
128	4.4.2 Investigate Self-Funding Option for Insurance Cover for Flooding Events	Options paper presented to Council	April 2016	2016		General Manager - Infrastructure and Utilities
129	4.4.3 Recommendation to Council and Budget Allocation for Appropriate Flood Mitigation Strategies	Budget allocations and Report adopted by Council	November 2015	2016		General Manager - Infrastructure and Utilities
130	4.4.4 Define Strategy and Level of Service for SES volunteers	Strategy adopted by Council	December 2015	2016	June 2015	General Manager - Infrastructure and Utilities
131	4.4.5 Develop 5 Year Strategy for Disaster Preparedness	Strategy Implemented	December 2015	2016	June 2015	General Manager - Infrastructure and Utilities

Major Initiatives and Key Operational Activities	Key Activity We Will Deliver	How We Will Measure Our Performance	2015 / 2016 Target	Year Project will be Fully Completed and Delivered	Baseline (2014 / 2015 Target)	Responsible Department
KEY PRIORITY 5 :	Strong Leadership.					
Proactive, Responsible Leadership.	Genuine Community Engagement.					
<i>Corporate Plan Strategy 5.1 Develop and implement initiatives to encourage the community to become more informed and involved in issues that may affect them.</i>						
5.1.1	Upgrade Councils Website to deliver a usable functional website as a source of vital information for the community.	Project plan developed and in place	September 2015	2015	December 2014	Executive Manager - Public Affairs
		Website upgrade completed and live	January 2016	2016	June 2015	Executive Manager - Public Affairs
5.1.2	Develop External Communications Strategy	External Communications Strategy, including feedback process, developed and implemented	September 2015	2015	March 2015	Executive Manager - Public Affairs
		Number of posts of Council events and activities through social media that receive likes or comments	200	2016		Executive Manager - Public Affairs
		Investigate passive promotion of Council activities including use of kiosks in high traffic public areas	June 2016	2016		Executive Manager - Public Affairs
		Media releases issued and published in timely manner	80	2016		Executive Manager - Public Affairs
5.1.3	Advocate for Priority Regional Projects Funding and Support	Lobbying undertaken and all potential funding opportunities progressed as per Councils 10 point Plan	June 2016	2016		Office of the CEO
5.1.4	Advocate for funding and support for water conservation and storage projects.	Lobbying undertaken	June 2016	2016		Office of the CEO
5.1.5	Technology utilisation to facilitate genuine community engagement	Investigate use of video conference technologies through installation of video conference in major office and Council Chambers and present report to Council with recommendations	November 2015	2016		General Manager - Corporate Services
<i>Corporate Plan Strategy 5.2 Manage and Govern to ensure transparency and responsiveness to the needs and views of our communities in decision making practices.</i>						
5.2.2	Establishment of Whole of Council Project Decision Framework	Council adoption and Implementation of CHRC Project Decision Framework for all future projects	December 2015	2015		General Manager - Corporate Services
KEY PRIORITY 6 :	Confidence.					
Strong Governance	Accountability.					
Stability.						
<i>Corporate Plan Strategy 6.1 Ensure Council's commercial activities are managed well and provide benefits to our community.</i>						
6.1.1	Develop and implement a process for monthly analysis and review of product cost and product sale price to ensure competitiveness.	Monthly Product Cost Reports.	September 2015	2015	December 2014	General Manager - Commercial Services
6.1.2	Investigate Options for Future Use of CHRC Saleyards Including Location and Function.	Report to Council on Future Activities and Location of CHRC Saleyards.	June 2016	2017 / 2018	June 2015	General Manager - Commercial Services
6.1.3	Short Term and Medium Term Business Plans for all Commercial Services.	Business Plan in Place for all Commercial Businesses	August 2015	2015	June 2015	General Manager - Commercial Services
6.1.4	Enhance the Emerald Airport Master Plan to Identify prospective opportunities for Economic Opportunities around the airport area.	Report Presented to Council for Consideration.	June 2016	2016 / 2017	June 2015	General Manager - Commercial Services
6.1.5	Shepton Quarry – Development application lodged and approved	Application lodged and development permit obtained	December 2015	2015		General Manager - Commercial Services
6.1.6	Commercial businesses – business systems and process improvement review	Number of business processes reviewed and improved	June 2016	2016		General Manager - Commercial Services
6.1.7	Acquisition of freehold land for meat works site – Lot 13 DSN800086	Native Title cleared: Land transaction settled and freehold title with CHRC	September 2015	2015		General Manager - Commercial Services
6.1.8	Vacant Land Development Strategy – completion and desktop truthing of land under Council control	Report to Council Strategy Meeting	September 2015	2015		General Manager - Commercial Services
6.1.9	Develop a strategy for Council's Airport and Quarry, to plan for the business to operate independently from Council's operational framework	Develop plan/timeline and identify actions to be progressed so that the Airport and Quarry operate under an independent framework	June 2016	2016		General Manager - Commercial Services
6.1.10	Develop a strategy for the availability of advertising and trade stand promotional opportunities for third party businesses to advertise at the Emerald Saleyards facility	Strategy developed for Council consideration	October 2015	2015		General Manager - Commercial Services
6.1.11	Establish an Aerodrome Reference Group and Charter	Established and operational Aerodrome Reference Group and Charter	September 2015	2015		General Manager - Commercial Services
<i>Corporate Plan Strategy 6.2 Embrace professional business practices and responsible use of Council resources.</i>						
6.2.1	Efficient Initiation and Management of Tendering Process.	Contract register Developed.	June 2016	2015 / 2016	June 2015	General Manager - Corporate Services
		Contract register incorporated into Councils Record Management System.	June 2016	2015 / 2016	June 2015	General Manager - Corporate Services
6.2.2	Develop Work Force Strategy for Parks and Gardens Department	Establish cost of external unit rates against internal unit rate.	June 2016	2016		General Manager - Communities
6.2.3	Develop Strategic Plant Replacement Program	Strategy Adopted by Council	August 16	2016		General Manager - Corporate Services

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163	6.2.4	Asset Management Plan finalised for each major asset class	Plans adopted by Council	December 2015	2016	General Manager - Corporate Services
164	6.2.5	Manage potential Fraud and Corruption exposure across the region	Establish Fraud and Corruption Framework	December 2015	2016	Executive Manager - Governance
165			Education of Fraud and Corruption Framework across all of CHRC	June 2016	2016	Executive Manager - Governance
166	6.2.6	Define Councils risk appetite and ensure Enterprise Risk Management is in place including councils reporting framework	Adoption of CHRC Risk Appetite	December 2015	2015	Executive Manager - Governance
167			Development of Councils Reporting Framework	June 2016	2016	Executive Manager - Governance
168	6.2.7	Undertake annual review of Governance Framework to ensure public accountability, transparency and conformance with policies and legislation	Governance Framework reviewed	December 2015	2017 / 2018	Executive Manager - Governance
169			Establishment of Ethics Framework	January 2016	2016	Executive Manager - Governance
170			Roll out Implementation and Education of Ethics Framework	June 2016	2016	Executive Manager - Governance
171			Number of complaints resulting in official action recommendations from the Local Government Ombudsman	2	2016	Executive Manager - Governance
172			Number of matters referred to Crime and Corruption Commission	2	2016	Executive Manager - Governance
173	KEY PRIORITY 7: A Workplace of Excellence.	A leading culture. Living our values. A great place to work.				
174	<i>Corporate Plan Strategy 7.1 Adopt practices and systems that support a skilled, motivated and community focused workforce.</i>					
175	7.1.1	Implement Appropriate Succession Planning Strategy including identification of emerging leaders and trainees and Apprenticeships.	Strategy Drafted and Presented to Council for Review.	December 2015	2016 / 2017	June 2015 General Manager - Corporate Services
176	<i>Corporate Plan Strategy 7.2 Provide responsive and efficient systems to enable the delivery of council services.</i>					
177	7.2.1	Ensure Council policies reflect best practice and meet legislative compliance	All policies reviewed and recommended policy framework adopted	December 2015	2016	15 Executive Manager - Governance
178	7.2.3	Through the Corporate Services Business Improvement Team, improve the efficiency and effectiveness of business processes delivered to the organisation	Number of Business Improvement initiatives implemented	35	2017 / 2018	General Manager - Corporate Services
179	<i>Corporate Plan Strategy 7.3 Continue to create and develop a positive and future focused culture that demonstrates and supports Council's values.</i>					
180	7.3.1	Ensure Council values and future focused culture is encouraged through CHRC	Education and awareness on understanding what CHRC's values are and how to easily recognize behaviour and decisions that are inconsistent or consistent with these values.	April 2016	2016	Public Affairs
181			Publish Results of 2015 Staff Survey	September 2015	2016	Executive Manager - Public Affairs
182	<i>Corporate Plan Strategy 7.4 Provide consistent high levels of customer service as stated in our Customer Service Charter.</i>					
183	7.4.1	Continuous improvement in all customer service technology, systems and processes	Review of Customer Service Charter	June 2016	2015 / 2016	March 2015 General Manager - Communities
184			Conduct Internal and External Surveys	June 2016	2016	General Manager - Communities
185			Report to Council on statistics for all correspondence received by Council requiring action and/or freed back	Twice a year: December and June	2016	General Manager - Communities
186	7.4.2	Develop Customer Service Framework	Framework developed and Implemented	June 2016	2016	General Manager - Communities
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188						