



Central Highlands Regional Council
CORPORATE PLAN 2017- 2022

A progressive region creating opportunities for all.

The Central Highlands Regional Council Corporate Plan 2017-2022 sets a strategic direction for the Central Highlands Regional Council to deliver progressive outcomes for a region that seeks to create opportunities for everyone.

It is the principal planning tool that guides the council's decision making and provides the community with certainty that it will respond to opportunities and challenges in a considered way.

The Plan was crafted by the council in conjunction with the community using the community reference groups, broad consultation and councillors working alongside the executive leadership team.

The outcomes and strategies founded in this document will guide how projects are prioritised and services and activities delivered that will maintain a balance between resources and other operational and financial variables.

Success in performance will be determined through a reporting framework linked to the outcomes reported each quarter from an annual operational plan and in the annual report.

Front Cover: From the painting titled 'Heat Wave' by Garry Andrews. Winner of the 2016 Central Highlands Regional Council Art Awards Aquisitive prize.

MAYOR'S MESSAGE



'A progressive region creating opportunities for all'.

There is an inevitability about change in our history and a new council with a new direction has adopted this new corporate plan for 2017-2022.

Fundamentally, this plan seeks to build on previous versions to ensure that it is reflective of the contemporary aspirations of our communities.

Our region is experiencing a pause from the very expansive and accelerated growth that was experienced during resource discovery and recovery and looks to recognise the strong diversity of population and industry that will lead us into the future.

This plan seeks to encourage and build on the strong values and prosperity that we have and enable and invite new opportunity into our regions.

It sits well with our long-term strategies under our community plan and can be easily delivered operationally and practically.

It allows for the complexity of innovation and provides the simplicity for liveability.

It is the plan for our time.

A handwritten signature in black ink, appearing to read 'K Hayes'.

Cr Kerry Hayes
Mayor

FOREWORD – CEO



Next year, 2018, this council will acknowledge the 10-year anniversary of the formation of the Central Highlands Regional Council following the local government amalgamations in 2008.

This corporate plan will be the third in the council's history; a short history framed with reform, recovery and renewal.

In ten years, this region has seen two devastating floods, an unprecedented economic 'boom' and subsequent decline, and now a regional 're-set' underpinned with strong agricultural commodities and burgeoning commercial opportunities.

However, no matter what happens in the short-term, the council has to maintain a steady focus on the future and navigate the region's fortunes to provide stable services to its community.

The corporate plan is how we set the course for this navigation. The Community Plan 2022 gives the overall agenda, the corporate plan provides the strategic framework to make it happen, and the annual operational plan determines the activities on which we measure our performance.

In effect, this suite of reports, culminating in the annual report, provides the community with a blueprint for our operations.

From a business perspective, our intention is steadfast: to establish priorities that deliver services and activities while maintaining a responsible fiscal position.

Throughout each of the six strategic focus areas identified in this plan there is an emphasis on efficiency, partnerships, sustainability, investment, advocacy and safety – each strengthened by our core values, from which we derive clarity of intent and endeavour.

This will give, not only the Central Highlands' community but potential investors in the region, surety and confidence that the council is open to creative development and progress and will respond to opportunities and challenges with consideration.

A handwritten signature in black ink, appearing to read 'S. Mason'.

Scott Mason
Chief Executive Officer



STRATEGIC PLANNING FRAMEWORK

The corporate plan is part of a framework of planning that provides a clear line of sight to the vision to be a progressive region creating opportunities for all.

CENTRAL HIGHLANDS 2022 COMMUNITY PLAN

Considers the social, environmental, economic and governance themes that contribute to the long-term wellbeing of the community.

CORPORATE PLAN 2017-2022

Sets a strategic direction for the Central Highlands Regional Council to deliver progressive outcomes for the region that create opportunities for all.

PLANNING SCHEME 2016

Guides how land, buildings and structures are used and developed in the region.

ASSET MANAGEMENT PLAN

Financial, economic and technical practices applied to the management of council assets.

FINANCIAL MANAGEMENT PLAN

A framework for the procurement, investment and administration of council funds.

ANNUAL OPERATIONAL PLAN

Outlines the service and project delivery actions for the coming year.

ANNUAL BUDGET

Outlines the income and expenditures for the coming year.

STAFF PERFORMANCE PLANS

Drives organisational performance to achieve strategic goals.

ANNUAL REPORT

The outcomes of the annual operational plan and the performance on the budget are reported in the annual report.

OUR VISION

A progressive region creating opportunities for all.

OUR MISSION

We are a council committed to continuous improvement, a sustainable future and efficient investment in our communities.

OUR VALUES

Respect and Integrity

Building trust, teamwork, communication and a shared understanding.

Actively listening to our communities.

Accountability and Transparency

Equal opportunities, fair and open consultation and communication.

Accepting responsibility for our actions.

Providing Value

Best value for money outcomes for our community.

Collaboration, managing expectations and working towards common goals.

Deliver efficiency and effectiveness in all that we do.

Commitment and Teamwork

Continually improve on our achievements and drive innovative solutions.

Lead change and continuous improvement in delivering for our community.

Promote a positive health and safety culture.

KEY PRIORITIES

1. Strong vibrant communities.
2. Building and maintaining quality infrastructure.
3. Supporting our local economy.
4. Protecting our people and our environment.
5. Leadership and governance.
6. Our organisation.

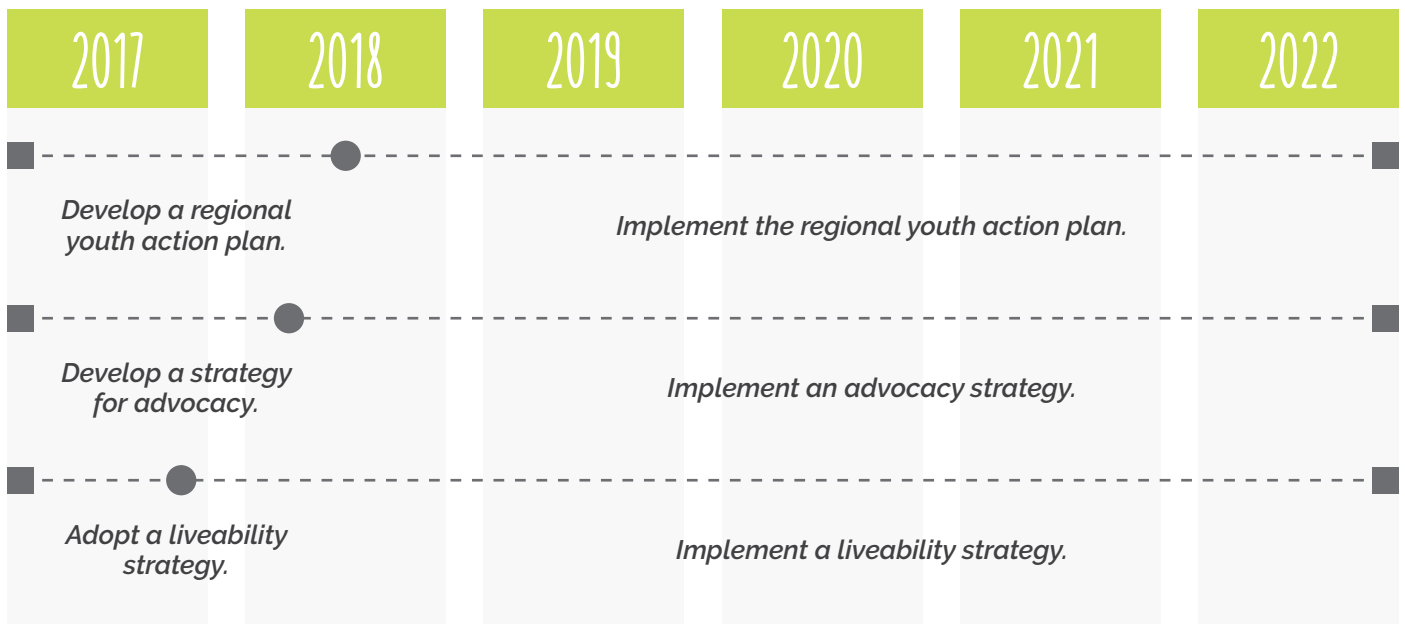
KEY PRIORITY 1: STRONG VIBRANT COMMUNITIES

Each of our thirteen communities is unique, but they are the heart of the Central Highlands region. We intend to inspire community spirit and promote a sense of belonging by addressing liveability, empowering local influencers, stimulating cultural diversity and pursuits, promoting healthy lifestyles, encouraging young people and supporting local prosperity by robust advocacy through well-planned support and funding.



OUTCOME: SUPPORT DIVERSE COMMUNITIES

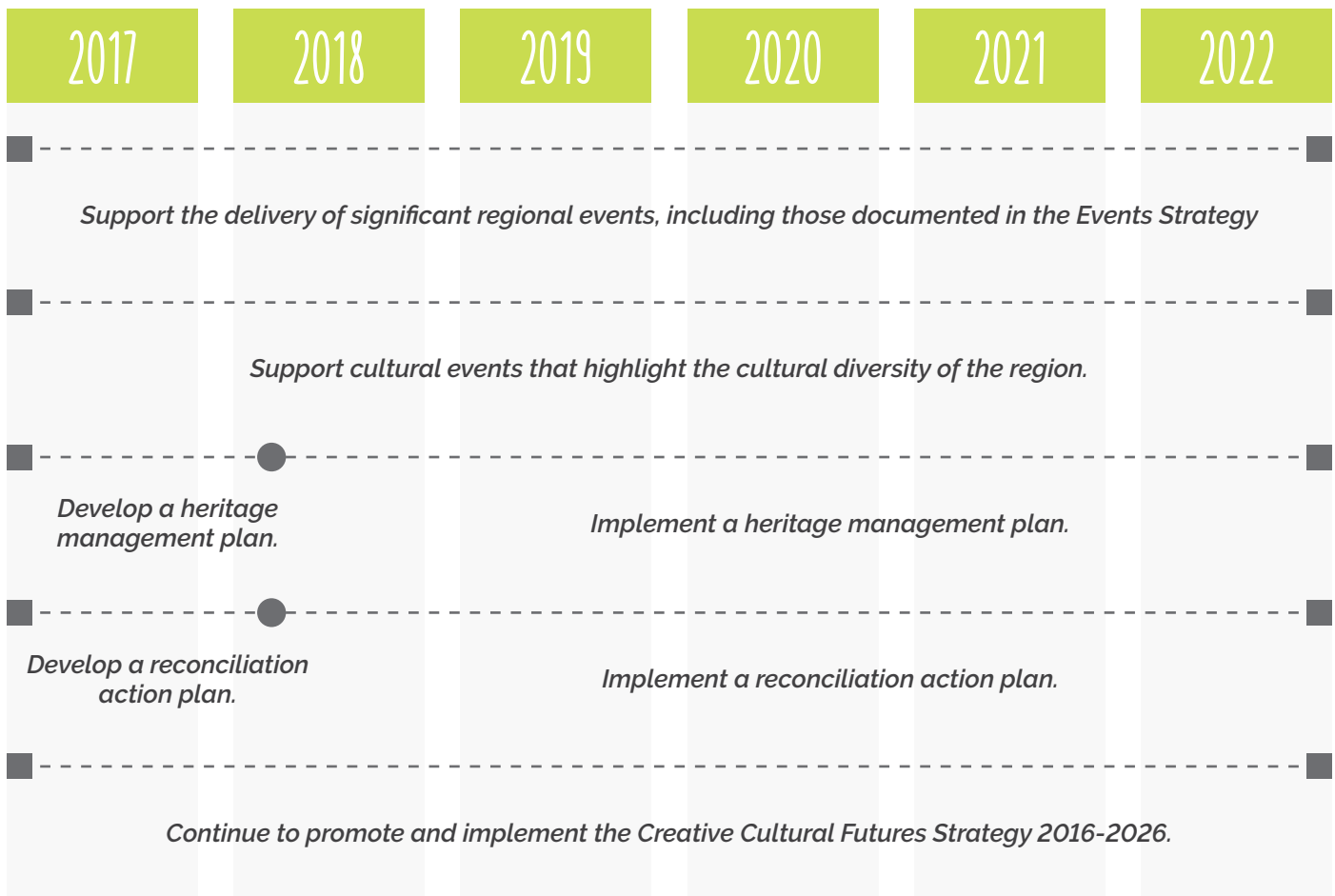
- Provide and maintain accessible community services and facilities that meet the needs of our diverse communities.
- Position the community at the heart of the advocacy strategy.





OUTCOME: RESPECTING OUR CULTURES

- Preserve, maintain and provide access to our region's history.
- Promote the heritage, arts and cultures of our communities.



OUTCOME: ACTIVE AND INCLUSIVE COMMUNITIES

- Lead active community planning and engagement by encouraging community participation and input into council's decision making.
- Lead and influence community participation in healthy and active lifestyles.
- Facilitate opportunities for learning, social activities, community events, grants and funding programs.



Performance measures

- Community satisfaction with activities and services delivered.
- Use of council services.
- Community action plan outcomes.
- Community strategies and plans implemented.

Service areas

- Public assets and facilities
- Libraries
- Community planning and development
- Arts and cultural services
- Sport and recreational engagement
- Youth and indigenous development
- Parks and recreational services
- Sport and recreational facilities
- Cemeteries



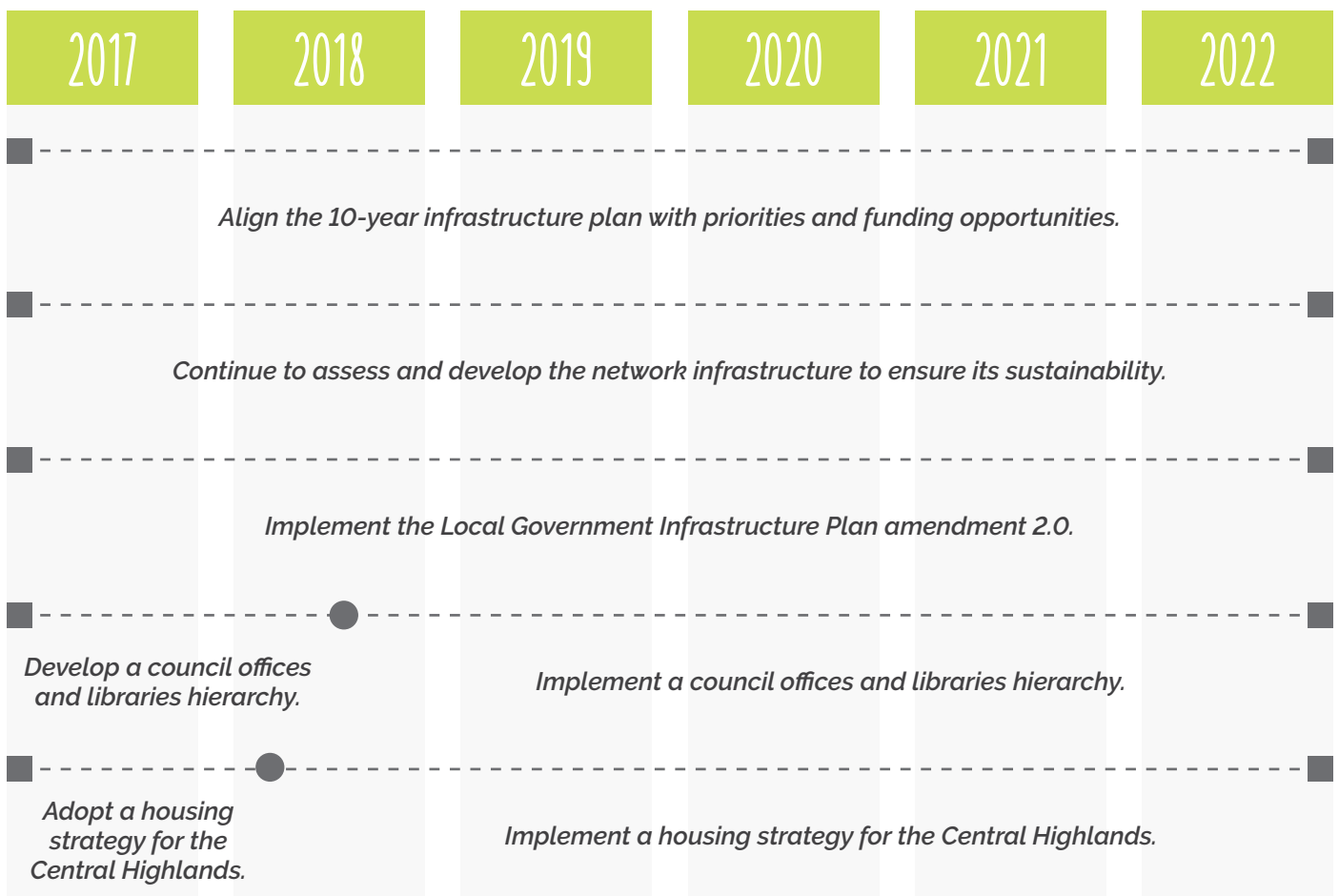
KEY PRIORITY 2: BUILDING AND MAINTAINING QUALITY INFRASTRUCTURE

The cornerstone of a well-planned, functioning and sustainable region is the development and maintenance of its infrastructure and assets. We will continue to apply best-practice systems and technology to audit, plan, deliver and maintain the most cost-effective and efficient roads, waste, water, wastewater and land management facilities and services with the security of a sustainable future as a priority.



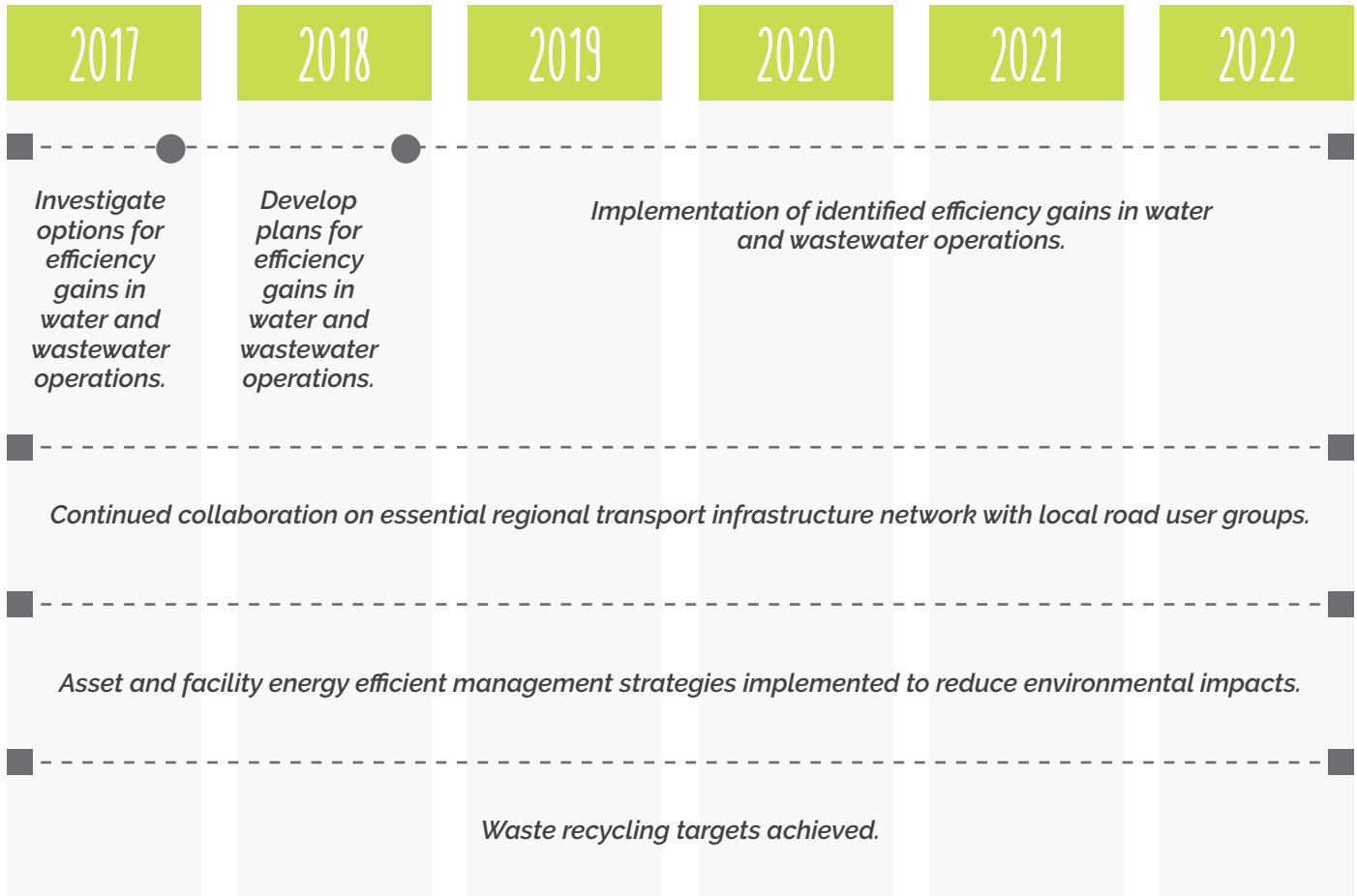
OUTCOME: WELL PLANNED AND CONNECTED COMMUNITIES

- Develop and implement a robust infrastructure plan through effective long-term asset management practices.
- Implement an effective open space and recreational plan.
- Implement a decision-making framework for the prioritisation of shovel-ready projects.
- Plan and deliver essential infrastructure that supports a sustainable future.
- Develop a strategy for our land and property assets.



OUTCOME: AFFORDABLE AND WELL-SERVICED INFRASTRUCTURE

- Develop efficiencies in water and wastewater operations.
- Develop a roads and transport strategy to ensure the efficient and effective use of resources.
- Deliver waste, recycling and re-use strategies across the region.
- Implement energy efficient practices for assets and facilities.



Performance measures

- Asset Sustainability Ratio and Recycling benchmarks attained.
- Development is consistent with relevant plans and strategies.

Service areas

- Land development
- Waste management services
- Technical services
- Project design and management
- Infrastructure services
- Depots and workshops operations
- Water utilities



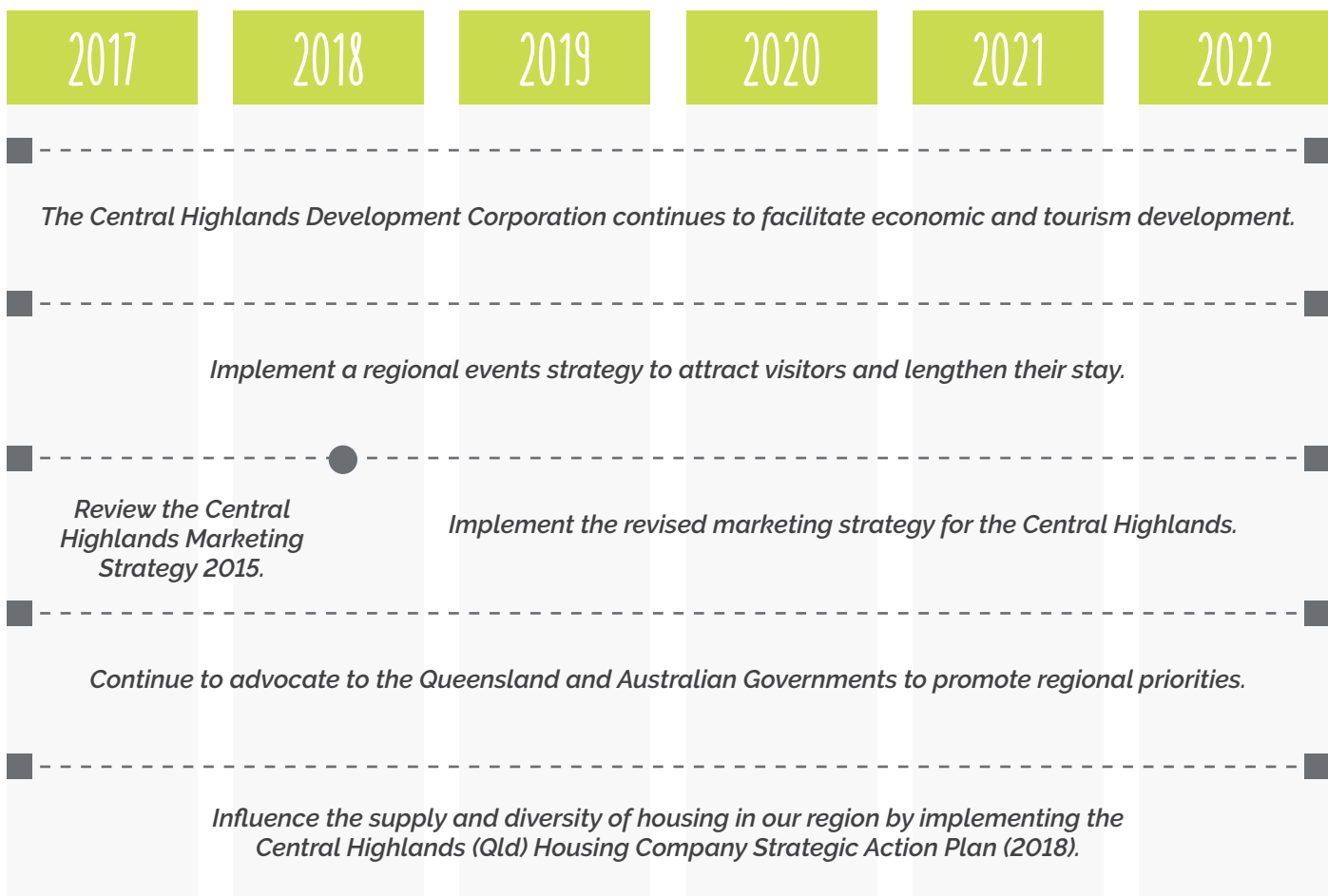
KEY PRIORITY 3: SUPPORTING OUR LOCAL ECONOMY

The Central Highlands' region has abundant natural assets that provide opportunity for diversity in economic development. We recognise the importance of our role to explore, facilitate, advocate and promote to ensure the region grows and thrives.



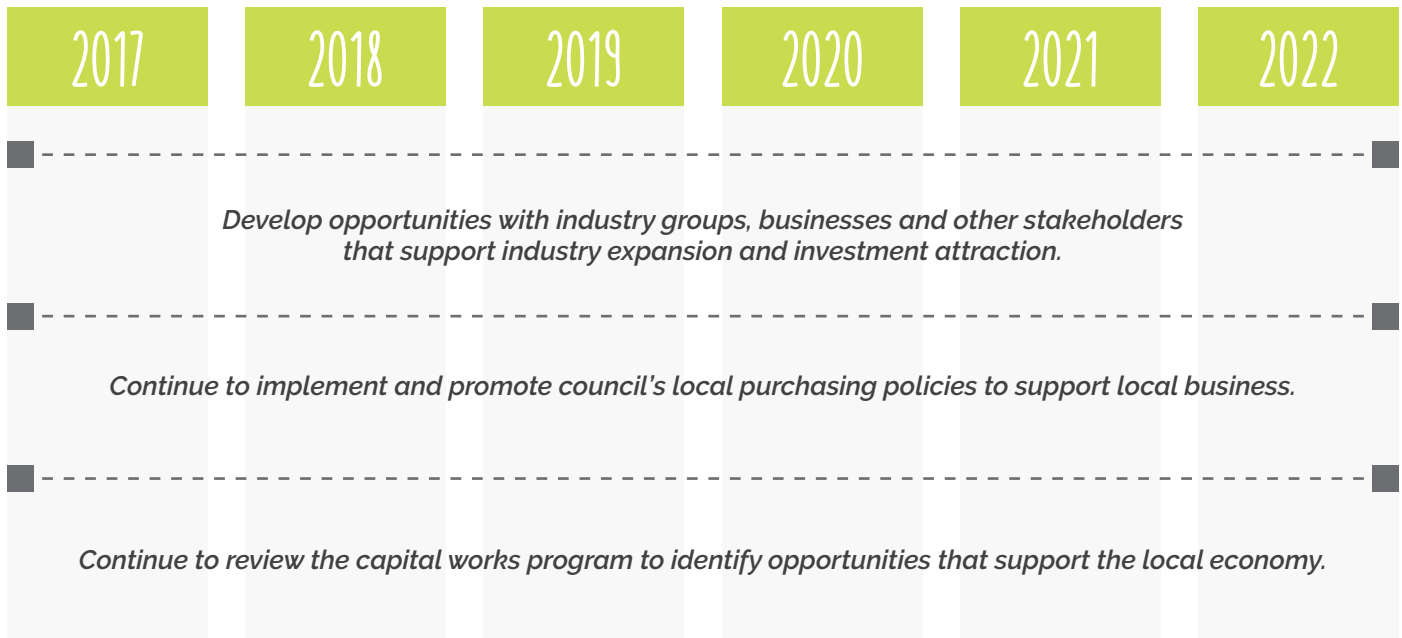
OUTCOME: FACILITATE INVESTMENT AND EMPLOYMENT OPPORTUNITIES

- Support the Central Highlands Development Corporation to facilitate networks and partnerships between local business, industry groups and government.
- Promote the Central Highlands as a region for tourism and development opportunities.
- Encourage a diverse supply of housing affordability and choices.
- Advocate and support the development of the Central Highlands as a regional hub.



OUTCOME: SUPPORT LOCAL BUSINESS AND EMERGING INDUSTRIES

- Facilitate opportunities for existing businesses and emerging industries to consolidate and grow.
- Continue a 'local buy' strategy for council business to support local communities.

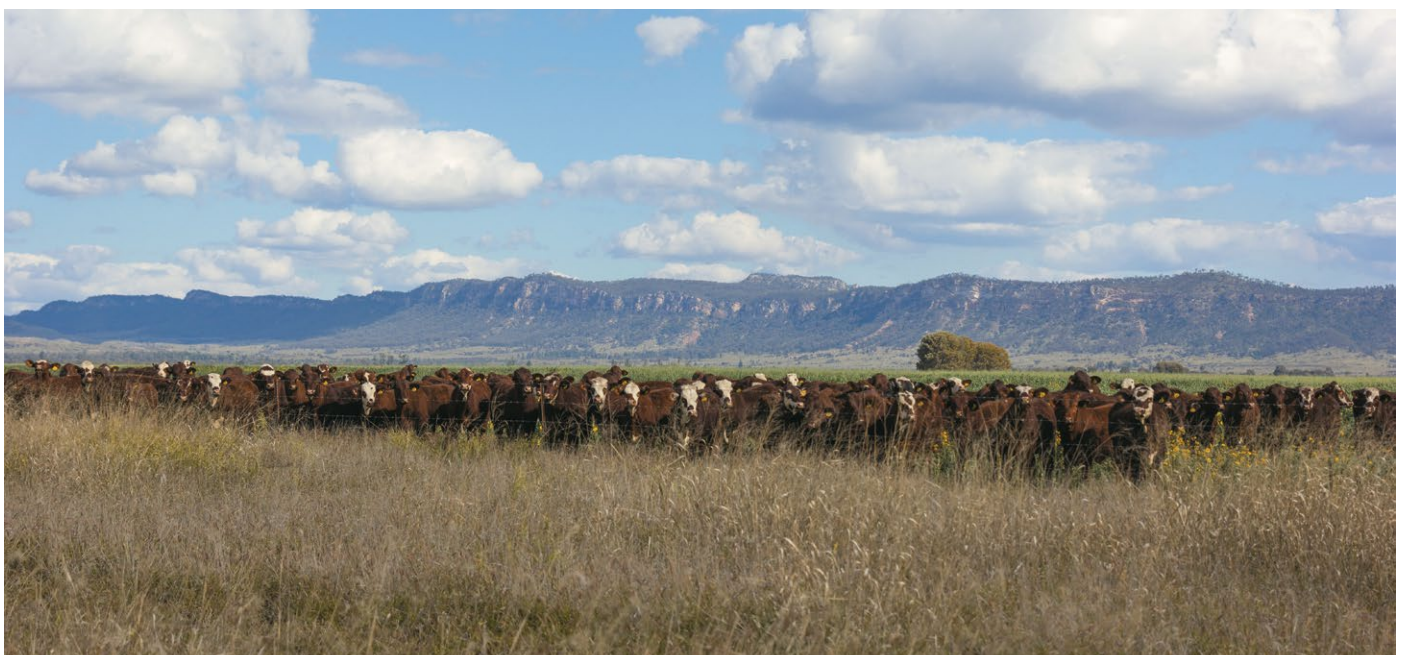


Performance measures

- Gross regional product value increases.
- Economic plans are implemented.
- Visitor numbers and length of stay show an increasing trend.
- Employment statistics show an increasing trend.

Service areas

- Regional development
- Tourism development
- Agribusiness development

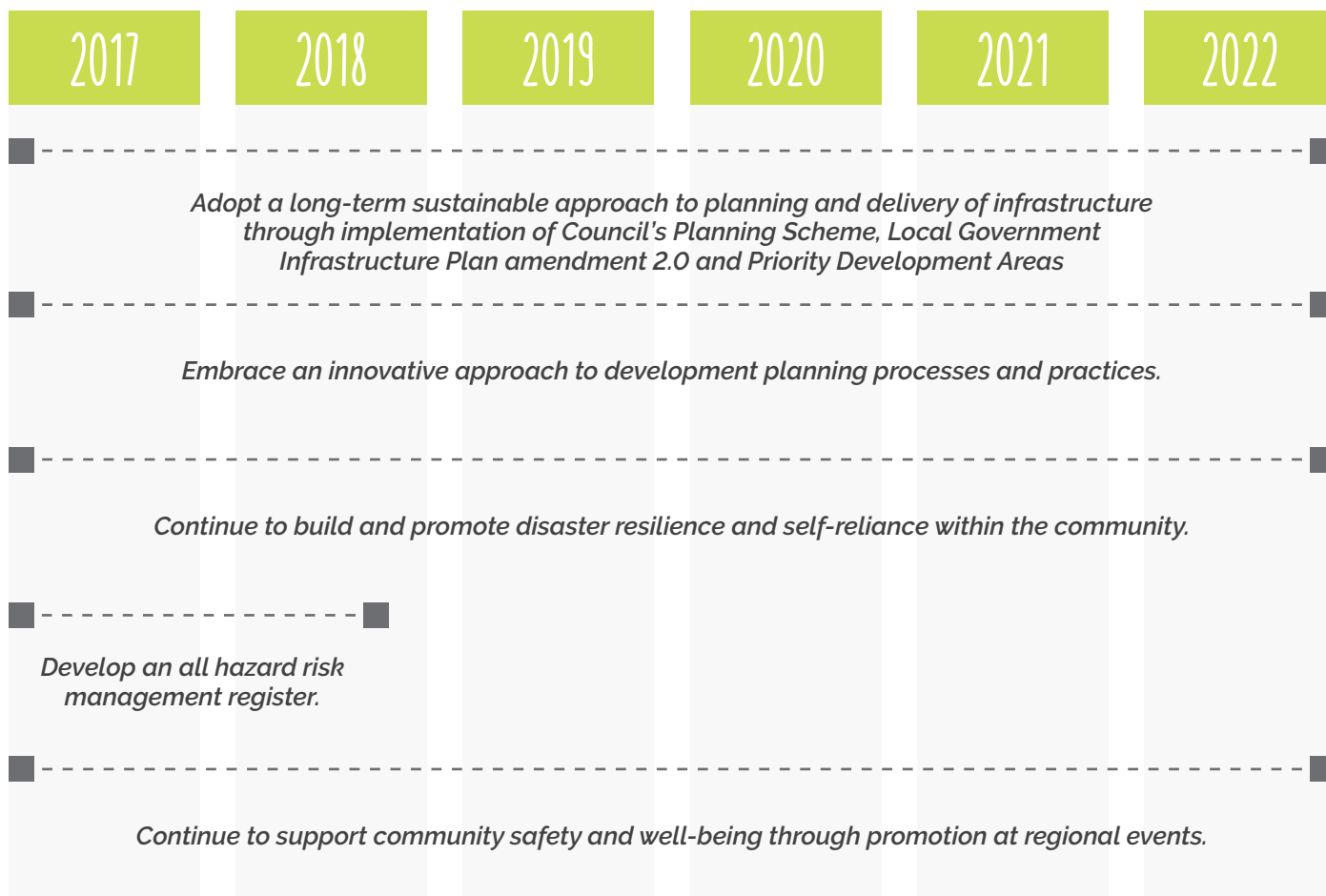


KEY PRIORITY 4: PROTECTING OUR PEOPLE AND OUR ENVIRONMENT

Living in the Central Highlands is a choice to appreciate healthy, attractive and safe surrounding. Our primary responsibility as caretaker of the built and natural environment is to ensure the confidence of the community that the amenity of the region is maintained by managing appropriate growth and development; protecting the natural landscape and waterways; promoting community health and safety; and building resilience.

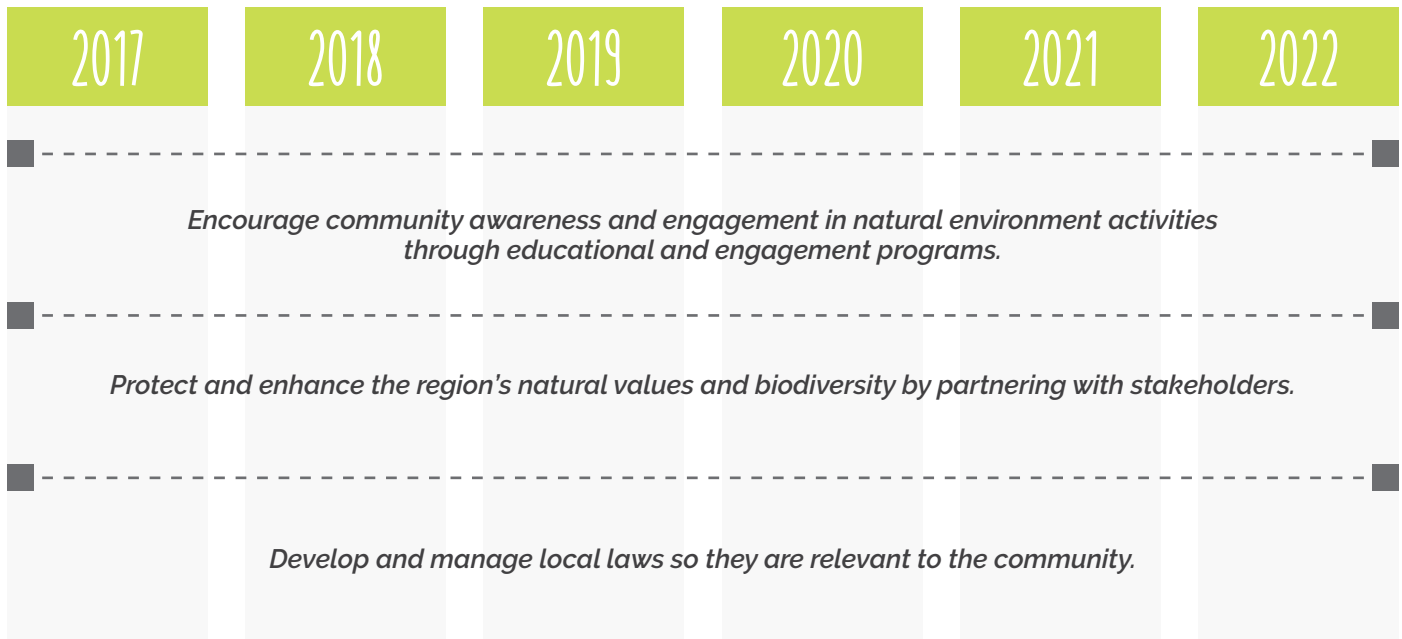
OUTCOME: WELL-MANAGED AND PROTECTED COMMUNITIES

- Ensure the region's sustainability through integrated, well-planned development.
- Employ efficient development planning processes and practices.
- Implement initiatives for flood mitigation and to plan, prepare, respond, recover and build resilience from disasters for the communities of our region.
- Promote community safety and well-being.



OUTCOME: ENVIRONMENTAL SUSTAINABILITY

- Collaborate with stakeholders to manage the built and natural environment.
- Ensure an effective regulatory role through education and enforcement.



Performance measures

- Community satisfaction with environmental activities.
- Environmental plans are implemented.

Service areas

- Town planning
- Development assessment
- Strategic land use planning
- Building and plumbing services
- Ranger services
- Environmental health
- Disaster management
- Emergency services
- Flood mitigation project



KEY PRIORITY 5: LEADERSHIP AND GOVERNANCE

The communities of the Central Highlands have a right to expect its local government authority to apply transparent and accountable processes to administer the region. We accept and embrace this responsibility by exploring efficiencies through advocacy, technology, collaboration and responsible financial management. Further, we commit to keeping our community informed about our activities and performance and employing robust governance policies and procedures to ensure legislative compliance and organisational integrity.



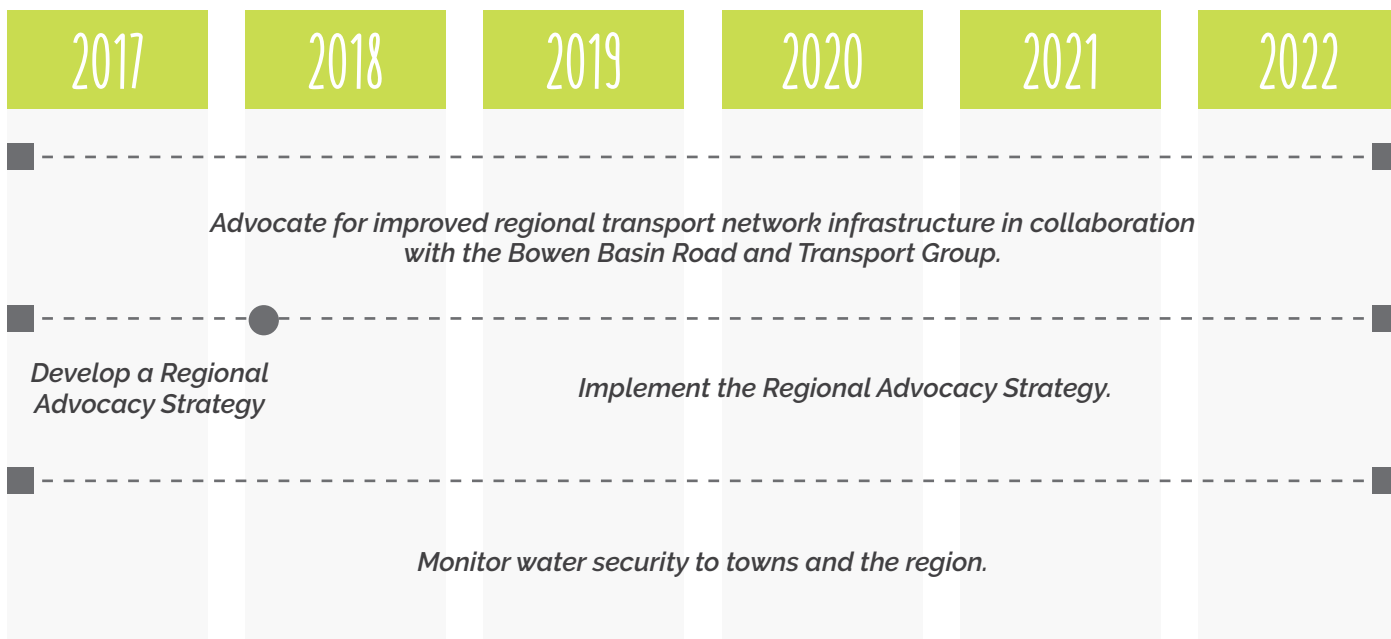
OUTCOME: LEADERSHIP AND COMMUNICATION

- Clearly define the functions, services, roles and responsibilities of council.
- Practice effective internal and external communication.



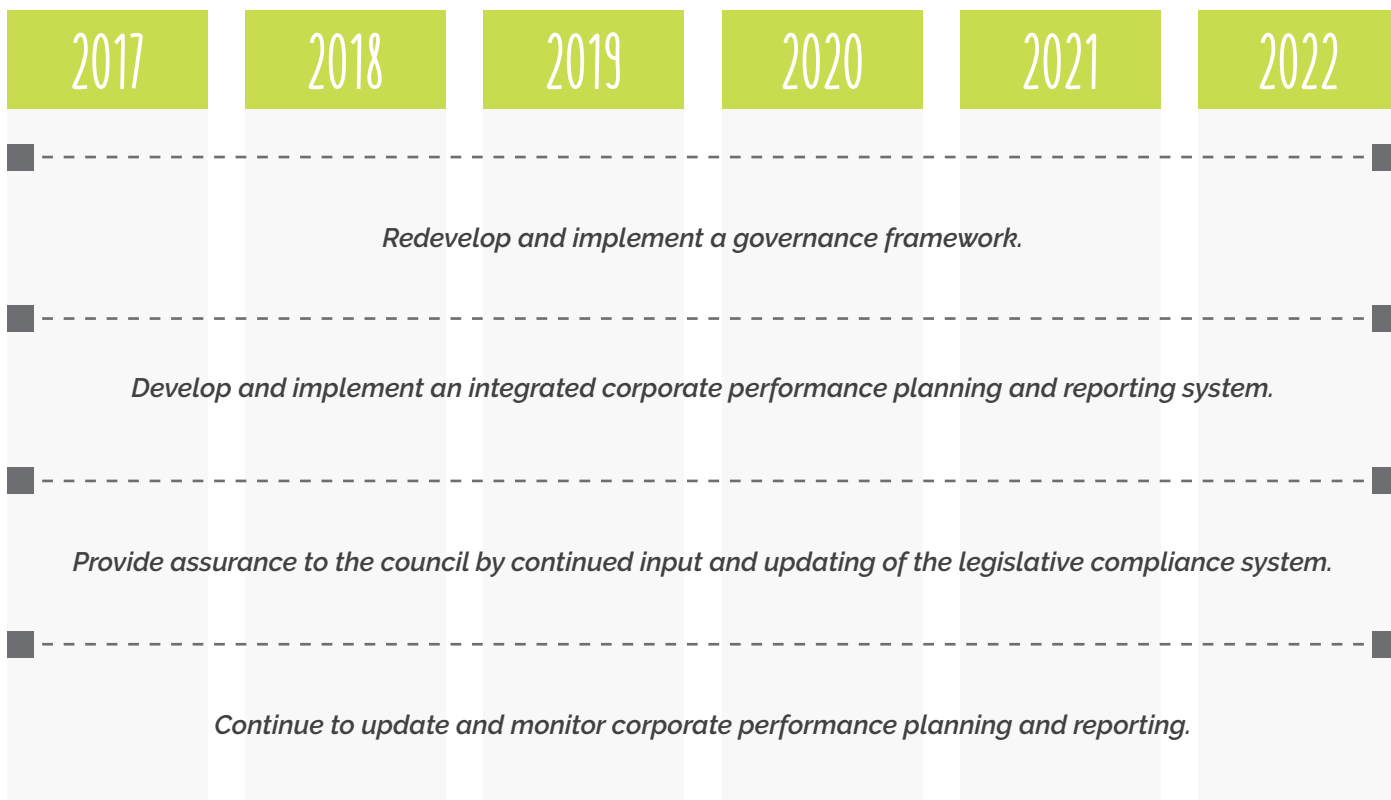
OUTCOME: ADVOCATE FOR THE REGION

- Advocate for improved services and infrastructure.
- Advocate for secure and sustainable water supplies for the region.



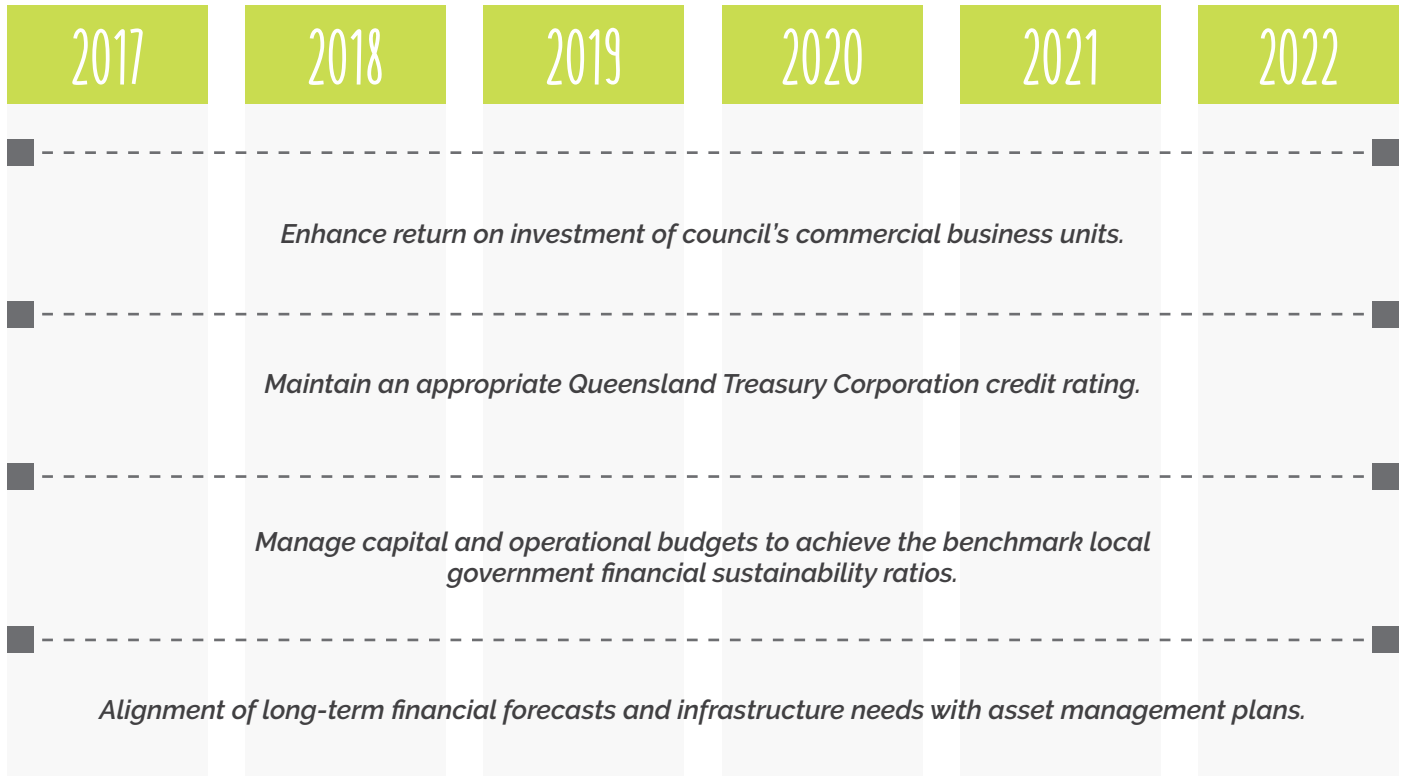
OUTCOME: ACCOUNTABILITY AND INTEGRITY

- Maintain high standards of corporate governance.
- Ensure transparency and accountability through integrated performance management reporting.



OUTCOME: FINANCIAL SUSTAINABILITY

- Optimise management of the commercial business units.
- Ensure the long-term financial sustainability of the region through prudent financial management and budgeting.



Performance measures

- The corporate plan is monitored and performance reported.
- Sustainability ratios within Queensland Government guidelines.

Service areas

- Shepton Quarry
- Emerald Saleyards
- Emerald Airport
- Land development
- Corporate Communications
- Information Services
- Financial Services
- Governance
- Procurement
- Records management
- Asset management
- Risk management
- Safety



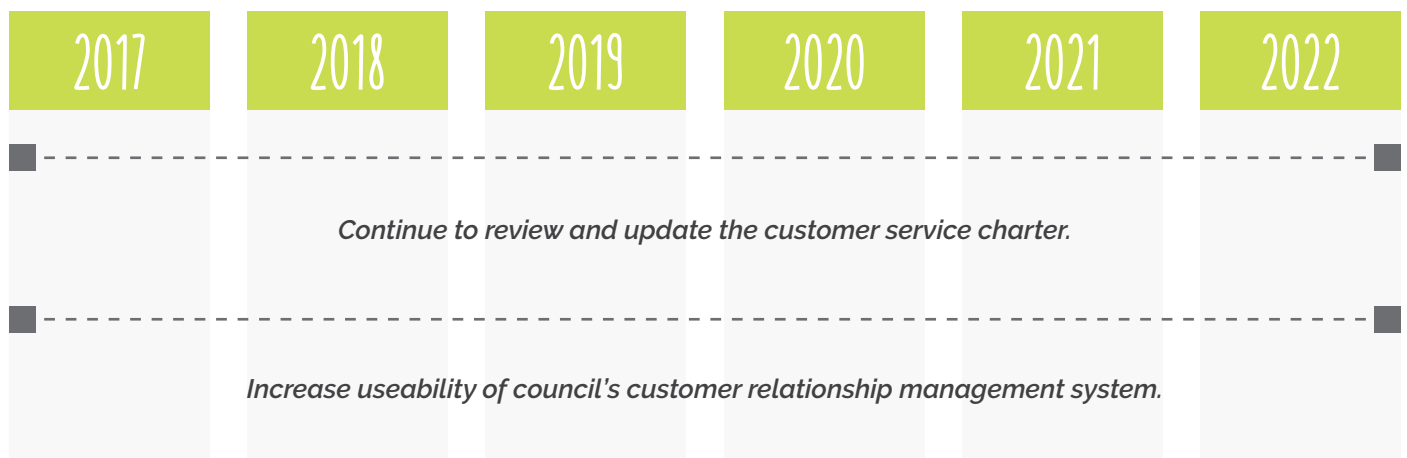
KEY PRIORITY 6: OUR ORGANISATION

Central Highlands Regional Council is one of the largest employers in the region. We strive to be an employer of choice. Our people are chosen for their ability, experience, dedication to quality service delivery, and conformity with our values. We support their endeavours by providing a safe and healthy workplace where self improvement and innovation are fostered and rewarded.



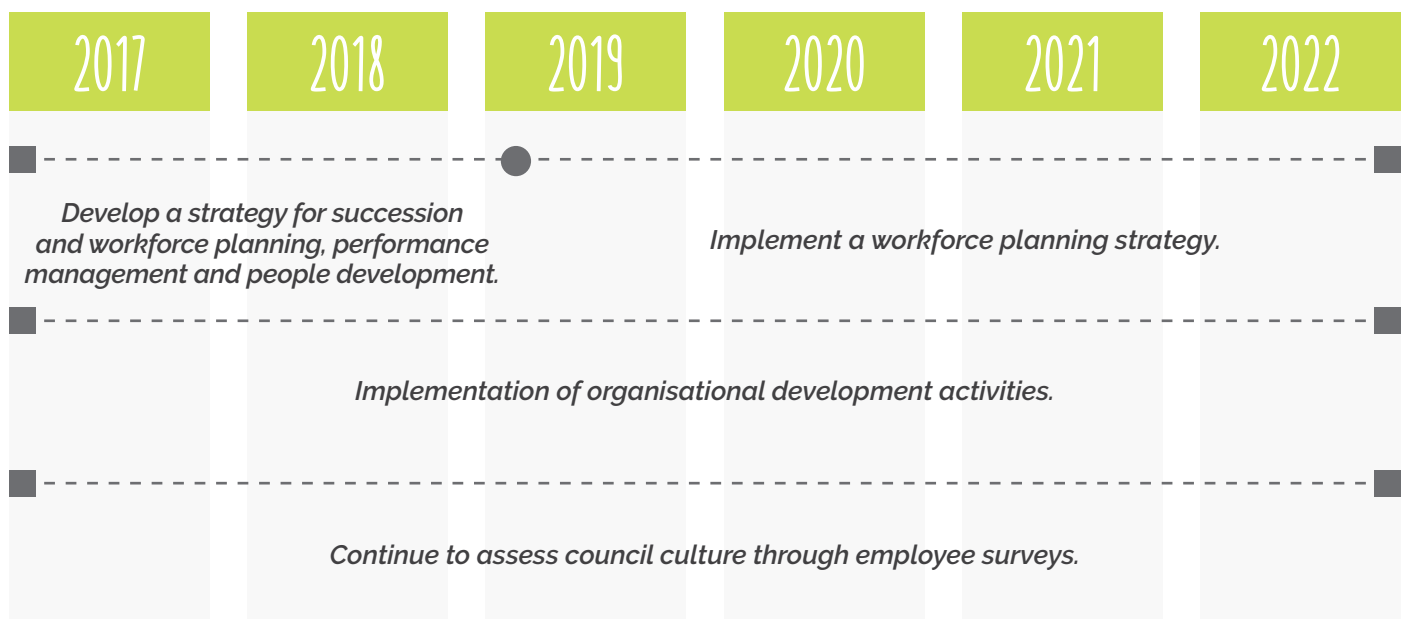
OUTCOME: LIVING OUR VALUES

- Provide excellent customer service to ensure professional service delivery.



OUTCOME: CONTINUOUS IMPROVEMENT CULTURE

- Continuously advance work practices and business systems to ensure a skilled, motivated and community focused workforce to drive a coordinated and connected organisation.
- Create and sustain a positive and future-focused organisational culture that demonstrates and supports council's values.



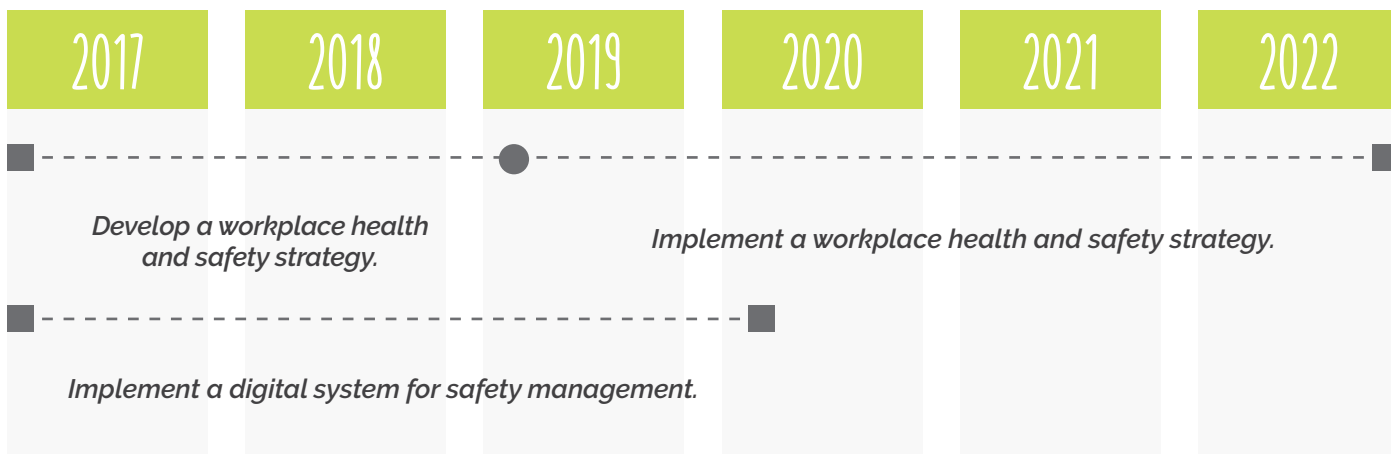
OUTCOME: ONE TEAM APPROACH

- Develop and implement effective systems to manage risk to enable the efficient delivery of council services.



OUTCOME: WORKING SAFELY

- Sustain a productive, efficient and safe workforce that is responsive to council and community needs.

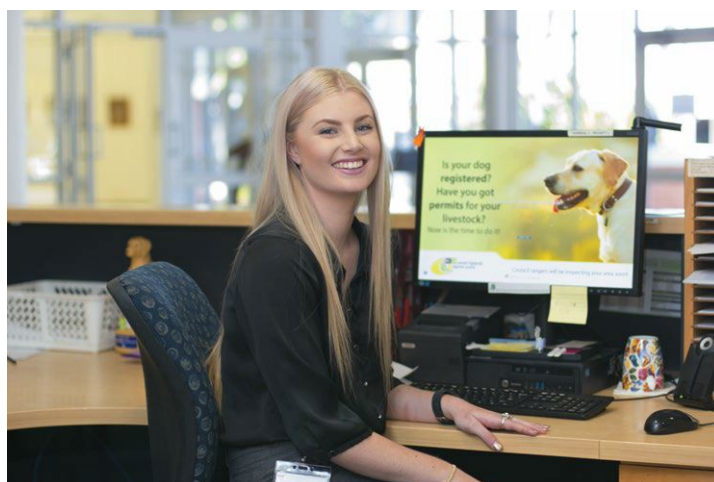


Performance measures

- Employee satisfaction survey results.
- Safety targets achieved and workers' compensation premiums managed.

Service areas

- Customer service and call centre
- Payroll
- Organisational development
- Recruitment
- Training and development
- Safety





centralhighlands.qld.gov.au