



## Leadership and Governance Standing Committee Meeting

Notice is hereby given pursuant to the provisions of the *Local Government Regulation 2012*, that the next Meeting of the Central Highlands Regional Council will be held in the **Council Chambers, 65 Egerton Street, Emerald** on

**Tuesday, 14 February 2017**  
**At 12.00 pm**

For the purpose of considering the items included on the Agenda.

**Michael Parker**  
**Acting Chief Executive Officer**

### OUR VISION

Working today, growing tomorrow

### OUR MISSION

We will provide services and assets responsibly

### OUR VALUES

Leadership, Engagement and Fair Representation  
Great Customer Service  
Innovation  
Honesty and Integrity  
Teamwork  
Respect for All

### OUR PRIORITIES

Strong, vibrant communities  
Building and maintaining quality infrastructure  
Supporting our local economy  
Protecting our people and our environment  
Proactive, responsible leadership  
Strong governance  
A workplace of excellence

COUNCIL AGENDA



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**1 PRESENT**

**2 APOLOGIES**

**3 LEAVE OF ABSENCE**

**4 CONFIRMATION OF MINUTES OF PREVIOUS MEETING**

**4.1 Minutes - Leadership and Governance Standing Committee Meeting - 24 January 2017**

**5 BUSINESS ARISING OUT OF MINUTES**

**6 REVIEW OF OUTSTANDING MEETING ACTIONS**

**6.1 Review of Outstanding Meeting Actions**

**7 MATERIAL PERSONAL INTEREST, CONFLICT OF INTEREST, PERSONAL GIFTS AND BENEFITS**

## 9 GOVERNANCE

### 9.1 Central Highlands Regional Council Draft Corporate Plan 2017-2022

#### DECISION ACTION REPORT

**Author:** Mary-Anne Uren, Executive Manager Governance

**Authorising Officer:** Michael Parker, Acting Chief Executive Officer

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#### EXECUTIVE SUMMARY:

The Central Highlands Regional Council is required by law (*Local Government Act 2009, Chapter 4, Section 104 (5) (a) (i)*) to develop a 5 year Corporate Plan that incorporates community engagement.

Council is committed to setting clear strategic direction for the organisation and the community, by way of a new Corporate Plan (2017-2022). Councillors have been proactive in developing a draft Corporate Plan which has been informed by active engagement with the community through the Community Reference Group Model, Councillor Community Consultations and in working closely with the Executive Leadership Team.

The Corporate Plan 2017-2022 vision, outcomes and values set the strategic intent for Council for the next five years. The Corporate Plan vision is in line with the Central Highlands 2022 Community Plan vision.

Staff and community engagement is an important aspect of developing the Corporate Plan. To allow staff and community feedback to inform the preparation of the Corporate Plan, options are presented for a decision to progress the engagement process.

#### OFFICER RECOMMENDATION

That the Leadership and Governance Standing Committee endorse (*insert option #*) as the preferred option for community and staff engagement on the Draft 2017-2022 Corporate Plan.

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#### REPORT:

Council is currently preparing a new Corporate Plan for the next five years (2017-2022). The Corporate Plan is a principal planning tool which will guide Council's decision-making into the future, and inform the community of the reasons why Council decisions are made.

Councillors have been proactive in developing the draft Corporate Plan which has been informed by active engagement with the community through the Community Reference Group Model, Councillor Community Consultations and working closely with the Executive Leadership Team.

The plan identifies six priority focus areas for the next five years, including:

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

## **Proposed Communication and Engagement Plan**

The proposed Communication and Engagement Plan needs to consider:

- Engaging online and face to face
- Timeframe for engagement – (allow one week from decision for external promotion)
- Timeframe for internal and external communication of engagement opportunity (internal survey to be released upon decision; allow one week for external promotion)
- Budgetary consideration (graphic design, printing and paid promotion)

Key Messages for the Communication and Engagement Plan will be:

- The Corporate Plan is a principal planning tool that guides Council's decision-making and informs the community of the reasons behind those decisions.
- Council has listened to the community and are taking the lead to progress opportunities for a sustainable future for all.
- Councillors are committed to ensuring efficient investment in our communities and an organisational culture of continuous improvement.
- The Corporate Plan is an opportunity to inform our operational plan and budget for the 2017-2018 year.
- The Corporate Plan will take effect on 1 July 2017 and run until 30 June 2022.

## **External Engagement and Communication Actions**

- Create online survey via Survey Monkey.
- Create paper-based survey to be distributed at Council offices, transaction centres and libraries
- Promote through social media (Council Facebook and Twitter accounts)
- Embed survey on council website
- Provide information to Councillors for distribution through Community Reference Group and Councillor Consultation meetings
- Email to all Community Reference Group distribution lists
- Email to all Community Newsletters
- Email to all schools
- Include in Council's E-News
- Submit for inclusion in Central Highlands Development Corporation electronic newsletter
- Prepare media release and distribute to regional news outlets
- Book paid promotions/advertisements - newspaper, radio and Facebook
- Prepare and print posters and flyers for regional distribution

## **Internal Engagement and Communication Actions**

- Prepare briefing on key messages
- Provide briefing on survey to Executive Leadership Team and Management Team at meetings
- Whole of Management Team to encourage completion of surveys through weekly staff meetings and visits to council offices
- Post survey link on staff Intranet and provide paper-based copies for those without intranet or computer access to be distributed by Managers, Coordinators, Supervisors and Team Leaders
- Opportunity for Management to discuss linkages with operational plan and budgets (refer back to key messages)
- Same online survey to be utilised for staff as the community
- Staff to be consulted with prior to community

## **Options for Consideration**

### **OPTION 1**

This option proposes feedback on the draft Corporate Plan 2017-2022 on the values, and on each of the six priority areas holistically as follows:

**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.

Agree	Neutral	Disagree

Comments:

**Our Corporate Plan 2017-2022**  
**Outcomes and Strategies**

**1 - Strong Vibrant Communities**

- **Strong diverse communities**
- **Respecting our cultures**
- **Active and inclusive communities**

*Our strategic focus:*

- Provide and maintain accessible community services and facilities that meet the needs of our diverse communities;
- Promote the heritage, arts and cultures of our communities;
- Lead active community planning and engagement through encouraging community participation and input into Council decision making;
- Encourage community participation in a healthy and active lifestyle;
- Facilitate opportunities for learning, social activities, community events, grants and funding programs;
- Preserve, maintain and provide access to our region's history.

Agree	Neutral	Disagree

Comments:

**2 – Building and Maintaining Quality Infrastructure**

- **Well planned and connected communities**

Agree	Neutral	Disagree

Comments:

This option allows for a shorter completion time of the survey for community and staff engagement purposes.

**OPTION 2**

This option proposes feedback on the draft Corporate Plan 2017-2022 on each of the individual values and each of the six priority areas including each of the strategic focus areas individually as follows:

<b>Values</b>	<b>Agree</b>	<b>Neutral</b>	<b>Disagree</b>
<b>Respect and Integrity</b> <ul style="list-style-type: none"> <li>• Building trust, teamwork, communication and a shared understanding;</li> <li>• Actively listening to our communities.</li> </ul>			
<b>Accountability and Transparency</b> <ul style="list-style-type: none"> <li>• Equal opportunities, fair and open consultation and communication;</li> <li>• Accepting responsibility for our actions.</li> </ul>			
<b>Providing Value</b> <ul style="list-style-type: none"> <li>• Best value for money outcomes for our community;</li> <li>• Collaboration, managing expectations and working towards common goals;</li> <li>• Deliver efficiency and effectiveness in all that we do.</li> </ul>			
<b>Commitment and Teamwork</b> <ul style="list-style-type: none"> <li>• Continually improve on our achievements and drive innovative solutions;</li> <li>• Lead change and continuous improvement in delivering for our community.</li> </ul>			
<b>Comments:</b>			

**Our Corporate Plan 2017-2022**  
**Outcomes and Strategies**

<b>1 - Strong Vibrant Communities</b>			
<ul style="list-style-type: none"> <li>• <b>Strong diverse communities</b></li> </ul>			
<i>Our strategic focus:</i>	<b>Agree</b>	<b>Neutral</b>	<b>Disagree</b>
➤ Provide and maintain accessible community services and facilities that meet the needs of our diverse communities;			
➤ Promote the heritage, arts and cultures of our communities;			
➤ Lead active community planning and engagement through encouraging community participation and input into Council decision making;			
➤ Encourage community participation in a healthy and active lifestyle;			
➤ Facilitate opportunities for learning, social activities, community events, grants and funding programs;			
➤ Preserve, maintain and provide access to our region's history.			
<b>Comments:</b>			

## 2 – Building and Maintaining Quality Infrastructure

- Well planned and connected communities**

<i>Our strategic focus:</i>	<b>Agree</b>	<b>Neutral</b>	<b>Disagree</b>
➤ Develop and implement a robust infrastructure plan through effective long term asset management practices;			
➤ Implement an effective open space and recreational plan;			
➤ Plan and deliver infrastructure that supports a sustainable future;			
➤ Develop a roads and transport improvement strategy ensuring the efficient and effective use of resources;			
➤ Deliver waste and recycling strategies across the region;			
➤ Implement energy efficient practices for our assets and facilities;			
➤ Develop a strategy for our land and property assets;			
➤ Implement a decision making framework for the prioritisation of shovel ready projects; and			
➤ Develop efficiencies in water and waste water operations.			
<b>Comments:</b>			

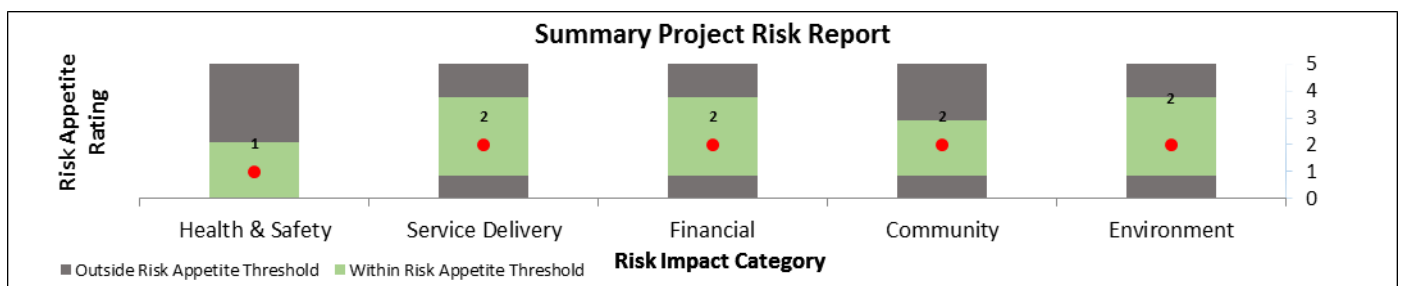
This option would require a longer time commitment for the community and staff members for survey completion and engagement purposes.

### **RECOMMENDATION**

Option 1 is recommended as the preferred option to maximise levels of community and staff engagement in the survey and provide adequate sample analysis data.

### **CONSIDERATIONS / IMPLICATIONS:**

#### **Risk Rating**



**Risk:**  
N/A

**Corporate/Operational Plan Reference:**  
N/A

**Financial:**  
Advertising

Newspaper: run for 2 weeks @ \$200 per advertisement = \$400

Radio: run for 2 weeks on 2 x local commercial stations @ \$400 per station per week = \$1600



Graphic Design

Graphic design of posters: \$200

Graphic design of final Corporate Plan: \$1,000

Printing

Printing of posters: 40 x A4 posters = \$150

Printing of finalised Corporate Plan: 100 copies @ \$10 each = \$1,000

Total = \$4,350

**Statutory/Policy/Delegations:**

*The Local Government Act 2009, Chapter 4, Section 104 (5)(a)(i) states that a 5 year corporate plan is to incorporate community engagement. Additionally, Section 4(2)(c) of the Local Government Act 2009 in the local government principles notes democratic representation, social inclusion and meaningful community engagement.*

**Communication/Engagement:**

Communication and Engagement plan is noted in the body of the report.

**ATTACHMENTS:**

Draft Corporate Plan 2017-2022

– END OF REPORT –

## **10 GENERAL BUSINESS**

## **11 CLOSURE OF MEETING**