

STANTHORPE SHIRE COUNCIL



Operational Plan

2007 / 2008

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2007/2008 OPERATIONAL PLAN

STRATEGIC DIRECTION

THE COUNCIL'S LONG TERM STRATEGIC DIRECTION IS ENCAPSULATED IN THE VISION FOR THE SHIRE AND THE STATEMENT OF PURPOSE ADOPTED BY COUNCIL.

SHIRE VISION



STANTHORPE SHIRE A COMMUNITY OF LIFESTYLE
AND OPPORTUNITY.

STATEMENT OF PURPOSE



TO PROVIDE LEADERSHIP, DIRECTION AND SERVICE
IN PARTNERSHIP WITH THE COMMUNITY.

CORPORATE & OPERATIONAL PLANNING

The Stanthorpe Shire Council undertakes the planning and implementation of its activities in order to achieve its adopted Vision and Purpose. This occurs through a management framework based on three separate but integrated planning documents comprising the:

- 2005/2010 Corporate Plan
- 2007/2008 Operational Plan
- 2007/2008 Budget

CORPORATE PLAN

The 2005/2010 Corporate Plan was adopted by Council in June 2005 and sets out the various goals and associated strategies that Council wishes to achieve over the life of the Plan. The key themes identified in the Corporate Plan are:

- **Lifestyle**
- **Innovation**
- **Opportunity**
- **Creativity**
- **Environment**
- **Governance**

Under each of these themes a number of specific goals and strategies have been developed.

OPERATIONAL PLAN

The 2007/2008 Operational Plan outlines in more detail, the specific strategies and associated activities that Council is planning to undertake during the financial year, in order to contribute to the achievement of the longer term goals and strategies outlined in the Corporate Plan.

BUDGET

The 2007/2008 Budget sets out the allocation of financial resources approved by Council to implement the goals and strategies outlined in the 2007/2008 Operational Plan. The Budget is a separate document and work is occurring to provide improved linkages between it and the Corporate and Operational Plans adopted by Council.

MONITORING AND EVALUATION

The progress achieved in implementing the goals and strategies contained in the Corporate Plan and Operational Plan will be monitored on a regular basis and quarterly reports provided to Council to assist in evaluating progress. Performance indicators have also been established for each of the key activities outlined in the Operational Plan. This will assist in setting targets and deadlines for the achievement of the broader strategies contained in the Corporate Plan.

KEY THEME
1. Lifestyle
<i>Vision: A safe, healthy, well serviced, involved community.</i>
Goals:
1.1 Community Health & Wellbeing
<i>To preserve and enhance the community's health and well-being.</i>

Strategies	Operational Plan Activity 2007/2008	Performance Measure	Responsibility
1.1.1 Develop a 10 year community plan to address the needs of the aged, youth and general community	<p>Working group to develop a plan for the development of a Community Plan for the Stanthorpe Shire.</p> <p>Develop a Community Engagement Framework and facilitate community engagement for the development of the Community Plan.</p> <p>Develop a 10 year Community Plan for the Stanthorpe Shire.</p>	<p>Plan developed outlining the steps to be undertaken in developing the Community Plan.</p> <p>Community Engagement Framework developed.</p> <p>Community engagement undertaken.</p> <p>10 year Community Plan developed.</p>	Manager Corporate Services/Economic Development Manager

Strategies	Operational Plan Activity 2007/2008	Performance Measure	Responsibility
1.1.2 Through appropriate policies, encourage development that enhances a quality lifestyle for our community	Review effectiveness of the planning scheme in consultation with Council, community, State Agencies and other identified stakeholders.	Review commenced. Planning scheme amendments undertaken.	Shire Planner / Shire Economic Development Manager
1.1.3 Promote the development, enhancement and use of active and passive recreation areas in the shire.	<p>In conjunction with the Stanthorpe Sports Association construct fencing along the roadside of Sheahan Oval to control vehicle access..</p> <p>Continue to maintain all sporting ovals in accordance with allocated budget and user group needs.</p>	<p>Effective liaison with Stanthorpe Sports Association.</p> <p>Fencing along roadside of Sheahan Oval completed.</p> <p>Increased usage of oval for additional sports</p> <p>Liaison established and maintained with all sports user groups.</p>	<p>Director of Health & Building Services</p> <p>Director of Health & Building Services / Director of Engineering Services</p>
1.1.4 Undertake progressive implementation of the outcomes of the Sport and Recreation Facility Needs Study.	Undertake improvements to walking paths along Quart Pot Creek through provision of improved signage along walkway network.	<p>Improved recognition of walkways along Quart Pot Creek.</p> <p>Increased recreational usage of creek walkways as part of exercise circuit.</p>	Director of Health & Building Services / Director of Engineering Services/ Chief Executive Officer
1.1.5 Preserve and enhance the existing high standard of community amenities available in the Shire	Undertake maintenance and minor capital upgrading works to Stanthorpe Swimming Pool prior to commencement of 2007/2008 season.	Maintenance and capital upgrade works completed prior to start of swimming season.	Director of Engineering Services

Strategies	Operational Plan Activity 2007/2008	Performance Measure	Responsibility
1.1.6 cont.	<p>Undertake inspection and control of premises licensed by Council in accordance with health requirements.</p> <p>Undertake sweeping of Stanthorpe, Wallangarra and village streets.</p> <p>Undertake maintenance and upgrading of urban park and open space areas including Storm King Dam picnic area.</p> <p>Subject to the outcome of grant application undertake detailed planning for the Kidspace All Abilities Playground and disabled toilet facility and commence construction.</p> <p>Provide funding support for the upgrading of facilities at the Wallangarra Driver Reviver site.</p>	<p>Annual inspection program completed. Level of compliance with license requirements.</p> <p>Urban streets maintained in a clean condition.</p> <p>Urban park and open space areas, including Storm King Dam picnic area are maintained to appropriate standards.</p> <p>Grant application approved.</p> <p>Detailed planning completed & construction of facilities commenced.</p> <p>Improved facilities for public at Driver Reviver site.</p>	<p>Director of Health & Building Services</p> <p>Director of Engineering Services</p> <p>Director of Health & Building Services / Shire Economic Development Manager</p> <p>Director of Health & Building Services</p>

Strategies	Operational Plan Activity 2007/2008	Performance Measure	Responsibility
1.1.6 cont.	<p>Undertake maintenance and progressive upgrading of Shire roads and street network.</p> <p>Undertake refurbishment works to Farley Piazza.</p>	<p>Shire roads and streets maintained to required standard.</p> <p>Feedback received on condition of road network</p> <p>Improved appearance and public comment on condition of facilities in Farley Piazza.</p>	<p>Director of Engineering Services</p> <p>Director of Engineering Services / Director of Health & Building Services.</p>
1.1.7 Recognise the diverse needs of the community in planning and provision of facilities	Undertake assessment of development applications in accordance with the Shire Planning scheme and associated policies.	<p>Applications assessed and referred to Council as necessary.</p> <p>Compliance with statutory time frames.</p>	Shire Planner
1.1.8 Engage in social planning processes and appropriate partnerships to facilitate access to resources and services by community groups	Upon completion of new Community Plan identify key partners to progress implementation of key strategies.	Stakeholder group(s) identified and formed.	Shire Economic Development Manager / Manager of Corporate Services

Strategies	Operational Plan Activity 2007/2008	Performance Measure	Responsibility
<p>1.1.9 Develop and promote a wide range of free Library services to all sectors of the community and provide, develop, promote and maintain a library collection that reflects and enhances the diverse needs of the community.</p>	<p>Develop programs targeted at specific target groups to enhance library use.</p> <p>Establish accurate membership database and use this as a marketing opportunity to gain new members and reconfirm inactive borrowers.</p> <p>Explore Grant and partnership opportunities to enhance Library programs and services.</p> <p>Develop a Collection Management Policy to establish guidelines in this area.</p> <p>Establish book budget for small amount of resource buying to target local needs.</p>	<p>Well patronised and enhanced set of library services, activities and programs. Increased awareness and usage of library services, particularly by target groups.</p> <p>Accurate Membership Database confirmed. New memberships accurately recorded and reported on.</p> <p>Grants obtained and partnerships developed/established.</p> <p>Collection Development Policy written and endorsed by Council.</p> <p>Book budget established and appropriate resources purchased in the most cost and time effective manner.</p>	<p>Manager of Library Services</p>

Strategies	Operational Plan Activity 2007/2008	Performance Measure	Responsibility
1.2 Security			
<i>To play an active role in maintaining a safe and caring community</i>			
1.2.1 Provide and enhance street lighting systems in urban and village areas to address community needs	Develop staged upgrading plan for street lighting improvements in CBD in conjunction with design recommendations and implement Stage 1 works.	Staged upgrading plan developed. Stage 1 works completed.	Director of Engineering Services / Shire Planner
1.2.2 Implement appropriate strategies in conjunction with other agencies which address public safety and security issues	Commence progressive implementation of recommendations from the Security Improvement Study.	Improved safety and security within CBD area.	Shire Planner / Chief Executive Officer
1.2.3 Develop and maintain effective networks with relevant agencies in relation to community safety and security issues	Review need for the ongoing operation of the Safety Action group.	Ongoing operation or discontinuance of Safety Action group determined.	Chief Executive Officer
1.2.4 Recognise and incorporate crime prevention through environmental design principles in the design and construction of public spaces	Review proposed CBD works near Post Office Square to ensure that CPTED principles are incorporated in the design.	CPTED principles incorporated into design requirements.	Director of Engineering Services / Shire Planner

Strategies	Operational Plan Activity 2007/2008	Performance Measure	Responsibility
1.3 Housing			
<i>To encourage the provision of a range of appropriate housing options</i>			
1.3.1 Ensure compliance with current building standards in the construction of buildings and encourage adoption of sustainable design principles	<p>Process building and plumbing/drainage applications, issue approvals, undertake inspections and ensure compliance in a timely manner.</p> <p>Promote awareness of sustainable design requirements introduced by State Government.</p>	<p>Applications processed, approvals issued, inspections undertaken and compliance achieved to meet legislative requirements.</p> <p>Applications for new buildings comply with legislative requirements concerning sustainable design principles.</p>	<p>Director of Health & Building Services</p> <p>Director of Health & Building Services</p>
1.3.2 Through appropriate planning instruments encourage the provision of a range of housing options to meet the current and future needs of the population.	Review the planning scheme provisions for housing taking into account Shire needs.	Planning Scheme reviewed and amendments undertaken.	Shire Planner / Shire Economic Development Manager
1.3.3 Establish effective networks with other agencies involved in the provision of housing	<p>Commence development of housing needs profile for shire and engage appropriate agencies/groups.</p> <p>Continue participation in the Southern Downs Housing Group.</p>	<p>Working group established and relevant stakeholders engaged in process.</p> <p>Attendance at Southern Downs Housing Group meetings and keeping abreast of housing trends.</p>	Manager of Corporate Services/Shire Economic Development Manager

Strategies	Operational Plan Activity 2007/2008	Performance Measure	Responsibility
<p>1.3.4 Undertake ongoing management and operation of pensioner accommodation owned by Council and consider future needs for additional accommodation</p>	<p>Manage existing pensioner unit accommodation, undertake regular inspection program and arrange repairs/ maintenance to ensure units maintained to suitable standard.</p> <p>Determine the need for additional accommodation and investigate funding options for inclusion in future budget.</p>	<p>Pensioner units operated and managed effectively.</p> <p>Units inspected annually.</p> <p>Feedback received from tenants.</p> <p>Need for additional accommodation determined and funding identified.</p>	<p>Manager of Corporate Services</p> <p>Manager of Corporate Services</p>
<p>1.4 Infrastructure & Amenities</p>			
<p><i>To provide appropriate infrastructure and amenities to meet the community's needs</i></p>			
<p>1.4.1 Secure a reliable urban water supply for the future growth of the Shire whilst encouraging water conservation initiatives</p>	<p>Complete detailed investigations of Emu Swamp site for additional urban water storage and irrigation water storage included, if feasible.</p> <p>Complete development of urban water efficiency strategy in conjunction with Drought Management Plan adoption by Council and implementation.</p>	<p>Completion of Environmental Impact Statement, adoption by Council and submission to Coordinator General.</p> <p>Application for EPBC approval submitted.</p> <p>All approvals obtained.</p> <p>Urban water efficiency strategy and Drought Management Plan developed, adopted by Council and implementation commenced.</p>	<p>Director of Engineering Services / Chief Executive Officer</p> <p>Director of Engineering Services</p>

Strategies	Operational Plan Activity 2007/2008	Performance Measure	Responsibility
1.4.2 Establish effective asset management procedures for the upkeep, renewal and upgrading of Council's assets	Actively participate in LG Asset program to evaluate and refine existing asset management practices.	<p>Working group makes suitable progress towards completion of the LG Asset Review.</p> <p>Life-cycle costing review.</p> <p>Train key asset staff on financial recognition of assets.</p> <p>Identify in the 2007/08 budget and financial accounts categories of renewal, replacement and new assets.</p>	Manager of Financial Services / Director of Engineering Services
1.4.3 Develop and implement a Road Network Management Plan to assist in establishing priorities for road maintenance, renewal and upgrading	Develop Road Network Management Plan to assist in establishment of priorities for road maintenance, renewal and upgrading.	Plan developed and adopted by Council.	Director of Engineering Services
1.4.4 Manage and improve existing water and sewerage infrastructure to meet community needs	Undertake supply, treatment and distribution of potable water to the urban areas of Stanthorpe and Wallangarra.	<p>Potable water supply operated effectively.</p> <p>Level of compliance with water quality guidelines.</p> <p>Update of Total Management Plan completed and approved by NRW.</p>	Director of Engineering Services

Strategies	Operational Plan Activity 2007/2008	Performance Measure	Responsibility
1.4.4 cont.	<p>Undertake the collection, transportation, treatment and disposal of wastewater in the Stanthorpe and Wallangarra urban areas.</p> <p>Develop Priority Infrastructure Plans for water and sewerage network upgrading works required to cater for growth over the next 15 years.</p>	<p>Wastewater system operated effectively.</p> <p>Level of compliance with licence standards.</p> <p>Update of Total Management Plan completed and approved by NRW.</p> <p>Priority Infrastructure Plans developed, adopted by Council and submitted to DLGP by 30 June 2008.</p>	<p>Director of Engineering Services</p> <p>Director of Engineering Services</p>
1.4.5 Undertake upgrading and extension of council offices to meet current and future needs	<p>Undertake installation of air conditioning to Council Office and Chambers.</p> <p>Subject to outcomes of local government reform process, commence detailed planning for extensions to Council Offices.</p>	<p>Installation of air conditioning completed during 2nd quarter of financial year.</p> <p>Improved work environment for staff, councillors and visitors to building.</p> <p>Commence detailed planning for office extensions by end of 2nd quarter of financial year.</p> <p>Invite tenders for office extensions during 4th quarter of financial year.</p>	<p>Chief Executive Officer/Office Extensions Working Group</p>

Strategies	Operational Plan Activity 2007/2008	Performance Measure	Responsibility
1.4.6 Develop and implement a plan for prioritising future footpath extensions and replacements in urban areas	Develop Footpath network Management Plan for adoption by Council.	Plan developed and adopted by Council.	Director of Engineering Services
1.4.7 Develop and implement a Stormwater Management Plan to comply with environmental requirements	Develop Priority Infrastructure Plan for storm water upgrading works required to cater for growth over the next 15 years	Priority Infrastructure Plans developed and adopted by Council.	Director of Engineering Services
1.4.8 Identify alternative ways and partnerships to fund Council infrastructure and services	Assess business case prepared by LG Infrastructure Services for Emu Swamp dam project to determine most appropriate funding option and legal structure for project.	Adoption of appropriate financial and legal structures for Emu Swamp dam project based on business case analysis.	Chief Executive Officer
1.5 Transport			
<i>To improve the accessibility and availability of transport services</i>			
1.5.1 Work in conjunction with other agencies to improve the availability and accessibility of transport services in the Shire	Support initiatives which improve the availability or accessibility of public transport services in a sustainable manner.	Initiatives assessed and support provided for sustainable options.	Chief Executive Officer /Director of Engineering Services
1.5.2 Provide and maintain appropriate infrastructure for public transport services	No projects identified.		Director of Engineering Services

Strategies	Operational Plan Activity 2007/2008	Performance Measure	Responsibility
1.5.3 Support initiatives for the improved use of the Stanthorpe Aerodrome through the provision of appropriate facilities	<p>Complete Stage 1 development of Stanthorpe Aerodrome hanger area.</p> <p>Undertake marketing and tender process for the sale or lease of lots at Stanthorpe aerodrome.</p>	<p>Stage 1 development completed.</p> <p>Level of interest in tender process.</p> <p>Number of lots sold or leased.</p>	<p>Director of Engineering Services /Shire Planner</p> <p>Shire Economic Development Manager /Manager of Corporate Services</p>
1.5.4 Support initiatives for the provision of rail services in the Shire	<p>Provide business and marketing advice to SDSR and other rail special interest groups.</p> <p>Monitor and report to Council on North /South rail link developments.</p>	<p>Discussions undertaken.</p> <p>Timely and relevant reporting undertaken.</p>	<p>Shire Economic Development Manager</p>
1.6 Planning			
<i>To sustainably manage growth and the development of land through planning mechanisms</i>			
1.6.1 Monitor and assess changes to population and development needs and trends and make appropriate changes to the planning scheme.	Review the planning scheme and monitor the effectiveness of the scheme including codes.	Planning scheme including codes amended as required.	Shire Planner
1.6.2 Facilitate the development assessment process to ensure that the process is easily understood by stakeholders and is efficient and transparent.	Create explanation sheets about development types, development process and the planning scheme.	More efficient and effective communication with applicants and submitters.	Shire Planner

KEY THEME
2. Innovation
<i>Vision: Stanthorpe as a leading edge Shire providing a model for leadership, a catalyst for innovation and a Learning Community</i>
Goals:
2.1 Drive Innovation and Embrace Change
<i>To become an innovative Learning Organisation that embraces change</i>

Strategies	Operational Plan Activity 2007/2008	Performance Measure	Responsibility
2.1.1 (Establish a team) to identify any need for change in areas of Council activity.	Support Innovations Team in promoting an innovative culture within Council and evaluating proposals for change. Complete culture change training program across the organisation and implement processes to encourage innovation and change.	Effectiveness of Innovations Team in communicating and evaluating proposals for change. Assessment of outcomes of program following completion of all stages. Level of support demonstrated by staff for innovation and change proposals.	Chief Executive Officer /Innovations Team Chief Executive Officer/ Senior Managers

Strategies	Operational Plan Activity 2007/2008	Performance Measure	Responsibility
2.1.2 All departments to review quarterly their practices for new, innovative ideas.	Establish a reporting system to collect and disseminate information on new and innovative ideas implemented by all Departments.	Quarterly reviews identify new and innovative ideas implemented. Level of recognition within staff of new innovations and change within work areas.	Chief Executive Officer / Senior Managers/ Innovations Team
2.1.3 Provide tools, incentives and resources to fast-track pathways to change.	Develop an informal and formal system of rewards and incentives.	Reward and incentives system adopted by Council.	Innovations Team
2.1.4 Develop clearly understood communication processes for suggesting change.	Establish structure and clear process for the submission and evaluation of proposals for change.	Suitable structure established Number of proposals received and implemented.	Chief Executive Officer / Senior Managers/Innovations Team
2.1.5 Ensure comprehensive database of policy documents accessible to Councillors, staff and the community.	Install final version of Intranet, train councillors and staff in use and undertake review of Intranet content.	Complete Intranet by September 2007. Level of usage of intranet. Time and costs -v- use associated with data management of intranet.	Manager of Financial Services/Shire Economic Development Manager
2.1.6 Establish a shared vision of Council's roles and responsibilities	Explore innovative ways to communicate the Corporate Plan and its actions to others both internally and externally.	Internal and external access widely available.	Shire Economic Development Manager /Public Relations Officer

Strategies	Operational Plan Activity 2007/2008	Performance Measure	Responsibility
2.2 Strategic Capabilities			
<i>To develop strategic capabilities within Council</i>			
2.2.1 Develop an innovative approach to Human Resource Management to optimise staff resources and service delivery.	Commence development of a new Human Resource Management strategy. Commence review of current organisational structure following outcomes of Local Government reform process.	HRM Strategy adopted by Council. Review of organizational structure commenced and appropriate consultant identified.	Manager of Corporate Services Chief Executive Officer / Senior Managers
2.2.2 Identify alternative ways to fund, develop, manage, and use key infrastructure and encourage multiple and shared use of public buildings.	Participate in LG Asset program and adopt asset management policy.	Asset Team meets 4 times per year and asset management principles are utilised. Life-cycle costing applied to all new assets.	Manager Financial Services/ Chief Executive Officer & Senior Managers

Strategies	Operational Plan Activity 2007/2008	Performance Measure	Responsibility
2.2.3 Maximise ways of doing business by investigating resource sharing opportunities	<p>Explore formalised resource sharing opportunities following completion of Local Government reform process.</p> <p>In conjunction with review partners seek funding opportunities to assist in implementing resource sharing initiatives.</p>	<p>Identify suitable resource sharing opportunities and partners.</p> <p>Outcome of any applications for funding assistance to implement initiatives.</p>	Chief Executive Officer
2.2.4 Identify new ways for Council to conserve, manage and efficiently use our natural resources	Develop a Council strategy for the conservation, management and efficient use of natural resources.	<p>Cross-departmental input to the strategy plan obtained.</p> <p>Council strategy completed, and programme of works prioritised.</p>	Shire Planner / NRM Officer
2.3 Innovative Partnerships			
<i>To provide leadership and direction to local enterprise through innovative partnerships</i>			
2.3.1 Develop innovative partnerships with government and non-government instrumentalities, including educational opportunities.	<p>Actively participate in regional bodies including DDROC & BROCC.</p> <p>Participate in partnerships with educational bodies for innovative research and support for activities in Shire.</p>	<p>Level of participation in activities undertaken by regional bodies. .</p> <p>Partnerships and networks established with educational bodies.</p>	<p>Chief Executive Officer</p> <p>Shire Economic Development Manager</p>

Strategies	Operational Plan Activity 2007/2008	Performance Measure	Responsibility
2.3.2 Pursue innovative commercial and social pilot projects.	Nominate potential new projects through Innovations Committee.	New projects identified by the Innovation team.	Shire Economic Development Manager / Senior Managers
2.3.3 Develop innovative practices that will enhance our economic base and improve service delivery	Initiate review of Council services and capability following completion of local government reform process to identify opportunities for enhancement.	Review completed. Opportunities for enhancement clearly identified and analysed.	Chief Executive Officer /Senior Managers
2.4 Business Development			
<i>To act as a catalyst and to turn ideas into business</i>			
2.4.1 Channel innovative energies and ideas to develop economically viable enterprises.	<p>Work with the horticulture sector and Government agencies on alternative crop and value-adding initiatives.</p> <p>Provide relevant assistance to the wine and tourism sectors to develop new or enhanced enterprises.</p> <p>Increase the range and level of business knowledge relevant to the Shire.</p>	<p>Potential enterprises assisted.</p> <p>Growth in industry sector.</p> <p>Business knowledge base sourced regularly.</p>	<p>Shire Economic Development Manager</p> <p>Shire Economic Development Manager</p>

Strategies	Operational Plan Activity 2007/2008	Performance Measure	Responsibility
2.4.2 Facilitate and support the development of innovative industries, new products, new services, new processes	<p>Prepare and distribute information encouraging business innovation to local SME's.</p> <p>Establish an innovations area on Council's Intranet and website to host related information.</p>	<p>Information distributed through local networks.</p> <p>Webpage amended and information updated regularly.</p>	<p>Shire Economic Development Manager</p> <p>Shire Economic Development Manager / Web Page Co-ordinator</p>
2.5 New Skills			
<i>To build an innovative Learning Community</i>			
2.5.1 Participate in the diffusion of knowledge and ideas.	<p>Assist and encourage all staff to upgrade their skills and qualifications/ technical knowledge.</p> <p>Assist all staff to improve their competency in core Council software – Word, DataWorks, Email and Internet.</p>	<p>Percentage of staff who have undertaken skills development or upgrading of technical knowledge and qualifications.</p> <p>Percentage of staff who achieve competency in core Council software.</p>	<p>Chief Executive Officer / Senior Managers</p> <p>Manager of Financial Services</p>
2.5.2 Implement new ways to engage the community.	Review and prepare a revised PR Strategy for consideration by Council.	PR Strategy completed and endorsed by Council.	Shire Economic Development Manager / Public Relations & Communications Officer

Strategies	Operational Plan Activity 2007/2008	Performance Measure	Responsibility
2.5.2 cont.	<p>Assist all staff to improve their competency in Council's CommuNiTy software Word, Excel, DataWorks, Email and Internet.</p> <p>Continue to support the development of the Granite Belt Community Engagement Network.</p>	<p>Level of training required to achieve required skills.</p> <p>Effectiveness of the Granite Belt Community Engagement Network for community engagement activities.</p>	<p>Shire Economic Development Manager / Public Relations & Communications Officer</p> <p>Economic Development Manager / Public Relations & Communications Officer</p>
2.5.3 Employ cutting edge Information and Communication Technologies.	Investigate and implement appropriate I&CT.	Stanthorpe Shire recognised as ICT leader.	Manager of Financial Services
2.5.4 Introduce innovative systems and practices	Investigate opportunities for system improvement based on suggestions and ideas submitted through Innovations Team or work units.	<p>Innovative systems and practices introduced.</p> <p>Level of input provided by staff.</p>	Chief Executive Officer /Senior Managers

KEY THEME
3. Opportunity
<i>Vision: Stanthorpe as an empowered, diverse and engaged learning community supported by a vibrant and prosperous economy</i>
Goals:
3.1 Business Environment
<i>To develop a vibrant, diversified and competitive business environment</i>

Strategies	Operational Plan Activity 2007/2008	Performance Measure	Responsibility
3.1.1 Facilitate the development of new and existing businesses	<p>Prepare advertising material and implement marketing strategies to sell Stage 3 Industrial Estate.</p> <p>Monitor and report to Council on appropriate timing for development of Stage 4 Industrial Estate.</p> <p>Investigate possible development of industrial land at Applethorpe</p>	<p>Stage 3 Industrial Estate sold.</p> <p>Timely reporting to Council.</p> <p>Research completed and option paper presented to Council.</p>	<p>Shire Economic Development Manager / Manager of Corporate Services</p> <p>Shire Economic Development Manager / Shire Planner</p>

Strategies	Operational Plan Activity 2007/2008	Performance Measure	Responsibility
3.1.1 cont.	<p>Undertake a major review of Council webpage format and content.</p> <p>Update existing business information materials and prepare new business kits for relevant activities where applicable.</p> <p>Offer advisory and facilitative services to new and expanding businesses.</p>	<p>Council Web-page review completed and implemented.</p> <p>Small Business information and kits prepared.</p> <p>Number of businesses assisted.</p>	<p>Shire Economic Development Manager</p> <p>Shire Economic Development Manager</p> <p>Shire Economic Development Manager</p>
3.1.2 Facilitate business skills development workshops / forums	Offer a range of workshops and information sessions in partnership with other agencies.	Number of workshops/forums held.	Shire Economic Development Manager
3.1.3 Undertake assessment of business development opportunities / inhibitors	Identify key issues and provide related advice to Council and other agencies.	Advocacy role undertaken on key issues.	Shire Economic Development Manager
3.1.4 Encourage major investment opportunities in the region	<p>As part of a team progress the development and sale of land at the Stanthorpe Aerodrome.</p> <p>Prepare content for inclusion on a Shire Investment DVD.</p> <p>Incorporate related investment information on Council website.</p>	<p>Land available for lease and purchase.</p> <p>Marketing campaign implemented.</p> <p>Relevant information contained on DVD and Council website to respond to investment related enquiries.</p>	<p>Shire Economic Development Manager/ Manager of Corporate Services</p> <p>Shire Economic Development Manager</p>

Strategies	Operational Plan Activity 2007/2008	Performance Measure	Responsibility
3.1.5 In partnership with key stakeholders develop an iconic regional brand for marketing Stanthorpe produce, services and the environment	Encourage industry participation in the Granite Belt Wine Country regional branding initiative.	Wide industry usage of regional brand.	Shire Economic Development Manager
3.1.6 Development of a new Economic Development Strategy	Coordinate a consultancy to develop a new Economic Development Strategy.	Vision 2010 strategy completed and endorsed by Council.	Shire Economic Development Manager
3.1.7 Develop responsive policies and strategies that reflect the changing demographic and environmental profile of the Shire.	Establish a working group to commence development of an aged planning strategy following development of Community Plan.	Representation by appropriate areas within Council on the working group.	Chief Executive Officer /Senior Managers
3.2 Export Opportunities			
<i>To encourage activities that support and enhance the regions export capacity</i>			
3.2.1 Facilitate related workshops, forums and information sessions	Encourage participation in locally staged export information sessions and events.	Events staged.	Shire Economic Development Manager
3.2.2 Facilitate international networks and government linkages to enhance exports	Maintain appropriate contacts on export related issues.	Advocacy provided.	Shire Economic Development Manager/ Manager of Financial Services

Strategies	Operational Plan Activity 2007/2008	Performance Measure	Responsibility
3.2.3 Encourage the development of supply-chain alliances to increase the efficiency and capacity of local agribusinesses	<p>Where applicable encourage industry awareness of supply chain opportunities.</p> <p>Encourage cooperation and knowledge sharing within industry sectors.</p> <p>Maintain current business networks, effective distribution methods and relevant database information.</p>	<p>Assistance provided.</p> <p>Current and relevant advice and information provided.</p>	<p>Shire Economic Development Manager</p> <p>Shire Economic Development Manager</p>
3.2.4 Disseminate information and market research to Stanthorpe companies to enable better informed business decisions	<p>Maintain current industry subscriptions.</p> <p>Update information on industry databases.</p> <p>Introduce relevant information onto Council website.</p>	<p>Current and relevant material distributed.</p>	<p>Shire Economic Development Manager</p>
3.3 Primary Industries			
<i>To support primary industry as a base component of prosperity in the Region</i>			
3.3.1 Support initiatives that lead to an adaptive and sustainable industry sector	<p>Participate in and contribute to the Growing Sustainable Regions collaborative project with other key stakeholders.</p>	<p>Identification of economic development opportunities in the shire.</p>	<p>Shire Economic Development Manager</p>

Strategies	Operational Plan Activity 2007/2008	Performance Measure	Responsibility
3.3.2 Facilitate the establishment of industry based on value adding of existing and new businesses	Provide related funding advice / project assistance to businesses and groups of businesses to encourage food manufacturing and value-adding in the Shire.	Assistance provided to food manufacturing and value-adding projects.	Shire Economic Development Manager
3.3.3 Facilitate the implementation of additional irrigation water for the Stanthorpe Shire	<p>Provide advice and assistance to the Community Reference Panel as required.</p> <p>Determine if there will be an irrigation component to a new water storage and seek State and Federal Government approval for its construction.</p>	<p>Advice and assistance provided.</p> <p>Approval process progressed.</p>	<p>Director of Engineering Services/ Shire Economic Development Manager</p> <p>Director of Engineering Services</p>
3.3.4 Facilitate cooperation and enhancement of the primary industry sector	<p>Identify opportunities and provide support for projects that strengthen the development of agribusiness clusters.</p> <p>Disseminate information about grants and provide advice and assistance to individual projects.</p> <p>Provide targeted assistance to high value niche producers.</p>	<p>Advice and assistance provided.</p> <p>Funding assistance provided.</p>	<p>Shire Economic Development Manager</p> <p>Shire Economic Development Manager</p>

Strategies	Operational Plan Activity 2007/2008	Performance Measure	Responsibility
3.3.5 Support initiatives that promote local primary producers and strengthen Stanthorpe's competitive advantage as a 'clean and green' Region	Encourage the establishment of a local "slow food" special interest group	Support and information provided for new special interest group.	Shire Economic Development Manager
3.3.6 Work with producers and agencies to identify opportunities for and threats to a strong primary industry sector	Maintain strategic industry links. Inform Mayor of key opportunities and threats. Provide advocacy on behalf of Council on key issues.	Industry and government contacts maintained.	Shire Economic Development Manager
3.4 Tourism			
<i>To facilitate and promote tourism as a key driver for economic development in the region</i>			
3.4.1 Undertake and support other organisations to deliver strategic and cooperative Shire promotional activities	Provide support to GBWT, SDTA and the Australian Country Way	Council representation at committee meetings and financial support provided.	Shire Economic Development Manager
3.4.2 Encourage strategic investment in tourism infrastructure and services	Identify potential projects for tourism investment. Promote related information on Council's website. Provide advice and business assistance to new investors.	Advice and information provided including project opportunity information on the Council web-site.	Shire Economic Development Manager

Strategies	Operational Plan Activity 2007/2008	Performance Measure	Responsibility
3.4.3 Encourage a growth in conferences, events, and festivals held throughout the Shire	Provide event funding advice and information to local industry and community groups.	Public access to current grant information.	Shire Economic Development Manager
3.4.4 Assist the development of the tourism business sector within the Shire	<p>Prepare and distribute strategic tourism marketing material.</p> <p>Provide advice to tourism businesses and organisations.</p> <p>Work in partnership with key stakeholders to develop new tourist trails along new and existing corridors.</p> <p>Identify innovative ways to promote the Shire.</p> <p>Encourage industry participation in Country Week 2008.</p>	<p>Marketing material prepared and distributed.</p> <p>Number of businesses assisted.</p> <p>New trails established.</p> <p>The Shire promoted through select marketing publications and new marketing products.</p> <p>Local business interest surveyed.</p>	<p>Shire Economic Development Manager</p> <p>Shire Economic Development Manager</p> <p>Shire Economic Development Manager</p>

Strategies	Operational Plan Activity 2007/2008	Performance Measure	Responsibility
3.5 Employment & Skills Development			
<i>To increase employment and skill development opportunities throughout the Shire.</i>			
3.5.1 Enhance the availability of appropriate skills and labour to meet industry requirements	<p>Maintain appropriate industry and departmental networks.</p> <p>Prepare regular reports to Government on local skill shortages.</p> <p>In partnership with the Stanthorpe Community Learning Centre undertake a survey of local business skills training needs.</p> <p>Provide representation on the Stanthorpe Community Learning Centre management meetings.</p>	<p>Skills shortage information reported to State and Federal government agencies.</p> <p>Business skills/training survey completed.</p> <p>Regular attendance at committee meetings.</p>	<p>Shire Economic Development Manager</p> <p>Shire Economic Development Manager /Chief Executive Officer</p>

Strategies	Operational Plan Activity 2007/2008	Performance Measure	Responsibility
3.5.2 Support initiatives that will increase the economic and social diversity of the Shire	<p>Maintain a database of local creative industries businesses.</p> <p>Develop a Creative Industries business starter kit.</p> <p>Develop links with tertiary institutions concerning creative industries opportunities.</p> <p>Investigate development options for a Creative Industries business incubator.</p>	<p>Advice and assistance provided.</p> <p>Relevant linkages established with tertiary institutions.</p>	Shire Economic Development Manager /Shire Planner
3.5.3 Encourage and support strategies that increase employment participation rates particularly for youth, the disabled and older citizens	Work with other agencies on projects that focus on skills development and employment outcomes for marginal groups.	Related workshops and information sessions held.	Shire Economic Development Manager /Shire Planner
3.5.4 Prepare strategic development plans for Wallangarra and the Shire villages	Prepare an economic/community profile for Wallangarra.	Wallangarra Economic Community Profile updated with 2006 Census data.	Shire Economic Development Manager /Shire Planner/ Director of Engineering Services/ Director of Health & Building Services
3.5.5 Support strategies to develop business incubators and develop entrepreneurial skills in the Shire	Research and report to Council on funding, location and partner /stakeholders for the development of a business incubator.	Research undertaken and report prepared for Council consideration.	Shire Economic Development Manager

Strategies	Operational Plan Activity 2007/2008	Performance Measure	Responsibility
3.5.6 Encourage skilled jobs creation in the Shire	Encourage new technology and emerging industry projects.	Relevant and current information provided.	Shire Economic Development Manager
3.5.7 Identify and provide support for the development of local and international training and employment opportunities	Through the Mayor, provide support for QCWT initiatives that expand the college's educational profile and the range of training options offered to industry.	Attendance at College Advisory Committee meetings.	Shire Economic Development Manager
3.5.8 Complete and maintain an inventory of available skills that can underpin the success of creative industries in the Shire	Identify potential partners to fund and undertake a creative industries skills audit.	Skills audit completed.	Shire Economic Development Manager
3.6 Strategic Infrastructure			
<i>To develop strategic infrastructure appropriate for the Shire's needs</i>			
3.6.1 Encourage private sector investment in the Shire's infrastructure requirements	Identify opportunities as part of an Innovations team.	Investigation undertaken and report referred to Council.	Shire Economic Development Manager / Chief Executive Officer

Strategies	Operational Plan Activity 2007/2008	Performance Measure	Responsibility
3.6.2 Seek innovative ways to satisfy market demand for Commercial and Industrial land	<p>Proceed with plans to develop the balance area of the Industrial Estate.</p> <p>Investigate and encourage innovative use of Council land through the Applethorpe Enterprise Project</p>	<p>Additional lots provided on industrial estate.</p> <p>Options for usage of land and buildings identified.</p> <p>Expressions of interest invited for usage of land & facilities.</p>	<p>Shire Planner/Shire Economic Development Manager</p> <p>Shire Economic Development Manager /Manager of Corporate Services</p>
3.6.3 Identify and support the establishment of infrastructure that will attract new industries to Stanthorpe	Undertake preparation of a Priority Infrastructure Plan.	Priority Infrastructure Plan adopted.	Shire Planner/Shire Economic Development Manager
3.7 Learning Community			
<i>To encourage the Stanthorpe community to embrace learning as a lifelong activity.</i>			
3.7.1 Declare Stanthorpe as a Learning Community	<p>Identify and report to Council on innovative ways to promote Stanthorpe as a learning community.</p> <p>Incorporate related information on Council's website.</p>	<p>Promotional ideas identified and endorsed by Council.</p> <p>Learning Community information available on Council's website.</p>	Shire Economic Development Manager / Public Relations & Communications Officer
3.7.2 Encourage the development of infrastructure to facilitate learning opportunities, including e-learning	Support community initiatives to deliver expanded learning opportunities.	Expanded learning opportunities available to the community.	Shire Economic Development Manager / Chief Executive Officer

Strategies	Operational Plan Activity 2007/2008	Performance Measure	Responsibility
3.7.3 Recognise local learning achievement through lifelong learning awards	Identify co-sponsors to fund an annual community Lifelong Learning Award. Establish a process to implement the Award.	Inaugural Lifelong Learning Awards announced.	Shire Economic Development Manager / Public Relations & Communications Officer
3.7.4 Continue to support Education and Training Reforms for the Future (ETRF) strategies of the District Youth Achievement Plan (DYAP)	Liaise with educational institutions specifically SSHS and QCWT.	Key strategies are identified and reported to Council.	Manager of Financial Services
3.7.5 Network with other Learning Communities nationally and internationally	Maintain annual membership of Australian Learning Communities network.	Membership of key organizations maintained.	Shire Economic Development Manager / Public Relations & Communications Officer
3.7.6 Promote lifelong learning as a valuable and valued activity	Provide marketing advice to the Stanthorpe Community Learning Centre management committee. Continue to support the Learning Festival staged as part of Adult Learners Week. Support the value of continuous learning principles through staff development and training programs.	Advice provided. Successful staging of Learning Festival and recognition of Council for supporting the activity. High levels of staff training and development achieved.	Shire Economic Development Manager / Chief Executive Officer Manager of Corporate Services

Strategies	Operational Plan Activity 2007/2008	Performance Measure	Responsibility
3.8 Community Engagement			
<i>To encourage the Stanthorpe community to become engaged in planning and decision making processes</i>			
3.8.1 Provide the community with easy access to accurate, relevant and easy to understand information	Review and revise where appropriate the Shire Communications Strategy. Develop a Communications Policy for Council consideration.	Shire Communications Strategy and Policy developed and adopted by Council.	Shire Economic Development Manager / Public Relations Officer
3.8.2 Where appropriate facilitate meaningful community involvement in the decision making processes of Council	Prepare a project brief for a consultant to work with Council to develop a framework for community engagement. Provide members of the community with an opportunity to express their views on the possible forced amalgamation of Stanthorpe Shire.	Framework developed and implemented. Community attitudes to possible amalgamation of Stanthorpe Shire.	Public Relations & Communications Officer/Shire Economic Development Manager Chief Executive Officer / Shire Economic Development manager
3.8.3 Encourage the formation of productive community partnerships	Through community engagement framework examine opportunities to form partnerships with community groups.	Establishment of partnerships with community groups.	Chief Executive Officer

Strategies	Operational Plan Activity 2007/2008	Performance Measure	Responsibility
3.8.4 Seek to ensure that the community has access to appropriate media, technology and communications infrastructure	Investigate IC&T in the community.	Broad IC&T investigation undertaken by March 2008.	Manager of Financial Services
3.8.5 Work with the community to develop a shared vision for the future of the Stanthorpe Shire	Utilise community engagement framework to assist in engaging the community on key planning projects.	Level of community understanding and acceptance of need for key projects.	Chief Executive Officer / Senior Managers
3.8.6 Investigate the potential of opportunities for electronic community consultation	Investigate e-democracy options for inclusion in a strategic community engagement framework.	E-Democracy report submitted to Council.	Shire Economic Development Manager / Public Relations & Communications Officer

KEY THEME
4. Creativity
<i>Vision: A community with a creative economic base.</i>
Goals:
4.1 Arts
<i>To provide an environment where the arts can prosper.</i>

Strategies	Operational Plan Activity 2007/2008	Performance Measure	Responsibility
4.1.1 Seek to incorporate the work of local artists and craft workers in public works financed by Council.	Incorporate art and craft elements in plans for future works in the CBD.	Plan incorporates art and craft elements.	Shire Planner
4.1.2 Continue to foster opportunities for local art through the Regional Arts Development Fund (RADF).	Engage RADF committee members in community promotions of RADF. Conduct funding rounds.	Level of participation by RADF members in community promotions. Complete funding rounds in November 2007 and March 2008.	Manager of Financial Services Manager of Financial Services
4.1.3 Lobby State and Federal Agencies to incorporate the work of local artists and craft workers in public works undertaken by them in the Shire.	Explore opportunities to incorporate local art elements in public works funded projects as appropriate.	Local art included in public works.	Shire Planner/Shire Economic Development Manager

Strategies	Operational Plan Activity 2007/2008	Performance Measure	Responsibility
4.2 Infrastructure			
<i>To maximise the use of community facilities and art infrastructure in a creative and sustainable manner.</i>			
4.2.1 Use Council's own facilities (Art Gallery, Library, Civic Centre and Parks) to showcase local art.	Promote the use of Council facilities amongst local art groups by means of Council representation and direct approaches.	Council facilities used for exhibitions.	Shire Planner/ Manager of Corporate Services
4.2.2 Undertake an audit of available facilities and art infrastructure including community halls, the Museum and available educational infrastructure.	Produce a list of available venues and contacts and add list to website. Engage RADF members to complete task in 2007/08.	Task completed by March 2008.	Manager of Financial Services
4.2.3 Promote shared use of facilities.	Encourage the shared use of facilities as opportunity arises.	Level of shared usage of facilities which occurs.	Chief Executive Officer /Senior Managers
4.3 Creative Industries			
<i>To make Stanthorpe Shire a leading centre for creative industries.</i>			
4.3.1 Promote the Shire as a centre for creative industries.	Research and evaluate the establishment of a local creative industry.	Research paper prepared.	Shire Economic Development Manager /Shire Planner

Strategies	Operational Plan Activity 2007/2008	Performance Measure	Responsibility
4.3.2 Actively foster and encourage new and existing creative skills.	Review outcomes of creative industries skills audit to assess opportunities to enhance skills.	Analysis of skills audit and identification of opportunities and/or constraints to creative industries in planning scheme.	Shire Planner/ Shire Economic Development Manager
4.4 Cultural Diversity			
<i>To nurture and encourage the cultural diversity of the Shire.</i>			
4.4.1 Identify the extent of cultural diversity within the Shire.	Use census data to provide current data.	Information about cultural diversification interpreted and provided in an accessible form on Council's web site.	Shire Planner
4.4.2 Promote and encourage migration of skills and culture into and within the Shire.	Maintain website with relevant information.	Website contains culture and skills information section.	Shire Economic Development Manager/ Public Relations & Communications Officer
4.4.3 Support festivals and multicultural activities in the Shire.	Provide financial and in-kind support for staging of 2008 Apple & Grape festival.	Successful staging of festival Recognition of council as sponsor of festival.	Manager of Financial Services
4.4.4 Recognise and support the Italian heritage of the Shire.	Coordinate planning with Dante Alighieri, Italian Welfare Assoc and Trevisani nel Mondo.	Meeting with appropriate community groups held by December 2007.	Manager of Financial Services

Strategies	Operational Plan Activity 2007/2008	Performance Measure	Responsibility
4.4.5 Foster the development of international relations and community involvement in Sister City activities.	Continue to promote and develop the existing Sister City relationship with Shiwa.	Level of communication and exchanges between the two areas.	Chief Executive Officer / Shire Economic Development Manager
4.5 Streetscape			
<i>To upgrade the streetscape in the central business area to make it a pleasant and welcoming place to shop and do business.</i>			
4.5.1 Continue planned streetscape works.	Work with consultants to update plans for Post Office precinct and involve community stakeholders to promote the works.	Streetscape works undertaken in Post Office precinct.	Shire Planner
4.5.2 Plan future streetscape works.	Investigate options for future CBD improvement works and proposed locations for possible staging of works.	Preliminary planning completed for future improvement works.	Shire Planner/Director of Engineering Services
4.6 Social Capital			
<i>To use creativity to add to social capital.</i>			
4.6.1 Promote community partnerships.	Support initiatives that lead to an interactive on-line community.	Management of interactive on-line community (GraniteNet Phoenix) transferred to community.	Shire Economic Development Manager / Public Relations & Communications Officer

Strategies	Operational Plan Activity 2007/2008	Performance Measure	Responsibility
4.6.2 Promote the benefits of sharing infrastructure and knowledge.	Council to facilitate use of shared infrastructure as opportunity arises.	Extent of shared use of infrastructure.	Chief Executive Officer /Senior Managers
4.6.3 Encourage the involvement of the community in public art activities.	Pursue funding programs which support public art projects.	Community involvement in Council sponsored public art projects.	Manager of Financial Services/Shire Planner
4.7 Tourism			
<i>To encourage art tourism.</i>			
4.7.1 Promote art tourism	Maintain a database of potential art tourism businesses, projects and photo images. Encourage art tourism through Council marketing and promotion and on Council's website.	Art tourism included in Council sponsored publications.	Shire Economic Development Manager / Public Relations & Communications Officer
4.7.2 Promote art trails throughout the Shire.	Support and encourage business/community initiatives to establish an artist trail in the Shire.	Assistance and advice provided for a new artist trail.	Shire Economic Development Manager

KEY THEME
5. Environment
<i>Vision: A community living in harmony with its natural and built environment.</i>
Goals:
5.1 Natural Environment
<i>To preserve and enhance the natural environment.</i>

Strategies	Operational Plan Activity 2007/2008	Performance Measure	Responsibility
5.1.1 Protect the natural environment of reserves under Council control through strategic management.	Prepare detailed management and implementation plans for selected reserves as funding permits.	Detailed management plans prepared and implemented..	Shire Planner/ NRM Officer
5.1.2 Work in partnership with other agencies involved in management of the natural environment.	Maintain alliances with WWF, QMDC, Landcare, EPA (National Parks) and Land for Wildlife. Work with Natural Resource Management Officer to facilitate joint projects with QMDC.	Joint projects funded and undertaken. Number of joint projects undertaken with QMDC.	Shire Planner/ NRM Officer
5.1.3 Consider feasible options to protect the natural environment.	Identify opportunities for joint projects with other natural resource stakeholders including State Agencies.	Opportunities for joint projects identified and investigated.	Director of Health & Building Services/ NRM Officer/ Shire Planner

Strategies	Operational Plan Activity 2007/2008	Performance Measure	Responsibility
5.1.4 Promote community awareness of environmental issues.	<p>Incorporate related material on Council's website.</p> <p>Identify media opportunities to promote key environmental issues.</p>	<p>Inclusion of relevant material on Council website.</p> <p>Media releases issued.</p>	Shire Economic Development Manager / Public Relations & Communications Officer/ All
5.2 Built Environment			
<i>To ensure the built environment meets the needs of the community.</i>			
5.2.1 Ensure compliance with building legislation.	Assess applications and conduct compliance inspections.	New building complies with building legislation.	Director of Health & Building Services
5.2.2 Hold periodic built environment public awareness sessions.	Provide the public with updates on new building legislation.	Media releases.	Director of Health & Building Services
5.2.3 Refine application and assessment process to meet Integrated Development Assessment System (IDAS) requirements.	Meet IDAS timeframes and investigate possible improvements to internal procedures for processing applications.	<p>Applications assessed within IDAS timelines.</p> <p>Enhancements made to existing procedures for processing of applications.</p>	Director of Health & Building Services/ Shire Planner/Director of Engineering Services
5.2.4 Record on Council's database a complete record of Building Applications from 1980 onwards.	Continue the entry of historical building application data and update database as required.	Database maintained with up to date information.	Director of Health & Building Services
5.2.5 Promote professionalism in design and development of the built environment.	Identify ways to promote examples of good development.	Proposals for promotion of good development determined by Council.	Director of Health & Building Services

Strategies	Operational Plan Activity 2007/2008	Performance Measure	Responsibility
5.3 Environmental Protection			
<i>To recognize and protect the unique aspects of the built and natural environment.</i>			
5.3.1 Develop a register of valued built and natural assets.	<p>Review the Cultural Heritage Study and consider its incorporation into the Planning Scheme when next comprehensive review of scheme undertaken.</p> <p>Prepare operational procedures addressing Council's duty of care for cultural heritage.</p>	<p>Incorporation of relevant provisions in Planning Scheme..</p> <p>Operational procedures completed and implemented.</p>	Shire Planner
5.3.2 Ensure development and maintenance activities do not threaten unique built and natural assets.	Complete road reserve maintenance project by preparation of works procedure handbook.	<p>Road reserve project and associated training completed.</p> <p>Implementation of works procedures by operational staff.</p>	Shire Planner / NRM Officer

Strategies	Operational Plan Activity 2007/2008	Performance Measure	Responsibility
5.4 Waste Management			
<i>To provide efficient and sustainable waste management for the community now and into the future.</i>			
5.4.1 Develop and implement a Waste Management Plan that includes an investigation of options for recycling.	<p>Continue to implement Waste Management Plan and meet requirements of Environmental Management Program for Stanthorpe landfill.</p> <p>Undertake detailed design and commence construction of Resource recovery Centre at Stanthorpe Landfill site.</p>	<p>Progressive implementation of recommendations from waste management plan.</p> <p>Compliance with requirement of EMS for Stanthorpe Landfill</p> <p>Detailed design of Resource Recovery Centre completed and approved by Council.</p> <p>Construction of centre completed during 4th quarter of 2007/2008 year.</p>	<p>Director of Health & Building Services</p> <p>Director of Health & Building Services</p>
5.4.2 Investigate opportunities for resource sharing in waste management activities.	Identify opportunities for resource sharing on waste management issues with neighbouring Councils.	Resource sharing activities implemented.	Director of Health & Building Services

Strategies	Operational Plan Activity 2007/2008	Performance Measure	Responsibility
5.5 Natural Resource Management			
<i>To promote and implement sustainable natural resource management.</i>			
5.5.1 Work in partnership with other agencies involved in natural resource management.	Maintain liaison with QMDC through the NRM officer position. Identify options for joint projects with other key stakeholders.	Awareness of initiatives by other key stakeholders addressing NRM issues. Projects undertaken in conjunction with other key stakeholders.	Shire Planner/ NRM Officer
5.5.2 Develop a Pest Management Plan and encourage implementation of pest management practices.	Undertake pest management activities in accordance with priorities in Pest Management Plan. Adopt subordinate local law for control of blackberry and firethorn in the Shire.	.Progress achieved in addressing key priorities in Pest Management plan. Reduction in level of blackberry & firethorn infestations in the Shire.	Director of Health & Building Services/ Local Laws Officer
5.5.3 Incorporate Natural Resource Management philosophies into Council activities.	Examine options for NRM philosophies to be incorporated into Council activities.	Options identified and evaluated.	Chief Executive Officer / Senior Managers
5.5.4 Promote Natural Resource Management philosophies in the community.	Prepare a strategy for promotion of natural resource management philosophies in the community.	Joint media releases.	Shire Planner / NRM Officer

KEY THEME
6. Governance
<i>Vision: Stanthorpe Shire Council as a flexible, responsive and well managed organisation working to serve the needs of the community</i>
Goals:
6.1 Corporate Support
<i>To achieve high standards of corporate governance in the co-ordination and management of Council activities.</i>

Strategies	Operational Plan Activity 2007/2008	Performance Measure	Responsibility
6.1.1 Undertake effective co-ordination and management of all Council programs and activities.	Coordinate and manage all programs and activities across the organisation.	<p>Management meetings held on a regular basis to co-ordinate activities and share information.</p> <p>Actioning of decisions within 1 week of meeting.</p> <p>Quarterly reporting against Corporate and Operational Plan.</p>	<p>Chief Executive Officer</p> <p>Chief Executive Officer & Manager of Corporate Services</p> <p>Chief Executive Officer & Senior Managers.</p>

Strategies	Operational Plan Activity 2007/2008	Performance Measure	Responsibility
6.1.1 cont.	Undertake conduct of 2008 Local Government elections in the Shire.	Election successfully conducted in accordance with legislative requirements of Local Government Act.	Chief Executive Officer/ Manager of Corporate Services.
6.1.2 Provide a high standard of corporate support services to Councillors and staff.	<p>Co-ordinate conduct of Council meetings including the preparation and distribution of meeting agendas, minutes and correspondence arising from meetings.</p> <p>Maintain Policy Register, record Council policies and coordinate review of policies.</p> <p>Undertake development of new Local Laws and policies and amendments to existing provisions as required.</p>	<p>Compliance with deadlines for distribution of agendas and minutes.</p> <p>Agendas contains sufficient information to assist with decision making process.</p> <p>Replies to correspondence forwarded within 3 days of Council meetings.</p> <p>Add policies to register within 3 days of adoption.</p> <p>Procedure for the recording of new policies implemented.</p> <p>Local laws and policies developed and amended to reflect current requirements.</p>	<p>Chief Executive Officer & Manager of Corporate Services</p> <p>Manager of Corporate Services</p> <p>Chief Executive Officer & Manager of Corporate Services</p>
6.1.3 Deliver excellent customer service throughout the organisation.	<p>Review customer service practices throughout the organisation.</p> <p>Promote Customer Service best practice principles.</p>	Improvement in customer service levels identified through feedback from customers.	Manager of Corporate Services

Strategies	Operational Plan Activity 2007/2008	Performance Measure	Responsibility
6.1.3 cont.	<p>Promote use of Customer Requests System.</p> <p>Provide training session to office and supervisory staff on requirements of Customer Requests Policy and Procedure.</p>	<p>Customer Requests System in use throughout organisation.</p> <p>Customer Requests Policy and Procedure adhered to.</p>	Manager of Corporate Services
6.1.4 Provide an accessible and effective records management system.	<p>Maintain the DataWorks system and provide training to staff as required.</p> <p>Implement strategies from Strategic Recordkeeping Operational Plan.</p> <p>Develop Best Practice Recordkeeping Procedures for the organisation.</p>	<p>Efficiency and useability of system.</p> <p>Acceptance by staff.</p> <p>Strategic Recordkeeping Operational Plan strategies implemented.</p> <p>Best Practices Recordkeeping Procedures developed for organisation.</p>	Manager of Corporate Services
6.1.5 Undertake management of Council's property assets to ensure they are effectively maintained and utilised.	<p>Maintain Council rental properties to an adequate standard.</p> <p>Ensure Council properties are adequately insured and public liability insurance is maintained.</p>	<p>Standard of maintenance.</p> <p>Feedback from tenants, hirers and Community.</p> <p>Meet deadlines for insurance renewals and review coverage levels.</p>	<p>Manager of Corporate Services</p> <p>Manager of Corporate Services</p>

Strategies	Operational Plan Activity 2007/2008	Performance Measure	Responsibility
6.1.5 cont.	Acquire/ dispose and undertake rental of Council properties as required.	Income from rental properties. Occupancy rate.	Manager of Corporate Services
6.1.6 Develop and implement new Counter Disaster Plan including ongoing support to local State Emergency Service Units.	Develop Stanthorpe Shire Disaster Management Plan in conformity with the Disaster Management Act. Provide financial and operational support for SES Groups in Stanthorpe and Wallangarra.	New Disaster Management Plan adopted by Council. Funding provided for SES in Annual Budget. Participation in Stanthorpe Local Disaster Management Group. Participation in Local Cadet Advisory Committee (LCAC).	Manager of Corporate Services Manager of Corporate Services
6.2 Financial Management			
<i>To ensure a high standard of stewardship in the management of Council's financial resources.</i>			
6.2.1 Improve short term and long term financial planning processes to meet Council's corporate objectives.	Apply relevant strategies to assist financial planning. Prepare financial modelling for short and long term forecasting.	Budget developed in accordance with state and national standards. 10 Year financial forecast completed by November	Manager of Financial Services Manager of Financial Services

Strategies	Operational Plan Activity 2007/2008	Performance Measure	Responsibility
6.2.2 Achieve high levels of compliance in meeting statutory reporting requirements and implementing legislative changes.	<p>Review finance acts, standards and other legislation and apply these to operations.</p> <p>Promote better compliance procedure through teamwork for audit purposes.</p>	<p>Compliance with legislation; successful audit of accounts.</p> <p>Increased accountability; usefulness of internal audit as part of annual audit.</p>	<p>Manager of Financial Services</p> <p>Manager of Financial Services</p>
6.2.3 Ensure Council's debt is kept within manageable levels and used as a means of funding in appropriate circumstances.	<p>Ensure debt levels are monitored.</p> <p>Monitor capital projects and investigate funding requirements.</p>	<p>Loan repayments made on time. Broken interest benefits received.</p> <p>Loan borrowing/leasing proposals fully researched; cost benefit outcomes; revenue generation is appropriate; life-cycle costing prepared.</p>	<p>Manager of Financial Services</p> <p>Manager of Financial Services</p>
6.2.4 Utilise modern information technology systems and office equipment to provide services to internal and external clients	Continue with annual IT&C program for upgrading and replacement of systems and equipment.	Budget approval; replacement programme completed by March; software upgrades completed by May.	Manager of Financial Services

Strategies	Operational Plan Activity 2007/2008	Performance Measure	Responsibility
6.2.4 cont.	<p>Install systems and provide adequate training.</p> <p>Liaise with service providers to complete installation of fibre-optic system.</p> <p>Review of Internet, Intranet and community web.</p>	<p>Increased satisfaction by staff of computing services; computing tools are adequate to meet the expectations of the position; delivery of training in all computer applications (inclusive of Microsoft applications) coordinated through IT section.</p> <p>System installed and operational by October 2007; connectivity to remote locations completed and delivers better productivity; costs of supporting the network are affordable.</p> <p>Growth in web developments; replacement of outdated GraniteNet software.</p>	<p>Manager of Financial Services</p> <p>Manager of Financial Services/Shire Economic Development Manager</p> <p>Manager of Financial Services</p>
6.2.5 Maximise revenue from external sources and implement fair and equitable rating policies.	<p>Ensure rating systems have updated land valuations recorded.</p> <p>Preparation of rating policies and rating levels.</p> <p>Continuously monitor cash flow and invest for best returns.</p>	<p>Regular issue of supplementary rate notices.</p> <p>Appropriate levels of rates and charges; ratepayers ability to pay; timely payment by ratepayers.</p> <p>Interest revenue (subject to market movements).</p>	<p>Manager of Financial Services</p> <p>Manager of Financial Services</p>

Strategies	Operational Plan Activity 2007/2008	Performance Measure	Responsibility
6.3 Regional Opportunities			
<i>To capitalise on regional opportunities to optimise efficient use of resources.</i>			
6.3.1 Monitor the implementation and potential impact of the South East Queensland Regional Plan.	Monitor impacts of SEQ Regional Plan and consider any implications for Stanthorpe.	Appropriate amendments made to Council policies and practices if required.	Shire Planner
6.3.2 Investigate opportunities to share resources and intellectual capital with neighbouring Shires.	Examine opportunities for formalised resource sharing with neighbouring Councils.	Identification of opportunities for resource sharing. Investigation of appropriate options and funding opportunities.	Chief Executive Officer
6.3.3 Build regional networks and participate in regional groups and organisations.	Contribute to the operations of DDROC, BROCC, Roads Alliance and other regional bodies.	Level of active participation in regional groups and forums.	Chief Executive Officer
6.3.4 Strategically plan alliances with the public and private sector to achieve planned economic outcomes and initiatives.	Identify possible opportunities for development of strategic alliances.	Identified opportunities researched and reported on.	Shire Economic Development Manager

Strategies	Operational Plan Activity 2007/2008	Performance Measure	Responsibility
6.4 Human Resources			
<i>To develop and maintain appropriate Human Resource policies and procedures.</i>			
6.4.1 Develop clear policies and guidelines dealing with Training and Professional Development.	Develop and commence implementation of policies and guidelines to facilitate training and professional development.	Policies and guidelines in place.	Chief Executive Officer/Manager of Corporate Services
6.4.2 Provide or make available appropriate training and professional development opportunities.	<p>Identify training and professional development needs for Councillors and staff.</p> <p>Identify and access suitable training providers based on needs.</p> <p>Develop a training plan and initiate training programs.</p>	<p>Training needs assessment completed.</p> <p>Suitable training providers identified and accessed.</p> <p>Appropriate training and professional development opportunities provided.</p> <p>Feedback from Councillors and staff.</p>	<p>Manager of Corporate Services</p> <p>Manager of Corporate Services</p> <p>Manager of Corporate Services</p>
6.4.3 Establish a system to make all staff aware of Training and Professional Development opportunities available.	Commence development of training program and disseminate information to staff.	Level of awareness of programs available.	Manager of Corporate Services
6.4.4 Make suitable budgetary provision to allow implementation of policy goals.	Make Budget provision to commence implementation of policy goals for training and development.	Adequacy of budget provision made.	Chief Executive Officer

Strategies	Operational Plan Activity 2007/2008	Performance Measure	Responsibility
6.4.5 Develop a mentoring program to encourage staff development.	Undertake initial development and implementation of a mentoring system for staff utilising skilled employees throughout Council workforce.	Performance review outcomes. Suitable structure for Mentoring system established.	Chief Executive Officer /Senior Managers
6.4.6 Provide opportunities for staff to move between departments and sections.	Provide opportunities for existing staff to undertake relieving duties during periods of staff leave. Conduct regular staff appraisals and provide feedback to staff on outcomes.	Relief opportunities provided. Multiskilling of Council workforce. Documented outcomes of appraisal process for annual review of staff planning and progression.	Chief Executive Officer/Senior Managers Chief Executive Officer/Senior Managers
6.4.7 Adopt Equal Employment Opportunity principles in personnel practices.	Regularly review and update Equal Employment Opportunity Plan. Implement Equal Employment Opportunity practices in personnel practices.	EEO Management Plan Reviewed. Complaints by staff and job applicants.	Manager of Corporate Services
6.5 Community Services			
<i>To maintain best practice in delivery of community services.</i>			

Strategies	Operational Plan Activity 2007/2008	Performance Measure	Responsibility
6.5.1 Network with comparable organisations to monitor practices.	Encourage participation by staff in Local Government professional groups and organisations to provide networking opportunities.	Participation in networking activities. Opportunities identified for improvements to existing practices and processes.	Chief Executive Officer /Senior Managers
6.5.2 Establish effective system to deal with complaints and to encourage compliments from ratepayers.	Monitor customer requests and compliments received and use information to determine any need for change. Comply with legislative requirements and adopted policy relating to management and resolution of formal complaints. Administer Freedom of Information legislation and other relevant legislation.	Customer feedback. Identification of any areas requiring review/change. Compliance with established time frames for investigation and reporting on complaints. Level of satisfaction with complaints process. Respond to requests as required.	Manager of Corporate Services Manager of Corporate Services
6.5.3 Provide incentives for staff to suggest ways to improve services.	Undertake investigation and development of an incentive system to encourage staff to suggest ways of improving service.	Preliminary investigations for Staff incentive system completed. Preferred option considered and development completed.	Chief Executive Officer /Senior Managers & Innovations Team.

Strategies	Operational Plan Activity 2007/2008	Performance Measure	Responsibility
6.5.4 Provide communication processes to facilitate suggestions from staff and ratepayers.	Investigate and gain Council approval for innovative communication processes between staff and ratepayers.	Innovation Communication team active in preparing and distributing related materials.	Public Relations & Communications Officer/ Communications Team