

2021-22 Operational Plan – Our Organisation

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.

2021-2022 Operational Plan – Planning for this year

The Annual Operational Plan provides an activity-based plan on how and what Council will do during the financial year to respond to the priorities in Council's and the Communities long term planning documents.

The Annual Operational Plan is structured against the five key priority areas of Councils five-year Corporate Plan – 2017-2022:

- Strong vibrant communities
- Building and maintaining quality infrastructure
- Supporting our local economy
- Protecting our people and our environment
- Leadership and governance
- Our organisation

2021-2022 Operational Plan Major Initiatives

1.2.2 - Metal in March

2.1.2 - Beautification Planning

2.1.4 - Clean Growth Choices - Communities in Transition

3.1.2 - Regional Economic Development Incentive (REDI)

4.1.1 - Major Planning Scheme Amendment - Flood Hazard

4.1.1 - Finalisation of Planning Scheme Amendment - Business Improvement and Innovation

4.1.2 - Major Planning Scheme Amendment - Urban Design Guidelines

4.1.2 - Major Planning Scheme Amendment - Heritage, Scenic Amenity, and Indigenous Interests

4.1.2 - Planning Scheme Amendment - Revocation of Blackwater and Blackwater East Priority Development Areas

4.1.3 - Evacuation Planning

4.1.3 - Flood warning network maintenance support

4.1.3 - Emerald Evacuation Route Planning

4.1.4 - Pet Expo

4.2.2 - Pool Safety and General Compliance Education

5.3.2 - Strategic Corporate Planning - Corporate Plans Development

5.4.1 - Airport Route Development

2021-2022 Operational Plan – Planning for this year

Monitoring and Review

We will review our progress in completing the actions contained in the Operational Plan 2021-2022, on a quarterly basis. The outcome of this review will be documented within a quarterly Operational Plan report, which will include a status report on each activity. The status of each activity will be categorised as 'on target', 'below target' or 'complete', while actions that will be reported in a later quarter will be reported as 'not required to be reported on this quarter'.

This reporting meets the requirements of *s.174(3) Local Government Regulation 2012*, which requires that a written assessment of progress towards implementing the operational plan is presented at a council meeting held at regular intervals of not more than three months.

Managing Risks

The *Local Government Regulation 2012* requires that the Operational Plan states how the local government will manage operational risk. Central Highlands Regional Council approach to risk management is based on the Australian/New Zealand Standard ISO 31000:2018 Risk Management- Principles and Guidelines.

Central Highlands Regional Council Risk Management Framework guides the identification, assessment, and management of strategic risks across the organisation. In accordance with this framework, annual risk assessments are undertaken, where risks are reviewed and assessed, and treatment plans are identified to mitigate risks.

Embedding a risk-management-approach, as well as good project management and business principles, is supported and driven by Council and the Executive Leadership Team. Council has strong External and Internal Audit Programs, with oversight by the Queensland Audit Office. These ensure that council's systems, processes, and operations are effective and transparent to deliver its commitments under the Annual Operational Plan and Corporate Plan.

Central Highlands Regional Council has in place a Risk Management Policy available on council's website www.centralhighlands.qld.gov.au. It encompasses the implementation and administration of an integrated risk management system across council that provides for:

- Ensuring risk management is integrated within all our decision-making processes
- Using a structured risk management program
- Identifying and taking advantage of opportunities as well as minimising any adverse effects
- Training our staff to implement risk management effectively; and
- Striving to continually improve our risk management practices.

In the implementation of this policy, council will:

- Ensure that the resources required to implement the requirements of the policy are provided
- Develop procedures which are robust, feasible and consistent to ensure that council can measure improvements to business operations and ensure that practices are effective
- Continually monitor and improve the Risk Management Framework (RMF) to align with legislation, best practice standards, Council Policy, and business requirements
- Consult and engage with employees in making decisions about risk management; and
- Ensure that this policy is communicated within the organisation, is published and available to the community and reviewed at least annually for continued suitability and relevance.

The council-wide Risk Management Framework supports the Risk Management Policy and details how risk management should be implemented across council. It is designed to assist employees in council to achieve strategic and operational goals and objectives with respect to risk management. Risks are recorded in council's corporate risk registers and are monitored and reported to the Audit Committee on a regular basis.

2021-2022 Key Operational Plan Activities

1. Strong vibrant communities

1.1 Support Diverse Communities					
PERFORMANCE MEASURE	STRATEGY/ ACTION PLAN	KEY ACTIVITY	TARGET/MEASURE	RESPONSIBILITY	DUE DATE
1.1.1 Provide and maintain accessible community services and facilities that meet the needs of our diverse communities.	Youth Strategy and Action Plan 2018-2023	Deliver programs that directly target health and wellbeing needs of young people.	Facilitation of two regional initiatives that respond to the Resilient Youth survey results.	Communities	30 JUN 2022
		Facilitate growth of the Youthinc. group model.	Increase Youthinc. groups from 3 to 4 communities.	Communities	30 JUN 2022
1.1.2 Position the community at the heart of the advocacy strategy.	Liveability Strategy and Action Plan	Implement key actions of the liveability strategy for the region.	75% completion of key actions that are not dependent on a planning scheme amendment (these are identified as "ongoing" in the Action Plan).	Communities	30 JUN 2022
1.2 Respecting our cultures					
PERFORMANCE MEASURE	STRATEGY/ ACTION PLAN	KEY ACTIVITY	TARGET/MEASURE	RESPONSIBILITY	DUE DATE
1.2.1 Preserve, maintain and provide access to our region's history.	Heritage Management Framework	Preserve and provide access to local heritage collections.	Publication through Montage: 10 oral history interviews and 100 digitised library and community group historical resources.	Communities	30 JUN 2022
1.2.2 Promote the heritage, arts and cultures of our communities.	Reflect Reconciliation Action Plan 2019-20	Increase awareness of Aboriginal and Torres Strait Islander people's culture.	Facilitation of 4 Aboriginal and Torres Strait Islander people cultural activities.	Communities	30 JUN 2022
	Creative Cultural Futures Strategy 2016-2026	Central Highlands Regional Galleries development.	Publication of 3 online profiles of local artists/art groups	Communities	30 JUN 2022
		Deliver art competitions within the region.	Delivery of 2 competitions.	Communities	30 JUN 2022
		Deliver signature arts and culture events.	Delivery of two signature events - Arts Around August 2022 and Metal in March 2022.	Communities	31 MAR 2022
		Maintain current Sister City relationship with Ichinoseki, Japan.	Facilitation of online interaction with Ichinoseki partners.	Communities	30 JUN 2022
Regional Arts Development Fund (RADF) program	Coordinate the Regional Arts Development Fund (RADF) program.	Promotion of 3 rounds for grant applications.	Communities	30 JUN 2022	

2021-2022 Key Operational Plan Activities

1.3 Active and inclusive communities					
PERFORMANCE MEASURE	STRATEGY/ ACTION PLAN	KEY ACTIVITY	TARGET/MEASURE	RESPONSIBILITY	DUE DATE
1.3.1 Lead active community planning and engagement by encouraging community participation and input into council's decision-making.	Community Engagement Action Plan	Continue to engage regularly with the community through events such as AgGrow and rural shows.	Attendance to 3 community events. <i>(subject to Covid-19 restrictions)</i>	Communities	30 JUN 2022
		Encourage community engagement.	Facilitation of 8 online engagements.	Communities	30 JUN 2022
		Implement regional engagement.	Publication of Facebook events for all Community Reference Group meetings.	Communities	30 JUN 2022
		Promote the 13 Community Reference Groups across the region.	Publication of 4 videos promoting Community Reference Groups.	Communities	30 JUN 2022
1.3.2 Lead and influence community participation in healthy and active lifestyles.	Community Engagement Action Plan	Provide opportunities for community to engage on key social issues e.g. domestic violence, mental health, and suicide.	Facilitation of 3 community events.	Communities	30 JUN 2022
		Deliver community programs and events that promote active and healthy lifestyles.	Facilitation of 20 events with 600 attendees to Get Out Get Active.	Communities	30 JUN 2022
			Facilitation of 20 Events with 1200 attendees to Healthy Active Highlanders.	Communities	30 JUN 2022
1.3.3 Facilitate opportunities for learning, social activities, community events, grants and funding programs.	Libraries Action Plan	Implement year one of the Library Action Plan to standardise collection management across all libraries.	Implementation of a library resource guideline.	Communities	30 JUN 2022

2021-2022 Key Operational Plan Activities

2. Building and Maintaining Quality Infrastructure

2.1 Well planned and connected communities					
PERFORMANCE MEASURE	STRATEGY/ ACTION PLAN	KEY ACTIVITY	TARGET/MEASURE	RESPONSIBILITY	DUE DATE
2.1.1 Develop and implement a robust Infrastructure Plan through effective long-term asset management practices.	Asset Management Plans	Integrate asset management plans with long-term financial plan.	Alignment of the Capital Works renewal program funding to asset management plans and long-term financial plan from the outcomes of the Asset Physical Condition Inspections (APCI).	Corporate Services	31 DEC 2021
		Progress the new super resource recovery centre.	Completion of identification and feasibility for a new site.	Communities	30 JUN 2022
2.1.2 Implement an effective open space and recreational plan.	Open Space Recreation Plan / Master Plan	Beautification Planning in Blackwater, Rolleston, Rubyvale, Tieri and Sapphire.	Endorsement of plans by council.	Communities	30 JUN 2022
		Finalise plans and continue works in Bluff, Comet and Springsure.	Completion of approved plans.	Communities	30 JUN 2022
	The Game Plan	Undertake Sport and Recreation master planning for the Region.	Development of a sport and recreation strategic action plan.	Communities	30 JUN 2022
2.1.3 Implement a decision-making framework for the prioritisation of shovel-ready projects.	Capital delivery strategy	Establish the project management office.	Development of a project management governance framework.	Infrastructure and Utilities	31 DEC 2021
			Identification of a prioritised list of projects to develop to submission standard (for all major recurrent grant funding opportunities).	Infrastructure and Utilities	31 DEC 2021
2.1.4 Plan and deliver essential infrastructure that supports a sustainable future.	Waste Reduction and Recycling Plan 2016 - 2026 (WRRP)	Develop a centralised regional waste management facility strategy.	Presentation of options paper to Council.	Communities	31 DEC 2021
	Water Security Strategy	Develop a water security strategy.	Completion of a draft Water Security Plan for consideration and adoption by Council.	Infrastructure and Utilities	31 JAN 2022
	Water Utilities Business Plan	Review of business plan and associated asset management plans.	Completion of the water treatment asset management plan.	Infrastructure and Utilities	30 JUN 2022
	Clean Growth Choices Program	Implement the Clean Growth choices program.	Identification of initiatives for consideration by council.	Communities	30 JUN 2022

2021-2022 Key Operational Plan Activities

2.1 Well planned and connected communities					
PERFORMANCE MEASURE	STRATEGY/ ACTION PLAN	KEY ACTIVITY	TARGET/MEASURE	RESPONSIBILITY	DUE DATE
	Project Management System	Develop and implement a standardised project management system including framework, methodologies and processes.	30% of projects to be facilitated through Project Management Office processes.	Infrastructure and Utilities	30 JUN 2022
2.1.5 Develop a strategy for our land and property assets.	CHRC Staff Housing Strategy	Implementation of housing strategy.	Commencement of year two of the renewal program.	Customer and Commercial Services	30 JUN 2022
2.2 Affordable and well-serviced infrastructure					
PERFORMANCE MEASURE	STRATEGY/ ACTION PLAN	KEY ACTIVITY	TARGET/MEASURE	RESPONSIBILITY	DUE DATE
2.2.1 Develop efficiencies in water and wastewater operations.	Strategic Business Plan for Water Utilities	Implement adopted strategic business plan actions.	Implementation of year one funded initiatives.	Infrastructure and Utilities	30 JUN 2022
2.2.2 Develop a roads and transport strategy ensuring the efficient and effective use of resources.	Roads and transport strategy	Collaborate on essential regional transport infrastructure network with local road user groups.	Attendance to all Bowen Basin Regional Road Group meetings, continue with and create new road user group meetings.	Infrastructure and Utilities	30 JUN 2022
		Implement a grids and gates policy and process.	Adoption of policy by council.	Infrastructure and Utilities	30 JUN 2022
2.2.3 Deliver waste, recycling, and re-use strategies across the region.	Waste and Recycling Strategy	Implement a waste recycling and reuse of resources strategy throughout the region.	Adoption of the Waste Strategy by council.	Communities	30 JUN 2022
			Facilitation of a school education program.	Communities	25 FEB 2022
2.2.4 Implement energy efficient practices for our assets and facilities.	Central Highlands Regional Council energy utilisation plan	Develop asset and facility energy efficient management plan to reduce environmental impacts.	Adoption of plan by council.	Communities	30 JUN 2022
	Asset sustainability ratio	Align the asset sustainability ratio to CHRC asset base and maintaining agreed service levels.	Council to fund a minimum of 80% of depreciation over the Long Term Financial Plan across asset portfolio.	Corporate Services	30 JUN 2022

2021-2022 Key Operational Plan Activities

3. Supporting our Local Economy

3.1 Facilitate investment and employment opportunities					
PERFORMANCE MEASURE	STRATEGY/ ACTION PLAN	KEY ACTIVITY	TARGET/MEASURE	RESPONSIBILITY	DUE DATE
3.1.1 Support the Central Highlands Development Corporation (CHDC) to facilitate networks and partnerships between local business, industry groups and government.	Economic Master Plan	Support and facilitate economic and tourism development in accordance with the CHDC Service Level Agreement 2021-2025.	Monitor the progress of CHDC performance and provision of quarterly reports to council.	Chief Executive Office	30 JUN 2022
			Completion of the CH invest Study.	Chief Executive Office	30 JUN 2022
			Completion of a Development Register.	Chief Executive Office	30 JUN 2022
			Completion of a Development Profile.	Chief Executive Office	30 JUN 2022
3.1.2 Promote the Central Highlands as a region for tourism and development opportunities.	Regional Economic Development Incentive	Promotion of the Regional Economic Development Incentive (REDI).	Table a minimum of eight REDI applications for consideration by council.	Communities	30 JUN 2022
3.1.3 Encourage a diverse supply of housing affordability and choice.	Central Highlands (QLD) Housing Company Ltd	Review Company Constitution Object.	Review of Constitution Object to allow regional disbursement of assets.	Customer and Commercial Services	30 JUN 2022
		Fulfil board governance obligations.	Facilitation of quarterly board meetings.	Customer and Commercial Services	30 JUN 2022
3.1.4 Advocate and support the development of the Central Highlands as a regional hub.	CH Regional Hub	Support the Food and Fibre+2.0 initiative.	Completion of a dedicated regional agtech incubator.	Chief Executive Office	30 JUN 2022
			Development of food and fibre cluster networking framework to enhance technology development and innovation in the food and fibre sectors.	Chief Executive Office	30 JUN 2022

2021-2022 Key Operational Plan Activities

3.2 Support local business and emerging industries					
PERFORMANCE MEASURE	STRATEGY/ ACTION PLAN	KEY ACTIVITY	TARGET/MEASURE	RESPONSIBILITY	DUE DATE
3.2.1 Facilitate opportunities for existing businesses and emerging industries to consolidate and grow.	Local business and emerging industries	Facilitate connections and opportunities to grow across the resource sector operational footprint.	Completion of one on one mentoring support initiatives, number of training initiatives, number of networks and alliances with organisations.	Chief Executive Office	30 JUN 2022
			Completion of a business survey to measure business conditions and overall health of CH health economy.	Chief Executive Office	30 JUN 2022
			Presentation to council on the outcomes of the business survey.	Chief Executive Office	30 JUN 2022
3.2.2 Continue a 'local buy' strategy for council business to sustain local communities.	Procurement Policy	Promote council's local purchasing principles to support local business.	Realisation of 40% local spend by dollar value.	Corporate Services	30 JUN 2022

2021-2022 Key Operational Plan Activities

4. Protecting our People and our Environment

4.1 Well-managed and protected communities						
PERFORMANCE MEASURE	STRATEGY/ ACTION PLAN	KEY ACTIVITY	TARGET/MEASURE	RESPONSIBILITY	DUE DATE	
4.1.1 Ensure the region's sustainability through integrated, well-planned development.	Council's Planning Scheme and Local Government Infrastructure Plan (LGIP)	Develop and implement a series of amendments to the Planning Scheme and LGIP that will address sustainability, liveability, economic, social, and environmental objectives in Council and State strategic documents.	Gazettal of the Planning Scheme Amendment (5) Flood Hazard.	Communities	30 JUN 2022	
			Gazettal of the Planning Scheme Amendment (6) Business Improvement and Innovation.	Communities	30 JUN 2022	
4.1.2 Employ efficient development planning processes and practices	Development assessment	Assessment of development applications in accordance with the following mandated service levels: - Building work assessable against the planning scheme (BWAPs) - 10 Business Days (BD), - Referral agency responses (RARs) - 5 BD, - Code Assessable - no Information Request (IR) - 15 BD otherwise 25 BD, - Impact Assessable - 20 BD post notification / post receipt of referral response.	Achievement of 100% compliance.	Communities	30 JUN 2022	
			Development of Major Planning Scheme Amendment: - Urban Design Guidelines.	Communities	30 JUN 2022	
				Development of Major Planning Scheme Amendment: - Heritage, Scenic Amenity and Indigenous Interests.	Communities	30 JUN 2022
					Development of Planning Scheme Amendment: - Revocation of Blackwater and Blackwater East Priority Development Areas.	Communities
Council's Planning Scheme	Currency and responsiveness of planning instruments. Continue to update the Planning Scheme with a series of amendments to align with council policy and economic needs.	Development of Major Planning Scheme Amendment: - Urban Design Guidelines.	Communities	30 JUN 2022		
			Development of Major Planning Scheme Amendment: - Heritage, Scenic Amenity and Indigenous Interests.	Communities	30 JUN 2022	
				Development of Planning Scheme Amendment: - Revocation of Blackwater and Blackwater East Priority Development Areas.	Communities	30 JUN 2022

2021-2022 Key Operational Plan Activities

4.1 Well-managed and protected communities					
PERFORMANCE MEASURE	STRATEGY/ ACTION PLAN	KEY ACTIVITY	TARGET/MEASURE	RESPONSIBILITY	DUE DATE
4.1.3 Implement initiatives for flood mitigation and to plan, prepare, respond, recover and build resilience from disasters for the communities of our region.	Local Disaster Management (LDM) collaborative regional strategy	Continue to work closely with QitPlus to develop and improve councils Incident Management System (IMS) and Emergency Dashboard.	Completion of annual performance review of system and Emergency Dashboard and report to the Local Disaster Management Group (LDMG).	Communities	30 JUN 2022
		Maintain appropriate service level of State Emergency Service Facilities, Plant and Equipment.	Completion of comprehensive audit of eight SES Facilities and associated plant and equipment.	Communities	31 DEC 2021
		Build and promote community resilience through preparedness and evacuation planning.	Delivery of evacuation planning tools.	Infrastructure and Utilities	30 JUN 2022
			Provision of flood warning network maintenance support.	Infrastructure and Utilities	30 JUN 2022
			Completion of Emerald evacuation route planning.	Communities	30 JUN 2022
		Review all hazards risk register in line with statutory amendments and changes in community context.	Completion of a review of CHRC All Hazards risk register and table report with the LDMG.	Communities	31 DEC 2021
		Continue to engage with the community through events such as GemFest, AgGrow and Regional Shows.	Attendance to five events. (Subject to COVID-19 restrictions)	Communities	30 JUN 2022
4.1.4 Promote community safety and well-being.	Public health risk management	Promote public safety and wellbeing through proactive compliance and education services to ensure public health risks assessed and remediated as far as possible.	Promotion of a community education program to improve community resilience when dealing with mosquito infestations.	Communities	31 DEC 2021
	Responsible pet ownership	Promote community safety through continued education around responsible pet ownership.	Attendance to 3-5 schools to discuss responsible pet ownership, rural shows and showcase at Nogoia November 2021. (Subject to COVID-19 restrictions)	Communities	30 APR 2022

2021-2022 Key Operational Plan Activities

4.2 Environmental sustainability					
PERFORMANCE MEASURE	STRATEGY/ ACTION PLAN	KEY ACTIVITY	TARGET/MEASURE	RESPONSIBILITY	DUE DATE
4.2.1 Collaborate with stakeholders to manage our built and natural environment.	Community collaboration	Continue to partner with key stakeholders to deliver on pest management control across the region to protect and enhance the region's natural values and biodiversity.	Delivery of pest management control initiatives across the region.	Communities	30 JUN 2022
	Environment awareness	Improve community awareness on environment and waste reduction through hosting events to promote environmental awareness.	Facilitation of Clean-up Australia Day, World Recycling week and Nogoia November events.	Communities	31 MAR 2022
4.2.2 Ensure an effective regulatory role through education and enforcement.	Development and planning	Deliver educational programs to the community on assessment requirements.	Development of an educational plan for the community on pool safety, building and plumbing requirements and planning scheme understanding enabling broad communication with the community.	Communities	30 NOV 2021
	Community awareness and engagement program	Promote community awareness of environment and waste matters.	Facilitation of education programs to increase awareness on waste and recycling following the bin audit.	Communities	31 DEC 2021
	Local Laws	Continued focus on responsible pet ownership, targeting dog registration compliance, animal de-sexing, microchipping, wandering animals (cats and dogs), multiple animal permits, multi dwelling permits and regulated dog permits.	Increase in responsible pet ownership compliance across the region.	Communities	30 JUN 2022

2021-2022 Key Operational Plan Activities

5. Leadership and Governance

5.1 Leadership and communication					
PERFORMANCE MEASURE	STRATEGY/ ACTION PLAN	KEY ACTIVITY	TARGET/MEASURE	RESPONSIBILITY	DUE DATE
5.1.1 Clearly define the functions, services, roles, and responsibilities of council.	Service Level Planning	Deliver the Service Level Planning project.	100% completion against agreed project milestones and deliverables.	Corporate Services	31 DEC 2021
5.1.2 Practice effective internal and external communication.	Internal and external communication	Review the internal and external communications plan.	Executive Leadership Team (ELT) endorsement of communications plan.	Communities	31 OCT 2021
5.2 Advocate for our region					
PERFORMANCE MEASURE	STRATEGY/ ACTION PLAN	KEY ACTIVITY	TARGET/MEASURE	RESPONSIBILITY	DUE DATE
5.2.1 Advocate for improved services and infrastructure.	CHRC Advocacy Action Plan	Develop a CHRC Advocacy Strategy Action Plan.	Council endorsement of action plan.	Communities	31 DEC 2021
	Bowen Basin Regional Road and Transport Group.	Advocate for improved regional transport network infrastructure in collaboration with the Bowen Basin Regional Road and Transport Group.	Attendance to four technical and four board meetings.	Infrastructure and Utilities	30 JUN 2022
5.2.2 Advocate for secure and sustainable water supplies for the region.	Sustainable raw water pricing	Complete development of pricing framework methodology with SunWater, subject to ministerial directions.	Council endorsement of a raw water pricing framework.	Infrastructure and Utilities	30 JUN 2022
5.3 Accountability and integrity					
PERFORMANCE MEASURE	STRATEGY/ ACTION PLAN	KEY ACTIVITY	TARGET/MEASURE	RESPONSIBILITY	DUE DATE
5.3.1 Maintain high standards of corporate governance.	CHRC Governance Framework	Review the effectiveness of the of governance framework.	Facilitation of council and elected members self-assessment surveys.	Corporate Services	31 DEC 2021
	Corporate Planning and Performance Management Framework	Review and align council strategic documents with the corporate planning process.	Development of a process that allows strategies review to inform the budgeting cycle.	Corporate Services	31 DEC 2021

2021-2022 Key Operational Plan Activities

5.3 Accountability and integrity					
PERFORMANCE MEASURE	STRATEGY/ ACTION PLAN	KEY ACTIVITY	TARGET/MEASURE	RESPONSIBILITY	DUE DATE
5.3.2 Ensure transparency and accountability through integrated performance management reporting.	Corporate Planning and Performance Management Framework	Deliver an improved and integrated performance reporting process including legislative requirements of reporting.	Implementation of a new corporate planning and performance reporting management software.	Corporate Services	30 JUN 2022
	Local Government Act 2009	Develop a new 5-year Corporate Plan.	Adoption of new Corporate Plan.	Corporate Services	30 JUN 2022
5.4 Financial sustainability					
PERFORMANCE MEASURE	STRATEGY/ ACTION PLAN	KEY ACTIVITY	TARGET/MEASURE	RESPONSIBILITY	DUE DATE
5.4.1 Optimise management of council's commercial business units.	Commercial Services strategic business plans	Implement Airport Strategic Business Plan actions.	100% completion of year two actions.	Customer and Commercial Services	30 JUN 2022
		Implement Saleyards Strategic Business Plan actions.	100% completion of year two actions.	Customer and Commercial Services	30 JUN 2022
		Airport compliance with all legislative and safety obligations.	0 non-conformance with aviation legislative and safety obligations.	Customer and Commercial Services	30 JUN 2022
		Saleyards compliance with all legislative and safety obligations.	0 non-conformance with Biosecurity and European Union legislative and safety obligations.	Customer and Commercial Services	30 JUN 2022
	Advisory Committees	Strengthen communication and engagement with key stakeholders for all commercial businesses.	Facilitation of quarterly meetings with key stakeholders.	Customer and Commercial Services	30 JUN 2022
5.4.2 Ensure the long-term financial sustainability of the region through prudent financial management and budgeting	Long Term Financial Plan	Align long-term financial forecasts and infrastructure needs with asset management plans.	Identification of Capital works projects sourced from AMP's which are aligned to the long term financial plan and outcomes from APCI.	Corporate Services	30 JUN 2022
		Sustain an appropriate Queensland Treasury Corporation credit rating.	Improvement of or sustain the current rating of 'Moderate with a Neutral Outlook'.	Corporate Services	31 DEC 2021
	Queensland Audit Office Audit Engagement Plan	Provide accurate and timely reporting of financial information and plans to council, Queensland Audit Office, and government.	Achievement of no audit qualifications issued on audited annual financial statements.	Corporate Services	31 DEC 2021

2021-2022 Key Operational Plan Activities

6. Our Organisation

6.1 Living our values					
PERFORMANCE MEASURE	STRATEGY/ ACTION PLAN	KEY ACTIVITY	TARGET/MEASURE	RESPONSIBILITY	DUE DATE
6.1.1 Provide excellent customer service to ensure professional service delivery.	Customer Service Strategy and Action Plan.	Conduct satisfaction survey to improve the quality and efficiency of frontline services.	Achievement of >90% overall satisfaction.	Customer and Commercial Services	30 JUN 2022
6.2 Continuous improvement culture					
PERFORMANCE MEASURE	STRATEGY/ ACTION PLAN	KEY ACTIVITY	TARGET/MEASURE	RESPONSIBILITY	DUE DATE
6.2.1 Continuously advance work practices and business systems to ensure a skilled, motivated and community-focused workforce to drive a coordinated and connected organisation.	ICT Strategy and Action Plan 2017-2022	Development and implementation of eservice utilising the oneCouncil platform.	100% completion against agreed milestones and deliverables for 2022.	Corporate Services	30 JUN 2022
		Development of Closed-Circuit Television (CCTV) Strategic Plan.	Endorsement of the CCTV Strategic Plan.	Corporate Services	31 DEC 2021
	People Plan	Review People Plan.	Completion of an annual review.	Corporate Services	30 JUN 2022
		Implementation of 90-day employee onboarding program.	Implementation of onboarding program with a six-month review.	Corporate Services	30 JUN 2022
6.3 One team approach					
PERFORMANCE MEASURE	STRATEGY/ ACTION PLAN	KEY ACTIVITY	TARGET/MEASURE	RESPONSIBILITY	DUE DATE
6.3.1 Develop and implement effective systems to manage risk to enable the efficient delivery of council services.	Risk Management Framework	Develop and implement a risk management system solution to automate the complete risk management process for reviewing and monitoring of strategic and operational risk registers and escalation protocols in accordance with CHRC Risk Management Framework.	Implementation of the risk management system solution.	Corporate Services	30 JUN 2022

2021-2022 Key Operational Plan Activities

6.3 One team approach					
PERFORMANCE MEASURE	STRATEGY/ ACTION PLAN	KEY ACTIVITY	TARGET/MEASURE	RESPONSIBILITY	DUE DATE
6.3.1 Develop and implement effective systems to manage risk to enable the efficient delivery of council services.	CHRC Governance Framework	Integrate the monitoring and tracking of audit committee actions arising from internal audits for reporting.	Implementation of an audit actions management system solution.	Corporate Services	30 JUN 2022
	Public Records Act 2002	Develop and implement a records and retention and disposal program in accordance with legislation.	Implementation of a retention and disposal framework, encompassing policies, strategy, and retention schedule, and increase information management capability to undertake retention and disposal initiatives.	Corporate Services	31 OCT 2021
6.3.2 Develop the elected member group consistent with the One Team approach	Elected Member Development	Attend professional development seminars, conferences, and workshops.	Attendance by the elected member group.	Chief Executive Office	30 JUN 2022
6.4 Working Safely					
PERFORMANCE MEASURE	STRATEGY/ ACTION PLAN	KEY ACTIVITY	TARGET/MEASURE	RESPONSIBILITY	DUE DATE
6.4.1 Sustain a productive, efficient, and safe workforce that is responsive to council and community needs.	Asset Management	Implement ongoing technology to improve asset management practices, drone usage, sensors, and mobile recording of data for fleet and plant utilisation.	Provision of quarterly reporting on advancement in technology use for asset management.	Corporate Services	30 JUN 2022
	WHS Management Plan	Reduce health risks and improve business performance through targeted health promotion programs.	Improvement in the uptake of employee early intervention activities for employees at council.	Chief Executive Office	30 JUN 2022
		Improve safety maturity within culture of CHRC through application of learnings from meaningful reporting intended to promote information transfer, leading towards building trust and accountability.	Increase in reported hazards and near misses.	Chief Executive Office	30 JUN 2022