



Corporate Plan

----- 2022-2027

ACKNOWLEDGMENT OF TRADITIONAL OWNERS

Central Highlands Regional Council acknowledge the First Peoples – the Traditional Owners of the lands where we live and work, and we recognise their continuing connection to land, water and community. We pay respect to Elders – past, present and emerging – and acknowledge the important role Aboriginal Peoples and Torres Strait Islanders continue to play within the Central Highlands region.

Visit Central Highlands Regional Council

All council offices are open from 8.30 am to 5.00 pm
Monday to Friday.

- 1300 242 686 (including after hours)
- enquiries@chrc.qld.gov.au
- www.chrc.qld.gov.au
- Corner of Egerton and Borilla Streets, Emerald
- 10 Mackenzie Street, Blackwater
- 4 Conran Street, Capella
- 12 William Street, Duaringa
- 29 Eclipse Street, Springsure

Transaction Centres

- 17 Warrijo Street, Rolleston
(9.00 am to 12.30 pm and 1.00 pm to 4.30 pm)
- Corner Grasstree and Anncrouye Street, Tieri
(9.00 am to 1.00 pm and 2.00 pm to 5.00 pm)



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MESSAGE FROM THE MAYOR



Our new corporate plan is testimony to the effort and insight that goes into ensuring the Central Highlands region builds on its diversity and resilience, but also the need for agility and dexterity as our communities face the challenges of the future.

It is impossible over the five-year term of our plan to accurately predict those challenges that might confront us. However, our fundamental goals, aspirations, and principles must stand us in good stead despite the tribulations and disruptions along that path.

Collectively setting a roadmap between our community and organisation provides a unique opportunity to articulate our vision and make sure we are all heading to the same destination with the same conviction and effort.

Our people have invited us to be bold, innovative, caring and build on the wonderful lifestyle that our places provide. They want us to be respectful of the good things that we have but not be complacent as we are challenged to transition in many ways.

Our economies will need to be smarter, more innovative and adaptable. As a local government, we are committing to be advocates, investors, and above all the reliable deliverer of the services that we need.

All of this must be couched in an environment of fiscal responsibility whilst making sure that the principle of value is not lost.

I believe that this plan offers us all great clarity and the inspiration to continue to build, to be leaders and influencers, and to attract others to make this, the Central Highlands their home.

This plan will only be as good as those who seek to deliver it and your council is ready for the challenge, but its ultimate success relies on the commitment from us all to its progress.

Kerry Hayes, Mayor

MESSAGE FROM THE CEO



Like many councils, Central Highlands Regional Council is on a journey - of reform, resilience and renewal. Amalgamation, two major floods, a resources boom and subsequent downturn, a regional reset and then a global pandemic.

The road has had many twists and turns and there have been beautiful sights along the way - strong community spirit, economic diversity and growth and advancements in the way we all do business and connect.

While it is important to reflect on the past and lessons learned, council must keep a steady focus on where we are going and what we want to achieve with and for our community. The corporate plan helps council set a course for the region's future and navigate the inevitable changes, opportunities and challenges to come.

As a council, it is our job to help our region head towards its destinations of reliable services, a prosperous economy, vibrant communities, a digital future, responsibly managed natural environment and a low carbon future, while maintaining a sound financial position.

This plan outlines the vision, long-term goals, values, and strategies that will underpin council decision-making for the next five years and beyond.

Our intent is to give the Central Highlands community, as well as potential investors, confidence in our leadership and our region. The Central Highlands and its people are progressive, inclusive, strong, and driven and as a council we endeavour to reflect that in all we do.

Sharon Houlihan, Chief Executive Officer

Landscape Colours by Sharon Kirk,
winner of the 2022 CHRC Annual Art
Awards - Springsure Aquisitive Prize

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ABOUT OUR CORPORATE PLAN

The corporate plan is central to how council sets its strategic direction.

It provides the focus for how we will invest in infrastructure and guides how we prioritise and deliver programs and services in the short, medium and long term. It provides the basis from which specific council strategies, plans and policies are developed.

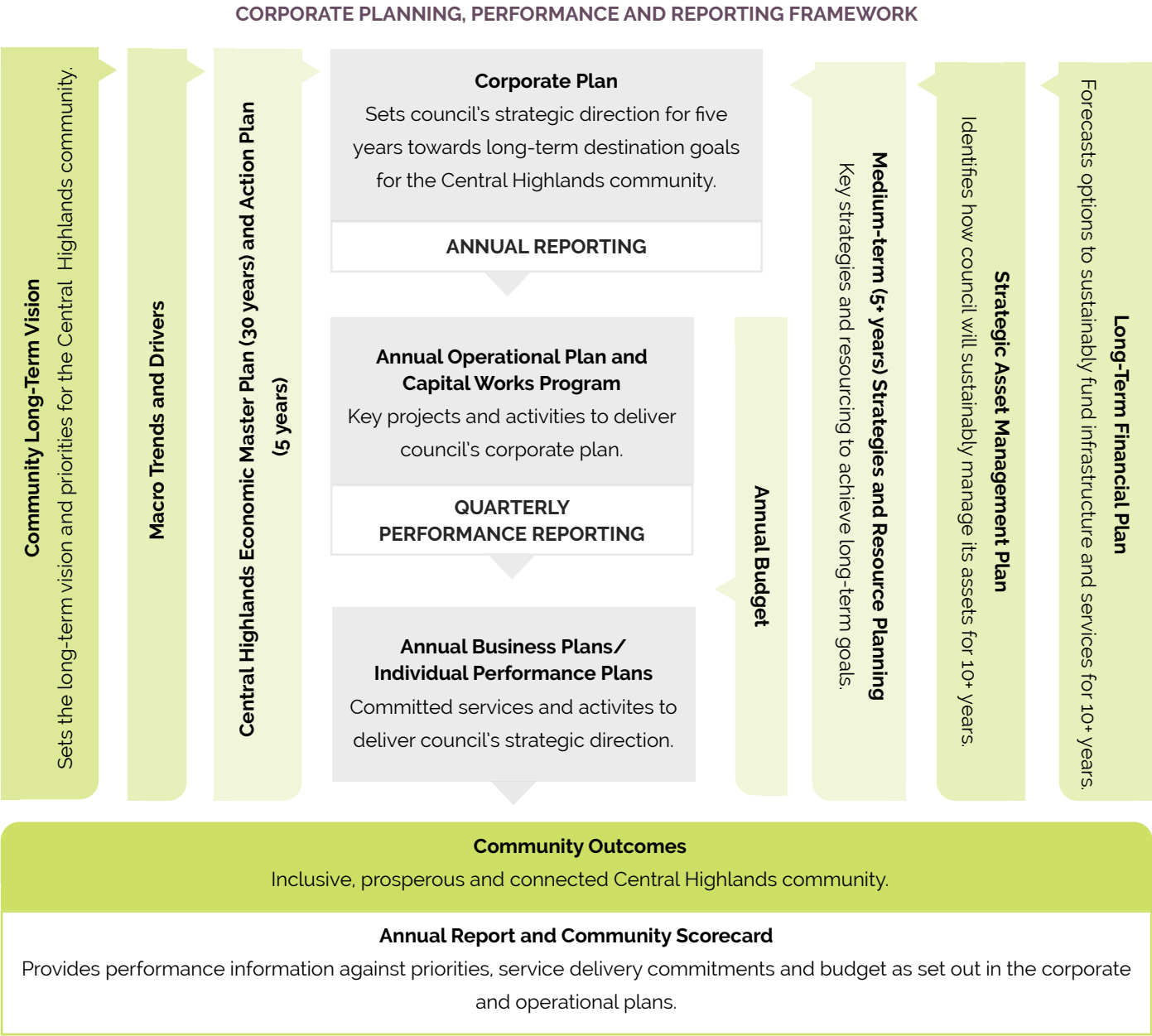
The corporate plan spans five financial years and strongly influences how council makes decisions about the annual budget and operational plan. Progress of the annual operational plan will be reported quarterly and in the annual report. The annual report will also show progress that is made towards the goals presented in the corporate plan.

Every local government in Queensland is required to prepare a five-year corporate plan under the *Local Government Act 2009*.

The corporate plan is part of council's broader Corporate Planning, Performance and Reporting Framework.

The framework has been created to assist elected members and council staff to make effective decisions on behalf of our community. It connects our community's vision for Central Highlands with our services. The framework helps us identify the plans and strategies we need to develop to achieve this vision. We then align and integrate priorities to determine what to do and when, to deliver the vision.

The below image shows council's integrated Corporate Planning, Performance and Reporting Framework.



OUR REGION

The Central Highlands region is in Central Queensland, Australia — considered a gateway to the outback. The region's central business area, Emerald, is a three-hour drive from Rockhampton on the coast and nearly 900 kilometres from Brisbane.

The region is huge, approximately 60,000 square kilometres, which is likened to the size of Tasmania. It stretches from the Arcadia Valley in the south to the Peak Ranges in the north, east from Boolburra to Bogantungan in the west.

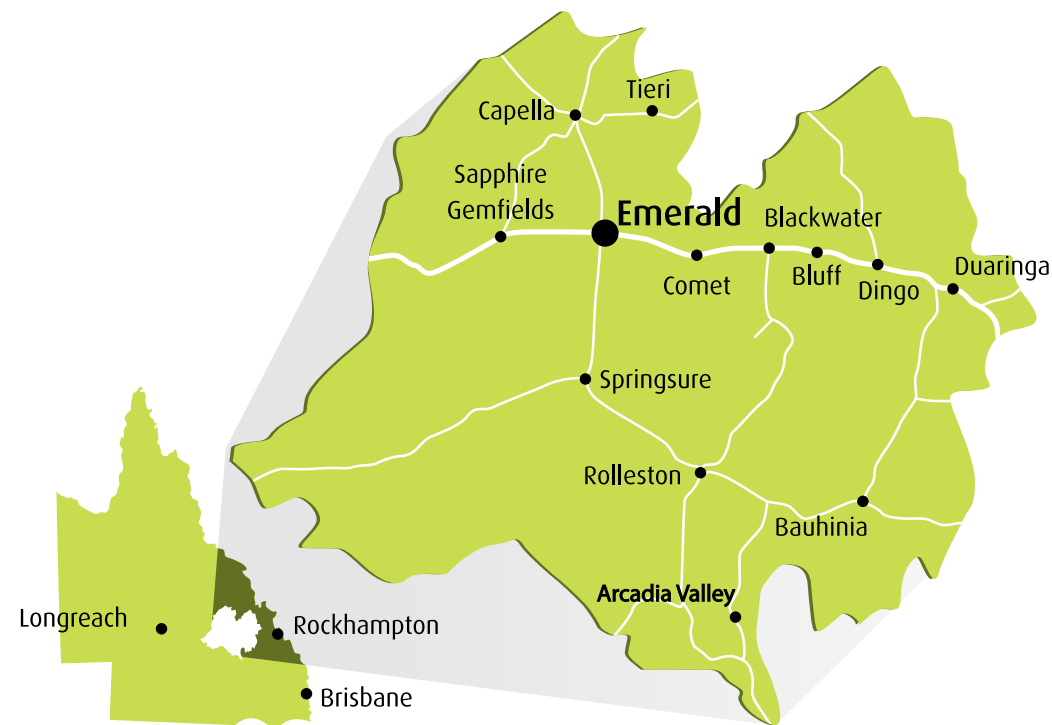
Around 29,000 people call the Central Highlands home, and they live in the 13 communities of Arcadia Valley, Bauhinia, Blackwater, Bluff, Capella, Comet, Dingo, Duaringa, Emerald, Rolleston, Sapphire Gemfields, Springsure and Tieri.

Naturally the region is rich — in minerals, in grazing land, in dryland and irrigated agricultural land, in water from the Nogoa and Comet rivers and the Fairbairn Dam (three times the size of Sydney Harbour), in national parks and wilderness areas like Blackdown Tablelands and Carnarvon Gorge, and in gems with the largest sapphire-producing fields in the Southern Hemisphere.

Travellers in big rigs and small abound with major freight and tourist routes through the region that include the north-south link between Charters Towers and northern New South Wales — identified as the inland transport alternative between Cairns and Melbourne — and the Capricorn Highway leading 'grey nomads' to all points west.

This is a vibrant region with a diverse economy based on:

- Robust and resilient agriculture and horticultural industries and significant exports, including beef, grain, cotton, grapes, melons, nuts and citrus
- A globally competitive coal mining industry
- Dynamic small to medium-size businesses
- Professional and government sectors
- Adequate availability of commercial, industrial and residential land
- An evolving tourism offering
- Major health and education services
- Significant new infrastructure and construction projects.



OUR LONG-TERM STRATEGIC INTENT AND VISION

An inclusive, prosperous and connected regional community, providing diverse opportunities for investment, work and lifestyle.

OUR PURPOSE

A regional council committed to sustainably leading and servicing 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.

OUR REPUTATION AND REGIONAL COMPETITIVE ADVANTAGE

Our Reputational Values

Bold, progressive and innovative in spirit and thinking.

Good value for money.

Ease of doing business (responsive and timely, transparent and fair).

Quality service delivery.

Technologically 'smart'.

Queensland Central Highlands Regional Competitiveness

Diversity of economic, liveability and tourism offerings.

Great outdoors, spaces and unique geology.

Connected, safe and family-oriented lifestyles.

Welcoming and inclusive community.

Responsible climate adaptation.

VALUE PROPOSITIONS FOR OUR STAKEHOLDERS

Government	<ul style="list-style-type: none"> Effective and efficient delivery of local services and quality assets Progressive and positive collaboration Value for funding or money
Residents/Ratepayers	<ul style="list-style-type: none"> Enhanced liveability and affordability Quality assets Active and healthy lifestyle Workforce opportunities Community support and inclusion
Strategic Partners	<ul style="list-style-type: none"> Unique investment opportunities Collaborative planning Economic strategies to support growth Delivery confidence
Broader Community	<ul style="list-style-type: none"> Support for our region as a great place to live, work and visit Economic strategies to attract industry, business, population and visitation growth Advocacy for change and innovation
Employees	<ul style="list-style-type: none"> Quality jobs and support Flexible and innovative ways of working Opportunity for growth Focus on safety and wellness Positive and supportive culture



OUR CORE SERVICES

What we plan for

- Communities
- Land use
- Urban design
- Capital works
- Maintenance
- Advocacy
- Disasters

What we deliver

- Water and wastewater
- Roads and pathways
- Airport and aerodromes
- Livestock saleyards
- Libraries and community activities
- Resource recovery (waste)
- Community and sporting facilities
- Parks and gardens
- Disaster management

Internal support

- Finance, governance and risk
- Regulatory compliance
- Public relations and events
- People and culture
- Workplace health and safety
- Information and communications technology
- Plant and fleet maintenance
- Property services
- Customer services





Play equipment at Steve Bell Park, Emerald.

OPPORTUNITIES AND CHALLENGES

Opportunities	Challenges
<ul style="list-style-type: none"> ■ Harness our region's community spirit ■ Further diversify our region's economic base, around agriculture innovation, tourism and energy renewables ■ Support the adaptive capacity of our region to respond to digital and environmental change ■ Advocate and promote our region at every opportunity, with business and industry and every level of government ■ Collaborate and partner with others to deliver on regional projects ■ Facilitate transition to net zero emissions through community advocacy, industry support and environmentally responsible council operations ■ Enhance and promote our region's liveability using innovative solutions to overcome key barriers ■ Examine council services including current and potential commercial businesses ■ Look for council efficiency gains through business transformation initiatives ■ Enhance appropriate two-way council-community connection 	<ul style="list-style-type: none"> ■ Continuing liveability, affordable housing, access to health care and education opportunities ■ Council in a role as a bold facilitator of change and a key regional employer and influencer ■ Balancing local community needs against regional priorities ■ Access to information and communications technology connectivity impeding digital innovation and growth ■ Managing in an uncertain future of the coal industry and long-term risk to council rate revenue base relied upon to service our population ■ Balancing environmental responsibilities with commercial realities ■ Attracting, retaining, and rewarding talented, skilled and experienced workforce for council capability and for businesses and industries in our region ■ Community disaster preparedness and resilience in a changing climate ■ Responding to rapidly changing societal trends in liveability options

LONG-TERM DESTINATION GOALS

These goals respond to our opportunities and challenges and represent what we ultimately want to achieve over the long-term. They may well extend beyond the life of this five-year plan and articulate where we want to end up, or our 'destination'.

1

Deliver, enable and advocate for reliable services to our community

2

Protect and grow a diverse and prosperous economy

3

Support and enhance resilient, safe, vibrant and inclusive communities

4

Drive our council and the region towards a digital future

5

Develop a future-focused workforce to support council and our region

6

Responsibly manage our natural environment

7

Prepare for a low carbon future and adapt to a changing climate

KEY STRATEGIES AND THEMES

Strategies are the high-level 'special' initiatives council needs to incorporate within its 'business-as-usual' activities to achieve our goals. Themes are a way of organising strategies designed to achieve our goals.

1

Governance, Leadership and Capability

1. Embed responsible governance, accountabilities and performance within council
2. Develop and implement a council digital roadmap including data, communication, service innovation and automation efficiencies
3. Develop council's strategic people and workforce plans to meet current and future demands
4. Develop leadership skills and a positive council culture
5. Embed a safety and an environmental sustainability culture within council, its suppliers and partners
6. Improve strategic advocacy for council services and provide value to all stakeholders

2

Regional Economic Prosperity

1. Support regional industry development via advocacy, planning and incentives including:
 - Continued support for existing, strong core industries
 - Growth of the 'smart' or 'innovation' economy (including renewables and robotics)
 - Next level of growth and diversification in high value-add industries
2. Facilitate new tourism and liveability opportunities with quality cultural facilities, improved access and attraction of events
3. Partner to attract, retain and develop a future-focused, skilled workforce across our region
4. Streamline processes for businesses and industries working with council
5. Support local business to compete in a digital environment

3

Community Wellbeing

1. Undertake long-term regional and community-based visioning
2. Review methods and practices for community and stakeholder engagement
3. Plan, enable and advocate to retain local community services and facilities to underpin liveability with right balance of centralised or localised services
4. Design urban landscapes and built environments for liveability in changing climate conditions
5. Collaborate with communities to support local area resilience, uniqueness and sustainability
6. Strengthen recognition and collaboration with Traditional Custodians and Aboriginal and Torres Strait Islander people
7. Protect and promote the heritage of our region
8. Support volunteer emergency services and the community to increase resilience and reduce risk to residents and property from natural hazards

4

Quality Infrastructure and Assets

1. Enable regional industry development with appropriate transport connectivity, tourism and services infrastructure
2. Implement environmentally sustainable and secure town water strategies
3. Advocate for funding and deliver flood mitigation projects
4. Review assets hierarchy, align asset management plans with service levels and operational models and rationalise assets
5. Advocate for regional digital connectivity infrastructure and services

5

Natural Environment

1. Develop, implement and promote council's net zero emissions actions and targets
2. Develop and implement resource recovery (waste) strategies to support a circular economy
3. Lead and advocate for resourcing to support the broader region to prepare for transition to a lower carbon future
4. Responsibly manage our natural resources and support biodiversity
5. Realise opportunities for development of key recreational areas and open spaces

6

Council Financial Sustainability

1. Define and promote affordable service levels across all council services
2. Maximise revenue opportunities
3. Determine viability and role of council's commercial businesses
4. Deliver services, operations and projects within a realistic long-term financial plan
5. Understand and improve customers' experience with council



Children enjoy story time at the library.

MANAGING OUR STRATEGIC RISKS

Council understands there may be high-level risks that could prevent us from achieving this plan over the five years.

Council will manage, monitor, and report on these risks through its risk management program at a policy and strategy level. Oversight will be provided through its audit committee, in accordance with the *Local Government Act 2009*, and the chief executive officer and senior management who ensure processes are in place for identifying and

managing risk, as well as responding to and minimising such risks. Council also has in place an enterprise risk management framework and corporate risk registers against which council will monitor and control its risk exposure.

The table on page 15 presents those high-level risks that have been identified as having the potential to adversely impact the delivery of council's goals and strategies as presented in this plan.



The launch of council's 'Our Region. Our Resilience' project.

The strategic risk may be	Which could mean
1. An economic downturn (potentially from global instability, political change or post-pandemic response)	<ul style="list-style-type: none">■ Adverse impacts on investment attraction and growth■ Reduction in council rates revenue and inability to deliver key strategies and projects
2. A financially unsustainable council	<ul style="list-style-type: none">■ Reduction in regional services and facilities■ Lack of funding and resources to deliver key strategies and projects
3. Inability to secure reliable digital connectivity for our region	<ul style="list-style-type: none">■ Lack of a base platform to drive innovative digital or technological strategies■ Poor community-council connection and interface■ Potential cybersecurity threat and business interruption
4. Failure of council to decisively lead and partner for joint resourcing of key strategies	<ul style="list-style-type: none">■ Lack of access to funding and resources to deliver key strategies and projects■ Potential for increased costs to council to deliver key strategies and projects■ Potential reputation risk
5. Inability to attract and retain the right workforce to our region	<ul style="list-style-type: none">■ Limitations to council achieving its goals■ Limitations for other business attraction and investment
6. Responding to a natural disaster	<ul style="list-style-type: none">■ Diversion of funds and focus to disaster recovery and away from delivery of the key strategies and projects
7. Implementing regulatory change	<ul style="list-style-type: none">■ Increased cost to comply with new legislation and diversion of funds from key strategies and projects
8. Failure to prepare for a low carbon future and adapt to a changing climate	<ul style="list-style-type: none">■ Deterioration of council's assets and infrastructure■ Loss of amenity■ Impact on the sustainability of the environment■ Impacts on community safety, health, and wellbeing

PERFORMANCE MEASURES

1	Deliver, enable and advocate for reliable services to our community	<ul style="list-style-type: none">Satisfaction with servicesAsset sustainabilityFinancial sustainability
2	Protect and grow a diverse and prosperous economy	<ul style="list-style-type: none">Overall economic growthNew and emerging industry growthPopulation and visitation growthEmployment growth (including resident workforce)
3	Support and enhance resilient, safe, vibrant and inclusive communities	<ul style="list-style-type: none">Community engagement and participationSustainability of community groupsRegional event growthStrategic planning for our future growth
4	Drive our council and the region towards a digital future	<ul style="list-style-type: none">Accessibility to information and communications technology networksInvestment in digital technologies and initiativesOnline digital council service deliveryGrowth of digital or technology-based businesses and industries
5	Develop a future-focused workforce to support council and our region	<ul style="list-style-type: none">Council employee engagementCouncil workforce skills training and developmentGrowth of council workforce digital skills
6	Responsibly manage our natural environment	<ul style="list-style-type: none">Coverage or extent of natural and green environmentResident and tourist usage and experience of recreational areasDisaster management response, recovery and resilienceDisaster preparedness, risk reduction, and responseWater consumption by community and council in its operations
7	Prepare for a low carbon future and adapt to a changing climate	<ul style="list-style-type: none">Council renewable energy generation and consumptionRegional solid waste recyclingRegional water securityCouncil leadership and advocacy for low carbon transitionCouncil's progress towards net zero emissions targets

COUNCIL SERVICES

Council offers services to around 29,000 people and 15,000 rateable properties in an area of nearly 60,000 square kilometres.

Around 480 staff are employed to administer in excess of \$1.6 billion in assets, including ten library locations, six aquatic centres and seven customer service centres.

Maintenance is required for 4,632 kilometres of roads and 567 hectares of parks and gardens, including the impressive botanic gardens in Emerald, Linear Park in Capella and the Japanese Gardens in Blackwater.



A sport and recreation team member at the Emerald Aquatic Centre.

A-Z of services

- Advocacy
 - Art galleries
 - Cemeteries
 - Citizenship ceremonies
 - Community consultation
 - Community grants
 - Community housing
 - Culture – citizenship, sister city relations, heritage and history
 - Customer service
 - Disaster management response, planning and risk reduction
 - Economic development – business support
 - Emerald Airport and landing areas
 - Emerald Saleyards
 - Environmental management – feral animal control, flying foxes and mosquitoes
- Events – Australia Day, ANZAC Day (commemorative and celebratory events)
 - Flood mitigation planning
 - Food and personal appearance (hairdressers, tattooists, beauty salons etc.) compliance and registration
 - Indigenous cultural support
 - Library services
 - Major economic project development
 - Mining liaison
 - Park and community hall bookings
 - Parks and gardens maintenance
 - Pest and weed control
 - Planning and building
 - Playground maintenance and building
 - Plumbing inspections
 - Property services
 - Public relations and events – media, public relations, and social media
- Ranger services – animal management, livestock control, and regulatory compliance
 - Roads, bridges, culverts and footpaths
 - Sporting and recreation areas – planning and maintenance
 - Sporting and active recreation club support
 - Stock route management
 - Street lighting and signage
 - Streetscape and tree management
 - Swimming pools
 - Swimming pool fence safety compliance
 - Urban design
 - Resource recovery (waste) and recycling
 - Water and wastewater management
 - Youth services

Council-owned entities are the Central Highlands Development Corporation Limited and the Central Highlands (QLD) Housing Company Limited.

CHRC CORPORATE PLAN 2022–2027 | PLAN ON A PAGE

This Plan on a Page presents council's strategic direction for the next five years towards long-term destination goals, and how the key strategies and themes align with each of the goals.

Long-Term Destination Goals	
1	Deliver, enable and advocate for reliable services to our community
2	Protect and grow a diverse and prosperous economy
3	Support and enhance resilient, safe, vibrant and inclusive communities
4	Drive our council and the region towards a digital future
5	Develop a future-focused workforce to support council and our region
6	Responsibly manage our natural environment
7	Prepare for a low carbon future and adapt to a changing climate

Key Strategies and Themes	Long-Term Destination Goals						
	1	2	3	4	5	6	7
1. Governance, Leadership and Capability							
1.1. Embed responsible governance, accountabilities and performance within council	◆					◆	◆
1.2. Develop and implement a council digital roadmap including data, communication, service innovation and automation efficiencies	◆			◆			
1.3. Develop council's strategic people and workforce plans to meet current and future demands	◆				◆		
1.4. Develop leadership skills and a positive council culture	◆				◆		
1.5. Embed a safety and an environmental sustainability culture within council, its suppliers and partners	◆						
1.6. Improve strategic advocacy for council services and provide value to all stakeholders	◆						
2. Regional Economic Prosperity							
2.1. Support regional industry development via advocacy, planning and incentives		◆		◆			
2.2. Facilitate new tourism and liveability opportunities with quality cultural facilities, improved access and attraction of events		◆	◆				
2.3. Partner to attract, retain and develop a future-focused, skilled workforce across our region		◆			◆		
2.4. Streamline processes for businesses and industries working with council	◆			◆			
2.5. Support local business to compete in a digital environment	◆			◆			

Key Strategies and Themes	Long-Term Destination Goals						
	1	2	3	4	5	6	7
3. Community Wellbeing							
3.1. Undertake long-term regional and community-based visioning			◆				
3.2. Review methods and practices for community and stakeholder engagement			◆				
3.3. Plan, enable and advocate to retain local community services and facilities to underpin liveability with right balance of centralised or localised services	◆		◆				
3.4. Design urban landscapes and built environments for liveability in changing climate conditions			◆				◆
3.5. Collaborate with communities to support local area resilience, uniqueness and sustainability			◆				
3.6. Strengthen recognition and collaboration with Traditional Custodians and Aboriginal and Torres Strait Islander people			◆				
3.7. Protect and promote the heritage of our region			◆				
3.8. Support volunteer emergency services and the community to increase resilience and reduce risk to residents and property from natural hazards			◆				
4. Quality Infrastructure and Assets							
4.1. Enable regional industry development with appropriate transport connectivity, tourism and services infrastructure	◆	◆					
4.2. Implement environmentally sustainable and secure town water strategies	◆		◆				
4.3. Advocate for funding and deliver flood mitigation projects	◆		◆				
4.4. Review assets hierarchy, align asset management plans with service levels and operational models and rationalise assets	◆						
4.5. Advocate for regional digital connectivity infrastructure and services	◆			◆			
5. Natural Environment							
5.1. Develop, implement and promote council's net zero emissions actions and targets							◆
5.2. Develop and implement resource recovery (waste) strategies to support a circular economy		◆					◆
5.3. Lead and advocate for resourcing to support the broader region to prepare for transition to a lower carbon future		◆					◆
5.4. Responsibly manage our natural resources and support biodiversity	◆					◆	
5.5. Realise opportunities for development of key recreational areas and open spaces		◆	◆			◆	
6. Council Financial Sustainability							
6.1. Define and promote affordable service levels across all council services	◆						
6.2. Maximise revenue opportunities	◆						
6.3. Determine viability and role of council's commercial businesses	◆	◆					
6.4. Deliver services, operations and projects within a realistic long-term financial plan	◆				◆		
6.5. Understand and improve customers' experience with council	◆						



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Regional Council

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