General Council Meeting

Meeting of the Central Highlands Regional Council held in the **Blackwater Civic Centre, Blain Street, Blackwater** on

Wednesday, 25 May 2022
Commenced at 9.00am

COUNCIL MINUTES

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CENTRAL HIGHLANDS REGIONAL COUNCIL

GENERAL MEETING OF COUNCIL

WEDNESDAY 25 MAY 2022

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MINUTES – GENERAL COUNCIL MEETING
HELD AT 9.00AM WEDNESDAY 25 MAY 2022 IN THE BLACKWATER CIVIC CENTRE, BLAIN STREET, BLACKWATER

PRESENT
Councillors
Councillor (Crs) Kerry Hayes (Mayor), Christine Rolfe (Deputy Mayor)
Councillors (Crs) Charles Brimblecombe, Joseph Burns (arrived at 9.09am), Anne Carpenter, Janice Moriarty and Gai Sypher

Officers
Chief Executive Officer Sharon Houlihan, General Manager Communities John McDougall, General Manager Corporate Services Margaret Gatt, General Manager, General Manager Infrastructure and Utilities Jason Hoolihan and Minute Secretary Marnie Wills

APOLOGIES
Crs Natalie Curtis, Megan Daniels
General Manager Customer and Commercial Services Michelle Webster

Resolution:
Cr Carpenter moved and seconded by Cr Brimblecombe "That a leave of absence as previously granted for Councillor Natalie Curtis for today's meeting be recorded."

2022 / 05 / 25 / 001 Carried (6-0)

Resolution:
Cr Sypher moved and seconded by Cr Carpenter "That an apology for Councillor Megan Daniels for today's meeting be recorded."

2022 / 05 / 25 / 002 Carried (6-0)

ACKNOWLEDGEMENT OF COUNTRY
Mayor Hayes acknowledged the traditional custodians of the land on which we meet today and he paid our respects to the elders, past, present and emerging.

LEAVE OF ABSENCE
Nil

CONFIRMATION OF MINUTES OF PREVIOUS MEETING
General Council Meeting: 11 May 2022
Resolution:
Cr Brimblecombe moved and seconded by Cr Carpenter "That the minutes of the previous General Council Meeting held on 11 May 2022 be confirmed."

2022 / 05 / 25 / 003 Carried (6-0)

BUSINESS ARISING OUT OF MINUTES
Nil.

OUTSTANDING MEETING ACTIONS
Councillors reviewed the resolution register (meeting actions) update.

REVIEW OF UPCOMING AGENDA ITEMS
Councillors reviewed the upcoming agenda items.

Attendance
Cr Burns attended the meeting at 9.09am

CONFLICT OF INTEREST
Chief Executive Officer Sharon Houlihan declared a conflict of interest in item 12.2.4 Central Highlands Development Corporation Funding for Endorsement. The conflict of interest arises due to her dual positions of Central Highlands Regional Council Chief Executive Officer and Central Highlands Development Corporation Board Director proposed to leave and stay away from the meeting while the matter is being discussed and voted on.

Attendance
Manager Planning and Environment K. Byrne and Acting Coordinator Planning and Environment K. Isles attended the meeting at 9.11am

PETITIONS (IF ANY)
Nil

DECISION ACTION REPORTS

Communities

Draft Resource Recovery (Waste Management) Strategy 2022 – 2032

Purpose:
The purpose of this report is to seek council's endorsement to progress the Draft Resource Recovery (Waste Management) Strategy 2022 – 2032 to community consultation. Following community consultation and consideration of feedback, a future report will be tabled at a general council meeting seeking a resolution to adopt the Resource Recovery (Waste Management) Strategy 2022 – 2032.

Recommendation:
That Central Highlands Regional Council:
1. Endorses the Draft Resource Recovery (Waste Management) Strategy 2022 - 2032 to go out to community consultation between 26 May and 10 June 2022.
2. Endorses the Draft Public Relations Plan for the Draft Resource Recovery (Waste Management) Strategy 2022 – 2032.
3. Notes the Draft Resource Recovery (Waste Management) Action Plan 2022 – 2032, which aligns with the strategic goals of the Draft Resource Recovery (Waste Management) Strategy 2022 – 2032.

Resolution:
Cr Rolfe moved and seconded by Cr Burns "That Central Highlands Regional Council:
1. Endorses the Draft Resource Recovery (Waste Management) Strategy 2022 - 2032 to go out to community consultation between 26 May 2022 and 24 June 2022.
2. Endorses the Draft Public Relations Plan for the Draft Resource Recovery (Waste Management) Strategy 2022 – 2032 with amendments to the extended community consultation for 4 weeks and methods of consultation.
3. Notes the Draft Resource Recovery (Waste Management) Action Plan 2022 – 2032, which aligns with the strategic goals of the Draft Resource Recovery (Waste Management) Strategy 2022 – 2032."

2022 / 05 / 25 / 004 Carried (6-1)
Cr Moriarty requested for her vote be recorded against the motion

Endorsement of Temporary Local Planning Instrument 02/2022 - Operational Works for Vegetation Clearing

Purpose:
The purpose of this report is to request a resolution from Central Highlands Regional Council (council) to make a proposed Temporary Local Planning Instrument (TLPI) for operational work involving vegetation clearing in the Carnarvon Gorge area in accordance with the *Planning Act 2016.*

Resolution:
Cr Sypher moved and seconded by Cr Brimblecombe "That Central Highlands Regional Council resolves to:

1. Make a Temporary Local Planning Instrument 02/2022 Operational work involving vegetation clearing in the Carnarvon Gorge area – specifically lots 7AP15625, 7SP103687, 6SP103687, 236NPW490 (Segment No. 44206, Parcel No. 17), 8CUE78 and 10CUE87.
2. Request the Minister's agreement that the Temporary Local Planning Instrument will be effective from 25 May 2022, as the day that council resolves to give the Temporary Local Planning Instrument to the Minister for approval, pursuant to Part 1 section 9(4) of the *Planning Act 2016*.
3. Authorise the Chief Executive Officer to complete all required actions in accordance with Part 3, section 23 of the *Planning Act 2016* and Chapter 3, Part 2 of the Minister's Guidelines and Rules.
4. Repeal Temporary Local Planning Instrument 02/2022 upon commencement of proposed planning scheme amendment – Business Improvement and Innovation."

2022 / 05 / 25 / 005 Carried (7-0)

Attendance
Manager Planning and Environment K. Byrne and Acting Coordinator Planning and Environment K. Isles left the meeting at 9.48am
General Manager Communities J. McDougall left the meeting at 9.48am
General Manager Communities J. McDougall returned to the meeting at 9.50am

Corporate Services

Quarterly Policy Review - Infrastructure and Utilities

Purpose:
The purpose of this report is to present policies for review and adoption related to the Infrastructure and Utilities department in accordance with the Central Highlands Regional Council policy review schedule.

Recommendation:
That Central Highlands Regional Council:

1. Adopt the following policies which have no proposed changes:
    a. Asset Disposal Policy CHRCP: 0001
    b. Asset Management Policy CHRCP: 0005
    c. Road Dust Sealing Request Management Policy CHRCP: 0019

2. Adopt the following policies which have minor proposed changes:
    a. Water Supply (Domestic Use Only) for Sapphire and Rubyvale Mining Claims and Leases Policy CHRCP: 0069
    b. Urban and Rural Addressing Policy CHRCP: 0071

3. Adopt the following policies which have major proposed changes:
    a. Water Sub-metering for the Community Title Schemes Policy CHRCP: 0070"

Resolution:
Cr Moriarty moved and seconded by Cr Brimblecombe "That Central Highlands Regional Council:

1. Adopt the following policies which have no proposed changes:
    a. Asset Disposal Policy CHRCP: 0001
    b. Asset Management Policy CHRCP: 0005
    c. Road Dust Sealing Request Management Policy CHRCP: 0019

2. Adopt the following policy which has a minor proposed change:
    a. Water Supply (Domestic Use Only) for Sapphire and Rubyvale Mining Claims and Leases Policy CHRCP: 0069

3. Adopt the following policy which has a major proposed change:
    a. Water Sub-metering for the Community Title Schemes Policy CHRCP: 0070"

Central Highlands Regional Council	**CENTRAL HIGHLANDS REGIONAL COUNCIL POLICY**	
	Asset Disposal	**POLICY REF NO** CHRCP: 0001

1.0 Policy Purpose

1.1 The purpose of this policy is to provide a systematic and accountable method for the disposal of surplus assets and to ensure the process is transparent and complies with council's Code of Conduct, particularly with respect to conflict of interest.

1.2 This policy applies to all of council and its business units.

1.3 For the avoidance of doubt this policy does not apply to the sale of Saleyard operational items and the sale of services or the sale of any item detailed in Council's Fees and Charges Register. These are not classed as current or non-current assets for the purposes of this policy only.

1.4 This policy applies to council employees, contractors and volunteers in the disposal of assets and items surplus to council requirements.

2.0 Policy Statement

2.1 Council assets will be disposed of in a responsible and accountable manner, taking into consideration the following principles:

- achieves value for money
- promotes fair and effective competition
- considers any potential benefit to the community
- considers any impact on the environment; and
- ensures open and transparent behaviour.

3.0 Disposal Decision

3.1 Prior to the disposal of council assets surplus to requirements, approval must be sought from the Chief Executive Officer (CEO) or the CEO's delegate.

4.0 Disposal of Valuable Non-current Assets or an Interest in Land

4.1 Disposal must be undertaken in accordance with Chapter 6, Part 3 of the Local Government Regulation 2012 (LG Regulation) for disposal of non-current assets.

5.0 Donation or Sale to a Community Organisation

5.1 The recipient (community organisation as defined in the LG Regulation) must be aware of the item's condition, must indemnify council of any future repairs and maintenance, and accept the condition on an as is and where basis, and must absorb any costs associated with the disposal. The disposal may be by donation or by a predetermined price set by the CEO or the CEO's delegate.

6.0 Quotation or Tender/Auction

6.1 Disposal of a current asset may be by quotation, tender, auction or offering the current asset for sale if that process is more efficient or provides an increased return to council from the sale of current assets.

Apparent Value	**Disposal Method**
< $5,000	two quotes
> $5,000 and up to $10,000 (but not a valuable non-current asset)	three quotes

6.2 The tender or auction must be undertaken in accordance with the provisions of the LG Regulation. Quotations and tender/auction processes.

7.0 Offering for Sale

7.1 Disposal of a current asset may be made by offering the asset for sale at a predetermined price set by the CE O or the CEO's delegate. The method of offering the asset for sale must follow the procedure for disposal of assets.

8.0 Buyers Risk

8.1 Irrespective of the disposal method applied, all prospective buyers must be advised in writing that items are disposed of, with any faults, at the buyer's risk (as is where is). Buyers are to rely on their own investigations regarding the condition and workability of the items and council will not be responsible for any repairs or maintenance of the asset.

9.0 Trade-In

9.1 The item may be traded for another asset as required by council. The trade-in process must be undertaken in accordance with this policy.

10.0 Dumping

10.1 The method of dumping must not be environmentally unsound, hazardous or wasteful. Dumping must offer the most cost-effective solution to council. The disposal site must be approved by an appropriate supervisor or manager. The owner of the site must approve the dumping and also indemnify council against any losses associated with the dumping in writing.

11.0 Document and Declarations

11.1 The relevant General Manager or their delegate is to ensure;

(a) The disposal methodology is fully documented, and all documentation is filed under the appropriate disposal file in council's record keeping system; and

(b) Any conflict of interest issues, perceived or otherwise, in relation to the chosen means or disposal or with employees involved in the disposal process should be declared and registered in accordance with council's code of conduct.

12.0 Conflict of Interest

12.1 The officer responsible for the disposal of any council assets and the relevant General Manager must ensure that no conflict of interest occurs in or as a result of the asset disposal process.

13.0 Definitions

TERM	DEFINITION
Act	means the *Local Government Act 2009* (as amended).
As is where is	means the sale of items, plant or equipment is to be sold in the current condition with no remediable works to fix or relocate.
Community Organisation as per the Local Government Regulation 2012 (as amended)	means: • an entity that carries on activities for a public purpose; or • another entity whose primary objective is not directed at making a profit.
Council	refers to Central Highlands Regional Council
Current Asset	means of a value less than the limit set for non-current assets.
Interest in land	means those leases of council land that are lodged with the Titles Office.
Regulation	means the *Local Government Regulation 2012 (as amended).*
Surplus to Requirements	means when the asset is functioning (or in use) and has economic benefit, but has no application in council operations, or where the asset has no economic benefit (its use incurs more cost than benefit derived).
Scrap	means an asset no longer functions, is obsolete (legally out of date), or has been deemed non-compliant by Workplace Health and Safety regulations, and the asset may only be disposed of as scrap.
Valuable Non-Current Asset	means: land; or plant or equipment with a value of $5,000 and over; and for another type of asset with a value of $10,000 and over.

Strategic Link	Asset Management Plan s 104, *Local Government Act 2009* (Qld) s 224, Local Government Regulation 2012 (Qld)
Category	Council Assets & Maintenance
Lead Business Unit	Asset Management
Public Consultation	No
Adoption Date	25 May 2022
Next Review Due	25 May 2023
Document Number	903541
Record Keeping	ECM, Vine and Council Website
Related Documents	Disposal of Assets Procedure

Central Highlands Regional Council	CENTRAL HIGHLANDS REGIONAL COUNCIL POLICY	
	Asset Management	**POLICY REF NO** CHRCP: 0005

1.0 Policy Purpose

1.1 This policy:

1.1.1 Ensures council's compliance with the financial planning and accountability, and long-term asset management plan obligations under section 104(5)(a)(ii) of the *Local Government Act* 2009 (the Act) and sections 167 and 168 of the Local Government Regulation 2012 (LG Regulation).

1.1.2 Specifies council's overarching intentions and guiding principles for asset management.

1.1.3 Complies with the National Asset Management and Planning Framework as agreed by all state and territory Planning Ministers in May 2009.

1.1.4 Informs council's strategic asset management planning and enables the development and implementation of long-term asset management plans.

1.1.5 Includes requirements for commitment to funding infrastructure renewal, legislative compliance and to the continual improvement of council's asset management performance.

1.2 Asset Management at council is the combination of management, financial, economic and technical practices applied to physical assets, with the objective of meeting the required levels of service in the most cost-effective and fit for purpose manner.

1.3 This policy applies to all physical assets owned or controlled by council, however in keeping with the Queensland state government requirements, the initial focus will be given to council's long life infrastructure assets. Therefore, the physical asset classes are covered by this policy are categorised as followed:

- Transport (roads, bridges, flood mitigation, pathways, drainage and major culverts)
- Water infrastructure
- Sewerage infrastructure
- Buildings
- Site improvements
- Land
- Plant and vehicles

Note: This policy does not include intangible assets, people, intellectual property and financial instruments.

2.0 Policy Statement

2.1 Council acknowledges that assets (particularly infrastructure assets) support its core business of delivering services to the Central Highlands community. Council is committed to ensuring that infrastructure and services are provided in a sustainable manner, with appropriate levels of service to residents and visitors.

2.2 Council is committed to the adoption of sound asset management practices and processes that will significantly contribute to the achievement of the regions' vision.

2.3 Significant and on-going expenditure is required to maintain existing infrastructure and it is important that council employs high-level asset management skills and practices to ensure that its

asset-intensive services are delivered economically and sustainably.

2.4 Council is also committed to managing its assets from a 'whole of life' perspective in accordance with recognised industry practice. Council recognises the need to establish an appropriate balance between the creation of new assets and the maintenance of its existing asset base. This includes reducing the gap between current expenditure on infrastructure maintenance and renewal and the level of expenditure required to ensure on-going infrastructure sustainability.

2.5 This will require the integration of council's asset management plans with its long-term community and financial plans and the consideration of total life cycle costs for new or enhanced services. Furthermore, council recognises that levels of service need to be set via a process that balances the community's needs and expectations with council's ability to fund both now and in the future.

2.6 In view of the above council aspires to the following:

"To develop and maintain asset management governance, skills, processes, technology and data in order to provide the desired level of service for present and future customers in the most cost effective and fit for purpose manner".

2.7 Asset custodians must adhere to asset management principles that are classified according to the four domains as illustrated in Table 1.

Table 1

Asset Management Domain	Guiding Principles
Accountability and Direction	• The management of assets aligns with the council's vision of providing maximum value to the organisation and its stakeholders and conforms to corporate policy, strategy and plans for the provision of asset-based services to the community. • An enterprise first, multi-disciplinary and consistent approach is taken to asset management. • Accountability for the management of council owned or controlled assets is unambiguous, accepted and met. • Asset management industry standards are used where appropriate and adapted if necessary to maintain organisational consistency. • Asset management translates the organisational objectives into technical and financial decisions, plans and activities.
Asset Information Management	• Asset information is managed within an asset management system in accordance with council's information management and asset management standards and policies. • Assets under the control of council are identified and recorded in a register with the level of detail and accuracy being based on: ▪ Statutory requirements, and then ▪ Risk management requirements, and then ▪ Cost/benefit. • Statutory requirements for external reporting are met (as a minimum).

Asset Management Domain	Guiding Principles
Lifecycle Management	• Assets are managed from a whole-of-life perspective (i.e. from planning and design to disposal). • Assets are managed to achieve the maximum value to the organisation at the lowest possible whole-of-life cost whilst controlling exposure to risk and loss of service. • Assets are managed in support of the development of sustainable communities and can adapt to changing environmental and social conditions. • Statutory requirements for asset management planning are met (as a minimum).
Service Level Management	• A planned approach is taken to the impacts of growth and demographic change through demand management and asset investment using an agreed growth and demographic model. • Current and desired levels of service are defined for asset-based services that consider: community expectations; legislative and technical requirements; the cost of service and economic, environmental, and social sustainability. • Council is committed to funding infrastructure renewal requirements stated in the annually updated Total Asset Management Plan which is a collation of the individual asset class Asset Management Plans to ensure the sustainability of the region's infrastructure base. • Investment decisions for new/upgraded infrastructure will consider whole-of-life costs, including specifying additional annual operations and maintenance costs as part of the defined approval process.

3.0 Definitions

TERM	DEFINITION
Asset	shall mean an item that has potential or actual value to an organisation.
Asset Life Cycle	refers to the life of an asset, beginning with the establishment of a need for it, through its acquisition, operation and any maintenance or upgrading, to its disposal.
Asset Management	refers to the systematic approach to manage assets through all life cycle phases. This involves applying a combination of engineering, financial and other technical practices to the management of infrastructure; costs; opportunities; risks and performance.
Council	refers to Central Highlands Regional Council.
The Act	shall mean the Local Government Act 2009 (as amended).
The Regulation	shall mean the Local Government Regulation 2012 (as amended).

Strategic Link	*s 104, Local Government Act 2009* (Qld) s 167, s168, Local Government Regulation 2012 (Qld) Project Decision Framework Policy Asset Management Strategy Asset Management Plans Total Asset Management Plan
Category	Council Assets and Maintenance
Lead Business Unit	Asset Management
Public Consultation	No
Adoption Date	25 May 2022
Next Review Due	25 May 2023
Document Number	953715
Record Keeping	ECM, Vine and Council Website
Related Documents	Asset Disposal Policy CHRCP0001 Budget Policy CHRCP0009

Central Highlands Regional Council	**CENTRAL HIGHLANDS REGIONAL COUNCIL POLICY**	
	Road Dust Sealing Request Management	**POLICY REF NO** CHRCP: 0019

1.0 Policy Purpose

1.1. This policy provides council and its administration with the principles and guidelines to carry out works on council maintained unsealed roads to minimise public concerns related from dust nuisance. The policy also permits council to accept monetary contributions from residents to allow self-funding of dust sealing of unsealed gravel roads, subject to conditions outlined within this policy.

1.2. This Policy does not apply to a road opening or upgrade that is subject to a development application and is only limited to requests that relate to specific benefits for the applicant. All other requests will be managed through the assessment process in accordance with the Asset Management Plans.

2.0 Policy Statement

2.1. Council recognises that residents living in houses located along unsealed roads in the district may prefer the section of roadway within the immediate vicinity of their houses to be sealed to reduce dust blowing onto their property and particularly their house.

2.2. To enable the service to be provided, council is committed to ensuring a fair and transparent process in considering requests for dust suppression treatment of unsealed council roads. The sealing of roads under this policy will be at the rate payer's costs.

2.3. Council manages its road investment decisions through its adopted Asset Management Plan which ensures the projects contribute to the need and benefits of the wider Community. Requests of a general nature that provide benefit to the community are prioritised on the basis documented in the Asset Management Plan. Requests for road upgrades such as bitumen sealing for mitigation of dust impacts will be assessed in accordance with this Policy.

3.0 Content

3.1. The decision to approve the sealing of a short section of a gravel road for the purpose of dust suppression will be made by council based on the following factors:

(i) Direct benefit of the applicant and the project is not included in council's long-term capital works program

(ii) Applicant is required to fund full cost of the works

(iii) The extent of the works to meet council's duty of care will be solely at the discretion of council.

4.0 Costs

4.1. The voluntary self-funded dust seal cost will include the dust seal as well as formation reconstruction, pavement reconstruction and drainage reconstruction where necessary. Council will provide a cost estimate for the works prior to commencement however, the final costs of the works will be based on actual costs upon completion.

4.2. Council's cost estimate will be calculated using all appropriate overhead costs (i.e. on costs) however, council will not seek a profit from the delivery of the dust seal.

4.3. Council will not make any contribution to the works unless an allocation has been provided for in the current management plans budget allocation for unspecified dust sealing works. Nor will council accept any offer that is conditional upon council making a contribution.

4.4. The priority decisions of council's works program will be made without regard to the potential or otherwise of a contribution under this policy.

5.0 Conditions and Obligations

5.1. The voluntary self-funded contributor will not have any authority or exercise any rights over the works by council during or after construction.

5.2. Payment for cost of the works will be made prior to commencement of works and will be based on the cost estimate provided. Final costs shall be reconciled at completion of the works. Either party, as necessary, will adjust payment within 30 days of notification of final costs.

5.3. Prior to council undertaking the work it will be necessary for the landholder to sign and execute an agreement prepared by Council confirming the conditions and obligations of this policy.

6.0 Definitions

TERM	DEFINITION
CEO	means the Chief Executive Officer.
Council	means the Central Highlands Regional Council.
The Act	means the *Local Government Act 2009* (Qld) (as amended).
The Regulation	means the *Local Government Regulation 2012* (as amended).

Strategic Link	Asset Management Plan *Local Government Act 2009* (Qld) Local Government Regulation 2012 *Land Act 1994* (Qld)
Category	Roads

Lead Business Unit	Infrastructure & Utilities
Public Consultation	**No**
Adoption Date	25 May 2022
Next Review Due	25 May 2023
Document Number	1520411
Record Keeping	ECM, Vine and Council Website
Related Documents	N/A

Central Highlands Regional Council	**CENTRAL HIGHLANDS REGIONAL COUNCIL POLICY**	
	Water Supply (Domestic Use Only) for Sapphire and Rubyvale Mining Claims and Leases	**POLICY REF NO** CHRCP: 0069

1.0 Policy Purpose

1.1 To define council's position on temporary water connections and charges for mining claims/leases within the Sapphire & Rubyvale townships.

1.2 To ensure water operations and charges related to all mining claims/leases at Sapphire and Rubyvale are incorporated into council operations and to provide a position on temporary water connections to mining claims and leases.

2.0 Policy Statement

2.1 Mining claims/leases within the Sapphire and Rubyvale townships shall be entitled to a temporary annual connection to council town water supply, subject to meeting conditions as specified in the Water Supply (Domestic Use Only) for Sapphire and Rubyvale Mining Claims/Leases Policy Procedure.

Strategic Link	*Local Government Act 2009* (Qld) Local Government Regulation 2012 (Qld) *Water Supply (Safety and Reliability) Act 2008* (Qld)
Category	Water Supply
Lead Business Unit	Water Business Unit
Public Consultation	**No**
Adoption Date	25 May 2022
New Review Date	25 May 2023
Document Number	903226
Record Keeping	ECM, council website, Vine
Related Documents	Water Supply (Domestic Use Only) for Sapphire and Rubyvale Mining Claims/Leases Procedure

Central Highlands Regional Council	**CENTRAL HIGHLANDS REGIONAL COUNCIL POLICY**	
	Water Sub-metering for Community Title Schemes	**POLICY REF NO** CHRCP: 0070

1.0 Policy Purpose

1.1 The purpose of this policy is to ensure customer equity and parity in regard to water sub-metering and billing arrangements for Community Titles Schemes.

1.2 This policy applies to water consumption billing for properties within a Community Titles Scheme.

2.0 Policy Statement

2.1 Council has two arrangements available for Community Titles Schemes based on the installation of sub-meters meeting council's requirements.

2.1.1 Scenario One

a) In the case of existing Community Title Schemes, where sub-meters are not installed, council will provide individual accounts to each Lot Owner for a share of the total charge payable for the water supplied to the Scheme Land, based on the contributions for each lot.

The Body Corporate may, by agreement with Council, take on liability for each Lot Owner within the scheme for the water supplied to the whole of the Scheme Land. In such cases, council will provide the account to the Body Corporate for the total charge payable for the water supplied to the Scheme Land.

2.1.2 Scenario Two

a) In the case of new community titles schemes or where sub-meters are installed, council will provide individual water accounts to each Lot Owner within the scheme based on usage registered on the sub-meter installed to the lot where:

- all lots within the scheme have a sub-meter.
- all Common Property water use must be sub-metered;
- the sub-meters are installed in compliance with Queensland plumbing and drainage legislation, Australian & Queensland plumbing standards and codes;
- the sub-meters are accessible to read;
- the ownership of the sub-meters and if applicable, Automated Meter Reading (AMR) technology has been accepted by council;
- The Body Corporate retains maintenance responsibilities of all plumbing from the Master metre to and after sub-meters; and
- the Body Corporate accepts liability for water consumption supplied to the common property defined as common property water consumption.

A summary of the standard billing arrangements and requirements for a Water Charges Agreement under each scenario are provided in the following table:

Scenario	Water and wastewater service charges	Volumetric consumption charges	Water Charges Agreement Required

1	Charged to the individual lot owner or Body Corporate	Charged to the individual lot owner based on contribution schedule or alternatively charged to the Body Corporate, if agreed with council	Yes
2	Charged to the individual lot owner	Charged to the individual lot owner based on usage registered on the sub- meter Common property consumption charged to Body Corporate	No

3.0 Body Corporate Water Charges Agreements

3.1 In the case of **Scenario 1** the Body Corporate must submit a written request to council to establish the relevant billing arrangement. Where approval is granted, council will provide a written response outlining the agreement conditions based on the relevant scenario.

4.0 Definitions

TERM	DEFINITION
Accessible	for water sub-meter reading purposes, means sub-meters must be located in a public access area. The sub-meters must not be obscured by vehicle movement, overgrown vegetation and be free from all other forms of obstruction (i.e. Security access).
Automatic Meter Reading (AMR)	technology describes a method of reading water meters other than by visual inspection of the meter face. A generic term for all systems with this capability.
Body Corporate	is an entity created under the *Body Corporate and Community Management Act 1997*. The members of the Body Corporate for a community titles scheme are the owners of all the units/lots included in the scheme.
CEO	refers to Chief Executive Officer
Council	refers to Central Highlands Regional Council
Common property	for a community titles scheme is freehold land forming part of the scheme land, but not forming part of a lot included in the scheme.
Common Property Water Consumption	is the consumption attributable to Sub-meters supplying the common property area.
Community Titles Scheme	means a scheme registered in accordance with the *Body Corporate and Community Management Act 1997* in relation to certain freehold land. A community titles scheme is established by: • The registration, under the *Land Title Act 1994,* of a plan of subdivision for identifying the scheme land for the scheme; and • The recording by the registrar of the first community management statement for the scheme
Existing community titles scheme	describes any development which received plumbing approval before 1 January 2008.
Lot owner	being the owner of a house, unit, apartment or vacant lot within the scheme land.
Master meter	is the meter installed at the point of connection for the community titles scheme land to the Council main and is up stream of all sub-meters and used to measure the water supplied to the whole of the scheme land.

New community titles scheme	describes any development which received plumbing approval after 1 January 2008.
Scheme Land	means the land identified in the plan of subdivision registered under *the Land Title Act 1994* in relation to a community titles scheme.
Sub-meter	measures the water supplied to an individual lot, common property or part of the common property within the scheme. This can be contrasted to the Master meter which measures the water supplied to the whole of the scheme land.
Sub-metering	is the installation of individual water meters to measure water consumption to individual lots within either an existing or new community titles scheme.
Water Meter	describes a device, for measuring the volume of water supplied to a premise.

Strategic Link	*Body Corporate and Community Management Act* 1997 (Qld) *Local Government Act 2009* (Qld) *Local Government Regulation 2012* (Qld) *Plumbing and Drainage Act 2018* (Qld) Plumbing and Drainage Regulation 2019 (Qld) Central Highlands Regional Council Revenue Policy Queensland Plumbing and Wastewater Code *Land Title Act 1994* (Qld)
Category	Water Connection
Lead Business Unit	Water Business Unit
Public Consultation	**No**
Adoption Date	25 May 2022
New Review Date	25 May 2023
Document Number	1130393
Record Keeping	ECM, council website, Vine
Related Documents	Water Supply (Domestic Use Only) for Sapphire and Rubyvale Mining Claims/Leases Procedure

2022 / 05 / 25 / 006 Carried (7-0)

Resolution:
Cr Rolfe moved and seconded by Cr Moriarty "That Central Highlands Regional Council:

1. Adopt the following policy which has a minor proposed change:
    a. Urban and Rural Addressing Policy CHRCP: 0071

Central Highlands Regional Council	**CENTRAL HIGHLANDS REGIONAL COUNCIL POLICY**	
	Urban and Rural Addressing	**POLICY REF NO** CHRCP: 0071

1.0 Policy Purpose

1.1 The purpose of this policy is to provide a consistent framework for rural and urban addressing for properties within the jurisdiction of Central Highlands Regional Council to ensure all properties are readily locatable and unambiguously identifiable to eliminate inconsistencies in future street number allocations.

2.0 Policy Statement

2.1 The addressing system has been established for property owners to assist them to be located by emergency services, postal and other service providers and the general public.

2.2 The Australian/New Zealand Standard – Rural and Urban Addressing (AS/NZS 4819:2011) is adopted by Council as the broad guidelines for the implementation of the addressing system.

3.0 Rural Addressing

3.1 On request from the property owner, a rural address site shall be assigned a rural address number, providing the property has a defined access and there is infrastructure on the property, such as a house, stock yards, shed etc.

3.2 To ensure uniformity throughout the region, Council will provide and install the initial standard number post with the reflective rural address number adhered to both sides of the post.

3.3 Standard number posts will be installed adjacent to the main property driveway / turnout or access point onto the road, and in a position, which does not obstruct services or traffic.

3.4 Once the rural addressing post has been installed by Council its location is not to be altered. Any change to the location of the rural addressing post may alter the number assigned and must be referred to Council.

3.5 Council accepts no liability or responsibility for the maintenance, loss or damage of rural numbering.

3.6 Where a replacement standard number post is required as a result of vandalism, theft, damage or otherwise, the property owner is responsible for all costs involved.

3.7 Changes to rural addresses as a result of realignments of roads or otherwise, will be included in the cost of the project for the road alignment or otherwise. In this instance Council will recalculate the new rural address number and supply and install the new addressing components at no charge to the property owner.

4.0 Urban Addressing

4.1 Urban addressing applies to the numbering of all properties within the limits for all zones not designated as rural or rural residential as defined through council's adopted town planning scheme.

4.2 All property owners will be responsible for displaying their allocated urban address number and to do so at their expense.

4.3 It is recommended that the number:

4.3.1 be placed in a position clearly visible from the adjoining road

4.3.2 be between 0.75 – 1.5 metres above ground level

4.3.3 be a minimum of 75 mm high

4.3.4 be reflective or have a reflective background

4.3.5 be of a colour that has high contract with its background

4.4 Property owners will be responsible for the replacement of fading, missing, stolen, vandalised or damaged urban property numbers.

4.5 Council accepts no liability or responsibility for the maintenance, loss or damage of urban numbering.

Strategic Link	Planning Scheme
Category	Roads
Lead Business Unit	Infrastructure
Public Consultation	No
Adoption Date	25 May 2022
New Review Date	25 May 2023
Document Number	1633180
Record Keeping	ECM, Vine, Council website
Related Documents	N/A

2022 / 05 / 25 / 007 Carried (6-1)

Cr Sypher requested for her vote be recorded against the motion

2021-22 Operational Plan Quarter 3 Performance Report

Purpose:
This report presents the quarterly progress toward implementation of Central Highlands Regional Council's 2021-22 Operational Plan for the third quarter ending 31 March 2022.

Resolution:
Cr Burns moved and seconded by Cr Carpenter "That Central Highlands Regional Council receive the 2021-22 Operational Plan Quarter 3 Performance Report."

2022 / 05 / 25 / 008 Carried (7-0)

Adjournment
Meeting was adjourned at 10.24am
Meeting resumed at 10.45am

Attendance
Manager Finance V. Coleman attended the meeting at 10.45am

Monthly Finance Report

Purpose:
This report is produced in accordance with section 204 of the Local Government Regulation 2012, which requires a financial report to be presented to council once a month. This provides oversight of council's financial position and performance against the latest approved budget.

Resolution:
Cr Rolfe moved and seconded by Cr Carpenter "That Central Highlands Regional Council adopt the monthly financial report for the period ended 30 April 2022."

2022 / 05 / 25 / 009 Carried (7-0)

Attendance
Chief Executive Officer S. Houlihan left the meeting at 10.58am
General Manager Communities J. McDougall left the meeting at 11.45am
General Manager Communities J. McDougall returned to the meeting at 11.46am
Cr Sypher left the meeting at 12.01pm and returned to the meeting at 12.02pm

Central Highlands Development Corporation Funding for Endorsement

Purpose:
To seek endorsement from Central Highlands Regional Council for funding for Central Highlands Development Corporation through the Office of the Chief Executive Officer 2022-23 Budget.

Recommendation:
That Central Highlands Regional Council endorses the amount of $2,219,630 for funding to Central Highlands Development Corporation for its 2022-23 budget.

Resolution:
Cr Rolfe moved and seconded by Cr Hayes "That Central Highlands Regional Council endorses the amount of $2,025,000 for funding to Central Highlands Development Corporation for its 2022-23 budget."

2022 / 05 / 25 / 010 Lost (3-4)

Attendance
Chief Executive Officer S. Houlihan returned to the meeting at 12.06pm
Coordinator Property Services A. Hewitt and Property and Leasing Officer R. Maguire attended the meeting at 12.13pm
Minute Secretary M. Wills left the meeting at 12.14pm and returned to the meeting at 12.16pm
Manager Finance V. Coleman left the meeting at 12.16pm
Cr Rolfe left the meeting at 12.18pm
General Manager Corporate Services M. Gatt left the meeting at 12.20pm
Cr Rolfe returned to the meeting at 12.20pm

Customer and Commercial Services

Land Acquisition - Part of Lot 52 CP892529 Reserve

Purpose:
The report proposes for decision the acquisition of land being part of Lot 52 CP892529 at Dingo, a community purpose reserve for camping and water (stock route) to enable Central Highlands Regional Council (council) (as Trustee) to lawfully continue its current use as a water treatment plant.

Resolution:
Cr Sypher moved and seconded by Cr Burns "That Central Highlands Regional Council:

1. Approve to progress the acquisition of part of land identified as Lot 52 CP892529 by way of freehold conversion through the Department of Resources processes (subject to survey).
2. Approve to progress the acquisition of part of land identified as Lot 42 HT484 owned by Telstra Corporation Limited if identified following survey that there is encroachment onto Lot 42 HT484.
3. Delegate to the Chief Executive Officer to undertake due diligence and negotiate the terms and conditions of any agreements to purchase land and enter any agreements subject to the due diligence and negotiations."

2022 / 05 / 25 / 011 Carried (7-0)

Attendance
Coordinator Property Services A. Hewitt and Property and Leasing Officer R. Maguire left the meeting at 12.20pm
General Manager Corporate Services M. Gatt returned to the meeting at 12.22pm

Infrastructure and Utilities

Endorsement of projects for Bridges Renewal Program and Heavy Vehicle Safety and Productivity Program

Purpose:
The purpose of this report is to identify projects that may be included in an application for funding through the Bridges Renewal Program and Heavy Vehicle Safety and Productivity Program.

Recommendation:
That Central Highlands Regional Council approve the following projects for submission under the Bridges Renewal Program and Heavy Vehicle Safety and Productivity Program.

Project	Council Contribution $	Application $	Total Project Value $
Blackboy Creek Bridge Replacement	600,000	2,400,000	3,000,000
Fork Lagoons Timber Bridge Replacement	600,000	2,400,000	3,000,000
Buckland Road Range Crossing Seal	400,000	1,600,000	2,000,000

Furthermore, that if the application is successful, Central Highlands Regional Council (council) will commit to the inclusion of required funds in the 2022-23 and 2023-24 budgets as council's contribution to the project.

Resolution:
Cr Sypher moved and seconded by Cr Brimblecombe "That Central Highlands Regional Council approve the following projects for submission under the Bridges Renewal Program and Heavy Vehicle Safety and Productivity Program.

Project	Council Contribution $	Application $	Total Project Value $
Blackboy Creek Bridge Replacement	600,000	2,400,000	3,000,000
Buckland Road Range Crossing Seal	400,000	1,600,000	2,000,000

Furthermore, that if the application is successful, Central Highlands Regional Council (council) will commit to the inclusion of required funds in the 2022-23 and 2023-24 budgets as council's contribution to the project."

2022 / 05 / 25 / 012 Carried (7-0)

Chief Executive Officer

Local Government Association of Queensland (LGAQ) Civic Leaders Summit - 29 to 30 June 2022

Purpose:
The Local Government Association of Queensland (LGAQ) Civic Leaders Summit is being held on the Sunshine Coast from 29 to 30 June 2022.

This report is to determine attendance at the summit by the mayor and deputy mayor.

Resolution:
Cr Burns moved and seconded by Cr Carpenter "That Central Highlands Regional Council be represented at the Local Government Association of Queensland (LGAQ) Civic Leaders Summit to be held on the Sunshine Coast from 29 to 30 June 2022 by its Mayor Cr Kerry Hayes, Deputy Mayor Cr Christine Rolfe along with Chief Executive Officer Sharon Houlihan."

2022 / 05 / 25 / 013 Carried (7-0)

DECISION ACTION – CLOSED SESSION

Into Closed Session
Resolution:
Cr Moriarty moved and seconded by Cr Carpenter "That Council close its meeting to the public in accordance with Section 254 (J) (3) (a) of the Local Government Regulation 2012 and that Council staff involved in the closed discussions remain in the room."

(a) the appointment, discipline or dismissal of the chief executive officer;

2022 / 05 / 25 / 014 Carried (7-0)

The meeting was closed at 12.31pm

Formal confirmation of employment – Chief Executive Officer

Out of Closed Session
Resolution:
Cr Rolfe moved and seconded by Cr Burns "That the meeting now be re-opened to the public."

2022 / 05 / 25 / 015 Carried (7-0)

The meeting was opened at 12.41pm

Formal confirmation of employment – Chief Executive Officer

Purpose:
The Central Highlands Regional Council chief executive officer's contract of employment contains a 6-month probationary period. Council is required to formally confirm the chief executive officer's ongoing employment at the end of that 6-month probationary period. This report seeks endorsement of the chief executive officer's ongoing employment.

Resolution:
Cr Rolfe moved and seconded by Cr Carpenter "That Central Highlands Regional Council:

1. Notes the report on the chief executive officer's 6-month performance review from the CEO Performance Review Panel that reflects a competent / better than competent overall outcome.
2. Formally confirms the appointment of Ms Sharon Houlihan as chief executive officer."

2022 / 05 / 25 / 016 Carried (7-0)

LATE AGENDA ITEMS

Nil

GENERAL BUSINESS

(Verbal matters raised by Councillors either as a question or acknowledgement)

Cr Rolfe

- Cr Rolfe extended her apologies to the community of Blackwater, that she is unable to attend this afternoon's community consultation due to her commitments with the Springsure Show on Friday and Saturday

Cr Moriarty

- Acknowledged and highlighted that it is National Reconciliation Week from 23 May to 27 May 2022

CLOSURE OF MEETING

There being no further business, the Mayor closed the meeting at 12.45pm.

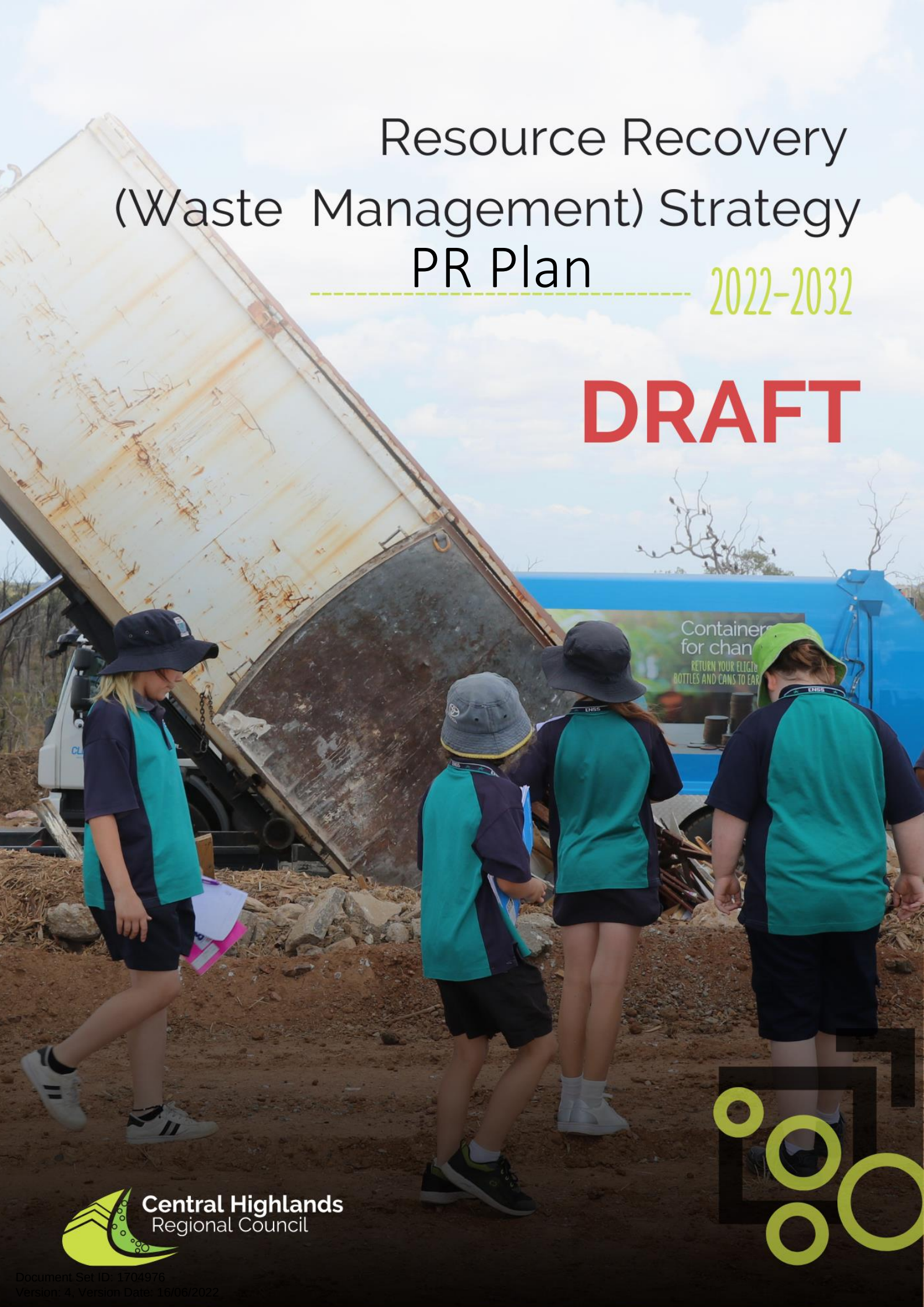
CONFIRMED

MAYOR

DATE

Resource Recovery (Waste Management) Strategy PR Plan 2022-2032

DRAFT



Central Highlands Regional Council

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DRAFT RESOURCE RECOVERY (WASTE MANAGEMENT) STRATEGY 2022–2032

PR activity timeline

This PR plan will detail the key messages and dates for community engagement of the draft Resource Recovery (waste management) Strategy 2022 – 2032 between 26 May – 10 June 2022.

It is noted that further targeted communication and engagement will be required if the draft strategy is adopted by council. This engagement will be targeted to specific stakeholders who may be impacted by the outcomes within the proposed Strategic Goals.

Key dates

- Strategic briefing: 10 May 2022
- Council meeting: 25 May 2022
- Consultation period: 26 May – 10 June 2022

Key messages

- Central Highlands Regional Council is responsible for managing a significant portion of the waste generated in the region, mainly household waste.
- This draft strategy aims to guide the way waste is managed and help council provide a cost-effective, fit-for-purpose resource recovery (waste) management system, within a rapidly changing waste management industry.
- The strategy's overarching goal is to minimise waste production and maximise resource recovery through education and positive behaviour change.
- Some of the key outcomes of the strategy are:
    - the investigation of future expansion of council's kerbside collection service
    - a resource recovery (waste) network of appropriately located resource recovery centres, landfills and bulk bin stations.
    - the establishment of a region-wide Regional Resource Recovery Centre.
- Council is seeking feedback on the draft strategy until 10 June 2022.
- You can provide your feedback through our Have Your Say, Central Highlands platform at http://haveyoursay.chrc.qld.gov.au

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PROMOTION OF DRAFT RESOURCE RECOVERY (WASTE MANAGEMENT) STRATEGY CONSULTATION

PR activity timeline

ACTIVITY/ MATERIAL	PURPOSE	DISTRIBUTION	TIMING	STATUS	TEAM
Media release	To promote consultation for RRS to the community.	News outlet email list CHRC e-news Website Community newsletters	26 May	**Drafted**	**PRE**
Email to customer service staff	As above.	Email	25 May	**Drafted**	**E&W**
Radio advertising (1 x week) ($530 + GST)	As above.	HitFM	3 – 10 June	**Drafted**	**PRE**
Intranet post	As above.	The Vine	26 May	**Drafted**	**E&W**
Posters with QR code	As above. However, not relying on digital.	Sent to area officers, resource recovery centres and printed by CS staff.	To be sent 25 May	**Drafted**	**PRE**
Flyers and cards with QR codes	As above. However, not relying on digital.	Sent to area officers, resource recovery centres (printing TBC).	To be sent 25 May	**Drafted**	**PRE**
E-News	As above.	Including in e-news for the duration of the consultation.	26 May	**Drafted**	**PRE**
Social media campaign (images, links)	As above.	Facebook	26 May	**Drafted**	**PRE**
Facebook Advertising ($300 + GST) *(Will get approx. 6,000 – 8,000 reach across region over a month)*	As above.	Facebook	26 May – 10 June	**Drafted**	**PRE**
Have your say *(online and paper)*	As above	Feedback through the "Have your say" platform including survey http://haveyoursay.chrc.qld.gov.au	26 May – 10 June	**Drafted**	**E&W**

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CRG Visits	As above.	Arcadia Valley: Thursday 2 June, 12.30pm Rolleston: Wednesday 8 June, 3.30pm Springsure: Monday 30 May, 6.00pm)	26 May – 10 June	**Confirmed**	**E&W**
Central Highlands Show dates	As above.	• Springsure show day: Friday 27 May 2022 • Emerald show day: Tuesday 31 May & Wednesday 1 June 2022		**Confirmed**	**E&W**
Drop in visits (Resource Recovery Centres and town halls, promoting to the CRG lists)	As above.	• Gemfields RRC: Friday 3 June, 8-12 • Capella RRC: Monday 6 June, 8-12 • Bluff RRC: Monday 6 June, 2-4 • Dingo Hall: Thursday 9 June, 12-2 • Duaringa RRC: Thursday 9 June, 9-11 • Emerald RRC: Friday 3 June, 2-4 • Bauhinia hall: Tuesday 7 June, 11-1	26 May – 10 June	**Confirmed**	**E&W**

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Planning Act 2016

CENTRAL HIGHLANDS REGIONAL COUNCIL TEMPORARY LOCAL PLANNING INSTRUMENT 02/2022 (OPERATIONAL WORK INVOLVING VEGETATION CLEARING WITHIN THE CARNARVON GORGE AREA – SPECIFICALLY LOTS 7AP15625, 7SP103687, 6SP103687, 236NPW490 [SEGMENT NO. 44206, PARCEL NO. 17], 8CUE78 AND 10CUE87)

1. Purpose of the Temporary Planning Instrument 02/2022

1.1. The purpose of the Temporary Local Planning Instrument 02/2022 (Operational work involving vegetation clearing within the Carnarvon Gorge area – specifically lots 7AP15625, 7SP103687, 6SP103687, 236NPW490 [Segment No. 44206, Parcel No. 17], 8CUE78 and 10CUE87) is to:

Ensure that these lots, identified within the Carnarvon Gorge area, are subject to an appropriate level of assessment for vegetation clearing to provide for the protection and maintenance of areas supporting biological diversity, ecological integrity, scenic amenity and landscape character as the current Planning Scheme does not trigger Operational work for vegetation clearing.

2. Effect of this Temporary Local Planning Instrument

2.1. This Temporary Local Planning Instrument prescribes, for lots 7AP15625, 7SP103687, 6SP103687, 236NPW490 [Segment No. 44206, Parcel No. 17], 8CUE78 and 10CUE87 (refer Appendix A – Subject area), the:

- Category of development and assessment for Operational work involving vegetation clearing not associated with a Material Change of Use and/or Reconfiguring a Lot
- Category of development and assessment for Operational work involving vegetation clearing associated with a Material Change of Use and/or Reconfiguring a Lot; and
- Assessment benchmarks for assessable development.

Assessable development is to be assessed against the requirements and assessment benchmarks contained in 7. Temporary Local Planning Instrument 02/2022 code as well as any requirements under the Central Highlands Regional Council Planning Scheme 2016.

3. Duration of the Temporary Planning Instrument

3.1. This Temporary Local Planning Instrument 02/2022 (Operational work involving vegetation clearing within the Carnarvon Gorge area - specifically lots 7AP15625, 7SP103687, 6SP103687, 236NPW490 [Segment No. 44206, Parcel No. 17], 8CUE78 and 10CUE87) will have effect in accordance with the *Planning Act 2016* for a period not exceeding two (2) years from 25 May 2022, or until the approval and commencement of Planning Scheme Amendment No. 7 - Major Amendment - Business Improvement and Innovation Amendment (reference MA-00041).

4. Application of Temporary Planning Instrument

4.1. This Temporary Local Planning Instrument applies to lots 7AP15625, 7SP103687, 6SP103687, 236NPW490 [Segment No. 44206, Parcel No. 17], 8CUE78 and 10CUE87 within the Central Highlands Regional Council Planning Scheme area (refer Appendix A – Subject area).

5. Definitions

5.1. Terms exclusive to this Temporary Local Planning Instrument have been identified in Table 7.1. All other terms in this instrument have the meaning given to it by the Central Highlands Regional Council Planning Scheme 2016 or the *Planning Act 2016*.

6. Operational work involving vegetation clearing within the Carnarvon Gorge area – specifically lots 7AP15625, 7SP103687, 6SP103687, 236NPW490 [Segment No. 44206, Parcel No. 17], 8CUE78 and 10CUE87

6.1. For the purposes of administering Section 5.8, Table 5.8.1 of the Central Highlands Regional Council Planning Scheme 2016, the following shall apply in addition to any other provisions of that Section not suspended by this Temporary Local Planning Instrument:

Table 6.1 ***Categories of development and assessment - within lots 7AP15625, 7SP103687, 6SP103687, 236NPW490 [Segment No. 44206, Parcel No. 17], 8CUE78 and 10CUE87***

Development	**Category of development and assessment**	**Assessment Benchmarks for Assessable Development and requirements for Accepted Development**
Vegetation clearing on lots 7AP15625, 7SP103687, 6SP103687, 236NPW490 [Segment No. 44206, Parcel No. 17], 8CUE78 and 10CUE87		
Operational work involving vegetation clearing not associated with a Material Change of Use and/or Reconfiguring a Lot Editor's note: Vegetation clearing as defined under the *Vegetation Management Act 1999*	**Accepted development** if: 1. for exempt vegetation clearing; or 2. for vegetation clearing equal to or less than 100m^2 in total cleared area.	
	Code assessment	Temporary Local Planning Instrument 02/2022 code
Operational work involving vegetation clearing associated with a Material Change of Use and/or Reconfiguring a Lot Editor's note: Vegetation clearing as defined under the *Vegetation Management Act 1999*	**Accepted development** if: 1. for exempt vegetation clearing; or **2.** for vegetation clearing equal to or less than 100m^2 in total cleared area.	
	Code assessment	Temporary Local Planning Instrument 02/2022 code

7. Temporary Local Planning Instrument 02/2022 code

Purpose and overall outcomes

1. The purpose of the Temporary Local Planning Instrument 02/2022 code is to provide for the protection and maintenance of areas supporting significant biological diversity, ecological integrity, scenic values and landscape character.
2. The purpose of the Temporary Local Planning Instrument 02/2022 code will be achieved through the following overall outcomes:
   a. areas having significant natural environmental values for biological diversity, water catchment, ecological functioning and historical or cultural significance are:
      i. conserved for their importance in contributing to ecological sustainability; and
      ii. appropriately managed to the general exclusion of most forms of development;
   b. development maintains the scenic values and landscape character of the area, particularly prominent ridgelines, significant landmarks, and rural views and vistas;
   c. natural features such as creeks, gullies, waterways, wetlands, flora and fauna communities, habitats, environmental values, vegetation and bushland are conserved and buffered from activities in the area and adjoining land uses;
   d. development conserves and enhances the Central Highland's biodiversity values and associated ecosystem services;
   e. development avoids as far as practicable, or if avoidance is not feasible, minimises adverse impacts on native vegetation;
   f. development does not adversely impact on the continued operation, viability and maintenance of existing infrastructure or compromise the future provision of planned infrastructure.

Table 7.1 - Administrative definitions

Column 1 Term	Column 2 Definition
Exempt vegetation clearing	Vegetation clearing under the following circumstances: (a) vegetation clearing undertaken by a statutory authority on land other than freehold land; (b) vegetation clearing undertaken by the Council in the exercise of its power under the *Local Government Act 2009*; (c) vegetation clearing undertaken by or on behalf of the Council on Council owned or controlled land included within the Environmental Management and Conservation zone; (d) clearing of a plant declared as a pest pursuant to the *Land Protection (Pest and Stock Route Management) Act 2002*; (e) vegetation clearing in accordance with a current development approval: (i) for material change of use, reconfiguring a lot or other operational work; or (ii) for building work associated with a dwelling house; (f) vegetation clearing in accordance with an approved Property Vegetation Management Plan, current permit or other approved plan granted under a local law; (g) vegetation clearing required for emergency works, where: (i) a person honestly and reasonably believes that an immediate threat exists to life or property; (ii) no other lawful action is reasonably available to the person to avoid the immediate threat to life or property; (iii) no reasonable opportunity exists for an application to be made to clear the vegetation; and (iv) Council is advised in writing as soon as practicable after the action has been taken (h) vegetation clearing that is for *essential management* as defined under the Planning Regulation 2017. **Editor's note—** vegetation clearing which is defined as exempt vegetation clearing for the purposes of the planning scheme may be subject to assessment under State and/or Federal legislation. **Editor's note—** Any clearing outside of what is approved under a current development approval may require an Operational works for vegetation clearing application to be made to Council.
Vegetation clearing	Clear, for vegetation— (a) means remove, cut down, ringbark, push over, poison or destroy in any way including by burning, flooding or draining; but (b) does not include destroying standing vegetation by stock, or lopping a tree. **Editor's note—** This definition reflects the definition provided under the *Vegetation Management Act 1999*. Where there is any inconsistency between the definition set out in the *Vegetation Management Act 1999* and this TLPI, the Act definition prevails.

Appendix A: Subject area

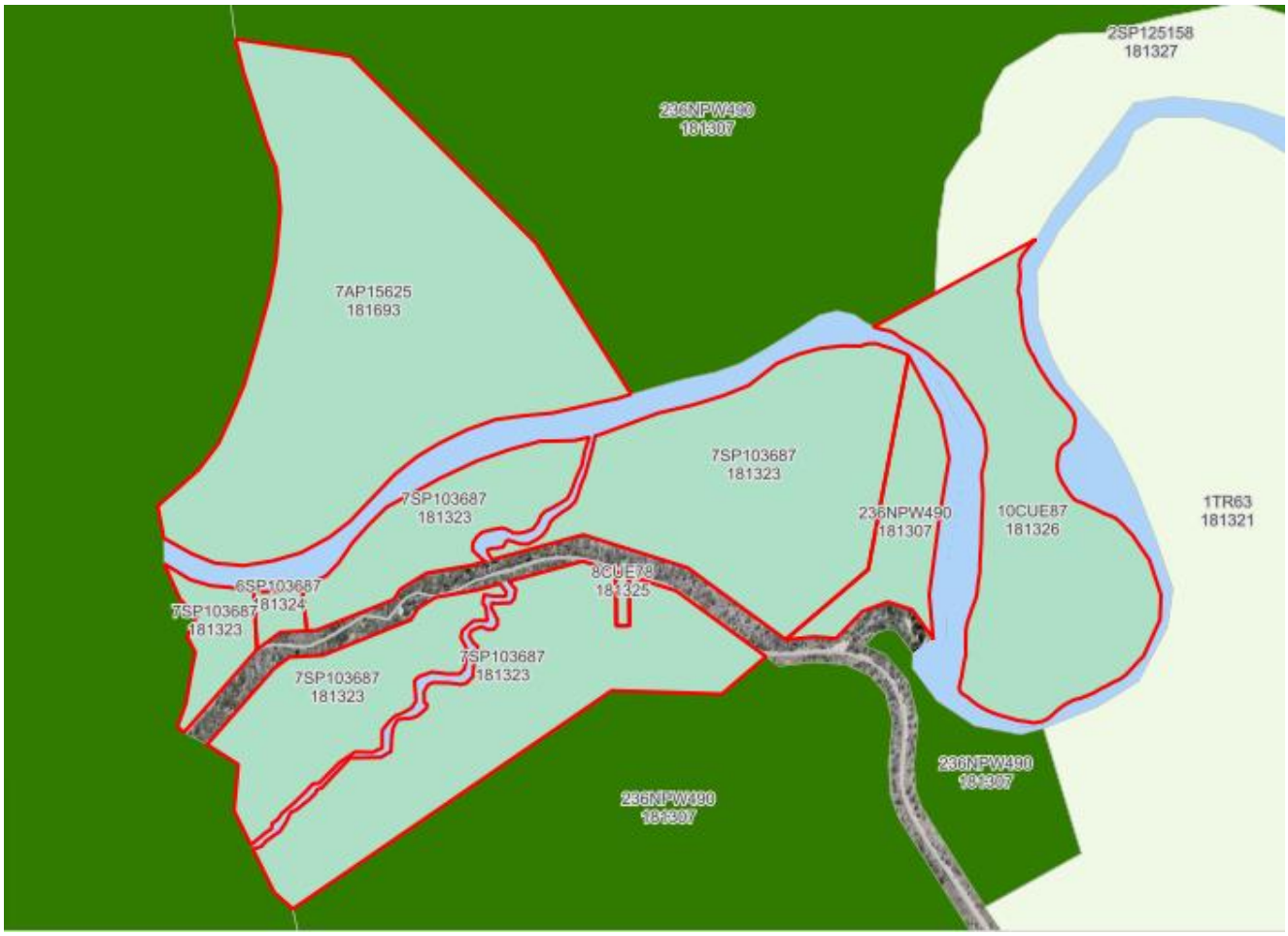

Figure 1: Subject area this TLPI applies to highlighted in red

Central Highlands Regional Council

2021-22 OPERATIONAL PLAN

Quarter 3 Performance Report

Emerald Saleyards

Central Highlands Regional Council

centralhighlands.qld.gov.au

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Central Highlands Regional Council

CEO's foreword

Quarter 3 Performance Report 2021-22

COMPLETING SIGNIFICANT PROJECTS AND FUTURE-PROOFING THE REGION

The start of this year put our staff to the test with increased COVID-19 spread throughout the region, causing many teams to perform their work differently to keep each other and our community safe.

Key technology upgrades, including the rollout of Microsoft Teams in 2021, helped us continue to deliver critical services to the community, including enabling council meetings to go online.

I am proud to say these challenging times have not lowered our staff's drive to perform for the community, with almost 50% of the original budget spent and nearly 80% of our capital works projects under construction or completed.

Our commitment to maintaining the region's roads continued to be a priority, with 534 km of grading work completed. The Willies Creek Royles Road works, co-funded by the Australian Government, were also completed ahead of schedule. As of March 2022, this primary route connecting the Central Highlands with major hubs and ports has received $3.75 million worth of upgrades and will be safer for local commuters and freight operators.

To ensure we can continue to deliver infrastructure projects, $1.5 million of new fleet assets have been purchased, including a road train/water tank destined for Duaringa and a hook loader truck for Emerald waste recovery station.

While sending staff to assist our neighbours in the south-east clean-up from recent floods, our planning team worked to protect the Central Highlands from future weather events by holding public consultation of the draft Major Planning Scheme Amendment No. 6 (Floodplain Management).

Recent tree trimming works in Duaringa proved successful in flying fox management and show the strategy helps mitigate the prolonged presence at this location.

Looking to the future, we have begun working with QCN Fibre to investigate suitable locations to connect high-capacity broadband to Bluff, Dingo and Duaringa.

We are also looking forward to hosting the first in-person Queensland Training Awards in two years. This year's ceremony will be heading to Emerald in late July. Council is nominated for two awards, including Acting Supervisor Parks and Gardens Blackwater, Madonna Nelson-Bamford, who is up for 'Harry Hauenschild Apprentice of the Year.'

Sharon Houlihan
Chief Executive Officer

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Bogantungan Hall

HOW WE CONNECT WITH OUR COMMUNITY

Each of our thirteen communities is unique and they are the heart of the Central Highlands region.

We intend to inspire community spirit and promote a sense of belonging by addressing liveability, empowering local influencers, stimulating cultural diversity and pursuits, promoting healthy lifestyles, encouraging young people and supporting local prosperity by robust advocacy through well-planned support and funding.

COMMUNITIES OUTCOMES FOR Q3 - 2021-22

218 MEETINGS WITH COMMUNITY AND 85% OF TENURE AGREEMENTS

$14,571

REGIONAL ARTS DEVELOPMENT FUND - ROUND 2

101

ENTRIES RECEIVED FOR THE ANNUAL ART AWARDS

PUBLIC CONSULTATION OF DRAFT MAJOR PLANNING SCHEME AMENDMENT NO.6 (FLOODPLAIN MANAGEMENT) COMPLETED

HAVE YOUR SAY CENTRAL HIGHLANDS HIGHLIGHTS

Three engagements were facilitated through the Have Your Say Central Highlands (HYSCH) website. These included voting for the People's Choice Award for the Annual Art Awards - Springsure, a survey targeted at specific stakeholders seeking feedback on the Regional Economic Development Incentive and an internal council survey.

There was a total of 2,508 visits to the HYSCH website this quarter, with 228 consultation responses.

INTERAGENCY NETWORK MEETINGS

The Emerald Interagency Network meeting was held on 1 February 2022, with 35 attendees representing 25 organisations.

The Blackwater Interagency Network meeting was held on 22 February 2022, with eight attendees representing five organisations.

REGIONAL ARTS DEVELOPMENT FUND - ROUND 2

Round two of the Regional Arts Development Fund (RADF) saw three applications funded to the value of $14,571. The three recipients were the Blackwater Patchwork Group, Springsure Working Horse Association, and Emerald Pottery Group.

With the return of unspent funds from previous projects, the funding pool for round three was $49,235.15. In round three, seven applications were received to the total value of $49,235.15 to be assessed by the committee in April 2022.

DIGITAL ART GALLERY

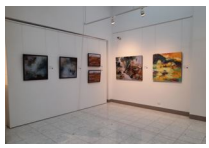
To improve accessibility, a digital art gallery has been relaunched on the council website. At the time of writing, the following exhibitions were available online, with more to come:

- Lyn Laver-Ahmat 'Light on Landscape'
- Annual Art Awards - Springsure

EMERALD ART GALLERY

Elena Churilova's exhibition 'To Australia, with Love' was on display in the Emerald Art Gallery in March 2022. The exhibition showcased the vibrancy and diversity of Australia in her own distinctive, lyrical style which combines reality and fantasy.

Lyn Laver-Ahmat's exhibition 'Light on Landscape' was on display at the Emerald Art Gallery during January and February 2022. As an alternative to an opening event, Lyn did a video interview which was featured on council's Our Artists in the Spotlight website page and via the Central Highlands Regional Galleries Facebook page.



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NEW LIBRARY ONLINE SERVICES

Three new online services are available to the community thanks to our library service.

Gale Interactive: Science is a highly visual database, that provides a comprehensive view of the most-studied science topics. Users can explore 3D models by zooming in, rotating, or pulling them apart.

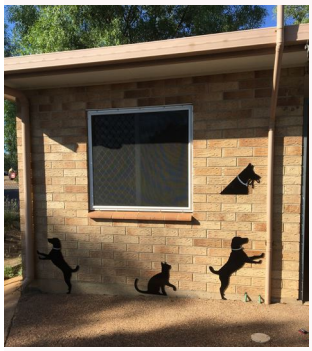
AMES Australia provides library members access to two online English courses for those learning or further developing their English skills. This is a fantastic free resource for new Australians.

And lastly, Kinderling, Australia's most popular kids radio station, plays family-friendly music and shows for children aged up to seven years old.

To access the online databases and apps, go to https://www.chrc.qld.gov.au/facilities-recreation/libraries/

RANGER SERVICES UPDATE

Rangers have been kept busy reinforcing our responsible animal management message. Our animal management centre received a minor facelift to make it more recognisable.



Recent tree trimming in Duaringa proved successful in flying fox roost management and shows the strategy helps mitigate the prolonged presence of roosts at this location.

The rural lands officer has been busy tackling pest plant issues throughout the region. They have employed biocontrol tactics collecting bugs and other specimens to combat various pest plants, such as the recent deployment of salvinia weevil to tackle the salvinia weed in Buddy's dam. Additionally, they have released mealy bug to control harrisia cactus around Capella, the jewel beetle for cats claw creeper in Springsure and numerous 1080 baiting bookings to tackle pest animals for the region's landholders.

PARKS AND RECREATION UPDATE

Parks and gardens have been conducting a major signage update installing 83 new park signs in Blackwater, Bluff, Dingo, Duaringa and Emerald with another 19 to go in Capella, Gemfields, Tieri and Springsure. Some of the signs are going into the region's new skateparks! One was recently completed in Sapphire and another is still under construction in Rolleston as part of the Beasley Park upgrades. The region's parks have also been added to major internet search engines to help residents and visitors find and make the most of these great spaces.

Community facilities has been painting some of the region's iconic buildings including McIndoe Function Centre, Capella Cultural Centre and the charming Bogantungan Hall. Works will continue until the end of June on the supper room in Emerald Town Hall, Bauhinia Memorial Hall in Springsure, Blackwater Civic Centre, Anakie Hall, Sapphire Hall and a new mural for Emerald RSL on the Emerald Town Hall.

Sports and recreation has been working hard reaching out to the community in the Game Plan 2.0 rollout! So far they have conducted 207 meetings with clubs to discuss tenure, facility usage, upgrades and grants, four community consultations on the Open Space Plan and seven annual user group planning meetings. Supported by the project management team, the new tennis court in Anakie has been completed and looks to be an amazing addition to the town's resources.

STRATEGIC LAND USE UPDATE

Public consultation of the draft Major Planning Scheme Amendment No. 6 (Floodplain Management) was conducted from 7 February to 4 March 2022.

In the Meet the Planner sessions over 40 residents were consulted.

All of the actions and outcomes have been documented in a community consultation report.

WASTE AND ENVIRONMENTAL HEALTH UPDATE

In recognition of Global Recycle Day in March, a recycle education exercise was organised with children from Emerald netball and cricket clubs.

Council's 15-year-old Emerald Transfer Nissan UD Hook Truck (which transports the bins to Lochlees landfill) was replaced. The old truck may still have some use in retirement, moving soil and mulch around the Lochlees site for tip face and batter management.

The environmental health team are moving into event season with eight applications received in March totalling 13 applications for the quarter.

COMMUNITIES' SERVICES

- Public assets and facilities
- Libraries
- Community planning and development
- Arts and cultural services
- Sport and recreational engagement
- Youth and indigenous development
- Parks and recreational services
- Sport and recreational facilities
- Cemeteries
- Town planning
- Development assessment
- Strategic land use and planning
- Building and plumbing
- Ranger services
- Environmental health
- Waste management
- Corporate communications and events
- Advocacy
- Disaster management
- Emergency services

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Lilyvale Road

HOW WE BUILD A SUSTAINABLE COMMUNITY

The cornerstone of a well-planned, functioning and sustainable region is the development and maintenance of its infrastructure and assets.

We will continue to apply best-practice systems and technology to audit, plan, deliver and maintain the most cost-effective and efficient roads, waste, water, wastewater and land management facilities and services with the security of a sustainable future as a priority.

INFRASTRUCTURE AND UTILITIES OUTCOMES FOR Q3 – 2021-22

$1.5m+
NEW FLEET ASSETS

534.07km
ROADS GRADED

NHVAS ACCREDITATION ACHIEVED

SPRINGSURE RESERVOIR COOLING SYSTEM

Council are currently designing and installing cooling towers at Dame Street and Twin Tank reservoir sites in Springsure. These cooling towers will assist to reduce the temperature of the potable water supply to the people of Springsure. The towers were delivered to site in mid-March 2022, with work due to be completed in May 2022.

The new target output temperature of the treated water is now much cooler at both sites.

REPLACEMENT OF SODIUM HYPOCHLORITE DOSING SYSTEM

Council are currently designing and installing a new chlorine gas dosing system and ultraviolet disinfection system at Sapphire water treatment plant.

The purpose of this project is to upgrade the current plant and ensure that council can provide high-quality water to the people of Sapphire. Works were to commence in April 2022 with completion due by end of June 2022.

This will ensure that there are no viruses, bacteria or protozoa in the water that can lead to illness.

PLANT EQUIPMENT ARRIVALS

Council's fleet team have recently taken delivery of several assets amounting to $1,524,646 as part of the 2021-22 fleet capital budget:

- Hook loader truck for the Emerald waste recovery station
- Combination roller
- Street sweeper
- Road train/water tanker destined for Duaringa
- Tractor/slasher for Blackwater

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NATIONAL HEAVY VEHICLE ACCREDITATION SCHEME – REACCREDITATION

The National Heavy Vehicle Accreditation Scheme (NHVAS) is a formal process for recognising operators who have robust safety and other management systems in place. Council has a significant heavy vehicle fleet of trucks and trailers. These items have regulations imposed on them by the National Heavy Vehicle Regulator (NHVR) who are the governing body that set out all rules and laws associated with heavy vehicles.

What this means for council is, approved systems must be in place to manage laws when owning, operating, and maintaining a truck/trailer fleet over 4.5 tonne gross vehicle mass.

The laws are:

- maintenance
- mass (mass, dimensions, and limits)
- fatigue (driver/worker fatigue).

Earlier this year, council had the NHVAS reaccreditation audit under the three laws. A total of 24 standards had to be validated for compliance. Based on the results of the audit the NHVR decides whether to continue with council's accreditation or cancel it. With council having exceptional record keeping practices, procedures, and processes, the organisation passed the audit with no non-conformances or suggestions for improvement across all standards. Council are now accredited for a further two years.

An incredible result for council due to the outstanding effort put in by mechanics, administration staff, drivers, supervisors, and key stakeholders.

LILYVALE ROAD

The Lilyvale Road reconstruction project, between Emerald and Capella, is in the second stage. The ongoing mine-funded project works will rehabilitate various sections of dilapidated pavement and drainage.

The key outcomes for the Lilyvale Road Reconstruction project are to:

- upgrade the road pavement, alignment and drainage
- provide a safe driving environment for all road users
- ensure the road pavement is protected from the ingress of
- moisture and flood damage.

The project is carried out mainly by two council road construction crews supplemented by subcontractors providing temporary traffic management, wet hire of trucks, excavation and road profiling equipment. Bulk materials are sourced locally from two nearby quarries.

The works include the recycling of the existing pavement material to vertically realign the subgrade, importation of a high-grade material to form the new running surface and new bitumen seal.

The drainage is being upgraded to include three new structures providing the free flow of water in the extensively excavated table drains to ensure water is kept away from the pavement.

WILLIES CREEK ROYLES ROAD

In 2021, the Australian Government made available $3 million to upgrade the Willies Creek Royles Road in central regional Queensland. This project was jointly funded with the Australian Government committing $3 million under the Roads of Strategic Importance Initiative (ROSI) and council contributing $750,000 to the project. Willies Creek Royles Road is connected to the Capricorn Highway and 10 km was upgraded to a seven-metre seal width consisting of:

- Drainage upgrades
- Pavement construction
- Bitumen sealing
- Line marking
- Signage

On 18 October 2021, council awarded Durack Civil Pty Ltd with the pave and seal works contract which was completed in March 2022, ahead of schedule. Paving and sealing this road makes it safer and considerably benefits all locals and freight operators as it is a primary route to major hubs and ports.

INFRASTRUCTURE AND UTILITIES SERVICES

- Project management office (PMO)
- Asset management
- Flood mitigation project
- Water utilities
- Infrastructure services
- Workshops
- Fleet management
- Quarries/borrow pits

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Emerald Saleyards

HOW OUR COMMUNITY CONNECTS WITH US

Optimise management of the commercial business units.

Provide excellent customer service to ensure professional service delivery.

CUSTOMER AND COMMERCIAL SERVICES OUTCOMES Q3 – 2021-22

32,367
HEAD OF CATTLE SOLD AT THE SALEYARDS

4,750
CUSTOMER REQUESTS RECEIVED

5,432
CALLS RECEIVED

40+
AIRLINE SERVICES EACH WEEK

EMERALD AIRPORT

Activity levels continue to recover at Emerald Airport. Now that the post COVID-19 recovery is underway the airport is looking forward to welcoming travellers to the re-launched terminal kiosk in the near future.

REGIONAL CONNECTIVITY PROGRAM

As part of the Australian Government's Regional Connectivity Program, council has been working with QCN Fibre to identify suitable locations to connect high-capacity broadband to the towns of Bluff, Dingo and Duaringa. The site at Duaringa will be located on council land and officers are working towards a suitable agreement with QCN Fibre and the principal contractor Channel Wireless.

PROPERTY ACQUISITIONS

Council is continuing to work with the Blackwater Mine Workers Club Limited on transferring ownership of that facility. Council is also working to secure continued use of the raw water on the golf course.

PROPERTY SALES AND PURCHASES

During this period, there was increased activity at Nogoa Rise estate in Emerald with three vacant lots sold and another three lots under contract.

CUSTOMER AND COMMERCIAL SERVICES

- Customer service and call centre
- Area office support
- Rural transaction centre support
- Emerald Saleyards
- Emerald Airport
- Aerodrome landing strips
- Property services
- Native title
- Staff housing
- Community housing
- Support Central Highlands (Qld) Housing Company Ltd
- Commercial leasing
- Land acquisition and disposal
- Land tenure

Emerald Cusotmer Service

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Council employee's participating in Working Safely at Heights training

HOW WE SERVE OUR COMMUNITY

Clearly define the functions, services, roles and responsibilities of council.

Maintain high standards of corporate governance.

Ensure transparency and accountability through integrated performance management reporting.

Ensure the long-term financial sustainability of the region through prudent financial management and budgeting.

CORPORATE SERVICES OUTCOMES FOR Q3 – 2021-22

60

LEADERS ACROSS COUNCIL ATTENDING THE LGMA IGNITE PROGRAM

6

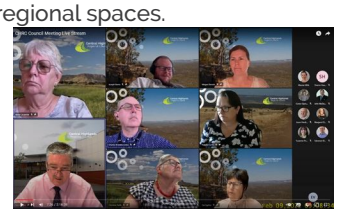
EMPLOYEES COMPLETED THEIR TRAINEESHIP OR APPRENTICESHIP

2 NOMINATIONS FOR THE 2022 QUEENSLAND TRAINING

TRANSITION TO TEAMS ENABLES VIRTUAL COUNCIL MEETINGS

In 2021, council made the transition from Skype for Business to Microsoft Teams as its unified communications platform. Teams provides enhanced calling, video, online meeting, and collaboration capabilities. Council was an early adopter of Skype for Business and a transition to Microsoft Teams was a natural step and seamless experience. The transition was timely with council staff needing to work from home and maintain operations virtually to kick off 2022. Microsoft Teams supported council staff to continue working from anywhere with all the necessary communication channels to stay connected and collaborate with colleagues, external parties and most importantly our customers.

A success story from implementing Microsoft Teams was the capability to run virtual council meetings and continue to broadcast a live stream for external constituents. At the start of 2022, council decided to conduct virtual meetings with COVID-19 case numbers growing in the Central Highlands and the safety of staff and the community front of mind. Microsoft Teams provided the ability to conduct council meetings virtually and was successfully integrated with audio and visual technology to live broadcast meetings to external viewers. Microsoft Teams will assist council to continue pushing the boundaries of technology in regional spaces.



2022 QUEENSLAND TRAINING AWARDS (QTA)

After two years of virtual ceremonies due to covid restrictions, this year's QTA awards are set to return face to face and are expected to be bigger than ever. The regional finals will be hosted in Emerald in late July 2022 and council is in the running with two nominations:

- Madonna Nelson-Bamford (Acting Supervisor Parks and Gardens Blackwater) in the category of 'Harry Hauenschild Apprentice of the Year' for the successful completion of her Certificate III in Parks and Gardens.
- CHRC in the category of 'Large Employer of the Year' which recognises a large organisation that has achieved excellence in the provision of 'nationally recognised training' to its employees.

CEO'S OFFICE

- Safety and wellness

CORPORATE SERVICES

- Payroll
- People and culture
- Recruitment
- Learning and development
- Information communication technology (ICT)
- Financial services
- Governance
- Procurement and stores
- Information and records management
- Risk management

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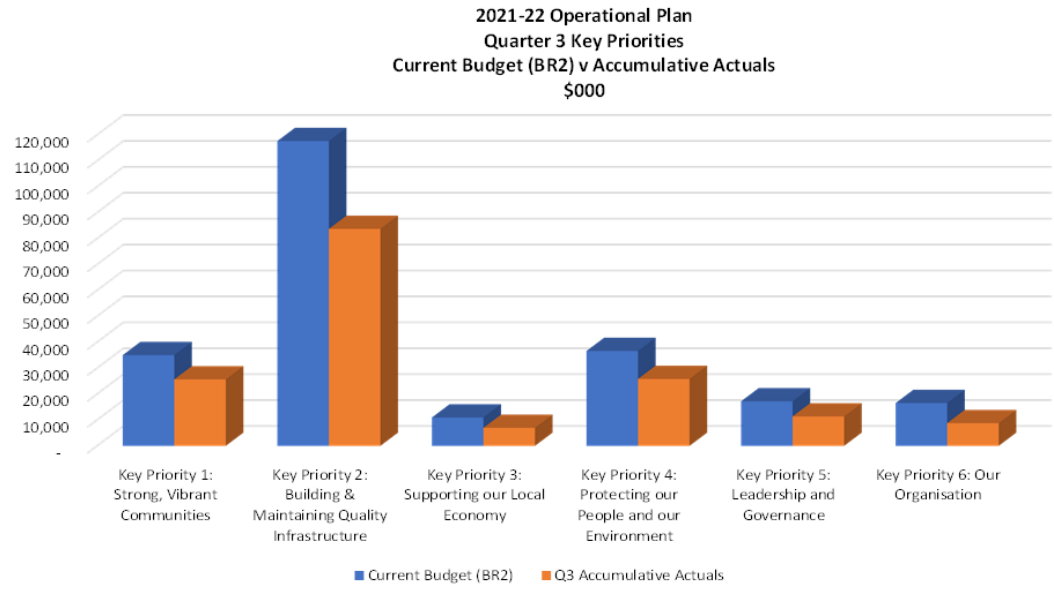
Quarter 3 Performance Report 2021-22

2021-22 OPERATIONAL PLAN PERFORMANCE

The overall operational plan results for the third quarter indicate the following performance:

KEY PRIORITY	NUMBER OF ACTIVITY MEASURES
Key Priority 1: Strong, Vibrant Communities	18
Key Priority 2: Building and Maintaining Quality Infrastructure	20
Key Priority 3: Supporting our Local Economy	13
Key Priority 4: Protecting our People and our Environment	20
Key Priority 5: Leadership and Governance	17
Key Priority 6: Our Organisation	12
TOTAL	100



Budget performance against operational plan delivery (includes operating and capital):

KEY PRIORITY	ADOPTED BUDGET (BR 2) $	Q3 ACCUMULATIVE %	Q3 ACCUMULATIVE $	Q1 ACTUALS $	Q2 ACTUALS $	Q3 ACTUALS $
Key Priority 1: Strong, Vibrant Communities	35,030,602	73	25,655,439	8,628,027	8,661,436	8,365,976
Key Priority 2: Building and Maintaining Quality Infrastructure	117,631,208	71	83,734,040	25,922,195	24,050,342	33,761,503
Key Priority 3: Supporting our Local Economy	10,959,459	63	6,958,835	2,140,117	2,649,628	2,169,090
Key Priority 4: Protecting our People and our Environment	36,634,385	71	25,835,354	7,931,298	8,469,986	9,434,070
Key Priority 5: Leadership and Governance	17,204,937	66	11,356,822	5,079,264	3,365,215	2,912,343
Key Priority 6: Our Organisation	16,540,516	53	8,771,688	2,713,157	3,144,361	2,914,170
TOTALS	234,001,107	69	162,312,178	52,414,058	50,340,968	59,557,152

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FINANCIAL PERFORMANCE

This summary provides a review of council's financial performance against the 2021-22 adopted budget (BR2) for the year ended 31 March 2022. Year-to-date revenue is at 72% of the full-year budget and operating expenditure is at 77% of the full-year budget.

SUMMARY OF OPERATING PERFORMANCE

2021-22 OPERATING PERFORMANCE	FULL YEAR BUDGET $	2021-22 YTD BUDGET + BR1 $	2021-22 YTD ACTUALS $	VARIANCE $	VARIANCE %
Income	170,228,124	124,431,555	123,077,542	(1,354,013)	-1.09
Expenditure	169,264,755	126,970,808	129,957,705	2,986,897	2.35
Operating Result Surplus/(Deficit)	963,369	(2,539,253)	(6,880,163)	(4,340,910)	

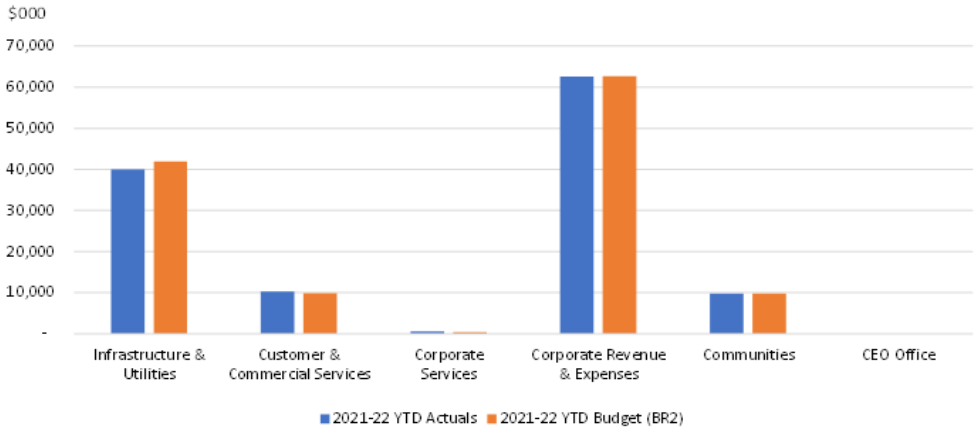
** Note: internal transactions have not been eliminated.*

OPERATING REVENUE

The operating revenue graph shows actual revenue performance at the end of March 2022 against the adopted budget (BR2) 2021-22 by department. At the end of this reporting period actual revenue is tracking $1.354m below the adopted budget.

Variances at the end of this reporting period are:

- Infrastructure and Utilities recoverable works revenue is under budget by $2.467m due to timing of revenue received
- Favourable variance of $247k due to unbudgeted sale of developed land
- Increase in Saleyards activity including dipping and feed sales with increased revenue of $84k,
- Increase of $185k in Airport activities
- Increase of $190k for waste refuse disposal fees driven by higher than expected volume of waste through the refuse sites
- Favourable variance of $100k due to trainee/apprentice funding received earlier than expected as well as an addition to the base funding.

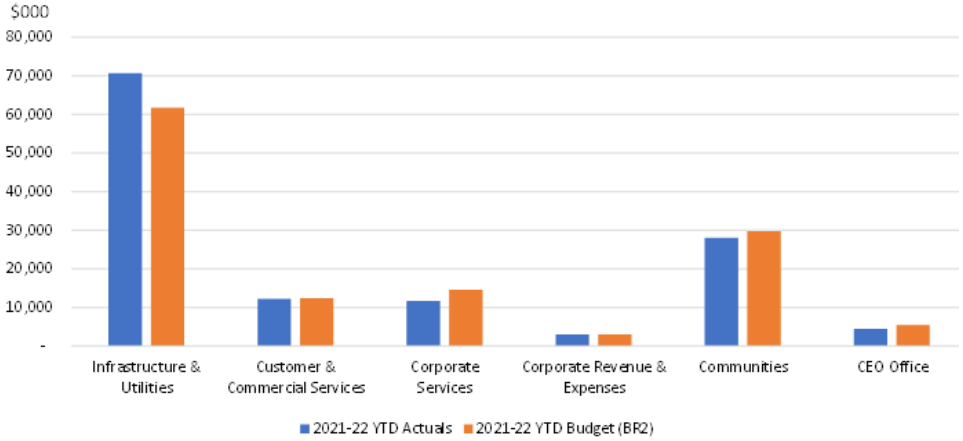


OPERATING EXPENSES

The operating expenditure graph shows actual expenditure performance at the end of March 2022 against adopted budget (BR2) 2021-22 by department. At the end of this reporting period actual expenditure is tracking $2.987m above the adopted budget.

Variances at the end of this reporting period are:

- Water utilities materials and contractor expenditure is higher than budgeted due to increased maintenance costs
- Fleet external plant hire, servicing, and repair costs higher than budget due to timing
- External works and roads and streets materials and services higher than budgeted due to timing.



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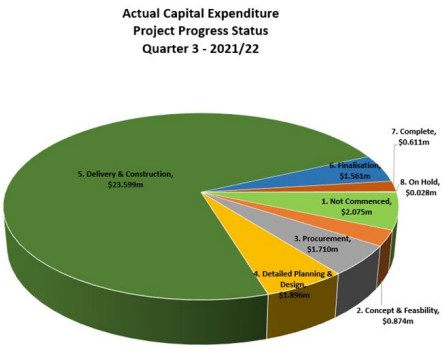
CAPITAL REPORTING QUARTER 3 2021-22

This section provides for reporting on council's capital program where projects are reported against their progress in their project life cycle, that is projects are either not commenced, or in the phases of concept and feasibility, procurement, detailed planning and design, delivery/construction, finalisation, complete or on hold.

PROJECT STATUS BASED ON ADOPTED BUDGET AS AT 31 MARCH 2022:

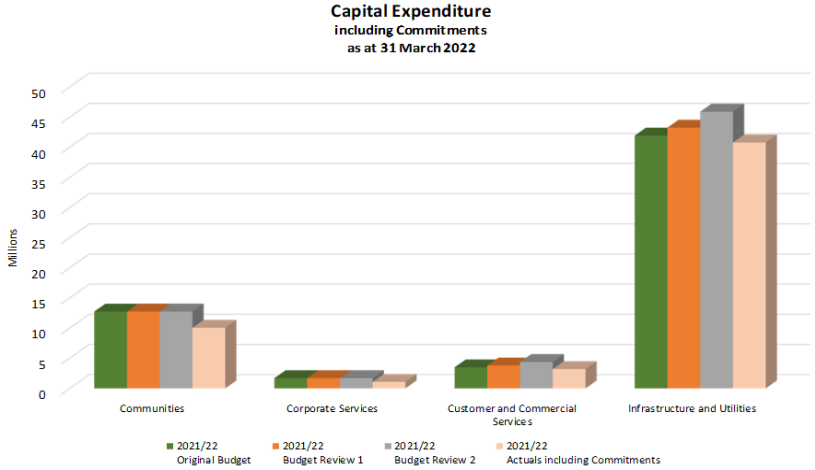
$32.354m (49.98%) of the total adopted Budget Review 2 (BR2) has been expended to the 31 March 2022 of the BR2 of $64.736m. The table below summarises project expenditure against budget:



PROJECT PROGRESS STAGE	QUARTER 3 ADOPTED BUDGET BR2 $	CASHFLOW BR2 $	ACTUAL EXPENDITURE $	ACTUAL EXPENDITURE %
Not commenced	4,598,311	1,096,400	2,075,257	6.41
Concept and feasibility	3,709,046	1,216,407	873,706	2.70
Procurement	14,214,709	5,177,369	1,710,407	5.29
Detailed planning and design	8,075,203	1,934,439	1,896,174	5.86
Delivery/Construction	30,691,459	31,299,630	23,598,637	72.93
Finalisation	2,119,587	1,572,362	1,561,128	4.83
Complete	1,223,767	79,167	610,792	1.89
On Hold	104,270	2,800	28,372	0.09
GRAND TOTAL	64,736,352	42,378,574	32,354,473	100.00

The table below summarises actual project expenditure as at 31 March 2022 against budget for each department:

Summary of All Departments - Year to date 31 March 2022								
Department / Business Unit	2021-2022 Original Budget	2021-2022 Budget Review 1	2021-2022 Budget Review 2	Actual Expenses YTD	Committed Expenses	Total Actuals + Commitments	% Budget Spent	% Budget Spent + Commitments
Communities								
Connected Communities	312,392	312,392	312,392	120,561	36,810	157,371	39%	50%
Facilities, Parks & Recreation	7,971,499	7,971,499	8,371,499	6,708,343	1,549,648	8,257,991	80%	99%
Planning & Environment	2,526,805	2,526,805	2,526,805	1,174,212	66,710	1,240,922	46%	49%
Emergency & Volunteer Services	0	0	0	0	0	0		
Flood Warning, Risk and Mitigation	1,932,692	1,938,092	1,538,092	92,306	305,703	398,009	6%	26%
Total Communities	**12,743,388**	**12,748,788**	**12,748,788**	**8,095,422**	**1,958,871**	**10,054,293**	**63%**	**79%**
Corporate Services								
ICT	1,700,043	1,700,043	1,700,043	252,742	821,855	1,074,597	15%	63%
Total Corporate Services	**1,700,043**	**1,700,043**	**1,700,043**	**252,742**	**821,855**	**1,074,597**	**15%**	**63%**
Customer and Commercial Services								
Aerodrome Operations	727,800	727,800	727,800	277,014	501,260	778,274	38%	107%
Property Services	955,500	1,272,548	1,847,548	1,039,948	438,532	1,478,480	56%	80%
Saleyards	1,800,271	1,800,271	1,800,271	371,190	574,615	945,805	21%	53%
Total Customer and Commercial Services	**3,483,571**	**3,800,619**	**4,375,619**	**1,688,152**	**1,514,407**	**3,202,559**	**39%**	**73%**
Infrastructure and Utilities								
Infrastructure	30,662,800	31,149,400	33,649,400	15,127,109	12,352,574	27,479,683	45%	82%
Water Utilities	11,274,000	12,107,666	12,262,502	7,191,048	6,125,257	13,316,305	59%	109%
Total Infrastructure and Utilities	**41,936,800**	**43,257,066**	**45,911,902**	**22,318,157**	**18,477,831**	**40,795,988**	**49%**	**89%**
Total Council	**59,863,802**	**61,506,516**	**64,736,352**	**32,354,473**	**22,772,964**	**55,127,437**	**50%**	**85%**



CAPITAL REVENUE

Grants and contributions to the value of $7.466m for capital projects have been received out of a full year budget of $14.653m. This is 50.95% of the budgeted capital grants and contributions revenue.

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CENTRAL HIGHLANDS REGIONAL COUNCIL 2021-22 QUARTER 3 VARIANCE REPORT

Key

Variance > 10%
Variance > 5%
Variance < 5%

Note: negative number indicates an unfavourable variance

Account Type	YTD Actuals	YTD Budget (BR2)	FY Budget (BR2)	Variance of Spend (%)	Variance of Spend ($)	Traffic Light based on variance (%) of total actuals to YTD budget	Comments
CEO Office	**4,402,056**	**5,454,674**	**6,679,226**	**81%**	**1,052,618**		
Income	-	-	-	No Budget	0		
Expenditure	4,402,056	5,454,674	6,679,226	81%	1,052,618		Workplace, health and safety contractors, temporary staff employed via agency, consultants, materials, legal services and subscriptions and memberships expense is $546k under budget due to timing. CEO office consultant expenditure is $241k under budget due to timing. CEO office donation expenditure is $54k under budget due to timing. Elected members is $139k under budget mainly due to deputation expenditure, travelling, accommodation and training expenses due to timing.
Communities	**18,308,674**	**20,001,119**	**27,338,168**	**92%**	**1,692,446**		
Income	- 9,737,608	- 9,731,554	- 12,675,292	100%	6,055		
Expenditure	28,046,282	29,732,673	40,014,461	94%	1,686,391		Flood mitigation underspend of $309k for materials and services due to timing for the roll out of evacuation planning and flood warning network. Disaster management underspend of $277k due to timing of projects such as Emerald evacuation route planning, public education program and purchase of materials. Community development, community grants and libraries underspend of $317k due to timing. Maintenance expenditure for waste and ranger services under budget of $246k due to timing. Planning underspend for contractors and legal services of $236k. Recreation & facilities underspend of $121k due to timing of Local Roads and Community Infrastructure (LRCI) funded projects for painting of community facilities.
Corporate Revenue & Expenses	**- 59,567,093**	**- 59,673,079**	**- 83,157,184**	**100%**	**-5,986**		
Income	- 62,550,217	- 62,636,984	- 87,457,117	100%	-86,767		
Expenditure	2,983,124	3,063,905	4,299,924	97%	80,781		
Corporate Services	**11,037,283**	**14,265,100**	**18,076,471**	**77%**	**3,227,887**		
Income	- 524,105	- 354,076	- 462,477	148%	170,029		People and Culture trainee/apprentice funding is $100k higher than budgeted due to timing. People and Culture leave balances reimbursements from other councils is $53k higher than budgeted.
Expenditure	11,561,338	14,619,176	19,537,948	79%	3,057,838		Employee benefits under budget by $996k across the department mainly due to a combination of staff vacancies and timing for trainee and apprentice completions and commencements. Training, recruitment expenditure and other employee related expenditure including travel is under budget by $537k due to timing. Financial services under budget by $539k due to timing of temporary staff costs and consultants. Financial audit services under budget by $115k due to timing as audit is conducted at the end of financial year. ICT is under budget by $462k due to timing of temporary staff costs and contractor expenditure. ICT is under budget by $364k due to timing of software purchases and licences.
Customer & Commercial Services	**1,818,138**	**2,500,237**	**3,345,117**	**74%**	**681,099**		
Income	- 10,289,367	- 9,778,232	- 12,422,205	105%	511,135		Saleyards revenue is $84k higher than budget due to favourable market conditions (feed sales up 7%, yard dues up 4% and dipping up 17%). Airport revenue is higher than budget with all revenue streams contributing to an additional $185k. Additional revenue received for proceeds on sale of land of $247k.
Expenditure	12,208,505	12,378,469	16,067,322	99%	169,964		
Infrastructure & Utilities	**30,780,168**	**19,791,201**	**25,464,841**	**156%**	**-10,988,966**		
Income	- 39,976,245	- 41,930,710	- 57,211,034	95%	-1,954,465		
Expenditure	70,756,401	61,721,911	82,665,875	115%	-9,034,490		Water Utilities internal council rate charges are $117k over budget due to additional services provided. Program development & contract delivery is over budget by $715k mainly due to timing of contractors. Infrastructure materials and services over budget by $3.271m mainly in External Works and Roads & Streets due to timing. Fleet over budget by $1.640m due to increased trade services, fleet parts and external plant hire. Water utilities is over budget by $1.792m for contractors, trade services and consultants due to increased maintenance requirements. Fleet internal revenue lower than budget of $412k due to lower than expected usage by communities, water utilities and capital projects partially offset by increased usage by infrastructure. Internal expenditure is over budget by $204k mainly due to increased usage of internal plant hire. GM infrastructure consultants expenditure over budget by $95k. Employee benefits are $751k over budget mainly due to increased overtime and allowances for RPC works.

2021-22 OPERATIONAL PLAN – PERFORMANCE REPORT

Council adopted its 2021-22 annual Operational Plan on 28 July 2021. The 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.

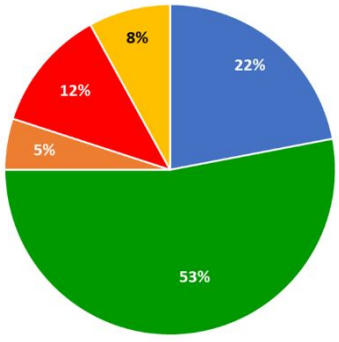
The Operational Plan is structured against the six key priority areas of council's five-year Corporate Plan – 2017-2022:

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

The following provides an overview of council's delivery of the 2021-22 Operational Plan for the period ending 31 March 2022.

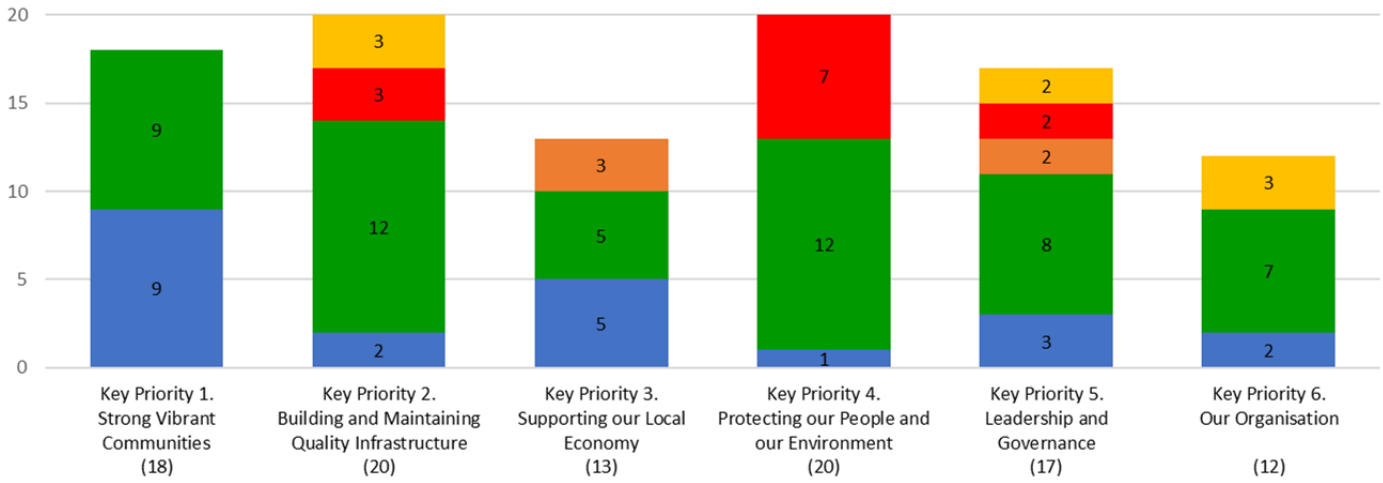
Each program/activity has been given a status on how each have progressed, identifying where targets were met or highlighting any exceptions or carry over activity. The following legend provides an overview on the actions and their status.

Quarter 3 Activity Status



LEGEND	Q1 ACTIVITIES	Q2 ACTIVITIES	Q3 ACTIVITIES	Q4 ACTIVITIES
Completed	2	10	22	
On Target	84	74	53	
Monitor	10	4	5	
Below Target	4	12	12	
Carry over / Not proceeding	0	0	8	
Total	100	100	100	

Quarter 3 Key Priority Progress Status



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1. Strong vibrant communities

1.1 Support diverse communities

1.1.1 Provide and maintain accessible community services and facilities that meet the needs of our diverse communities.					
Strategy / Action Plan	**Key Activity**	**Target/Measure**	**Responsibility**	**Status**	**Comments**
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. **Target date: 30/06/22**	Communities	**On Target**	The 2 regional initiatives are now scheduled to be delivered in quarter 4, as COVID-19 restrictions prevented their delivery in quarter 3.
	Facilitate growth of the Youthinc. group model.	Increase Youthinc. groups from 3 to 4 communities. **Target Date: 30/06/22**	Communities	**Completed** in Q1	Completed in quarter one.

1.1.2 Position the community at the heart of the advocacy strategy.					
Strategy / Action Plan	**Key Activity**	**Target/Measure**	**Responsibility**	**Status**	**Comments**
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 actions are identified as "ongoing" in the Action Plan). **Target Date: 30/06/22**	Communities	**On Target**	Progress continues with the planning scheme amendments related to urban design guidelines, revised Open Space and Recreation Plan and development and construction of beautification plans.

1.2 Respecting our cultures

1.2.1 Preserve, maintain and provide access to our region's history.					
Strategy / Action Plan	**Key Activity**	**Target/Measure**	**Responsibility**	**Status**	**Comments**
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. **Target Date: 30/06/22**	Communities	**On Target**	There are 5 oral history recordings accessible to the public on the council website within the library section and 159 items have been digitised. A further 5 oral history recordings to be completed in quarter 4.

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1.2.2 Promote the heritage, arts and cultures of our communities.					
Strategy / Action Plan	**Key Activity**	**Target/Measure**	**Responsibility**	**Status**	**Comments**
Reflect Reconciliation Action Plan 2019-2020	Increase awareness of Aboriginal and Torres Strait Islander people's culture.	Facilitation of 4 Aboriginal and Torres Strait Islander people cultural activities. **Target Date: 30/06/22**	Communities	**Completed** in Q3	On 18 March 2022 council staff completed a 3-hour online cultural capability workshop facilitated by BlackCard.
Creative Cultural Futures Strategy 2016-2026	Central Highlands Regional Galleries development.	Publication of 3 online profiles of local artists/art groups. **Target Date: 30/06/22**	Communities	**Completed** in Q3	The third profile being of Lyn Laver-Ahmat who exhibited in Emerald and Springsure, has been published.
	Deliver art competitions within the region.	Delivery of 2 competitions. **Target Date: 30/06/22**	Communities	**Completed** in Q3	Annual Art Awards Springsure has been held with a total of 101 entries for 47 artists.
	Deliver signature arts and culture events.	Delivery of 2 signature events - Arts Around August 2022 and Metal in March 2022. **Target Date: 31/03/22**	Communities	**Completed** in Q3	Metal in March has been delivered with seven quirky wire art workshops held across Capella, Emerald and Blackwater.
	Maintain current Sister City relationship with Ichinoseki, Japan.	Facilitation of online interaction with Ichinoseki partners. **Target Date: 30/06/22**	Communities	**On Target**	Online interaction school activity is scheduled to be delivered in quarter 4.
Regional Arts Development Fund (RADF) program	Coordinate the RADF program.	Promotion of 3 rounds for grant applications. **Target Date: 30/06/22**	Communities	**Completed** in Q3	Round 3 of the RADF program was promoted and closed on 25 March 2022 with 7 applications received. Applications will be assessed by the Central Highlands Arts and Cultural Advisory Committee on 8 April 2022.

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1.3 Respecting our cultures

1.3.1 Lead active community planning and engagement by encouraging community participation and input into council's decision-making					
Strategy / Action Plan	**Key Activity**	**Target/Measure**	**Responsibility**	**Status**	**Comments**
Community Engagement Action Plan	Continue to engage regularly with the community through events such as AgGrow and rural shows.	Attendance to 3 community events. **Target Date: 30/06/22** *(subject to COVID-19 restrictions)*	Communities	**Completed** in Q2	This activity was completed during quarter 2.
	Encourage community engagement.	Facilitation of 8 online engagements. **Target Date: 30/06/22**	Communities	**Completed** in Q3	During this quarter, 4 digital engagements have been facilitated through Have Your Say Central Highlands: • Central Highlands Regional Council Incentives Review; part two of the Emerald Arts Precinct Facelift (public comment on draft plans). • CHRC Annual Art Awards - Springsure 2022. • Two engagement opportunities were listed as projects on Have Your Say Central Highlands which directed users to an external consultation: Central Highlands Water Security Project; and Draft Planning Scheme Amendment for Floodplain Management.
	Implement regional engagement.	Publication of Facebook events for all Community Reference Group (CRG) meetings. **Target Date: 30/06/22**	Communities	**On Target**	All meetings held for quarter 3 were published on Facebook.
	Promote the 13 CRGs across the region.	Publication of 4 videos promoting CRGs. **Target Date: 30/06/22**	Communities	**On Target**	A third video was published about the completion of 2 Comet CRG projects - Comet Tales and Walking Trails, and the Comet Book Exchange. One further video to be completed in quarter 4.

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1.3.2 Lead and influence community participation in healthy and active lifestyles.					
Strategy / Action Plan	**Key Activity**	**Target/Measure**	**Responsibility**	**Status**	**Comments**
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. **Target Date: 30/06/22**	Communities	**On Target**	Final activity of the Gemfields community connect event is planned for quarter 4.
	Deliver community programs and events that promote active and healthy lifestyles.	Facilitation of 20 events with 600 attendees to Get Out Get Active. **Target Date: 30/06/22**	Communities	**Completed** in Q2	This activity was completed in quarter 2.
		Facilitation of 20 Events with 1200 attendees to Healthy Active Highlanders. **Target Date: 30/06/22**	Communities	**On Target**	Program has been prepared, venues booked, trainers contracted, and marketing is being prepared for activities to commence in April 2022.

1.3.3 Facilitate opportunities for learning, social activities, community events, grants and funding programs.					
Strategy / Action Plan	**Key Activity**	**Target/Measure**	**Responsibility**	**Status**	**Comments**
Libraries Action Plan	Implement year one of the Library Action Plan to standardise collection management across all libraries.	Implementation of a library resource guideline. **Target Date: 30/06/22**	Communities	**On Target**	The draft document is currently being reviewed and edited prior to implementation in quarter 4.

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2. Building and maintaining quality infrastructure

2.1 Well planned and connected communities

2.1.1 Develop and implement a robust Infrastructure Plan through effective long-term asset management practices.					
Strategy / Action Plan	**Key Activity**	**Target/Measure**	**Responsibility**	**Status**	**Comments**
Asset Management Plans (AMP)	Integrate AMPs 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). **Target date: 31/12/21**	Infrastructure and Utilities *(previously responsibility of Corporate Services)*	**Below Target**	Outcomes of the draft AMPs have been used in the development of a 3-year plan for inclusion in 2022-23 capital budget deliberations. Full alignment of capital works program with asset management plans is subject to review of asset management plans and the forward capital program development process which will continue into future years.
	Progress the new Super Resource Recovery Centre.	Completion of identification and feasibility for a new site. **Target date: 30/06/22**	Communities	**On Target**	A feasibility study is currently underway on the preferred location.

2.1.2 Implement an effective open space and recreational plan.					
Strategy / Action Plan	**Key Activity**	**Target/Measure**	**Responsibility**	**Status**	**Comments**
Open Space Recreation Plan / Master Plan	Beautification planning in Blackwater, Rolleston, Rubyvale, Tieri and Sapphire.	Endorsement of plans by council. **Target date: 30/06/22**	Communities	**On Target**	Construction plans are underway for Blackwater, works being conducted in Rolleston and planning to begin for Rubyvale and Sapphire in quarter 4.
	Finalise plans and continue works in Bluff, Comet and Springsure.	Completion of approved plans. **Target date: 30/06/22**	Communities	**On Target**	Construction plans for Bluff and Springsure have been sent to Department of Transport and Main Roads. Springsure construction is delayed to 2023 and combined to a larger contract to attract tenderers. Comet plans are in active discussion with Comet residents for final decisions.

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2.1.2 Implement an effective open space and recreational plan.					
Strategy / Action Plan	**Key Activity**	**Target/Measure**	**Responsibility**	**Status**	**Comments**
The Game Plan	Undertake Sport and Recreation master planning for the region.	Development of a sport and recreation strategic action plan. **Target date: 30/06/22**	Communities	**Completed** in Q2	This activity was completed in quarter 2.

2.1.3 Implement a decision-making framework for the prioritisation of shovel-ready projects.					
Strategy / Action Plan	**Key Activity**	**Target/Measure**	**Responsibility**	**Status**	**Comments**
Capital delivery strategy	Establish the project management office (PMO).	Development of a project management governance framework. **Target date: 31/12/21**	Infrastructure and Utilities	**Completed** in Q3	Project management governance framework in place. The capital budget bid and budget review processes have been endorsed by the Strategic Program Governance Group (SPGG) and implemented across council. End to end process mapping is ongoing with PMO staff focusing on individual steps and consulting with Safety and Wellness, Procurement and Governance teams regularly.
		Identification of a prioritised list of projects to develop to submission standard (for all major recurrent grant funding opportunities). **Target date: 31/12/21**	Infrastructure and Utilities	**Carry over / Not proceeding**	Preliminary list of projects was identified as part of 2022-23 budget process. Process and multi criteria analysis to prioritise projects to be discussed at a future SPGG meeting, following finalisation of 2022-23 budget. Continuing to refine council's capital budgeting as to how council represent projects subject to external funding.

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2.1.4 Plan and deliver essential infrastructure that supports a sustainable future.					
Strategy / Action Plan	**Key Activity**	**Target/Measure**	**Responsibility**	**Status**	**Comments**
Waste Reduction and Recycling Plan 2016 - 2026 (WRRP)	Develop a centralised regional waste management facility strategy.	Presentation of options paper to council. **Target date: 31/12/21**	Communities	**Below Target**	The target date of 31 December 2021 has not been achieved due to data cleansing requirements. Additional financial information and kerbside data is being added to the draft waste strategy to enable finalisation and presentation to council in May 2022.
Water Security Strategy	Develop a water security strategy.	Completion of a draft Water Security Plan for consideration and adoption by council. **Target date: 31/01/22**	Infrastructure and Utilities	**Carry over / Not proceeding**	The outcomes of the preliminary modelling have been shared with council at a workshop in March 2022. Community consultation to occur in quarter 4 and be considered in further modelling to be included in the development of the final strategy in 2022-23.
Water Utilities Business Plan	Review of business plan and associated asset management plans.	Completion of the water treatment asset management plan. **Target Date: 30/06/22**	Infrastructure and Utilities	**Carry over / Not proceeding**	Project moved to next financial year due to budget requirements.
Clean Growth Choices Program	Implement the Clean Growth Choices Program.	Identification of initiatives for consideration by council. **Target Date: 30/06/22**	Communities	**On Target**	Initiatives identified include: •Build, Own, Operate and Transfer contract executed to deliver solar generation systems that enable 51-59% renewable energy usage on the sites under a Build, Own, Operate and Transfer model with no capital costs to council. Site visits have been completed and site-based designs are being drafted. • "Net Zero Greenhouse Gases (GHG) Action Plan" draft circulated for

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2.1.4 Plan and deliver essential infrastructure that supports a sustainable future.					
Strategy / Action Plan	**Key Activity**	**Target/Measure**	**Responsibility**	**Status**	**Comments**
					consultation. A third-party expert review is being sought prior to potential presentation to Council for endorsement in quarter 4.
Project Management System	Develop and implement a standardised project management system including framework, methodologies and processes.	30% of projects to be facilitated through PMO processes. **Target Date: 30/06/22**	Infrastructure and Utilities	**On Target**	Liaison with project owners is ongoing. PMO is working with Infrastructure to facilitate many projects. PMO coordinates regular meetings with Water Utilities to monitor project status and provide assistance where required. The appointment of Coordinator Facilities Program is expected to assist in the development of the project facilitation relationship with regards to the projects in this category.

2.1.5 Develop a strategy for our land and property assets.					
Strategy / Action Plan	**Key Activity**	**Target/Measure**	**Responsibility**	**Status**	**Comments**
CHRC Staff Housing Strategy	Implementation of housing strategy.	Commencement of year two of the renewal program. **Target Date: 30/06/22**	Customer and Commercial Services	**On Target**	Council has entered into contracts with all Ministerial exception applicants (sale of properties directly to employee tenants impacted by the sale of employee housing) and the last of these is expected to settle early May 2022. Council has also applied a government agency exception on two properties in Duaringa to the Woorabinda Aboriginal Shire Council. Settlement of these properties are due in early April 2022.

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2.2 Affordable and well-serviced infrastructure

2.2.1 Develop efficiencies in water and wastewater operations.					
Strategy / Action Plan	**Key Activity**	**Target/Measure**	**Responsibility**	**Status**	**Comments**
Strategic Business Plan for Water Utilities	Implement adopted strategic business plan actions.	Implementation of year one funded initiatives. **Target Date: 30/06/22**	Infrastructure and Utilities	**On Target**	Funded projects on target for completion.

2.2.2 Develop a roads and transport strategy ensuring the efficient and effective use of resources.					
Strategy / Action Plan	**Key Activity**	**Target/Measure**	**Responsibility**	**Status**	**Comments**
Roads and transport strategy	Collaborate on essential regional transport infrastructure network with local road user groups.	Attendance to all Bowen Basin Regional Road Group (BBRRG) meetings, continue with and create new road user group meetings. **Target Date: 30/06/22**	Infrastructure and Utilities	**On Target**	All BBRRG meetings attended to date. Road user group meeting undertaken at Bonnie Doon. Additional meeting scheduled for April 2022.
	Implement a grids and gates policy and process.	Adoption of policy by council. **Target Date: 30/06/22**	Infrastructure and Utilities	**On Target**	Current information and items for consideration and inclusion in the policy were presented to council at the Strategic and Briefing Forum on 22 February 2022. Review of grid register and development of implementation plan is ongoing. Development of policy is dependent on the outcomes of above plan and review.

2.2.3 Deliver waste, recycling, and re-use strategies across the region.					
Strategy / Action Plan	**Key Activity**	**Target/Measure**	**Responsibility**	**Status**	**Comments**
Waste and Recycling Strategy	Implement a waste recycling and reuse of resources strategy throughout the region.	Adoption of the Waste Strategy by council. **Target Date: 30/06/22**	Communities	**On Target**	The draft waste strategy currently in finalisation will provide options, especially the expansion of the kerbside service.

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2.2.3 Deliver waste, recycling, and re-use strategies across the region.					
Strategy / Action Plan	**Key Activity**	**Target/Measure**	**Responsibility**	**Status**	**Comments**
		Facilitation of a school education program. **Target Date: 25/02/22**	Communities	**Below Target**	Target date of 25 February 2022 not achieved due to ongoing COVID-19 impacts. Students from the local netball and cricket clubs have recently been involved in a competition to test their recycling knowledge about what is acceptable material for the kerbside (yellow top) recycle bins.

2.2.4 Implement energy efficient practices for our assets and facilities.					
Strategy / Action Plan	**Key Activity**	**Target/Measure**	**Responsibility**	**Status**	**Comments**
Central Highlands Regional Council energy utilisation plan	Develop asset and facility energy efficient management plan to reduce environmental impacts.	Adoption of plan by council. **Target Date: 30/06/22**	Communities	**On Target**	The draft Net Zero Greenhouse Gases (GHG) Action Plan has been circulated for consultation and a third-party expert review is being sought prior to potential presentation to Council for endorsement in quarter 4.
Asset sustainability ratio	Align the asset sustainability ratio to council's 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. **Target Date: 30/06/22**	Corporate Services	**On Target**	Draft capital budget for 2022-23 and 5-year budget meets this target.

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3. Supporting our Local Economy

3.1 Facilitate investment and employment opportunities

3.1.1 Support the Central Highlands Development Corporation (CHDC) to facilitate networks and partnerships between local business, industry groups and government.

Strategy / Action Plan	Key Activity	Target/Measure	Responsibility	Status	Comments
Central Highlands Economic Master Plan (CHEMP)	Support and facilitate economic and tourism development in accordance with the CHDC Service Level Agreement (SLA) 2021-25.	Monitor the progress of CHDC performance and provision of quarterly reports to council. **Target Date: 30/06/22**	Chief Executive Office	**Monitor**	Quarterly SLA reports are delivered to council. One-on-one conversations between the CHDC CEO and individual councillors are being held to discuss areas of interest in more detail. Eight board meetings with the Mayor, Deputy Mayor, Councillors and CHRC CEO have been held. Request for funding to update the CHEMP 5-year action included in CHDC budget request for 2022-23.
		Completion of the CH invest Study. **Target Date: 30/06/22**	Chief Executive Office *via Central Highlands Development Corporation*	**On Target**	Four resource companies, Council and CHDC have signed up. Invoices sent to participants. Project (feasibility study) planned to launch late April 2022.
		Completion of a development register. **Target Date: 30/06/22**	Chief Executive Office *via Central Highlands Development Corporation*	**Monitor**	Information has been collected, except from the Department of Resources. Currently awaiting graphic design for launch in quarter 4.
		Completion of a development profile. **Target Date: 30/06/22**	Chief Executive Office *via Central Highlands Development Corporation*	**Monitor**	Initiatives rolled out through Business Facilitator. Networking events, workshops and Chairman's lunches planned and held.

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3.1.2 Promote the Central Highlands as a region for tourism and development opportunities.					
Strategy / Action Plan	**Key Activity**	**Target/Measure**	**Responsibility**	**Status**	**Comments**
Regional Economic Development Incentive (REDI).	Promotion of the REDI.	Table a minimum of eight REDI applications for consideration by council. **Target Date: 30/06/22**	Communities	**On Target**	Council received one application in quarter 3 which was not presented to council as it did not meet the requirements for acceptance. A second application was received late March 2022 which will be presented to council in quarter 4. A total of 3 applications have been received to date.

3.1.3 Encourage a diverse supply of housing affordability and choice.					
Strategy / Action Plan	**Key Activity**	**Target/Measure**	**Responsibility**	**Status**	**Comments**
Central Highlands (QLD) Housing Company Ltd	Review Company Constitution Object.	Review of Constitution Object to allow regional disbursement of assets. **Target Date: 30/06/22**	Customer and Commercial Services	**Completed** in Q2	This activity was completed in quarter 2.
	Fulfill board governance obligations.	Facilitation of quarterly board meetings. **Target Date: 30/06/22**	Customer and Commercial Services	**On Target**	Council continues to provide the Central Highlands (Qld) Housing Company services in line with the SLA.

3.1.4 Advocate and support the development of the Central Highlands as a regional hub.					
Strategy / Action Plan	**Key Activity**	**Target/Measure**	**Responsibility**	**Status**	**Comments**
Central Highlands Development Corporation	Support the Food and Fibre+2.0 initiative.	Completion of a dedicated regional agtech incubator. **Target Date: 30/06/22**	Chief Executive Office *via Central Highlands Development Corporation*	**Completed** in Q3	With the resignation of CHDC's Ag related resources the organisation is in the process of revisiting the strategy prior to recruiting and progressing. CHDC Chair and Board to set direction.

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3.1.4 Advocate and support the development of the Central Highlands as a regional hub.					
Strategy / Action Plan	**Key Activity**	**Target/Measure**	**Responsibility**	**Status**	**Comments**
		Development of food and fibre cluster networking framework to enhance technology development and innovation in the food and fibre sectors. **Target Date: 30/06/22**	Chief Executive Office *via Central Highlands Development Corporation*	**Completed** in Q3	The framework has been developed. CHDC has signed up to support Food and Fibre+2.0 both financially and in kind. CHDC is the auspice of the program and the project manager (Planning for Sustainable Development) is now seeking support from partners across the supply chain to join the initiative.

3.2 Support local business and emerging industries

3.2.1 Facilitate opportunities for existing businesses and emerging industries to consolidate and grow.					
Strategy / Action Plan	**Key Activity**	**Target/Measure**	**Responsibility**	**Status**	**Comments**
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. **Target Date: 30/06/22**	Chief Executive Office *via Central Highlands Development Corporation*	**On Target**	New business facilitator will commence 4 April 2022. Progress continues with workshops and initiatives planned.
		Completion of a business survey to measure business conditions and overall health of the Central Highlands economy. **Target Date: 30/06/22**	Chief Executive Office	**Completed** in Q3	Annual business survey was completed in October 2021.
		Presentation to council on the outcomes of the business survey. **Target Date: 30/06/22**	Chief Executive Office	**Completed** in Q2	This activity was completed in quarter 2.

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3.2.2 Continue a 'local buy' strategy for council business to sustain local communities.					
Strategy / Action Plan	**Key Activity**	**Target/Measure**	**Responsibility**	**Status**	**Comments**
Procurement Policy	Promote council's local purchasing principles to support local business.	Realisation of 40% local spend by dollar value. **Target Date: 30/06/22**	Corporate Services	**On Target**	Quarter 3 Local spend was 57% against a target of 40%. Procurement have developed and implemented a marketing plan to ensure council staff involved in procurement activities make a concerted effort to obtain quotes for goods and services from local businesses as a matter of priority. A prequalified electrical panel has just been developed and implemented across council, with all successful tenderers, being local electrical companies.

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4. Protecting our People and our Environment

4.1 Well-managed and protected communities

4.1.1 Ensure the region's sustainability through integrated, well-planned development.					
Strategy / Action Plan	**Key Activity**	**Target/Measure**	**Responsibility**	**Status**	**Comments**
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. **Target Date: 30/06/22**	Communities	**On Target**	Public consultation was conducted from 7 February to 4 March 2022 resulting in one submission.
		Gazettal of the Planning Scheme Amendment (6) Business Improvement and Innovation. **Target Date: 30/06/22**	Communities	**On Target**	Officers continuing to address the matters raised by the Queensland Government, including revision of mapping layers. Seeking to resubmit to the state in quarter 4.

4.1.2 Employ efficient development planning processes and practices.					
Strategy / Action Plan	**Key Activity**	**Target/Measure**	**Responsibility**	**Status**	**Comments**
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. **Target Date: 30/06/22**	Communities	**On Target**	All development applications were decided within statutory timeframes for quarter 3. 100% compliance target relates to agreed service levels. Quarter 3 resulted in the following: - BWAPs - 10 BD: 7/7 100% RAR - 5 BD: 13/13 100% Code (no IR) - 15 BD: 1/1 100% Code - 25 BD: 5/5 100% Impact - 20 BD from public notification or referral response: 3/3 100%. All 30 applications decided in this period exceed the key performance indicator (KPI) target. On average the team assessed applications within 4.7 days.

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4.1.2 Employ efficient development planning processes and practices.					
Strategy / Action Plan	**Key Activity**	**Target/Measure**	**Responsibility**	**Status**	**Comments**
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. **Target Date: 30/06/22**	Communities	**On Target**	The Urban Design Guidelines have been drafted and workshopped with relevant internal departments on 21 March 2022. In quarter 4, councillors' workshop scheduled in May 2022 to consider whether to incorporate urban design guidelines in planning scheme.
		Development of Major Planning Scheme Amendment: - Heritage, Scenic Amenity and Indigenous Interests. **Target Date: 30/06/22**	Communities	**On Target**	Regional fieldwork rescheduled to March 2022 due to COVID-19 restrictions. The report and site cards will be presented to council in quarter 4 with a request to formally decide to amend the planning scheme to update the heritage code, revise the local heritage register with the new heritage places and to incorporate indigenous interests.
		Development of Planning Scheme Amendment: - Revocation of Blackwater and Blackwater East Priority Development Areas. **Target Date: 30/06/22**	Communities	**Below Target**	Progress on this amendment has been placed on hold by Economic Development Queensland (EDQ) and the strategic land use team to prioritise other projects.

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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.					
Strategy / Action Plan	**Key Activity**	**Target/Measure**	**Responsibility**	**Status**	**Comments**
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). **Target Date: 30/06/22**	Communities	**On Target**	Final draft of new look Emergency Dashboard completed, on schedule for full implementation by 30 June 2022.
	Maintain appropriate service level of State Emergency Service (SES) facilities, plant and equipment.	Completion of comprehensive audit of eight SES facilities and associated plant and equipment. **Target Date: 31/12/21**	Communities	**Below Target**	Target date of 31 December 2021 was not achieved due to Covid-19 impacts. Final audits scheduled for quarter 4 and expected to be finalised by 30 June 2022.
	Build and promote community resilience through preparedness and evacuation planning.	Delivery of evacuation planning tools. **Target Date: 30/06/22**	Communities	**On Target**	Detailed geographic information system and modelling work almost completed for Sapphire and Rubyvale, with work now being progressed to capture evacuation information needs for upper Nogoa River rural landholders. The next phase of this project will progress in 2022-23.
		Completion of Emerald evacuation route planning. **Target Date: 30/06/22**	Communities	**On Target**	Critical infrastructure and road outage analysis all completed. Discussions with ERGON and telecommunications scheduled to look at area outage impacts at different river heights. Documentation of information well underway. Project will be completed on schedule by 30 June 2023.

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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.					
Strategy / Action Plan	**Key Activity**	**Target/Measure**	**Responsibility**	**Status**	**Comments**
		Provision of flood warning network maintenance support. **Target Date: 30/06/22**	Communities *(previously responsibility of Infrastructure and Utilities)*	**On Target**	Operation monitoring and maintenance of the flood warning network continues daily. Gauges are repaired as issues arise and within quick turnaround periods so that the network is fully functional.
	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. **Target Date: 31/12/21**	Communities	**Completed** in Q1	This activity was completed in quarter one.
	Continue to engage with the community through events such as GemFest, AgGrow and Regional Shows.	Attendance to five events. **Target Date: 30/06/22** (Subject to COVID-19 restrictions)	Communities	**On Target**	Community education activities for 2022 finalised including attendance at all shows and the Sunwater Fairbairn Dam 50th anniversary day.

4.1.4 Promote community safety and well-being.					
Strategy / Action Plan	**Key Activity**	**Target/Measure**	**Responsibility**	**Status**	**Comments**
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. **Target Date: 31/12/21**	Communities	**Below Target**	Target date of 31 December 2021 was not achieved. Due to a relatively dry period since last reporting, there has been no need to provide any further community advice on mosquito management. This type of advice is more effective closer to wet events as reminders to the community.

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4.1.4 Promote community safety and well-being.					
Strategy / Action Plan	**Key Activity**	**Target/Measure**	**Responsibility**	**Status**	**Comments**
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 Nogoa November 2021. **Target Date: 30/04/22** (Subject to COVID-19 restrictions)	Communities	**Below Target**	Target date of 30 April 2022 will not be achieved due to the Australian Veterinary Association (AVA) no longer providing assistance to the Petpet program. Schools have been communicated with around the ongoing program. Considering options for delivering inhouse.

4.2 Environmental sustainability

4.2.1 Collaborate with stakeholders to manage our built and natural environment.					
Strategy / Action Plan	**Key Activity**	**Target/Measure**	**Responsibility**	**Status**	**Comments**
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. **Target Date: 30/06/22**	Communities	**On Target**	The pest management initiatives focus has been on biological (proactive) control and chemical control (non-chemical – the dispersal of bugs and other non-chemical control measures) throughout the region. All customer requests (reactive) generated through the correct process, result in prompt response and action by the Rural Lands Officer to tend to chemical control (weed spraying) where needed.

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4.2.1 Collaborate with stakeholders to manage our built and natural environment.					
Strategy / Action Plan	**Key Activity**	**Target/Measure**	**Responsibility**	**Status**	**Comments**
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 Nogoa November events. **Target Date: 31/03/22**	Communities	**Below Target**	Target date of 31 March 2022 was not achieved due to ongoing COVID-19 risk management. The Cleanup Australia Day did not go ahead in Central Highlands; however, a similar event is scheduled for later in the year. Global Recycling Day was celebrated during the quarter with children from the local netball and cricket clubs involved in a competition to test their knowledge of what type of material is acceptable for recycling in the kerbside (yellow top) kerbside service.

4.2.2 Ensure an effective regulatory role through education and enforcement.					
Strategy / Action Plan	**Key Activity**	**Target/Measure**	**Responsibility**	**Status**	**Comments**
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. **Target Date: 30/11/21**	Communities	**Below Target**	Target date of 30 November 2021 was not achieved due to Covid-19 impacts. A number of key educational materials have been developed over the 2021-22 period. This included the delivering of pool safety information with the September 2021 rates notice. Further information sheets have been developed on issues relating to building and compliance. The educational plan is currently being developed and is scheduled to be completed by June 2022.

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4.2.2 Ensure an effective regulatory role through education and enforcement.					
Strategy / Action Plan	**Key Activity**	**Target/Measure**	**Responsibility**	**Status**	**Comments**
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. **Target Date:31/12/21**	Communities	**Below Target**	Target date of 31 December 2021 was not achieved due to Covid-19 impacts. The waste audit contract has been awarded and the audit of both recycle and general waste bins is scheduled for April 2022.
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. **Target Date: 30/06/22**	Communities	**On Target**	As at 31 March 2022, dog registrations were recorded at 3,220. Rangers continue to pursue outstanding registrations and focus on matters of non-compliance in an attempt to increase registrations throughout the region.

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5. Leadership and Governance

5.1 Leadership and communication

5.1.1 Clearly define the functions, services, roles, and responsibilities of council.					
Strategy / Action Plan	**Key Activity**	**Target/Measure**	**Responsibility**	**Status**	**Comments**
Service Level Planning	Deliver the Service Level Planning project.	100% completion against agreed project milestones and deliverables. **Target Date: 30/06/22**	Corporate Services	**Carry over / Not proceeding**	An update was provided to council by Queensland Treasury Corporation on the progress of the cost-of-service analysis project. Service level planning must be preceded by defining current service levels and their true cost which is a work in progress and will be progressed in 2022-23.

5.1.2 Practice effective internal and external communication.					
Strategy / Action Plan	**Key Activity**	**Target/Measure**	**Responsibility**	**Status**	**Comments**
Internal and external communication	Review the internal and external communications plan.	Executive Leadership Team (ELT) endorsement of communications plan. **Target Date: 31/10/22**	Communities	**Completed** in Q2	This activity was completed in quarter 2.

5.2 Advocate for our region

5.2.1 Advocate for improved services and infrastructure.					
Strategy / Action Plan	**Key Activity**	**Target/Measure**	**Responsibility**	**Status**	**Comments**
CHRC Advocacy Action Plan	Develop a CHRC Advocacy Strategy Action Plan.	Council endorsement of action plan. **Target Date: 31/12/21**	Communities	**Carry over / Not proceeding**	Council determined to not proceed with advocacy action plan but instead progress individual project advocacy for federal election funding commitments.
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. **Target Date: 30/06/22**	Infrastructure and Utilities	**On Target**	All required Bowen Basin Regional Road and Transport Group meetings attended to date.

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5.2.2 Advocate for secure and sustainable water supplies for the region.					
Strategy / Action Plan	**Key Activity**	**Target/Measure**	**Responsibility**	**Status**	**Comments**
Sustainable raw water pricing	Complete development of pricing framework methodology with SunWater, subject to ministerial directions.	Council endorsement of a raw water pricing framework. **Target Date: 30/06/22**	Infrastructure and Utilities	**Monitor**	Council continues to engage with Sunwater.

5.3 Accountability and integrity

5.3.1 Maintain high standards of corporate governance.					
Strategy / Action Plan	**Key Activity**	**Target/Measure**	**Responsibility**	**Status**	**Comments**
CHRC Governance Framework	Review the effectiveness of the governance framework.	Facilitation of council and elected members self-assessment surveys. **Target Date: 31/12/21**	Corporate Services	**Below Target**	Target date of 31 December 2021 was not achieved due to competing priorities. A self-assessment survey is currently being designed for distribution to council's whole of management team and elected members. Distribution of the survey is scheduled for May 2022 with results to be present to council by the end of June 2022.
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. **Target Date: 31/12/21**	Corporate Services	**Below Target**	Target date of 31 December 2021 was not achieved. Finalisation of the process is scheduled for the end of June 2022 in alignment with the finalisation of the draft Corporate Plan 2022-2027. An enhanced integrated corporate planning process has been endorsed in principle as part of the new Corporate Plan 2022-2027 development that is being undertaken during 2021-22.

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5.3.2 Ensure transparency and accountability through integrated performance management reporting.					
Strategy / Action Plan	**Key Activity**	**Target/Measure**	**Responsibility**	**Status**	**Comments**
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. **Target Date: 30/06/22**	Corporate Services	**Monitor**	With the development of council's new 5-year Corporate Plan 2022-2027 (to be finalised in June 2022), and an enhanced integrated planning, performance and reporting framework, options for a systems solution are being considered as part of this work.
Local Government Act 2009	Develop a new 5-year Corporate Plan.	Adoption of new Corporate Plan. **Target Date: 30/06/22**	Corporate Services	**On Target**	Development of the new Corporate Plan 2022-2027 is progressing as scheduled. Councillors and management have contributed to the development of a draft document for council endorsement to be released for public exhibition and feedback in April 2022.

5.4 Financial sustainability

5.4.1 Optimise management of council's commercial business units.					
Strategy / Action Plan	**Key Activity**	**Target/Measure**	**Responsibility**	**Status**	**Comments**
Commercial Services strategic business plans	Implement Airport Strategic Business Plan actions.	100% completion of year 2 actions. **Target Date: 30/06/22**	Customer and Commercial Services	**On Target**	The Emerald Airport is currently meeting or exceeding the financial and non-financial performance targets with the exception of days receivable, as per the Emerald Airport Annual Performance Plan, due to the ongoing impacts of COVID-19.

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5.4.1 Optimise management of council's commercial business units.					
Strategy / Action Plan	**Key Activity**	**Target/Measure**	**Responsibility**	**Status**	**Comments**
	Implement Saleyards Strategic Business Plan actions.	100% completion of year 2 actions. **Target Date: 30/06/22**	Customer and Commercial Services	**On Target**	The Emerald Saleyards is currently meeting the financial and non-financial performance targets with the exception of the asset sustainability ratio, as per the Emerald Saleyards Annual Performance Plan, due to delays with commencement of capital works.
	Airport compliance with all legislative and safety obligations.	0 non-conformance with aviation legislative and safety obligations. **Target Date: 30/06/22**	Customer and Commercial Services	**On Target**	0 non-conformance achieved.
	Saleyards compliance with all legislative and safety obligations.	0 non-conformance with Biosecurity and European Union legislative and safety obligations. **Target Date: 30/06/22**	Customer and Commercial Services	**On Target**	0 non-conformance achieved.
Advisory Committees	Strengthen communication and engagement with key stakeholders for all commercial businesses.	Facilitation of quarterly meetings with key stakeholders. **Target Date: 30/06/22**	Customer and Commercial Services	**On Target**	Emerald Airport Advisory Committee quarterly meeting was held on 28 February 2022. Emerald Saleyards Coordination Committee was held on 14 March 2022.

5.4.2 Ensure the long-term financial sustainability of the region through prudent financial management and budgeting.					
Strategy / Action Plan	**Key Activity**	**Target/Measure**	**Responsibility**	**Status**	**Comments**
Long-Term Financial Plan	Align long-term financial forecasts and infrastructure needs with asset management plans.	Identification of capital works projects sourced from AMPs which are aligned to the Long-Term Financial Plan and outcomes from APCI. **Target Date: 30/06/22**	Infrastructure and Utilities *(previously responsibility of Corporate Services)*	**On Target**	Capital works as identified in AMPs have been included in the 2022-23 draft budget. Review of AMPs and APCI alignment is ongoing.

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5.4.2 Ensure the long-term financial sustainability of the region through prudent financial management and budgeting.					
Strategy / Action Plan	**Key Activity**	**Target/Measure**	**Responsibility**	**Status**	**Comments**
	Sustain an appropriate QTC credit rating.	Improvement of or sustain the current rating of 'Moderate with a Neutral Outlook'. **Target Date: 31/12/21**	Corporate Services	**Completed** in Q2	This activity was complted in quarter 2.
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. **Target Date: 31/12/21**	Corporate Services	**Completed** in Q2	This activity was completed in quarter 2.

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6. Our Organisation

6.1 Living our values

6.1.1 Provide excellent customer service to ensure professional service delivery.					
Strategy / Action Plan	**Key Activity**	**Target/Measure**	**Responsibility**	**Status**	**Comments**
Customer Service Strategy and Action Plan	Conduct satisfaction survey to improve the quality and efficiency of frontline services.	Achievement of >90% overall satisfaction. **Target Date: 30/06/22**	Customer and Commercial Services	**On Target**	Annual survey is scheduled to be conducted in May 2022.

6.2 Continuous improvement culture

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.					
Strategy / Action Plan	**Key Activity**	**Target/Measure**	**Responsibility**	**Status**	**Comments**
ICT Strategy and Action Plan 2017-2022	Development and implementation of e-service utilising the oneCouncil platform.	100% completion against agreed milestones and deliverables for 2022. **Target Date: 30/06/21**	Corporate Services	**On Target**	Business case and project scope was endorsed by the ICT Steering Committee in February 2022. Implementation of online services utilising the OneCouncil platform will commence in the 2022-23 financial year. Project Manager has been appointed which will allow project planning to progress in preparation for implementation.
	Development of Closed-Circuit Television (CCTV) Strategic Plan.	Endorsement of the CCTV Strategic Plan. **Target Date: 31/12/22**	Corporate Services	**Completed** in Q3	CCTV Master Plan has been developed. Management consultation completed and plan was supported by the ICT Steering Committee at its meeting of February 2022.

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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.					
Strategy / Action Plan	**Key Activity**	**Target/Measure**	**Responsibility**	**Status**	**Comments**
People Plan	Review People Plan.	Completion of an annual review. **Target Date: 30/06/22**	Corporate Services	**On Target**	Automated systems and solutions to support the People Plan deliverables are progressing. Initiatives include: • automated workflows have been successfully tested • new recruitment and onboarding system is being tested • updating the TNA and completing VOCs is progressing • in-house leadership program Ignite Growth for Managers and Coordinators has commenced • expression of interest launched for Supervisor Toolkit training sessions • annual performance check in process has been revised.
	Implementation of 90-day employee onboarding program.	Implementation of onboarding program with a six-month review. **Target Date: 30/06/22**	Corporate Services	**Carry over / Not proceeding**	Development of the 90-day onboarding program will be completed by end of June 2022 with implementation to be included in the program of work for 2022-23.

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6.3 One team approach

6.3.1 Develop and implement effective systems to manage risk to enable the efficient delivery of council services.					
Strategy / Action Plan	**Key Activity**	**Target/Measure**	**Responsibility**	**Status**	**Comments**
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. **Target Date: 30/06/22**	Corporate Services	**Carry over / Not proceeding**	An interim in-house solution is currently being utilised. In line with a future review of the risk management framework in quarter one of 2022-23, this activity is to be carried over and included as part of the program of work for 2022-23.
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. **Target Date: 30/06/22**	Corporate Services	**Carry over / Not proceeding**	An interim in-house solution is currently being utilised. In line with a future review of the risk management framework (which includes monitoring of audit actions) in quarter one of 2022-23, this activity is to be carried over and included as part of the program of work for 2022-23.
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. **Target Date: 31/10/21**	Corporate Services	**Completed** in Q2	This activity was completed in quarter 2.

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6.3.2 Develop the elected member group consistent with the One Team approach.					
Strategy / Action Plan	**Key Activity**	**Target/Measure**	**Responsibility**	**Status**	**Comments**
Elected Member Development	Attend professional development seminars, conferences, and workshops.	Attendance by the elected member group. **Target Date: 30/06/22**	Chief Executive Office	**On Target**	No conferences were attended in quarter 3 due mainly to COVID-19 related cancellations. The Local Government Association Queensland Waste Forum scheduled for March 2022 has been postponed to July 2022.

6.4 Working safely

6.4.1 Sustain a productive, efficient, and safe workforce that is responsive to council and community needs.					
Strategy / Action Plan	**Key Activity**	**Target/Measure**	**Responsibility**	**Status**	**Comments**
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. **Target Date: 30/06/22**	Corporate Services	**On Target**	A fleet dashboard report to improve the reporting of actual life costs and revenue recovery is being tested for future implementation.
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. **Target Date: 30/06/22**	Chief Executive Office	**On Target**	Health monitoring of employees has continued in quarter 3. (Now on track with health monitoring risk assessment and noise monitoring 5 yearly audit progressing to plan.)
	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. **Target Date: 30/06/22**	Chief Executive Office	**On Target**	Focus to close known hazards and increase communication between involved parties continues to support foundations of encouraging actively and timely reporting of near misses, hazards and incidents.

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