

# Operational Plan

2022-23

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[chrc.qld.gov.au](http://chrc.qld.gov.au)



**Central Highlands**  
Regional Council



# Annual Operational Plan



## **Our long-term strategic intent and vision**

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

## **Our purpose**

A regional council committed to sustainably leading and servicing our communities.

## **Our values**

### **Respect and Integrity**

Building trust, teamwork, communication, and a shared understanding.  
Actively listening to our communities.

### **Accountability and Transparency**

Equal opportunities, fair and open consultation, and communication.  
Accepting responsibility for our actions.

### **Providing Value**

Best value for money outcomes for our community.  
Collaboration, managing expectations and working towards common goals.  
Deliver efficiency and effectiveness in all that we do.

### **Commitment and Teamwork**

Continually improve on our achievements and drive innovative solutions.  
Lead change and continuous improvement in delivering for our community.  
Promote a positive health and safety culture.

# Annual Operational Plan

The annual operational plan provides an activity-based plan on how and what council will do during each financial year to deliver on its 5-year Corporate Plan 2022-2027 and long-term destination goals.

The Corporate Plan's seven long-term destination goals are:

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

The Corporate Plan also contains six themes as a way of organising various key strategies designed to achieve the long-term destination goals. Key strategies are listed under each of the following themes:


1. Governance, Leadership and Capability.
2. Regional Economic Prosperity.
3. Community Wellbeing.
4. Quality Infrastructure and Assets.
5. Natural Environment.
6. Council Financial Sustainability.

In support of the Corporate Plan, the annual operational plan is structured according to the six themes and respective key strategies, detailing the activities planned for delivery under each strategy.

A high-level mapping of each activity to the seven long-term destination goals is included in the plan.

Activities have also been identified that are considered to contribute to the delivery of more than one strategy. For each of these activities, details of links to relevant strategies have been provided.

Key strategies being progressed through council's capital works program 2022-2025 as approved in council's 2022-23 Budget are also identified with the following reference:

 *This strategy is supported by the delivery of projects included in the capital works program 2022-2025 as approved in council's 2022-23 Budget.*

# Annual Operational Plan

## Monitoring Performance and Reporting on the Annual Operational Plan

In accordance with council's corporate planning, performance and reporting framework council will review and report its progress in completing the activities contained in the Operational Plan 2022-23 on a quarterly basis. A quarterly operational plan report will be provided that includes a status for each activity, categorised as 'on target', 'monitor', 'below target', 'complete', 'carryover' and 'not proceeding'.

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

The delivery of council's capital works program 2022-2025 as approved in council's 2022-23 Budget will be reported quarterly to council through the Strategic Program Governance Group (SPGG).

Progress in delivery of activities in the annual operational plan and capital works program is also reported in council's annual report. The annual report shows progress that is made towards the long-term destination goals as presented in council's Corporate Plan 2022-2027.

## Managing Risks

The Local Government Regulation 2012, section 175(1)(b)(ii), requires that the operational plan states how the local government will manage operational risk. Council's approach to risk management is based on the Australian/New Zealand Standard ISO 31000:2018 Risk Management - Principles and Guidelines.

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

Embedding a risk-management-approach, as well as good project management and business principles, is supported and driven by council and the executive leadership team. Council has strong external and internal audit programs, with oversight by the Queensland Audit Office. These ensure that council's systems, processes, and operations are effective and transparent to deliver its commitments under the annual operational plan and corporate plan.

Council has in place a Risk Management Policy (RMP) available on council's website [www.centralhighlands.qld.gov.au](http://www.centralhighlands.qld.gov.au). It encompasses the implementation and administration of an integrated risk management system across council that provides for:

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

In the implementation of this policy, council will:

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

The council wide RMF supports the RMP and details how risk management should be implemented across council. Risks are recorded in council's corporate risk registers and are monitored and reported to the Audit Committee on a regular basis.

# Operational Plan 2022-23


## Theme: 1. Governance, Leadership and Capability

### 1.1. Embed responsible governance, accountabilities and performance within council

No.	Strategy / Action Plan	Activity	Performance Measure	Target Due Date	Responsibility	Long-term destination goals							Activity also contributes to the delivery of Key Strategy		
						1	2	3	4	5	6	7			
001	Corporate Plan 2022-2027 Business Continuity Planning	Develop and implement business continuity management that is integrated with and encompasses all critical plans and services of council.	Business continuity management is implemented.	June 2023	Commercial and Corporate Services	x		x							3.5
002	ICT Strategic Plan	Deliver an enhanced and integrated electronic document management system 'ECM' to improve the management of, and streamline the capture of, council's corporate records.	ECM is upgraded to the latest release. ECM is integrated with the 'OneCouncil platform'. Project benefits realised.	June 2023	Commercial and Corporate Services	x			x						1.2
003	ICT Strategic Plan	Develop and endorse a policy position to inform how council will respond to cyber security ransomware events.	A ransomware policy is presented to council.	March 2023	Commercial and Corporate Services	x									
004	Strategic Procurement Plan (draft)	Embed an organisation wide contract management framework to enable consistent and effective management of contracts.	A contract management framework is embedded.	June 2023	Chief Financial Office	x									2.4
005	Strategic Procurement Plan (draft)	Develop and deliver a procurement training program incorporating all aspects of council's updated procurement practices.	Procurement training program is delivered.	March 2023	Chief Financial Office	x									
006	Strategic Procurement Plan (draft)	Undertake a review and update procurement documentation (policy, tender documents, and forms).	Standardised procurement documentation developed.	December 2022	Chief Financial Office	x									2.4
007	Corporate Planning, Performance and Reporting Framework	Update council's Corporate Planning, Performance and Reporting Framework.	Framework is updated.	June 2023	Commercial and Corporate Services	x									
008	Community engagement	Undertake biennial community satisfaction survey.	Survey completed and results published.	June 2023	Communities	x		x							


# Operational Plan 2022-23

## 1.2. Develop and implement a council digital roadmap including data, communication, service innovation and automation efficiencies

 This strategy is supported by the delivery of projects included in the capital works program 2022-2025 as approved in council's 2022-23 Budget.

No.	Strategy / Action Plan	Activity	Performance Measure	Target Due Date	Responsibility	Long-term destination goals							Activity also contributes to the delivery of Key Strategy		
						1	2	3	4	5	6	7			
009	ICT Strategic Plan	Develop council's digital road map.	Digital roadmap is developed, and initial initiatives are implemented.	June 2023	Commercial and Corporate Services	x			x						
010	ICT Strategic Plan	Secure contractual arrangements for council's enterprise technology system(s).	Future favourable contractual arrangements are agreed with vendor(s).	June 2023	Chief Executive Office	x			x						
011	Reconciliation Action Plan	Implement software tool, 'Weavr' to improve the reporting process for council's Reconciliation Action Plan.	'Weavr' is implemented. Project benefits realised.	June 2023	Communities	x		x	x						
012	ICT Strategic Plan	Deliver new online portal for community services, 'ePortals'.	'ePortals' is implemented.	June 2023	Commercial and Corporate Services	x			x						6.5
013	ICT Strategic Plan	Deliver a new online booking system, 'Bookable' for council facilities and open spaces.	'Bookable' is implemented.	June 2023	Communities	x			x						6.5
014	ICT Strategic Plan	Deliver a new online community grants system, 'SmartyGrants'.	'SmartyGrants' is implemented.	March 2023	Communities	x			x						2.5 6.5
015	ICT Strategic Plan	Deliver a new online community directory system, 'My Community Directory'.	'My Community Directory' is implemented.	March 2023	Communities	x			x						6.5
016	Supervisory Control and Data Acquisition (SCADA) Masterplan	Finalise council's 'SCADA' Masterplan to guide the expansion of council's automated water management system.	'SCADA' Masterplan is finalised.	June 2023	Infrastructure and Utilities	x			x						1.3 4.2


## 1.3. Develop council's strategic people and workforce plans to meet current and future demands

 This strategy is supported by the delivery of projects included in the capital works program 2022-2025 as approved in council's 2022-23 Budget.

No.	Strategy / Action Plan	Activity	Performance Measure	Target Due Date	Responsibility	Long-term destination goals							Activity also contributes to the delivery of Key Strategy		
						1	2	3	4	5	6	7			
017	Strategic Workforce Plan	Develop a Strategic Workforce Plan for 2023-28.	Strategic Workforce Plan 2023-28 is developed. Implementation actions are defined.	June 2023	Commercial and Corporate Services	x				x					2.3

# Operational Plan 2022-23

## 1.3. Develop council's strategic people and workforce plans to meet current and future demands

 This strategy is supported by the delivery of projects included in the capital works program 2022-2025 as approved in council's 2022-23 Budget.


No.	Strategy / Action Plan	Activity	Performance Measure	Target Due Date	Responsibility	Long-term destination goals							Activity also contributes to the delivery of Key Strategy		
						1	2	3	4	5	6	7			
018	People Plan	Implement a new online recruitment system, 'Scout', to streamline recruitment and onboarding processes and improve applicant experience.	'Scout' is implemented.	March 2023	Commercial and Corporate Services	x			x	x					1.2 6.5

## 1.4. Develop leadership skills and a positive council culture

No.	Strategy / Action Plan	Activity	Performance Measure	Target Due Date	Responsibility	Long-term destination goals							Activity also contributes to the delivery of Key Strategy		
						1	2	3	4	5	6	7			
019	Strategic Workforce Plan	Facilitate a leadership development program covering elected members, executive leaders, and managers responsibilities.	Programs for elected members, executive leadership team, and managers are delivered.	June 2023	Commercial and Corporate Services					x					
020	People Plan	Engage employees in a review of 'our' (staff) organisational values.	Review of organisational values completed.	June 2023	Commercial and Corporate Services	x									
021	People Plan	Review and update council's employee code of conduct.	Code of conduct is updated.	June 2023	Commercial and Corporate Services	x									
022	People Plan	Conduct employee alignment and engagement survey.	Survey completed. Target 70% response rate. Results communicated to employees. An improvement action plan is developed.	March 2023	Commercial and Corporate Services	x				x					
023	People Plan	Implement a 90-day onboarding program for employees commencing new roles with council.	Onboarding program is implemented.	June 2023	Commercial and Corporate Services	x									

# Operational Plan 2022-23

## 1.5. Embed a safety and an environmental sustainability culture within council, its suppliers and partners

 This strategy is supported by the delivery of projects included in the capital works program 2022-2025 as approved in council's 2022-23 Budget.

No.	Strategy / Action Plan	Activity	Performance Measure	Target Due Date	Responsibility	Long-term destination goals							Activity also contributes to the delivery of Key Strategy		
						1	2	3	4	5	6	7			
024	Workplace Health and Safety Plan	Implement a contractor management software system to enhance the safety culture for council staff and contractors working with council.	A contractor management software system is implemented.	June 2023	Commercial and Corporate Services	x	x		x						1.1 1.2
025	People Plan	Deliver supervisor toolkit modules incorporating safety maturity and environmental sustainability.	Safety maturity module(s) is delivered.  Environmental sustainability module(s) is delivered.	March 2023	Commercial and Corporate Services	x						x	x		
026	Cyber Security Master Plan	Deliver an annual workshop for council management to assess incident response processes and preparedness for critical cyber security threats.	Annual workshop for management is delivered.	March 2023	Commercial and Corporate Services	x			x						1.1
027	Community engagement	Conduct a survey to inform a review of community preferences for receiving existing paper-based local community communications (e.g., newsletters, pamphlets, flyers etc.).	Community preference survey is conducted, and report is presented to council.	June 2023	Communities	x			x		x	x			3.2
028	People Plan	Update induction program for new employees to include environmental sustainability.	New employee induction program is updated.	March 2023	Commercial and Corporate Services	x					x				
029	People Plan	Update employee learning modules to include environmental sustainability.	Employee learning modules are updated.	March 2023	Commercial and Corporate Services	x					x				
030	Strategic Procurement Plan (draft)	Update procurement processes to include principles relating to opportunities regarding environmental sustainability.	Procurement documents are updated.	June 2023	Chief Financial Office	x					x				



# Operational Plan 2022-23


## 1.6. Improve strategic advocacy for council services and provide value to all stakeholders

No.	Strategy / Action Plan	Activity	Performance Measure	Target Due Date	Responsibility	Long-term destination goals							Activity also contributes to the delivery of Key Strategy		
						1	2	3	4	5	6	7			
031	Advocacy Strategy and Action Plan  Central Highlands Development Corporation Corporate Strategy 2022-2024	Develop an advocacy plan to attract funding for council's major projects and regional economic development opportunities and to retain vital community and business services.	Advocacy plan is presented to council for adoption.	June 2023	Chief Executive Office	x		x	x						2.1 3.3 4.3 4.5 5.3
032	Regional Economic Development Incentive (REDI)	Identify suitable surplus land for use as leverage to attract needed community services.	At least 1 suitable land parcel is identified.	December 2022	Communities	x	x	x							
033	Advocacy Strategy and Action Plan	Advocate for funding for the following priority projects: <ul style="list-style-type: none"> <li>- Master Planning for the Fairbairn Dam Recreation Area</li> <li>- Raising the Vince Lester Bridge</li> <li>- Upgrade of the Tieri-Capella Pipeline</li> <li>- Upgrade of the Rolleston Water Treatment Plant</li> <li>- Future stages of the Yamala Enterprise Area Feeder Roads and Water Supply</li> <li>- Redevelopment of the Old Blackwater Pool (Ghungalu Nunee)</li> <li>- Construction of the Evacuation and Cultural Centre.</li> </ul>	Evidence of delivery of advocacy activities.	Ongoing	Chief Executive Office	x	x	x							2.1 2.2 4.1

# Operational Plan 2022-23

## Theme 2. Regional Economic Prosperity


### 2.1. Support regional industry development via advocacy, planning and incentives

 This strategy is supported by the delivery of projects included in the capital works program 2022-2025 as approved in council's 2022-23 Budget.

No.	Strategy / Action Plan	Activity	Performance Measure	Target Due Date	Responsibility	Long-term destination goals							Activity also contributes to the delivery of Key Strategy		
						1	2	3	4	5	6	7			
034	Regional Economic Development Incentive (REDI)	Expand the REDI Policy to support council's ongoing commitment to incentivise new economic development.	Expanded REDI Policy is presented to council.	June 2023	Communities	x	x	x							
035	Central Highlands Economic Master Plan (CHEMP) Action Plan 2023-2027  Resource Recovery (Waste Management) Strategy	Undertake due diligence and planning for the potential acquisition of the former Emerald Agricultural College land.	Inspection reports, site vision and precinct plan finalised, and business case progressed.	June 2023	Chief Executive Office	x	x			x					2.3 4.1
036	Central Highlands Economic Master Plan (CHEMP) Action Plan 2023-2027	Renew the Central Highlands Economic Master Plan (CHEMP) Action Plan for 2023-2027.	An updated CHEMP Action Plan for 2023-2027 is developed.	June 2023	Central Highlands Development Corporation	x	x								
037	CH Resources Roundtable Project	Deliver the CH Invest Concept Study investigating local procurement, regional spend, royalties/taxes/levies, industry regional challenges and trends and models of regional delivery.	CH Invest Concept Study is completed.  CH Resources Roundtable members confirmed interest or otherwise in progressing to feasibility study.	June 2023	Central Highlands Development Corporation	x	x								
038	Central Highlands Development Corporation Operational Plan 2022-23	Deliver 'Bridging the Boundaries' program facilitating business engagement activities, business survey and small and medium enterprises (SME) workshops.	'Bridging the Boundaries' program activities are delivered.	June 2023	Central Highlands Development Corporation	x	x			x					2.3 2.5
039	Central Highlands Development Corporation Operational Plan 2022-23	Coordinate business and industry forums for business growth and networking opportunities including 'Economic Futures', 'Resources and Innovation', and 'Tourism and Events'.	'Economic Futures', 'Resources and Innovation', and 'Tourism and Events' forums are delivered.	June 2023	Central Highlands Development Corporation	x	x			x					


# Operational Plan 2022-23

## 2.1. Support regional industry development via advocacy, planning and incentives

 This strategy is supported by the delivery of projects included in the capital works program 2022-2025 as approved in council's 2022-23 Budget.

No.	Strategy / Action Plan	Activity	Performance Measure	Target Due Date	Responsibility	Long-term destination goals							Activity also contributes to the delivery of Key Strategy	
						1	2	3	4	5	6	7		
040	Central Highlands Development Corporation Operational Plan 2022-23	Update annual regional economic profile.	Regional economic profile is updated.	June 2023	Central Highlands Development Corporation	x	x							

## 2.2. Facilitate new tourism and liveability opportunities with quality cultural facilities, improved access and attraction of events

 This strategy is supported by the delivery of projects included in the capital works program 2022-2025 as approved in council's 2022-23 Budget.

No.	Strategy / Action Plan	Activity	Performance Measure	Target Due Date	Responsibility	Long-term destination goals							Activity also contributes to the delivery of Key Strategy	
						1	2	3	4	5	6	7		
041	Regional Entertainment Venue Strategy (draft)	Develop an investment and management strategy for council's main entertainment venues.	Strategy is presented to council.	March 2023	Communities	x	x	x						
042	Central Highlands Visitor Economy Strategy	Advocate to address poor levels of road maintenance within targeted Central Highlands national parks which are hindering regional tourism and causing erosion and degradation of the natural environment.	Appropriate engagement between Department of Environment and Science and council is established.	Ongoing	Chief Executive Office	x	x					x		3.7 4.1 5.4
043	Central Highlands Visitor Economy Strategy	Deliver Central Queensland Highlands showcasing trade shows in Sydney, Brisbane and Rockhampton along with identified local events.	Central Queensland Highlands' brand represented at trade shows.	June 2023	Central Highlands Development Corporation		x	x						

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## 2.3. Partner to attract, retain and develop a future-focused, skilled workforce across our region

No.	Strategy / Action Plan	Activity	Performance Measure	Target Due Date	Responsibility	Long-term destination goals							Activity also contributes to the delivery of Key Strategy		
						1	2	3	4	5	6	7			
044	Central Highlands Development Corporation Corporate Strategy 2022-2024	Engage with industry, major employers and existing providers to identify potential solutions to address key childcare services gaps in towns impacting on attraction and retention of qualified workforce.	Participate in at least 1 multi-stakeholder project group.	March 2023	Communities	x	x			x					3.3
045	Queensland Water Regional Alliance Program (QWRAP)	Participate in Central Queensland Regional Organisation of Councils (CQROC) - QWRAP initiatives to leverage regional coordination of attraction to water industry careers in conjunction with Queensland Water Directorate and the Local Government Association of Queensland (LGAQ).	Participate in QWRAP workforce attraction activities.	June 2023	Infrastructure and Utilities	x	x			x					1.3 4.2 4.4
046	Central Highlands Development Corporation Operational Plan 2022-23	Rebrand the 'CQJobsLink' platform for the Central Highlands.	Rebrand is completed.	June 2023	Central Highlands Development Corporation	x	x			x					

## 2.4. Streamline processes for businesses and industries working with council

No.	Strategy / Action Plan	Activity	Performance Measure	Target Due Date	Responsibility	Long-term destination goals							Activity also contributes to the delivery of Key Strategy		
						1	2	3	4	5	6	7			
047	Strategic Procurement Plan (draft)	Implement a new online procurement system, 'NEX GEN Vendor Panel' to streamline procurement processes for council and suppliers.	'NEX GEN Vendor Panel' is implemented.	March 2023	Chief Financial Office	x	x		x						1.1 1.2 6.5
048	Strategic Procurement Plan (draft)	Deliver a supplier engagement program that informs local businesses on how to do business with council.	At least 3 networking events are delivered.	June 2023	Chief Financial Office	x	x								
049	CHRC Local Laws	Finalise the review of council's local laws.	Local laws are lodged with State government for adoption.	December 2022	Communities	x		x							

# Operational Plan 2022-23



## 2.5. Support local business to compete in a digital environment

No.	Strategy / Action Plan	Activity	Performance Measure	Target Due Date	Responsibility	Long-term destination goals							Activity also contributes to the delivery of Key Strategy		
						1	2	3	4	5	6	7			
050	Central Highlands Development Corporation Operational Plan 2022-23	Facilitate business mentoring workshops to assist businesses to boost their online presence and compete in the digital age.	Delivery of 1 workshop.	June 2023	Central Highlands Development Corporation	x	x		x						2.3
051	Central Highlands Development Corporation Operational Plan 2022-23	Implement 'Grant Finder' and facilitate connecting local businesses with relevant grant opportunities and programs.	100 'Grant Finder' registrations.	June 2023	Central Highlands Development Corporation	x	x								

# Operational Plan 2022-23

## Theme: 3. Community Wellbeing

### 3.1. Undertake long-term regional and community-based visioning


No.	Strategy / Action Plan	Activity	Performance Measure	Target Due Date	Responsibility	Long-term destination goals							Activity also contributes to the delivery of Key Strategy	
						1	2	3	4	5	6	7		
052	Corporate Planning, Performance and Reporting Framework	Community visioning project to identify what is important to our community from a regional and place-based perspective.	Community visioning report published.	June 2023	Communities	x	x	x				x	x	
053	CHRC Planning Scheme	Undertake the Gemfields Planning Study in collaboration with the Department of Resources to support the long-term sustainability of the communities within the Gemfields including Sapphire, Rubyvale, Willows and Anakie.	A Community and Stakeholder Engagement Outcomes Report is delivered.  A Draft Planning Study document that is informed by the Outcomes Report is delivered.	June 2023	Communities	x		x						
054	Liveability Strategy and Action Plan	Update Liveability Strategy and Action Plan.	Updated Strategy and Action Plan are presented to council.	June 2023	Communities	x	x	x		x	x	x		2.2

### 3.2. Review methods and practices for community and stakeholder engagement

No.	Strategy / Action Plan	Activity	Performance Measure	Target Due Date	Responsibility	Long-term destination goals							Activity also contributes to the delivery of Key Strategy	
						1	2	3	4	5	6	7		
055	Community Engagement Policy and Action Plan	Review existing community and stakeholder engagement practices to inform development of an updated Community Engagement Policy and Action Plan.	Community Engagement Policy is updated, and action plan is initiated.	June 2023	Communities	x		x						


# Operational Plan 2022-23

## 3.3. Plan, enable and advocate to retain local community services and facilities to underpin liveability with right balance of centralised or localised services

 This strategy is supported by the delivery of projects included in the capital works program 2022-2025 as approved in council's 2022-23 Budget.

No.	Strategy / Action Plan	Activity	Performance Measure	Target Due Date	Responsibility	Long-term destination goals							Activity also contributes to the delivery of Key Strategy		
						1	2	3	4	5	6	7			
056	Central Highlands Development Corporation Operational Plan 2022-23	Create new, shared imagery for council and Central Highlands Development Corporation corporate image libraries for regional promotion and advocacy.	Council and Central Highlands Development Corporation corporate image libraries are updated.	June 2023	Communities  Central Highlands Development Corporation		x								2.1 2.3

## 3.4. Design urban landscapes and built environments for liveability in changing climate conditions

 This strategy is supported by the delivery of projects included in the capital works program 2022-2025 as approved in council's 2022-23 Budget.

No.	Strategy / Action Plan	Activity	Performance Measure	Target Due Date	Responsibility	Long-term destination goals							Activity also contributes to the delivery of Key Strategy		
						1	2	3	4	5	6	7			
057	CHRC Planning Scheme Liveability Strategy and Action Plan	Improving urban design outcomes of new development by amending council's planning scheme to incorporate design controls and a new planning scheme policy.	Preparation and submission of draft planning scheme amendment for first state interest review.	December 2022	Communities	x		x				x	x		

## 3.5. Collaborate with communities to support local area resilience, uniqueness and sustainability

No.	Strategy / Action Plan	Activity	Performance Measure	Target Due Date	Responsibility	Long-term destination goals							Activity also contributes to the delivery of Key Strategy		
						1	2	3	4	5	6	7			
058	Local Disaster Management Plan	Finalise the Emerald Evacuation Route Plan.	Plan is presented to the Local Disaster Management Group for endorsement.	June 2023	Communities	x		x				x			
059	Local Disaster Management Plan (Human and Social Sub-plan)	Facilitate skill development and opportunities for community connection and to build community capacity and increase resilience.	At least 1 council led or partnered community event held in 1 community.	June 2023	Communities	x		x							
060	Local Disaster Management Plan (Human and Social Sub-plan)	Facilitate mental health activities to build community capacity and increase resilience.	At least 5 council led or partnered community activities are held.	June 2023	Communities	x		x							

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## 3.5. Collaborate with communities to support local area resilience, uniqueness and sustainability

No.	Strategy / Action Plan	Activity	Performance Measure	Target Due Date	Responsibility	Long-term destination goals							Activity also contributes to the delivery of Key Strategy		
						1	2	3	4	5	6	7			
061	Youth Strategy and Action Plan 2018-2026	Engage in Ichinoseki Sister City relationship building event.	At least 1 activity interacting with Ichinoseki City.	June 2023	Communities	x		x							
062	Youth Strategy and Action Plan 2018-2026	Facilitate the annual Signature Central Highlands Youth Week Event.	Annual Youth Event is held.	June 2023	Communities	x		x							

## 3.6. Strengthen recognition and collaboration with Traditional Custodians and Aboriginal and Torres Strait Islander people

No.	Strategy / Action Plan	Activity	Performance Measure	Target Due Date	Responsibility	Long-term destination goals							Activity also contributes to the delivery of Key Strategy		
						1	2	3	4	5	6	7			
063	Reconciliation Action Plan	Engage with native title claimants to progress Aboriginal cultural heritage plans.	Engagement opportunities with native title claimants are undertaken.	Ongoing	Commercial and Corporate Services	x		x							2.2
064	Reconciliation Action Plan	Facilitate events for NAIDOC / National Reconciliation Week.	At least 3 events are held.	September 2022	Communities	x		x							
065	Reconciliation Action Plan	Facilitate events for Elders and council staff to connect and learn from each other.	At least 1 event is held.	September 2022	Communities	x		x							

## 3.7. Protect and promote the heritage of our region


 This strategy is supported by the delivery of projects included in the capital works program 2022-2025 as approved in council's 2022-23 Budget.

No.	Strategy / Action Plan	Activity	Performance Measure	Target Due Date	Responsibility	Long-term destination goals							Activity also contributes to the delivery of Key Strategy		
						1	2	3	4	5	6	7			
066	Creative Cultural Futures and Heritage Strategy 2016-2026 and Action Plan (Biennial)	Progress the 'Lone Graves Register'.	The 'Lone Graves Register' is updated.	June 2023	Communities			x							2.2
067	Creative Cultural Futures and Heritage Strategy 2016-2026 and Action Plan (Biennial)	Progress the 'Oral History' project.	The 'Oral History' project is progressed.	June 2023	Communities			x							2.2




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## 3.7. Protect and promote the heritage of our region

 This strategy is supported by the delivery of projects included in the capital works program 2022-2025 as approved in council's 2022-23 Budget.

No.	Strategy / Action Plan	Activity	Performance Measure	Target Due Date	Responsibility	Long-term destination goals							Activity also contributes to the delivery of Key Strategy	
						1	2	3	4	5	6	7		
068	Liveability Strategy and Action Plan CHRC Planning Scheme	Review and update the Local Heritage Register to include additional places of cultural and historical significance. Places with indigenous significance will also be explored in consultation with Traditional Custodians. The updated register would form part of an amendment to council's planning scheme.	Consultation with Traditional Custodians on initial places identified and incorporation of indigenous interests into the draft amendment.  Submission of planning scheme amendment for ministerial approval.	March 2023	Communities	x	x	x				x		2.2

## 3.8. Support volunteer emergency services and the community to increase resilience and reduce risk to residents and property from natural hazards


 This strategy is supported by the delivery of projects included in the capital works program 2022-2025 as approved in council's 2022-23 Budget.

No.	Strategy / Action Plan	Activity	Performance Measure	Target Due Date	Responsibility	Long-term destination goals							Activity also contributes to the delivery of Key Strategy	
						1	2	3	4	5	6	7		
069	Local Disaster Management Plan	Support volunteer emergency services through appropriate maintenance of facilities and equipment.	Facilities and equipment to support volunteer emergency services are maintained.	Ongoing	Communities	x		x				x		
070	Local Disaster Management Plan	Improve natural disaster community education and emergency notification systems to increase community resilience through improved awareness and use of the emergency dashboard.	Annual report is tabled to the Local Disaster Management Group and council including Emergency Dashboard usage metrics.	June 2023	Communities	x		x				x		
071	Local Disaster Management Plan	Implement a strategy for the maintenance of council's community safety flood warning system.	Strategy is tabled to the Local Disaster Management Group and council.	June 2023	Communities	x		x				x		

# Operational Plan 2022-23



## 3.8. Support volunteer emergency services and the community to increase resilience and reduce risk to residents and property from natural hazards


 This strategy is supported by the delivery of projects included in the capital works program 2022-2025 as approved in council's 2022-23 Budget.

No.	Strategy / Action Plan	Activity	Performance Measure	Target Due Date	Responsibility	Long-term destination goals							Activity also contributes to the delivery of Key Strategy		
						1	2	3	4	5	6	7			
072	Advocacy Strategy and Action Plan	Advocate to the LGAQ for the Queensland Government to wholly manage and fund the State Emergency Service.	Motion is presented for adoption.	Ongoing	Communities	x		x				x			

# Operational Plan 2022-23

## Theme: 4. Quality Infrastructure and Assets


### 4.1. Enable regional industry development with appropriate transport connectivity, tourism and services infrastructure

 This strategy is supported by the delivery of projects included in the capital works program 2022-2025 as approved in council's 2022-23 Budget.

No.	Strategy / Action Plan	Activity	Performance Measure	Target Due Date	Responsibility	Long-term destination goals							Activity also contributes to the delivery of Key Strategy		
						1	2	3	4	5	6	7			
073	CHRC Planning Scheme	Review the Local Government Infrastructure Plan (LGIP) to update the stormwater network, review the desired standards of service and schedule of works. Incorporate proposed changes into an LGIP amendment.	Preparation of the draft LGIP amendment.  Review and sign-off by appointed independent panel reviewer ready for ministerial review and approval to consult.	June 2023	Communities	x		x							
074	Asset Management Plans	Review and update council's road hierarchy.	An updated road hierarchy is presented to council.	June 2023	Infrastructure and Utilities	x		x							4.4 6.1 6.4
075	Bowen Basin Regional Roads and Transport Group (BBRRTG)	Develop 10-year 'Rural Road Investment Strategy' for council roads.	'Rural Road Investment Strategy' is presented to council.	June 2023	Infrastructure and Utilities	x	x	x							4.4 6.1 6.4
076	Queensland Beef Corridors  Central Highlands Development Corporation Corporate Strategy 2022-2024	Support the Queensland Beef Corridors Steering Committee to advocate to the State and Federal Government for funding of the Queensland Beef Corridors.	Technical data is provided through the working group.  Evidence of delivery of advocacy activities.	June 2023	Chief Executive Office	x	x								2.1
077	Regional RV, Caravan and Camping Options and Opportunities Assessment	Finalise the Regional RV, Caravan and Camping Options and Opportunities Assessment in collaboration with council.	Assessment document is finalised, and recommendations are presented to council.	March 2023	Central Highlands Development Corporation	x	x	x							2.2
078	Central Highlands Visitor Economy Strategy	Support the visitor economy via the operation of visitor information centres in Emerald, Springsure, Blackwater and Duarina.	Successful operation of the regional visitor information centres.  Visitor information centres open and resourced on average 5 days per week for peak tourism season.	June 2023	Central Highlands Development Corporation		x	x							2.2


# Operational Plan 2022-23

## 4.2. Implement environmentally sustainable and secure town water strategies

 This strategy is supported by the delivery of projects included in the capital works program 2022-2025 as approved in council's 2022-23 Budget.

No.	Strategy / Action Plan	Activity	Performance Measure	Target Due Date	Responsibility	Long-term destination goals							Activity also contributes to the delivery of Key Strategy	
						1	2	3	4	5	6	7		
079	Water Security Masterplan Asset Management Plans	Finalise Water Security Masterplan to guide future expenditure on water infrastructure.	Water Security Masterplan is finalised.	June 2023	Infrastructure and Utilities	x		x						4.4 6.1 6.4
080	Infrastructure Environmental Management Plan	Develop a plan for the environmental management of waterways within town limits, taking into consideration weeds, fire mitigation, desilting, urban water supply and storage for Capella Creek, Springsure Creek, Bluff Creek, Comet River (Rolleston) and Nogoia River (Emerald).	Management plan is presented to council.	March 2023	Infrastructure and Utilities	x		x				x		4.3 5.4

## 4.3. Advocate for funding and deliver flood mitigation projects

 This strategy is supported by the delivery of projects included in the capital works program 2022-2025 as approved in council's 2022-23 Budget.

No.	Strategy / Action Plan	Activity	Performance Measure	Target Due Date	Responsibility	Long-term destination goals							Activity also contributes to the delivery of Key Strategy	
						1	2	3	4	5	6	7		
081	Corporate Plan 2022-2027	Advocate for funding of flood mitigation projects in Rolleston, Bluff, Emerald and Gemfields on a priority basis.	Evidence of delivery of advocacy activities.	Ongoing	Communities	x		x				x		
082	Corporate Plan 2022-2027	Negotiate and agree contract to finalise the transfer of the LN1 Drain (land and assets) from Sunwater to Council.	Agreement to execute the contract, subject to provision of an acceptable contract.	June 2023	Chief Executive Office			x				x	x	3.8

# Operational Plan 2022-23

## 4.4. Review assets hierarchy, align asset management plans with service levels and operational models and rationalise assets

No.	Strategy / Action Plan	Activity	Performance Measure	Target Due Date	Responsibility	Long-term destination goals							Activity also contributes to the delivery of Key Strategy		
						1	2	3	4	5	6	7			
083	Asset Management Plans	Facilitate disposal of assets at end of useful life being Duaringa tennis courts, McIndoe Park and Steve Bell Park amenities and spa at Emerald Aquatic Centre.	Identified end of useful life assets are disposed of.	June 2023	Communities	x		x							
084	Asset Management Plans	Undertake an electrical audit of council assets to inform asset management plans.	Audit is undertaken.	June 2023	Commercial and Corporate Services	x		x							
085	Central Highlands (Qld) Housing Company Limited	Provide administration support and facilitate the Central Highlands (Qld) Housing Company Limited through voluntary liquidation.	Evidence of administration support is documented.	June 2023	Commercial and Corporate Services	x		x							

## 4.5. Advocate for regional digital connectivity infrastructure and services

No.	Strategy / Action Plan	Activity	Performance Measure	Target Due Date	Responsibility	Long-term destination goals							Activity also contributes to the delivery of Key Strategy		
						1	2	3	4	5	6	7			
086	Advocacy Strategy and Action Plan	Advocate for infrastructure and service improvements in digital connectivity for identified problem/gap areas.	Evidence of delivery of advocacy activities.	Ongoing	Commercial and Corporate Services	x	x		x						2.5


# Operational Plan 2022-23

## Theme: 5. Natural Environment

### 5.1. Develop, implement and promote council's net zero emissions actions and targets

No.	Strategy / Action Plan	Activity	Performance Measure	Target Due Date	Responsibility	Long-term destination goals							Activity also contributes to the delivery of Key Strategy		
						1	2	3	4	5	6	7			
087	CHRC Towards "Net Zero" Future Strategy (Not yet developed)	Identify boundaries (scope) for the organisation's net zero inventory and undertake emissions measurements to set baseline for emissions reduction actions.	Baseline of existing emissions for council services is measured and understood.	March 2023	Communities								x	x	

### 5.2. Develop and implement resource recovery (waste) strategies to support a circular economy

 This strategy is supported by the delivery of projects included in the capital works program 2022-2025 as approved in council's 2022-23 Budget.


No.	Strategy / Action Plan	Activity	Performance Measure	Target Due Date	Responsibility	Long-term destination goals							Activity also contributes to the delivery of Key Strategy		
						1	2	3	4	5	6	7			
088	Resource Recovery (Waste Management) Strategy	Finalise the new Resource Recovery (Waste Management) Strategy for the region.	Resource Recovery (Waste Management) Strategy is presented to council.	September 2022	Communities	x							x		
089	Resource Recovery (Waste Management) Strategy	Improve community education and promotion focused on organics, recycling, and reuse of materials within a home environment.	Community education and promotion activities are delivered.	March 2023	Communities	x		x					x		
090	Resource Recovery (Waste Management) Strategy	Finalise site feasibility assessment for the Super Resource Recovery Facility.	Assessment Report presented to council.	December 2022	Communities	x	x						x		
091	Resource Recovery (Waste Management) Strategy	Undertake investigation to expand mobile bin kerbside across the region.	Investigation finalised and report presented to council.	March 2023	Communities	x							x		
092	Resource Recovery (Waste Management) Strategy	Improve public recycling opportunities for community.	5 new locations / opportunities established for public recycling activities.	March 2023	Communities	x							x		

# Operational Plan 2022-23

## 5.3. Lead and advocate for resourcing to support the broader region to prepare for transition to a lower carbon future

No.	Strategy / Action Plan	Activity	Performance Measure	Target Due Date	Responsibility	Long-term destination goals							Activity also contributes to the delivery of Key Strategy	
						1	2	3	4	5	6	7		
093	Advocacy Strategy and Action Plan  Central Highlands Development Corporation Corporate Strategy 2022-2024	Work with CQROC and Bowen Basin councils to research, recommend and advocate for establishment of an appropriate inter-governmental economic transition model planning for Bowen Basin / Central Queensland region.	Economic transition models in other regions are investigated.  Economic transition model for Bowen Basin / Central Queensland region is recommended to council.  Evidence of delivery of advocacy activities.	June 2023	Chief Executive Office	x							x	

## 5.4. Responsibly manage our natural resources and support biodiversity


 This strategy is supported by the delivery of projects included in the capital works program 2022-2025 as approved in council's 2022-23 Budget.

No.	Strategy / Action Plan	Activity	Performance Measure	Target Due Date	Responsibility	Long-term destination goals							Activity also contributes to the delivery of Key Strategy	
						1	2	3	4	5	6	7		
094	Open Space Plan  Liveability Strategy and Action Plan	Establish a Nature Reserves Management Group.	Group is established and at least 2 meetings held.	March 2023	Communities	x							x	2.2
095	Infrastructure Environmental Management Plan	Document the prevention measures for risk of spreading weeds and seeds as a result of council's operations.	Prevention measures are documented and implemented.	March 2023	Infrastructure and Utilities	x							x	
096	CHRC Biosecurity Plan	Undertake community education program to increase awareness of appropriate pest, weeds, and animal management procedures and techniques.	Program is undertaken with at least 2 community education sessions held.	June 2023	Communities	x		x					x	
097	CHRC Local Laws	Implement and promote a Responsible Animal Management (RAM) program.	Annual animal registrations and microchipping are increased.  Inaugural 'Get Pet Active Expo' day is held.  Attendance at a minimum of 5 schools for RAM awareness.	Ongoing	Communities	x		x						

# Operational Plan 2022-23



## 5.5. Realise opportunities for development of key recreational areas and open spaces

 This strategy is supported by the delivery of projects included in the capital works program 2022-2025 as approved in council's 2022-23 Budget.


No.	Strategy / Action Plan	Activity	Performance Measure	Target Due Date	Responsibility	Long-term destination goals							Activity also contributes to the delivery of Key Strategy		
						1	2	3	4	5	6	7			
098	Open Space Plan	Negotiate and agree contract to finalise the transfer of the Fairbairn Dam Recreation area (land and assets) from Sunwater to Council.	Agreement to execute the contract, subject to provision of an acceptable contract.	June 2023	Chief Executive Office	x	x	x							2.2 4.1



# Operational Plan 2022-23

## Theme: 6. Council Financial Sustainability

### 6.1. Define and promote affordable service levels across all council services


 This strategy is supported by the delivery of projects included in the capital works program 2022-2025 as approved in council's 2022-23 Budget.

No.	Strategy / Action Plan	Activity	Performance Measure	Target Due Date	Responsibility	Long-term destination goals							Activity also contributes to the delivery of Key Strategy		
						1	2	3	4	5	6	7			
099	Corporate Plan 2022-2027	Conduct a review of all of council's internal services delivery.	Internal services review is completed.	June 2023	Commercial and Corporate Services	x									
100	Corporate Plan 2022-2027	Define current service levels for all council services.	Service catalogues for all council services are developed.	June 2023	Commercial and Corporate Services	x									6.5

### 6.2. Maximise revenue opportunities

No.	Strategy / Action Plan	Activity	Performance Measure	Target Due Date	Responsibility	Long-term destination goals							Activity also contributes to the delivery of Key Strategy		
						1	2	3	4	5	6	7			
101	Long-Term Financial Plan	Develop alternate resource/energy sector rating strategy, to maintain fair rating levels consistent with land and production capacity.	Alternate rating strategy is presented to council.	June 2023	Chief Financial Office	x	x								
102	Long-Term Financial Plan	Reinstate recovery actions for overdue rates and water charges.	Outstanding rates and water charges are significantly reduced.	June 2023	Chief Financial Office	x									

### 6.3. Determine viability and role of council's commercial businesses

 This strategy is supported by the delivery of projects included in the capital works program 2022-2025 as approved in council's 2022-23 Budget.

No.	Strategy / Action Plan	Activity	Performance Measure	Target Due Date	Responsibility	Long-term destination goals							Activity also contributes to the delivery of Key Strategy		
						1	2	3	4	5	6	7			
103	Long-Term Financial Plan	Review of council's airport and saleyards businesses for financial sustainability, operational efficiency and effectiveness, new revenue opportunities and operating models and structures.	Report and recommendations are presented to council.	June 2023	Commercial and Corporate Services	x	x								
104	Airport Master Plan Long-Term Financial Plan	Negotiate expression of interest to lease with prospective tenants of the proposed Emerald Airport Southwest precinct.	Progress report presented to council.	March 2023	Commercial and Corporate Services	x	x								

# Operational Plan 2022-23

## 6.4. Deliver services, operations and projects within a realistic long-term financial plan 🚚

🚚 This strategy is supported by the delivery of projects included in the capital works program 2022-2025 as approved in council's 2022-23 Budget.

No.	Strategy / Action Plan	Activity	Performance Measure	Target Due Date	Responsibility	Long-term destination goals							Activity also contributes to the delivery of Key Strategy	
						1	2	3	4	5	6	7		
105	Asset Management Plans	Update asset management plans for all asset classes in accordance with legislative requirements.	Updated asset management plans are presented to council.	June 2023	Infrastructure and Utilities	x								4.1 4.4 6.1
106	Asset Management Plans  Long-Term Financial Plan	Initiate the use of comprehensive asset valuations as a core business activity and develop depreciation forecasts over the 10-year cycle to support the asset management plans.	Asset owners engaged in comprehensive asset valuations.	June 2023	Chief Financial Office	x								4.1 4.4 6.1

## 6.5. Understand and improve customers' experience with council

No.	Strategy / Action Plan	Activity	Performance Measure	Target Due Date	Responsibility	Long-term destination goals							Activity also contributes to the delivery of Key Strategy	
						1	2	3	4	5	6	7		
107	Customer Service	Undertake customer survey to identify recommendations for improved customer experience.	Identified recommendations are workshopped with the Executive Leadership Team.	June 2023	Commercial and Corporate Services	x		x						
108	Customer Service	Review current website usability against industry benchmarks, identify gaps and select new platform.	Suitable website platform identified.	June 2023	Commercial and Corporate Services	x			x					1.2
109	Customer Service	Deliver new monthly printed council newsletter.	Printed council newsletter issued each month.	June 2023	Communities	x		x	x					



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