

# CHEMP ACTION PLAN 2023-2028

Updated Action Plan for the 2047 Central  
Highlands Economic Master Plan (CHEMP)



**Acknowledgement of Country**

Central Highlands Development Corporation respectfully acknowledges the Traditional Custodians of the Lands across the Central Highlands and pay our respect to their Elders past and present.

Our registered office is located on the Lands of the Western Kangoulu Peoples.

# Contents

- Economic Pillars and Enablers..... 4
- 30-Year Economic Vision .....5
- Phased Approach .....5
- Economic Transformation.....6
- Regional Development Objectives.....8
- Action Plan Framework .....10
- Strategic Alignment and Key Partnerships .....11
- CHEMP Action Plan 2023-2028.....13
- Implementation and Monitoring .....18

## CENTRAL Highlands

The Central Highlands, spanning almost 60,000 square kilometres and home to a population of 28,500, is strategically located in the heart of Central Queensland.

The region encompasses a significant portion of the Bowen Basin, Australia's largest coal reserve, and contributes over a quarter of Queensland's coal production.

With the largest cattle inventory in Australia, the Central Highlands stands as a beef powerhouse. It also boasts thriving broadacre cropping and horticultural industries, sustained by irrigation sourced from water storage on the Nogoa and Comet Rivers.

Pristine natural attractions, including Carnarvon Gorge, the Sapphire Gemfields, and Blackdown Tableland National Park, are driving an emerging visitor economy.

Strong demand for the region's coal and agricultural products, and the developing tourism sector, fuel the Central Highlands' \$6 billion gross regional product. This economic strength is underpinned by 3,330 local businesses and a skilled workforce of 19,000.



**CENTRAL HIGHLANDS**  
*Queensland*



SC Lennon & Associates  
economics • planning • policy • strategy

### This report has been prepared by SC Lennon & Associates.

Prepared in 2017, the 2047 Central Highlands Economic Master Plan (CHEMP) outlines a robust 30-year vision for the Central Highlands economy as a dynamic inland region of choice. This vision leverages the region's existing strengths and opportunities to propel the Central Highlands economy toward a strong future by 2047.

To support the realisation of CHEMP, a series of targeted and staged action plans are required to ensure that momentum toward the vision is maintained.

The following CHEMP Action Plan 2023-2028 builds upon the work established and underway by its predecessor, CHEMP Action Plan 2017-2022. It provides evidence-based recommendations to assist the Central Highlands Development Corporation (CHDC), Central Highlands Regional Council (CHRC), and other partners, in guiding economic development activities along a strategic pathway over the next six years.

The CHEMP is available for viewing at [chdc.com.au](http://chdc.com.au).

## 2047 CENTRAL HIGHLANDS ECONOMIC MASTER PLAN

ACTION PLAN 2017-2022	ACTION PLAN 2023-2028	ACTION PLAN 2029-2034	ACTION PLAN 2035-2040	ACTION PLAN 2041-2047
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2017

2047



# ECONOMIC PILLARS AND *Enablers*

The three pillars of the Central Highlands economy, as articulated in CHEMP and further refined here, are Industry and Export Drivers, a Skilled and Capable Workforce, and a Sustainable Population.

Industry drives prosperity, and in the Central Highlands, the major industries include coal mining, agriculture, mining-related construction, and the visitor economy. The region's established industry capabilities, coupled with broader trends and prospects, present opportunities for new and evolving forms of economic activity. These opportunities include technology-driven agribusiness and food production, health, education, manufacturing, gas, renewables, and associated professional and technical services.

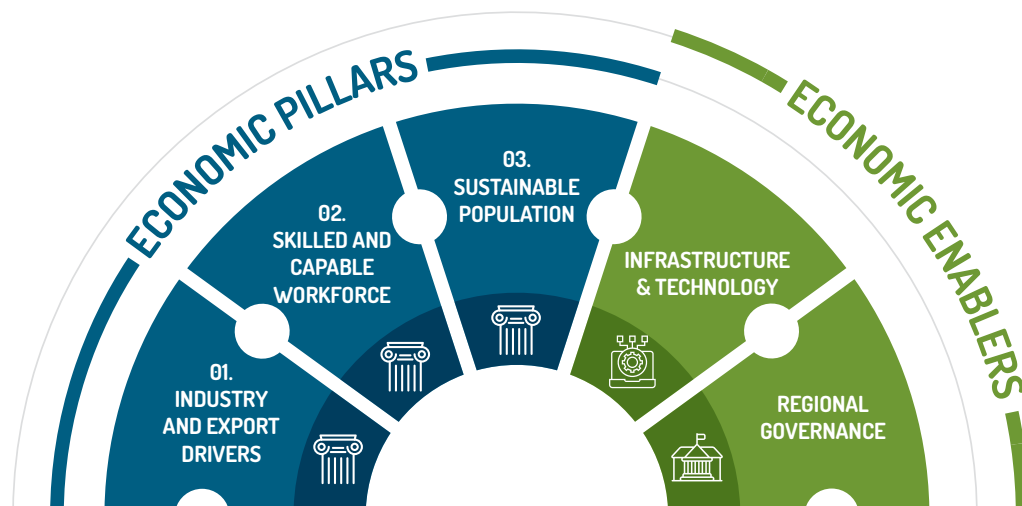
A region's population is one of its most important resources, and population change is a significant factor underpinning the Central Highlands'

long-term economic resilience. A skilled and capable workforce is a key input to economic activity, as it supports businesses to innovate and remain competitive. Businesses need access to workers with appropriate skills, which is dependent on workforce participation and labour mobility.

Efficient and effective infrastructure underpins economic activity and is fundamental to a prosperous economy. Enabling infrastructure includes physical structures such as roads, rail, ports, airports, telecommunications, power, and water. It also involves technology-driven innovation infrastructure, including the resources and services used by researchers, educators, and businesses to conduct

research and foster innovation. This encompasses facilities like business incubators and accelerators that connect research, knowledge, and data with entrepreneurial ideas, fostering high-value and innovative businesses.

Achieving CHEMP's strategic objectives requires a multifaceted institutional approach. Collaborative partnerships between CHDC, CHRC, government, industry, businesses, and other stakeholders are essential to coordinate the activities and investments required to work toward and ultimately realise the 30-year vision for the Central Highlands economy. These partnerships will be most effective when operating within a recognised framework of regional governance.



# 30-YEAR *Economic Vision*

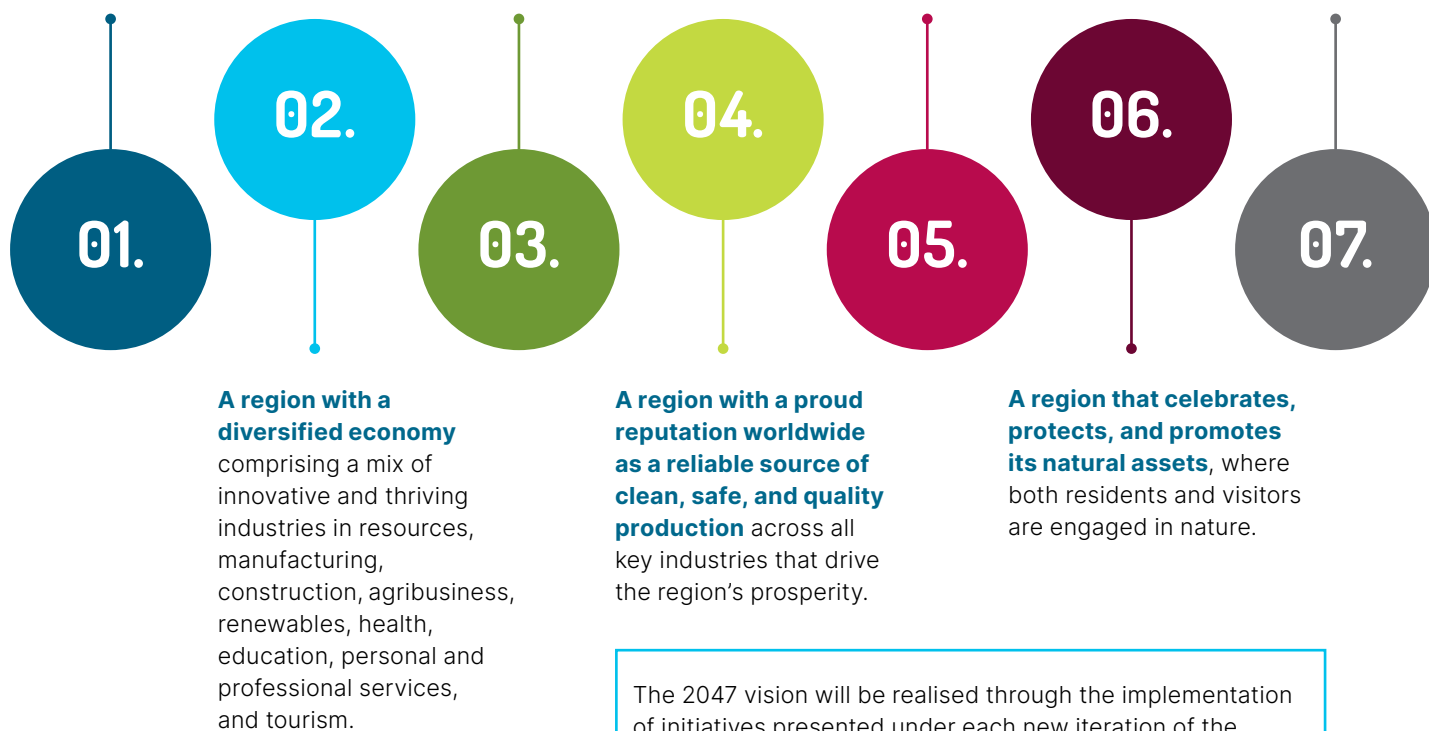
As a dynamic inland region of choice, the Central Highlands is:

**A self-sustaining region** comprising a diversity of uniquely successful and thriving local communities, underpinned by Emerald as the regional inland hub.

**A region with a skilled and adaptable local workforce** built on the strength of its local education and training capabilities, and supporting the region's industries to prosper in a constantly changing environment.

**A region defined by its unique liveability advantage**, underpinned by the depth and strength of its cultural, recreational, and community infrastructure and services; its physical and digital connectivity to markets, services, and information; and its strong sense of place.

**A region that is open for business and investment**, supported by collaborative partnerships across the government, non-government, and private sectors.



The 2047 vision will be realised through the implementation of initiatives presented under each new iteration of the CHEMP Action Plan.

## PHASED *Approach*

The CHEMP provides a solid foundation for strengthening the region's economy as it looks toward the future and the opportunities ahead. The phased approach to achieving the region's economic aspirations, as put forward in CHEMP, will continue to be pursued through this and subsequent action plans. Rather than taking a linear approach, these initiatives will address, as appropriate, each element in the four phased approach to realising the vision, including initiatives that help to:

- » **Strengthen existing economic activity** by deepening and broadening the region's economic base.
- » **Attract investment** to grow both established and new industries.
- » **Harness emerging opportunities** through the adoption of technology, innovation, and industrial transformation.
- » **Continually renew activities to realise the region's economic aspirations.**

# ECONOMIC *Transformation*

## COMPARATIVE ADVANTAGES

By virtue of its industrial structure and dynamics, with an economy underpinned by a robust resources sector, a well-established and innovative agricultural sector, and a growing visitor economy, the Central Highlands maintains strong connections to regional, national, and global markets.

This six-year plan of action contains initiatives aimed at addressing the region's challenges and seizing opportunities for prosperity within the context of an evolving national and international economic landscape.

The emerging challenges and opportunities associated with the transition towards a decarbonised global economy will have a direct and lasting impact on how the Central Highlands conducts business. Rather than posing a threat, economic transformation can be embraced by leveraging and capitalising on the region's comparative and competitive advantages.

These include:

- » A strategic location on key transport routes
- » Enabling infrastructure (transport, water, and energy)
- » Large tracts of industrial land (including the CQ Inland Port)
- » A rich natural resource base and mining expertise
- » Established agricultural know-how and a capacity for innovation
- » A mature transport and logistics sector
- » Strong construction capabilities
- » A young, skilled workforce
- » Natural attributes and attractions
- » An appealing regional lifestyle.



## STRATEGIC APPROACH

There are many technological, socio-demographic, and environmental changes taking place now and in the future that impact how people live and how businesses operate. Recognising that, for the Central Highlands, the most pertinent ‘mega-trend’ is the global transition to a decarbonised economy, the action plan addresses the 30-year vision through a range of initiatives designed to help:

### Maximise innovation in resources sector

By supporting the resources sector to trial and introduce new ideas, technologies, processes, and practices in exploration, extraction, transportation, land use, and workforce utilisation, aimed at improving efficiency, productivity, and sustainability, the sector will continue to drive the Central Highlands’ economic growth and development into 2047 and beyond.

### Capitalise on new and evolving tourism trends and prospects

Nature-based tourism, ecotourism, and cultural tourism are growth industries, with more travellers searching for immersive, authentic, educational experiences unique to their destinations. The Central Highlands will leverage its assets through targeted promotion and destination management to attract more visitors, address seasonality, improve tourist dispersal, increase average spend per visitor, and foster a sustainable regional visitor economy.

### Maximise agricultural innovation and the value of agricultural output

By encouraging and supporting the region’s agricultural sector to adopt new technologies and agribusiness practices to drive productivity, the Central Highlands will be positioned to thrive in a world where the demand for food and fibre is ever-increasing, requiring high-yielding and resource-efficient production and processing practices to be competitive.

### Develop the region’s education sector as a driver of prosperity

In a rapidly changing economy with many future skills still unknown, industry will need workers with adaptable and transferable capabilities to thrive. The Central Highlands will pursue collaborative efforts to deliver adaptive and flexible education and training that meets local needs and export expertise to other regions.

### Seek investments in new and emerging industries

By embracing future industries, such as renewable energy manufacturing and infrastructure development, advanced manufacturing (including food processing, and machinery and equipment manufacturing), green hydrogen, and critical minerals, the Central Highlands will be well-placed to grow a diverse and robust economy for generations to come.

### Leverage evolving information and communications technologies to promote business growth

The Central Highlands will continue investing in the infrastructure and facilities required to access dynamic information technologies and the interconnectedness of the Internet of Things (IoT). This will enable globally connected businesses to establish, grow, and thrive across all sectors of the economy.

### Embrace and invest in the circular economy

The circular economy is a systemic approach to economic development that reduces material use, promotes innovation to redesign products and services to be less resource intensive, and turns ‘waste’ into valuable resources for manufacturing new materials and products. Moving toward a more circular economy, such as manufacturing components for the renewable energy sector or designing and producing energy-efficient materials, will benefit the Central Highlands by reducing pressure on the natural environment, stimulating innovation, increasing competitiveness, boosting economic activity, and creating more local jobs.

# REGIONAL DEVELOPMENT *Objectives*

The CHEMP identifies several underpinning objectives encapsulating economic opportunities for the Central Highlands. These objectives have been reviewed and modified, where required, in light of the research, consultation and analysis undertaken to inform this six-year action plan. The following objectives are aligned to the three pillars of the Central Highlands regional economy.



## PILLAR 01

### INDUSTRY AND EXPORT DRIVERS

1. **Capitalise on comparative advantage** - build on the existing strengths and established comparative advantages of the region to maximise its economic profile and prospects.
2. **Expansion and diversification of the agricultural sector** - diversify the region's agricultural industry base to grow value through investment in enabling infrastructure, technology and innovation, skills, and marketing.
3. **Stability and transition in the resources sector** - support the resources sector (and the community) to transition towards net zero through investment in new infrastructure, technology, skills and projects, and the repurposing of land for productive uses.
4. **Energy independence and renewables** - expand and diversify the region's capacity to serve both local and export markets through investment in renewables, including solar, wind, and biofuels.
5. **Growth in health and education as industry pillars** - support the health and education sectors to grow as industries that serve the needs of the region's population and export both general and specialist services to communities throughout Central Queensland and beyond.
6. **Sustained tourism industry activity and value** - support the tourism sector to capitalise on the region's natural assets to grow the value of visitation in key markets, including ecotourism, heritage tourism, agritourism, business tourism, and events.
7. **Optimising water security and capacity** - support the optimisation of the Central Highlands' water network to build capacity and security for industry and the communities of the region.
8. **Making it easy to do business** - deliver and promote planning, regulatory, and business engagement systems that demonstrate that the Central Highlands is open for business.



## PILLAR 02

### SKILLED AND CAPABLE WORKFORCE

9. **Supporting local workforce capacity** - support the development of a stable resident workforce to match local workers with local jobs.
10. **Skill development and advancement** - support the development of local skills that are dynamic, adaptable, and transferable, and that meet the evolving needs of business and industry in the Central Highlands.





## PILLAR 03

### SUSTAINABLE POPULATION

11. **Improved health care services** - support the delivery of quality general, specialist, and allied healthcare to meet the diverse needs of the Central Highlands' existing and future residents.
12. **Improved childcare services** - support the delivery of quality, affordable childcare to meet the needs of the region's working families.
13. **Housing that meets community needs** - support the delivery of quality, affordable housing to meet the diverse needs of the region's existing and future residents.
14. **Improved education and associated services** - develop and promote local education and training capabilities in key areas, including agricultural science, health and wellbeing, and engineering, to become a centre of education and training excellence.
15. **Physical and digital connectivity** - ensure the region's physical and digital infrastructure is to the standard required to enable investment, business growth and development, and community wellbeing.
16. **Investment in place** - encourage continual reinvestment in infrastructure and services to enhance a sense of place and the Central Highlands' appeal as a location in which to live, work, and visit.
17. **Continual community investment** - encourage collaborative approaches to investment from the public, non-government, and private sectors in the region's community infrastructure and services.



# ACTION PLAN *Framework*

This renewed six-year plan of action for 2023 to 2028 presents a suite of priority initiatives as part of a structured approach to facilitate continued economic growth and a sustainable future for the Central Highlands.

The CHEMP Action Plan 2023-2028 builds upon the CHEMP and the preceding action plan, incorporating the outcomes achieved to date. It provides a clear strategy for achieving the region's economic objectives, highlighting the important role of infrastructure and technology, as well as regional governance as enablers of regional development.

The action plan has been developed with reference to the overarching aspirations for the Central Highlands economy to 2047, taking into account

the region's economic status and the broader economic trends, impacts, and influences within a transitioning economic landscape.

Through the implementation of the plan, CHDC embraces and promotes a partnership approach to initiatives designed to enable, promote, and support prosperity for all communities in the Central Highlands. As the custodian of the CHEMP, many initiatives will be led by CHDC, involving specific tasks along with the allocation of the organisation's human and

financial resources. In some cases, implementation will be led by other agencies with direct or in-principle support from CHDC.

The action plan aligns with CHDC's stated purpose - *to advocate for a sustainable region and economic growth by enhancing the workforce, promoting our region, and supporting our businesses* – in line with the 30-year vision for the Central Highlands economy as a dynamic inland region of choice.



# STRATEGIC ALIGNMENT AND *Key Partners*

## CENTRAL HIGHLANDS DEVELOPMENT CORPORATION

As the lead economic development and tourism agency for the Central Highlands, CHDC serves as the custodian of the CHEMP. Through the delivery of the initiatives presented in this six-year plan of action, the following priorities will be addressed:



### INDUSTRY DEVELOPMENT

CHDC promotes and supports industry growth and development by engaging with businesses and key tourism bodies to establish the Central Queensland Highlands as a primary visitor destination. They collaborate with the agricultural industry to realise opportunities for adding value and growth, support the world-class resources and METS sectors, and foster new and emerging industries such as advanced manufacturing, gas, renewables, and innovation-driven economic activities.



### BUSINESS GROWTH

CHDC supports enterprise development, innovation, and capacity by connecting local businesses to a range of resources and support services to build capability and resilience, and encourage growth.



### INVESTMENT ATTRACTION

CHDC facilitates private sector investment by promoting what the Central Highlands has to offer prospective investors, including potential new residents. They market, promote, and facilitate investment opportunities and priority projects, and support the region's transition to a lower carbon future.



### WORKFORCE DEVELOPMENT

CHDC partners with key government agencies, education and training providers, businesses, and industry to build workforce capacity and capabilities, fostering a future focused, skilled workforce across the Central Highlands region.



### ADVOCACY AND PROMOTION

CHDC works with its partners in industry, government, and the non-government sector to provide a unified voice for the region's communities and businesses when lobbying all levels of government and key decision-makers on regional development issues. They also promote the Central Highlands as a region in which to live, work, and visit.

These priority action areas align with CHDC's Corporate Strategy 2023-2028 and inform the preparation of its rolling operational plan. Other key areas of focus include 'strategy and planning' and 'capability and accountability', which are essential components of CHDC's approach to organisational and regional governance.

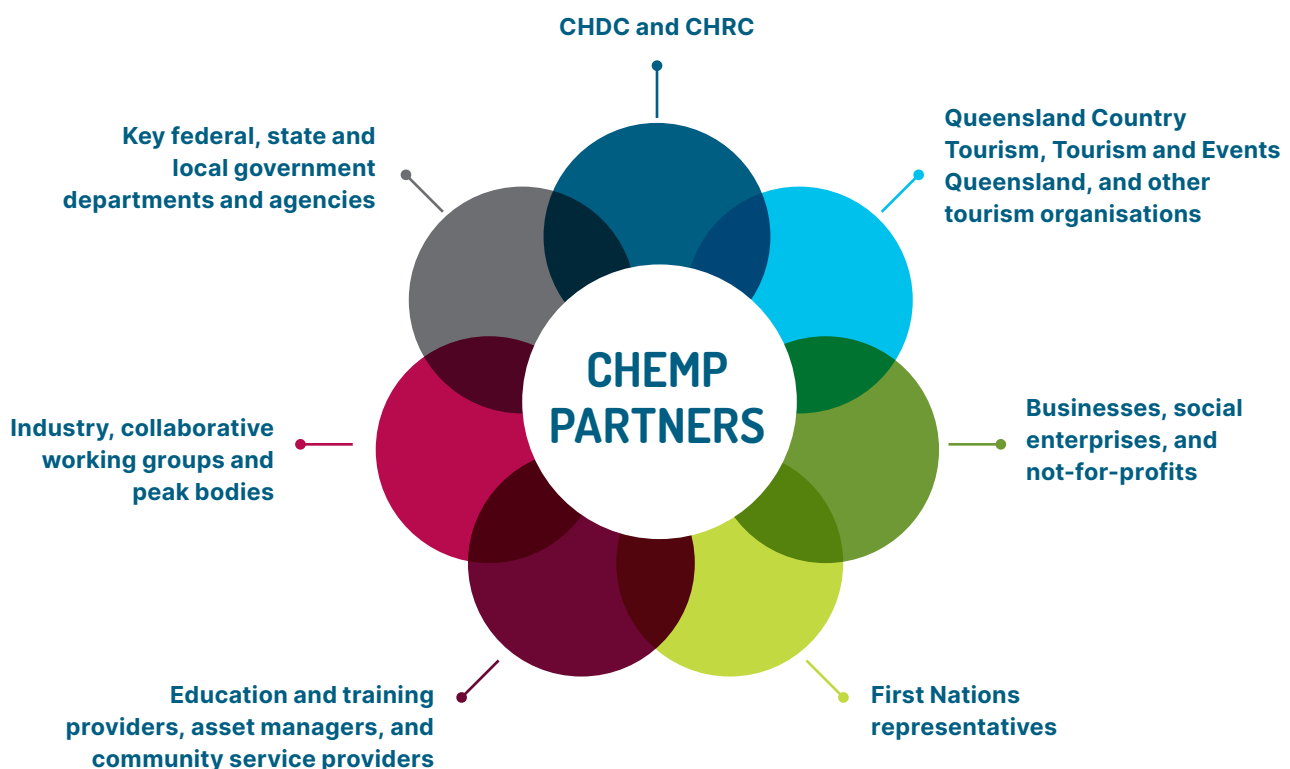
# STRATEGIC ALIGNMENT AND *Key Partners*

## OTHER PARTNERS

The CHEMP Action Plan 2023-2028 has been developed within the framework of CHRC's Corporate Plan 2022-2027 and its broader program of work and strategic objectives. The action plan is also in alignment with other local and regional planning and policy documents. Recognising that the ultimate aim of economic growth and development is community wellbeing, the plan responds to the themes identified through CHRC's 2043 community visioning exercise.

Council's and CHDC's commitment to prosperity does not occur in isolation, and key to the growth of the region's economy is the development of close connections between these two organisations and strong partnerships with the region's businesses, social enterprises, education and training providers, state and federal government agencies, industry organisations, and neighbouring councils via the Central Queensland Regional Organisation of Councils (CQROC).


In the action plan that follows, implementation partners are identified and desired outcomes are highlighted. Each action is also assigned a level of priority according to whether it is a short-term measure (one to two years), a medium-term initiative (two to three years), or a longer-term initiative (four to five years).




# CHEMP ACTION PLAN *2023-2028*





# CHEMP ACTION PLAN 2023-2028

ACTION		TIMING	MEASURE
 <b>INDUSTRY DEVELOPMENT</b>			
<b>RESOURCES</b>			
1.1	Support the Cooperative Research Centre for Transformations in Mining Economies (CRC TIME) in the coordination of research and innovation to facilitate the transition towards a low-carbon economy.	Short and ongoing	Collaboration with Bowen Basin partners to advocate and position the region for meaningful research projects and representation.
1.2	Investigate opportunities to conduct socio-economic impact modelling on the lifespan of all coal mines in the region, offering greater certainty to the community, businesses, and investors, and informing transformation planning.	Medium to Long	Investigation of opportunities to undertake socio-economic impact modelling.
1.3	Support the resources sector and its regional supply chain in their transformation and transition towards a low-carbon economy.	Long	Monitor the initiatives undertaken that demonstrate a shift towards decarbonisation.
1.4	Monitor and showcase the innovation and dynamism of the resources and METS sectors.	Short and ongoing.	Identification and promotion of resources and METS sector success stories.
<b>MANUFACTURING</b>			
1.5	Foster innovation and growth among local manufacturers by connecting them with relevant support services.	Short and ongoing	Promotion and connection of relevant support services to local manufacturers. Identification and promotion of local manufacturing success stories.
<b>AGRIBUSINESS</b>			
1.6	Progress the development of inter-regional coordination and collaboration to drive agribusiness growth.	Short and ongoing	Demonstrate the establishment of inter-regional coordination and collaboration that benefits the region.
1.7	Appraise opportunities for further developing agribusiness and food processing activities to enhance economic diversity.	Medium	Appraisal of opportunities for further developing agribusiness and food processing activities.
1.8	Promote the adoption of agribusiness technologies (agtech) that drive sustainable farming practices.	Short and ongoing	Promotion and connection of relevant support services, information, and events to agribusiness operators.
1.9	Encourage and support the agribusiness innovation ecosystem.	Short and ongoing	Proactively encourage and make connections across the agribusiness innovation ecosystem.
1.10	Support the Queensland Beef Corridors project partners in advocating for infrastructure investment aimed at improving the roads integral to Queensland's beef supply chain.	Short and ongoing	Investment in road infrastructure priorities.

# CHEMP ACTION PLAN 2023-2028

ACTION	TIMING	MEASURE
 <b>INDUSTRY DEVELOPMENT</b>		
<b>AGRIBUSINESS</b>		
1.11	Investigate potential supply opportunities for incorporating regional produce into the Brisbane 2032 Olympic Games.	Medium Identification of viable opportunities within the supply chain.
<b>RENEWABLES</b>		
1.12	Investigate the potential for developing renewable energy sources to enhance energy security and foster industry diversity.	Medium Identification and support of renewable energy projects and developments.
<b>TOURISM</b>		
1.13	Refresh the Central Queensland Highlands Visitor Economy Strategy.	Short Completion of the Central Queensland Highlands Visitor Economy Strategy.
1.14	Work with Queensland Country Tourism to ensure its effective transition as the new Regional Tourism Organisation for the region.	Short and ongoing The Central Queensland Highlands is represented on the Queensland Country Tourism Board and has direct input into its new branding and destination management plan.
1.15	Leverage Queensland Country Tourism's market reach to distribute visitor information and marketing materials.	Short and ongoing Distribution of Central Queensland Highlands marketing materials to key markets.
1.16	Leverage initiatives put forward in the Towards Tourism 2032 strategy to market and grow the region's visitor economy.	Short and ongoing Identification and pursuit of key opportunities; and incorporation of them into the refreshed Central Queensland Highlands Visitor Economy Strategy.
1.17	Undertake an opportunities analysis to identify iconic, 'game-changer' catalyst tourism projects and prioritise them for further business case investigations.	Short and ongoing Identification of priority projects.
1.18	Partner with Queensland Country Tourism and neighbouring Councils to encourage greater collaboration.	Medium and ongoing Proactively engaging with Queensland Country Tourism and neighbouring Councils.
1.19	Explore and encourage opportunities for Indigenous cultural tourism throughout the region.	Short and ongoing Identification and support of priority Indigenous cultural tourism opportunities.
1.20	Develop a strategic and coordinated approach to event planning, promotion, and delivery, leveraging opportunities presented by the 2032 Olympic Games.	Medium and ongoing Delivery of a Central Queensland Highlands Event Development Strategy that aligns with the Towards Tourism 2032 strategy.

# CHEMP ACTION PLAN 2023-2028

ACTION		TIMING	MEASURE
 <b>INDUSTRY DEVELOPMENT</b>			
<b>TOURISM</b>			
1.21	Undertake an audit of visitor economy infrastructure and attractions, assessing their capacity to accommodate accessible and inclusive tourism and addressing any key shortfalls.	Short and ongoing	Completion of an accessibility audit of visitor economy infrastructure and attractions.
<b>INNOVATION</b>			
1.22	Investigate the development of an innovation roadmap to drive growth, diversity and value adding opportunities across all sectors.	Short and ongoing	Completion of an innovation roadmap.
 <b>BUSINESS GROWTH</b>			
2.1	Undertake an annual survey to measure business confidence and identify priorities requiring attention.	Short and ongoing	Completion of a business survey and the reporting of results.
2.2	Support and engage with local businesses by hosting business workshops and networking events. Provide information on grant funding, mentoring, advisory and support services.	Short and ongoing	Regular engagement with businesses to define their support needs and coordinate necessary assistance.
2.3	Work with the Queensland Local Content Leaders Network (QLCLN) to progress planning, promotion and support initiatives aimed at delivering strong local content outcomes in the region.	Short and ongoing	Identification of opportunities to enhance the local supply chain and promote local procurement. Identification and promotion of local content success stories.
2.4	Support the development of Indigenous business.	Short and ongoing	Promotion of Indigenous business support programs. Identification and promotion of local Indigenous business success stories.
2.5	Promote and support the Central Highlands Regional Council's Economic Stimulus Incentives Framework to boost small businesses.	Short and ongoing	Promotion and support of the Economic Stimulus Incentives Framework.
2.6	Support the development of flexible work and innovation spaces to assist start ups and entrepreneurs to establish and grow their business.	Short and ongoing	Demonstrated support for the establishment of flexible work and innovation spaces.
2.7	Promote business excellence and recognition through a biennial awards program.	Short and ongoing	Delivery of a recognition program.



# CHEMP ACTION PLAN 2023-2028

ACTION		TIMING	MEASURE
 <h2 data-bbox="240 398 715 450">INVESTMENT ATTRACTION</h2>			
3.1	Service the needs of prospective investors by supplying them with relevant data, information, and connections to progress opportunities.	Short and ongoing	Collation and delivery of data, information, and connections to prospective investors.
3.2	Provide support to facilitate the delivery of catalyst investment projects in the Central Highlands.	Short and ongoing	Ongoing engagement with key stakeholders and project proponents. Inclusion of catalyst projects in advocacy materials.
3.3	Develop a suite of collateral materials to promote investment in the region.	Short and ongoing	Preparation of investment material in both print and electronic formats.
3.4	Investigate investment opportunities in manufacturing and processing to develop the region's value adding capacity.	Long	Assessment of investment opportunities in manufacturing and processing.
 <h2 data-bbox="240 994 751 1046">WORKFORCE DEVELOPMENT</h2>			
4.1	Develop and implement a Workforce Development Program.	Short and ongoing	Implementation of a Workforce Development Program.
4.2	Provide support and promotion for events and initiatives that showcase career development opportunities in the region.	Short and ongoing	Awareness of career development opportunities in the region.
4.3	Maintain and promote the Jobs Hub Central Queensland Highlands platform.	Short and ongoing	Delivery of a professional and effective platform for job seekers.
4.4	Investigate skills development opportunities between the local talent pool and regional employers.	Short and ongoing	Connection of education and training providers with business and industry.
4.5	Research the future skill requirements for the region.	Medium	Identification of future skill requirements.
 <h2 data-bbox="240 1583 746 1635">ADVOCACY AND PROMOTION</h2>			
5.1	Collaborate with the Central Highlands Resources Roundtable to deliver a strategic and targeted approach to address the region's economic development priorities.	Short and ongoing	Identification of priorities and articulated intent through a Statement of Commitment.
5.2	Advocate for proactive and meaningful regional transformation research, planning, coordination, implementation, delivery, and outcomes.	Short and ongoing	Being a noted voice for the region.
5.3	Support the planning and development of the region's infrastructure to enable growth and maximise potential.	Short and ongoing	Advocacy for enabling infrastructure.

# IMPLEMENTATION AND *Monitoring*

## IMPLEMENTATION

The initiatives aim to facilitate continued economic growth and a sustainable future for the Central Highlands region.

They represent a combination of:

- » **Catalyst project planning and development initiatives** requiring collaborative action and strategic project implementation to achieve long-term goals.
- » **Strategic program initiatives** that can be integrated into CHDC's day-to-day economic development planning, promotion, business support, and advocacy functions.

Some of these actions aim to either build upon existing initiatives or maintain ongoing efforts. While some of these actions are already adequately resourced, others may require additional resources, depending on their priority for implementation.

## MONITORING

To ensure the region is actively working towards fulfilling the CHEMP's key objectives, CHDC will monitor, assess, and report on the implementation of actions and the achievement of key milestones.

The method for monitoring and evaluating implementation progress will include the use of both 'output' measures directly related to the recommended actions and their execution, as well as broader 'outcome' metrics.

Strategic planning outcome metrics, which will be monitored and measured using authoritative data sources to track the region's economic development, include the following:

- » employment creation (measured by resident workforce numbers)
- » trends in unemployment (measured by unemployment rates)
- » new businesses by industry (measured by local business registrations)
- » construction activity (measured by building and major project approvals)
- » economic diversity (measured by industry diversity indices)
- » economic activity and productivity (measured by GRP and value per capita)
- » tourism activity (measured by visitor numbers and expenditure)
- » sustainable population (measured by population and housing growth rates).

Output measures that will be used to monitor progress on set tasks include:

- » Tracking the progress of actions outlined in the plan, including implementation rates (ongoing).
- » Capturing business and investor feedback through surveys and targeted engagement (ongoing).

The CHEMP Action Plan 2023-2028 will be reviewed annually to ensure that implementation priorities reflect the key challenges and opportunities of the day. Aligned with CHDC's corporate strategy, its identified priorities and implementation progress will be used to inform ongoing operational planning and delivery.





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