



# Operational Plan

2022-2023





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## Acknowledgement of Country

Charters Towers Regional Council is committed to honouring Australian Aboriginal and Torres Strait Islander peoples unique cultural and spiritual relationships to the land, waters and seas and their rich contribution to our society.

We acknowledge the people of the Gudjala, Gugu Badhun, Birriah and Jangga first nation lands on which Charters Towers and its greater region are located, and is where we conduct our business. We pay our respects to ancestors and Elders, past, present and emerging.

We are committed to a positive future for all.

# Charters Towers Strategic Context

The Operational Plan sits within and builds upon current strategic documents as well as government policy.

## Introduction to the Operational Plan

Our Operational Plan sets the direction for the 2022-23 financial year and identifies how we will measure our performance.

The Operational Plan is a one-year plan that details the operations of Council to deliver its services to the community; delivering on the Corporate Plan, Council's election commitments and funding requirements.

The development of Council's Operational Plan is a legislative requirement of the *Local Government Act 2009* and *Local Government Regulation 2012*. Legislation requires that the annual Operational Plan and Budget be consistent.

## Strategic Framework

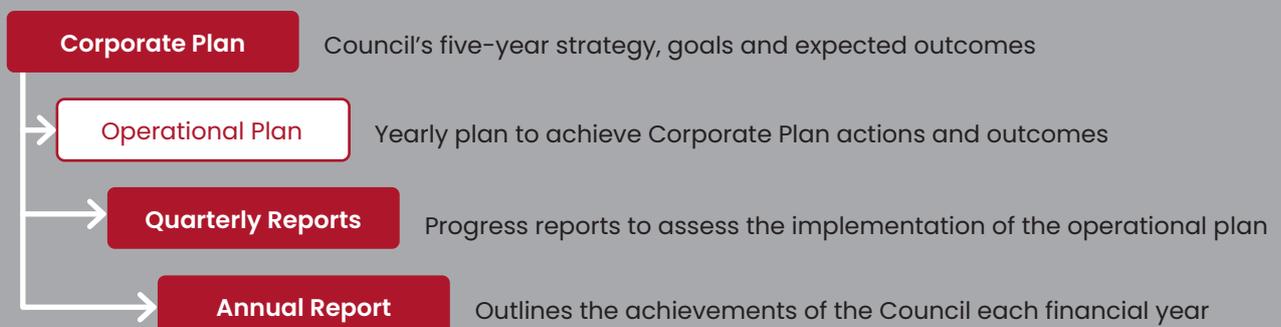
The operational planning process includes management of Council's strategic and operational risks.

Council's commitment to risk management is outlined in the Enterprise Risk Management policy and is based on International Standard ISO31000:2018 Risk Management Guidelines.

Council will manage risk by integrating risk management practices into corporate and operational planning.

Council will assess the achievements of its Operational Plan on a quarterly basis and publish publicly-available quarterly performance reports.

Regular reporting provides Council with the opportunity to ensure programs are delivered in a timely manner, within allocated resources. It also enables Council to be more responsive to significant changes in the operating environment, whether they be social, economic, environmental or internal changes that impact on organisational capacity to deliver our programs.



The strategic framework. View at [www.charterstowers.qld.gov.au/corporate-publications](http://www.charterstowers.qld.gov.au/corporate-publications)

# How to read the Operational Plan

Below is a guide to reading the tables which are found within the Operational Plan

The numbering relates back to the strategic objective in the Corporate Plan.

The deliverables are the action areas outlined in the Corporate Plan.

This is the specific action that will be undertaken in 2022-23.

This is the Lead officer that will manage the action.

Economic Prosperity <span>CFA1</span>			
Objective	Deliverable	Key Action	Lead
<span>CFA1.1</span> Skills, training and education are key enablers of economic productivity and participation.	<span>CFA1.1.1</span> Advocating, promoting, supporting and assisting our local education sector.	> In conjunction with local schools promoting Liveability video on various channels including School websites.	Tourism, Trade & Investment Advisor
		> Provide work experience opportunities to local schools.	Manager People & Performance
		> Partner with schools and local businesses in providing leadership talks.	Manager Community Services
	<span>CFA1.1.2</span> Assist in the development of the innovation and entrepreneurial capability of our region with innovation specific training.	> Explore opportunities for school based apprenticeships and traineeships and other school to work transitions.	Manager People & Performance
		> Identify and address local barriers to innovation.	Tourism, Trade & Investment Advisor

# Our Organisation

## Council



### Frank Beveridge

**Mayor**

- > Advocacy > Regional Representation
- > Intergovernmental Relations > Investment Attraction
- > Ex-Officio All Portfolios



### Graham Lohmann

**Deputy Mayor**

- > Arts & Culture > World Theatre
- > Community Centres > Library
- > Disaster Management > Health



### Alan Barr

**Councillor**

- > Refuse Tips > Water Resources
- > Land Management > Cemeteries
- > Waste Management
- > Biosecurity Plans



### Sonia Bennetto

**Councillor**

- > Governance > Media & Comms
- > Information & Communications
- > Technology > Human Resources
- > Corporate Planning & Performance
- > Finance > Procurement > Education



### Kate Hastie

**Councillor**

- > Audit & Risk > Water Park
- > Pump Track & Skate Park
- > Council owned Housing
- > Pools > Sport & Recreation
- > Facilities Maintenance & Management



### Julie Mathews

**Councillor**

- > Town Planning > Tourism
- > Building Control & Plumbing
- > Housing Strategy > VIC
- > Regional Economic Development



### Bernie Robertson

**Councillor**

- > Road Safety > RMPC > Saleyards
- > Verge Maintenance > Animal Control
- > Equestrian Centre > Ranger Services
- > Regional Economic Development
- > Sealed & Unsealed Road > Parks

# DIRECTORATES

COMMUNITY



COUNCIL



OFFICE OF THE  
CHIEF EXECUTIVE OFFICER

- Departments:
- Administration & Support
  - Disaster Management
  - Media & Communications
  - Governance



COMMUNITY  
BUILDING

- Departments:
- Planning & Development
  - Tourism, Trade and Investment
  - World Theatre Operations
  - Tourism and Events Operations
  - Library Operations
  - Customer Service & Records

HUMAN  
RESOURCES

- Departments:
- Industrial Relations
  - Payroll
  - Recruitment
  - Learning & Development

INFRASTRUCTURE  
SERVICES

- Departments:
- Fleet Services
  - Facilities
  - Operations
  - Water & Wastewater
  - Major Projects

ORGANISATIONAL  
SERVICES

- Departments:
- Finance, Rating & Procurement
  - Technology
  - Workplace Health, Safety & Risk
  - Project Management Office (PMO)



# Community Focus Areas

The Charters Towers Region is at the centre of our organisation. We act in accordance with the principles of local government to deliver value and benefits to the Region. These Community Focus Areas outline our priorities to providing services and infrastructure that meet the current and future needs of our community.



## ECONOMIC PROSPERITY

CFA1

### Prosperity and continued economic development

Our objective is to develop a resilient and diversified economy that capitalises on our regional strengths and grows our visitor economy. We will have the skills and infrastructure to seize economic opportunities and adapt to future economic challenges.



## ENVIRONMENTAL SUSTAINABILITY

CFA2

### Environmental sustainability and protection of local and regional natural assets

Our objective is to manage our natural assets sustainably. We will conserve and leverage these assets in a way that protects them against future challenges such as drought, bushfire and flood.



## SOCIAL COHESION

CFA3

### A cohesive and inclusive community

Our objective is to provide services and facilities that increase liveability and enable social connection. We will prioritise fostering the health and wellbeing of our community and enhancing public spaces to encourage community connection and an active lifestyle.



## CULTURE & HERITAGE

CFA4

### Fostering regional identity and celebrating the diversity of our communities

Our objective is to appreciate and foster Charters Towers' unique heritage and culture. We will protect our history while nurturing the welcoming and friendly culture of the region.

# Economic Prosperity

Economic enablement is a central part of what we do



Economic Prosperity <span>CFA1</span>			
Objective	Deliverable	Key Action	Lead
<span>CFA1.1</span> Skills, training and education are key enablers of economic productivity and participation.	<span>CFA1.1.1</span> Advocating, promoting, supporting and assisting our local education sector.	> In conjunction with local schools promoting Liveability video on various channels including School websites.	Executive Manager Community Building
		> Provide work experience opportunities to local schools.	Executive Manager Human Resources
		> Partner with schools and local businesses in providing leadership talks.	Executive Manager Community Building
		> Explore opportunities for school based apprenticeships and traineeships and other school to work transitions.	Executive Manager Human Resources
<span>CFA1.2</span> Economic diversity supports our resilience and recovery in the face of economic change.	<span>CFA1.1.2</span> Assist in the development of the innovation and entrepreneurial capability of our region with innovation specific training.	> Identify and address local barriers to innovation.	Executive Manager Community Building
		> Supporting and promoting local innovation training, programs and events.	Executive Manager Community Building
<span>CFA1.2.1</span> Delivering our Economic Development and Tourism Strategies.		> Deliver Tourism Advisory Committee Blank Canvas Project.	Executive Manager Community Building
		> Undertake a Housing Feasibility Study.	Executive Manager Community Building

Economic Prosperity **CFA1**

<p><b>CFA1.2</b></p> <p><i>(continued)</i> Economic diversity supports our resilience and recovery in the face of economic change.</p>	<p><b>CFA1.2.2</b></p> <p>Assisting established and emerging industries with quality infrastructure and appropriate regulatory modernisation.</p>	<ul style="list-style-type: none"> <li>&gt; Review development regulatory processes within Council to streamline approval processes.</li> </ul>	<p>Executive Manager Community Building</p>
	<p><b>CFA1.2.3</b></p> <p>Leveraging technology and data to optimise decision-making.</p>	<ul style="list-style-type: none"> <li>&gt; Work with stakeholders to support the growth in connectivity, in particular mobile data access across the region.</li> </ul>	<p>Chief Executive Officer</p>
	<p><b>CFA1.2.4</b></p> <p>Collaborating with and advocating to State and Federal governments for our region.</p>	<ul style="list-style-type: none"> <li>&gt; Identify funding opportunities through State and Federal governments to deliver the Priority Projects identified in Council's prospectus.</li> </ul>	<p>Chief Executive Officer</p>
		<ul style="list-style-type: none"> <li>&gt; Prepare a new Advocacy Plan.</li> </ul>	<p>Chief Executive Officer</p>
<p><b>CFA1.3</b></p> <p>Tourism is a central part of our economy, with significant opportunity to grow.</p>	<p><b>CFA1.3.1</b></p> <p>Delivering our Destination Management Plan and branding.</p>	<ul style="list-style-type: none"> <li>&gt; Continue to support 10 Days in Towers festival and creation of new signature event.</li> </ul>	<p>Executive Manager Community Building</p>
	<p><b>CFA1.3.2</b></p> <p>Empowering tourism businesses by reducing red tape and encouraging innovation.</p>	<ul style="list-style-type: none"> <li>&gt; Providing business support to local business through associated partnerships with Townsville Enterprise Limited (TEL) and James Cook University (JCU).</li> </ul>	<p>Executive Manager Community Building</p>
		<ul style="list-style-type: none"> <li>&gt; Support for tourism development applications.</li> </ul>	<p>Executive Manager Community Building</p>
	<p><b>CFA1.3.3</b></p> <p>Highlighting and promoting our cultural and regional identity and its distinctive travel experience.</p>	<ul style="list-style-type: none"> <li>&gt; Create regional identity and collaborative spirit through digital marketing.</li> </ul>	<p>Executive Manager Community Building</p>
	<p><b>CFA1.3.4</b></p> <p>Marketing the region, leveraging exciting events.</p>	<ul style="list-style-type: none"> <li>&gt; Deliver a diverse range of community events that celebrate the history of the region.</li> </ul>	<p>Executive Manager Community Building</p>

# Environmental Sustainability

Our delicate natural resources are beautiful and essential



Environmental Sustainability <span>CFA2</span>			
Objective	Deliverable	Key Action	Lead
<span>CFA2.1</span> Water security is a central pillar of our agriculture, industry and community.	<span>CFA2.1.1</span> Supporting the Big Rocks Weir project for heightened water security to support agriculture, industrial and residential growth	<ul style="list-style-type: none"> <li>&gt; Undertake and deliver the requirements of the pre-construction activities of the Big Rocks Weir project.</li> </ul>	Director Infrastructure Services
	<span>CFA2.1.2</span> Addressing the end-of-life replacement requirements of Charters Towers water supply distribution network.	<ul style="list-style-type: none"> <li>&gt; Source approvals to assist in delivery of the design phase.</li> </ul>	Director Infrastructure Services
	<span>CFA2.1.3</span> Exploring options for the development of a safe potable water system for Greenvale	<ul style="list-style-type: none"> <li>&gt; Review and implementation of disposal and replacement programs.</li> </ul>	Director Infrastructure Services
<span>CFA2.2</span> Natural assets are the backbone to the region's identity, economy, culture and lifestyle.	<span>CFA2.2.1</span> Implementing an Asset Management system that outlines sustainable and innovative ways of monitoring, repairing and managing assets such as water sources and treatment plants.	<ul style="list-style-type: none"> <li>&gt; Support and collaborate with key stakeholders to develop suitable potable water system solutions for Greenvale.</li> <li>&gt; Review Asset Maintenance Plans for key water infrastructure assets.</li> </ul>	Director Infrastructure Services

Environmental Sustainability CFA2

<p><span>CFA2.3</span></p> <p>Living alongside nature is a reality of life in the Charters Towers Region.</p>	<p><span>CFA2.3.1</span></p> <p>Delivering the Flying Fox Management Strategy involving State and Local levels of government.</p>	<ul style="list-style-type: none"> <li>&gt; Continue to work with various stakeholders to relocate flying foxes from Lissner Park to the flying fox habitat at Young's Block.</li> </ul>	<p>Director Infrastructure Services</p>
	<p><span>CFA2.3.2</span></p> <p>Advocating to the State and Federal governments for support with wild dog and pest weed management, including the Wild Dog 1080 Baiting Program.</p>	<ul style="list-style-type: none"> <li>&gt; Continue to advocate the State government to allocate more funding for pest weed management in Regional areas where funding is often underdelivered to cover the vast areas.</li> <li>&gt; Undertake collaborative environmental and pest management activities with community stakeholders.</li> </ul>	<p>Chief Executive Officer</p> <p>Director Infrastructure Services</p>
	<p><span>CFA2.3.3</span></p> <p>Complying with obligations under the <i>Biosecurity Act 2014</i>.</p>	<ul style="list-style-type: none"> <li>&gt; Continued implementation of the Charters Towers Regional Council Biosecurity Plan 2019–2024.</li> </ul>	<p>Director Infrastructure Services</p>

# Social Cohesion

The measure of our community is our social wellbeing



Social Cohesion CFA3			
Objective	Deliverable	Key Action	Lead
<b>CFA3.1</b> Public spaces and places are a cornerstone of community cohesion and connection.	<b>CFA3.1.1</b> Continuing to advocate for the Works for Queensland Funding Program and utilise this support to enhance public spaces.	> Deliver the agreed Works for Queensland projects within the nominated period.	Director Infrastructure Services
	<b>CFA3.1.2</b> Developing a strong plan for future public space preservation and enhancement, focusing on usability and social connection.	> Monitor camping grounds on long weekends and enforce 'only leave your footprints'.  > Deliver scheduled maintenance of open spaces as per plans and/or in accordance with agreed levels of service.	Executive Manager Community Building  Director Infrastructure Services
<b>CFA3.2</b> Lifestyle and strategic location are points of difference for Charters Towers.	<b>CFA3.2.1</b> Exploring a redevelopment of the Charters Towers Aerodrome to allow for air operations in poor weather and increase disaster responsiveness.	> Improve the airport landing area to meet Instrument Approach Procedure (RNAV) requirements.	Director Infrastructure Services
	<b>CFA3.2.2</b> Develop a multi-channel marketing campaign to promote the liveability of Charters Towers.	> At every opportunity promote the liveability of the Charters Towers Region.	Executive Manager Community Building

CFA3.3

Health, wellbeing and an active lifestyle are priorities for our community.

CFA3.3.1

Improving our health services through continued advocacy for State funding for the Townsville Hospital and Health Service.

- > Continue to advocate the State government to fund a new replacement hospital to be built in Charters Towers, alongside Eventide Aged Care Facility with increased specialty Obstetrics and Gynaecology; Renal Medicine; Radiology and Ultrasound.

Chief Executive Officer

CFA3.3.2

Increasing community awareness about where to access health services and the importance of active lifestyle.

- > Deliver promotional material in digital and print to promote health services and activities in the region, e.g. parkrun and visiting clinics.

Chief Executive Officer

CFA3.3.3

Investing in key recreational assets and infrastructure.

- > Deliver key recreational assets and infrastructure, such as Kennedy Regiment Memorial Pool and Towers Hill walking precinct projects, Weir Park infrastructure and township pool upgrades.

Director Infrastructure Services

- > Undertake a feasibility study for a Multi-use Sports Complex.

Executive Manager Community Building

- > Maintain and enhance the built and natural environment at the Greenvale Sports Reserve.

Director Infrastructure Services

- > Ensure current hygiene standards and obligations are being met at the Charters Towers Showgrounds.

Director Infrastructure Services

# Culture & Heritage

Who we are matters



Culture & Heritage **CFA4**

Objective	Deliverable	Key Action	Lead
<b>CFA4.1</b> Heritage and culture are at the core of our identity.	<b>CFA4.1.1</b> Embracing and celebrating our history, including upkeep of key historical sites and archives.	> Develop and commence implementation of plan to catalogue and digitise archive collection.	Executive Manager Community Building
		> Delivery and promotion of the Local History publication	Executive Manager Community Building
	<b>CFA4.1.2</b> Empowering our Aboriginal and Torres Strait Islander communities through activities contributing to reconciliation.	> Ensure the deliverables contained in the Reconciliation Action Plan are undertaken.	Executive Manager Community Building
<b>CFA4.2</b> Our residents are the most defining feature of our region.	<b>CFA4.2.1</b> Continuing to implement our People First Strategy	> Launch the, Our People, Their Story initiative.	Executive Manager Human Resources
	<b>CFA4.2.2</b> Providing events for our community to connect.	> Coordinate a range of events to connect the community.	Executive Manager Community Building
<b>CFA4.3</b> Our brand is one of a friendly and welcoming community, and a part of what makes Charters Towers special.	<b>CFA4.3.1</b> Harnessing the 150-year Celebrations in 2022 to reset and promote the story of the town and region.	> Deliver the 150 year Celebrations events in 2022.	Executive Manager Community Building





PETER ADAM BLAC  
FOYER

# Organisational Focus Areas

How we work matters. Our organisation will continue to improve our systems and processes to increase efficiencies and public value for the Charters Towers Region. These Organisational Focus Areas outline our priorities to enhance our operations and support the delivery of high-quality services.



## TRANSPARENCY & ACCOUNTABILITY

OFA1

### Open and accessible Council decision-making

Our objective is to ensure our decision-making, asset management and service delivery structures are understandable and assessable. We will remain accountable to, and honest with, our community.



## GOVERNANCE & STRUCTURES

OFA2

### Efficient and clear Council processes

Our objective is to continue to develop Council governance and structures that ensure high quality, resource efficient and innovative service delivery. We have clear roles and responsibilities for Council staff which enables efficient and productive outcomes for the community.



## ASSETS & INFRASTRUCTURE

OFA3

### Maintaining current assets and investing in high-value projects

Our objective is to skilfully allocate resources between upkeep of current infrastructure and smart investment in new assets. We will ensure Charters Towers' assets are maintained at a high quality and understand where future assets can be developed to add value to the community.



## CUSTOMER SERVICE

OFA4

### Friendly, skilled and understanding service

Our objective is to continue to deliver outstanding service to our community. We will build our internal structures to enable our community to communicate their needs so our staff can deliver excellent and innovative service.



## PEOPLE-FIRST

OFA5

### Fostering talent and creating a safe and welcoming workplace

Our objective is to offer our staff the chance to excel. Our staff drive the success of Charters Towers Regional Council. As such, we will continue to take pride in our work, seek out, train, develop and upskill the best and brightest people in the employment market, and constantly strive to improve.



## INNOVATION & TRANSFORMATION

OFA6

### Harnessing smart process and digital transformation

Our objective is to be ready for the opportunities of the future by identifying our current strengths and weaknesses, and employing new smart processes accordingly. By adopting carefully selected digital transformations into the Council, we can use resources more efficiently and optimise results for the community.

# Transparency & Accountability

We are open, accountable and proud



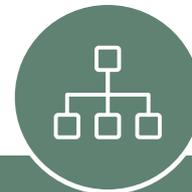
Transparency & Accountability <span>OFA1</span>			
Objective	Deliverable	Key Action	Lead
<b>OFA1.1</b> Council is committed to being open, transparent and straight forward in its processes.	<b>OFA1.1.1</b> Improving communication of day-to-day Council activities and achievements, and strategic and operational goals and progress to our community.	> Introduce the 'Have Your Say' Platform	Chief Executive Officer
		> Embed IAP2 engagement principles in the delivery of community initiatives.	Chief Executive Officer
<b>OFA1.2</b> Accountability in decision making is key to developing as a Council and a Region.	<b>OFA1.2.1</b> Continuing to promote our strategic documents which outline key responsibilities, performance measures and expected service delivery.	> Development of a Financial Strategy and Long Term Financial Plan.	Executive Manager Organisational Services
<b>OFA1.3</b> Local Governments must be guided by and responsive to the thoughts and concerns of the community.	<b>OFA1.3.1</b> Continuing to develop a community engagement framework that guides Council's engagement with the community to inform Council decisions.	> Develop a Community Engagement Framework & Policy.	Chief Executive Officer
		> Engage with the Youth Council to inform Council decision making.	Executive Manager Community Building

# CHARTERS REGIONAL TOWERS COUNCIL



# Governance & Structures

Our systems and processes support excellence and improvement



Governance and Structures <span>OFA2</span>			
Objective	Deliverable	Key Action	Lead
<span>OFA2.1</span> Good governance is at the core of an efficient and well functioning Council.	<span>OFA2.1.1</span> Developing a robust and comprehensive Corporate Governance Framework that is aligned with best practice and embedded across the organisation.	<ul style="list-style-type: none"> <li>&gt; Implement Fraud &amp; Corruption Policy &amp; Framework.</li> </ul>	Chief Executive Officer
	<span>OFA2.1.2</span> Continuing to review policies, frameworks, strategies and plans to ensure they meet the need of both our organisation and community.	<ul style="list-style-type: none"> <li>&gt; Improve the Annual Budget process including early adoption of a 10-year capital program and improved integration of Asset Management Plans with the Long-Term Financial plan.</li> </ul>	Executive Manager Organisational Services
		<ul style="list-style-type: none"> <li>&gt; Review and update Council's Complaints Management Framework.</li> </ul>	Chief Executive Officer
<span>OFA2.2</span> Deliver workspaces and processes that enable innovative thinking, planning and service delivery.	<span>OFA2.2.1</span> Embedding information management as an intrinsic component of the functionality of the organisation.	<ul style="list-style-type: none"> <li>&gt; CTRC IT Steering Committee to monitor the IT Strategy and implementation plan.</li> </ul>	Executive Manager Organisational Services
		<ul style="list-style-type: none"> <li>&gt; Review and update/archive all Council shared folders and shared files.</li> </ul>	Executive Manager Organisational Services

Governance and Structures **OFA2**

<p><b>OFA2.2</b></p> <p><i>(continued)</i>                  Deliver workspaces and processes that enable innovative thinking, planning and service delivery.</p>	<p><b>OFA2.2.1</b></p> <p><i>(continued)</i>                  Embedding information management as an intrinsic component of the functionality of the organisation.</p>	<p>&gt; Establish a reporting regime to monitor records management practices within Council</p>	Executive Manager Community Building
		<p>&gt; Develop and trial IM data dashboards to inform decision-making.</p>	Executive Manager Organisational Services
		<p>&gt; Standardising the compilation of meeting agendas and minutes including report writing, across the organisation to enable a consistent and efficient approach.</p>	Chief Executive Officer
<p><b>OFA2.3</b></p> <p>A strategic approach to Council's long-term planning is vital in future-proofing the region.</p>	<p><b>OFA2.3.1</b></p> <p>Guiding accountable decision making with long-term financial planning frameworks.</p>	<p>&gt; Improve the integration of asset management planning into long-term financial planning processes.</p>	Executive Manager Organisational Services
	<p><b>OFA2.3.2</b></p> <p>Targeting investment into digital technologies to better inform decisions based on environmental and economic trends.</p>	<p>&gt; Assess the capability of Technology One's Performance Management and Strategic Risk Management functions.</p>	Executive Manager Organisational Services

# Asset & Infrastructure Management

Managing our infrastructure and assets is an essential function



Asset & Infrastructure Management OFA3			
Objective	Deliverable	Key Action	Lead
OFA3.1 The community and economy rely on functional infrastructure and assets.	OFA3.1.1 Developing and implementing a 10-year Asset Management Plan across the Council and community facilities.	<ul style="list-style-type: none"> <li>&gt; Implement a 10-year Asset Management Plan across the Council and community facilities.</li> </ul>	Director Infrastructure Services
	OFA3.1.2 Developing fully costed reconstruction/refurbishment programs for major asset classes.	<ul style="list-style-type: none"> <li>&gt; Implement fully costed reconstruction/refurbishment programs for major asset classes.</li> </ul>	Director Infrastructure Services
	OFA3.1.3 Prioritising our resource allocation for high-value and high use assets	<ul style="list-style-type: none"> <li>&gt; Monitor and manage fleet utilisation and expenditure against set targets.</li> </ul>	Director Infrastructure Services
		<ul style="list-style-type: none"> <li>&gt; Ensure constant flow in the distribution system and reduce frequency of bursts in Pentland's water supply system.</li> </ul>	Director Infrastructure Services
		<ul style="list-style-type: none"> <li>&gt; Ensuring water regulations and safety requirements are maintained for significant water treatment infrastructure.</li> </ul>	Director Infrastructure Services
		<ul style="list-style-type: none"> <li>&gt; Renewal and upgrade of high-use road infrastructure.</li> </ul>	Director Infrastructure Services
		<ul style="list-style-type: none"> <li>&gt; Enhancing the aesthetics of our public spaces to support recreation, health and wellbeing.</li> </ul>	Director Infrastructure Services

Asset & Infrastructure Management OFA3

<p><span>OFA3.2</span></p> <p>The Charters Towers community deserves strategic and resourceful management of our existing assets.</p>	<p><span>OFA3.2.1</span></p> <p>Redeveloping assets such as the Saleyards to grow their potential.</p>	<ul style="list-style-type: none"> <li>&gt; Present a final Dalrymple Saleyards Master Plan to Council through consultation with the Dalrymple Saleyards Master Plan Advisory Committee and key stakeholders.</li> </ul>	<p>Director Infrastructure Services</p>
<p><span>OFA3.3</span></p> <p>We are strongly positioned for new development and opportunities with a stable economic base.</p>	<p><span>OFA3.3.1</span></p> <p>Leveraging the airport as a source of new employment and trade opportunities.</p>	<ul style="list-style-type: none"> <li>&gt; Recognise underutilised assets and reallocate.</li> <li>&gt; Maintain, enhance and protect the natural and built environment.</li> </ul>	<p>Director Infrastructure Services</p>

# Customer Service

Excellent customer service puts the citizen first



Customer Service <span>OFA4</span>			
Objective	Deliverable	Key Action	Lead
<span>OFA4.1</span> Communication is vital for a strong sense of community, and effective service delivery.	<span>OFA4.1.1</span> Encouraging the community to communicate their service needs with Council and ensuring there is a strong framework for this engagement.	<ul style="list-style-type: none"> <li>&gt; Ensure regular opportunities are communicated to the community to engage with Elected Members.</li> </ul>	Chief Executive Officer
	<span>OFA4.2.1</span> Providing a consistent, knowledgeable and professional customer experience.	<ul style="list-style-type: none"> <li>&gt; Ensure the organisation is responding to customer requests and correspondence in accordance with Council's 'Customer Service Charter'.</li> </ul>	Executive Manager Community Building
<span>OFA4.2</span> Delivering services for the community is the driving purpose of our Council	<span>OFA4.2.2</span> Implementing ongoing and specialised staff training that enables high-quality service delivery from skilled staff.	<ul style="list-style-type: none"> <li>&gt; Conduct training needs analysis to inform workforce planning strategy for the remainder of Council services as per the Workforce Strategy Plan.</li> </ul>	Executive Manager Human Resources
	<span>OFA4.2.3</span> Investing in high use community programs that deliver value-for-money and reducing service levels for programs that no longer meet community needs.	<ul style="list-style-type: none"> <li>&gt; Undertake a review of the World Theatre.</li> </ul>	Executive Manager Community Building

Customer Service OFA4

OFA4.3

As a community's needs and context evolves, so should a Council's approach to service delivery.

OFA4.3.1

Optimising technologies such as Technology One platform to enable excellent service delivery.

> Expand exceptions timesheets beyond Executive and Management staff. Executive Manager Human Resources

> Develop roadmap for transition from Ci to CiAnywhere. Executive Manager Organisational Services



# People First

A council is defined by its staff



People First <span>OFA5</span>			
Objective	Deliverable	Key Action	Lead
<span>OFA5.1</span> A successful organisation attracts and retains top talent.	<span>OFA5.1.1</span> Building our recruitment strategy to leverage our People First Strategy	<ul style="list-style-type: none"> <li>&gt; Develop and implement an effective Workforce Strategy Plan that includes succession planning.</li> </ul>	Executive Manager Human Resources
	<span>OFA5.1.2</span> Defining opportunities for internal promotion and external hiring that brings in high talent while retaining outstanding staff.	<ul style="list-style-type: none"> <li>&gt; Develop and implement a Workforce Strategy Plan that incorporates internal and external attraction and retention considerations and strategies.</li> </ul>	Executive Manager Human Resources
<span>OFA5.2</span> Staff perform best in a welcoming, friendly, diverse workplace that values their wellbeing.	<span>OFA5.2.1</span> Continuing to deliver our People First Strategy and encouraging a welcoming, inclusive workplace culture.	<ul style="list-style-type: none"> <li>&gt; Implementation of Staff Reference Group</li> </ul>	Chief Executive Officer
		<ul style="list-style-type: none"> <li>&gt; Undertake a Workforce Culture Survey.</li> </ul>	Chief Executive Officer
	<span>OFA5.2.2</span> Delivering a work health and safety plan that models best practice and achieves safe outcomes within the workforce.	<ul style="list-style-type: none"> <li>&gt; Delivery of leadership training to people managers for the organisation.</li> </ul>	Executive Manager Human Resources
		<span>OFA5.2.3</span> Embedding a rigorous safety leadership culture within the workforce.	<ul style="list-style-type: none"> <li>&gt; Embed the Workplace Health and Safety Management System (SMS).</li> </ul>
		<ul style="list-style-type: none"> <li>&gt; Continue to develop safety leadership through coaching, training and information sharing.</li> </ul>	Executive Manager Organisational Services

People First **OFA5**

**OFA5.2**

*(continued)*  
Staff perform best in a welcoming, friendly, diverse workplace that values their wellbeing.

**OFA5.2.4**

Encouraging opportunities for mentoring within the workplace to support upskilling and a collaborative workplace culture.

> Expression of interest opportunities to be made available across the organisation for upcoming personal development programs.

Executive Manager  
Human Resources

**OFA5.3**

Council's staff are our biggest asset, and it is vital to invest in their development.

**OFA5.3.1**

Ensuring there are options for staff to grow and expand their skills

> Offer annual professional development opportunity for staff to apply through an EOI process for a nationally recognised training organisation.

Executive Manager  
Human Resources

# Innovation & Transformation

Innovation unlocks a region's full economic and social potential



Innovation & Transformation <span>OFA6</span>			
Objective	Deliverable	Key Action	Lead
<span>OFA6.1</span> Innovation promotes new ideas, new approaches to efficiency and continuous improvement.	<span>OFA6.1.1</span> Identifying and addressing local barriers to innovation such as red tape and inefficient processes.	> Investigate the ability for hazard and incident reporting to be electronically recorded with potential for One Council to be the platform.	Executive Manager Organisational Services
		> Explore environmentally sustainable Procurement practices.	Executive Manager Organisational Services
		> Expanding our visitor Economy.	Executive Manager Community Building
<span>OFA6.2</span> Local innovation can harness our current strengths and develop new opportunities in exciting new ways.	<span>OFA6.2.1</span> Establishing a formal Charters Towers Innovation Network that connects businesses and entrepreneurs with Council	> Investigate options to establish a Charters Towers Innovation Network.	Executive Manager Community Building
<span>OFA6.3</span> Innovation does not happen in isolation.	<span>OFA6.3.1</span> Advocating for the Region in State and National innovation programs.	> Advocate for collaborative ventures for the North Queensland region through the Regional Queensland Council of Mayors and North Queensland Regional Organisation of Councils.	Executive Manager Community Building





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