



Operational Plan 2019-2020

Quarterly Progress Report – Oct/Nov/Dec 2019



Introduction

The Operational Plan is one of the important strategic documents in relation to the Integrated Planning Framework that Council operates within under legislation. The Operational Plan is a requirement under the *Local Government Regulation 2012* and this plan has been prepared in accordance with those requirements.

The Operational Plan must –

- a) Be consistent with the annual budget; and
- b) State how the local government will-
 - I. Progress the implementation of the 5-year corporate plan during the period of the annual operational plan; and
 - II. Manage operational risks; and
- c) Include an annual performance plan for each commercial business unit of the local government (Charters Towers Regional Council does not have any commercial business units).

Local Government Regulation 2012 s174 (3) requires that Council receive a quarterly progress report regarding the implementation of the strategies contained in the Operational Plan.

The Plan incorporates seven major strategic initiatives, which have been identified in the Corporate Plan and highlighted as being the Council's priority for the next five years.

This report evidences progress achieved on the targets set in terms of “How We Will Measure Our Performance” during the October to December quarter of 2019

Aaron Johansson
Chief Executive Officer

CTRC 2019/20 Operational Plan adopted 26 July 2019

PRIORITY FOCUS AREA: ECONOMIC DEVELOPMENT

To be a premier rural service-centre offering traditional and innovative opportunities to work, live, play and invest

Focus Item #	Key Projects and Programs	Key Measures	Responsible Directorate	Progress	Reporting – First Quarter Jul-Sept 2019	Progress	Reporting – Second Quarter Oct-Dec 2019	Progress	Reporting – Third Quarter Jan-Mar 2020	Progress	Reporting – Fourth Quarter Apr-Jun 2020
1	Continue the promotion of sale of land for industrial development	Continue to pro-actively promote sales of land in Cunningham Industrial Estate	Office of the Chief Executive Officer	In progress	Initial investigations underway for promotional opportunities for sale of land.	In progress	Exploring marketing and promotion with local Real Estate Agents who specialise in commercial and industrial land.				
2	Identify and promote “shovel ready” parcels of land for residential development	Prepare a strategy to facilitate the release of Council and State owned land for residential purposes	Office of the Chief Executive Officer	Yet to commence		Yet to commence					
3	Development of an air, road and rail logistics hub	Investigate opportunities for further development of the Charters Towers Airport	Office of the Chief Executive Officer	In progress	Prep of funding application for Inland Regional Charters Towers Airport Business Case	In progress	Funding application lodged with Building Better Regions this quarter. Outcome of application to be advised in Q3.				
		Further investigate inland port opportunities	Office of the Chief Executive Officer	Yet to commence		Yet to commence					
4	Advocate for a staged approach to delivery of the Hells Gate Dam project with a focus on early works such as Big Rocks Weir	Continue to work with project proponents for the delivery of the Big Rocks Weir project	Office of the Chief Executive Officer	In progress	Continuing to work with Townsville Enterprise Limited for delivery of the project.	In progress	Continuing to work with Townsville Enterprise Limited for delivery of the project.				
5	Prepare an Economic Development Strategy 2019-2024 as a priority for the 2019-2020 year	Engage with key stakeholders and develop strategies to support local business, provide commercial activation for the town centre and encourage investment across the region	Office of the Chief Executive Officer	Yet to commence		In progress	Consultant awarded contract to facilitate Economic and Innovation Strategy for Charters Towers Region.				
6	Prepare a “Priority Projects Prospectus” document to assist in obtaining funding from both government and private proponents	Engage with elected members (post 2020 Local Government election) and community to develop a prospectus for priority projects for submission to the State Government prior to the 2020 State Government election (Q4 2019/2020)	Office of the Chief Executive Officer	Yet to commence	Commencement due in second quarter.	Yet to commence	Requires engagement in Q4 with newly elected representatives so have yet to commence the preparation of the Prospectus.				

CTRC 2019/20 Operational Plan adopted 26 July 2019

PRIORITY FOCUS AREA: TOURISM

To be a destination of choice for new and repeat regional, intrastate, interstate and international visitors, known for our unique and authentic experiences derived from our natural and historical assets

Focus Item #	Key Projects and Programs	Key Measures	Responsible Directorate	Progress	Reporting – First Quarter Jul-Sept 2019	Progress	Reporting – Second Quarter Oct-Dec 2019	Progress	Reporting – Third Quarter Jan-Mar 2020	Progress	Reporting – Fourth Quarter Apr-Jun 2020
1	Commence the development of a tourism strategy (Jan 2020) in accordance with the Building Better Regions Round 3 (Tourism) funding	Revisit and re-prioritise the Towers Hill Master Plan	Office of the Chief Executive Officer	In progress	Drafting of tender documents commenced this quarter. Planning underway for initial scope.	In progress	Consultant awarded contract to facilitate Destination Management Plan to include a Tourism Strategy and re-brand for Charters Towers tourism Region.				

PRIORITY FOCUS AREA: INFRASTRUCTURE & SUSTAINABILITY

To create a sustainable future for the Region through the maintenance, enhancement and protection of our built and natural environment

Focus Item #	Key Projects and Programs	Key Measures	Responsible Directorate	Progress	Reporting – First Quarter Jul-Sept 2019	Progress	Reporting – Second Quarter Oct-Dec 2019	Progress	Reporting – Third Quarter Jan-Mar 2020	Progress	Reporting – Fourth Quarter Apr-Jun 2020
1	Completion of the Capital Works Program within each financial year	All capital works scheduled to be delivered are complete by end of Q4 2019/2020	Infrastructure Services	In progress	Capital works program has commenced.	In progress	Capital works program has commenced.				
2	Works for Queensland Program Stage 3 and undertake planned works in 2019/20	Works completed according to agreed schedule	All Directorates	In progress	CCS: Reporting submitted for July & August, little expenditure overall as yet. 17/19 Program completed with final claim lodged.	In progress	W4Q 19-21 underway.				
3	Complete the Asset Management Plans for all identified classes of assets	Finalise the three Asset Management and Service Level plans yet to be adopted: - Plant - Saleyards - Equestrian Centre	Infrastructure Services	In progress	Draft has been prepared for consideration.	In progress	Plant - Complete. Saleyards and Equestrian Centre to be developed.				
4	Finalise and adopt the Local Government Infrastructure Plan for the region	Adopt by end of Q4 2019/20	Corporate and Community Services	In progress	Community consultation is soon to be undertaken on the LGIP.	In progress	LGIP with the Minister of DSDMIP for adoption and commencement. 29 January General Meeting should see the commencement of the final LGIP.				
5	Review of traffic counts and hierarchy for urban and rural networks	Traffic count data completed to the end of 2018/19 will be reviewed over 2019/20 resulting in a potential re-classification of road hierarchies	Infrastructure Services	Yet to commence	Yet to commence.	In progress	Condition based data will be used for asset management plan development. Traffic count data collection will continue.				
6	Investigate solar power connections for Council facilities	Consolidate the outcomes from the electricity tariff review and then consider solar options in conjunction with the LG Sherlock electricity project	Corporate and Community Services	Yet to commence	CCS: There has been no progress in relation to solar supply to Council facilities. Council is getting to the end of the tariff review agreement and LG Sherlock has only just commenced.	Yet to commence	See comments from previous quarter				

CTRC 2019/20 Operational Plan adopted 26 July 2019

Focus Item #	Key Projects and Programs	Key Measures	Responsible Directorate	Progress	Reporting – First Quarter Jul-Sept 2019	Progress	Reporting – Second Quarter Oct-Dec 2019	Progress	Reporting – Third Quarter Jan-Mar 2020	Progress	Reporting – Fourth Quarter Apr-Jun 2020
7	Future planning for Charters Towers waste management	Resolve the preferred future site for the landfill in Charters Towers by end of Q4 2019/20	Infrastructure Services	In progress	Postponed due to State Government strategies.	In progress	Postponed due to State Government strategies.				
8	Implementation of a regional Waste Management Strategy	Pending release of Queensland Government's Draft Waste Management and Resource Recovery Strategy and NQ	Infrastructure Services	In progress	First inception meeting held. Consultant appointed.	In progress	Draft released.				
		Continued input and consultation to achieve the outcomes of the NQ Regional Waste Reduction and Recycling Plan	Infrastructure Services	In progress	See above.	In progress	See above.				
9	Implementation of a Trade Waste Management Plan	Implementation Strategy and internal training delivered by end of Q3 2019-2020	Corporate and Community Services	Yet to commence	CCS: This project will commence in the coming months once the recruitment of a Trade Waste Officer is finalised, which is in the near future.	In progress	A Trade Waste Environmental Management Policy and Plan have been drafted with review by ELT. It is anticipated that these documents will go to the May 2020 General Meeting taking into consideration the Local Government election in March 2020.				

PRIORITY FOCUS AREA: WATER

To provide water security that supports community lifestyle, development attraction and agricultural expansion

Focus Item #	Key Projects and Programs	Key Measures	Responsible Directorate	Progress	Reporting – First Quarter Jul-Sept 2019	Progress	Reporting – Second Quarter Oct-Dec 2019	Progress	Reporting – Third Quarter Jan-Mar 2020	Progress	Reporting – Fourth Quarter Apr-Jun 2020
1	Water Infrastructure Upgrade Project (WIUP)	Completion of work in accordance with Project Implementation Plan	Infrastructure Services	In progress	Project delayed due to weather and contractor resourcing. Commissioning expected 2019.	In progress	90% completed.				
2	Develop a plan to augment rising mains and reservoirs to match upgraded Water Treatment Plant capacity	A draft has been developed	Infrastructure Services	Complete							
		Council to adopt a plan in the 2019/2020 year	Infrastructure Services	Yet to commence	Draft report to be presented to Council in Q2.	Yet to commence	Will be presented to the new Council once sworn in.				
3	Development of a "Water Demand" Strategy	Strategy developed by end of 2019/2020 year	Infrastructure Services	Yet to commence		Yet to commence					

CTRC 2019/20 Operational Plan adopted 26 July 2019

PRIORITY FOCUS AREA: COMMUNITY

To be an inclusive and engaged resilient community, with access to services and facilities that enable a safe and healthy lifestyle

Focus Item #	Key Projects and Programs	Key Measures	Responsible Directorate	Progress	Reporting – First Quarter Jul-Sept 2019	Progress	Reporting – Second Quarter Oct-Dec 2019	Progress	Reporting – Third Quarter Jan-Mar 2020	Progress	Reporting – Fourth Quarter Apr-Jun 2020
1	Continued support of the development of arts-based programs through funds, grants and joint initiatives	Continue to support the RADF program and encouragement of the arts as part of the program	Corporate and Community Services	In progress	Funding agreement for 19/20 signed and submitted to Dept. Funding amount originally budgeted for will need to be altered in amended budget as Council will not receive full amount requested.	In progress	2 eligible applications received for Round 1 totalling \$14,870 in requested funding. RADF Strategic Initiative funds used to update Council's Arts and Culture Policy and develop an Arts and Culture Investment Plan. Arts in the Outdoors Strategic Initiative commenced with 2 activities in Pentland and Ravenswood.				
		Increase in groups and individuals lodging applications for support and assistance to develop their skills and craft	Corporate and Community Services	Yet to commence	Latest RADF round yet to commence	In progress	Of the 2 eligible Round 1 applicants, 1 was a return applicant and 1 was a new applicant. 1 application was approved in the amount of \$4,830. Round 2 announced and will close 3 February 2020.				
		90% acquittal of funding applications approved	Corporate and Community Services	Yet to commence	Latest RADF round yet to commence	In progress	100% of due acquittals received.				
2	Establish a Community Engagement Policy	Adopt by end of Q2 2019/20 - Revised ODP - now due in Q3 19/20.	Corporate and Community Services	In progress	Community Engagement Policy under development	In progress	Policy currently being drafted.				
3	Community Events - Conduct the Towers Rush event 2019	Increase attendance at lead up events by 15 %	Corporate and Community Services	In progress	Planning underway for event with nominations open, however final attendance figures will not be known until the event is held	Complete	Lead up event attendance decreased due to Captain Active's unavailability therefore involvement and attendance at local schools was limited. However, included arts & cultural component which widened participation of demographics. Overall main event attendance remained consistent on previous years with increased participation from Townsville.				
		Positive feedback from participants	Corporate and Community Services	Yet to commence		In progress	Positive feedback received throughout the event and on Facebook with new and creative activities added. Compilation of survey feedback to be received next quarter.				
		Attract additional external funding from organisations that see value in healthy lifestyles	Corporate and Community Services	Yet to commence	CCS: No external funding has been sought for the Towers Rush event 2019.	Complete	No external funding was sought in addition to current supporters for the Towers Rush event in 2019 as directed.				

CTRC 2019/20 Operational Plan adopted 26 July 2019

Focus Item #	Key Projects and Programs	Key Measures	Responsible Directorate	Progress	Reporting – First Quarter Jul-Sept 2019	Progress	Reporting – Second Quarter Oct-Dec 2019	Progress	Reporting – Third Quarter Jan-Mar 2020	Progress	Reporting – Fourth Quarter Apr-Jun 2020
4	Planning for the Region's 150 year anniversary in 2022	A draft event plan to be provided by 30 June 2020	Office of the Chief Executive Officer and Corporate and Community Services	In progress	CCS: Terms of reference established and an inaugural meeting has been held. No further progress as yet.	In progress	On hold, pending election.				
		Event team meets on a regular basis	Office of the Chief Executive Officer and Corporate and Community Services	In progress	CCS: Terms of reference established and an inaugural meeting has been held. No further progress as yet.	In progress	On hold, pending election.				
5	Disaster response and recovery	Recovery initiatives developed to address community resilience	Office of the Chief Executive Officer and Corporate and Community Services	In progress	CCS: Training completed by Manager Community Services in relation Recovery processes following a disaster event. OCEO: Training undertaken with key staff this quarter.	In progress	Ongoing.				
6	Ongoing commitment to Indigenous Land Use Agreements (ILUA's)	Review existing Indigenous Land Use Agreements (ILUA's) and determine whether Council considers that changes to the agreements are required	All Directorates	Yet to commence	CCS: No actions undertaken by CCS in regard to current ILUAs. OCEO: No actions undertaken by OCEO this quarter. Further review to be undertaken in the second quarter.	In progress	Council has done a preliminary review of the four current ILUAs and determined that some amendments will need to be made. A comprehensive review will be undertaken in the first half of 2020. The ILUAs will have to go through a formal legal process for change through the NNTT.				
		Continued support for cultural activities such as National Aborigines and Island Day Observance Committee (NAIDOC) and National Reconciliation Week	All Directorates	In progress	CCS: Support continuing where possible to fund or provide in kind assistance for cultural activities. OCEO: Support continuing via the Indigenous Reference Group and support offered to local NAIDOC celebrations.	In progress					

PRIORITY FOCUS AREA: ADVOCACY

To be a strong and respected regional Local Government voice to promote and facilitate growth on behalf of our community

Focus Item #	Key Projects and Programs	Key Measures	Responsible Directorate	Progress	Reporting – First Quarter Jul-Sept 2019	Progress	Reporting – Second Quarter Oct-Dec 2019	Progress	Reporting – Third Quarter Jan-Mar 2020	Progress	Reporting – Fourth Quarter Apr-Jun 2020
1	Prepare a "Priority Projects Prospectus" document to assist in obtaining funding from both government and private proponents	Prepare by end of Q2 2019/20	Office of the Chief Executive Officer	Yet to commence	Commencement due in second quarter.	Yet to commence					
2	Lobby for the Northern Alliance of Councils' Annual Conference to be held in Charters Towers during Q1 2020/21	Submit a bid to host the event for consideration at the 2019 Annual General Meeting	Office of the Chief Executive Officer	Complete	Bid was submitted at the 2019 AGM and CTRC were successful with their bid. We will host the NAOC Annual Conference in 2020.						

CTRC 2019/20 Operational Plan adopted 26 July 2019

3	Specifically pursue opportunities for a new hospital, the inland highway and a permanent military presence in the region	Continued involvement in the Queensland Health's Community Advisory Network	Office of the Chief Executive Officer	In progress	Ongoing.	In progress	Ongoing.				
		Advocacy through state and federal members for continued upgrading of the inland highway (Gregory Development Highway)	Office of the Chief Executive Officer	In progress	Discussions continuing with members.	In progress	Discussions continuing with members.				
		Advocacy through federal member and Department of Defence to facilitate the presence of the Singapore military training initiative (ASMTI)	Office of the Chief Executive Officer	In progress	Various meetings held this quarter. Initial meeting held for possible lease of a Council facility to use as office space.	In progress	Meeting held this quarter to discuss collaborative approach. Procurement session held with local businesses, facilitated by ASMTI and participation in the development of a Townsville and North Queensland Defence Strategy.				
		Encourage local businesses to participate in tendering for government business opportunities	Office of the Chief Executive Officer	In progress	Workshops held with Department of Defence and the Greenvale Community.	In progress	Procurement session held with local businesses, facilitated by ASMTI.				
		Encourage the use of the region's facilities by the Department of Defence to undertake further military exercises	Office of the Chief Executive Officer	In progress	Continuing discussions with Department of Defence for future exercises.	In progress	Continuing discussions with Department of Defence for future exercises. Participation in the development of a Townsville and North Queensland Defence Strategy.				

PRIORITY FOCUS AREA: OUR ORGANISATION
To be an efficient and effective organisation underpinned by a customer-service centric culture

Focus Item #	Key Projects and Programs	Key Measures	Responsible Directorate	Progress	Reporting – First Quarter Jul-Sept 2019	Progress	Reporting – Second Quarter Oct-Dec 2019	Progress	Reporting – Third Quarter Jan-Mar 2020	Progress	Reporting – Fourth Quarter Apr-Jun 2020
1	Develop and adopt a comprehensive financial planning model	Adopt by end of Q2 2019/20 – Revised ODP now due Q4 19/20	Corporate and Community Services	Yet to commence	CCS: The milestone has been altered in ODP to Q4 19/20 to enable new Manager to become familiar with organisation and develop the model.	Yet to commence	Greater focus on the financial planning model will now occur early in 2020 due to improved knowledge and familiarisation with the TechOne system. The aim is to tie financial planning, asset management, budgeting and the long term financial forecast together to provide better data across the organisation and to elected members.				
2	Integrate financial plans with asset management plans	Implement by end of Q4 2019/20	Corporate and Community Services	Yet to commence	CCS: Council is finalising comprehensive asset revaluation of all asset classes. Once this is completed and valuations are	In progress	As part of the One Council Forum (a project team of key TechOne users), a greater focus is now on asset				

CTRC 2019/20 Operational Plan adopted 26 July 2019

Focus Item #	Key Projects and Programs	Key Measures	Responsible Directorate	Progress	Reporting – First Quarter Jul-Sept 2019	Progress	Reporting – Second Quarter Oct-Dec 2019	Progress	Reporting – Third Quarter Jan-Mar 2020	Progress	Reporting – Fourth Quarter Apr-Jun 2020
					loaded into OneCouncil, additional analysis and integration between Financial plans and asset management plans can proceed.		management across the organisation. The group has been tasked with reviewing asset management, capital works in progress and capitalisation of assets and how to get the best out of TechOne.				
3	Significantly improve reporting regime which may include periodic external review	Implement by end of Q2 2019/20 - Revised ODP now due Q4 19/20	Corporate and Community Services	In progress	CCS: Development of reports progressing, however further internal training and familiarity to staff is required which will improve the reporting regime across Council. This can then be subject to further external review.	In progress	Reports have been developed in TechOne at the General Ledger level. Reports will continue to be developed, taking into account the information required and best practice.				
4	Implementation of OneCouncil Enterprise Resource Platform	Move from implementation of Phase 1 into Benefits Realisation of the project	Corporate and Community Services	In progress	CCS: Several discussions/meetings being held to progress from implementation to Benefits Realisation of project, however still some way to go.	In progress	The available packages have been implemented however, some items such as Property and Rates have been delayed due to the unavailability of the database. This has a flow on affect in that other programs that require property and rates, such as ECM cannot be updated at this stage. Focus during this quarter has been on getting the reporting right and improving employees' familiarisation with the system.				
		System upgrades for 2018B and 2019A	Corporate and Community Services	In progress	CCS: 2018B installed, however the plan is to jump over 2019A and install 2019B in November in order to "catch up" with TechOne installation timelines.	Complete	This installation has been successfully completed and is at business as usual stage				
		Determine what preparation/planning is required for Phase 2 once status of release of Property and Rating module is provided by supplier	Corporate and Community Services	In progress	CCS: Project Manager and officers are currently assessing the templates required to be populated for the Property & Rating data conversion in an effort to determine the future timing of the implementation.	In progress	The Property and Rates module is not currently available and considerable delays are expected. Discussions are currently underway with TechOne to implement the Ci version of Property & Rating. Timeframes are currently under consideration and could commence in Q4 2019/2020.				
5	Implement mentoring and succession planning	Develop and implement an appropriate mentoring and succession plan across the organisation	Corporate and Community Services	Yet to commence	CCS: As many third level managers have only been with Council for a limited period of time, an MLT meeting is yet to be held and as a result, mentoring and succession planning across the organisation is yet to occur.	In progress	Focus has commenced on mentoring and succession planning at the December 2019 MLT Meeting. Still significant work to be undertaken in this area.				
6	Completion of amalgamation of Administration Offices	Finalise arrangements for relocation of City Hall personnel	All Directorates	In progress	Relocation Project is underway. Council is awaiting the finalised plans to enable the next phase to put it out to market to enable a preferred supplier to be decided upon to effect the works.	In progress	Tender for works to be reissued in January 2020, with a view to appointing a contractor in February 2020 to commence works soon after.				

CTRC 2019/20 Operational Plan adopted 26 July 2019

Focus Item #	Key Projects and Programs	Key Measures	Responsible Directorate	Progress	Reporting – First Quarter Jul-Sept 2019	Progress	Reporting – Second Quarter Oct-Dec 2019	Progress	Reporting – Third Quarter Jan-Mar 2020	Progress	Reporting – Fourth Quarter Apr-Jun 2020
7	Finalise amalgamation of depot arrangements	Develop a plan to enable the amalgamation of the depots by the end of 2019/2020	Infrastructure Services	In progress	Costings have been developed. Budget approved for planning in 19/20. Move expected first half 20/21.	In progress	Costings have been developed. Budget approved for planning in 19/20. Move expected first half 20/21.				
8	Re-design of Council's website	Website updated to new platform by end of 2019/2020	Corporate and Community Services	In progress	Concept of Council's new website has been discussed with key personnel internally and will be provided to website developers Jadu to conceptualise.	In progress	Council is continuing to work with LGAQ on the project, however some delays have resulted on the part of LGAQ. Concept design agreed upon. Migration of existing website data currently under review, with removal of content no longer required.				



Operational Plan 2019-2020 – Quarterly Progress Report – December 2019

PO Box 189 Charters Towers Qld 4820

ADMINISTRATION: 12 Mosman Street

Charters Towers Qld 4820 Australia

PH. (07) 4761 5300 | **F.** (07) 4761 5344

E. mail@charterstowers.qld.gov.au

ABN. 67 731 313 583

www.charterstowers.qld.gov.au