



Annual Report

2016/2017



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Introduction

The following annual report gives an account of Council's performance during the 2016/2017 financial year.

This report acknowledges achievements and challenges faced by Council. It details long-term financial plans and Council's ability to meet strategic priorities outlined in the Corporate Plan 2015-2020.

This information is relevant to the residents, ratepayers, local business owners, potential investors, community groups, government agencies, funding bodies, and current and potential staff of the Charters Towers Region.

The objectives of the annual report include:

- reporting on performance in delivering the Corporate Plan priorities and other key achievements for the organisation
- communicating Council's vision and commitments to the community
- meeting statutory requirements under the *Local Government Act 2009* and *Local Government Regulation 2012*.
- instilling community confidence in Council's ability to demonstrate strong leadership and deliver on promises, illustrating the commitment to accountable and transparent government
- promoting the Region and Council to potential investors for economic development
- building confidence and satisfaction in the partnerships that are being created with community groups, local authorities and industry leaders through key projects
- recognising the significant achievements of Council's staff
- marketing Council as an employer of choice for potential recruits

Vision and Values

Exceptional Service for an Exceptional Community

Mission

To meet the needs of its community through timely and economical provision of quality infrastructure and services.

Corporate Values

Innovation

Customer Service

Accountability

Respect

Excellence



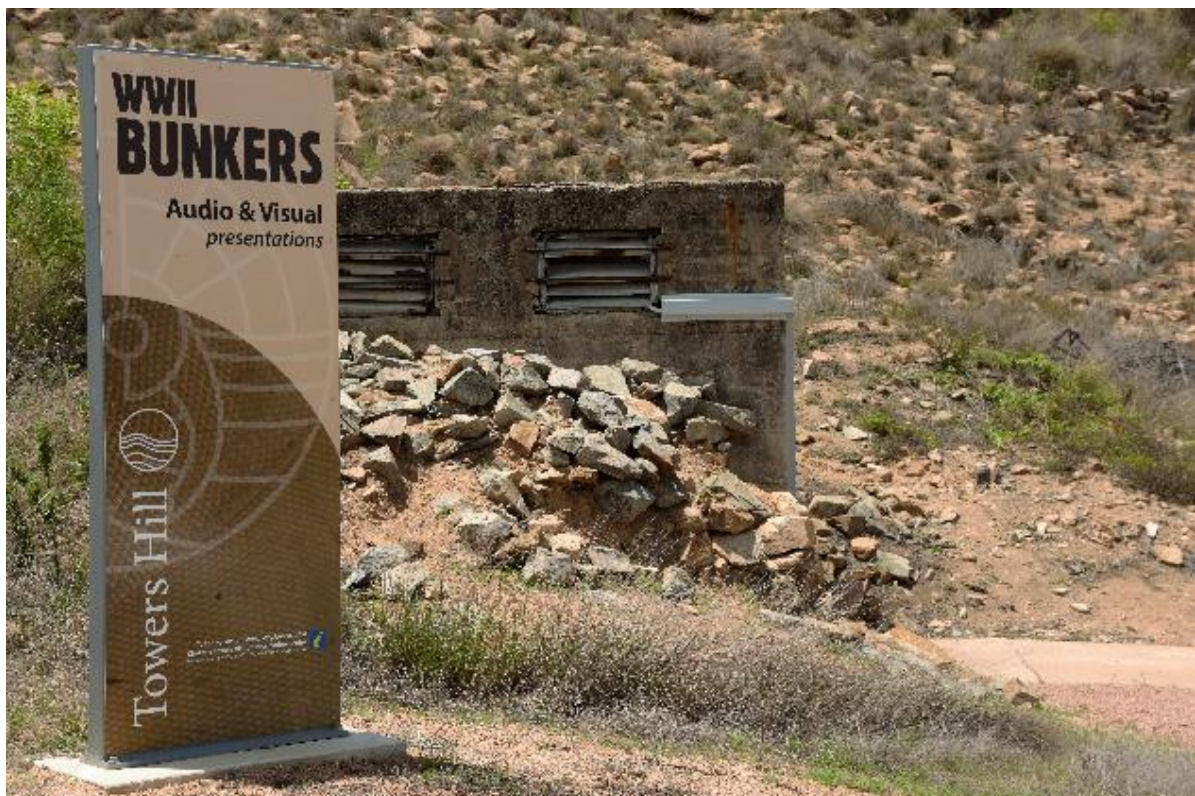
Rose at Edmeades Park

Principles of Local Government

The purpose of the *Local Government Act 2009* is to provide for a system of local government in Queensland that is accountable, effective, efficient and sustainable.

Parliament requires that anyone who is performing a responsibility under this Act does so in accordance with the following Local Government Principles:

- a) transparent and effective processes and decision-making in the public interest;
- b) sustainable development and management of assets and infrastructure and delivery of effective services;
- c) democratic representation, social inclusion and meaningful community engagement;
- d) good governance of, and by, local government; and
- e) ethical and legal behaviour of councillors and local government employees.



Towers Hill Bunkers

Governance Framework

Corporate Governance is widely recognised as providing the framework and tools required to ensure that organisations are progressive and can operate in an effective and accountable manner.

From a Local Government perspective, the framework reinforces the statutory authority and responsibilities of Council as a corporate body and assists elected representatives and professional officers in the delivery of quality services. Central to the achievement of these outcomes is the engagement of key stakeholders and intended beneficiaries in the development and implementation of initiatives for the betterment of local communities.

Effective corporate governance is not possible without a recognition and acceptance of legislative and administrative instruments that clearly establish the roles and responsibilities of the corporate body, elected membership and professional officers. Within this context, the governance framework will be enhanced through the adoption of a clearly defined, transparent decision making process and delegation instruments which best meet the strategic and operational needs of the Region.

Effective outcomes are best achieved where the role and focus of elected members as a collective corporate organisation, are directed to policy formulation and strategic development.

The role of the staff is to implement the policies and strategies of the corporate body through an accountable, effective and efficient application of resources and assets.

Charters Towers Regional Council's Governance Framework is based upon best practice for public sector governance. The framework sets out the standards of accountability and transparency expected of government by Council's many stakeholders and the people of Queensland. The overall aim of the framework is to drive performance improvement while meeting our obligations and legislative requirements.

The framework outlines the principles, elements and mechanisms used by Council to support a focus upon effective governance through strong leadership, responsible and ethical decision-making, management and accountability, and performance improvement.

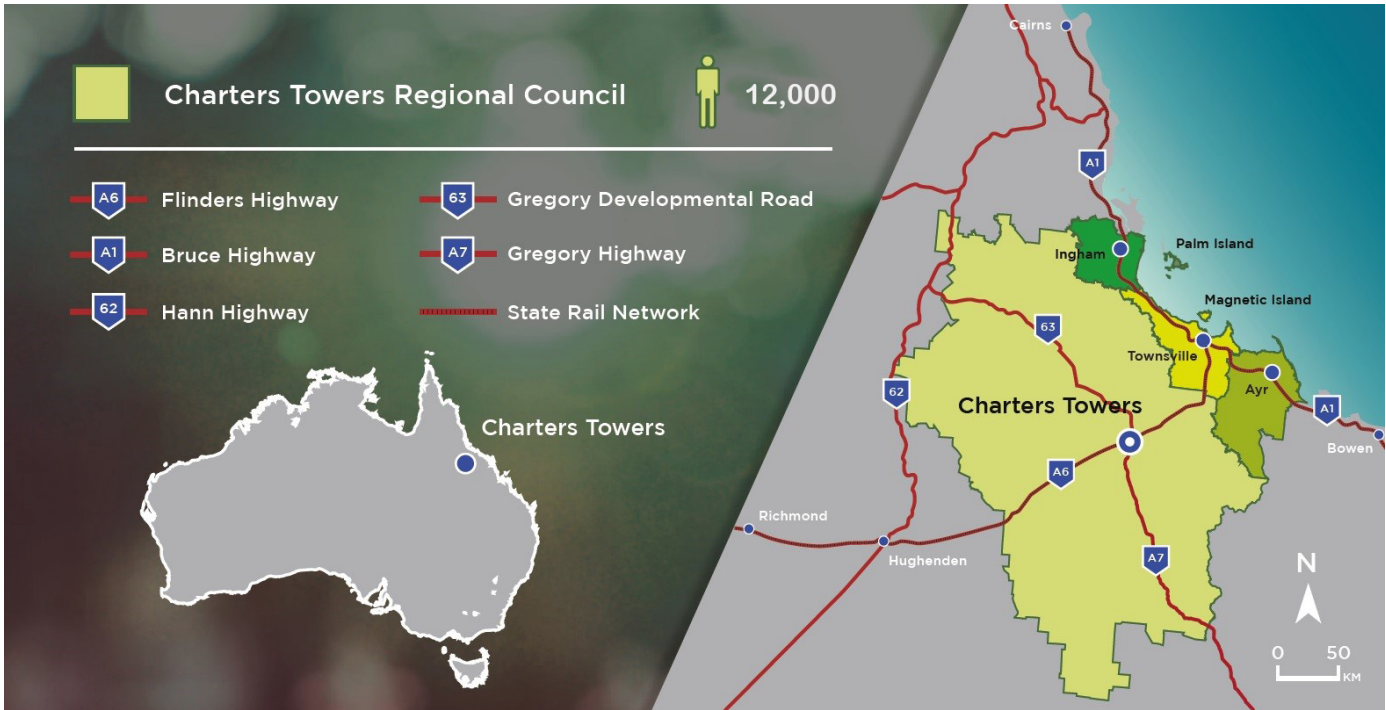
Corporate governance arrangements must continually evolve to ensure that organisational and service delivery objectives are met effectively, efficiently and transparently. Accordingly, the framework is reviewed annually, or as required, to support change to Council's strategic priorities or major legislative realignment.

However, the fundamental principles of good governance outlined in this framework will be maintained.



Burdekin River

Our Region



Mayor's Message

The past twelve months have been a maturing time for us as a new Council. We've grown as we've come to know the challenges our region faces. We've had many changes in the way we conduct business and our aim is to be open and transparent to the community we serve.

Change can be hard for many, but change is necessary if we want to continue to meet our economic goals and continue to deliver Council's programs and services to the community.

This report outlines Council's achievements and challenges during the year, as well as showcasing the services and programs we provide across the region.

I'm happy to report for this past 2016/2017 financial year that many projects were completed and community groups saw the benefit of funding. Seventeen Community Projects received a total of \$50,376 in funding from the RADF Program. To support our young children a four-year grant of \$14,326 per year was secured for the First 5 Forever program.

Infrastructure to drive Tourism was installed on Towers Hill and the Towers Hill Walk - promoting military and gold mining history, enhancing the Ghosts of Gold experience.

The Dalrymple Saleyards improvements were completed, including the site office, resurfacing a section of the holding yards, lighting upgrades, sludge pit completed at the Weed Wash Facility, refurbishment and lights fitted to the Truck Wash Facility.

Our priority is also on roads and water infrastructure. Water reticulation upgrades were completed in the Blackjack area to improve pressure issues and the Water Infrastructure Upgrade Program.

Road infrastructure upgrades were completed, including the Gill Street reconstruction detailed design and pavement replacement and access improvements.

For the first time ever, rates were levied half yearly instead of annually to assist ratepayers.

As we look forward to the 2017/2018 period, our region will host the Commonwealth Games 2018 Queen's Baton Relay in Pentland, Homestead and Charters Towers on Commonwealth Day, 12 March 2018.

Many more projects will be started and completed, including capital works to the water treatment plant and the Smart City - WiFi infrastructure.



**Cr Liz Schmidt
Mayor**

CEO's Message

After commencing with Council in October 2017, I am impressed with the leadership shown by both elected members and Council Staff.

I see a number of strengths within Council and some areas where we will need to improve.

I look forward to developing a Council that is a safe place to work, that embraces communication, where officers are accountable and transparent in the decisions they make, and an employer of choice where members of our community want to work.

I would like to thank former Chief Executive Officers Mark Crawley and Bruce Davidson for their contributions to the Charters Towers Region during the past financial year.



Aaron Johansson
Chief Executive Officer



Administration Centre, 12 Mosman Street

Councillor Remuneration

Name	Total
Mayor ER Schmidt	\$99,465.12
Deputy Mayor S Bennetto	\$57,383.25
Cr MJ Power	\$50,034.92
Cr AP Barr	\$50,034.92
Cr GJ Lohmann	\$50,034.92
Cr BGW Maff	\$50,034.92
Cr MJ Bailey	\$56,039.11
	TOTAL \$413,027.16

Councillor Expenses

Name	Total
Mayor ER Schmidt	\$25,336.00
Deputy Mayor S Bennetto	\$8,437.72
Cr MJ Bailey	\$1,390.50
Cr AP Barr	\$1,512.46
Cr GJ Lohmann	\$1,570.34
Cr BGW Maff	\$7,705.84
Cr MJ Power	\$2,098.16
	TOTAL \$48,051.02



Burdekin River Weir

Councillor Attendance at Statutory Meetings

Name	Total meetings attended
Mayor ER Schmidt	12
Deputy Mayor S Bennetto	13
Cr MJ Bailey	13
Cr AP Barr	12
Cr GJ Lohmann	13
Cr BGW Maff	13
Cr MJ Power	13
Total meetings held in 2016/17	13



Councillors (left to right):
Cr Mike Power, Deputy Mayor Sonia Bennetto, Cr Graham Lohmann, Mayor
Liz Schmidt, Cr Brett Maff, Cr Roma Bailey and Cr Alan Barr

Audit Committee

Council's Audit Committee meets Council's statutory obligations under the Local Government Act 2009 and associated regulations, and promotes good governance practice across Council.

The Committee comprises Mr Rodger Dunstan (Chair and External Member) and Mayor Liz Schmidt and Councillor Brett Maff.

The Audit Committee met twice in the 2016-2017 financial year.

At the October 2016 meeting, the following matters were considered:

The 2015-16 financial statements were presented by Price Waterhouse Coopers for review.

Council's contract with Pacifica for the conduct of Internal Audit projects concluded at the end of 2016 and in January 2017, BDO (Qld) Pty Ltd commenced the provision of Internal Audit services to Council for three years from January 2017 to December 2019. Council's appreciation of the work done by Pacifica was noted at the October 2016 Audit Committee meeting.

Internal audit projects were finalised by Pacifica as follows:

- Requests from community organisations for Council support;
- Plant and Fleet Management Practices;
- Delegations of Authority;
- Human Resources Entry & Exit and Payroll
- External Works Costing Practices.

In addition to a review of financial reporting and internal processes, the Committee received Council's Enterprise Risk Management Framework at the October 2016 meeting.

The May 2017 meeting focused on development of the 2017-2020 Audit Plan. In consultation with Council, the Audit Committee and Management, and based on identified areas of key risk exposure, the 2017-2020 Internal Audit Plan scheduled the following projects for 2017-18:

- Soils Testing Laboratory
- Fraud and Corruption Prevention and Control Framework
- Risk Management Framework, Systems and Processes
- Tip and Landfill Revenue and Cash Handling.

At the May 2017 meeting, the Committee received the 2016/17 External Audit Plan, including the Interim Management Letter, tabled by Council's contracted auditor Crowe Horwath together with briefing notes prepared by Queensland Audit Office.



Lake Buchanan

Organisational Structure & Services Delivered

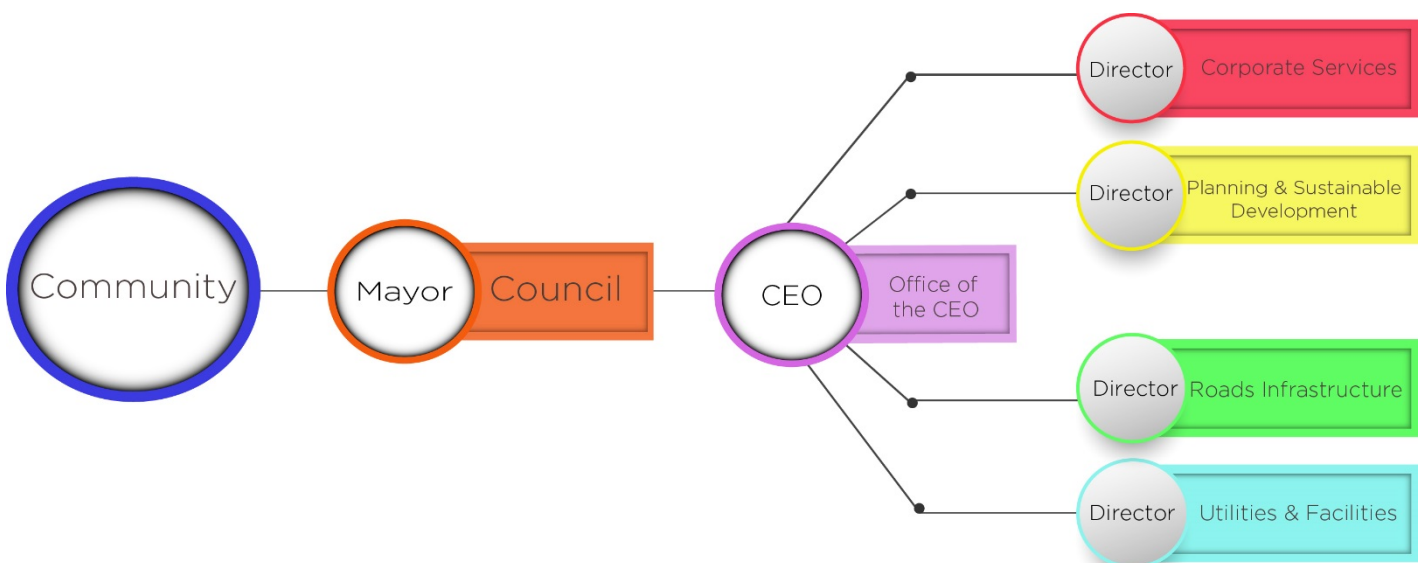
As an organisation, Charters Towers Regional Council has two roles under the *Local Government Act 2009*: a law-making role and an executive role. This means we have a law-making role for local laws and an executive role for adopting and implementing policy, administering local government and enforcing local laws.

It is important to note that individual councillors do not have the authority to make decisions – they are made collectively when sitting as a Council.

The operational arm of a local government authority consists of the Chief Executive Officer (CEO) and other staff. They are charged with implementing Council's resolutions (decisions) and reporting on the outcomes of those resolutions.

The CEO also provides executive leadership to the organisation.

This diagram illustrates how Council receives its authority from the community through its elected members. Council's administration is headed up by the CEO and four Directors as our leadership team, delivering services through the four directorates. The Internal Audit Committee acts as an objective reviewer of our operations.



Office of the CEO 2016/2017 Summary

The Office of the Chief Executive Officer is responsible for providing leadership for the organisation's performance and planning, continuous improvement, staff safety, learning and development, statutory compliance and management of risk, support for the elected members and executive support and decision making through and with the Executive Leadership Group.

DEPARTMENTS

- Office of the CEO
 - Governance
- People and Culture

CORE SERVICES

- Elected Member Services
- Enterprise Risk Management
- Disaster Management/SES
- Audit Committee and Internal Audit
- Community Engagement
- Media Relations
- Policy
- Human Resources
- Professional Development
- Training
- Employment Schemes
- Workplace Health and Safety

KEY PERFORMANCE INDICATORS/PROJECTS AS INCLUDED IN THE 2016/2017 OPERATIONAL PLAN

Explored opportunities to attract overseas students for Secondary schooling within the Region – student numbers increase within local schools.

A review of the Enterprise Risk Management framework was completed.

Face to face meetings were conducted in the townships of Pentland, Greenvale, Ravenswood, Homestead and Hervey Range to discuss and resolve issues of concern to those communities.

Regular participation in regional organisations continued.

Mayor Schmidt participated in the Premier's trade mission to India.

2016-2017: ACHIEVEMENTS AND CHALLENGES

Office of the CEO staff commenced preparations for the 2018 Commonwealth Games Queen's Baton Relay through the region in March 2018.

Council, as Secretariat for the North Queensland Local Government Association, facilitated the process for incorporation of the Association. This will lead to increased opportunities for advocacy on behalf of local governments in North Queensland.

A Ministerial Brief containing details of the Charters Towers Agriculture Precinct (CTAP) (Big Rocks Weir and the Suitable Soils mapping), Breddan Airstrip and the potential for a Logistics Park in the Charters Towers area, was prepared for presentation to the Minister for Defence, with a view to realising the economic opportunities for the Charters Towers Region.

Advocacy continues for the Big Rocks Weir Project through state and federal agencies.



Gill Street Cenotaph

Corporate Services 2016/2017 Summary

The Corporate Services Directorate is essentially the central business and financial hub providing horizontal services across Council; structured to support the other directorates to deliver services across the community.

DEPARTMENTS

- Administration Services
- Finance & Assets
- Technology
- Plant and Fleet Services
- Procurement

CORE SERVICES

- Customer Service - reception and telephones.
- Rates Administration.
- Financial management, including budgeting, reporting, financial systems, financial and asset accounting.
- Information communications, technology services & support.
- Records management and Right to Information.
- GIS services, including strategies, training and support.
- Plant and fleet management, purchasing and repairs.
- Purchasing, tendering and Contracts.
- Operational management of Council's administration and depot facilities.

SIGNIFICANT KEY PERFORMANCE INDICATORS/PROJECTS AS INCLUDED IN THE 2016/2017 OPERATIONAL PLAN

- Where these do link back to the Operational Plan, reporting against the Plan is quarterly.

ACHIEVEMENTS AND CHALLENGES

- Rates were levied half yearly instead of annually, for the first time.

- A customised directorate focused Safety System was implemented across each section of Council, made up of Safety Work Method Statements (SWMS), and on the job checklists highlighting which SWMS should be reviewed before commencement of specific work types.

- Continual safety improvements such as the Gas Cylinder storage facility at the Highway Depot,



New Gas Cylinder Storage

- Also in the Stores, racking which was assessed to be a serious risk, was replaced with pallet racks, together with load charts and yellow leg protectors.



New Stores Racking

- In respect to Tender management, Vendor Panel was implemented, which removed all remaining manual processes and offers full on-line tender submissions and communication.
- A contract was signed for a cloud based Enterprise Resources Project (ERP), which will progressively provide a central integrated all-of-council knowledge base replacing the existing aged and decentralised information systems.
- Council's electronic records system underwent a significant upgrade, whereby it is now accessed via the web, and therefore available from any location with internet access.
- Fiber optic communication channels completed through to the Communications Tower on Towers Hill.

Planning & Sustainable Development 2016/2017 Summary

DEPARTMENTS

- Excelsior Library
- Tourism, Events & Arts
 - Visitor Information Centre including Ghosts of Gold Gift Shop & Tour Desk
 - Venus Gold Battery and Towers Hill tourist attraction
 - Community and Tourism Events
 - Regional Arts Development Fund
 - Community/Townships
- Rural Services
 - Saleyards
 - Pest Weed and Animal Management
 - Stock Routes and Reserves
 - Equestrian Centre
- Animal Management
 - Local Laws
 - Animal Control and Pound
 - Compliance and Regulatory Activities
- Environmental Services
 - Environmental Protection
 - Environmental and Public Health
 - Waste Management
- Planning & Development
 - Economic Development
 - Development Assessment
 - Strategic Land Use Planning
 - Building Compliance and Certification
 - Heritage Advisory Services

CORE SERVICES

- Library Services, archive and history services, digital and educational literacy programs
- Visitor services, destination marketing and promotion, tourism and product development
- Community/Township engagement and support community social well-being
- Foster and encourage the development of the arts and culture of the region
- Rural services including Dalrymple Saleyards, biosecurity – management/compliance, stock

route management/compliance, land leasing for rural activities, Equestrian Centre activities

- Animal management including requests, impounds and community education
- Environmental health monitoring and licensing
- Waste planning and management
- Facilitate, encourage and develop sustainable economic development practices, strategies and opportunities for the region
- Further the aims of the Sustainable Planning Act 2009 and achieve sustainable development, provide a robust, responsive and transparent environment for simplified development assessment

SIGNIFICANT KEY PERFORMANCE INDICATORS/PROJECTS AS INCLUDED IN THE 2016/2017 OPERATIONAL PLAN

PROJECTS

On track/completed:

- Seventeen Community Projects received a total of \$50,376 in funding from RADF Program
- World Theatre Gallery Exhibition schedule maintained through exhibitions of local and interstate artists
- Event management workshops delivered
- Funding secured for programs delivered promoting Healthy Lifestyle events
- Tourism Demand Driver Infrastructure project delivered on Towers Hill and Towers Hill Walk - promoting military and gold mining history, enhancing the Ghosts of Gold experience presenting a combination of hard infrastructure and mobile-specific digital program
- Tourism Digital and Social Media activated. An integrated media strategy, tourism-specific website offering real-time bookability delivering opportunities for local businesses to compete through today's digital economy (www.visitchartertowers.com.au) combined with new Facebook, Instagram and Twitter accounts. Monthly website traffic rose to 8,000 in the third quarter of 2016-17
- Preparation of Draft Local Government Infrastructure Plan continuing and on track
- Alignment amendment of existing planning schemes to new planning Legislation on track
- Continued active collaboration and membership of Townsville Enterprise Ltd, Overlander's Way and Great Inland Way Promotional Committees, Townsville North Queensland Edu-Tourism

Consortium, MITEZ RED-ROC, NQEDPN and actively engaged in collective initiatives of each group

- Liaised in the development of the Ravenswood Tourism Directions Strategy
- Secured a seat on the Townsville North Queensland White and Grey Ship Attraction Committee, Townsville Port
- Charters Towers 'Film Location Crew and Creatives' database developed (approximately 225 suppliers listed)
- Dalrymple Saleyards improvements completed, including site office and toilet, a section of holding yards resurfaced, Export Yard lighting upgrade, sludge pit completed at the Weed Wash Facility, refurbishment and lights fitted to the Truck Wash Facility
- Three (3) Pest Weed/Animal Forums and capacity building workshops delivered
- Wild Dog Baiting campaign executed
- Rural Weed Spraying undertaken
- Decommissioned disused Stock Route Water Facility at Broadleigh
- Development and ongoing maintenance of individual Safe Work Method Statements for identified activities across the Directorate

Undeliverable

- Off-leash dog enclosure

Not proceeding

- Nil

KPIs

Meeting/exceeding target

- New events delivered in the year. "Astronomical" sold out (two sessions) - total of 200 participants.
- "Hit & Giggle" - Funded by Qld National Parks, Sport & Racing Get Out, Get Active Funding Program. Events held in four townships and Charters Towers. Participation rate: 40 individuals.
- Four (4) community events organisers capacity building programs delivered - Participation rate: 20 attendees
- Healthy Lifestyle events supported and delivered: Towers Rush, Pokémon Go Park Walk, Captain Active Stage Show, School Active Promo Tour; Charlies Trousers Triathlon.

Monitor

- Fully funded activities contributing to the locally identified RADF priorities of resilience, innovation, cultural tourism and partnerships
- Quality assurance for the management of export and domestic cattle.
- Delivery of Local Government Area Pest Management Plan objectives

Below target

- Nil

Interest factor:

- The Excelsior Library delivered 163 sessions to 936 seniors through the Tech Savvy Seniors program
- 19 Charters Towers region events featured in the North Queensland Events Guide distributed via newspaper to 127,100 people in Mackay, Toowoomba, Gold Coast, Townsville, Cairns & Brisbane.
- Feature in the 'must do events' section with rodeo and Leahton Park featuring in regional television commercial and print advertising.

•



Towers Rush Abseiling

Roads Infrastructure 2016/2017 Summary

The Roads Infrastructure Directorate has continued to accomplish the rural road maintenance and capital works programmes in the 2016/2017 financial year. In addition to this, Roads Infrastructure Directorate has undertaken contracts for the Department of Transport and Main Roads.

DEPARTMENTS

- Urban Road Construction and Maintenance
- Rural Road Construction and Maintenance
- Technical Services
 - External Works
 - Survey and design
 - Asset management

CORE SERVICES

- Road infrastructure planning, design, construction and maintenance
- Specialist engineering advice
- Surveying
- Road and drainage contract management
- Transport planning
- Road safety coordination
- Traffic operations
- Infrastructure renewal planning
- Private works
- Quarry
- Soil Testing
- Street Lighting
- RMPC contracts
- RPC contracts
- Flood Damage
- Roads to Recovery (R2R)
- Transport Infrastructure Development Scheme (TIDS)

SIGNIFICANT KEY PERFORMANCE INDICATORS/PROJECTS AS INCLUDED IN THE 2016/2017 OPERATIONAL PLAN

PROJECTS

On track/completed

- Rural and urban maintenance programmes completed;

- Majority of capital works completed (with exception of Reedybrook Creek Floodway);
- Council commenced contract works on the Gregory Development Road for the Department of Transport and Main Roads; and
- Delivery of recommendations to improve access and general mobility in Gill and Mosman Streets.

Undeliverable/ off track

- Adoption of Roads Infrastructure Asset Management Plan. Awaiting detailed condition assessment of sealed roads to finalise plan; and
- Valley of Lagoons Road, Reedybrook Springs Creek floodway replacement

Not proceeding/ on hold

- Nil

KPIs

Meeting/exceeding target

- Delivery of rural road maintenance and capital works programmes on time;
- Continued delivery of map and register of roads; and
- RMPC contract delivery.

Monitor

- Unit rates for construction of assets and maintenance grading; and
- Service level response times.

Below target

- Nil

Interest factor:

- Three Roads Infrastructure members have broadened their horizons during the financial year by accepting secondments within the Directorate.
- 1500 kms of rural gravel roads were graded.

Utilities & Facilities 2016/2017 Summary

The Utilities & Facilities Directorate deliverables lie in the maintenance and management of parks and gardens, buildings, swimming pools, airports, water and waste water infrastructure. Various projects have also been completed or are underway to increase efficiencies in the provision of services to the communities.

DEPARTMENTS

- Utilities Management:
 - Water Infrastructure
 - Sewerage Infrastructure
- Facilities Management:
 - Parks
 - Buildings and other facilities
 - Cemeteries
 - Townships
 - Swimming pools and other sporting facilities
- Airports
- World Theatre

CORE SERVICES

- Customer service
- Providing a clean drinking water supply
- Collecting, treating and disposing of wastewater
- Redistribution of treated effluent
- Management and maintenance of all water and sewerage infrastructure assets
- Future planning, management and construction of new water and sewerage infrastructure
- Facilities planning, constructions, maintenance and management, including community venues, pools and sports facilities.
- Property management and maintenance of other Council buildings and facilities, including hiring of parks and buildings, leasing of buildings and sport and recreational facilities
- Maintenance of swimming pools
- Management and maintenance of Parks & Gardens, including street cleaning
- Management and maintenance of Council airports
- Management of major projects
- Management of World Theatre including cinema, live performances and gallery activities

SIGNIFICANT KEY PERFORMANCE INDICATORS/PROJECTS AS INCLUDED IN THE 2016/2017 OPERATIONAL PLAN

PROJECTS

On track/completed

- Royalties for Regions – Water reticulation upgrade in Blackjack area to improve pressure issues completed in first quarter
- Water Infrastructure Upgrade Program
 - NSRF – Phase 2 – WIUP Project Delivery at the Weir, Water Treatment Plant, Reservoirs and Reticulation network – significant planning undertaken. Tenders were released for chlorination at the reservoir and reservoir refurbishment works.
- Works for Queensland projects commenced for Towers Hill walkways (Buchanan Road & Black Jack Road), water main replacements well underway and on track to deliver by 30 November 2017.

Undeliverable

- No progress was made on a review of electricity tariffs and possible solar power trials at facilities – greater focus in 2017/2018 on this project.
- Effluent reuse project – revised scope submitted to the Department of State Development with no outcome reached at end of 2016/2017. Further advice from Department required to determine if project proceeds in 2017/2018.
- Digester clean out at Sewerage Treatment Plant moved to 2017/2018.
- Pioneer Cemetery project to document historical records.

Not proceeding

- No further planning works to proceed for the amalgamation of Council depots to Highway Depot location – project on hold.

KPIs

Meeting/exceeding target

- Increased usage of Mobile CCTV Trailer by whole of Council to monitor facilities, events and remote worksites.
- 75% completed Capital Works Program for 2016/17.
- Adoption by Council of Asset Management Plans for Parks, Buildings, Water and Sewerage
- Completion of the Royalties for Regions funded pipeline installation from steel reservoir to Blackjack Road reticulation line to improve pressure issues in this area

- Tenders awarded to GHD Pty Ltd for Phase 2 in August 2016 for Project Delivery of the Water Infrastructure Upgrade Program for design and construction works.
- Appointment of GHD Pty Ltd for Stage 2 project management within the reporting period.
- Tenders for Phase 2 designing awarded to GHD Pty Ltd and refurbishment of Steel Reservoir awarded to DGH Engineering.
- Improved water quality and flow monitoring across water and sewerage network.
- 100% completion rate for Greenvale sewer manhole inspections and refurbishments

Monitor

- Workforce Plan - Training calendar, performance review system, regular quarterly updates - further progress dependent upon restructure outcomes.

Below target

- Review of savings to energy costs through correct tariff allocations
- Solar energy to be connected to suitable facilities where savings are identified

Interest factor:

UTILITIES

The first water mains works to be contracted out, were completed during this period. The Davies Street water main replacement completed as a capital works project posed challenges to the Utilities section but in doing so enabled the section to formally develop installation specifications and documentation as a basis for the contract.

FACILITIES

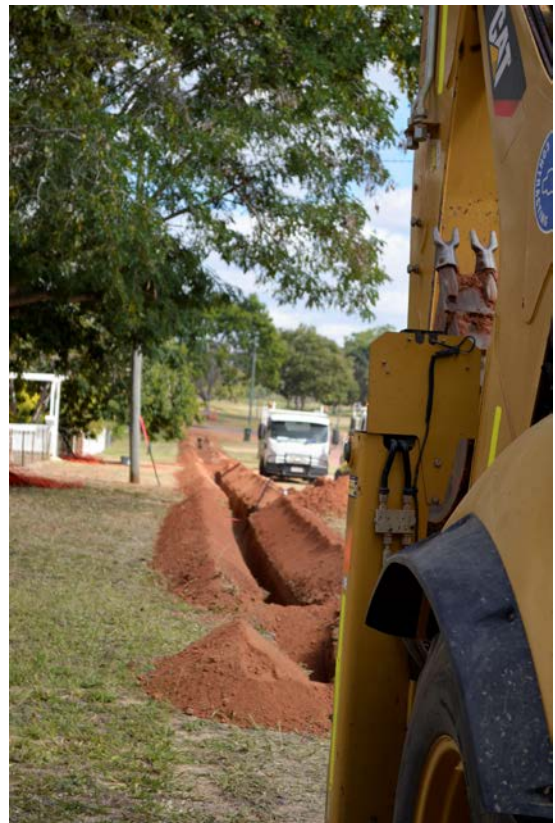
The partnership developed with local Tennis Club, Tennis Australia, Tennis Queensland and Department of National Parks, Sport & Racing, enabled planning and joint funding toward the total reconstruction of the Charters Towers Tennis courts which had reached end-of-life.

This project is scheduled for completion in October 2017.

This arrangement provides an excellent facility for tennis in Charters Towers with an expectant life of forty years and the cost shared by the relevant partners.



Extensions to Towers Hill Walking Track



Hewett Street Water Main Replacement

Corporate Plan Reporting

Priority #	Priority	Priority Focus	2016-2017 Annual Report on Progress
1.1	Maintaining and Improving our major infrastructure	<ul style="list-style-type: none"> Continued implementation of the structured Road Maintenance Program for the extensive road network Completion of the Capital Works Program within each financial year Complete the Asset Management Plans for all identified classes of Assets in the Strategic Asset Management Plan Development/promotion of a community facilities plan Water Infrastructure Upgrade Pursue funding for the upgrade of major traffic infrastructure through the Region to enhance product movement efficiencies 	<p>Rural road maintenance program was completed on schedule.</p> <p>Roads Infrastructure and Planning & Sustainable Development capital works program completed. Corporate Services ERP implementation will cross the 2017/18 financial year, and is on target for completion. Utilities & Facilities water infrastructure projects will continue in the 1st quarter of 2017/18 and Works for Queensland projects are progressing well.</p> <p>Most Asset Management Plans have been completed with a few remaining for completion by end of 2017. One plan has been put on hold pending external advice.</p> <p>No funding opportunities have been identified to complete this project.</p> <p>Reservoir refurbishment works commenced and significant design and investigation of existing infrastructure is under way in readiness for tenders to be called and work commenced in 2017/18.</p> <p>Works for Queensland projects (roads and bridges upgrades) and Transport and Main Roads Project (widening of the Gregory Developmental Road) have commenced.</p>

Priority #	Priority	Priority Focus	2016-2017 Annual Report on Progress
2.1	Improving our Service Delivery	<ul style="list-style-type: none"> Enhance our Customer Service practices Develop and implement defined Levels of service for Roads and Footpaths Implementation of On-Line permit, license and Development Approval Process 	<p>The availability of on-line forms for internal and external use has been broadened across Council.</p> <p>Introduction of streamlined planning customer services is being examined for when the new Planning Act is introduced.</p> <p>Data collection and refinement of levels of service continued in 2016-2017 with service levels for roads and footpaths to remain the same in 2017/2018.</p> <p>Work on this project continues and will progress further with the implementation of the Enterprise Software.</p>
3.1	Growing our economic base	<ul style="list-style-type: none"> Promote and encourage diversification of agricultural opportunities within the Region including value adding to existing activities, expansion of irrigated agricultural lands and improvement of transport networks. Facilitate establishment of an Abattoir/Meatworks to enhance the existing Beef Industry effectiveness. Enhance focus on alternative Tourism product including Eco and Agri-Tourism. Attraction and retention of highly skilled workforce. 	<p>Lobbying of both state and federal government agencies continued throughout 2016-17 in regard to the Big Rocks Weir Project. Application submitted to Dept State Development for funding through the Regional Growth Fund.</p> <p>Discussion continues with overseas investors to further the abattoir/meatworks project.</p> <p>The WW11 Bunker project was launched in September with favourable responses. Networking with tourism bodies to explore an agri-tourism product continues.</p> <p>Workforce Plans and associated Work Plans were developed but put on hold pending the outcome of the organisational review commenced towards the end of the reporting period.</p>

Priority #	Priority	Priority Focus	2016-2017 Annual Report on Progress
		<ul style="list-style-type: none"> Support and encourage continued growth and development of existing small business, industry and attraction of new business. Explore opportunities to attract overseas students for Secondary schooling within the Region. 	<p>"Ignite Your Business" program for local businesses was supported by Council. Renewed program prepared for marketing of Cunningham Estate was prepared.</p> <p>Discussion commenced with secondary schools towards developing a collaborative "Education CT" approach.</p>
4.1	Strengthening the wellbeing of our communities	<ul style="list-style-type: none"> Support the development of arts based programs through funds, grants and joint initiatives. Provide opportunities for community arts and cultural expression. Promote housing diversity through Planning Scheme provisions to meet optional/alternative lifestyle needs. Support and build on existing community safety initiatives. Implementation of recommendations from the Charters Towers Access Group to improve facility and infrastructure access and general mobility. Build community capacity in relation to event management and grant writing. 	<p>Rounds 1, 2 & 3 RADF funding supported 14 applications during 2016-17.</p> <p>A number of exhibitions were organised at The World Theatre.</p> <p>The Draft Planning Scheme review continues with work required to align it with the new Planning Act 2017, State Planning Policy, regulations and draft regional plan.</p> <p>A mobile CCTV trailer has been used in locations around Charters Towers and towards the end of the period, was deployed to a Roads project to augment worksite security.</p> <p>Consultation continues with the Charters Towers Access Group to identify and implement projects to improve access and mobility.</p> <p>Five successful workshops were run during the year to assist community groups to become self-sufficient. Towers Festivals and Events Committee was assisted to plan for Ten Days in the Towers/Country Music Festivals.</p>

Priority #	Priority	Priority Focus	2016-2017 Annual Report on Progress
		<ul style="list-style-type: none"> Advocate for greater resources for hospital/health/aged care. Ongoing support for Healthy Lifestyle Events. 	<p>Mayor Schmidt and Cr Lohmann participate in the Qld Health Community Advisory Network. A State Government response is awaited regarding re-development of the CT Hospital.</p> <p>“Get Out Get Active” (state government funded program) was run in venues across the region and received excellent feedback. “Towers Rush” saw increased participation in the 2016 event and plans were progressed for the 2017 event.</p>
5.1	Managing our impact on the environment	<ul style="list-style-type: none"> Protection of the Natural and built environment. Expand current Road construction environmental management plan to encompass all Council operations. Identify regional facilities/opportunities for waste management. Adapt to the impacts of Climate Change and reduce Council’s energy costs and carbon footprint. 	<p>Council’s Environmental Management System was adopted in September 2016. Environmental Standard Operating Procedures were drafted for the Charters Towers and Greenvale Sewerage Treatment Plants and work continues on the incorporation of the Treatment Plants into the Environmental Management System.</p> <p>Potential new landfill sites were mapped and initial findings of the investigation into future sites received.</p> <p>A review of Council’s electricity connections to ensure the correct tariffs are applied, is planned for 2017-18 with a proposed trial to be undertaken at the Kennedy Regiment Memorial Pool.</p>

Priority #	Priority	Priority Focus	2016-2017 Annual Report on Progress
6.1	Remaining transparent and accountable	<ul style="list-style-type: none"> Financial Sustainability of the Regional Council area is always first and foremost when considering new services and capital infrastructure. Implementation of an organisation wide Enterprise Risk Management Guidelines. Effective and transparent planning and decision making processes. Maintain membership to regional organisations and attendance at meetings to promote and push local issues. Continue to play a role in the growth of Townsville North Queensland and to a greater extent the development of Northern Australia. 	<p>A Long Term Financial Forecast is reviewed and updated as part of the budget process.</p> <p>Risk Registers were reviewed and tabled for the Audit Committee in October 2016. Enterprise risk principles and a safety culture continue to be promoted across the organisation.</p> <p>Elected members attended relevant training sessions regarding legislation, delegations and an induction refresher workshop was held. Face to face meetings were held in small communities to discuss concerns and propose solutions.</p> <p>Participation in regional organisations continues and the Mayor participated in an overseas trade mission. The Mayor also participates in the Townsville Enterprise Singapore Economic Development Advisory Committee.</p> <p>As Secretariat of the North Queensland Local Government Association, Council oversaw arrangements for the annual conference and guided discussions for incorporation of the Association.</p>

Tenders and Expressions of Interest

The following tenders, quotes and expressions of interests were advertised during the 2016/2017 financial year.

Date Advertised	Tender Number	Expression of Interest Number	Quotation Number	Description	Addendums issued
19-Aug-16	T005/16			Supply of Road and Traffic products (inc Signs)	
30-Sept-16	T008/16			Preferred Supplier Arrangement - Wet and Dry Hire Plant	Extension to closing time
17-May-16	T009/16			Preferred Supplier Arrangement - Road Construction Contractors	
24-May-16	T010/16			Cleaning of Council Facilities	1. Extension to closing time 2. New pricing schedule
15-Jun-16	T011/16			Garbage Collection - Hervey Range	
15-Jun-16			Q008/16	Fire Safety Equipment Servicing - Facilities	
20-Jun-16			Q009/16	Provision of Washroom Services	
08-Jul-16	T012/16			Lease of Kennedy Regiment Memorial Pool Complex	
			Q010/16	Mary Street Intersection Design	
06-Sep-16			Q016/16	Provision of Veterinarian Services	
21-Sep-16			Q017/16	Provision of Prescription Safety Glasses	
11-Nov-16			Q021/16	Auctioneer Services (2 years)	
21-Nov-16	T017/16			Sale of Residential Land - Ravenswood	
29-Nov-16	T018/16			Provision of Building Certification Works	
15-Dec-16		E002/16		Local Disaster Management Group (LDMG) - Helicopter Services 2016/2017	
15-Dec-16			Q022/16	Mosman Creek Flood Retention Basin Design	
27-Jan-17			Q001/17	Supply, Delivery & Install Training Room @ 10 Mosman St, Charters Towers	
02-Feb-17	T001/17			Towers Hill Bottom (Steel) Reservoir Refurbishment	One addendum issued – additional specification information
28-Feb-17	T005/17			Reservoir Rechlorination Project	(1)Amendments to the project requirements (2)Amendments to the tender schedule
28-Feb-17	T006/17			Mulching of Green Waste	
02-Mar-17	T007/17			Preferred Supplier Panel - RMPC and General slashing/herbicide spraying	

Additional Statutory Information

Date Advertised	Tender Number	Expression of Interest Number	Quotation Number	Description	Addendums issued
13-Mar-17	T009/17			Raw Water Intake - Upgrade Works	
15-Mar-17	T010/17			Tennis Courts Upgrade (Construction)	<ol style="list-style-type: none"> 1. Rescheduling of site briefing 2. Bill of Quantities amended twice 3. Closing date extended
04-Apr-17	T011/17			Plant Street Water Main Replacement	Addition information regarding bitumen surface
05-Apr-17		E001/17		Slashing and Baling of Grass - on Reserves	
18-May-17	T013/17			Lease of Henry's Café and Restaurant	Draft lease agreement added
17-May-17			Q012/17	Supervision Services - Pentland Landfill	



Towers Hill Reservoir

Code of Competitive Conduct

In accordance with sections 45 and 47 of the *Local Government Act 2009*, Council resolved that the Code of Competitive Conduct did not apply to the Council's business activities for the following reasons:

Prescribed Business Activity section 39 (Regulation)	Code of competitive conduct applied	Reasons for not applying Code section 47(8) of the <i>Local Government Act</i>
Road Activity	No	Council's status as a sole invitee (Road Maintenance Performance Contract and Transport Infrastructure Contract - Sole Invitation) provides the basis for the works to be undertaken.
Water & Sewerage	No	This activity is not in direct competition with other service providers.
Saleyards	No	This activity is not in direct competition with other service providers.
Fleet Management	No	Council's fleet is primarily for internal needs such as maintaining public roads and streets.
Waste Management & Landfill	No	This activity is not in direct competition with other service providers.
Cinema Screening	No	Cinema operations are conducted in conjunction with theatre/gallery activities and are not considered in direct competition with other service providers.

Competitive Neutrality Complaints

There were no complaints received regarding competitive neutrality in 2016/2017.

Quality Assurance

Charters Towers Regional Council maintained certification to:

- Environmental Management System ISO14001:2004
- AS/NZS 4801 Occupational Health and Safety Management Systems
- ISO 9001 Quality Management Systems; 2015 Road Construction, Maintenance and Traffic Management
- AUS-MEAT for the Saleyards facility and operations
- Australian Standard for Export of Livestock for the Dalrymple Export Facility

Registers open for Inspection

The List of Registers as required by the *Local Government Regulation 2012, s190*, maintained by Council and open for inspection, is as set out hereunder:

SECTION OF ACT	NAME OF REGISTER	HELD BY
<i>Local Government Regulation 2012, S290</i>	Register of Interests of the CEO	Mayor
<i>Local Government Regulation 2012, S290</i>	Councillors' Registers of Interests	Office of the CEO
<i>S125 -137 LGA 2009</i>	Authorised Persons	Office of the CEO
<i>S260 of LGA 2009 S305 of Local Government Regulation 2012</i>	Register of Delegations by Chief Executive Officer to employees	Office of the CEO
<i>Local Government Act 2009 S181 A(1)</i>	Register of written complaints received by the Office of the CEO, outcome of each complaint including any disciplinary action taken in relation to the complaint.	Office of the CEO
<i>S98 of LGA 2009</i>	Register of Planning & Sustainable Development Fees	Corporate Services
<i>S74 of LGA 2009 S57 of the Local Government Regulation 2012</i>	Map and Register of Roads	Roads Infrastructure
<i>Local Law No. 2 (Animal Management) 2011</i>	Impounded Animals	Planning & Sustainable Development
<i>S51 of Animal Management (Cats and Dogs) Act 2008</i>	Cat and Dog Register	Planning & Sustainable Development
<i>S172 of Animal Management (Cats and Dogs) Act 2008</i>	Regulated Dog Register	Planning & Sustainable Development
<i>S540 of Environmental Protection Act 1994</i>	Environmentally Relevant Activities—Development Approvals	Planning & Sustainable Development
<i>S540 of Environmental Protection Act 1994</i>	Environmental Authorities	Planning & Sustainable Development
<i>S540 of Environmental Protection Act 1994</i>	Environmental Development Approvals and Registrations	Planning & Sustainable Development
<i>S31 of LGA 2009 S14 of the Local Government Regulation 2012</i>	Register of Local and Subordinate Local Laws	Planning & Sustainable Development
<i>Local Government Regulation 2012 S56</i>	Register of Business Activities to which competitive neutrality applies	Planning & Sustainable Development

Administrative Action Complaint disclosures 2016/2017

In accordance with s 187 of the *Local Government regulation 2012*, an Administrative Directive has been developed for the guidance of staff on the requirements of processing, resolving and recording of customer requests and complaints in the appropriate manner in compliance with Council's General Complaints Process (GCP) Procedures.

A complaint must be dealt with pursuant to the formal General Complaint Process and entails the formal appointment by the Governance Compliance Officer of a Complaints Officer pursuant to the GCP.

Complaints are viewed as an opportunity as they provide feedback to Council about a product or service experience and will assist in continually improving the quality of service provided by Council. A quality database of timely and accurate information is an integral component of improving customer satisfaction. Consequently, all action requests and complaints are electronically recorded. Council has configured an electronic tasking program with workflows to allow the appropriate record of an officer's dealings with a complaint.

All complaints are recorded in the system, whether they are received verbally, in writing or via electronic means. Regular reports from the system are provided to Senior Management as part of Council's overall customer service quality improvement strategy.

Council received 12 complaints for the 2016/2017 Financial Year.

In accordance with S187 (2) of the Regulation, Council reports the following:

The Number of administrative action complaints:	
I. made to Council	12
II. resolved by Council under the complaints management process	12
III. not resolved by Council under the complaints management process	0

The Number of administrative action complaints not resolved by Council under the complaints management process that were made in a previous financial year, and now resolved.	0
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Councillor Complaints

Section 186 of the *Local Government Regulation 2012*, requires that Council's Annual Report contain the number of orders or recommendations made by the Regional Conduct Review Panel or the Mayor in relation to Councillor misconduct or inappropriate conduct.

Council must also provide a report on the complaints it has received and dealt with for the financial year in relation to Councillors.

For the 2016/17 financial year there have been no orders or recommendations made and no complaints received in relation to Councillors.

Expenditure on community organisations: grants, rebates and in-kind donations

Expenditure for the financial year on grants to community organisations was \$ \$264,132.61.

Councillors' Discretionary Funds allocations for the 2016-2017 financial year are set out below:

Name	Discretionary Funds Allocation	Total Disbursements
Mayor ER Schmidt	\$3,000	\$1,208.46
Deputy Mayor S Bennetto	\$2,000	\$413.54
Cr MJ Bailey	\$2,000	\$1,992.54
Cr AP Barr	\$2,000	\$424.54
Cr GJ Lohmann	\$2,000	\$413.54
Cr BGW Maff	\$2,000	\$424.54
Cr MJ Power	\$2,000	\$424.54
	\$15,000	\$5,290.70



Gill Street, ANZAC Day 2017

Summary of all concessions for rates and charges granted by the LG

Council provides rating concessions on properties owned by Pensioners registered with Centrelink, where the property is their principal place of residence, and where the rate account is fully paid by 15 June within the rating period. The concession for eligible pensioners is made up of a remission calculated on the general rate, to a maximum of 27% of the general rate levy applicable to the rating category designated, capped at \$312 per year.

Code of Competitive Conduct Complaints

There were no complaints received regarding competitive neutrality in 2016/2017.

Tenders and Expressions of Interest

There were no invitations to change tenders under section 228(7) of the *Local Government Finance, Plans and Reporting Regulation 2012* during the financial year.

Remuneration of senior management

Employee	Remuneration
Four senior contract employees with a total remuneration package in the range of	\$200,000-300,000
One senior contract employee with a total remuneration package in the range of:	\$300,000-400,000

Councillors' expenses reimbursement policy

Council has adopted an Expenses Reimbursement Policy for councillors in accordance with section 250 of the *Local Government Regulation 2012*. Council's policy considers the '24/7' nature and community expectation of a modern councillor's role and decides for reimbursing expenses incurred as follows:

- conferences and seminars, including travel and accommodation
- training and professional development
- civic-related expenses
- equipment, stationery and executive support
- safety equipment and uniforms
- pool vehicles including fuel
 - insurance cover and legal costs
- superannuation.

Overseas Travel

Overseas travel and accommodation costs are detailed below:

Name	Purpose	Cost
Mayor ER Schmidt	Trade Mission to India with NQ Mayors and Premier of Queensland hosted by Adani	\$3,745.91