

Operational

PLAN 2026 - 2027



CHARTERS TOWERS
REGIONAL COUNCIL



Acknowledgement of Country

We at Charters Towers Regional Council acknowledge the First Nations people of the land on which Charters Towers and its greater region are located, and where we conduct our business. We pay respect to their Elders past and present.

We are committed to a positive future for all.

Charters Towers Regional Council
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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 2026–2027 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 Community Strategic Plan 2025–2035, 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.

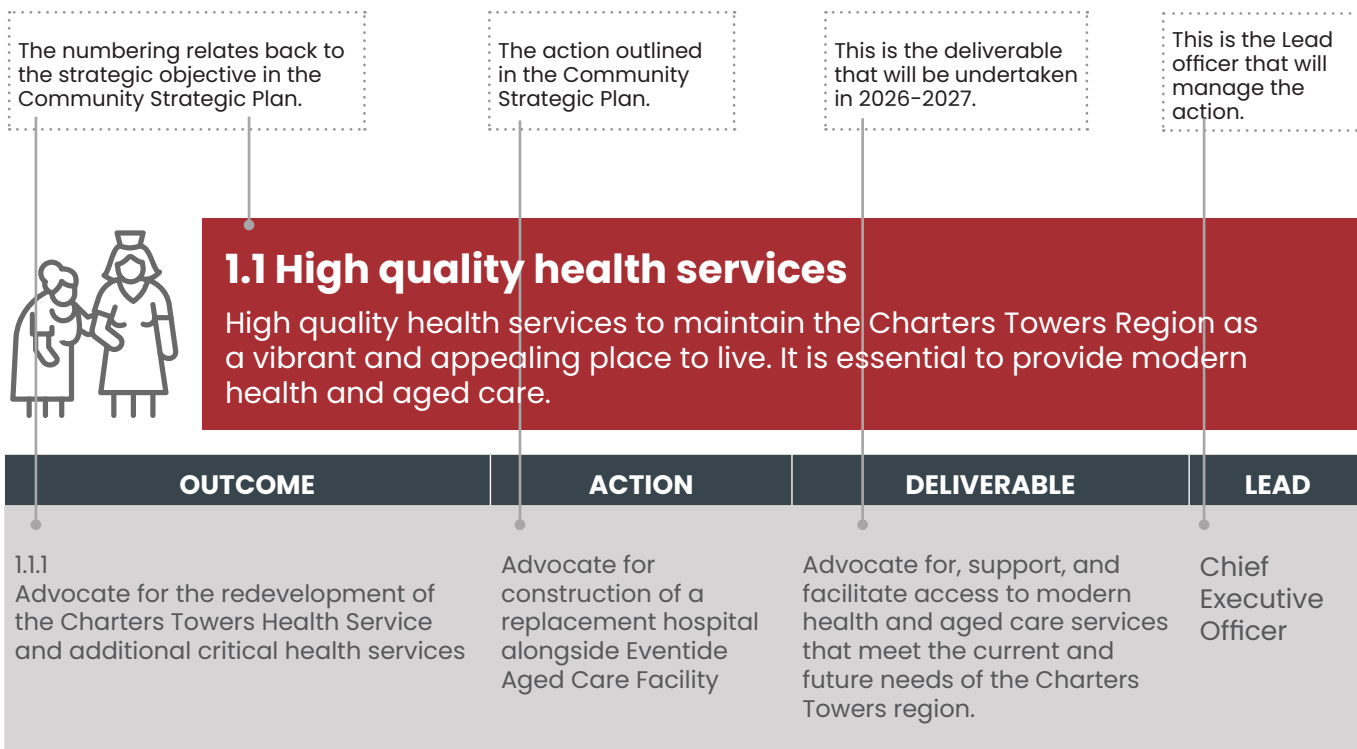
Council will assess the achievements of its Operational Plan on a quarterly basis and publish publicly-available quarterly performance reports.

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.



HOW TO READ THE *Operational* Plan

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



Your *Councillors*



Liz Schmidt

Mayor

- > Federal & State Advocacy
- > Regional & State Representation
- > Inter-Government Relations
- > Investment Attraction
- > Community Strategic Plan
- > Community Engagement Strategy
- > Four-Year Delivery Program
- > Ex-Officio Representative on all Portfolios



Kate Hastie

Deputy Mayor

- > Strategic Asset Management
- > Community Engagement Strategy
- > Council Facilities
- > Economic Development Strategy



Alan Barr

Councillor

- > Water & Wastewater
- > Biosecurity Plan
- > Workplace Health & Safety



Kim Farmer

Councillor

- > Financial Sustainability
- > ICT Strategy
- > Workforce Strategy
- > Commercial Activities



Graham Lohmann APM

Councillor

- > Strategic Land Use
- > Planning Scheme
- > Local Laws
- > Strategic Risk Management
- > Disaster Management



Steven Plant

Councillor

- > Roads Policies
- > Disaster Recovery Funding Arrangements (DRFA)
- > Road Maintenance Performance Contract (RMPC)
- > Open Spaces inc. Cemeteries
- > Waste Management Strategy
- > Flying-Fox Management Plan

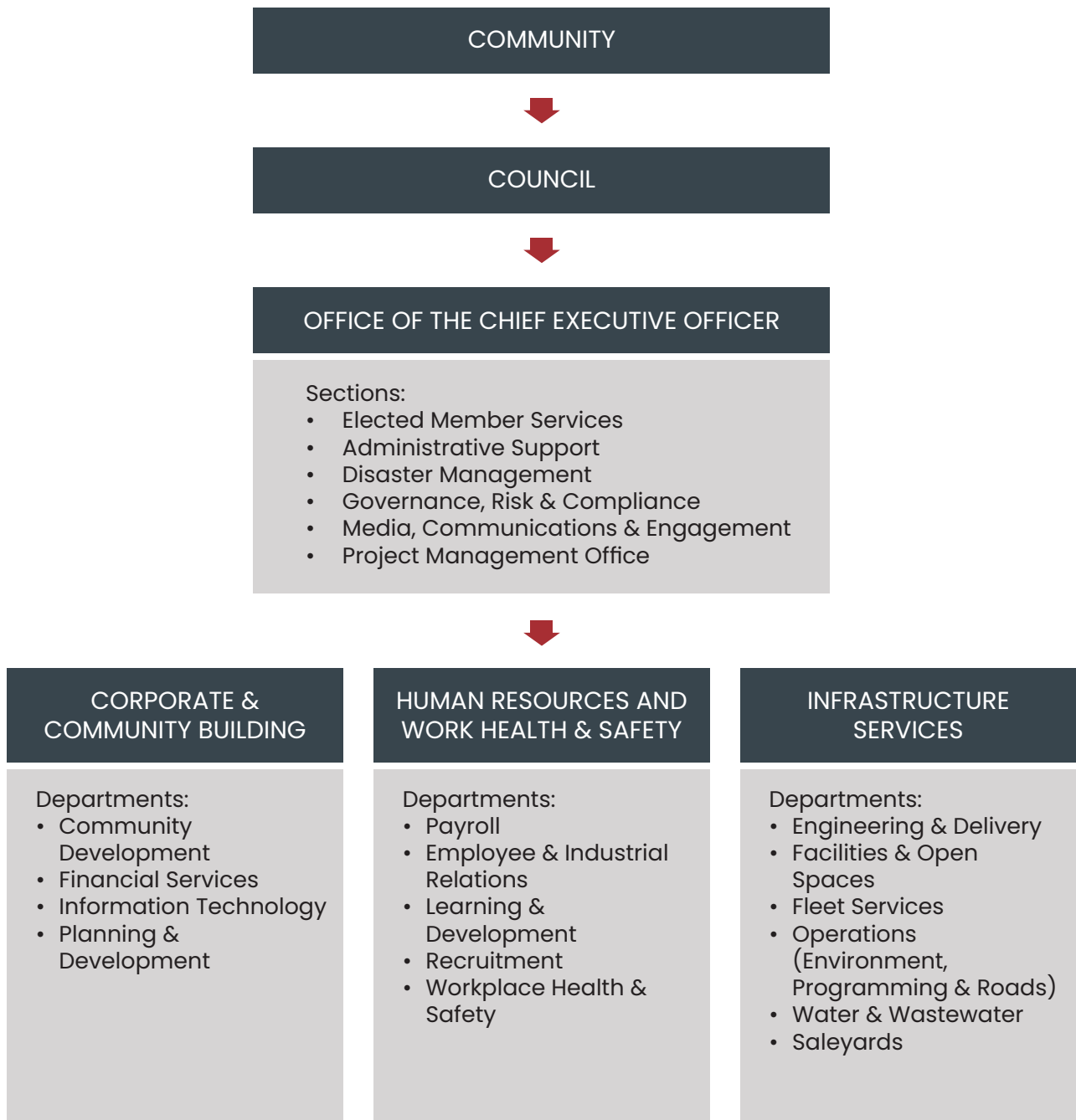


Julie Mathews

Councillor

- > Community Services & Events
- > Sport & Recreation
- > Destination Management Plan
- > Arts & Culture

Directorates



“ Opportunity runs deep in this region, and I’m proud to play a part in shaping its bright future. ”

Community Member



The Discovery diaries

What became of Discoverers:
Marsden, Clark,
Freaser and Jupiter

TOWERS HILL

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.



OUR COMMUNITY

A connected, resilient community built on inclusivity, belonging, and pride.

Our objective is to foster a connected, resilient community where inclusivity, belonging, and pride are at the heart of everything we do. Through collaboration, support, and shared purpose, we empower individuals to thrive and create a more welcoming, united future.



OUR ECONOMY

A thriving, diverse economy that fosters growth, innovation and opportunity.

Our objective is to cultivate a thriving, diverse economy that champions growth, innovation, and opportunity. By fostering entrepreneurship, embracing ideas, and supporting development, we enable businesses and individuals to flourish in an evolving landscape.



OUR ENVIRONMENT

A sustainable, healthy environment protected for future generations.

Our objective is to nurture a sustainable, healthy environment safeguarded for future generations. Through responsible stewardship, innovation, and collective action, we preserve natural resources, promote ecological balance, and ensure a thriving planet for years to come.



OUR CIVIC LEADERSHIP

Engaged, transparent leadership that empowers and unites our community.

Our objective is to foster engaged, transparent leadership that strengthens and unites our community. Through openness, collaboration, and shared purpose, we build trust, encourage participation, and create a future shaped by collective voices and meaningful action.

FOCUS 1: *Our Community*



1.1 High quality health services

High quality health services to maintain the Charters Towers Region as a vibrant and appealing place to live. It is essential to provide modern health and aged care.

OUTCOME	ACTION	DELIVERABLE	LEAD
1.1.1 Advocate for the redevelopment of the Charters Towers Health Service and additional critical health services	Advocate for construction of a replacement hospital alongside Eventide Aged Care Facility	Advocate for, support, and facilitate access to modern health and aged care services that meet the current and future needs of the Charters Towers region.	Chief Executive Officer
		Deliver the Advocacy Plan for 2026/2027.	Chief Executive Officer
		Review and develop an Advocacy Plan for 2027/2028.	Chief Executive Officer



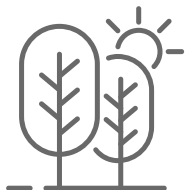
1.2 Celebrate our Unique Character, Identity and History

Once known as “The World” during its prosperous period in the late 19th century, Charters Towers and surrounding communities have significantly contributed to Australia’s development and have much to commemorate.

OUTCOME	ACTION	DELIVERABLE	LEAD
1.2.1 Opportunities for community participation and connection to enable quality social cohesion across the Region	Deliver a number of Council events across the Charters Towers Region	Develop an action plan for the Events, Arts & Culture Plan 2026–2031 and report on events delivered.	Manager Community Development
		Deliver a community celebration marking 30 years of the World Theatre and its official opening, highlighting its role as a cultural and social asset for the Charters Towers Region.	Executive Manager Corporate & Community Building, Manager Community Development
1.2.2 Friends, family and visitors alike enjoy coming to and exploring the Region	Deliver the Destination Management Plan action plan deliverables	Launch a modern, interactive tourism website that is easily updatable without having to rely on an external provider to perform updates. Incorporate user-generated content like reviews and photos to enhance engagement.	Manager Community Development, Executive Services Manager
		Deliver the Greenvale Scenic Tourism Frame.	Manager Community Development

“ Charters Towers Regional Council works hand-in-hand with the community to champion our elderly, youth, and Indigenous people. ”





1.3 Deliver High Quality Community Facilities

To attract new residents to the region, the Charters Towers Region needs to continually improve community facilities and services.

OUTCOME	ACTION	DELIVERABLE	LEAD
1.3.1 Invest in quality play and active recreation opportunities that are accessible	Seek government funding to invest in improving existing public spaces that are inclusive of all ages	Develop Project Concept and Delivery Plans that are shovel ready for future funding opportunities.	Manager Council Facilities, Manager Engineering & Delivery, Manager Community Development, Manager Planning & Development, Project Management Office Manager, Executive Services Manager
		Develop a list of shovel ready projects that have gone through Council's Project Management Office process for future funding programs and opportunities.	Project Management Office Manager
1.3.2 Visually appealing, inviting, and accessible public spaces	Maintain existing public spaces to a high and accessible standard through a Maintenance Program for each of the following: Charters Towers, Greenvale, Hervey Range, Homestead, Pentland, and Ravenswood	Develop annual maintenance programs for water, roads, open spaces and facility maintenance for each of the smaller townships: Greenvale, Hervey Range, Pentland and Ravenswood.	Executive Manager Infrastructure Services, Manager Operations, Manager Water & Wastewater, Manager Council Facilities
		Finalise the review of Council's Open Space Policy.	Manager Council Facilities
		Delivery of the following road updates and rehabilitation works: 1. Lancewood Road culvert installation, 2. Annual reseal program, Burdekin Street Rehabilitation, 3. Old Dalrymple Road rehabilitation, 4. Laroona Road Running River Bridge Concrete approach extension, 5. Ewan Road upgrade, Gregory Springs Floodway Replacements, 6. Scartwater Bridge Replacement, 7. Arterial Road Floodway Upgrades, 8. Dotswood Road – Stage 2.	Manager Operations
		Delivery of the DRFA works from events 2023-2025.	Executive Manager Infrastructure Services, Manager Operations
		Undertake design for new shade sails over the playgrounds at Lissner Park and Apex Park.	Manager Council Facilities
		Through community consultation, design a new playground for Ravenswood.	Manager Council Facilities, Executive Services Manager
		Undertake a review of Pan Aus Park & Brownson Park Playgrounds to develop a Project Plan.	Manager Council Facilities
		Lissner Park Band Rotunda Renewal.	Manager Council Facilities
		Lissner Park Federation Fountain Renewal.	Manager Council Facilities
		Public Amenity Upgrades at Saleyards, Charters Towers Showgrounds, Brownson Park, Homestead and Ravenswood Showgrounds.	Manager Council Facilities
Drainage design around Ravenswood Courthouse Steps.	Manager Council Facilities		
World Theatre Rectification Works to be completed.	Manager Council Facilities		



1.4 Strengthen partnerships and relationships within our community

We will diligently enhance collaborations and connections with organisations and groups in our community to advance the cultural, social, environmental, and economic goals of elderly, youth, and indigenous community members.

OUTCOME	ACTION	DELIVERABLE	LEAD
1.4.1 Community engagement will be inclusive and designed to reach diverse communities	Facilitate meaningful and effective community engagement in everything we do that is inclusive across the entire region	Review Council’s Community Engagement Strategy to reflect best-practice inclusive engagement principles. Ensure engagement planning considers different locations, demographics, cultures, ages, and access needs across the region. Embed engagement requirements into project planning and reporting processes.	Executive Services Manager, Project Management Office Manager
		Strengthen relationships with community groups, township associations, Traditional Owners, seniors, young people and culturally diverse communities to support ongoing two-way engagement.	Executive Services Manager, Manager Community Development
		Installation of a digital sign at Council’s Administration Centre to assist with disaster communications and community advice and messaging.	Executive Services Manager
		Finalise the endorsed memorandum of understandings between Council and township associations.	Manager Community Development
1.4.2 Communities actively participate in decision making processes	Continue to develop community participation in Council advisory committees, surveys, Have Your Say Portal, and feedback sessions	CBD Masterplan Community Engagement Plan to be endorsed and published and public launch of CBD Masterplan engagement program.	Manager Planning & Development Executive Services Manager
		Develop a Reconciliation Action Plan (RAP).	Executive Services Manager
		Significant Council led events, projects, publications and initiatives to be incorporated into community engagement activities through feedback surveys, information sessions or regular project updates via the Have Your Say Platform.	Executive Services Manager, Manager Operations, Manager Water & Wastewater Manager Council Facilities, Manager Community Development, Manager Planning & Development
1.4.3 Young People are supported to develop as future civic leaders	Facilitate the Charters Towers Youth Council	Regular Youth Council meetings convened with agendas, minutes, and action items recorded. Youth Council provided opportunities to contribute advice and feedback on Council projects, plans, and decisions. At least one formal report or presentation annually from the Youth Council provided to Council. Youth leadership development opportunities facilitated through training, mentoring, or engagement activities.	Manager Community Development

FOCUS 2: *Our Economy*



2.1 Regional Collaboration & Advocacy

Creating an environment that supports sustainable economic development.

OUTCOME	ACTION	DELIVERABLE	LEAD
2.1.1 Increase Regional Collaboration	Strengthen partnerships with regional advocacy development organisations to deliver regionally significant projects	Attendance and participation in regional advocacy groups e.g. RRTG, Reef Guardian, NQWRAP, NQROC, RDA, MITEZ.	Chief Executive Officer, Executive Manager Infrastructure Services, Executive Manager Corporate & Community Building Manager Operations , Manager Water & Wastewater, Manager Planning & Development, Manager Community Development
2.1.2 Enhance Stakeholder Collaboration	Facilitate greater and meaningful engagement between Council, industry and community to deliver a united vision for the region	Attendance, participation and delivery of actions from the Rural Industry Advisory Group.	Executive Manager Infrastructure Services, Manager Operations



2.2 Investment Attraction & Local Business Support

To attract and develop new industries and support existing industries.

OUTCOME	ACTION	DELIVERABLE	LEAD
2.2.1 Support small businesses	Foster the growth of existing businesses and encourage new startups by creating an environment that promotes innovation and entrepreneurship	Develop the Charters Towers CBD Masterplan.	Executive Manager Corporate & Community Building, Manager Planning & Development
		Establish a Shop Local Campaign.	Manager Planning & Development
		Host regular Coffee Connect and Business Breakfast opportunities.	Manager Planning & Development
2.2.2 Attract Investment	Promote key priorities and opportunities to attract investment from the private sector, but also the Queensland and Australian Governments. Create an environment that is attractive to external investors/businesses.	Develop an Investment Attraction Framework and Prospectus.	Manager Planning & Development



2.3 Infrastructure Investment & Planning

Planning for future growth that supports and enables affordable housing and private investment.

OUTCOME	ACTION	DELIVERABLE	LEAD
2.3.1 Effective Planning	Align infrastructure planning with the region's growth priorities, focusing on transport, water security, digital connectivity, housing and education to support existing and emerging industries.	Creation of 10-Year Capital & Operational Projects Plan Dashboard	Chief Financial Officer, Project Management Office Manager
2.3.2 Deliver enabling infrastructure	Expand and strengthen the region as a place to do business by facilitating the delivery of the required enabling infrastructure to support growth.	<p>Delivery of the water and wastewater upgrade projects</p> <p>1. Minor water main upgrades, 2. Waste Water Treatment Plant Inflow Metering Upgrade, 3. CT Future Water and Sewerage Replacement Projects, 4. Water Main & Reservoir – Construction – Packages 1 & 2, 5. York St Water Main Replacement (Bluff Rd to Natal Downs Rd) – Stage 3, 6. Weir Emergency Intake Protection – CT Weir, 7. Diesel Pump Intake – WTP to Weir – Alternate Raw Water Supply, 8. Sewer Manhole Monitoring Devices, Grit Removal Upgrade – STP, 9. Weir Tower Safety Upgrade – CT Weir, 10. Power Backup solutions for Council Facilities, 11. DRFA Event – Water & Sewerage Infrastructure Package – 2025, 12. RW Community Water, Water for Growth (CT Res & WM Duplication) – Construction 3–7, 13. Flinders Hwy – Underbore – Water Main Replacement (Main St to Patterson St), 14. Water Main Replacements – Mill St, Pentland, 15. Water Main Replacements – Millchester, 16. Water Main Replacements – Richmond Hill, 17. Sewer Relining, Sewer Manhole Monitoring Devices</p> <hr/> <p>Design of future water projects – Water main replacement – Millchester Road & Bray Street – Gill Street</p>	<p>Manager Engineering & Delivery, Manager Water & Wastewater, Manager Council Facilities</p> <hr/> <p>Manager Water & Wastewater</p>



2.4 Ensure long-term success, resilience & sustainability

leveraging the region's strengths, addressing challenges, and unlocking its potential as a premier tourism destination in Queensland.

OUTCOME	ACTION	DELIVERABLE	LEAD
2.4.5 Celebrate Charters Towers' enduring connection to gold, bridging its historic legacy with ongoing and future mining operations	Deliver the Destination Management Plan action plan deliverables	Venus Battery Old Bus Relocation project.	Manager Council Facilities



2.5 Additional Housing to Support Regional Migration

To realise the economic opportunities in the region, a skilled and ready workforce is required. To grow this workforce, additional housing is needed to support migration of skilled and ready workers to our region.

OUTCOME	ACTION	DELIVERABLE	LEAD
2.5.3 More Council provided housing for eligible employees reduces pressures on the private market	Advocate for funding to build four additional houses for Council employees	Finalisation of the Council Housing Strategy.	Manager Engineering & Delivery, Executive Services Manager
2.5.4 Increase in net migration (skilled labour)	Promote the lifestyle opportunities within the Charters Towers Region, including job opportunities, schooling and recreational opportunities for youth	Targeted regional attraction and marketing campaign implemented to promote Charters Towers as a desirable location for skilled workers and their families.	Executive Services Manager, Executive Manager People & Culture, Manager Planning & Development

“ Progress thrives where diversity and innovation meet, creating an economy that empowers people to shape tomorrow. ”



FOCUS 3: *Our Environment*



3.2 Management of Flying-Fox roosts in the LG area

Reduce impacts on residents and habitat associated with flying-fox roosts in the Charters Towers LGA while being considerate of approvals potentially required, site values, and in accordance with legislation.

OUTCOME	ACTION	DELIVERABLE	LEAD
3.2.2 Minimise community impacts and avoid future conflict	Implement actions of the Flying-fox Management Plan	Proactive communication protocol established and maintained to inform affected residents of roost activity and management actions. Early intervention measures undertaken in accordance with the Flying-fox Management Plan to reduce impacts on nearby residents. Register of complaints and response actions maintained to monitor trends and inform management decisions in accordance with Council's Complaints Management Framework.	Manager Operations
3.2.3 Support ways for the community to co-exist with flying-foxes	Implement actions of the Flying-fox Management Plan	Ongoing community education program delivered on flying-fox behaviour, health risks, and ecological value. Targeted engagement activities undertaken with affected communities and key stakeholders. Educational materials (fact sheets, website content, social media messaging) developed and maintained.	Manager Operations





3.3 Management of invasive plants and animals

Provide a strategic direction to minimise the impact of invasive plants and animals on the environment, the economy, human safety and social amenity.

OUTCOME	ACTION	DELIVERABLE	LEAD
3.3.1 Increase public knowledge of invasive plant and animal management	Implement actions of the Biosecurity Plan	Community education and awareness program delivered on invasive plant and animal management. Educational resources (fact sheets, website content, social media messaging) developed and maintained. Targeted community engagement activities undertaken in priority areas.	Manager Operations
3.3.2 Take all reasonable and practical measures to prevent or minimise a biosecurity risk	Implement actions of the Biosecurity Plan	Compliance and enforcement activities undertaken in accordance with the Biosecurity Plan. Internal processes and staff capability strengthened to support biosecurity obligations.	Manager Operations



3.5 Effective Waste Management

Improve waste management in the region.

OUTCOME	ACTION	DELIVERABLE	LEAD
3.5.1 Reduce waste to landfill	Deliver actions of the Waste Management Strategy	Kerbside recycling options investigated and implementation plan developed. Community awareness activities delivered to promote waste reduction and recycling behaviours.	Manager Operations Manager Operations
3.5.2 Sustainable waste management	Deliver actions of the Waste Management Strategy	Actions of the Waste Management Strategy implemented and monitored. Opportunities to improve operational efficiency and environmental outcomes identified and implemented. Compliance with environmental and regulatory requirements maintained.	Manager Operations Manager Operations Manager Operations



EVACUATION PROCEDURE
 1 WHEN ALARM SOUNDS, LEAVE IMMEDIATELY BY THE NEAREST EXIT.
 2 PLACED IN AN ORDERLY MANNER TO ASSEMBLY POINT.
 3 REMAIN AT ASSEMBLY POINT UNTIL ALL CLEAR IS GIVEN.

STOP
 PLEASE SIGN REQUEST FORM TO ENTER

FOCUS 4: *Our Civic Leadership*



4.1 Transparent and Accountable Processes and Decision-making

Transparency, accountability and confidence in Council's decision making is central to building and maintaining our social license with our community.

OUTCOME	ACTION	DELIVERABLE	LEAD
4.1.1 High community and external stakeholder awareness of Council's priorities and strategies	Actively include and incorporate community feedback and consultation in Council decision-making	Implementation of the Dalrymple H.M. Clarke Saleyards Agents Agreements and Code of Conduct.	Manager Saleyards
		Review booking protocols for Equestrian Centre and Saleyard users to maintain a consistent approach for all users of the facility.	Manager Saleyards
		Delivery of an All Hazards Risk Study.	Executive Services Manager
4.1.3 The community is empowered to approach Council to discuss emerging and known issues	Annual Community Meetings will be hosted in townships to ensure regional communities feel empowered to discuss emerging and known issues in a face to face setting	Annual Meetings scheduled for Hervey Range, Greenvale, Hidden Valley, Homestead, Pentland and Ravenswood.	Executive Services Manager
4.1.4 Asset Management will be prioritised across all Council assets	Provide a consistent approach to asset management across the region	Develop a reviewed and updated Asset Management Strategy for all asset categories.	Executive Manager Infrastructure Services
		Develop an Asset Management Project Plan that identifies timelines and resources required for a comprehensive asset renewal program.	Executive Manager Infrastructure Services



4.2 People First Customer Service

Putting the needs of our customers at the forefront of our service delivery will ensure community satisfaction.

OUTCOME	ACTION	DELIVERABLE	LEAD
4.2.1 Best quality services delivered to residents across the region	Provide a consistent, knowledgeable and professional customer experience	Review of the Administration Centre Customer Service Counter.	Manager Community Development, Manager Council Facilities
		Customer Requests are assigned to work areas in a timely manner and response times are consistent with Council's Customer Service Charter.	Chief Executive Officer, Executive Manager Corporate & Community Building, Executive Manager Infrastructure Services, Executive Manager People & Culture, Manager Operations, Manager Water & Wastewater, Manager Council Facilities, Manager Engineering and Design, Manager Fleet Services, Manager Saleyards, Project Delivery Manager, Manager Work Health & Safety, Manager Community Development, Manager Planning & Development, Chief Financial Officer, Chief Information Officer, Project Management Office Manager, Executive Services Manager
		Finalise the Quality Management System (QMS) review to ensure all policy and associated documents are fit for purpose and meet the needs of legislative requirements and organisation and community needs.	Executive Services Manager All document owners
		Development of Livestock Standstill Plan.	Manager Saleyards
4.2.2 Customer satisfaction with their interactions with Council	Undertake biannual community satisfaction surveys	Deliver a Community Satisfaction Survey.	Executive Services Manager
4.2.3 Council has the right people, with the right skills, doing the right jobs at the right time, to deliver the services expected by the community	Implement Charters Towers Regional Council's Workforce Strategy Plan	Review and develop the Workforce Strategy Plan for 2026-2030.	Executive Manager People & Culture
		Deliver all Internal Audit actions in accordance with the endorsed timelines.	Executive Services Manager All Internal Audit action owners
		Focus on psychosocial risk management and initiatives to support mental health and wellbeing in the workplace in conjunction with WHS team.	Manager Work Health and Safety



4.4 Innovation in Service Delivery

Innovation is more than just implementing new ideas, it's about how we can improve efficiency and quality of service delivery to our local community.

OUTCOME	ACTION	DELIVERABLE	LEAD
4.4.1 Improved data collection for decision making	Invest in systems to digitise the collection of data across all council services	Development of a suite of E-learning modules to support blended learning and development across the organisation (i.e. leadership development, role specific competencies).	Executive Manager People & Culture
		Project Action Plans for 2027/2028 budget to be approved through the Project Management Office approval cycle by December 2026. The early submission of shovel ready projects will ensure projects are well planned, budgeted for and meet the needs of the community ahead of the next budget cycle.	Chief Executive Officer, Executive Manager, Corporate & Community Building, Executive Manager Infrastructure Services, Executive Manager People & Culture, Manager Operations Manager Water & Wastewater, Manager Council Facilities, Manager Engineering and Design, Manager Fleet Services, Manager Saleyards, Project Delivery Manager, Manager Work Health & Safety, Manager Community Development, Manager Planning & Development, Chief Financial Officer, Chief Information Officer, Project Management Office Manager, Executive Services Manager
		Implement and deliver regular Council auctions for fleet.	Manager Fleet Services
4.4.2 New technologies change the way Council does its business, increasing productivity	Identify and implement existing and new technology opportunities	Network Asset Replacement – Information Technology.	Chief Information Officer
		Delivery of Council's organisation-wide Business Continuity Plan.	Executive Services Manager
		Delivery of Smart Access Entry Bi-Lock to FOBs for the trial facilities – Gold & Beef Rooms and Lissner Park Depot.	Chief Information Officer Manager Council Facilities
		WHS Technology solution to streamline safety management supporting efficient reporting, compliance tracking, and risk mitigation.	Manager Work Health & Safety
4.4.3 Residents can access Council services in more convenient ways, improving service delivery	Identify and implement existing and new technology opportunities such as online booking and payment systems and community engagement tools	Business Enhancement & Strategic Transformation (BEST) project.	Project Management Office Manager



CHARTERS TOWERS
REGIONAL COUNCIL

Operational Plan

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