

# DRAFT Corporate Plan

2021-2025



# Contents

<b>Foreword</b>	<b>3</b>	<b>Organisational Focus Areas</b>	<b>21</b>
<b>Introduction</b>	<b>4</b>	Transparency & Accountability	22
<b>Charters Towers Regional Profile</b>	<b>6</b>	Governance & Structures	23
<b>Charters Towers Strategic Context</b>	<b>8</b>	Asset & Infrastructure Management	24
<b>Our Organisation</b>	<b>10</b>	Customer Service	25
<b>Stakeholder Engagement</b>	<b>12</b>	People First	26
<b>Strategic Direction</b>	<b>14</b>	Innovation & Transformation	27
<b>Community Focus Areas</b>	<b>16</b>	<b>Potential Performance Indicators</b>	<b>28</b>
Economic Prosperity	17		
Environmental Sustainability	18		
Social Cohesion	19		
Culture & Heritage	20		

## Acknowledgment of Country

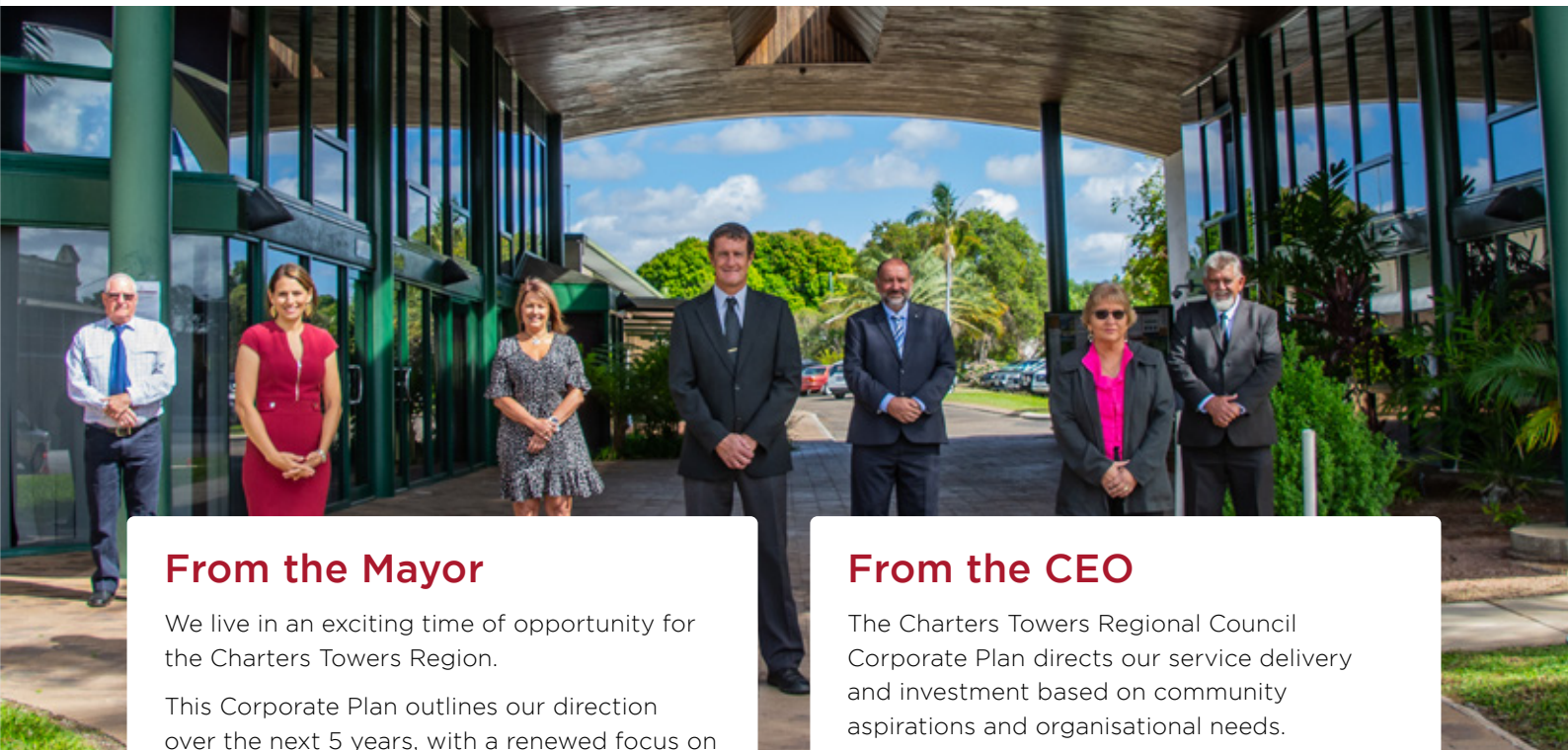
Charters Towers Regional Council is committed to honouring Australian Aboriginal & Torres Strait Islander peoples unique cultural and spiritual relationships to the land, waters and seas and their rich contribution to our society.

We acknowledge the Traditional Custodians of the land on which Charters Towers and its greater region are located, and is where we conduct our business. We pay respect to their Elders past, present and emerging.

We are committed to a positive future for all.



# Foreword



## From the Mayor

We live in an exciting time of opportunity for the Charters Towers Region.

This Corporate Plan outlines our direction over the next 5 years, with a renewed focus on innovation, development and communication.

This plan represents our commitment to moving with the times while never losing focus of what matters;

*Continuing to improve the services, infrastructure and opportunities available to our community.*

We are excited to present the Corporate Plan in alignment with feedback received from the community, Council staff and key stakeholders.

Above all remains our passion for the Charters Towers Region and its people.

We continue to serve, advocate for and represent the people of the region with passion and enthusiasm as we adopt this new strategic direction.

I look forward to continuing to work with the community to shape a vibrant, enjoyable and exciting Charters Towers Region.

**Frank Beveridge**



## From the CEO

The Charters Towers Regional Council Corporate Plan directs our service delivery and investment based on community aspirations and organisational needs.

The new Corporate Plan represents some changes. We are committed to exploring new and innovative ways of maximising opportunities and adapting to technological, climate, health and transport shifts.

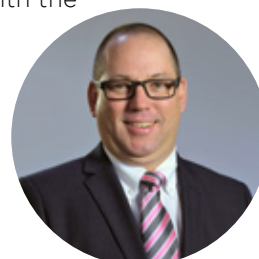
We are passionate about exploring new opportunities for members of the community and our staff through upskilling and training. This Corporate Plan will extend our capacity to deliver high quality services with the resources at our disposal.

Alongside a revitalised approach to innovation and economic development, we are focusing on our cultural heritage, identity and people.

Operationally, the next five years will be a chance to update our systems and processes to ensure we continue to focus on matters of substance beyond the Council walls. The Corporate Plan is both our commitment to this and will be our method of delivery.

I'm excited to be working with the Councillors, our community, staff and key stakeholders to deliver on a new and exciting direction for the Charters Towers Region.

**Aaron Johansson**



# Introduction

Our Corporate Plan sets our trajectory for the next five years. Based on our Vision for the Region, our Mission as a Council, and the needs of our community, this document guides our future growth and priorities.

Charters Towers Regional Council is developing an innovative, community-focused roadmap to a bright future.

This Corporate Plan is the bridge between our vision for the future and the present. The community focus areas of this plan outline our strategy to deliver high quality services, maintain infrastructure and meet community needs. The organisational focus areas will refine our governance structures and streamline the resourcing, systems, processes and skills within

Council. These focus areas distil community and Council aspirations, concerns and desires into actionable strategic priorities.

This Plan is a product of community collaboration and input, along with staff and Council consultation. It reiterates Council's foremost priority of meeting community needs, and it reflects how Council will continue to grow and adapt to address emerging opportunities and challenges.





OUR FOCUS AREAS FOR 2021-2025 ARE:

COMMUNITY FOCUS AREAS



Economic prosperity



Environmental Sustainability



Social Cohesion



Culture & Heritage

ORGANISATIONAL FOCUS AREAS



Transparency & Accountability



Customer Service



Governance & Structures



People First



Assets & Infrastructure



Innovation & Transformation



# Charters Towers Regional Profile

Charters Towers is an expansive regional hub with a proud history and strong community. We are a regional centre for mining, beef capital, and education, along with being an exciting destination for outback tourists.

Our strengths include our strong resource-based economy, strategic location, excellent schools, rich culture, and regional lifestyle. The region is not without challenges, including maintaining population, water management and geographic

distances. In developing this Corporate Plan, we have comprehensively analysed our region to help capitalise on our strengths and overcome the key challenges.

Our Corporate Plan incorporates an understanding of our unique demographic profile and an appreciation of our strengths and potential growth areas.

## POPULATION AND PEOPLE

**11,731**

### **estimated residential population (2020)**

While regional Queensland has experienced 1.28% population growth, Charters Towers has experienced a 110 person decrease (-0.93%) from 2018 to 2019.



**\$1,027**

### **median weekly household income (2016)**

Our median weekly household income is lower than that of regional Queensland (\$1,259)

**6.4%**

### **of residents require help in their day-to-day lives due to disability (2016)**

Over 1,000 people in the community provide unpaid assistance to a person with a disability, long term illness or old age.

**83.6%**

### **of residents live and work in Charters Towers (2016)**

12.3% of residents travelled outside of Charters Towers to work. 138 of these workers travelled to Townsville and 83 to the Isaac Region.



**40 years old**

### **median age (2016)**

Charters Towers is facing the challenges of an ageing population. Our median age is 3 years above the Queensland average.

**1,892**

### **rural residents (2019)**

In 2019 84% of residents live in town, with 1,892 residents living in rural areas. Rurally, the number one use for land is primary production.



**5.5%**

### **of residents were born overseas (2016)**

Charters Towers has a small foreign population, especially compared to the 17.3% regional QLD average. The region has a large Aboriginal and Torres Strait Islander population; 8.7% of the population identified as Aboriginal or Torres Strait Islander in 2016.

Sourced from .id (informed decisions) – Charters Towers profile



Our Corporate Plan is built on our unique regional economic position, incorporating an assessment of where we can further develop, and how we are positioned to build and innovate.

## EDUCATION AND ECONOMY

### **\$868 million**

#### **gross regional product (2019/20)**

This is a decrease of 2.97% from the previous year. Driven by declines in the Mining and Agriculture sectors.



### **6.7%**

#### **unemployment (December quarter 2020)**

The unemployment rate in the Charters Towers Region continues to improve. Since September 2019 it has fallen 0.6 percentage points. However, Charters Towers unemployment is still higher than the regional Queensland average (6.8%, September 2020).

### **33.2%**

#### **of residents completed Year 12 (2016)**

19.9% of people held a vocational qualification and 8.6% held a bachelor or higher degree.



### **Mining at \$262 million**

#### **is the most productive industry (2019/20)**

Mining is the most valuable industry in the Region, contributing 38.3% of value add in 2019/20. Second was Agriculture, contributing \$114.6 million (16.7%), followed by Healthcare (\$54 million, 7.9%) and Education and Training (\$51.4 million, 7.5%).



### **53%**

#### **of local jobs were accounted for by the four largest employment sectors (2019/20)**

The Mining sector contributes 14.5%, Agriculture 13.8%, Education and Training 13.1% and Health Care and Social Assistance 11.6%.

### **Accommodation & Food Services**

#### **has been significantly impacted by COVID-19**

The impact on the sector's output by the September Quarter 2020 (compared to the same time in 2019) was a loss of \$2 million. Without government support this loss may have translated into a loss of 100 jobs, a third of the employment in the sector.

Sourced from .id (informed decisions) – Charters Towers profile



# Charters Towers Strategic Context

This Corporate Plan sits within and builds upon current strategic documents as well as government policy. Starting from the national policy context, and narrowing into current Council structure, this Plan works to guide Council growth into the future.

## Principles of Local Government

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

Anyone who is performing a responsibility under this Act is to do 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
- e. Ethical and legal behaviour of Councillors and local government employees

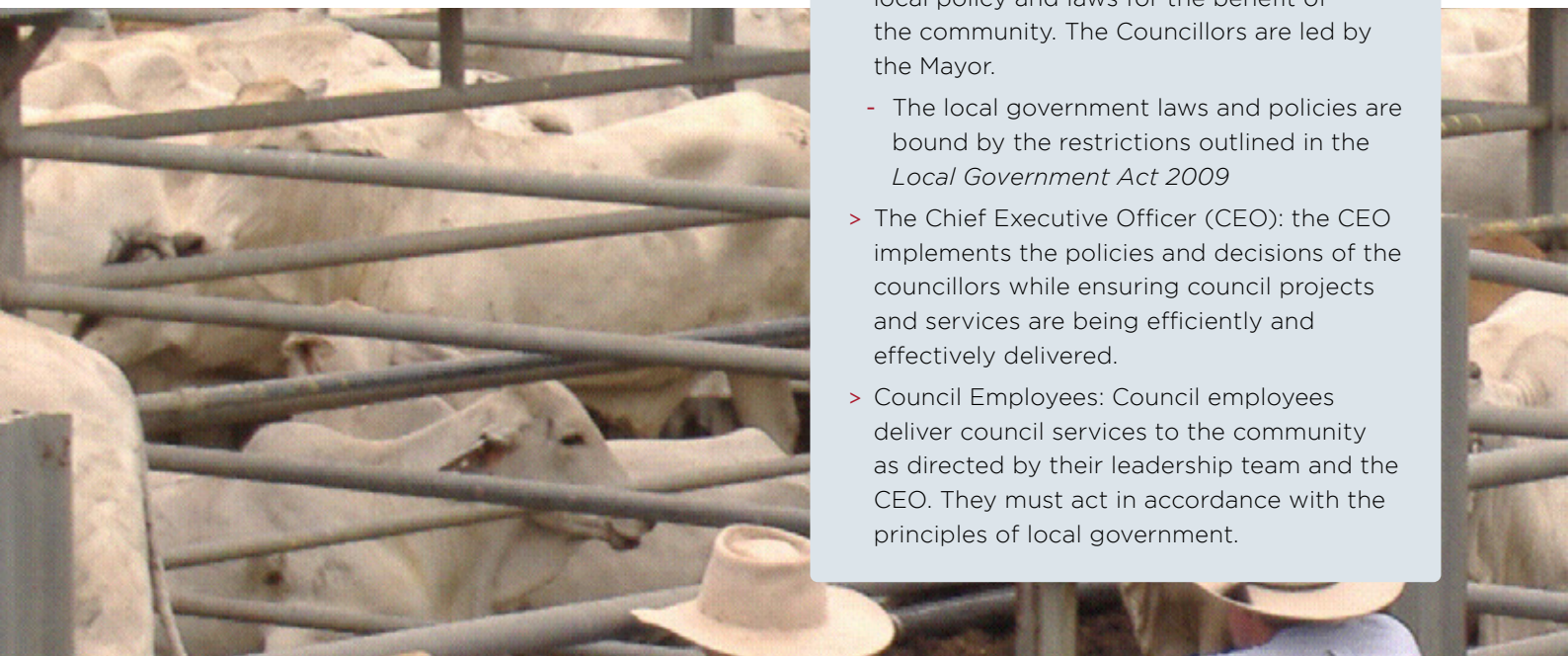
## Role of Local Government

In Queensland the responsibilities of local government include:

- > Town and land planning and development approvals
- > Provision of local roads
- > Water and sewerage services and animal control services
- > Providing and managing public recreational facilities
- > Public administration for local service delivery

### Different sections of local government have different responsibilities and powers:

- > Mayors and Councillors: Councillors are elected by the community and represent the current and future interests of the Local Government Area (LGA). They are responsible for guiding direction, advocating for the community and influencing local policy and laws for the benefit of the community. The Councillors are led by the Mayor.
  - The local government laws and policies are bound by the restrictions outlined in the *Local Government Act 2009*
- > The Chief Executive Officer (CEO): the CEO implements the policies and decisions of the councillors while ensuring council projects and services are being efficiently and effectively delivered.
- > Council Employees: Council employees deliver council services to the community as directed by their leadership team and the CEO. They must act in accordance with the principles of local government.





## Context of the Corporate Plan

The Corporate Plan informs the direction and priorities of Council over the next five years. This document defines the commitments and outcomes that Council intends to achieve and outlines action areas to deliver on these priorities. The Corporate Plan captures Council's internal priorities, its staff, decision-making processes and accountability, as well as its community priorities relating to service delivery, assets, programs, partnerships and the economy.

A Corporate Plan is required of all local governments under s165 and s166 of the *Local Government Regulation 2012*. The Corporate Plan must outline the direction of the local government (s166(a)), state the performance indicators for measuring progress against Council's vision for the future (s166(b)); outline the objectives of the commercial business unit (s166(c)(i)); and describe the nature of significant business activity conducted by the business unit (s166(c)(ii))<sup>1</sup>.

The legislation also mandates that a Corporate Plan must be developed every 5 financial years (s165(1)) and adopted in sufficient time to allow a budget and operational plan to be developed for the first relevant financial year (s165(2)).

In addition to the above legislative requirements, the Charters Towers Regional Council holds a firm belief in the value of forward planning and strategic alignment. The policy context provides a brief snapshot of the documents and policies considered in the development of this Plan.

1. Charters Towers Regional Council does not have any commercial business units. As such, (s166(c)(i)) and (s166(c)(ii)) do not apply to this Corporate Plan

## Policy Context

### REGIONAL CONTEXT

The Corporate Plan is informed by a variety of National policies and frameworks.

Key guiding documents include:

- > CSIRO: Charters Towers: A Living Transitions Roadmap
- > Our North, Our Future: White Paper on Developing Northern Australia

### STATE CONTEXT

The Corporate Plan is more directly influenced by state legislation.

Key guiding documents include:

- > *Local Government Act 2009*
- > *Local Government Regulation 2012*
- > *North Queensland Regional Economic Development Plan 2014-2031*
- > *The Queensland Plan: Queenslanders' 30-year vision*
- > *Queensland Treasury Strategic Plan 2019-2023*

### LOCAL CONTEXT

The Corporate Plan works in tandem with existing Charters Towers Regional Council corporate documents to outline a fresh strategic focus for the next five years.

Key guiding documents include:

- > CTRC 5-Year Corporate Plan 2018-2023
- > CTRC 2020-2021 Operational Plan
- > CTRC Economic Development and Innovation Strategy
- > CTRC Destination Management Plan 2020-2025
- > CTRC Priority Projects 2020-2024



# Our Organisation

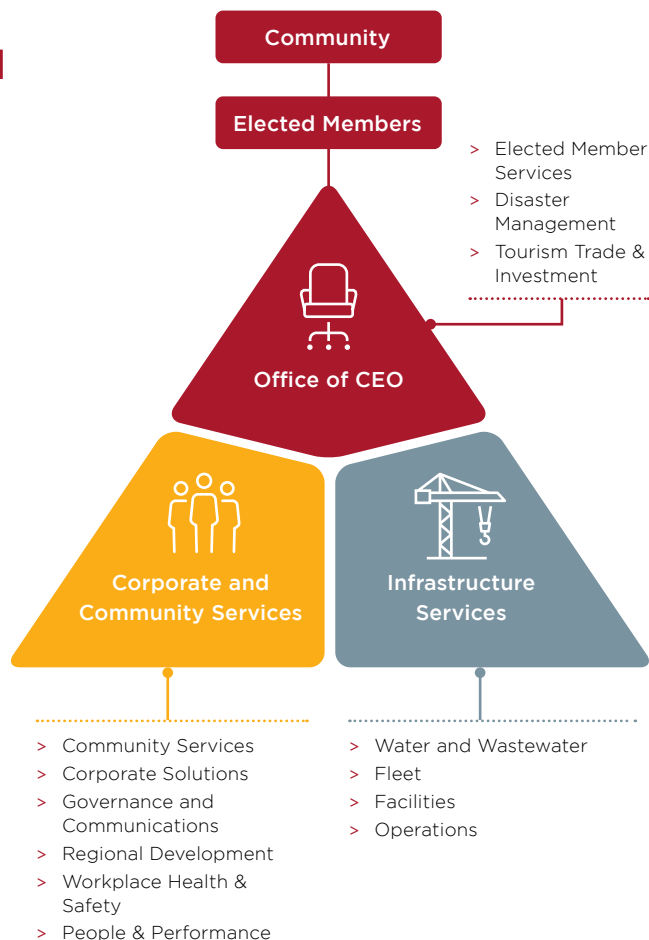
## Charters Towers Regional Council

Seven (7) Councillors are elected to represent the Charters Towers community. In March 2020 Councillors Sonia Bennetto, Alan Barr, Kate Hastie, Graham Lohmann, Julie Mathews and Bernie Robertson were elected for the Charters Towers Region, with Cr. Frank Beveridge elected Mayor.

The Charters Towers Regional Council employs over 250 people, all of whom will be involved in the delivery of this Corporate Plan.

The Executive Leadership Team (ELT) sits at the head of Council operations. The ELT is comprised of the Chief Executive Officer, the Director Corporate and Community Services and the Director Infrastructure Services. The ELT meets fortnightly to ensure the implementation of Council resolutions and decisions.

The diagram outlines the structure of Charters Towers Regional Council, its three main directorates and its comprising departments. The implementation of the Corporate Plan will be informed by and delivered through this organisational framework.



## Implementing the Corporate Plan

This Corporate Plan will guide action for the next five (5) years. To ensure yearly success and accountability, Operational Plans will be developed annually with progress monitored through Quarterly and Annual Reports.







# Stakeholder Engagement

This Corporate Plan was informed by broad consultation with the community, Council staff, Councillors and other key stakeholders. The engagement process included digital surveys of community and Council staff, general public workshops, Councillor and staff roundtable discussions, and interviews with key industry stakeholders.

## Key Engagement Themes



### DEVELOPMENT

- > Prioritising smart infrastructure development and asset management
- > Reinvigorating old facilities and strategically allocating resources
- > Understanding the limitations of our financial and natural resources to maximise their potential



### INNOVATION

- > Developing Charters Towers untapped potential as a regional hub and opportunity for technological innovation
- > Strengthening key industries such as agriculture and tourism while growing economic diversity and resilience
- > Upskilling the community and Council staff to adapt to new technologies and a shifting economy
- > Prioritising economic collaboration, resilience, partnership and innovation



### COMMUNICATION

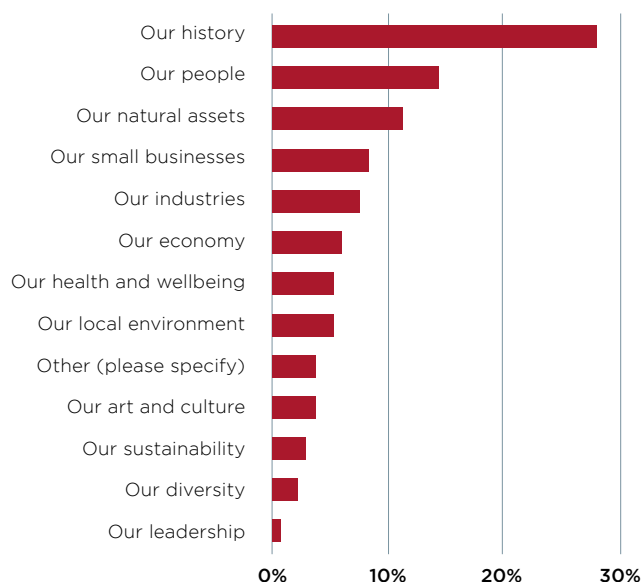
- > Improving avenues of communication with the community and staff, online and in person
- > Enhancing transparency and accountability in Council decision-making
- > Increasing community engagement in Council decision-making



## Key Engagement Statistics

A general public survey, which received 47 responses, was conducted to engage the wider community and gain insight into their priorities for the Corporate Plan. Key statistics are summarised below:

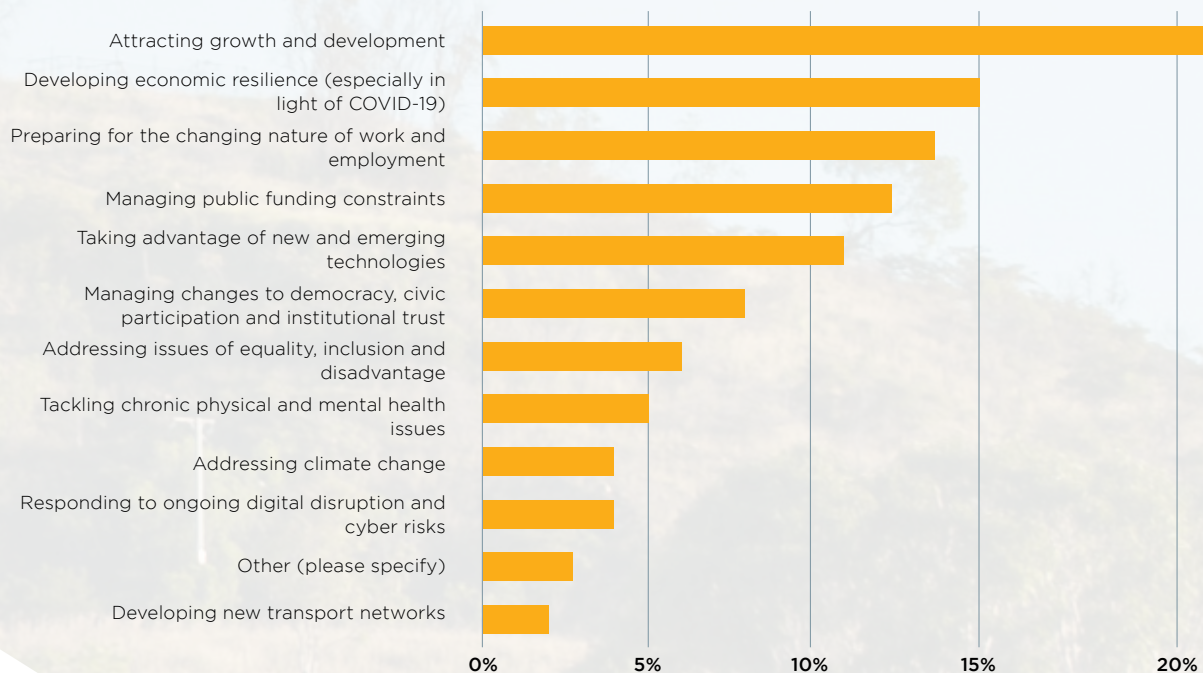
**The community were asked to select their top three defining features of the Charters Towers Region.**



**The community identified the following as their top five priorities for Council decision-making:**

- 1 Increasing liveability and lifestyle
- 2 Preserving culture and heritage
- 3 Growing our visitor economy
- 4 Economic diversification and resilience
- 5 Enhancing community engagement and responsiveness

**The community were asked to select five challenges they perceived to be facing the Charters Towers Region.**



# Strategic Direction

Working with our community, key stakeholders and staff, Charters Towers Regional Council has developed a strategic direction that we are confident will deliver improved services to our community and support for our staff.

The Corporate Plan is guided by our vision and mission statements, developed through consultation with community and staff are underpinned by our Council values. Council has also identified key principles that we will apply across the organisation and in our communications with the community.

We have split our direction and priorities into community and organisational focus areas. This will allow us to target our strategy for delivering value to our community, while improving the organisation itself to support our community.

Our community focus areas identify programs, services and policies that support community needs. Our organisational focus areas identify systems, processes and structural changes that allow us to deliver high-quality services.

## OUR SHARED VISION

We will be a prosperous, innovative and forward-looking region that celebrates our cultural past while looking towards an environmentally friendly and economically exciting future. The Charters Towers Region will be a vibrant inclusive place to live, connected to nature and full of opportunity.

### Our Community will benefit from:

- > A diverse, sustainable and innovative economy that grows sectors such as the visitor economy
- > A highly engaged and liveable community with health, wellbeing, inclusive and vibrant spaces as priorities
- > A focus on our historical, cultural and natural heritage
- > A forward-thinking powerhouse of innovation, upskilling and adapting to future change

## OUR MISSION

We will listen to, empower, uplift and benefit our community with high quality services, infrastructure and policy. We will continuously improve our internal skills, transparency, efficiency and planning to ensure we offer the best possible leadership for our region.

### Our Community will benefit from:

- > Engaging, empowering and enabling our community and advocating for the region
- > Improving Council service delivery with talented staff, accountable practices and ongoing opportunities to upskill
- > Delivering efficient services with service review, innovative practices and future driven planning



## Our Community Values

As a community we treasure our rich heritage and welcoming culture, while our hardworking, ambitious spirit drives us towards a bright future. We value:



### Communication

We connect with each other to prioritise and act



### Innovation

We are not afraid of trying new things



### Future-Focus

We are flexible and forward thinking



### Culture & Heritage

We treasure our past and celebrate who we are

## Our Organisational Values

Our values encapsulate the transparent, community driven goals our Council embodies in its service delivery. They are:



### We're accountable

We own what we do, and we do what we say



### We're open

We're honest and up front, and we welcome new ideas



### We're courageous

We stand strong and speak up for what's right



### We aim to be better

We do not shoot others down



### We're a proud team

For good reason

Our **vision** is one of prosperity and community, and our **mission** is to work hard to achieve it.



# Community Focus Areas

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



## ECONOMIC PROSPERITY

CFA1

### Prosperity and continued economic development

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



## ENVIRONMENTAL SUSTAINABILITY

CFA2

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

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



## SOCIAL COHESION

CFA3

### A cohesive and inclusive community

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



## CULTURE & HERITAGE

CFA4

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

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





## ECONOMIC PROSPERITY

Economic enablement is a central part of what we do

	Skills, Training & Education CFA1.1	Resilience & Diversification CFA1.2	Growing our Visitor Economy CFA1.3
OPPORTUNITY	<p><b>Skills, training and education are key enablers of economic productivity and participation.</b></p> <p>The Charters Towers Region has a strong history of providing high quality training and education services of which we will continue to build on and enhance.</p>	<p><b>Economic diversity supports our resilience and recovery in the face of economic change.</b></p> <p>We will attract new industries to diversify the spread of local employment opportunities across a broader range of industries.</p>	<p><b>Tourism is a central part of our economy, with significant opportunity to grow.</b></p> <p>We will make the most of the move towards domestic travel in the wake of COVID-19, promoting the unique experiences offered by our tourism sector.</p>
ACTION AREAS	<ul style="list-style-type: none"> <li>&gt; Advocating, promoting, supporting and assisting our local education sector</li> <li>&gt; Exploring programs to build our community's skills for the future, including digital literacy training and upskilling programs</li> <li>&gt; Working with the education sector to provide skills and training that support job pathways and opportunities</li> <li>&gt; Assist in the development of the innovation and entrepreneurial capability of our region with innovation specific training</li> </ul>	<ul style="list-style-type: none"> <li>&gt; Delivering our Economic Development and Tourism Strategies</li> <li>&gt; Assisting established and emerging industries with quality infrastructure and appropriate regulatory modernisation</li> <li>&gt; Leveraging technology and data to optimise decision-making</li> <li>&gt; Increasing connectivity and digital access in the region</li> <li>&gt; Collaborating with and advocating to State and Federal governments for our region</li> </ul>	<ul style="list-style-type: none"> <li>&gt; Delivering our Destination Management Plan and branding</li> <li>&gt; Highlighting and promoting our cultural and regional identity and its distinctive travel experience</li> <li>&gt; Empowering tourism businesses by reducing red tape and encouraging innovation</li> <li>&gt; Further developing our Visitor Information Centre as a tourism launchpad</li> <li>&gt; Marketing the region, leveraging exciting events such as the 150 Year Celebrations</li> </ul>



# ENVIRONMENTAL SUSTAINABILITY

Our delicate natural resources are beautiful and essential

	Water CFA2.1	Sustainability CFA2.2	Flora & Fauna CFA2.3
OPPORTUNITY	<p><b>Water security is a central pillar of our agriculture, industry and community.</b></p> <p>We will effectively manage our water resources to protect our natural environment, support community lifestyle and assist agricultural expansion.</p>	<p><b>Natural assets are the backbone to the region’s identity, economy, culture and lifestyle.</b></p> <p>We will protect our natural environment and work to mitigate risks of a changing climate.</p>	<p><b>Living alongside nature is a reality of life in the Charters Towers Region</b></p> <p>We will work to develop and implement sustainable methods of wildlife management and environmental protection.</p>
ACTION AREAS	<ul style="list-style-type: none"> <li>&gt; Supporting the Big Rocks Weir project for heightened water security to support agriculture, industrial and residential growth</li> <li>&gt; Developing a long-term plan for wastewater treatment and recycled water use</li> <li>&gt; Addressing the end-of-life replacement requirements of Charters Towers water supply distribution network</li> <li>&gt; Exploring options for the development of a safe potable water system for Greenvale</li> <li>&gt; Investigating smart irrigation and other innovative approaches to improve drought security</li> </ul>	<ul style="list-style-type: none"> <li>&gt; Implementing an Asset Management system that outlines sustainable and innovative ways of monitoring, repairing and managing assets such as water sources and treatment plants</li> <li>&gt; Investing in opportunities for sustainable growth including expanding renewable energy generation in the region</li> </ul>	<ul style="list-style-type: none"> <li>&gt; Delivering the Flying Fox Management Strategy involving State and Local levels of government</li> <li>&gt; Advocating to the State and Federal governments for support with wild dog and pest weed management, including the Wild Dog 1080 Baiting Program</li> <li>&gt; Complying with obligations under the <i>Biosecurity Act 2014</i></li> </ul>





## SOCIAL COHESION

The measure of our community is our social wellbeing

	Places & Spaces CFA3.1	Liveability CFA3.2	Health and Wellbeing CFA3.3
OPPORTUNITY	<p><b>Public spaces and places are a cornerstone of community cohesion and connection.</b></p> <p>We will enhance the vibrancy, activation and aesthetics of our towns and villages to support recreation and community health and wellbeing.</p>	<p><b>Lifestyle and strategic location are points of difference for Charters Towers.</b></p> <p>We will increase the liveability of our region so residents can enjoy a regional lifestyle with exciting opportunities.</p>	<p><b>Health, wellbeing and an active lifestyle are priorities for our community.</b></p> <p>We will continue to develop key health and social assistance services while fostering our unique outdoor lifestyle and encouraging active recreation.</p>
ACTION AREAS	<ul style="list-style-type: none"><li>&gt; Continuing to advocate for the Works for Queensland Funding Program and utilise this support to enhance public spaces</li><li>&gt; Developing a strong plan for future public space preservation and enhancement, focusing on usability and social connection</li></ul>	<ul style="list-style-type: none"><li>&gt; Exploring a redevelopment of the Charters Towers Aerodrome to allow for air operations in poor weather and increase disaster responsiveness</li><li>&gt; Promoting our regional lifestyle to attract new residents</li><li>&gt; Working with telecommunications companies to enhance digital connectivity</li></ul>	<ul style="list-style-type: none"><li>&gt; Improving our health services through continued advocacy for State funding for the Townsville Hospital and Health Service</li><li>&gt; Increasing community awareness about where to access health services and the importance of an active lifestyle</li><li>&gt; Investing in key recreational assets and infrastructure projects such as the Pump Track and the Kennedy Regiment Memorial Pool</li></ul>



## CULTURE & HERITAGE

Who we are matters

	Our Heritage CFA4.1	Our People CFA4.2	Our Brand CFA4.3
OPPORTUNITY	<p><b>Heritage and culture are at the core of our identity.</b></p> <p>We will continue to protect and communicate our storied past, cultural heritage and rural identity.</p>	<p><b>Our residents are the most defining feature of our region.</b></p> <p>We will continue to nurture and encourage our inclusive, connected and welcoming community.</p>	<p><b>Our brand is one of a friendly and welcoming community, and a part of what makes Charters Towers special.</b></p> <p>We will leverage our unique benefits to encourage people to visit and settle in the community.</p>
ACTION AREAS	<ul style="list-style-type: none"> <li>&gt; Embracing and celebrating our history, including upkeep of key historical sites and archives</li> <li>&gt; Empowering our Aboriginal and Torres Strait Islander communities through activities contributing to reconciliation such as, the development of a Reconciliation Action Plan</li> <li>&gt; Supporting our rural industries to advocate for and communicate our rural identity</li> </ul>	<ul style="list-style-type: none"> <li>&gt; Continuing to implement our People First Strategy</li> <li>&gt; Providing events for our community to connect such as the Move It NQ Campaign</li> <li>&gt; Supporting an inclusive community that is welcoming and friendly by promoting diversity and cultural celebration</li> <li>&gt; Growing key community communication methods</li> </ul>	<ul style="list-style-type: none"> <li>&gt; Supporting the Destination Management Plan with a focus on education and heritage tourism</li> <li>&gt; Establishing, developing and marketing visitor attractions, such as the Visitor Information Centre and future Towers Hill developments</li> <li>&gt; Harnessing the 150-year Celebrations in 2022 to reset and promote the story of the town and region</li> </ul>



# Organisational Focus Areas

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



## TRANSPARENCY & ACCOUNTABILITY

OFA1

### Open and accessible Council decision-making

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



## GOVERNANCE & STRUCTURES

OFA2

### Efficient and clear Council processes

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



## ASSETS & INFRASTRUCTURE

OFA3

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

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



## CUSTOMER SERVICE

OFA4

### Friendly, skilled and understanding service

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



## PEOPLE-FIRST

OFA5

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

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



## INNOVATION & TRANSFORMATION

OFA6

### Harnessing smart process and digital transformation

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

## TRANSPARENCY & ACCOUNTABILITY

We are open, accountable and proud



	Transparency OFA1.1	Accountability OFA1.2	Engagement OFA1.3
OPPORTUNITY	<p><b>Council is committed to being open, transparent and straight forward in its processes.</b></p> <p>We will improve our communication of Council process and operations to all stakeholders.</p>	<p><b>Accountability in decision-making is key to developing as a Council and a Region.</b></p> <p>We will continue to put the community first, and welcome feedback on where we can improve in meeting the needs of residents.</p>	<p><b>Local governments must be guided by and responsive to the thoughts and concerns of the community.</b></p> <p>We will expand on the current opportunities available for our community to engage with Council.</p>
ACTION AREAS	<ul style="list-style-type: none"> <li>&gt; Improving communication of day-to-day Council activities and achievements, and strategic and operational goals and progress to our community</li> <li>&gt; Improving internal and external accessibility to informative key guiding documents and materials</li> </ul>	<ul style="list-style-type: none"> <li>&gt; Outlining clear deliverables for Council programs to enable us to evaluate their success</li> <li>&gt; Continuing to promote our strategic documents which outline key responsibilities, performance measures and expected service delivery</li> </ul>	<ul style="list-style-type: none"> <li>&gt; Exploring opportunities for digital democracy, community collaboration and involvement in decision-making</li> <li>&gt; Continuing to develop a community engagement framework that guides Council's engagement with the community to inform Council decisions</li> <li>&gt; Ensuring access to communications and engagement for those living remotely</li> </ul>





## GOVERNANCE & STRUCTURES

Our systems and processes support excellence and improvement

	Governance <small>OFA2.1</small>	Structures <small>OFA2.2</small>	Strategic Planning <small>OFA2.3</small>
OPPORTUNITY	<p><b>Good governance is at the core of an efficient and well-functioning Council.</b></p> <p>We will work to continuously review, revise and improve our governance framework.</p>	<p><b>Deliver workspaces and processes that enable innovative thinking, planning and service delivery.</b></p> <p>We will ensure our structures clearly define roles that enable collaboration and enhanced performance.</p>	<p><b>A strategic approach to Council's long-term planning is vital in future-proofing the region.</b></p> <p>This approach will ensure we manage our existing environment and seek future opportunities to improve our resource management and develop innovation.</p>
ACTION AREAS	<ul style="list-style-type: none"> <li>&gt; Developing a robust and comprehensive Corporate Governance Framework that is aligned with best practice and embedded across the organisation</li> <li>&gt; Continuing to review policies, frameworks, strategies and plans to ensure they meet the need of both our organisation and community</li> <li>&gt; Undertaking a review of the Town Plan to ensure State and Local government policies are contemporary</li> </ul>	<ul style="list-style-type: none"> <li>&gt; Embedding information management as an intrinsic component of the functionality of the organisation</li> <li>&gt; Building an integrated strategic planning framework that provides for delivery of objectives and incorporates effective performance monitoring and evaluation</li> <li>&gt; Defining clear roles and responsibilities for teams, and ensuring that they have the appropriate resources to operate within budget and meet their goals</li> </ul>	<ul style="list-style-type: none"> <li>&gt; Guiding accountable decision-making with long-term financial planning frameworks</li> <li>&gt; Ensuring our workspace and processes are responsive and agile to adapt to unforeseen challenges and opportunities</li> <li>&gt; Applying our value for money approach to planning to deliver projects that are self-sustaining and add community value</li> <li>&gt; Targeting investment into digital technologies to better inform decisions based on environmental and economic trends</li> </ul>



## ASSET & INFRASTRUCTURE MANAGEMENT

Managing our infrastructure and assets is an essential function

	Efficient Resource Management OFA3.1	Redevelopment of Current Infrastructure OFA3.2	Developing New Assets OFA3.3
OPPORTUNITY	<p><b>The community and economy rely on functional infrastructure and assets.</b></p> <p>We will focus resource allocation to be more proactive in asset management rather than reactive.</p>	<p><b>The Charters Towers community deserves strategic and resourceful management of our existing assets.</b></p> <p>We will continue our fiscally responsible approach to governance to maximise outcomes for the community.</p>	<p><b>We are strongly positioned for new development and opportunities with a stable economic base.</b></p> <p>We will leverage our strategic location as a transport hub to develop assets and infrastructure that enables future growth.</p>
ACTION AREAS	<ul style="list-style-type: none"><li>&gt; Developing and implementing a 10-year Asset Management Plan across the Council and community facilities</li><li>&gt; Developing fully costed reconstruction/ refurbishment programs for major asset classes</li><li>&gt; Prioritising our resource allocation for high-value and high use assets</li></ul>	<ul style="list-style-type: none"><li>&gt; Redeveloping assets such as the Saleyards to grow their potential</li><li>&gt; Developing a long-term plan to replace, refurbish or scale down end-of-life assets</li><li>&gt; Execute Stage 2 of the Water Treatment Plant Upgrade</li></ul>	<ul style="list-style-type: none"><li>&gt; Evaluating high-value projects to promote the location as a transport hub for regional business</li><li>&gt; Encouraging the development of new assets that enhance road and rail supply chains</li><li>&gt; Leveraging the airport as a source of new employment and trade opportunities</li></ul>



## CUSTOMER SERVICE

Excellent customer service puts the citizen first



	Communication <small>OFA4.1</small>	Service Delivery <small>OFA4.2</small>	Service Innovation <small>OFA4.3</small>
OPPORTUNITY	<p><b>Communication is vital for a strong sense of community, and effective service delivery.</b></p> <p>We will improve methods of communication between Council and the community, and enable communication within the community itself.</p>	<p><b>Delivering services for the community is the driving purpose of our Council.</b></p> <p>We are committed to delivering the best quality services for the Region, and we will prioritise community centric service.</p>	<p><b>As a community's needs and context evolves, so should a Council's approach to service delivery.</b></p> <p>We understand the need to utilise new technologies and approaches to services and will invest in these areas.</p>
ACTION AREAS	<ul style="list-style-type: none"> <li>&gt; Developing stronger pathways of communication throughout the Charters Towers Region to connect the community, online and in person</li> <li>&gt; Encouraging the community to communicate their service needs with Council and ensuring there is a strong framework for this engagement</li> </ul>	<ul style="list-style-type: none"> <li>&gt; Providing a consistent, knowledgeable and professional customer experience</li> <li>&gt; Implementing ongoing and specialised staff training that enables high-quality service delivery from skilled staff</li> <li>&gt; Investing in high use community programs that deliver value-for-money and reducing service levels for programs that no longer meet community needs</li> </ul>	<ul style="list-style-type: none"> <li>&gt; Maximising information technology to offer contemporary service delivery models, increased staff capability and value-for-money</li> <li>&gt; Optimising technologies such as Technology One platform to enable excellent service delivery</li> </ul>



## PEOPLE FIRST

A Council is defined by its staff

	Attracting Talent <small>OFA5.1</small>	A Safe and Welcoming Workplace <small>OFA5.2</small>	Staff Skills and Training <small>OFA5.3</small>
OPPORTUNITY	<p><b>A successful organisation attracts and retains top talent.</b></p> <p>We are focused on attracting new people who can bring fresh ideas, and fostering the talent we already have.</p>	<p><b>Staff perform best in a welcoming, friendly, diverse workplace that values their wellbeing.</b></p> <p>We will prioritise the health and wellbeing of our staff, and ensure they have a safe and hospitable place to work.</p>	<p><b>Council's staff are our biggest asset, and it is vital to invest in their development.</b></p> <p>We are committed to offering staff opportunities for skill development and will ensure we give them the training that allows them to perform at their best.</p>
ACTION AREAS	<ul style="list-style-type: none"> <li>&gt; Building our recruitment strategy to leverage our People First Strategy</li> <li>&gt; Developing strong succession planning that clearly defines how responsibility will transition</li> <li>&gt; Defining opportunities for internal promotion and external hiring that brings in high talent while retaining our outstanding staff</li> </ul>	<ul style="list-style-type: none"> <li>&gt; Continuing to deliver our People First Strategy and encouraging a welcoming, inclusive workplace culture</li> <li>&gt; Delivering a work health and safety plan that models best practice and achieves safe outcomes within the workforce</li> <li>&gt; Embedding a rigorous safety leadership culture within the workforce</li> <li>&gt; Encouraging opportunities for mentoring within the workplace to support upskilling and a collaborative workplace culture</li> </ul>	<ul style="list-style-type: none"> <li>&gt; Ensuring there are options for staff to grow and expand their skills</li> <li>&gt; Upskilling staff to adapt to digital and innovative technology so they can realise the potential of new Council technologies</li> <li>&gt; Providing clear training on Council's decision-making and strategic planning processes to ensure consistency across directorates</li> </ul>





# INNOVATION & TRANSFORMATION

Innovation unlocks a region’s full economic and social potential

	Overcoming Innovation Barriers OFA6.1	Supporting Local Innovation OFA6.2	Innovation Partnership OFA6.3
OPPORTUNITY	<p><b>Innovation promotes new ideas, new approaches to efficiency and continuous improvement.</b></p> <p>We will ensure our internal structures work to enable innovation, and we will address barriers to innovation in the community.</p>	<p><b>Local innovation can harness our current strengths and develop new opportunities in exciting new ways.</b></p> <p>We will work to support and foster innovation in Charters Towers and grow local business capacity.</p>	<p><b>Innovation does not happen in isolation.</b></p> <p>We understand the power of partnership in innovation and will advocate for Charters Towers in innovation networks across the region and beyond.</p>
ACTION AREAS	<ul style="list-style-type: none"> <li>&gt; Leveraging the experience and expertise of our community to solve local challenges</li> <li>&gt; Identifying and addressing local barriers to innovation such as red tape and inefficient processes</li> <li>&gt; Developing internal governance that prioritises the need for effective innovation</li> <li>&gt; Encouraging internal and local innovation</li> </ul>	<ul style="list-style-type: none"> <li>&gt; Developing an internal innovation framework to increase Council's innovation capacity and activities</li> <li>&gt; Establishing a formal Charters Towers Innovation Network that connects businesses and entrepreneurs with Council</li> <li>&gt; Supporting and promoting local innovation training, programs and events</li> </ul>	<ul style="list-style-type: none"> <li>&gt; Supporting our local innovators and their products/services in the wider region</li> <li>&gt; Partnering with other innovation networks, including working with other governments, educational institutions and businesses</li> <li>&gt; Advocating for the Region in State and National innovation programs</li> </ul>

# Potential Performance Indicators

These potential performance indicators provide a framework for Council and residents to assess progress towards achieving the objectives of this Corporate Plan.

A brief summary of performance indicators for each focus area and its key objectives is summarised below. Further performance indicators and detailed objectives are outlined in the operational plan and other strategic Council documents.

Focus Area	Key Objectives	Performance Indicators
<b>Economic Prosperity</b> <b>CFA1</b>	Increase educational attainment and skills	> Educational attainment and quality measures
	Increase the diversity and resilience of our economy	> Growth in new (and non-traditional) sectors > Relative impact of economic shocks
	Increase visitation and the tourist economy	> Metrics of visitor stay and enjoyment
<b>Environmental Health</b> <b>CFA2</b>	Improve the management of our water supply	> Water quality and use measures
	Increase our environmental sustainability	> Environmental footprint and quality standards
	Improve our management of flora and fauna	> Biodiversity levels and pest measurement
<b>Social Cohesion</b> <b>CFA3</b>	Enhance community liveability	> Citizen happiness and participation > Community liveability
	Improve public spaces	> Usage and quality of public facilities
	Improve community wellbeing	> Health and social outcome indicators
<b>Culture &amp; Heritage</b> <b>CFA4</b>	Protect our heritage	> Delivery of heritage projects and cultural celebrations
	Foster our sense of community	> Community participation and engagement
	Develop our brand	> Brand engagement with Charters Towers



Focus Area	Key Objectives	Performance Indicators
<b>Transparency &amp; Accountability</b> <b>OFA1</b>	Improve Council transparency	> Accessibility and transparency of Council projects and processes
	Increase Council accountability	> Community engagement influencing Council changes
	Increase community engagement	> Engagement participation
<b>Governance &amp; Structures</b> <b>OFA2</b>	Review Council governance	> Review and amendment of Council strategies and processes
	Adapt Council structures	> Development of Council structures and staff roles
	Improve strategic planning processes	> Delivery of the Corporate Plan and achievement of strategic goals
<b>Asset &amp; Infrastructure Management</b> <b>OFA3</b>	Improve efficient resource management	> Cost effective asset management and use
	Redevelop current infrastructure	> Future infrastructure upgrades and projects
	Develop new assets	> Delivery of capital works projects
<b>Customer Service</b> <b>OFA4</b>	Improve communication between Council and the community	> Increased communication pathways and community engagement with Council
	Deliver high quality services	> Community use and assessment of Council services
	Increase service innovation	> New modes of service delivery
<b>People-First</b> <b>OFA5</b>	Attract talent to Council	> Attraction of highly qualified staff and career progression of talented internal hires
	Foster a safe and welcoming workplace	> Adherence to WHS guidelines
	Increase staff skills and training	> Upskilling and mentoring opportunities available
<b>Innovation &amp; Transformation</b> <b>OFA6</b>	Overcome innovation barriers	> Policy and Council structure changes for innovation
	Support local innovation	> Businesses and entrepreneur's innovation acknowledgements
	Increase innovation partnership	> Entry into innovation partnerships



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